How HR drives change throughout the business

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Presenter

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Project management, change management, HR advisory, employee experience management, HR service delivery design, process development – both in private and public sector

About Sariba

- managers and employees achieving more

Sariba AS is an HXM consultancy that makes everyday life better and easier for everyone who works in HR.

We guide you through all the steps in the HR process and offer you the best solutions the market has to offer.

40 +
Satisfied support customers

40 +
Successfull projects

SAP Gold Partner

SAP® Qualified
Partner-Packaged Solution

established in
2000

Number of employees
50

Turnover 2020
80
million NOK

based in:
Oslo
Stavanger
Spain
Sweden

our vision
"Managers and employees achieving more

we provide products and services within
HR strategy
HR process
HR technology

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Relevance

↕

Authority

↕

Analysis & actions

↕

Facts

How HR drives change throughout the business…

…with their power fields «Peopleship», «Workforce» and «Organizational Muscle»…

… – by deploying capability combining people, skills and insights…

…from data captured by their HRIS solutions.

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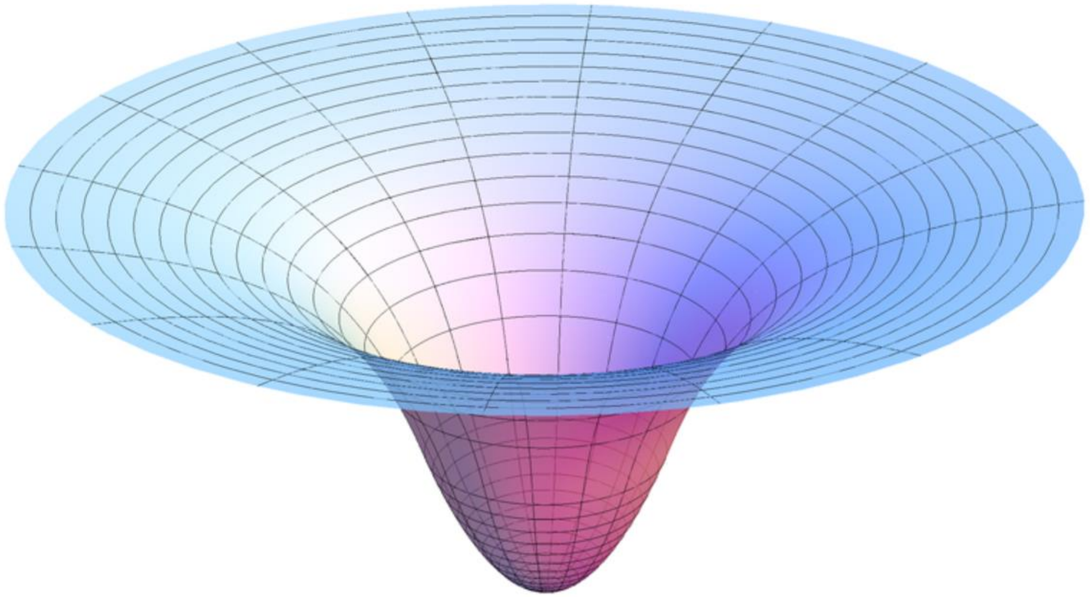
The Power Fields –
HR's platforms for mandate and credibility = Authority



For which aspects of the business may the HR function credibly take a position, be the expert, live up to expectations, give direction?

