

2010 SIOP Conference, Panel Discussion

Leadership Succession and Retention: What Do We Know?

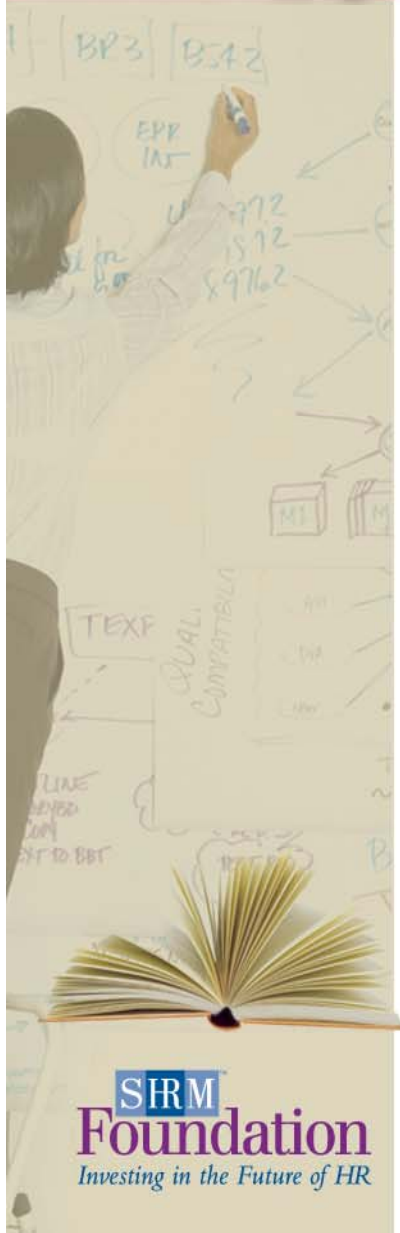
William Schiemann, SHRM Foundation

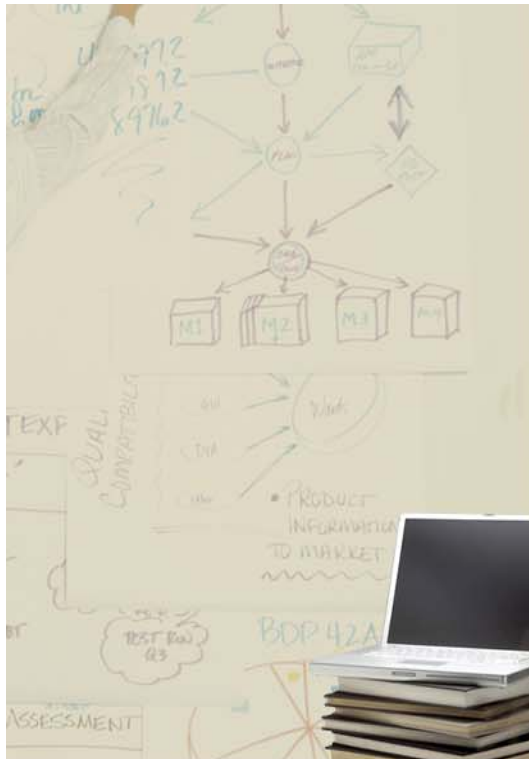
Joe Rosse, University of Colorado

Peter Cappelli, The Wharton School

Wayne Casio, University of Colorado

Denise Rousseau, Carnegie Mellon Univ





SHRM
Foundation
Investing in the Future of HR

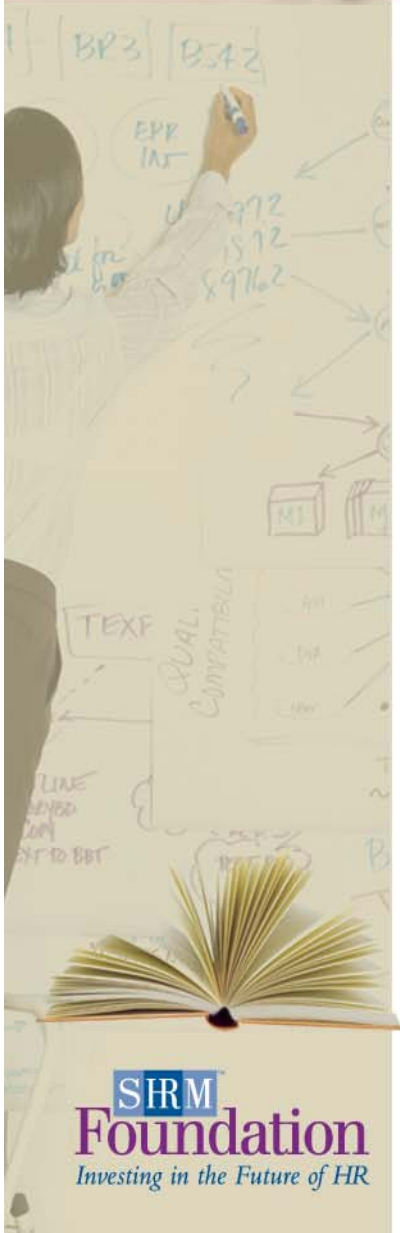
CHRO Strategic Research: Human Capital Challenges



