



People Analytics webinar series

# Delivering Value On The Big People Analytics Promise

Third module of the webinar series:  
**Becoming an Analytics Aware HR Leader**

**Thank you for joining us, today.**  
This webinar will start in a couple of minutes.

# Housekeeping Rules



Use the **question box** to ask questions



You'll receive the **slides** via email



You'll receive the **recording** within 24 hours



Please tell us how we did at the **end**



# About this webinar series

Welcome to the webinar series: *Becoming an analytics aware HR leader*, organized by Crunchr and KennedyFitch.

This is the third module ***Delivering value on the big People Analytics promise.***

## In the next 45 minutes, you will learn about:

- Bridging the gap between business and HR
- Understanding the drivers of Tech adoption
- Using data science to build strategies



# Important dates to remember

## **5<sup>th</sup> of October** – People Analytics Simulation Game for Leaders in HR

In a realistic simulation game, you will get a hands-on experience to analyze leadership topics, diversity, equality & inclusion and structure cost reduction initiatives. With this experience, everything comes together. No analytical skills are required, just curiosity.

**Don't miss this chance and sign up for free!**



# What is Analytics in HR?

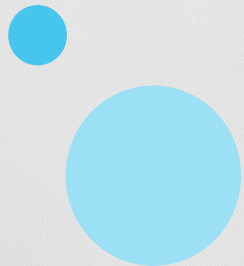
The use of workforce related data and advanced analytics to improve business outcomes and employee experience.

HR Analytics focuses on analyzing the HR Function.

Workforce Analytics focuses on group dynamics and structures.

People Analytics focuses on behavioral aspects of people.

Whatever the analytics, always keep direct line of sight with business value. "What value are you chasing?"



# The Anatomy of People Analytics

## The Journey from Reporting to Analytics

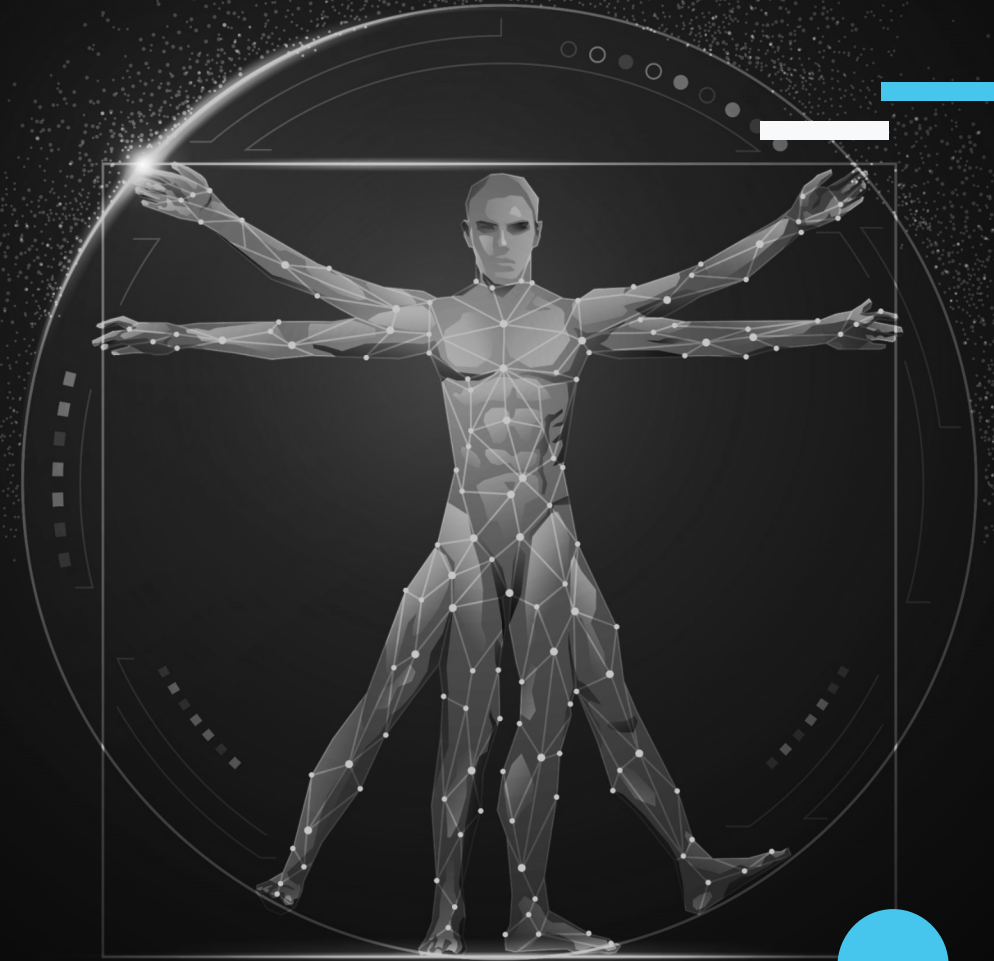
Growing everything in balance and at the right time.

