



People Analytics in the Real World

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Nice to Meet You!



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 **FOUNDED**
2003



Home in CALIFORNIA
with offices in NEBRASKA, CANADA,
UK and NETHERLANDS

325+
ENTERPRISE
CUSTOMERS

OVER 80
LANGUAGES
MORE THAN 70
COUNTRIES



30%
FORTUNE
100



250+ FULL-TIME
EMPLOYEES
*Focused entirely on
Employee Surveys*

Inc.
5000

WORLD-CLASS SECURITY



**Everyone wants to talk about analytics, and
it's easy to understand why**

Quantify impact

**Numbers are the
language of leaders**

Influence

Facts and Data

Strategic Partner

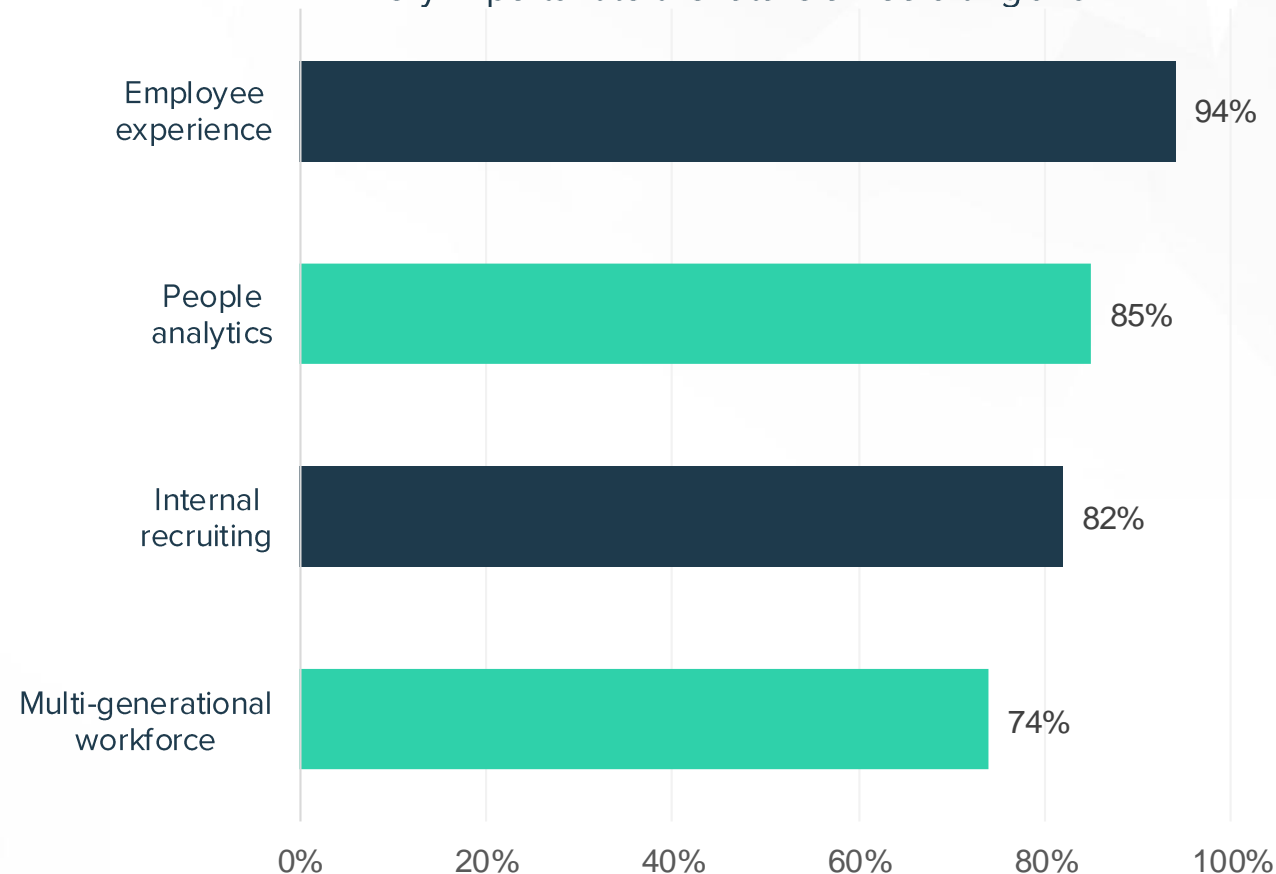
**No guessing...
know for sure**

2020 Global Talent Trends

This report combines survey results from more than 7,000 talent professionals in 35 countries, LinkedIn behavioral data, and 40 interviews with experts to deliver data-driven recommendations on how to act on these trends.

