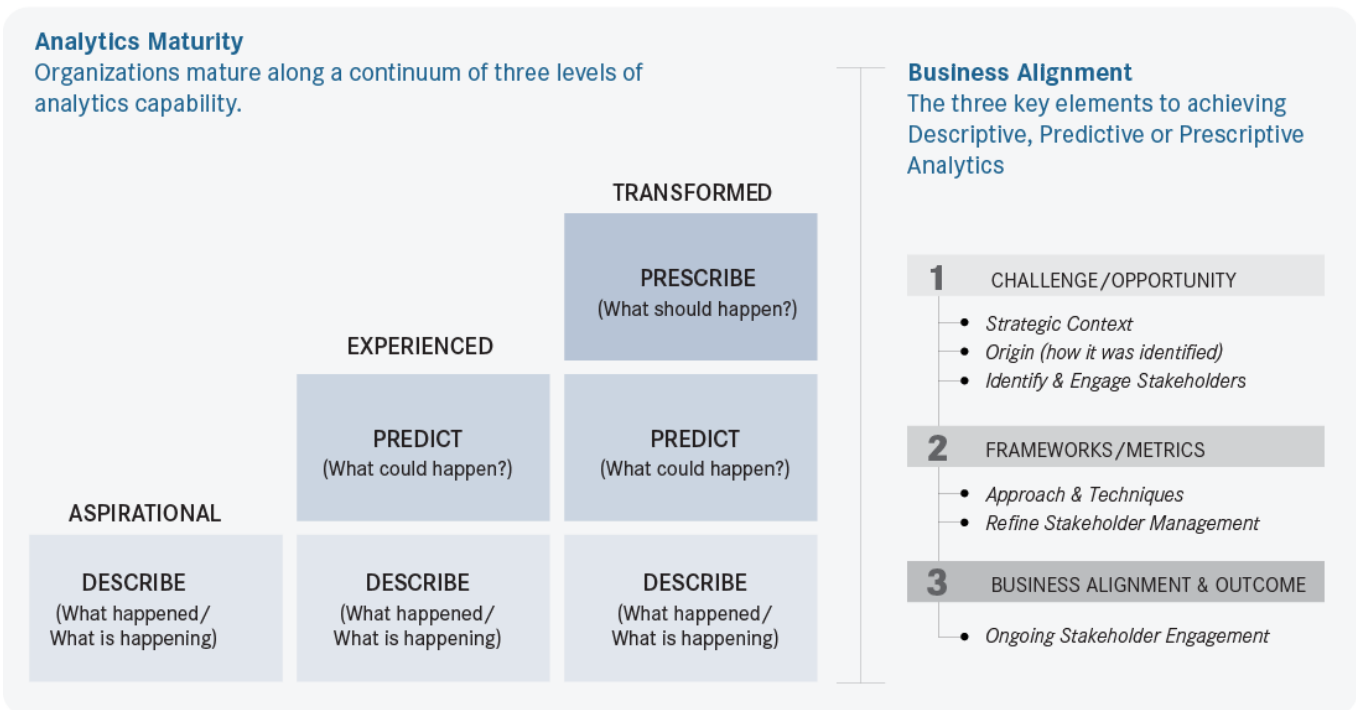


WAI INSIGHTS

Where Is Your Organization on the Analytics Maturity Continuum?

Analytics is the process of extracting meaning out of data and using it to make decisions that improve performance. Organizations are increasingly taking on analytics, using data to deliver insights about the workforce. The Analytics Maturity Model shows how organizations progressively develop their capability. As organizations journey from aspirational to experienced, and then to transformed organizations, they progressively build up their capability to derive greater insights from data.

Business alignment can occur at any stage of analytics maturity.



Source: Jac Fitz-enz, Patti Phillips and Rebecca L. Ray, Human Capital Analytics: A Primer, The Conference Board.

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Aspirational Organizations

Aspirational organizations use analytics to justify actions, using data to describe the situation rather than using it to make fact-based decisions. Examples of projects in this category include organizations gathering data from employee records to map their employee profile and using employee assessments data to learn whether the organization is hiring the right candidates.

Experienced Organizations

As organizations gain increasing competency in workforce analytics, they desire to use their skillsets to add greater value to the organization. Experienced organizations use analytics to guide actions. They build on what they have learned at the aspirational level and use analytics to predict what could happen.

Transformed Organizations

Transformed organizations have moved beyond the capabilities of aspirational and experienced organizations. Transformed organizations use analytics as a competitive differentiator. These organizations use their well-developed skills in analytics to prescribe the best course of action. In these firms, highly rigorous analytics are used to make decisions and gather insights.

In summary, the organization's position on the analytics maturity continuum will determine how much the organization can gain from analytics. Organizations that plan to tap the full benefits of analytics will have to invest the resources and time to build their analytics capability in order to advance on the analytics maturity continuum.

Note: The analytics maturity graphic as shown above appears in *Human Capital Analytics: A Primer*, The Conference Board Research Report 1500. The concept of the three levels of analytics capability is adopted from Steve La Valle, Eric Lesser, Rebecca Shockley, Michael S. Hopkins, and Nina Kruschwitz.

WAI Insights is a regular newsletter that highlights high-impact research nuggets to help organizations be cognizant about data to drive fact-based business decision-making.

For more information, refer to our research sources:

[Workforce Analytics: The View from Asia](#)

[Big Data Doesn't Mean Big Brother \(Implications for Asia\)](#)

[How Do I Get Started in Workforce Analytics](#)

[Human Capital Analytics: A Primer](#)

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