TALENT FORUM

south asia's HR marketplace

NEXT

TALENT

OUTLOOK

Date: 15th April, 2023

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Executive Summary

Talent Forum thrives to developing a knowledge-based economy by encouraging ground breaking research that unleashes talent across industry, generation, and region. And building a community of professionals unified by a notion that full utilization of the critical talent pool is at the heart of business success.

To uphold the aforementioned ideology and be the reasons for our core success, we will conduct survey and groundbreaking research on a continuous basis, unleash new ideas/innovation to the talent community to which we belong.

'We conducted a global study on "Next Talent Outlook" in over 55 countries, including nearly all developed countries globally, with a focus on North America, Europe, and Asia-Pacific.

500 senior professionals from over 120 non-Bangladeshi corporations (MNCs), including more than 50 global giants with a significant representation on the "Fortune 500" list, and more than 100 top local organizations, contributed to the worldwide survey's impact. This survey is impactful for professionals and industrialists because it included over 35 industries from around the world.

Over 150 researchers and senior professionals from academia/institutions around the world, including Harvard Business School, Mckinsey, Mercer, Deloitte, EY, PwC, IBA, BUET, Chartered Accountant, and a large number of foreign & local universities/consulting organizations, have contributed to the survey's success.

Bangladesh's first genuinely worldwide survey, exclusive in South Asia and Asia Pacific.'

This survey includes 15 topics, 60 questions, objective findings, and subjective findings to help the target audience comprehend the breadth of the study.

Talent Forum appreciates all the participants & stakeholders sincerely, we couldn't have completed the survey rollout on a global scale without their spontaneous patience and unstinted cooperation.

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Senior professionals from 55 countries participated in our global survey on **Next Talent Outlook.**

Countries are:

APAC

Australia
Cambodia
China
Hong Kong
Indonesia
Japan
Malaysia
New Zealand
Philippines
Singapore
Thailand
Vietnam
South Korea

Bangladesh

Bangladesh

South Asia

India
Sri Lanka

Europe

Austria
Czech Republic
Denmark
Finland
France
Germany
Greece
Hungary
Ireland
Italy
Luxembourg
Netherlands
Norway
Poland
Portugal
Romania
Russia
Spain
Sweden
Switzerland
United Kingdom
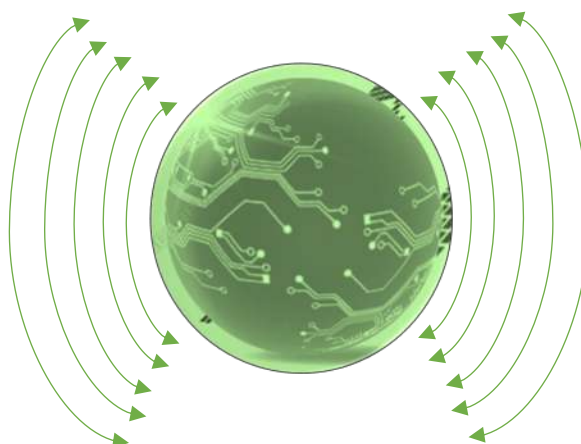
Gulf

Bahrain
Jordan
UAE

North America

Canada
Mexico
United States

& other countries

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Senior professionals from over 120 non- Bangladeshi companies (MNCs) participated in our global survey on **Next Talent Outlook.**

Non- Bangladeshi Companies (MNCs) are:

Technology
- Meta
- Google
- Microsoft
- IBM
- Cisco
- Intel
- Cefalo
- Digitech Distribution
- Encora Inc.
- Prolifics
- Varonis
- Vmware
- Nordic IT Security

Apparel & Leather
- H&M
- Coats
- Avery Dennison
- CKP
- TUV
- AMANN

Pharmaceuticals & Medical
- Novartis
- Sandoz
- Novo Nordisk
- Augmedix
- Bbraun
- US Pharmacopeia
- Evercare

Media & Marketing Agency
- Nielsen
- Mindshare
- MTS
- Essence Mediacom

Energy
- Total Energies
- KrisEnergy
- IDCOL
- Linde
- Silfab Solar Inc.
- LAUGFS Gas PLC

Engineering
- Siemens
- Valmet
- ABB
- Hyundai
- SMEC

FI & Insurance
- JPMorgan
- Bank of America
- HSBC
- StanChart
- Citi
- Goldman Sachs
- CBC PLC
- Insurtech France

Automobile
- Tesla
- Rivian

Consultancy
- Mckinsey
- Mercer
- Deloitte
- EY
- PwC
- Accenture
- Tata Consultancy
- Belmar Consulting

Retail & e-commerce
- Amazon
- PB Tech
- JB Hi Fi
- Daraz

UN & NGO
- UNDP
- ILO
- Oxfam
- World Vision

Shipping & Logistics
- DHL
- Maersk
- Boa Offshore
- Foodpanda

Building Materials
- Berger
- LafargeHolcim
- Asian Piaints

FMCG
- Unilever
- Nestlé
- BAT
- JTI
- PepsiCo
- Coca-Cola
- Marico
- Perfetti
- Hemas
- Vini
- Zydus Wellness
- Mondelez

Mobile & Electronics Appliances
- Whirlpool
- Samsung
- Xiaomi

Telecom
- Bell
- Vodafone
- Telenor Global Services
- STC
- Maxis
- GP
- Robi
- Banglalink
- EDOTCO

FinTech & MFS
- Ding
- Wagely

Academic
- Thompson RiversU
- CurtinU
- GlasgowU
- ManchesterU
- QueenslandU
- HokkaidoU
- NewcastleU
- YorkU
- South Bend Community School Corporation
- British Council
- KyungdongU

& other companies

And senior professionals from over 100 Bangladeshi companies participated in our global survey on **Next Talent Outlook.**

Bangladeshi Companies are:

Local Conglomerate

- Beximco
- Square
- ACI
- Transcom
- Rangs

FinTech & MFS

- bKash
- Nagad
- Upay

Media & Marketing Agency

- Prothom Alo
- bdnews24.com
- NTV
- Asiatic360

Retail

- Aarong
- Shwapno

Apparel & Leather

- SQ
- FCI
- He-Meem
- DBL Group
- Pacific Jeans

Building Materials

- GPH Ispat
- KSRM
- BBS Cables

Pharmaceuticals

- Square Pharma
- DBL Pharma
- Healthcare Pharma
- Navana Pharma
- Radiant Pharma
- SMC
- Grameen Digital Health

FMCG

- Pran
- Square Toiletries
- MGI
- Akij F&B
- Lipton Teas & Infusions
- Golden Harvest
- Bashundhara

NGO

- BRAC
- BRAC International
- UNIQLO Social Business
- Grameen Telecom

Academic

- UGC
- BUET
- DU
- NSU
- BRACU
- BUP
- EWU

FI & Insurance

- Eastern Bank
- Agrani Bank
- Dhaka Bank
- Mutual Trust
- United Commercial Bank
- NCC Bank
- Trust Bank
- Rupali Bank
- Guardian Life Insurance

Power & Energy

- Bangla CAT
- Unitex LP Gas
- Dhaka Southern Power Generation
- Bashundhara LPG
- Omera Gas
- Energypac Power
- Omera Cylinders
- Edison Marsons
- Cross World Power
- Meghna Fresh LPG

Electronic Appliance

- Walton
- Jamuna

Agriculture

- ACI Agri Business
- Aftab
- Bengal
- ACI Godrej

& other companies

A. Strategy perspective

1. **Should a revenue/export plan, sales and distribution plan, production/import/demand plan, annual operational plan (AOP), expansion/growth plan, financial plan, and budget be combined and translated into one annual business plan (ABP) to yield a comprehensive business roadmap?**

Total response: 488

Strongly Disagree, 2.87% Disagree, 2.46%
Neutral, 9.22%
Agree, 32.38%
Strongly Agree, 53.07%

Top subjective comments:

- I think strategy should have a holistic approach in planning without isolating individual strategies.
- Should be in one roadmap but subject to modification based on the situation.
- The annual work plan is prepared annually under the strategic direction of the Country Program Document (CPD), and the UN Transitional Engagement Framework (TEF).
- A strong and well-articulated Business Plan is half of the job done. Comprehensive ABP could be the building block of coming year.
- An organization can be seen as a spider's web made of activities and overheads, so all the plans/strategy may reasonably fit together.

2. **Strategy execution is the number 1 (one) challenge of an organization.**

Total response: 479

Strongly Disagree, 2.51% Disagree, 6.89%
Neutral, 20.04%
Strongly Agree, 34.24%
Agree, 36.33%
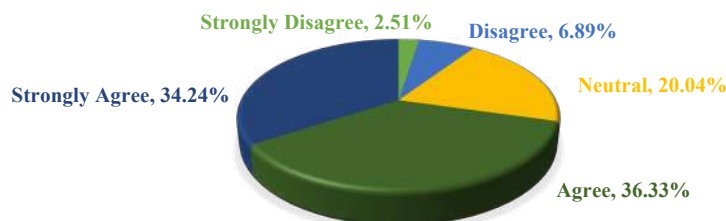
Top subjective comments:

- What has been set as a strategy on pen and paper will often change direction during practical execution.
- The volatile contextual nature often led to uncertainty. Flexibility and adaptability along with innovations are the best options to deliver in line with the agreed framework.
- Strategy execution is dependent on other external and other internal factors e.g. budgeting, repayment behavior of borrowers, loan disbursement, government policies, etc.
- In many organizations, strategy execution failure can be attributed to a combination of issues such as unclear responsibilities, conflicting priorities, exceeded budgets, delays, poor time management, and inadequate leadership at various levels within the organization.
- Most of the time businesses have good strategies but then they are unable to execute effectively those strategies, either because they lack the right people to do that or they just are missing the point.

