

# ENJEUX ET IMPACTS DE LA DIGITALISATION POUR LA FONCTION RH

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*BCRH – Conférences RH – La digitalisation : Enjeux pour la fonction RH de l'Etat de Vaud*

*Mardi 4 juin 2019 - ECAL*

le 30 octobre dernier  
une séance « au vert » du BCRH à Yverdon

**Regard interdisciplinaire  
sur la transformation digitale des RH**

# du marketing (digital) aux ressources humaines (digitales)

- l'humain client et l'humain collaborateur
- un humain connecté
- une relation digitale à l'organisation
  - les services proposés sur différents canaux (écosystèmes)
  - des comportements et des parcours relationnels omnicanaux
- l'expérience globale vécue (CX, EX, HX)
  - étalonnée à un très haut niveau par les leaders digitaux
  - pratique, automatisée, personnalisée, performante, fluide, agréable, efficace, sûre, intelligente, ...
- des outils technologiques, des méthodes, des métiers, des innovations

# THE SIX STAGES OF DIGITAL TRANSFORMATION



## BUSINESS AS USUAL

Organizations operate with a familiar legacy perspective of customers, processes, metrics, business models, and technology, believing that it remains the solution to digital relevance.



## PRESENT AND ACTIVE

Pockets of experimentation are driving digital literacy and creativity, throughout the organization while aiming to improve and amplify specific touchpoints and processes.



## FORMALIZED

Experimentation becomes intentional while executing at more promising and capable levels. Initiatives become bolder and, as a result, change agents seek executive support for new resources and technology.



## STRATEGIC

Individual groups recognize the strength in collaboration as their research, work, and shared insights contribute to new strategic roadmaps that plan digital transformation ownership, efforts, and investments.



## CONVERGED

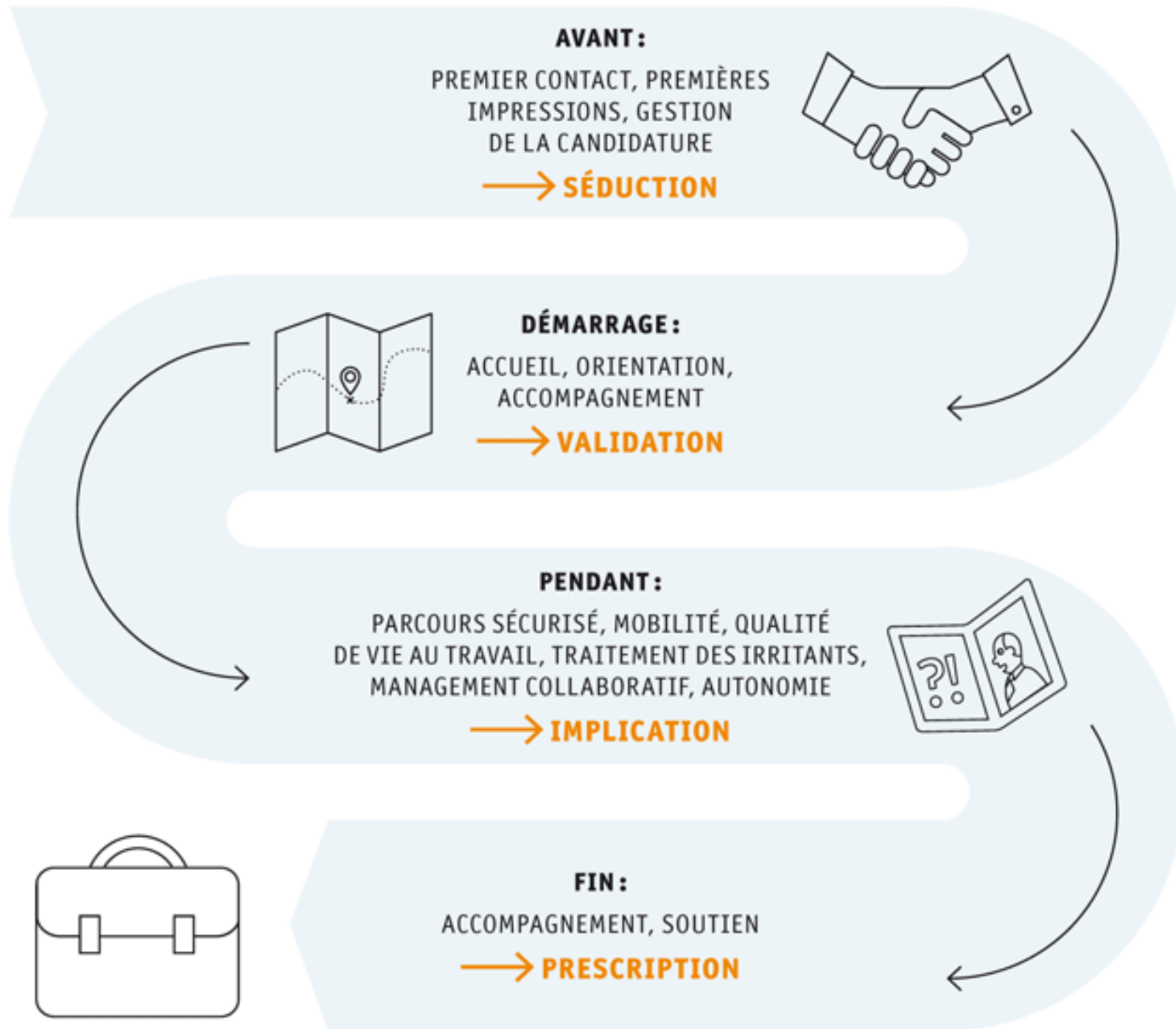
A dedicated digital transformation team forms to guide strategy and operations based on business and customer-centric goals. The new infrastructure of the organization takes shape as roles, expertise, models, processes, and systems to support transformation are solidified.



## INNOVATIVE AND ADAPTIVE

Digital transformation becomes a way of business as executives and strategists recognize that change is constant. A new ecosystem is established to identify and act upon technology and market trends in pilot and, eventually, at scale.