## Workforce Reporting & People Analytics Strategy

- Defining your ambitions with the North Star
- Building the roadmap
  - Data Governance
  - Technology
  - Organizational Capabilities
  - Culture and Adoption (next week)

## Building the business case

- Workforce Reporting
- People Analytics & Beyond



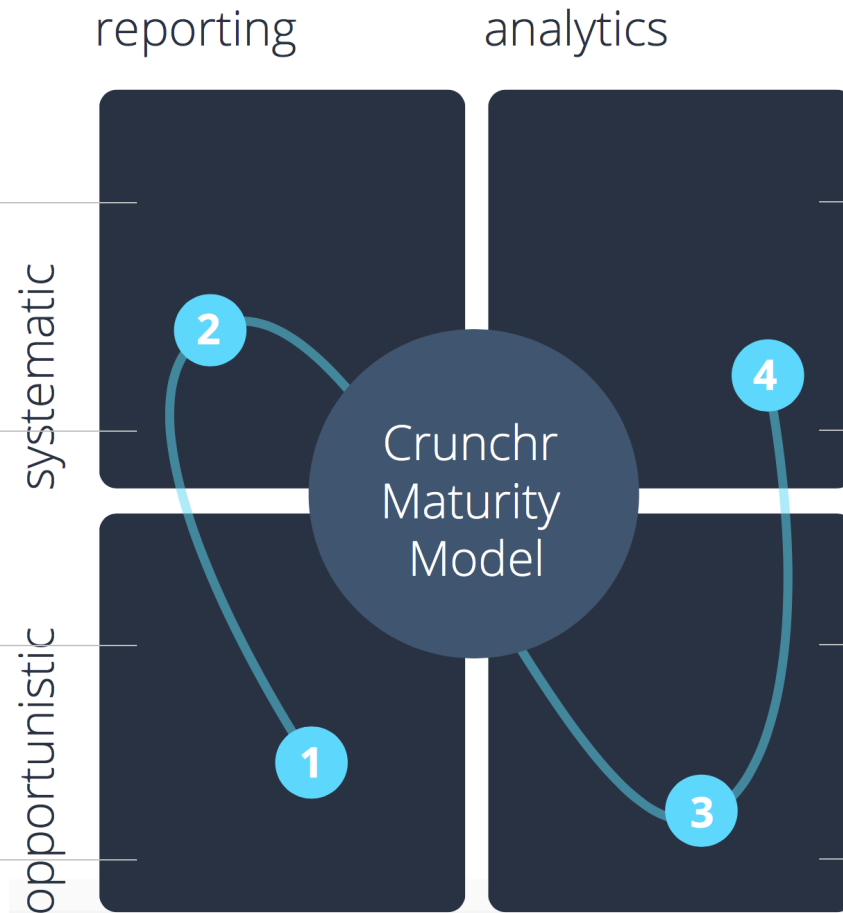
# The Journey from Reporting to Analytics

Managers are empowered with actionable insights; technology matures and HR feeds “did you know” appetizers to the leadership.

Homegrown HR- dashboards are launched. Data gets democratized and governance improves.

Local systems are replaced with one global HR system. Processes harmonize and efficiency improves.

Everybody creates their own reports, data is all over the place, duplication of work.



Deep learning models go into production improving work! HR joins the business analytics community (and the exec board).

The analytics team grows and manages the projects with value strikes. Funding from business increases quickly.

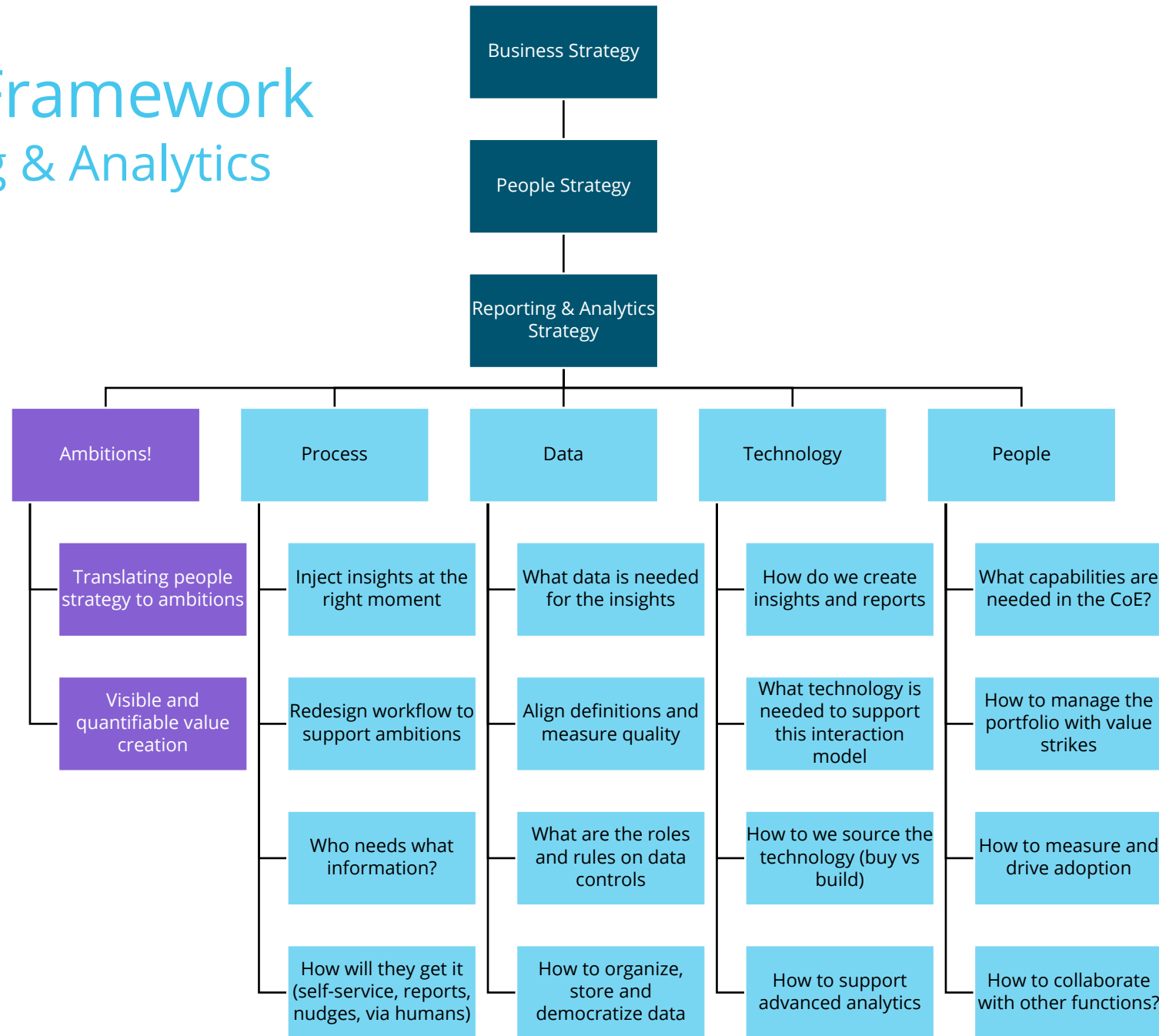
Development of an advanced (cross functional) analytics strategy.

