



Rwanda Human
Resources Management
Organization

14th 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

HCM System

Leader Insights

Bench marking

Employee Feedback

Analysis

Surveys

Scorecards

Grids

Plans

Decisions

Hiring

Evaluating

Firing

Developing

Results

Turnover

Engage-
ment

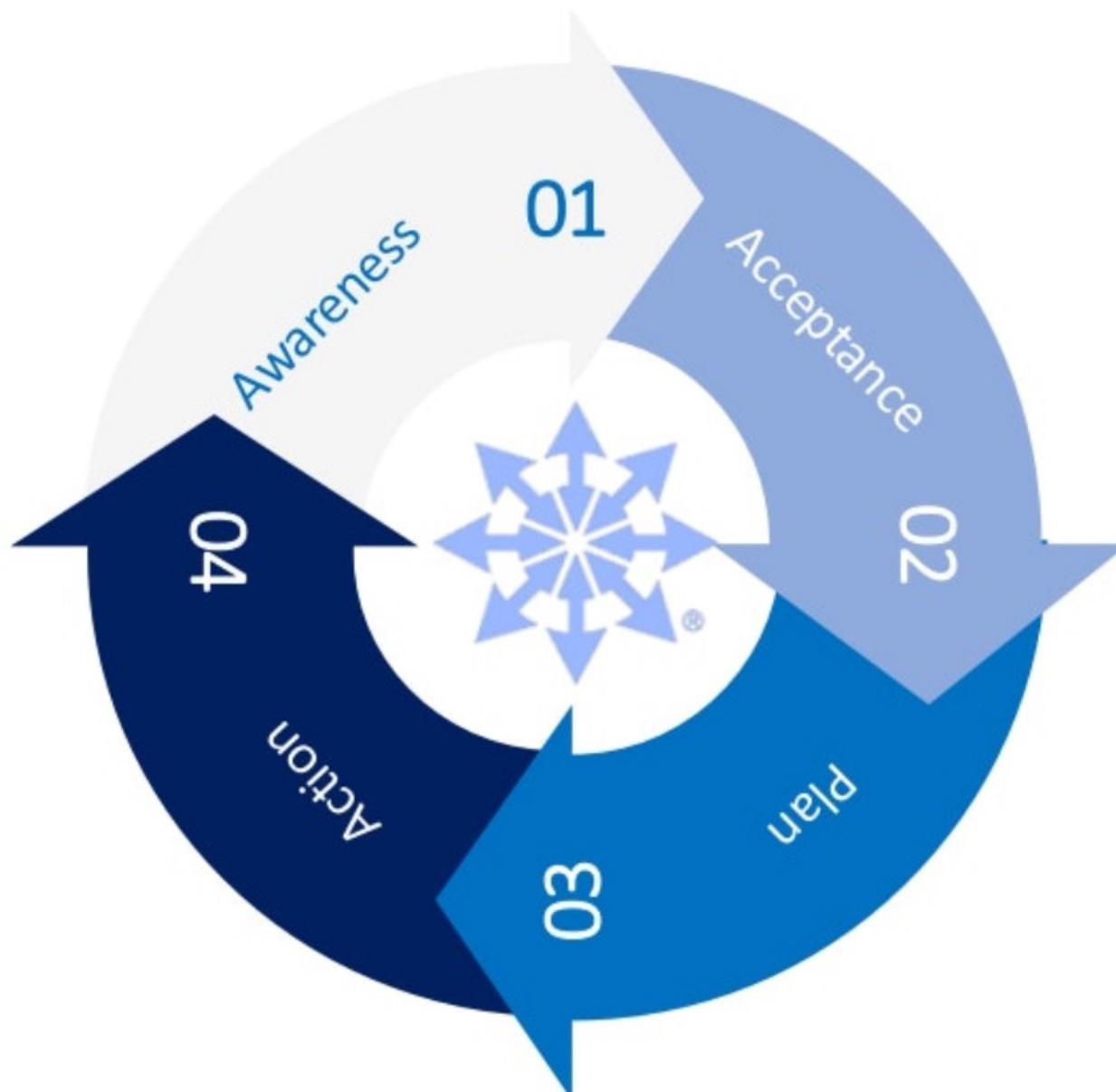
Bench
Strength

Vacancy
Rate

HR rarely makes decisions on its own



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

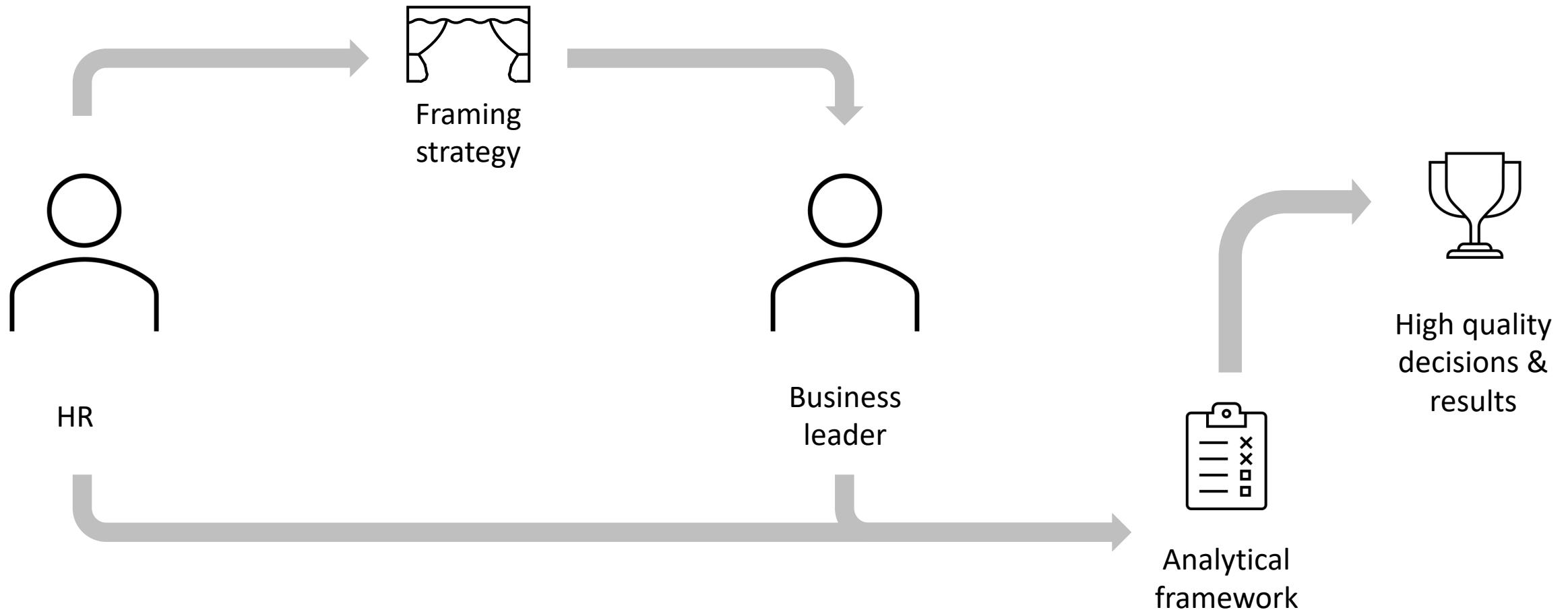


Framing people analytics effectively is critical

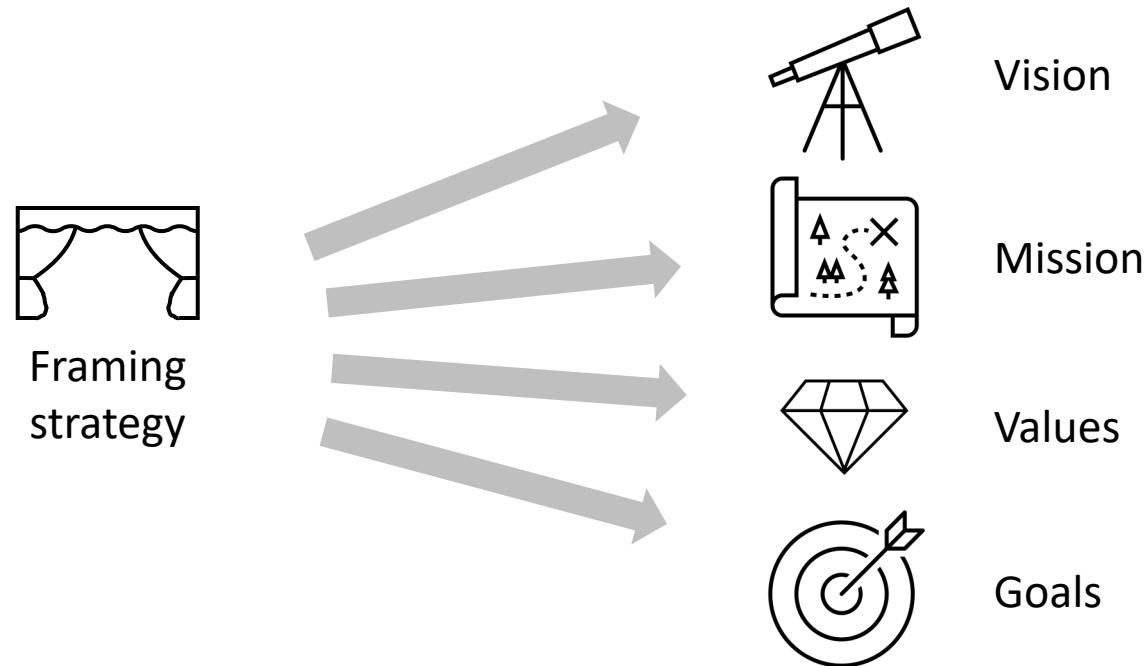


Robert Cialdini – if you can influence what someone is thinking just before you make a proposal to them it will change their decisions

