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HR thought leader Dave Ulrich – bestselling author of HR Champions, The Why of Work, HR from the Outside In, and more--is back with his international colleagues to unpack and distill the finest, most up-to-the-moment thinking from the HR world. Indeed, this book looks at best practices from companies on every continent, offering an expert survey of universal and regional HR dos and

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don'ts. Because new and developing global circumstances often require adaptability and changes in best practices, *Global HR Competencies* documents the decision and policymaking of some of the world's foremost, leading-edge HR practitioners. Together with his team of researchers, Ulrich has broken down all there is to know about best HR practices around the world--and how they might take shape in the future. *Global HR Competencies* will teach you: The guiding principles that HR's next generations can't afford to be without How HR professionals integrate

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across all levels of
business life in each major
region of the world HR's
impact on short-term
individual and business
performance, and how it can
have sustainable impact on
customers and society as a
whole How to best employ,
develop, and make the most
of HR professionals, giving
you and your organization
the maximum advantage –
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crafting sustainable
organizations in a world of
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USA Today bestselling author Dave Ulrich offers HR professionals a new line of defense in the corporate "war for talent." Destined to be a classic in the field, this game-changing book from HR visionary Dave Ulrich tackles one of the greatest challenges in Human Resources today: the talent wars. As companies grow increasingly and aggressively competitive in hiring and nurturing individual employees, this book offers a refreshing, revolutionary alternative. By creating dynamic systems that leverage talent throughout the organization, you can create a unified

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whole that is greater than the sum of its parts. In the long run, that's what gives your company the competitive edge it needs. Based on the research findings of the latest round of Ulrich's legendary HR Competency Survey, this groundbreaking book is sure to spark debate, shatter myths, and inspire real change throughout the HR community. Filled with fact-based insights and field-tested strategies, it proves that your organization's success lies, not in the talent you have, but what you do with the talent once you have it. This book shows you how to build capabilities,

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empower human capital—for

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undergraduate courses in human resource management, this text also provides practical content to current and aspiring industry professionals. *Fundamentals of Human Resource Management* covers a wide range of HR topics and shows readers the importance of human resource management within the restraints of a compact semester. Offering a wealth of functional examples and applications, this text emphasizes the notion that all managers need basic human resource management skills. This edition is the first text on the market to build its core around the talent management

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process--which the author defines as the goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees.

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Lawler III and John W.
Boudreau measure how HR
management is changing,
paying particular attention
to what creates a successful
HR function—one that
contributes to a strategic
partnership and overall
organizational

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effectiveness. Moreover, the book identifies best practices in areas such as the design of the HR organization and HR metrics. It clearly points out how the HR function can and should change to meet the future demands of a global and dynamic labor market. For the first time, the study features comparisons between U.S.-based firms and companies in China, Canada, Australia, the United Kingdom, and other European countries. With this new analysis, organizations can measure their HR organization against a worldwide sample, assessing their positioning in the

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The Why of Work: How Great

Leaders Build Abundant

Organizations That Win

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HR from the Outside In: Six

Competencies for the Future

of Human Resources

This unique guide explores how senior HR executives can build strong working relationships with the CEO, other members of the executive team, and the

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prescriptive approach to the practice of strategic HRM and encourages critical reflection to prepare students for the issues and dilemmas they could face in their careers. Providing an introduction to the management of people in work organizations, it seeks to outline the purpose and operation of HRM activities in the 'real world', whilst situating practice in the context of associated debates and controversies played out in the parallel field of academic study. It adopts a critical perspective on the study and practice of HRM to provide the reader with an

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understanding not only of the potential for HRM to contribute to both improved organizational performance and individual well-being in the workplace, but also why it very often fails to achieve either of these positive outcomes and suggests that the management of people is not the exclusive preserve of HR specialists, but an area of interest or concern for all organizational actors. The new edition comes packed with features that encourage readers to engage and relate theory to practice including: - Management skills and attributes boxes outlining the required

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competencies of line managers and HR practitioners - HR in practice boxes illustrating how HRM theory works in real world practice - Ethical insights presenting ethical considerations for budding practitioners - Global insights highlighting practices around the world - Research insights inviting students to explore further academic research - Case Studies and Examples offering a more in-depth look at HRM across a variety of organizations - A free interactive eBook* featuring author videos, web-links interactive multiple choice questions, free SAGE journal

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articles, extended case studies and other relevant links, allowing access on the go and encouraging learning and retention whatever the reading or learning style. Aimed at students across the academic spectrum, whether studying on a specialist HRM or CIPD program of study, a generalist business and management programme or studying HRM as part of a programme in an unrelated discipline (such as engineering or humanities).