Introduction of AI / ML techniques.

Business starts to ask 'why' & 'now what'. Yeah, a pull! Data scientists join the team and datasets becomes richer.

**Take away: there are no short-cuts**

# Strategy Framework for Reporting & Analytics (example)



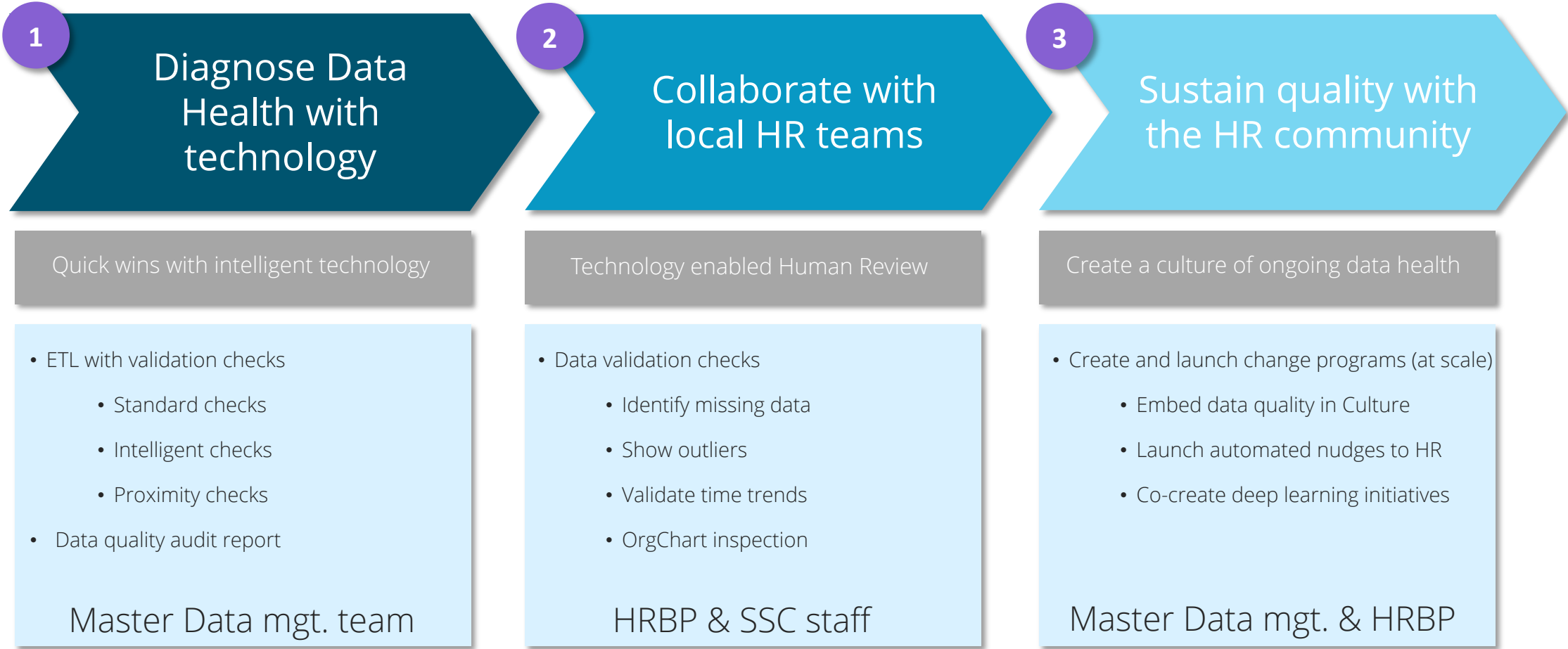
Interaction Model:  
"The North Star"

Operating Model



# Improving Data Health in Three Stages

Crunchr developed unique technology to improving data quality



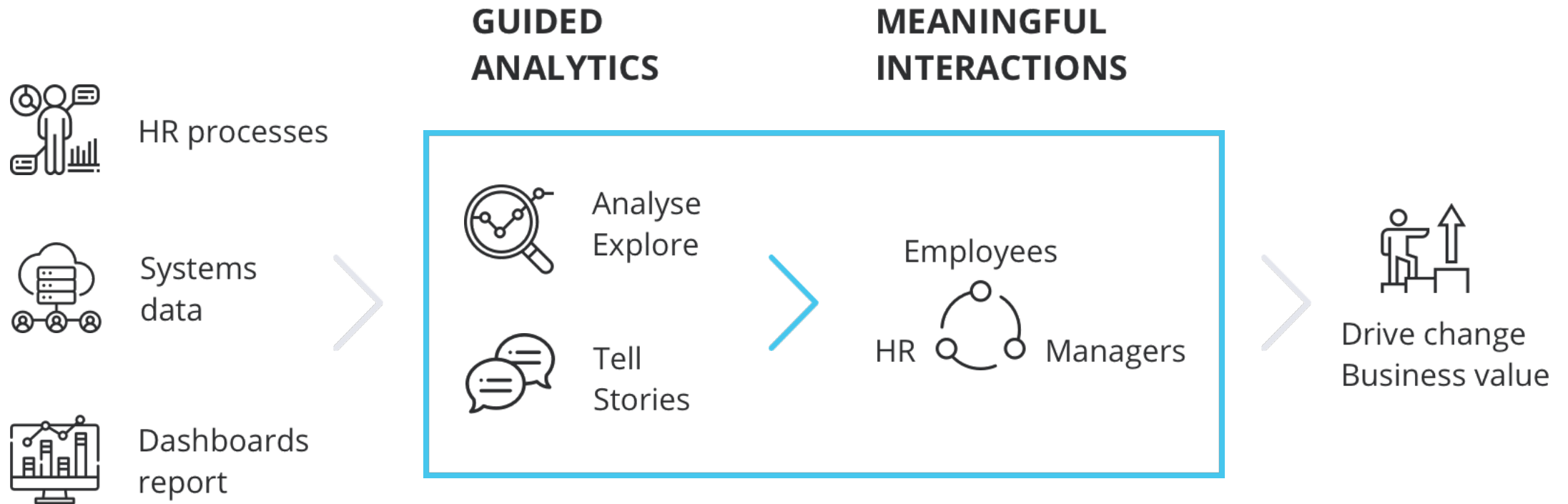
# People Analytics starts with a data driven culture

