

# DATA IS YOUR MOST VALUABLE LEADERSHIP ASSET—HERE'S HOW TO USE IT

JENNY DEARBORN

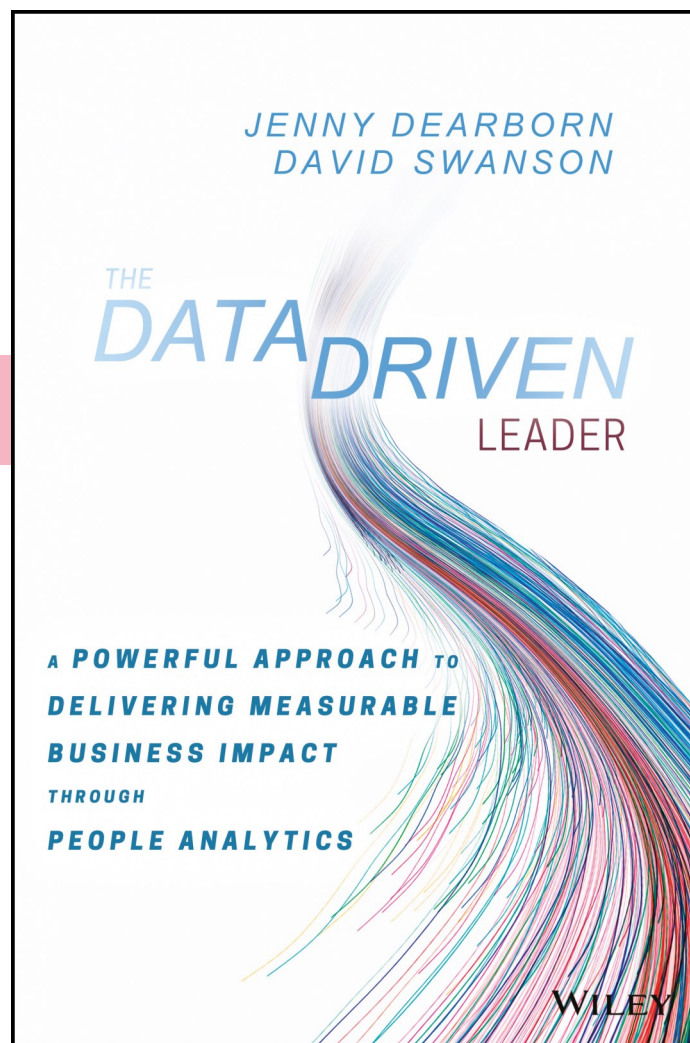
*The Data Driven Leader* presents a clear, accessible guide to solving important leadership challenges through human resources-focused and other data analytics. This engaging book shows you how to transform the HR function and overall organizational effectiveness by using data to make decisions grounded in facts vs. opinions, identify root causes behind your company's thorniest problems and move toward a winning, future-focused business strategy. Realistic and actionable, this book tells the story of a successful sales executive who, after leading an analytics-driven turnaround (in *Data Driven*, this book's predecessor), faces a new turnaround challenge as chief human resources officer. Each chapter features insightful commentary and practical notes on the points the story raises, guiding you to put HR analytics into action in your organization.

HR and other leaders cannot afford to overlook the power and competitive advantages of data-driven decision-making and strategies. This book reflects the growing trend of CEOs choosing analytics-minded business leaders to head HR, at a time when workplaces everywhere face game-changing forces including automation, robotics and artificial intelligence. It is urgent that human resources leaders embrace analytics, not only to remain professionally relevant but also to help their organizations successfully navigate this digital transformation.

HR professionals can and must:

- Understand essential data science principles and corporate analytics models
- Identify and execute effective data analytics initiatives
- Boost HR and company productivity and performance with metrics that matter
- Shape an analytics-centric culture that generates data driven leaders

Most organizations capture and report data, but data is useless without analysis that leads to action. *The Data Driven Leader* shows you how to use this tremendous asset to lead your organization higher.



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# PRAISE FOR THE DATA DRIVEN LEADER

## JENNY DEARBORN

“One of the key questions for the future is the impact of artificial intelligence on human work. Here’s a great contribution to that debate. Jenny Dearborn and David Swanson, through engaging examples and in-depth analyses, show how data analytics can properly empower the workforce for the future.”