LinkedIn Talent Solutions

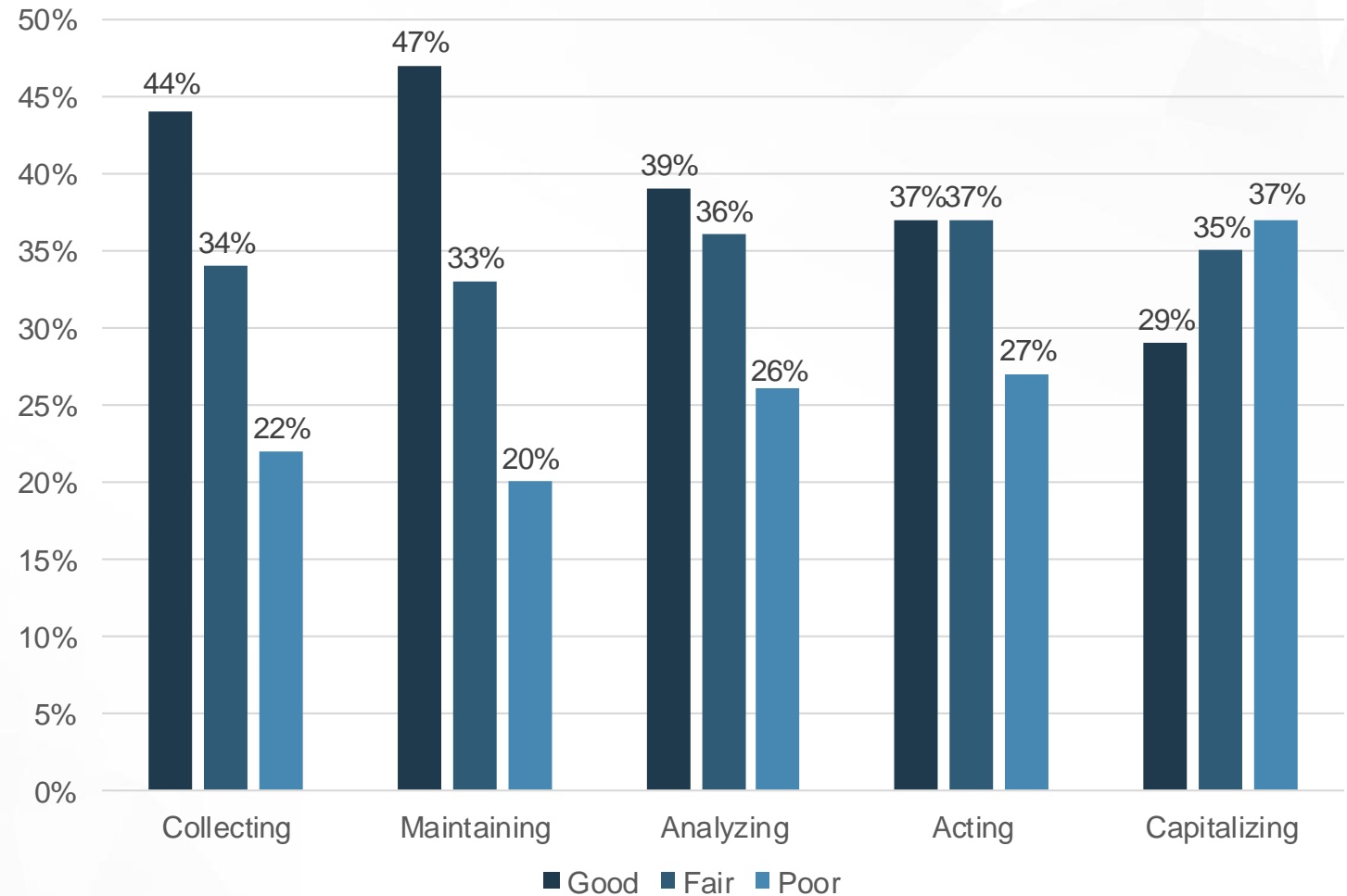
Percentage of talent professionals who agree these trends are very important to the future of recruiting and HR



It's easier to
get the data
than to use
the data

How companies rate their own people analytics performance

Percentage of talent pros who rate their own organizations as good, fair or poor at the following stages of people analytics mastery:



73%

say people analytics
will be a major
priority for their
company over the
next 5 years

55%

of talent professionals
say they still need help
putting basic people
analytics into practice

