



Immersive People Function

HR Function Transformation

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HR is encouraged to mature towards an Immersive People Function for future value-add

As the HR function matures, existing offerings will increasingly be delivered by automated technology leveraging the potentials of AI.

That provides HR the chance to broaden its scope, addressing the challenges of today and tomorrow to provide relevant value-add through a people experience-centric function

- Dynamic PeoplEX OS as functional basis
- Strong experience improvement focus of agile teams
- Data-driven, experience-triggered problem-solving for people topics



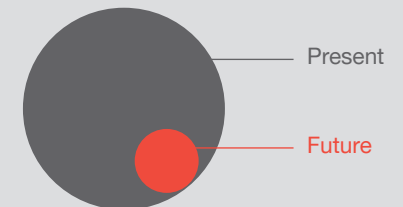
People Experience

Larger: In comparison with today's focused Employee Experience, the future People Experience function will significantly impact and add value to the entire People Experience through culture, work, workplace and technology experience emphases, therefore enabling a high level of engagement.



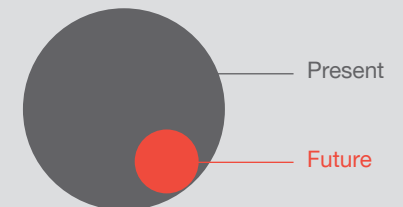
Traditional HR Product Delivery

Smaller: Traditional HR products such as Talent Management and Business Partnering will be consolidated, automated and highly supported by AI. Remaining work will be delivered by cross-country expert teams.



HR Operations

Smaller: Traditional HR Administration efforts become smaller, more cost effective, and more highly automated and AI leveraged, with most remaining work delivered by GBS.



The path towards an Immersive People Function involves looking at the status quo and defining a target state



HR Silo

Shaping support function

- Lean and efficient HR function
- Operationally excellent
- Digitized and automated HR
- Cost reduction across HR delivery chain
- HR cloud suites



Digital HR Service Platform

Shaping customers' experience

- + Coherent digital HR with customer at the center
- + HR data focus
- + Maximized HR customer satisfaction
- + Customer value across HR delivery chain
- + Service Management Tech



Immersive People Function

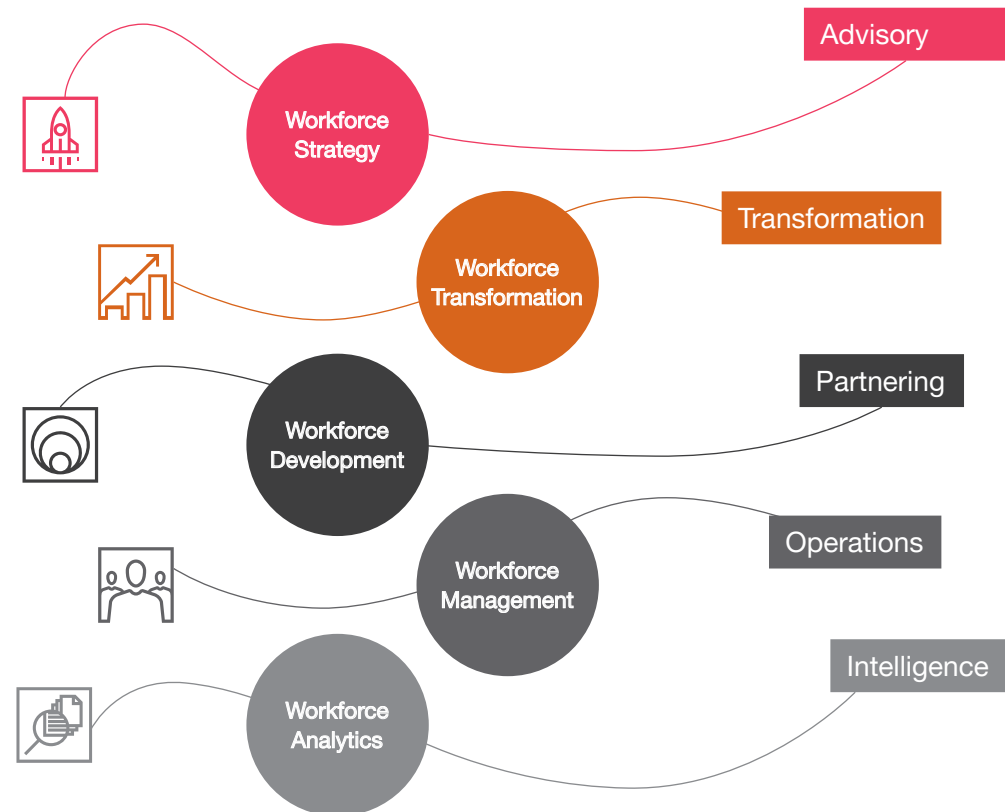
Shaping company's agenda

- + Immersive network node sensing workforce trends and needs
- + People value in all HR activities & business ops
- + Workforce data focused
- + Experience-driven
- + Maximized workforce experience, productivity and engagement
- + Experience Tech & AI



