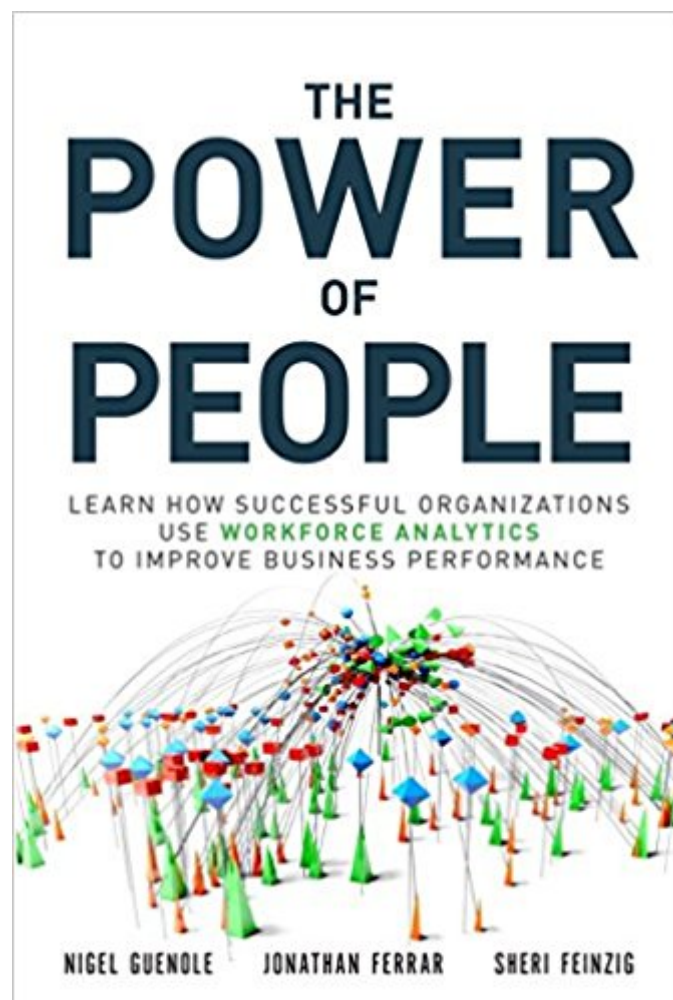




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# The Power Of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance (FT Press Analytics)





## Synopsis

Learn from Today's Most Successful Workforce Analytics Leaders Transforming the immense potential of workforce analytics into reality isn't easy. Pioneering practitioners have learned crucial lessons that can help you succeed. The Power of People shares their journeys and their indispensable insights. Drawing on incisive case studies and vignettes, three experts help you bring purpose and clarity to any workforce analytics project, with robust research design and analysis to get reliable insights. They reveal where to start, where to find stakeholder support, and how to earn "quick wins" to build upon. You'll learn how to sustain success through best-practice data management, technology usage, partnering, and skill building. Finally, you'll discover how to earn even more value by establishing an analytical mindset throughout HR, and building two key skills: storytelling and visualization. The Power of People will be invaluable to HR executives establishing or leading analytics functions; HR professionals planning analytics projects; and any business executive who wants more value from HR.

## Book Information

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## Customer Reviews

"The Power of People provides an exceptional primer for doing workforce analytics. It includes wonderful insights from thought leaders, and specific and usable tools for performing analytics." • Dave Ulrich, Rensis Likert Professor, Ross School of Business, University of Michigan, and Partner of The RBL Group "Data analytics is a crucial and fast evolving organisational capability.

This intriguing and fascinating book demonstrates not only the power of people analytics, but also creates a clear blueprint for building action-taking capability. A must read for any manager determined to add this valuable skill to their portfolio.

• Lynda Gratton, Professor of Management Practice, London Business School

Trusting your gut on people issues turns out to be a bad idea. Analytics on your workforce is the most rapidly growing field of analytics. The Power of People is an excellent guide to this important and burgeoning topic.

• Thomas H. Davenport, Distinguished Professor, Babson College, and Research Fellow, MIT Initiative on the Digital Economy

I believe you will find, like I did, that the frameworks and insights in The Power of People offer valuable steps toward realizing the potential of your workforce to create sustainable strategic success.

• Dr. John Boudreau, Professor, Marshall School of Business; and Research Director, Center for Effective Organizations, University of Southern California

This is quite an exceptional book. Extremely well-researched, it constitutes essential reading for those involved in the burgeoning field of Big Data, giving first-rate advice on good practices for all those involved in Workforce Analytics.

