

CAPITA

# Enabling change through workforce transformation

YPO World of Procurement Conference  
10 July 2019

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Capita People Solutions

#Human2Hybrid

|| HUMAN  
||| TO  
|| HYBRID



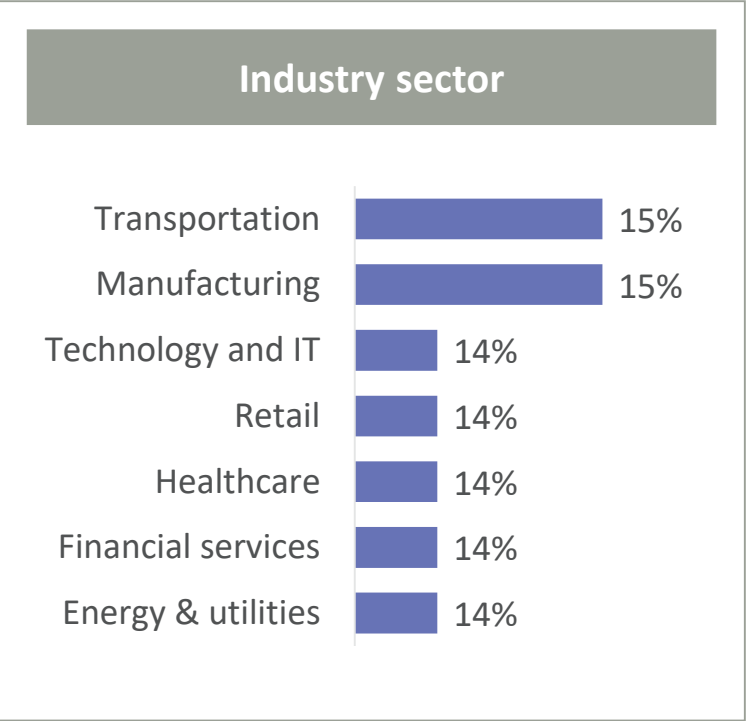
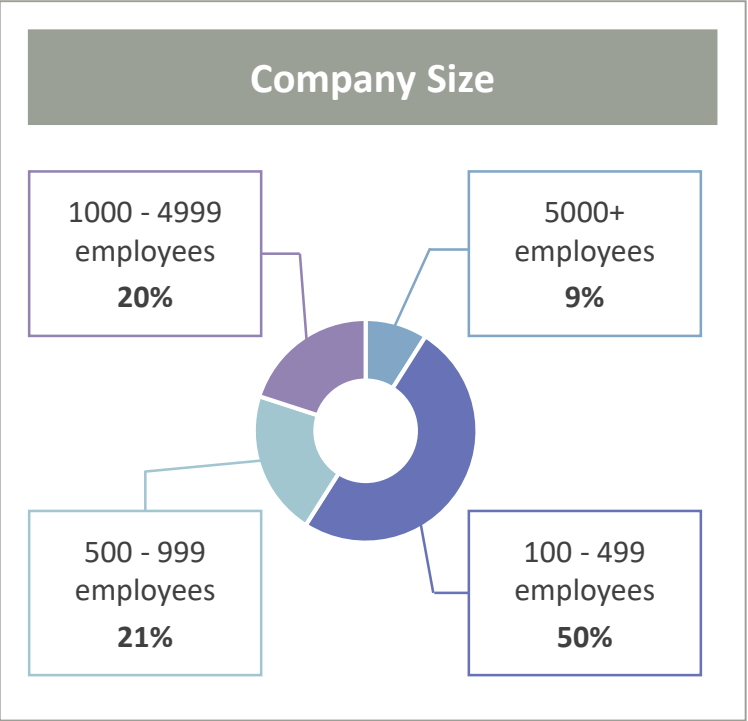
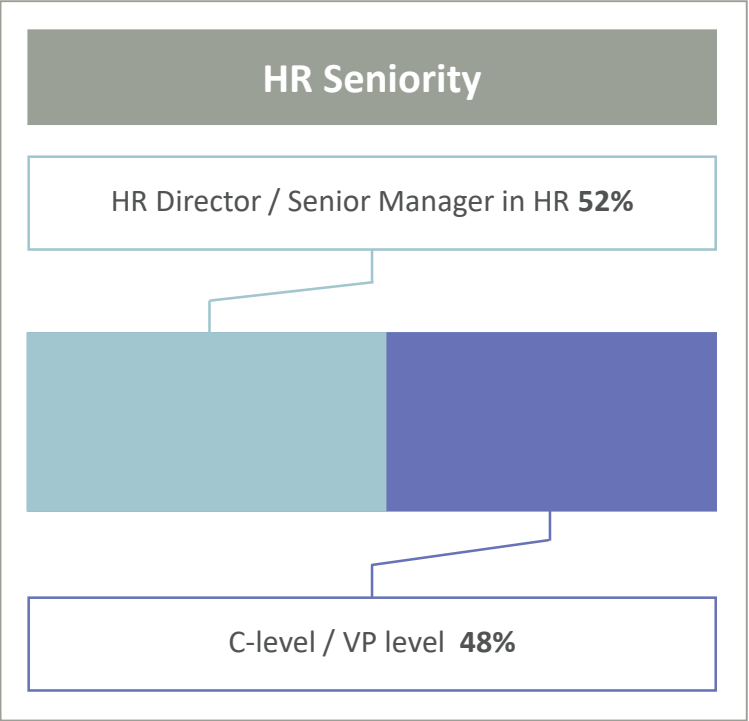
An aerial, long-exposure photograph of a multi-lane highway interchange at night. The image shows several curved ramps and straight sections of road. Light trails from cars are visible, with white and yellow lines indicating forward motion and red lines indicating vehicles moving away or in the opposite direction. The road is illuminated by overhead lights, and the surrounding area is dark. A semi-transparent purple banner is overlaid across the center of the image.

