

Reward leaders: *future skills*

September 2023

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A business of Marsh McLennan



Total reward manager (M5) – top skills

According to the latest internet scrape.....in rank order

Skill	Type	Skill Status	Proficiency Range
Influencing Skills	Behavioural	Existing	Advanced-Authority
Compensation Strategy	Technical	Existing	Developing-Advanced
Analytical Skills	Behavioural	New	Advanced-Authority
Human Resource Strategy	Technical	New	Developing-Advanced
Business Acumen	Technical	Existing	Developing-Advanced
Certified Compensation Professional	Qualifications	Existing	Qualified
Job Evaluation	Technical	Existing	Developing-Advanced
Negotiation	Behavioural	New	Advanced-Authority
Human Resources Information System (HRIS)	Technical	Existing	Developing-Advanced
Detail Oriented	Behavioural	Existing	Advanced-Authority
Thought Leadership	Behavioural	New	Advanced-Authority
Relationship Management	Behavioural	New	Advanced-Authority
Regulatory Compliance	Technical	Existing	Developing-Advanced
Strategic Planning	Technical	New	Developing-Advanced
Talent Management	Technical	New	Developing-Advanced
Certified Employee Benefit Specialist	Qualifications	Existing	Qualified
Interpersonal Communications	Behavioural	New	Advanced-Authority
Presentations	Behavioural	New	Advanced-Authority
Organisational Skills	Behavioural	New	Advanced-Authority
Governance	Technical	Existing	Developing-Advanced
Benefits Strategies	Technical	New	Developing-Advanced
Talent Acquisition	Technical	New	Developing-Advanced
Budgeting	Technical	Existing	Developing-Advanced
Change Management	Technical	New	Developing-Advanced
Compensation Analysis	Technical	New	Developing-Advanced
Process Improvement	Technical	New	Developing-Advanced

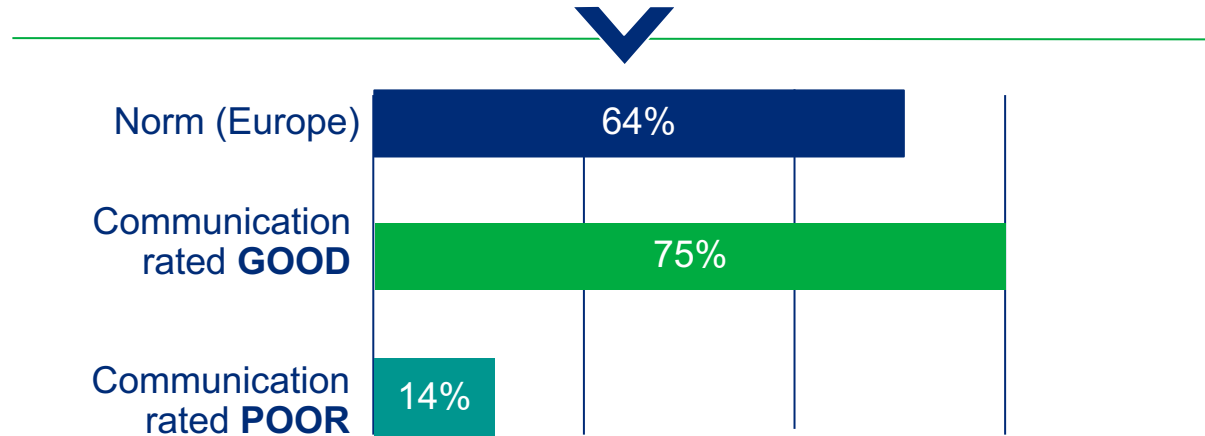
Reflections 'from the outside'

1. Personalisation, DEI, wellbeing, sustainability, resilience...then what?
2. "It ain't what you do but the way that you do it" (Ella Fitzgerald, 1939)
3. "Its better to be vaguely right than exactly wrong" (Read, 1908)
4. "There is nothing so unequal as the equal treatment of unequals" (Aristotle?)
5. 75% v 14%
6. The rise of the machine

