OrgChart®

THE STATE OF
HR VISIBILITY AND INSIGHT

How HR leaders visualize their organization, analyze success, and plan for the future in a time of transformative technology.

HR Plans to Address Visibility as a Fundamental Strategy for Success

In 2025, HR leaders need to address complex new problems, such as how economic uncertainty will impact employee retention and motivation, how to build a workforce with AI skills, and how to balance an in-person, remote, and diverse workforce. Still, beneath all these hot-button issues lies a critical problem that has yet to be solved: How does HR get accurate visibility and insight into their organization?

We surveyed 447 HR leaders in the U.S. to ask this question, as well as what tools they used for visibility, insight, and planning, and how they intend to address visibility issues in the future.

Our survey found a staggering 47% of HR leaders shared they lacked visibility into the current state of their organization, including lack of visibility into their organizational structure, lack of visibility into their open positions, or both. And a total of 88% of HR leaders reported at least one visibility or planning issue is currently affecting their organization.

The ramifications of a lack of visibility are profound. Not only can HR not assess fundamental issues, such as employee career paths and skillsets, but they cannot adequately plan for the future if they do not understand their current state. Our survey found more than one fourth of HR leaders reported they had difficulty headcount and succession planning. Given challenges in recruitment and retention, these are mission critical HR issues.

Fortunately, more than 80% of HR leaders say they want and intend to invest in better visibility and planning tools this year. When HR finds better tools to review and analyze the current state of their organization, they will be able to better prepare for whatever challenges the future holds.

88% of HR leaders reported facing at least one challenge with visibility or planning.

47% of HR leaders say they lack visibility into the current state of their organization.

84% of HR leaders plan to invest more in tools that help them increase visibility and insight into their organization.

The Myriad of Challenges Stemming From Limited Visibility

When asked what type of visibility and planning challenges HR leaders faced, their results varied from difficulty tracking metrics, to consolidating multiple data sources, to difficulty securing data.

Looking specifically at assessing the current state of the organization, 47% said they had difficulty either visualizing their current organizational structure, visualizing their current open positions, or both.

88% of HR leaders reported at least one visibility or planning challenge.

Which of the following challenges does your HR organization currently face?

Challenge	%
Difficulty tracking success metrics or KPIs related to organizational change, such as budgeted and target headcount	40%
Difficulty consolidating and visualizng employee data from multiple sources	34%
Difficulty securring sensitive employee data while using multiple HR systems	33%
Lack of visibility into our current organizational structure, i.e. our org charts are outdated or do not reflect the reality of our actual structure	32%
Lack of visibility into all open positions at my organization	31%
Difficulty headcount planning for organizational changes, such as reogs and M&A	27%
Difficulty succession planning	26%

The Impact of Visibility on Strategic Planning

Visibility into an organization's current structure is fundamental to successfully plan for the future. In fact, in a different study, McKinsey found that 60% of executives said they did not spend enough time assessing the state of their organization before a redesign, and this negatively impacted their strategic plans. Given the visibility challenges HR leaders in our survey said they faced, it is not surprising that many did not agree they were effective in using data to make decisions or plan for the future.

At large organizations with more than 2,500 employees, these problems were more profound. 36% of HR leaders did not agree they were effectively using employee and position data to make strategic decisions, and 35% did not agree they were effective at planning. It is likely that the more sprawling an organization, the more difficult it is to visualize, and therefore comprehensively plan for the future.

24% of HR leaders did not agree they were effectively using employee and position data to make strategic decisions.

22% of HR leaders did not agree they were effective at planning for the future.

"Sixty percent of the executives in our survey told us they didn't spend sufficient time assessing the state of the organization ahead of the redesign… The truth is that the data managers use are often inaccurate or out of date."

– McKinsey

The Impact of Tools on Visibility

Looking into what tools HR leaders used for visibility and insight into their organizations revealed that many used tools not specifically designed for HR or tools that required a significant manual effort, which is prone to human error. These tools are likely contributing to the lack of visibility at organizations, and therefore the lack of effective strategic planning.

