

IBM® Smarter Workforce Institute

Starting the workforce analytics journey: Your first 100 days

Nigel Guenole and Kieran Colville



IBM Smarter Workforce Summit
LONDON

Reference for today's presentation

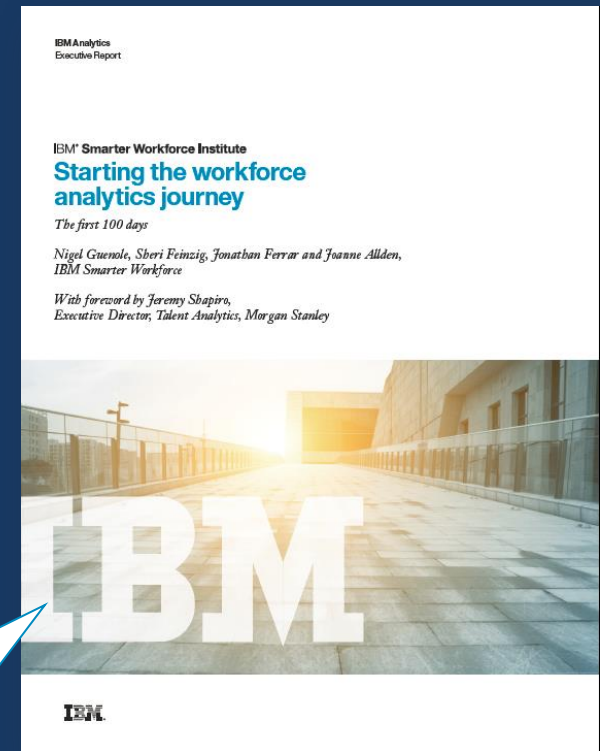
*Starting the workforce analytics journey:
Your first 100 days.*

IBM Smarter Workforce Institute Report

Nigel Guenole, Sheri Feinzig,
Jonathan Ferrar, Joanne Alden

*"HR ... is still learning how to set up
an effective analytics function."*

Jeremy Shapiro, Morgan Stanley



<https://ibm.biz/analytics-first100days>



Today's presentation

- The rising importance of analytics in Human Resources
- The need for practical advice on 'analytically enabling HR'

Phase 1: Direction setting

Phase 2: Defining approach

Phase 3: Growing capability

- The ongoing journey



The rising importance of analytics in HR

“Rapid developments in technology ... have opened up new analytic possibilities to HR”

“The potential ... to improve HR effectiveness is bringing workforce analytics to the forefront of HR executives’ minds.”



The need for practical advice

- ✓ Benchmarking against other firms
- ✓ Technical advice on analytic techniques and technologies
- X Practical advice on how to embed analytics
- X Organizational development perspective

Do we need an HR analytics function, or can we outsource it?

The first 100 days

Setting your direction

1. Objectives
2. Governance
3. Quick win

Defining your approach

4. Data
5. Technology
6. Partners

Growing your capability

7. Skills
8. Business plan
9. Momentum

The ongoing journey

10. Implement



“Many people think that workforce analytics starts with the data, but it doesn’t. It starts with clearly establishing why you’re here, and what the business needs are.”

Sheri Feinzig, Director, IBM

Phase 1

Setting your direction

1. Objectives
2. Governance
3. Quick win

1

30

IBM Smarter Workforce Summit
LONDON

- **Articulate your objectives**
 - Establish your vision
 - Confirm the scope of your analytics function
- **Define your governance model**
 - Stakeholder consultation
 - Understand the rules of the game
 - Plan for action
- **Get a quick win**
 - Project prioritization
 - Sponsor identification

