



The Modern Guide to Total Workforce Management

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The Modern Guide to Total Workforce Management

The world of work is changing. Traditional concepts of how to engage, acquire, and address enterprise talent have been replaced by innovative, on-demand strategies to fill business' skills-based needs. And, with the transformative mindset adopted by many of today's executive leaders geared towards harnessing the impact of the "gig economy," the boundaries between full-time equivalent (FTE) and contingent talent starting to blur. In this new world, the notion of the "blended workforce" has become a reality, forcing organizations around the world to adopt more forward-thinking approaches as to how to best manage all facets of their talent engagement, talent acquisition, talent management, and contingent workforce management strategies and programs. The changing world of work dictates that executives rethink their mindset regarding talent, as well as the underlying tactics to effectively drive total talent visibility, real-time alignment of projects/requirements to expansive networks of talent, and a baseline of total workforce management to prepare for the future of work.

The Evolution of Talent...

The universal truth about talent is that it is one of the key competitive differentiators in today's global marketplace. Innovation, growth, and business development, amongst other corporate aspects, are all fueled by transformative minds that actively contribute to an enterprise's greater corporate strategy. However, the underlying composite of "talent" today is markedly different than even a few years ago: the rise of the "gig economy," combined with a year-over-year uptick in the utilization of non-employee labor, has driven the balance between traditional and non-traditional talent into new territory. With 38% of the world's total workforce now considered "contingent," the thought of a blended enterprise workforce has become a reality. Combined with a multitude of other factors contributing to the changing world of work, the time is now for businesses to adopt a total workforce management ("TWM") strategy.



For decades, there was a clear line of demarcation between the realms of traditional employees and contingent workers; many organizations treated temporary labor as a supplemental aid for a variety of factors, ranging from project-based needs to seasonal help. Although some mission-critical enterprise projects were guided by high-level consultants and independent contractors, for the most part, the contingent workforce was never truly considered a strategic ally. The "perfect storm" created by the economic downturn nearly a decade ago began the first great uptick in the utilization of contingent labor, as businesses realized the quickest means to ramping production and competing again was to hire a range of contractors, freelancers, and other temporary workers to meet a newfound demand for products and services. The past five years has brought a historical pace of innovation and growth to the contingent workforce, with nearly 38% of today's total workforce comprised of non-employee workers (as discovered by Ardent Partners in its 2016-2017 *State of Contingent Workforce Management* research study). And, as the gig economy continues to transform both business and worker mindsets, the modern enterprise now finds itself at an

interesting crossroads in regards to its ultimate talent engagement and management strategy.

The Changing World of Work = The Changing World of Talent

Any executive that takes a short peek outside of the four walls of their business will notice something astounding: founded on innovative talent engagement methods, the world of work has evolved in just a short period of time. New demand for talent, along with the fading of archaic recruitment strategies and rise of real-time talent engagement, have revolutionized nearly every facet of *work* within the modern business:

- Jobseeker behavior, now more than ever, is changing to reflect the desire for a more flexible lifestyle that promotes entrepreneurship.
- Online talent platforms and digital staffing outlets (as well as social networks) have transformed how talent is found and engaged.
- Everything, from data and intelligence to process delivery, is expected on-demand within the average business...and talent engagement is following suit.
- Mobility and mobile applications are taking their cue from the consumer world and expanding into the business realm.
- Skillsets and expertise, not cost, have become the top requirements for new talent.
- Management of an increasingly strategic element of business (the contingent workforce) has had to evolve such that the “great divide” between organizational functions like procurement and human resources/human capital is starting to fade. More and more businesses understand that all talent, regardless of its source, must be managed under a standardized and centralized program that promotes visibility, skillset alignment, adherence to budget, real-time engagement, and an open network that can be tapped for talent in an on-demand manner.

The above attributes of the new world of work are magnified by a simple fact: the non-employee workforce shows no signs of slowing down in the coming years. Ardent Partners has, for the last three years, predicted that, by 2020, between 45%-to-50% of the world’s total workforce will be classified as non-employee, which includes freelancers, independent contractors, professional services (and consultants), temporary workers sourced via staffing agencies/suppliers, “gig” workers, and robotics. The time is now to bridge the gap between

traditional and non-traditional talent management and truly define the means by which all workers can be managed under the same standardized and centralized program.