# — 4 MOMENTS-CLÉS DE L'EXPÉRIENCE COLLABORATEUR —



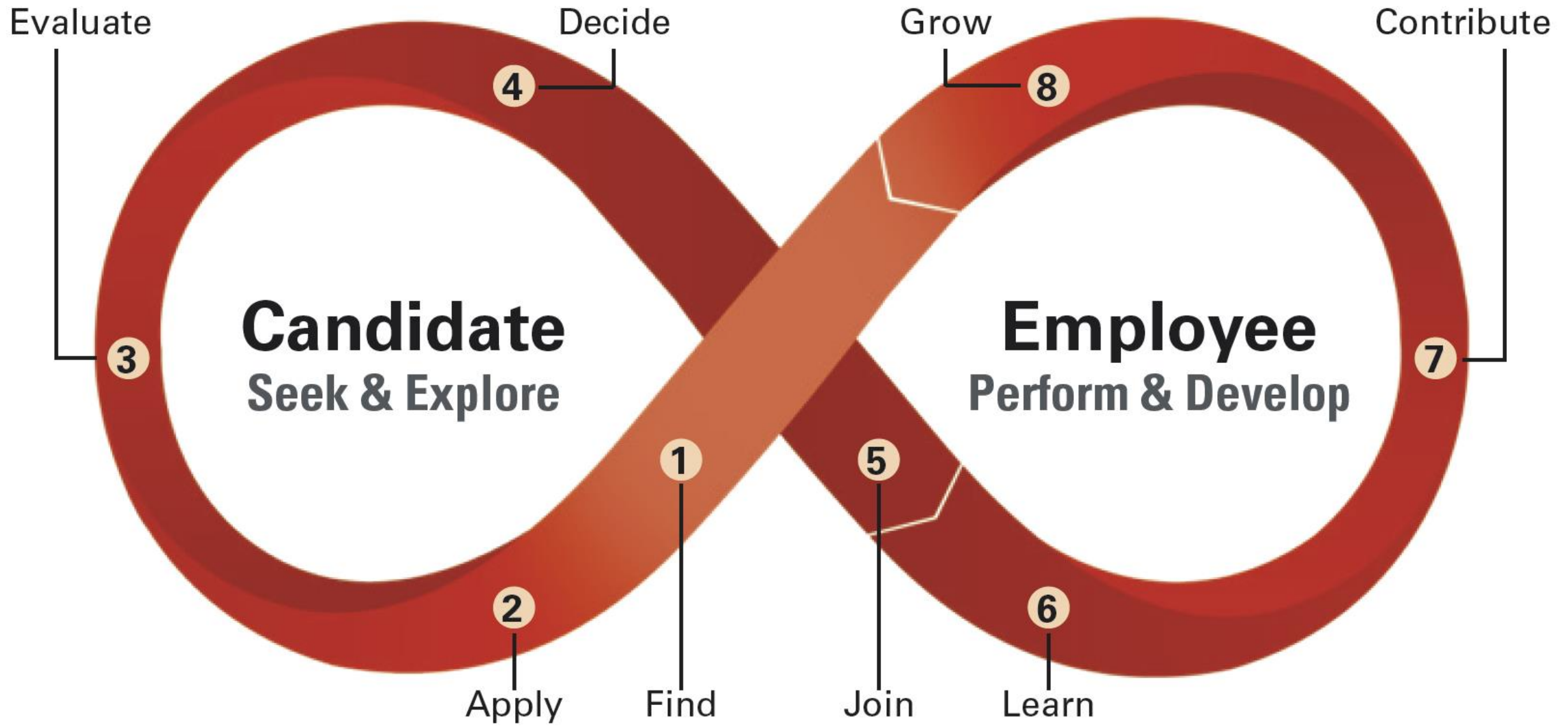
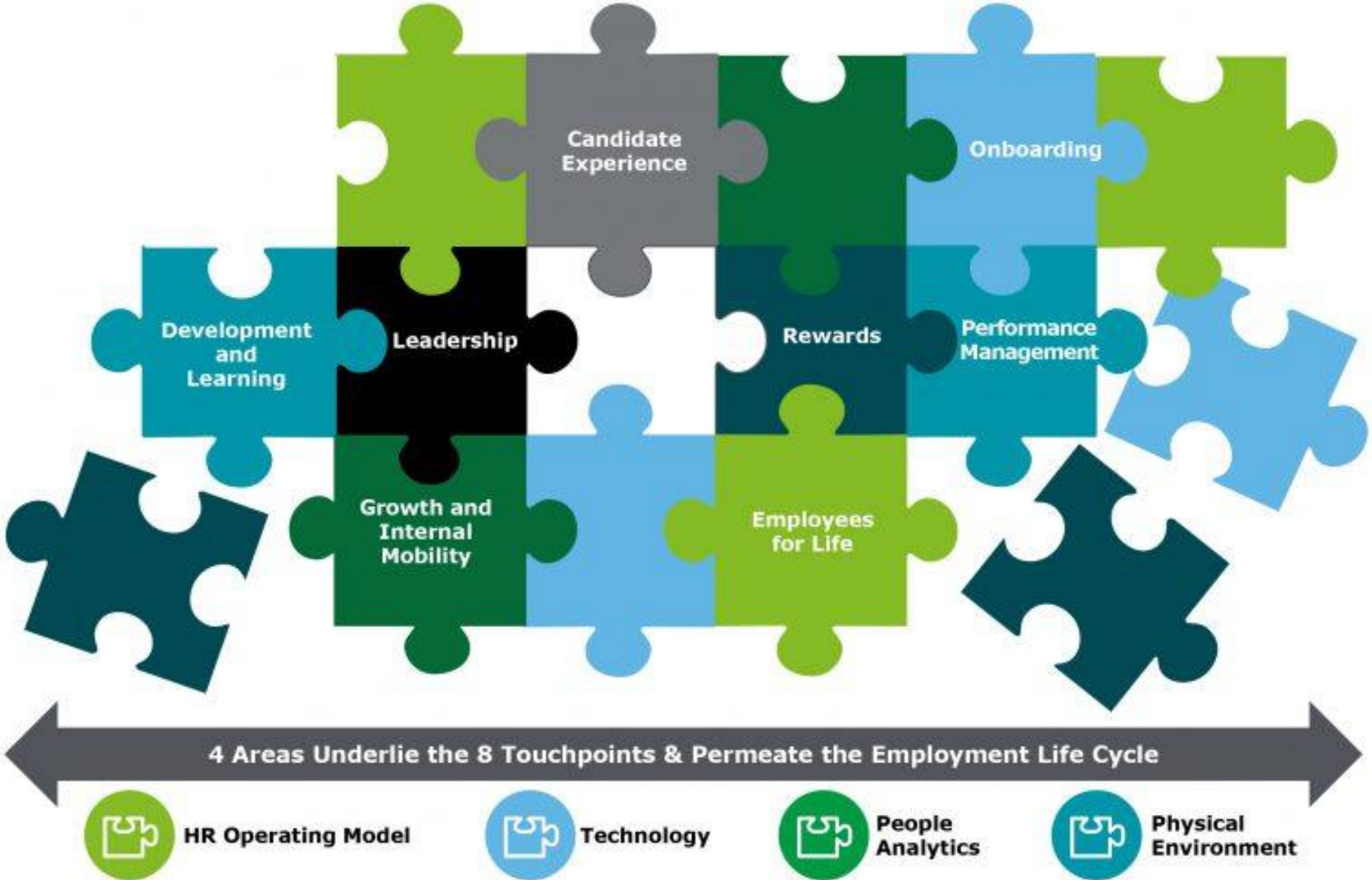


