Is your recruiting technology turning candidates into casualties?

Strategic HR demands a great candidate experience that goes beyond the application

Avature
Get Engaged to Talent
Thinking of Microchipping Your Employees?

Connect invest in HR technology with business outcomes. Read more on page 4.

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gartner.com/go/hr-digital
Dr Brian Kropp, group vice president of Gartner Research & Advisory, explains the major opportunity for human resources to lead from the front on digital transformation, and shares examples from top organisations that are currently embracing the challenge.

**What impact does a major disruption to an organisation's business model have on its employees?**

A major disruption to an organisation’s business model can have a significant impact on its employees, leading to feelings of uncertainty, anxiety, and stress. Employees may feel that their roles, responsibilities, and job security are at risk, which can significantly affect their motivation, productivity, and overall well-being. In extreme cases, major disruptions can lead to job losses, which can further impact employees’ financial stability and quality of life.

**What are the barriers to digital transformation?**

The barriers to digital transformation are multifaceted, including cultural inertia, resistance to change, lack of leadership, inadequate funding, and skills gaps. Organisations often struggle to align their business strategy with digital initiatives, leading to poor execution and suboptimal results. In addition, the pace of change is often too rapid for organisations to keep up, leading to a feeling of being left behind.

**What is the future of HR?**

The future of HR is characterized by a focus on employee-centric outcomes, with a greater emphasis on employee experience and engagement. HR will increasingly use technology to support its work, including automation and analytics to improve decision-making and drive productivity. In addition, HR will need to adapt and evolve to meet the changing needs of the workforce, including the increasing number of employees working remotely.

**How can we ensure that digital transformation is successful?**

To ensure that digital transformation is successful, organisations need to adopt a people-first approach, focusing on the needs and expectations of employees. This includes providing continuous training and development opportunities, fostering a culture of innovation and experimentation, and ensuring that employees feel empowered to make decisions. In addition, organisations should implement a clear and consistent communication strategy to keep employees informed and engaged throughout the transformation process.

**What is the role of technology in digital transformation?**

Technology plays a crucial role in digital transformation, enabling organisations to automate processes, improve efficiency, and enhance employee experience. With the rise of artificial intelligence and machine learning, organisations are able to make data-driven decisions, automate routine tasks, and improve customer service. In addition, technology can be used to create new products and services, driving innovation and growth.

**How can we measure the success of digital transformation?**

Measuring the success of digital transformation is crucial to ensuring that efforts are aligned with organisational goals and objectives. Key performance indicators (KPIs) should be established to track progress, including metrics such as cost savings, increased efficiency, improved customer satisfaction, and employee engagement. Regular assessments and feedback loops should be implemented to ensure that transformation efforts are on track and to identify areas for improvement.

**What is the role of employee experience in digital transformation?**

Employee experience is a critical component of digital transformation, as organisations must ensure that employees feel supported, engaged, and valued throughout the process. By focusing on employee experience, organisations can create a positive and productive work environment, which will ultimately lead to better outcomes for both employees and customers.

**What is the role of data in digital transformation?**

Data plays a critical role in digital transformation, enabling organisations to make informed decisions and drive meaningful outcomes. By leveraging data analytics and predictive models, organisations can gain insights into customer behaviour, identify opportunities for improvement, and drive strategic decision-making. In addition, data can be used to enhance employee experience, providing tailored information and resources to support employees throughout their journey.

**What is the role of organisational culture in digital transformation?**

Organisational culture is a key driver of digital transformation, as organisations must create a culture of innovation and experimentation to support change. Leaders must be willing to take risks and embrace new technologies, while employees must feel empowered to make decisions and contribute to the transformation effort. By fostering a culture of collaboration and experimentation, organisations can drive innovation and achieve success in digital transformation.
When it comes to employees, the appeal is clear: less time in the office means more time to spend with family and enjoy leisure. But what about the workplace? Employees are not the only ones feeling the strain as work-life balance changes. Employers who are planning a four-day working week need to consider the impact on their business success. While many companies have invested time and resources into the concept, not all have succeeded. Despite early successes, the concept is not without its challenges. The main hurdle is the transition from five days to four, which requires careful planning and execution. Without proper planning, the transition can lead to a decrease in productivity, increased stress, and reduced employee morale. But with the right approach, a four-day working week can be a win-win for everyone involved.

