

Digital HR Transformation – By Customer Experience of HR

Webinar

7 Sep 2017



Hypothesis



Customer experience is the no. 1 enabler of digital HR transformation.

Consumerization is one of the pillars of a digital HR agenda.



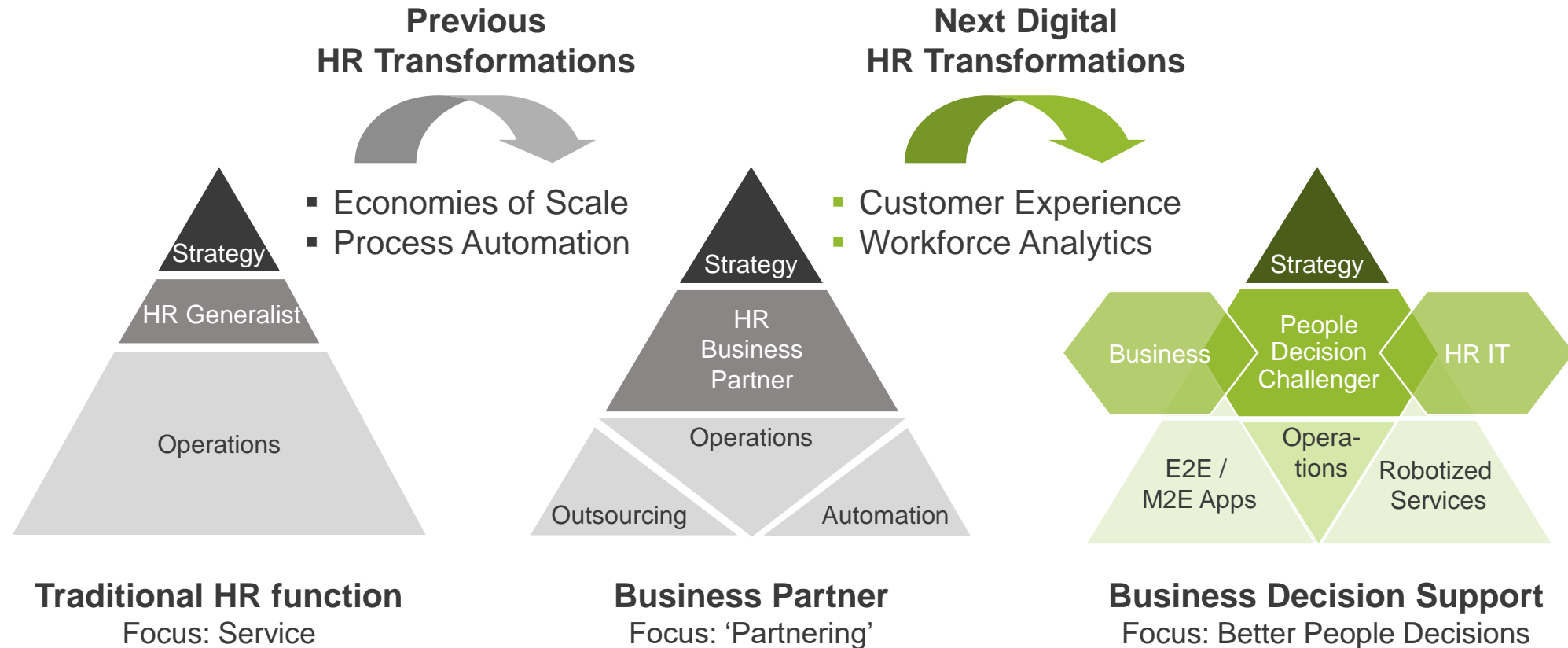


• **Engagement** ↑
• **Productivity** ↑
time back to managers and employees

• **Time to Market** ↓
• **Productivity** ↑
better work/worker matching

• **Talent Risk** ↓
• **Productivity** ↑
better existing work system

The next HR Transformation will be digital and driven by customer experience & analytics.



The concept of CxHR helps to run the HR function 'from the outside in'.



6 'jobs' of CxHR-driven digital HR transformation...