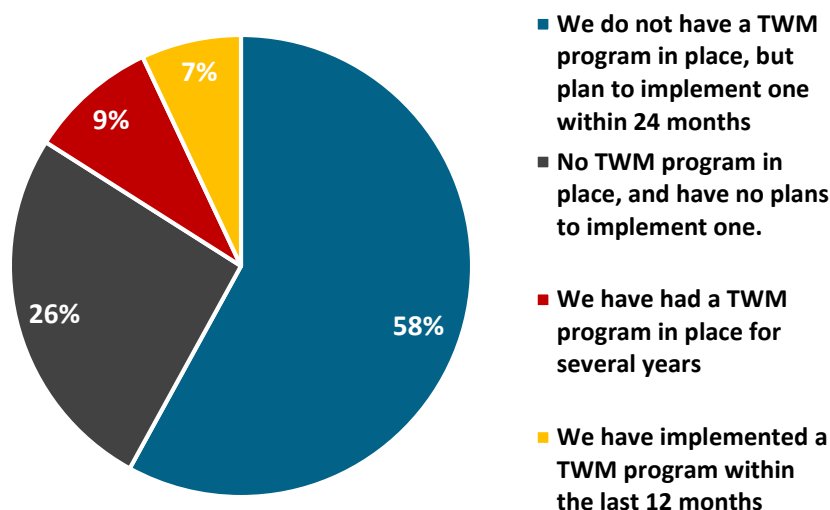
Total Workforce Management: The Time is...Now

Many of today's business functions are either built on a foundation of holistic and seamless processes, or the desire to reach a similar state knowing the core benefits of such a model. It would only make sense, then, for the world of talent to follow suit. The very simple argument for building or developing a total workforce management program (defined by Ardent as the *standardized and centralized program for engaging, acquiring, sourcing, and managing all types of talent via linked procurement and human capital processes, integrated contingent workforce management and human capital*

"The contemporary talent supply chain is diverse, multifaceted, and spread across numerous sources, and the businesses that can effectively find, engage, source, and ultimately manage this talent under a centralized program will be awarded with the visibility to execute far superior business decisions in a real-time manner."

management systems, and utilization of total talent intelligence) that can be stripped down to a primary advantage: the contemporary talent supply chain is diverse, multifaceted, and spread across numerous sources (both legacy and fresh). Thus, the businesses that can effectively find, engage, source, and ultimately manage this talent under a centralized program will be rewarded with the visibility to execute far superior business decisions in a real-time manner. Relative to the adoption and implementation of TWM programs, it is no wonder that while only 16% of organizations have this type of program in place today, a majority (58%) expect to make total workforce management a reality within the next two years (Figure 1, next page).

Figure 1: Total Workforce Management Program Implementation



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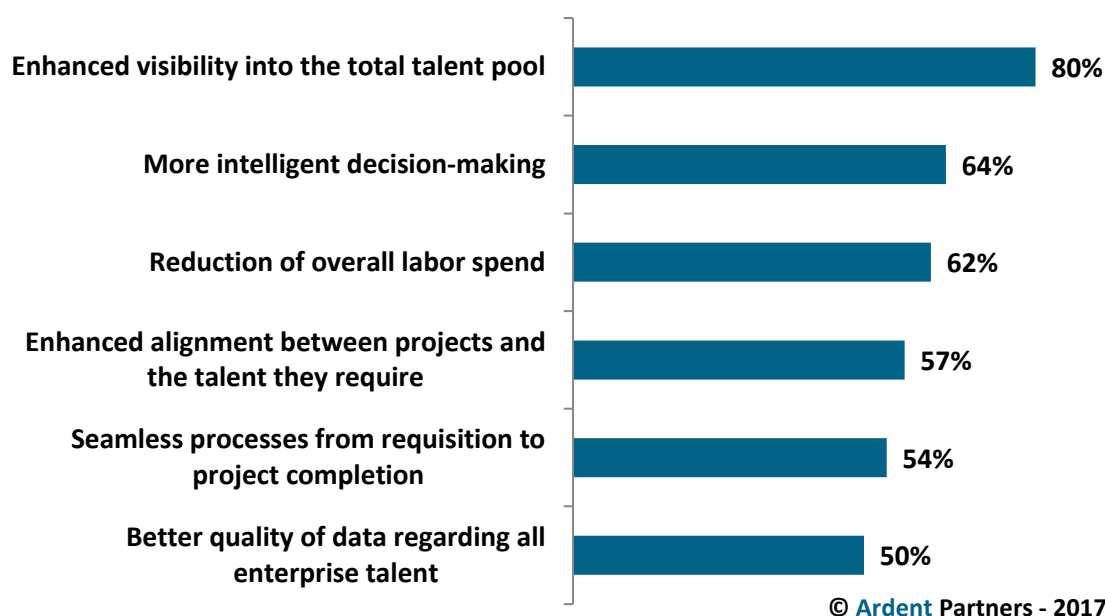
The crux of any total workforce management is deep and complex. The underlying structure of such an initiative is usually wrought with functional, technological (i.e. integration), cultural, and strategic shifts, all of which contribute to a development plan that is near impossible to implement within a short time span. Unlike larger, better “known” initiatives related to talent acquisition or even contingent workforce management (CWM), TWM is a new area, and industry-wide standard practices have not yet been fully-developed. Thus, many organizations are unsure of where to start and which functions to engage. Sixteen percent (16%) of businesses today have some form of a total workforce management program in place (9% in place for several years, 7% only just within the past 12 months), but the real value in this set of findings is not found in looking at the “haves” within today’s marketplace...it is knowing that many of the “have nots” *do* have something that proves that TWM’s place in workforce, labor, and talent management history is now: a desire to implement this forward-thinking concept sooner rather than later.

