



# Solving business and talent challenges with **people analytics**

Research & Practice

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**The cost of replacing an  
employee can be up to  
2x times their salary.**

Gallup Research

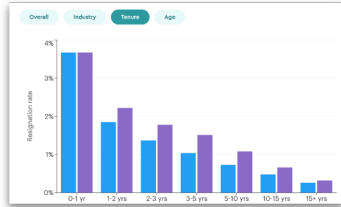
# Can you tell **who is leaving** your organization?



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# 3 Reasons why people analytics helps retain talent



## # 1 Track

Regularly track your organization's resignation rates across employee populations, businesses and geographies.

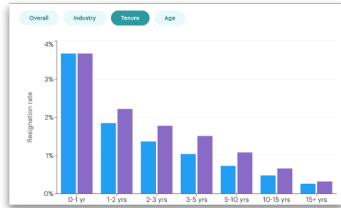


**Resignations can be contagious:**

**One resignation can make it  
more probable for others to  
quit by **7%-25%****



# 3 Reasons why people analytics helps retain talent



## #1: Track

Regularly track your organization's resignation rates across employee populations, businesses and geographies.



## #2: Predict

Understand the use of predictive risk of exit models to make meaning of them in the context of your organization.



# More than a quarter of new hires are “boomerang employees”

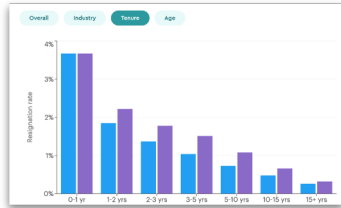
*A symptom of the employee experience gone wrong*



*The Promise (and Risk) of Boomerang Employees, Harvard Business Review, March 2023*

- Lack of career path and growth opportunity
- Poor onboarding in the first 12 months
- Dissatisfaction with compensation

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## #2: Predict

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## #3: Listen

Listen to what employees are telling you about the every-day work experience at your organization.





## Research



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# Business and talent topics addressed with people analytics

## European Insurance

Needed to reskill and mobilize employees to deliver against business priorities during and since COVID.

## Multinational Bank

Wanted to maintain business operations in a hot talent market.

## Electronics company

Worked on establishing a strong leadership pipeline to ensure business continuity.

## Jewelry manufacturer

Wanted to maintain store performance during the pandemic.

## FTSE 250 company

Tracked absenteeism during COVID to identify talent gaps and ensure KPI are met.

Source: Research & Insights, Visier 2022

# Best practices from people analytics professionals

**Define the problem statement**

**Embrace the dialogue**

**Establish Trust**

**Exercise growth mindset**

**Strive for Data Minimalism**

**Create a Data Driven Culture**

