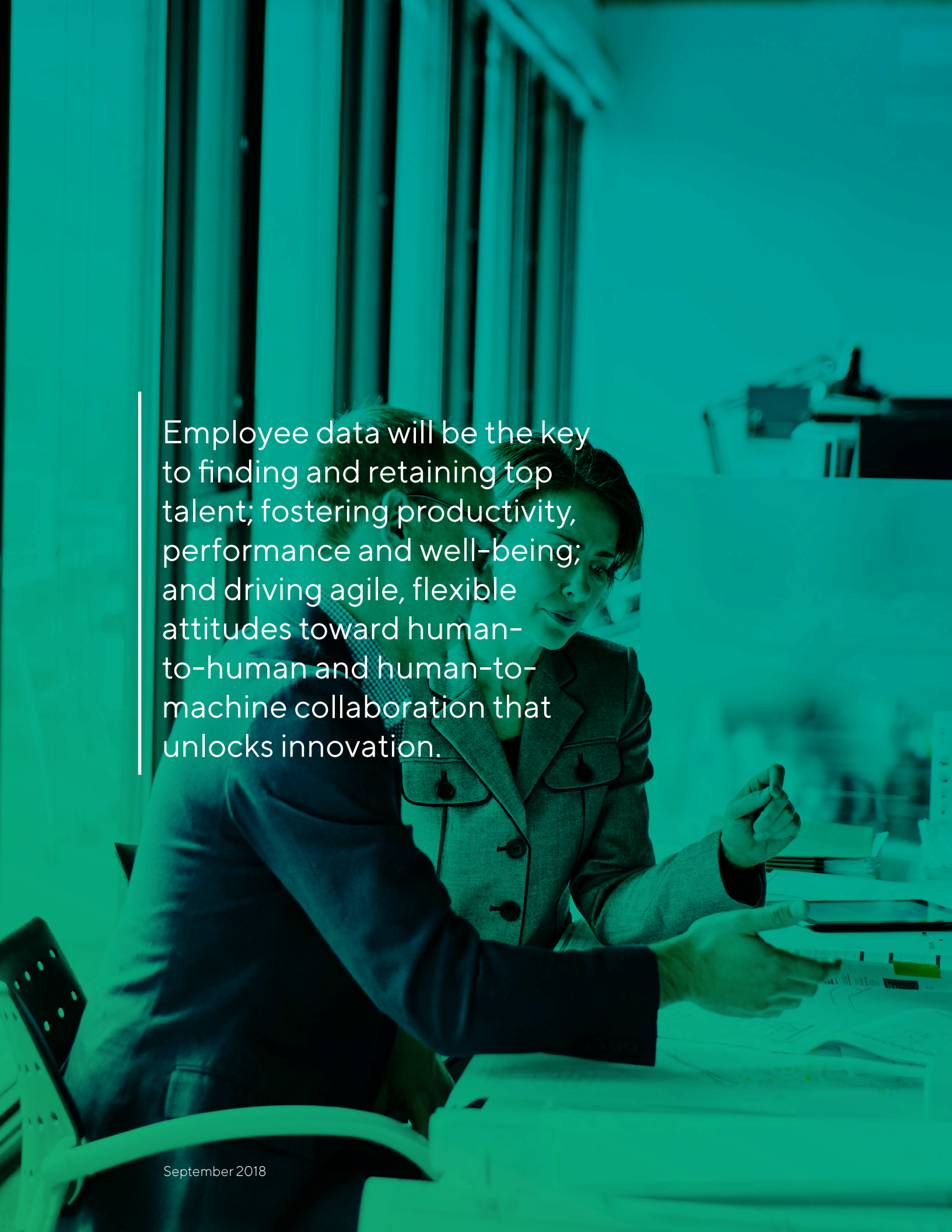


TALENT INTELLIGENCE: UNLOCKING PEOPLE DATA TO REDEFINE HOW HUMANS NEED TO WORK

With the influx of intelligent machines, conventional work models are shifting. Using insights from workforce intelligence, businesses can redefine the employee experience while also driving collaboration, innovation and success across the enterprise.

By Caroline Styr





Employee data will be the key to finding and retaining top talent; fostering productivity, performance and well-being; and driving agile, flexible attitudes toward human-to-human and human-to-machine collaboration that unlocks innovation.

Executive Summary

Since the dawn of work, humans have been doing the work of machines: executing repetitive tasks for allotted amounts of time. The structures surrounding work – schedules, the work environment, tools – were devised to make humans more machine-like.

