

A close-up photograph of a person's hand placing a light-colored wooden block onto a tower of similar blocks. The tower is built in a staggered, interlocking fashion, typical of the game Jenga. The background is blurred, showing a dark shirt and a white shirt cuff.

# RE/Think HR Webinar

HR Challenges & Solutions for 2023

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Csaba Szabó



DEVELOP

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Lana Faust Križan



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# Opening Remarks

**Csaba Szabó**

Managing Director  
DEVELOR Hungary





„MILD  
RECESSION”

„APOCALIPTYC  
RECESSION”

2023






# “Next year is going to feel painful” - IMF

- Global recession. Euro-zone GDP growth 0.9%
- War in Ukraine
- China's slowdown
- Energy crisis in Europe
- Inflation remains high (6.5% global)
- Cost of living crisis - poverty

2023





**V**olatility  
**U**ncertainty  
**C**omplexity  
**A**mbiguity



# JAMAIS CASCIO, FUTURIST

*„Conditions aren't simply unstable, they're chaotic. Outcomes aren't simply hard to foresee, they're completely unpredictable. Situations aren't simply ambiguous, they are incomprehensible.”*



# BANI

## WORLD



**BRITTLE**

Increased  
level of  
fragility



**ANXIOUS**

Constant  
feeling of  
impotence



**NON-LINEAR**

Disconnected  
cause-effect



**INCOMPREHENSIBLE**

We  
understand  
less

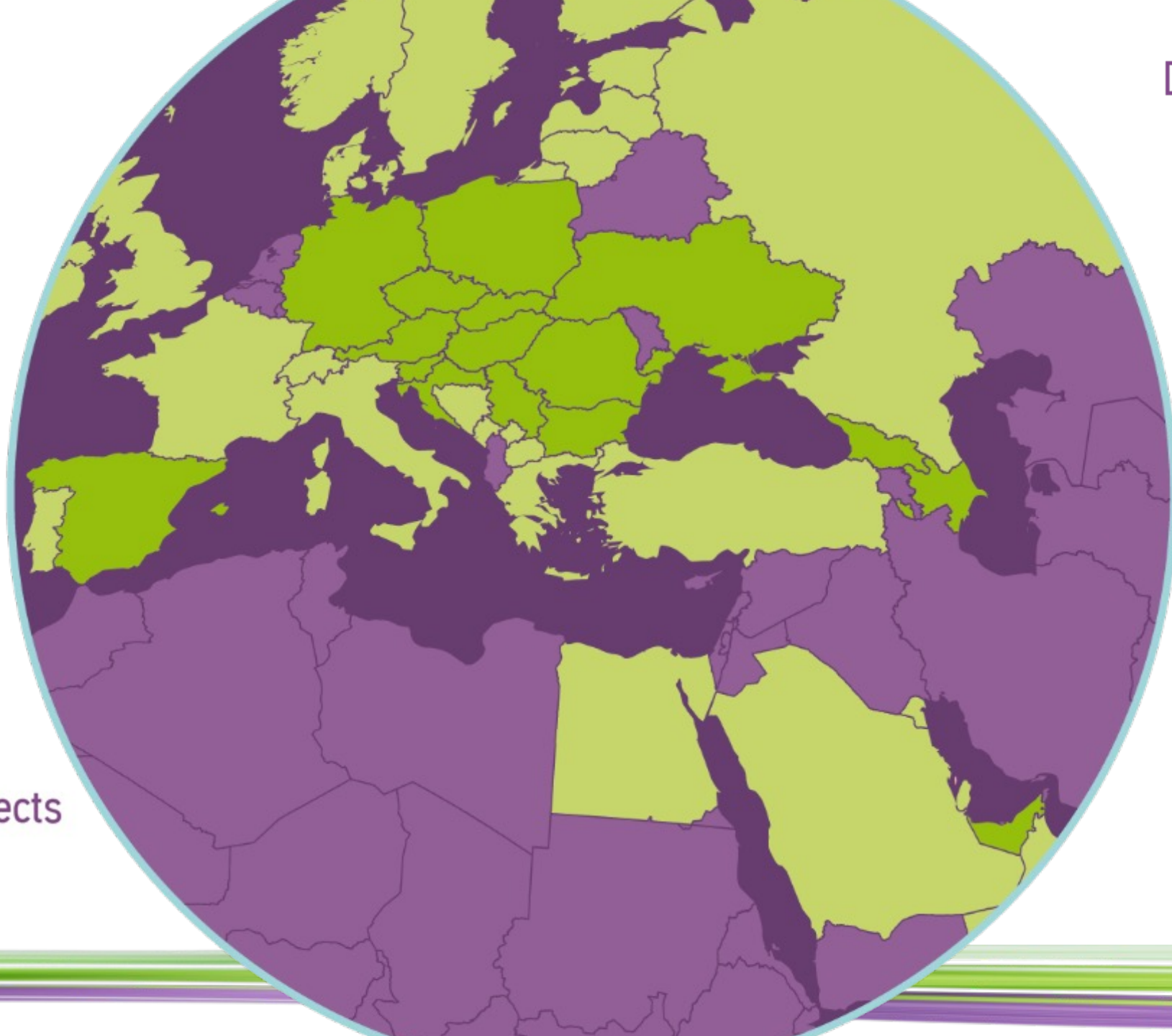


16

DEVELOR  
offices

30

COUNTRIES  
partners & projects





# HR and L&D Challenges

**Réka Greff**

Head of Learning Experience  
DEVELOR

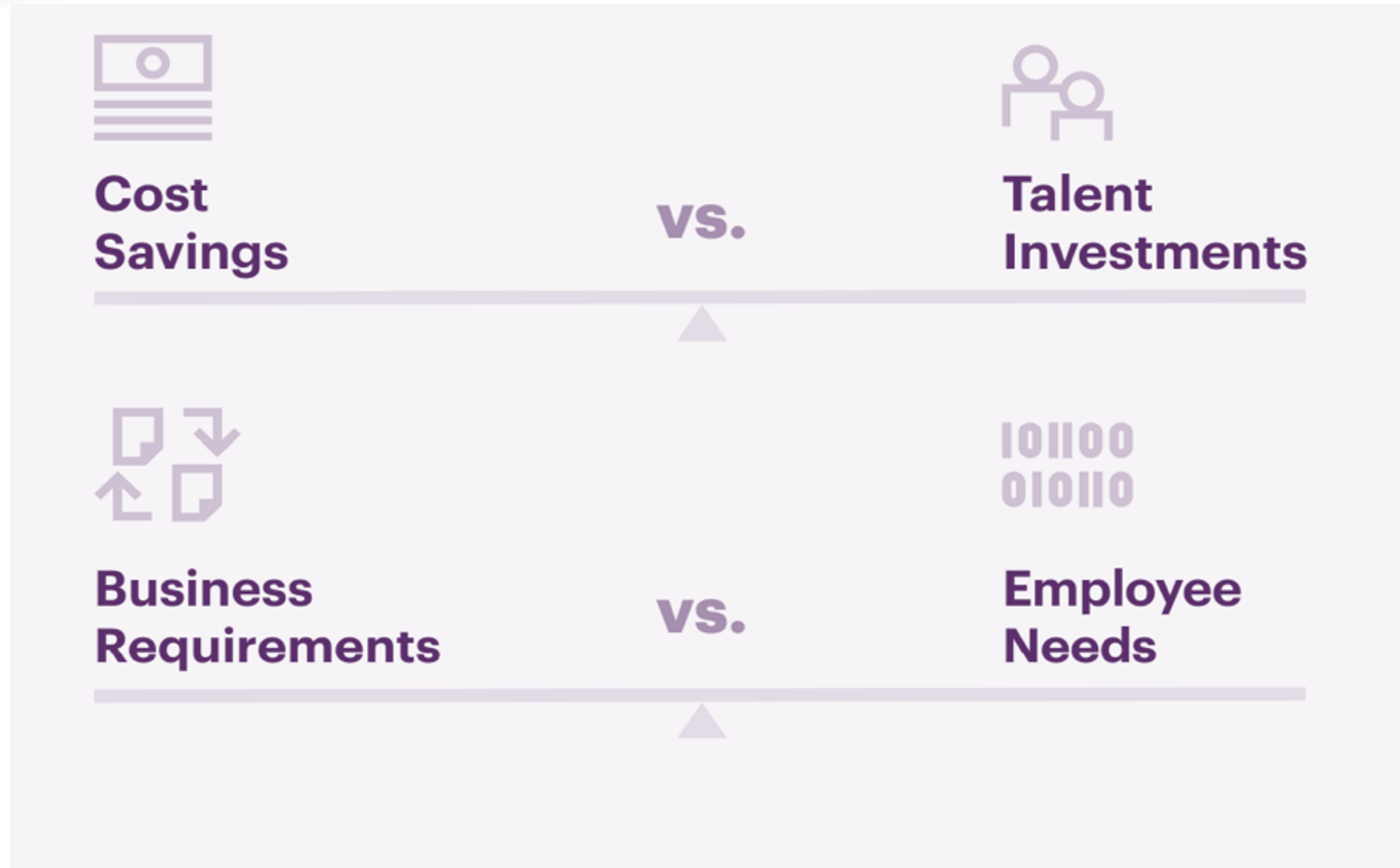




# CHALLENGES IN THE CURRENT ECONOMIC ENVIRONMENT

- 1 Rising inflation
- 2 Scarce, expensive talent
- 3 Global supply constraints

# HR LEADERS MUST WEIGH MANY TRADE-OFFS



Source: Gartner – Top 5 priorities for HR Leaders



# THE GREAT RESIGNATION





# QUIET QUITTING





# EMPLOYEE RETENTION AND ENGAGEMENT IN A NEW PERSPECTIVE



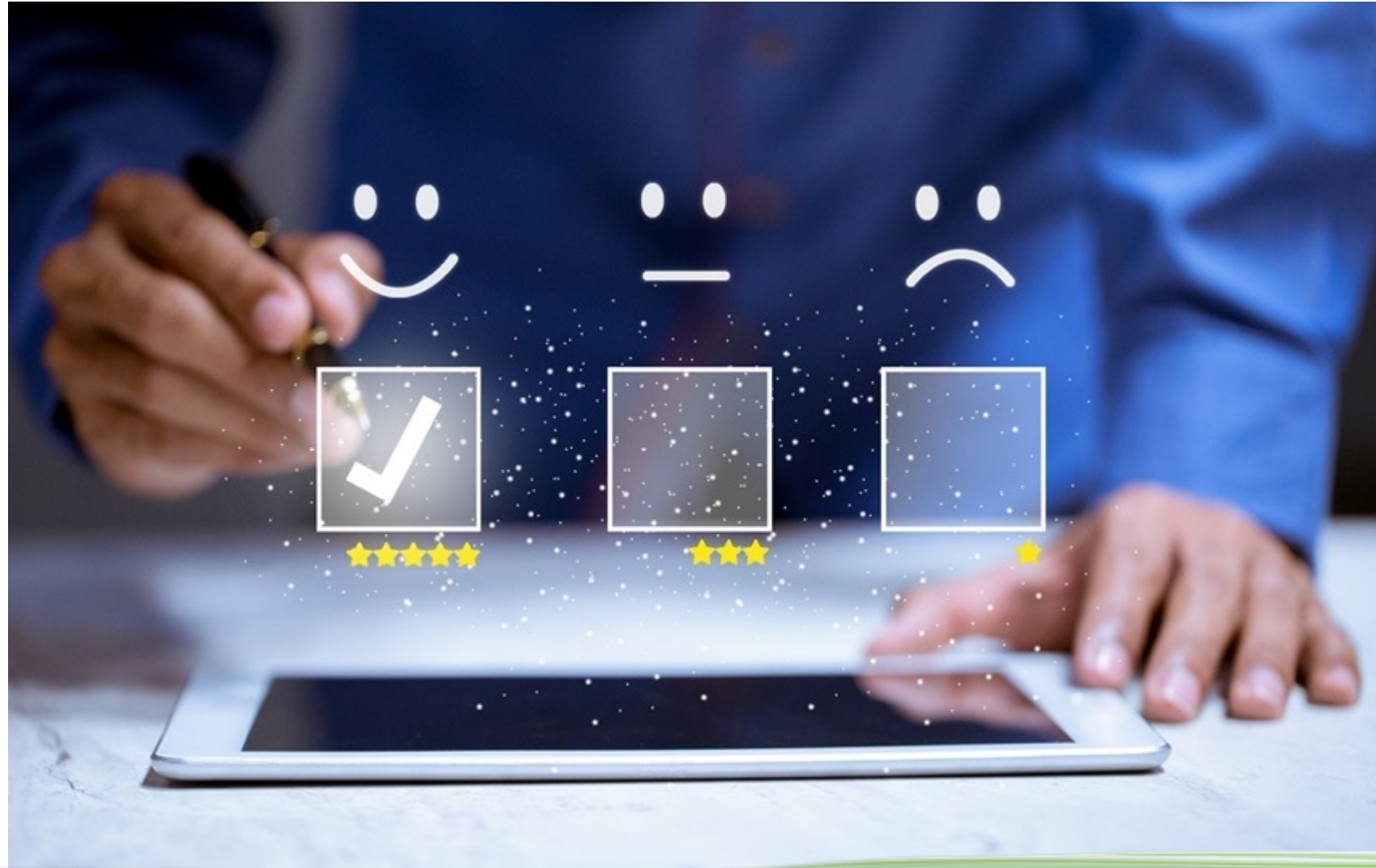
