

PERSUASIVE ANALYTICS:

INFLUENCING WITH DATA

Data is often hailed as 'the future of HR'. In reality, it has always been a part of HR – the function just hasn't always been as skilled as it could be in using it. Yet data can be a powerful tool in persuading leaders to act and to support decisions that enhance business performance.

On 15th March 2022, CRF members gathered for **Persuasive Analytics: Influencing with Data**, a CRF Digital Event. CRF Commercial Director Melissa Bull and CRF Learning Director Nick Holley led the session.

Attendees learned:

- how to understand the power of people analytics to add value to and solve problems for the business (it's more than just an HR tool for reporting requirements).
- the skills needed to leverage data to deliver tangible business impact and improve the quality of decision making in their organisation.
- how storytelling around data can be used as a tool to influence and persuade senior leaders.
- how to use data to drive business transformation.

These Post Meeting Notes summarise the discussion.



KEY TAKEAWAYS

- 1 Start with the business issue, not the data.
- 2 Don't be seduced by the technology, but by the difference you can make to the business.
- 3 Start small, prove the concept.
- 4 Join your HR data with finance, marketing, risk etc. Don't just sit within your HRIS.
- 5 Presentation is critical – keep it simple.
- 6 Recruit people who get it. We don't all have to be data scientists, but we should all be comfortable with data.
- 7 Develop data comfort.
- 8 Data is a tool, not the answer; never lose track of empathy and the human element of HR.
- 9 Remember that the context and how you make judgements with data are fundamental to persuasive analytics.

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SESSION SUMMARY: FROM REPORTING TO PERSUASION, WITH NICK HOLLEY



NICK HOLLEY as Director of CRF Learning has responsibility to provide development for HR teams and senior professionals. Prior to joining CRF, Nick spent 10 years at Henley Business School where he was a visiting professor and Director of the Centre for HR Excellence. He has developed and delivered HR capability programmes for organisations across the UK and Europe, and internationally.



EMAIL



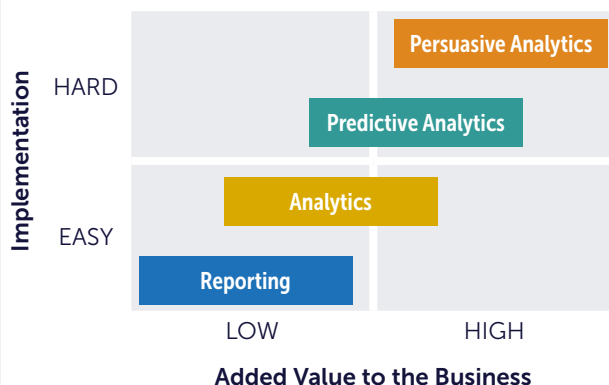
**CATCH UP OR RE-WATCH THIS SESSION:
FROM REPORTING TO PERSUASION**



Nick kicked off the session with a question: Reporting is easy to do, but what value does it add to the business?

Often, not much. The key is to move from basic reporting to persuasive analytics. To do so, it's useful to begin with an understanding of the different types/levels of analytics:

Moving from Reporting to Persuasion



REPORTING

Describes existing data using basic tools or applications.

ANALYTICS

Analyses past performance to determine what happened or why it happened.

PREDICTIVE ANALYTICS

Uses past data and data models to predict possible future outcomes.

PERSUASIVE ANALYTICS

Uses predictive analytics to recommend action based on the analysed data.

Nick brought the levels of analytics to life with a business example.

REPORTING

In Nick's work with a company, he encountered a piece of reported data: 'A regular update on attrition shows a rise from 28% to 28.3%.' Yes, and? So what? This data was part of a larger report of over 200 HR-related measures. But the report had no actionable insights that could drive organisational performance. How much time is HR wasting producing reports like this? Nick cautions, "just because we have the data doesn't mean we should spend time analysing it." If we aren't doing things that produce actionable insights that drive business performance, why are we doing them?