Although almost all leaders said they use org charts– either position-based org charts or employee-based org charts– as their primary tool for organization visibility, more than half are also relying on spreadsheets for visibility. Spreadsheets are useful tools, but they can be difficult to use to visualize complex data sets.

Additionally, considering that close to half of HR professionals are manually building their org charts in their PowerPoint or a diagramming tool like Viso, their org charts are likely outdated or contain human errors.

How does your company create org charts?
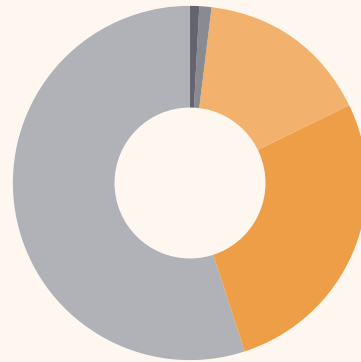
1% We don't use org charts

1% I don't know

16% **Manually in PowerPoint**

27% **Manually in a diagramming tool like Visio, LucidChart, etc.**

55% Automated software tool that takes data from my HRIS/HCM

54% of HR leaders rely on spreadsheets as a tool for visibility and insight into their organization.

43% of HR leaders manually create org charts in PowerPoint or diagramming tools like Visio.

50% of HR leaders spend 5 or more hours a month manually updating org charts.

Desired: Data Consolidation Tools

An overwhelming number of HR leaders not only want to invest in better visibility and insight tools than they currently have, but they plan to invest in these tools in the coming year.
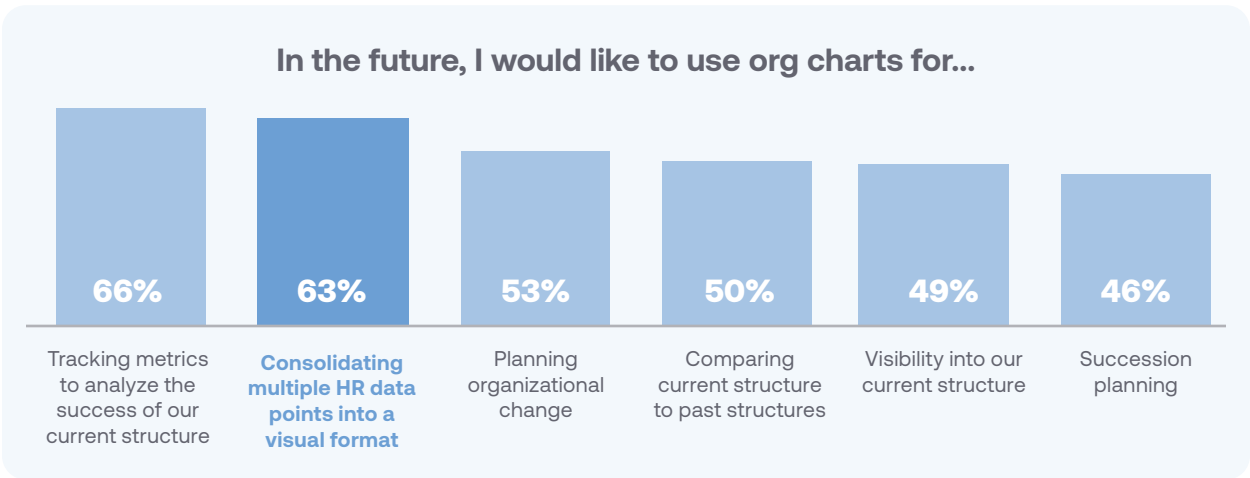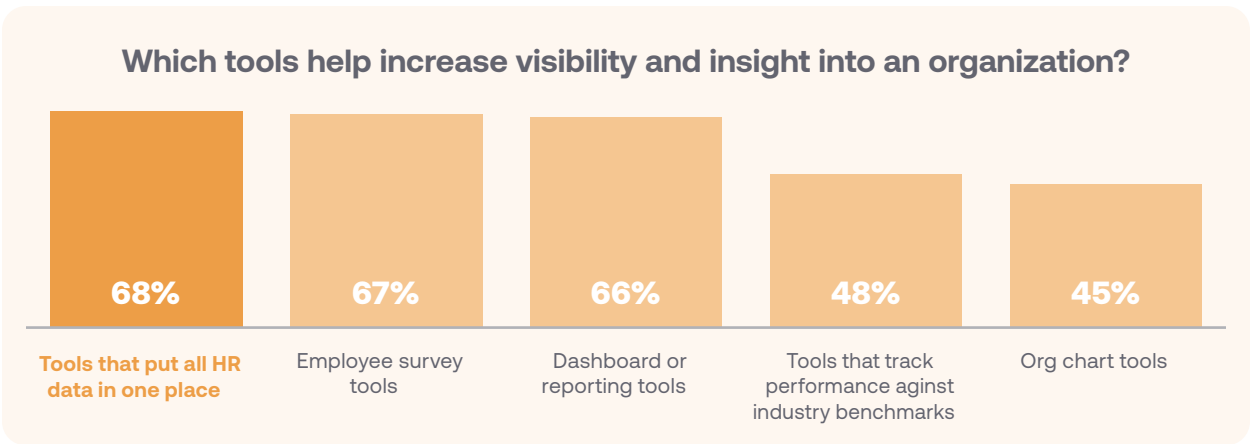
In regard to which tools leaders see as valuable, the most prized tools were those that consolidated disparate HR data in one place.

