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Nota di contenuto	Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments; Wiley & SAS Business Series; Copyright; Contents; Foreword; Preface; Acknowledgments; Introduction; Show Me the Money; Learning Metrics Are Business Metrics; Understand the Business; Be the Business; On the Horizon and Beyond; Note; Chapter 1: The New Workforce; Defining the Generations; Projected Gaps as the Generations Shift; Chasing Down Retirement; Changing the Way We Work; Technology; Economy; Globalization; Demographics; Are Virtual Workplaces Here to Stay? What Can Learning Leaders Do? Summary; Note; Chapter 2: The Need for a Strategy; Measurement as an Intentional Process; Continuum of Analytics; Anecdotes; Scorecards and Dashboards; Benchmarks; Correlations and Causation; Predictive Analytics and Optimization; Continuum of Learning and Development Analytics; Summary; Note; Case Study: A Measurement Strategy in Action: Pfizer; Background; The Need for a Strategy; Creating a Strategy; Taking Action; Alignment; A Culture of Measurement; Improve Postcourse Evaluations; Improve

Course Assessments; Next Steps

Chapter 3: Establishing a Measurement Framework Measurement Frameworks; A Practical Measurement Framework for Learning; Summary; Note; Case Study: Improving Collectors' Skills: AT&T; Business Issue; Business Situation; Business Goals; Consequences of Inaction; Challenge for AT&T Learning Services; Learning Services Goals; Develop New Vision; Determine Skill Needs; Determine Measures of Success; Training Design Approach; Address Two Populations through Life Cycle of Change; Focus on One Vision; Focus on Management Skills; Ensure Buy-In and Engagement; Focus on the Learners

Address Life Cycle of Change Training Design Content; Human Connection Workshops; Human Connection; Developing Extraordinary Performers (DeEP); DeEP Engagement Techniques; DeEP Engagement Techniques Design; Execution; Preview Workshops; Delivery; Cultural Considerations; Instructor Delivery Skills; Coaching and Reinforcement; Reinforcement Tools; Results; Human Connection: Levels 1 to 4 Evaluations; DeEP: Levels 1 to 3 Evaluations; Human Connection Results (Levels 1 to 3); Human Connection Results (Level 4); DeEP Results (Levels 1 to 3); DeEP Engagement Techniques Results (Levels 1 to 3)

DeEP: Manager Comments DeEP Engagement Techniques: Manager Comments; Conclusion; Learning Services Achievements; Overall Results; Chapter 4: Planning for Success; Purpose and Political Will; Skills and Capabilities; Tools and Technology; Data; Taking Inventory: What It Takes; Developing the Plan: Measurement Blueprints; Summary; Note; Case Study: A Culture of Measurement: Chrysler Academy; Background; It Started with a Plan; Fast-Forward; Measurement Framework; Responsive and Relevant; Chapter 5: Curriculum Alignment; Goal: To Close the Skill Gaps; The Performance Map How We Learn from High Performers

Sommario/riassunto

Don't squander your most valuable resource! Collectively, your workers are your company's most important and most valuable asset. To make the most of this asset, nothing beats quantitative performance and investment measurement. Learning and Development is an 80 billion-dollar industry, and every valuable employee represents a sizable investment on the part of your company. To keep your business moving forward, effective management of human capital is crucial. It generates plenty of data, and deep analysis of this data helps you provide feedback and make adjustments to capitalize on the comb
