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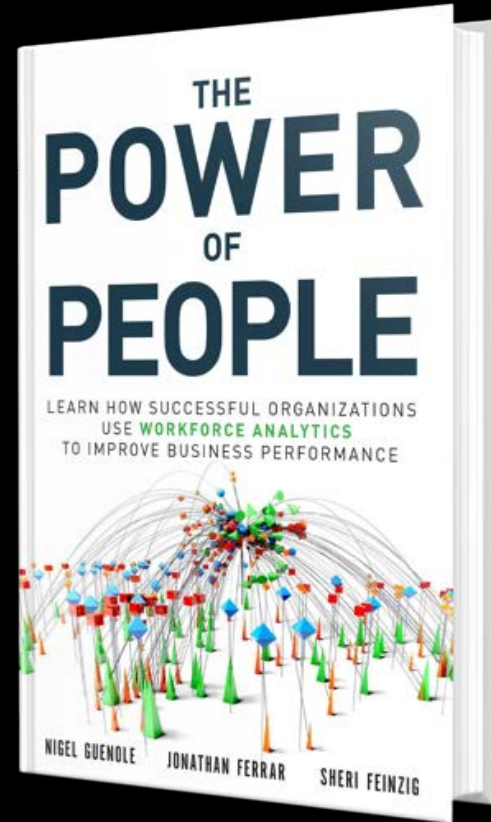
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Workforce analytics is the discovery, interpretation, and communication of meaningful patterns in workforce-related data to inform decision making and improve performance.

A Swedish company has started implanting microchips under its employees' skin

AP

James Brooks, Associated Press

Apr. 5, 2017, 1:54 PM 🔥 60,569



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The syringe slides in between the thumb and index finger. Then, with a click, a microchip is injected in the employee's hand. Another "cyborg" is created.

What could pass for a dystopian vision of the workplace is almost routine at the Swedish startup hub Epicenter. The company offers to implant its workers and startup members with microchips the size of grains of rice that function as swipe cards: to open doors, operate printers, or buy smoothies with a wave of the hand.



Self-described biohacker Jowan Osterlund, from Biohax Sweden, holds a small microchip implant, similar to those implanted into workers at the Epicenter co-working space in Stockholm, Sweden. James Brooks/AP

Ben Libberton, a microbiologist at Stockholm's Karolinska Institute, says hackers could conceivably gain huge swathes of information from embedded microchips. The ethical dilemmas will become bigger the more sophisticated the microchips become.

"The data that you could possibly get from a chip that is embedded in your body is a lot different from the data that you can get from a smartphone," he says. "Conceptually you could get data about your health, you could get data about your whereabouts, how often you're working, how long you're working, if you're taking toilet breaks and things like that."

Contributor Organizations



Standard Chartered



AVIVA



BNY MELLON



ABN-AMRO



Wolters Kluwer



agoda.com



Unilever

iNostix by Deloitte

proacteur

Westpac



Ahold Delhaize



Nordea



tanfeeth



ERICSSON

GROUPON

Note: Vignettes are short stories that emphasize key points in workforce analytics. They are taken from interviews with experts who work for or who worked at these organizations. The use of logos does not mean that any of these organizations endorse The Power of People book. They are being used for illustrative purposes only.

Part I – Understand the Fundamentals

- Why Workforce Analytics?
- What's in a Name?
- The Workforce Analytics Leader
- Purposeful Analytics
- Basics of Data Analysis
- Case Studies

