

accenture[>]strategy



THE POWER OF HR ANALYTICS TO DRIVE AGILITY

AGENDA

THE IMPORTANCE OF ORGANIZATIONAL AGILITY

THE POWER OF ANALYTICS TO DRIVE WORKFORCE AGILITY

USING PEOPLE ANALYTICS TO BECOME TRULY AGILE

**WHAT DOES
'ORGANIZATIONAL
AGILITY' REALLY
MEAN AND WHY
IS IT IMPORTANT?**

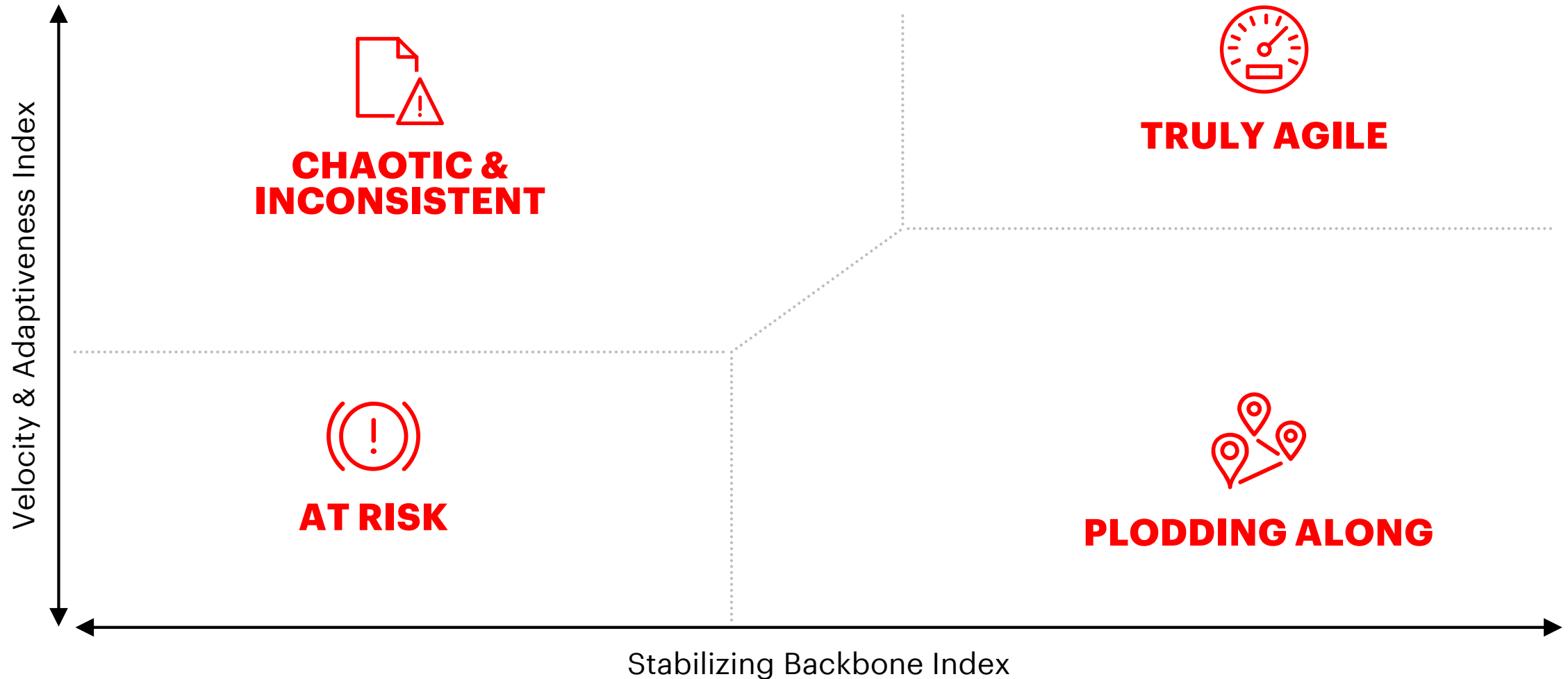
ORGANIZATIONAL AGILITY

- The ability to **sustain performance over time** through the capacity to **rapidly sense and respond** to opportunities and challenges – both novel and familiar – **while maintaining its balance** to progress core business objectives.