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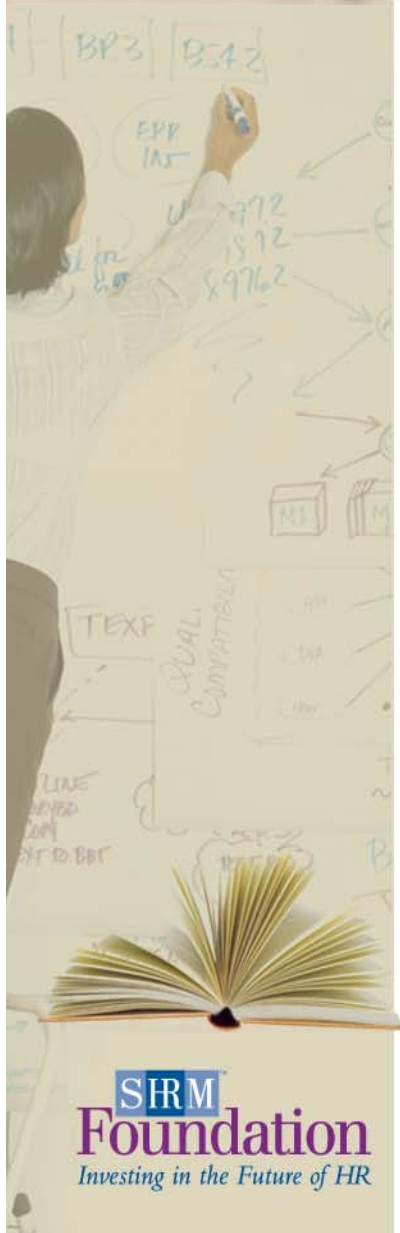
Overview for Today

- Background and introduction
- Summary of SHRM Foundation research on human capital challenges
- Q&A
- What the SHRM Foundation is doing about these challenges



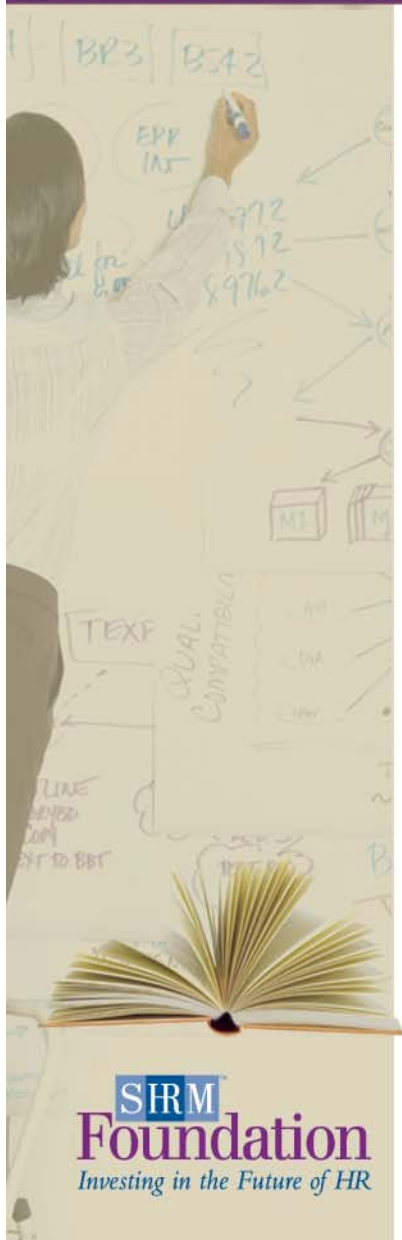
Background and Introduction

- SHRM Foundation
 - 501(c)3 nonprofit affiliate of the Society for Human Resource Management (SHRM).
 - www.shrm.org/foundation
- Mission
 - The SHRM Foundation maximizes the impact of the HR profession on organizational decision-making and performance by promoting innovation, education, research and the use of research-based knowledge.
- Board composition
 - Mix of practitioners and academics



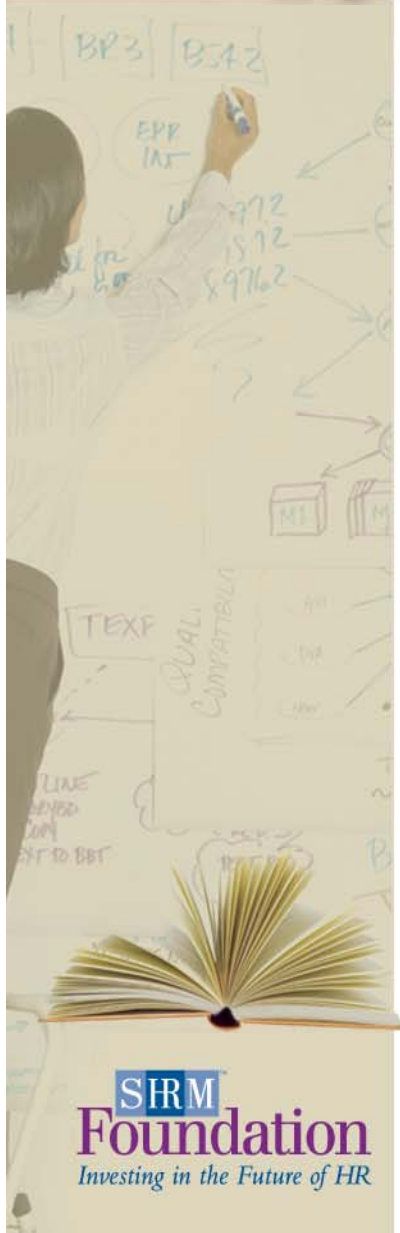
Foundation Priorities

- Education
 - Variety of scholarships
- Research
 - Fund state-of-the-art academic research (must have practical impact)
- Use of research-based knowledge
 - EPGs, DVDs, Thought Leaders
- Thought Leadership
 - How do we know where the puck will be?



