

# HR – Making the Shift From Intuition to an Analytical & Fast Data Approach

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IBM Smarter Workforce Summit  
**LONDON**



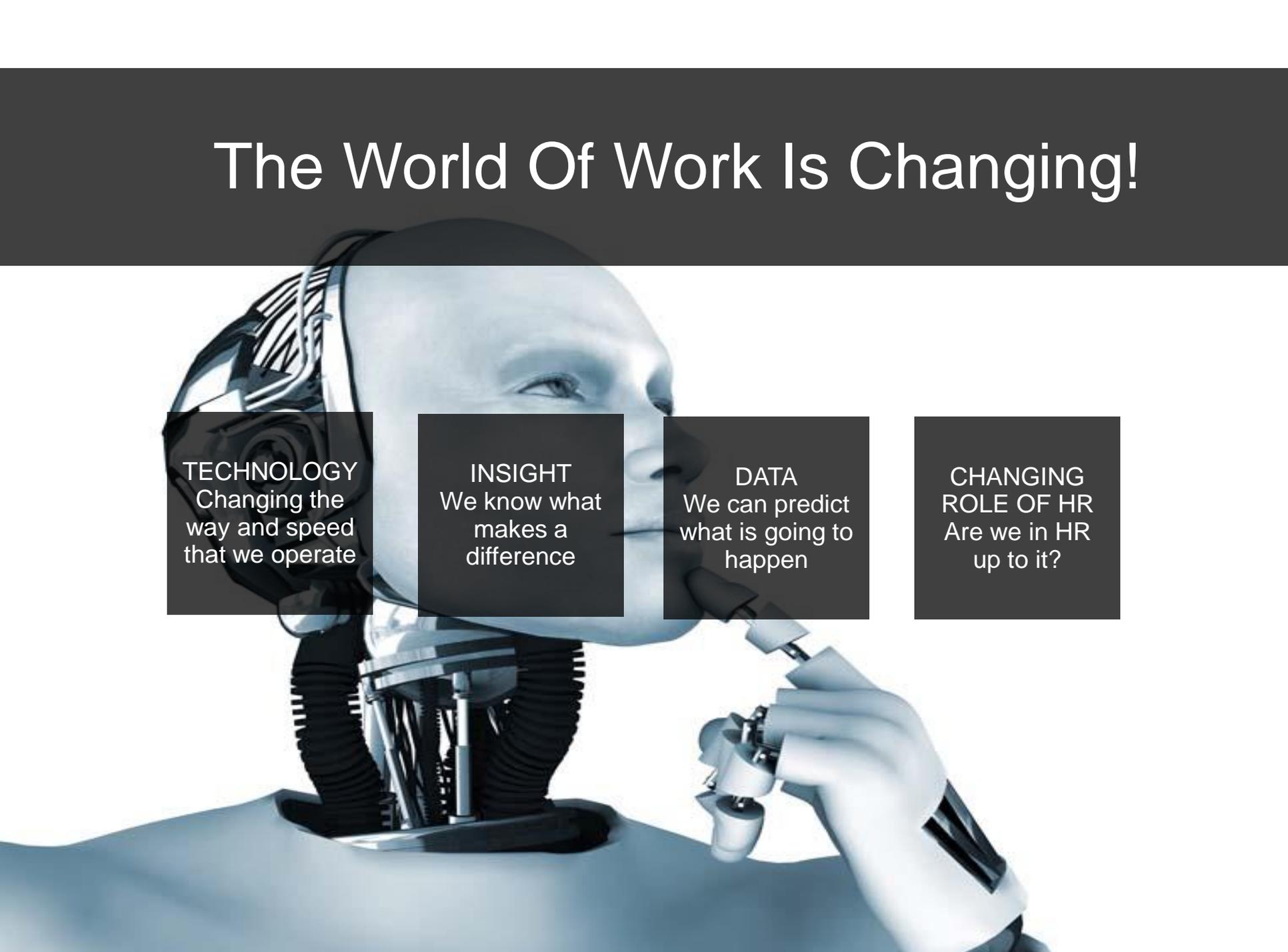
# Agenda

WHY ARE  
ANALYTICS  
IMPORTANT  
FOR HR?

DATA @ WORK

LEARNINGS &  
CONCLUSIONS

# The World Of Work Is Changing!



**TECHNOLOGY**  
Changing the way and speed that we operate

**INSIGHT**  
We know what makes a difference

**DATA**  
We can predict what is going to happen

**CHANGING ROLE OF HR**  
Are we in HR up to it?

# Why Are Analytics Important For HR?



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# Challenges Facing HR:

Focus on Adding Business Value Not Being Strategic

**TALENT  
OWNERSHIP**  
(HR and Line  
Management)

**THE FUTURE  
OF WORK**  
(Reactive vs.  
Proactivity)

**COMMERCIALITY**  
(Evidence and  
business focus)

**CAPABILITY**  
(We Have To  
Improve)

**CREDIBILITY**  
(Fighting History  
& Perceptions)



So Analytics Is HR's Saviour!