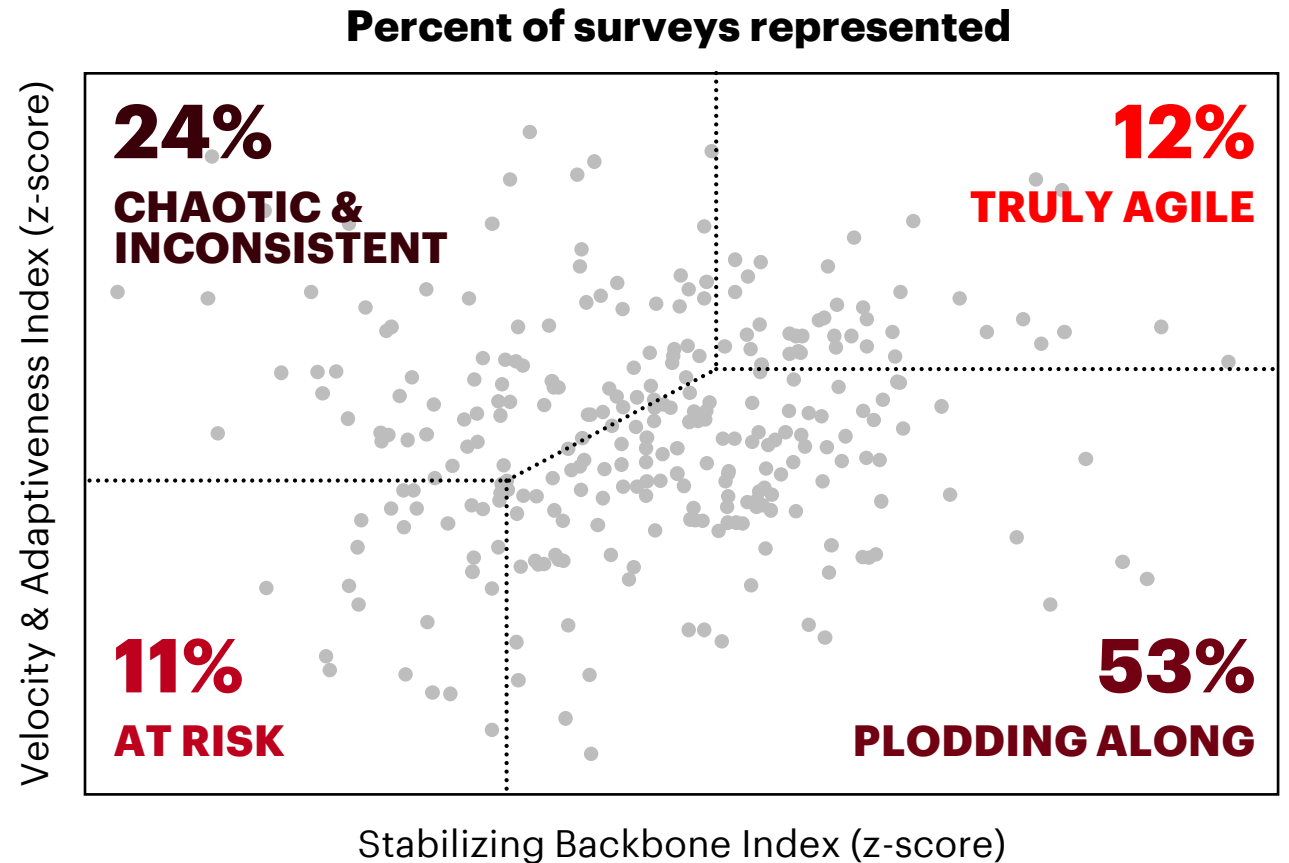
SLOW
VS.
FAST



TRUE AGILITY REQUIRES BOTH VELOCITY AND A STABLE BACKBONE



**ORGANIZATIONS IN
OUR DATABASE