B. Change management perspective

3. **An organization's talent ecosystem relies heavily on the employee role profile.**

Total response: 475

Strongly Disagree, 2.32% Disagree, 9.05%
Strongly Agree, 29.47%
Neutral, 21.89%
Agree, 37.26%
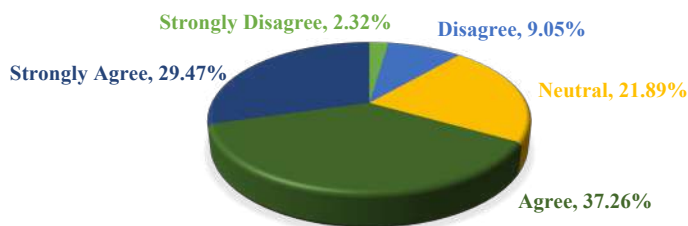
Top subjective comments:

- If roles are not defined and balanced, there will either be wastage because of duplication of roles or under performance because of lack of clarity.
- Role Profiles need to be transparent and growth oriented, should be supported by right hiring.
- Role changes from time to time, it is more on the adaptability of the situation.
- It also depends on employer's / leadership team's mindset and learning culture and practices within the organization, management body has to be in the same pace as well.
- Role must be precise and formal. In the name of challenge or whatever the term it is, the role cannot be open. Open role always establishes a divide rule that, in the worst-case scenario, can even completely destroy an organization.

4. **Job design is a scientific starting point in the process of right-sizing an organization.**

Total response: 472

Strongly Disagree, 1.69% Disagree, 2.12%
Neutral, 11.65%
Strongly Agree, 40.68%
Agree, 43.86%
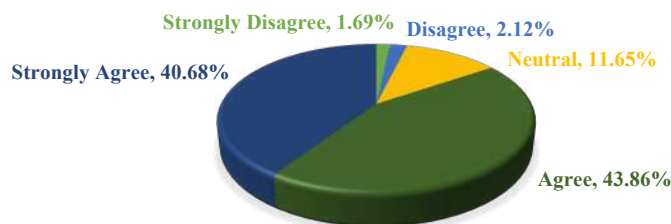
Top subjective comments:

- Otherwise, a company may suffer various types of losses which may ultimately bring financial loss.
- Jobs roles need to be well balanced between spans of influence, support systems, innovation and controls. If not balanced the company or employees will suffer.
- Rightsizing of an organization mostly depends how efficiently resources can be managed for the company.
- Agree, however in many organizations; it feels Headcount is the driving factor.
- If job design is done correctly, it should help toward right-sizing an organization with actionable metrics. Will lead to greater clarity of purpose, especially in a matrixed organization.

5. **Restructuring the organogram/ organizational structure is a fundamental exercise to create a lean, flat, agile, inventive, and the right-sized organization.**

Total response: 470

Strongly Disagree, 1.06% Disagree, 4.68%
Neutral, 17.66%
Strongly Agree, 37.66%
Agree, 38.94%

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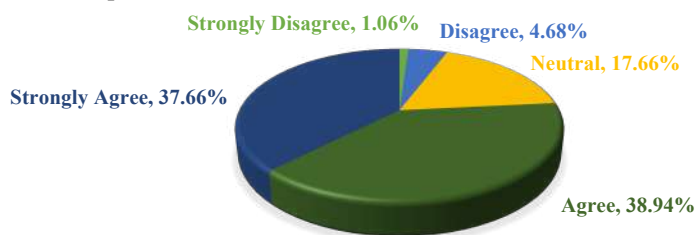
Top subjective comments:

- Job roles keep evolving and change in any organization is inevitable. A company that has reached its peak performance will need to reinventing to keep growing, else the curve starts to deep.
- Restructuring doesn't always ensure the right allocation of resources for the company.
- This activity needs to run in every 3/5 years gap, it depends on the business planning, it will reduce operating cost.
- Restructuring of a business is integral. As business grows, it's important to adapt the organization structure to match the growth. Otherwise, the business struggles to cope up with the demand.
- Yes, it is but frequency of restructuring shouldn't be too high that could make people uncomfortable and insecure feeling with the organization, right people for right job is critical!

6. **Every three years, organizations should implement organizational reform and strategic intervention to ensure that the business is heading in the right direction.**

Total response: 470

Strongly Disagree, 4.68%
Disagree, 12.55%
Strongly Agree, 31.06%
Neutral, 20.64%
Agree, 31.06%
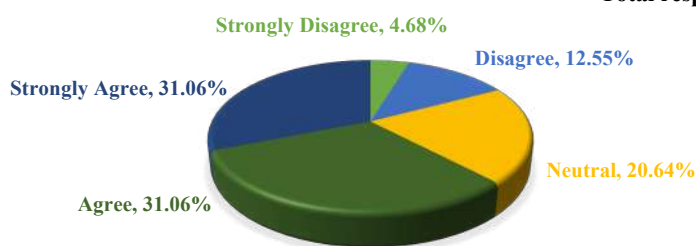
Top subjective comments:

- Time frame should be flexible depending on the industry and organization and also the mission/vision. I think 5 years interval is okay.
- It can be a useful approach to ensure that the organization remains agile, competitive, and aligned with its goals and objectives.
- Implementing organizational reform and strategic intervention every three years can be a good practice for organizations, as it can help them keep up with changes, address weaknesses, refocus priorities, and enhance performance. However, the frequency of changes should be based on the organization's specific needs and circumstances.
- Due to digital disruption change is inevitable. So, every three years strategy should be reviewed and modified aligned with technological change.
- This exercise will bring company back on track.

C. Key performance indicator - KPI perspective

7. **KPI dashboard is fundamental to the objective growth of an organization.**

Total response: 467

Strongly Disagree, 1.07%
Disagree, 3.21%
Neutral, 8.35%
Agree, 35.12%
Strongly Agree, 52.25%
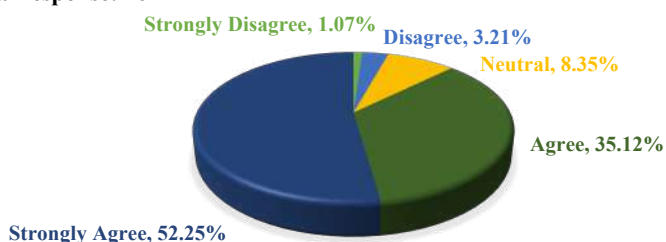
Top subjective comments:

- Every business needs to have a focus. KPI keep the focus in check.
- KPI is the key element for growth of both organization and also the employees.
- Only if the KPI is very organized, clear and is not set to unrealistic demand then yes.
- Without dashboard it's a ship without rudder.

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- Unfortunately, now a days KPI is quite misleading. In some cases, KPI is completely different and disconnected from the organizational objectives. It focuses more on individual or team growth than organizational growth.

D. Performance management system - PMS perspective

8. **Performance management system- PMS is the baseline for talent development.**

Total response: 464

Strongly Disagree, 1.08% Disagree, 4.74%
Neutral, 14.44%
Strongly Agree, 37.07%
Agree, 42.67%
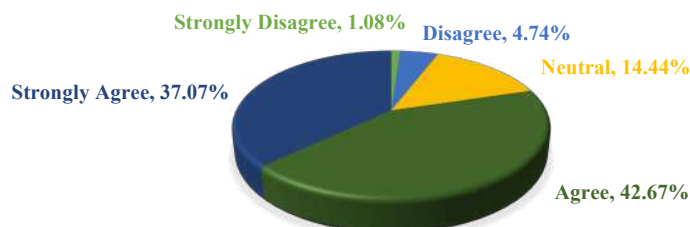
Top subjective comments:

- It occupies most of the part for developing the talents along with the culture and ecosystem of the organization where the talent is nurtured. Only with the PMS, it becomes rituals not owned by individual.
- Quality issues also need to be incorporate at PMS.
- A periodic performance review is a must.
- Agree, talents should be rewarded based on not only performance/delivering results but also how they are delivering! How is now even more critical than what!
- But we need to ensure that the design is correct and validated.

9. **Organizational values direct employees on how to perform duties gently.**

Total response: 463

Strongly Disagree, 1.51% Disagree, 2.59%
Neutral, 14.69%
Agree, 39.96%
Strongly Agree, 41.25%
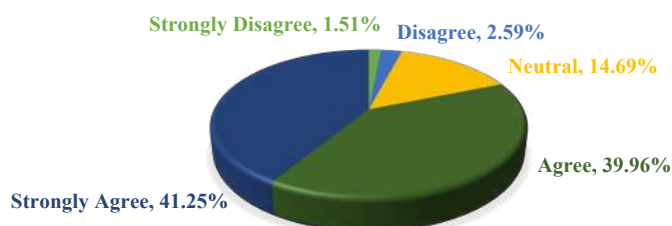
Top subjective comments:

- Values are the least talked and practiced topics in most of the organization though everyone has one printed and, in the cloud, but true implementation depends on the spirit of the leadership team and how it is regularly practiced with right kind of example and recognition of best practices.
- Organizational values can guide employees on how to carry out their responsibilities with care, empathy, and respect for others, creating a positive and supportive work environment.
- If the values are well derived and strongly put into actions, these could change the way people work!
- Top management need to lead the way, practice is rather more important than some written values.
- The values if not made clear to the employees, chances are high that deviations may impact negatively.

