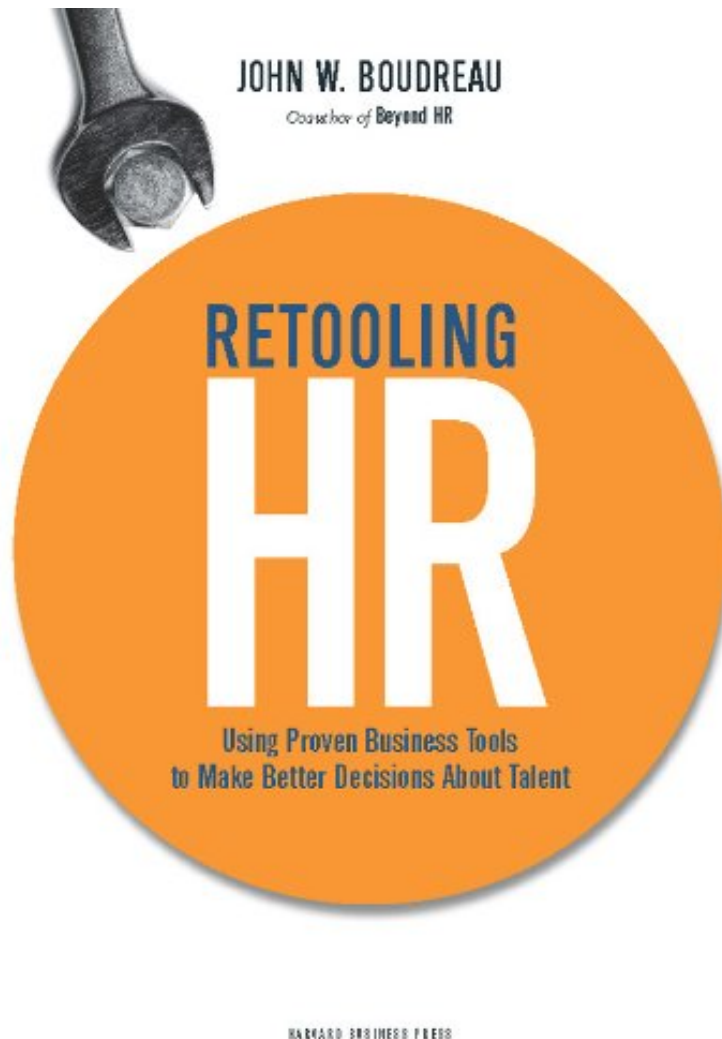


(Read ebook) Retooling HR: Using Proven Business Tools to Make Better Decisions About Talent

# Retooling HR: Using Proven Business Tools to Make Better Decisions About Talent

*John W. Boudreau*

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**John W. Boudreau : Retooling HR: Using Proven Business Tools to Make Better Decisions About Talent** before purchasing it in order to gage whether or not it would be worth my time, and all praised Retooling HR: Using Proven Business Tools to Make Better Decisions About Talent:

0 of 0 people found the following review helpful. Amazing HR book, must have!By Andrew A.Boudreau is a recognized expert in the field of HR, which makes the book compelling to read to gain Boudreau's perspective knowing that he talks and write about this stuff with all the top HR practitioners in the country.The book is really good for two reasons --(1) It looks at HR from an original and unique perspective(2) It emphasizes how to communicate this

unique HR thinking to others. The unique perspective part involves using frameworks from other work disciplines (like finance or marketing or supply chain) and applying them to HR. I loved some of the analogies and had mixed feeling about others, but it is definitely a perspective that you will not find anywhere else and for that reason it is very valuable. The communication part involves using the language from these disciplines to communicate the HR message and strategy better. This was the part that I really liked, where the light bulb went off in my head while reading. If there is better communication of the strategy, then there will be better alignment and better execution. The example of using the Kano charts to analyze jobs, and how once that is clear it will dictate training and hiring blew my mind! All in all I will definitely be stealing all the ideas for my HR job. If you work in HR then it is highly highly recommended. It would also be good for consultants so that they can sound good when talking to HR practitioners :) 0 of 0 people found the following review helpful. I also liked the idea of applying supply chains and logistics to ...

