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BUILDING HUMAN CAPITAL ANALYTICS

A Multi-Case Study of DONG Energy, Grundfos, Danske Bank and Coloplast

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ABSTRACT

Evidence-based decision making has become an inevitable mantra in organizations aiming to be competitive and recently entered the field of human resources. Human capital analytics is an evidence-based approach to inform and improve people decisions in organizations. While multiple debates surround the subject, we argue for the importance of an organizational perspective by building human capital analytics as an organizational capability. To bridge the gap between data, analytics, and decision making, we argue for the need for collaboration between HR business partners and analysts. The aim of this study is to provide practical knowledge on how to enhance the relationship between HR business partners and analysts working with people data.

To explore the relationship we outline three initial propositions relating to the microfoundations of organizational capabilities: 1) Individuals, 2) Processes and Interactions, 3) Structure. Through a case study of four large Danish companies we have developed these propositions into refined versions, serving as the foundation to further discuss their interrelations. This allowed us to suggest how to build human capital analytics as an organizational capability.

To enhance the relationship and build human capital analytics as an organizational capability analysts need to establish an alliance with strategic HR business partners. The alliance is created through selective data explorations targeting strategic business issues showing the value of human capital analytics. To enable collaboration and present analytics as actionable knowledge the HR business partners must develop an analytical understanding while the analysts must develop communication skills. To generate actionable knowledge a continuous knowledge sharing of problem identification and result interpretation must take place. Finally, we provide a suggestion on how to overcome the discrepancy between the intention of building human capital analytics and the incentive to use evidence as a people decision-making tool.

Keywords: *Human capital analytics, people analytics, HR analytics, workforce analytics, HR business partner, organizational capabilities.*

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LIST OF ABBREVIATIONS

BU	Business units
CFO	Chief Financial Officer
CHRO	Chief HR Officer
CoE	Center of Excellence
COO	Chief Operating Officer
FTE	Full-time equivalents
HCA	Human Capital Analytics
HR	Human Resources

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1. INTRODUCTION

Historically, data has become increasingly influential in the decision making process of organizations (Schrage, 2016). In the past decades, following technological advancements and growing amount of data available, business executives have aimed to ‘datafy’ and analyze areas such as sales, product profitability, and supply chain management (Bersin, 2013). Truly, evidence-based decision making has become an inevitable mantra in organizations aiming to be competitive.

Within the past decade this development has entered the arena of Human Resource Management. Practitioners agree that the development of a company’s decisions-making process concerning people, the most expensive and valuable company asset, is dominated by business executives relying on hunches or gut feelings (Ringo, 2012). While analytics has proven to bring benefits to other corporate functions, Human Resources (HR) has been lagging behind (Fink & Vickers, 2011). With the recent development of sophisticated HR Information Systems (HRIS), HR has an increasing amount of people data available, inspiring business executives to explore its potential value (Bersin, 2015; Boudreau & Cascio, 2017). Consequently, many companies have started investing in Human Capital Analytics (HCA) (van den Heuvel & Bondarouk, 2017).

Despite companies’ willingness to invest in HCA, they still experience issues implementing HCA according to theorists (Rasmussen & Ulrich, 2015) and practitioners (Mohindra, 2011). In the literature multiple debates are raging about the problems surrounding the topic of HCA. These debates include matters such as who should be responsible for carrying out analytics on people data (Andersen, 2017; Bassi, 2011; Rasmussen & Ulrich, 2015), the legal and ethical aspect concerning the use of confidential data for decision making (Bassi, 2011; Rasmussen & van der Togt, 2017), and the continuous discussions related to data quality (Andersen, 2017; Bennett & Collins, 2015; Bersin, 2013; Boudreau & Cascio, 2017). These debates relate to the deployment of HCA, however, to address the issue of how to develop HCA, others argue that there is a need for an organizational perspective, implying that HCA needs to be built as an organizational capability (Minbaeva, 2017). Drawing on this perspective, we argue that two problems have fundamental impact on the development of HCA as an organizational capability.

The first problem concerns that the people data analyst (hereafter referred to as analyst) is often mining the available data without a specific goal (Smeyers, 2015). Spence (2016) argues that it is important for the analyst to first focus on business problems rather than focusing on the available data. However, the analyst is lacking exposure to those business problems which is why the question arises how the analyst is able to spot the pressing business problems. Without the knowledge of questions related to business problems the analyst too often focuses on evaluating the effectiveness of HR programs and is criticized for not adding real value to the business (Bassi, 2011; Rasmussen & Ulrich, 2015). The first problem is therefore the inability of posing business-related questions before mining data.

The second problem arises after the analyst performs analytics based on business issues. Someone needs to convert the outcomes of the analytical models into practical knowledge and act upon them. Decision making based on evidence is however still not fully utilized in the field of HR and the analytics are continuously misinterpreted (Bassi, 2011), which is why analytics are often not used in solving business issues. In fact, the implementation of changes based on the analytical models has in many cases proven to be difficult (Bersin, Collins, Mallon, Moir, & Straub, 2016). Thus, the second issue is to translate the analytical models into actions.

How should an organization address these two issues of posing questions prior to perform data mining and translating the analytical models into actions? We argue that the implementation of HCA in organizations is not solely dependent on the competencies of selected individuals. It is realized through collaboration. The analyst needs to collaborate with the users of the analytics reports to be able to bridge the gap between data, analysis, and decision making (Smeyers, 2015).

We argue that first and foremost the HR Business Partner (HRBP) is the key user of the analytics reports and is therefore best suited for carrying out this ‘bridging’ role. As the HRBP is working together with the business leaders of an organization to spot the people-related business problems and find their solutions, collaboration with the HRBP will allow the identification of business problems and putting the analytical models into actions. The relationship between HRBP and analyst therefore becomes of major importance for the development of HCA. Due to this importance, Creelman (2017) argues: “the success of your people analytics program depends on your HRBPs” (p. 1). Similarly, Patel (2017) argues, that

while the relationship between the analyst and the HRBP is the biggest opportunity for establishing HCA, it may also be the biggest barrier.

Based on the above, we argue that instead of solely focusing on the two actors individually, closing the gap and enhancing the collaboration enables the development of HCA as organizational capability, which gives rise to following research question:

How can the relationship between HRBP and people data analyst be enhanced with the purpose of building HCA as an organizational capability?

1.1 DELIMITATIONS

In this section, we present the delimitations of our study. This study is focusing on the relationship between the analyst and HRBP. To get an in depth understanding of their relationship, other actors that have an influence on the relationship are not directly part of this study. In addition, our study focuses on the tasks of analysts and HRBPs in regards concerning HCA instead of their specific job titles and their work unrelated to HCA.

1.2 STRUCTURE OF THESIS

The study structure is comprised of seven chapters. In the first chapter we introduced the topic of HCA, which led to the research question, followed by our delimitations. In the next chapter we introduce the theoretical background of our study, starting with definitions, followed by our conceptual model, and subsequently ends with the development of our initial propositions that guide our research. Third chapter outlines the methodological choices we made to answer your research question and their consequences. Chapter four we give a brief overview of the four case companies followed by the presentation of our results in chapter five. In chapter six we evaluate the initial propositions in a discussion relating to our results, culminating in refined propositions. Their cross-connections are further assessed in two post hoc discussions. In the last chapter we conclude our research by answering our research question, discuss the limitations of our study, and point out the implications for research and practice.

2. THEORETICAL BACKGROUND

In the following section we first define the concept of HCA and introduce the tasks of an HRBP and an analyst in relation to HCA. Based on these definitions we then introduce our conceptual model, which is built on the microfoundational view of organizational capabilities. Based on our conceptual model, we develop initial propositions by drawing from existing literature and discussion with practitioners that guide our research.

2.1 DEFINITIONS

The term ‘human capital analytics’ is used interchangeably with terms like human resource-, workforce-, or people analytics (van den Heuvel & Bondarouk, 2017). While a commonly accepted term does not seem to be found, most practitioners and theorists seem to agree on the definition of the concept of HCA. Drawing from Bassi (2011), Andersen (2017) and Bersin et al. (2016), we define HCA as: *an evidence-based approach to inform and improve people decisions in an organization.*

In relation to this definition, we argue that the following tasks constitute HCA in an organization. When a people-related business problem or opportunity is spotted, it will be translated into a hypothesis or a question. To answer the question or confirm/reject the hypothesis, analytics needs to be carried out. The used methodologies to arrive at the analytical outcomes can range from reporting of simple HR metrics such as time to hire, turnover or employee engagement scores to advanced statistical analysis such as predictive modeling (Bassi et al., 2011). When carried out, the analytical models provide evidence which supports the decision making process. The decision making process is a translation of the suggestions proposed by the analytical models into actions that address the business problem.

As argued by several practitioners, the role of bridging the gap between analysis and decision making is often ascribed to an HRBP of an organization (Creelman, 2017; Patel, 2017; Smeyers, 2015). While the role of an HRBP is concerned with multiple tasks, our definition solely focuses on the tasks of an HRBP in relation to HCA. We therefore define an HRBP as one that possess knowledge about the business problems, as the HRBP participates in management meetings, as well as the one that drives the people-related decisions for a certain

area. The HRBP has therefore one leg in HR and one leg in the business, which makes the HRBP suited for bridging the gap.

We define the analyst as the one carrying out the task of performing people-related analytics. The analyst thus provides the evidence for making people-related decisions.

Deriving from these two definitions the interdependency of the two actors in relation to HCA becomes evident. The analyst is dependent on the HRBP to inform about the business problems and act upon the analytics presented. Furthermore, the HRBP is dependent on the analyst to conduct the analysis and provide the necessary evidence for the delivery to the business client. To be able to investigate this interdependency and the relationship between an HRBP and an analyst we now introduce our conceptual model.

2.2 CONCEPTUAL MODEL

In this part we introduce our conceptual model that is theoretically informed by the microfoundational view of organizational capabilities in relation to HCA. Our conceptual model will allow us to investigate how to build HCA as an organizational capability from a managerial perspective.

The notion of organizational capabilities has emerged in the resource-based view of the firm (Barney, 1991). An organizational capability is the capacity of an organization to deploy resources to perform an activity or task to improve performance (Amit & Schoemaker, 1993). Furthermore, while resources can be transferred to other organizations, organizational capabilities are a distinct type of resource as they are firm-specific and embedded within the organization (Makadok, 2001). Developing HCA as an organizational capability thus means that in case an analyst leaves the organization, it would not lead to the disappearance of the practice of basing people-related decisions on evidence.

