



People Analytics
Maturity Report
Unlocking the value

Table of contents

Foreword	04
The new dawn for People Analytics in India	06
Emerging themes	08
• The beginning of value creation through People Analytics	09
• The changing direction of the tide, from attrition to employee experience, wellbeing and skills	14
• The strengthening of partnership with Business; People Analytics enables strategic HR	15
• GenAI and People Analytics	16
Detailed findings 2023	18
• The shift in mindset	19
• Up the maturity curve	19
• Moving the levers	22
Endnotes	27
Connect with us	28

Foreword

People Analytics – Unlocking the Value

Over the past century, HR technology has transformed the role of HR professionals, freeing them from transactional tasks to focus on strategic initiatives and significantly improving the employee experience. But as most organisations are already on their HR Tech journey, they are finding new ways to initiate the next wave of transformation, which is currently being fuelled by people analytics.

Now in the next wave of transformation, AI and Gen AI are poised to revolutionise HR once again. They come in as the next big game changers with immense potential to transform the role of HR, to become a true strategic partner and business enabler. Organisations are moving beyond simply solving their data woes to taking a more structured approach to using data, generating value for business, improving the employee experience, and making HR a truly insight-driven function.

As organisations begin to demonstrate business value from interventions driven by insights, it is enabling not only CHROs but also CXOs to better manage talent, positively impact well-being, drive an impactful skilling agenda, and more. Analytics and AI enable the achievement of these outcomes at scale, with improved speed to action and less transactional and manual effort.

The Deloitte 2023 Global Human Capital Trends survey highlighted that 83¹ percent of business leaders believe that leveraging worker data to create benefits for both, the organisation and its workers (while building trust and confidence in how worker data is used), is important or very important to their organisations' success. Our People Analytics Maturity Study this year also echoes the same sentiment. While the pace is slower than what most organisations would like it to be, they are making progress in the right direction with some organisations also showing movement in their PA maturity level.

As part of this year's PA Maturity Study, we observed a significant shift in the approach and effort on defining a strategy around People Analytics. While in the past year, most organisations believed People Analytics to be 'fancy MIS', a lot of them are now realising its potential to drive business outcomes and are taking a more structured and thoughtful approach to it. While the 'messy data' issue hasn't been

completely solved and the struggle with a "garbage in, garbage out" data culture continues for many organisations, there has been significant progress in cleaning data, establishing HR data strategies, and implementing governance processes.

We also observed some interesting new themes:

- The most compelling shift and progress made by organisations in India was the ability to start realising value from their People Analytics interventions across multiple dimensions, including individuals, teams, organisation, and society.
- There is a significant shift in People Analytics priorities from attrition last year to retention, well-being, and skills this year.
- There is also hesitation in pockets around analytics and AI taking over decision-making from humans.
- We observed a lot of curiosity and enthusiasm around Gen AI and its potential in the People Analytics space.

As organisations ride this AI-enabled new way of transformation towards becoming more outcome and value driven, here are few tips to move forward:

- Don't boil the ocean, begin with what you have.
- Explore the art of the possible; identify the burning issue and build your business case to address it.
- It's all about value and outcomes. Start tracking today. We hope this report helps unveil how value can be unlocked through People Analytics interventions and gives you some food for thought on how you can progress on your journey.



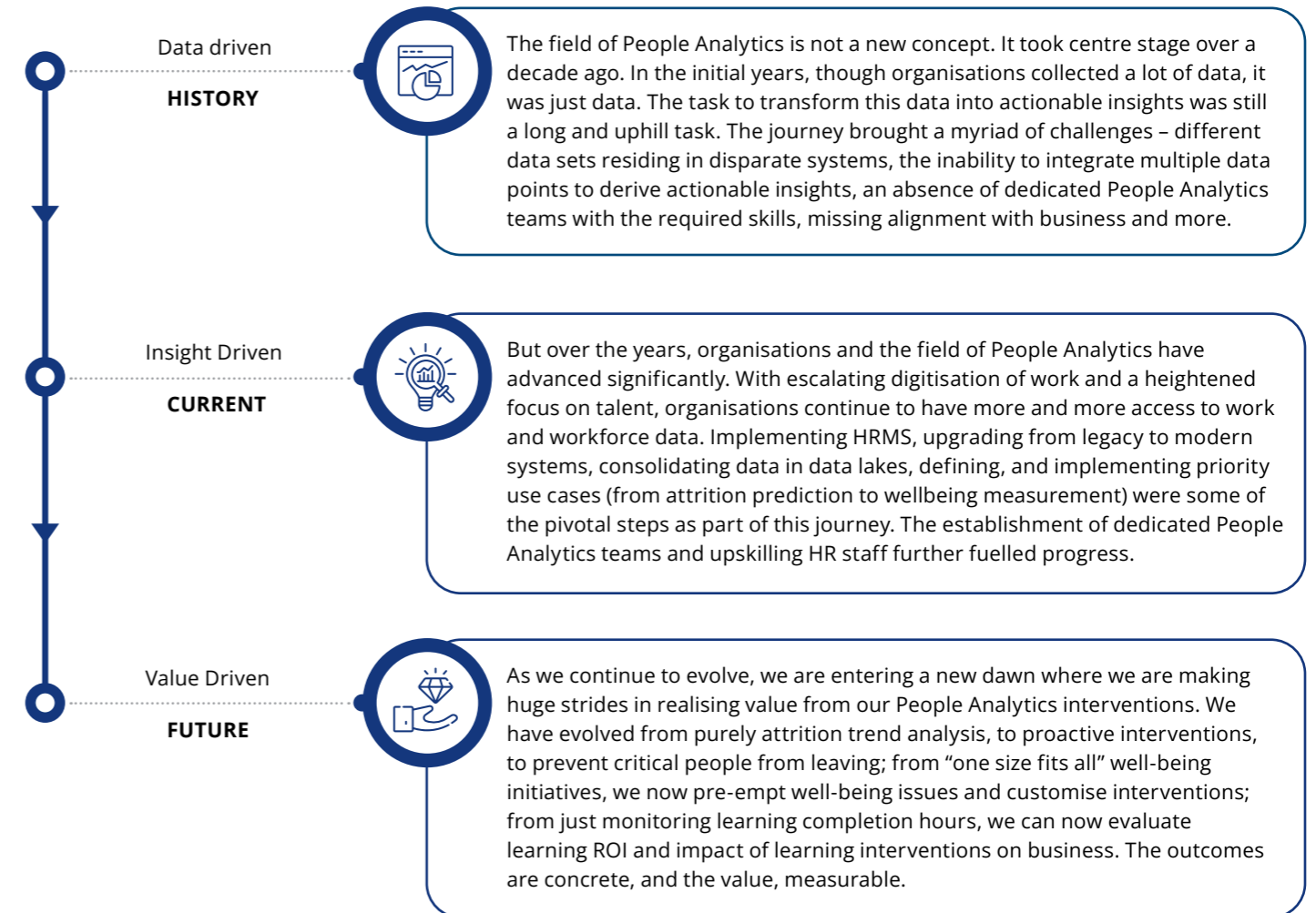
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¹2023 Global Human Capital Trends (A Deloitte Report)

