

People Analytics Enabling Intelligent Organizational Transformation

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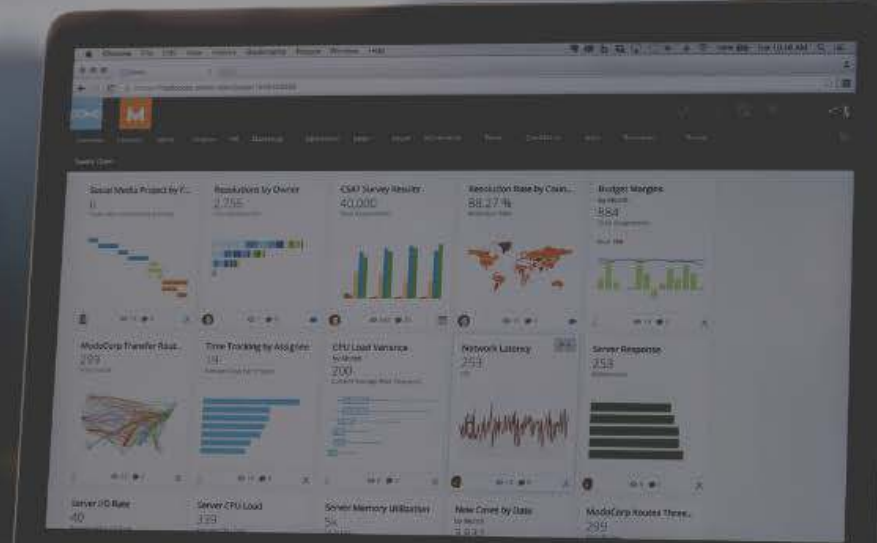
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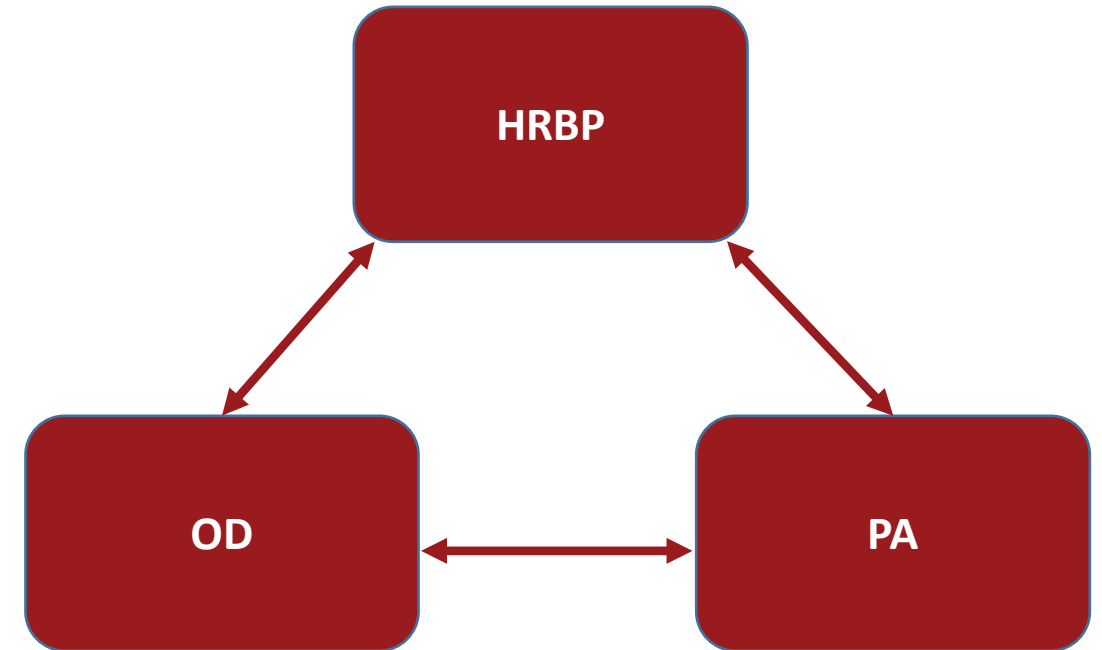
- **Alec Levenson**, USC Marshall Center for Effective Organizations
- **Maura Stevenson**, CHRO, MedVet
- **Paul Taffinder**, CEO, Taffinder Consulting

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Who in HR should lead transformation?

