

# The Evolution of HR:

## Embrace an Analytics Mindset to Unlock HR's Potential

Jennifer Burnett, Ph.D. | Analytics  
Thought Leadership & Advisory Services



# Today's Speaker



## **Jennifer Burnett, Ph.D.** **Principal Consultant, Analytics**

Jennifer Burnett has spent her career managing change, resolving business challenges and executing talent strategy. She has over 20 years experience as both a business leader and consultant in talent acquisition, talent management, talent analytics, and strategic workforce planning.

Currently, Jennifer is the Principal Consultant for Talent Analytics as part of the Thought Leadership and Advisory Services Team of Cornerstone OnDemand.

Cornerstone is a world leader in delivering cloud-based Unified Talent Management solutions to over 25 million users in 42 countries. Cornerstone's Analytics Suite allows leaders to easily report and visualize their talent, as well as conduct predictive and prescriptive talent analytics to address current and future business challenges.

“

If HR used the analytics technology that is available today, they wouldn't be asking for a seat at the table, they would own the table.

”

Dr. Jac Fitz-enz, the 'father' of Human Strategic Analytical Measurement, Stamford Global (2013)

# Talent Analytics Matters...

## Key Area of Focus for CEOs



### *Data Analytics*

**68%**

of CEOs believe data & analytics provides insight into what their stakeholders want



### *Talent Strategies*

**76%**

of CEOs say a skilled, educated and adaptable workforce should be a priority for business





## Yet HR's ability to deliver has not progressed quickly enough...

HR leaders report:

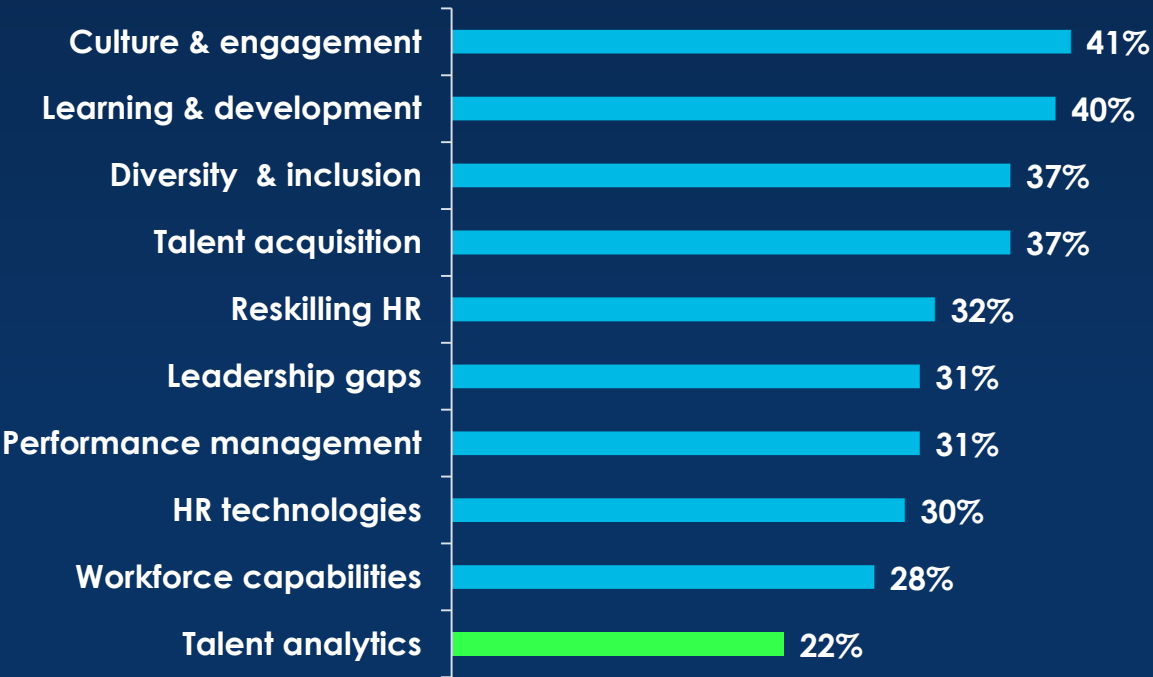
**69%** say their analytics capabilities are 'weak'

