

What's Next After Talent Analytics Buy-In?

by Janelle Copek

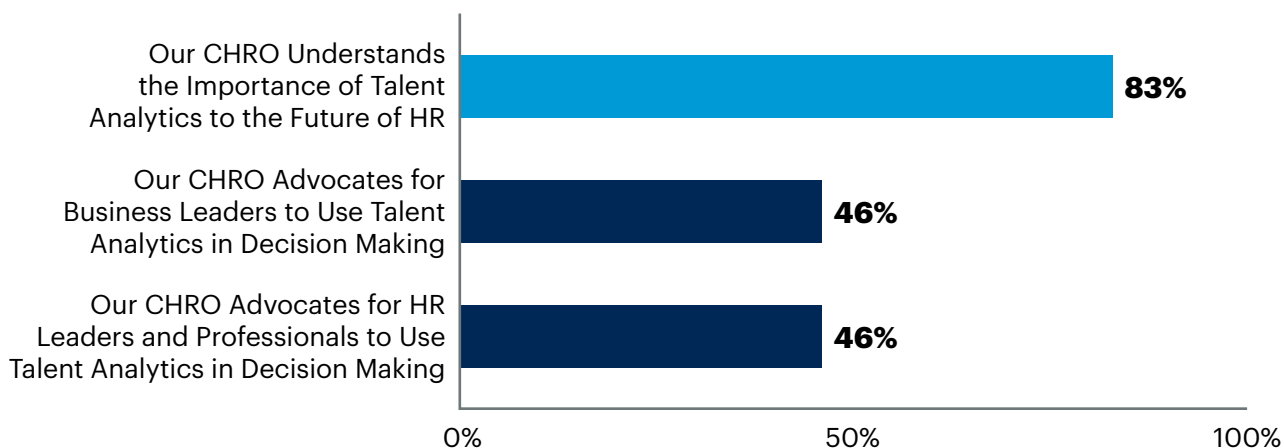
The state of talent analytics is changing rapidly. Talent analytics teams have gotten more buy-in for their functions and work and improved their maturity, but they will need to continue skill building to increase their impact in 2019.

Buy-In for Talent Analytics

As the appetite for data has increased throughout organizations, so has the expectation for data and analytics to be a core part of HR operations. In previous years, talent analytics teams focused their efforts on obtaining buy-in from HR leadership and proving talent analytics' impact. Our 2019 Future of Talent Analytics Survey revealed these efforts have been largely successful; 83% of talent analytics leaders report their CHROs understand the importance of analytics to the future of HR. In addition, many CHROs advocate for talent analytics use (see Figure 1).

Figure 1: CHRO Perspectives on Talent Analytics

Percentage of Talent Analytics Leaders Agreeing



Source: 2019 Gartner Future of Talent Analytics Survey

Increased Maturity of Talent Analytics

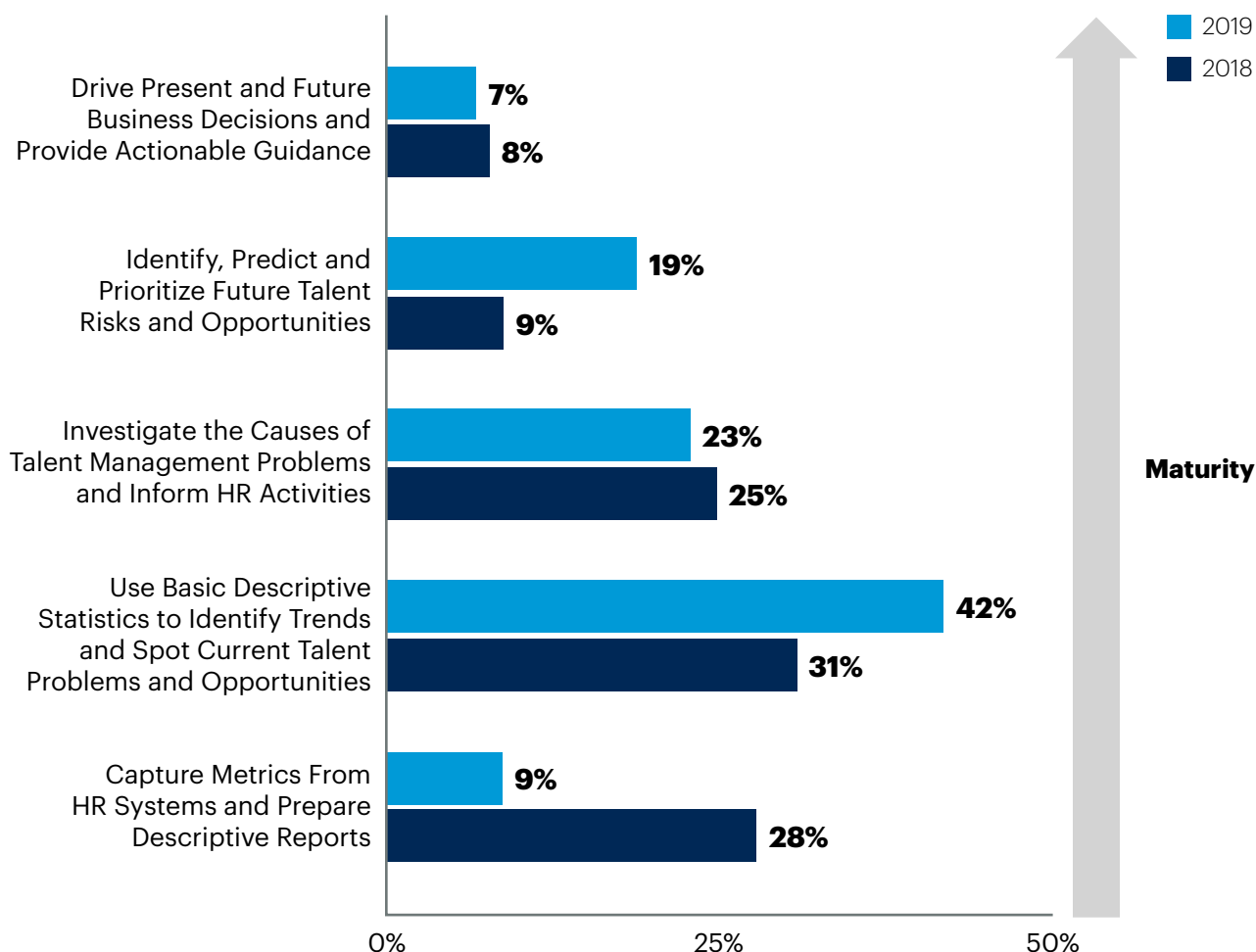
With increased support from leadership, talent analytics teams have grown in size and maturity over the past few years. Average team size has nearly doubled from fewer than four FTEs dedicated to talent analytics in 2017 to almost eight FTEs in 2019. Additionally, only 9% of talent analytics teams remain at the first level of maturity in 2019 — limited to capturing metrics and developing descriptive reports — compared to 28% in 2018 (see Figure 2).

