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# WORK

# REIMAGINED

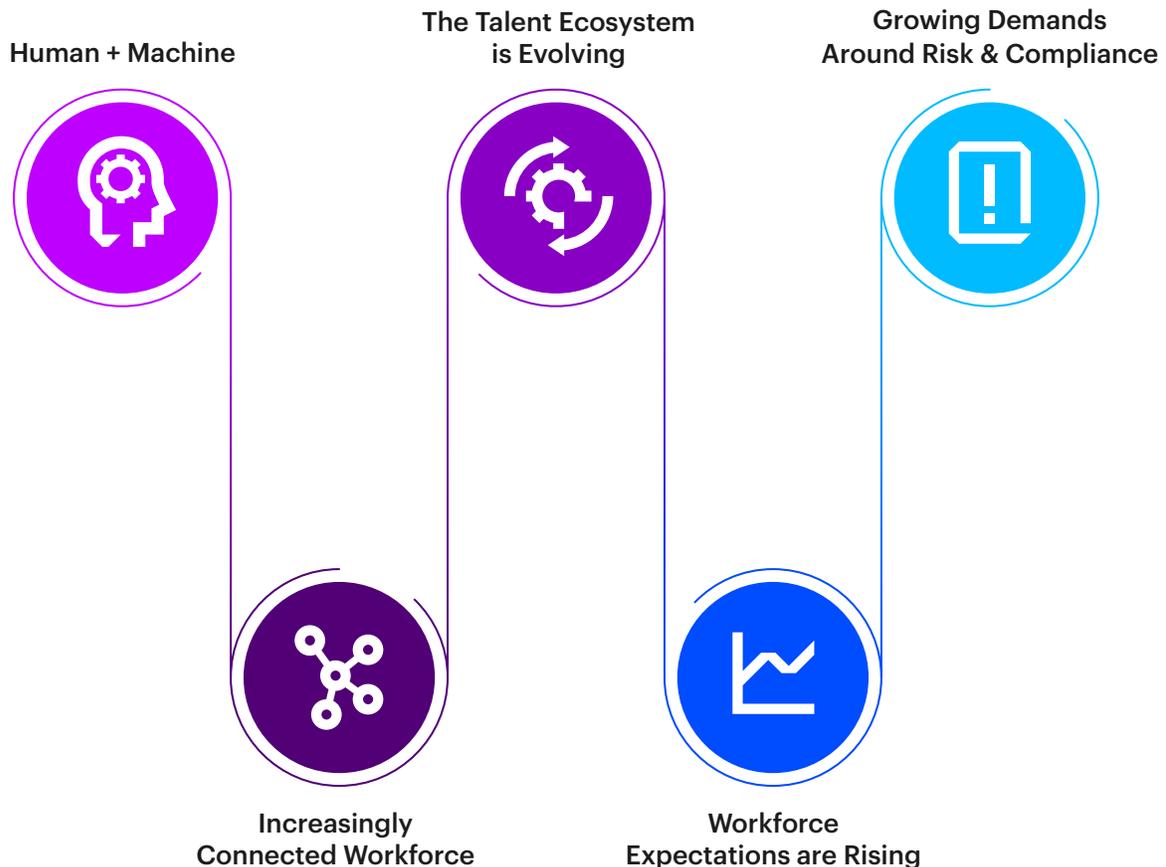
Unleash the workforce to power  
the intelligent enterprise



**Today, businesses across industries face similar pressures: how to get to market faster, with new products, services and experiences to delight today's connected and demanding customers. But there's a challenge. Most organizations are struggling to become as flexible and responsive as they need to be to thrive in this new, dynamic digital world.**

**The good news? A large part of the solution already exists within organizations: talent. To unleash the full potential of their people to power their intelligent enterprise, companies need to proactively reimagine the nature of work itself, the workforce and the role of HR.**

## Talent and HR Trends



## Set them free

**Companies are at different stages of digital maturity. Regardless, their strategy needs to include three interlinked objectives:**



