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Systems of record (SORs) are engines that generate value for your business. Systems of engagement (SOE) are always evolving and generating new customer-centric experiences and new opportunities to capitalize on the value in the systems of record. The highest value is gained when systems of record and systems of engagement are brought together to deliver insight. Systems of insight (SOI) monitor and analyze what is going on with various behaviors in the systems of engagement and information being stored or transacted in the systems of record. SOIs seek new opportunities, risks, and operational behavior that needs to be reported or have action taken to optimize business outcomes. Systems of insight are at the core of the Digital Experience, which tries to derive insights from the enormous amount of data generated by automated processes and customer interactions. Systems of Insight can also provide the ability to apply analytics and rules to real-time data as it flows within, throughout, and beyond the enterprise (applications, databases, mobile, social, Internet of Things) to gain the wanted insight. Deriving this insight is a key step toward being able to make the best decisions and take the most appropriate actions. Examples of such actions are to improve the number of satisfied clients, identify clients at risk of leaving and incentivize them to stay loyal, identify patterns of risk or fraudulent behavior and take action to minimize it as early as possible, and detect patterns of behavior in operational systems and transportation that lead to failures, delays, and maintenance and take early action to minimize risks and costs. IBM® Operational Decision Manager is a decision management platform that provides capabilities that support both event-driven insight patterns, and business-rule-driven scenarios. It also can easily be used in combination with other IBM Analytics solutions, as the detailed examples will show. IBM Operational Decision Manager Advanced, along with complementary IBM software offerings that also provide capability for systems of insight, provides a way to deliver the greatest value to your customers and your business. IBM Operational Decision Manager Advanced brings together data from different sources to recognize meaningful trends and patterns. It empowers business users to define, manage, and automate repeatable operational decisions. As a result, organizations can create and shape customer-centric business moments. This IBM Redbooks® publication explains the key concepts of systems of insight and how to implement a system of insight solution with examples. It is intended for IT architects and professionals who are responsible for implementing a systems of insights solution requiring event-based context pattern detection and deterministic decision services to enhance other analytics solution components with IBM Operational Decision Manager Advanced.

This volume examines the EU's changing educational context and its challenges. Based on an extensive survey of more than 2000

European Studies courses in 30 European countries, it maps and analyses the features of teaching methodologies as they emerge from both disciplinary as well as interdisciplinary curricula. It presents a series of case studies on some of the most-used innovative teaching tools emerging in the field such as simulation games, e-learning, problem based learning, blended learning, and learning through the use of social networks. Based on the contributors' own experiences and academic research, the book examines both strengths and possible pitfalls of these increasingly popular methods. The book's critical approach will inspire educators and scholars committed to improving the teaching methods and tools in the area of European Studies and other programmes of higher education facing similar challenges.

This IBM® Redbooks® publication describes the features and functions of the latest member of the IBM Z® platform, the IBM z15™ Model T02 (machine type 8562). It includes information about the IBM z15 processor design, I/O innovations, security features, and supported operating systems. The z15 is a state-of-the-art data and transaction system that delivers advanced capabilities, which are vital to any digital transformation. The z15 is designed for enhanced modularity, which is in an industry standard footprint. This system excels at the following tasks: Making use of multicloud integration services Securing data with pervasive encryption Accelerating digital transformation with agile service delivery Transforming a transactional platform into a data powerhouse Getting more out of the platform with IT Operational Analytics Accelerating digital transformation with agile service delivery Revolutionizing business processes Blending open source and Z technologies This book explains how this system uses new innovations and traditional Z strengths to satisfy growing demand for cloud, analytics, and open source technologies. With the z15 as the base, applications can run in a trusted, reliable, and secure environment that improves operations and lessens business risk. Is it time for you to modernize your IBM® z/OS® applications to allow for access to an entire system of open source and Linux on IBM Z® workloads? Is co-location of these workloads on the z/OS platform with no porting requirements of value to you? Your open source or Linux on IBM Z software can benefit from being co-located and managed inside a z/OS environment; leveraging z/OS quality of service for optimized business continuity. Your software can be integrated with and can help complement existing z/OS workloads and environments. If your software can communicate with z/OS and external components by using TCP/IP, now is the time to examine how IBM z/OS Container Extensions (IBM zCX) makes it possible to integrate Linux on Z applications with z/OS. This IBM Redbooks® publication is a follow-on to Getting started with z/OS Container Extensions and Docker, SG24-8457, which provides some interesting use cases for zCX. We start with a brief overview of IBM zCX. In Part 1, "Integration" on page 9, we de-