Felin et al. (2012) argue that capabilities are theoretically linked to routines but they differ in various ways. According to Feldman and Pentland (2003), routines are patterns of interdependent activities which are repeated, recognizable, and carried out by multiple actors. An organizational capability is a high-level routine (or collection of them) that allows an organization's management to choose from a set of decision options (Winter, 2000). Together with the input flows these decisions allow the production of a significant output (Winter, 2000). Routines, together with learning, experience, and resources are thus the inputs to

organizational capabilities (Felin et al., 2012). Developing HCA would thus lead to an evidence-based approach to decision making and ultimately allow organizations to improve organizational performance.

While the concept of organizational capabilities seems well defined, Felin et al. (2012) addressed a gap in the literature concerning the underlying components that constitute this aggregated phenomenon. They therefore focused on the micro-level origins or microfoundations of organizational capabilities. To explain the micro-level origins of the collective phenomenon of capabilities, Felin et al. (2012) bundle them into three core categories: individuals, processes and interactions, and structure. They suggest that each of these categories influence the emergence of organizational capabilities.

Individuals build the microfoundations of capabilities in multiple ways. On the one hand, the choices of individuals might differ as they have different beliefs, goals, or interests. (Felin et al., 2012). On the other hand, individuals also differ in terms of their characteristics and human capital such as knowledge, skills, cognitive ability or experience (Felin et al., 2012). Variation in these dimensions could thus be one criteria for differences of organizational capabilities.

Another factor influencing the emergence of organizational capabilities is the interaction between individuals and processes (Felin et al., 2012). A process as a sequence of events already fulfils the definition of a routine. Additionally, to put these processes into practice the intervention of individuals is needed (Felin et al., 2012). Hence, the processes within an organization and the interaction among individuals constitutes a factor that influences an organizational capability (Felin et al., 2012).

Finally, structures enable individual and collective actions, however, they also constrain them (Felin et al., 2012). Structures are important facilitators concerning information processing, knowledge development as well as sharing and they establish the context in which interaction takes place. Hence, structures, or the design of decision making, influence the emergence of organizational capabilities (Felin et al., 2012).

We argue that in order to develop HCA as an organizational capability, the HRBP and the analyst need to collaborate and that this collaboration is influenced by the three categories: Individuals, process and interactions, and structure. On this basis, we have built our conceptual model (see figure 1).

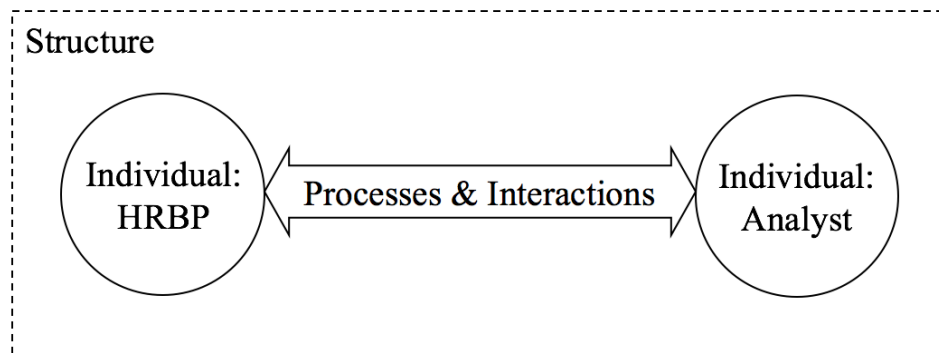


Figure 1: Conceptual Model

For each of these three categories, (Individuals, Processes & Interactions, and structure) we develop propositions in the next sections on how they affect the relationship and thus collaboration of an HRBP and an analyst.

2.3 INITIAL PROPOSITIONS

Based on our conceptual model we develop initial proposition as the guide for our research in this section. To develop these propositions, we draw from existing literature of HCA, practitioner reports as well as from theories of other fields.

2.3.1 Individuals

At the individual level both HRBP and analyst are required to have certain skills and beliefs that foster the mutual recognition of the value of collaboration as well as enable it, leading HCA to become an organizational capability.

2.3.1.1 HRBP

Generally speaking, an HRBP is able to inform and drive strategic actions about people-related topics (Patel, 2017). In this role the HRBP is working closely together with the business leaders to identify key problems and to support the right decision making to overcome such problems. The chosen method for detecting and solving such problems is dependent on the individual HRBP, which makes the HRBP crucial for the development of HCA as an organizational capability.

The importance of the HRBP reflects the challenges of datafying HR. The HR generalist, such as the HRBP, often has an inherent fear for numbers and is known for avoiding the reality of datafication (Filipkowski, 2015; Smeyers, 2015). Furthermore, people pursuing a career in

HR are usually not attracted to work with data and analytics (Rasmussen & Ulrich, 2015). Unsurprisingly, HR has a history of making decisions based on half-truths and intuition (Bassi, 2011) and is perceived to be lacking behind other functions when it comes to evidence-based decision making (Filipkowski, 2015; SuccessFactors, n.d.).

Introducing HCA with the aim of utilizing evidence in decision making therefore calls for a change in mindset of the HRBP. As suggested by cognitive dissonance theory, when evidence is contrasting held beliefs, the evidence is often ignored (Festinger, Henry, & Stanley, 1956). Without believing in the value of HCA, the HRBP will not see the need to communicate business problems to the analyst and act upon the evidence presented. However, realizing the potential of HCA, which implies spotting the relevant business issues more accurately as well as improving the decision making outcomes, will allow the HRBP to see value in the collaboration with the analyst (Briner, 2015). The mindset of HRBPs therefore needs to recognize that evidence is needed when making decisions.

In addition to the change in mindset, to enable the collaboration with the analyst requires the HRBP to familiarize with the basic analytical approach. This poses a challenge as HR education in general is rather focused on qualitative methods instead of data or analytics. Deriving from this fact, Smeyers (2015) argues that it is impossible to train an HRBP in regards to analytics. However, we argue that the development of HCA as an organizational capability does not require the HRBP to develop advanced data or statistical skills. The HRBP does not need to carry out or develop any statistical or analytical models and in turn does not need to develop these skills. When showing the problems of the business to the analyst and presenting analytical results, however, we argue, similarly to Creelman (2017), that the HRBP needs to have analytical understanding. This means that they do not need the skills related to analyzing themselves, instead they need to be able to accurately articulate problems to the analyst as well as make recommendations based on the information given. In addition, analytical understanding gives the HRBP a tool to be able to navigate between intuition and evidence-based decision making.

Accordingly, we suggest:

Initial Proposition 1.1: Building HCA as an organizational capability at the individual level requires the HRBP to (a) possess analytical understanding and (b) have the

analytical mindset to recognize evidence-based decision making as important for the role of an HRBP.

2.3.1.2 Analyst

The analyst's role regarding HCA is performing the actual analysis. Having statistical and analytical skill is thus a prerequisite for a person in this position (Andersen, 2017; Wainewright, 2015). In this part, instead of focusing on the statistical and analytical skills of an analyst, we argue that the belief of problem identification before data mining and the skill of presenting and explaining the outcomes of the analytics projects are key in order to collaborate with the HRBP and developing HCA as organizational capability.

When initiating a project, the analyst is confronted with the choice between two approaches. The first approach, called data mining, is to start analyzing the available data without initial hypothesis to arrive at insights on which actions need to be taken. The second approach is to develop a question or hypothesis based on a concrete business problem and to analyze the relevant data, arriving at actionable insights. Smeyers (2015) describes that the outcomes of the first approach often leads to 'So what?' questions. When analytics are not related to business needs the outcomes of analytics reports will end up not being used and the effort thus does not add value (van den Heuvel & Bondarouk, 2017). Similarly, Rasmussen and Ulrich (2015) describe this method as, "a bit like shooting a gun in the air and hoping a bird flies over" (p. 237). We therefore argue, similarly to Spence (2016), that the analyst needs to hold the belief of developing questions and hypotheses instead of jumping into data mining. As the HRBP of an organization possess the necessary understanding of the business, having this belief will allow the analyst to realize the value of collaborating with the HRBP and in turn lead to greater relevance of the analytics reports.

After the business problem has been identified and analytics have been performed, the findings of the analytical models need to be communicated. However, this communication aspect is said to be a challenge for analysts (Andersen, 2017; Boudreau & Cascio, 2017; Collins, 2014). As described by Andersen (2017), without clear guidance on how to interpret the results and their implications, the users of the analytics reports will either not take actions or in the worst case, take wrong ones. As data does not speak for itself an analyst needs to possess the skill of presenting, communicating and discussing the findings in a way that someone without analytics background will understand its implications. In order to do that the

analyst also needs to possess visualizations skills (Green, 2016). Communication and visualization skills will allow the analyst to present the analytics result in a compelling way. Furthermore, it will make the analyst able to communicate with the HRBP and in turn help the HRBP to derive the right decisions based on the presented outcomes.

Based on the above, we argue:

Initial Proposition 1.2: Building HCA as an organizational capability at the individual level requires the analyst to (a) recognize the importance of problem identification prior to data mining and (b) to possess communication and visualization skills.

2.3.2 Processes and Interactions

The microfoundational level of processes and interactions plays a critical role in shaping the capabilities of an organization. Formal coordination, such as standard operating procedures, and informal coordination such as norms, heavily influence the sequence of events (Felin et al., 2012). While coordination of processes and the interactions constituting them must be a product of communicative practices, the element of discourse plays a critical role in coordination of processes and interaction. Discourse reflects the history and context of individuals (Foucault, 1972), thus representing norms and values and it is expressed through interaction.

In order to develop HCA as an organizational capability, we argue that the analyst and the HRBP need to develop a common discourse regarding HCA. By this, we do not mean that they need to develop identical perceptions of the organization and practices, however, they need to recognize each other's interest and align practices to drive mutual benefits. Without this common discourse, HRBP and analyst will not be able to understand the needs and purpose of each other, which ultimately impedes collaboration. Expressions of such lack in common discourse could be related to the problems of the analyst mining data without consulting the HRBP business insights, or the HRBP being unable to translate analytics into actionable information.

