

PATH TO SUCCESS

CLIMB TO NEW HEIGHTS: HOW CHROs CAN LEAD THE JOURNEY



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At the core of every successful organization is the ability to evolve. However, in a world dominated by turbulent economic headwinds and unpredictable global events, driving positive and sustained change is a serious challenge.

The role of modern executive leaders has increased exponentially. Their remit now firmly includes the ability to pivot quickly when the unexpected hits, inspiring innovation at scale in a secure, simple, and repeatable way.

Leading significant levels of transformational change isn't easy—with concerns ranging from sluggish legacy technology and emerging technology management to regulatory reporting, market disruption, and talent and skills challenges. Enterprise leaders and their teams are clearly under more pressure to innovate than ever before.





1

Base camp: Prepare for your digital transformation expedition

As businesses continue to evolve, the functions of CHROs and other HR leaders are also changing. Today, they are at the forefront of supporting digital transformation by introducing the right technologies and business strategies to drive employee productivity, increase efficiency, and reduce costs. They're continually innovating for better talent decision-making while also managing emerging workforce and talent needs.



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HR strategy is tied to the business strategy.
It's one strategy.”

Jacqui Canney
Chief People Officer, ServiceNow

Source: Human Resource Executive, [ServiceNow Chief People Officer Jacqui Canney on Technology and HR](#), April 5, 2023

For CHROs, the digital transformation journey may at times resemble leading an expedition to scale a mountain. To reach the top, they need to have the right people, understand current climbing challenges, and know the best route. And they need the right gear to make it all possible.



2

The tandem climb: CHRO and CIO collaboration

The strategy of investing in digital HR tools to streamline employee engagement and HR processes is not new. The global HR technology market was valued at \$32.6 billion in 2021 and is projected to reach \$76.5 billion by 2031.¹



However, such investments have largely left enterprises saddled with legacy technology and accidental architecture. Too many HR apps and complex core systems don't offer the consumer-type experiences users want—and seriously impact employee experiences and organizational agility.

Pivoting to digital HR solutions on an enterprisewide intelligent platform empowers leaders to respond to fast-evolving talent and skills challenges and reduce spending. But HR teams alone may not have the deep expertise to successfully manage the technology adoption process.

Just as with a mountain climbing expedition, leaders know it's critical to assemble an experienced, diverse group who can work cooperatively to reach the summit.

Collaborate with the CIO and IT teams who have a wealth of experience integrating technologies across the enterprise to strategically solve business challenges.



56%

of HR leaders confirm their HR technology solutions and strategy do not match their current and future business needs such as digital transformation

Source: Gartner, [Top 5 Priorities for HR Leaders in 2024](#), 2023. GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved.



2

Scaling the summit: The path to better employee productivity

Today, employee efficiency is stymied by spending too much time and effort searching for information because of siloed systems and departments and multiple employee portals. Not to mention the loss of productivity from making do with manual, inconsistent service and support experiences.



Just imagine if climbers on a mountaineering expedition faced similar challenges because they had to use outdated paper maps and trail markers weren't maintained. The climb would be slower, and they might go on an accidental detour, putting everyone at risk.

Fortunately, an intelligent platform combined with employee workflows can help HR organizations stay on the path of productivity by:

- Empowering employees to easily self-serve and navigate complex HR journeys in a single portal
- Providing speed, personalization, and convenience on any digital channel
- Using AI-driven search to find and share relevant HR knowledge content faster
- Boosting productivity and giving employees more time to focus on what matters



“

Our technology has helped me turn complex HR processes into simple solutions for large, global workforces, freeing up time for people to do what they do best: innovate, create, connect.”

Jacqui Canney
Chief People Officer, ServiceNow

Source: [i4cp, The Future of Work Is Now. ServiceNow CHRO Jacqui Canney on How Leaders Need to Reframe Their Thinking, February 15, 2022](#)



3

Overcoming the danger: Rerouting and reducing the cost to serve

For CHROs, it's not news that HR agents still devote too much time to routine employee requests such as password changes and queries about holiday schedules—rather than addressing more pressing and complicated issues that need a human touch. The result? Higher HR costs, increased agent workloads, and negative impacts on agent productivity.



