

Building an Integrated Talent Management Strategy

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Total Employees

Approximately 50, Across North America

Target Markets

Fortune 2000, Mid-market, Public Sector

Areas of Expertise

HCM and talent management, portals and self-service, performance, succession, recruitment, learning & development, workforce planning, analytics

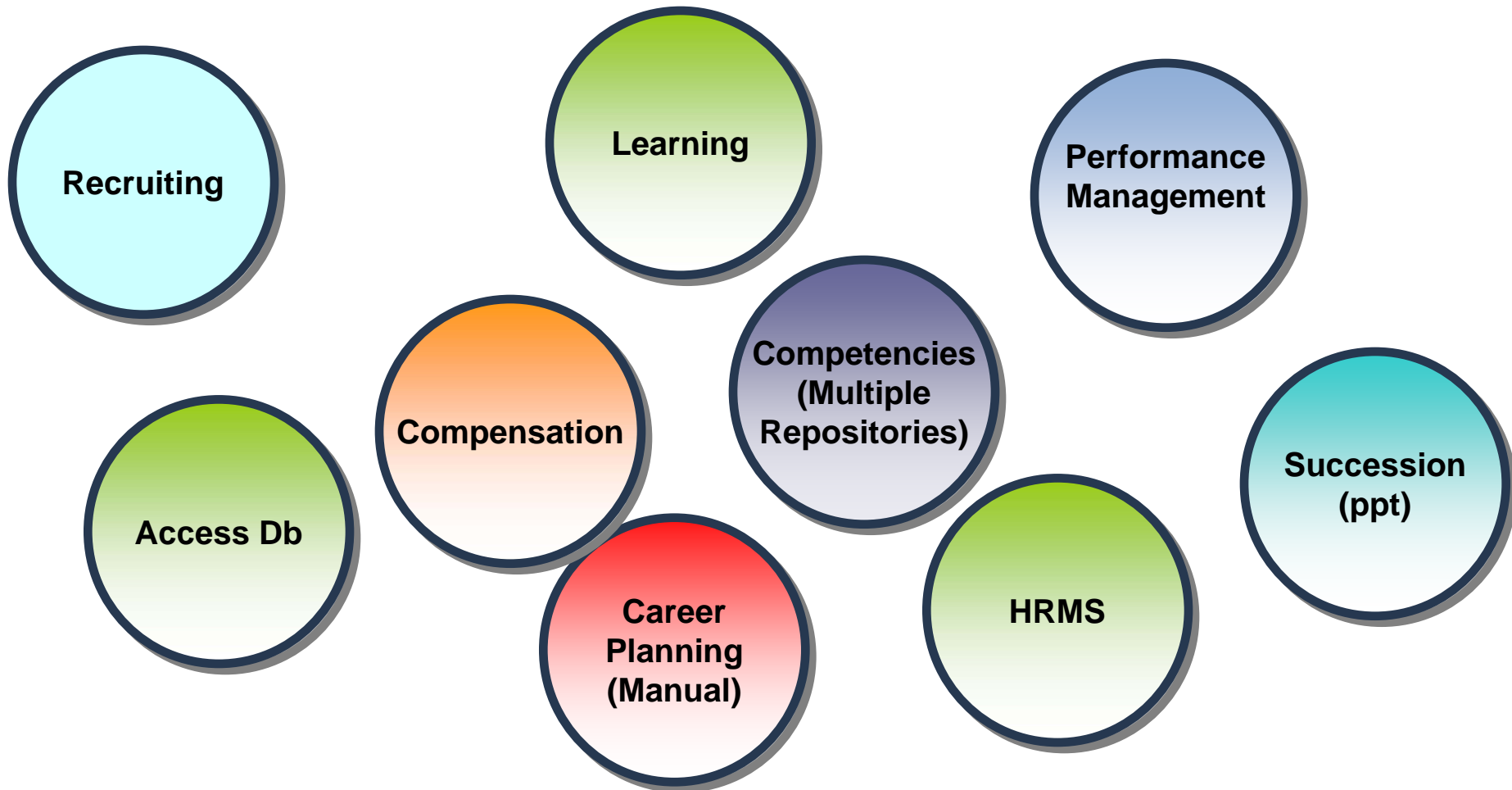
Knowledge Infusion Methodology



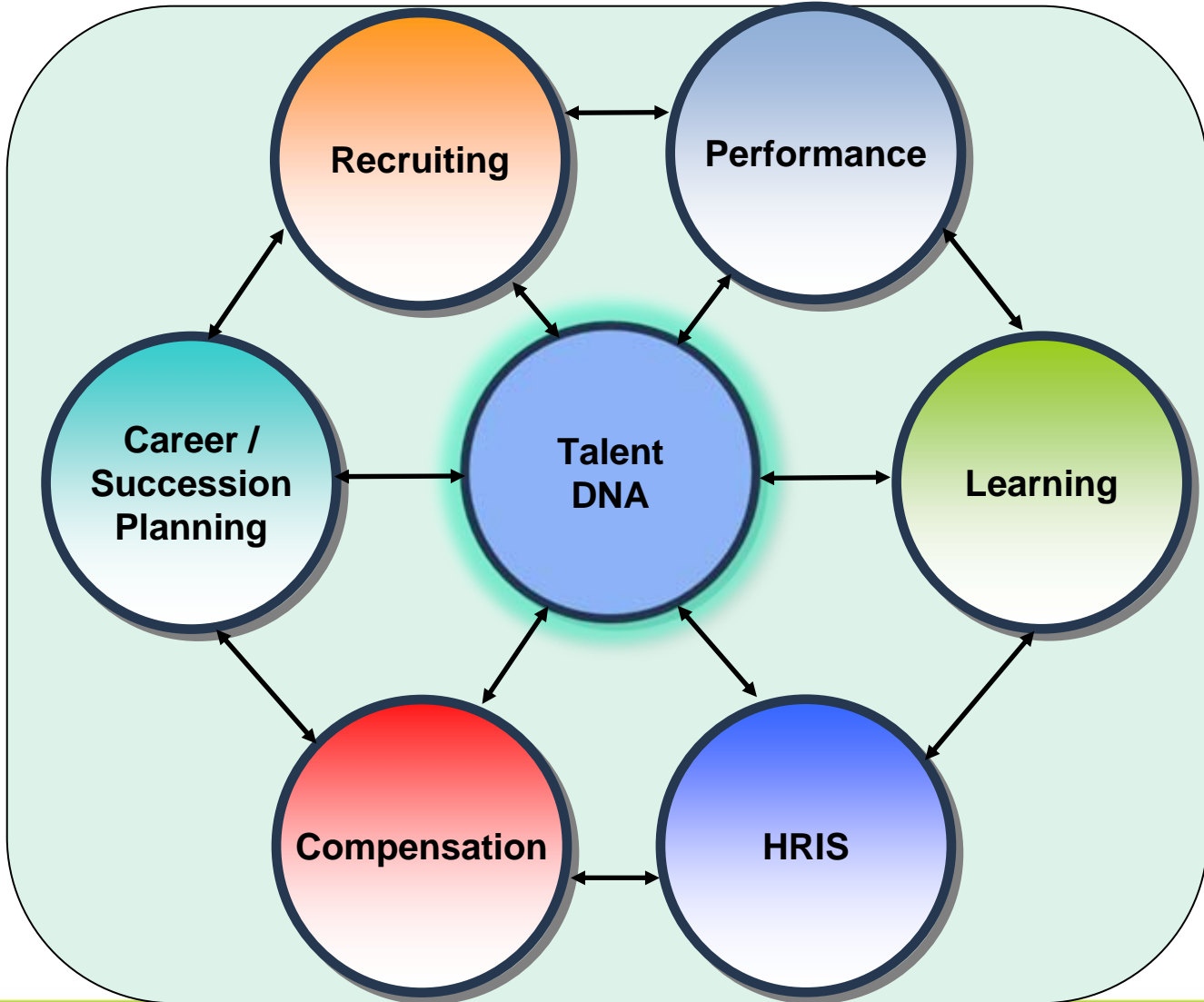
Fortune 500 Clients



What's Wrong With Today's Model?



