



People Analytics:

Are You Missing
the **Hard Data**
on **Soft Skills**?

talentoday



■ Introduction

Successful companies make smart decisions backed by strong data. As analytics and insights have become popular buzzwords, business leaders, HR executives and recruiters are looking to make sense of these terms. A better understanding of the data on soft skills and how it fits into your overall analytics picture can help you align your organization's **goals, values, people** and **purpose**.

It's time to break down what people analytics truly means and explain how to use it to enhance your organization's growth.

This eBook will help business leaders, HR professionals, hiring managers, coaches/trainers, career counselors and consultants understand the importance of soft skills at every phase of the employee lifecycle.



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Section I Overview:

Smart Decisions
Based on **Strong Data**

“The potential implication for humans is that they need to be viewed not as interchangeable cogs in an organization, but rather as individuals with unique and disparate experiences, thoughts, attitudes, needs, and, ultimately, value—all of which makes the management of the human element at work more important and complex than ever before.”

Deloitte 2021 Global Human Capital Trends report

■ **Overview:** Smart Decisions Based on Strong Data

Performance, Profit and Purpose

More companies are looking at Big Data to boost their bottom line. In the world of work, they are turning to people analytics to provide predictive insights that save time and money, while bringing out the best in their employees. This information can help organizations envision and realize the full potential of their people.

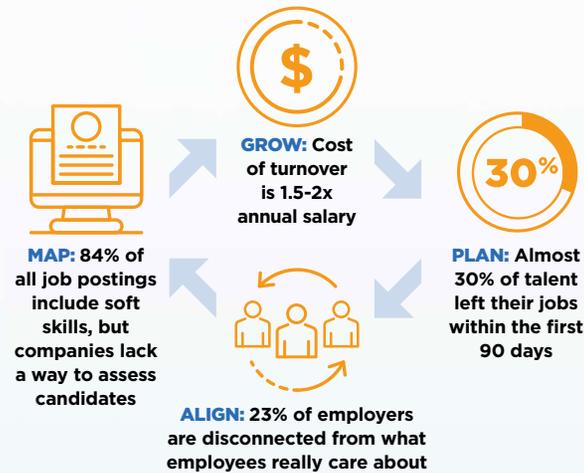
People analytics, also known as talent analytics or HR analytics, refers to the method of analytics that can help managers and executives make decisions about their employees or workforce. It collects, assesses and matches information that can help organizations achieve their workforce goals, bridging potential and performance. It is a science-based approach that helps companies understand who their people are and what drives them to be successful. People analytics can be used to guide every point in the employment life cycle, from recruitment and placement to performance management, coaching, and career development.

A. Soft skills analysis reduces risk and saves money

A strong people analytics solution can transform the entire talent life cycle. It can eliminate guesswork and reduce risk in employment strategies. Backed with scientific analysis, it can provide a complete soft skills view that examines an individual's personality, motivations and behaviors. If assessed and used correctly, it can guide decisions that have a critical impact on an organization's performance, profit and purpose.



■ Overview: Smart Decisions Based on Strong Data



When looking to hire, more organizations are looking for effective ways to assess talent holistically. They are not only considering education, experience or technical skills; **increasingly, they are searching for candidates with specific soft skills.**

▶ TOP 7 soft skills to develop in 2021, according to LinkedIn.

1. Innovation/Creativity
2. Communication
3. Emotional Intelligence
4. Adaptability
5. Teamwork
6. Persuasion
7. Time Management



■ **Overview:** Smart Decisions Based on Strong Data

B. Pick the right people analytics partner

When choosing a people analytics solution, it is important to distinguish between science and speculation. Some analytics tools may not offer complete and reliable data. Find a solution that offers relevant results that translate into action.

Look for a solution that specializes in workplace situations. General personality assessments offer some information, but miss out on motivation and professional behavior traits that can guide individual and team performance.

An effective people analytics platform differs from other analytics tools in that it focuses on comprehensive soft skills testing and is backed by science - advanced psychometric knowledge and predictive data analytics.