You can have tools, data, processes, technology and capabilities, but a data driven culture brings all of this to life.

Think about it as an environment that seeks to leverage data whenever and wherever possible to enhance business performance and employee experience.



# Convince your audience by transforming numbers into engaging stories



# Build bridges to drive business impact by...

For instance, **HR's main focus is around people and HR processes**, and finding systems that can facilitate their need for dashboarding and reporting.

On the other end of the spectrum, **the business main focus is about generating profit** and maximizing it to its fullest potential.



## ...Creating a universal language

These organizational differences in interests can be extremely difficult to bridge. This doesn't mean that it is impossible.

Today's technologies give HR Business Partners the opportunity to build bridges by creating a universal business language founded on the combined values of HR and the business.

# How can you adopt People Analytics?

Provide training in People Analytics

Establish a vision

Create a  
data-driven culture

Invest in senior People Analytics capabilities

## Build a Expertise Center for People Analytics

Develop a roadmap

Talk to the business  
on what they need

Create a diverse and inclusive data-driven culture

## Find Executive Sponsorship

Improve data quality

Increase analytics fluency

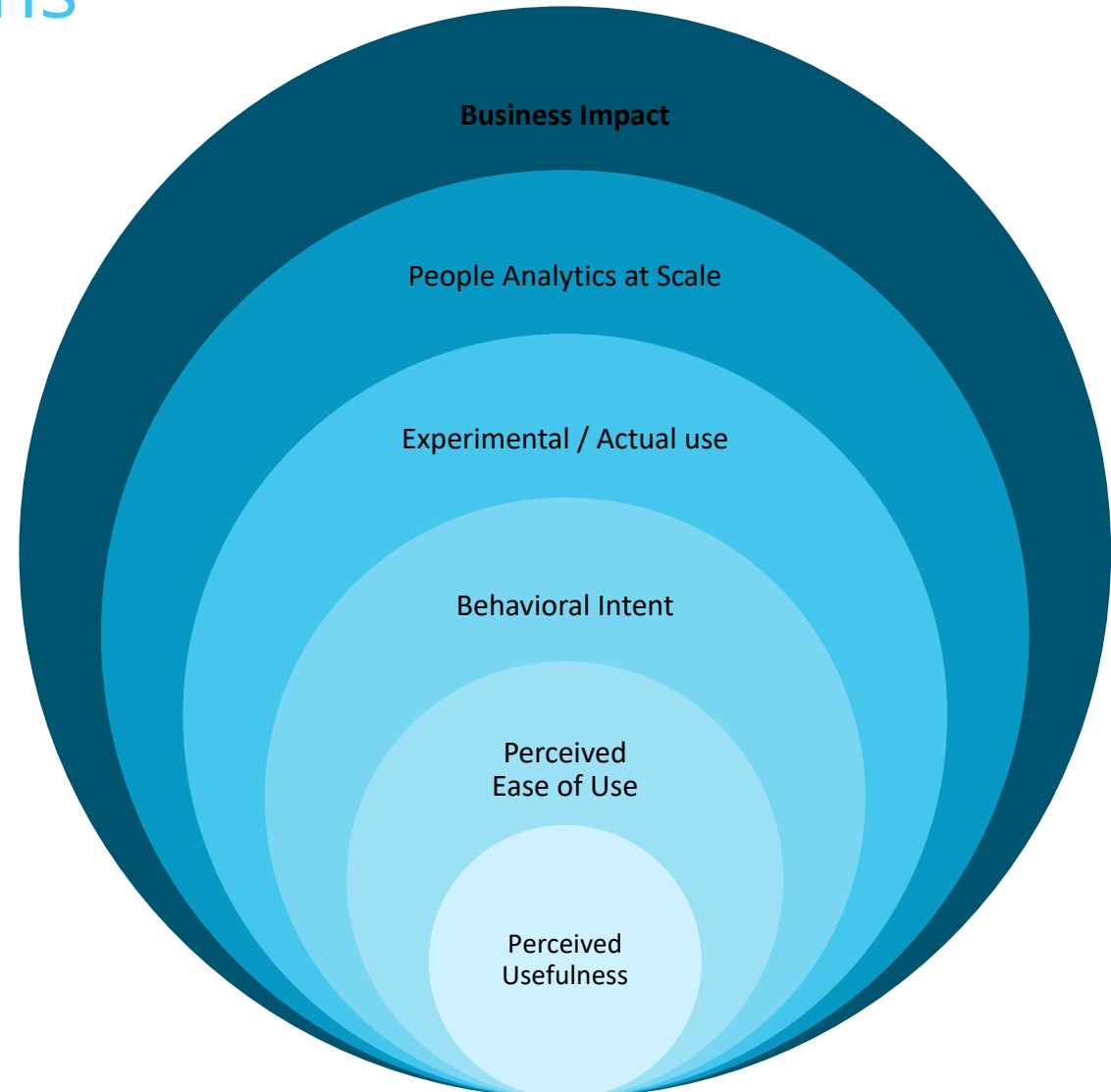
# Using PAAM to transform data into meaningful interactions

Achieving business impact is a process that does not happen overnight. However, if you understand the stages within this process, and which steps you need to take to go from one stage to another, your North Star will soon be within hand reach.