These are the platforms from where HR may drive change: HR's Power Fields

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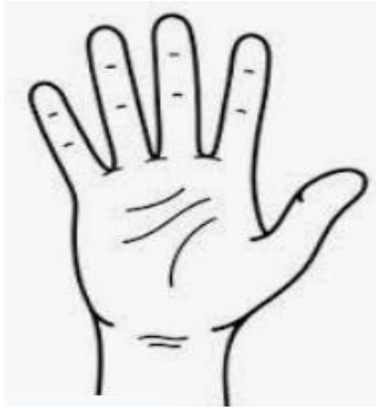
The Power Fields –
HR's platforms for mandate and credibility = Authority



I

I, at our company…

I, and what I identify with and stand for as an employee at our company…

Peopleship

We

…and we as the workforce…

…with our valued experience, skills, drive and opportunities for development…

Workforce

Together

…collaborate and create results

…collaborate in a purposeful structure and safe environment in order to achieve objectives and create results

Organizational muscle

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Listen and envision –
Capture signals and interpret business strategy = Relevance

- Go to the source: Your people. Employees, managers, HR colleagues.
- What's important to them? What would make their employee journey even better? What are their pain points?
- What are they looking for to have a fantastic people experience?
- Identify the potential and make the connection: How could fixing this drive the business forward?

- With the authority vested in the power fields of "peopleship", "workforce" and "organizational muscle", connect the dots and check the capability required to make it happen:
- Competence, approach, technology, resources
- Make your case!

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In the power field Peopleship:

Let your people take the driver's seat on their own employee journey

- We have spoken of empowerment for years as we believe in how it drives growth and results
- We have made some steps forward
- But our ambitions have not been fully supported by technology and procedures

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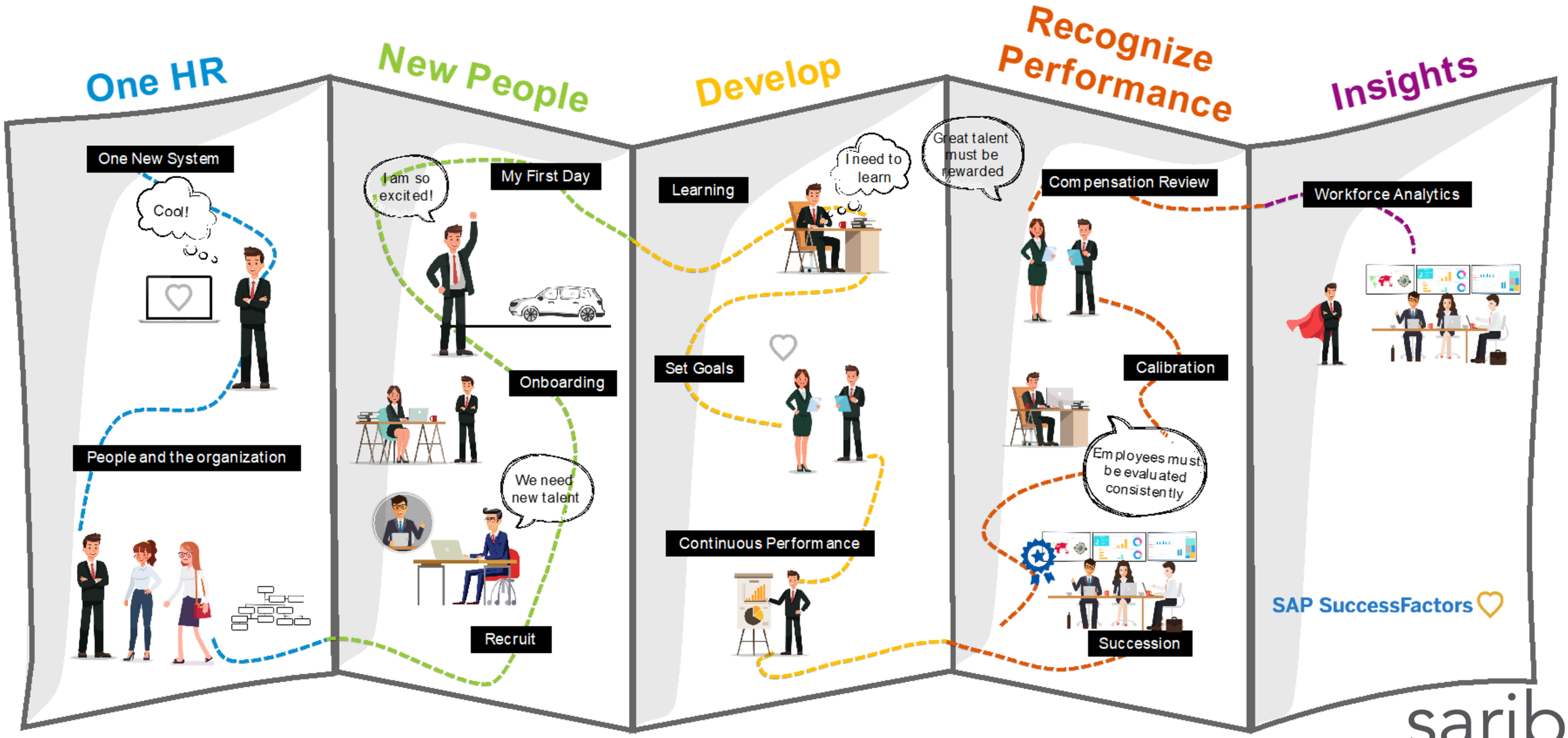
Sariba People Centric with SAP SuccessFactors

