



# THE GOSPEL OF BIG DATA™

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## DISCLAIMER

*'The views and opinions expressed today are solely my own and do not reflect those of my employer, its employees, vendors, customers, partners or shareholders.'*



**HAD ENOUGH YET?**





## THE GOSPEL

- Organizations are obsessed with reams of spreadsheets, heat maps, trend analysis, bar graphs and BIG data
- Dashboards and the visualization of data have become big business
- Metrics from turnover, time to fill, cost per hire, interview to hire ratio and the like become regular requests but little action results from the constant review of these metrics
- More time is spent mining data versus driving insights that lead to a call to action



## USES FOR DATA

- Determine optimal number of suppliers
- Inform winning behavior and predict successful suppliers
  - Social media analysis
- Visibility
  - Who?
  - How much?
  - Where?
  - For whom?
  - Why?

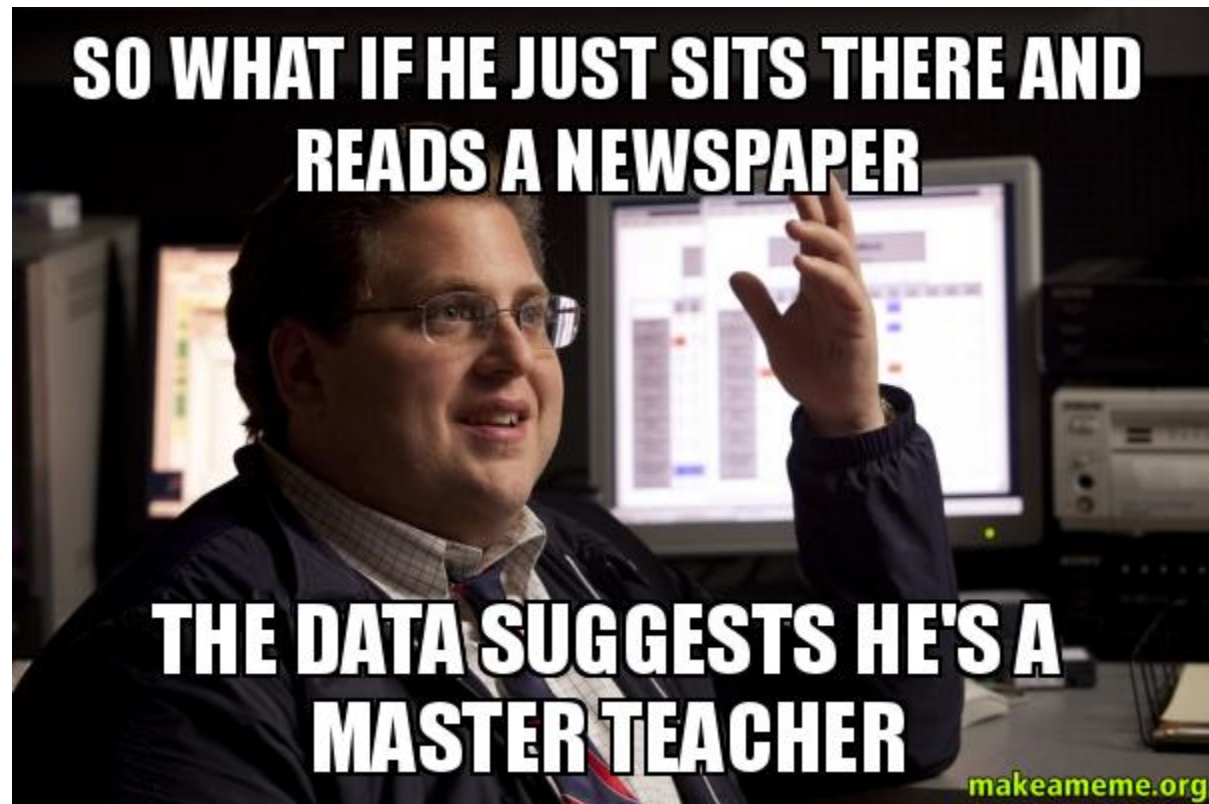


## USES FOR DATA

- Time to fill; Candidate quality
- Average placement bill rate
- Cost Savings
- Diversity turnover
- Cost Avoidance
- Efficiency
- Correlation Matrix
  - Response rate and placement rate
- Pipeline for full-time hiring
- Ethnographic research



## THE PROBLEM WITH BIG DATA





## THE PROBLEM WITH DATA (no matter the size)

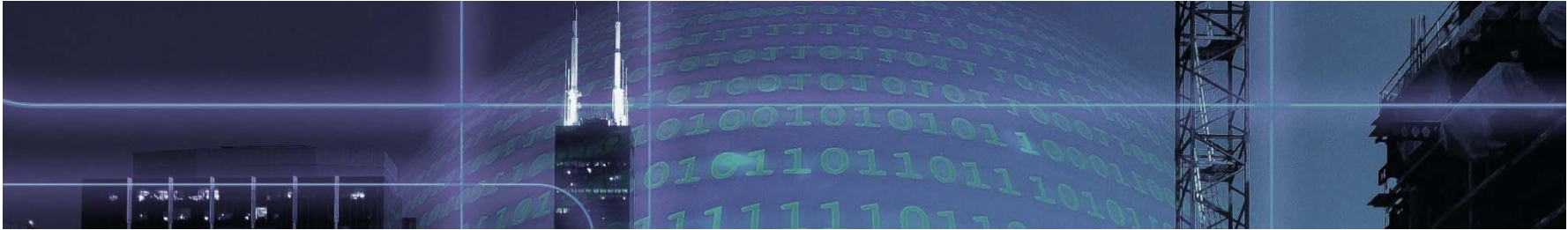
- Garbage in / garbage out
- Supposed to be 'objective'
- Wide focus leads to a fishing expedition
- At times, too much data can lead to replacing your intuition
- Countless data sets forget what we are really focused on: our people
- Data with no context focuses on symptoms of the problem





## BIG, BAD DATA

- Bad data or poor data quality costs US businesses \$600 billion annually.
- Poor data or “lack of understanding the data” are cited as the #1 reasons for overrunning project costs.
- Poor data can cost businesses 20%–35% of their operating revenue.  
- fathomdelivers.com
- 50% of all statistics are made up  
- My Dry Cleaner



## TAKE AWAY

- Start with '*Start, Stop or Continue*'
  - Once measures of success are determined, THEN find data sets to validate and align to tell the story
- Data should link to overall organization charter
- Start with the end in mind (I didn't come up with this)
- Avoid generalities in data
- Don't fall to the digital graveyard
- Admit you're subjective with your data
- Not every decision requires data
- Eliminate punchlines
- Keep me honest



*‘Our children are watching what we do. If we make up facts and ignore science, then they think it’s just their opinion that matters’*

- Former President Barack Obama  
Address to the Illinois General Assembly; February 2016



# THANK YOU!

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