Key Takeaways from Visier Outsmart
77% of CEOs expect the role of AI, Robotics and automation to increase significantly over the next 2 years

- Are you prepared for all the business decisions your business leaders need to make all the time?

We have too many tools in most companies and it’s hurting productivity

- We’ve created all these benefits and tools, but we don’t know which are working and what people are using. This is a good opportunity for you to do analysis in your org.

Salaries are going up 2-2.5% and productivity is going up at 1% – that divergence is a problem

- Don’t just think about retention predictors, but use analytics to figure out how to solve an issue like productivity

A challenge to everyone: Look at how you can use Organizational Network Analysis (ONA) – It can help to figure out how teams operate, how we get work done, and how can we replicate what successful teams do in the entire organization

37% of employees say they trust their CEOs more than their government. This puts more expectations on CEOs than ever before. How can you help them build a better, more trustworthy company?

Financial Wellness is an emerging trend: Income inequality is invisible and it’s affecting your employees – What is going in the financial fitness part of your organization? Use analytics to investigate.

Economic booms are the most stressful times for a business

- Sitting on a great analytics function and being able to address all these issues (including the social issues) is really going to give you a leg up as an HR professional in the next couple of years
Employee engagement: in 2018 and the future, we’ll continuously listen and sense what’s going on. A.k.a. Continuous Sensing (using AI, Cognitive and Sensing systems)
  ○ As pulse surveys become more frequent, we’re going to be sensing data on a more regular basis and have more real-time information

When Bersin’s People Analytics Maturity Model came out in 2015, they found no one was doing predictive, but everyone was talking about it.
  ○ Companies are now at the point where they can use Visier and other tools to do predictive analytics, and also make data more accessible throughout an org

2018 People Analytics Maturity Model: All the companies at level 3 & 4 have a very serious focus on data quality and consistency – According to Bersin, this is how Visier helps in a tremendous way

People analytics team should be multi-disciplinary and not just focus on statistics domain. They need to have communications, business understanding, consulting, etc competencies. He’s seen 40 people analytics team with web designers on staff even!

Found level 4 orgs have an analytics team that is very tightly integrated with business, operations and other corporate functions
“People forget facts, they never forget a great story. A story is 22x more memorable than facts alone.”

– Al Adamsen

Co-Founder & Executive Director of Insight222 and the Global People Analytics Network
How to coach people through storytelling

- Coach people on 3 Qs: What are you trying to understand? So what / why do we care? Now what?
- Target your message to your audience: If it’s a strategic exec audience, go short and sweet. Use data where data is IMPORTANT. Don’t front load with a lot of methodology (that’s academic, for a technical audience...execs don’t want to hear that!)
  - There’s a tradition of wanting to share the method because there’s so much work before it, but really, your audience DOESN’T CARE

Mythbusting needs to be done carefully

- Someone’s cheese is going to be moved; avoid surprises. Avoid shocking or embarrassing people
- Meet with stakeholders early and get them bought into your method by telling them “this is how we’re going to analyze the data you’re going to look at”
- Don’t be afraid to say “it may have been correct in the past, it worked for us then, but not now.” It’s okay that things have changed, that the data has raised new thing. Be sure to work with whoever sponsored the past initiative on these changes.

Build a community of practice in your organization

- Self-service analytics is key to becoming data-driven
  - Where tools like Visier are helpful. They’re self serve and easy enough to use that anyone from any background can go in and use it
- Narrow the gap between analytics and HRBPs
  - Teach HRBPs root cause analysis and how to frame analytics
Best Practices

• People think of storytelling as an event, but it’s an iterative process. Need to continually check-in with your stakeholders
• When you are meeting with internal customers (other colleagues), send out your analysis beforehand so they can be prepared and internalize it first
• Sometimes we get too wrapped up in the pictures. What we like may translate to others but that’s not always the case.
  • Remember: people want the key message!
• Your body language, tone, and content are also important in the telling of the story
• Continually socialize the work with stakeholders throughout the process
• Analytics leaders may assume they’re the smartest person in the room, but your job is actually to make the audience feel smart and that it is their ideas being represented.
  • Help people get data and insight for themselves
• As you craft your story: be mindful of data you have and data you don’t have
From Smile Sheets to Improving Performance: A conversation

What questions should CLOs and CHROs be answering?

