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CMT Perspectives: Digital's impact on HR transformation

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Video Transcript

How is digital impacting HR today?
Digital is everywhere in your daily life. The minimum we can do in HR is to bring exactly the same environment for our employees and our managers as we have at home.

How important is employee experience in the context of the war of talent?
The experience of employees is the most important criteria when we make any kind of choices. It could be in terms of processes, it could be in terms of information platform, whatever, operating experiences are the first things we have to think about.

HR for HR doesn't exist anymore. What we have to do is to render our service as simple as possible, as efficient as possible for our employees.

What is the most challenging when it comes to HR transformation?
So, my strategy is not the technology or the deployment of a new cloud-based solutions or this kind of thing. The difficulty is in the mindset of the people to change the way they are working.

How do you overcome this cultural challenge?
There is no good or bad way to manage this kind of change. What you have to do is take time to explain first, before explaining even just to set up the objective, to be clear about what you want to achieve within the company. Then to explain, re-explain and then move on it. It's really important, step-by-step, to achieve a few cases first and progressively to accelerate until the time everyone in the company can follow [through] with the program.

What role does the enterprise partner's ecosystem play in putting together such a transformation?
We are in a very open world, so in HR as in the rest of the company, R&D and most departments, it's really important to choose some partners to help you and to leverage the core business to achieve your target.

You cannot do everything anymore within the company. We don't have the capability anymore, technology is so innovative, that you need specialists to help you.

What is the next frontier in terms of HR transformation?
Where we should bring innovation in HR is with big data. It's the capability to put intelligence in all of the information we have – to serve the employee, to serve the manager, to serve the business.