






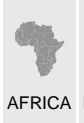


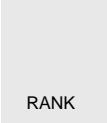



































Creating People Advantage 2014/2015

Country results

January 2015

THE BOSTON CONSULTING GROUP

Differences in urgency ranking of selected HR topics by country

	 AMERICAS				 EUROPE								 M. EAST	 AFRICA	 PACIFIC	 ASIA				 RANK	
																					
	US	CA	MX	BR	FI	FR	DE	IT	PT	SE	ES	UK	TR	AE	ZA	AU	CN	IN	ID	JP	
Leadership 	1	1	1	1	3	1	1	1	1	4	1	1	3	1	3	1	1	1	7	4	1
Talent management 	5	5	2	2	6	5	4	2	2	3	2	7	1	5	5	5	4		4	3	2
Behavior and culture 	2	4	3	3	2	2	7	3	3	1	6	2	5		1	2	5	7	5	5	3
HR and people strategy 	4	2	8		5	4	3	7	8	2		3	8	3	2	4	3	9	6	1	3
Employee engagement 	3	3	7	10	8	7	9	5	10	8	8	8	9	4	10	8	2	2	1	10	4
Strategic workforce planning 	6	7	9	8	1	10	2	8		6	5	6		9		3	6		9	2	5
Career models and competencies 		10	4		10		6	10		5	3		7	8	4		7	8		9	6
HR communication 		9	10			3	8	6	4			9		7		10			8		7
Performance management 	8			9		8		9	9		10			2		6		10	10	6	8
Training and learning 		8			9						4					7		5			9
Employer branding 	10				4	6	10			7	7	5	4				9	4			8
Social media 		6	6	7					6		9	4	2						2		9
Rewards and recognition 			5	4				4					10	10	9			6	3	7	10
Other HR and workforce analytics 					7					10					7		10	3			URGENT
HR staff capabilities 									5			10	6				8			8	OTHER

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance

Source: 2014 BCG/WFPMA proprietary web survey and analysis; 3,507 respondents

Leadership, behavior and culture, and strategic workforce planning most urgent in Australia



HR sub-topics according to urgency rank

- | | | | | |
|----|--|------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Social media |
| 2 | | Behavior and culture | 12 | Career models and competencies |
| 3 | | Strategic workforce planning | 13 | Other HR and workforce analytics |
| 4 | | HR and people strategy | 14 | Employer branding |
| 5 | | Talent management | 15 | Rewards and recognition |
| 6 | | Performance management | 16 | HR staff capabilities |
| 7 | | Training and learning | 17 | Recruiting processes |
| 8 | | Employee engagement | 18 | Labor costs and restructuring |
| 9 | | Onboarding | 19 | HR processes |
| 10 | | HR communication | 20 | HR services and systems |
| | | | 21 | Generation management |
| | | | 22 | HR organization and governance |
| | | | 23 | Recruiting strategy |
| | | | 24 | Diversity management |
| | | | 25 | Assignment management |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 172

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, career models and competencies, and generation management most urgent in Austria



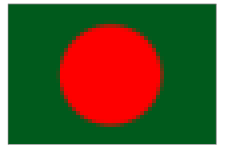
HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Recruiting strategy |
| 2 | | Career models and competencies | 12 | Employer branding |
| 3 | | Generation management | 13 | Performance management |
| 4 | | Strategic workforce planning | 14 | Diversity management |
| 5 | | HR communication | 15 | HR staff capabilities |
| 6 | | Employee engagement | 16 | Other HR and workforce analytics |
| 7 | | Behavior and culture | 17 | Social media |
| 8 | | HR services and systems | 18 | Recruiting processes |
| 9 | | HR and people strategy | 19 | Rewards and recognition |
| 10 | | Talent management | 20 | Labor costs and restructuring |
| | | | 21 | Training and learning |
| | | | 22 | HR processes |
| | | | 23 | Onboarding |
| | | | 24 | Assignment management |
| | | | 25 | HR internationalization |
| | | | 26 | HR organization and governance |
| | | | 27 | Works councils and union management |

Sample size: 28

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

HR staff capabilities, career models, and talent management most urgent in Bangladesh



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | HR staff capabilities | 11 | HR communication |
| 2 | | Career models and competencies | 12 | Training and learning |
| 3 | | Talent management | 13 | HR and people strategy |
| 4 | | Behavior and culture | 14 | Other HR and workforce analytics |
| 5 | | Leadership | 15 | Employer branding |
| 6 | | Rewards and recognition | 16 | Strategic workforce planning |
| 7 | | HR internationalization | 17 | Employee engagement |
| 8 | | HR organization and governance | 18 | HR processes |
| 9 | | HR services and systems | 19 | Generation management |
| 10 | | Performance management | 20 | Diversity management |
| | | | 21 | Assignment management |
| | | | 22 | Recruiting processes |
| | | | 23 | Social media |
| | | | 24 | Onboarding |
| | | | 25 | Labor costs and restructuring |
| | | | 26 | Works councils and union management |
| | | | 27 | Recruiting strategy |

Sample size: 102

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and behavior and culture most urgent in Brazil



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | HR and people strategy |
| 2 | | Talent management | 12 | Recruiting strategy |
| 3 | | Behavior and culture | 13 | Career models and competencies |
| 4 | | Rewards and recognition | 14 | Other HR and workforce analytics |
| 5 | | HR processes | 15 | HR staff capabilities |
| 6 | | Recruiting processes | 16 | HR communication |
| 7 | | Social media | 17 | Training and learning |
| 8 | | Strategic workforce planning | 18 | Labor costs and restructuring |
| 9 | | Performance management | 19 | Generation management |
| 10 | | Employee engagement | 20 | HR services and systems |
| | | | 21 | Employer branding |
| | | | 22 | HR organization and governance |
| | | | 23 | Onboarding |
| | | | 24 | Assignment management |
| | | | 25 | Works councils and union management |
| | | | 26 | Diversity management |
| | | | 27 | HR internationalization |

Sample size: 53

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, HR and people strategy, and employee engagement most urgent in Canada



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Onboarding |
| 2 | | HR and people strategy | 12 | Employer branding |
| 3 | | Employee engagement | 13 | Recruiting processes |
| 4 | | Behavior and culture | 14 | HR services and systems |
| 5 | | Talent management | 15 | Rewards and recognition |
| 6 | | Social media | 16 | Performance management |
| 7 | | Strategic workforce planning | 17 | Other HR and workforce analytics |
| 8 | | Training and learning | 18 | Labor costs and restructuring |
| 9 | | HR communication | 19 | HR organization and governance |
| 10 | | Career models and competencies | 20 | HR staff capabilities |
| | | | 21 | Recruiting strategy |
| | | | 22 | HR processes |
| | | | 23 | Generation management |
| | | | 24 | Diversity management |
| | | | 25 | Assignment management |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 189

