

servicenow™

The New CHRO Agenda

Employee Experiences
Drive Business Value

The Global CHRO Point of View



What defines the modern CHRO:

Top four takeaways.

1

Three out of five CHROs say HR is now a driver of digital transformation.

Their position has evolved from delivering HR services and attracting top talent to organizational strategy, digitizing the employee experience, and contributing to corporate performance. Digitization will enable better employee experiences and help address challenges (limited budget, too many tasks, difficulty in retaining and retraining).

2

Most CHROs expect success to be defined by consumer-like experiences.

They have adopted technologies to personalize HR interaction and predict employee needs, but 44% and 59%, respectively, say they are “ineffective” or just “somewhat effective” at applying these strategies.

3

CHROs are looking to technology to overcome barriers to collaboration.

The biggest barriers are resistance to changing traditional ways of work (51%) and office politics (46%). CHROs (68%) want a platform that streamlines cross-functional collaboration, and expect (69%) this to increase employee engagement, retention, productivity, and reputation—just 40 out of 500 CHROs disagree.

4

CHROs expect to automate more tasks—and will use a system-wide platform, over a single application, to do so.

In the next three years, CHROs will shift from a single HR application to an HR platform that systemizes automation. In the process, they expect to automate a much larger percentage of tasks. They will even begin to automate “softer” responsibilities, including career planning and continuing education, alongside retention, benefits management, recruitment, and payroll.

ServiceNow surveyed 500 CHROs in 12 countries about their changing roles, priorities, and strategies for transforming the employee experience and winning the war for talent.

Employee experience:

The combination of organizational culture, technological environment, processes, and physical environment that determines how an employee performs and feels about their job.

War for talent:

A term coined by the McKinsey Institute that describes the competitive landscape for recruiting and retaining talented employees.

The CHRO is driving digital transformation.

CHROs see digitization as a step toward improving employee experience.

■ Disagree ■ Neither ■ Agree

To what extent do you agree with the following statements about your role?



The HR function is a driver of digital transformation at our company



My role has grown more strategic over the past three years



My role will become more strategic over the next three years

CHROs expect success to be defined by the employee experience.

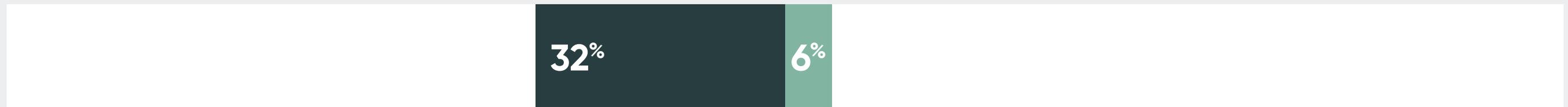
The role of CHRO is changing to focus more on strategy over just delivering core HR services.

■ Today ■ In 3 Years

Which capabilities will best define your role within three years?



Ability to create a digital, consumerized employee experience



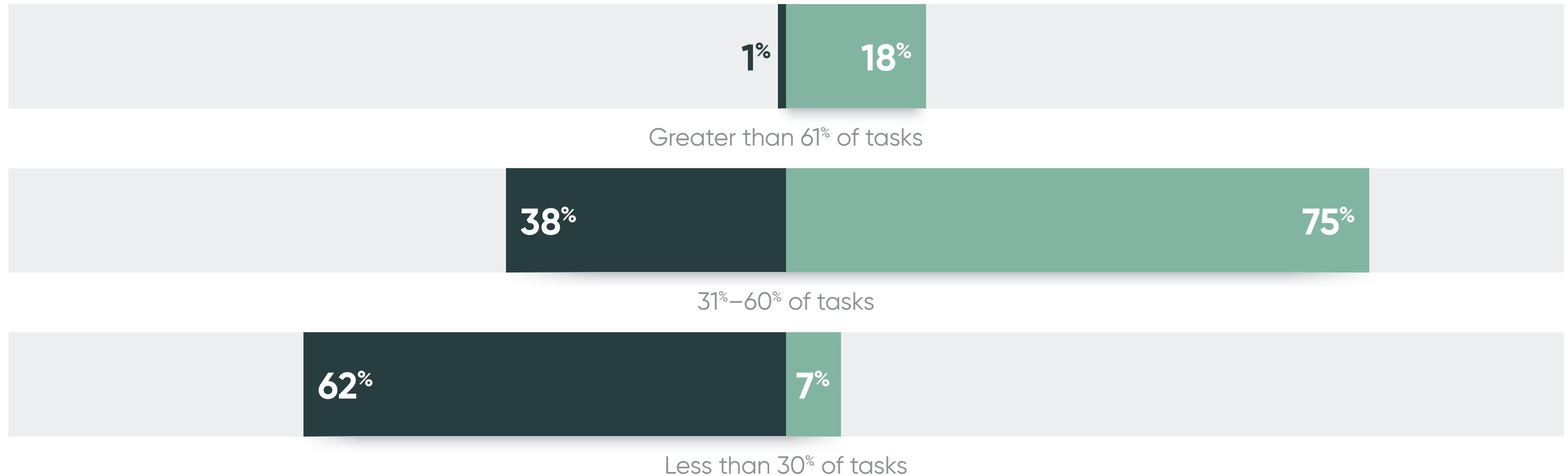
Ability to manage traditional HR and talent management tasks and decisions

The pace of digitization will accelerate.