HR function key strategic roles

- HR business partner (HRBP)
- Organizational development (OD)
- People analytics (PA)



Effective transformation requires an integrated systems approach

Analytics vs. OD

**Analytics competencies vs.
OD competencies?**

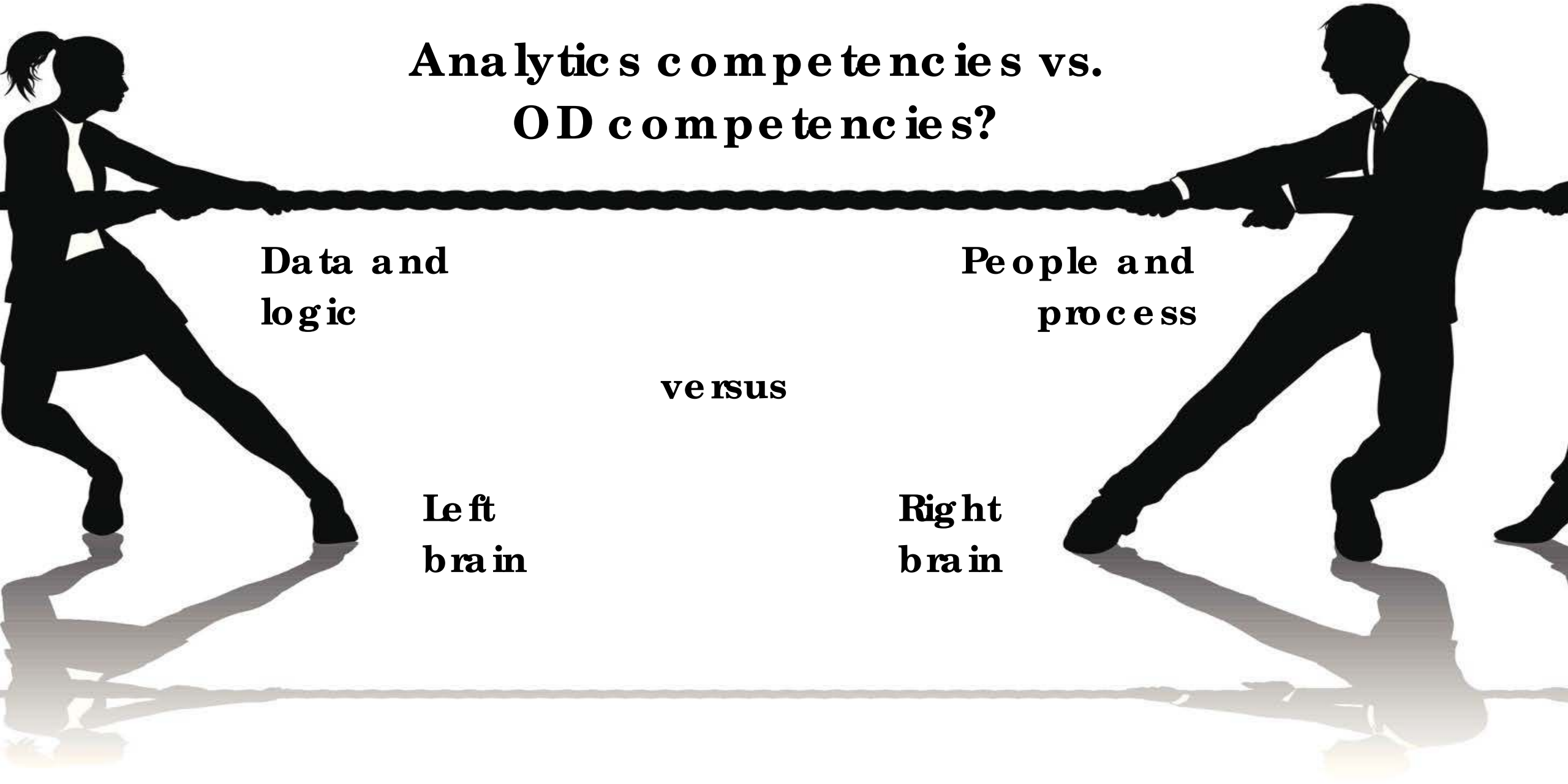
**Data and
logic**

