

HEALTH WEALTH CAREER

# ANALYSIS TO DRIVE ORGANIZATIONAL PERFORMANCE

Northwestern University, Searle Center  
Leadership Roundtable on Talent Analytics and Workforce Science

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This presentation contains proprietary methodologies  
and tools which remain the property of Mercer.

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# MANAGING THE PRODUCTION FUNCTION



# CASE STUDY #1: CALL CENTER

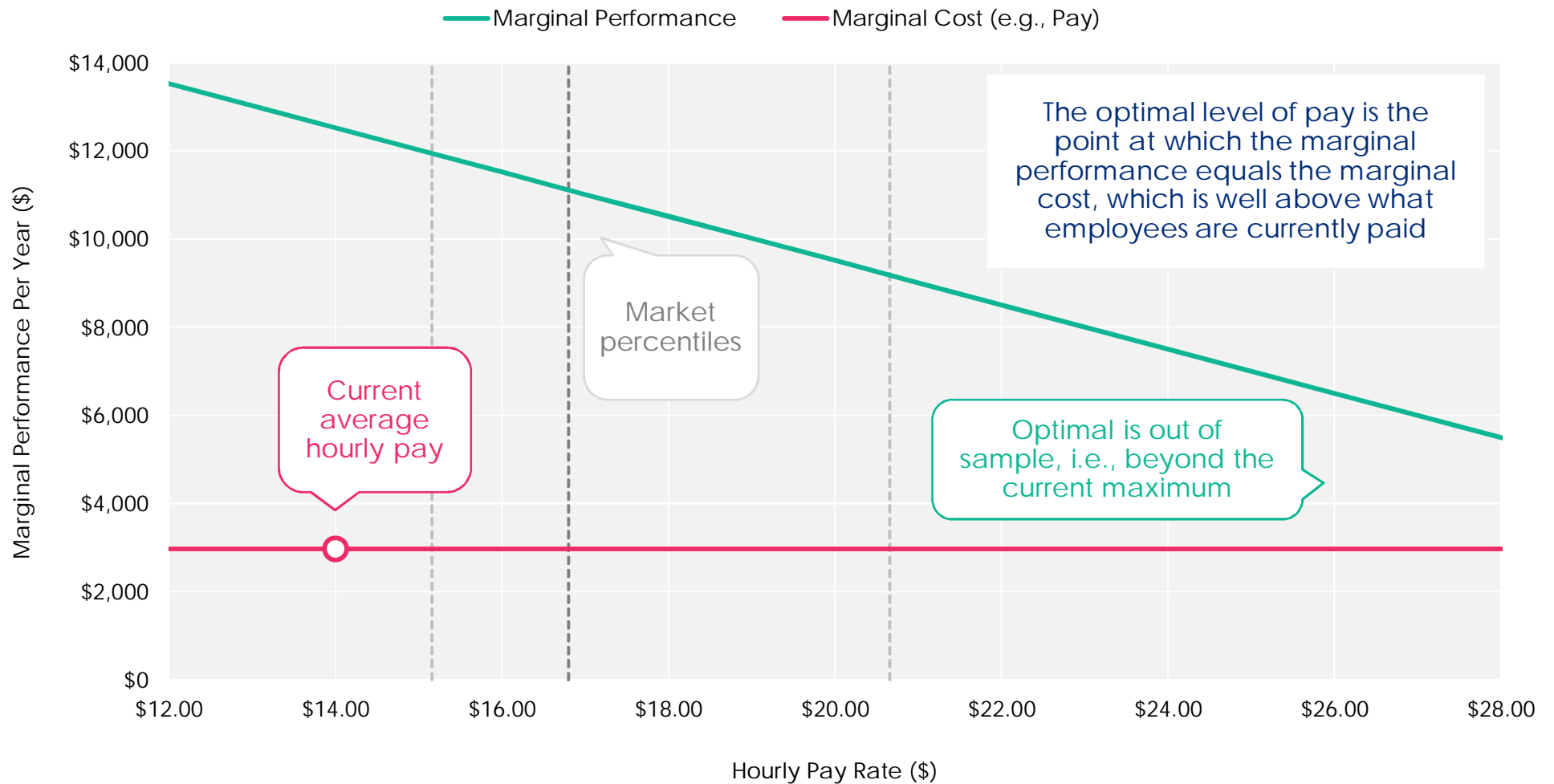
Analysis of the system shows **work/life balance**, **pay**, and **training** are key factors to drive desired workforce outcomes

