**Event ID: 998867**

**Seeing is Believing -- IBM Kenexa Talent Insights Live Demo**

Mary Windishar: Good morning, good afternoon or good evening, depending on where you are in the world, and welcome to today's webcast, Seeing is Believing -- IBM Kenexa Talent Insights Live Demo. I'm Mary Windishar, today's moderator, and we have just a few announcements before we begin.

This webcast will be interactive. At the bottom of your console, you'll see a number of widgets that will allow you to have greater control over the way you view today's webcast. You can submit questions by typing them into the Q&A box and clicking Submit. We will answer as many questions as we can during the question-and-answer session at the end of today's webcast. If we aren't able to get to your question, we will respond to you directly, shortly after the webcast.

To download today's slides, just click on the Resource widget, and you'll see the Download Slides link. We recommend that you disable your computer's pop-up blockers. This will allow the slides to advance automatically throughout the event. If you are experiencing any technical difficulties, please visit our webcast help guide by clicking on the Help widget below the presentation window. In addition, you can contact our technical support helpline, which is also located on the Help widget.

Now let's move on to the presentation, Seeing is Believing -- IBM Kenexa Talent Insights Live Demo. Discussing today's topic, we have Patrick McGreal, Solution Consultant at IBM Smarter Workforce. Welcome, Patrick, and now I'll turn things over to you.

Patrick McGreal: Thank you, Mary, and let's take a look at where we're going to cover today in today's deminar. When we engage with HR organizations and -- what we find is that there are many questions that are very typical and very common across many organizations. Those types of questions can sometimes be wrapped in the nature of a metric. So an organization sometimes feels that their metrics and their analysis are synonymous, and we don't see it that way. And metrics for us, for example, would be something like a time to fill, or a cost per hire, or some other type of individual data points. From our perspective, that's not an analysis. That's just the data points.

We also see, as we work with HR professionals, that the type of role and the type of function that they have greatly impacts the types of questions that they may have. So if I'm focused on staffing and talent acquisitions, I may be interested in things like, where are my new hires coming from? And what sources provide me with the fastest fill or the cheapest fill? But what we want to do is, when we look at other sections of the HR organization. They may be focused on things such as, how engaged are our employees? And we view engagement as a function of the discretionary effort that an employee is willing to put forth because of their feelings and their engagement toward the organization. So to say that there is a monolithic view of HR analytics would be unfair, both from the perspective of organizations that we deal with and from the perspectives of the participants within those organizations.

But then there's another layer to that, and that is the information that an HR professional may not even realize they should be asking around. So there are common questions that come up in many organizations, but then what are the questions that an organization isn't asking, but ought to be? What are the types of questions that an organization should be inquiring around their workforce and the data that they collect? Because in many, many organizations that we deal with, data -- we're not lacking for data. We have ample amounts of data. We may be lacking the tools to work with that data, and we may be lacking the insight in terms of, how should we be interrogating that information.

And that is where Talent Insight comes in. Talent Insight, powered by Watson Analytics, is the IBM technology that can enable and empower that HR professional, whatever their focus and whatever their perspective, to easily and quickly get to not only the insights that they predict and they are asking for themselves, but also with a tool that will actually guide them and help them and prompt them for other data that they should also be looking at. It's a powerful analytics tool that manages to, very effectively, disguise that power and complexities from the user to make it a very interactive and a very easy tool for that user. It understands that language of HR. So we have what we call an HR ontology loaded within the tool. So the terms and the terminology and the language that HR professionals use is already baked in, and a comprehension of that is factored into the tool.

It's a tool that allows you to tell a story, because that is how we find people learn, whether they be at an executive level that the HR team are conveying their results to, or whether we are trying to socialize this learning out through an organization. We are, and we do learn better from the story-telling. But then, we do need help and guidance in terms of predicting and looking and suggesting elements that we may not have the foresight to think of ourselves, and that is where the tool allows for a user, and thinks ahead of the user, and prompts them to look at other areas.

And as I mentioned earlier, we have a wide range of data within the HR space, and Talent Insights is architected and built from the ground up to work with any of those data sources, whether they be part of the existing infrastructure that you have, whether it be external data sources that you want to leverage, or whether it be simple spreadsheets of data that may be generated outside of your organization but you want to factor into your analysis.

