

The Insider's Guide to HR Transformation

Top tips from industry leaders



Foreword

Nature teaches us that evolution is continuous. Similarly, digital transformation is an ongoing process, not a one-off event. Business success over the past few decades has not been achieved by fixating on the future. Even the leading change agents admit that they could not see far into the future. People who shaped the early Internet did not foresee the rise of social media, for example. At least not clearly enough to have created it. That is why Facebook purchased WhatsApp for 20 billion. Google did not foresee the rise of TikTok and the short-form video, even though they had a billion users looking at YouTube.

It's a mistake to think that you will develop such a clear-eyed view of the future that you will draft a plan now and then spend the next five years

implementing it. Facebook's adaptation was to purchase WhatsApp. Google's response to TikTok was to emulate its features. What's interesting about their adaptations is how quickly they were executed. Fast.

To succeed, organizations should work to understand the present and respond with agility as it changes—discover what is innovative in their context and do it. Technology serves as the catalyst for this evolution, enabling businesses to adapt and develop practices that thrive in a digital landscape. However, organizations can't respond to changing market forces with software that doesn't evolve. Instead, they need a continuously improving platform where they can design new products.

At the heart of this transformation lies agility and adaptability, essential for navigating the ever-changing business environment. Technology deficiencies can seriously block agility, but lacking a tangible vision can be a significant blocker, too.

We believe that HR leaders who embrace entrepreneurship, have a firm grasp of the shifting work dynamics and use technology to create an evolutionary framework will be better equipped to outperform their competitors over and over again.

Dimitri Boylan

Avature Founder & CEO

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The Keys to Entrepreneurial Success

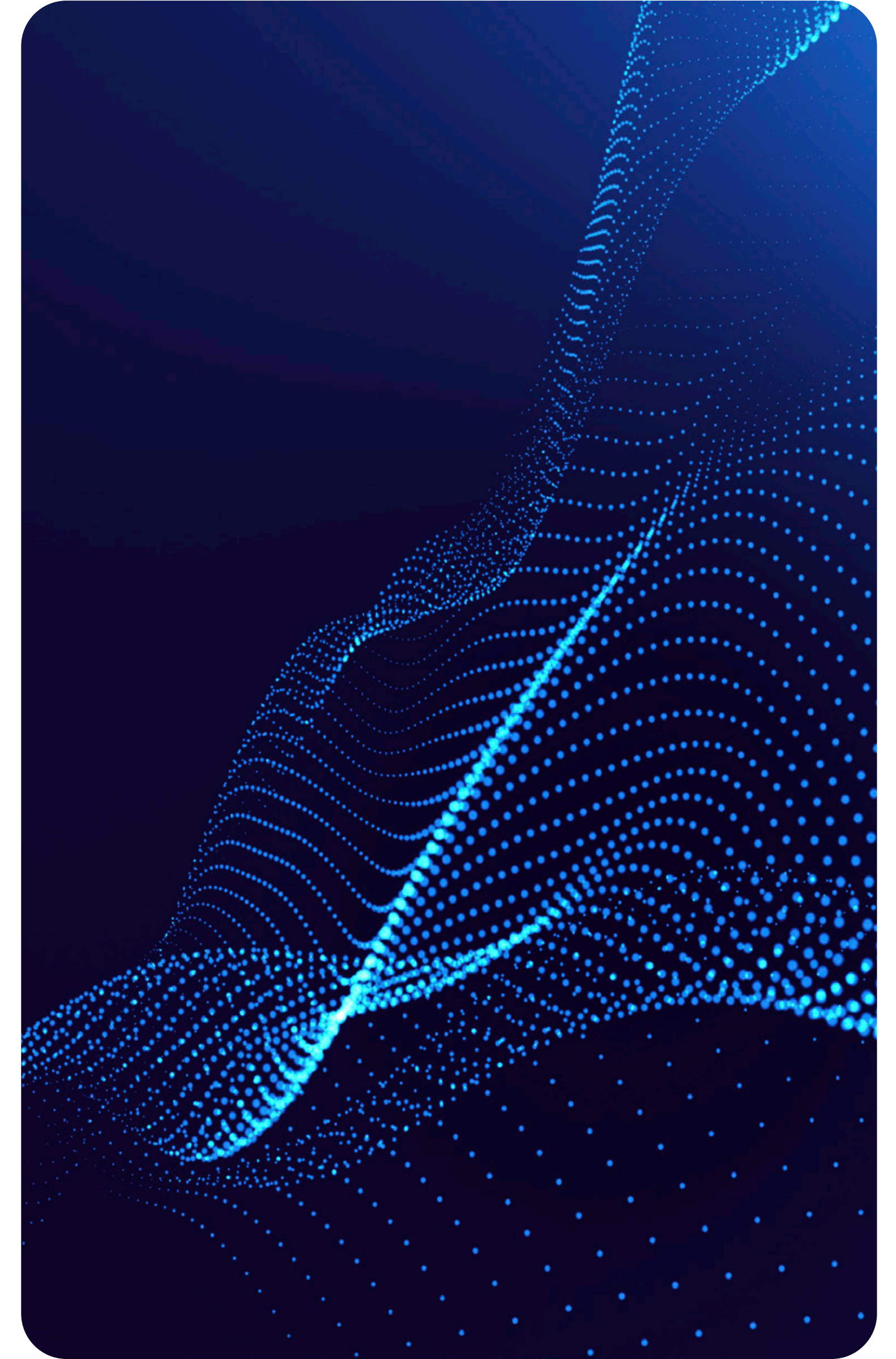
In an ever-shifting business world, the stark reality is that many firms fail to endure. One-third of the Fortune 500 organizations from 1970 had disappeared by 1983, and today's projections suggest half of the current S&P 500 will follow suit over the next decade, ousted by their inability to evolve.

Unlike natural systems, our human-made organizations do not inherently adapt to the pressures of competition—they require an impetus, a deliberate force to drive their evolution.

That force is entrepreneurship, the very essence of adaptability and innovation. It is not just a trait but a necessity for survival in the modern marketplace. We strongly believe that HR has a key role in this context. The boldest teams are already driving change within their organizations, while many others are taking steps in the right direction.

We aim to empower you, the entrepreneurs and early adopters, at the vanguard of this movement. In this insider's guide, we will bolster this entrepreneurial force, equipping you with the skills necessary to survive and thrive.

In this chapter, we will dissect the four pivotal elements underpinning entrepreneurial success, ensuring you can effectively build, adapt and excel in a competitive arena.



Opportunity

Disruption creates opportunity. Good news—there is plenty of that these days. The very forces that disrupt organizations also open doors to new possibilities.

