



# Creating People Advantage - Revisiting a success story

Regional results for Europe - Nordics only

JUNE 2021

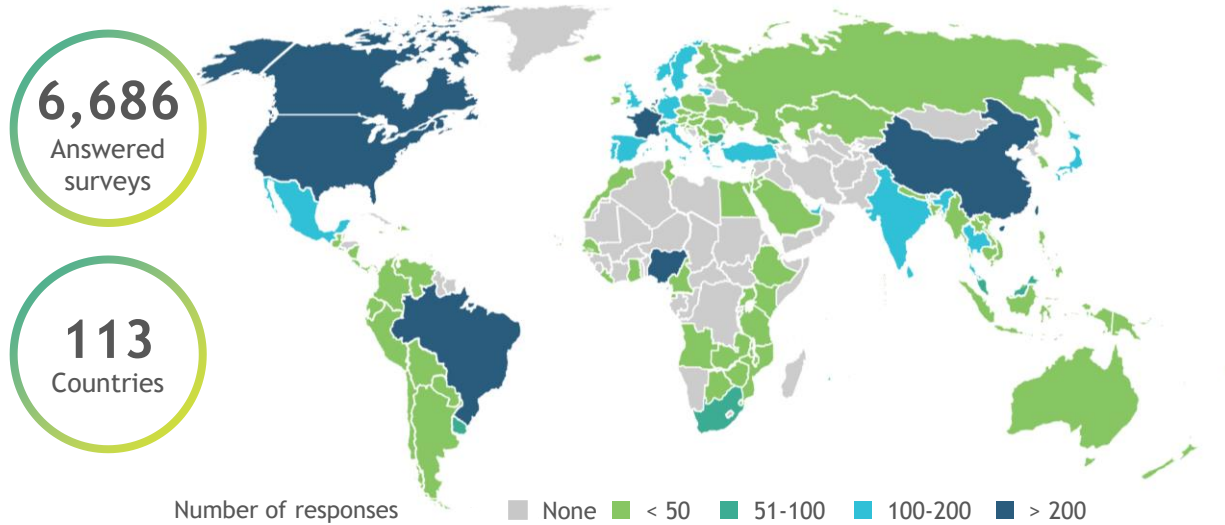




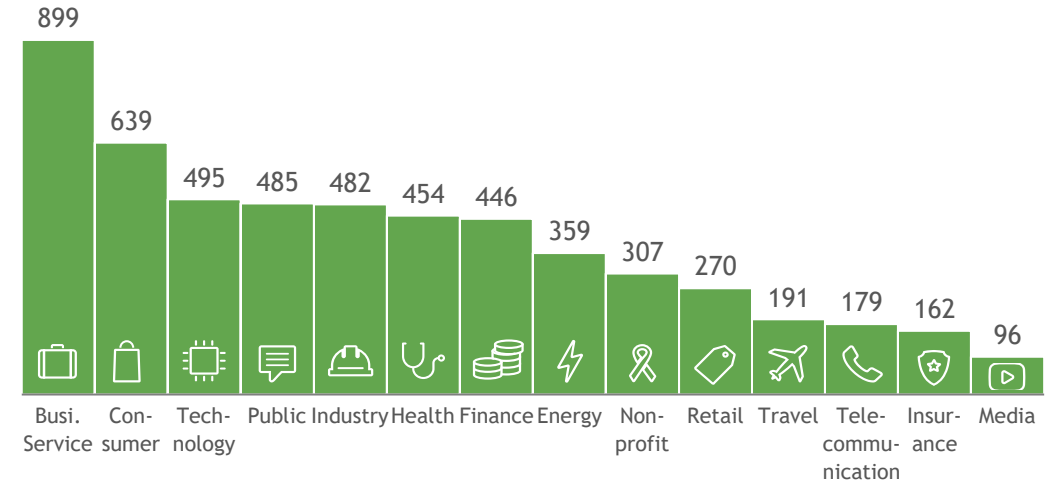
# Global overview on results



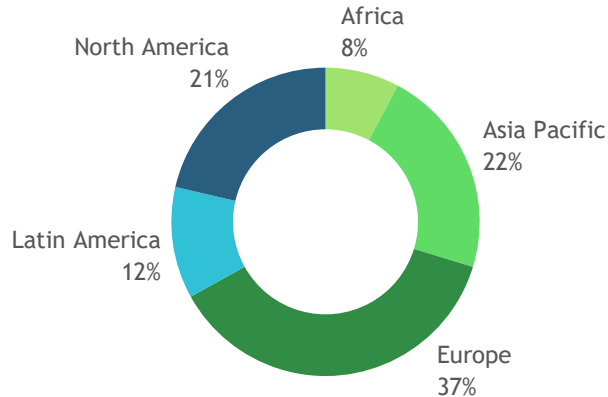
# Creating People Advantage—A survey of 6,686 respondents in 113 countries



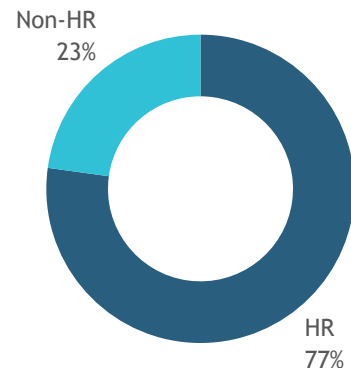
## Industry split



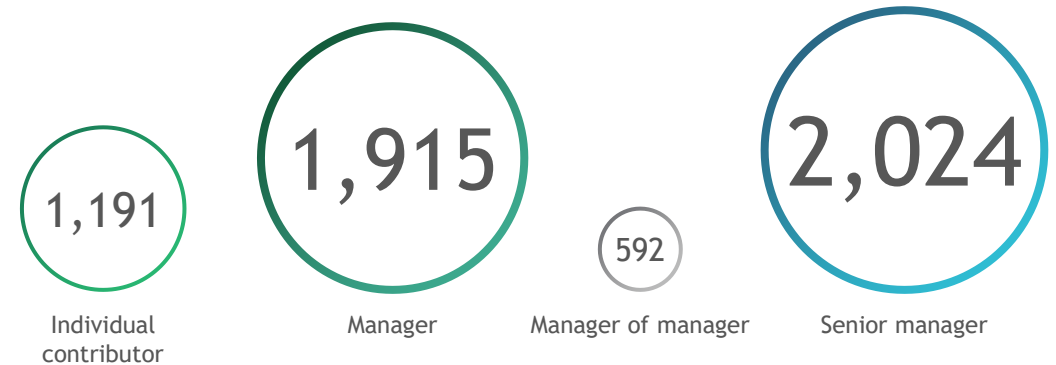
## Regional split



## Current position



## Level of Seniority



Source: 2021 BCG/WFPMA proprietary web survey and analysis

Note: Not Included: N/A and other answers. In the regional split overview here, Mexico is included in "Latin America". For the regional analyses on slides 12-15, however, Mexico is included in the North American region to reflect the structure of the WFPMA's continent associations, where Mexico is part of the North American Human Resource Management Association (NAHRMA).