**35%** say their analytics capabilities are under 'active development'

*Source: Deloitte's 2015 Global Human Capital Trends*

# HR Still Not Seen as Data-Driven, Strategic Leaders

## CEOs View of HR's Readiness



Deloitte, Global Human Capital Trends Study, 2015

## Data Oriented CHROs In Demand



Harvard Business Review, the Changing Role of the CHRO, 2015

# What is holding HR back?

## Fundamental barriers...

- I don't have access to the data
- The data is not clean, reliable
- I don't have the right analytics tools/technology
- I don't have access to people with analytics expertise



## Progression barriers...

- I don't know what problem we are solving
- I'm unclear on what results are the most important
- I am not sure how to communicate the outcomes to business leaders



# HR Evolution thru Data & Analytics

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**1** Embrace a Mindset of Curiosity

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**2** Apply Art & Science to Interpret Results

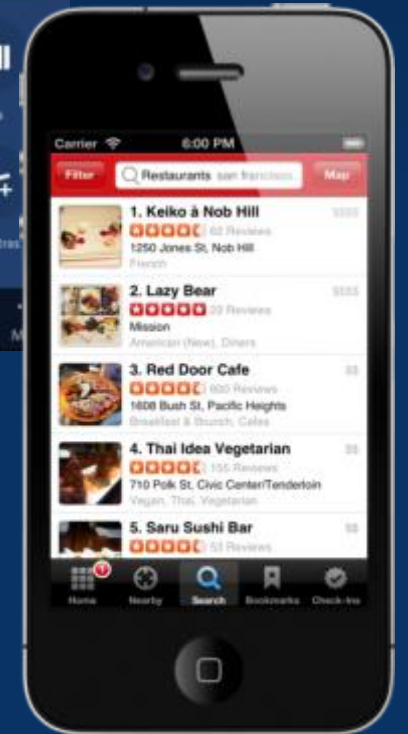
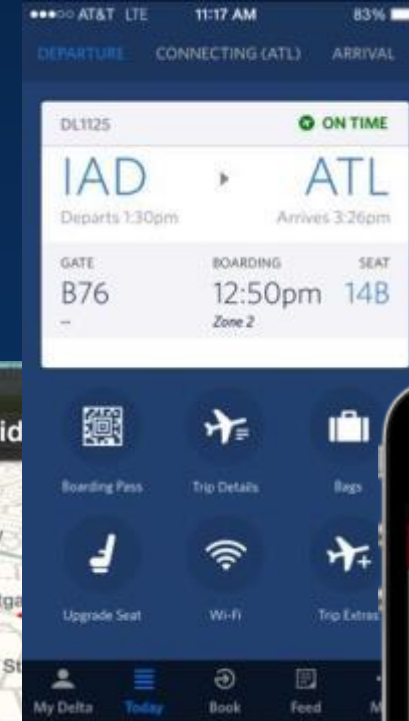
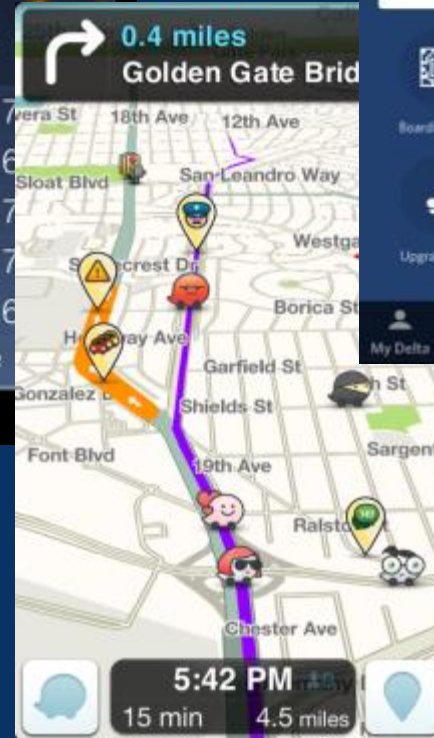
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**3** Craft a Compelling Story for Change



Embrace a Mindset of Curiosity

# When You Woke Up Today Did You Want to Know...



# Did You Seek Information Today About...

**ACME**

**Published Charts**

This is a dashboard that shows published custom charts.

