



People Analytics for the future of work

ACSG Keynote

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Current Landscape

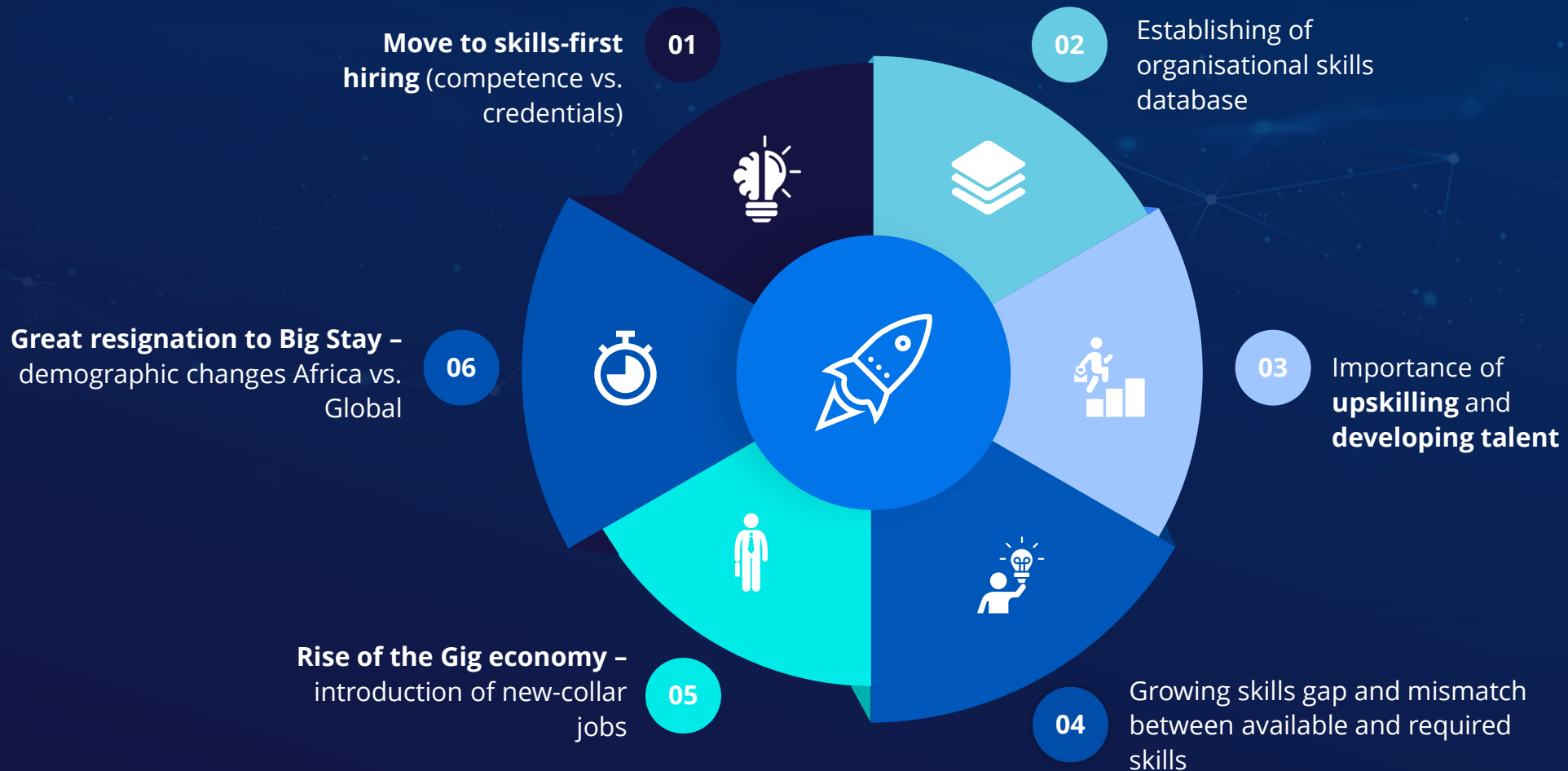
- A volatile and constantly changing business environment has created an urgent need for better people decisions everywhere
- Technology and AI are no longer a future trend – it's current business reality, transforming how organisations function at every level.
- Looking 5 years ahead – what do we expect

2030:

- **39%** of core skills required in the workplace would have changed as anticipated by employers
- Major tech companies plan to collectively invest over **\$320 billion** in AI and related technologies
- **170 million new jobs**, driven by technological innovation, the green transition, and demographic changes, are expected to emerge



Trends within the organizational and talent landscape



Trends within the organizational and talent landscape

01 Move to skills-first hiring (competence vs. credentials)

- **X4** – increase in job ads without degree requirements but including mostly skills-based aspects on LinkedIn.
- **50%** - recruiters report more likely to search by skills than by years of experience according to Global LinkedIn data (January 2023)
- **African continent** – more pertinent due to the potential missing of talent due to constraints of not being able to afford formal education. Also extends **globally**.



