



# **HR BAROMETER 2020**

HRM TRENDS AND CHALLENGES IN BELGIAN ORGANISATIONS

Dear HR professional,

For the sixth year in a row, Vlerick Business School and Hudson have carried out an HR Barometer on the trends and challenges in HRM in Belgian organisations. The barometer explores both the HR priorities of leading companies operating in Belgium and the shifts in these HR priorities over time.

As annual initiative launched in January, the HR Barometer comprises two parts. The first part focuses on the strategic importance of different HR practices and policies, so that the changes in these priorities over time can be explored. The second part examines a 'hot' topic in HR: for this edition of the HR Barometer, we take a closer look at the topic of cultural change.

This report contains an overview of the most important findings from the 2020 study and of the major shifts since 2019, based on a quantitative analysis of the HR priorities of leading Belgian organisations.

We hope that this report provides you with interesting and useful insights.

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**METHODOLOGY**

# METHODOLOGY

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## Research design

- Investigate the trends and challenges in HRM in leading organisations operating in Belgium
- Among the largest for-profit organisations in Belgium (Bel 20 + 200 largest for-profit organisations in terms of number of employees)
- Through an online survey of HR Directors and Managers
- From a broad spectrum of industries

## Time frame

- January 2020 to February 2020

## Sample

- **1/3** of the largest for-profit organisations in Belgium participated (N =67)
- Employing around 246 753 people throughout Belgium

# ONLINE SURVEY

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## Actual HR practices:

- Indicate the **priority** of HR practices and the **mastery** of these practices in 2019
- On a scale from 0% (no priority/low mastery) to 100% (top priority/role model)

## Future HR practices:

- Indicate the **Top 5 planned priorities** for **2020**.

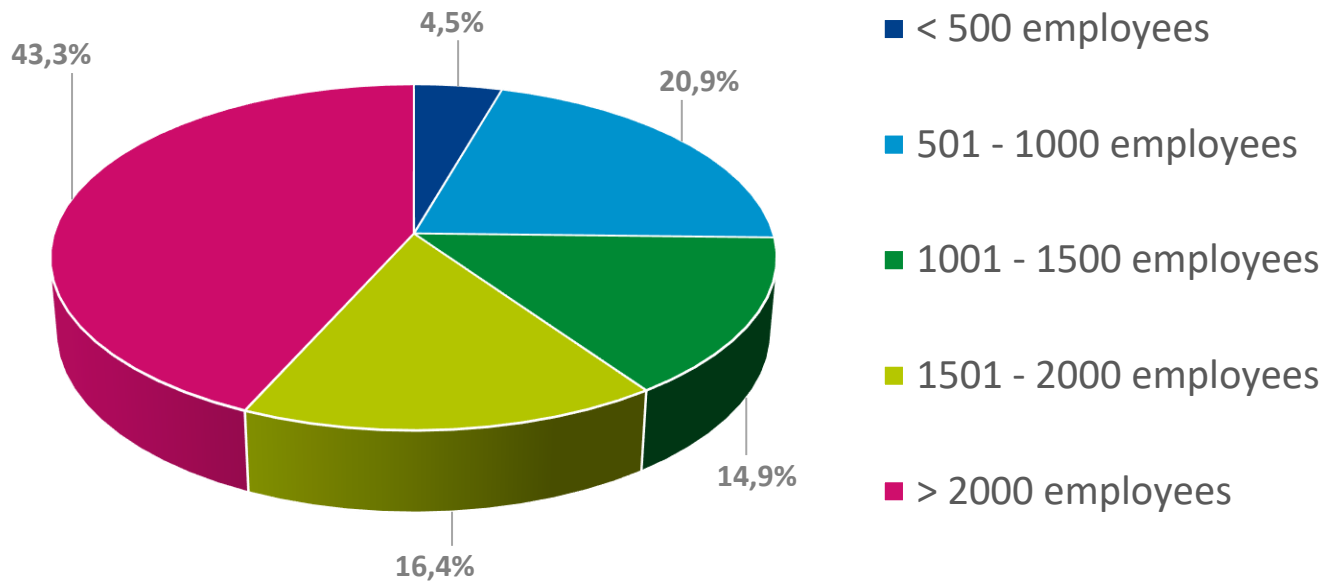
- |                                   |  |                                  |
|-----------------------------------|--|----------------------------------|
| ■ Selection & Recruitment         | ■ Teamwork                                       | ■ HR Analytics                   |
| ■ Employer Branding               | ■ The New Ways of Working                        | ■ HR Operational Excellence      |
| ■ Prepare Organisation for Growth | ■ Well-being                                     | ■ Industrial Relationships       |
| ■ Learning & Development          | ■ Engagement                                     | ■ Cultural Change                |
| ■ Talent Management               | ■ Compensation & Benefits                        | ■ Agility                        |
| ■ Competency Management           | ■ Diversity                                      | ■ Digital Transformation         |
| ■ Performance Management          | ■ Retention                                      | ■ Strategic Workforce Management |
| ■ Leadership Development          | ■ Prepare Organisation for Stagnation/Downsizing |                                  |

## Specific HR Topic:

- Spotlight on **cultural change**.

