

6 CRITICAL STAKEHOLDERS FOR WORKFORCE ANALYTICS SUCCESS

What does the HR function need to execute workforce analytics successfully?

It depends on how 'success' is defined. If a successful project is simply one in which analysis is high-quality and robust, then having expert analytics staff will suffice. However, if success is defined as a project that produces actionable insights which are implemented and have a measurable impact on business outcomes (which is what we at CRF believe), then you are going to need more than analytics experts to achieve your goals. Success will depend on partnering with and working through different sets of stakeholders who can help roll out change within the business.

Who are these critical stakeholders and what can they do for analytics?



Chief Human Resources Officer. A good CHRO can act as a sponsor of analytics work, playing a critical role in championing the work and making sure it is followed through to implementation. An effective CHRO will have good influencing skills, strong relationships with business leaders, a good understanding of the business strategy, strong business acumen, and an interest in and orientation towards data.

Is your Head of Workforce Analytics a member of the HR leadership team? Making this connection can help to align the workforce analytics agenda with the business and people strategies and ensure plans for analytics are linked with those of other specialist HR functions such as reward, learning and talent.



Board/leadership team. In some organisations, the board and senior leadership is a key source of demand for workforce analytics. Engaging this stakeholder group raises the profile of workforce analytics as a business discipline, helps keep the analytics team focused on business matters and sets the tone and expectations for data and evidence in people- and organisation-related matters.

Are you nurturing your relationship with key business executives? Doing so will help you identify strategic priorities and projects early on, at the stage when you can have the most influence.



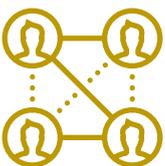
HR business partners (HRBPs). HRBPs are one of the main channels for implementing data insights in an organisation. They are also often the route through which workforce analytics projects are initiated. HRBPs play a critical role in identifying business issues to focus on, in helping to educate business leaders on the potential applications of analytics, and in building hypotheses to test.

Do your HRBPs have the analytical and numerical skills they need to support the business? If not, consider investing in the broader analytics capability of your HR function.



Business leaders. A useful approach to getting traction with analytics is to identify potential champions in the business – business leaders who 'get it' will be advocates for a data-driven approach and are probably willing to experiment.

Do you have the confidence and capability to educate the business on what can be achieved with workforce analytics? Business leaders can be sceptical, so it helps to connect what you can offer with the business issues leaders are looking to solve. Have successfully completed projects ready as examples.



Other analytics teams within the organisation. The deepest, most useful insights tend to come from an integrated process that brings together subject experts from the business and HR. Thus, it is crucial to build strong connections with other analytics teams, particularly in finance, marketing, customer service and operations. Building these relationships will help HR gain access to the critical business data required for business-driven analytics and is an opportunity to tap into their expertise and piggy-back on technology already in place.

Have you already started building relationships with other analytics teams in your organisation? It's important to do this early as it can take time and effort to build credibility with other analytics experts.



Key external stakeholders. These include consultants and academics. Engaging external consultants to deliver a number of discrete projects can allow organisations to test out the concept of workforce analytics and gauge its potential value before investing in infrastructure and hiring a team. Academics can help direct investigations and highlight relevant research.

Have you consulted academic literature when doing the groundwork for an analytics project? Academics have extensively researched many of the questions organisations wish to explore – such as what motivates employees and how to change behaviour – and their insights can give organisations a head start when building an analytics project.