# 32 HR and People Management topics in nine clusters were assessed

## Clusters

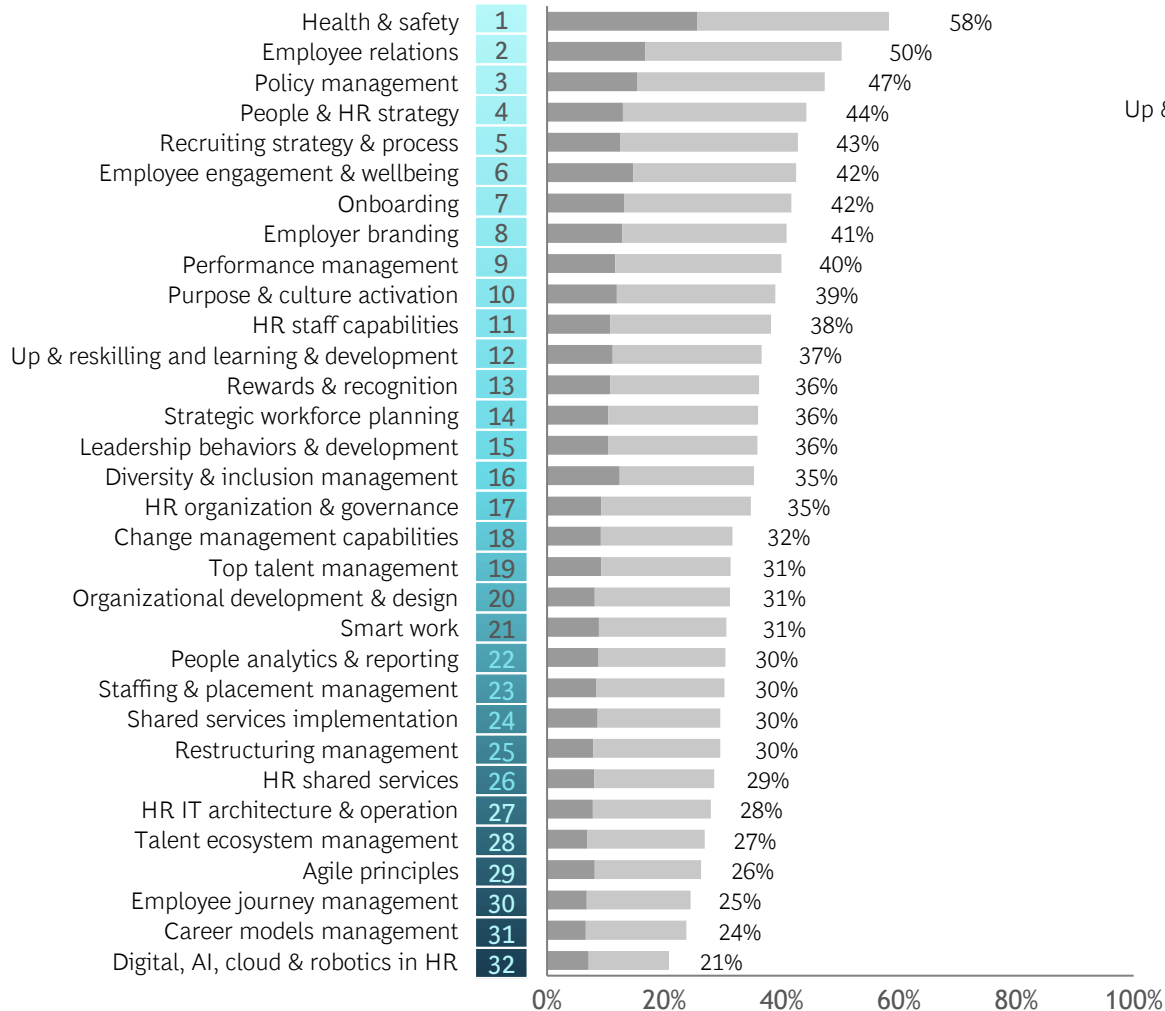
## HR and People Management Topics

People and HR strategy, planning and analytics	People and HR strategy	Strategic workforce planning	People analytics and reporting			
Talent acquisition	Employer branding	Talent ecosystem management	Recruiting strategy and process	Onboarding		
People development	Up- and reskilling and learning and development	Career models management	Top talent management	Staffing and placement mgmt.		
Performance, rewards and engagement	Performance management	Rewards and recognition	Employee engagement and well-being			
Purpose, behavior, leadership and culture change	Purpose and culture activation	Change management capabilities	Leadership behaviors and development	Diversity and inclusion management		
Labor and employee relations	Policy management	Employee relations	Health and safety			
Organizational transformation	Agile principles	Org. development and design	Smart work	Shared services implement.	Restructuring management	Employee journey mgmt.
Digital and IT	HR IT architecture and operation		Digital, AI, cloud, and robotics in HR			
HR operating model	HR organization and governance	HR shared services	HR staff capabilities			