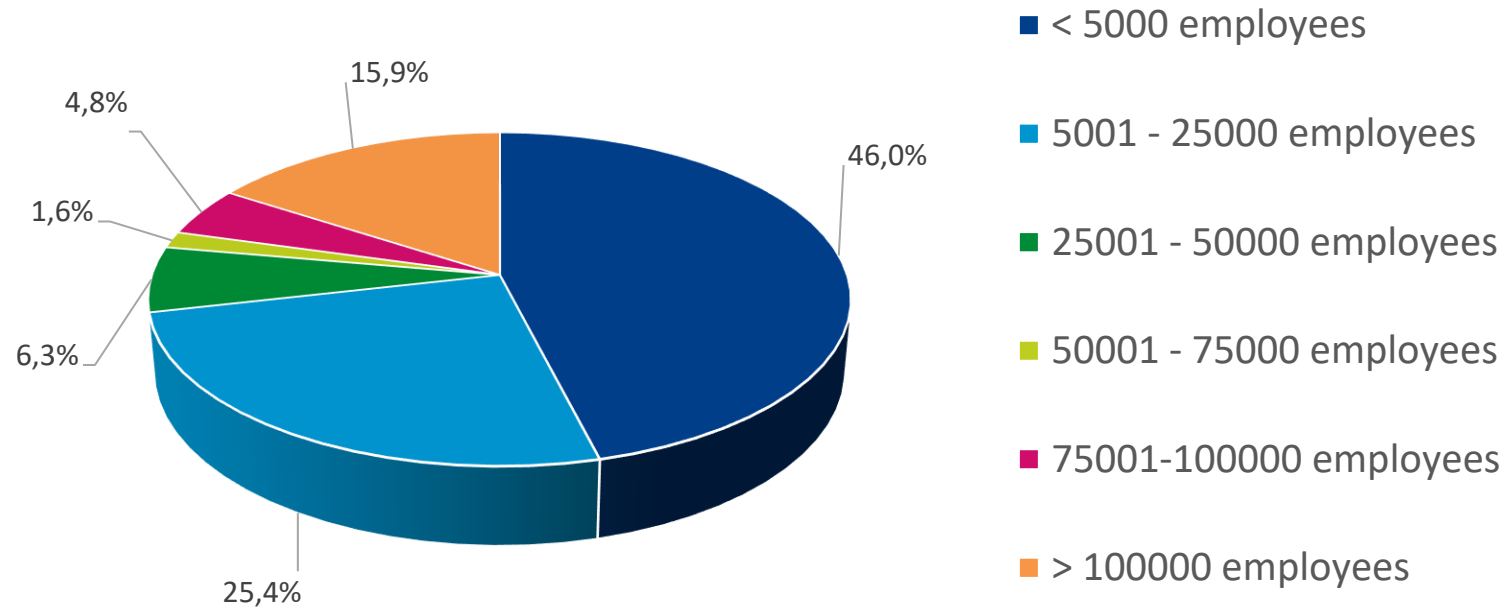
# SAMPLE CHARACTERISTICS

## A. NUMBER OF EMPLOYEES IN BELGIUM



# SAMPLE CHARACTERISTICS

## B. NUMBER OF EMPLOYEES INTERNATIONALLY (INCLUDING BELGIUM)

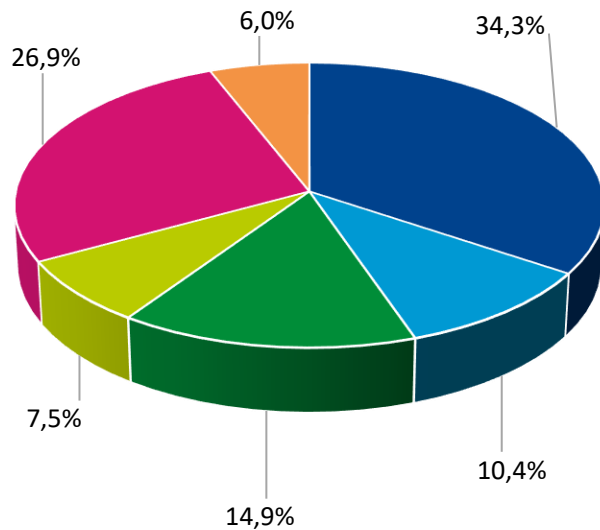




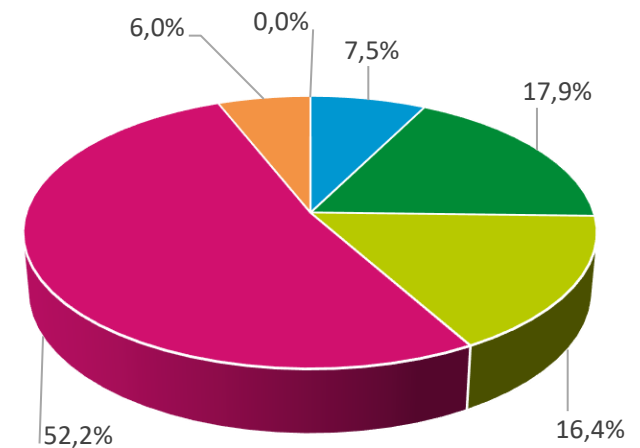
# SAMPLE CHARACTERISTICS

## C. NUMBER OF BLUE & WHITE COLLAR EMPLOYEES

### Blue collar



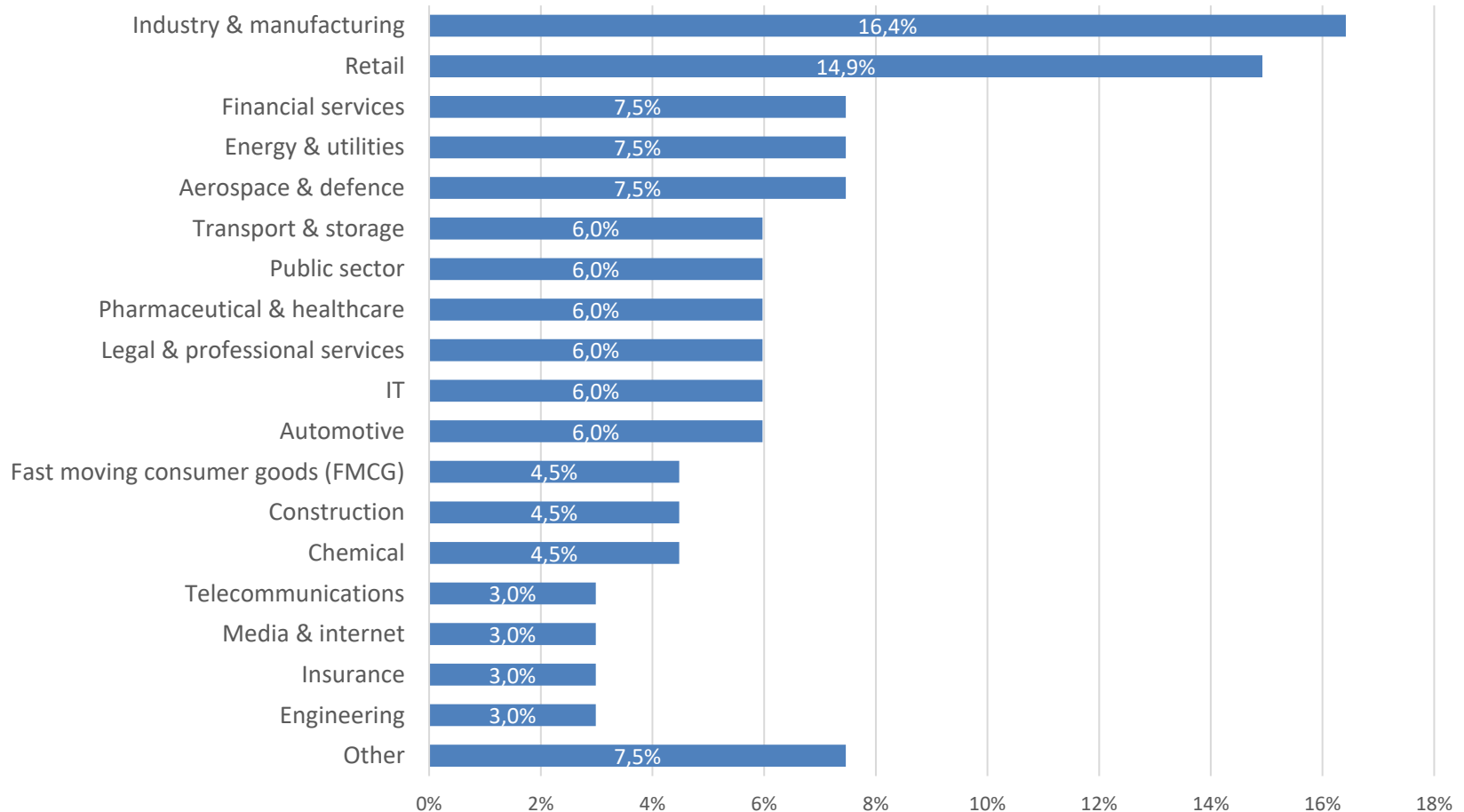
### White collar



- No employees
- 1-200 employees
- 201-500 employees
- 501-1000 employees
- > 1000 employees
- Not specified

# SAMPLE CHARACTERISTICS

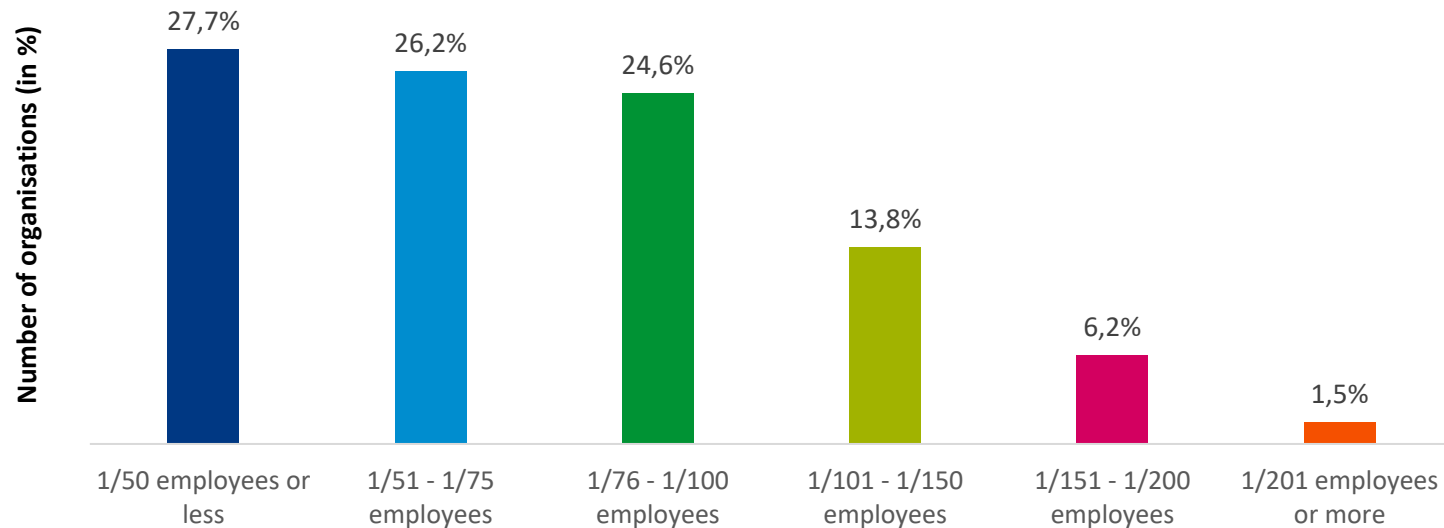
## D. COMPANY SECTOR



# SAMPLE CHARACTERISTICS

## E. RATIO OF HR STAFF TO EMPLOYEES

→ Average ratio: 1 HR staff member per 81 employees



**2**

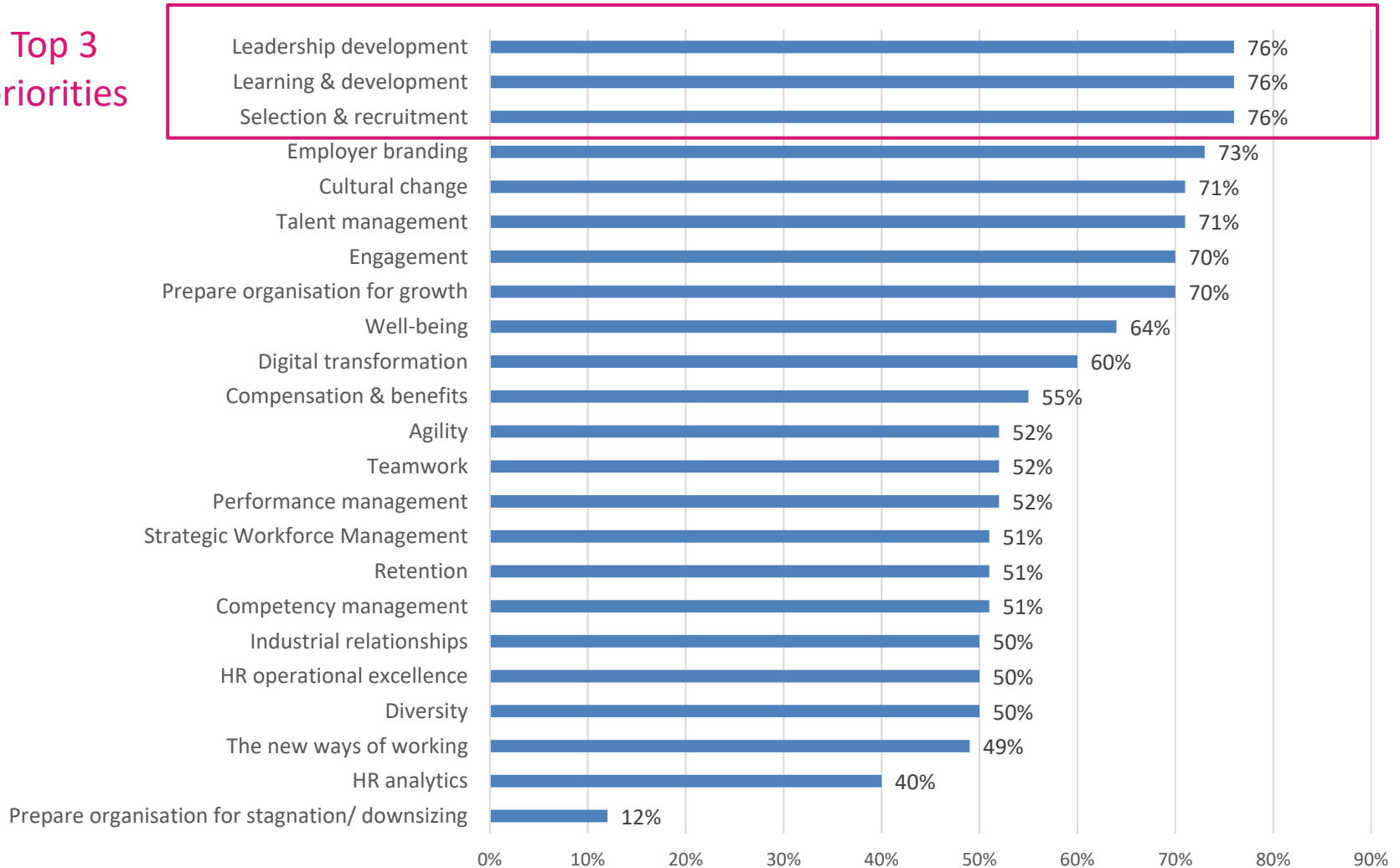
**GENERAL RESULTS**



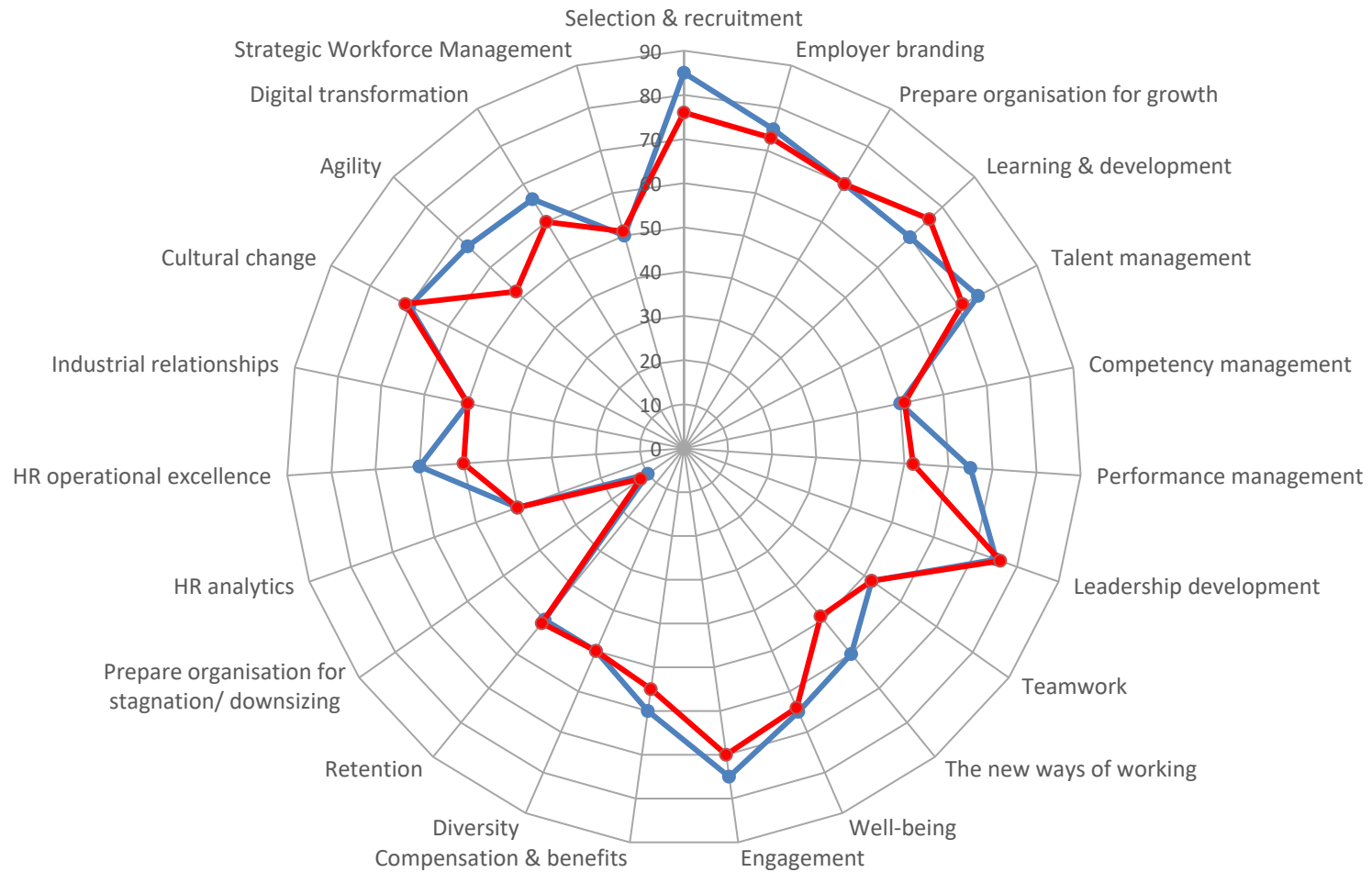
# **HR BAROMETER 2020: ACTUAL PRIORITIES**

