

The Data-Driven Company

How Big Data and Talent Analytics are Revolutionizing the HR sector

People Analytics: The what, why, how

Guru Sethupathy

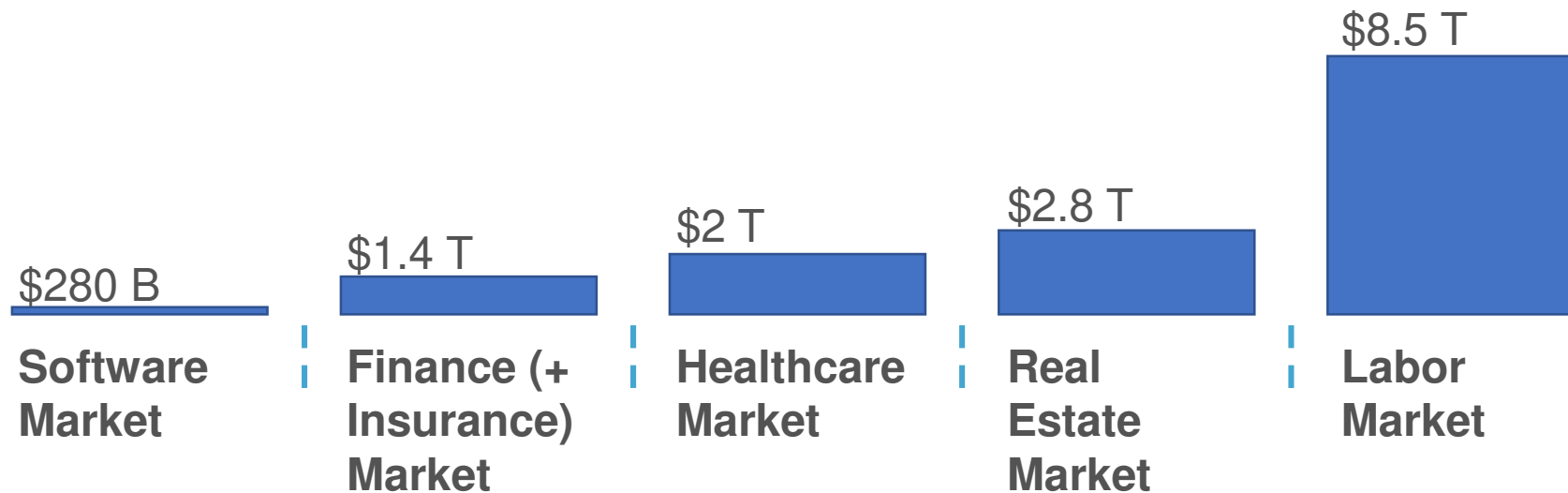
What is people analytics?

People analytics

It is the production of analytically-based insights towards a talent strategy in a world of diminishing half-life of skills