So let's take a look at the demos.

Good morning, afternoon, good evening, everybody. We're going to take a look today at our Talent Insight offering within the overall Smarter Workforce Talent suite. Talent Insight, powered by Watson Analytics, allows for users within the business function to interact with the data sets that are being collected around the HR function. It understands the language of HR and it allows for you to very quickly and easily produce visualizations and insights into the data that HR is generating and collecting around many employees.

When we access the application, you'll see it brings me straight down into my interface, allowing me to interact in a couple of different fashions with it. Toward the bottom of my screen are some pre-existing questions that have been loaded in here, being surfaced based on the types of queries that are being posed within the organization. And within each one of these, I can click through, and Watson will immediately convert that question into a meaningful query of the underpinning data, and produce a visualization for the user. These visualizations are interactive in that the user can quickly and easily change any of the data values that exist in here, and can drill down into the individual visualizations themselves, to look at data in a variety of different ways. We will spend some more time looking at these functions within the system.

Also, across the top, Watson Analytics is also suggesting a variety of relationships that it is identifying automatically within the data set for me. And again, we'll talk some more about these as we go through the presentation.

But I don't just have to rely on the pre-existing questions that are within the system. I also have the ability to interact directly with Watson and pose my questions to the system. When I do that, as you'll see, it gives me a very clean and simple interface that -- to interact with the system. Across the top, I have a banner that allows me to add additional externally generated data into the system to make it part of my analysis. Again, we'll come back to this function here in a little bit.

The question section, as you can see, is very simple and straightforward. What do I want to analyze? And from here, I can begin to simply start typing my questions into the system and begin to get an answer. So, Watson knows both the general language functions and type of languages that we speak, and it can also interpret that into the language of HR. So as you will see, as I'm moving through this, the system is recommending information to me and allowing me to view that information in a whole host of ways.

For today, I will start with a simple of type demographic visualization and looking at employees broken up by job title. What Watson then does is, it takes a look at the data sets that it has at its disposal and presents back to me a variety of locations where that data is -- that question, rather -- can be answered. It also produces a variety of different visualizations in here. As you can see, here it is being presented to me in a tree map, here as a bar chart. And also, it lets me know the relevancy of that particular data set and some information around it.

Now for today, we'll start with our Talent Insights data. So today we're going to take a look at just a simple demographic question, in terms of how my employees' population breaks down by job title. And as I do so, it's presenting me my information in the most appropriate visualization for this type of data. As part of the functions within the Talent Insights, you'll notice that we have built in the ability for the system to synthesize the most appropriate visualization for the type of information, the type of question I'm posing. So whether I wish to want -- view the data in a particular bar chart or bubble chart or some other type of a trend chart, the system will make many of those decisions for me, presenting the most appropriate visualization to the user, without them having to understand which data might be presented as a pie chart or, in this case, as a bar chart.

As I mentioned, we also have the ability to view the data and change the visualization very quickly. So if I want to take a look at the data broken down by country, you will see it will re-present my data and allow me to see how my employee population are broken down geographically. I can also break it down by other demographics of my employee population. So I want to take a look at my data broken down by the age of the employees, I can do that as well.

Now this produces a large span of data in here for me. I also, within the tool, have the ability to aggregate my data into groupings. So you will see here, I can quickly produce a data grouping in here. In this case, I'm going to group my data into age bands, and so I'll just give it a title like that, and say I want it to be based off the age function of the employee. Once I do that, the system is recommending five bands. I can adjust all of these, but for today I'm going to accept all of these defaults, and now I'm going to change my visualization in here from age to my age bands, and I've quickly produced an aggregation of my data that shows me how my employee population is broken down in various age bands.

Now, why would I do this? My banding, now, my upper band here, is showing me the employees who are certainly beginning to approach retirement ages, depending on the markets that we find ourselves in, which can be a factor for me in my exploration of my employees. And if I drill down a little further, and take a look at where those employees are, either by geography or by job function, I can now drive some of my decision-making in here. So I can see that a large proportion of the employees in that more mature band of employees are within my relationship manager function, and that relationship manager function may be something I need to be planning for turnover in the future.

