

The need for a modern, dynamic HR operating model

Maximize the human-technology partnership
to lead in an era of continuous change



Let us help you in your transformation journey

As business and society face disruption at an accelerating pace, HR leaders are being looked to for answers and for leadership in turning their organization into one that anticipates disruption and moves with agility to compete and win in uncertain times. HR organizations must evolve and adopt new ways of working between running-the-business and change and transformation initiatives. Doing so will enable them to balance strategy and execution. As a leading business transformation partner, IBM Consulting is trusted by clients globally to provide a distinctive approach to maximizing the human-technology partnership by reinventing your hybrid workforce, leveraging AI, employee experience design, and digital technologies to accelerate innovation. We partner with business leaders like you to help enhance employee engagement and productivity, reskill your workforce faster, and reimagine ways of working. For more information visit www.ibm.com/consulting



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The need for a modern HR evolution

Market disruptions, digitization and the rise of hybrid and remote working conditions have ushered in some of the largest systematic changes businesses have faced since the advent of the internet. Global talent shifts, relocations and rising competition around skills have exacerbated the needs for HR departments to transform and become more agile and nimble. Navigating these massive changes while also facing rising employee expectations around wellness, diversity, equity, and inclusion are forcing companies to adopt a modern, **dynamic HR operating model**. Building intelligence and flexibility into their teams, processes and systems give organizations the ability to anticipate future disruptions, respond with agility and speed, and ultimately seize new opportunities.

While some organizations were successful in their hybrid response to working through the health crisis, most learned they did not have the enabling technologies, skills, data or agile ways of working to thrive in uncertain times. Hybrid working models are here to stay as 72% of CFOs anticipate that the corporate real estate footprint will decrease over the next several years.¹

We are living in an era where businesses must adopt and leverage cloud, artificial intelligence (AI), and emerging technologies like internet of things (IoT) to transform how they engage and serve both customers and employees. Evidence of this include diabetics using their phones to track glucose levels, or virtual assistants prompting you to order everything from dog food to sampling new frames from an app on your phone. Leading organizations are embracing business transformation through technology to enhance consumer experiences, deliver insights, facilitate innovation and operate at speeds previously unachievable.

3.4%

private sector quits²

The Great Resignation continues as private sector quits hit an all-time high.

2.5

years skill shelf life³

Organizations must adopt continuous upskilling strategies due to decreasing shelf life of skills.

88%

of data is unanalyzed⁴

Trapped insights may be uncovered by enhancing data and analytics tools and skills.

72%

of CFOs anticipate a corporate real estate decrease

Corporate real estate assets are expected to decrease as hybrid working models become more prevalent.

The widening gap for talent

The talent gap is worsening. Critical skills needed for organizations to successfully compete and win are becoming scarce. Companies are turning to nontraditional sources of talent to find skills, as well as new ways of building those skills internally. The landscape is changing, and organizations are scrambling to fill capability gaps.

↑ 11.5

million US **job openings** hit a record in March of 2022.⁵

↑ 4.5

million quits in November 2021 saw peak in **resignation rate**.⁶

↑ 80.8%

digital burnout in 3Q 2021 increased from **79.8%** in 3Q 2020, the highest level over the past 11 years.⁷

1 in 4

employees are experiencing **burnout symptoms** reveals a global survey from McKinsey Health Institute.⁸

↑ 7%

of companies believe their current **retention strategies** will help them keep top talent with hot skills.⁹

HR transformation is now a business imperative. Daniel Burrus, world-leading business strategist and innovation expert says, “Technology-driven change is accelerating at an exponential rate” and “we are living in an era of accelerating disruption.” 56% of business leaders say operational agility and flexibility are a top priority over the next 2-3 years.¹⁰ To compete and succeed companies need to learn how to anticipate disruptions and turn them into opportunity and advantage. HR will be tasked with leading the way for organizations and leaders to develop the skills and new ways of working to become more anticipatory, agile and innovative.

As companies redefine their new normal and seek ways to compete and win, it’s clear HR plays a major role in how companies position themselves. Organizations are investing more in HR technology spending and HR head count. According to APQC, 59% of organizations will increase spending and 60% will increase HR head count in the next 12 months.⁹ It’s great news for HR leaders seeking to make an impact.