**Line
Of
Business**



**Executive
Suite**

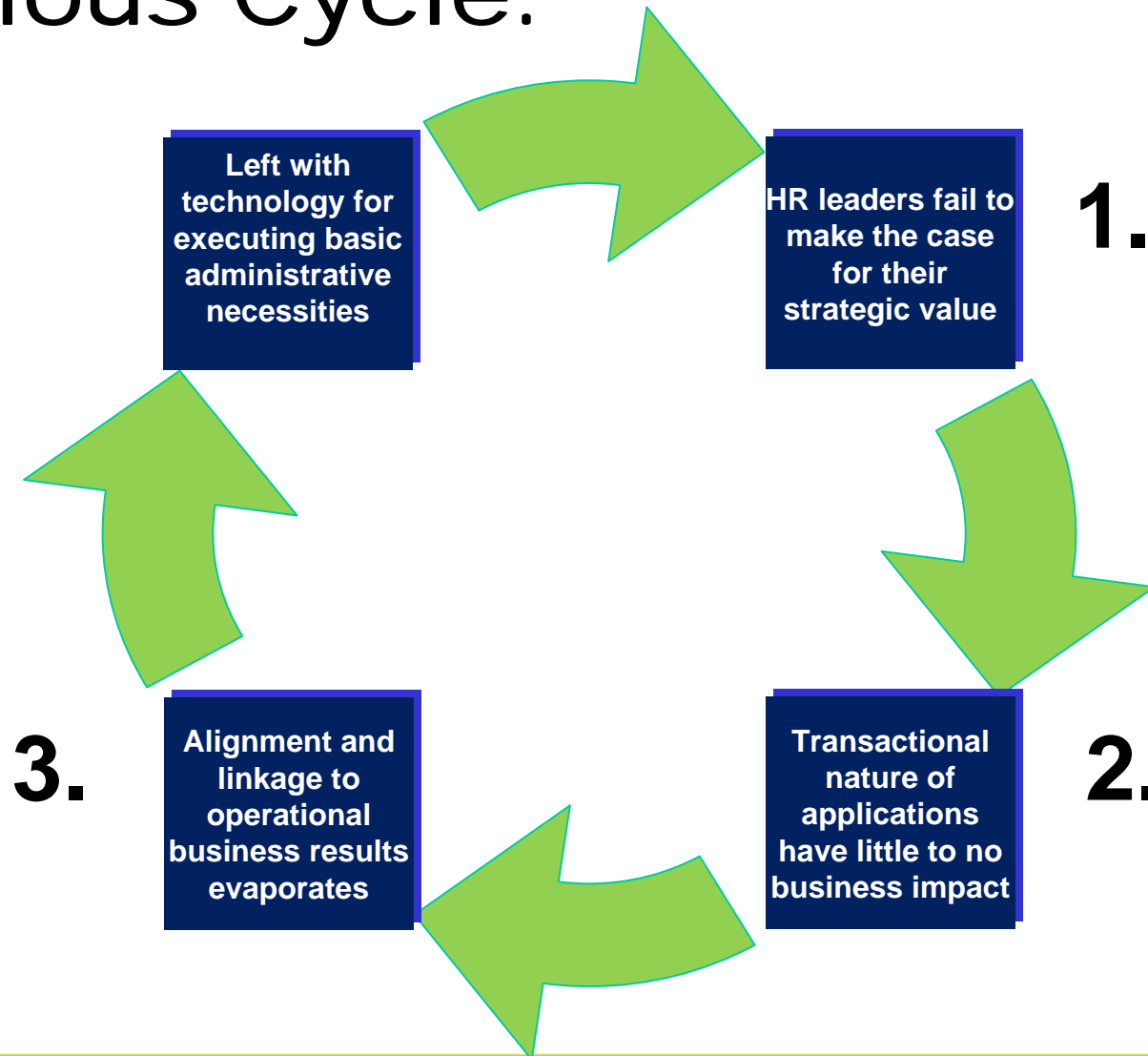
People: The Last Weapon

- No matter your industry, company, or nationality, there is a battle-ready competitor somewhere who is busy thinking how to beat you.
- Products can be quickly duplicated and services cheaply emulated – but innovation, execution, and knowledge cannot.
- The collective talent of an organization is its prime source of its ability to effectively compete and win.
- In the new economy, competition is global, capital is abundant, products are developed quickly and cheaply, and people are willing to change jobs often.

The Problem We Face

HR Technology Investments
Compete for Limited Dollars

Vicious Cycle:



Integrated Talent Strategy

Without a clear talent strategy to justify HR technology investments, HR organizations need to:

- Implement and shoulder administrative responsibility (HRIS) for highly transactional applications.
- Become more than transactional data administrators.
- Stop justifying additional investments or resources in HR technology
- Reduce the amount of multiple systems, disparate data silos, of integration and manual processes.

Without a strategy, HR can neither articulate it's business value, nor align itself to business operations.

HR vs. HCM

Resource

Something that can be used for support or help,
An available supply that can be drawn upon as needed



Capital

An asset or advantage,
Material wealth used in the production of more wealth



Where Is the Focus of HR?

- Which makes more sense?
- Achieving a 7% cost savings on 1% of the total corporate budget,
 - Or a 1% growth in return on 60% of the total corporate budget?

HR
Expense

$\frac{1}{2}$ - 2%

>60%

Labor
Expense



HR: The Target of HCM Transformation

Identity as HR

- Compliance driven
- Manual data assembly
- Reactive servant
- Slow to respond
- HR Transactions
- Excel reports
- Maintenance Driven

Transformation

- **Exploit Technology**
 - Transform Processes
- **Up-skill People**

Identity as HCM

- Business outcome driven
- Knowledge analysis
- Proactive partner
- Real-time
- Change leader
- Talent Management
- Workforce analysis

The Human Capital Management Vision

- Human Capital Management represents systematic business discipline applied to the Human Resources function
 - Optimized processes, measurements/analytics
- Technology is a foundational element to create an HCM environment
 - People, Process and Technology
- Executive attention increasing on HCM
 - HR at a Tipping Point
 - Business demands outstrip HR capabilities
 - Inaction is no longer an option



People / Process / Technology

HR work is hampered by complex manual processes supported loosely by disconnected technology solutions.

Current HR technology applications not effectively addressing business requirements.

Current State
Difficulty in each area
inhibits improvements
across all

People

Process

Technology

The Current Picture:

People

- Limited understanding / value to internal HR processes and capabilities
- Start up corp culture; older employee habits / behaviors vs. new business requirements.
- Inability to access readily available accurate data for "People Management"
- HR professionals & specialists perform low value activities; serve as surrogate managers
- Employees lack awareness of career opportunities and development requirements

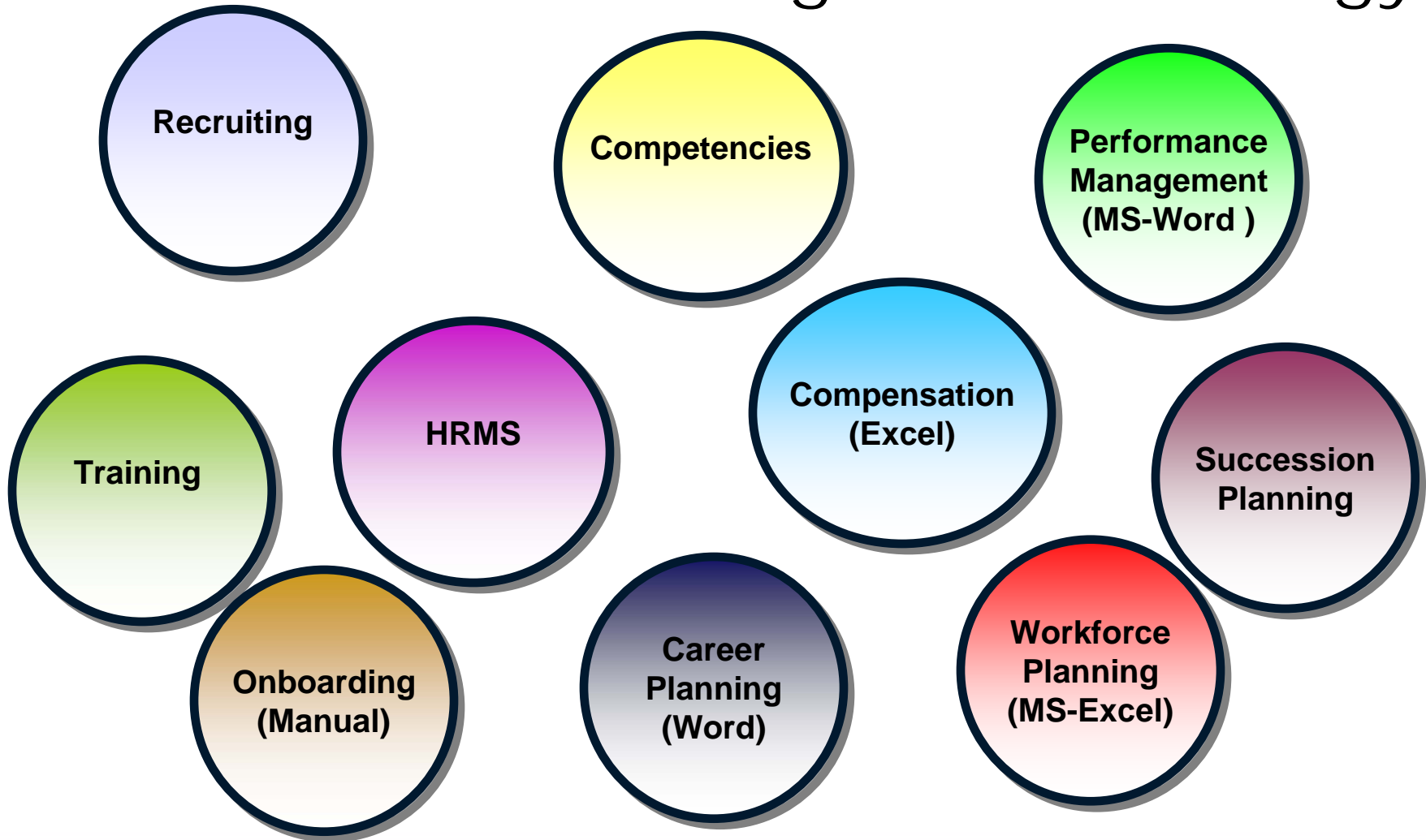
Process

- Silo-ed and disparate business processes / functions
- Redundant / repetitive efforts required to produce key people related info
- High spreadsheet / manual intensive processes involving multiple stakeholders with numerous handoffs
- Low automation / maturity of business processes leading to low adoption
- Data accuracy / integrity requires intense efforts to verify

Technology

- Technology investments have been low ; under-utilized and focused on tactical compliance
- Limited to no integration between related system
- High level of exceptions processing results in manual workarounds, inconsistencies and errors
- Spreadsheet 'systems' / processes have been developed in place of enterprise systems.