# HR BAROMETER 2020: ACTUAL PRIORITIES

Top 3  
priorities



# TRENDS IN ACTUAL PRIORITIES: HR BAROMETER 2019 COMPARED WITH 2020



—●— Barometer 2019

—●— Barometer 2020

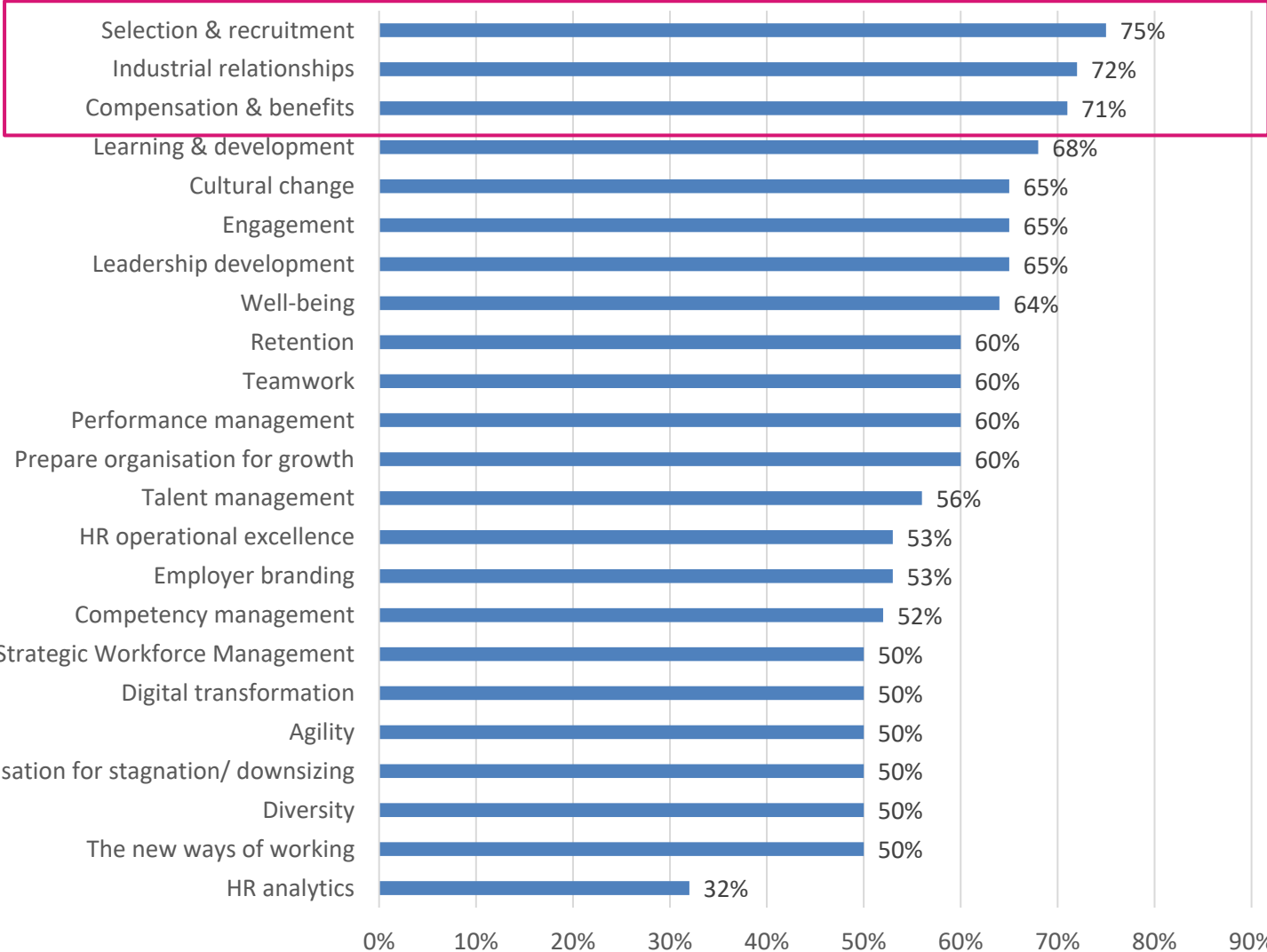
**II.**

**HR BAROMETER 2020:  
PERCEIVED MASTERY**

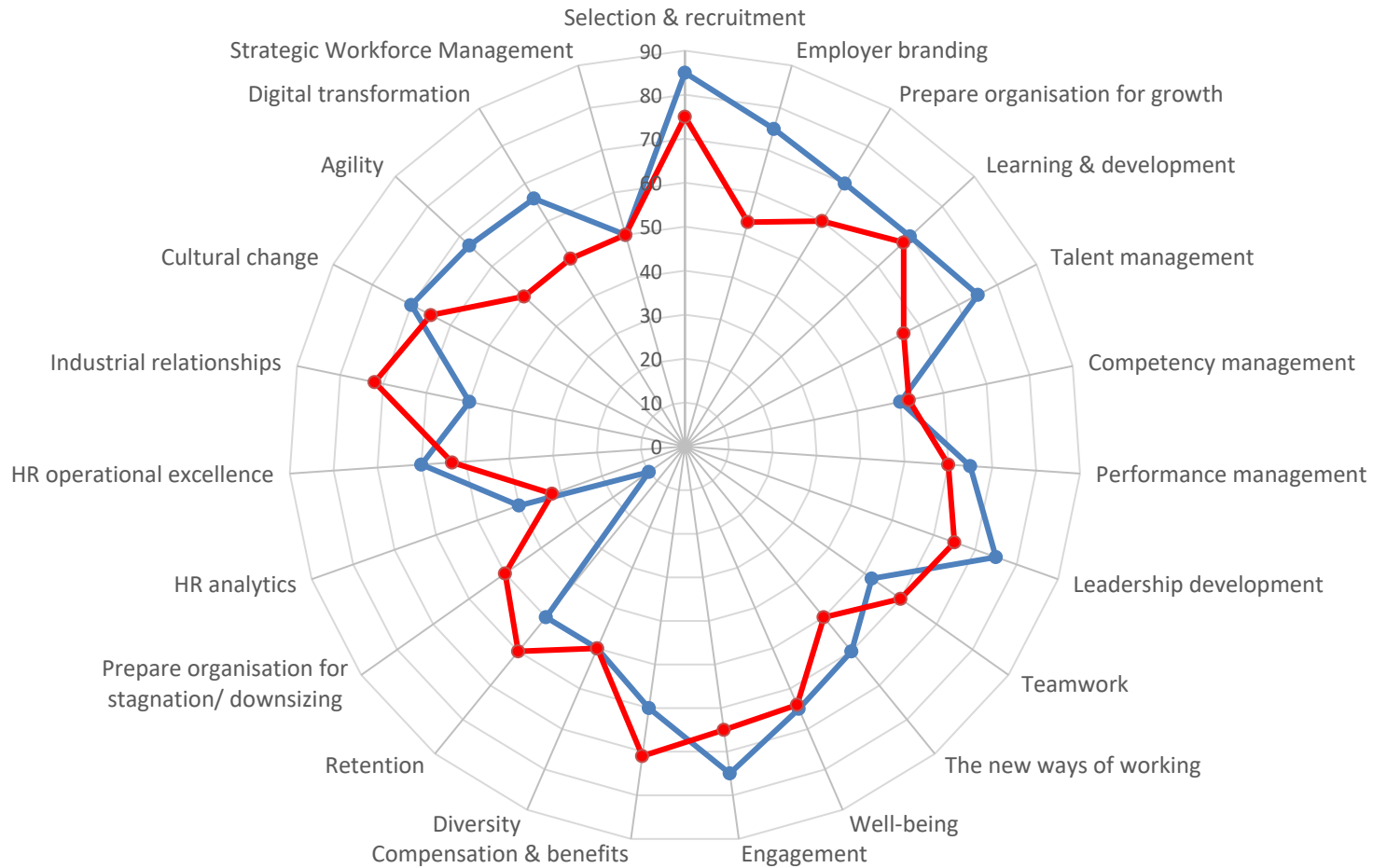


# HR BAROMETER 2020: ACTUAL PERCEIVED MASTERY

Top 3



# TRENDS IN PERCEIVED MASTERY: HR BAROMETER 2019 COMPARED WITH 2020



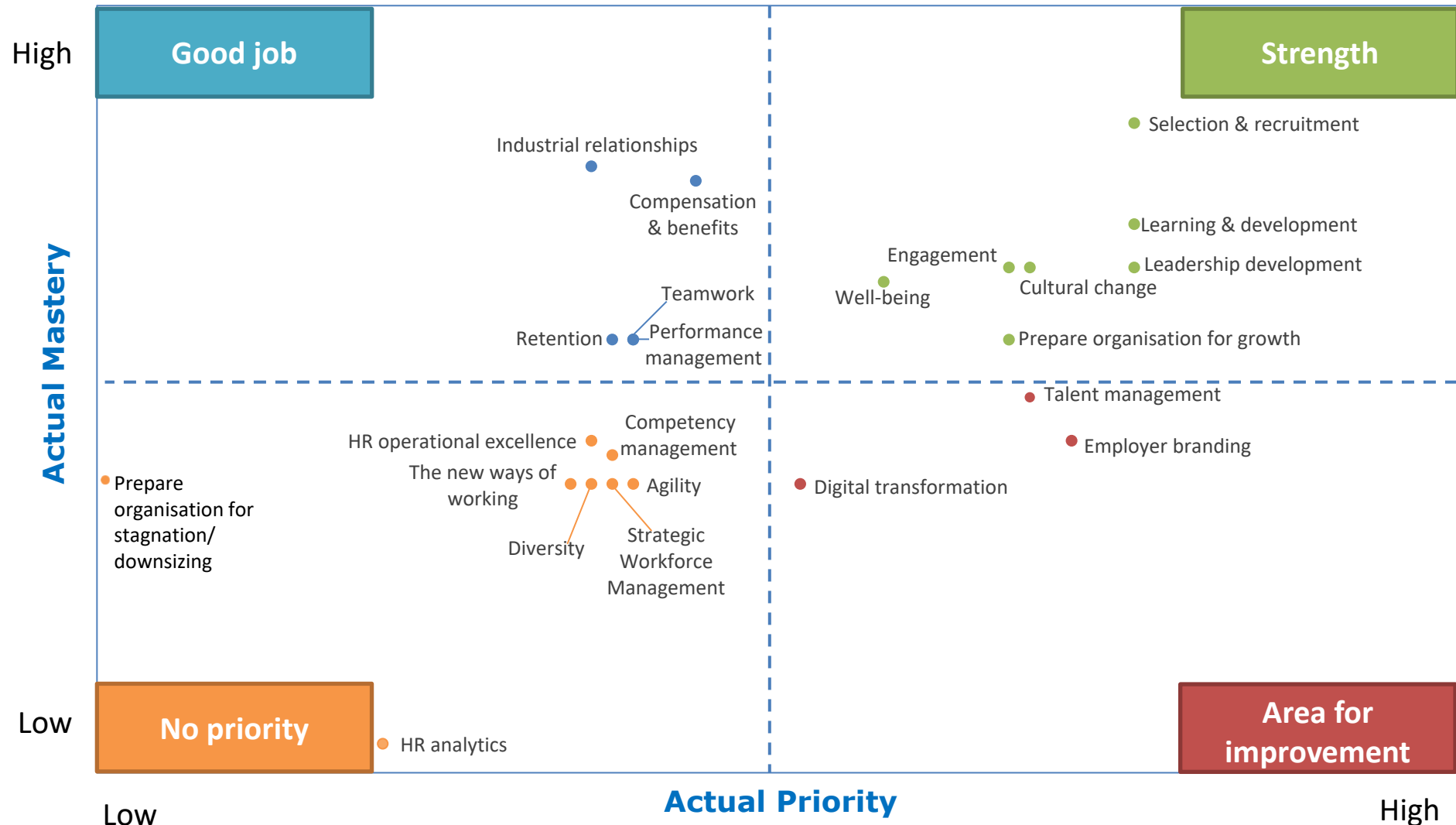
—●— Barometer 2019

—●— Barometer 2020

**III.**

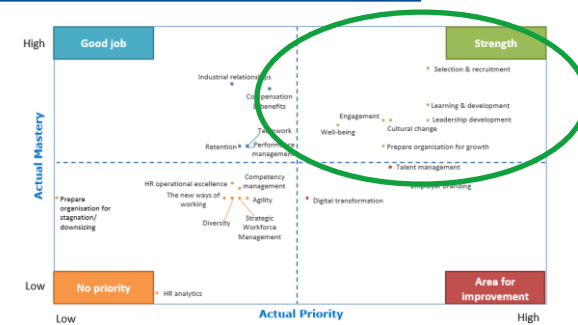
**HR BAROMETER 2020:  
PRIORITY VS MASTERY**