Anticipating the Puck

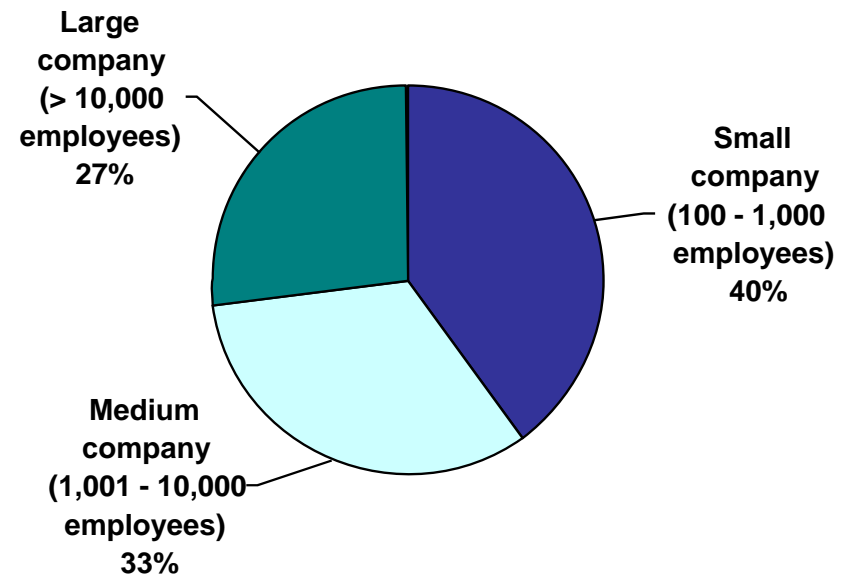
- Funded large-scale research study
 - Conduct research to identify the most pressing human capital challenges facing CHROs and other C-suite executives
- Research objectives
 - Identify senior executives' views on critical organizational issues related to human capital and the available knowledge to address those issues



Response Rate & Survey Sample

- A total of 526 C-suite executives participated in the survey
- 72% of the survey sample were C-suite executives in the HR function and 28% were non-HR C-suite executives
- There was an equal proportion of global and US-based companies in the survey sample

