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# **Competitive Advantage Through People: Unleashing The Power Of The Workforce**

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*The high-performance  
organizations of  
tomorrow must learn how  
to deftly balance the  
tensions and conflicts  
that challenge the  
progress and*

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*effectiveness of any  
large enterprise. The  
Paradox Principles shows  
managers how to face  
those conflicts and use  
paradox as a dynamic  
tool to achieve balance,*

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*sharpen focus, and drive  
performance within the  
organization.*

*Caring Is a Competitive  
Advantage Suffering in  
the workplace can rob  
our colleagues and*

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*coworkers of humanity, dignity, and motivation and is an unrecognized and costly drain on organizational potential. Marshaling evidence from two*

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*decades of field  
research, scholars and  
consultants Monica  
Worline and Jane Dutton  
show that alleviating  
such suffering confers  
measurable competitive*

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*advantages in areas like innovation, collaboration, service quality, and talent attraction and retention. They outline four steps for meeting*

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*suffering with  
compassion and show how  
to build a capacity for  
compassion into the  
structures and practices  
of an  
organization—because*



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*ultimately, as they  
write, "Compassion is an  
irreplaceable dimension  
of excellence for any  
organization that wants  
to make the most of its  
human capabilities."*

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*Learn to unlock the  
potential of your  
employees and colleagues  
with this definitive  
resource for people  
management People  
Strategy: How to Invest*

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*in People and Make  
Culture Your Competitive  
Advantage provides  
readers with a powerful  
framework in which to  
develop high-performing  
teams, increase employee*

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*motivation, and use data  
to build an inviting and  
effective company  
culture. Author Jack  
Altman, cofounder and  
CEO of Lattice, an award-  
winning HR and*

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*performance management platform, shows you how to: Establish the values that will form the bedrock of your organization Develop feedback processes that*

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*help employees feel  
heard, supported, and  
equipped to succeed  
Monitor the breadth and  
depth of employee  
engagement in your  
company Use the data and*

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*insights created by your People Strategy to drive business results Perfect for executives, managers, and human resource professionals, People Strategy also*

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*belongs on the  
bookshelves of anyone  
with even an interest in  
how to develop, nurture,  
and unlock the potential  
of their employees and  
colleagues.*



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*Publisher Fact Sheet*

*Uncovers how the best  
companies win, not by  
acquiring the right  
people, but by building  
the right organization.*

*15 Proven Practices to*

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*Build Effective  
Relationships at Work  
A Guide to Strategic  
Cost Cutting,  
Restructuring, and  
Renewal  
How to Ignite, Scale,*

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*and Sustain Innovation  
for Competitive Edge  
Quick and Easy Kaizen  
Gaining Competitive  
Advantage Through the  
Power of Creative  
Problem Solving*

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*The Agility Mindset*

*Creating Business*

*Strategy with Human*

*Capital*

**Many senior executives talk**

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**about information as one of their most important assets, but few behave as if it is.**

**They report to the board on the health of their workforce, their financials, their customers, and their**

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**partnerships, but rarely the health of their information assets. Corporations typically exhibit greater discipline in tracking and accounting for their office furniture than their data.**

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**Infonomics is the theory, study, and discipline of asserting economic significance to information. It strives to apply both economic and asset management principles and**

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**practices to the valuation, handling, and deployment of information assets. This book specifically shows: CEOs and business leaders how to more fully wield information as a corporate**



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**asset CIOs how to improve  
the flow and accessibility of  
information CFOs how to  
help their organizations  
measure the actual and  
latent value in their  
information assets. More**

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**Workforce**  
**directly, this book is for the**  
**burgeoning force of chief**  
**data officers (CDOs) and**  
**other information and**  
**analytics leaders in their**  
**valiant struggle to help their**  
**organizations become more**

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**infosavvy. Author Douglas Laney has spent years researching and developing Infonomics and advising organizations on the infinite opportunities to monetize, manage, and measure**

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**information. This book delivers a set of new ideas, frameworks, evidence, and even approaches adapted from other disciplines on how to administer, wield, and understand the value of**

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**information. Infonomics can help organizations not only to better develop, sell, and market their offerings, but to transform their organizations altogether.**

**"Doug Laney masterfully**

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**weaves together a collection of great examples with a solid framework to guide readers on how to gain competitive advantage through what he labels "the unruly asset" - data. The**

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**framework is comprehensive, the advice practical and the success stories global and across industries and applications."**  
**Liz Rowe, Chief Data Officer, State of New Jersey "A must**