1

Choose the **most impactful HR service** for CxHR optimization

2

Define **HR customer segments** for chosen service

3

Specify **personas** and their goals with the journey

4

Describe **touchpoints** of the journeys from the personas' perspectives

5

Capture personas' **experience** and **expectations** at each touchpoint of the journey

6

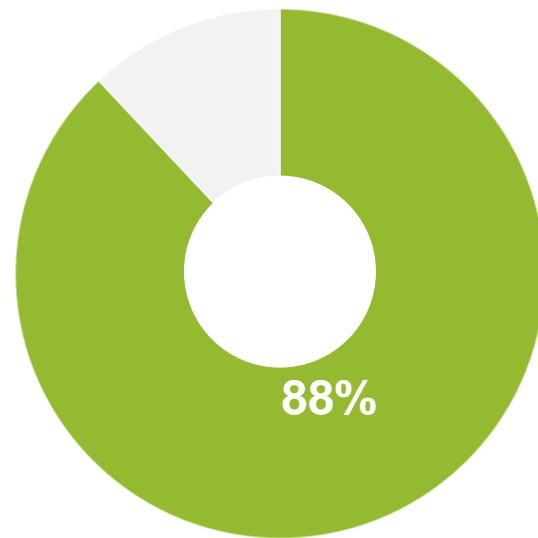
Analyze and close most important **gap between experience and expectation**

What we know:

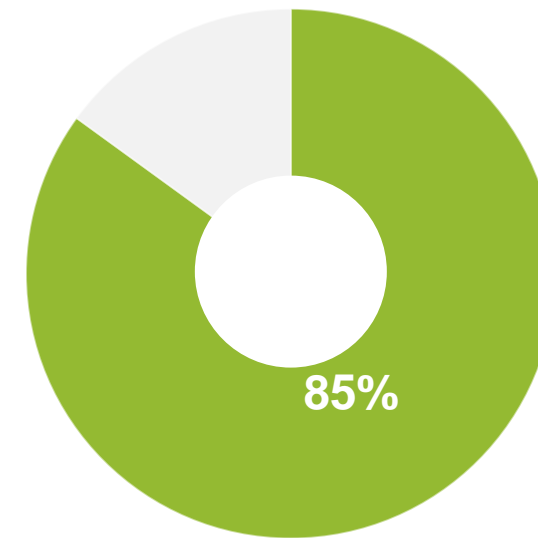
CxHR is a strategic paradigm shift for HR.