Trends within the organizational and talent landscape

02

Establishing of organisational skills database

- Organisations are increasingly struggling to identify and **anticipate skills needed** both medium and long term – for a variety of reasons.
- A **skills database** could be the answer
- Creating a skills database to assist organisations in:
 - Identify skills gaps in your workforce to focus upskilling efforts
 - Better match employees to roles
 - Be more agile in staffing projects
 - Increase ability to strategically plan for future talent needs



Trends within the organizational and talent landscape

03

Importance of upskilling and developing talent

- **56%** of workers across Africa prioritises skill development opportunities – compared to **47%** globally.
- **#4 and #5** top priorities for ALL candidates (global members of LinkedIn) was “**advancement and skill development**”.
- **#1 answer** in a survey asking members how they'd like to see organisations change or adapt tactics was “**increasing professional development and advancement opportunities**” in several countries.
- **81%** of recruiting pros claim that **upskilling and reskilling employees** will be an important factor shaping the future of recruiting and retaining talent



Trends within the organizational and talent landscape

04

Growing skills gap and mismatch between **available** and **required** skills

- Employers believe **44%** of workers skills be disrupted by 2030,
- And that **60%** workers will require additional training **before 2027**
- This is supported by PWC global workforce survey
 - **40%** of employees report that daily responsibilities have changed,
 - **35% - 37%** reports that the nature of their role has changed,
 - **41%** report that the structure of their team has changed,
 - **45% - 48%** had had to learn new tools/technologies to be able to complete job
 - **72% - 78%** reported that they believe Gen AI will improve the quality of their work and
 - between **35% - 47%** reported that Gen AI will change the nature of my work
- **70%** of company leaders see the skills gap as having a negative impact on business performance (*thus imperative for HR to effectively solve*)
- The PWC global CEO survey indicates that **45%** of CEO's in sub-Saharan Africa and **52%** of CEO's worldwide are anticipating that labour and skills shortages will have a significant impact on their profitability in the next decade.



Trends within the organizational and talent landscape

05

Rise of the Gig Economy – introduction of new-collar jobs

Global



Africa



Workforce Participation

Over **70.4 million** Americans freelance, with projections of **86.5 million** by **2027**. In some developed nations, gig work accounts for over **40%** of the workforce.

Remote Work

Widespread adoption in knowledge-based sectors.

New-Collar Jobs

Employers shifting towards skill-based hiring.

Manufacturing and Automation

AI and robotics reshaping the industry, increasing demand for high-tech skills.

The gig economy is growing rapidly, with millions relying on digital platforms for income. In Kenya and Nigeria, up to **60%** of youth engage in gig work.

Increasing, but limited by digital infrastructure and high costs. For e.g. unreliable electricity and internet in some regions.

Some progress, but traditional degree-based hiring still dominant.

Automation is slower, keeping demand for manual and semi-skilled jobs high.



