



Architecting the Future Digital Workplace to Create the Best Employee Experience

Breakfast Briefing With Dave Millner



Employee Experience In A Digital World

While digital is having a profound impact on how businesses interact with their customers, it is also having an impact on how businesses think about their internal customers: how to best engage their employees, what the workplace will look like in the future and what the employee experience will be.

This is both a challenge and an opportunity for HR, and Savannah Group recently hosted a breakfast briefing for a select group of senior HR leaders to discuss how digital is reshaping jobs, redesigning organisational structures and reimagining the workplace.

The discussion and presentation was led by renowned influencer Dave Millner – former Executive Consulting Partner & HR Futurist for Watson Talent & IBM Kenexa and popularly known by his twitter handle @HRCurator. His insightful and thought provoking presentation was followed by a roundtable discussion and debate focusing on HR's role in the future digital workplace.





Figure 1

The Digital Context

The five year plan is out the window - it's just not relevant anymore. Business disruption, talent disruption and experience disruption is reshaping the way people think about their role within an organisation. Research tells us that mastering the art of change in a digital world is now a critical competitive advantage, but what is digital?

Most executives think of digital as technology, but digital is not just about technology, it's more about a new way of working:

- That is an integral part of corporate strategy
- That starts with a change in mind-set
- That it is not just about technology but about new ways of operating that enable a better customer and employee experience
- That embraces all the technologies that employees use to get their work done
- That enables the organisation and its' employees to deliver more efficiently and with more value than ever before

AI is not going to replace every single job. Some will be removed, and additional roles will be added. The digital future is people working in partnership with digital technology, and HR are positioned as business architects, able to re-imagine the workplace by creating a new work experience for you and your employees in a digital world.



Key Takeaway

The future of work is here today and it is about people working with digital technology.





The Digital Journey

The Traditional Change Curve No Longer Applies to Most Transformational Journeys



Figure 2

A Framework for Digital Change

The traditional change curve is outdated, so how can we take the workforce with us on the change process? The answer is to create a culture of learning in the organisation. The most important word in the digital landscape is trust, and businesses need to fully involve the workforce in that change so that it doesn't come across as being 'done to the workforce'.

The digital journey (figure 2) provides a blueprint for change, but also requires three key elements;

- 1. Cultural.** Addressing the culture shift and the mind-set change that the digital change requires.
- 2. People & Capability.** Identifying new leadership capabilities, new workforce capabilities and who the change champions are within the organisation.
- 3. Process & Structures.** Facilitating the change process through roadmaps and personalisation, innovating, getting stakeholder commitment, aligning the organisational design, redesigning jobs and getting real time feedback on problem resolution.

One notable change program using this approach gathered feedback from 85% of employees before it began. Six months after it was implemented, negative feedback was minimal due to the workforce being consulted and involved early on.



Key Takeaway

Digital change is fluid and has to involve people from the very beginning .



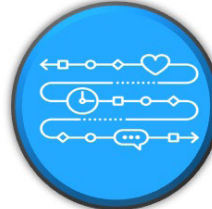


Figure 3

Impact on the Workforce

CHANGING EXPECTATIONS OF EMPLOYEES

- **Constant learning demands.**
- **Empowerment** and re-framing accountability for performance and improvement.
- **Less career progression** opportunities (loan out employees?)
- No fixed job descriptions.



NEW WORK PRACTICES

- Impact of **automation** on processes and re-shaped roles.
- **Boundaryless teams**, communities and collaboration.
- Empowered **teams** drive improvement.
- **ROI focus** in all jobs.

NEW CAPABILITIES

- Shift from Knowledge Worker to a **Learning Worker**.
- **Change responsiveness.**
- **Technology** orientated but still about people!



New Capabilities to Maximise Digital Change

According to research from Bersin by Deloitte and PWC Digital just 9% of HR functions are 'digital ready', 69% of CEOs feel its harder to gain and keep trust in an increasingly digital world, yet \$11.39 is added to Gross Domestic Product for every US dollar invested in human capital. There are clearly business benefits from digital change, to realise those benefits however requires an understanding of the impact of digital on the workforce and leadership.

As workers shift from being knowledge workers to learning workers, employee expectations evolve and new work practice are brought in (figure 3). People will want to work for people who they can learn and grow from, so HR leaders need to become skilled at managing talent to create the desire to come and work with you as opposed to employees simply responding to a job specification.

Future leaders in a digital world will be ones who:

- 1. Provide Clarity.** Based on the strategy, they help imagine the future business state and synthesise what that means.
- 2. Energise.** Are able to act as a translator, take people with them and provide impact within the organisation.
- 3. Are Experience Builders.** Build a great place to work by becoming a trust builder and a talent magnet.
- 4. Execute.** Are results focused, help mobilise change and can drive increases in performance.