**People and
process**

versus

**Left
brain**

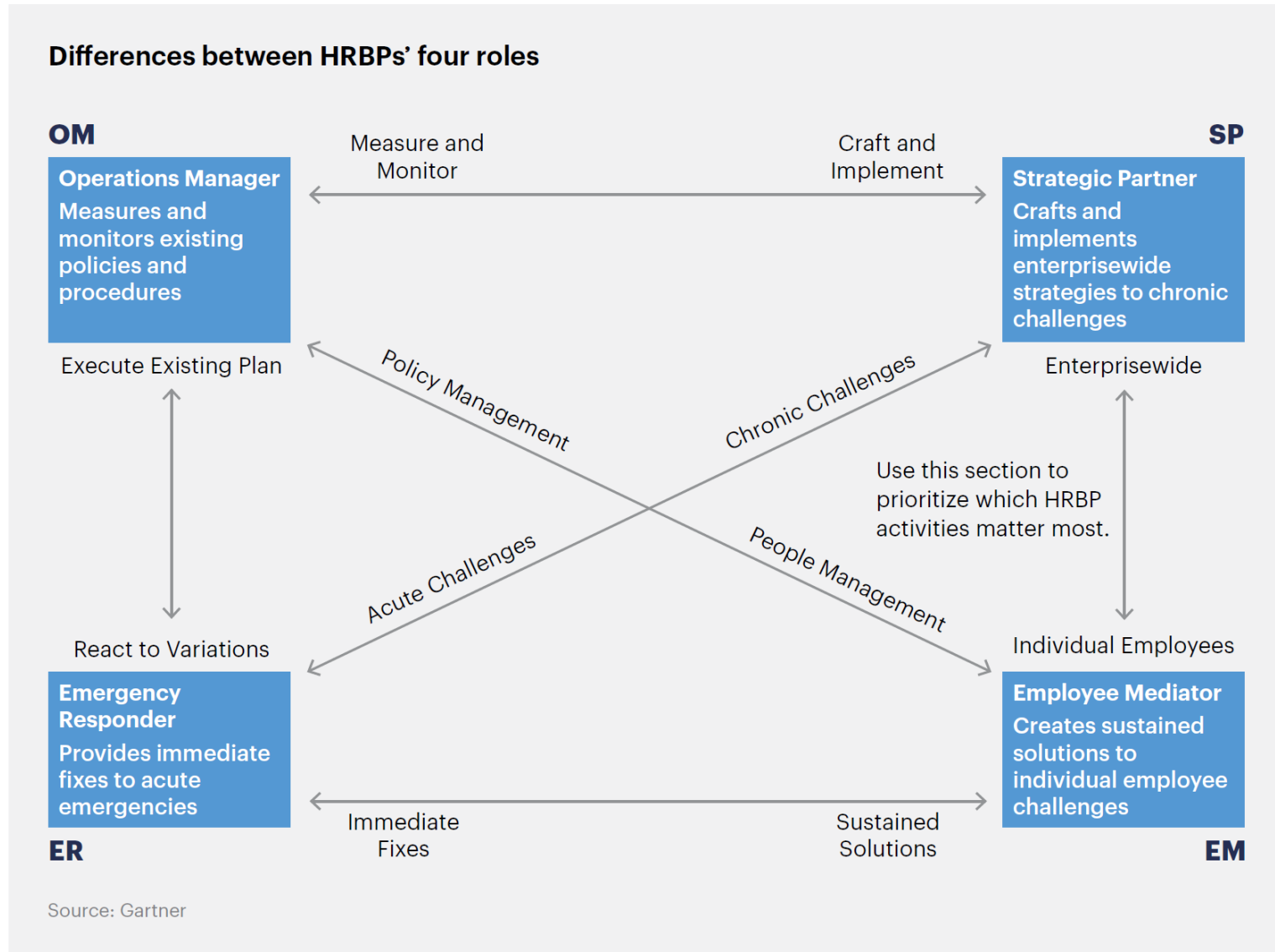
**Right
brain**



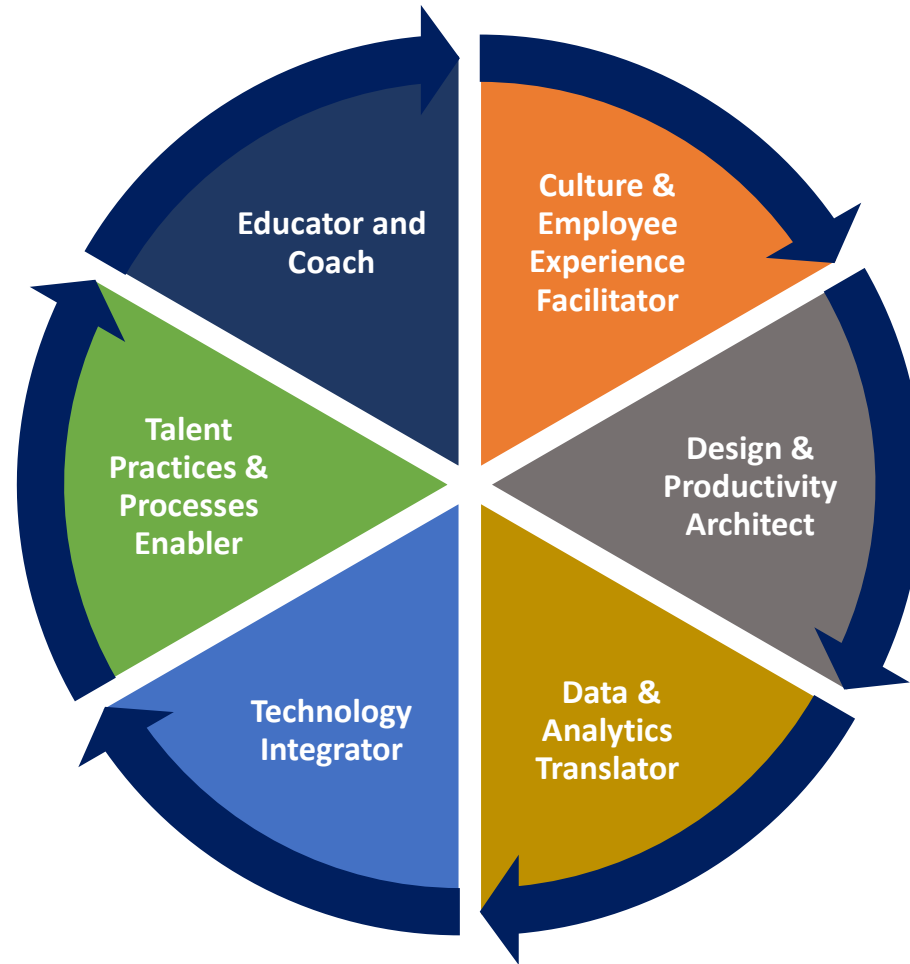
OD and Analytics principles

- **OD principles:** How to improve the organizational system in the interest of both the shareholders and the humans who work in it
 - Central scientific focus: **Behavioral science**
- **People analytics principles:** How to improve efficiency and effectiveness of people “stuff” in the system (HR processes, talent management, etc.), including linking people data to business outcomes
 - Central scientific focus: **Data science / statistical analysis**