The best people analytics platforms provide complete talent profiles and valuable workforce and career forecasting. They compile a high volume of information; with more data points, the results can be more powerful. An effective people analytics platform can then translate that information to offer valuable insights.

Talentoday's Behavioral Themes

- Communication Style
- Conflict Management
- Decision Making
- Work Style
- Leadership Style
- Learning Style
- Creativity Style
- Risk Orientation
- Team Contribution
- Change Reaction
- Rule Consciousness

Overview: Smart Decisions Based on Strong Data

TREND ALERT

73%

of companies say people analytics will be a priority in the next five years

[LinkedIn Global Talent Trends 2020 Report](#)

DIMENSIONS MEASURED

13

Personality

11

Motivation

11

Professional Behavior

Talentoday Data 2021



GLOBAL DATABASE OF PEOPLE ANALYTICS

4+

million profiles

160

countries

Languages:

English, French, Spanish, German, Italian, Portuguese, Chinese

Talentoday Data 2021

Overview: Smart Decisions Based on Strong Data

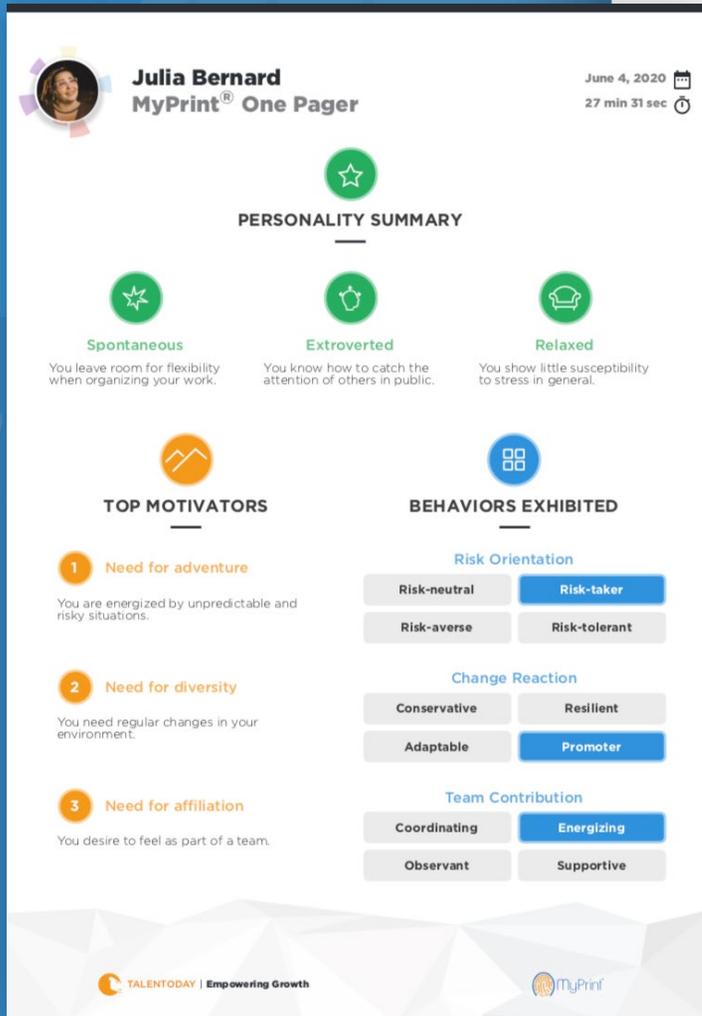
Turn information into insights

Tools and technologies are available to measure an assortment of variables, but it is important to identify and assess the ones most critical to your company's success. Every organization wants to save money and improve efficiency, but more are starting to see the value of using analytics to hire the right people, motivate them to succeed, enhance collaboration, and build a positive work culture.

The best people analytics platforms simplify sophisticated science to convert data into insights. The goal is not to turn HR professionals and business leaders into scientists, but to equip organizations with easy to understand intelligence that informs better decisions.