Figure 1: The Employee Journey

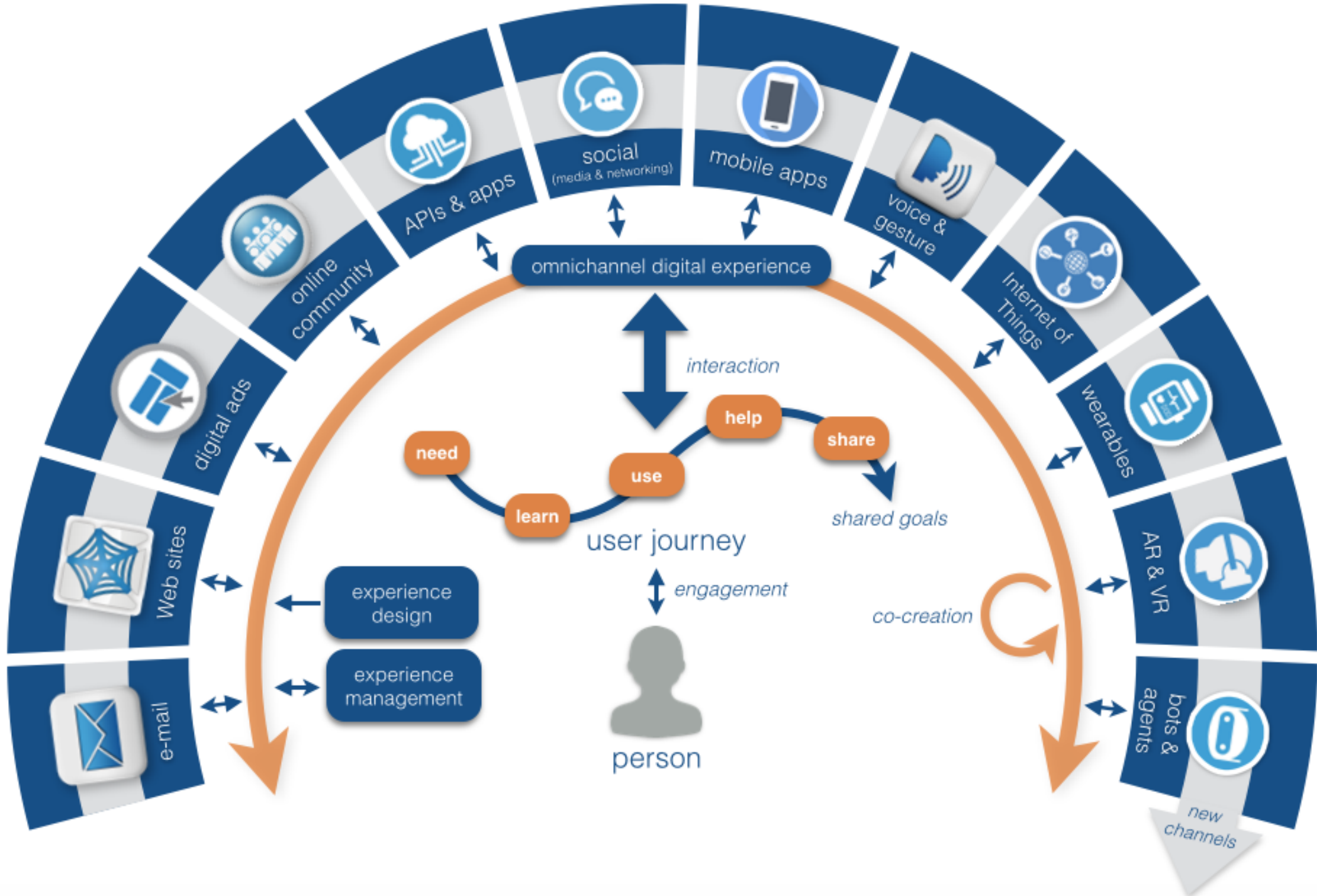
# an example **employee journey**

1. sourcing and recruiting
2. pre-boarding
3. onboarding (orientation and initial training)
4. compensation and benefits
5. ongoing learning and development
6. ongoing engagement, communication, and community involvement
7. rewards and recognition
8. performance planning, feedback, and review
9. advancement
10. retirement, termination, or resignation