Additionally, although org charts are standard tools to increase visibility and insight into an organization and almost every organization currently uses them, HR leaders identified opportunities to use these tools in more innovative ways. In particular, they said they wanted to use org charts to solve for their biggest visibility need–consolidating their data into one location.

89% of HR leaders
want to invest in more tools to help them increase visibility and insight into their organization.

84% of HR leaders
plan to invest more in tools that help them increase visibility and insight into their organization.

Which tools help increase visibility and insight into an organization?

68%	67%	66%	48%	45%
Tools that put all HR data in one place	Employee survey tools	Dashboard or reporting tools	Tools that track performance aginst industry benchmarks	Org chart tools

In the future, I would like to use org charts for...

| 66%	63%	53%	50%	49%	46%
Tracking metrics to analyze the success of our current structure	Consolidating multiple HR data points into a visual format	Planning organizational change	Comparing current structure to past structures	Visibility into our current structure	Succession planning

Increased Visibility, Enhanced Planning

Once the fundamental problem of organizational visibility is better addressed with tools, it stands to reason that leaders will be better equipped to plan for the future. The Society of Human Resources Management advises that HR must assess the current state of the organization before planning begins.

With the majority of organizations reviewing their position structure quarterly or more frequently, having an accurate way to visualize your organization is essential. It is particularly important to have a view of your organization's positions– not just employees. According to McKinsey, "One of the most common—and commonly ignored—rules of organizational redesign is to focus on roles first, then on people. This is easier said than done. The temptation is to work the other way around, selecting the seemingly obvious candidates for key positions before those positions are fully defined."

Therefore, when planning, it is important that HR looks for Position Management tools that can help companies visualize their structure by positions, including vacancies, and then plan by position. Today, the most common planning tool used by HR is spreadsheets, which can be challenging displaying complex planning visualizations.

How often does your organization analyze position data for future planning?
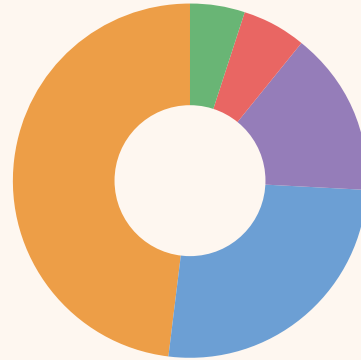
- **5%** Rarely or never
- **6%** Annually
- **15%** Twice per year
- **26%** Monthly or more frequently
- **48%** Quarterly

97% of HR leaders said they use spreadsheets for organizational planning.