monstrate use cases that integrate with zCX. In Part 2, "DevOps in zCX" on page 165, we describe how organizations can benefit from running a DevOps flow in zCX and we describe the set up of necessary components. Finally, in Part 3, "Monitoring and managing zCX systems" on page 229, we discuss IBM Service Management Unite Automation, a free-of-charge customizable dashboard interface and an important discussion of creating the suitable container restart policy.

This market-leading text takes a pragmatic approach emphasizing the strategic role of human resources. Comprehensive, research-based coverage includes all major topics identified on the Human Resource Certification Institutes Content Outline. Coverage includes a global chapter, expanded coverage of diversity, new material on performance management, and current hot topics such as self-directed work teams, shamrock organization, broadbanding, competency-based pay systems, job security, violence in the workplace, and how organizational commitment affects production, quality, and service.

100+ Management Models is an essential resource for managers at all levels. It gives an overview of each of the most important business models in eight categories: sustainability, innovation, strategy, diversity, customers, human resources, benchmarking and leadership and analyses their strengths and weaknesses.

Now readers can develop the Microsoft Excel 2016 skills needed to be successful in college or the business world beyond with the emphasis on critical-thinking, problem-solving, and in-depth coverage found in NEW PERSPECTIVES MICROSOFT OFFICE 365 & EXCEL 2016: INTERMEDIATE. Updated with all-new case scenarios, this complete book clearly applies the skills readers are learning to real-world situations, making the concepts even more relevant. All content and activities throughout NEW PERSPECTIVES MICROSOFT OFFICE 365 & EXCEL 2016: INTERMEDIATE help readers understand the importance of what they're learning. This edition focuses on strengthening learning outcomes and transferring skills to other applications and disciplines for further success. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

The organization pursuing digital transformation must embrace new ways to use and deploy integration technologies, so they can move quickly in a manner appropriate to the goals of multicloud, decentralization, and microservices. The integration layer must transform to allow organizations to move boldly in building new customer experiences, rather than forcing models for architecture and development that pull away from maximizing the organization's productivity. Many organizations have started embracing agile application techniques, such as microservice architecture, and are now seeing the benefits of that shift. This approach complements and accelerates an enterprise's API strategy. Businesses should also seek to use this approach to modernize their existing integration and messaging infrastructure to achieve more effective ways to manage and operate their integration services in their private or public cloud. This IBM® Redbooks® publication explores the merits of what we refer to as agile integration; a container-based, decentralized, and microservice-aligned approach for integration solutions that meets the demands of agility, scalability, and resilience required by digital transformation. It also discusses how the IBM Cloud Pak for Integration marks a significant leap forward in integration technology by embracing both a cloud-native approach and container technology to achieve the goals of agile integration. The target audiences for this book are cloud integration architects, IT specialists, and application developers.