# HR BAROMETER 2020: PRIORITY VERSUS HR MASTERY



# PRIORITY VS HR MASTERY: STRENGTHS

High score in terms of priority and mastery:



## Main Strengths:

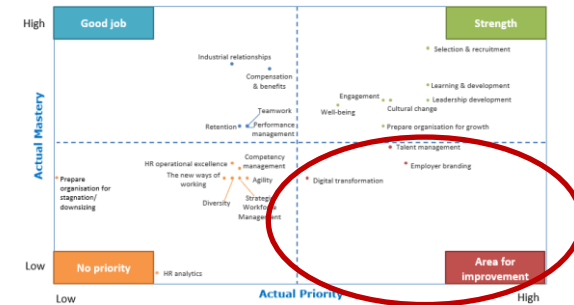
Selection & Recruitment  
 Learning & development  
 Leadership development

## Secondary Strengths

Cultural change  
 Engagement  
 Well-being  
 Prepare organisation for growth

# PRIORITY VS HR MASTERY: AREAS FOR IMPROVEMENT

High score in terms of priority but not in terms of mastery:

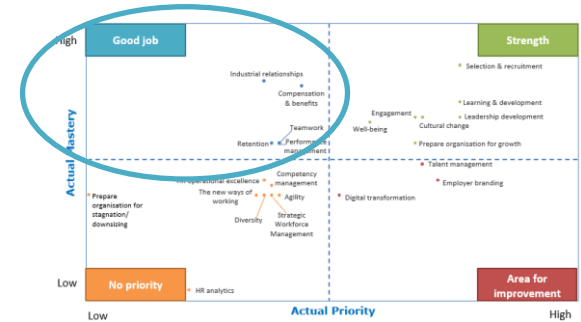


**Main areas for improvement:**  
Talent Management  
Employer branding

**Secondary areas for improvement:**  
Digital Transformation

# PRIORITY VS HR MASTERY: UNDER CONTROL

Low score in terms of priority but high score in terms of mastery:

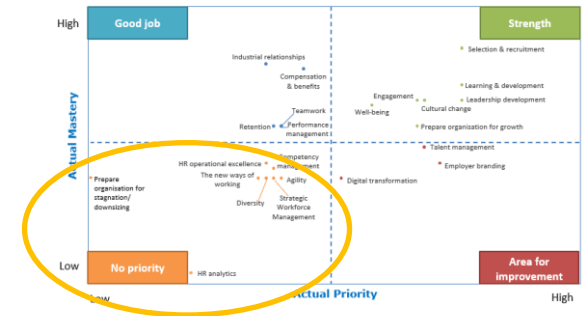


**Good job:**  
 Industrial relationships  
 Compensations & benefits

**Secondary areas:**  
 Teamwork  
 Performance Management  
 Retention

# PRIORITY VS MASTERY: NO PRIORITY

Rather low score in terms of mastery  
but not perceived as a priority:



## No Priority:

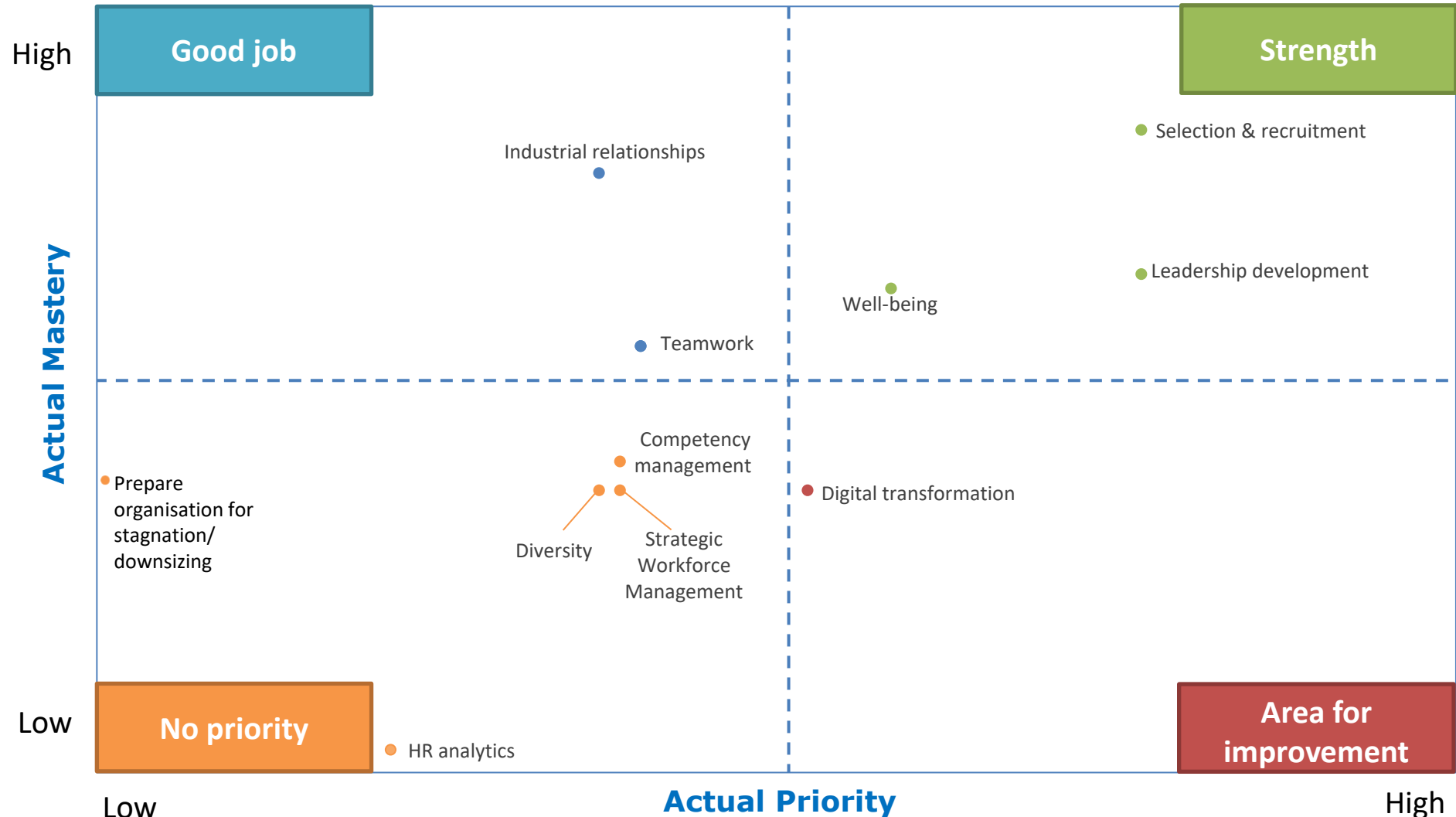
Prepare organisation for stagnation/downsizing  
HR analytics

## Of Lesser Priority:

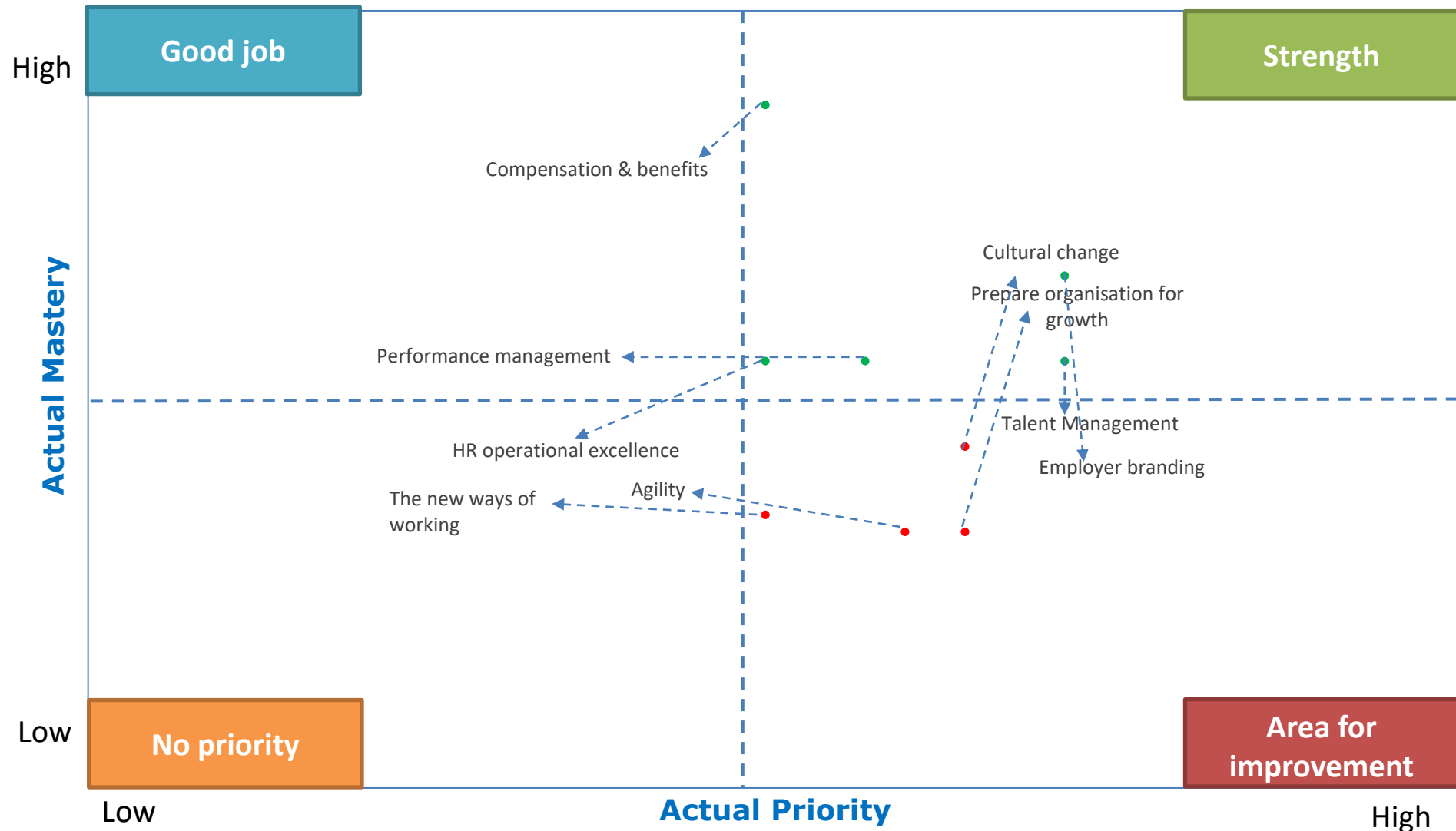
HR operational excellence  
Competency management  
Agility  
Strategic workforce management  
Diversity  
The new ways of working



