The CHRO guide to unleashing agility and bottom-line benefits

I am an optimist

Jacqui Canney
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I feel like there's no better job to have right now than being an HR leader.

That doesn't mean I don't worry. I worry about a lot of things. At a macro level, I worry about how we adapt to a new world of work and the impact of today's economic uncertainty. HR leaders are in the spotlight.

The biggest challenge we face is shaping a company's culture. For me, it starts with leadership. You need to align the culture to the company's purpose, the CEO's vision, and your values. Then, you can create an environment where all the mechanisms and processes—how you hire, grow, plan, manage performance, promote, reward, etc.—are built into your foundation. You need to weave diversity, equity, and inclusion into everything you do. You have to listen to your employees, the data, and the analytics, and constantly iterate in a human-centered way to ensure your processes support your values. You also need accountability and measurement to **make sure your actions bring your values and culture to life.**

I'm a huge believer that technology has not gone far enough into the HR function. We can automate many of the transactions in HR. That doesn't mean that HR teams should be smaller, but rather that the function should move up, from the bottom where the transactions are, to the top where the most strategic work can happen. And when you think about our companies in five years, we're all going to need a strong talent strategy that drives the business. That includes considering what the talent profile looks like, what the skills of the future are, which universities we recruit from, what companies we buy, and much more. **It's important to spend time on the talent strategy because that's where I believe the function has to move—and it can only move there if we embrace technology and cross-collaboration, with insights driving decisions.**

As any CHRO will tell you, our culture and our values guide us through the good times, the hard times, and the important times. **Embracing technology and cross-collaboration will help unlock human potential and free people to do the work they love.** And it will help people grow into new opportunities that may have otherwise been missed.

And that's why I'm an optimist.

How to use this guide

Inside this CHRO Guide, you'll find solutions to the problems that matter to you. Whether you're looking to secure the basics of your business by managing risk and building resilience or figuring out how to increase bottom-line benefits, or if you're looking for more specific solutions such as how to boost employee productivity or establish a growth and development plan, among other topics, this book has you covered.

Browse the topics, discover what interests you, read, and gain actionable insights you can use today.

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Helping people realize their potential is probably one of many reasons you wanted to work in HR in the first place. Due to recent events, how we engage with each other in a business context has changed for good. What will set leading organizations apart from the others is how they navigate the changing dynamics and culture of today's workforce.

How do I leverage AI and automation to reduce costs in my organization?

Every minute an employee spends searching for the right portal to find information takes away from time they could be adding value. It's a waste not only for them, but also for the service agents who must deal with common questions that can be deflected through self-service. A shared services organization starts with a single face, supported by conversational interfaces and channels of choice.

Utilize AI innovation to boost employee productivity by following these three steps:

1 End the hunt. Provide your workers with a unified way to access multiple departments through their channel of choice.

2 Build a smart workforce. With the right information accessible in the right places, your employees can answer their own questions through self-service.

3 Slash the sprawl. Reduce systems that need to be maintained, and leverage governance to ensure self-service information is current and effective.

When these are done properly, you should see significant savings by eliminating superfluous channels, both in infrastructure support costs and cost per interaction.

Case study

SIEMENS

Siemens leverages AI-powered automation to save employee time

To make good on its long-term strategy to become a technology-led organization, Siemens turned to ServiceNow for a platform that leveraged AI and automation to enable a simplified, digitized experience with a single point of contact for global business services (GBS). The company is now able to standardize processes, ensure consistent data, establish common KPIs, and automate high-volume and repetitive procedures—enhancing employee experience, accelerating response times, and reducing errors.

Read Full Story

❝

It's all about impact. ServiceNow is more than just providing a robot; it's solving a real business challenge." –Matthias Egelhaaf, Chief Information Officer and Chief Digitalization Officer for Global Business Services, Siemens AG

1M
hours automated with multiple technologies

15K
tickets per month resolved automatically

87%
employee satisfaction rate

Products: ServiceNow® HR Service Delivery, Now Platform®, ServiceNow® App Engine, ServiceNow® Integration Hub

How do I keep employees connected and engaged with the organization?

Communicating with employees in a consistent manner that embodies your organization's brand and follows best practices is critical for fostering great employee experiences. Organizations today are simplifying employee experiences across the enterprise, consolidating service and communications experiences through a unified platform.

Deliver a unified employee experience platform by following these four steps:

1 Unify employee service experiences.

2 Leverage generative AI to publish dynamic and personalized content.

3 Support role-based centers by function, department, or event.

4 Deliver connected experiences across disparate systems of record.

To learn more, **explore our Employee Experience page.**

Fast facts

General Mills

The leaders at General Mills wanted a more agile company.

They needed more visibility into the HR inquiries that the General Mills global workforce was making so that they could be better informed and make decisions faster.

A major element of the General Mills HR initiative was to build an online portal (called "G&Me") that could be a one-stop shop (platform) for all employees needing information or to interact with human resources.

To facilitate their HR transformation, General Mills chose ServiceNow HR Service Delivery.

> ❝ ServiceNow came with an approach of how to get things done, and we were able to adapt that to what our needs were. That was a big selling point for us. The consumer experience was very important to us. ServiceNow powers our G&Me portal." —Lynsey Wherry, Vice President of Talent Acquisition and HR Strategy, General Mills

How can I give employees the flexibility they want?

The only constant is change. That's why it's important to keep employees informed of new workplace policies while also having an efficient means to connect with workplace services and their teams. Organizations that want to drive employee productivity during the ongoing evolution of the workplace must transform their digital services with mobile self-service experiences.