### REIMAGINE WORK

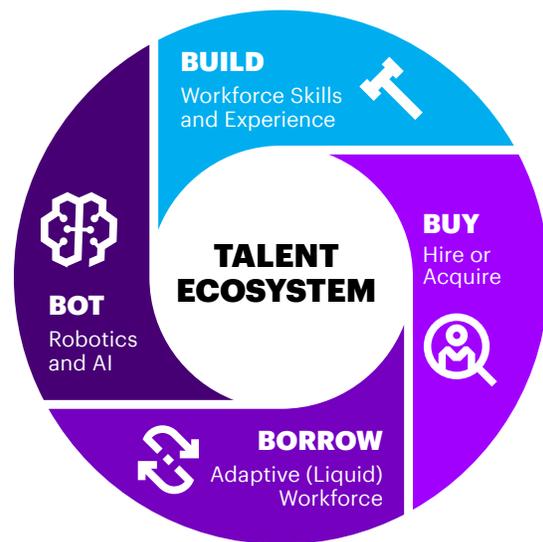
As digital breaks down traditional, rigidly defined roles and organization structures, it changes what work needs to be done and by whom. What's more, rather than intelligent technologies (like automation, machine learning and Artificial Intelligence) replacing jobs, the majority of CXOs expect them to deliver net job gains in their companies over the next three years.<sup>1</sup> As well as transforming and increasing the value of the work that is carried out, digital also democratizes the workforce, creating more individual and personalized expectations. Companies can operate with greater flexibility by harnessing new technology and advanced analytics, driving smart and responsive processes, and breaking down the walls between functional silos (like finance, manufacturing, sales and HR). They can design modular processes and assemble resources to achieve outcomes, then redesign and reassemble them to meet the next objective. And many of these new activities will require entirely new roles. More than one-third of executives agree that traditional job descriptions are obsolete.<sup>2</sup>

The walls separating functions today need to come down, with processes organized around customer and business outcomes. Intelligent functions enable the flexibility and fluidity that's needed to organize processes around customer outcomes and solve priority business challenges, with digitalization and advanced analytics creating a clear and connected view of all processes.



### REIMAGINE THE WORKFORCE

Automation and Artificial Intelligence (AI) allow repetitive, transactional tasks to be done by machines, freeing people to do more creative or analytical tasks. The majority (62%) of employees<sup>3</sup> believe new technology will have a positive impact on their work. In this new workforce, employees, machines and freelancers work as a single integrated team. Executives should identify the critical skills they need and then determine the sourcing, with talent and HR functions clearly understanding the optimum dynamic for their new talent ecosystem across four dimensions: buy (talent acquisition), build (developing workforce skills/experience), borrow (drawing on an adaptive workforce outside the enterprise) and BOT (introducing robotics and AI).