Part II - Getting Started

- Set Your Direction
- Engage with Stakeholders
- Get a Quick Win

Part III – Building Your Capability

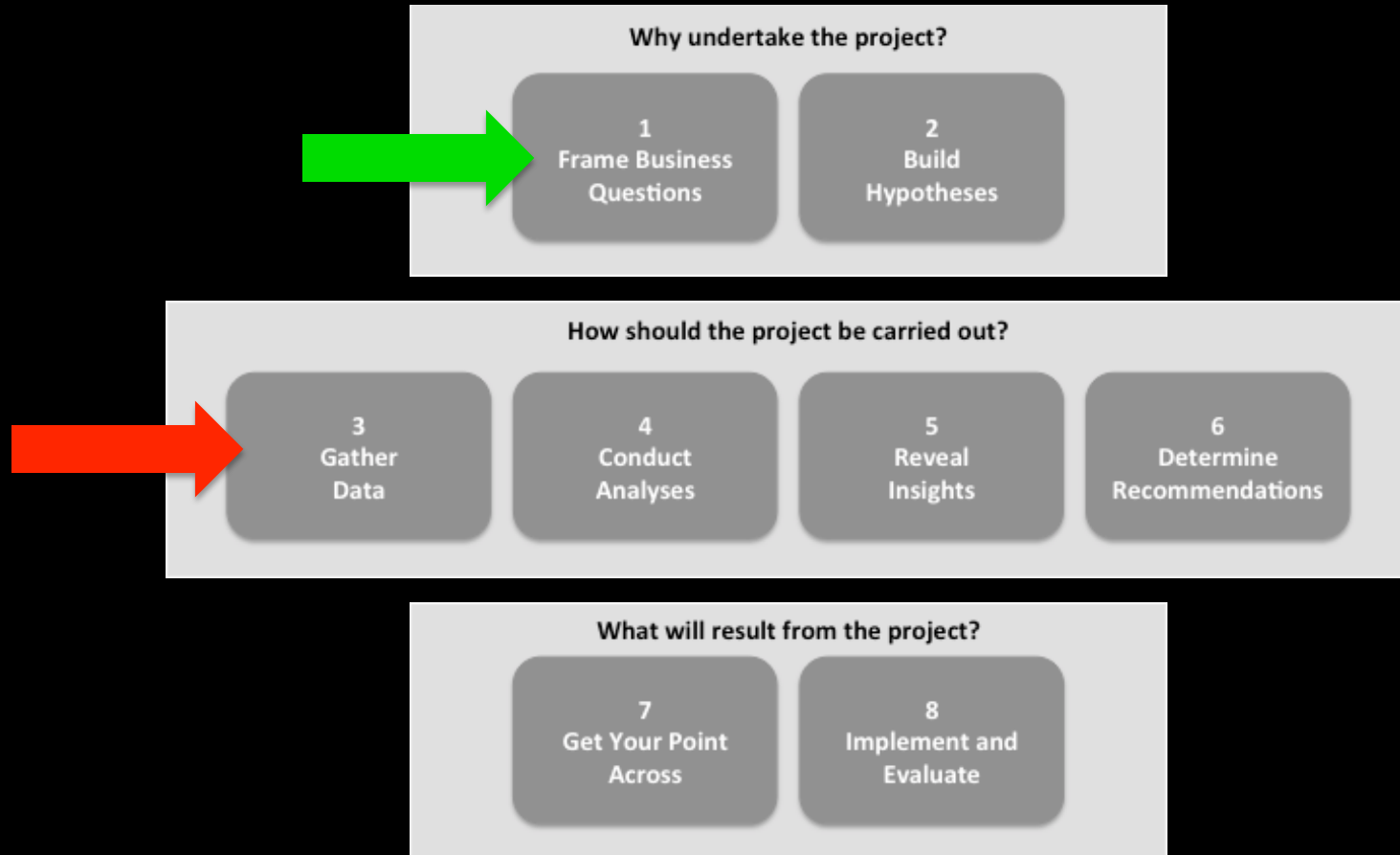
- Know Your Data
- Know Your Technology
- Build the Analytics Team
- Partner for Skills
- Establish an Operating Model

Part IV – Establishing an Analytics Mindset

- Enable Analytical Thinking
- Overcome Resistance
- Communicate with Storytelling and Visualization
- The Road Ahead

Start with the Business Issue

An Eight-Step Model for Purposeful Analytics



Case Studies



Note: Case studies are detailing complex workforce analytics projects with substantial business benefit. The use of logos does not mean that any of these organizations endorse The Power of People book. They are being used for illustrative purposes only.

Why undertake the project?