What's Next: A Focus on Further Improving Capabilities

Now that CHROs have bought into talent analytics and maturity has increased, talent analytics teams need to determine how to drive business decisions through actionable guidance — something only 7% of analytics teams have achieved in 2019.

To do so, talent analytics leaders are focused on building the capabilities of their teams and the broader HR organization. This is reflected

Figure 2: Trends in Talent Analytics Maturity
Percentage of Talent Analytics Teams at Each Maturity Level



Source: 2019 Gartner Future of Talent Analytics Survey

in talent analytics leaders' top priorities for 2019. Improving HR staff's analytics capabilities is the top priority for talent analytics leaders, followed by advancing talent analytics teams' own capabilities to use more advanced analytics (see Figure 3).

When examining the capabilities their teams need for the future, talent analytics leaders recognize advanced technical skills alone are not the key to providing better support to HR staff and business leaders. Talent analytics teams will also need to focus on skills that will help them communicate talent analytics insights. In fact, the top five skills talent analytics leaders rate as important to their teams' success over the next five years all center on partnership with end users of talent analytics (see Figure 4):

- Communication
- Data visualization
- Business acumen
- Hypothesis generation
- Stakeholder partnership

Talent analytics teams have accomplished a lot since 2018. With buy-in from leadership, larger team sizes and advanced capabilities, talent analytics teams who continue to build their skills and those of HR can expect continued growth in the future.

Recommended by the Authors

“State of Talent Analytics, 2019”

Use our 2019 benchmarking report to inform your talent analytics investments and strategies for the year to come.

“NGA’s Guide to Creating Actionable Presentations for Talent Analytics”

Learn how NGA's talent analytics team creates actionable presentations by engaging its clients as active participants during every step of the presentation process.

“Partnering With the Business to Drive Analytics Action”

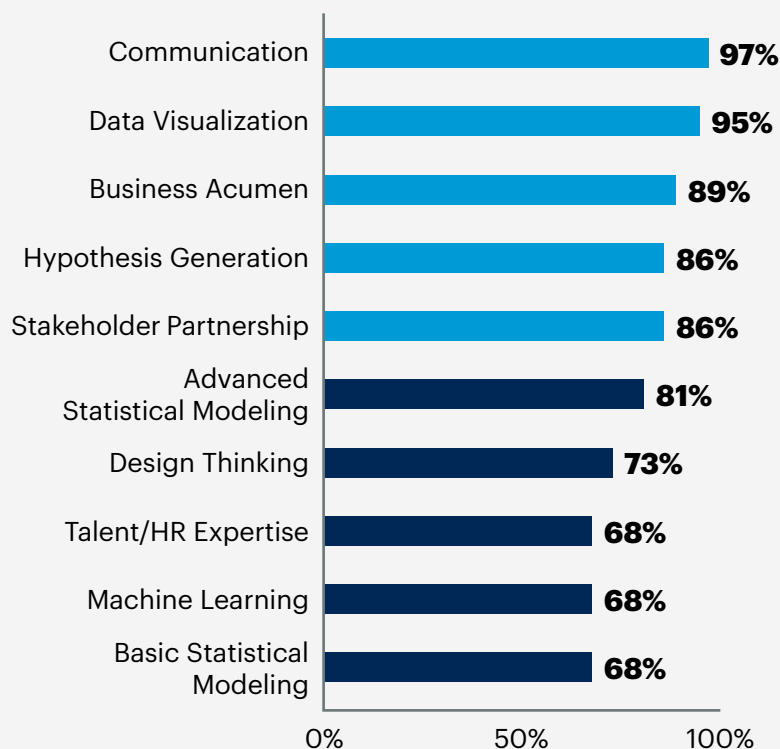
Leaders struggle to act on the talent analytics they receive. Learn how to help business partners be the best possible consumers and communicators of data.

Figure 3: Top 5 Talent Analytics Priorities in 2019



Source: 2019 Gartner Future of Talent Analytics Survey

Figure 4: Importance of Talent Analytics Skills
Percentage of Talent Analytics Leaders Rating Each Skill as Important to the Effectiveness of Talent Analytics Professionals Over the Next 5 Years



n = 44 talent analytics leaders

Source: 2019 Gartner Future of Talent Analytics Survey