- L&D needs to start caring about the metrics the rest of the org does
  - You’re not going to find the answer to those questions in your LMS data!
- Think about how learning accelerates talent in the org
  - For instance, if we need to build X engineers in Y amount of time? Putting that info in WFP models and attrition plans and building a strategy based on that most useful information that will drive the rest of the talent decisions
- When finding new data, the data you don’t have easy access to, use your imagination.

How do you advise a CHRO to start changing their way of thinking about learning and performance?

- Take the mechanics out of L&D and think strategically about it. Draw a line between compliance and learning.
- Just automating things, doesn’t lead to easier processes
- We have to use the tools and change BEHAVIORS, so we’re doing different things to get the results we want
- We’re also seeing the potential for learning to change behavior like never before.

Who leads in terms of driving that change? The business or learning?

- L&D has a stewardship over the learning that happens in an org. It’s their job to ensure a skilled workforce as efficiently as possible
  - It has to be done in concert with the business. The CHRO sets the vision and it has to be their passion. Learning takes that vision and builds the strategy.
From Smile Sheets to Improving Performance: A conversation

Panelists: Dani Johnson and Stacia Garr, Co-Founders and Principal Analysts, RedThread Research

How does AI help?

- AI should help you decide, not take over your decision making altogether. AI is an augmentation to your job, not taking over your job.
- People want to have a Netflix-like experience, but the issue with that is it provides recommendations based on what you’ve done in the past, but if you want to change and pivot where you want to go?

How do you roll out these types of analytics and maintain employee trust?

- Let employees opt-in and show them how the tools/data will benefit them.
- Try piloting with a small group.
- Share the social context of the data rather than mandating it on them. People use Alexa because they knew the data will give them better recommendations in the end.

What are your thoughts on GDPR?

- GDPR is a benefit to analytics.
- You need to trust the data to make decisions and employees need to trust the data is being used with integrity.
- When you take it from a HRMS and move it to Visier, we do a lot of process that helps you forget people that want to be forgotten, but keep them as part of the employee count so you can still get accurate headcount number. Visier gives you lots of flexibility to see the data and respect employee’s privacy.
“When someone comes to the table with information about your organization, you want to have that information too.”

– Carley Hardin

Workforce Systems Analyst, Tempur Sealy
Planning Fast and Slow: Near Term Wins and Longer Term Transformation with Workforce Planning

What is strategic workforce planning (WFP)?

- Some think that it’s resource management or allocation. Some people think that it’s finance. It’s bigger than that. It’s strategic, proactive, not static. It’s shouldn’t be tactical or day-to-day.
- People should be fast to get excited about the potential, but be slow (patient) about people getting ready to make the change.
- You can start strategic planning without doing the operational planning. You can start modeling out future-states right away. Jump right into that long-range planning without going the operational route.
  - Use cases range from operational (headcount planning) to strategic (scenario modeling, KPI drivers).

Address the squeaky wheel business case to drive adoption

- Seeing people focus on hiring strategy for a quick win. Most companies process isn’t very actionable. We look at headcount demand and what it’s going to cost, but not looking at the potential, the gaps, the supply, etc.
- Sabre took a targeted approach on business problems that are very loud. Ex. University recruiting and facilities (global real estate). Facilities needs time to adapt. University recruiting takes time. WFP gives them that runway. They fold in compensation data to create total cost of the workforce.
  - Let’s you consider centralization (do you need to lay people off or do you have attrition?) and see how will people respond to centralization so that you can control costs such as severance.