**NO**

# Analytics Connects HR With Commercial Outcomes

## INTUITION BASED APPROACH



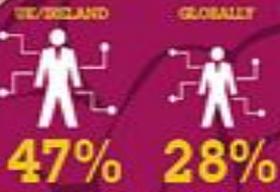
## EVIDENCE BASED APPROACH



1

UK and Ireland CEOs see innovation and partnerships as essential

UK & Ireland CEOs see partnership networks as a more important source of economic value than the global average



In UK/Ireland 47% of CEOs rank partnership networks as a key source of economic value, compared to a global average of 28%

UK & Ireland CEOs have more plans to enter partnerships in the next five years than the global average



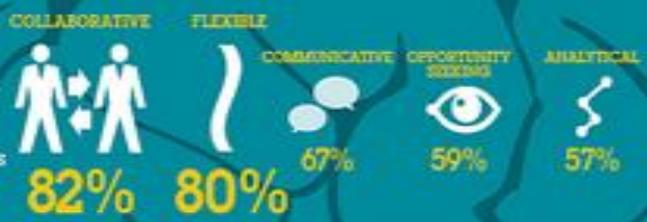
84% of UK/Ireland CEOs plan extensive external partnerships in 3-5yrs, vs 69% globally

For the first time, UK & Ireland CEOs see technology as the external force most impacting their organisations (even more than shifting economic and market conditions)



these percentages are CEOs who say each one will be one of the most important external forces to impact their organisation in the next 3-5 years

UK & Ireland CEOs look for collaboration and flexibility as the most important characteristics in employees



A collaborative environment is the leading factor for engaging employees, much more than pay

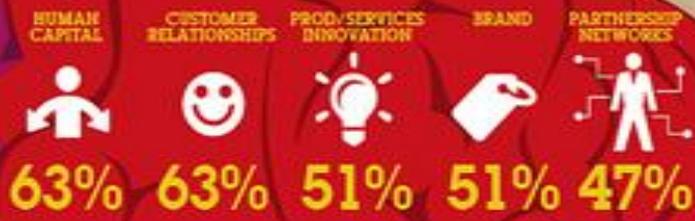


These statistics, taken from the UK and Ireland results of the 2012 IBM Global CEO study, give a rare view into the innermost thoughts of today's business leaders, and illustrate how they believe the challenges of today's complex

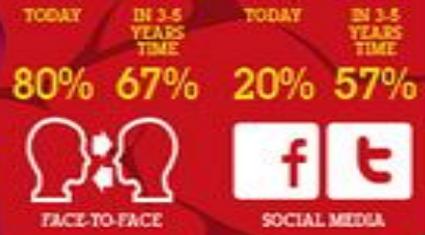
2

Companies need better understand of their customers to thrive

UK & Ireland CEOs see customer relationships and human capital as most important drivers of sustained business success



CEOs will escalate social media engagement with customers over the next five years. They also believe face-to-face interaction will become less important



Customers were seen as the most important part of a business to invest in understanding better



Inspirational leadership and leadership teaming are seen as the most important CEO characteristics to achieve success



Collaboration is the key to employee success

# INSIDE THE BRAIN OF A CEO

ibm.com/ceostudy/uk

# Analytics: What's The Fuss All About?

Does:

- My HR functions' image and credibility need to improve?
- My HR function compete with other functions within the organisation for resources (people and financial)?
- My organisation want to make the link between HR and strategy much clearer?
- My HR function continually get asked to demonstrate how what we do delivers tangible business results?
- My organisation undergo significant or continuous change?
- My executives/senior management pressure you to measure the tangible results of your HR initiatives?
- My HR function need to show the 'added value' that it provides beyond helping with difficult conversations, redundancies, process management etc. ("make the intangible more tangible")?

# Talent Analytics

**REPORTING:**  
What has happened?

**INTEGRATED DASHBOARD:**  
What has happened and why?

**PREDICTIVE:**  
What could happen?

**PRESCRIPTIVE:**  
How can we mitigate the risks and maximise the opportunities?

**“Without data we have only opinions.” (Jac Fitz-enz)**

# Live Example of Analytics in HR

The logo for the IBM Smarter Workforce Summit LONDON. It features a stylized globe with a blue and green arc at the top and bottom. Inside the globe, there are several colorful, wavy lines in shades of blue, green, and yellow. The text "IBM Smarter Workforce Summit" is written in white, and "LONDON" is written in large, bold, green letters below it.