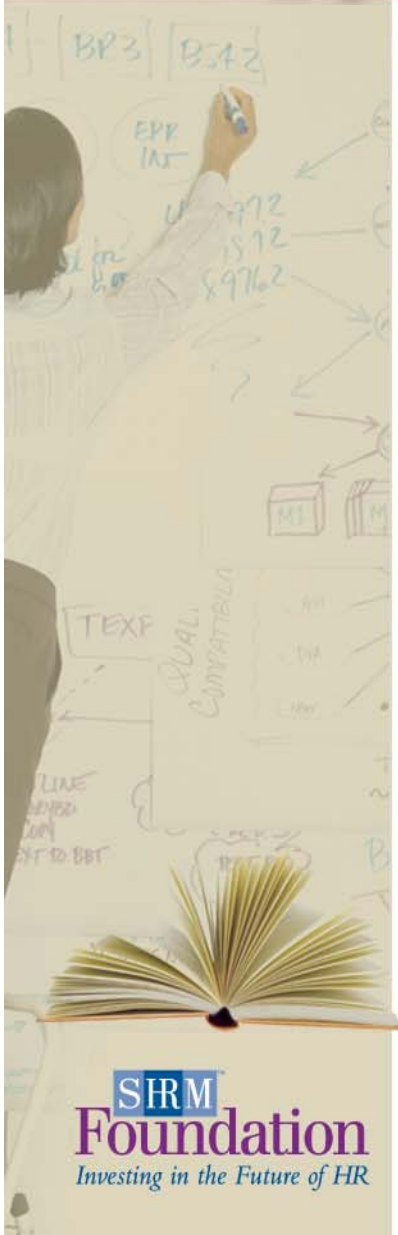
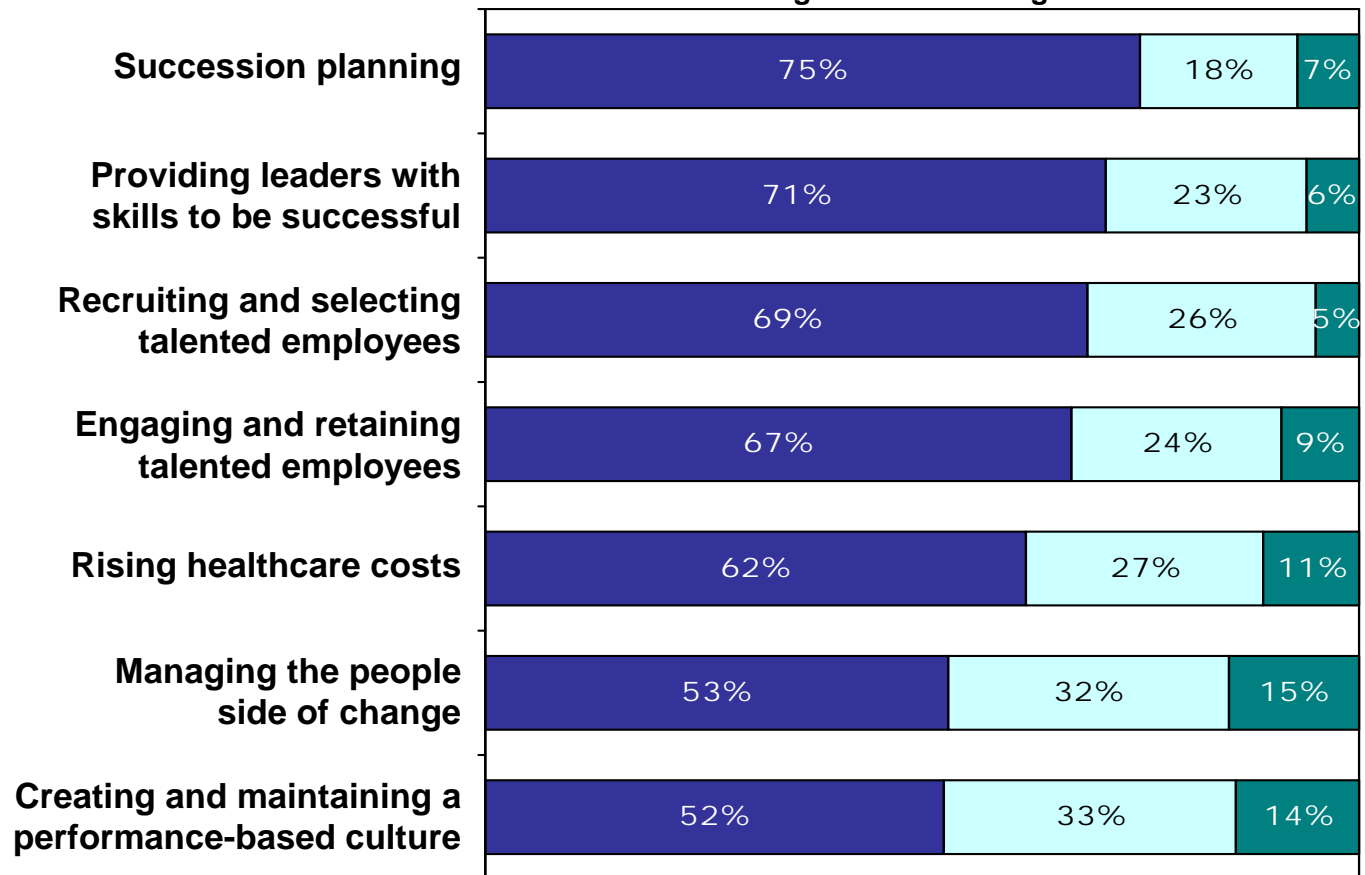
Company Size



Ratings of Human Capital Challenges by C-Suite Executives

Rate how much of a challenge you believe each human capital issue will be for your company in the future