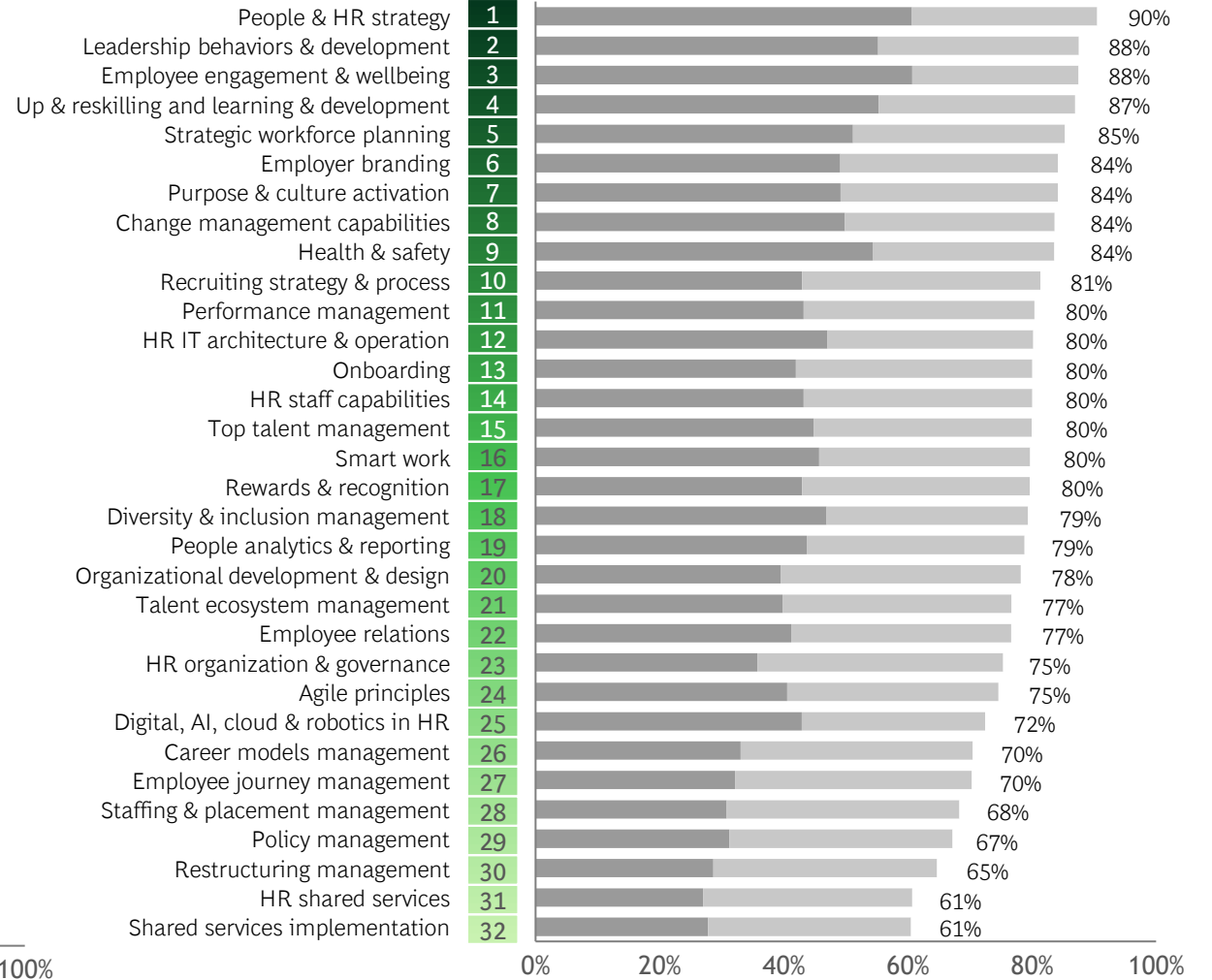


# Ranking of 32 topics for Current Capabilities and Future Importance

## Ranking Current Capabilities



## Ranking Future Importance

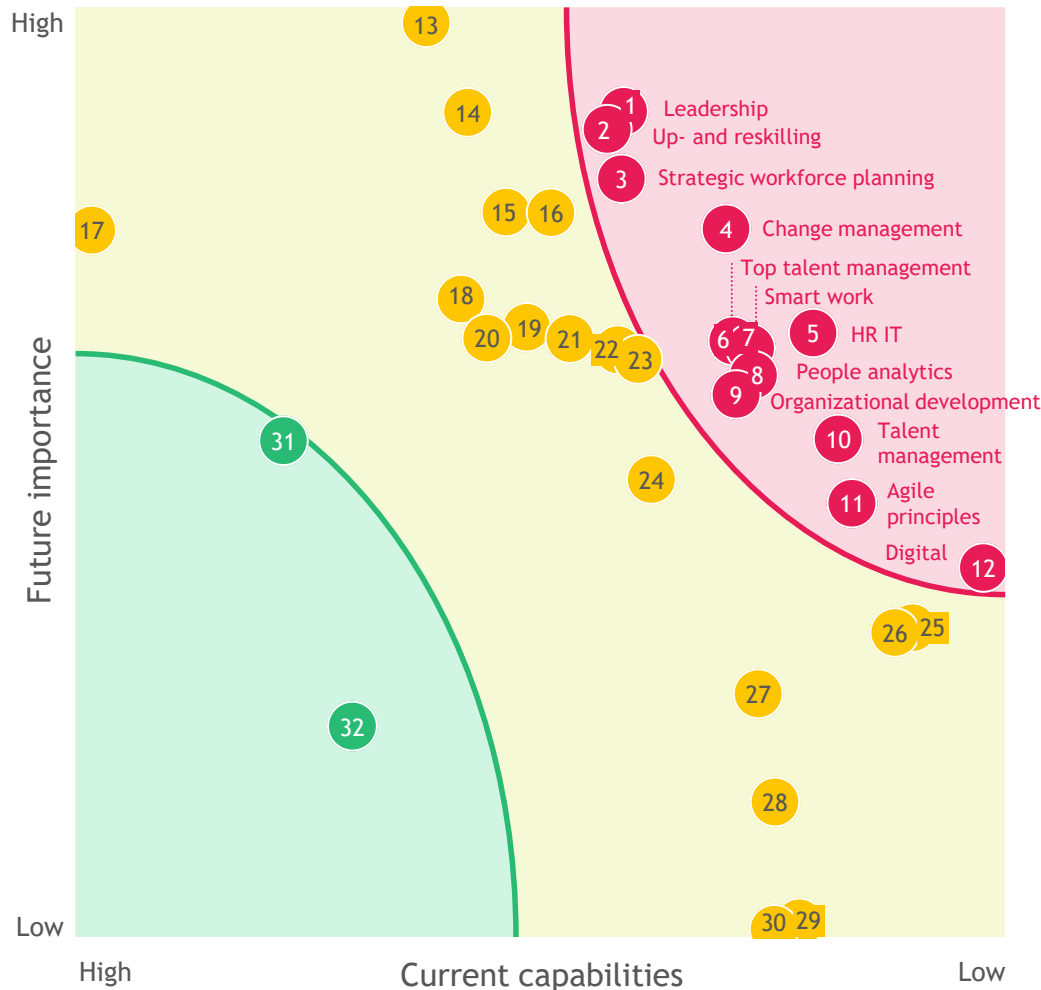


Note: Ranked by highest number of responses in "high" and "somewhat high"  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686)

■ High ■ Somewhat high



# Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



- Strong need to act
  - Medium need to act
  - Low need to act
- 1 Leadership behaviors and development
  - 2 Up and reskilling and learning and development
  - 3 Strategic workforce planning
  - 4 Change management capabilities
  - 5 HR IT architecture and operation
  - 6 Top talent management
  - 7 Smart work
  - 8 People analytics and reporting
  - 9 Organizational development and design
  - 10 Talent ecosystem management
  - 11 Agile principles
  - 12 Digital, AI, cloud and robotics in HR

- 13 People and HR strategy
- 14 Employee engagement and well-being
- 15 Employer branding
- 16 Purpose and culture activation
- 17 Health and safety
- 18 Recruiting strategy and process
- 19 Performance management
- 20 Onboarding
- 21 HR staff capabilities
- 22 Rewards and recognition
- 23 Diversity and inclusion management
- 24 HR organization and governance
- 25 Career models management
- 26 Employee journey management
- 27 Staffing and placement management
- 28 Restructuring management
- 29 HR shared services
- 30 Shared services implementation

- 31 Employee relations
- 32 Policy management

Note: Based on answers “high” and “somewhat high”  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686)



