

# 14<sup>th</sup> HR National Conference

Leadership in the Era of  
People Analytics

Fundamentals of People Analytics for Leaders

*Christian Sellars – Transforming Engagements*

# Fundamentals of People Analytics for Leaders (1 Hour)

*Core analytical frameworks that drive talent and performance decisions*

- Good analytics makes great results possible
- Data sources, analysis and decisions drive results
- But, HR rarely makes decisions alone
- Framing proposals effectively is critical
- HR people analytics framing strategy
- HR rhythms and rituals: employee life-cycle
- HR rhythms and rituals: organisational life-cycle
- Things you can do today

# Good people analytics make great results possible

Employee  
Turnover  
**<5%**

Time  
to fill  
**<30 days**

Internal  
fill rate  
**>50%**

Engagement  
Index  
**>80%**

Vacancy  
rate  
**<5%**

Training Hours  
per employee  
**>50 hours**

# Data sources, analysis & decisions drive results

## Sources

## Analysis

## Decisions

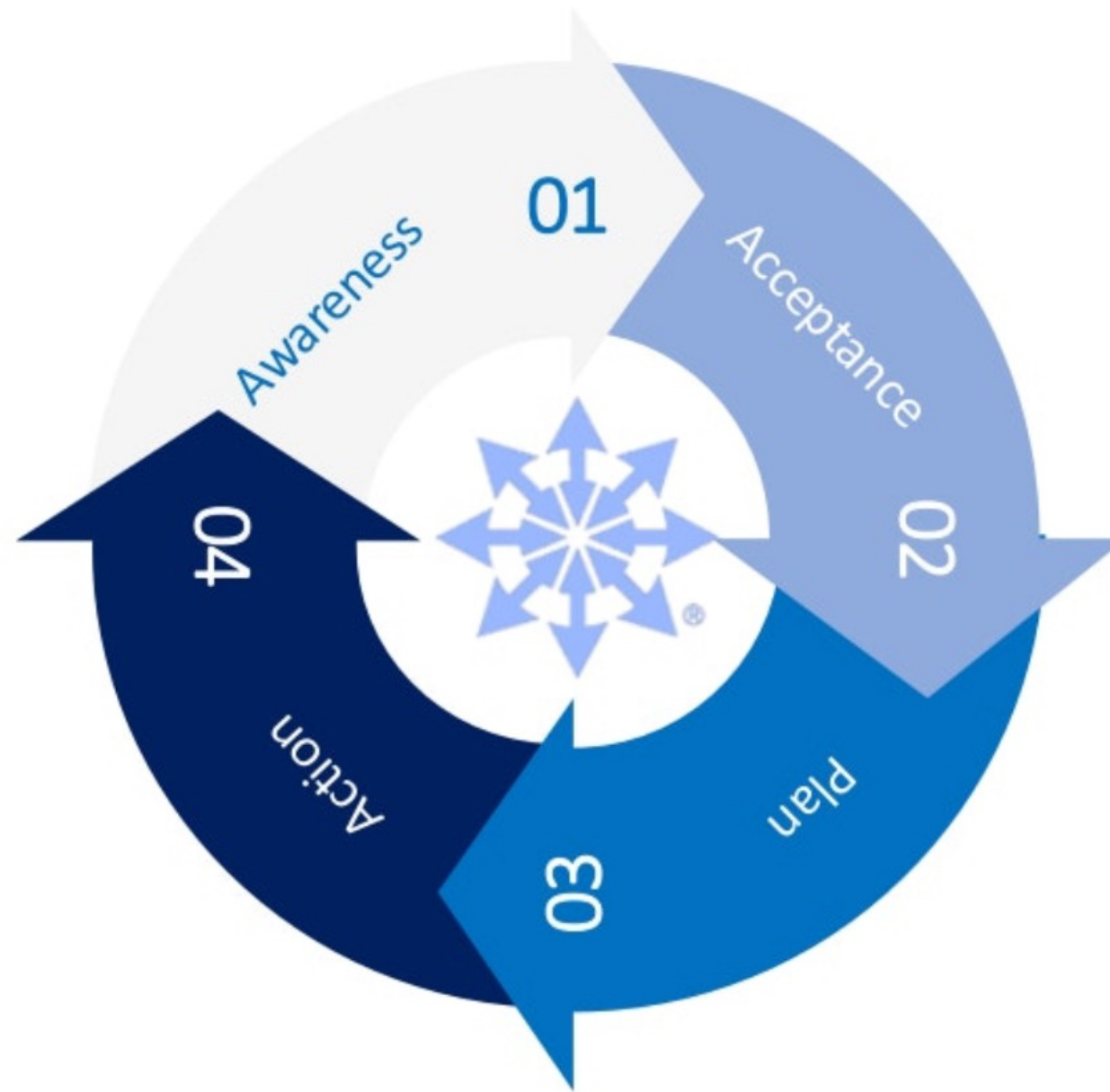
## Results

HCM System	Leader Insights	Surveys	Scorecards	Hiring	Evaluating	Turnover	Engage-ment
Bench marking	Employee Feedback	Grids	Plans	Firing	Developing	Bench Strength	Vacancy Rate