People are the most important asset

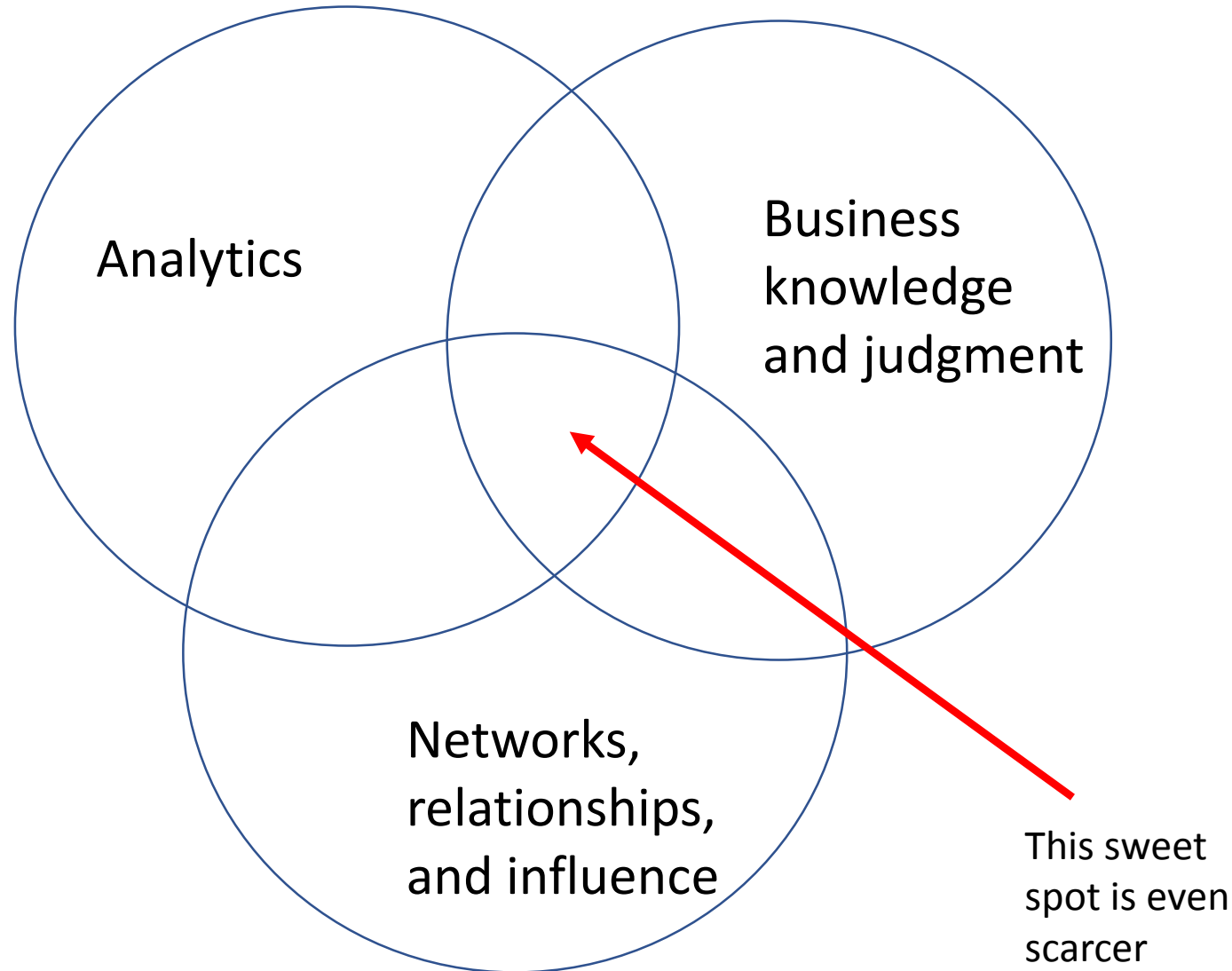
- **\$150-200T** Rough estimate of \$ value of U.S. 'human capital stock'
- **4-5X** Multiple over U.S. corporate L.T. assets (not including "cash")



Why now?

