



HR: THE JOURNEY TO BECOMING DATA DRIVEN

FOCUS ON WHAT'S IMPORTANT TO THE
BUSINESS WITH THE DO. HELP. FIX.
MODEL

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4 CRITICAL IMPERATIVES TO BECOMING DATA DRIVEN



HR must:

- Focus on what's relevant to the business
- Develop their personal skills & competencies
- Adopt a capability mindset
- Ensure DDHR is not just a one-off project

*For coverage of all 4 areas, download our Playbook: [*HR Business Partners - A Practical Guide to Becoming Data Driven*](#)

THE BIG PICTURE



Focus on one project to start

Three Categories

1) Operational Reporting & Analytics

2) Strategic Reporting & Analytics

3) Analytical Projects

Before all else, it is imperative that HR holds a solid understanding of the corporate/ enterprise-wide people objectives, in addition to the specific objectives of the business units they serve, and its own internal HR objectives.

This BIG PICTURE perspective is necessary when it comes to selecting HR reporting and people analytics projects that are business focused.

We recommend using the BIG PICTURE to categorize your HR reporting and analytics projects across 3 areas:

- 1) operational,
- 2) strategic, and
- 3) problem-solving activities.

A well-balanced, mature capability might have ~six projects across these three categories. However, don't be overwhelmed or think you need to identify ALL six projects across these three categories as your first step.

In fact, we recommend you identify and work on only ONE project to start with and gain momentum.

For this first project, select a project which is considered "low hanging fruit" (easy, affordable & impactful).



DO. HELP. FIX. MODEL

DO the things
you should be
doing

HELP the LoB
achieve
strategic goals

FIX things
worth fixing

The "big picture" is called the **Do. Help. Fix.** model.

The ultimate objective for HR is to invest in data driven activities using this balanced, three-pronged approach.

The 3 categories are:

- Operational Reporting & Analytics - Do Things
- Strategic Reporting & Analytics - Help Things
- Analytical Projects - Fix Things



DO the things (re: reporting) you should be doing (OPERATIONAL)

HELP with things that will assist the LoB in achieving a strategic business objective (STRATEGIC)

FIX things that need fixing within your scope (ANALYTICAL)

DO. OPERATIONAL REPORTING & ANALYTICS



DDHR for LoB
Operations

Headcount &
Turnover

Talent
Acquisition &
Talent Mgmt

Learning,
Progression &
Performance

To do:
Identify 3
Projects that
fit the Do
Things
category

Operational Reporting & Analytics should help you improve both the **efficiency** and **effectiveness** of standard HR, talent management and people program activities.

This should include activities like **hiring, headcount management, turnover, movements, learning and development, and performance management.**

A key dimension here is to use your HR data to help deliver BOTH efficient and effective HR processes and programs.

Operational Reporting & Analytics is about taking a data driven approach to doing the things you should be doing (better).

HELP. STRATEGIC REPORTING & ANALYTICS



DDHR for
Strategic Goals

Growth Plan
Achievement
(Actual:Plan)

Building the
People-Side of
New
Capabilities

To do:
Identify 2
Projects that
fit the Help
Things
category

Strategic Reporting & Analytics will help HR focus on the juicy business issues faced by Lines of Business. These “use cases” are driven directly from what is important to the organization-at-large, and the Lines of Business served by HR.

A great example would be using a data driven approach to **prepare and mobilize a new customer support team which is focused on a new product hitting the market in 18 months.**

Strategic Reporting & Analytics is about HR helping internal customers with insight, data & people analytics to drive their strategic initiatives.



FIX. ANALYTICAL PROJECTS

Data Driven
Approach to
Fixing HR
Issues &
Building New
Capabilities

Issues Will
Arise That
Require
Focus and
Attention
Through
One-Time
Projects

To do:
Identify 1
Project that
fits the Fix
Things
category

Analytical Projects are focused on identifying and understanding outliers - both the good and bad - and for implementing projects and change based on the data driven insights.

Simple, yet powerful examples of projects might be focused on:

- **improving an abnormally high turnover rate of key personnel,**
- **improving an abnormally high turnover rate of experienced hires in their first 2 years, or**
- **improving retention rates of key performers in their early parenting years.**

Analytical Projects are all about fixing people-related problems within the organization - using a data driven approach.

SUMMARY



DO 3 Things - Operational Reporting & Analytics (ORA1, ORA2 & ORA3)



HELP 2 Things – Strategic Reporting & Analytics (SRA1, SRA2)



FIX 1 Thing – Analytical Projects (AP1)

**NOW
CHOOSE 1 PROJECT
TO GET STARTED WITH**

The most important thing is to get your Reporting & Analytics activities codified into one of these areas.

Focus Your First Project on “Low Hanging Fruit”

Select ONE

Just Get Going!