People Analytics INSIGHTS



MAKING BETTER PEOPLE-RELATED DECISIONS,
INCREASING COMPANY PERFORMANCE
AND EMPLOYEE ENGAGEMENT





THOMAS DOWELL









PERFORMANCE 90

ALICE TALENT





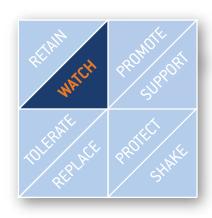




PERFORMANCE 40

JOHN TALK









PERFORMANCE 10

JANE RELAXED





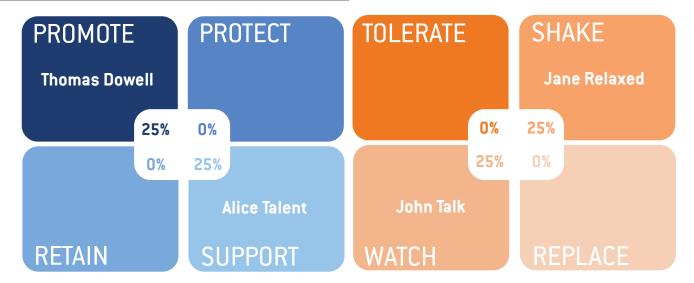




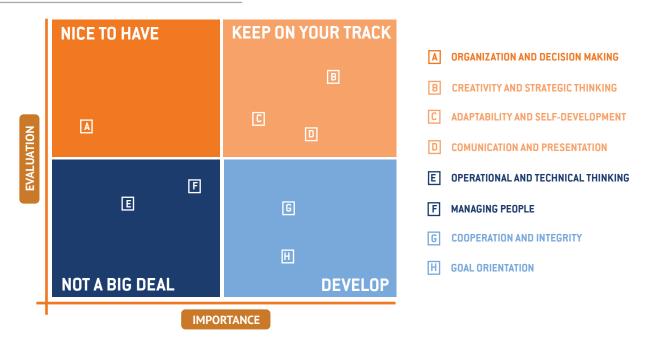




1.RECOMMENDATIONS - CALL FOR AN ACTION



2.1 DEVELOPMENTAL AREAS



2.2 DEVELOPMENTAL RECOMMENDATIONS

COMPETENCES	NAMES
MANAGING PEOPLE	John Talk
COOPERATION AND INTEGRITY	Alice Talent, Jane Relaxed, John Talk
COMUNICATION AND PRESENTATION	N/A
OPERATIONAL AND TECHNICAL THINKING	Jane Relaxed, John Talk
CREATIVITY AND STRATEGIC THINKING	N/A
ORGANIZATION AND DECISION MAKING	Alice Talent
ADAPTABILITY AND SELF-DEVELOPMENT	John Talk
GOAL ORIENTATION	Alice Talent, Jane Relaxed, John Talk



2.3 INTERNAL MENTORS

COMPETENCES	TOP PERFORMERS
MANAGING PEOPLE	Thomas Dowell
COOPERATION AND INTEGRITY	N/A
COMUNICATION AND PRESENTATION	John Talk
OPERATIONAL AND TECHNICAL THINKING	N/A
CREATIVITY AND STRATEGIC THINKING	Alice Talent
ORGANIZATION AND DECISION MAKING	Thomas Dowell
ADAPTABILITY AND SELF-DEVELOPMENT	Alice Talent
GOAL ORIENTATION	Thomas Dowell