The chance to rewrite the playbook on collaborative work exists, an opportunity that was nonexistent a decade ago. The rise of skills-based approaches is an excellent example of a shift already underway. Hiring, developing, measuring and rewarding workers based on their skills and competencies, rather than specific job requirements, leads to greater organizational agility.¹

While timing isn't everything, seizing the right moment becomes imperative when the opportunity arises. So leaders must also empower measured risk-taking and tactical intuition while eliminating red tape so decisions can be taken quickly.



ACTION

Analyze the latest market trends, develop the ability to pivot quickly and implement agile decision-making.



Innovation

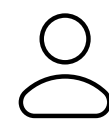
Competitive pressure drives adaptation. Organizations must continuously innovate to ensure agility and adaptability. The only way to facilitate organizational evolution is to build on systems that can evolve, so this should be a deciding factor when investing in new technology.

Nature is constantly evolving. Embracing this fundamental concept of perpetual innovation, organizations can adapt and thrive in an ever-changing environment. But if your current tech stack doesn't allow you to do so, it's time for change. After all, technology should be a strategic enabler, not a barrier to progress.



ACTION

Create a safe space for blue-sky thinking and encourage continuous learning and experimentation. Evaluate your technology stack and ensure it will allow you to evolve.



Tim Pröhm

Vice-president of Digital Transformation,
Kelly



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“Everything is evolving all the time. There is no static process that you hardcode into a system and then run for ten years. These times are over. You need to have **flexibility**; you need to be **agile**.”

Differentiation

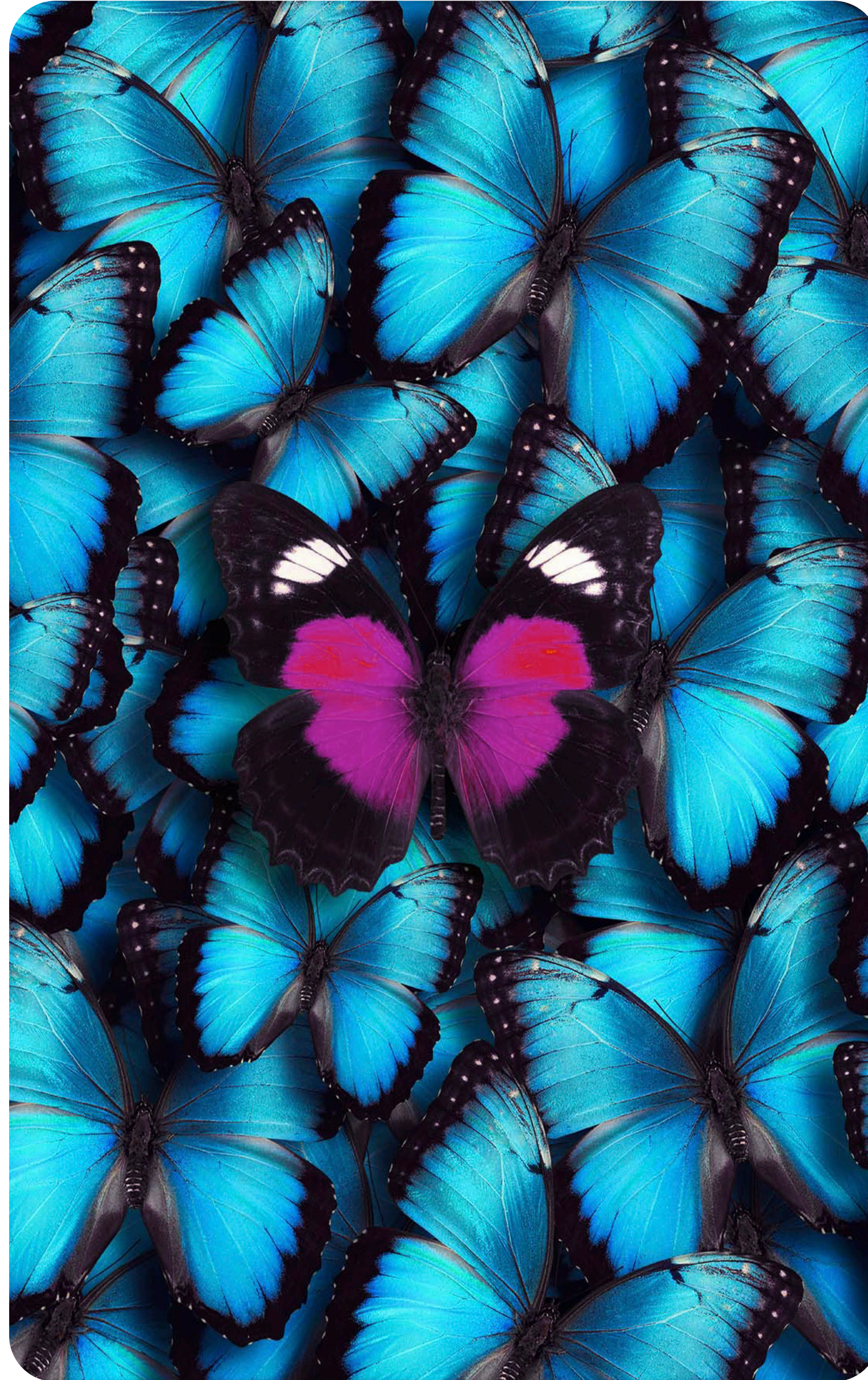
What sets your organization apart? If you do what everyone else is doing, you should not expect to stand out. And since evolution is a response to competition, breaking from the pack is critical.

To be successful, organizations need a unique vision and the backing of highly configurable technology that enables them to bring their ideas to life. Being limited by the same technology constraints as everyone else will not allow them to be different.



ACTION

Think outside the box. Define your unique value proposition and work with technology partners to make it a reality.



Mandate

Established organizations face a unique challenge. Unlike startups, where explicit mandates for change are the norm, securing a mandate for change in a larger, successful enterprise is arduous. You may already be actively creating change at your organization, but most people we speak to are just beginning. The bottom line is that most of our customers are fighting for the license to be entrepreneurs.

Working with vendors who support you and have a proven track record of doing so with others can be very helpful. Additionally, a technology that grants visibility and enables you to see the impact of your initiatives can help demonstrate leadership.



ACTION

Align HR transformation with the organization's strategic goals. Engage leadership early on, track and measure the success of HR initiatives and showcase results.

Enterprise Start-up DNA

We believe that fostering entrepreneurship within an organization is a collective endeavor, best achieved through the synergy between diverse roles and personas.

Each profile brings unique perspectives and strengths to the table, and the effective collaboration among them drives the greatest success. By combining their distinct insights and capabilities, these personas form a dynamic team well-equipped to innovate and push boundaries.

We have identified four key personas that contribute to the organization's entrepreneurial spirit. Read on to discover their roles and determine where you fit.