Without Talent Management Strategy...



Integrated Talent Systems

Line
Of
Business



Executive
Suite

Articulate in Business Terms



Measurable Business Results
Comprehensive Talent Inventory
Better Decisions
Increased Productivity
Integrated Talent Management Biz Processes

Create Value

Cut Costs



Streamline Administration and Reporting
Employee & Direct Direct Access
eHR Service Delivery
Operational Reporting

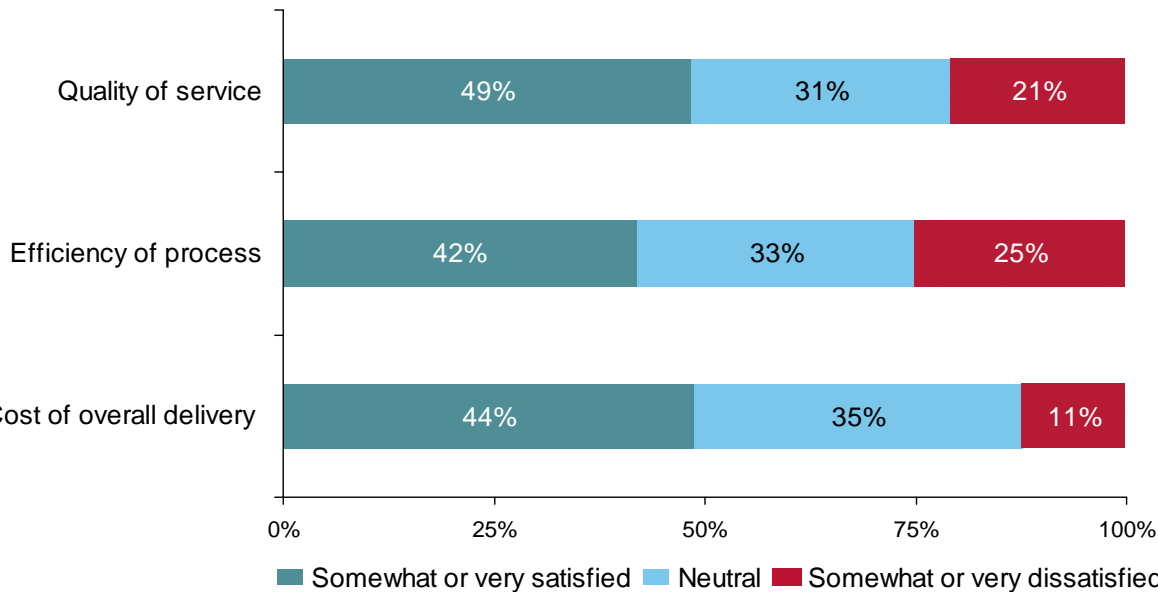
Align Your Talent Strategy **With** Your Business Strategy

Talent Management Administration

KEY FINDING

Companies are relatively less satisfied with HR delivery in the talent management area and are looking to implement technology solutions for these programs

How satisfied is your HR organization with the following aspects of your talent management administration services



Integration of Talent Management processes and enabling technology is key to improving satisfaction

Watson Wyatt 2007 HR Technology Trends

Align Talent Strategy with Corp Objectives



Phase I

Overall Corporate Goals and Strategies

Phase I: Identify Overall Corporate Goals and Strategies

- What are high level business goals and objectives for 2008 and 2009?
- What are the key business drivers to that will make or break success?
- What are the HR strategies that you have in place or need to have in place to meet these goals?
- What are the impacts of Talent issues (i.e. attracting, developing, motivating and retaining talent) to current business operations?
- What is the overall culture and values of the organization?
- What value do executives place on HR today as a business enabler and what is desired end state?

Phase II

Overall Corporate Goals and Strategies

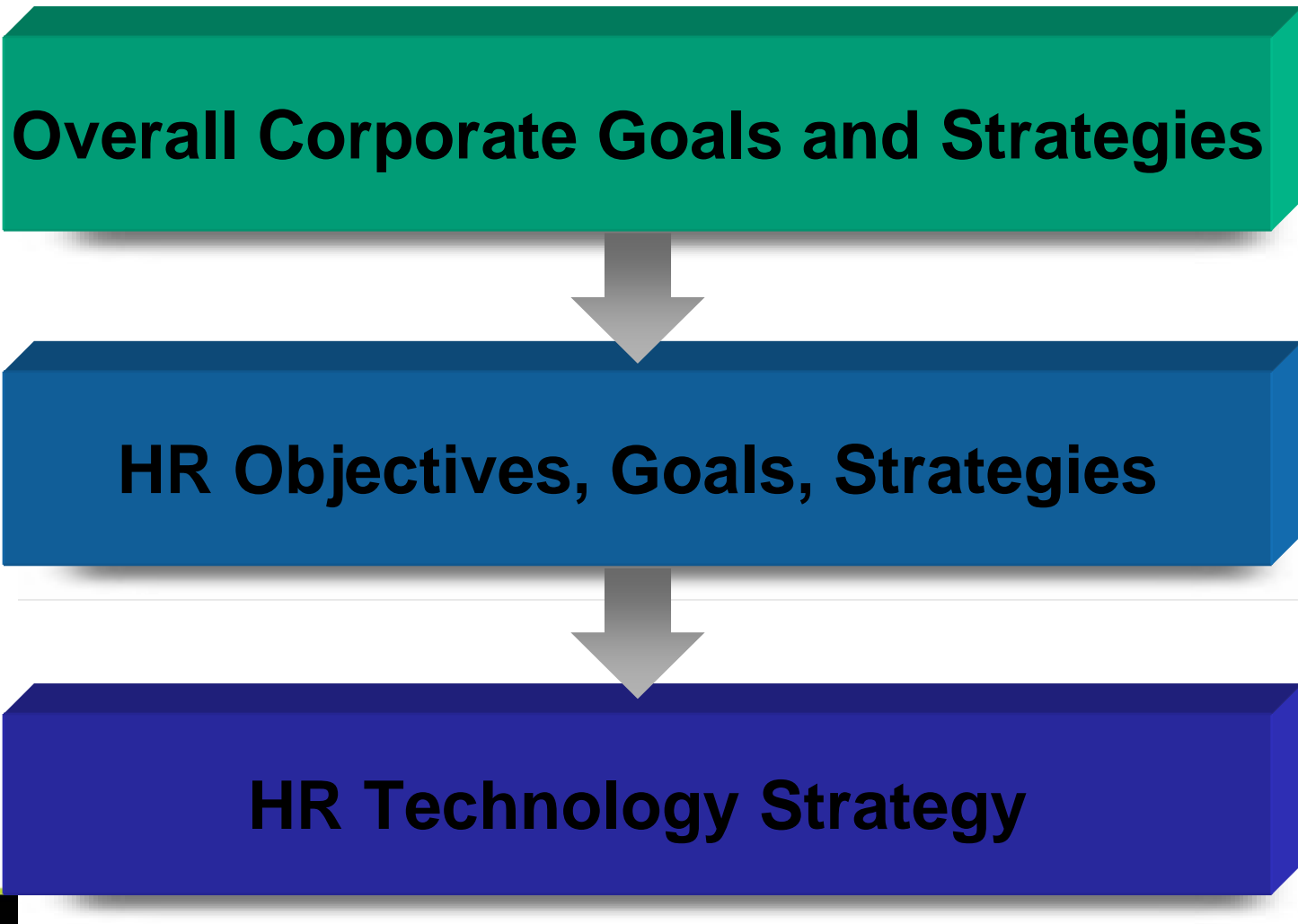


HR Objectives, Goals, Strategies

Phase II: Clarify HR Objectives, Goals, Strategies

- How do HR goals and objectives align to corporate goals?
- How is HR managing talent through the life cycle today?
- What are the pains being experienced by HR today?
- How does HR want to leverage technology into the future?
- What role will measurement/metrics play in helping you achieve your goals into the future?
- How do you feel that employees/managers view the HR function today?
Top three areas of improvement?

