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Floeren kan je leren

Waar ben jij naar op zoek?



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HR prioriteiten in 2023

Top 5 Priorities for HR Leaders in 2023

Gartner surveyed more than 800 HR leaders across 60 countries and all major industries to identify their priorities and challenges for 2023. The largest share of respondents put “leader and manager effectiveness” on their list, but many HR leaders will also prioritize organizational design and change management, employee experience, recruiting and future of work.

01 Leader and Manager Effectiveness

60% of HR leaders
prioritizing



02 Organizational Design and Change Management

53% of HR leaders
prioritizing



03 Employee Experience

47% of HR leaders
prioritizing



04 Recruiting

46% of HR leaders
prioritizing



05 Future of Work

42% of HR leaders
prioritizing



Note: Percentages represent the share of respondents naming the priority.

n = 860 HR leaders

Source: Gartner 2023 HR Priorities Survey

What Is Driving These Priorities?

Organizations face uncertain and confusing times

Executives are facing a “triple-squeeze” of pressures:

- 1 **Rising inflation:** 90% of CEOs expect it to rise significantly within the next 12 months.
- 2 **Scarce, expensive talent:** 50% of HR leaders expect increased talent competition over the next six months.
- 3 **Global supply constraints:** 48% of CFOs believe supply chain volatility and shortages will last beyond 2022.

HR leaders must weigh many trade-offs

HR leaders have to manage investments in people and technology, cultivating a positive culture and employee experience, and transform HR to be more automated and digital at the same time.



New employee expectations impact retention and attraction

-  **Flexibility:** 52% of employees say flexible work policies will affect their decision to stay at their organizations.¹
-  **Shared purpose:** 53% of employees want their organizations to take actions on issues they care about.²
-  **Well-being:** 70% of companies have introduced new well-being benefits or increased the amount of existing well-being benefits.³
-  **Person-first experience:** 82% of employees say it's important for their organization to see them as a person, not just as an employee.⁴

Source: Gartner

¹ n = 3,500 employees; Source: 2021 Gartner Hybrid and Return to Workplace Sentiment Survey

² n = 5,000 employees; Source: Gartner 2021 EVP Employee Survey

³ n = 77 HR leaders; Source: 2021 Gartner EVP Benchmarking Survey

⁴ n = 5,000 employees; Source: Gartner 2021 EVP Employee Survey

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Herkenbaar?

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Wat kan je hiermee?

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Waaraan doet 'floreren' jou denken?

Positieve psychologie

De wetenschap rond het **floeren** of optimaal functioneren van mensen, groepen en instituten:

- Emotioneel (positieve gevoelens)
- Psychologisch (positieve gedachten)
- Sociaal (positieve processen)

Empirisch onderzoek rond ondermeer **hoop, optimisme, flow, zingeving, kwaliteiten, creativiteit, veerkracht, betrokkenheid, dankbaarheid**

Een volwassen en zelfstandige discipline binnen de psychologie

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Achtergrond

A low-angle photograph of a beach at sunset. In the foreground, several clumps of tall, thin, brownish-green dune grass grow out of the sand. The sand is light-colored and shows some texture. In the background, the ocean stretches to the horizon, with gentle waves visible. The sun is a bright, glowing orb just above the horizon, casting a warm, golden light across the sky and water. The sky is a mix of pale blue and yellow. In the distance, a few small, dark figures of people can be seen on the beach.