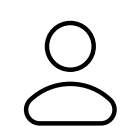
Visionary

A vision must reveal something that others can't quite put their finger on. It must be worthy of the effort and powerful enough to inspire everyone. Though this is the least technical persona, a deep understanding of technology is essential

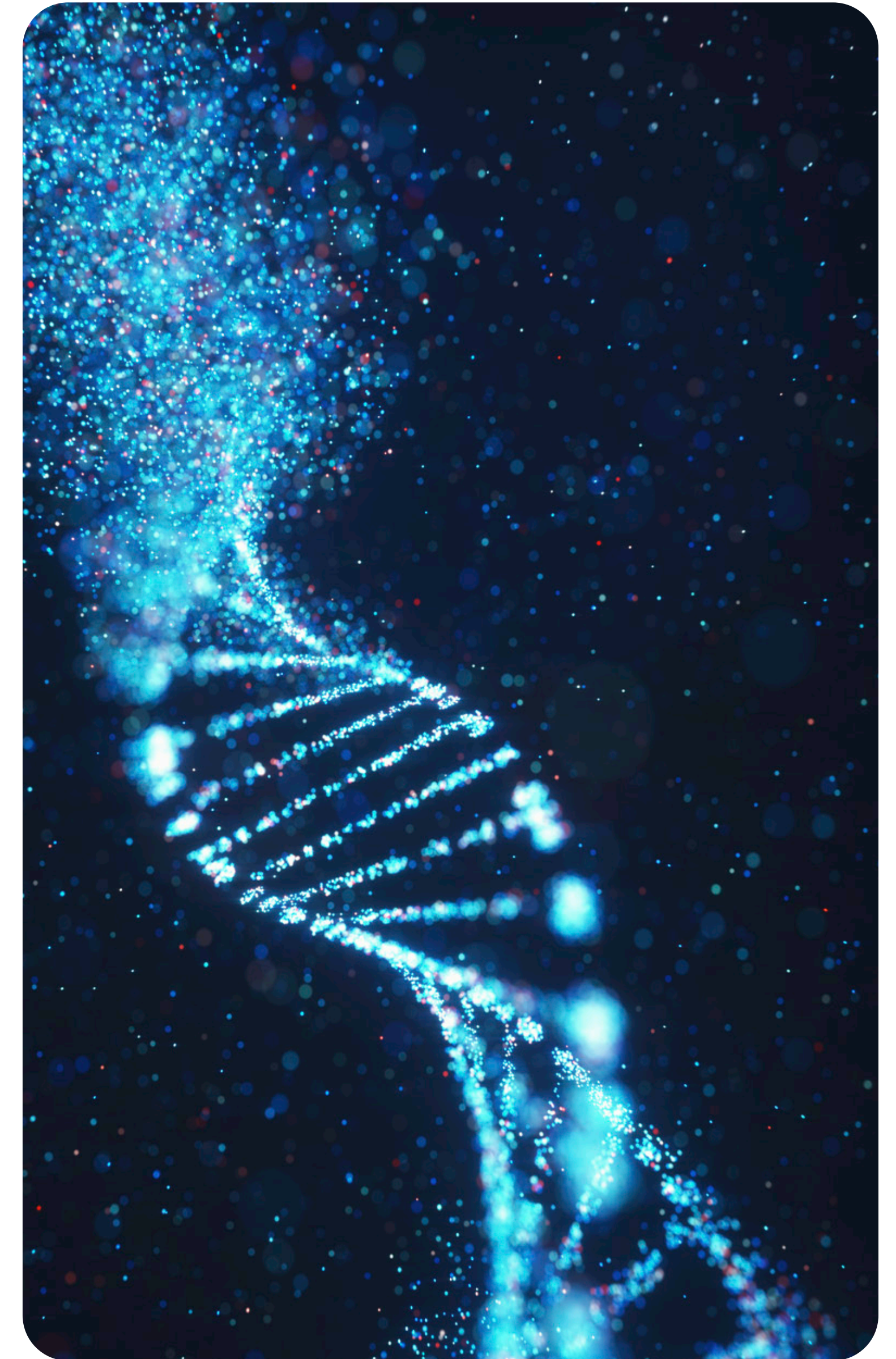
for developing a compelling vision. After all, it has to be feasible.

The role of a visionary can be isolating, which is why we encourage organizations to evaluate the community and ancillary services offered by vendors they might collaborate with, ensuring they can provide the necessary intellectual support.

“This isn't just painting a picture. It has to be **the picture everyone wants to buy.**”



Dimitri Boylan
Founder & CEO, Avature



Designer

Moving one layer down from the visionary, designers define business models in detail and conceptually describe system models. They think about how to create a digital experience that aligns with the strategic HR vision and harmonizes business needs with the platform's technological capabilities.

The more flexible the technology, the less the strategic goals need to be compromised, and the more designers are free to explore how to bring the vision to life creatively.

Designers can only perform their roles with sufficient autonomy, which is why it's also a huge benefit for this persona if their technology gives them power.

Having to repeatedly ask a vendor to make every small change will likely kill creativity! Make sure they have the toolkit to support design thinking and the experience of designing extensive systems with other customers.

Builder

Building is a practiced art. Builders thrive at the tactical level where the business problem has been stated. They have a deep understanding of the platform components, how and when they can work together and the consequences of that configuration.

In our experience, the most successful builders use the autonomy granted by best-in-class systems to build the digital solutions the organization truly needs. That is why organizations that rely on off-the-shelf systems that don't allow the creation of bespoke solutions will be severely disadvantaged.

Credibility is paramount for builders, and it is essential that their expertise be acknowledged. Empowering this persona through certifications helps underscore proficiency in their craft. Partnership with your vendor is also important.

Consultants should help builders make the most of the technology at hand, and a steady roadmap of new features can keep them excited and solve changing challenges.

“The **builder** knows more about the **platform** than about the **business**. You can't be an expert in everything.”