Leading HR functions are integrating and adopting cognitive technologies, such as AI, robotic process automation (RPA) and blockchain, to enhance employee experiences and access the full power of their data to deliver insights that drive action at an accelerating rate. While these digital and cognitive technologies have enabled companies to do things more effectively and efficiently, it’s the human interaction with and influence on those technologies that will fuel agility, innovation and differentiation for companies to compete and win. We refer to this as the human-technology partnership.

“Being agile is important, but it is simply no longer good enough. We are living in an era of accelerating disruption – not simple change, but outright transformational change. Revolutionary technology and business concepts are rendering traditional systems and modes of thinking less relevant and even obsolete at an increasing pace.”

Daniel Burrus
Author
The Anticipatory Organization

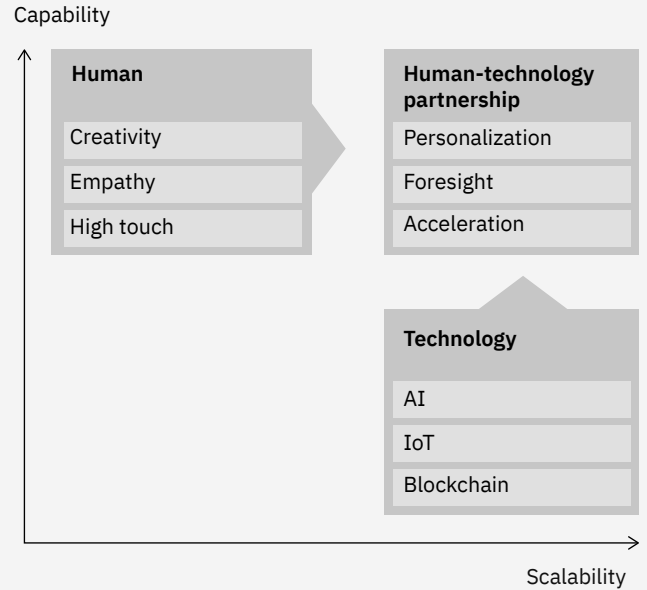
Evolving the HR operating model

Maximizing the human-technology partnership requires HR to rethink how it's organized, the services it provides, how it provides them, and the enablers used to fuel agility and innovation throughout the enterprise. HR must evolve beyond the HR business partner, center of expertise and shared service center operating model. Customers' needs, employees' needs and how work gets done is changing at an accelerating rate. This transformation is forcing organizations and HR departments to change how they work to anticipate and act on these changes.

85% of companies are either in the process of or planning on changing their HR structure within the near term.⁹ Yet roughly one in 10 chief human resource officers (CHROs) report they have the necessary data science, machine learning and AI skills today.¹¹ A new evolution in the HR operating model is required to take full advantage of this human-technology partnership and enable organizations to anticipate and respond successfully to the next great disruption.

This new, modern approach to HR integrates empowered people, digital workers, hybrid cloud platforms, intelligent workflows, and agile ways of working to create insights and experiences that fuel business growth and success. This agile and impactful HR requires organizations to take an evolutionary step in the way that HR operates.

The human-technology partnership will “up the human game”



↑ 65%

increase in HR technology spending in the next several months.⁹

↑ 59%

of HR organizations will increase their spending in the next several months.⁹

↑ 85%

of HR organizations are in the process of or plan to change their HR structure.⁹

↑ 60%

of HR organizations will increase their head count in the next several months.⁹



The 5 disciplines of the dynamic HR operating model

HR organizations leading the way in responding to disruptions, attracting and retaining talent, and fueling a culture of agility and innovation do 5 things differently than their counterparts. They invest in 5 areas that represent the muscles an agile and impactful HR organization must build, flex and integrate into all aspects of employee services. These often overlooked muscles or disciplines are essential for an organization to develop and operate to support the growth of both the business and its people.

1. Have an employee experience strategy

As organizations increasingly compete for skills and talent, the organizations that focus on designing interactions around the employee experience are winning. In a 2021 study of over 500 HR leaders, 92% identified employee experience as their top priority.¹²

92%

HR leaders set employee experience as top priority in 2021

Improving the employee experience delivers results back to the business, including:

- Increased productivity and innovation
In a study by a research team at the University of Oxford's Saïd Business School, it found a direct correlation of employee happiness to productivity. Teams who are happy are more productive and more likely to contribute innovative ideas.¹³
- Retaining talent, attracting additional talent
Employees who feel empowered and cared for stay. They can turn an organization into a talent magnet through referrals and social media.
- Improved customer experiences
Engaged employees deliver better customer experiences. Happy employees take more ownership, are more solution oriented and have higher tenure.
- Higher profits
Happy employees have higher discretionary effort and higher quality of output. In a State of the American Workplace report by Gallup, it was determined that companies with an engaged workforce are 21% more profitable.¹⁴

