HARNESSING HR TECHNOLOGY
TO DRIVE ORGANISATIONAL PRODUCTIVITY

Recent technology advances ought to have led to productivity improvements but, in practice, these gains have been much harder to achieve than we might expect. To help address how HR can better leverage HR technology and AI to drive productivity, CRF hosted senior HR practitioners for a one-day event, **Harnessing HR Technology to Drive Organisational Productivity**.

Drawing on CRF's research and expert insights shared during the event, discussions explored how HR technology can unlock productivity, how to ensure that implementation is a success and emerging applications of AI. These Post Meeting Notes summarise the research findings and practical insights shared during the day.

KEY TAKEAWAYS

01 **Align technology with strategic business goals.** Start by defining productivity as it applies to HR technology in your organisation, focusing on specific business benefits like revenue growth, risk mitigation or improved business outcomes.

02 **Build a robust business case.** Begin with a clear problem statement and align investments with business objectives. Quantify benefits like cost savings and efficiency while including intangible outcomes such as employee engagement. Present the case in terms that resonate with senior leadership to secure buy-in.

03 **The sunflower, daisy, cactus and dandelion metaphor categorises technology strategies.** Sunflowers rely on core vendors and daisies innovate with specialised tools. Both approaches can be effective, with larger organisations typically adopting the sunflower model, while anti-patterns including rigidity (cactus) and experimentation without implementation (dandelion) lead to sub-optimal outcomes.

04 **Focus on data quality.** Poor data quality limits AI and analytics capabilities. Develop a clear data strategy that ensures high-quality inputs. Start small by improving accuracy in key data fields, building a strong foundation for future AI-driven innovations.

05 **Experimentation and user-centred design.** Experimentation is vital – organisations should embrace testing and learning. However, they must also be prepared to identify and 'kill' zombie initiatives to refocus efforts and resources on what truly matters.

06 **Avoid excessive customisation.** Over-customisation complicates upgrades, inflates costs and ultimately impedes productivity. Strike a balance between meeting unique organisational needs and maintaining simplicity, focusing on only customising where it results in competitive advantage. Choices around how much to customise will be influenced by the organisation design, culture and working practices.

07 **AI agents are a major focus of current technological innovation.** They are capable of operating without constant human intervention and their actions are often not directly visible to users. HR will need to oversee their behaviour, working closely with other functions such as IT, to ensure the relevant legal and ethical frameworks are in place.

08 **Establish strong governance and communication.** Develop a governance framework with consistent standards for evaluating and managing technology initiatives. Ensure clear, ongoing communication with stakeholders, using nudges and behavioural strategies to drive adoption. Plan for post-go-live support, system refinements and unexpected complexities and set aside budget for these.

09 **Learn the basics of AI.** This knowledge equips you to engage meaningfully with vendors and internal stakeholders, ensuring a more strategic and informed approach to adopting AI tools.

10 **AI considerations.** Technology plans need to take into account broader considerations including data privacy and security, changing regulatory and legal requirements, avoiding bias in the design of algorithms and adopting clear guidelines for surveillance and monitoring.

HARNESSING HR TECHNOLOGY TO DRIVE ORGANISATIONAL PRODUCTIVITY

01 CRF RESEARCH OVERVIEW

EMAIL

SLIDES

DR. NIGEL GUENOLE is internationally renowned for his expertise in leadership assessment, HR analytics and artificial intelligence in HR. His work focuses on enhancing the quality of psychological measurement in industry and promoting analytical approaches in HR. His work has appeared in *Harvard Business Review, Forbes, European CEO Magazine,* and *European Business Review.* He co-authored *The Power of People: Learn how Successful Organizations Use Workforce Analytics to Improve Business Performance* and recently co-edited a special issue of the *Human Resource Management Journal* on HR Analytics. He is an elected fellow of the American Psychological Society's Division 14, the Society for Industrial and Organizational Psychology, for outstanding career contributions to Assessment and HR Analytics. See more about his work at Measureco.ai

Despite significant improvements in technology over recent decades, we have not seen a corresponding increase in productivity. Reasons for this include the complexity of effectively utilising HR technology and the risk that it may simply replace existing tasks without delivering genuine productivity improvements. Additionally, accurately measuring HR productivity is challenging, and the benefits of HR technology may not be immediately evident.

