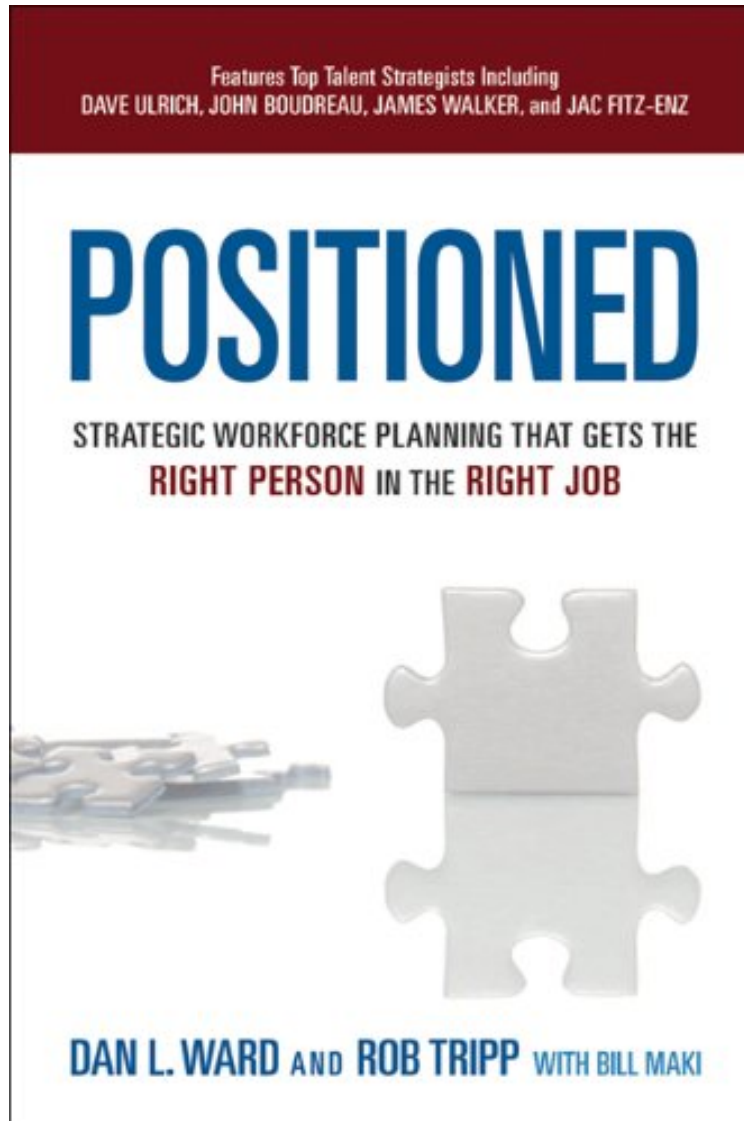


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Positioned: Strategic Workforce Planning That Gets the Right Person in the Right Job

Dan L. Ward, Rob Tripp

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Dan L. Ward, Rob Tripp : Positioned: Strategic Workforce Planning That Gets the Right Person in the Right Job before purchasing it in order to gage whether or not it would be worth my time, and all praised Positioned: Strategic Workforce Planning That Gets the Right Person in the Right Job:

2 of 2 people found the following review helpful. Excellent guide to the best business practices in Workforce ShapingBy Reasonable ReviewerDan Ward has put together an excellent reference for working through personnel development in the workforce 3.0 environment."Positioned" is well-written and logical. It fits nicely with other,

cutting edge works, e.g., Dan Pink's "Drive." The tone is conversational, and you can tell from the first chapter that Dan Ward is someone that has applied his lessons to many practical situations. I appreciate that the author also points out the limits of his personnel theory. Many authors wax eloquently about their successes, but they are mum on where their points don't apply. Dan Ward boldly tells you where this doesn't work, e.g., static labor pools, low end skill positions, etc. My Division is actively applying Ward's techniques! Well done!

In service, Rich0 of 0 people found the following review helpful. Excellent! By Roberto One of the best books I have read regarding Strategic Workforce planning. "A must read book" if you are interested in the field! 0 of 0 people found the following review helpful. overview By Soma Horvath Excellent overview of where strategic workforce planning is at the moment! Good examples from different sectors, geographies. Good start for beginners!