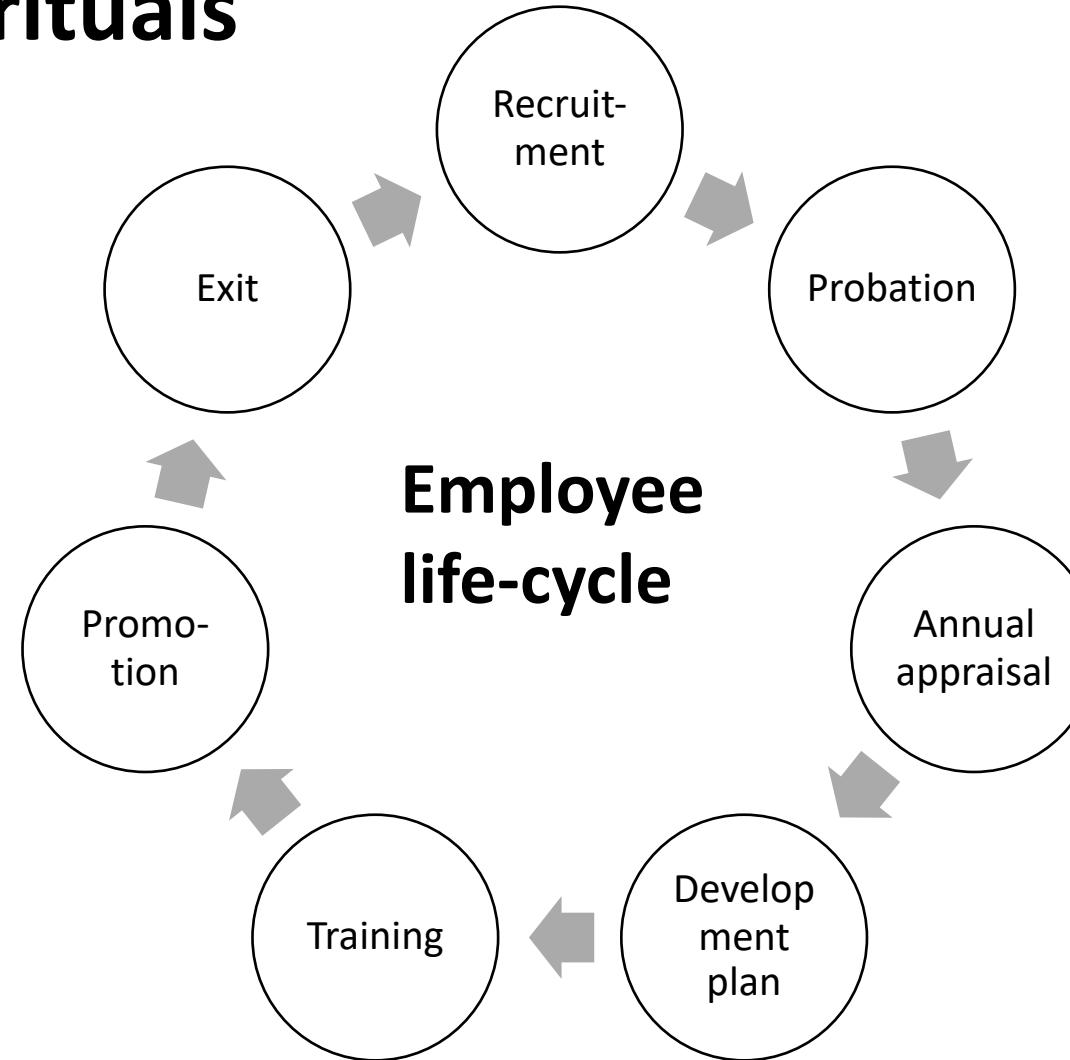
HR people analytics influence model



Points to consider in framing



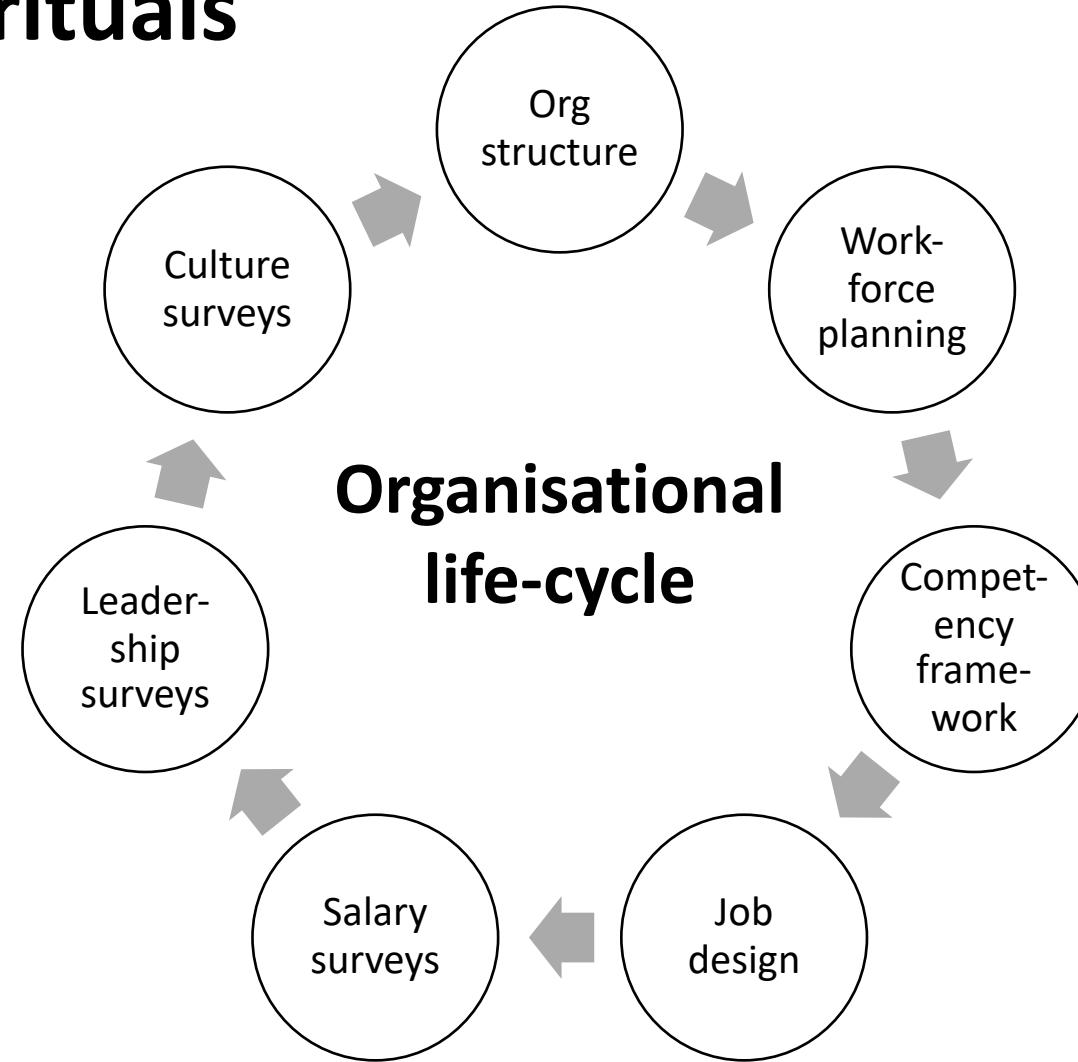
HR rhythms and rituals



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!



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Leadership in the Era of
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Building Data-Driven Leadership Capabilities

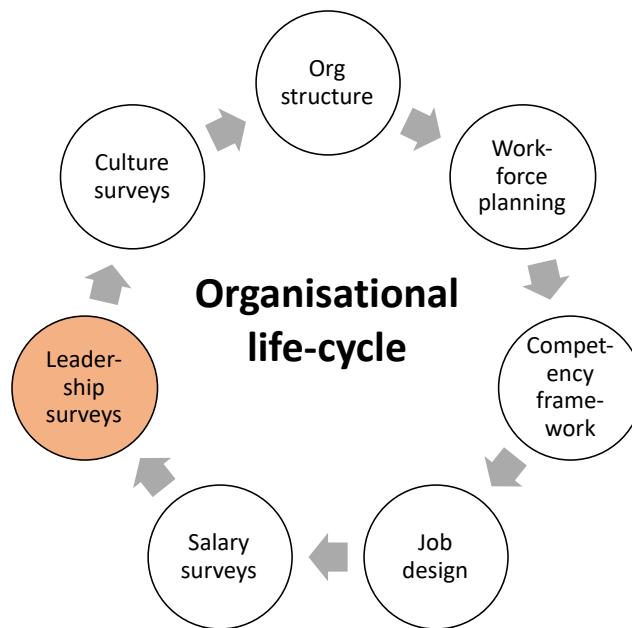
Christian Sellars – Transforming Engagements

Building Data-Driven Leadership Capabilities (40 mins)

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

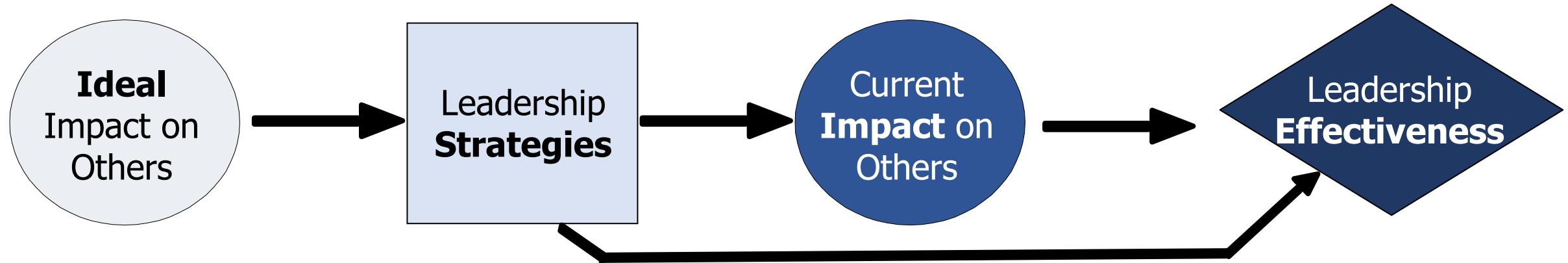
- A framework for analysing leadership capabilities
- Results from Rwanda
- What the results mean
- How to build literacy and confidence to act

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 |
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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?

