

the status quo is not good enough.

In a high-velocity business,

80%

OF EXECUTIVES AGREE

HR SHOULD SHIFT ITS MANDATE TO BECOME A DRIVER OF

WORKFORCE PERFORMANCE

POWERING THE



PEOPLEAGENDA Through data-driven insights, CHROs now have the opportunity to directly tie workforce-related decisions to tangible business

outcomes.

BUSINESS



CLIENTS ARE RESHAPING THEIR

THE DOCK

FUTURE WORKFORCE BY USING A VARIETY OF TECHNOLOGIES— FROM AI AND ANALYTICS, TO THE INTERNET OF THINGS— TO ADDRESS THE WORKFORCE IMPLICATIONS OVER TIME FROM STRATEGIC BUSINESS DECISIONS.

AT THE ACCENTURE INCUBATION

HUB IN DUBLIN, THE DOCK,

to keep all workers engaged and committed to doing their best.

PUTTING EXPERIENCE TO WORK

81%

CHROs are creating highly personalized employee experiences



HAVE ROLLED OUT OR ARE

What can HR do to have the greatest impact on the employee experience? Ensure its leadership understands how to apply digital technologies



PERFORMANCE ACROSS A

BELIEVE HR SHOULD FACILITATE

53%

46%

Create an operating model that adapts to employee needs in real time 47% Hire more senior leaders from non-HR backgrounds

Educate, coach and facilitate employees on talent practices

| | 44% |
|-------------------------------------------------------------------------------------------------------------------|-----|
| Provide personalized employee services anytime, anywhere | |
| | 39% |
| | |
| | |
| | |
| RENEWING HR ITSELF | |
| CHROs are driving a culture of continuous learning and rethat supports organization-wide agility and places HR at | |

ARE PLANNING TO LEVERAGE **DIGITAL TECHNOLOGIES** TO

64%

HELP WORKERS BECOME MORE

PRODUCTIVE

center of change.

Digital skills and understanding Innovation and creativity

The ability to quickly develop new skills

71%

AGREE HR FIRST NEEDS MORE

APPLY THESE TECHNOLOGIES

SKILLS AND CAPABILITIES TO

HELP THE BUSINESS EFFECTIVELY

52%

51%

48%

42%

Business savvy 44% **Critical problem-solving skills** 42% Visionary and strategic thinking

Top skills HR leaders say the HR organization needs to effectively apply digital technologies in support of workforce performance:

SEIZE THE MOMENT

Forward-thinking CHROs are sparking a change reaction that helps the business and its workers adapt and thrive in the face of digital transformation.

OBSESS ABOUT DATA Successful CHROs develop the analytics skills of HR professionals and hone their

skilled and committed to doing their best.

CHAMPION THE EMPLOYEE EXPERIENCE Leading CHROs create highly personalized employee experiences for all parts of

recommendations for improving productivity and other business outcomes.

ability to integrate workforce-related insights with business objectives to create

the workforce, including contractors and freelancers, to keep workers engaged,

LEAD BY EXAMPLE

To position HR at the center of the business, they:

Forward-thinking CHROs reinvigorate the HR organization with a new kind of management discipline to secure the strategic capabilities needed and develop a continuous learning culture. And it enables HR to provide an example of what an engaged and highly productive workforce can deliver.

To learn more, please visit: nture.com/HRChangeReaction

Source: The Accenture Strategy HR/Employee Experience study surveyed 950 C-level executives and their direct reports, equally split between HR and non-HR leaders from Australia, Brazil, France, Germany, Italy, Spain, the United Kingdom and the United States about the role of the employee experience in their organization's strategy and the role of HR in improving worker and business performance. Survey conducted in January-February, 2017.

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