Setting your direction

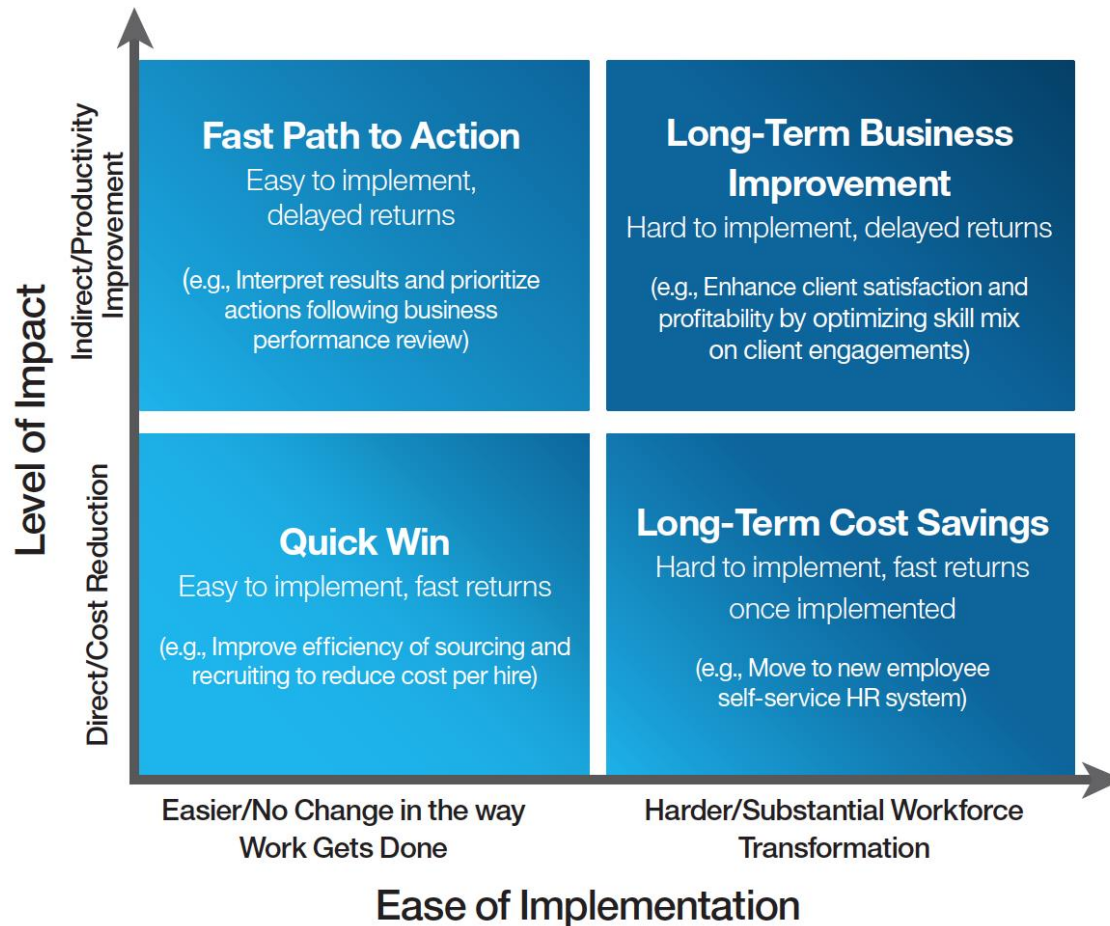
1. Objectives
2. Governance
3. Quick win

1

30



Project prioritization matrix



“30 percent of the data drives 70 percent of the value. To make the data accurate, make it visible to as many people as possible ... as people will usually tell you if their data is wrong”

Tom Stachura, Vice President, IBM

Phase 2

Defining your approach

- 4. Data
- 5. Technology
- 6. Partners

60

IBM Smarter Workforce Summit
LONDON

- Know your data
 - Data quality
 - Data management
- Know your technology options
 - Traditional technology solutions
 - Cloud technology solutions
 - Cognitive computing and advanced visualization
- Know your partner options
 - Insource, outsource, or partner?

