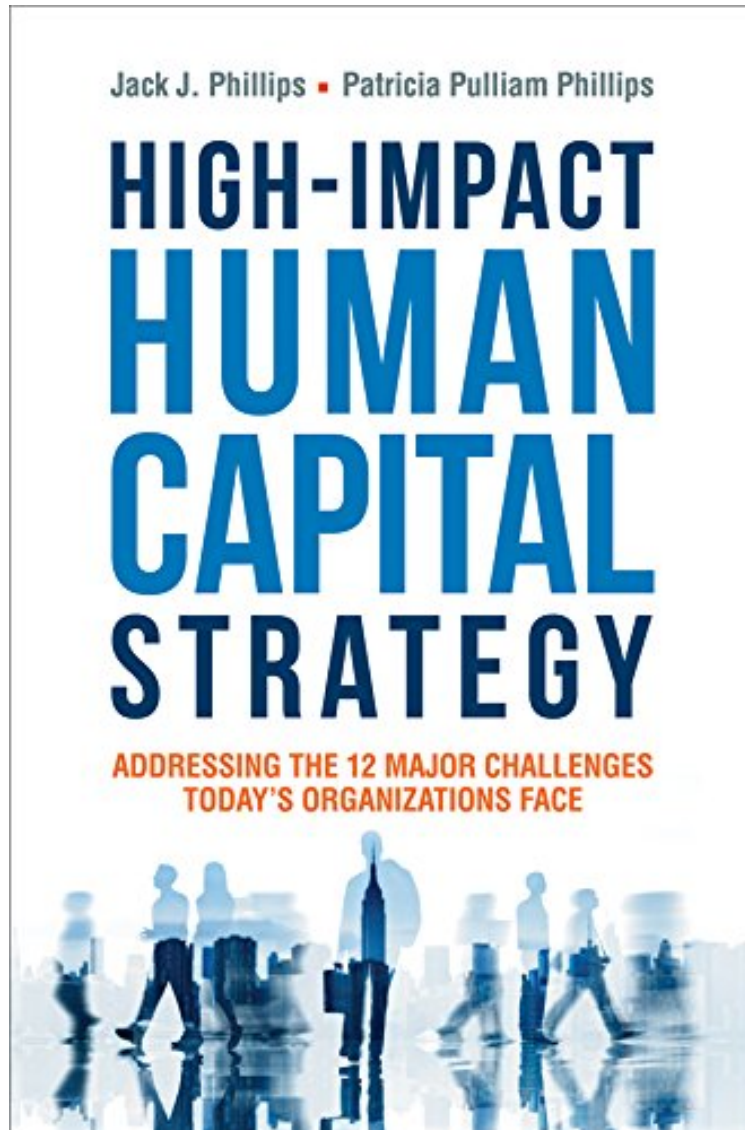


[Download] High-Impact Human Capital Strategy: Addressing the 12 Major Challenges Today's Organizations Face

High-Impact Human Capital Strategy: Addressing the 12 Major Challenges Today's Organizations Face

Jack Phillips, Patricia Pulliam Phillips
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Jack Phillips, Patricia Pulliam Phillips : High-Impact Human Capital Strategy: Addressing the 12 Major Challenges Today's Organizations Face before purchasing it in order to gage whether or not it would be worth my time, and all praised High-Impact Human Capital Strategy: Addressing the 12 Major Challenges Today's Organizations Face:

1 of 1 people found the following review helpful. Masterpiece. .. excellent resource for managersBy Sobhi AkbikFirst

i bought it from Audible then as a hard copy that is shipped to Dubai. Now i advise all my students and colleagues to have it and read it 3 times. It is really one of the best.