Phase III



Phase III: Shape HR Technology StrategyMap

- Canvas current HR technology landscape
- How do you feel that technology has impacted your role or function either positively or negatively
- What is the high level technology strategy for the organization?
- Does the Talent strategy drive technology investments?
- What is your vision for technology enablement of HR?
- Where do you feel that technology could have a larger impact in helping you achieve your business related goals?

Talent Management and Key Criteria for Success

Talent Management Definition

The process of managing the supply and demand of talent to achieve optimal business performance and in direct alignment with organizational goals.

Talent Management Framework

Vision, Alignment and Culture

Governance Model

Talent
Acquisition

Career
Management

Learning
Management

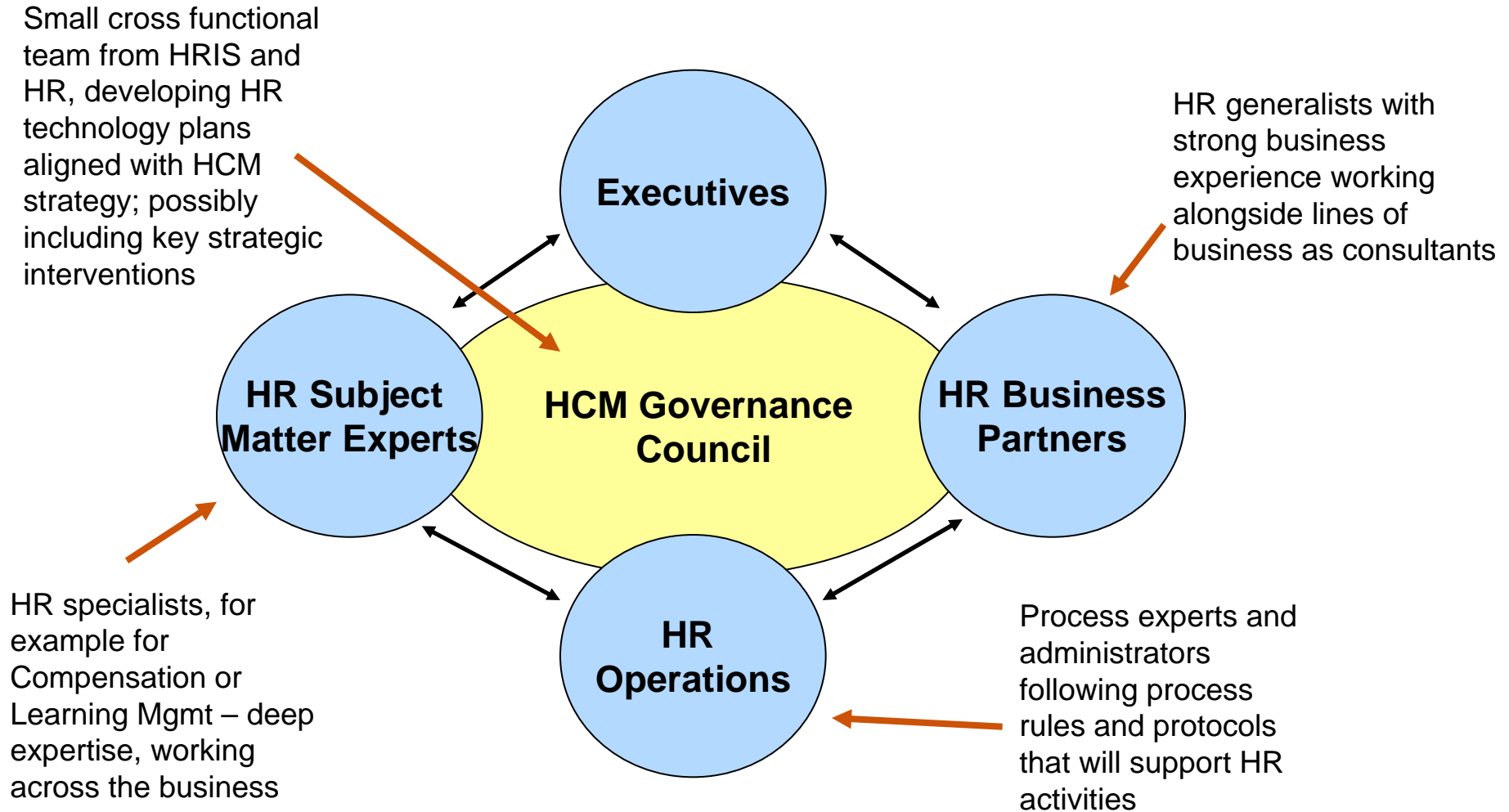
Performance
Management

Succession
Planning

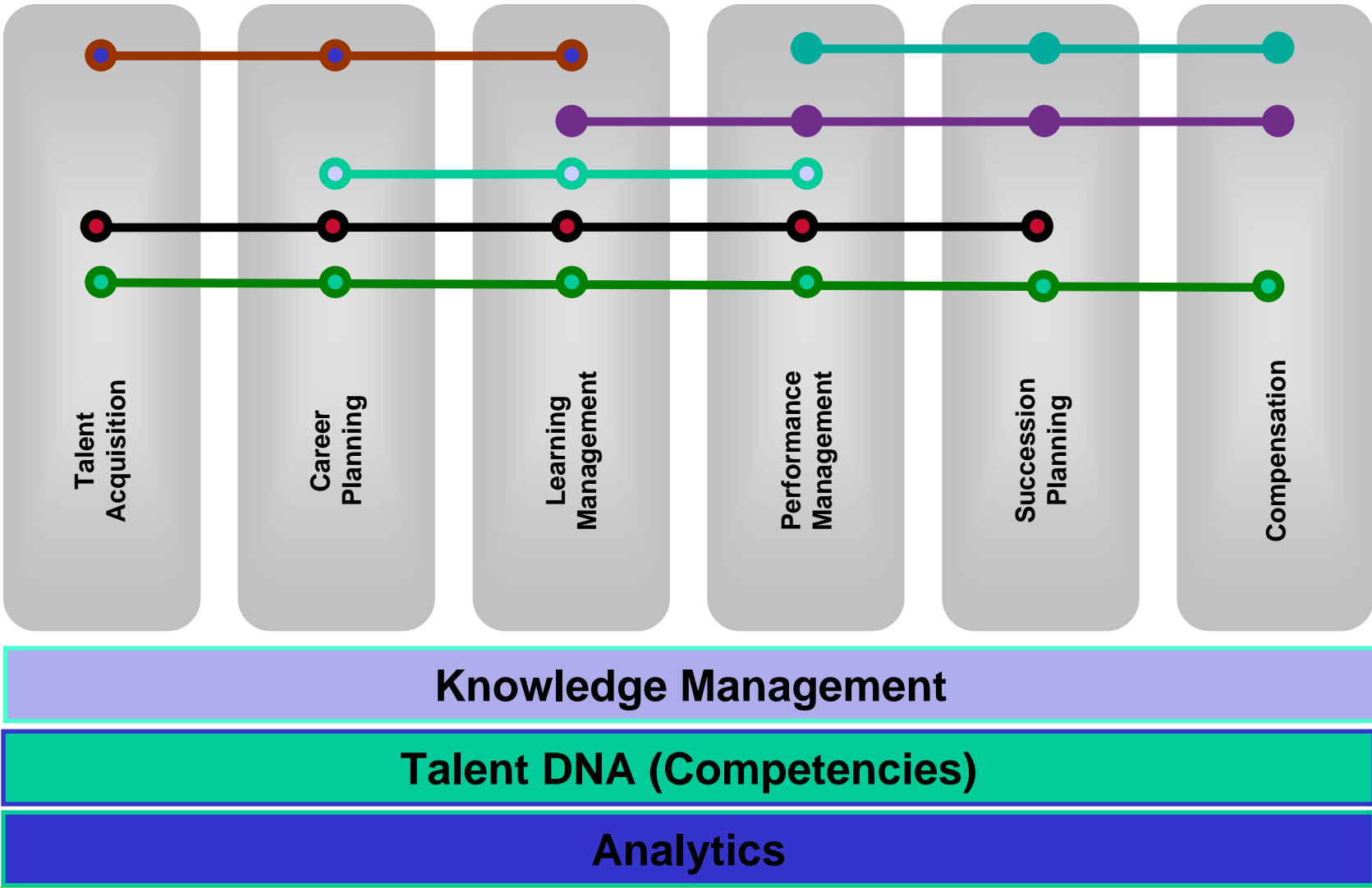
Compensation

HR Management Foundation

HCM Governance Model

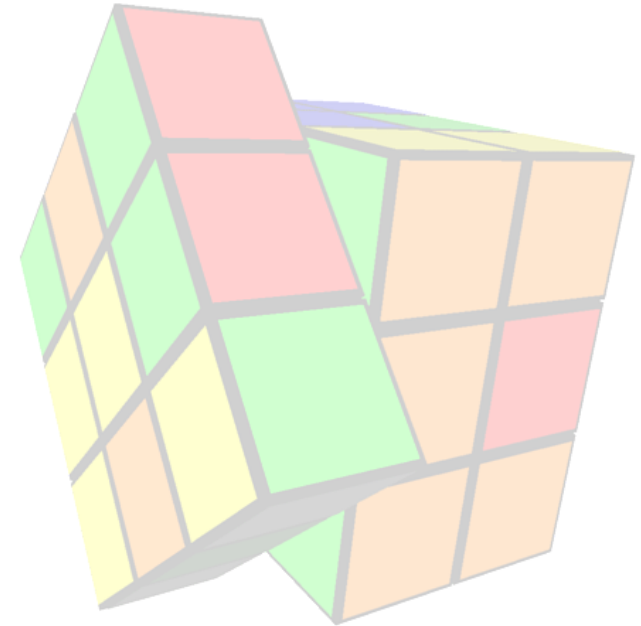


Build Cross Functional Collaboration & Talent Management Integration Points



TM³

- **People**
 - Business Ownership of TM
 - Cross-functional Collaboration
 - New Organizational Structure
