

visier[®]

UNDERSTANDING YOUR EMPLOYEES IS GOOD BUSINESS

10 Ways People Analytics Drives
Transformational Business Impact Beyond HR



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CATEGORY

-  Risk
-  Revenue
-  Cost



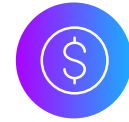
INTRO- DUCTION

Understanding the people within your organization—and more to the point, the impact that people have on business outcomes—should be as crucial and obvious as understanding the cash flow that keeps a company solvent. But, for many companies, there's still a substantial knowledge gap about the people at the heart of the business—despite the fact that these people represent, on average, the vast majority of operating expenses.

Many HR organizations have invested in people analytics as a way to unify workforce data and illuminate the insights required to successfully hire, promote, and retain talent, while effectively managing efficient HR processes. While this is a step in the right direction, it's not sufficient for realizing the true opportunity presented by people analytics. This is not really an HR issue in the purest sense, but one that relates to how executives lead and manage revenue-generating business lines themselves.

For many organizations, there's another gap that holds them back: an imagination gap. The notion of applying data-driven decision making to the people drivers of business performance seems fairly obvious in concept, but it remains uncharted territory for many companies.

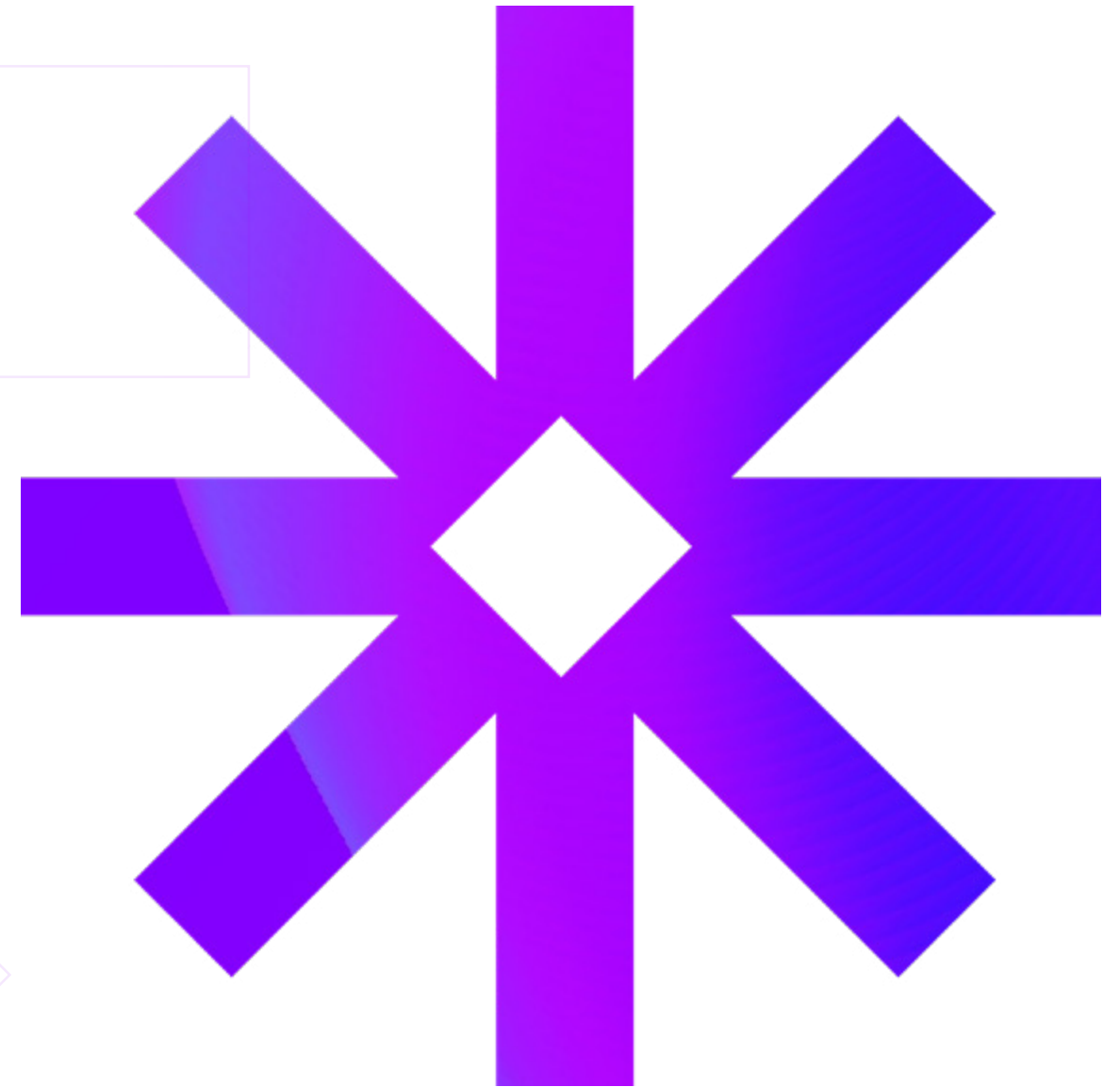
The 10 solutions that follow are designed to bridge this imagination gap, providing illustrative examples of how people data can be combined with operational data and applied to some of the most pressing strategic questions facing every organization today. While this compendium of solutions is by no means exhaustive—there are as many use cases as there are business challenges, and even more when you start looking at this through an industry-specific lens. Hopefully this guide inspires a new way of thinking about the role people analytics can play in unlocking the next wave of growth and efficiency for your organization.



SOLUTION #1

TOTAL COST OF LABOR

This solution helps workforce planning and FP&A teams more precisely calculate and optimize total labor costs to drive more predictability in the business.



OPTIMIZE YOUR COST OF WORKFORCE

It's deceptively difficult to calculate total cost of labor because doing so requires looking at far more than worker compensation and benefits.

People aren't static objects like other expense items a business tracks. This solution gives you a view into true total cost of labor by analyzing everything that impacts this calculation, including onboarding, training, office space, taxes, insurance, recruiting expenses, etc., and also understanding the financial impacts of contingent workers.

Traditional approaches to calculating the fully loaded costs of the workforce are limited by the data and technology deployed. Most often these calculations rely on summarized data, that is then augmented with load factors such as costs of space or costs of management. By the time all of the summary data has been rolled up the actual costs can be 5-10% wrong due to the "averaging of averages" that is inherent in this approach.

BEING ABLE TO SAVE EVEN 1%, CAN ADD UP TO A VERY SIGNIFICANT IMPACT TO YOUR BOTTOM LINE



When you calculate workforce costs on a person by person basis, using their actual compensation and compensation load as the starting point and then layering on an allocation of known costs for space, IT, employer insurances etc, you can avoid the issue of over or underestimating, generating a very precise idea of your current and future costs. In addition, these costs change as the people behind them change, reflecting the real compensation costs of the new people added to the organization.

The benefits of this more precise approach are substantial. Workforce costs often represent the majority of the overall operating expenses. Being able to save even 1%, can add up to a very significant impact to your bottom line. In addition, having a precise view of your actual spend means you can plan future spending more effectively, not having to hold back more funds for contingency spending than is actually required.



WHO DOES IT BENEFIT?

Finance and HR share the responsibility for managing people and what they cost.

This solution helps workforce planning and FP&A teams more precisely calculate and optimize total labor costs to drive more predictability in the business.