# HR rarely makes decisions on its own



**Daniel Kahneman** - People routinely ignore information that they have in front of them

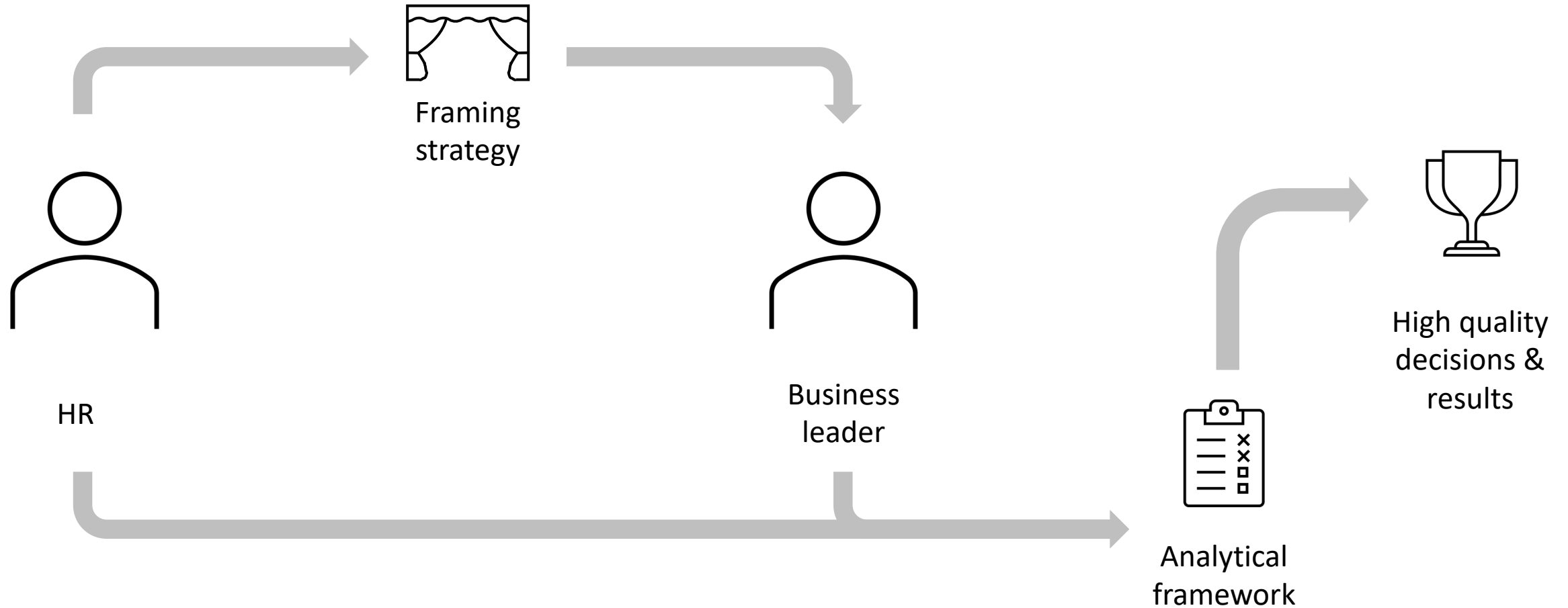


# Framing people analytics effectively is critical



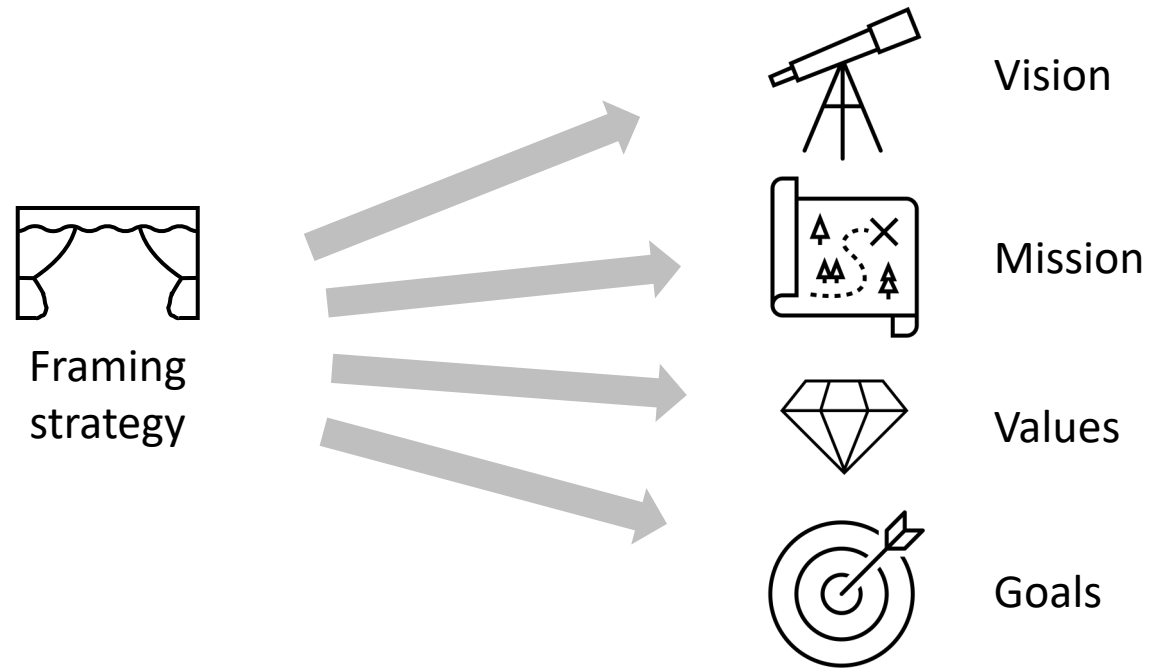
**Robert Cialdini** – if you can influence what someone is thinking just before you make a proposal to them it will change their decisions