 **Dimitri Boylan**
Founder & CEO,
Avature

Optimizer

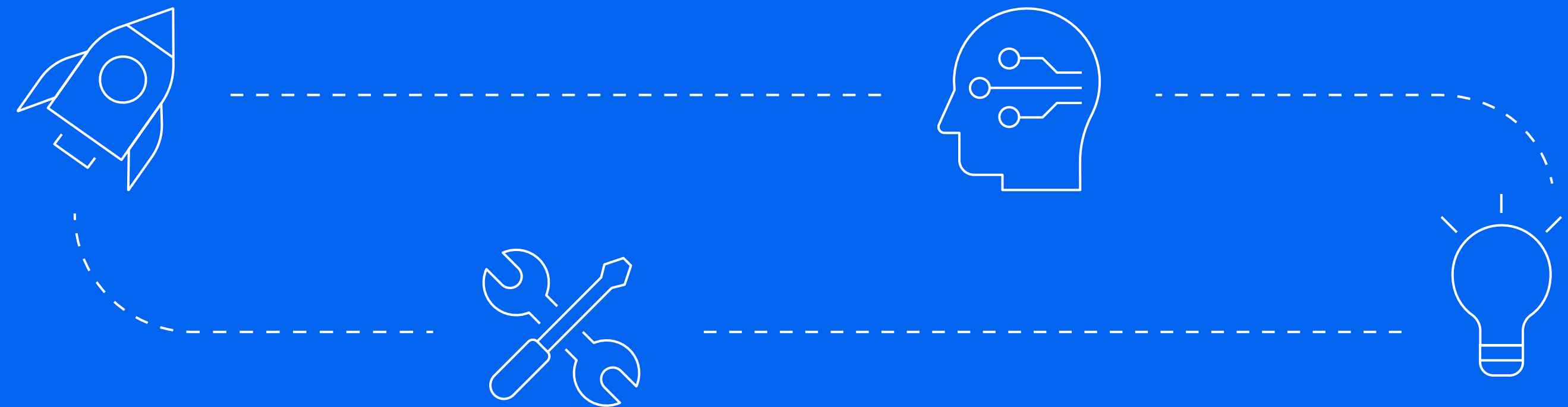
The optimizer, focused on continuous improvement, continually enhances digitally enabled businesses. Their primary goal is to elevate organizational performance without causing disruption, focusing on refining solutions and advancing the organization's maturity level.

Additionally, they regularly benchmark and report on how the current system aligns with the initial vision and changing conditions, effectively linking back to the visionaries.

If your vendor offers Account Management services,

optimizers can work closely with their AM to carefully analyze data and user experience and introduce micro-innovations to enhance processes.

Avature is evolving to enable **all personas to work in harmony**, fostering a continuous cycle of growth and development.



A Blueprint for HR Transformation

Given the context we described earlier, we are at a point of inflection for HR. Opportunities are rife for departments looking to shift from traditional back-office roles to becoming strategic partners who drive business success, tune organizational culture and reshape the workforce.

From our conversations with customers, while some have successfully made the transition, the majority are still on the journey.

To make this shift, HR leaders need to understand the intricate dynamics of their workforce. This also involves staying abreast of technological advancements that can enhance efficiency and drive organizational growth.

The most evident example is the integration of Artificial Intelligence into HR processes. This technology is revolutionizing recruitment,

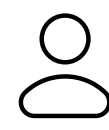
onboarding and talent management and providing unprecedented opportunities for improvement and innovation.

However, technology is not a silver bullet; you will need to deeply understand the problem you are trying to solve and the technology at hand to assess how to fix it. By incorporating data and analytics into this vision, HR can craft effective total talent strategies, gain valuable insights, make informed decisions and contribute significantly to the business's success.

Although this change is not easy, we have rounded up powerful insights from top HR leaders in the industry who have accomplished this transformation. From cultivating an entrepreneurial mindset to understanding digital transformation as a journey and participating in strategic workforce

planning, this blueprint aims to empower you with the knowledge and best practices that will help you in this endeavor.





Hannah Rebecchi

Senior Manager of TA Technology,
Wayfair



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“You’re looking at your technology, and it doesn’t serve you anymore. Then you see this shiny new thing and quickly jump to it, thinking it will solve all your problems, make you more efficient, and make your end users happier. **But it’s not a silver bullet in most cases.** But it’s hard not to fall into that trap.”

1. Cultivate an Innovation Mindset

Startups are inherently agile, particularly in talent acquisition. Staying ahead of the talent game requires an unyielding commitment to innovation and a keen awareness of emerging technologies, primarily seen in these organizations. Growth and recruiting are intertwined in the startup environment: achieving high performance necessitates attracting highly driven individuals.

Without the benefit of an established market presence, they must continually innovate to attract top talent. Despite leading a 1,000-person talent acquisition team in a huge enterprise, Kerstin Wagner, Executive Vice President of Talent Acquisition at Deutsche Bahn, instills this mindset in her team.

Wagner's recruiting strategy is characterized by a constant drive for improvement and reinvention, typical of visionaries. "We want to be trendsetters, not just trend surfers," she asserts, emphasizing

the importance of leading by example.

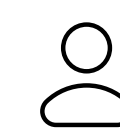
Within her TA function, teams span strategy, operations, employer branding, sourcing, data analytics and cross-border hiring. Wagner has implemented different measures to encourage innovation across such a wide array of roles and profiles.

One of them is welcoming everyone's insights and opinions when improving a particular process or defining annual objectives. She highlighted how it would be a waste of a thousand great minds not to involve them in decision-making.

The second way Wagner fosters innovation in her team is by encouraging blue-sky thinking.

"I tell people, 'Let's give me **all your crazy ideas**, and then we can talk about if we can realize it.'"

"Whenever we have something we want to solve, **we ask a lot of people**. We are currently defining our roadmap for next year. And that's not a discussion that happens first in my leadership team. The first discussion is to send an email out, shout it out to a thousand people, and ask them to tell me **what they think** and **what should be on the roadmap** in their opinion."



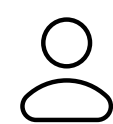
Kerstin Wagner

Executive Vice President of Talent Acquisition, Deutsche Bahn

To keep pace with innovation, organizations must offer learning experiences that are as dynamic, bespoke and on-demand as possible. As the learning landscape is being transformed, influenced by the dynamic nature of social media and content consumption, continuous learning is more critical than ever.

As an HR leader, you can equip your teams to adapt to change and drive the organization forward by fostering a culture of continuous learning and innovation. Doing so will allow you to push the boundaries and keep your finger on the pulse of new technology.

“You have to give people **opportunities to learn** because change can be a hurdle. If you are anxious and unsure about your new role because it’s evolving, you need **new skills**.”



Kerstin Wagner

Executive Vice President of Talent Acquisition, Deutsche Bahn



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YOUR MOVE

Tap into the power of your people

Leverage your team’s insights and opinions when improving a process or defining annual objectives, and use them for decision-making to build consensus and secure commitment.

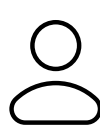
2. Build Competitive Advantage With Technology

There is no non-digital path to achieving HR evolution. However, technology is a strategic asset that can drive competitive advantage in HR, not just a tool. Today's rapidly changing business environment demands solutions that also drive agility and innovation.

In the past, many organizations adopted a technology-as-defense approach, focusing on maintaining the status quo rather than seizing new opportunities. This mindset left them unprepared for society's shift to digital, lacking the agility to respond effectively.

In contrast, startups, inherently agile, embraced a technology-as-offense strategy. They didn't just level the playing field—they redefined the game. Digital transformation turns technology into a powerful tool, enabling organizations to deliver services digitally, identify trends, shape perceptions and create new experiences that reposition them in the market.