# Regional results for Europe - Nordics only (EAPM)

# The following slides comprise the results of the following economies

## Which economy does your work focus on primarily?

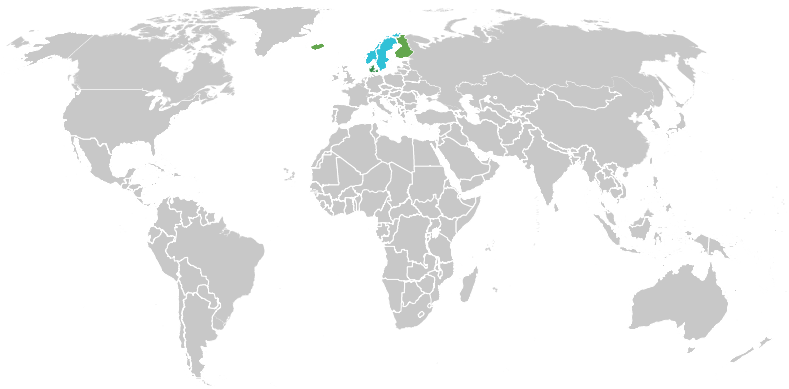
Andorra	1	<b>Denmark</b>	<b>59</b>	Ireland	4	Netherlands	209	Sri Lanka	191
Angola	5	Dominican Republic	48	Israel	42	New Zealand	12	Swaziland	1
Argentina	6	Ecuador	46	Italy	141	Nicaragua	5	<b>Sweden</b>	<b>132</b>
Australia	12	Egypt	1	Jamaica	1	Nigeria	290	Switzerland	63
Austria	43	El Salvador	2	Japan	196	<b>Norway</b>	<b>153</b>	Taiwan (China)	21
Bahrain	1	Equatorial Guinea	1	Jordan	1	Panama	21	Tanzania	1
Bangladesh	35	Estonia	27	Kazakhstan	5	Papua New Guinea	1	Thailand	148
Belgium	62	Ethiopia	1	Kenya	4	Paraguay	11	Tunisia	12
Bolivia	5	Fiji	26	Korea, South	10	Peru	38	Turkey	110
Botswana	7	<b>Finland</b>	<b>44</b>	Laos	1	Philippines	3	Uganda	2
Brazil	222	France	204	Lebanon	3	Poland	3	Ukraine	1
Brunei	1	Gambia	1	Liberia	1	Portugal	117	United Arab Emirates	106
Bulgaria	66	Georgia	71	Lithuania	153	Qatar	3	United Kingdom	121
Cambodia	1	Germany	158	Luxembourg	1	Romania	29	United States	1,162
Cameroon	1	Ghana	4	Macedonia	46	Russia	14	Uruguay	53
Canada	245	Greece	131	Malawi	16	Saudi Arabia	9	Venezuela	39
Cape Verde	2	Grenada	1	Malaysia	55	Senegal	2	Vietnam	42
Chile	3	Guatemala	36	Maldives	5	Serbia	3	Zambia	1
China (Mainland)	230	Haiti	2	Mauritius	63	Seychelles	3	Zimbabwe	5
Colombia	27	Hong Kong (China)	143	Mexico	173	Singapore	7		
Costa Rica	35	Hungary	5	Morocco	17	Slovakia	1		
Croatia	26	<b>Iceland</b>	<b>28</b>	Mozambique	2	Slovenia	1		
Cyprus	71	India	145	Myanmar	1	South Africa	74		
Czech Republic	11	Indonesia	5	Nepal	1	Spain	103		

Note: Responses from 115 economies and 113 countries as Taiwan and Hong Kong are grouped as The People's Republic of China. 110 respondents didn't fill out their focus economy and are not included in this overview. Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686)