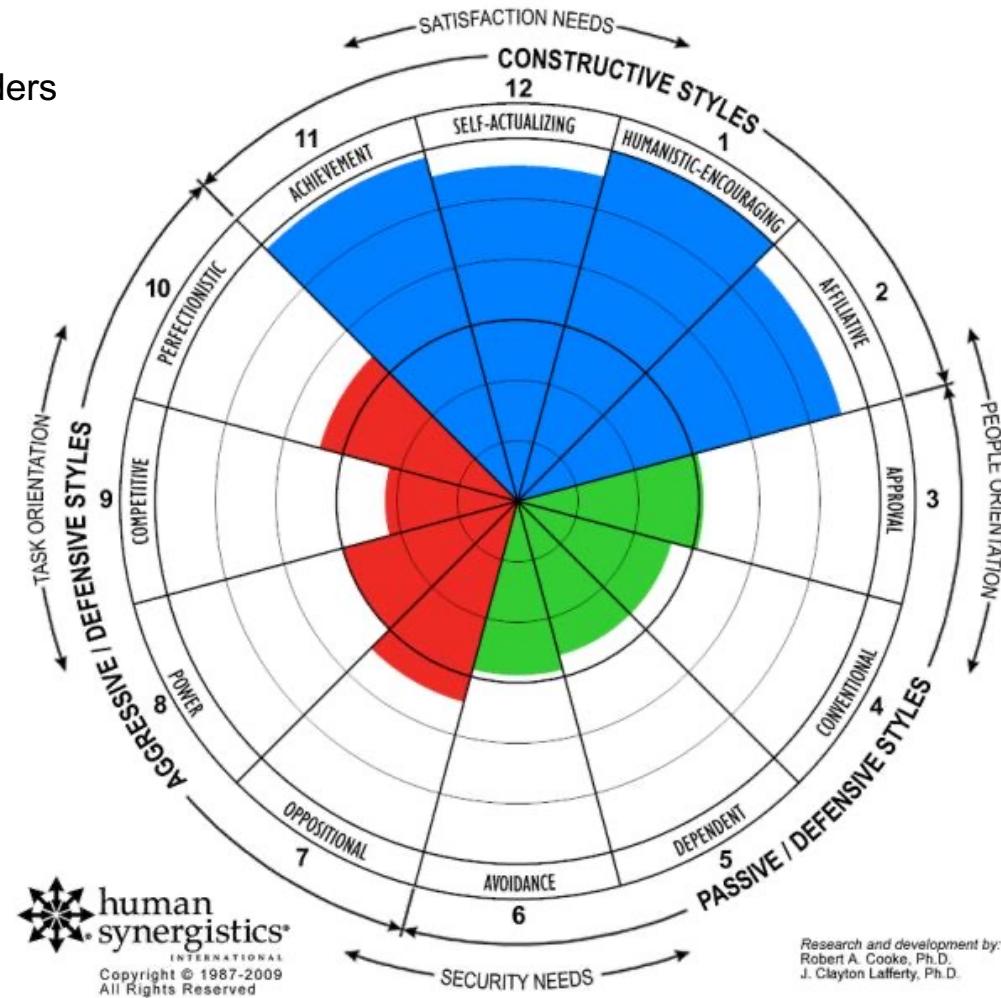
Self-Description & Feedback

All Data

November 2025

Ideal Impact; 47 Leaders

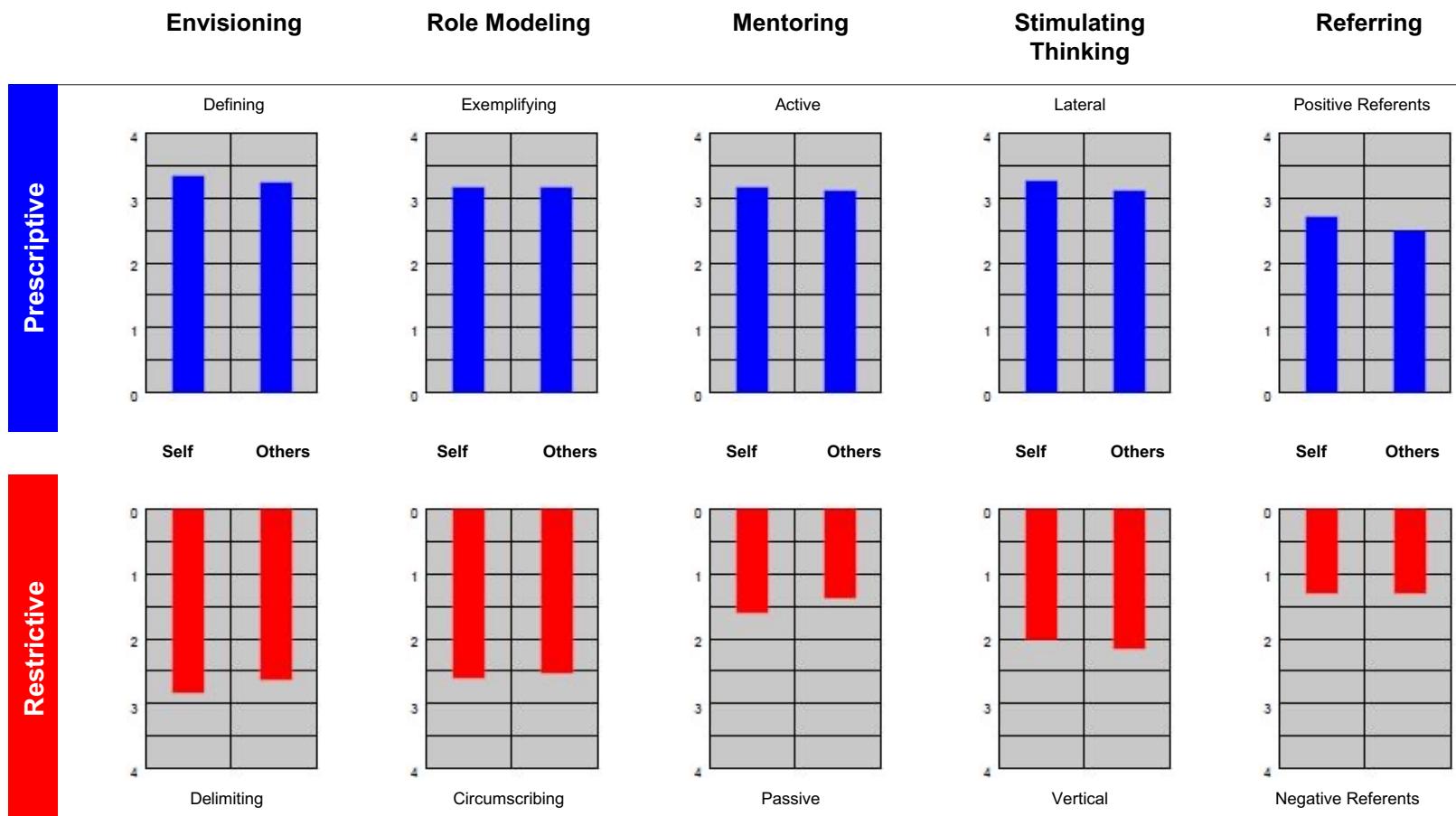
Results from Rwanda