The entire employee journey - from *before* hire to *after* retire



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The evolution of employee experience

Human Experience Management **(HXM)**

Engagement

An organizational point of view which evaluates satisfaction as a means to **productivity** and **worker output.**

Moments that Matter

An HR point of view assessing sentiment on **HR programs** and **lifecycle moments**.

Moments that Matter to Me

An employee centered point of view, enabling people to power business, bringing to life individual **passions**, **aspirations** and **unique talents**.

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SAP SuccessFactors Opportunity Marketplace

A solution that makes it easy for employees to discover, in one place, recommendations to fuel their ongoing career development and growth - learning, roles, projects, dynamic teams, mentors, mentor programs, and peer connections.

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Whole Self Model

Who you are and who you are becoming.

With insight into the employee's whole self, organizations **gain a clearer picture of their workforce** and can make **smarter, faster decisions** to match people with relevant projects, dynamic teams, and meaningful work – cultivating **business agility** and a **future ready workforce**.

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The right opportunity at the right time

Situations

Reviewing my (360) feedback

Need help running a new agile project

I love working with customers – looking for roles matching my passions

Always wanted to be a sales rep – can I try it out?

Machine learning skills – need to upskill urgently

Opportunities

Talk to a mentor to help me improve

Find an agile coach in our network

Explore all potential roles related to "customer orientation"

Apply for a fellowship in sales to get hands-on experience

Take an LMS training on machine learning rated top by my peers

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In the power field Workforce:

Allow facts to drive the agenda

- Don't ask for more data, start with understanding the data you have!
- Scrutinize the facts already available in reports, as KPIs, as trends, as phenomena people talk about
- Map processes to truly learn what's happening and why
- Know your portfolio of systems and what they can tell you
- Look for patterns, indications, signals.
- Change the vantage point – outward-in – and look again.
- Track causes and analyze approaches, methods, trends
- Define hypotheses and test them

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In the power field Workforce:

Study your facts… once more

Example of actual case:

- Shift planning: Despite less than full workforce utilization, extra resources had to be called in to backfill for sickness leave.
- Attention: Regular reading of data from your systems: Statistics looking for patterns, indications, signals.
- Analysis: Which method of workforce planning is actually in use?
- Map the processes: Work alongside the people doing workforce planning.
- Discovery: Shifts were planned to make sure all employees were utilized evenly.
- Hypothesis: What if shifts were concentrated on fewer employees, still within a realistic utilization, and the employees with no shifts planned could step in as backfill for sickness leave?
- Tested: The hypothesis was tested, adjustments were made, a new balance found.
- Result: The workload could be handled by the regular employees with the same sick leave, but no need for extra resources.