Defining your approach

4. Data
5. Technology
6. Partners

60

Phase 3

“The leader of the analytics function doesn’t need to be the best statistician. They need to be ... able to talk about business outcomes and results.”

**Tina Marron-Partridge,
VP and Executive Partner, IBM**

Growing your capability

- 7. Skills
- 8. Business plan
- 9. Momentum

90

IBM Smarter Workforce Summit
LONDON

- Identify skills and rolls
 - Leadership
 - Specialists, generalists, or blends?
- Complete a business plan
 - Plan your approach to enablement
 - Adopt a consultancy model
 - Link analytics to business outcomes
 - Perspectives on the technology investment

Growing your capability

- 7. Skills
- 8. Business plan
- 9. Momentum

90

Enablement options

	Pros	Cons
Up-skill HR business partners	Analytics becomes a way of doing business as opposed to an add-on	HR staff may lack time or interest in becoming analytics specialists
Create dedicated HR team or center of excellence	Clear mandate to work on HR issues from an analytical perspective	Process associated with establishing the function may detract from executing the work
Join existing enterprise analytics function	Broad and deep analytics experience always on hand	May distract from a clear focus on people related problems
Use external service providers	Time consuming data and technology problems are handled by external experts	May offer less control than internal provision

“Don’t make the mistake of thinking HR analytics is only about statistical analysis. The real value is the business improvement ... from the interventions.”