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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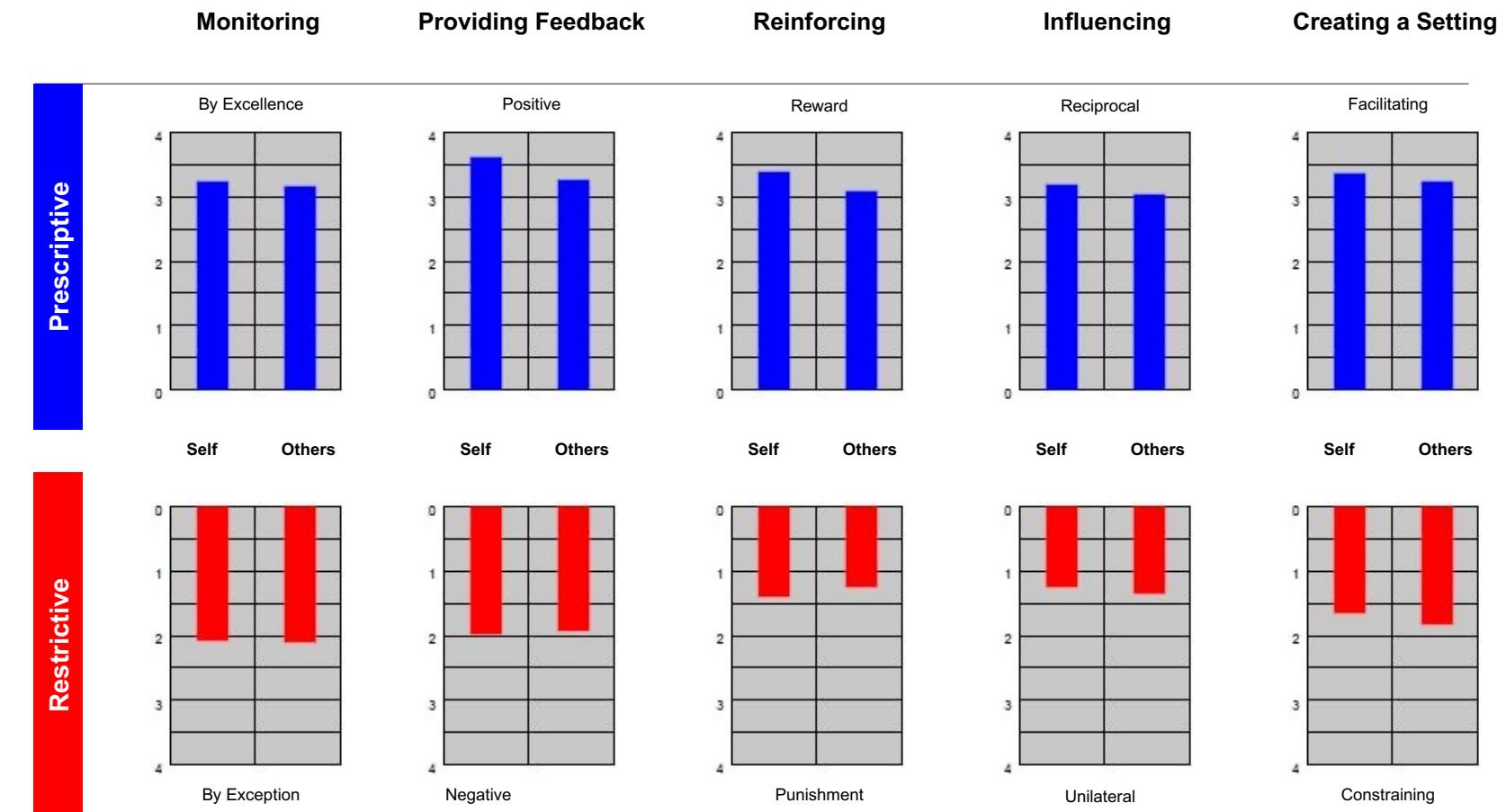
14th HR NATIONAL CONFERENCE: Leadership in the Era of People Analytics