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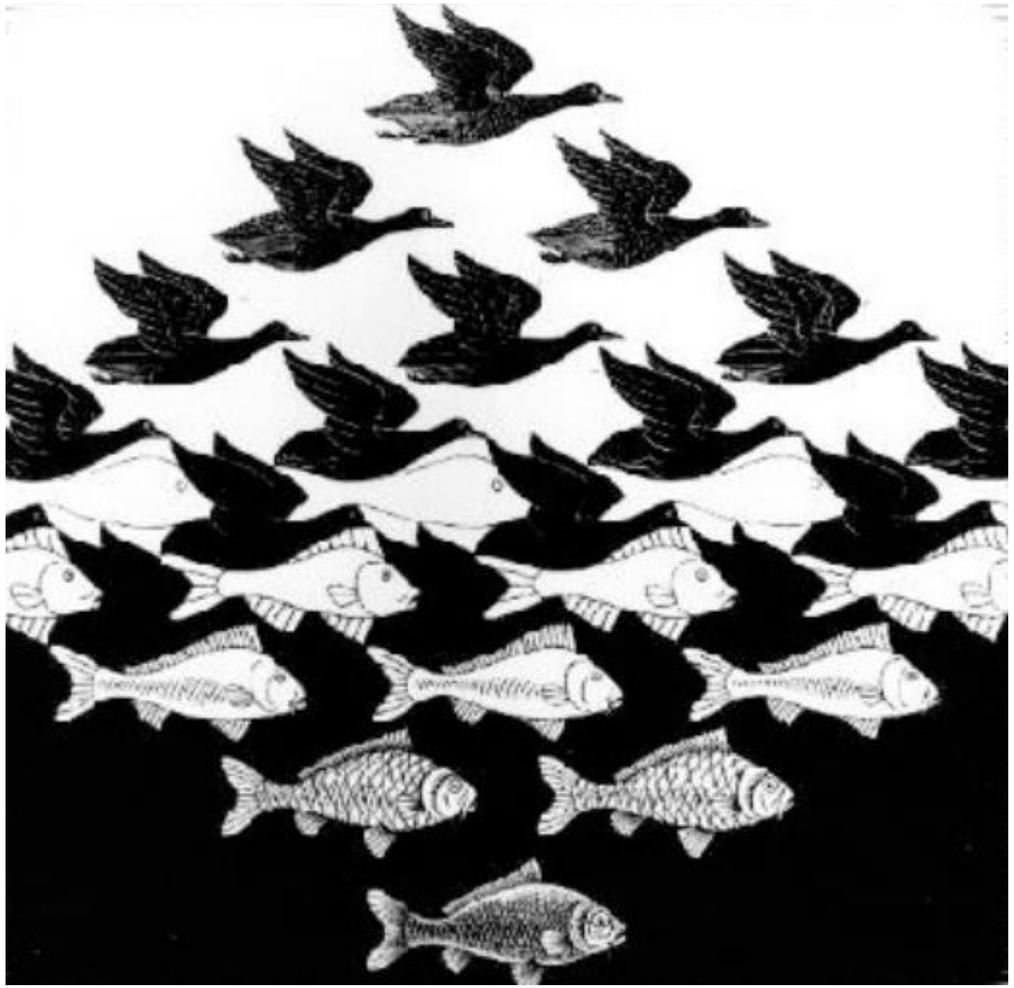
In the power field Organizational Muscle:

Deploy your capability for enabling change

- You made the case?
- Time to make it happen!
- Do you have what it takes?
- Capability for enabling change:
  - Competence
  - Approach
  - Technology
  - Resources