The new dawn for People Analytics in India



Emerging Themes



THEME 1

The beginning of value creation; for the organisation, individual, team and society

As emphasised in Deloitte’s thought leadership ‘Beyond productivity: The journey to the quantified organisation’², the true impact of leveraging workforce data for the benefit of individuals, teams, the enterprise, and society is defined as shared value. **Through our multiple discussions, the most compelling shift and progress made by organisations in India was the ability to start realising value from their People Analytics interventions.**

Our ability to realise value across all these dimensions, that most often reinforce value to each other, makes People Analytics a win-win proposition for everyone. It helps power the business, improve employee experience, drive a more data driven HR organisation, making them efficient and effective. It also does wonders for the field of People Analytics as the value generation ability provides them with the support to continue the journey and in-turn generate more value for the business.

From the organisations participating in our study, nearly 30 percent³ were actively monitoring outcomes from their People Analytics initiatives in various capacities. As India Inc. embarks on its journey towards value realisation, we noticed that while a handful of organisations were measuring and tracking tangible value, many others were focusing on intangible

impacts. While our north star is often tied to a tangible outcome, recognising the importance of intangible impact is a vital starting point. It lays the foundation for meaningful value discussions and provides growth.



Nearly 30%³ were actively monitoring outcomes from their People Analytics initiatives in various capacities.

²Beyond Productivity: The journey to the quantified organisation (A Deloitte report)

³Basis data of organizations participated in people analytics maturity study, 2023

THE FOUR LEVELS OF SHARED VALUE

Value created at each level also creates value at the other levels, reinforcing and amplifying the value⁴

SOCIETY

- Economic and social development
- Purpose
- Frictionless labor market
- ESG (environmental, social and governance)

INDIVIDUAL

- Wellness
- Safety
- Performance and Coaching
- Emotions and engagement
- Skills and capabilities
- Careers and mobility
- Learning and development
- Leadership

ENTERPRISE

- Strategy
- M&A (mergers and acquisitions)
- Organisation design
- Workplace
- Risk
- Culture
- Change management

TEAMS & GROUPS

- Functional or BU transformation
- Process or work redesign
- DEIB (diversity, equity, inclusion, and belonging)
- Teaming
- Collaboration and communication



⁴Beyond Productivity: The journey to the quantified organisation (A Deloitte report)

A. Value creation at the enterprise level

Leveraging new data sources, aggregating multiple data sources across the enterprise, and making them speak to each other, provides new opportunities to generate insights for organisations and convert intangible impact into tangible measurable impact.

Case in point

Measuring ROI on Learning Investments



A prominent bank in India wanted to transform its learning function to make it more data driven and wanted to measure the impact of its major training programmes with the intention to scale up and provide recommendations to improve the process.

The organisation underwent a learning ROI measurement exercise by measuring the difference in desired business outcomes achieved between the group who took the training and the group who didn't (with all other factors normalised for). It was observed that only 20 percent of intended business KPIs were successfully impacted by these trainings, while the organisation thought the impact would be much higher.

This led to a huge revelation and a loud call to revisit all the learning programmes to achieve the target of a 70 percent KPI Impact with positive ROI for every training.

B. Value creation at the individual level

Owing to the focus on employee experience across organisations, measuring and tracking impact at the individual level was most commonplace, and the dimension most organisations were keen on was to be able to realise value. Typical use cases along this dimension include custom skill and career development solutions and engaging in employee listening to enhance the employee experience and well-being.

Case in point

Continuous Skilling and Internal Mobility



A prominent Oil & Gas organisation was struggling to enable their employees to pivot for future roles and wanted to move away from the traditional way of internal mobility and upskilling. They planned a data driven approach to leverage the existing structured and unstructured employee data to create a holistic and unbiased talent profile (employee genome) of every employee in the organisation.

This organisation was able to create more than 5,000 employee genomes, across five core departments, which led to an upliftment of role fitment from 67 percent to 74 percent in the first year of its implementation. This helped unlock the full potential of talent across current and future roles, aligning with the organisation's strategic plan.

Post its implementation, the organisation was able to understand and create talent profiles on a real-time basis, with continuous upskilling and mobility in the organisation, leading to much higher engagement and productivity.

C. Value creation at the team and group level

The value creation at a team level aims at fostering higher-functioning, more inclusive, flexible teams aligned with needs of both, the business and the employees.

Case in point

Enhancing campus recruitment effectiveness



The campus recruitment team for this conglomerate was struggling with the amount of effort and money that was going into its campus hiring programme every year, with many campus hires leaving the organisation within 1-2 years of joining, and a significant number not joining at all. The organisation took a step back and embarked on a deep dive analysis to measure their ROI from individual campuses/campus clusters.