DATA SOURCES

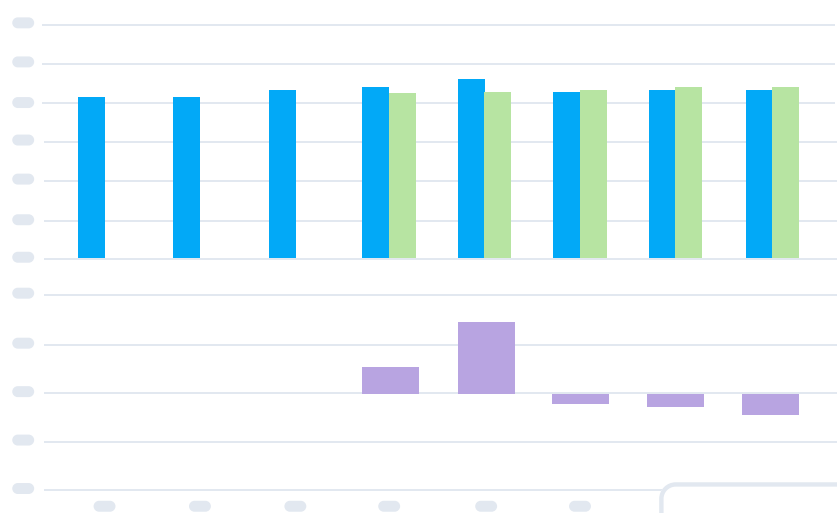
HRIS

Accounting software

Payroll



Trend Breakdown of Projected Ending Headcount vs. Headcount Budget



Optimize your current and future workforce costs with people analytics

Projected Ending Headcount

● 4.26k

Headcount Budget

● 4.3k

Difference

● -42

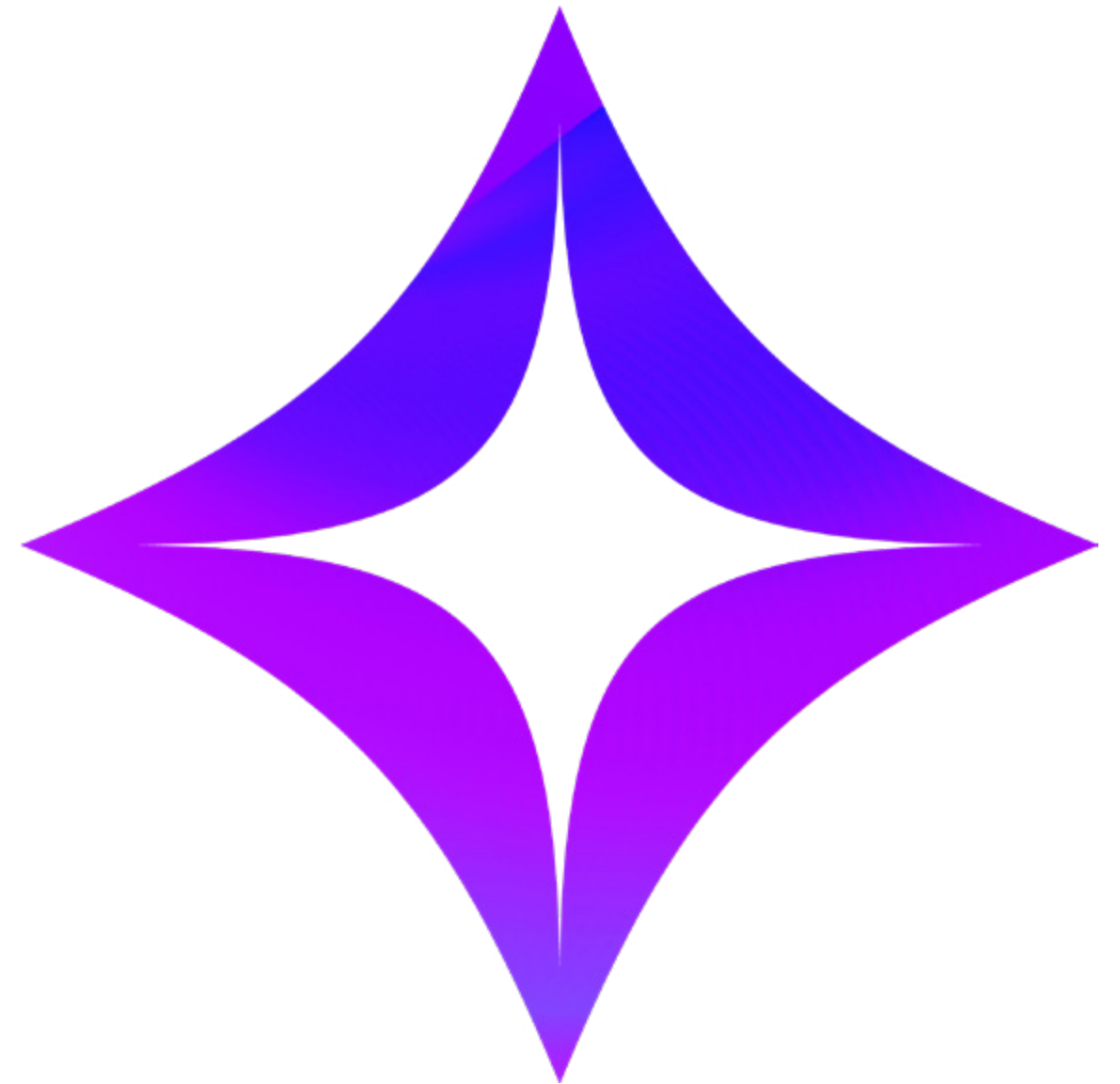
70% OF AN ORGANIZATION'S BUDGET GOES TOWARD ITS PEOPLE COSTS, ON AVERAGE¹



SOLUTION #2

CUSTOMER PROFITABILITY / COST TO SERVE

This solution brings together labor and overhead inputs related to serving a customer so you can understand true customer lifetime value, load balance your customer-facing resources, and find opportunities to improve customer profitability and gross margin.





IMPROVE CUSTOMER PROFITABILITY BY MANAGING COST TO SERVE

Understanding the cost to serve a customer is crucial for managing the scalable profitability of your business.

This solution brings together all of the labor and overhead inputs related to serving a customer so you can understand true customer lifetime value (LTV), load balance your customer-facing resources, and find opportunities to improve customer profitability and gross margin.

Too often, cost-to-serve models simply focus on the dollar amount, excluding the granular elements that are needed to make meaningful adjustments, and which can lead to cost savings. With a solution that combines the costs, time, and specific aspects of the people doing the work it becomes possible to understand the true cost and how to ensure work is getting done as cost effectively as possible.

Delivering excellent service and maintaining a low cost to serve is not a one and done process. It takes regular monitoring, insight, and action to keep teams aligned and costs under control. This is not something to be handled only when issues arise. It needs a solution that constantly integrates the relevant data sources, analyzes patterns for risks and opportunities, and surfaces those insights to the people who need to take action.

**IT TAKES
REGULAR
MONITORING,
INSIGHT, AND
ACTION TO
KEEP TEAMS
ALIGNED AND
COSTS UNDER
CONTROL**

WHO DOES IT BENEFIT?

Implementation, customer success, and financial teams need to partner to ensure the costs to serve a customer are inline with gross margin goals.

This solution provides detailed understanding of the people and practices behind what it takes to serve a customer, which helps to shine light on areas for optimization to improve the profitability of customer relationships.

DATA SOURCES

Accounting software

CRM

Time tracking (optional)

Payroll



Understand what drives cost to serve

“

ONE OF THE HOTTEST TRENDS IN THE MARKET IS BEING ABLE TO JOIN UP PEOPLE DATA WITH IMPORTANT DATA SUCH AS FINANCIAL DATA, PRODUCTIVITY DATA, CUSTOMER SATISFACTION DATA, AND OPERATIONAL DATA.



Marc Solow

Human Capital Analytics & Insights Solutions Practice Leader

Deloitte.





SOLUTION #3

PRODUCTIVITY + PERFORMANCE

This solution layers in performance metrics with business metrics so leaders are able to see how people data correlates to performance.



MAKE PERFORMANCE REPORTING MORE EFFECTIVE WITH PEOPLE DATA

In every development or delivery function, understanding how people and teams work to achieve goals is essential for managing and scaling positive business outcomes.

For engineering, customer service, and virtually any workflow-driven discipline or functions that are oriented around OKRs and KPIs, this solution shines light on how employees are producing—the volume, velocity, and quality—relative to their pay. This helps you make targeted changes in your organization to optimize cost-efficient business results.

For companies that rely on people to make their products and services, the most critical input is the performance of their people and teams. However, often information about performance and overall people capability is handled separately from the information about the work being done. This means decisions about the best way to increase outputs are left to individual perception and subjective judgment, making overall output fully dependent on a manager's skills.

The way to reduce this dependency and improve overall productivity is to support managers with the evidence and insights they need to make better and more informed decisions about individual and team productivity and performance.

FOR COMPANIES THAT RELY ON PEOPLE TO MAKE THEIR PRODUCTS AND SERVICES, THE MOST CRITICAL INPUT IS THE PERFORMANCE OF THEIR PEOPLE AND TEAMS



WHO DOES IT BENEFIT?

Every leader of a development or delivery team knows the constant challenge of managing people's performance to generate the best outcomes for the business.

This solution helps leaders see the opportunities for improvement so they can manage individuals and teams more effectively.

DATA SOURCES

HRIS

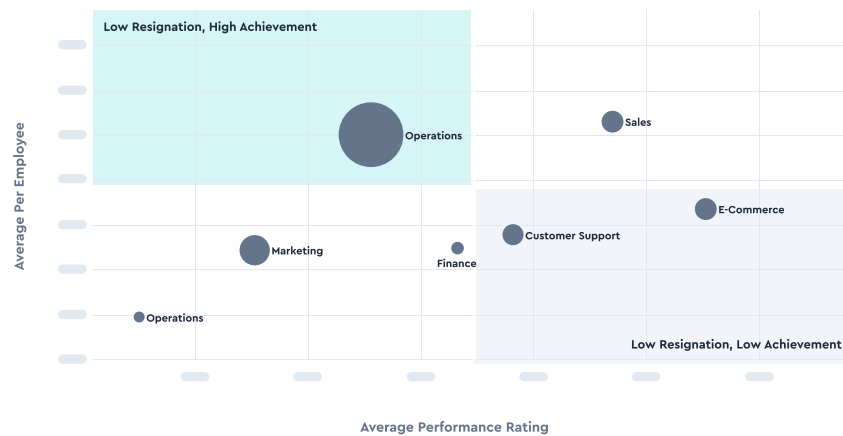
Work ticketing system

Service desk

Performance management



Revenue Per Employee vs. Average Performance Rating



Track how performance delivers key outputs

THE PRODUCTIVITY OF HIGH PERFORMERS CAN BE AS MUCH AS 400% HIGHER THAN AVERAGE PERFORMERS.²



SOLUTION #4

SALES EFFECTIVENESS

This solution shines light on the human side of revenue success so you can time and target hiring, while optimizing development of high-performing revenue teams and sellers to drive commercial results.