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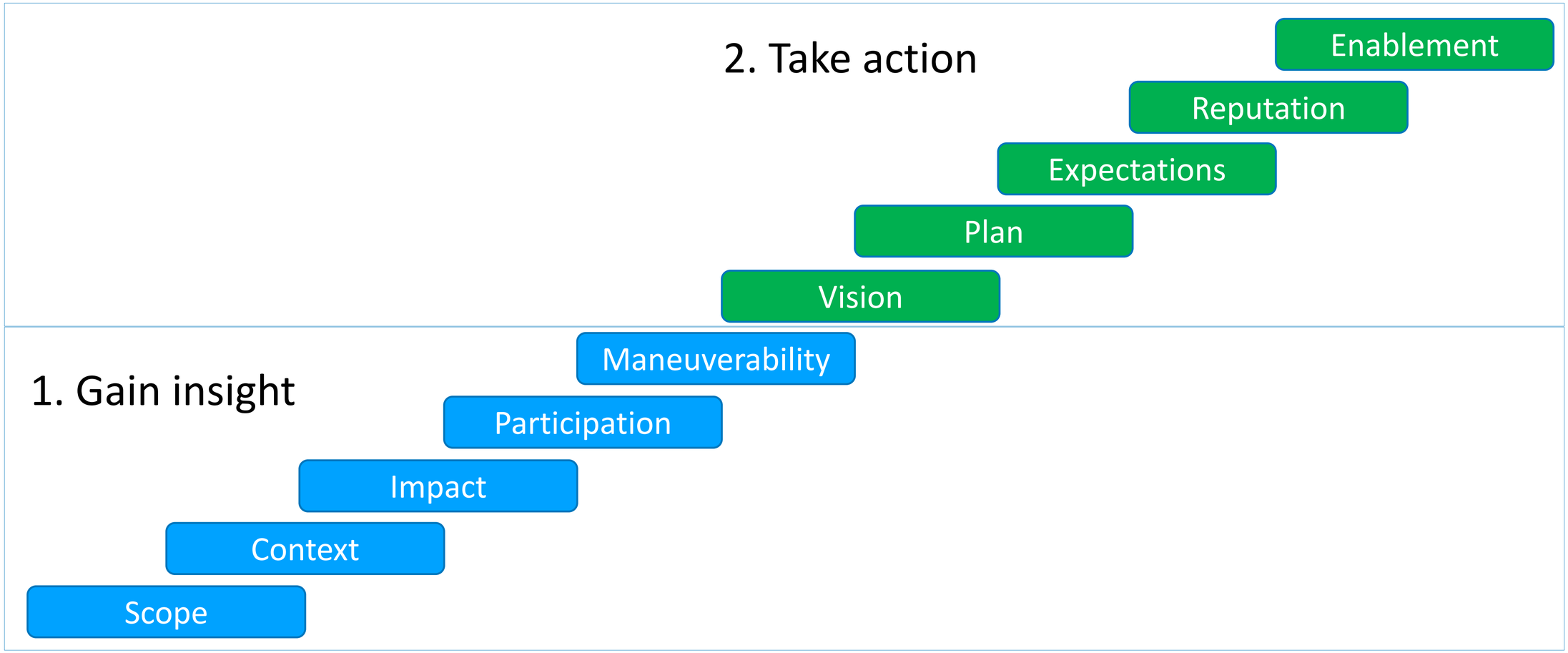
In the power field Organizational Muscle:

Enable change – from insight to action



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In the power field Organizational Muscle:

Enable change

1. Frame the potential change – **scope**, scale, invasiveness, tempo, flexibility
2. Understand the **environment** and culture of the diverse venues for change
3. Assess the expected change **impact** as perceived by key stakeholders
4. Set involvement policy directing user experience mapping and design **participation**
5. Identify obstacles and facilitators, assess risk and **maneuverability**, push and pull
6. Articulate a communicative **vision** that matters
7. Design and initiate an appropriate and dynamic change management **plan**
8. Manage **expectations** to meet timeline events
9. Monitor and predict **reputation** impact and volatility, and exploit or mitigate
10. Prepare and **enable** users for mastering adoption of the new

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HR ADVISORY,
HR PROCESSES AND
HR SYSTEMS?