• Professor Peter Saville, Chairman 10X Psychology and Founder SHL and Saville Consulting

To build an extraordinary workplace, you need to harness the power of analytics. The Power of People provides a comprehensive look at latest research, offering best practices for leveraging the wealth of data now within our reach. If you want to master HR, you need to read this book.

• Ron Friedman, Author of The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace

Today's business executives are applying pressure to all aspects of their business (including HR and workforce areas) to use analytics to improve their bottom line. Despite this pressure there remain few resources for those looking to begin. The Power of People is an excellent primer providing definition and guidance for identifying, framing, and successfully deploying analytics solutions to solve workforce challenges.

• Greta Roberts, CEO Talent Analytics, Corp.

We are barreling along toward the collision between Big Data, Analytics, and the successful acquisition, development, and retention of people in our organizations. The Power of People gives data-led comfort and practical guidance to business leaders that shows we not only can survive the collision, we can harness its potential and emerge with a stronger workforce that is motivated for business and personal success.

• China Gorman, Board Chair, Universum Americas

Finally! An authoritative, thoroughly researched, clearly written book to help HR professionals be more data-driven. This volume discusses everything you always wanted to know about workforce analytics but were afraid to ask, with answers from top practitioners in the field.

• Dr. Tomas Chamorro-Premuzic, Professor of Business Psychology (UCL and Columbia University), CEO of Hogan Assessments, and author of The Talent Delusion

"Today Workforce Analytics is an emerging discipline which, in a few years' time, will become mainstream. The Power of People is exceptionally practical and inspiring" essential reading for those executives willing to take on the challenge of transforming their organisations. By leveraging the authors' as well as other leaders' extensive experience, this book is a true compendium for those wishing to navigate their transformation.

• "Manish Goel, CEO TrustSphere "The Power of People is a great book for those who want to build, refine, or fundamentally improve their HR Analytics offering. The authors have clearly undertaken some extensive research and are drawing on the experience of a wide range of people analytics experts. As a result, their book is full of great advice and can be considered a really good guide for those wanting to realise the full potential of workforce analytics in their organisation.

• "Dr. Martin Edwards, Kings College London Business School "Listening to what employees tell us and acting on it distinguishes an 'average HR' from 'HR excellence.' New analytical capabilities mean we can discern what people are telling us by their actions rather than what they say they would do. The Power of People is an excellent book describing how to harness organizational capabilities using workforce analytics to predict what workers are most likely to do in the future and therefore how to impact business outcomes.

• "Alan Wild, Vice President Human Resources; Employee Relations and Engagement, IBM

Nigel Guenole is an executive consultant with IBM, where he consults with many of the world's most successful organizations about improving organizational performance with psychological science. He is also Director of Research at the Institute of Management at Goldsmiths, University of London. Nigel's consulting, research, and teaching focus on topics in industrial-organizational psychology and statistical modeling. He is an associate fellow of the British Psychological Society (BPS), a member of the Academy of Management (AOM), and a member of the Society for Industrial and Organizational Psychology (SIOP). His work on topics related to workforce analytics has been featured in the media and popular press, as well as in numerous scientific journals, including *Frontiers in Quantitative Psychology & Measurement* and *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

Jonathan Ferrar is a respected consultant, speaker, and influencer in HR strategy, workforce analytics, and the future of work. He advises clients on how to establish human resources strategies that will improve business performance and make HR more relevant. He was listed as one of the global Top 50 HR Analytics Influencers on LinkedIn in 2014 and as one of the 15 HR and People Analytics Experts to Follow for 2017 by Jibe. Before he started his own consultancy business, Jonathan worked for more than 25 years in

corporate business in IBM, Andersen Consulting (now Accenture), and Lloyds Bank, for many of those years in senior executive management roles in both the United Kingdom and the United States. Jonathan has worked with C-suite clients and business leaders across the globe on human resources management and workforce analytics. He holds a bachelor of arts degree and a master of arts degree from the University of Cambridge and a postgraduate diploma in human resources management from Kingston Business School. He is a Chartered Fellow of the Chartered Institute of Personnel and Development (Chartered FCIPD). Sheri Feinzig is a director at IBM, where she leads a global team of consultants, content development experts, and the Smarter Workforce Institute. Sheri has more than 20 years of experience in human resources research, organizational change management, and business transformation. She has applied her analytical and methodological expertise to numerous research-based projects on topics such as employee retention, employee engagement, performance feedback, social network analysis, and organizational culture. Sheri received her Ph.D. in Industrial-Organizational Psychology from the University at Albany, State University of New York. She has presented on numerous occasions at national conferences and has coauthored a number of publications and white papers. She has served as an adjunct professor in the psychology departments of Rensselaer Polytechnic Institute in Troy, New York, and the Illinois Institute of Technology in Chicago, Illinois, where she taught doctoral, masters, and undergraduate courses on performance appraisal, tests, and measures. Sheri is a member of the Society for Industrial and Organizational Psychology (SIOP).