SALES LEADERS CAN TRULY UNDERSTAND THE MAKEUP OF THEIR HIGH PERFORMERS AND BEGIN TO COACH THEIR TEAMS

PREDICT EXPECTED SALES PERFORMANCE



Most revenue organizations struggle to understand the impacts of capacity planning—both hiring and retention—on revenue results.

They also struggle to understand what factors impact salesperson success—background, skillset, habits, behaviors, activity, etc. This makes it hard to manage and deliver predictable revenue every quarter.

This lack of critical knowledge is caused by the fact that the data about people is not integrated with the data about deals and deal progress. This makes it impossible to dig deeply into the data to find insights about people, how they behave, and how this impacts deal flow and overall results.

This solution shines light on the human side of revenue success so you can time and target hiring, while optimizing development of high-performing revenue teams and sellers to drive commercial results.

By combining insights about seller activity, work habits, and collaboration patterns with pipeline stages, success rates, and sales activities, sales leaders can truly understand the makeup of their high performers and begin to coach their teams towards the same approach.

Moving beyond instinct and motivation, sales leadership is supported with deep and timely insights on the activities which lead to closing deals. They gain the ability to understand their pipeline and the likely outcome much earlier and more clearly than before.



WHO DOES IT BENEFIT?

With this solution, sales leaders are able to finally decode the human side of predictable revenue performance by understanding the risks and opportunities found in measured activity, while also making smarter decisions about how (and when) to hire and ramp successful sellers.

DATA SOURCES

CRM/SFA

Collaboration tools

Employee profile, including skills

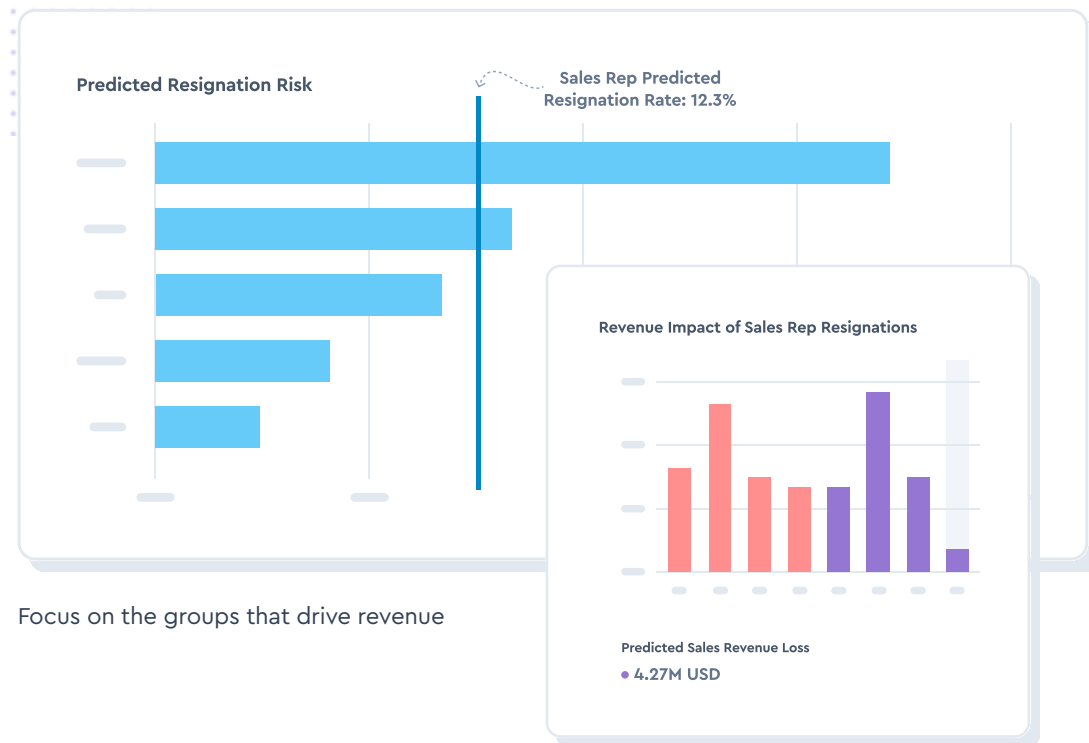
Employee experience

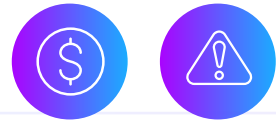
REVEALING HIGH AND LOW PERFORMERS AMONG NEW HIRES IN SALES

A large advisory firm was faced with managing continuous new hire attrition for its sales organization. It was hiring large numbers of new sales people from select schools, operating onboarding and ramp up programs to engage them, and aiming for every new hire to become productive as fast as possible.

They selected Visier to track and monitor these efforts and to allow them fast continuous insight into which new hires were delivering to those goals, so they could invest their time in the right place. It allowed them to see high performers who were at risk of leaving, and low performers who were at risk of staying.

Moving onwards their next focus is identifying who amongst those new hire reps have the potential to be the next leaders of their ever growing sales organization

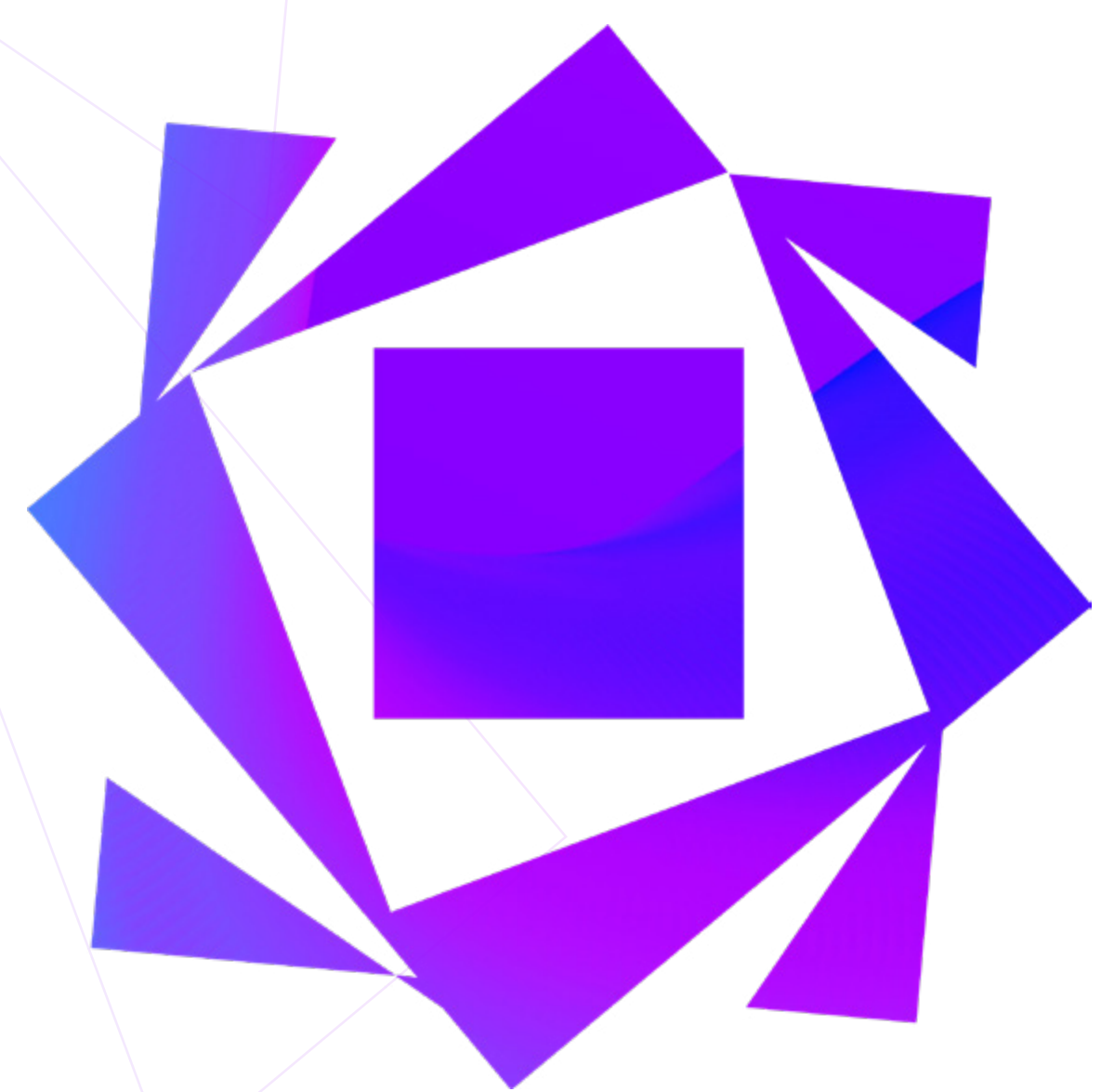




SOLUTION #5

HYBRID WORKPLACE

This solution helps you understand the positive and negative impacts of working remote, in-office, and hybrid so you can make better management, work policy, and facility planning decisions.