Now, this navigation, as I've been navigating through all of this, is being preserved within the system, but I also have the ability to start new explorations of my data from here. So based on what I've just learned, let me take a slightly different tack in here, and take a look at my employee distribution from an employee performance perspective.

So I'm going to start a new query in here, and I'm going to ask, where are my highest average performance ratings? So, within here, we can do calculations, obviously, in terms of averages, sums, totals, and again, as I begin to type, you'll see it knows the data that I have. Now in this case, because some of the interpretation by Talent Insight is determining that when I ask a question, for example, like a where or a what or a how many, it knows whether that's a total or, in this case, whether it might be a geographically bounded question. So it's offering me the ability to view my -- have my data presented to me in a mapped format.

Now in this case, it's presenting me my performance ratings broken down on -- by the average rating within each country. And I have the ability to take a look at the ranges in here, so you'll see here I've got a range of ratings that I can look at. Now, I can certainly look and say, just show me where I've got a rating below a 2, and the system will immediately highlight those markets where we may have underperforming or average lower performance than in the rest of my markets. You can see I can invert that, and as I look at performance ratings above 2, in this particular case, I'm very evenly distributed geographically into different regions and markets. When I look at my lower-performing regions, though, I can see that I have four areas that might need to be particularly addressed. In this case, I've got Brazil, I have lower performance in Italy, I have lower performance in India, and finally, I have lower performance ratings within Japan. Right, at this stage we are not indicating as to why that may be; we're simply indicating that there are lower-performance numbers in each one of those areas.

And again, within each one of these markets, I can drill down further within this, so if I wanted to take a look at it within, for example, the United States, I can now drill down by state and take a look at those same types of distributions within a particular regional or geographic breakdown. So the tool has the ability for me to look at my data broken down into a variety of different ways.

Continuing my exploration, I'm going to take a -- and add yet another page into my visualization. So you'll see as I'm going along, I have the ability of build a variety of different views of my employe population. And we're going to take a look at it again from an employee population -- an employee perspective. But now we want to look at skills.

So now we're, again, we're just looking at a demographic in here, and we're looking for how many employees we have by skills. So within the system, we're obviously tracking many of these types of data elements within the system -- within the employee records. In this stage, instead of looking at it as a bar chart, which is the first visualization, I'm going to take a look at it in a slightly different visualization, and this time as a tree map. And when I do so, you will see here that the breakdown here shows me, within each of my employee counts, how many employees I have that hold each skill. So from a foreign exchange perspective, I've got 130 employees with that particular skill, and again, as before, if I want to drill down here into the individual employees who hold that skill, that's absolutely something I have available to me. But as I look at some of the other areas down in here, I have elements within my population where I have very few skills. And based on the job requirements, these may become critical. So let's take a look at that and see what the job requirements might be.

So here we're going to take a look at it from the perspective of, what skills are needed. And again, I can do this as a very natural-language query of the system. You'll notice I don't have to know joins, I don't have to know SQL statements. I can just type in a natural-language question, and the system will interpret that for me. So as I start looking in here, now I can start to drill down into the skills required by job title, and again, drill down here further and find, in the case of the relationship manager, you can see here that it -- and there are 12 distinct skills that are tied back to that particular job function. So looking at it from both dimensions, from the perspective of, who owns the skill, who has the skills today that we need, and also, what are the skills that we need?

Also, I want to highlight a couple of the elements in here that I have promised to come back to. You'll notice at the top of the screen, some of the recommendations now that Talent Insight is making to me. For example, it's highlighting in here that my top job title by days to hire is relationship manager. And it is, in fact, the largest of those. Contrast that with the visualization here, which is showing me that my relationship manager is also the job that requires the most skills of an employee, and I want to explore this further.

So what we're looking for Talent Insight to do is not just tell you what your data already contains, and not just tell you what you probably already suspect about your data, but to start to surface some of these insights into relationships in your data that you didn't know. And in this case, letting me know that my days to hire by -- of all of my job functions, in this case, is highest for the relationship manager.