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Named as BusinessWeek's #1 Management Educator, expert Dave Ulrich and his team of authors bring human resources a whole new way of thinking and practicing—moving the focus from internal issues to actively helping to set business strategies.

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upgrade ourselves.” -Linda

A. Hill, Wallace Brett
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Business School “Based on
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hundreds of companies and
thousands of executives, HR
Transformation provides
compelling theory and
practical tools to create
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social science and biomechanics to assess how people think about and use technology. Companies are gaining advantage through a new capability—strategic use of external experts—made possible by technology and the globalization of talent. Leaders everywhere recognize that “lean,” “agile,” and “fast” strategies require new ways to access and leverage—without owning—key talent to fill critical gaps. As managers seek nontraditional sources of strategic talent and experiment with fast, flexible ways of engaging these experts, they need a new roadmap. This book delivers that roadmap. It tells you how to assess, choose, attract, develop, support, and retain your external talent. Authored by thought leaders and bestselling

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authors in leadership and talent management who teach and consult globally, Agile Talent reveals how companies such as Apple, Uber, Airbnb, Google, IBM, and Bain Capital organize and manage new forms of talent in innovative ways. Supported by survey data and packed with tools and templates for applying these ideas, this book is the ultimate guide for winning the next war for talent. These articles show human resource professionals how to play a vital, new role in an organization's success. The book's editor, Dave Ulrich, is a guru of HR management whose work should take the profession to a new level of respectability and effectiveness.

Praise for THE CHIEF HR OFFICER The Chief HR Officer offers the most current thinking on the evolving role

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of the chief human resource officer (CHRO). An essential resource for experienced and aspiring CHROs, the book shows leaders how to best prepare for and perform this critical role. This comprehensive book shows how, in today's extremely competitive work environment, the job of the CHRO has expanded to encompass many important roles. Among other things, HR leaders must adapt to and address the demands of an increasingly diverse and demanding workforce, globalization, stricter regulatory requirements, increased accountability to the CEO and board of directors, and the complexity of leading the HR function with often limited resources. This vital guide is filled with rare insights and practical guidance from some of the country's most successful CHROs

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who have been in the trenches as well as top academics researching the field including Randy MacDonald (IBM), Eva Sage-Gavin (Gap Inc.), L. Kevin Cox (American Express), Mirian M. Graddick-Weir (Merck), and Dave Ulrich (Ross School of Business, University of Michigan, and The RBL Group). Sponsored by the National Academy of Human Resources (NAHR), the book covers a wealth of topics including how to develop a perspective and set of skills to effectively lead and perform in the role and how to approach strategy, management, leadership, ethics, and talent. In addition, the authors include information on forming and implementing activities that will further the firm's strategy, advice for coaching and counseling the CEO, and much more.

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The international best seller Human Resource Champions helped set the HR agenda for the 1990s and enabled HR professionals to become strategic partners in their organizations. But earning a seat at the executive table was only the beginning. Today's HR leaders must also bring substantial value to that table. Drawing on their 16-year study of over 29,000 HR professionals and line managers, leading HR experts Dave Ulrich and Wayne Brockbank propose The HR Value Proposition. The authors argue that HR value creation requires a deep understanding of external business realities and how key stakeholders both inside and outside the company define value. Ulrich and Brockbank provide practical tools and worksheets for leveraging this knowledge to create HR practices,

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build organizational capabilities, design HR strategy, and marshal resources that create value for customers, investors, executives, and employees. Written by the field's premier trailblazers, this book charts the path HR professionals must take to help lead their organizations into the future. Ulrich is a professor at the University of Michigan School of Business and the author of 12 books and more than 100 articles on the subject of human resources.

Brockbank is a clinical professor of business at the University of Michigan School of Business, the author of award-winning papers on HR strategy, and an adviser to top global organizations.

The HR Scorecard

Human Resource Champions

Know Your Talent Better Than You

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Know Your Customers

A Guide to the Human Resource Body of Knowledge (HRBoK)

Defining the New Role of Human Resource Leaders

An Introduction to Human Resource Management

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work

The journey of HR -- The state of the HR profession -- Credible activist -- Culture & change steward -- Talent manager/organization designer -- Strategy architect -- Operational executor -- Business ally -- Building an HR department -- Summary and implications.