# HR people analytics influence model

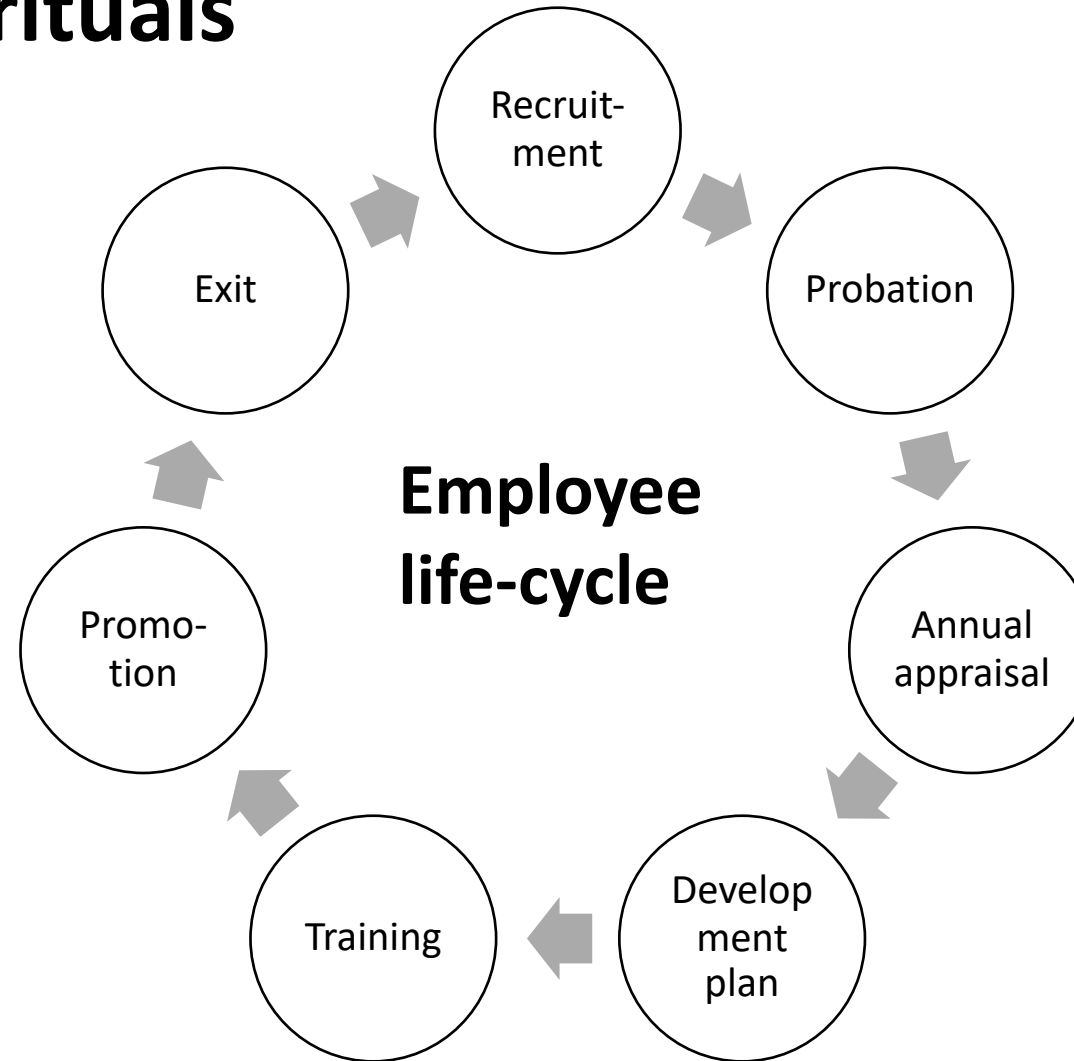




# Points to consider in framing



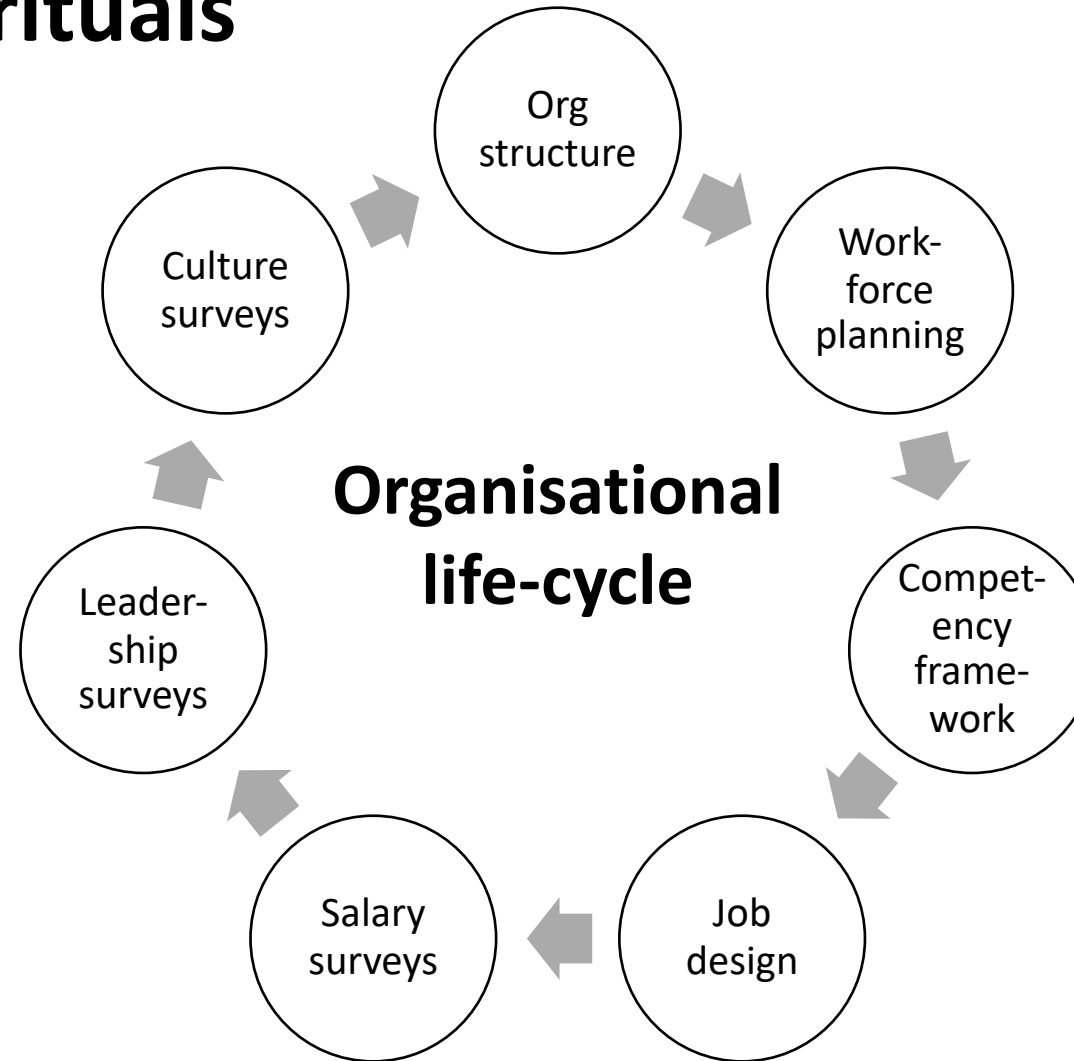
# HR rhythms and rituals



# HR rhythms and rituals: employee life-cycle

Step	Framework	Description	Value	Persuasive tip (framing!)
Recruitment	S-T-A-R	Situation/Task Action Result	I did this > I would do this	Prime for STARs at intake mtg
Probation	Scorecard	Clarifies expectations	Makes probation fair	Ask for scorecard before day 1
Annual appraisal	360-Feedback	Require stakeholder input	Better discussion/decision	Encourage early birds
Dev'ment plan	9-Box Grid	Potential vs Performance	Supervisor accountability	Canvas before discussion
Training	70-20-10	Experience, Social, Formal	Employee accountability	Tie to personal career goals
Promotion	Succession plan	Prioritises candidates	Builds career paths	Do it well in advance
Exit	Perf Imp Plan	Clarifies expectations	Empowers subject	No exit without perf impr plan

# HR rhythms and rituals



# HR rhythms and rituals: organisational life-cycle

Step	Framework	Description	Value	Persuasive tip (framing!)
Org structure	Org chart	Sets out the hierarchy	Clarity on accountability	Incr. alignment, performance
Workforce plan	Forecast	Sets out future capacity	Clarity on growth	Anticipate capacity needs
Competency framework	Knowledge, Skills, Abilities	Behaviours and skills needed for success	Anchors hiring, development, promotion	Anticipate skill needs
Job design	In OCI/OEI	Intrinsic self-perception	Unlocks confidence	Drive scaling
Salary surveys	Benchmarking	Compares pay to industry	Retains talent; fairness	Pre-emptive retention strategy
Leader surveys	360° Impact	Multi-rater style insights	Wide impact	Supports future elevation
Culture survey	OCI / OEI	Culture & climate measure	Comprehensive impact	Growth / competitive benefits

# Things you can do today

- Select one ritual you want to prioritise
- Develop a framing strategy for the decision maker(s)
- Plan one to one engagements before formal review
- Frame and explain the framework
- Complete the process
- Repeat!

# Questions

**THANK YOU!**



# 14<sup>th</sup> HR National Conference

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Building Data-Driven Leadership Capabilities

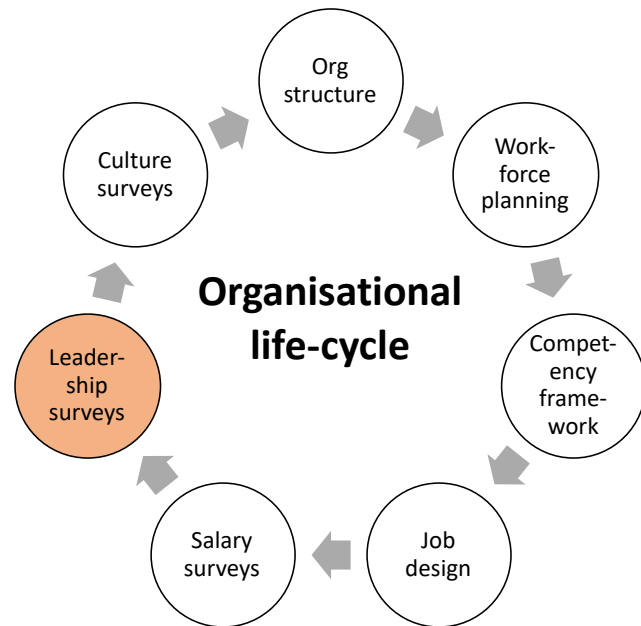
*Christian Sellars – Transforming Engagements*

# Building Data-Driven Leadership Capabilities (40 mins)

*Equipping leaders with the literacy and confidence to interpret and act on data*

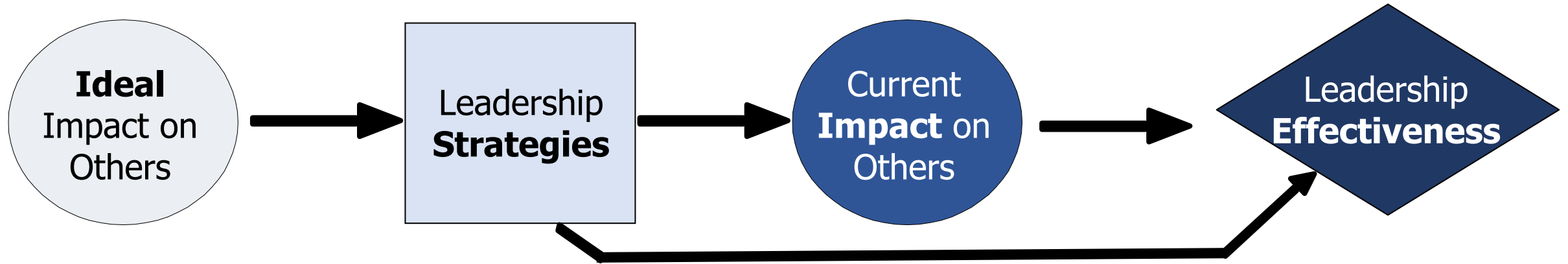
- A framework for analysing leadership capabilities
- Results from Rwanda
- What the results mean
- How to build literacy and confidence to act

# A framework for analysing leadership capabilities



Step	Framework	Description	Value	Persuasive tip (framing!)
Org structure	Org chart	Sets out the hierarchy	Clarity on accountability	Incr. alignment, performance
Workforce plan	Forecast	Sets out future capacity	Clarity on growth	Anticipate capacity needs
Competency framework	Knowledge, Skills, Abilities	Behaviours and skills needed for success	Anchors hiring, development, promotion	Anticipate skill needs
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# A framework for analysing leadership capabilities



What is this leader trying to create?

