



# Workforce Analytics: Unlock the People Equation

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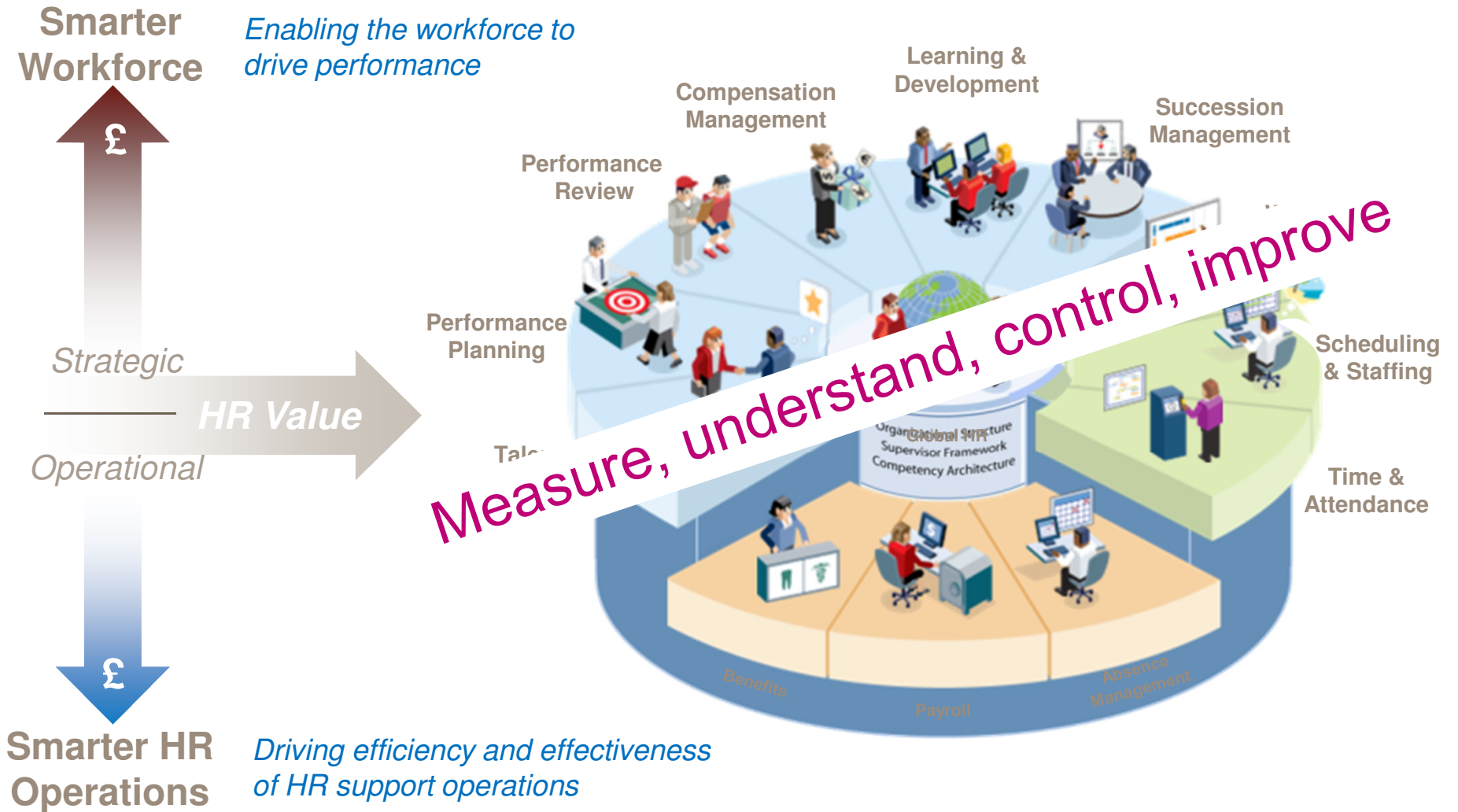
## Session Overview

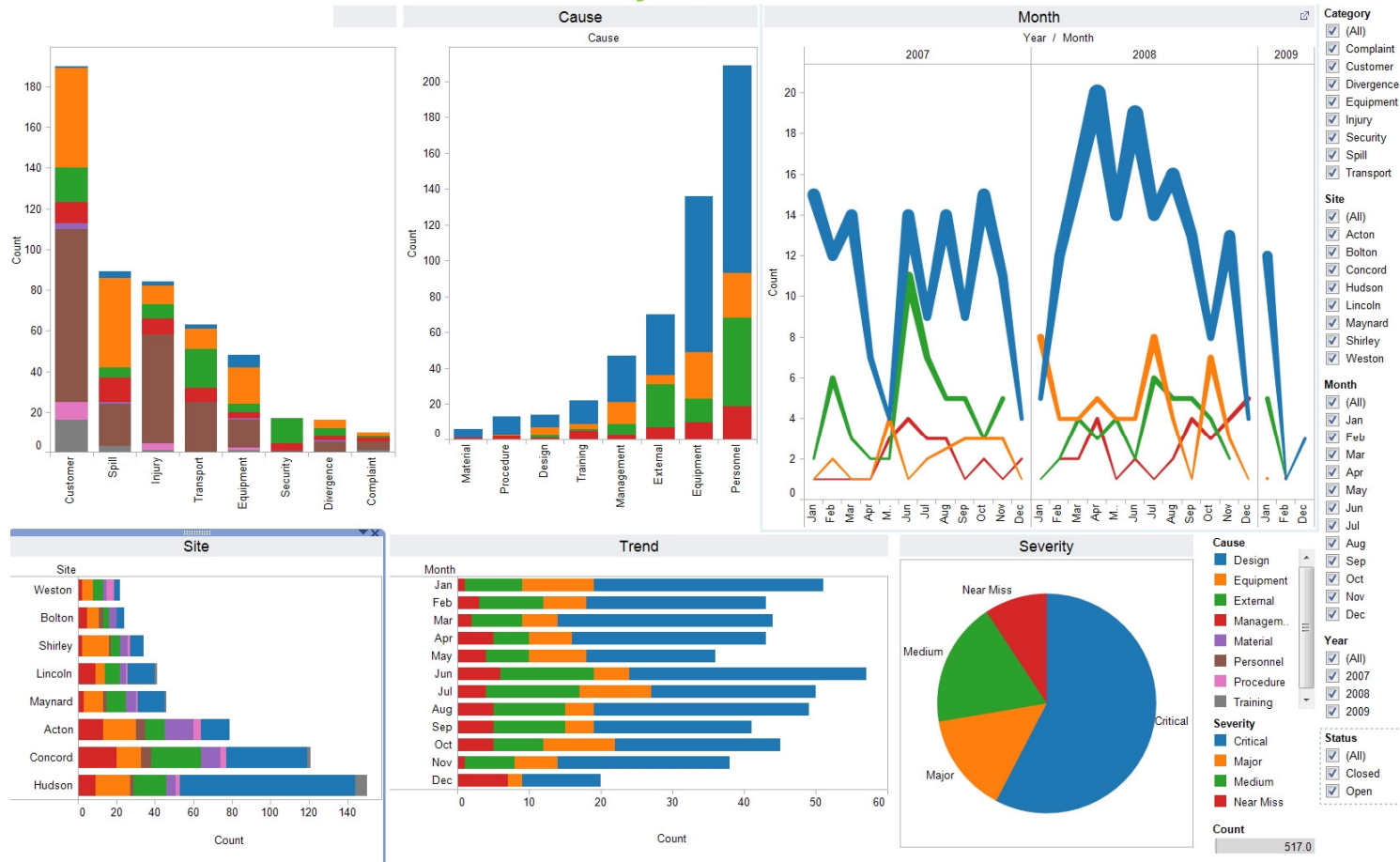
1. What types of problems are organisations attempting to solve with workforce analytics?
2. How do organisations approach these problems, and what analytics techniques are they using?
3. What capabilities do organisations need to be effective with workforce analytics?
4. What obstacles are organisations encountering, and how can they be avoided?