Conversation-powered leadership

How can leaders make their big or growing companies feel small again?

How can they recapture the

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“magic”—the tight strategic alignment, the high level of employee engagement—that drove and animated their organization when it was a start-up? As more and more executives have discovered in recent years, the answer to this conundrum lies in the power of conversation. In *Talk, Inc.*, Boris Groysberg and Michael Slind show how trusted and effective leaders are adapting the principles of face-to-face conversation in order to pursue a new form of organizational conversation. They explore the promise of conversation-powered leadership—from the time-tested practice of talking straight (and listening well) to the thoughtful adoption of social media technology. And they offer guidance on how to balance the benefits of open-ended

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talk with the realities of strategic execution. Drawing on the experience of leaders at diverse companies from around the world, Talk, Inc., offers provocative insights and user-friendly tips on how to make organizational culture more intimate, more interactive, more inclusive, and more intentional—in short, more conversational.

HR leaders and practitioners: master the financial analysis skills you need to become true strategic business partners, gain an equal seat at the table, and get boardroom and CFO buy-in for your initiatives! In this one-of-a-kind book, Dr. Steven Director covers everything mid-to-senior-level HR professionals need to formulate, model, and evaluate their HR initiatives from a financial perspective. Drawing on his

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unsurpassed expertise working with HR executives, he walks through each crucial financial issue associated with strategic talent management, including quantifiable links between workforces and business value, cost-benefit analyses of HR and strategic financial initiatives, and specific issues related to total rewards programs, including stock, stock options, and pension costs. Unlike other finance books for non-financial managers, *Financial Analysis for HR Managers* focuses entirely on core HR issues. Director helps you answer questions such as: How do you model HR's financial role in corporate strategic initiatives such as the introduction of a new product line? How do you select bonus drivers to send the right signals to managers (and uncover

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suboptimal hidden signals you might be sending now)? How do you design compensation packages that are fully consistent with your goals? How do you identify and manage pension-finance costs and risks that can dramatically impact the long-term financial health of the business? HR leaders and aspiring leaders are under unprecedented pressure to provide credible, quantitative answers to questions like these. This is the one and only book that will help them do so.

This go-to resource contains the most reliable information needed to answer questions about employee benefits that arise in day-to-day business. Complex and ambiguous topics are illustrated with concrete examples that can help make informed, sound decisions, and

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Resources. Ultimately, the ability to ask better questions. Written by Rebecca Mazin—an expert in human resource policies and procedures—the book addresses the most commonly asked benefits questions including: How many vacation days do employees get? What's the difference between a POS and an HSA? Is offering check-ups and eye exams enough? What's involved in flexible spending accounts? What do I need to know about 401(k) and Non-Qualified Plans? Do employees expect life insurance and disability? From EAP to concierge services, what else do employees want? How does COBRA work and what else do I need to do? What can employers do to rein in benefits costs? The book also highlights specific practice examples that are "worth repeating," or "better

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For The Future Of Human Resources forgotten," and includes a wide-variety of checklists and charts. The Employee Benefits Answer Book is organized by topic and arranged in a question and answer format making it easy to zero in on a particular subject. Using this important book, employers can create coherent policies based on a clear understanding of all benefits.

The Decoded Company

Ask a Manager

Victory Through Organization: Why the War for Talent is Failing Your Company and What You Can Do about It

Fundamentals of Human Resource Management

What You Really Need to Know about the Numbers

Standout HR: Transform Your Company's Human Resources from a

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Generic, Low-Value Commodity to a Strategic System That Fuels Business

The Employee Benefits Answer Book

A powerful guide to building a data-centric corporate culture that unleashes talent and improves engagement Amazon delights customers with recommendations that are spot on. Google amazes us by generating answers before we've even finished asking a question. These companies know who we are and what we want. The key to their magic is Big Data. Personalizing the consumer experience with the collection and analysis of consumer data is widely recognized as one of the

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biggest business opportunities of the 21st century. But there is a flip side to this that has largely been missed. What if we were able to use data about employees to personalize and customize their experience - to increase their engagement, help them learn faster on the job, and figure out which teams they should be on? In this book, Leerom and his colleagues outline the six principles they've used to decode work and unlock the maximum potential of their talent, and share success stories from other organizations that have embraced this approach. The

