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**Constructing the Digital Strategies of work tools towards efficient functioning on
HR programmed functions in organization**

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Abstract

After receiving backing from management are created by new posts, which had a mandate to focus on creating a digital strategy. The process of developing these strategies enabled us to set out clear statements of intent about what our respective departments stood for, their ambitions, key projects, and how they would fit into wider organizational goals and corporate priorities. It also enabled us to keep digital high on the senior management agenda. The overall goal was to make digital central to organizational thinking and planning were both aware that there was a danger that digital could be seen as either a siloed activity, or be considered too late as an adjunct to core planning. Any strategy needed to show clearly how digital fitted into a much wider public engagement agenda as another aspect of the overall public programme. Both of us saw that the best way to achieve this was by demonstrating and developing different digital services over time that could show skeptics across our organizations, and those who were less digitally literate, the value of investing in the digital space.

Introduction

The human resources function is at a crossroads, as new technologies create opportunities for more strategic leadership in the management of human capital and corporate culture, while commoditizing some of HR's traditional administrative functions.

What's the strategic vision for HR in today's large organizations? How can HR proactively help drive business results and business transformation? What are best practices in global talent management, self-service HR systems, and outsourcing? Who is the customer for HR? How can HR and IT work together to further the corporation's business goals? A broad discussion of participants' experiences and views yielded some compelling insights and best practices.

"HR used to be very transaction oriented, very much a cop role," added her colleague Bill Souders. "That's not [true] anymore, [HR] really needs to be an enabling function." Souders said he thought preserving and evolving company culture—"the thing that glues together behaviors and expectations"—was a crucial strategic role for HR. Emory University's Maryam Alavi added that to be a catalyst for strategic change, HR would need to focus on creating a work environment that promotes continuous learning. "That's really completely different" from the traditional HR task and mission, she noted. Eaton's Bob Sell and Sue Cook highlighted workforce performance management as a

key strategic contribution. "Our CEO has adopted HR as the practice that is going to help us win in the future," said Sell, including "innovative programs ranging from performance management to talent development." Technology can enhance HR's strategic role by helping speed cultural change, added Cook.

So what are the obstacles to a strategic role for HR? Silos can create challenges for anybody trying to drive consistency and change across a global corporation, noted Hasbro's Bob Carniaux. Hasbro grew as a result of numerous acquisitions, he noted, with heterogeneous teams, cultures and processes left in place. "A major part of my job is trying to coalesce this confederation," said Carniaux. "There should be some common DNA across the organization."

Carniaux highlighted the importance of cross-silo communication by telling the story of a successful Tonka Toy truck that missed its profitability targets because it had to be retrofitted after the fact with country-appropriate packaging due to lack of up-front communication during product development. "I don't know whether we're catalysts for change as much as we are nurturers of change within the organization," said Carniaux, pointing to HR's efforts to get the whole company on the same page about financial goals, to develop better communication channels through a global leadership

development program, and to help top management confront difficult strategic issues.

IBM's Bruce Anderson cited business-model specific challenges HR must face, such as the demands of a talent-intensive, high attrition rate service business. "Our business has shifted from ten percent services to sixty percent services," explained Anderson. "It's just staggering when you think of bringing all those folks in, getting them into the culture, making them productive." HR's key challenge, he said, is "getting aligned with the business strategy so we're not looking for yesterday's people, we're looking for tomorrow's people." Other challenges cited by participants included ensuring consistency across the enterprise, and pacing culture change efforts to the organization's capacity. "You're going to run way too fast for part of the organization and way too slow for the other half," said Cargill's Jody Horner. "So how do you bring people along at a pace that's acceptable to the organization but allows the majority to follow?"

A major theme of the day was HR's potential to help create positive business outcomes via programs for talent development and management, and by working to create a 'culture of performance.' Several participants cited talent planning and development programs as key strategic leverage points for HR, and went into detail describing how they had structured such programs HR-driven program to identify and develop internal management talent. "For the first time over the last couple of years we really had a good baseline with all of the senior management across the world in all of our divisions, where before they only had progression within their own organization.

