



# Creating People Advantage - Revisiting a success story

Greece country results

JUNE 2021

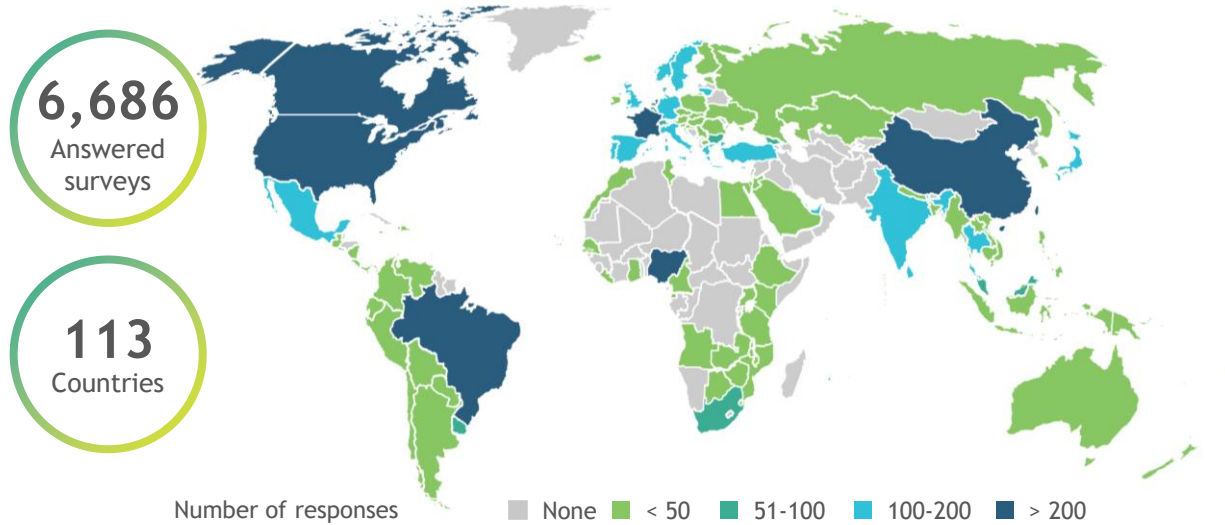




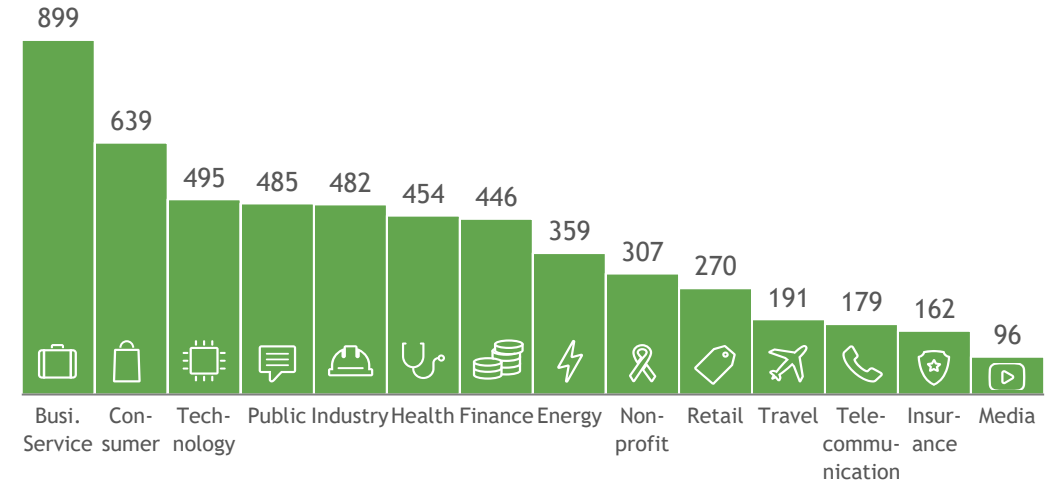
# Global overview on results



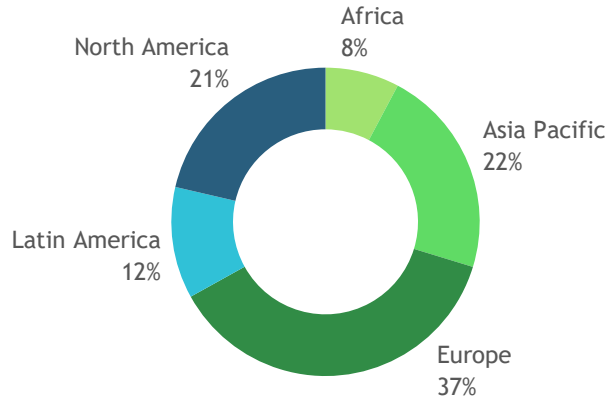
# Creating People Advantage—A survey of 6,686 respondents in 113 countries