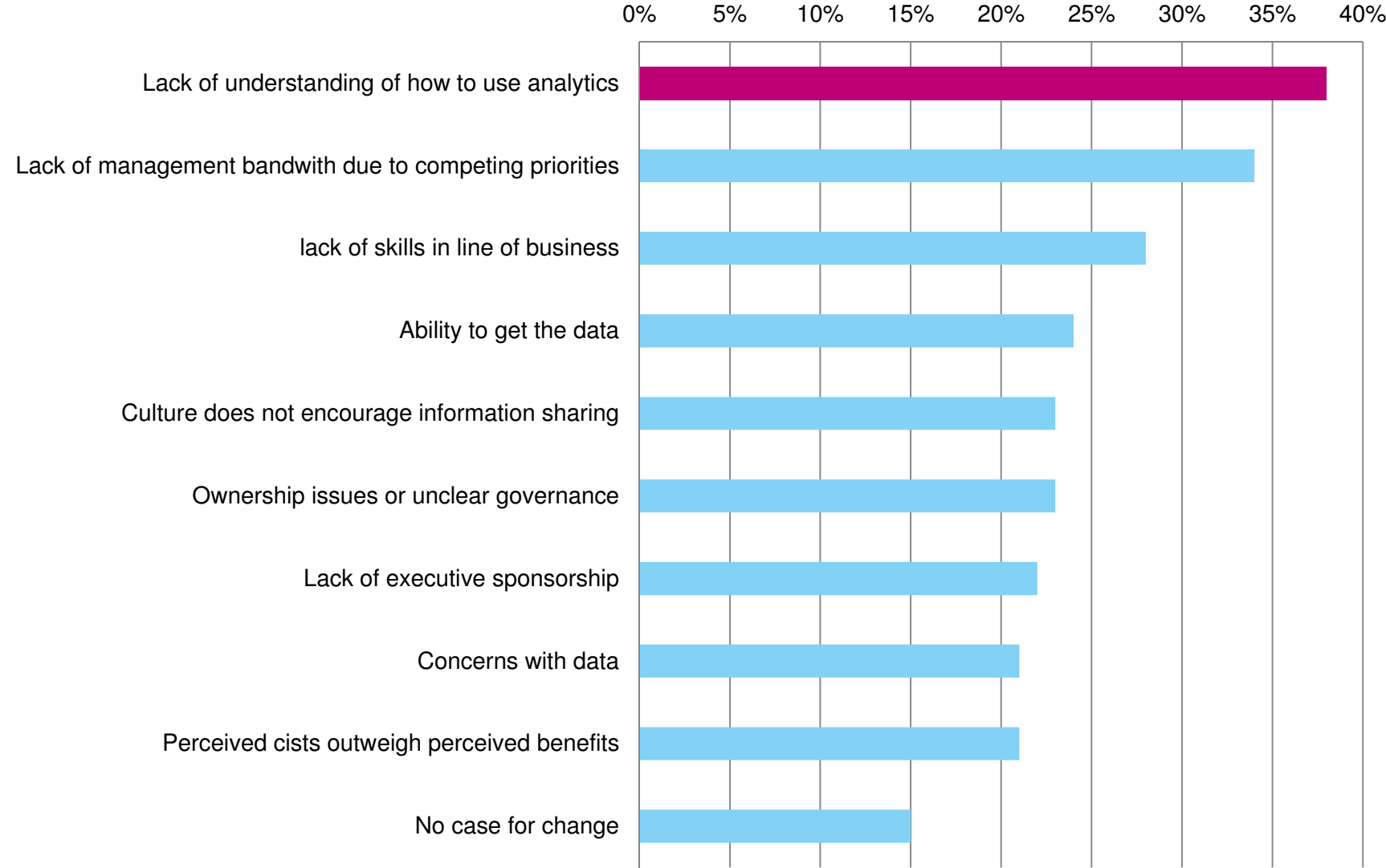
# The Workforce Analytics

# A vision for Workforce Analytics





# Workforce Analytics Implementation challenges in HR



*Note:* Respondents were asked “What are the primary obstacles to widespread adoption and use of information and analytics in your organization? Please select up to three. **Source:** Analytics: The New Path to Value, a joint MIT Sloan Management Review and IBM Institute for Business Value study. Copyright © Massachusetts Institute of Technology 2010.