But now, *actual* machines, driven by artificial intelligence (AI), are taking their rightful place as the agents of monotonous work, and for humans there's new – infinitely more valuable – work on the horizon: *human work*. The Fourth Industrial Revolution¹ relies on human capability more than ever, including empathy, complex problem-solving, creativity and, of course, innovative thinking.

Because work is changing, the way people work also needs to change. This means investing in a better understanding of employees, and devising new work structures based on this workforce intelligence. While it's been an under-utilized asset thus far, employee data will be the key to finding and retaining top talent; fostering productivity, performance and well-being; and driving agile, flexible attitudes toward human-to-human and human-to-machine collaboration that unlocks innovation.

This white paper explores how businesses can use workforce intelligence to transform how work gets done and support new models of work, particularly in the following ways:

- **Embrace fluidity: Skills regeneration is the new norm.** Yes, workers are changing jobs more than ever. Sure, millennials have no interest in settling down. Rather than fight it, however, businesses should embrace this fluidity to empower the modern workforce. Skills regeneration is foundational for continuous innovation. Real-time skills profiles, developed through employee data, can enable agile workforce planning and make way for authentic, personalized learning programs.
- **Uncover “the natural network” and make way for agile collaboration.** Data-driven insights can break down restrictive structures that dampen the innovation process by helping businesses understand how work actually happens. With evidence-based insights, businesses can bypass the formal lines inscribed in the org chart to bring the right people together at speed.

- **Enable performance, productivity and well-being.** The human workforce has distinct needs, so businesses can't treat humans like machines. Workforce intelligence will reveal unique attitudes toward work and inform work structures that support the individual. This, in turn, will lead to better employee engagement, well-being and, ultimately, productivity.
- **Personalize the employee experience to attract – and retain – top talent.** Workers are accustomed to digital experiences that are tailored to the individual: personalized recommendations, payment with a fingerprint, automatic updates for the traffic on the commute. Meanwhile, talent management processes are mired in clunky, manual and frustrating practices. Using workforce intelligence, businesses can usher in new levels of employee experience that rival customer experiences.
- **Leverage information about employees, without being creepy.** With tales of data misuse hitting the headlines on a seemingly daily basis, organizations are right to tread carefully. But rather than using data privacy fears as a scapegoat for inaction, businesses need to develop policies around the ethical and appropriate use of employee data to avoid backlash.

Of course, with any use of personal data, privacy issues are of the utmost importance, and this is no different with workforce intelligence.² A recent study by Insight222 reveals that a staggering 81% of people analytics projects are jeopardized by ethics and privacy concerns.³ For example, when *The Daily Telegraph* introduced sensors in 2016 to monitor space usage in its offices, with the goal of reducing its real estate footprint and lowering costs, it was forced to remove them a day later due to widespread unrest among the staff, who “resisted Big Brother-style surveillance in the newsroom.”⁴ We'll cover key aspects of ensuring ethical use of workforce intelligence throughout this report.

THE GREAT WORKFORCE REVEAL

Just as consumers generate data with every click and swipe, employees also create a plethora of information about themselves, from how they feel about their employer, to hidden talents, to which coworkers or workspaces optimize their productivity.⁵ This data, both structured and unstructured, can be surfaced through a variety of mechanisms, including systems of record (such as human capital management systems), employee surveys, productivity apps, social media, sensors and more (see Figure 1).

Workforce intelligence describes the use of this data to drive a deeper, more meaningful level of human understanding. These insights can be used to inform not only how businesses manage their workers but also how they drive collaboration, innovation and success across the enterprise.

Currently, businesses can achieve the following with insights gleaned from workforce intelligence:

A Wide Range of Employee Data

Through their digital actions, employees generate a multitude of insights about themselves, through a variety of mechanisms.



Figure 1

Just as consumers generate data with every click and swipe, employees also create a plethora of information about themselves, from how they feel about their employer, to hidden talents, to which coworkers or workspaces optimize their productivity.

- **Gain a real-time understanding of worker sentiment during times of change or turbulence.** During an ultimately unsuccessful hostile takeover bid in 2017, Unilever conducted sentiment analysis across internal surveys and social media, as well as on external sources like Glassdoor. As a result, the company was able to glean employees' reaction to how it was responding, in real-time.⁶
- **Respond with agility to fast-changing skills needs.** At IBM, employees create individual skills profiles, which are updated in real-time. With this information, IBM can provide relevant, personalized skills training and recommend new job opportunities.⁷

In the near future, businesses will advance to new capabilities using workforce intelligence, such as:

- **Protect employee well-being.** It's mid-afternoon, and Gabriel's levels of concentration have dropped. Behavioral sensors detect this decline in focus, and his calendar is automatically updated with a 15-minute block for him to step away from his desk.
- **Build intelligent teams.** Steve, Emily and Sanjeev are a high-performing, highly-complementary team. Social network analysis quantifies this assumption, and informs the company how to build future successful teams.