An effective people analytics platform translates complex data into simple reports that provide snapshots of an individual's soft skills. These reports can then be used to screen job candidates or as a tool to coach employees. The report should be clear and easy to understand.

"The data should speak for itself," says Talentoday HR Manager Emily Sloan. "The report should not be overly complicated and require someone to have sophisticated data analysis skills to decipher."



■ Section II

People Analytics Throughout
the **Employee Life Cycle**

“As humans, we have nearly 200 types of cognitive bias that affect our decision-making. ... Fairness is becoming an important part of business success — achieved by doing right by people and doing right in the world. Our new, analytics-based environment provides opportunities to define fairness for the organization, build a business case for it, and collaborate with groups within and outside the organization to create and maintain it.”

Deloitte 2021 Global Human Capital Trends report

■ People Analytics Throughout the Employee Life Cycle

Translate information into insights

A strong people analytics tool guides better decision-making at every point in the employment lifecycle.

A. Recruitment

SUPPORT YOUR ORGANIZATION'S DIVERSITY, EQUITY AND INCLUSION EFFORTS BY REDUCING IMPLICIT BIAS.

People analytics can guide recruitment in finding the right talent to best fit a team and overall organization. With a strong platform, talent acquisition professionals can build and tailor job descriptions based on data about current employees in a particular role. They can identify common traits in top performers and use that information to create a custom candidate profile. This can be used in the screening process. Then, using focused interview guides, hiring managers can determine if candidates also share the desired strengths and skills.

People analytics can also support diversity, equity and inclusion efforts. Leaders can review their organization's diversity and demographics data and use their analytics platform to potentially increase the number of diverse candidates entering their hiring pipeline, reducing implicit bias. If an organization seeks more diversity of thought, a candidate profile could be adjusted to target desired characteristics that could enhance the team's synergy.



■ People Analytics Throughout the Employee Life Cycle

A people analytics solution can help organizations:

- **Increase the amount of diverse candidates**
- **Increase the number of candidate profiles passing the first hiring filter**
- **Increase the amount of these profiles that get hired**

B. Hiring

IDENTIFY CANDIDATES THAT WOULD BE A GREAT FIT FOR YOUR ORGANIZATION, WITH A MATCHING ALGORITHM THAT PREDICTS THEIR ABILITY TO BE SUCCESSFUL IN A SPECIFIC ROLE.

Talent selection is essential to every organization. Finding and assessing the right people for every position involves recruiting the right candidate with the right tools. Bad hiring decisions can lead to new hire turnover and high talent acquisition costs. The cost of a bad hire can be as much as 30% of an employee's first-year earnings, according to the U.S. Department of Labor. Failed job searches also drain time and resources spent recruiting and interviewing candidates, onboarding and training new employees, managing poor performance and low team morale, along with absorbing costs from diminished productivity.



■ People Analytics Throughout the Employee Life Cycle

A people analytics solution can support organizations by providing soft-skills insights that can shape their staffing strategies, guiding the hiring process from initial phone screen to behavioral-based interview questions to job offer.

CASE STUDY: **Medix**

Medix, a US-based staffing organization, was one of the first organizations to infuse **Talentoday's** new and enhanced soft-skills assessment, **MyPrint®**, within their organization.

The Result: A **68.9% Decrease in New Hire Turnover**

As a result, Medix saw a significant increase in employees staying with the organization past the first 90 days of employment.



“When organizations develop positive, virtuous cultures they achieve significantly higher levels of organizational effectiveness — including financial performance, customer satisfaction, productivity, and employee engagement.”