Self-Description

How often does this leader use Prescriptive vs. Restrictive Strategies?

Self-Description & Feedback

What impact is this leader currently having upon the behavior of others?

Feedback

How effectively does this leader fulfill their role?

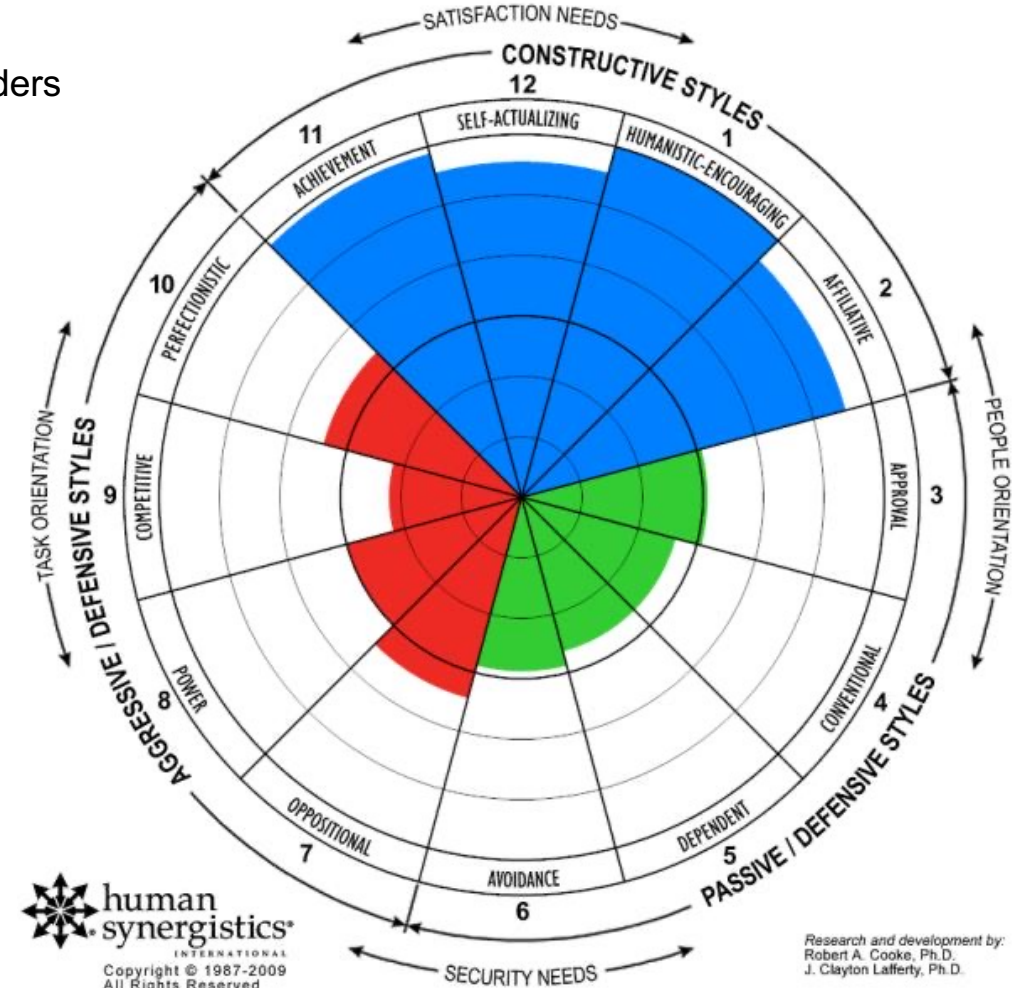
Self-Description & Feedback

## All Data

November 2025

Ideal Impact; 47 Leaders

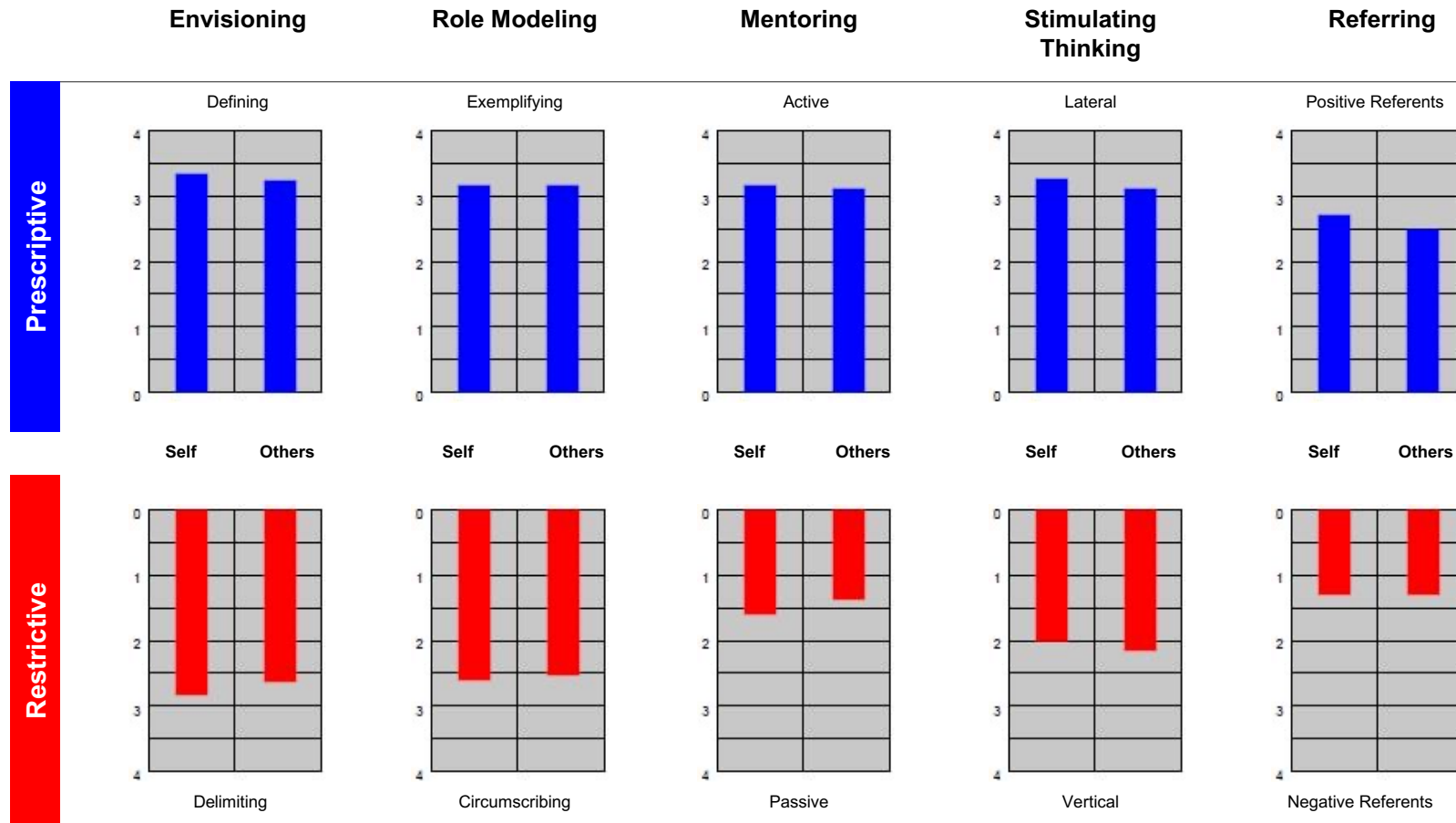
# Results from Rwanda



## All Data

November 2025

## Strategies Summary Barcharts



0 = Never 4 = Always NR = No Response

Research and Development by: Robert A. Cooke, Ph.D.