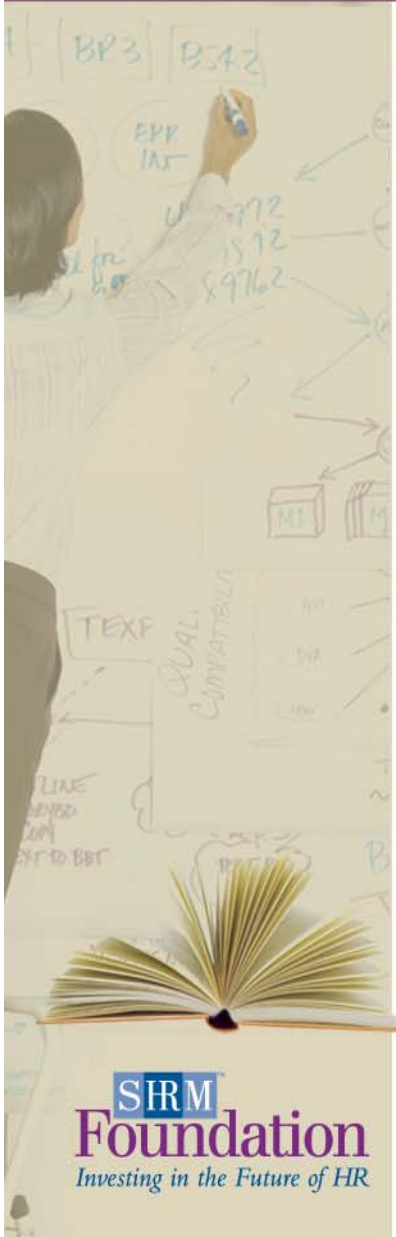
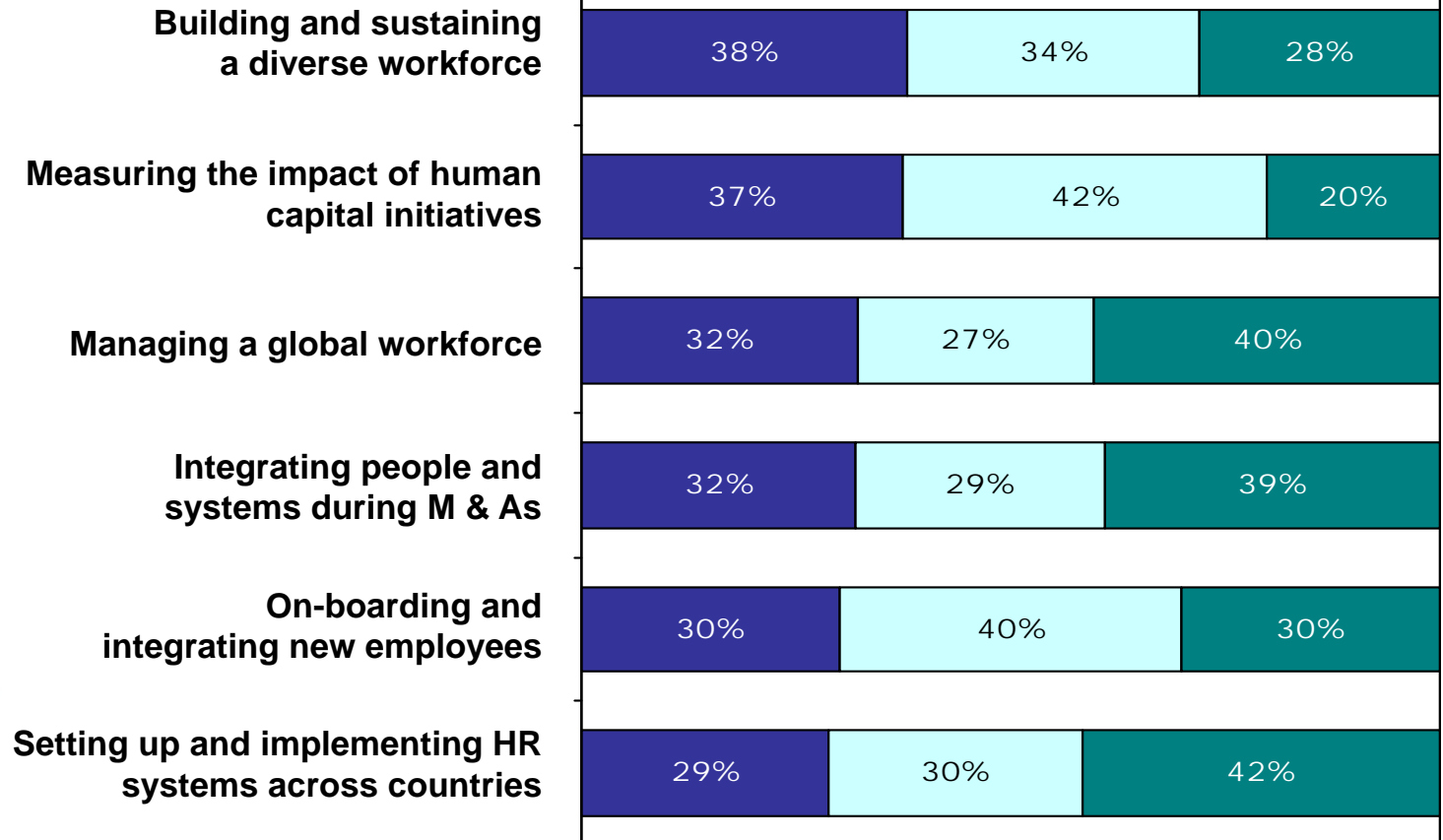
- % One of the biggest challenges/significant challenge
- % Moderate challenge
- % Minor challenge/Not a challenge at all



