

# Chair summary of HR Analytics Summit 2022

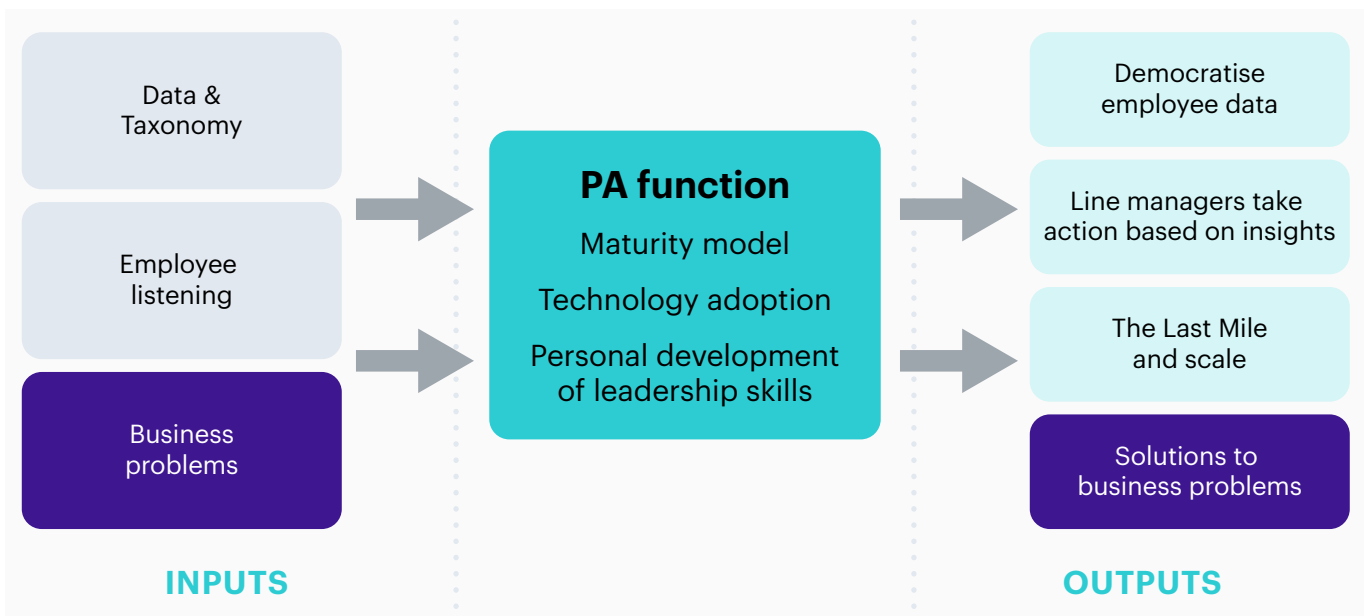
At this year's **HR Analytics Summit 2022** in London, a strong theme emerging from discussions was the need for clear alignment between people analytics practices and the business problems they are trying to solve.

Here, summit chair Ian McVey, SVP & GM, EMEA, at **Visier**, summarises key takeaways and top tips from our speakers.

## Four key takeaways

- Get the business problem, the data, and the taxonomy aligned and agreed upon. This is where many people analytics projects fall down.
- To achieve business change at scale, ensure you can reach people with the insights you uncover across the organisation, and consistently listen to feedback through all channels.
- Understand where your people analytics practice sits on the **maturity scale**<sup>1</sup> and map out your organisation's path to value and impact at scale.
- Assess your own personal leadership abilities to effect change in your organisation. Build skills if you are missing 10 or more of the 19 **key leadership competencies**<sup>2</sup> according to ZengerFolkman.

## The role of people analytics in driving business outcomes



## Thought leader top tips for best practice: Individual takeaways

For hybrid working, embed the change you want to see in your corporate culture and behaviours. Train managers to lead and deliver this change.

**Natasha Griffin, Head of People Development and Diversity, Hyperoptic**

The impact of change initiatives is often won or lost in the **Last Mile**.<sup>3</sup> To improve managers' decision-making abilities, let them use data-driven insights to take effective actions. Impact at scale means democratising people data across the organisation. Here's how **Standard Bank**<sup>4</sup> achieved this.

**Ian Cook, VP Research and Strategy, Visier**

Start with the problem in mind and work back. And remember, every company has a unique maturity model.

**Mark Lawrence, People Analytics Leader, Strategic HR, Learning and Future of Work, Diageo**

Leading change, people, and businesses within this sector has never been more important. STEMM leaders need to upskill if skills are lacking on 9 or more out of the 19 key [ZengerFolkman] leadership competencies.

**Steve Ellis, Partner at Arcadia Consulting**

Get the taxonomy and data aligned from the start, or you will spend most of your time arguing the numbers rather than effecting change.

**James Bryce, Group Director of Workforce Planning & Talent Acquisition, Kantar Group**

Bring reward data into retention data.

**Nick Lynn, Senior Director, Employee Experience and Engagement, Willis Towers Watson.**

Develop a robust employee listening strategy with multiple inputs (not just surveys).

**David Littlechild, Director, Employee Listening, London Stock Exchange Group**

One role that technology plays is to bring order to data and taxonomy.

**Steve Atkins, Global Analytics Enablement Director, SplashBI**

Close the gap between HR insights and HRBPs. HRBPs can lead HR transformation much as they do for organisational transformation.

**Steve Scott, Managing Director, Global Head, People Insight and Analytics, Standard Chartered Bank**

For artificial intelligence and machine learning, buy is often better than build to leverage vendor economies of scale. And start with a problem looking for a solution, not vice versa.

**Lei Pan, Global Head of People Insights and Analytics, Shell**

To chat further about any of the themes discussed at **HR Analytics Summit 2022**, including how people analytics can help you drive better business outcomes, get in touch with Ian at [ian.mcvey@visier.com](mailto:ian.mcvey@visier.com).

Just beginning your people analytics journey? Download **The Age of People Analytics 2021** to learn from businesses that have generated value from advanced practices.

1. The Age of People Analytics 2021. Visier. <https://hello.visier.com/people-analytics-maturity-value-report>
2. 19 Competencies that Differentiate the Best Leaders from the Worst. Nexum. <https://www.nexum.eu/19-competencies-differentiate-best-leaders-worst>
3. The Last Mile Problem: Getting People Managers to Make Better Talent Decisions. Visier. <https://hello.visier.com/the-last-mile-problem>
4. How Standard Bank Is Enabling Data Democratisation at Scale. Visier. <https://www.visier.com/blog/standard-bank-enabling-data-democratisation>