1. War for talent
2. Future of work
3. “Big” data
4. Technology

Why now – war for talent

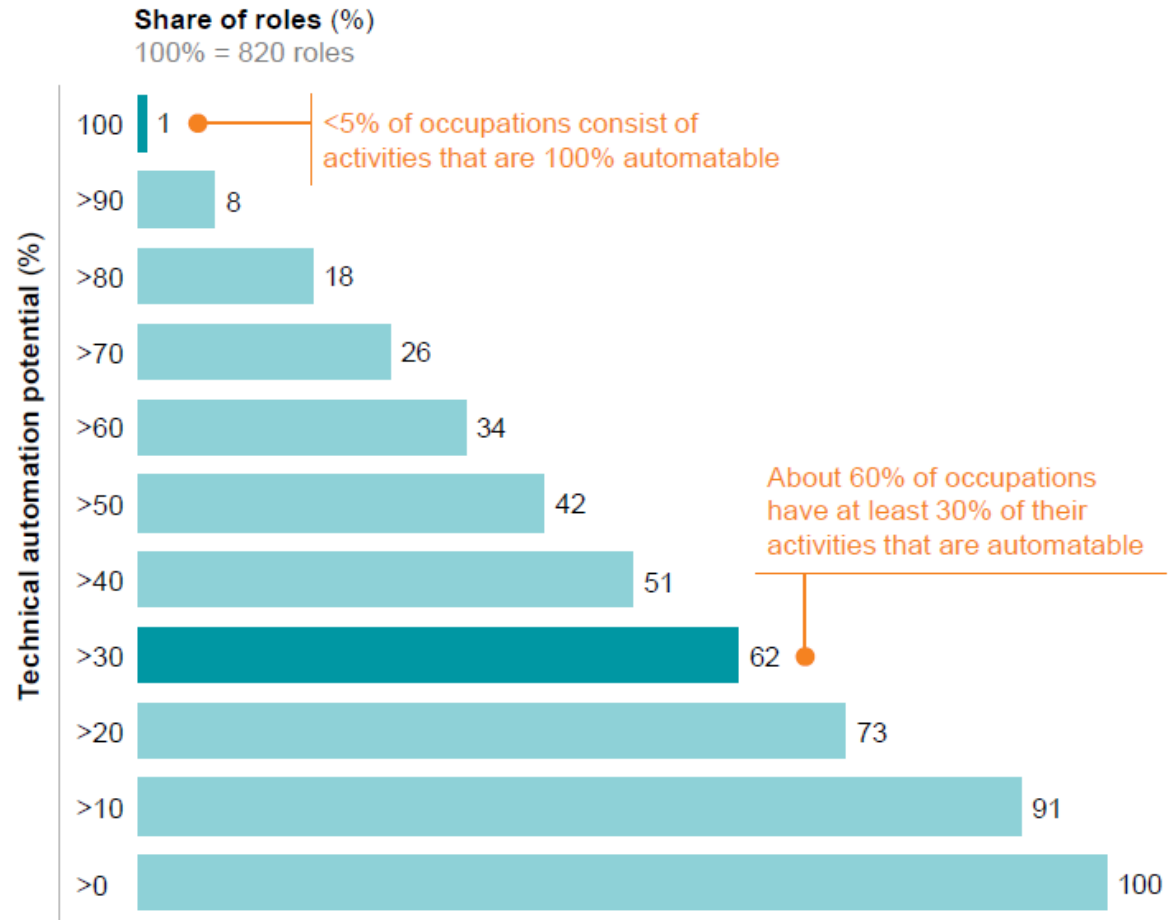


Why now – AI in the future of work

Automation potential based on demonstrated technology of occupation titles in the United States (cumulative)¹

Example occupations

Sewing machine operators, graders and sorters of agricultural products
Stock clerks, travel agents, watch repairers
Chemical technicians, nursing assistants, Web developers
Fashion designers, chief executives, statisticians
Psychiatrists, legislators



¹ We define automation potential according to the work activities that can be automated by adapting currently demonstrated technology.

Why now – other trends in the future of work

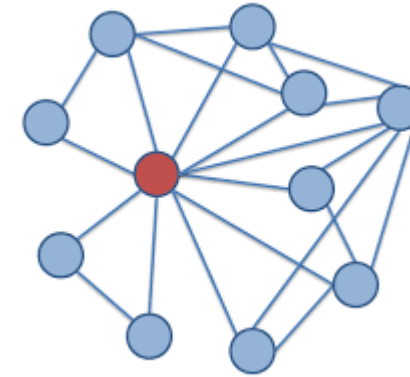
Hierarchical



to....

