# MAY BREAKFAST PROGRAM

# MISSION

## About Human Resource Leadership Forum (HRLF Atlanta)

The Human Resource Leadership Forum (HRLF Atlanta) is a nonprofit professional association and network of human resource executives and senior level professionals. The association consists of more than 200 members in the Atlanta area.

- Our Mission
  - Provide programs and roundtables that enrich the professional development of our members.
  - Provide networking opportunities that foster the sharing of innovative concepts and exceptional practices.

# WELCOME GUESTS

# WELCOME NEW MEMBERS
## (LAST 6 MONTHS)

**Janet Barnard**
EVP & Chief People Officer
Cox Automotive

**Leslie Graham**
VP, HR
United Digestive

**Matthew Harrison, Ph.D.**
SVP, Talent & Development
Jackson Healthcare

**Kelly A. Knox**
Senior HR Business Partner, CIG, Wealth and NCF&P
Truist

**Mari Sifo**
CHRO
SWM International

**Jessica B. Steinberg**
Sr. Director, US Human Resources Operations
The Home Depot

**Towanna Tindall**
VP & CHRO
Trulite Glass and Aluminum Solutions™

**Sam Westbrook**
SVP, HR
Holder Construction Company

# WELCOME NEW MEMBERS

**Janet Barnard**
EVP & Chief People Officer
Cox Automotive

**Sam Westbrook**
SVP, HR
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# 2021 EXECUTIVE COMMITTEE

**Co-President**
**Monica Anderton, SPHR**
CHRO
DS Smith North America

**Co-President**
**Joanne McInnerney, Ph.D.**
VP, HR North America
Novelis, Inc.

**Immediate Past President**
**David Malfitano**
CHRO
Wayne Farms

**VP Board Development**
**Keith Jackson**
CHRO
AT&T Latin America

**VP MS&E**
**Joe Garcia**
Head, Global TM and Org
Effectiveness
The Home Depot

**Ex-Officio**
**Marilyn Draper**
Senior Partner
Primodius LLC
*Member Recruitment & Sponsorship Chair*

**VP Finance & Operations**
**Michelle Ansley**
CHRO
Classic Collision

**VP Programs**
**Valerie Norton**
Chief People Officer
Habitat for Humanity

# 2021 BOARD OF DIRECTORS

## Class of 2021

**Monica Anderton, SPHR**
CHRO
DS Smith North America

**Karen Bennett**
EVP & CHRO
Cox Communications

**Matthew Carlomagno**
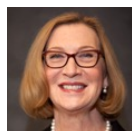VP, HR – Issuer Solutions
Fiserv

**Brad Cummings**
VP, HR
Imerys

**Keith Jackson**
CHRO
AT&T Latin America

**Kim Fleming, Ph.D.**
SVP, People Strategy Executive
Truist

**Valerie Norton**
Chief People Officer
Habitat for Humanity

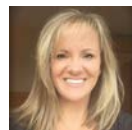## Class of 2022

**Michelle Ansley**
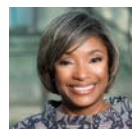CHRO
Classic Collision

**Matt Getz**
VP, HR
CryoLife

**Stacie Hagan**
HR Leader and Operations Executive

**Todd McCarty**
CHRO and SVP HR
Cumulus Media, Inc.

**Joanne McInnerney, Ph.D.**
VP, HR North America
Novelis, Inc.

**DeRetta Rhodes, Ph.D.**
SVP/Head of HR
Atlanta Braves

**Marilyn Draper (ex officio)**
Senior Partner
Primodius LLC
*Membership & Sponsorship Chair*

## Class of 2023

**Matt Duncan**
EVP & Chief Administrative Officer
Zep Inc.

**Joe Garcia, Ph.D.**
Head, Global TM and Org Effectiveness
The Home Depot

**David Malfitano**
CHRO
Wayne Farms

**Virginia Means**
Chief People Officer
United Distributors

hr
Q

a Landrum HR company

# PROGRAM REMINDERS

- PDF file in the chat with program information, speaker handout, and sponsor information.

- Keep yourself muted during the presentation.

- If you have a question, please raise your hand and we'll address questions as we can during and at the end the presentation.

- Submit your poll response at the end of the event.

- Join us for an open discussion after the program, 9:30am – 10:00am.

# 2021 PROGRAMS

## BREAKFAST PROGRAMS (5 per year)

(HRLF members, prospects and approved guests)

**Location:** Virtual
**Program Time:** 8:00AM – 9:45AM

- **Tuesday, July 13, 2021**
  The Inside Gig: How Sharing Untapped Talent Across Boundaries
  Unleashes Organizational Capacity
  Edie Goldberg, Ph.D., President of E.L. Goldberg & Associate
  Werner Buskermolen, SVP & CHRO, HERE Technologies

**Location:** ROAM Perimeter Center, 1151 Hammond Dr. #240, Atlanta, GA 30346
**Program Time:** In-Person Hybrid (includes virtual participation option) – 7:30AM
– 10:00AM, breakfast will be served

- **Tuesday, September 14, 2021**
  Active Shooter Preparedness and Response: When Being
  Prepared Means Survival
  Speaker TBA
- **Tuesday, November 9, 2021**
  The Next Generation Workforce: Leave Stereotypes Aside...
  What's Really Different
  Chris Tuff, EVP, Director of Content Marketing & Partnerships,
  22squared

## ROUNDTABLE MEETINGS

### CORPORATE MEMBER ROUNDTABLES

**Senior HR Roundtable**
**Location:** Virtual
- Wednesday, July 28, 2021
**Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326
- Friday, December 10, 2021

**Small Cap HR Roundtable**
**Location:** Virtual
- Wednesday, May 19, 2021
**Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326
- Thursday, August 12, 2021
- Friday, November 19, 2021

**Talent Management Roundtable**
**Location:** Rheem Mfg Co, 1100 Abernathy Road, Bldg 500, Ste 1700, Atlanta, GA 30328
- Friday, August 27, 2021
- Tuesday, October 19, 2021

### SERVICE PROVIDER MEMBER ROUNDTABLE

**Location:** Virtual
- Tuesday, June 8, 2021
**Location:** Fisher & Phillips, 1075 Peachtree Street, NE, Suite 3500, Atlanta, Georgia 30309
- Tuesday, October 12, 2021

# OUR PROGRAM

Ten and a Half Paradoxical but Easy Ways to Succeed with People Analytics

## MIKE WEST

AUTHOR

PEOPLE ANALYTICS FOR DUMMIES

# Ten and a Half Paradoxical but Easy Ways to Succeed with People Analytics

MIKE WEST

"Isn't it astonishing that all these secrets have been preserved for so many years just so we could discover them?"   - Orville Wright

We are lucky

# OPTIMISM IS HIGH

83% "believe talent analytics is important to the future of HR."

[AGREE]

| 83 | 17 |
|----|----|

[PERCENT]

Source Garnter 2019 Future of Talent Analytics. n= 44.

# INVESTMENT IS INCREASING,

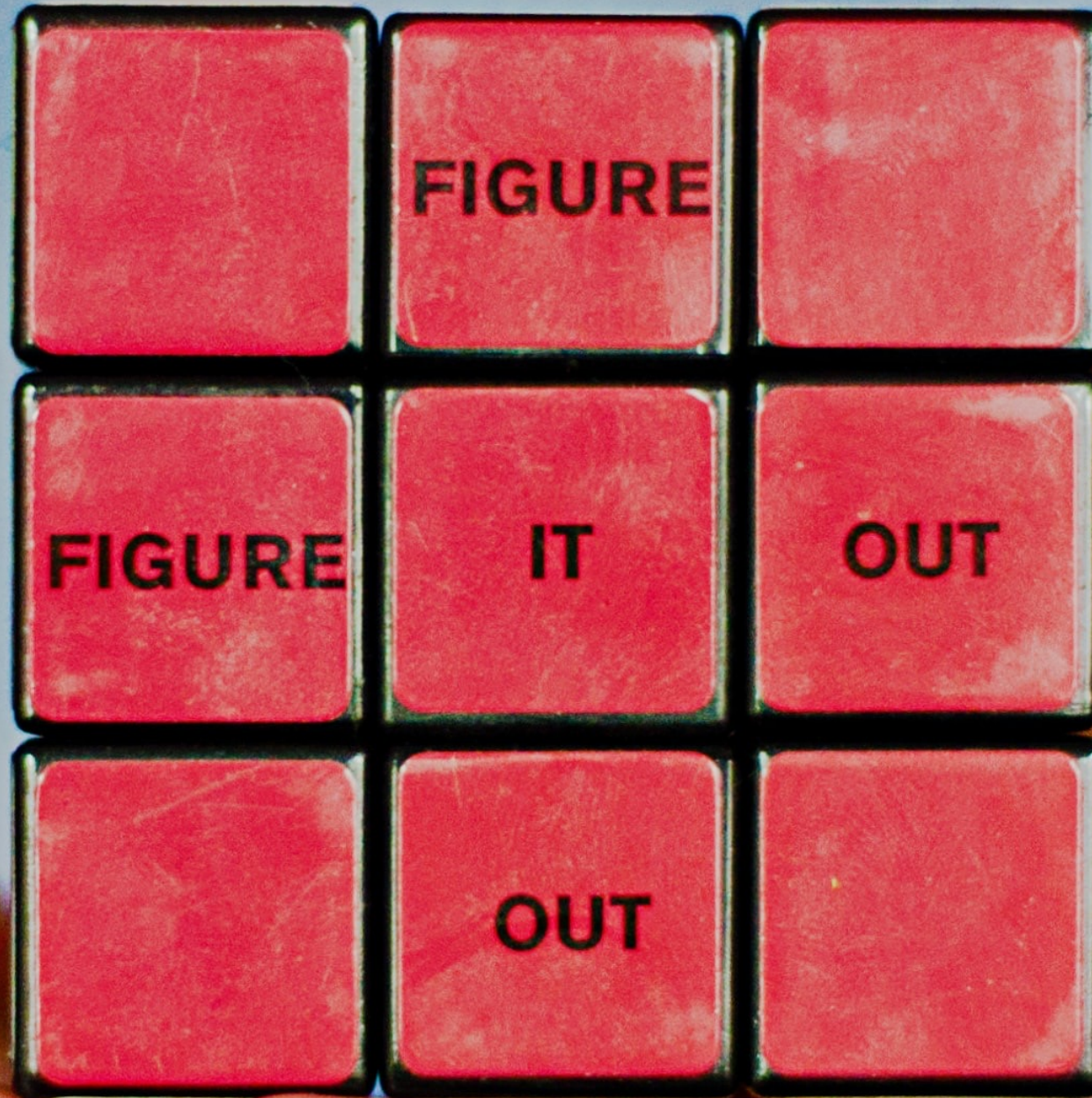"**expect talent analytics to increase** over the next three years."

[AGREE]

**2017** | 70 | 30 | [PERCENT]

Source CEB 2017 Talent Analytics Agenda Poll. n = 212.

decrease

**2019** | 78 | 20 | 2

Source Garnter 2019 Future of Talent Analytics. n= 44.

and others aren't doing as well as it seemed

**33%** "Talent analytics **changed their mind about what <u>actions</u> to take.**"

[AGREE]

| 33 | 67 |
|---|---|

[PERCENT]

Source Gartner 2019 Talent Analytics Survey. n = 1057.

**30%** "Talent analytics **changed their mind about the <u>cause</u> of a problem.**"

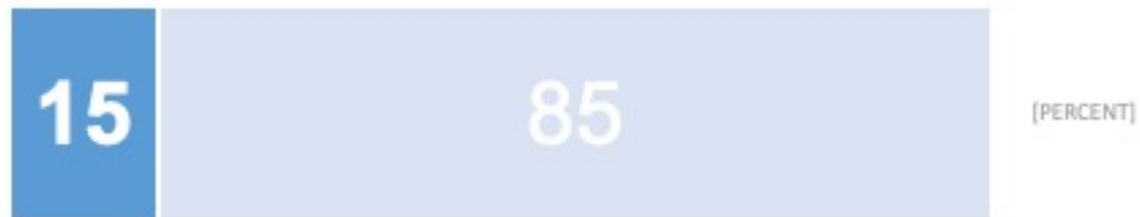[AGREE]

| 30 | 70 |
|---|---|

Source Gartner 2019 Talent Analytics Survey. n = 1057.

and others aren't doing as well as it seemed



15% **AGREE** talent analytics has led them to **change a business decision** in the past year.

[AGREE]

| 15 | 85 |
|---|---|

[PERCENT]

Source CEB 2018 Analytics Survey. n = 1590.

and others aren't doing as well as it seemed

FIGURE

8% AGREE they are getting significant returns on analytics investments.

[AGREE]

8   92   [PERCENT]

Source CEB 2018 Analytics Survey. n = 1590.

# SOMWHERE ALONG THE WAY THINGS ARE BREAKING DOWN

[AGREE]

| | |
|---|---|
| INCREASING ABILITY FOR HR TO SELF-SERVE DATA | **89** [Percent] |
| HR SHOULD USE DATA | 84 |
| HR CAPABILITIES NEED TO CHANGED | 80 |
| LEADERS AGREE HR DATA CAN HELP | 47 |
| HR PROS KNOW HOW TO USE DATA | 38 |
| HR PROS FREQUENTLY USE DATA | 33 |
| LEADERS KNOW HOW TO USE HR DATA | 31 |
| LEADERS FREQUENTLY USE HR DATA | **22** |
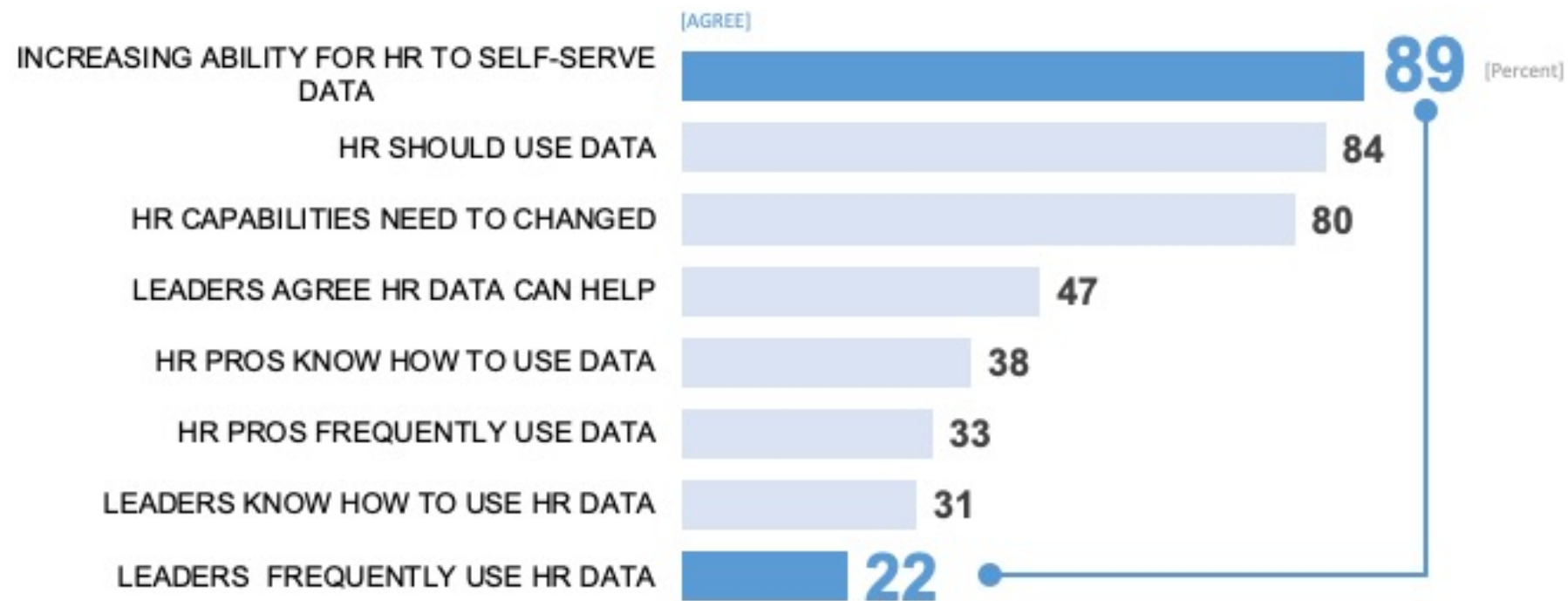
Source Gartner 2019 HR Priorities Survey. n = 246.

Only **43%** of **Finance professionals** think they **have** a **highly effective data analytics** program.

**HR = 41%**

[VERY SATISFIED OR SATISFIED]

41  22  37

[VERY DISATISFIED OR DISATISFIED]

[PERCENT]

Harvard Business Review 2018 Analytic Services Survey

**FINANCE = 43%**

[AGREE]

43.2  13.1  43.7

[NO]

Source: CFO Magazine

How do we make this different?