One could argue that common discourse is the foundation for collaboration in general but the discourse between the analyst and the HRBP is in particular high risk of being misaligned for several reasons. First, the HRBP is a peoples' person and the analyst is a numbers person expressing that their discourses are quite different in nature (Creelman, 2017). This relates to

the second reason, which regards the general culture of HR being reluctant towards the use of numbers. This may lead to difficulties for an HRBP to consider the use of analytics when encountering business problems (Bassi, 2011). Third, they are usually not in the same team, meaning that they do not meet on regular basis (Hackaton, 2016).

To develop a common discourse, we suggest that an HRBP and an analyst carry out processes of knowledge sharing. Knowledge sharing facilitates both, mutual understanding of needs, and how individuals can draw on one another's competencies. Referring to the risk of discursive misalignment, we believe that the engagement in knowledge sharing across the boundary between the HRBP and the analyst is needed to create HCA as an organizational capability.

To enable the analyst to perform useful analytics the HRBP must send requests that address the burning platforms of the business client. Furthermore, the analyst must be able to immerse into the needs of the business client to provide answers that are not only analytically meaningful, but also meaningful to the business client. Therefore, continuous interactions and knowledge sharing between the analyst and the HRBP is needed in order to serve mutual needs. This will allow to share knowledge about the business problem, with the analyst's input of the analytical possibilities and the HRBP's input about the concrete challenges or opportunities. Furthermore, after analytics have been performed, knowledge sharing will allow to drive meaningful actions. The analyst is able to give input about the underlying assumptions of the numbers and the HRBP gives input about potential actions which allows to jointly interpret the analytical results into actions.

From here, we can derive our second proposition:

Initial Proposition 2: Building HCA as an organizational capability at the processes and interactions level requires the HRBP and the analyst to share knowledge when defining business problems and interpreting analytical results.

2.3.3 Structure

The final microfoundational level is that of structure, which defines the foundation of building HCA as an organizational capability. While processes and interactions are sequence of events, the structure shapes the boundaries of the arena where events are taking place (Felin et al.,

2012). Structures thus specify the rules and conditions that enables and constrains decision making of an organization (Felin et al., 2012).

The processes and interactions therefore needs to be manifested in a structural foundation, as the structure represent the enabler of these. In turn, the structure is the glue that makes process of knowledge sharing stick (Felin et al., 2012). We recognize this linkage in the datafication of HR. The datafication reflects an environmental change in the way organizations practice HR. In the past, the structures of HR invited for an approach to solve business issues based on experiences, anecdotes, leadership theories etc. (Bersin, 2013). This practice was accepted within HR and for the business leaders of an organization until now. Due to the change in the HR environment the practice of HR is does not match the requirements evolving with the datafication. With datafication business executives request evidence to back up the people-related decisions, which challenges the previous method of HR (Bersin, 2013). Therefore, HR is seeking for structures that systematically involve evidence as an integrated part of making decisions.

To ensure that this is the case, we argue, that the HRBP should further involve the analyst when encountering and defining business problems, and the analyst should further involve the HRBP when the results of the analytics are being transformed into business insights. The analyst and the HRBP must therefore engage with one another within the arena of each other's work, allowing their daily routines to move from being mutually exclusive to mutually inclusive.

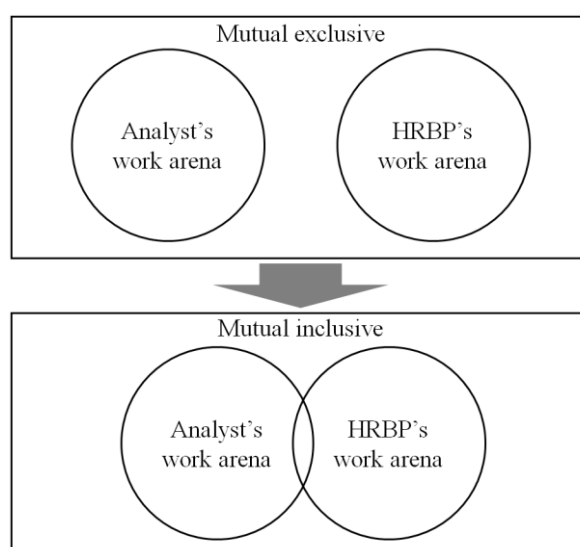


Figure 2: Exclusion and Inclusion of Work Arena (Source: own making)

When the work arenas are mutually exclusive the HRBP and the analyst are only able to cooperate on a transactional basis, meaning that they can send and receive requests or deliveries. By introducing an intercept in their work processes, they will be able to coproduce these requests and deliveries. By coproducing we mean that the HRBP and the analyst jointly develop the specific question related to a business problem and discuss the outcomes and implications of the developed analytical model. Hence, this not only includes the present odd in HR represented by the analyst into the work arena of the HRBP who is the HR link to the business, it also drives the datafication of HR. The structure of inclusion of the two work arenas will allow the exploitation of synergies, as the analyst produce meaningful analytics on which the HRBP derives actionable recommendations. The mutual inclusion therefore enables the processes of knowledge sharing about the business problems as well as the outcomes of the analytics models. The result of the inclusion of work arenas fostering collaboration is the mutual enhanced understanding of each other's work. By bringing the processes of the HRBP and the analyst closer together they recognize the synergies that arise from the collaboration.

To enable the processes of knowledge sharing through mutual inclusion the HRBP and the analyst need to both be aware and agree upon the shared responsibilities of each other. These formal structures will allow the organization to move from HCA practiced on an individual level to an organizational capability where HCA is a collaborative effort. Furthermore, these formal structures enable the inclusion of evidence-based decision making in the discourse of HR, as implied by the datafication. We do not deny that collaboration presently happens, however, with mutual exclusive responsibilities it is an individual effort to sense the need for collaboration. By mutually including both work arenas, the practice of HCA will become a collaborative effort by definition.

Defining mutual responsibilities enables knowledge sharing and the development of a common discourse which both enhance of the work of the HRBP and the analyst. Finally, defining shared responsibilities leads to the recognition of the interdependency and mutual benefits, meaning that the analyst and the HRBP will collaborate out of their own interest.

Our proposition is therefore:

Initial Proposition 3: Building HCA as an organizational capability at the structure level requires a mutual inclusion through the definition of shared responsibilities between the HRBP and the analyst.

3. METHODOLOGY

When studying phenomena such as HCA it is important to emphasize that the research focus implies a set of choices, which both determines implications and limitations of the study. Our research question defines this focus by on the one hand, exploring the interdependencies that forms the relationship between the HRBP and the analyst and on the other hand requiring specific advice on how to enhance such relationship. In this section, we therefore introduce the methodological choices we made to answer our research question, why we made those choices, and how we analyzed the results of our data collection.

3.1 RESEARCH PARADIGM

In this section we wish to present a short overview of the paradigms in philosophies of science. Next, we will clarify our philosophical position in relation to the range of philosophical perspectives and how this relates to the objective of our research.

Research strategies and methods originate from specific research paradigms that have intrinsic consequences for a study and its findings (Saunders, Lewis, & Thornhill, 2007a). Starting from the ideal of natural science, positivism is where the researcher aims to explain phenomena of an objective world ‘out there’. Positivism derives from the empiricism of David Hume (1748) who’s epistemology is that all materials of thinking is either a product of outward sentiment, meaning it is a product of sensory perceptions, or inward sentiment, which is reflections and manipulations of the outward sentiment. Thus, he finds the latter to be illegitimate. Positivism is inspired by the idea from empiricism that the main source of knowledge derives from observations through senses (Saunders et al., 2007a). The ontological perspective of positivism is therefore of objectivism. There is a real independent perceivable world and humans are born with a ‘tabula rasa’ meaning that all knowledge originates from external impressions (Saunders et al., 2007a). The objective of positivism is thus to produce law-like generalizations from facts and data uninfluenced by human interpretation (Saunders et al., 2007a).

A different scientific philosophy is that of interpretivism. This philosophy attempts to understand the world through rich detailed studies of subjects (Saunders et al., 2007a). In opposition to positivism this research paradigm acknowledges that knowledge is value-bound, indicating that there is a multiplicity of realities. Hence, meaning is in flux as it depends on

the researcher's interpretation of practices, processes, and experiences (Saunders et al., 2007a). The multiplicity of social practices represents the complex subjectivist ontological perspective of interpretivism. Epistemologically, interpretivism ascribes individual narratives and interpretations as the foundation of knowledge (Saunders, Lewis, & Thornhill, 2007b). Interpretivism is categorized under the umbrella of social constructivism meaning that knowledge is produced through social interaction (Bryman, 2016a; Saunders et al., 2007b). A frequent critique of the social constructivism is the accusation of extreme relativism, meaning that no knowledge is said to have higher validity. However, supporters reject this claim by arguing that the view of social constructivism unveils the reality of specific practices among specific groups of people. Thus, it enables the researcher to shed light on a small amount of people's perception of reality (Berger & Luckmann, 1966). Social constructivists do not only look at social behavior in isolated phenomena as the researcher must take the context of institutional factors and their influence on social practices into account.

These two research paradigms have implications when conducting research, as the problem of investigation reflects the worldview of the researcher. Where positivism seeks evidence to answer verifiable/falsifiable questions, interpretivism wish to embrace ambiguity by illuminating the nuances of social practice in limited surroundings.

While positivism seeks to explain and represent *the* reality and interpretivism seeks understanding of multiple realities, the research paradigm of pragmatism aims to generate practical implications. Pragmatism differs from positivism and interpretivism by concentrating on the utility of research (Feilzer, 2010). Thus, the ontology of pragmatism is ideas that may help bringing the practice of study forward. By focusing on the utility of a study the researcher must answer the questions of 'what is the research for?', 'who is the research for?' as well as 'how do values of the researcher influence the research?' (Feilzer, 2010). Considering these questions expands the research beyond the aim of mirroring a reality (Feilzer, 2010). The epistemology of pragmatism is the "practical meaning of knowledge in specific contexts" (Saunders et al., 2007a, p. 137), indicating that knowledge is accepted the moment it has implication for practice.

We are pragmatists. Deriving from our research questions, the purpose of this study is to investigate the organizational phenomenon of HCA and derive possibilities for improvement of the relationship between HRBPs and analysts. With the aim to contribute with practical

solutions that might inform future HCA practices, our research is targeting businesses with an ambition to build HCA as an organizational capability.