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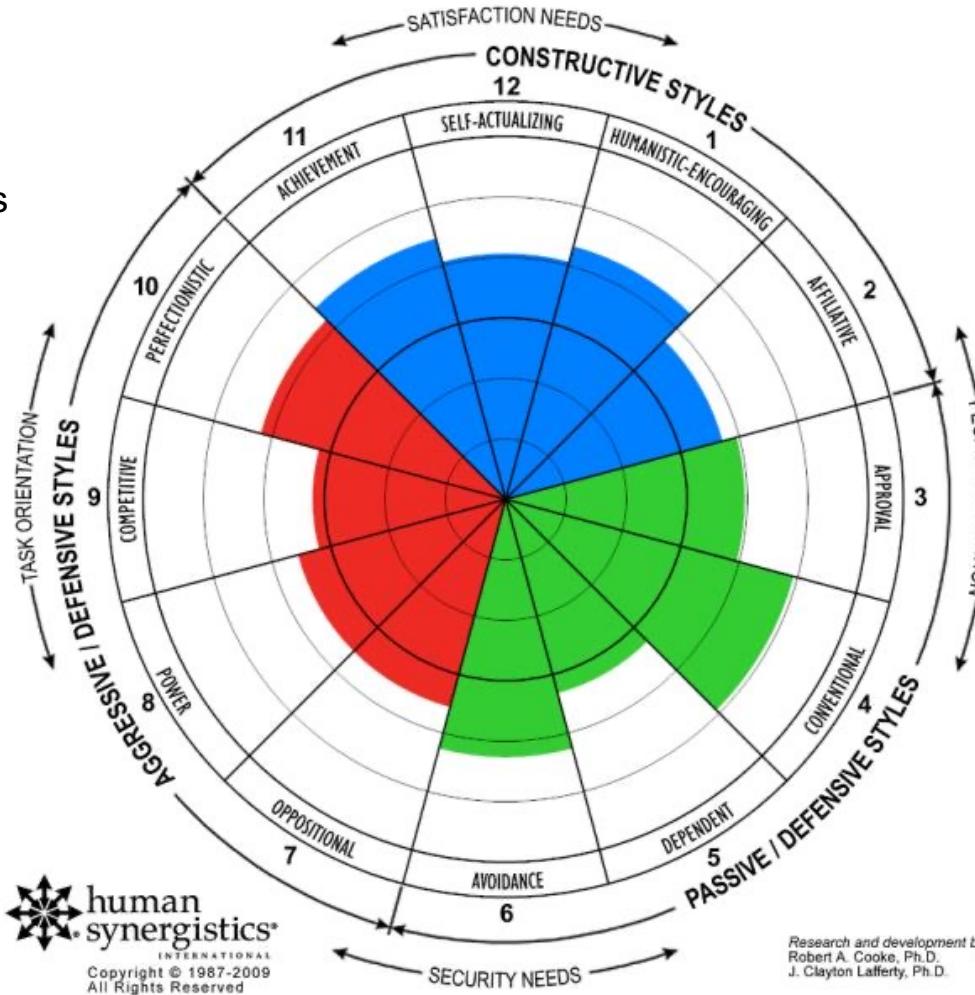
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All Data

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Impact on Others

298 Respondents
Describing 47 Leaders



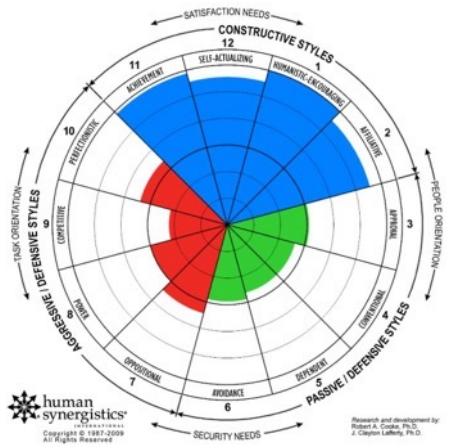
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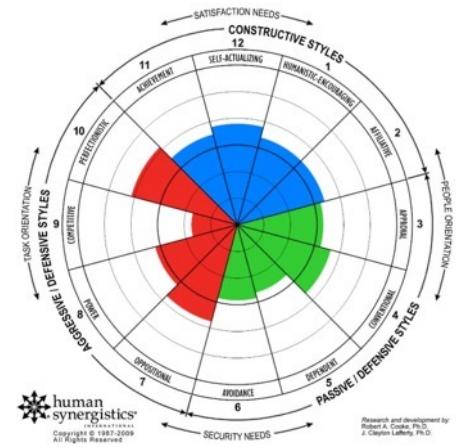
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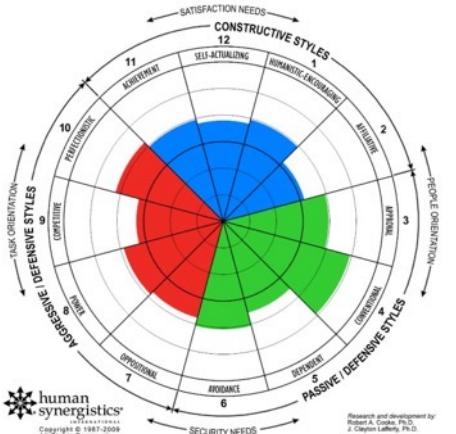
Ideal Impact N =47