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, HR and people strategy, and social media most urgent in Chile



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Other HR and workforce analytics |
| 2 | | HR and people strategy | 12 | Training and learning |
| 3 | | Social media | 13 | Onboarding |
| 4 | | Employee engagement | 14 | HR staff capabilities |
| 5 | | Behavior and culture | 15 | Recruiting strategy |
| 6 | | Strategic workforce planning | 16 | Generation management |
| 7 | | Talent management | 17 | HR services and systems |
| 8 | | HR communication | 18 | Employer branding |
| 9 | | Rewards and recognition | 19 | Performance management |
| 10 | | Career models and competencies | 20 | Recruiting processes |
| | | | 21 | Labor costs and restructuring |
| | | | 22 | HR processes |
| | | | 23 | HR organization and governance |
| | | | 24 | Works councils and union management |
| | | | 25 | Diversity management |
| | | | 26 | HR internationalization |
| | | | 27 | Assignment management |

Sample size: 29

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, employee engagement, and HR and people strategy most urgent in China



HR sub-topics according to urgency rank

- | | | | | |
|----|--|----------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | HR organization and governance |
| 2 | | Employee engagement | 12 | Training and learning |
| 3 | | HR and people strategy | 13 | Performance management |
| 4 | | Talent management | 14 | HR communication |
| 5 | | Behavior and culture | 15 | Rewards and recognition |
| 6 | | Strategic workforce planning | 16 | HR services and systems |
| 7 | | Career models and competencies | 17 | Social media |
| 8 | | HR staff capabilities | 18 | Recruiting strategy |
| 9 | | Employer branding | 19 | Recruiting processes |
| 10 | | Other HR and workforce analytics | 20 | Onboarding |
| | | | 21 | Generation management |
| | | | 22 | HR processes |
| | | | 23 | Labor costs and restructuring |
| | | | 24 | HR internationalization |
| | | | 25 | Assignment management |
| | | | 26 | Diversity management |
| | | | 27 | Works councils and union management |

Sample size: 71

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Talent management, strategic workforce planning, and HR and people strategy most urgent in Cyprus



HR sub-topics according to urgency rank

- | | | | | |
|----|----|----------------------------------|----|-------------------------------------|
| 1 | ★ | Talent management | 11 | HR processes |
| 2 | 📈 | Strategic workforce planning | 12 | Rewards and recognition |
| 3 | 👥 | HR and people strategy | 13 | Recruiting processes |
| 4 | ⚠️ | Behavior and culture | 14 | Leadership |
| 5 | ⚙️ | HR services and systems | 15 | Labor costs and restructuring |
| 6 | 💬 | Employee engagement | 16 | HR staff capabilities |
| 7 | 👤 | HR communication | 17 | Employer branding |
| 8 | 🏢 | HR organization and governance | 18 | HR internationalization |
| 9 | 📊 | Performance management | 19 | Career models and competencies |
| 10 | 🔍 | Other HR and workforce analytics | 20 | Assignment management |
| | | | 21 | Training and learning |
| | | | 22 | Social media |
| | | | 23 | Diversity management |
| | | | 24 | Generation management |
| | | | 25 | Onboarding |
| | | | 26 | Recruiting strategy |
| | | | 27 | Works councils and union management |

Sample size: 28

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

HR strategy, employee engagement, and assignment management most urgent in Dominican Republic



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-------------------------------------|----|-------------------------------------|
| 1 | | HR and people strategy | 11 | Onboarding |
| 2 | | Employee engagement | 12 | Career models and competencies |
| 3 | | Assignment management | 13 | Social media |
| 4 | | Performance management | 14 | HR services and systems |
| 5 | | Leadership | 15 | Training and learning |
| 6 | | Employer branding | 16 | HR staff capabilities |
| 7 | | Generation management | 17 | HR organization and governance |
| 8 | | Strategic workforce planning | 18 | Other HR and workforce analytics |
| 9 | | HR communication | 19 | Talent management |
| 10 | | HR processes | 20 | Rewards and recognition |
| | | | 21 | Behavior and culture |
| | | | 22 | Labor costs and restructuring |
| | | | 23 | HR internationalization |
| | | | 24 | Recruiting processes |
| | | | 25 | Recruiting strategy |
| | | | 26 | Diversity management |
| | | | 27 | Works councils and union management |

Sample size: 36

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Strategic workforce planning, behavior and culture, and leadership most urgent in Finland



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-----------------------------------------|----|-------------------------------------|
| 1 | | Strategic workforce planning | 11 | HR communication |
| 2 | | Behavior and culture | 12 | Performance management |
| 3 | | Leadership | 13 | Social media |
| 4 | | Employer branding | 14 | HR staff capabilities |
| 5 | | HR and people strategy | 15 | HR services and systems |
| 6 | | Talent management | 16 | Recruiting strategy |
| 7 | | Other HR and workforce analytics | 17 | Rewards and recognition |
| 8 | | Employee engagement | 18 | Labor costs and restructuring |
| 9 | | Training and learning | 19 | Onboarding |
| 10 | | Career models and competencies | 20 | Generation management |
| | | | 21 | Recruiting processes |
| | | | 22 | HR organization and governance |
| | | | 23 | Diversity management |
| | | | 24 | HR processes |
| | | | 25 | Assignment management |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 70

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, behavior and culture, and HR communication most urgent in France



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Training and learning |
| 2 | | Behavior and culture | 12 | Recruiting processes |
| 3 | | HR communication | 13 | Career models and competencies |
| 4 | | HR and people strategy | 14 | Rewards and recognition |
| 5 | | Talent management | 15 | HR services and systems |
| 6 | | Employer branding | 16 | HR organization and governance |
| 7 | | Employee engagement | 17 | Other HR and workforce analytics |
| 8 | | Performance management | 18 | Social media |
| 9 | | Onboarding | 19 | Generation management |
| 10 | | Strategic workforce planning | 20 | HR processes |
| | | | 21 | Recruiting strategy |
| | | | 22 | HR internationalization |
| | | | 23 | HR staff capabilities |
| | | | 24 | Labor costs and restructuring |
| | | | 25 | Assignment management |
| | | | 26 | Works councils and union management |
| | | | 27 | Diversity management |

Sample size: 100

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, strategic workforce planning, and HR and people strategy most urgent in Germany