“Differentiation is essential to succeed. That's what **digital transformation** is about—continuous improvement and differentiation so that what you offer is valuable enough to **set you apart.**”

 **Dimitri Boylan**
Avature CEO

However, while technology is readily available to all, the true challenge lies in how to get the most out of it and constantly innovate. To succeed, organizations require a distinct vision supported by adaptable technology that empowers them to turn their ideas into reality. As stated above,

relying on the same solutions as others will prevent you from standing out. Differentiation is crucial because everybody can buy and deploy a solution at the end of the day. The difference lies in how you employ it.

YOUR MOVE

Put your tech stack to the test

Replacing inadequate technology is a mammoth task. But the cost of not doing so quickly overshadows the investment in best-in-class solutions. Audit your tech stack and assess if it's up to the task. Can it deliver against your vision? Can it evolve with you as things change in the future?

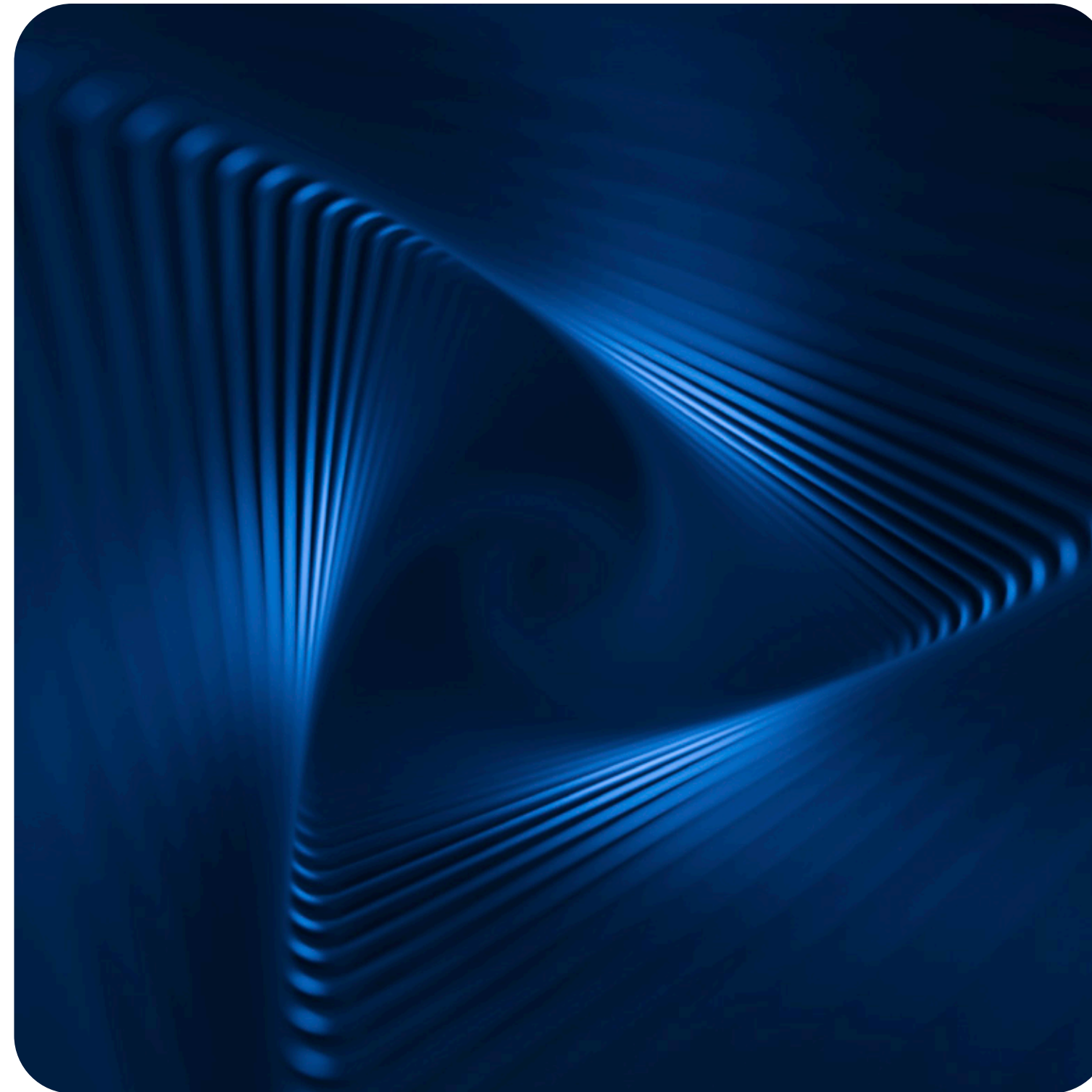
3. Find The Automation Sweet Spot

Effective automation is key to HR transformation. However, many Avature customers tell us that their current technology doesn't provide the digital experiences they need to stay ahead in an increasingly competitive market.

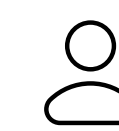
Once you have the right technology in place, it's essential to determine what level of automation delivers actual value to stakeholders.

In the past, automation primarily focused on efficiency, often resulting in diminishing returns as processes were optimized to their limits. Meredith Wellard, VP of Talent Acquisition, Learning and Growth at DHL Group, uses the example of answering a phone in a call center. There is no perceived benefit for customers if you pick up immediately or after 20 seconds, so working to reduce this time frame is not a good investment of resources.

The same applies to HR. The focus should be adding automation where it adds value, improves experiences and helps on the path to transformation.



“We’re constantly collecting data on experiences and hiring managers in particular. They are pretty vocal when things aren’t running smoothly and they need to get on with their day job. **So, how do you simplify?** How do you automate those processes as far as you can without losing the kind of human touch? **That’s where the tech can come in.**”



Keith Muirhead

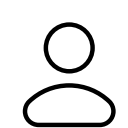
General Manager of Talent Acquisition,
Fonterra



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The goal should always be to enhance the human aspect of HR, not replace it. Technology should undoubtedly be leveraged to automate administrative tasks so that HR can focus on more strategic activities and deliver the human touch.