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Decoded Company is an actionable blueprint for any company that wants the best from its people, and isn't afraid of radical approaches to get it. Leerom Segal is the president and CEO of Klick and has been named "Entrepreneur of the Year" by the Business Development Bank of Canada, won the "Young Entrepreneur of the Year" award from Ernst and Young, and was named to Profit Magazine's Hall of Fame as the youngest CEO ever to lead a nonprofit company. Aaron Goldstein is the co-founder of Klick and is a Senior Certified Project Manager Professional. Jay Goldman

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was Head of Marketing at Ryppe, a venture-backed startup acquired by Salesforce in 2012 and now known as Work.com. He is the author of the O'Reilly Facebook Cookbook, and he has been published in the Harvard Business Review.

Rahaf Harfoush is the author of several books including Yes We Did. She was a contributor to the best-selling Wikinomics and Grown Up Digital.

Three experts in Human Resources introduce a measurement system that convincingly showcases how HR impacts business performance. Drawing from the authors' ongoing study

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of nearly 3,000 firms, this book describes a seven-step process for embedding HR systems within the firm's overall strategy--what the authors describe as an HR Scorecard--and measuring its activities in terms that line managers and CEOs will find compelling. Analyzing how each element of the HR system can be designed to enhance firm performance and maximize the overall quality of human capital, this important book heralds the emergence of HR as a strategic powerhouse in today's organizations. Libby Sartain talks to us with with great examples, and tough love.-- Beverly

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Kaye, author, Love OCyEm or Leave OCyEm and Up Is Not the Only Way."

The new and updated edition of the classic work on Disruptive HR. The way we work is changing fast, and traditional HR is no longer fit for purpose. Equipping our organizations to meet today's demands requires something very different. This book provides HR professionals with: a compelling case for changing HR practical people solutions for a disrupted world strategies to make the changes they need ways to equip HR with the right capabilities and mindset
Financial Analysis for HR

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Reinventing the Organization
Six Competencies for the
Future of Human Resources
How Companies Can Deliver
Radically Greater Value in
Fast-Changing Markets
HR Disrupted

It's time for something
different (2nd Edition)
HR Transformation: Building
Human Resources From the
Outside In

The vision of this book is
to engage readers in a
debate on how we see HR as a
function and profession here
and now, how we see the
practice and the
practitioner. The intent is
to reflect on what we are
seeing, hearing and

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experiencing about the function in an inclusive fashion. This book offers a practitioner's take to human resources management as a profession and function keeping in mind the most current and contemporary practices, problems and perspectives in India. The book is meant for young professionals, students and practitioners in the field of HRM. The book truly reflects HRM as it is practiced today with stories of places (organizational case studies) where it is at its best. Shorn of all theory, this book raises and answers questions such as given the rapid advancement

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in the profession, should the term HR be redefined? Why does the quality of the function depend so much on the way it is positioned within the organisation? What shapes a CEO's attitude towards HR? What are the big demands on HR today and in times to come? How does one advance in HR? Written by practitioners with first-hand HR experience, *HR Here and Now* is a thought-provoking book set firmly in the Indian context. The author argues that the roles of human resource professionals must be redefined to meet the competitive challenges organizations face today and

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into the future. He provides a framework that identifies four distinct roles of human resource professionals: strategic player, administrative expert, employee champion, and change agent. He includes many examples to demonstrate that human resource professionals must operate in all four areas simultaneously in order to contribute fully. He urges a shift of these professionals' mentality from "what I do" to "what I deliver" and makes specific recommendations for how individuals in human resources can partner with line managers to make

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organizations more
competitive.

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Certification Institute
(HRCI®) is an essential
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professionals and a must-
have guide for those who
wish to further their
expertise and career in the
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help HR professionals align
their organizations with
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also covering the Core
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the six areas of HR

functional expertise:

Business Management and Strategy; Workforce Planning and Employment; Human Resource Development; Compensation and Benefits; Employee and Labor Relations; and Risk

Management, this volume also covers information on exam eligibility, and prep tips.

Contributions from dozens of HR subject matter experts cover the skills, knowledge, and methods that define the profession's best practices.