2. Use digital workers to streamline operations

Enabling technologies like AI, machine learning, RPA, bots, virtual assistants (VAs) all serve as digital workers, fueling the evolution of HR service delivery. These digital workers enable a single hand off to the HR professionals who can address their issues and concerns, streamlining the HR employee experience. Companies who have integrated digital workers into their day-to-day HR operations for 2 or more years have experienced a 22% lower total HR cost per employee, as well as increases in discretionary effort, productivity and data insights.¹⁵

These technologies enable HR teams to be more efficient while also enhancing the employee experience.

↓ 22%

lower total HR cost per employee¹⁵

↑ 35%

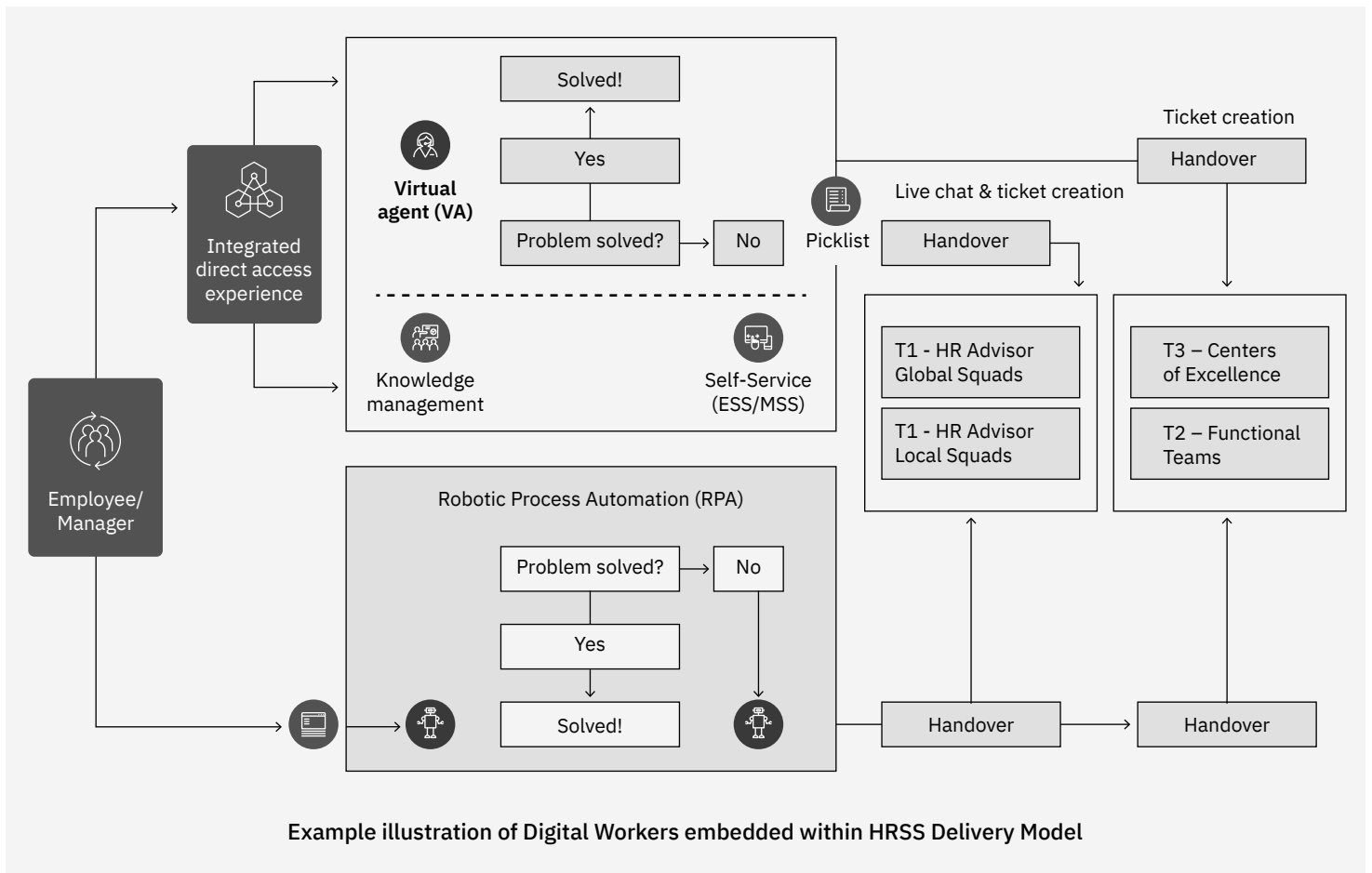
projected increase in employee productivity¹⁶

