

# **HARD FACTS**

**DANGEROUS HALF-TRUTHS,  
& TOTAL NONSENSE**

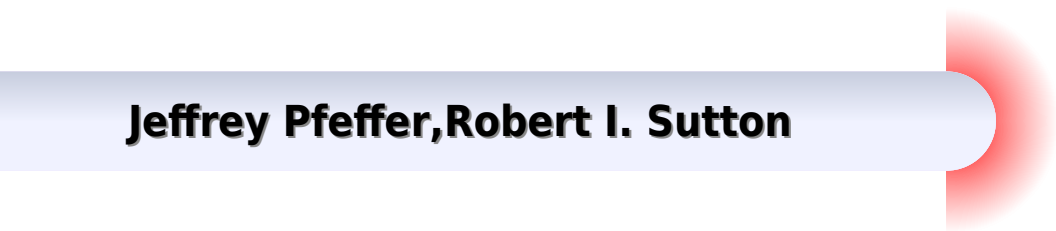
**PROFITTING FROM  
EVIDENCE-BASED  
MANAGEMENT**

**Jeffrey Pfeffer  
Robert I. Sutton**

HARVARD BUSINESS SCHOOL PRESS

# Hard Facts Dangerous Half Truths And Total Nonsense Profiting From Evidence Based Management Hardcover

**Jeffrey Pfeffer, Robert I. Sutton**



## **Hard Facts Dangerous Half Truths And Total Nonsense Profiting From Evidence Based Management Hardcover:**

**Hard Facts, Dangerous Half-truths, and Total Nonsense** Jeffrey Pfeffer, Robert I. Sutton, 2006 The best organizations have the best talent Financial incentives drive company performance Firms must change or die Popular axioms like these drive business decisions every day Yet too much common management wisdom isn't wise at all but instead flawed knowledge based on best practices that are actually poor incomplete or outright obsolete Worse legions of managers use this dubious knowledge to make decisions that are hazardous to organizational health This practical and candid book challenges leaders to commit to evidence based management as a way of organizational life and shows how to finally turn this common sense into common practice *Hard Facts, Dangerous Half-Truths and Total Nonsense* Jeffrey Pfeffer, Robert I. Sutton, 2006

*Hard Facts, Dangerous Half-truths, and Total Nonsense*, 2018 *Hard Facts, Dangerous Half-Truths, and Total Nonsense* Jeffrey Pfeffer, Robert I. Sutton, 2006-02-14 The best organizations have the best talent Financial incentives drive company performance Firms must change or die Popular axioms like these drive business decisions every day Yet too much common management wisdom isn't wise at all but instead flawed knowledge based on best practices that are actually poor incomplete or outright obsolete Worse legions of managers use this dubious knowledge to make decisions that are hazardous to organizational health Jeffrey Pfeffer and Robert I Sutton show how companies can bolster performance and trump the competition through evidence based management an approach to decision making and action that is driven by hard facts rather than half truths or hype This book guides managers in using this approach to dismantle six widely held but ultimately flawed management beliefs in core areas including leadership strategy change talent financial incentives and work life balance The authors show managers how to find and apply the best practices for their companies rather than blindly copy what seems to have worked elsewhere This practical and candid book challenges leaders to commit to evidence based management as a way of organizational life and shows how to finally turn this common sense into common practice

**Evidence-Based Public Management** Anna Shillabeer, Terry F. Buss, Denise M. Rousseau, 2015-01-28 Evidence based management EBMgt derives principles of good management from scientific research meta analysis literature reviews and case studies and then translates them into practice This book is the first systematic assessment of EBMgt and its potential application in public management **The Oxford Handbook of Evidence-Based Management** Denise M.

Rousseau, 2013-12-15 From medicine to education evidence based approaches aim to evaluate and apply scientific evidence to a problem in order to arrive at the best possible solution Thus using scientific knowledge to inform the judgment of managers and the process of decision making in organizations Evidence based Management EBMgt is the science informed practice of management Written by leading experts in the study and practice of EBMgt The Oxford Handbook of Evidence based Management provides an overview of key EBMgt ideas and puts them in context of promoting evidence based practice Furthermore it addresses the roles and contributions of practitioners educators and scholars the primary constituents of

EBMgt while providing perspectives and resources for each Divided into three sections research practice and education this handbook examines the realities of everyday management practice and the role EBMgt can play in improving managerial decision making and employee well being and instructs educators in their roles as designers of curricula and resources As the first major volume to capture the spirit of this emerging movement The Oxford Handbook of Evidence based Management shows how practitioners can use high quality knowledge gleaned from scientific research in order to make better use of available data and ultimately make more mindful decisions