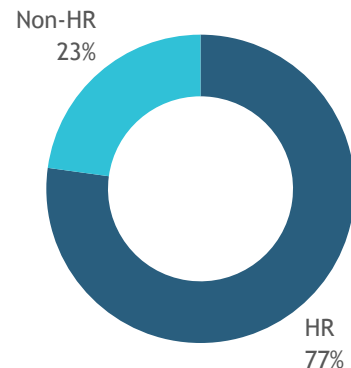
## Industry split



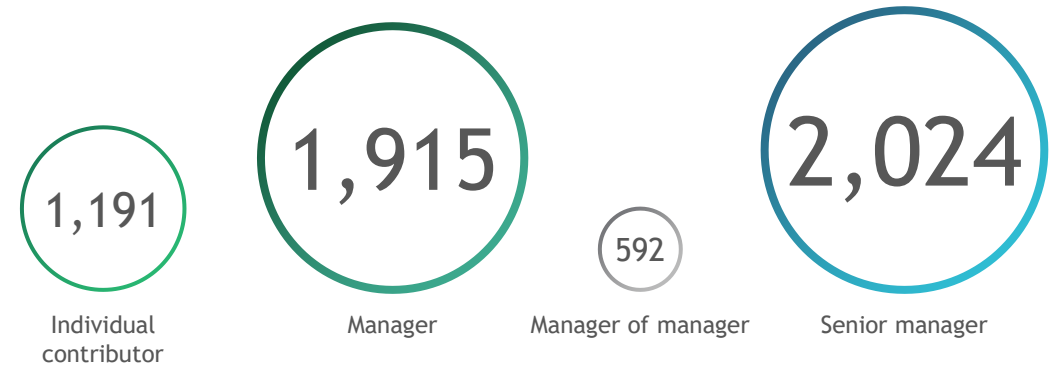
## Regional split



## Current position



## Level of Seniority



Source: 2021 BCG/WFPMA proprietary web survey and analysis.  
 Note: Not Included: N/A and other answers.



