

THE

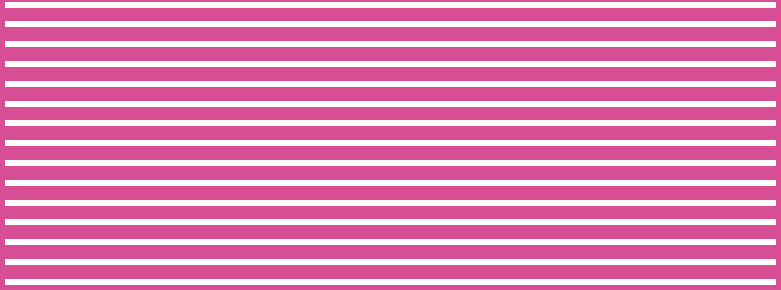
IBM

HR

TRANSFORMATION

International
Business
Machines



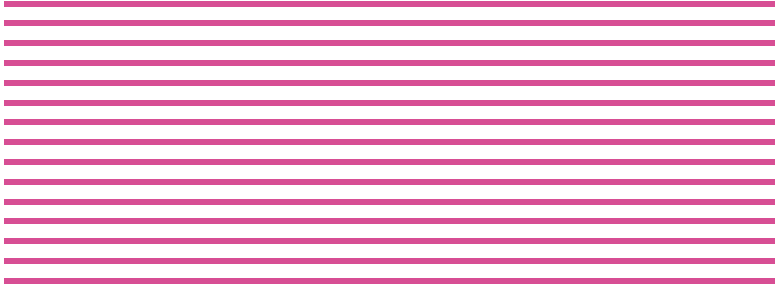


Today is about

Discussion

Interaction

Learning



Agenda

Introductions

Context Setting

The IBM HR Transformation Journey

The IBM AI Journey

MACHINES

SHOULD

WORK

PEOPLE

SHOULD

THINK

Context Setting

The

International Business Machines
Human Resources

Journey

The Changing World

The True North Star

Employee Experience

Principles

New Ways of Working

Moving to Agile

The Journey

Augmentation

Measuring Success

Measuring Progress

Living in the New World

Retrospective

What the Future Holds

WHAT GOT US HERE WON'T GET US THERE

Business Disruption

Disruptive technology and new business models are revolutionizing the way we work.

You don't always know who your competitors are or where they might come from.

Talent Disruption

The digitization of work and life is driving a need for new types of talent with new skills.

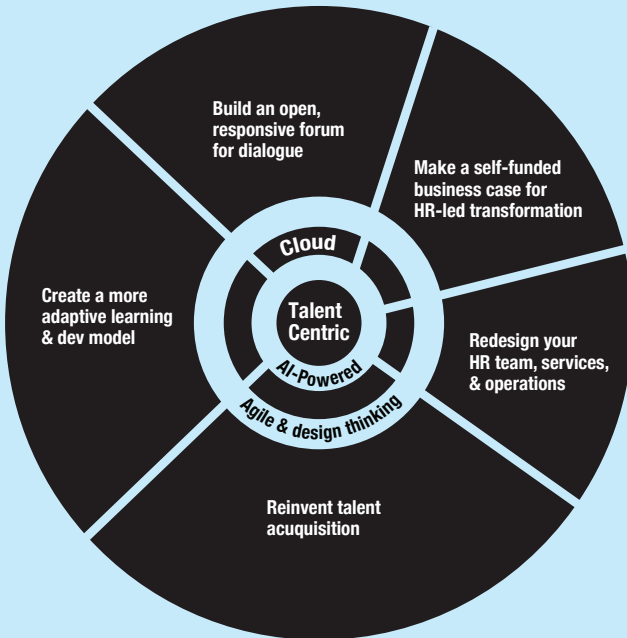
They are in short supply and in a position of power.

Experience Disruption

Employees have new consumer-grade expectations about their experience: empowering, self-directed, transparent.

They demand higher expectations and more information.