"One of the most common—and commonly ignored—rules of organizational redesign is to focus on roles first, then on people."

- McKinsey

Desired: Position-Based Planning Tools

When asked what features were valuable in planning tools, HR leaders valued the ability to track and compare the metrics of different plans the most. However, over half of respondents also said they value position-based planning tools. They value tools that can display both employee and position structures and allow planners to see historical position data.

Considering that more than three-fourths of HR leaders plan to invest in tools to help with strategic planning next year, it is likely that many will be setting their sights on position-based planning tools, or Position Management tools, that can help them accomplish their objectives.
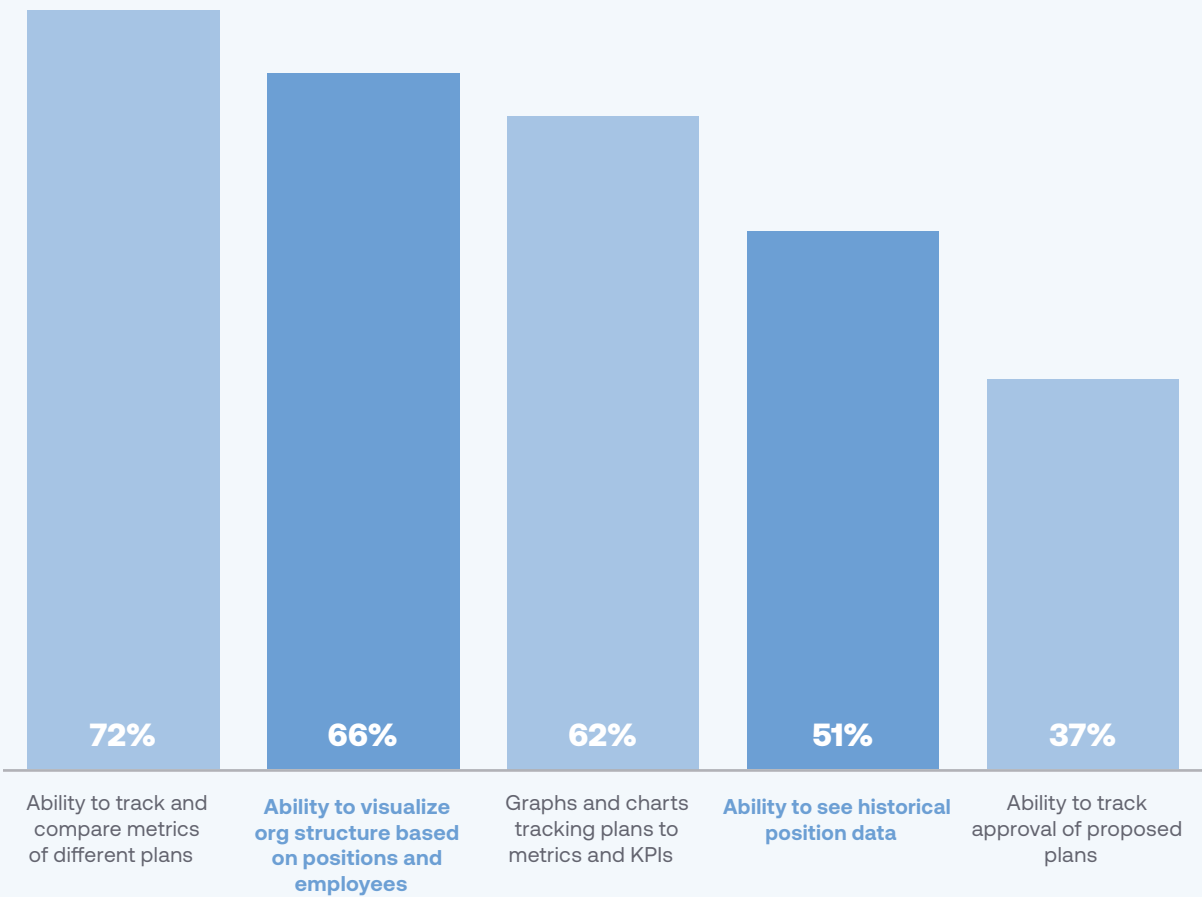
83% of HR leaders plan to invest in tools to help with strategic planning.

