

## HR Transformation Accelerating change with a human focus

The world is changing and the future is here. HR must take the lead to enable organizations to reinvent themselves.

The future of HR is inextricably linked with the futures of the enterprise, the workforce, and how work gets done. To effectively address disruption in these arenas and to achieve positive business outcomes, human resources will need to make five fundamental shifts:

### How HR needs to shift

- From doing digital to being digital
- From center-driven to human-centered solutions
- From compliance and control to trust and empowerment
- From integrated systems to a platform for unified engagement
- From minimal analytics to data-driven practices for decision-making and design

### How to achieve it

- **Mindset** to operate with speed, collaboration, and fluidity
- **Focus** on the human experience
- **Lens** through which HR works, breaking away from traditional HR operating models
- **Enablers** of digital solutions, integrating humans and machines beyond only HCM cloud platforms

## Have you set your ambitions?

To thrive in the future of work, HR must become exponential, requiring the function to do more than just tweak its existing operating model, structures, and technology...



**Adaptable.** How will you define HR capabilities, roles, organization design to deliver work in the future?



**Agile.** How will you create agile processes and governance that enable breakthroughs to thrive?



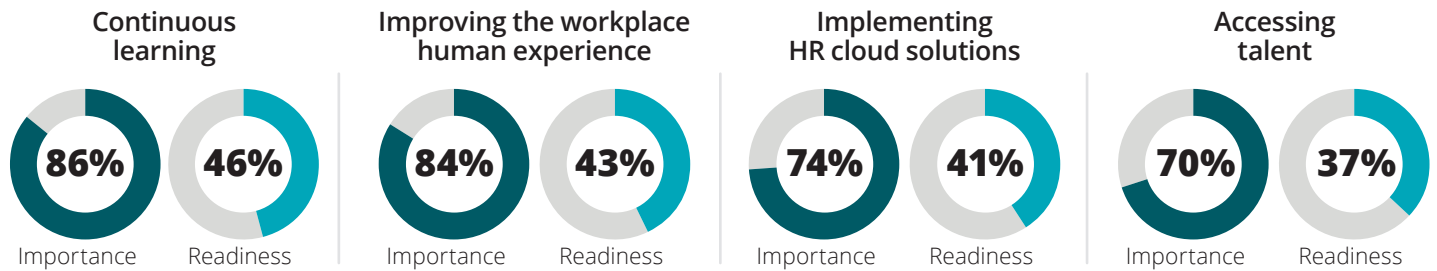
**Architecting.** How will you drive the worker experience that enables engagement, meaning, and productive results for customers?



**Augmented.** Which work activities can you automate to maximize the value of humans with machines?

# HR transformation – a work in progress

Transforming HR isn't new. And, some individuals have questioned or predicted a future without an HR function. Yet, business leaders overwhelmingly recognize the imperatives that demand new HR capabilities and leadership:



Source: Deloitte Human Capital Trends, 2019

## The way forward

Reimagine the transformative capabilities of integrated human-capital research, products, solutions, and services to drive value and performance for your organization.

The future brings exponential expectations of HR beyond its roles of supporter, partner, and adviser to the business. Exponential HR professionals will spearhead workforce strategy, access talent, foster team collaboration, curate personalized human experience to drive readiness and productivity, and lead the enterprise's readiness for future disruption.

Innovating faster, beating the competition, and improving productivity are the types of work outcomes Exponential HR professionals will drive. Results such as "time to productivity" and "net-new workforce capabilities mastered" are what truly matter in the future of enterprises.

### To become Exponential:

- Conduct early sensing through myriad channels by engaging with the workforce and leaders to understand how solutions can improve their work productivity and overall experience.
- Create your aspirational vision of how HR will drive work outcomes in the future.
- Chart the series of thoughtful sprints to achieve the aspiration.
- Drive change through shifts in HR's own capabilities to deliver by testing, learning from failure, and rewarding success.
- Prototype key elements of the vision to experiment and drive buy-in.
- Enable cognitive and automation tools to create faster, smarter, and more efficient ways of working.
- Create, train, and launch progressive champions to advance the Exponential HR organization of the future.

## Imagine, Deliver, Run

The Deloitte pathway to successful transformation



### Imagine: The right focus

Set your ambition and chart a path to success by developing a roadmap to achieve those ambitions.



### Deliver: The right concept

Make it tangible: Put the ambition in motion by moving forward and launching in the market.



### Run: Getting to scale

Once the ambition is refined, scale it through flexible and integrated delivery teams.

"The futures of enterprise, workforce, and how work gets done demand HR drive business-critical issues more than ever before. The days of HR as a support function or even strategic partner to the business are for the history books. The only path forward is reimagining HR to become Exponential and take the lead."

—Art Mazor

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What is stopping you from achieving your ambitions? Let's talk.

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