

A form the problem
statement for the
proof



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A famous quote from Management Consultant Peter Ducker – “ If you can’t measure it, you can’t manage it,” applies to HR as well. Every HR function has the measurement capability but in different capacity and purpose – from a tribal capability to an innovation leader. Likes of Google, Amazon, and Facebook – founded on data and technology, are the innovation leaders who define the industry by transforming the business and workforce models. These organizations have mastered the art of data-based decision-making process and operationalize to the core of their organizational DNA.

Is HR Analytics a reality? From a survey and experts panel discussion, SHRM in collaboration with Economist Intelligence Unit concluded use of HR Analytics as one of the critical competitive advantage for the organizations. In another Global CEO study by IBM, the CEOs indicated Human Capital as the top contributing factor for the sustainable economic value. To detail further, CEB has found that average improvement in crucial talent outcomes (bench strength, employee performance, quality of hire, and employee engagement) by leading analytics organizations are 12% higher than average organizations. It is evident from the above that data-based people related decisions have direct impact on the business outcomes, irrespective of the size, industry, and vision of the organization. So, are there silver bullets to democratize the journey with a motto to build insight-based people decision making as organization DNA? Point of Entry: Establish the purpose – solve what – operational or strategic problems, and for HR or business. While the focus areas may vary for the different organizations, the hot-spot that gets the suite interested, is the one that drives strategic agenda and measurable business outcome. Finding the right business led hypothesis is the most

critical steps in kick-starting the journey as this will form the problem statement for the proof of concept.

Define the people (skills, knowledge, and behavior), process (to collect data, define metrics, use a template, and to communicate intermediate progress & final top 2-3 strategic insights and recommendations), and technology to deliver the promise, basis established hypothesis. The successful delivery of this one-off the project will help demonstrate the power of Analytics on people-related business outcome. Investment for Build: Use the learning and success gained from the point-of-entry project to define the long-term roadmap and business case for funding. A roadmap to move from tribal capability to becoming an innovation leader in the market. Each capability level can be visualized as "S-curve", and the roadmap will have multiple curves sitting on top of another one (refer picture below). One of the risk, most of the organizations run into of not articulating the matured state and sharing progress update when pivoting from one level to the next. The organization's ability to identify required people, process, and technology requirement for the future state is critical for the success. One of the ways to achieve this right and fast, is to collaborate with HR Analytics consulting organizations to infuse industry knowledge and skills.

Education for Sustainability: Successful delivery of the proof of concepts and securing investments and sponsorship from the c-suite is half battle won. The remaining is all about embedding the Analytics capability into day-to-day process to make it organizational DNA. The objective should be beyond training users on data or systems and focus on the importance of setting a strategy to drive cultural shift on how the workforce insights should be

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consumed. Democratize the knowledge on where to find insights into their problems, how to use self-serv technologies to draw insights, how to comprehend the insights and convert into recommendations. The end game should be an enterprise analytics capability, where the piece parts (HR, finance, risk, IT, and CRE data) combine to solve problems.

No doubt this may require more effort at first, more sponsorship from the senior ranks, and buy-in from more people. But enterprise-scale results—in revenue growth, profitability, return on capital, customer loyalty, or other measures of value—make an effort worthwhile.