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

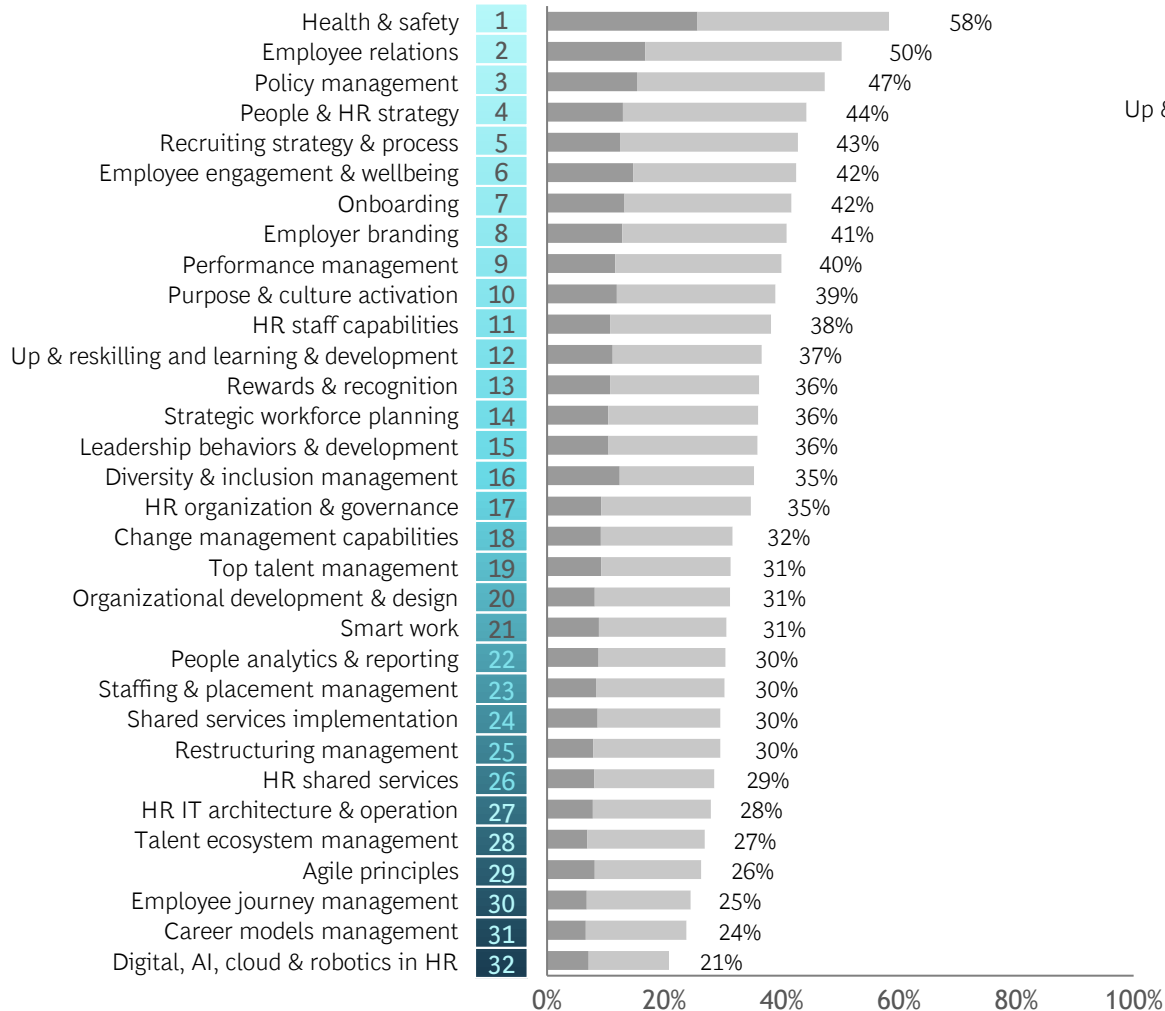
## Clusters

## HR and People Management Topics

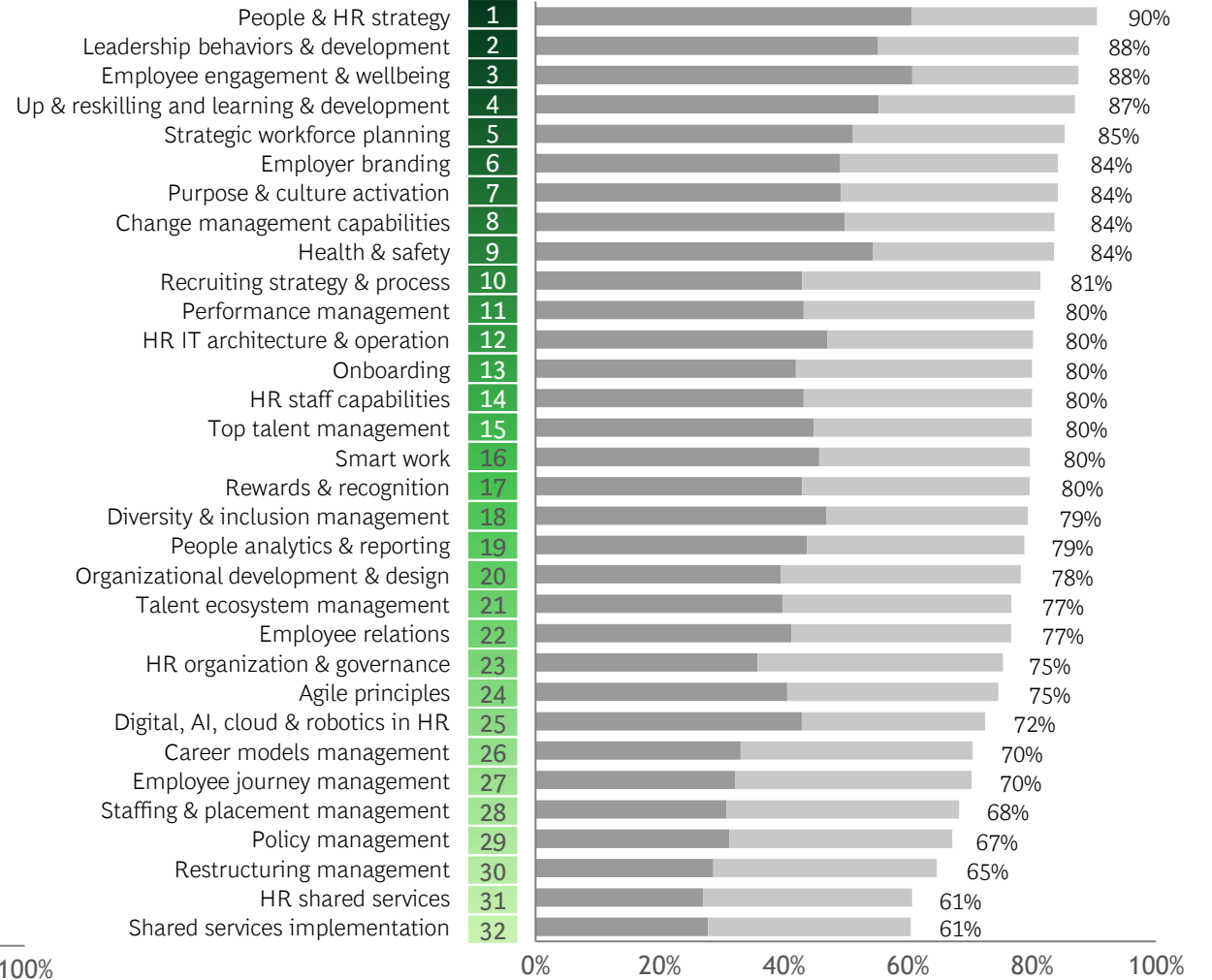
People and HR strategy, planning and analytics	People and HR strategy	Strategic workforce planning	People analytics and reporting			