# Employee Experience Management

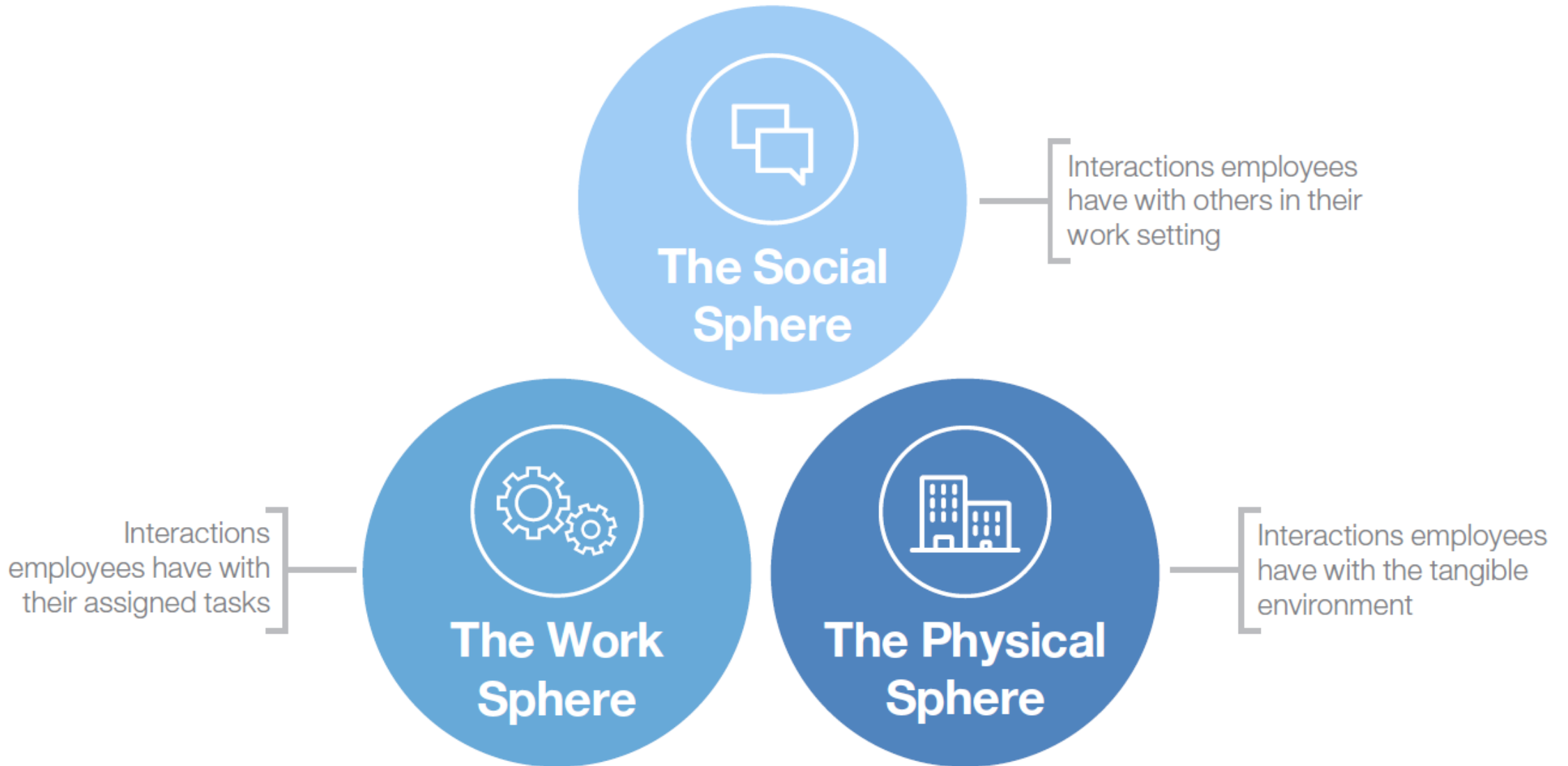






# Figure 1

*Three spheres of employee experience*



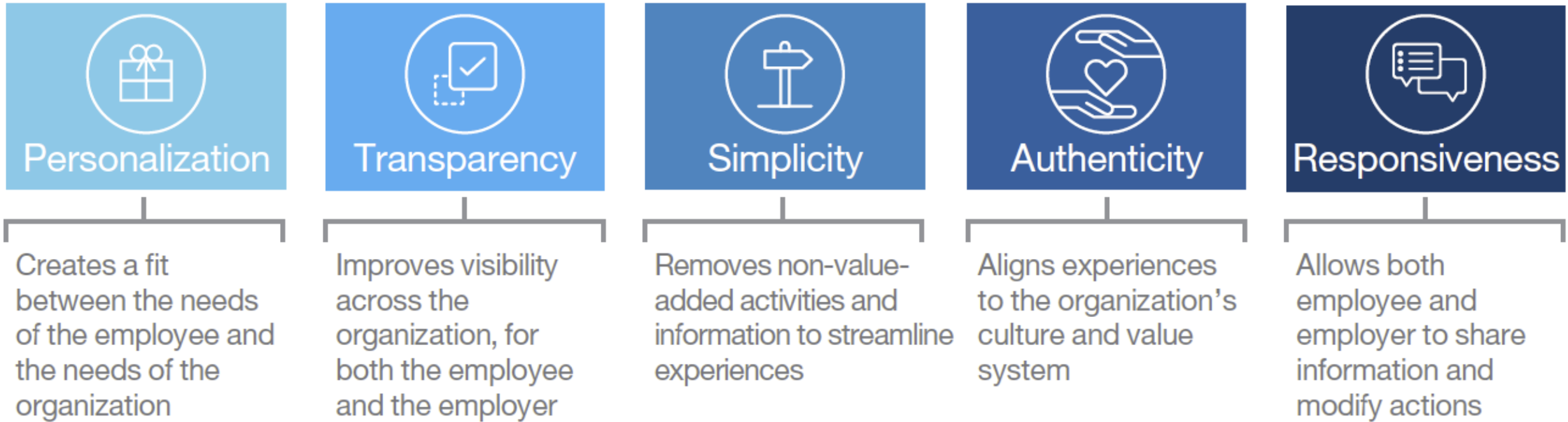
## Figure 2

*Spheres overlap to