MANAGE YOUR HYBRID WORKSPACE

Most leaders want employees to return to the office, but that's easier said than done given the preference of many workers to work from home.

Also, while return to office (RTO) often intuitively feels like the best choice for team effectiveness and company culture, most companies don't have data to back up what working locations deliver the best results for the business.

This solution helps you understand the positive and negative impacts of work from home (WFH), RTO, and a hybrid of both so you can make better management, work policy, and facility planning decisions.

New ways of working have changed where and how office space supports the business. Many companies are stuck guessing when and how space is used, or should be used. Without the ability to accurately track evolving usage patterns companies are left holding onto unnecessary space or with office configurations that do not serve employees. Both outcomes are costly and suboptimal.

As work habits change so too the vital patterns of collaboration which can make or break a company. Alongside tracking space usage, you need to understand who is talking to whom, whether this is face to face or hybrid and link this through to work outputs and work quality. Without evidence it is impossible to understand if

the right work is being done—the right way—to deliver on results. And without evidence it can be hard to mandate a single way of working, knowing that there will be no consistent response from employees given their individual preferences for flexibility.

To get it right, companies need a solution that integrates data from facilities usage, work outputs, employee experience, collaboration, and more to build a complete picture of how work practice and business performance can be optimized. Once this evidence is available, only then will companies be able to navigate the maze of work demands, fads, employee preference and the like, and focus on delivering real results for the business.

**COMPANIES NEED
A SOLUTION THAT
INTEGRATES DATA FROM
FACILITIES, WORK OUTPUT,
EMPLOYEE EXPERIENCE,
COLLABORATION, AND
MORE TO OPTIMIZE WORK
PRACTICE AND BUSINESS
PERFORMANCE.**

WHO DOES IT BENEFIT?

With regard to workspace, HR, facilities, and finance have a shared mission to create a great work experience, while optimizing the associated costs.

DATA SOURCES

Employee badge swipes

Collaboration & communication tools

Facilities usage mapping

A NOVEL WAY TO MEASURE HYBRID SUCCESS

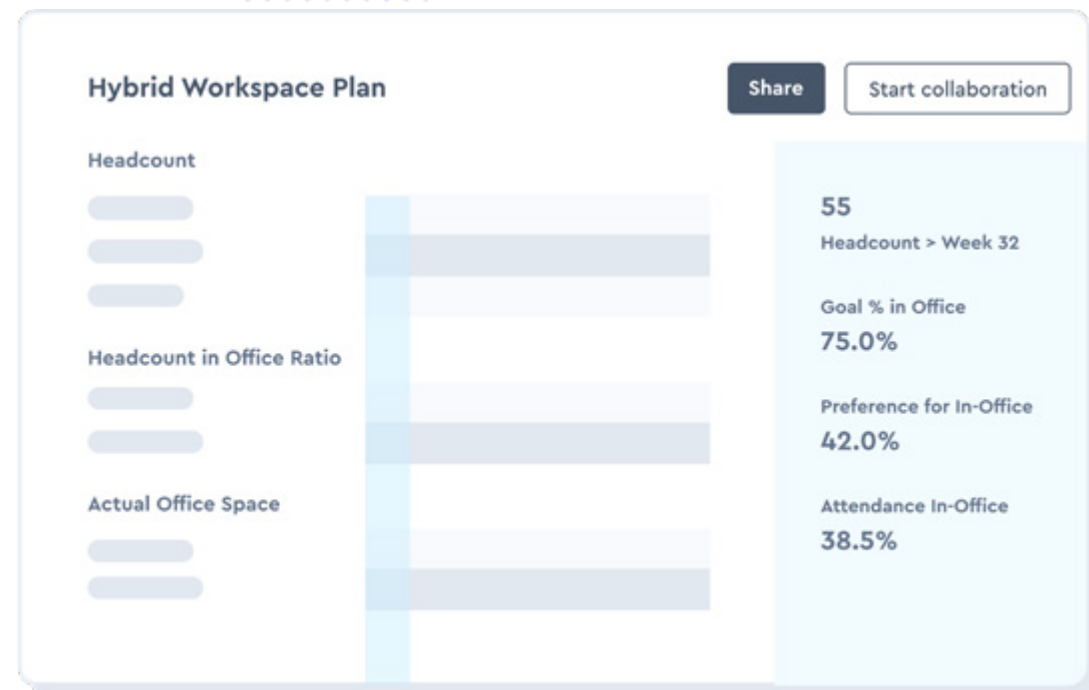
Commonwealth Bank of Australia (CBA) needed to understand if and how their return to the office plans were working. They partnered with Visier's custom solutions team to gain insights using employee badge scan data.

"We needed to get data-driven evidence based on insights to understand exactly what kind of hybrid working plan would work for the team and how to go about establishing it," Gerhard Diedericks, head of people analytics at CBA says. It was important, he says, to answer questions related to productivity, engagement, and health. "Once we got the attendance data into Visier it allowed us to do that."³



Gerhard Diedericks

Head of People Analytics
Commonwealth Bank of Australia



Optimize your current and future workforce plan with people analytics

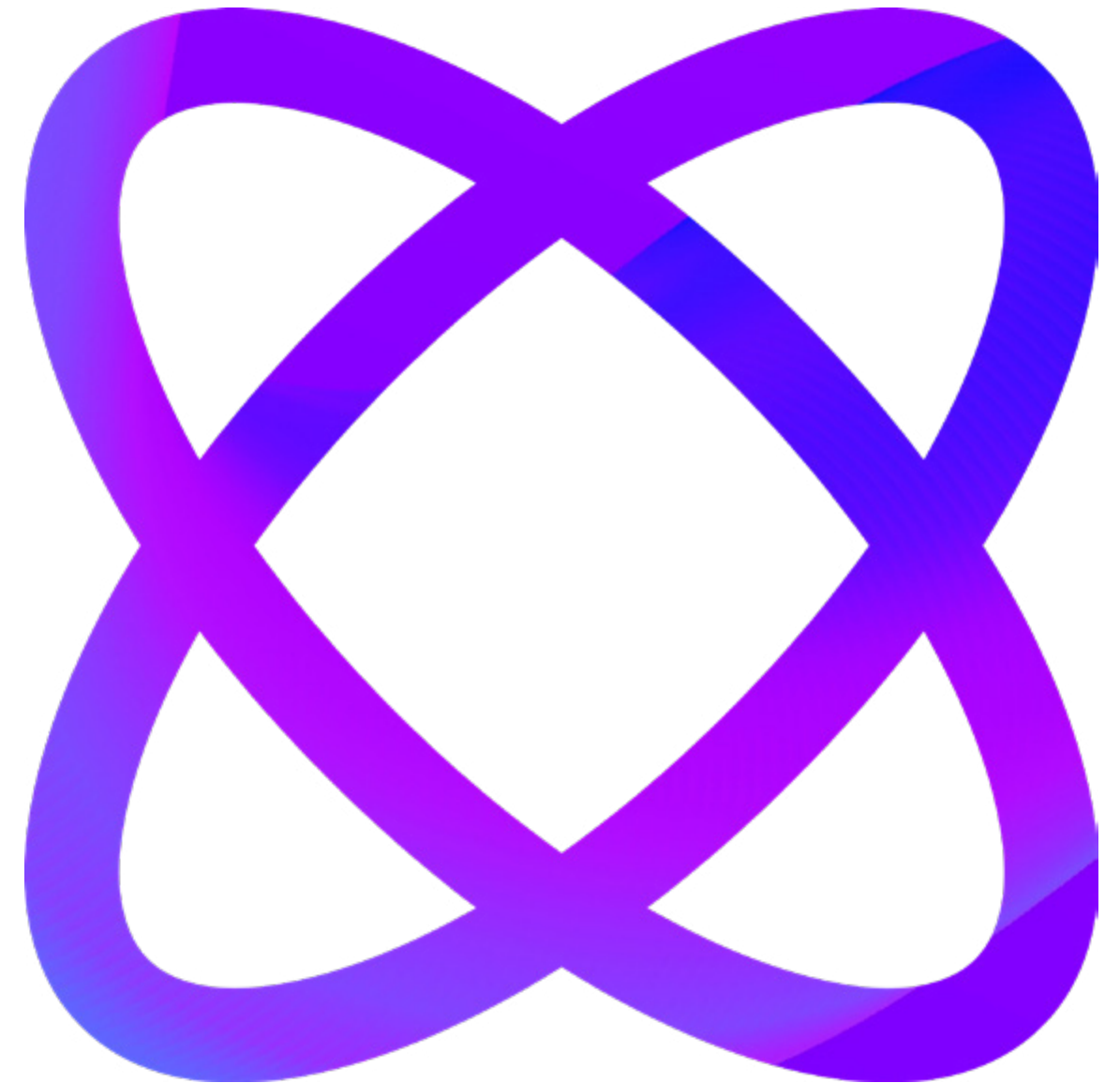




SOLUTION #6

CAPACITY DEMAND PLANNING

This solution helps companies become more data-driven in how they match full-time and contingent worker hiring, onboarding, and scheduling against dynamic demand forecasts.



CAPACITY DEMAND PLANNING

With employees representing up to 70%+ of an operating budget, being able to accurately predict the right staffing at the right time can dramatically improve the bottom line.