HR productivity has five primary components:

1. Headcount needed to deliver the HR service.
2. Time cost of having to work across multiple systems.
3. Cost of maintaining outdated legacy systems.
4. Hidden costs due to data mismanagement, such as paying for licenses for employees who no longer require them.
5. 'Intangibles' such as employee engagement, satisfaction with technology and the overall perception of HR service quality.

HR technology can contribute to productivity in the following ways:

- **Automation:** reduces manual effort by automating repetitive, routine tasks, such as payroll changes and benefits administration.
- **Frees up time for 'strategic HR':** allows HR to offload transactional tasks, creating time to focus more strongly on activities that directly contribute to business success. However this requires HR to have or develop strategic capabilities.
- **Digital transformation:** creates more efficient and reliable HR operations, aids compliance with data protection regulations.
- **Experiences:** provides systems that are simple for employees to use and puts tools in the hands of individuals.

WATCH THE ONLINE EVENT HERE

HARNESSING HR TECHNOLOGY

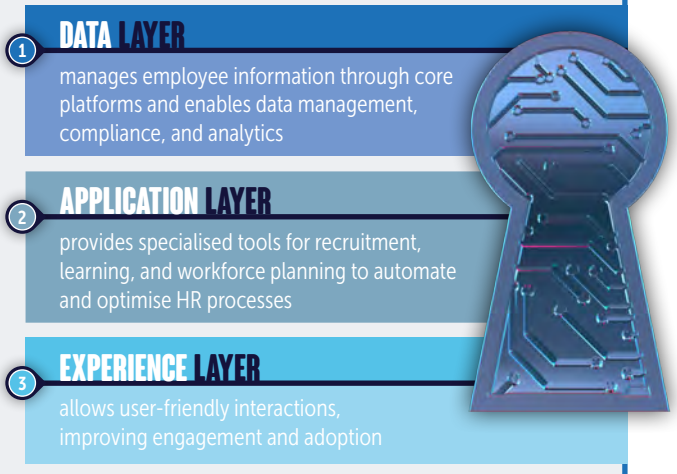
HR ARCHITECTURE AND ORGANISATIONAL APPROACHES

An organising framework can help organisations to consider the technology they are encountering. CRF's research outlined a three-layered approach to HR technology.

Data layer. Often referred to as a 'data lake', this is critical for storing and managing employee information.

Application layer. This comprises various specialised HR systems, such as talent management, talent acquisition and learning management systems.

Experience layer. An integrated and user-friendly layer. Provides a centralised access point, ensuring a consistent, employee-centric experience.

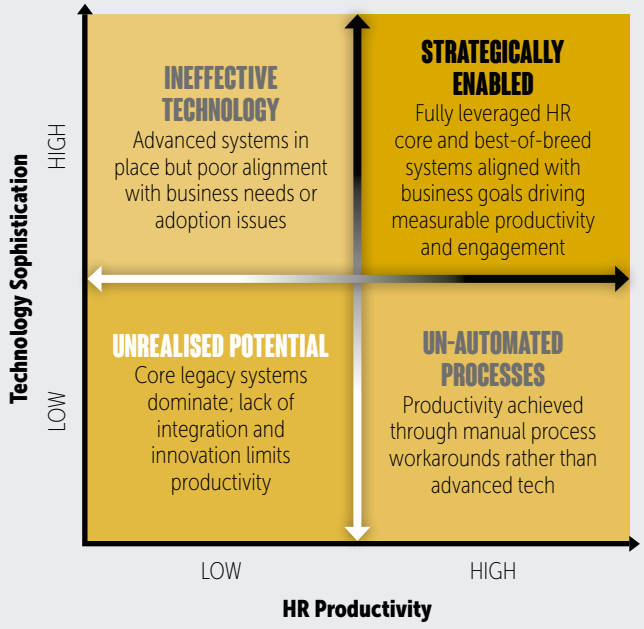


AI, in its current iteration, is having a substantial impact upon each of the above three layers. For further detail of each layer, please refer to pages 12-15 of CRF's Report.

HARNESSING HR TECHNOLOGY TO DRIVE ORGANISATIONAL PRODUCTIVITY

CRF research identified four categories of organisational productivity and technology sophistication. The aim of most organisations is to move to, or remain in, the top right quadrant – high sophistication, high productivity.