On a mountaineering expedition, climbers wouldn't waste time arguing over details, such as if it's smart to carry a compass, at the expense of not noticing larger risks, such as a forthcoming storm or if someone is in danger of heat stroke. Missteps like these could completely derail the ascent.

With a single platform for digital transformation in play, HR agents can focus on what matters by:

- Using enterprise workflows to solve employee requests faster through automation and an intelligent workspace
- Deflecting simple and high-volume inquiries through self-service
- Providing a consistent and standardized selection of digital channels for employees to easily access self-service, including mobile, portal, kiosk, chat, and virtual agent
- Using AI and chatbots to provide employees with real-time responses to routine inquiries and instant access to relevant knowledge and information across any digital channel



3

Ascending to new hiring heights: Using a skills-based approach

HR leaders are realizing they can shift to a skills-based approach to hiring rather than using static job descriptions and hierarchies.



Talent shortages, automation, worker expectations, and current economic conditions are forcing the issue. Transitioning to a new hiring model can be a struggle because organizations are blind to what investments they should make in training, reskilling, and hiring to optimize their workforces. Plus, decision-making is difficult with no visibility into workforce skills and emerging talent.

For a mountaineering expedition, this would be like putting together a group of climbers with no idea how experienced or skilled they were or if they might need additional training before setting out. Jumping in with incomplete knowledge puts the whole trek at risk.

Embracing a skills-based hiring model makes good business sense. With a single system of action combined with intelligent workflows, organizations can:

- Use AI-driven skills intelligence to drive better talent strategies
- Make smarter talent decisions with better insights into the skills and abilities of the workforce
- Capture the evolving nature of modern work with the right tools for better agility and visibility



When we enable a new operating model with a skills-powered talent marketplace, it's a game changer.

Kelley Steven-Waiss

Chief Transformation Officer, ServiceNow

Source: i4cp, [The Future of Work Is Now](#). ServiceNow CHRO Jacqui Canney on How Leaders Need to Reframe Their Thinking, February 15, 2022



Put intelligence to work

The modern enterprise is dominated by change—new expectations, new engagements, new revenues. Increasingly, the CHRO and HR organizations must collaborate with the CIO and IT teams to facilitate the organization’s success in this contemporary era.

That’s because compared to the status quo, an efficient and modern digital HR solution yields better and simpler HR processes. It encourages employees to become more productive and work faster and smarter.

While the journey to navigate change is never easy, reaching the transformation summit has rich rewards. One intelligent platform outfitted with generative AI capabilities—so HR agents can instantly view cases, associated case histories, and auto-generated suggested resolutions—helps accelerate the entire business

Companies can quickly respond to fast-evolving talent and skills challenges, reduce spend to serve, and most importantly, empower the business with the ability to constantly reinvent itself.

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

2 ways to boost employee output & cut HR costs

A modern, purpose-built workspace on a single platform can streamline your HR operations. In this guide, learn how to empower your employees to easily self-serve and how to streamline the resolution of employee inquiries to improve workforce productivity and reduce costs.

Read Guide



3 steps to drive employee retention and business growth

In this guide, learn how to deliver a career hub to your employees, orchestrate learning and development, and enable smarter decisions to help you drive employee retention and foster business growth.

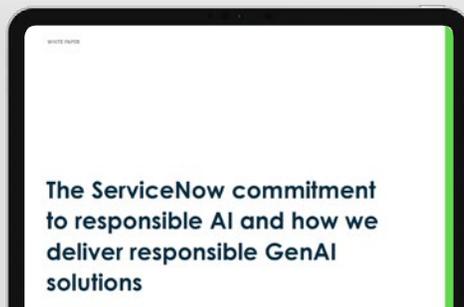
Read Guide



The ServiceNow commitment to responsible AI and how we deliver responsible GenAI solutions

GenAI has the potential to deliver huge benefits. However, it is also a source of concern. In this white paper, uncover how ServiceNow is committing to responsible AI and learn more about our GenAI solutions.

Read White Paper



Software as savings: The HR leader's guide to unleashing AI-powered efficiency in tough times

In this ebook, uncover three proven strategies HR leaders can adopt by harnessing the power of AI to reduce costs while driving growth.

Read Ebook



Notes

¹ Allied Market Research, Human Resource Technology Market: Opportunities and Forecast, 2021–2031, 2023.

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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.

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