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RESOURCES MANAGEMENT  
ORGANIZATION

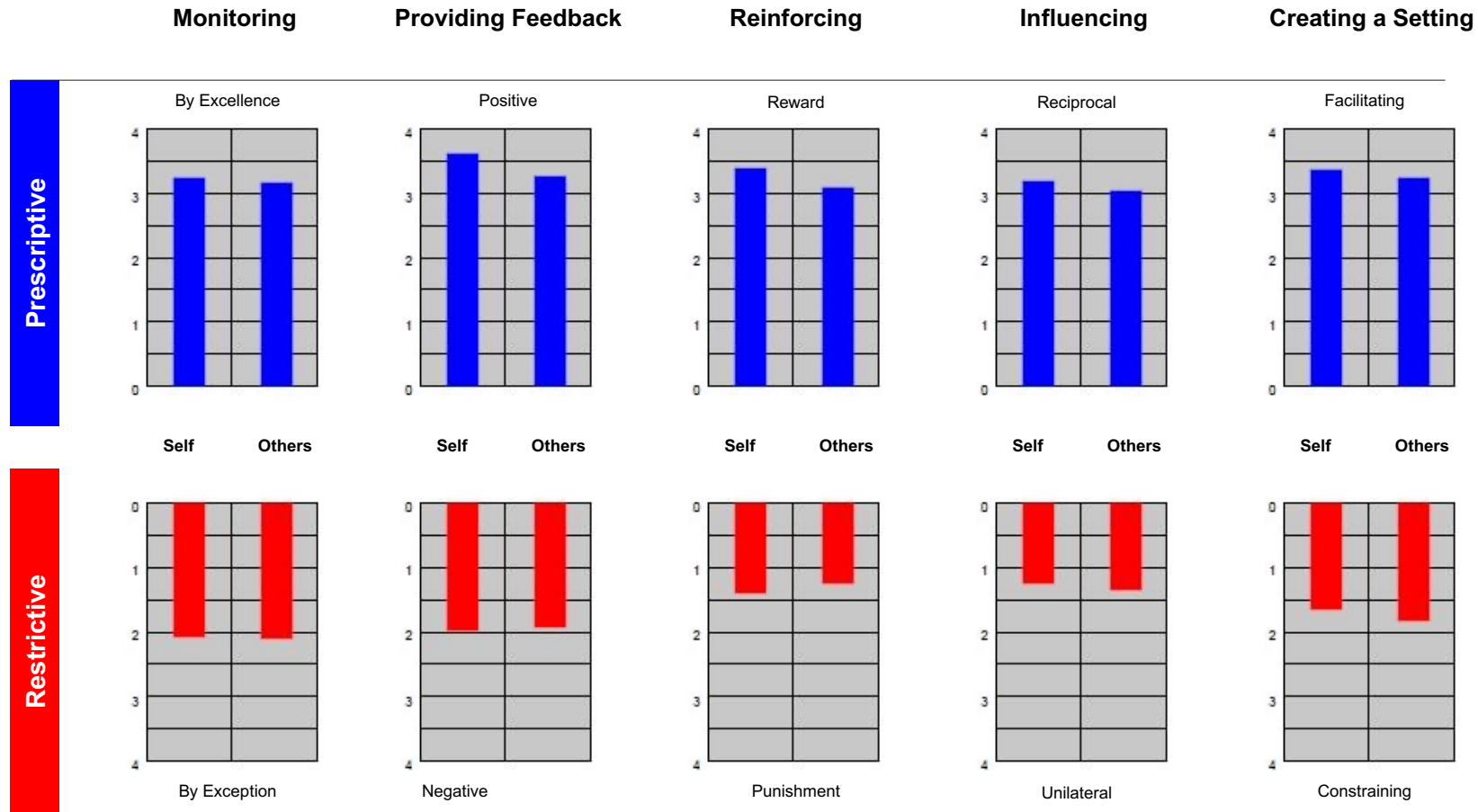
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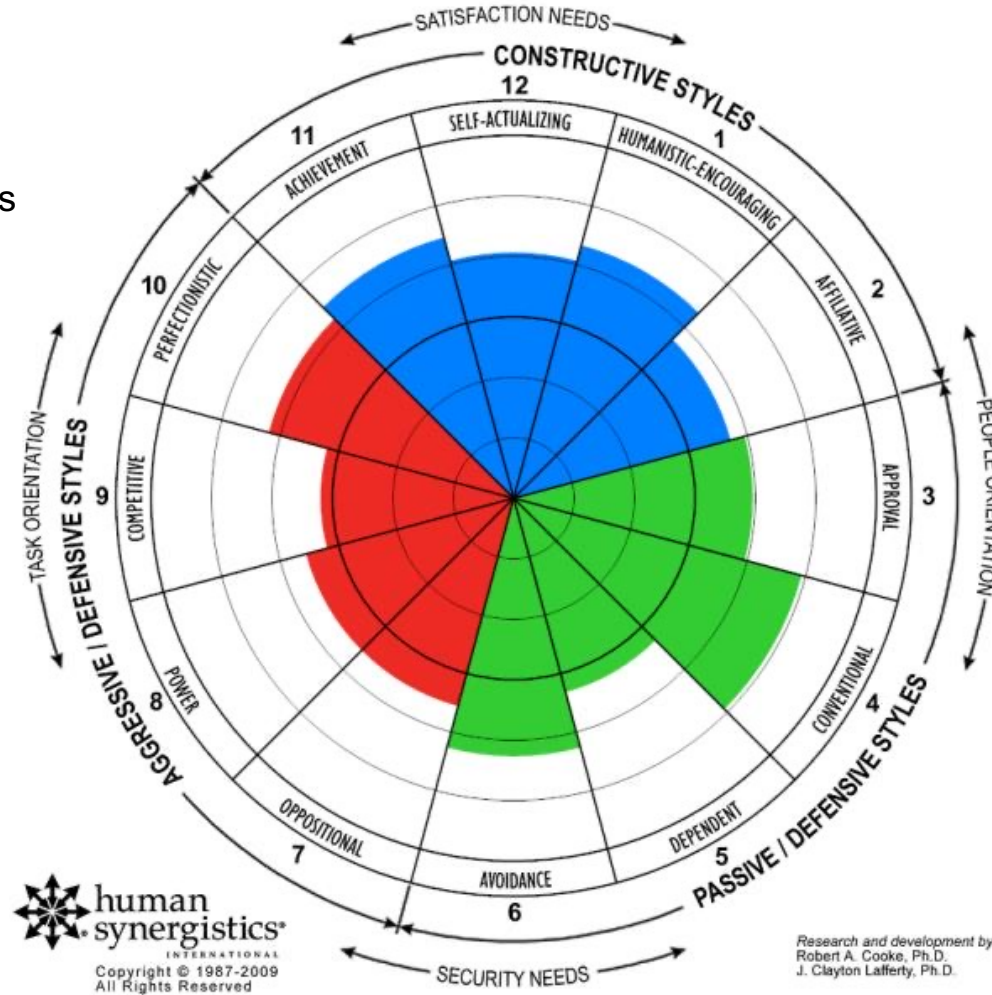
## All Data