They evaluated more than 700 campuses on multiple parameters e.g., turnover rates, renege rates, offer acceptance rates, performance rates, etc. One of the optimised scenarios would have helped them in reducing the time to recruitment by 73 percent if they focused only on the top priority campuses.

This analysis helped them take a very data driven approach towards the whole campus recruitment strategy and led to a faster time to recruitment, cost efficiency, as well as higher employee performance.

Case in point

Elevating the physical and psychological safety culture



Post a recent demerger, a top-tier global mining corporation wanted to measure and elevate the organisation's current culture as compared to their local and global counterparts, with a primary focus on employee safety. They leveraged AI algorithms with a mix of internal and external data, structured and unstructured data, to calculate culture scores on key drivers and compared them with competitors, pinpointing vital focus culture drivers of safety, care and respect, and agility and entrepreneurship.

They realised that local competitors have 15-20 percent higher scores on safety, and agility and entrepreneurship leading to a safer feeling among employees and a better innovative culture, while global competitors have a 20-25 percent higher score on care and respect, leading to low turnover rates.

Post the analysis, the organisation also realised there is an opportunity to broaden the safety campaign to psychological safety also to encourage a working environment that has open and honest conversation. A dedicated culture transformation programme has also been initiated for these priority culture drivers.

D. Value creation at the society level

Leveraging people analytics to create value for the whole society is probably the most aspirational impact area and understandably so, the most difficult one to achieve too. In our study⁵, we observed that there were many organisations who were creating impact at the society level, but only a handful who were measuring this impact, a distinction typically found among multinational corporations (MNCs) or global corporate centres (GCCs). These select few organisations, along with measuring the impact on their workforce, have been able to extend the impact beyond the workplace, contributing to broader societal goals, through their focus on sustainable human development.

There are multiple dimensions of societal impact with diversity and inclusion continuing to be the most critical one. There has

been enough and more research establishing the impact of diversity on business performance which makes it a no-brainer. According to The Uncovering Blind Spots: Outlook on Diversity, Inclusion and Belonging in India⁶ workplaces study by Indeed, unconscious bias in the workplace was widely acknowledged. Nearly one in four employees believed they were ignored in social settings and meetings (24 percent), feel physically or emotionally threatened (23 percent) or face slurs and innuendos during interactions (22 percent).

With Diversity, Equity, and Inclusion (DEI) reporting now mandatory for large organisations in India, this space calls for attention as it impacts your business performance, needs to be sorted for compliance and reporting purposes, and most importantly, to do right by your employees.



⁵Based on the data of organisations that participated in the People Analytics Maturity Study, 2023

⁶Uncovering blind spots: Outlook on diversity, inclusion and belonging at Indian workplaces – an Indeed article

THEME 2

The changing tides: from attrition to employee experience, well-being, and skills

As the memory of Covid-19 starts to fade, there are also some significant workplace phenomena caused by it that are fading, i.e., **the great resignation, and quiet quitting.**

The economic environment this year is significantly different from last year, and the 'great resignation' and 'quiet quitting'

are no longer pervasive for every HR article; organisations are looking beyond attrition, and are focused on employee retention, overall employee experience, well-being, and culture. We observed a significant shift in the focus on attrition analytics this year with 20 percent⁷ less organisations working on it as one of their priority use cases.

Focus towards Well Being -

With employee well-being gaining prominence, Indian organisations have now started identifying ways to measure well-being. We observed some organisations going the extra mile and measuring happiness scores/quotients and reporting them in their annual results. Several organisations have deployed different frameworks and methodologies to measure happiness. From smileys to pulse surveys, from social listening to wearables; organisations are deploying a host of measuring methodologies. The primary dimensions that make up the happiness score range from just 'how are you feeling today', to multi dimensions frameworks, including well-being, work, career, team, rewards, and more.

Simultaneously, there are other leaders in the space who are utilising organisational network analysis to gain insights into work patterns, enabling them to identify and address potential areas of concern.



Focus towards Employee Experience -

Many organisations are considering employee experience and engagement as a primary use case that can be unlocked with people analytics. Currently, most of them are measuring employee experience with the help of annual engagement surveys, but they often fall short of continuous employee listening. There is a dedicated effort towards leveraging the existing employee data for continuous listening, to have more proactive interventions and an elevated employee experience. This transition reflects a strategic move to stay attuned to employee needs and sentiments on an ongoing basis, fostering a more responsive and enriching work environment.



Focus towards Skills -

As more organisations pivot towards future technologies and disruption, there is an inherent need for a continuous skilling of the workforce. With this, a lot of organisations are also moving towards a structure that puts skills and competencies first, and accordingly organise its workforce, as compared to a role-based organisation focusing on job titles and roles. With both these anchors, many organisations are putting in dedicated efforts to identify the emerging skills within their industry and proactively upskilling their talent in a continuous way.



⁷Basis data of organizations participated in People analytics maturity study, 2022 and People analytics maturity study, 2023

THEME 3

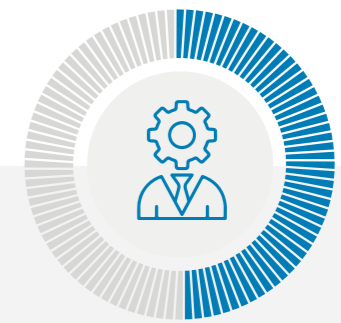
The strengthening of partnership with Business; People Analytics enables strategic HR

Liaising with business has been one of the most critical pain points for People Analytics and HR leaders to unlock the full potential of the data driven approach. But we see a gradual shift in the partnership as there is an underlying trust in the data which is being built across the organisation.

Most organisations, irrespective of their maturity stage, had their end-users identified beyond HR and extended to the business leaders. This is a significant step forward in enabling HR and People Analytics to be a strategic prerogative for the organisation and enabling these teams to work as strategic partners to the business. It presents a win-win situation, as the outcomes derived jointly benefit the business and HR teams.