**CxHR is a paradigm shift
from process-streamlined to employee-
centric HR services**

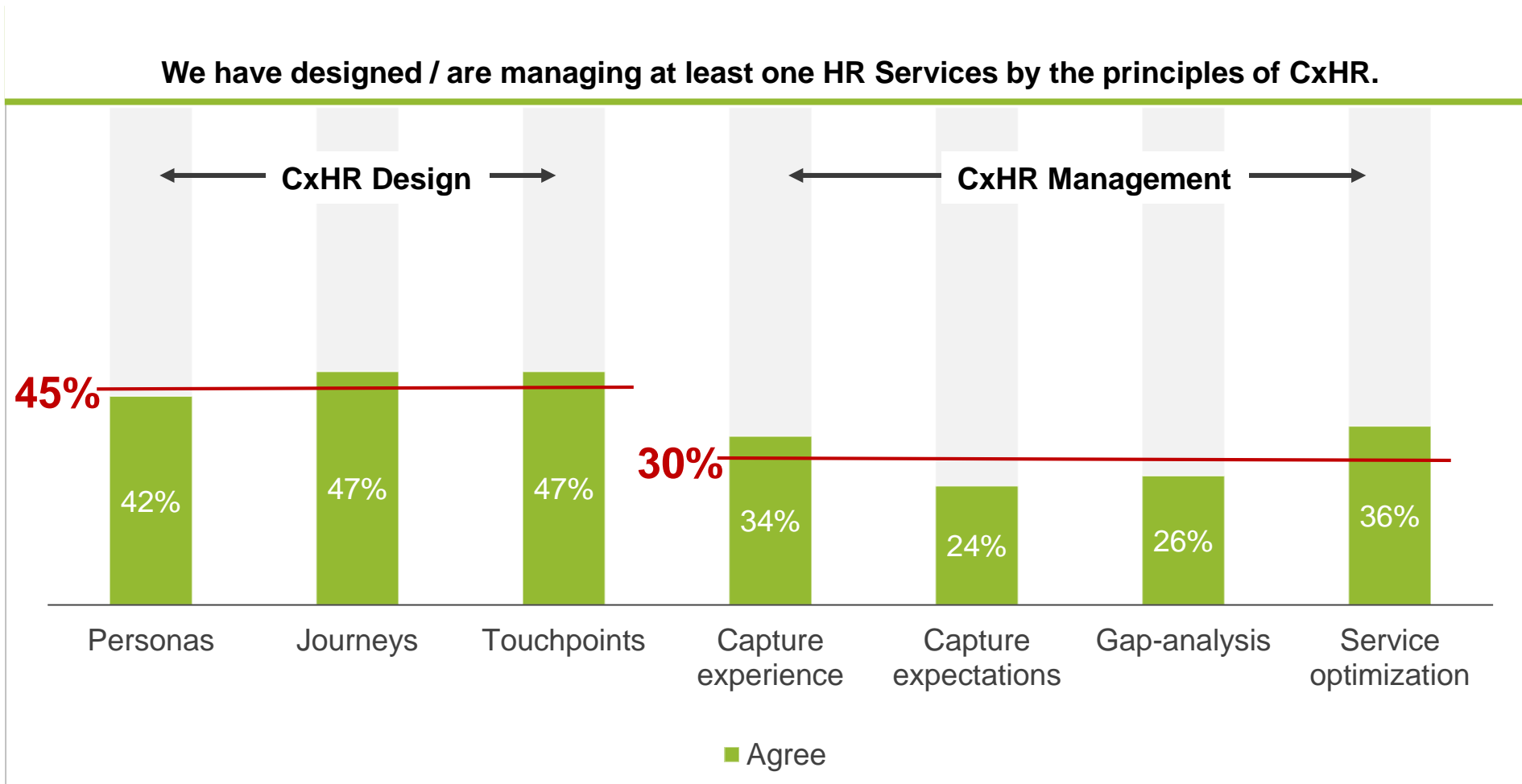


**CxHR is important
to fulfill our HR strategy**



What we know:

CxHR Design is hard, Management is harder...



CxHR Co-Creation

13 Companies



3 Sprints

March

1. HR Service catalog, Workforce Segmentation and Personas

2. Touchpoints and journey mapping

3. Experience and Expectation capturing

June

1 Goal

CxHR Design Tool



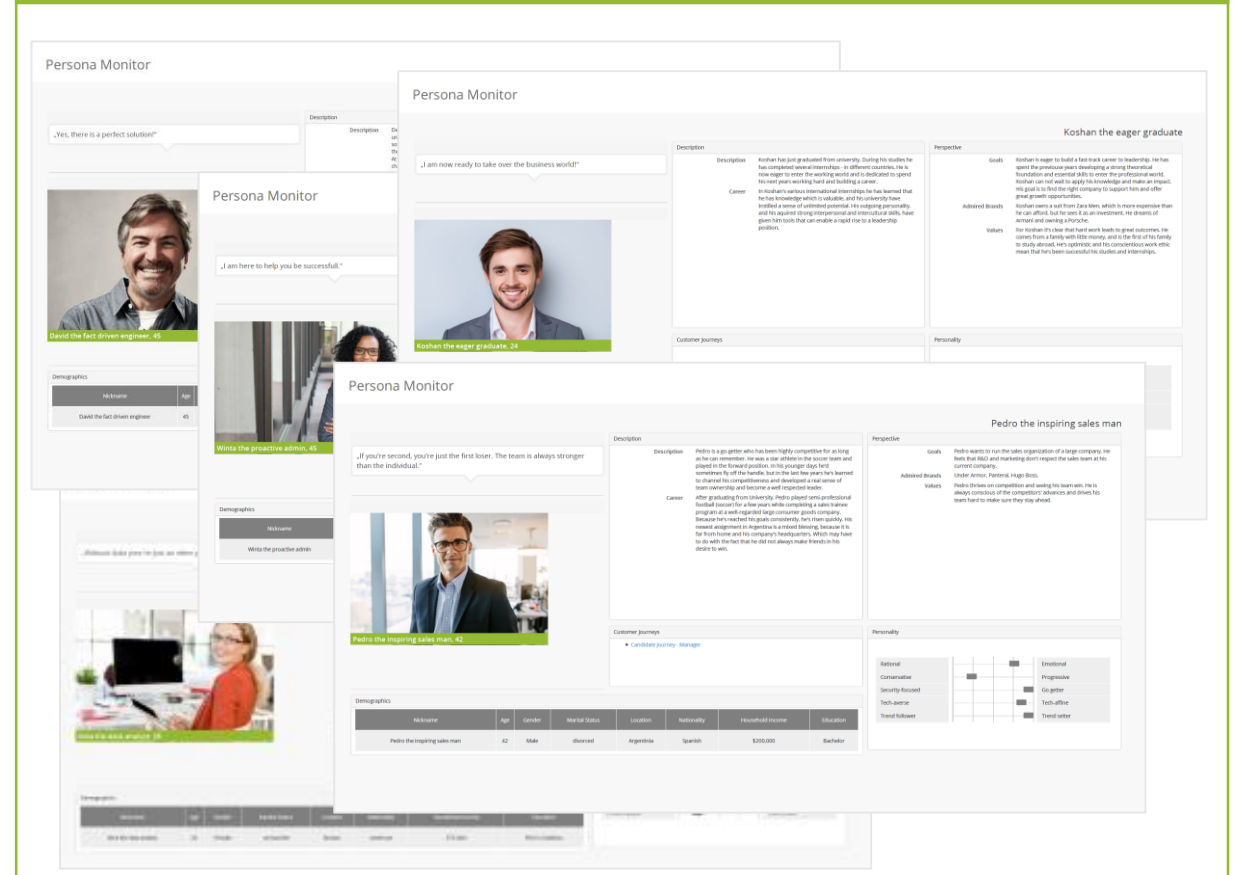
CxHR Design Tool provides HR specific templates (1/2)