CHROs are quickly shifting from using single-function HR application, to digitizing many core tasks.

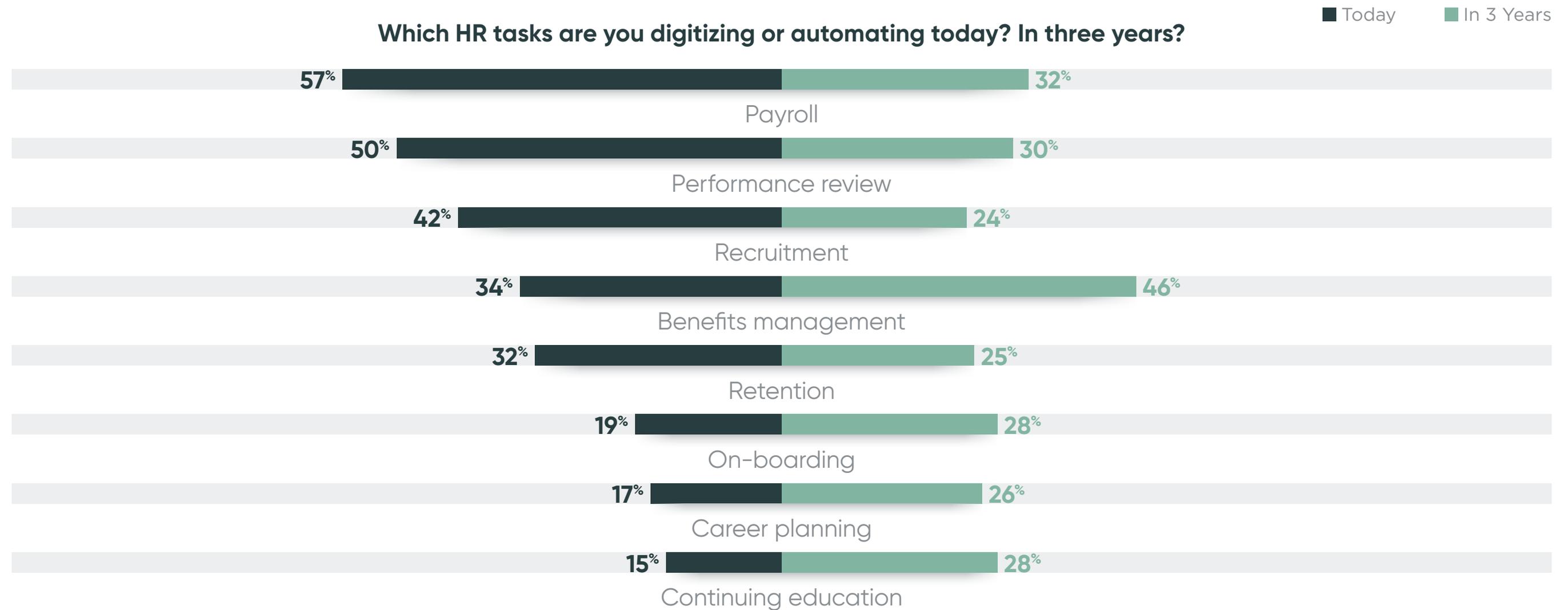
■ Today ■ In 3 Years

What percentage of HR tasks are digitized?



CHROs want to digitize all HR responsibilities.

CHROs will increasingly automate or digitize tasks across their function, including 'softer' tasks.



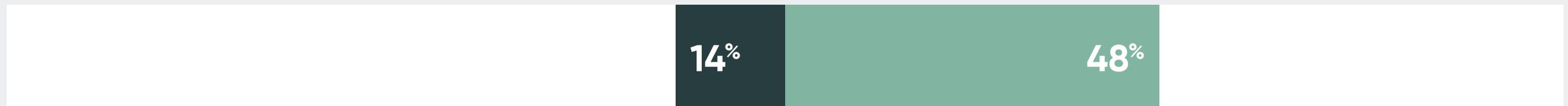
CHROs will use platforms—not applications—to drive change.

CHROs are working to create a more personalized workplace, connecting employees with the services and information they need, when they need it.

■ Technology use today ■ Technology use in 3 years



We have a single HR application that simplifies one or more processes



We use an HR platform that systematizes the automation of many HR processes

Most HR functions are in early stages of digital transformation.