Change Management

- Identify who your most important stakeholders are and involve/align them early.
- Define your scope so you know what you’re doing, control it so that you’re not trying to do too much at once. Keep it tight and you can implement quickly.
- Get top down support by driving success when there’s business urgency around select problems.
- Demonstrate how this is important through value planning and visible executive sponsorship.
Change Management (con’t)

• To move forward, talk to the people who feel pain of having data everywhere and being unable to piece it together
• Sabre’s roll out strategy for Visier’s planning solution: Did a beta, did a pilot, then a roll out

Best Practices

• Doing multiple scenario models lets you to create a plan if things don’t go according to plan and do it quickly. This lets you be strategic.
• People love WFP if you show them how it actually helps them. If you talk theoretical people feel like they’re losing control
• Make it a business tool not an HR tool, otherwise it will stay that way
• Prove the value to Finance. Ask them how you can help. Show them the solution you plan to use.
  • Sabre: Once they showed them the accuracy of cost in Visier, they started to embrace the solution
• To move from Level 1 to Level 4 maturity, you have to find people with a thirst for knowledge and start teaching them. Ask what keeps them up at night and frame your answers accordingly. Have lots of 1-on-1 sessions.
Where will pace of change be greatest?

- Change happens a lot slower than we expect. The part that’s changing very quickly is what does a career look like? What does a job looks like? What skills are needed? If you can create an ongoing evolutionary career model inside a company, that’s transformational.
- Look at the Future of Work and how work gets done. The use of contingent labor, consultants, AI, machine learning, partnering with startups on how to do work. This is all needed for the future workforce planning.

What’s driving the change?

- The genie that got let out of the bottle is the power the individuals have that they didn't before. You can reskill and retrain yourself. You can go online and look at how much you should be making. You can go online and say your employer is doing a bad job. We have a lot more power now. Orgs needs to figure out how to use this power to their advantage.
- In the older industrial model of work, you got ahead by being someone else because there was a rank. The new world isn’t like that. Being collaborative and helping other people is a new set of skills that weren’t important maybe 30-40 years ago.
- As the designers of the Millennial work experience, we haven’t been attentive enough. We’re using legacy systems and analytics. Everyone needs to be more innovative!
- You need to sniff out the data that will be important to a human role. That’s a new part of HRs job.
The Future of HR: Industry Experts

Panelists: Josh Bersin, Bersin by Deloitte; Al Adamsen, Insight222 and the Global People Analytics Network; China Future Talent Council and Board Member of HRCI; Mollie Lombardi, Aptitude Research Partners;

The future is still human

- LinkedIn data on skills of the future: #1 is Machine learning and #2 management and persuasion. Soft skills are just as important as technical.
- The need to create these deeper, more long-lasting, more sticky relationships with our humans—however they relate to us—is important. Until robots do every single job, it’s still about talent.

Best Practices

- We’re there to help the business do new things. HR has a responsibility to put the tools and strategies in place that will help the company do good things.
- Without an integrated team (as per Josh’s earlier session) to manage our priorities and take action out of the insight that’s being generated, we’re not going to achieve our goals.
- Human beings are messy and we don’t perform to statistical norms. How do you balance the data but still have the human understanding to apply it?
- Look at Maslow’s hierarchy of needs. It tells you a lot of what the data can’t. Look at the data, then look at it, then the data again.
- We need to share insights that guide leadership decision-making. That takes fortitude. People say they want to see the c-suite table. Make your own damn table!
- We have a lot of data around and to get through them, we need to be willing to wade into the mess and not contract. Be transparent and say there are issues and this is how we’re going to solve them.
- Get better at getting to good data quickly.
- HR analytics needs to report to the CHRO, don’t get buried in IT or other departments.
- We need to push the envelope and go find the data. Even create new data sets. If we’re not using the data to the benefit of the employee, we shouldn’t be using it.
Enabling People Managers with People Analytics: Survey Results and Insights from Leading Practitioners

