



**HR IS:
Are we talking
technology or HR?**

19 October 2017

Welcome



Erik de Groot

OMV Aktiengesellschaft, Vienna

The value added Human Resources IT can bring to the organization without losing the human factor.

Sharing some experiences on how technology can support HR processes, more importantly support the “human resources” in our company.

EXPERIENCES TO BUILD ON

- More than 30 years in HR
- Consultancy and Corporate roles
- Performance management in
 - Philips Electronics
 - Sara Lee
 - COFRA Holding/C&A
 - OMV
- Supported by IT technology



It always started with discussion
about performance management



BEFORE STARTING IT IMPLEMENTATION

“Client” perspective

- Line Managers
- Employees (young talent)
- HR
- Works Council

External perspective

- Case studies/best practices
- Interviews

***Our new approach
to Performance
Management***

Own view

- Internal discussions
- Past experiences

Constraints

- Legal/Compliance
- Works Agreements
- IT infrastructure



EXTERNAL PERSPECTIVE

The workforce is changing

- Different generations, with different needs and priorities
- Expectations from managers are changing

There are companies doing it differently already

- You don't have to invent the wheel
- Great examples, successful and less successful
- Fuels creativity



INTERNAL PERSPECTIVE

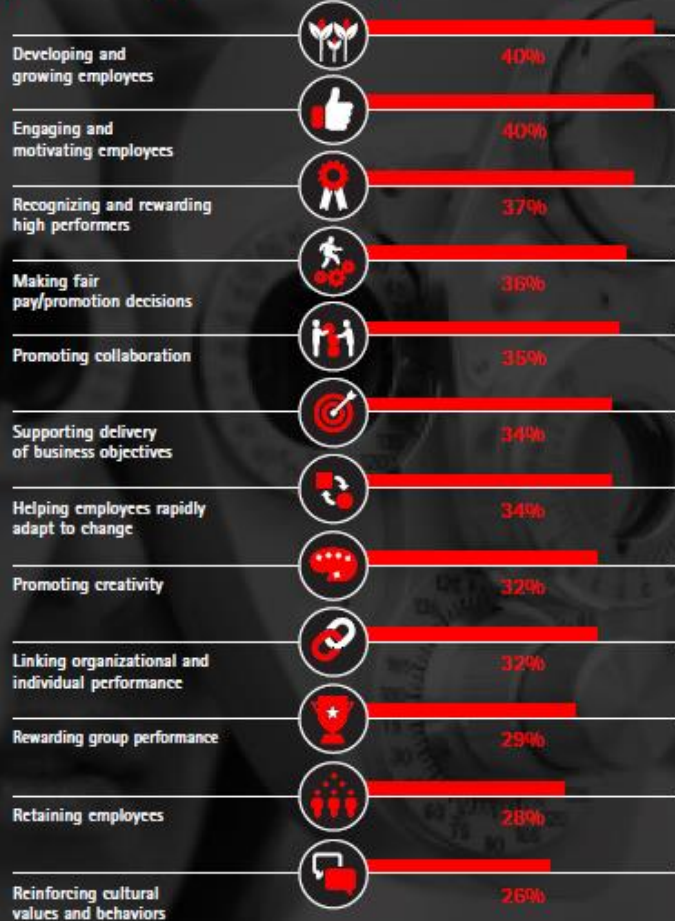
How is the workforce in our company changing?

- How homogeneous is our workforce?
- Do we know what drives engagement?
- What generation takes the decisions?

What is our own view on managing our workforce?

- Do we have an idea on what works and does not work in our organization?
- Past experiences?
- Any ideas ourselves?

Few employees and leaders believe current performance management approaches are highly effective at driving goals within the organization

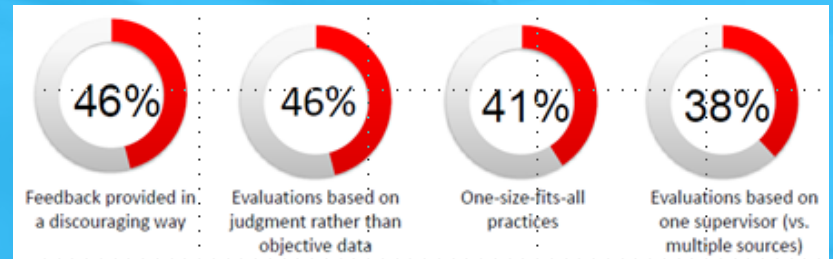


ACCENTURE RESEARCH

Performance management practices are out of focus with present-day business demands:

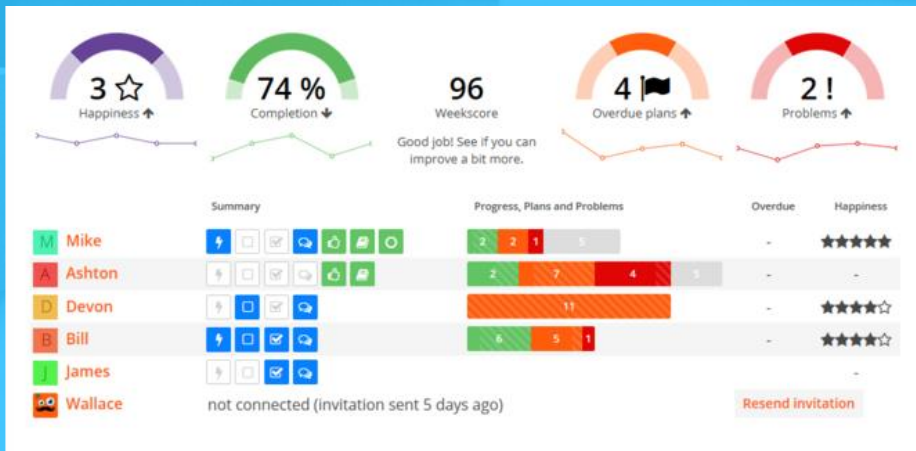
57% of leaders believe most organizations assess performance in ways that are ineffective

89% of employees believe their performance would significantly improve if performance management were changed



DELOITTE CASE


“Deloitte found that their current approach to performance management - annual 360-degree feedback - was wasting a shocking 2 million hours per year. Furthermore, it wasn't engaging employees and the level of performance management was dropping“




Different process

- Ongoing
- Quick and frequent check-ins
- 4 dimensions, less on output/results
- Continuous feedback
- Simple technology

START-UP APPROACH: WHAT ABOUT SMART?



 Welcome to your 15Five Objectives!









15Five now allows you to align and track your organization's objectives (OKRs) to make sure your whole company moves together in the right direction. Create your first objective to get started.

[Getting started with 15Five Objectives](#)

[Company-wide](#) [Department](#) [By owner](#) [All objectives](#)

Here's a summary of company-wide Objectives (4) Current objectives ▾ Search for teammate

- 1 objective is [on track](#)
- 3 objectives are [behind](#)

 Create a tsunami of requests Company-wide	2 key results ▾	⌚ 62 days	12% 
 Become the #1 marketplace for home energy upgrades in NL Company-wide	1 key result ▾	⌚ 246 days	4% 
 Build a great team Company-wide	4 key results ▾	⌚ 62 days	17% 
 Establish insanely great sales channels Company-wide	1 key result ▾	⌚ 62 days	7% 

LEARNINGS FROM “LIFE” EXPERIENCES

Philips

- Redesign performance management process: align business and people management processes
- Support culture change: hardware ► solution
- By the way, as a technology company it is IT supported
- Custom built in Lotus Notes

- HR process leading
- Team commitment
- User experience

Sara Lee

- Global standardized process for performance management
- Compromise US and European approach
- First project in this sense
- No experience with IT
- Customized standard solution (Stepstone)

- Diverse project team
- Drive to make it a success

COFRA

- Upgrade goal setting and performance review
- Leverage existing investment by adding functionality: such as compensation and employee data
- From excel and stand-alone systems to one integrated platform
- Reference for C&A

- Even small scale bring economic benefits
- Short communication and fast decision making

OMV

- Replace outdated IT platform
- Align process with current business needs
- Support reinforcement of performance culture (What and How)
- Integrate various stand-alone HR applications: one HR platform

- Commitment vs willingness and capability to absorb change
- Decision making

CHOSING TECHNOLOGY

Solution

- Fully custom built or a “standard” solution
- Optimal functionality vs fit-for-purpose
- Standard solution asks for compromises to meet business/organization needs

Configuration

- Standard solution still requires configuration
- Creativity to find the best compromises: the human factor
- **Configuring a system vs implementing a solution**



USING TECHNOLOGY

Benefits

(if implemented properly)

- Highly efficient in complex situations
- Forces to a certain level of standardisation of processes
- Availability of employee data: quality of decisions on people
- Supports employees in owning their own development and career moves

Downside

- Limits flexibility in developing and implementing new ways of working
- One-size-fits-all approach
- Customization has its price
- System may emphasize the administrative obligations: negative perception

CONCLUSIONS

Technology should not be dominant over the human factor



Make sure you know, how your process should look like



User interface and user experience can make or break the success



Diverse well balanced project team



Implementation partner is essential to customize



A grayscale photograph showing a person sitting on a couch. In front of them is a laptop, a tablet, a cup of coffee, and a pair of headphones. The person's legs are visible, wearing dark trousers. The background is a textured, light-colored fabric.

Thanks

4th Interim Management Symposium, 19 October 2017
erikdegroot@outlook.com