CRF TECHNOLOGY PRODUCTIVITY MATRIX



THE ROLE OF AI IN HR

The following questions can help determine which HR tasks are good candidates for AI-enablement:

1. What things would be better if they were done 24/7?
2. What would be better if it were done at scale?
3. What would benefit from greater consistency?
4. What would be possible if we leveraged broader expertise to see beyond our current limits?

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ON DEMAND COURSE

Artificial Intelligence: Implications and Applications

Unlock the revolutionary potential of AI that is transforming the way we live, work and learn. This course equips you with the knowledge and skills necessary to integrate AI into HR workflows, enabling better informed decisions, driving organisational growth and seizing the competitive edge.

BUILDING A BUSINESS CASE

- If you haven't done this before, partner with someone who has.
- Don't build the case from scratch. Your stakeholders will already have expectations about what they want to see in the business case – refer to how it's been built before in your organisation.
- Ensure there is a clear line of sight between the outcome you want to achieve and the changes the technology will enable.
- Consider the evaluation criteria – this is what you will be measured against.
- Be prepared to revisit and prove your business case (often the hardest part).
- Keep the end goal in mind. The business case is just one step toward achieving your overall objective.

MAXIMISING TECHNOLOGY INVESTMENTS

- Navigate any differences of opinion that may occur between CoE's and HRIS teams.
- Base decisions on use cases where the current technology falls short.
- Maximise the current system's capabilities before contemplating any change.
- Map your legacy systems to see what they can do, accepting that this is a dynamic process and a full map is not always feasible.
- Process re-engineering can often be accommodated within the scope of your existing technology.

CHALLENGES IN HR TECHNOLOGY ADOPTION

The below are common challenges in HR technology adoption, followed by ways organisations can overcome these challenges:

- **Insufficient alignment with organisational processes**
  - Standardise processes first. This is a long process and could take up to 18 months.
- **Resistance to change and lack of user adoption**
  - Show the new way is easier than the old way.
- **Over-customisation delaying implementation and inflating costs**
  - Only specialise and customise where it gives you a strategic advantage.
- **Data quality issues limiting the effectiveness of analytics and AI**
  - Standardise data definitions and prioritise data quality.
- **Lack of clear leadership and accountability during rollouts**
  - Appoint champions and ensure executive support.

For further detail, please refer to CRF's full report, Harnessing HR Technology to Drive Organisational Productivity.

02 EMERGING TECHNOLOGY TO UNLOCK PRODUCTIVITY

EMAIL

SLIDES

THOMAS OTTER joined Acadian Ventures in March 2022 as a General Partner. Prior to which he ran Otter Advisory where he advised companies such as Workday, Personio, Unit4, 360Learning, SmartRecruiters, Staffbase, Peakon. He also worked with private equity and growth equity firms including Warburg Pincus, Scottish Equity Partners, PSG, Goldman Sachs, and Blackstone Group on M&A strategy, negotiations and due diligence. He has also been an active angel investor in companies including Reveal, Growblocks, and Maki. Before launching Otter Advisory, Thomas led the product management organisation at SAP SuccessFactors, scaling it to more than $1B in annual revenue with over 50 million global users. Thomas also was a research VP at Gartner Group where he led research in HR and HR Technology.

We are amidst an AI hype cycle, where every discussion seems to centre on AI. While much of the hype may be exaggerated, we are witnessing business changes that are unprecedented in the last 20-30 years. HR professionals need to learn the fundamentals of AI, allowing them to engage more meaningfully with vendors and stakeholders.

ORGANISATIONAL APPROACHES TO TECHNOLOGY

To understand large company technology strategies, consider two patterns and two anti-patterns:

PATTERNS

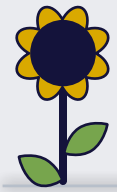
- **Sunflower:** These organisations depend heavily on a core, large vendor for most business functionalities and best-of-breed or niche tools are used to fill gaps. This model is common in large organisations, supported by strong IT functions, procurement controls and a focus on integration.
- **Daisy:** These organisations use a core HR system as a baseline but innovate through 'edge' products, adopting specialised tools for different functions like learning and recruitment, often with regional variations.