Emma Seppälä and Kim Cameron,
Harvard Business Review

■ People Analytics Throughout the Employee Life Cycle

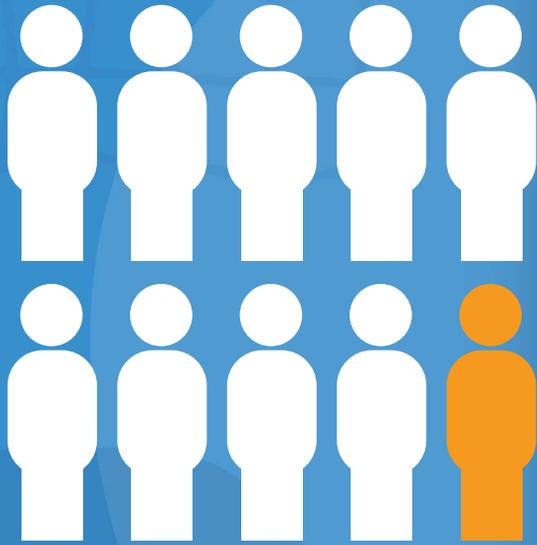
D. Performance

USE SOFT SKILLS ANALYTICS TO FOSTER A MORE COLLABORATIVE AND INCLUSIVE CULTURE, ENHANCING GROUP PRODUCTIVITY

Organizations with happy, motivated members tend to be more productive. Disengaged employees risk high turnover costs. Soft skills analysis helps managers understand the unique needs of each employee and identify effective ways to recognize and reward them.

Managers can use performance data to analyze their employees' strengths and areas to develop. They can use it to modify their own leadership styles, with custom recommendations for each team. They can learn how to motivate underperforming employees and how to retain top performers.

“Looking at that data frequently - at least once a quarter - is a good idea,” Sloan says. “You can have a good pulse check as a manager and ask yourself, ‘Am I doing this effectively?’”



Nearly nine in ten executives and managers say their organizations either face skill gaps already or expect gaps to develop within the next five years.

2020 McKinsey Global Survey

■ People Analytics Throughout the Employee Life Cycle

E. Development + Training

SHAPE CAREER PATHS USING INSIGHTS INTO SOFT SKILL STRENGTHS, OPPORTUNITIES, AND AREAS FOR GROWTH.

An understanding of soft skills can help people reach their potential. Cost and efficiency are two benefits, but providing advancement opportunities and guiding career paths effectively also increases retention and enhances the workplace culture. Employees who succeed and grow will invest their time, momentum and creativity back into the business.

With the high cost of acquisition for new talent, organizations are seeing an increased need to leverage their existing workforce to fill open positions. Soft skills analysis can provide guidance for employee training and development initiatives. It can reveal specific soft skills within high performing employees and managers. Effective succession planning, internal promotions and lateral moves will allow organizations to save money and time in the talent acquisition process, as well as limit employee turnover.

Using people analytics, your organization can foster a culture of collaboration, productivity and longevity.

■ Section III

Takeaways and Tips



■ Takeaways and Tips

All companies need to adapt as the world of work changes. The most successful organizations use data not just to assess, but to predict and plan. An understanding of people analytics can boost your company's growth while also helping your people develop rewarding careers where they learn, grow and contribute to a positive and productive work culture.

Prioritize learning and understanding

A people analytics platform can provide valuable information, but it requires a commitment to learning how best to leverage its power.

Outline your objectives and goals

Consider your organization's goals and values beyond performance and profit. Think about how to align people and purpose.

Pick the right people analytics platform

Find a science-based workplace solution that provides relevant soft skills testing and insightful data to guide decision making at every stage of the talent lifecycle.

Engage your team

Use soft skills analysis to motivate your team and help individuals feel more connected to their work. Envision and realize the full potential of your people.

Reflect, adapt and grow

Understanding soft skills and maximizing the use of people analytics requires a dynamic process that involves planning, assessing and adapting.



■ **Ready to put people analytics data to work for your company?**
Let's start the conversation.

Contact Talentoday at contact@talentoday.com today.

About Talentoday

Talentoday is a science-driven people analytics provider offering simple answers to today's biggest employment questions. Combining the very best of soft skill testing algorithms and predictive analytics, we provide the data businesses need to make the best decisions across the entire employment life cycle: recruitment, assessment, hiring, team building, and development. For individuals, we guide career growth with comprehensive, career-shaping insights into soft skill strengths, opportunities, and areas for growth.

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