

## features



### How Agile Methodology Applies to HR Technology Solution Selection 4

By Gray Cole and Brian Borzone, Deloitte Consulting, LLP

Early and clear communication with potential solution providers is key in the agile approach. Applying the agile solution selection concepts to your program requires a focus on the value-add areas of interest, solution differentiators, and early collaboration with solution providers. With the right leadership and guidance, your organization can successfully navigate this process.

### Building a Business Case: A How-To Guide 7

By Jeff Higgins, Human Capital Management Institute

Making a business case is so important that those who are good at it are far more likely to be successful in the organization. Simply put, the ability to put together a good business case and obtain approval is a critical career skill and sadly one that is not taught in most university programs.

### Managing the C-Suite: The Politics of Business Cases 12

By Scott Bolman, Sierra-Cedar

Competing priorities, changing financial conditions, personality conflicts, and hidden agendas can derail even the best business cases and presentations. However, following the steps outlined in this article should improve your chances of success. Of course, once your business case is approved, the real work begins!

### Make the Business Case for Talent Management: Seven Best Practice Strategies 16

By Charles Spofford, PeopleFluent

The depth and consistency of senior management team engagement in talent development and succession management practices clearly distinguishes organizations with best-in-class talent management systems. A hallmark of high-performance talent management systems is the cultivation of a compelling, evidence-based business case for sustained investment in talent management capabilities.

### Proving the Business Case – Are We Getting the Return We Forecasted? 20

By Dr. Tom Tonkin, Cornerstone OnDemand

When setting out to create a proposed ROI, we default to what is considered hard costs (IT equipment) versus soft costs (employee engagement). However, I would classify these differently. Soft costs are difficult costs, meaning they are a challenge to measure (but certainly not impossible). There is a myth in our business that achieving a return-on-investment means that we need to satisfy an IT metric. The fact is that an HR ROI needs to satisfy an HR metric, i.e., employee engagement.

### What's the Value of Adopting Workforce Intelligence? 24

By Lexy Martin, Visier

Organizations that are adopting workforce intelligence are on a journey along a maturity spectrum to achieve value. As organizations move to higher stages of maturity, the value of workforce intelligence increases, impacting organizational performance in three distinct ways: Technology/efficiency value, HR effectiveness value, and Business impact/strategic value.

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