3.2 CHOICE OF RESEARCH STRATEGY

Given our research paradigm, in this part we introduce our research strategy. We present our choices regarding deductive versus inductive research as well as qualitative versus quantitative research.

As stated by Saunders et al. (2007), the distinction between deduction and induction is often presented as a rigid one. While deduction describes the practice of initiating a study with a specific theoretical framework to test and develop this framework, induction refers to the practice of exploring a field with no preconceptions to develop new theory (Saunders et al., 2007). Which of these logic is followed, however, depends on the research topic as well as the research question (Saunders et al., 2007).

While literature on HCA is limited, the field is currently being explored and our research question is therefore informed by current discussions in the field from both literature as well as involvement with practitioners. Our aim is to explore and illustrate ideas and explanations about HCA and offer a perspective on how to enhance the relationship between analysts and HRBPs. To do so, we adopted a deductive research logic. Specifically, we developed initial propositions as guidance for our research. These propositions draw from the current literature, practitioner's opinions, theories from other fields and our personal perception of the most dominant debates around HCA. From this theoretical foundation compressed into our initial propositions we seek to explore and develop our theoretical foundation. To arrive at the practical solutions, our inquiry thus follows a deductive logic with an explorative component to be able to investigate the initial propositions and develop them into our refined propositions.

In regard to a research strategy, methodology literature usually presents the choice between quantitative and qualitative research (Bryman, 2016). Quantitative research is referred to as deriving meaning from numbers while qualitative research focuses on the meaning which is expressed through words (Saunders et al., 2007). In this sense the collection method of quantitative research focus on the collection of standardized data in order to analyze the data with diagrams and statistics (Saunders et al., 2007). The data collected in qualitative research is referred to as non-standardized data, which calls for an analysis focusing on the

conceptualization of a phenomena (Saunders et al., 2007). In addition to the mentioned difference, quantitative and qualitative research is also often distinguished in regard to the epistemological assumptions. Quantitative research is often referred to as being adopted within the research paradigm of positivism and qualitative research within the research paradigm of interpretivism (Saunders et al., 2007). Within our research paradigm of pragmatism, the most commonly used method is a mixed method approach, combining quantitative and qualitative methods (Feilzer, 2010). However, as argued by Bryman (1984), such categorization might be misleading. Bryman (1984) argues that researchers within a certain research paradigm might prefer one or the other research strategy due to their training but that the research strategy cannot be directly extrapolated from the research paradigm. Similarly, within the research paradigm of pragmatism, Kelemen and Rumens (2008) argue that pragmatists not necessary need to adopt a mixed method research strategy, instead the research should use methods that enable to collect credible and relevant data which helps to solve the problem at hand. The most important determinant for our research strategy is thus our research problem and our research question (Saunders et al., 2007).

With the purpose of this research, to investigate the relationship between HRBP and analyst, we have chosen a qualitative research strategy. This fits the explorative nature of the project with the aim to explore, develop and illustrate how to enhance the relationship between HRBP and analyst. A qualitative research strategy allows us to get an understanding of the relationship between HRBP and analyst and how it can be enhanced, by seeing the relationship, opportunities and challenges through their eyes (Bryman, 2016). Furthermore, we are able to investigate the previous experiences, actions and problems that form the relationship of the two actors. To collect this data a qualitative research strategy enables us to enter the social world of the research subjects (Bryman, 2016; Cassell & Symon, 1994). In addition, it allows us to understand the practice of HCA and the context that shape this practice, which is said to be important to be able to understand social behavior (Bryman, 2016). A qualitative research strategy is therefore suited to collect credible and relevant data and will enable us to provide evidence on how to enhance the relationship between HRBP and analyst.

When designing a qualitative study, following critiques need to be addressed. According to Bryman (2016), qualitative research is criticized in several aspects. First, that qualitative research is said to be too subjective (Bryman, 2016). This critique states that qualitative

researcher too often have an unsystematic view of what is significant and important (Bryman, 2016). Furthermore, some research argues, that qualitative research is not suitable for generalizations, meaning that finding cannot be transferred to other settings (Bryman, 2016). In addition, qualitative studies are said to lack transparency in “what the researcher actually did and how he or she arrives at the study’s conclusion” (Bryman, 2016). For example, clarity is often missing in terms of which participants were selected and why they were selected in that way (Bryman, 2016), or how the data was analyzed to arrive at the study’s conclusion.

The following table summarizes these critiques, which we will address in the next sections, where we outline the specific choices we made to arrive at our findings.

Critiques of qualitative research
Lack of transparency of what researcher did
Not suitable for generalization
Unsystematic approach of what is significant and important

Table 1: Critiques of Qualitative Research

3.3 CHOICE OF RESEARCH APPROACH

Given our deductive approach and our qualitative research strategy, in this part we introduce our choice of research approach that fits best to answer our research question.

3.3.1 Case Study

We have chosen to use a case study approach as this type of study is particularly well suited when the researcher wants to investigate ‘how’ and ‘why’ questions of a contemporary phenomenon with little control over the behavioral events (Yin, 2014). Considering our research question of how the relationship between HRBP and analysts can be enhanced, and our missing control over the development of events, a case study method will allow us to investigate the contemporary phenomenon and real-life issue of HCA. Furthermore, this method allows us to get a comprehensive understanding of the contexts as well as the processes within an organization (Saunders et al., 2007). This means that we are able to gain insights in the relationship between the HRBP and the analyst and are also able to investigate the different contexts that shape this relationship. Having a focus on the contexts and to be able to investigate whether the relationship between HRBP and analyst is similar across

different contexts, we have chosen a multi-case study approach. A multi-case study allows us to explore our propositions in multiple case and when similarity across contexts can be noted, this study will allow us to provide “compelling support for the initial set of propositions” (Yin, 2014). In this sense, we arrive at an analytic generalization of how the relationship between the HRBP and the analyst can be enhanced. Analytical generalization refers to “the extraction of a more abstract level of ideas from a set of case study findings” (Yin, 2013, p. 325). The aim of our study is therefore arriving at refined propositions based on our case study findings that “apply to other concrete situations” (Yin, 2013, p. 325).

Our developed initial propositions should be seen as a direction of research, rather than testable hypothesis. As stated by Yin (2014), “Only if you are forced to state some propositions will you move in the right direction” (p. 22). The next step in designing our case study research is to clarify the units of analysis (Yin, 2014). As our study investigates each case from an organizational perspective, with the sub-units of analysis being the HRBP, the analyst, and their relationship, our study has adopted an embedded multi-case study design.

Deriving from our multi-case study design, it is important to clarify how the respective cases have been selected (Yin, 2014). In this paragraph we therefore introduce our case selection criteria as well as a description of how we contacted companies and how we secured their interest. The first selection criterion for a case company is the usage of HCA. In this sense the case companies have to employ at least one analyst. The second selection criterion is the industry of the company. We deliberately chose to select case companies that operated in different industries. As we expect to find similar results across industries, this type of case selection is called literal replication (Yin, 2014). This logic allows us to explore our propositions at multiple cases with the potential outcome of finding support for those propositions that is independent of the industry of the company.

To be able to identify relevant case companies that match the stated selection criteria we have participated in workshops and furthermore consulted an expert, working in the field, to gain insights into which companies are working with HCA. Deriving from these workshops and the expert discussion, we identified seven companies that are actively involved in the field of HCA and operate in different industries. To gain the necessary access to these companies, we have identified a key informant at each of those companies. We did this by conducting a LinkedIn search with the respective company name and a search for specific keywords in the

job description that are associated with HCA. These keywords were ‘HR analytics’, ‘People Analytics’, ‘Workforce Analytics’.

This method allowed us to identify seven potential key informants. To all seven informants we reached out by sending a private message over LinkedIn (see appendix 1). Out of the seven contacted, four showed an initial interest in participating in our study. All of them requested additional information about the study. We therefore, prepared a one-page research proposal of the study which we send out to all informants (see appendix 2). We furthermore, raised the possibility to set up an initial meeting to discuss the specific scope of the study. Three of the four informants asked for the option of clarifying the scope of the study through a meeting, while one informant asked to clarify the scope over messages on LinkedIn (Please find the detailed ‘course of actions’ in appendix 3). All four informants then reached out to the respective people in the organization to secure their interest in participating in this study. Three of the four informants could secure the necessary interest and confirmed to participate in this study.

A second method we used to obtain the necessary insight in companies was a post of our research on the ‘Human Capital Analytics Group’ on LinkedIn. One person reacted on this post with an interest in participating in our study. After evaluating that the case fits in our study and sending our research proposal, the participation was confirmed through a phone call.

Using these methods, we have arrived at following companies:

Company Name	Industry	Number of Employees (2016)	Revenue (2016)
DONG Energy	Energy	6,200	DKK 61 billion
Grundfos	Mechanical engineering	17,800	DKK 25 billion
Danske Bank	Financial services	19,000	DKK 48 Billion
Coloplast	Health care	10,200	DKK 14 billion

Table 2: Case Companies

3.3.2 Interviews

To collect data at the respective case companies, we have chosen to conduct interviews as the primary method of data collection. We have chosen this method as it fits the explorative nature of our study and it allows us to investigate the reasons for the actions of the HRBP and the analyst. Furthermore, we have chosen to conduct individual interviews as they allow us to probe answers of the interviewee by asking to expand or explain the answer, which will add to the depth of our data (Saunders et al., 2007). In addition it allows us to get an understanding of the relationship from both the HRBP's as well as the analyst's perspective.

When conducting these individual interviews, we have chosen to use a semi-structured interview style. This interview style allows us to investigate the 'what' and the 'how' while in the same time exploring the 'why' (Saunders et al., 2007). Thus, what are the current practice of HCA, how are the analyst and HRBPs working together, and why so. Furthermore, in contrast to in depth interviews, this method allows us to cover the themes connected to our research question and propositions we put forth, while at the same time adding the flexibility to dig deeper into specific aspects that are relevant for the specific context of the organization (Saunders et al., 2007).

We have therefore developed two interview guides, one for the HRBP (see appendix 4) and one for the analyst (see appendix 5). The questions in the guides were informed by our initial propositions. Especially formulating open-ended questions, such as 'How would you describe the relationship with analyst?' allowed the respondents to formulate their answers in their own way (Saunders et al., 2007). Furthermore, posing indirect questions, such as 'Could you describe the last time you involved analytics to solve a problem?' allowed us to investigate sensitive topics (Eriksson & Kovalainen, 2008). The questions asked and their wording varied depending on the flow of the interview, however, we made sure that we have touched upon all themes of the guide.