THE NEW CONTEXT NEEDS A NEW HR STRATEGY



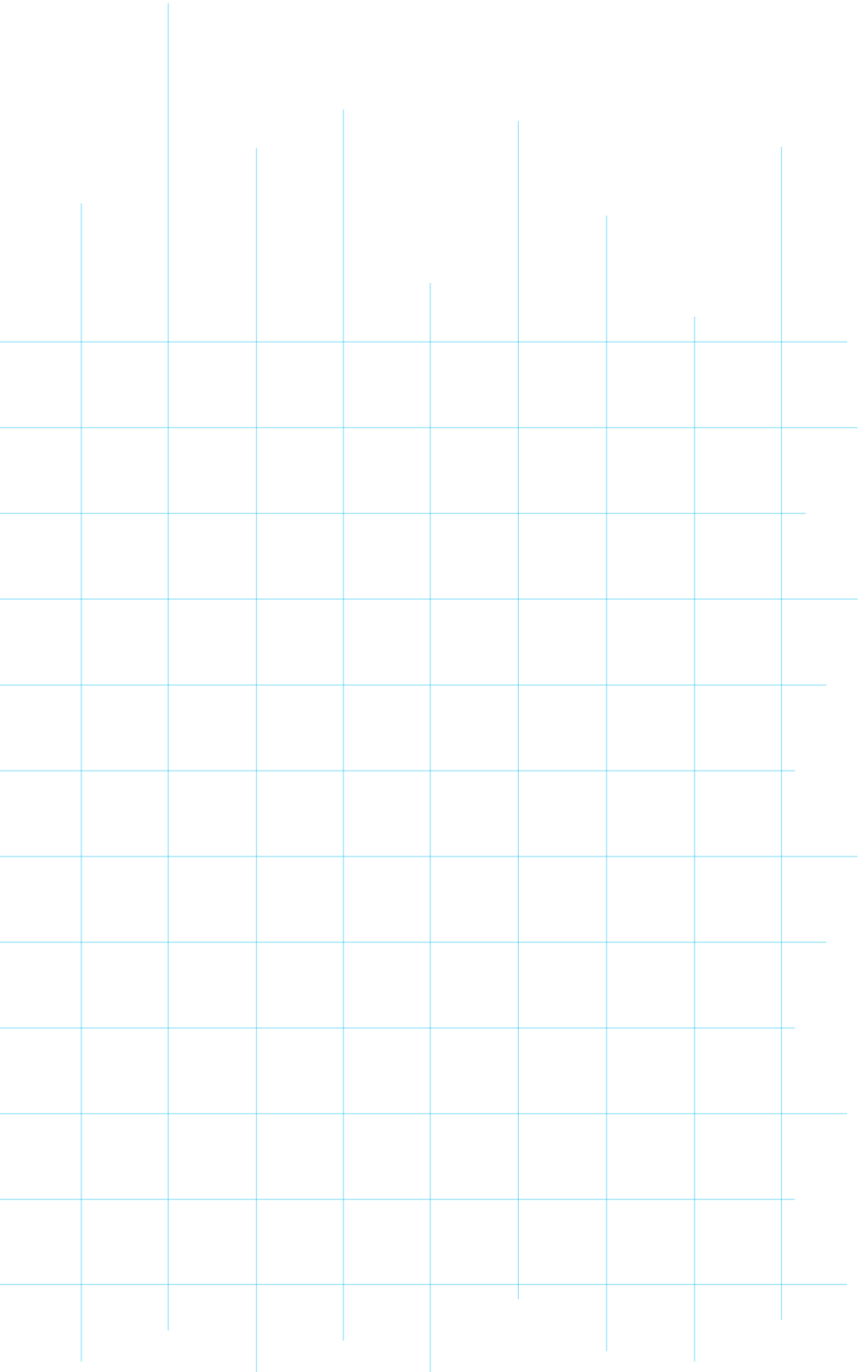
what are your key HR strategies going forward?

A large grid for writing answers, consisting of 10 columns and 15 rows of empty cells. The grid is formed by thin grey lines on a white background.

IBM

the
True
North
Star

what matters most to you?



2

The Changing World

EMPLOYEE EXPERIENCE

3 Dimensions

Social
Physical
Task

5 Practices

Personalization
Transparency
Simplicity
Authenticity
Responsiveness

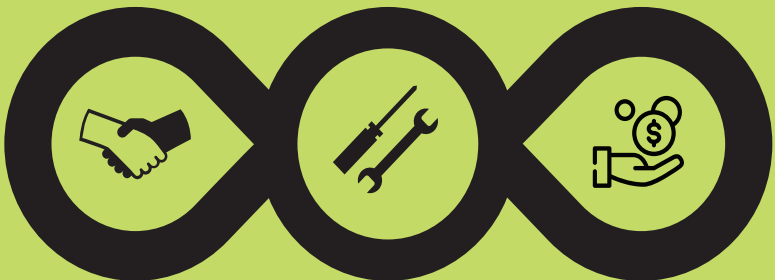
Join



Work



Grow



**what employee experience are you
looking to create?**

A grid for taking notes, consisting of 10 columns and 10 rows. A vertical line is drawn on the left side of the grid, starting from the top row and extending down to the bottom row. The grid is intended for writing down responses to the question above.

PRINCIPLES



Design Thinking & Agile

Is how we work.



Benchmark

To be the best, learn from the best.



Measure Success

Objective & Subjective.



Incubate & Scale

Consolidate via platform or Extend through solutions.



Analytics as an Experience

Cognitive insights at the point of decision-making - Transparency.



Workspaces to Drive Innovation

Physical environment to support teams via co-location.



Automation

Drives efficiency & experience.

**where are you in your journey in
thinking about “HOW”?**

A grid for journaling. The top portion of the grid features a descending staircase pattern, with vertical lines of decreasing height from left to right, suggesting a starting point for reflection. The rest of the grid is a standard 10x10 grid of squares.