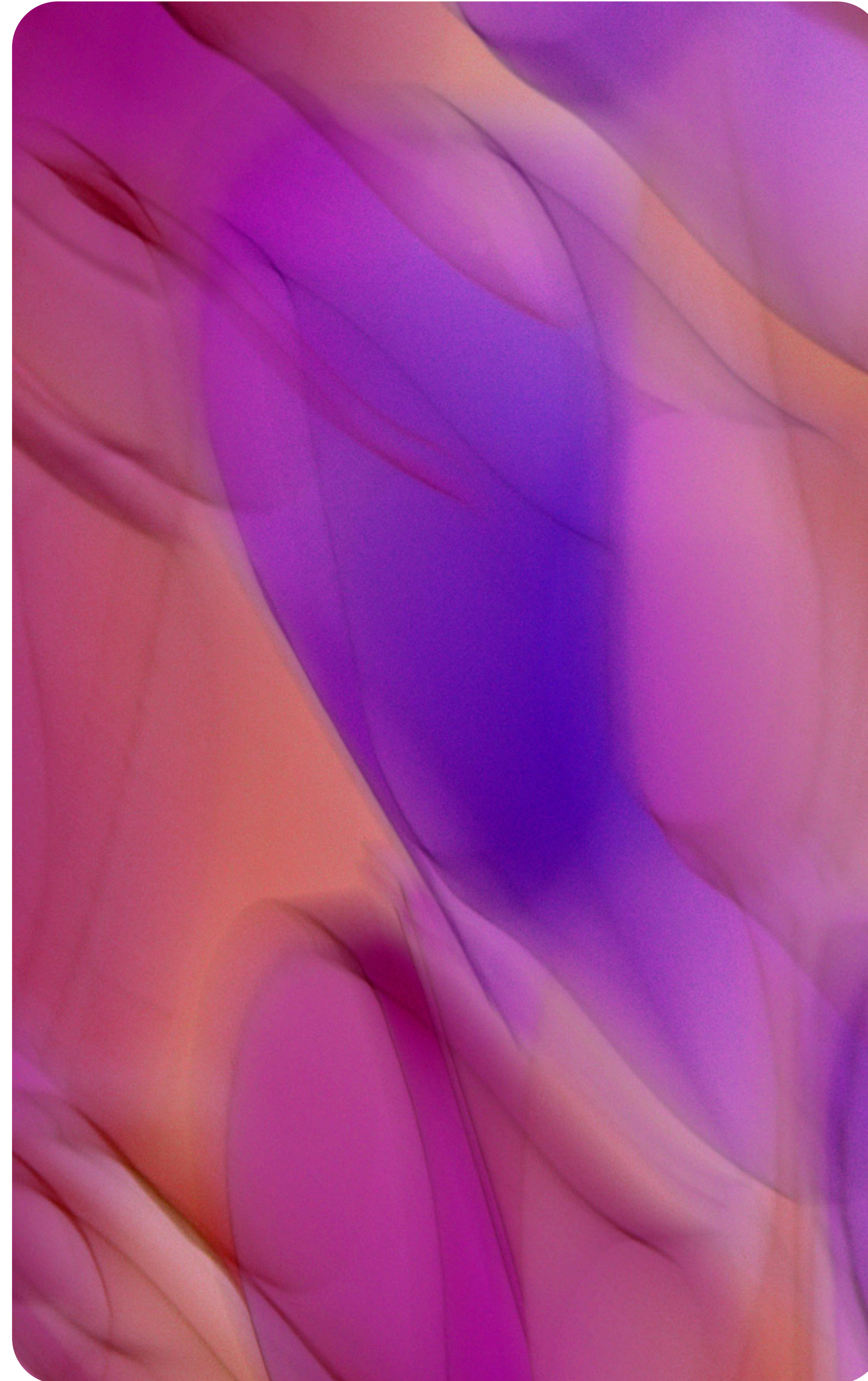
“There are **lessons to be learned** from the banking industry following the rollout of ATMs, partly fueled by the misguided assumption that customers will just go to machines and do their banking – until customers said ‘No, that’s not what we want to do. We want to go into banks and speak to people.’”



Meredith Wellard

VP of Talent Acquisition, Learning and Growth, DHL Group

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YOUR MOVE

Automate with measure

Determine the high-impact tasks to automate that will yield significant ROI, even if they require more time and effort. Develop a strategic plan that enables HR to enhance service delivery and be more human.

4. Understand Digital Transformation as an Ongoing Endeavor

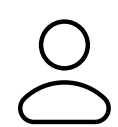
Digital transformation is a journey, not an end destination, because the potential for further transformation will always be present. This is why HR professionals serious about driving impactful change should shift their mindset toward constant optimization and improvement.

Just as your vision will evolve over time, digital transformation constantly sets new standards, so it's crucial to have a flexible technology stack that can keep up, support and facilitate this process. Only then can organizations keep pace with the evolving demands of transformation and avoid getting stuck in a technology trap in the future.

Plans to drive transformation are often ambitious, so we recommend that organizations approach them with an agile mindset. Without it, the sheer scale of change can become overwhelming. Breaking down large initiatives into manageable, agile projects is a best practice for driving transformation effectively.

Organizations embarking on this journey should set concrete goals and educate those impacted about the changes they are about to undergo.

“It’s not just the technology that’s changing, it’s the processes and the impact of these processes. **It’s a cultural change.**”



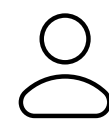
Steve Page

Global VP of Product Management,
IKEA



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Tim Pröhm

VP of Digital Transformation,
Kelly



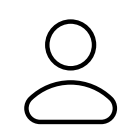
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“It’s important to have these conversations from the beginning and explain how things will grow, that certain efficiencies might not happen before year three, four or five. **It’s an evolution and a journey.**”

This task, often owned by designers, ensures they are better positioned to capitalize on new technologies and avoid common pitfalls. The value of investing in effective change management shouldn't be underestimated.

Identifying and overlaying obstacles with industry trends ensures alignment with the right technological solutions. This method of future-proofing establishes benchmarks and clarifies the technology needed to bridge gaps and its scalability, as well as fine-tuning to determine the core requirements, critical items and nice-to-haves.

“What I’ve found in my career is that you first have to address the concerns and fears that come along with changing something. You need to **bridge that gap** so that people feel good about moving away from what they know to something unknown.”



Lori Woodcock
SVP of Talent Technology,
McCann Worldgroup

YOUR MOVE

Balance short-term needs with long-term vision

Predicting the future is impossible, but contemplating what might happen can help you avoid technology pitfalls. Focus on where the organization would like to go and what your vision looks like.