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teaches that building a

culture of abundance and

common purpose is essential

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--Stephen R. Covey,

bestselling author of 7

Habits of Highly Effective

People "Will have a major

impact on how individuals

shape their attitude to

work, how organizations

create abundant cultures,

and how leaders turn

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personal meaning into public
good." --Jigmi Y. Thinley,

Prime Minister of Bhutan

"The Why of Work shows a
better, different way to
build and lead

organizations. It is an
insightful guide to how
leaders can infuse meaning
into their organizations."

--Jeffrey Pfeffer,

Professor, Stanford Graduate
School of Business and
author of Power: Why Some
People Have It—and Others

Don't "This book brings the
question 'why' to the place
in which we spend most of
our adult lives, giving us
insightful tools to help

make a meaningful difference
in people's lives." --Don

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"This is a must read for anyone who works, leads others at work, or works to build a supportive environment." --Beverly Kaye, founder/CEO, Career Systems International, and coauthor of Love 'Em or Lose 'Em: Getting Good People to Stay "The Why of Work opens the door to significant employee engagement. The alignment between company values and those of customers and communities can indeed give employees a sense of purpose while delivering great results to customers!" --Paula S. Larson, Chief HR Officer,

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Invesys "Blackstone has proved that finding superior leaders produces superior results. Dave Ulrich has brought this thinking to a new level at Blackstone. Every private equity investor and senior manager must read this book."

--James Quella, Senior Operating Partner, The Blackstone Group According to studies, we all work for the same thing--and it's not just money. It's meaning. Through our work, we seek a sense of purpose, contribution, connection, value, and hope. Digging down to the meaning of work taps our resilience in hard times and our passion in

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good times. That's the simple but profound premise behind this groundbreaking book by renowned management expert Dave Ulrich and psychologist Wendy Ulrich. They've talked to thousands of people--from rank-and-file workers to clients and customers to top-level executives--and synthesized major disciplines to identify the "why" behind our most successful experiences. Using the model of the "abundant organization," they provide you with the "how" to create meaning and value in your own workplace. Learn how to: Ask the seven questions that drive abundance Understand

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the needs of your customers and staff Personalize the work to motivate your employees Build and grow your business in any economy By following the Ulrichs' step-by-step guidelines, you will set off a chain reaction of positive and enduring effects. Employees who find meaning in their work are more competent, committed, and eager to contribute—and their contribution will result in increased customer commitment, which delivers a winning performance on the bottom line. The Why of Work includes targeted checklists, questionnaires, and other useful tools to

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help you turn aspirations
into action. Using the
proven principles of
abundance, you can
coordinate your needs with
those of your employers,
your employees, and your
customers--and create a
vision that resonates for
years to come. When you
understand why we work, you
know how to succeed.
An Indispensable Guide for
Managers and Business Owners
The Chief HR Officer
Mastery at the Intersection
of People and Business
Business Chemistry
HR Competencies
Inspiring Stories and
Strategies for Building the
People Side of Great

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HR from the Heart

When a meteorite lands in Surrey, the locals don't know what to make of it. But as Martians emerge and begin killing bystanders, it quickly becomes clear—England is under attack. Armed soldiers converge on the scene to ward off the invaders, but meanwhile, more Martian cylinders land on Earth, bringing reinforcements. As war breaks out across England, the locals must fight for their lives, but life on Earth will never be the same. This is an

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unabridged version of one of the first fictional accounts of extraterrestrial invasion. H. G. Wells's military science fiction novel was first published in book form in 1898, and is considered a classic of English literature.

As the industry's foremost voice for human resources certification, the HR Certification Institute has brought together the world's leading HR experts to share insights on our profession through this inaugural Institute-sponsored publication that

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is being distributed globally in an effort to advance the HR profession. Seventy-three human resources thought leaders from across the globe volunteered to contribute their expertise to this compilation of wisdom regarding the HR profession. Together, their contributions offer a comprehensive look into the critical issues transforming human resources-one of the fastest-growing professions in the workplace and one that is being influenced by many

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factors, including technological developments and globalization.

A guide to putting cognitive diversity to work Ever wonder what it is that makes two people click or clash? Or why some groups excel while others fumble? Or how you, as a leader, can make or break team potential? Business Chemistry holds the answers. Based on extensive research and analytics, plus years of proven success in the field, the Business Chemistry framework provides a simple yet

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powerful way to identify meaningful differences between people's working styles. Who seeks possibilities and who seeks stability? Who values challenge and who values connection? Business Chemistry will help you grasp where others are coming from, appreciate the value they bring, and determine what they need in order to excel. It offers practical ways to be more effective as an individual and as a leader. Imagine you had a more in-depth understanding of yourself

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and why you thrive in some
work environments and
flounder in others.