1

Frame Business
Questions

2

Build
Hypotheses



Business Questions

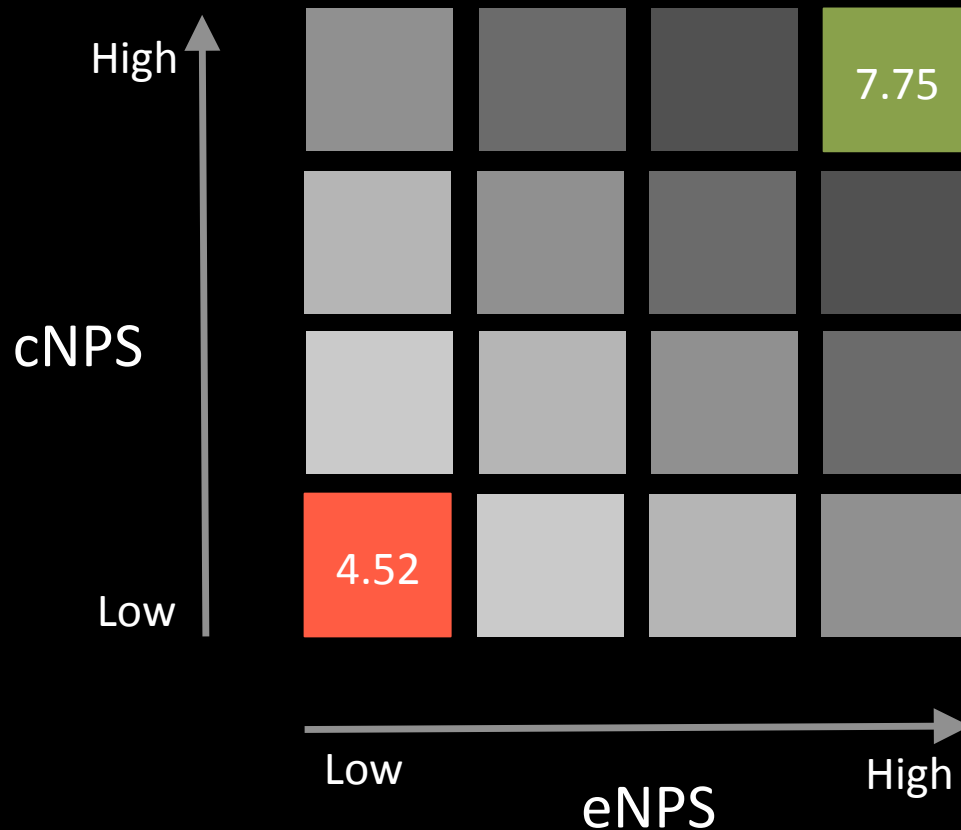
ISS wanted to know whether it would see a return on investment from interventions aimed at increasing employee engagement.

“While there is substantial evidence of a positive association between engagement and performance in the scientific and business literature, before making considerable investment in increasing engagement at ISS, we wanted to see if we could identify that association in our own organization.”

Hypotheses

1. Employee engagement is positively related to both employee and customer experience.
2. Customer experience is positively associated with contract profitability.

Case Study 1: ISS



Key:

eNPS = employee Net

Promoter Score

cNPS = customer Net

Promoter Score

Numbers represent average

contract profitability as a

percentage

Why undertake the project?

1

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Business Questions

- What factors make associates more likely or less likely to leave Nielsen?
- What could we do about it?
- What is the financial impact of people leaving?

Hypotheses

1. Women and diverse employees have higher attrition risk than men.
2. Employees who work remotely (for example, at a client's location) have higher attrition risk than employees who work from a Nielsen office.

Case Study 2: Nielsen



Nielsen People Analytics [#measuringwhatmatters](#)

▶ ⏸ 🔊 1:36 / 1:39



Emerging Data Privacy & Ethics

A close-up photograph of a person's wrist wearing a black fitness tracker. The tracker's display shows the text "5.89 MI" in a bright green, digital font. The person's hand is visible, with pink nail polish on the thumb. The background is a plain, light-colored surface.