Martin Seligman
Mihaly Csikszentmihalyi



Kernkwaliteiten























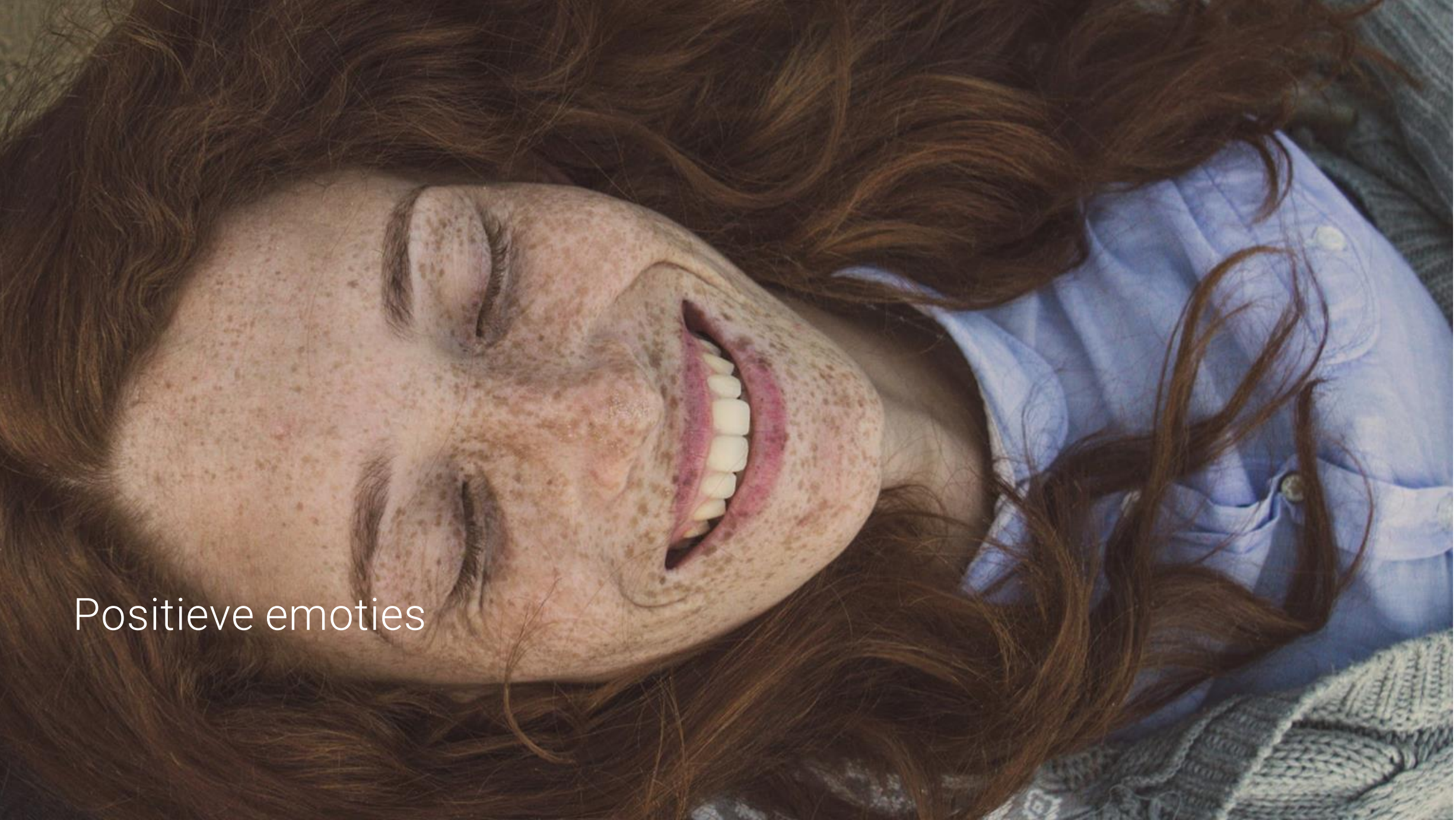


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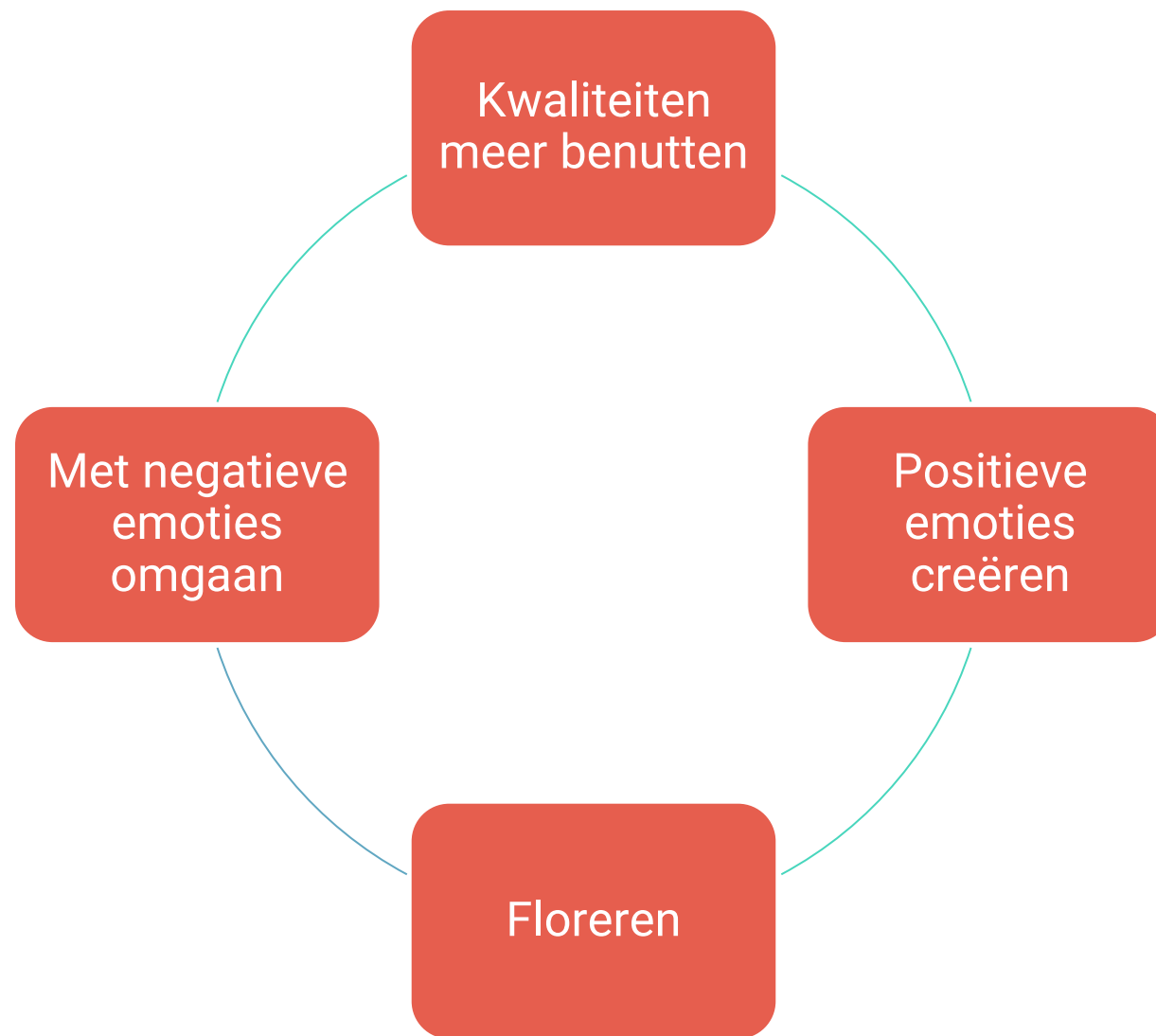
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Jouw kernkwaliteiten?





Positieve emoties





Flow



Dankbaarheid

Waarden
en zingeving





Je honderdste verjaardag
Wat wil jij dat men over jou vertelt?

Wat dan met jouw organisatie, je team?