# Big data & Analytics: Steps to success

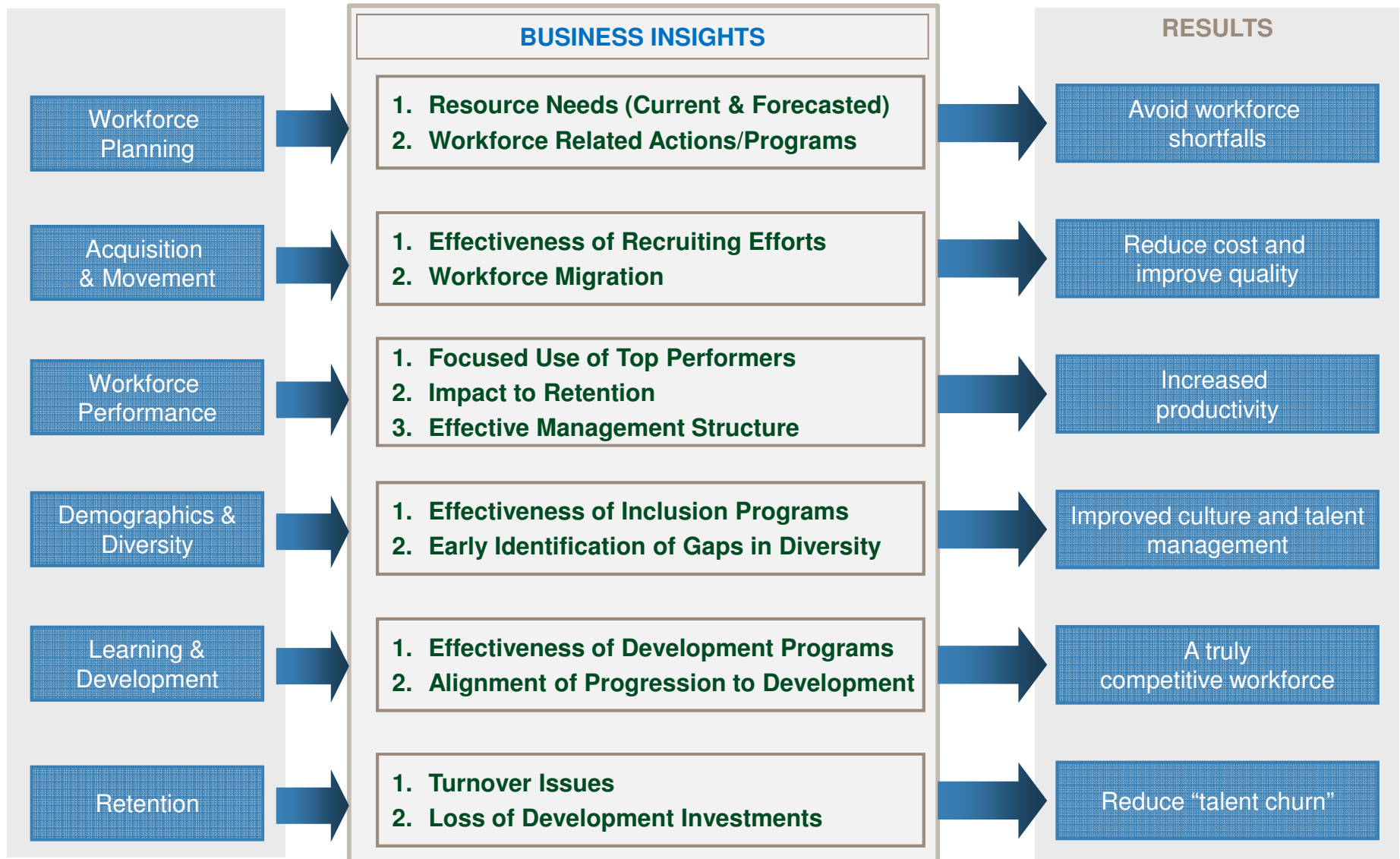




**What are the challenges  
are organizations  
attempting to solve  
workforce analytics?**



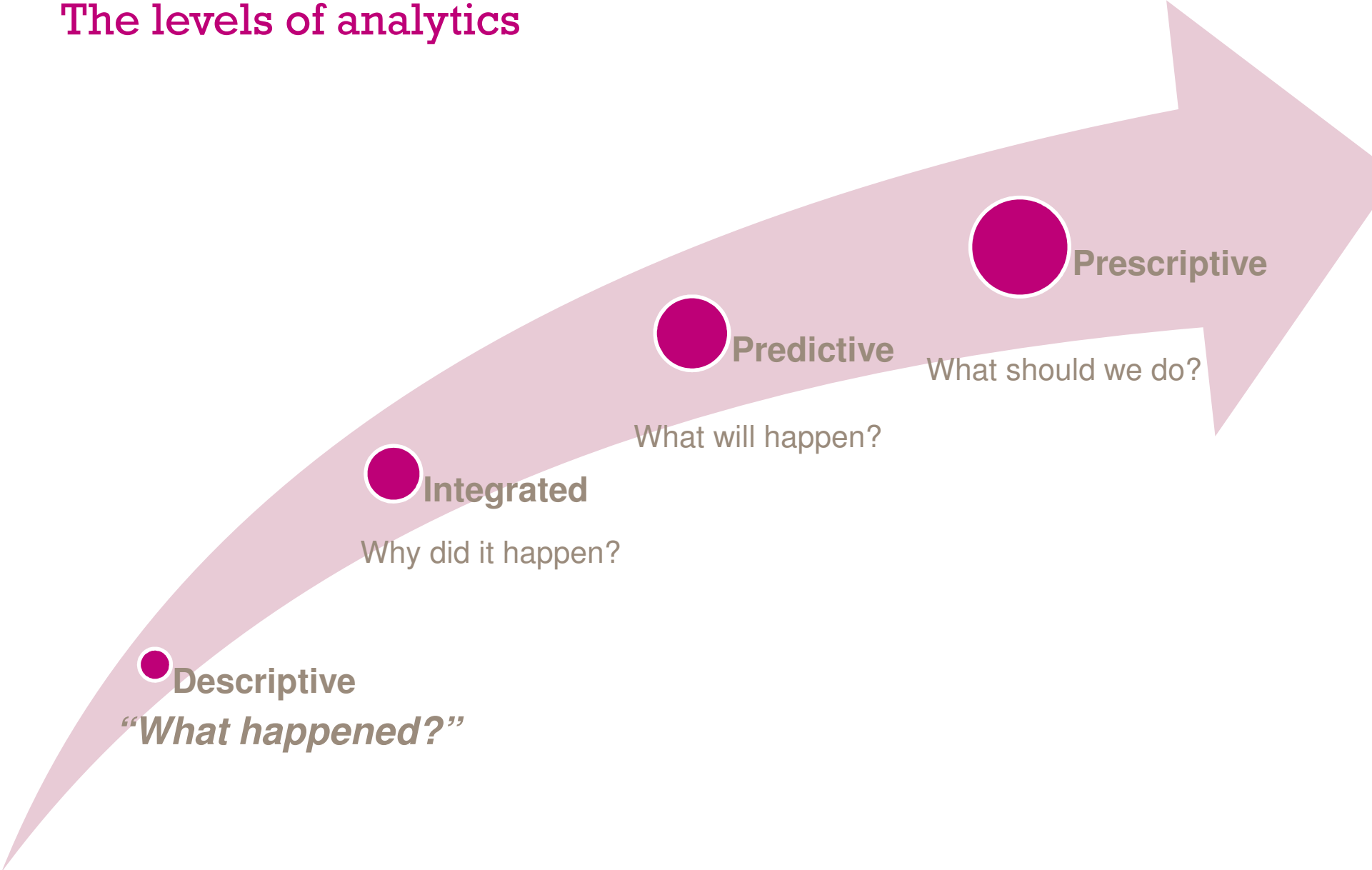
# Six Potential Starting Points





**How do organizations  
solve  
these problems, and  