THE FUTURE OF WORK RELIES ON EVIDENCE

Workforce intelligence is not just an HR concern; its impact spans the business, addressing the cornerstones of today's successful digital enterprise: rapid cycles of innovation, agility and human-centered approaches to work. In particular, workforce intelligence can support business efforts to:

- Enable a skills regeneration mindset.
- Increase retention of top innovators.
- Build agile teams for collaboration and co-creation at speed.



THE BIG BROTHER BURDEN | #1

The New T&Cs: From Terms & Conditions, to Transparency & Clarity

People are increasingly aware of how their data is being used (and abused). From the Facebook and Cambridge Analytica scandal,⁸ to inboxes clogged with hundreds of emails addressing Europe's General Data Protection Regulation (GDPR),⁹ data privacy is top of mind, globally.

Organizations can't get away with blinding employees with hyperbole and over-intellectualized terms and conditions. In times when trust is a necessity, organizations should only communicate data collection efforts in one way: transparently and clearly.

- **Find the best way of communicating – it might not be a blanket email to “companyALL.”** Try developing and then utilizing a network of workforce intelligence advocates to share information in a more colloquial way and provide an opportunity for genuine questions and feedback.
- **Keep communication consistent,** especially when it comes to voluntary participation. Ensure that all employees are aware of their right to opt out at any time.
- **Don't underestimate the importance of give-to-get.** Let employees be an integral part of decision making. Embrace the connected culture to instill a greater sense of value among the workforce.

The Skills-Regeneration Mindset

Insights gleaned from both employee data and external labor market data can enable skills regeneration across the workforce, which is particularly crucial in today's world of fast-changing and hard-to-find skills.

In our recent report “[People – Not Just Machines – Will Power Digital Innovation](#),” our study revealed that the main driver for digital skills acquisition across the workforce is to accelerate innovation.¹⁰ More than just “one-off” digital skills acquisition, skills regeneration is the ability to upskill and reskill iteratively to ensure continuous innovation.

Many organizations, however, don't support continuous reskilling, with only 50% of employees saying their organization has a skills regeneration mindset in one study.¹¹ Accurate, accessible employee data can encourage skills regeneration in the following ways:

- **Look into the crystal ball.** Organizations are struggling to understand which capabilities they require now and in the future. Indeed, predicting which skills will come in and out of demand has become a big business. LinkedIn earned the reputation of having the most reliable, up-to-date skills database on the web, helping to raise the company's value to \$26.2 billion in 2016.¹² A number of start-ups have also emerged in this space; for example People-Analytix¹³ uses AI to trawl online job advertisements to predict the durability of skills. By investing in an engine of big data processing and predictive analytics, and tapping into external data sources (e.g., skills and employment indicators), businesses can keep up with the fluid skills market.
- **Generate real-time skills profiles.** The fitness industry is bursting with applications that monitor health goals in real-time, updating with every run, meal and sleep cycle. Organizations can treat skills fitness in the same way. Real-time skills profiles for each employee should update with every course taken, skill deployed or e-learning course completed. With this on-demand insight, workforce planning can become more efficient than ever. For example, HERE Technologies applies real-time data to skills, capabilities and interests to match people with opportunities. This, in turn, drives employee engagement, as people have access to work that most interests them.¹⁴
- **Increase upskilling with personalized, connected learning programs.** Personalized recommendations, authentic learning plans and real-time progress reviews can be made possible with skills data surrounding the employee. By investing in a relevant, individualized experience, businesses can boost employees' confidence and reduce their fear of becoming obsolete, which, in turn, would ensure workers' commitment to continuously keeping skills current.

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Rather than fear career fluidity, organizations can embrace it by steering themselves toward a similar mentality.

In addition to skills, careers themselves have become more fluid, not least because it's never been easier to find another job, with data-driven platforms matching skillsets to opportunities. Job hunting apps like Jobr and Switch – sometimes described as “Tinder for jobs” – are prime examples. Rather than fear career fluidity, organizations can embrace it by steering themselves toward a similar mentality. Salesforce, for example, uses AI to scan annual review documentation and identify people who reference skills or interests they don't necessarily use in their current role to recommend new internal opportunities.¹⁵



THE BIG BROTHER BURDEN | #2

Remember Who Owns the Data

In our recent report “Every Move You Make: Privacy in the Age of the Algorithm,” we wrote about the importance of “portability:” the ability for consumers to download their data and take it with them. We believe the same is true for employees when it comes to their own data. Workers should be empowered to download their skills profile and take it to a potential new employer, as it constitutes an evidence-based aspect of their CV that provides proof of capability.

