Index

ABB Enterprise Software, 192
Accenture, 83
Affiliated Computer
Services/Business Process
Solutions (ACS/BPS), 129–134
Alignment, 48–52
to business goals, 49–52, 116–117
of stakeholders, 48–49
Amazon, 77
American Community Survey, 24
Ameriprise Financial, x
Analytics. See also Human capital
analytics (HCA)
definition of, 19
in HR profession, xvii
Anecdotes, 44, 113–114
AonHewitt, ix
Arronte, Melissa, on reducing
turnover, 25–27
The Atlantic, 68, 81
Avaya, x
Axelrod, Beth, on talent loss, 109
Baby boomers, 7, 8, 11–12
Bain & Company study, 21–22
Barriers to success, 103–104
BBDO Detroit, 134, 138–139
Becker, Gary S., 90–91
Bellevue University, 146
Benchmarks, 45, 114
Benge, Buddy:
on developing HR partners, 191
on HR analytics and change
management, 23
on using talent potential, 4
Benioff, Marc, on future of
Salesforce.com, 41
Bennington, Keri, 118
Berry, Mark:
on focusing on the right data,
64
on starting small, 191
on using big data, 72
Bersin, Josh:
on “datafying” HR organizations,
81–82
on talent analytics, 111
on using data for decision making,
70–71
Bersin by Deloitte, xv, 70, 111,
123
Best Colleges Online, 9, 10
Best-in-class organizations, 116
“Best-in-class” practices, 114
“Beyond Smiley Faces” (white
paper), 118
Big data, 61–72
and dashboards, 61–65
dealing with, 66–67
and descriptive analysis, 65–66
future of, 72
and HR as art, 70–72
privacy issues with, 68
and recruiting, 69–70
using, 48
Boudreau, John, on proving
causation, 115
Branch Manager Toolbook (US
Bank), 142–143
Budget, HCA, 34–35, 89, 93
Bureau of Labor Statistics, 24
Business goals, alignment to, 49–52, 116–117
Business results, 51, 120

Capital Analytics, xv. See also Vestrics
Capital One, x
Cascio, Wayne, on proving causation, 114–115
Causation, 47, 54, 114–115
Center for Creative Leadership (CCL), 13
Centers of Expertise (COEs), x–xii, 23
CEOs, 111–112
Chevron, 192
Chief human resources officers (CHROs), x
China, 34
Chrysler Academy, 135, 138–142
Chrysler Dealership Sales Consultant Training, 134
Chrysler LLC, 134–138
COEs (Centers of Expertise), x–xii, 23
Cognos, 94, 95
Communication of results, 100, 101
Companies, benefits of analytics for, 6
“Competing on Analytics” (Tom Davenport), 91
Competitive edge, maintaining a, 3
ConAgra Foods, 64, 157–162, 191
ConAgra Foods Foundation of Leadership, 124
Conference Board, 19
Continuous improvement, 119–121
Continuum, HCA, 43–48, 113–115
anecdotes on, 44
benchmarks on, 45
categories of processes along, 43, 44
causation on, 47
correlations on, 45–46
optimization on, 47–48
predictive analysis on, 47
scorecards/dashboards on, 44–45
Cookies, 68
Cornerstone OnDemand, x
Correlations, 45–46, 114
Cost avoidance, 120
Customer loyalty, 120
Customers, benefits of analytics for, 6
Customization, 77, 82–84
Dashboards, 44–45, 61–65, 114
Data, big, see Big data
Data cleanup, 66–67
Data infrastructure, 193
Data revolution, 109
Davenport, Tom, 91
Decision making, 70–71, 98–100, 105
Deloitte, xi, xvii
Demographic segmentation, 66
Descriptive analysis, 65–66
Detrick, A. D.:
on being patient, 191
on big data as trend, 72
on customized training, 83
on generational differences, 14
on optimized work environment, 78
on using big data, 48
on using employee data to work smarter, 5
Developing Human Capital (Pease), 54
Diversity, measuring, 24–25
Duke University, xiv
Dutta, Ranjan, on improving hire quality, 80
Early adopters, of human capital analytics, 32–38
eBay, 109
INDEX

The Economist, 10
Education:
  skill enhancement via, 91
trends in, 10–11
Ellerby, Anastasia, ix
Employee(s). See also Workforce
  benefits of analytics for, 5–6
  revenue-per-full-time, 120
Enterprise resource planning (ERP), ix–xiii
Ethical issues, 68
Evaluation, levels of, 118
Executives, 100

Fields-Johnson, Candis:
  on leveraging HR analytics, 191
  on role of HR, 31
Fitz-enz, Jac, ix
Floersch, Rick, on millennials, 10
Forbes, 12, 109
Foundations of Leadership (FoL), 153–154, 156–159
France, 34
Funding, lack of, 104
Future, of big data, 72