5.89 MI





Overview



Sentimap



Demographics



World View



Timelines



Text

The Social Pulse of Global Compay (GC)

Last 1 week

Search:

Add Filter

Overview

28,418 Snippets

6,210 (21.9%) from Twitter

22,208 (78.1%) from Connections

12,883 (45.3%) were **Positive**

1,098 (3.9%) were **Ambivalent**

12,430 (43.7%) were Neutral

2,007 (7.1%) were **Negative**

2 (0.0%) ✓ Sentiment Certified



Top Topics

1. analytics dashboard	244
2. investor relations	288
3. venture capital	249
4. chinese culture	79
5. social media	192
6. big data	144
7. broken links	71
8. innovation management	104
9. celebration	93
10. version control	93



Topic Counts

1. venture capital	197
2. analytics dashboard	177
3. top stories	120
4. each other	109
5. social media	107
6. last week	102
7. big data	97
8. some time	81
9. version control	76
10. innovation management	74



Two words

Top Positive Topics

1. professional development	100.0% (56/56)
2. GC technology	100.0% (46/46)
3. GC fellows	100.0% (38/38)
4. distinguished scientist	100.0% (38/38)
5. virtual event	100.0% (38/38)
6. live chat	100.0% (37/37)
7. employee engagement	100.0% (27/27)
8. executive	100.0% (25/25)



Top Negative Topics

1. brand loyalty	100.0% (12/12)
2. petrol station	92.3% (12/13)
3. enterprise customer	81.8% (9/11)
4. office 365	75.0% (9/12)
5. rfid	70.6% (12/17)
6. error message	68.2% (30/44)
7. installation	43.2% (16/37)
8. GC network	41.7% (10/24)
9. mountain lion	41.7% (5/12)
10. flex	40.0% (6/15)



Top Hashtags

1. #innovation	275
2. #byod	129
3. #focus	96
4. #distraction	74
5. #bigdata	69
6. #ux	48
7. #design	46
8. #impact	45
9. #mobile	43
10. #fb	41



Top Links

1. http://w3.gc.com/123	60
2. http://w3.gc.com/456	39
3. http://w3.gc.com/789	30
4. http://w3.gc.com/123	26
5. http://w3.gc.com/234	25
6. http://w3.gc.com/345	24
7. http://w3.gc.com/567	17
8. http://w3.gc.com/678	16
9. http://w3.gc.com/890	16
10. http://w3.gc.com/321	16