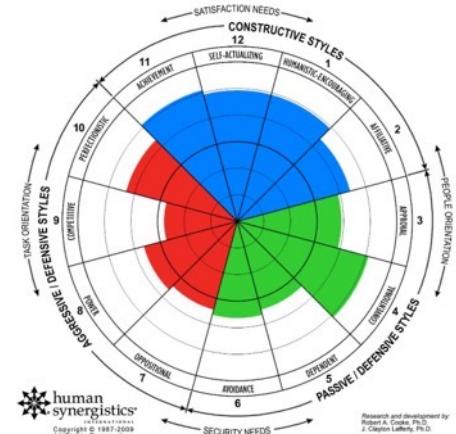
Higher Level Manager N =20



Peer or Associate N =118



Direct Report N =155



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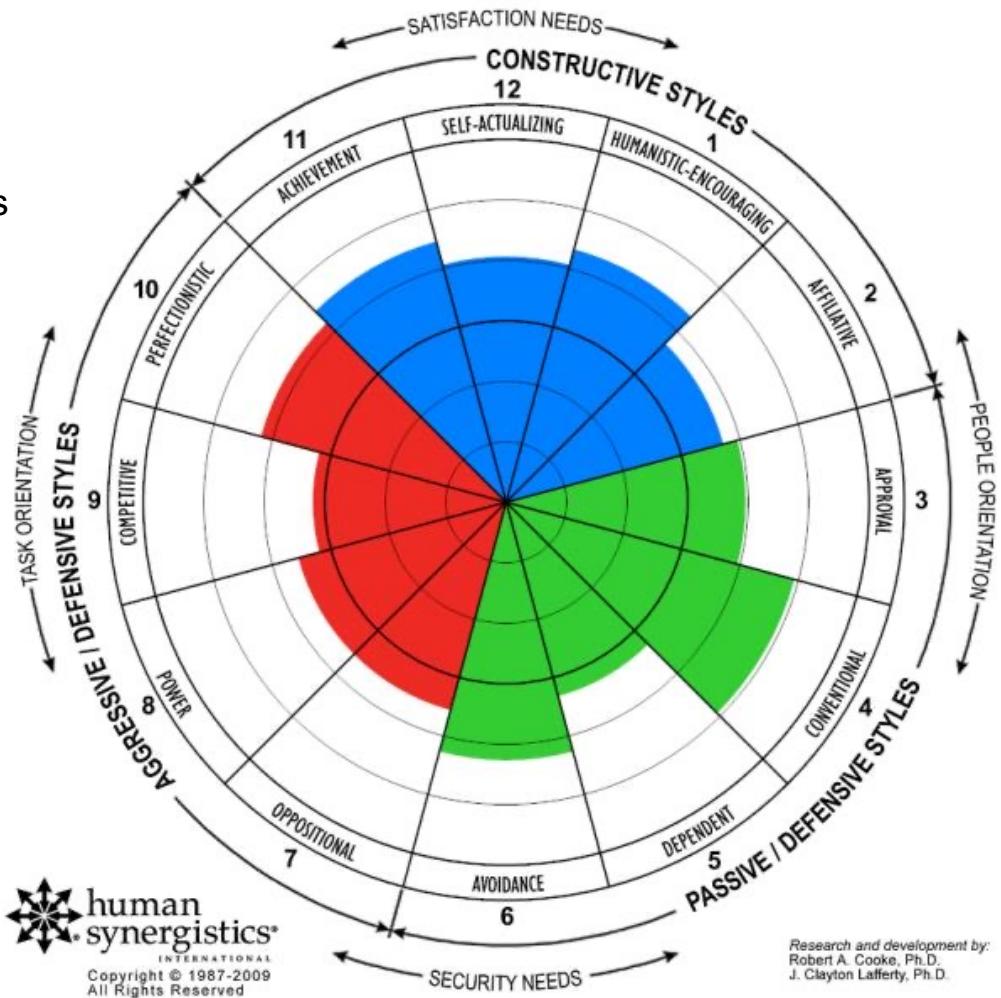
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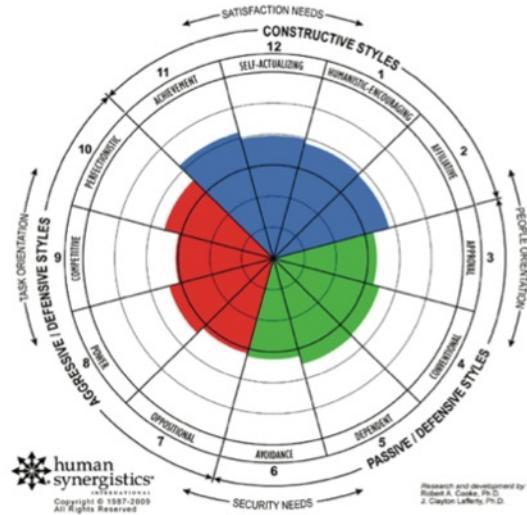
Impact on Others

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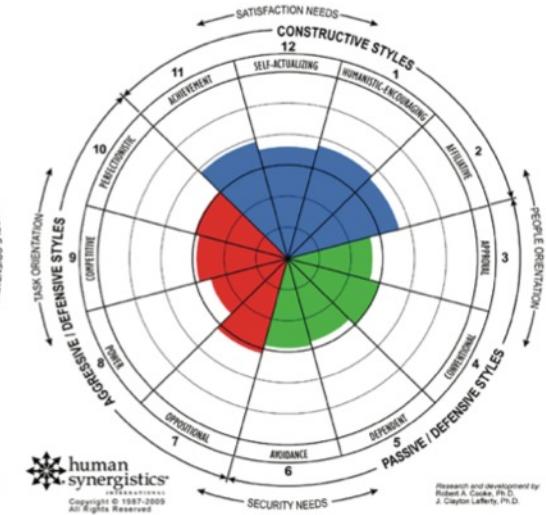
Describing 47 Leaders