# About the research

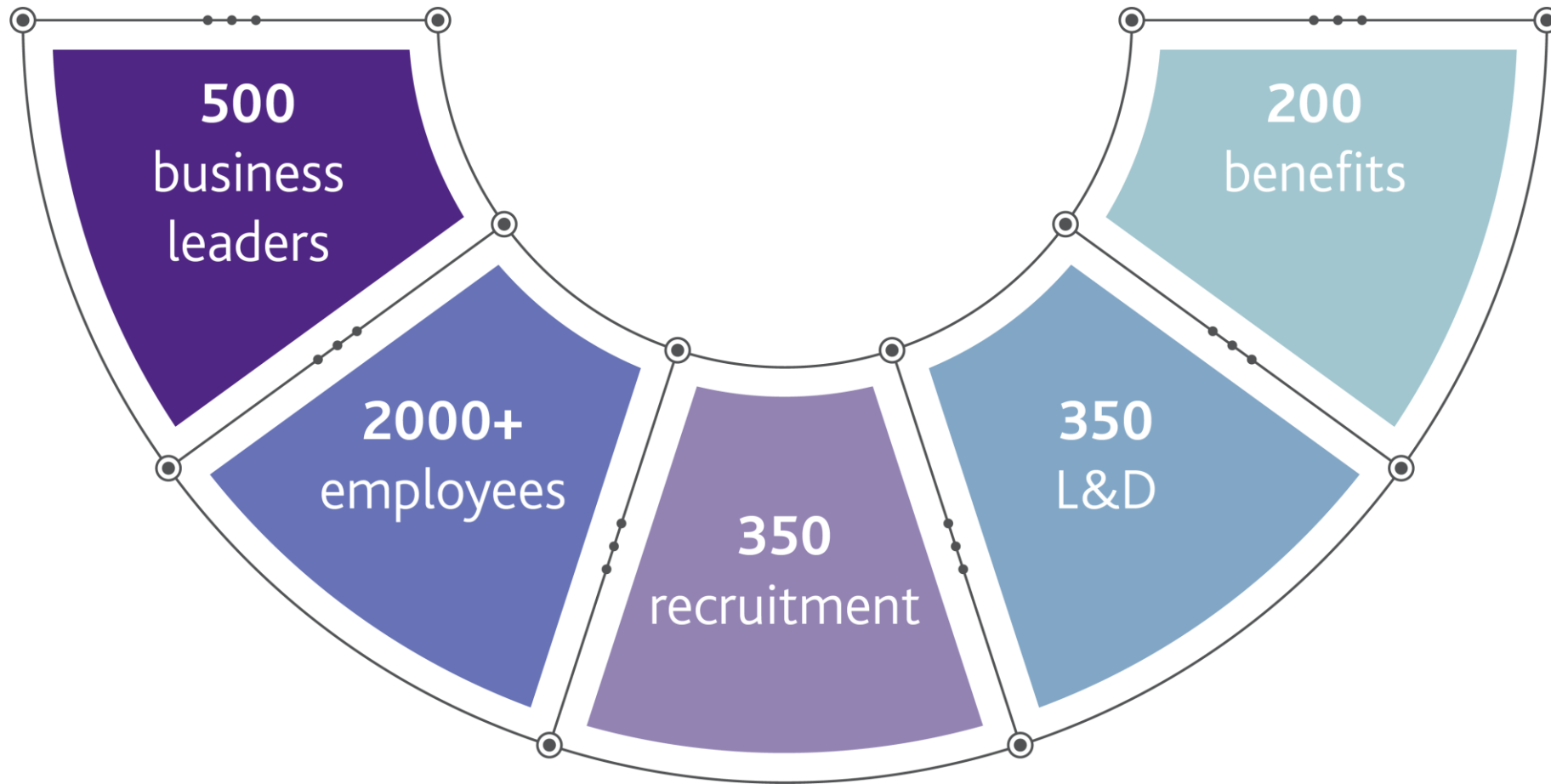


# Research approach

## UK organisations with 100+ employees



# Research respondents



# H2H is *the* strategic challenge for organisations



# The Digital Opportunity was all about the 3 Ss

01

Seamlessness

02

Speed

03

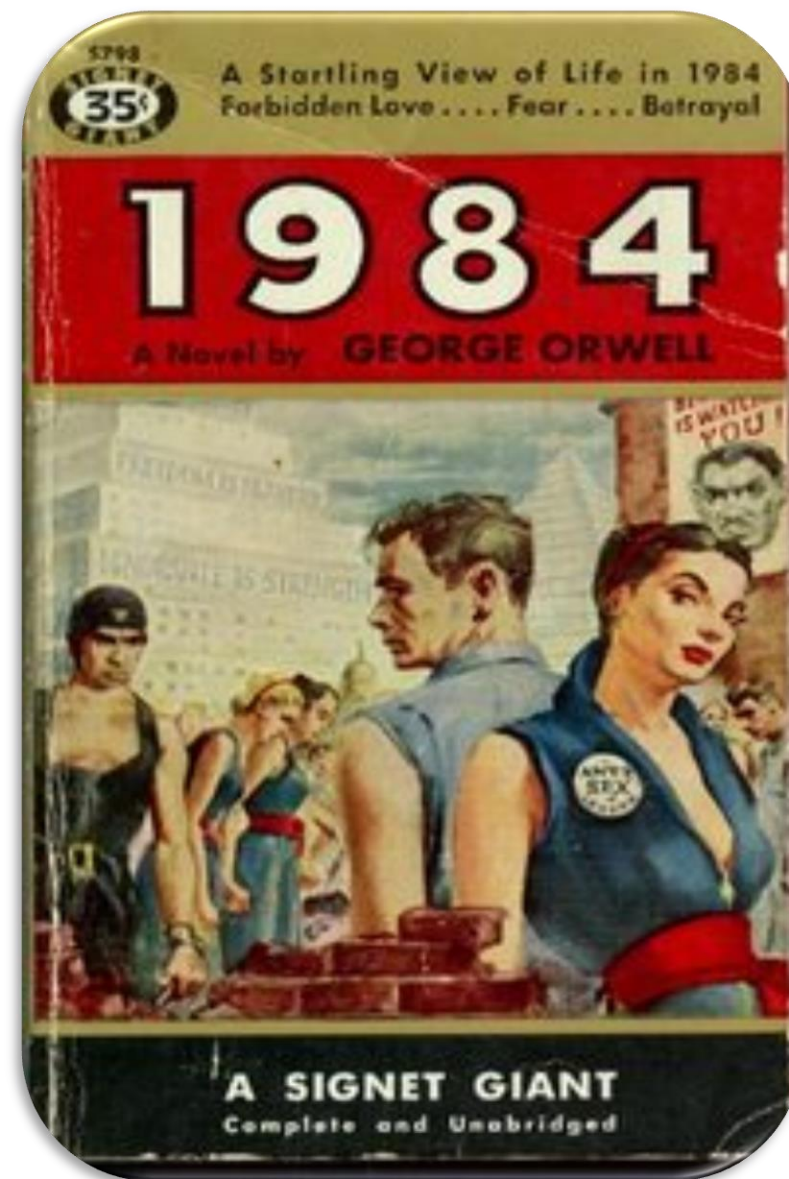
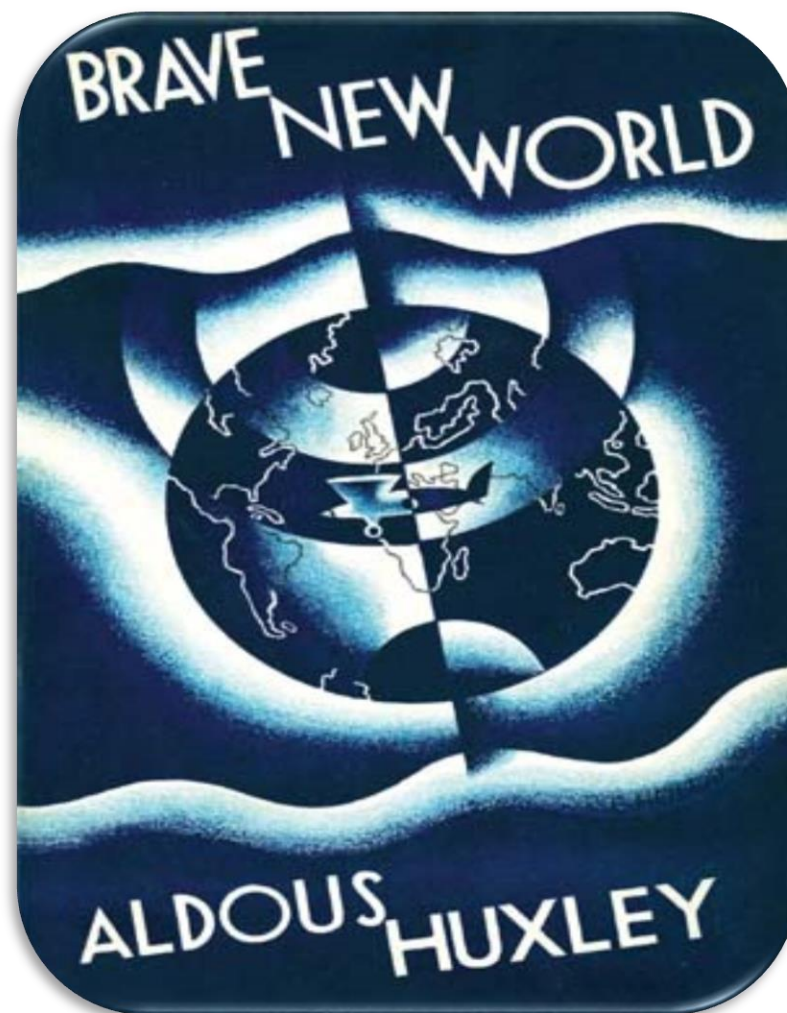
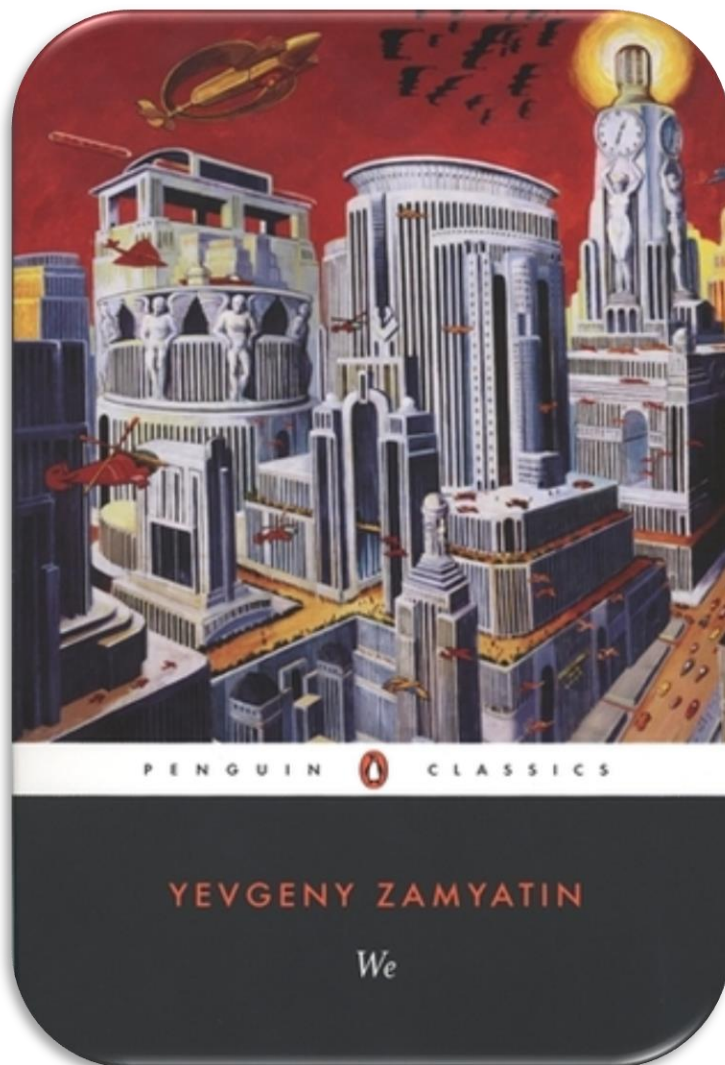
Sense of control

The **Data  
Opportunity**  
is all about  
the 3 Ps

The background is a dark purple field filled with out-of-focus bokeh lights in shades of blue, white, and red. Overlaid on this is a perspective view of a grid of small, bright white lights that recede into the distance, creating a sense of depth and digital connectivity.