How to upskill and evolve HRBPs into evidence-based practitioners

- Todd: Partnered with learning and development to create Lighthouse program. The framework of isn’t just analytics, but includes consulting, influence, partnership. Very intentional in making HRBPs a part of the initiative.
- Shift culture to partnership of HR with business
- Carley: It means something to HRBPs when they see the effects of decisions they make in the data

Rolling out a people analytics solution

- Todd: They wanted people to access VIsier to find it for themselves, but that didn’t work so they packaged information and put it out there for it to be consumed. That’s not the end-state. Now looking at role and how it’s partnering with the business so that they can make sure that being successful in the role means adopting the solution. The solution should be necessary to do the work.
  - Recently several VPs used Visier to prove their value and that will drive the rest of the VPs to use in the future.
- Carley: HR team is really lean so they couldn’t ask the team to champion this and invest the time needed. Instead, they identified the skillset, interest, etc to drive adoption and found it in their Business Analyst functions. They were excited and engaged and it solved a problem that they had.
  - They didn’t want to cut out the HRBP though. It created a 360 effect with both HRBPs and Business Analysts working with the data. HRBPs interpreted and acted.
- Build capability where there is none AND find the capability and give these people the solution. Enable people who need analytics/data.
  - Carley: Rolling out to business analysts was great for productive roll out because they got the business impact early.
  - Todd: If you take a broad approach, you start to see the impact. They’re not worried about moving people ahead, but about grabbing the people falling behind.
Best Practices

- Create a rhythm of looking at the data
  - Todd: they do quarterly index and have created an expectation that the HRBPs would have conversations with their businesses around indexes and explore the meaning behind the numbers
- Get laggards on board
  - Go to the leaders who work with their HRBPs and gain traction this way
  - Go slow, drill in to prove that the right data was there. Repeat, repeat, repeat.
  - Continuous support is necessary for enablement. Help them see how they can solve problems. Get a glimpse of where there are gaps and where you can provide insight.
- Your CHRO is your most effective champion. If they’re saying “this is a tool to solve business problems,” it changes the tone of adoption and use.
- HR Analytics team should not withhold data from people who could use it just because they’re not ready to answer some of the questions around it.
“We should no longer screen people for jobs, but for opportunities.”

– Mollie Lombardi

Co-Founder and CEO, Aptitude Research Partners
How is your team structured?

- Started with 3 people and now have 6. They have a broader consulting side.
  - They all have different capabilities and combine these together. They all need to be consultants, be able to tell a story with the data, how to interpret the data, and also have the business acumen to tell the story
- Report into Global CHRO Office
- They use collaboration tools that lets them know who on what team is doing what project

What’s a typical project like for you?

- Constantly spreading out insights
- Standardized analysis on a quarterly basis for users
- Have to be good and strict at saying no to things so they can keep priorities straight.

How do you get people to understand the difference between reporting and analytics?

- The first name of their department was HR Analytics and Reporting (now it’s Organizational Development and People Analytics). Needed to change so they weren’t bogged down by report requests.
  - Now Global HR Reporting team is in charge of operational reporting (like access management, reporting, etc)
  - Her team has a process for getting requests. She even went to the board and CHRO to tell them reporting is no longer her team’s job.

What has the team produced that you’re most proud of?

- Gave Visier access to 3000 global managers at Merck KGaA
- They are now running more of those consulting projects (as opposed to reporting) and love the Aha moments they see within these
- They were analyzing structure of the sales teams and looking for what makes a great team and what’s the perfect span of control. Sales leader was always relying on external benchmarks, but when they looked at their internal data, they saw teams needed to be much smaller than the benchmark of 8-10 people!

How is your team measured and how do you track this?

- Have a dashboard they look at on a monthly basis. Includes customer satisfaction score (derived after every project run to find out how the service was). Questions they ask include: have they referred them to another team or have they come back for another project?
Measure quality of hire instead of time to fill
• Can we please not measure time to fill to measure recruiter’s value? If it takes 60 days to get the best person and they perform at the highest percentile does it matter if it was 60 days over 30 days.