what  
techniques are they**

# The levels of analytics

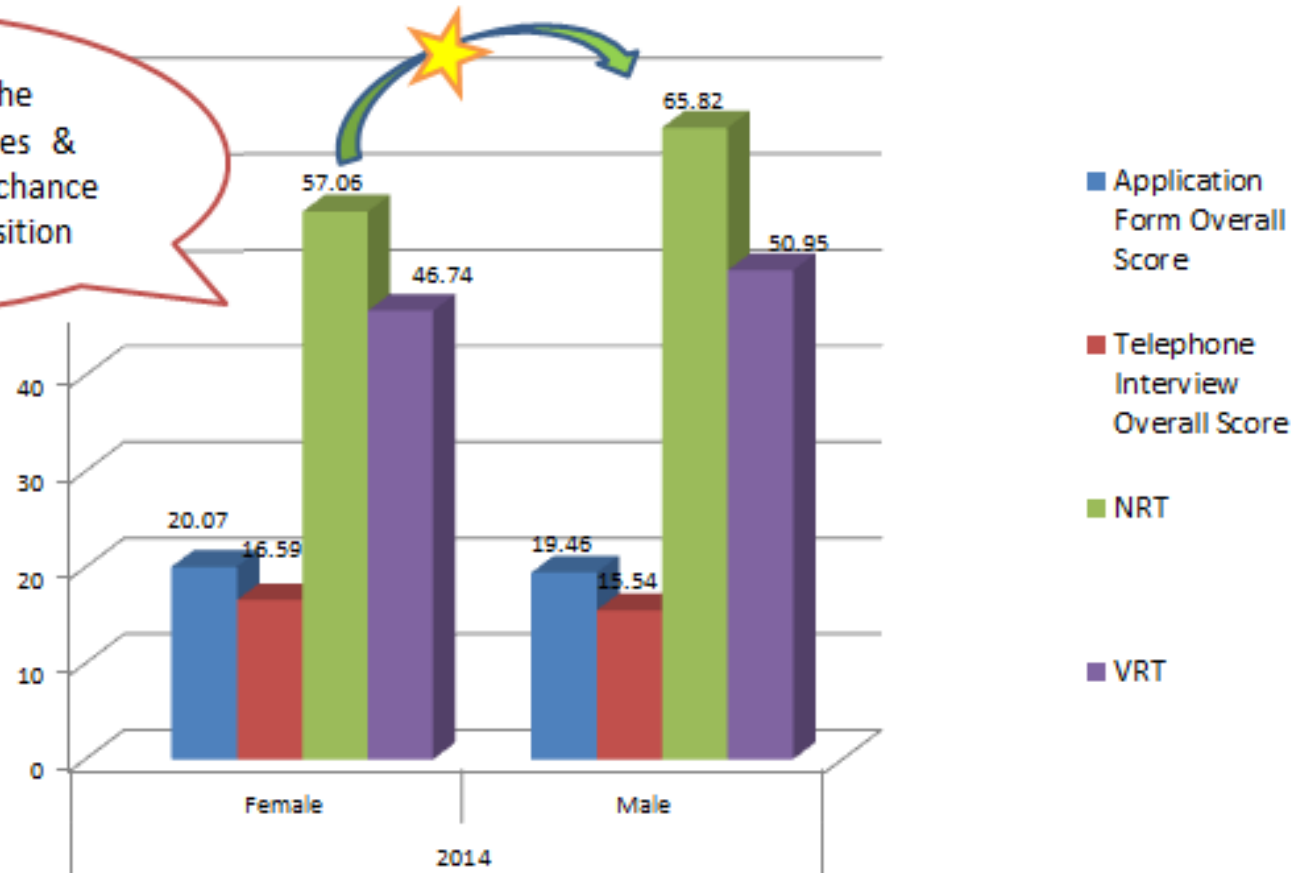


## Example – Descriptive Analysis



Are there differences in scores across the selection methods based on gender?

No gender bias in the selection process. Males & females have an equal chance of being offered a position

