

# People Analytics Imperative: Why Now and What's Next?

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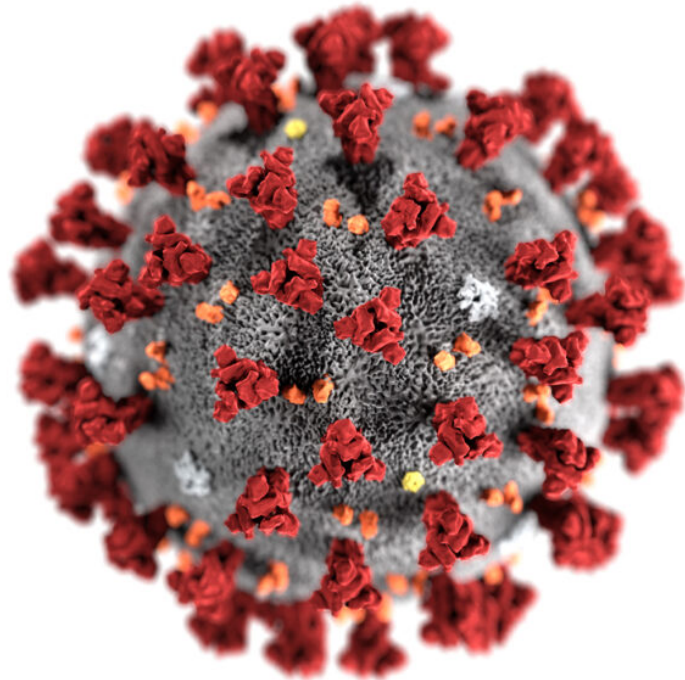
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# The Impact of People-Based Crises: Accelerating an Already VUCA (TUNA) World



# In Today's Session:



- ❖ **Brief History of the Role of People Analytics**
- ❖ **Workplace Impact of COVID 19 Igniting a Renewed Analytics Focus (Nowsight)**
- ❖ **Rethinking How We Define & Measure Human Capital: Productivity, Collaboration, Diversity and Inclusion**

# People Analytics for the **NOW** is Imperative



## Hindsight

What Happened?  
When did it Happen?  
Where did it Happen?



## Insight

Why did it Happen?  
How does X relate to Y?  
What needs to Happen?

## Nowsight

What is Happening  
NOW?  
How are people  
Thinking & Feeling  
right NOW?

## Foresight

What Might Happen?  
When Might it Happen?

“The application of quantitative and qualitative analysis to make better people decisions that help drive positive outcomes for both your employees and the business” – Dr. Moon



# Workplace Impact of COVID 19: Renewed Analytics Focus



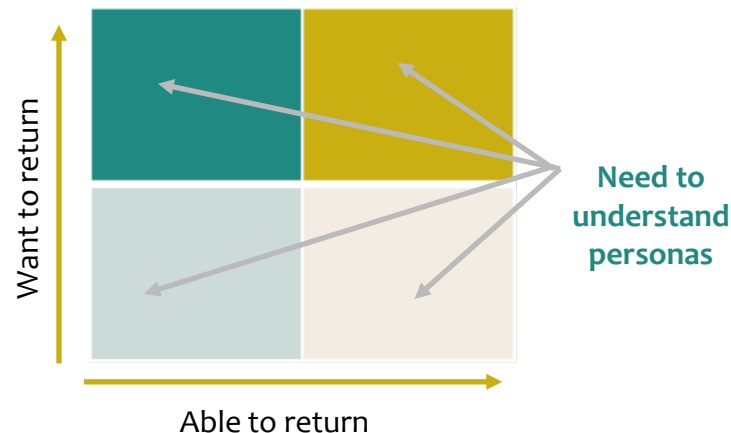
- Where are our people?
- Locations with higher than average # cases by state/county
- # ees without emergency contact
- Employee leave trends (taken vs. not-taken)



- What-if? Contingency planning
- Focus on employees and their health
- How are our workers doing/feeling?
- Who can/should be able to return?
- Who wants to return?