"If you would have your business done, go; if not, send."
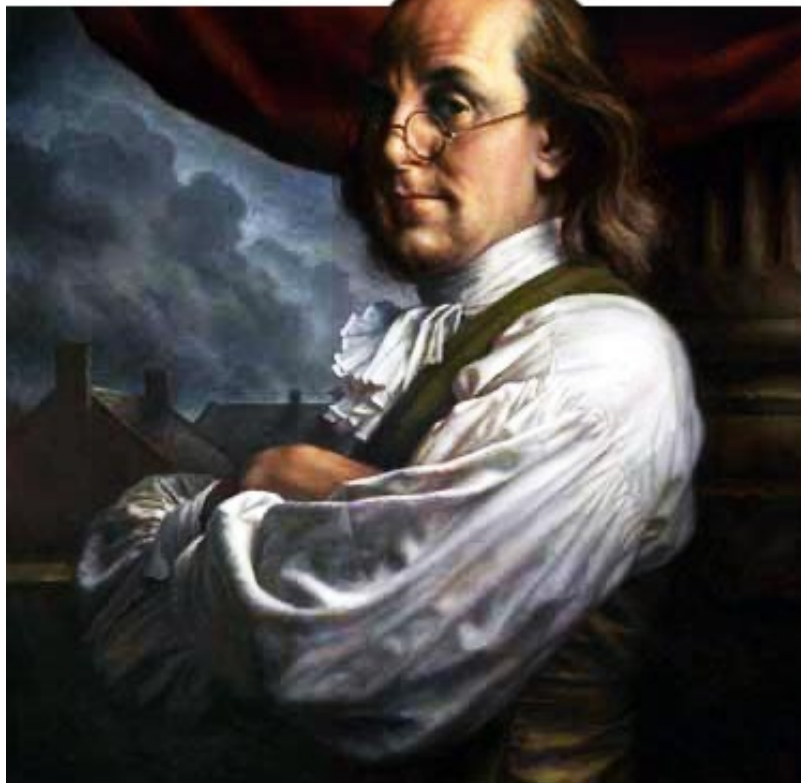


LEAN IN
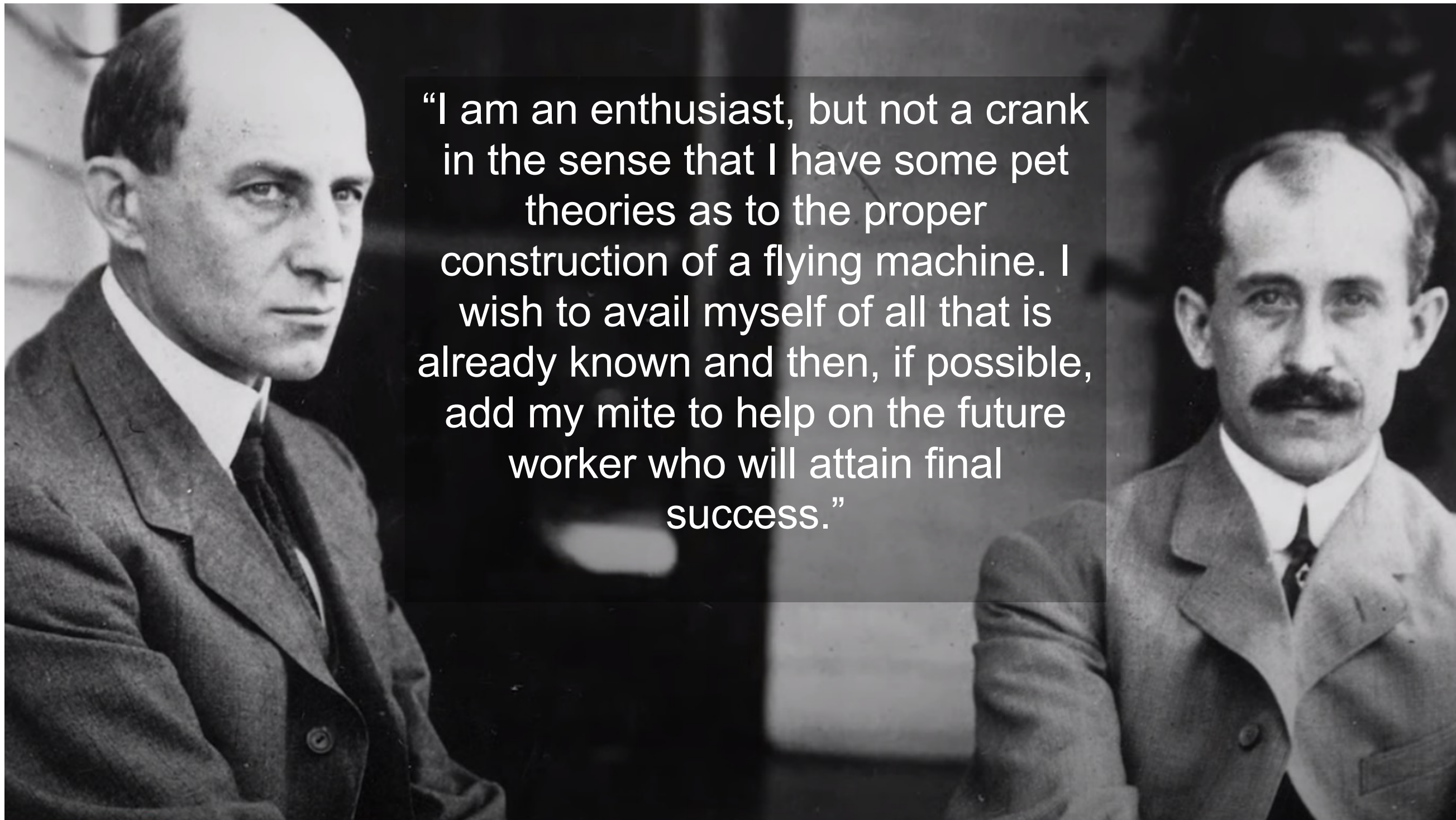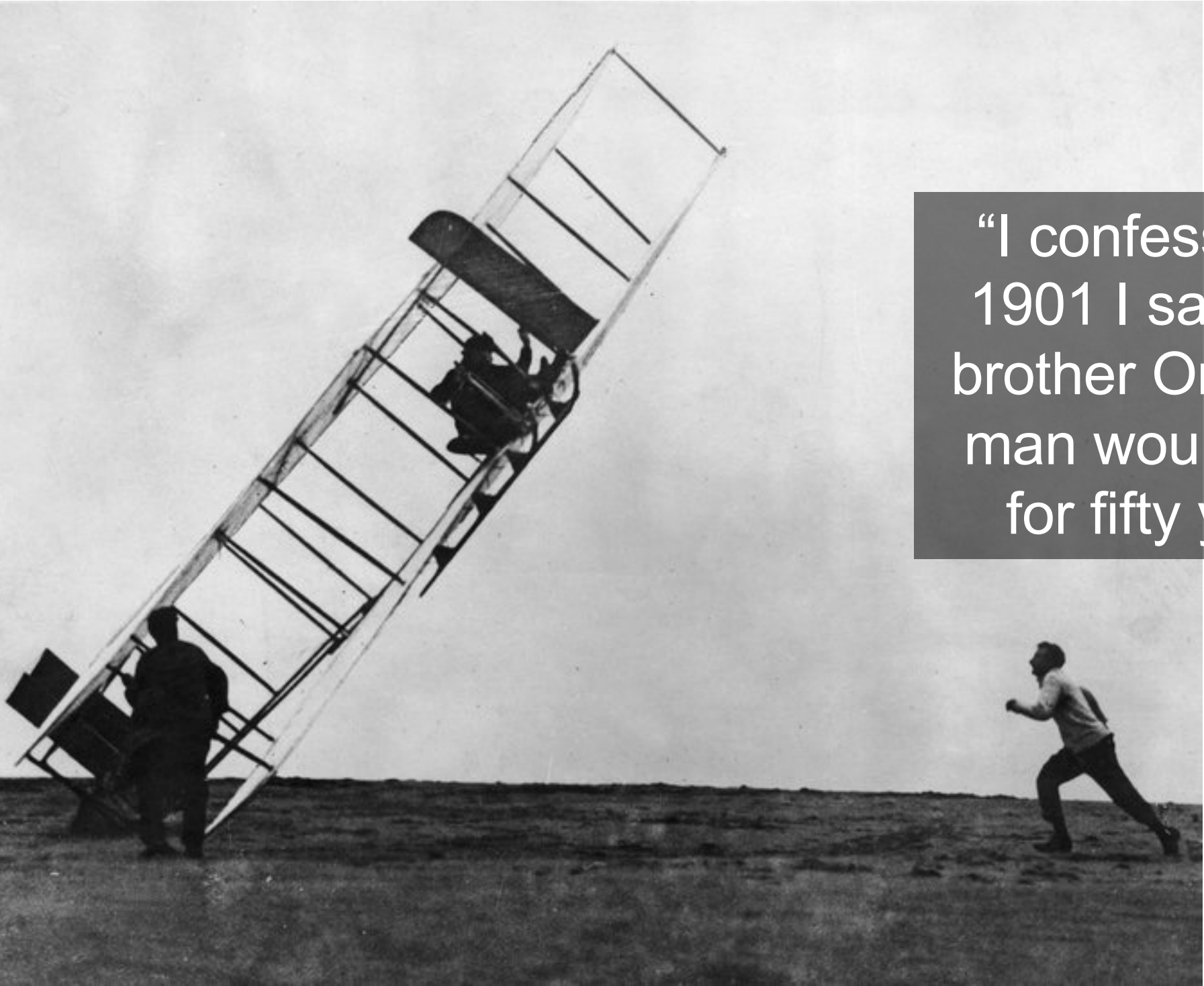
WOMEN, WORK, AND
THE WILL TO LEAD

SHERYL SANDBERG

"All professions are a conspiracy against the laity"
George Bernard Shaw

"I am an enthusiast, but not a crank in the sense that I have some pet theories as to the proper construction of a flying machine. I wish to avail myself of all that is already known and then, if possible, add my mite to help on the future worker who will attain final success."

"I confess that in 1901 I said to my brother Orville that man would not fly for fifty years."

Why should only a handful of companies with large profit margins have this? What would be the implications?

"It is possible to fly without motors, but not without knowledge and skill."
Wilbur Wright

# AGENDA

1. 9 YEAR OLD EMILY ROSA  (5 min video)

2. 50+ YEAR OLD HR FIELD (8 min video)

3. TEASERS

4. FOLLY IN DARKNESS

5. RUNNING TO DAYLIGHT

6. DECIDING WHERE TO GO

7. CHARTING YOUR COURSE

RESOURCES & Q/A

# EMILY ROSA

-At 11 youngest author ever published in JAMA

-Experiment debunked "therapeutic touch", a multimillion-dollar industry

-Cost was not much

-Knowledge required was not much

https://youtu.be/mNoRxCRJ-Y0

# UNSTRUCTURED INTERVIEWS

-Don Moore, California Mgt. Review

-One of the most important and expensive decisions a leader makes is hiring.

-Unstructured interviews are poor predictor of performance. Yet they persist.

- Mathematics can be applied to simultaneously make better predictions and reduce bias.



https://youtu.be/ax1S2ZdEyaA

# Ten and a Half Helpful Notions

**1. Think of people analytics is a method of learning that is rooted in measurement, specific, achievable now, relevant and timely.**

2. All human problems are from shortfalls in either perspective or incentives.

3. The solution to all human problems is mathematical, multi-disciplinary and multi-variate.

4. The path to greatness is always simpler than you think.

5. The most important human advantages are created by learning faster. Process is instrumental.

6. Resources are always scarce and tend to lag value – thus at outset focus on value.

7. Focus solves many problems at once.

8. Most people evaluate risk wrong, often precisely backwards!

9. Incentives, not technology is the obstacle to progress. Change the incentives, change the game.

10. The things we didn't measure yet contain the most information & value.

**10.5 there is nothing I describe here that cannot be done in less than a few months and less than $15,000.**

# Quick Ten - Projects Under $15,000

At Hallmark I showed that time off policy changes could maintain overall cost and change individual incentives, making staffing more predictable.

At Merck I illustrated that e-Learning and in-person learning achieved similar learning outcomes – with eLearning taking the lead on speed and cost advantages. I also showed how you can get superior consensus a large cross-functional taskforce by applying a structured pseudo-mathematical decision process inspired by Kepner Tregoe.

At Merck I discovered that survey can be powerful identifiers and predictors of business value and risk from measures of Individual Safety – "Speaking Up" - illustrating that action on advanced knowledge can help avoid trouble, and billions of dollars in savings. All from a reaction to a series of structured statements in a survey.

 At  PetSmart I learned that the best predictors of employee success could be inferred from number and variety of pets. Also learned that testable knowledge about pet topics correlated with store performance and we could control this through testing and training. I also learned that engagement and commitment of service related associated (trainers, doggie day care..) had more impact on store performance than of typical store associates. Leading to changes in training and pay strategies.

At Google, Children's Medical, Jawbone and Pure Storage I learned that we could best understand, predict and control employee turnover by connecting employee survey data with exit data.

At Google I learned that we could identify and encourage the traits of the most successful managers, and that we could evaluate the resource allocation of HR programs, all with a survey.

At Google I showed how a basic mathematical model of employee growth, plus things like  birth rate statistics, could allow the company to make better informed, and ultimate better operating, benefit program decisions, measurable saving the company billions of dollars.

At Children's Medical I showed that we could improve patient satisfaction, patient safety, nurse retention, and counterintuitively reduce overall nurse hiring cost by hiring more expensive more experienced nurses.

At Jawbone I validated that we could reduce risk of exit 10x, through a simple experiment where we implied a career conversation with retention incentive to one sample of employees, while comparing to a sample of employees who did not.

At Otsuka I used assessment data to identify the measurable factors that were most predictive of upward mobility success in their work environment – for example learning agility.

# FOLLY IN DARKNESS

HAMMERS & NAILS

COST & VALUE

PURPOSE & USE

ORDER & RISK

DEFINITION OF
SUCCESS

# FOLLY IN DARKNESS

<u>HAMMERS & NAILS</u>

COST & VALUE

PURPOSE & USE

ORDER & RISK

DEFINITION OF SUCCESS

When it comes to typical people strategy, it is like you go to doctor for any condition and always walk out with the same drug

Clearly is not effective for everything, but more importantly we need to be a lot more surgical with our resources.

# 4S MODEL

PEOPLE ANALYTICS IS THE SYSTEMATIC APPLICATION OF SCIENCE AND STATISTICS TO PEOPLE STRATEGY TO ACHIEVE ORGANIZATIONAL ADVANTAGES.

Sociology, Psychology, Labor Economics, Operations Science, etc.

## 02. SCIENCE

Scientific Method, Study Design,

Survey Instrument Design,

Experimental Design (A B

Testing), etc…

## 03. STATISTICS

T-Tests, Correlation, Multiple

Regression, Predictive Models,

Machine Learning…

Org Behavior

Data Science

## 01. STRATEGY

HR Strategy, Talent Mgt., Talent
Acquisition, Total Rewards,
Culture, …

## 04. SYSTEMS

Enterprise Systems, Data
Warehousing, Data Piping,
Code (SQL, Python,
JavaScript), Reporting
Technology, Visualization
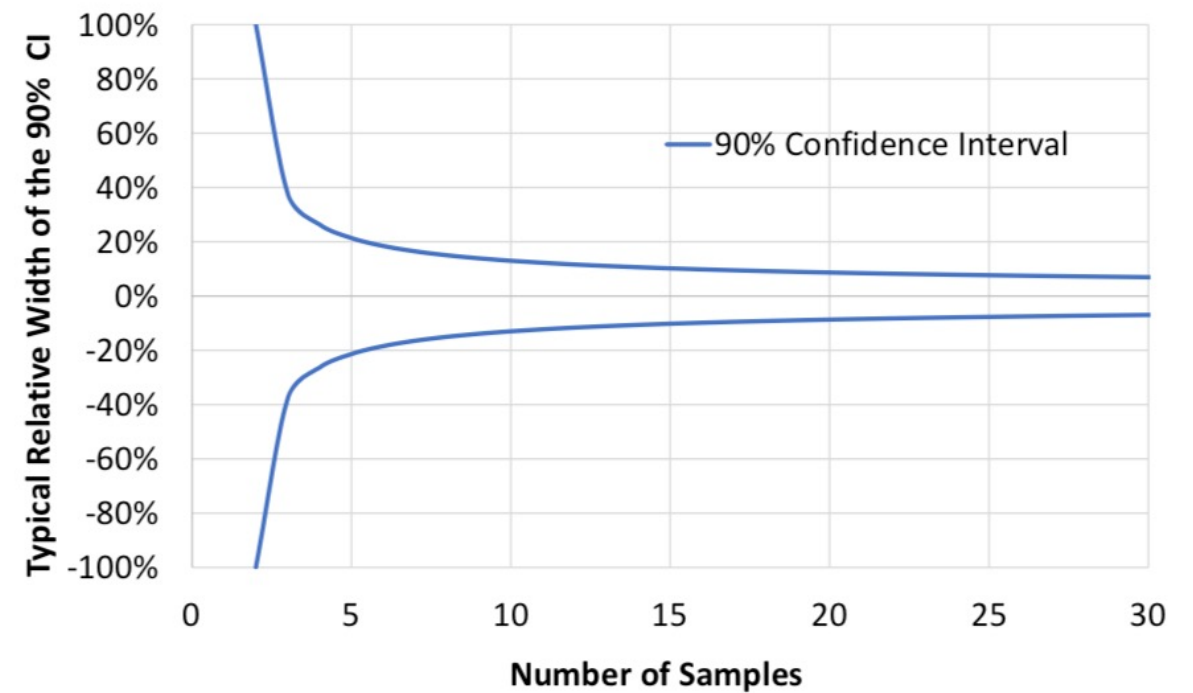Technology…
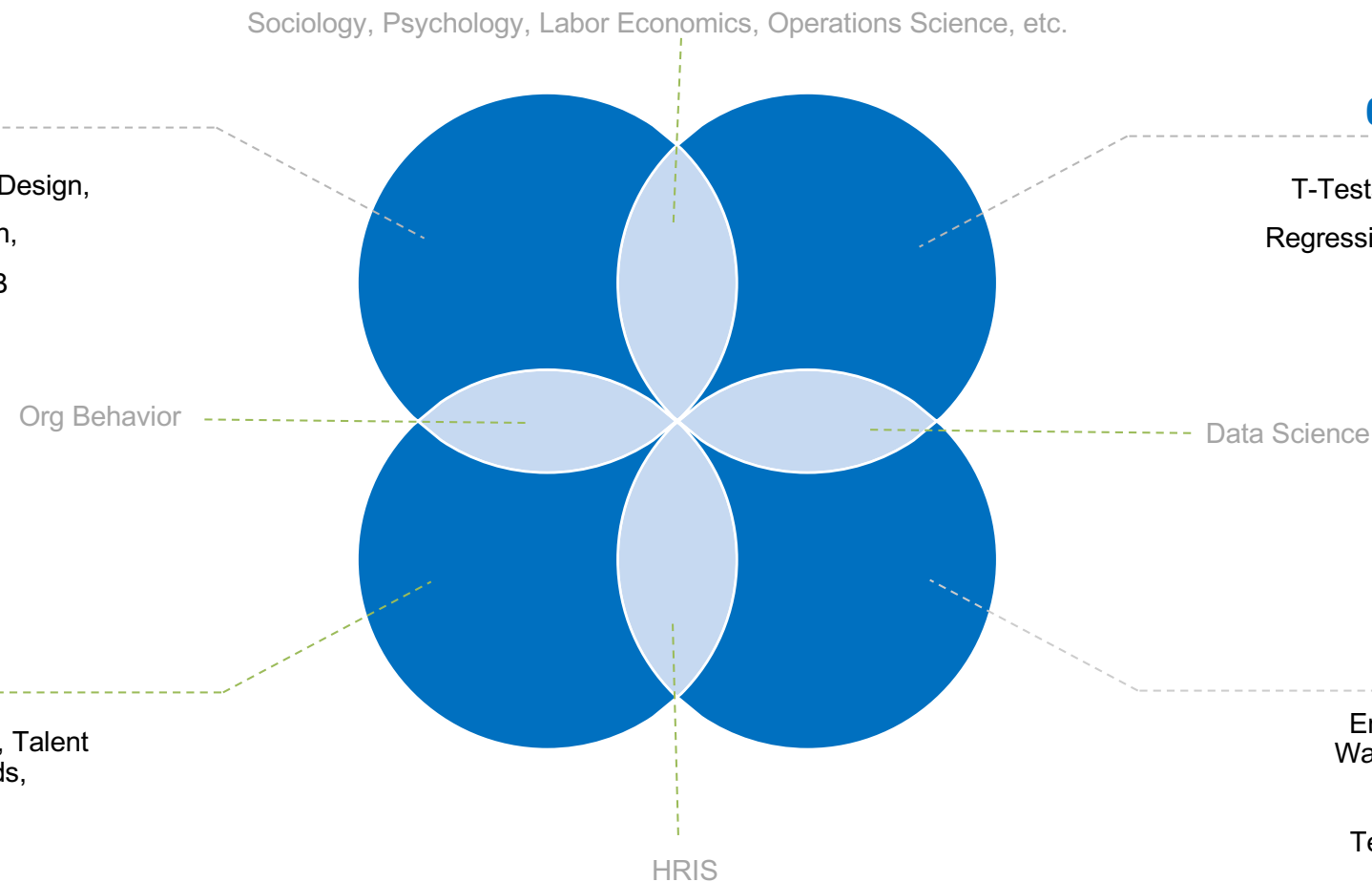
HRIS