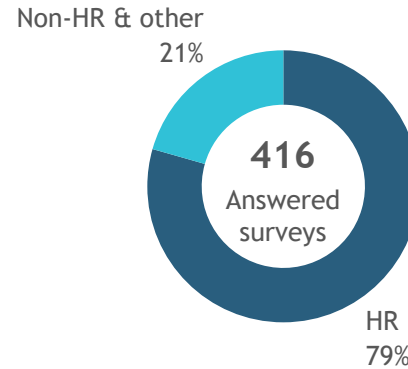


# Our survey drew responses from 416 Nordic participants

## Geography



## Current position



## Level of Seniority

Individual contributor

91

Manager

105

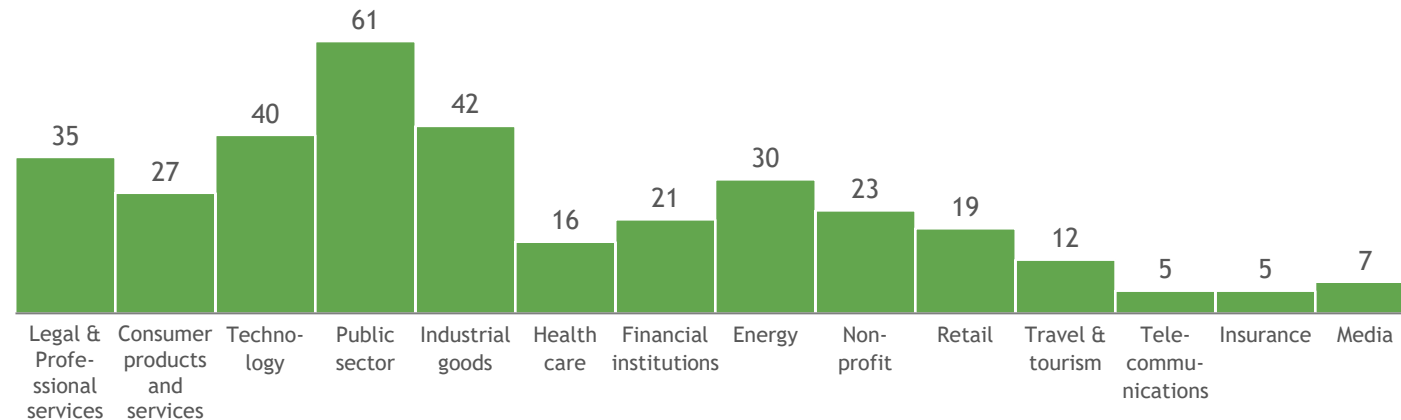
Manager of manager

32

Senior manager

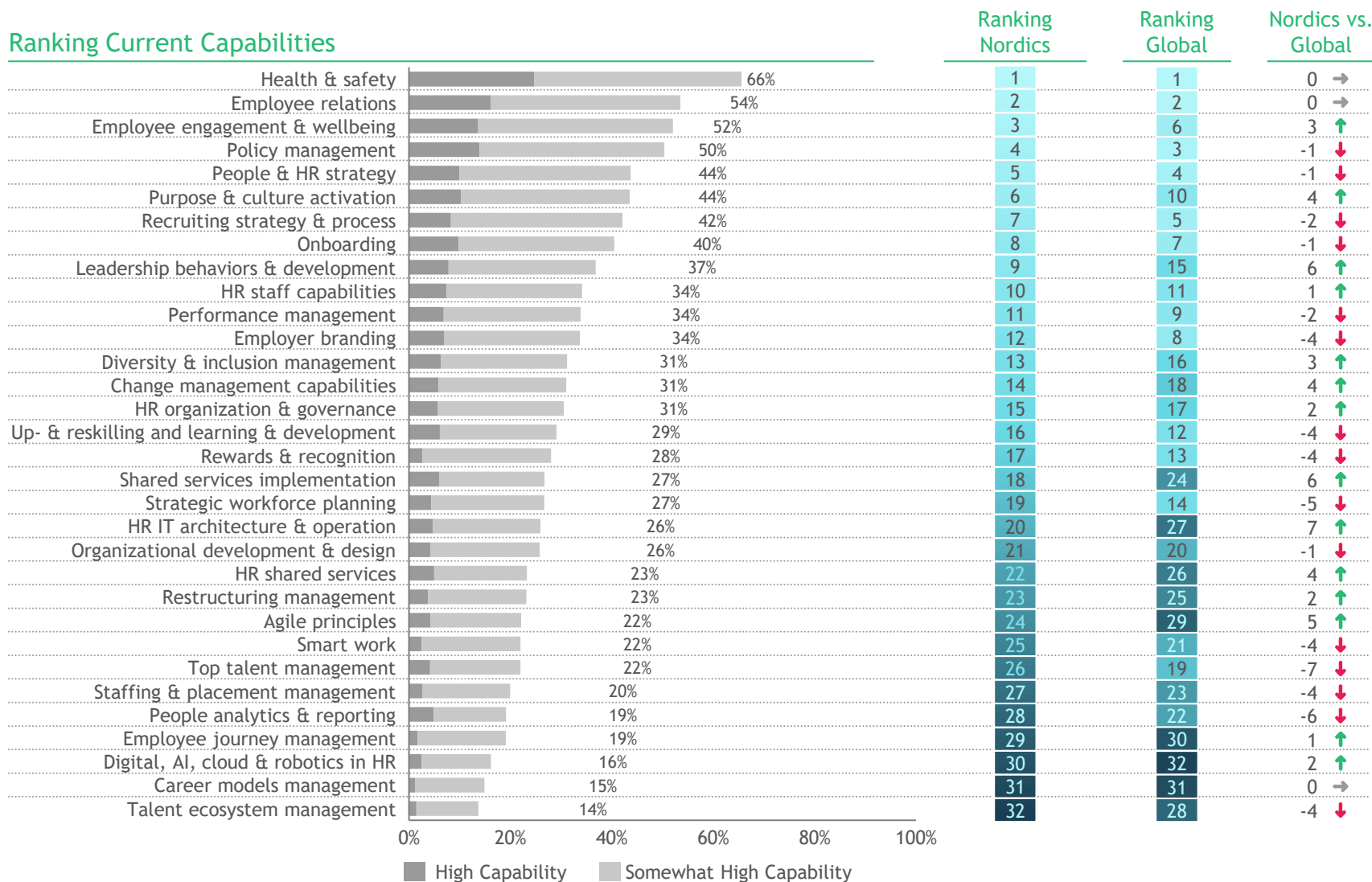
125

## Industry split



Not Included: N/A and other answers (Industry split: 69 respondents in other industries)  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Europe - Nordics only n = 416)

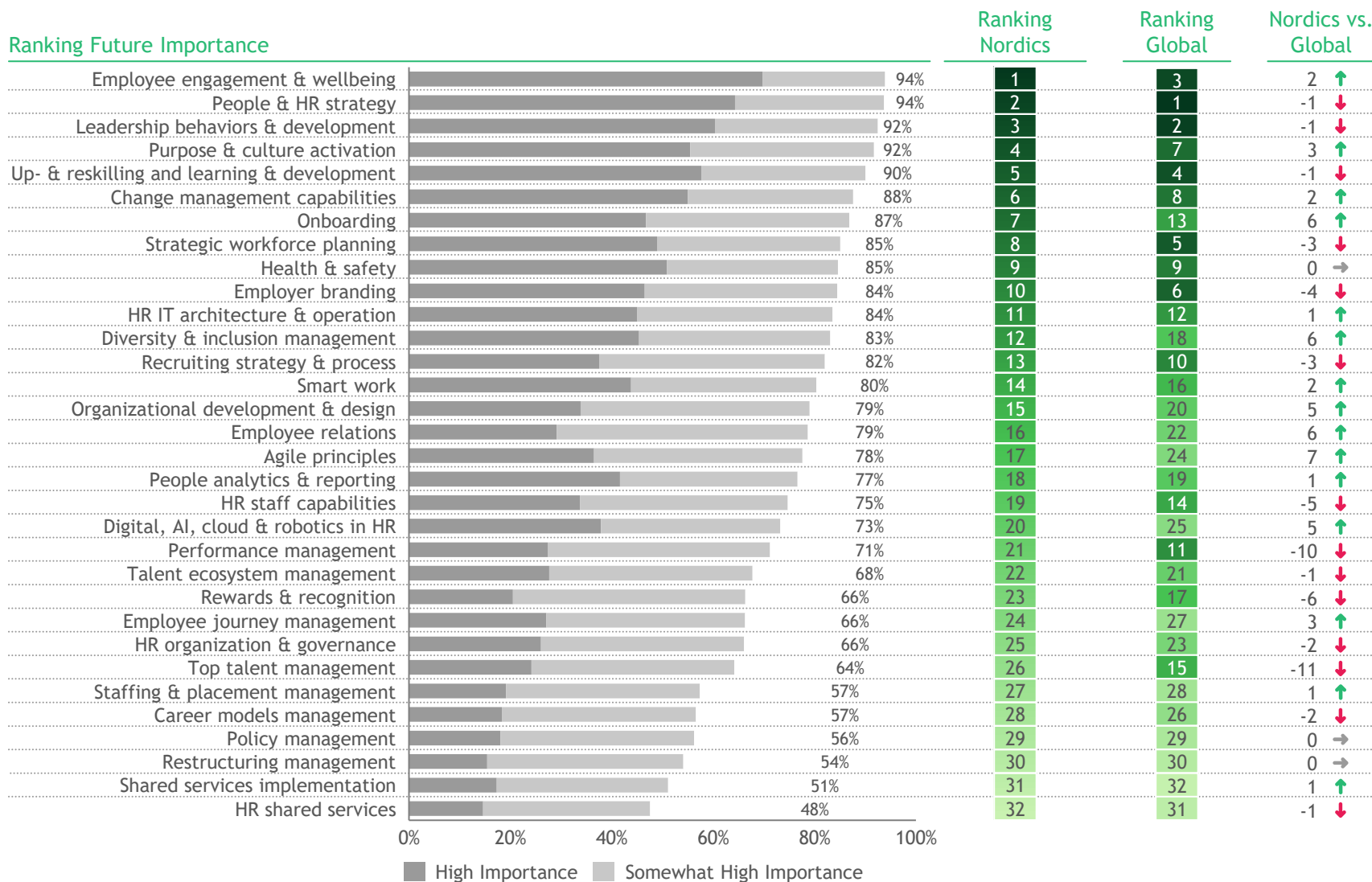
# Ranking of 32 topics for Current Capabilities



## Key highlights

- Current **HR IT architecture & operation** capabilities ranked much higher by Nordic respondents vs. global average (+7 positions)
- Current **Top talent management** capabilities ranked much lower by Nordic respondents vs. global average (-7 positions)