What's more, labor shortages and supply chain disruptions mean that companies need to get much better at planning worker capacity to meet forecasted demand. This solution helps companies become more data-driven in how they match full-time and contingent worker hiring, onboarding, etc. against dynamic demand forecasts.

**TOO OFTEN,
CAPACITY
DEMAND MODELS
ARE BASED ON
ASSUMPTIONS,
NOT DATA.**

In planning capacity, there are two primary concerns:

1. The first is building an accurate model of what is being done by which employees. Very few organizations are able to bring together all of their different work groups across contingent, permanent, and contract worker categories, let alone keep a model aligned with current organizational structures. Without this detailed view of how work is getting done it becomes hard to ensure that work capacity is aligned to demand.
2. The second concern is understanding how work impacts the need for people by identifying the ratios and variations that drive demand and impact productivity. Too often, capacity demand models are based on assumptions, not data. With this solution, leaders can use detailed insights into what affects work delivery and work demand, enabling them to more effectively manage both delivery and their budgets.



WHO DOES IT BENEFIT?

Aligning people capacity to work demand is a constant challenge for every large enterprise.

Every business unit leader involved in development, customer delivery, or customer success experiences this challenge. This solution helps leaders plan and manage their delivery with confidence.

DATA SOURCES

HRIS

Vendor manement system

ERP

Customer tickets



Track capacity against demand

HOW DATA INSIGHTS INFORM HEALTHCARE HIRING STRATEGIES

"The biggest impact we've seen for business outcomes has been how we begin to forecast vacancies. What [people analytics] has allowed us to do is give leaders an opportunity to make choices about whether or not they want to hire ahead. And what we've seen is this year alone, we've hired over 2,000 caregivers in advance of the vacancy, which has actually contributed to over \$3 million in savings.

"So, we have the right people in the right place with the right skills, at the right time to serve the community, while we reduce some of the workload for our other caregivers who are already at the bedside."⁴



Mark Smith

Vice President of Workforce Strategy & Analytics, Providence

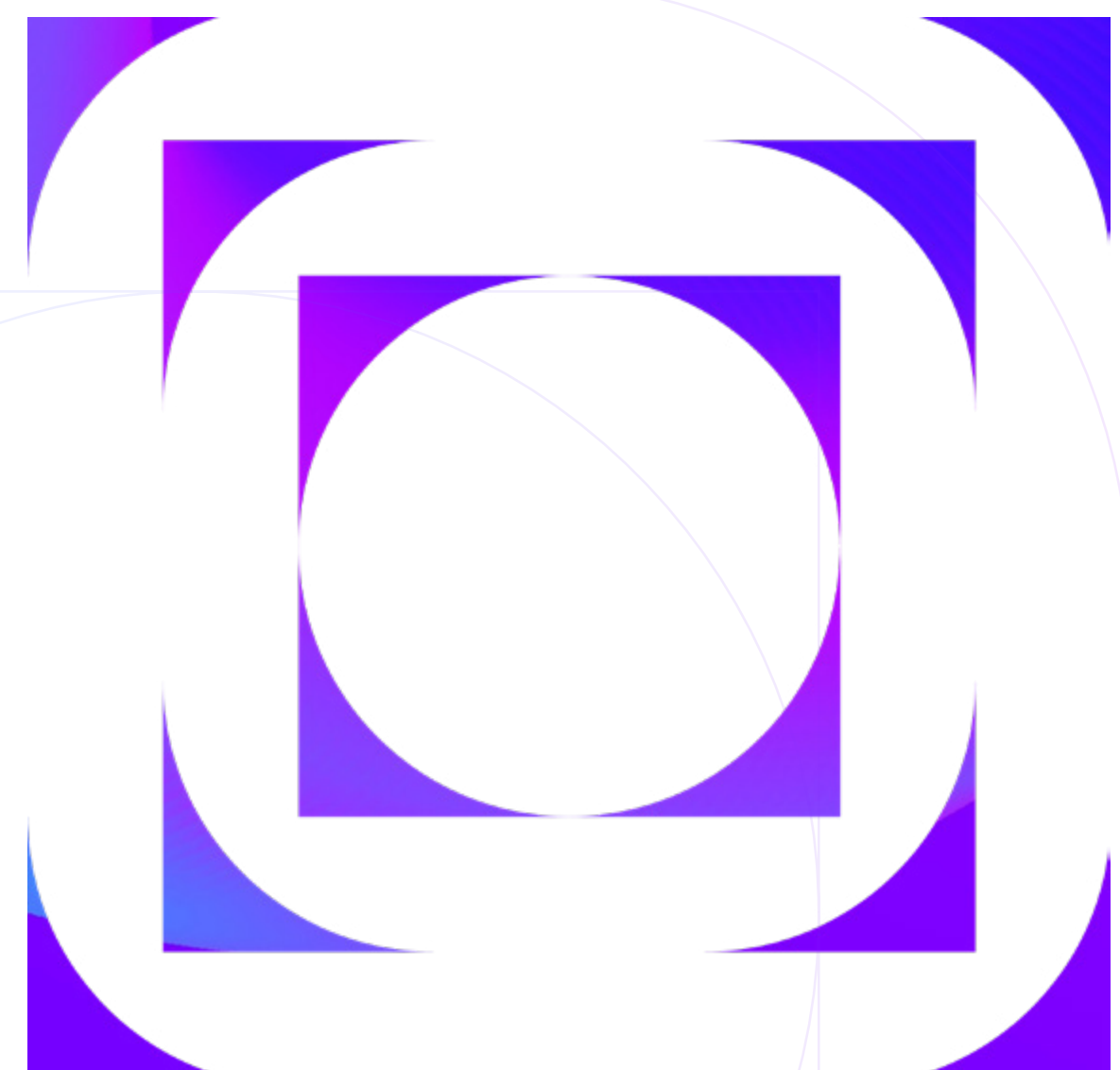




SOLUTION #7

MANAGER EFFECTIVENESS

This solution looks at the key factors of manager effectiveness—the ability to hire, retain, promote, and drive cost-effective results for the business.



IMPROVE MANAGER EFFECTIVENESS

Managers have a dual role: they are responsible for business results and they are responsible for the team. But how do you understand if your managers are effective? How do you discern if they've organized their teams for success?

This solution looks at the key factors of manager effectiveness—the ability to hire, retain, promote, and drive cost-effective results for the business—so you can identify who is succeeding and who needs support in order to build a world-class organization delivering world-class results.

People are complex and managing people is hard. Managers are often left alone to judge for themselves how best to focus their people, combining motivation and direction to hit their company goals. It can be hard to know which managers are able to find the right balance of delivering on their results while retaining and developing their people.

By tracking key productivity and people indicators, with a specific focus on understanding how managers engage, it is possible to enhance the overall delivery of the business. And, by looking into the links between engagement, internal mobility, cost, and manager activity you can identify and support improvements in manager effectiveness.



**MANAGERS MUST
DELIVER ON RESULTS
WHILE ALSO RETAINING
AND DEVELOPING
THEIR PEOPLE.**



WHO DOES IT BENEFIT?

The CHRO is the person who holds responsibility for building effectiveness within the management population.

With this solution it becomes simple to identify where management practices are contributing to business results. Or where additional support is required to improve results.