Businesses also benefit, as recruiters are presented with an evidence-based summary of the authentic skillset of an individual, not one written by employees themselves, and endorsed by genuine colleagues, not friends and family.

AXA, for example, provides employees with a tool to create a profile of their skills.¹⁷ Employees are encouraged to use this tool to find new role opportunities both internally and externally. The tool uses an algorithm to search online job advertisements, recommending new jobs and new skills that the employee should look to acquire.

Finding (and Keeping) Your Hidden Innovators

Workforce intelligence can also propel talent management from a gut-feel endeavor to an evidence-based function that is trustworthy, authentic and reliable. This will ensure that organizations not only find but hold onto top digital talent.

Top talent can be identified by using employee data gathered through analytical methods, such as organizational network analysis (ONA). While AI is great at “the science of the job” (data analytics and pattern recognition), people are great at “the art of the job,” for example, visual cues, emotion, empathy, judgment and social context. ONA helps quantify these qualities by analyzing the relationships and networks employees build. By analyzing data from virtual sources (email, IM, Slack, videoconferencing, etc.) and even physical sensors (ID badges fitted with location or voice sensors, infrared technology to monitor in-person interactions), business analysts can reveal essential qualities of high-performing employees that, until now, have been difficult to quantify, such as collaboration, influence and respect.

This unbiased, evidence-based approach to identifying top talent isn't limited to internal use. The deployment of AI to analyze swathes of people data in the recruitment process is becoming increasingly commonplace (the number-one use for workforce intelligence is still recruitment). One professional services firm used machine-learning tools to analyze data from the 250,000 applications it receives each year. The automation yielded a 500% return on investment and the removal of human bias, leading to a 15% increase in the number of women who passed through screening.¹⁸

Workforce intelligence could also go a long way toward eradicating prejudice in the workplace, not just in recruitment but also across the organization, for example, by lending veracity to promotion cycles using skills profiles to validate development plans.

Bringing Together Agile Teams for Effective Collaboration

ONA can also be used to enhance collaboration by revealing in real-time how people work together across the company (see Figure 2, next page). Through a better understanding of this “natural network” (as opposed to the traditional org chart), businesses can begin to break down restrictive structures and processes and bring the right people together at speed.

For example, a global consumer goods company used ONA to understand which country performed a particular financial task most efficiently. The business uncovered one location that was 16% more efficient than the average of all company locations, achieving the same results with 71 fewer person hours and 40 fewer people. Without workforce intelligence, the company would not have found this bright spot nor been able to replicate it.¹⁹

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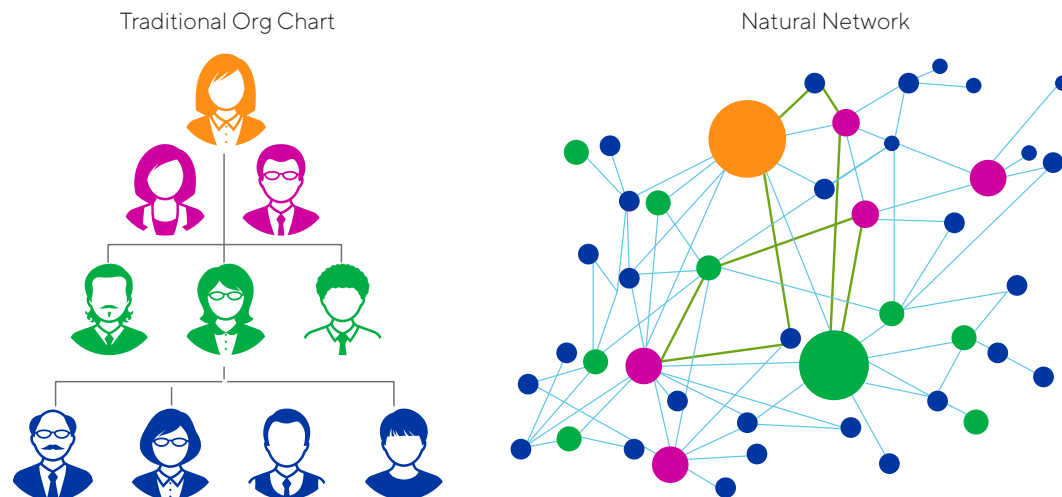
Businesses can also use workforce intelligence to bring the right people together to foster innovation in specific team settings. It's well-proven that "creative abrasion"²⁰ is vital for innovation, especially for sparking new ideas or approaches to complex problems.²¹ Currently, however, teams are frequently built using human intuition and gut feel. This often manifests in "comfortable clone syndrome" – team leaders surrounding themselves with people who think alike and share the same interests and training – which is a sure way to stifle creativity.

