



taranis-PHI provides these consulting and service options to business organisations:

- [Talent assessment strategy;](#)
- [Talent solution procurement & programme management for HR;](#)
- [Design of custom business simulations;](#)
- [Online Psychometric Assessment;](#)
- [Focus on performance improvement;](#)
- [Audit of assessment processes and systems.](#)

taranis-PHI provides consulting services and solutions to improve business performance. Our focus is always on the practical implications of the psychology of people at work. Our people are professionally trained, very experienced and accredited with the British Psychological Society and with the European Association of Work & Organisational Psychology.

Where do talent analytics fit into our services

Our services provide measurement using online assessments of human capabilities, potential, learning, performance and engagement. Talent analytics link these assessments at individual and team level to vital strategic business outcomes and to the ethos of the organization.

Phone: 01306 883 837
E-mail: michael.burnett@taranis-phi.com
www.taranis-phi.com



Talent Analytics & Psychometrics



Talent Analytics and Innovation

Innovation means being able to create new ideas and then implement them. Translating this into business success can lead to improvements in competitiveness through both service and product innovation. But how does an organization measure innovation and in particular how does it foster a climate of innovation? Does it hire people who are more likely to be innovative, is this just a matter of competing for the best talent, if so, what personality or cognitive assessments should be used? Or does innovation depend on managerial practices and team climate. The answer is that you get innovation by investing in individual talent (at hiring and during development) as well as creating management and team processes that foster collective, stretch goals and the right support environment. How this works in your organization can be defined by measuring individual and team potential, performance and perceptions at the right time and then using the results to create descriptive and predictive models for the business outcomes that you need—that is talent analytics!

- What are talent analytics?**
 - ◆ Talent analytics and innovation
- How are talent analytics created?**
- How talent analytics drive business**
 - ◆ Integrated talent management systems and analytics
- Using Psychometrics to develop powerful talent analytics**
 - ◆ Competency frameworks and Psychometrics

What are talent analytics?

Are you attracting the talent you need to make your organization more competitive? Is your investment in learning and development sufficient to deliver great customer service? Are your management practices motivating your people and creating a strong and ethical business ethos? Do the service, project or product teams you form deliver transformational business change and innovation? Can you translate your talent practices when hiring, on-boarding, training, developing, succession planning and managing careers and jobs into the bottom-line impact of business delivery?

Talent Analytics provide tangible and quantifiable insights needed to understand and help you direct workforce and organizational performance to achieve your business strategy and build a strong value-centred organizational ethos.

How are talent analytics created?

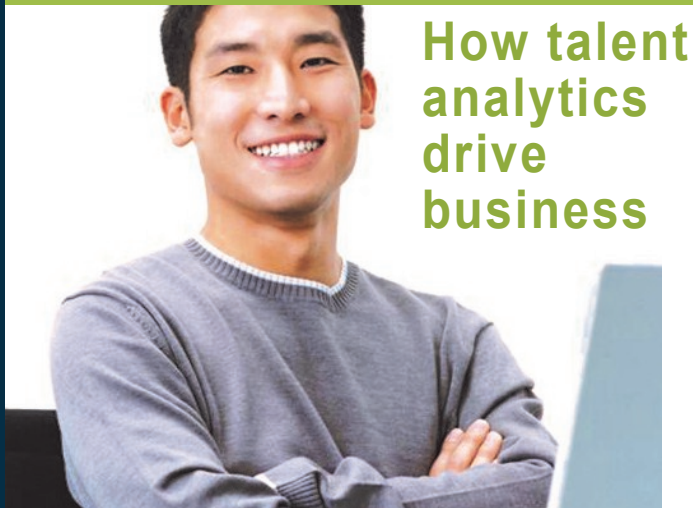
Talent analytics are built on four pillars:

- Clarity about target business outcomes** expected of people in the organization;
- Access to 'Big Data'** containing talent process transactions like employee assignments, demographics, hiring rates and turnover as well as business outcomes like sales, customer satisfaction and product quality.
- Psychometric and performance assessment data** about capacity, potential and behavioural style, learning outcomes, compliance and skill levels, performance appraisals, values and engagement survey results.
- Data mining and statistical analysis** to develop specific path and structural equation models showing how changes to talent management effects behavior and target business outcomes.



Integrated talent management systems and analytics

Workforce or talent metrics are best enforced using an integrated talent management system like that supplied by our referral partner **Halogen**. This type of system is built around each job in the organization and ensures that the competencies required for business success are defined and used in performance appraisals. Competencies and other skill or behavioural requirements are linked to business objectives during performance appraisals and in turn each person or each team's strengths and development needs can be linked to learning events or training, succession planning and workforce planning. The talent database that is created allows continual information to be provided about achievement of appraisals, competency levels, employee performance and so forth. The data from this system is invaluable for the creation of talent analytics and the dashboards provided by talent management systems can be configured to represent the metrics that need to be monitored as a result of defining talent analytics for an organization.