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Other HR and workforce analytics |
| 2 | | Strategic workforce planning | 12 | Rewards and recognition |
| 3 | | HR and people strategy | 13 | HR staff capabilities |
| 4 | | Talent management | 14 | Social media |
| 5 | | Generation management | 15 | Recruiting strategy |
| 6 | | Career models and competencies | 16 | HR organization and governance |
| 7 | | Behavior and culture | 17 | Recruiting processes |
| 8 | | HR communication | 18 | Training and learning |
| 9 | | Employee engagement | 19 | Onboarding |
| 10 | | Employer branding | 20 | Performance management |
| | | | 21 | HR services and systems |
| | | | 22 | HR internationalization |
| | | | 23 | Diversity management |
| | | | 24 | Assignment management |
| | | | 25 | HR processes |
| | | | 26 | Labor costs and restructuring |
| | | | 27 | Works councils and union management |

Sample size: 127

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and behavior and culture most urgent in Greece



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Employee engagement |
| 2 | | Talent management | 12 | HR communication |
| 3 | | Behavior and culture | 13 | Strategic workforce planning |
| 4 | | HR and people strategy | 14 | Assignment management |
| 5 | | Career models and competencies | 15 | Other HR and workforce analytics |
| 6 | | Performance management | 16 | HR staff capabilities |
| 7 | | Social media | 17 | HR services and systems |
| 8 | | Employer branding | 18 | Recruiting processes |
| 9 | | Generation management | 19 | HR organization and governance |
| 10 | | Rewards and recognition | 20 | Recruiting strategy |
| | | | 21 | Training and learning |
| | | | 22 | Onboarding |
| | | | 23 | HR internationalization |
| | | | 24 | Works councils and union management |
| | | | 25 | Diversity management |
| | | | 26 | Labor costs and restructuring |
| | | | 27 | HR processes |

Sample size: 24

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Career models, performance management, and talent management most urgent in Guatemala



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-----------------------------------------|----|-------------------------------------|
| 1 | | Career models and competencies | 11 | Strategic workforce planning |
| 2 | | Performance management | 12 | HR communication |
| 3 | | Talent management | 13 | Behavior and culture |
| 4 | | Training and learning | 14 | HR processes |
| 5 | | Leadership | 15 | Rewards and recognition |
| 6 | | Employer branding | 16 | Recruiting processes |
| 7 | | Other HR and workforce analytics | 17 | Assignment management |
| 8 | | Employee engagement | 18 | Generation management |
| 9 | | HR and people strategy | 19 | HR organization and governance |
| 10 | | Onboarding | 20 | HR staff capabilities |
| | | | 21 | Labor costs and restructuring |
| | | | 22 | Recruiting strategy |
| | | | 23 | HR services and systems |
| | | | 24 | Diversity management |
| | | | 25 | Social media |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 22

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, employee engagement, and HR and workforce analytics most urgent in India



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-----------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Talent management |
| 2 | | Employee engagement | 12 | Recruiting strategy |
| 3 | | Other HR and workforce analytics | 13 | Strategic workforce planning |
| 4 | | Employer branding | 14 | HR communication |
| 5 | | Training and learning | 15 | HR services and systems |
| 6 | | Rewards and recognition | 16 | HR organization and governance |
| 7 | | Behavior and culture | 17 | Social media |
| 8 | | Career models and competencies | 18 | HR staff capabilities |
| 9 | | HR and people strategy | 19 | HR processes |
| 10 | | Performance management | 20 | Recruiting processes |
| | | | 21 | Onboarding |
| | | | 22 | Diversity management |
| | | | 23 | Generation management |
| | | | 24 | Assignment management |
| | | | 25 | Labor costs and restructuring |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 112

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Employee engagement, social media, and rewards and recognition most urgent in Indonesia



HR sub-topics according to urgency rank

- | | | | | |
|----|--|------------------------------|----|-------------------------------------|
| 1 | | Employee engagement | 11 | Generation management |
| 2 | | Social media | 12 | Training and learning |
| 3 | | Rewards and recognition | 13 | Career models and competencies |
| 4 | | Talent management | 14 | Other HR and workforce analytics |
| 5 | | Behavior and culture | 15 | HR processes |
| 6 | | HR and people strategy | 16 | HR organization and governance |
| 7 | | Leadership | 17 | HR staff capabilities |
| 8 | | HR communication | 18 | Recruiting strategy |
| 9 | | Strategic workforce planning | 19 | Labor costs and restructuring |
| 10 | | Performance management | 20 | Employer branding |
| | | | 21 | Recruiting processes |
| | | | 22 | HR services and systems |
| | | | 23 | Assignment management |
| | | | 24 | Onboarding |
| | | | 25 | Diversity management |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 19

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and employee engagement most urgent in Ireland



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-----------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Training and learning |
| 2 | | Talent management | 12 | Onboarding |
| 3 | | Employee engagement | 13 | Career models and competencies |
| 4 | | Behavior and culture | 14 | Generation management |
| 5 | | Performance management | 15 | Recruiting processes |
| 6 | | HR and people strategy | 16 | Social media |
| 7 | | Rewards and recognition | 17 | HR staff capabilities |
| 8 | | HR communication | 18 | Strategic workforce planning |
| 9 | | Other HR and workforce analytics | 19 | HR organization and governance |
| 10 | | Employer branding | 20 | Labor costs and restructuring |
| | | | 21 | Recruiting strategy |
| | | | 22 | HR processes |
| | | | 23 | Works councils and union management |
| | | | 24 | Diversity management |
| | | | 25 | HR services and systems |
| | | | 26 | Assignment management |
| | | | 27 | HR internationalization |











Sample size: 31

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Behavior and culture, employee engagement, and talent management most urgent in Israel



HR sub-topics according to urgency rank

- | | | | |
|----|-------------------------------------------------------------------------------------------------------------------------|----|-------------------------------------|
| 1 |  Behavior and culture | 11 | HR and people strategy |
| 2 |  Employee engagement | 12 | Onboarding |
| 3 |  Talent management | 13 | Labor costs and restructuring |
| 4 |  Leadership | 14 | Employer branding |
| 5 |  Career models and competencies | 15 | Recruiting processes |
| 6 |  Social media | 16 | Strategic workforce planning |
| 7 |  HR communication | 17 | HR internationalization |
| 8 |  Rewards and recognition | 18 | Generation management |
| 9 |  Training and learning | 19 | Other HR and workforce analytics |
| 10 |  HR services and systems | 20 | HR processes |
| | | 21 | Performance management |
| | | 22 | HR staff capabilities |
| | | 23 | Recruiting strategy |
| | | 24 | Assignment management |
| | | 25 | HR organization and governance |
| | | 26 | Diversity management |
| | | 27 | Works councils and union management |

