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A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review to keep you up-to-date on the most cuttingedge, influential thinking driving business today. With authors from Michael E. Porter to Daniel Kahneman and company examples from P&G to Adobe, this volume brings the most current and important management conversations to your fingertips. This book will inspire you to: Reconsider what keeps your customers coming back Create visualizations that send a clear message Assess how quickly disruptive change is coming to your industry Boost engagement by giving your employees the freedom to break the rules Understand what blockchain is and how it will affect your industry Get your product in customers' hands faster by accelerating your research and development phase This collection of articles includes "Customer Loyalty Is Overrated," by A.G. Lafley and Roger L. Martin; "Noise: How to Overcome the High, Hidden Cost of Inconsistent Decision Making," by Daniel Kahneman, Andrew M. Rosenfield, Linnea Gandhi, and Tom Blaser; "Visualizations That Really Work," by Scott Berinato; "Right Tech, Wrong Time," by Ron Adner and Rahul Kapoor; "How to Pay for Health Care," by Michael E. Porter and Robert S. Kaplan; "The Performance Management Revolution," by Peter Cappelli and Anna Tavis; "Let Your Workers Rebel," by Francesca Gino; "Why Diversity Programs Fail," by Frank Dobbin and Alexandra Kalev; "What So Many People Don It Get About the U.S. Working Class," by Joan C. Williams; "The Truth About Blockchain," by Marco Iansiti and Karim R. Lakhani; and "The Edison of Medicine," by Steven Prokesch.

HR metrics and organizational people-related data are an invaluable source of information from which to identify key trends and patterns in order to make effective business decisions. HR practitioners often, however, lack the statistical and analytical know-how to fully harness their potential. Predictive HR Analytics provides a clear, accessible framework with which to understand and work with people analytics and advanced statistical techniques. Step-by-step and by using worked examples, this book shows readers how to carry out and interpret analyses of various forms of HR data, such as employee engagement, performance and turnover, using the statistical packages SPSS (with R syntax provided), and, importantly, how to use the results to enable practitioners to develop effective evidence-based HR strategies. This second edition of Predictive HR Analytics has been updated to include new material on machine learning, biased algorithms, data protection and GDPR considerations, a new example using Kaplan Meier Survival analyses for tenure/turnover modelling and updated screenshots and examples with SPSS version 25. It is supported by a new appendix showing main R coding for the focal analyses approaches in the book, and online resources consisting of SPSS and Excel data sets and R syntax with worked case study examples.

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widespread fear and apathy, an international coalition of researchers, professionals, and scientists have come together to offer a set of realistic and bold solutions to climate change. One hundred techniques and practices are described herelsome are well known; some you may have never heard of. They range from clean energy to educating girls in lower-income countries to land use practices that pull carbon out of the air. The solutions exist, are economically viable, and communities throughout the world are currently enacting them with skill and determination. If deployed collectively on a global scale over the next thirty years, they represent a credible path forward, not just to slow the earthls warming but to reach drawdown, that point in time when greenhouse gases in the atmosphere peak and begin to decline. These measures promise cascading benefits to human health, security, prosperity, and well-beingligiving us every reason to see this planetary crisis as an opportunity to create a just and livable world.

Are your employees meeting their goals? Is their work improving over time? Understanding where your employees are succeeding and falling short is a pivotal part of ensuring you have the right talent to meet organizational objectives. In order to work with your people and effectively monitor their progress, you need a system in place. The HBR Guide to Performance Management provides a new multi-step, cyclical process to help you keep track of your employees' work, identify where they need to improve, and ensure they're growing with the organization. You'll learn to: Set clear employee goals that align with company objectives Monitor progress and check in regularly Close performance gaps Understand when to use performance analytics Create opportunities for growth, tailored to the individual Overcome and avoid burnout on your team Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Over the last 30 years, hydrographical marine surveys in the English Channel helped uncover the potential wreck sites of German submarines, or U-boats, sunk during the conflicts of World War I and World War II. Through a series of systemic dives, nautical archaeologist and historian Innes McCartney surveyed and recorded these wrecks, discovering that the distribution and number of wrecks conflicted with the published histories of U-boat losses. Of all the U-boat war losses in the Channel, McCartney found that some 41% were heretofore unaccounted for in the historical literature of World War I and World War II. This book reconciles these inaccuracies with the archaeological record by presenting case studies of a number of dives conducted in the English Channel. Using empirical evidence, this book investigates possible reasons historical inconsistencies persist and what Allied operational and intelligence-based processes caused them to occur in the first place. This book will be of interest to scholars and researchers in the fields of nautical archaeology and naval history, as well as wreck explorers.

Aimed at practicing engineers and scientists as well as students, Everyone a Leader offers innovative learning frameworks for acquiring competence in leadership that were originally developed at DuPont Canada. This book is specifically tailored to meet the needs of those in engineering and scientific fields. David Colcleugh, leadership educator and former CEO of DuPont Canada, draws examples of value-added processes and systems familiar to engineers and scientists to illustrate the importance of developing leadership capabilities in addition to technical skills. Colcleugh brings theories to life through a wealth of case studies and examples from his own career. The models presented in this book have been tested both in the field and as teaching tools at the Institute for Leadership Education in Engineering at the University of Toronto. Stressing continuous improvement, ethical standards, and teamwork, Everyone a Leader reveals how organizational change becomes possible when every employee is not only a functional expert, but also a leader.

In the (A) case, Jason Phillips, Chief Financial Officer of a soup manufacturing business, is given the task of maximizing the value of the firm twelve months after the case is set. Although he does not want

to break any legal rules, Jason is interested to see whether accounting and real action choices can be used to enhance the company's financial position and increase its perceived value to investors. The case permits him to select from a menu of options, including decisions on product pricing, inventory levels, accounts receivables, leasing or purchasing a new machine and valuation or sale of securities. These choices are fed into an Excel spreadsheet which adjusts financial projections and accounting disclosures accordingly. In the (B) case, Ben Kerr, Chief Investment Officer at one of Dragon's main competitors, considers the financial statements produced by Dragon to unravel any earnings management behavior and establish a true value for the company. Although the case can be focused on the accounting consequences of real decisions, a richer discussion is obtained when considering the ethical angles of the decision process. In particular, how much "earnings management" should be pursued and what types of behaviors are simply going to be unraveled by investors? Students will explore: the concepts of "legal" earnings management as compared to true value optimization; whether sophisticated investors misled by such behaviors; and the management of information flows to investors.

In a marketplace fueled by intangible assets, anything less than optimal workforce success can threaten a firm's survival. Yet, in most organizations, employee performance is both poorly managed and underutilized. The Workforce Scorecard argues that current management and human resources practices hinder employees' ability to contribute to strategic goals. To maximize the power of their workforce, organizations must meet three challenges: view their workforce in terms of contribution rather than cost; replace benchmarking metrics with measures that differentiate levels of strategic impact; and make line managers and HR professionals jointly responsible for executing workforce initiatives. Building on the proven model outlined in their best-selling book The HR Scorecard, Mark Huselid, Brian Becker, and coauthor Richard Beatty show how to create a Workforce Scorecard that identifies and measures the behaviors, competencies, mind-set, and culture required for workforce success and reveals how each dimension impacts the bottom line. Practical and timely, The Workforce Scorecard offers crucial lessons for leveraging human capital to achieve strategic success.

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