FACING THE FUTURE

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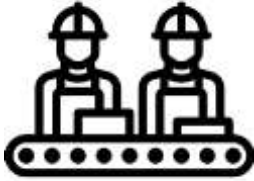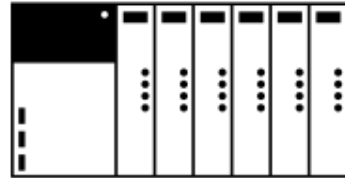https://www.linkedin.com/in/chiarabersano/

THE BEST RUN SAP

Becoming Super-Human Resources

Steam & Electricity

IT

Intelligent Enterprise

XIX – XX centuries
Mechanical manufactoring

1950 and after
automate production with programmable logic

TODAY
Digitalized cyber/physical environment supported by intelligent networks, IoT and connected users

HR 1.0

Operational: discipline, compliance, service delivery

HR 2.0

Strategic: place at the table, Talent, Center of Excellence

HR 3.0

Stakeholder: continuity, agile consulting model, experience, transparency

Accelerated evolution

	HR 1.0 Operational	HR 2.0: Strategic	HR 3.0: Digital
WHAT	Personnel, Service Center, Local	Shared Services, CoE, Standardization	Work Technology: Interactivity, connectivity, mobility
WHY	Gut feeling	Analytics based on historical data	Combined experience and operational data and predictive AI
HOW	Best practices Industry benchmark	Process review	Agile practices and design thinking experience-centric
INNOVATION	Job Evaluation, Performance, Attrition	Efficiency and engagement KPI, Diversity, Learning	Evolution of skills, Talent pipeline, Inclusion, Experience

It is time to re-think priorities, adapting to the tectonic shift we are living and getting ready to re-assess the digital strategy that will support the New Normal.

The Evolution of Human Resources, IBM Journey to HR 3.0

The Agile explosion
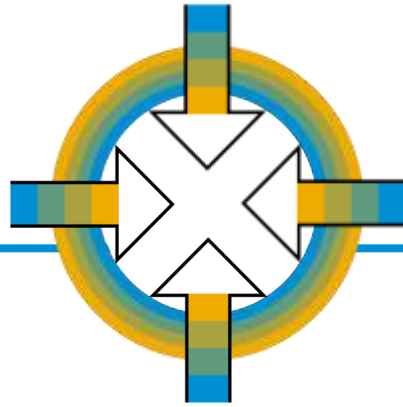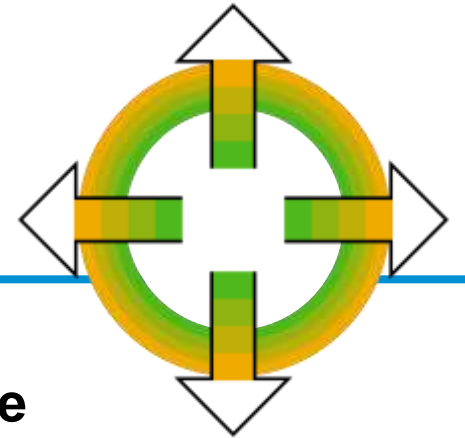
Ouside-In: Agile for HR

Leverate Agile methodology to evolve

HR itself **adopts the Agile principles:**

Develop strategic levers such as People, Leadership, Structure, Governance, Culture & Mindset, Experience

Transform how organisations see HR processes

Adopt a simplified approach that must deliver more with less

Inside-Out: HR for Agile

Become the organization enabler

HR need to **enable the agile enterprise:**

CEOs seek to improve agility

HR has a key role in educating and sharing best practices

Ensure capabilities in processes and technologies

Educate and share to support the Agile workplace and organization

Principles of AGILE

Ouside-In: Agile for HR
Leverate Agile methodology to evolve

DESIGN THE EMPLOYEE EXPERIENCE

AGILE ORGANIZATIONAL DESIGN

EMPLOYEE AS INTERNAL CUSTOMER

DESIGN THINKING PRACTICE

Inside-Out: HR for Agile
Become the organization enabler

AGILE SERVICES TO CORPORATE FUNCTIONS

TEAM- AND PROJECT-BASED ORGANIZATION

PROTOTYPE EARLY, FAIL EARLY

CHANGE MANAGEMENT

FROM WATERFALL TO ITERATIVE PROCESSES

MINDSET
CULTURE
SKILLS - LEARNING
TOOLS & PROCESSES

Analyzing disruption: an exercise in difference

Business strategy or situation changes need flexible organizations

- to redeploy and upskill existing employees, identifying emerging skills and not degrees

- to identify and adapt to new needs

- to cut costs and/or acquiring contingent workers to fill skill gaps

- to support both corporate's savings and employees' life-work balance and risk-management with hybrid work

- Support automation, standardization, mobility application and personalization to cope with lack of proximity

Medical care	Personal care	On-site customer interaction	Leisure and travel	Home support
87	83	76	75	70
Hospitals, clinics	Hair salons, gyms	Retail stores, banks	Restaurants, hotels	Residential homes

Indoor production and warehousing	Computer-based office work	Classroom and training	Transportation of goods	Outdoor production and maintenance
70	68	68	58	54
Factories, kitchens, warehouses	Offices, corporate headquarters	Schools, conference centers	Trucks, rail yards	Construction sites, farms