With demands on HR rising, CHROs need to translate workforce-related requirements into functional capabilities

- Future People Function decisions will be shaped by **predictive** and **prescriptive analytics enabled by AI**.
- Specialist teams will evolve to **become lean and agile** with **deep-seated expertise**.
- **70% of processes will be automated**, leaving the rest to GBS in the most suitable locations.
- **Hub-like structures** will be central in forging transformative **employee interactions and people experience**.
- The People function will spearhead the **integration of ESG, Purpose & DE&I advocacy** with business strategies.
- The pursuit of operational excellence will lead to pioneering **data-driven process optimisation and resource agility**.
- The emphasis will shift towards a **skill-centric ecosystem**, enhancing organizational competitiveness and scalability.



Rather than operating in isolation, Immersive People Functions address challenges across all the CHRO's playing fields



Workforce Strategy

- Plan workforce and skills
- Design workforce structure
- Align organization design & strategy



Workforce Transformation

- Transform organization design and strategy
- Shape workforce structure
- Establish EE experiences



Workforce Management

- Analyze and report HR data
- Manage payroll and benefits
- Manage acquisition and onboarding

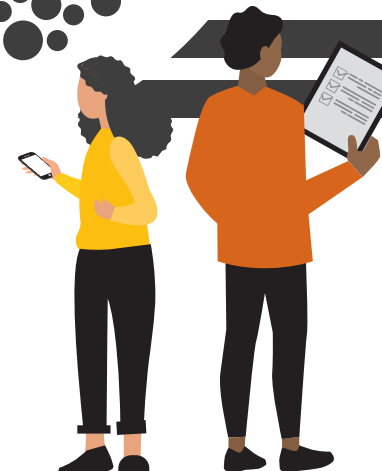
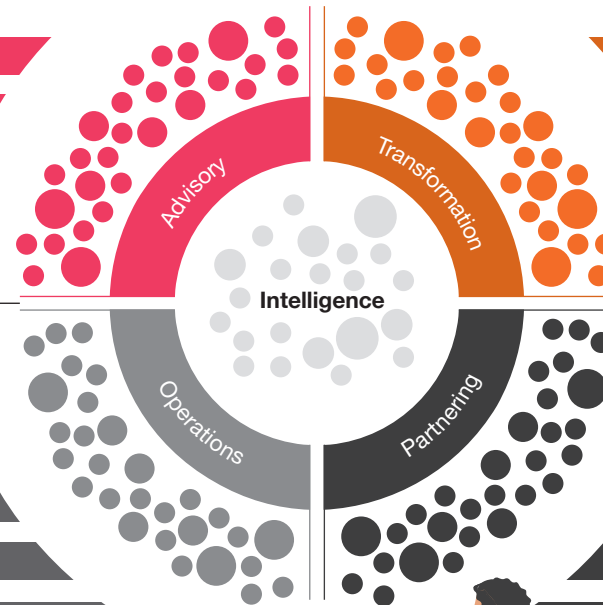


Workforce Development

- Design and deliver learning
- Measure and improve performance
- Handle EE relations and compliance

Transformation Engine

Performance Engine



Complex jobs and tasks demand a smart division of labor in the People Function and a hybrid human-AI sourcing approach



