Excerpts from an interview with
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What is HR's role in Changing the World of Work?

In one word, I would say, pivotal. HR's role needs to move from one side of the boat to the opposite, HR should move from being reactive to be a proactive player when speaking about managing the evolution of every single organization. In other words, moving from tactical activities to a real strategic mindset.

HR has a helicopter view of the organization and this point of view makes HR practitioners best placed than the rest of our colleagues to become a true and inspirational leader of the strategy to transform your company taking full advantage of the new ways of working.

To challenge the status quo should be at the hearts of the HR people. Consulting mindset in the sense of (1) being one step ahead of the world of work trends and company needs and (2) doing advisory to push on our colleagues to the next stage will make the difference between top performers. Covid-19 is accelerating the transformation journey of the entire world of work but also embody a new mindset on the management boards and employees.

There is not a one size fits all solution for anything in life, and even there is not a uniform settlement for the same organization. We all live in a constant change in both, personal and professional side, most of us are working remotely for a few months already and most likely we will move to a hybrid model at some point of time bringing new expectations and needs in the way we interact with our customers and employees. Both employee and customer journeys are changing, so, taking the pulse of the organization frequently can provide a clue of what your employees and customers are asking for.

Talent management and employee development are key objectives as HR leaders continue to align with the state of the world at work. Meanwhile, technology continues to play a pivotal role in improving talent management and candidate experience.

Finally, we all are really used to hear quotes like 'people make difference' or 'what makes us different to our competitors is our people', and it is true but not always real. HR should mimic marketing when speaking about evincing this manifesto to become a winner thanks to your people.
Embrace the change. Think strategically. Look at out there in the market. Take risks. Have fun.

How HR Analytics / People Analytics is adding value to organization, employees and HR Department?

One of the great shortcomings of HR areas for decades has been being able

to base their recommendations on data and not on subjective opinions. Ity is true people management is not a pure science since elements that are not measurable or quarantifible in data come into play and hence its complexity. This deficiency, of which HR professionals are aware, has become an obsession to have the best possible data quality, causing that sometimes they stop paying attention to how they are going to use this data after all.

HR analytics is the quantification of people drivers on business outcomes. Analytics measures why something is happening and what the impact is of what is happening. HR processes and activities have always been focused on efficiency metrics such as cost of hire, time to hire/time to fill, training time in days, or time since last promotion. The outcome of these people processes impact on people sentiment (engagement, turnover, performance) which influence on business objectives.

People analytics can help predict the hiring needs of an organization, they even can help predict the changes that may be in the organization's future by saying the risk of having an increase in turnover as a consequence of a series of decisions. By using HR analytics, one can predict the skills and positions which are needed to improve business performance. As a result of this data, the organization will become more effective and profitable.

Analytics solutions that have been designed to track employee engagement, satisfaction, and retention are key to building and sustaining a happy and motivated workforce. Analytics can help organizations find ways to motivate employees by facilitating programs pertaining to employee rewards, customized training, etc. HR Analytics can help large organizations streamline their human resource operations and play a key role in increasing the efficiency of an organization.

All the above and more is possible but if the quality of the data was the great obsession of the HR areas until very recently, now the key is to have the necessary skills within the function to understand and exploit the full potential of all the information available. As they are for most of the functions, STEM profiles are critical to run this analysis.

Finally, a call to the HR practitioners, do not forget how important it is to have good data as it is to know how to exploit it. It is true, the more accurate data you have the more you can exploit, but it is as important as making meaningful use of this data and being able to communicate properly to the stakeholders.

Happy employees = happy customers. 100% correlation but not the other way around.