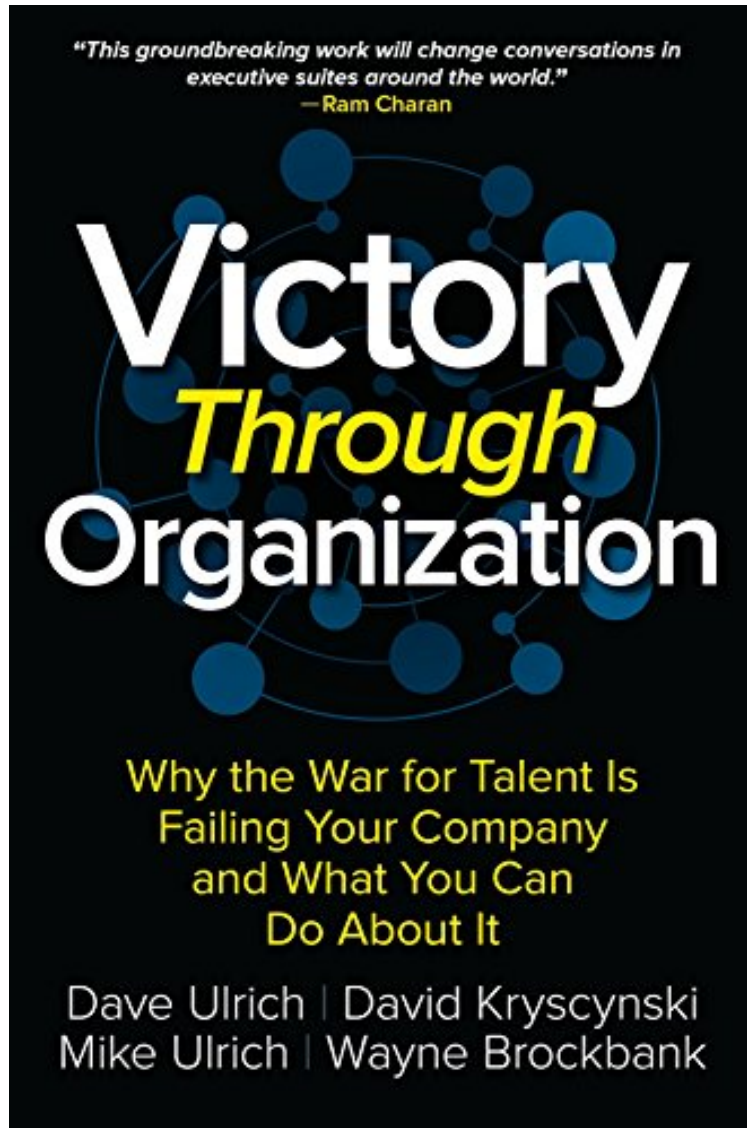


(Free and download) Victory Through Organization: Why the War for Talent is Failing Your Company and What You Can Do about It

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

Dave Ulrich, David Kruscynski, Wayne Brockbank, Mike Ulrich
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#302381 in eBooks 2017-04-07 2017-04-07 File Name: B01N4FQ81G | File size: 18.Mb

Dave Ulrich, David Kruscynski, Wayne Brockbank, Mike Ulrich : Victory Through Organization: Why the War for Talent is Failing Your Company and What You Can Do about It before purchasing it in order to gage whether or not it would be worth my time, and all praised Victory Through Organization: Why the War for Talent is Failing Your Company and What You Can Do about It:

0 of 1 people found the following review helpful. The best practical insight I can really recommend this bookBy