From the C-suite to the sales force to the ground floor, downtime is deadly. When a job opens or turns over, organizations must adjust seamlessly. In *Positioned*, some of the world's best people strategists examine how best to address the constant challenge of having the right people available when needed. Thought leaders including Dave Ulrich, John Boudreau, James Walker, Jac Fitz-enz, Peter Howes, Dan Hilbert, and Naomi Stanford weigh in on the future of strategic staffing, virtual workplaces, disruptive technologies, globalization, and what practices will—and will not—help organizations thrive. *Positioned* captures the best workforce planning practices from leading organizations such as Boeing, HP, the U.S. Intelligence Community, and others in the private and public sectors. The book's Analytics section examines the evolution of workforce analytics and the roles of HR professionals and consultants. In an era of globally increasing complexity and competition for talent, shortages and misalignment can derail an organization's effectiveness. This book helps them get back on track.

"...this book is so good...that everyone in the field of strategic workforce planning (SWP), and anyone who has an interest in the topic, should own this book." --People Strategy

From the Inside Flap Strategic workforce planning is a rigorous approach to solving the ongoing challenge of putting the right people in the right jobs at the right time. Yet many organizations still rely on haphazard planning methods or launch into crisis mode when talented people leave and knowledge vacuums arise. Don't be caught unprepared. *Positioned* gathers some of the most distinguished thought leaders in the field of strategic workforce planning (SWP). In all, 25 articles span the history of SWP, best practices now used in organizations across the globe, new developments in analytics, and future directions expected for the field. Merging practical information and case studies with theoretical thinking and projected trends, *Positioned* draws its lessons from the private and public sectors, and from organizations in the United States and abroad, including China, Singapore, Europe, the BRIC nations, Australia, and more. Practical and thought provoking, this indispensable book distills key SWP ideas and strategies through a wide range of voices, including:

- Robert D. Motion's "Not Just Data: Workforce Planning and Change Management" uncovers the "burning platform" that led Raytheon to develop an effective SWP process.
- David Howerton's "Workforce Planning: Does It Hurt Enough to Begin?" recounts how EDS's pain points led to integrated workforce management processes.
- Naomi Stanford's "Workforce Planning in China" examines the enormous challenges faced by HR managers dealing with rapid growth and global enterprises competing for talent.
- Marta Brito Perez's "Strategic Workforce Planning in the Federal Government" looks at the central role that robust workforce planning plays at the National Cancer Institute's Center for Global Health.
- Peter Howes's "Wisdom on Workforce Planning" examines SWP as a risk mitigation process and offers advice for integrating it with HR and business strategy.
- Jeremy Shapiro and Tom Davenport's "The Rise of Talent Analytics" spotlights high-level business and HR leaders who are using analytics for better decisions.
- Jac Fitz-enz's "Disrupting the Future" points to new types of metrics, such as Talent Development Reporting Principles, that fly in the face of conventional wisdom about measuring training investments.
- Dave Ulrich's "The Future Targets or Outcomes of HR Work" urges readers to remove their vision blinders and refocus on capabilities that may exist only via temporary virtual relationships.

Packed with best practices from Microsoft, Boeing, HP, IBM, Raytheon, Google, and many others, *Positioned* captures the best workforce planning practices from leading organizations and the world's foremost SWP practitioners. Dan L. Ward is associate department head of Cyber Intelligence and Intelligence Community Workforce for the MITRE Corporation. Previously, he led strategic workforce planning at EDS, Texaco, GTE, and ATT-WE. He lives in Oakton, Virginia. Rob Tripp is a Workforce Planning Manager at Ford Motor Company. He lives in Redford, Michigan. Bill Maki is the retired director of strategic workforce planning for Weyerhaeuser and past president of the Human Resource Planning Society. He lives in University Place, Washington.

From the Back Cover In an era of globally increasing complexity and competition for talent, shortages and misalignment of people can derail an organization's effectiveness. *Positioned* puts them back on track. This unprecedented collection of some of the world's best people strategists tackles the ongoing supply and demand challenge of having the right people available at the right time. Authors such as Dave Ulrich, John Boudreau, Jac Fitz-enz, Jim Walker, Peter Howes, Dan Hilbert, Naomi Stanford, Tom Davenport, Ian Ziskin, and 22

others supply a wealth of collected wisdom, historical insights, analytical models, personal accounts, trend projections, and illuminating case studies of what works, what does not work, and why. The book includes: 1. An historical overview that traces people planning through the ages and the evolution of modern SWP processes 2. Current best practices that show how organizations across the world are solving their workplace challenges, including case studies from private and public sector organizations 3. Analytics that cover the metrics and analysis techniques used by leading companies to make better workforce planning decisions 4. Future directions that look at the integration of people strategies with forces such as disruptive technologies, globalization on steroids, multidimensional cultures within a virtual workplace, the impact of social media on the career marketplace, and more Capacity and knowledge gaps are a drain for any organization. Through case studies, metrics, and analysis, Positioned delivers proven strategies for deploying key talent to the right positions or filling essential new positions quickly and seamlessly.