BUILDING AN INTEGRATED TALENT MANAGEMENT STRATEGY

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Introduction

You already have a world-class HRMS and need to build out integrated talent management solution. But you already have several best-of-breed providers, and multiple owners and systems that you are trying to bring together. How can you be successful? Learn how to create an overarching talent management technology strategy that focuses on leveraging your current foundation, while strategically planning for future investments.

HCM as a Strategy

Today, if you are like many organizations, you have information about your people sitting inside multiple disparate systems. With these silos of information comes leakage. You are losing critical data about your most important asset – your people. Disconnected information means there is no connection between the valuable data locked inside disparate systems and the critical relationships between people and data that is lost. You hire someone and know comprehensive details about their capabilities but the information is not carried over to the HRMS system so it is lost. You train employees on what? What did they learn? Did it improve their skills to perform better in their jobs? And with no connection to the performance management system, there is no connection to which courses they should take or have taken, which should feed into their development plans. Since oftentimes succession plans are tracked on powerpoints and spreadsheets, linking any of this critical information to individual employees is a massive manual effort.

So, how can you fix today's model? You must look at human capital management (HCM) as a holistic strategy for all your talent and the technology that supports that strategy.   Your mindset needs to be centered on aggregation. You must think about what systems you have and where the access points and interfaces lie. HCM also represents a systematic business discipline applied to the HR function. HR is working towards optimizing processes and even transforming them all together. Executives are paying close attention to HCM so inaction is no longer an option.

Vicious Cycle

Your industry, company, or nationality does not matter; 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. People are your most valuable weapon. The collective talent of an organization is its prime source of its ability to effectively compete and win.

The problem we face in HR is that HR technology investments are competing for limited dollars from the overall IT budget. IT has no basis to support investing a significant amount of money on HR and other talent management projects. Why? HR leaders have failed to make the business case showing the strategic value their HR solutions will have on the overall business strategy. The transactional nature of these applications has had little to no business impact because there is no alignment or linkage to operational business results. IT management sees the solutions as purely providing basic administrative support.

Talent Management Strategy Alignment

Today many HR departments are perceived as a compliance and maintenance driven entity. Many processes have been manual based making HR slow to respond and a reactive servant to the business. Without a clear talent strategy to justify HR technology investments, HR and the HRIS organizations need to implement and shoulder administrative responsibility for highly transactional applications. These two entities need to become more than transactional data administrators and work to consolidate the multiple systems, disparate data silos, and integrate manual processes. HR must stop justifying additional investments or resources in HR technology until a sound strategic talent strategy is in place. HR needs to articulate value in business terms by showing how talent solutions will help make better decisions, provide greater visibility into high value talent, increase productivity, and more.

Companies are less satisfied with HR delivery in talent management as a result integration of talent management processes and enabling technology is critical to improving satisfaction. There must be alignment of the talent strategy with corporate objectives. The overall corporate goals and strategies need to feed the HR objectives' goals and strategies then ultimately feed the HR technology strategy.

Key Criteria for Success

Integrated Talent Management

Integrated talent management reflects an emerging transformation within organizations. The previously disparate functions (e.g., recruiting, learning and development, performance management, succession planning, compensation, etc.) with disconnected processes and data elements are now tied seamlessly together through new technologies.

Integrated talent management can be defined as the process of managing the supply and demand of talent to achieve optimal business performance and in direct alignment with organizational goals. In other words, proactively obtaining and developing the supply of an organization's leadership, top talent, and general workforce to meet the demand of corporate goals and strategies.

Governance

Once your talent strategy has been developed, you should enlist a council of key stakeholders to oversee the project's execution and success. This governing body should be responsible for ensuring integration and alignment of HR processes and technology decisions with business priorities, providing logical decision making principles, boundaries, and controls, and continually assessing and improving human capital planning and investment as it impacts the execution of the talent strategy.

People, Process, and Technology

A successful integrated talent management solution rollout includes more than simply buying and installing or licensing software. In fact, no software purchase is really about the software. It's about aligning people, process, and technology to meet business needs. Technology is a foundational element to create a solid HCM environment but it is one of three important tenants – People, Process, and Technology.

Talent Pipeline Model

As today's talent market continues to grow more competitive, organizations need to focus on building a strong talent pipeline and building a deep bench of talent in order to compete. The talent pipeline includes talent both inside the organization and external to the organization. The internal talent pipeline is found among current full time and part time employees on the organization's payroll. The external talent pipeline can be described as prospective employees

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(job applicants, an employee's friend at a competitor), alumni (those who used to work for the organization and might be lured back), contingent labor (contractors, temporary talent hired through agencies, seasonal workers) – anyone not on the organization's payroll, but who has skills and experience needed to execute in the critical jobs.

Through the use of innovative process and technology, organizations must begin to assess their current workforce, determine the skills they currently have, understand external talent that may be available, and begin to move and grow talent into critical roles.

HCM StrategyMap Methodology
As you consider the various aspects of your HR portal strategy, consider how an overarching StrategyMap can help you create a holistic plan for moving forward with your technology initiative. A StrategyMap can help you establish the important connection between HR technology and HR strategy by quantifiably linking to the overall corporate goals and objectives of the business.
- Identify opportunities for HR systems to drive business results.
- Transform HR systems into business solutions.
- Prioritize and justify initiatives.
- Crystallize solutions' strategy and plan.

Conclusion
As you embark on your integrated talent management initiative, be sure to consider the importance of people, process, and technology in your talent management initiatives. Determine which areas of talent management integration you will get the most value from and establish a governance council to impact decision-making. Once in place, your integrated talent management solution will help drive better organizational alignment with business objectives, ultimately leading to greater bottom-line results for your organization.