3.1 PERFORMANCE PREDICTORS

SIGNIFICANT	HEDONISM (MVPI)	0.47
SIGNIFICANT	COGNITION (DRT)	0.44
SIGNIFICANT	CREATIVITY AND STRATEGIC THINKING (360°)	0.43
SIGNIFICANT	COMMERCE (MVPI)	0.38
SIGNIFICANT	IMAGINATIVE (HDS)	0.34
SIGNIFICANT	SECURE (MVPI)	- 0.38
SIGNIFICANT	PRUDENCE (HPI)	0.31
ALMOST SIGNIFICANT	DECISION QUALITY (HPI, HDS, MVPI)	0.28
ALMOST SIGNIFICANT	BUSINESS ACUMEN (HPI, HDS, MVPI)	0.26
ALMOST SIGNIFICANT	BONUSES (HR DATA)	0.24
	• • •	
SIGNIFICANT	POTENTIAL - COGNITION (DRT)	0.44
ALMOST SIGNIFICANT	POTENTIAL - PERSONALITY (HPI, HDS, MVPI)	
SIGNIFICANT	POTENTIAL - OVERALL (HPI, HDS, MVPI, DRT)	
ALMOST SIGNIFICANT	REPUTATION (360°)	0.23
	0 0.10 0.20 0.30 0.40 0.50 0.60 0.70 0.80	0.90 1.00

3.2 INTERNAL BENCHMARKS

IDENTIFIED DIFFERENCES	COMPANY	TEAM	SIGNIFICANCE
COOPERATION AND INTEGRITY (360°)	4,2	3	VERY SIGNIFICANT
MONTHS IN COMPANY (HR DATA)	35	16	VERY SIGNIFICANT
PRUDENCE	57	20	VERY SIGNIFICANT
CREATIVITY AND STRATEGIC THINKING (360°)	3,5	4,6	VERY SIGNIFICANT
COMMERCE (MVPI)	84	52	SIGNIFICANT
GOAL ORIENTATION (MVPI)	3,5	2,5	ALMOST SIGNIFICANT
SAFE BEHAVIOR (SAFETY)	48	33	ALMOST SIGNIFICANT



3.3 BOSS PERFORMANCE VS. TEAM PERFORMANCE

REPUTATION		MANAGERS		BU PROFITABILITY
86	Thomas Dowell	•	Thomas Dowell	90
79	John Talk		Alice Talent	77
63	Alice Talent		Jane Relaxed	67
36	Jane Relaxed		John Talk	50

4.1 TEAM ROLES

RESULTS	RELATIONSHIPS	PROCESS	INNOVATION	PRAGMATISM
25 %	0 %	50 %	75%	0 %
Accountability is vital for this team - establish clear goals, timelines and deliverables and measure these publicly. Hold individual members to account for their commitments. Since the team may drift from goals over time, hold sessions in which the team reconfirm targets, or set stretch goals. From time-to-time encourage external critique of your performance. Have someone external to the team play devil's advocate and challenge the team to define its goals and measures.	The good news is that this can be a no-nonsense team unafraid of giving each other feedback. With limited awareness of the value of relationships, the team may pay insufficient attention to social bonds. Make time to celebrate success and spend time socialising. Keep track of important stakeholders outside of the team - are you delivering to their needs?"	The team has enough members to ensure a focus around good process and follow through. The team is likely to be productive, organized, and good at following plans. The team is consistent about finishing projects on time."	The team has enough members to ensure there is an appropriate focus on vision and longer term strategy. The team is also capable of dealing with novel and unexpected problems. The team is also capable of dealing with novel and unexpected problems.	Because no team member plays this role, seemingly great ideas or decisions may go unchallenged by team members around the realistic ability to implement effectively. Ensure systems and members present the team with a real world view. Develop and practice routines for ensuring pragmatic solutions and grounded ideas.
Thomas Dowell		Thomas Dowell Alice Talent	Thomas Dowell Alice Talent Jane Relaxed	



CHESS

PLAYER

intuitive

0 %

4.2 DECISION-MAKING STYLES

AUDITOR PROMOTER INVESTOR POLITICIAN 25 % 50 % 25 % 0 % reward-focused threat-focused reward-focused Alice Talent Thomas John Talk • strategic • tactical Jane Relaxed data-driven intuitive **STOCK DEFENSE SURGEON TRADER ANALYST** • threat-focused 0 % 0 % 0 % threat-focused • tactical • strategic intuitive data-driven



They tend to be spontaneous and work primarily in team sessions. They will build relationships and develop strategic alliances. They will create an environment that is approachable, trusting, and open. At times, however, these teams may lose sight of key objectives or be easily distracted. They may confuse style with substance.