Help support the demand for flexible work by implementing these four steps:

1 Establish and communicate flexible-work guidelines.

2 Provide workplace reservations supporting team collaboration.

3 Implement workspace arrival and safety protocols.

4 Support workspace utilization visibility and management.

Fast facts

Yarra Valley Water is an early adopter of ServiceNow® Workplace Service Delivery, implementing the solution to deliver a unified experience for employees and to maintain a safe workplace.

"

ServiceNow Workplace Service Delivery empowered the business to be more innovative as we progress with a staged return to workplace policy." –Sandra Sanderson, Head of ICT Services, Service Futures, Yarra Valley Water

Coca-Cola European Partners (CCEP), the world's largest Coca-Cola bottler based on revenue, invested in the ServiceNow® Workplace Reservation Management solution and launched it in less than three weeks.

40K
Workplace reservations completed

7K
Employees safely brought back to the workplace

Do your managers and employees have the next-level skills and development they need?

Business leaders are always searching for new ways to realize their workers' full potential and maximize engagement and performance. Fortunately, tech innovation has opened the doors for employee growth and development: With a focus on skills, rather than jobs or degrees, you can take advantage of modern data and insights to strengthen your workforce and build readiness for the future.

Here are four ways that a skills-powered approach can supercharge employee growth and development:

1   **Renew your employees' enthusiasm.** Curate compelling growth and development opportunities for employees to boost their engagement and interest.

2   **Foster well-being through recognition.** Capture your employees' skills and talents so you can efficiently match them to assignments they find satisfying.

3   **Upskill and reskill employees**. Pinpoint skills and proficiency gaps within your organization and decide who is best suited for reskilling and upskilling.

4   **Guide your workers to achieve their goals**. Empower your workers to take a proactive role in planning and shaping their professional paths.

To learn more, **explore our Employee Experience page.**

Is your workforce ready to move ahead?

Looking at the data reveals the current reality for most companies:

Only 30%

of organizations feel they have the necessary skills for the future[1]

85%

of the jobs that will be held by the workforce in 2030 don't exist yet[2]

Just 10%

of organizations have an employee skills database or inventory with profiles for all employees[3]

The majority of business leaders acknowledge significant gaps in their organizations' readiness for the future. Effective employee development is vital for both ongoing operations and business continuity planning. Identifying and building your employees' skills puts you on the path to future-ready teams, and lasting business success.

[1] i4CP, Only 30% of companies say their employees have needed skills, but few understand workforce capabilities today, 2021

[2] Dell, Realizing 2030: A divided vision of the future, 2018

[3] Deloitte, 10% of orgs have a skills database. Do you?, 2022

Empower employees *or* automate work? YES.

With no clear path forward through today's uncertain economic environment, leaders must optimize costs where they can—without stagnating growth.

CHROs and HR leaders want to create efficiency, reduce costs in the labor market, and drive growth to deliver exceptional employee experiences. It's critical to fulfill all of these priorities in the face of today's challenging macroeconomic climate.

Built for uncertain times, ServiceNow helps you say YES to working in ways you never imagined possible.

YES to reimagining your shared services. So every person, every system, and every process—from the front, middle, and back offices—work together. Seamlessly. Automatically. Harmoniously.

YES to transforming your workplace from a collection of empty spaces to collaboration zones—with just a few clicks.

YES to human resources with technology and tools that first consider the actual human using them. Uncovering and using data like never before, and quickly applying what you've learned.

Unleash the potential of your workforce or invest in tech? ServiceNow is the platform that lets you say YES to both.

servicen**o**w.

For a deeper exploration of ServiceNow Employee Experience solutions, we recommend the following content:

Supercharging employee growth and development

Companies with a clear picture of the skills their people have and the skills they need are better positioned for success. This ebook shares four essential opportunities to future-proof your workforce.
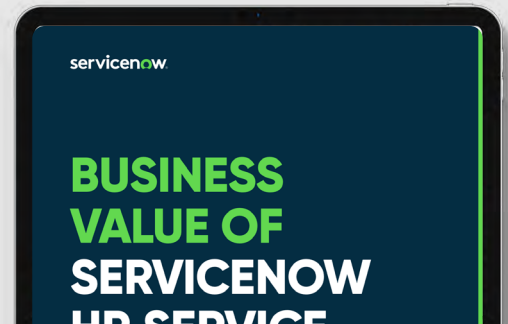
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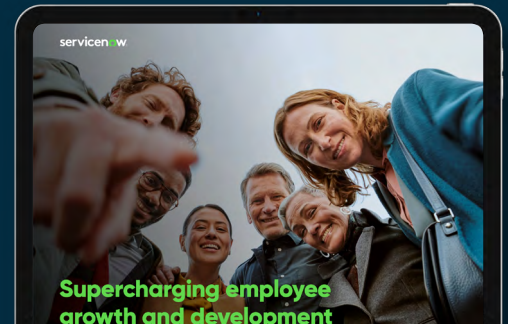
Business value of ServiceNow HR Service Delivery

Make it easier for employees to get what they need, when they need it. This ebook tells how to streamline and optimize shared services for a seamless employee experience on the ServiceNow platform.

Read Ebook

About ServiceNow

ServiceNow (NYSE: NOW) makes the world work better for everyone. Our cloud-based platform and solutions help digitize and unify organizations so that they can find smarter, faster, better ways to make work flow. So employees and customers can be more connected, more innovative, and more agile. And we can all create the future we imagine. The world works with ServiceNow™. For more information, visit **www.servicenow.com**.