—**Chris Anderson**, head of TED

“*The Data Driven Leader* is an essential guide for leaders who want to navigate complexity with brilliance and win in the new game of work. This insight-packed book will show you how to ask the right questions, gather intelligence and enable your team to find the best answers.”

—**Liz Wiseman**, New York Times bestselling author of *Multipliers* and *Rookie Smarts*, founder, The Wiseman Group

“One of the most profound changes in business today is the vast amount of people-related data we have to analyze. This book will help HR and line managers understand their opportunity to apply analytics to many of the people decisions we make every day.”

— **Josh Bersin**, industry analyst, principal and founder, Bersin by Deloitte

“*The Data Driven Leader* offers an engaging parable that brings to life the value of analytically-based people decisions, and helpful guidance for leaders to enhance those decisions.”

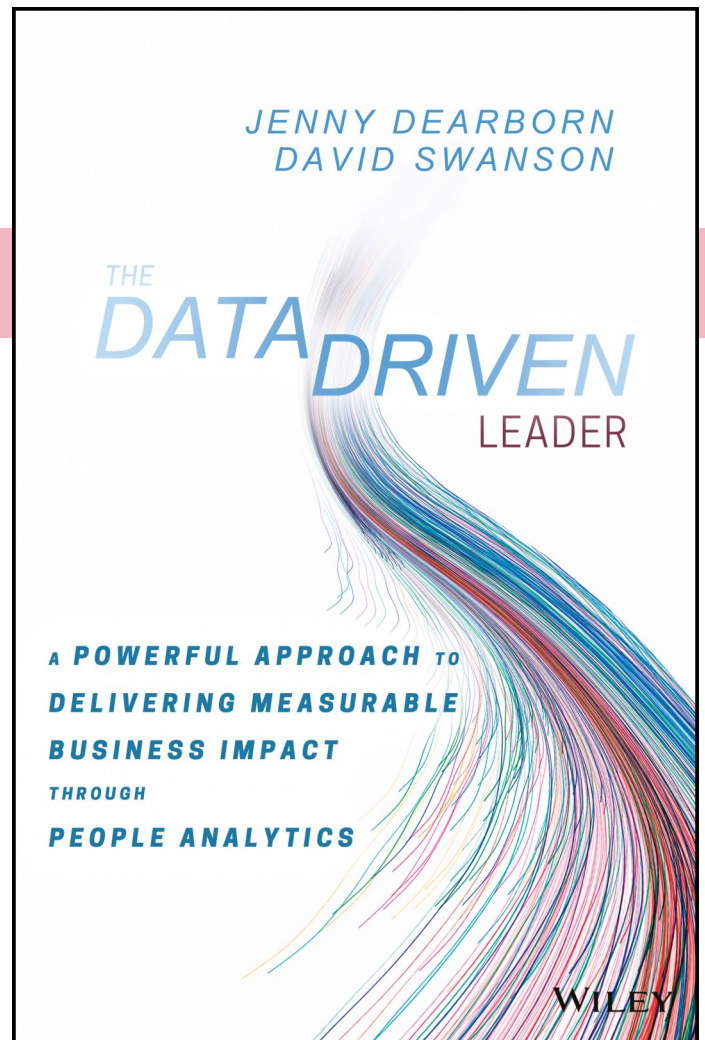
—**Dr. John W. Bourdieu**, professor and research director, Center for Effective Organizations and Marshall School of Business, University of Southern California

“I love the story-telling approach to analytical lessons that Jenny and David offer. Their knowledge of (and commitment to) people, systems and data converge here in a must-read book for anyone interested in the future of HR and Leadership. Even the non-numbers oriented, like me.”

—**Bill John**, president & CEO, Odyssey Teams, Inc.

## ABOUT THE AUTHOR:

**JENNY DEARBORN** is a world leading authority on sales enablement and workplace learning, with expertise in big data and predictive analytics. As Senior Vice President and Chief Learning Officer for SAP, she designs and drives employee learning and enablement strategy. Dearborn was recognized as one of the 50 Most Powerful Women in Technology in 2014, 2015 and 2016 by the National Diversity Council, and through the Fortune Most Powerful Women Network, she is a mentor for the U.S. State Department to female entrepreneurs in developing countries. Internationally she is a sought after keynote speaker and leadership consultant.



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