Talent acquisition	Employer branding	Talent ecosystem management	Recruiting strategy and process	Onboarding		
People development	Up- and reskilling and learning and development	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

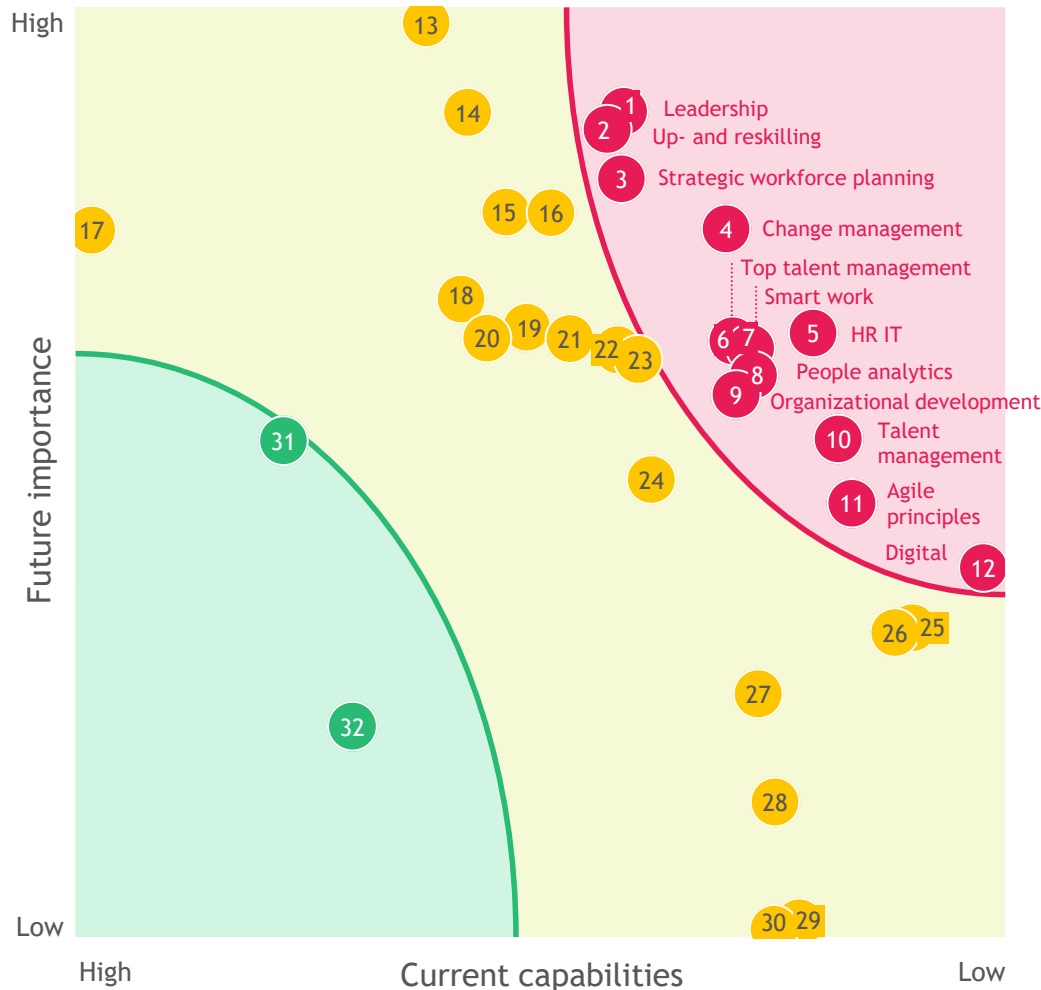


Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686).  
 Note: Ranked by highest number of responses in "high" and "somewhat high".