The interviews were conducted either as face-to-face, Skype, or by phone. All interviews were audio-recorded. In the interview situation, one had the main responsibility for keeping the conversation going and ensuring coverage of the interview guide while the other listened critically and asked in depth follow-up questions. The time length of the interviews varied depending on the length of the individual interviewees' answers and number of follow-up questions.

To gain the necessary access to the individuals, we used the logic of snowball sampling. We therefore asked our key informant in each company to reach out to analysts as well as HRBPs to set up interviews. In total, we conducted 15 interviews. The ‘Interviewee overview’ table shows the acronym of the interviewee; the company name; the group of the interviewee being either ‘Analyst’ or ‘HRBP’; the interview type being either in-person, skype, or phone; the years of experience being the total years of experience as analyst or HRBP; the title being either Director (with people responsibility), project manager (with project responsibility) or Administrator (Support role); global/local, referring to either group or local coverage as analysts or global or local coverage as HRBP; the duration; and the date of the interview.

Interviewee	Company	Group	Interview type	Years of experience	Title	Global/Local	Duration	Date
DONG A1	DONG Energy	Analyst	In-person	0-2	Project Manager	Global	47 min	03.03.2017
DONG A2	DONG Energy	Analyst	In-person	2-4	Project Manager	Local	50 min	09.03.2017
DONG BP1	DONG Energy	HRBP	In-person	0-2	Project Manager	Local	70 min	06.03.2017
DONG BP2	DONG Energy	HRBP	In-person	10-15	Project Manager	Local	57 min	09.03.2017
Gfos A1	Grundfos	Analyst	In-person	2-4	Director	Global	54 min	16.03.2017
Gfos BP1	Grundfos	HRBP	Skype	10-15	Director	Global	55 min	16.03.2017
Gfos BP2	Grundfos	HRBP	In-person	7-10	Director	Global	52 min	16.03.2017
Colop A1	Coloplast	Analyst	In-person	0-2	Director	Global	90 min	10.04.2017
Colop BP1	Coloplast	HRBP	Phone	10-15	Director	Global	48 min	07.04.2017
Colop BP2	Coloplast	HRBP	Phone	10-15	Director	Global	25 min	21.04.2017
DB A1	Danske Bank	Analyst	In-person	2-4	Project Manager	Local	37 min	28.03.2017
DB A2	Danske Bank	Analyst	In-person	2-4	Project Manager	Global	47 min	28.03.2017
DB A3	Danske Bank	Analyst	In-person	2-4	Project Manager	Global	32 min	07.04.2017
DB A4	Danske Bank	Analyst	In-person	2-4	Administrator	Global	57 min	07.04.2017
DB BP1	Danske Bank	HRBP	In-person	10-15	Project Manager	Local	49 min	05.04.2017

Table 3: Interview Overview

3.3.3 Data Analysis

Given our multiple case study design, in this part we introduce how we analyzed the collected data of each of the cases. The purpose of the individual case analysis is to get a rich and in depth understanding of the specific context of HCA in the organization and the relationship between HRBP and analyst. However, a challenge of qualitative research lies in making sense of the collected data to be able to generate valuable contributions as the data tends to be messy, complex, and unstructured (Langley & Abdallah, 2011). To make sense of our collected data and to encounter the critique of qualitative research of lacking transparency of what researcher actually did, we adopted the systematic approach of analyzing qualitative data of the Gioia methodology (Gioia, Corley, & Hamilton, 2012). As suggested by Gioia et al. (2012), we did not use the approach as a cookbook or an inflexible template, rather we used their logic of how to progress from raw data to higher level concepts and findings. By having a systematic approach we are able to capture the experiences of our informants while in the same time not lose sight of the higher level perspective (Gioia et al., 2012).

For each interview in each case, we individually listened to the audio-recorded individual interviews and noted down 1st-order categories. These 1st-order categories can be seen as “informant-centric terms and codes” (Gioia et al., 2012, p. 18). By doing this we faithfully adhere to the terms that the informants used and do not limit the number of 1st-order categories that emerge from the interviews (Gioia et al., 2012). For example the quote by DONG BP1 (2017): “At the maturity level, [HRBPs] are in now, I think it is kind of a bit risky because you can't just conclude anything based on the data, you have to look at it and understand it” (11:48) became the 1st-order category: ‘A bit risky to let the HRBPs analyze data themselves’.

To account for the issue that different authors might interpret some categories differently, we conducted this step individually. Afterwards, we cross-checked the categories and revised the data of categories where we did not reach agreement. An example of a difference in interpretation is that one interviewee answers the question whether it is a hindrance for delivering analytics if the business does not know the possibilities, as follows:

Maybe, because we [analysts] want to deliver numbers that they [Business leaders] can use, so we need some input from the business on what would be relevant to get a report on and if they don't know, it's difficult. (DONG BP1, 2017, 8:21)

We both made a category for the quote. However, one incorrectly noted that it was a ‘Difficult to *use* analytics, when business leaders don’t know relevant numbers’. The other correctly noted that it was a ‘Difficult to *deliver useful* analytics, when business leaders don’t know relevant numbers’, as the analysts need input from the business in order to perform analytics. We agreed on the latter category after revisiting the data. The content of the former statement was not necessarily incorrect, but it was not a correct interpretation of what the informant said. By engaging in mutual discussions about the categories, we enhanced our understanding and developed consensual interpretations.

The next step in our analysis was to seek out similarities and differences among these categories, and give these groups of categories labels or phrasal descriptors. These categories labels or phrasal descriptions are the 2nd-order concepts and are researcher-centric (Gioia et al., 2012). This step allows us to arrive at a manageable number of data (Gioia et al., 2012). An example of this process was the collection of the category ‘HRBPs don’t know the possibilities of doing analytics’, and the category: ‘Branding of HR analytics is important to make HRBP aware’ into the 2nd-order concept: ‘Need to show possibilities of HCA’.

These 2nd-order concepts were then analyzed by further distilling them into aggregated dimensions which allows us to describe and explain the studied phenomena (Gioia et al., 2012). For example, the 2nd-order concepts ‘Need for showcases to show possibilities of HCA’ and ‘Knowledge about HCA is lacking’ became the aggregated dimension ‘Awareness of possibilities of HCA’.

Conducting these steps for each case allowed us to step up in abstractness, leading to a data structure, which provides a “graphical representation of how we progressed from raw data to terms and themes in conducting the analyses” (Gioia et al., 2012, p. 20). With the data structure, we are therefore able to present evidence on how the higher level concepts have been arrived at.

The results are presented case by case. Furthermore, for each case we present the data structure of the results. The data structures contain all 2nd-order themes and aggregate themes and show a selection of the first order concepts. A list of all 1st-order concepts, together with the quote of the interviewee is placed in appendix 6. Within each case we present the results according to our conceptual model, with the microfoundational levels of individuals, process and interactions, and structure.

3.4 METHODOLOGICAL ISSUES

In this section we present issues that occurred when approaching case companies as well as issues related to our data collection. We therefore point out and discuss the implications of the topic of confidentiality, the difficulties of setting up interviews with HRBPs, and issues connected to conducting interviews.

Confidentiality

An issue that we faced contacting case companies was that of confidentiality. When approaching the key informants, one of the first concerns was whether this study is publically available or not. As the aim of this project is to be able to investigate HCA across different contexts and the main benefit for companies to participate in this study is to be able to get insights in how other companies are practicing HCA, we aimed to make this study publicly available. None of the key informants refrained from participating in our study due to confidentiality reasons, however, this meant that we did not get access to data that may be confidential and it may have led to participants' unwillingness to share negative experiences or in other ways present their company negatively.

To account for the potential of participants to not willing to openly share their experiences, we suggested to disguise the company and its name. None of the key informants requested this. Furthermore, we suggested to make the name of individuals which we interviewed and which have been mentioned in the interview anonymous, which all interviewees requested. To further anonymize the interviewees, we refer to the male third person singular pronouns for all our interviewees. In addition, we provided all interviewees to review and authorize all direct quotes of the interviews to check if they contain confidential information. Based on that, a few minor changes were made to not compromise confidentiality of selected individuals mentioned in the quotes.

Setting up interviews with HRBP

Another issue we encountered when contacting case companies and using the snowball method to obtain interviews, was the difficulty of involving HRBPs in this project. Our key informant were the analysts of a company with an interest in developing their work further. They therefore had an interest in our study. For the HRBPs the benefit of our study was however not that evident. Many HRBPs were unavailable due to time constrains.

Furthermore, using the snowball method and having the analyst as our key informant might have biased this study to interview HRBPs that are prone to work with analytics.

Interviews

While a face-to-face interview was preferred in order to establish a position of trust, two interviews had to be conducted over the phone and one video call due to practicalities (See table 3). This may have limited the possibility to create closer dialog and for the phone interviews led to losing the opportunity of witnessing non-verbal behavior. Three interviews (Colop BP1, DB A3 and DB A4) were conducted by only one researcher, which consequently led to the disadvantage of not having a critical listener to ask in depth follow-up questions.

3.5 ADDRESSING CRITIQUES OF QUALITATIVE RESEARCH

This section summarizes the steps undertaken to face the critiques of qualitative research. Three overall critiques of qualitative studies have been mitigated (see table 4). The first critique is that of lacking transparency of what the researcher did. We have mitigated this critique by outlining a detailed description of all steps taken in the process as well as discussing the issues that we faced. The second critique pertains to the generalization of qualitative studies. We have mitigated this by conducting a multi-case study and arriving at an analytical generalization. We therefore develop initial propositions based on existing literature and practitioners' discussions and are able to explore them in multiple contexts to be able to arrive at our refined propositions. The third critique concerning the unsystematic approach of what is significant and important was mitigated by using the Gioia methodology. This enabled a systematic approach to interpreting results as we were able to adhere to the informants' terms while being able to aggregate them into higher level concepts.

Critiques of qualitative research	Addressing the critiques of qualitative research
Lack of transparency of what researcher did	Detailed description of how we selected case companies and interviewees.
Not suitable for generalization	Analytical generalization based on multi-case study.
Unsystematic approach of what is significant and important	Using Gioia Methodology as a systematic approach to interpreting data, and through aggregation, identify what is significant and important.