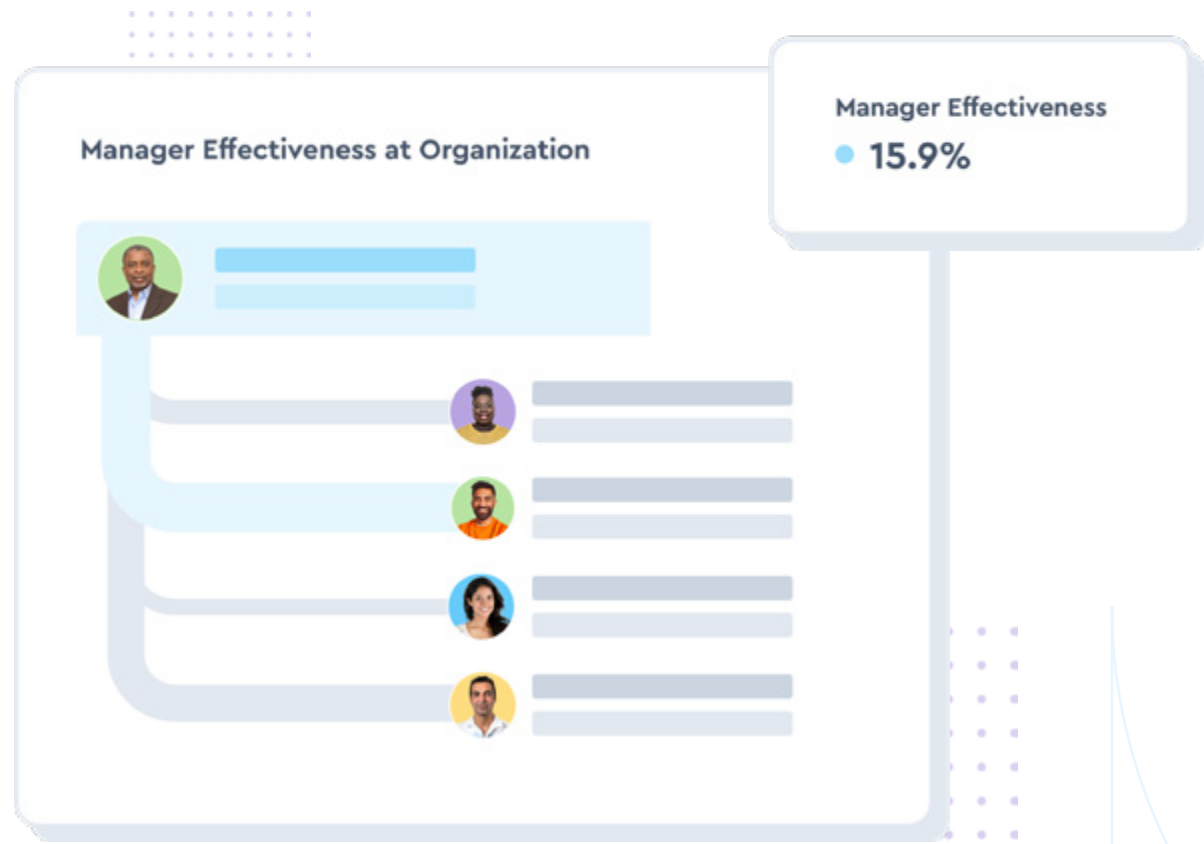
DATA SOURCES

HRIS

Employee experience

ERP

Function-specific systems of record



EMPLOYEES WITH BAD MANAGERS WASTE 10-52% OF THEIR TIME AT WORK—THEIR PRODUCTIVITY LOSS HAS BEEN ESTIMATED AT \$150,000/PER BOSS ANNUALLY.⁵

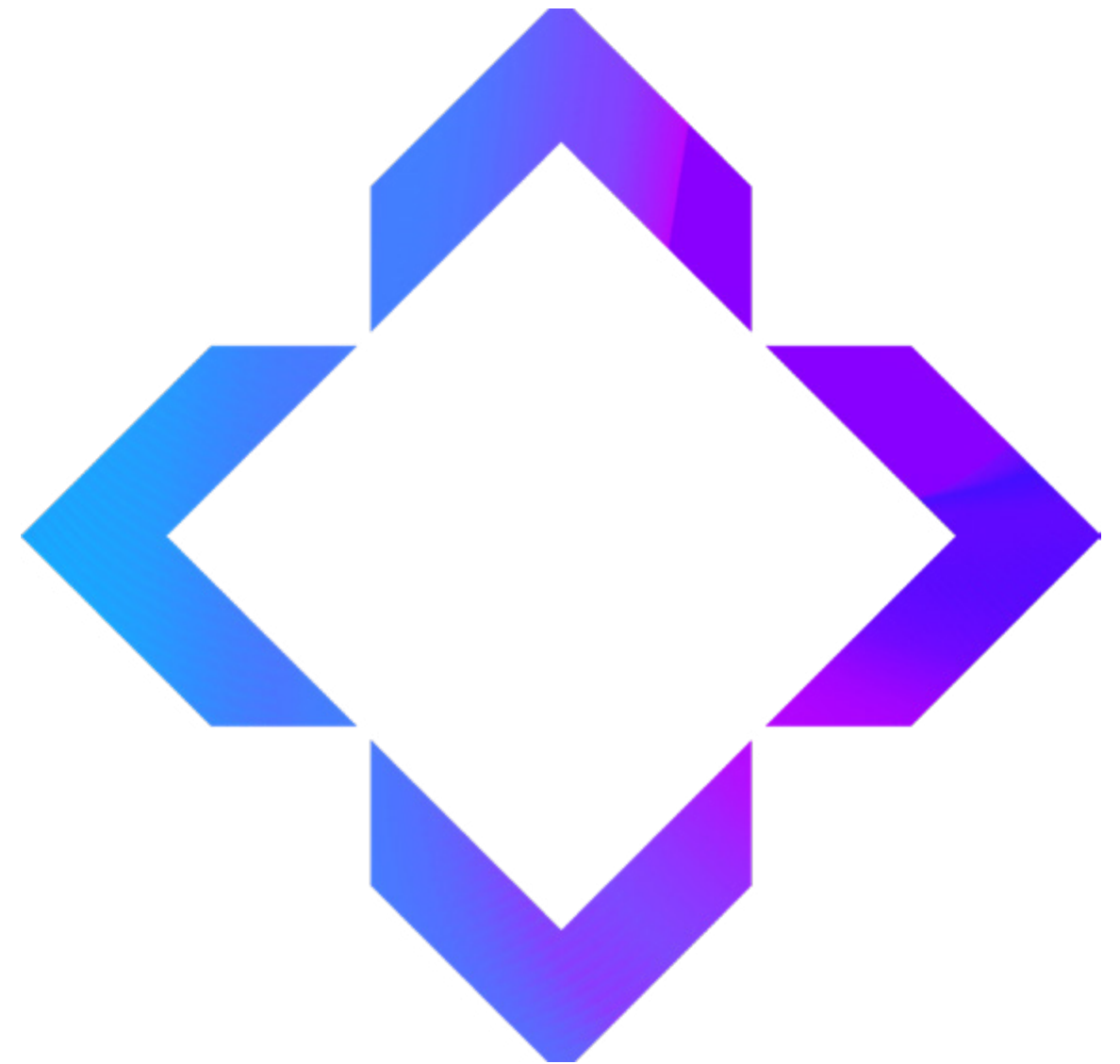
Improve manager effectiveness



SOLUTION #8

SKILLS INVENTORY

This solution helps you understand which skills you have and which skills you need so you can identify and prioritize gaps in your hiring and development programs.





FIND AND FIX SKILLS GAPS

TOO OFTEN, COMPANIES STEP INTO A SKILLS JOURNEY WITH A MORE ADVANCED USE CASE SUCH AS AN INTERNAL TALENT MARKETPLACE.

The topic of skills is one of the most pressing concerns on the people side of business today because the urgency to build a workforce of the future is colliding with a historic labor shortage.

Talent scarcity and rapid role transformation mean that hiring people based on their job title alone, without taking skills into consideration, is no guarantee that they'll be able to move your company forward.

What's required to keep up with the transformation of work is a shift to a skills-based view of people. Looking beyond their credentials to understand the skills they have, the skills they can develop, and how their overall talents can support future business performance.

While this transition sounds straightforward, most companies struggle to understand how to start or how to elevate the various niche capabilities that have already been implemented into a more strategic program with company-wide impacts. This has led to mismatched investments, and confusion within HR and across the business.

This solution helps you understand which skills you have and which skills you need so you can identify and prioritize gaps in your hiring and development programs. From this foundation, you can target your recruiting, development and internal mobility efforts based on a clear skills roadmap. Too often, companies step into a skills journey with a more advanced use case such as an internal talent marketplace. But that only exacerbates the challenge by creating an internal network of free agents that can destabilize your organization.

WHO DOES IT BENEFIT?

When the CHRO and their leadership team can bring clarity and control to the talent process, it reduces risk for the business and builds the confidence in leadership that HR will be able to deliver.

DATA SOURCES

Jobs data

Employee profiles

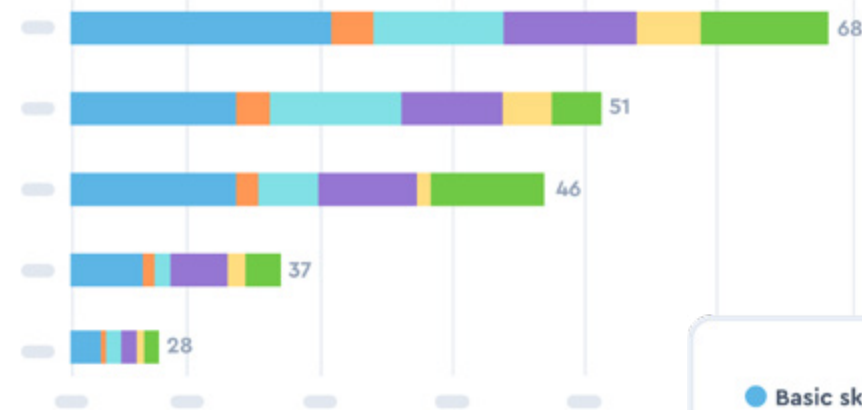
Skills profiles

HRIS

BUILDING A STRONG FOUNDATION OF SKILLS

A global contract research organization for the life sciences industry relies on Visier to organize and harmonize all of the skills across multiple repositories, eliminating conflicting sources of skills data, validating employee-entered skills, and achieving an accurate skills baseline for prioritizing hiring, development, and internal mobility plans. The result is a strong foundation and a clear roadmap for their skills journey—beginning with an accurate understanding of the skills they have and the skills they need.

Current Skills Present by Department



- Basic skills
- Complex problem solving
- Resource management
- Social skills
- System skills
- Technical skills

Track skills gaps across people and teams



SOLUTION #9

ORGANIZATIONAL PERFORMANCE & READINESS

This solution helps executives identify the key people risks that can impact their business.