The True Value of Total Workforce Management

At its core, standardization across both human capital management (HCM) and contingent workforce management (CWM) programs can pay great dividends: for managing both traditional and non-traditional workers, each siloed program brings specific value. CWM standardization allows the responsible stakeholders to understand the enterprise’s short-

term talent needs and tailor its non-employee talent supply chain to meet visibility, project, spend, and business specifications. For HCM leaders, this same level of sophistication drives visibility into talent on hand, aligns that talent with the greater organizational culture, emphasizes aspects such as employee engagement and learning, and presents the company with a centralized structure of talent acquisition and talent management. The cohesion of these disparate programs presents an interesting question: what value does the merging of HCM and CWM bring to the contemporary business? Figure 2 (*see next page*) details the top perceived benefits of this type of total workforce management model as identified by over 275 business leaders.

Figure 2: The Top Perceived Benefits of Total Workforce Management



There are several qualitative benefits that arise from adopting a TWM program and both centralizing and standardizing the ultimate engagement, acquisition, and management of all enterprise talent, including:

- **Total talent visibility.** Paramount to the success of any enterprise program is visibility. Visibility, in the form of deep data, intelligence, and insights, is the foundation of success in today's highly-globalized, fast-paced business world. In regards to talent, understanding the reach of the enterprise's network of workers (wherever they may be located) is an incredible asset in "agile" decision-making. Which freelancers may be best suited for a mission-critical project? Who's currently available on-staff to

address a crucial initiative? Which services are currently in our network to support an ongoing project? Total talent visibility is, by far, the most important item in the TWM toolkit. Holding total talent visibility allows the business to find the perfect match between requirement and talent, all the while forecasting quality, impact, and any potential legal (i.e. compliance) risks.

- **Enhanced decision-making.** The by-product of total talent visibility, the ability to execute more-informed enterprise decisions regarding talent use and focus, is a clear factor in establishing business agility. The dynamics of today's globalized business world necessitate real-time reactions to increasingly-complex issues and events. When a new need for talent arises, business leaders that can react to that need faster and with greater clarity are more likely to achieve successful outcomes. One of the best ways to do this is to leverage the intelligence gleaned from total workforce management efforts. (Albeit those boosted by integrated platforms that house reams of talent and employee data, like core HR systems (such as human resources information systems (HRIS)), Recruitment Process Outsourcing (RPO), talent acquisition/management platforms, Vendor Management Systems (VMS), etc.) is a prime determinant in understanding the best "match" for a new business requirement and the short- and long-term ramifications of the actual decision.
- **Reduction of overall labor spend.** Spend optimization is a primary goal in the Chief Procurement Officer's (CPO) agenda, and one of several key performance advantages of a well-run procurement function. Optimizing the ideal makeup of suppliers within the realm of corporate spend can produce incredible value. Likewise, the *optimization of talent* is also an aspect of any total workforce management program that, like its procurement counterpart, sparks financial value. Leaders from procurement and HR that are focused on TWM can help business leaders identify and leverage the best combination of workers (both traditional and non-traditional) and services across the entire enterprise, and take steps to optimize the skillsets and expertise for each function, project, strategy, and initiative. For example, for some initiatives, traditional FTEs with deep experience may be the ideal match, while in others, more agile recurring talent (such as freelancers, contractors, or professional services) may be a better way to reach a specific goal.



- **Stronger alignment between projects/initiatives and the supporting talent.** At their core, TWM programs allow business leaders to answer a simple question: what is the best-aligned makeup of talent, skills, and attitude for a new or ongoing need? By harnessing the power of integrated technology, such as online talent platforms, RPO, talent acquisition, and VMS, the “matching” algorithms that these solutions typically leverage to align talent can result in a more ideal fit between project and worker.

Can Total Workforce Management Become a Reality?

Any organization that desires to build a TWM program must have a fully-formed business case and be able to engage key stakeholders in a dialogue that effectively builds a foundation of support to engage and manage talent. The first question to ask (“Can this be a reality for our business?”) forms the basis for what is actually possible: across the entire business, will it be a reality to execute both direct placement and non-employee talent engagement under



a single program? For some organizations, the legacy, siloed approaches towards talent acquisition will require strong thinking and execution to change, even with a robust business case (described below). Some businesses may never deem non-employee talent to be as strategic as their more traditional labor, and thus, total workforce management cannot begin its ascent. However, digging into the value of the program beyond centralized talent acquisition, any executive needs to understand that it is total talent visibility and true enterprise agility that are the most significant benefits for the TWM journey.