Organisations are adopting various strategies to boost engagement with their users. They're ensuring regular touchpoints with the business and conducting data-driven meetings to foster collaboration. There is a more proactive approach to share insights, highlight areas to be addressed, and/or celebrated. Some organisations have also taken up pilot projects delving deeper into data and are using advanced analytics as an experimentation, to showcase the ability of people analytics in enabling pre-emptive actioning, to its business stakeholders. Additionally, specialised roles or agents have been created by some organisations to bridge the gap between business and people analytics, ensuring seamless flow and understanding of insights that are aligned with business objectives.

These initiatives collectively propel a culture of data-driven decision-making and proactive problem-solving within the business. For instance, organisations that are ahead in their journey are continuously mining labour market data to identify emerging skills and how they perform vis-à-vis their competitors and are using these as a reference to define their buy versus build strategy, learning, and skill pathways for their employees. This helps them proactively address the future skill readiness of their organisation and fosters a strategic partnership between business and HR.



In our study, over 50%⁸ of the organisation had defined the user base of People Analytics across business and HR.

⁸Basis data of organizations participated in people analytics maturity study, 2023

THEME 4

The elephant in the room: shift in decision-making from humans to algorithms?

In our conversations, we observed some hesitation around leveraging more and more data and insights for making decisions. This primarily stemmed from a few thoughts/assumptions.

If machines could do the job, would it mean a loss of jobs for our teams who crunch data in spreadsheets and provide insights on MS PowerPoint presentations? When it comes to decision-making, we have an assumption that it can either be machine or human. In reality, advancing on analytics and AI is not intended for people to lose their jobs or machines to take over the decision-making process. On the contrary, it is meant to elevate the work professionals do. Through human-machine collaboration, humans can be enabled with decision enablement tools.

For instance, how do most organisations make promotion decisions? Typically, there will be an annual performance management process where multiple people who have worked with an individual will provide feedback on readiness. The supervisor/business lead (or role as defined in the organisation) will drive a discussion, evaluate, and decide. What if this was augmented with a scientifically calculated promotion readiness score – calculated by an algorithm, based on the various readiness parameters defined by the organisation necessary for promotion? The supervisor, in this case, can reflect on the scores and the score profiles and take a promotion decision. This has the potential to significantly reduce biases in the process, while at the same time, keep the decision with the human.

THEME 5

The growing possibilities; GenAI and People Analytics

Generative AI has seen significant progress in the last one year and is emerging as an important, as well as interesting, theme in the study. The relationship between Gen AI and People Analytics can be referred to as “enabling the enabler”. We are still in the experimental stage when it comes to Gen AI and most organisations we reached out to, are still trying to make sense of how and where they can use it.

But there are several possibilities where HR professionals could use Gen AI to work through their people data. We are listing a few below:

- Generate sentiments (positive, negative, neutral) for employee reviews and identify key themes/areas for enhanced insights and decision-making
- Create custom engagement plans based on individual engagement scores/profiles
- Analyse diverse skill data, identify profile gaps, and offer

adaptive learning paths based on progress to optimise individual development

- Help derive insights from datasets faster, and in some cases, which might be less intuitive to human analysts. It could also reduce human bias by providing different perspectives and inferences from the same datasets.

As we are at the early stages, there are challenges around accuracy, consistency, and reliability of output from the Large Language Models (LLMs). But with increased focus and interest to leverage this technology, the accuracies will improve significantly in coming months. Parallely, organisations will also need a clear data privacy policy in place to ensure that there is no inadvertent data privacy issue.

We all agree that the potential of Gen AI is immense, and it will further enrich the potential of People Analytics with increased speed to action and much higher efficiencies.

INTERCONNECTEDNESS AMONG EMERGING THEMES

As we go through all the emerging themes, it’s important to not look at these themes in complete silos, as they are interconnected.

Recognising their interdependence and synergy can significantly amplify their impact and their resulting business value. Each theme contributes unique insights and capabilities, and when aligned seamlessly as one ecosystem, they create a powerful foundation for strategic decision-making and transformative actions. This holistic approach ensures that the organisation maximises its potential by leveraging the collective strength and intelligence derived from these interconnected themes, driving sustainable growth and success.



Detailed Findings 2023



The shift in mindset

In our inaugural study on People Analytics Maturity in India in 2022⁹, we discovered that a large majority of organisations had just begun consolidating their data and very few were able to generate meaningful insights and take appropriate action.

People Analytics is a journey. It is not a one-time activity or project. It is a mindset shift, a new way of seeing things, a new way of running our businesses and a new way of improving the experience for our people. In our conversations this year, we saw the needle shifting. We observed not only a shift in mindset, but concrete actions taken. A few pertinent themes from last year and the mindset shift we observed this year:

- While most leaders equated People Analytics to the HRMS implementation last year, we observed that there is understanding and appreciation that people analytics is a much larger construct. It starts with access to a clean single source of data, but goes beyond that, to make data accessible, democratised, usable and insightful.

- While the 'messy data' issue hasn't completely been solved and the struggle of a "garbage in, garbage out" data culture continues for a lot of organisations, there have been significant initiatives taken on cleaning data, establishing an HR Data strategy, and governance processes.
- Another significant shift we observed is the focus on defining a strategy around people analytics. While in the past year, most organisations believed people analytics to be 'fancy MIS', a lot of them are realising the potential it has and the need to have a structured, thought through approach towards it.
- We also observed a significant increase in the HR Analytics skillsets across organisations. There has been a jump of ~63 percent in the number of people reporting HR Analytics as one of their skillsets over the past one year¹⁰.

Up the maturity curve

While there is a long way to go, we observed the needle moving. As compared to last year, where we had a staggering 77 percent at Level 1 or Level 2, that number is down to 68 percent. While the level 4 did not see any substantial increase in numbers, there were a 7 point increase in the organisations at level 3.

Looking at the movement across industries, we observed that the maturity of People Analytics is primarily driven by the extent of technology and analytics embedded in their business. For instance, an IT/ITes organisation, where technology is at the heart of the business, or an FMCG company that has mature customer analytics, were observed to be higher on People Analytics maturity as well. This is driven by their existing maturity on pillars like data culture, infrastructure, as well as the capabilities of the team.