Trends within the organizational and talent landscape

06

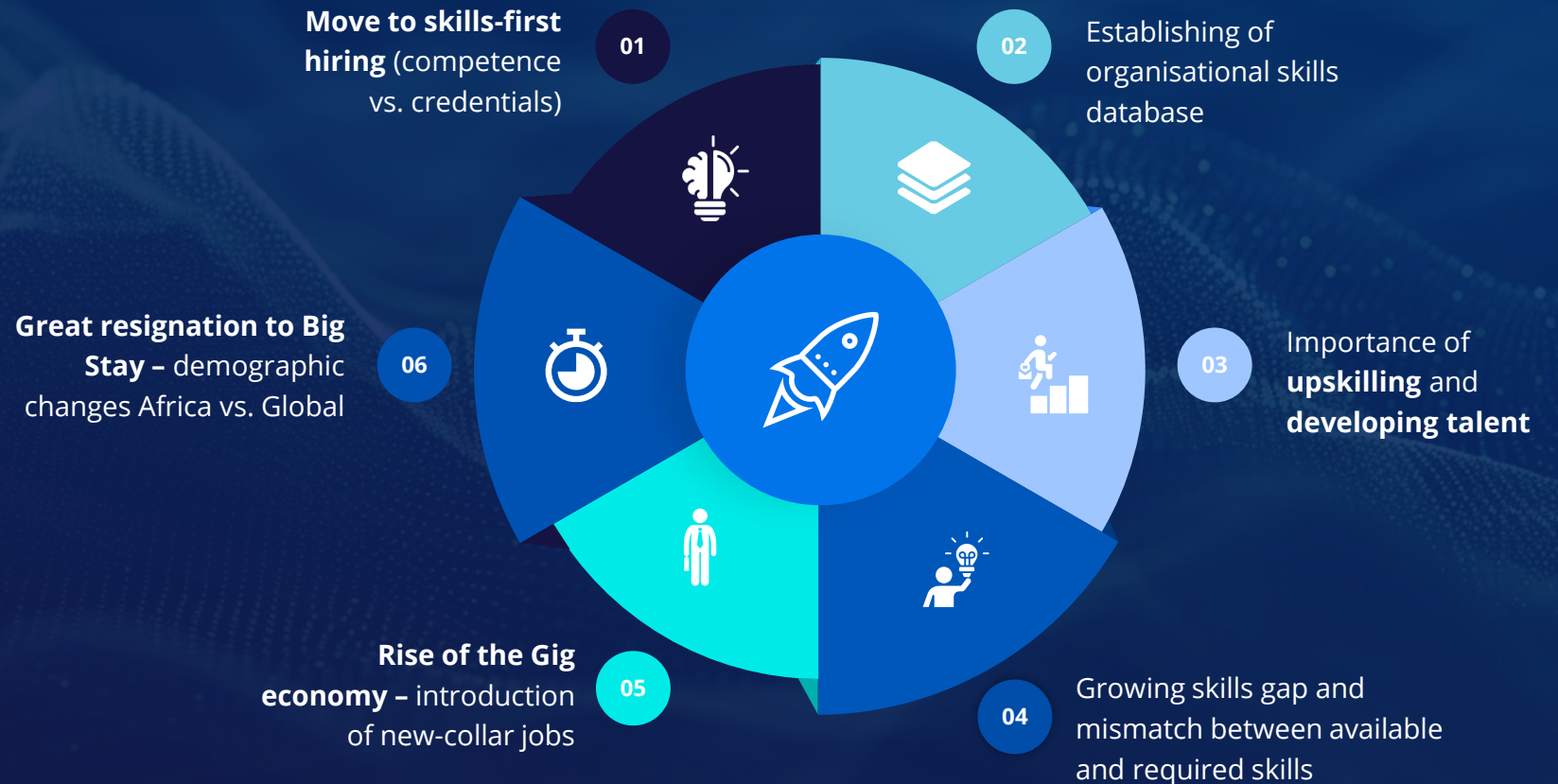
Great resignation to Big Stay

- **Big stay – 4-5 generations** in the workforce.
 - Approx **3 million** workers voluntarily quit their jobs in Jan 2024, seeing a **30% decrease** from the peak quit rate in Jan 2022.
 - Survey revealed that **35%** of workers planned to seek new employment in the latter half of 2024, down from **49%** in the same period for 2023.
 - This trend was consistent across generations:
 - **Gen Z** 44% seeking new employment, from 74%;
 - **Millennials** 45% down from 63%;
 - **Gen X** 26% down from 44%;
 - **Baby Boomers** 3% down from 23%
- Clear need for EVP to be adapted and suitable for all generations represented in the workplace.
- **64%** of recruiting professionals report that candidate experience will become more important in the future.
- Prevalence of Micro cultures – become even more so in coming years where next generations is set to introduce more micro cultures than all current generations combined



Trends within the organizational and talent landscape

- Thus, clear that business has changed
- Not a new occurrence – and HR has reacted to all in some way.
- **BUT, still firefighting and reactive to business needs, thus impacting credibility.**
- **Why? What are we missing? We can't do things the way we have always been doing it and expect different results.**





HR Professional trends within the organisational and talent landscape



Meeting of HR strategy and execution to ensure success

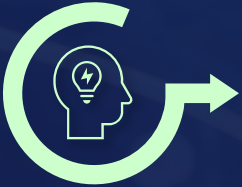
The embedded HR professional

HR readiness for GenAI and technology

Moving from AI adaption to AI adoption



HR Professional trends within the organisational and talent landscape



Meeting of HR Strategy and Execution to Ensure Success

- **Buzzword – Strategic HR**
- But not yet success in terms of effective implementation
- % of HR organisations highly effective at facilitating data-driven people decisions:
 - **2023 (n=1059) - 29%**
 - **2024 (n=1330) - 29%**
 - **2025 (n=766) - 29%**
- HR's true impact - when strategy and execution supplement each other.
- Up until now - didn't always have the support (**technology, structures, data consolidation across HR value chain, etc.**) to support the effective (value-adding) execution of strategic objectives.
- Use the levers at their disposal to enforce necessary behaviours to allow for effective strategy implementation.



HR Professional trends within the organisational and talent landscape



The Embedded HR Professional

- **Human performance** was identified as a key trend within the Deloitte Human Capital trends report –rather take human sustainability approach, than prioritise business outcomes, at the expense of human outcomes
- Given the trend of work changing significantly, organisations need to (and are) considering and defining new metrics for understanding and measuring human capability.
- **The embedded HR professional and people analytics are required as well as critical.**
- This trend would need to be accounted for in the we analyse and predict performance.
- **53%** - of respondents reported that their organisations are in the early phases of identifying better ways to measure work performance and value
- **81%** of in-house recruiting pro's say they need to work more closely with **L&D** in the future.
- **87%** of recruiting pros say that **talent acquisition** has become a more strategic functions over the past year



