

Talent Management

interbiznet Special Edition

March 2006
John Sumser
<http://www.interbiznet.com>

interbiznet.com

About interbiznet

interbiznet is a Human Capital Consulting and Publishing Company located in Northern California. Founded in 1993, the firm has chronicled and shaped the evolution of Electronic Recruiting and the accompanying advances in Human Capital Technology. Still led by its founder, John Sumser, the company influences the influencers who shape the investment, technical and execution elements of the burgeoning Human Capital Industry.

The company engages in a wide range of publishing activities. The flagship daily newsletters reach the desks of over 32,000 members of the industry at large. Annual industry analyses, white papers and customized research fill out the firm's operational portfolio.

interbiznet practices "extreme thought leadership". Over the course of its twelve-year history, the company has consistently identified the leading edge of Recruiting Practice and Technology in its reports and daily newsletters. As a result, the company's audience is fiercely loyal and consistently growing. The company works diligently to develop strong relationships with a network of key influencers in all aspects of the industry it covers.

Electronic Recruiting News
<http://www.interbiznet.com/hrstart.html>
Interbiznet Bugler
<http://www.interbiznet.com/interbizbugler/dailyindex.html>

Talent Management Special Edition

This Special Edition subject is Talent Management Software. The included edition of the Bugler contains a number of articles about Talent Management Software and an interesting list of vendors.

We were somewhat surprised at the variety, depth and inconsistency of the vendors who describe themselves as "Talent Managers" and/or providers of Talent Management Software. Everything from Applicant Tracking to Timecard systems are covered by these players.

Equally surprising are the people who do not consider themselves to be Talent Management providers: [Jobster](#), most Job Boards, large numbers of applicant tracking systems vendors, background checkers and most assessment firms.

For the most part, it's a good thing when a company that focuses on one area doesn't follow the naming fad into the next area. The ATS providers on the list tend to be companies who spend a lot of energy trying to morph into the next trend. That "market adaptiveness" usually comes at the expense of users who are trying to get a job done. We typically read buzzword hopping as a sign of an identity crisis.

So, what is Talent Management Software?

From here it looks like a still emerging category that could allow managers to clearly utilize the pool of talent already in the company while developing additional resources in a talent pool that remains outside the company.

While we acknowledge the argument that Human Beings are not, in any way, a form of capital, it is possible to think about optimizing the performance of a workforce by focusing on the molecular level. It seems to us that this would take different forms in different cultures. Some would want fit assessment techniques, some would want skills assessment techniques and some would want to use handwriting analysis. Regardless of the method, some front-end calibration that applies quantification to the human resource problem is required.

Just to get the conversation started, here's our list of necessary functions in a TM system.

Key Functions of A Talent Management Toolset
Assessment (Ongoing)
Business Objective Orientation (Task Relevance)
Performance Appraisal / Review
Talent Requirements
Talent Pool Development and Management
(Referrals, Direct Marketing, Sourcing)
Recruiting
Internal Rotation / Transfer Management
Succession Planning
Leadership Development

Talent Management

By popular demand Why buy HR applications when you can rent them?

Growth comes at a price—and often it's a company's HR department that has to pay it. Consider Genmar Holdings, a \$1 billion (€835m) US maker of recreational boats sold under brands such as Wellcraft, Seaswirl and Larson. A multi-year acquisition spree made it difficult for the company to obtain consolidated information at the corporate level.

Even tallying its current number of employees proved elusive. Yet David Mahler knew how many IT staffers he had: one. So when talk turned to buying a new HR system, Mahler, the treasurer of Genmar sister company Jacobs Management, which provides a range of administrative services to Genmar, knew it had to be easy to implement and even easier to run—and it had to cost very little money.