create unique facets of employee experience*

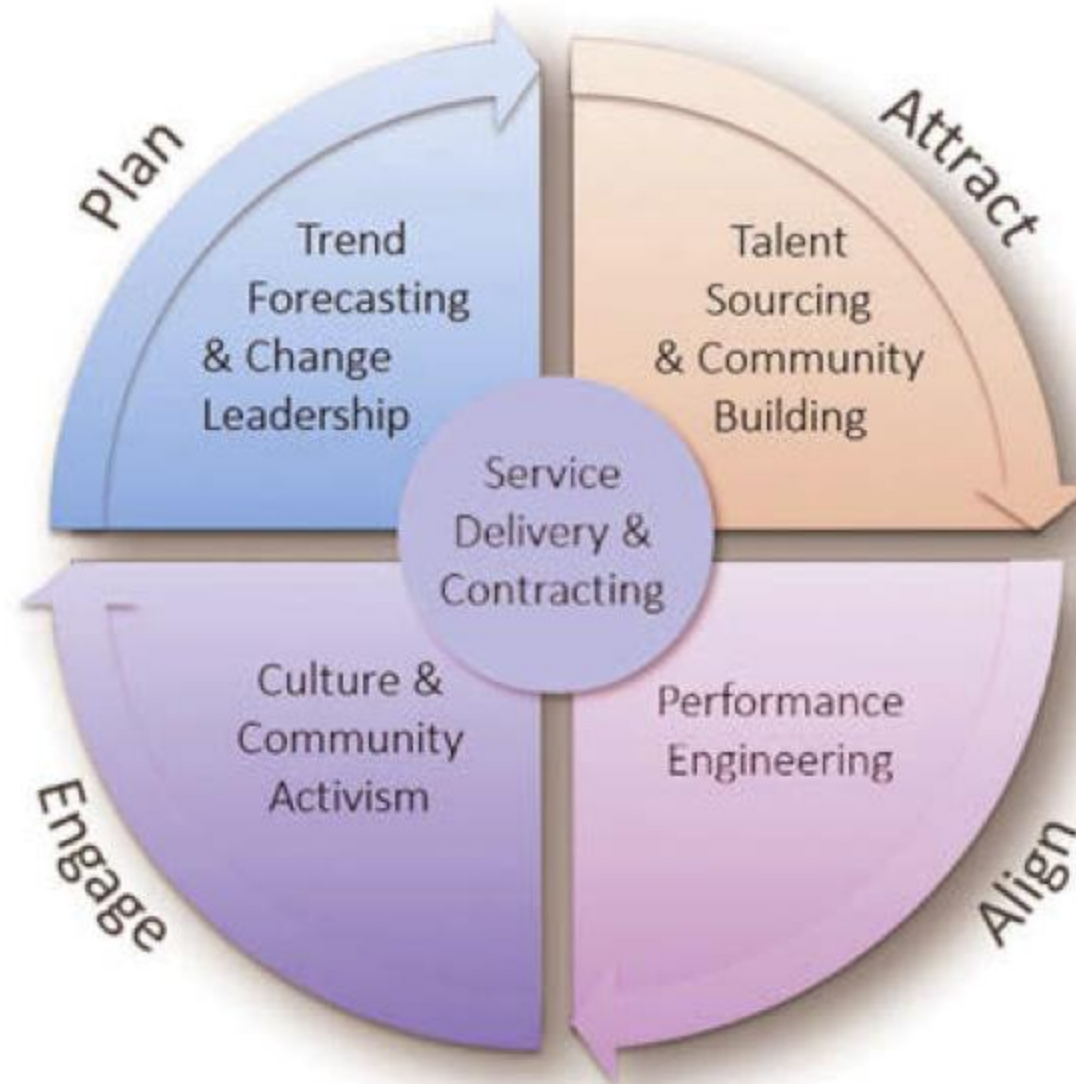


## Figure 3

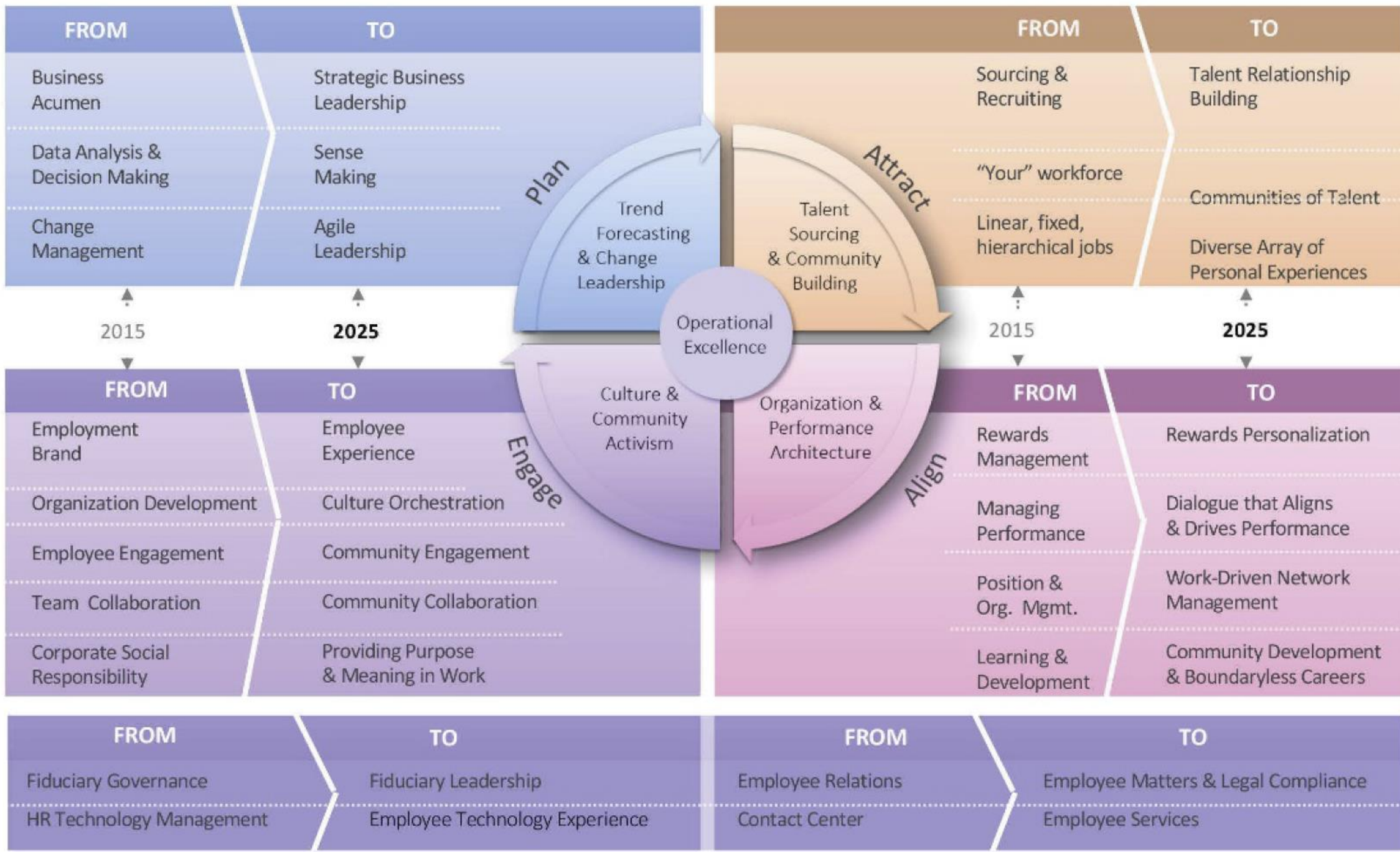
*Five practices to create more effective employee experiences*