HR Professional trends within the organisational and talent landscape



HR Readiness for GenAI and Technology

- Rating themselves on various HR skills and competencies, HR reports to be least effective at data and technology skills (n=759 - 771)
- Out of 8 key strategic skills and competencies – HR's effectiveness in technology enablement was ranked **8th** (n=764)
 - **21%** - Data and technology skills
 - **26%** - Organisational awareness and business acumen
 - **37%** - Change and risk management skills
 - **48%** - Relational skills (e.g. relationship building, conflict management)
- As a result, HR's ability to facilitate data-driven people decisions for the organisation remains stagnant
 - As discussed previously the percentage of HR organisations effective at facilitating data-driven people decisions remain stagnant
- **4 X** more likely to be highly effective at enabling organisations adoption of new technology when HR is effective at this competency (n=751)



HR Professional trends within the organisational and talent landscape



Moving from AI Adaption to AI Adoption

- **95%** of business leaders claimed that people analytics elevated human resources
- **3 years later**, deriving value from people analytics for HR and business leaders remain challenging.
- **¾** of organisations are investing in ppl analytics teams and technology
- But only **10%** reported to consistently achieve the highest level of impact from it.

Thus, mismatch between investment and expectation and actual experience and implementation/adoption

HR Professional trends within the organisational and talent landscape



- In today's dynamic work environment, organizations face many challenges with regards to employees and the management of various aspects related to their workforce.
- Traditional HR practices often rely **on intuition** and historical data, leading to inefficiencies in talent acquisition, performance management, and employee well-being. Causing a **reactive rather than strategic** approach to decision-making.
- Many examples in life where **we won't leave decisions to chance** – for e.g. will the safety gear withstand the intended pressure? Will the intended expenditure give satisfactory return?
 - Why then are we **comfortable to do it with talent** where the question is: “will this person take my organisation to the next level” or “will this person assist my organisation in being successful”? **Why don't we protect our organisation from talent, the way we protect it from other risks?**
 - **HR gets the last investment but is expected to look after and enable the organisation's biggest asset and expense – people and talent.**
- By leveraging advanced analytics, organizations can gain actionable insights into employee behavior, **improve decision-making, and drive business success.**
- However, many companies struggle with **integrating people analytics due to data silos, lack of analytical expertise, and resistance to change.**

HR Professional trends within the organisational and talent landscape

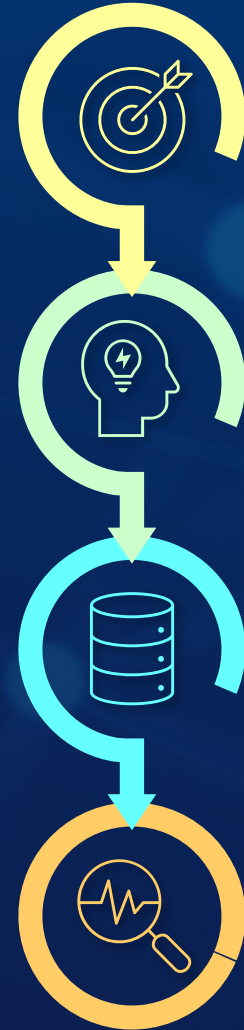
- People analytics is a possible solution
- But people analytics is not only a software or data package you purchase.
- **It should be a tool, a mindset, and an approach.**

Meeting of HR strategy and execution to ensure success

The embedded HR professional

HR readiness for GenAI and technology

Moving from AI adaption to AI adoption



What is People Analytics

People analytics is collecting and applying organisational, people, and talent data to improve critical business outcomes. It enables HR departments to gain data-driven insights to make decisions on different people processes and turn them into actions to drive the performance of an organisation



History and evolution of people analytics



In the **1980's** and **1990's** "people analytics" focused on understanding:

- pay,
- rewards,
- the annual engagement survey,
- and some studies of retention and engagement

1980

Descriptive analytics - analyses patterns in historical data sets to gain insight into what happened.
83% of businesses use this type of analytics.

Diagnostic analytics -

Takes descriptive analytics a step further and offers an underlying explanation for the insights revealed in the trends, correlations, and anomalies of the data

2000

In the **2000's**, we added dimensions like:

- **culture assessment** (looking at belonging, trust, and other psychological factors),
- **organisational network analysis** (who is talking with whom),
- and dove into data on the **impact of DEI**,
- **tenure**, and
- **correlated data** to business performance.

2010

In the **2010's**, people analytics moved from an "**industrial organisational psychology team**" to a "**business analytics team**" and started to look at all sorts of other data (location, skills, organisational hierarchy).

At this time, most big companies developed **centralised people analytics teams**, acquired advanced survey systems, and started to build an ongoing "listening strategy" for the company

Organisations built end-to-end platforms that allowed companies to implement a **wide range of feedback programs** (annual, pulse, 360, crowdsourcing, and now passive).