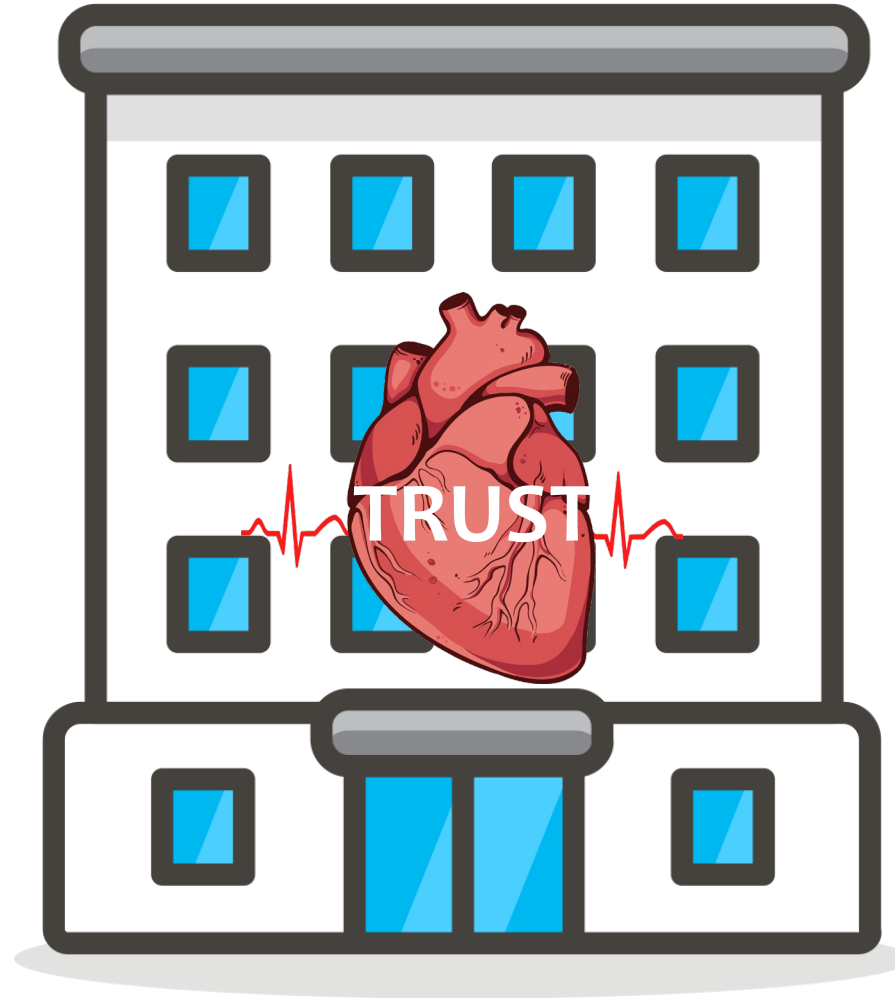


- Continuous listening through survey attestations and real-time responses
- Recombine/Reskill/Redeploy
- How people are connected & why they are connecting
- Capitalize on diversity
- Measuring productivity, the right way



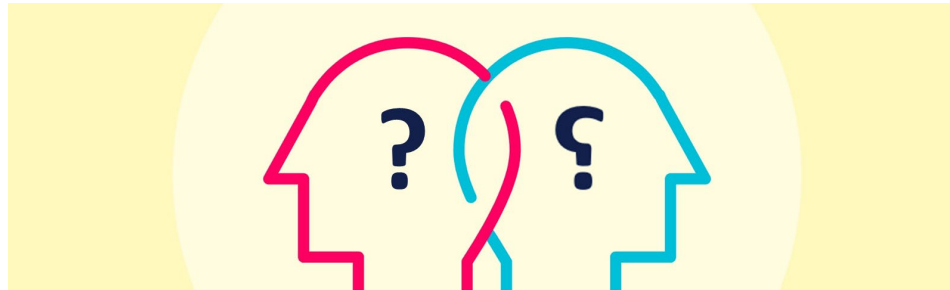


# The ~~Human~~ Social Capital Imperative



At The Heart of Every Organization is Its Social Capital

# Diversity & Inclusion



## Diversity

- **Similarities and differences** that shape the workplace
- **Underrepresented or marginalized** groups
- **Shift to...**
  - Leverage diversity as a **resource**
  - Identities of race/gender have become more fluid (highlighting role of **intersectionality**)
  - Multivariate nature of diversity

## Inclusion

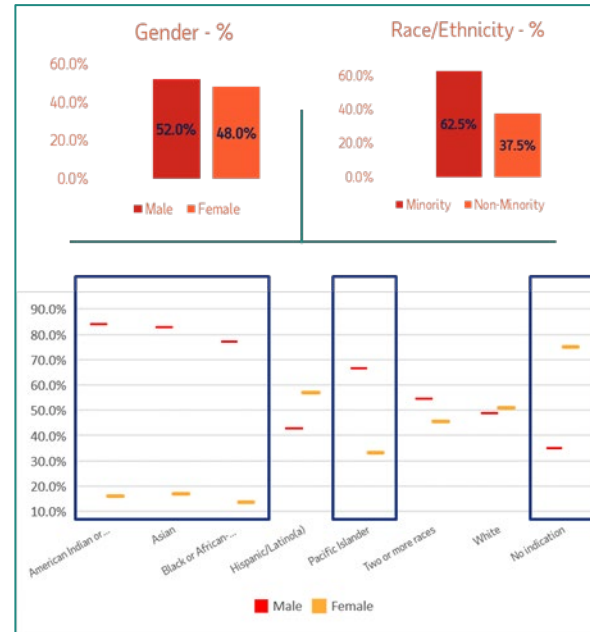
- The means by which an organization **optimizes the benefits** of having a diverse workforce
- **Welcomes and supports** diversity
- Evidenced by deliberate focus on three factors: **equality, openness and belonging**