Table 4: Addressing Critiques of Qualitative Research

4. CASE PRESENTATIONS

In this chapter we introduce the cases. For each case, we first briefly present general information about the company, then introduce their current people-strategy and outline elements of their current practice of HCA.

4.1 DONG ENERGY

DONG Energy (hereinafter referred to as DONG) is an energy company, which was established in 2006 by a merger of six Danish Energy companies and has a revenue of DKK 61 billion and around 6,200 employees in 2016 (DONG Energy, n.d., 2017). The headquarter is located in Denmark and the business is divided into four business units (BUs) which are Wind Power, Bioenergy & Thermal Power, Distribution & Customer Solutions and Oil & Gas (DONG Energy, 2017).

The strategy of DONG focuses on the four themes of: “Create shareholder value”, “Address profound societal challenges”, “Serve the energy needs of our customers” and “Be a great and safe place to work” (DONG Energy, 2017, p. 21). On the people part of the strategy, a specific focus is the topic of safety as well as increase the employee satisfaction (DONG Energy, 2017).

Within the People and Development (HR) department of DONG, an analytics department, was set up in 2013 in order to develop HCA in the organization (DONG A1, 2017). The department consist of 1,5 Full-time equivalents (FTEs) and operates on a group level, sending high-level analytics reports to the different BUs (DONG A1, 2017). The main users of these reports are the BUs management team together with the HRBPs of the respective BU (DONG A1, 2017). An example is the ‘People Quarterly’ report which is sent out on a quarterly basis focusing on various people metrics based on demography, hiring, and turnover data (DONG A1, 2017). Another example is the ‘Turnover Report’ which is sent out on a monthly basis to the BUs and focuses on turnover data (DONG A1, 2017). In addition to the reporting, the group analytics department also investigates the option of doing advanced analytics which is currently not fully utilized in the organization, however, has so far been limited by the available data (DONG A1, 2017). While the data quality is high, some areas are lacking data in the system (DONG A1, 2017).

While reporting is mainly done on a group level, one BU also employs an analyst focusing on providing BU-specific analysis. DONG A2 is working as an HR consultant on a local level and develops new reports, performs analytics and explores the business' needs for HR analytics (DONG A2, 2017).

The HRBPs in DONG are also on a local-level and support the BU business leaders in people related topics (DONG BP2, 2017). DONG BP1 (2017) and DONG BP1 (2017) are receivers of the group-level reports. In addition, DONG BP1 (2017) is also performing analytics himself as he was employed as a group-level analyst before, however, analytics accounts for only five percent of his time

4.2 GRUNDFOS

Grundfos is a water technology company which provides advanced pump solutions. The company was founded in 1945 and had a revenue of DKK 25 billion and 17,800 employees in 2016 (Grundfos, n.d., 2017). The headquarter is located in Bjerringbro, Denmark and the Grundfos group consists of 83 subsidiaries spanning over 56 countries (Grundfos, 2016). The pump solutions are integrated in a myriad of different water-related processes, such as the hot water in heating systems, the fresh water from the underground, and even removing water from flooded areas (Grundfos, 2016). As the main stakeholder of the company is the Poul Due Jensen Foundation, Grundfos has a high focus cooperate social responsibility and philanthropy (Grundfos, 2017). This also mirrors the organizational focus on the people of the company, transparency, and sustainability (Grundfos, 2017).

In HR, a rising interest for numbers was noted with the arrival of the present Chief HR Officer (CHRO) in 2014, who has a background of working with data (Gfos BP1, 2017). A analytics team was therefore established in 2016 with the aim to make HR a business differentiator, adding fact-based strategic inputs to the business, which HR previously has not been able to (Gfos A1, 2017). The team is still in a development phase but due to a promising year of progression they have faith in the development of the function (Gfos A1, 2017). The starting point for making analyses possible was rolling-out one HR system from previously 90 local ones in 2012 (Gfos A1, 2017). Up till 2016 the focus laid solely on advancing in reporting and data quality. Today, HCA in Grundfos consists of the two building blocks of reporting and analyses and has the purpose of improving data-driven decision making (Gfos A1, 2017). In 2017, Gfos A1 (2017) leads the team consisting of 2,75 FTE, focusing merely

on analytics, not reporting. Still, Gfos A1 (2017) is also in charge of the reporting, however, as this is close to be fully automated, the personal split between analytics and reporting is 90 and ten percent respectively. Gfos A1 (2017) reports to the head of Center of Excellence (CoE) who reports to the CHRO of Grundfos. CoE refers to an HR department of an organization responsible for designing programs, governing policies, and providing information about topics such as talent, compensation or analytics to customers in HR (Scottmadden, 2015).

Grundfos has approximately 80 HRBPs globally with 15 of them on a senior level (Gfos A1, 2017). Gfos BP1 (2017) is responsible for defining the framework for HRBPs in the organization. Aside from the more traditional skill requirements of the HRBP, such as stakeholder management, business acumen and knowledge of HR tools, Grundfos recently defined data-acumen as a required and important part of the HRBP skill-portfolio (Gfos BP1, 2017). Gfos BP1 (2017) is also a senior HRBP himself assisting three C-level managers in their departments about people topics and recognizes the rising interest of numbers in HR. While Gfos BP1 (2017) work draws on the analytics team, Gfos BP2 (2017), who is a senior HRBP for another C-level manager of Grundfos has yet to make use of the analytics function to an extent that exceeds the standard reports. Both of them emphasize that the HRBPs have time constraints that complicates the implementation of analytics in their daily work (Gfos BP1, 2017; Gfos BP2, 2017). However, both of them also mention that the transition of HR, with a new global shared service center should free up time of the HRBPs to be able give the data agenda more attention (Gfos BP1, 2017; Gfos BP2, 2017).

4.3 COLOPLAST

Coloplast is an international healthcare company, founded in 1953 and headquartered in Humlebæk (Denmark), with a revenue of DKK 14 billion and around 10,200 employees in 2016 (Coloplast, 2016a). The focus areas of Coloplast are: Ostomy Care, Continence Care, Urology Care, Wound Care, with a mission of “Making life easier for people with immediate healthcare needs” (Coloplast, 2016b, p. 60).

The people side of Coloplast’s growth strategy ‘LEAD20’ focuses on having a strong leadership development with a focus on recruiting and developing most of the future leaders in-house (Coloplast, 2016a). The organization aims to grow by approximately 3,000 positions and about 250 new leaders by 2020 (Coloplast, 2016b).

In HR, the use of analytics relies on standard reporting, mainly driven by the use of 'Uniform Scorecards' (Colop A1, 2017). These were developed around 2,5 years ago and include key HR figures such as headcount, attrition rates, external/internal splits, blue-collar/white-collar split (Colop BP2, 2017). The scorecards are rolled out to around 60 percent of the business and are sent monthly to the HRBPs as well as business leaders (Colop A1, 2017). Going forward the plan is to roll out the scorecards to the remaining business areas and further customize the content to the specific business needs (Colop A1, 2017).

The HRBP organization can be described as lean, with HRBP roles on all level (Colop BP1, 2017). The HR Directors, which both of our interviewees are, have the global responsible for HR in all countries under a specific business area, while in the same time being HRBP for the top executives of Coloplast (Colop BP1, 2017).

The aim to further develop analytics within HR, beyond basic reporting, was marked by setting up a function which combines HRIT and HR analytics responsibilities less than a year ago (Colop A1, 2017), which is the reason that they yet have to finish the first end-to-end analytics project (Colop A1, 2017). The aim of the function is to combine the responsibility of input into the HR system as well as the output of the system, being analytics (Colop A1, 2017). As of today, Colop A1 (2017) is heading the function and an additional analyst will be recruited in the future. The function is supported by an HR IT team consisting of ten employees, which handles the calculation of the scorecards as well the maintenance of the HR IT system (Colop A1, 2017). The HR IT system was implemented three years ago, as the first global HR system, however, it has limitations in terms of configuration options as well as the integration of the performance management system (Colop A1, 2017; Colop BP1, 2017). In addition, the local deviation to the global HR system procedures, make it difficult to use the data of the system for analytics (Colop A1, 2017). Colop A1 (2017) therefore focuses 80 percent of his time on the systems and 20 percent on analytics.

4.4 DANSKE BANK

Danske Bank is a Nordic universal bank, founded in 1871, with a revenue of DKK 48 Billion and around 19,000 employees in 2016 (Danske Bank, n.d., 2017). Danske Bank is headquartered in Copenhagen and has focus on the Nordic region. To stay competitive in the challenging financial industry, one of the four strategic themes going forward is the focus on 'People and Culture' (Danske Bank, 2017). Danske Bank aims to attract and retain employees

through talent management and workforce planning as well as to ensure a customer-centric culture (Danske Bank, 2017).

The four core BUs of Danske Bank are: Personal Banking, Business Banking, Corporate & Institutions and Wealth Management, which are supported by the Chief Operating Officer (COO) area and the Chief Financial Officer (CFO) area (Danske Bank, 2016). Group HR supports all six BUs on a group level and consists of the areas: HR Legal, Performance & Rewards and People & culture (Danske Bank, 2016).

In addition, for each BU, an HR manager is responsible for supporting the top executives as well as managing the local HR organization, including the local HRBPs. As the HR managers in Danske Bank fit our definition of an HRBP, and is comparable to senior HRBPs in other organizations, we refer to them as senior HRBPs. All interviewees have been made aware of this categorization and agreed to it. Our HRBP interviewee has the role of a local HRBP. The local HRBPs in Danske Bank are mainly focused on operational tasks with a primary focus on all tasks related to recruitment, as a group recruitment function does not exist (DB BP1, 2017).

Analytics in HR is carried out on a group level in Danske Bank in a function which combines responsibility of analytics as well as remuneration topics. The function consists of three employees, which have a focus on remuneration topics as well on delivering analytics to the business executives and senior HRBPs. DB A2 and DB A3 have a focus of 25 percent on analytics in their current role (DB A2, 2017; DB A3, 2017). DB A4 is focusing on the HR analytics reports, which are sent out to the top executives and the HR managers on a quarterly basis (DB A4, 2017). His focus lays on the development of the reports and on requesting data from DB A3 as well as the interpretation and visualization of the received data. DB A2 and DB A3 are also conducting analysis themselves (DB A2, 2017; DB A3, 2017). While DB A2 is interacting with stakeholders receiving his analysis, DB A3 focuses solely on the preparation and analysis on data with limited interaction to stakeholders outside the function (DB A2, 2017; DB A3, 2017).