**Getting to Diversity** Frank Dobbin,Alexandra

Kalev,2022-09-13 Too many companies don t know how to walk the walk of diversity equity and inclusion Getting to Diversity shows them how Lori George Billingsley former Global Chief DEI Officer Coca Cola Company In an authoritative data driven account two of the world s leading management experts challenge dominant approaches to increasing workplace diversity and provide a comprehensive account of what really works Every year America becomes more diverse but change in the makeup of the management ranks has stalled The problem has become an urgent matter of national debate How do we fix it Bestselling books preach moral reformation Employers however well intentioned follow guesswork and whatever their peers happen to be doing Arguing that it s time to focus on changing systems rather than individuals two of the world s leading experts on workplace diversity show us a better way in the first comprehensive data driven analysis of what succeeds and what fails The surprising results will change how America works Frank Dobbin and Alexandra Kalev draw on more than thirty years of data from eight hundred companies as well as in depth interviews with managers The research shows just how little companies gain from standard practice sending managers to diversity training to reveal their biases then following up with hiring and promotion rules and sanctions to shape their behavior Almost nothing changes It s time Dobbin and Kalev argue to focus on changing the management systems that make it hard for women and people of color to succeed They show us how the best firms are pioneering new recruitment mentoring and skill training systems and implementing strategies for mixing segregated work groups to increase diversity They explain what a difference ambitious work life programs make And they argue that as firms adopt new systems the key to making them work is to make them accessible to all not just the favored few Powerful authoritative and driven by a commitment to change Getting to Diversity is the book we need now to address

constructively one of the most fraught challenges in American life

**Engine of Impact** William F. Meehan III,Kim Starkey

Jonker,2017-11-14 We are entering a new era an era of impact The largest intergenerational transfer of wealth in history will soon be under way bringing with it the potential for huge increases in philanthropic funding Engine of Impact shows how nonprofits can apply the principles of strategic leadership to attract greater financial support and leverage that funding to maximum effect As Good to Great author Jim Collins writes in his foreword this book offers a detailed roadmap of disciplined thought and action for turning a good nonprofit into one that can achieve great impact at scale William F Meehan III and Kim Starkey Jonker identify seven essential components of strategic leadership that set high achieving organizations apart from

the rest of the nonprofit sector Together these components form an engine of impact a system that organizations must build tune and fuel if they hope to make a real difference in the world Drawing on decades of teaching advising grantmaking and research Meehan and Jonker provide an actionable guide that executives staff board members and donors can use to jumpstart their own performance and to achieve extraordinary results for their organization Along with setting forth best practices using real world examples the authors outline common management challenges faced by nonprofits showing how these challenges differ from those faced by for profit businesses in important and often overlooked ways By offering crucial insights on the fundamentals of nonprofit management this book will help leaders equip their organizations to fire on all cylinders and unleash the full potential of the nonprofit sector Visit [www.engineofimpact.org](http://www.engineofimpact.org) for additional information

*In Praise of American Educators* Richard DuFour, 2015-07-20 Explore the state of education today In this thought provoking book the author presents a compelling case for why contemporary American educators are the greatest generation in history He carefully explains why current national reform policies have failed and presents specific steps policymakers administrators and teachers must take to transform American schools to meet student needs in the 21st century

**Data Leadership for K-12 Schools in a Time of Accountability** Mense, Evan G., Crain-Dorough, Mindy, 2017-12-15 The monitoring of data within educational institutions is essential to ensure the success of its students and faculty By continually analyzing data educational leaders can increase quality and productivity in their institutions Data Leadership for K 12 Schools in a Time of Accountability explores techniques and processes of educational data analysis and its application in developing solutions and systems for instructional concerns and next generation learning Providing extensive research covering areas such as data driven culture student accountability and data dissemination this unique reference is essential for principals administrators practitioners academicians students and educational consultants looking to maximize their institution s performance

Entrepreneurial Leadership Angelo Mastrangelo, 2015-11-12 Real life examples from the author s experience illuminate a step by step plan that can help entrepreneurial leaders achieve their goals Entrepreneurial leaders are in need of a practical compass and this book gives them just that Combining principles of leadership and entrepreneurship the guide covers basic concepts and pertinent issues for leaders at all levels and does so in a manner that is at once lively relevant and entertaining Drawing on the best thinking from both business and academia the book irrefutably demonstrates the connection between skilled leadership and organizational effectiveness and performance Readers are provided with two easy to follow models that are applicable to all types of organizations The Opportunity Model Part I shows exactly how to identify business generating opportunities while the Enduring Leadership Model Part II outlines the author s unique leadership principles what he calls Personal and Professional Leadership Used together these two models give today s entrepreneurial leaders the real life tools they need to succeed To illustrate what works and what doesn t the author takes readers inside the highly volatile beverage industry and shares his greatest successes and failures running

Adirondack Beverages a company that still thrives today based on principles instilled more than 20 years ago