ANALYTICS

The company's issue didn't start with attrition; it started with a fall in sales in a region. The HRBP went to the analytics team to ask them what might be the root cause of the issue. They worked with sales, marketing, and finance to hypothesise what had changed in that region that resulted in the fall in sales. They looked at quantitative data but also qualitative data such as exit interview scripts. Attrition came up. Beyond the headline number it had increased in the region over the last year compared to other regions, the industry and competitors. It had also increased dramatically for key sales staff, especially high performers compared to the rest. Root cause analysis identified a number of factors driving this. The key point is to start with the business, not the HR data.

PREDICTIVE ANALYTICS

Working together, the HRBP and analytics team developed a retention tool and a predictive algorithm – who might be at risk? They developed a retention tool which analysed 24 different types of data (tenure, education, where are they working, where they'd been recruited from, performance history, roles in the last 12 months, type of work, have they had a change of manager, etc). From this they produced a predictive algorithm of who might be at risk, which could be used on a monthly basis to identify who was at risk and then provide feedback to line managers and HR so they could take steps to address it.

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PERSUASIVE ANALYTICS

They presented this data with sales and finance to show the regional director the root causes of the fall in sales and how the retention algorithm could address those causes before they occurred. As a result, retention of high-performing sales staff improved dramatically as did sales with the result the region became the best-performing region. The Sales Director had always been suspicious of HR's commercial focus and had never listened to them. Now they became a key part of his team and his HRBP became his trusted advisor.

Of course, embedded in the term 'persuasive analytics' is the concept of persuasion, and there is more to the art of persuasion than a great algorithm. Persuasion also includes how data is presented – it should be presented in an engaging way that makes your audience willing to act on it; the likelihood that an insight will be acted upon is related not only to how it is presented, but also to whether the audience trusts you rather than the data.

To be persuasive, you must also be:

- **Insightful** – don't just present data; present insights.
- **Impactful** – make people blink; demonstrate the impact of what you're presenting to them so they blink, stop, and think.
- **Simple** – Keep it simple. When you present people with dozens of slides and dozens of bullet points per slide, they quickly become unable to separate the wood from the trees. Focus on the critical message, not every message.
- **Relevant** – How does this data help members of the audience to deliver their jobs? For example, what do business leaders care about? Results, sales, profit, growth – in other words, their area. Focus on using data to deliver high-impact, simple insights that help people deliver their objectives.

Nick closed his session with an activity designed to increase familiarity with the different types of rhetoric (see [page 7](#)). The types of rhetoric are:

Logos: reasoned discourse or argument. The data matters. Produce and base action on good data, not gut instinct. But this alone isn't enough.

Ethos: the character, underlying beliefs and values driving the person who's communicating. People have to know and trust you in order to be persuaded.

Pathos: awakening emotions in the audience to induce a desired outcome. Human beings need emotional connection to be persuaded.

Kairos: getting the timing right. Choose the right moment to make your approach, otherwise your message may fall on deaf ears.

SESSION SUMMARY: PERSUASIVE ANALYTICS – THE OPPORTUNITY AND CHALLENGE FOR HR, WITH ALLIE BODDINGTON



✉ EMAIL

ALLIE BODDINGTON has over 20 years' experience in HR roles within Sainsbury's, WHSmith and Marks and Spencer and is currently Executive Director of HR Transformation at Oracle. In her current role, Allie leads a team who have HR expertise and who work with and support customers to plan and deliver their strategic HR objectives enabled by Oracle Cloud HCM. Prior to joining Oracle, Allie led an HR Transformation programme at M&S, responsible for reviewing the cost, service and value of HR across the business. The programme delivered initiatives including a new HR operating model, and secured the investment to transform the HR Technology. Allie also held a number of roles at M&S leading delivery of the HR strategy with Executive Directors, most recently for the Support Centre, including Strategy and Transformation, Digital, Data and IT, Finance and HR.



CATCH UP OR RE-WATCH THIS SESSION:
**PERSUASIVE ANALYTICS – THE
OPPORTUNITY AND CHALLENGE FOR HR**



Allie Boddington, Executive Director of HR Transformation at Oracle, discussed the evolution of HR and the opportunities, challenges, and rewards that persuasive analytics can bring to the function and organisation.