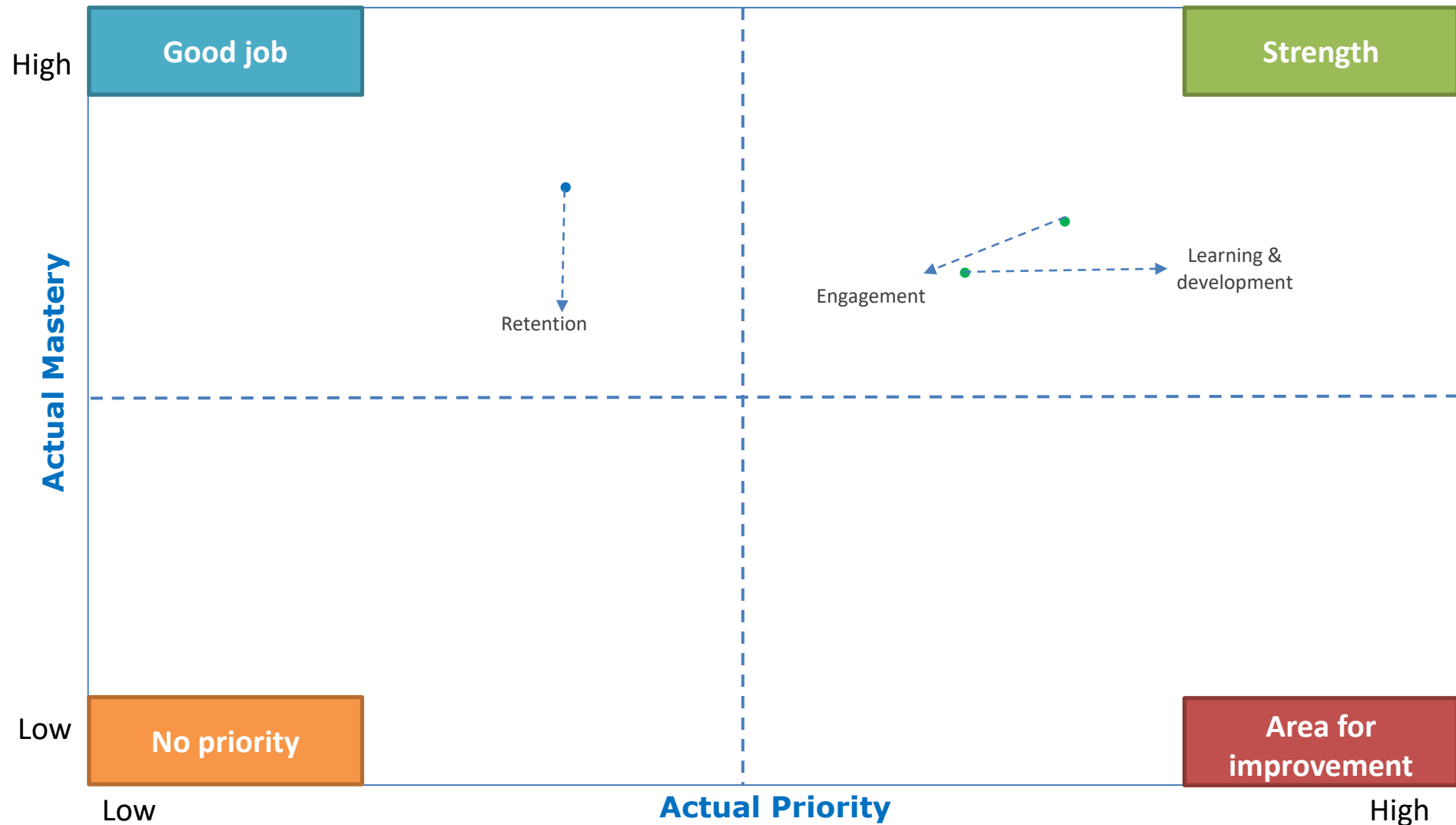
# TRENDS IN PRIORITY VS MASTERY: TOPICS THAT HAVE REMAINED STABLE SINCE 2019



# TRENDS IN PRIORITY VS MASTERY: PRIORITY CHANGES ACROSS QUADRANTS



# TRENDS IN PRIORITY VS MASTERY: PRIORITY CHANGES WITHIN QUADRANTS



# IV.

## HR BAROMETER 2020: PLANNED PRIORITIES

# PLANNED PRIORITIES FOR 2020

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- Top 5 priorities for the coming year:

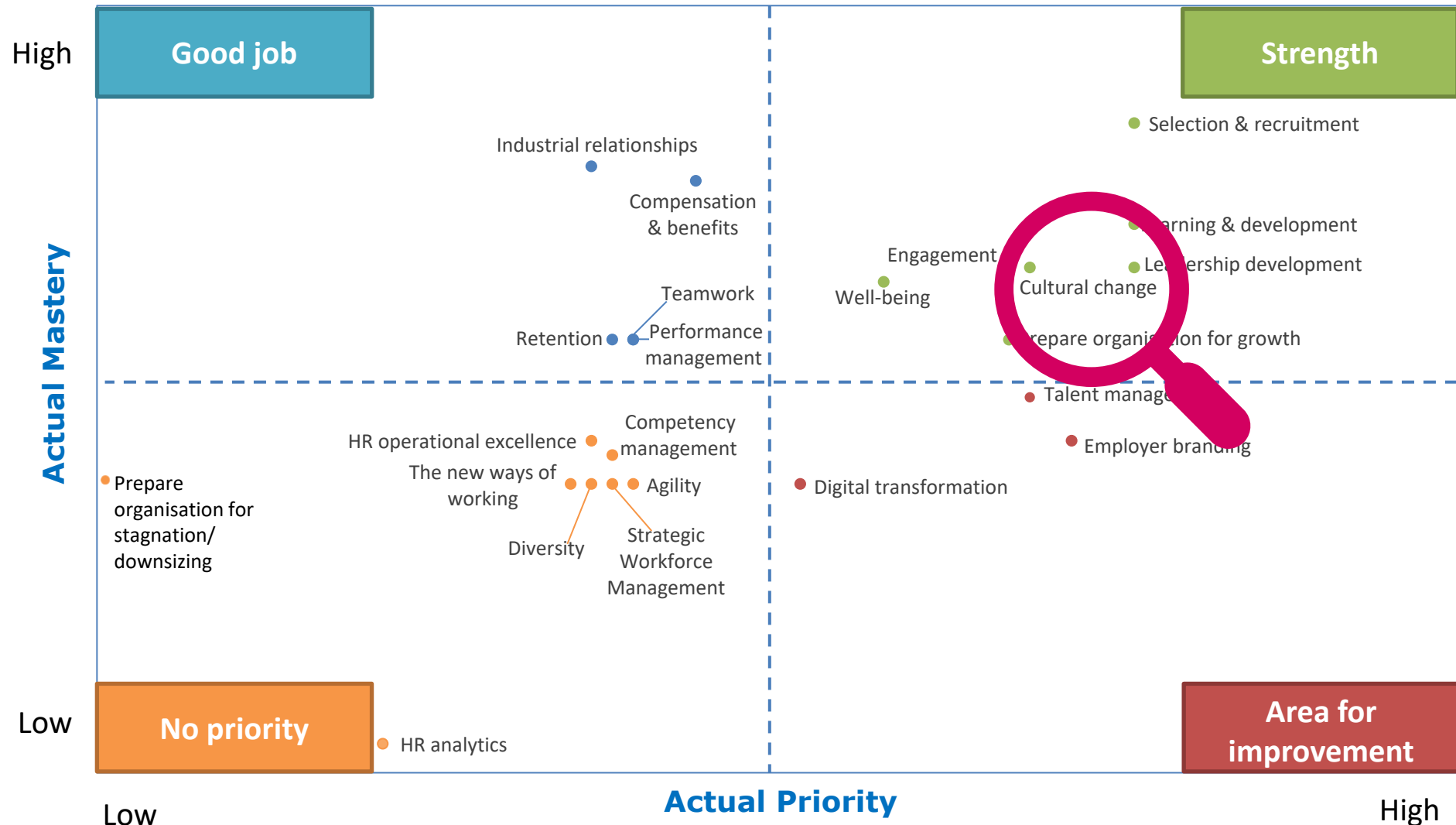


- 1** Leadership Development
- 2** Selection & Recruitment
- 3** Learning & Development
- 4** Cultural Change
- 5** Prepare organisation for growth

# 3

## **HR BAROMETER 2020: SPOTLIGHT ON CULTURAL CHANGE**

# HR BAROMETER 2020: PRIORITY VERSUS HR MASTERY



I.

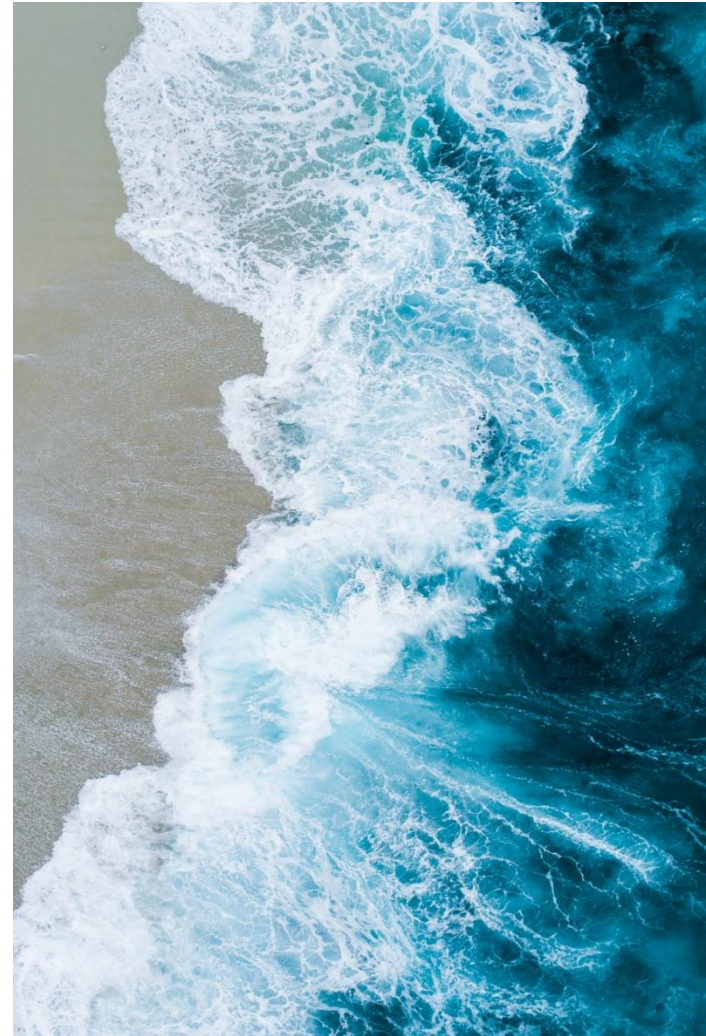
**CULTURAL CHANGE:  
CURRENT SITUATION**