# FOLLY IN DARKNESS

HAMMERS & NAILS

COST & VALUE

PURPOSE & USE

ORDER & RISK

DEFINITION OF
SUCCESS

# FOLLY IN DARKNESS

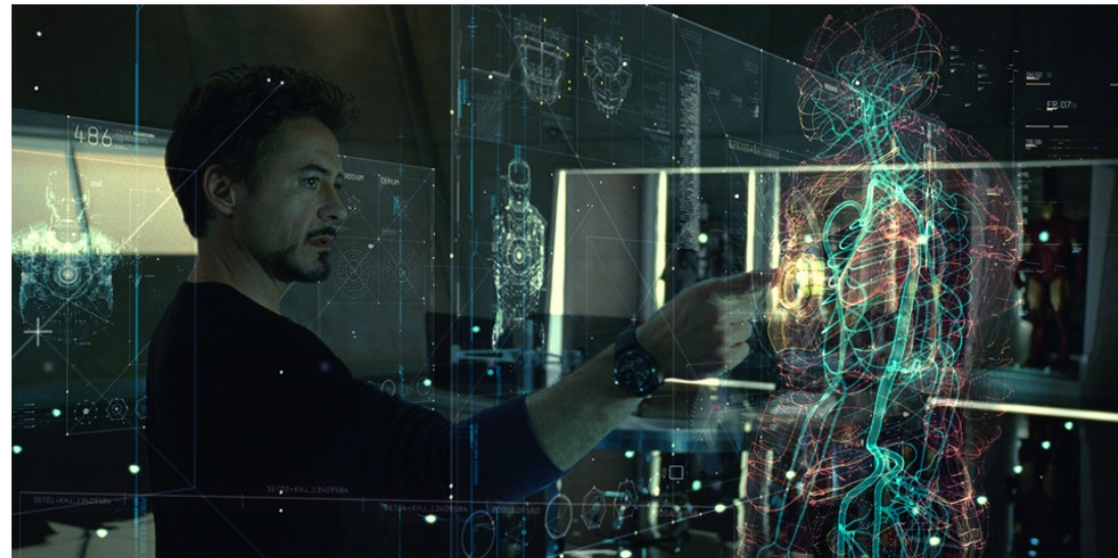HAMMERS & NAILS

COST & VALUE

<u>PURPOSE & USE</u>

ORDER & RISK

DEFINITION OF
SUCCESS


What we wanted

# FOLLY IN DARKNESS

HAMMERS & NAILS

COST & VALUE

<u>PURPOSE & USE</u>

ORDER & RISK

DEFINITION OF SUCCESS

What we got

# FOLLY IN DARKNESS

HAMMERS & NAILS

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# FOLLY IN DARKNESS
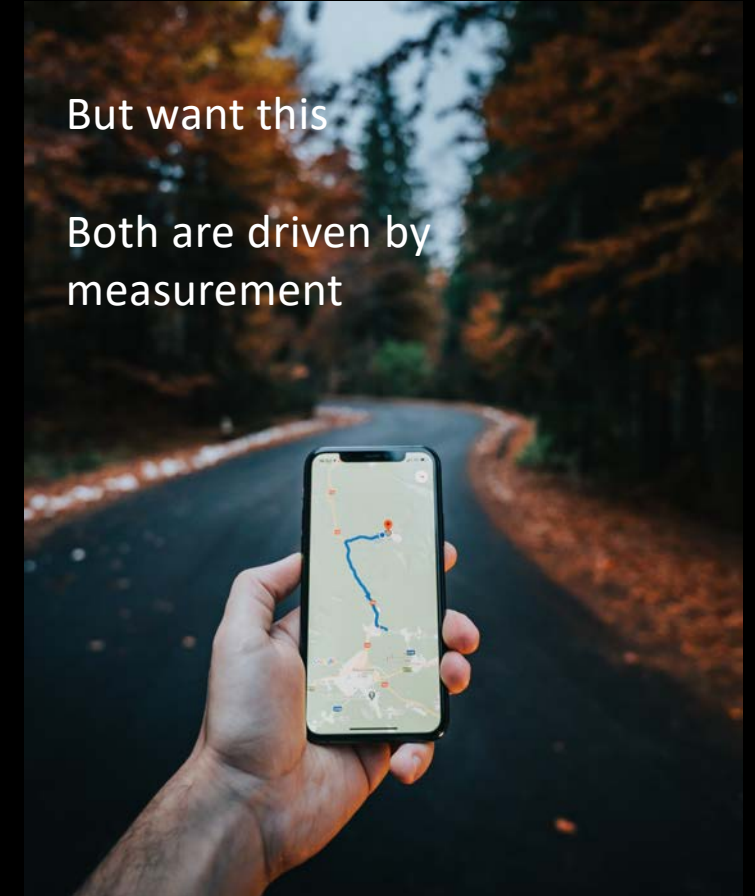
HAMMERS & NAILS

COST & VALUE

PURPOSE & USE

ORDER & RISK

DEFINITION OF SUCCESS

Dashboard gives us this

But want this

Both are driven by measurement

# DARKNESS OF NIGHT

Insanity: doing the same thing repeatedly, expecting different results.
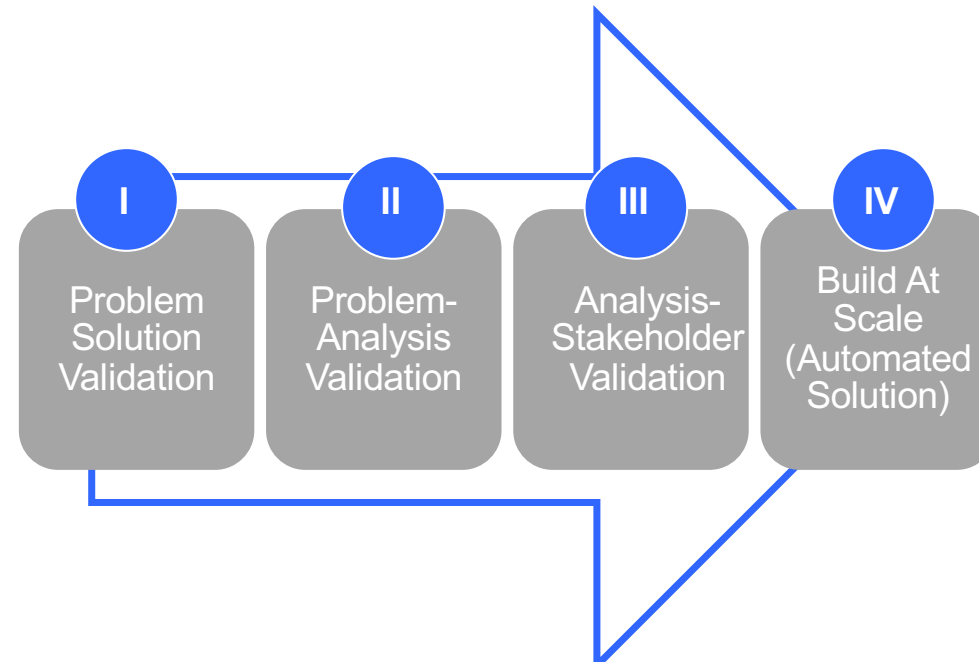
# FOLLY IN DARKNESS

HAMMERS & NAILS

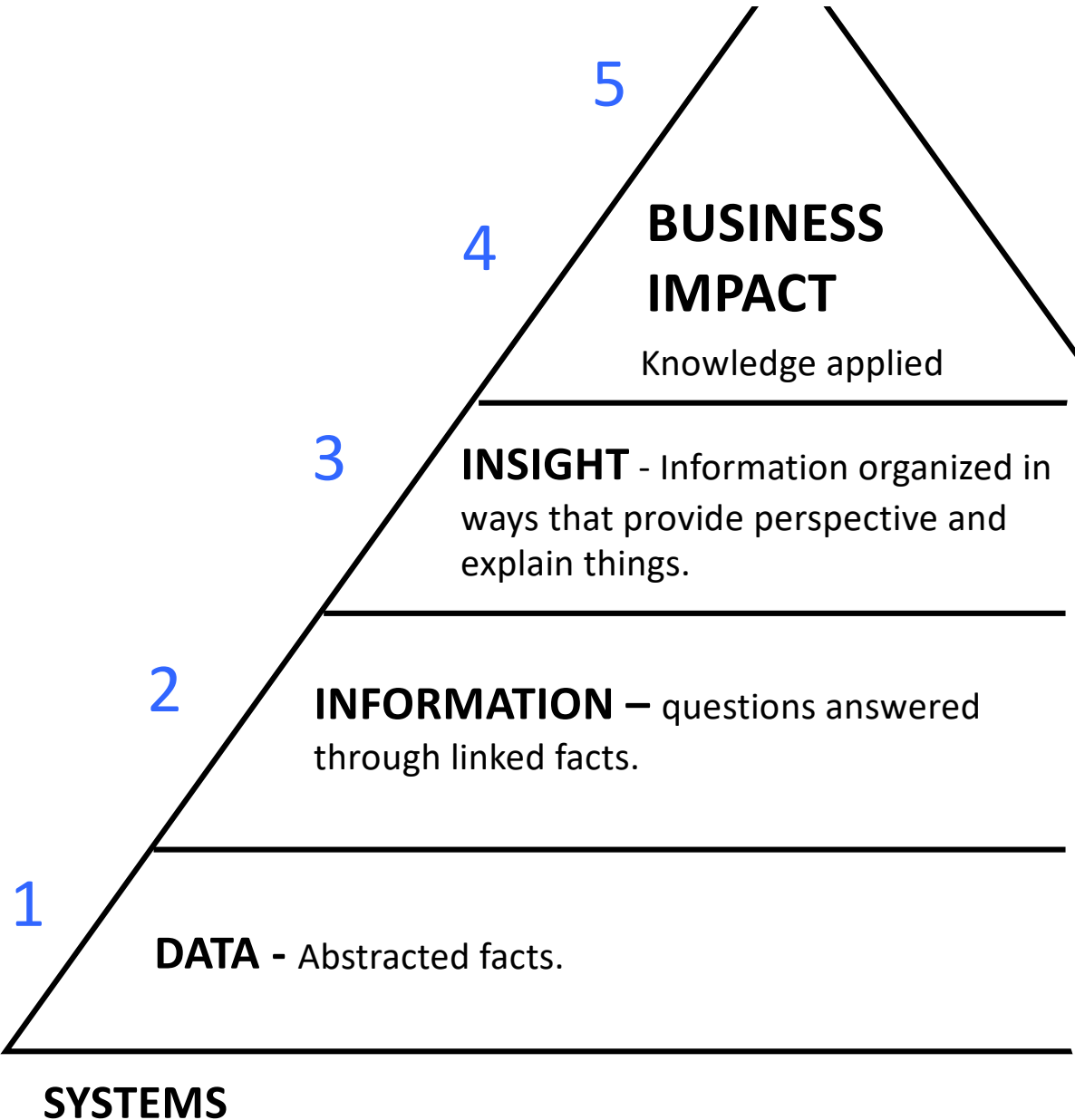COST & VALUE

PURPOSE & USE

ORDER & RISK

DEFINITION OF SUCCESS

# Four Phases



| I | II | III | IV |
|---|----|-----|----|
| Problem Solution Validation | Problem-Analysis Validation | Analysis-Stakeholder Validation | Build At Scale (Automated Solution) |

Reduce project time, resources and risks by carefully gating work in phases, adding increasing certainty before moving into more time, resource & risk intense phases.

# NORMAL APPROACH



**5**

**BUSINESS IMPACT**

Knowledge applied

**4**

**3** **INSIGHT** - Information organized in ways that provide perspective and explain things.

**2** **INFORMATION –** questions answered through linked facts.

**1** **DATA -** Abstracted facts.

**SYSTEMS**

## ACTIVITIES

**DESIGNING & SHARING NEW MODELS:**
"What do we expect Y to be next QTR?", "How do we change Y?", and "What X1, X2, X3 changes move Y with least effort?"

**DESIGNING & IMPLEMENTING WORKFLOW FOR NEW INSIGHTS:** "How is Y trending?", "How does X relate to Y?", "What X1,X2,X3 . . . combination best explains Y?", "Is Y good or bad?" or "What's broke?"

**DESIGNING NEW MORE EFFECTIVELY OR EFFICIENT WAYS OF GETTING OR SHARING DATA:** "Can we standardize XYZ data and move it between systems?", "Can I get this XYZ standard dashboard on demand?" or "Can you just push XYZ report to me every month?"
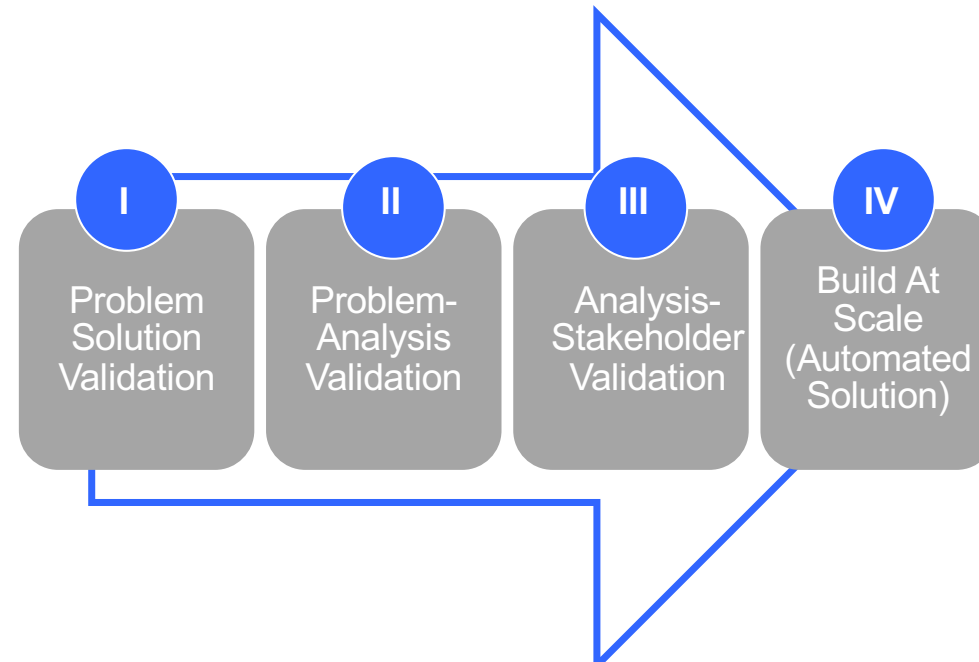
**CREATING & CATALOGING NEW DATA & FACTS:** "What data do we have currently?", "How can we collect data for X1?", "How can we measure X2?", "Is the data we are using accurate, precise, valid, reliable?" "How many X's do we have?" "Can I have an employee roster list for XYZ unit?" or "Can you prepare a report of X for my exec staff meeting next week?"
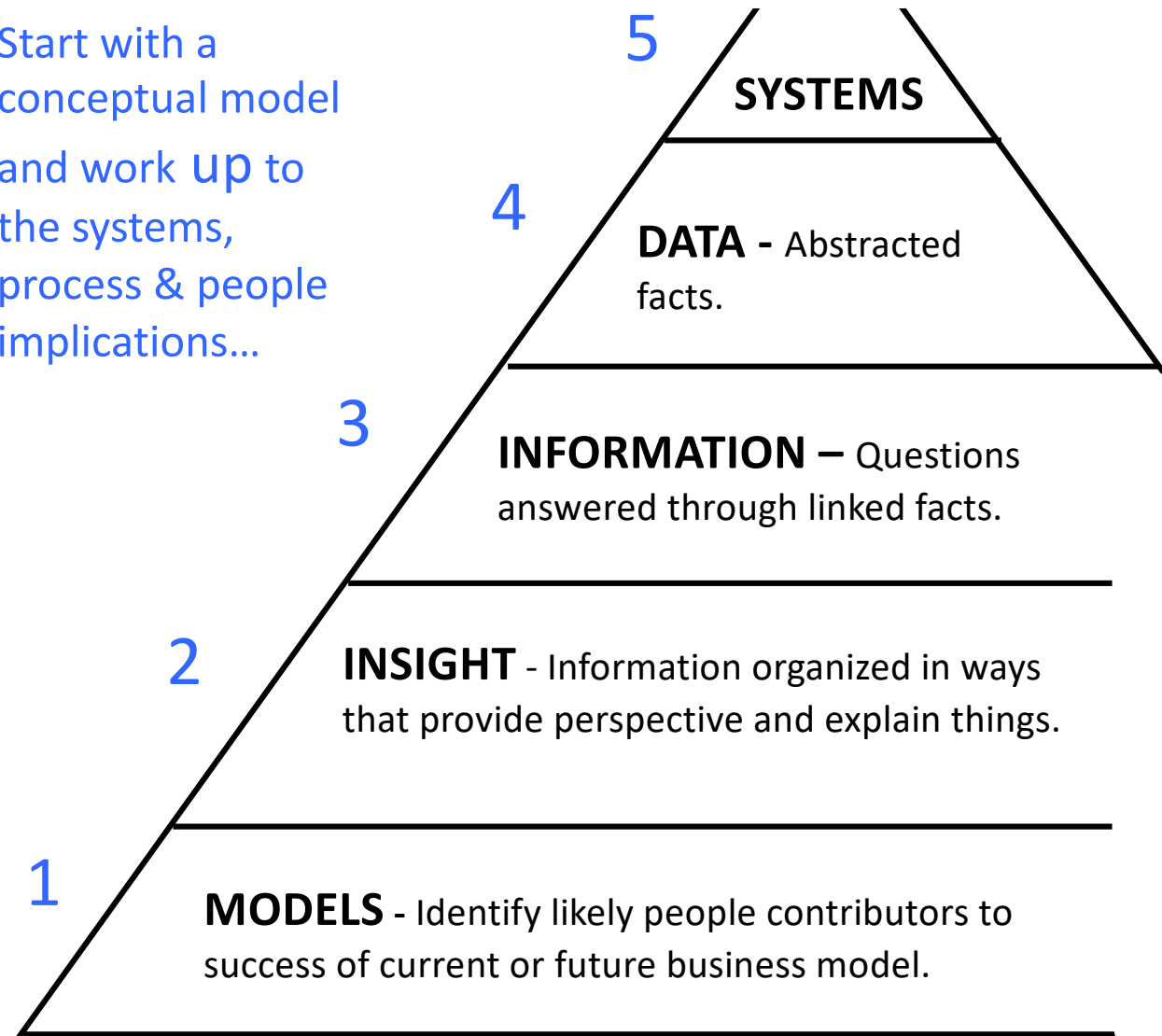
**DESIGNING, IMPLEMENTING, MANAGING & SUPPORTING NEW SYSTEMS:** "What systems should we implement?" "Who should be responsible for designing, implementing & maintaining each system?" "What is the best system architecture for us?" "What is the roadmap?"