HRBP Roles: Classic model

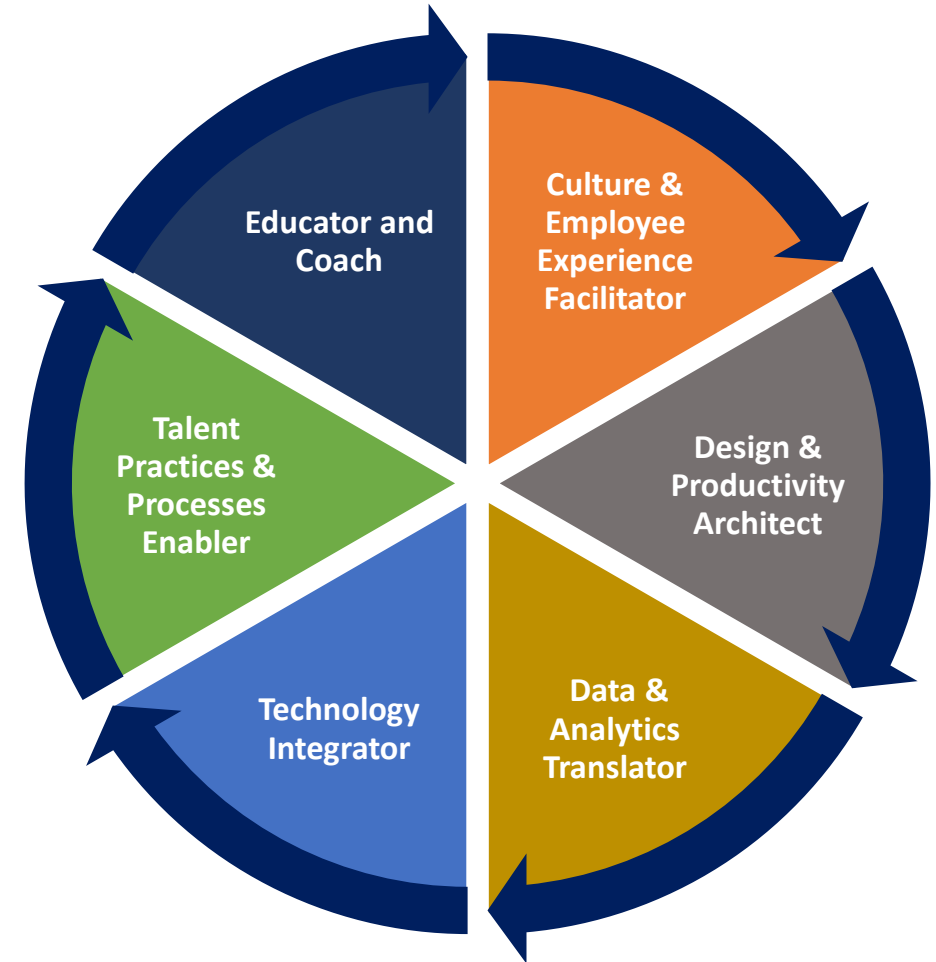
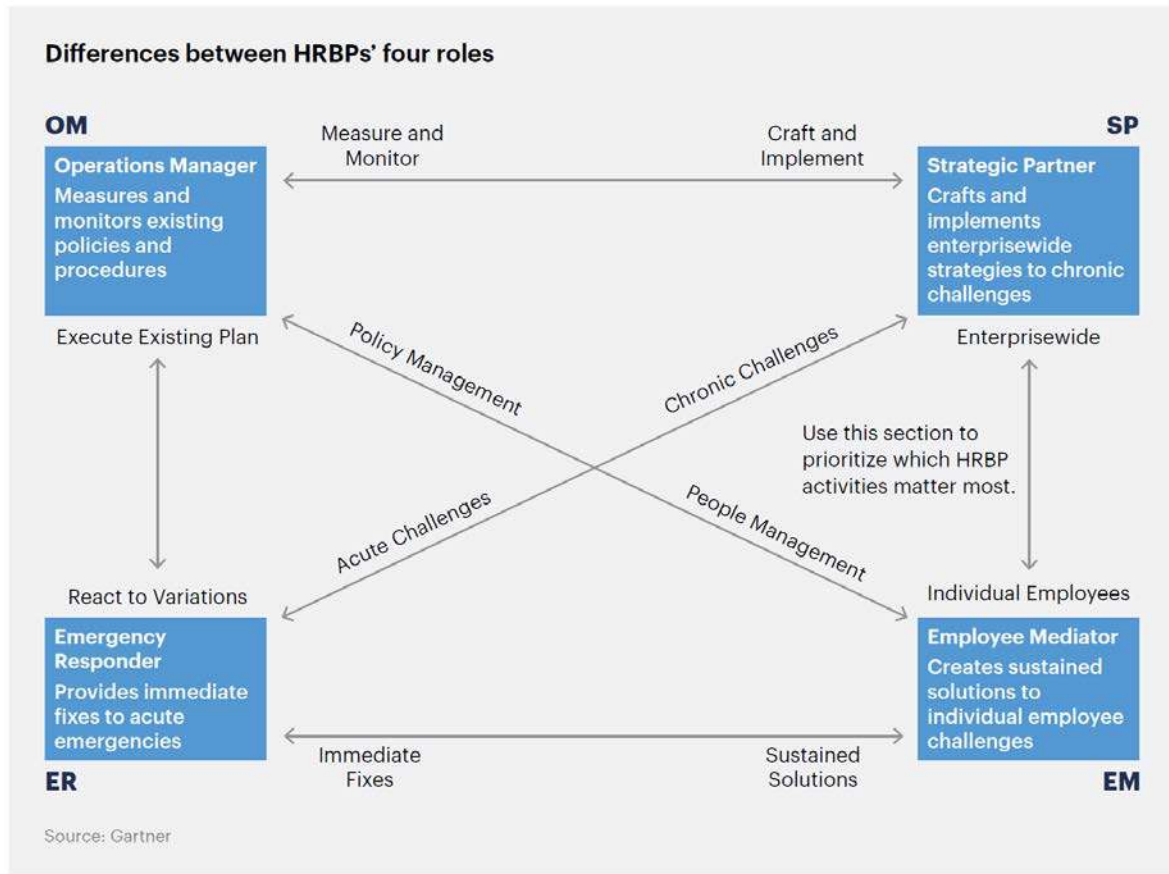