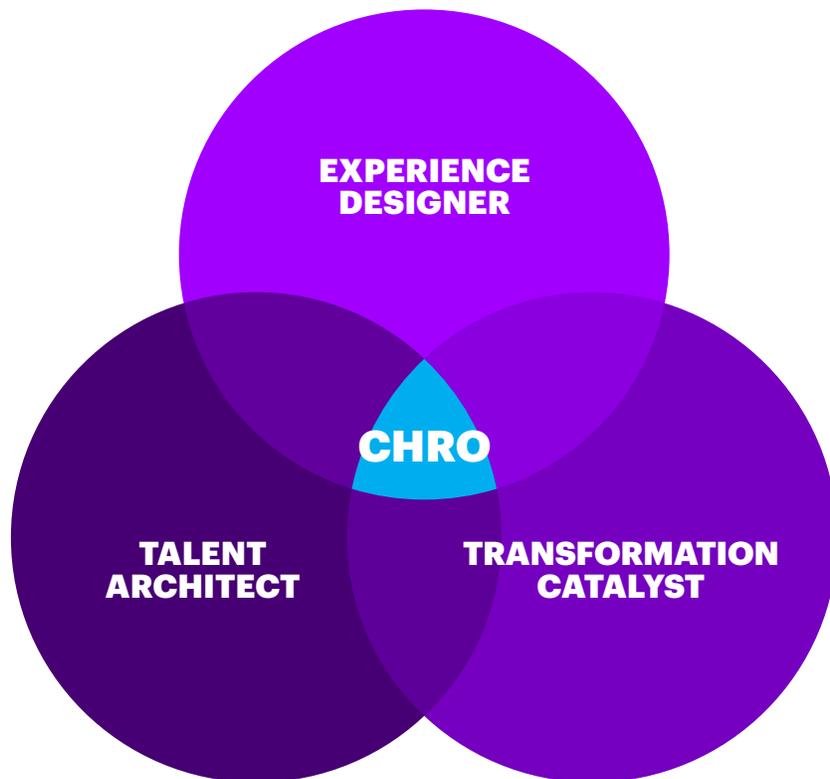




## REIMAGINE HR

The CHRO needs to become the chief transformation officer. How? First, by acting as a talent architect, using predictive intelligence to identify future workforce needs, sourcing and reskilling the workforce in new ways and creating an innovative culture that will make the organization a destination for top talent.

Next, they need to be an experience designer, creating workforce experiences that rival customer experiences and encourage their talent to work more efficiently and creatively, as well as helping to retain talent into the future. And third, they need to be a transformation catalyst, creating closer relationships between people and technology to drive the broader enterprise digital agenda.



A digital culture for employees means businesses need to embrace new technologies, convey an engaging sense of purpose, empower their employees and provide learning agility and collaboration.

# Three steps toward the future workforce of an intelligent enterprise

## STEP 1

**Design engaging experiences** for the workforce. Employee experiences need to be every bit as good, if not better, than the experiences employees enjoy as consumers. They must inspire the workforce to bring their best to their work every day by focusing on engagement, retention and productivity.

Engagement consists of two principal dimensions. **Moments that matter** for their workforce—from first interview through onboarding, career development and even exiting the business. Every experience must count, creating a personal bond across physical, human and digital domains.

And **hyper-personalization**—moving from a one-size-fits-all approach to a workforce-of-one ethos. By personalizing activities like career advancement, performance management and learning, HR can boost engagement. And our research shows that a highly engaged workforce is likely to mean a more profitable business.<sup>4</sup>

## STEP 2

**Create and support the workforce of the future by sourcing talent** in new ways, reskilling and using predictive intelligence to identify future workforce needs. All of this requires a new view of talent that goes beyond seeing it as a latent resource held within the organization's four walls.

That's where another key dimension of developing the future-ready workforce comes in: **adaptive reskilling**. By 2020 more than one-third of the desired skill sets for most jobs will require skills that don't exist today.<sup>5</sup> Why is this so important? Because in a world where the average life of a business competency has dropped to five years compared to thirty in 1984, continuous reskilling is now mandatory to remain relevant. Ninety-five percent of employees agree.<sup>6</sup> The alternative? Talent shortages will prevent companies from adapting and innovating.

