

“We are going to see the biggest change in the HR profession overall, as analytics start to reinvent the way we work. We are now starting to look for HR professionals that have the capability to understand, interpret, and leverage data.”

DAWN KLINGHOFFER, GENERAL MANAGER OF HR, BUSINESS INSIGHTS,  
MICROSOFT

DATA-DRIVEN  
INFORMATION IS  
INTERESTING



DATA-DRIVEN  
INFORMATION IS  
INTERESTING

DATA-DRIVEN  
ACTION IS  
INVALUABLE



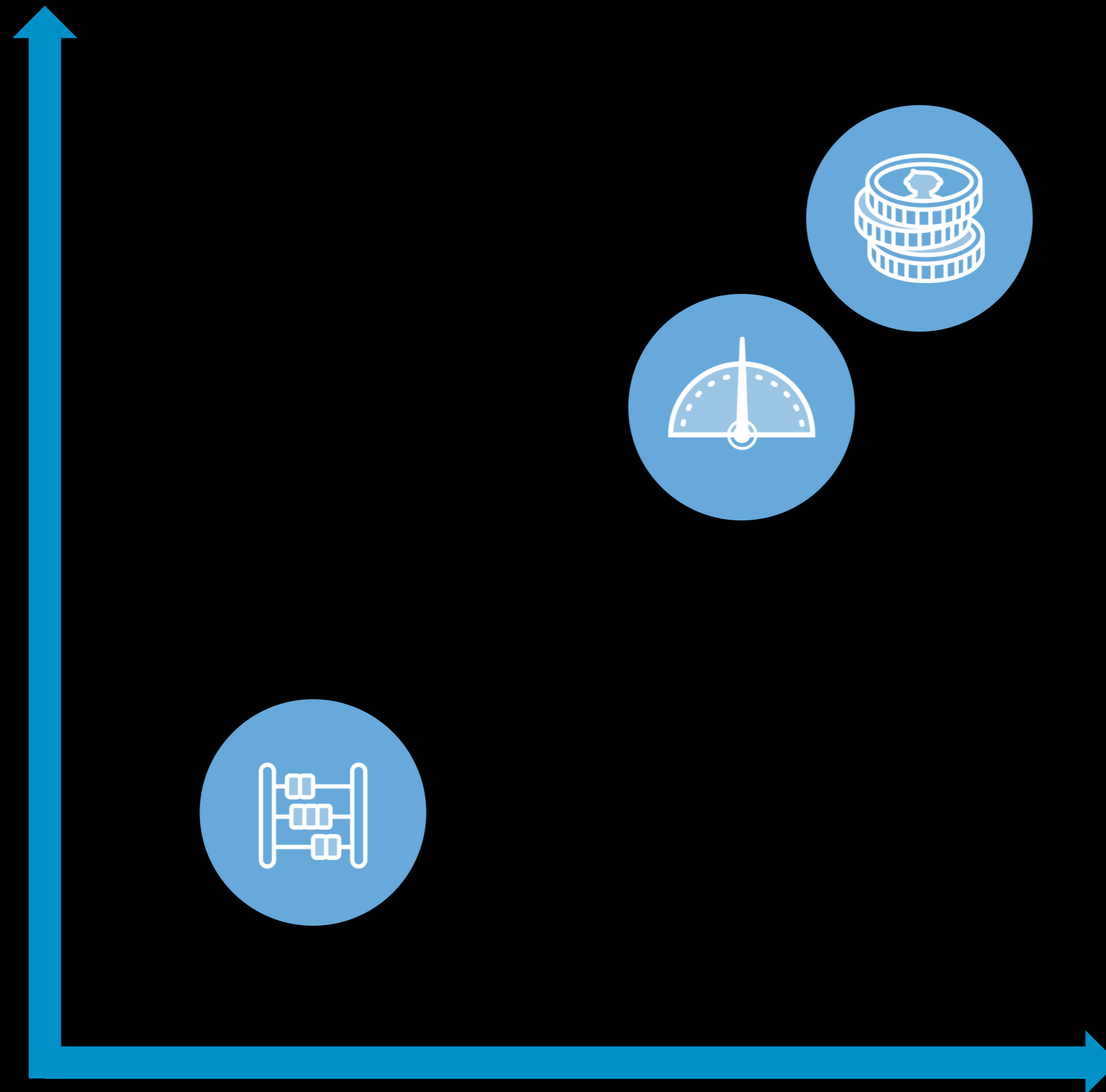
INSIGHTS TO IMPACT

# Playbook



STEP 1  
Start with  
the why

Talent brand  
perception vs.  
Competitors



Importance to candidates

DIFFERENT WHY.

