

DEVELOP



# HR VALUE ADDED TO BUSINESS SURVEY RESULTS

**PEOPLE ENGINE**

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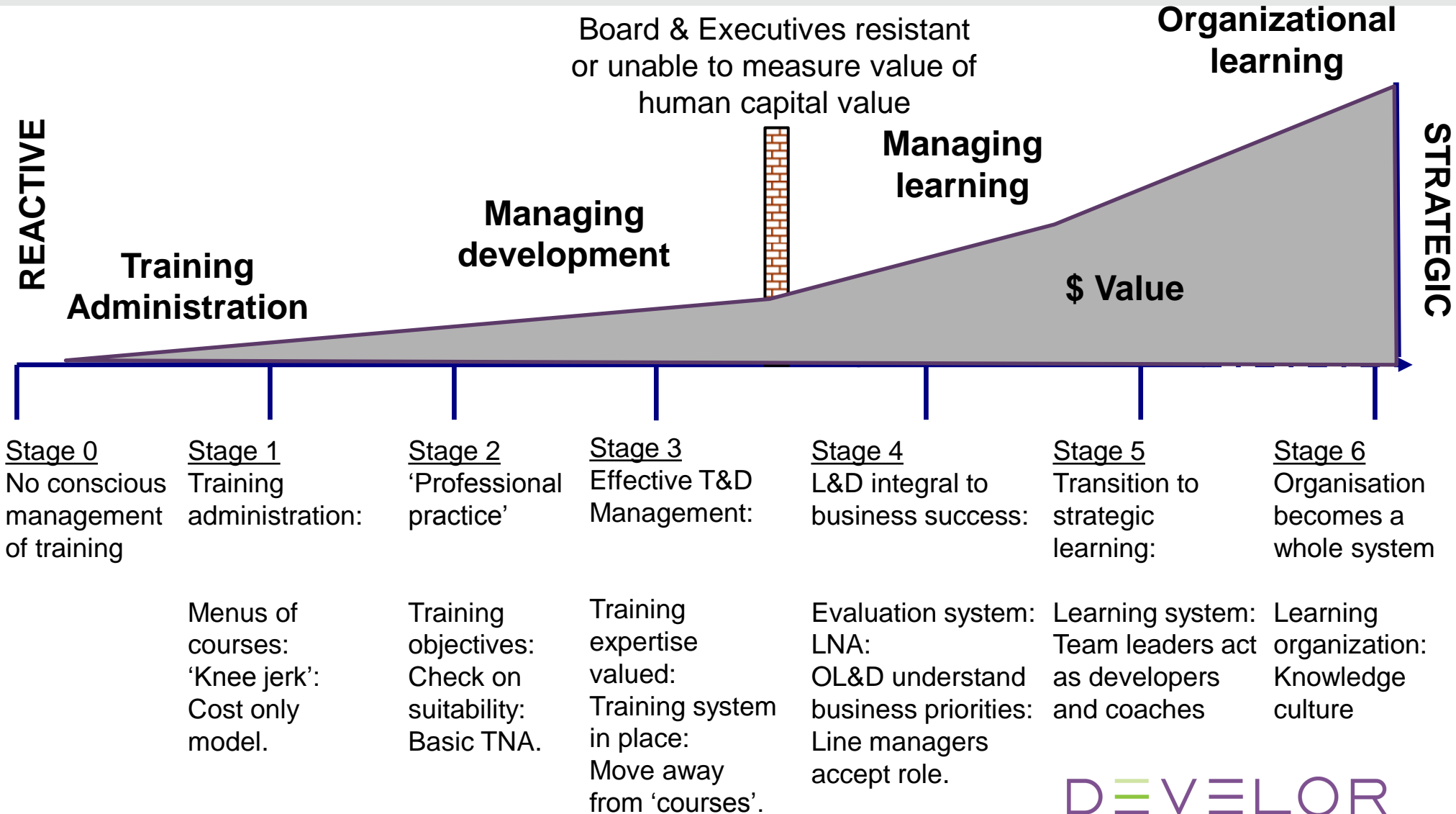
# 130 SURVEY PARTICIPANTS