Suppose you had a clearer
view on what to do about
it so that you could
always perform at your
best. Imagine you had more
insight into what makes
people tick and what ticks
them off, how some
interactions unlock
potential while others
shut people down. Suppose
you could gain people's
trust, influence them,
motivate them, and get the
very most out of your work
relationships. Imagine you
knew how to create a work

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environment where all types of people excel, even if they have conflicting perspectives, preferences and needs. Suppose you could activate the potential benefits of diversity on your teams and in your organizations, improving collaboration to achieve the group's collective potential. Business Chemistry offers all of this--you don't have to leave it up to chance, and you shouldn't. Let this book guide you in creating great chemistry! As an HR manager, you're expected to use financial

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data to make decisions, allocate resources, and budget expenses. But if you're like many human resource practitioners, you may feel uncertain or uncomfortable incorporating financial numbers into your day-to-day work. In Financial Intelligence for HR Professionals, Karen Berman and Joe Knight tailor the groundbreaking work they introduced in their book Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean to present the essentials of

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finance specifically for HR experts. Drawing on their work training tens of thousands of managers and employees at leading organizations worldwide, Berman and Knight provide you with a deep understanding of the basics of financial management and measurement, along with hands-on activities to practice what you are reading. You'll discover:

- Why the assumptions behind financial data matter*
- What your company's income statement, balance sheet,*

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and cash flow statement
really reveal · How to use
ratios to assess your
company's financial health
· How to calculate return
on investment · Ways to
use financial information
to support your business
units and do your own job
better · How to instill
financial intelligence
throughout your team
Authoritative and
accessible, this book
empowers you to "talk
numbers" confidently with
your boss, colleagues, and
direct reports--and with
the finance department.
The High-Potential Leader

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The Rise of HR

*Practical Magic for
Crafting Powerful Work
Relationships*

*How Trusted Leaders Use
Conversation to Power
their Organizations*

*Developing Deliberate
People Passion*

*The HR Professional's
Guide to Earning a Place
in the C-Suite*

The War of the Worlds

Is your Human Resources Management not living up to the promise? Do your HR efforts lack tangible results? Have you come to realize that your organization needs another Human Resources approach to really move the needle and contribute to your growth and business success ? Standout HR is

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just what you need and deserve! This book describes what it takes to redesign your HR strategy to be successful and create added value to your organization. As a business leader, aiming high and wanting to grow your company, you need to know how to deal with your people, how to best motivate them, organize them, reward and retain them. So you need to understand how to set up your Human Resources Strategy and how to make sure your HR leader is laser focused to achieve maximal results. As a human resources leader, aiming to contribute significantly to your company

Set your sights on High-Potential leadership and help your organization thrive In today's tumultuous and rapidly evolving business environment, High-Potential leaders are in high demand. Do you possess the relationship

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skills, strategic vision, innovation, and determination needed to thrive as a high-potential leader in your organization?

New York Times bestselling author Ram Charan answers that question and helps you hop on the fast-track to leadership success in this insightful guide. Traditionally, leaders have risen up through the ranks based on their cognitive abilities, analytical skills, thoroughness, and even perfectionist tendencies, but as modern businesses have moved to a more digitally-driven model, the criteria for leaders has markedly changed. The High-Potential Leader explains the modern business climate while highlighting the critical role relationship building, communication style, engagement, and ability to motivate and bring out the best performance in others play in becoming an impactful leader. Whether

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you're just embarking on your leadership journey or are ready to make the leap to the next leadership level, Charan's real-world lessons and practical advice will help you discover who you are as a leader, chart your path, accelerate your growth, and ultimately, become the high-potential leader your organization needs to succeed.

In his landmark book, *The ROI of Human Capital*, Jac Fitz-enz presented a system of powerful metrics for quantifying the contributions of individual employees to a company's bottom line. Now, in *The New HR Analytics*, he reveals how human resources professionals can apply this expense-based knowledge to make the most strategic staffing decisions for their companies. Using Fitz-enz's proprietary analytic model, readers will

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be equipped to measure and evaluate past and current returns and apply the information to make predications about the future value of human capital investments. You'll learn how to: evaluate and prioritize the skills needed to sustain performance; build an agile workforce through flexible Capability Planning; determine how the organization can stimulate and reward behaviors that matter; apply a proven succession planning strategy that leverages employee engagement and drives top-line revenue growth; and recognize risks and formulate responses that avoid surprises. Brimming with real-world examples and input from thirty top HR practitioners and thought leaders as well as exclusive analytical tools, this groundbreaking book ushers in a new era in human resources and human capital management.