History and evolution of people analytics



Predictive analytics – Categorises past and present data to determine insights and then uses an estimating model to predict what might happen in the future.
Only **20%** of organisations use this type of analytics often or always.

2020

Nowadays, we need people analytics to look at wellbeing, burnout, the impact of remote work, and data about who is coming into the office, where and how people are working together, as well as analysis of recruiting pipelines, retention, early career engagement, and skills.

Suggestion is to move toward “**systemic business analytics**” (Josh Bersin report) which in essence means:

- Integrating data from various sources (people, operations, work, sales, and more) to address critical business problems and drive data-driven decision-making across an organisation.

Present.

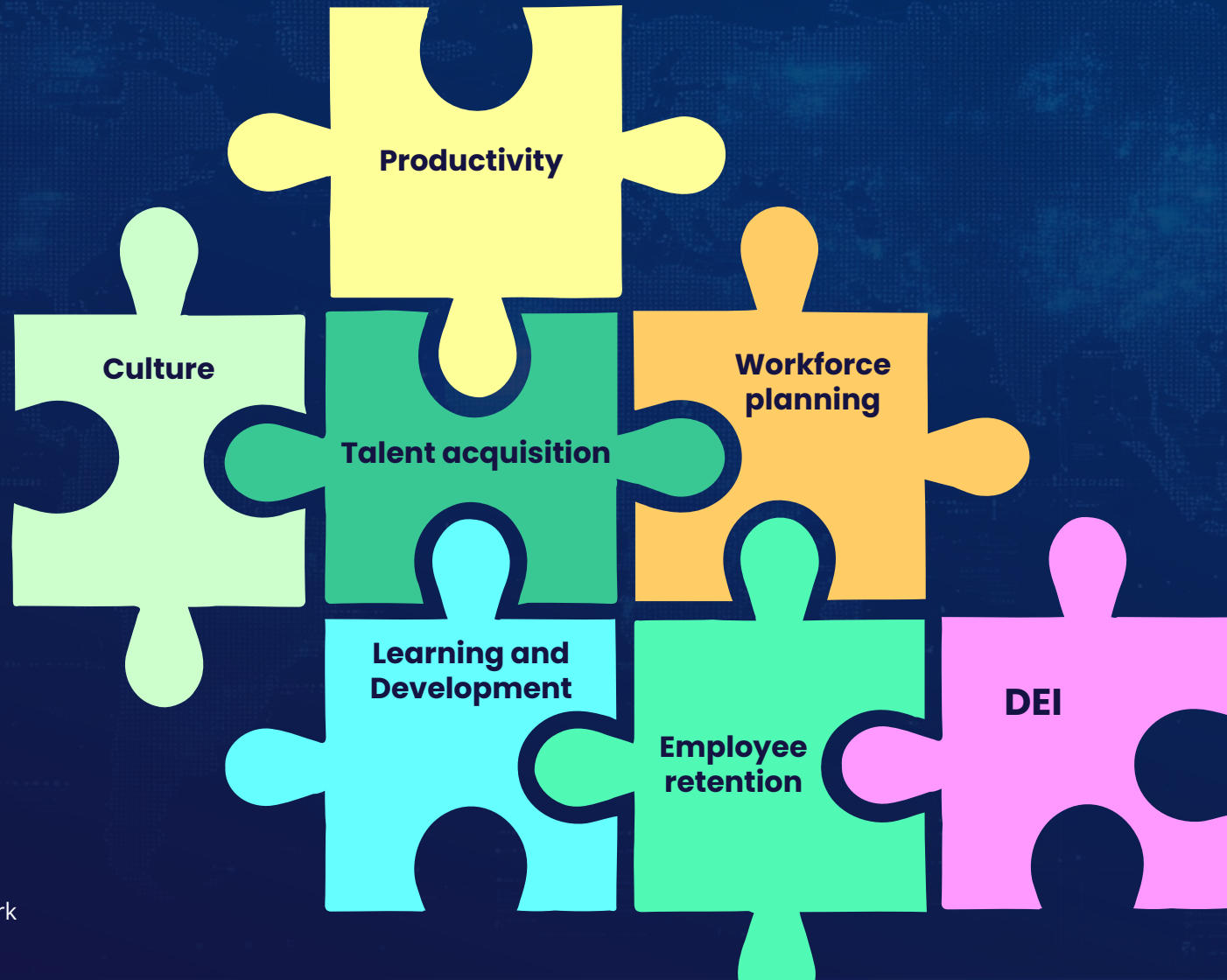
Since **2020**, “passive analytics” (getting feedback from calendars, messages, and organisational network analysis) has matured. Vendors like Cultivate (Perceptyx), Yva.ai (Visier), Microsoft Viva Insights, and Motive (BetterUp) now offer these tools, giving us even better insights into employee sentiment, activity, and productivity.

