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**INTEGRATED TALENT MANAGEMENT-
EFFECTIVE PROCESSES AND STRATEGIES
FOR INTEGRATED ARCHITECTURE**

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Integrated Talent Management-Effective Processes and Strategies for Integrated Architecture

Jai Bhagwan Singh Hooda¹ Dr. Deepika² Dr. Sunita Hooda³

¹Research Scholar, Jodhpur National University, Rajasthan

²Research Supervisor

³Co- Guide

Abstract – In this paper we present about integrated talent management- effective processes and strategies. Integrated talent management is three or more connected organizational processes designed to attract, manage, develop, motivate and retain key people. These processes include activities such as performance management, career management, succession management, leadership development, learning and capability development, total rewards and talent acquisition. These processes are integrated through a common interface, data platform, workflow, and cross-process reporting and analytics.

Keywords: Integrated Talent Management, Processes, Strategy

INTRODUCTION

Integrated talent management is an integrated, energetic process, which facilitates associations to describe, obtain and expand the talent that it requires to meet its planned objectives. Bersin (2008) defines talent management as “a set of organizational processes designed to attract, develop, motivate and retain key people.” In the broadest sense, talent management has been described as “a deliberate and ongoing process that systematically identifies, assesses, develops and retains talent to meet current and future business needs and objectives. [1]”. According to The McKinsey Quarterly, the business journal of management strategy thought leader, McKinsey & Company, “Ten years after McKinsey conducted its War for Talent research, the 1997 study drawing attention to an imminent shortage of executives, the problem remains acute – and if anything has become worse. [2]”

Demand can change within a year. Authority and accountability are pushed onto individuals and not systems, and career mobility across companies is high [3]. As the Human Capital Institute reports, “More investment analysts and company directors are demanding to know about engagement levels, segmented turnover data, and the types of developmental opportunities for top talent. [4]”. The Home Depot, prefers to focus its staffing activities on attracting older workers, because it feels older

employees are a stable and available, high-quality talent pool [5].

An integrated talent management function has several distinguishing characteristics:

- **Talent Strategy and Workforce Plan Are Tied to Corporate Strategy:**

An integrated function is meant to help the business meet the human capital needs of the corporate strategy. As a result, an explicit talent strategy and workforce plan is key to ensuring that talent management activities are aligned with the business. Workforce planning also allows an integrated function to rapidly adjust to changing business needs.

- **Talent Management Processes are aligned to the Talent Strategy:**

The talent strategy and workforce plan should drive all talent management activities. In an integrated function, the talent strategy and workforce plan are the puppet-master, and the talent management processes are the marionettes.

- **Talent Management Processes Share Inputs and Outputs:**

This is a crucial piece of breaking down the silos of talent management. All three of the examples of siloed behavior discussed above can be partly attributed to a lack of data sharing: Succession Planning not sharing bench successors with Talent Acquisition; Workforce Planning not sharing scenario-based hiring needs with Talent Acquisition, Learning & Development, and Succession Planning; Talent Acquisition not sharing hiring evaluations with Learning & Development.

- **Competency Model as a Common Language:**

Each talent management process performs evaluations of talent. A consistent competency model ensures that each process can share that evaluative data with other processes by ensuring that those evaluations are using a common language. If talent acquisition is using a different competency model than Learning & Development, the value of hiring evaluations in the development planning process is greatly reduced.

- **Technology Enablement for Talent Management:**

In some cases, the sharing of data across processes in Talent Management can be achieved without technology support, through cross-functional participation in meetings, or paper and e-mail communication. However, technology support is critical to ensure these interfaces are scalable as a company grows.

- **Change Management as a Foundation:**

The journey to integrated talent management is transformational, not incremental. A detailed and pervasive change management effort is absolutely essential to ensure that your business is able to follow your lead on that journey.

Integrated architecture

An integrated architecture for the management of talent has a large number of significant benefits.

These include:

- The opportunity to work with evidence based people management process.
- Achieves greater synergy across the employee life cycle.
- Saves time and effort by removing duplication of process.
- Future proofs your competency framework and measurement tools.
- Builds a strong culture and platform for sharing knowledge and talent information.

- Develops a shared language of performance.
- Responds more quickly to changing business need

CONCLUSION:

In this paper we found that effective integrated talent management will lead to improved employee engagement, positively impacting retention, performance, productivity, innovation and learning. In this paper we analyzed that organizations need a single approach that can be used to link talent to their business strategy across different departments, specialism's and applications, or the process risks. This single integrated approach can be achieved using a coherent, meaningful operating language that ensures the consistent and relevant measurement of talent requirements.

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