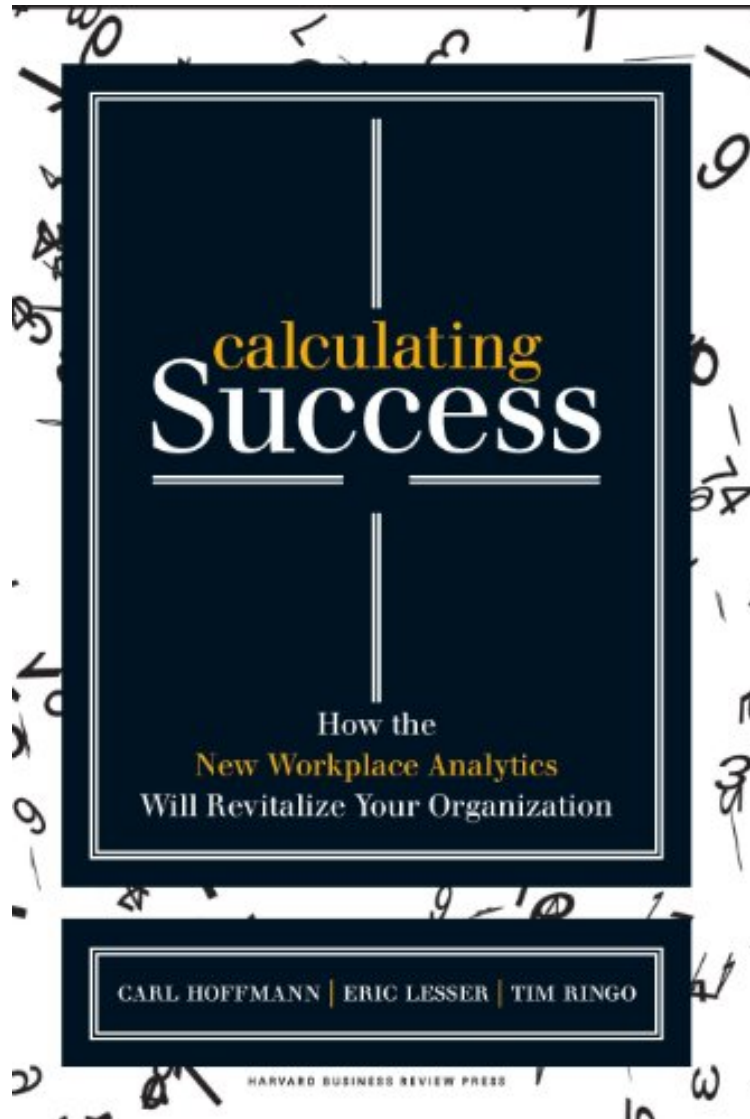


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## Calculating Success: How the New Workplace Analytics Will Revitalize Your Organization

*Carl Hoffmann, Eric Lesser, Tim Ringo*  
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**Carl Hoffmann, Eric Lesser, Tim Ringo : Calculating Success: How the New Workplace Analytics Will Revitalize Your Organization** before purchasing it in order to gage whether or not it would be worth my time, and all praised Calculating Success: How the New Workplace Analytics Will Revitalize Your Organization:

1 of 1 people found the following review helpful. Diagnosing and treating workplace problemsBy John GibbsWorkforce analytics answer a simple but often overlooked question: what do we need to know about our

organization and workforce to run the company more effectively, and how do we turn that knowledge into action, according to Carl Hoffmann, Eric Lesser and Tim Ringo in this book. Four key areas in which analytics can effectively be employed to improve workforce productivity are: \* Identifying the work that needs to be done and the processes, structures and roles needed to accomplish the organization's strategy \* Determining how effectively the human capital supply chain is filling those roles with people capable of doing the work at the quantity, quality and cost required of the business model \* Discovering how engaged and motivated the workforce is to meet or exceed performance standards \* Detecting the need for change, testing innovations, and disseminating them throughout the organization. The authors go on to describe their six-step approach to addressing workforce challenges, involving first understanding what has to be done and then turning that knowledge into action. In some ways, workforce analytics appears to be a reincarnation of Frederick Taylor's "scientific management". One of the key examples is Qantas Airways, which used scorecard analytics to drive workforce productivity increases, echoing the way Taylor used time-and-motion studies to squeeze more work out of labourers. On the other hand, workforce analytics is more about identifying problems with processes than it is about forcing employees to work harder. In one of the other examples, workforce analytics helped demonstrate that high employee turnover was attributable to poorly organized management incentives. While the book describes a broad approach to diagnosing and treating workplace problems, it does not go into much detail about specifics. Every problem may be different, but I would have thought that there might be a range of standard analytics which are useful in most situations. The examples described throughout the book are interesting, but by the end I had no more than a very general idea of what workforce analytics could achieve.

0 of 0 people found the following review helpful. Performance is reality By bobby g hunt Information packed...a good decision making tool 0 of 0 people found the following review helpful. Workforce Analytics at its best !! By EIT Excellent book!. I'm working on some project that face exactly the challenges that are mentioned in the book. Very straight forward, very prescriptive. Well written.

Create an Organization That Runs on More than Intuition and Guesswork Most companies today have access to reams of data: marketing, supply chain, finance, as well as critical data about their workforce. Yet research shows that leaders at these companies lack the confidence to effectively integrate and use this data to compete more effectively in the marketplace. While executives know the results they need to achieve, they often fail to analyze the impact of their decisions on the firm, its processes, and its people. Enter *Calculating Success*, written by a trio of experts who have spent decades working with companies to more effectively apply human capital data to improve organizational outcomes. *Calculating Success* shows readers how they can take an analytical approach to both anticipate and address the changes required by a company's competitive environment, and drive superior performance. Using an innovative six-step framework and introducing new tools, the authors show executives how to make smarter strategic decisions by evaluating the data at their fingertips. The framework will help leaders:

- Analyze the work that needs to be done and know how to structure it
- Provide the right types of people to do it
- Motivate them to engage in that work
- Explore innovative ways to get the work done

Full of detailed examples and case studies, *Calculating Success* will help you rethink the relationship of talent to business success. The result? A more motivated and cost-efficient workforce and a sustainable, systematic approach to acquiring talent and innovating how work gets done.