Prescriptive analytics – Final step that channels predictive analytics into decision options and actions to achieve success. **17%** of business make high use of prescriptive analytics, while **42%** make at least a moderate use

- Companies that embrace systemic business analytics are:
 - **3X** more likely to exceed financial targets,
 - **8X** more likely to achieve high workforce productivity,
 - **4X** more likely to engage and retain employees,
 - **9X** more likely to adapt to change.

How to get value and use from people analytics in 2025

Some areas where using analytics can have big impact and value:



Case Study:

Leveraging talent analytics for workforce optimisation

Organizational Background

ABC Insurance is a leading provider within the insurance industry with a strong market presence **across multiple regions**. The company has been recognised for its **customer-centric approach** and **innovative digital solutions**.

However, as the insurance industry undergoes rapid transformation, ABC Insurance faces challenges in **talent retention, succession planning**, and **ensuring a steady pipeline of future leaders**

Current experience and challenges

ABC Insurance has identified gaps in:

- **Its ability to recognise high-potential individuals,**
- **Plan effective succession pipelines, and**
- **Manage turnover risks.**

Many key leadership **roles lack ready successors**, increasing **business continuity risk**.

Additionally, the **Technology and Digital** business unit has been struggling with **maintaining the quality of work** and **gaining momentum n critical projects**, leading to delays in digital transformation initiatives.

Employee engagement data suggests that **top performers in this unit feel overburdened and underappreciated**, increasing the risk of **turnover**.





Case Study:

Leveraging talent analytics for workforce optimisation

The leadership at ABC Insurance is seeking to implement a talent analytics framework to:

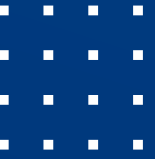
- **Identify and nurture high-potential** employees to build a robust **leadership pipeline**
- Develop data-driven **succession planning** strategies to ensure **business continuity**
- **Analyse and predict turnover risk**, especially among key employees to implement targeted retention strategies
- Address **performance and quality** challenges within the Technology & Digital unit to improve **work quality and efficiency**

By integrating talent analytics, ABC Insurance aims to future-proof its workforce, ensure business continuity, and drive long-term success in an evolving industry landscape

Case Study:

Leveraging talent analytics for workforce optimisation – **Fitt proposed solution**





Case Study:

Leveraging talent analytics for workforce optimisation – Fitt proposed solution

Step 5: Development

Coaching
One-hour virtual coaching session which can be conducted either A) individually or B) in group format based on assessment results

01

02

fittCOACH Digital Learning Platform

Digital action learning content. Comprising of 28 courses curated and presented based on unique needs of the candidate. Presented on integrated platform with candidate assessment results, reports and insights.

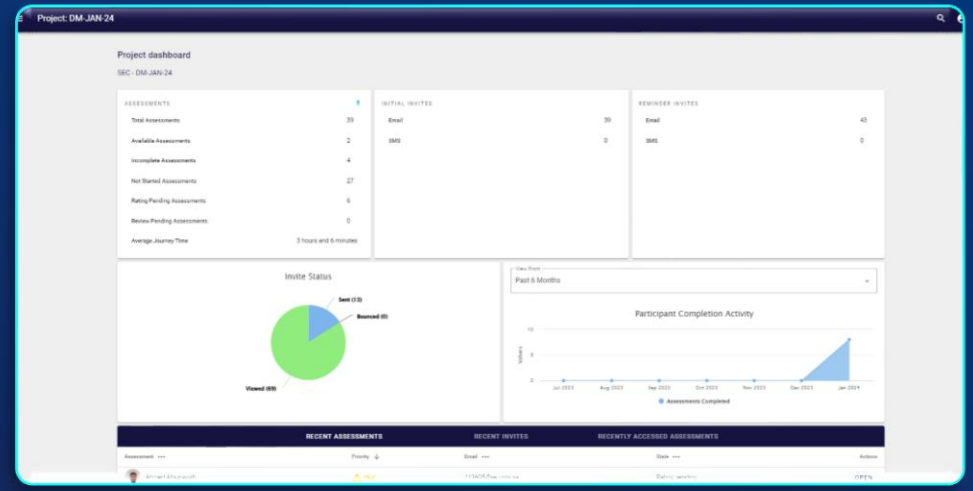
03

04

Masterclass
Three-hour interactive masterclasses from one of the following categories: A) bespoke capability building themes as required B) competencies in the fit Universal format or C) HR specific topics*.

Interactive Learning Platform
It is proposed that fittCOACH is used as an integrated platform for interactive development. Alternatively, a unique and tailored organisation platform and interactive system can be built.