# The changing world of work and data

































A Ledger Room













# New York & London

1950

THE ONLY  
MEGA CITIES IN THE WORLD



An aerial photograph of a dense urban landscape, likely New York City, showing a vast number of skyscrapers and high-rise buildings. The buildings are packed closely together, creating a complex pattern of vertical lines. The sky is a pale blue, and the overall tone of the image is somewhat muted, with a focus on the architectural density.

1985

9



An aerial photograph of a dense urban landscape, likely New York City, showing a vast number of skyscrapers and high-rise buildings. The buildings are packed closely together, creating a complex pattern of vertical lines. The sky is a pale blue, and the overall tone of the image is somewhat muted, with a focus on the architectural density.

2004

19



An aerial photograph of a dense urban landscape, likely New York City, featuring a multitude of skyscrapers and high-rise buildings. The image is slightly hazy, giving it a historical or archival feel. A light blue horizontal bar is positioned above the year '2005'.

2005

25



An aerial photograph of a dense urban landscape, likely New York City, featuring a multitude of skyscrapers and high-rise buildings. The image is slightly hazy, giving it a historical or archival feel. A semi-transparent blue horizontal bar is positioned above the year '2015'.

2015

35



A futuristic cityscape with floating islands and a large, pixelated structure in the background. The scene is set against a sunset sky with clouds. The floating islands are populated with dense urban development, including buildings, roads, and green spaces. A large, dark, curved structure, possibly a bridge or a part of a larger building, dominates the right side of the frame. In the background, a large, pixelated, blocky structure rises from the water, resembling a giant's head or a massive, abstract building. The overall atmosphere is one of advanced technology and urban planning.