Different workflow logic for different kinds of talent
• Getting very specific about talent is needed to the organization. Not every candidate goes through all the steps before getting hired
• There are different opportunities for organizations to see what needs to get done and who’s the best person to do it

Do you only need applicant tracking to be successful?
• Define what you need for recruiting and determine if it’s what you need
  • The average organization has at least 8 recruiting products
• The ATS is not the hub, but it’s how you measure how successful the business is with their hires.
  • If you’re going to experiment, you need a baseline, then measure the impact of the pilot. What are you doing, why are you doing it, and what will it look like?

What are some things to measure when you’re recruiting a lot of professionals?
• Measure point of applying: did you source them or did they source you?
• Ask if there’s anything we missed that would make the candidate a good fit. Did you get the time to demonstrate your value for the job?
• Measure the point of interview. Was their time respected, questions answered, relevant?
• Measure how well a person does in the job based on what was expected
  • Our job descriptions need to be real and we need to know what we’re looking for
• How well did we match the company culture. Are we retaining the culture or deliberately making a shift?
• Are the candidates being hired pushing an innovation agenda?
• Also look at post hire data, but keep in mind the person is in the “honeymoon phase”
Best Practices

- Biggest change is the shift to proactive hiring.
- Talent Scout (Sourcing) versus Talent Advisor (Fulfillment.) Talk the same language first.
- Need to reframe talent as a business as a strategy from talent acquisition to total talent assignment and Total Talent Acquisition
  - Total talent assignment, encompasses recruiting people we didn’t know we had, nurturing talent, and dovetailing with career planning/succession
- Should be benchmarking to see how you’re doing
- You need to read talent acquisition (TA) data differently because some will have a lot of gaps. Ex. It’s great to know who we hire, but we need to know who we attract and what motivated them to apply.
- Talent has the same challenges as other HR functions. They need to start talking business. Time to fill is of no interest. Talk about what that competitive differentiator is in talent and then, you set a different stage. You can ask for the budget you need.
How to Drive Adoption of People Analytics

Ascension’s User Adoption Strategies

• Have Shared Accountability: integrated scorecard goals with stakeholders; ensure regular usage of tools when consulting with leaders; create a culture of expectation (people leaders expect dashboards and visualizations from HR)
• Knowledge Transfer And Continuous Development: webinars, lunch & learns, library of recorded and printed material; goal is to dispel fear of use
• Value Generation with “Ideas of the Week”: provide just-in-time ideas connected to salient, high priority content – creates a pull or “FOMO”
• Social Collaboration Site: online site enables topic-driven convos, user-generated content sharing and innovative practices, self-selection to affinity groups/topics of interest
• Also: Identifying and aligning to major business initiatives

City of Edmonton User Adoption Strategies

• Public sector HR is super cautious by nature. In order to move forward, they had to be comfortable with being uncomfortable
• It may be a small project, but if your business thinks it’s a win, it’s win. Even if it’s not fancy analytics (Ex. Had request to put emergency contact info into Visier)
• Leverage common communication tools to help others in the organization understand what you’re doing
  • They use Google Plus to share visualizations and news with others
• Your efforts have to also be around change management and communication. You need to teach people how to use it.
• Adopted a data journalism strategy to curate the story. They have a Workforce Insights newsletter/email (google doc) that focuses on different important metrics.
  They use colors and arrows to call out the important data at a glance.

Realogy’s User Adoption Strategies

• Position the people analytics solution as a business solution – not just an HR solution
• Engage business/leadership early on
• Assess HRBP analytics capability and partner with them
• Have a very clear idea of your adoption plan before roll out
• Leverage the Visier Customer Success team to help you create your community of practice and scale your efforts
How to Drive Adoption of People Analytics

If you could go back in time and give yourself one piece of advice on how to get started on adoption journey, what would it be?