# NEW EMPLOYEE EXPECTATIONS



# CANDIDATE EXPERIENCE

**First impression counts.**

**13% decrease**  
in applications  
for job  
openings and a  
**10 % increase**  
in rejected  
offers.



# FLEXIBILITY



Not everybody wants to go back to work.

$\frac{1}{3}$  of professionals indicated they **don't expect to go back to the office full time.**

$\frac{3}{4}$  indicated they have **more energy and focus** working from **home office.**



# PURPOSE

Employees want to know what they fit - and how.

70% of employees say their **sense of purpose** is defined by their work.



# BENEFITS



79% of HR experts say that **lack of financial benefits** will result in attrition.

HR must consider a **holistic package of benefits** considering also the **mental and financial well-being** of employees



# MENTAL AND EMOTIONAL HEALTH



# CHANGE FATIGUE



Employees with  
above average  
change fatigue  
show

**31% less intent to  
stay**

compared to  
those with low  
change fatigue.

# WORK FRICTIONS

Hybrid and remote employees are **40% more likely** to experience high levels of **work friction**.



# BURNOUT



**Burnout** is one of the leading causes of **attrition** and – moreover – of **quiet quitting**.



# PANEL DISCUSSION



**Lyndsey Scott**

Chief Human Resources Officer



**Lana Faust Križan**

Group HR Vice President



**Jelena Rajcevic**

Head of Capability Development  
& Strategic HR





# WHAT AND HOW CAN WE DO NOW?

**Zsolt Pozvai**

Global CEO  
DEVELOP



WHAT AND HOW  
CAN WE DO  
NOW?





A vibrant, stylized illustration featuring a dark blue background with a city skyline silhouette. In the foreground, several thick, flowing streamers in green, purple, and blue arch across the frame. People are depicted in a celebratory mood: a man in a blue shirt and red pants has his arms raised, dropping yellow confetti; a woman in a white shirt and yellow pants is also celebrating; and other figures are visible at the bottom, some wearing boots. The overall atmosphere is one of joy and achievement.