0 of 0 people found the following review helpful. Four Stars
By Julieannainteresting not sure the writers see the human side of work and family
1 of 1 people found the following review helpful. "It is our duty as men and women to proceed as though the limits of our abilities do not exist." Pierre Teilhard de Chardin
By Robert Morris
According to Jack Phillips and Patricia Pulliam Phillips, "This book focuses directly on how to develop a human capital (HC) strategy in today's turbulent and changing environment. Too often, HC strategy encompasses a classic and traditional approach to human resources (HR): recruiting the best people, preparing them for assignments, motivating them for his performance, and retaining them for several years. While all this is necessary, it is more helpful to have a strategy that fits into the current environment and context." More specifically, an HC strategy "must effectively address the demographic changes in the workforce, current skill shortages and mismatches in labor markets, societal and structural shifts in organizations, the persistent energy crisis, globalization, and important environment challenges. At the same time, strategy must be feasible, actionable, measurable, and implemented with remarkable success. This book addresses twelve forces that must be addressed in HC strategy." These are among the several dozen passages of greatest interest and value to me, also listed to suggest the scope of the book's coverage in the first five of 14 chapters:

- o Are People Necessary? (Pages 1-3)
- o A Brief History of Valuing Human Capital (4-7)
- o The Expanded Role of Human Capital (8-11)
- o Barriers to Change (11-12)
- o The Importance of Linking Human Resources to Strategy (13-15)
- o Strategic Planning Process (17-23)
- o Opening Stories: Costco, Trader Joe's, and Quiktrip (29-31)
- o Organizations that invest only the minimum in people (34-37)
- o Invest Until It Hurts (46-50)
- o Determining the Payoff Needs (57-61)
- o Determining Business Needs (61-65)
- o Determining earning Needs (65-67)
- o Developing Objectives for HR Programs (70-73)
- o Why Talent Is Critical to Success (79-83)
- o Needed: A System for Talent Management (83-88)
- o Acquiring Talent (88-92)
- o Developing Talent, Managing Teams, and Retaining Talent (92-97)

With regard to the passage "A Brief History of Valuing Human Capital" (4-7), these are some thought-provoking comments in Rodd Wagner's most recent book, *Widgets: The 12 New Rules for Managing Your Employees As If They're Real People*: "Your people are not your greatest assets. They're not yours, and they're not assets. They are someone's son or daughter, brother or sister, mom or dad. They're people -- people for whom you have a crucial stewardship and with whom you are building a personal legacy that will last long after you have retired. Do right by them, make them happy, and they will be the major force behind the success you share with them, and the best part of being privileged to be a leader." This is precisely what Jack Phillips and Patti Phillips have in mind when observing, "No resource is as valuable, or expensive, as your people. By learning to provide high-level strategic direction, you not only improve how people work and what they focus their efforts on achieving, but you also deliver the bottom-line results your organization needs to thrive in the future." Years ago when then chairman and CEO, Herb Kelleher, was asked to explain the extraordinary success of Southwest Airlines, he replied, "We take great care of our people, they take great care of our customers, and our customers take great care of our shareholders." It is no coincidence that most of the companies annually ranked among those most highly admired and best to work for are also among those that are annually ranked most profitable with the greatest cap value in their industry. Jack Phillips and Patti Phillips seem to be on a crusade to help as many leaders as possible to create and then sustain a workplace culture within which personal growth and professional development are most likely to thrive. Those who share my high regard for their brilliant book are urged to check out two others: *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, co-authored by Jeanne W. Ross, Peter Weill, and David Robertson (Harvard Business Review Press) and *Team Genius: The New Science of High-Performing Organizations*, co-authored by Rich Karlgaard and Michael Malone (HarperBusiness/An Imprint of HarperCollins).

Traditionally, human resources has focused on recruiting good people, preparing them for assignments, motivating them to perform, and retaining them. These functions remain essential, but to be successful in turbulent times like ours, human capital strategy needs to be broader and much more far-reaching. *High-Impact Human Capital Strategy* examines 12 critical forces that must be considered: globalization, changes in workforce demographics, skill shortages and mismatches in labor markets, environmental matters, and more. It shows how to incorporate each into an effective overall plan, and how to translate that plan into action. You'll learn to design human capital programs that:

- o Connect with business measures
- o Achieve positive ROI
- o Ensure critical talent is in place
- o Boost engagement
- o Address work/life balance and other social issues
- o Reduce the need to outsource

Case studies and step-by-step guidelines help you move beyond hiring-training-benefits functions, to develop human capital strategies that deliver measurable value in the face of ongoing challenges.