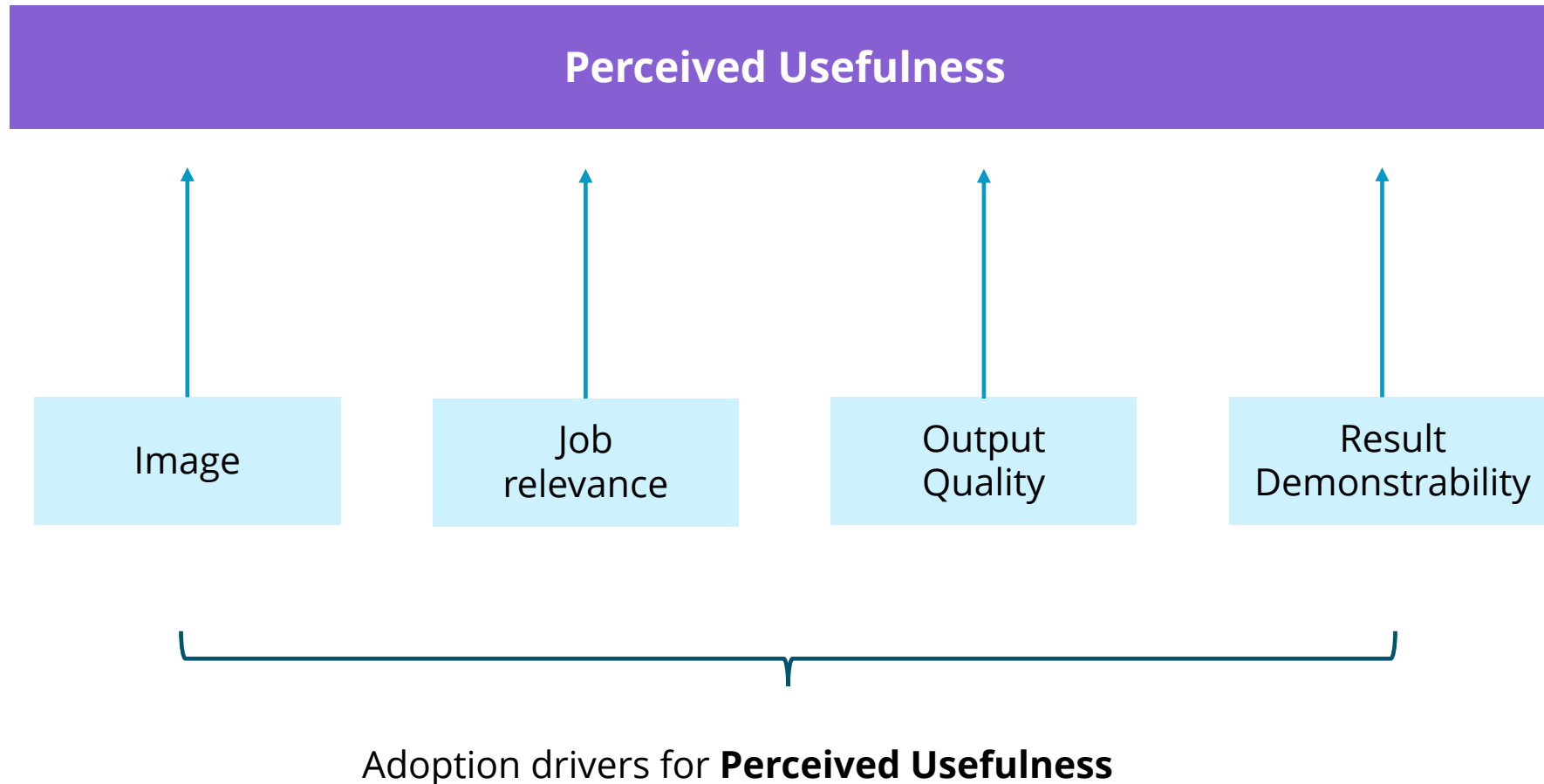
Crunchr's **People Analytics Adoption Model (PAAM)** is specifically created to achieve the desired business impact.

## The 5 stages of PAAM

1. Perceived Usefulness
2. Perceived Ease of Use
3. Behavioral Intent
4. Experimental / Actual Use
5. People Analytics at Scale



# From People Analytics Adoption to Business Impact

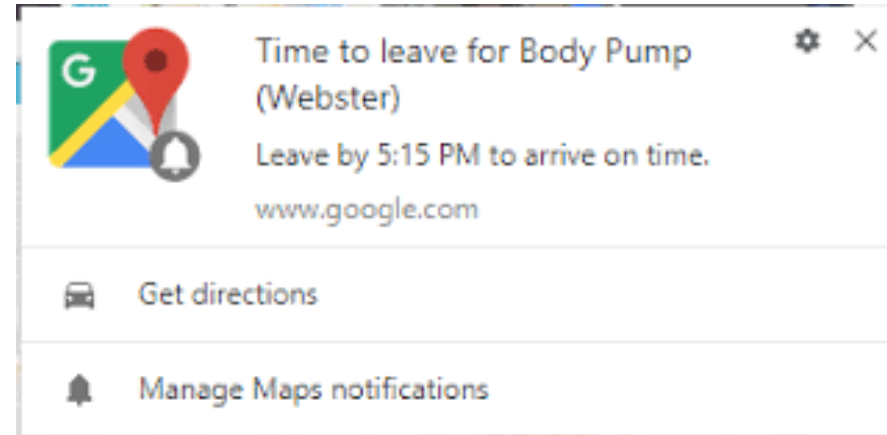


# The Theory Behind Adoption Drivers:

## Example of Google Maps

Perceived Usefulness

Result Demonstrability



"The insights come at the right time and can really help me to make better decisions"