**The Art and Practice of Court Administration** Alexander B. Aikman, 2017-09-25 The Art and Practice of Court Administration explores the context in which court administration is practiced and identifies the qualities and skills court administrators need. Divided into two major parts, part one covers the history of the field and how courts are organized, environmental conditions in which court administration is practiced, special impact on courts of the elected clerk of court, prosecutor and the sheriff, the judge's administrative roles as well as how a judge's judicial and administrative roles work with management. The second part reviews a new approach for setting and adjusting priorities among the multiple functions courts perform, the Hierarchy of Court Administration. It defines priorities, analyzes court roles that establish mission-critical functions and sets an agenda for advancing courts throughout this century. Thorough and complete, The Art and Practice of Court Administration details how courts operate, the court administrator's position and responsibilities, and approaches to issues and problems.

*The Leadership Challenge* James M. Kouzes, Barry Z. Posner, 2023-01-05 The latest edition of the gold standard guide for leadership development. In the new seventh edition of *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, best-selling leadership authors and business scholars James Kouzes and Barry Posner deliver an essential strategic playbook for effective leadership. The book's actionable advice is grounded in robust research and deep insights into the complex interpersonal dynamics of the workplace. Premier authorities in the field, the authors frame leadership as both a skill to be learned and as a relationship to be nurtured. They demonstrate how to achieve extraordinary results in the face of contemporary business challenges with engaging stories, current case studies, and straightforward frameworks for those who seek continuous incremental improvement. The book also offers incisive commentary on the shift toward team-oriented and hybrid work relationships. Key insights into how to break through a new and pervasive level of cynicism amongst the modern workforce. Strategies for leveraging the electronic global village to deliver better results within your team, in your department, and across your organization. Perfect for every practicing and aspiring leader who wants to stay current, relevant, and effective in a rapidly evolving business environment. *The Leadership Challenge* will help you remain impactful and capable of inspiring and motivating your constituents at every level.

**Auditing Organizational Communication** Owen Hargie, Dennis Tourish, 2009-03-19 Effective communication is vital for business success. This core text in the field of organizational communication equips readers with the vital analytic tools required to measure and monitor their communications.

**Lean Higher Education** William K. Balzer, 2020-03-03 In an environment of diminishing resources, growing enrollment, and increasing expectations of accountability, *Lean Higher Education: Increasing the Value and Performance of University Processes*, Second Edition, provides the understanding and the tools required to return education to the consumers it was designed to serve: the students. It supplies a unifying framework for implementing and sustaining a Lean Higher Education (LHE) transformation at any institution, regardless of size or mission. Using straightforward language, relevant examples, and

step by step guidelines for introducing Lean interventions this authoritative resource explains how to involve stakeholders in the delivery of quality every step of the way The author details a flexible series of steps to help ensure stakeholders understand all critical work processes He presents a wealth of empirical evidence that highlights successful applications of Lean concepts at major universities and provides proven methods for uncovering and eliminating activities that overburden staff yet contribute little or no added value to stakeholders Complete with standardized methods for correctly diagnosing workplace problems and implementing appropriate solutions this valuable reference arms you with the understanding and the tools to effectively balance the needs of all stakeholders By implementing the Lean practices covered in these pages your school will be better positioned to provide higher quality education at reduced costs with efficient processes that instill pride maximize value and respect the long term interests of your students faculty and staff This second edition contains a substantial update with expanded material and reflects the significant growth of LHE practices in colleges and universities worldwide Because of advances in best practices as well as some modest research based evidence this second edition includes many enhancements that provide particular value to LHE practitioners and higher education HE leaders Since the initial publication of Lean Higher Education in 2010 the challenges of cost and affordability competition for students and faculty and calls for efficiency and accountability have only continued to grow requiring colleges and universities to pursue more radical and transformative change to ensure their success This new edition provides a model for change based on more than 50 years of application in business and industry and almost 20 years in HE It provides the information and evidence demanded by HE leadership to understand and embrace LHE as well as best practices processes and tools for implementing LHE in targeted areas or institution wide This book provides a conceptual framework for redesigning any university process such as admitting students paying a bill hiring faculty or processing a donor gift in a way that delights the beneficiary of that process respects the employees who support the process and reduce the cost of the process A free companion guide to this book is available here [https://cabaa1397c6247aeaf03e18f51efab1c.filesusr.com/ugd/f5359d\\_a064ca39f666408f851ffd282eb9a0a7.pdf](https://cabaa1397c6247aeaf03e18f51efab1c.filesusr.com/ugd/f5359d_a064ca39f666408f851ffd282eb9a0a7.pdf)

