Disrupting HR – a leader's global journey through People Analytics

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do your thing

About myself...

Luigi Maria Fierro - Global Head of HR Strategy and Analytics

- Not and HR professional

- Former McKinsey now working on HR topics, trying understand how things work together

- Advisory member for HR L&D Tech start up

- Engineer with MBA

- 41 years old and father of 3

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People Analytics is an emerging practice with significant adoption

What is People Analytics?

- The practice of **collecting** and **transforming HR** and organizational **data** into **actionable insights** that improve the way we do business

- People Analytics enables people **decision making** based on **deep analysis of data rather than** the **traditional methods**

- **People Analytics** is a major driver of **Workforce Planning**

Examples of PA applications

- **80% increase** in **recruiting efficiency**[1]
- **25% rise** in **business productivity**[1]
- **50% decrease** in **attrition rates**[1]

Who is adopting PA?

70% of **companies** see **People Analytics** as a **high priority** in their organizations

Continuously check employees feelings through **frequent pulse checks**

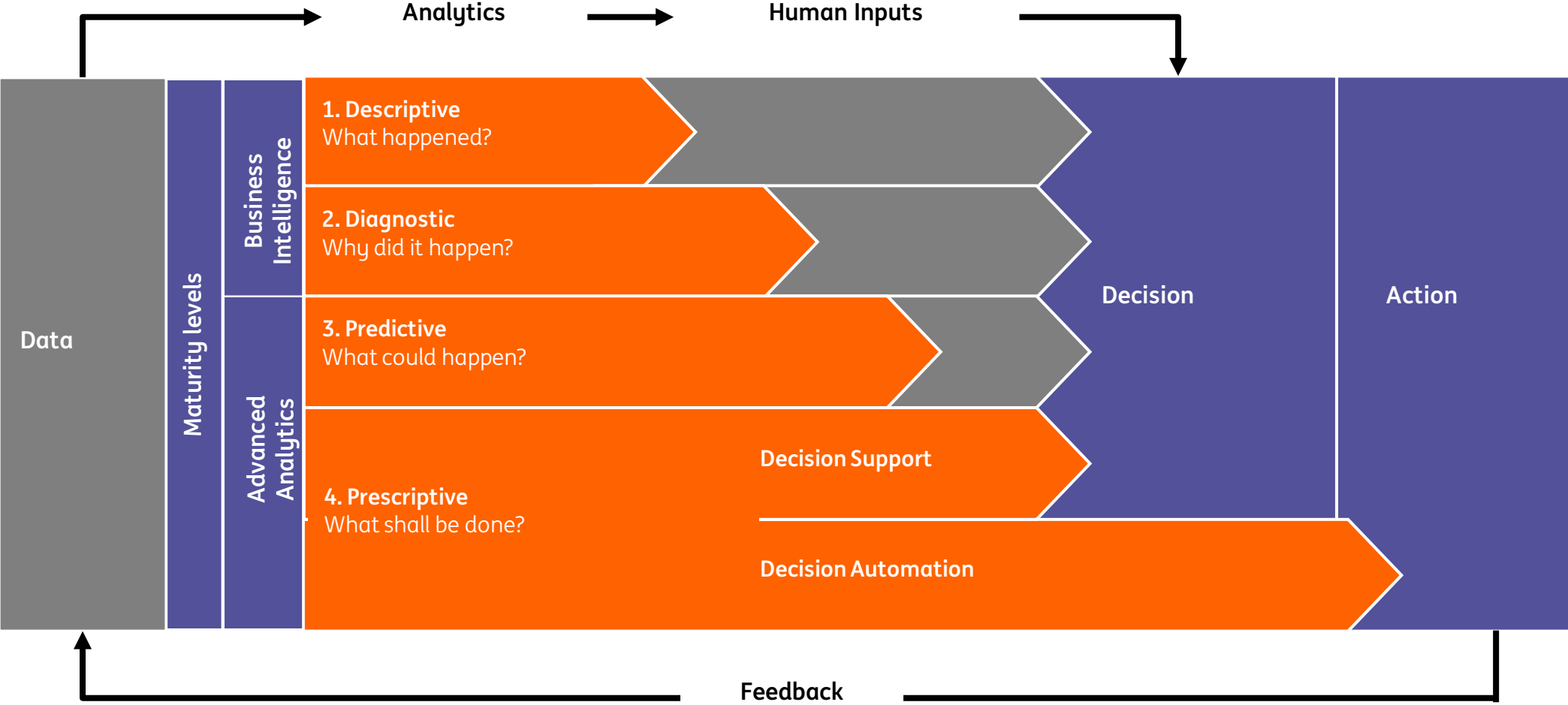**illuminate roles and career paths** for their employees to drive performance

Statistical models to **predict** which **employees most likely to leave**

Video games to collect employee data and **measure performance**

1. Based on McKinsey People Analytics Website

People Analytics practice is characterized by 4 maturity levels from data to actions

Analytics → Human Inputs

Data

Maturity levels

Business Intelligence
- **1. Descriptive** — What happened?
- **2. Diagnostic** — Why did it happen?

Advanced Analytics
- **3. Predictive** — What could happen?
- **4. Prescriptive** — What shall be done?

Decision Support

Decision Automation

Decision

Action

Feedback

Example tech stack: HCM with additional solutions bolted on

"Plan and grow your workforce"

"Understand and engage your employees"

GLINT — People analytics

qualtrics XM — Culture Amp

Cornerstone

humu — Employee nudging

Comp and benefits — ADP

"Administer the workforce"

Employee database

Time and expense — SAP

workday

fitbit — Employee wellness

LEVER — Talent acquisition

degreed — Learning and development

eightfold.ai — Succession planning

15Five — Performance management

"Retain and develop your talent"