Step 6: Project Management



Active Projects

Project Name	Journey	Progress	Status	Created On	
PwC Future Fitt 2024	PwC Future Fitt TDC: Partner and AD 2023	29% (8/28)	DEPLOYED	6 November 2023	OPEN
PwC Internal Partner Admit Special Project	Fitt Premium Executive: Development (2.0)	100% (2/2)	OPEN	27 October 2023	OPEN
YAP Graduate Programme	Fitt+ Professional: Recruitment (2.0)	0% (0/0)	DEPLOYED	12 September 2023	OPEN
Namibia NMP 2023	Fitt+ Managerial: Development (2.0)	100% (22/22)	DEPLOYED	4 August 2023	OPEN
PwC Cyber Security Assurance Graduate / Bursary Cohort 2.0	Fitt+ Professional: Recruitment (2.0)	100% (2/2)	DEPLOYED	1 August 2023	OPEN
Strategy& Graduate Advisory Programme 2.0	Fitt+ Professional: Recruitment (2.0)	100% (2/2)	DEPLOYED	28 July 2023	OPEN
PwC S&CC Graduate / Bursary Programme 2.0	Fitt+ Professional: Recruitment (2.0)	100% (8/8)	DEPLOYED	20 July 2023	OPEN
PwC SAIPA Assurance Graduate / Bursary Cohort 2.0	Fitt+ Professional: Recruitment (2.0)	100% (15/15)	DEPLOYED	20 July 2023	OPEN
PwC PSRR Advisory Graduate / Bursary Cohort 2.0	Fitt+ Professional: Recruitment (2.0)	88% (7/8)	DEPLOYED	20 July 2023	OPEN



TIQ – Talent IQ



Getting started with people analytics – how can you implement this in your organisation

Step 1:

Define the problems you want to solve – what challenges does the organisation currently face, and how could a data-driven approach help solve these? Which metrics would be most helpful?

- Establish your business objectives – what is it that we want to know and to solve or inform which business issue or objective

Step 2:

Link your people analytics to the business goals and outcomes – where would leaders want to see improvements and which data points and analytics would be needed and the impact that could have on providing insight to these areas.

- Select people, HR, and workforce goals – which major goals and objectives do they have for their workforce functions, such as improving turnover rates, employee training successes etc.

Step 3:

Review sources of data and look for gaps – High quality data is essential to make informed business decisions you can be confident in. Identify suitable types of data (that you can track) and accurate sources of these activities.

- Identify the right KPI's to track – Once you know which business goals and objectives you want to achieve – identify appropriate KPI's to track to allow monitoring of progress on these goals and objectives.

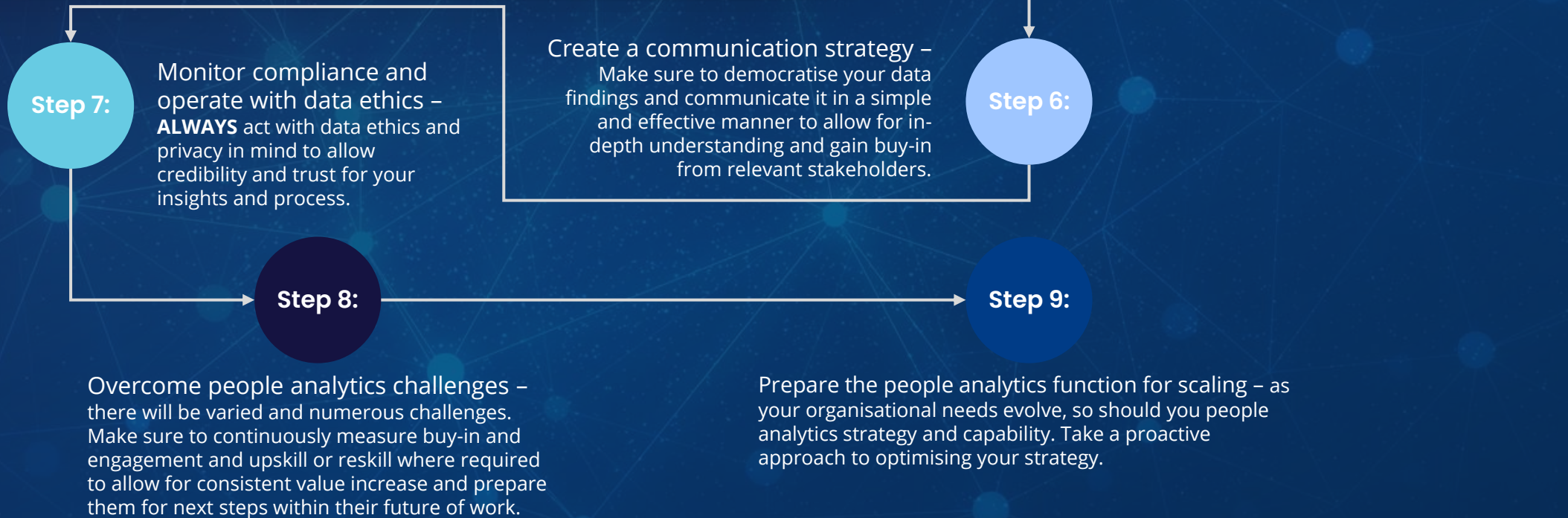
Build your toolbox – Find the right tools and technology to enable and empower your people analytics strategy.

