People Data as a Business Accelerant: GUIDED TRANSFORMATION

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INTRODUCTIONS

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Who We Are

At Leapgen, we are transformation evangelists.

Our core belief is that workforce technology should make work smarter, not get in the way. We know employees expect the same frictionless, personalized experiences inside work they have outside of work. We help organizations move beyond simple technology implementation to true deployment of digital capabilities. This is how we change the way the world works.

Companies that leverage Leapgen’s services and expertise are well-positioned to:

➔ Execute vision for people function
➔ Align people function to business
➔ Design HR for the workforce, not for HR
➔ Deploy a digital mindset and skills to accelerate the business

Leapgen is a digital transformation company shaping the NOW of work.
About Visier

Visier’s purpose is to help people see the truth and create a better future - now.

Visier was founded to focus on what matters to business people, answering:

- The right questions, even 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 delivers fast, clear people insights by using all the available data - regardless of source.

With best practice expertise built-in, decision-makers can confidently take action. Thanks to our amazing customers, Visier is the market leader in Workforce Analytics with over 8,000 customers in 75 countries around the world.
What We Do: Leapgen for Enterprise

STRATEGY

DEPLOYMENT

ROI
RUN, OPTIMIZE, INNOVATE
AGENDA

➔ Data for **GUIDED TRANSFORMATION**

➔ How to **ALIGN** a people analytics strategy to organizational purpose and **MEASURABLE** results

➔ How to **BUILD** and **DEPLOY** a powerful people analytics strategy

➔ Key **MEASURES** of success for **DATA-DRIVEN** transformation
2021 Digital Equation for Success

- **35%** MINDSET/VISION
- **30%** PERSON/AUDIENCE
- **25%** JOURNEY/PROCESS
- **10%** SOLUTION/TECHNOLOGY
2021 Digital Equation for Success

- Operating Model supports Aligned, Coordinated Approach to the NOW of Work
- FOCUS on What Matters NOW
- Clear Strategy and Plan for how to get there
- Full commitment and acceptance of adaptation/change required

- Designed for the AUDIENCE of NOW
- People understand the vision and the journey ahead
- People benefit in a high-impact way from solutions

- Processes are designed around Business outcomes/measures
- Journeys are clearly defined and designed around the audience
- Leverage technology to add new value in the NOW of Work (smarter, faster, more intuitive, better data)

- Technology is deployed (not just implemented) to support people and processes
- Technology manages and delivers data people need to make informed decisions

Rethinking how to better **design and deliver services** starts with purpose. How do we exceed the expectations of the workforce and meet the needs of the business?

35% MINDSET/VISION

25% JOURNEY/PROCESS

30% PERSON/AUDIENCE

10% SOLUTION/TECHNOLOGY
SHIFT FROM DOING DIGITAL TO BEING DIGITAL
Align leaders around the importance of digital transformation to create infrastructure that can support the workforce in the future.

Paint the picture of a workforce full of digital natives: what is the experience they will expect?
Covid-19 accelerated companies’ digital communications strategy by an average of 6 years while 97% of enterprise decision makers believe the pandemic sped up their company's digital transformation.
TRANSITION VS. TRANSFORMATION
Digital transformation for HR isn’t one-size-fits-all, and trying to follow a generic roadmap may cost you **millions** without making **any substantial impact** on your business.

**Take control** using data to determine what the business and your people need to be successful. Build a digital strategy that works for you. Otherwise, why are you even doing it?

➔ Changing systems without changing mindset is a very expensive and disruptive way to change very little

➔ Interrogate your current data and discover where technology will have the biggest impact so you can focus your investment on what you really need

➔ Increase success of your technological changes because they will truly make a difference managers can see
Workforce Experience matters more than ever.
STOP IMPLEMENTING TECHNOLOGY.
START DEPLOYING HUMAN CAPABILITIES.
PEOPLE + DATA = NOW OF WORK
POLL #1

Are you leveraging insights to **design and optimize** workforce experience?

