

## features



### **HR Technology, Talent Management, and Engagement** **4** *Drawing from Old Wisdom While Embracing the New*

By Kim Nugent, Talent Management Consultant

At the heart of what technology cannot substitute for, what we as HR architects cannot forget is the value of presence, human connection and the feeling of belonging. Belonging is at the heart of engagement and is the seed of good performance. In pursuing speed and efficiency with technology, however, we need to also pause and think: How does this HR technology or any technology truly impact a sense of well-being and belonging?

### **Why Your Employees Need to Believe in You** **8** By Tracy C. McKee, Writer, Editor and Communications Consultant

Though the answers may be different, your customers and employees want to know what they can expect from you. Customers want to know what value you will give them. When they see that value, they are more likely to buy. Employees want to know what value you are giving the world. When they see that value, they are more likely to believe.

### **Should I Stay or Should I Go?** **10** By Gayle Norton, DeGarmo

Employee Engagement has become a critical success factor and is recognized as such by the top leaders of many organizations. However, “employee” engagement actually starts before the candidate ever accepts an offer. By looking at the entire sourcing, recruiting, and onboarding process from the candidate’s (and future employee’s) point of view, leading organizations can design a solution that begins to develop engagement from the first “click.”

### **Practical Thinking about Employment Engagement** **13** By Will Runyon, Workforce Engagement and Enablement Consultant

Today’s workplace is fluid and unpredictable. Gone is the stable reciprocity of mutual employer and employee loyalty and wage growth; it has been replaced with business models dictated by agility, competitive advantage, labor arbitrage, and shareholder value. Thanks in large part to new technologies, the opportunity for meaningful work, learning, collaborating, and realizing satisfying careers and personal lives is greater than ever before.

### **If You Listen, They Will Speak.** **17** *Active employee listening for organizational success*

By Sheri L. Feinzig Ph.D. and Louise Raisbeck, IBM Smarter Workforce Institute

The first fundamental question before embarking on any kind of employee listening program is to be sure you are ready to respond to employee voice. If you are ready to act as well as listen, then your listening strategy needs to be aligned with your objectives. Employees (past, present and future) want to be heard, and if you’re not listening, you might be missing out on valuable feedback that could improve your operations and even directly affect your financial performance.

### **Talent Management and Employee Engagement Buyer’s Guide** **Page 22**

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### **Business Owners Must Take Steps Now to Prevent Discrimination in the Workplace** **27** By Jeffrey M. Beemer, Dickinson Wright, PLLC

### **The Back Story** **31** The Energized Employee: What Global Research Tells Us By Katherine Jones, Ph.D., Mercer

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*phuber2@austin.rr.com*