In a sub-BUs of the COO area, one analyst is working as an HR consultant performing and delivering analytics to the senior HRBP (DB A1, 2017). This sub-unit is the only sub-unit in Danske Bank that employs an HR consultant focusing on recurrent reports and ad hoc requests which require the performance of analytics on people topics (DB A1, 2017).

5. RESULTS

Drawing from our conceptual framework, in this chapter we lay out our findings. Case by case we are presenting our findings regarding individuals, processes & interactions and structure as outlined in figure 3.













	I	P&I	S
DONG			
Grundfos			
Danske Bank			
Coloplast			

Figure 3: Structure of Results Part

For each case we summarize our findings by presenting our data structure for the respective case. The data structures allow us to visualize how we aggregated from the informant-centric 1st order concept to researcher-centric 2nd order themes into aggregate dimensions (Gioia et al., 2012).

5.1 RESULTS DONG ENERGY

In this part we introduce the results of the case DONG. We first present our findings of the three microfoundations and then summarize them by presenting the data structure of the case.

5.1.1 Individuals

An important finding in DONG pertains to the skills needed as HRBP and analysts. There is not complete agreement among the interviewees as to the requirement of an HRBP's analytical skills, however, it is a common feature that the HRBP do not need to be statisticians. DONG A1 (2017) points out that “ideally they wouldn't need any skills [in regards to analytics], I think ideally we would be able to make a product that is plug and play for them” (38:57) while when DONG BP1 (2017) was asked if the HRBP needs to know the numbers, answered “At least the basic knowledge” (34:33)(2017, 34:33)(2017, 34:33)(2017, 34:33)(2017, 34:33)(2017, 34:33). In DONG the HRBP needs not only to be able to present numbers, but also be able to deliver requests and feedback between the business and the

analysts (DONG A2, 2017). Regarding the skills needed as an HRBP to work with an analyst, DONG A2 (2017) points out:

[The skill of an HRBP] is about understanding that there is a lot more information today than just my feelings and what I think. We need to fact-base decisions saying 'we are doing this because of this and this'. [HRBPs] are often feeling like they are better [prepared] when they come to the business [with facts]. [...] So I think it's about being able to go the extra mile to understand what the numbers are saying. (49:10)

The HRBP are more suited to confront the business when equipped with numbers and figures, however, they need to develop a basic analytical understanding to be able to present and defend the figures. Also DONG BP2 (2017) emphasized that he is a strong believer in analytics as it provides a detailed overview of the organization which is especially useful in times of change. By understanding the figures and their value in terms of strengthening their arguments HRBPs also see the need for fact-basing their decisions turning to the analysts rather than using gut feelings for decision making.

The analytics part of HCA in DONG is primarily about reporting correct numbers from their systems rather than building complex statistical models (DONG A1, 2017). However, when the analyst receives a request in DONG they must have enough business insights to enable them to interpret the numbers themselves and equip the HRBP to present the numbers to the business, as DONG A2 (2017) points out:

[HRBPs] are not that good at actually seeing numbers and actually say: 'ok does that actually relate to reality' [...] often they do, but sometimes they don't, and that is OK [...] you can often make mistakes if you are only looking at numbers and don't understand the business. (48:01)

Due to natural diversion in the validity of numbers, seasonal changes, departmental variations and such the analyst needs to be able to reduce ambiguity and misinterpretations by coupling figures with business knowledge to ensure the correct conclusions are drawn. In addition the analyst also needs to have the skill of converting the requests into analytical terms. As DONG A2 (2017) explains:

You will never get an HRBP saying 'I would like this, this, and this'. [...] Often, they are saying: 'Could I perhaps get any number of how old our people are?', they will not come and say, 'Ok I need a demographic report of the age distribution and the length of

service'. They won't be providing you with that kind of knowledge for what they need so you need to figure it out. (40:03)

With the current analytical knowledge of HRBPs in DONG, a key task for the analysts are therefore to convert the requests of HRBPs into analytical terms in relation to the available data in their systems.

5.1.2 Processes and Interactions

In DONG the interactions between analyst and HRBP are focused on tailoring analytics to the business needs through dialog. Tailoring analytics to the business needs will help the HRBPs in their communication with the business. However, a focus area of HCA in DONG which our interviewees mention is to make sure that HRBPs are telling the right story based on the data. As the analytical skills of HRBPs might be limited, both analysts in DONG point out the importance of presenting data in an understandable format. DONG A1 (2017) states:

We need to understand that our HRBPs do not need that very advanced stuff because they need something that they can provide easily to their management groups. So, we are not there where they get something very advanced. Because we need to present something that our HRBPs also understand. (33:28)

Also an HRBP confirms that “the communication perspective of presenting the data is an issue as well, or kind of a learning curve” (DONG BP1, 2017, 10:17). To account for the lack of understanding of HRBPs regarding analytics, the analyst working in a local BU states that he spends time producing slides and writes in the comments section what the HRBP need to say ensuring it is easy for them to get the right story (DONG A2, 2017). Making the analytics reports understandable for HRBPs is therefore an important aspect of the work of an analyst in DONG (DONG A1, 2017; DONG A2, 2017; DONG BP1, 2017). Writing up the results instead of only presenting the data is the approach the analysts have chosen to ensure that the right conclusions are derived from the data. As DONG BP1 (2017) makes clear:

[The Analyst] is using a lot of time on getting the numbers and putting it in a report but also writing: ‘so this shows something, something’, [because the HRBP] needs to be able to look at it and understand it fast, but also to make sure that they don't conclude something totally different based on the numbers. (33:22)

This shows that the threshold for maturing analytics in DONG is marked by the HRBPs' ability to understand numbers among other factors. Regarding this one interviewee states, "At the maturity level, [HRBPs] are in now, I think it is kind of a bit risky because you can't just conclude anything based on the data, you have to look at it and understand it" (DONG BP1, 2017, 11:48). The interviewee therefore claims that HRBPs would not request more advanced or complex analytics because they need to work with the basics first (DONG BP1, 2017).

In addition to making analytics understandable, a second difficulty is to tailor analytics to the specific needs of the BUs and thus to the HRBPs which supports the respective BU. As HRBPs are using reports to keep track of the their BU, tailoring it to the business needs will make them more useful. The analyst is therefore having a dialog with the HRBP about how to customize the analytics reports, as DONG A1 (2017) points out, "Of course, we have the numbers but [the HRBPs] know their business and they know the needs of their managers so of course we need to have this dialog" (30:50). Having this dialog to align the needs is a timely affair for the analyst, however, it is necessary to make the report useful, as the analyst states: "Sometimes we need to be patient because we can make a report quite fast but if we make something that is not what [HRBPs] need, then it's a waste of everyone's time" (DONG A1, 2017, 31:30).

However, there are also limits to the customization of analytics reports. One limit is availability of data used to carry out analytics. As an analyst clarifies:

It is a bit too soon I think to just put a lot of HRBPs together and say: 'what do you want', because we have to make sure that we within some limits can provide them with what they ask. (DONG A1, 2017, 18:38)

Another limit is when analytics change from basic reporting to more advanced analytics. While reporting can be carried out on a group level, the analyst who moved to the local BU-level to carry out analytics, argues:

If you do HR analytics from a group view, you have five BUs, and if you have so many, you can't focus on getting any trends out of it, you can't be that down in the details to get anything out, so it will be reporting. If you want to do analytics, you need to move out to one of the BUs and only focus on this area. (DONG A2, 2017, 15:44)

By moving to perform analytics in the BU, DONG A2 (2017) claims to provide specific recommendations based on data, which the HRBPs would not be able to derive from the more

general reports provided by the group analytics team. DONG A2 (2017) therefore states, “We need to have the interrelation between me and the HRBP because he is the link of the business and he knows what is going on and he is in the management teams” (39:22).

5.1.3 Structure

The structure’s part enables the interactions to take place. In this light a major finding in DONG is the awareness of the possibilities of HCA which influence the interactions between HRBP and analyst.

The request for data is highly dependent on the individual HRBP in DONG, which is not only dependent on the analytical understanding outlined on the individual’s part, but also due to lacking awareness of the possibilities among HRBPs. The lack of awareness hampers the requests for and the usage of analytics. As an analyst working on group level points out, “I see very clearly that some HRBPs are more interested in [analytics] than others” (DONG A1, 2017, 25:46). Some HRBPs request additional data to support their local initiatives, while others are not aware of the possibilities of HCA and therefore do not request or use data in their work.

The analytics reports which are sent out on a regularly basis to the BUs are one way to increase the awareness of analytics. As an HRBP states:

The [HR analytics] department is doing a lot of stuff at the group level and [the BUs] get that as well, so I think [the HRBPs] get inspired slowly and open their eyes to the possibilities to this kind of field [HCA], but it's new. (DONG BP1, 2017, 5:23)

These standardized reports help the HRBP to understand which metrics are important and they provide a regular touchpoint with the analyst. The HRBPs are able to get an overview of the organization which they are supporting and could potentially request additional analysis when spotting an area that needs further attention. One HRBP points out: “I think the good thing is that the company has defined what is the standard, the important things you should look into on quarterly basis” (DONG BP2, 2017, 22:21). Furthermore, the reports help the HRBP to achieve success, as DONG BP2 (2017) points out:

Analytics is a help [in achieving success] [...], I mean analytics is something that is black and white, it's not philosophical things, it's telling you how your organization looks, and

it's of great help in managing people, or help manager in managing the organization.
(25:40)

While the standardized reports therefore slowly increase the awareness of analytics, the analyst crucially reflects that also the analytics team themselves needs to increase their knowledge of the possibilities of HCA. As DONG A1 (2017) points out:

We [the analysts] need to learn more about [HCA] and find out what is even possible and I think we definitely have to present the business with some options: 'did you know you could do this' or 'would you be interested in something like this'. (37:30)

Similarly, one HRBP sees the responsibility of pointing out the possibilities of HCA in the hands of the analysts, “Analytics has to show what they can do to inspire the HRBPs. I don't think that they will be the ones reaching out, because they simply don't see it” (DONG BP1, 2017, 18:30). The HRBP therefore suggests a branding initiative of the analytics team to provide the HRBPs an overview of “what are they doing, what is the purpose, what is the way of working with analytics” ” (DONG BP1, 2017, 45:47).