By relying on employee data and even predictive algorithms to inform which people should come together, businesses can foster more productive, creative teams. For example, by analyzing the connections between employees, GM was able to determine how to gather the people most likely to have the biggest impact on innovation and product design to work together on projects and teams.²²

We expect more businesses to begin applying workforce intelligence to team-building. It may soon be the norm, for example, for companies to tap into neuroscience analytics to understand personality traits and bring opposing, yet complementary, workers together.

From Uninformative Hierarchical Structures, to Insightful Natural Networks

Through organizational network analysis, businesses can get past the traditional org chart and understand how people actually work, sometimes referred to as "the natural network."



Source: Adapted from the depiction of a "wirearchy" in our book *Code Halos. How the Digital Lives of People, Things and Organizations are Changing the Rules of Business*, Wiley, 2014, page 146, <https://www.cognizant.com/code-halos>.

Figure 2



THE BIG BROTHER BURDEN | #3

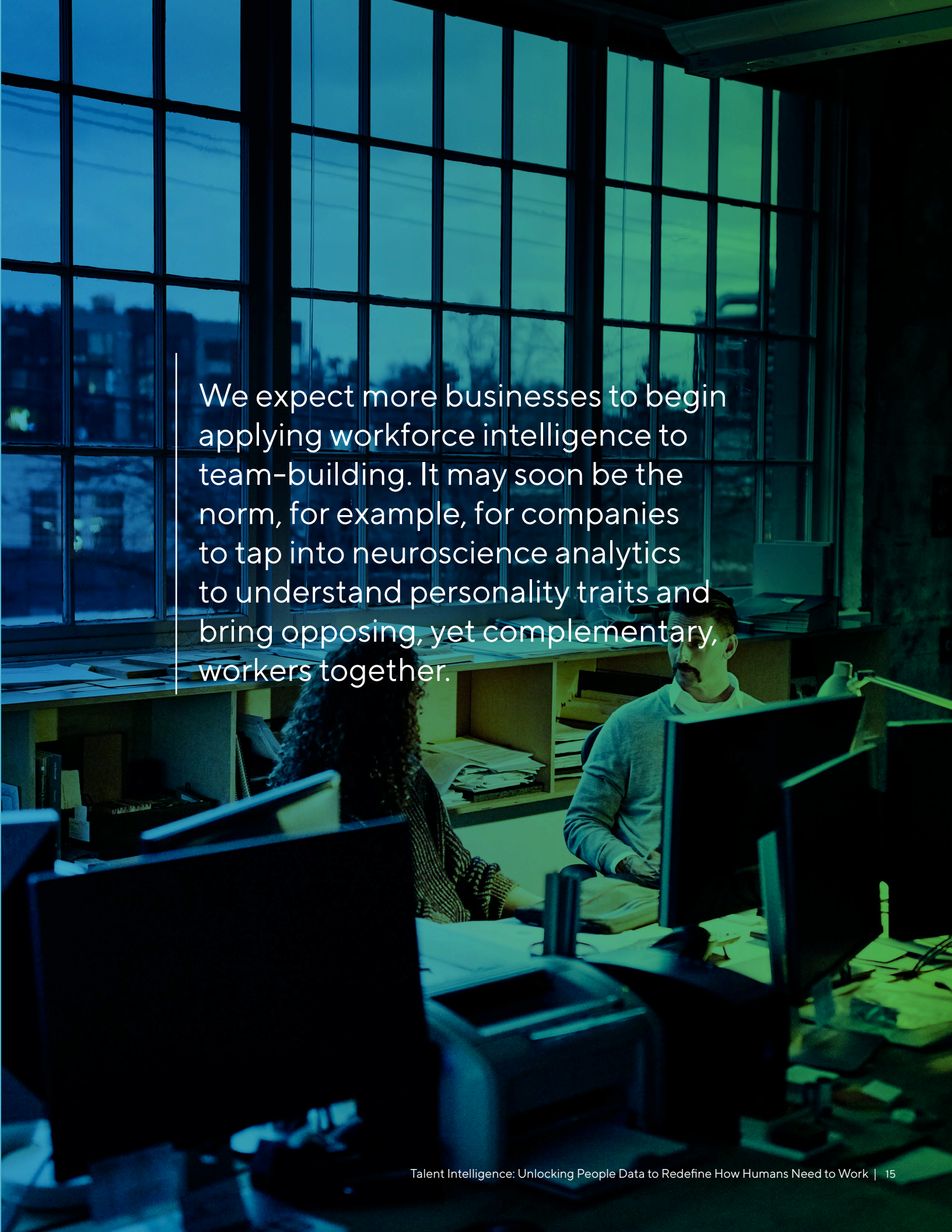
Who's Watching?