86 CZ, 44 SK – HR DIRECTOR LEVEL, 2014 - 2016

2N Telekomunikace | Adidas | AGC Flat Glass | Ahold | Aquasoft | Apotex | ArcelorMittal | Arriva Transport | Asseco | Avast | AVG | AWT | Beckman Coulter | Billa | Bristol-Myers Squibb | Canon | Cargo Slovakia | CET 21 | Cetelem | Česká exportní banka | Česká pojišťovna | Česká pošta | Česká spořitelna | Citibank | Coca-Cola | ComAp | DPD | DHL Express & Supply Chain | Dr. Max | Edenred | ELTODO | Equa bank | FEI | First Data | GE Aviation | Gebrüder Weiss | GEFCO | Generali | GTS | Gumotex | HARTMANN-RICO | Heineken | HOPI | ICZ | ING Bank | ING Pojišťovna | Inžinierske stavby | Jacobs Douwe Egberts | J&T Banka | Karlovarské minerální vody | Kofola | Kongsberg | Kooperativa | Komerční banka | Kuehne-Nagel | Lasvit | Linet | mBank | Merck | MetLife | Metrostav | Microsoft | Mirakl | MITSUBISHI ELECTRIC | Naspers | Net4Gas | Nutricia | L'Oréal | Lyreco | Orange | Papcel | Penta | PepsiCo | Pfizer | Poštová banka | Preciosa | Raiffeisenbank | Rodinný pivovar BERNARD | Rossmann | RWE | Safina | Saint-Gobain | Samsung | Sazka | Schnellecke | Sipral | Škoda JS | Slovak Telekom | Slovanet | StringData | T-Mobile | Tchibo | Tieto | TP Vision | TRW | Třinecké železárny | U & SLUNO | Unicredit | Unilever | UPC | Vaillant | Vodafone | Vítkovice | VUB banka | Východoslovenská energetika | VZP | Walmark | Wikov Industry | Würth | Xella | ZEBRA | Zentiva/Sanofi | ZUNO