A few years ago, that wish list would have doomed the project. But today, HR departments find themselves in the unaccustomed position of driving a technology trend, towards the “software as a service” model. Often referred to as “on-demand” or “hosted” software, the idea is to pay for software on a subscription basis (say, per employee per month) and let the provider worry about running it. Clients access the applications via the internet, but they don't own or support them. ([CFO Europe](#))

Managing Your "Greatest Asset"

Talent-management software can add consistency to compensation programs and light a fire under "laggards" in your workforce.

"People are our greatest asset." That truism is too warm and fuzzy for Paul Murray, chief financial officer of Proxicom, a developer and manager of Internet-based software. The consultants who make up the majority of Proxicom's workforce are what Murray calls "billable resources" — and they're not billing hours, he notes, if they're "wasting time on administrative tasks."

Take performance reviews, which hadn't been conducted in the three years before Murray joined the Reston, Virginia-based company in 2004. The first efforts to resume them lacked any discernable system or organization — "tons of Word documents floating around" is how Murray remembers it. ([CFO.com](#))

Talent Management Booms

\$4.5 billion marketplace by 2005, says report from Aberdeen; finding, developing, and retaining human capital Research group Aberdeen has released a new report -- "The Growth of an Industry: Enterprise Talent Management 2003 -- projecting a \$4.5 billion marketplace for hiring management applications within the next two years, expanding to \$10.3 billion by 2008.

It's a marketplace that PeopleSoft (a vendor profiled in the report) refers to as human capital management, or HCM. Whatever you call it, or however big the market will actually get, talent management software's proposition is simple: attract, develop, and retain the finest employees (whether permanent or contingent) at the lowest cost. That said, it might seem paradoxical that talent management/HCM would be popular in troubled economic times such as these.

On the contrary, says the report, pointing out that more resumes than ever are pouring in to HR organizations all over the country, requiring electronic assistance to screen and sort. Furthermore, companies that set up such programs now will have a head start when it comes to hiring during a recovery, the report claims. ([Line56](#))

Talent management

Performaworks Inc. has released Performaworks Succession Management, a new succession planning software tool. The software is available as an individual program or as an add-on to the Performaworks Enterprise Suite software package. The succession management software is designed to help employers identify and develop high-potential employees. By allowing executives to create and manage succession plans for key positions, Performaworks Succession Management will reduce the risk of sudden changes in management, encourage cross-organizational talent development, reduce the number of external hires, increase the chances of success for internal candidates, improve morale and create a culture that develops talent internally. ([HR Magazine](#))

Talent Management

The softening economy has put even greater pressure on staffing organizations to select top performers while reducing hiring costs. Leading organizations are leveraging technology to proactively manage relationships with both candidates and employees with the goal of quickly filling open jobs and building a sustainable pool of talent. HRchitect has helped design and implement talent management solutions for a wide range of companies, from fast-growth "dot.coms" to stable, worldwide members of the Fortune 100. We know that "talent wars" begin long before resumes and applications reach a company's recruiters and continue throughout an employee's company career. We build systems with that

entire event chain in mind. We've implemented more than 50 systems in the past year; we understand the need for speed, efficiency and effectiveness. ([HRchitect](#))

New leadership trend #2: be scary

A financial times article on leadership (subscription required) argues that "Managers need the S-factor to set workers' hearts a-flutter." The s-factor you ask? S is for scary. Based on research done by a fellow named Roderick Kramer, a psychologist at Stanford, the article makes the case for leaders to use fear and intimidation as a key tenet of their interactions. The gist seems to be that by keeping people on their toes, they will perform better.