For years, leaders have tackled the question of, “How transparent is too transparent?” One of the most common debates, for example, is whether to share salary information across an organization.²³ This debate will rumble on as employee data is increasingly used.

To ensure ethical data collection and use, it's vital that businesses do not assume unbarred access to all employee data. Especially as increasing amounts of sensitive data are utilized (e.g., behavioral and health data), two rules should stay front-of-mind:

- **Aggregate when possible.** Individual worker data should be used only on rare occasions, when there's a real business case for it. The business case should also be clearly explained to employees for why individual data is being used. For example, individualized data would be vital for assigning internal resources to a new project, as tapping into individual skills profiles would lead to greater efficiency in allocating resources.
- **In general, however, aggregated data should be the norm.** For example, behavioral data measuring employee concentration levels would only be ethically collected in the aggregate to determine, for example, whether certain locations in the office foster better focus levels, or the impact of the latest restructuring announcement.
- **Don't collect actual content.** When organizations collect communication-related data – through email, Skype and other personal conversations (virtual and physical) – a basic principle is to never analyze what people are actually discussing. Understanding collaboration across a team requires knowing who is speaking to whom and how often, as well as behavioral measures such as respect or attention. What's actually being said is of little value.

Failure to get the balance right exposes organizations to a breakdown of trust, suspicion from the workforce and even public scrutiny and reputational damage.



We expect more businesses to begin applying workforce intelligence to team-building. It may soon be the norm, for example, for companies to tap into neuroscience analytics to understand personality traits and bring opposing, yet complementary, workers together.

QUICK TAKE

The Personal Impact of Workforce Intelligence: Productivity, Performance and Well-Being

Whether they know it or not, businesses are experiencing a productivity crisis, with research revealing that, on average, employees are distracted at work every three minutes.²⁴ Using employee data, however, organizations can reveal individual patterns of performance that help guide workers to autonomously manage the way they get work done.

- **Automated feedback guides decision-making.** While human feedback loops (between manager and direct reports, for example) are often infrequent, generalized and subject to human bias, feedback from employee data is precise, detailed and real-time. For example, Microsoft MyAnalytics and Do.com provide employees with weekly reports detailing how they split their time across tasks. Insights from behavioral monitoring technology like the Riff Learning videoconferencing platform²⁵ reveal detailed emotional responses to work, such as levels of concentration, attention and alertness.

Such insights could educate employees on factors such as their optimal stress-to-concentration ratio, which tasks exhaust vs. stimulate them, or the best activity to refocus (walk outside? play Sudoku? chat with a colleague?). With this information, they're empowered to proactively organize their time and activities to support their individual needs. Understanding authentic behaviors and responses at work will help break down the stigmas that stifle creativity and dampen employee well-being (i.e., "I can't be seen leaving my desk other than for lunch," "I've got to answer emails from my boss any time of the day or night," or "The later I stay, the harder people will think I work").



THE BIG BROTHER BURDEN | #4

Only If They Opt-In

Privacy is *not* dead. Taking part in data collection in the workplace must always be optional, not mandated. Organizations must clearly communicate the mutual benefit to encourage workers to take part.

It's not just about giving employees the option to opt out but also ensuring they're not discriminated against for doing so. Humanyze is an organization that sells badges embedded with infrared, voice and GPS sensors to monitor employee behavior. The company also makes "dummy badges" available for employees who don't opt-in; because these look identical to the active badge, workers are not exposed as an "opt out-er."



HOW DOES YOUR ORGANIZATION FARE?

In 2015, the Economist Intelligence Unit reported that 82% of organizations would begin to use big data in their HR organizations or increase their use of it by the end of 2018.³⁰ How committed is your organization to using employee data, not just in HR but also across the entire business?

By using our assessment on the following pages, businesses can evaluate their progress and determine if they're a leader or laggard.

Quick Quiz: Where Do You Stand with Talent Intelligence?