↑ 2.2x

increase in employee discretionary effort¹⁷

↑ 26%

increase in insights from data¹⁸



3. Know your data and facilitate action

HR organizations often have a rudimentary understanding of what to measure and the levers to pull to influence desired outcomes. More modern HR organizations know their data. Data is the foundation for insights, decisions and actions. In an era of accelerating disruption, the accuracy, timeliness, relevance and actionability of data will greatly influence whether the organization is able to anticipate change and act with speed and agility. Measuring data is critical for effective management but knowing what levers to pull to move the needle in the right direction and facilitate action is what modern HR organizations do.

“The ultimate purpose of collecting data is to provide a basis for action or recommendation.”

W. Edwards Deming

American engineer and management consultant

4. Govern data, process and technology cross-functionally, and geographically

A formal governance framework integrated into regular operations of HR enables companies to facilitate optimization of processes and experiences across employee populations. Modern HR organizations understand that data, process and technology integrate to streamline operations and experiences. They must be intentionally governed cross-functionally and geographically for maximum effectiveness—global where possible and local where necessary.

5. Invest in a change adoption framework

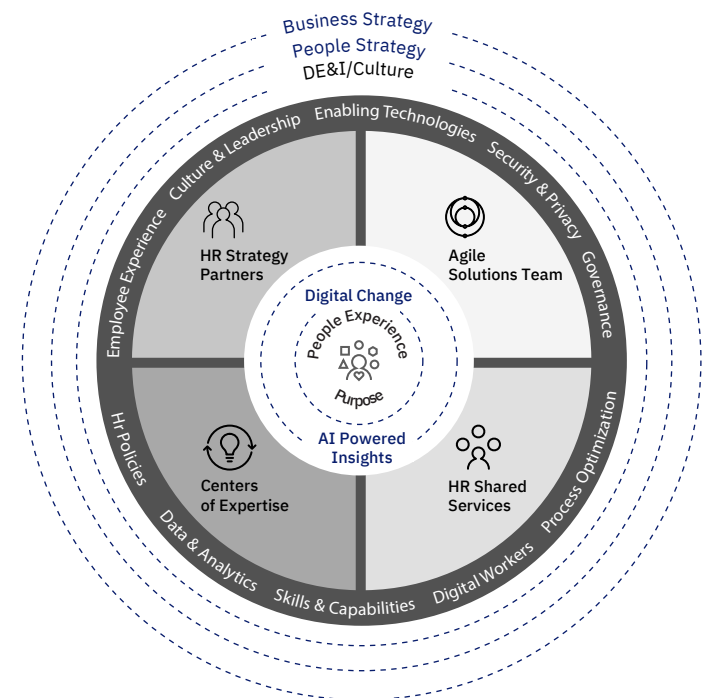
Too often HR organizations take a home-country-centric approach towards transformation, designed for efficiency, and replicate to other regions in which they operate. Additionally, they fail to have the feedback channels in place for a pulse on how people are reacting to transformation initiatives. Modern HR companies orchestrate how people respond to change and transformation initiatives across the enterprise. So how do you do it? Here's what we see dynamic HR companies doing:

- Understand how change initiatives impact the employee experience
- Assess organizational readiness to experience and adopt change
- Develop a change strategy and roadmap
- Use a change network to lead change adoption
- Establish continuous feedback channels to measure and assess readiness and adoption
- Measure benefit realization

The dynamic HR operating model

Like many operating models before it, the dynamic HR operating model starts with a business and people strategy. One key differentiating component of the dynamic HR operating model is its human-centered design. It's informed by the business strategy, enhanced by a diverse and inclusive culture, and designed with the employee at the center for a purposeful people experience.

As mentioned previously, the integration of digital workers into HR service delivery is another distinguishing characteristic of the IBM Consulting™ dynamic HR operating model. AI, virtual assistants and bots are used throughout the HR domain to enhance experiences, perform HR transactions and to extract insights and value from talent and organizational data with greater speed and accuracy.



