



## The Book

This book will give you the insight into how Workplace Analytics can be the catalyst for transforming your workforce into a competitive advantage.

## Praise for the book:

"Hiring and managing people based on science is the new way to be successful. This is the clearest and most comprehensive book on workforce analytics. Read it, act on it, and optimize your most important resource."

—**Thomas H. Davenport, President's Distinguished Professor, Babson College; coauthor of *Competing on Analytics* and *Analytics at Work***

"The insights and practical approach espoused in this book make it a great tool for those wishing to revitalize organizations."

—**Richard Taylor, Director and Vice President, HR, Intel Corporation**

"The authors insightfully remind us that workplace analytics must begin with thoughtful analysis. Their six-step workforce analytics process requires clear definition of business problems and development of a conceptual model to guide the analysis, and they do a masterful job demonstrating its impact on multiple workforce problems. Anyone interested in workforce analysis will find this work insightful and helpful."

—**Dave Ulrich, Professor, Ross School of Business, University of Michigan; bestselling author of *The Why of Work***

“What do we need to know about our workforce to run the company more effectively, and how do we turn that knowledge into action? Following the six-step framework in *Calculating Success* will enable general managers everywhere to address those critical questions.”

—**Wayne Cascio, Robert H. Reynolds Chair in Global Leadership, The Business School, University of Colorado, Denver**

“*Calculating Success* takes the important topic of business analytics to the next level by demonstrating how to link critical information about your organization and its workforce to successful business outcomes. Full of real-world examples, this new approach to workforce analytics will help business leaders achieve competitive advantage.”

—**Mirian Graddick-Weir, Executive Vice President, Human Resources, Merck & Co., Inc**

“Great performance is achieved by connecting talent strategy to business strategy. The authors of *Calculating Success* look systemically at the interconnections of a company’s organizational structure, talent supply chain, and workforce engagement, which will help managers truly drive strategic execution and accelerate business results.”

—**Mara Swan, Executive Vice President, Global Strategy and Talent, ManpowerGroup**

## About the book:

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 often fail to use workforce data to compete more effectively in the marketplace. While executives implement decisions that they believe will produce the right results, they often fail to follow up with analysis of 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 to take an analytical approach to anticipate and address the changes required by their 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:

1. Analyze the critical work that needs and know how to structure it
2. Provide people with the right capabilities to do it
3. Engage them in that work
4. Explore innovative ways to improve the results over time.

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.

**Calculating Success** is available to buy from Harvard Business Review:

[Harvard Business Review](#)