- Jason: One challenge they had was that they assigned power users in each market based on a role instead of letting them self-identify who has the interest and aptitude for themselves. Would’ve had better adoption earlier on if they had done this instead.
- Kirsten: Overestimated comfort level of HRBPs. The biggest help in four years is that someone from analytics team became an HRBP and is infecting them. Would’ve been great to focus on them earlier and helping them get more comfortable and working with leaders to promote someone with the aptitude for analytics.
- Ebby: Created implementation plan on assumption based on what she did at her previous company, not keeping into account the current position she was in. Lesson: Don’t make assumptions and truly listen.

How do you scale yourselves and triage so you can help everyone?

- Leverage HRBPs to create a community practice and be trusted advisors to leaders. Commit to monthly check-ins if needed, but don’t baby them!
- Learn to say no if you don’t have the capacity
- Build training into onboarding

Is there a role for IO Psych or data scientist in your plan – not just HRBPs?

- Jason: Has data scientist on his team and leverage others in org or for enterprise-wide projects. They’re not involved in implementation as that’s a waste of their time. Visier is so intuitive, it’s not really needed

What 3 competencies would you look for in a new HRBP today?

- Kirsten: thinking that data is important (so they can pull it themselves), storytelling with data (being able to translate what this all means)
- Jason: in addition to above, consulting ability, business acumen, paradox navigation (living in ambiguity and being able to ascertain a path forward and ask the right questions to accomplish this)
- Ebby: in addition, strategic thinking, agility
“In order to have a useful conversation, you have to have the right data. That’s how you build that instant credibility.”

– Andrew Gold

Vice President, Total Rewards and HR Technology, Pitney Bowes
What’s the difference between healthcare and non-healthcare from your past experiences?

- Jason: Ascension’s mission (to help and serve the poorest people and uplift the underserved and neediest) is more important. Makes it easier to get to meaningful measured impact. Productivity data very important. Connecting and delivering value on strategic initiatives about ‘who they are’
  - Unequal care is an injustice. Diversity and human competence is critical for reducing this gap. Being able to impact that is hugely exciting and important

What analytics do you publish regularly? What are you pushing out?

- Todd: Shares metrics on a quarterly basis related to their My Culture index (spent years with HR understanding the aspirational image of HR). These are connected to a business outcome. Also have an operational report with vacancy and turnover and it’s relegated to the end of an operating report meeting. It’s not connected to accountability. My Culture is.

Best Practices

- Create partnerships-- with IT, centers of excellence, etc. Chief Nursing Officer is the one of their biggest advocates and supporters-- she has direct access to analytics via Visier.
- Put people data in the organization’s operational rhythm
  - Meet the organization where they are. What’s the pace of business, and can you keep up?
- You need to be courageous to reduce impact of healthcare’s issues and understand how to get on the front end and change education programs to build out the workforce of the future.
- Pilot the business HR partnership and do a joint deployment. Their leaders deserve and have a right to this data.
- Make leaders feel like the people analytics solution is their solution too
  - They have to trust that you aren’t trying to recreate their data and tell their story --"complement, not compete"
• Find out what the people want, get the skill set among the people who have the conversation, and build the conversation, that’s where you get the value.
• The people who own the data are not often the people having the conversation (it may be your HRBPs)
• Building a culture of data means when people think about approaching a problem, they’re thinking about the data that they need to approach the problem
  • You need people to understand what the right questions are to ask, what data is needed. Add in storytelling to drive what people are thinking about. We’re asking for those skills if people want to move up in HR.
• Don’t tell them an HR story. Have the conversation about their business and change the dialog.
• Get HRBPs to see the value of people analytics
  • Proactively show them the data that is of interest to them and how easily they can get it and start to show them how they can think differently. Show people data compelling to the work that they’re doing and they’re likely to be receptive.
  • Andrew: We mandate that all information should come from Visier and if you show up to a meeting without data from Visier (but say the HRIS) you are called out. Make it part of their performance conversation.
Storytelling with People Data

How do we not just show data, but share data, something that people want to do something with?