# Four Phases

| I | II | III | IV |
|---|----|-----|----|
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Reduce project time, resources and risks by carefully gating work in phases, adding increasing certainty before moving into more time, resource & risk intense phases.

# MIKE'S INVERTED APPROACH

Start with a conceptual model and work up to the systems, process & people implications...

**5** SYSTEMS

**4** DATA - Abstracted facts.

**3** INFORMATION – Questions answered through linked facts.

**2** INSIGHT - Information organized in ways that provide perspective and explain things.

**1** MODELS - Identify likely people contributors to success of current or future business model.

## ACTIVITIES

**DESIGNING, IMPLEMENTING, MANAGING & SUPPORTING NEW SYSTEMS:** "What systems should we implement?" "Who should be responsible for designing, implementing & maintaining each system?" "What is the best system architecture for us?" "What is the roadmap?"

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# FOLLY IN DARKNESS

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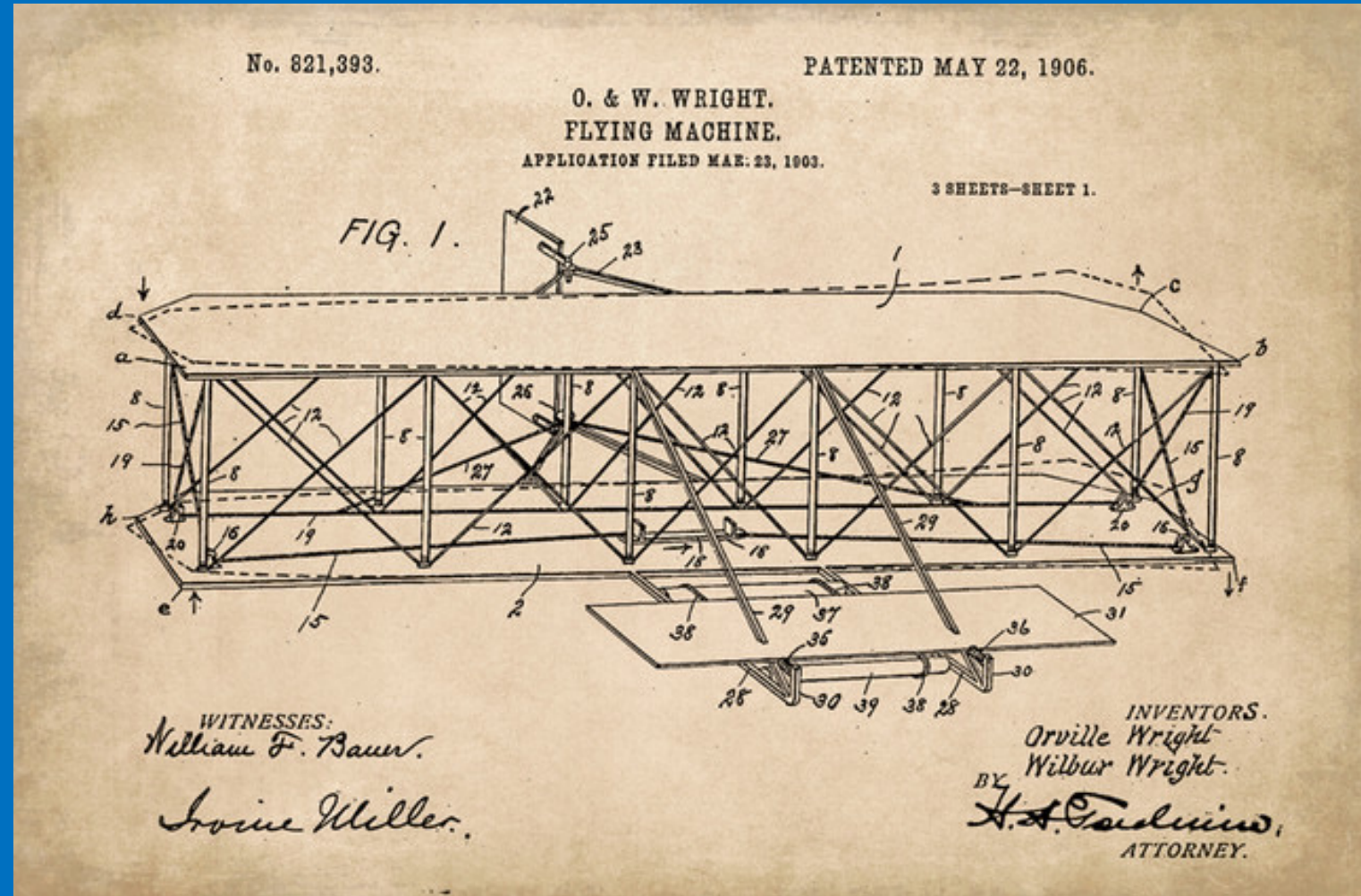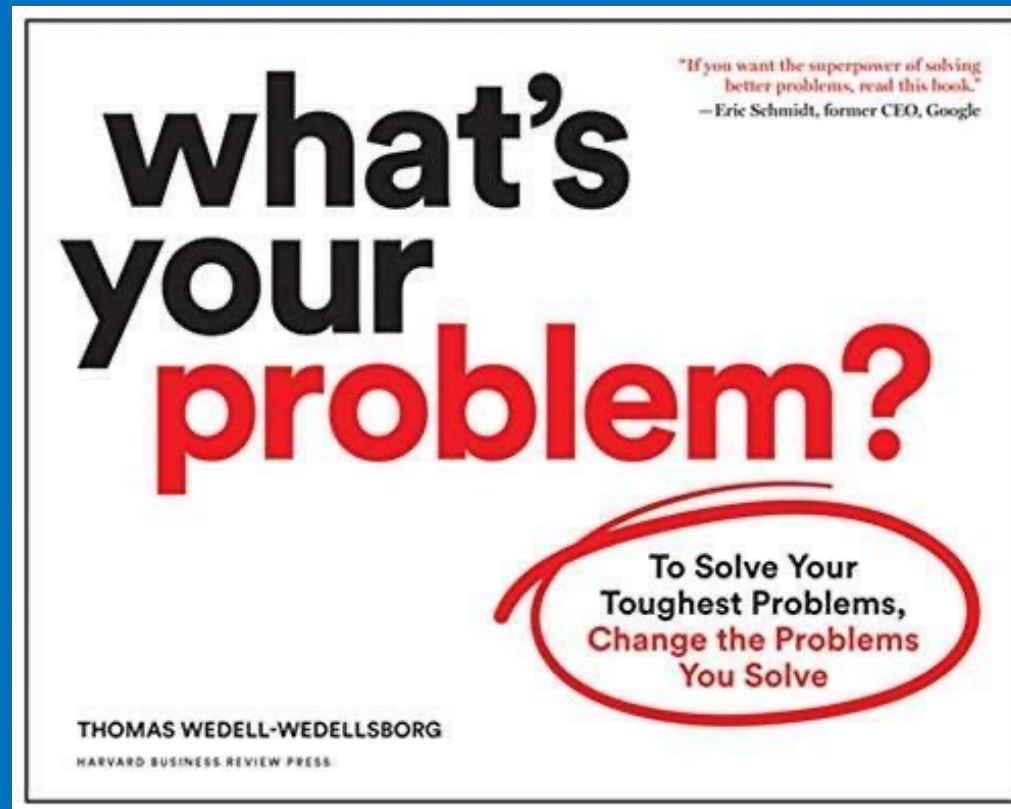DEFINITION OF SUCCESS

# RUNNING TO DAYLIGHT

PROBLEM ORIENTED

UNCERTAINTY FINDING

PERSPECTIVE BULDING

INCENTIVE CHALLENGING

RISK REDUCING

# RUNNING TO DAYLIGHT

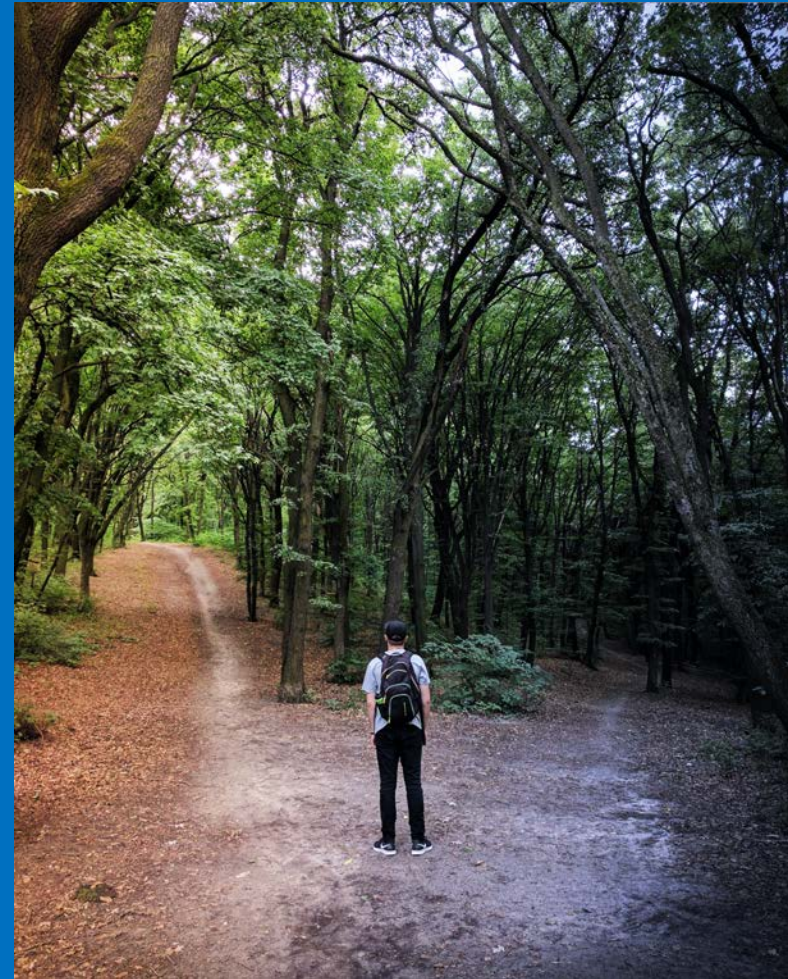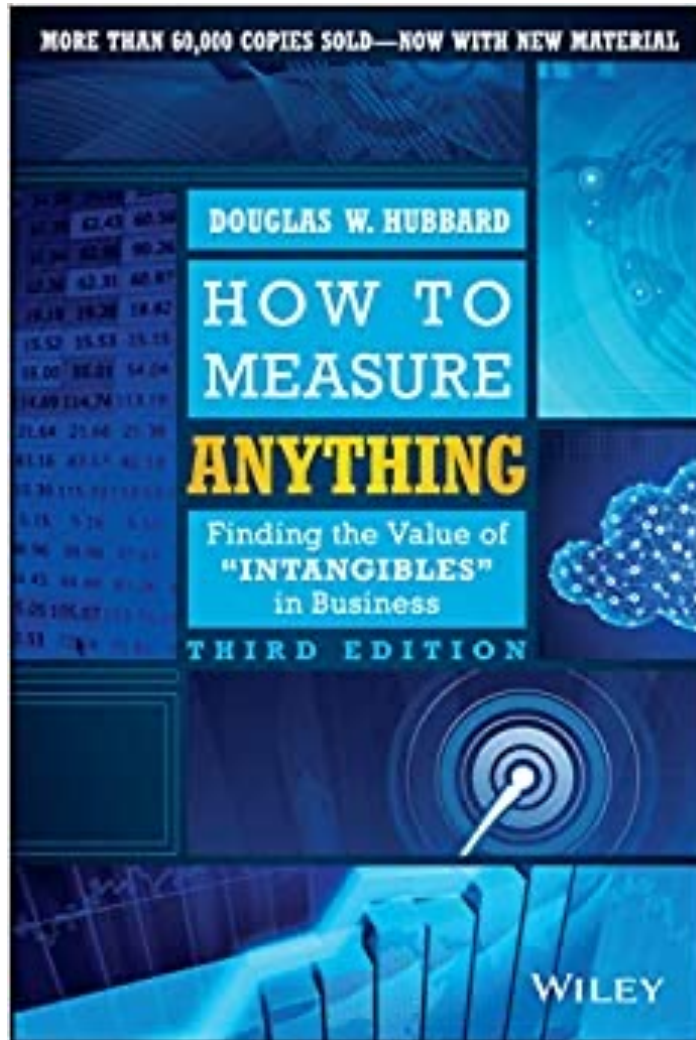PROBLEM ORIENTED