HR & IT Collaborative Leadership

The similarities and interdependencies between HR and IT—and the horizontal view that both have across the entire organization—participants discussed what that relationship looks like today and how it could be better leveraged to offer proactive leadership and drive business results enterprise-wide. "I think IT and HR are really kindred spirits," noted Hasbro's Bob Carniaux. "We're each other's customers, as well as collaborators within the organization. We find ourselves both fighting for a seat at the table in terms of corporate priorities, both struggling to figure out what it means to manage our respective functions on a global basis."

HR/IT collaboration has been strong, she'd like to see it extended to other parts of the organization. "Where I'd like to see it improve," said Castro, "is our ability to drive business strategy in conjunction with finance. We view it as the triumvirate, the three legs of the stool. We're the

three functions in our corporation that have the ability to see all the way across."

Others spoke of how they have improved the relationship dynamics between HR and IT. "We actually view IT as our customer," said Sysco's Susan Billiot. "We tend to back off sometimes on asking for something because I know all the other things that they're trying to do. I'd like to move to a point where we get them involved more on the front end when we start on a project, rather than as an afterthought."

Outsourcing

Outsourcing is a top-of mind issue for both HR and IT these days, and participants shared thoughts on what to outsource, best practices for outsourcing, and how outsourcing will change HR's role over time. Top reasons cited by the group for outsourcing HR functions such as benefits administration included tapping external domain expertise and capabilities, cost efficiencies, and ensuring consistency and process standardization across the company.

Regarding outsourcing best practices, several common themes emerged, including the value of writing detailed specifications, working with best-of-breed providers, simplifying processes before you outsource them, and maintaining a focus on internal clients and goals throughout the whole process. And finally, "don't outsource just to cut costs, outsource to get [additional capabilities] that you want to get," advised Eaton's Bob Sell

IT-enabled and Self-Service HR Systems

Like outsourcing, the topic of self-service and IT-enabled HR systems has broader implications for the role and strategic effectiveness of HR. In two separate breakout groups, participants discussed the current state and future potential of self-service HR systems. They spoke of their experiences deploying self-service and IT-enabled systems for a variety of HR functions, including benefits enrollment and processing, training and best practices sharing, recruiting, employee communications, talent management and compensation planning.

Reinforcement of Learning Frame work

Although research on learning tends to focus on instructional strategies related to subject matter, students' beliefs and attitudes have a significant effect on their success or failure in school. Students growing up amid challenges can develop an attitude that "failure is just around the corner," no matter what. Research makes clear the connection between effort and achievement—believing you can often makes it so. This research shares recommendations and techniques that encompass student recognition, beliefs, and attitudes about learning.

Simulation

A simulation forecast allows for an examination of both what is possible and how likely each of those possibilities are. We can examine the best estimate forecast in the context of the full range of possibility and discern true upside and downside risk. We gain these advantages without losing the ability to do specific scenario analyses. But now we can peer into the risk associated with achieving any defined scenario. Simulation modeling does come at some cost, though, rather than having a single input per assumption, you will define anywhere from one to four inputs, depending on the type of distribution being represented. Simulation outputs cannot always be interpreted the same way as traditional forecast outputs. It is therefore prudent to hold an orientation meeting with model consumers to discuss how to interpret results and to address common misapplications of simulation outputs. While it is not necessary for users to understand the theory per se, it is important to avoid having them multiply percentiles together or misinterpreting what the probabilistic outputs mean. A small investment here can go a very long way in creating value from the forecasting process.

Results

A digital strategy, as the name implies, is the 30,000 foot view of how an organization is going to get from where it is now to where it wants to be. The digital strategy includes all of the tools, applications, methods, and efforts available via the web, social media, and mobile technology to support the organizational mission, purpose, goals, objectives, and strategy. As always want to know the digital strategy so we can ensure that it is aligned with the corporate strategy. If no digital strategy exists, we should talk about that and work on developing one before we invest significant time and effort on any digital marketing or outreach efforts.

Discussions

- 1) help define scope and recommended approach for major digital projects for clients and Help guide clients in defining their digital vision.
- 2) Play an advisory role on client engagements, serving as a digital strategy advisor to both account leads (internal) and clients (external).
- 3) Serve as thought leader in aligning digital marketing strategy with a client's business goals and objectives.
- 4) Drive high level discussions on the role of digital within the total marketing ecosystem.

- 5) Working with the leaders of the client team, help convince clients of the value of digital marketing services to their business - help them define needs and potential solutions.

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