



With ownership of tablets, smartphones and other personal devices on the rise, employees are more technology savvy and electronically connected than ever before. People are accessing social networks, using mobile apps and flying into the cloud all before they eat breakfast and start their workday.

This “consumerization of it” – the increasing influence that our experiences as technology consumers have on the tools we expect to use at work – is causing organizations to rethink how technology impacts their business and their workforce. According to a recent Avanade report, nearly 73 percent of C-level executives said that the growing use of employee-owned technology is a top priority in their organization.

This consumerization shift is being driven by three major technologies: social, mobile and cloud computing. With these technologies, businesses face a dynamic landscape that is changing customer and employee demands – and changing how we connect, what we connect with and how we interact with one another. It also is requiring organizations to adapt to new ways of functioning and thinking, especially when it comes to managing their own people.

The Convergence of Technology and People

Whether you are in senior management, HR, learning or any other function that deals with people and talent in your organization, you set the priorities and create the support infrastructure that enables greatness in your employees. It is about fostering what is called an Empowered Enterprise.

The concept of the Empowered Enterprise is rooted in the convergence of technology and people. Technology strategies are no longer being driven by IT departments – they are being driven by what employees need and want in order to get their jobs done using the technologies from their everyday lives.

With this in mind, it makes sense for talent management leaders to play a key role in driving this strategy because of the traditional things organizations already do to manage and enable their people, not just by teams but across the entire business.

There are four elements that truly define the concept of the Empowered Enterprise.

- **Employees at the core.** Employees — rather than the technology itself — are put at the center of the strategy. Embedding social capabilities throughout the talent management system allows people to have a single, unified user profile that is the “hub” of all of their activity in the talent system. They can collaborate, network and share with others across job functions, teams and time zones. The more active the participation, the better the intelligence that organizations will have at their disposal, especially for understanding and identifying where valuable knowledge, skills and competencies reside.
- **A system of engagement vs. a system of record.** Through this strategy, the talent management system is

transformed from a system of record into a system of engagement. It shifts from a place people visit once in a while to complete a performance review or required training to a one-stop destination where work gets done and employees learn what’s happening in the organization. Employees have easy and convenient access to the resources they need to do their jobs to the best of their abilities anytime, anywhere and on any device. This can drive accelerated decision making and higher productivity.

- **Mobilization of talent.** Better enable internal mobility in an organization by ensuring that the right people are in the right roles at the right times. Talent gaps can be addressed through recruiting and by growing and nurturing existing talent pools. Employees are given meaning and context for how their role is driving business results. People’s skills and interests are aligned with performance results. And performance management becomes more about development, coaching and mentoring, and less about judging and evaluating.
- **Cloud technology as the enabler.** Cloud-based talent management solutions become the catalyst for supporting

every step of the employee life cycle, from hire to retire. They make it possible for organizations to realize the vision of a single integrated talent management and collaboration environment, supported by analytics and reports for better workforce intelligence and smarter decision making. And they make it easier for businesses to stay agile in a constantly changing business and technology landscape.



The Difference between Success and Failure

The convergence of these new and constantly evolving technologies for creating an Empowered Enterprise can be tricky. But if your organization is really serious about making technology and employee empowerment a talent management priority, then putting a solid strategy in place can be the difference between success and failure.

To get started, your organization needs to analyze how your workforce is using social, mobile and cloud technologies, and then integrate those technologies into a plan that motivates and empowers your workforce to be the competitive advantage that drives your business forward. But that’s easier said than done.

To manage this change and to create a plan that delivers value, your organization needs a partner and guide. Because there’s a lot more to it than just picking a platform, handing out smartphones and tablets, and shaking up your culture for the sake of “progress.” You need smart technologies, solid strategies and real change management to realize the promise of the Empowered Enterprise. Acknowledging and preparing for the sea change is the first step.

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