HEDONISM

Alice Talent Jane Relaxed John Talk

Focus may suffer as the team can be impulsive and lack discipline. They will create a work environment with opportunities to have a good time and that emphasizes enjoyment over results. Team members may be easily bored and unconcerned with details. Staff may grow impatient as the team lacks follow-through.

AESTHETICS

Alice Talent Jane Relaxed They use their imagination and are happiest in work environments that allow experimentation, exploration, and discussion. They will create a work environment that values innovation and the aesthetic appearance of work products. As a team, at times their enthusiasm for the new and the interesting may cause them to ignore routine and process, or they may sacrifice momentum and production for the sake of an interesting idea. Others may see them as disorganized and reluctant to delegate.

4.4 TEAM DERAILERS

IMAGINATIVE

Jane Relaxed, John Talk

Major risks: they are not always logical, so creative ideas may be off the mark and impractical. The team may prove intellectually quick and insightful, but have trouble getting its ideas across and remaining focused enough to ensure delivery. They may be confused about their goals, directions, or intentions. Colleagues will see them as self-absorbed and insensitive to feedback. The team can be impractical and out of touch.

- The team needs to ensure it keeps the mission and deliverables firmly in front of it. Keep goals and directions succinct.
- Take the time to test reactions to team ideas before actioning them. To do this, employ an a trusted colleague or outsider as devil's advocate to challenge your thinking and test your logic.
- Be aware others may not follow the team's intuitions of leaps of insight - develop methods of explaining the links between data, ideas and outcomes.
- Engage the organisation's pragmatists to keep grounded.
- Test communication for understanding and
- · Always discuss implementation and delivery.
- · Benchmark to keep grounded.



Major risks: they have trouble staying organised and focused, keeping on top of tasks and delivering; they may mistake the urgent for the important; they may create factions or competition for attention.

- Under pressure the team should regroup and come back to basics. The team should discipline itself to knuckle down and deliver when the pressure
- Keep clear priorities and consciously check the impulse to chase exciting, but low value, pieces of
- · Recast existing goals in new ways to sustain interest.
- Listen to members who emphasise substance over style, and delivery over promises.
- Tie rewards and recognition to completion and deliveru.

Major risks: they have extreme difficulty remaining cohesive; they are arrogant, and they may over estimate their talents and overreach themselves; they are unlikely to care about each other's success and may compete.

- This team needs to learn humility and grace; overconfidence can bring the team down.
- Build risk assessment into its planning and take time to review risks formally.
- The team needs to learn to listen to criticism and to consult, allowing outside voices into decision making.
- Gather feedback on team performance and
- Methods for tracking and correcting errors (like "lessons learned" sessions) will be vital. Acknowledge mistakes immediately and formally.



5.1 TEAM OUTLIERS

VARIABLE	OUTLIERS
DAY-TO-DAY BEHAVIOR	John Talk
MOTIVATION/VALUES/INTERESTS	Jane Relaxed
DERAILERS	Thomas Dowell
POTENTIAL	N/A
REPUTATION	John Talk ↑
PERFORMANCE	Thomas Dowell \uparrow , John Talk \downarrow

5. 2 RETENTION PREDICTION

NAME	RISK OF LEAVING
1. Jane Relaxed	93
2. Thomas Dowell	67
3. Alice Talent	43
4. John Talk	33

Thomas Dowell

Campaign Manager $_{\Gamma}$ 36 months in the company 23 months in the current position

i 12 direct subordinaries

3rd layer

Bristol University (Marketing)

> Male 32 vear **Married**



▶ POTENTIAL - COGNITION (GENERAL POPULATION)

POTENTIAL - PERSONALITY (MANAGERS)

III. POTENTIAL - OVERALL

REPUTATION (MANAGERS)

■ SUBORDINATE TEAM'S PERFORMANCE

92 88

90

86

90 **PROMOTE**

90

RELATIVE RISK OF LEAVING

MEDIUM (67)