Eric Lesser, Research Director, IBM

The ongoing journey

The ongoing
journey

10. Implement

100

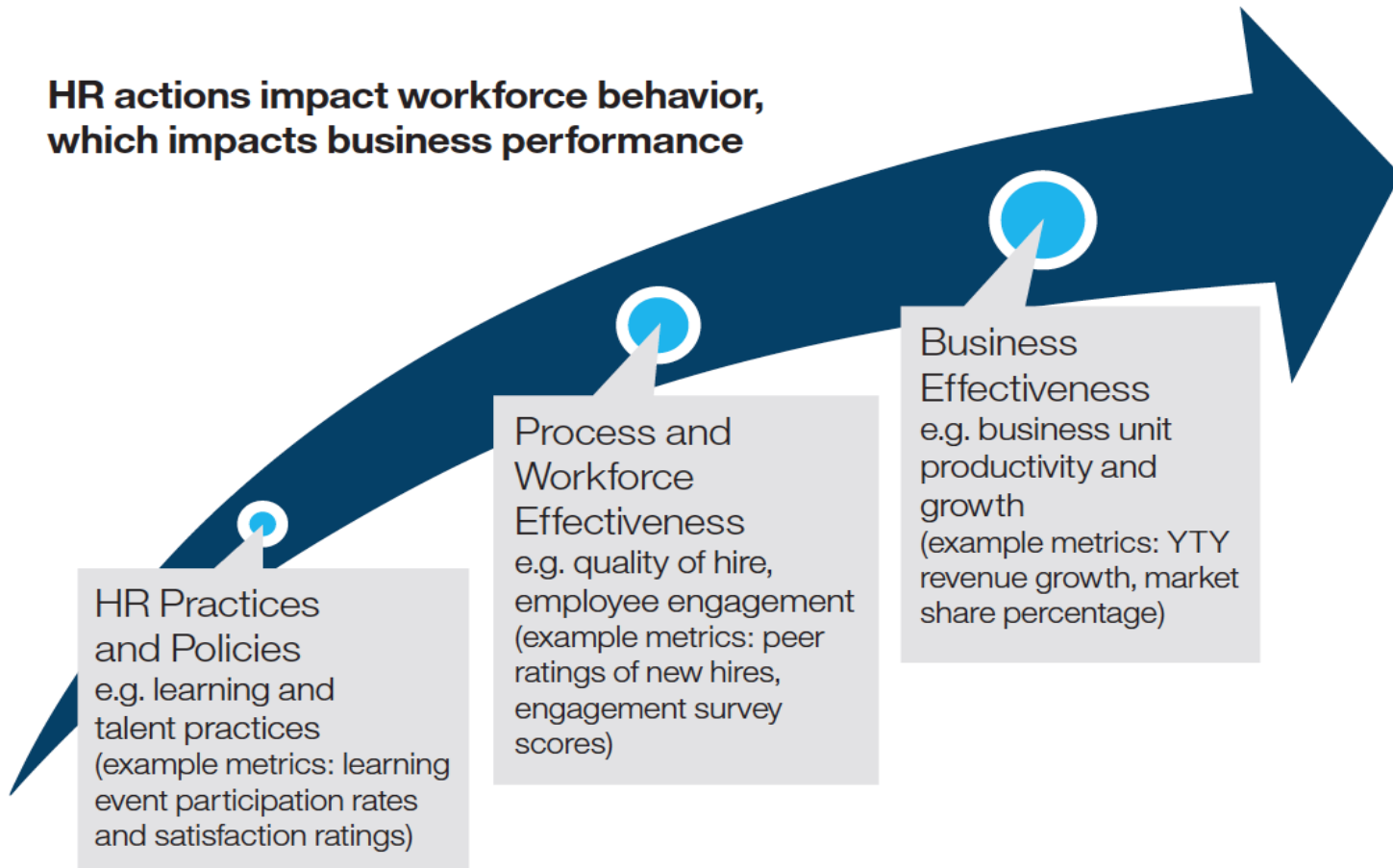
IBM Smarter Workforce Summit
LONDON

- Analyze associations between data
- Take action based on insights
- Evaluate interventions



Workforce analytics value chain

**HR actions impact workforce behavior,
which impacts business performance**



The first 100 days

Setting your direction

1. Objectives
2. Governance
3. Quick win

Defining your approach

4. Data
5. Technology
6. Partners

Growing your capability

7. Skills
8. Business plan
9. Momentum

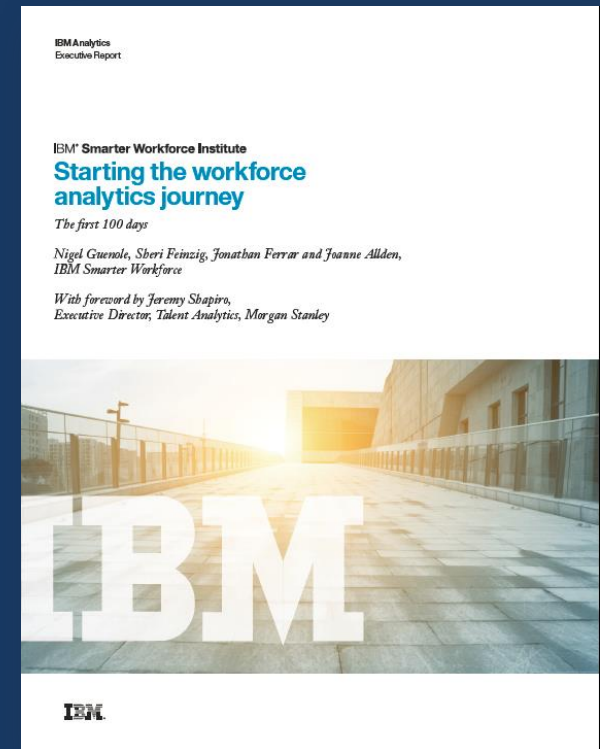
The ongoing journey

10. Implement



Your next step

- Download the report:
<https://ibm.biz/analytics-first100days>
- Set your vision
- Begin your journey



Thank you

Kieran Colville

IBM Smarter Workforce

 @kierancolville

Kieran.colville@uk.ibm.com

Nigel Guenole

IBM Smarter Workforce Institute

 @guenolen

Nigel.guenole@uk.ibm.com



IBM Smarter Workforce Summit
LONDON