HRBP Roles: A more future-oriented model?



Introduction to People Analytics: A Practical Guide to Data Driven HR – Nadeem Khan and Dave Millner

Where does transformation leadership happen?



Who should be responsible for what?

- **The HRBP role has become the place “where the buck stops”**
 - Everything of importance ends up on their plate
 - Does this lead to them being a “jack of all trades and master of none”?
- **OD is a “classic” skillset that is underinvested in most organizations**
 - CHROs: If our HRBPs are strong enough, is there a strong role still for OD?
 - “Global” OD functions in very large orgs with only a handful of people
- **People analytics is growing in importance and resources**
 - Challenges of integrating their work with the HRBPs
 - Are the HRBPs closely aligned and integrated in working with PA?

Should we be integrating at the role level?

- **Rather than OD and PA being treated as standalone functions, should there be better integration at the role and task levels?**
 - Diagnostics (analytics) and change are best if they can be done seamlessly
 - OD experts need to understand & incorporate elements of PA in their work, and vice versa
- **Should we integrate principles of OD and PA directly into the HRBP role?**
 - This may look like it would increase the demands on HRBPs but only if they currently struggle to find time to do the strategic work
 - Should provide the tools to spend more time working as strategic partners rather than operations manager, employee mediator and emergency responder

Analytics vs. OD processes

Analytics vs. OD processes

Analytics process

1. Ask the right question
2. Identify right methods to answer the questions
3. Locate or generate the data needed for answers
4. Analyze the data
5. Develop insights based on the analysis
6. Take action based on the insights
7. Measure results to determine if the action was effective

Analytics vs. OD processes

Analytics process	OD process #1
1. Ask the right question	1. Initial diagnosis
2. Identify right methods to answer the questions	2. Data collection
3. Locate or generate the data needed for answers	3. Data feedback
4. Analyze the data	4. Planning strategy
5. Develop insights based on the analysis	5. Intervention
6. Take action based on the insights	6. Team building
7. Measure results to determine if the action was effective	7. Evaluation