It just all seems very complicated

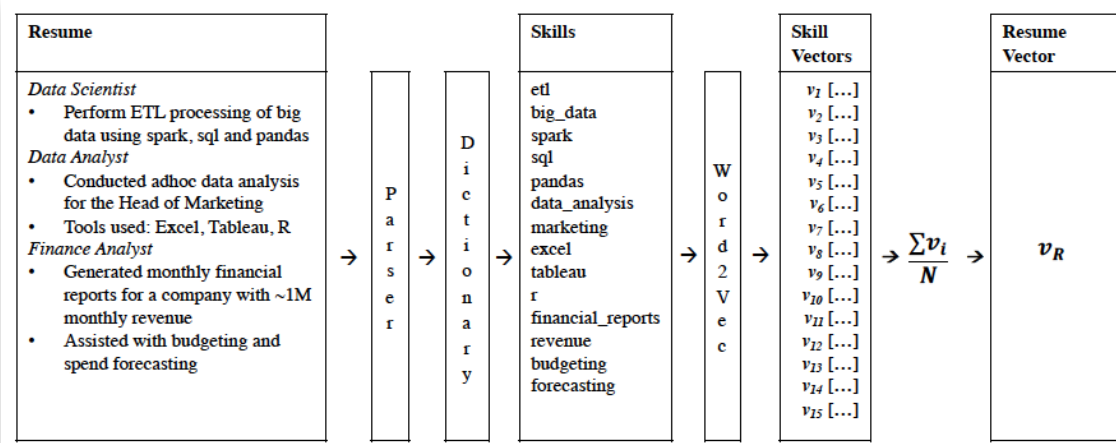
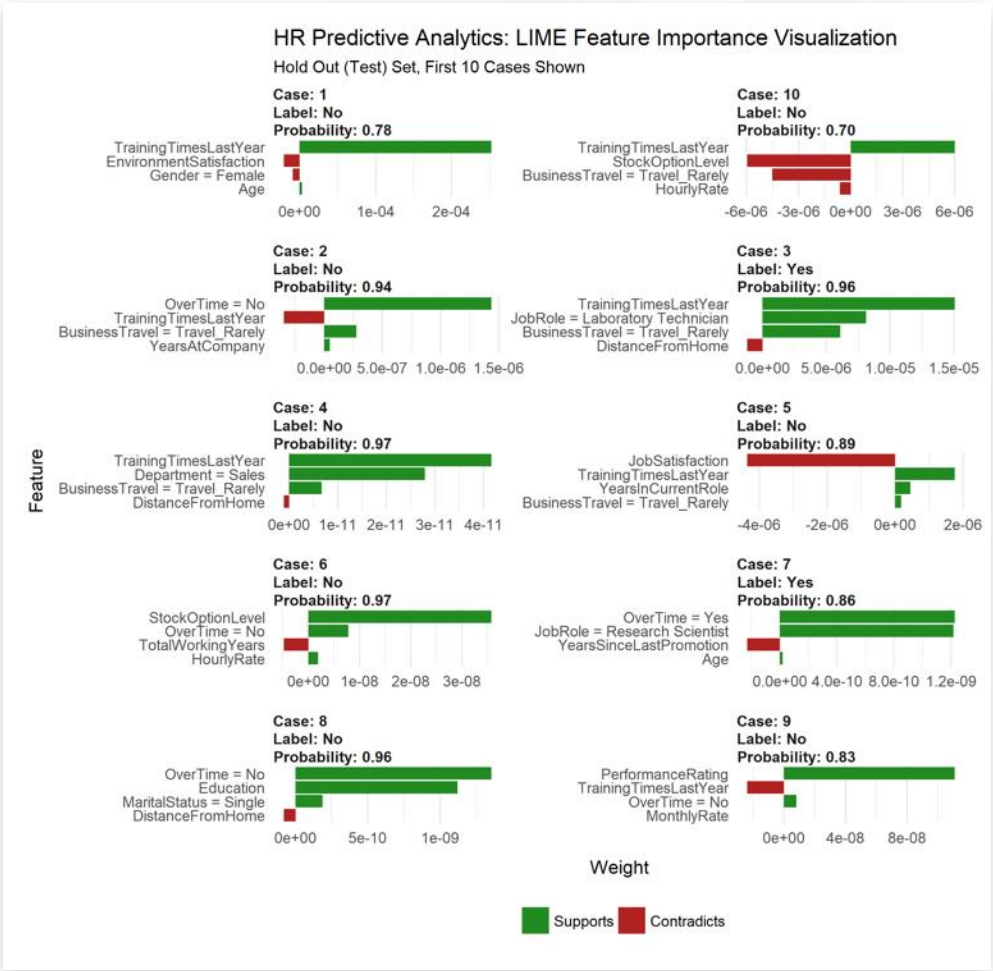


Figure 4: Illustration of Creating a Resume Vector






**Let's not make
this harder than it
needs to be**

Common Misbeliefs about Getting Started with Analytics

#1: My organization doesn't have access to the data needed for people analytics



Yeah you probably do

HRIS Data +
Employee Survey =
A Great Place to Start

Common Misbeliefs about Getting Started with Analytics

#2: We don't have the analytics software necessary to do analytics



Yeah you probably do

If you have an employee survey, you probably also have:

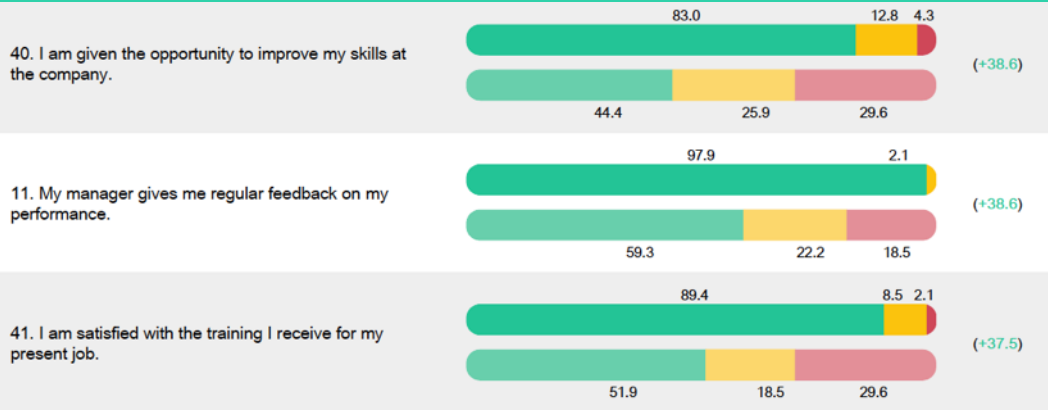
- ✓ Demographics
- ✓ External Benchmarks
- ✓ Portability into Excel, PowerPoint
- ✓ Ability to link with nonsurvey performance data

Common Misbeliefs about Getting Started with Analytics

#3: We don't have staff with statistical analysis or expertise

Maybe not, but...the simplest analyses and visuals are the best

	Czarnecka, Matylda (11)	Hayes, Alfredo (10)	Tims, Jasper (29)	Tórrez, Libano (17)
Clarity of Direction	96.4	80.0	85.5	76.5
Manager Relationship	81.8	97.5	87.1	88.2
Performance Management	86.4	97.5	92.2	91.2
Employee Empowerment	83.6	92.0	84.1	84.7
Pride in Company	70.5	95.0	81.9	76.5
Continuous Improvement	84.1	90.0	78.4	67.6
Teamwork and Collaboration	83.6	92.0	87.6	84.7
Recognition and Reward	65.9	82.5	75.0	69.1



Employee Surveys can be the Engine of a People Analytics Strategy

Manager-Team Feedback / Action Planning



How do we get started?



How do we get started?

What problem needs solving?

*What is hold us back
as an organization?
What is preventing
organization success?*

Ask some questions: What's going on?

*Are our current
interventions working?
What is driving
behavior in the
organization?*

Use the question to guide the analysis

*What data do we have
in hand that can
answer the questions?
What data are missing?
Who owns the data?*



Examples of People Analytics in the Real World

Real World Example #1 Effectiveness of Leadership Development

The setting

A global biotech firm with aggressive growth plans

What problem needs solving?

Management capability needs to improve in order for the company to achieve objectives

Ask some questions: What's going on?

The company has invested \$1M+ in leadership skills training for front line managers/supervisors. Has it paid off?

Use the question to guide the analysis

Leadership Skills Participation + Annual Employee Survey Results = Impact

What they did:

Appended new data to survey database:

- Attendance in leadership development program
- Voluntary turnover
- Promotion rates

Matched attendees/nonattendees on level

Compared their own survey results and their teams' survey results

What they found:

Graduates of the program were personally more engaged (+4)

Graduates of the program were more engaging:

- Employees more likely to indicate they intend to stay with the company (+5)
- More likely to recommend the company as a great place to work (+6)

Employees of teams led by graduates were:

- Less likely to leave (voluntary turnover -3%)
- More likely to be promoted
- Performed more effectively

Real World Example #2 Loss of Key Talent

The setting

A large, well-known and innovative global online retailer

What problem needs solving?

Great talent joins, but great talent stays only long enough to add the experience to their resume

Ask some questions: What's going on?

Why are we losing our best performers? What can we do to fix the situation?

Use the question to guide the analysis

Actual Regretted Attrition + Annual Employee Survey Results = Workplace Elements that lead to Turnover

What they did:

Appended new data to survey database:

- Voluntary turnover – regretted and nonregretted

What they found:

Employees that voluntarily left the company were less engaged...that's not a surprise, but not really helpful

The bigger and more actionable story focused on personal work experience. It was just too hard and frustrating to get stuff done

Regretted hires much less positive on:

- Career goals being met
- Sense of accomplishment and time spent on challenging work
- The positives of working here make the effort worthwhile...access to tools and resources, involvement in decisions, encouraged to find new and better ways

My Advice? If I were you I'd start small...

- 1 Identify a meaningful problem
- 2 Determine the data at hand
- 3 Get to work



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