- Find the right tools – Identify which tools are right for your business to be able to collect data and produce insights in accordance with any legal regulations, IT constraints, and other organisational guardrails

Step 4:

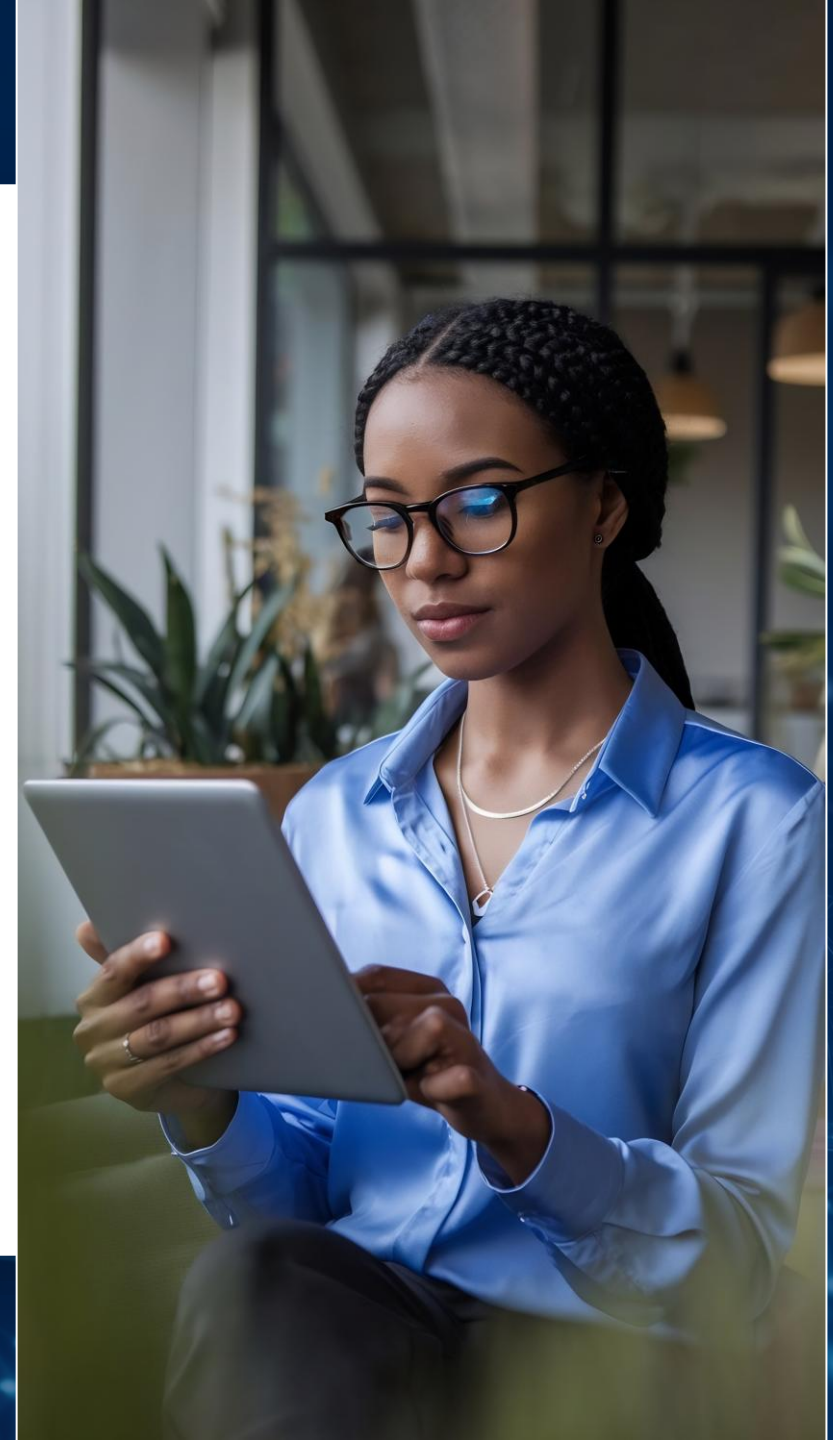


Getting started with people analytics – how can you implement this in your organisation



However, be mindful of some potential pitfalls

- **Technology-first focus:** People analytics initiatives frequently fail because they only take a technology perspective and does not instead focus on the business or people issue to be solved and how it relates to improving the business outcomes
- **Data quality issues:** People analytics relies on data in different HR systems to uncover insights. From different systems – this issue could become more profound. Also remember, garbage in garbage out
- **Internal resistance and distrust** – HR tech skill might be lagging. Also, employees might distrust why certain data points are being collected etc.
- **Bias** – If using AI to identify certain patterns, if there were bias before implementing the analytics tool, the AI could inadvertently continue this bias.
- **Legal and compliance issues** – Because the data gathered could easily be used for discrimination it is imperative that HR and any person using the data and analytics thereof must be very clear about which behaviours and uses are legal and ethical.





Conclusions & Questions

Please feel free to reach out with any questions:
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