10. **Core competency eases the degree of resources allocation e.g. headcount, budget, decision making and logistics to the employees.**

Total response: 457

Strongly Disagree, 0.66% Disagree, 4.16%
Strongly Agree, 32.39%
Neutral, 20.35%
Agree, 42.45%
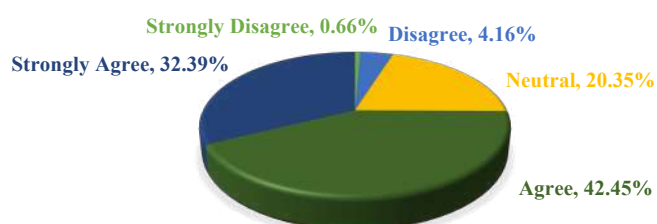
Top subjective comments:

- Definitely. Cost minimizing depends on it.
- Prior that core competency needs to be mapped methodically.
- Core competencies help to develop people development strategy.
- A business must define, cultivate, and exploit its core competencies in order to succeed against the competition. Therefore, core competency eases the degree of resources allocation like headcount, budget, decision making and logistics to the employees.
- Core competencies are what you stand for, what you are capable of doing best. That does not mean cost savings or better resources allocation.

11. **The development of a cohesive organizational tone is made easier by behavioral/ leadership competencies.**

Total response: 453

Strongly Disagree, 0.22% Disagree, 0.66% Neutral, 11.70%
Strongly Agree, 43.05% Agree, 44.37%
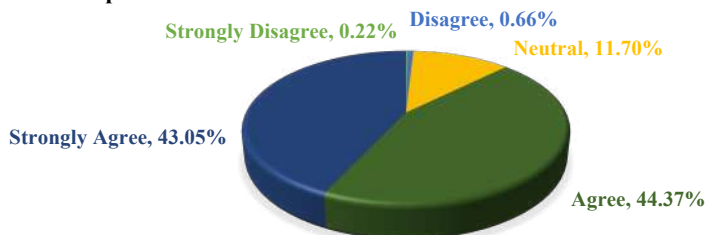
Top subjective comments:

- That's not at all rather management support is also essential.
- I would strongly agree because behavioral leadership is more impactful as it changes mindsets.
- It makes the leaders life easy.
- This is the tone of an organization.
- A wrong leader may destroy the team spirit & have a negative impact on the performance of the organization.

12. **Measurable job deliverables are defined by functional competencies for achieving organizational success.**

Total response: 449

Strongly Disagree, 0.89% Disagree, 3.56% Neutral, 17.37%
Strongly Agree, 32.74% Agree, 45.43%
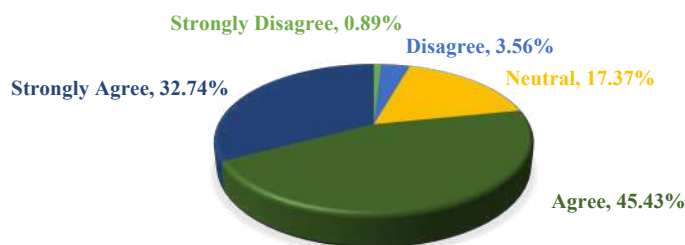
Top subjective comments:

- Person will be able to know their undelivered things and reset themselves to achieve success.
- Depending on the approach, plan and mindset.
- Functional competencies are given. But business competencies are equally important for the organizational success.
- Not all roles are easily mapped but it's a target to-do.
- It depends on the organization's maturity and size.

13. **An organization's talent ecosystem serves as its foundation.**

Total response: 449

Strongly Disagree, 0.67% Disagree, 4.01% Neutral, 15.14%
Strongly Agree, 49.89% Agree, 30.29%
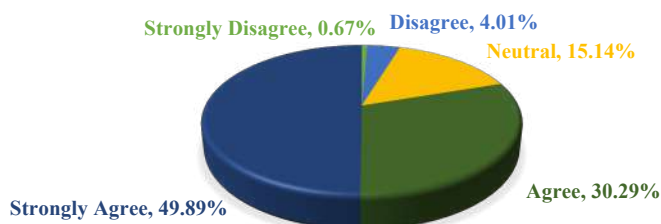
Top subjective comments:

- An organization's talent ecosystem, which includes its employees, leadership, culture, and processes, plays a critical role in shaping its success and overall performance.
- The ecosystem is one element, approach to recruitment plays a big part e.g. values-based approach linked to the culture and values of the organization.
- A talent ecosystem consists of interconnected elements that shape an organization's workforce, impact its ability to achieve goals, and ultimately promote success. A strong talent ecosystem can attract and retain top talent, promote skill development, and foster a positive workplace culture. As a result, a solid talent ecosystem can serve as a foundation for organizational growth and success.
- The truth behind business success.
- It's more important for an organization's sustainability rather than its foundation.

E. Salary and benefit perspective

14. The pay package is the most common demand made by employees to employers.

Total response: 449

Strongly Disagree, 1.34% Disagree, 4.23% Neutral, 14.70% Agree, 34.08% Strongly Agree, 45.66%
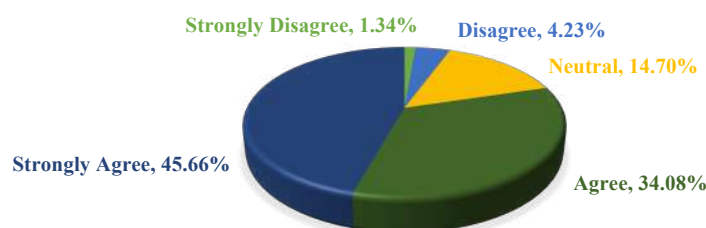
Top subjective comments:

- Environment and culture hold equal weight. It depends on the nature of employees. Some employees prefer better work culture or environment over salaries.
- This is valid today, but we are seeing a shift towards more consideration giving to the work life balance elements of the package, Work from home policies, 4-day work week etc.
- In the context of third world countries, yes.
- Money matters, and that's the most fundamental motivation to work. Rest of the support ecosystem are necessary to ensure long term retention, effectiveness and efficiency.
- Of course, pay package plays a pivotal role, but it is anticipated as 3rd/4th most factor.

15. Some research findings say variable pay e.g. incentive doesn't produce long-term benefits for an organization.

Total response: 447

Strongly Agree, 15.44% Strongly Disagree, 11.19% Disagree, 20.13% Agree, 23.71% Neutral, 29.53%
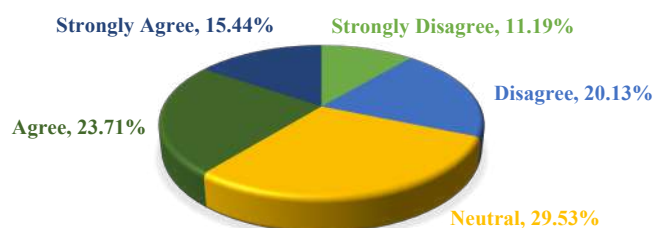
Top subjective comments:

- Variable pay should work well in most companies, especially companies that pursue differentiation strategy.
- Variable pay may create a competitive environment where employees are only focused on their individual performance and not working collaboratively towards the success of the organization.
- In that case, variable income make employee more focus on the push achievement, what is create extra pressure on the operations and market. But at the end, it is not sustainable at all.
- I used to manage a large team of 50 members. Initially, we expected that incentives would play an important role in productivity. But after some years, it seems that the base fixed salary and fixed increment paid a significant role.
- I don't know. I have never heard of. It benefits the whole business since it keeps employees aligned with the growth of the company.

16. **Many organizations wish to foster a culture of appreciation for excellent work, but often are unable to do so due to their capabilities.**

Total response: 446

Strongly Disagree, 2.24% Disagree, 10.99%

Strongly Agree, 27.80%

Neutral, 23.77%

Agree, 35.20%
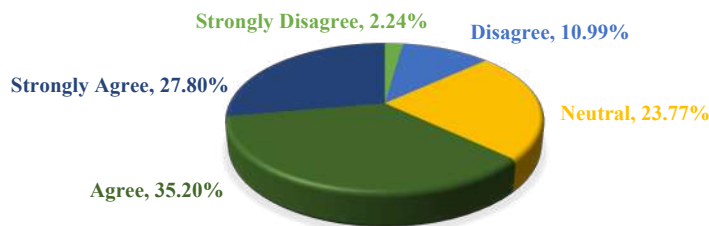
Top subjective comments:

- How do you define capabilities – is it financials or mindset? Appreciating an employee doesn't require much investment, but the mindset of the organization is very essential.
- Only top management vision might create path!
- If functional head is incapable than appreciation overlooked.
- Culture of appreciation should translate into some kind of direction or indirect growth regardless of immediate or future. Only appreciation very unlikely to sustain for a reasonable period. The baseline is pretty simple, every effort must generate some value.
- Recognition and appreciation always encourage and motivate employees to perform better.

17. **The desired performance of an organization is hampered by a lack of pay for performance culture and recognition strategies.**

Total response: 442

Strongly Disagree, 1.81% Disagree, 3.17%

Neutral, 12.90%

Strongly Agree, 45.93%

Agree, 36.20%
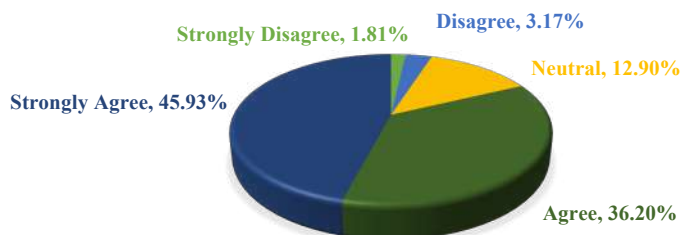
Top subjective comments:

- Lack of pay-for-performance culture and ignorance towards recognition is not a rare case at an organizational level.
- Maybe I would say ineffective rather than a lack.
- Lack of pay for performance culture and recognition strategies can lead to a sense of disengagement and apathy among employees. Without clear incentives and recognition for their efforts, employees may become less motivated and less committed to the organization's goals. This can result in reduced productivity, lower quality work, and higher turnover rates.
- Appreciation is the most important currency for any functional organization. It can come in both monetary and non-monetary ways.
- Budget cuts and strategic changes impact the HR budget, thus on negative impact on bottom line.

