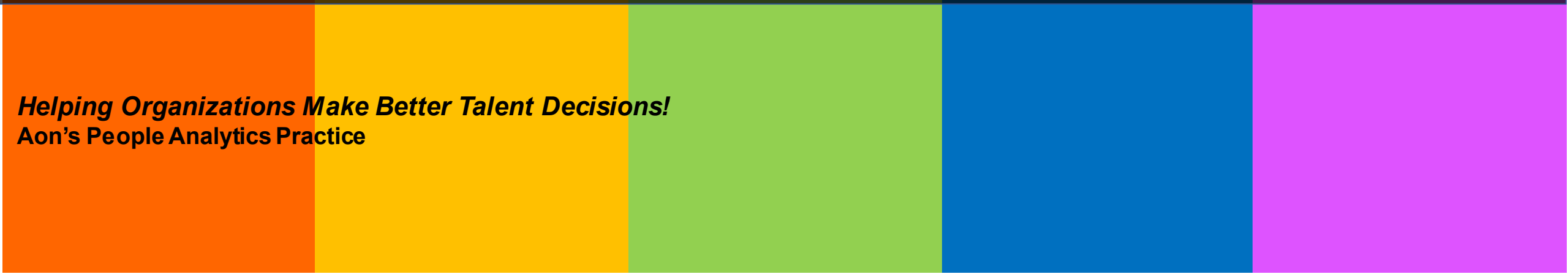
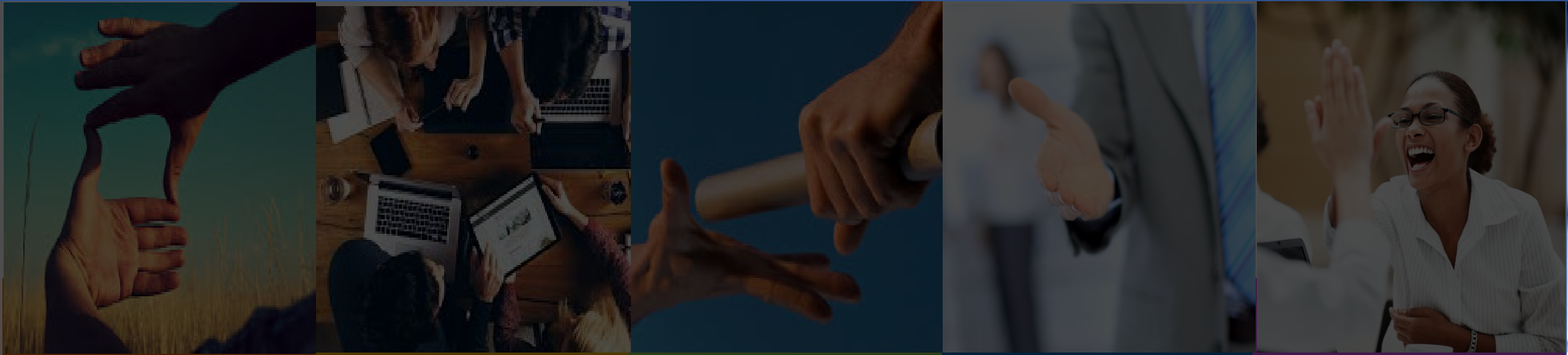


Data Culture Is Decision Culture

Introducing a series of articles from Aon, highlighting the approach, mindset and enablement needed to build a data culture (Article 1 / 4)



Helping Organizations Make Better Talent Decisions!
Aon's People Analytics Practice

Current State Of Data Analytics In India



Awareness

89% in India agreed that they need to drive data driven culture
But **74%** are still in a nascent stage of maturity



Capability

74% in India agreed to having invested in data skills capability but only **11%** are satisfied with the current level of data analytics



Technolog

54% use simple reporting and dashboards to report HR metrics
28% use advanced analytics for talent decisions
But only **3%** apply predictive analytics



Resources

53% organizations have no dedicated resources or basic analytics talent
30% have suitable analytics skills in the organization
14% have established COEs for talent analytics

Progressing From Sheep Herders To Decision Makers...

Effectiveness Metrics...

- Best employers trust metrics like **performance and engagement of new hires** as indicators of successful assessment tools
- **Best Employers emphasize on metrics** like capability developed, productivity improved and business performance linkage to assess impact of performance management
- **Best employers are twice more effective** in linking team's engagement to a manager's evaluation, tracking managerial capability and tracking competency development
- **50% Best Employers use predictive analytics** to identify the training interventions for employees

Versus



Efficiency Metrics

- Cost per hire/applicant rate tracked for measuring impact of assessment tools
- Completion & coverage related metrics used for tracking performance management and development initiatives impact

How Do You Begin?