Workforce segments and Personas



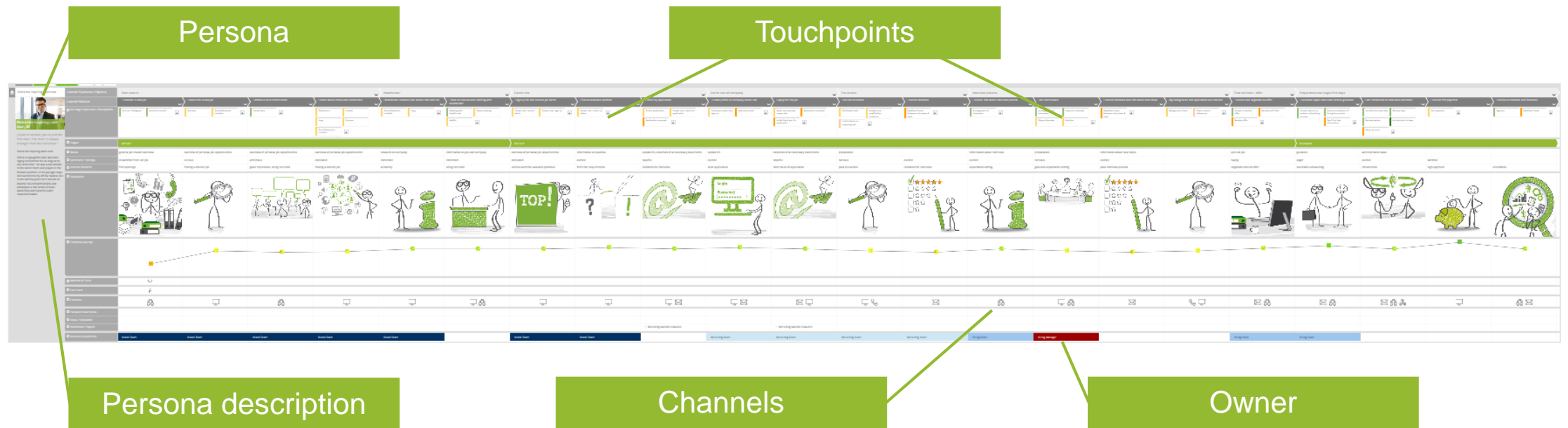
Persona descriptions



CxHR Design Tool provides HR specific templates (2/2)