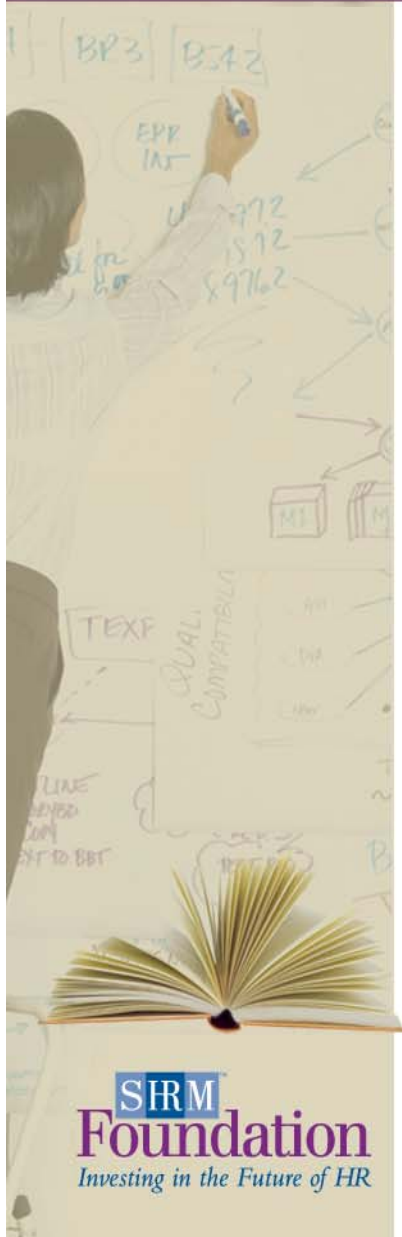
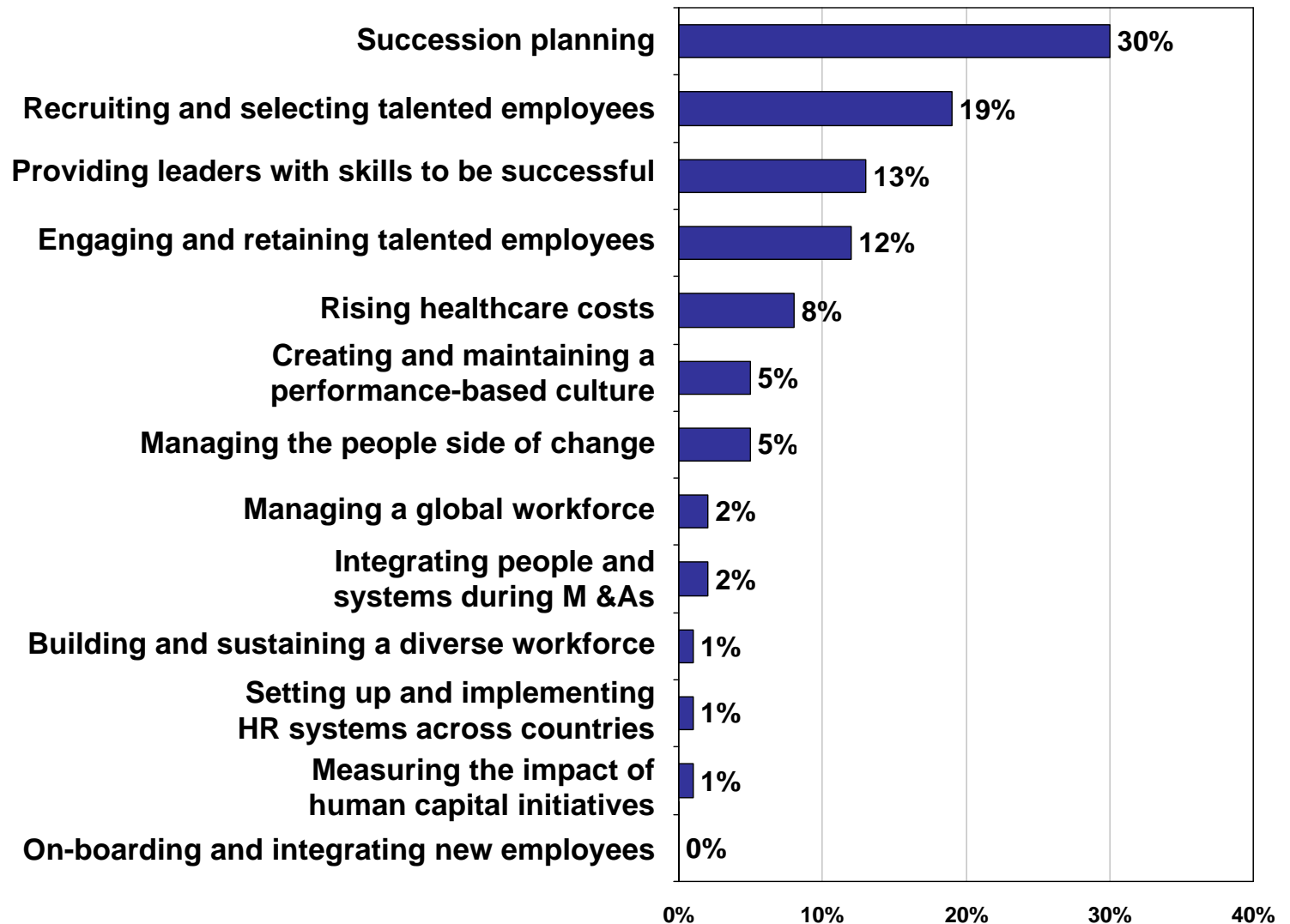
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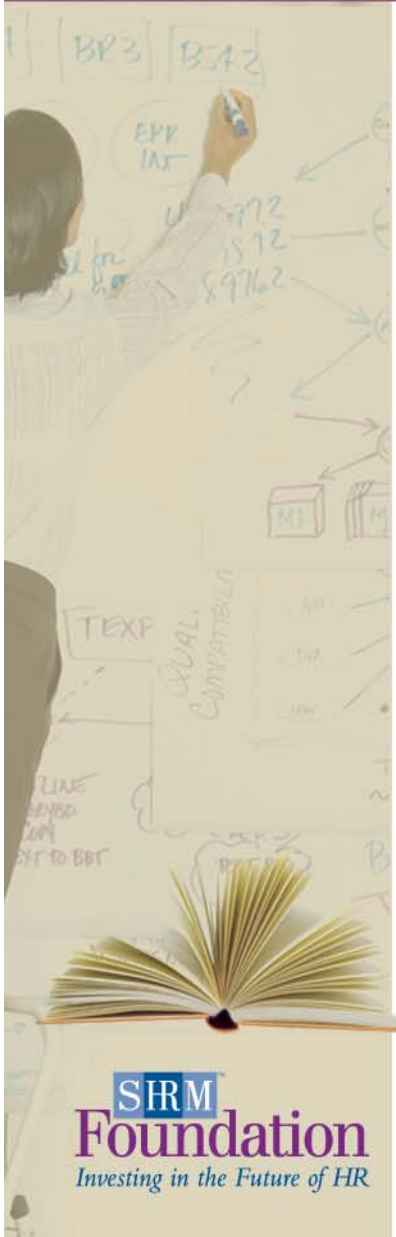
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Human Capital Issues Ranked as #1 Challenge for the Future