“Garbage in, garbage out,” 64
Generation X, 7, 8, 12–13, 69
Generation Z, 7, 9–11, 71–72
Germany, 34
Gild, 109
Global marketplace, 4–5
Goals:
  business, 49–52, 116–117
  strategic, 51, 120, 121
Google, 122
Google AdWords, 68
Harrah’s, 122
Harvard Business Review, 31
“Have It Your Way” campaign, 77
HCA, see Human capital analytics
The Home Depot, x
Howes, Peter, ix
HR, see Human resources
HR analytics, xvii
Human capital analytics (HCA), 31–40. See also specific headings, e.g.: Need for analytics
  advice from practitioners of, 191–194
  and alignment, 48–52
  continuum of, 43–48, 113–115
differentiators with, 55–57
eyearly adopters of, 32–38
examples of benefits from, 122–124
measurement strategy for, 116–122
metrics for, 35–37
in practice, 92–95
as revolution, 31–32
and study design/implementation, 52–55, 109–110
success factors with, 38–40
understanding, 110–112
Human Capital Analytics (Pease, Boyce, and Fitz-enz), 6–7, 48
Human capital analytics study (2014), 89–106
background, 89–90
organization and operation in practice, 92–95
project effectiveness, 102–106
project selection, 95–101
purpose and overview, 90–92
Human capital theory, 90–91
Human resources (HR):
  predictive analytics in, 20
  as relationship-and
    empathy-based function, 70–72
  as strategic function, 31
IBM, xi
i4cp, 112
InfoHRM, ix
Instructor-led training (ILT), 173–174, 176
Intrepid Learning, 191
Investing in People (Cascio and Boudreau), 114–115
Investments in people, 51
Israel, 34

K e n e x a , x , xi
Key performance indicators (KPIs), 50–52, 115, 120, 121, 139
Kirkpatrick, Donald, 118
Knack, 81
KPIs, see Key performance indicators
Kuhl, David:
on finding a champion, 192
on leveraging graduate students, 53–54
on understanding talent, 77

Labor shortages, 111
Laffoley, Tony, 118
Lawrence, Ron:
on starting now, 192
on Workday, 67
L&D (learning and development), 20, 153–157
Leadership development case studies, 153–162
ConAgra Foods, 157–162
National Grid, 153–157
Leading indicators, 51, 120
LearnIn, 82–83
Learning and development (L&D), 20, 153–157
Learning customization, 82–84
Learning management systems (LMSs), 118
Learning organizations, 121–122
LinkedIn, 82–83
“Little data,” 194
LMSs (learning management systems), 118
Loyalty, customer, 120

McDonald’s, 10
McKesson Corporation, 22, 39, 192
Malaysia, 34
Managers, 100
Manager’s Support Workshop (MSW), 153, 157
Marketing, xiv
Masie Conference, xiii–xv
Maturity levels, 102–103
Maximizing Performance, 183–187
Mayer, Marissa, 109
Measurement Map, 50–52, 119–121
Measurement strategy, starting a, 116–122
Measurement studies, designing/implementing, 52–55
Meister, Jeanne, 7
Mentoring (case study), 165–169
Mercer, ix
Merck, 31, 191
Merit pay, 155–156, 166
Metrics, HCA, 35–37
Microsoft Excel, 37, 94
Millennials, 7–10, 69
Milnor, R. J.:
on avoiding perfectionism, 192
on HR function, 40
Mohindra, Amit:
on consumers of analytics, 22–23
on consumption of analytics, 192–193
on data deficiencies, 39
on move to big HR data, 78–79
Monsanto, 4
Monster Worldwide, 81
MSW (Manager’s Support Workshop), 153, 157
Mukherjee, Ajoy, on younger workers, 10
Myth-busting, 65

National Grid, 153–157
NDT (New Director Training), 146–150
Need for analytics, 3–14
and benefits for company/employees/customers, 5–6
and changing workforce, 6–13
and competitive edge, 3
and eliminating/avoiding waste, 5
in entire organization, 3–4
and global marketplace, 4–5
and universal commonalities of workers, 13–14
Netflix, 77
New Director Training (NDT), 146–150
Norway, 34
Numerical Insights LLC, 194

O’Keefe, Ian:
on data extraction, 39
on prioritizing efforts, 193
on talent analytics, 84
on using big data as trend, 72
on workforce trends, 11
On-the-job performance data, 55–56
Optimization, 47–48, 115, 156–157
Oracle, ix, xi, 94, 95
Organization(s):
  learning, 121–122
  need for analytics throughout, 3–4
Pandora, 77
Patience, 191
Pearce, Brad:
on analyzing macroeconomic data, 23–24
on competition for talent, 5
on having a solid data infrastructure, 193
on learning customization, 82
on measuring diversity/inclusion, 24–25
on potential for optimizing human capital, 39
Peck, Don:
on decision making, 71
on predictive analytics, 68, 69
People, investments in, 120, 121
PeopleSoft, ix
Perfectionism, avoiding, 192
Performance management (case study), 183–187
Performance mapping, 119
Performance ratings, 155, 166
Phillips, Jack, 118
Predictive analytics, 19–27
definition of, 19
and global marketplace, 4
on HCA continuum, 47
value of, 21–23
at Wells Fargo, 23–27
and workforce optimization, 20–21
and workforce planning, 19–20
Prioritizing, 193
Privacy concerns, 68
Productivity, 35, 72, 90, 96–99, 112, 117, 120, 161
Project selection, 95–101
Promotions, 162, 166
“Pull” learning models, 179
PwC, 111–112
Quintiles, 194