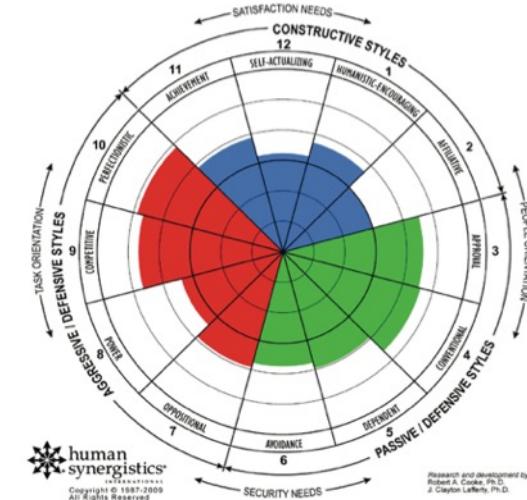
L/I Current: USA



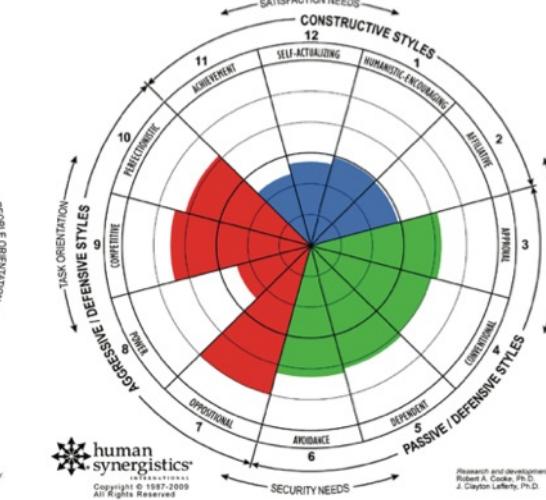
Australia



Current: Belgium



Germany



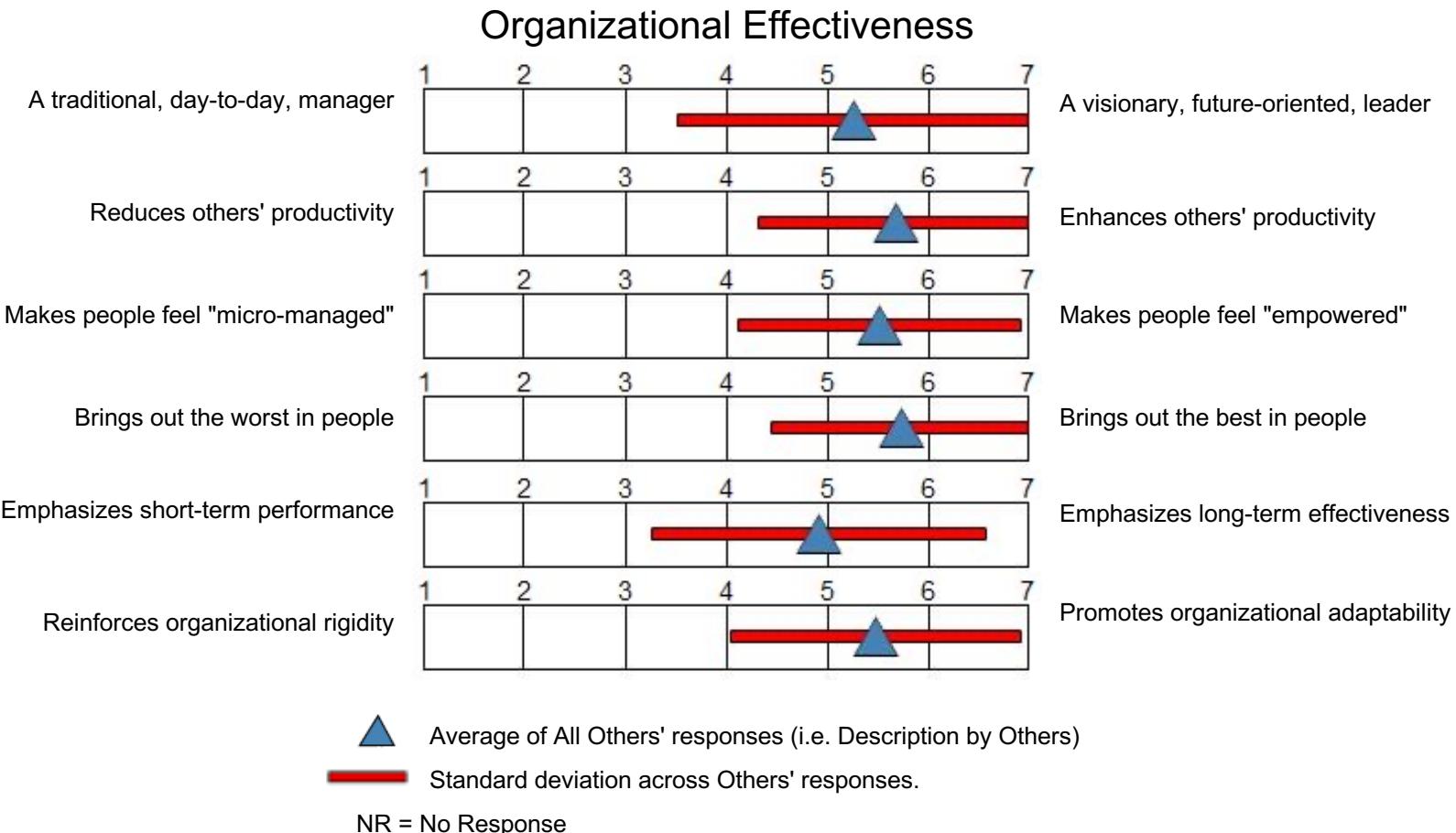
Szumal, J.I. (2014). *The Impact of Leaders and Managers Across and Within Different Countries*. Human Synergistics International. https://www.humansynergistics.com/docs/default-source/research-publications/impact_ldr_mgr_across_countries.pdf