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**read for anybody who wants  
to survive in a data centric  
world." Shaun Adams, Head  
of Data Science,  
Betterbathrooms.com**

**"Phenomenal! An absolute  
must read for data**



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**practitioners, business leaders and technology strategists. Doug's lucid style has set a new standard in providing intelligible material in the field of information**

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**economics. His passion and  
knowledge on the subject  
exudes thru his literature  
and inspires individuals like  
me." Ruchi Rajasekhar,  
Principal Data Architect,  
MISO Energy "I highly**

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**recommend Infonomics to all  
aspiring analytics leaders.**

**Doug Laney's work gives  
readers a deeper  
understanding of how and  
why information should be  
monetized and managed as**

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**an enterprise asset. Laney's assertion that accounting should recognize information as a capital asset is quite convincing and one I agree with. Infonomics enjoyably echoes**

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**that sentiment!" Matt Green, independent business analytics consultant, Atlanta area "If you care about the digital economy, and you should, read this book." Tanya**

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**Shuckhart, Analyst Relations  
Lead, IRI Worldwide**  
**Timely guidance for  
transforming IT into a  
strategic business partner**  
**Today's leaders are  
expected to reduce costs,**

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**increase productivity, drive  
innovation and help the  
business identify and pursue  
new business opportunities.  
Successful IT leaders will be  
the ones that become  
strategic business partners**

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**and decision influencers in their organizations.**

**Unleashing the Power of IT describes in actionable detail, the new mindset, core skill set, and interpersonal tool set that**



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**are necessary for IT leaders to thrive in today's increasingly complex challenging business environment. Provides tangible, hard-hitting, real-world strategies, techniques**

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**and approaches that will  
immediately transform your  
IT workforce and culture  
Includes Top Ten lists of tips  
and techniques, proven  
frameworks and practical  
guidance to help you launch**

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**and sustain your IT culture  
change and professional  
development initiatives  
Addresses how to build a  
client-focused IT culture;  
move your organization from  
order takers to trusted**

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**business partners, market  
IT's value, lead change with  
confidence, manage projects  
and vendor relationships A  
special feature of this book  
includes a chapter profiling  
several world-class**

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**organizations that have implemented the principles in this book. Learn about the culture change challenges they overcame and benefit from their best practices and successes.**

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**The Power of Empowering Others Leadership isn't easy. It takes grit, courage, and vision, among other things, that can be hard to come by on your toughest days. When leaders and**

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**aspiring leaders seek out advice, they're often told to try harder. Dig deeper. Look in the mirror and own your natural-born strengths and fix any real or perceived career-limiting deficiencies.**

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**Frances Frei and Anne Morriss offer a different worldview. They argue that this popular leadership advice glosses over the most important thing you do as a leader: build others up.**

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**Leadership isn't about you. It's about how effective you are at empowering other people—and making sure this impact endures even in your absence. As Frei and Morriss show through**

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**inspiring stories from  
ancient Rome to present-day  
Silicon Valley, the origins of  
great leadership are found,  
paradoxically, not in  
worrying about your own  
status and advancement,**

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**but in the unrelenting focus on other people's potential. Unleashed provides radical advice for the practice of leadership today. Showing how the boldest, most effective leaders use a**

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**special combination of trust,  
love, and belonging to  
create an environment in  
which other people can  
excel, Frei and Morriss offer  
practical, battle-tested  
tools—based on their work**

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**Workforce**  
**with companies such as Uber, Riot Games, WeWork, and others—along with interviews and stories from their own personal experience, to make these ideas come alive. This book**

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**is your indispensable guide  
for unleashing greatness in  
other people . . . and,  
ultimately, in yourself. To  
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**How the Best Companies are**

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**Skipping HR and Winning the Future of Work with People Ops People Operations: Automate HR, Design a Great Employee Experience, and Unleash Your Workforce explains**

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executives, People  
Operations is perfect for  
anyone who wants to  
optimize HR, maximize their  
workforce investment,  
support their employees,**

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**and modernize their business.**

**How High-performance Companies Manage Chaos, Complexity, and Contradiction to Achieve Superior Results**

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**Leading Digital  
Awakening Compassion at  
Work  
Empathy Works  
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Get Better  
Overcome Organizational**



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Team's Productive Power  
The Breakthrough Strategy  
to Unleash People, Profit,  
and Performance  
A leader's job is to unleash  
the unlimited store of**

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**potential in people. "The vast majority of the workforce in any organization possesses far more talent, intelligence, capability, and creativity than their present jobs**