Retention Likelihood	Sales Performance	Customer Satisfaction
<ul style="list-style-type: none"> <li>Hired in Period</li> <li>Tenure at Organization</li> <li>Hourly Pay Rate</li> <li>Current Sales Performance</li> <li>Actual Overtime Wages Earned</li> <li>Actual Commissions Earned</li> </ul>	<ul style="list-style-type: none"> <li>On-leave as of End of Period</li> <li>Current Sales Performance</li> <li>Hourly Pay Rate</li> <li>Completed Targeted Training</li> <li>Actual Commissions Earned</li> <li>Actual Overtime Wages Earned</li> </ul>	<ul style="list-style-type: none"> <li>Current Customer Satisfaction</li> <li>Part-Time</li> <li>On-leave as of End of Period</li> <li>Returned from LOA in Period</li> <li>Completed Targeted Training</li> <li>Hourly Pay Rate</li> </ul>
<ul style="list-style-type: none"> <li>Returned from LOA in Period</li> <li>Completed General Training</li> <li>On-leave as of End of Period</li> </ul>	<ul style="list-style-type: none"> <li>Actual Bonus Earned</li> <li>Current Customer Satisfaction</li> <li>Tenure at Organization</li> <li>Hired in Period</li> </ul>	<ul style="list-style-type: none"> <li>Actual Overtime Wages Earned</li> <li>Completed General Training</li> <li>Tenure at Organization</li> <li>Received Commission in Period</li> <li>Current Sales Performance</li> </ul>

# CASE STUDY #1: CALL CENTER

## Optimizing pay from the model parameters

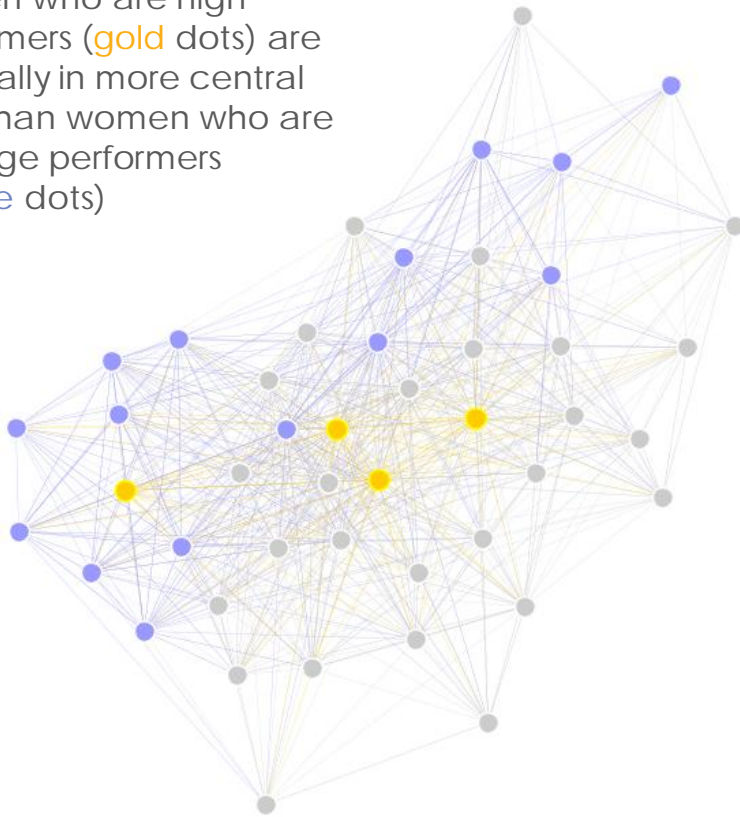
Sales Employees: Marginal Impact of Pay on Performance



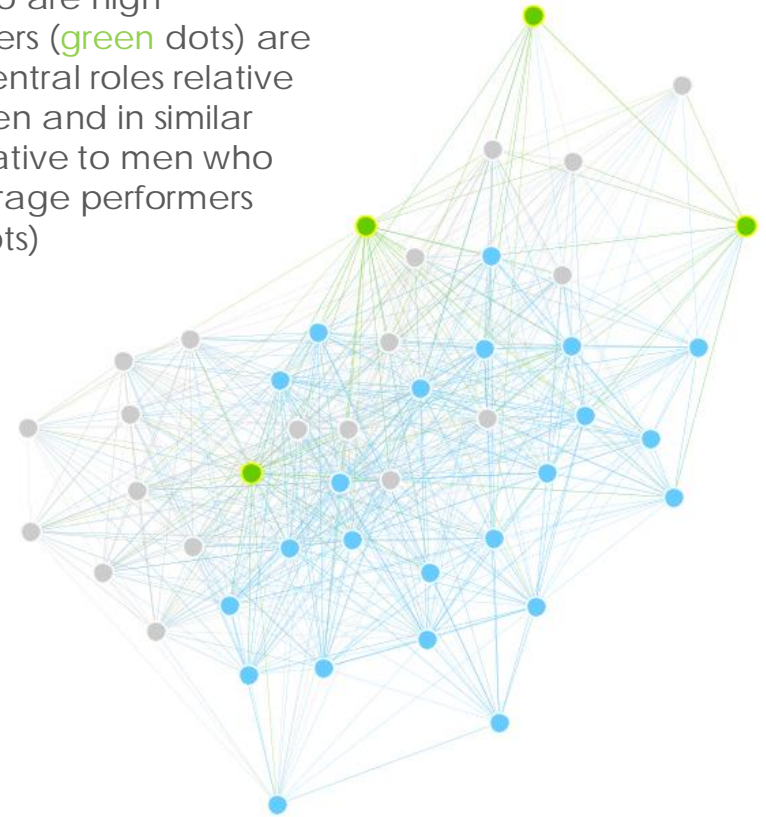
# CASE STUDY #2: RESEARCH AND DEVELOPMENT

