



5 WAYS TO INNOVATE WITH INSIGHTS

David Green |  @david_green_uk

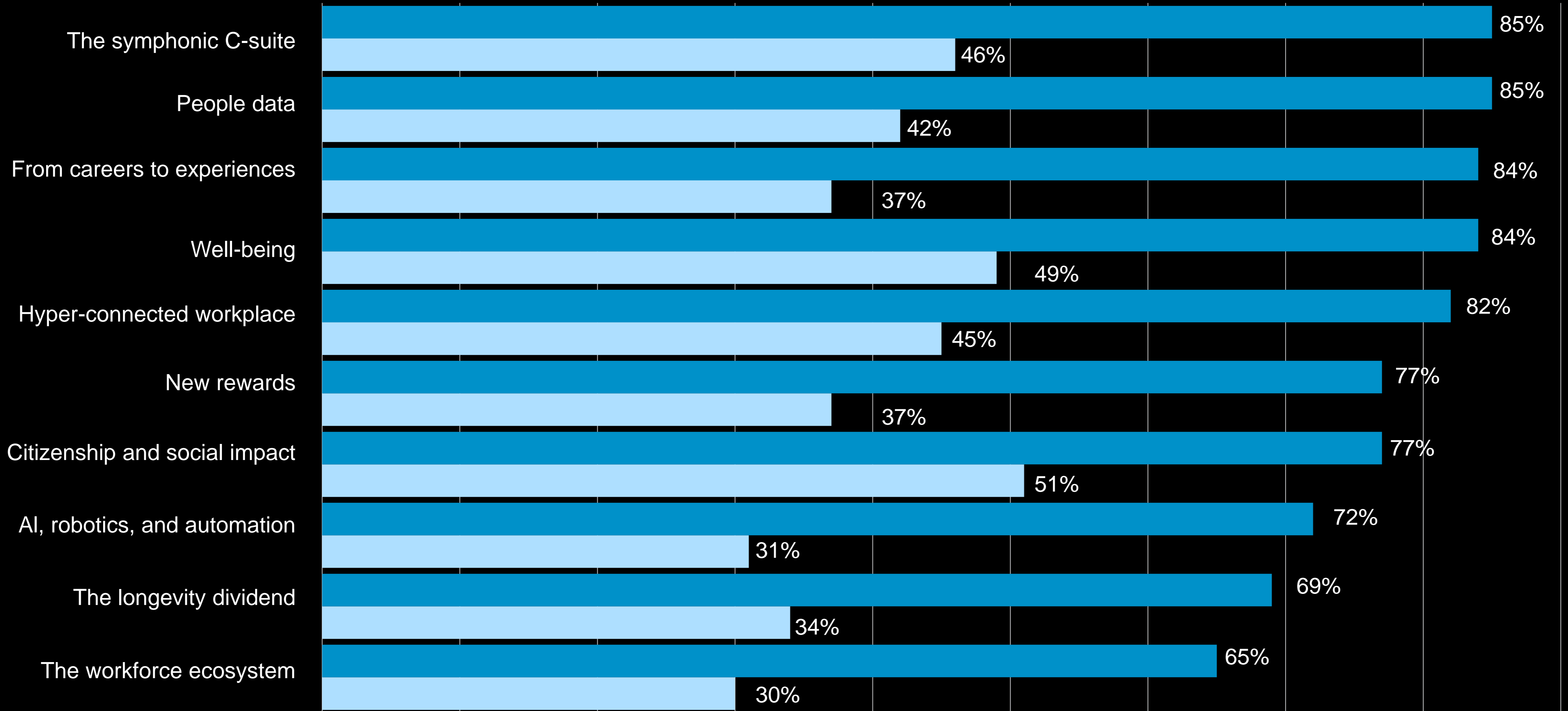
People data is the
#1 global trend.



DATA DRIVEN HR HAS ARRIVED...

Very important or important

Very ready or ready





69%

OF LARGE
ORGANISATIONS NOW
HAVE A PEOPLE
ANALYTICS TEAM



1

What is people analytics and why is it important?

2

What are 5 examples of people analytics in action?