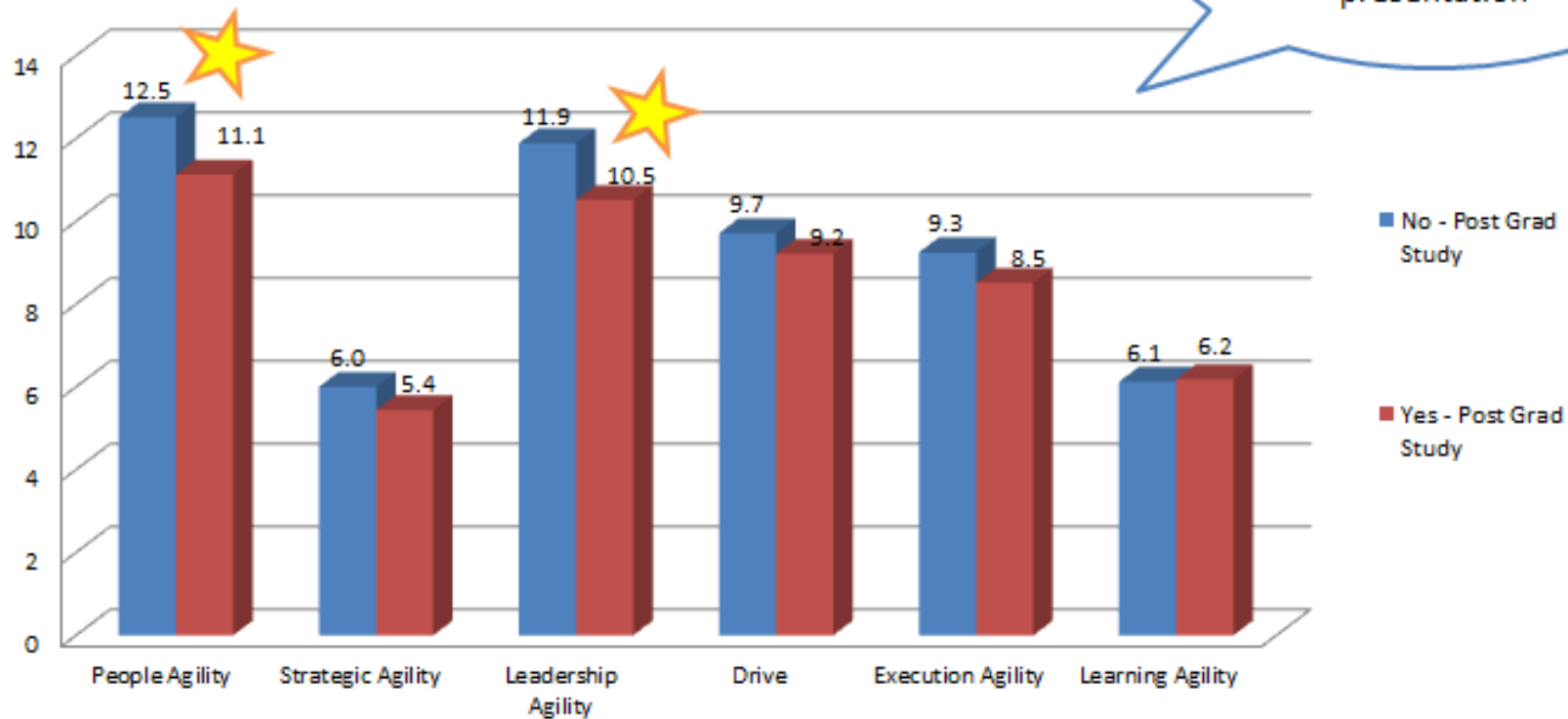




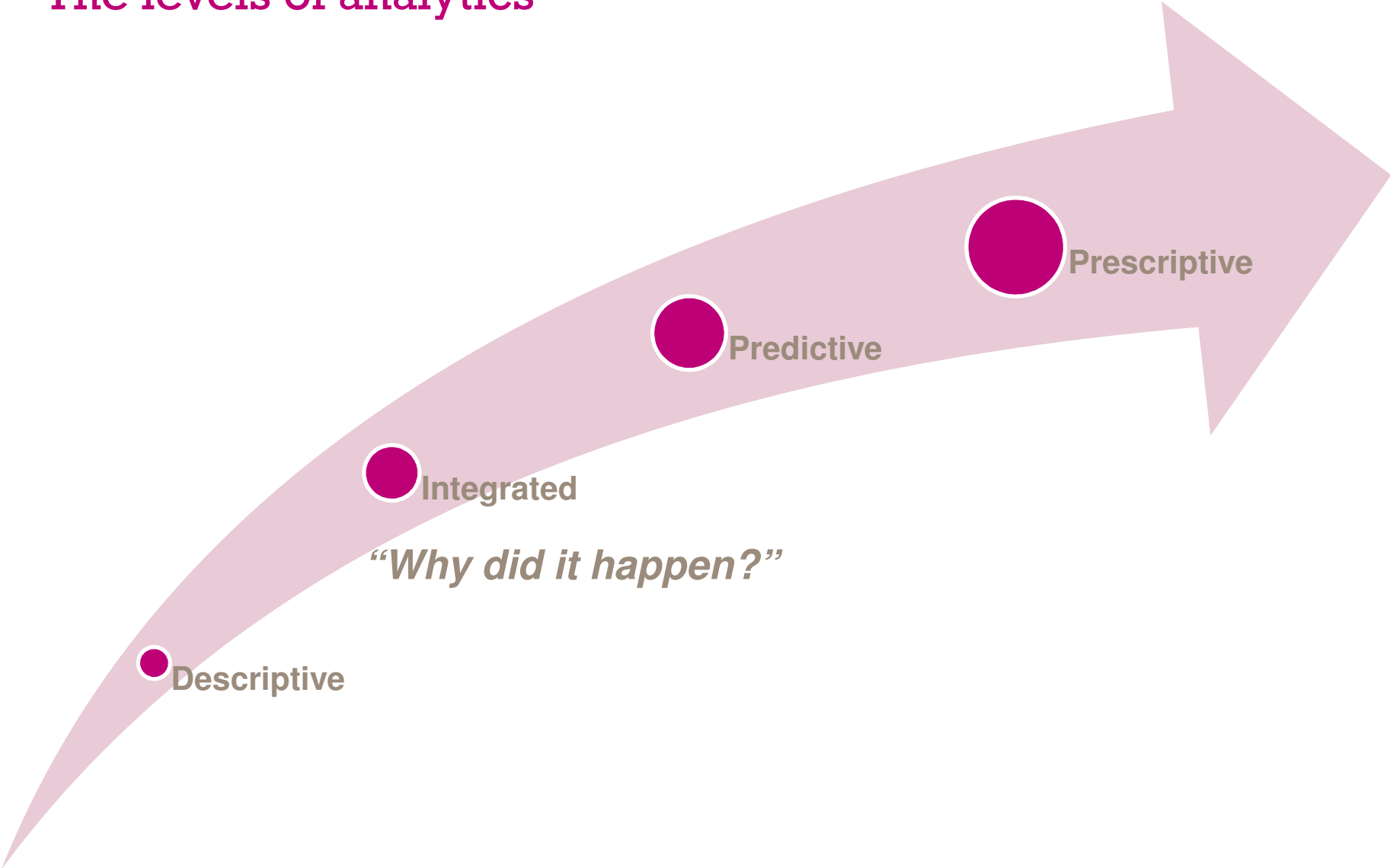
# Are Post Graduate applicants performing better in the selection process?