# GOING THROUGH CULTURAL CHANGE?

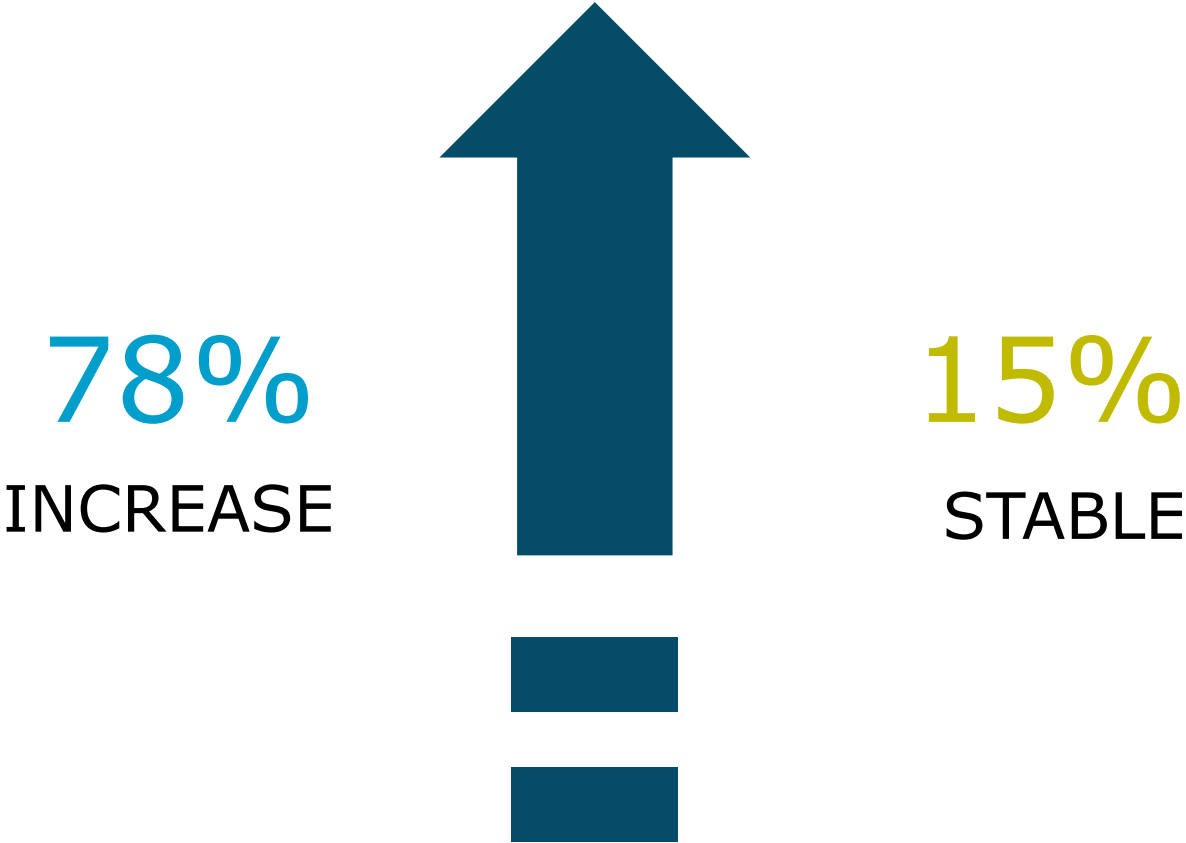
**64%**

indicates their organisation is going through cultural change to a large extent



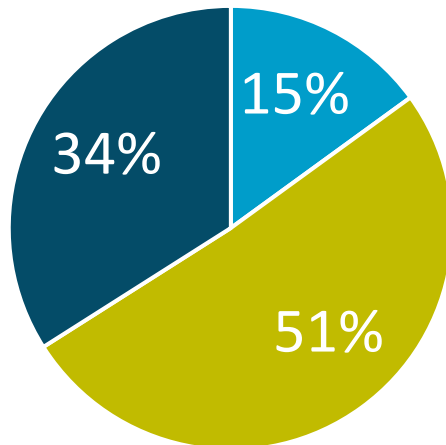
# EVOLUTION WITHIN THE PAST 3 YEARS

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# AD HOC OR STRUCTURED APPROACH?

- **85%** takes a (somewhat to very) structured approach to manage cultural change



- Not structured
- Somewhat structured
- Very structured

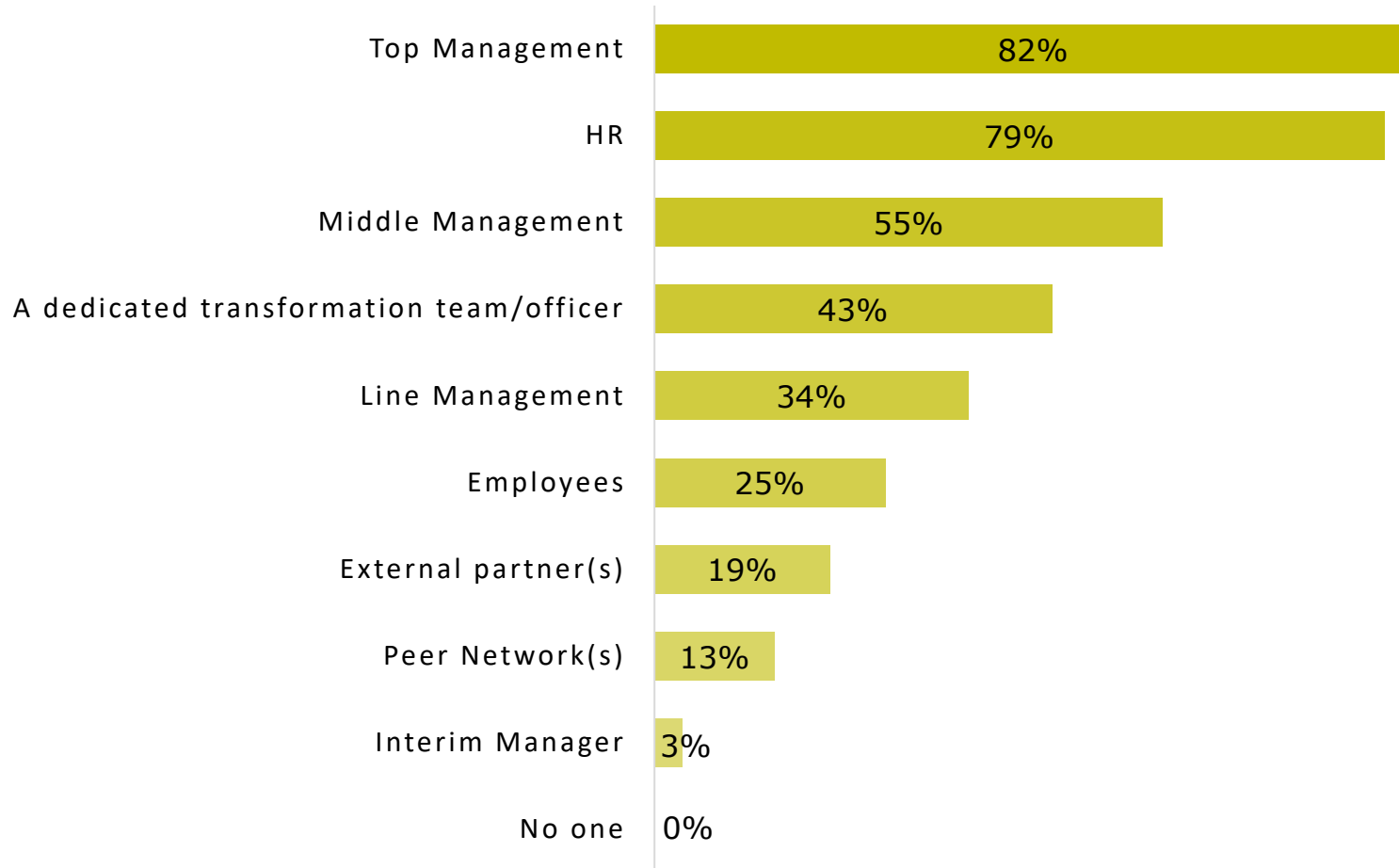
- The **more structured** one perceives the approach, the more one perceives that cultural change is **managed effectively** ( $r = .25, p = .04$ ).
- **90%** indicates that cultural change is an **ongoing process**, rather than a set course with a clear beginning and an end

51% has multiple cultural change projects running at the same time



# WHO LEADS CULTURAL CHANGE

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# MANAGING CULTURAL CHANGE

Within our organisation, we effectively manage cultural change:



Strongly disagree

**0%**



Disagree

**12%**



Neutral

**39%**



Agree

**42%**



Strongly Agree

**8%**



Group A



Group B

# MANAGING CULTURAL CHANGE

	Group A: Does not effectively manage change	Group B: effectively manages change
We have the necessary <b>capabilities</b> to effectively deliver change	25%	52%
We <b>monitor and measure</b> the impact of cultural change using specific metrics	13%	58%
Before starting a cultural change project, we have <b>a clear view on the current situation</b>	38%	67%
You <b>cannot force</b> cultural change; it takes time	75%	79%
Cultural change is an important <b>senior leadership agenda item</b>	38%	100%
Cultural change is an <b>ongoing process</b> (rather than a set course with a clear beginning and end)	75%	94%

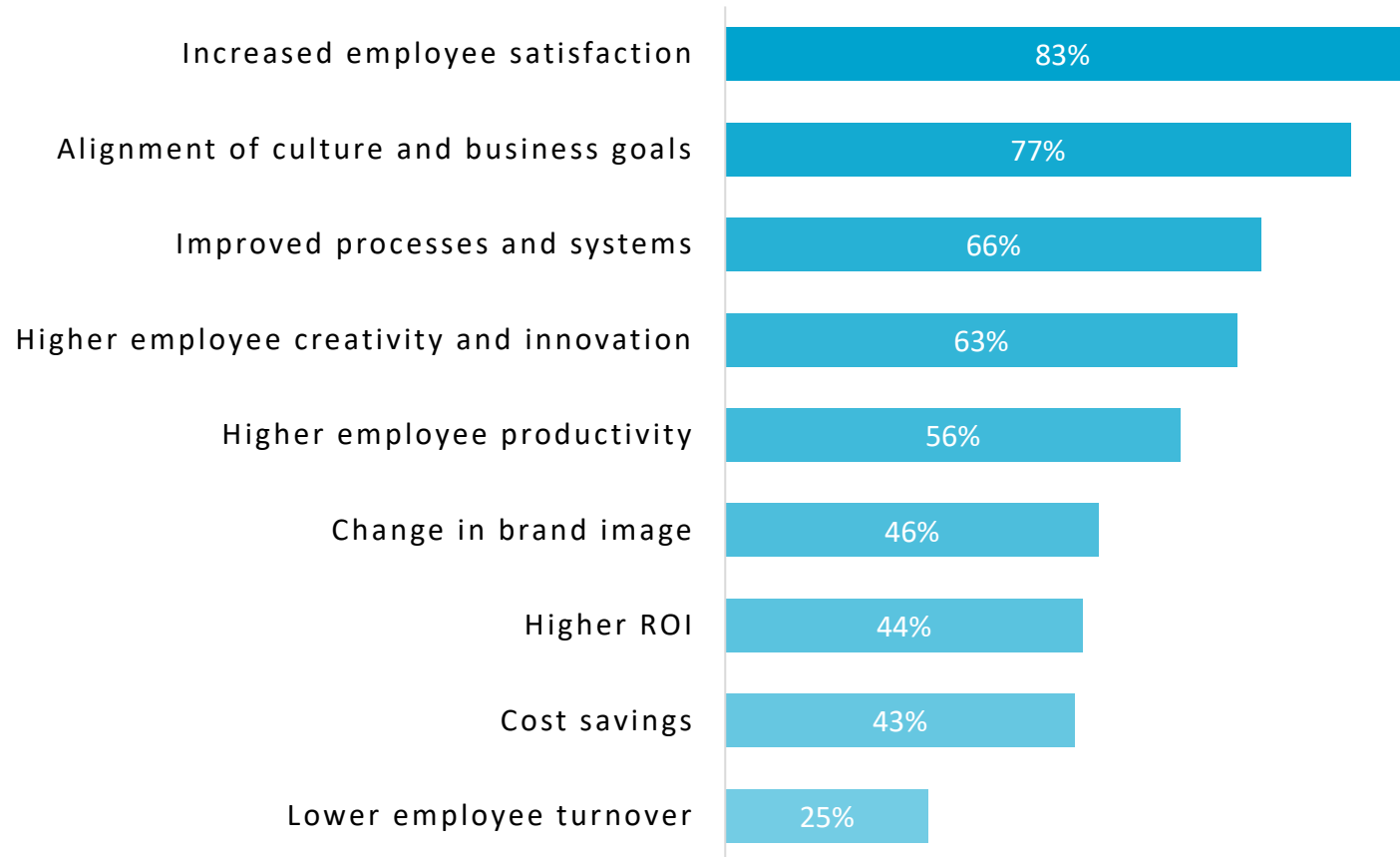
**II.**

**CULTURAL CHANGE:  
OUTCOMES**



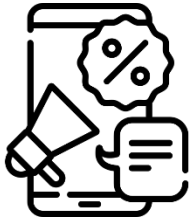
# TARGETED ORGANISATIONAL OUTCOMES

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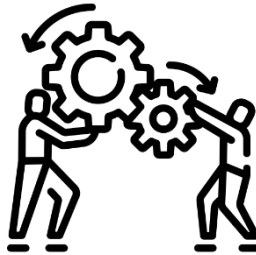


