## Transformative HR

How Great Companies Use Evidence-Based Change for Sustainable Advantage

Proven HR strategies that can have a real impact on organizational success This book demonstrates how some of the world's most admired and prominent organizations are redefining HR leadership by using evidence-based change to inform human capital decisions that optimize efficiency, effectiveness and strategic impact. The authors present the five foundational principles to the new HR decision science: Logic-driven analytics, segmentation, risk leverage, synergy and integration and optimization. \* Includes practical suggestions and approaches to help executives put the book's principles into action \* Contains insight based on the experiences of leading global organization such as PNC Bank, CME Group, Royal Bank of Scotland, Deutsche Telekom and Shanda Interactive Entertainment \* Features in-depth case studies of 6 international companies: Coca-Cola, Khazanah Nasional Berhad, IBM, Ameriprise Financial, Royal Bank of Canada and Royal Bank of Scotland This groundbreaking book reveals a new approach to deliver sustainable change and business results. It is enhanced with success stories from leading companies that engage leadership and involve employees in ways that make a lasting impact on their companies.

Praise for Transformative HR "Transformative HR is at once both strategic and tactical, and helps HR leaders and their colleagues make decisions that are grounded in evidence and avoid unintended consequences. Practical, compelling, real-world examples are included that help practitioners sharpen their impact in driving change." --Brian Schipper, chief human resources officer, Cisco Systems "Rapid global expansion and new ways of looking at work have made this a dynamic and challenging time for HR professionals. Transformative HR gives HR leaders new tools for a new era, allowing them to think more clearly about their talent priorities and execute their human capital strategies more effectively." --Lynn Tetrault, executive vice president of human resources and corporate affairs, AstraZeneca PLC; chairperson of the board, HR People and Strategy "In case after case, Transformative HR demonstrates how the principles of evidence-based change can prompt real and lasting organizational change in both good times and bad. Citing experiences from a range of companies and industries across the globe, these unique stories show how a commitment to data and analytics in HR can significantly increase our ability to understand our workforces, keep top talent, and motivate employees at every level." -- Elaine Arden, group human resources director, The Royal Bank of Scotland Group "Forward-thinking and practical at the same time, Transformative HR delivers a crucial set of principles to HR executives who are managing today's complex human capital challenges. Especially compelling is the principle of risk leverage, which encourages HR leaders to both understand the risks associated with today's talent and approach them in a systematic way in order to reveal important opportunities. Transformative HR is creating a new HR mind-set." -- David Farrant, senior managing director, Global Human Resources, Nomura Holdings Inc.



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