**Shared Understanding |
Enterprise Alignment |
Intelligent Decision Making**

A single unified data reservoir for all information brings together multiple strands of disconnected data and creates a collaborative state of work

One of the biggest set back for organizations in India is that data from different processes don't talk to each other.

*The true strength of HR's access to people data can be leveraged when you overlap data for deeper insights. **For Example:** In order to analyze high attrition, create a single view of data from source of hire, to onboarding feedback, manager changes, role changes, performance history, grievance registered etc. These **data points rest with different verticals** hence are analyzed in a fragmented manner*



**Focused On Business
Outcomes**

A clear objective is critical to drive a data driven culture: Understand the direction your business is taking : Productivity, digitization, innovation, agility, growth, profitability, customer focus etc.

Devise a strategy around the various data points you will collect. What metrics will you track that helps you monitor progress on the above business metrics and in turn help you make talent decisions that brings you closer to the business outcomes



Making Data Democratic

An outcome of data driven culture is democratization of information. A true data culture makes information accessible for high impact and quick decision making. This is enabled through matured dashboards, integrated platforms and tools

Success Stories : Living The Data Culture

i

A global technology giant has redefined people analytics

Their goal “Bring the same level of rigor to people-decisions that we do to engineering decisions. Substitute data & metrics in place of opinions”

The business outcome: Employee Productivity and Innovation

The people analytics rationale: Accurate people management decisions are the most crucial decisions in an organization. You cannot produce superior business results if your managers are not making the right people decisions.

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Problem Statement

Most employees are averse to hierarchy
(Feedback shared in various surveys)

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Should the structure be flattened?
Should management levels be removed?
Having managers really makes a difference?



- # Analysis of manager’s performance rating and upward feedback
- # Comparison with productivity metrics
- # Performance feedback, manager evaluations, qualitative comments
- # Characteristics that make a great manager
- # Interview with highest and lowest rated managers

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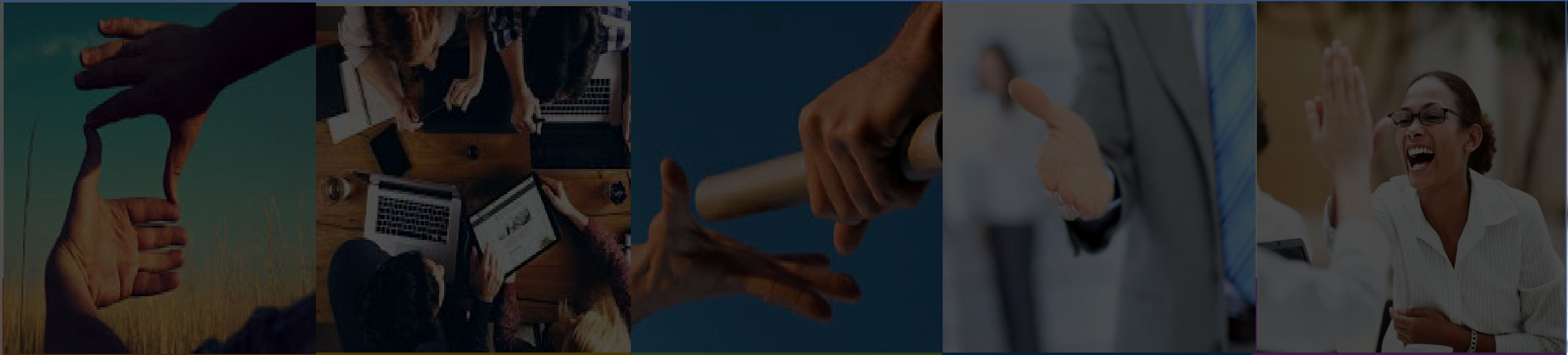
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Outcome

- # High correlation between great managers and team engagement and productivity
- # Mid level leaders essential for teams
- # Need to turn away from supervisory tactics and micro-management
- # Top 8 behaviors for successful managers that get assessed twice a year

Conclusion :

It is critical to base decisions on data. As illustrated in the above case study; a seemingly logical hypothesis can be completely inaccurate since we create that hypothesis basis our opinions and perceptions. Lead with a clear rationale for your people analytics initiatives which will provide an over all direction.



Thank You!!

For any questions write to us at:

Raswinder.singh@aon.com : Lead Analytics

Priya.rai@aon.com : Lead Analytics

Namrata.raina@aon.com : SME Analytics

Shreya.Sharma.2@aon.com : Consultant : Culture & Engagement Practice