CustomerThe best practical insightI can really recommend this bookJan2 of 2 people found the following review helpful. "If you want to go fast, go alone. If you want to go far, go together." African proverbBy Robert MorrisMany Years ago, Dave Ulrich and his associates began what has since become wide and deep research on HR competency. More specifically: Why it matters; why and how an organization's HR high-priority business practices -- information management, integrated HR practices, employee performance, and HR analysis -- should be central to an organization's operations; and how and why specific individuals ("credible activists") can help accelerate the achievement of organizational objectives. According to Ulrich, David Kryscynski, Mike Ulrich, and Wayne Brockbank, "In 1987 when we started our HR competency research, we envisioned a single cross-sectional study of what makes HR professionals effective. Seven rounds and 30 years later we realize that our aspirations to help HR add value is not an event, but a long-term process." This seventh round of data collection is by far the most complex to date. In *Victory Through Organization*, we have touched on about 30 to 40 percent of what this current research shows. We have much more refined data on how HR organizations are effective based on organization capabilities, business strategy, organization culture, and skills of HR professionals. In the ensuing months, we hope to ferret out this granular data to further inform on how HR delivers value. Long ago I realized that all HR issues, marketing issues, financial issues, culture issues, IT issues, talent acquisition issues, etc. are in fact *business issues*. One of the most important is, "How to add value to given business?" This is a challenge that leaders in all organizations face, whatever the size and nature of their organization may be. The co-authors observe in the Preface, "The following six assumptions form much of the basis and context for this book: 1. HR matters. 2. HR research is imperative. 3. HR professionals are changing. 4. HR departments and practices are becoming more important. 5. HR professionals are incredibly gifted. 6. HR is a dynamic and innovative discipline. As they explain, the primary mission in this book is to further establish HR as a prominent strategic partner of business and embrace HR's role in creating an organization that is greater than the sum of its parts. These are among the subjects of greatest interest to me: HR's unique and compelling importance to the achievement of an organization's strategic objectives; HR practices of highest priority in areas such as information management and employee performance; The defining characteristics of what the co-authors identify as a "credible activist" (Pages 131-149), a "strategic positioner" (151-176) and a "paradox navigator" (177-198); HR competencies that deliver strategic value. The Chief Human Resources Officer (CHRO) or equivalent in any organization needs to read this book, to be sure, but I think it is also must reading for all other C-level executives because, as suggested earlier, all issues must be understood, viewed, and then addressed as *business issues*. I commend Dave Ulrich, David Kryscynski, Mike Ulrich, and Wayne Brockbank on the abundance of information, insights, and counsel that they provide in their latest volume of research data analysis. It remains for those who read and (hopefully) re-read the book to work together to establish and then continuously strengthen a workplace culture within which personal growth and professional development are most likely to thrive. 1 of 1 people found the following review helpful. A Good HR (Human Resources) Reference Guide !By Dr. Joseph S. Maresca"Victory Through Organization..." by Ulrich et al. is a good HR reference on the dynamics of internal and external changes which impact businesses continuously. Ulrich discusses technology, the new middle classes globally, trade, investments, the environment, growth, volatility and market dynamics. The book adequately documents the great pace of change, uncertainty, complexity and organizational grey areas of ambiguity. The HR or Human Resources area has been traditionally the function where organizations recruit staff, train employees and seek generalists and sometimes specialists to accomplish these goals. An HR professional has to be competent in training methodologies, the assessment of staff, organizational dynamics (flat, many levels, fewer levels...), technological innovations impacting business, the design of an organization and chart of accounts, compensation systems, the legal environment, organizational psychology/psychiatry and much more. The book discusses strategic positioning, the role of the credible activist and paradox navigation. In addition, a fine distinction is made between the corporation v. the business strategy in actual design and implementation. The book has good authoritative research sources. Examples are *The Journal of Management*, *The American Journal of Sociology*, *The International Journal of Business and Management* Invention etc. Overall, "Victory Through Organization by David Ulrich is a good reference guide on the dynamics of HR organization, methodologies, techniques and technologies. A strength of the book is its completeness. A weakness is that a prospective HR person might develop a model in implementation that is too complex. The concern here is in falling into the analysis paralysis syndrome of inaction or late action.

#1 Wall Street Journal and 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 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, strengthen systems, and empower human capital—for longer lasting success.

From the Back Cover: "This groundbreaking work will change conversations in executive suites around the world. As an exceptional blend of theory and research, it defines how executives and HR professionals can deliver value to customers, investors and employees by moving beyond the war for talent to Victory Through Organization." -- Ram Charan: "A strength taken to its extreme is quite often a weakness. Victory Through Organization helped me better understand how the noble pursuit of Talent has come at the expense of an equally thoughtful focus on the organizational capability necessary to create competitive advantage. Dave Ulrich and his colleagues take great pride in being provocative — this book will certainly make you think hard about what really maximizes value in your firm." -- Kevin Cox, CHRO American Express: "Victory Through Organization delivers on the promise of its' title! Challenging your HR department to become a more strategic, enterprise-wide owner of culture and competitiveness will create enormous value for all stakeholders of your organization. This book demonstrates the power of TEAM . . . and provides you and your HR leadership the playbook you need to become a championship team." -- Dave Brandon, Chairman and CEO, Toys "R" Us, Inc.: "Anyone who is interested in creating victory through organization will find this book an essential repository of insights. Based on decades of empirical research and rich consulting experience, the authors bring to life the keys to moving beyond the war for talent by creating high performing organizations." -- Leena Nair, CHRO Unilever: "Victory Through Organization proves the case that the next evolution of HR will play a pivotal role in shaping winning organizations. It will not be a collection of individuals that will come out on top in our complex and rapidly changing world, but rather more capable, insightful, and aligned organizations." -- Mike Volkema, Chairman and former CEO, Herman Miller, Inc.: "The book leverages learnings from an epochal study to create a handbook for building competitive organizations in a world where change is the only constant. A must read book for every business leader who strives to ensure that the whole is bigger than the sum of the parts." -- KV Kamath, President, New Development Bank

About the Author: Dave Ulrich is the Rensis Likert Professor of Business at the Ross School, University of Michigan and a partner at the RBL Group. David Kryscynski is an Assistant Professor of Strategy at Brigham Young University's Marriott School of Management. Mike Ulrich is Assistant Professor of Business Management at the Huntsman School of Business, Utah State University. Wayne Brockbank is a Clinical Professor of Business at the University of Michigan's Ross School of Business.