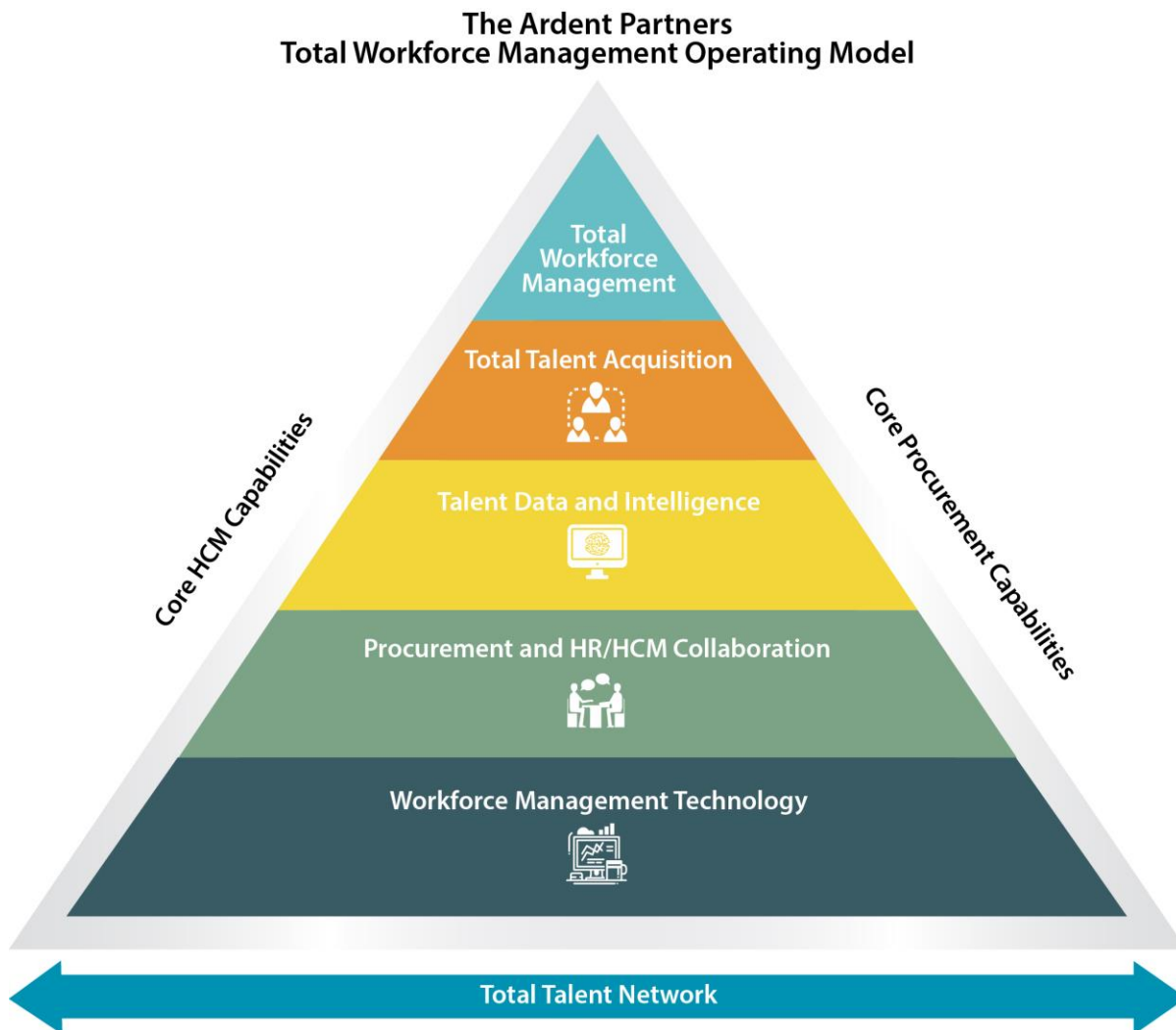
The Business Case for Total Workforce Management

As with any effort that must be spent on a new or enhanced enterprise program, the business case must be built. And, for TWM, stakeholders pushing for this initiative can promote a winning trifecta: (1) the benefits of total talent visibility, (2) agile responsiveness to talent-based needs, and (3) a reduction in labor costs. Total talent visibility cannot be understated; *talent* is today’s number one competitive differentiator, and knowing its real impact on and value to the greater organization can benefit the enterprise in the long run. And, in conjunction with the agility provided from this type of visibility, real-time decisions can be made when a new talent-based need arises. Combined with cost-cutting measures and cost-saving initiatives, businesses will have a deep enough case to build the TWM structure.