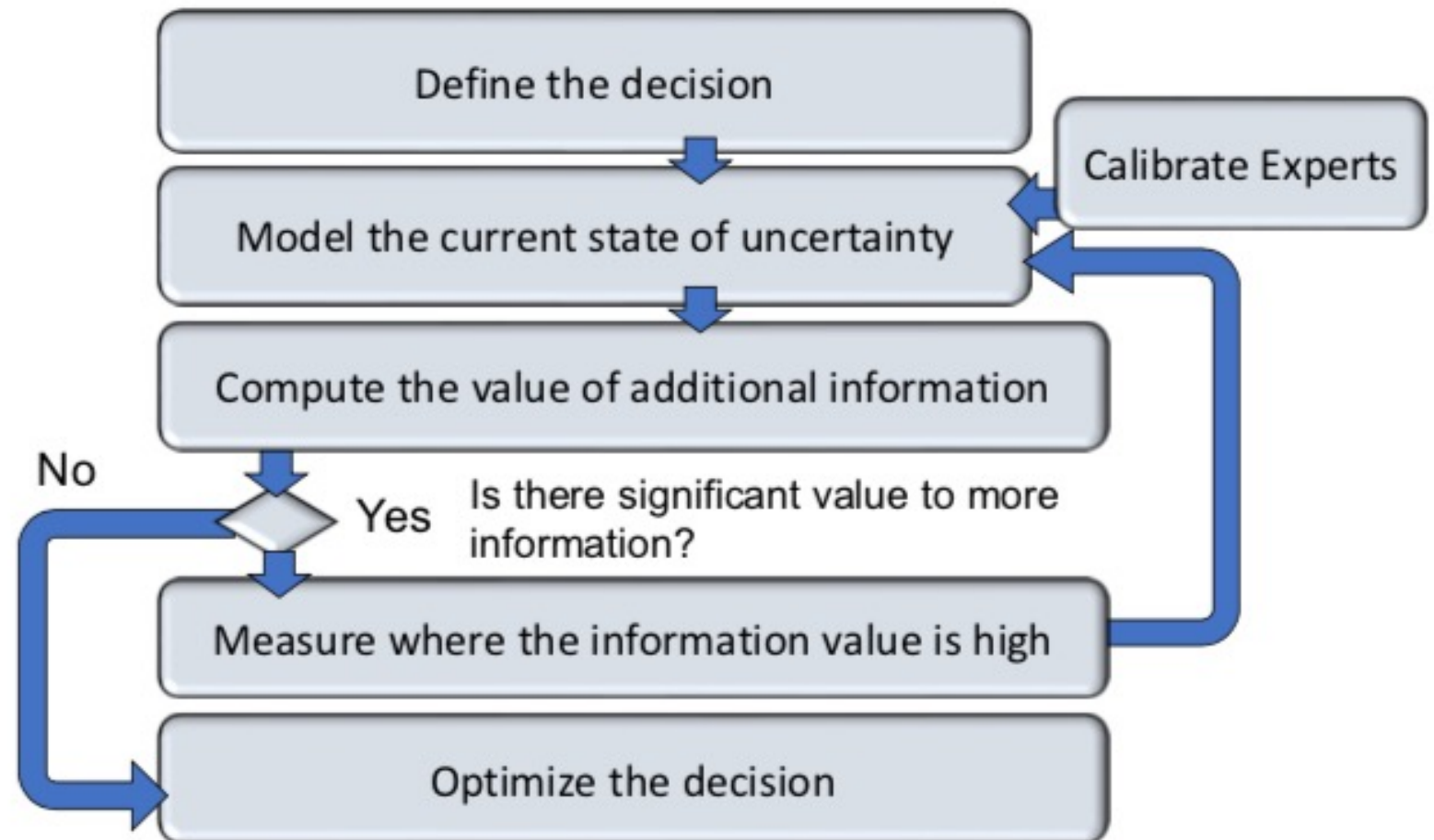UNCERTAINTY FINDING

PERSPECTIVE BULDING

INCENTIVE CHALLENGING

RISK REDUCING

# RUNNING TO DAYLIGHT

PROBLEM ORIENTED

UNCERTAINTY FINDING

PERSPECTIVE BULDING

INCENTIVE CHALLENGING

RISK REDUCING

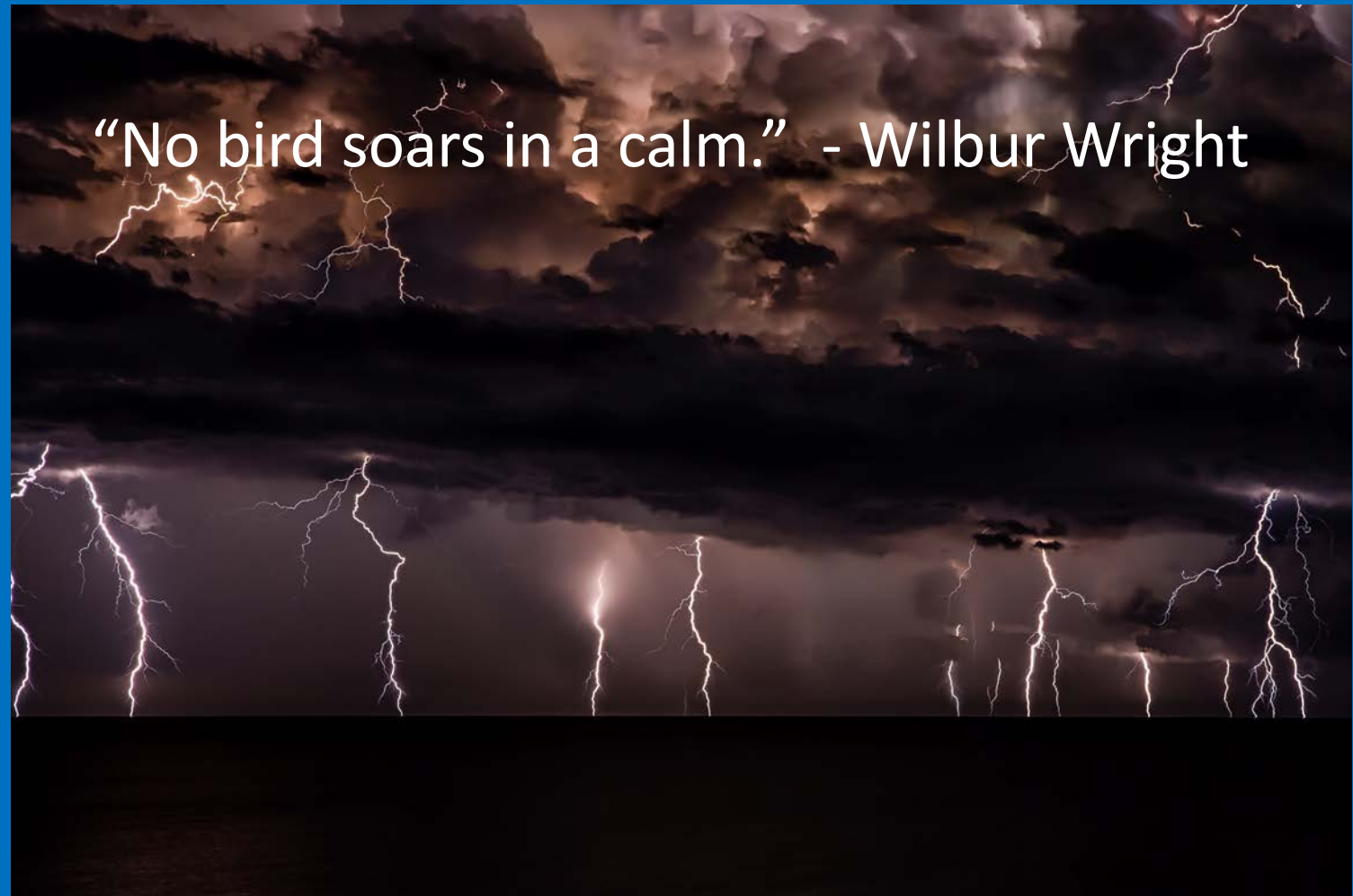**POINT:** Focus measurements where they matter most.



Define the decision

Calibrate Experts

Model the current state of uncertainty

Compute the value of additional information

Is there significant value to more information?

No

Yes

Measure where the information value is high

Optimize the decision

# RUNNING TO DAYLIGHT

PROBLEM ORIENTED

UNCERTAINTY FINDING

<u>PERSPECTIVE BULDING</u>

INCENTIVE CHALLENGING

RISK REDUCING


Anecdotes


Theory


Analysis
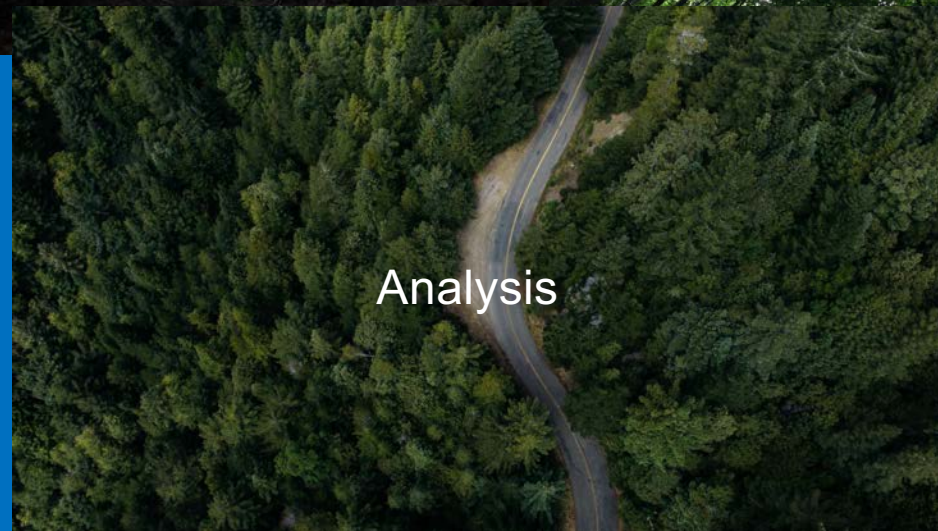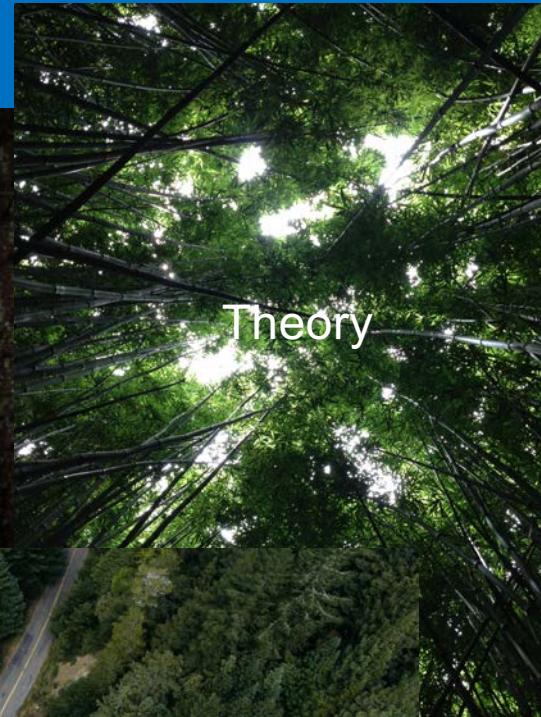
Behind the scenes may sometimes be complex, but to others we **deliver a simple service** that provides a simple advantage.



**FASTER LEARNING** DRIVES FASTER CHANGE

# RUNNING TO DAYLIGHT

PROBLEM ORIENTED

UNCERTAINTY FINDING

PERSPECTIVE BULDING

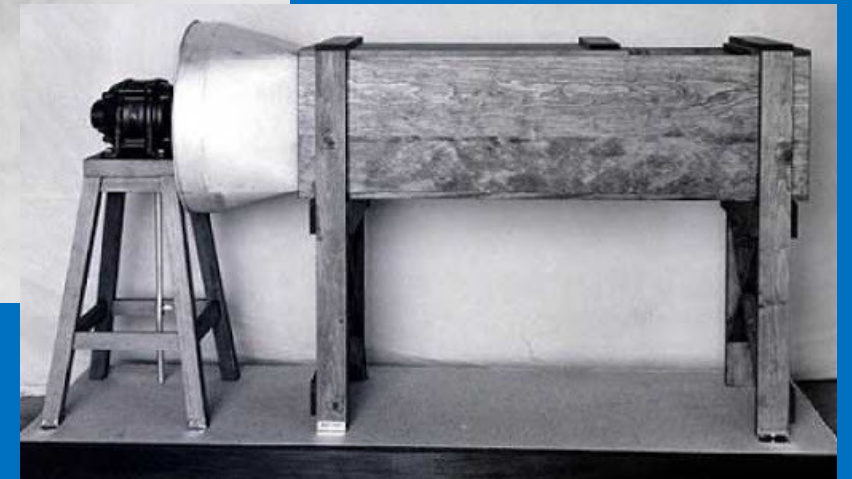INCENTIVE CHALLENGING

RISK REDUCING



Accounting



People Analytics

# RUNNING TO DAYLIGHT

PROBLEM ORIENTED

UNCERTAINTY FINDING

PERSPECTIVE BULDING

INCENTIVE CHALLENGING

RISK REDUCING



"No bird soars in a calm."  - Wilbur Wright
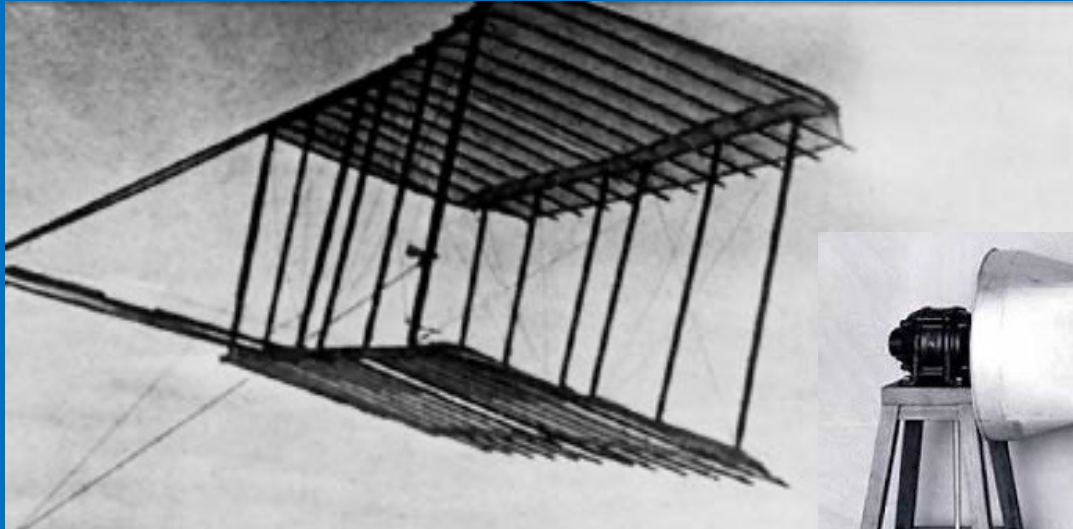
# AGILE DESIGN APPROACH

2 WEEKS | 2 WEEKS | 2 WEEKS | 2 WEEKS

**LEARN / DEFINE** → **DESIGN / PROTOTYPE** → **TEST** → **MEASURE**
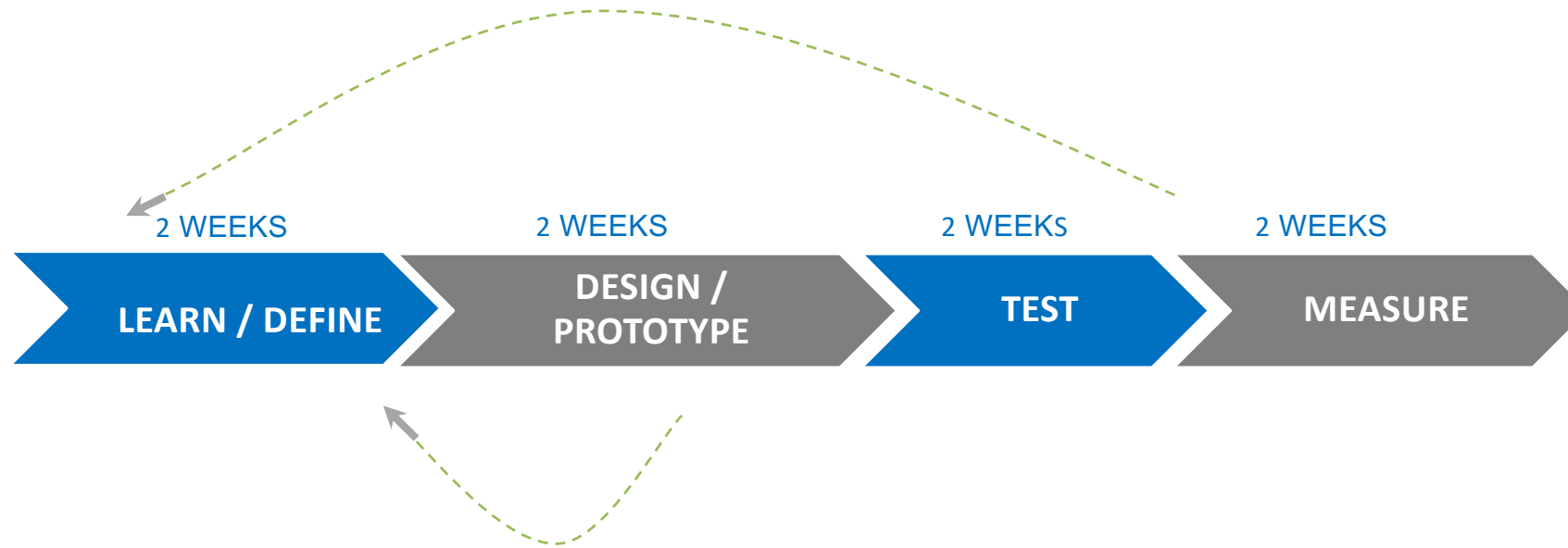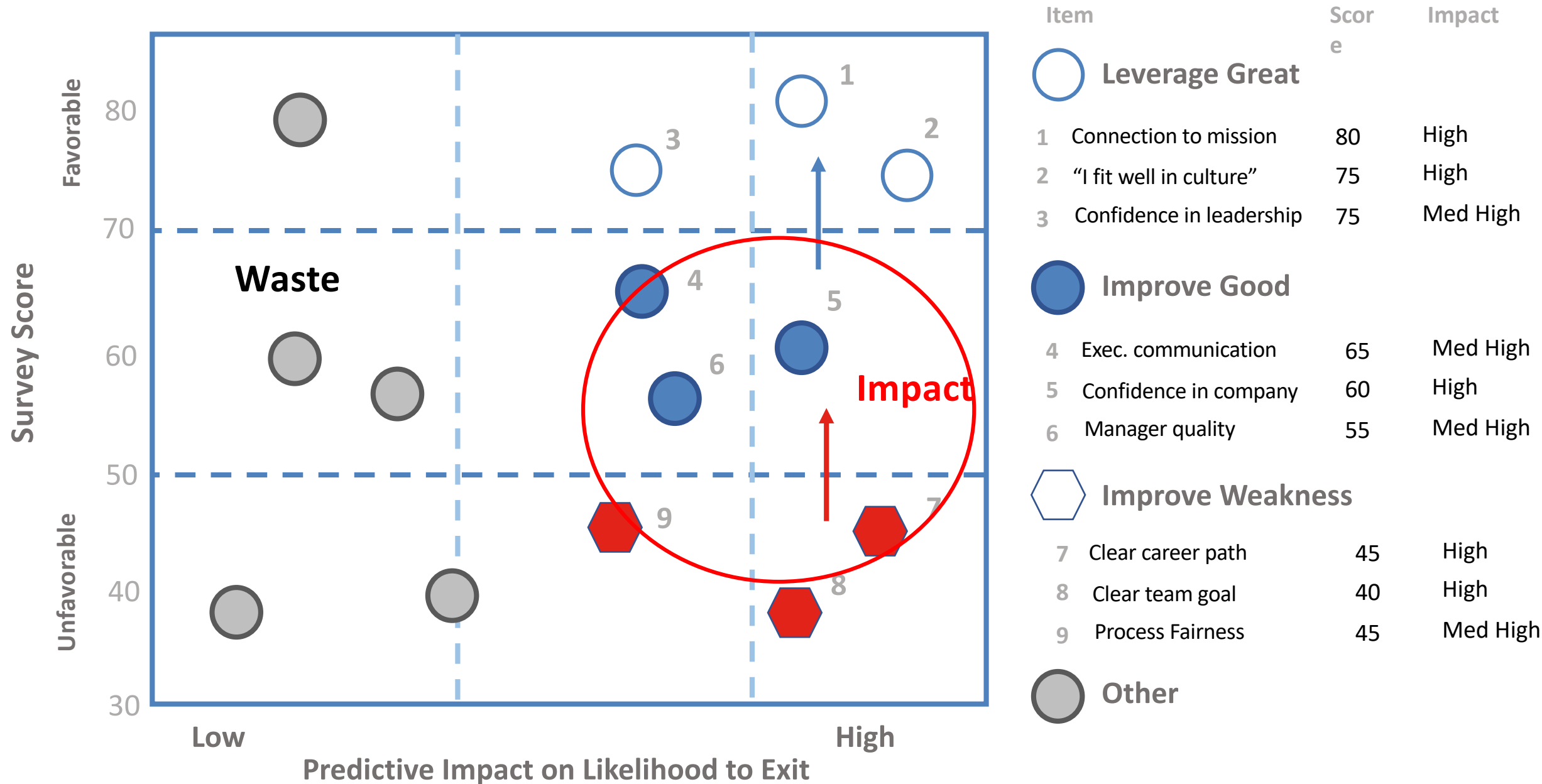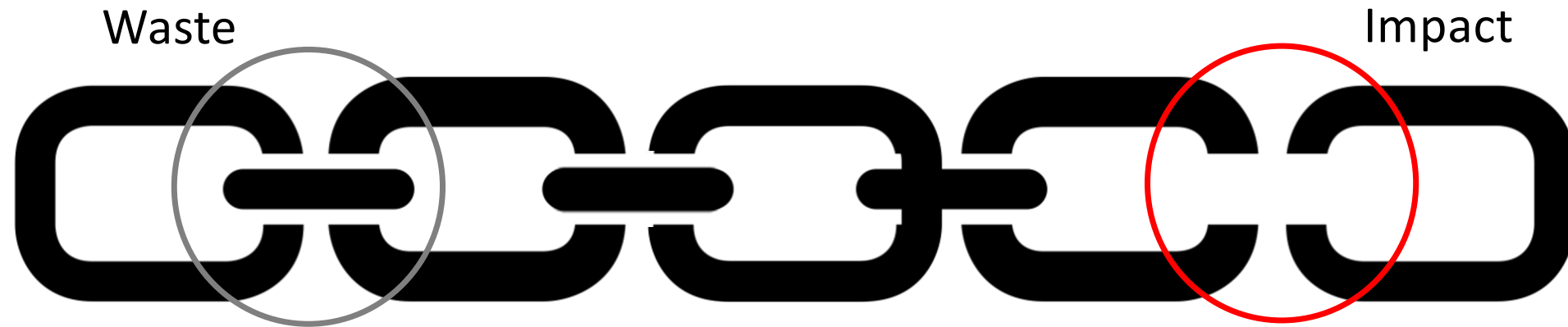
**Prototypes spark constructive interaction and reaction**