Employer branding

nieuwe talenten
inspireren en aantrekken



Loyaliteit

toptalenten gemotiveerd
houden



Tevredenheid

een sterke toewijding
voor de job



Samenwerking

focus op teamwerk en
open communicatie



Welbevinden

zowel fysiek als
emotioneel



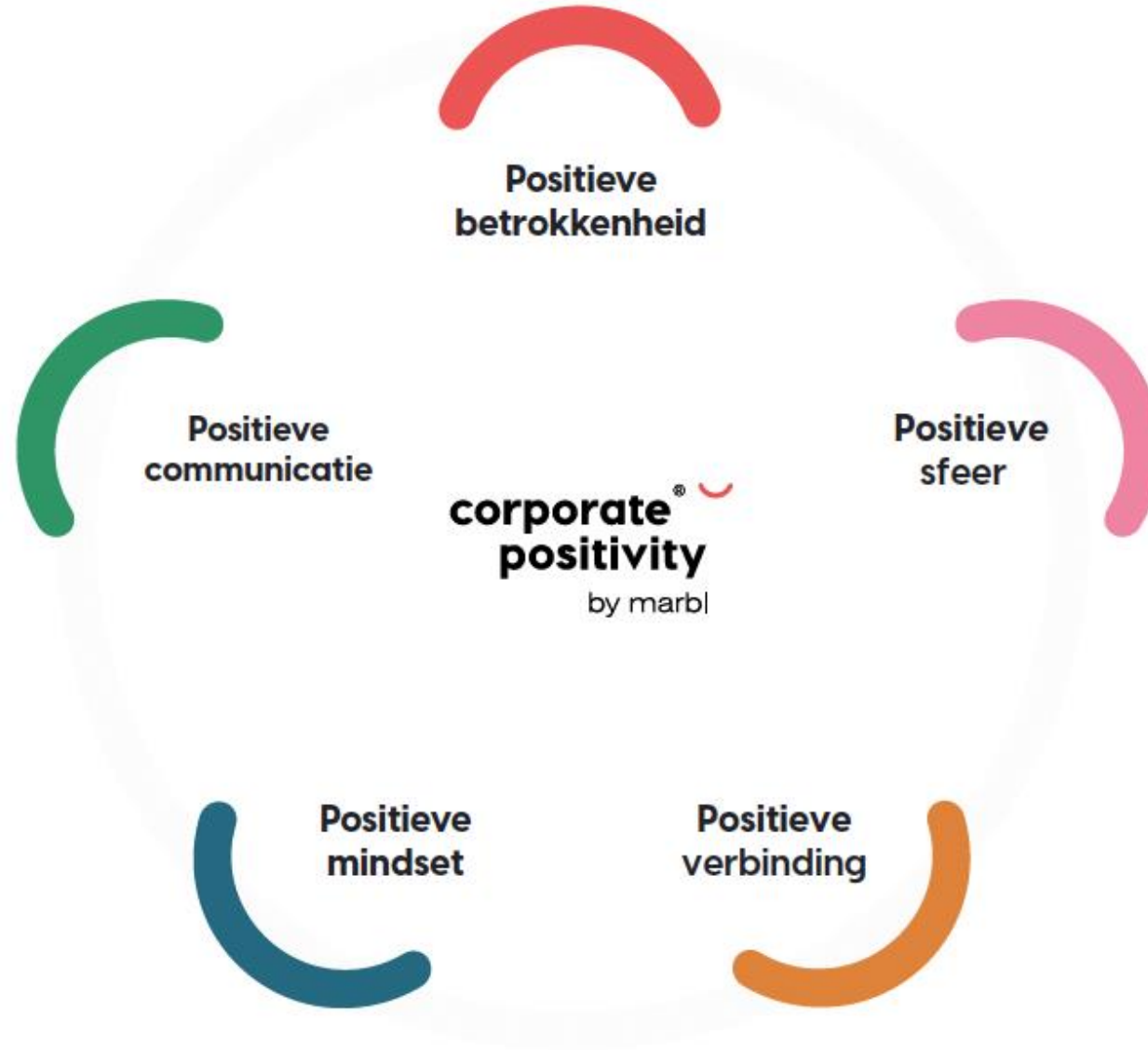
Energie

empowerment en
nieuwe opportuniteiten



Topresultaat

effectiever in resultaat
doorheen de organisatie





Positieve betrokkenheid

Neemt anderen
mee bij culturele
beweging

Dynamiseert met
woorden, symbolen
en rituelen

Genereert
engagement door
successen te
erkennen

Daagt het proces uit
met ideeën



Positieve sfeer

Geeft mensen
energie door
positieve interacties

Aanvaardt fouten
en is dankbaar

Ademt de waarden
en handelt ernaar

Creëert kansen om
plezier te beleven



Positieve verbinding

Ziet, hoort en voelt
kwaliteiten

Stimuleert benutten
van kwaliteiten

Connecteert met
hoofd en hart

Ondersteunt in
positieve en
negatieve situaties



Positieve mindset

Helpt mensen zich
gewaardeerd te
voelen

Ziet oplossingen
eerder dan problemen

Gebruikt bewust
positieve uitspraken

Zoekt naar feedback
en feedforward



Positieve communicatie

Inspireert rond de
visie en
doelstellingen

Communiqueert
rond behaalde
resultaten

Geeft ruimte aan
opinies en
interactie

Brengt hoop en
optimisme over



Have a
marblous
day!



Volg marbl
op LinkedIn
voor meer!