2030

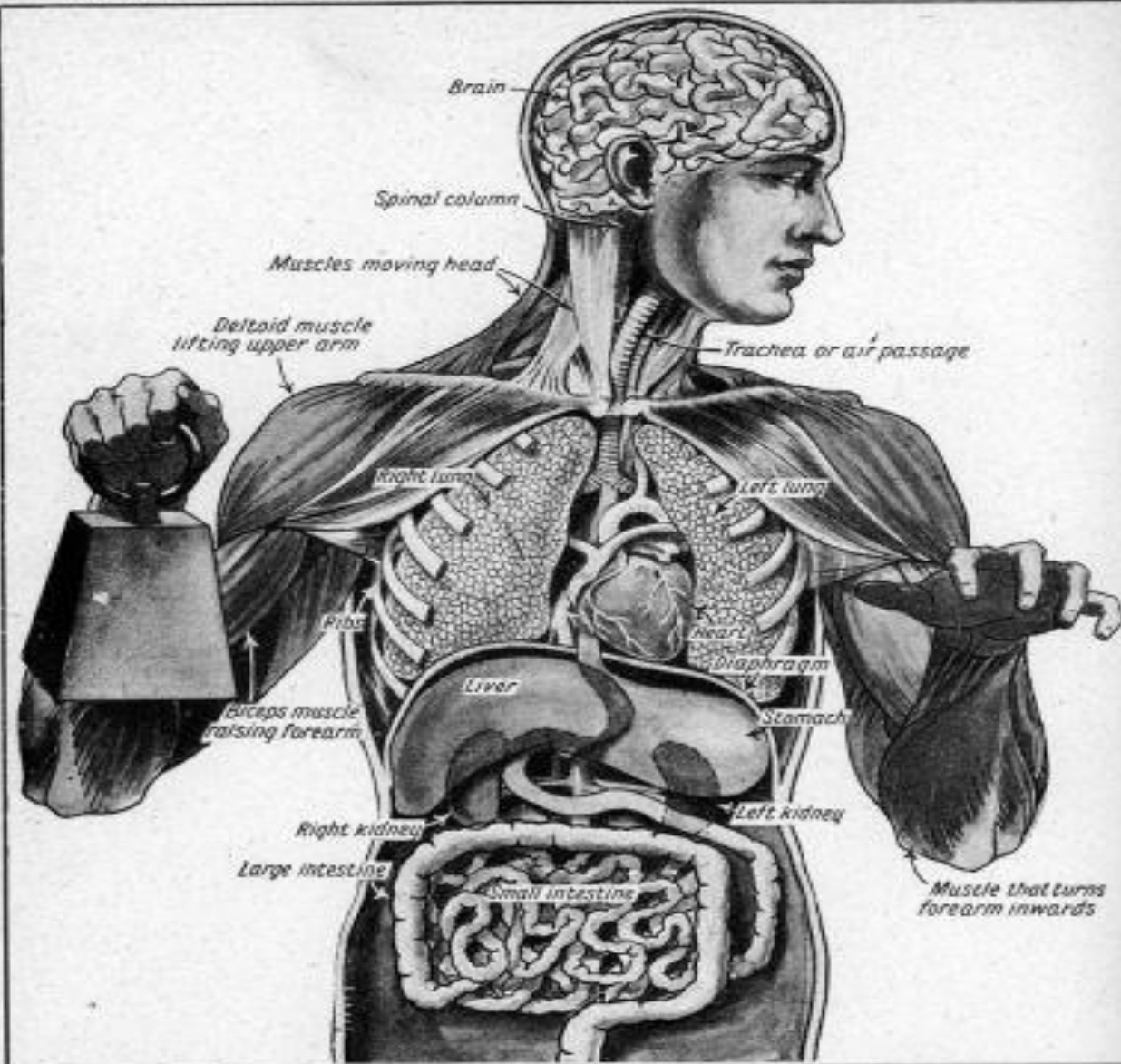
41





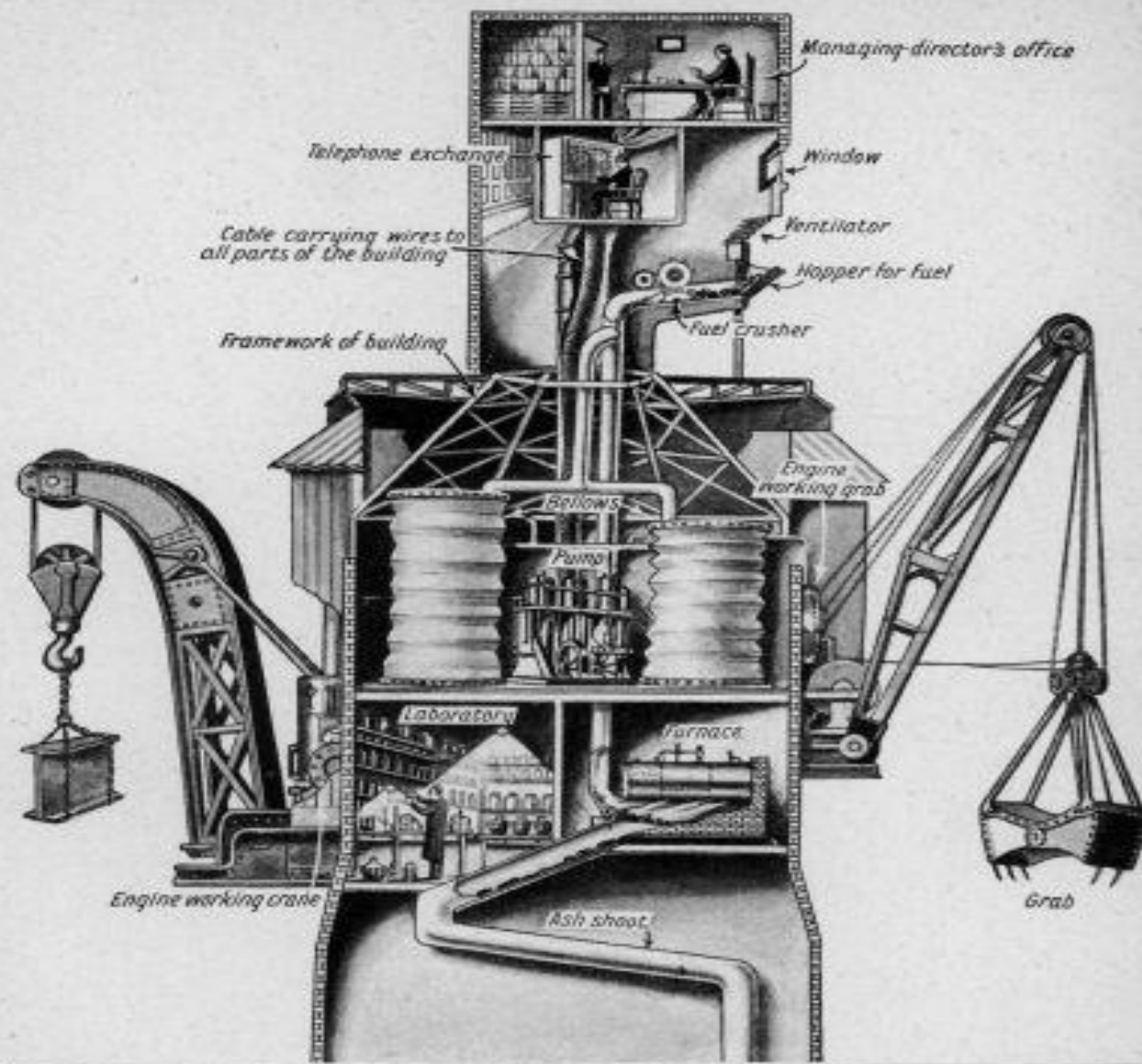


# WHAT YOUR BODY LOOKS LIKE INSIDE

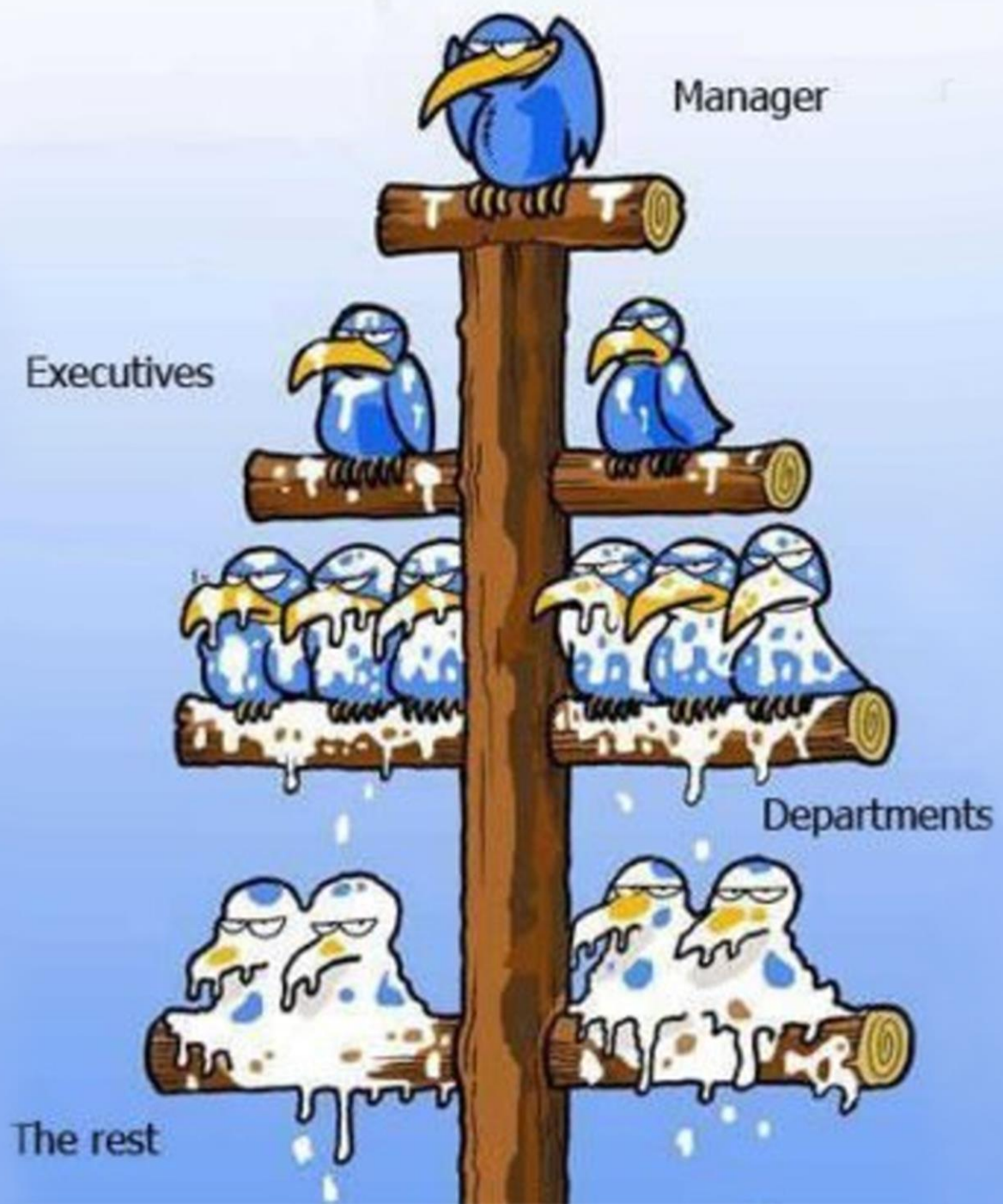


The human body is the most wonderful thing in the universe. It is the most efficient of all machines, and unless it is damaged, as spoilt by accident or misuse it goes on doing its work perfectly day after day, till at last, like all material things, it becomes worn out. But the machinery of the human body is extraordinarily delicate, and the more we know about our body and realise this fact, the more careful we shall be to see that it is not misused in any way by wrong living. We are often told that the heart which drives the life-giving blood through our bodies is an engine and pump, and that the stomach is a furnace. But when we look at a chart like this one showing the organs, it is rather difficult to realise that we are looking at a furnace, a pump, and other machinery. The picture-diagram on the opposite page will make the matter clear and vivid to our imaginations. By comparing the two pictures we shall see that it is no mere fancy or exaggeration to describe the human body as a great and wonderful factory. Perhaps the most marvellous thing about our body is the perfect way in which its various parts all work together. If any part gets out of order and ceases to function, as, for example, if we eat unsuitable food, thereby supplying wrong fuel to the furnace, or if we breathe bad air, so that the furnace cannot get sufficient oxygen for combustion of the food, then the whole factory becomes disorganised, and we say we are ill. We notice how the whole body is built round the bones of the skeleton in the same way as a factory is built on a skeleton of girders.

# THE HUMAN BODY SHOWN AS A FACTORY



In this picture, which corresponds to the form of the body, we see the functions of the various parts and how closely they correspond to the parts of a factory. A factory would be useless without some directing head, and our skull is like the managing director's office, for it is from the brain inside that all the work of the human factory is directed. There must be a telephone exchange so that messages can be sent to the right departments, and this we get in the lower part of the brain and the spinal column. Our eyes are like the windows of the office. Then the factory must be properly ventilated, and fresh air is taken in from outside through openings, as our body does through nose and mouth. To keep the 'machinery' of the factory going there must be a furnace and engine, and so in our body the stomach and intestines form a furnace that must be supplied regularly with suitable fuel. In a factory the fuel is shot through a hopper and directed to the furnace, the coal being crushed to a suitable size. In the human body food, which is the fuel, is taken in through the mouth, broken up by the teeth, and then passes to the stomach, the unconsumed ash being disposed of. The lungs are the bellows that supply a sufficient quantity of oxygen for combustion, the heart represents the engine and pump and various intricate chemical operations that go on are carried out in the laboratory, which consists of the kidneys and liver. Our arms and hands are like very powerful cranes and grabs for lifting or moving things and moving them about.





## Future employees

“The factory of the future will have only two employees, a man and a dog. The man will be there to feed the dog. The dog will be there to keep the man from touching the equipment.”










Warren G Bennis





# Decoding the future

Work today is more diverse, dynamic, and distributed than ever before

2.5 quintillion bytes of data per day 	133m+ by 2022 	The world is home to 7.2 billion gadgets, and they're multiplying five times faster than we are 
225.3BN 	4% 	175,000+ 
50%+ Advanced Tech Skills by 2030 	MBA 2026 	£7.43T £11.84T 