Likelihood to Exit Key Driver Report Example

We use data to identify where actions will have greatest value impact

Waste

Impact

All other actions are waste, even if they were otherwise "best practice"

"Waste is any human activity that absorbs resources but creates no value." —*James P. Womak and Daniel T. Jones, Lean Thinking*

# TRIPLE A FRAMEWORK

**If Attraction problem:** Can't get differentiating talent.

**If Attrition problem:** Losing talent as fast as you attract it or losing better talent than you keep.

ATTRACTION

ATTRITION

TRIPLE A
MEASUREMENT
FRAMEWORK

ACTIVATION

**If Activation problem:** Not getting the most value out of the talent you have.
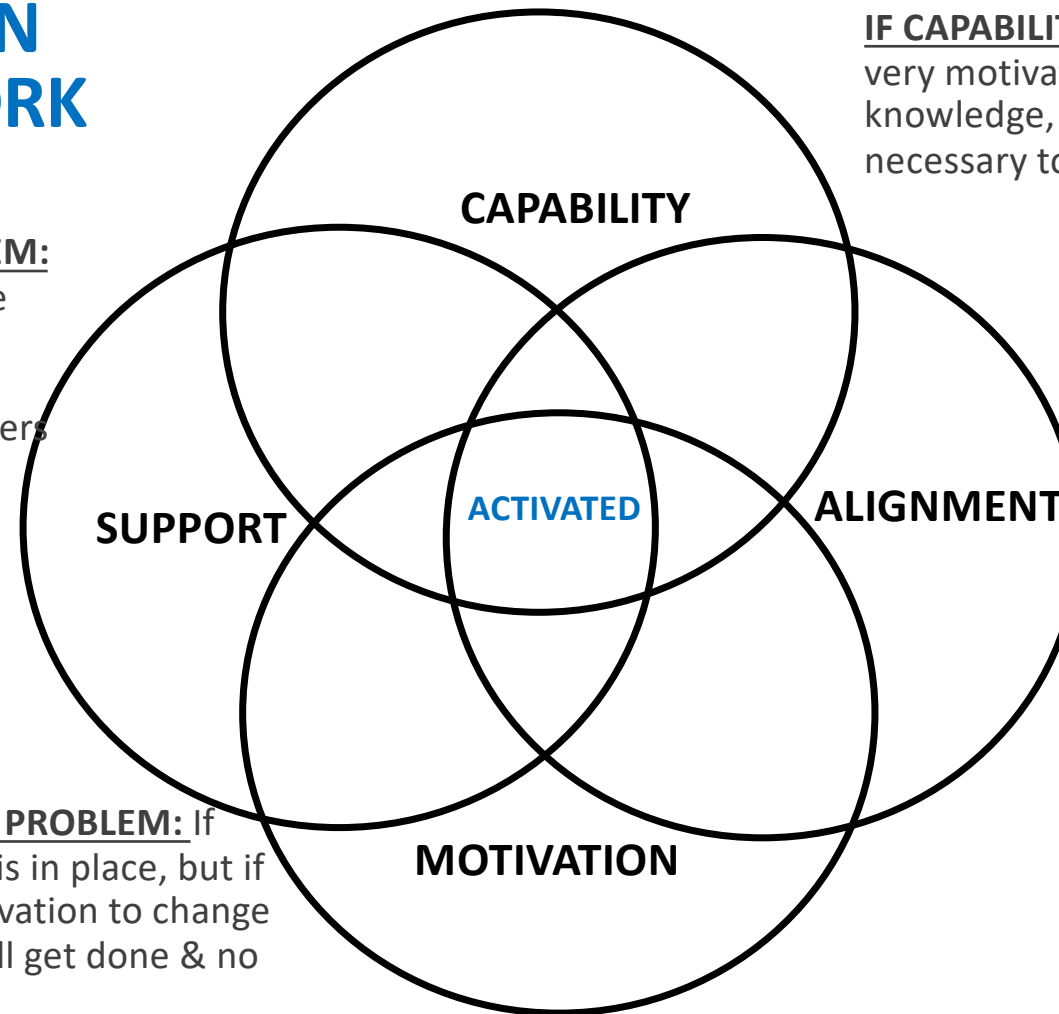
# ACTIVATION FRAMEWORK

**IF SUPPORT PROBLEM:**
performance may be
limited if tools and
resources are
unavailable, and others
aren't responding to
needs.

**IF CAPABILITY PROBLEM**: may be
very motivated but lack
knowledge, skills or abilities
necessary to deliver high value.

**CAPABILITY**

**SUPPORT**

**ACTIVATED**

**ALIGNMENT**

**IF ALIGNMENT
PROBLEM:** may be
capable and
motivated but
working on the
wrong things so no
value is delivered.

**IF MOTIVATION PROBLEM:** If
everything else is in place, but if
there is no motivation to change
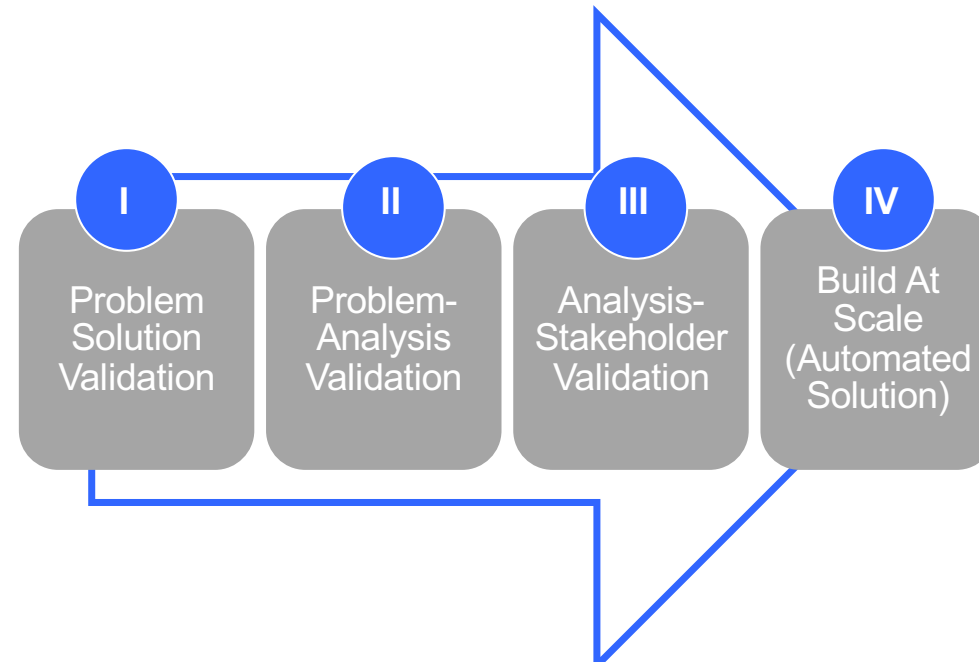then nothing will get done & no
value produced.

**MOTIVATION**

# ACTIVATION

**SAMPLE**

MODEL CONCEPTS

INFERENCES / MEASURES

**ALIGNMENT**

There is a clear objective around which myself and the people I work with rally.

I have a clear understanding of the difference between an average contribution and a great contribution for my role.

**CAPABILITY**

My primary work group has all the capabilities it needs right now to achieve top performance as a team.

I have the capabilities I need right now to achieve top performance in my current role right now.

...

# Four Phases

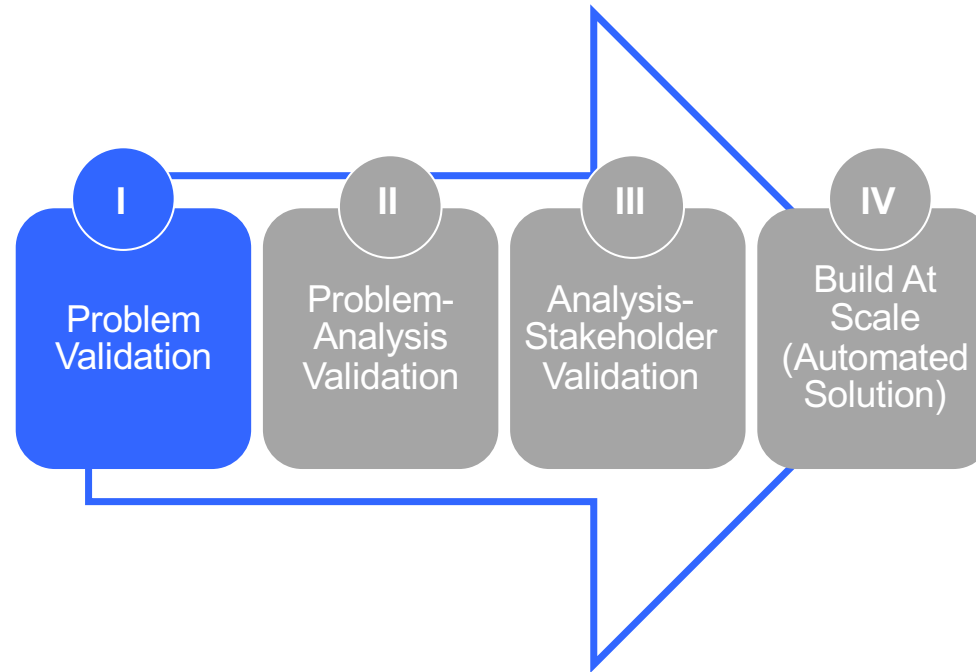| I | II | III | IV |
|---|----|-----|-----|
| Problem Solution Validation | Problem-Analysis Validation | Analysis-Stakeholder Validation | Build At Scale (Automated Solution) |

Reduce project time, resources and risks by carefully gating work in phases, adding increasing certainty before moving into more time, resource & risk intense phases.
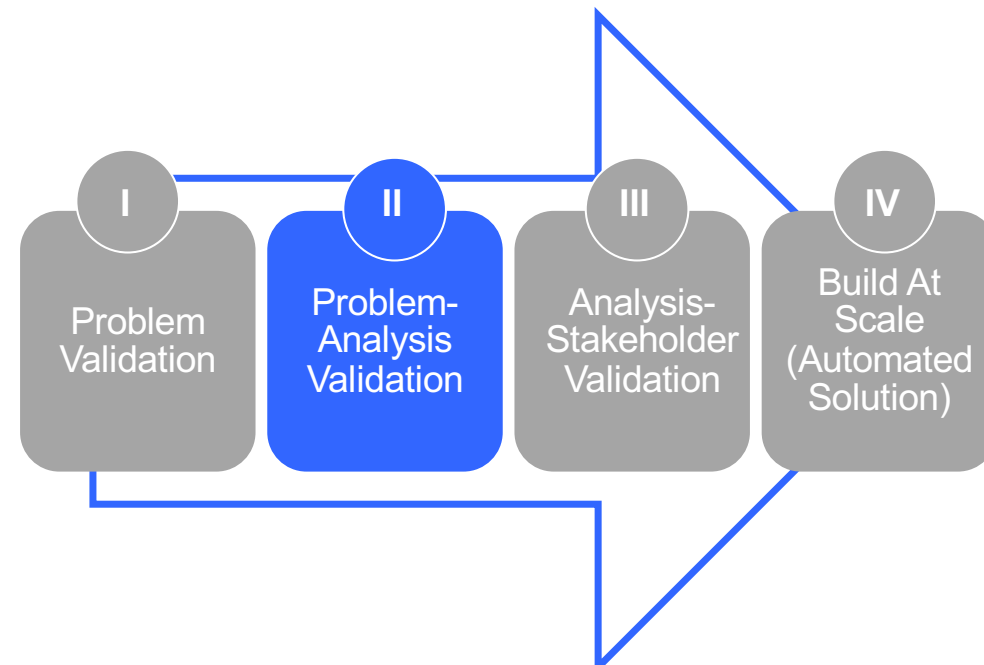
# Phase I



I. Problem Validation
II. Problem-Analysis Validation
III. Analysis-Stakeholder Validation
IV. Build At Scale (Automated Solution)

## Problem Validation Phase

- **Basic risk removed :** have we truly selected problem or question worth spending time and money working on?
- **Phase output :** A.) sketch of result of data workflow, report or analysis. B.) output becomes design input for next phase.
- **Phase decision :** do we agree the result of the project (data workflow, report or analysis)? Does anything need to be added, removed or changed for for the example to be more useful when we get to result.

# Phase II



## Problem-Analysis Validation Phase

- **Basic risk removed :** can we come up with a viable data workflow / reporting / analysis plan to address the problem or question?
- **Phase output :** A.) model / framework describing the data workflow and relationship between variables that will be described in the report / analysis. B.) output becomes design input for next phase.
- **Phase decision :** can we execute on the project (data workflow, report or analysis) in a timely and affordable way that meets the requirements of phase 1? Should we proceed? What is needed? Who is going to do what, when?

# Phase III
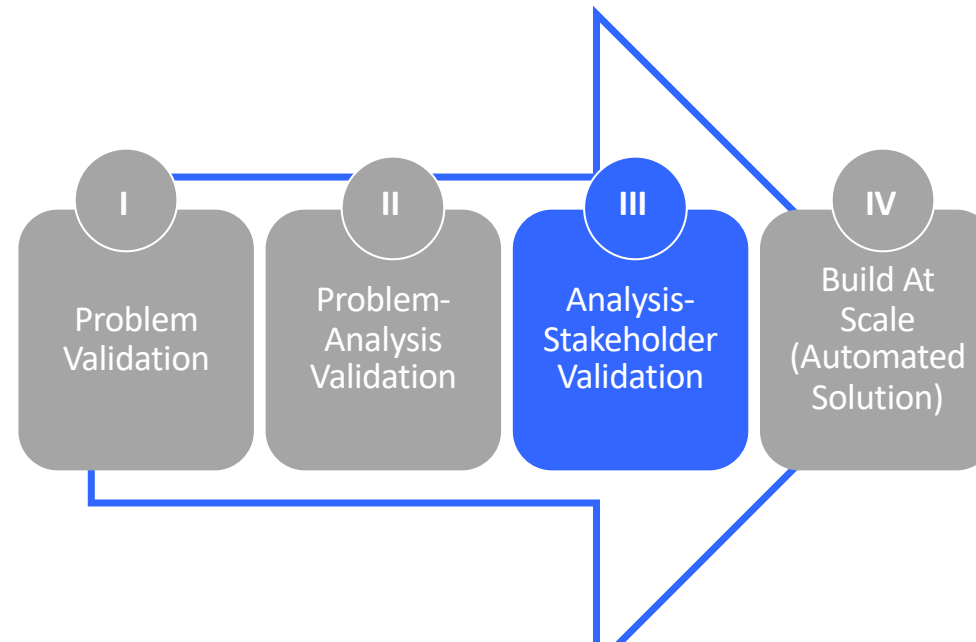


## Analysis-Stakeholder Validation Phase

- **Basic risk removed :** provided an actual report / analysis / conclusion, does the chosen stakeholder group find value in it and use it?
- **Phase output :** 1) a consultant prepared report / analysis / executive summary with actual data. 2.) requirement specifications if the project is to be made into permanent automated solution applied at scale.
- **Phase decision :** with the analysis provided is the project totally complete? Should the data workflow / report / analysis be made a regular, automated process? Would the it likely be useful to other audiences?