3

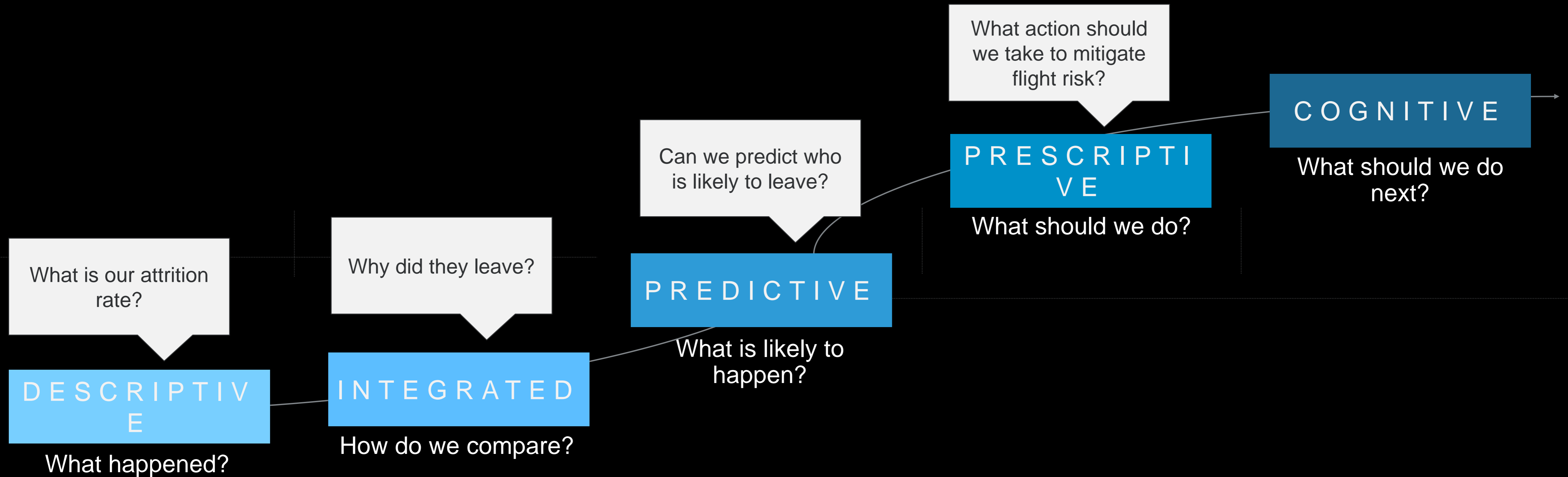
How can I get started?

1

What is people analytics and why is it important?



REPORTING IS NOT ANALYTICS



DIGITAL IS CHANGING EVERY SINGLE BUSINESS MODEL

70%

of Fortune 1000 companies in 2004 do not exist today

90%

of companies believe their industries will be totally disrupted by digital trends

9x

data collected in last two years than previously collected in all of humanity

8%

of companies consider they are digital today

ANALYTICS IS THE CENTREPIECE OF A DIGITAL AGENDA FOR HR

CONSUMERISATION
OF HR

+

WORKFORCE
ANALYTICS

+

NEW ORGANISATION
OF WORK

Appfication

Digital Learning

Digital Listening

Descriptive Analytics

Workforce Planning

Predictive Analytics

Networks &
Collaboration

Skill Management

Network Leadership

MORE
EFFECTIVE HR
FUNCTION

BETTER PEOPLE
DECISIONS

MORE AGILE
ORGANISATION



ANALYTICS PAYS BACK

A\$18

FOR EVERY 1 AUD SPENT

“CEOs and CHROs now understand that people analytics is a vital part of running a high performing company.”

JOSH BERSIN

2

What are 5 examples of people analytics in action?



CASE STUDY

Quantifying the business value of candidate experience



7,500

customers left Virgin Media as a result of a poor candidate experience

A\$ 7.8M

lost revenue from poor candidate experience

A\$ 9.4M

potential new customer revenue stream by getting candidate experience right

CASE STUDY



Using data to improve female intake into technical graduate program

THREE KEY CHALLENGES TO SOLVE:



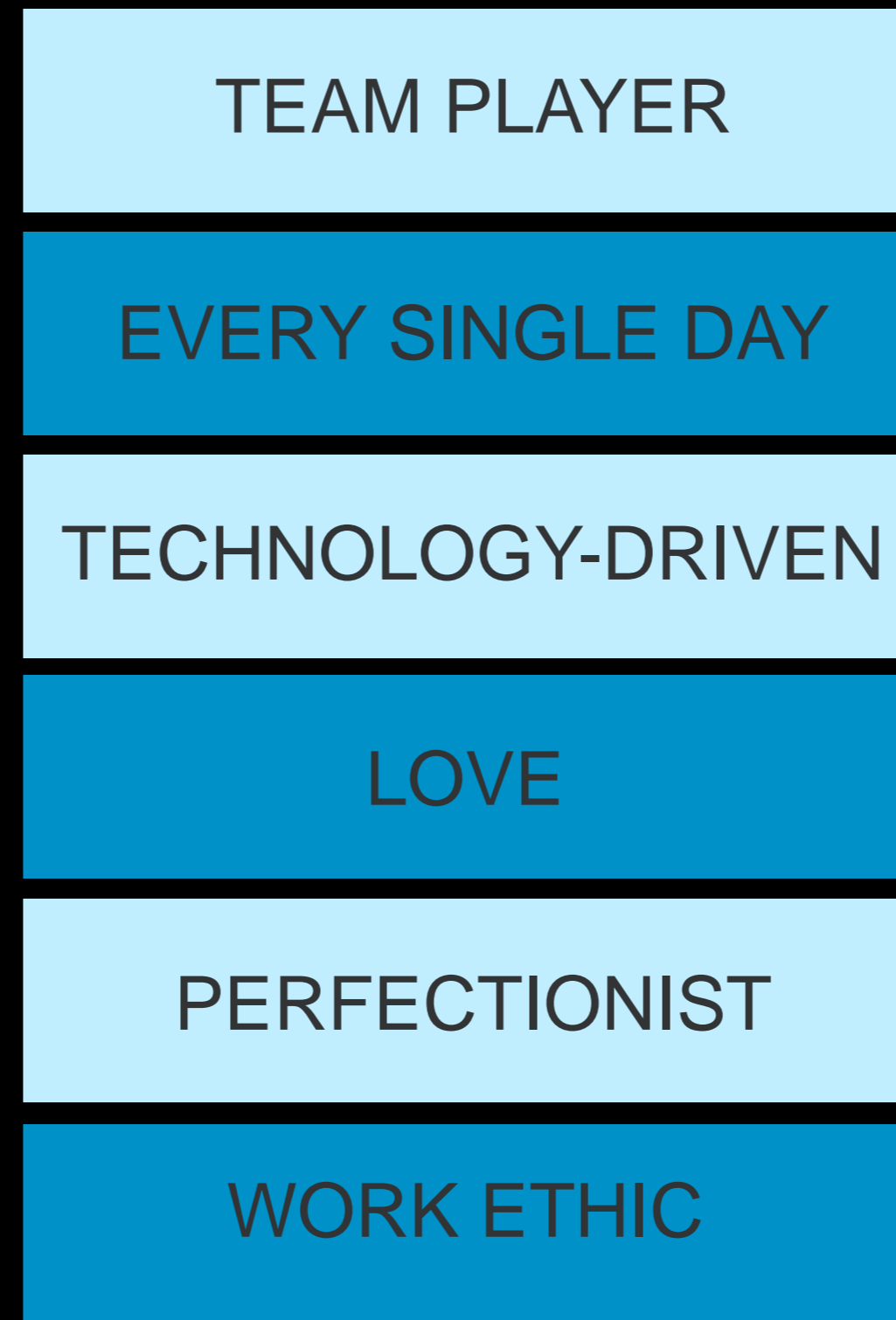
Male-centric employer branding



Low numbers of female applicants



Potential bias in the interview process



10%

female new program entrants



57%

in two years

CASE STUDY

Linking engagement to performance

Clarks

↑ 1% = ↑ 0.4%

EMPLOYEE
ENGAGEMENT
↑

BUSINESS
PERFORMANCE
↑

A\$ 120M


ANNUAL
REVENUE

CASE STUDY

Identifying the cost & cause of attrition...

FRAME BUSINESS QUESTIONS

1. What factors make associates more or less likely to leave?
2. What could we do about it?
3. What is the financial impact?