DEVELOPMENT AREAS

N/A

MOTIVATORS

- INTERESTED IN MONEY, PROFITS, INVESTMENT, AND BUSINESS OPPORTUNITIES;
- **ENJOYING AND SEEKING OUT SOCIAL INTERACTION**

DAY-TO-DAY BEHAVIOUR

- ORGANIZED, DEPENDABLE, AND EASY TO SUPERVISE
- CONFIDENT, RESILIENT, AND OPTIMISTIC
- COMPETITIVE AND HARD WORKING OUTGOING AND COLORFUL
- FRIENDLY, WARM, AND POPULAR
- OUICK-WITTED AND VISIONARY, BUT EASILY BORED
- LESS INTERESTED IN FORMAL EDUCATION AND MORE
- INTERESTED IN HANDS-ON LEARNING ON THE JOB

DERAILERS

 OVERLY SELF-CONFIDENT, ARROGANT, ENTITLED

SKILLS_

- ✓ MARKETING
- ✓ MANAGEMENT
- CAMPAIGNS
- **✓** DESIGN

OUTLIER _



DAY-TO-DAY BEHAVIOUR SELF-DISCIPLINED, RESPONSIBLE, AND THOROUGH



PERFORMANCE VERY HIGH

TEAM ROLES

RESULTS

PROCESS

DECISION-MAKING STYLE

INVESTOR

(reward-focused, strategic, data-driven)

CORE COMPETENCY FITS_

CAREER AMBITION DECISION QUALITY DRIVE FOR RESULTS

INTELLECTUAL HORSEPOWER

PLANNING

PROBLEM SOLVING

SELF-KNOWLEDGE

TECHNICAL LEARNING

VERY HIGH (92)

HIGH (75)

VERY HIGH (91)

MEDIUM (36)

HIGH (78)

MEDIUM (73)

HIGH (76)

MEDIUM (41)

JOB FITS.

MANAGERS

LEADERS

PROFFESIONALS

TECHNICIANS & SPECIALISTS

OPERATIONS & TRADERS

SALES & CUSTOMER SUPPORT

ADMINISTRATIVE & CLERICAL

SERVICE & SUPPORT

HIGH (83)

VERY HIGH (88)

HIGH (81)

MEDIUM (47)

LOW (22)

MEDIUM (25)

LOW (21)

LOW (17)

Alice Talent

Marketing Research Manager
12 months in the company
9 months in the current position

8 direct subordinaries

[3rd layer]

Plymouth University (Sociology)

Female
- 28 year
Single



▶ POTENTIAL - COGNITION (GENERAL POPULATION)

▶ POTENTIAL - PERSONALITY (MANAGERS)

III POTENTIAL - OVERALL

REPUTATION (MANAGERS)

PERFORMANCE (MANAGERS)

RECOMMENDATION STATUS

■ SUBORDINATE TEAM'S PERFORMANCE

98

79

90 63

40

SUPPORT

77

RELATIVE RISK OF LEAVING

MEDIUM (43)

DEVELOPMENT AREAS

- COOPERATION AND INTEGRITY
- ORGANIZATION AND DECISION-MAKING
- GOAL ORIENTATION

MOTIVATORS

- ORIENTATION FOR FUN, PLEASURE, AND ENJOYMENT
- NEED FOR SELF-EXPRESSION, CONCERN OVER LOOK, FEEL, AND DESIGN OF WORK PRODUCTS
- RESPONSIVE TO ATTENTION, APPROVAL, AND PRAISE

DAY-TO-DAY BEHAVIOUR

- CONFIDENT, RESILIENT, AND OPTIMISTIC
- COMPETITIVE AND HARD WORKING
- OUTGOING AND COLORFUL
- FRIENDLY, WARM, AND POPULAR
- SPONTANEOUS AND FLEXIBLE
- CURIOUS, ADVENTUROUS, AND IMAGINATIVE
- ENJOY READING AND STUDYING

DERAILERS

 EAGER TO PLEASE AND RELUCTANT TO ACT INDEPENDENTLY OR AGAINST POPULAR OPINION

SKILLS____

- ✓ MARKETING RESEARCH
- **✓ SEGMENTATION**
- **✓ LEADERSHIP**

OUTLIER _



RESPONSIVE TO ATTENTION, APPROVAL, AND PRAISE

TEAM ROLES.