18. **Many organizations face challenges in establishing pay equity of relative pay because of lack of market intelligence.**

Total response: 441

Strongly Disagree, 2.04% Disagree, 6.80%

Strongly Agree, 31.97%

Neutral, 22.90%

Agree, 36.28%
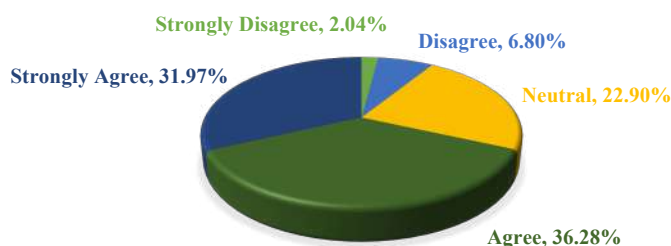
Top subjective comments:

- I am neutral on this because some businesses are so unique to find a suitable benchmark on one hand and on the other, new businesses are evolving and people generally have no idea how to monetary value the role. I think in well-established organization with traditional roles, market intelligence on remuneration should be easily available.
- All organizations should have a research and development team for products and market analysis separately.
- Benchmarking should be done by the payroll team every 3 years.
- Market intelligence is not easy to develop.
- Market intelligence and benchmarking are available in my region, or at least in the industries in which I have worked. The issue is that proper scales must be applied internally so that the company adheres to them in terms of job bands/roles.

19. Traditional financial accounting screws-up smart HR budgeting insights.

Total response: 441

Strongly Disagree, 2.49%
Disagree, 9.07%
Strongly Agree, 22.90%
Neutral, 37.64%
Agree, 27.89%
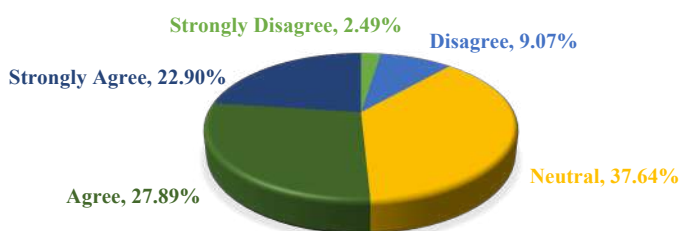
Top subjective comments:

- CHRO needs to offer strategic advisory on smart HR budgeting insights to the organizational leadership team.
- Both HR & Finance need to work like a business manager.
- 110% agreeing with this comment!
- Hard to be specific, but operational parameters have to be balanced with new ways of employee rewards. If overall pyramid and margin targets are defined, HR should have room to tweak and modify based on innovation.
- Yes, the fact is the decision should be left with the HR who will manage employees as per the budget allocated matching with the industry trend.

F. Collaboration program perspective

20. International collaboration between two consulting organizations eases expats sourcing.

Total response: 434

Strongly Disagree, 1.15%
Disagree, 2.30%
Strongly Agree, 29.95%
Neutral, 22.81%
Agree, 43.78%
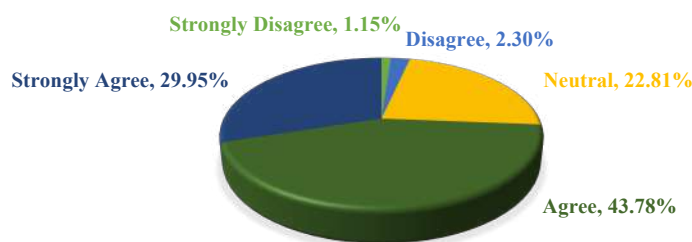
Top subjective comments:

- To develop the organization, you have to collaborate with the expert team of related business.
- Agreed, collaboration allows exchanges of information, knowledge, and lessons learned without a major shift of resources from one place to other.
- Depends on industry.
- International collaboration between two consulting organizations can potentially ease expat sourcing by providing access to a larger network of talent and resources.
- International collaboration can also come with its own set of challenges, such as cultural differences, language barriers, and differences in business practices. These challenges need to be effectively managed to ensure a successful collaboration and successful expat sourcing.

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21. International collaboration between two consulting organizations eases comprehensive talent solutions for the MNCs operating in those countries.

Total response: 431

Strongly Disagree, 1.39%   Disagree, 1.39%
Strongly Agree, 32.71%   Neutral, 18.33%
Agree, 46.17%
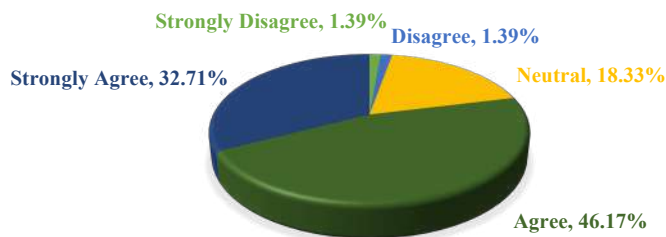
Top subjective comments:

- International collaboration between consulting organizations can provide comprehensive talent solutions for multinational corporations (MNCs) by offering local market knowledge, cross-cultural expertise, and a global network of resources.
- "By combining their expertise and resources, these organizations can offer more comprehensive solutions to MNCs operating in multiple countries.

For example, one consulting organization may have a strong presence and understanding of the talent market in one country, while the other organization may have a deep understanding of another country's labor laws and regulations. By collaborating, they can provide a more complete understanding of the talent landscape in both countries, enabling MNCs to make more informed decisions about hiring, compensation, and other talent-related issues."

- Local HR firms has the most updated info regarding the available and suitable talents for each industry. Collaboration is required. Only Resume, LinkedIn profile cannot express the most.
- There are country specific legal and tax challenges to get such support.
- At the top management - yes, but at the field or at the grassroots better be left with the son of the soil.

G. Employee sourcing perspective

22. Consulting organizations have a competitive advantage over the corporate status quo practice in talent acquisition.

Total response: 430

Strongly Disagree, 2.33%   Disagree, 6.74%
Strongly Agree, 23.26%   Neutral, 27.44%
Agree, 40.23%

Top subjective comments:

- Specialists are running the show.
- Since they have experience from multi-industry and geography.
- Consulting organizations often have a deeper understanding of talent acquisition best practices, industry trends, and emerging technologies than the corporate status quo. This expertise can allow consulting organizations to identify and attract top talent more effectively and efficiently than traditional corporate practices and therefore many organizations are increasingly engaged them.
- Yes, consulting company has talent mapping in the market which helps to source the right resource.
- Still debatable.

23. International collaboration between two consulting organizations eases expats sourcing.

Total response: 431

Strongly Disagree, 4.87%
Disagree, 12.53%
Strongly Agree, 20.65%
Neutral, 26.68%
Agree, 35.27%

Top subjective comments:

- Only for the special technical position.
- Homegrown talents are aware of cultural issues and therefore prone to bring more success.
- For new and emerging industry, this is applicable, but not for established companies and roles.
- Expats bring superior talent to developing countries, enriching local growth play a necessary role.
- Indeed, that cultural mix brings a lot of value.

24. Organizations issue headhunting requisitions to a large number of recruitment firms, resulting sick competition in the small talent market.

Total response: 429

Strongly Disagree, 2.10%
Disagree, 7.69%
Strongly Agree, 22.14%
Neutral, 38.93%
Agree, 29.14%
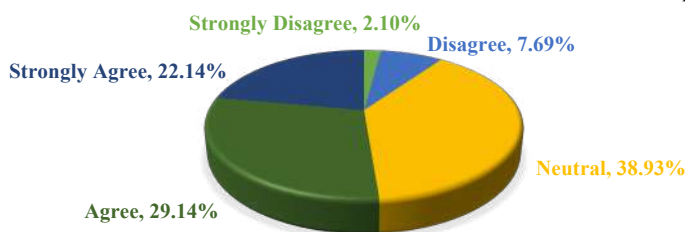
Top subjective comments:

- It increases confusion among the applicant and also reduces the efficiency of HR firms.
- Yes, organizations issue headhunting requisitions is obvious to a large number of recruitment firms, resulting sick competition in the small talent market.
- Headhunting firms often come up with very narrow alternates with inflated CV score rather than actual talent capacity.
- Don't agree. Competition is good to surface the quality service and resource.
- Absolutely right, same candidate being pitched/ called from multiple agencies make the recruitment chaotic.

25. When onboarding bulk talent for the same position, reassessing the talent ecosystem is a must requirement for financial success.

Total response: 426

Strongly Disagree, 0.94%
Disagree, 3.29%
Strongly Agree, 28.87%
Neutral, 21.36%
Agree, 45.54%
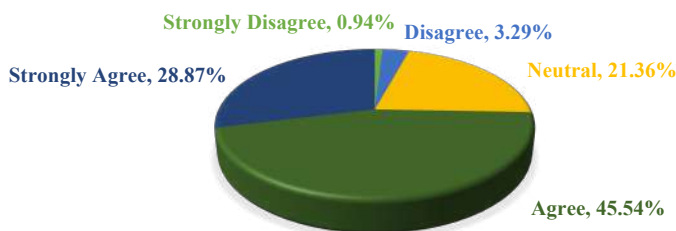
Top subjective comments:

- Onboarding bulk talent for the same position required standard assessment followed by a competency framework.
- Organizations can invest in talent management strategies, including talent mapping, skills assessment, and culture alignment, to ensure that they can effectively onboard and retain a large number of employees for the same position.
- To ensure financial success when onboarding bulk talent for the same position, organizations should reassess their talent ecosystem to identify potential challenges and opportunities.
- Not agreed. We already sure about the talent for the said position. Now we can see who's right fit for the position in terms of his/her expectation from the job, norms, values, etc.
- Correct - right set of employees will have a huge positive impact in the long run.