89% of HR leaders want to invest in tools to help with strategic planning.

What features in a tool are valuable when planning organizational change?

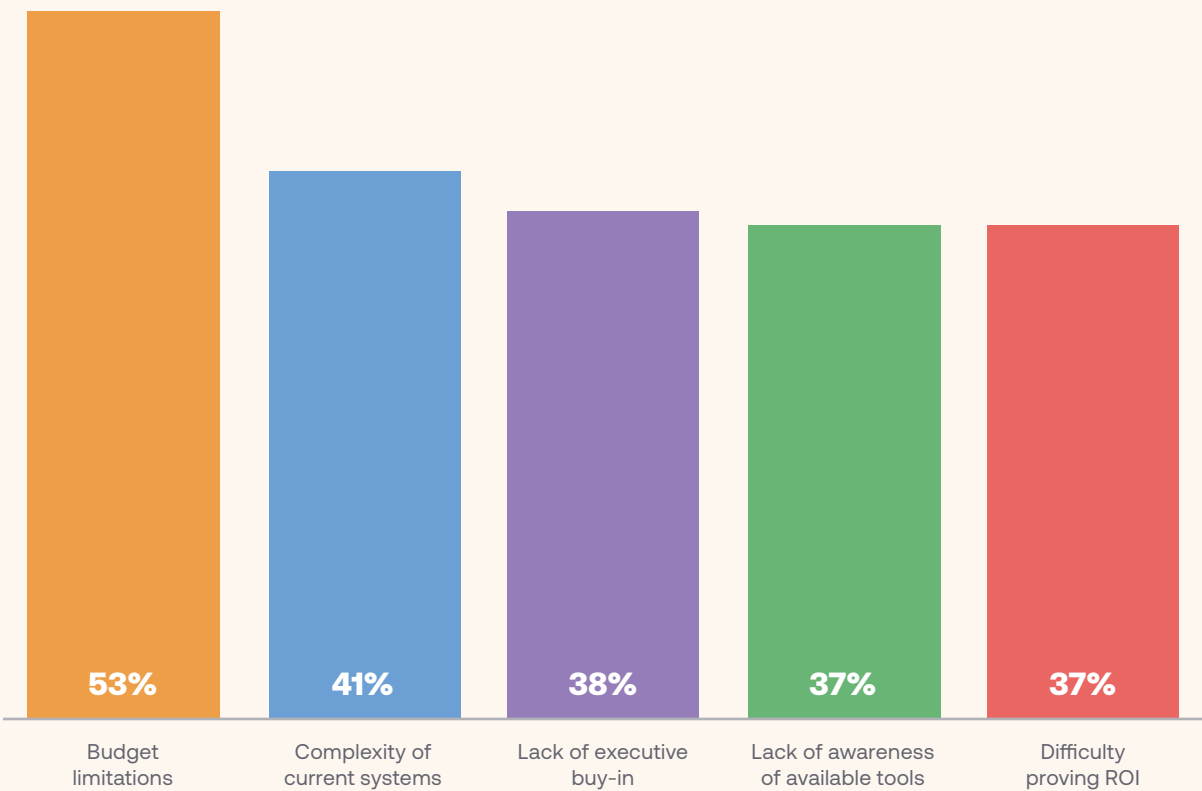| 72%	66%	62%	51%	37%
Ability to track and compare metrics of different plans	**Ability to visualize org structure based on positions and employees**	Graphs and charts tracking plans to metrics and KPIs	**Ability to see historical position data**	Ability to track approval of proposed plans

Overcoming Budget Limitations with ROI

Although HR wants to invest more in visualization and planning tools, they must overcome challenges, primarily related to limited budgets. Typically, proving a tool's ROI can help ease budget concerns, but 37% of leaders say they have difficulty with this.