Human Capital Issues Ranked as #1 Challenge for the Future – by Company Size



Succession planning

Recruiting and selecting talented employees

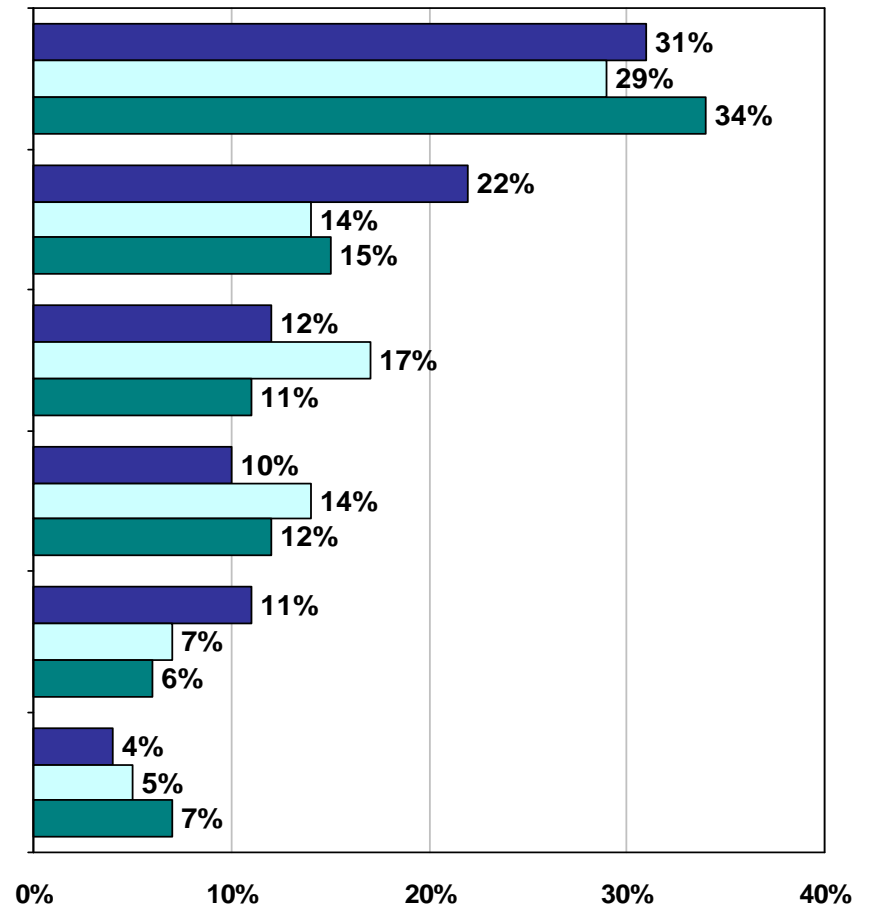
Providing leaders with the skills to be successful

