

Our worldwide survey revealed a gap between ambition and practice, but HR practitioners and business leaders share a similar vision of how work *should be* organised

When HR practitioners, line managers and business leaders¹ were asked whether **people should have a say in what happens to them at work...**



66% said it would be the **right thing to do**²



24% **always apply** the principle in their current practice.

When the same group were asked whether **the long-term interests of people, organisations and society justify sacrifices in the short-term...**



70% said it would be the **right thing to do**³



23% **always apply** the principle in their current practice.

Almost a quarter of HR practitioners feel they have to compromise on their principles because they feel under pressure from business leaders.

Yet, both groups agree on what the 'right' thing to do is...

HR practitioners

Business leaders

79%

74%

... said organisations should treat employees as human beings when dealing with redundancies rather than focusing on legal requirements.

63%

67%

... said staff should be paid at a rate that represents the value they add to the organisation rather than the going market rate.

Would a clearer set of professional principles help HR practitioners make better choices and have greater influence on business decisions? We think so.

cipd.co.uk/pff #changingHR

¹ 10,000 HR practitioners, business leaders, and line managers in the UK, US, Asia, Middle East and North Africa

² In a scenario dealing with budget cuts in a public sector organisation

³ In a scenario dealing with driving organisational performance through culture change