HR TRANSFORMATION IN THE DIGITAL ERA

7TH JUNE 2018

by

Thai General Insurance Association

GO-UP.work
Go-Up.Work is an HR Tech and People Development Company. Your business partner in improving internal capabilities of your organisation.

We combine expertise in Employee Experience Design, Tech Development, and Human Capital Consulting to support you in your business transformation. Some of our specialisation:

- Tackling Turnover Issue
- Digitalising HR and Organisation
- Improving Business Performance and Employee Engagement
HR Transformation

- HR Outside / In
- HR Strategy
- HR Functional Expertise
- HR Administrative Utility

QR Code
What are the top 3 HR issues that you want to manage?
Let's look at what you face everyday - **Business Challenges**

<table>
<thead>
<tr>
<th>Business Challenges</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>The fastest to adapt with the environment is the winner</td>
<td></td>
</tr>
<tr>
<td>More Demand for Customer Centricity</td>
<td></td>
</tr>
<tr>
<td>Too much manual work that can be automated</td>
<td></td>
</tr>
<tr>
<td>Technological Disruption is everywhere</td>
<td></td>
</tr>
<tr>
<td>Good talent is hard to get</td>
<td></td>
</tr>
</tbody>
</table>
Let’s look at what you face everyday - **Metrics**

<table>
<thead>
<tr>
<th>Business Challenges</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>The fastest to adapt with the environment is the winner</td>
<td>Revenues</td>
</tr>
<tr>
<td>More Demand for Customer Centricity</td>
<td>Market Share</td>
</tr>
<tr>
<td>Too much manual work that can be automated</td>
<td>Productivity Rates</td>
</tr>
<tr>
<td>Technological Disruption is everywhere</td>
<td>% of revenue from new products</td>
</tr>
<tr>
<td>Good talent is hard to get</td>
<td>Morale &amp; Engagement</td>
</tr>
</tbody>
</table>
Let’s look at what you face everyday - **People Strategy**

<table>
<thead>
<tr>
<th>Business Challenges</th>
<th>Metrics</th>
<th>People Strategy</th>
</tr>
</thead>
</table>
| The fastest to adapt with the environment is the winner | Revenues, Earnings | 1. Workforce Management  
2. Productivity  
3. Performance Management |
| More Demand for Customer Centricity     | Market Share, Customer Satisfaction | 1. Employee Experience  
2. Employee Satisfaction  
3. Performance Management |
| Too much manual work that can be automated | Productivity Rates, Quality Measures | Next Generation of HRIS with better employee experience (web based / mobile) Anywhere, anytime, any devices |
| Technological Disruption is everywhere | % of revenue from new products, Employee Suggestion | 1. Cultural Shift  
2. Staff Agility  
3. Innovative workforce |
| Good talent is hard to get              | Morale & Engagement, Knowledge & Competencies | 1. Employee Experience  
2. Diversity Inclusion Workforce  
3. Talent Management |
HR can help shape business goals with **Workforce Management**

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expense / Resources</td>
<td>Asset / Capital</td>
</tr>
<tr>
<td>Plan Headcount</td>
<td>Plan Human Capabilities</td>
</tr>
<tr>
<td>Plan for Today</td>
<td>Plan for Today and Future</td>
</tr>
</tbody>
</table>
HR can help business to be **Customer Centric**

**HR Centric**

- **No link between employee and customer**
  To have satisfied customers, we need first satisfied employees.

- **Old fashioned HR system and Employee Data**
  e.g. excel spreadsheet and paper based system, consume significant time and resources in people process.

**Employee Centric**

- **A happy employee makes a happy customer**
  Identify what make employees dissatisfied and unhappy.

