



### CEO Top Challenges

2013	CHALLENGES	2012
1	Human Capital	2
2	Operational Excellence	N/A
3	Innovation	1
4	Customer Relationships	7
5	Global Political/Economic Risk	3
6	Government Regulation	4
7	Global Expansion	5
8	Corporate Brand and Reputation	9
9	Sustainability	8
10	Trust In Business	N/A



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Companies Say No to Having an HR Department  
Employers Come Up With New Ways to Manage Hiring, Firing and Benefits

**HR INSIGHTS**  
**Why HR Is Known as the Necessary Evil**

**Why We No Longer Need HR Departments**

**Is HR at Its Breaking Point?**

The trend of reducing or eliminating human resources: Is it worth it?

They Still Hate HR - Another Study To Kick You In The Teeth...



**HR'S CHALLENGE:**



**HR'S CHALLENGE:**  
**KNOW the business**



- What Can Data Tell Us?**
- Employee Retention Drivers
  - Sales Performance Predictors
  - Talent Factors that drive Customer Satisfaction
  - Accident Claims Commonalities
  - Leadership Success Factors
  - New Hire Success Factors

## Financial Services Company

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**What Was Highly Correlated With Success:**

1. No typos, errors, grammatical mistakes on resume.
2. Did not quit school before obtaining some degree.
3. Had experience selling real-estate or autos.
4. Ability to succeed with vague instruction.
5. Experience planning time and managing lots of tasks.

**What Did NOT Matter:**

1. Where they went to school.
2. What grades they had.
3. The quality of their references.

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**The Traditional Belief System Was Wrong**

Within 6 months of implementing a new screening process, *revenues increased by \$4 million.*

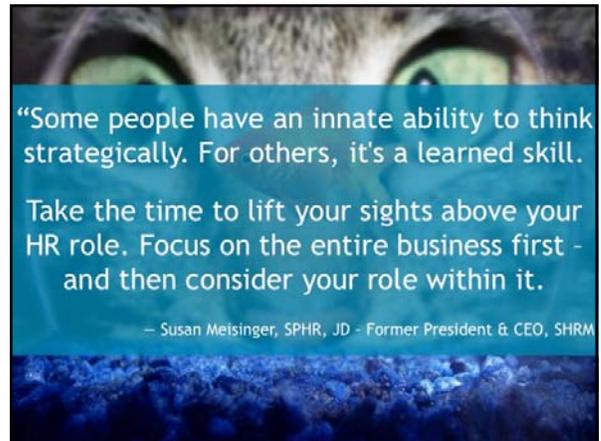
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## Tell A Story With Data...

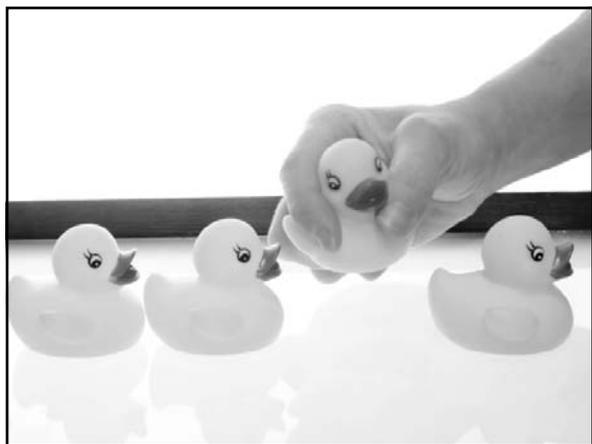
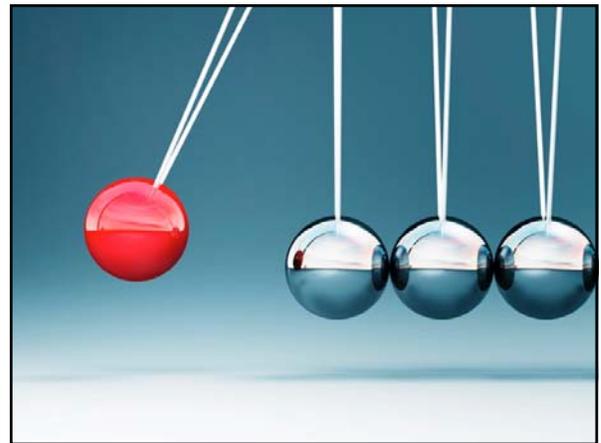




*"Life is problems.  
Living is solving problems."*

— Raymond E. Feist, *Silverthorn*





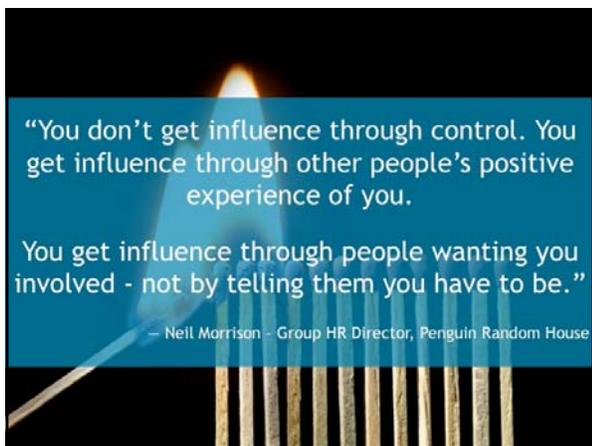


HR'S CHALLENGE:



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KNOW the business



"You don't get influence through control. You get influence through other people's positive experience of you.

You get influence through people wanting you involved - not by telling them you have to be."

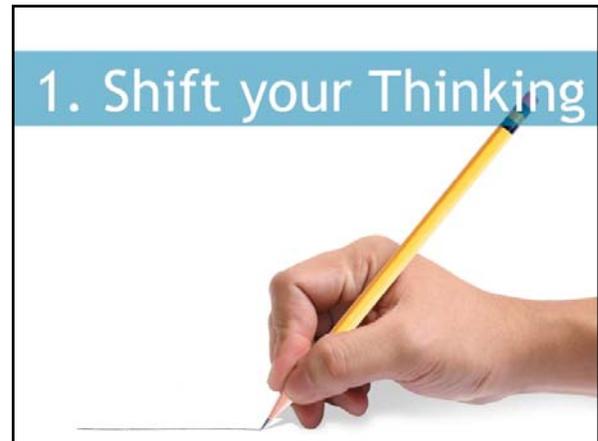
- Neil Morrison - Group HR Director, Penguin Random House

HR'S CHALLENGE:

KNOW the business

THINK strategically

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KNOW the business  
THINK strategically  
SOLVE business problems



**HR'S CHALLENGE:**  
KNOW the business  
THINK strategically  
SOLVE business problems  
INFLUENCE change



