DATA AND ANALYTICS 2021:
FOR THE PEOPLE

Most HR professionals are familiar with artificial intelligence (AI) and machine learning (ML), and understand the foundations that must be laid before building a solid people data and analytics program. However, organizations are holding some programs back by not providing enough change-management services to transform their culture into one that is evidence-based. People data practitioners must conduct a careful analysis of their organization's capabilities and be selective about when and where to collect and use data, proving the value of that approach.

CURRENT STATE

On a scale of 1 to 5, please indicate your level of agreement with this statement:

"Our data sources are well-developed and stratified by the type of analysis we conduct on a regular basis."

(1 = Strongly disagree; 5 = Strongly agree)

2.63
(AVG. SCORE)

On a scale of 1 to 5 (with 5 the highest level),

*"How would you rate the quality of insights drawn from your data analysis?"*

3.19
(AVG. SCORE)

On a scale of 1 to 5, please rate your level of agreement with this statement:

"The recommendations that have been generated from our data analysis have provided breakthrough results for our organization and transformed the way we do business."
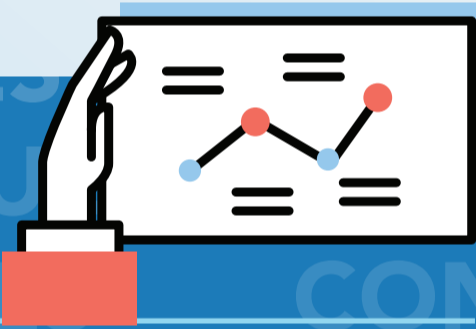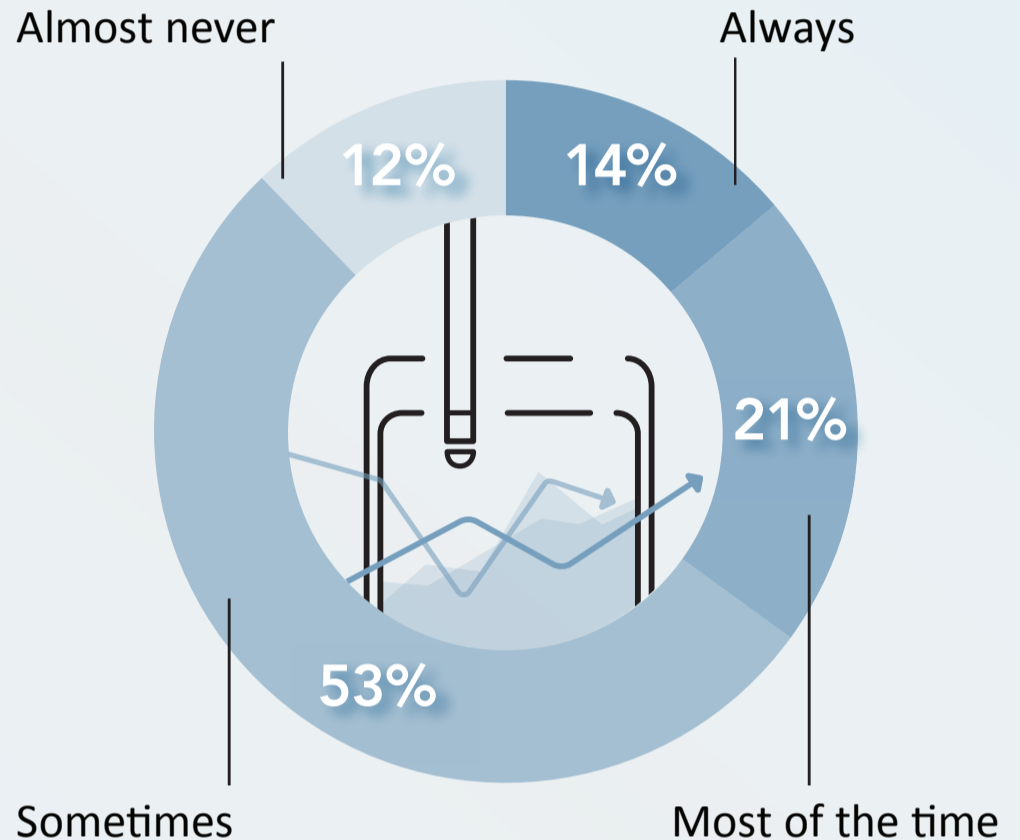
(1 = Strongly disagree; 5 = Strongly agree)
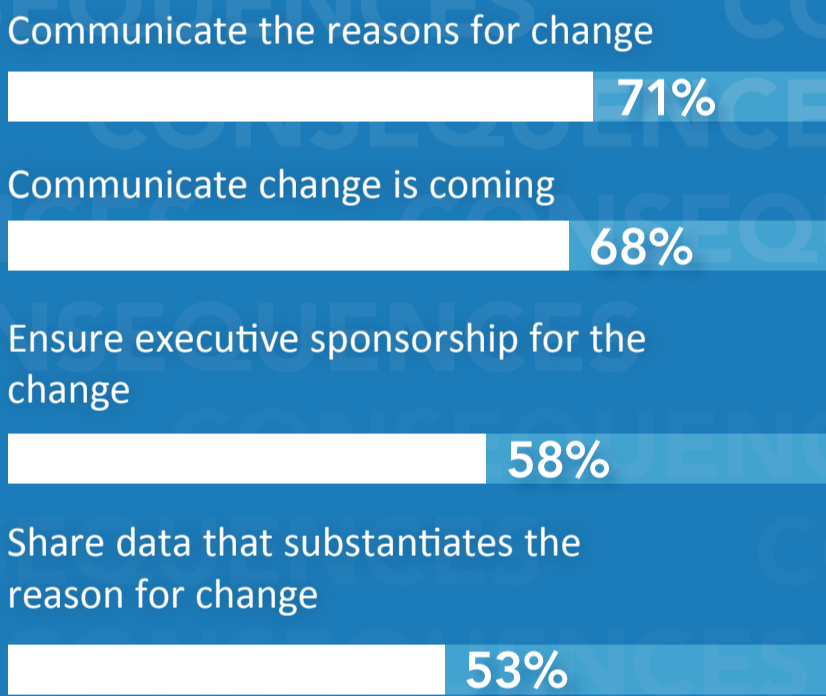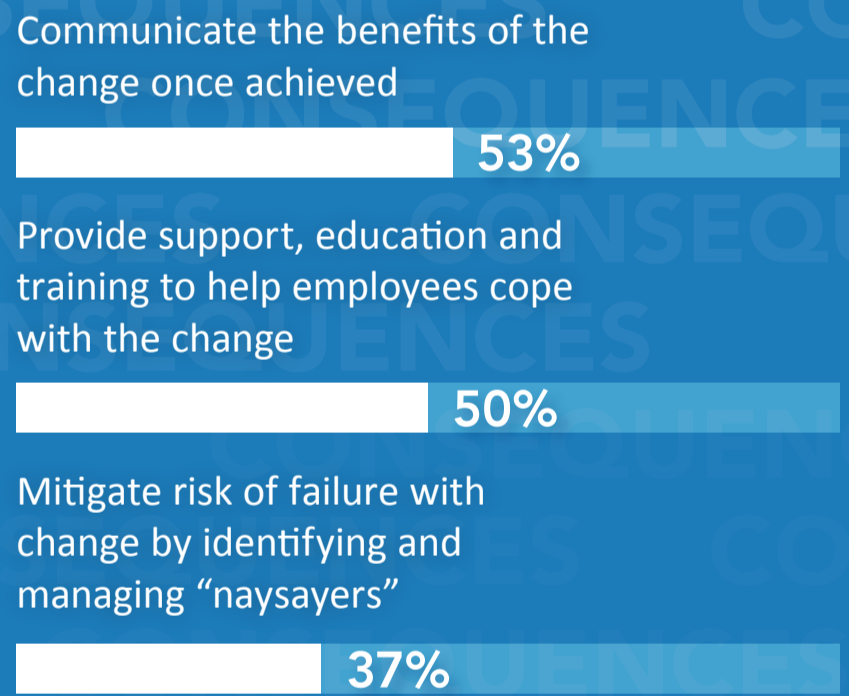
2.91
(AVG. SCORE)
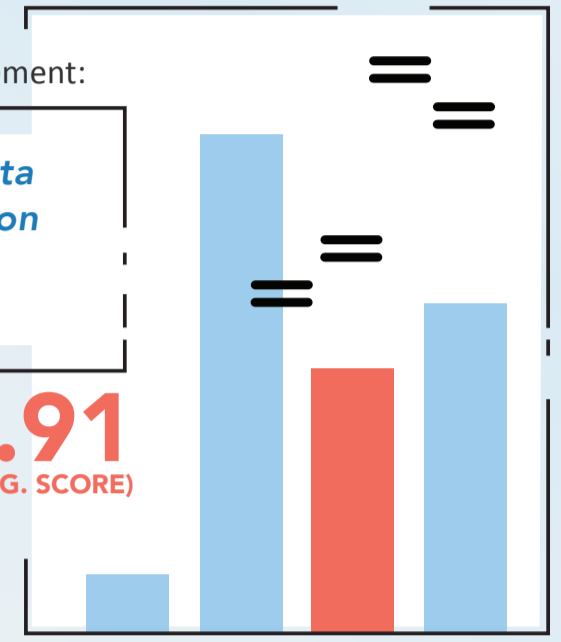
COMPLEXITIES