 **1%** = **A\$ 7M**
ATTRITION COST

BUILD HYPOTHESES

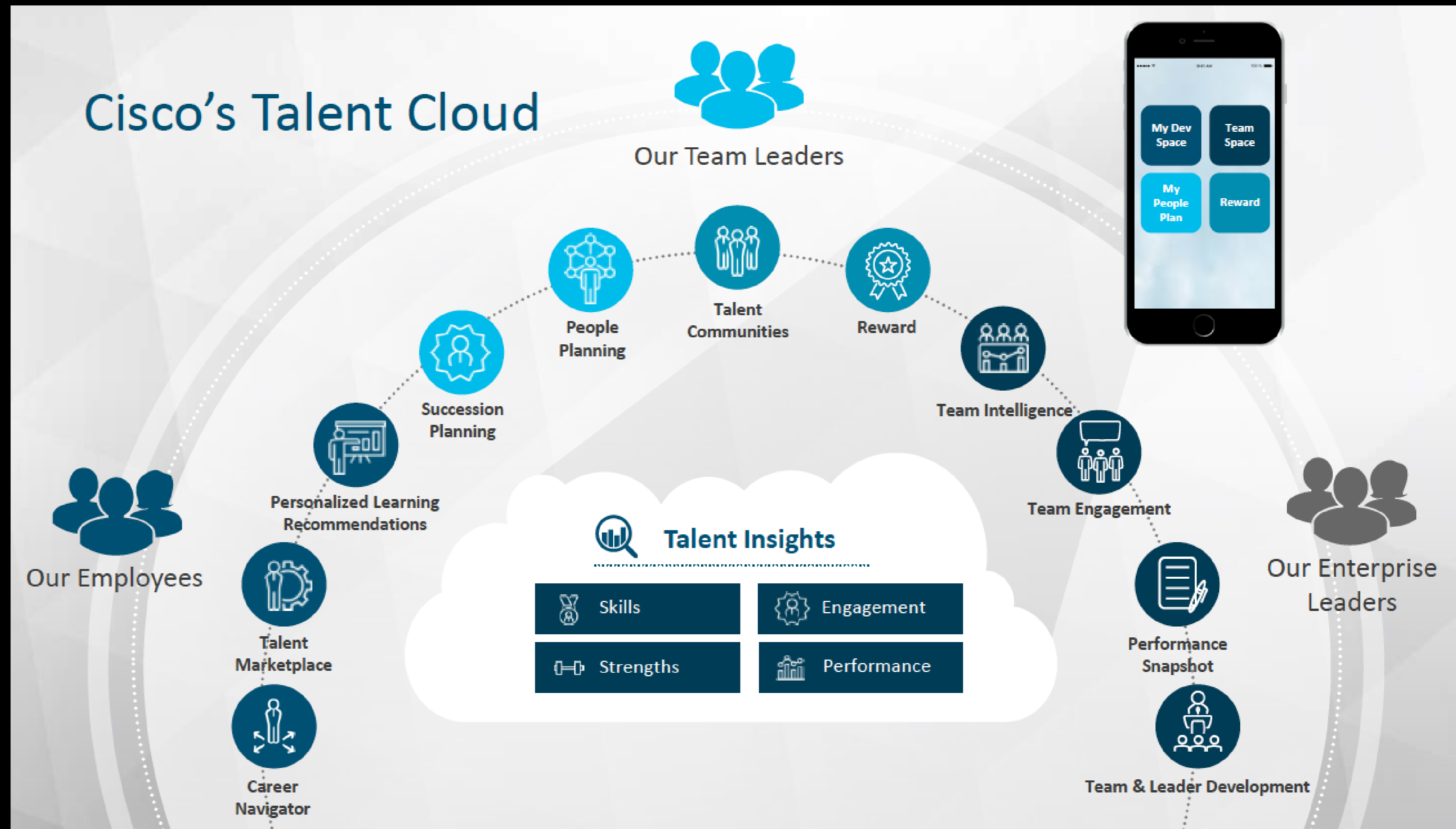
1. Women and diverse employees have higher attrition risk than men
2. Employees who work remotely have higher attrition risk than employees who work from a Nielsen office