The Total Workforce Management Operating Model

Ardent Partners has designed a TWM “operating model” (see Figure 3) for readers to 1) understand the components of a proper total workforce management program, 2) build the necessary foundation, capabilities, and strategies for TWM, and 3) develop the required technological framework for contingent workforce, procurement, and HCM systems integration. The model includes the necessary components, attributes, and capabilities that comprise the modern TWM program.

Figure 3: The Operating Model for Total Workforce Management



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TWM Operating Model: Core HR and HCM Capabilities

While collaboration is a must for any total workforce management program, the core attributes of any procurement or HR/HCM function are critical to the success of TWM and helping to foster the value inherent in both flexible and permanent workers. Cross-functional efforts are crucial in building long-term, effective capabilities within total workforce management; however, the



respective knowledge brought to the table by each unit ensures that all talent, regardless of its source, is progressing through the proper channels of learning, development, project management, etc. With this aspect in mind, core HR and HCM form a foundation for any TWM program. The following competencies are all applicable and welcomed in the total workforce management operating model:

- Learning management and training
- Succession planning
- Multi-channel screening
- Employee engagement
- Onboarding and offboarding
- Auditing and control

Total Workforce Management Operating Model: Procurement Capabilities

For decades, procurement was often the go-to leader for managing contingent and non-employee labor. From staffing suppliers to professional services, “services procurement” was often considered a key arm within the contemporary procurement function’s greater category management strategy. With the non-employee workforce growing in recent years, this group has found itself at an interesting crossroads: the contingent workforce industry is becoming less commoditized in favor of a “talent-first” approach. However, much like the HR/HCM function’s core competencies are a boon for total workforce management programs (not to mention critical pieces of the underlying TWM strategy), procurement’s core functional offerings (listed below) play a critical role in enhancing TWM’s contingent workforce management capabilities:

- Spend management
- Supplier management (relationship, information, and performance)
- SOW and services management
- Compliance (independent contractor, regulatory, etc.) and risk mitigation
- Project management and project oversight
- Staffing vendor consolidation strategy

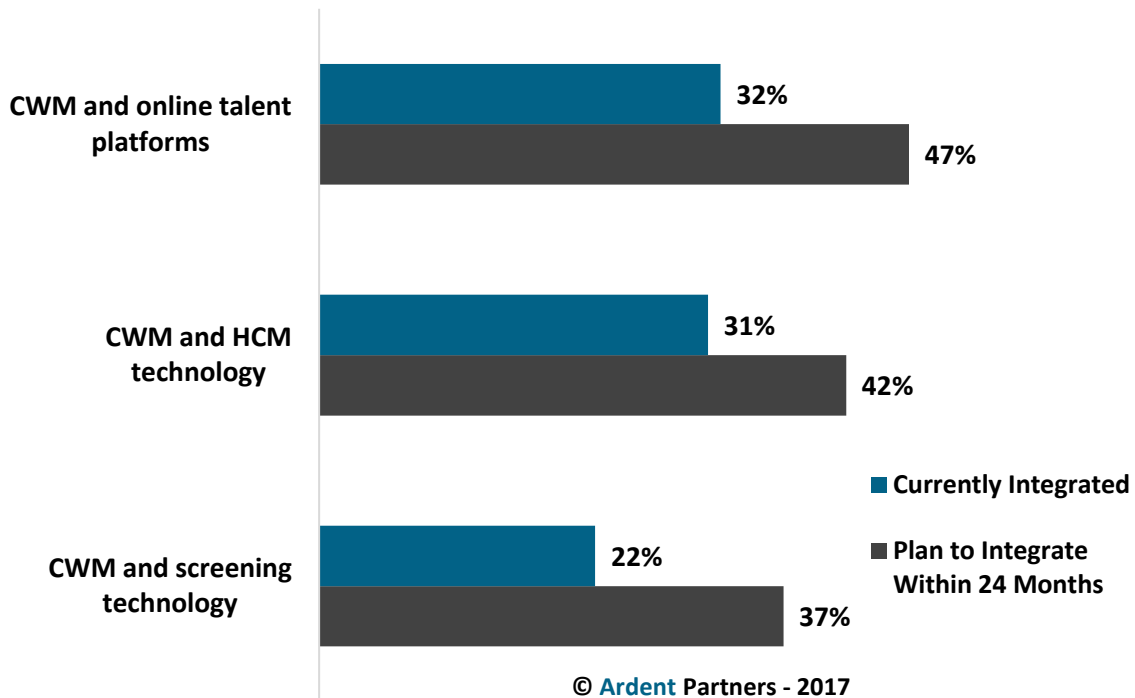
Total Workforce Management Operating Model: The Technology

One of the core pieces of the TWM puzzle is the underlying technology that drives innovation, automates key processes, enables next-generation talent engagement, supports ongoing data collection efforts, and generates deep insights into the current and future talent landscapes of the business. And, the integration of various procurement, CWM, and HCM platforms forms the very heart of today's total workforce management programs.