The dynamic HR operating model adds an agile solution team as a fourth leg to the traditional HR business partner (HRBP), center of excellence (COE) and shared service center (SCC) operating model stool, giving it a stronger base to drive business value and design the employee experience. All operational activities areas move to the HR services organization to manage day-to-day employee and manager interactions. This move frees up HR business partners to serve as strategic advisors. And the COE can take an agile approach toward designing talent and reward strategies that reinforce desired behavior and attract, motivate and engage high-performing people to bring their best every day.

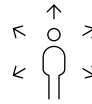
The whirlwind of day-to-day operations and other running the business (RTB) activities have been a challenge and even an obstruction, causing organizations to delay strategic transformation initiatives. The impact of HR strategies can be delayed causing what's known as a **strategy execution gap** for HR. The dynamic HR operating model organizes and empowers HR organizations to bridge this gap. HR strategy partners and centers of expertise focus on strategy, while HR shared services and the agile solutions teams focus on execution.

The following are 8 design principle considerations that guide dynamic HR operating model transformation.

Developing a dynamic HR operating model

Guiding principles serve as guardrails that help shape how the HR organization should operate to achieve business and talent strategy objectives. Each principle should be specific to an organization's transformation journey, factoring in both where they're starting and where they envision going. They're used to facilitate alignment and decision-making and bring resolution to conflicting views.

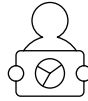
Establishing guiding principles is a critical first step in pursuing HR transformation. Each organization needs to look objectively at its current situation and determine how effectively its operating model is serving the strategic imperatives of the organization. This honest assessment will reveal themes to carry forward in the transformation. As an example, an HR organization challenged with providing business leaders meaningful insights to support decision-making may want to have a guiding principle to ensure an outcome of the operating model change is to turn data into insights and insights into action. This principle serves as direction for the team to make decisions when designing and implementing structures, HR technology ecosystem, workflows and experiences.



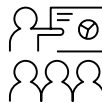
Employee centered design



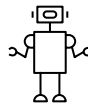
Simplified HR Technology Ecosystem



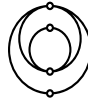
Turn data into insights and insights into action



Intelligent workflows



Employ digital workers



New ways of working



Build skills into the flow of work



Intentional governance of data, processes and technology

When documenting principles, they should be written in the specific context of the outcomes and transformation each company pursues. The following are some example statements for each guiding principle.

Principles	Example descriptions
Employee-centered design	<ul style="list-style-type: none"> - Design interactions around the employee or manager - Personalize experiences for key populations and moments that matter - Collect, analyze and act on employee feedback to improve services
Simplified HR technology ecosystem	<ul style="list-style-type: none"> - Cloud-based technology for HR technology ecosystem - Common core HCM system for global employee and organizational data - Streamlined technologies to deliver a simple and consistent experience for employees and managers to access directly
Turn data into insights and insights into action	<ul style="list-style-type: none"> - Define a data architecture that spans the HR technology ecosystem - Deliver value from data; use curated data across workflows to mine the most important value pools - Ensure data is timely, accurate and actionable for decision-making
Intelligent workflows	<ul style="list-style-type: none"> - Optimize processes and integrate automation to maximize productivity - Orchestrate the flow of data across the HR technology ecosystem. - Integrate data-based decision-making into the flow of work
Employ digital workers	<ul style="list-style-type: none"> - Use VAs to inform, guide and assist employee transactions - Use RPA bots to process high-volume administrative tasks - Facilitate seamless handoffs between digital and human experiences
New ways of working	<ul style="list-style-type: none"> - Organize cross-functional talent pools that can be deployed to meet the fluctuating demands of the business - Invest in upskilling the HR team in agile practices and design thinking - Release new solutions in iterative bursts and respond quickly to feedback
Build skills into the flow of work	<ul style="list-style-type: none"> - Aim for deep visibility into the skills you have and the skills you need - Use digital tools to create personalized learning experiences - Foster a culture of perpetual learning and continual skills growth
Intentional governance of data, processes and technology	<ul style="list-style-type: none"> - Understand that data, process and technology integrate to streamline operations and experiences - Think global where possible and local where necessary