So what have we learned from all of this exploration? Well, let's take a quick look at where we came from. These are the visualizations that I have stepped through to get here. I know I've got a group of employees distributed. I know that the largest distribution of employees as -- that are in the -- in that phase of approaching retirement are in the relationship manager function. I know that the job function that requires the largest number of skills is my relationship manager; it requires 12. I know now that that is actually the job function that requires or takes the longest amount of time to staff for. So there are some insights that I've gained in here in terms of an area that I need to focus on, is my relationship manager function, since it takes the longest to staff and requires the most skills. And obviously, I can continue to drill and explore further into any of these areas, either by geography or by age.

But let's change direction just slightly and take a look at it not just from the employees that we already have, but I want to start taking a look at the staffing approach that we're using. So let's take a look at the breakdown of the positions that we're staffing for. Okay, and again, you'll notice, as I go along it keeps suggesting my data to me. In this case, I want to look at my positions broken down by job title. So in other words, what are we staffing for, and where are those positions going to be based?

We're going to take a look at this just as a simple bar chart, okay? And you'll notice in here that in terms of total positions that we're staffing for, again, the largest number of positions that we have open right now is over 1,800 positions for relationship managers. So we're seeing consistency in what we're doing in terms of the staffing around the jobs, and in this case, the jobs with a long tail.

But let me drill down just a little further into this and start taking a look at it by country. Now, I have a large proportion of those positions, as you can see -- in fact, the lion's share of them are here within the US market. Now, the challenge or the disconnect in here is that the areas and the markets that we've had performance issues, as I alluded to earlier, Italy, Brazil, Japan and India, are not being staffed up in the same way. So what I'm going to do is I'm simply going to exclude the US one here from my visualization and look at the others. So what I'm going to do here is I'm going to exclude the US from this, and take a look at my breakdown of the others. And again, notice that our problem markets are not what we're addressing. We're not particularly staffing up higher in Brazil, in Italy, even though we've already identified in here that we have issues with performance in those specific markets. So while our insights are there, while we've gained that, our current execution is not appropriate for what we're learning.

Couple of other things I'll highlight just in the top, in the bar at the top. You will notice here, it's highlighting in here that we have an outlier from a hiring manager perspective, in this case that Yvonne is significantly above the median in terms of number of positions open by hiring manager. And again, I can explore this by adding a new page. It's also letting me know, from a hiring-sourcing perspective, where we're having more or less success by different job positions.

So, what we have is we have the ability to look at my data, not just, again, based on what I knew going into it or the hypothesis that I had going into it, but as I go through that, the tool will allow me to interact with that hypothesis, to modify that hypothesis. And today, where that process may take many hours or days, and in some organizations, potentially weeks, as a leader within the organization has a data inquiry, and that's passed off to business analysts, they produce the necessary reports and visualizations, they are ultimately returned back to the originating leader, who wants to refine the query based on that insight that they've now gained. Then, that cycle can take, sometimes, a long time in organizations.

We want to reduce that circuit. We want to make it to where the leader has the ability through -- directly through themselves, or through their support staff to produce a visualization within a matter of seconds, to modify that visualization, to expand or adjust that hypothesis, and then to, obviously, share and disseminate that learning throughout the organization by taking these visualizations and making them available to others. So we want Talent Insight to be an empowering tool within the system.

There's one final area I want to touch on before we open it up for questions, and that is relating to the data sets. I have alluded to the fact that the tool can interact with data from multiple sources, and obviously most of the data that I've been working with today has been based on information within the Talent suite. But I do want to highlight the ease at which I can bring additional data into the system. I'm just going to navigate down here and pull up a spreadsheet of data that I have stored. So I've got some sample data in here, and what I'm going to do is I'm just going to show you the ease at which you can bring information into the system.

So I'm going to pull in some of this sales information. All I have to do is drag my spreadsheet or my .csv file or my .zip file. You'll notice the data is being uploaded. Not only has the data been uploaded -- and let me just minimize my window here -- not only has the data been uploaded, but Watson Analytics is now ready to start a new analysis on that data, and it's already looked at the information for me, and it's suggesting some relationships within here. Looking at sales by gender, sales by tenure, and by year that they were hired. So let's take a quick look at that visualization in here, and you'll see it's showing me in here, with my sales broken out by gender, and the year that the employee was hired in.