PROCESS

INNOVATION

DECISION-MAKING STYLE

POLITICIAN

(reward-focused, strategic, intuitive)

CORE COMPETENCY FITS_

CAREER AMBITION

DECISION QUALITY

DRIVE FOR RESULTS

INTELLECTUAL HORSEPOWER

PLANNING

HIGH (75)

HIGH (77)

HIGH (83)

VERY HIGH

MEDIUM (6

INTELLECTUAL HORSEPOWER

PLANNING

PROBLEM SOLVING

SELF-KNOWLEDGE

TECHNICAL LEARNING

VERY HIGH (88)

MEDIUM (61)

HIGH (82)

HIGH (78)

VERY HIGH (94)

JOB FITS_

LEADERS MEDIUM (70) MANAGERS HIGH (79) **PROFFESIONALS** VERY HIGH (88) **TECHNICIANS & SPECIALISTS** HIGH (78) **OPERATIONS & TRADERS MEDIUM (36) SALES & CUSTOMER SUPPORT MEDIUM (43)** ADMINISTRATIVE & CLERICAL **MEDIUM (74)** SERVICE & SUPPORT **MEDIUM (65)**

John Talk

ATL Manager

9 months in the company 5 months in the current position



6 direct subordinaries

[3rd layer]



London University (Communication)

Male 42 vear

Married



▶ POTENTIAL - COGNITION (GENERAL POPULATION)

III POTENTIAL - PERSONALITY (MANAGERS)

III. POTENTIAL - OVERALL

PERFORMANCE (MANAGERS)

SUBORDINATE TEAM'S PERFORMANCE

78

19

40

10

WATCH

50

RELATIVE RISK OF LEAVING

MEDIUM (33)

DEVELOPMENT AREAS

 MANAGING PEOPLE, COOPERATION AND **INTEGRITY**

- OPERATIONAL AND TECHNICAL THINKING
- ADAPTABILITY AND SELF-DEVELOPMENT
- **GOAL ORIENTATION**

MOTIVATORS

- DESIRE FOR AND ENJOYMENT OF SOCIAL INTERACTION
- ORIENTATION FOR FUN, PLEASURE, AND **ENIOYMENT**

DAY-TO-DAY BEHAVIOUR

- TENSE, IRRITABLE, AND NEGATIVE
- UNASSERTIVE AND LESS INTERESTED IN ADVANCEMENT
- OUTGOING AND COLORFUL
- FRIENDLY, WARM, AND POPULAR
- SPONTANEOUS AND FLEXIBLE
- PRACTICAL, FOCUSED, AND ABLE TO CONCENTRATE
- LESS INTERESTED IN FORMAL EDUCATION AND MORE INTERESTED IN HANDS-ON LEARNING ON THE JOB

DERAILERS

- DRAMATIC, ATTENTION-SEEKING. AND INTERRUPTIVE
- CREATIVE, BUT THINKING AND **ACTING IN UNUSUAL OR ECCENTRIC WAYS**
- OVERLY COOPERATIVE, BUT PRIVATELY IRRITABLE, STUBBORN, AND UNCOOPERATIVE

SKILLS_

- **✓ PRICE NEGOTIATION**
- **✔** BROADCASTED ADVERTISEMENTS
- ✓ PRODUCT PLACEMENT

OUTLIER .



