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Nota di contenuto	Cover; Title Page; Copyright; Contents; Foreword; Preface; Acknowledgments; Chapter 1 The Need for Measurement in a Changing Environment; Analytics Give Companies a Competitive Edge; Everybody's Doing It; Transcending Borders; Slim Down, Do More; Everybody Wins; Changing Workforce; Who's Working Today?; Baby Boomers; Generation X; Millennials; Generation Z; How Are Employers Responding to Generation Z?; The Boomers Are Still Here; What about Generation X?; So Now What?; Notes; Chapter 2 What Exactly Is Predictive Analytics, and Why Is It Useful?; Workforce Planning; Workforce Optimization What Can Analytics Do for You? Using Macroeconomic Data at Wells Fargo; Retention and Recruiting; Diversity and Inclusion; Reducing Turnover with Unstructured Data; Notes; Chapter 3 The State of Human Capital Analytics; Profiling the Early Adopters; Who, What, Where; What They Measure; How They Measure; How They Socialize Findings; Barriers and Key Enablers to Success; Notes; Chapter 4 From Data to

Action; The Continuum of Analytics; Anecdotes; Scorecards and Dashboards; Benchmarks; Correlations; Causation; Predictive Analysis; Optimization; Taking Action; Alignment of Stakeholders Alignment to Business Goals Designing the Study; Conducting the Study; Other Differentiators; On-the-Job Performance Data; Results Aren't Self-Reported; Impact Is Data-Driven and Evidence-Based; Know Where and How to Improve; Notes; Chapter 5 The Big Data Conundrum; Death by Dashboard; What to Do; Descriptive Analysis; How Much Data Is Big?; Ethics and Other Considerations; The Career Perspective; The New Art of HR; Big Data: Passing Trend or Here to Stay?; Notes; Chapter 6 The Future of Talent Investments; Tools and Technology; Talent Acquisition and Management; Learning Customization The Future Workforce Notes; Appendix A 2014 Human Capital Analytics Study (Making Human Capital Analytics Work): October 2014; Quick Facts; Purpose and Overview of the Study; The Organization, Structure, and Operation of Human Capital Analytics Practice; Project Selection Types and Use of Analytics; Maturity, Progress, and Success; Summary; Appendix B Driving Talent Development with Data; Introduction; Understanding Human Capital Analytics; The Human Capital Analytics Continuum; How to Start a Measurement Strategy; Step 1: Drive Alignment with Business Goals Step 2: Establish Business Measures of Success Step 3: Guide the Development of Content That's Aligned with Business Needs; Step 4: Provide In-process Measures for Continuous Improvement; Step 5: Prove and Improve; When Human Capital Analytics Pay Off; Conclusion; Sources; Appendix C Training Case Studies; ACS: Analysis of a Call Center Agent Turnover; Background; Goal of Learning Initiatives; Research Design; Research Methodology; Results: Business Impact of Learning; Does Supervisor Training Improve Agent Retention?; Chrysler LLC: Sales Consultant Training; Background; Learning Intervention Business Impact

Sommario/riassunto

Drive better business strategy with practical analytics for people data Optimize Your Greatest Asset - Your People brings advanced analytics into Human Resources, giving you a framework for optimizing human capital investments through predictive analysis. You'll learn how to transition from anecdotes and surveys to more advanced measurement techniques, and combine the data from multiple systems into a unified plan of action that improves business results. Practical examples and case studies show how these techniques are applied in real-world settings, and executives and thought leaders weigh