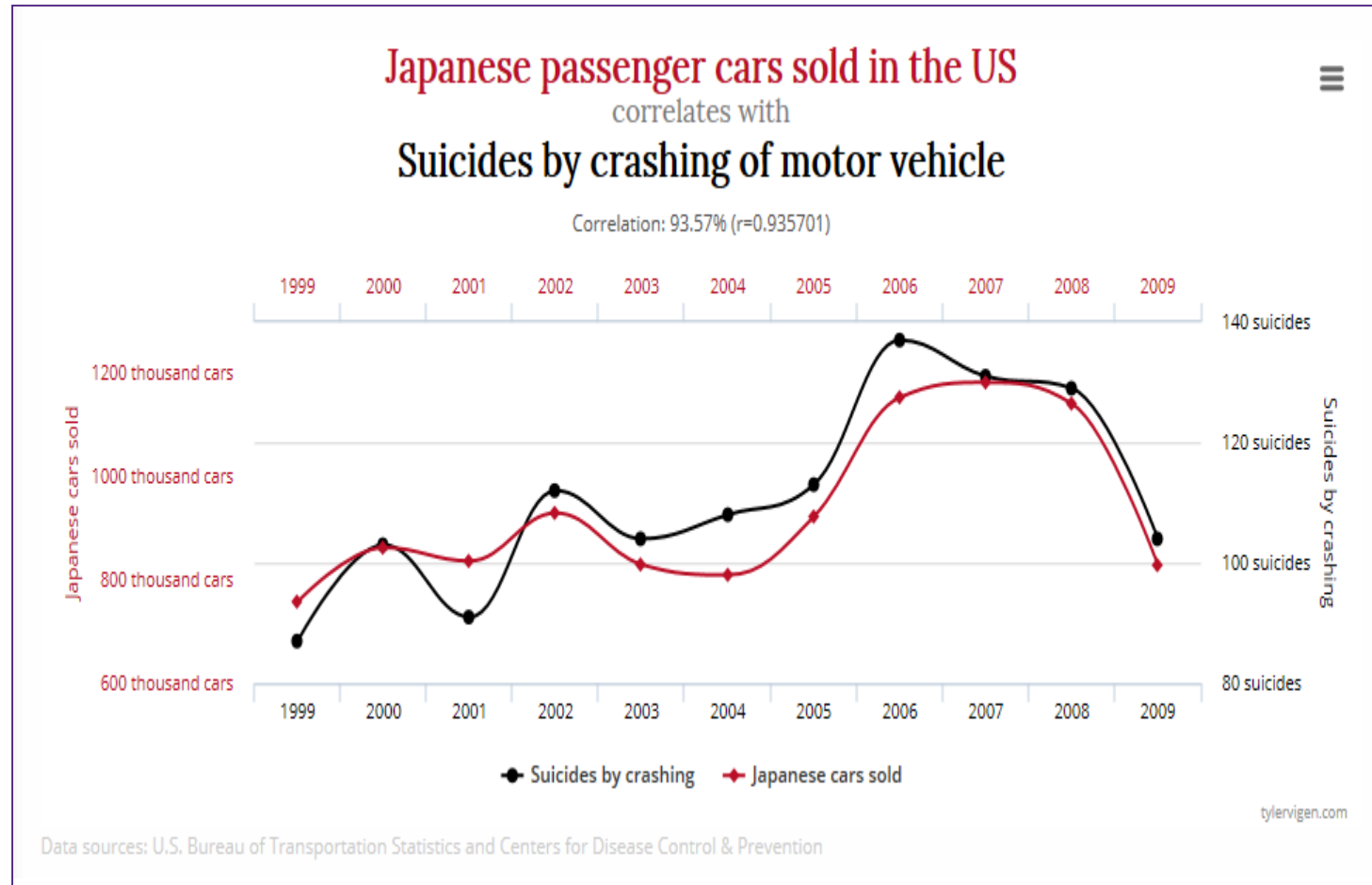


# All data, no insight?

## The challenges of data within HR

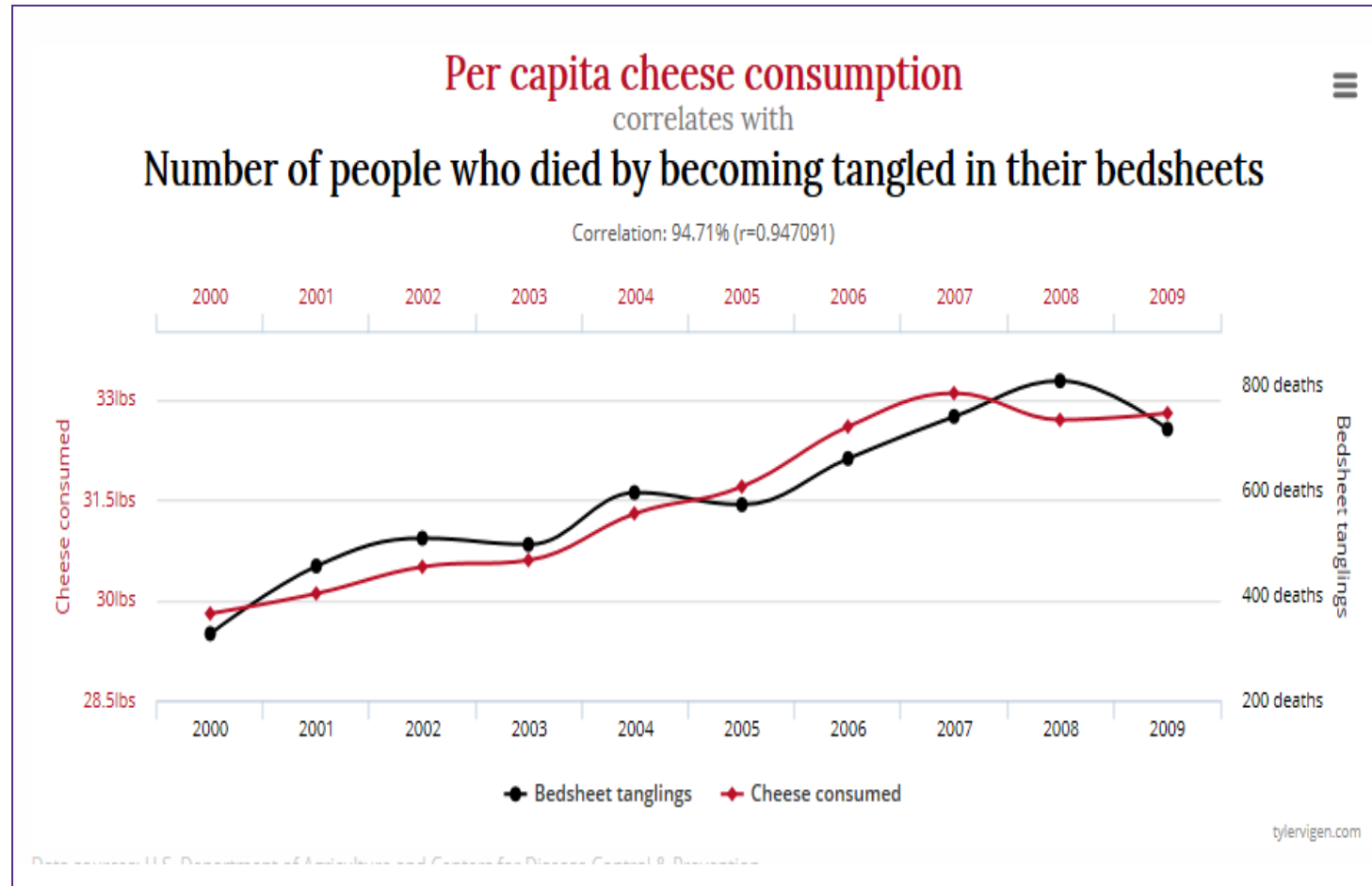


# Is all insight valuable?



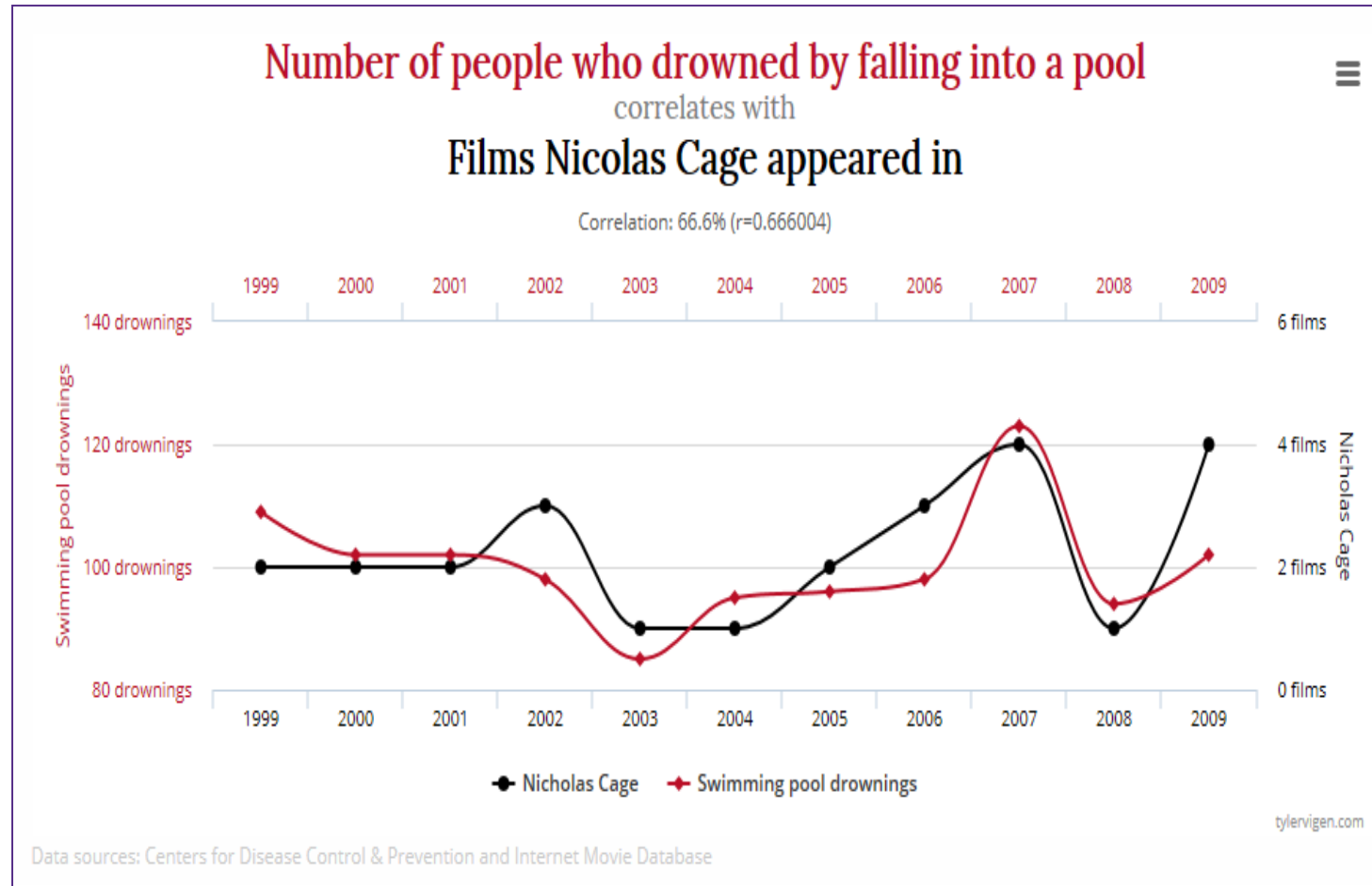


# Is all insight valuable?



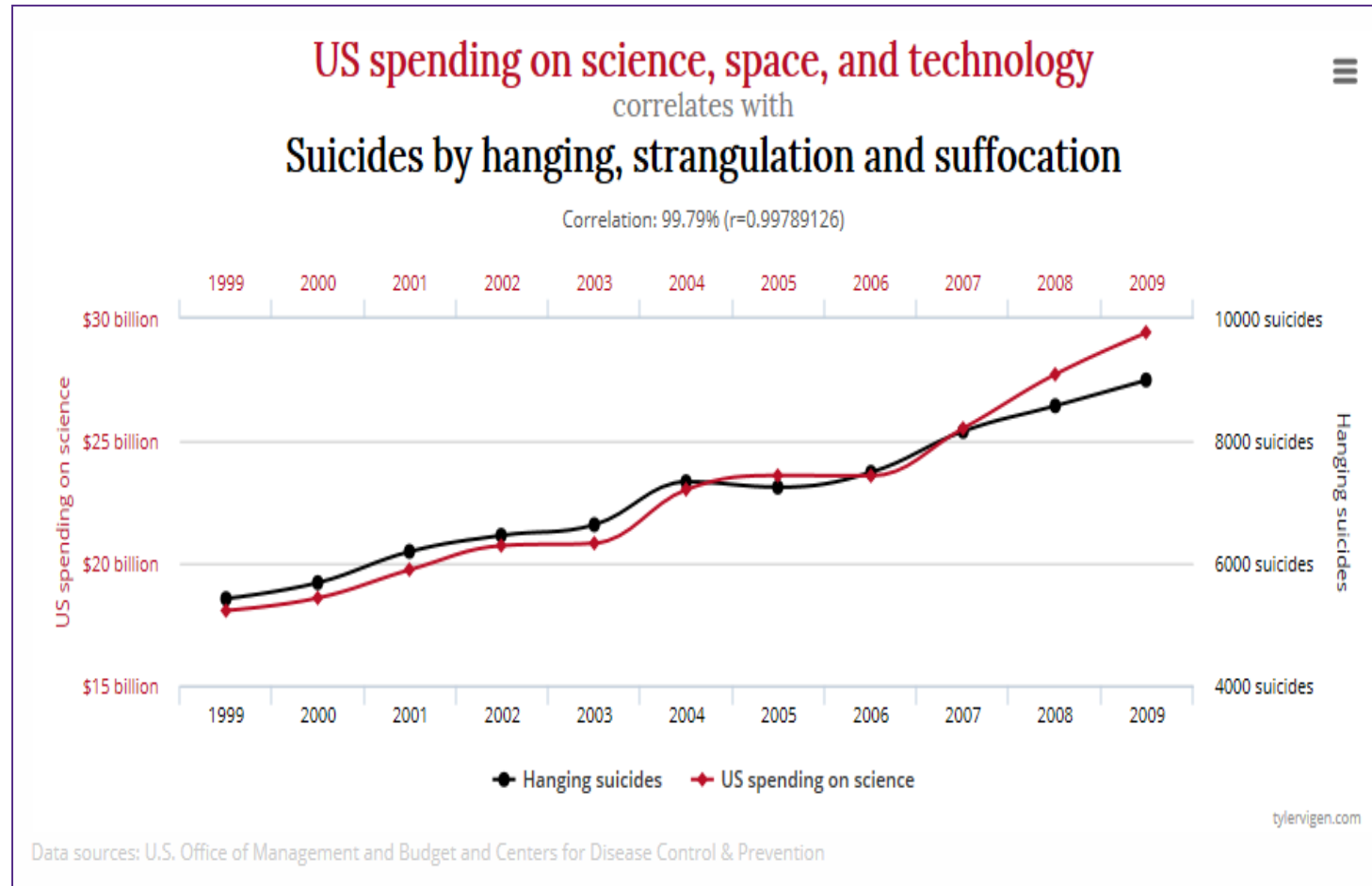