Excellent product 100% recommendable seller Thank you

This is the book that the HR and People Analytics professions have been waiting for and so desperately need. Packed full of insights from practitioners, academics and other experts in the field, *The Power of People* distills why people analytics and a data-driven approach to HR is so important to the business (in terms of better outcomes), the employees (in terms of enhanced experience, wellbeing and access to opportunities) and HR (in terms of increasing its profile within and its impact on the business). Contains case studies, models, advice and indeed everything one needs to know about one of the fastest growing areas of 21st Century HR. Suitable for those already working in a people analytics leader or team role, CHRO and HR leaders who want to understand more about analytics and business executives seeking more impact from their HR functions. A must-read. David Green (Twitter - @david\_green\_uk): People Analytics writer, speaker and influencer

I've known of Jonathan Ferrar for many years, and over the past 18 months have had the pleasure of sharing numerous hours with him and his colleagues. From day one I was impressed by his genuine curiosity, intellect, openness to new ideas, and creativity to bring new concepts to life. Nigel and Shari, I've come to learn, also share these qualities. I know this as I was honored to have been interviewed for the book. My perspectives and ideas, rightfully, emerge as minor contributions in a truly major accomplishment. From the 7 Forces Model of Demand, to the 8 Step Methodology, to the Operating Model, to the compelling stories of accomplished practitioners, to what lies ahead, this book is an unprecedented asset to the workforce/people/talent analytics discipline, as well as to anyone interested in understanding how measurement and analytics will affect future employee experiences and how leaders, in turn, will use talent-related data and insights to guide decision-making. It was a fun read! And, yes, my review is biased, as I shamelessly like, respect, and appreciate all the authors and what they've accomplished. A job extremely well done, indeed!

The Power of People is critical reading for organization leaders and people managers who want to take advantage of workforce analytics to be successful. The style and structure of the book make it easy to read and to focus on specific topics of interest. The value of this book initially comes from the extensive knowledge and professional experience of the authors in people topics, business and industry, however what sets this book apart from the rest is the quality of information. The case studies and over sixty interviews are of organizations and people who are defining workforce analytics by their success. When you read The Power of People, you are learning from the best. I am happy to recommend this book to all Human Resource professionals who want to harness the power of their people through workforce analytics.

This is the best book on workforce analytics that's currently out there. I received it last week Friday and have read it over the weekend. It is full of concise models, advanced thinking and actionable advice - and facts, of course. Moreover, it spans all the way from analytics foundations to very advanced analytics. All that is supported by practitioner case studies. And finally, what really sets the book apart is the structure in which it is written: It tells a story by itself. So it will not only inspire readers but will also teach how to sell workforce analytics in large organizations. That way, the book has the potential to bring business leaders behind the idea of fact based people decision making. Everyone who wants to digitally transform the HR function should read this book.

This is a great book for anyone interested in workforce analytics and anyone that is at any point

along the journey. It covers a lot of needed information. From the basics of why we need to call it workforce analytics to more complex issues like in-sourcing vs outsourcing and different aspects of technology. It breaks down the key aspect into small manageable chunks. Also comes with a useful 8 step model for purposeful people analytics. Plus, has the bonus of having many contributions from so many leaders in the field. Derrick

This book is not a dry, academic study, but a handbook for leaders in the world of HR. Approachable to both those exploring the real-world value of workforce analytics for the first time and those early adopters who personally and corporately already benefit from its application, it is bound to find a wide audience. Read cover-to-cover or dipped into as required, *The Power of People* provides the knowledge, tools and broad industry examples that support learning in this space. Neil Newman

Knowing the authors from various conferences and listening to their insights, it was high time that they wrote the book. This book gives you the necessary insights to work with people analytics in your company. A lot helped me as well to understand the power of data and the impact on business results as well as the positive impact on employees. Thank you. I can highly recommend the book!

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