A. NO
B. YES
C. Not sure
HANDS, HEADS, HEARTS

Transaction \(\&\) Interaction \(\&\) Experience
The True Value of Digital

Digital isn’t about eliminating the human element; it’s about enhancing it.
HUMAN-CENTERED DESIGN LEVERAGES PERSONAS
Voice of Employee = Voice of Customer

1. Company wide understanding of your workforce
2. Encourage empathy-driven design
3. Digestible workforce segments
4. Uncover workforce needs / common frustrations
5. Test, refine and improve experiences
6. Anticipate future opportunities
Data-Driven Insights Drive Decisions

Sample:
More than 50% of countries have fewer than 200 employees, and 80% have fewer than 500 employees. This, compounded by a high degree of fragmentation and variation, makes conventional physical centralization impractical.

- 20+ different payroll solutions
- 50+ payroll system instances (i.e., configurations & data bases)
- 35+ different timekeeping solutions
- 40+ country-specific benefit schemes
- 20+ required languages (per corporate communication analysis)
BETTER DATA = BETTER PEOPLE PRACTICES = COMPETITIVE EDGE
POLL #2

DO YOU HAVE AN OPERATING MODEL OR GOVERNANCE IN PLACE FOR YOUR PEOPLE DATA?

A. Yes
B. No
C. Unsure
**People Analytics Vision:** Unlock and leverage HR data & analytics to provide meaningful insights to Business & HR leaders that inform better people decisions. We will do this through a consultative operating model built on a strong data foundation in partnership with Shared Services.

<table>
<thead>
<tr>
<th>GUIDING PRINCIPLES (A+)</th>
<th>EXPERIENCE</th>
<th>MEASURES</th>
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<tbody>
<tr>
<td><strong>Accurate</strong></td>
<td><strong>Actionable</strong></td>
<td><strong>Accessible</strong></td>
</tr>
<tr>
<td>• My go-to for people data</td>
<td>• Insights jump off the screen</td>
<td>• Have access to data about my people/org when I want it where I want it</td>
</tr>
<tr>
<td>• I trust the data; it’s complete, accurate and real-time</td>
<td>• Able to make educated predictions and alert decision makers to take action</td>
<td>• Insights are pushed to me when I need them</td>
</tr>
<tr>
<td>• There is a single source of truth for each data element</td>
<td>• HR better able to play offense by using data and [prescriptive and predictive] analytics to better consult with business and personalize service</td>
<td>• Easy to use (e.g., able to search in plain English, see definitions of metrics / fields in the flow of work)</td>
</tr>
<tr>
<td>• I leverage key operational metrics for the business I support</td>
<td>• Leaders held accountable for some measures</td>
<td>• Can drill into data securely when I need to</td>
</tr>
<tr>
<td>• HR can demonstrate the impact of programs and people decisions on the business</td>
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<th><strong>Aligned</strong></th>
<th><strong>Additional Measures</strong></th>
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<tr>
<td>• Deliverables (e.g., reports, dashboards) are designed to serve the entire org first and parts of the org (e.g., BU’s, locations) when necessary</td>
<td></td>
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<tr>
<td>• Purpose &amp; definitions (e.g., metrics, groups) are clear and consistent for consumers</td>
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// THE ROLE OF PEOPLE DATA FOR BUSINESS ACCELERATION
DATA MUST BE

➔ Clean
➔ Trusted
➔ Accurate
➔ Holistic
PEOPLE MUST BE

➔ Human
➔ Empathetic
➔ Focused
➔ Long-term thinking
DATA IS THE FUEL THAT DRIVES ALL PEOPLE DECISIONS INTO THE FUTURE
UNDERSTAND THE 3Ms:
MINDSET // MEASURES // METRICS
NEXT IN THE SERIES:

WEDNESDAY, JULY 7

MASTERCLASS:
A Digital Vision for Transformation
4 Pillars of a Digital Vision

Guiding Principles: A framework of rules and values that add context to the story and guide decision making

Measures: How you define success and drive accountability in alignment with the vision and guiding principles

Story (Vision Statement): Declaration of what Digital HR should be at your company, how it will deliver value and to whom.

Experience (Attributes): How will things look and feel to different workforce personas?

WHAT IT GIVES US
- Clarity on what we’re trying to achieve
- Alignment for decision making
- Targets for accountability
Create a seamless, intuitive digital experience for all associates by delivering modern, integrated solutions that enable associates to easily connect and contribute their best work.