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# CEO



Deploy Recruitment Solution  
ROI – automation  
KPIs – source of hire, time to hire



Deploy solutions in each TM category  
ROI – automation, cloud, mobile, SS, integration  
KPIs – source of hire, engagement, perf ratings



Deploy analytics  
ROI – increase sales  
KPIs – multiple data points across HR and business



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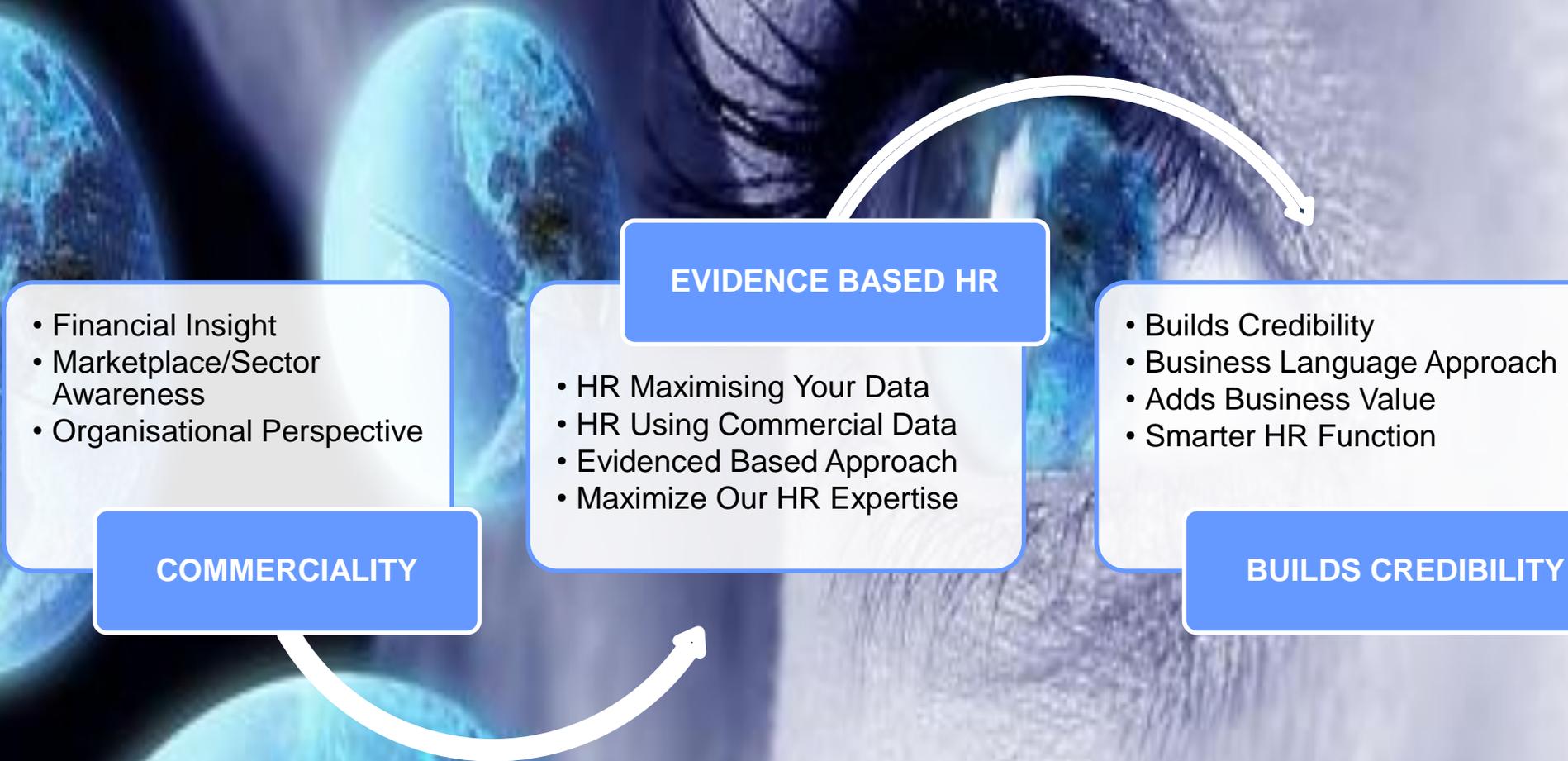
# Learnings and Conclusions

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# Commercial and Credible HR

Analytics Provides the Evidence



# Commercial and Credible HR

Analytics Allows You To....

- **Have Commercial Dialogues**  
(Impact with Credibility)
- **Provide Credible Fact Based Advice and Solutions**  
(Commercial Insight, Breakthrough Thinking & Facilitating Relationships)
- **Provide New Insights Into People Issues**  
(Breakthrough Thinking)
- **Deliver Quick Results with Quality “Value Add” Outcomes**  
(Delivering Value)
- **Market and Sell HR**  
(Impact with Credibility)
- **Inspire the CEO and Top Business Teams**  
(Collaborative Leadership)

How can Human Resources sell itself to senior management?  
Doing enough to get the job done or not?



# Any Questions?

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