# TARGETED OUTCOMES IN TERMS OF EMPLOYEE BEHAVIOUR

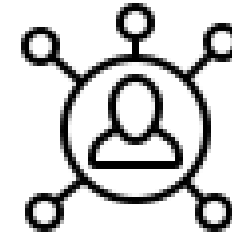
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Feedback-oriented  
(60%)



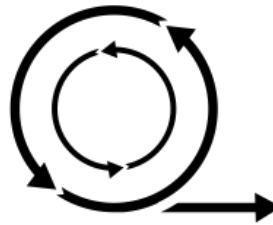
Collaborative  
(55%)



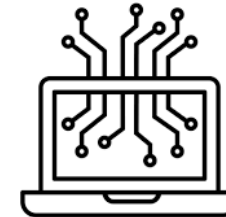
Customer-centered  
(51%)



Innovative  
(28%)



Agile  
(27%)

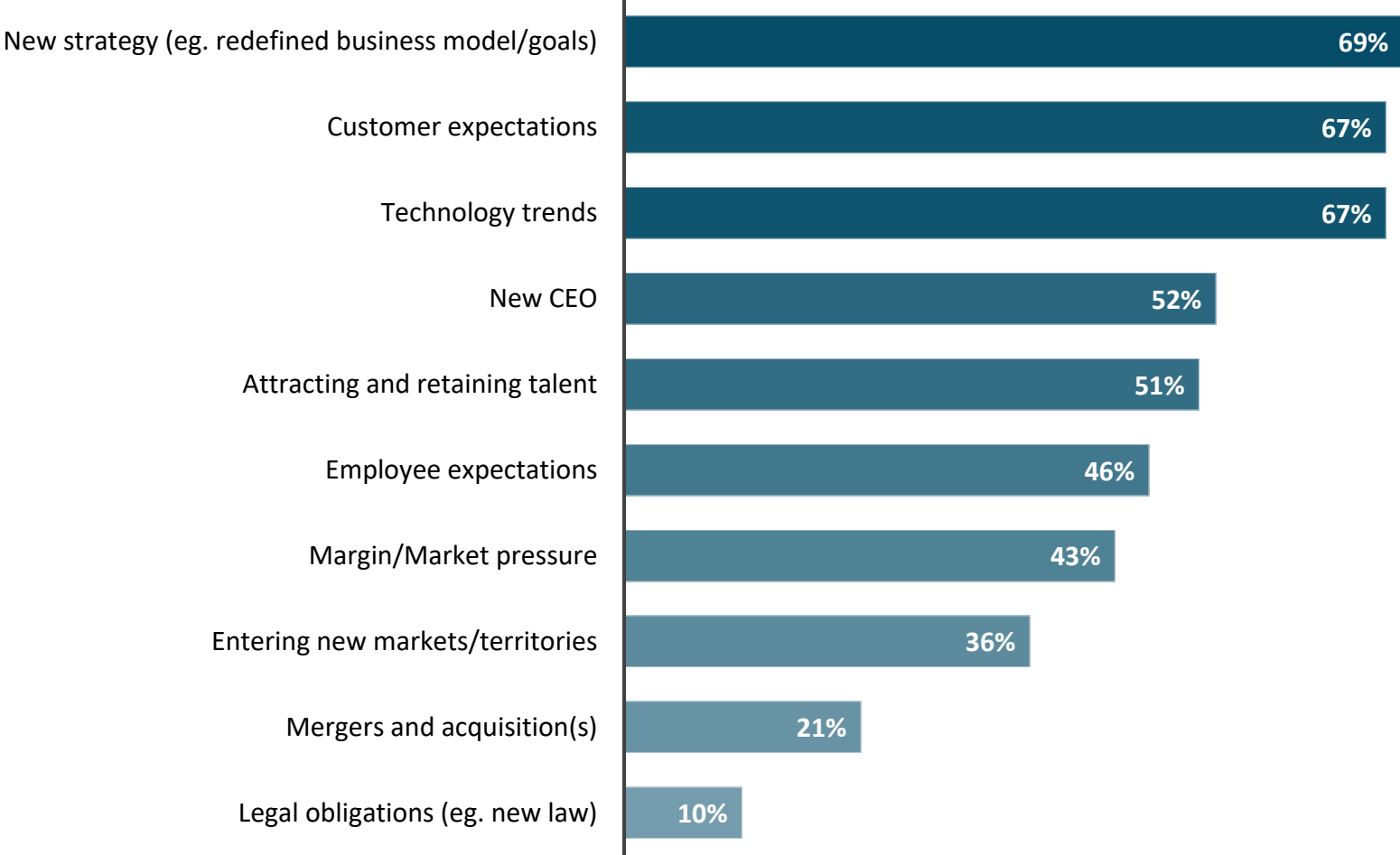


Digital  
(18%)

