


Hidden Drivers of Success: Leveraging Employee Insights for Strategic Advantage

By William A. Schiemann PhD, Jerry H. Seibert, Brian S. Morgan PhD

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A framework for HR managers and business leaders to identify and extract crucial information to lead their enterprise, business unit, or department to success, this book demonstrates how various measures—with a particular emphasis on surveys—can be reinvented to serve today’s strategic and operational needs. This reference lays out why real-time actionable information is critical to every organization today and why employees are one of the best sources of that information. With examples of how the best firms have learned to harness the most important facts and to let go of extraneous data that bogs down and distracts decision-makers, this record’s ultimate goal is to expand thinking around how to use the richness of the available information for the strategic benefit of the organization. In short, this is a book about managing organizational value—how to define it, how to measure it, and how to grow it.

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Editorial Review

Review

“This is a great read if you are interested in measuring your organization and its talent to drive business results.” —Edward E. Lawler III, author, *Talent: Making People Your Competitive Advantage*

“No matter what your business, without aligned, capable, and passionate associates, you will never reach your goals. *Hidden Drivers of Success* provides strategic, but practical approaches that work. I highly recommend this book, but more so, I highly recommend Bill and his team in helping you achieve and sustain your desired goals.” —Jim Leighton, author, *Getting F.I.T.: Unleashing the Power of Fully Integrated Teams*

“In an era of continuous change, success requires differentiated strategies and a good reading of *Hidden Drivers of Success*—a must read for managers of all trades! Learn to use the powerful measures needed to obtain the critical information for making the right decisions.” —Thomas Belker, managing director, Corporate Human Resources, OBI Group Holding

“Measures are answers to questions, and asking the right questions about the workforce is a crucial driver of business success: How can we improve the capability and performance of our workforce? Do we have the talent we need to execute our strategy? *Hidden Drivers of Success* provides a useful, fact-based, and pragmatic approach to answering these questions, and to improving any firm’s strategic success.” —Mark Huselid, Ph.D., distinguished professor of HR Strategy, Rutgers University

“*Hidden Drivers of Success* provides practical ideas for using surveys to inform a wide array of organizational and strategic decisions, using great examples from well-known organizations and the authors’ extensive survey experience.” —John Boudreau, Ph.D., professor and research director, Center for Effective Organizations, Marshall School of Business, University of Southern California

About the Author

William A. Schiemann, PhD is the CEO of Metrus Group in Somerville, New Jersey, which created the People Equity talent optimization framework. He is also the author of several books, including *The ACE Advantage: How Smart Companies Unleash Talent for Optimal Performance* and *Reinventing Talent Management: How to Maximize Performance in the New Marketplace*. **Jerry H. Seibert** is the principal and vice president of Diagnostic Services of Metrus Group. He has 25 years of experience working with organizations to measure and improve customer, employee, and other stakeholder perceptions. **Brian S.**

Morgan, PhD is the director of the Organization Assessment Services at Metrus Group, Inc. He has more than 30 years of experience in organization diagnostics, with particular specialization in employee survey and follow-up action planning. They all live in Somerville, New Jersey.

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