Therefore, as HR leaders evaluate tools in this uncertain economic time, they must not only look for the tools that provide value, but they must work with vendors to calculate the value to their organization so they can overcome budget limitations. When they are able to show the dollar value of how increased visibility in their organization can result in enhanced insights and planning, they are more likely to be set up for success.

37% of HR leaders
reported difficulty proving ROI.

What are your biggest constraints or obstacles to investing more in tools to manage and visualize your organizational structure and planning processes?

53%	41%	38%	37%	37%
Budget limitations	Complexity of current systems	Lack of executive buy-in	Lack of awareness of available tools	Difficulty proving ROI

How HR Can Increase Visibility Now

HR's lack of organizational visibility is affecting their ability to strategically plan for the future.

If you are one of the 88% of HR professionals facing difficulty with visibility and planning, here are some ways you can improve your operations now:

Automate Org Chart Creation

Stop wasting time manually creating org charts that are prone to human error. Consider investing in an automated tool to keep your charts up to date.

Consolidate HR Data into a Central Org Chart

If you are using the org chart in your HRIS, it can be hard to add in data from outside HR systems. Consider alternate org chart or visualization tools that can automatically consolidate your data in one place.

Create Position-Based Org Charts

The most common type of org chart is one that is created based on employee hierarchy. However, this does not display your open positions, and does not enable you to plan based on position. Consider creating a position-based org chart or investing in a tool that can help you create one.

Plan with Position Management Tools

Consider planning based on what positions and skills your organization needs to succeed, and surface position-based KPIs.

Showcase Tool ROI to Overcome Budget Limitations

There are tools available to help HR improve visibility and planning, but HR first needs to secure budget for them. HR should showcase the vast ROI of these tools and how improved visibility affects not only HR, but the function of the entire organization.

OrgChart®

OrgChart is the leading org chart automation and workforce planning solution built for HR professionals. With direct integrations to more than 50 HR systems, OrgChart enables you to instantly create org charts using employee and position data from multiple sources. Enhance your organizational visibility with an always-accurate org chart and strategically plan for the future with position-based planning capabilities that track KPIs and surface key insights. Visit www.theorgchart.com to learn more.

Survey Details

To collect these data points, OrgChart partnered with Centiment. Our survey was conducted April 2025, and included responses from 447 people with titles of HR Manager or higher. All respondents were in the United States and worked for organizations with more than 200 employees. Respondents came from all industries.

In 2023, there were approximately 208,900 Human Resource Managers in the U.S., according to the U.S. Bureau of Labor Statistics. This gives our survey response 95% confidence level with a +/- 5% margin of error.

Respondent Industry
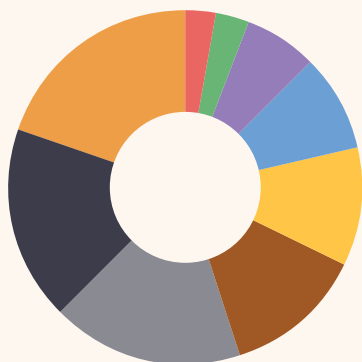
- **2%** Nonprofit
- **2%** Government
- **7%** Education
- **9%** Financial Services
- **11%** Retail
- **13%** Technology
- **18%** Manufacturing
- **18%** Professional Services
- **20%** Healthcare

Respondent Company Size
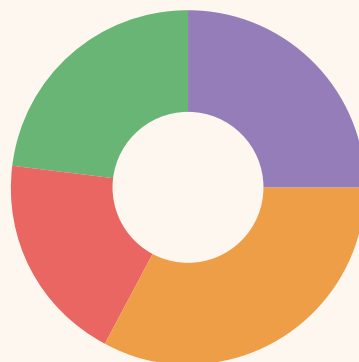
- **25%** 201-500
- **33%** 501-1,000
- **19%** 1,000-2,500
- **23%** 2,500+