⁹People analytics maturity in India 2022 (A Deloitte report)
¹⁰LinkedIn Talent Insights

Maturity Score Progress

■ 2022 ■ 2023

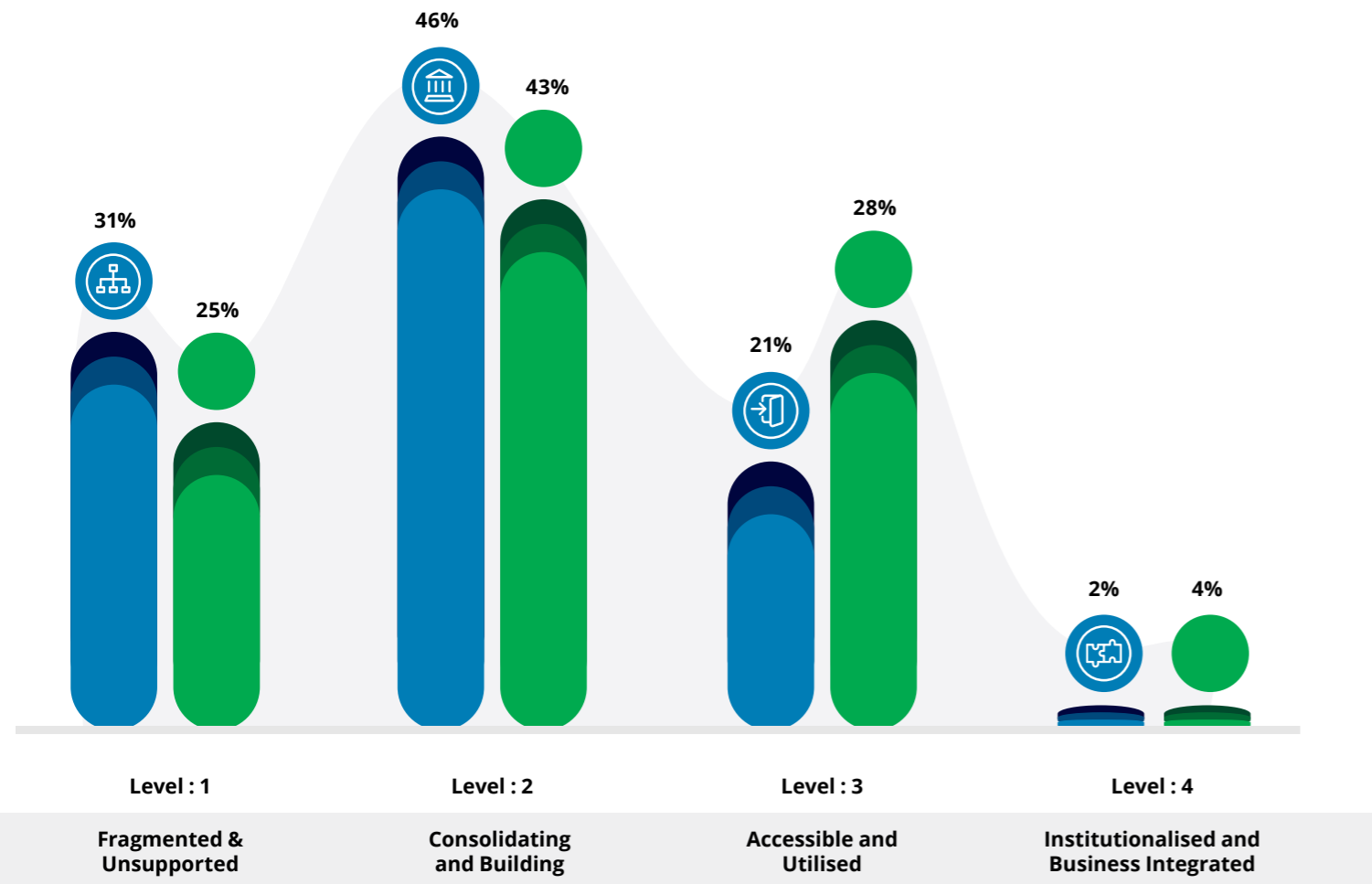
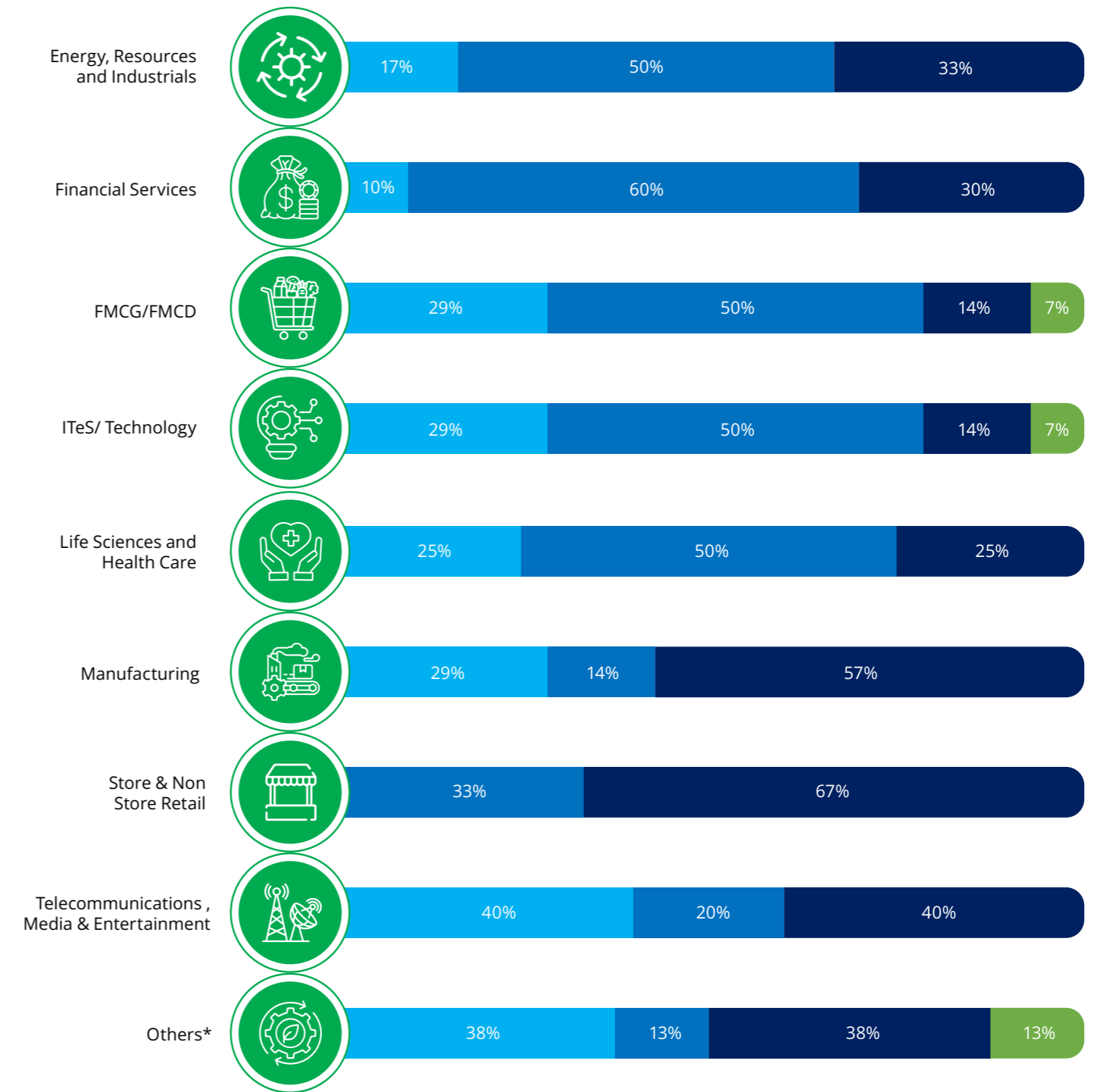