INCREASE ORGANIZATIONAL HEALTH

Leaders often have a strong understanding of the external risks facing their business, but overlook the internal risks within their workforce.

Losing key performers, low engagement in certain areas, pockets of escalating compensation, patterns of medical or mental health leave, and falling behind on public DEI and/or ESG commitments can create a major crisis for any company. This solution helps executives identify the key people risks that can impact their business.

There is rarely one single factor that contributes to building a high performance work culture. More often it is a combination of the right people and leadership, the right incentives, and the right work environment. This combination of factors can be described as organizational performance and readiness. A company with strong work practices will keep high performers, build strong teams, and deploy incentives to build exceptional business results. But doing this at scale and constantly monitoring both the key aspects of employee experience and output can be hard.

Having access to a solution that both integrates this information and then analyzes it to find the key drivers responsible for increasing or decreasing organizational health simplifies this process. It gives insight into where improvements in engagement or work experience will elevate performance. Or, where retention strategies need to be focused to ensure a loss of productivity does not occur. By understanding how organizational health is changing, leaders gain insight into the people risks that impact business results with enough foresight to mitigate the worst impacts.

BY UNDERSTANDING HOW ORGANIZATIONAL HEALTH IS CHANGING, LEADERS GAIN INSIGHT INTO THE PEOPLE RISKS THAT IMPACT BUSINESS RESULTS



WHO DOES IT BENEFIT?

Every executive leader needs to be attuned to the people risks within their organization, which have the potential to become the silent killer of desired business results.

This solution gives executives, CHROs and their HRBPs a shared view of organizational performance and readiness to ensure they're staying ahead of people challenges before they threaten business predictability or even continuity.

DATA SOURCES

HRIS

Employee experience

Time tracking

Performance management

ANALYTIC INSIGHTS REVEAL LOW ENGAGEMENT AFFECTING BOTTOM LINE

After implementing Visier's people analytics solution, Sunstate Equipment uncovered insights that empowered leaders to improve business outcomes.⁶

"We noticed that as headcount dipped and overtime spiked, equipment utilization rates dropped because we couldn't do business with as many customers. That impacts our top line and revenue," explains Sameer Raut, director of HRIS. "So we used these insights to focus on increasing employee engagement and managed to reduce turnover by 50%."



Sameer Raut
Director, HRIS
Sunstate Equipment



Monitor organizational health

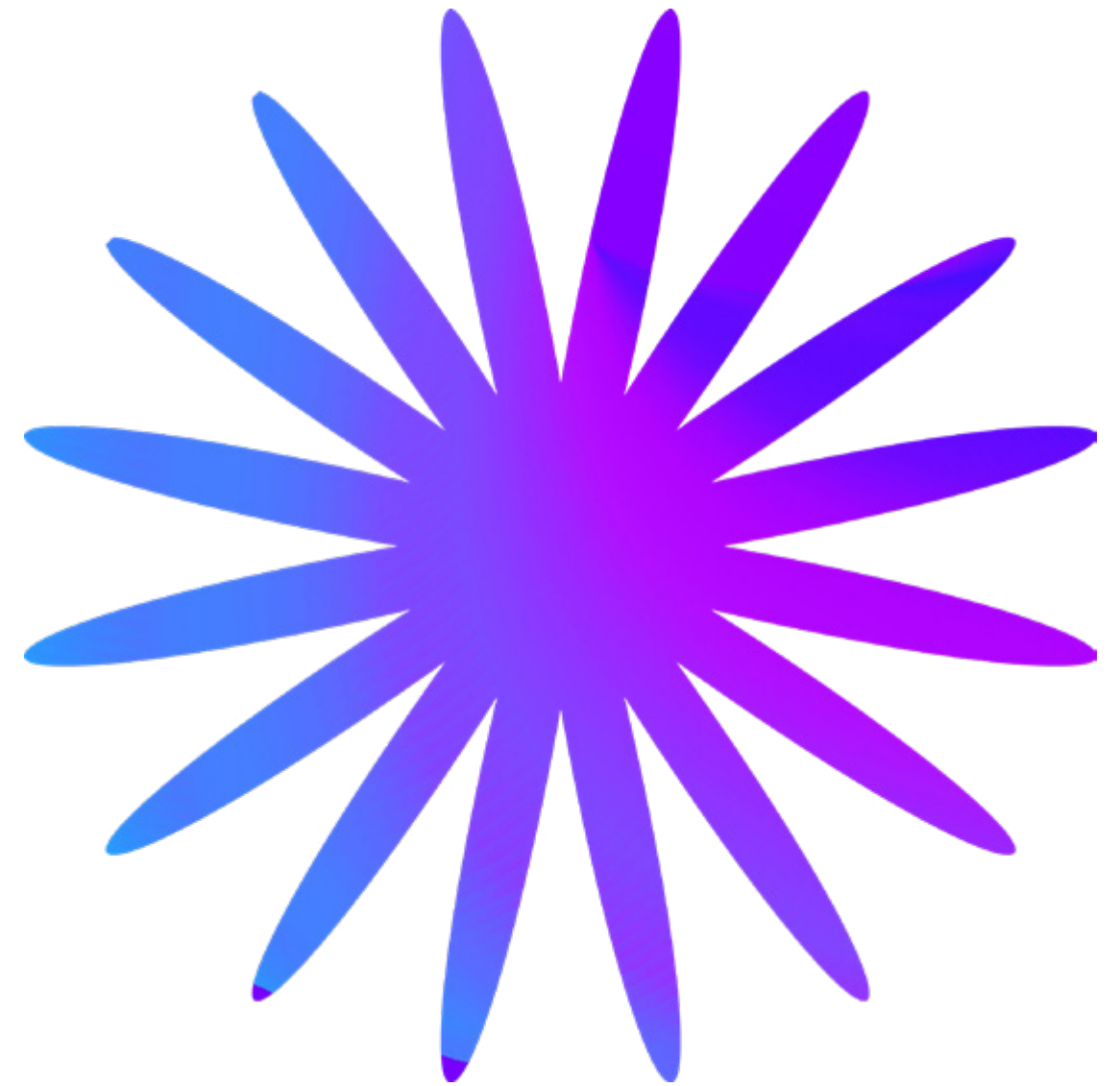




SOLUTION #10

OPTIMIZING STAFFING MODELS

This solution combines finance and HR data sets to produce insights so the business can optimize its workforce to meet demand while delivering desirable business results.



OPTIMIZING STAFFING MODELS

TECHNOLOGICAL
ADVANCES HAVE
CREATED EVER MORE
OPPORTUNITY TO
AUTOMATE OR AUGMENT
EMPLOYEE ACTIVITIES

Labor shortages have had severe negative impacts on customer experience, quality, profitability, and brand reputation across industries.

For many organizations, the reflex has been to hire contingent workers to close the gap. But at what cost? This solution helps you optimize staffing levels and costs across the “build-buy-borrow-bot” continuum to achieve the right balance and blend of staffing alternatives.

Business is undergoing a period of significant disruption. There is a mismatch between the skills available and the skills needed to meet current challenges and future opportunities. Technological advances have created ever more opportunity to automate or augment employee activities. At the same time, customer demands and value chains are shifting meaning new work demands continue to reshape current-state operations.

When work and outputs are stable, the process of optimizing staff is relatively straightforward. There is time to find the right balance and build an effective team. As work increasingly shifts to projects, building results through adopting agile practices and optimizing staff becomes more complex.

This solution keeps ongoing track of current staffing, future demand, and market availability. This data overlaid with skills and insights into the automation potential of roles delivers the guidance that finance, workforce planners, and the CHRO need in order to keep staffing optimized and costs under control.

WHO DOES IT BENEFIT?

Employing part-time or contingent workers, or only hiring entry-level employees, may seem like a quick, economical fix for a labor shortage, but organizations need a more protracted view into the big picture. How might less experienced people or the high turnover of contract labor, for instance, affect business results in the long run?

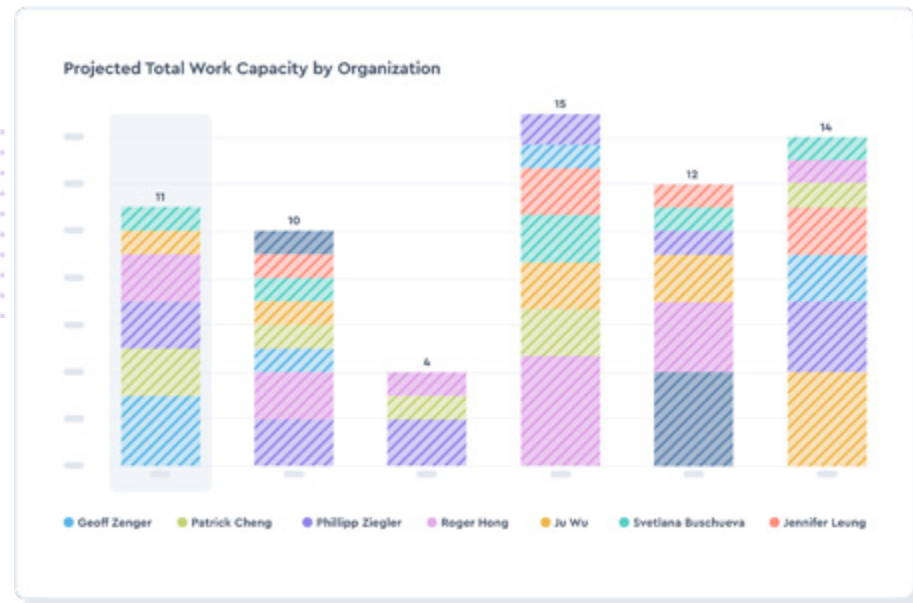
Finance and workforce planners invest their time and skills to ensure that company staffing is optimized. This solution combines the data sets used by these groups to produce insights so the business can optimize its workforce to meet demand while delivering desirable business results.