 - New Roles
 - Change Management
- **Process**
 - Reevaluate
 - Streamline
 - Blend
- **Technology**
 - Build a Strategy
 - Understand What you Already Have
 - Prioritize

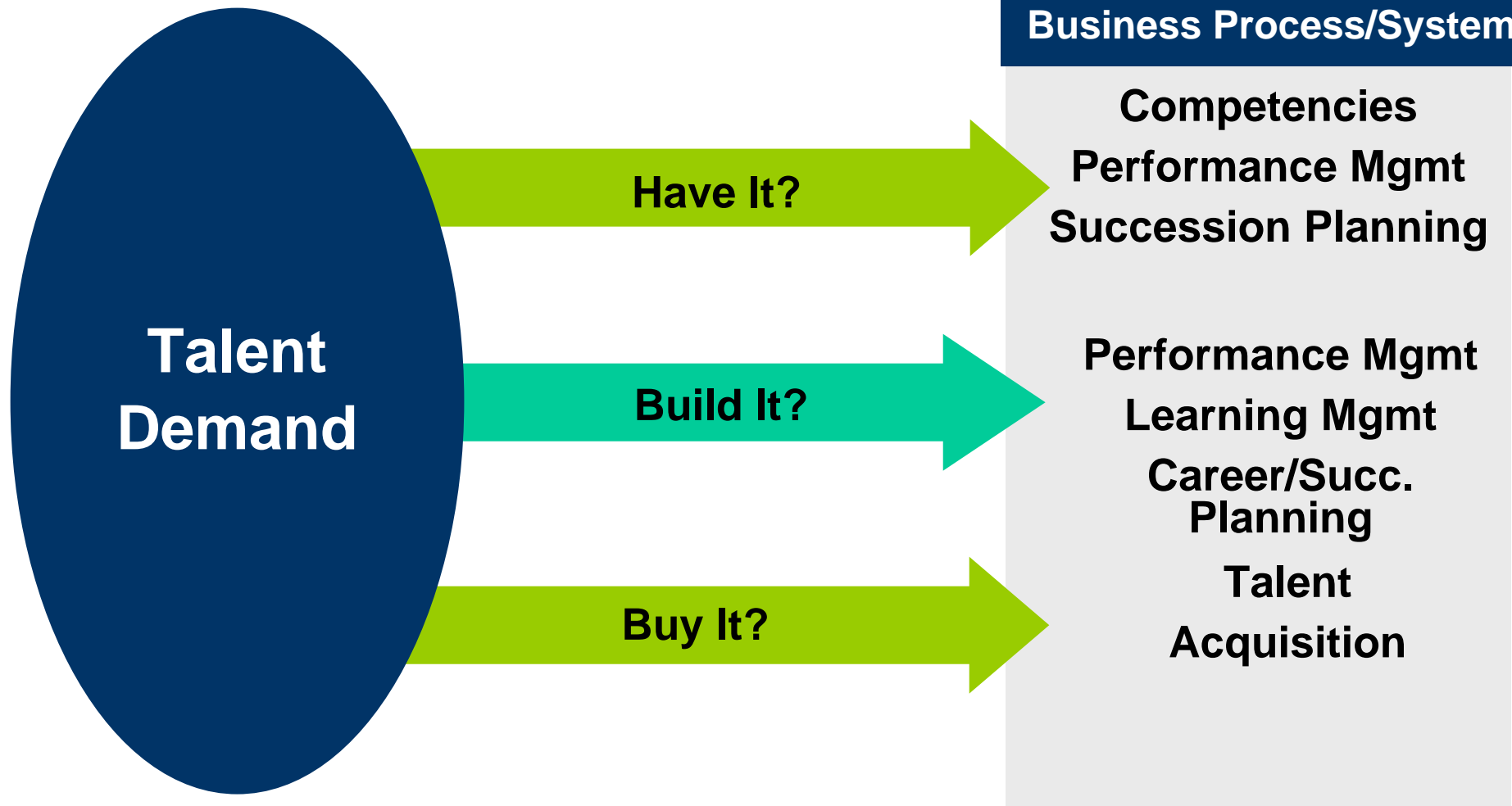


What's Wrong With Today's Model?

- Lack of insight into the organization's capabilities
- Lack of insight into what's needed to build the future
- Lot's of tools / resources
- No connection of labor plan to Performance / Learning / Compensation
- Lack of optimization of the "People Chain" to business forecast



New Model for Managing People



Have It? Building from What you Already Own

- Holistic view of what you own today
- What can you build from what you already have?
- Understand what you need to build for tomorrow
- Redeploy to mission critical initiatives



Build It? Adding New Capabilities

- Learning and Development
- Succession Planning
- Career Planning
- Goal Alignment
- Pay for Performance



Buy It? Acquiring New Talent

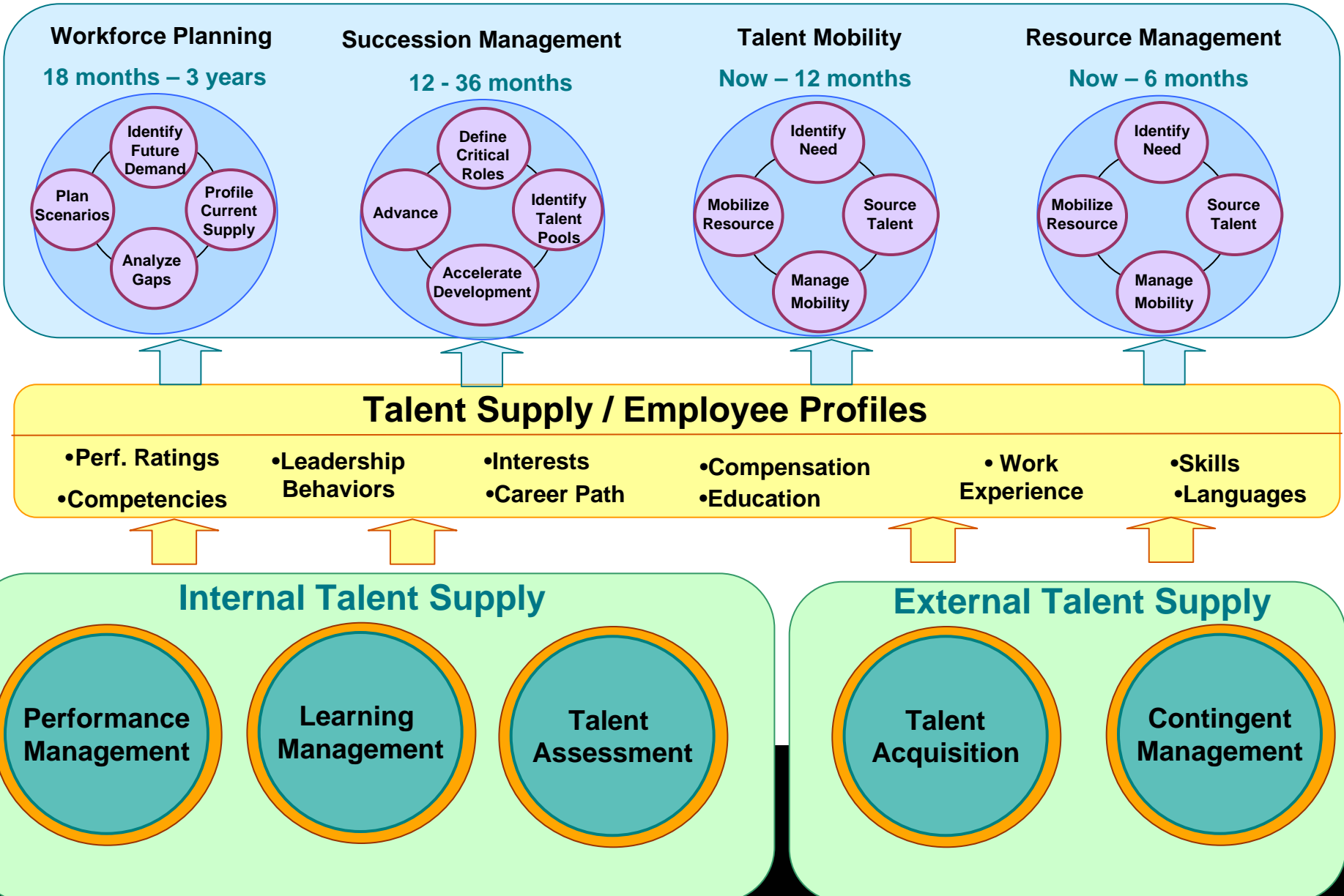
- **Acquire based on Comprehensive Role Profile**
- **Collect Key Talent Data**
 - Capabilities
 - Experience
 - Exposure
 - Education
- **On-boarding Process to Initiate Other Talent Management Process**
- **Measure Effectiveness of Hire**



