

A hand in a blue shirt points at a tablet displaying a bar chart. The chart has several bars of varying heights. The text 'People Analytics' is overlaid on the chart. Below the title, there are three lines of text: 'Language of comparisons', 'Reporting Language', and 'Performance Reviews -Language'.

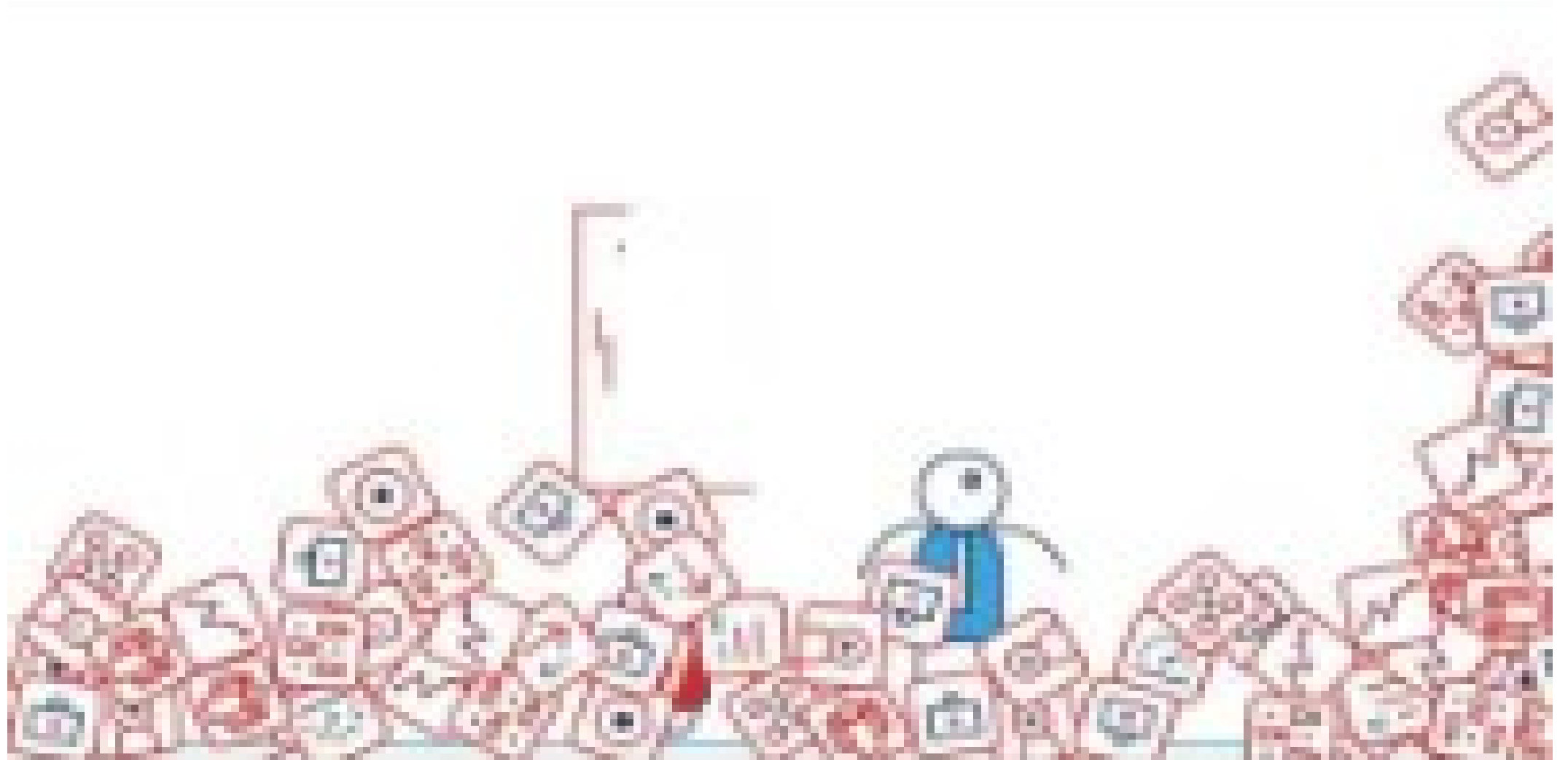
People Analytics

Language of comparisons

Reporting Language

Performance Reviews -Language

What is people Analytics



Beyond robust scenarios uncover outcomes sets output attrition forecasting



Level 1a– descriptive analytics: Uses descriptive data to illustrate a particular aspect of HR, for example recording absence, annual leave, andand recruitment rates. At level 1, no analysis is applied to the datausing it to describe a certain concept or illustrate its change over time .