This IBM® Redpaper™ publication describes the adapter-based

virtualization capabilities that are being deployed in high-end IBM POWER7+™ processor-based servers. Peripheral Component Interconnect Express (PCIe) single root I/O virtualization (SR-IOV) is a virtualization technology on IBM Power Systems servers. SR-IOV allows multiple logical partitions (LPARs) to share a PCIe adapter with little or no run time involvement of a hypervisor or other virtualization intermediary. SR-IOV does not replace the existing virtualization capabilities that are offered as part of the IBM PowerVM® offerings. Rather, SR-IOV compliments them with additional capabilities. This paper describes many aspects of the SR-IOV technology, including: A comparison of SR-IOV with standard virtualization technology Overall benefits of SR-IOV Architectural overview of SR-IOV Planning requirements SR-IOV deployment models that use standard I/O virtualization Configuring the adapter for dedicated or shared modes Tips for maintaining and troubleshooting your system Scenarios for configuring your system This paper is directed to clients, IBM Business Partners, and system administrators who are involved with planning, deploying, configuring, and maintaining key virtualization technologies.

Two strengths distinguish this textbook from others. One is its presentation of subjects in the contexts wherein they occur. The other is its use of current events. Other improvements have shortened and simplified chapters, increased the numbers and types of pedagogical supplements, and expanded the international appeal of examples.

Practical Business Statistics, 5/e was written in response to instructors not wanting a formula driven, mathematically encyclopedic book. The use of computer applications means some topics no longer require coverage in detail. This allows future managers to know how to use and understand statistics. The text does this by using examples with real data that relate to the functional areas of business such as finance, accounting, and marketing. It de-emphasizes the theoretical, and presents the material in a well-written, easy style designed to motivate students. The emphasis is on understanding and applications as opposed to mathematical precision and formula detail.

KEY CONTENTS OF THIS GUIDE INCLUDE: - Contains invaluable tips on how to prepare for abstract reasoning tests; - Written by an expert in this field in conjunction with recruitment experts; - Contains lots of sample test questions and answers.

You are shrunk to the height of a nickel and thrown in a blender. The blades start moving in 60 seconds. What do you do? If you want to work at Google, or any of America's best companies, you need to have an answer to this and other puzzling questions. Are You Smart Enough to Work at Google? guides readers through the surprising solutions to dozens of the most challenging interview questions. The book covers the importance of creative thinking, ways to get a leg up on the competition, what your Facebook page says about you, and much more. Are You Smart Enough to Work at Google? is a must-read for anyone who wants to succeed in today's job market.

Achieve personal fulfilment in your career, relationship, and performance with Success: The Psychology of Achievement. Success: The Psychology of Achievement will unlock your potential and help you raise your game by equipping you with the tools you need to achieve success in every aspect of life. Give your confidence a boost, master your resources, and raise your self-awareness with proven strategies and theory. Understand the meanings of success and fulfilment, and develop your confidence with advice on practical skills including work-life balance, self-analysis, stress control, coping with peer pressure, positive habits, and mindfulness. Expertly mixing scientific research with constructive advice, Success: The Psychology of Achievement asks you what you want from life and learn how to get it.

This IBM® Redbooks® publication describes how the IBM Big Data Platform provides the integrated capabilities that are required for the adoption of Information Governance in the big data landscape. As organizations embark on new use cases, such as Big Data Exploration, an enhanced 360 view of customers, or Data Warehouse modernization, and absorb ever growing volumes and variety of data with accelerating velocity, the principles and practices of Information Governance become ever more critical to ensure trust in data and help organizations overcome the inherent risks and achieve the wanted value. The introduction of big data changes the information landscape. Data arrives faster than humans can react to it, and issues can quickly escalate into significant events. The variety of data now poses new privacy and security risks. The high volume of information in all places makes it harder to find where these issues, risks, and even useful information to drive new value and revenue are. Information Governance provides an organization with a framework that can align their wanted outcomes with their strategic management principles, the people who can implement those principles, and the architecture and platform that are needed to support the big data use cases. The IBM Big Data Platform, coupled with a framework for Information Governance, provides an approach to build, manage, and gain significant value from the big data landscape.