■ 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

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



# Greece country results

# Our survey drew responses from 131 Greek participants

## Geography



## Current position



## Level of Seniority

Individual contributor



Manager



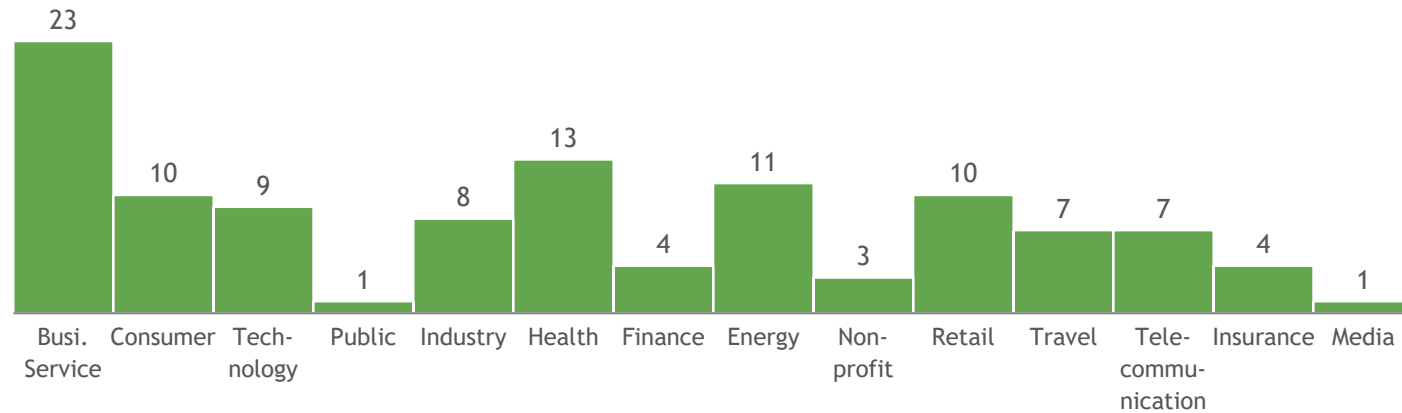
Manager of manager



Senior manager



## Industry split

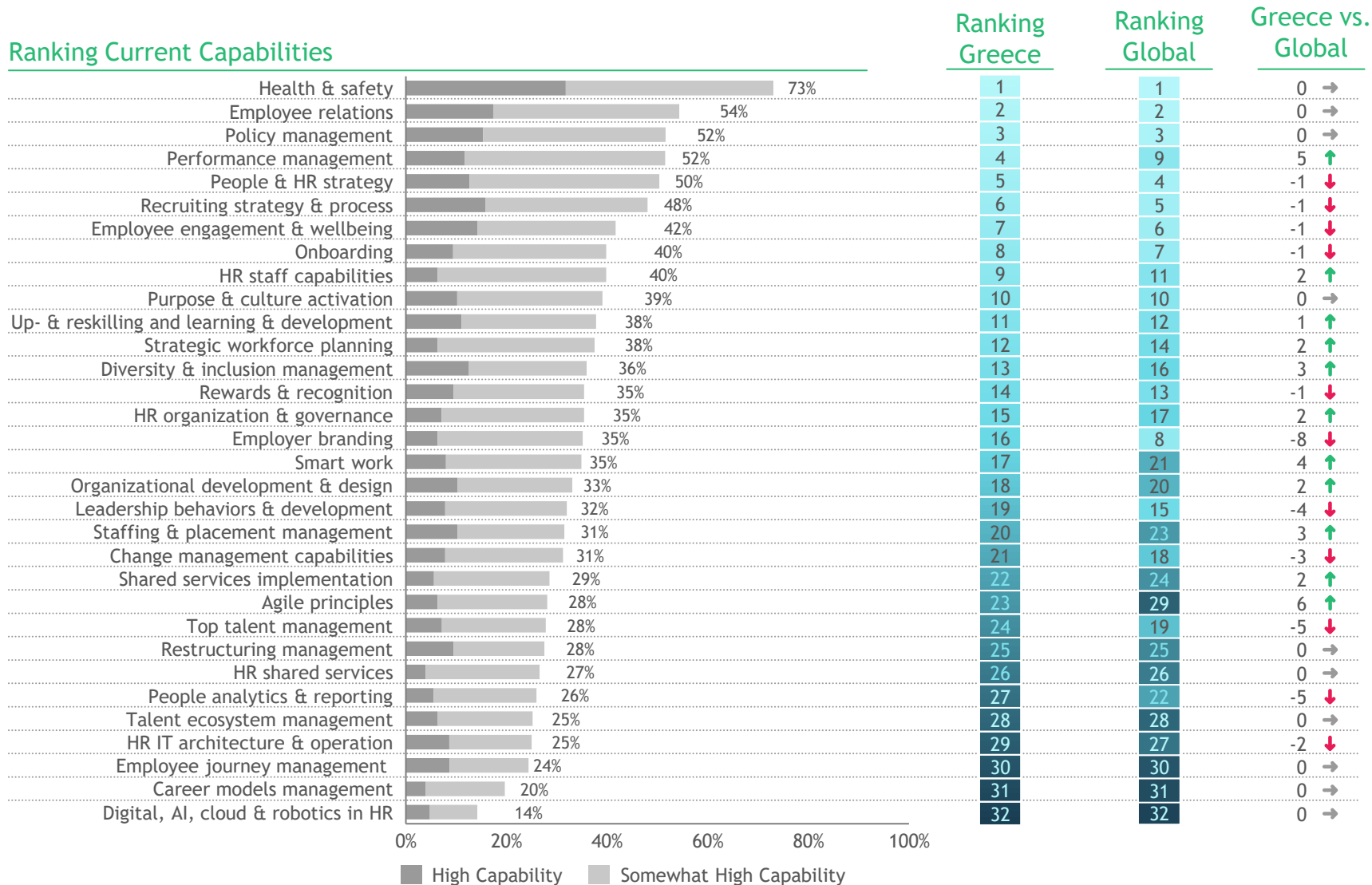


Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Greece n = 131).  
 Not Included: N/A and other answers (Industry split: 19 respondents in other industries).





# Ranking of 32 topics for Current Capabilities

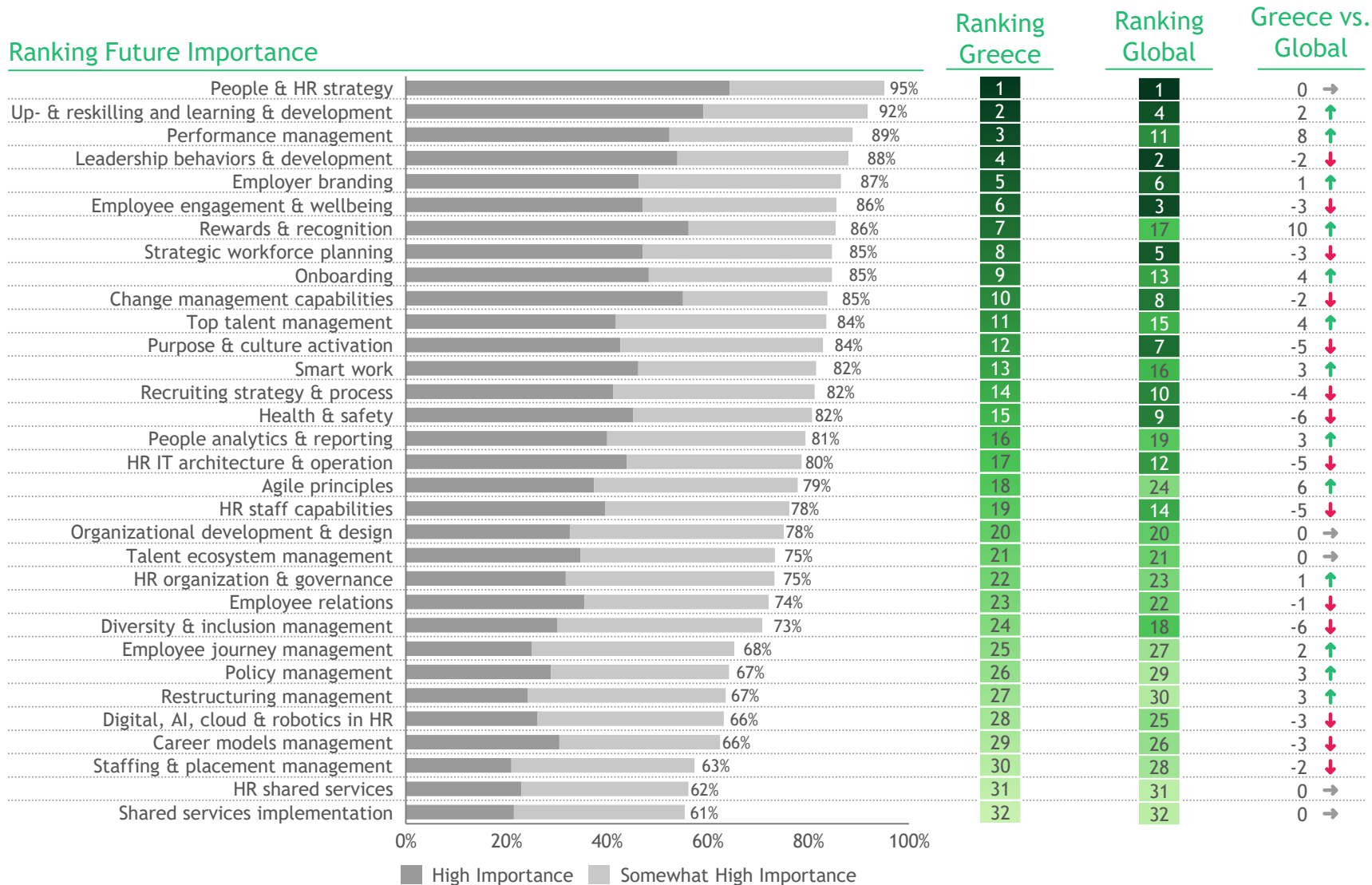


## Key highlights

- Current **Agile principles** capabilities ranked higher by Greek respondents vs. global average (+6 positions)
- Current **Employer Branding** capabilities ranked lower by Greek respondents vs. global average (-8 positions)