So what we're looking to allow you is the ability to quickly combine data from a multitude of sources through Talent Insight to gain insight into, where are the potentials and where are the challenges within your organization?

And then finally, I just want to touch on something that was recently announced, which is the Kenexa Open HR initiative. This is a new initiative within IBM Kenexa to focus on opening up the framework of the HR data to multiple sources, whether it be multiple applications within the Talent suites framework from other elements and from other vendors, and also an Open Talent Analytics offering, that allows you to leverage all of this Talent Insight functionality that we've been looking at today, in a global and in a standalone instance. So it can leverage other data without being necessarily part of the IBM Kenexa Talent suites. That includes new analytics services and data services to help prepare that data. It includes new workforce sciences and consulting services available by leveraging some of the resources and the over 100 I-O psychologists that we have and available to bear, and leverages new partner integrations that we have, including a new partnership that we've recently announced with Globoforce, which is looking at combining employee recognition data with engagement survey data for greater insights.

If you're interested in learning more about this new Open HR initiative, we're having a webinar on the topic on June 24. You see the registration information there on the right-hand side of the slide. We'd encourage you to pursue that and learn more about what this means for HR departments with the Open HR initiative.

And then finally, I think it's time for Q&A. Mary?

Mary Windishar: Thank you very much, Patrick, and now to the final segment of our webcast, the question-and-answer session. As a reminder, to ask a question, all you have to do is type yours into the Ask a Question box and press Submit. If we don't have an opportunity to answer your question during the Q&A session, we will follow up with you individually after today's webcast. Patrick, we'll take a look at our first question. It is, what is the difference between Talent Insights and Watson Analytics?

Patrick McGreal: Great question. Talent analytics is a -- and Talent Insights -- is a deployment of Watson Analytics, so it leverages and brings to bear all of the power that you have available within Watson Analytics. However, it is designed and targeted for the HR user and the HR space. And by that, what we have done is we have actually created what we call an ontology. Think of it a little bit like a dictionary, which is adapting how Watson Analytics looks at data within the lens and within the terminology that's very common within the HR function. So when we use terms like performance and attrition and turnover, we're looking at it from an HR perspective rather than sales turnover or customer attrition or equipment performance or any other elements. Those types of interpretations would be how Watson Analytics would interpret data. The HR ontology adapts Watson into the HR space so that the users within the HR function can use natural language as they would use it within their, what we call, syntax or ontology.

Mary Windishar: Thank you. How about this one from Wendy. Was the information in regards to the sales already in the data source, or other sources?

Patrick McGreal: So, the sales data that I showed you was coming from an external operational system. So hypothetically, internal back-end systems, be it point-of-sale systems, be it ERP-type systems, data that is generated that's specific to that business. And it -- again, it doesn't have to be internal data. It really is able to consume data from a multiplicity of sources. So you may want to do things like bring in census data around employment metrics in a Metropolitan Statistical Area or something of that nature. It's really down to, what we were trying to illustrate with the example was, data that would not be historically considered within HR systems, but ties back to an employee and/or aggregate employee performance.

Mary Windishar: Thanks. Who is the target user for Talent Insights?

Patrick McGreal: Again, great question. So, we're targeting the Talent Insight as a tool that's accessible to the entire HR function, from senior leaders to operational HR. What we've done and what I've tried to show here today is that the tool is a very intuitive tool, it's a very easy tool. It doesn't tend to intimidate. So whether you're a senior leader within the HR function who's looking for strategic insight into your workforce, or whether you're a frontline HR generalist who's looking for information from a more operational perspective, we want the tool to be both accessible and intuitive to that user, allowing them to interact with it in a very natural way.

Mary Windishar: Can you remind me what the HR data sources are that I can connect to with Talent Insights?