Prepare. Practice. Perform. Succeed! Are you chasing a job that you really want, but need to take a verbal reasoning test to get it? With the help of this book, you'll sharpen your skills and quickly become confident in your ability to pass. Written by a psychologist with years of test-writing experience, it's packed with examples of every kind of test and will take you through everything you need to pass with flying colours. · Feel practiced, prepared and confident · Be ready to take on any type of test · Develop a strategy to maximise your performance With plenty of tips, tricks and practice tests to help you, no matter what level or type of test you face, prepare to succeed!

This IBM® Redbooks® publication describes the features and functions the latest member of the IBM Z® platform, the IBM z15TM (machine type 8561). It includes information about the IBM z15 processor design, I/O innovations, security features, and supported operating systems. The z15 is a state-of-the-art data and transaction system that delivers advanced capabilities, which are vital to any digital transformation. The z15 is designed for enhanced modularity, which is in an industry standard footprint. This system excels at the following tasks: Making use of multi-cloud integration services Securing data with pervasive encryption Accelerating digital transformation with agile service delivery Transforming a transactional platform into a data powerhouse Getting more out of the platform with IT Operational Analytics Accelerating digital transformation with agile service delivery Revolutionizing business processes Blending open source and Z technologies This book explains how this system uses new innovations and traditional Z strengths to satisfy growing demand for cloud, analytics, and open source technologies. With the z15 as the base, applications can run in a trusted, reliable, and secure environment that improves operations and lessens business risk. Based on a systematic review of the literature on employee engagement, this report seeks to synthesise thinking and evidence. This IBM Redbooks publication describes and demonstrates common, prescriptive scenarios for setting up disaster recovery for common workloads using IBM WebSphere Application Server, IBM DB2, and WebSphere MQ between two IBM PureApplication System racks using the features in PureApplication System V2. The intended audience for this book is pattern developers and operations team members who are setting up production systems using software patterns from IBM that must be highly available or

able to recover from a disaster (defined as the complete loss of a data center).

As IBM® continues to enhance the functionality, performance, and availability of IBM Db2®, the utilities have made significant strides towards self-management. IBM Db2 for z/OS utilities is leading the trend towards autonomies. During the last couple of versions of Db2 for z/OS, and through the maintenance stream, new features and enhancements have been delivered to further improve the performance and functionality of the Db2 utilities. The intent of this IBM Redpaper™ publication is to help Db2 Database Administrators, Db2 System Programmers, and anyone who runs Db2 for z/OS utilities implement best practices. The intent of this paper is not to replicate the Db2 for z/OS Utilities Reference Guide or the Db2 for z/OS Installation Guide. This paper describes and informs you how to apply real-life practical preferred practices for the IBM Db2 for z/OS Utilities Suite. The paper concentrates on the enhancements provided by Db2 utilities, regardless of the version, albeit some functions and features are available only in Db2 12 for IBM z/OS®.

With ever-increasing workloads on production systems from transaction, batch, online query and reporting applications, the challenges of high availability and workload balancing are more important than ever. This IBM® Redbooks® publication provides descriptions and scenarios for high availability solutions using the Q Replication technology of the IBM InfoSphere® Data Replication product on the IBM z/OS® platform. Also included are key considerations for designing, implementing, and managing solutions for the typical business scenarios that rely on Q Replication for their high availability solution. This publication also includes sections on latency analysis, managing Q Replication in the IBM DB2® for z/OS environment, and recovery procedures. These are topics of particular interest to clients who implement the Q Replication solution on the z/OS platform. Q Replication is a high-volume, low-latency replication solution that uses IBM WebSphere® MQ message queues to replicate transactions between source and target databases or subsystems. A major business benefit of the low latency and high throughput solution is timely availability of the data where the data is needed. High availability solutions are implemented to minimize the impact of planned and unplanned disruptions of service to the applications. Disruption of service can be caused by software maintenance and upgrades or by software and hardware outages. As applications' high availability requirements evolve towards continuous availability, that is availability of the data 24 hours a day and 7 days a week, so does the Q Replication solution, to meet these challenges. If you are interested in the Q Replication solution and how it can be used to implement some of the high availability requirements of your business scenarios, this book is for you.