Sample size: 44

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and behavior and culture most urgent in Italy



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Generation management |
| 2 | | Talent management | 12 | Social media |
| 3 | | Behavior and culture | 13 | HR organization and governance |
| 4 | | Rewards and recognition | 14 | Labor costs and restructuring |
| 5 | | Employee engagement | 15 | Onboarding |
| 6 | | HR communication | 16 | Recruiting processes |
| 7 | | HR and people strategy | 17 | Employer branding |
| 8 | | Strategic workforce planning | 18 | Training and learning |
| 9 | | Performance management | 19 | HR internationalization |
| 10 | | Career models and competencies | 20 | Other HR and workforce analytics |
| | | | 21 | HR services and systems |
| | | | 22 | Recruiting strategy |
| | | | 23 | Assignment management |
| | | | 24 | HR staff capabilities |
| | | | 25 | Diversity management |
| | | | 26 | HR processes |
| | | | 27 | Works councils and union management |

Sample size: 95

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

HR and people strategy, strategic workforce planning, and talent management most urgent in Japan



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | HR and people strategy | 11 | Other HR and workforce analytics |
| 2 | | Strategic workforce planning | 12 | Employer branding |
| 3 | | Talent management | 13 | HR communication |
| 4 | | Leadership | 14 | Recruiting strategy |
| 5 | | Behavior and culture | 15 | Assignment management |
| 6 | | Performance management | 16 | Diversity management |
| 7 | | Rewards and recognition | 17 | Recruiting processes |
| 8 | | HR staff capabilities | 18 | Training and learning |
| 9 | | Career models and competencies | 19 | HR organization and governance |
| 10 | | Employee engagement | 20 | HR services and systems |
| | | | 21 | Onboarding |
| | | | 22 | Social media |
| | | | 23 | HR internationalization |
| | | | 24 | Generation management |
| | | | 25 | Labor costs and restructuring |
| | | | 26 | HR processes |
| | | | 27 | Works councils and union management |

Sample size: 45

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

HR and people strategy, social media, and recruiting processes most urgent in Malaysia



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-----------------------------------------|----|-------------------------------------|
| 1 | | HR and people strategy | 11 | Employee engagement |
| 2 | | Social media | 12 | Onboarding |
| 3 | | Recruiting processes | 13 | HR services and systems |
| 4 | | Other HR and workforce analytics | 14 | Talent management |
| 5 | | Strategic workforce planning | 15 | Generation management |
| 6 | | Behavior and culture | 16 | Employer branding |
| 7 | | HR staff capabilities | 17 | Recruiting strategy |
| 8 | | Leadership | 18 | HR internationalization |
| 9 | | HR communication | 19 | Training and learning |
| 10 | | Career models and competencies | 20 | HR organization and governance |
| | | | 21 | HR processes |
| | | | 22 | Labor costs and restructuring |
| | | | 23 | Performance management |
| | | | 24 | Rewards and recognition |
| | | | 25 | Diversity management |
| | | | 26 | Assignment management |
| | | | 27 | Works councils and union management |

Sample size: 80

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, behavior and culture most urgent in Mexico



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Training and learning |
| 2 | | Talent management | 12 | Generation management |
| 3 | | Behavior and culture | 13 | Performance management |
| 4 | | Career models and competencies | 14 | Recruiting strategy |
| 5 | | Rewards and recognition | 15 | Employer branding |
| 6 | | Social media | 16 | HR processes |
| 7 | | Employee engagement | 17 | Recruiting processes |
| 8 | | HR and people strategy | 18 | HR organization and governance |
| 9 | | Strategic workforce planning | 19 | Onboarding |
| 10 | | HR communication | 20 | Assignment management |
| | | | 21 | HR staff capabilities |
| | | | 22 | Other HR and workforce analytics |
| | | | 23 | HR internationalization |
| | | | 24 | HR services and systems |
| | | | 25 | Diversity management |
| | | | 26 | Labor costs and restructuring |
| | | | 27 | Works councils and union management |

Sample size: 57

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, strategic workforce planning, and HR and people strategy most urgent in the Netherlands



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-----------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Social media |
| 2 | | Strategic workforce planning | 12 | Labor costs and restructuring |
| 3 | | HR and people strategy | 13 | HR services and systems |
| 4 | | Behavior and culture | 14 | Career models and competencies |
| 5 | | Other HR and workforce analytics | 15 | Rewards and recognition |
| 6 | | Training and learning | 16 | HR organization and governance |
| 7 | | Generation management | 17 | Employer branding |
| 8 | | Talent management | 18 | HR staff capabilities |
| 9 | | Employee engagement | 19 | Onboarding |
| 10 | | HR communication | 20 | HR processes |
| | | | 21 | Performance management |
| | | | 22 | Recruiting strategy |
| | | | 23 | Recruiting processes |
| | | | 24 | Diversity management |
| | | | 25 | HR internationalization |
| | | | 26 | Assignment management |
| | | | 27 | Works councils and union management |

Sample size: 65

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Behavior and culture, HR and people strategy, and training and learning most urgent in Nicaragua



HR sub-topics according to urgency rank

- | | | | | |
|----|--|--------------------------------|----|-------------------------------------|
| 1 | | Behavior and culture | 11 | HR communication |
| 2 | | HR and people strategy | 12 | Talent management |
| 3 | | Training and learning | 13 | Recruiting processes |
| 4 | | Leadership | 14 | Career models and competencies |
| 5 | | Performance management | 15 | Other HR and workforce analytics |
| 6 | | Rewards and recognition | 16 | HR processes |
| 7 | | Onboarding | 17 | Strategic workforce planning |
| 8 | | Recruiting strategy | 18 | Social media |
| 9 | | Employee engagement | 19 | HR services and systems |
| 10 | | HR staff capabilities | 20 | HR organization and governance |
| | | | 21 | HR internationalization |
| | | | 22 | Labor costs and restructuring |
| | | | 23 | Generation management |
| | | | 24 | Employer branding |
| | | | 25 | Diversity management |
| | | | 26 | Assignment management |
| | | | 27 | Works councils and union management |

Sample size: 43

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and behavior and culture most urgent in New Zealand