Both approaches can be effective, with larger organisations typically adopting the sunflower model and smaller ones leaning toward daisy. However, problems arise when HR departments operate like sunflowers but behave like daisies, leading to misalignment and inefficiency.

ANTI-PATTERNS

- **Cactus:** Organisations rigidly adhere to a single vendor, ignoring alternative or innovative solutions.
- **Dandelion:** Organisations experiment endlessly with pilots but fail to implement solutions.

WHICH FLOWER REPRESENTS YOUR ORGANISATION'S APPROACH TO HR TECHNOLOGY?



SUNFLOWER

large, strong core with small petals
reliance on a central system with reluctance to adopt external applications

DAISY

small core with free petals
handling basic transactional needs with operations blooming freely

CACTUS

trapping, rigid, limiting structures
enterprise system can do everything

DANDELION

following trends **jumping without commitment or implementation**

DEPLOYMENT OF AI IN HR

AI-based transformation in HR is still in its infancy. While there is immense potential, tangible examples of successful deployment are rare. Key barriers include:

- Data quality and siloes (AI relies on accurate, high-quality data).
- Change management.
- AI operations are still in their infancy.
- Experimentation without action. Organisations must move beyond pilots and experimentation to achieve tangible outcomes.

However, in 2025, many of the promises regarding AI should move from potential to production.

AI AGENTS

AI agents are a new frontier and have the ability to move beyond analytics to actively perform transactions and tasks for users. This marks a significant shift in how work is done, presenting both opportunities and risks.

For example, AI agents are poised to take on many recruitment functions – historically the busiest area of HR technology – and will fundamentally change processes in doing so. AI agents' ability to direct interpret unstructured data (e.g. CVs, performance reviews) will also likely reduce the need for extensive back-office systems. The implications of this include:

- Blurring the line between structured and unstructured data.
- Greater specialisation in AI-driven solutions.
- Designing systems specifically for AI agents rather than humans.

Managing these agents will require close collaboration between IT and HR.

AI INVESTING IN 2025 AND BEYOND

The below are examples of emerging uses of AI within organisations:

- **Transitioning to skills-based organisations:** Many organisations lack visibility into employee skills, often buried within operational systems. Emerging tools can infer these skills, offering valuable workforce insights.
- **Integration challenges:** Emerging AI tools can help compare data across systems to find efficient integration – currently one of the most challenging aspects of HR technology.
- **Engaging with startups:** Organisations should allocate time to engage with startups, such as by attending hackathons or innovation forums. Bringing organisational challenges to these innovators early allows for more tailored and helpful solutions.

Q **How do we bring early careers talent up to speed when AI may take over simple tasks usually assigned to graduates?**

A *Ask the graduates themselves! Early-career professionals often recognise opportunities with these technologies that others may overlook. However, predicting AI's future capabilities and their impact on career paths is challenging – the key is flexibility and creating adaptable techniques that evolve alongside AI.*

Q **How can organisations future-proof their AI integration decisions over the next 18 months?**

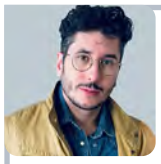
A *Develop a governance model for AI that ensures ethical and regulatory compliance, with HR actively involved. Don't delay adoption while waiting for AI to 'mature' – start now, recognising that some projects deployed today may need to be retired later. Conduct an audit of your IT ecosystem to identify tools that can be retired and develop a practice of terminating projects.*

THE OPPORTUNITY OF AI TECHNOLOGY

03

PANEL

Kelson Fernandes | Dr. Nigel Guenole
Thomas Otter | Johannes Sundlo



LINKEDIN

KELSON FERNANDES is an HR leader who began his career in business intelligence and market research, with expertise in People Analytics, Business Partnering, and Talent Management. Kelson leads global learning at Experian, a company recently recognised as one of the 25 World's Best Workplaces™ by Fortune and Great Place to Work®. In this role, he leads the global learning strategy, and innovative training solutions aligned with critical business needs. He is also leading a global initiative to redefine Experian's approach to performance management.

EMAIL

JOHANNES SUNDLO is an HR leader and AI strategist with over 15 years of experience. He has helped global companies develop AI strategies for their organisations, leadership teams, and HR departments. Johannes previously worked at Spotify, where he contributed to the company's rapid growth. He also hosts the Fullstack HR newsletter, where he discusses the future of HR and technology from a practical perspective.

