



FAQs About Workhuman Research

DECODING THE PEOPLE PUZZLE FOR WORKHUMAN CUSTOMERS

workhuman*

People analytics, uncovered

How robust is your people data? If it's not one of your top tools for understanding engagement; performance; turnover rates; diversity, equity, and inclusion (DEI); and other information about the health of your organization and the business outcomes you can expect, then you're missing a crucial piece of the people puzzle. As the working world resumes and builds what comes next, these questions can't linger unanswered – especially now that everything has changed.

The data is in your reach. Here, we answer some of the most frequently asked questions about how research and insights from Workhuman® guide people strategies that drive industry-leading cultures for top global companies.

What outcomes can customers expect by working with the Workhuman research team?

Workhuman Cloud® provides a unique dataset that keeps pace with humans and performance across your business. It moves as fast as the people who are working, recognizing each other, and adapting to changes in their environment. Workhuman's dynamic models challenge leaders to think differently about insights into human performance by leveraging data science to reveal patterns that allow you to see beyond best practices and double down on key levers for impact.

When recognition is happening at scale, the data scientists and industrial-organizational psychologists at Workhuman can examine the relationships between recognition and the business, talent, or HR metrics that most interest you, including employee engagement, performance and talent assessments, voluntary turnover, sales and revenue, and several others. Workhuman works collaboratively with your team to ensure that deliverables meet these goals and that data-driven insights inform impactful recommendations.

There are three types of specific outcomes:

- One is around the **employee experience** – that people feel more engaged with their work, more appreciated, and more likely to recommend their workplace to a friend or colleague. They have that sense of belonging.
- The second is **business outcomes**, or the things the business manager will measure. For an IT organization, it might be scrum velocity or how fast and efficient the teams are. In any industry, it might be reducing absenteeism or turnover, or increasing health and safety at work. Workhuman researchers work with each customer to select at least one or two they want to drive.
- Last is the **financial outcomes**, or the measurable financial return of the program. It might be return on sales, return on assets, profitability, or billable hours.



What are some new areas to explore when it comes to HR data?

Through advanced text analytics, Workhuman can capture hard-to-measure talent and culture attributes. While it's easy to measure someone's proficiency in Python coding or Excel, it's nearly impossible to measure soft skills¹ that make for more collaborative, harmonious, dependable, relationship-oriented, and trustworthy employees and leaders. Natural language processing of award messages will help you identify these behaviors at the employee level, allowing you to observe which departments or business units reflect company values and provide the best employee experience or personal development opportunities. Soft-skill detection can help to more effectively position talent within key roles for succession planning or reorganization efforts.

Workhuman researchers track key themes and examine how the award messages of different departments, functions, and even demographic groups differ. This data offers valuable insight on key behaviors the organization wants to reinforce, how employees interpret and live core values, and how culture emerges. There are differences in how people use language, and it can show up as systematic bias over time. Workhuman is developing a model to identify gender stereotyping and implicit bias, and this will allow Workhuman Cloud to offer real-time recommendations when employees write award messages.

Faint praise is one example. A direct compliment in a recognition award would be, "You really did a great job during that client meeting. The client was very impressed." Faint praise would be, "It seems like you did a good job. So and so told me everyone loved it." That's subtle as opposed to more direct, and the system will soon be able to recognize this and offer in-the-moment feedback. We're also working to understand when there is language being used differently toward a man versus a woman or ethnicity differences in the pattern of recognition.

In the modern organization, collaboration occurs across job roles and functions, departments, countries, and site locations. Through Workhuman Cloud data, we leverage **network analyses and community detection** to visualize those collaborations and reflect how work actually gets done². The Workhuman research team can identify which employees are the strongest influencers and facilitators³ of work – those who might be great advisors, mentors, or leaders. The team can highlight how demographic groups' activity may differ in support of DEI awareness initiatives, or isolate groups that are separate from the overall network for opportunities to improve collaboration and connectivity. A social network analysis can reveal underutilized resources on the periphery of the broader network that can become areas of focus for learning and development opportunities or succession planning.

In general, how does a partnership between Workhuman researchers and a customer's team work?

Following the method of collaboration that works best for your organization, we can work with the program team, your in-house analytics team, and/or other members of your HR and business functions. We have a library of research and published client studies we can leverage to generate ideas for future projects and kick off initial discussions, but sharing your people data (e.g., voluntary turnover, performance, safety, billable hours, productivity metrics, etc.) will add greater precision and depth to the insights and help us increase the impact the analytics will have on your business.

As Workhuman partner, clients have access to tens of millions of data points on how key business outcomes are powered by human connections. Additionally, clients could choose to join a cohort of large companies that share anonymized data for benchmarking and industry trends. All of these are opt-in services, but available at no additional cost.

How can a customer get started working with Workhuman's research team?

This generally starts with sharing examples of the work we've done previously to generate ideas and holding a session focused on identifying key business outcomes and projects, identifying whether any additional data can be shared, and tying that data to recognition.

Workhuman can also provide guidance based on our experience working with our global client base and act as consultants on projects that the client wants to run themselves. Workhuman researchers are collaborative and flexible and can work with teams however they prefer.

Sources

- 1 <https://www.workhuman.com/resources/globoforce-blog/josh-bersin-and-the-big-hr-reset>
- 2 <https://www.workhuman.com/resources/white-papers/how-works-gets-done-a-look-at-the-data-impacting-the-modern-workplace>
- 3 <https://www.workhuman.com/resources/white-papers/hidden-gems-and-unsung-heroes>

To learn more about how people analytics can impact your organization via Workhuman Cloud®, get in touch.

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Or read more on our blog: workhuman.com/whblog