Allie acknowledged that working in HR can lead to data frustration; for many HR teams today, persuasive analytics remains a reaching aspiration, with a clear need for better access to quality data and analytics.

PERSUASIVE ANALYTICS: INFLUENCING WITH DATA

In a quick poll, Allie showed this to be true of the session's audience as well – asked 'Given your current people tools and team capability, how would you rank your maturity in people analytics?' (1 being non-existent and 10 being excellent), 69% of session attendees rated their organisation at 5 or below.

Why is this a problem? What's important about factual data?

Facts are important because when they are not available, we tend to make up what we think, based on what we know or have experienced. The general population is simply not as factually informed as we might think. Research by Hans Rosling shows that even highly educated people are not appreciably better factually informed with respect to general knowledge.

In an illustration of the value of facts, recent studies have found that one of the reasons diverse teams are higher-performing is because people are less likely to find common ground on thoughts and opinions and so seek out facts / data, which in turn drives performance.

Having established the value of factual data, Allie explored HR's journey, the challenges related to people analytics, and the rewards.

The HR Journey

How has the purpose and role of HR developed? It has changed quickly over the last 20+ years, moving through four distinct phases:

- **People Administration:** Personnel management focused on pay and compliance.
- **HR Management:** Employee expectations of training and career progression grow.
- **Business Partnering:** New work skills emerging and business operating models changing.
- **Strategic Partnering:** Rise of HR as a strategic business partner driven by data insights.

This evolution in HR's purpose and role has led to an increased emphasis on having the ability to provide the business with data-driven insights, but in many organisations there are issues with both data and capability.

People Analytics is Hard... Why?

Allie shared a number of challenges around the practice of persuasive people analytics.

CHALLENGE 1

Data quality is critical, but quality can be compromised.

Important factors include whether data is:

- submitted by the employee or the colleague.
- manually handled.
- in silos on different systems and tools.
- not easily accessible.

To meet the challenge of collecting high-quality data, HR needs:

- Technology enablement with embedded security.
- To have one source of truth, minimal touch points and employee ownership of data, and employee trust.
 - The highest data quality comes from having people own their own data; Allie addressed the common question, 'but are people going to tell the truth?' Allie's answer is that we have adult-to-adult relationships in business. As such, we should not focus on the small population of people who might give incorrect data, but rather the mass who will give correct data. But to elicit the cooperation of the mass of your employees, they need to trust that the organisation will do something positive and beneficial for them on the basis of that data.

Allie described how HR functions are adapting to perform to new expectations.

- HR's essential foundation is to pay people and ensure legal and regulatory compliance (this underpins the business). For this, you need data. Automate as much as you can to release resources for other impactful activities.
- HR's next step is to deliver value-adding operational workforce activities and experiences, such as career development, learning, and succession planning (this evolves the business). For this, you need processes. In a way, this is about enriching the dataset that you hold for individual employees.
- Finally, HR is positioned to meet increasing demand for employee insights, analytics and personalised digital experiences (this makes HR stand out). For this, you need tools, such as strategic workforce planning, digital assistants, AI insights, and people analytics. In short, it is about joining up rich people data with business performance data.

CHALLENGE 2

Building capability.

Allie offered three interrelated suggestions for building HR's capability to do high-quality analytics work:

- Select and use modern technology.
- Hire data experts.
- Improve team data literacy. Across the board, in a people function, people need to be able to talk about people.

CHALLENGE 3

Moving from analytics to action.

Like Nick, Allie stressed that HR has to be able to convert data to action; otherwise the function is doing a great deal of work for not much gain. To move from analytics to action:

- Ask business questions of the data.
- Bring the analytics to life.
- Use analytics to predict what will happen if nothing changes.
- Have proposed solutions. What actions will change the course of the data for a more positive impact?

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To accelerate persuasive analytics in your organisation:

- **Identify important business questions** – start small, don't try to boil the ocean; for example, start with analysis and action around team performance.
- **Ensure confidence in data quality** – if you lack confidence in your data, explore why this is the case. Lifting the lid on datasets can help you understand if you need to change something to increase your confidence in it. If you aren't confident, you won't increase others' confidence.
- **Build data literacy skills in HR.** 'Talk data' on a more regular basis, and bring in experts as and when necessary.
- **Plan your stakeholder influence.** Where, when, and how do you need to engage stakeholders to help you convert analytics to actions that will positively influence the business?