Present relevant insights

Integrated into your daily workflow

Shown at the right time

Finding Product – Market – Fit





# The Value of Adoption Drivers

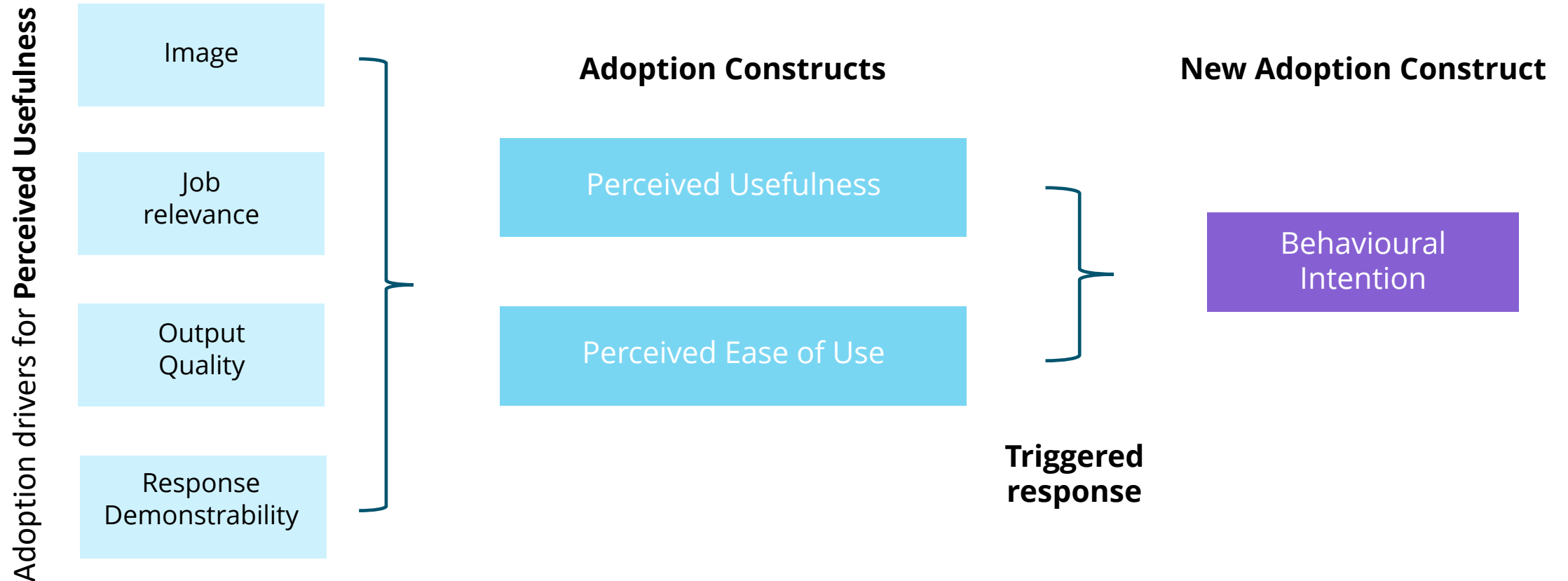
Large companies that have successfully adopted and integrated People Analytics in their business strategy understand that **Adoption Drivers** are the most important elements in the PAAM model. They yield the highest influence power in each stage.

Companies such as Facebook and Google identified the value of adoption drivers by understanding what they mean, and which interventions are needed to create the right intention or influence the shape the outcome of each stage.

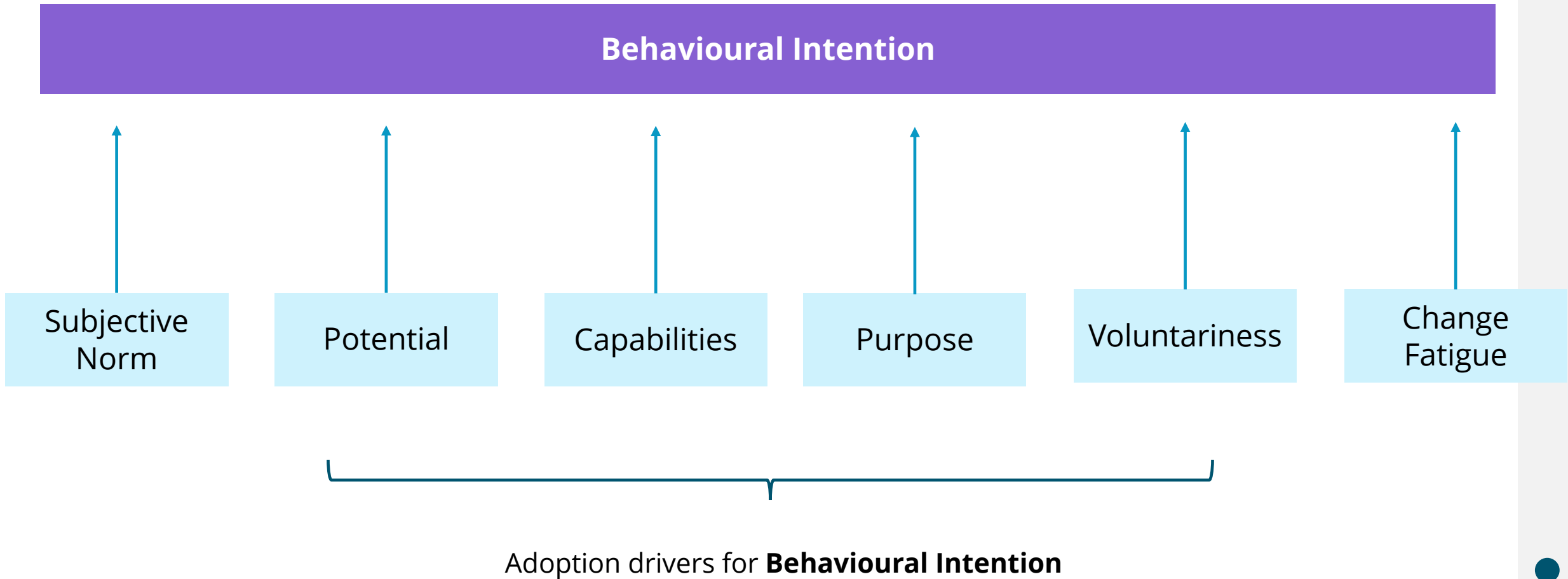
Let's take a look at **Result Demonstrability**.