Integration: The Heart of Total Workforce Management

The “range” of TWM capabilities, competencies, and processes traverses beyond a single function or organizational realm. Rather, total workforce management's core capabilities lie in procurement, HCM, compliance/risk management, talent acquisition, and talent management. The integration of platforms related to these areas is critical in linking the core capabilities of TWM in such a way that it promotes interconnected and holistic processes, as well as the ongoing collection of data related to various avenues within the talent management technology ecosystem.

Figure 4: Integration of Talent Management Technology



As shown in Figure 4, the outlook for TWM technology integration is promising: while the “core” of platform integrations necessary for total workforce management (online talent platforms and freelancer management systems, HCM technology, and screening systems) faces low adoption today, each of these three crucial areas is expected to be integrated at a much higher clip over the next two years. Technology integration, considered the true foundation of TWM, plays a multifaceted role in this program:

- **On-demand engagement is enabled by automated, linked, and holistic processes.**
The crux of total workforce management lies within its ability to engage talent in real-time, irrespective of the source, and align it effectively with internal projects and initiatives. For this ideal to become a reality, solutions like RPO, VMS, Applicant Tracking Systems (ATS), and other forms of talent acquisition/management technology (e.g., online talent platforms) must be integrated and seamlessly linked. With a general needs-alignment approach centralized under the total talent acquisition component of the total workforce management operating model, every TWM program requires various engagement platforms to be integrated and linked to

maximize the enterprise's new standardized talent-sourcing tactic. Quite simply: integrated contingent workforce and human capital technology helps to maximize the on-demand talent engagement model.

- **Optimizing the total enterprise talent pool.** One of the key functionalities of TWM technology integration is the ability for CWM and HCM platforms to “speak” to each other in relation to contingent worker requisitions, candidate profiles, and the process flow (i.e. onboarding, time and attendance, etc.) for traditional employees. When a new position is created, the enterprise will be able to staff the role with whoever fits best (i.e. freelancer, FTE, independent contractor, etc.) and not have to worry about tracking, monitoring, and controlling the talent resource. The CWM/HCM integration enables businesses to handle both sides of perfect talent-to-project alignment: engagement *and* candidate profile optimization.
- **Applying rigorous human capital management principles to the “talent experience.”** Ardent Partners' 2016-2017 *State of Contingent Workforce Management* research study introduced the concept that today's businesses can adapt to the “new world of work” by improving the overall experience of talent coming in and out of the organization. The core HCM technology offerings in talent management platforms, such as learning and engagement, can be applied to any worker that is tracked and monitored via the integrated solutions. This can improve the overall experience of any talent-based resource and ensure that it is actively contributing value to the greater business.

Total Workforce Management Operating Model: Functional Collaboration

“Collaboration” has become quite the buzzword in the business world in recent years, forming one of several approaches (along with “Big Data”) that many executives have looked to in order to improve their organizational growth. However, what enterprises are finding is that collaboration is not a mere phase, but rather a foundational strategy that is designed to



foster innovation, develop insights, and expand the reach of the greater business as globalization takes shape. When referring to talent, collaboration has taken the road less traveled, as only 53% of businesses today have initiated some level of coordination between the procurement and human resources/human capital management functions. The time has

come for these units to drop their outdated and siloed approaches for managing talent; the concept of the “blended” workforce is fast becoming a reality, and, in just a few years, the business world could be comprised of an even split between non-employee talent and traditional workers...necessitating a true collaborative effort between procurement and HR/HCM.

For years, a central problem was apparent in those organizations leveraging contingent labor: procurement saw cost opportunities within CWM, while the HR function perceived CWM as a talent opportunity. Business value, skillsets, expertise, and competitive advantages can be lost if the divide between procurement and HR is not closed. For total workforce management to become a true value-added program, the two sides of the house must come together, blend capabilities, and leverage the “best” that each function has to offer.

Total Workforce Management Operating Model: Talent Data and Intelligence

Ongoing data collection, analysis, and transformation into true talent intelligence is critical for executive planning. Consistent and ongoing data collection should be a critical requirement within the realm of total workforce management today. Questions such as “What is our total talent headcount?” and “How is my workforce distributed?” can be tough inquiries to answer for even the most advanced organizations. Integration



between key systems within the technology ecosystem, particularly VMS and HCM solutions, helps to bridge that intelligence gap. In today’s talent-driven world, businesses must look to this type of integration to fuel real workforce knowledge and help their leaders understand the current impact of talent, the mix within its blended workforce, and how to forecast and plan for future workforce needs. Data related to learning, development, SOW-based projects, budgets, candidate profiles, etc. is all helpful for achieving this core goal.