Talent Management Strategy

The Talent Pipeline Model

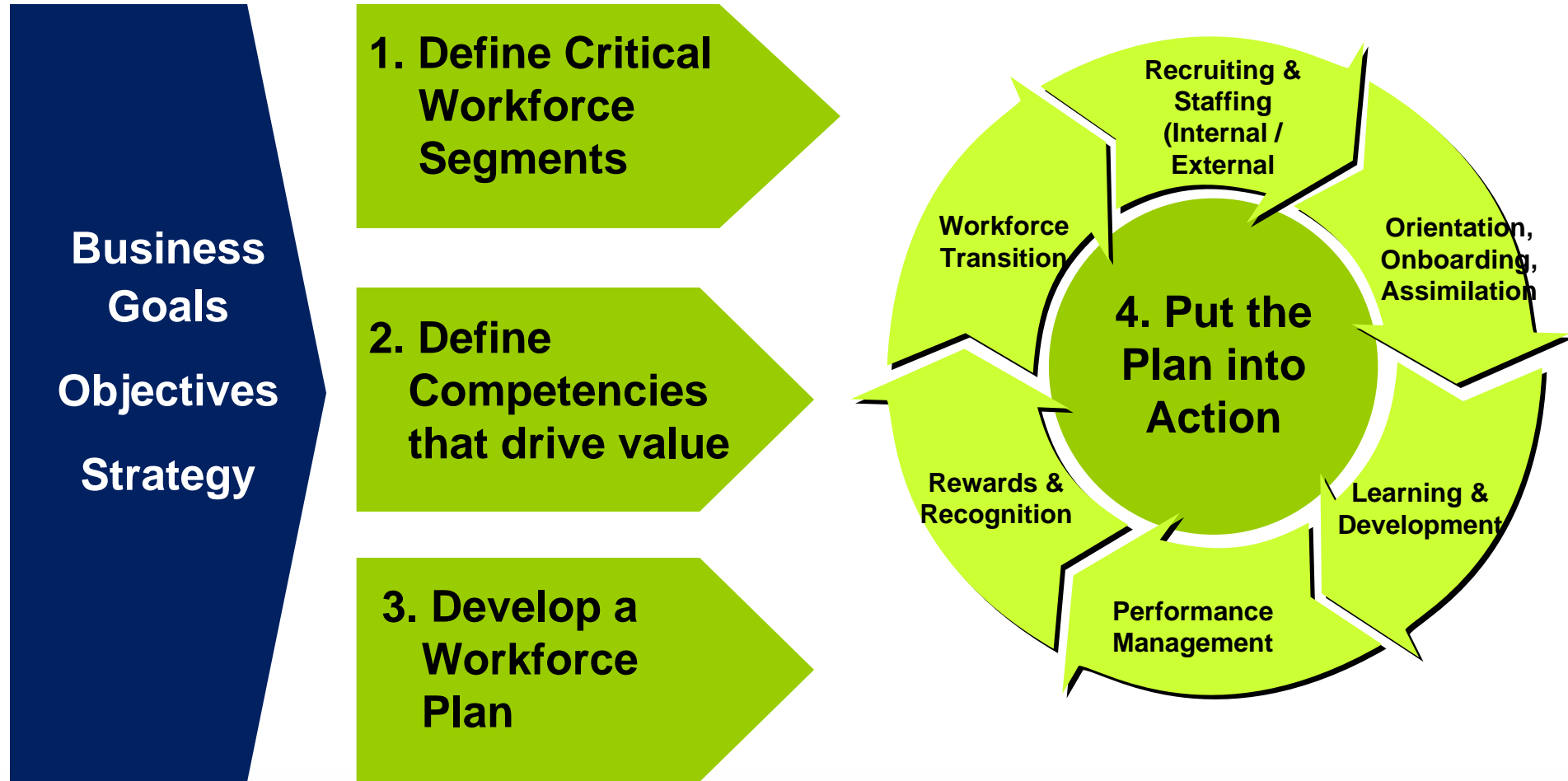
Building a Talent Pipeline Model



Focus Your Talent Strategy

Development of Talent Strategy

Execution of Talent Programs

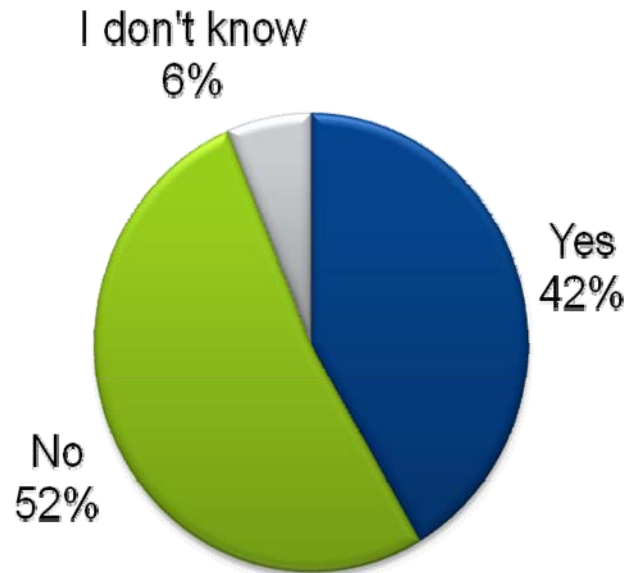


Talent Strategy

Areas of Focus

HR Still Challenged to Articulate a Strategy for Talent

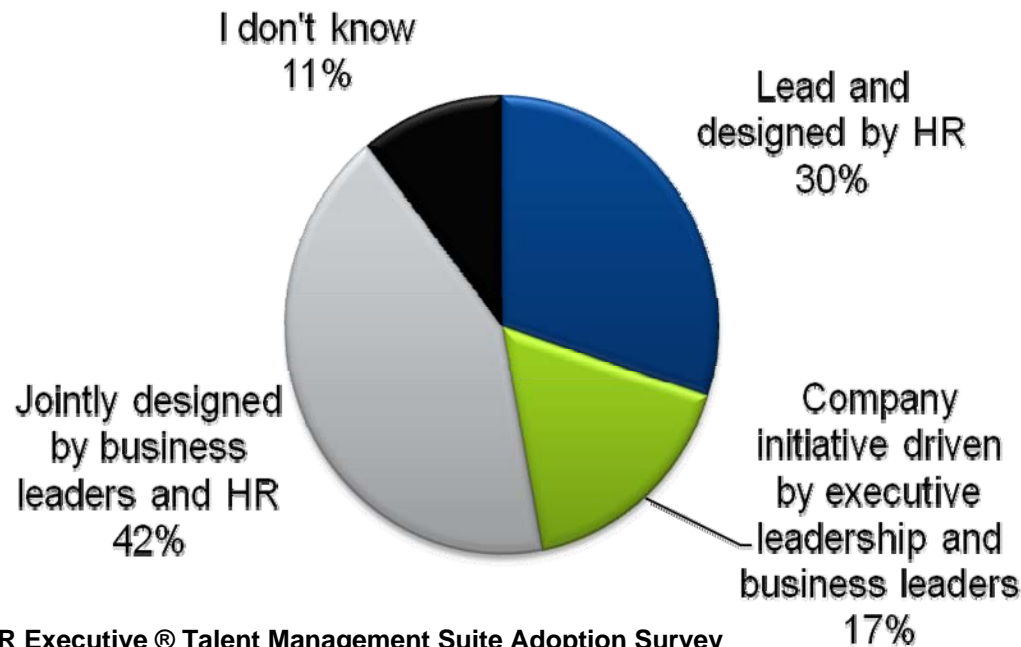
Does your company have a clearly articulated strategy for talent management?