# Diversity - Analytics



## Composition/Makeup

- Intersectionality of gender and race/ethnicity
- Move beyond generic percentage comparisons
- Measure the flow of diverse talent



## Network Analysis

- Identify hidden talent
- Measure impact on key business outcomes
- Understand gender differences in how individuals network

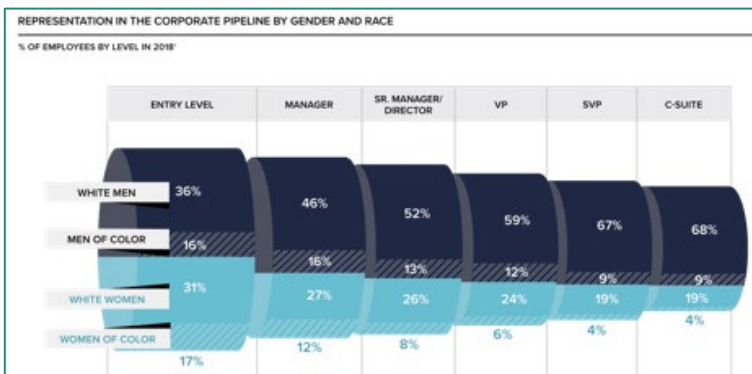
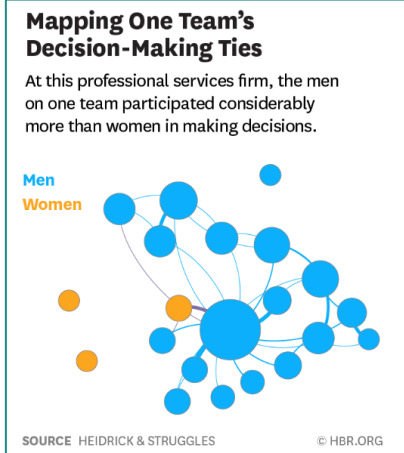


Image Source: "Women in the Workplace: 2018", Leanin.org, <https://leanin.org/women-in-the-workplace>

## Mitigate Bias

- Analyze people processes to identify potential biases
- Job description text analysis
- Nudges to promote conscious inclusion





# Inclusion - Analytics



## Affective Measurement

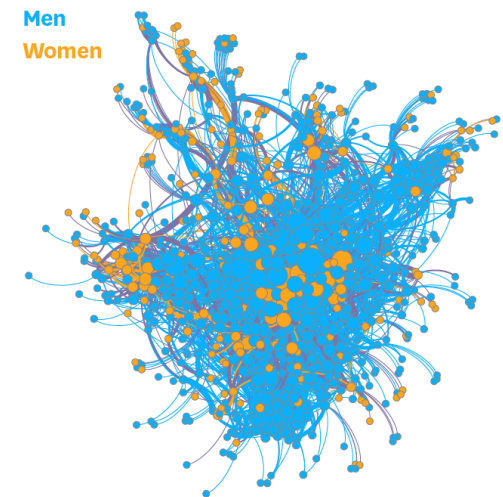
- Surveys (voice, equity, belonging, decision-making) [active]
- Sentiment analysis [passive]
- Burnout segmented by gender/race-ethnicity

## Quantitative Measurement - Network Analysis

- Identify marginalized (isolated) groups of individuals
- Compare network density by gender/race
- Identify unconscious network practices
- E/I index – measure of embeddedness

### **Mapping Employee Ties at One Professional Services Company**

Women had fewer ties to male colleagues than expected and were often isolated on the periphery of networks.



SOURCE HEIDRICK & STRUGGLES

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# People Analytics Call -to- Action



- Less Predictive and More NOW Analytics
- Proactivity vs. Reactivity
- Less silos – more interdisciplinary uses of data
- Eliminate/mitigate bias
- What You Really Need?... Shhhh...It's Not a Data Scientist
- “Social Capital” not just Human Capital measures





## Let's Continue the Conversation

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# Thank You!