5. Become Data-driven, Strategic Partners to the Business

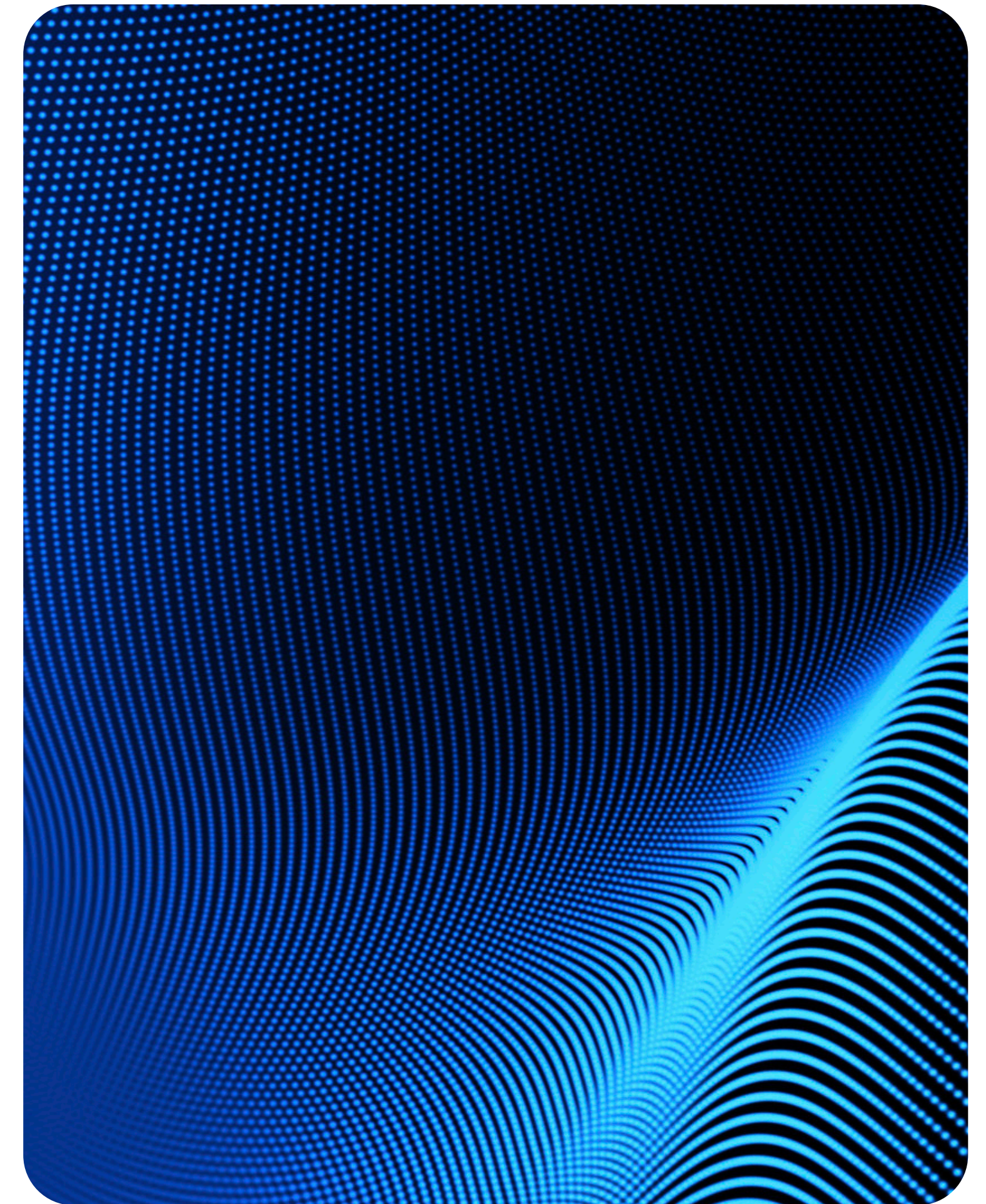
According to Gartner,² by 2026, 65% of organizations will transition from intuition-based to data-driven decision-making, using technology that unites workflow, data and analytics.

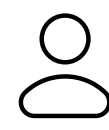
However, compared to other business functions, such as operations and finance, HR has traditionally lacked access to the kind of information that helps drive strategic decision-making. That's one reason for the traditional back-office role of many HR departments.

In today's market, in which talent is broadly accepted to be a finite resource and skills have been coined the new currency, teams that prioritize data and gain visibility have a considerable advantage. By bringing talent acquisition closer to the business, the optimizers in HR teams can play a pivotal role in strategic workforce and succession planning, becoming partners in data-driven decision-making.

If you're serious about HR transformation and getting a seat at the strategic table, the C-Suite expects you to be able to assess your workforce's skills, identify gaps that need to be filled and recognize which skills the organization might need in the future. Therefore, having a consolidated tech stack that facilitates visibility is paramount.

Lori Woodcock, SVP of Talent Technology at McCann Worldgroup, encourages designers and builders to think holistically about what they're trying to accomplish on a larger scale. While the benefits of the one-platform approach are evident, sometimes, the business calls for a best-in-class solution outside of that ecosystem. In these cases, Woodcock emphasizes the critical importance of interoperability.





Lori Woodcock

SVP of Talent Technology,
McCann Worldgroup

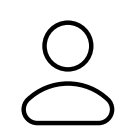


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“This technology may not need to interface with the technology over there today. But if you want analytics, if you want these things to come together in the end, they have to speak **the same underlying language**. If you build them to speak the same language, your results and analytics will have a **much more powerful impact**.”

A compelling vision of how data-driven recruitment can enhance the strategic role of HR. Meredith Wellard, VP of Talent Acquisition, Learning and Growth at DHL Group, imagines a scenario where recruiters, at the end of a placement, can provide detailed metrics to hiring managers.

“Wouldn’t it be beautiful if the recruiter, at the end of a placement, could go to the manager and say, ‘**Here are the numbers behind what we did:** we attracted 3,000 applicants, we interviewed 20. We came down to the final two.’”



Meredith Wellard

VP of Talent Acquisition, Learning and Growth, DHL Group

A version of this vision is already delivering value at Deloitte Belgium. Maarten Verleyen, Systems and Analytics Manager, explained that, in their role as strategic advisors, recruiters leverage their job market expertise to advise hiring managers on the likelihood of finding and securing specific profiles.

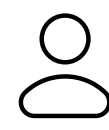
Together, they craft hiring plans based on what’s needed, what’s feasible, expected timelines and potential alternatives. Given the fast pace at which the organization needs to deliver new services to stay competitive, these conversations happen frequently, strengthening the partnership between the two areas.

Furthermore, the talent acquisition team recently started leveraging information enabled by the existing technology stack to support these strategic conversations. The data comes from multiple sources, including their existing database, LinkedIn Insights and market and competitive research conducted by recruiters and sourcers, who work in pairs to fill each opening.

YOUR MOVE

Arm your team with data

Access to data-driven insights will transform the role of HR within your organization, so make it a priority. Assess what information is available, invest in technology to fill gaps and upskill teams to engage in data-led conversations confidently.



Maarten Verleyen

Systems and Analytics Manager,
Deloitte Belgium



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“The recruiter plays a **very critical role**. We don’t consider them just operational recruiters but **trusted advisers to our business**, ensuring they can advise the hiring managers on the type of profile they’re looking for. From their experience in the market, they might know that certain types of profiles don’t exist, are very hard to find or are very expensive. So, they can also advise alternative profiles or suggest looking **from another angle** to find the ideal candidate that would fit the **business needs**.”