WHAT'S THE PRIZE?

Finally, Allie considered the rewards for HR and the business if HR can successfully embed persuasive analytics.

The key reward is the strategic acceleration of HR, including improved:

- Employee focus (experience and wellbeing).
- Diversity, equity, inclusion, and belonging.
- Talent acquisition and retention.
- Reskilling and upskilling.
- HR digitisation.

BREAKOUT SESSION INSIGHTS

In breakout sessions, attendees explored the question, 'What could you do to be more persuasive in analytics?' Here are some of their insights:

- Tell stories with data.
- Find a business quick win.
- Take a global view to avoid silos of data.
- Use fewer words, more, simple pictures, and a bit of real human touch – humour!
- Know your audience – e.g. if you're trying to persuade Finance people then focus on profitability and risk.
- Find the right level of data detail.
- Start with the business issue not the data. A business issue is revenue, sales, margins – not attrition, training days. The latter are HR issues.

CASE STUDY: PERSUASIVE ANALYTICS – INSIGHTS FROM DEVELOPING CAPABILITIES IN WORKFORCE ANALYTICS AT ASTRAZENECA AND THE VOLVO GROUP, WITH IAIN MCKENDRICK



EMAIL

IAIN MCKENDRICK has held leadership roles in HR for the last 20 years – focusing on HR strategy, planning and analytics at Barclays, AstraZeneca and the Volvo Group. He trained as a banker and worked in commercial banking, internal consultancy and change management, before moving into HR. At AstraZeneca, alongside his role driving the company's HR strategy, he led the team responsible for building an HR analytics capability, developing insights for senior leadership, delivering deep-dive projects linked to business challenges, working with employee listening data to inform company-wide priorities and leveraging the potential of a cloud-based HCM platform. More recently, at the Volvo Group, he has been working with one of the firm's principal divisions to develop improved access to more basic data and initial insights, in the context of a less mature technology and data landscape.



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CASE STUDIES: PERSUASIVE ANALYTICS



PERSUASIVE ANALYTICS: INFLUENCING WITH DATA

Iain McKendrick, VP Strategy and Analytics at the Volvo Group, shared lessons from his ten+ years of experience in developing capabilities in workforce analytics at the Volvo Group and AstraZeneca.

Iain began by acknowledging that building analytics capability can feel like a daunting challenge, especially if you are just starting out. Where do you start? Is there a clear path toward your goal? There could be any number of routes to the summit, each fraught with difficulty. Can you be successful without a big team, amazing technology, and lots of data? Can you even really add value, and where? Or is 'people analytics' nothing more than a fad, an organisational myth? What if your business leaders are cynical about HR data?

All of these challenges can be met, Iain argued, sharing his three philosophical cornerstones and four practical elements of persuasive analytics.

Philosophical Cornerstones of Persuasive Analytics

- **Start with a clear purpose.** You want relevant, timely insights to enable better business decisions. It's not about measuring for measuring's sake or churning out dashboards just because the latest technology can do it. It's also important to remember that better business decisions don't have to be based on sophisticated and complicated analytical models.
- **Remember, often the need is for a simple insight.** This means that very often (though not always), better business decisions can be made from one piece of data, one metric, or one simple, impactful chart.
- **How you communicate the analysis is what makes the difference.** Having the data is not enough. You have to show it in ways which people both enjoy and understand. That is, you have to show it in an engaging way. How you tell the story is vital.

Practical Elements of Persuasive Analytics

- **Value.** Always maintain a clear focus on value in the analytics work that you do. Value can include things such as gaining a better understanding of the organisation, improving performance, and/or measuring progress.
 - Gaining a better understand of the organisation: For example, Iain described an annual or biannual report covering basic facts about the organisation that his team produced. The report included great charts and pithy insights and commentary. Its purpose was to help the organisation's leaders to better understand the organisation. Another example is using analytics to regularly track whatever is important to your organisation. This can be useful in myth busting. For example, perhaps your organisation is swept up in the idea that a 'Great Resignation' is afoot. But perhaps the data will show that there are resignation hotspots that you need to focus your attention on.