CHROs look at both technology and collaboration as keys to strengthen their function and the business.

Based on nine evaluation criteria, which level do HR organizations fall into?

Globally:

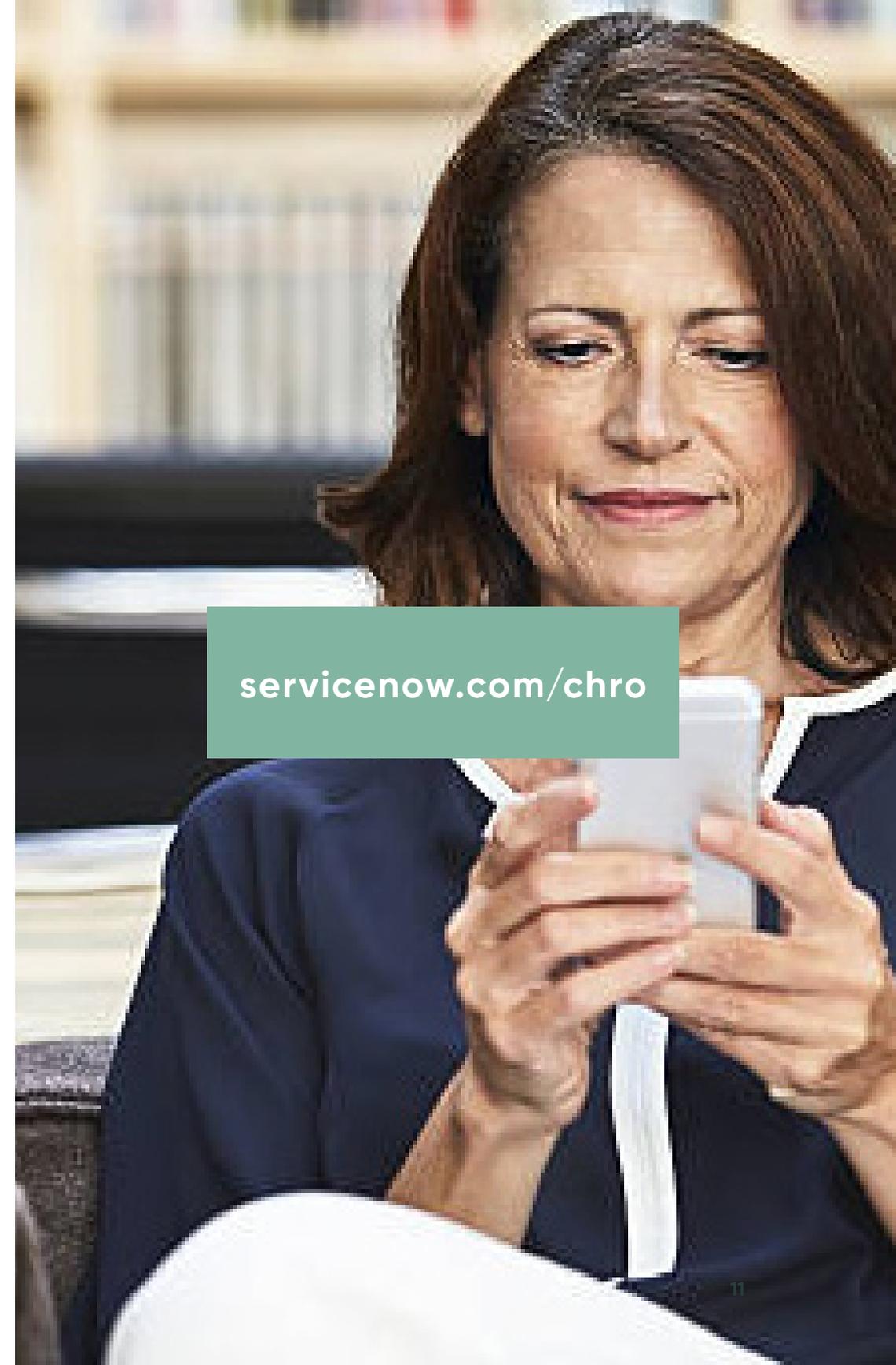


The values driving the modern CHRO: Making the journey to Level 3 status.

- 1 Viewing your role as driving corporate performance and increasing employee productivity
- 2 Committing to creating a digital, consumerized employee experience within the next three years
- 3 Contributing to organizational strategy as well as HR strategy
- 4 Using digital technology to deliver more personalized, seamless employee experiences
- 5 Facilitating collaboration with other departments to meet their HR needs
- 6 Adopting HR technology that improves the employee experience
- 7 Upgrading the onboarding process for new employees
- 8 Customizing the HR experience for individual workers
- 9 Making your HR function more effective at building a healthy organizational culture

Download the Global CHRO Point of View

Read the full report detailing the CHRO's journey to greater impact and a stronger employee experience.



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