Managing information within the enterprise has always been a vital and important task to support the day-to-day business operations and to enable analysis of that data for decision making to better manage and grow the business for improved profitability. To do all that, clearly the data must be accurate and organized so it is accessible and understandable to all who need it. That task has grown in importance as the volume of enterprise data has been growing significantly (analyst estimates of 40 - 50% growth per year are not uncommon) over the years. However, most of that data has been what we call "structured" data, which is the type that can fit neatly into rows and columns and be more easily analyzed. Now we are in the era of "big data." This significantly increases the volume of data available, but it is in a form called "unstructured" data. That is, data from sources that are not as easily organized, such as data from emails, spreadsheets, sensors, video, audio, and social media sites. There is valuable information

in all that data but it calls for new processes to enable it to be analyzed. All this has brought with it a renewed and critical need to manage and organize that data with clarity of meaning, understandability, and interoperability. That is, you must be able to integrate this data when it is from within an enterprise but also importantly when it is from many different external sources. What is described here has been and is being done to varying extents. It is called "information governance." Governing this information however has proven to be challenging. But without governance, much of the data can be less useful and perhaps even used incorrectly, significantly impacting enterprise decision making. So we must also respect the needs for information security, consistency, and validity or else suffer the potential economic and legal consequences. Implementing sound governance practices needs to be an integral part of the information control in our organizations. This IBM® Redbooks® publication focuses on the building blocks of a solid governance program. It examines some familiar governance initiative scenarios, identifying how they underpin key governance initiatives, such as Master Data Management, Quality Management, Security and Privacy, and Information Lifecycle Management. IBM Information Management and Governance solutions provide a comprehensive suite to help organizations better understand and build their governance solutions. The book also identifies new and innovative approaches that are developed by IBM practice leaders that can help as you implement the foundation capabilities in your organizations.

This timely resource offers fresh research on companies' use of social media platforms—from Twitter and Facebook to LinkedIn and other career sites—to find and hire personnel. Its balanced approach explains why and how social media are commonly used in both employee recruitment and selection, exploring relevant theoretical constructs and practical considerations about their appropriateness and validity. Contributors clarify a confusing cyberscape with recommendations and best practices, legal and ethical issues, pitfalls and problems, and possibilities for standardization. And the book's insights on emerging and anticipated developments will keep the reader abreast of the field as it evolves. Included in the coverage:

- Social media as a personnel selection and hiring resource: Reservations and recommendations.
- Game-thinking within social media to recruit and select job candidates.
- Social media, big data, and employment decisions.
- The use of social media by BRIC nations during the selection process.
- Legal concerns when considering social media data in selection.
- Online exclusion: Biases that may arise when using social media in talent acquisition.
- Is John Smith really John Smith? Misrepresentations and misattributions of candidates using social media and social networking sites.

Social Media in Employee Selection and Recruitment is a bedrock reference for industrial/organizational psychology and human resources academics currently or planning to conduct research in this area, as well as for academic libraries. Practitioners considering consulting social media as part of human resource planning or selection system design will find it a straight-talking guide to staying competitive.

This IBM® Redbooks® publication introduces operational decision governance and describes in detail how to implement it using the IBM Operational Decision Manager (ODM) platform. ODM allows businesses to automate and manage day-to-day operational decisions. It provides an integrated repository and management components for line-of-business, subject-matter experts to directly participate in the definition and governance of rules-based decision logic, organized in decision services. Governance of changes to decision services is of particular importance and value. This book describes how organizations can choose between the built-in ODM decision governance framework or a custom governance based on manually managed branches. Related topics,

such as access control, permissions and user management, are covered and give a full view on decision service governance. You will find this book valuable if you are using or considering the usage of an operational decision management system in your organization, either with ODM on-premises or ODM on Cloud offerings. This book was written to help assist the following target audience in applying Decision Management technology successfully: IT Project Managers need to understand how decision governance differs from IT Governance, and how ODM straddles both worlds to facilitate agile change. IT Technical Architects need to understand how to architect ODM to sit inside both the IT and business worlds. Business Analysts need to understand the processes for changing business policies using ODM Decision Center. Business Rule Development Teams need to understand the best way to structure rule projects for scalability and maintainability.

