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Guest Editor

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Jason Averbook (jason.averbook@knowledge-infusion.com) CEO of Knowledge Infusion, has more than 15 years of experience in the human capital management and technology industry. Knowledge Infusion is an HCM consultancy built to help human resource and learning organizations realize the true strategic value they can drive within and across an enterprise by leveraging strategic HCM and learning technologies. Prior to founding Knowledge Infusion, he was senior director of Global Product Marketing for PeopleSoft Human Capital Management, where he was responsible for the marketing, including packaging and positioning for PeopleSoft's flagship product line. He has delivered keynote presentations for events worldwide such as IHRIM, HR Japan, HRTECH, Towers Perrin, SHRM and HR Technology.

If you want to make enemies, try to change something,” said Woodrow Wilson. As technology, economies, and business processes continue to evolve, global change is occurring at the speed of light. Over the past 25 years, HR technology professionals have been at the center of these changes and have become proficient in the application of new technology to accomplish the myriad administrative functions required under the HR umbrella. Now they must re-focus on using their vast knowledge of technology application to the strategic, bottom-line benefit of the enterprise. HR now has the tools to become a powerful force in acquiring, nurturing and retaining the most important asset in all organizations – the human asset. This issue of *IHRIM.link* focuses on trends that are changing HR forever to become a strategic lever in an organization instead of a transactional machine.

Stacy Chapman of Aruspex begins our tour of the workforce lifecycle by discussing the future of workforce planning. She writes that all organizations need a workforce plan that is much more than merely a succession plan for high-level executives. True workforce planning involves an analysis of an organization's context, workforce profile, future workforce view, analysis, targeted future and an action plan. This article reinforces the fact that a business strategy without a workforce plan to support it is merely wishful thinking.

Workbrain's David Stein continues

the focus on the future of workforce technology by writing that HR needs to get out of the closet and into an operational spotlight. He provides the view that the more we focus on only the HR function and not the business; the more we reinforce the premise that HR is non-strategic. This article points out that we must zero-in on providing tools to assist line managers, that HR must consider and concentrate on improving front-line productivity, and finally that in order to become strategic, we must focus on transactional wins where the employees work.

In his article, Martin Sacks, CEO of HumanConcepts discusses the importance and future of organizational charting and the shift from essential charting to a strategic platform within an organization. Historically, this has been strictly a transactional process in the workforce lifecycle that many organizations still have not mastered. The author presents concepts surrounding the importance of visualization, the ability to use charting to make strategic decisions and how technology is primed and ready to support the dynamic workforces of the future.

Today's successful organizations are focusing on measuring and automating the performance of the employee. Rob Bernshteyn of SuccessFactors writes about the positive impacts that occur in an organization when there is an increase in employee engagement and performance. He also covers the important details of what a performance management process looks like and

how the management of human capital must be treated differently than hard assets within an organization.

Tracy Martin and James Harvey, two leaders in the knowledge economy systems movement say that there are three key themes that every organization must focus on to truly create a performance-driven culture – Strategy Alignment, Performance Development and Rewarding Performance. Organizations have taken this initiative on in the past without the technologies to support it; now is our time to jump in and drive performance of the workforce to levels never imagined by our organizational development peers.

A special thanks to this issue's department editor, Mark Stelzner of EquaTerra's Public Sector practice for assembling a prestigious group of thought leaders to provide insight into some major industry issues including: 1) how to improve the use of assessment tools and technologies, 2) how to transform HRIT into the strategic asset it was designed for within an organization, and 3) how communication and partnership are critical to enabling success.

HR professionals must continually ask, “Are we being strategic in everything we do? Is what we are doing today truly impacting business results?” Here's to your success in your role as a strategic partner in your organization. I hope you enjoy reading this issue.