HR business partners shift to HR strategy partners

HR strategy partners have the business acumen, pulse on talent and performance drivers both inside and outside the company to act as internal business consultants aligned with business leaders. They have a pulse on the internal and external working environment and how both influence or impact what's happening within the business and its people. They serve as talent advisors, coaches, leadership development guides, change drivers and brokers for HR – mobilizing talent for the execution of business strategies

In the dynamic HR operating model, HR strategy partners design and implement internal initiatives and programs to execute the organization's strategy. They serve as a bidirectional feedback channel, representing both their respective business units and the broader organization. An HR strategy partner acts as a “change agent” to build excitement and buy-in for upcoming transformation initiatives and programs. They have a measurement focus and systems-thinking approach to identify causal relationships, extracting insights that drive better business decisions and resolve business and people issues. Their ideas and points of view are valued and considered in defining and executing business strategy. They are there to offer recommendations, assist in making decisions and ensure business goals and milestones are being achieved. They are a partner in the success of the leader and business they support.

How they work with the other teams in the dynamic HR operating model

Centers of expertise

- Inform on the execution against people strategy
 - Refine business processes for increased efficiency and productivity
 - Provide guidance and feedback based of data
-

HR Shared Services

- Inform on the execution against people strategy
 - Refine business processes for increased efficiency and productivity
-

Agile solutions team

- Inform on the delivering process and execution excellence
 - Provide coaching to teams as needed
-

Centers of expertise fuel talent acquisition, growth and retention

Centers of expertise (COE) provide thought leadership and HR programs that cultivate culture, personalize employee experiences, promote well-being, facilitate skills and leadership development, and build talent capability, mobility, rewards and recognition. These teams become more strategic and impactful in the dynamic HR operating model. They're no longer encumbered by the functional day-to-day COE operations, which are moved over to HR shared services.

The dynamic HR operating model empowers the COE to focus on programs and strategies that fuel the acquisition, growth and retention of talent. They have deep, domain-specific industry knowledge and experience, along with continuous feedback channels, to better understand the employee experience and how their programs and strategies need to evolve. They still oversee HR policies and procedures development and rollout.

How they work with the other teams in the dynamic HR operating model

HR strategy partners

- Provide support on the execution against People strategy while taking into account the overall business strategy
-

HR Shared Services

- Leverage technology and automation to enhance business processes and overarching employee experience
-

Agile solutions team

- Provide input into business process design for more efficient and productive procedures
-

HR shared services operates on the front lines of the employee experience

HR shared services in the dynamic HR operating model is no longer just about operational excellence, but also employee experience. This team is on the front line of the employee experience. They are comprised of people and digital solutions partnering together to manage and deliver HR operations that enhance employee and manager experiences. HR shared services becomes an incubator of HR COE talent. This team provides one-on-one service and support by responding to HR questions, issues, needs and concerns of employees and managers through a tiered and integrated delivery model. It's where day-to-day operations of regular and cyclical HR activities, such as hiring and preboarding, performance and pay cycle management, and open enrollment, occur.

Employees and managers interact with HR where and how they need as HR shared services delivers an engaging experience platform that's intuitive, easy to use and focused on a seamless digital and human experience. A rich digital experience is provided for employees and managers to find the answers to their questions and help with actions they need to take. The digital-human partnership is realized with seamless handoffs and one-touch resolutions.

How they work with the other teams in the dynamic HR operating model.

HR strategy partner

- Execute against HR and People strategy
- Provide operational delivery of HR services
- Inform the business process for increased efficiency and productivity

Centers of expertise

- Provide support and execution of operational activities and tasks
- Use of tools and technology as a means to deliver results and enhance the employee experience

Agile solutions team

- Provide data administration support
-

An agile solutions team focuses on change and transformation

Disruption—whether driven by technology, regulatory, economy, social influences or even a health crisis—surely lies ahead for all organizations. Whether anticipated or not, or if it becomes an opportunity or threat to the business, all organizations will have to manage it. Change and transformation has become a constant for organizations. HR organizations now have a team focused on executing change and transformation initiatives.

An agile solutions team is a pool of cross-functional HR talent that can be deployed and flexed to the changing needs of the business at the direction of both HR strategy partners and COE. Whereas the HR service center may respond to questions, issues and transactions for employees and managers in a one-on-one interaction, the agile solutions team proactively engages with employee and manager populations to guide them through change and transformation initiatives. These engagements can be in the form of a new talent or rewards program, as guided by a COE, or a reorganization, merger, or even a reduction in force as guided by an HR strategy partner. This team becomes an incubator for both the HR strategy partner and COE talent pools.