Recruiting, 23–24, 69–70, 80–82.  
See also Talent acquisition and management

Regional unemployment, 24

Remarketing, 68

Retention, 23–24, 90, 161, 166

Return on investment (ROI), xiii, 97

Revenue-per-full-time employee, 120

ROI Institute, 31, 92

R Statistics, 95

Safety, 161–162

Salary grade, 166

Sales Consultant Curriculum (SCC), 124, 135–137

Salesforce.com, 41

Sales Manager Training (SMT), 139–141

Sales Satisfaction Index (SSI), 135–137

Sales training, 49

Sales volume, 120

SAP, xi, xiii, 95

Saratoga Institute, ix

SAS, 95

Saudi Arabia, 34

SCC (Sales Consultant Curriculum), 124, 135–137

Schultz, Theodore, 90–91

Schwarz, John, on lack of necessary skill sets, 79

Scorecards, 44, 114

Sears Holdings Corporation, 11, 193

Selection, project, 95–101

Self-reported results, 56

Singapore, 34

Skills, lack of, 38–39, 79, 104

SLS, see Sun Learning Services

SLX (Sun Learning Exchange), 173–179

SMEs (subject matter experts), 174, 175

Smith, Tracey, on “little data,” 194

SMT (Sales Manager Training), 139–141

Socialization, of HCA findings, 37–38

Social learning (case study), 173–179

Social media, data from, 67

Social Security, 11

Software, HCA, 37, 94, 95

South Africa, 34

SPSS, 94, 95

SSI (Sales Satisfaction Index), 135–137

Staff, HCA, 89, 93–94

Stakeholders, 38, 48–49, 117

Starbucks, x

Storytelling, 44, 113

Strategic goals, 51, 120, 121

Strategic workforce planning, 19–21

Subject matter experts (SMEs), 174, 175

Success Factors, xii

Success factors, x, xi, HCA, 38–40, 102–105

Success measures, establishing, 117–118

Sun Learning Exchange (SLX), 173–179

Sun Learning Services (SLS), 146, 165, 173, 179

Sun Microsystems, 123

mentoring case study, 165–169

social learning case study, 173–179

training case study, 146–150

Survey data, 56

Switzerland, 34
Tableau, 94, 95
Talent acquisition and management
customization of, 77, 82–84
data-driven approach to, 80–81
and future of workforce, 84–85
predictive analytics and, 78–82
tools/technology for, 79
Taleo, x, xi
Target, x
Tata Consulting Services (TCS), 10
Tools and technology, 79, 110
Traditionalists, 7
Training case studies, 129–150
ACS, 129–134
Chrysler Academy, 138–142
Chrysler LLC, 134–138
Sun Microsystems, 146–150
US Bank, 142–145
Training investments, ROI on,
xxv–xxvi
Transformation, 56–57
Turnover:
measuring, 161
rates of, 120
reducing, 25–27, 154–155
_The 2020 Workplace_ (Meister and
Willyerd), 7
Unemployment, regional, 24
United Kingdom, 34, 153
United States, 34, 153
United States Census Bureau, 24
Unstructured data, 67
US Bank, 142–145
“Using Predictive Analytics to
Improve Hire Quality”
(Dutta), 80
van Capelle, Lisa, on piloting the
review, 194
Variables, relationship between,
96–98
Ventyx, 53
Vestrics, xiii, xvii
and ACS, 129, 131
analytics platforms developed by,
37, 79
and Chrysler LLC, 136, 139
HCA survey of, 31, 92
and National Grid, 154, 156
and Sun Microsystems, 146, 147
and US Bank, 144
and VF Corporation, 185
Vestrics Vision, 20
VF Corporation, 67, 183–187, 192
Visier, 79
Waste, eliminating/avoiding, 5
Web-based training (WBT), 174,
176–177
Wells Fargo, 5, 23–27, 193
Willyerd, Karie, 7, 173
Workday, xi, 67
Workers’ compensation costs, 120
Workforce, 6–14
boomers in, 11–12
generational cohorts in, 6–9
generation X in, 12–13
generation Z in, 9–11
optimization of, 20–21
universal commonalities of,
13–14
Workforce planning, 19–21
_Workforce Solutions Review_, 79
Xerox Corporation, 5, 129
Yahoo!, 109
Zambia, 34