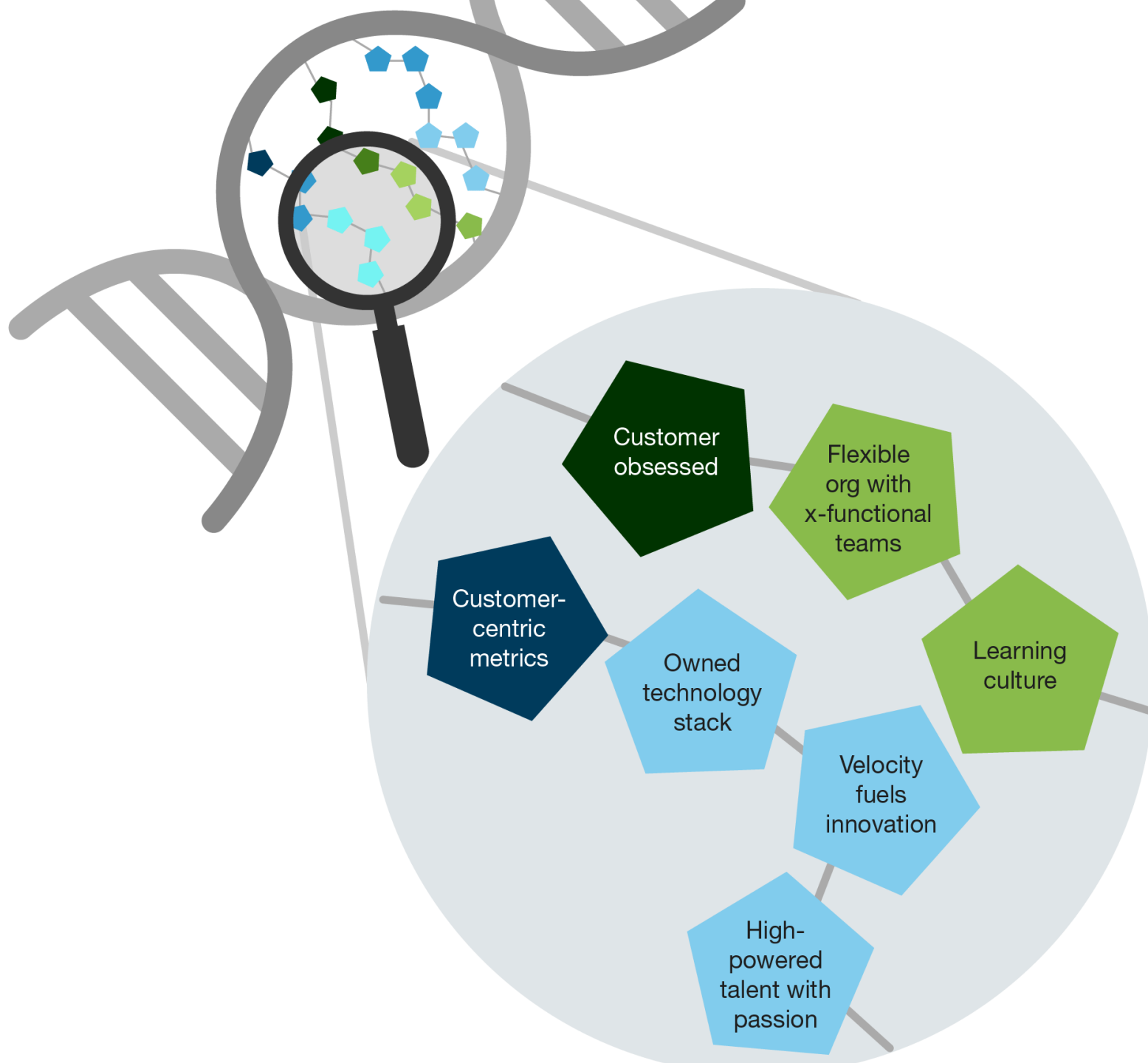
**Figure 2. Future Capabilities**



**Figure 3. The Shift in Business Capabilities from Today to 2025**



# L'ADN des leaders digitaux



# LES 3 PEURS FACE AU DIGITAL

**Rationnel**

**Emotionnel**



## DÉPASSEMENT

**Profusion**

Trop d'informations - Chronophage

**Complexité**

Jargon & technicité

**Rapidité**

Nouveauté permanente

## ISOLEMENT

**Dématérialisation**

Relation à distance, moins humaine

**Addiction**

Usages & dépendance

**Solitude**

Vie en dehors de la réalité

## DÉSHUMANISATION

**Vie privée - Vie professionnelle**

Porosité des vies - Data privacy

**Métier**

Automatisation des tâches, robotisation

**Relation**

Intelligence artificielle

**ENJEU : OBSOLESCENCE DU SAVOIR ET DU SAVOIR-FAIRE**



**SENTIMENT DE REMISE EN CAUSE DE SON POUVOIR ET DE SON EGO**

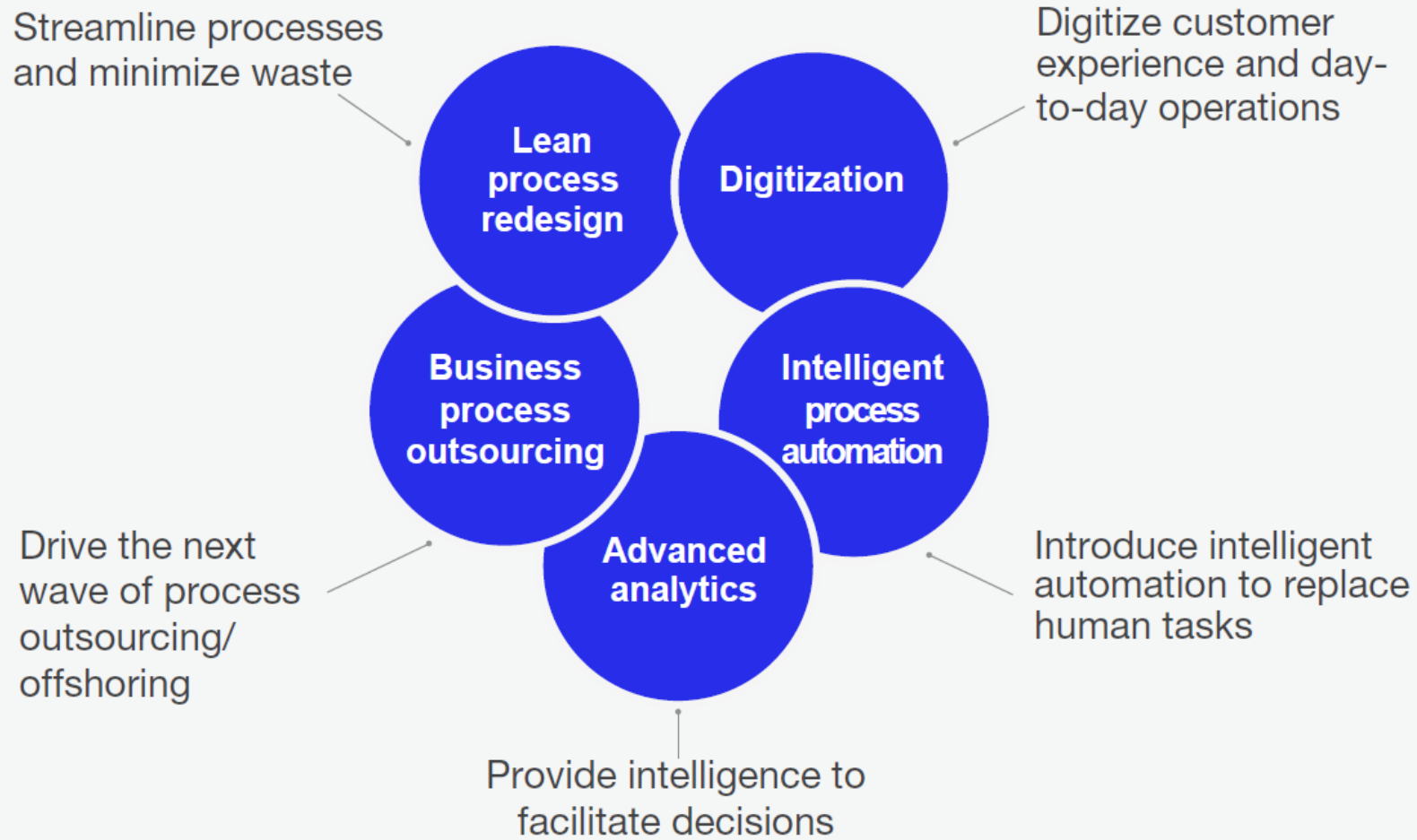


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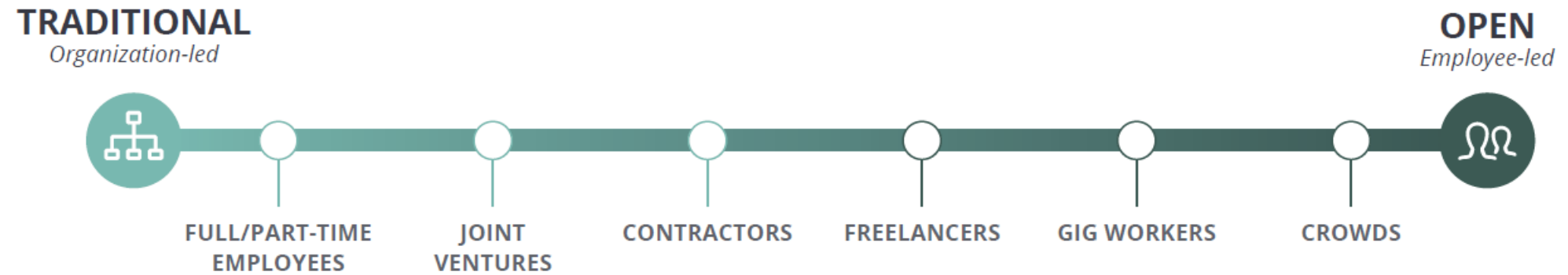


