



# Hidden Gems and Unsung Heroes

HOW WORKHUMAN CLOUD ILLUMINATES FUTURE LEADERS

workhuman\*

# Harness the wisdom of the masses.

Not all leaders are managers or executives. Not all coaches and mentors are managers, either. Colleagues can help drive each other's performance and shine a light on unknown leadership potential when there's a peer-to-peer recognition and continuous performance management program in place. According to a recent study,<sup>1</sup> 62% of employees wish they received more feedback from their colleagues. Many voices provide a more rounded view of each human and can highlight your culture's unsung heroes while illuminating true leaders.

**"This approach is much more democratic and inclusive. It really does draw on the wisdom of the masses."**

DAVE BOND

Director, Talent Management &  
Total Rewards, Minto

Customer since 2016

## What data can do

A company with Workhuman® Cloud analytics tied to its recognition platform has a decided advantage. Workhuman Cloud data can show which leaders, managers, and individual contributors are clearly doing excellent work and building connections with their colleagues based on the recognition moments they receive. This is especially true in those instances where their direct managers don't have a full view into their day-to-day work.

## The superpower score

The data lets you look at patterns in the language of employees' recognition moments. Words that align with your organization's core values or other leadership qualities (see Figure 1) make up what we call an employee's "superpower score."

## Finding your hidden gems

It sometimes happens that future leaders are overlooked because they've received a lot of recognition, but not from influential people within the organization (like their managers or C-level executives). In this case, you can see who has a low network score but a high superpower score – and there are your diamonds.



UNMATCHED  
INSPIRING  
SECOND TO NONE  
AMAZING  
AWESOME  
INDISPENSABLE

Figure 1: Superpower score

Recently, one of our customers – a large financial institution – went through this exercise to look for hidden female leaders among their population. They found there were many women who'd been recently promoted and had received a great deal of recognition, but not from their managers. Despite their promotions, their full leadership potential was being overlooked because they had lower network scores as a result of how they were being recognized.

### **Elevating talent in a new way**

Succession planning can sometimes be old school. It involves a lot of closed-door meetings and tends to be subjective. Using Workhuman Cloud to illuminate hidden gems within your organization makes finding future leaders a lot more democratic and promotes elevating talent from within versus always hiring from the outside.

## THE WORKHUMAN® ANALYTICS & RESEARCH INSTITUTE (WARI) SOLUTION

WARI consists of industrial-organizational psychologists and data scientists who help Workhuman Cloud customers translate the value of a Social Recognition® program into business outcomes. This team uses predictive analytics<sup>2</sup> in conjunction with the data made possible by human applications<sup>3</sup>— technology that shows connections, human moments that matter, and the way work happens in real time – to discover untapped leadership potential.

Of course, there's more that goes into this than backend data on a Workhuman Cloud recognition platform. To have the best view into your hidden talent and to see how work is getting done within your business, there are three elements critical for success: reach, frequency, and value.<sup>4</sup>

Your well-designed and funded program needs a certain level of engagement and investment to generate enough data to see employees' superpower scores.

In other words, the more peer-to-peer recognition moments that happen, the more data you'll have to leverage. Creating a robust enough program to deliver these other insights requires a threshold of 60% reach and a minimum investment of 1% of payroll. Considering good leaders are priceless, it's a smart way to rethink variable pay.

**The future of HR is here, and there are a lot of possibilities for better succession planning and identifying future leaders.**

### Sources

- 1 <https://www.officevibe.com/state-employee-engagement>
- 2 <https://www.workhuman.com/resources/papers/use-predictive-analytics-to-calculate-turnover-risk>
- 3 <https://www.workhuman.com/products>
- 4 <https://weworkhuman.wistia.com/medias/pg6sdvtmq>

**Want to see what predictive analytics  
can do for you? Learn more about  
Workhuman® Cloud.**

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