Level 1b – descriptive analytics using multidimensional data: Combines different dataor types of data, to investigate a specific idea can help tointeresting relationships between different HR activities and processes. Using two different types of data to create an analyticsis known as multidimensional analytics (for example, combining leadership capability data with engagement scores to measure leadership effectiveness).



Level 2 – predictive analytics: Uses data to predict future trends can help HR professionals to plan for future events and....., and ensure they are able to deliver to the business. Predictive analytics forrequire high quality anddata, and specialist technology and capability.



Level 3 - prescriptive analytics: Applies mathematical and computational sciences to suggest decision options to take advantage of the results of descriptive and predictive analytics. Prescriptive analytics specifies both the actions necessary to achieve predicted....., and the interrelated effects of each decision.

Compare and contrast , using the words in bold the new /old rules.

| Old rules | New rules |
|---|---|
| People analytics is viewed as an HR team focused on advanced analytics within HR | People analytics is viewed as a business analytics team that works across the business to drive business results |
| Analytics focuses on HR topics such as retention, engagement, learning, and recruitment metrics | Analytics focuses on business problems such as sales productivity, workforce effectiveness, high-potential retention, fraud, accident patterns, and other operational needs |
| The organization makes a business case for better data integration, quality, and tools | The organization has already committed to accurate and integrated data, and has tools and processes to ensure quality and ease of analysis |
| The people analytics team has a strong understanding of HR data | The people analytics team understands HR data, financial data, and customer data, and it has relationships with all the other analytics groups in the company |
| The people analytics team lives in HR operations and reports to HR technology, or in functional areas | The people analytics team operates at a senior level, reports to the CHRO, and serves business leaders across the company |
| The people analytics team is a small set of technical experts with data management and statistical skills | The people analytics team is a multidisciplinary team, with a focus on business consulting, visual communications, and problem solving |
| People analytics is staffed by PhD statisticians whose primary focus is the development of models and data warehouses | People analytics is a consulting function that helps business leaders solve problems |
| People analytics focuses on employees | People analytics focuses on the entire workforce, including employees and contingent labor |
| The people analytics team focuses heavily on engagement survey data and employee happiness and culture | The people analytics team moves beyond engagement to understand the detailed drivers of engagement and builds culture models to understand what drives the workforce |

| | | |
|-----------------------|--|---|
| People analytics is a | major notable distinct only slight significant considerable | Difference from hr analytics |
| Old rules | differs from contrasts with | New rule.... |
| Old data is static | By contrast, In contrast, On the other hand, | New data methods are fluid |
| People Analytics | Similarly, Likewise, In the same way, | HR analytics aim to optimize human capital. |

HAPPINESS AT WORK

Employees **make a difference to** companies, and they are **gaining recognition for** their contribution. More and more employers are realizing that there is a real correlation between happy staff and a strong bottom line. But what makes us happy at work?

According to the HR Consultants Chiumento's 'Happiness at work' index, employees have interests that rank higher than a big pay cheque, which comes in at a lowly tenth place. Instead, it's people first – **feeling part of** a friendly, supportive atmosphere, where you **have a say in** what happens, and where people take care of each other. At Google, for example, they **take pride in** the fact that employees enjoy a 'fun workspace'.

