



Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness

Alec Levenson

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More than ever, data drives decisions in organizations—and we have more data, and more ways to analyze it, than ever. Yet strategic initiatives continue to fail as often as they did when computers ran on punch cards. Economist and research scientist Alec Levenson says we need a new approach.

The problem, Levenson says, is that the business people who devise the strategies and the human resources people who get employees to implement them use completely different analytics. Business analytics can determine if operational priorities aren't being achieved but can't explain why. HR analytics reveal potentially helpful policy and process improvements but can't identify which would have the greatest strategic impact.

This book shows how to use an integrated approach to bring these two pieces together. Levenson presents a thorough and realistic treatment of the reasons for and challenges of taking an integrated approach. He provides details on the different parts of both enterprise and human capital analytics that have to be conducted for integration to be successful and includes specific questions to ask, along with examples of applying integrated analytics to address particular organizational challenges.

Effective analytics is a team sport. Levenson's approach allows you to get the deepest insights by bringing people together from both the business and HR perspectives to assess what's going on and determine the right solution.

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