SKEW SLOW
WHILE MOST
HAVE SUFFICIENT
BACKBONE**



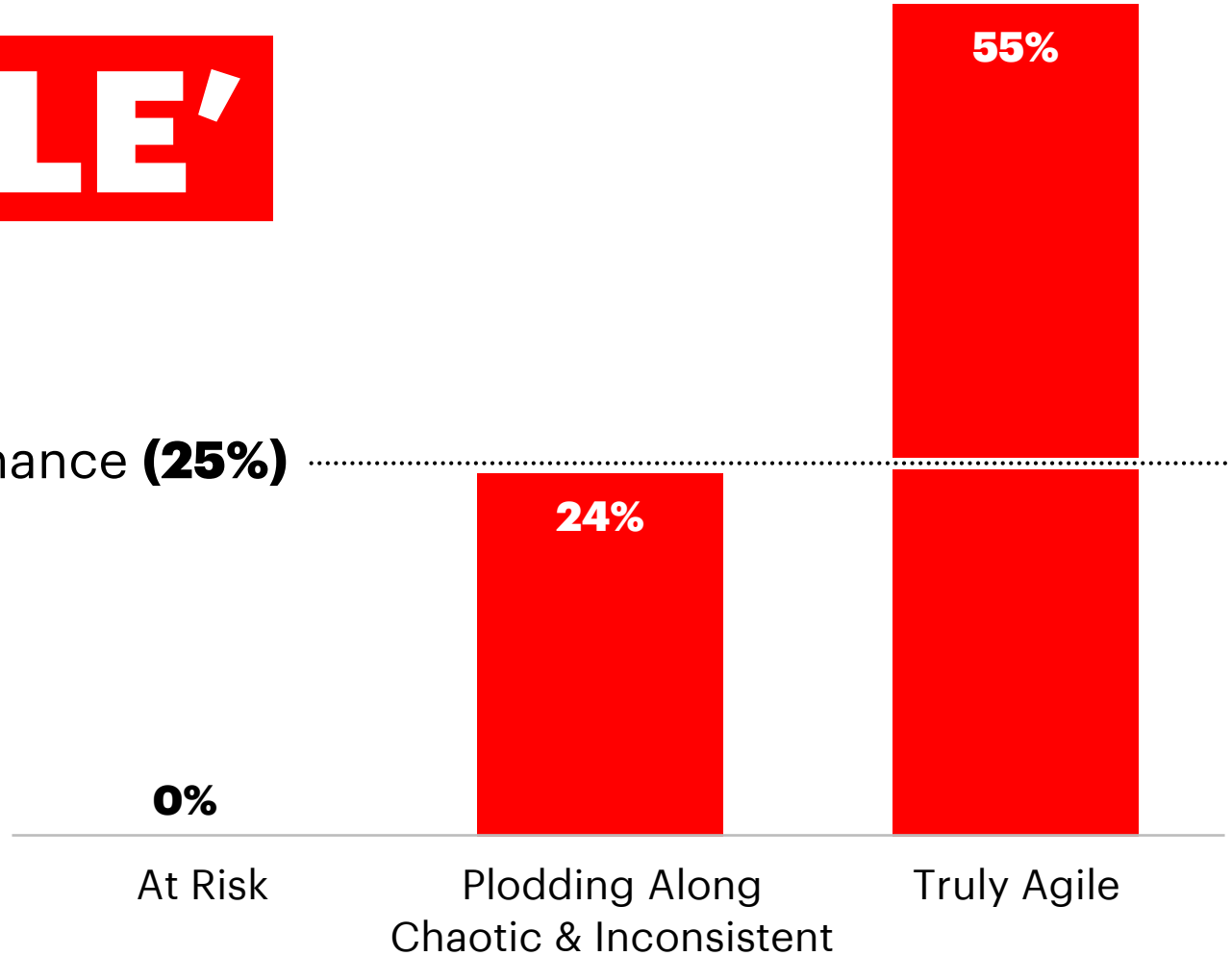
PERCEPTIONS OF SHORT-TERM PERFORMANCE FAVOR

'TRULY AGILE'