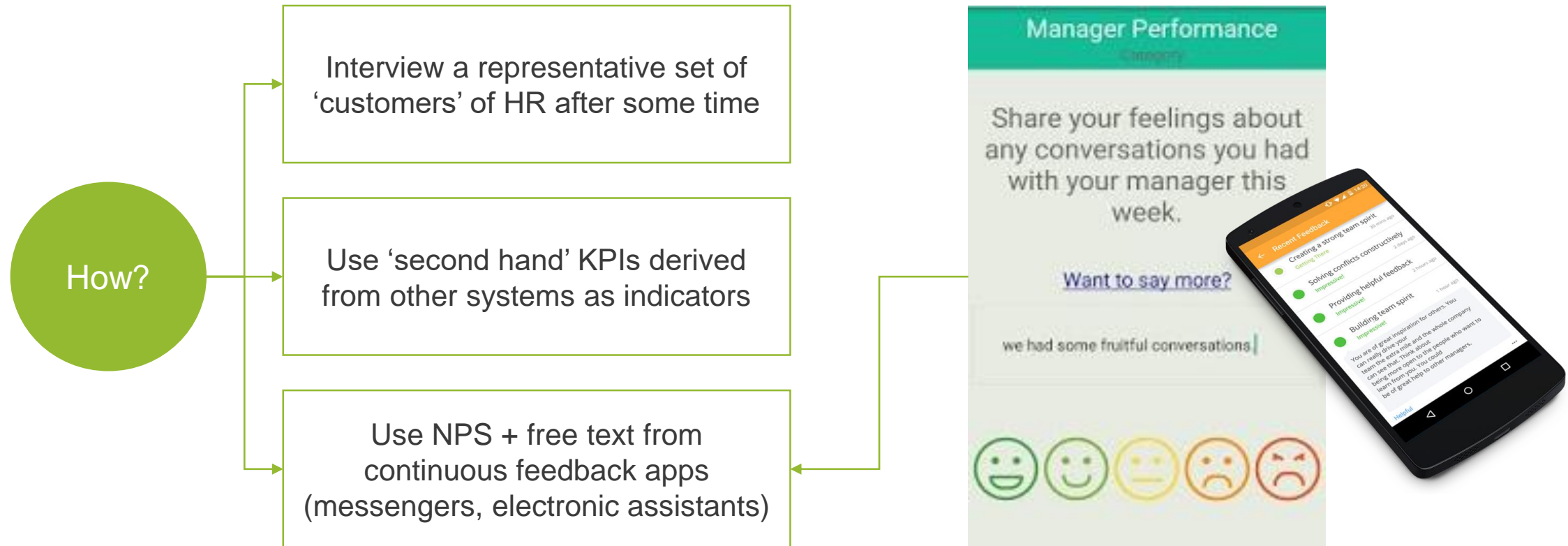


Designed with the CxHR Design Tool: A Candidate Journey Map



Critical question after the design is done:

How to continuously measure CxHR?



The Presence: Capturing Experience 'Manually'



TI People How-to-guide support

Workshop template

Preparation [...]

- Selection of journey or sub journey to be mapped
- Selection and description of relevant persona incl. images
- Intro presentation 'Why CxHR?'
- Printouts of persona/touchpoint Images
- Setting up pin boards, workshop toolkits, sticky notes, rating cards, etc.



Facilitation [...]

- Recording or customer behaviors step-by-step on arrow cards ('I do...')
- Taking the outside-in perspective ('I feel...', 'I expect...')
- Defining touchpoints and identification of 'pain points' and 'gain points'
- Assignment of touchpoints/activities to responsible units or projects
- Scoring of all touchpoints using rating cards by all participants

Documentation [...]

- Using the CxHR tool to generate workshop templates and for online documentation
- Tracking responsibilities, activities, etc. with the CxHR tool.



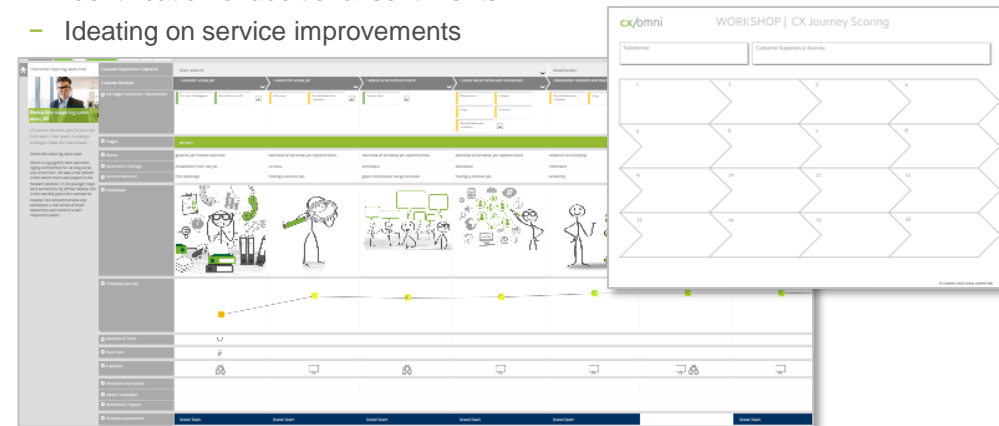
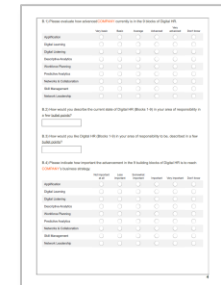
Interview guide

Preparation [...]