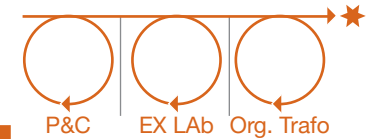
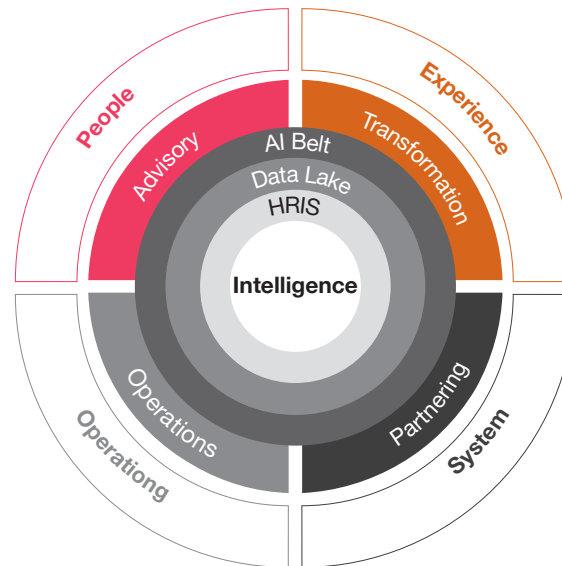
Advisory Pod

- What:** A podular and networked form of organization for the HR advisors
- How:** Form cross-functional, pod-centered and self-organizing teams that can respond quickly and flexibly to the strategic needs and requests of the CHRO and business leaders
- Why:** Facilitate the sharing of expertise, information, knowledge, and best practices across teams as well as with external partners and stakeholders



Operations Center

- What:** A traditional, hierarchical form of organization for the HR operations staff and managers
- How:** Ensure efficiency, quality, compliance and engagement across workforce management activities, such as payroll, benefits, compensation, HR data and analytics, HR technology and customer interactions
- Why:** Provide clear roles, responsibilities and accountabilities for HR operations staff and managers



Transformation Program

- What:** An agile, project-based form of organization for the HR transformation specialists
- How:** Work in iterative and collaborative ways to deliver workforce change initiatives that align with the business and workforce objectives and priorities
- Why:** Foster a culture of innovation, experimentation and feedback among the workforce transformation teams and with the business units and functions

	BU1	BU2	BU3
Skills Developer			
Career Guide			
People Data Consultant			

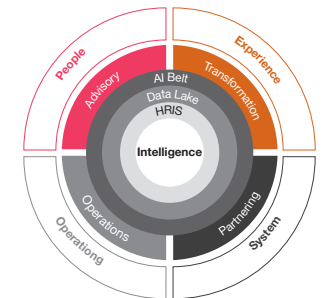
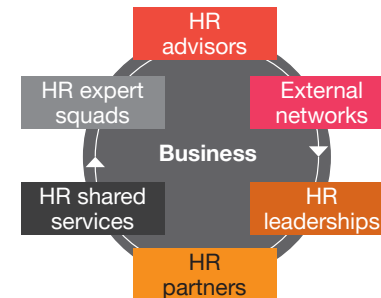
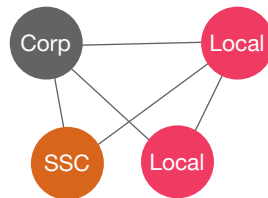
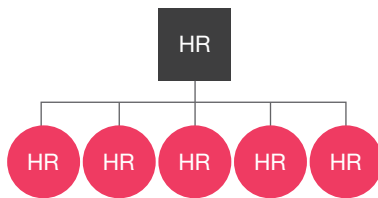
HR Partner Matrix

- What:** A matrix form of organization for HR partners
- How:** Balance dual reporting lines to the people function and the business units and functions, coordinating and integrating their efforts to support and evaluate workforce development programs and interventions
- Why:** Enhance alignment, communication and collaboration between HR partners and business leaders and employees

As business environments and organizations grow more complex, HR models must become more versatile



	HR Generalists	Lean HR	3-Pillar HR	NextGen HR	Immersive HR
Focus	Administration	Operational Excellence Business Partnering	Operational Excellence Business Partnering Expert Consulting	Operational Excellence Business Partnering Expert Consulting Business Transformation	Operational Excellence Business Partnering Expert Consulting Business Reinvention Workforce Transformation
Organizational Logics	Hierarchical	Hierarchical	Hierarchical Project-based Expert-centered	Hierarchical Agile Advisory	Hierarchical Matrixed Podular Programmatic
Organizational Behavior	Generalized	Bi-furcated	Segment-focused	Ambidextrous	Multidextrous
Enabling Technologies	ERP	ERP	ERP Service Management	ERP PaaS Service Management Collaboration Tech	ERP PaaS Service Management Experience Tech Artificial Intelligence



It is time to act now!

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We assess your current HR and craft a future-ready HR operating model to drive your organization's success.

Let's start transforming your HR organization today!

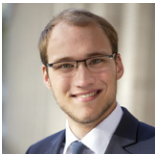


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