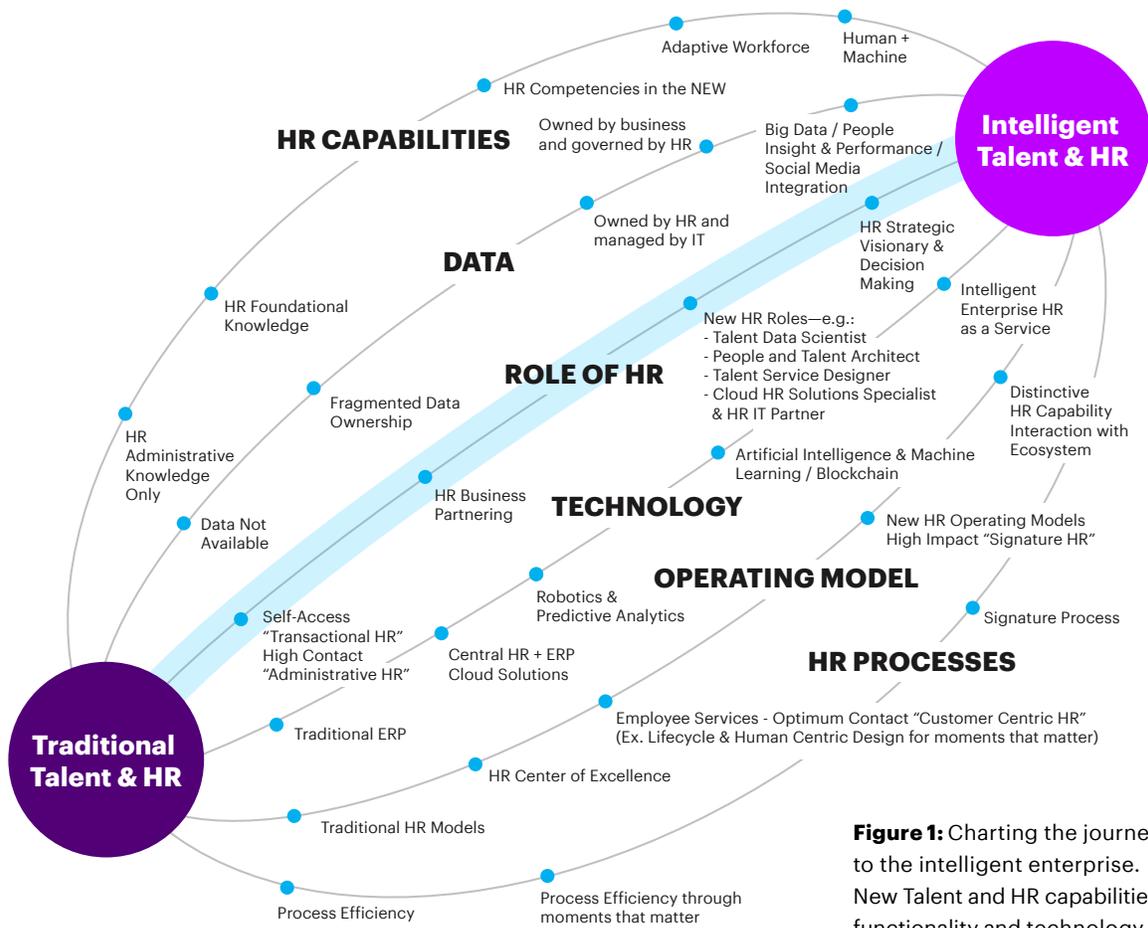


# STEP 3

**Transform the HR function itself.** The goal? To create an integrated HR strategy with digital technologies and a global HR operating model that supports an agile organization equipped to drive new business value.

First, **comprehensively digitize** HR capabilities, including core HR, succession, performance, pay, learning, planning and advising. With a digital foundation—from robotics to predictive analytics—for all these, the services and strategic support HR functions provide will become more efficient, automated and differentiated.

As well as transforming its capabilities, HR will need a **new operating model** that embeds it throughout the business. That will ensure that HR can produce relevant strategies that drive value and support the agility and responsiveness that are the hallmarks of the digital business.



**Figure 1:** Charting the journey to the intelligent enterprise. New Talent and HR capabilities, functionality and technology needed to transform.

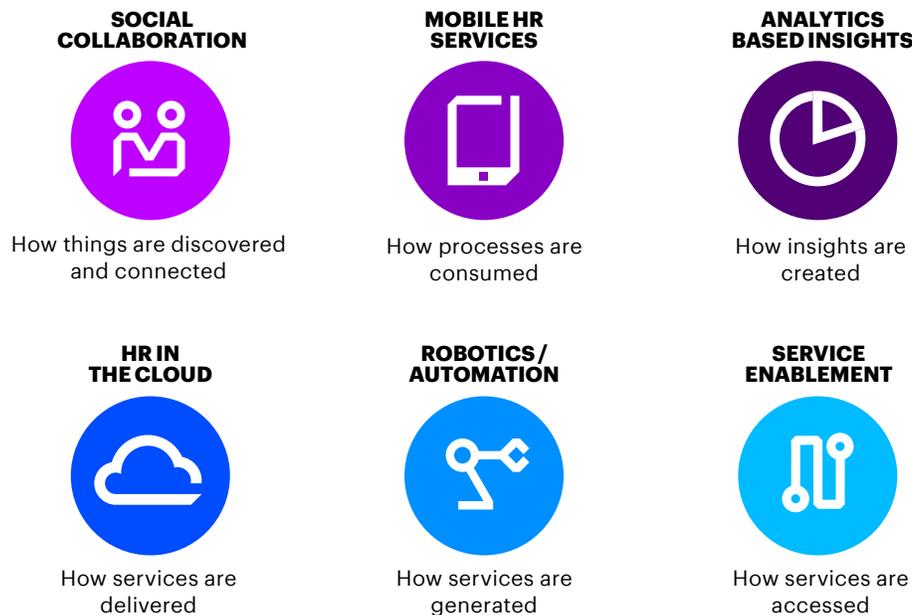
# Enabling the future workforce and agile HR with an intelligent platform