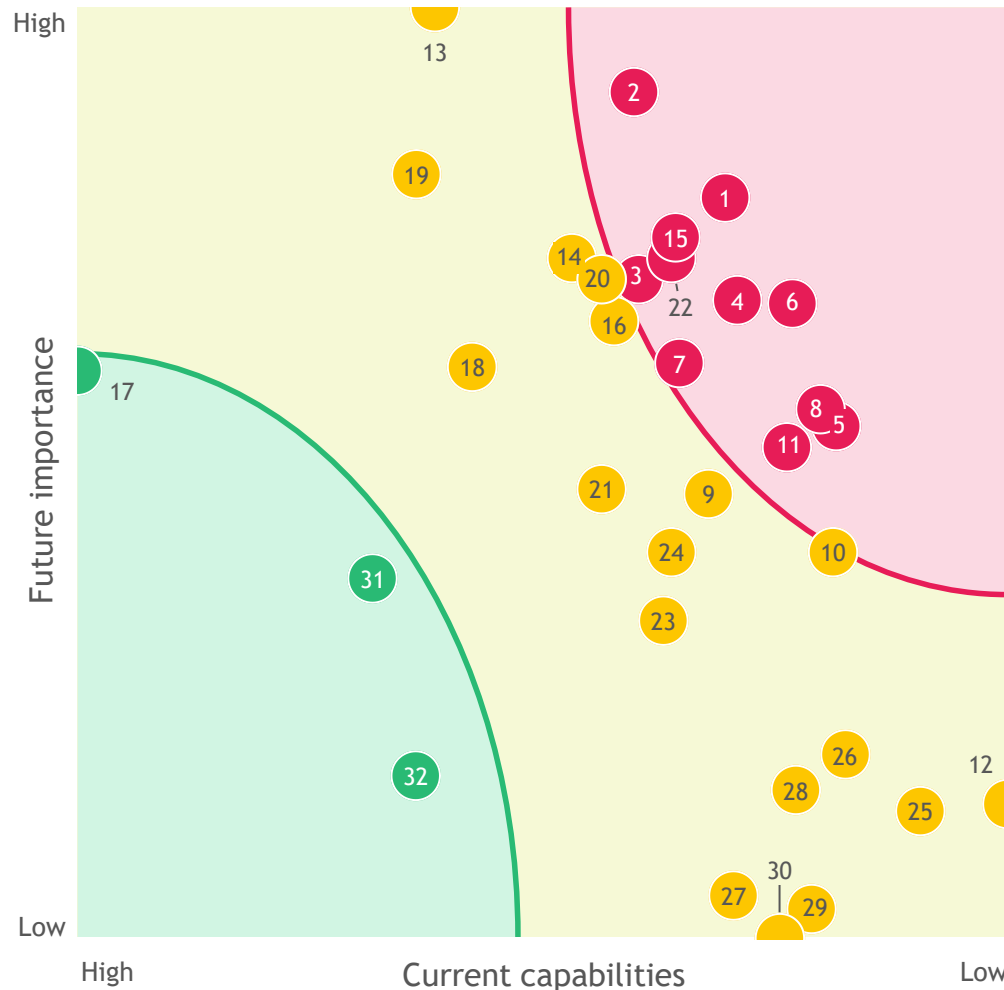
# Ranking of 32 topics for Future Importance



## Key highlights

- Future importance of **Rewards & recognition** ranked much higher by Greek respondents vs. global average (+10 positions)
- Future importance of **Health & safety and Diversity & inclusion management** ranked lower by Greek respondents vs. global average (-6 positions)

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



- Strong need to act
- 1 Leadership behaviors & development
- 2 Up- & reskilling & learning & development
- 3 Strategic workforce planning
- 4 Change management capabilities
- 5 HR IT architecture & operation
- 6 Top talent management
- 7 Smart work
- 8 People analytics & reporting
- 11 Agile principles
- 15 Employer branding
- 22 Rewards & recognition
- Medium need to act
- 9 Organizational development & design
- 10 Talent ecosystem management
- 12 Digital, AI, cloud & robotics in HR
- 13 People & HR strategy
- 14 Employee engagement & wellbeing
- 16 Purpose & culture activation
- 18 Recruiting strategy & process
- 19 Performance management
- 20 Onboarding
- 21 HR staff capabilities
- 23 Diversity & inclusion management
- 24 HR organization & governance
- 25 Career models management
- 26 Employee journey management
- 27 Staffing & placement management
- 28 Restructuring management
- 29 HR shared services
- 30 Shared services implementation
- Low need to act
- 17 Health & safety
- 31 Employee relations
- 32 Policy management

Source: 2021 BCG/WFPMA proprietary web survey and analysis (Greece n = 131).  
 Note: Based on answers “high” and “somewhat high”.

# Cluster ranking across economies by Current Capabilities

## Current Capabilities

	Global	Americas				Europe										Africa		Asia Pacific									
Order by global ranking		Brazil	Canada	Mexico	USA	France	Germany	Greece	Italy	Lithuania	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Nigeria	South Africa	China	Hong Kong <sup>1</sup>	India	Japan	Sri Lanka	Thailand	UAE
Labor & Employee relations	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	5	1	1	1	1	1
Performance rewards & engagement	2	3	2	4	2	2	2	2	2	2	2	3	3	3	2	5	2	4	2	3	1	2	3	2	2	2	2
Talent acquisition	3	5	3	2	3	4	3	4	4	3	3	4	4	2	6	3	3	5	2	4	2	6	5	2	4	3	9
People & HR strategy, planning & analytics	4	2	4	3	4	5	8	3	3	4	4	6	2	4	4	5	4	6	5	6	5	3	4	8	5	4	3
Purpose, behavior, leadership & culture change	5	4	5	5	5	6	4	5	5	5	5	3	5	5	2	6	6	3	7	7	6	9	7	5	3	5	8
HR Operating Model	6	7	6	6	6	3	7	6	7	6	7	5	6	7	5	4	2	4	3	3	7	2	6	4	6	7	4
People development	7	6	8	7	9	7	5	8	8	7	6	9	7	6	8	8	7	7	8	5	4	8	3	6	7	6	5
Organizational transformation	8	8	7	8	8	8	6	7	6	8	9	7	8	8	7	7	8	8	6	9	8	7	8	7	9	9	6
Digital and Information Technology	9	9	9	9	7	9	9	9	9	9	8	8	9	9	9	9	9	9	9	8	9	4	9	9	8	8	7
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106

1. Hong Kong is a special administrative region of The People's Republic of China  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).