Top Emoticons

1. :)	626
2. :-)	391
3. ;-)	124
4. ;)	113
5. :D	37
6. :(35
7. =>	30
8. 8)	30
9. :(26
10. :-D	23

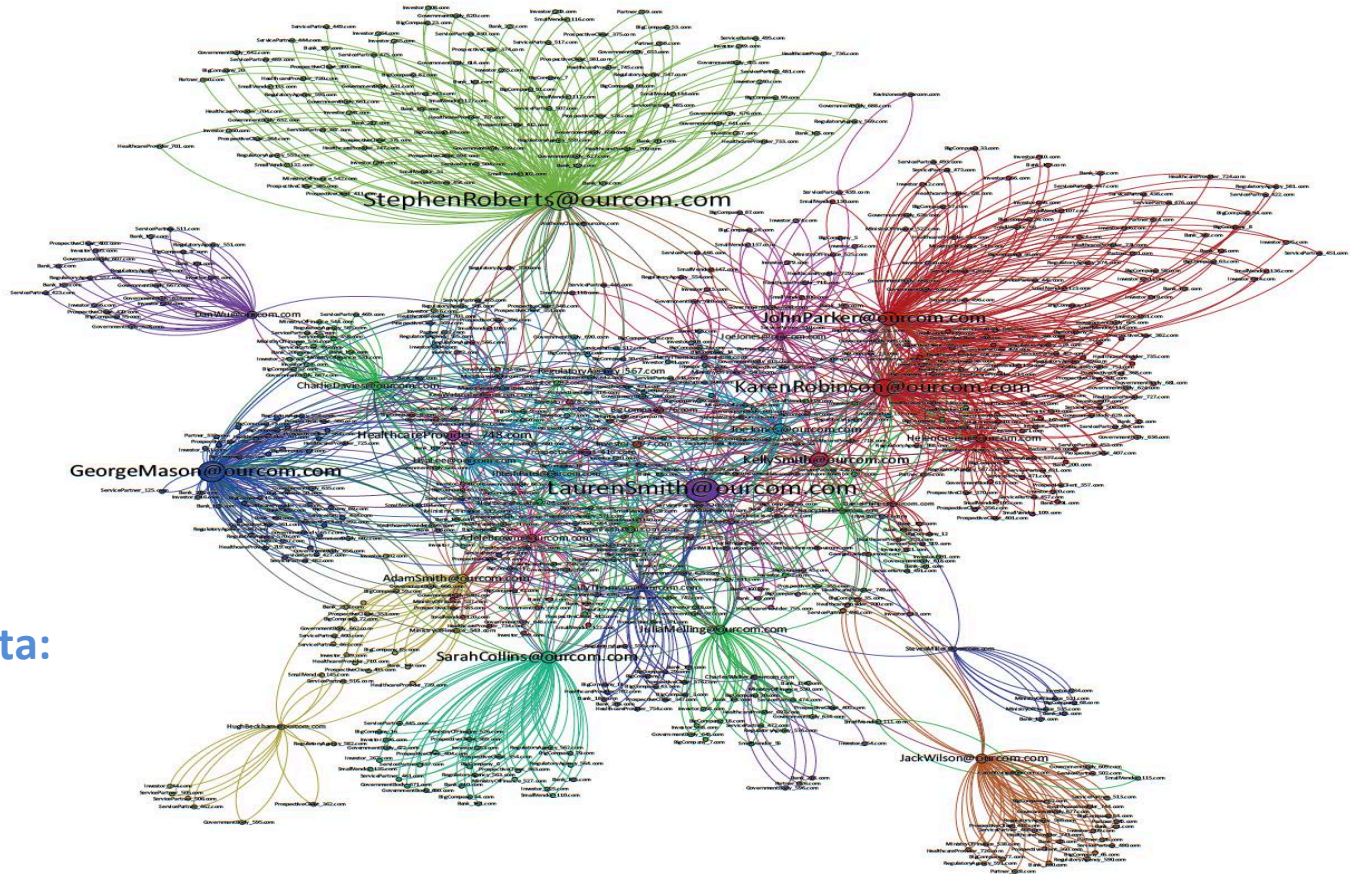


Show Icons

Sentiment Map







Email metadata:
Courtesy of



TrustSphere
Because Relationships Matter

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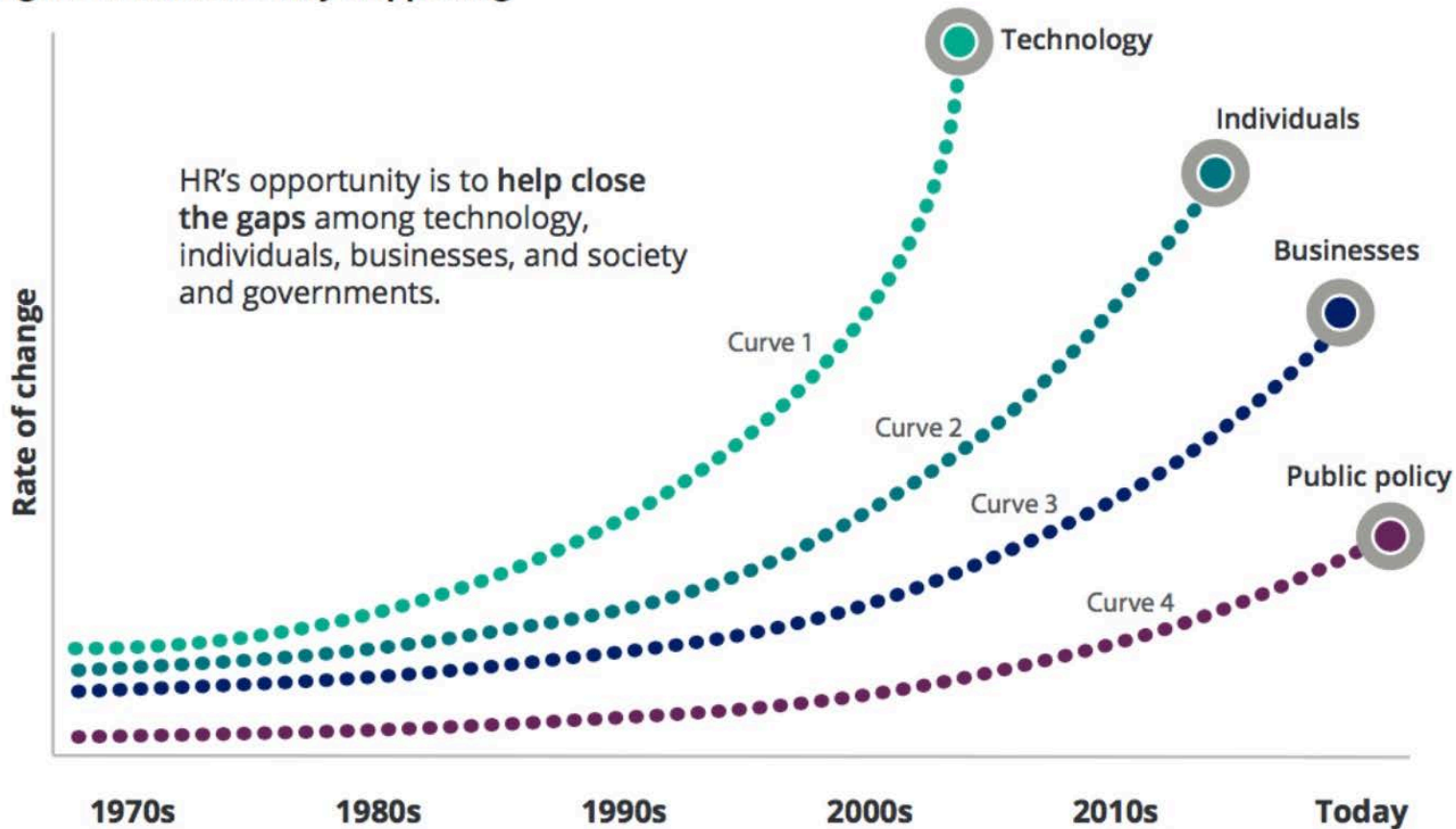
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Figure 2. What is *really* happening