Second in line on the 'Happiness at work' index comes enjoyable work, where employees derive satisfaction from their achievements. It also helps if you can relate to the values of the company where you work. According to a recent newspaper survey, Innocent, a young, fast-growing fruit drinks company, attracts employees who **see a future for** themselves in a company with clear values. Innocent 'innocently' claims they want to 'leave things a little better than we find them'. At Google, where they receive 100,000 job applications a month, their philosophy is to make money 'without doing evil'. Employees are clearly keen to make the most of their opportunities, especially if they feel they are making a worthwhile contribution to their company while helping to improve the world they live in.

Complete phrases 1–6 with a noun from the text in **2**.

- | | |
|-------------------|-------------------|
| 1 make a _____ to | 4 have a _____ in |
| 2 gain _____ for | 5 take _____ in |
| 3 feel _____ of | 6 see a _____ for |

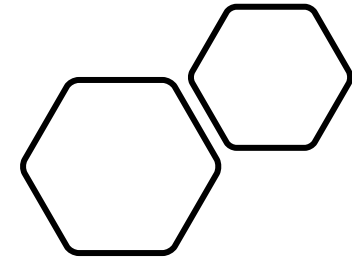
Match the phrases in **3** to definitions a–f.

- a get public praise or reward for work/actions ____
- b be able to influence a decision by giving your opinion ____
- c get satisfaction from doing something well ____
- d have an effect on something ____
- e know that you are included and involved ____
- f think that something/someone will do well ____

Work with a partner. Discuss how satisfied you are at work (or in a p

| | | | | |
|--------|----------|---------|----------|--------|
| admit | agree | claim | convince | decide |
| notify | persuade | promise | reassure | warn |

- 1 I _____ with you that he did the right thing
- 2 He _____ he was the heir to a multi-million fortune.
- 3 He refused to _____ that he had stolen the money although it was found in his suitcase.
- 4 I _____ her that there would be no trouble now that he was safely in prison.
- 5 John _____ that everyone must arrive by ten o'clock, or the coach would go without them.
- 6 Jane _____ she would come without fail.
- 7 We _____ by the police that the trial would start on Monday.
- 8 They _____ that the best route was via Madrid and not down the coast as they had planned.
- 9 Tony _____ Sheila that his intentions were honourable. So she married him.
- 10 Sheila's friends _____ her that Tony always said such things.



Use the verbs to briefly explain a recent interview/ performance review you conducted

C Vocabulary

Here is some of the vocabulary of performance appraisals (all these expressions are used in the conversation). Match the verbs (1-8) with the complements (a-h).

- | | |
|-------------------------|---|
| 1. to set | a. ways of improving performance |
| 2. to comment | b. people to improve their performance |
| 3. to suggest | c. a lot to do with someone's personality |
| 4. to have | d. performance standards or objectives |
| 5. to enjoy or to avoid | e. trained / training to do something |
| 6. to help | f. on an employee's performance |
| 7. to address | g. criticising other people |
| 8. to get | h. performance issues and problems |



A Pre-listening

When performance appraisals do not work successfully, what do you think are the main reasons? What can prevent them from achieving their intended objectives? Discuss and make notes.

You are going to hear a conversation between Laura, a new employee, and Tom, who has been working at the same company for a long time. Listen and compare your ideas with the ones mentioned in the conversation.

B Comprehension

Listen to the conversation and put these general themes in the order they appear.

1. Reasons for managers being too 'soft'.
2. Reasons for managers being too negative.
3. The huge number of things a single performance appraisal meeting is meant to achieve.
4. The consequences for a company of managers not being critical enough.
5. The limitations of preparatory training for performance appraisals.

Now listen once more and make more detailed notes for each theme. Then check your answers with a partner.

Describing responses

Use the words and phrases in the box to complete the sentences.

admitted that aware that encouraged expected to expressed a desire to
expressed difficulty feels noted that prepared to proud of

- 1 He is his ability to address emergencies in a calm manner.
- 2 She take on more responsibility.
- 3 It was she doesn't take action without direction.
- 4 She she was easily distracted by non-work issues.
- 5 He is his lack of organisation sometimes results in unnecessary delays.
- 6 He giving feedback to his subordinates because he that they are unresponsive and do not respect his authority.
- 7 We have greatly appreciated the fact that she is offer some flexibility when it comes to working additional hours.
- 8 Over the next three months, he will be deal more positively with criticism and respond more calmly and effectively in stressful situations.
- 9 He has been to actively seek personal development opportunities during the next six months.