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All Data

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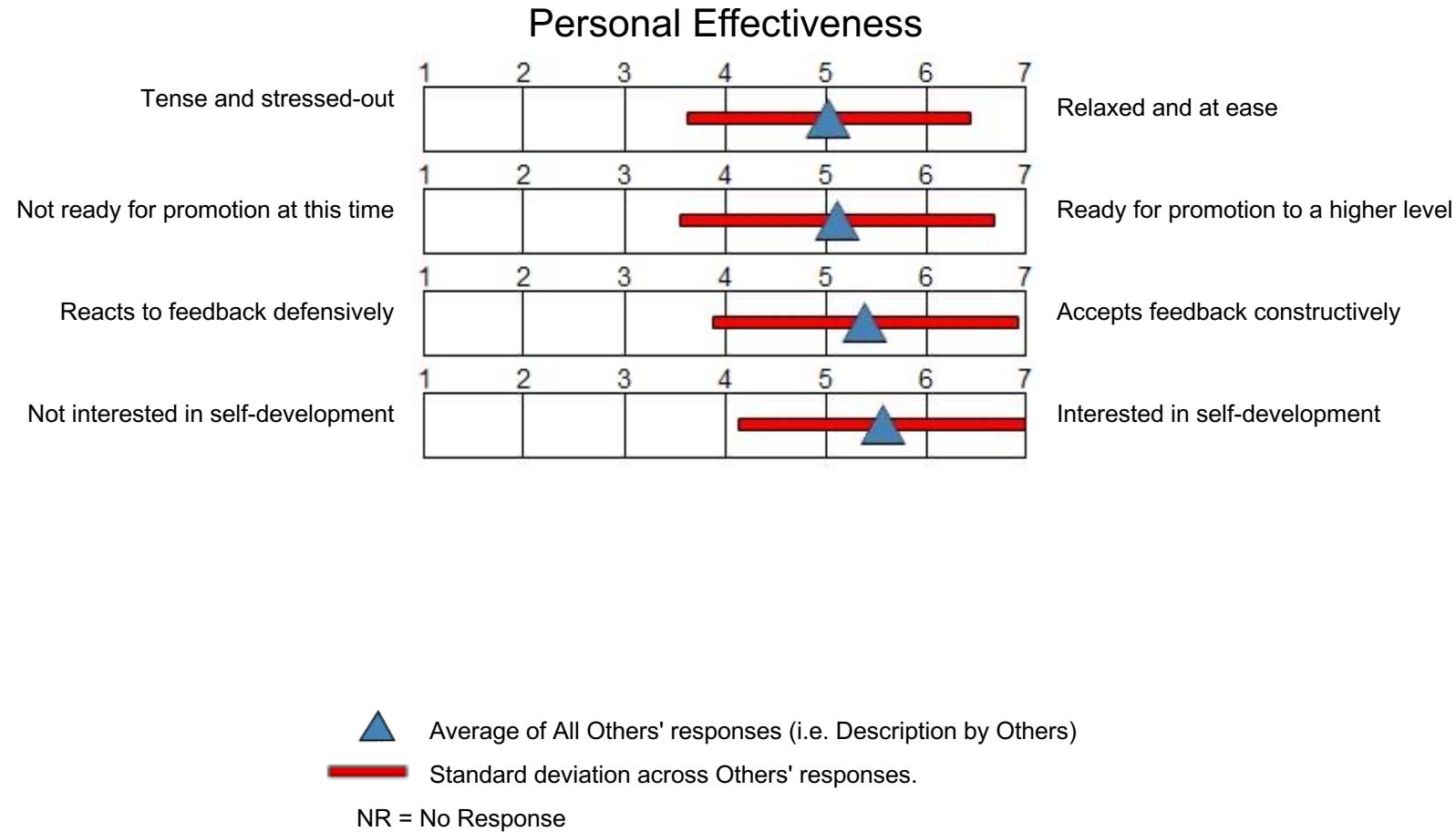
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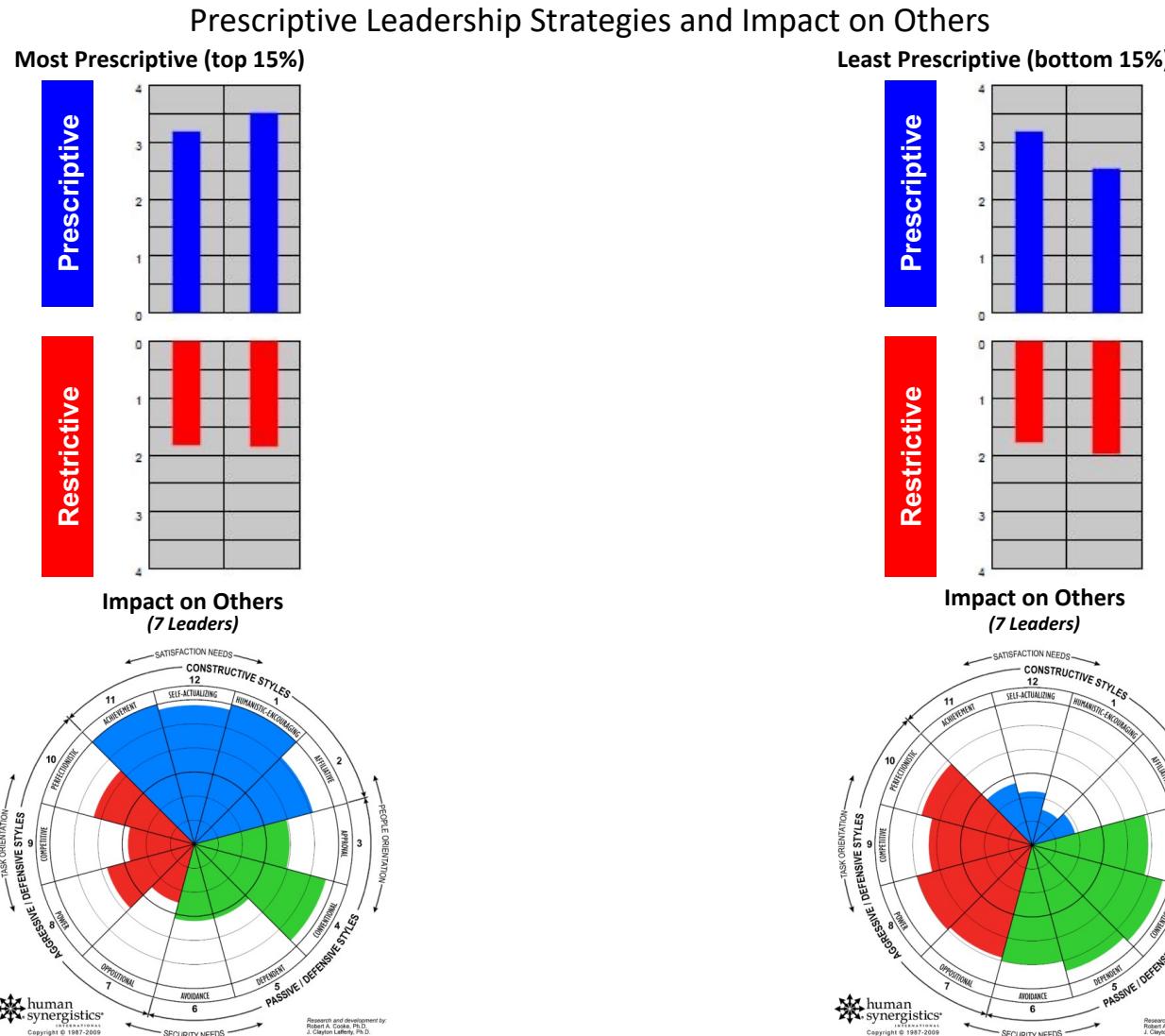
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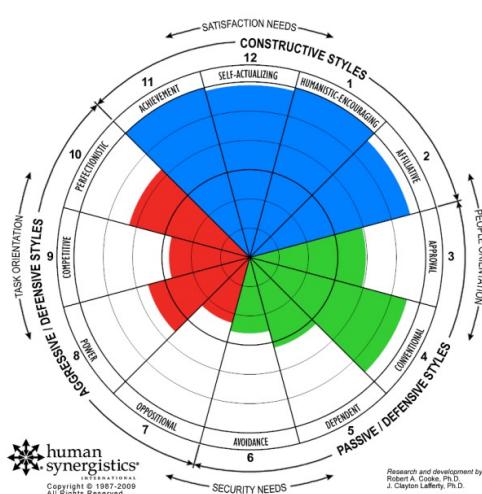


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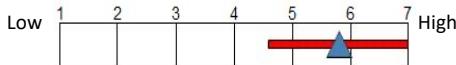
Most Constructive Current Impact (top 15%)

(7 Leaders)

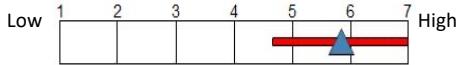


Overall Leadership Effectiveness

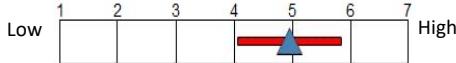
Organizational Effectiveness



Personal Effectiveness



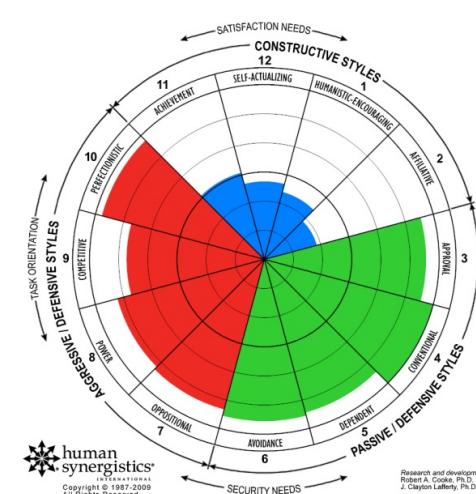
Balance



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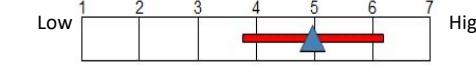
Most Defensive Current Impact (top 15%)

(7 Leaders)

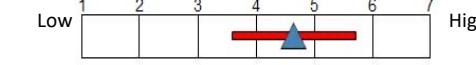


Overall Leadership Effectiveness

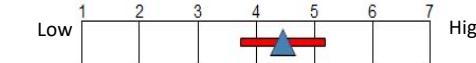
Organizational Effectiveness



Personal Effectiveness



Balance



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

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!