1-> 100 SCORING OF PHYSICAL PROXIMITY AT WORK

McKinsey Global Institute Analysis based on US Department of labor data

AGILE to face Change

Discovery
Segment internal and external workforce based on events, offices and risk factors
Establish according to segmentation communication patterns, needs and mediums
Identify key employees for local reaction
Update WFH policy, jobs and categories
Ensure tools for WFH are available
Establish and select minimum teams requirements

Data & Insights
Determine impact to workforce
Understand productivity drivers
Review job classifications and people impact
Suggest alternates including contingent workforce

PLAN

Launch Emergency Plan
Execute Operational Plans
Initiate communication plan for information distribution
Leverage tools to locate people as needed
Consider experience tools to assess situation

Data Analysis
Family situation, children, childcare
WFH readiness: Policies, verify tools for remote work are taken home
Realign resources to fill critical roles

FIRST ANSWER

RECOVERY

Resume/accelerate staffing (both internal and contingent)
Mass Recruiting, Hiring and Onboarding leveraging virtual and CV screening
Mentoring
Health and Wellness
Employee Self-Service Bot
Pulse Survey
Mass Communications / Targeted Communications
Reskill the workforce: synchronous and a-synchronous learning, goal-related and event-related training training gamification

SHORT TERM

Shift planning: assess office presence roaster, adapt where needed
Support remote productivity through collaboration tools, consider continuous performance
Measure experience to support engagement, collaboration and productivity
Launch specific training opportunities and facilitate virtual, remote training
Review jobs and skills required for recovery
Prepare to support workforce cutbacks

Prepare Business Continuity
Prepare remote Recruiting: Video interviews, CV screening
Onboarding remote: define toolkits and training packages

HR Tech grows into Work Tech

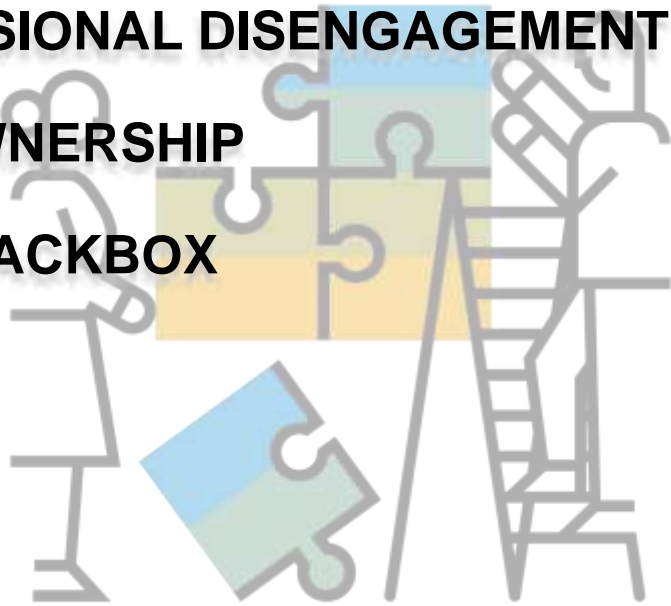AUTOMATION AND ACCELERATION

ENTERPRISE DRIVEN

HR-DRIVEN TASKS

TOP-HEAVY ADMINISTRATION

PROFESSIONAL DISENGAGEMENT

DATA OWNERSHIP

DATA BLACKBOX

SIMPLIFICATION AND PERSONALIZATION
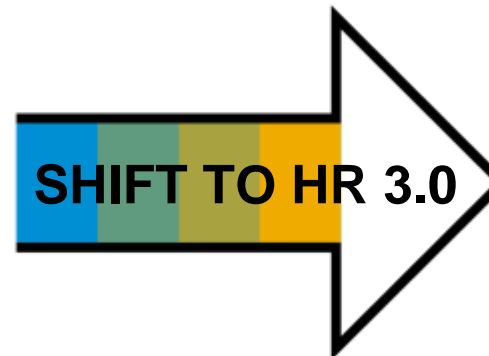
HUMAN INTEGRATION

ACTIVITY FLOW WITHIN THE WORKLIFE

COLLABORATION AND INTERACTION

SUPPORT WORK-LIFE BALANCE

RESPECT OF PRIVACY

DATA TRANSPARENCY

SHIFT TO HR 3.0

Not just "digital" strategies

HR TECH

Cloud first approach provides access wherever whenever to key data

PRODUCTIVITY

Personalization options drive the **individual** to focus on what is important

CHANGE MANAGEMENT MUST BE AN INTEGRAL PART OF ALL INITIATIVES TO CONNECT THE WORKFORCE TO INNOVATION

COLLABORATION

Supporting workforce planning, well being, safety, personalization and more

MORE:
How HR Tech tools integrate work and life, Josh Bersin, https://hrexecutive.com/how-hr-tech-tools-integrate-work-life/
The shift from HR Tech to Work Tech, David Green, https://www.myhrfuture.com/digital-hr-leaders-podcast/2019/9/24/understanding-the-shift-from-hr-tech-to-work-tech

Now is the time!

INCLUDE technology AND processes

RETURN to work, reviewing policies for remote, hybrid work and collaboration

PLAN not only for recovery, but for the next emergency

DESIGN with the individual in mind

SAP SuccessFactors ♡

Learn more   # Thank you

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