

Key messages and references for Rodd Staples Podcast – People analytics: taking an evidence-based approach to all things customer, people and culture

Key messages:

- HR and organisation leaders have so much more access to information and data. There is significant opportunity to seek and utilise the insights available from this information for decision making.
- The HR function is now pivotal for organisation leaders for their strategic support and people insights.
- Have driven cultural change through three key “cultural aspirations”. Importantly, putting people at the heart at what the organisation does and show care and wellbeing for their people.
- Making very deliberate attempt to bring all of their organisational data together – operational data and people data to see what links are there which need to be understood in greater depth.
- Transport are very motivated to utilise data to make better decisions. Extremely valuable in making equitable remuneration decisions and for effectively managing demographic trends, new hire trends, exiting information, diversity (indigenous, disability and gender) in particular and very focused on outliers for learning.
- Genuinely appreciate the People Matters Survey results and utilise to make many decisions. Takes the time to read the open text - “The data is key”.
- Covid has been a real “jolt” for Rodd as a leader – why did it take this experience to do that? We have asked our people to work very differently and quickly. Have been communicating in a more human and regular way with his workforce. For example, live Q&A sessions and questions followed up by dynamic analysis and follow-up in relation to why did they ask this question? Have also been undertaking live-stream analysis (particularly on questions and sentiment shifting) and pulse surveys. They are very much in an experimental phase and will be continuing – and utilizing their ‘rich data set’ and communicating with everyone via virtual live-streams (which will continue moving forward).
- HR are incredible in their support and the analytics of the data and understanding the sentiment of his employees is critical. Their purpose and cultural aspirations have kept their people focused and engaged – being abreast of employee sentiment is critical.
- Measures around really understanding productivity is one that needs further research. Keen to get behind this.
- Measures around diversity are not necessarily what’s valuable. What’s important is about the environment you create for individuals to feel inclusive.
- Leaders have to step back and ask strategic questions about what the data is telling them. HR need to be careful with questions about data – as data can be mined in ways a leader wants rather than what’s really happening (leaders can be too narrow in their thinking and their questions). That is, they can be blind to the data. HR needs to “know their data”.
- Importance of joining up the data around customer satisfaction and link to multiple data points available in relation to people such as feedback on a leader in a particular area, staff engagement, absentee rate, etc to identify trends and opportunities to improve.

- Transport have created an open data platform to share information to help their customers. We need to make people data more available in a similar way rather than having to go to an HR professional for this information.
- “Data sheds light into dark spaces”

References:

- Spencer, A (2019), Adam Spencer’s Numberland, Brio Books
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- David, S (2016), Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Live, Avery Publishing Group