- Identification of focus customers
- Interviewee briefing

Reflecting the journey with focus customer [...]

- Step-by-step journey walkthrough and assumption validation
- Reflection on 'gain points' and 'pain points'
- Scoring/Rating
- Identification of additional sentiments
- Ideating on service improvements



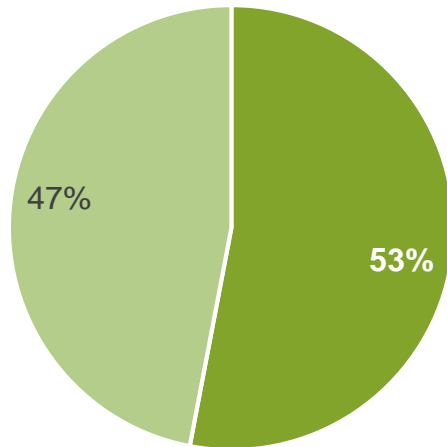
The Future:

Capturing Experience via Feedback App.



Majority of CxHR investments to go into CxHR management activities.

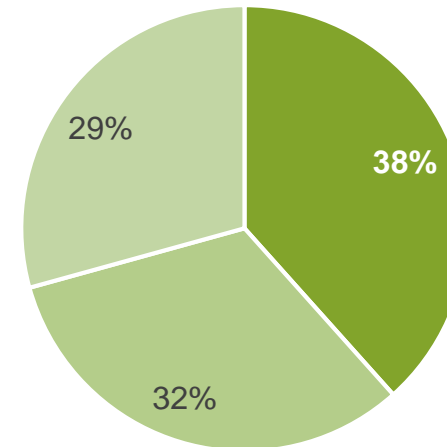
If you had 100 pennies to spend, how would you distribute them across CxHR activities?



- CxHR Management
- CxHR Design

Continuous feedback app most relevant information source for CxHR management.

If you had 100 pennies to spend on CxHR management, how would you distribute them across sources of information?



- Continuous Feedback Apps
- KPIs from Backend Systems
- Interviews

6 'jobs' of CxHR-driven digital HR transformation...

- 1 Choose the **most impactful HR service** for CxHR optimization
- 2 Define **HR customer segments** for chosen service
- 3 Specify **personas** and their goals with the journey
- 4 Describe **touchpoints** of the journeys from the personas' perspectives
- 5 Capture personas' **experience** and **expectations** at each touchpoint of the journey
- 6 Analyze and close most important **gap between experience and expectation**

3 ways to choose HR Services with a high CxHR impact:

... by '**moments that matter**'

... by **strategic relevance** of HR service

... by **high volume** of HR service

TI People CxHR Support Offering



Service	CxHR Design Tool	HR Journey Mapping Workshop	Continuous CxHR Measurement	CxHR Strategy Roadmap
What?	<ul style="list-style-type: none"> Accelerate CxHR design with proven templates and functionality Adopt CxHR methodology 	<ul style="list-style-type: none"> Design service improvements for better customer experience in a design thinking format Run a CxHR pilot 	<ul style="list-style-type: none"> Learn from the voice of your customers Continuously measure and improve customer experience 	<ul style="list-style-type: none"> Drive your digital HR transformation with CxHR Build a roadmap for the HR organization, service and technology transformation
How?	<ul style="list-style-type: none"> Ready made, proven and co-created templates for HR personas, HR touchpoints and HR journeys CxHR tool and how-to-guides 	<ul style="list-style-type: none"> 3 virtual preparation sessions 2 days on-site design thinking workshop Documentation in CxHR design tool 	<ul style="list-style-type: none"> Design & implement continuous CxHR feedback Identify and integrate data sources for CxHR KPIs 	<ul style="list-style-type: none"> CxHR Strategy Workshops Voice of customer Pilot: Journey Mapping Rollout and Change Plan
Who?	<ul style="list-style-type: none"> CxHR Project Team HR Service Owner 	<ul style="list-style-type: none"> HR Service Owner HR Service Customers HRIT 	<ul style="list-style-type: none"> CxHR Project Team HR Service Owner 	<ul style="list-style-type: none"> HR Leadership Team
Jobs	Design and improve HR services from the customers' perspective	Re-design one specific HR service for better CxHR	Deliver ongoing HR service improvement	Run the HR function from the outside-in Improve end-user adoption of (new) HR technology

Thank You.

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