Key Takeaway

As a business reinvents itself it has to change the capability of its people and that puts learning at the heart of digital transformation.



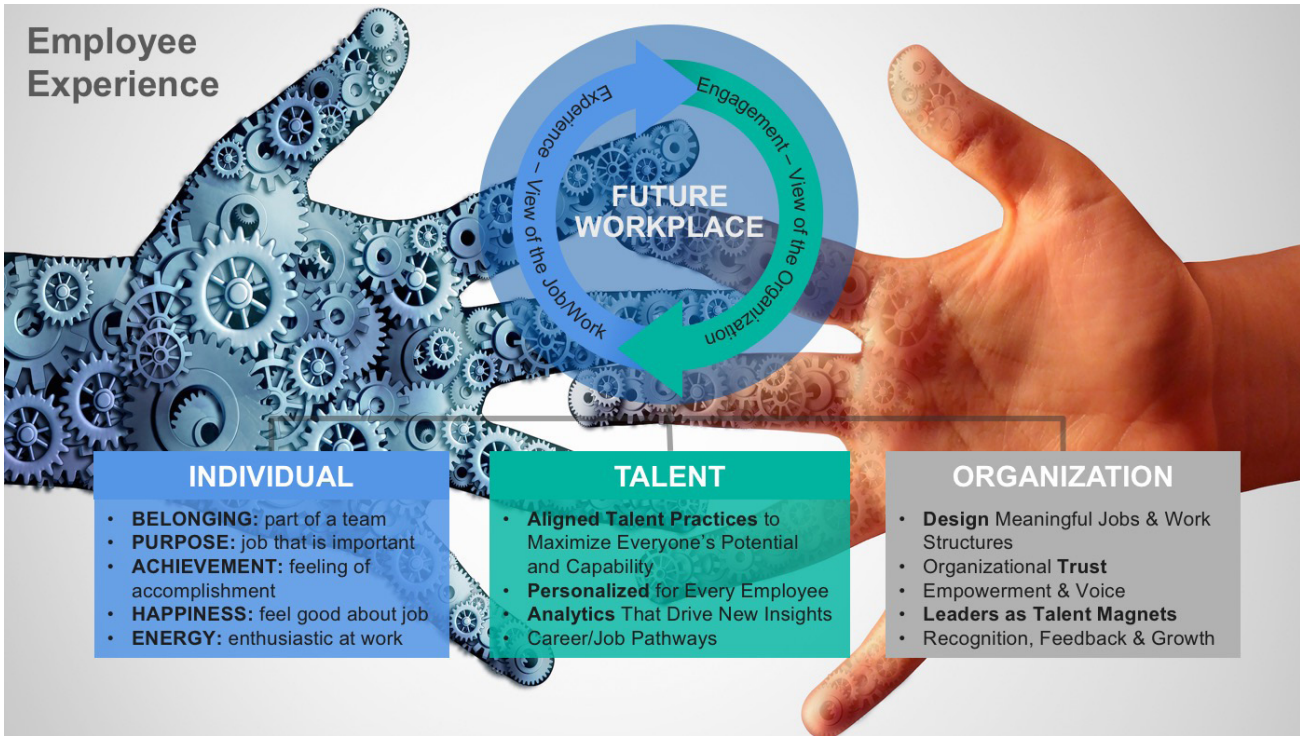


Figure 4

Creating a Digital Employee Experience That Is Best In Class

It's time to re-think HR strategies and systems that were designed for another Era. Employees expect to experience innovative, creative change in a personal way at a time that suits them.

Employee experience should be employee centric, highly personalised to employees' experience and exploit the power of social and mobile. HR should harness the power of data and analytics to create a feedback loop that further informs management and engages the workforce.

