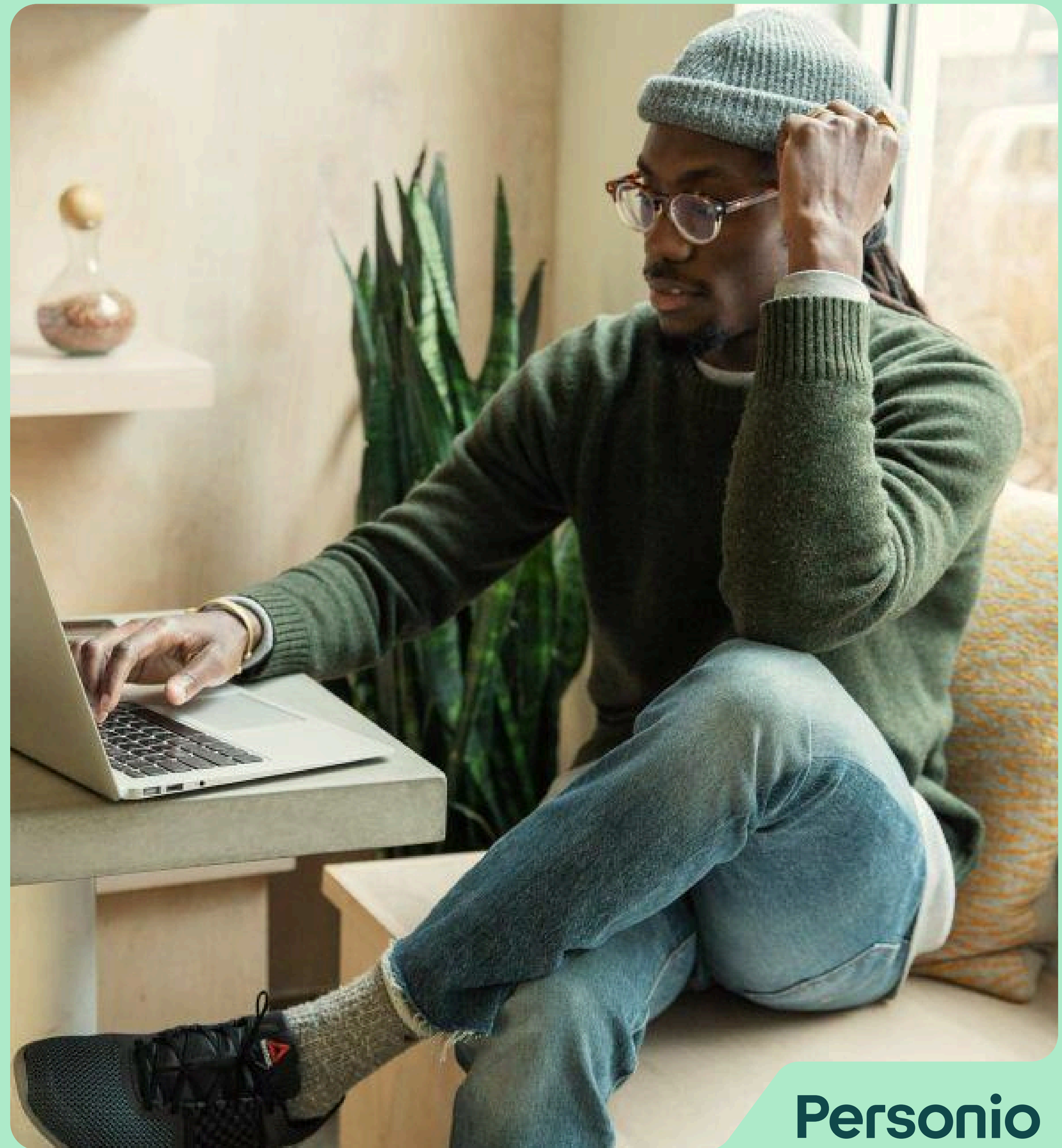


# Mission Possible

The HR Leaders' Guide to Digital Transformation



**Personio**

# Contents

**01** Introduction

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**02** What is digital transformation?