How talent analytics drive business

Talent analytics are used to answer three questions about the effect of talent management investment, practice and policies on the workforce:

- What has happened in the past?
- What improvements are needed?
- What will happen in the future?

HR already produces data regarding headcount costs, attrition, completion rates of learning & development activities and performance appraisals. These metrics are not talent analytics though they play an important part in helping to link talent policy to business outcomes. The questions that are asked and can be answered using talent analytics are posed at a macro level, are strategic in nature and address talent supply to the business and how it is affected at each stage of the employee lifecycle by hiring, learning and development, and management practices.

When talent analytics have been defined they need to be embedded into the way the workforce is managed. This is accomplished as follows:

- Build MIS and talent dashboards and show management how to use these at all levels in the organization;
- Develop internal expertise in HR and IT in making use of 'Big Data', workforce metrics and people assessments to frame the right questions and gain greater insights over how to drive business success;
- Use integrated talent management technology to collect transactional data and online assessment systems to feed in measures of potential, capacity, performance, perception and opinions.

Two powerful uses of talent analytics are to pre-model organisational changes and to run controlled 'experiments' before rolling these out.



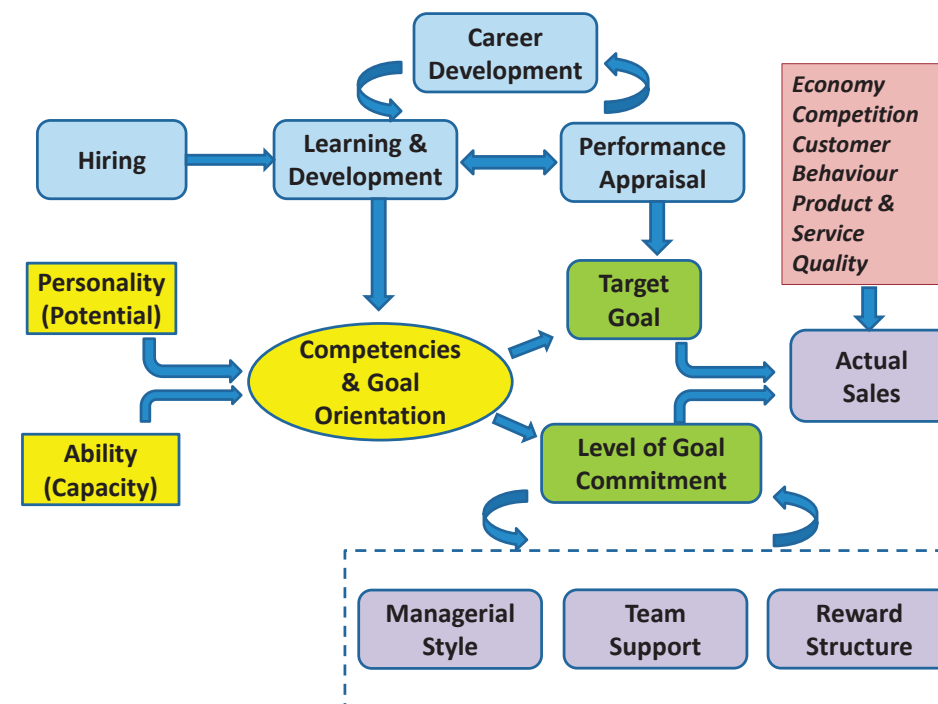
Using Psychometrics to develop powerful Talent Analytics

Psychometric assessment provides insights into human potential and capability that is simply not available from other performance measures. This means that talent analytics can be built using scientifically validated measures with known relationships to a range of factors important to determining organizational and business outcomes. However, the relationships within and between psychometric measures and individual, team and organizational performance are not simple nor necessarily obvious. This is the reason that talent analytics need to be built around the factors, challenges and context that your organisation and your business is facing.

Take sales performance. Psychometric assessments are typically deployed when hiring to select people with the potential and capacity to apply the competencies required to learn and sell a company's products or services. Learning events may be organized to supplement competencies and to train personnel in the processes required. Performance goals (sales targets, customer retention etc.) are set and

measured during performance appraisals. However actual performance will also depend on a number of facets that *could be measured but typically are not considered* including 'goal orientation' which describes the way people best respond to learning and performance targets. Also hugely significant will be the level of goal commitment and how this is shaped by performance targets, goal orientation and the support environment and reward structure supplied by the organization.

Talent analytics means you can measure the contribution of talent management processes and understand and change the factors that determine actual business performance.



Competency Frameworks and Psychometrics

Competency frameworks play a major role in mediating how effectively psychometric assessments are selected and used. taranis-PHI is partnered with suppliers of psychometric assessments like **SHL** and **Talent Q** to provide scientifically proven measures of potential and capacity. The psychological dimensions measured by these assessments are mapped by taranis-PHI onto your competency framework. This means that you can understand the outputs of these assessments in your own terms when making selection decisions or providing development feedback. taranis-PHI also builds additional situationally-based assessments (situational judgement tests and online business simulations) to ensure that the potential and capacity of applicants or employees is measured against the actual situations and the business context your people have to deal with.