DIFFERENT  
ANSWER.

START WITH THE  
WHY.

INSIGHTS TO IMPACT

# Playbook

STEP 2

Know who  
you need to  
convince  
and why

What should our hiring strategy be?

Can we reskill instead of hiring externally?

How can we beat the competition by hiring the best talent?

How can we scale our recruitment for a new office?

How can we grow revenue quickly?



PEOPLE NEED DIFFERENT THINGS





# EMPATHY QUESTIONS

- What do they **care** about?
- How do they like to work?
- What do they **need** to act?

INSIGHTS TO IMPACT

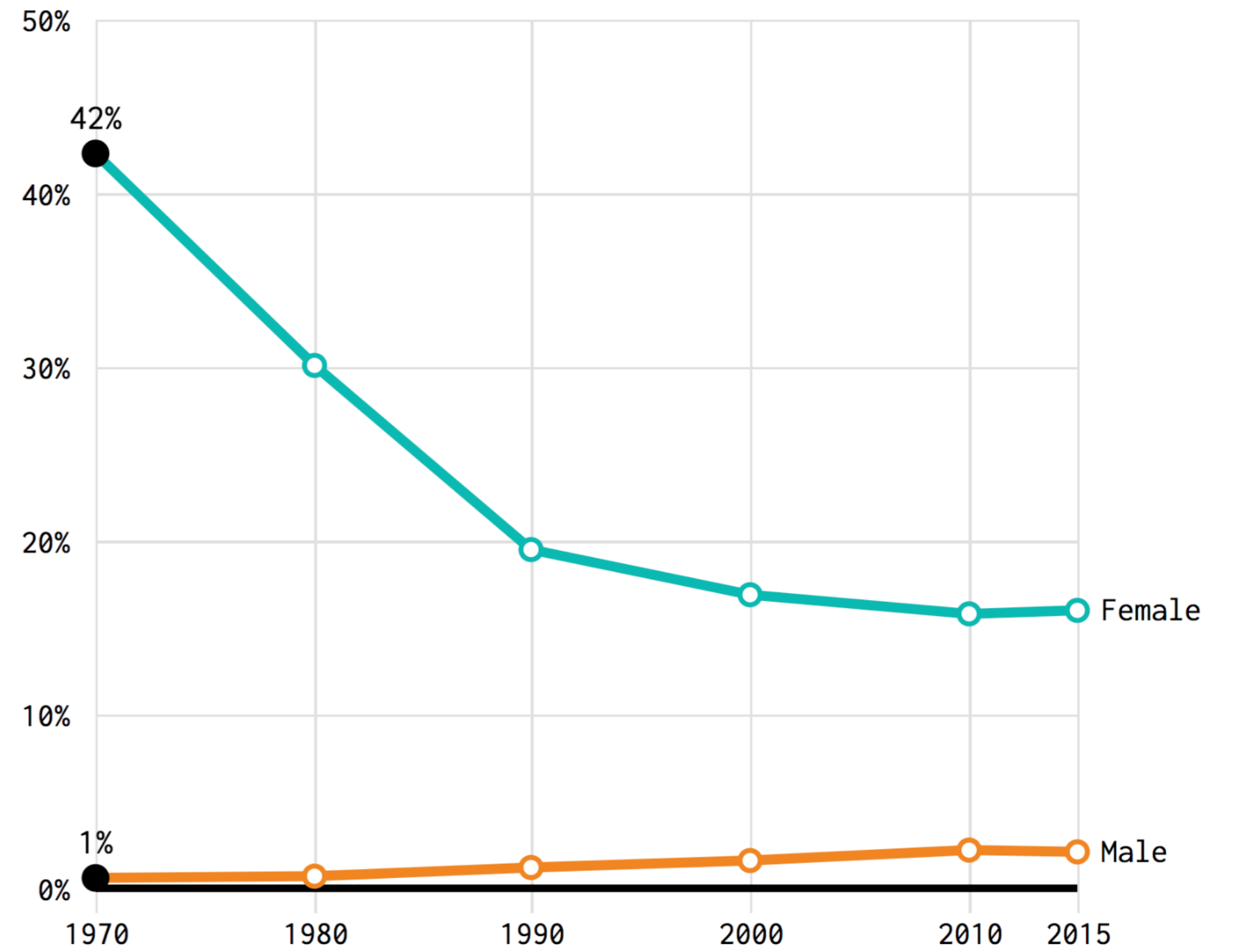
# Playbook

STEP 3

Use the data  
that fits the  