- **More real-time, automation, great user experience**
  e.g. e-leave, e-payslip, e-portal, e-learning, continuous feedback and performance system.
HR needs to **understand business** and how they will affect **people and their experience**.
HR can help build great employer branding which matters

<table>
<thead>
<tr>
<th>Cost per hire</th>
<th>Pool of candidates</th>
<th>Likelihood to stay for the new joiner</th>
</tr>
</thead>
<tbody>
<tr>
<td>2x lower</td>
<td>20% more</td>
<td>4x more</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Payroll cost</th>
<th>Productivity increase</th>
<th>Turnover rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>10% decrease</td>
<td>20% more</td>
<td>28% less</td>
</tr>
</tbody>
</table>
Business transformation means **Next Generation of HRIS**

**From ....**
- HR Focus
- Paper Based / Admin
- Offline

**To ....**
- Employee Centric
- Self Service and Automation
- Real-Time (Cloud Based)
HR can drive **Organization Culture Shift** which impacts business transformation

**From ....**

- Conservative and Traditional
- Process-driven (use technology to create Efficiency )
- Product centric approach

**To ....**

- Agile and respond to change more creatively
- Customer centric: (Digitalization to create greater customer experience) Anywhere, Any Devices Any time
- Customer experience approach Easier, Simpler, faster
Staff Agility matters

From ....

- Being Told
- Don’t Dare to Make Mistake

To ....

- Being Asked / Learning
- Dare to Make Mistake but Learn
GOLDEN CIRCLE

WHY DO YOU
DO WHAT YOU
DO? WHAT'S
THE PURPOSE?

HOW DO YOU
DO WHAT
YOU DO?

WHAT DO YOU DO?
15 Min Coffee Break
How-To Section

1. Shifting from HR to Employee Centric
2. Co-Design and Co-CREATE People Solutions
3. Product solutions that support HR transformation
1. Shifting from HR to Employee Centric
To start with, you need to understand your workforce. But it’s not easy to do.

- Employees are afraid to share what is going wrong.
- New generations have new expectations.
- Top Management have limited data about their people.
- Middle Management only say what the boss wants to hear.
A one time annual employee survey *doesn’t work as expected*

The data / insights come too late (once a year)

People only answer what management want to hear

Often time the survey does not align with business strategy

The value is way less compared to the resources consumed
What the HR / Operation / Finance can do to **Kickstart** the Employee Centric mindset?

1. Understand the relationship between business and people
2. Ask questions
3. Test the hypothesis
4. Scale up the understanding with data
5. Communicate clearly
6. Analyse and close the loop
1. **Understand the relationship** between business and people: Use balanced scorecard

<table>
<thead>
<tr>
<th>Financial Performance</th>
<th>Customer Value Performance</th>
<th>Internal Business Process Performance</th>
<th>Innovation Performance</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues / Profit</td>
<td>Earnings</td>
<td>Cash Flow</td>
<td>% of revenue from new products</td>
<td>Morale &amp; Engagement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employee Suggestion</td>
<td>Knowledge &amp; Competencies</td>
</tr>
<tr>
<td>Market Share</td>
<td>Customer Satisfaction</td>
<td>Customer Loyalty</td>
<td>Quality Measures</td>
<td>Turnover</td>
</tr>
<tr>
<td>Productivity Rates</td>
<td></td>
<td></td>
<td>Timeliness</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rate of Improvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. **Ask questions**: Deep dive to understand what happens

<table>
<thead>
<tr>
<th>Issues</th>
<th>Sample Questions</th>
<th>Sample Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>- Which department has the biggest turnover rate?</td>
<td>- Not competitive compensation program</td>
</tr>
<tr>
<td></td>
<td>- Why did they quit?</td>
<td>- The job is not right for them</td>
</tr>
<tr>
<td></td>
<td>- When did it happen?</td>
<td>- Disrespectful manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Family reason</td>
</tr>
<tr>
<td>Productivity Rates</td>
<td>- What is our productivity rates?</td>
<td>- Instruction and expectation are not clear</td>
</tr>
<tr>
<td></td>
<td>- Do we have effective and efficient process? Why is that?</td>
<td>- Issue with onboarding and training</td>
</tr>
<tr>
<td></td>
<td>- Have we tried to improve it?</td>
<td>- We don’t have managers that can coach and mentor</td>
</tr>
<tr>
<td>Morale &amp; Engagement</td>
<td>- What employees feel about our organisation?</td>
<td>- Micromanagement by managers</td>
</tr>
<tr>
<td></td>
<td>- Do they feel that they have ownership in what they do?</td>
<td>- There are no role model in the company</td>
</tr>
<tr>
<td></td>
<td>- Have we tried to improve it?</td>
<td>- There are no opportunity in the company to grow professionally and as a career</td>
</tr>
</tbody>
</table>
3. Test the hypothesis: Engage employees in validating the hypothesis

