



Switched On

FinSwitch Monthly Newsletter



July 2014



Nick's Corner

The top 10 talent management trends for 2014

Too often in business we only look back – what happened last month, quarter or year? Progressive companies, though, look forward, predicting what will be

and proactively planning for it.

1. Talent management will go real-time (and the annual appraisal is dying). Technology is starting to shift a boring, annual process into a real-time, collaborative feedback process oriented around task completion. The same is true of learning.

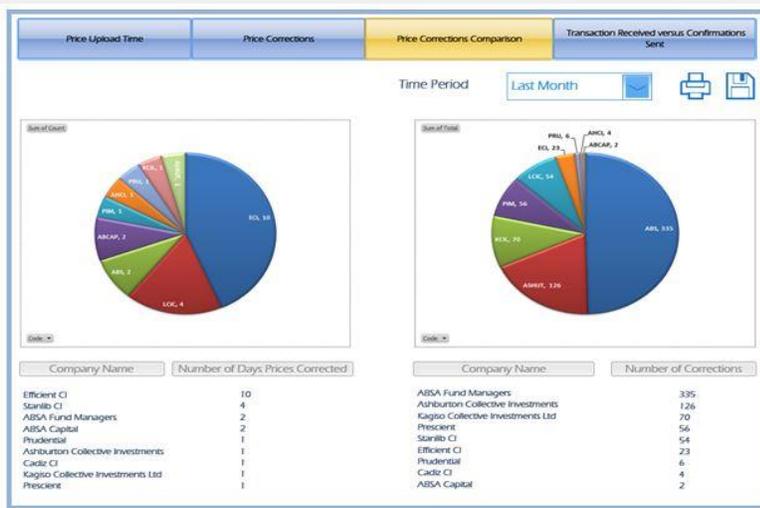
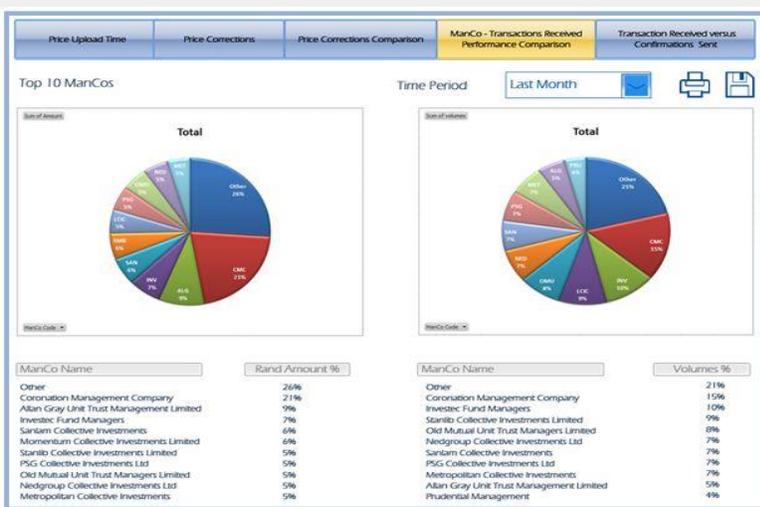
2. Big data will start to deliver on its big promises. In 2014 we will see good examples of data being used for predictive analytics. Integrated within workflows, this data will start to enable HR and line managers to become talent managers. For many organisations, however, data will continue to be a challenge. Big data in talent management will require businesses to integrate all sources of data within an organisation to understand those things that influence people outcomes. It is time for HR to ditch the administrative work and become highly trained performance consultants, according to Josh Bersin.

3. Employees are consumers, not conscripts. Talent management technology will increasingly empower employees. Harnessed well, the technology could unleash significant innovation and business performance. As John Hagel from Deloitte's Centre for the Edge argues "Just as we are now asking how we can engage customers to deliver more value to them, we should shift our focus inward to ask what we can do to engage our employees so that they can get better faster. The same four emerging technologies – cloud, mobile, social, and analytics – have the potential to re-craft the employee experience so that they can learn faster on the job in their day-to-day work environments."

4. Recruitment will look more like marketing (and less like supply chain management). The fundamentals of marketing are identical to the fundamentals of talent acquisition. From PepsiCo's great Talent Pipeline presentation at iRecruit in Europe, which outlined velocity, talent pools and nurturing to the basic concepts of employer branding, recruitment is once again breaking away from HR. What marketing has that recruitment often doesn't is a hunger for innovation and competitive advantage. Recruitment must change. Getting to your prospective customer first, and with more impact, is a critical success factor.