Privacy & Ethics

Storytelling

Principle 1

**Educate
Don't
Fabricate**

- **Present Facts**
- **Convey Your Message**
- **Be Honest**

Principle 2

**Enlighten
Don't
Overwhelm**

- **Provide Highlights**
- **Stay Relevant**
- **Be Concise**

Principle 3

**Convince
Don't
Confuse**

- **Guide Your Audience**
- **Articulate Actions**
- **Inform Decision Making**

Techniques

Set the Scene

Create an
Emotional
Attachment



Reveal the
Conflict


Call to Action
with a
Memorable
Message

Andrew Stanton:

The clues to a great story

TED2012 · 19:16 · Filmed Feb 2012

 31 subtitle languages 

 View interactive transcript



Share this idea



Facebook



LinkedIn



Twitter



Link



Email



Embed

2,549,011 Total views



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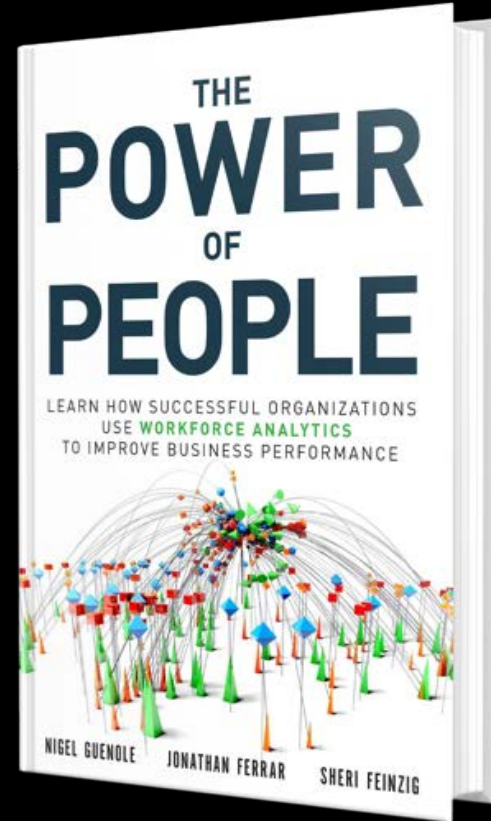
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