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Impact on Others

298 Respondents

Describing 47 Leaders



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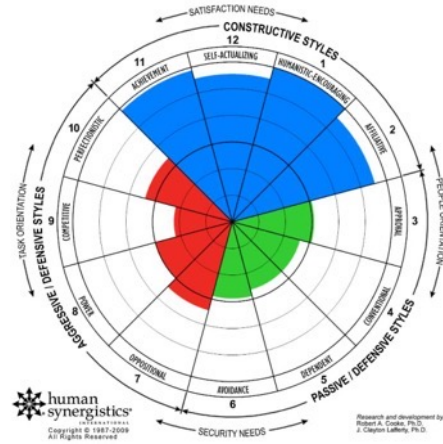
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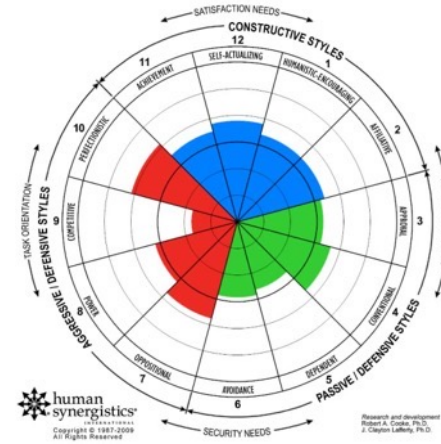
## All Data

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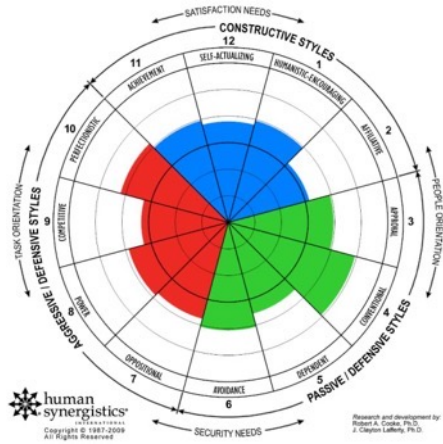
Ideal Impact N =47



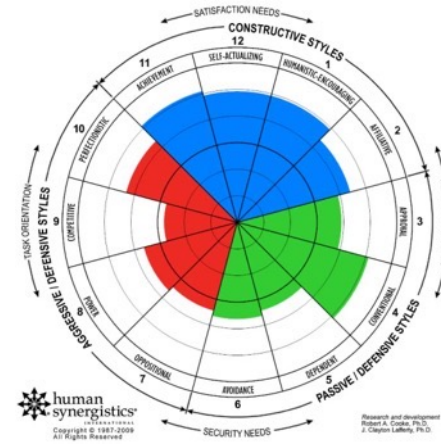
Higher Level Manager N =20



Peer or Associate N =118



Direct Report N =155



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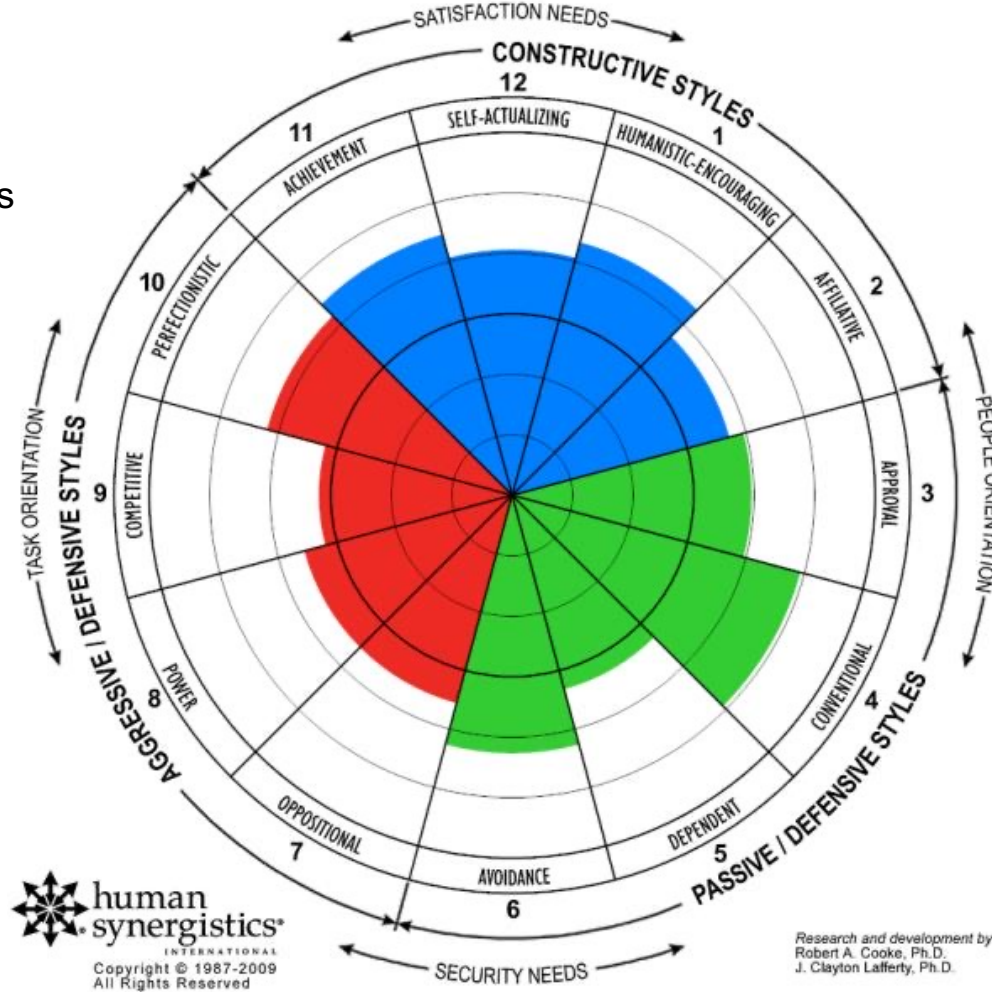
## All Data