- Improving performance: For example, working closely in collaboration with finance colleagues when there is a productivity cost challenge, or having regular strategic input into strategic workforce planning.
- Measuring progress: This is just good practice, such as regular quarterly measuring of progress on the global people strategy – are you making the changes you aspire to make, and if not why not?
- **Foundations.** Build solid foundations in technology and data, people, sponsors, and standards.
 - But don't let not having the perfect technology be a barrier. Excel is a remarkably good tool! Don't assume you have to invest millions and millions of dollars to start. You don't have to wait for perfection in order to start.
 - Remember that more than just technical expertise is needed. You need people who are passionate, enthusiastic, and business-savvy.
 - Don't neglect finding sponsors – they will help you build credibility, will help open doors, and will challenge you.
 - You also need clear ethical standards as well as clear definitions of metrics. Document your standards and offer clarity. This is the right thing to do and it builds trust and credibility, which in turn enable persuasion and impact.
- **Mindset.** Develop a winning mindset – be persistent and ambitious (set goals, track progress), but also pragmatic. You have to be resilient and patient on this journey.
- **Impact.** Above all, aim for impact. Keep it simple, bring insight, tell stories, and make it relevant for business impact. This is about how you translate all the hard work you've done bringing the data together, testing it, putting it into models, as well as how you tell the story around it. But beware the trap of loving what you do so much that you want to share everything you do. Bring insight – the 'so what?' – but don't overwhelm people. Use simple, clean visuals. And remember that you can be persuasive with a report, with hindsight, with predictive analytics – just because in and of themselves these are simpler tools doesn't mean they aren't relevant.

PERSUASIVE ANALYTICS: INFLUENCING WITH DATA

ACTIVITY

During Nick's session, attendees completed an activity designed to increase familiarity with different types of rhetoric and practise skills of persuasion.

You can try the activity here; ideally, complete the activity with a partner.

STEP ONE:

Listen to the three different audio clips, and categorise them as using logos, ethos, or pathos.

STEP TWO:

Discuss how you could improve the story overall to persuade your business leader to act on your story.

1



STORY 1



This uses pathos, telling an emotional story. It's very powerful as it connects to our emotions, but the problem is it's an anecdote.

- Should we change the whole approach on the basis of one anecdote?
- It needs a bit of logos and is an ideal chance to do some data analytics to measure the impact of the new process on and the relationships between morale, attrition, customer service, productivity and store profitability.
- Not only will this be more persuasive, it will also help us to understand if there is a general problem and what is causing it.

2



STORY 2



This uses logos, showing some data, but beyond that it isn't a story.

- There are no insights, no recommendations – what are you asking me to support, what are you asking me to do? The immediate question is 'so what?' Is this good or bad?
- Analytics can help us look at the root cause, but at a simple level we can look at trends over time – is it getting worse? We can look at comparators – how does this compare to other stores and to external comparators in the industry? Within the headline figure is there any difference between high- and low-performing staff? Is this resulting in a change in customer service levels, footfall and profit? This can help us work out if this is actually worth worrying about.
- If it is, we need to analyse what is causing it. What are our hypotheses? Is it a new store manager? Is it a change in rostering? Have the local competitors been actively hunting our best people? What is the context?
- Having done our analysis, we can make recommendations. When we do this, we can use ethos and pathos to bring the story to life and connect to people's trust in us and to their emotional drivers.

3



STORY 3



This uses ethos, asking people to trust us because of who we are. Use of self, the intentional use of who we are, our knowledge, skills, presence, and so on is a key element in our success but it isn't enough.

- In this case I would seriously question whether, based on 'gut feeling', 'a few weeks' and 'doesn't seem', this is an evidence-based recommendation.
- We need a bit more logos; some proper analysis of whether there is a problem (a fall in customer satisfaction, sales or profitability in the South London store) in the first place.
- If there is, what is causing it?
- What would be even more interesting is to take this beyond one store to understand what the systemic issues across the whole business might be.