# Phase IV



I — Problem Validation
II — Problem Analysis Validation
III — Analysis Stakeholder Validation
IV — Build At Scale (Automated Solution)
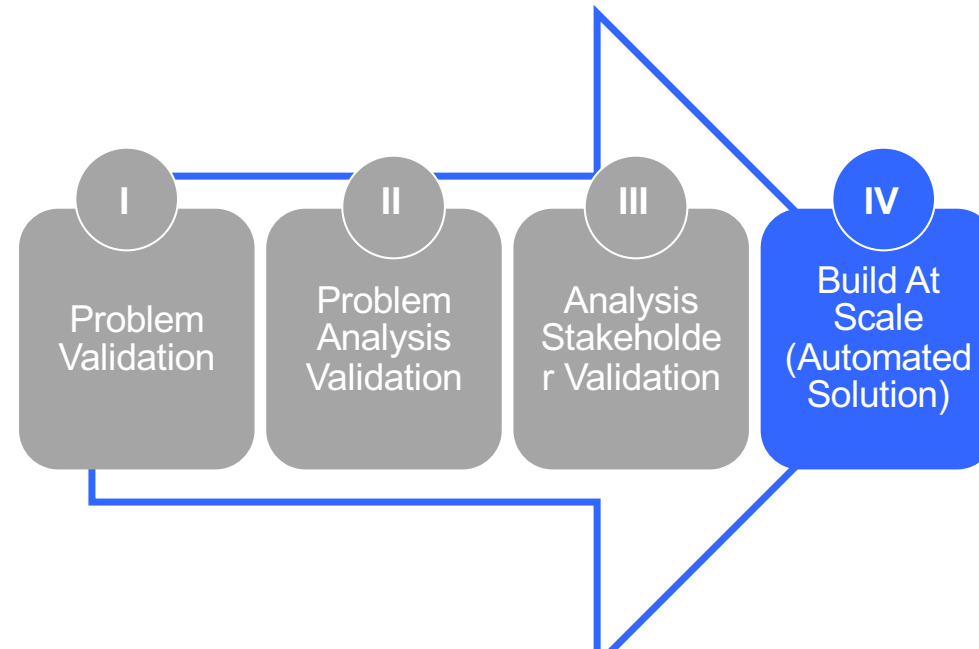
## Build at Scale

- **Basic risk removed :** the question of how to produce the desired output efficiently at scale?
- **Phase output :** a permanent, repeatable, automated report / analysis / executive summary that updates dynamically with actual data.
- **Phase decision :** with the output provided is the project totally complete or are more changes required? What is the next most valuable problem focus, with this done?
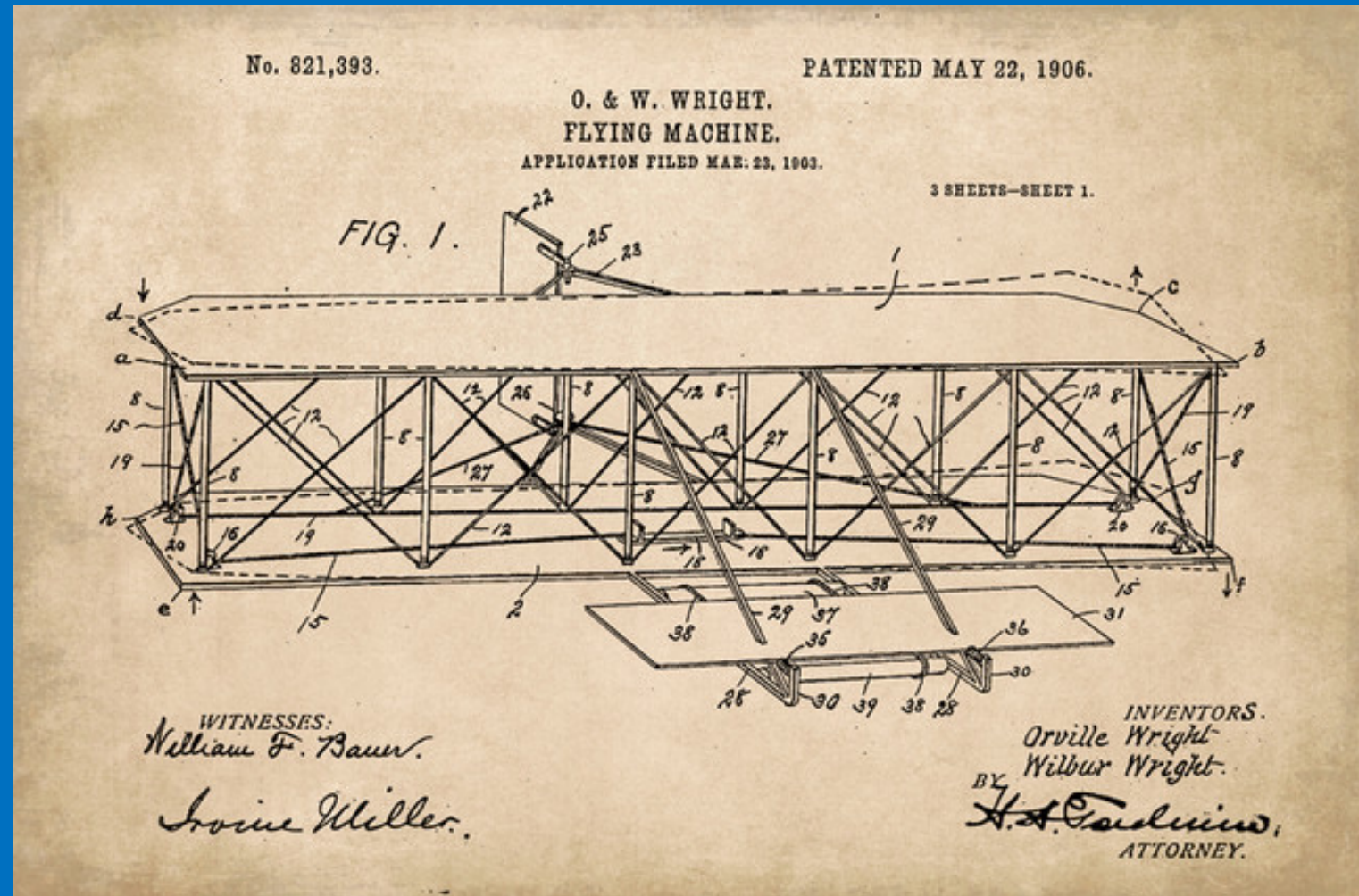
# RUNNING TO DAYLIGHT

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RISK REDUCING

# DECIDING WHERE TO GO

1. DECIDE BIG QUESTIONS FIRST.

2. GO IN ORDER OF FUNDAMENTALNESS

3. THINK IN REVERSE – "INVERT, ALWAYS INVERT"

4. REALITY IS MATHEMATICAL AND MULTI-VARIATE

5. MODEL, MEASURE, LEARN

6. LOOK FOR VARIANCE + UNCERTAINTY

7. MOVE SPENDING IN STEP WITH VALUE

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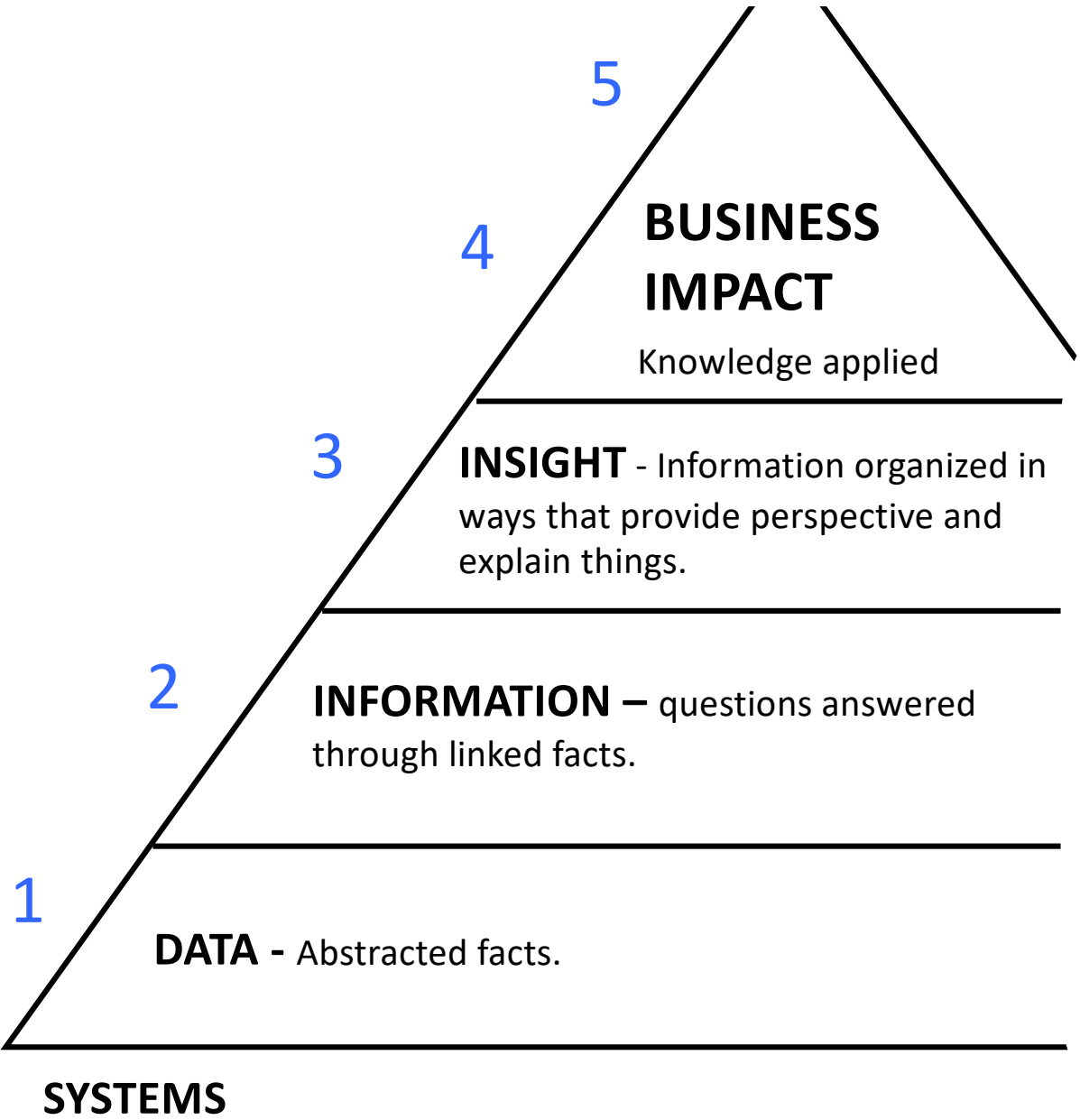
# CHARTING YOUR COURSE

1. PICK A PROBLEM AND WORK BACKWARDS

2. DEFINE ABC MODEL

3. SEE HOW PEOPLE REACT TO STATEMENTS

4. IDENTIFY WHERE IS THE VARIABILITY

5. IS UNCERTAINTY REDUCABLE BY MODEL – PROPOSED CAUSE AND EFFECT RELATIONSHIPS

6. TEST AN IDEA THAT SHOULD CHANGE REACTION

7. DID IT CHANGE?

## SUMMARY

1. People analytics is just a human adaptation for learning in a specific context

2. It's new, adaptive, and simpler than you think

3. Those who learn faster win

4. Resources are scarce and tend to lag needs

5. Problem focus solves many problems at once

# NORMAL APPROACH



**5**

**BUSINESS IMPACT**

Knowledge applied

**4**

**3** **INSIGHT** - Information organized in ways that provide perspective and explain things.

**2** **INFORMATION –** questions answered through linked facts.

**1** **DATA -** Abstracted facts.

**SYSTEMS**

**ACTIVITIES**

**DESIGNING & SHARING NEW MODELS:**
"What do we expect Y to be next QTR?", "How do we change Y?", and "What X1, X2, X3 changes move Y with least effort?"

**DESIGNING & IMPLEMENTING WORKFLOW FOR NEW INSIGHTS:** "How is Y trending?", "How does X relate to Y?", "What X1,X2,X3 . . . combination best explains Y?", "Is Y good or bad?" or "What's broke?"

**DESIGNING NEW MORE EFFECTIVELY OR EFFICIENT WAYS OF GETTING OR SHARING DATA:** "Can we standardize XYZ data and move it between systems?", "Can I get this XYZ standard dashboard on demand?" or "Can you just push XYZ report to me every month?"
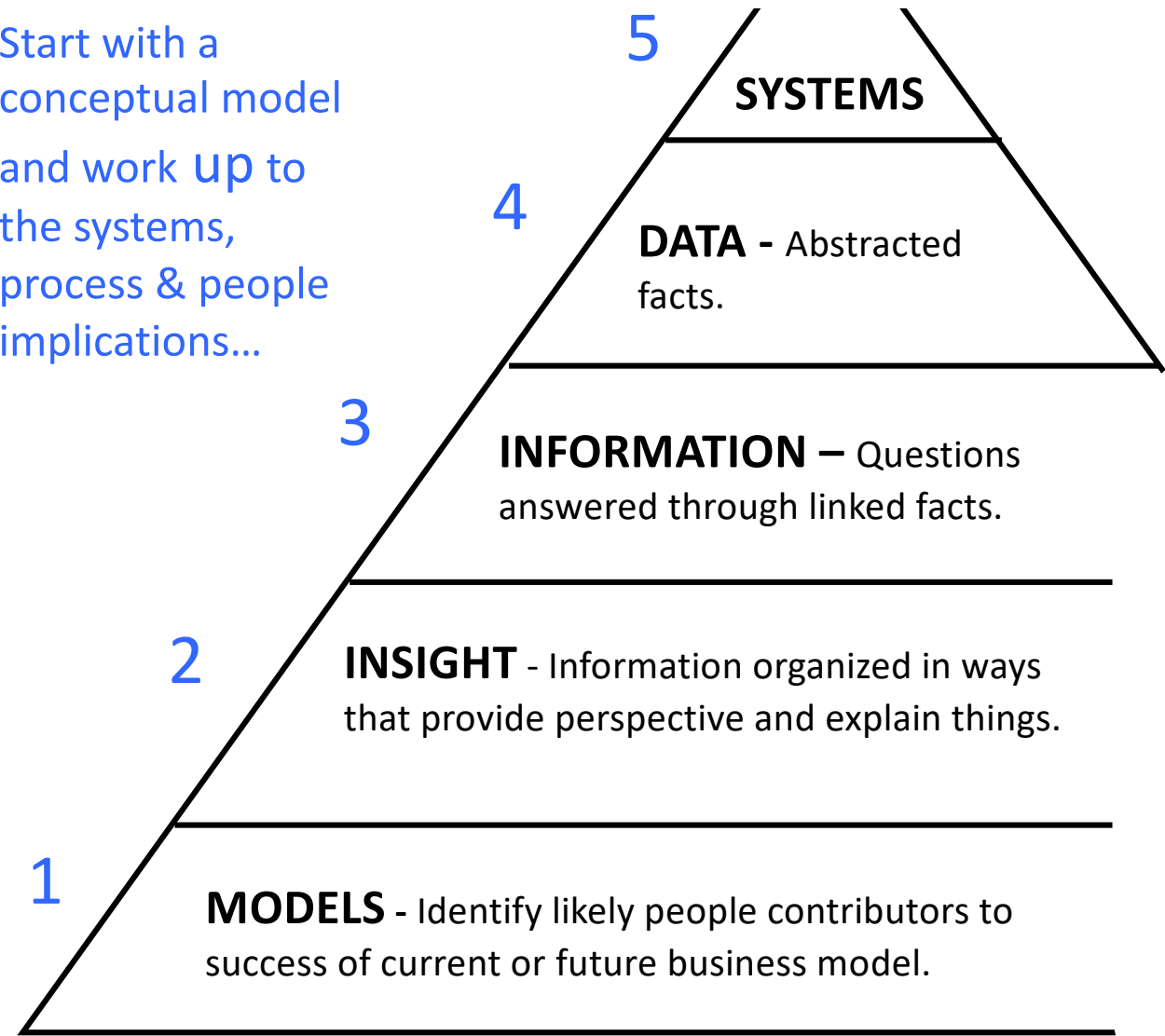
**CREATING & CATALOGING NEW DATA & FACTS:** "What data do we have currently?", "How can we collect data for X1?", "How can we measure X2?", "Is the data we are using accurate, precise, valid, reliable?" "How many X's do we have?" "Can I have an employee roster list for XYZ unit?" or "Can you prepare a report of X for my exec staff meeting next week?"

**DESIGNING, IMPLEMENTING, MANAGING & SUPPORTING NEW SYSTEMS:** "What systems should we implement?" "Who should be responsible for designing, implementing & maintaining each system?" "What is the best system architecture for us?" "What is the roadmap?"