November 2025

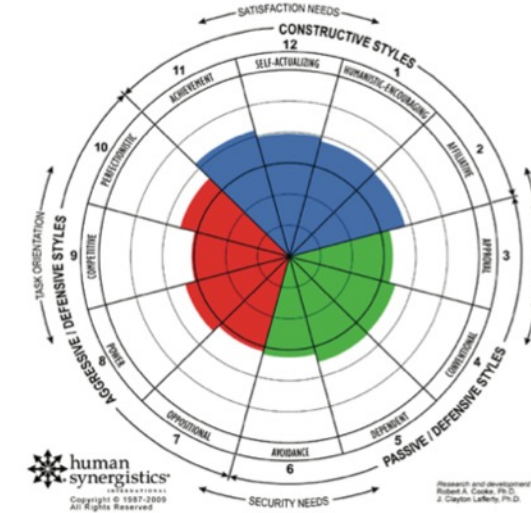
Impact on Others

298 Respondents

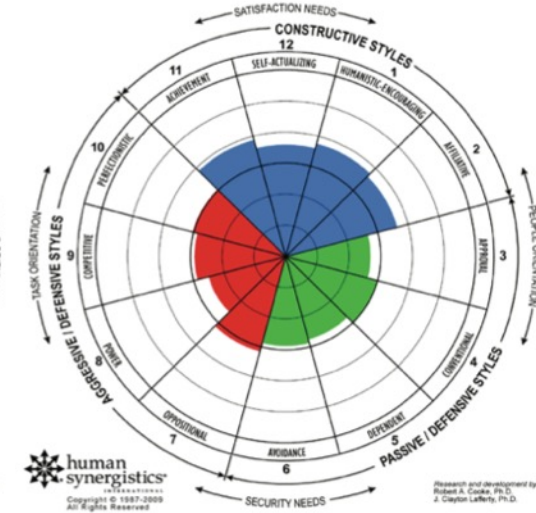
Describing 47 Leaders



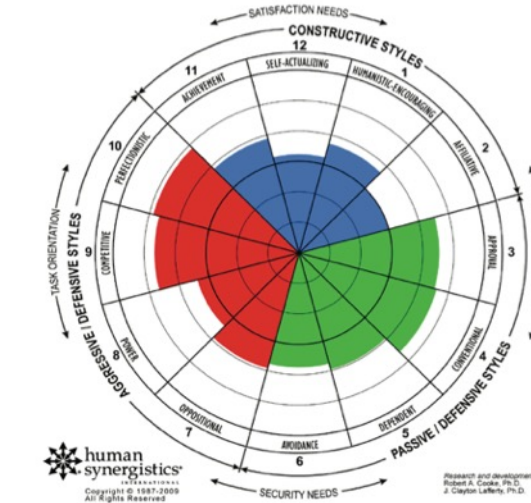
L/I Current: USA



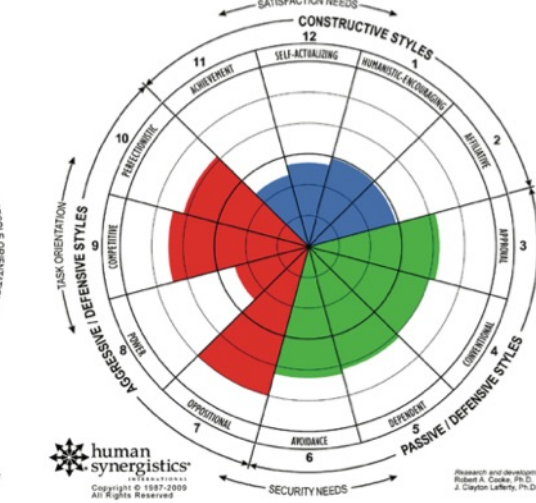
Australia



Current: Belgium



Germany

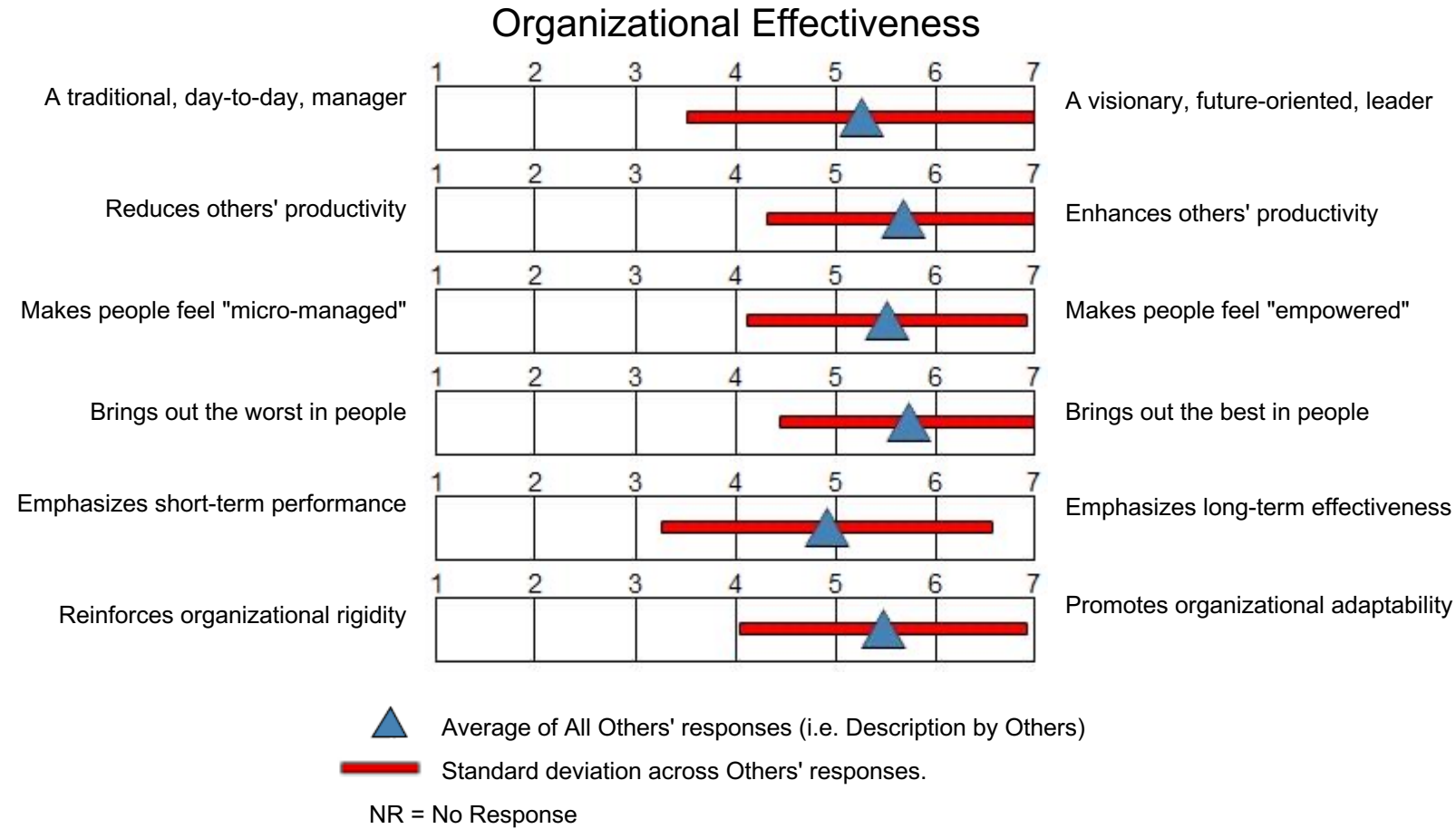


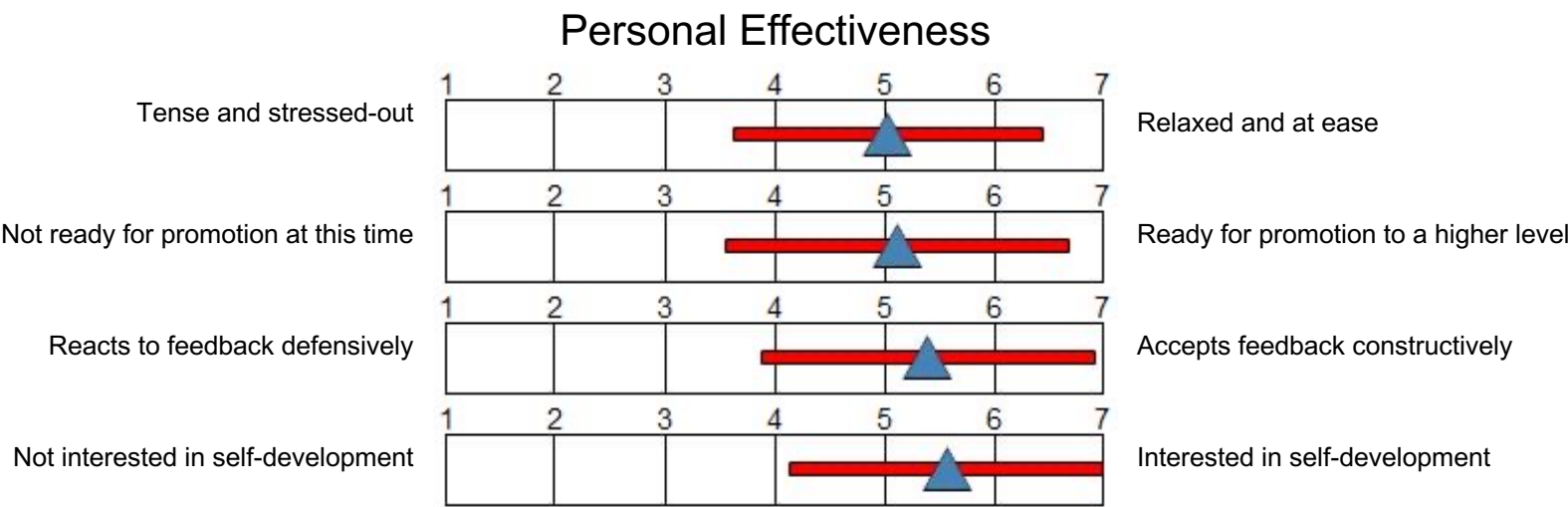
Szumal, J.I. (2014). *The Impact of Leaders and Managers Across and Within Different Countries*. Human Synergistics International. [https://www.humansynergistics.com/docs/default-source/research-publications/impact\\_ldr\\_mgr\\_across\\_countries.pdf](https://www.humansynergistics.com/docs/default-source/research-publications/impact_ldr_mgr_across_countries.pdf)





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 Average of All Others' responses (i.e. Description by Others)

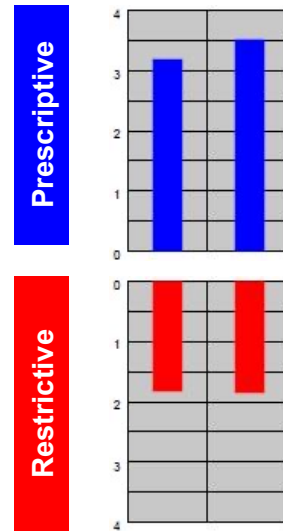
 Standard deviation across Others' responses.

NR = No Response

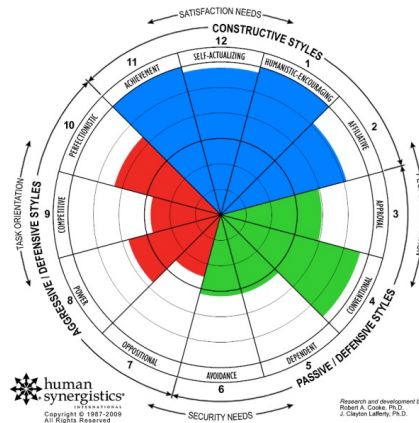


## Prescriptive Leadership Strategies and Impact on Others

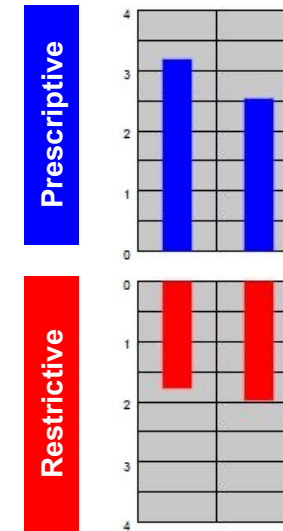
Most Prescriptive (top 15%)