In the age of technology and information, the importance of delivering the right information at the right time in the right place determines your success. We define this as Result Demonstrability.

# From People Analytics Adoption to Business Impact

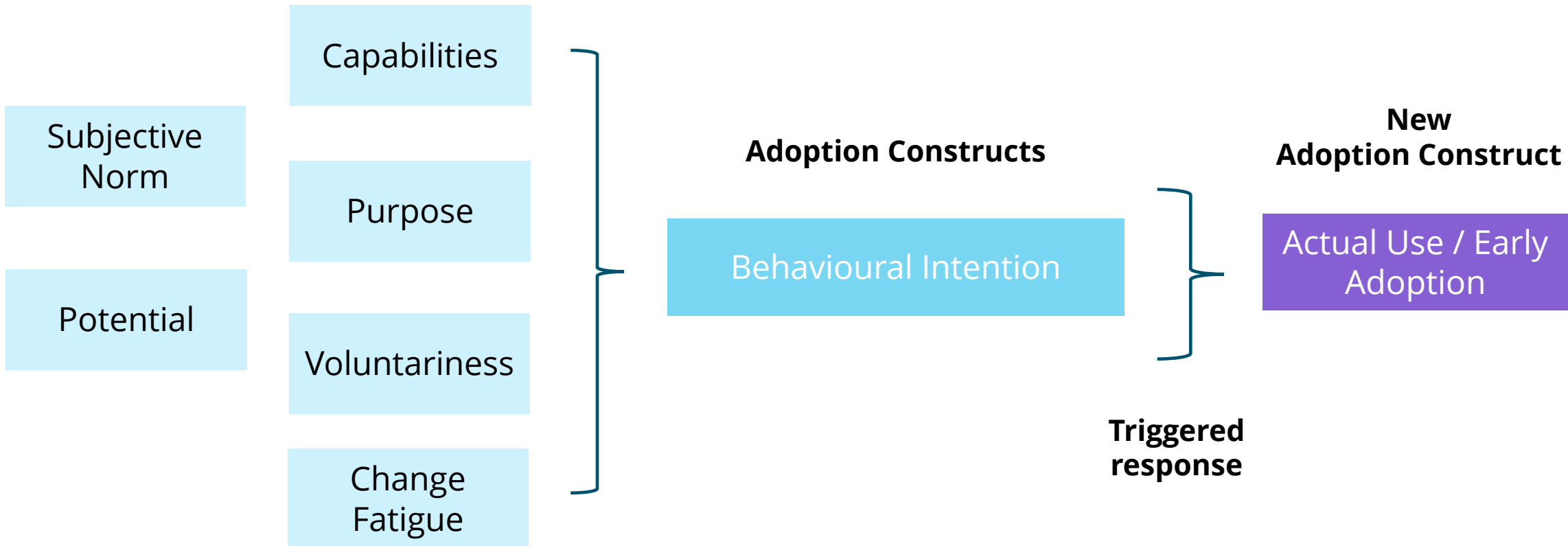


# From People Analytics Adoption to Business Impact

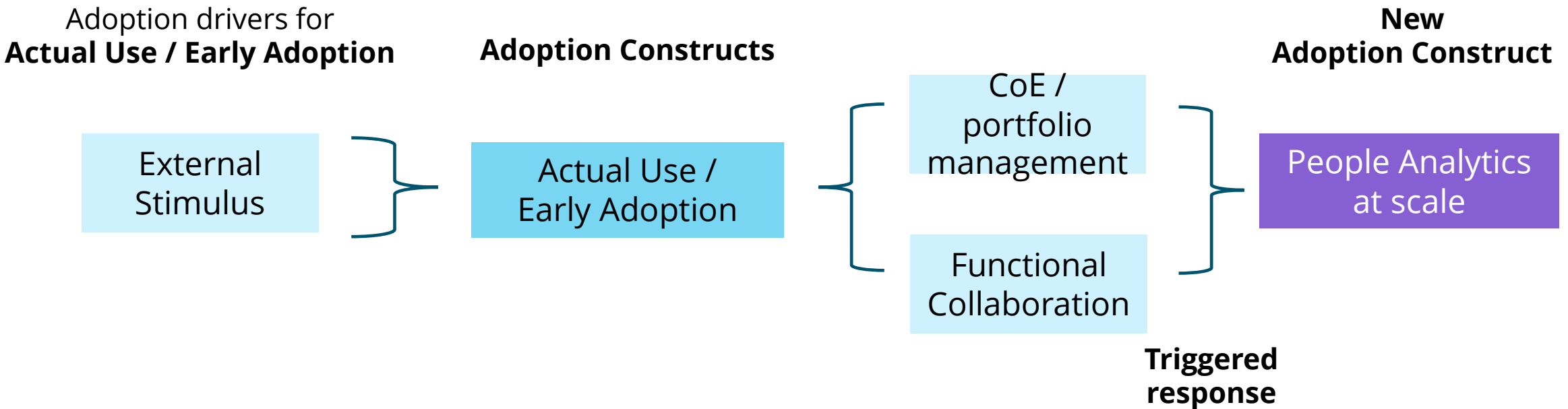


# From People Analytics Adoption to Business Impact

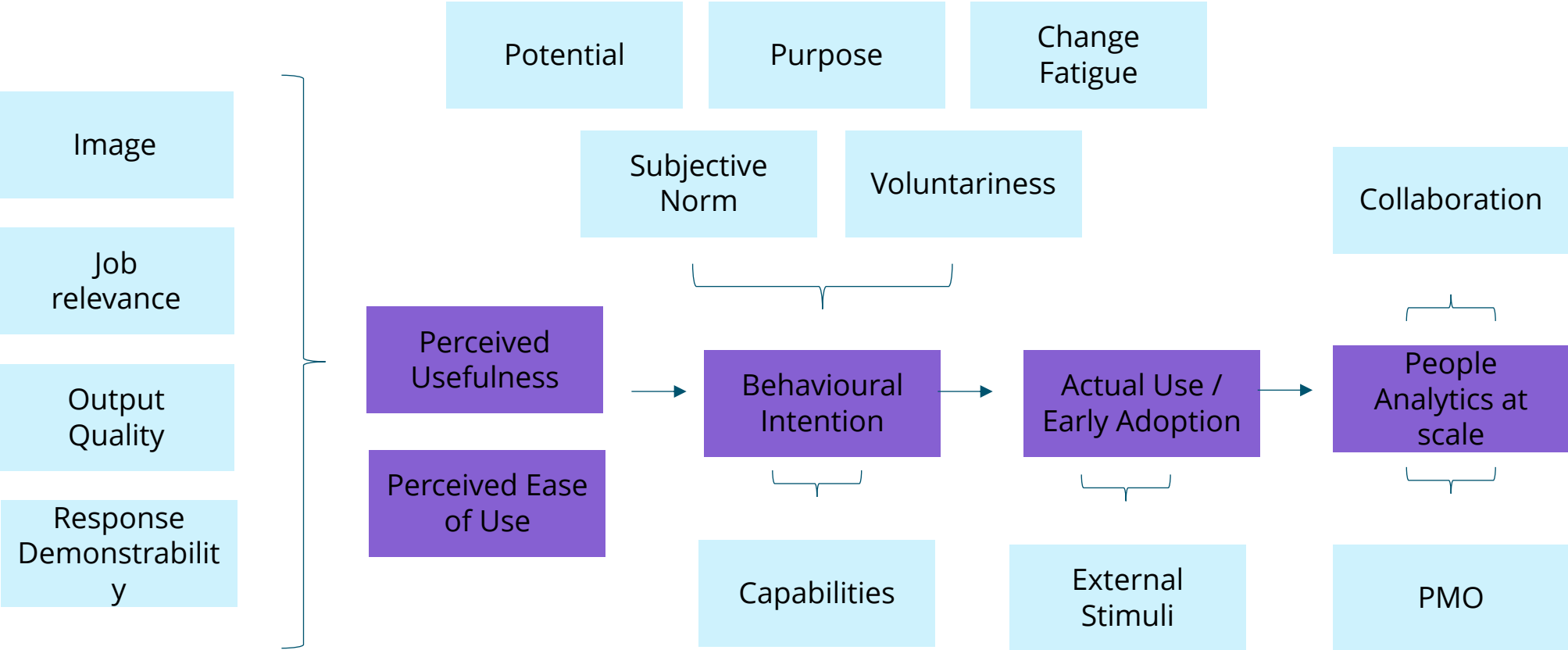
Adoption drivers for  
**Behavioural Intention**



# From People Analytics Adoption to Business Impact



# Crunchr's People Analytics Adoption Model (PAAM)



# Personalizing Adoption Strategies

We are conducting research to understand drivers of People Analytics in relation to usage at scale.

In other words: what do HR Professionals and Managers need to start using people analytics at scale.

Is it more training? More examples? A strong message from the top? Or are we improving data quality first from 70% to 85%?