Source: Knowledge Infusion & HR Executive® Talent Management Suite Adoption Survey
N = 317

How Companies are Approaching Talent Management

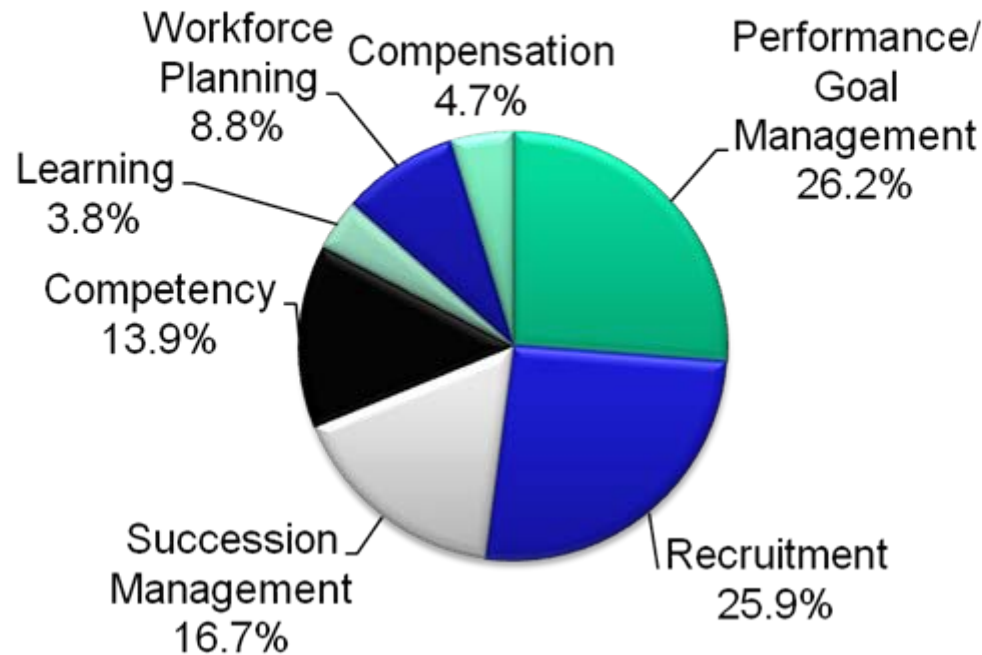
Which statement best describes your talent management approach?



Source: Knowledge Infusion & HR Executive © Talent Management Suite Adoption Survey
N = 317

Over 50% of Companies Center Their Talent Management Strategy on Performance or Recruitment

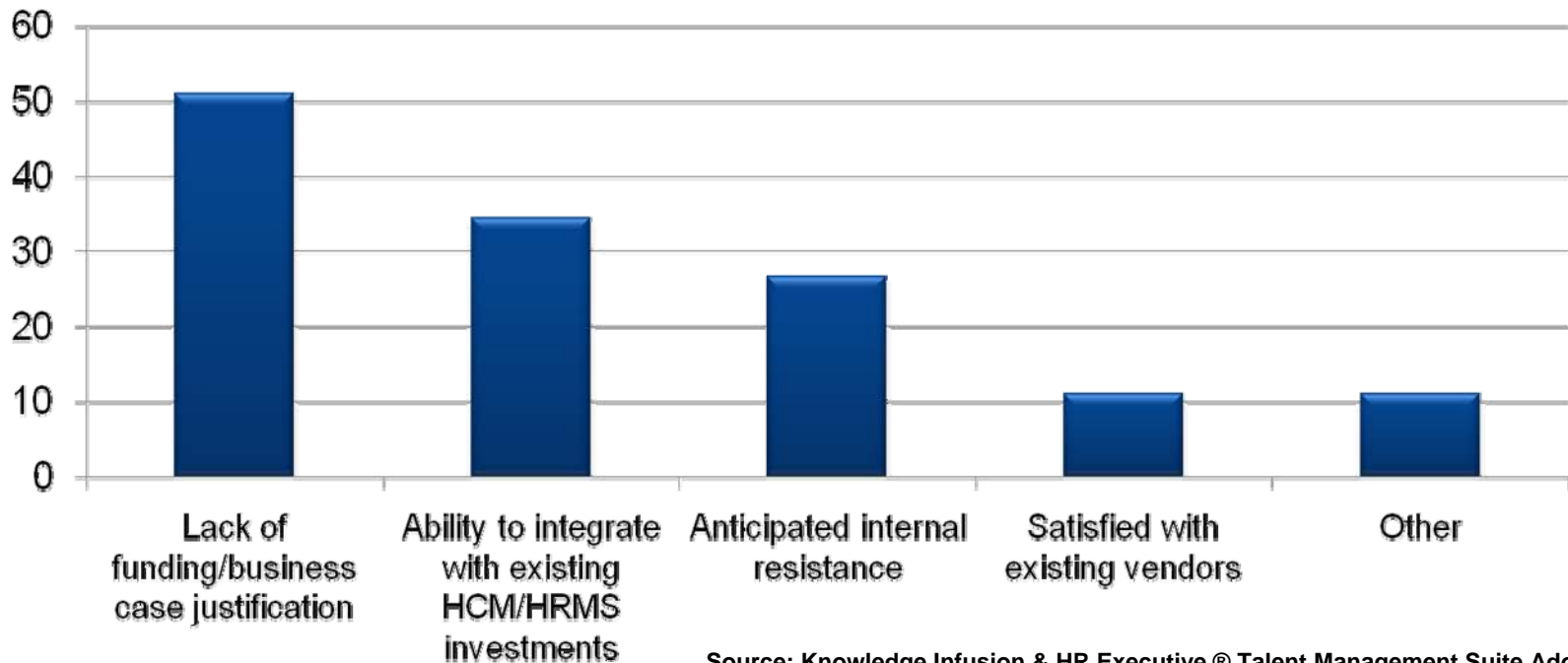
Which area would you define as the focal point to your talent management strategy?



Source: Knowledge Infusion & HR Executive © Talent Management Suite Adoption Survey
N = 317

HR Still Challenged with Articulating Talent Management Business Value

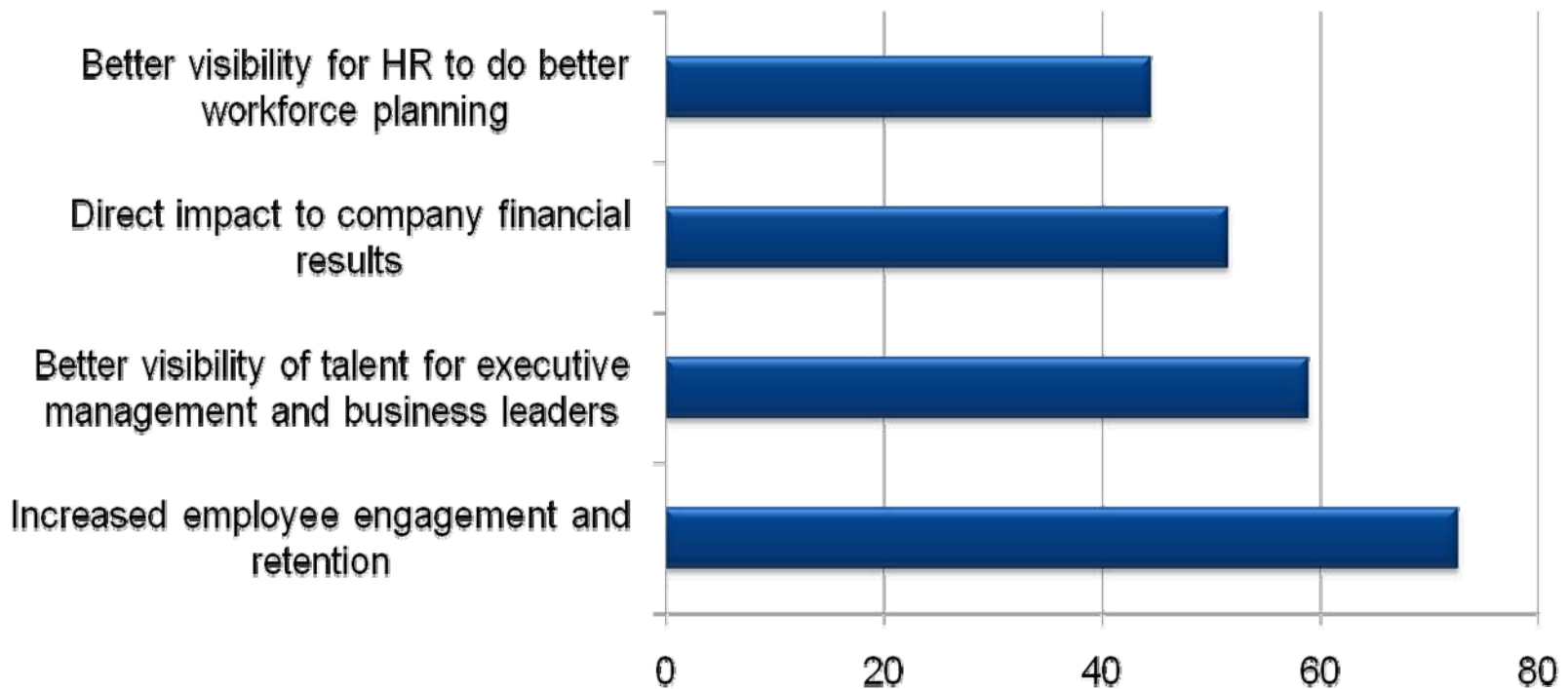
The biggest barriers for talent management suite adoption within your organization are (select all that apply)