So where are organizations today? It's a mixed picture. Most are early on in the maturity curve. These digital dabblers have customized legacy systems with bolt-on digital apps grounded in compliance and transactions rather than productivity and engagement. Further up the curve, digital rookies have cloud models that offer an integrated, automated consumer inspired employee experience. One step further still, a few digital savvies are able to offer their employees integrated digital experiences that weave HR applications into the fabric of how the whole organization works.

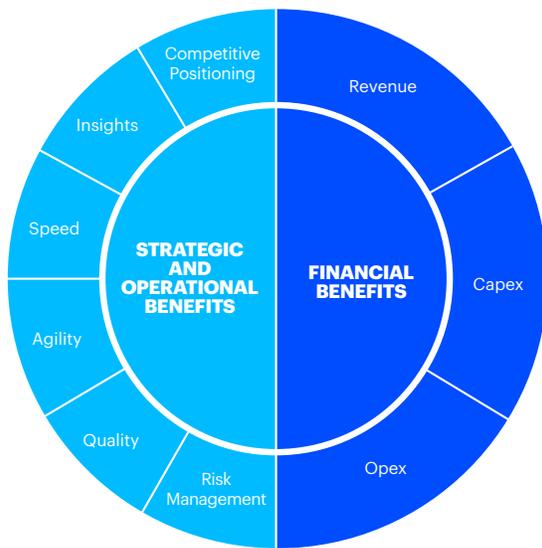
So how can the digital dabblers and rookies accelerate their progress? By building the new HR on an intelligent platform. In doing so they can completely shift the whole "HR as usual" paradigm.

Focused on decreasing costs and increasing efficiency, it will make HR stronger and leaner. And incorporating new and innovative technologies like chat, advanced analytics, robotics, and AI into HR processes will make HR more effective and agile as well as offering a differentiated employee experience.

This new intelligent platform supports the organization's evolution to both new digital HR capabilities (see figure 2) and the means to shape the workforce of the future. As well as providing a digital foundation with a new HR operating model, Cloud HCM capabilities and new social/collaborative workforce practices, this platform supports differentiated workforce experiences and a new talent architecture that brings people and machines into integrated teams.



**Figure 2:** Functionality of an intelligent platform for a new Talent and HR operating model



**Figure 3:** The benefits of an intelligent platform

Together, all this will unleash the innovation, insight and connectivity that drive forward a more agile and intelligent enterprise. Crucially, an intelligent platform helps to keep processes and technology as simple as possible to integrate and use. Organizations may be complex, but the technology they use should not be.

## Unlocking new opportunity throughout the talent ecosystem

To create and enable the organization and operating model they'll need to thrive in the digital era, enterprises must reimagine work, the workforce and the role of HR. They must reimagine work by allocating tasks to machines and people, balancing the need for automation with augmentation. They need to deploy new digital tools to train and upskill employees at speed and scale. As important, they must continually seek out opportunities to expand the talent ecosystem, establishing the rules, pools and tools to provide access to the right skills on a project-by-project basis. And they need to offer employees a new set of experiences that will delight them as much as the consumer interactions they encounter every day.

A total workforce and HR transformation is non-negotiable. It requires the whole enterprise to engage in reimagining what work is, how it gets done—and how a more agile organization empowers it.

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## Footnotes

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