Exhibit 1

**Five approaches and capabilities to drive the next-generation operating model.**



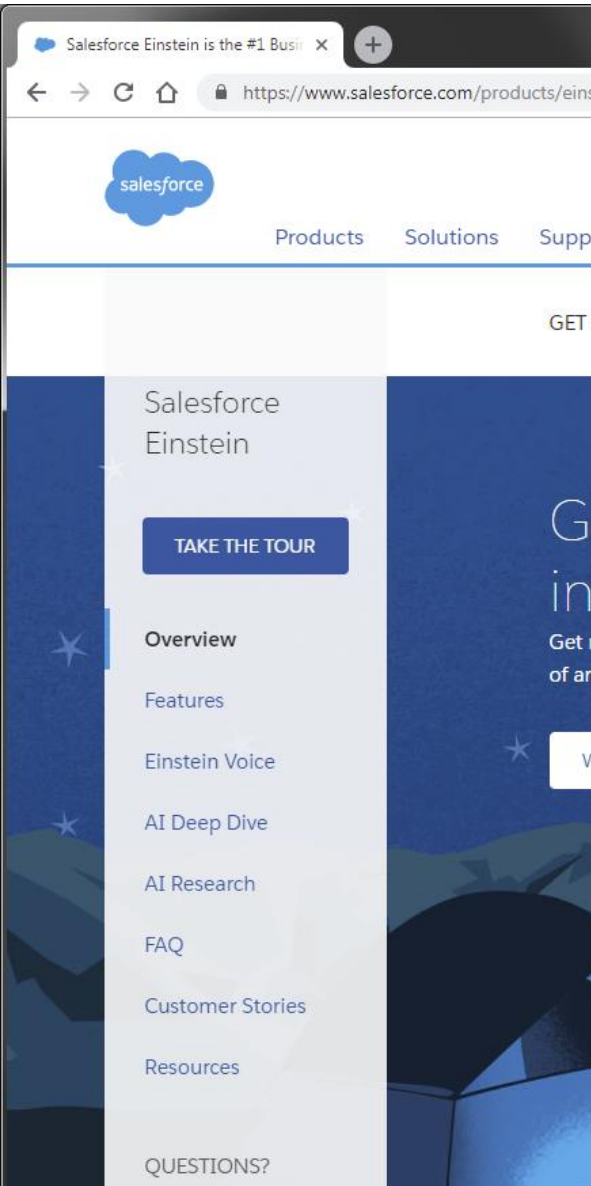
# de nouveaux types de travailleurs



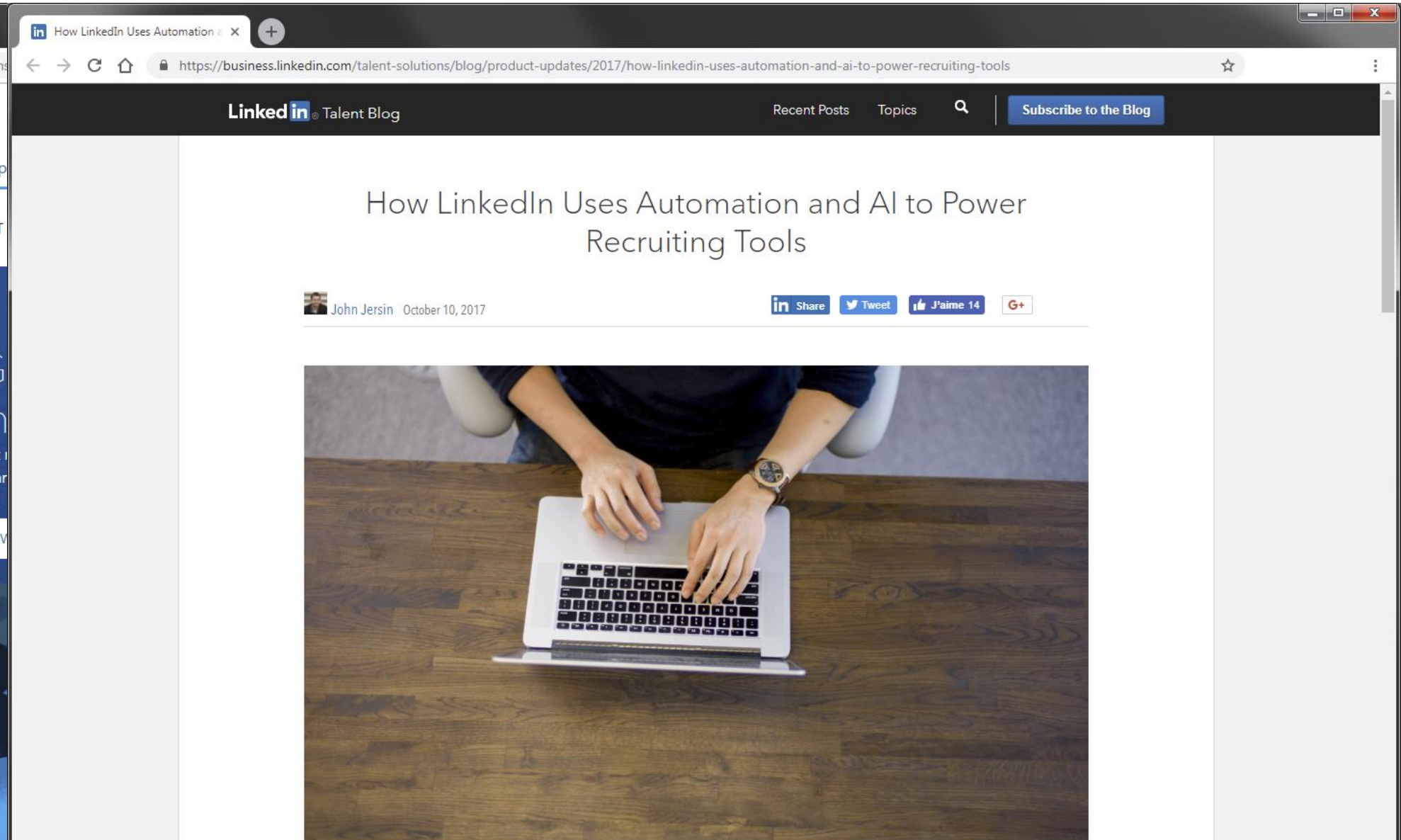
# une réinvention sociale de l'organisation

| Design principle                                | What it means  |
|---|--|
| <b>Purpose and meaning</b>                      | Giving organizations and individuals a sense of purpose at work; moving beyond profit to a focus on doing good things for individuals, customers, and society                    |
| <b>Ethics and fairness</b>                      | Using data, technology, and systems in an ethical, fair, and trusted way; creating jobs and roles to train systems and monitor decisions to make sure they are fair              |
| <b>Growth and passion</b>                       | Designing jobs, work, and organizational missions to nurture passion and a sense of personal growth; affording people the opportunity to create and add their own personal touch |
| <b>Collaboration and personal relationships</b> | Building and developing teams, focusing on personal relationships, and moving beyond digital to build human connections at work  |
| <b>Transparency and openness</b>                | Sharing information openly, discussing challenges and mistakes, and leading and managing with a growth mindset   |

# l'intelligence artificielle au cœur des solutions



A screenshot of the Salesforce Einstein product page. The browser address bar shows the URL <https://www.salesforce.com/products/einstein>. The page features the Salesforce logo at the top left, with navigation links for "Products", "Solutions", and "Support". Below the navigation, there is a "Salesforce Einstein" section with a prominent blue "TAKE THE TOUR" button. A vertical sidebar on the left contains a list of links: "Overview", "Features", "Einstein Voice", "AI Deep Dive", "AI Research", "FAQ", "Customer Stories", "Resources", and "QUESTIONS?".



A screenshot of a LinkedIn Talent Blog article. The browser address bar shows the URL <https://business.linkedin.com/talent-solutions/blog/product-updates/2017/how-linkedin-uses-automation-and-ai-to-power-recruiting-tools>. The page header includes the LinkedIn logo, "Talent Blog", and navigation options for "Recent Posts", "Topics", and a search icon. A "Subscribe to the Blog" button is located in the top right corner. The main content area features the article title "How LinkedIn Uses Automation and AI to Power Recruiting Tools" in a large, centered font. Below the title, the author's name "John Jersin" and the date "October 10, 2017" are displayed. To the right of the author information are social sharing buttons for LinkedIn (Share), Twitter (Tweet), Facebook (J'aime 14), and Google+ (G+). Below the text is a large photograph showing a person's hands typing on a silver laptop keyboard, which is placed on a dark wooden desk.



Découvrir Lumio

Tarifs

Contact

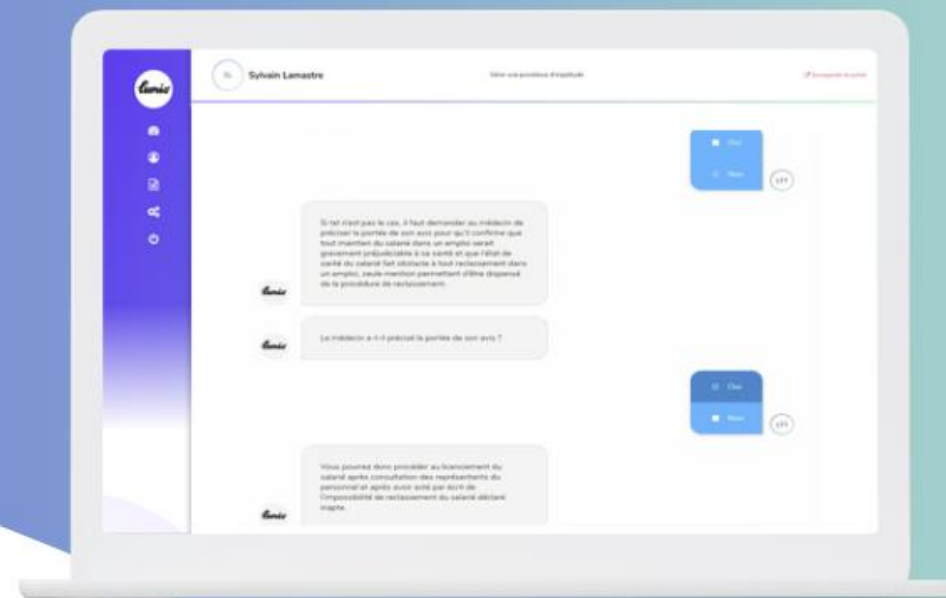
Se connecter

Démarrez gratuitement

# L'assistant RH dont vous avez toujours rêvé

Avec Lumio, accomplir une procédure RH est aussi simple qu'un échange de textos. Lumio vous pose une série de questions, vous lui répondez et il vous donne la marche à suivre conforme à la législation.

