



**HR &  
STRATEGIC CHANGE**

**ADOPT AN  
EMPLOYEE-CENTRIC  
HR INNOVATION  
MINDSET**

# ADOPT AN EMPLOYEE-CENTRIC HR INNOVATION MINDSET

## HR & STRATEGIC CHANGE

by Alain Thys

### OVERVIEW

Human resource management is by definition a 'high-touch' activity. While the size of your business may require the use of policies and processes, you and your team are dealing with human beings who can be emotional in their reactions and choices and who may or may not embrace the tools you select.

When you start automating these policies, as an HR leader, you should take this into account. Explore what's out there, but only implement those tools that help you more efficiently deliver the employee experience that you defined. When you envision or find these tools, you can implement them in partnership with your IT department so you can be sure they deliver what it says on the package.

By taking this innovative human-centric view of HR tech, you will improve the quality of working at your business and the efficiency of your HR team.

The digital revolution has reached the world of HR. By 2027, HR tech is expected to be a \$38 billion business which will continue to grow at double-digit speed.

### BUT GROWTH DOESN'T ALWAYS MEAN PROGRESS.

In a recent study, only 38% of HR professionals found that their HR tech implementations delivered 'all' of the expected business value and 10% found they got 'no value' or even 'went backwards'.

### CLEARLY, AS AN HR LEADER, YOU NEED TO STAY AHEAD OF THE CURVE. BUT YOU ALSO NEED TO DO IT SMARTLY.

Implement what is needed but ensure your company doesn't rush into solutions that fail to deliver the value that was promised in the brochure. Or worse, those that sound good on paper, but are then rejected by your (future) employees.

Pragmatically you can achieve this in three ways.

## #1 - PLAY, EXPERIMENT AND BREAK TOOLS

Day after day, HR Tech companies across Europe crunch out thousands of apps, tools and pieces of software that aim to streamline the people management process. Some of these tools have the potential to change the profession completely. Others are a total waste of time.

But there is no way you can know this without looking around and trying out the different propositions yourself. So start by playing around with interview bots. Check out algorithms that match the candidate personality to the composition of their future team. Explore employee relationship management systems. It's only by trying out these various tools that you will truly experience whether they can innovate your current way of working or provide any benefits.

## #2 - IMPLEMENT WITH THE EMPLOYEE EXPERIENCE IN MIND

Something shouldn't be automated just because it can. Likewise, it doesn't have to be carried out in a certain way because that's how you like it done or because the HR tech vendor says so. The employee experience should always be your guide here.



Ask yourself, does the HR technology you're considering smoothly integrate into your employees' workflow? Does it live up to the promise that your business has made to your employee?

### **DOES IT MAKE THEIR LIFE EASIER FOR THEM? AND MOST OF ALL, WILL THEY ACCEPT AND USE IT?**

For example, I know of a company that implemented an automated video interview system because they thought it would increase the efficiency of their recruitment process by over 50% and would allow them to process 30% more candidates.

But when they looked at the quality of these candidates, they found that, despite the vendor's claims of extreme candidate satisfaction, the most promising, innovative talent had simply chosen not to apply.

This didn't mean the system was bad. The problem was it didn't fit the context of this particular business and the employee experience it wanted to provide.

So remind your business and your team to always start with the employee experience required to attract and retain the right talent. Only then, they should look at ways to automate where it makes sense.

### **#3 - PARTNER WITH THE DEPARTMENT (AND ALL OTHER STAKEHOLDERS)**



### **NO HR TECH SOLUTION CAN BE TRULY FUNCTIONAL WITHOUT THE IT DEPARTMENT GETTING INVOLVED.**

Even if you purchase an off-the-shelf online service which has proven its value in twenty other companies like yours, you might still encounter problems. There may be problems with configuration, identity management, security, integration, monitoring and many other factors that you, as an HR professional may not consider. Not to mention the fact that some cloud-based software vendors can have some sneaky terms and conditions which can only be spotted by an IT veteran...

However, the IT team can only really support you if they understand what functionalities

you are looking for. This means that before you start any new implementations, you need to work with the CIO to craft your HR tech vision.

