



| Enabling our client's  
*HR technology*  
| to work smarter

INTELLIGENCE CLOUD CUSTOMER SUCCESS STORY  
2022

We partnered with our client, an international chemical company, during the implementation of a new HR system.

Providing expertise, data, and content—with Success Profiles™ and our Intelligence Cloud platform—we built a global job architecture that drives performance and innovation.



# Our results



Rapid time-to-value for the implementation of Workday solution.



Helped HR teams and people gain clarity and control across the employee lifecycle.



Created 900 Success Profiles to enable segmentation and targeting of all employees to maximize people development.



## BACKGROUND

Our client, an international chemical company, has innovation at the heart of its strategy

They have

**24,000**

patents either registered or pending

Nearly 10% of their

**33,000**

employees work in Research & Development roles

They are based globally in

**30 locations**

and production facilities

# 01

## The challenge



# 01

## THE CHALLENGE

### Making Workday work smarter

We partnered with our client at a critical time—during the implementation of a new, global HR solution from Workday. Initially, we were brought on board to work with our client’s HR teams and their technology partner to populate job profiles—an essential building block of the new system. We joined at the proof-of-concept (POC) phase, so there was a lead-in time of a few weeks before testing began.

Aside from the short timescales, our client’s existing job catalogue didn’t translate well enough across roles in different parts of the organization. So, it was hard for HR teams to consistently compare or assess similar roles.

In turn, employees lacked the clarity they needed to do their jobs more effectively today and know next steps for career advancement.



# 01

## THE CHALLENGE

Once our client adopted the Workday solution, they found that their job profile data and content were missing expert insight, in-depth knowledge, and the data to align and rationalize job profiles. And while they needed to implement the solution fast, our client couldn't afford wasted effort during the POC phase work by using 'dummy' data.

Longer term, the company, managers, and employees needed to maximize the use and value of job profiles, across different geographies, job levels, and functions.

But without a robust, global job architecture—seeded with the right content—it was proving difficult to see the future shape of the workforce and grow its talent from within the company.



# SDG 2

*The solution*



# 02

## THE SOLUTION

### The critical path to rationalizing job profiles

Our immediate priority was to provide the client and their technology partner with meaningful test data for Workday job profiles. This data would be used to check the new HR system functionality. Our building blocks for this first phase were nearly 900 Success Profiles™. These encapsulated all roles and their levels, grades, responsibilities, skills, competencies, capabilities, and job descriptions across the company's 33,000-strong workforce.

**Korn Ferry's proprietary library of Success Profiles were an invaluable starting point that gave us ready-made, externally validated profiles.**

Being able to feed our content into the new system was absolutely vital to meet the testing schedule. Beyond the deadline, it was just as important to give our client a solid foundation that they could customize in the future. This avoided wasted effort toward rationalizing the job profiles. And without Success Profiles, it wouldn't have been possible to align roles right across the company so quickly, consistently, and precisely.



# 02

## THE SOLUTION

### More than a platform

Every technology platform—no matter how sophisticated—is just a tool at the end of the day. It's the insight and content that make the difference in extending the value of the platform, especially when the job architecture is shared across every location and market.

That's where our proprietary data and insights proved critical as it's built on expertise gained from 50 years of helping organizations to change.

This was certainly a major factor in the successful launch of our client's new HR solution. And beyond the set-up, Success Profiles were leveraged in a variety of people management, performance, and development scenarios. For example, segmenting employees and precision targeting based on individuals' career needs and aspirations.

Today, whether it's learning, grading, career pathing, development, or goal setting, Success Profiles are helping get the right people in business-critical roles—and driving innovation.

03

*The Results*



# 03

## THE RESULTS

### Job architecture helps each step of the employee lifecycle

We delivered on the immediate priority of filling the gaps in the Workday HR system and achieved rapid time to value. But Success Profiles are more than an HR system component, they're an essential building block for a shared, global job architecture. And they've created a trusted source of truth that can be leveraged for multiple uses.

As a result, our client's HR team has been better equipped and more in tune with individuals' needs, wherever they are on the employee lifecycle.

For example, enabling smooth handover from hire to onboarding, joining the dots around goal setting, and bringing greater clarity to people's learning and development paths. Success Profiles fill more than system gaps, they're the glue that enable people and organizations to perform better.