Voir en vidéo



# en résumé

- des enjeux et des impacts très transversaux
- des solutions focalisées sur l'expérience de l'employé (EX)
- des solutions développées avec des approches plus collaboratives
- une incitation à suivre les tendances de l'économie privée, notamment l'automatisation
- un socle technologique à mettre en place
- des innovations à suivre, dans les HRTech et en particulier dans l'IA

*merci pour votre attention*  
*arnaud.dufour@heig-VD.ch*

# Quelques références

– dans le dossier « documents complémentaires »



# LE LEADERSHIP RH DANS UN MONDE DIGITAL



ENJEU : DÉVELOPPER LES CAPACITÉS D'ADAPTATION PERMANENTE D'UNE ORGANISATION



**Figure 3. The organization of the future: Old rules vs. new rules**

| Old rules   | New rules   |
|---|---|
| Organized for efficiency and effectiveness  | Organized for learning, innovation, and customer impact   |
| Company viewed as a hierarchy, with hierarchical decision rights, structure, and leadership progression | Company viewed as an agile network, empowered by team leaders and fueled by collaboration and knowledge-sharing |
| Structure based on business function with functional leaders and global functional groups               | Structure based on work and projects, with teams focused on products, customers, and services                   |
| Advancement through promotion upward with many levels to progress through                               | Advancement through many assignments, diverse experiences, and multifunctional leadership assignments           |
| People “become leaders” through promotion   | People “create followers” to grow in influence and authority  |
| Lead by direction   | Lead by orchestration   |
| Culture ruled by fear of failure and perceptions of others  | Culture of safety, abundance, and importance of risk-taking and innovation                                      |
| Rules-based   | Playbook-based  |
| Roles and job titles clearly defined  | Teams and responsibilities clearly defined, but roles and job titles change regularly                           |
| Process-based   | Project-based   |

**Figure 3. Careers and learning: Old rules vs. new rules**

| Old rules   | New rules  |
|---|--|
| Employees are told what to learn by their managers or the career model  | Employees decide what to learn based on their team's needs and individual career goals                   |
| Careers go "up or out"  | Careers go in every direction  |
| Managers direct careers for people  | People find their career direction with help from leaders and others                                     |
| Corporate L&D owns development and training   | Corporate L&D curates development and creates a useful learning experience                               |
| People learn in the classroom and, sometimes, online  | People learn all the time, in micro-learning, courses, classrooms, and groups                            |
| The corporate university is a training center   | The corporate university is a "corporate commons," bringing leaders and cross-functional groups together |
| Learning technology focuses on compliance and course catalog  | Learning technology creates an always-on, collaborative, curated learning experience                     |
| Learning content is provided by L&D and experts   | Learning content is provided by everyone in the organization, and curated by employees as well as HR     |
| Credentials are provided by universities and accredited institutions; skills are only certified through credentials | Credentials come in the form of "unbundled credentials," where people obtain certificates in many ways   |

**Figure 4. Talent acquisition: Old rules vs. new rules**

| Old rules  | New rules  |
|--|--|
| Recruiters used Internet tools to find candidates  | Recruiters continuously expand their use of social media sites for sourcing, including Twitter, Facebook, Glassdoor, Pinterest, and Quora, in addition to LinkedIn   |
| Employment brand is viewed as a marketing strategy   | Employment brand has a complete strategy, reaching into all possible candidate pools and channels  |
| Recruiters run the recruiting process  | Recruiters partner with hiring managers throughout the search process, leveraging their networks, cultural needs, and success criteria   |
| Job descriptions communicate what the organization demands from the potential employee   | Job descriptions focus on the needs of the candidates—a tactic that yields three times as many highly rated applicants*  |
| An applicant tracking system is the only required talent acquisition technology  | Companies have talent acquisition technology platforms that manage sourcing, video interviewing, interview management, candidate relationship management, and onboarding   |
| Talent acquisition processes are built on efficiency, effectiveness, and speed of hire in a way that works for the enterprise  | The candidate and hiring manager are front and center in talent acquisition processes, tailoring the candidate experience around the moments that matter in the talent acquisition journey with the organization |
| <p>* Andre Lavoie, "How to attract the best talent with your job descriptions," Aberdeen Essentials, September 25, 2015, <a href="http://www.aberdeenessentials.com/hcm-essentials/how-to-attract-the-best-talent-with-your-job-descriptions/">www.aberdeenessentials.com/hcm-essentials/how-to-attract-the-best-talent-with-your-job-descriptions/</a>.</p> |  |

**Figure 5. Employee experience: Old rules vs. new rules**

| Old rules   | New rules   |
|---|---|
| Employee experience defined by annual engagement surveys  | Employee experience defined as a holistic view of life at work, requiring constant feedback, action, and monitoring   |
| Culture is a topic on the company website and perhaps on the wall, but not measured or defined through behavior     | Company uses tools and behaviors to measure, align, and improve culture during change, M&A, and other major initiatives   |
| Companies have a series of HR leaders across recruiting, learning, rewards, engagement, and other HR services       | Companies have someone responsible for the complete employee experience, focused on employee journeys, experiences, engagement, and culture   |
| Compensation, benefits, and rewards are managed with a focus on benchmarking and fairness                           | Compensation, benefits, rewards, and recognition designed to make people's life better and balance financial and nonfinancial benefits  |
| Wellness and health programs are focused on safety and managing insurance costs                                     | Companies have an integrated program for employee well-being focused on the employee, her family, and her entire experience at life and work  |
| Rewards are designed to cover salary, overtime, bonus, benefits, and stock options                                  | Rewards also include nonfinancial rewards: meals, leaves, vacation policy, fitness, and wellness programs   |
| Employee self-service is viewed as a technology platform that makes it easy to complete HR transactions and reports | The employee experience platform is designed, mobile, and includes digital apps, prescriptive solutions based on employee journeys, and ongoing communications that support and inspire employees |

**Figure 2. Digital HR: Old rules vs. new rules**

| Old rules  | New rules  |
|--|--|
| HR departments focus on process design and harmonization to create standard HR practices   | HR departments focus on optimizing employee productivity, engagement, teamwork, and career growth  |
| HR selects a cloud vendor and implements out-of-the-box practices to create scale  | HR builds innovative, company-specific programs, develops apps, and leverages the platform for scale                                       |
| HR technology teams focus on ERP implementation and integrated analytics, with a focus on “ease of use”                          | HR technology team moves beyond ERP to develop digital capabilities and mobile apps with a focus on “productivity at work”                 |
| HR centers of excellence focus on process design and process excellence  | HR centers of excellence leverage AI, chat, apps, and other advanced technologies to scale and empower employees                           |
| HR programs are designed for scale and consistency around the world  | HR programs target employee segments, personae, and specific groups, providing them with journey maps relevant to their jobs and careers   |
| HR focuses on “self-service” as a way to scale services and support  | HR focuses on “enablement” to help people get work done in more effective and productive ways  |
| HR builds an employee “self-service portal” as a technology platform that makes it easy to find transactional needs and programs | HR builds an integrated “employee experience platform” using digital apps, case management, AI, and bots to support ongoing employee needs |