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Rewards and recognition |
| 2 | | Talent management | 12 | Onboarding |
| 3 | | Behavior and culture | 13 | Performance management |
| 4 | | HR and people strategy | 14 | Recruiting processes |
| 5 | | Strategic workforce planning | 15 | HR communication |
| 6 | | Employee engagement | 16 | Other HR and workforce analytics |
| 7 | | Career models and competencies | 17 | Generation management |
| 8 | | Employer branding | 18 | HR services and systems |
| 9 | | Training and learning | 19 | Recruiting strategy |
| 10 | | Social media | 20 | HR staff capabilities |
| | | | 21 | HR processes |
| | | | 22 | HR organization and governance |
| | | | 23 | Diversity management |
| | | | 24 | Labor costs and restructuring |
| | | | 25 | Assignment management |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |











Sample size: 91

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Behavior and culture, talent and management, and HR and people strategy most urgent in Norway



HR sub-topics according to urgency rank

- | | | | | |
|----|-------------------------------------------------------------------------------------|--------------------------------|----|-------------------------------------|
| 1 |  | Behavior and culture | 11 | Career models and competencies |
| 2 |  | Talent management | 12 | Employee engagement |
| 3 |  | HR and people strategy | 13 | Training and learning |
| 4 |  | Leadership | 14 | Employer branding |
| 5 |  | Social media | 15 | Onboarding |
| 6 |  | Recruiting strategy | 16 | Strategic workforce planning |
| 7 |  | HR communication | 17 | Diversity management |
| 8 |  | Performance management | 18 | Rewards and recognition |
| 9 |  | Generation management | 19 | Recruiting processes |
| 10 |  | HR services and systems | 20 | HR staff capabilities |
| | | | 21 | Other HR and workforce analytics |
| | | | 22 | HR organization and governance |
| | | | 23 | Assignment management |
| | | | 24 | HR internationalization |
| | | | 25 | HR processes |
| | | | 26 | Labor costs and restructuring |
| | | | 27 | Works councils and union management |

Sample size: 37

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Talent management, career models, and training and learning most urgent in Panama



HR sub-topics according to urgency rank

- | | | | | |
|----|-----|---------------------------------------|----|-------------------------------------|
| 1 | ★ | Talent management | 11 | HR organization and governance |
| 2 | 👤👤 | Career models and competencies | 12 | HR and people strategy |
| 3 | 👤👤📚 | Training and learning | 13 | Recruiting strategy |
| 4 | 👤👤🕒 | HR staff capabilities | 14 | Onboarding |
| 5 | 📊 | Performance management | 15 | HR services and systems |
| 6 | 📈 | Strategic workforce planning | 16 | Social media |
| 7 | 👤👤 | Leadership | 17 | HR internationalization |
| 8 | 👤👤 | Employee engagement | 18 | Generation management |
| 9 | 🗣️ | Behavior and culture | 19 | Rewards and recognition |
| 10 | 👤 | Employer branding | 20 | Assignment management |
| | | | 21 | Other HR and workforce analytics |
| | | | 22 | Recruiting processes |
| | | | 23 | HR communication |
| | | | 24 | HR processes |
| | | | 25 | Labor costs and restructuring |
| | | | 26 | Diversity management |
| | | | 27 | Works councils and union management |

Sample size: 31

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

HR and people strategy, employee engagement, and leadership most urgent in Philippines



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | HR and people strategy | 11 | Other HR and workforce analytics |
| 2 | | Employee engagement | 12 | Generation management |
| 3 | | Leadership | 13 | HR organization and governance |
| 4 | | Behavior and culture | 14 | Labor costs and restructuring |
| 5 | | Employer branding | 15 | HR processes |
| 6 | | Talent management | 16 | Training and learning |
| 7 | | Recruiting strategy | 17 | Performance management |
| 8 | | Career models and competencies | 18 | Rewards and recognition |
| 9 | | HR services and systems | 19 | HR communication |
| 10 | | Strategic workforce planning | 20 | HR staff capabilities |
| | | | 21 | Onboarding |
| | | | 22 | Social media |
| | | | 23 | Recruiting processes |
| | | | 24 | Assignment management |
| | | | 25 | HR internationalization |
| | | | 26 | Diversity management |
| | | | 27 | Works councils and union management |

Sample size: 29

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and behavior and culture most urgent in Portugal



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Rewards and recognition |
| 2 | | Talent management | 12 | Training and learning |
| 3 | | Behavior and culture | 13 | Career models and competencies |
| 4 | | HR communication | 14 | HR organization and governance |
| 5 | | HR staff capabilities | 15 | HR services and systems |
| 6 | | Social media | 16 | Employer branding |
| 7 | | Generation management | 17 | Onboarding |
| 8 | | HR and people strategy | 18 | Labor costs and restructuring |
| 9 | | Performance management | 19 | Strategic workforce planning |
| 10 | | Employee engagement | 20 | Other HR and workforce analytics |
| | | | 21 | Assignment management |
| | | | 22 | HR processes |
| | | | 23 | Diversity management |
| | | | 24 | HR internationalization |
| | | | 25 | Recruiting strategy |
| | | | 26 | Recruiting processes |
| | | | 27 | Works councils and union management |

Sample size: 78

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, behavior and culture, and talent management most urgent in Romania



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Employer branding |
| 2 | | Behavior and culture | 12 | Recruiting processes |
| 3 | | Talent management | 13 | Generation management |
| 4 | | Employee engagement | 14 | Labor costs and restructuring |
| 5 | | Strategic workforce planning | 15 | Social media |
| 6 | | HR and people strategy | 16 | Training and learning |
| 7 | | Career models and competencies | 17 | Other HR and workforce analytics |
| 8 | | Rewards and recognition | 18 | Recruiting strategy |
| 9 | | Onboarding | 19 | HR communication |
| 10 | | Performance management | 20 | HR services and systems |
| | | | 21 | HR internationalization |
| | | | 22 | HR staff capabilities |
| | | | 23 | Assignment management |
| | | | 24 | HR organization and governance |
| | | | 25 | HR processes |
| | | | 26 | Diversity management |
| | | | 27 | Works councils and union management |

Sample size: 84

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, employee engagement, and performance management most urgent in Russia



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Career models and competencies |
| 2 | | Employee engagement | 12 | HR communication |
| 3 | | Performance management | 13 | HR staff capabilities |
| 4 | | Behavior and culture | 14 | Recruiting processes |
| 5 | | Talent management | 15 | Other HR and workforce analytics |
| 6 | | Training and learning | 16 | HR organization and governance |
| 7 | | Onboarding | 17 | Labor costs and restructuring |
| 8 | | Strategic workforce planning | 18 | Social media |
| 9 | | HR and people strategy | 19 | Employer branding |
| 10 | | Rewards and recognition | 20 | HR processes |
| | | | 21 | Generation management |
| | | | 22 | HR services and systems |
| | | | 23 | Assignment management |
| | | | 24 | HR internationalization |
| | | | 25 | Recruiting strategy |
| | | | 26 | Diversity management |
| | | | 27 | Works councils and union management |