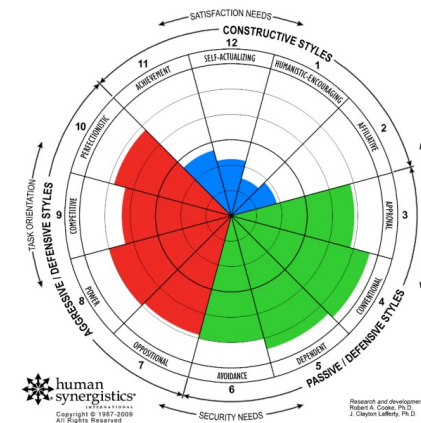
Impact on Others  
(7 Leaders)



Least Prescriptive (bottom 15%)



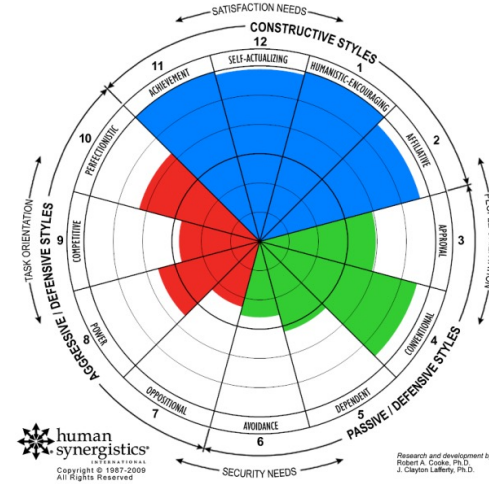
Impact on Others  
(7 Leaders)



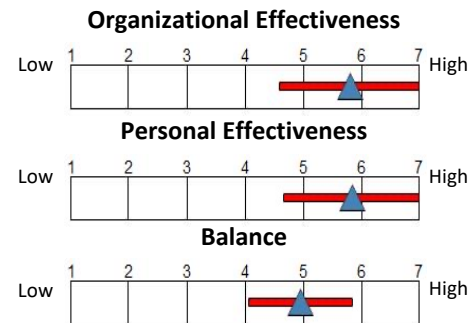
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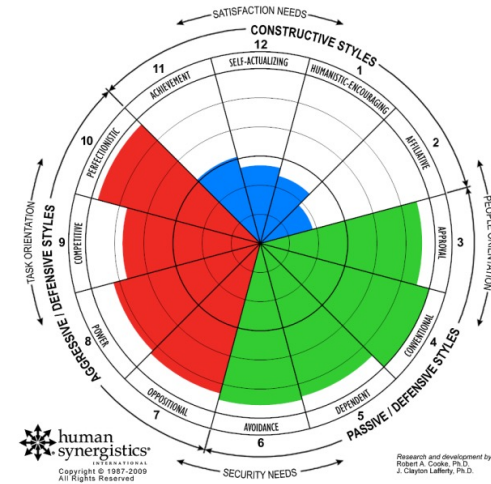
**Most Constructive Current Impact (top 15%)  
(7 Leaders)**



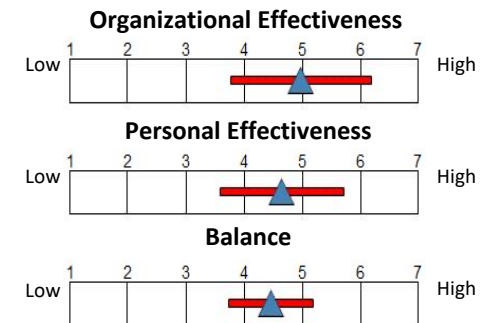
**Overall Leadership Effectiveness**



**Most Defensive Current Impact (top 15%)  
(7 Leaders)**



**Overall Leadership Effectiveness**



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# What the results mean

- Results are extremely strong
- Would be even better if leaders rebalanced
- Prescriptive strategies are super powerful
- The most effective leaders have very little avoidance

# How to build literacy and confidence to act

- Go slowly!
- Many leaders can't let go of current strategies
- Prioritise one or two things to change
- Use coaching to help leaders self-observe
- Get them to seek informal feedback
- Try to do group sharing (hard!)
- Retest



# Questions

**THANK YOU!**