## Assessment Centre Scores

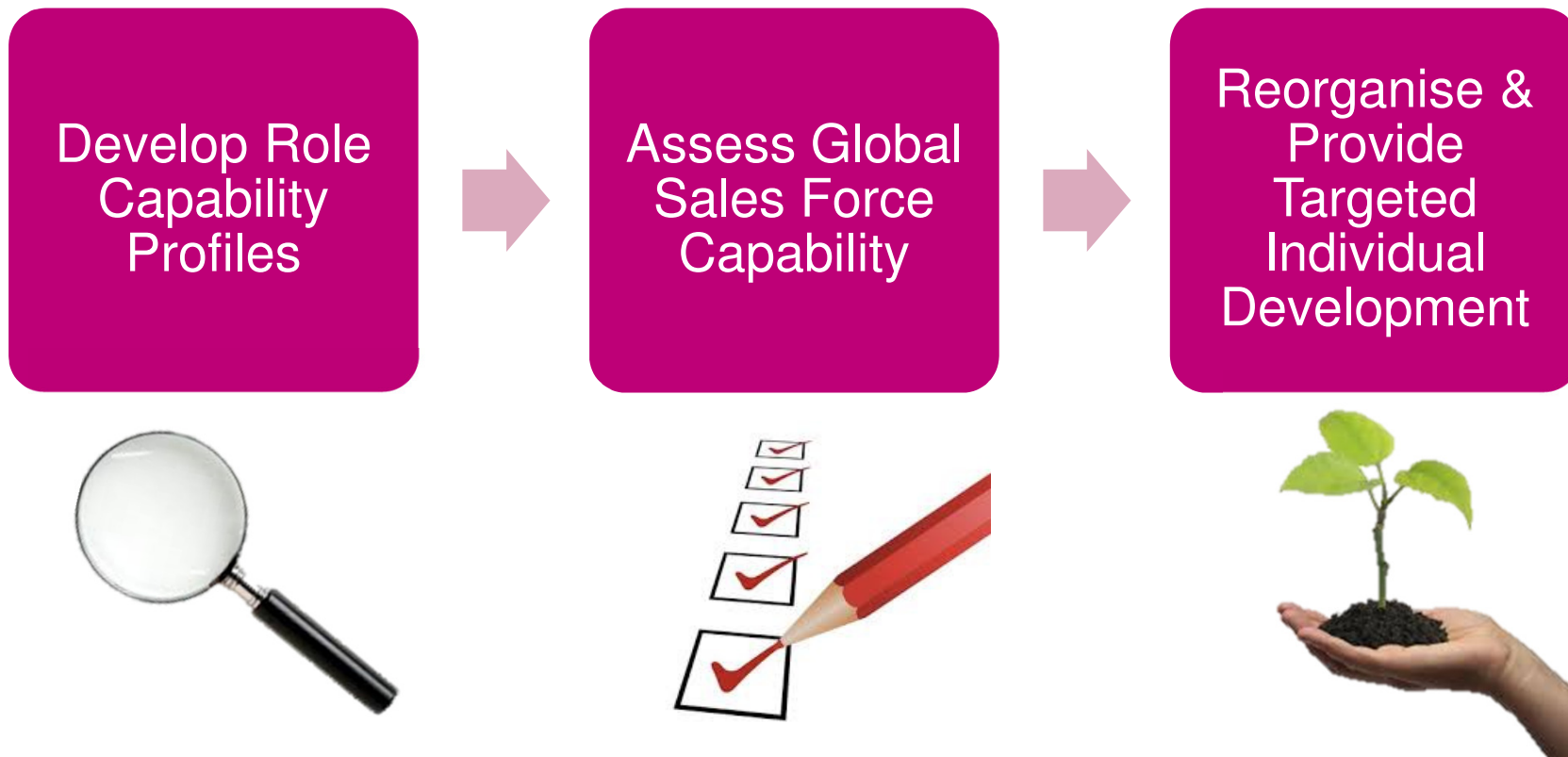
### Competency Scores



# The levels of analytics



# Talent Optimisation: Reshaping and Reorganising a Global Sales Force



## Using data to inform sales strengths and development areas

### Individual Reporting



### Group/Department Reporting



### Regional Reporting

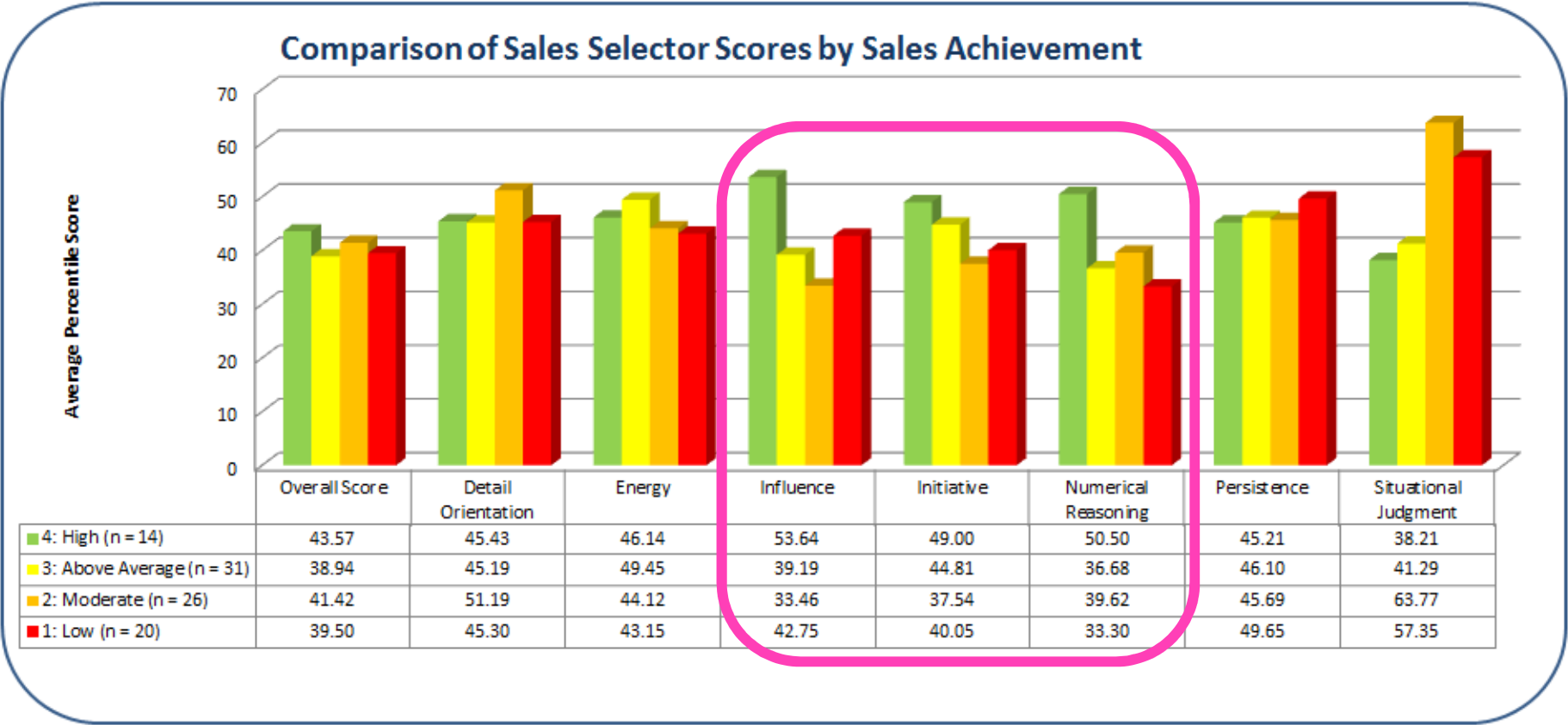


Different reporting options allowed us to explore sales performance & potential at an individual, group or regional level.



# Example Reporting

Group reporting: showing link between sales performance and sales assessment scores



# Example – Integrated Analysis

Email	Overall Performance Categorisation	Assessment Scores				GM NPS & Engagement & EBIT GAP%					
		Overall reasm	Detail reasm	Energy reasm	Influence reasm	NPS - Yoffice Q1-14	NPS - Yoffice Q2-14	NPS - Yoffice Q3-14	TOTAL - NPS	Q4 2014 eNPS	Total Performance Points (GAP% + engagement +NPS)
justine.ellory@i	● 4	33	7	69	34	100	100	0	466	100	6
clement.moure	● 4	23	22	22	42	67	100	100	417	100	6
maria.baklan@	● 4	29	5	28	64	0	0	100	350	100	6
isabelle.torrent	● 4	10	17	41	2	100	0	100	300	100	6
luis.camarena@	● 4	9	10	28	12	100	0	0	300	100	6
Mrinal.Kumar@	● 4	97	92	75	96	100	100	0	267	100	6
julia.dorogunts	● 4	94	72	94	96	50	33	50	233	100	6
eileen.mcgeehi	● 4	29	10	22	64	50	100	100	220	100	6
Kate.Bracey@r	● 4	94	77	81	91	50	0	0	183	100	5
julia.vaganovat	● 4	39	89	2	21	100	100	33	233	87.5	5
Sandi.Bajaj@reg	● 4	47	59	55	21	91	75	0	316	80.33333333	5
Cristina.Stradi@	● 4	86	22	69	83	33	100	0	242	100	5
Metin.Ergun@r	● 3	35	33	34	12	0	100	-60	40	100	4
Celeste.Ng@re	● 3	95	86	85	94	0	0	0	33	100	4
Leo.Wong@reg	● 3	98	97	96	97	0	0	0	0	80.33333333	4
Samuel.Rodrig	● 3	34	39	22	57	50	100	-100	50	50	4
Christelle.Derv	● 3	89	82	81	64	60	0	-50	110	33.33333333	4
JuanJose.Olive	● 3	49	7	89	12	-100	50	100	63	33.33333333	4
sandrine.flores	● 3	56	72	85	57	-100	50	100	63	33.33333333	4
Caroline.Lichte	● 3	5	22	22	8	0	0	0	100	25	4
Israel.Reyes@r	● 3	89	96	85	87	75	71	100	321	0	4
Marietta.Soufi	● 2	99	97	81	97	0	0	100	-33	33.33333333	2
Sophie.Balin@	● 2	30	72	69	21	0	0	0	-33	33.33333333	2
Gimena.Cazzar	● 2	25	86	62	21	-100	-100	-33	-363	25	2
barry.fleming@	● 2	51	89	55	21	0	0	0	0	0	2
karane.chen@r	● 2	31	59	62	34	0	0	0	0	0	2
laura.brannan@	● 2	78	46	85	94	0	0	0	0	0	2
kelly.worsnop@	● 2	90	82	75	87	0	0	0	-33	100	2
kogie.angeles@	● 2	82	46	89	97	0	0	0	-133	100	2
Andrew.Rothst	● 2	25	46	48	57	0	0	0	8	50	2
zoltan.hamza@	● 2	9	33	28	16	0	50	100	150	0	2
luisee.nielsen@	● 2	23	52	48	34	67	0	20	101	0	2