Sample size: 53

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, behavior and culture, and HR internationalization most urgent in Senegal



HR sub-topics according to urgency rank

- | | | | | |
|----|--|--------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Rewards and recognition |
| 2 | | Behavior and culture | 12 | HR processes |
| 3 | | HR internationalization | 13 | Employee engagement |
| 4 | | Talent management | 14 | Career models and competencies |
| 5 | | Performance management | 15 | Diversity management |
| 6 | | HR staff capabilities | 16 | Onboarding |
| 7 | | HR and people strategy | 17 | Strategic workforce planning |
| 8 | | HR services and systems | 18 | Training and learning |
| 9 | | Social media | 19 | Labor costs and restructuring |
| 10 | | Assignment management | 20 | HR communication |
| | | | 21 | Other HR and workforce analytics |
| | | | 22 | Recruiting processes |
| | | | 23 | HR organization and governance |
| | | | 24 | Recruiting strategy |
| | | | 25 | Employer branding |
| | | | 26 | Generation management |
| | | | 27 | Works councils and union management |

Sample size: 21

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Career models, employee engagement, and behavior and culture most urgent in Slovenia



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Career models and competencies | 11 | Strategic workforce planning |
| 2 | | Employee engagement | 12 | Training and learning |
| 3 | | Behavior and culture | 13 | Social media |
| 4 | | Leadership | 14 | Performance management |
| 5 | | HR and people strategy | 15 | HR organization and governance |
| 6 | | Talent management | 16 | HR services and systems |
| 7 | | HR communication | 17 | Employer branding |
| 8 | | Generation management | 18 | Recruiting processes |
| 9 | | HR staff capabilities | 19 | Labor costs and restructuring |
| 10 | | Rewards and recognition | 20 | Diversity management |
| | | | 21 | Onboarding |
| | | | 22 | HR processes |
| | | | 23 | Other HR and workforce analytics |
| | | | 24 | HR internationalization |
| | | | 25 | Assignment management |
| | | | 26 | Recruiting strategy |
| | | | 27 | Works councils and union management |






Sample size: 43

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Behavior and culture, HR and people strategy, and leadership most urgent in South Africa



HR sub-topics according to urgency rank

- | | | | | |
|----|-------------------------------------------------------------------------------------|-----------------------------------------|----|-------------------------------------|
| 1 |  | Behavior and culture | 11 | HR communication |
| 2 |  | HR and people strategy | 12 | HR services and systems |
| 3 |  | Leadership | 13 | Generation management |
| 4 |  | Career models and competencies | 14 | Strategic workforce planning |
| 5 |  | Talent management | 15 | Social media |
| 6 |  | Diversity management | 16 | Training and learning |
| 7 |  | Other HR and workforce analytics | 17 | Recruiting processes |
| 8 |  | Onboarding | 18 | HR staff capabilities |
| 9 |  | Rewards and recognition | 19 | Recruiting strategy |
| 10 |  | Employee engagement | 20 | Performance management |
| | | | 21 | Employer branding |
| | | | 22 | HR organization and governance |
| | | | 23 | HR processes |
| | | | 24 | Assignment management |
| | | | 25 | Labor costs and restructuring |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 54

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and career models and competencies most urgent in Spain



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | HR and people strategy |
| 2 | | Talent management | 12 | Rewards and recognition |
| 3 | | Career models and competencies | 13 | Assignment management |
| 4 | | Training and learning | 14 | Generation management |
| 5 | | Strategic workforce planning | 15 | Onboarding |
| 6 | | Behavior and culture | 16 | HR staff capabilities |
| 7 | | Employer branding | 17 | HR communication |
| 8 | | Employee engagement | 18 | Recruiting strategy |
| 9 | | Social media | 19 | HR organization and governance |
| 10 | | Performance management | 20 | Other HR and workforce analytics |
| | | | 21 | HR internationalization |
| | | | 22 | Recruiting processes |
| | | | 23 | HR services and systems |
| | | | 24 | Diversity management |
| | | | 25 | Labor costs and restructuring |
| | | | 26 | HR processes |
| | | | 27 | Works councils and union management |





Sample size: 70

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Behavior and culture, HR and people strategy, and talent management most urgent in Sweden



HR sub-topics according to urgency rank

- | | | | |
|----|-----------------------------------------------------------------------------------------------------------------------------|----|-------------------------------------|
| 1 |  Behavior and culture | 11 | HR communication |
| 2 |  HR and people strategy | 12 | Training and learning |
| 3 |  Talent management | 13 | Performance management |
| 4 |  Leadership | 14 | Generation management |
| 5 |  Career models and competencies | 15 | Social media |
| 6 |  Strategic workforce planning | 16 | Rewards and recognition |
| 7 |  Employer branding | 17 | HR services and systems |
| 8 |  Employee engagement | 18 | HR organization and governance |
| 9 |  Onboarding | 19 | Recruiting strategy |
| 10 |  Other HR and workforce analytics | 20 | Diversity management |
| | | 21 | HR staff capabilities |
| | | 22 | Recruiting processes |
| | | 23 | HR internationalization |
| | | 24 | HR processes |
| | | 25 | Labor costs and restructuring |
| | | 26 | Assignment management |
| | | 27 | Works councils and union management |

Sample size: 63

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

HR and people strategy, leadership, and talent management planning most urgent in Switzerland



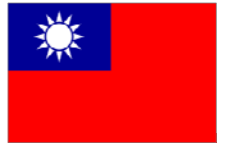
HR sub-topics according to urgency rank

- | | | | | |
|----|--|--------------------------------|----|-------------------------------------|
| 1 | | HR and people strategy | 11 | HR services and systems |
| 2 | | Leadership | 12 | Employer branding |
| 3 | | Talent management | 13 | HR organization and governance |
| 4 | | Strategic workforce planning | 14 | Generation management |
| 5 | | Recruiting strategy | 15 | Rewards and recognition |
| 6 | | Behavior and culture | 16 | Training and learning |
| 7 | | Employee engagement | 17 | Social media |
| 8 | | HR staff capabilities | 18 | Performance management |
| 9 | | Career models and competencies | 19 | Other HR and workforce analytics |
| 10 | | Recruiting processes | 20 | HR communication |
| | | | 21 | HR processes |
| | | | 22 | Onboarding |
| | | | 23 | HR internationalization |
| | | | 24 | Diversity management |
| | | | 25 | Assignment management |
| | | | 26 | Labor costs and restructuring |
| | | | 27 | Works councils and union management |

