



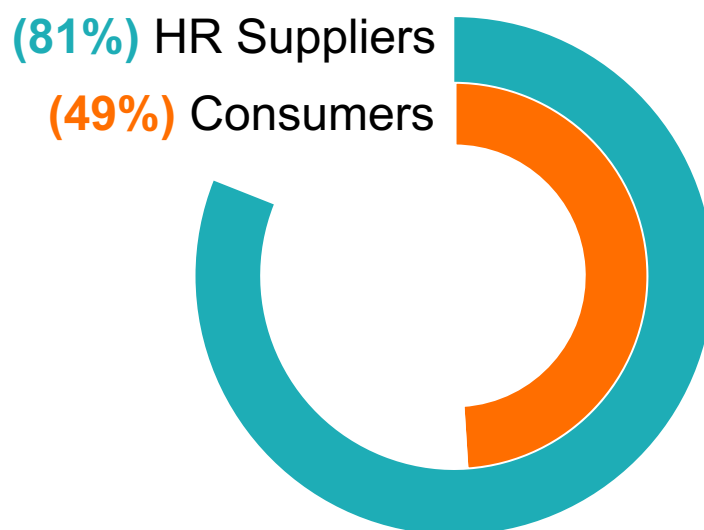
## How People Analytics can better impact Decision Making

In the nine years that Workforce Dimensions has been offering People Analytics consultancy services, we have asked a variant of this question at the outset of our client engagements:

**Does the analysis that HR professionals provide, regularly and reliably inform decision making?**

We ask that question of those HR professionals offering analysis and those consuming the same - there is a difference of opinion.

Four-fifths of HR professionals said yes, but only half of their organisational colleagues agreed.



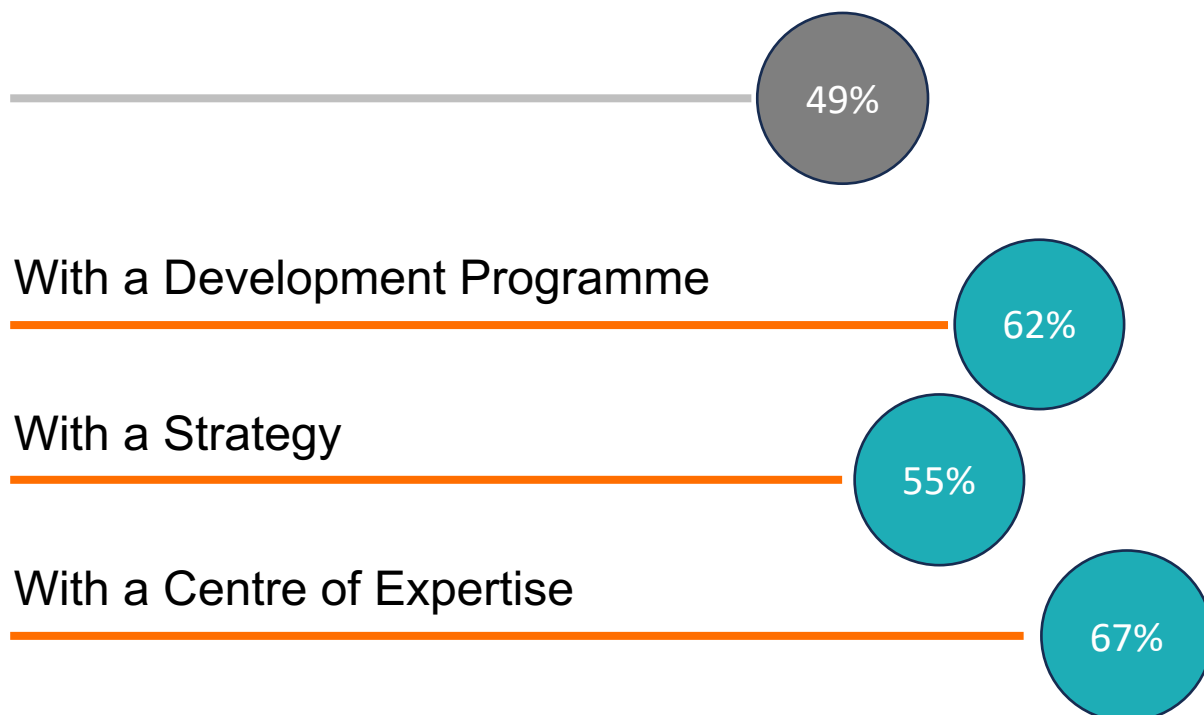
It should be noted that these results are not responses to a closed survey question; they are taken from free-flow conversations and opinions vary across subject matter area.

The disparity may in part be explained by the tendency of many HR professionals to measure success in terms of efficiency, while the consumer is more likely to gravitate towards effectiveness metrics. That's just a hunch.

Regardless, confidence from consumers is low, why is this?

Workforce Reporting doesn't appear to be an issue – HR are trusted to accurately state 'what is' and 'what was' - the lack of confidence fixates on the identification and execution of investigations that focus on 'the why' and the 'what next'. Essentially: insight.

The gap between supplier and consumer perception will never be entirely closed, however experience shows that organisations who make at least one of the following interventions (illustrated below with our experience of 'confidence uplift').



It should be noted that these interventions are often intertwined, with a Centre of Expertise, once established, driving strategy and development.

In reality, a development programme – because it's quicker to roll out – will often be the initial intervention.