PERSUASIVE ANALYTICS: INFLUENCING WITH DATA

Q Nick, how long does it take to come to be at the stage of Kairos?

A Kairos is about the moment – if you are trying to persuade someone, pick the right time, the right moment. If they are stressed, don't keep pushing; come back on another day when they are in listening mode.

Q Iain, you started by listing some of the challenges to getting going with workforce analytics. Why so?

A I wanted to emphasise the fact that you don't have to wait for all possible levels of data and technology and being at the top of the maturity curve before you start to make a real impact.

Q Allie, what impact are GDPR and other, similar legislation having on people analytics?

A It's important from a tech point of view to make sure the technology is there to support updated legislative changes. We are in an interesting and difficult place in the world today; there is a lot of data out there, and it is growing remarkably all the time. But it's important for all businesses to closely manage and monitor the security of that data. It's also important to keep abreast of relevant external research into the issues.

Q Iain, you shared an example of a human capital report to help people better understand the organisation. Who would be the recipients of a human capital report in your experience – Exec/Management team or would you share more widely across the business?

A In our case, the primary audience has always been the ExCo and Board, and you do have to be conscious of what you include in that because things shared internally can find their way outside. But you can be creative and tailor such a report for different audiences. Think about your audience, and what sensitivities are required. Senior management and the HR team are also good recipients for this kind of information.

Q Has anyone seen building a community of people data 'superusers' across the business work well?

A I've seen a Digital Data Academy in one business, where the business as a whole was focused on raising the bar with regard to data literacy. There were different levels of qualification and a real push for the whole business to become more data literate. The Academy was successful and appreciated by the people in this business. Another example I've seen is simply connecting with the business digital analytics team. Don't just build HR champions / or an HR network; though that is valuable too. But also ask: what can we get from the sales, the finance analytics teams? They've spent a longer time working in data science, so what advice can they give that you can bring back to HR?

Q What's been your most valuable learning about measuring the impact of leadership development/ learning and development?

A Iain: That it's possible, although it's not something I have yet been able to crack the nut on. But I can share two insights to raise its profile and the understanding of the Exec team of its importance: first, what are colleagues saying about their leaders and how does that drive potential actions? For example, colleagues say they are not getting communication from leaders and so that drives the action of incorporating Town Halls; second, starting to get behind some of your talent and succession data and identifying where the gaps are – are you seeing people in the pipeline get put forward – and so is your leadership development successful in terms of practical outcomes?

Nick: We need to start leadership development by asking 'what is the business problem that [leadership] is the answer to?'. Why are we doing it, how will it improve organisational performance? It can't just be generic leadership development.

Q Nick, what about a self-service approach in descriptive and diagnostic analytics, where the user becomes data literate (additional training)?

A Totally agree the challenge for HR isn't to develop databases etc. held centrally but to make everyone in HR comfortable with data. You don't have to be a data scientist, but you must see the importance of data.

Q I think a pitfall we may have fallen into is we have relied on external research and using this to persuade, rather than investing in ascertaining internal data. And hence why we may not have sufficiently developed our own skills?

A I have for sure found that internal data gets far more traction than abstract empirical research... even if it says the exact same thing.

Q Nick, for a long time in HR, especially in L&D, there was a view that success couldn't really be measured. Do you agree?

A I think you can measure everything in HR; just sometimes the data isn't a number – it's often more qualitative. You can't measure culture with a number but you can ask the right people. Indeed the danger is we measure what we can measure (happy sheets, etc.) rather than measure what matters – are we making progress towards our desired culture?

PERSUASIVE ANALYTICS: INFLUENCING WITH DATA

Q What have you found has worked best to build data literacy with HR teams?

