

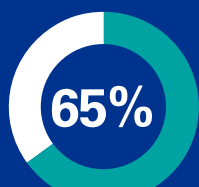
# HR Transformation: Which lens are you using?



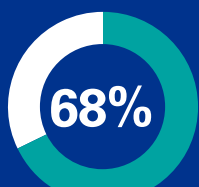
Drive change or be changed.

## The disruptors

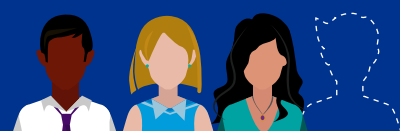
Leaders view today's disruption as a unique opportunity to transform their business models and drive new levels of growth and success.



65% say they view technological disruption as an opportunity rather than a threat.



68% have taken tangible steps to challenge themselves in the past year.



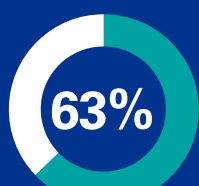
3/4 say they are capitalizing on the current environment.

Source: *Disrupt and grow, 2017 CEO Outlook Survey*, KPMG International, 2017.

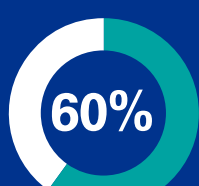
## The movers

Organizations on the right path to transformation demonstrate strong, proactive, informed leadership. They will pursue initiatives that are uncomfortable but inevitable for future success.

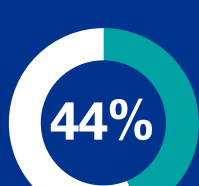
### Successful HR initiatives implemented in the past 18 months:



63% have improved people management capabilities.

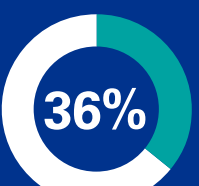


60% have reengineered key HR processes.

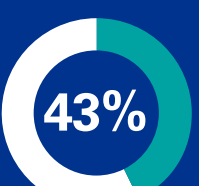


44% have refocused the role of HR business partners.

### Top cited challenges inhibiting strategic value:



36% change management capabilities.



43% support for new HR technologies.

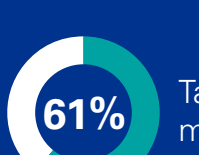


Organizations should **embrace uncertainty** as a **valuable opportunity**.

## The bold

Rather than taking the path of least resistance, organizations should boldly pursue a strategic journey to redesign the traditional operating model with Intelligent Automation.

### Focus areas for IA efforts:

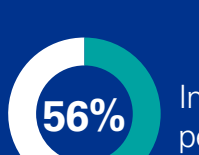


61% Talent management

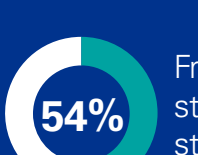


57% Talent acquisition or on-boarding

### Key benefits of IA:



56% Improved performance



54% Freeing resources or staff to perform strategic work

## The successful

Businesses that position themselves for successful transformation in the digital age have a clear destination and an intelligently designed roadmap to get there.

### Areas for consideration:



A new mind-set that understands the accelerating speed of change.



Redefining the HR function.



Gaining a deeper understanding of employee skills.



Learn more about why now is the time for HR functions to transform. [kpmg.com/HRT](https://kpmg.com/HRT)

Source: *HR Transformation: Which lens are you using?* KPMG International, 2017. During February to April of 2017, 887 executives from 48 countries participated in the HR Transformation Survey.



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