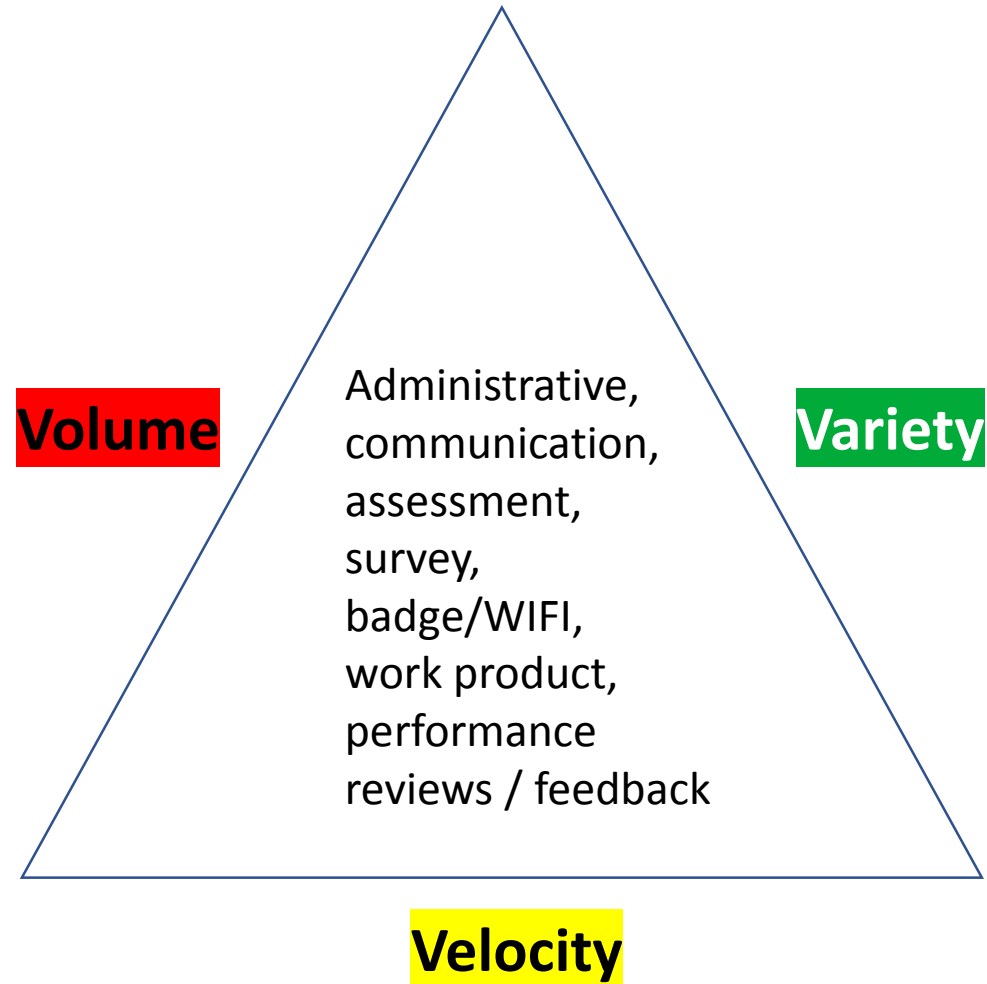


Networked



Alternate work arrangements
have risen **50%** in the last
decade

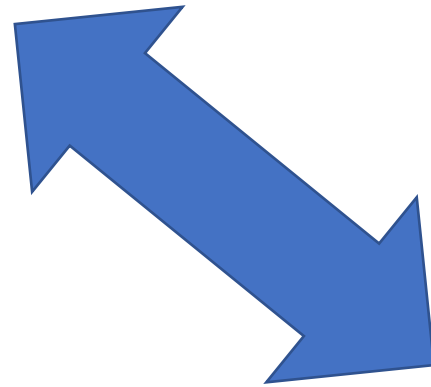
Why now – “big” data



Why now – technological enablers



Digital platforms allow us to collect all sorts of new data about work, more seamlessly



Cloud technology allows us to breakdown silos and link all HR data for more powerful insights



How – key questions to solve for initially

1. Scope

- What is the scope of your team? How you will prioritize what you go after?