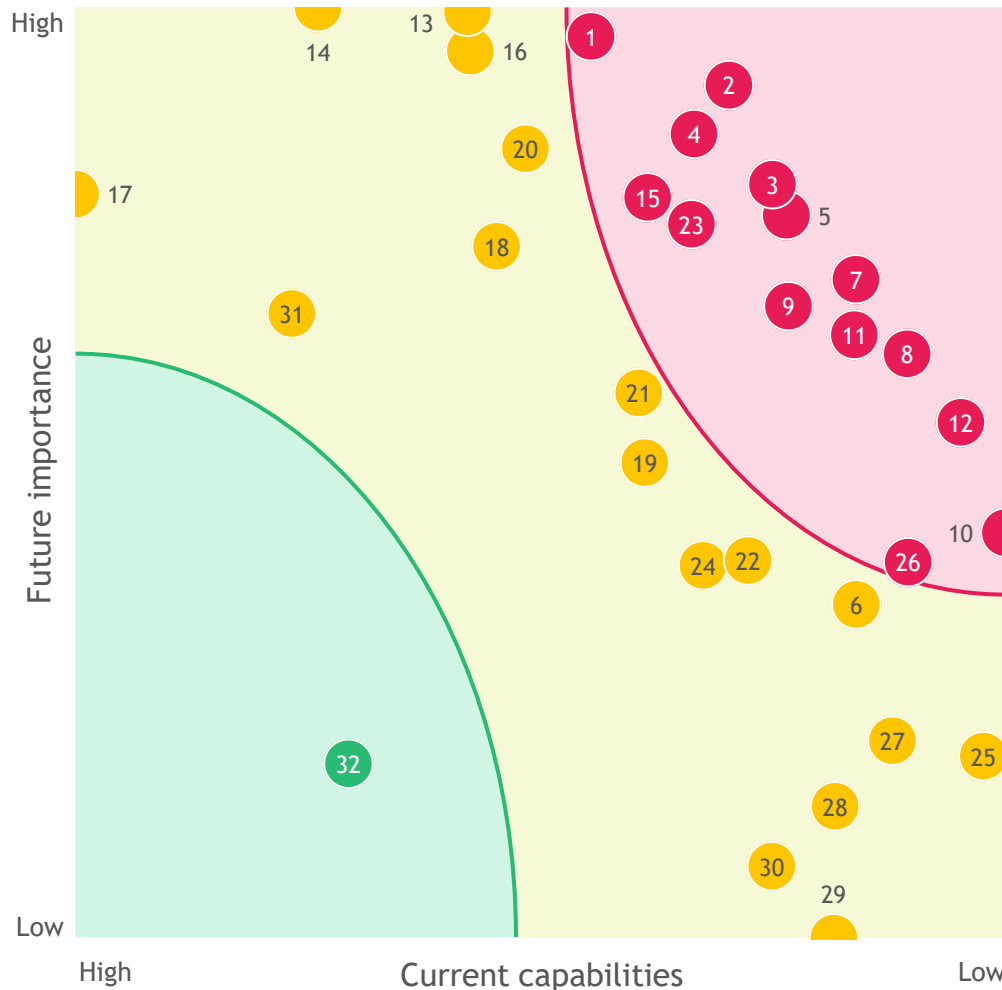
# Ranking of 32 topics for Future Importance



## Key highlights

- Future importance of **Agile principles** ranked higher by Nordic respondents vs. global average (+7 positions)
- Future importance of **Top talent management** ranked lower by Nordic respondents vs. global average (-11 positions)

# Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities

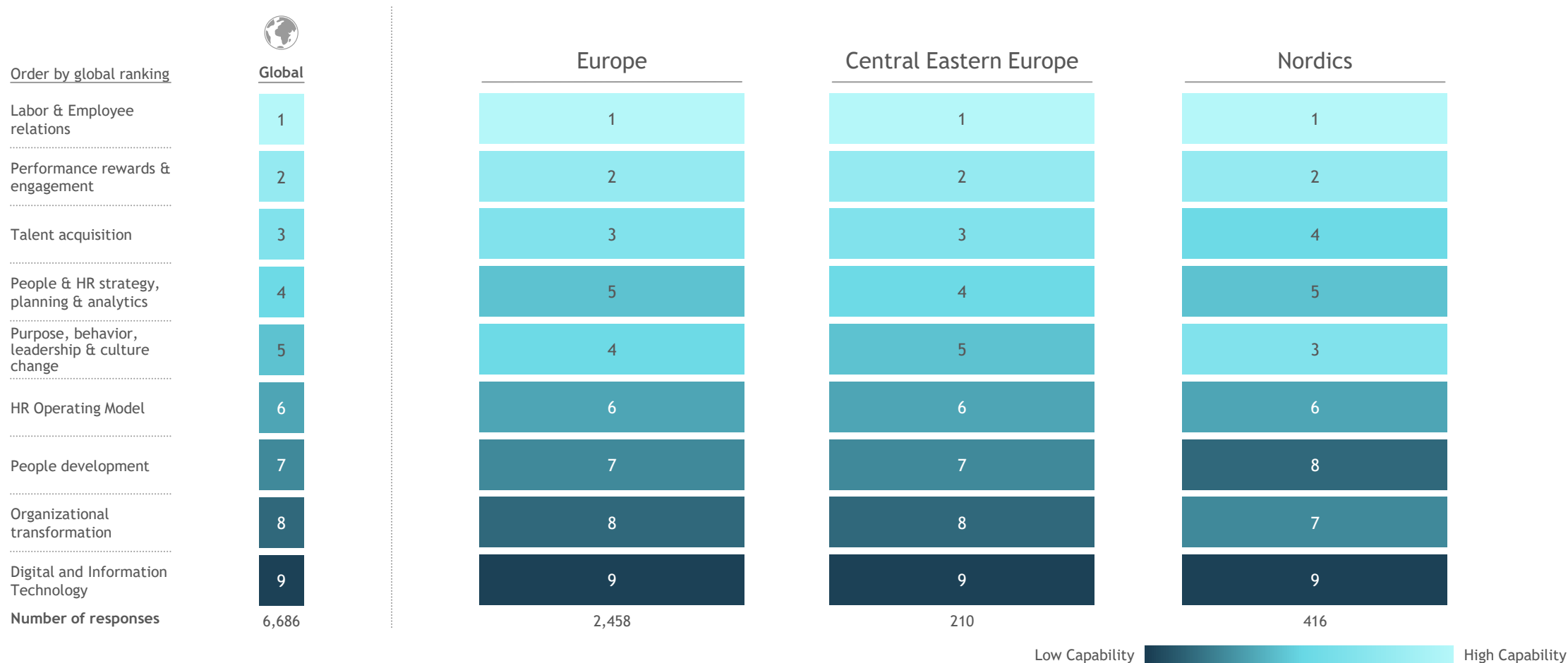


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Note: Based on answers “high” and “somewhat high”  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Nordics n = 416)