Low Capability  High Capability

# Topic ranking across economies by Current Capabilities

## Top & bottom five topics: Current Capabilities

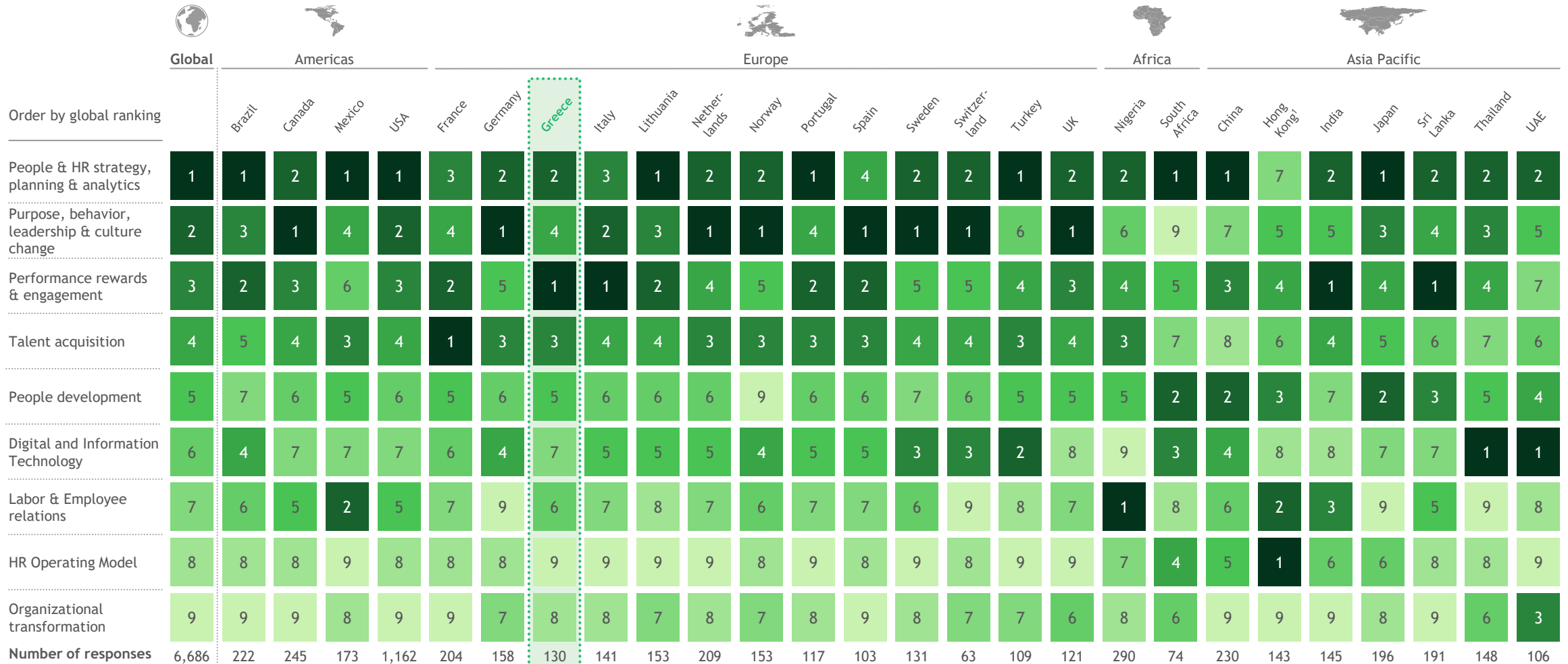
	Global	Americas				Europe								Africa		Asia Pacific											
Order by global ranking		Brazil	Canada	Mexico	USA	France	Germany	Greece	Italy	Lithuania	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Nigeria	South Africa	China	Hong Kong <sup>1</sup>	India	Japan	Sri Lanka	Thailand	UAE
21. Health & safety	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	21	1	1	2	1	1
20. Employee relations	2	3	2	5	2	2	3	2	2	3	4	2	3	2	3	4	2	5	3	3	8	23	2	3	1	2	3
19. Policy management	3	10	4	2	3	9	2	3	3	2	10	5	6	5	2	2	4	4	2	4	6	6	9	2	3	6	2
1. People & HR strategy	4	2	5	7	4	7	11	5	4	6	3	8	2	7	4	9	5	2	19	21	12	7	7	17	4	4	6
6. Recruiting strategy & process	5	7	7	3	9	6	9	6	5	5	13	7	5	6	9	3	7	11	5	6	2	8	5	4	15	10	18
5. Talent ecosystem management	28	22	28	21	29	29	31	28	28	28	29	32	28	10	32	32	28	26	26	26	19	18	24	26	20	18	32
22. Agile principles	29	26	21	29	28	26	26	23	18	27	22	24	31	32	24	28	30	30	29	31	30	18	32	21	32	29	31
27. Employee journey management	30	17	30	23	31	23	28	30	29	29	26	26	26	30	31	29	28	29	28	32	32	31	29	29	30	31	29
9. Career models management	31	25	31	31	32	27	30	31	29	30	31	31	30	26	28	30	30	31	31	29	13	16	12	21	31	28	22
29. Digital, AI, cloud & robotics in HR	32	32	32	32	30	32	32	32	32	32	32	30	32	31	29	31	32	32	32	26	28	13	31	32	26	30	28
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106

1. Hong Kong is a special administrative region of The People's Republic of China  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).

Low Capability  High Capability

# Cluster ranking across economies by Future Importance

## Future Importance



1. Hong Kong is a special administrative region of The People's Republic of China  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).