Working for four days a week sounds like a dream come true, but is it really feasible? While reducing working time might appear feasible for some employees, the reality of implementing this change is complex and must be carefully considered to ensure maximum benefits. Here are some key points to consider:

1. **Reduced Hours, Increased Efficiency**: A four-day working week can allow employees to focus on fewer hours, leading to increased productivity and efficiency. The reduced time can be used to work more effectively, leading to better outcomes.

2. **Increased Flexibility**: A four-day working week can provide employees with more flexibility in their work schedules. This can lead to improved work-life balance and reduced stress.

3. **Improved Health and Well-being**: Reducing working hours can lead to improved health and well-being. Employees can spend more time on activities that promote physical and mental health.

4. **Enhanced Employee Satisfaction**: A four-day working week can lead to increased employee satisfaction, as employees feel more engaged and motivated.

5. **Environmental Benefits**: A four-day working week can lead to reduced carbon emissions and improved environmental impact.

Despite these potential benefits, there are also several challenges associated with implementing a four-day working week. These include:

1. **Reduced Booking Capacity**: Companies may need to adjust their booking capacity to accommodate the reduced number of working days.

2. **Employee Adaptation**: Employees may need time to adjust to the new working schedule.

3. **Potential for Burnout**: A four-day working week may lead to increased burnout if employees are not careful to manage their workload.

4. **Cost Considerations**: Implementing a four-day working week may involve increased costs, such as hiring additional staff or adjusting employee benefits.

In conclusion, a four-day working week can be a viable option for many companies, but it requires careful planning and execution. The implementation must consider the impact on both employees and the company as a whole. With the right approach, a four-day working week can be a win-win for everyone involved.
The never-ending story of change


As dramatic shifts in the ways we live and work continue to evolve, businesses are struggling to take their workforces with them on their own transformation journeys. Ironically, technology can be key to unlocking hearts and minds.

Following large-scale business transformation projects are well documented. Yet, despite best efforts, the outcomes are often mixed. According to Forbes, 80% of companies fail to deliver the expected levels of growth and value from major initiatives. According to Capgemini, only 30% of business transformation programmes meet the original targets set at the start.

Combined, these factors have resulted in an employee experience in which talent is rapidly reaching parity of priority in the ranks of business leaders. The need for speed is not lost on transformation programmes. A report from IBM highlights that speed, not demand, also increases associated risks. This makes enterprise-wide alignment even more important.

At the same time, companies are focusing on making the speed of change as we experience it more convenient, intuitive and efficient, eschewing the “fast and furious” approach in favour of a “slow and sure” approach. The shift has been driven by a deepening recognition of the importance of the employee experience in the workplace.

The way we take people and organisations through the change experience is deliberately different, personal and immersive

According to Ms Kahn, employing the “why” in everything that you do shapes the cultural outcome for all change programmes.

Insight

According to a recent Gartner study, more than 50% of organisations have yet to reach a transformed state of maturity in data and analytics. Gartner’s Change Insights tool is designed to increase the change experience. It helps companies to gain the insights into their workforce that are needed to drive change.

The analysis is based on four key principles:

1. Purpose

Purpose is a central aspect of the future of work and is often the starting point for aligning business needs with the needs of employees. A clear purpose can help employees understand the reason behind change, and can provide a sense of direction and direction.

2. Alignment

Alignment is the key to successful change. It involves understanding the needs of employees and creating a plan that aligns with their expectations. This can be achieved by conducting surveys, workshops, and focus groups to gather feedback and insights.

3. Personalisation

Personalisation is the key to effective change management. It involves tailoring the change experience to the needs of each individual employee. This can be achieved by using technology to track and monitor individual performance, and by providing targeted support and resources.

4. Results

Results are the key to measuring the success of change. They involve setting clear, measurable goals and monitoring progress to ensure that change is making a positive impact. This can be achieved by using metrics and key performance indicators (KPIs) to track progress and identify areas for improvement.

The key to successful change is understanding and adapting to the needs of employees. By focusing on these four principles, companies can improve the employee experience and drive success.

The future of work is not business as usual. It demands a new mindset, a new approach, and a new way of doing things.

It's now time to rethink staff turnover

Whatever the job market, enlightened employers will want to retain top talent and develop their skills

There is a real shift starting to happen in HR, but the challenge is getting the rest of the teams to see the light,” says Mr Ordever to HR professionals. “Being a great employer means becoming experts in influencing and coaching to maximise the cost of the revenue on the company. It’s a real step up in which HR professionals have to become the experts in developing the workforce to come on the journey. And the workforce is changing. For the next three to five years is going to be a shrinking band of freelancers and contracts, not even including millennials, but then there’s 50% to 70% of the workforce that are in traditional, full-time employment.”