FALSE

TRUE

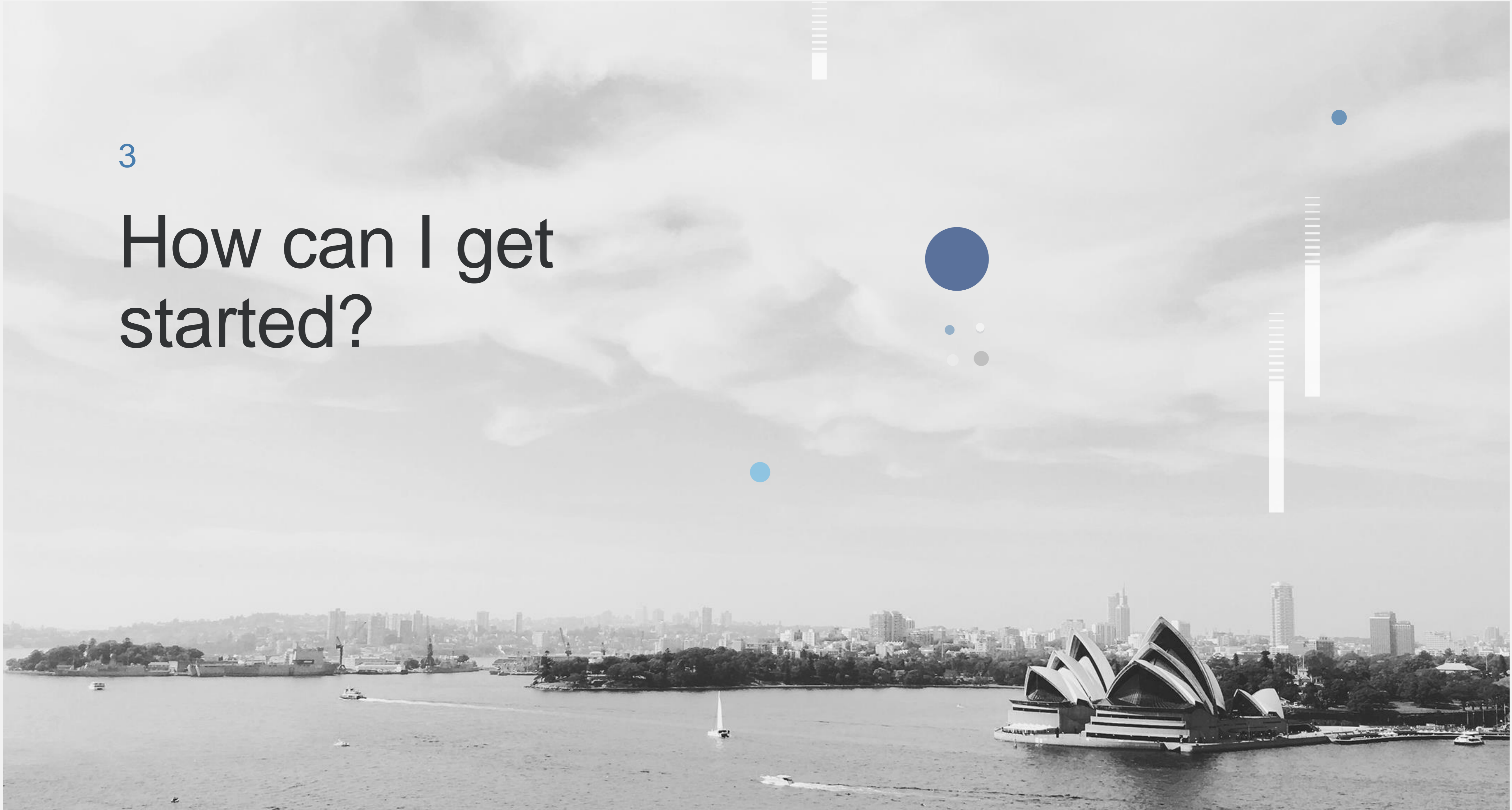
CASE STUDY

Drive employee experience & support workforce planning



3

How can I get started?



CREATING SUSTAINABLE CAPABILITY IN PEOPLE ANALYTICS

Ten characteristics that make advanced people analytics teams successful

1. They focus on the business
2. They have a CHRO who is fully involved
3. They have an inspirational leader
4. They have a balanced set of skills and capabilities
5. They leverage resources and data from outside HR

SIX SKILLS NEEDED FOR PEOPLE ANALYTICS

BUSINESS ACUMEN

- Financial literacy
- Political astuteness
- Internal awareness
- External awareness

CONSULTING

- Problem definition
- Hypothesis building
- Project management
- Solution development
- Change management
- Stakeholder management

HUMAN RESOURCES

- HR sub-functions
- HR interdependencies
- International HR
- Privacy and ethics
- HR “sixth sense”

WORK PSYCHOLOGY

- Industrial psychology
- Organisational psychology
- Research design and analysis

DATA SCIENCE

- Quantitative: mathematics and statistics
- Computer Science: databases and programming
- Data awareness

COMMUNICATIONS

- Storytelling
- Visualisation
- Writing
- Presenting
- Marketing

CREATING SUSTAINABLE CAPABILITY IN PEOPLE ANALYTICS

Ten characteristics that make advanced people analytics teams successful

1. They focus on the business
2. They have a CHRO who is fully involved
3. They have an inspirational leader
4. They have a balanced set of skills and capabilities
5. They leverage resources and data from outside HR
6. They build a solid foundation
7. They create a data-driven culture
8. They have a methodology designed on producing actionable insights
9. They keep one eye on the future
10. They are 'People first' and don't forget the 'H' in HR

DON'T FORGET THE 'H' IN 'HR'



TALENT INTELLIGENCE

EXPERIENCE

