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Decisions Are

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Vitally Important to
You and Your
Organization "If
you prove to be
skilled at solving
"people puzzles,"
your career
prospects will
almost certainly
get brighter.
Conversely, if you
repeatedly fail to
get the right
person in the job

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your career will
suffer(...) Mastering
great people
decisions will do
both.

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Decisions conveys
insights about

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finding and hiring
great people such
as: The importance
of shedding all
emotional biases
when conducting
an interview. The
information
requirements that
drive the search
are far more
important than the
specific
assessment

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Decisions techniques that are used.

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Decisions: Why
They Matter So
Much, Why They ...~~

In simple terms,
making great
people decisions
involves generating
a rich pool of
candidates,
assessing them

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~~Decisions~~
properly against
the competencies
required for their
jobs, and attracting
the best into the
most critical
positions.

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Decisions in the
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Making great
people decisions is

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~~Decisions~~
a factor in your success that you can actually do something about, unlike your genetic makeup. You can develop and improve your skills in hiring and managing talented people.

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~~Summary by
Claudio Fernández-
Aráoz~~

Here are ten lessons I learned and excerpted from reading Great People Decisions: Lesson 1: People Decisions Are Vitally Important to You and Your Organization "If you prove to be

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Skilled at solving
“people puzzles,”
your career
prospects will
almost certainly
get brighter.
Conversely, if you
repeatedly fail to
get the right
person in the job
your career will
suffer(...) Mastering
great people
decisions will do

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Great People
Decisions is a
comprehensive
resource for
managers who
want to improve
their personal
competence at

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hiring and promoting people, and also for students interested in the field. Yes, hiring is difficult, but it isn't a mystery.

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Fernandez Aroz,
Tom O ...~~

Managers making

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Decisions
people decisions
will never be
perfect, of course,
but they should
come pretty close
to batting
1,000—especially
since in no other
area of
management do
we know as much.
Some...

~~How to Make~~

Page 20/39

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~~People Decisions—
Harvard Business
Review~~

Below is Harnish's personal list of the greatest business decisions of all time. #5 Greatest Decision—General Electric. Jack Welch's decision to fully fund a first-in-class training center at...

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~~The Top 5 Business
Decisions Of All
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the eight most
critical issues
facing America
each year and
serves as the focal
text for discussion
groups across the
country.

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Decisions. Why they Matter so Much, Why they are so Hard, and How you can Master them.

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that has long
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decisions, bringing
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important questions."--DANIEL GOLEMAN, bestselling author of Emotional Intelligence and Social Intelligence "Great People Decisions is a groundbreaking, myth-busting, and standard-setting work.

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ways in which
personnel choices
can make or break
an organization.
Full of practical,
immediately
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~~Decisions~~
guide to finding
and hiring the right
candidate for the
right job is helpful
for businesses of
all shapes and
sizes.

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Decisions by
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So, while the
majority of people

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Analytics teams are still taking baby steps, what does it mean to be great at people analytics? We spoke with 12 people analytics teams from some of the largest global organizations in various sectors—technology, financial

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services, healthcare, and consumer goods—to try to understand what teams are doing, the impact they are having, and how they are doing it.

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people analytics |
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A: Great people

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Lesson 1: People
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Organization "If
you prove to be
skilled at solving
"people puzzles,"
your career
prospects will
almost certainly
get brighter.

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Conversely, if you repeatedly fail to get the right person in the job your career will suffer (...) Mastering great people decisions will do both.

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