**Sales Explore**

**Implementation Consultant** → Regional Sales

24 Predecessors

**Development Actions**

- 25 Courses
- 15 Certifications
- 12 Competencies
- 250 hrs Training

**ACME**

**FILTERS**

35 Results | Sort by: Tenure | Color by: Performance

Name	Role	Location	Performance	Tenure
Vincent Hill	Senior Events Marketing	Santa Monica	Medium	1 Year
Mark Girgis	Senior Visual Designer	New York City	High	1 Year
Kelly Lane	Senior Visual Designer	New York City	High	1 Year
Aguinaldo Mayorga	Senior Events Marketing	Santa Monica	Medium	1 Year
Wayne Dean	Senior Visual Designer	New York City	High	1 Year
Rose Stephens	Senior Visual Designer	New York City	High	1 Year
Eric Johnson	Web Developer	Santa Monica	Medium	2 Years
Donald Lee	Senior Visual Designer	San Francisco	Low	2 Years
Sylvia Rossi	Senior Visual Designer	San Francisco	Low	2 Years
Scott Seibold	Videographer	Santa Monica	Medium	5 Years
Danielle Carroll	Product Designer	Santa Monica	Very High	6 Years
Angela Fields	Product Designer	Santa Monica	Very High	6 Years
Catherine Ryan	Videographer	Santa Monica	Medium	6 Years
Emma Beck	Product Designer	Santa Monica	Very High	6 Years
Roger Yeh	Product Designer	Santa Monica	Very High	6 Years

**COMPLIANCE RATE BY DEPARTMENT CLIENT SUPPORT**

COMPLIANCE LEVEL: Low, High

**3. Duration**

Users are twice as likely to finish a course on time with a duration of 30min - 1hr than 1hr - 2h.

**ACME**

**FILTERS**

X-Axis: Comp-Ratio | Y-Axis: Performance Rating | Color by: Potential

Potential: Low Potential, Medium Potential, High Potential, No Value

**ACME**

**Department**

Clear Selection | View Selection | Analyze Selected

**ning Type**

Users are likely to finish an External Course on time than an Internal Course.

**3. Duration**

Users are twice as likely to finish a course on time with a duration of 30min - 1hr than 1hr - 2h.

# A Shift...



A Shift...



# What is Curiosity



**Scientists Just Discovered How Shoelaces  
Come Untied, And It's Weirder Than  
You'd Think**

Inquisitiveness

Intense desire to  
know

Investigation

Asking questions

Understand

Searching

Meddling

Eagerness

Intrusiveness

Interest

Search for  
knowledge

# What are you curious about?

## Polling Question 1

**In our organization, HR leaders want to use talent analytics to investigate & understand how to**

1. Improve the efficiency of HR processes
2. Identify key talent indicators that are linked to business outcomes
3. Determine potential future talent challenges
4. Develop a more deliberate HR strategy
5. Address specific current HR priorities (eg. attrition, recruiting, succession)