- I see my 2 yo look at a book and hear my son telling himself the story. I think we can learn from this: Get attention, maintain attention, and move them towards action.
- Use the elements of storytelling for fiction: Set the scene, introduce the tension, build the tension, tension climax, there’s a happy ending, the tension is resolved.

Repetition

- Forms a bridge from our short term memory to our long term memory
- Use repetition in structure and in parlance. Say what you’re going to say, say it, recap with bias towards action/strategy.
- Be very clear on the main message and turn it into a pithy soundbite that we can repeat and weave into our story a number of times.

Declutter your picture/Focus your picture

- Start with a blank page. Every item on that page takes brain power to focus. Take a discerning focus on what you allow on that page. Strip anything that doesn’t add value.
- Use data markers for a purpose not just because they’re there.
- Label data directly and make labels same color as data.
- Color used sparingly is your most strategic visual design tool
  - Do not let your tool make the color decision for you. Make it all grey and intentionally choose where to focus my audience’s attention.

Data

- Try presenting data in different ways to see if it gets more clear.
  - Give audience visual cues to see what we want them to see. Easy to spot a hawk in a sky full of pigeons. But the more types of birds in the sky make it harder to spot the hawk.
- Put negative values in a negative context.
- The white space between the data shouldn’t be bigger than the data itself.
- Text same color as data it describes.

Lines

- Play with thickness, line style, color. But keep in mind: line style can add a lot of noise (no dashes).
- Keep dotted lines when you need to communicate uncertainty.
- Position the primary data point in front of the contextual data (overlapping other lines in front)
Storytelling with People Data

Words
- The words you put around your data are critically important for how your audience is going to feel about the data.
- Label key data points that you want the audience to note.
- Aim for horizontal text whenever possible.
- Avoid centred headings. People will typically start at the left and move right and down. Put the title to upper left and people see what the graph will tell them, what they’re about to look at.

Story
- This is the Pete and Larry story - there’s a plot, there’s tension, there’s a resolution. We’re wired to retain information like this. The typical business presentation doesn’t include this. Typically linear - hypothesis, data, analysis, findings.
- Instead, give your story shape: Plot, Rising Action, Climax/Tension, Falling Action, Ending - Resolved tension
  - Plot - Directors make up about 5% of the org. Historically we’ve promoted into this role
  - Rising Plot - but we’re growing faster than we can promote and attrition is rising
  - Climax - we anticipate that a gap will exist
  - Falling action - we have time to deal with this and we have options we can take.
  - Ending - let’s revisit our director strategy.

Best Practices
- If your audience want the so-what up front, give them that – Think about foreshadowing and flashbacks.
- If your audience isn’t ready for storytelling, introduce these tips gradually
  - The wrong way to make change happen is to announce that you saw a presentation to do things differently. Intro step to keep what you’re doing and introducing a page or two up front that incorporates some of the context. You haven’t taken anything away but you’re layering in some elements of storytelling. Over time you may be able to strip out some of the density.
- When something has to stand on its own, they need more data and context.
  - You can add a couple of dense slides at the end that can be for the people who are accessing offline. If your document is going to be sent around, people do have a higher tolerance for density but you need to make sure that you have the words to add the context. How do you tie the visuals to the text, use colors, proximity, etc.
About Visier

Our curiosity, the desire to understand, is inseparable from what it means to be human. But, in the hype of big data analytics, we’ve forgotten that data does not equal knowledge.

Visier was founded to focus on what matters: answering the right business questions, even the ones a person might not know to ask. Questions that shape business strategy, provide the impetus for taking action, and drive better business results.

Visier is dedicated to transforming business analytics, to providing leaders with clear answers to critical business questions—out-of-the-box, without the hassle and cost of data management, statements of work, and long and risky development projects.

Visier lets companies say goodbye to data quality problems, to complexity, to costly tools, to endless service fees, and to guesswork. A people strategy platform designed by domain experts for leaders, Visier lets leaders say hello to clarity, to confidence, to meaningful answers—and to better business performance. Say hello to Visier. Outsmart, outperform.

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