This IBM® Redpaper™ publication describes advanced topics for IBM Cloudant, a NoSQL JSON document store that is optimized for handling heavy workloads of concurrent reads and writes in the cloud, a workload that is typical of large, fast-growing web and mobile apps. You can use Cloudant as a fully-managed DBaaS running on public cloud platforms like IBM SoftLayer or via an on-premise version called Cloudant Local that you can run yourself on any private, public, or hybrid cloud platform. This paper is the third in a series of IBM Redbooks® publications on Cloudant. Be sure to read the others: IBM Cloudant: The Do-More NoSQL Data Layer, TIPS1187 and IBM Cloudant: Database as a service Fundamentals, REDP-5126.

Distributed and Cloud Computing: From Parallel Processing to the Internet of Things offers complete coverage of modern distributed computing technology including clusters, the grid, service-oriented architecture, massively parallel processors, peer-to-peer networking, and cloud computing. It is the first modern, up-to-date distributed systems textbook; it explains how to create high-performance, scalable, reliable systems, exposing the design principles, architecture, and innovative applications of parallel, distributed, and cloud computing systems. Topics covered by this book include: facilitating management, debugging, migration, and disaster recovery through virtualization; clustered systems for research or ecommerce applications; designing systems as web services; and social networking systems using peer-to-peer computing. The principles of cloud computing are discussed using examples from open-source and commercial applications, along with case studies from the leading distributed computing vendors such as Amazon, Microsoft, and Google. Each chapter includes exercises and further reading, with lecture slides and more available online. This book will be ideal for students taking a distributed systems or distributed computing class, as well as for professional system designers and engineers looking for a reference to the latest distributed technologies including cloud, P2P and grid computing. Complete coverage of modern distributed computing technology including clusters, the grid, service-oriented architecture, massively parallel processors, peer-to-peer networking, and cloud computing Includes case studies from the leading distributed computing vendors: Amazon, Microsoft, Google, and more Explains how to use virtualization to facilitate management, debugging, migration, and disaster recovery Designed for undergraduate or graduate students taking a distributed systems course—each chapter includes exercises and further reading, with lecture slides and more available online

This updated and expanded edition continues to provide the concepts and methods that have helped officers of all ranks be successful in local, county, state, and federal law enforcement promotional processes. The book's unique perspective provides insights not found elsewhere and presents them in an informative,

entertaining, and encouraging way. Every section—from the history of the process to thought-structuring aids that are easy to remember and use—contains principles, concepts, and practical application guidelines that will increase assessment scores and improve job effectiveness after promotion. New chapters to this edition include Video in Your Assessment Center, Putting the Process All Together, Command-Level and Executive Assessment Centers, and A Close-up Look at Role-Play. The text is extensively researched, contains real-life testing scenarios, and is based on established supervisory and managerial concepts, plus valid testing and performance techniques.

Organizations face many challenges in managing ever-increasing documents that they need to conduct their businesses. IBM® content management and imaging solutions can capture, store, manage, integrate, and deliver various forms of content throughout an enterprise. These tools can help reduce costs associated with content management and help organizations deliver improved customer service. The advanced document capture capabilities are provided through IBM Datacap software. This IBM Redbooks® publication focuses on Datacap components, system architecture, functions, and capabilities. It explains how Datacap works, how to design a document image capture solution, and how to implement the solution using Datacap Developer Tools, such as Datacap FastDoc (Admin). FastDoc is the development tool that designers use to create rules and rule sets, configure a document hierarchy and task profiles, and set up a verification panel for image verification. A loan application example explains the advanced technologies of IBM Datacap Version 9. This scenario shows how to develop a versatile capture solution that is able to handle both structured and unstructured documents. Information about high availability, scalability, performance, backup and recovery options, preferable practices, and suggestions for designing and implementing an imaging solution is also included. This book is intended for IT architects and professionals who are responsible for creating, improving, designing, and implementing document imaging solutions for their organizations.