# Is all insight valuable?





# Is all insight valuable?





# HR has a data deficit

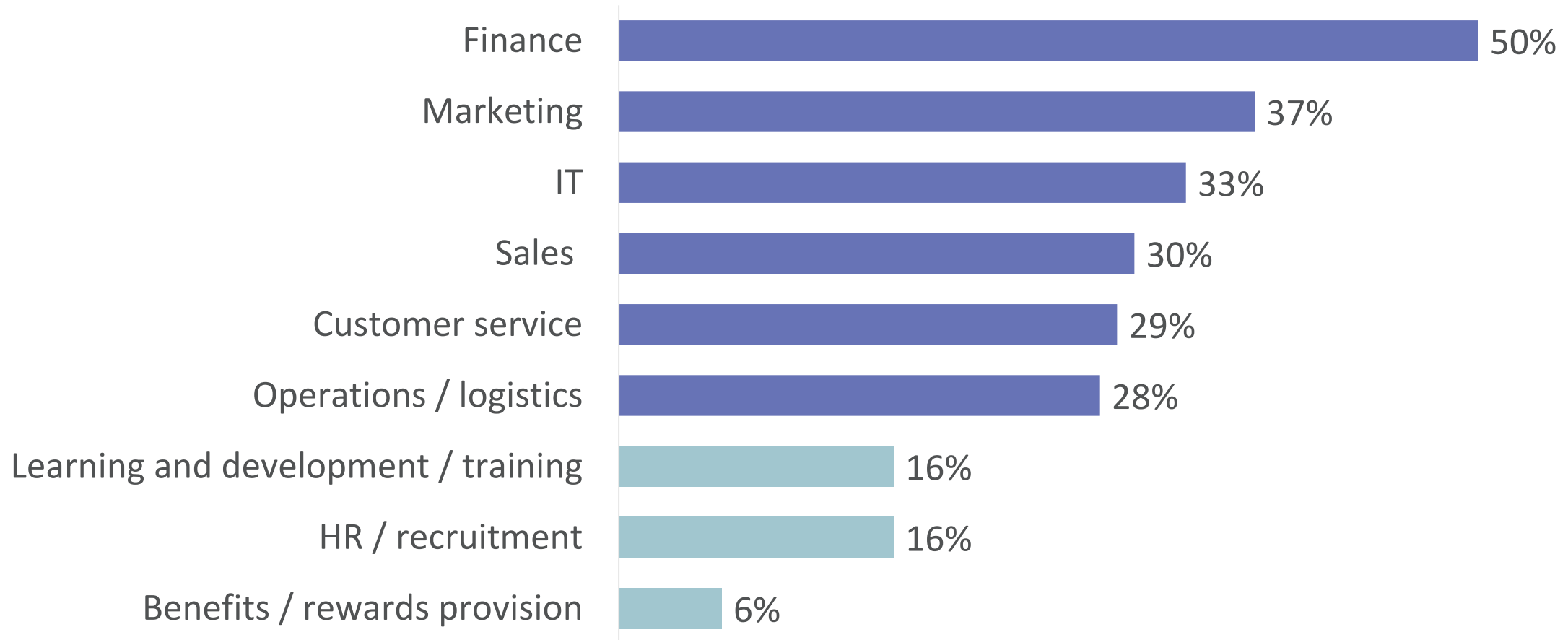
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## 45%

of business leaders report that they have made least progress in data and workforce insights, compared to 'people' and 'digital'



