

THIS MONTH FEATURES...



**FOUNDER'S ARTICLE**

Niket Karajagi shares his thoughts on the essential element of business success.



**ATYAASAA SPEAKS**

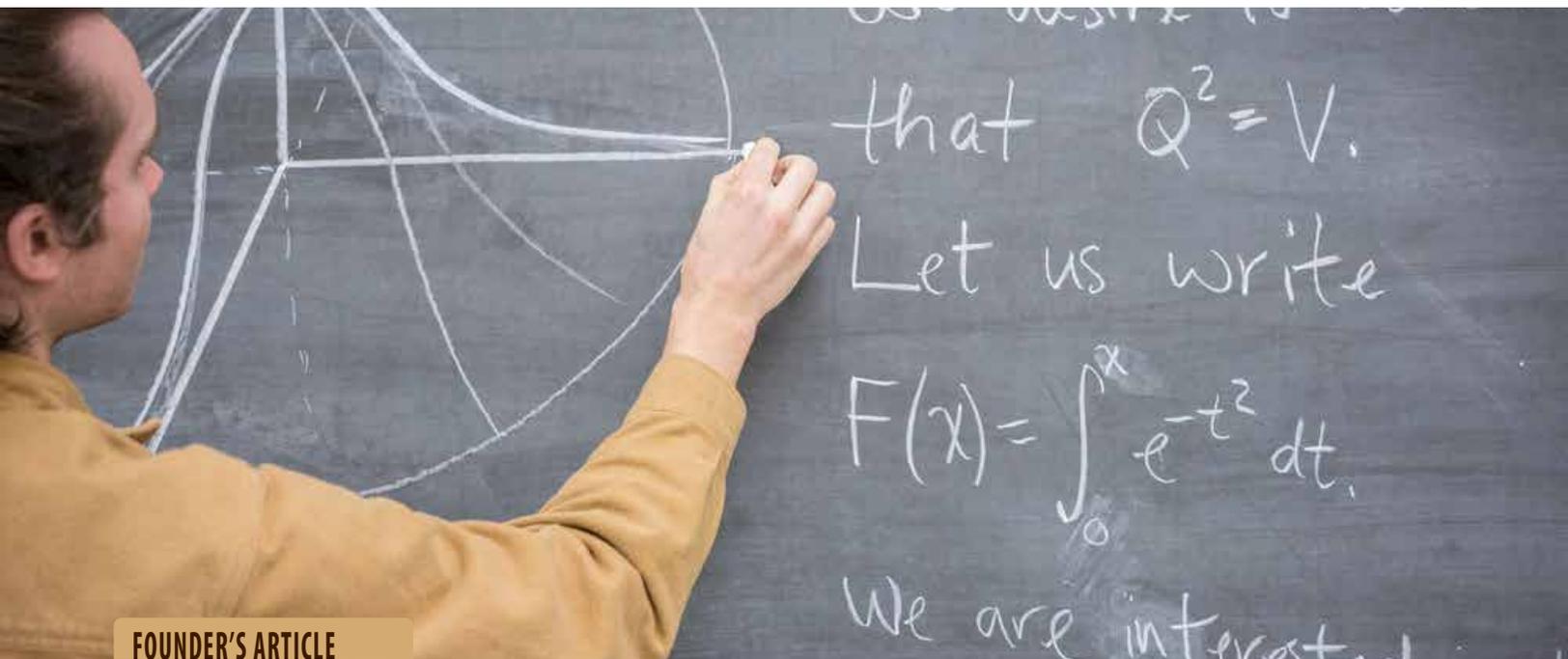
Insights into shifting business orbits through people engagement.

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# KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER



**FOUNDER'S ARTICLE**



*Niket Karajagi is a business psychologist and the Founder Director of Atyaasaa, which contributes to the top corporate brands globally. He is a certified MBTI practitioner, DISC certified trainer, NLP Master Practitioner and carries international accreditation for Saville Assessments. Niket is also a certified coach, a competency augmentation facilitator and assessor for Marshall Goldsmith's Stake Holder Centred Coaching and Global Leader of Future 360 assessment.*

## PEOPLE ANALYTICS - THE ESSENTIAL ELEMENT OF BUSINESS SUCCESS

People analytics is a new reality. If you are truly ROI centric, then people performance also needs to be measured and improved through analytics. The human capital cost to the organization and their cost of complexities are much too high to discount analytics. Return on human capital is a must have initiative for organizations in the coming future.

People analytics starts with some interesting insights. Performance, consist of some very complex intertwined variables. Performance

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## THE EDITOR'S MESSAGE

The theme for this issue focusses on **People Analytic**. The statistical methodologies have now evolved on to the realm of prescriptive analytics which allows cognition of scenarios based on rationale and wisdom of the experience. This is the time when numerous professionals would have entered in managerial positions and this would be their first experience in the world of being people managers.

