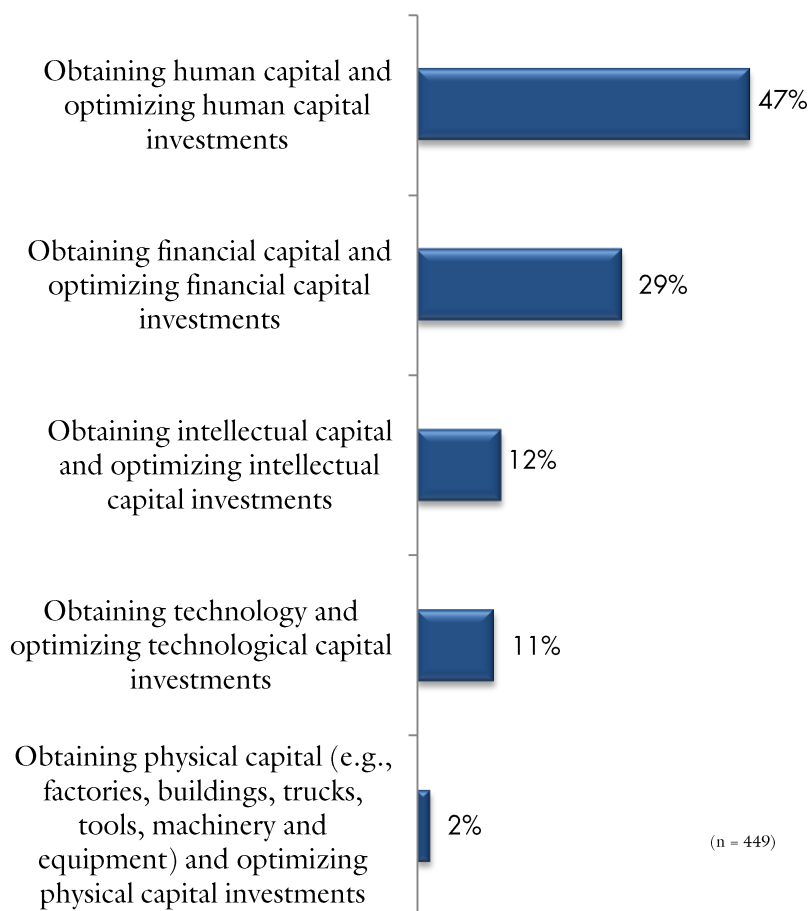


SHRM Research Spotlight: Challenges Facing Organizations in the Next 10 Years

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What do you think will be the biggest investment challenge facing organizations over the coming 10 years?



About SHRM Research | SHRM Research produces high-quality, leading-edge research and provides expertise on human resource and business issues. It acts as an advisor to SHRM for the purpose of advancing the HR profession and generates and publishes cutting-edge research used by human resource professionals to develop their knowledge and to provide strategic direction to their organizations. As leading experts in the field of HR, SHRM Research works closely with leading academics, policy makers and business leaders.