Sentence completion

Use the correct form of the verbs in the box to complete these sentences.

accept accommodate bring about display hold ... accountable for
keep ... informed of put in reveal seek set take part in

- 1 We didn't have to the survey: it was optional.
- 2 It is impossible for a manager to the training and development needs of all team members. He or she needs to priorities in order to stay within the department's training budget.
- 3 To avoid any confusion, it is vital to staff any changes within their department.
- 4 I'm expected to overtime during our peak season.
- 5 We can positive changes throughout the whole organisation if we co-operate with other departments and pool our expertise.
- 6 If there were enough opportunities within the company, she would promotion.
- 7 Staff feel far more motivated if the manager them their performance.
- 8 If a middle manager the appropriate skills, he or she may be considered for a promotional opportunity.
- 9 He can't criticism. He is very defensive if anybody questions the processes in his department.
- 10 One of the main aims of the survey is to areas that require improvement, particularly in relation to working conditions.

Rethinking annual performance reviews

Lillian Cunningham, Washington Post

In September 2015, one of the largest companies in the world did its employees and managers an enormous favour: it got rid of the annual performance review.

Accenture CEO Pierre Nanterme told *The Washington Post* that the professional services firm, which employs hundreds of thousands of workers in cities around the globe, has been quietly preparing for this 'massive revolution' in its internal operations.

The firm will disband rankings and the once-a-year evaluation process starting in fiscal year 2016, which for Accenture begins this September. It will implement a more fluid system, in which employees receive timely feedback from their managers on an ongoing basis following assignments.

Accenture is joining a small, but prominent list of major corporations that have had enough with the forced rankings, the time-consuming paperwork and the frustration engendered among managers and employees alike. Six per cent of Fortune 500 companies have gotten rid of rankings, according to management research firm CEB.

Though many major companies still haven't taken the leap, most are aware that their current systems are flawed. CEB found that 95 per cent of managers are dissatisfied with the way their companies conduct performance reviews, and nearly 90 per cent of HR leaders say the process doesn't even yield accurate information.

'Employees that do best in performance management systems tend to be the employees that are the most narcissistic and self-promoting,' said Brian Kropp, the HR practice leader for CEB. 'Those aren't necessarily the employees you need to be the best organization going forward.'

CEB also found that the average manager spends more than 200 hours a year on activities related to performance reviews – things like sitting in training sessions, filling out forms and delivering evaluations to employees. When you add up those hours, plus the cost of the performance-management technology itself, CEB estimates that a company of about 10,000 employees spends roughly \$35 million a year to conduct reviews.

Interestingly, though, the decision to roll out an updated approach usually has little to do with reining in those numbers. Kropp said companies aren't likely

to save much time or money by transitioning away from their old ratings systems to a new evaluation process. Where they stand to benefit is, instead, the return on those investments. 'The smartest companies are asking, how do we get the best value out of the time and money we are spending?' Kropp said.

That's the question Accenture posed to itself. And its answer was that performance management had to change from trying to measure the value of employees' contribution after the fact. It needed instead to regularly support and position workers to perform better in the future.

'The art of leadership is not to spend your time measuring, evaluating,' Nanterme said. 'It's all about selecting the person. And if you believe you selected the right person, then you give that person the freedom, the authority, the delegation to innovate and to lead with some very simple measure.'



Discussion

- 1 Read the *Context* and article on page 68. How valuable do you find the performance management system at your company? Would your performance improve more with regular and timely feedback?
- 2 What are the pros and cons of not having an annual performance review? Consider the question from the company's, the manager's and the employee's points of view.
- 3 Read the quote from Accenture CEO Pierre Nanterme. How can companies make performance-development processes more 'about you'?

'We're going to evaluate you in your role, not vis à vis someone else who might work in Washington, who might work in Bangalore. It's irrelevant. It should be about you.'