Sample size: 24

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, HR and people strategy, and strategic workforce planning most urgent in Taiwan



HR sub-topics according to urgency rank

- | | | | | |
|----|--|--------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Generation management |
| 2 | | HR and people strategy | 12 | HR staff capabilities |
| 3 | | Strategic workforce planning | 13 | Performance management |
| 4 | | Training and learning | 14 | Recruiting strategy |
| 5 | | Talent management | 15 | HR services and systems |
| 6 | | Career models and competencies | 16 | HR organization and governance |
| 7 | | Behavior and culture | 17 | HR communication |
| 8 | | Employee engagement | 18 | Other HR and workforce analytics |
| 9 | | Employer branding | 19 | Labor costs and restructuring |
| 10 | | Rewards and recognition | 20 | Social media |
| | | | 21 | HR processes |
| | | | 22 | Recruiting processes |
| | | | 23 | HR internationalization |
| | | | 24 | Assignment management |
| | | | 25 | Onboarding |
| | | | 26 | Works councils and union management |
| | | | 27 | Diversity management |

Sample size: 156

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Talent management, leadership, and employee engagement most urgent in Thailand



HR sub-topics according to urgency rank

- | | | | | |
|----|---|-------------------------------------|----|-------------------------------------|
| 1 | ★ | Talent management | 11 | Performance management |
| 2 | 👤 | Leadership | 12 | Training and learning |
| 3 | 💬 | Employee engagement | 13 | Social media |
| 4 | 👤 | HR staff capabilities | 14 | Generation management |
| 5 | ❗ | Behavior and culture | 15 | Other HR and workforce analytics |
| 6 | 🌐 | HR internationalization | 16 | Career models and competencies |
| 7 | 👤 | HR communication | 17 | Assignment management |
| 8 | 👤 | HR and people strategy | 18 | HR services and systems |
| 9 | 📈 | Strategic workforce planning | 19 | Recruiting strategy |
| 10 | ★ | Diversity management | 20 | Labor costs and restructuring |
| | | | 21 | Onboarding |
| | | | 22 | HR organization and governance |
| | | | 23 | HR processes |
| | | | 24 | Recruiting processes |
| | | | 25 | Employer branding |
| | | | 26 | Rewards and recognition |
| | | | 27 | Works councils and union management |

Sample size: 87

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Talent management, social media, and leadership most urgent in Turkey



HR sub-topics according to urgency rank

- | | | | | |
|----|----|---------------------------------------|----|-------------------------------------|
| 1 | ★ | Talent management | 11 | Performance management |
| 2 | 🌐 | Social media | 12 | HR services and systems |
| 3 | 👥 | Leadership | 13 | HR communication |
| 4 | 👤 | Employer branding | 14 | Generation management |
| 5 | ⚠️ | Behavior and culture | 15 | Recruiting strategy |
| 6 | 👤 | HR staff capabilities | 16 | Recruiting processes |
| 7 | 👤 | Career models and competencies | 17 | Training and learning |
| 8 | 👤 | HR and people strategy | 18 | HR organization and governance |
| 9 | 👤 | Employee engagement | 19 | Strategic workforce planning |
| 10 | 🏆 | Rewards and recognition | 20 | Labor costs and restructuring |
| | | | 21 | Onboarding |
| | | | 22 | Other HR and workforce analytics |
| | | | 23 | HR internationalization |
| | | | 24 | Assignment management |
| | | | 25 | Diversity management |
| | | | 26 | HR processes |
| | | | 27 | Works councils and union management |

Sample size: 67

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, performance management, and HR and people strategy most urgent in United Arab Emirates



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | HR processes |
| 2 | | Performance management | 12 | Behavior and culture |
| 3 | | HR and people strategy | 13 | Employer branding |
| 4 | | Employee engagement | 14 | Other HR and workforce analytics |
| 5 | | Talent management | 15 | Training and learning |
| 6 | | HR services and systems | 16 | Onboarding |
| 7 | | HR communication | 17 | Recruiting processes |
| 8 | | Career models and competencies | 18 | Recruiting strategy |
| 9 | | Strategic workforce planning | 19 | HR staff capabilities |
| 10 | | Rewards and recognition | 20 | Social media |
| | | | 21 | Assignment management |
| | | | 22 | Diversity management |
| | | | 23 | Generation management |
| | | | 24 | HR organization and governance |
| | | | 25 | Labor costs and restructuring |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 29

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, behavior and culture, and HR and people strategy most urgent in UK



HR sub-topics according to urgency rank

- | | | | | |
|----|--|-------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Performance management |
| 2 | | Behavior and culture | 12 | Training and learning |
| 3 | | HR and people strategy | 13 | Recruiting processes |
| 4 | | Social media | 14 | Onboarding |
| 5 | | Employer branding | 15 | Other HR and workforce analytics |
| 6 | | Strategic workforce planning | 16 | Career models and competencies |
| 7 | | Talent management | 17 | HR services and systems |
| 8 | | Employee engagement | 18 | Rewards and recognition |
| 9 | | HR communication | 19 | Generation management |
| 10 | | HR staff capabilities | 20 | Labor costs and restructuring |
| | | | 21 | HR organization and governance |
| | | | 22 | Recruiting strategy |
| | | | 23 | HR processes |
| | | | 24 | Diversity management |
| | | | 25 | Assignment management |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 120

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, performance management, and employee engagement most urgent in Ukraine



HR sub-topics according to urgency rank

- | | | | | |
|----|--|---------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Training and learning |
| 2 | | Performance management | 12 | Onboarding |
| 3 | | Employee engagement | 13 | Recruiting strategy |
| 4 | | Talent management | 14 | HR services and systems |
| 5 | | Career models and competencies | 15 | Rewards and recognition |
| 6 | | HR organization and governance | 16 | Recruiting processes |
| 7 | | Behavior and culture | 17 | HR and people strategy |
| 8 | | HR staff capabilities | 18 | Strategic workforce planning |
| 9 | | Assignment management | 19 | HR processes |
| 10 | | Employer branding | 20 | HR communication |
| | | | 21 | Social media |
| | | | 22 | Labor costs and restructuring |
| | | | 23 | Generation management |
| | | | 24 | Other HR and workforce analytics |
| | | | 25 | HR internationalization |
| | | | 26 | Diversity management |
| | | | 27 | Works councils and union management |

Sample size: 26

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, behavior and culture, and employee engagement most urgent in the US