Figure 3: Industry wise stages of PA maturity for 2023



*Includes Aviation, Real Estate, Conglomerate

Moving the levers

There was positive movement observed across all the six pillars of People Analytics Maturity with 'Alignment with business' seeing the highest impact, whereas 'building the capability of People Analytics team' still needs more work.

Data Infrastructure – A positive shift in data infrastructure was observed, which was primarily driven by more organisations investing in data lakes and warehouses, building consistent data models, integrating different systems, and leveraging BI and Analytics tools for their people analytics interventions.

Alignment with Business – The highest shift in this pillar, along with user engagement, demonstrates that people analytics and the outcomes achieved through the interventions are not the sole prerogative of HR and HR analytics teams. As this is now understood, leaders are realising the importance of making talent decisions based on this data, and therefore, we see a significantly positive shift on data infrastructure and user engagement levels as well.

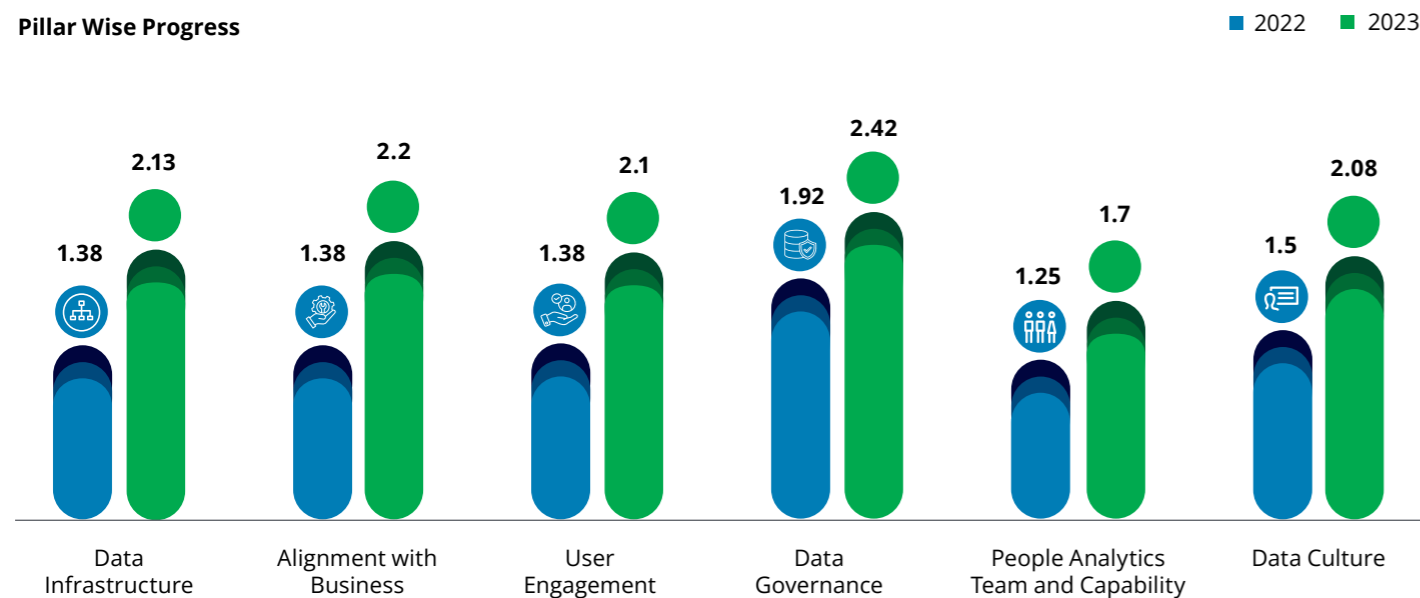
User Engagement - The HR teams are focusing on using people analytics tools and implementations are being driven at their organisations while designing talent strategies and talent interventions.

Data Governance – The shift of 0.5 points on data governance reflects that organisations are focusing on data quality and data accessibility with role restrictions.