## Network analysis shows the impact of role on performance

Women who are high performers (gold dots) are generally in more central roles than women who are average performers (purple dots)



Men who are high performers (green dots) are in less central roles relative to women and in similar roles relative to men who are average performers (blue dots)

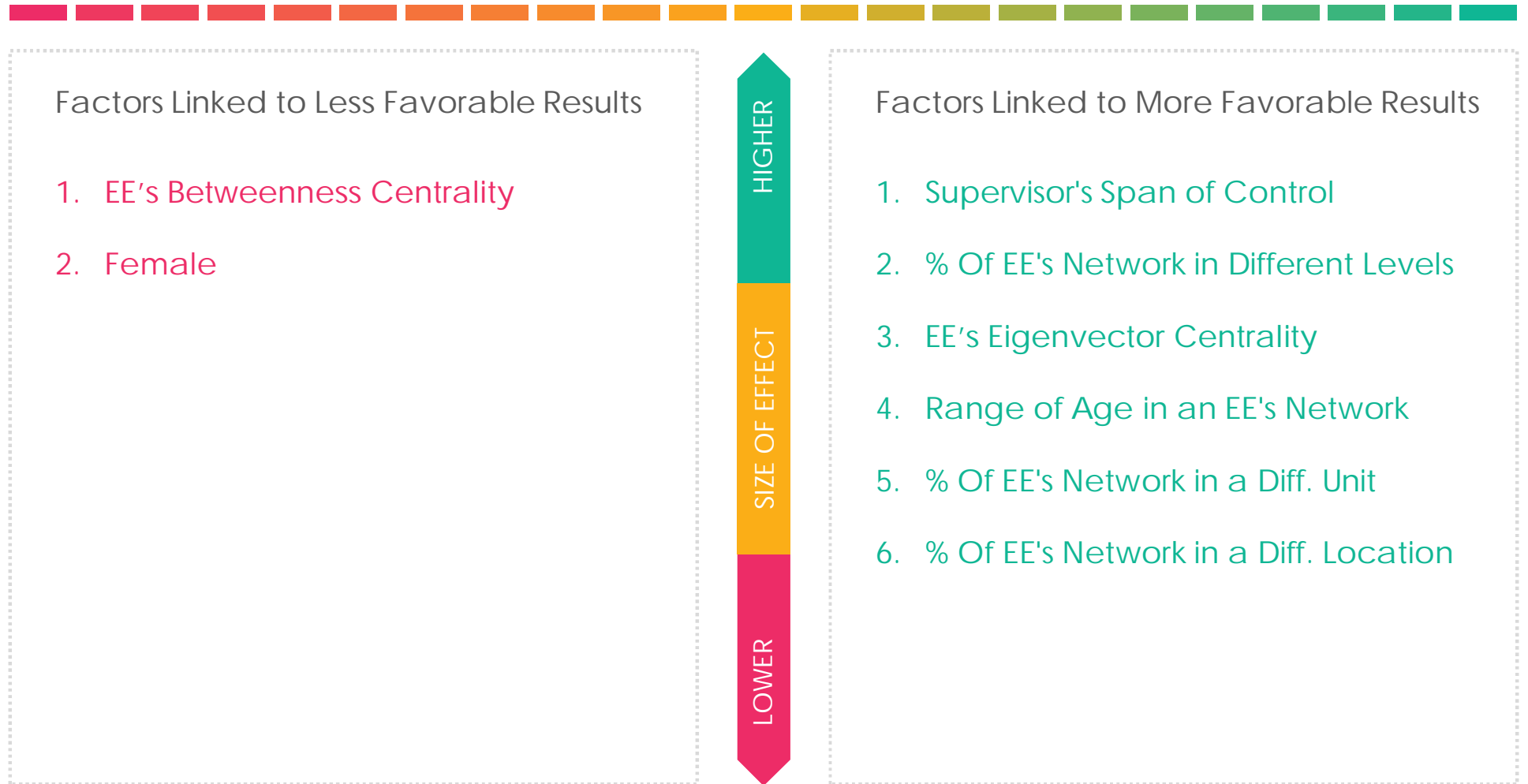


Diagrams represent the same network, with different nodes highlighted. Each dot in the network visuals represents an employee and each line connecting the dots represents a connection. The networks are drawn to show employees who are more centrally connected in the center of the graph

# CASE STUDY #2: RESEARCH AND DEVELOPMENT

## Modeling of network analysis data shows the impact on innovation

What are the drivers/predictors of success and a favorable “innovation experience”?



## KEY TAKEAWAYS

- Employee performance is only on workforce outcome driving organizational performance
  - Examine outcomes of the system
  - Focus on areas of misalignment
- Data from different kinds of analyses (e.g., predictive modeling and network analysis) can be combined to provide critical insights

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**TOMORROW,**  
**TODAY**