Patrick McGreal: Well as part of the announcement, as I mentioned there right at the end of the presentation, it is now available to connect to all data sources, whether they be external ERP-type systems -- for example, your Oracle HRMSs, your SAP HRMSs, your UltiPros or ADPs, where traditionally organizations have used to contain and manage their HR data, or whether they're homegrown systems, the Open HR initiative is all about connecting to all of those disparate sources. Because what we've seen, is we've seen, in the market, organizations and clients that have selected across the breed of vendors, so they may have a vendor for learning and they may have a different vendor for performance and they may have a different vendor for hiring and they may have a different vendor for benefits services. And we want to use the tool to unify all of that data for the clients.

Mary Windishar: Thank you. Danielle wants to know, can you perform custom calculations on the data within the tool? For example, if I have survey data, I need to calculate to get meaning data.

Patrick McGreal: Yes, you can. So the tool allows the user to define calculations, data hierarchies or relationships, and groupings of data. Because we absolutely have foreseen where that is a necessity. So just because the data may be delineated by a geographical measure -- let's just take something simple like a location or a state or a country designation -- an organization may aggregate states or countries into territories or areas that are operationally used. So if you wanted to find something like an EMEA, you know, a Europe and Middle East and Africa, that's an aggregation of a whole range of countries which, for many organizations, will vary in terms of which countries may be part of that. So the client absolutely can both define that type of data hierarchy or data grouping, and also calculations that say, take this value times the multiplier divided by 6, carry the 4, and do those types of calculations on the fly.

Mary Windishar: Thank you. Here's another question from Wendy, and by the way, don't let Danielle and Wendy have all the fun. If you'd like to ask a question, all you have to do is type it into the Ask a Question box and then press Submit. So Wendy's question is, are you able to drill down to the employee detail?

Patrick McGreal: It is available within the tool, but we are focused in the tool on looking at data and data trends in more of an aggregated value. So can it resolve down into an individual employee and the employee-level data? Yes, it can. But again, with a sample size of one, one has to be very cautious in drawing any inferences from that. So if I want to do things like run a report and show me all of the high-performing employees within a market, and see who those individuals are that are categorized as high-performing in that market, we absolutely can surface that through the tool. It's one of the visualizations that's available.

Mary Windishar: And is Kenexa Talent Insights a replacement for traditional reporting and dashboarding solutions?

Patrick McGreal: It is not. It's meant to be complementary to it. What we see is, Talent Insights is a cognitive reporting tool looking at the trends in data, looking at relationships in data, highlighting those trends and relationships. But it absolutely is meant to complement the operational dashboards and metrics that an organization has traditionally used. So again, we are very agnostic in terms of whatever business intelligence or BI tools that you've historically used, to where you can continue to use that, and support and supplement that with drawing additional insights. So if your dashboard surfaces that your time-to-hire or your turnover numbers or your productivity numbers are improving or declining in certain areas, Talent Insights can then step in and help you discern why that might be occurring.

Mary Windishar: Thank you. What about specialized skills? Are there any that are needed to connect my data to Talent Insights?

Patrick McGreal: There are definitely specialized skills involved, and that's where, as part of the announced, at Talent Insights, an Open HR initiative, we're allowing for clients to consume those kinds of analytics services, whether it be data management, data mapping, data cleansing. There are services that either a client can provide, or a -- or we can provide to the client, as part of preparing the connectors and preparing how that data is going to be rendered and available within the tool.

Mary Windishar: Great. Well, Patrick, you've given us a lot of great information. Is there anything specific we should walk away knowing?

Patrick McGreal: I think as a summary, if there were a couple of thoughts I'd like to leave everybody with, it is that the tool is that -- it is a tool for the HR team to use to gain insight into their workforce, and it is also a tool that we have produced and have envisioned as something that's accessible and available to all clients, whether they have a pre-existing relationship with IBM Kenexa or not, to leverage. What we're looking to do is to allow you to gain insight without regard to the technology that the HR department has used in the past, and the systems that they have used. So from an open perspective, a very open HR initiative.

Mary Windishar: Thank you so much, Patrick. And thank you for attending today's webcast, Seeing is Believing -- IBM Kenexa Talent Insights Live Demo. This webcast will be available for replay on demand, and we'll send you an email indicating availability. That does conclude today's IBM webcast. I'm Mary Windishar, and on behalf of our speaker, Patrick McGreal, thank you for participating.