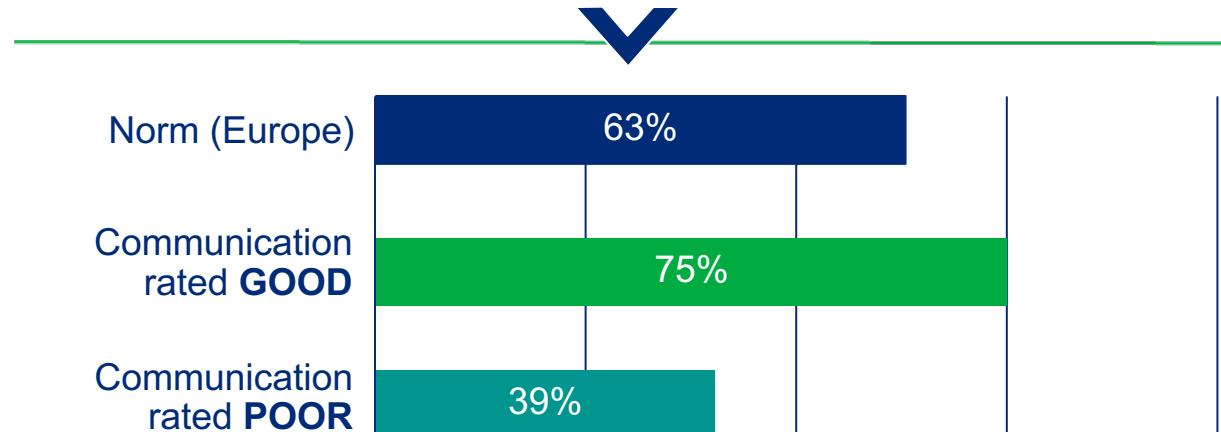
The ROI of better communication

Employees who understand their rewards are nearly 5x more satisfied with their rewards

Percentage of employees satisfied with their rewards (Europe)



Percentage of employees committed to their organisation (Europe)



... and more satisfied with their jobs, and committed to their organisation

58%

of companies plan to use Generative
AI in HR by June 2024

76%

believe it will boost
efficiency in the function

0%

have incorporated generative artificial
intelligence (AI) into all Rewards
processes?

5%

are piloting it into select processes

What do these CEOs and ex-CEOs have in common?



Bernard Fontana, Framatome



Leena Nair, Chanel.