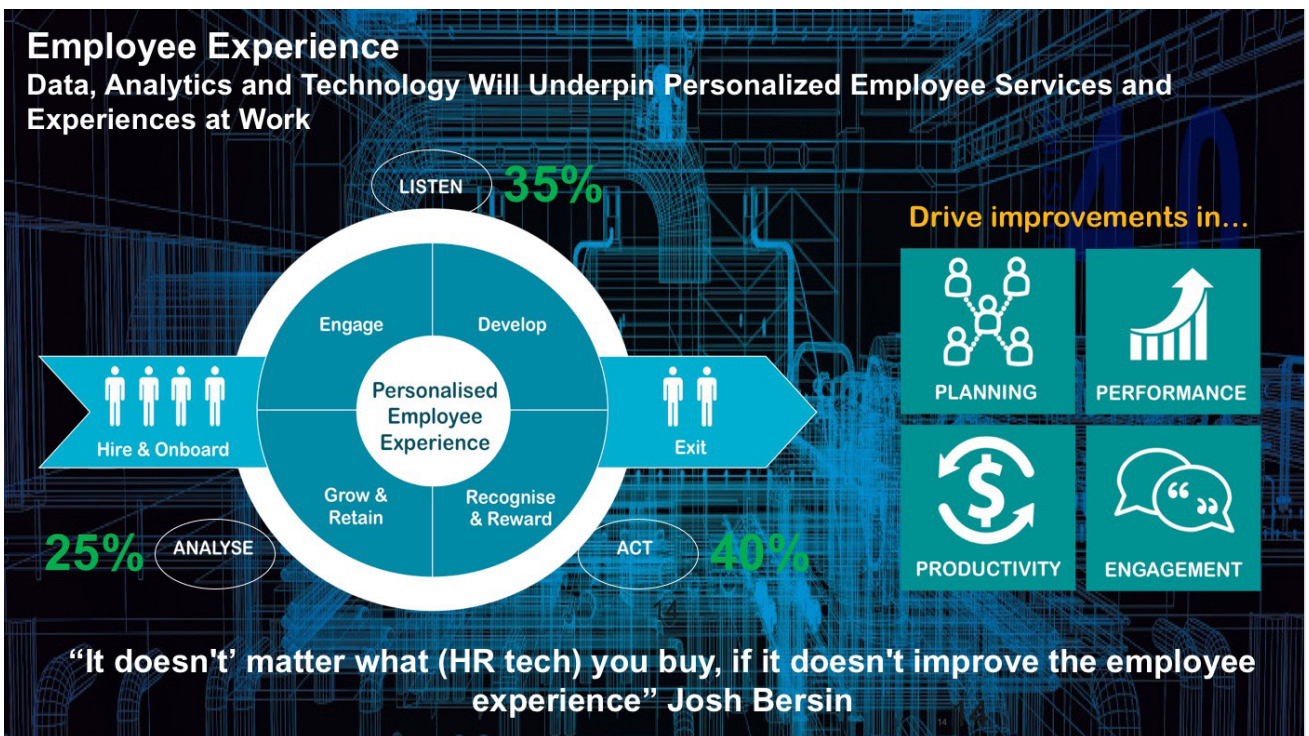


Figure 5



Figure 6

The Evolution Of Talent Management

The talent needs of the business are continually shifting while there is an increasingly short shelf-life for skills and a highly competitive talent market. Attracting talent is as much a leadership responsibility as it is a company objective, and leaders (particularly in HR) will need to play a much more active role as 'talent magnets' within the organisation.

In response to this, some businesses are reconsidering implementing a 'Chelsea' model (named after the football club that famously loans out many of its stars to other clubs). By acquiring and then seconding high performers to smaller businesses or businesses where they have partnerships, their high performers can not only continue to grow but can come back to the organisation with a new skill set. Above all this, the individual is still kept within the ecosystem of the business and away from competitors.



Key Takeaway

Engagement is a view of the organisation. Experience is a view of the job. From an organisational design point of view, trust is the key.





Figure 7

Key Learnings

The accelerating rate of change in business, the economy, and society challenges both businesses and HR to adopt new rules for leading, organising, motivating, managing, and engaging the 21st-century workforce.

It takes courage to embrace this new world. New technology is going to take away the comfort zone of the old HR. While there is a lot we can do with data and AI, we need to keep the human part of certain roles as it still falls to HR to have the difficult conversations. What are the signature experiences that you will not transfer to technology? It's time to tear up the rule book and start re-learning. By focusing on human interaction – quicker, faster and better, technology can help us do our job and add value to the organisation. HR leaders can accelerate the path to transforming the employee experience by:

- Designing/knowing the jobs and skills of the future. opportunities.
- Accurately assessing and evaluating fit.
- Listening to and involving your employees.
- Helping employees grow skills and explore new
- Building smarter employee based technology platforms.
- Creating a culture where data driven decisions are valued.



Key Takeaway

HR shouldn't just be business partners - they need to be commercial leaders. HR, Procurement, Finance and Marketing leaders will need to demonstrate what value they are bringing to the organisation.





ABOUT SAVANNAH GROUP'S HR PRACTICE

Savannah Group's HR Practice is recognised as a global leader in the placement and career development of the most senior HR leaders.

Savannah has a proven track record working with across multinationals, mid-cap and emerging companies globally. Savannah

cares deeply about the candidate experience and look after those we meet.



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ABOUT HR CURATOR (DAVE MILLNER)

@HRCurator has been recognised for the past five years as being the "go to" Twitter account to follow for HR practitioners who want to access articles, reports and insights regarding HR from the world of social media in an effort to be more commercially aware

and mindful of current and future external trends.

Additionally, for the past two years HRCurator has been providing consultancy advice, support and solutions to clients as HR functions make changes that align their

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