Digital Associate Experience Vision

- **Collaborative**
  Working better together in-person or remotely with no friction

- **Associate Centric**
  Designed for the associate; simple & intuitive

- **Connected**
  Seamless, one-stop shop

- **Flexible**
  Ease of interaction and direct access when and where it’s needed

- **Future-Focused**
  Continuously improving, adaptable and innovative

Create a seamless, intuitive digital experience for all associates by delivering modern, integrated solutions that enable associates to easily connect and contribute their best work.
Digital Associate Experience Vision Map

Vision Statement:
Create a seamless, intuitive digital experience for all associates by delivering modern, integrated solutions that enable associates to easily connect and contribute their best work.

Guiding Principles

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<th>Collaborative</th>
<th>Associate-Centric</th>
<th>Connected</th>
<th>Flexible</th>
<th>Future-Focused</th>
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<tr>
<td>Work across teams and lines of business, both in-person and remotely</td>
<td>One stop shop</td>
<td>Measure connectivity through network analysis and analytics</td>
<td>Enables faster decision making</td>
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<tr>
<td>Rapid and dynamic interactions, reduce barriers to interact</td>
<td>Seamless experience with simplified work processes</td>
<td>Communicate across different devices and channels</td>
<td>Allows rapid changes to comms messaging and prioritization of content</td>
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<tr>
<td>Build and expand networks through multiple mediums</td>
<td>Easy access to information</td>
<td>Shift employee behavior to pull relevant content rather than push</td>
<td>Ease of reaching others outside your area, connection</td>
<td></td>
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<tr>
<td>Real-time connections</td>
<td>Differentiated and personal based on associate needs</td>
<td>Social support when and where the Associates needs it</td>
<td>Speed to production</td>
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<tr>
<td>Acknowledgements, recognition, feedback</td>
<td>Create “wow” moments that matter</td>
<td>Learn how to use new tools, share experiences with others</td>
<td>Improved business insights</td>
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<tr>
<td>Teamwork alignment and synergy made easy</td>
<td>Accessible digital experiences will account for the needs of every associate by engaging in thoughtful and careful design</td>
<td>Work better together and support the JMFE culture</td>
<td>Self-sufficiency for all Associates, less red tape</td>
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Reduced Portfolio of Associate Facing Solutions
Associate satisfaction with collaboration tools as measured by digital assessments or Glint Survey
Voice of the Associate Scorecard
Speed of content production
Broader adoption of Associate-facing transactional services

ATTRIBUTES

- Work productivity solutions have a purpose and challenge our thinking
- Approach new ways of working with a growth mindset and focus on continuous improvement
- Make better informed decisions through big data
- Innovative experiences create value for the Associate and the business

MEASURES

- Associate satisfaction with collaboration tools as measured by digital assessments or Glint Survey
- Voice of the Associate Scorecard
- Speed of content production
- Broader adoption of Associate-facing transactional services
## Key Outcomes of a Digital Vision

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<th>Associates</th>
<th>Business Leaders</th>
<th>Enterprise Services</th>
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<tr>
<td>• Digital access to information and services at any time, on any device, no need to wait for manager or support function to be available.</td>
<td>• Direct, digital access to knowledge around key leadership processes. Increased ownership for core development activities.</td>
<td>• Improved data quality &amp; greater governance of data and processes.</td>
</tr>
<tr>
<td>• Intuitive, seamless, consumer like experience that enables and drives Direct Access (Self Service) to information, tools and services.</td>
<td>• Lessens time burden on managers to assist associates with administrative issues.</td>
<td>• Increased productivity via process improvement.</td>
</tr>
<tr>
<td>• Less time spent hunting for information and being sent from one person to another in search of an answer.</td>
<td>• More time to focus on hiring and growing great talent to improve store productivity.</td>
<td>• Less repetitive admin, more time on strategic support of the business and coaching People/Business Leaders</td>
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<td></td>
<td>• Easier and more effective workforce planning process.</td>
<td>• Ability to scale enterprise support support more quickly to support growth.</td>
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