---

**03** The critical role of HR in digital transformation

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**04** Start by digitizing your people data

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**05** Making it happen: the process



## We get it

Your business needs a strategic HR function to focus on attracting and retaining the best people, designing an engaging employee experience, and developing a competitive talent strategy. Unfortunately, you're so swamped in paper processes and manual tasks you don't have time to be strategic.

## It's a growing challenge

Employees want their work lives and processes to be simpler. The C-suite expects to have access to employee data and documents in a few clicks. And HR leaders like you want to spend more time doing what you love and focusing on what matters most: people.

## But it's time to digitize HR

You know it's time to digitize HR but you don't know where to start. Personio can help. We help HR leaders like you make the business case for strategic HR, digitize people data and processes, and become a strategic business partner that drives innovation and breaks down organizational silos.

## Personio can help you

That's why we've written the HR Leaders' Guide to Digital Transformation: To explain what digital transformation means for HR, how to get started, which steps to take, and how Personio can help you.



# What is Digital Transformation?

Essentially, digital transformation is about changing the core of how businesses work, to ensure that companies use technology in a way that helps humans do more human, value-adding work that benefits people, business, and ultimately the bottom line. It's not about using technology to replace existing processes but to change and improve the processes themselves, continually, over time.

Creating efficient digital operations is not just a nice-to-have, it's essential. But digital transformation is a complex process that impacts multiple aspects of your business.

"Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers. It's also a cultural change that requires organizations to continually challenge the status quo, experiment, and get comfortable with failure."

The Enterprisers Project



2/3 of Business Leaders said if our company does not digitalize more by 2020, it will no longer be competitive.



88% of Chief HR Officers said we need to invest in three or more technologies over the next two years.

# The critical role of HR in digital transformation

"Digital transformation is a process and an outcome. It is a revolutionary change but also an evolutionary phenomenon. In addition to digitalization, the transition to business with technology at its center also entails a shift in the culture and mindset of an organization."

HR Technologist

Josh Bersin's High Impact HR study found that when HR teams take the lead on digital transformation, they are 2.5 times more likely to be top performing HR organizations that shape and drive business strategy. HR Leaders know that in today's highly competitive business landscape, recruiting and retaining motivated staff is critical. People are a company's most important asset, after all, and strategic HR practices create competitive advantage.

Unfortunately, more often than not, HR leaders are spending too much time on the wrong tasks! It doesn't have to be that way. With the right combination of change management techniques and helpful technology at their fingertips, HR leaders can plan programmatic success and enable and inspire people to digitally transform the business so they can move towards bigger, better things: with humans at the centre of success.

HR CAN'T BE STRATEGIC UNTIL IT EXCELS AT OPERATIONS

**"As HR leaders become increasingly free from more administrative and process-related work through the use of technology and automation, they can invest more time in driving strategic initiatives, cultivating opportunities for innovation and accelerating business value creation."**

Quelle: Willis Towers Watson: the CHRO's Challenge: Driving Agile Innovation





# HR has two roles

Once a clear direction is set for digital transformation, HR plays two key roles in digital transformation:

## Firstly

It is responsible for its own transformation, leveraging process automation and analytics to provide more strategic services to the business.

## Secondly

In collaboration with the IT department, HR supports digital transformation across the business by attracting digitally-savvy talent and upskilling the workforce; championing people analytics and evidence-based decisions across the business; and ensuring employees understand and share ownership of the changes ahead.



# Start by digitizing your people data

If we look at the typical HR transformation journey, there are three key stages. In the first stage, HR is a support function focused on improving productivity in HR. In the next stage, HR assumes a business partner role focused on improved performance across the business. In the final stage HR has become a strategic partner focused on supporting business strategy. Digitizing HR data and processes lays the foundation to **automate time-consuming manual tasks so HR can be more productive.**

Optimizing HR processes like onboarding drives higher levels of performance across the business. And visibility into people data provides the strategic insights needed to further optimize processes and shape the business strategy.

Since data is only as useful as your ability to interrogate, derive meaning from it and take action as a result of its interpretation, it is critical to be able to store and analyse data consistently. **When used well, accurate people data can help drive higher business performance over time – in addition to improving HR processes.**

## Three key stages

### DIGITALIZATION

Higher  
productivity

#### HR as a Support Function

Lowering costs by improving transactional efficiency.

### OPTIMIZATION

Improved  
performance

#### HR as a Business Partner

Enhancing performance through best people practices.