Over the long-term, total talent data and intelligence will be critical as the concept of the “future of work” becomes more prevalent (and, in short time, a reality). The future of work concept is founded on the dynamics of talent, artificial intelligence, robotics, mobility, and the evolution of physical location modeling (i.e. co-working or “hot-desking”), as well as the means to which global businesses react in an agile manner to new and exciting corporate challenges. Data plays an increasingly crucial role in the future of work: total talent intelligence will help current and future business leaders to dynamically react to mission-critical pressures in real-time by engaging, applying, and addressing the most efficient and

idyllic (from a requirements standpoint) talent for any given initiative. The future of work depends on TWM and its ability to produce true total talent visibility and intelligence.

Total Workforce Management Operating Model: Total Talent Acquisition

The real complexities within any TWM strategy lie within its “layers”; that is, the several key facets that link not only the acquisition, engagement, and management of all talent, but also how that talent is reconciled and the means in which key data and insights are collected for executive-level planning, budgeting, and forecasting. The rudimentary confusion around total workforce management is that it is simply a fancy means for acquiring all talent under the same program by utilizing centralized processes. However, the TWM ideology traverses this simple notion: total workforce management is, essentially, a truly holistic program that marries critical talent-related attributes and processes into a single function...and that, in itself, is more than just total talent acquisition (TTA). TTA is one of several layers in the Total Workforce Management Operating Model that must be considered when building this type of cross-functional program. The acquisition of all talent, including via traditional recruitment means, social recruiting, staffing suppliers, online talent platforms, etc., must be centralized for a truly successful total workforce management program.

Organizations, to effectively spark total talent acquisition within the TWM Operating Model, must begin by centralizing needs, requirements, and skillsets, and their ultimate alignment. One of the most heralded features of modern talent acquisition or contingent workforce technology is its ability to “match” an existing project or initiative’s requirements with the current skills available in a given talent pool. Leveraging solution-specific algorithms, this capability can be incredibly powerful when applied to all talent from a strategy-led perspective. To effectively support the “real-time” in on-demand talent decisions, relevant projects and their needs/requirements must be centralized within the TWM program to allow for talent-matching.

Subsequently, the phrase “total talent management” has often been utilized in recent years to describe the actual components of TWM, adding confusion to the already-complex glut of terminology within the talent management lexicon. However, total talent management is merely the other side of the coin in relation to total talent acquisition. Once talent is centrally acquired or engaged (via TTA, no matter the source), how it is managed falls under the other slices of the total workforce management operating model. This aspect of the greater TWM Operating Model (contained within the core HCM and procurement capabilities/attributes) follows competencies related to how talent is integrated and aligned with company culture,

how it is trained and led by business leaders, and, ultimately, how it sets up the greater organization for success in achieving core goals and objectives.

What is also particularly interesting about the Total Workforce Management Operating Model is this: beyond the main elements of the program lies perhaps the most critical of cyclical attributes: a continually updated and real-time network of talent, spanning from preferred staffing suppliers and known talent, like freelancers and independent contractors, to internal talent (i.e. FTEs), professional services, and other forms of on-demand work.

“Extended” Total Workforce Management Capabilities

Initiating the baseline tactical and strategic elements of TWM is daunting enough for even the most prepared organizations, so to think about “extended” capabilities during early stages can be overload. However, once the total workforce management program is developed, producing, and at an effective stage (i.e. rolled out across the entire enterprise), additional value-added attributes can be considered as “extensions” of the Total Workforce Management Operating Model, such as:



- **Employee engagement**, which can ensure all workers are engaged with the culture, orientation, and goals of the greater business.
- **Diversity management**, which creates an inclusive culture for talent engagement.
- **Candidate experience enhancement**, a critical piece in improving how external talent perceives the business (and its impact on which workers want to be re-engaged).
- **Design thinking**, a crucial element in continually transforming the organization to keep pace with globalized business, and altering workforce management strategies to influence enterprise products and services while sparking recurring innovation.

Recommendations for Action

The potential impact of a total workforce management approach is new and exciting, but the journey can appear daunting, even for the most seasoned procurement or human capital management executive. However, the gains, benefits, and value from a TWM program can pay huge dividends over the long-term for the organization, while also providing business leaders with the real-time intelligence to make agile talent decisions. The following recommendations can help launch a total workforce management initiative and better position it to drive long-term value as the realm of talent continues to evolve:

- **Align procurement and HR/HCM together in the development of the TWM business case.** Many organizations today do not realize the power of their *people*; talent is the #1 competitive differentiator within the global business, and this “power” is not limited to traditional employees. Businesses can spark growth and product development with the agility that on-demand talent brings to the modern organization, and the greater ability to perfectly align needs with the workers within a deep talent pool (in real-time) is the most compelling business case for total workforce management between the two functions.
- **Follow Ardent’s Total Workforce Management Operating Model for timing and development of key TWM attributes.** The pressure of implementing a TWM program will typically follow the hype of the evolution of talent and continuous impact of innovation: many businesses will expect that program development follow the speed of the changing world of work. However, the key layers of Ardent’s TWM Operating Model are not overnight fixes. Organizations must understand and expect that significant transformations, such as integrating workforce management platforms and building a centralized total talent acquisition strategy, can take months at a time...putting the entire timeline, for most enterprises, at two-to-three years.
- **Harness the power of total talent data and intelligence to shape the long-term viability of total workforce management.** Intelligence is at the core of many of TWM’s value propositions, particularly real-time talent alignment, and should be pushed as the program’s main long-term benefit. As such, key procurement and HR/HCM stakeholders can gain additional allies within the C-suite by communicating the value of total talent intelligence in long-term corporate forecasting, budgeting, and planning, and utilize these champions for consistent enhancements to the total workforce management structure (new technologies, expansion into new global regions, etc.).

- **Understand that transformative thinking is the key to total workforce management.**
Business executives are constantly reflecting on their organizational challenges and consistently searching for answers in an increasingly globalized business world. As such, the true factor in TWM's ultimate success is *transformative thinking* from key executives and stakeholders: without **believing** that the greater business can benefit from the progressions occurring in the market by centralizing, standardizing, and altering both traditional and non-traditional talent engagement and management, any total workforce management initiative is bound to fail. It is critical for today's business leaders to focus on its "people strategy" and link this thinking to the ultimate success of the greater organization, of which TWM should be a priority. Success requires strong leadership from "big thinkers" at the top, and now is the time for businesses to finally adapt to a changing world of work by altering their talent-led strategies. A business' top asset, its talent, deserves investment and constant attention...and total workforce management is an ideal pathway to prepare for the future of work.

Conclusion: TWM and its Link to Agility, Flexibility, and Innovation

Traditional approaches to work and managing the modern workforce are becoming less impactful and will eventually become obsolete. Today's global market feeds on agility, flexibility, and innovation; enterprise programs related to workforce management must be transformed in order to keep pace with the talent evolution. Total workforce management represents the

next wave of progression in the world of work, building on the paths tread by a growing contingent workforce and increasingly-blended makeup of enterprise skillsets. From total talent visibility to enhanced workforce intelligence, the multifaceted impact of total workforce management, which includes agile reactions to new skillset-based needs, is a powerful concept that will soon represent the future of business talent.



Appendix

About the Author

Christopher J. Dwyer, Vice President of Research, Ardent Partners



For over 12 years, Christopher J. Dwyer has been one of the world's foremost spend management experts and leading authority on contingent workforce management (CWM). He is a premier thought leader in the contingent workforce industry, authoring hundreds of research studies and evangelizing the evolution of the non-employee workforce. Dwyer is the voice behind [*Contingent Workforce Weekly*](#), the industry's first (and only) [weekly podcast](#) dedicated to this space, and is looked to as an expert on the "future of work" and "gig economy." Dwyer has been a prominent analyst voice for well over a decade, previously leading the Aberdeen Group's Global Supply Management practice and contributing innovative research and insights regarding the global supply management industry. Dwyer joined Ardent Partners in 2013 as a Research Director and currently leads the firm's coverage on "complex spend management," which includes CWM, business travel and expense management, meetings/events management, and other key indirect spend categories. Dwyer and his work have been quoted/featured in [USA Today](#), [The Christian Science Monitor](#), [Forbes](#), [CNBC](#), and other major business publications. Dwyer was recognized as a "Pro to Know" by [Supply and Demand Chain Executive Magazine](#) in 2013, and has been honored four times (2013, 2014, 2015, and 2016) by [HRO Today](#) as an "Analyst and Advisor Superstar." In his tenure as an industry analyst, Dwyer has also developed and led thought leadership projects and research studies on e-payables, spend analysis, e-procurement, strategic sourcing, contract lifecycle management, and financial operations. He welcomes your comments at cdwyer@ardentpartners.com, on LinkedIn (www.linkedin.com/in/christopherjdwyer), or Twitter ([@CJD_Ardent](#)).

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Ardent Partners is a Boston-based research and advisory firm focused on defining and advancing the supply management strategies, processes, and technologies that drive business value and accelerate organizational transformation within the enterprise. Ardent also publishes the [CPO Rising](#) and [Payables Place](#) websites. [Register for exclusive access to \(and discounts on\) Ardent Partners research here.](#)

Research Methodology

Ardent follows a rigorous research process developed from years of experience conducting primary research on the contingent workforce and non-employee talent markets. The research in this report includes the web-based survey responses of over 275 procurement, human resources, finance, and other professionals captured between August and December of 2016 and was enhanced by interviews from multiple executives within these functions. This primary research effort is based upon survey responses, interviews, and the experience and analysis of the report author. The views and opinions in this report represent those of Ardent Partners at the time of publication. The contents of this research report are the exclusive property of Ardent Partners.

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