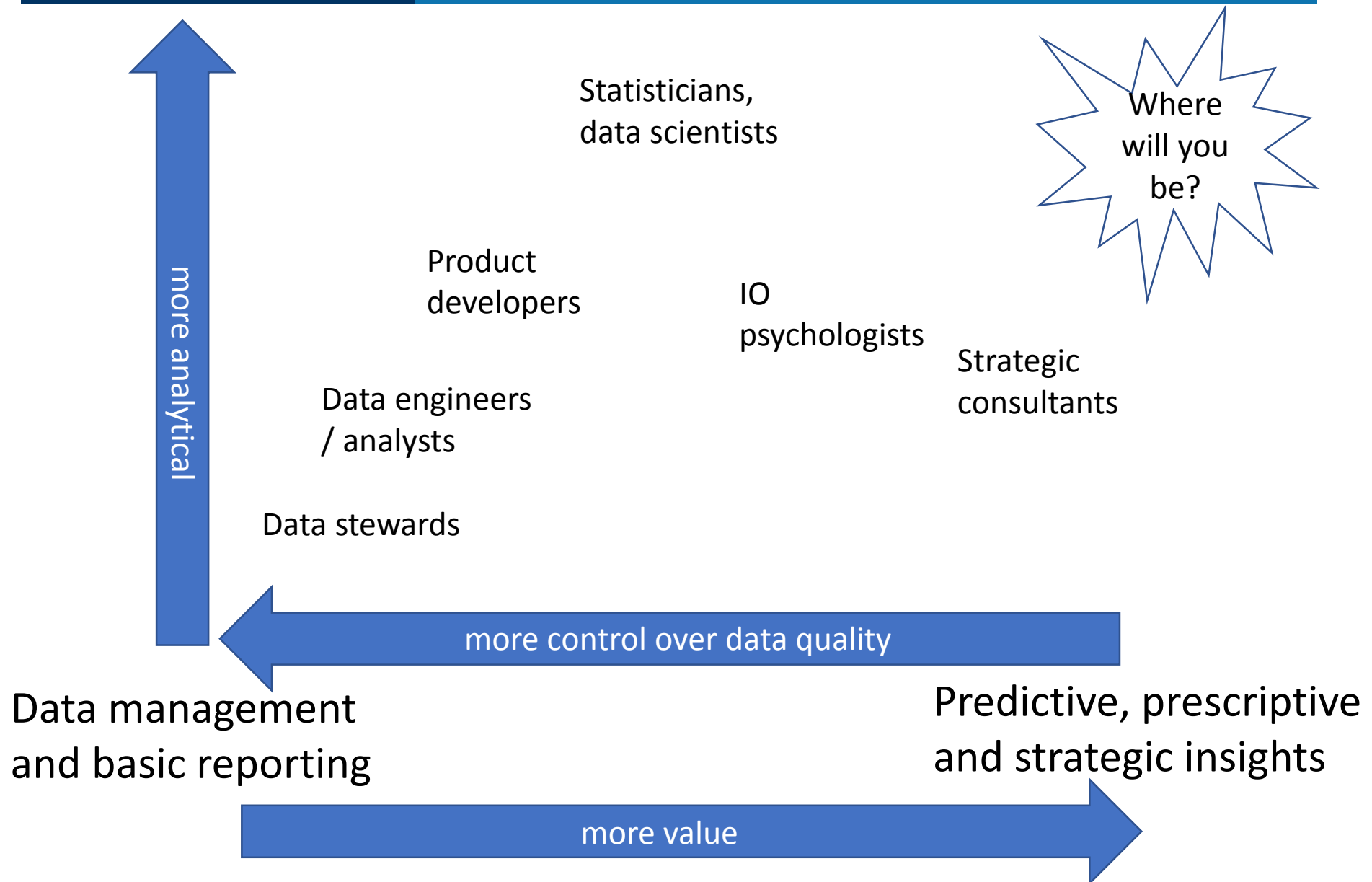
2. Team

- What are the skills you need on the team?

3. Org / key relationships

- Where do you sit in the broader org? HR? Tech? Do you report to CHRO?

Scope and talent



Center of excellence

There are four main reasons to create a center of excellence for People Analytics

Synergies

- Efficiencies from eliminating duplicative work that currently exists in different LOBs
- Bring enterprise insights to LOBs

Standardization

Improve standardization of definition, metrics, people processes; will never be 100% due to custom requirements of LOBs but can be significantly improved

Talent

Creating a center of excellence enables a community of people analysts, thereby increasing engagement, tenure, and our ability to attract top talent

Data access

Our team can access people data that the LOBs cannot due to privacy / access reasons and so can find new insights

Three main challenges in People Analytics

Data quality

1. Measurement
2. Linkages
3. Access
4. Small N size

Privacy

1. Protect through anonymity and confidentiality
2. Business value must be substantial
3. Empower associates

Impact

1. Data is at the finger-tips when they need it (uptrain HR business partners)
2. Influence policy changes
 - a. Stay close to CHRO and business leaders
 - b. Solve problems that matter to them
3. Empower associates

Thank you!