# HR is the worst function for insight





# Resourcing top 3 challenges



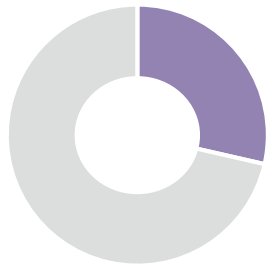
**41%**

Data protection / security concerns



**40%**

Too much data



**32%**

Budgetary constraints

# L&D top 3 challenges



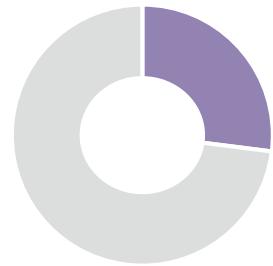
**35%**

Time / other more urgent things to do



**31%**

Lack of analytics skills in L&D



**27%**

Lack of consistency measuring ROI



# Reward and benefits top 3 challenges



**47%**

Budgetary constraints



**33%**

HR and benefits data too fragmented and disparate



**31%**

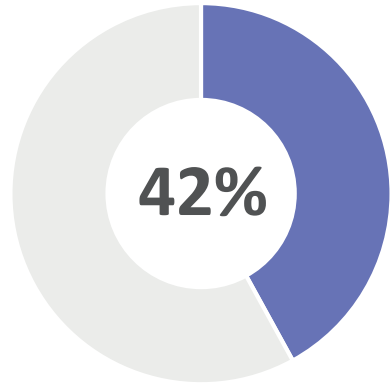
Lack of analytics technology



# The HR data opportunity

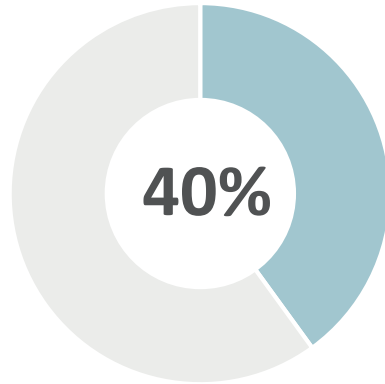


# For employers



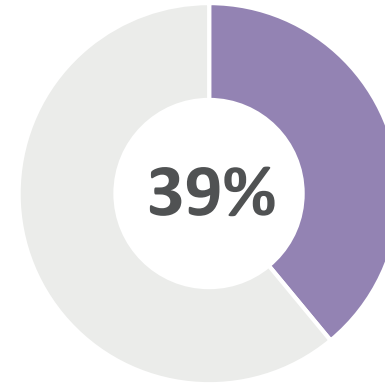
## Attraction

Identify the profile of high performing employees. Use this to inform recruitment channels and candidate profiles



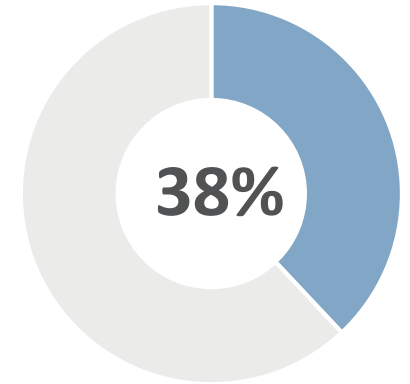
## Upskilling

To better predict future skills gaps



## Engagement

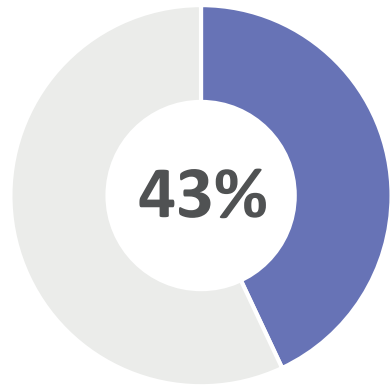
To provide more personalised employee experiences



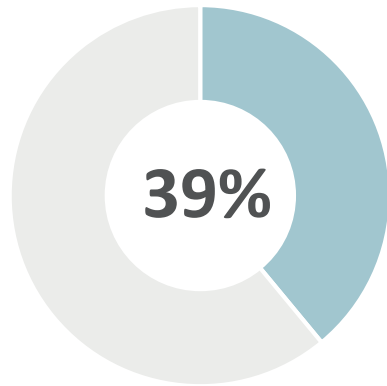
## Agility

To enable more talent mobility / ensure workflow optimisation

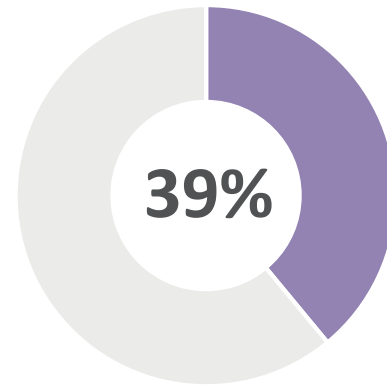
# For employees



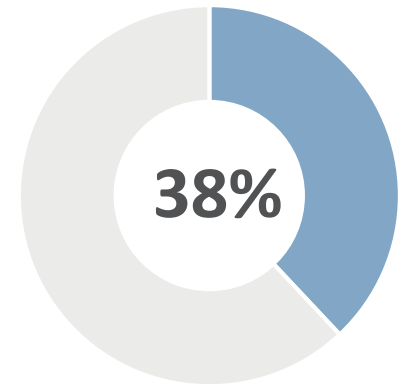
Employers could provide more personalised employee experiences



To identify / share career and job opportunities within organisation



To enable employees to work more flexibly



To identify emerging skills gaps and provide learning opportunities





What data are employees happy  
for us to use?  
More than you might think...