# What are your business leaders curious about?

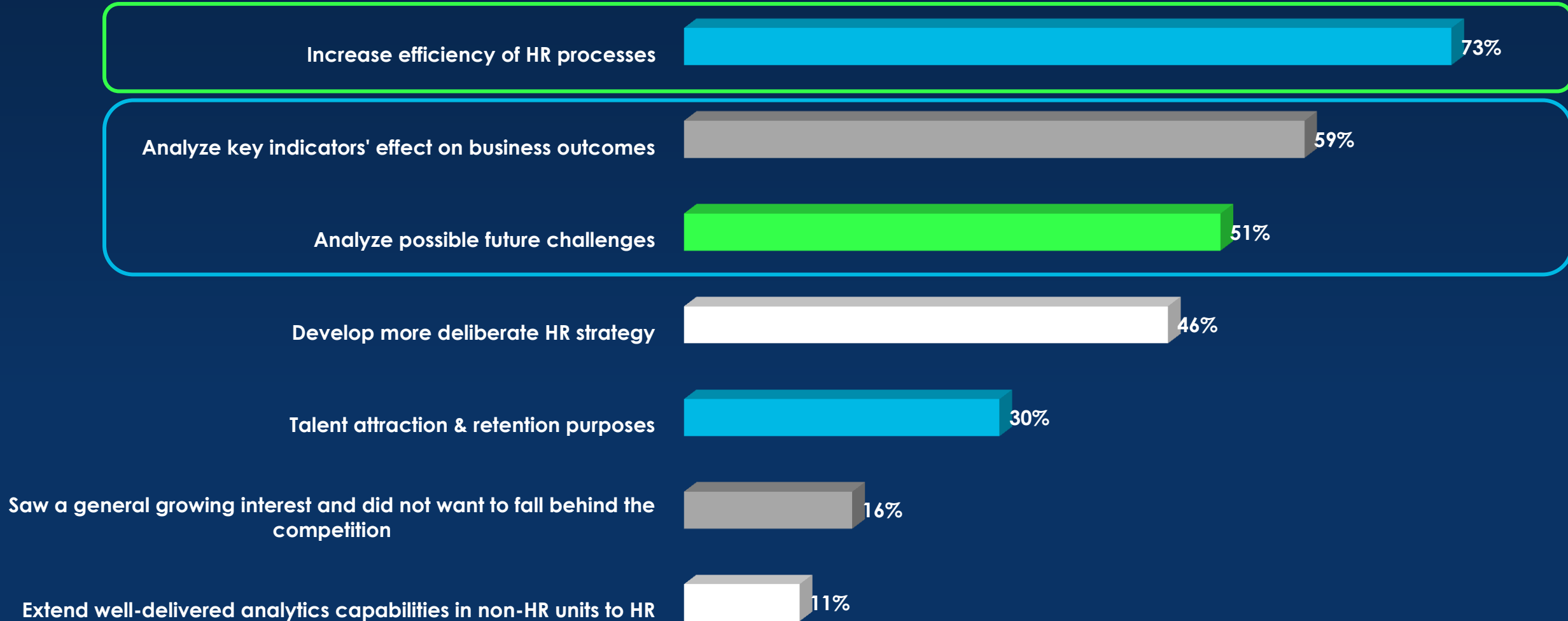
## Polling Question 2

In our organization, business leaders want to use talent analytics to investigate & understand how to

1. Improve the efficiency of HR processes
2. Identify key talent indicators that are linked to business outcomes
3. Determine potential future talent challenges
4. Develop a more deliberate HR strategy
5. Address specific current HR priorities (eg. attrition, recruiting, succession)



# HR for HR still strongest driver of analytics



# Developing a Culture of Curiosity in HR

- Listen to what business leaders say they need to succeed
- Understand their talent challenges from a business perspective
- Search for information and seek to gain knowledge
- Anticipate questions and issues by being on the frontline of the business

# Embrace a Mindset of Curiosity

- What don't you know today that you need to know to be a successful talent advisor?
- What questions do you get from your clients that you don't have an answer to or solution for?
- Are there assumptions about the workforce that we have not confirmed, but are driving our priorities?



**What if we knew \_\_\_\_\_ ?**

# The Art & Science of Interpretation

Interpretation is in the eye of the beholder

**One result,  
many conclusions  
influenced by...**

- Experience
- History
- Goals
- Biases
  
- Other factors....



# The Science:

- Understand the data
- Clarify the assumptions about the data
- Understand the basics of the analysis / approach
- Explore the data
- Confirm the analytical approach





## The Art:

- Consider alternative explanations
- Address existing biases
- Question and challenge the conclusions
- Determine if something more needs to be explored
- Remove distractors

# Visualizing data results

## Polling Question 3

**Are you currently using a data visualization tool/application to present results of talent reporting and analysis?**

1. Yes, we use data visualization extensively to present talent data
2. Yes, we have a data viz tool, but are just starting to use it
3. No, we do not use data viz tools now, but are considering it
4. No, we don't use data viz tools and are not planning to
5. What is data visualization?