# 03

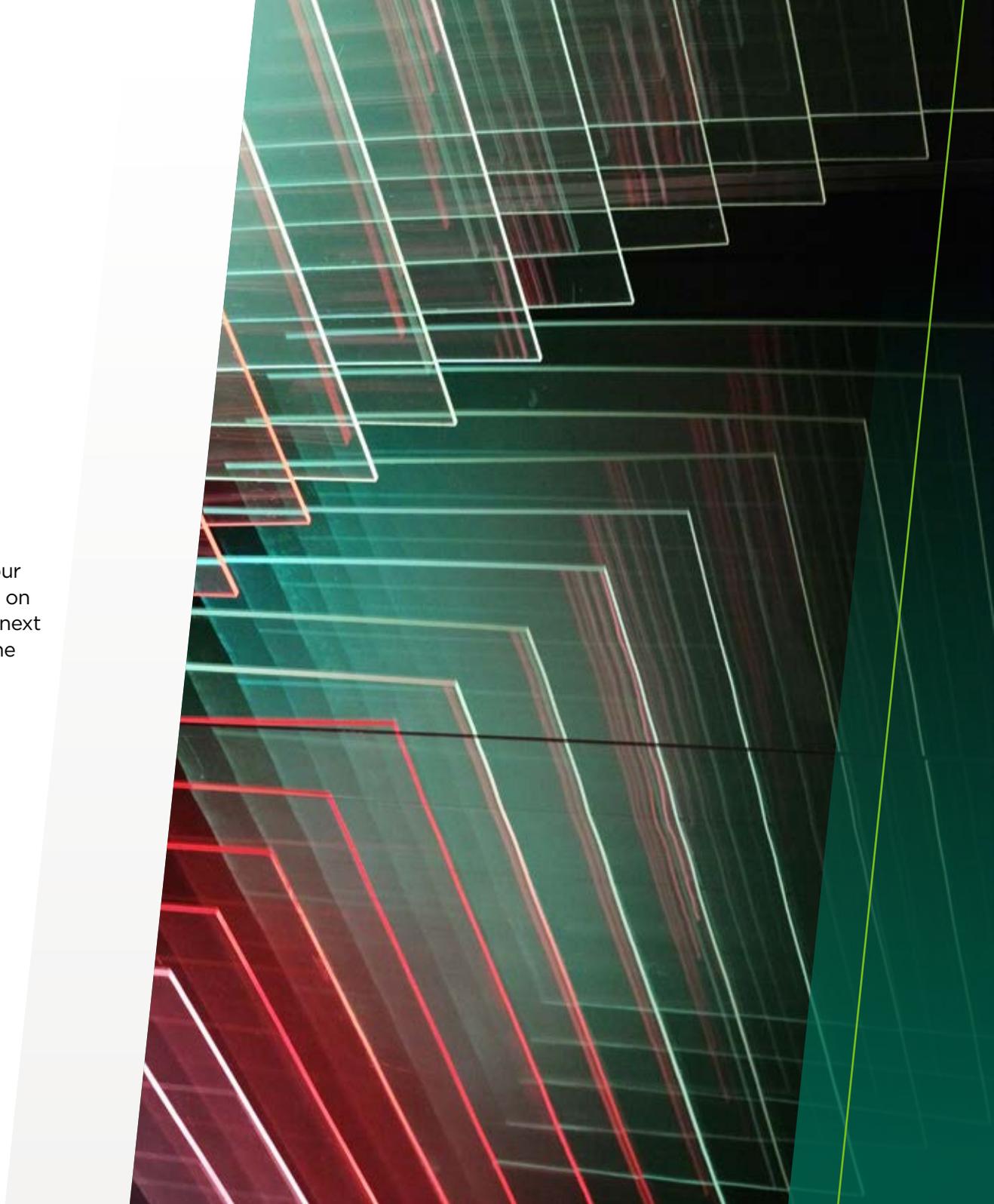
## THE RESULTS

### Clearer view, common language

Today, there's a clear view for leaders and managers across our client's talent landscape. Plus, employees can access support on Workday that's focused on success in their current roles and next steps for career advancement. Also, by effectively defining the DNA of each role, it's easier to make comparisons that are data-driven and quantify how roles overlap.

This was vital for mapping roles from different locations and markets that had previously been disparate.

And this was all supported by a comprehensive library of people-development content that empowered and informed line managers to work with their direct reports on their development plans.



# 03

## THE RESULTS

### Architecture across the employee lifecycle

Our client now has a common language of talent across its markets that touches every stage of employee lifecycle. We significantly reduced the amount of rework that would have landed with HR teams to customize the Workday solution. As a result, their efforts have focused on improving outcomes, not getting bogged down in system functionality.

So they can provide a much more joined-up and self-service approach to people development.

Success Profiles and Intelligence Cloud make this possible at scale. Beyond helping our client optimize the Workday solution, global job architecture is enabling innovation and driving performance. Like the human body—if the HR platform is like the circulatory system, Korn Ferry's data intelligence and expert insight are the lifeblood.



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development, and Total Rewards.