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**require or even allow.” - Dr. Stephen R. Covey That’s what Talent Unleashed is about—unleashing that unlimited store of potential in people. That’s a leader’s job. And how does a leader**

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**do that job? Through 3 Leadership Conversations—not just individual events, but ongoing discussions designed to help people give the best they can. In**

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**these conversations, leaders trade fear for trust, confusion for clarity, and micromanaging for empowerment. The three vital leadership conversations are:**

- **The**

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**Performance Conversation**  
**• The Voice Conversation •**  
**The Clearing the Path**  
**Conversation Performance**  
**Conversations define roles**  
**and set clear goals. Leaders**  
**hold people accountable for**

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**these roles and goals, thus transforming team members from “managed hirelings” to “trusted partners and teammates.”**  
**Voice Conversations affirm the worth and potential of**

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**each person on a team.**

**Leaders help individuals discover their unique gifts, talents, and abilities and align these gifts, talents, and abilities to the great mission of the organization.**



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**It is the process that ignites  
the inner fire. Clear the  
Path Conversations turn  
supervisors into leaders  
who become sources of help  
and empower people to  
succeed in their jobs.**

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**Leaders help clear away the obstacles from the success pathway.**

**In this book the author explains that managers must build human capital and engender employee**

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**engagement by managing them almost not at all, by attending instead to the factors and circumstances that make them successful. In other words, managers must play their role from**

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**offstage and out of the limelight. Based on a survey of over 16,000 employees, the author presents Towers-Watson' management performance model: Executing tasks, Building**

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**relationships and performance capability, and Energizing change.**

**Additionally, managers must create an atmosphere of authenticity and trust.**

**Tamara Ghandour, author,**

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**podcaster, keynote speaker  
and founder of innovation  
training company,  
LaunchStreet, used to  
believe that innovation was  
the domain of a select few,  
exclusive to certain**

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**industries, or relegated to a specific job role. But, as Tamara discovered in her 25 years of work and research, everybody has the capacity to innovate. It's a person's unique innovation**

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**style, (which can be assessed and channelled), that can transform inertia into innovation. Drawing on eye-opening data from her proprietary Innovation Quotient Edge Assessment,**



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**Innovation is Everybody's Business is for those looking for solutions to the daily pain of "how do I prove my worth," a reality for many people whether they work in the C-Suite or**

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**on the front-lines. This book will resonate with those that recognize that being more innovative is their ticket to being indispensable. It is also for leaders under**

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**pressure to build a culture of innovation but don't know how. As organizations face pressure to innovate, the accountability for making it happen falls on senior and mid-level**

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**leaders. They are told what to do, but not how to do it. This book will give them a tool to build a team of innovators who make an impact every day in big and small ways.**

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**'Collaborative Advantage offers the perfect recipe for successful businesses that improve lives' -- Ben Cohen and Jerry Greenfield, co-founders of Ben and Jerry's 'A valuable contribution to**

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**the vital task of getting people to see the business world as a complex, interconnected ecosystem, rather than as a sharp-elbowed race to the bottom'**  
**-- Rory Sutherland, Vice-**

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**chairman of Ogilvy Group UK, and the Spectator's 'Wiki Man'. Strategic consultant and social entrepreneur Paul Skinner argues that we have now reached a turning point in**

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**history from which creating Competitive Advantage may no longer be in the best interests of an organization. He presents today's business and social challenges through a new**



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**strategic lens and offers this book as a practical guide to help you create Collaborative Advantage, transform your business and change the world. You will gain access to world-**

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**leading techniques to enable you to:**

- Mobilize staff, partners, collaborators and customers around a common purpose that gets everyone you need firmly on

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**your side. • Foster improved  
innovation, reach more  
customers or beneficiaries,  
build greater loyalty,  
generate greater income  
and forge more ambitious  
partnerships. • De-couple**

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**your potential for growth  
from the level of resource  
your organization controls.  
This is an indispensable  
guide that will help you  
transform the growth of  
your business or the impact**

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**of your non-profit by bringing the fuller value-creating potential of the outside world inside your organization.**

**Leading on the Creative Edge**

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Results with Ordinary  
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Advantage, Unleash  
Innovation, and Deliver  
Sustainable Growth  
*A groundbreaking and***



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***revolutionary book that  
will transform how lean is  
understood, practiced,  
and used within  
organizations A lean  
strategy is about gaining  
a competitive edge by***

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***offering better quality  
products at competitive  
prices and making a  
sustainable profit by  
eliminating waste  
through engaging  
employees in discovering***