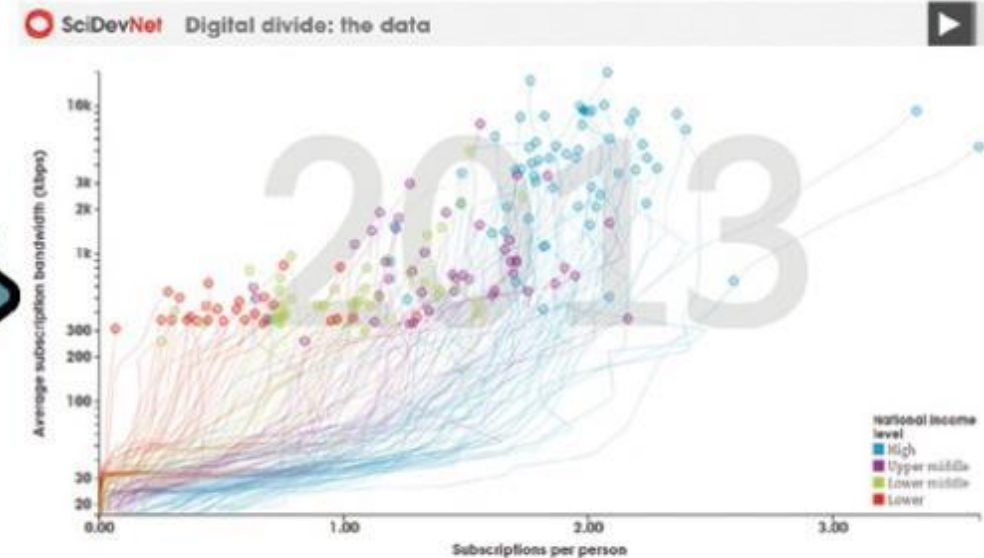
# Visualization Enables Interpretation

## Raw unprocessed data

AJ	AK	AL	AM	AN	AO	AP	AQ
Income G OECD me	Fixed UL	1985	1987	1988	1989	1990	
Upper mi non-OECD Albania		310,126	320,359	330,669	345,991	360,53	
Upper mi non-OECD Algeria		#####	#####	#####	#####	#####	
High incor non-OECD Andorra		164,270	183,302	200,131	223,242	253,91	
Upper mi non-OECD Angola		415,113	535,184	561,080	578,344	604,24	
High incor non-OECD Antigua and Barb		87,356	107,357	128,502	156,822	198,86	
Upper mi non-OECD Argentina		#####	#####	#####	#####	#####	
Lower mi non-OECD Armenia		#####	#####	#####	#####	#####	
High incor OECD me Australia		#####	#####	#####	#####	#####	
High incor OECD me Austria		#####	#####	#####	#####	#####	
Upper mi non-OECD Azerbaijan		#####	#####	#####	#####	#####	
High incor non-OECD Bahamas		526,647	606,130	678,664	741,901	864,15	
High incor non-OECD Bahrain		746,074	788,347	893,615	978,111	#####	
Low incor non-OECD Bangladesh		#####	#####	#####	#####	#####	
High incor non-OECD Barbados		564,449	621,991	694,924	797,534	897,75	
Upper mi non-OECD Belarus		#####	#####	#####	#####	#####	
High incor OECD me Belgium		#####	#####	#####	#####	#####	
Upper mi non-OECD Belize		82,872	106,469	133,950	171,189	199,36	
Low incor non-OECD Benin		116,784	130,314	136,818	145,805	154,00	



## Information (trends and patterns within the data)



*“Data visualizations can support understanding by changing raw data into patterns and trends that the brain can understand more quickly.”*

Source: SciDev.net 2016

# Visualization Encourages Engagement with Results

Visualizing the data in a meaningful way allows the audience to engage with the results and encourages interaction and dialogue.

The image displays three overlapping screenshots of the ACME dashboard interface, illustrating data visualization and engagement.

**Top-Left Screenshot: Compliance Guide**

- COMPLIANCE RATE CLIENT SUPPORT:** A line chart showing historical and projected compliance rates over time (Q1'16 to Q4'16). The chart includes a red area for historical data and a pink area for projected data, with a dashed line for the baseline.
- Predictive Factors:** Two bar charts showing course completion rates based on different factors:
  - 1. Due Date (Day of Week):** Users are twice as likely to finish a course on time that is due on a Friday than on a Thursday.
  - 2. Training Type:** Users are more likely to finish an External Course on time than any other course type.

**Top-Right Screenshot: Personnel List**

- 35 Results:** A list of 35 employees, each with a profile card containing a photo, name, title, department, and performance rating.
- Filters:** A filter sidebar on the left allows for sorting by Tenure and coloring by Performance.

**Bottom-Left Screenshot: Performance Rating**

- 172 results:** A scatter plot showing Performance Rating (Y-axis, 1.0 to 5.0) versus Compa-Ratio (X-axis, 0.0 to 1.0).
- Filters:** A filter sidebar on the left allows for filtering by Organization, Metrics, Chart Range, Compa-Ratio, and Performance Rating.