job you  
need it to do

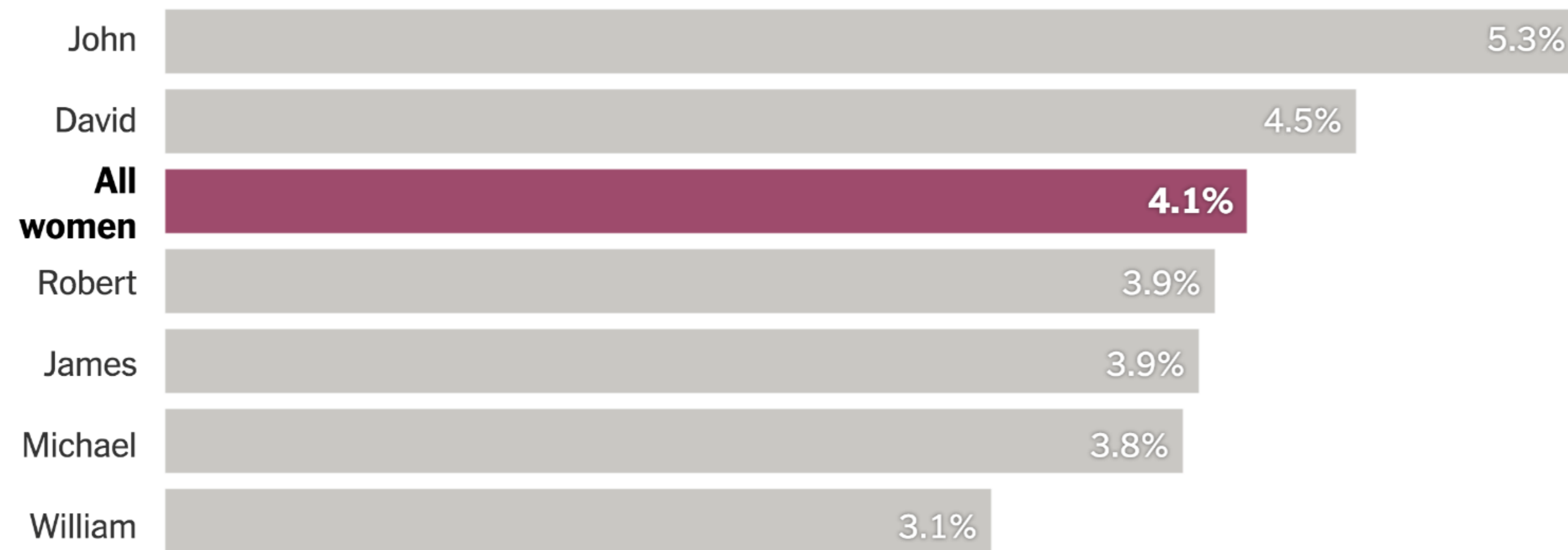
To inform

### WHO STAYED AT HOME? *Among male-female partner households.*



## Guys Named John, and Gender Inequality

Share of C.E.O.s of S.&P. 1500 companies by C.E.O. name



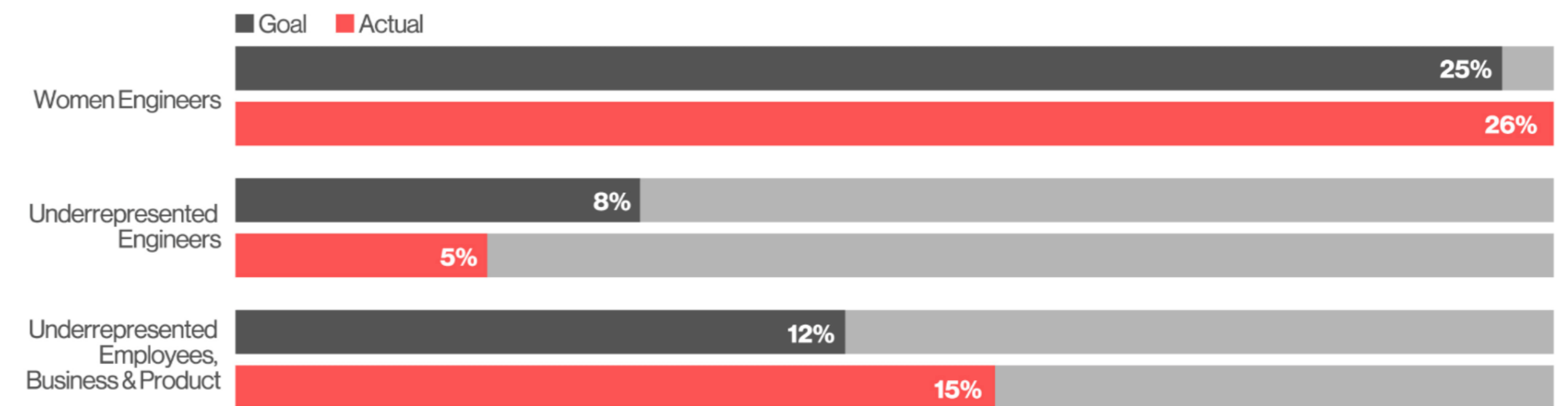
Source: Execucomp

To inspire

To act

# Hiring rate goals

2017 goals





CHOOSING YOUR DATA

# Rules of the road

- Less is more
- What data would change the decision?
- Put data in context

INSIGHTS TO IMPACT

# Playbook

STEP 4

Tell a  
compelling,  
impactful  
story





Create an emotional connection