A **Iain:** *If only there was a magic bullet and hey presto problem solved! Part of it comes from ongoing learning, but there are three things I would highlight: first, sponsorship makes a big difference. Are the CHRO and business leaders repetitively asking Business Partners or COE colleagues 'what's the data behind this?'. It's about the CHRO and business leaders setting expectations. Second, I've found it useful to run regular briefing sessions for the HRBP community once a new product comes out, not only on the outcome / 'so what?' but also the 'how we did it'. And third, start to recruit for it – high turnover in HR is unfortunate, but it also gives us the opportunity to hire for skills including data literacy.*

Allie: *I second Iain's point around setting expectations – when the questions are being asked up front around data, the team will learn and adapt to provide it. I would also highlight the importance of taking the team on the journey of how interesting analytics really can be. Share with the HR team as much as the rest of the business and other people you are trying to influence. Portray it as something we can get excited about it and the value HR can add; create some excitement, avoid presenting it as just a chore.*

Nick: *Perhaps the biggest challenge is HR colleagues themselves? So would argue that there are many luddites in HR who don't like data. Do you have such people and how do you overcome data scepticism in HR?*

Iain: *I think it is becoming more normative in HR to be comfortable with data, and that comfort is based on experience. But a few things I've seen that can help shift the dials: you can go direct to the business, but you have to do this carefully because it can make HRBPs uncomfortable; but also much of the work you do is in partnership with your HRBPs; so it's partnering with the right people. Finally, because it can be so complex, it can look scary – making it simple is a great start to driving data curiosity in an HR function.*

Q How do you deal with colleagues who simply don't think HR data is valuable?

A *We can't change their view, so we need to take accountability for what we can control, which is providing insights that are valuable for the organisation we work for. If we all start with organisational performance not HR processes then I believe we will provide what is valuable, especially when our colleagues don't believe it's valuable.*

KEY INSIGHTS FROM ATTENDEES

Session attendees engaged in a lively chat throughout the event. Here we share some of the key observations attendees made.

- At my organisation, one problem is having too much data in multiple places; if we are dealing with business issues it's unlikely the relevant data will be in our HRIS so we need to join our HR data and HR analysts with data in finance, sales, ops, etc.
- HRBPs have a critical role to work with the analysts to provide the context so they can understand the data.
- The advent of reality checkers to validate 'facts' tells us all to be more critical... and to recognise that people will be more critical of any fact we present.
- Keep data up-to-date – data governance is key.
- Respect the data. Delete local copies once finished.
- I'm just finishing a dissertation on organisation culture and innovation and there are some interesting, different schools of thought – a) climate and measurement via tools like OCAI, b) culture – qualitative analysis via ethnography and participatory observation and c) complexity – looking at practice and relationships; there is some interesting recent work using social network analysis to build images of relationships between aspects of culture.
- It's useful to keep in mind the 'Twitter Principle' – how can I get my message across in 140 characters? According to Microsoft our attention span has fallen to eight seconds! So when you persuade, get to the point, don't waffle!
- We need to measure what matters, not where we have hard qualitative data. We also need to visualise the data.
- At my organisation, we work with our data protection team and ensure when we capture data internally that we are clear on why we need the data and how it can benefit our teams – it's all about the trust.
- There is a tendency to gather more and more data rather than focusing on what you have. Suggestion – Analytics is about quality, not quantity.
- Small, relevant data is key.

PERSUASIVE ANALYTICS: INFLUENCING WITH DATA

FURTHER READING

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crf UPCOMING EVENTS

 **IN-PERSON AND ONLINE:**
[Innovation: Growth from Uncertainty](#)

 **28th April, 8.30 BST, Central London**

 **28th April, 9.50 BST, Online**

 **IN-PERSON AND ONLINE:**
[The Realities of the New Working Environment](#)

 **10th May, 9.00 BST, Central London**

 **10th May, 10.00 BST, Online**

LEARNING IN ANALYTICS

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Workforce Analytics and Storytelling Course

Data and analytics are the future of HR. CRF Learning On Demand's [Workforce Analytics and Storytelling](#) course will prepare you for that future: arming you with the practical tools to drive invaluable insights around business issues, influence decision making and drive organisational performance. For more information, click [here](#).

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CRF Learning's [Impact Through People Analytics](#) Programme will help you learn how to leverage data to deliver tangible business impact. It will give you confidence to work with data, not just to drive better reporting, but to provide more persuasive analysis that ensures HR is making a real impact on business performance. For more information on dates and pricing, click [here](#).