AI AGENTS

AI agents are a major focus of current technological innovation, but it is not always clear how they will directly translate into productivity gains. Their definition also remains ambiguous – described as 'everything and nothing.' True AI agents are characterised by:

- **Autonomy:** They operate independently, making decisions and taking actions without constant human intervention.
- **Background Operation:** They work behind the scenes, with their actions often not directly visible to users.
- **Interconnectivity:** They can interact with one another to coordinate and complete complex tasks.

AGENTS AND RESPONSIBILITIES

Delegating tasks to AI agents involves the same principle of accountability as delegating to humans: if the agent makes a mistake, you remain responsible. As agents grow more powerful, the legislative frameworks governing their use become increasingly important, extending beyond basic compliance like GDPR.

For example, it is already technically possible to create AI agents capable of automating up to 95% of recruitment processes. However, whether this is legally or ethically acceptable remains a separate and complex issue.

EXPERIAN CASE

Experian's journey illustrates the practical applications of on AI-driven transformation:

- **Initial Problem:** Multiple platforms across regions created challenges for standardisation and efficiency. Their solution was to implement a large, robust learning platform.
- **Evolving Challenges:** Over time, new problems emerged which their platform could not address. They broke these challenges into smaller, manageable pieces, starting with providing visibility to 20,000+ employees about all available learning resources.
- **Solution:** A simple internal tool offering employees an overview of learning tools, built iteratively with employee feedback. This process not only solved the problem but also engaged employees in the journey, creating buy-in and alignment.

CONSIDERATIONS FOR BUILDING AI TOOLS

- Begin with a clear understanding of what you aim to achieve. Building your own tools requires sufficient resources, skilled internal teams and clear motives – it is not the right approach for everyone.
- For advanced organisations, building on existing models (e.g. ChatGPT) can strike a balance between leveraging existing capabilities and tailoring to specific needs. However, most organisations are better served by starting with existing tools like Copilot or ChatGPT and understanding their limitations.
- Be wary of vendors promising all-encompassing solutions. Often, existing tools can address 70-80% of use cases, which may meet organisational needs.

CREATING TRUST

- Building trust in AI is crucial. People tend to trust technologies that provide results aligning with their expectations, but GenAI's opaque decision-making processes can erode trust. When designing software, learn from occupational psychology about how to create trust and collaboration between AI and humans.
- Trust, at its core, involves a willingness to be vulnerable – including vulnerability to the decisions that AI makes. Encouraging people to feel comfortable with this vulnerability requires us to address the issue of control – who is ultimately in control, and how is this communicated?

CRF UPCOMING EVENT

NEW WORK PSYCHOLOGY SERIES
Motivation and Work Performance
Tuesday 25 February

IMPROVING DATA QUALITY

Data quality is a discipline that requires daily maintenance to ensure its long-term success:

- Start small, focus on accuracy: strong insights can come from a small amount of high-quality data. Instead of attempting to perfect 500 fields overnight, aim to ensure 100% accuracy in just a few key fields.
- Connect with existing initiatives: data quality efforts should align with broader organisational initiatives. Consider the bigger picture by asking: Where is this data coming from? What are we doing to ensure minimum data quality standards?
- You'll never get all the data you need perfectly or be able to fully maintain it over time. Waiting for 'perfect data' or the completion of an initiative is not realistic. The skills and capabilities to work with data are far more important than having flawless data systems.

MAKING IMPLEMENTATION A SUCCESS

04

PANEL

Sarah Bullock | Dr. Nigel Guenole
Kate Mathias | Johannes Sundlo

LINKEDIN

SARAH BULLOCK'S HR career began in HR business partnering, before moving into leadership across Reward, Employee Relations, Policy Development and Learning. Since joining Experian, Sarah has led the introduction of Agile practices into the Talent and Learning team and more widely across HR, and also leads on Global Early Careers programmes, global leadership assessment and coaching. She has developed a particular interest in Agile practices and is a certified Agile HR Practitioner and Product Owner.