Art and science  
together  
complete the  
whole  
picture



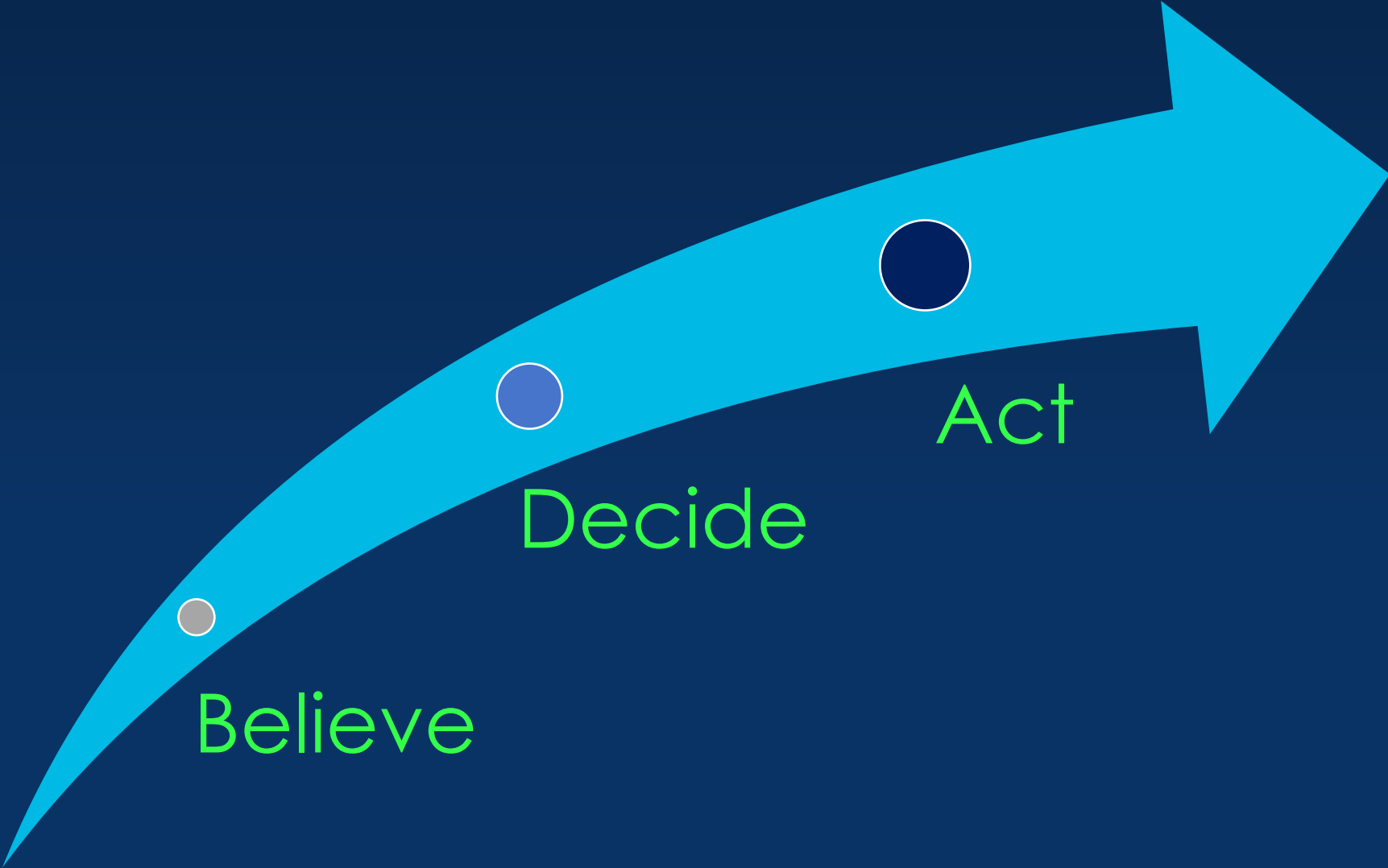
# Craft a Compelling Story for Change

# Know your audience, know your goal

Who?

What?

Why?



# What's wrong with this picture?









What's In a Story?

S. T. O. R. Y.



S Set Up  
T Trigger  
O Obstacle  
R Resolution  
Y Your Take Away

# S = The Set Up



T = Their Trigger



○ = The Obstacle



R = The Resolution



**Y = Your Take-Away**

**If You Want Your Best Employees to be Around  
in the Future...  
Give Them One.**

# Who are the Storytellers?





# Takeaways

## Embrace a mindset of curiosity

- Listen, understand and search for information from business leaders
- Anticipate talent needs by being inquisitive about the business challenges
- Become comfortable not knowing all the answers

## Apply science and art to interpret results

- Start with the science, enhance with an artful approach
- Recognize the 'facts' are influenced by many factors
- Fine tune that 'lens' by presenting / visualizing the data in clear and meaningful ways

## Craft a compelling story for change

- Start with the goal in mind to get others to believe, decide or take action
- Use data to support the S.T.O.R.Y.
- Different parts of the story may need different story tellers

Questions?

# Contact



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Thank You!