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Technology can have huge benefits for the HR function. Whether it's saving time by streamlining processes, boosting engagement by enabling analysis of people data or improving employee development by allowing staff to access the content they need on different platforms, wherever and whenever they need it; the opportunities are vast.

However, with more apps, software and platforms than ever before, the volume and variety of available technologies can be overwhelming. This makes it extremely difficult for HR professionals to know where to start when assessing what technologies are out there and which are worth investing in.

Introduction to HR Technologies addresses these issues in clear, accessible and jargon-free language and is an indispensable guide for HR professionals needing to get to grips

with technologies and understand how to use them to add tangible business value. Covering all the core areas of HR including recruitment, performance management, learning and development (L&D) and reward, Introduction to HR Technologies allows practitioners to identify areas where technologies can be used to drive performance and what to look for when assessing technological solutions. There is also discussion of artificial intelligence (AI), machine learning and the Internet of Things (IoT) and what they mean for HR. This book is essential reading for all HR professionals looking to use technology confidently to increase performance, improve processes and add value to both employees and the business as a whole.

**The Making of the Quintessential
People Champion**

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professionals develop their
career and make their
organization effective.”***

***—Edward E. Lawler III,
Professor, University of***

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Southern California “This book is a crucial blueprint of what it takes to succeed. A must have for every HR professional.” —Lynda Gratton, Professor, London Business School “One single concept changed the HR world forever: ‘HR business partner’. Through consistent cycles of research and practical application, Dave and his team have produced and update the most comprehensive set of HR competencies ever.”

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“Packed with facts, evidence, and prescriptive advice. It is about being a business leader**

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From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to

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say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you’re being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate’s loud speakerphone is making you homicidal • you got drunk at the holiday party

Praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green’s] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with

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candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “The author’s friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers’ lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review) “I am a huge fan of Alison Green’s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with

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grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* “Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together* Your Company Isn't Fast Enough. Here's How to Change That. The traditional hierarchical organization is dead, but what replaces it? Numerous new models--the agile organization, the networked organization, and holacracy, to name a

few--have emerged, but leaders need to know what really works. How do you build an organization that is responsive to fast-changing markets? What kind of organization delivers both speed and scale, and how do you lead it? Arthur Yeung and Dave Ulrich provide leaders with a much-needed blueprint for reinventing the organization. Based on their in-depth research at leading Chinese, US, and European firms such as Alibaba, Amazon, DiDi, Facebook, Google, Huawei, Supercell, and Tencent, and drawing from their synthesis of the latest organization research and practice, Yeung and

Ulrich explain how to build a new kind of organization (a "market-oriented ecosystem") that responds to changing market opportunities with speed and scale. While other books address individual pieces of the puzzle, Reinventing the Organization offers a practical, integrated, six-step framework and looks at all the decisions leaders need to make--choosing the right strategies, capabilities, structure, culture, management tools, and leadership--to deliver radically greater value in fast-moving markets. For any leader eager to build a stronger, more responsive organization and for all those

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perfect for 'modular'
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vocabulary and knowledge
they will need for the
human resources parts of
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sections in every chapter
emphasize the importance
of knowing how the
practices may apply in
different parts of the
world

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What makes a great leader? It's a question that has been tackled by thousands. In fact, there are literally tens of thousands of leadership studies, theories, frameworks, models, and recommended best practices. But where are the clear, simple answers we need for our daily work lives? Are there any? Dave Ulrich, Norm Smallwood, and Kate Sweetman set out to answer these questions—to crack the code of leadership. Drawing on decades of research experience, the

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authors conducted extensive interviews with a variety of respected CEOs, academics, experienced executives, and seasoned consultants—and heard the same five essentials repeated again and again. These five rules became The Leadership Code. In The Leadership Code, the authors break down great leadership into day-to-day actions, so that you know what to do Monday morning. Crack the leadership code—and take your leadership to the next level.

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Predicting the
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Strategy to Business
Strategy