

# How Analytics And Algorithms Will Change Your Culture

Michael DePauw & Michael Oakes

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# Culture Index

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## Introduction to Human Analytics


**Goal of Human Analytics:**

Use objective data, rather than trusting our “gut” to take the “guesswork” out of the people part of the organizational puzzle.

“The idea that I should trust my eyes more than the stats, I don’t buy that because I’ve seen magicians pull rabbits out of hats and I know that the rabbit’s not in there.”

- Billy Beane  
Executive Vice President of Baseball Operations, Oakland Athletics

Predictive Traits → Predictive Behaviors → Predictive Results



## About Culture Index

**Culture Index:** Human Analytics-Focused, Executive Management Company.

**Our Approach:** Use math & science to drive business growth by *quickly & simply*:

- *Designing better teams* (higher-performing)
- *Winning the "War on Talent"* (use predictive analytics to get more, and higher-quality, candidates)
- *Hiring the "right person" the first time.* (90%+ probability)
- *Getting more out of your Managers* (by teaching them to be "people smart")

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## When to use Human Analytics

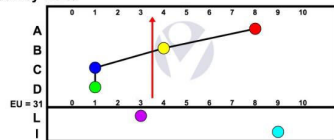


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## What is Measured: Traits & Behaviors

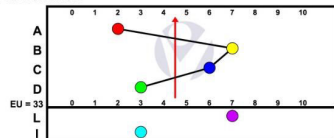
Survey Traits



### Survey Traits

- ✓ Intrinsic
- ✓ "Who"
- ✓ Traits stay constant
- ✓ Hard wired by 12
- ✓ "Personality Thumb Print"
- ✓ Environmental and hereditary (Nature vs Nurture)

Job Behaviors



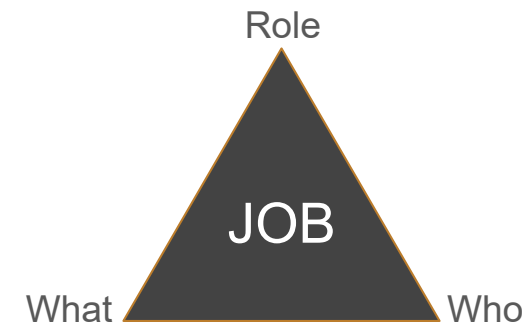
### Job Behaviors

- ✓ Learned, can be modified
- ✓ Based on observations & perceptions
- ✓ Fluid and changing at will
- ✓ A response to external demands & inputs
- ✓ "Snapshot" in time
- ✓ Valid for 90-120 days

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## How to Hire the "Right Person"



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## What's Your Benchmark?

Whenever using assessments to help with hiring, make sure it is legal.

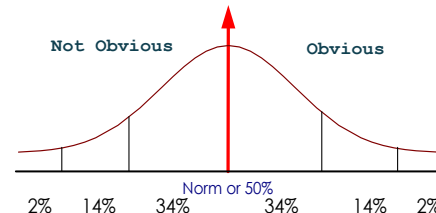
One criteria for legality is that you must have an objective benchmark for the role.  
(i.e., what behaviors are best suited for this position? What about for the company?)

In Culture Index, this is called the "C-Job"

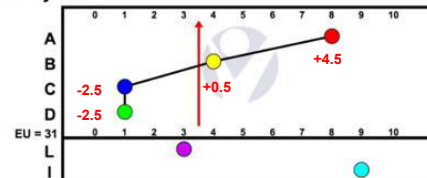
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## How to Interpret



Survey Traits



Red Arrow = 50%

- \* Every 2 Numbers = 1 Standard Deviation
- \* Traits close to red arrow: more flexible, less "noticeable"

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## Four Primary Traits

### Lowest Trait

#### A - Autonomy

Tactical, Team Player, Task-Oriented, Cautious/Rules

#### B - Social Ability

Reserved/Think, Factual, Independent, Internal

#### C - Pace (Patience)

Impatient, Fast-Paced, Multi-Task, Disruptive

#### D - Conformity

Creative/Flexible, Results, Less Structured, Present

### Highest Trait

#### A - Autonomy (Gas Pedal)

Strategic, Independent, Project-Oriented, Risk

#### B - Social Ability (People "Glue")

Outgoing/Talk, Story-Telling, with People, External

#### C - Pace (Patience)

Patient, Methodical Pace, Single-Focus, Routine

#### D - Conformity (Brake Pedal)

Detailed/Specifics, Accurate, Black/White, Historical

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## Three Secondary Traits

### L - Logic (Emotional Control)

**Lower** Sensitive, Heartfelt, Emotional | **Normative** "Balance", Uses Both, "Initial Emotion" | **Higher** Masks Emotion, Logical, Objective

### Ingenuity (Inventiveness)

**Normal** Literal, Linear, Deal well with Reality, Pragmatic, Practical | **Higher** Inventive, Original, Abstract, Multi-Spatial, Radical

### EU (Mental Stamina)

How much can the person modify, or "fake" behaviors, before they need to take a break to "recharge"

Lower EU Below 25  
Average EU 25 - 45 (Most Scores I See)  
Higher EU Above 45

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## Attracting Talent

- ❖ The number of **Millennials** in workforce is 56 million (**the largest working generation**)
- ❖ 67% would leave their job for **better retirement**
- ❖ 88% want to work for a **stable organization (fear uncertainty)**
- ❖ 60% consider **career advancement planning** an **essential** perk
- ❖ 57% would **leave a company that doesn't value them**
- ❖ 38% would move to another country for **better parental leave**

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## Reflection: How are YOU Recruiting?

Imagine job boards do ***not*** exist.

How are you going to fill your pipeline with candidates during this labor shortage / talent war?

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## Internal Referral Program

- ❖ Cheap, effective way to find good candidates – low hanging fruit
- ❖ Simple
- ❖ Easy to repeat
- ❖ Visible everywhere (and always discussed)

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## Where are the Candidates?

- ❖ 85% of Millennials access smartphones more than 45 times per day
- ❖ 62% of Millennials use social media for their job searches

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## Increasing Candidate Flow

- ❖ Who are you trying to attract?
- ❖ Multi-pronged marketing approach
- ❖ Post targeted content
- ❖ Incentives, incentives, incentives

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## Applications of Human Analytics

- |                               |                         |                         |
|-------------------------------|-------------------------|-------------------------|
| Benchmarking Talent           | Team Strategy & Design  | Strategic Planning      |
| Recruitment                   | Executive Team Building | Increasing Sales        |
| Candidate Filtering           | Change Management       | Customer Retention      |
| Behavioral-Based Selection    | Conflict Resolution     | Motivation and Coaching |
| Reducing Interview Time       | Key Employee Retention  | Leadership Training     |
| Behavioral-Based Interviewing | Reducing Turnover       |                         |

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## For Questions and / or a Complimentary Team Assessment



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## For Questions On How Human Analytics Changed Everything We Knew About Hiring, Communicating and Culture

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