**By Robert Herschede**  
**Retooling HR** gave me a new perspective on my craft by introducing me to concepts from other business disciplines and showing how those tools could be applied to the Human Resources discipline. While not everything made sense to me on first read, I did walk away with several nuggets that I will be able to apply to my current workplace immediately. I was particularly interested in the concept of return on improved performance (ROIP) - or the idea that not everything would yield the same performance improvement benefits. My current role is the first time I have been actively involved in the recruiting function - and the goal has been to consistently increase applicants year-over-year. As I think about the concept of ROIP, however, it becomes clear to me that this is a goal which only makes sense to a certain point. After that point, the benefits on increasing the number of applicants levels off - or may even decline. I also liked the idea of applying supply chains and logistics to Human Resources processes. Even just diagramming out what our "supply chain" for talent looks like makes it easier to see where bottlenecks may exist in the process and where our efforts will yield the most fruit. I think it will take me some time to fully digest the material in this book... and probably even more time to incorporate it into my business practices, but I think this is a book that has the potential to transform the way we see Human Resources. It should be read by any Human Resources professional or business leader.

8 of 8 people found the following review helpful. Precise argument for adapting business metrics to HR

**By Rolf Dobelli**  
**Professor John W. Boudreau** wants you to rethink the contribution your human resources unit makes to the way your company recruits, develops and retains crucial "talent," that is, people. Dodging most, but not all, jargon, Boudreau advocates using metrics from the business side of your organization to evaluate how talent contributes to your firm and how your talent needs will vary under changing business conditions. He asks you to examine how you will muster enough people with crucial skills, now and in the future, and suggests strategically rethinking your workforce and considering how to develop it as the demand for pivotal skills spikes or shrinks. Boudreau makes his points with sharp intelligence in this clearly written, well thought-out book. It covers some very specific subject areas pertinent to HR professionals, but it is not a difficult read, partly due to its lively examples. While HR professionals who want to play a more strategic role will receive it most readily, getAbstract finds that this book will also help talent-focused C-level and middle managers who want more from HR and their employees. Boudreau makes a solid case for the merit of good metrics, but he's aware that HR is measuring people, not widgets, so risks and trade-offs abound.

HR professionals have made major strides toward becoming strategic partners. But they need to do more - by generating value through savvy decisions about talent. HR leaders typically assume that, to make such decisions, they must develop sophisticated analytical tools from scratch. Even then, the resulting tools often fail to engage their peers. In *Retooling HR*, John Boudreau shows how HR leaders can break this cycle - by adapting powerful analytical tools already used by other functions to the unique challenges of talent management. Drawing on his research and examples from companies including Google, Disney, IBM, and Microsoft, Boudreau explains six proven business tools leaders already use. And he shows how HR can apply these tools to talent management. Examples include:

- Using engineering tolerances to find pivot points that job descriptions miss
- Using inventory and supply-chain analytics to ensure a ready supply of the right talent
- Applying logistics tools to optimize succession planning and leadership development
- Adapting consumer research tools to find untapped value in total rewards

*Retooling HR* builds on Boudreau's bestselling book *Beyond HR*, which traces HR's evolution as a decision science. For HR professionals seeking to sharpen their decision-making prowess, this provocative new book blazes an innovative new path.

managers in any function will surely miss out if they overlook this read

rdquo; - Human Resource Management

Boudreau strikes again. This new book from one of today's best thinkers on human resources and organizational performance shows how the application of frameworks used in other fields can give human resources professionals greater analytical rigor and enable them to have a truly significant impact on business results.

rdquo; - Lucien Alziari, SVP, Human Resources and Corporate Responsibility, Avon Products, Inc.

For many organizations, effective talent management remains the Holy Grail. John Boudreau's latest offering will challenge the best organizations to evolve and modify their approach to talent.

rdquo; - Kevin Cox, Executive Vice President, Human

Resources, American Express Company A very timely book! In today's competition for talent, traditional definitions of job and employee are increasingly outmoded and HR leaders must develop new ways of analyzing work, workers, and performance. The tools and ideas in this book meet the challenge by adding rigor to HR systems and helping HR executives communicate effectively with stakeholders by taking advantage of concepts already in place in other parts of the business. - Libby Sartain, former CHRO, Yahoo!, Inc., and Southwest Airlines Retooling HR brings fresh insight into long-standing talent issues using insight and logic that will engage thoughtful HR and line leaders alike. - Pete Ramstad, Vice President of HR and Business Development, The Toro Company Roll up your sleeves and get ready to dig in to some serious business issues. Under John Boudreau's smart, fact-based guidance, HR moves from fluffy art to hard-nosed management science. Take a huge step forward in the sophistication and rigor with which you tackle the most important factor in tomorrow's success: your workforce strategy. - Tammy Erickson, author, What's Next, Gen X?: Keeping Up, Moving Ahead, and Getting the Career You Want John has long been at the bleeding edge of HR thinking, and Retooling HR undoubtedly keeps him there. The notion of return on improved performance that features throughout the book is, in my view, the next big idea. - Sandy Ogg, Chief Human Resources Officer, Unilever