Using this information, the CIO and their team can then turn your business requirements into functional requirements and technical specifications. This ensures that the software you purchase or develop delivers exactly what you are looking for and that there are no unpleasant surprises.

But remember that just talking to the IT team won't be enough. According to a 2020 PWC Study, eight out of ten companies struggle with HR tech adoption. This is mainly because the planning phases missed getting all the right people in the room to answer the right questions for change at scale. So it's better to take a little bit more time for planning and alignment at the start than to move fast and have regrets later.

## ALAIN THYS THE AUTHOR



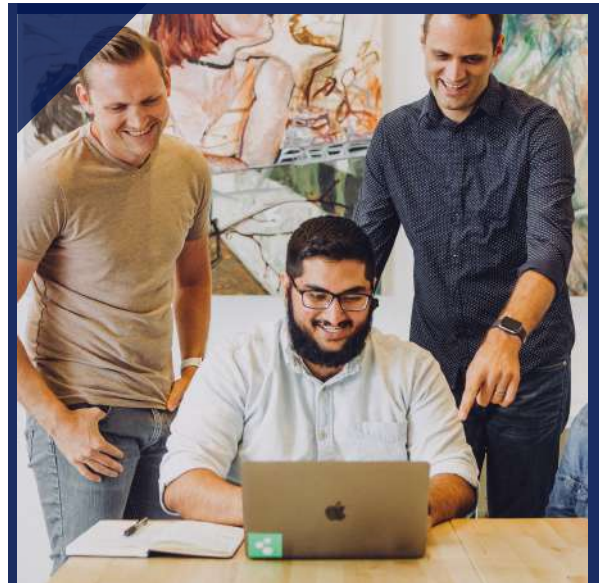
Alain Thys is an experience architect who has led transformation programmes impacting employees in 100+ countries. He specialises in the development of customer, employee and stake/shareholder experiences that delight and transform.

### SOURCES

[1] Human Resource Management Market Worth \$38.17 Billion By 2027 - Grandview research, February 2020

[2] Dissecting the employer disconnect in HR tech. Human Resource Executive, March 2020

[3] PWC's HR Technology Survey 2020: <https://tinyurl.com/y575gzh4>



## KEY STEPS TO HELP YOU CRAFT YOUR HR TECH VISION WITH THE CIO:

Help them understand what you want to achieve for the employees and the business - Again the employee experience work you may have done will be very helpful.

Outline your overall vision for your HR tech stack - What kind of HR department do you want to be? What types of technology do you want to explore?

What do you want to achieve? - Detail the specific aspect you are hoping to automate as well as any vendors you have already shortlisted to achieve this.

# HR & STRATEGIC CHANGE

## AS AN HR LEADER, YOU SEE THE CHANGE

Digitalization brought us a world of new business models, eco-systems and complexity. New collar jobs require a lot of blend digital, technical and soft skills. Change has truly become a constant. Talent shortage is real.

## YOU WANT TO EXPAND YOUR ROLE, BUT LACK THE TOOLS TO MAKE IT HAPPEN

In the 2020s, HR leaders will need to become true talent managers, proactively helping the business to manage the human aspects of digitalization, uncertainty, engagement and supply chain transformation. And while you want to create tomorrow, your toolkit still focuses on improving yesterday, assuming that HR is only about attracting, developing, retaining and especially administrating employees. If you want to do more, the white papers on Google offer beautiful buzzwords but they provide little practical guidance.

## HR & STRATEGIC CHANGE: Key services & tools to support you

- ▲ Personal coaching and assistance from global experts to expand HR to talent management.
- ▲ Craft employee experiences that increase employee engagement and help align behaviour to the company strategy.
- ▲ Engage your people with an organisational purpose that delivers profit and a sense of personal fulfilment.
- ▲ Create a tech positive culture, that uses automation and digitalisation to augment the performance of the talent in your business.
- ▲ Leverage the talent in your company's ecosystem for maximum value to your organisation.

**CONTACT US TO DISCOVER THE NEXT STEPS  
FOR YOU AND YOUR COMPANY**



+32 (0)2 543 21 20



info@mce.eu



www.mce.eu