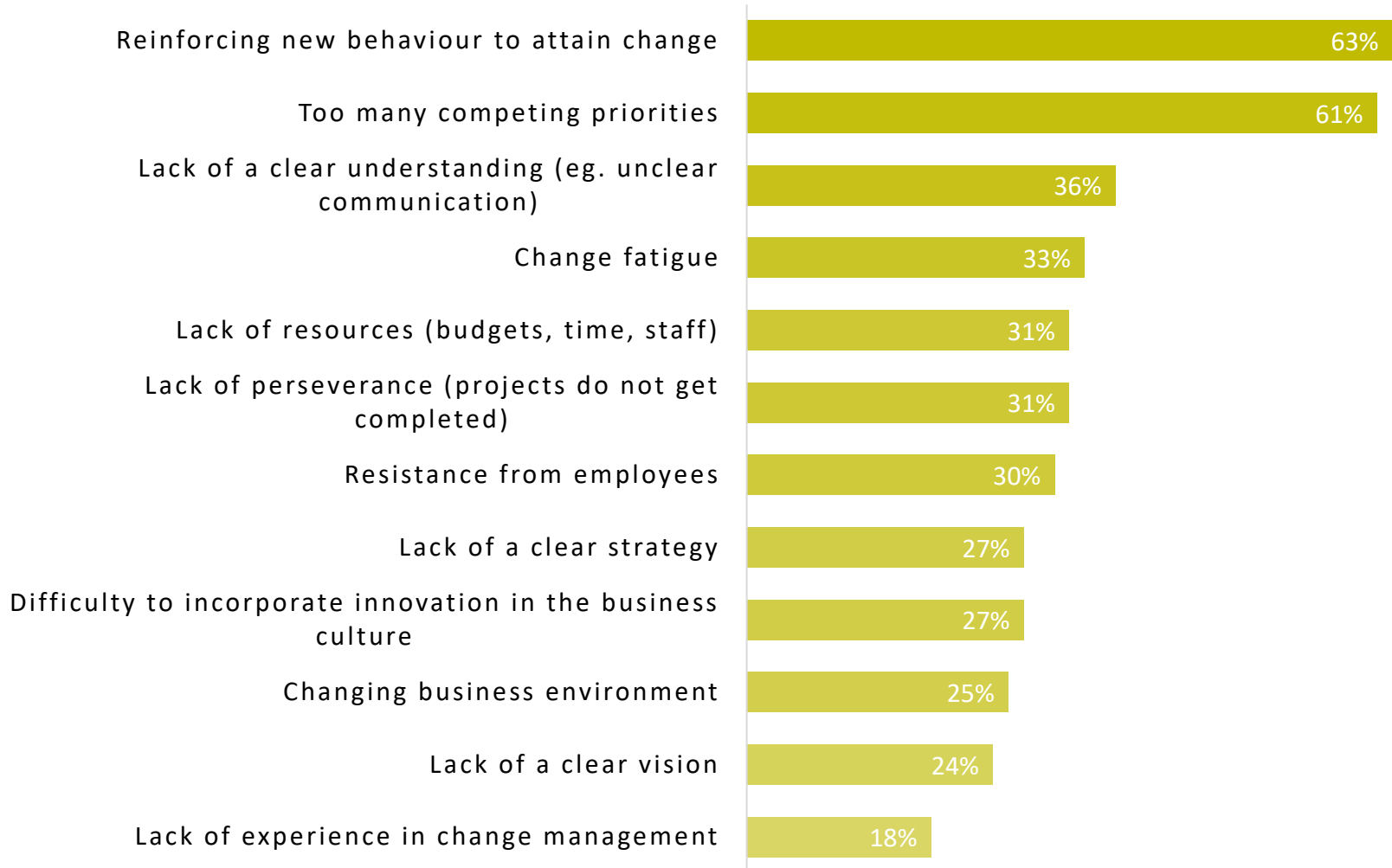
**III.**

**CULTURAL CHANGE:  
DRIVERS & BARRIERS**

# DRIVERS OF CULTURAL CHANGE

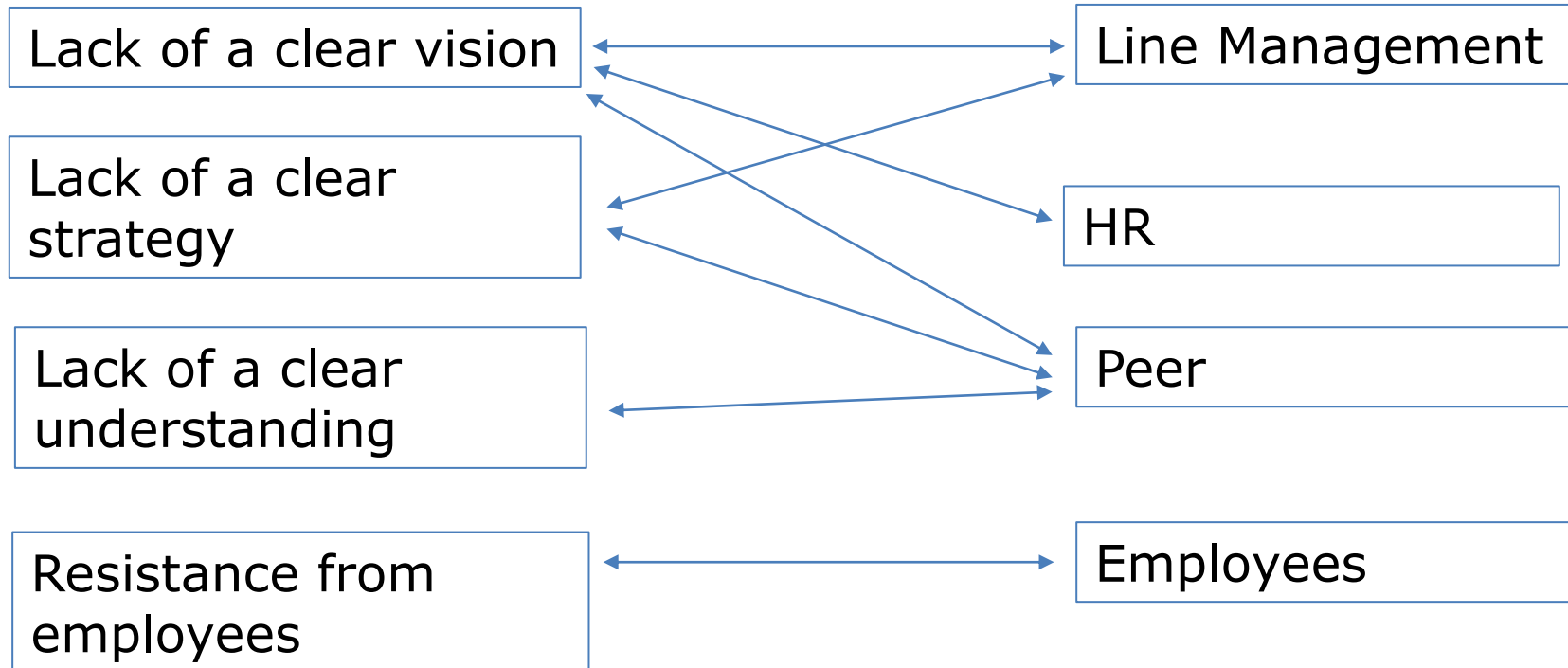


# BARRIERS TO CULTURAL CHANGE



# LINK BETWEEN TYPE OF BARRIER & STAKEHOLDERS IN THE LEAD

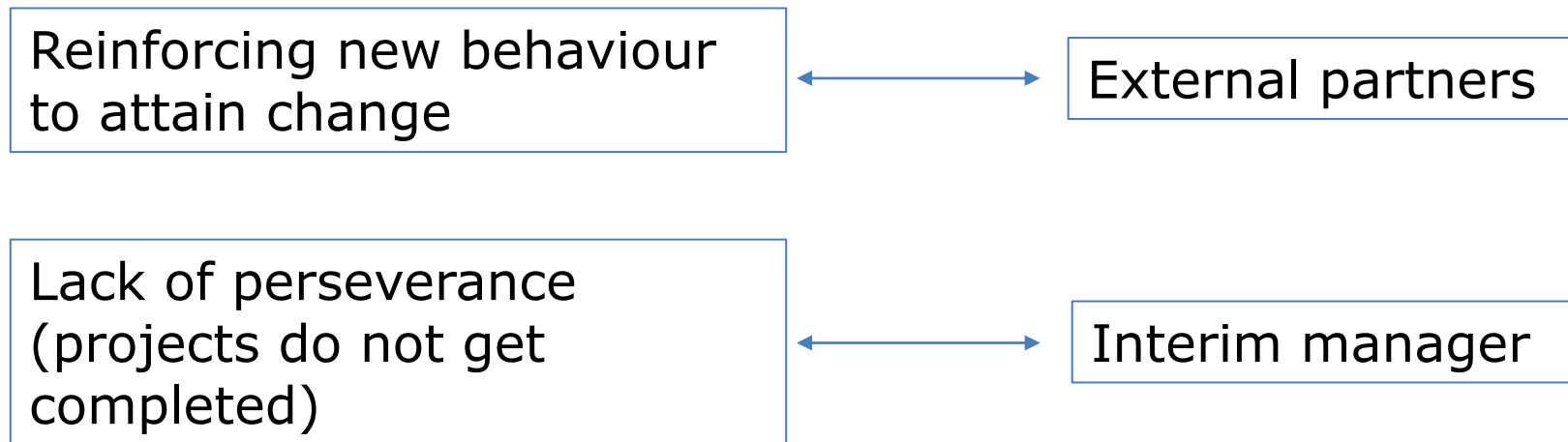
Arrows indicate a **significant negative correlation**, showing a relationship between two variables in which one variable increases as the other decreases or vice versa. For instance, if the extent to which a lack of a clear vision is higher, the extent to which line management is in the lead is lower, or vice versa.



# LINK BETWEEN TYPE OF BARRIER & STAKEHOLDERS IN THE LEAD

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Arrows indicate a **significant positive correlation**, showing a relationship between two variables in which one variable increases as the other increases or if one decreases the other decreases as well. For instance, the more organisations consider 'reinforcing new behaviour to attain change' as a barrier, the more external partners are in the lead.



# IV.

**CULTURAL CHANGE:  
ROLE OF HR**

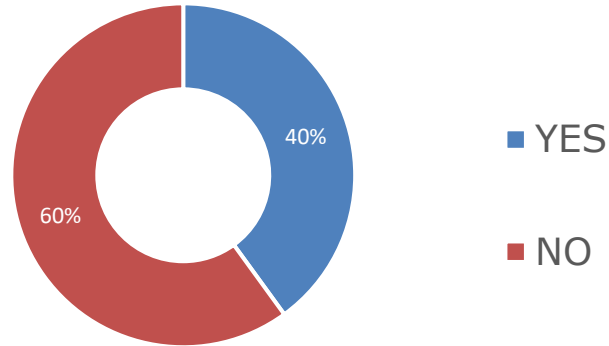


# INVOLVEMENT HR



# INVOLVEMENT OF HR DURING FOLLOW-UP

Do you monitor and measure the impact of cultural change using specific metrics?



Is HR involved in monitoring cultural change metrics and measuring impact?



# IV.

**CULTURAL CHANGE:**

**WHAT IS YOUR MOST IMPORTANT LESSON  
LEARNED?**

# WHAT ARE YOUR KEY LESSONS LEARNED?

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## 1. Start from the top

- With a clear purpose and ambition
- Create a clear burning platform

## 2. It's not a (HR) project, it's a journey

- You cannot force it, it takes time to implement
- Too much pressure on the timing results in a slow-down of the change process
- Make sure change is sustained
- Maintain efforts until objective is reached
- A transition period may take years
- Adapt to context and priorities over time

## 3. Get all stakeholders on board

- Co-creation is key
- All stakeholders need to be committed to the purpose
- Resistance is not at the top or the bottom, it's at the middle
- Train and involve a variety of employees in change management
- Involve unions in the change process



# WHAT ARE YOUR KEY LESSONS LEARNED?

## 4. Communication is key

- Good communication on 'the why' and the 'what's in it for me' is key to succeed
- Requiring discipline and persistence in role modelling, yet facilitated by visible changes in rules and procedures, physical environment, tools, pay,...
- Lead by example, walk the talk
- Make things recognizable

## 5. Measure the impact

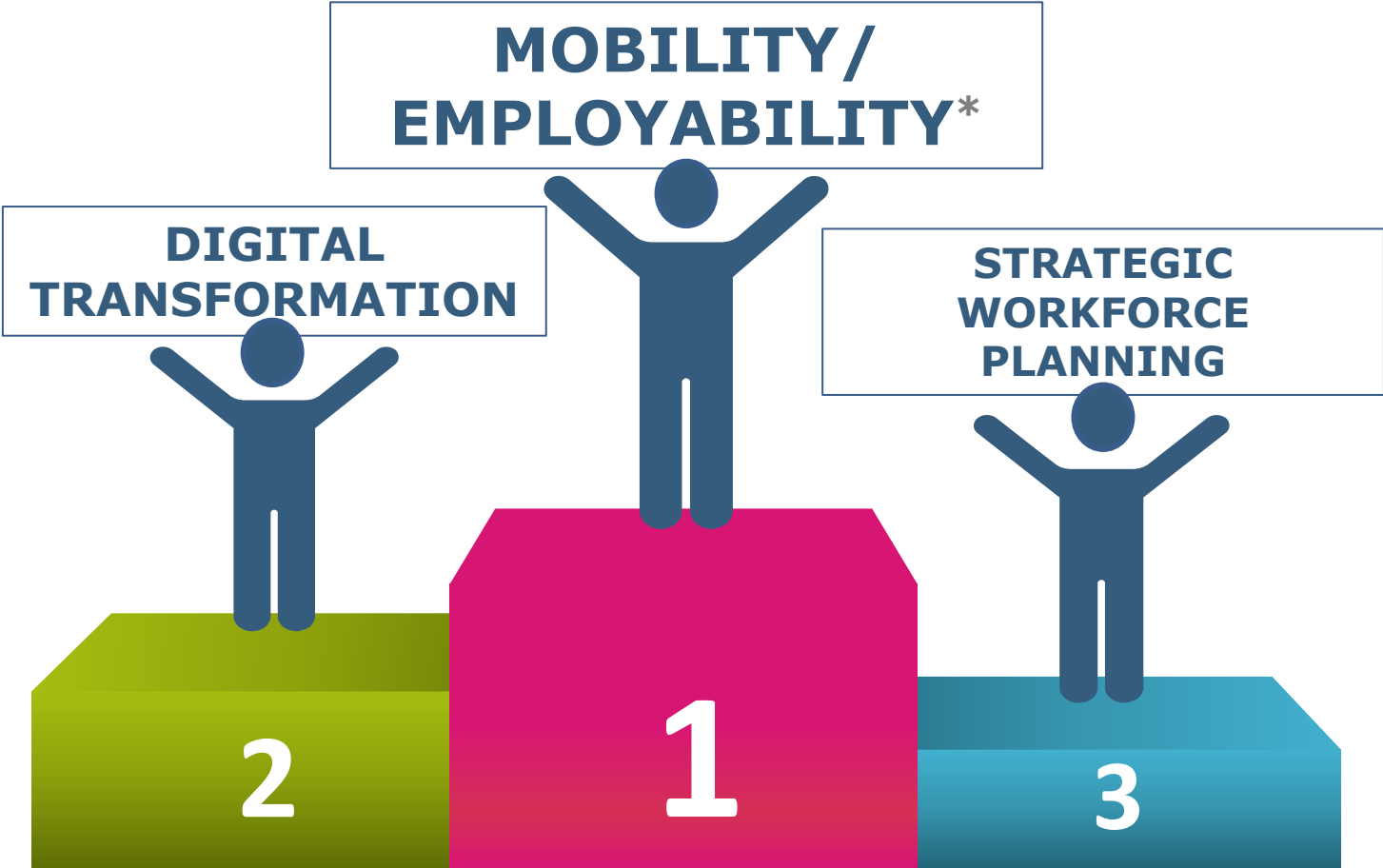
- Measure the impact of changes using surveys with targeted questions
- Map the AS-IS on all levels as a starting point, different levels often require different approaches. Define the goals to achieve for each level, and measure the progress constantly



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**TOPIC NEXT HR  
BAROMETER**

# NEXT HR BAROMETER: TOP 3 RANKING



\* The topic for next year is subject to re-evaluation within the next six months

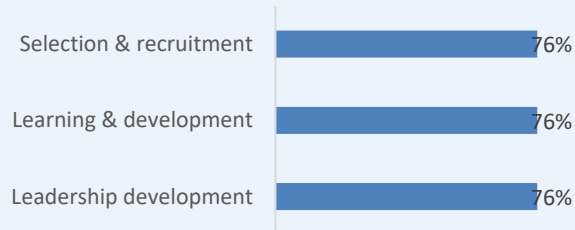
**5**

**FINAL LESSONS LEARNED**

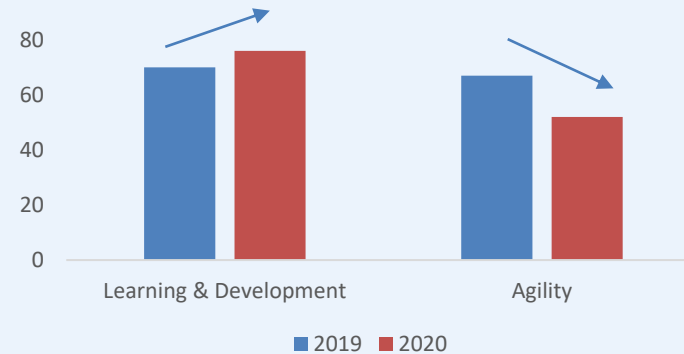


# KEY TAKEAWAYS: PRIORITIES & MASTERY

## Top Priorities for 2019



## Biggest shifts in priority 2019 vs 2020



Preparing Organisation for **Growth** is much more important than Preparing for Stagnation (before COVID-19 outbreak)

Compared with 2019, companies now have a less strong focus on agility

## Next year's topic

### MOBILITY/EMPLOYABILITY

- Topic chosen to explore in more depth next year



## Most important areas for improvement:

- Talent management
- Employer branding
- Digital transformation



Scoring high in terms of priority but not in terms of mastery!

# KEY TAKEAWAYS: CULTURAL CHANGE

78% experienced an increase of cultural change within their organization in the past 3 years



Top 3 organizational outcomes:

- Increased employee satisfaction
- Alignment of culture and business goals
- Improved processes and systems



Main drivers: New Strategy, Customer Expectations, Technology Trends

Main challenges:

- Reinforcing new behaviour to attain change
- Too many competing priorities



Top 3 outcomes in terms of employee behaviour:

- Feedback-oriented
- Collaborative
- Customer-centered



40% of organisations monitor and measure the impact of cultural change using specific metrics

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**MORE INFORMATION**

# CONTACT INFORMATION

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