How they work with the other teams in the dynamic HR operating model.

HR strategy partner

- Execute against HR and People strategy
- Provide operational delivery of HR services
- Inform the business process for

Centers of expertise

- Provide support and execution for talent programs and initiatives
- Provide support and execution of rewards programs and initiatives

HR Shared Services

- Provide mass change updates for organization changes related to M&A&D, RIFs, and restructures
-

Dynamic HR operating model best practices

Modern HR organizations that operate with agility and impact in a continuously changing environment intentionally excel in 9 areas. These leading practices are embedded in the way HR operates day to day, enabling companies to shift from efficient, integrated COE, empowered HRBPs, and efficient HR services to dynamic HR, which provides insights, experiences and talent mobilization at speed and scale to anticipate disruptions and seize opportunities.

1. Employee experience

- Use of personas and employee journeys for employee-centric experience design
- Seamless transition between service tiers
- Employee sentiment that drives engagement and decisions
- Perpetually improving experiences
- Increasing commitment to diversity, equity and inclusion
- Use of reinforcement mechanisms, such as rewards, to align employee experience with model objectives

2. Enabling technology

- Centered on employee experience
- Cloud based for speed, scalability and flexibility
- AI to help identify trends, predict issues and initiate responses for moments that matter
- Personalized for curated service from a human or bot
- Small, iterative releases of new functionality
- Seamless integration across technology

3. Data and insights

- Data designed across the entire HR technology ecosystem for better experiences, insights and efficiencies
- Consistent metrics and data transparency with appropriate security and privacy
- Actionable insights with predictive AI, using rich external and internal data
- Data-driven decision-making powered by AI

4. Digital workers

- Employ VAs and RPA bots.
 - Orchestrate handoffs for first-touch resolution.
 - Perform tasks and process transactions on behalf of employees and managers.
 - Streamline and execute high-volume administrative tasks and transactions.
-

5. Process optimization

- Standardized global processes, localized where necessary
 - Transaction automation with RPA
 - Agile and design thinking for employee-centric process innovation
 - Prioritization matrix for service levels
-

6. Change management

- Drive adoption of change through employee engagement and co-creation.
 - Lead change by demonstrating the value of design thinking, agile and hybrid workforces—human and bot.
 - Mature feedback channels and culture for rapid deployment and iteration of minimum viable product (MVP) services.
-

7. Skills and capabilities

- Establish a culture that promotes continuous and personalized learning
 - Build skills in the flow of work
 - Job descriptions include skills and proficiency levels
 - Provide skill-based recruiting to help remove bias
-

8. Governance

- Formalized global governance of data, process and technology across functions and geographies
 - Regular reviews to ensure global standardization where possible and flexibility for local requirements where necessary
-

9. Strategic partnerships

- Accelerate innovation and bridge technology skill gaps by using partner innovation labs
 - Maximize operational efficiencies through strategic managed services integrated into HR service delivery
 - Empower HR professionals' growth and impact by freeing them from tactical administrative work
-

These practices should be looked at as pivotal elements of any future HR organization and as value creators for the business and employees alike.

What dynamic HR looks like

Understanding a more dynamic HR operating model is required to support the rapidly changing needs of modern businesses and its people. But what does dynamic HR look like in practice? What is the employee and manager experience? Here are two examples.

The dynamic HR employee experience

Sometimes I have questions about my benefits or leave ... The portal is great, and the virtual agent provides a simple 'one-stop shop' for me to get HR help fast.



I have a question about maternity leave

1

Nora is expecting a child and wants to know how maternity leave works. She goes to Virtual Assistant (VA) to start learning about the leave process and benefits.

– Leverages SAM to initiate request

2

Nora clicks on VA and is personally greeted. She asks VA for the “what is the maternity leave policy?” VA responds with “Congratulations on growing your family” and provides the policy and additional actions in links such as “initiate leave request” and “eligibility notes”.

– SAM greets her by name and provides accurate resources

3

Nora selects the “Initiate leave request” link. As a result, VA asks for specific data such as start and end date, as well as specific concerns. Then, VA suggests that Nora speak with her manager and lets Nora know that her health insurance will call her and gives her direct line to insurance.

– SAM initiates the process
– Provides suggestion to speak with manager

4

Nora selects the hyperlink to initiate her maternity leave request, providing needed data. SAM also automatically notifies her manager. Because this is a “moment that matters” an HR person will call to confirm any needs.