Analytic s vs. OD p r o c e s s e s

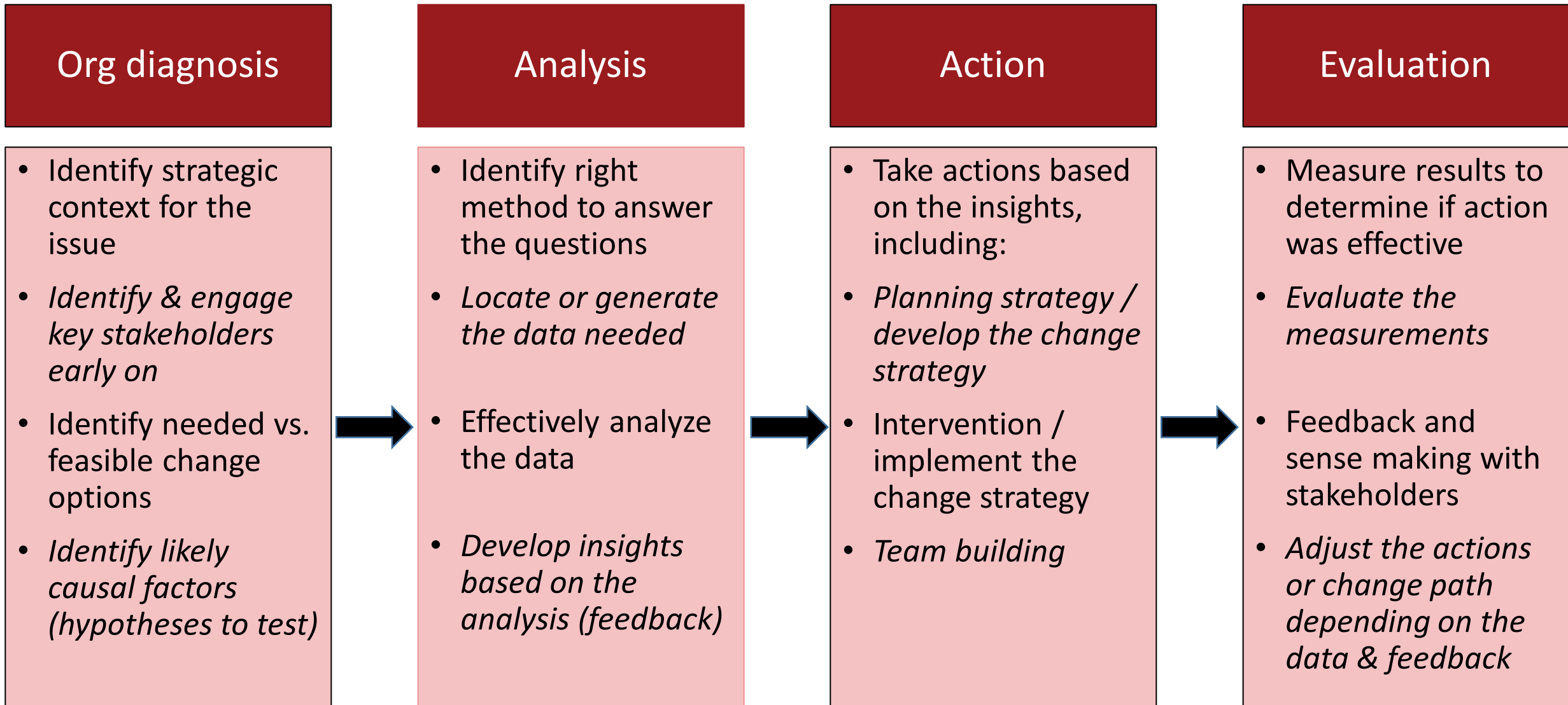
Analytics process	OD process #1	OD process #2
1. Ask the right question	1. Initial diagnosis	1. Organizational diagnosis
2. Identify right methods to answer the questions	2. Data collection	2. Identification of alternative strategies
3. Locate or generate the data needed for answers	3. Data feedback	3. Development of the change strategy
4. Analyze the data	4. Planning strategy	4. Implementation of the change strategy
5. Develop insights based on the analysis	5. Intervention	5. Measurement
6. Take action based on the insights	6. Team building	6. Evaluation
7. Measure results to determine if the action was effective	7. Evaluation	7. Feedback