DATA SOURCES

Labor market data

HRIS

Skills and work automation



Visualize how to optimize your staffing

HIRING AND LAYOFFS HAPPENING SIMULTANEOUSLY IN 2023

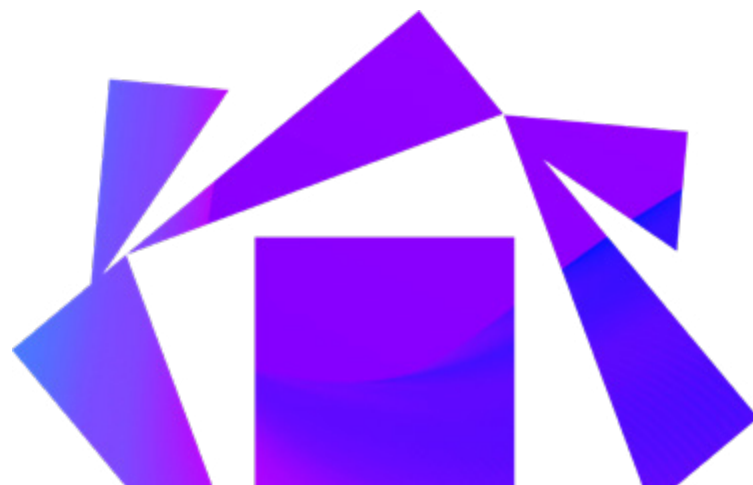
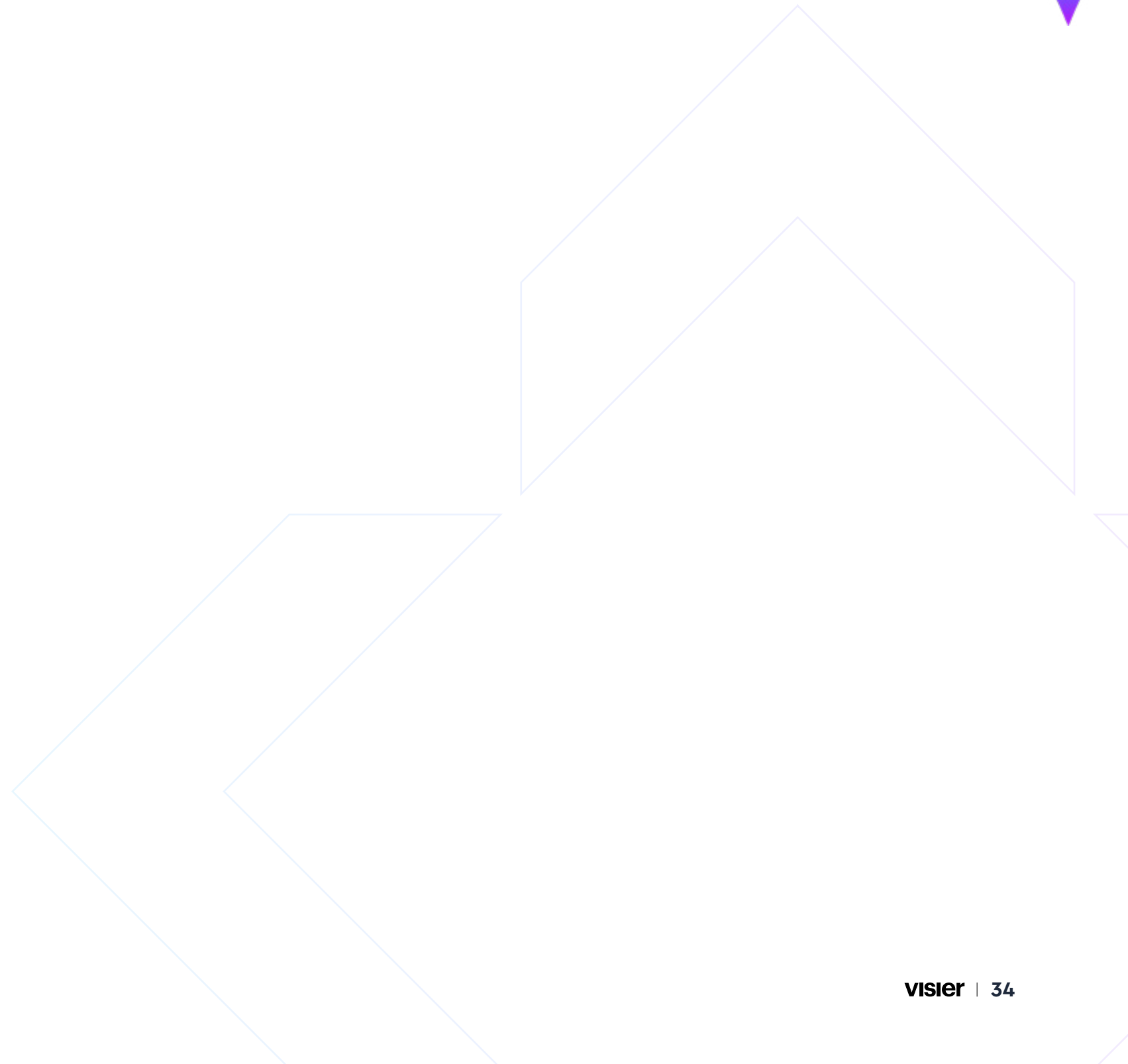
71% of technology company HR professionals report that they expect to hire in support of growth initiatives in the first half of 2023 even as reductions in force continue. Nearly a quarter (23%) cite skills gaps as a significant factor in layoff decisions.⁷





Endnotes

1. 12 Metrics Every CHRO Should Know. Visier.
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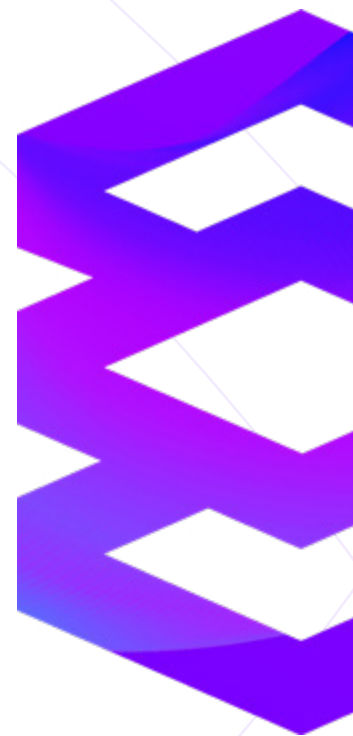
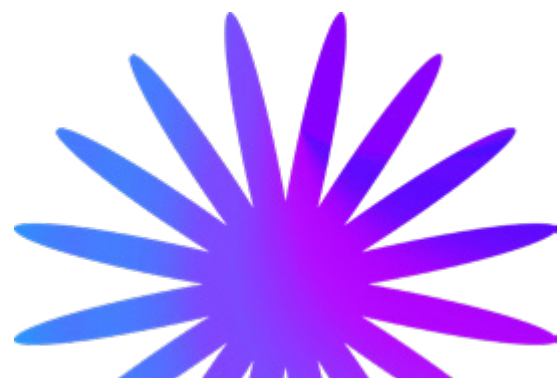
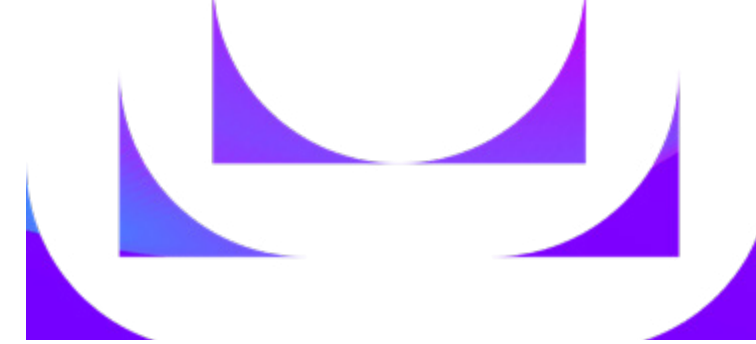
About Visier

Visier's purpose is to reveal the human truth about your workforce and contribute to a better future.

Visier was founded to focus on what matters to business people: answering the right questions, even the ones a person might not know to ask. Questions that shape business strategy, provide the impetus for taking action, and drive better business results.

Visier delivers fast, clear people insight by using all the available people data—regardless of source. With best-practice expertise built in, decision-makers can confidently take action. Thanks to our amazing customers, Visier is the market leader in Workforce Analytics with more than 25,000 customers in 75 countries around the world.

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