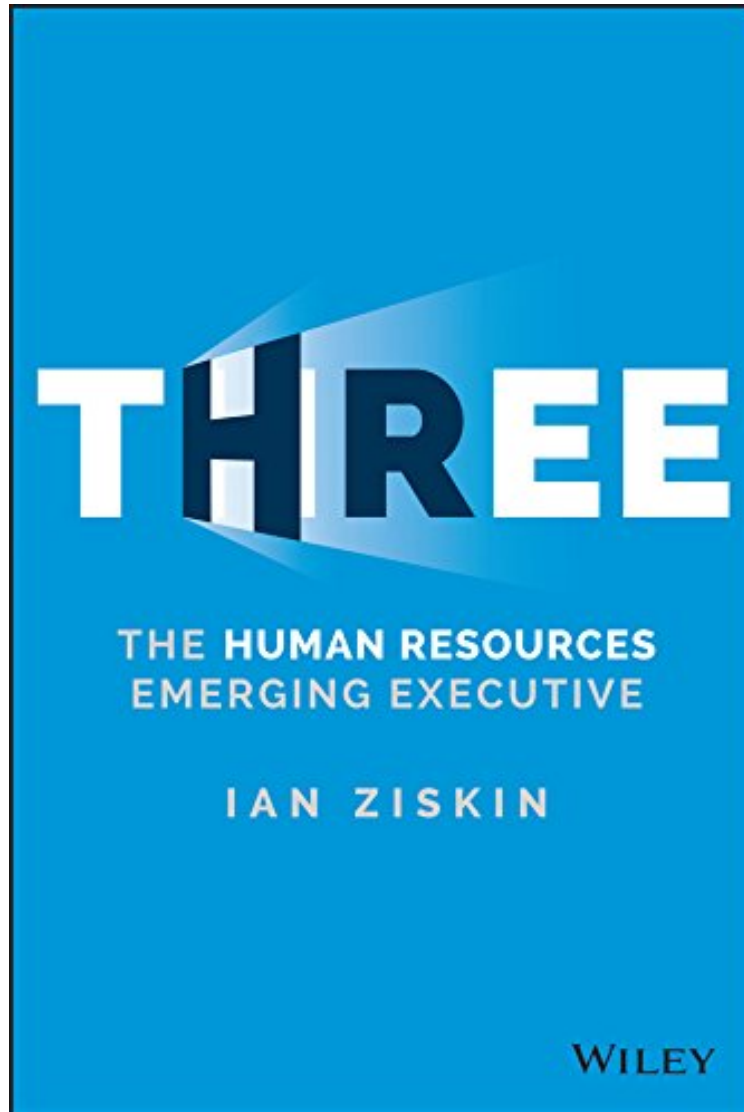


## Three: The Human Resources Emerging Executive

*Ian Ziskin*

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**Ian Ziskin : Three: The Human Resources Emerging Executive** before purchasing it in order to gage whether or not it would be worth my time, and all praised Three: The Human Resources Emerging Executive:

A comprehensive guide to success in the changing HR leadership role THREE is the definitive guidebook for thriving in the ever-changing role of HR leadership. It is written for high potential HR emerging executives who want to accelerate their effectiveness and business impact, and for the bosses, peers, colleagues, friends, coaches, mentors, and teachers who want to assist them in doing so. Centered around three critical and complementary aspects of the role,

this book explores leadership philosophy, HR's evolving role in today's organizations, and the future of HR and effective organizations to help emerging HR leaders find and establish their place in the field. The interplay between leadership and HR competencies is clearly laid out, and lessons learned from CHROs and other HR leaders, as well as academic thought leaders, form the basis of authoritative coverage of crucial components of effective HR leadership, now and in the future. The discussion simplifies the relationship between business strategy and human capital strategy; balances the "what," "who," and "when" of HR leader development, and explores the themes, trends, and implications emerging in the HR field. You'll learn how to lead change, master the art of the question, build leadership and talent, create a performance culture, understand Boardroom dynamics, and learn tips and techniques from over one hundred of the very best HR leaders. The book begins with a comprehensive self-assessment, and each chapter ends with a self-assessment specific to that chapter. Also, a wealth of tools and checklists are included to help you start immediately applying what you've learned. HR leaders are under more pressure than ever to deliver high quality people-related solutions quickly and effectively, but they often don't have the broad foundational experience and perspective to effectively do so. This book provides the solution in the form of comprehensive examination and practical implementation of the critical components of the HR leadership role. Develop a personal leadership philosophy, and behaviors for success Embody the changing HR role to make people and organizations more effective Ask the right questions and effectively engage other leaders Create a performance-driven culture and anticipate critical resistance points Anticipate and prepare for the future of work, organizations, and HR to ensure you remain relevant Today's organizations demand a broader array of cross-functional and cross-organizational perspectives to address complex multi-dimensional challenges and orchestrate practical solutions. **THREE** is the emerging HR leader's guide to acquiring the mindset and skillset required for success.

