Human Capital Analytics
- Why are we not there yet
About me

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Partner at proacteur
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Current: proacteur, Lind Capital A/S
Previous: Aspector, Deutsche Bank, Salomon Smith Barney
Education: Aarhus Universitet

500+ connections
About me

Banker

What my friends think I do

What my mom thinks I do

What society thinks I do

What my boss thinks I do

What I think I do

What I actually do
Goals of the presentation

1. What are the signs that we are not quite there yet?

2. Two perspectives on our problems

3. Why there are reasons to be optimistic
#1: Signs that we are not there yet
Where is the finishing line?
Our key stakeholders say we are not there yet…
The question is: how far from the starting line are we?
#2: Two perspectives on our problems
Some obvious reasons

Poor systems
Some obvious reasons

CAUTION: BAD DATA

BAD DATA QUALITY MAY RESULT IN FRUSTRATION AND LEAD TO DROP KICKING YOUR COMPUTER
Some obvious reasons

One-man bands
Some obvious reasons

Hype
Some deeper lying issues may be present
Let’s just look at the value chain
Let’s just look at the value chain

Profit

Customers
Let’s just look at the value chain

Profit

Customers

Great service or products
Let’s just look at the value chain

- Profit
- Customers
- Great service or products
- Employees
Let’s just look at the value chain

- **Profit**
- **Customers**
- **Great service or products**
- **Employees**
- **Leadership and process’**
Let’s just look at the value chain

Profit

Customers

Great service or products

Employees

Leadership and process’

HR
Where do Human Capital Analytics fit in?

- HR Analytics
  - Akshay Raje
Option #1: People Analytics supports HR decisions

**Problem:**
1. HR is not important enough
2. Impact is limited
3. The budgets are low
4. Data problems

**Task at hand:**
1. Show how HR is becoming better
2. Educate HR to ‘speak’ data/finance
3. Select the right things to focus on
Option #2: People Analytics supports the business

Problem:

1. May not get prioritized
2. May lose the HR angel
3. Data ownership?
4. Will it be used?

Task at hand…
Create a superhero analytics team

- Excellent at storytelling
- Excellent with numbers and statistics
- Strong data management skills
- Understands the business
- Can create visualizations
- Excellent at storytelling
- Strong psychological skills
Maybe combining the two
#3: Why there are reasons to be optimistic
Four reasons for optimism

1. More realistic expectations
2. The fundamentals are in place
3. Better organized
4. Some of the things coming through is pretty good
Unlocking the value of HR data
Main points

1. However way you look at it – we are not there yet. And on many measures, we are quite a long way away

2. People analytics must find its place. Supporting HR is not enough

3. We are getting there
Thank you

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Human Capital Consulting