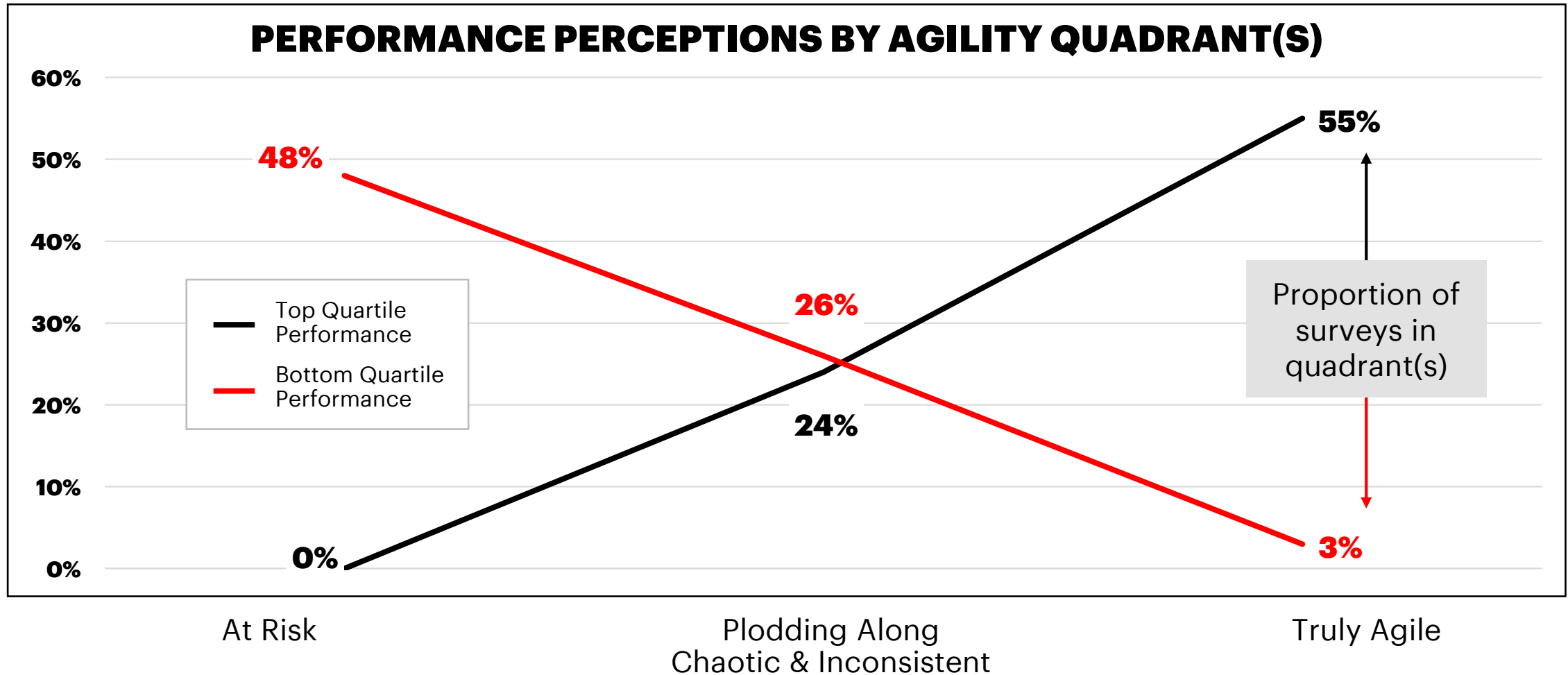
QUADRANT

% of top quartile perceived same year performance

Random chance **(25%)**



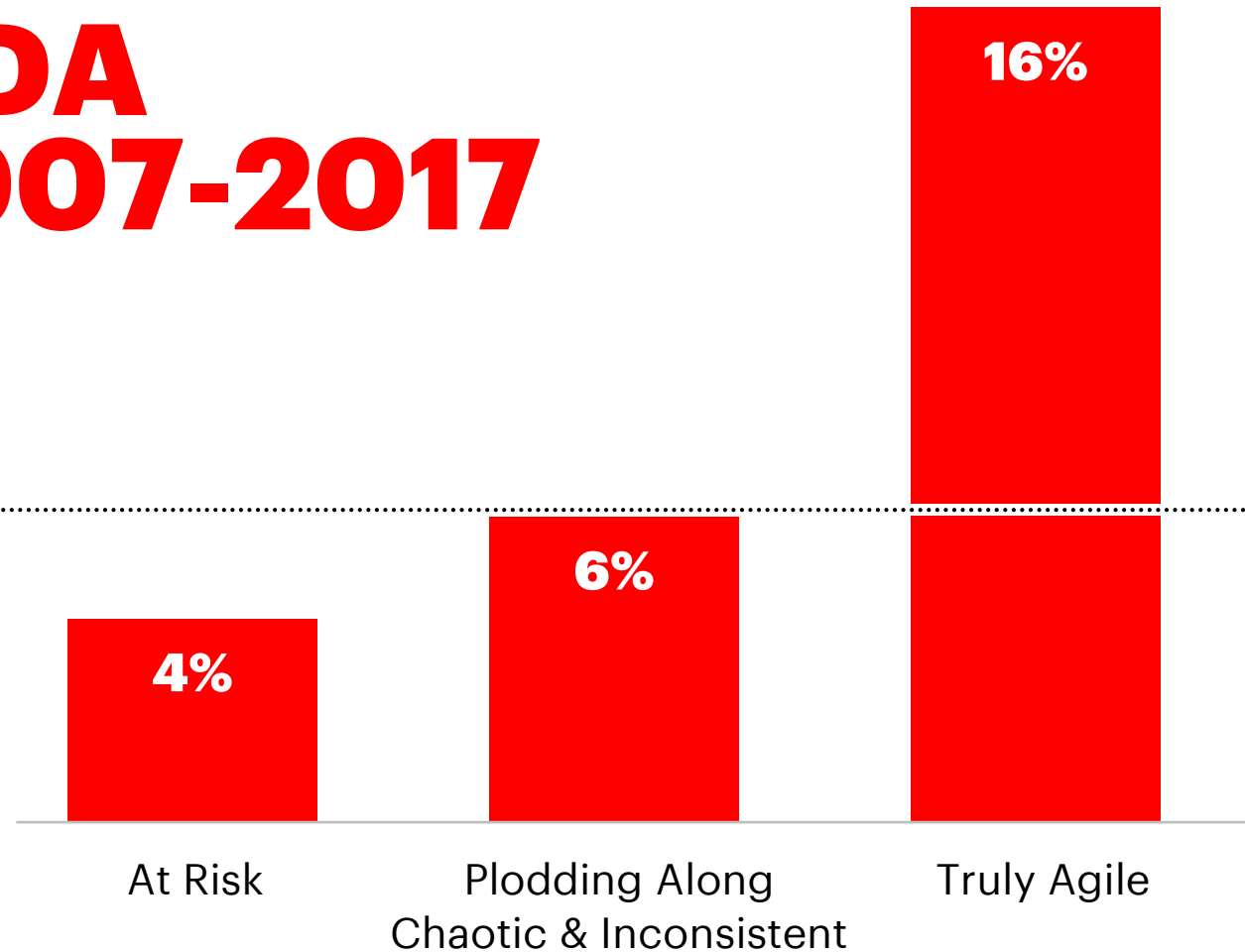
PERCEPTIONS OF SHORT-TERM PERFORMANCE FAVOR 'TRULY AGILE' QUADRANT



LONGER-TERM PERFORMANCE ALIGNS WITH PERCEPTIONS

10-YEAR EBITDA GROWTH % 2007-2017

Database average (**6%**)



ANY OTHER **AGILE** OUTCOMES?



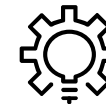
FEWER job searches



MORE organizational pride



INSPIRING managers



DEVELOPMENT emphasis



CAREER opportunities



PRODUCT DESIGN emphasis

**WHAT DO AGILE
ORGANIZATIONS
DO DIFFERENTLY?**

AGILE vs. AT RISK

PRACTICE DIFFERENCES

TRULY AGILE GROUP is statistically higher than the **AT RISK GROUP** on:



**STRATEGIC
RISK**



**LEARNING
CULTURE**



**MANAGER
COMMITMENT**



**TRUSTING,
TRUSTED SENIOR
MANAGEMENT**

AGILE vs. AT RISK

PRACTICE DIFFERENCES

TRULY AGILE GROUP is statistically higher than the **AT RISK GROUP** on:



**MORE
COLLABORATION**



**FEWER
POLITICS**



**MORE
TECHNOLOGY**



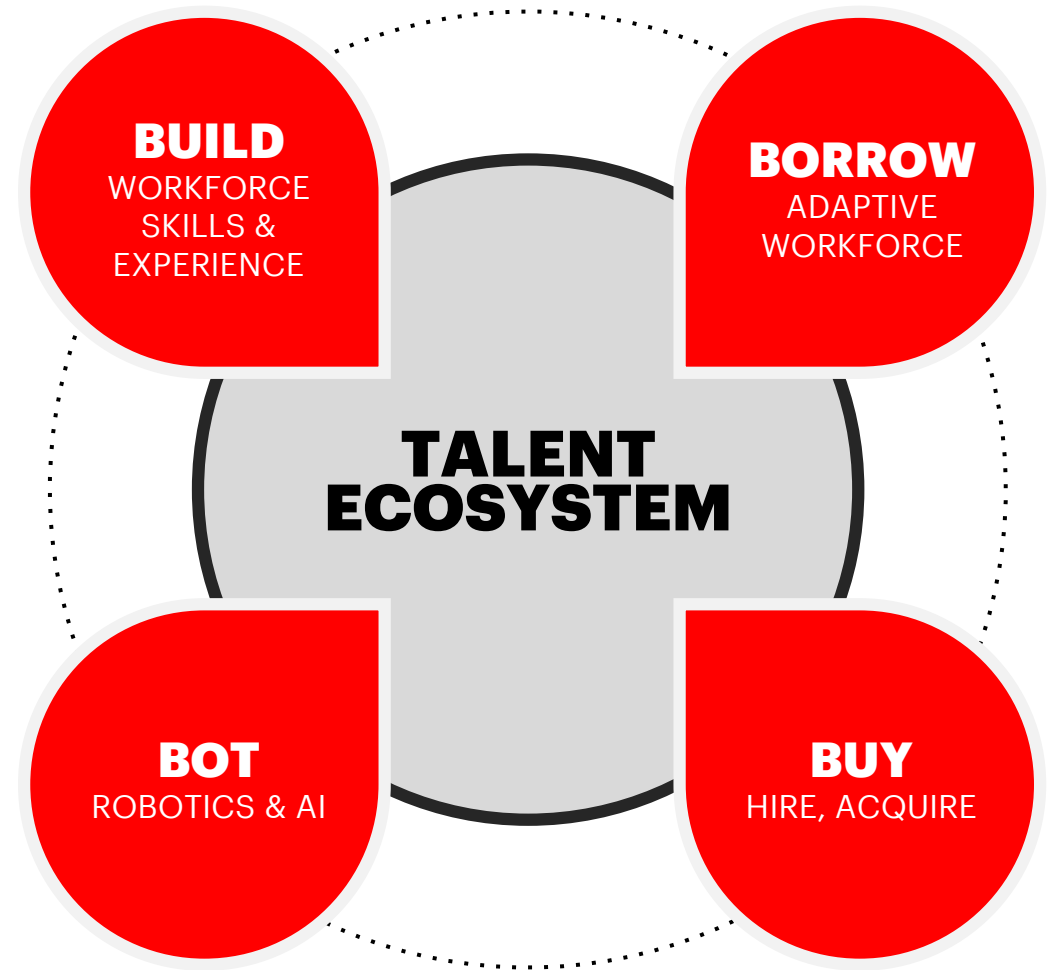
**LESS
ADMIN**

**HOW CAN I USE
ANALYTICS TO DRIVE
WORKFORCE AGILITY?**

EVOLVING TO AN AGILE WORKFORCE

INSIGHTS

ABOUT WHERE AND
HOW TO BUILD, BUY,
BORROW AND BOT



WORKFORCE INSIGHTS







FOR A COMPLETE PICTURE

CURRENT WORKFORCE

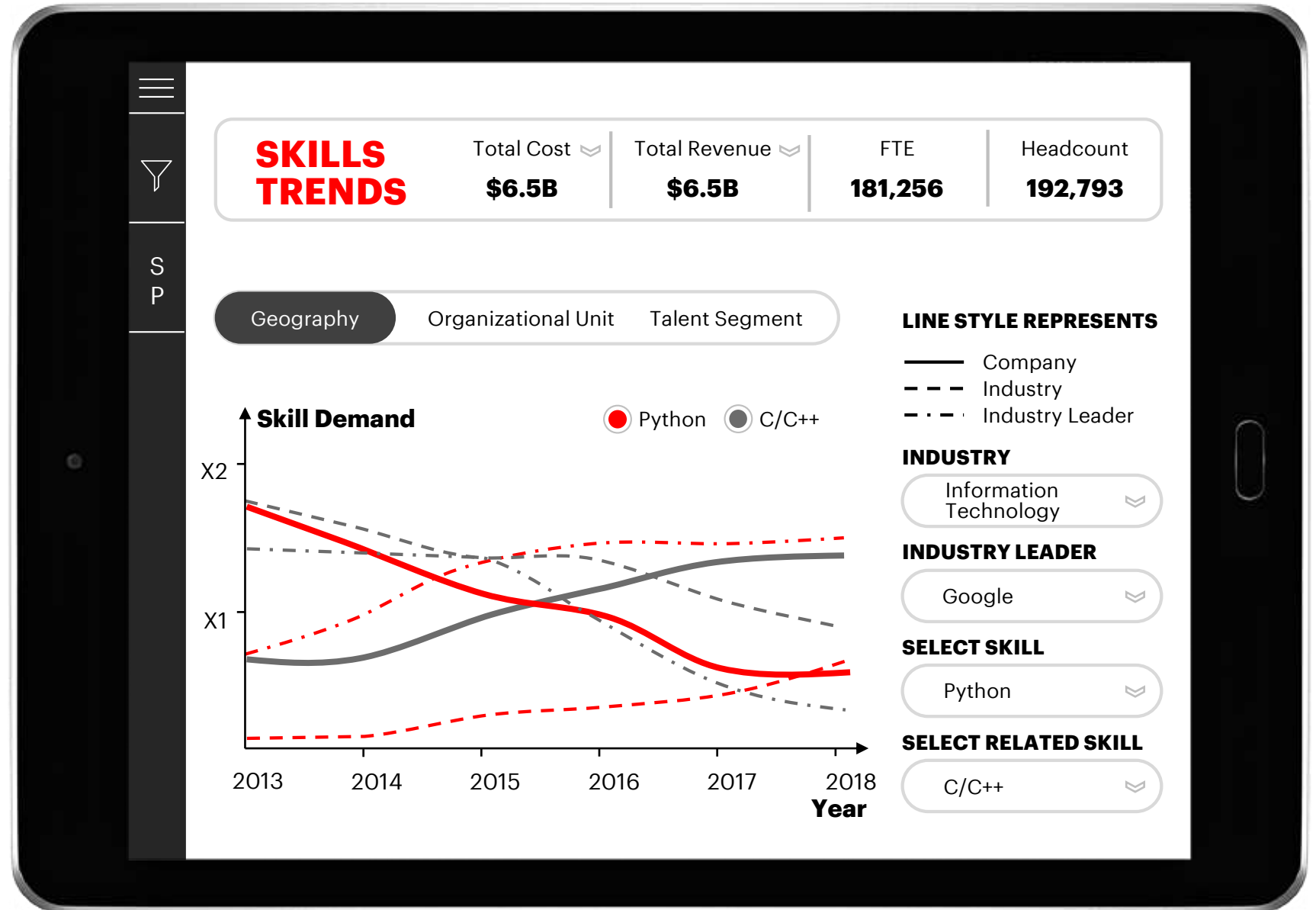
Understand where you are **today**

OPTIMAL WORKFORCE MIX

 Adaptive workforce

EXAMPLE ROLE MIX	UP TO:	(AI/Robots) TECHNOLOGY	HUMAN
DATA SCIENTISTS	40%		 60%
IT MANAGERS	60%		 40%
IT BUSINESS ANALYSTS	40%		 60%

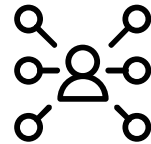
WHAT NEW SKILLS ARE TRENDING?



USING PEOPLE ANALYTICS TO BECOME **TRULY AGILE**



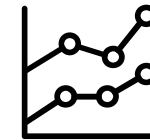
**PERFECT DATA
NOT REQUIRED**



**ANALYTIC TALENT
IS 'ADAPTIVE'**



**ANALYTICS AS
UNIQUE AS YOU**



**PRIORITIZE
BUSINESS IMPACT**

DISCUSSION



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