([The Performance & Talent Management Blog](#))

WisdomNet eliminates many middle-management tasks

You want to get rid of your boss. A Denver company may have the answer. Specifically, WisdomNet's integrated talent management system - or I-TMS - could cut out the middle manager, replacing him or her with software that handles many of the functions of a human boss. The recently debuted system changes the way a company manages its people by putting a slew of information at decision-makers' fingertips. Among other things, it can keep employees on target to meet goals and evaluate their performance. ([RockyMountainNews](#))

Achieving Competitive Advantage Through Strategic Talent Management

Companies invest in talent management solutions for a wide variety of reasons. It could be that the VP of HR is under pressure from the CFO to reduce costs associated with the discretionary sourcing budget. There may be an immediate need to address concerns around EEO or similar regulatory compliance. It could be that the small team of recruiters, expected to serve a large base of hiring managers, simply cannot handle mounting volumes of application submissions. ([Expert Insights](#))

Some Resources

[Knowledgestorm](#) keeps a set of white papers and reports on the subject (Registration Required). Anyone selling a product in the space would do well to be listed in the Knowledgestorm database. It appears in [Computerworld](#), [SmallBizPipeline](#), [Washington Technology](#), [Fast Company](#) and a [host of others](#).

Some Providers

The following firms consider themselves to be providers of Talent Management Software:

Blue Pumpkin / Witness	BrassRing	Capterra
Cezanne	Corporate Renaissance	CyberU
eBullPen	eHiring	Exceed
Executtrak	Halogen Software	HodesIQ
HRSmart	HRMSoftware	Hudson (TalentMax™)
Human Asset	IdealHire	Insala
InScope	Integrated Performance	Job Partners
Kenexa	Mindsolve	MyStaffingPro
Nardoni	Performix	PeriscopeIQ
PilatHR	Plateau	Projectix
RTIX	Saba	SkillRoad
Softscape	StaffingSoft	Success Factors
SumTotal	Syngy	Taleo
Trabon	Vurv	WisdomNet
Workscape	Workstream	Zynap

COMPANY	URL
Blue Pumpkin/Witness	http://www.bluepumpkin.com/
BrassRing	http://www.brassring.com/
Capterra	http://www.capterra.com/
Cezanne	http://www.cezannesw.com/english/index.htm/
Corporate Renaissance	http://www.crgroup.com/
CyberU	http://www.cyberu.com/
EBullPen	http://www.ebullpen.com/index/
eHiring	http://www.ehiring.com/
Exceed	http://www.exceed.com/
Executtrak	http://www.executrack.com/
Halogen Software	http://www.halogensoftware.com/
HodesIQ	http://www.hodesiq.com/
HRSmart	http://www.hrsmart.com/
HRMSoftware	http://www.hrmsoftware.com/
Hudson (TalentMax™)	http://uk.hudson.com/node.asp
Human Asset	http://www.humanasset.net/
IdealHire	http://www.idealhire.com/
Insala	http://www.insala.com/
InScope	http://www.inscopecorp.com/
Integrated Performance	http://www.ips-inc.com/
Job Partners	http://www.jobpartners.com/
Kenexa	http://www.kenexa.com/
Mindsolve	http://www.mindsolve.com/
MyStaffingPro	http://www.mystaffingpro.com/
Nardoni	http://rennardoni.com/
Performix	http://www.performixtechnologies.com/
PeriscopeIQ	http://www.periscopeiq.com/
PilatHR	http://www.pilatnai.com/
Plateau	http://www.plateau.com/prod/prod.htm

Projectix	http://www.projectix.com/
RTIX	http://www.rtixamericas.com
Saba	http://www.saba.com
SkillRoad	http://www.silkroadtech.com/products/employee_performance_management/modules/index.htm
Softscape	http://www.softscape.com
StaffingSoft	http://www.staffingsoft.com/
SumTotal	http://www.sumtotalsystems.com
Syngy	http://www.syngy.com
Taleo	http://www.taleo.com/solutions/business-edition-solutions.php
Trabon	http://www.trabonsolutions.com
Vurv	http://www.recruitmax.com/eng/talent_management_software.cfm
WisdomNet	http://www.wisdomnet.net/
Workscape	http://www.workscape.com
Workstream	http://www.workstreaminc.com/
Zynap	http://www.zynap.com/

Talent Management
interbiznet Special Edition

March 2006
John Sumser
[**http://www.interbiznet.com**](http://www.interbiznet.com)

©2006 interbiznet