By answering these six multiple choice questions, businesses can determine their talent intelligence maturity level. For results, see next page.

Q1. How many of the following data sources is your organization using?

1) HR data. 2) Self-reported data. 3) Performance & productivity data. 4) External data. 5) Network data. 6) Behavioral & neurological data.

- A. 0-1
 - B. 2-3
 - C. 4-5
 - D. All 6
-

Q2. How would you describe your organization's ability to process internal data?

- A. Manual effort is still required to access all employee data in one place. The data is used mainly to conduct operational reporting.
 - B. Employee data is easily accessible on dashboards and is used for benchmarking and analysis.
 - C. Employee data is used to make predictions on talent (e.g., flight risks, candidate suitability).
 - D. Employee data is used in tools and technologies that provide real-time insight and advanced predictive capability. These insights are respected across the business, not just within HR.
-

Q3. How does your organization integrate external data sources?

- A. HR professionals manually check the online footprint of prospective candidates.
 - B. Each candidate has a thorough online background check. Regular manual efforts are made to assess company reputation online (e.g., Glassdoor), but nothing is automated as of yet.
 - C. Tools have been built to automatically pull in external data from social media sites alongside other networks like Glassdoor and LinkedIn. External data is used for sourcing, recruiting and monitoring the employment brand.
 - D. External data is well integrated, with the majority of people decisions based on internal and external data. Macro-economic data (trends such as skills, jobs, labor, equality, etc.) are routinely considered.
-

Q4. To what extent are workforce intelligence insights used across the business?

- A. HR doesn't quite have a grip on employee data and isn't using it effectively, so there's no way for the rest of the business to get their hands on workforce data.
 - B. The business will occasionally come to HR with a request for employee data, which can be manually handed over, time permitting.
 - C. A workforce intelligence network has been set up to encourage the use of workforce data across the business. It is understood that insights from workforce data can have a big impact on key performance drivers (productivity, innovation, customer satisfaction) as well as business outcomes (revenue growth, return on customer, future value, capital efficiency).
 - D. Workforce data belongs to the business, not HR. The workforce intelligence network extends well beyond HR, with projects being carried out across the organization that rely on workforce data. The impact is well-understood; the correlation between workforce intelligence and bottom-line business value is measurable and well-communicated.
-

Q5. How advanced is your organization's ability to build and use individual employee profiles?

- A.** Data is only collected on the individual during the interview/ selection process and not referred to once they are hired.
- B.** Data is collected on the workforce throughout their lifecycle but is only used in aggregate. There's no ability to view employee data sets for individual workers.
- C.** Data is collected on employees throughout their lifecycle but is siloed into lifecycle stages and not interpreted holistically. Employee experience is designed for segments of employees, based on grade, team, length of tenure, etc.
- D.** Data is collected on employees and fed into their profile throughout their entire lifecycle, from pre-hire to exit. Employee experience is personalized and updated in real time based on this data profile, from appraisals and learning plans, to benefits and office space.

Q6. What is the workforce's attitude toward data collection in the workplace?

- A.** Data collection ... what data collection? Employees are unaware of their data being collected. If any visible monitoring tech was to be introduced, there would be a high risk of concern and distrust among employees.
- B.** The workforce is aware that data is being collected thanks to very high-level communication in a "companyALL" email. Employees don't know what the data is being used for or why. There is skepticism surrounding workforce intelligence efforts.
- C.** Employees are aware of workforce intelligence efforts being carried out and sometimes understand the impact of these efforts. The workforce is unsure whether they own their data, or the employer does.
- D.** The workforce understands the workforce intelligence efforts currently being carried out and their associated rights. They know how to opt-out (and that they can do so at any time), but most don't because the personal benefit is invaluable.

Results

Mostly A: Laggard

Your organization hasn't yet realized the potential of workforce intelligence and isn't investing. Your new mantra: Start small, but start now.

Mostly B: Majority

People data is used - but only by the HR function. Focus on engaging the wider business in the benefits that workforce intelligence can bring. Only the bold will survive.

Mostly C: Early Adopter

People data is used to great effect across the organization, with a wide network of advocates spanning well beyond HR. Keep one eye on privacy concerns to ensure that the effort so far isn't thwarted by a misuse of people data.

Mostly D: Innovator

Workforce intelligence efforts have resulted in increases in employee engagement, retention and productivity. Experiment with the latest forms of data collection - behavioral, neurological, ONA - to continue driving value for the business.