# FOCUS STRATEGY

POSSIBLE ANSWERS

# HR & L&D **FOCUS** STRATEGY FOR 2023



## CRITICAL CHALLENGES

- Retention and Engagement
- Mental health
- Adaptive leadership



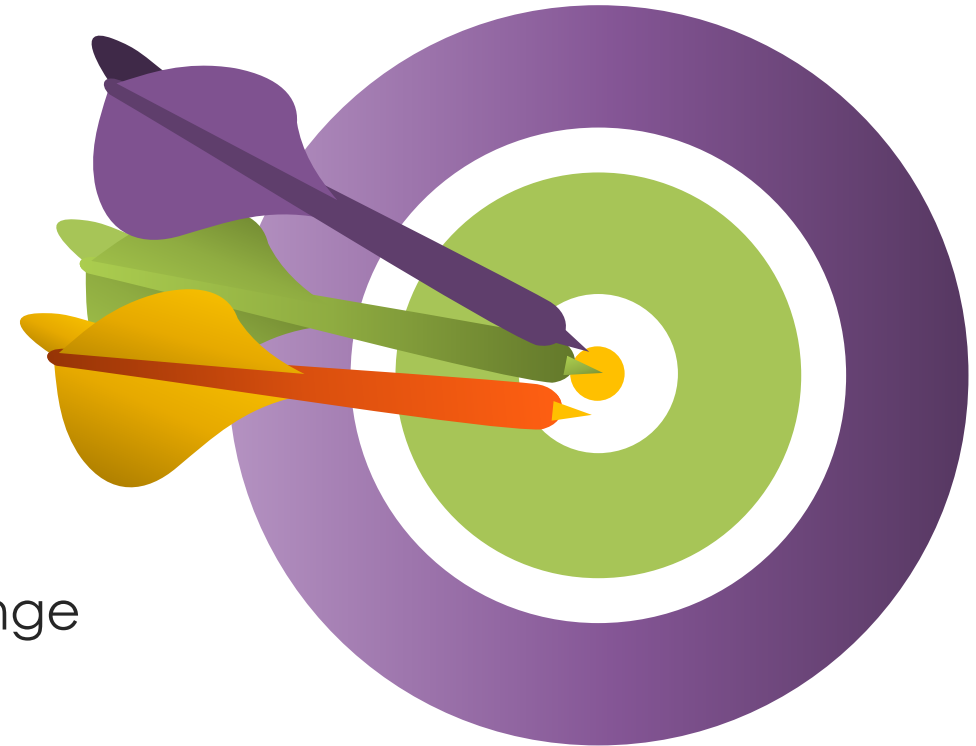
## KEY TARGET GROUPS

- Critical employee groups
- (Mid-, first line) leaders



## IMPACT

- Sustainable mindset and behavior change
- Business impact







# NEED FOR **HUMAN-CENTRIC** LEADERS

# HUMAN CENTRIC APPROACH

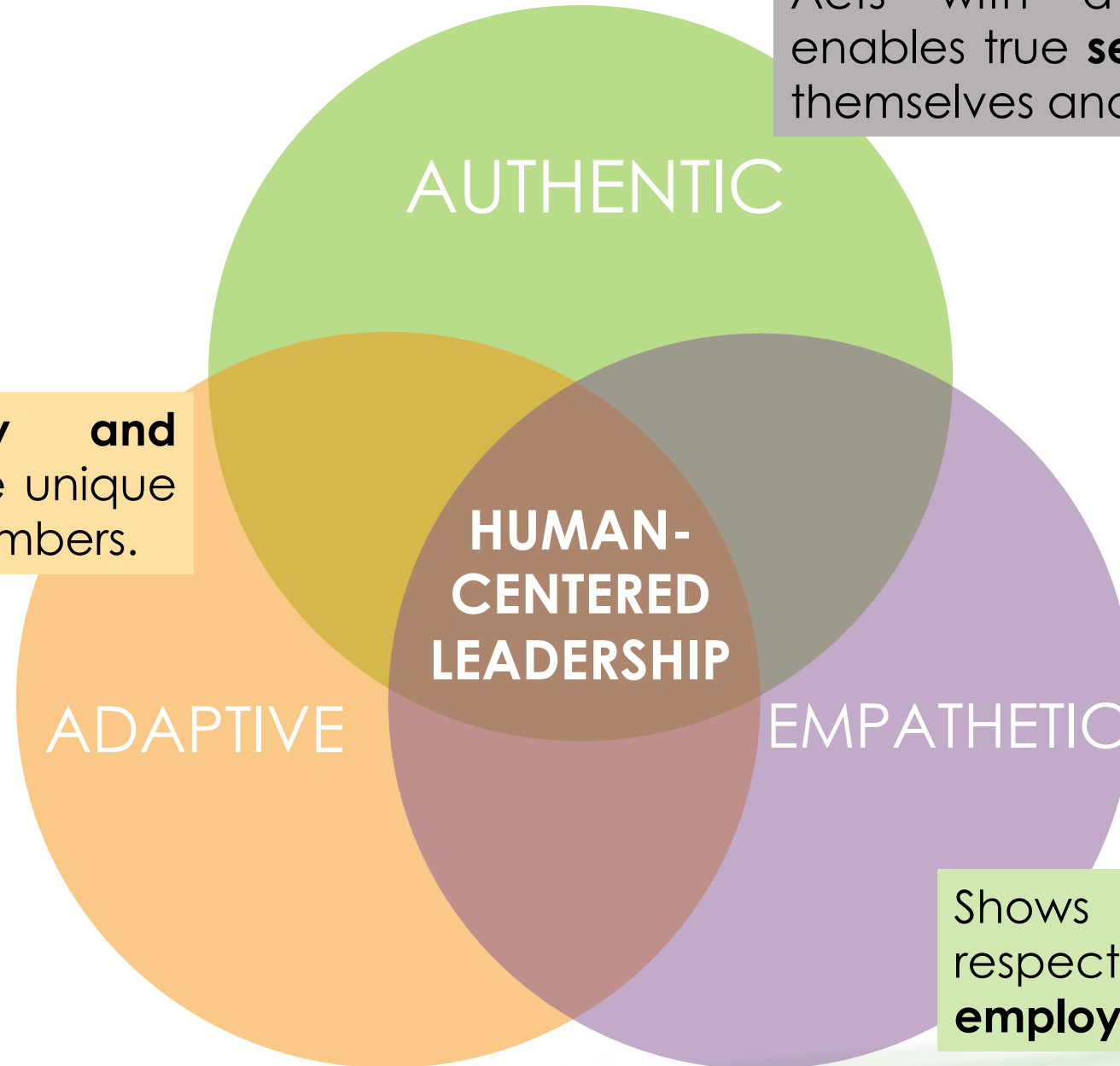


The current BANI environment and people demand a **more human centric approach** of leaders.

# ≡ HUMAN-CENTRIC LEADER

Acts with a **purpose** and enables true **self-expression** for themselves and their teams.

Enables **flexibility** and **support** that fits the unique needs for team members.



Shows **genuine care**, respect and concern for **employee well-being**.



# DRIVE ENGAGEMENT – THE MAGIC TOOL-SET

$\lambda$  | autonomous.ai

M

Meaning

A

Autonomy

G

Growth

I

Impact

C

Connection

# MANAGING HYBRID TEAMS



More than **70 %** of  
all employees want  
a hybrid workplace.

But managing a  
hybrid workforce  
means a challenge  
to many leaders.



# SUPPORTING DIVERSITY & INCLUSION

The majority of employees feel that their workplace is **diverse**, but that there are **gaps in real inclusion**.

Crating a sense of belonging is **key for a retaining and attractive culture**.







# NEED FOR **PERSONAL GROWTH**

# HOME OF GROWTH

If employees **don't see growth** or don't feel **their work aligns with their talent**, they are likely not to strive and to seek other opportunities.



Companies need to become a **home of growth** and provide access to career and employee development.

# DIGITALIZATION

The digital skills gap is widening.

$\frac{3}{4}$  of workers surveyed do not feel prepared for working in a digital-first world.

A lack of technology skills is a common barrier to creating a successful learning ecosystem.





# FOCUS STRATEGY

Encourage talents to **join, stay** and **strive**,  
organizations should reflect on:

- ✓ Monitor&reflect on EMPLOYEE EXPECTATIONS
- ✓ Focus on MENTAL AND EMOTIONAL HEALTH
- ✓ Prepare ADAPTIVE, HUMAN-CENTRIC LEADERS
- ✓ Become the HOME OF GROWTH



THANK YOU!