5. Talent management will become an 'experience' and that experience will become a competitive advantage. HR will move away from designing and facilitating processes towards designing

Comparisons



experiences. This will mean an understanding of the talent journey in minute detail and an optimisation of these steps, processes or transactions to encourage adoption. As the talent management experience improves it will prove to be a competitive advantage in the race for talent.

6. If you love something – set it free. HR practices will start to orient towards the individual and away from the organisation, mediating between the two to ensure mutual advantage as the role of HR shifts towards creating the conditions in which talent succeeds, and not, as so often happens, mitigating the impact of bad decision-making and poor management. Talent is truly a commodity that can walk and the organisation needs to compete daily for it – with new and existing employees. If bad management, bad practices or poor working conditions stand in the way of that, HR must be empowered to challenge beyond its own function.

7. A shift from attraction to retention (and a big problem with knowledge workers). Big data will start to uncover the true, and hidden, costs of staff turnover. This will be particularly useful in retaining in-demand knowledge workers, who will create wage pressures as they seek greater reward elsewhere. Organisations will need to be more flexible, agile and creative with their approach to reward but cost rises here will be easily offset against reducing staff turnover. With good ‘big data’ this kind of spend will become a ‘no-brainer’.

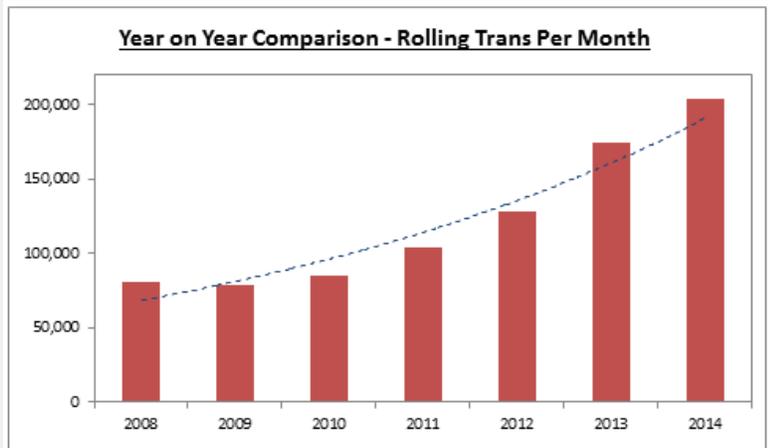
8. Speed will be the new measure for success. Speed is an underrated value in HR as it too often falsely contrasted with quality. In today’s technologically empowered world this is a false conflict. Speed and quality are easy bedfellows. We believe the new key metric across many talent management tasks is Time to Effectiveness. This is the time between start date and optimal performance or the time between a new skill being required and the successful demonstration of that skill. Time to Effectiveness in talent management needs to be measured in days and not months.

In conclusion, that perfect storm is already engulfing us. The speed of change is remarkable, **faster-moving organisations are going to start stealing the best talent from under your nose**. The problem with the ‘best’ is that you only get one bite at the cherry.

Summary of the blog that can be found at:

<http://blog.lumesse.com/2014/01/the-top-10-talent-management-trends-for-2014-.html#sthash.sXn5VjAu.dpuf>

Best wishes!
Nick Baikoff
Managing Director



Client Services

FinSwitch would like to welcome the following Clients to our Live environment:

- RMB CIS Management (RMB CIS)
- Boutique Collective Investments (LISP division) named BCI UT
- Global Administrators (Global 01)

News from the Application Desk

The much anticipated release is finally at hand and our testing is in its final stages. We will inform you as soon as the release moves to the UAT environment. Our estimated go live date is the 25th August 2014.

Once the release is available in UAT, please ensure that you have covered the following minimum requirements:

- You are using a FinSwitch supported browser version (Internet Explorer 9, 10 & 11)
- Login (UAT) and upload/download any file
- Should you be using an automated service e.g. Web Services perform similar test
- Test any of the FinSwitch development and enhancements (please contact Client Services for a list)

The output distribution mechanism will also be available and FinSwitch will gladly assist in setting this up with you, however please note that the actual data for Reg 28 reporting will only be available in October, once the data is approved by ASISA.

Please be vigilant when receiving notifications to test.

Best wishes!
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