Just as the Wright Brothers combined science and practice to finally realize the dream of flight, Ryan and Robert Quinn combine research and personal experience to demonstrate how to reach a psychological state that elevates us and those around us to greater heights of achievement, integrity, openness, and empathy. It's the psychological equivalent of aerodynamic lift, and it is the fundamental state of leadership. This book draws on recent advances in positive psychology and organizational science to describe four questions that, when asked in any situation, will help us experience the fundamental state of leadership. Engaging personal stories illustrate how the Quinns and others have applied these concepts at work, at home, and in the community. --

As the industry's foremost voice for human resources certification, the HR Certification Institute has brought together the world's leading HR experts to share insights on our profession through this inaugural Institute-sponsored publication that is being distributed globally in an effort to advance the HR profession. Seventy-three human resources thought leaders from across the globe volunteered to contribute their expertise to this compilation of wisdom regarding the HR profession. Together, their contributions offer a comprehensive look into the critical issues transforming human resources—one of the fastest-growing professions in the workplace and one that is being influenced by many factors, including technological developments and globalization.

William Rothwell honored with the ASTD Distinguished Contribution Award in Workplace Learning and Performance. The definitive guide to a timely and timeless topic-- now fully revised and updated. As baby boomers continue to retire en masse from ex-

ecutive suites, managerial offices, and specialized or technical jobs, the question is—who will take their places? This loss of valuable institutional memory has made it apparent that no organization can afford to be without a strong succession program. Now in its fourth edition, *Effective Succession Planning* provides the tools organizations need to establish, revitalize, or revise their own succession planning and management (SP&M) programs. The book has been fully updated to address challenges brought on by sea changes such as globalization, recession, technology, and the aftereffects of the terror attacks. It features new sections on identifying and assessing competencies and future needs; management vs. technical succession planning; and ethics and conduct; and new chapters on integrating recruitment and retention strategies with succession planning programs. This edition incorporates the results of two extensive new surveys, and includes a Quick Start guide to help begin immediate implementation as well as a CD-ROM packed with assessments, checklists, customizable guides, and other practical tools.

Is Lean a fit for your healthcare organization? Various methodologies can be used to help organizations achieve their objectives depending on their criteria: lowest risk of failure, fast to resolution, or lowest cost for deployment. But what every organization should consider is which methodology will have the greatest impact. Lean, a systematic approach to understanding and optimizing processes, may be the fit for your organization. Learn more in this new IBM® Redpaper™ publication, *A Guide to Lean Healthcare Workflows*, by Jerry Green and Amy Valentini of Phytel (An IBM Company). The paper delves into the five steps of Lean: Define value from the patient's perspective Map the value stream, and identify issues and constraints Remove waste, and make the value flow without interruption Implement the solution, and allow patients to pull value Maintain the gain, and pursue perfection It describes each step in-depth and includes techniques, example worksheets, and materials that can be used during the overall analysis and implementation process. And it provides insights that are derived from the real-world experience of the authors. This paper is intended to serve as a guide for readers during a process-improvement project and is not necessarily intended to be read end-to-end in one sitting. It is written primarily for clinical practitioners to use as a step-by-step guide to lean out clinical workflows without having to rely on complex statistical hypothesis-testing tools. This guide can also be used by clinical or nonclinical practitioners in non-patient-centered workflows. The steps are based on a universal Lean language that uses industry-standard terms and techniques and, therefore, can be applied to almost any process.