26. **When hiring C-suite talent, employers make a mistake by prioritizing performance over potential.**

Total response: 425

Strongly Disagree, 1.41%
Disagree, 4.94%
Strongly Agree, 30.12%
Neutral, 29.41%
Agree, 34.12%
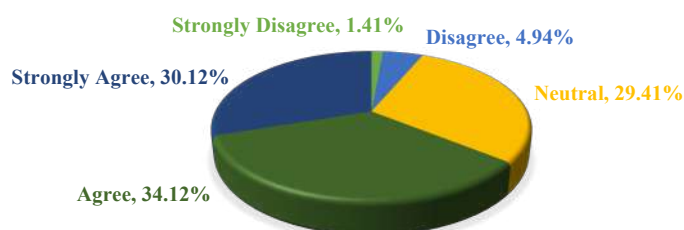
Top subjective comments:

- C-suites are hired for their proven potential and leadership capabilities in the same or different industry.
- Performance is a team effort not a game of individuals. So, potentiality should be focused here.
- Potential is a better predictor of future success in C-suite positions, as it takes into account leadership skills, strategic thinking, and the ability to adapt to change.
- There will be always some subjectivity in hiring in chief position and recruiter needs to strike the balance between performance and potential.
- It would be a matter of great debate. Cause performance is clear in the paper; how can we be sure about the potential?

27. **When employers lack positional clarity for C-suite talent, the fixed term consultant concept is gaining traction.**

Total response: 423

Strongly Disagree, 1.89%
Disagree, 3.78%
Strongly Agree, 18.91%
Neutral, 42.55%
Agree, 32.86%
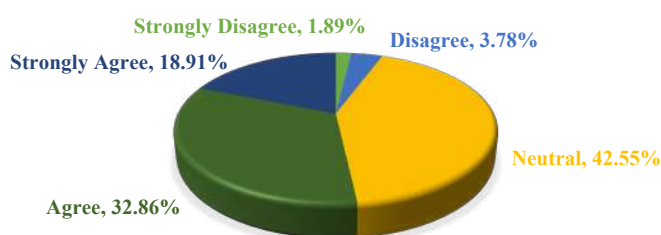
Top subjective comments:

- The fixed-term consultant concept is retained for various reasons.
- The use of fixed term consultants for C-suite positions can be a useful strategy for employers who lack positional clarity and need specialized skills and expertise. However, employers should carefully consider the specific requirements of the role and the organization's long-term goals before deciding whether to hire a fixed term consultant or a full-time employee.
- Yes, it is correct. Without having positional clarity for C-suite talent, they do not get more enthusiasm to work long time at a stretch.
- We have a similar concept in my organization, and it's working quite well.
- Yes, the employers after a set time will always have the option of correction if things go wrong.

south asia's HR marketplace

28. **The Management Trainee (MT) program is critical to sustaining the talent ecosystem.**

Total response: 422

Strongly Disagree, 6.87%
Disagree, 7.11%
Strongly Agree, 30.09%
Neutral, 23.46%
Agree, 32.46%

Top subjective comments:

- Not every company can afford MT program.
- Only this program brings talent in organization, so making it more effective gives better result in long run.
- MT program is a big gamble. at least in my experience, most of the talents leave the organization even before completing three years!
- This is like a blood flow in an organization. People will go up and the entry level always gets empty. So, the MT program takes care of the new resource entry in the organization.
- A pool of MTs recruited from genuine assessment centers help organizations to hire best potential candidates.

29. **To avoid all interview judgments, an assessment center is the best option for onboarding entry level talent.**

Total response: 421

Strongly Disagree, 2.61%
Disagree, 7.36%
Strongly Agree, 36.58%
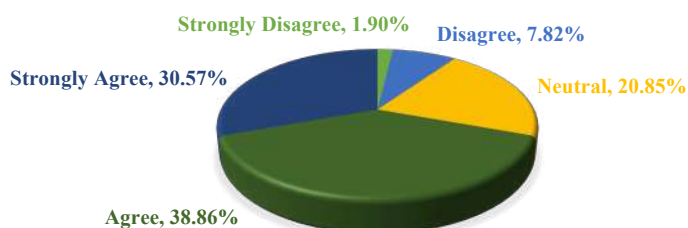Neutral, 21.38%
Agree, 32.07%
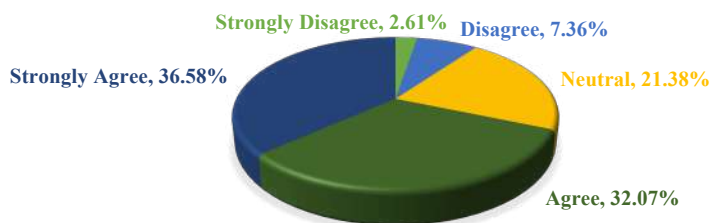
Top subjective comments:

- An assessment center is the best option for onboarding entry-level talent where interview judgment would avoid.
- Assessment centers can be expensive and time-consuming, requiring significant resources and logistical coordination, and may not always accurately predict job performance in real-world settings.
- HR will recruit candidates from his/her university. So, what's the issue?
- Assessment Center is not viable for all businesses and it is not a good idea to measure many people in a single scale.
- Genuine assessment centers are a good idea to remove bias.

30. **To avoid all bad hiring, the competency-based interview technique -CBIT is the best option for mid and senior level talent.**

Total response: 422

Strongly Disagree, 1.90%
Disagree, 7.82%
Strongly Agree, 30.57%
Neutral, 20.85%
Agree, 38.86%

south asia's HR marketplace

Top subjective comments:

- CBIT is a very high level of technique to avoid bad selection.
- Using the CBIT can be an effective way to evaluate mid and senior-level talent's skills and potential while minimizing biases and increasing the likelihood of successful hiring outcomes.
- CBIT can be an effective option for mid- and senior-level talent to avoid bad hiring. By focusing on skills and behaviors, ensuring consistent evaluation, predicting job performance, and identifying development needs, CBIT can help organizations make better hiring decisions and build a strong talent ecosystem.
- Competency driven recruitments are always more efficient as it focuses on objective quality of a candidate instead of speculative quality in the regular interview format.
- Yes, CBIT is the best option for mid and senior level talent hiring to avoid bad performer in the organization.

31. **If an organization lacks a clear understanding of an employee's previous experiences / job deliverables, it may have an impact on ongoing decisions, which may be costly.**

Total response: 420

Strongly Disagree, 0.95% Disagree, 2.62%
Strongly Agree, 44.76% Neutral, 14.05%
Agree, 37.62%
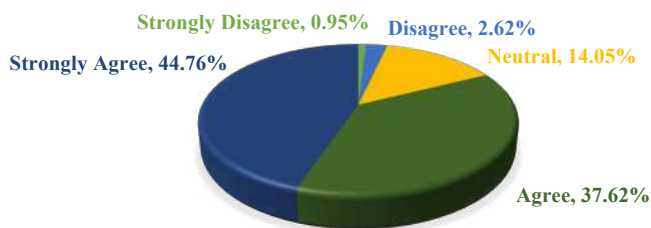
Top subjective comments:

- Without a clear understanding of an employee's previous experiences and job deliverables, an organization may make costly mistakes when making decisions related to that employee.
- To hire the right person for the right role, recruiters need to deeply understand the requirement of the role. bad hiring decisions often lead to dissatisfaction for both parties and can harm a talented resource's future prospect.
- Yes, it is true. organizations should have a clear understanding of an employee's previous experiences / job deliverables. Formal / informal varication should be integral part of the recruitment process.
- When employees are placed in specialized positions, their prior experiences matter a lot to handle critical situations.
- Absolutely correct. Wrong people assigned with responsibilities will surely have a negative impact on the company's overall performance.

H. Employer branding perspective

32. **Employer branding is a business exercise to boost organization's identity.**

Total response: 415

Strongly Disagree, 1.45% Disagree, 1.93%
Neutral, 7.23%
Strongly Agree, 49.88% Agree, 39.52%
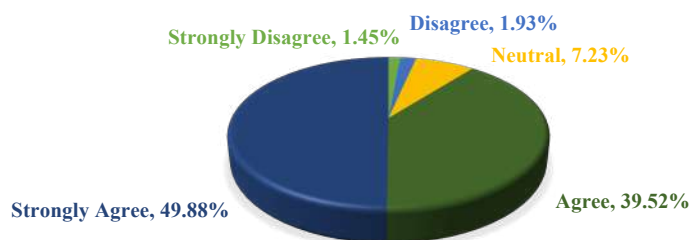
Top subjective comments:

- Candidate is a vital branding in the job market for the company.
- Mostly, good culture may not require branding.
- Face of the organization, should be neat & clean.
- It's a strategic exercise.
- Branding does not come cheap, if employer/management does it with due diligence will surely boost organization's identity.

I. Policy perspective

33. **A comprehensive HR manual is a must for the organization's fair and consistent behavior.**

Total response: 414

Disagree, 0.97%
Strongly Disagree, 0.24%
Neutral, 5.80%
Agree, 25.85%
Strongly Agree, 67.15%
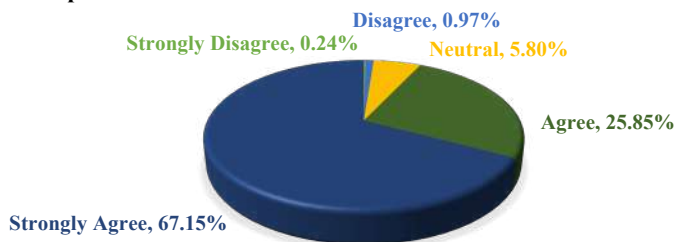
Top subjective comments:

- Otherwise, 50% mid and senior employees may misuse their authority and rest 50% will leave the organization.
- It's comprehension and application are so important.
- Consistent behavior of the organization.
- Communication, implementation is crucial.
- Yes, backbone of an organization.