Mary Barra, GM



Anne Mulcahy, Xerox



Safra Catz, Oracle



Roisin Currie, Greggs



Susan Wojcicki, YouTube



Nigel Travis, Dunkin' Brands

<https://www.ft.com/content/38f762cf-d3f1-439e-b348-4c432cd54018>



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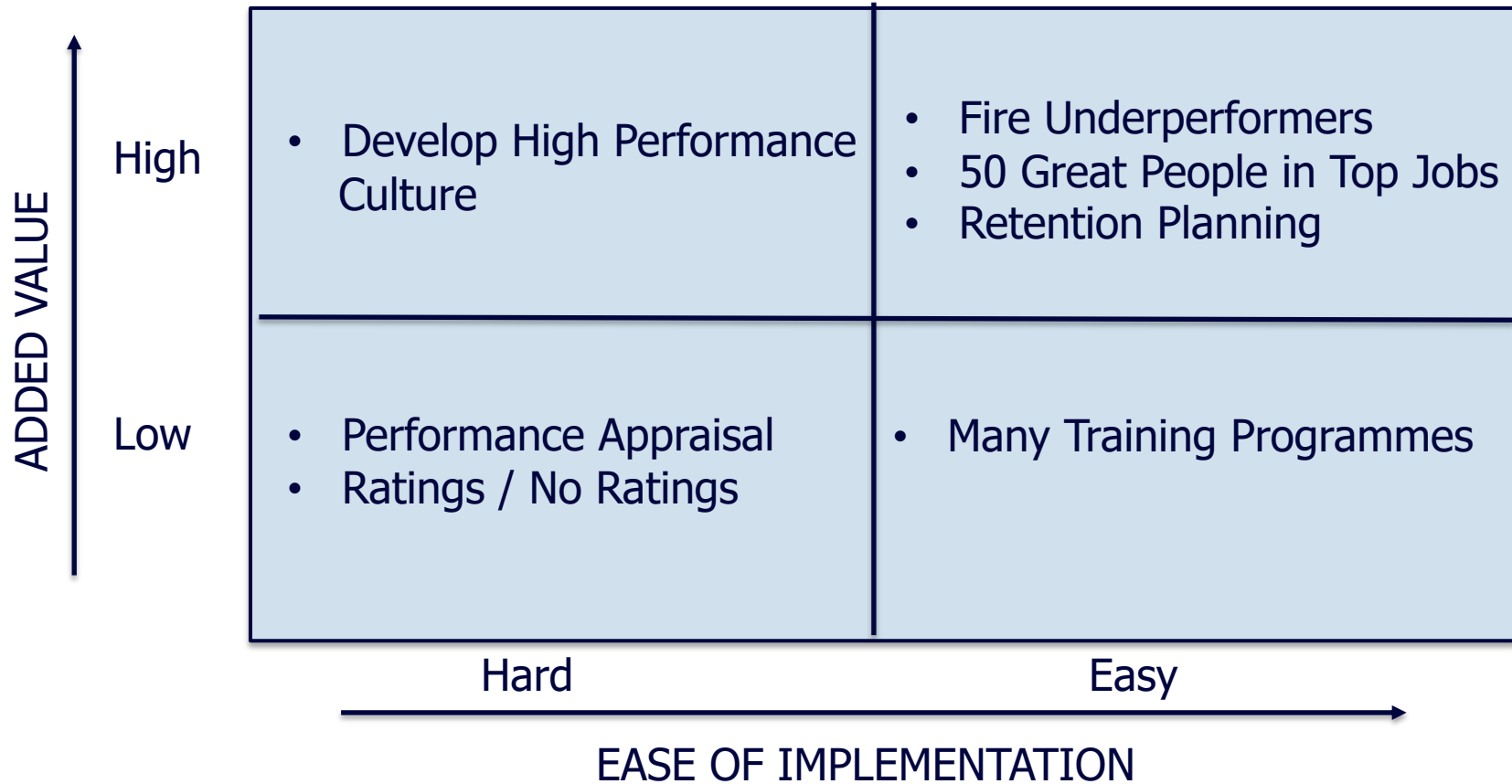
Where are We Today?

- Toft's report summarises situation very well
(Economic, political and technological landscape changing)
- Many companies 'stuck in the mud'
(low growth, uncertain futures, emphasis on wrong things)
- Many fast growing smaller businesses
(lean, agile, dynamic, ambitious)
- Management skills could be improved
(Selection, project planning, customer service, strategic decision making)
- HR could do better
(a widespread misunderstanding about performance, a continuing preoccupation with fads and fashions, data and evidence light)
- Huge opportunities for reward specialists to excel.

Future Reward Specialist

- Performance Consultant
(What's the problem and what will fix it?)
- Talent Enabler – Attraction, retention, motivation
(Better integration between talent and reward)
- Strategic input and insight – big emphasis in report
(Before it's asked for)
- Expert in Risk, Compliance, Regulations, Social Trends and Labour Law

Performance Management



So what skills necessary?

(What are you doing to develop yourself?)

Contribution	How to move up	Sources of Knowledge
Strategic Partner	<ul style="list-style-type: none"> • Know your Business and how you make money • Topic expert • Know broader Business Environment 	<p><u>Business Schools</u> Wharton, Cornell</p> <p><u>Reading</u> McKinsey QLY, B.C.G Wired, Atlantic, F.T, Mercer, Eversheds</p>
Trusted Adviser	<ul style="list-style-type: none"> • Management skill set 	<p><u>Online</u> Coursera, Udemy, M.I.T, Degreed, O.U</p>
Project Deliverer	<ul style="list-style-type: none"> • Manage and influence people • Technology Adopter 	<p><u>Topics</u> Strategy, Social Psychology, Decision Making, Technology, Risk, Finance, Business Economics, Governance, Legal Framework</p>
		<p><u>Mentor</u> <u>Network</u></p>