People Analytics & Team Capability – The lowest positive shift on this pillar calls for more focus towards building data skills in HR teams to drive a smooth people analytics journey.

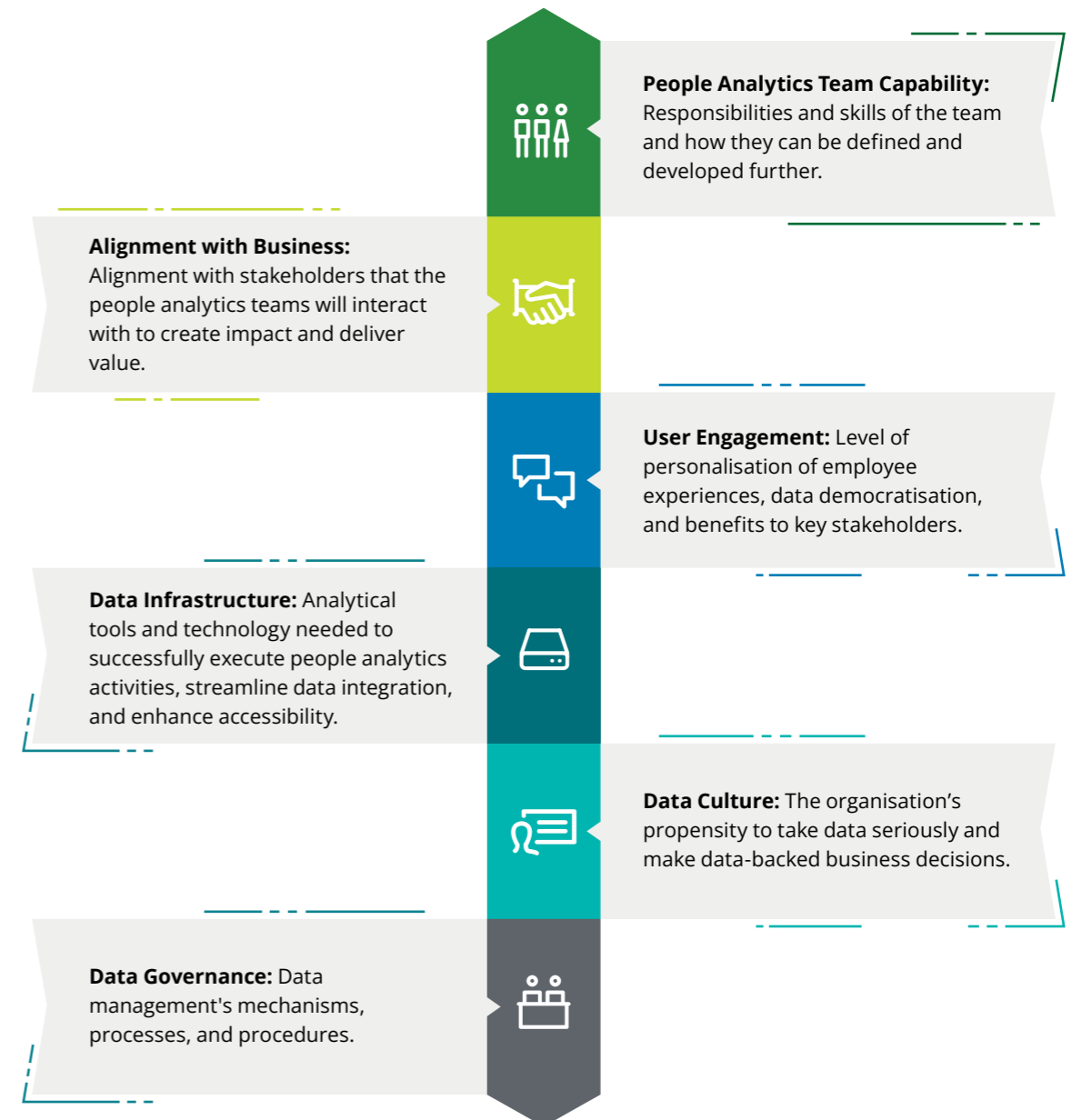
Data Culture – A small positive shift on the data culture pillar is clearly an outcome of a low shift in people analytics and team capability building. Organisations are investing in hiring skilled talent from the market or building their own talent, but at a relatively slower pace.

Pillar Wise Progress



Framework and Approach

The People Analytics Maturity Model¹¹ consists of 6 pillars of evaluation which helps determine the current stage of an organisation's PA maturity.



¹¹Chakrabarti, M. (2017a). Methodology for High-Impact People Analytics Research, Bersin, Deloitte Consulting LLP, Chakrabarti, M. (2017b). The People Analytics Maturity Model, Bersin, Deloitte Consulting LLP.

Based on the maturity of the organisation across each of these six dimensions¹², they were ranked on a maturity level from 1 to 4.