# Cluster ranking across regions by Current Capabilities

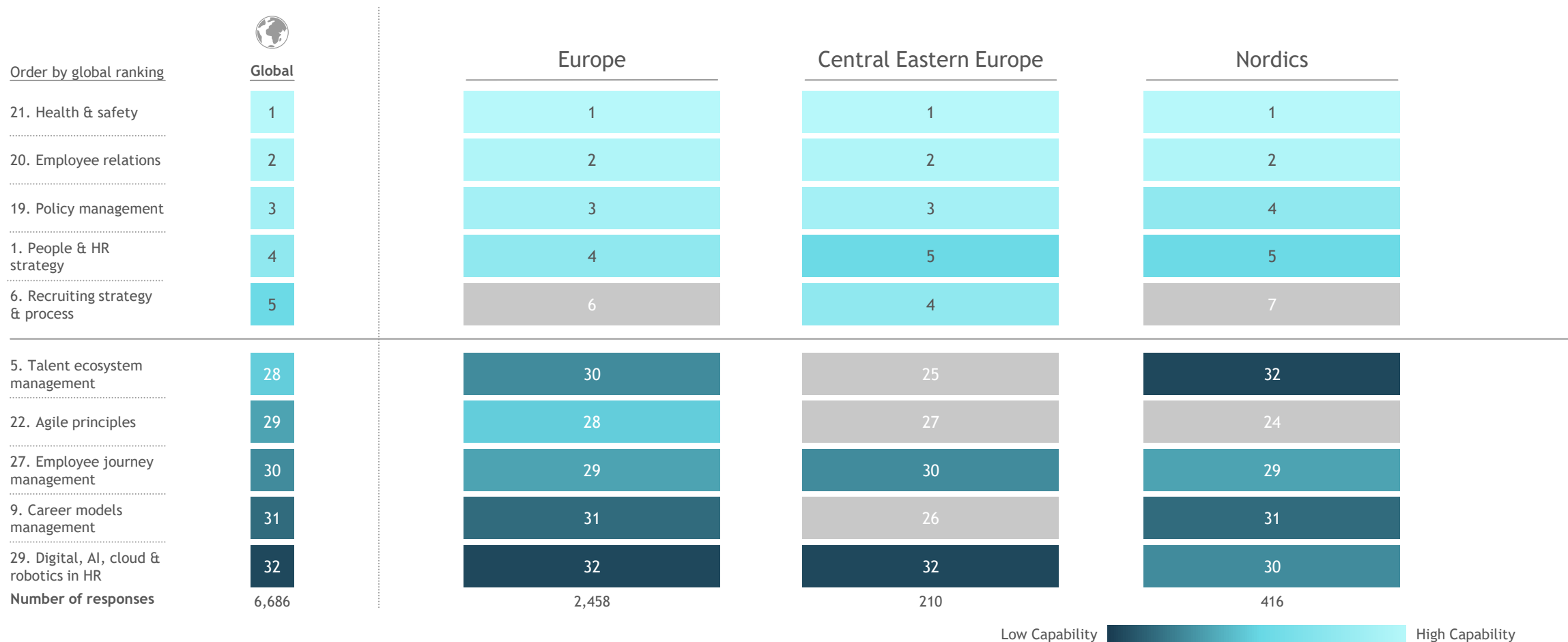
## Current Capabilities



Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686)

# Topic ranking across regions by Current Capabilities

## Top & bottom five topics: Current Capabilities

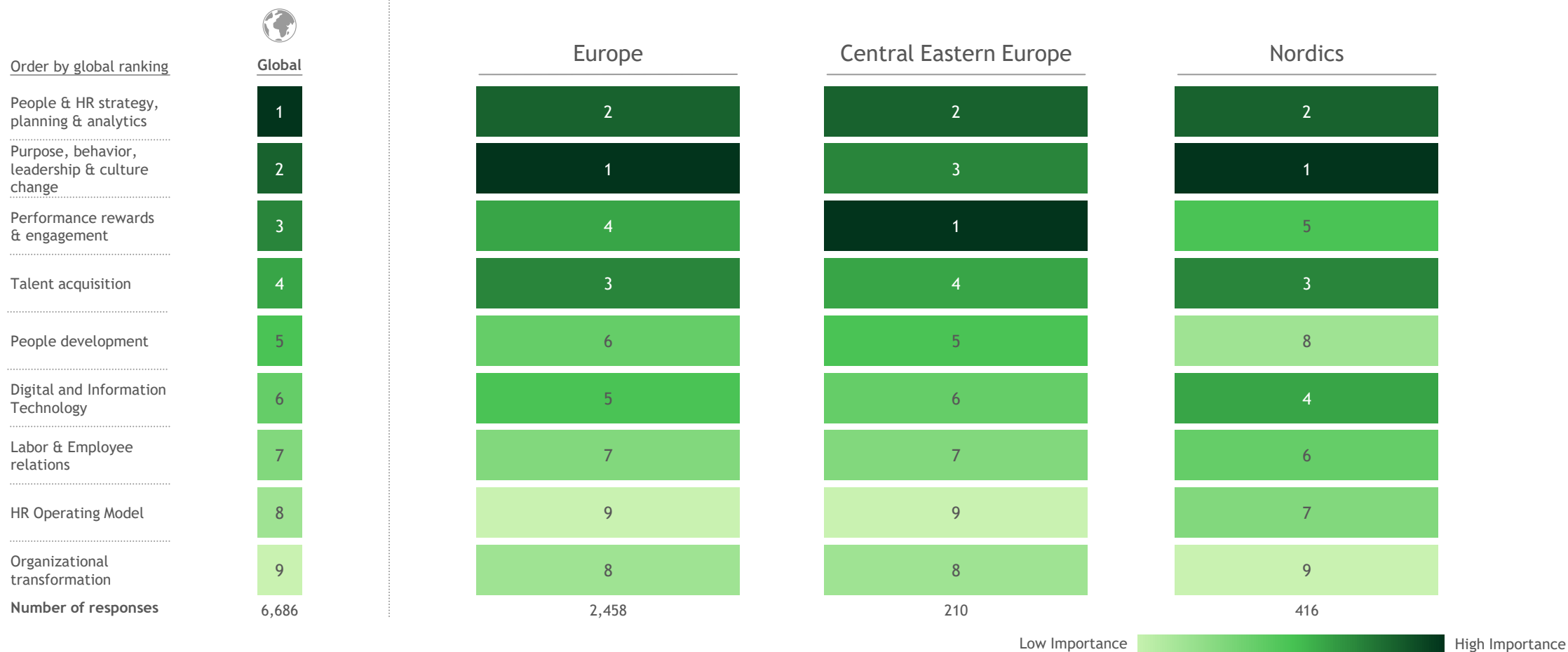


Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686)



