



# DRIVING BUSINESS TRANSFORMATION

WITH TALENT ANALYTICS

On 4<sup>th</sup> November 2020, CRF members gathered for '**Driving Business Transformation with Talent Analytics**', a Zoom Interactive Event. We explored how organisations are using talent analytics to support their transformation efforts across the employee lifecycle, and why this creates a fantastic opportunity for HR to solve critical business issues.

- As the world of work rapidly evolves, businesses need to enable sustainable transformation through their people in order to survive and thrive.
- As we become more remote, yet digitally connected, those organisations that are able to embed talent analytics into their decision-making and workforce processes will be best positioned to identify and target transformation to enable productive, healthy and inclusive organisations to flourish.
- Focusing on business issues where improving the performance and productivity of your people will have greatest impact, holds the key to future success.



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THE EVENT HERE



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### KEY TAKEAWAYS

For years, people decisions have been made with limited data. Huge advancements in digitalisation are now allowing for the collection and comprehension of a wide range of data sources. For example, AI is opening up unstructured data sources, such as social media content.



**Organisations often claim to be data-driven, but what this means can be obscure. 'People data' can be abstract, and organisations are often on a journey toward understanding how to use it meaningfully to drive performance.**

There are several challenges when using talent analytics to support people-related decisions – stakeholder buy-in, time, demonstrating impact, confidence in data inputs, the need for human interpretation and curation. Organisations should start small and build on successes.

**IT'S VALUABLE TO BRING DATA TOGETHER INTO ONE PEOPLE INSIGHT HUB. USE PROCESS METRICS, ASSESSMENT DATA, OD DATA, CULTURAL SURVEYS, AND SO ON TO MODEL, PREDICT AND STRESS-TEST FUTURE SCENARIOS.**



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**But more data is not necessarily a good thing. There are issues around data overload, biased data, and the use of data for purposes for which it was not intended. Data should be used to support humans, not to make decisions. The application of sound psychological process and the organisational context are key.**

The key ingredients for delivering data-driven people insights include a robust model for assessment, a sizeable amount of assessment data to work with, and a curious, data-driven, question-focused organisation. It's about using the right tools and the right models in the right processes to make informed judgements about people.

Disruption, constant change and transformation are now the norm for businesses. In this context, those organisations that take steps now to enable strategic talent analytics and embed analytics into their culture will gain competitive advantage.

**Data can tell us a great deal about an individual's style, capabilities, motivations, where they will thrive, and what support they need. Organisations should be looking for moments of alignment and real understanding about where people could go and what it means for the organisation. This is very valuable information in an ambiguous, complex world.**





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### AUDIENCE Q&A

**Q** How do we make data meaningful, consistent, and measurable rather than being a subjective viewpoint?

**A** *One of the keys to making data meaningful, consistent, and measurable is for organisations to ask the right questions of their data. For example, 'how do I optimise the impact of this team on our business?' or 'what are some of the behaviours we need for future success?'. You also have to have the right people with the right skills to interpret the data, and have to have a data-driven culture.*

**Q** Is there a common view of what data we should be looking at when we're talking about talent management specifically?

**A** *The opportunity we have now is huge because we are collating data in so many different ways. The challenge is that there is so much; what is helpful are validated, proven measures of people and their potential. Look for tools that have been constructed in a well-researched and considered way. It's important to also evaluate the ethics around how broader datasets have been collated.*

**Q** Data availability is a challenge in a multinational organisation where there are legal restrictions that vary by country on what data can be gathered – how can the validity of any analysis be assured in that context? Or do you have to rely on the minimum consistent data points, which limits your ability to gain insight?

**A** *You have to be aware from the outset of different legal requirements across jurisdictions; it's about careful planning at the very beginning of the journey. Transparency is key – how do you inform people of how things work and how the data will be used?*

**Q** A related challenge is getting a sufficient volume of data points before stakeholders see the benefit of talent data analytics... bridging the gap between where we are now (with limited technology) and where we want to be in the future.

**A** *There is a challenge around how much data do we need to answer more straightforward questions. This is really about setting up process correctly from the beginning. It is all about preparation and planning.*



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### SPEAKERS



✉ EMAIL

**WILLIAM BLACK** is an organisational psychologist who has worked at SHL, in various capacities. His current role spans a variety of areas including Assessment and Development Centre delivery, competency framework design, Executive Assessment and custom report design. He enjoys working closely with clients to facilitate valuable development outcomes. His passion also extends to his research into candidate perceptions of new HR technology in selection and development.



✉ EMAIL

**SARAH MCLELLAN** is a business psychologist seeking to understand and optimise the power of people to help individuals and organisations to flourish. As Managing Director of the UK&I SHL business, she is responsible for a team of consultants and account managers who design talent assessment solutions to help solve business challenges. Sarah has been partnering with organisations for over 15 years, consulting across talent acquisition and talent management. She is passionate about optimising the role people science can play in shaping the future of work.



✉ EMAIL

**GILLIAN PILLANS** has worked as a senior HR practitioner and OD specialist for several organisations including Swiss Re, Vodafone and BAA. Prior to her HR career, she was a management consultant with Deloitte Consulting and is also a qualified solicitor. Gillian has written various CRF reports on subjects including HR strategy, organisation design and development, leadership development, coaching and diversity.



✉ EMAIL

**MARK ROBINSON** is a project manager and managing consultant at SHL, delivering consultancy, training and projects in selection and assessment, and learning and development. He also has experience in psychometric training, product consulting and assessment process design. Project highlights include managing bespoke volume recruitment solutions, and conducting OPQ feedback and validation interviews for the selection of executive positions within public and private sector clients.

### FURTHER READING

SHL's session slides can be found [here](#).

CRF. 2020. **Strategic Workforce Analytics**. Speed Read. *Link to come*.

SHL. 2020. **Finding Purpose – The Human Connection Individuals and Organizations Need to Flourish**. <https://www.shl.com/wp-content/uploads/transforming-talent-management-whitepaper-en.pdf>

### crf UPCOMING CRF EVENTS



ONLINE:

**Talent Management: Careers, Development and Succession in a Changing Landscape**  
18<sup>th</sup> November 12.00 GMT



ONLINE:

**HR Agenda in the Organisation of the Future**  
7<sup>th</sup> December 12.00 GMT