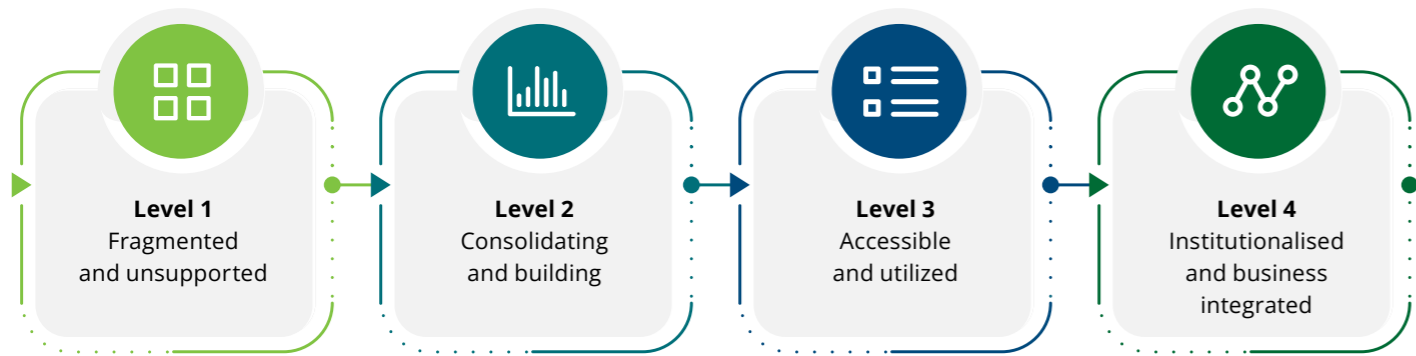


Figure 2: Stage of Deloitte People Analytics Maturity Model

	Fragmented and unsupported	Consolidating and building	Accessible and utilized	Institutionalised and business integrated
People Analytics and team capability	Limited capability with focus on reporting	Specialised PA team defines data needs and uses embedded analytics tools	The PA team offers predictive insights using advanced, and interdisciplinary analyses	PA team has a forward-looking approach using real-time data and delivery is enhanced by innovation
Data infrastructure	HRIS reports and spreadsheet based delivery	Automated reports and dashboards in response to ad hoc requests	Automated and personalised dashboards after understanding business capability needs	Integrated data infrastructure, advanced solutions, and third party expertise is used
User engagement	HR leadership is a primary customer for PA work	Serves across the HR function	Established customer base across HR and businesses	Serves wide array of internal and external stakeholders
Data governance	No or limited role in data governance with issues in data quality	Visible but limited role in data governance	Prioritise governance and ethics	Prominent data governance and high quality data
Alignment with business	Intuition driven decision making	Talent decisions based on intuition but validated by data	Talent decisions taken after analysing data and insights	PA integral to business, talent, and daily course decisions
Data culture	Lacks basic skills	Building data literacy and skills through learning opportunities	Enhanced data literacy and learning through experimentation	Data skills permeate HR career paths with focus by focusing on learning for all

¹²Chakrabarti, M. (2017a). Methodology for High-Impact People Analytics Research, Bersin, Deloitte Consulting LLP, Chakrabarti, M. (2017b). The People Analytics Maturity Model, Bersin, Deloitte Consulting LLP

Moving ahead with people analytics

1. Don't boil the ocean, begin with what you have.

Many organisations we spoke to had great aspirations to generate meaningful insights and were often worried as they didn't have the confidence in the quality and adequacy of their data. Their fears are not unfounded – in 8 out of the 10 people analytics projects we undertake, data is insufficient and inaccurate. But in almost all those cases, we can generate some meaningful insights. They might not be as powerful the first time, as you would expect them to be, but it is a starting point.

Let's take an attrition prediction as an example. We are often asked by organisations on what would be the accuracy of our attrition prediction model if the data is insufficient. We might be able to achieve only 50 to 60 percent accuracy with a model in its first iteration when the data is limited. Now there are two ways to look at what this number means:

- What is the opportunity cost if we didn't do this at all? You would probably be taking no pre-emptive action to retain your people. With a model only 50 – 60 percent accurate, you still have the potential to intervene and retain a few of your critical resources. There is value in moving the dial from 0 to 60 percent, compared to not beginning at all, due to lack of clean and accurate data.
- The other way to look at it is the potential it provides to move towards your north star of accurate and reliable insights. Beginning with what you have will also highlight what you don't have. If your attrition prediction model isn't generating any value, that doesn't necessarily mean the model isn't working. It can also mean that we are not tracking the real issues. It will open the conversation to problem areas that are not so obvious.

2. Explore the art of the possible: address the burning issue.

People analytics, and in general AI, is a rapidly evolving space which sometimes makes it hard to define the goal post and the path to achieve it. It calls for continuous upskilling to know the art of the possible in the space, as well as a good understanding

of the business, to be able to prioritise the most burning issues. While it is important to understand the possibilities AI and GenAI bring and how they can reduce time to action; it is imperative not to lose sight of the problem you are trying to solve.

Once you have identified your burning issues, building a business case around it, on how the initial time and effort spent in addressing the issue will reap benefits, would be the next step and it is critical to get a buy-in and the investment necessary to move forward. For instance, well-being has been a priority for a lot of CEOs and CHROs and there has been lot of investment in rolling out well-being initiatives for employees. But unfortunately, a lot of organisations have observed very low uptake of well-being programmes. If we take a step back, let some data and insights guide us on why employees are not leveraging well-being programmes; are their needs too specific, and the programmes too generic? We are giving ourselves an opportunity to 1) increase the utilisation of these well-being programmes by making them more targeted and useful for our employees, and 2) providing a better employee experience. Both will translate very well on a measurable business case. While 1) will have a direct impact on the investments being utilised, 2) will have an indirect impact, through better employee engagement and retention. Moreover, the intangible impact of being able to positively influence the well-being of employees, strengthens the business case.

3. It's all about value and outcome. Start tracking today.

There were two key differentiators we observed between the organisations that were able to progress on their agenda, as compared to the ones that didn't:

- Buy-in from the leadership
- Ability to demonstrate value and outcome

For organisations that were able to demonstrate value and outcome from their people analytics interventions, the progress was faster. They were able to continuously demonstrate the value to the business and in the process 'fund themselves' to expand their scope and maturity to other areas of the business. The ability to demonstrate value is largely determined by our ability to define it and then track it.

Endnotes

1. Chakrabarti, M. (2017a). Methodology for High-Impact People Analytics Research, Bersin, Deloitte Consulting LLP.
2. Chakrabarti, M. (2017b). The People Analytics Maturity Model, Bersin, Deloitte Consulting LLP.
3. The Economic Times article titled, "77% of Indian employers believe that Diversity, Inclusion and Belonging are crucial for organisational performance"
4. Beyond Productivity: The journey to the quantified organisation (A Deloitte report)
5. People analytics maturity in India 2022 (A Deloitte report)
6. LinkedIn Talent Insights
7. Uncovering blind spots: Outlook on diversity, inclusion and belonging at Indian workplaces – an Indeed article

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