"A fascinating, holistic look at the new age of HR, *High-Impact Human Capital Strategy* offers step-by-step guidelines and case studies that drive home its key concepts." --TD Magazine

"...packed with a lot of information for businesses large and small..."; *High-Impact Human Capital Strategy* will quickly become a go-to book for entrepreneurs who are serious about growing their companies." --Web.com

"Packed with cogent analysis and accessible tools, *High-Impact* delivers a long-needed update to human capital strategy...provides an

overview of the new rules of human capital management." --HR Professional From the Inside Flap Your workplace may be packed with great people, handpicked and well trained. But what should they be doing to drive the organization forward? How can you channel all that talent and effort into the most profitable areas? And how can you strategize for the future when so many changes are happening now? Human resources professionals struggle for answers. If you can form a clear vision of how to effectively manage your human capital, you can set your organization on a sustainable path; and bring HR to the forefront of the strategic planning process. But continue with the status quo, and inefficiency and irrelevancy can drag the entire enterprise down. High-Impact Human Capital Strategy is a sweeping analysis of 12 forces impacting people and organizations, with insights for developing a robust human capital strategic plan that addresses each. From changing workforce demographics and skills shortages to the persistent energy crisis and globalization, the book's far-reaching overview, step-by-step guidelines, and examples help you provide the direction your organization needs: Set the optimal investment level the organization should spend on human capital. • Align your HR programs to business needs. • Manage critical talent in your organization, and ensure key people remain. • Create a results-oriented performance and innovation culture. • Decide how, when, and where work should be performed, and engage employees and cement their commitment. • Safeguard employees' well being with cost-effective healthcare and wellness programs. • Build a diverse workforce that reflects demographic changes, including multi-generational employees, changing immigrant profiles, and women's ascent into leadership positions. • Use technology to unleash employees' creativity and drive productivity, while minimizing the distractions and vulnerabilities. • Pinpoint how globalization affects your business and your people, and help employees devise ways to offset its impact. • Counter environmental and energy challenges by engaging employees in sustainability efforts and preparing for adverse impacts in the future. • Develop leaders who thrive in challenging global environments. • Measure your programs using analytics and big data, and use results to make improvements. No resource is as valuable, or expensive, as your people. By learning to provide high-level strategic direction, you not only improve how people work and what they focus their efforts on achieving, but also deliver the bottom-line results your organization needs to thrive in the future. Jack J. Phillips, Ph.D., and Patricia Pulliam Phillips, Ph.D., are Chairman and President/CEO, respectively, of ROI Institute. They are active consultants, prolific speakers, and co-authors of many HR books and articles. From the Back Cover Is your HR department planning for the future, or just managing day to day? Recruiting, hiring, compensating, and other activities can occupy every second of your time. But when you cast a big-picture view on the enterprise and its people, traditional HR concerns are only gears serving a larger purpose: to drive the organization forward. High-Impact Human Capital Strategy helps you move beyond hiring-training-benefits functions, to develop human capital strategies that deliver measurable value in the face of ongoing challenges, including globalization, changes in workforce demographics, environmental matters; 12 critical forces in all. Case studies and guidelines teach you how to design programs that • Connect with business measures • Achieve positive ROI • Ensure critical talent is in place • Boost engagement • Address work/life balance and other social issues • Reduce the need to outsource • And more. Human capital strategy reorients your focus to view people as the backbone of your organization. They help build great products, deliver great services, and generate new ideas. But people are also the single most significant investment; an investment that needs to pay off. High-Impact Human Capital Strategy is the one book you need to channel employees' focus, efforts, and creativity in the most efficient and profitable avenues for sustaining long-term growth.