2

The IBM HR Journey

NEW WAYS OF WORKING

Old Ways

Formal

Long PowerPoints

Strategy Documents

Fragmented Teams

Long Meetings

Rule by Control

New Ways

Comfortable

More Discussion

Strategy on a Page

Co-location

Quick Standups

Empowered Teams

MOVING TO AGILE

Governance & Cadence

Role of Executive

Process Ownership

Empowering & Self Direction

Speed of Deployment

Continuous Delivery

have you embraced agile?



2

The IBM HR Journey

THE WORKDAY JOURNEY

Where we are today

10 iterative Core HR deployments
310,000 employees

25,000 managers
97 countries



where are you in the journey?



IBM

Augment -ation



do you believe in good and bad AI?



MEASURING SUCCESS

95%

would recommend Workday to a colleague or friend.

94%

thought that implementing Workday was an example of IBM moving with greater speed and focus.

91%

see the linkage between Workday and IBM's Business Strategy

93%

agree their perception of IBM has improved with the deployment of Workday.

96%

agree they can share experience and get support by participating in the Workday community.

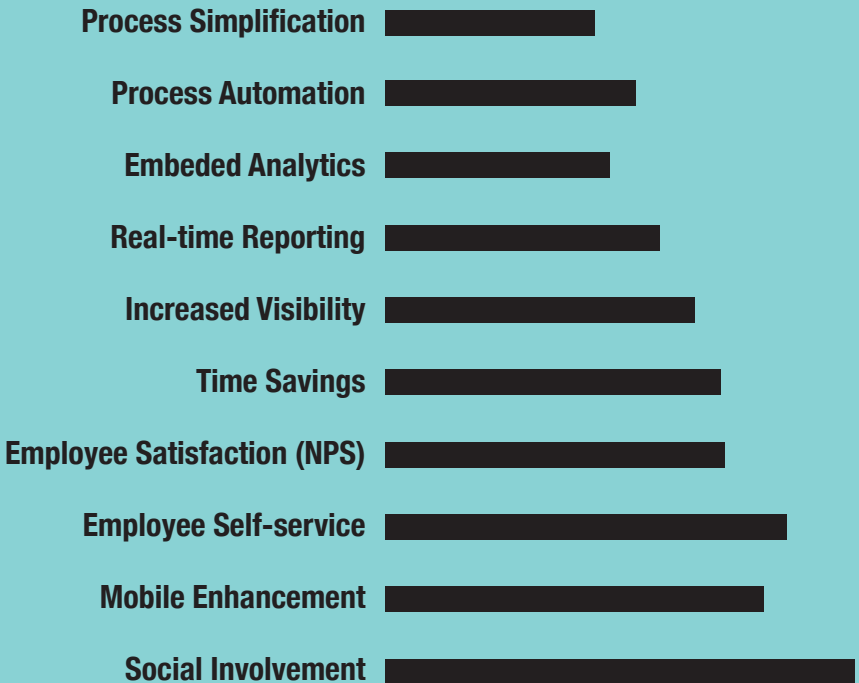
95%

thought that HR simplification and Workday technology has made IBM a better place to work.

How tightly do you view the correlation between employee experience and the guest?



MEASURING PROGRESS



**What measures have worked well
for you in the past?**

A grid for writing answers, consisting of 10 vertical columns and 10 horizontal rows. The grid is empty, with no text or markings inside the cells.

LIVING IN THE NEW WORLD

Then

Process-centric
Activity
Intuitive
Reporting the news
Measure diversity
Re-engineering
Do more with less
Not invented here (NIH)
Generic employee support
Random shared workspace

Now

Experience-centric
Outcome
Science / data driven
Actionable insights
Foster Inclusion
Design Thinking
Self-disrupt
Outside In
Personalized real-time assistance
International use of agile workspace

**What are you going to do differently
moving forward?**

A grid for writing answers, consisting of 10 vertical columns and 10 horizontal rows. The grid is empty, with only the top portion of the first few columns containing faint vertical lines extending upwards from the top row.



retrospective

IBM

**If there was one thing that we got right,
what do you think it was?**

A grid for writing answers, consisting of 10 vertical columns and 10 horizontal rows. The grid is formed by thin gray lines. The first row is the top line of the grid, and the last row is the bottom line. The vertical lines are spaced evenly across the width of the page.

WHAT THE FUTURE HOLDS

Personalized experiences became the norm

Voice enabled mobile becomes the UI to HR

Blockchain disrupted HR & data

AI augmentation in all experiences

Predictive analytics becomes reality

Wearables IoT and AI transforms OHS

**How much of this are you factoring
into strategy?**



the





**artificial
intelligence
journey**

4

The IBM AI Journey

DIGITAL CHANGE

TALENT ACQUISITION

Source Attract Retain

Watson
Recruitment

TALENT DEVELOPMENT

Listen Assess Develop

ACE Feedback
Application

HR OPERATIONS

Manage Inspire Engage

Robotics Process
Automation

Personalized
Learning

Watson Candidate
Assistant

Onboarding
Assistant

Watson Cognitive
Content Collator

Watson Career
Coach

Employee
Chatbots

Watson-
powered HCM

Watson Virtual
Agent for HR

Cognitive
Agent Assist

Human Resources Transformation

International Business Machines

