Contents

Foreword ix

Preface xiii

Acknowledgments xvii

Chapter 1 The Need for Measurement in a Changing Environment 1
Analytics Give Companies a Competitive Edge 3
Everybody’s Doing It 3
Transcending Borders 4
Slim Down, Do More 5
Everybody Wins 5
Changing Workforce 6
Who’s Working Today? 7
How Are Employers Responding to Generation Z? 10
The Boomers Are Still Here 11
What about Generation X? 12
So Now What? 13
Notes 14

Chapter 2 What Exactly Is Predictive Analytics, and Why Is It
Useful? 17
Workforce Planning 19
Workforce Optimization 20
What Can Analytics Do for You? 21
Using Macroeconomic Data at Wells Fargo 23
Reducing Turnover with Unstructured Data 25
Notes 27
Chapter 3 The State of Human Capital Analytics 29
   Profiling the Early Adopters 32
   Barriers and Key Enablers to Success 38
   Notes 40

Chapter 4 From Data to Action 41
   The Continuum of Analytics 43
   Taking Action 48
   Designing the Study 52
   Conducting the Study 53
   Other Differentiators 55
   Notes 57

Chapter 5 The Big Data Conundrum 59
   Death by Dashboard 61
   What to Do 64
   Descriptive Analysis 65
   How Much Data Is Big? 66
   Ethics and Other Considerations 68
   The Career Perspective 69
   The New Art of HR 70
   Big Data: Passing Trend or Here to Stay? 72
   Notes 73

Chapter 6 The Future of Talent Investments 75
   Tools and Technology 79
   Talent Acquisition and Management 80
   Learning Customization 82
   The Future Workforce 84
   Notes 85

Appendix A 2014 Human Capital Analytics Study (Making Human Capital Analytics Work): October 2014 87
   Quick Facts 89
   Purpose and Overview of the Study 90
   The Organization, Structure, and Operation of Human Capital Analytics Practice 92
   Project Selection Types and Use of Analytics 95
   Maturity, Progress, and Success 102
   Summary 106
## CONTENTS

### Appendix B Driving Talent Development with Data
- **Introduction** 109
- **Understanding Human Capital Analytics** 110
- **The Human Capital Analytics Continuum** 113
- **How to Start a Measurement Strategy** 116
- **When Human Capital Analytics Pay Off** 122
- **Conclusion** 123
- **Sources** 125

### Appendix C Training Case Studies
- **ACS: Analysis of a Call Center Agent Turnover** 129
- **Chrysler LLC: Sales Consultant Training** 134
- **Chrysler Academy: Sales Manager Training** 138
- **US Bank: Retail Branch Manager Training** 142
- **Sun Microsystems: New Director Training** 146

### Appendix D Leadership Development Case Studies
- **National Grid: Foundations of Leadership** 153
- **ConAgra Foods: Foundations of Leadership** 157

### Appendix E Mentoring Case Study
- **Sun Microsystems: University Mentoring Program** 165

### Appendix F Social Learning Case Study
- **Sun Learning Services: SUN Learning eXchange (SLX)** 173

### Appendix G Performance Management Case Study
- **VF Corporation: Measuring the Impact of Performance Management—Maximizing Performance** 183

### Appendix H Words of Wisdom from Human Capital Analytics Practitioners
- 189

### About the Author
- 195

### Index
- 197