Employee Experience Journey Map

- Individual, group, expert interview
- Job shadowing
- Process flow
- Employee Experience Journey Map
4. **Scale up the understanding with data**: Use fun and engaging platform to get the overall picture of your organisation

- Enterprise structure to get full understanding of your organisation
- Live dashboard to know the data in real-time
- Qualitative feedback that goes beyond just number

Non-Intrusive weekly anonymous questions about specific areas that you would like to know
5. **Communicate Clearly** for any HR initiative

- **Speak from employee perspectives**
  - Need to answer employee’s expectation:
    - What’s in it for me?
    - Can we expect change?
    - Are there any communication loop from management?

- **Provide regular communication**

- **Entice with Reward (optional)**
  - Small token of appreciation at the end of the 3rd month for those that are active
  - Monthly challenge program

---

**Hi ____,**

We are striving to become the best place to work.

__________
6. Analyse and close the loop: By sharing the results and the direction forward
2. Co-Design and Co-Crate
People Solutions
Engage your stakeholders during the solutioning to create real impact

To be sustainable, you need to balance between the solutions that are desirable, feasible, and viable.

Start with

- Human elements: their hopes, fears, and needs, to quickly uncover what’s most desirable.
- Technically feasible to actually implement, and
- Solutions that are financially viable.
... using human-centered design methodologies ... 

**Inspiration**
Better understand people by observing their activities and hearing their hopes and desires.
- Individual, group and expert Interview
- Immersion, Card Sort, Collage
- Process flow

**Ideation**
Make sense of everything, generate ideas, identify opportunities, test and refine solutions.
- Storyboard and role-play
- Rapid prototyping
- Business model canvas
- Get Feedback

**Implementation**
Bring the solution to life. Get the idea to market and maximize its impact
- Roadmap
- Resource Assessment
- Monitor and evaluate
... throughout different touchpoint of employee experience
Because a well-designed Employee Experience is the driver of employee’s values and improved organisation bottom line.

Source: Adaptation of “Putting the Service-Profit Chain to Work”, HBR Aug 2008
3. Product solutions that support HR transformation
Connect Everyone in your organisation in a single platform to make communication a breeze

- Distribute company news, updates, and protocols
- Motivate employees and celebrate achievements
- Send 1:1 or group messages without email or phone numbers
- Easily share documents, links, pictures, and videos
- Increase productivity and shorten response times
Allow people to **Reward and Recognize** others when they do a good job.

- **Encourage** good behaviours and company values
- **Empower people to recognize** other people by giving points for good behaviours
- **Build** a sense of teamwork and ownership
Create Positive Leadership Habit for managers and executives

- **Define** the right behaviours and habit
- **Collect** individual and team data through survey
- **Provide** tailored action plan based on the data
- **Deliver** bite-sized learning content
- **Reminders and Gamification Points**
- **Track** progress
Define and Track Performance Continuously with continuous performance management system

Q1
1
2
3
2

Q2
1
3
2

Q3
3
2
1

Q4
2
1
3
4

Goals setting
360 / Peer Feedback
Check-Ins / Conversations
Performance Review
Use Next Gen HRIS that focuses on the employee experience to enable HR to support and set the employee for success.
Q&A
Takeaway

1. Shift from HR to Employee Centric
2. Engage stakeholders for solutioning
3. Leverage technology to help your transformation
Go-Up.Work is an HR Tech and People Development Company, Your business partner in improving internal capabilities of your organisation.

We combine expertise in Employee Experience Design, Tech Development, and Human Capital Consulting to support you in your business transformation. Some of our specialisation:

- Tackling Turnover Issue
- Digitalising HR and Organisation
- Improving Business Performance and Employee Engagement