– Understanding “Moments that Matter”
– Automated notifications to manager and HR representative

The dynamic HR manager experience

I need fast answers for my questions about the people I supervise. The virtual agent usually provides the answer I need, but when it doesn't, it connects me with a person who can solve my questions or issues.



I have to make a commission adjustment for an employee / team member.

1

Ellen is a manager with an employee in Germany who needs an additional compensation adjustment (commission). To get more information, Ellen opens SAM (VA) to learn more.

– Leverages SAM to initiate request

2

Ellen types “How do I make a compensation adjustment for commission?” SAM personally greets Ellen and provides a link directly to the article which can guide Ellen in executing the transaction. Additionally, SAM offers to execute the transaction right now.

– VA can understand the detailed phrase entered
– Provides guidance and offers to execute transaction

3

Ellen clicked on the option for the VA to execute the transaction. The VA asks for each piece of data required in an easy step by step manner. Ellen is impressed by how fast it was completed. Ellen gets an automatic notification on his phone and e-mail when it is complete.

– VA executes the transaction on behalf of Ellen

4

Ellen checks Workday the next day and sees that it is reflected correctly, even including regional rules for Germany.

– Transaction reflects in Workday, accurately

Making the first steps to dynamic HR

Many organizations are navigating their HR transformation journeys with aspirations to become more lean and agile. These aspirations have become HR's opportunity to explore process redesign through enabling technology that delivers operational efficiencies while enhancing the employee experience. Now, more than ever, we see the business landscape being hit by consistent and ever-changing disruption. The first step that HR organizations need to consider to address this disruption is how they can benefit from introducing new and innovative technologies.

Shifting from an administrative HR shop to a more strategic one through the adoption of technology is required for HR organizations who want to act. HR will still have room for the infrastructure of administrative services, advisory roles and points of expertise, but the roles of this structure will be fundamentally changed. The dilution of administrative tasks should be seen as a benefit to the organization.

Each organization's HR transformation journey will depend on its starting point and maturity level. As a result, some companies may achieve their desired benefits faster than others. It is essential to understand that the transformation journey is not just a matter of getting from point A to point B. It's a new way of organizing and deploying HR assets in an operating environment that's in a constant state of change. The dynamic HR operating model designed by IBM Consulting is built to assist transformation in an era of continuous disruption and change. An integrated approach across 6 action areas accelerates the journey.

Integrated platforms	Simplified and integrated hybrid, multi-cloud platforms that provide an HR technology ecosystem for managing the entire employee lifecycle from hire-to-rotate effectively and efficiently.
Employee experience	Employee-centered experience design enables HR teams to better attract, engage, and develop high-performing talent.
Data and insights	Architected data across the HR technology ecosystem to enable intelligent workflows, enhanced experiences and business insights that support decision making at speed and scale.
Operating model	Structured with both human and digital workers to facilitate agility, enhanced experiences, and balance run the business (RTB) with strategy execution.
Organizational change	Building intelligence and flexibility into the teams, processes and systems to help organizations anticipate and respond to future disruptions with agility and speed.
Skills development	Reskill and upskill HR talent to drive transformation and evolve roles that deliver more rewarding experiences for employees while improving business impact. Embed a culture of continuous learning.

How IBM Consulting is leading organizations along their dynamic HR journeys

IBM Consulting has built vast capabilities across talent transformation that are focused on guiding and supporting global clients. Our team works with clients from consult to operate, guiding them towards a more data-driven, tech-enabled, experience-centered organization. We have several capabilities and offerings, including:

- HR transformation strategy, roadmaps and business cases
- Employee experience North Star design
- Implementing intelligent end-to-end workflows
- HR technology strategy and implementation
- HR operating model and service delivery model transformation
- Talent framework and skills
- Strategic workforce planning
- End-to-end talent analytics
- Managed employee services

In this new era of perpetual change, it's necessary for companies to reimagine the way they manage and develop their people. Companies need to provide experiences to ensure the organization has the right data insights and skills to both succeed and grow. This need goes beyond the unknowns of our recent global health and social crises and toward the evolution of today's technology and its impacts to the business. One thing is for certain. Disruption will continue to be a challenge for many, but within every disruption is a new opportunity for those who are prepared.



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IBM Corporation
New Orchard Road
Armonk, NY 10504

Produced in the
United States of America
March 2023

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