Engaging and retaining talented employees

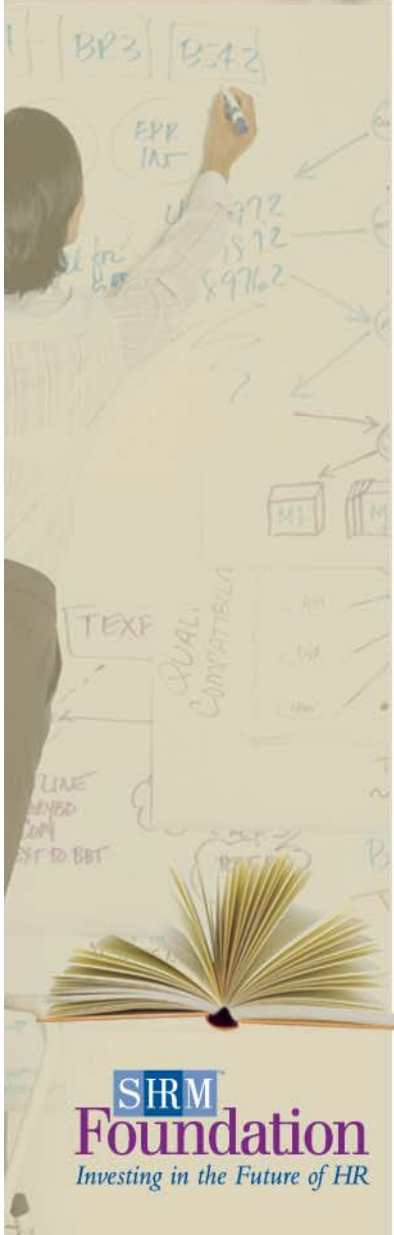
Rising healthcare costs

Creating and maintaining a performance-based culture

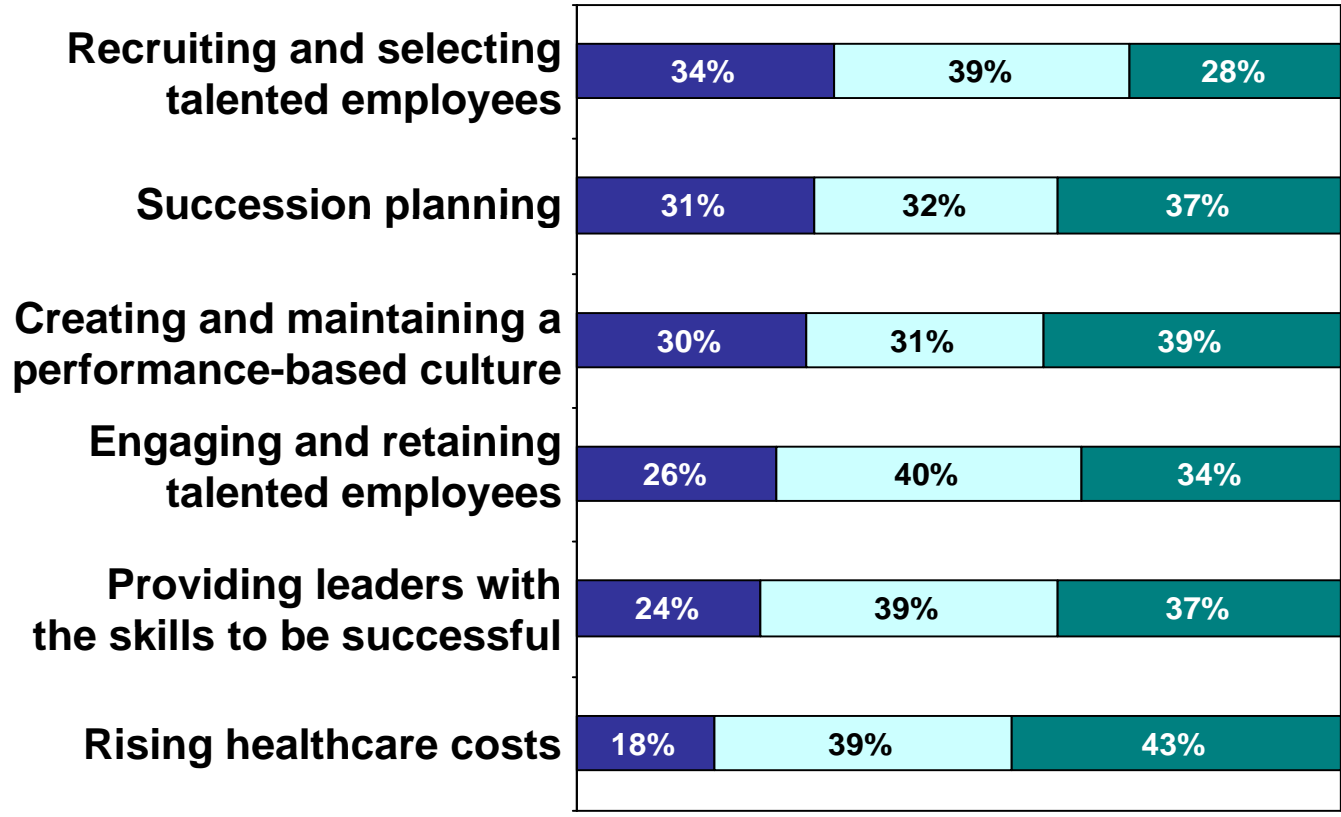
■ Small company ■ Medium company ■ Large company



Confidence Company has a Plan/Solution to Address Biggest Human Capital Challenges

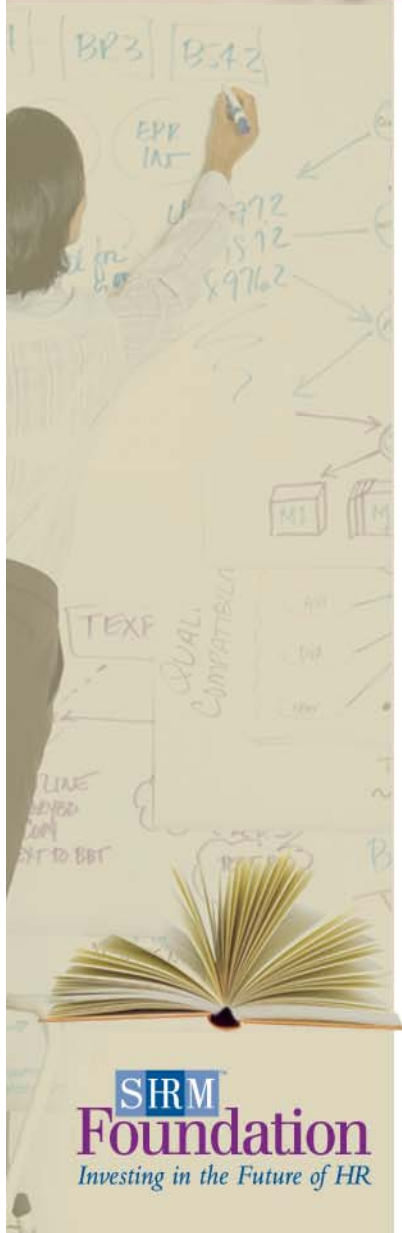


■ % Very confident/Confident
■ % Somewhat confident
■ % Slightly confident/Not confident at all



What is known?

- SHRM Foundation then Commissioned 4 literature reviews focused on maximizing Leader Talent:
 - Acquiring/assessing
 - Developing
 - Retaining
 - Succession planning/managing



And Now on to our Experts

- Joe Rosse
- Peter Cappelli
- Discussion among Panelists:
 - Wayne Cascio
 - Denise Rousseau
- Discussion with Audience