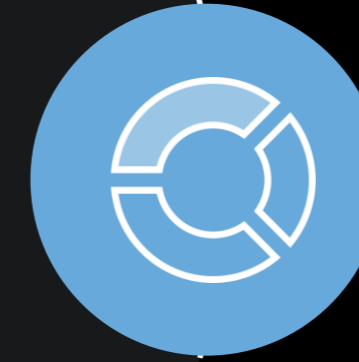


STORYTELLING

Create an emotional connection



STORYTELLING



Nail the flow

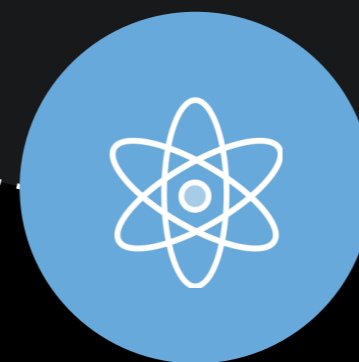
Create an emotional connection



STORYTELLING



Nail the flow



Insert WIFM points

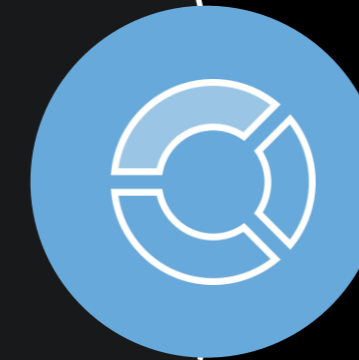
Create an emotional connection



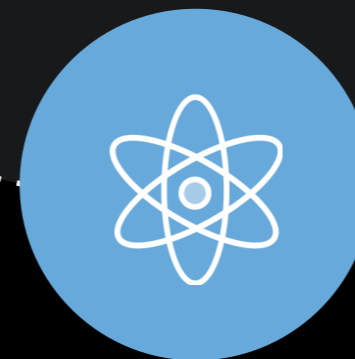
Close strong



STORYTELLING



Nail the flow



Insert WIFM points



How will you  
deploy your  
Insights to  
Impact  
Playbook?

HIRING  
STRATEGY



GEOLOCATIO  
N DECISIONS



EMPLOYER  
BRANDING



COMPETITIVE  
INTELLIGENCE



WORKFORCE  
PLANNING