Figure 3

THE MODERN
WORKFORCE
DEMANDS A
REIMAGINED
EMPLOYEE
EXPERIENCE.
AND THIS TIME,
IT'S PERSONAL

The employee experience (even before such a term was coined) has traditionally followed a “one-size-fits-all” policy. From onboarding to performance management, employee processes have historically been designed for HR expedience rather than being tuned to the individual’s needs.

This simply will not cut it in the future. Organizations must tap into the data surrounding employees to hyper-personalize employee experience, which will help them attract and retain the modern workforce, and get the best out of them, too.

Workforce intelligence will have a sweeping impact across the business by helping to redefine how workers need to work. Here are a few ways for businesses to start realizing the potential hidden in employee data:

- 1. Know your starting point.** Conduct a thorough audit of data sources and workforce intelligence efforts currently in use in your organization. What employee data is being collected? Which workforce intelligence efforts are currently being carried out? Always align workforce intelligence efforts with real business problems that need solving, such as low productivity or high staff turnover. Data collection without insights and action is meaningless. Don’t just collect swathes of data in the hope that one day it will be meaningful as if by magic.
- 2. Invest in infrastructure.** A robust technology infrastructure is needed to enable easy and efficient access to employee data. The application of cloud technology to workforce analytics enables organizations to effectively process huge amounts of employee data. Only when this infrastructure is established can organizations begin to reap the true reward of advanced data collection methods, such as through sensor technologies or behavioral data collection.
- 3. Don’t forget the workforce intelligence team structure.** A great place to start is partnering data analytics experts from the business with HR professionals. Consider where the team sits – don’t hide it within the HR function. Empower the team by exposing it to the wider business as its own function. This will go a long way toward ensuring the impact of workforce intelligence is felt across the organization.
- 4. Tap external data sources.** Create an evidence-based culture in talent management. Integrate data from learning programs, performance analytics and external sources (e.g., social media platforms, demographic and economic data) to validate assumptions and tackle human bias head-on. Empower your workforce intelligence efforts by allowing access to data across the organization. Workforce intelligence isn’t just for HR, so don’t limit the resources available to just HR data.
- 5. Connect into the wider business.** Connect the dots from workforce optimization to business outcomes. Instead of just tackling employee engagement, prove the impact this has on business goals such as revenue growth and capital efficiency. Ensure the results of workforce intelligence speak the language of business. Don’t underestimate the power of storytelling and the simplicity of using language that gives meaning to the entire C-suite, not just the chief HR officer.

Some real-life examples:

- Credit Suisse calculated savings of \$75 million to \$100 million from just a 1% reduction in attrition.³¹
 - Clarks, a shoe retailer, found that engagement was a leading indicator of business success and that a 1% increase in engagement translated to a 0.4% increase in business performance.³²
 - Virgin Media found that a poor candidate experience cost the business £4.4 million per year, and that improving the candidate experience could add £5.3 million of additional revenue per year.³³
- 6. Develop employee profiles.** The modern workforce is unwilling to put up with experiences at work that don't match up to the simplicity and relevance of their digital interactions outside the office. Weave data insights into talent management processes rather than relying on gut feel. Build a culture where every people decision is justified by data.
 - 7. Beware the big brother burden.** The personal data debate is growing with every data breach news story, every GDPR email and every full-screen cookie warning. The modern workforce is increasingly aware of its data and how it can be used. Ensure there are open lines of communication and a clear mutual understanding of what data is being collected and why. Start with an advocates' network – a group of people from across the business who are kept up-to-date and are available to chat formally or informally with employees. Make sure all communication abides by the new T&Cs – transparency and clarity.

A Better Employee Experience, With Rewards for the Business

The modern workforce is defined by autonomy, self-awareness and control. As millennials step into leadership positions (the oldest millennials are now 37), organizations must turn to Gen Z to discover and understand modern workforce expectations. These individuals have grown up with access to infinite sources of information, personalized experiences and an influential voice that can be broadcast across the globe in a matter of seconds. Not only are these individuals full-on digital natives, but they are also defined by their balance of optimism and practicality (unlike their dreamer millennial forebears), and their desire for self-improvement at work while also contributing to a wider vision.³⁴ It's these workers in particular who will expect the modern employee experience that's possible through workforce intelligence.

Across the workforce, the heat is on for organizations to unleash employees' potential for uniquely "human" work, and achieve the agility levels required in today's fast-paced business world. Workforce intelligence – fueled by people data – will unlock new levels of human understanding and bring about essential improvements to both employees' lives and business performance.

Weave data insights into talent management processes rather than relying on gut feel. Build a culture where every people decision is justified by data.

Endnotes

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