# The levels of analytics





**\$300K**  
SALES INCREASE  
IN TOP  
PERFORMING  
UNITS

DECREASED  
**200%**  
**TURNOVER**  
to **90%**

DECREASED  
TRAINING COSTS

**23%**  
INCREASE IN  
GUEST  
SATISFACTION

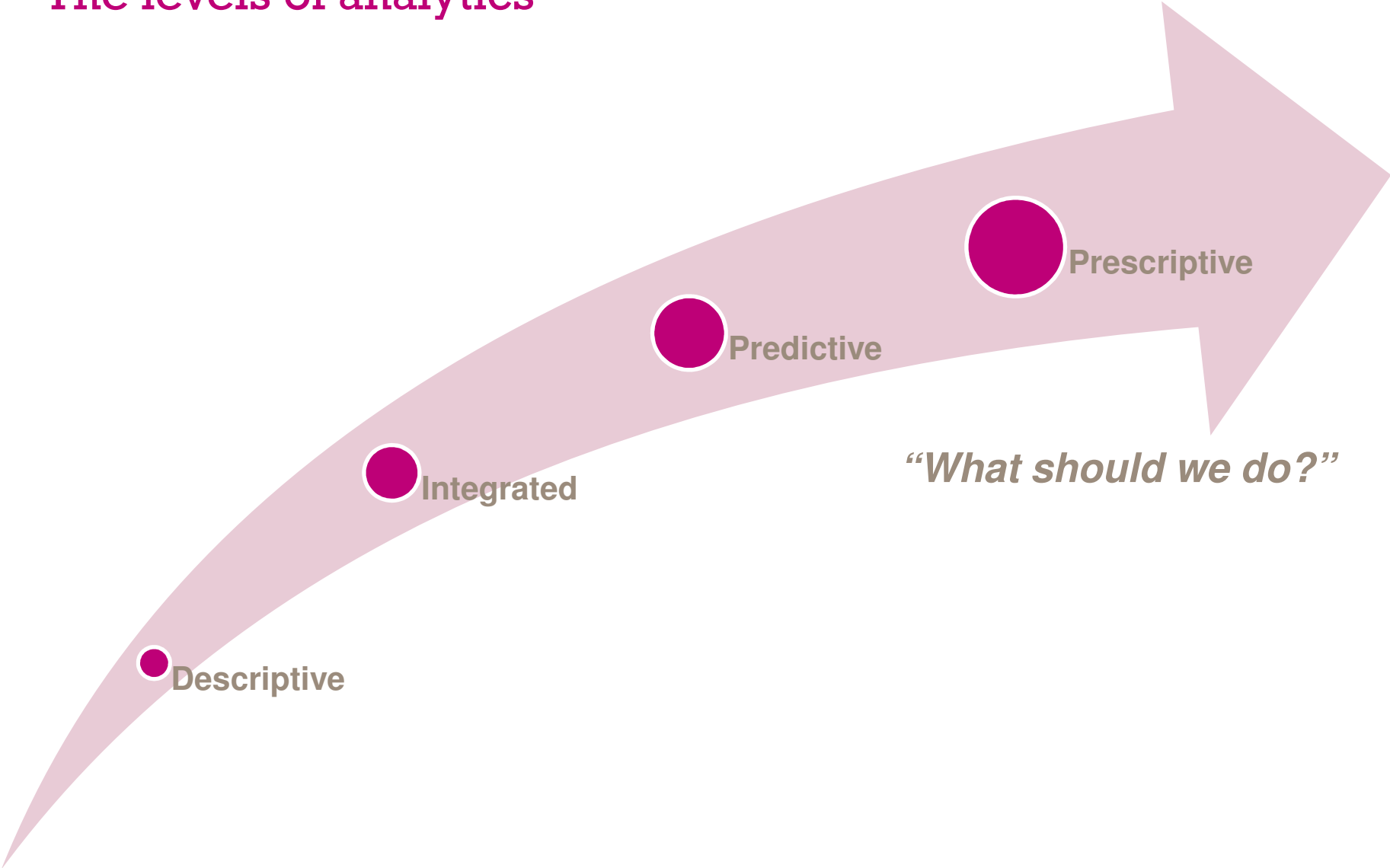
INCREASED  
ENGAGEMENT  
FROM  
**58% to 70%**

**Mission-critical roles drive  
more than popcorn sales**

(AMC theatre company)

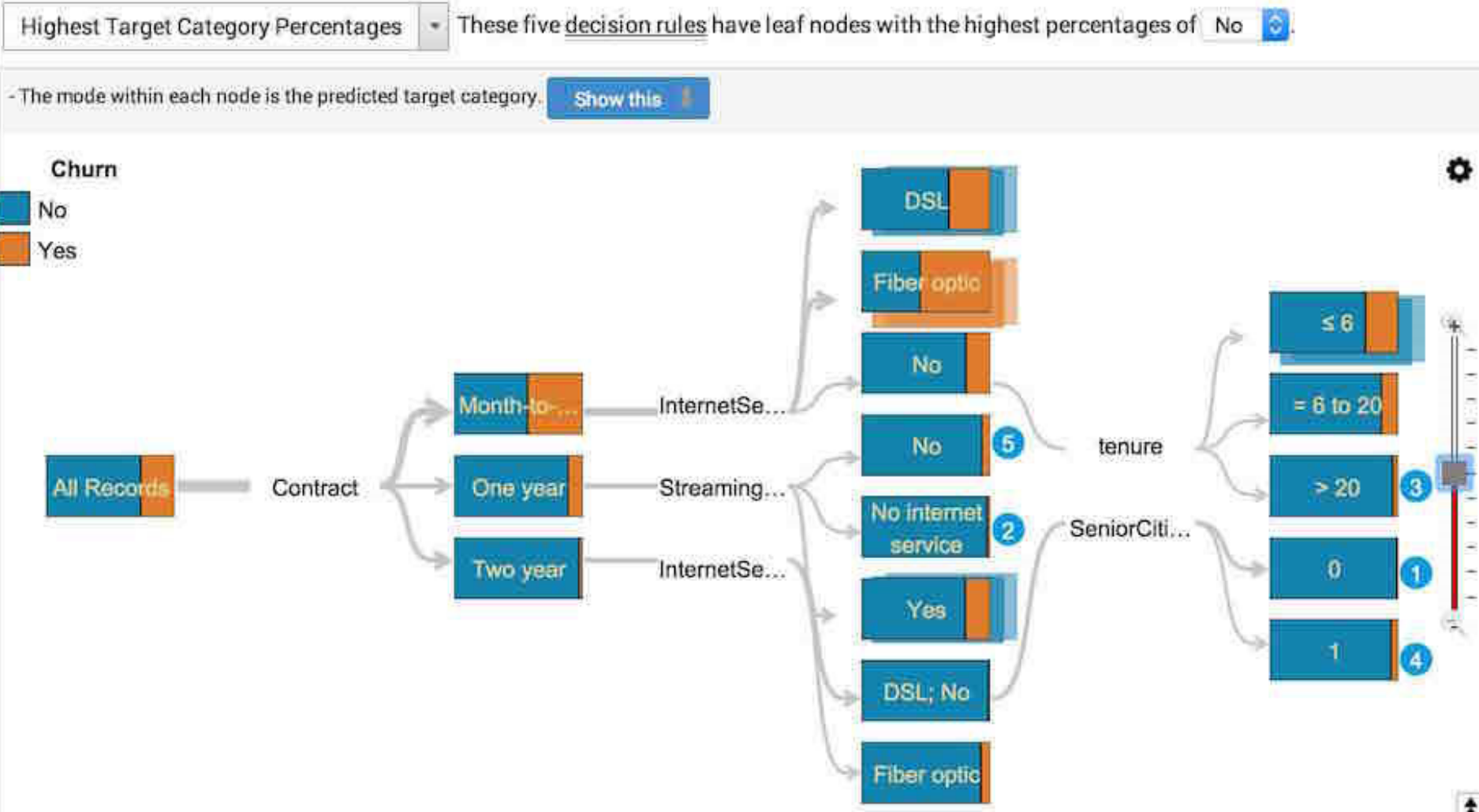
**Solutions:** BrassRing, Predictive Hiring, Employee Survey