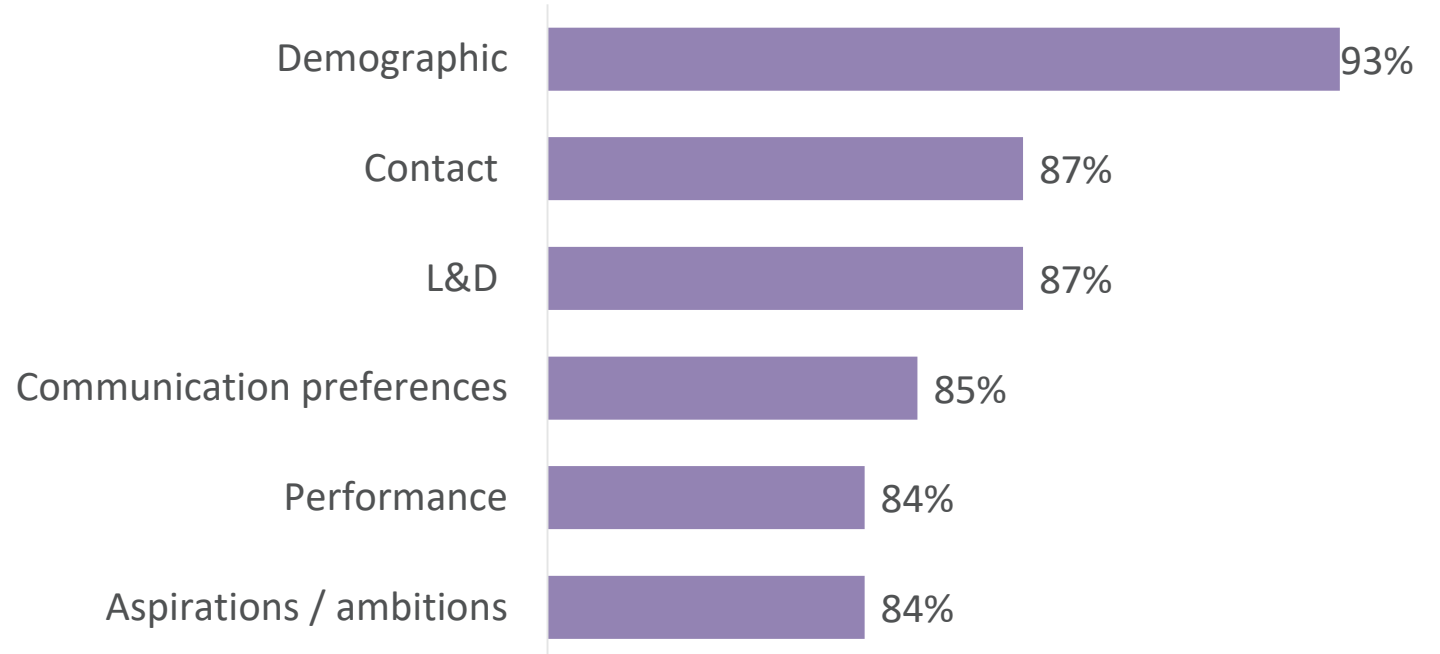
# In fact they expect it



63%

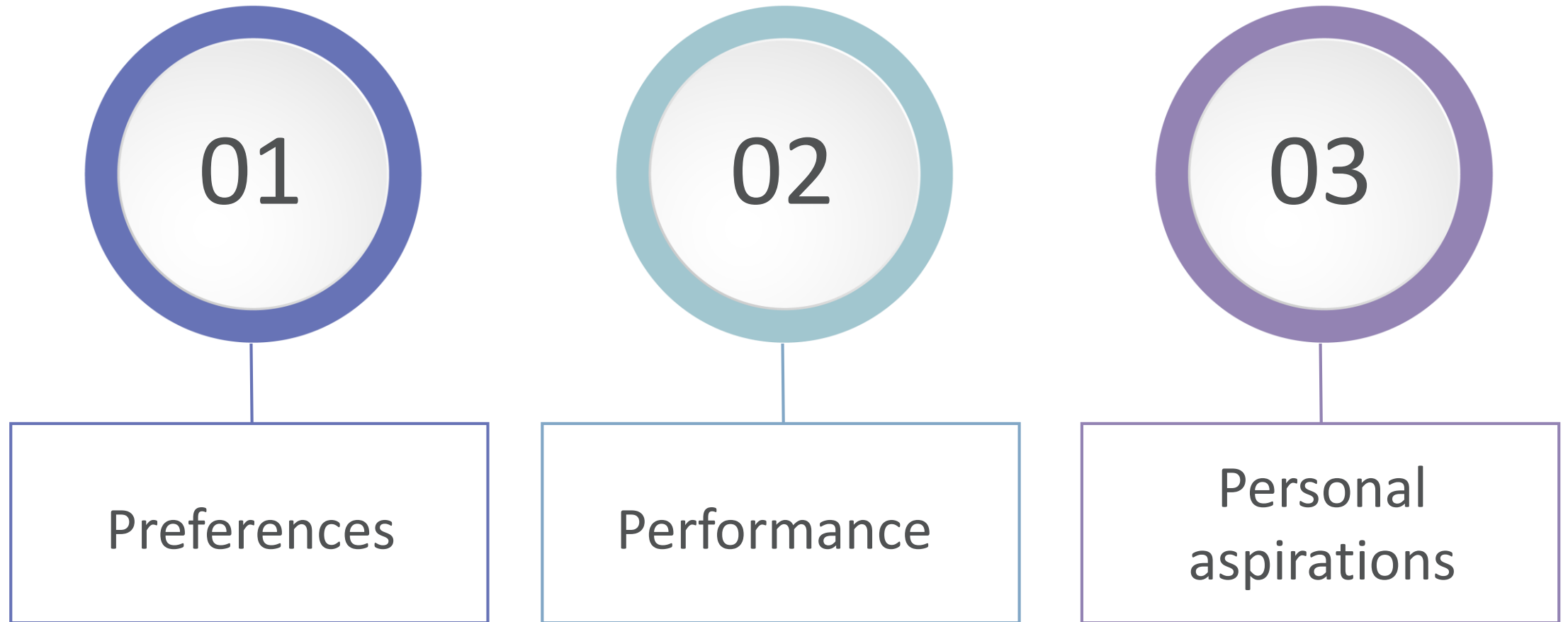
of employees say they **expect** their employer to offer them a personalised employee experience

And, to do that they are happy for you to use data about...



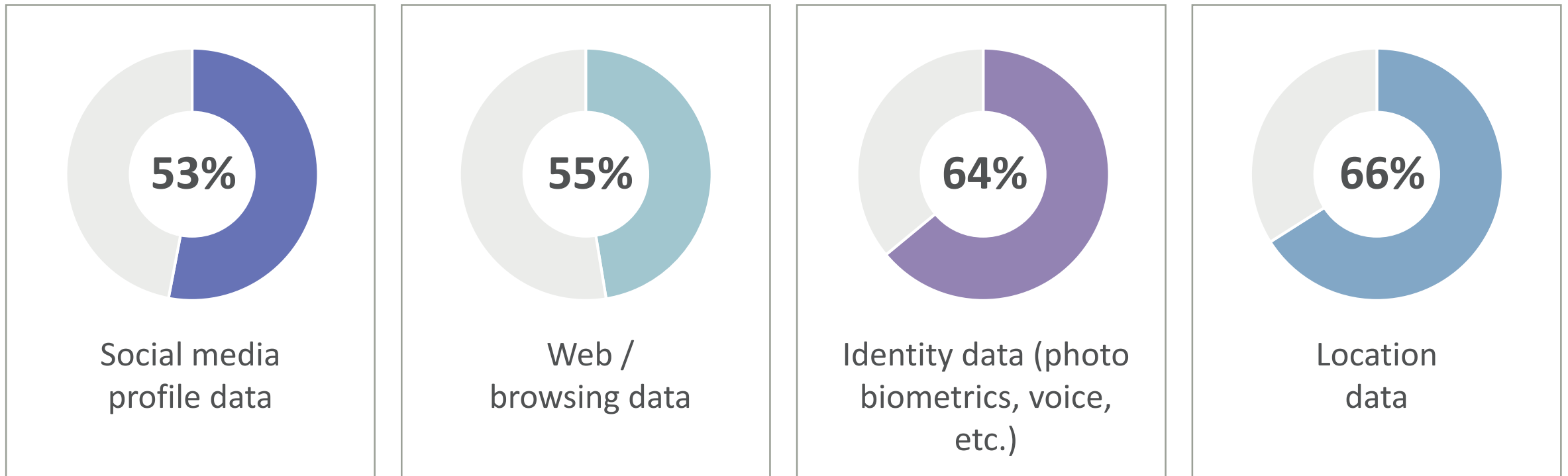


# In other words...the 3 Ps



# But there's a limit...

Employees are significantly more sceptical when it comes to data that could be considered non-work-related






The background image is a digital illustration of a server room. It features two long, curved rows of server racks that meet at a point in the distance. Each rack is filled with numerous glowing screens displaying various data visualizations, including bar charts, line graphs, and tables of numbers. The lighting is a mix of cool blues and vibrant oranges, creating a high-tech, cybernetic atmosphere. The ceiling is composed of large, rectangular panels, some of which are illuminated from within. The overall perspective is from a low angle, looking down the length of the server aisle.

What you can do, now?


# We're all in the data business



Why do people  
want to/not want  
to work for you?




Data



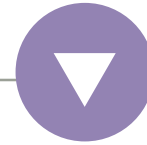
Are you recruiting  
the right people  
quickly enough?




Data



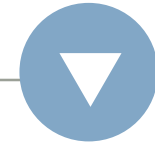
Are your learning  
interventions  
improving  
performance?



Data



Is your benefits  
strategy improving  
engagement?



Data



# The HR data playbook



A ten-step approach to effective communication and evangelism to shift culture around data-driven growth

“ \_\_\_\_\_

People do not buy goods and services. They buy relations, stories and magic

\_\_\_\_\_ ”

**Seth Godin**



The background is a complex digital-themed abstract. It features a dark blue and black color palette with glowing green and yellow lines that resemble circuit traces or data paths. Overlaid on this are patterns of binary code (0s and 1s) in a light blue or white font, some of which are slightly blurred to create a sense of depth. A semi-transparent dark blue horizontal band runs across the middle of the image, serving as a backdrop for the text.

# Case studies



# Practical application of AI & smart data

Automated value based segmentation, machine learning, deep learning algorithms



**Financial Wellness**



**Predictive Behaviour  
Gone-away Model**



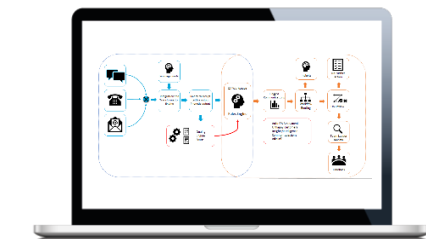
**Talent Index**



**Gender Pay Gap Reporting**



**Member Digital  
Engagement (Quirk)**



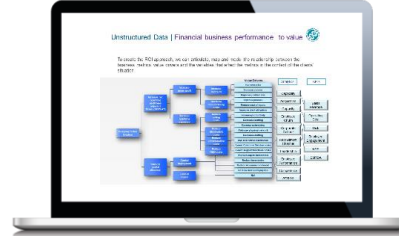
**Voice Automation Digital  
Engagement**

# Practical application of AI & smart data

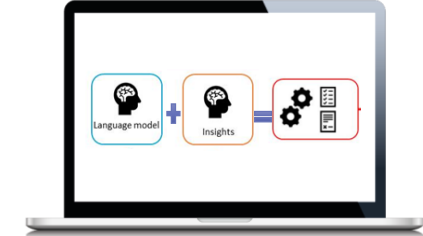
Automated value based segmentation, machine learning, deep learning algorithms



**Brand Index**



**Cognitive Performance**



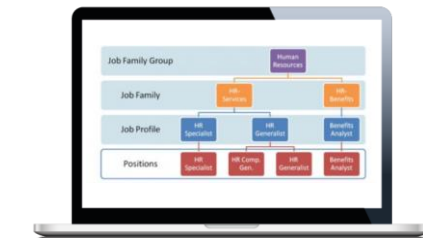
**Prediction Business Behaviour**



**Electricity Forecasting Model**



**Workplace Analytics**



**Job Family Architecture**



**HISTORICAL**

**HR**

**Analysis**

**FUTURE**

**DNA**

**Actionable Insight**