



**Yvette Cameron**

*Yvette Cameron, VP Product Strategy at Saba, has been developing and delivering HCM solutions to the largest organizations in the world for more than 12 years. Prior to joining Saba, she served in senior leadership roles at SAP, Oracle, PeopleSoft and JD Edwards, leading the strategy and development of a broad array of HCM initiatives including talent management, workforce management, business intelligence and collaboration, as well as on-demand and HR outsourcing delivery strategies. Prior to entering the software field, she spent more than 10 years as a senior HR practitioner where she managed a centralized shared service center and numerous outsourced partnerships for discrete HCM processes. She is an editor of the IHRIM.link magazine and a frequent speaker and writer on human capital management strategies, processes and technology.*

It waits for me in my inbox, as alluring as a piece of leftover holiday candy, its tempting subject line: “*IHRIM.link* article submission – Best Practices.” What nuggets of wisdom will this one hold for me and our readers? Tidbits of truth about business case development from an HR practitioner? What insights from those in the trenches on doing more with the same, or less? I eschew the many other e-mails that jam my inbox to focus on this one...to find not my fourth, but my fifth submission on the broad topic of “HR organization, aligning for improved service delivery and business results, and the critical role of governance in managing both specific and general risks.”

When I started compiling this issue on best practices, I had expected to be inundated with articles on technology and specific HR business practices. That didn't happen. In retrospect, and partially driven by the insights gleaned from the many submissions on this topic, it seems apparent that fundamentally, best practices are the result of good organizational design, and that this, in turn, enables effective business processes. And in turn, business processes should be supported by technologies, not the other way around.

We begin this issue with “Unchain HR,” by Synco Jonkeren of EquaTerra, who takes us on a compelling journey exploring the many business drivers necessitating new strategies in HR sourcing, as well as myriad alternatives an organization can adopt in response to those drivers. At the end of the day, HR needs to realize its potential to effect strategic change, and it starts with unchaining HR from traditional sourcing strategies.

Reflecting on the fact that the only certainty in business today is uncertainty, Maksim Ovsyannikov of Saba postulates in his article, “Talent Management for the New Normal,” that surviving – indeed, thriving – in this culture requires new ways of doing business. In the “new normal” of today's business world, the rapidity of change proves again and again that continuing to operate in the ways of the past won't cut it with regard to effectively managing talent in your organization.

In their article, “From Change Management to Governance,” authors Grant Ricketts and Rob Pannoni of Razor Learning discuss the importance of moving beyond mere change management practices when effecting new business or technology strategies to implementing an enterprise-wide governance model. They point out that organizations face risks and challenges from many fronts, but deciding upon strategic technology investments doesn't necessarily have to be one of them.

In our next article, Guido Braam and Sanne Meijboom of the Kirkman Company provide a complementary message of governance; this time focused on the HR function. Entitled “Ulrich for the Next Generation,” this article challenges the much-heralded business

model espoused by David Ulrich and followed by many HR functions. Replacing in Ulrich's model the role of Employee Champion with HR Governance, the authors cite ample evidence of this new role's lynchpin status in providing effective HR service delivery.

Technology does have to come into the picture because, of course, technology must support best practice business processes. To demonstrate this, Rick Fletcher and Matt Lafata of HRchitect provide a 10-step approach for technology selection in their article, “Best Practices in Talent Management Systems Selection.” Cautioning that “you only get back what you put into this,” the authors provide keen insights for every step in the selection process to help you achieve a best-fit and sustainable selection.

In our departmental articles, we kick off with a contrarian view on best practices. Ron Hanscome, in his article, “No More Best Practices! – A Plea For Semantic Revolution,” makes a compelling argument for abolishing the term “best practices,” favoring instead the use of “leading practices,” which more accurately reflects that there is no “one-size-fits-all” approach. Agree, or agree to disagree – either way you'll enjoy this lively article and its insights. Obviously drinking from the same well as Ron, Karen Beaman of the Jeitosa Group advises on “Leading Practices in Global HR: Determining Your Own ‘Best’ Path Forward.” Karen's article articulates leading (not best!) practices across strategies, organization, people management and business processes, which should be considered by any organization seeking to improve their global HR function.

Coming back to the concept of organizational structure in support of best practices, Martia Newell of ADP asks the question “Why Manage Risks.” She poses the challenge that while the heroic efforts of teams to put out fires are highly appreciated; it's better to avoid the fires in the first place. In our Tech Notes department, Steve Boese, a much followed blogger in the HCM technology space, writes about “Twitter for HR,” providing his first-hand experiences and observations on the emergence and applicability of Twitter and Twitter-like technologies to HR professionals and HR organizations. And, demonstrating best practices for “doing more with the same,” Roy Altman of PeopleServ provides a case study for our Industry Focus section, where he explains how one financial services organization was successful in “Harnessing Existing Assets to Drive HR Process Improvements.”

I hope you enjoy and take away from this issue as much as I did while compiling it. And, I'd like to extend a sincere “thank you” to the entire IHRIM Editorial Committee, who continually reflect best practices (or, shall I say, leading practices) in teamwork, pulling together as a whole to make these publications timely and relevant to the issues we all face in this complex and critical field of Human Capital Management. Good reading!