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***deeper ways to think about their own jobs and smarter ways of working together. In its current form, lean has been radically effective, but its true powers have yet to***

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***be harnessed. Lean***

***Strategy harnesses that power and delivers a new way of creating value from lean. Leading lean experts address popular misconceptions about the***

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***basics of lean/TPS,  
showing the true purpose  
of tools, methods, and  
attitudes that leverage  
the intelligence of every  
employee doing the work.  
You'll learn how to***

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***think—and then  
act—differently, tapping  
the power of every  
person in your  
organization in a  
disciplined manner that  
generates unparalleled,***

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***sustainable success that is responsive to today's most pressing challenges***  
***As businesses seek to compete on a global stage, they must be constantly aware of***

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***pressures from all levels: regional, local, and worldwide. The organizations that can best build advantages in diverse environments achieve the greatest***



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***growth in a fast-paced environment, this handbook is a critical reference for business leaders, economists, and students of economic theory.***

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***Leading on the Creative  
Edge provides you with  
the vital information you  
need to take your  
leadership to a new level.  
It shows you how to  
nurture your own***

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***creativity while igniting  
the creativity in others.  
Valuing People and  
Technology in the  
Workplace: A Competitive  
Advantage Framework  
introduces a more***

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***proactive, strategic approach to bring employees into, and develop them within, an organization. Interpreting and accepting this concept requires***

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***managers to think of  
employees as they would  
think of technology.  
Technology, equipment,  
and systems are  
strategically aligned  
within organizations.***

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***Integrating the literature  
from strategic technology  
management, strategic  
human resource  
management, and human  
resource development  
and exploring how this***



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***integration can provide competitive advantage to organizations for better implementation of people and technology development initiatives is a potential solution.***

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***Valuing People and  
Technology in the  
Workplace: A Competitive  
Advantage Framework  
provides a  
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framework that can be***

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***used to develop and design case studies that could measure the identified values that people, technology, and strategy can provide to the organization. This***

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***book aims to serve as a guide for managers and leaders as they develop strategies to introduce new people and technology into the workplace.***

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weeks a year. We know  
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stifles innovation and  
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that is required to  
grasp the opportunity  
that smart organizations  
are already exploiting.  
Stop thinking about  
“flexible working” and  
start thinking about

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“workforce agility”. By creating win-win working practices you can attract the best talent by offering the flexibility they crave and secure the agile,

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big employers including  
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serve as a catalyst for  
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positioned to make  
meaningful changes  
today. The book includes  
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redesign and refocus  
finance to drive  
business leadership -  
with an emphasis on the  
CFO. The model has three  
primary components: 1)  
Customer-Centricity -

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Listen and Map; 2)

Process - Structure and  
Technology; and 3)

Innovation - Create and  
Measure. These are  
presented as phases that  
each executive team will

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need to consider based  
on the goals and  
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how to develop what they call the five disciplines of inclusive leadership: building interpersonal trust, integrating diverse perspectives, optimizing talent, applying an

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throughout every aspect of  
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**integrate empathy habits  
into management practices  
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nurturing an organization  
empowered by human-centric  
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**into an integral part of the organization's growth strategy and a partner in its business plan.**

**Unmotivated employees.**

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how to make diversity a central and profitable part of an organizations strategy for long-term success rather than merely a peripheral program. The authors,

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resource its people.

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challenges—climate  
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that the companies of  
the future will profit  
by fixing the world's  
problems, not creating  
them. Together the  
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myths: from the idea  
that business' only  
function is to maximise  
profits, to the naïve  
hope that Corporate  
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will save our species

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from disaster. These approaches, they argue, are destined for the graveyard. Instead, they show corporate leaders how to make their companies "Net

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world than they take.  
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reinforcing combination of management practices that best fits your organization's context Provides practical tools to achieve superior levels

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of performance and health through a staged change process: aspire, assess, architect, act, and advance. Among these are new techniques for dealing with those

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aspects of human  
behavior that are  
seemingly irrational (and  
therefore confound even  
the smartest leaders),  
yet entirely predictable  
Ultimately, building a



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healthy organization is  
an intangible asset that  
competitors copy at  
their peril and that  
enables you to skillfully  
adapt to and shape your  
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organizations such as Massachusetts General Hospital, Verizon, and IKEA to transform themselves with remarkable speed, Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics,

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processes are vastly more  
scalable than traditional  
processes, allow massive scope  
increase, enabling companies to  
straddle industry boundaries,  
and create powerful  
opportunities for learning—to

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drive ever more accurate, complex, and sophisticated predictions. When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this

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