HR sub-topics according to urgency rank

- | | | | | |
|----|--|------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Training and learning |
| 2 | | Behavior and culture | 12 | HR communication |
| 3 | | Employee engagement | 13 | Recruiting strategy |
| 4 | | HR and people strategy | 14 | Social media |
| 5 | | Talent management | 15 | Career models and competencies |
| 6 | | Strategic workforce planning | 16 | Rewards and recognition |
| 7 | | Onboarding | 17 | HR services and systems |
| 8 | | Performance management | 18 | Other HR and workforce analytics |
| 9 | | Recruiting processes | 19 | Generation management |
| 10 | | Employer branding | 20 | HR staff capabilities |
| | | | 21 | HR processes |
| | | | 22 | HR organization and governance |
| | | | 23 | Labor costs and restructuring |
| | | | 24 | Diversity management |
| | | | 25 | Assignment management |
| | | | 26 | HR internationalization |
| | | | 27 | Works councils and union management |

Sample size: 319

Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Leadership, talent management, and HR and people strategy most urgent in Venezuela



HR sub-topics according to urgency rank




- | | | | | |
|----|--|--------------------------------------|----|-------------------------------------|
| 1 | | Leadership | 11 | Other HR and workforce analytics |
| 2 | | Talent management | 12 | Employee engagement |
| 3 | | HR and people strategy | 13 | Performance management |
| 4 | | Strategic workforce planning | 14 | Rewards and recognition |
| 5 | | Recruiting processes | 15 | HR services and systems |
| 6 | | HR communication | 16 | Recruiting strategy |
| 7 | | Behavior and culture | 17 | HR processes |
| 8 | | Labor costs and restructuring | 18 | Employer branding |
| 9 | | Training and learning | 19 | Career models and competencies |
| 10 | | Onboarding | 20 | Generation management |
| | | | 21 | HR organization and governance |
| | | | 22 | Works councils and union management |
| | | | 23 | Assignment management |
| | | | 24 | HR staff capabilities |
| | | | 25 | Social media |
| | | | 26 | HR internationalization |
| | | | 27 | Diversity management |

Sample size: 29





Note: Urgency is defined as the difference between future importance and capabilities, multiplied by future importance
Source: 2014 BCG/WFPMA proprietary web survey and analysis

Appendix: HR topics and definitions




Overview of 27 HR topics of CPA 2014-2015 (1/3)

Topic Area	Topic	Definition
 HR Strategy, Planning and Analytics	1 HR and people strategy	Developing and maintaining a current HR and people strategy to ensure best-in-class people operations and shape the company's HR function.
	2 Strategic workforce planning	Forecasting workforce supply and demand scenarios based on competency models from a strategic, long-term perspective.
	3 Other HR/ workforce analytics	Systematically analyzing data about the efficiency of HR processes (e.g., time to fill open positions), HR outcomes (e.g., employee satisfaction, turnover rate) and the impact and value of people management and HR practices (e.g., value added per person).
 Recruiting: Branding, Hiring and Onboarding	4 Employer branding	Proactively developing and marketing a company's value proposition to increase employer attractiveness via offline and online channels (e.g., social media).
	5 Recruiting strategy	Developing a strategy to determine required hiring levels, hiring approaches as well as the target groups to hire from in future years.
	6 Recruiting processes	Recruiting the right employees for particular positions with the optimal effort through designed processes and systems.
	7 Onboarding	Proactively integrating new hires into the organization culturally, professionally and administratively.
 Training and People Development	8 Training & learning	Offering training programs that are tailored to individual needs and connected to the business and people strategy as well as personal development plans.
	9 Career models & competencies	Defining specific career paths for different employee groups and creating models to foster their career, competencies and performance.
	10 Assignment management	Coordinating international and other short and long-term project assignments for employees and mastering all relevant challenges.

Overview of 27 HR topics of CPA 2014-2015 (2/3)

Topic Area	Topic	Definition
 Performance Management & Rewards	11 Performance management	Ensuring regular and transparent performance management processes, based on agreed-upon and known performance criteria per job category and level.
	12 Rewards and recognition	Linking individual performance to rewards scheme, right incentives and career development options designed to drive company results.
 Talent Management & Leadership	13 Talent management	Providing highly capable employees with the opportunity to perform, develop their competencies and advance, thereby retaining them and generating the right pipeline for the future
	14 Leadership	Developing individuals into leaders who are capable of influencing, motivating, and enabling their staff to reach both corporate and individual goals.
 Engagement, Behavior & Culture Management	15 Employee engagement	Delivering tools, systems, and processes to engage employees (improving employees' effort and commitment to their company, motivating them to give their best).
	16 Behavior and culture	Fostering a high performance culture, based on employees' attitudes and behaviors which support the capabilities that are vital to achieve business goals.
 Diversity and Generation Management	17 Diversity management	Actively encouraging and managing gender, cultural, religious, educational, social, national, ethnic and other differences to the mutual benefit of both employees and the organization.
	18 Generation management	Actively managing and addressing the challenges of changing age structures (talent shortages/generation Y, aging workforce) in order to safeguard productivity, innovation, and financial performance.

Overview of 27 HR topics of CPA 2014-2015 (3/3)

Topic Area	Topic	Definition
 HR Communication & Social Media	19 HR communication	Maintaining effective interaction with employees to ensure employee satisfaction and continuous dialogue as well as promote new policies and procedures.
	20 Social media	Leveraging online platforms as interactive channels to communicate and attract new employees as well as to engage with and retain current employees.
 Labor Costs & Management	21 Labor costs & restructuring	Setting up tools and methods for workforce flexibility (e.g., early retirement, headcount reduction) and managing labor costs (e.g., compensation, benefits) while ensuring labor law and co-determination requirements.
	22 Works councils & union management	Maintaining contact with works councils and unions to manage workforce and leverage staff demands optimally as well as ensure understanding and acceptance of staff in change processes.
 HR Target Operating Model	23 HR organization & governance	Designing an effective and efficient HR organization (e.g., through business partners, centers of excellence, and shared services) and creating strong governance structures that enable fast but responsible decision-making.
	24 HR processes	Delivering highly efficient HR processes (e.g., payroll, time management) to match needs of different stakeholders.
	25 HR services & systems	Using classic HRIS and e-HR applications (e.g., intranet) and leveraging innovative tools (e.g., wikis) to increase visibility and usability of HR tools and practices as well as ensuring good data quality.
	26 HR staff capabilities	Ensuring high HR staff performance and skills and fostering talent in HR to further improve HR functions.
	27 HR internationalization	Ensuring the right extent of centralization (global vs. local) and harmonization of HR function (global standards vs. local customization).