OVERTLY COOPERATIVE, BUT PRIVATELY IRRITABLE, STUBBORN, AND UNCOOPERATIVE



PERFORMANCE VERY LOW



REPUTATION VERY HIG

TEAM ROLES ____

INNOVATION

CORE COMPETENCY FITS __

CAREER AMBITION VERY LOW (11) **DECISION OUALITY MEDIUM (46) DRIVE FOR RESULTS** VERY LOW (16) INTELLECTUAL HORSEPOWER **MEDIUM (58) PLANNING** LOW (17) PROBLEM SOLVING LOW (16) SELF-KNOWLEDGE **MEDIUM (53) TECHNICAL LEARNING** LOW (19)

DECISION-MAKING STYLE

PROMOTER

(reward-focused, tactical, intuitive)

JOB FITS_

LEADERS LOW (17) **MANAGERS** LOW (19) **PROFFESIONALS** LOW (17) **TECHNICIANS & SPECIALISTS MEDIUM (25) OPERATIONS & TRADERS** LOW (16) **SALES & CUSTOMER SUPPORT MEDIUM (56)** ADMINISTRATIVE & CLERICAL LOW (24) **SERVICE & SUPPORT** LOW (21)

Jane Relaxed

BTL Manager

6 months in the company $^{f L}$ 6 months in the current position



4 direct subordinaries

[3rd layer]



London University (Public Relations)

Female 37 year

Married



▶ POTENTIAL - COGNITION (GENERAL POPULATION)

▶ POTENTIAL - PERSONALITY (MANAGERS)

III POTENTIAL - OVERALL

FREPUTATION (MANAGERS)

PERFORMANCE (MANAGERS)

III RECOMMENDATION STATUS

■ SUBORDINATE TEAM'S PERFORMANCE

89

76

83 36

40

SHAKE

67

RELATIVE RISK OF LEAVING

VERY HIGH (93)

DEVELOPMENT AREAS

- COOPERATION AND INTEGRITY
- OPERATIONAL AND TECHNICAL THINKING
- GOAL ORIENTATION

MOTIVATORS

- DESIRE FOR AND ENJOYMENT OF SOCIAL INTERACTION
- ORIENTATION FOR FUN. PLEASURE, AND **ENJOYMENT**
- NEED FOR SELF-EXPRESSION. CONCERN OVER LOOK, FEEL, AND DESIGN OF WORK PRODUCTS

DAY-TO-DAY BEHAVIOUR

- CONFIDENT, RESILIENT, AND OPTIMISTIC
- SEEM UNASSERTIVE AND LESS INTERESTED IN **ADVANCEMENT**
- RESERVED AND QUIET
- FRIENDLY, WARM, AND POPULAR
- SPONTANEOUS AND FLEXIBLE
- CURIOUS, ADVENTUROUS, AND IMAGINATIVE

DERAILERS

- CREATIVE, BUT THINKING AND ACTING IN UNUSUAL OR **ECCENTRIC WAYS**
- RESERVED AND QUIET

SKILLS____

- ✓ ONLINE MARKETING
- **✓** ONLINE ANALYTICS
- ONLINE CAMPAIGNS

OUTLIER _



DERAILERS RESERVED AND QUIET

TEAM ROLES _

INNOVATION

CORE COMPETENCY FITS_

CAREER AMBITION MEDIUM (25) DECISION QUALITY HIGH (76) **DRIVE FOR RESULTS MEDIUM (49)** INTELLECTUAL HORSEPOWER VERY HIGH (92) **PLANNING** LOW (17) **PROBLEM SOLVING HIGH (78)**

SELF-KNOWLEDGE HIGH (78) TECHNICAL LEARNING HIGH (81)

DECISION-MAKING STYLE

POLITICIAN

(reward-focused, strategic, intuitive)

JOB FITS

LEADERS MEDIUM (67) MANAGERS HIGH (76) **PROFFESIONALS** HIGH (80) **TECHNICIANS & SPECIALISTS** LOW (22) **OPERATIONS & TRADERS** LOW (17) **SALES & CUSTOMER SUPPORT MEDIUM (43)** ADMINISTRATIVE & CLERICAL VERY LOW (4) SERVICE & SUPPORT **MEDIUM (54)**

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