# The levels of analytics

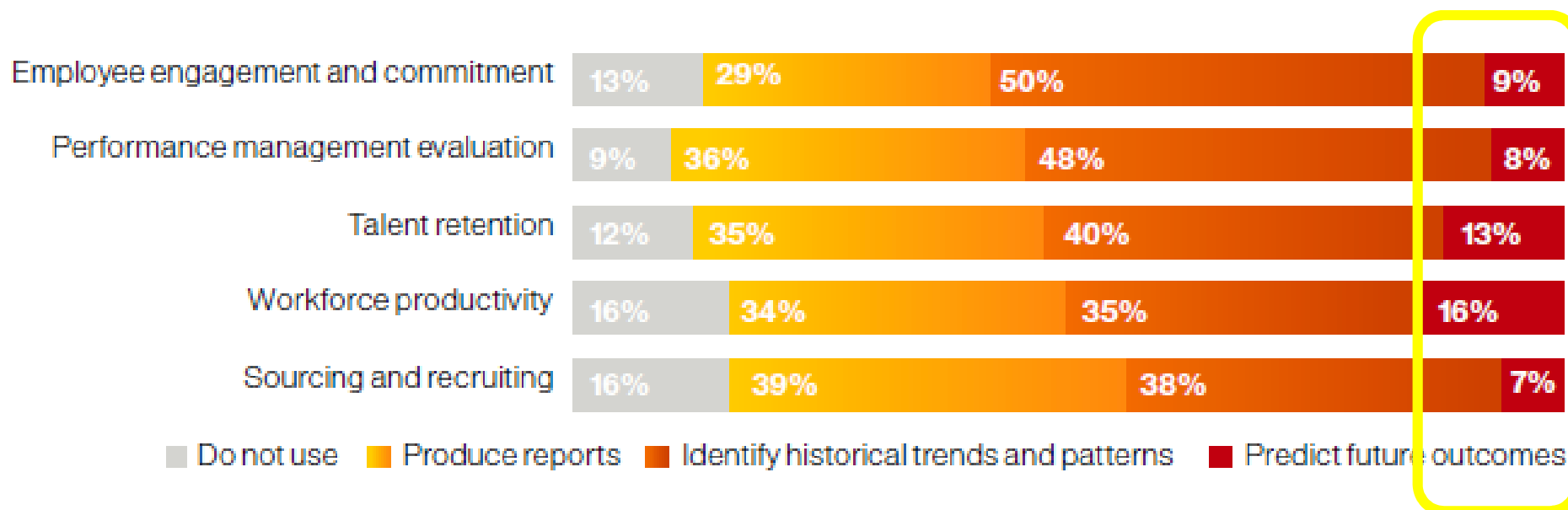


# Example – Prescriptive Analytics

The decision tree shows how Churn is significantly influenced by Contract and 12 other inputs.



## How are organisations using Analytics today?



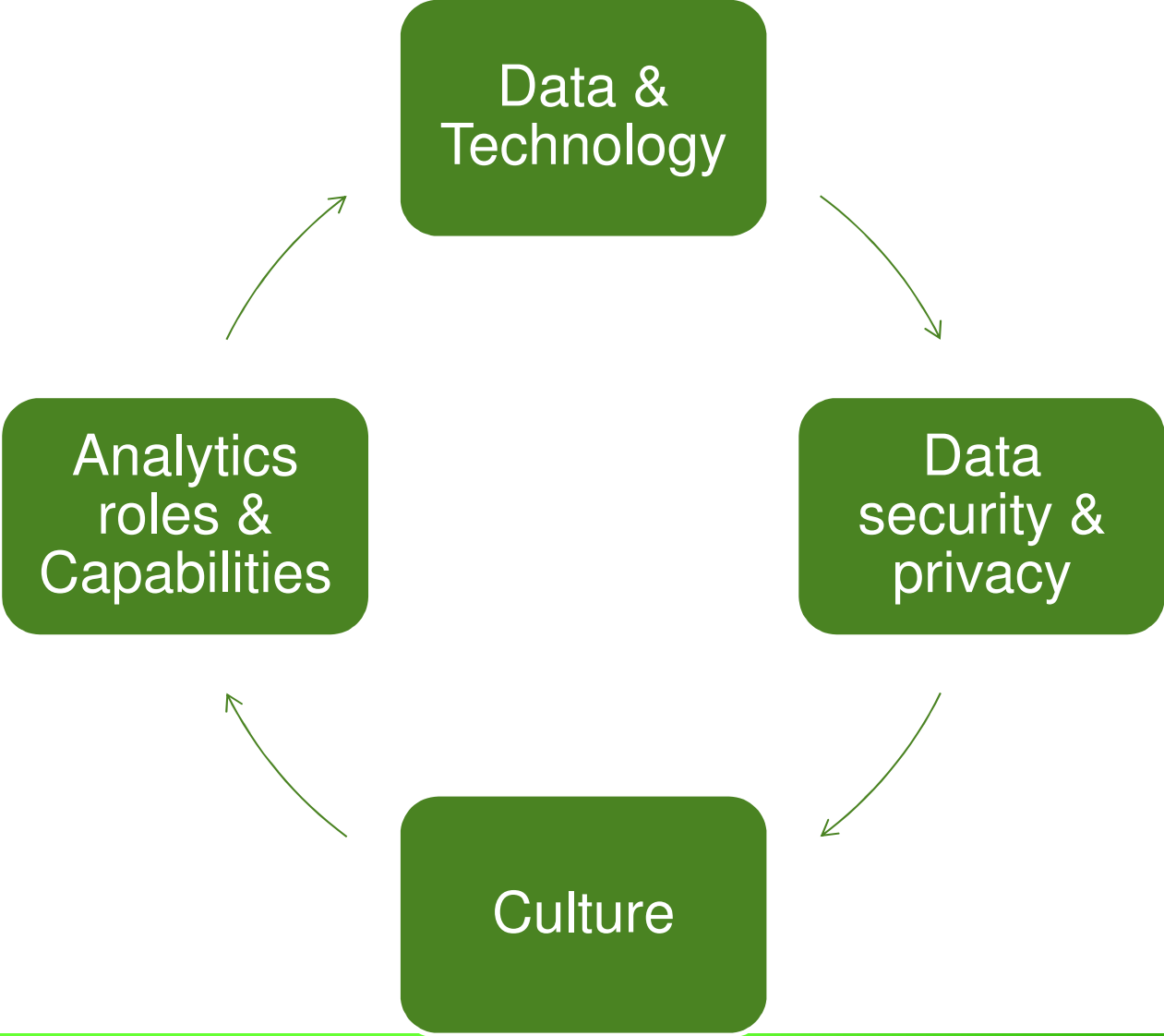
Source: IBM Institute for Business Value. "New expectations for a new era: CHRO insights from the Global C-suite Study." 2014.



**What capabilities do  
organisations need to be  
effective with work  
analytics?**



# Building Workforce Analytics Capability





**What obstacles do  
organisations  
encounter, and how  
can they be avoided?**

## Increasing the odds of success

### For early adopters, avoid:

- Being too 'HR-centric' – solve business problems
- Seeking 'data nirvana' before starting workforce analytics
- Positioning workforce analytics as a substitute for human judgment

### For those with more experienced in workforce analytics:

- Link workforce analytics to the overall business strategy
- Take action based on discovered workforce insights
- Demonstrate workforce analytics ROI
- Build the workforce analytics capacity to scale

Quest