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# Accelerating the journey to HR 3.0

Ten ways to transform in a time of  
upheaval

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# HR reinvention: the time has come

*In HR 3.0, HR is an agile organization, pushing innovative solutions, cognitive tools, and transparency into the organization*

	Industrial HR 1.0	Internet HR 2.0	Digital HR 3.0
<b>Key focus</b>	Compliance Administration design Programs and jobs	Process excellence Standardization Self-service Shared services	Employee experience Cognitive Personalized Transparent
<b>Organization</b>	Functions, Service Centers, HR Partners Geographic	COEs, Shared Services, HR Business Partners Mostly globally standardized	Offering Managers, Intelligent Chatbots, Pop up squads, HR Business Partners
<b>Design driven by</b>	Best practice benchmarking	Process experts	Design thinking with users
<b>Decisions driven by</b>	Intuition	Analytics with historical HR data	Actionable insights with predictive AI and rich external/internal data
<b>Key area of measurement</b>	Job evaluation Performance assessment Attrition rates Employee satisfaction	Headcount Competencies Diversity representation Efficiency metrics Employee engagement	Critical Skills Leadership pipeline diversity Inclusion Attrition rate NPS, Pulse surveys

# HR 3.0: five business imperative... and a paradigm shift

**Deeply personalized  
experience-centric  
design**

**Agile practices for  
speed and  
responsiveness**

**Skills placed at the  
core of the  
enterprise**

**Transparency to  
preserve trust and  
reduce reputational  
risk**

**Data-driven decision  
making powered by  
AI**

*“HR 3.0 turns HR into an agile consulting organization, one that not only delivers efficient services, but also practices design thinking to push innovative solutions, cognitive tools, and transparency into the organization.”*

*Josh Bersin*

# Our analysis reveals **ten priority Action Areas** for HR 3.0

The **world's best companies** - those outpacing all others in **profitability, revenue growth and innovation** - are acting in all these areas, taking **bold steps to apply the principles of HR 3.0** to these areas to accelerate their transformation with **speed and purpose.**

	<b>ACTION AREA</b>	<b>IMPLICATIONS FOR THE ENTERPRISE</b>
<b>1</b>	Measure employee performance continuously and transparently	Clear and continuous coaching and performance conversations are essential to proactively address workforce and performance issues
<b>2</b>	Invest in the new role of leadership	The role of leaders requires new and different skills and behaviours. Predict strong leaders with analytics and invest in their development
<b>3</b>	Build and apply capabilities in agile and design thinking	HR must be equipped to help design & manage agile teams through ops, rewards, performance mgmt, workplace productivity tools
<b>4</b>	Pay for performance—and skills—in a fair and transparent way	The old model of pay for tenure prevents growth, innovation, and hiring of top people
<b>5</b>	Continuously build skills in the flow of work	Employees & leaders must be learning all the time, with formal & informal learning embedded culture, coupled with capability academies for deep skills
<b>6</b>	Design intentional experiences for employees	Today's workforce expects meaningful employee experiences that are highly personalized, responsive to their needs and constantly improved
<b>7</b>	Modernize your HR technology portfolio	The move to a Cloud-based architecture enables speed, scalability and flexibility
<b>8</b>	Apply data-driven insights	People analytics is now essential to understanding, managing, and continuously improving organizational performance
<b>9</b>	Reorient and reskill your HR business partners	HR must act as strategic advisors, trusted coaches, and data-driven problem solvers
<b>10</b>	Source talent strategically	Top talent can come from novel sources, so companies must look inside and outside to find the best hires to remain competitive