From the Inside Flap Human resources professionals must acquire the mindset and skillset needed to address today's, and tomorrow's, complex multi-dimensional business challenges. **THREE** offers aspiring HR professionals a definitive guidebook for understanding and adapting to the ever-evolving role of HR leadership. Author Ian Ziskin reveals how human resources professionals can take responsibility for developing themselves to be ready and relevant for what organizations most need from HR leaders—strong business acumen, a broad base of experience, an ability to capitalize on relationships and networks that span organizational boundaries, and the ability to get things done and deliver results that have a profound impact on business performance. This indispensable text gives emerging HR executives a roadmap for accelerating their overall business effectiveness and establishing their place in the field. Ziskin—with contributions from HR experts—explores the critical and complementary aspects of the role of a human resources professional: The leadership philosophy and behaviors that define effectiveness HR's changing role in today's organizations The future of HR and how it contributes to individual and organizational success **THREE** is filled with the most relevant information on the themes, trends, and implications of the evolving HR field. The author clearly lays out the interplay between leadership and HR competencies with instructive lessons from noteworthy chief human resources officers and academic thought leaders. The book's authoritative coverage explores what defines the crucial components of today's effective HR leadership and where HR is headed in the future. The author explains the relationship between business strategy and human capital strategy and offers an examination of the balance of the 'what,' 'who,' and 'when' of HR leadership development. Designed as a practical resource for HR career development, **THREE** contains lessons on vital topics such as how to lead change, master the art of the question, build leadership and talent, create a performance culture, and understand the dynamics of the boardroom. The book also includes a wealth of tips and techniques from over one hundred of the most exemplary HR leaders. To accelerate the learning process, the book includes a comprehensive self-assessment that opens the book and self-assessments at the end of each chapter. In addition, **THREE** offers a wealth of tools and checklists to help immediately apply what's been learned.

From the Back Cover **A COMPREHENSIVE GUIDE TO THE EVOLVING ROLE OF HR LEADERSHIP** Author Ian Ziskin has written the definitive guide for aspiring and experienced human resources professionals who want to thrive in the ever-evolving field of HR. Drawing on the author's deep experience as well as interviews with top level HR leaders and noted academics, **THREE** is filled with the most relevant and current information available on the topic. At the heart of the book, the author targets the three complementary dimensions of the role of HR professionals: The HR leadership philosophy and behaviors that define success The evolving role that HR plays in organizations The future of HR and effective organizations "In **THREE**, Ian Ziskin has distilled his insight and wisdom into a game-changing, highly practical, and forward-thinking tool that raises the bar on HR capability by addressing the what, who, when, where, why, and how of great HR leadership." —John W. Boudreau, Professor and Research Director, Center for Effective Organizations, USC Marshall School of Business "Ian Ziskin has created an engaging and delightfully readable work. But make no mistake—his experience, insight, and thoughtful advice are right on the money for any aspiring future CHRO." —Ronald Sugar, Former Chairman and CEO, Northrop Grumman Corporation and Member of the Boards of Directors of Chevron, Amgen, and Apple "Ian Ziskin has been able to crystalize over three decades of impressive HR experience into a compelling, thought provoking, and 'must read' book for everyone who seeks to be a great leader in HR and a great leader overall." —Eva Sage-Gavin, Vice

Chair, Aspen Institute's Skills for America's Future Advisory Board and Senior Advisor, The Boston Consulting Group "Ziskin provides a highly readable and engaging look at the roadmap to excellence for aspiring Human Resources executives. The advice is focused and actionable, clear, and relevant. If you want to be a great HR executive, this is a must-read place to start." —William Allen, Chief Human Resources Officer, Macy's Inc. About the Author IAN ZISKIN is President of EXec EXcel Group LLC, a human capital coaching and consulting firm he founded in 2010 following a highly successful 28-year career as a corporate business executive. EXec EXcel Group builds individual and organizational credibility through human capital strategy, leadership and talent development, and organizational transformation.