The goal of this companion guide is to help you get the most out of your reading of Lean Higher Education The guide is designed to support your deeper understanding and application of LHE whether you are reading the book a from cover to cover or select chapters b reading it alone as a member of a workplace reading group or as a student in a classroom c facilitating discussions of the chapters in the book or d seeking guidance as you begin your own personal Lean Higher Education journey **The Routledge Companion to Mental Health at Work** Arla Day, Cary L. Cooper, 2023-10-12 The issue of mental health at work has become a hot topic in both the popular media and academic writings Although job stress and mental ill health are associated with negative outcomes for individuals teams and organizations there has been some suggestion that changing the work environment and creating healthy workplaces can improve worker health Much of the current works in the general of health is fractured coming from a variety of disciplines

and perspectives without an organizing framework to help guide research and practice in the area Having this individualized compartmentalized perspective constrains our ability to fully understand the scope of the issue the key factors in supporting or detracting from one's mental health and interventions focusing on mental health at work Given the importance of understanding mental health at work and the current lack of coverage on workplace mental health there is a need for a book to provide a holistic overview of the issue targeting the environmental individual and group influences of mental health and well being as well as the impact on individuals and workplaces This handbook provides a conceptual framework for examining these issues Each chapter offers an in depth examination of the key facets of mental health at work focusing both on the seminal and current literature on the topic and practical suggestions for best practices for organizations With contributions from leading experts authors address the state of the art research and integrate current events that are shaping the way we work and our wellbeing at work This edited collection will be of interest to researchers academics policymakers and advanced students in the fields of human resource management organizational psychology and management

**Changing Identities in Higher Education** Ronald Barnett, Roberto Di Napoli, 2007-09-12 In this timely and innovative book scholars from Europe the UK North America and Australia explore their own sense of identity reflecting both on their research and scholarly interests and their work experiences Taking the form of a debate *Changing Identities in Higher Education* helps to widen the contemporary space for debates on the future of higher education itself The book is split into three parts part one presents a set of essays each on a set of identities within higher education academic student administrative managerial and educational developers part two includes responses to Part one from authors speaking from their own professional and scholarly identity perspective part three illustrates perspectives on the identities of students provided by students themselves With its original dialogic form and varied content this book is of interest to all those concerned in current debates about the state and nature of higher education today and those interested in questions of identity It makes especially useful reading for students of higher education lecturers in training academics and managers alike

*The Social Cognitive Neuroscience of Leading Organizational Change* Robert A. Snyder, 2016-03-10 In a very understandable practical and accessible manner this book applies recent groundbreaking findings from behavioral neuroscience to the most complex and vexing challenges in organizations today In particular it addresses managing large scale organizational changes such as mergers and acquisitions providing lessons and tactics that can be usefully applied to in many different settings In addition to discussing successful practices it also identifies the reasons that most past comprehensive long term change projects have failed and unmasks the counterproductive effects of the typical evolutionary or emotion based attempts to change group and individual behavior using neuroscience as its principal tool

Competing on Analytics Thomas H. Davenport, Jeanne G. Harris, 2007 In *Competing on Analytics The New Science of Winning* Thomas H Davenport and Jeanne G Harris argue that the frontier for using data has shifted dramatically Leading companies are doing

more than just collecting and storing information in large quantities They re now building their competitive strategies around data driven insights that are in turn generating impressive business results Their secret weapon Analytics sophisticated quantitative and statistical analysis and predictive modeling supported by data savvy senior leaders and powerful information technology Jacket     *How to Be Happy at Work* Annie McKee,2018-08-21 Life s too short to be unhappy at work I m working harder than I ever have and I don t know if it s worth it anymore If you re a manager or leader these words have probably run through your mind So many of us are feeling fed up burned out and unhappy at work the constant pressure and stress the unending changes the politics people feel as though they can t give much more and performance is suffering But it s work after all right Should we even expect to be fulfilled and happy at work Yes we should says Annie McKee coauthor of the bestselling *Primal Leadership* In her new transformative book she makes the most compelling case yet that happiness and the full engagement that comes with it is more important than ever in today s workplace and she sheds new light on the powerful relationship of happiness to individual team and organizational success Based on extensive research and decades of experience with leaders this book reveals that people must have three essential elements in order to be happy at work A sense of purpose and the chance to contribute to something bigger than themselves A vision that is powerful and personal creating a real sense of hope Resonant friendly relationships With vivid and moving real life stories the book shows how leaders can use these powerful pillars to create and sustain happiness even when they re under pressure By emphasizing purpose hope and friendships they can also ensure a healthy positive climate for their teams and throughout the organization *How to Be Happy at Work* deepens our understanding of what it means to be truly fulfilled and effective at work and provides clear practical advice and instruction for how to get there no matter what job you have

Reviewing **Hard Facts Dangerous Half Truths And Total Nonsense Profiting From Evidence Based Management Hardcover**: Unlocking the Spellbinding Force of Linguistics

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