The topic for next month is **Young Leaders and their Dilemmas**. We believe this is the crucial stage wherein an individual either evolves as a transactional or a transformational leader. We invite thought leaders to contribute on this subject and help these first time managers evolve in their journey of becoming effective leaders.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 350 word article with your brief profile along with your photograph in jpeg format to [atyaasaeditor@atyaasaa.com](mailto:atyaasaeditor@atyaasaa.com)



**ETERNAL ELEMENTS**  
A WEB-MENTORING INITIATIVE

**TITLE OF THE MONTH**  
**MITIGATING THE RISK OF BAD HIRES THROUGH ANALYTICAL AND BEHAVIOURAL METHODOLOGIES**

<b>BUSINESS COACH</b> Niket Karajagi	<b>LOCATION</b> Webinar	<b>TIME / DATE</b> 3PM-4PM, Oct 12th, 2017
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**WHO SHOULD ATTEND**  
Inspired and Aspirational Business Heads & HR Leaders



**KNOWLEDGE BYTES**

SEVENTEEN SHORT STORIES THAT COACH ON SEVENTEEN ESSENTIAL LEADERSHIP COMPETENCIES



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is an outcome of business constants, skills, competencies, and probability. It is important to discuss each below:

- 1. Business Constants:** Each brand has its inherent capability and capital that it has built over years that provides spontaneous business velocity. Performance of individuals must take this factor in cognizance.
- 2. Skills and Competencies:** These are innate to one's personality type and traits. The question is whether these behavioural facets are the correct process drivers. Unfortunately, our assessments of these behavioural drivers are much too subjective in competency frameworks.
- 3. Probability:** Business is a game of chance too. Sometimes there are near misses and close wins. Best of professionals also suffer because of the game of chance. Worst may perform because of sheer luck.

It is also a reality at times that perceived performers in an organization are the ones who show inconsistent and erratic peaks in performance and thus get remembered and rewarded for it. But this is not the way idea of consistency and sustenance works.

People analytics broadly takes all the above three into account and measures the correct signal, which is the input behaviour and noise, which could be the error in performance. The best part of people analytics is that the right drivers are identified through predictive analytics and prescriptive analytics with descriptive analytics being its base. These correct process drivers then become a measure of performance as they hold the promise of dealing with the resultant of probability to a large extent. Dashboards are then built to measure this signal of correct process drivers, which ensures and measures the signal correctly.

The ultimate reality is, performance will ultimately regress to the mean. But this regression line can be altered by controlling the noise. Too much energy of the organization is lost in this world of processing noise. In my journey of people analytics, I have worked on creating correct process drivers for teams and individuals and then built dashboards. It has helped organizations improve reliability factor of performance.

The world is moving towards people analytics, are you? Return on salaries will be the new paradigm of people management! **E**

**ATYAASAA SPEAKS**

## IMPLEMENTING PEOPLE ANALYTICS IN THE RECRUITMENT PROCESS

The singular flaw in the process of hiring is the fact that it lays too much emphasis on past successes and hard skill sets of the individual. We fail to realize that the conditions in the new organization are far different from the conditions of the earlier organization. This subjective error results in increased costs associated with "high maintenance" employees.

Deployment of people analytics at each stage of this process can bring about a high level of reliability in the process. Reliability in people analytics is repeatability of behaviours at various intervals with a high degree of predictability of performance.

- The notable point here is most of the people may be making career choices, which contradict their personality style. If the style is on the opposite side of dichotomy combination it can create extreme situations of performance paralysis. Thus, the first level is to look at personality style and associated analytics and metrics.
- A trait tool, which gives a "Sten" score, is the best option to predict performance. Sten scores provide input as to how the individual is as compared to the majority of the people in the normed cohort group. This is a fair assessment of a broad cross-section for each trait. Sten scores offer predictability of process drivers.
- Identify the correct behavioural "process drivers" for success by doing a proper work design. Evaluation of work design will give indicators that create noise concerning the current scenarios. Also look for correct signals that aid performance.
- Compare the work design and process drivers with a trait and personality tool.
- It is important to look at the score of conscientiousness. A psychometric tool with scores of correct drivers and high score of conscientiousness has a very high predictability of success.
- Now conduct a behavioural interview and check for high scores relevant to the works design outcomes regarding intensity and frequency. Check for real life situations on the application of these process drivers. This interview will now be a convergent process with the highest possibility of correct hires. One also needs to look for contra evidence as to when these drivers failed in application. This could lead to a success coefficient of up to 0.7.
- Onboarding process would now have a dashboard of measures of process drivers. Observations in simulated work environments and work samples will help amplify the drivers. This will also ensure early engagement and deployment.
- Dashboards will also act as productive coaching and review conversations.

The question now is should such an elaborate analytical process be implemented. The answer is "Yes." Interviewers are not accurate predictors of human complexities thus costs associated are huge. One has to operate through a hypothesis of whether to hire or not. This testing of hypothesis in people analytics is a crucial step. It can only be done through tested analytical tools augmented with behavioural interviews.



Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



### BEANSTATEMENT

Business wisdom is situational application of rationality and gut.