# MIKE'S INVERTED APPROACH

Start with a conceptual model and work **up** to the systems, process & people implications…

**5** SYSTEMS

**4** DATA - Abstracted facts.

**3** INFORMATION – Questions answered through linked facts.

**2** INSIGHT - Information organized in ways that provide perspective and explain things.

**1** MODELS - Identify likely people contributors to success of current or future business model.

## ACTIVITIES

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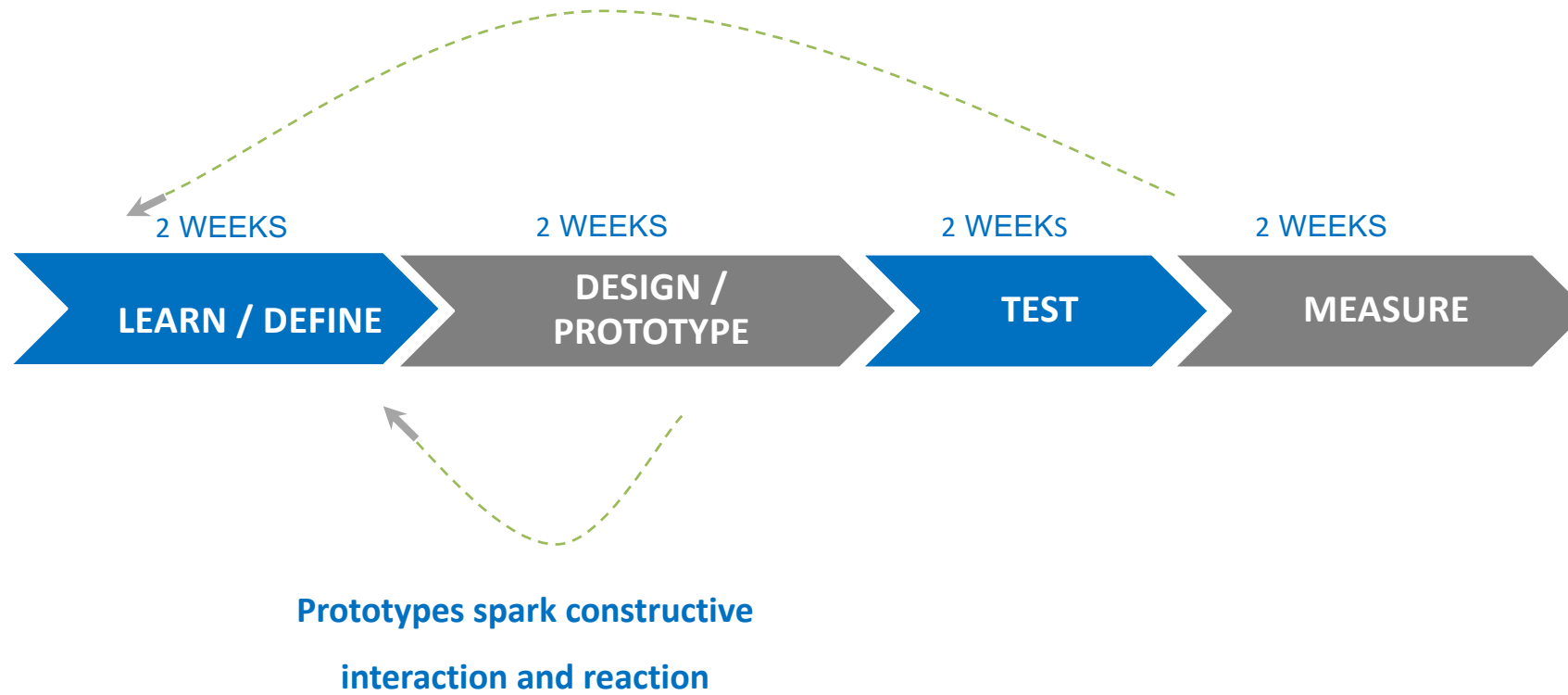
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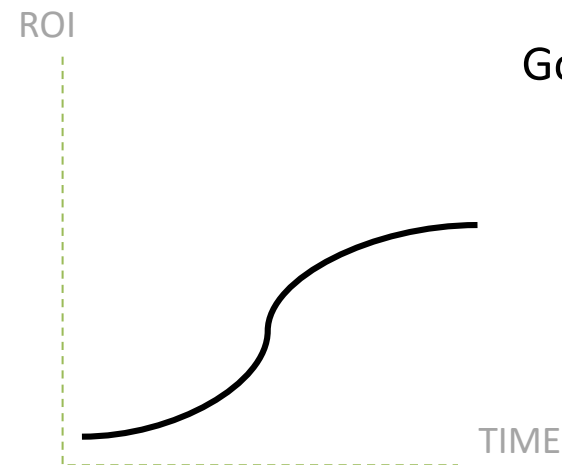**Prototypes spark constructive interaction and reaction**

# ADAPTIVE IS BETTER FOR PEOPLE, ANALYTICS

People analytics address problems that have an unknown solution and that require the inputs and actions of many. Therefore, we gate risk and embrace failure in small action-oriented sprints to learn faster.
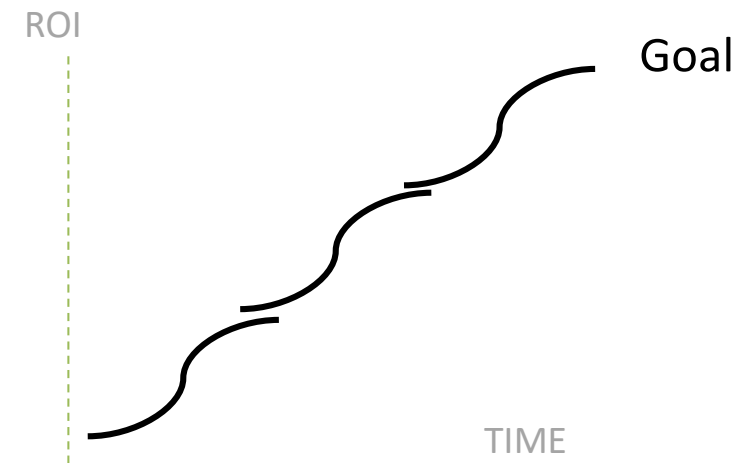
**THE EXPECTATION**

ROI

Goal

TIME

**THE REALITY**

ROI

Goal

TIME
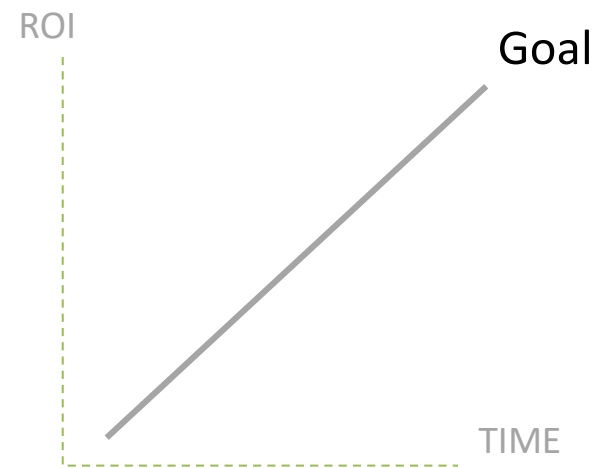
**THE AGILE SOLUTION**

ROI

Goal

TIME

LAY PEOPLE AND EXPERTS ALIKE OVER-ESTIMATE WHAT THEY KNOW. AS A CONSEQUENCE MAKE MANY ERRORS. IT IS OUR GOAL TO REDUCE THESE ERRORS THROUGH DELIBERATE ATTENTION TO DETAIL IN HOW WE USE DATA TO PROVIDE FEEDBACK AND LEARNING.
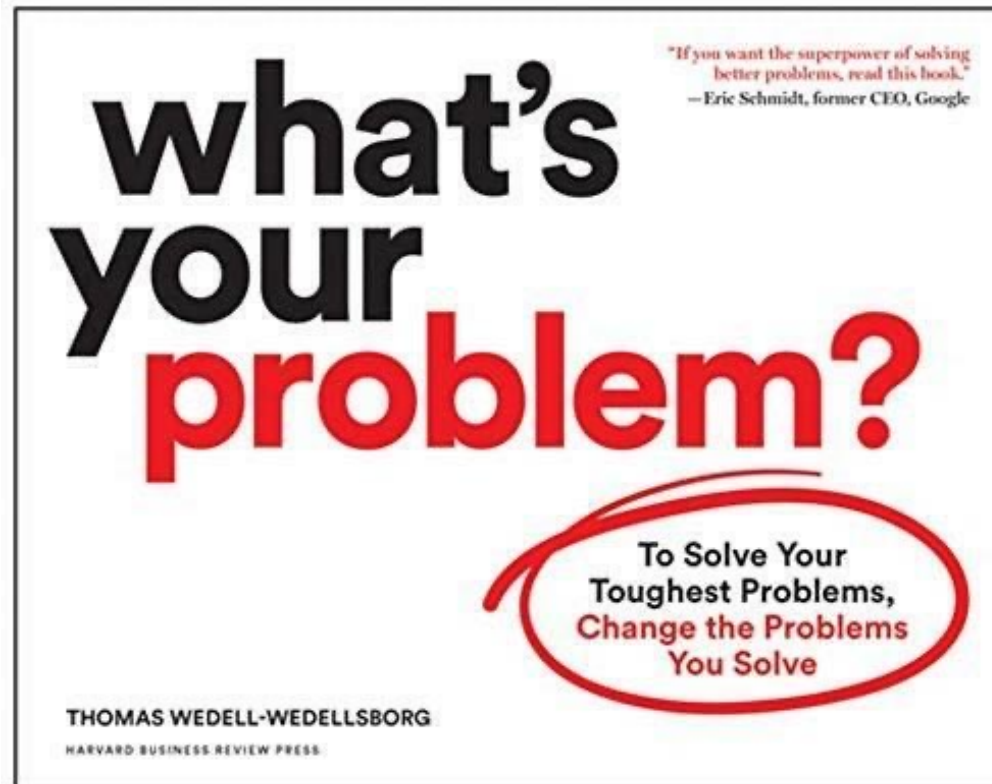
# THINKING, FAST AND SLOW

# DANIEL KAHNEMAN
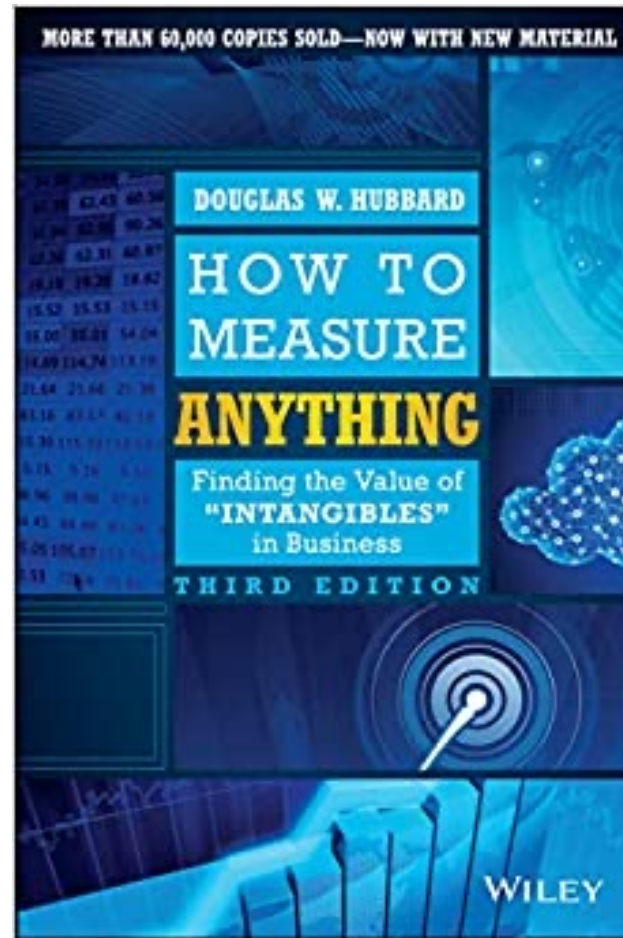
WINNER OF THE NOBEL PRIZE IN ECONOMICS

READ BY PATRICK EGAN • AN UNABRIDGED PRODUCTION

PROBLEM FRAMING IS THE KEY TO INNOVATIVE PROBLEM SOLVING. "A PROBLEM WELL DEFINED IS A PROBLEM HALF-SOLVED"

YOU WILL BE
SURPRISED
HOW EASY IT IS
TO MAKE
BETTER
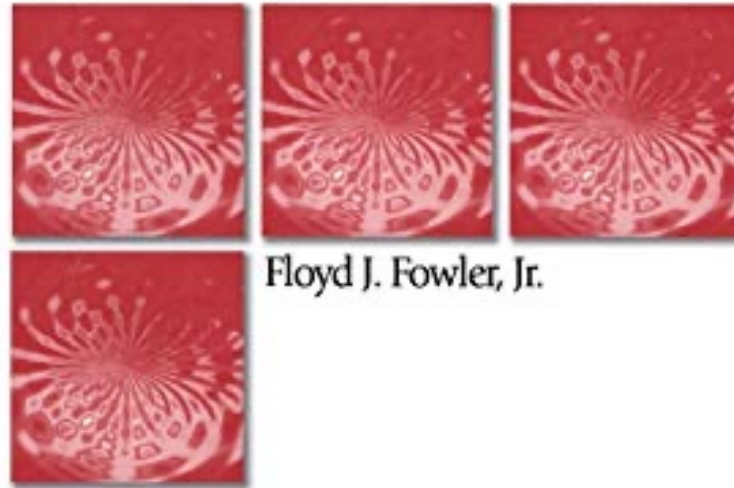DECISIOSN WITH
A JUST A LITTLE
MEASUREMENT

THE BIGGEST ERROR IN PEOPLE ANALYTICS IS NOT IN THE APPLICATION OF THE STATISTICS, IT IS IN WHAT WE MEASURE AND IN HOW WE DESIGN THE MEASURES



volume 38

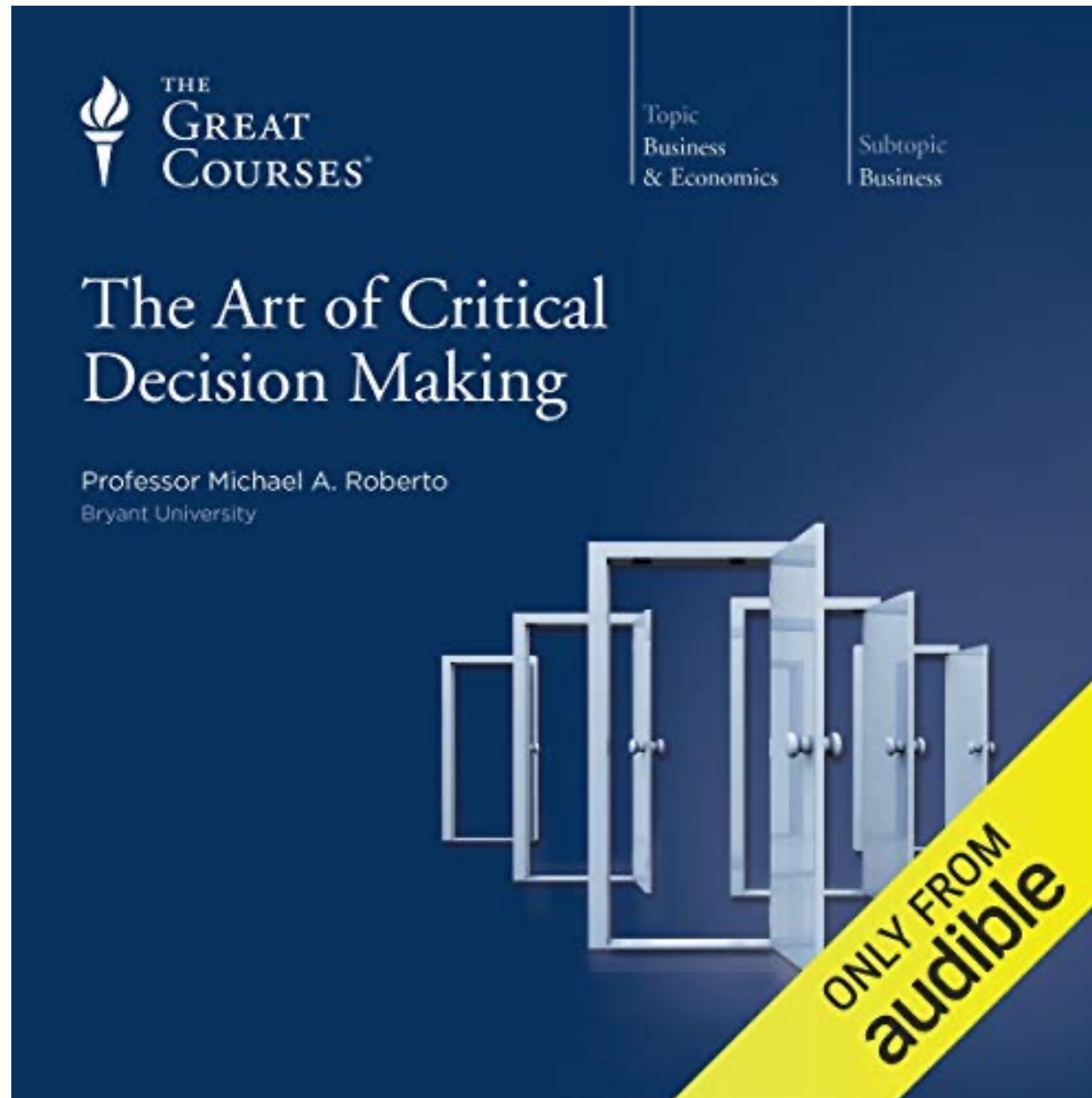# IMPROVING SURVEY QUESTIONS

*Design and Evaluation*

Floyd J. Fowler, Jr.

AT THE END OF THE
DAY, ANALYTICS IS
JUST A TOOL TO
MAKE BETTER
DECISIONS.
ANALYTICS DOESN'T
SUPPLY THE
QUESTIONS, THE
MANNER OF
INTERPRETING OR
THE APPLICATION.
CRITICAL THINKING
DOES. THEREFORE,
MOST HR
PROFESSIONALS
SHOULD START HERE
FIRST...



THE
GREAT
COURSES®

Topic
Business
& Economics

Subtopic
Business

The Art of Critical
Decision Making

Professor Michael A. Roberto
Bryant University

ONLY FROM
audible

I WAS SURPRISED TO LEARN SO MUCH FROM HOW THEY DID THIS. I SEE MANY PARALLELS TO WHAT WE ARE TRYING TO ACHIEVE FOR HUMANITY WITH PEOPLE ANALYTICS.



# DAVID McCULLOUGH

# THE WRIGHT BROTHERS

## READ BY THE AUTHOR

# Ten and a Half Helpful Notions

1. Think of people analytics is a method of learning that is rooted in measurement, specific, achievable now, relevant and timely.

2. All human problems are from shortfalls in either perspective or incentives.

3. The solution to all human problems is mathematical, multi-disciplinary and multi-variate.

4. The path to greatness is always simpler than you think.

5. The most important human advantages are created by learning faster. Process is instrumental.

6. Resources are always scarce and tend to lag value – thus at outset focus on value.

7. Focus solves many problems at once.

8. Most people evaluate risk wrong, often precisely backwards!

9. Incentives, not technology is the obstacle to progress. Change the incentives, change the game.

10. The things we didn't measure yet contain the most information & value.

10.5 There is nothing I describe here that cannot be done in less than a few months and less than $15,000.

"Isn't it astonishing that all these secrets have been preserved for so many years just so we could discover them?"   - Orville Wright

# QUESTIONS?