6. Participate in Strategic Workforce Planning

For years, businesses have planned their strategies working under the assumption that talent will be readily available when needed. However, this is no longer true today. In the face of rapid evolution, nearly 40% of global CEOs believe their organizations will no longer be viable in ten years if they continue on their current trajectory.³ This stark prediction underscores the need to develop a workforce model that supports organizational agility and allows for innovation.

In many organizations, strategic workforce planning remains siloed within the Chief Operations office, with HR's contributions either undervalued or overlooked. However, planning business and talent strategies separately will no longer be effective. To truly succeed, organizations must strengthen collaboration between HR and the business, outlining their strategies in tandem. This alignment will allow organizations to harness alternative sources of

talent, meeting demands cost-effectively and in a timely manner.

By effectively combining data with the right technology, HR can play a pivotal role in workforce planning, guiding the organization with insights into market conditions, available talent and internal capabilities. This approach helps fill critical positions faster and elevates existing skill sets within the organization.

Another critical aspect of strategic workforce planning is understanding and mobilizing internal talent. According to talent thought leader James Elliot, organizations have to get smart about looking at how talent flows in their pipelines internally because, often, the skills and people needed to meet demand are already within.

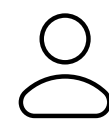
As the pressure rises to embrace a digital and organizational transformation, a more fluid

workforce will be the key. HR must foster a culture where skills and people move fluidly across the organization, enabling it to adapt quickly to new challenges and opportunities.

YOUR MOVE

Get a seat at the table

Develop a robust and data-driven viewpoint to collaborate closely with the C-suite by anticipating talent gaps and delivering the necessary skills across the organization.



James Elliott
Talent Thought Leader



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“I think talent acquisition functions have an **enormous wealth of external talent data at their fingertips** if they can realize the opportunity. However, they must bring data to the table to be included in those conversations. And that’s where sometimes they may undersell themselves by not showing up **with the right tools.**”

Finding the Right Technology Partner

As we've seen throughout this guide, the right technology will make or break HR transformation strategies. Hopefully, you have a well-oiled process for analyzing whether the technology meets your needs and has the necessary functionalities to set you up for success.

Beyond the technology, most buyers understand the importance of knowing the vendor. These are some of the aspects our customers have highlighted as important when deciding which recruiting system to invest in:

✓ Analyze the vendor's customer base

Give more weight to vendors with customers similar in size and complexity to your organization. View it like you're joining a community. Despite how good the demo looked, you will be alone if you don't share characteristics and challenges with the rest of the members.

✓ Study their roadmap

Your vendor should have a one-year and longer-term roadmap. Look beyond the document and review the changes they introduced to the system over the past twelve months.

This is essential to understanding the technology's scalability and whether the vendor will grow with you and continue to adapt its products and services as the market changes.

✓ Understand their long-term strategy

Knowing a vendor's history is a good predictor of their future, so you should understand how they got there.

Find out if they've changed their strategy in the past few years, if they've expanded or pulled out of markets, if they usually sell to small companies and are now targeting bigger ones and if the founders are still in the organization. There is no correct answer to these questions, but they impact the partnership's longevity and quality.

✓ Assess security

HR deals with sensitive information, so it's essential to understand your vendor's approach to security. Check if they comply with your security standards by providing a security questionnaire and following up with an InfoSec meeting. You might also want to look for Security Operations Center (SOC) audits performed by accredited third parties and ISO certifications.

✓ Learn about ancillary services

You're looking for a partner with a continuous improvement mindset that aligns with yours. So, as you assess your current processes and define new ones, you should be supported by consultants knowledgeable in configuration who help create a solution that underpins your strategic objectives. Beyond that, you should ask about training since any solution can go to waste without adoption.

Lastly, think long-term: What happens if there's an issue after going live? Will the vendor be able to provide assistance around the clock and in multiple languages?

Get More Inspiration!

The world of work is changing fast. We hope this guide has given you ideas on how to drive success in your organization, tune its culture and reshape the future of your workforce.

For more actionable insights, join Dimitri Boylan, CEO of Avature, as he interviews trailblazers, changemakers and HR pioneers who are creating innovative solutions for the biggest talent challenges today.

No matter where you are on your talent transformation journey, the [Talent Transformation Podcast](#) has something for you. Tune in!

You can also listen and subscribe on Apple Podcasts, Amazon Music and Spotify.



Some of the guests on our podcast

Deloitte.



Kelly

McCANN
WORLDGROUP

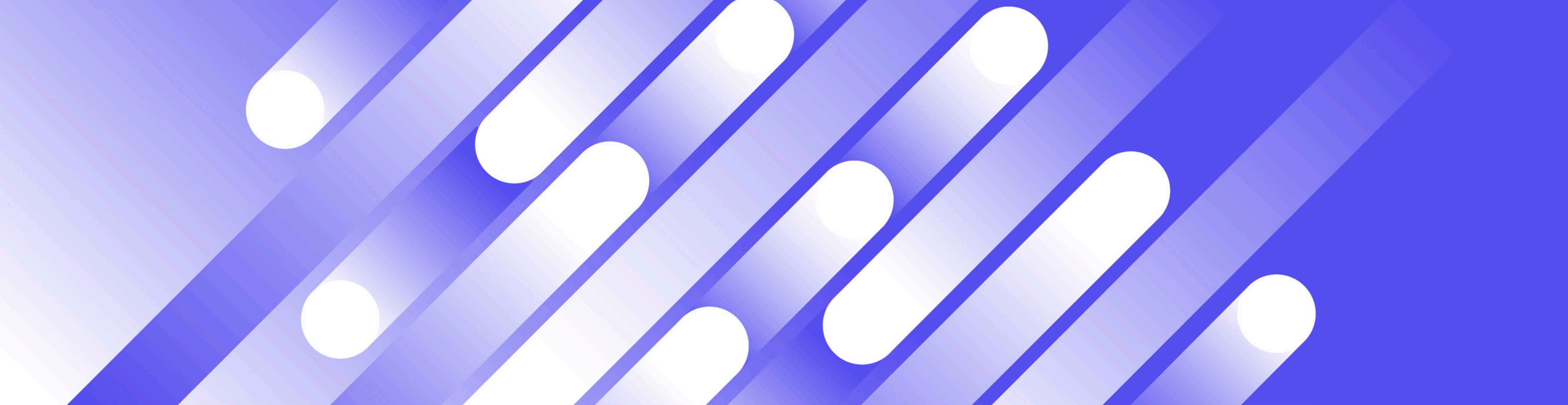
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Sources

¹ Deloitte (2024). Becoming an AI-enabled, skills-based organization.

² Gartner (2022). Gartner predicts that 65% of B2B sales organizations will transition from intuition-based to data-driven decision-making by 2026.

³ PwC's 27th Annual Global CEO Survey (2024). Thriving in an age of continuous reinvention.



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