IBM® Geographically Dispersed Parallel Sysplex™ (GDPS®) is a collection of several offerings, each addressing a different set of IT resiliency goals. It can be tailored to meet the recovery point objective (RPO), which is how much data can you are willing to lose or recreate, and the recovery time objective (RTO), which identifies how long can you afford to be without your systems for your business from the initial outage to having your critical business processes available to users. Each offering uses a combination of server and storage hardware or software-based replication, and automation and clustering software technologies. This IBM Redbooks® publication presents an overview of the IBM GDPS active/active (GDPS/AA) offering and the role it plays in delivering a business IT resilience solution.

This IBM® Redbooks® publication introduces the IBM Reference Architecture for Genomics, IBM Power Systems™ edition on IBM POWER8®. It addresses topics such as why you would implement Life Sciences workloads on IBM POWER8, and shows how to use such solution to run Life Sciences workloads using IBM Plat-

form™ Computing software to help set up the workloads. It also provides technical content to introduce the IBM POWER8 clustered solution for Life Sciences workloads. This book customizes and tests Life Sciences workloads with a combination of an IBM Platform Computing software solution stack, Open Stack, and third party applications. All of these applications use IBM POWER8, and IBM Spectrum Scale™ for a high performance file system. This book helps strengthen IBM Life Sciences solutions on IBM POWER8 with a well-defined and documented deployment model within an IBM Platform Computing and an IBM POWER8 clustered environment. This system provides clients in need of a modular, cost-effective, and robust solution with a planned foundation for future growth. This book highlights IBM POWER8 as a flexible infrastructure for clients looking to deploy life sciences workloads, and at the same time reduce capital expenditures, operational expenditures, and optimization of resources. This book helps answer clients' workload challenges in particular with Life Sciences applications, and provides expert-level documentation and how-to-skills to worldwide teams that provide Life Sciences solutions and support to give a broad understanding of a new architecture.

This edited collection investigates the potential impact of long-term planning and strategic awareness on the ability of SMEs to remain competitive. The authors demonstrate that whether SMEs are able to identify and act upon external forces and factors, or not, is the defining indicator of their likelihood to struggle, survive, or thrive.

11+ Practice Papers prepare children for the secondary school selection tests. This pack focuses on the Multiple-choice tests and mirrors the real tests in both format and level. •Contains practice tests for focused preparation •Identifies areas of weakness and strength •Includes detailed parental notes

This text offers a truly innovative, integrative framework that examines the traditional functional HR areas from a strategic per-

spective. This text is organized into two sections. The first section, Chapters 1-7, examines the context of strategic HR and develops a framework and conceptual model for the practice of strategic HR. The second section, Chapters 8-14, examines the actual practice and implementation of strategic HR through a discussion of strategic issues that need to be addressed while developing specific programs and policies related to the traditional functional areas of HR (staffing, training, performance management, etc.). The integrative framework that requires linkage between, consistency among these functional HR activities, and the approach toward writing about these traditional functional areas from a strategic perspective distinguish the text from what is currently on the market.

To meet today's complex and ever-changing business demands, you need a solid foundation of compute, storage, networking, and software resources that is simple to deploy and can quickly and automatically adapt to changing conditions. You also need to make full use of broad expertise and proven preferred practices in systems management, applications, hardware maintenance, and more. The IBM® Flex System p270 Compute Node is an IBM Power Systems™ server that is based on the new dual-chip module POWER7+™ processor and is optimized for virtualization, performance, and efficiency. The server supports IBM AIX®, IBM i, or Linux operating environments, and is designed to run various workloads in IBM PureFlex™ System. The p270 Compute Node is a follow-on to the IBM Flex System™ p260 Compute Node. This IBM Redbooks® publication is a comprehensive guide to the p270 Compute Node. We introduce the related Flex System offerings and describe the compute node in detail. We then describe planning and implementation steps including converged networking, management, virtualization, and operating system installation. This book is for customers, IBM Business Partners, and IBM technical specialists who want to understand the new offerings and plan and implement an IBM Flex System installation that involves the Power Systems compute nodes.