When your organization undertakes an initiative that requires data analysis, are the proper resources and timelines provided to produce a meaningful result that will significantly impact the business?

- Almost never — 12%
- Always — 14%
- Most of the time — 21%
- Sometimes — 53%

CONSEQUENCES

Is your organization prepared to take any of the following actions based on the business recommendations generated from data analysis?

Communicate the reasons for change
71%

Communicate change is coming
68%

Ensure executive sponsorship for the change
58%

Share data that substantiates the reason for change
53%

Communicate the benefits of the change once achieved
53%

Provide support, education and training to help employees cope with the change
50%

Mitigate risk of failure with change by identifying and managing "naysayers"
37%

PEOPLE DATA QUESTIONS

(?) Who must be involved in collecting and analyzing data?

(?) How do we collect data and how is it used in our organization?

(?) What data sources should our organization pull from and how should it be used?

(?) Which tools and technologies can assist organizations in making the best use of their people data strategy?

(?) What data and analysis will have the biggest impact on our business and future decisions?

FIVE ACTIONS

TO MAKE A TOP-LEVEL DATA AND ANALYTICS PROGRAM

(1) Take time to understand the current state of your own organizational data and analysis practice.

(2) Improve the foundational elements of your organization's data collection first, then deploy and make use of the insights from that data.

(3) Make use of Design Thinking principles in your approach to data and analysis.

(4) Monitor, measure and make improvements.

(5) Not every problem needs to be solved with data.