LINKEDIN

KATE MATHIAS has extensive experience in leading People and Culture advisory work and HR transformation programmes. Having worked across all aspects of talent and resourcing including blue chip consulting, Kate has advised clients to define and deliver better HR functions and services. Following time at Deloitte, Kate worked at Standard Chartered Bank, where she led large-scale global change programmes before transitioning into Talent roles. Currently, Kate works as the CPO at Clyde & Co, a leading international law firm.

KEY CONSIDERATIONS FOR TECHNOLOGY-LED TRANSFORMATION

Avoid Over-Engineering and Stay Focused on HR

- Over-engineering systems can make testing and data input unnecessarily complex. Just because something is possible doesn't mean it should be implemented.

HARNESSING HR TECHNOLOGY TO DRIVE ORGANISATIONAL PRODUCTIVITY

- Clearly define what is and isn't HR and avoid incorporating non-HR services into an HR system.
- Return to first principles when evaluating your processes and policies: does it really need to be this complicated? Is it business-critical? Regularly assess how your business is performing and identify opportunities to simplify. The best time to do this is outside high-cost implementation periods.
- Focus on designing systems that meet end-user needs but avoid overcomplicating solutions by trying to accommodate every possible requirement.

Establish a Shared Vision and Clear Priorities

- Develop a shared vision for the transformation, focusing on where the organisation wants to go.
- Prioritise quick proposal development to avoid wasting time on misaligned or unclear efforts.
- Break down transformations into manageable modules, evaluating how each aligns with current processes and policies while addressing any gaps.

Stakeholder Engagement and Change Management

- Transformation is change management. Identify key stakeholders, secure their support and ensure they actively advocate for the transformation.
- Involve different perspectives, including team members and industry experts, to identify what 'good' and 'aspirational' outcomes look like. Leverage the collective experience of your team to shape the transformation.

Evaluate Technology Objectively and Boldly

- Avoid rushing into implementation based solely on excitement about new technology. Fully evaluate requirements, risks, existing tech stacks and operational needs.

AVALANCHE STUDIO GROUP CASE

HR TECHNOLOGY IMPLEMENTATION AT A 'DAISY' ORGANISATION

Johannes Sundlo outlined how, at Avalanche Studio Group, the ability to select and integrate systems individually created the flexibility to continually review and assess whether better options were available. This approach was cost-efficient for the organisation and kept them agile.

The organisation ensured that switching systems was straightforward, rather than a significant process or investment. By avoiding rigid connections to the core HR system in the past, systems could be replaced without the risk of losing data. However, the downside to this approach was the need to constantly engage with new companies, startups and vendors.

The biggest risk to this approach is data loss. To mitigate this, it is important to be meticulous during the integration process to maintain data integrity. Organisations should create a contingency plan for historical data in the old system and ensure the transfer to the new system is error-free. Additionally, having someone responsible for coordinating all these systems is essential to maintaining cohesion and ensuring smooth operations.

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ON DEMAND COURSE

Change Management:The Essentials

Change is a constant in organisational life, yet the majority of change initiatives are judged to have failed. Learn how to manage change effectively, avoid the problems that hamper change efforts, and apply tools and frameworks.

EXPERIAN CASE

USER-LED AND PRODUCT DESIGN APPROACH AT EXPERIAN

- Established a team of product managers within talent and learning to ensure their products remain user-centric and aligned with business needs.
- Conducted regular check-ins throughout the year with product leads to deeply understand what is happening in the business and build solutions informed by these insights.
- Prioritised identifying the core problem to address and designing targeted responses. Only elements with the most impactful difference are prioritised, while less critical tasks are set aside.
- Broke large projects into smaller, manageable chunks which can be continually adjusted based on feedback, reducing the risk of misalignment and quickly identifying unclear problems or timing issues.
- Experimentation is central to their process, providing confidence in the direction while identifying when it's time to discontinue a project. This ability to know when to stop an activity or project is vital.
- The adoption of a product management approach has required significant upskilling within the HR team. Experian has spent considerable time helping business partners understand and adapt to this new way of working.

PRACTITIONER LESSONS – IMPLEMENTATION SUCCESSORS

HR professionals present at the one-day event shared the following learning lessons concerning how to make implementation a success:

- **Vendor Selection.** Evaluate vendors thoroughly by attending live demos and seeking client testimonials. Focus on how outcomes will be delivered rather than promises and avoid being oversold on features that cannot be delivered.
- **Building a Strong Business Case.** Create a measurable business case aligned with clear problems and business strategy and engage stakeholders early and define success metrics.
- **Stakeholder Engagement.** Secure buy-in from leadership and employees. Involve stakeholders in decision-making, communicate transparently and address cultural nuances to ensure smooth implementation.