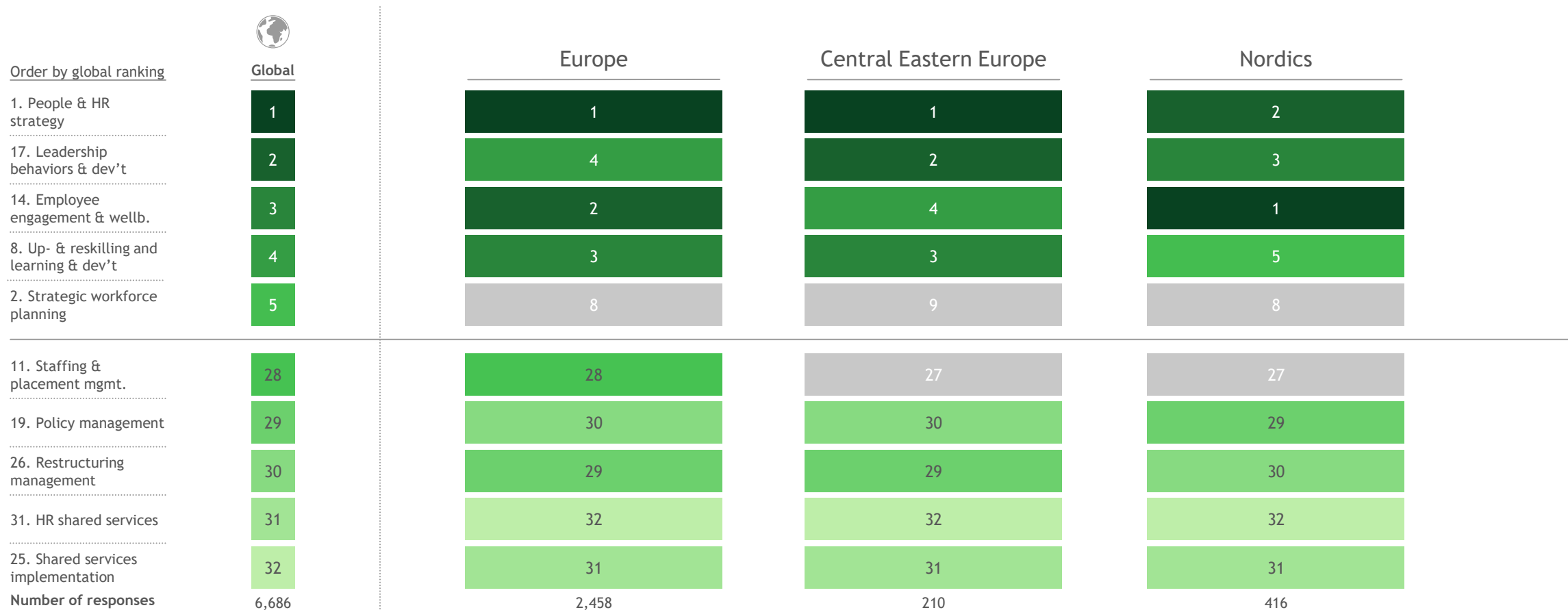
# Cluster ranking across regions by Future Importance

## Future Importance



Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686)

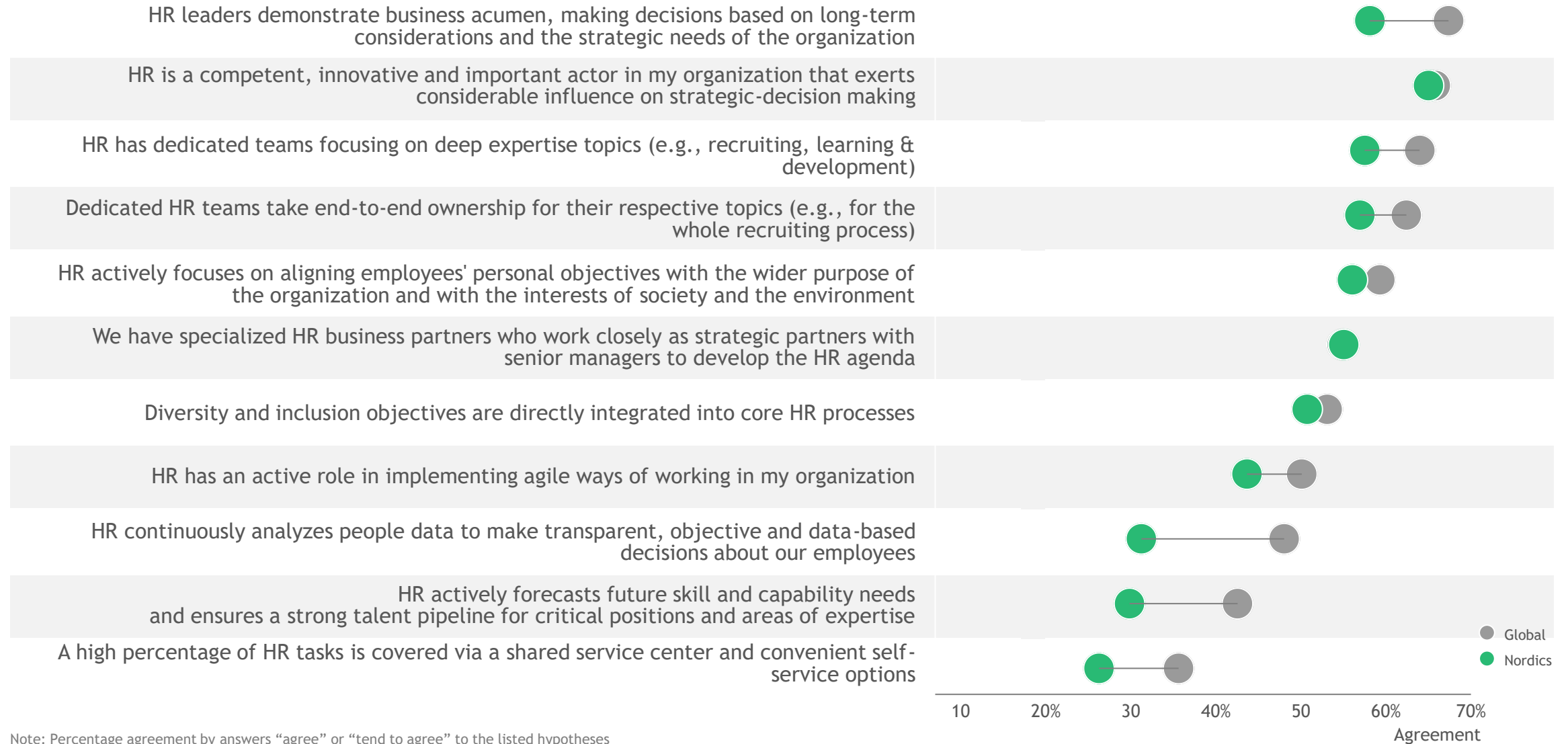
# Topic ranking across regions by Future Importance



Low Importance High Importance

Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686)

# Future of HR—Gap between Nordics and Global responses



Note: Percentage agreement by answers “agree” or “tend to agree” to the listed hypotheses  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,705, Nordics n = 340)

# Personalized experiences—Gap between Nordics and Global responses



Note: Percentage agreement by answers “agree” or “tend to agree” to the listed hypotheses  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,537, Nordics n = 329)