

Talent Management Process For many people, Chapters 4–13 represent the heart of the book, specifically recruitment, selection, training, appraisal, career planning, and compensation. Recognizing all this, the trend today is to view these eight activities not stepwise but as part of a coordinated talent management effort.² We will define talent management as the holistic, integrated and results and goal-oriented process of planning, recruiting, selecting, developing, managing, and compensating employees. He or she starts with the results and asks, "What recruiting, testing, training, or pay action should I take to produce the employee competencies we need to achieve our company's goals?"² He or she treats activities such as recruiting and training as interrelated. For example, the manager knows that having employees with the right skills depends as much on recruiting and training as on applicant testing.³ Because talent management is holistic and integrated, he or she will probably use the same "profile" of required human skills, knowledge, and behaviors ("competencies") for formulating a job's recruitment plans as for making selection, training, appraisal, and compensation decisions for it.⁴ For example, HR managers meet to make sure they are using the same skills profile to recruit as to select, train, and appraise for a particular job, or use talent management software like the following to do so.

Improving Performance Through HRIS: Talent Management Software Because talent management is holistic and interdependent, many employers use talent management software systems to coordinate their talent-related activities. So, first, rather than view these eight HR activities as stepwise, it is best to view them holistically—because the steps interactively affect each other and work together. Build a pool of job applicants, by recruiting internal or external candidates.^{2.3.4.5.6.7.8.}