Analytic s vs. OD p r o c e s s e s

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Putting it all together

HRBP end-to-end rigorous process: OD + Analytics



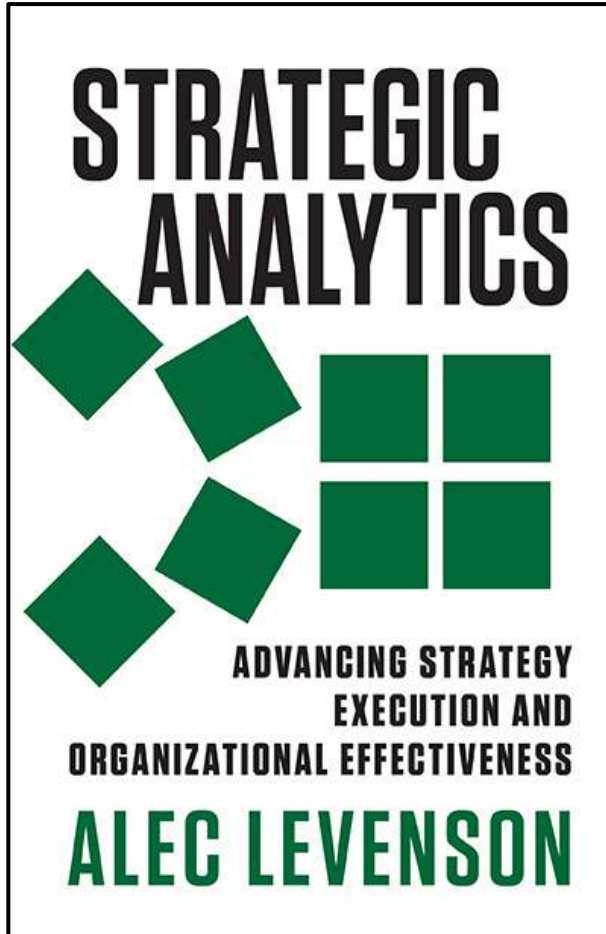
Analytic needs to employ OD tools to ...

- **Become a trusted business partner on par with high quality OD**
 - *Master the science of interpersonal dynamics, not just individual competencies*
 - *Engage senior leaders to address big picture challenges, not just incremental improvements in HR and business processes where ROI measurement is easier*
- **Learn how to help drive change**
 - *Engage senior leaders in change processes from the beginning, before you can collect all the relevant data to do a thorough analysis*
- **Embrace ambiguity and incomplete data**
 - *Deploy systems diagnostics using non-statistical techniques (logic models, etc.)*
 - *Embrace the ambiguity of working on issues with missing or incomplete data – where you have to rely more on interviews and case study analysis*

OD needs to better integrate analytics to ...

- **Measure impact while changing**
 - *Effective use of data increases stakeholder buy-in*
 - *Make real-time, data-based adjustments to the change*
- **Prioritize alternatives**
 - *Narrow down and prioritize the interventions with the biggest potential impact*
- **Add more data and statistics to increase storytelling effectiveness**
 - *Data visualizations*
 - *How meaningful are the outcomes: ROI, effect sizes, etc.*

... and HRBPs need to do a bit of everything to successfully lead transformation



“Analytics and OD: Twins Separated at Birth?”



<https://www.linkedin.com/pulse/analytics-od-twins-separated-birth-alec-levenson/>



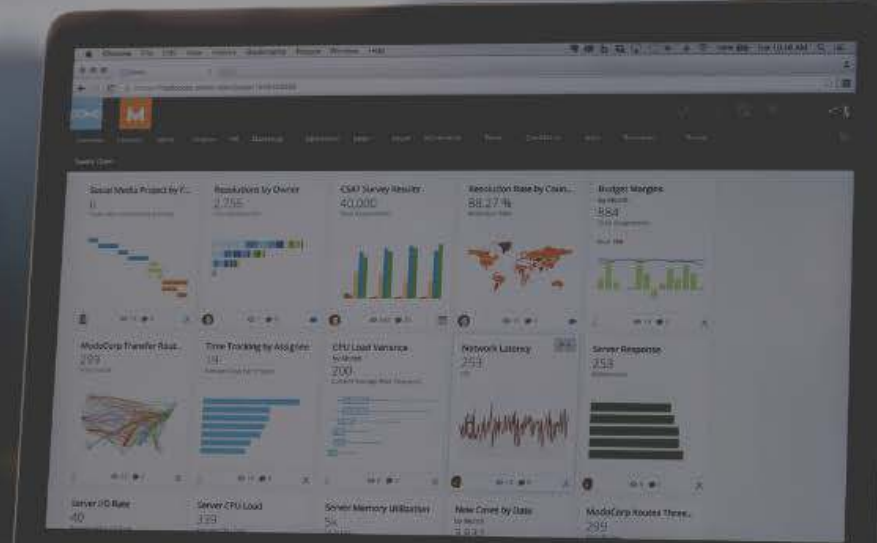
Chapter 1: Are OD and Analytics Twins Separated at Birth? Toward an Integrated Framework, by Alec Levenson, Maura Stevenson, Alexis Fink



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