Although they may not yet be employed in great numbers, those gig workers make up the majority of hire-and-firing rules across workplaces. To enable them to respond to markets and shape the workplace, talent needs to be balanced.

As Mr Ordever notes, tackling the talent shortage requires being in a better balance, even if it means taking a step back in the weekends.

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Employee engagement unlocks business growth

Across the UK and the rest of Europe, we’re facing hyper-competitive times with ever-increasing pressure to speed up, innovate and digitise.

Work is no longer just an activity that engages people. With the new world of work comes a work force that is more connected, more collaborative, and more community-driven. It’s not about trying to meet people’s needs, but about understanding and leveraging their potential.

In this new landscape, HR must become better at understanding and aligning business goals with employee needs. The key to unlocking business growth is through employee engagement.

The difference between organisations that are thriving and those that are not can be boiled down to one key factor: culture.

A culture of engagement that promotes innovation, collaboration, and a sense of belonging can drive better outcomes for all stakeholders. It’s not just about individual performance; it’s about creating an environment where everyone feels valued and appreciated.

The right culture can unlock potential, improve retention, and increase productivity. It’s about building a company that not only pays attention to financial metrics, but also prioritises employee well-being.

So how can HR ensure that they are fostering a culture of engagement? Here are some key strategies:

1. **Understand the needs of your employees**: Every employee is unique, and their motivations differ. HR must take the time to understand what drives each employee and create an environment that supports their needs.
2. **Promote open communication**: Frequent, open, and honest communication is essential for building trust and fostering a positive culture.
3. **Foster a sense of belonging**: Employees are more productive and engaged when they feel like they are part of something larger.
4. **Recognise and reward efforts**: Acknowledging and rewarding employees for their contributions can significantly boost morale and engagement.
5. **Invest in professional development**: Providing opportunities for growth and advancement can help employees feel valued and motivated.

In the end, it’s not just about increasing profits; it’s about creating a place where employees can thrive and contribute to the greater good.

Businesses should adapt and tap the experienced talent pool of older people who are increasingly working past retirement age.

**DIRE STRAIGHTS**

- **HR should champ away better work and working lives, and make people care at the heart of the future of work.**

**WHEN THERE’S NO TIME FOR RETIREMENT...**

- Businesses should adapt and tap the experienced talent pool of older people who are increasingly working past retirement age.

**THE ANTICIPATED INCREASE IN LEAF- AND CIGARETTE SMOKING, IN THE PARALYSIS AND DEAFENING OF JOBS, THE RISE OF AUTOMATION AND ARTIFICIAL INTELLIGENCE...**

- The long-standing state pension age is predicted to increase. This is of huge value to UK plc.

- At the heart of the future of work, we need to answer the question: how do we design a future of work that is sustainable and beneficial for all?

- We need to consider how technology is transforming the way we work and live, and what impact this has on our health and well-being.

- We need to adapt our systems and processes to support this new reality, and ensure that everyone has a fair and equitable opportunity to succeed.

- The key is to create a culture that values knowledge and experience, and fosters collaboration and innovation.

**ENCOURAGING AN OLDER WORKFORCE TO REPLACE HIM OR HER WITH AN EAGLE-HEADED VENUS...**

- Enabling older workers to remain engaged and productive can have negative consequences for business.

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IT’S A (WHITE) MAN’S WORLD

Lack of diversity among Silicon Valley tech giants is well known and, while the publication of workforce demographics is welcome, recent reports show a woeful representation of women and minority ethnic groups across the industry.

Female representation remains low
Demographics of total workforce, technical employees and leadership positions.

Race/ethnicity
Demographics of technical, non-technical and leadership positions combined, United States only.

Minority representation in tech jobs

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All data is for 2017, except for Facebook and Google which have published 2018 figures; percentages have all been rounded up to the nearest whole number and so may not add up to 100 per cent.

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*Amazon only provides demographics for management (not leadership specifically) and does not provide a breakdown of its technical workforce.
AI frees up time to be more ‘human’

As these technologies continue to disrupt the workplace, it is vital for HR departments to embrace both AI and the human element of HR to attract and retain employees.

Adopting artificial intelligence with human resources will speed up processes and create more time to be “human.”