- **Simplify and Adapt.** Simplify processes before implementation and avoid excessive customisation. Understand that no platform is perfect; adapt processes and allow time for employees to adjust.
- **Post-Implementation Focus.** Plan for ongoing maintenance and education. Regularly evaluate benefits realisation and address gaps to ensure long-term success.

05 THE END IS THE START

PANEL

Sarah Bullock | Dr. Nigel Guenole | Kate Mathias

ADOPTION-LED DEPLOYMENT

Post-adoption, ensuring that employees adopt the new tools and processes as intended and that the expected business benefits materialise are key challenges. Organisations risk dismissing the technology as a failure after a few years and restarting the cycle with another costly solution. The below recommendations can help to avoid this:

- Structure your programme to deliver change along the way. While overall costs may remain the same, breaking the process into smaller, faster increments avoids the pitfalls of waiting for a big reveal at the end.
- Consider what funding and resources you have for the post go live period. Do you have dedicated resources for change management and user adoption? Organisations must monitor how employees are using the system, assess whether it's being utilised as intended and identify necessary adjustments.
- Traditional training approaches are no longer effective. Modern adoption strategies should focus on 'just in time' support, providing resources when employees actively engage with the tools – such as during pay reviews, performance cycles or talent reviews.

RESPONSIBLE USAGE CONSIDERATIONS

Sharing personal information with AI models carries risks comparable to sharing it publicly. Organisations must educate employees about what they disclose and where. Critical considerations include:

- **Legal and Cultural Implications:** Organisations should assess regional and organisational legal requirements, cultural sensitivities and ethical considerations when deploying AI systems. This includes adhering to privacy regulations like GDPR and addressing concerns around data usage transparency.
- **Privacy and Surveillance:** AI tools can raise concerns about surveillance, requiring careful communication to build trust. Transparency in how AI systems process and use data is essential.
- **Governance and Collaboration:** Governance frameworks must outline acceptable AI use cases and establish clear protocols. For instance, Experian's GenAI Council, comprising HR, technology and security experts, works together to understand AI implications and implement guardrails.

CRITICAL THINKING QUESTIONS

The below questions are designed to help participants reflect on and apply what they have learned from the event, either individually or with their teams:

- How are you aligning your technology investments to the organisation's business philosophy, growth drivers, priorities or organisational structure?
- Before purchasing new technology, how do you assess your current systems to see if they genuinely fall short of your needs?
- If implementing new technology frees up employees to focus on more strategic activities, have you assessed whether they have the necessary capabilities? If not, how will you incorporate development opportunities alongside the implementation?

HARNESSING HR TECHNOLOGY TO DRIVE ORGANISATIONAL PRODUCTIVITY

FURTHER READING

CRF. 2025. Research: ***Harnessing HR Technology to Drive Organisational Productivity***.

CRF. 2024. Conference Retrospective: ***Applications and Implications of Emerging Technologies***.

CRF. 2024. Post-Meeting Notes: ***Building Capability Through Learning Innovation***.

CRF. 2024. ***5 Ways HR Can Prepare for the Age of AI***.

PRE-EVENT MASTERCLASSES

Beamery

The Rise of the HR Ecosystem: Connecting Skills, Jobs and People Through Tech

Mercer

Connecting Talent to Work: Insights on Skill-based Practices and Internal Talent Mobility Technology

RICOH
imagine. change.

Unlocking Efficiency in HR: Process Automation for Recruitment and Beyond

Should you have been unable to attend these Masterclasses on the morning of the event or would like to access the materials, please contact Mette Stern, Senior Partnership Engagement Manager.

CRF UPCOMING EVENTS

REGIONAL EVENT WITH RESEARCH
Harnessing AI and HR to Enable Business Success
Monday 24 February, Riyadh
Wednesday 26 February, Abu Dhabi

INTERNATIONAL CONFERENCE
Rethink Work: Evolve or Endure
Monday 6 – Wednesday 8 October
Lisbon, Portugal