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Research Findings

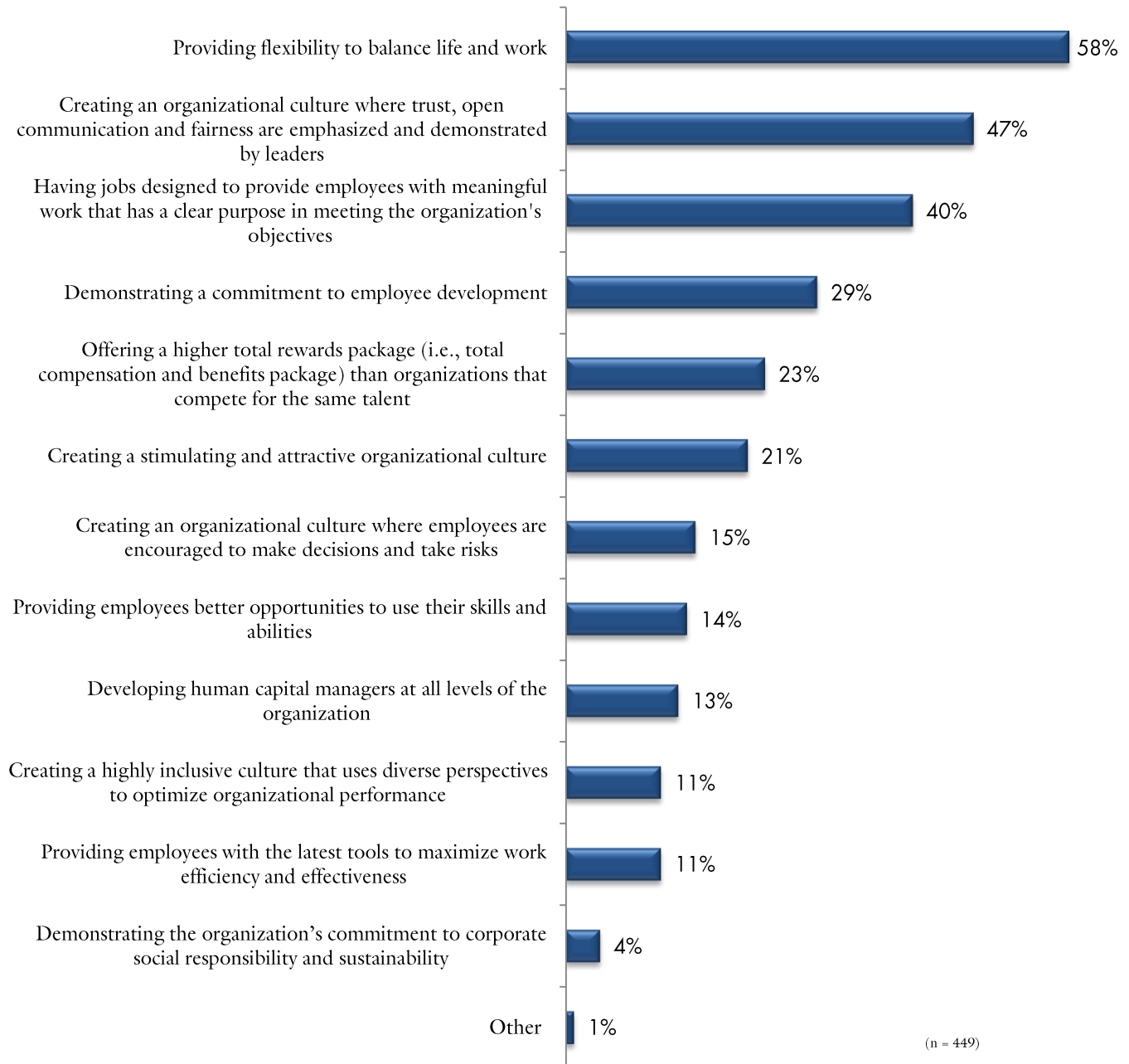
- **Getting and making the most of human capital is a key priority.** The biggest investment challenges facing organizations over the next 10 years are obtaining *human capital* and optimizing human capital investments (47%), obtaining *financial capital* and optimizing financial capital investments (29%), and obtaining *intellectual capital* and optimizing intellectual capital investments (12%).
- **To attract and keep the best talent, organizations should allow flexible work arrangements.** Providing flexibility for employees to balance their life and work responsibilities is the most effective way to attract, reward and retain top performers, according to 58% of HR managers.
- **Cultivate a culture of trust, open communication and fairness.** Creating an organizational culture where trust, open communication and fairness are emphasized and demonstrated by leaders is a key human capital strategy.
- **Keep a clear line of sight between employees' work and organizational objectives.** 40% of HR managers say that designing jobs to provide employees with meaningful work that has a clear purpose in meeting the organization's objectives optimizes the organization's ability to engage and keep top talent.

A 2010 survey of global C-suite executives, *Company of the Future*, commissioned by SHRM with the Economist Intelligence Unit, found that top executives believe the two biggest challenges facing HR over the coming 10 years will be:

#1 Retaining and rewarding the best people.

#2 Attracting the best people to the organization.

HR managers identified the following as the most effective tactics to meet these top two challenges:



Methodology | A sample of HR managers was randomly selected from SHRM's membership database, which included approximately 250,000 individual members at the time the poll was conducted. For this analysis, 449 responses were used, yielding a response rate of 17%. The margin of error for this poll is +/- 5%. Download the full research findings at www.shrm.org/surveys.