“Whether it’s harnessing machine-learning in your own car or using data analytics to offer more meaningful work-life solutions, Artificial Intelligence professionals are moving away from manual, repetitive tasks toward more fulfilling tasks,” says Ritesh Srivastava, HR director at Jingo, a London-based AI startup.

As the technologies continue to disrupt the workplace, it is vital for HR departments to embrace both AI and the human element of HR to attract and retain employees.

“AI can remove the need to do repetitive, menial tasks, and allow people to work on more meaningful assignments,” says Lisa Osborne, global head of talent management at Accenture.

A recent report found that 50% of employees spend more than 20% of their workday doing tasks that can be automated by AI.

AI can automate routine and administrative tasks, freeing up time for people to focus on more meaningful work.

The report also found that 66% of employees believe AI will make their jobs easier, while 44% believe it will help them learn new skills.

However, some employees are concerned about the impact of AI on their jobs and careers.

“A lot of people don’t want to change, and they think AI will take away their jobs,” Osborne says.

But AI can actually create new roles and opportunities for employees.

“AI can create new roles, not just eliminate旧 ones,” says Srivastava.

For example, AI can automate administrative tasks, freeing up time for HR professionals to focus on more strategic and people-focused work.

But AI is not a silver bullet, and it’s important to remember that AI is just a tool.

“It’s important to remember that AI is just a tool, and it needs to be used in conjunction with human judgement and decision-making,” says Osborne.

The key to success is to use AI to augment and enhance human capabilities, not replace them.

AI can help HR professionals be more effective and efficient, but it cannot replace the human touch.

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How to meet millennial expectations through employee onboarding

Automation technology is helping to bridge the considerable gap between what human resources professionals think new hires need during onboarding and what actually improves retention and engagement in a workforce increasingly made up of millennials.

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Crunching data can spot the quitters

A workplace that deploys AI to monitor and mould behaviour may not necessarily herald an end to staff retention, but it is inevitable.

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Tech industry is far from progressive

Technology companies have a long way to go in achieving a diverse workforce as women and ethnic minorities often remain under-represented, particularly in senior positions.

A recent report by McKinsey & Company found that companies with a more diverse workforce outperform those that do not. However, the tech industry is lagging behind other sectors in terms of diversity.

In 2018, Google reported that women made up 31% of its workforce, while Latinx and African American employees made up 2.3% and 1.5% respectively. This is despite the fact that women and people of color are often underrepresented in the tech industry.

One of the most difficult pieces of the puzzle is the retention of women in leadership positions. According to the University of California, only 27% of women hold leadership positions in the tech industry, compared to 42% of men.

In addition, there is a culture of silos in the tech industry, where different departments and teams may not be aware of the diversity issues facing other parts of the company.

As a result, many women and people of color may feel isolated and unsupported, leading to a higher turnover rate.

One solution is for companies to take active steps to address diversity issues. This can include setting diversity goals, implementing training programs, and creating mentorship programs to support underrepresented groups.

It is important for the tech industry to do its part in creating a more diverse and inclusive workforce, not only for ethical reasons but also for business success.

Diversity priorities for HR

Top areas where HR professionals are actively pursuing to be more diverse

<table>
<thead>
<tr>
<th>Gender</th>
<th>54%</th>
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<tbody>
<tr>
<td>Ethnicity</td>
<td>38%</td>
</tr>
<tr>
<td>Social background</td>
<td>39%</td>
</tr>
<tr>
<td>Academic background</td>
<td>39%</td>
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</tbody>
</table>

Women also occupy only 27% of all leadership roles. A survey further highlighted there is a lack of diversity in the UK’s top tech companies. In 2018, only 19% of board members were women.

Many of the companies we speak to don’t view diversity as a priority; it is as simple as that.”

— Buck Hughes, co-founder of The London-based Colorintech.org, which tracks workforce composition and opportunities for diversity in the tech industry.
Employee engagement is the new currency in HR

Employee surveys and people analytics provide the meaningful feedback organisations need to improve staff engagement.

Companies must do more than measure; they need to create an engaging work environment, for all levels of management.

The principle of employee involvement can be applied across all aspects of human resource management.

Companies owned by their employees may have important lessons for human resource leaders to learn.
Transform productivity through people insight

With our powerful decision tools, analytics and technologies, leaders and HR professionals have the people insights they need to make confident, data-driven talent decisions.

Transform the way you recruit, manage and develop your talent.

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