Low Future Importance  High Future Importance

# Topic ranking across economies by Future Importance

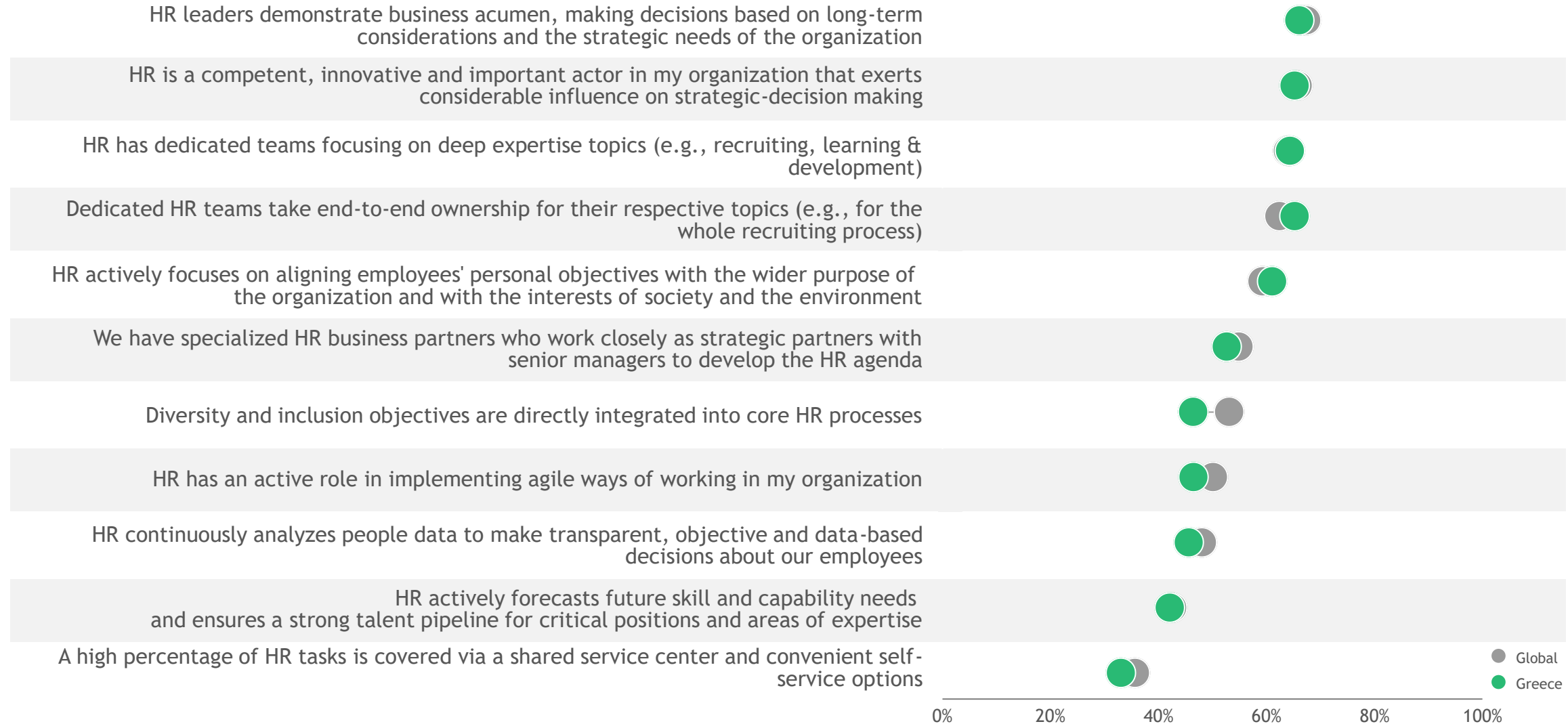
## Top & bottom five topics: Future Importance

	Global	Americas				Europe								Africa		Asia Pacific											
Order by global ranking		Brazil	Canada	Mexico	USA	France	Germany	Greece	Italy	Lithuania	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Nigeria	South Africa	China	Hong Kong <sup>1</sup>	India	Japan	Sri Lanka	Thailand	UAE
1. People & HR strategy	1	1	1	2	1	1	3	1	1	2	2	1	2	1	4	8	1	4	7	1	1	21	9	1	2	4	10
17. Leadership behaviors & dev't	2	2	3	7	3	10	2	4	4	1	4	4	4	4	3	1	16	2	5	16	19	4	8	3	7	2	10
14. Employee engagement & wellb.	3	6	2	9	2	3	1	6	3	3	1	2	3	5	1	11	13	1	20	19	11	23	3	11	3	13	12
8. Up- & reskilling and learning & dev't	4	2	10	3	13	2	6	2	1	7	3	3	1	2	5	2	3	6	3	2	2	1	2	2	1	1	2
2. Strategic workforce planning	5	8	4	6	4	9	10	8	21	9	11	8	7	9	9	8	14	9	10	5	3	16	5	5	11	11	3
11. Staffing & placement mgmt.	28	30	28	26	28	28	27	30	28	28	28	29	28	28	26	30	28	26	21	12	11	26	31	6	23	31	21
19. Policy management	29	29	29	30	21	29	32	26	30	32	32	26	29	29	30	32	31	25	1	31	23	12	15	28	24	32	17
26. Restructuring management	30	31	31	26	30	30	29	27	29	29	31	25	30	32	29	27	29	27	23	25	28	8	29	15	30	21	25
31. HR shared services	31	28	30	31	32	31	31	31	32	31	29	31	32	30	32	29	32	32	31	32	24	20	25	30	31	29	31
25. Shared services implementation	32	32	32	32	31	32	30	32	31	30	30	32	31	31	31	28	30	31	29	13	29	32	32	32	28	27	19
<b>Number of responses</b>	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106

1. Hong Kong is a special administrative region of The People's Republic of China  
 Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).

Low Future Importance  High Future Importance

# Future of HR - Gap size between Greece and Global responses



Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,705, Greece n = 115).  
 Note: Percentage agreement by answers “agree” or “tend to agree” to the listed hypotheses.



# Personalized experiences - Gap size between Greece and Global responses



Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,537, Greece n = 113).  
 Note: Percentage agreement by answers “agree” or “tend to agree” to the listed hypotheses.