34. **A comprehensive employee learning manual is a must to close the competency gap.**

Total response: 414

Strongly Disagree, 1.21%
Disagree, 2.17%
Neutral, 11.84%
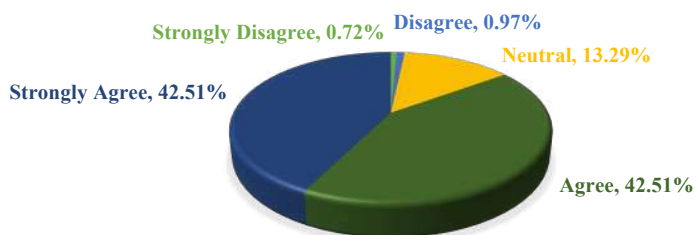Agree, 37.68%
Strongly Agree, 47.10%
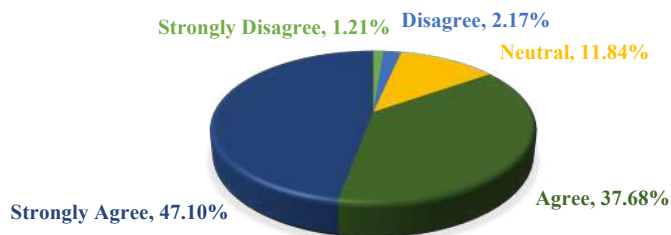
Top subjective comments:

- It is extremely difficult to create that manual and also it is very expensive to keep it updated all the time!
- Having a learning manual is good to have, but the manager and employee must work out a development plan to close the competency gap.
- Culture is critical rather hard documents.
- Not agree. It can't be teaching through some literature or manual. It has to be exercised everyday by surrounding people to make new employee learnt.
- We live in a very dynamic time. Employee Learning Manual's get outdated too fast. There could be learning portal that teaches the employee with various critical skills.

35. **Increased workplace participation necessitates a safer working environment.**

Total response: 414

Strongly Disagree, 0.72%
Disagree, 0.97%
Neutral, 13.29%
Strongly Agree, 42.51%
Agree, 42.51%

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Top subjective comments:

- Beside safer environment, organization should provide child day care facility in the case of both parents working. As advanced welfare country, Australia provides child day care facility for any employee.
- Workplace safety has become one of the main priorities for organizations across the world.
- Safety in the workplace has a significant impact on many business KPIs.
- Safer working environments benefit from fewer accidents, which results in fewer occupational health costs, better employee retention and satisfaction, less employee downtime, and less retraining time.
- Eliminating workplace hazards enables employees to stay invested in their work and do their best.

36. **If an employee is not properly onboarded and inducted, the ROI from that employee will be lingered and turnover will occur sooner than expected.**

Total response: 414

Strongly Disagree, 1.69% Disagree, 3.14%
Neutral, 12.80%
Strongly Agree, 44.93% Agree, 37.44%
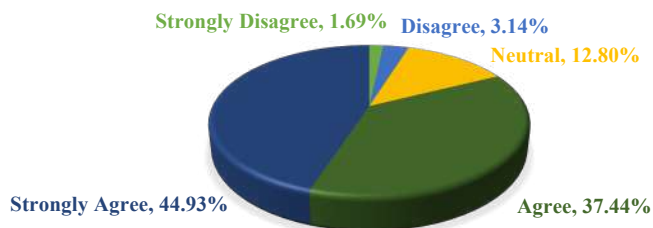
Top subjective comments:

- First impression and tone setting are vital.
- It has direct impact on employee ROI.
- One of the most ignored part of onboarding employees in an organization, they take it for granted that he/she will know everything.
- Yes, it is very much correct. Every employee must be properly onboarded and inducted for the ROI and long-term employee retention.
- This is normally the case unless the new hire has an appetite for a very steep learning curve which will have to be self-taught.

37. **Ethical behavior is a must for a professional to grow.**

Total response: 414

Disagree, 0.72%
Strongly Disagree, 0.48% Neutral, 3.14%
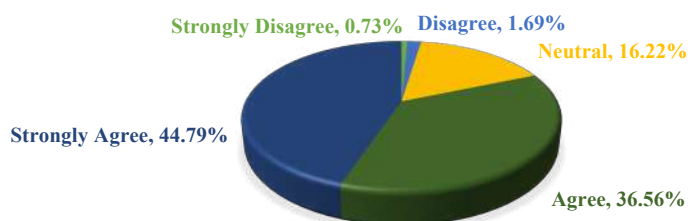Agree, 19.57%
Strongly Agree, 76.09%
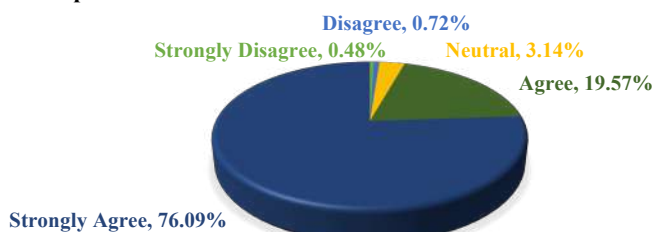
Top subjective comments:

- No compromise.
- Zero tolerance on ethics.
- Maintain ethics in workplace is a must.
- In Bangladesh the major religion is Islam. They practice their religion in the workplace also.
- No ethics, no business.

38. **Representative behavior is a must for a professional to be accepted into an organization.**

Total response: 413

Strongly Disagree, 0.73% Disagree, 1.69%
Neutral, 16.22%
Strongly Agree, 44.79%
Agree, 36.56%

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Top subjective comments:

- Depends on culture of the organization.
- Representative behavior is indeed important for a professional to be accepted into an organization. When representing an organization, professionals are expected to exhibit behaviors that reflect positively on the organization and align with its values and goals.
- Representative behavior ensures the cultural adaptability for any new incumbent.
- Professional behavior helps individual apart from business.
- These skills can influence how others perceive an individual, which can help them build and maintain their relationships at work.

39. **A comprehensive blue-collar employee manual a must for the organization's fair and consistent behavior.**

Total response: 413

Strongly Disagree, 1.45%   Disagree, 3.87%
Strongly Agree, 39.71%   Neutral, 24.46%
Agree, 30.51%
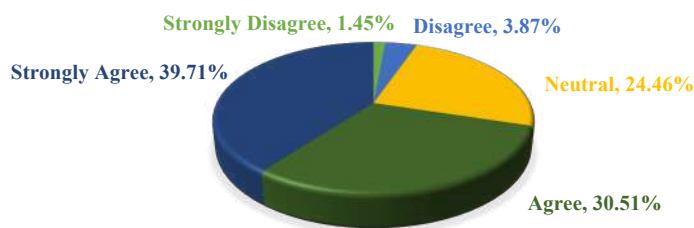
Top subjective comments:

- I would suggest a worker manual should be the same for all workers regardless of position.
- Organization shouldn't give any discriminatory perspective to the employee. Having separate staff manual for blue- & white-collar employee may give such view. Rather one comprehensive manual should cover all employee at different hierarchy.
- We must know what we want and how, clarity and transparency is always a key to establish for a better IR management.
- A comprehensive blue-collar employee manual is a must for the organization's fair and consistent behavior.
- Manual is good. But it's more important what we exercise in reality.

40. **A comprehensive third party employee manual a must for the organization's fair and consistent behavior.**

Total response: 413

Strongly Disagree, 3.63%   Disagree, 7.02%
Strongly Agree, 32.20%   Neutral, 28.33%
Agree, 28.81%
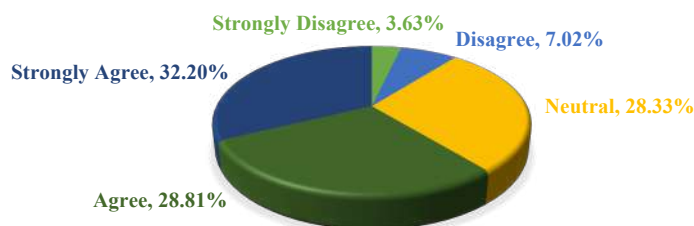
Top subjective comments:

- It can help to ensure that all categories of employees for the same business are held to the same standards of behavior and conduct.
- This manual also should cover code of business conduct- COBC.
- Organization needs to check the second level employment as it has an effect on the long-term delivery quality.
- Transparency is critical!
- It's more important what we exercise in reality.

J. Talent development perspective

41. A strong internal talent pipeline for mid-level and senior-level positions is essential to reduce business vulnerability.

Total response: 411

Disagree, 1.22%
Strongly Disagree, 1.22%
Neutral, 6.81%
Agree, 29.93%
Strongly Agree, 60.83%
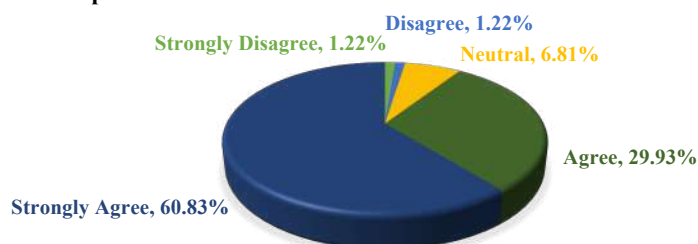
Top subjective comments:

- Should have a talent banking system.
- It is a mandatory matter for any company.
- True. It's like a blood flow, which must flow constantly to keep organization healthy. Sometimes fresh blood/resource does wonder.
- We call it Risk Management.
- Must have an external mapping too.