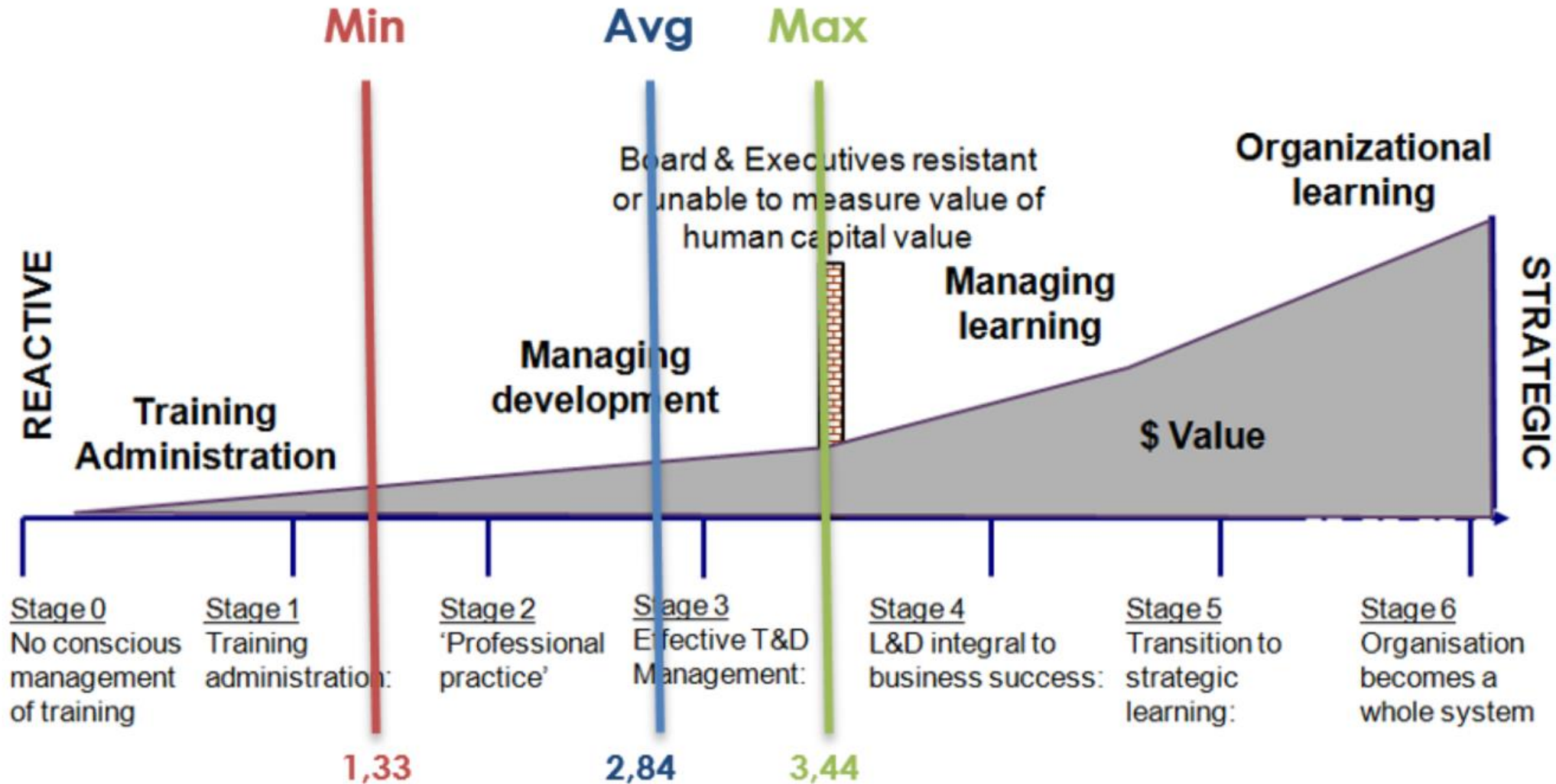
# MODEL – PAUL KEARNS

## L&D MATURITY SCALE

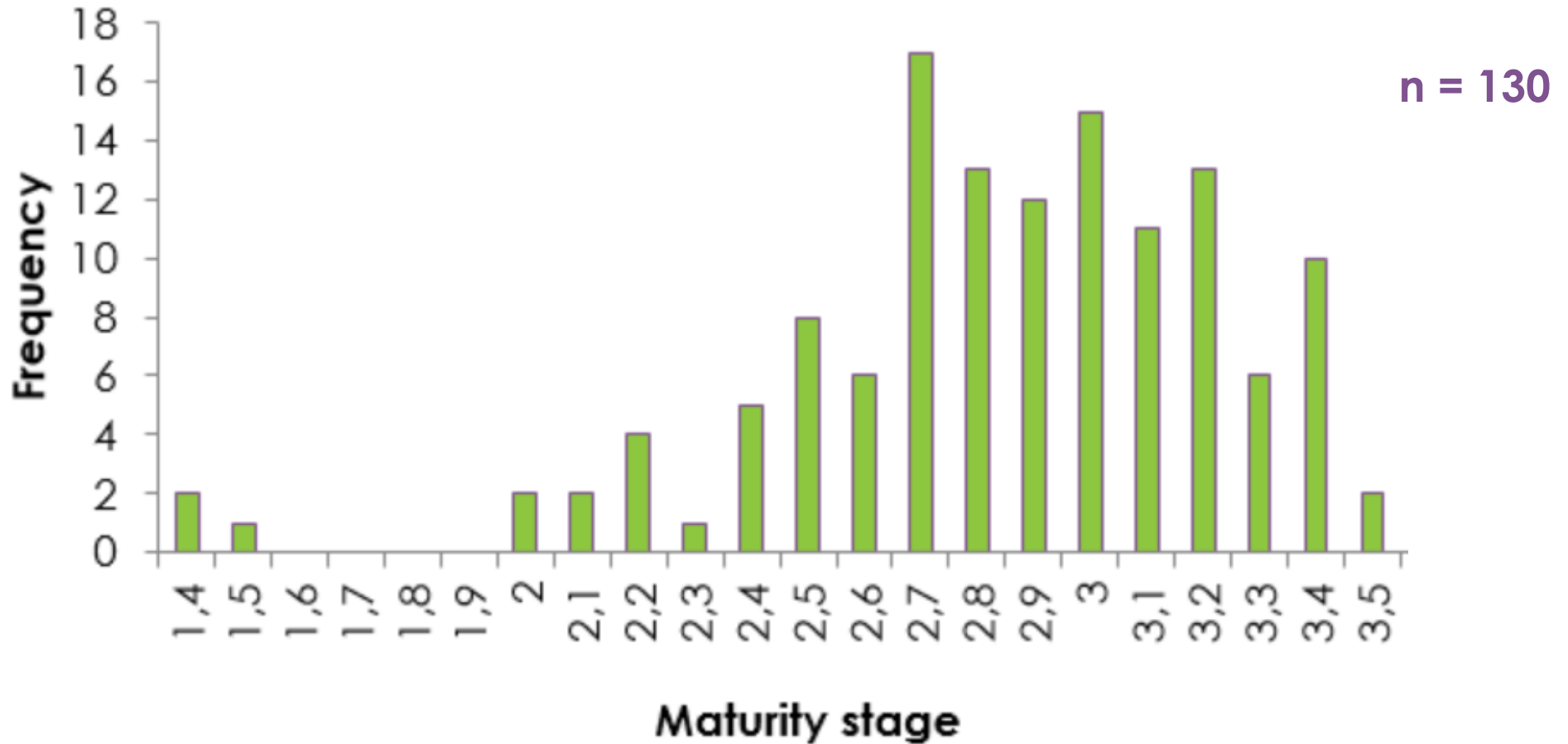


# SURVEY RESULTS

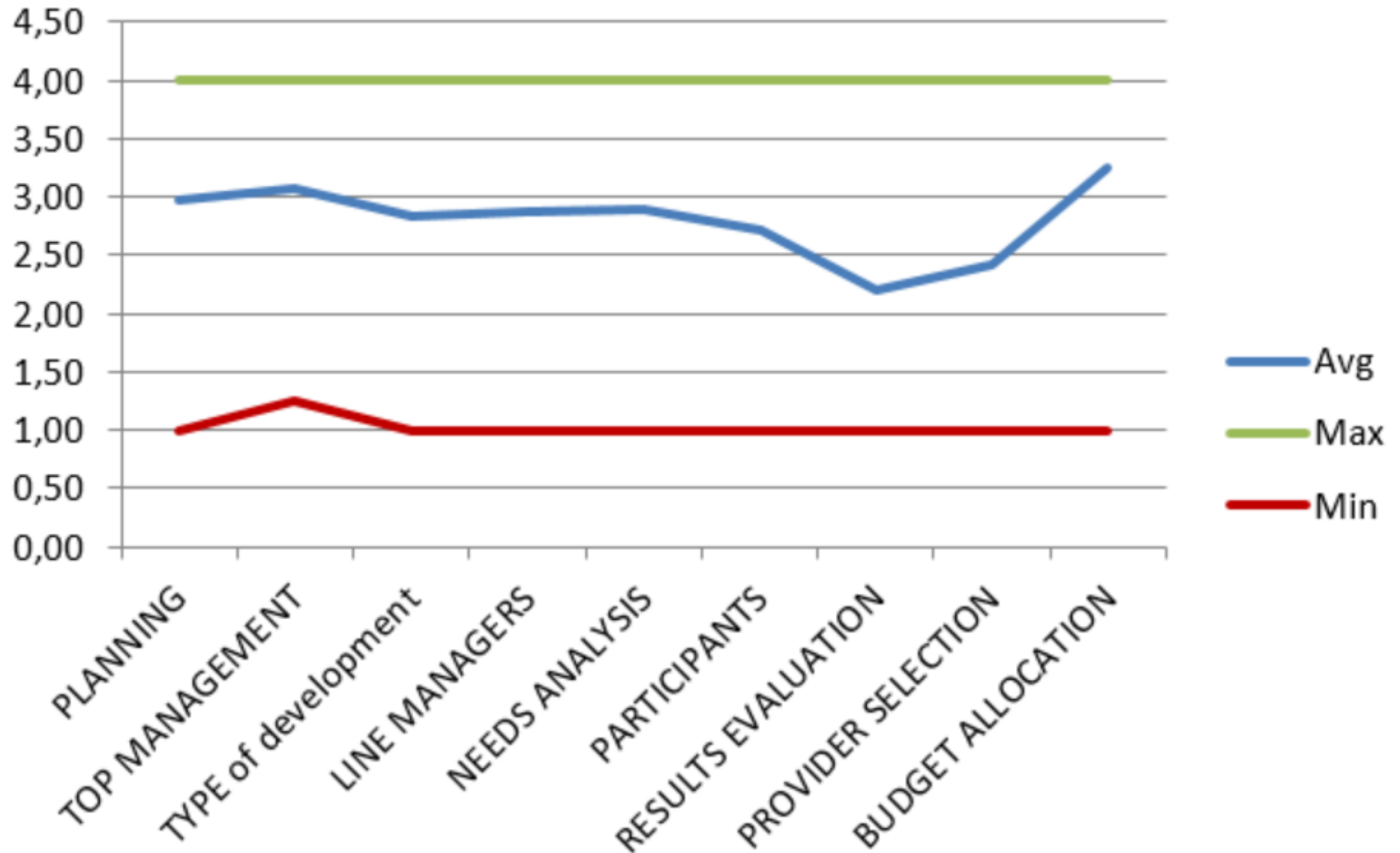
## L&D MATURITY SCALE



# Histogram



# SURVEY RESULTS



# POSITIVES

- **Training plan** includes projects that are addressing our business problems / priorities
- **CEO & Board** perceive learning and development as one of the potential tools to achieve the competitive advantage
- **Development programs** are tailor-made for particular situation, the training is enhanced also with other development tools
- **Line managers** accept learning and development as support for their own goals and they engage into the training needs analysis
- **Participants** can see a direct need and connection with their present job/role
- **HR** is regarded as having expertise in how best to allocate funds for L&D.

# ≡ NEGATIVES

- **Business impact** of L&D is not designed for and therefore cannot be measured and presented with evidence
- **CEO & Board** resistant to fully engage into development of people potential and to allocate appropriate resources incl. own time
- **Development programs** are perceived as “HR projects” and are missing implementation follow-up
- **Line managers** (being overwhelmed by operative tasks) are not being a real implementation support and are not accepting results of L&D as own responsibility
- **Participants** are failing to implement new learning on the job and are becoming sceptical towards the effect of L&D
- **HR** is not seen as a key player in regards to increasing organisational performance.



# RECOMMENDATIONS

## HOW TO GENERATE BUSINESS IMPACT

1. Select 1 **strategic development activity**, that are strategic from business perspective
2. Gain full **support and engagement from top management member(s)**
3. Define **business impact expectations** and leading indicators
4. Focus on **changing the routines** of the target group that will deliver expected business results
5. Ensure quality **implementation follow-up**.

# DEVELOOR

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