Source: Knowledge Infusion & HR Executive © Talent Management Suite Adoption Survey
N = 255

Employee Engagement & Retention Part of HR's Goal for Talent Management

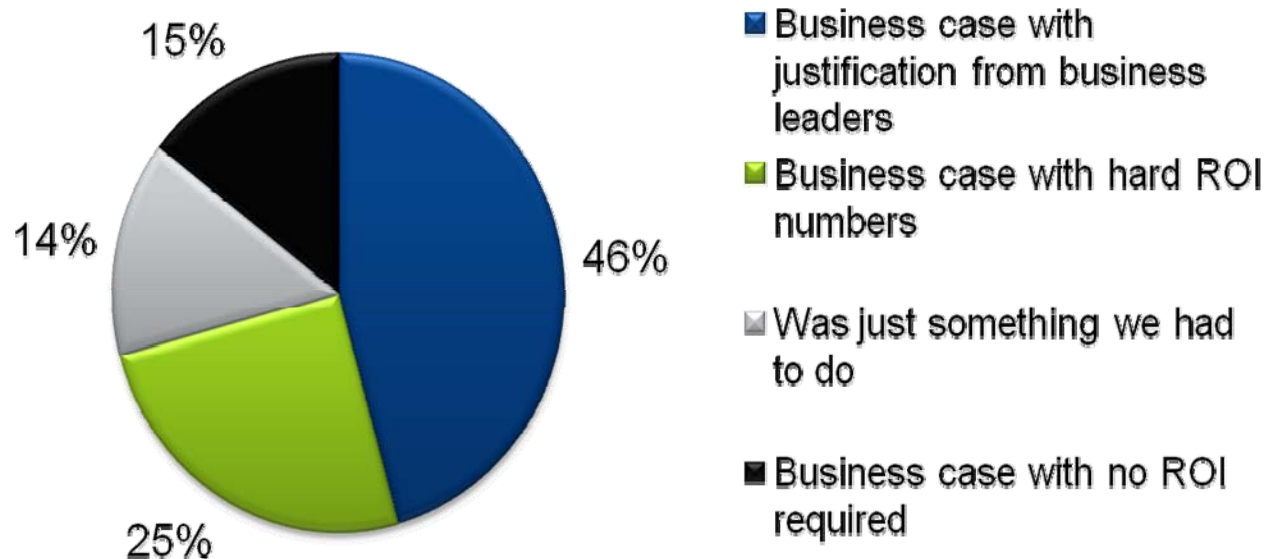
What do you hope to accomplish by implementing a talent management suite?



Source: Knowledge Infusion & HR Executive © Talent Management Suite Adoption Survey
N = 256

Business Cases Must Be Built with Business Leaders

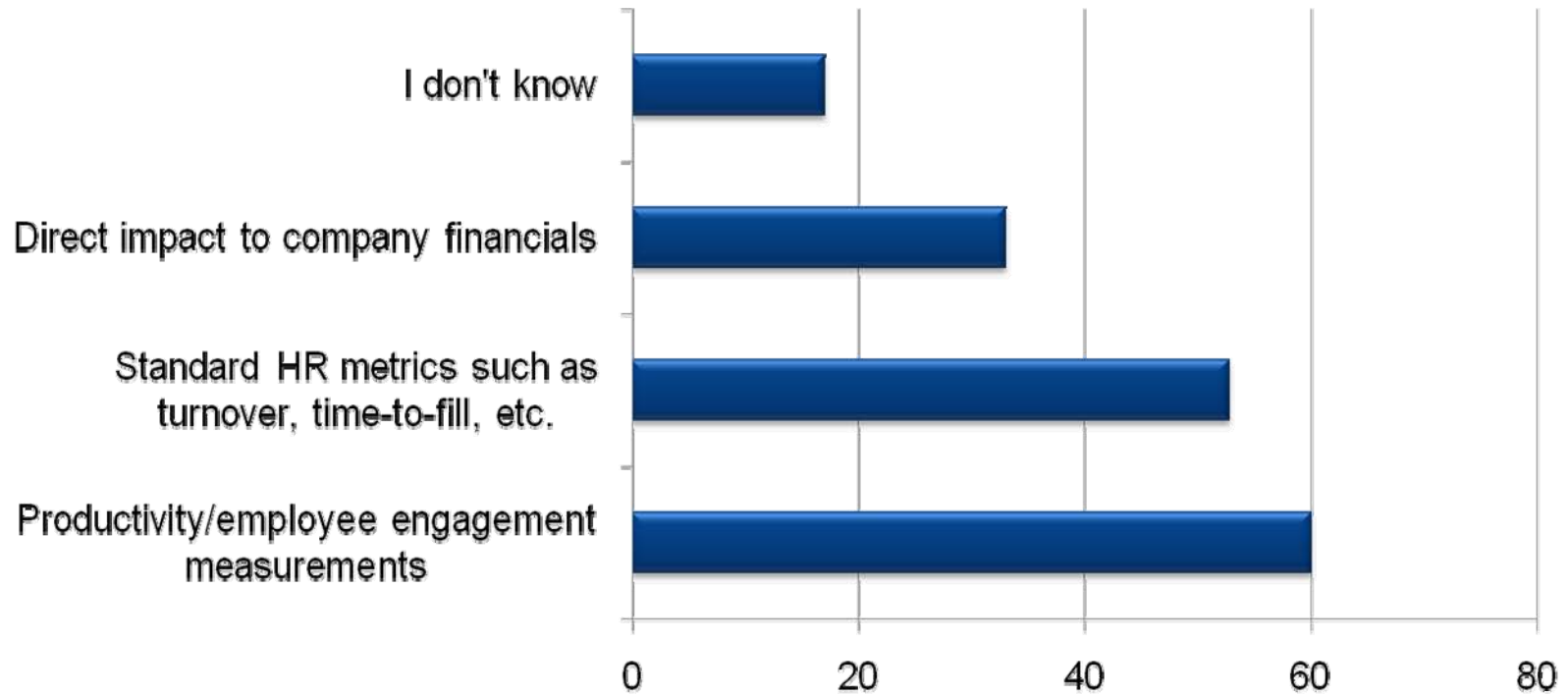
Which best describes your business case for talent management?



Source: Knowledge Infusion & HR Executive © Talent Management Suite Adoption Survey
N = 267

Employee Engagement Measurements Important for Implementation Success

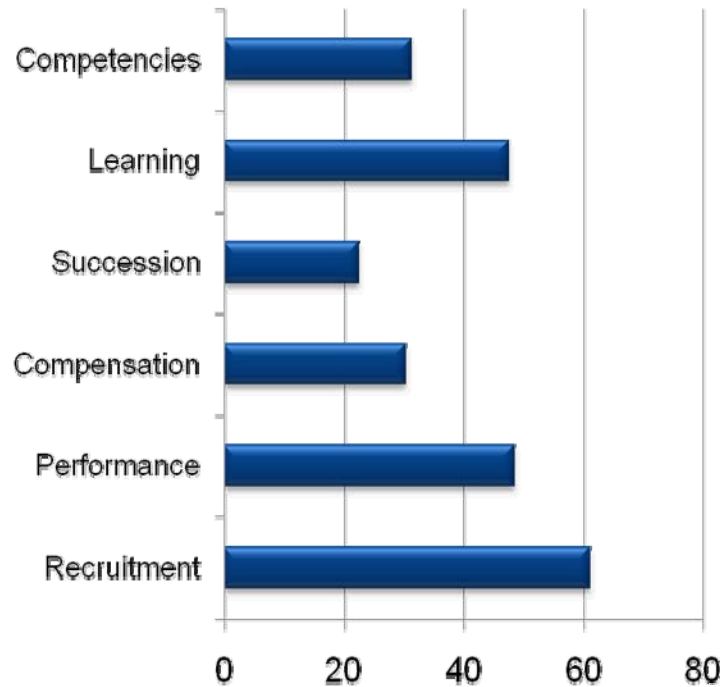
How will you measure the success of your talent management suite implementation?



Source: Knowledge Infusion & HR Executive © Talent Management Suite Adoption Survey
N = 263

Talent Management Buyers Still Remains Mostly Siloed

Have you purchased any of the following talent management modules?



Have you purchased more than one of the modules from a single vendor?



Source: Knowledge Infusion & HR Executive © Talent Management Suite Adoption Survey
N = 317

Thank You

Questions / Answers

www.knowledgeinfusion.com/coe