42. A structured talent ecosystem is required to keep the flow of perpetual potentiality going.

Total response: 411

Strongly Disagree, 0.24%
Disagree, 0.97%
Neutral, 9.49%
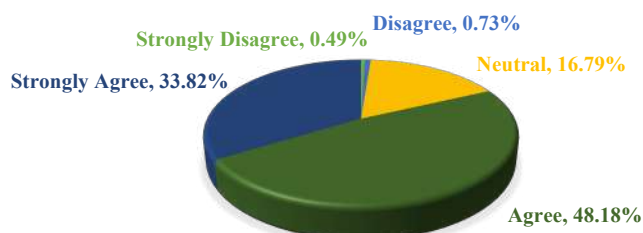Agree, 40.88%
Strongly Agree, 48.42%
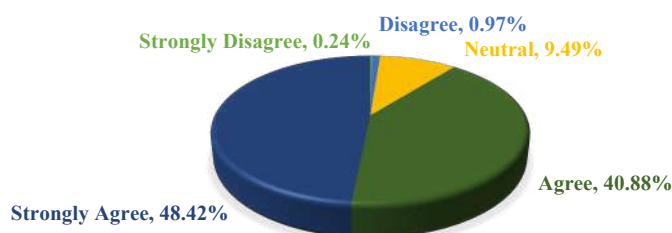
Top subjective comments:

- It's desired but very difficult to maintain.
- It helps organization for mitigate the gap and employee development.
- Flow is must.
- It's important for sustainability.
- Having a structured talent ecosystem is not the only factor that contributes to the flow of perpetual potentiality and organizations may need to also consider other factors such as culture, leadership, and compensation.

43. Personal effectiveness ensures representative behavior throughout the organization.

Total response: 411

Strongly Disagree, 0.49%
Disagree, 0.73%
Neutral, 16.79%
Strongly Agree, 33.82%
Agree, 48.18%

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Top subjective comments:

- Depend on the time, situation.
- It is desired, but very difficult to implement in everyone.
- Culture will drive the person to be effective.
- Representative behavior throughout an organization is also influenced by factors such as organizational culture, leadership, and policies.
- If the person is in sync with the organization ethos this should be the case.

44. **Financial success is equated with organizational capacity**.

Total response: 410

Strongly Disagree, 1.22% Disagree, 4.63%
Neutral, 21.46%
Strongly Agree, 31.71%
Agree, 40.98%
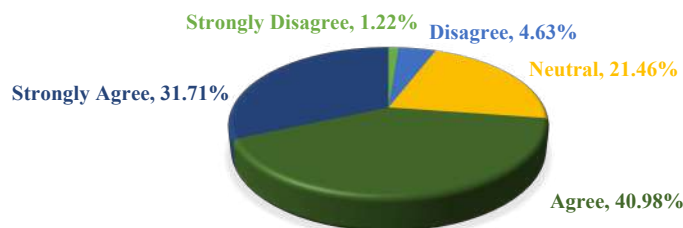
Top subjective comments:

- Sometimes its overall economy which can change the success factor.
- There are other determinants that ensure the financial success. Having said that organizational capacity is the key enabler of the financial success.
- Not in every case, Uber, Amazon they are still struggling for financial success but they have strong brand value.
- An organization's capacity also includes its ability to innovate, adapt to changing environments, and effectively utilize its resources, including its human capital. Therefore, it is important to have a more holistic view of an organization's capacity, rather than solely equating it with financial success.
- It differs sometimes due to some unavoidable national or international crisis

45. **e-Learning is becoming a popular method for upskilling without investing money or structured time.**

Total response: 410

Strongly Disagree, 3.66% Disagree, 4.88%
Strongly Agree, 39.51% Neutral, 17.32%
Agree, 34.63%
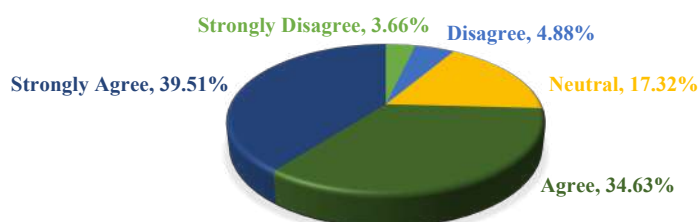
Top subjective comments:

- e- learning can supplement F2F learning but it should not be at the expense of avoiding the needed personal interaction needed.
- Becoming popular to HR but proving to be ineffective.
- Always doesn't work because it doesn't cover all requirements.
- e-Learning has become a popular method for upskilling due to its flexibility, convenience, and cost-effectiveness. As the job market continues to evolve and new skills become increasingly important, e-Learning is likely to become an even more essential tool for individuals looking to advance their careers and acquire new skills.
- Loses the in-person touch.

46. Structured performance coaching necessitates job upskilling and reskilling which accounts for 70% of your total job.

Total response: 409

Strongly Disagree, 1.22%
Disagree, 2.20%
Strongly Agree, 26.16%
**Neutral, 30.07%**
Agree, 40.34%
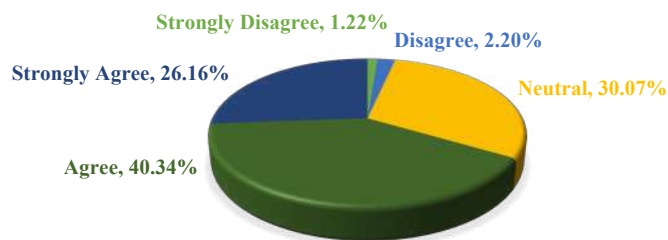
Top subjective comments:

- Coaching from line manager will suffice that requirement.
- Not sure about the number but definitely a big percentage is taken into account.
- 70% seems to be on higher side.
- We should follow 70-20-10.
- Depends on the role and industry.

47. Building sales capacity is as important as sales pitching.

Total response: 409

Strongly Disagree, 1.47%
Disagree, 1.22%
Neutral, 12.47%
**Strongly Agree, 47.19%**
Agree, 37.65%
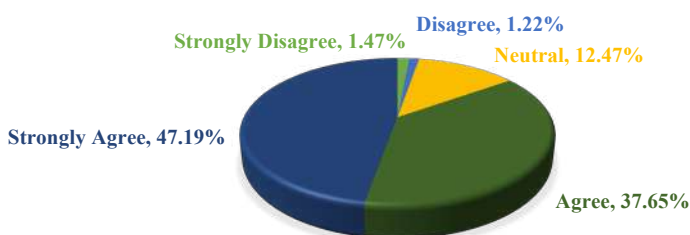
Top subjective comments:

- Depends on the product/service
- So true, it brings business.
- Capacity ensures financial success.
- Must to do things.
- That's the main stream of business.

48. Implementation and monitoring are more difficult than developing an individual development plan- IDP.

Total response: 408

Strongly Disagree, 1.96%
Disagree, 5.39%
Strongly Agree, 40.93%
**Neutral, 17.16%**
Agree, 34.56%
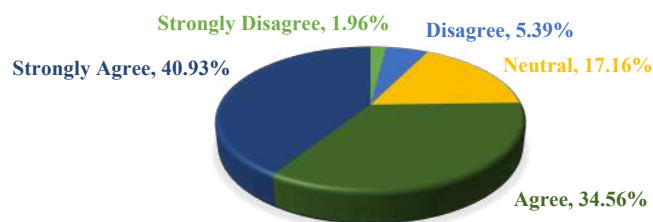
Top subjective comments:

- Depends on business to business.
- Principally right.
- Implementing and monitoring an individual development plan (IDP) can indeed be more difficult than developing the plan itself. This is because implementation and monitoring require sustained effort, attention to detail, and flexibility to adjust the plan as circumstances change.
- Implementation is difficult than conceptualization.
- IDP may not be appropriate for all level employees.

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49. A performance improvement plan- PIP calendar is more important than its adhoc application.

Total response: 409

Strongly Disagree, 1.22%   Disagree, 4.40%

Strongly Agree, 35.21%   Neutral, 23.47%

Agree, 35.70%
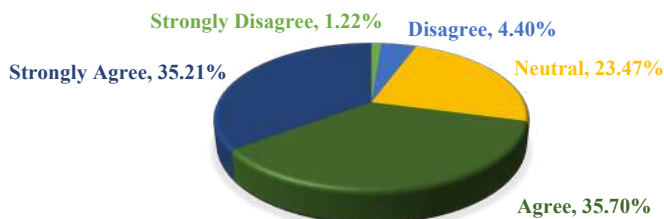
Top subjective comments:

- But the calendar needs to be validated frequently and also actions need to recorded to see the changes in effect.
- Both are important.
- Correct. A PIP calendar is more important than its ad-hoc application. Improvement plan of an individual needs relevant data of performance for the certain period.
- There has to be a calendar and meticulous exercise of that. Ad-hoc work may not bring any good to the company.
- It has to be structures, run in cycles and each cycle has a beginning, follow ups and a closure.

50. Employees in operations and support frequently face a career roadblock that business employees do not.

Total response: 409

Strongly Disagree, 2.69%   Disagree, 5.38%

Strongly Agree, 28.12%   Neutral, 26.41%

Agree, 37.41%

Top subjective comments:

- Yes, employees with revenue or sales responsibilities gets priority than support.
- Operations and support employees, may be focused on maintaining the day-to-day operations of the company, such as administrative tasks, customer service, and technical support. While these roles are critical to the success of the organization, they may not receive the same level of attention or resources for career development.
- It's true due to lack of career advancement opportunity.
- Roadblocks can happen in every function.
- Yes, employees in operations and support frequently face a career roadblock that business employees do not. Operation and support services employees usually don't have high career path to be lifted up.