### INSIGHT

Business  
strategy

#### HR as a Strategic Partner

Creating value with a strategic people agenda.

# Making it happen: the process

As we explain in our Change Management Guide, a few key steps are essential to a successful change process.

These include building a business case, creating a coalition of decision-makers, involving stakeholders, communicating, implementing, measuring and fine-tuning the technology and evaluating its success.

Here's how this translates into a digital transformation process:

## Using the data collected

Measure activity before you make the change and compare how you have evolved, later. Lastly, ensure that this new treasure trove of HR data is actually used!

## Research

Klären sie, was Sie verändern wollen, warum und mit welcher Erwartung. Nehmen Sie Technologien im Unternehmen unter die Lupe, um herauszufinden, wo Sie mit der Transformation beginnen.

## Vision

Set clear goals and build a vision of the post-transformation future and explain how to get there. Ensure employees understand and share ownership of the changes ahead.

## Support

Communicate the logical and emotional benefits of the change to execs and stakeholders. Securing a "project champion" in the C-suite will ease adoption across the company.

## Planning

Determine the who, what, when, where, why and how first. Then identify the project owners, supporters, and be clear on the role HR will play. If necessary, hire external support such as software.

## Solution

Have a time frame for rolling it out. Remember that most softwares have a planning and a testing phase to help iron out any kinks in the early stages.

## Use

Sometimes company-wide change requires a firm deadline or cut-off period, especially when people are moving from one way of doing things to another.

## People

Build a digital dream team. With the right, digital-savvy leaders in place, transformation will allow you to build capabilities for the workforce of the future and empower people to work in new ways.

## Strategy

Define your mission. If you know where you're going – not just in HR, but across the whole business – and you have a plan and bring everyone on board, success is inevitable.

## Culture

Embrace innovation and openness. Success belongs to organisations who create, embrace and foster a culture of feedback and innovation with an agile mindset.

## Technology

While technology alone can't resolve the issues relating to rigid organizational structures and inefficient processes, combining new technologies with a re-structured workplace can help accelerate new ideas and foster innovation across the business.

## Leadership

Be prepared to inspire. With today's shifting workforce dynamics (such as the gig economy) it pays not only to be prepared, but to be prepared to inspire others. The future belongs to those who planned for it in the past and bring others with them to embrace the future.

# 5 pillars of transformation success

How do you make your transformation a success? Follow the framework below and be guided by these five pillars of transformation success and you will be well on your way to victory!



# Helpful materials

## Change Management Guide

What is Change Management and what do HR Professionals need to know about it? [Download our detailed Change Management Guide to find out.](#)

## Building the Business Case for Digital Transformation

This helpful [HR Software Guide](#) includes templates that cover the people, processes and even provide the framework for a business case for you to use.

And this whitepaper contains helpful arguments for HR Software that you can use to convince your CEO.

## Stop Spending Time on the Wrong Tasks

HR leaders are spending time on the wrong tasks – what are these tasks and what can they do instead? This [blog post](#) could help...

# Don't Know How to Get Started? Personio Can Help!

Although digital transformation may feel like a complicated, challenging process: Don't worry! We've got your back. At Personio we've already done this process more than 6.000 times and helped our customers transform their HR departments, one step at a time.

[More Success Stories](#)

Statista loves the clarity and intuitive handling of the Personio platform, as these aspects save the HR team a lot of work. Department heads are now even able to manage their applicants without the help of the recruitment team.

**"Personio has been a tremendous help in structuring and keeping track of our application process."**

**Felix Hock**, Head of Talent Acquisition

Personio helped Raisin master the company's rapid growth and the resulting greater demands in human resources and found sustainable solutions.

**"At Raisin, we take data protection very seriously. With Personio, we can work in a way that reflects this and meet all of our requirements."**

**Dr. Lea Schroeder**, VP Talent & Culture



If you are ready to transform the way your organisation thinks about HR and adopt technology that embraces your business culture while giving you the agility to adapt in future, now is the time to take a look at Personio, the best HR software solution for startups and SMEs.

Our benefit of cloud-based solutions is their speed. Get your trial access to Personio in just 2 minutes.

Try out Personio for free

# Are you ready to get started with digital transformation?