Unified Engagement Platform **Empowerment** Democratized Data and Unified Real-Time Advanced Cognitive & AI Experience Workforce Analytics Mobile Brand Robotic Process Automation Personalization Blockchain Engagement Digital Reality (Augmented and Virtual) Social **Digital** Continuous Internet of Things Innovation HR Cloud / SaaS Intentional Collaboration and Pioneering constant disruption Leadership Continuous Work Changing Nature and Reimagining Typology of Work HR Center of Borderless Innovation Internal Enterprise Iterate External Fail Fast but Dynamic Skill Workforce Ecosystems Learn Faster Requirements Advisory Open Talent Workforce Services Networks of Agility Agile Teams

- MINDSET:
 Digital Traits and Behaviors
- FOCUS: HR Customer Centricity
- LENS: High Impact HR Operating Model
- E N A B L E R: Advanced Technology and Analytics