K. Employees engagement perspective

51. For a quick overview of the people in your organization, a yearly employee engagement survey is crucial.

Total response: 405

Strongly Disagree, 1.23%   Disagree, 3.21%

Neutral, 11.60%

Agree, 34.32%

Strongly Agree, 49.63%

Top subjective comments:

- Helps to get the pulse of the organization at a glance.
- It's a must require activity. Every 2 years this exercise should be done.
- EE Survey help management to develop people strategy & execute accordingly.
- React on the Survey findings is most important. People gets a window to express their needs which sometimes is not possible to speak in an open forum.
- This sort of survey is often commissioned to capture employees' reflections on various policies and practices.

L. Workplace culture perspective

52. A workplace culture is mandatory for a business to be sustainable.

Total response: 404

Disagree, 0.74%
Strongly Disagree, 0.50%
Neutral, 2.23%
Agree, 28.71%
Strongly Agree, 67.82%
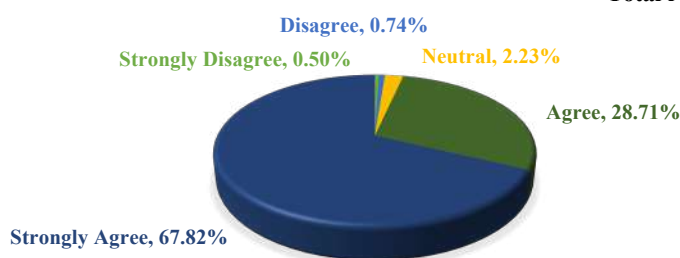
Top subjective comments:

- The importance of workplace culture is growing fast unlike before.
- Technology can be copied through investment but a culture of an organization can't be copied which is the biggest asset as it takes years to develop.
- That's the hurt of an organization that drives everything.
- It connects employees, teams and the management with each other for a common goal.
- A workplace culture is mandatory for a business to be sustainable. Talented workers do not want to stay at toxic work environments.

53. Applied industrial relations programs are critical for optimizing output at manufacturing plants.

Total response: 403

Strongly Disagree, 1.24%
Disagree, 1.74%
Neutral, 24.57%
Strongly Agree, 31.76%
Agree, 40.69%
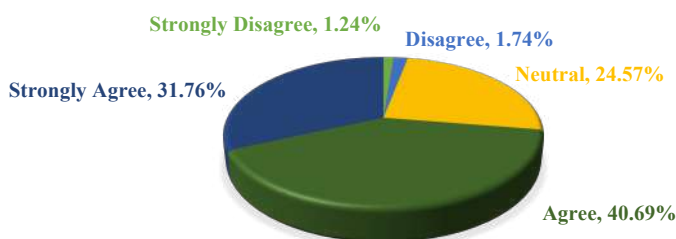
Top subjective comments:
- Applied industrial relations programs can help creating a positive and productive workplace culture that benefits both employees and the organization.
- It is important to note that effective industrial relations programs require ongoing effort and commitment from all parties involved, including management, employees, and union representatives.
- Engagement program is essential to motivate employees at plant.
- It's effective but have some limitations about human factors.
- Applied industrial relations programs are critical for optimizing output at manufacturing plants.

54. Engaging HR into business to make sound HR decisions, HRBP is a must.

Total response: 404
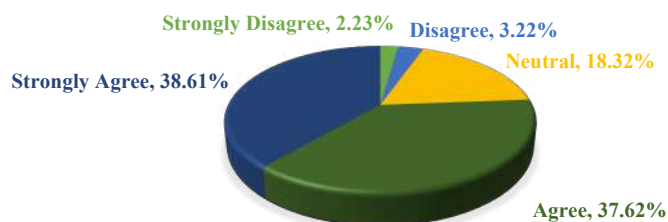
Top subjective comments:

- True and agreed. Most important and effective approach.
- They play zero role when Line Manager do any kind of misbehavior.
- It's important partnering HR with different business wings for effectiveness.
- Agree, but not feel it's mandatory everywhere.
- Alignment of HR with the business imperatives is key.

M. Audit perspective

55. A disciplinary action procedure is a good HR application to protect organization against wrongdoer and wrongdoing.

Total response: 403
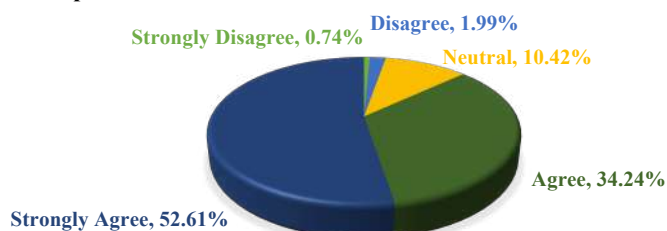
Top subjective comments:

- It's a given.
- It's mandatory.
- Anybody cannot go for doing any misdeed which might be favorable for the individual but not for the organization.
- Ethics and moral should dictate everywhere with checks and balances.
- But a humane approach needs to be taken at all times unless you are dealing with a habitual defaulter.

56. HR executives are hesitant to implement many HR laws because they are not application-oriented; instead, they prefer plug-and-play legal toolkits.

Total response: 403

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Top subjective comments:

- While legal toolkits can provide a helpful starting point for compliance with HR laws, HR executives should strive to develop a deeper understanding of the laws and their application.
- As most of MNCs following corporate HR culture which is colorful but not effective in some cases.
- While some HR executives may prefer to use legal toolkits, this is not a universal preference and will vary depending on individual circumstances and preferences.
- Sometimes, HR executives do not implement full HR laws since people of other departments do not want to follow the laws to maintain 100% in the workplace.
- The rules change so fast as well. With the intervention of top management, it becomes so difficult to implement HR laws.

57. **Before expanding your business, an audit is essential to determine the current state of your organization.**

Total response: 404

Strongly Disagree, 0.74%   Disagree, 2.48%
Neutral, 12.38%
Agree, 36.14%
Strongly Agree, 48.27%
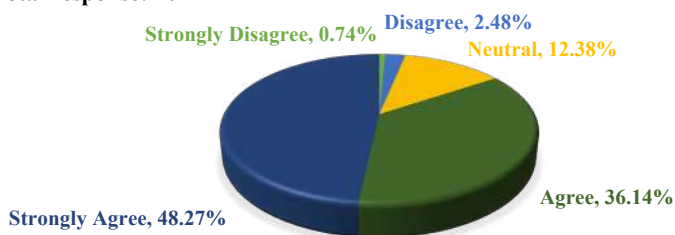
Top subjective comments:

- Audit can help to identify areas for improvement and ensure that the business is well-positioned to take advantage of growth opportunities.
- If you need audit to understand current situation, what you have been doing till now?
- An audit helps in evaluating the current state of the organization.
- This is a very good practice before starting a new initiative.
- To understand the organization's health & hygiene - audit is must.

N. Talent separation, voluntary retirement scheme-VRS and outplacement perspective

58. **Employee separations must be handled amicably to protect the organization from litigation, negativity, and negative employer branding.**

Total response: 404

Strongly Disagree, 0.99%   Disagree, 0.74%
Neutral, 10.40%
Strongly Agree, 61.88%
Agree, 25.99%
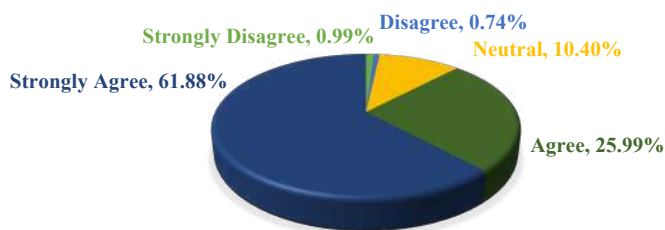
Top subjective comments:

- Ex-employees are the ambassador of the company.
- Employee separation should be handled with care and respect.
- Most ignored part of HR department as departing employees can be the best source for employee branding.
- It's important to up hold the brand value of the company at any circumstances
- Employee separations must be handled amicably to protect the organization from litigation, negativity, and negative employer branding

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59. Voluntary retirement schemes (VRS) and outplacement services should promote humanity and social accountability.

Total response: 404
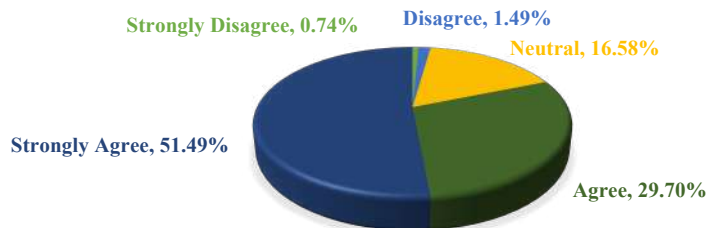
Top subjective comments:

- VRS should be financially attractive.
- It might happen to decisions makers as well, so always should promote humanity and social accountability.
- As a result, existing employees become more enthusiastic to devote themselves and the prospective candidates for future hiring will prepare themselves to join the company with good feelings.
- VRS can be used very technically to cost cutting measures.
- Some of the impacted employees are victims of corporate politics.

O. Talent community engagement perspective

60. Organization should have a yearly budget for external talent community engagement.

Total response: 404
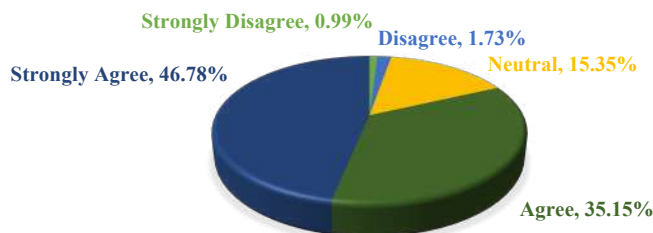
Top subjective comments:

- There is a huge gap in talent resources between business demand and availability in the market, and lots of steps need to be taken to improve this for the future.
- Engagement with educational institute and relevant stakeholder is must for brand and sustainable development
- Organization should have a yearly budget for external talent community engagement.
- It creates perpetual talent pool.
- It removes negativity regrading organization.

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