Everybody has different needs so lets use data science to solve this behavioral challenge!

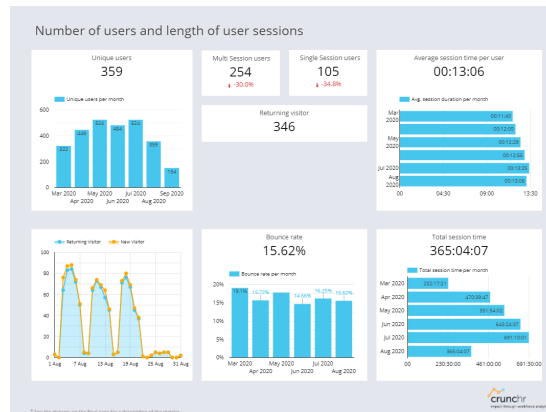


# Designing an impactful adoption strategy

## Creating a baseline view of user acceptance, potential hurdles and preferences



## Correlate baseline view to actual product usage



## Cluster users and support them with the right tools



Educate about why this is relevant



Train how to use the solution



Guide through more complex questions



# From Stories to Action!

What can you expect on Monday



# Staying in control during times of crisis

In a live simulation game you decide on the storyline of an international drone manufacturing company that suffers from the consequences of COVID-19.

You will learn:

- how people analytics helps you to answer big questions fast;
- how to use people analytics to identify opportunities and threats;
- and how these insights help you to make big decisions on the spot with the right amount of confidence.



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