That the work of the analytics team is still lacking attention of the HRBPs and some are not aware of the regular reports of the analytics team, is exemplified by one interviewee:

I was in a meeting and one of the HRBP asked: 'So your predecessor used to provide this report on turnover - do you have that?' [Laughing a bit] yeah?... We do that *every* month. So, it is also an issue of sharing knowledge about that we are doing this stuff.
(DONG BP1, 2017, 20:40)

The awareness of the current available reports as well as the possibilities of HCA is therefore lacking, which hampers the interactions between analyst and HRBP.

5.1.4 Results Summary DONG

The data structure for our findings at DONG is the following:

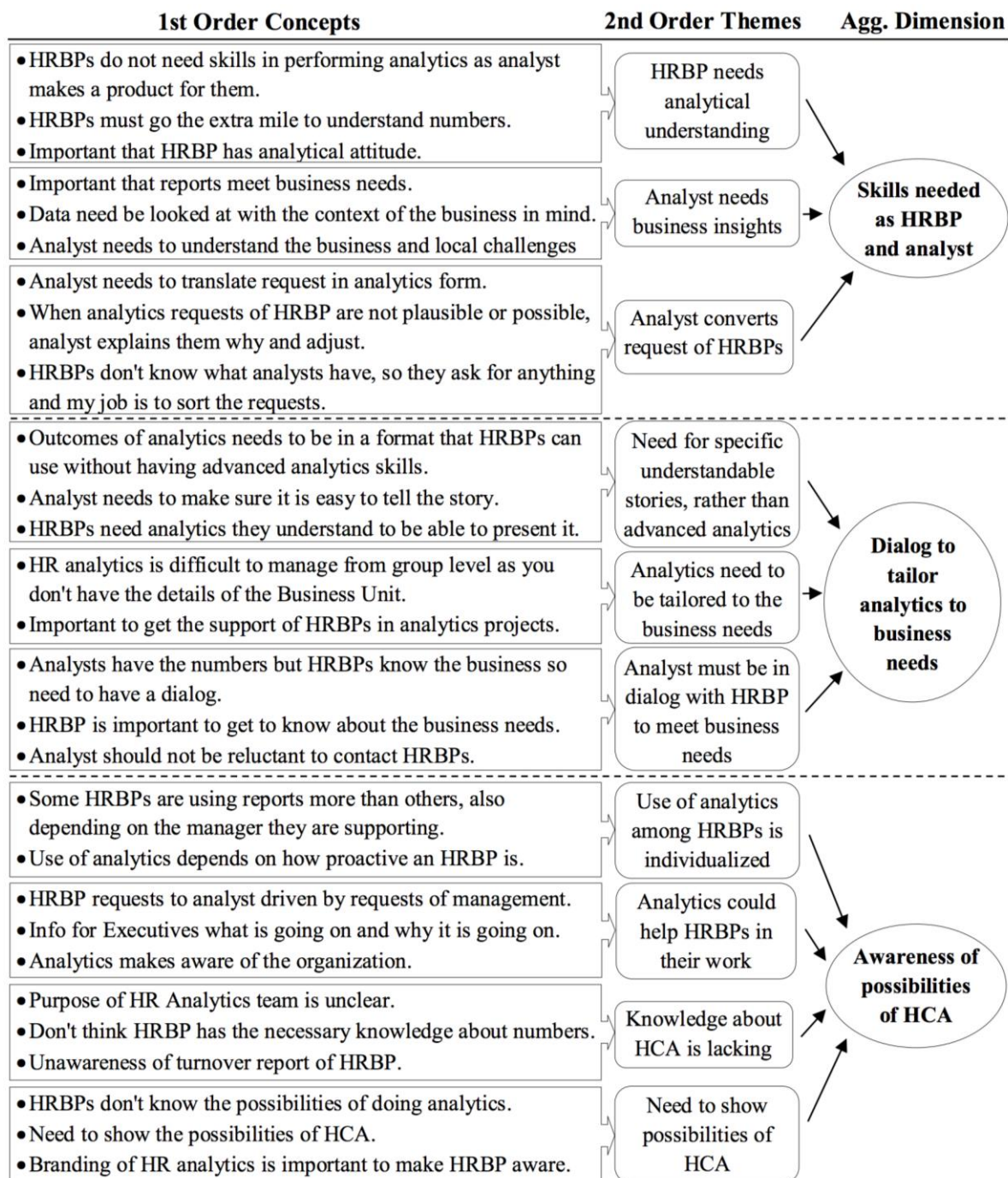


Figure 4: Data Structure: DONG

To summarize the relationship between the HRBP and the analyst at DONG, the analysts need to understand the business to provide unequivocal people-figures including interpretations. The HRBP needs to be thinking in terms of numbers to a higher extent than

they do today and develop an analytical understanding. Presently the dialog between the HRBP and the analyst is vital in order to meet business needs and tailor analytics to BUs, however, on group level the analytics are more standardized. The current needs of the HRBPs which are related to the current maturity of the analytical understanding and awareness are specific understandable stories, which they can easily provide to the management groups, rather than advanced analytics. In addition, the use of analytics is under development, reflected by primarily group level reports with continuously extended content. However, individual HRBPs request the tailored analytics to their specific BUs. Finally, the analysts as well as the HRBPs interviewed requests showcases that shed more light on the analytics function and its benefit for the business to increase the awareness of the possibilities of HCA.

5.2 RESULTS: GRUNDFOS

In this part we introduce the results of the case of Grundfos. We first present our findings of the three microfoundations and then summarize them by presenting the data structure of the case.

5.2.1 *Individuals*

At Grundfos Gfos A1 (2017) has worked intensely with the definition of the role of HCA, and what they have found necessary of analysts, is to be more than mere number crunchers:

We are not going to succeed just by being excellent at statistics and econometrics [...] When [HRBPs] say 'can you help us with this?', we need to step back and make things more concrete, and that is what we do in a consultant role. It doesn't come natural for everyone in the analytics team to take on that hat as a consultant [...] In a lot of cases analytics is a team exercise. (Gfos A1, 2017, 12:14)

The analytics team has experienced that the role of an analyst requires more than traditional reporting. When providing analytics tailored to specific business issues the role of an analyst requires many other skillsets than those of a statistician. Gfos A1 (2017) also emphasizes that the translation of a business problem into analytics is tricky, as the HRBPs know the business issues, but do not know which analytics may help in solving a business issue (Gfos A1, 2017). This puts a lot of responsibility on the analysts. Gfos BP1 (2017) confirms the requirement of more than statistical skills in an analytics team: “What I am expecting from the analytics team

is that it is a team effort [...] they need to have that mathematical person but also the power point specialist and the communication specialist” (Gfos BP1, 2017, 47:55).

Linked to the requirement of consultancy skills is the important skill of storytelling. The analytics team experienced a project where they looked at different drivers for sales performance and did not find the expected connection to seniority, where they never received any response, which led to the self-evaluation: “There is nothing wrong with the analysis, but perhaps it's feedback for us 'Did we tell the story?'” (Gfos A1, 2017, 30:51).

Finally the analyst in Grundfos needs to be able to build collaboration with the HRBPs, where patience, stakeholder management and trust-building skills are important because the HRBPs are quite different when it comes to numbers and often quite uncomfortable around them (Gfos A1, 2017). This is also why it is appreciated whenever the HRBPs reach out to the analytics team, even when the request is vague as in one case: “it is not a concrete question that he asked us to answer, but it is a good starting point for us to have a dialog” (Gfos A1, 2017, 11:00).

The demand for these consultancy skills is a direct consequence of the effort to raise the low maturity of using analytics among HRBPs in Grundfos:

We have to be realistic and approach them where they are and then basically take them one by one on this journey and then slowly but steadily, through the collaboration, teach them and move them from a more reporting perspective to a more analytics perspective. (Gfos A1, 2017, 20:07)

All interviewees in Grundfos reported that the analytical acumen among HRBPs varies heavily (Gfos A1, 2017; Gfos BP1, 2017; Gfos BP2, 2017). As Gfos BP2 (2017) points out: “It is a general challenge for HR people that we perhaps are not interested in numbers, we like to talk and we like to talk to people” (Gfos BP2, 2017, 28:35). This is also why a key prerequisite in order to build the data-driven HRBP is to install a new mindset: “Getting facts on the table - Which comes very much out of the thought process of having an analytics team - needs to be in the mindset of an HRBP” (Gfos BP1, 2017, 31:00). An initiative that is driving the agenda of changing mindsets is the new requirement of HRBPs to have an analytical cognition and understanding of metrics (Gfos A1, 2017; Gfos BP1, 2017). However, as Gfos BP1 (2017) notice, the requirement of data-acumen in the HRBP role is hard to implement:

It is damn difficult [...] The data part is something you either have because you are interested in it, or because you have been in an environment that has caused you to exercise that data muscle. (Gfos BP1, 2017, 6:00)

While the use of analytics may be beneficial to the HRBPs they have a hard time utilizing it because it has not been part of the HRBP package previously. Relative to this the business itself also needs to adapt to the new HR reality in Grundfos: “I see from a strategic point of view a push for more data - I don't see it in the business environment yet. They still turn to the HRBP and say: ‘what do you feel?’” (Gfos BP1, 2017, 8:32).

The attempt at installing the new requirement of data-acumen among the HRBPs in Grundfos has distorted the success criteria for an HRBP. When asked, Gfos BP2 (2017) laughed saying: “Setting up the success criteria for an HRBP is blurred today - also for me” (Gfos BP2, 2017, 22:10). He emphasizes that in order to support the BUs agenda sufficiently, and argue for the importance of HCA, with the need for data (Gfos BP2, 2017).

On top of installing a general analytical mindset Gfos BP1 (2017) also emphasize that it is important that analytics is thought about early on in the process, especially when making organizational changes: “when you do an organizational change you risk destroying something that works really good [...] If we use data we can [...] say ‘there is actually something here we can do in a different way’” (Gfos BP1, 2017, 19:58).

5.2.2 Processes and Interactions

The HRBPs are a key element in performing HCA in Grundfos, as they bring the input of burning platforms in the business needing the help of analytics: “We can be the ones that can conduct the most advanced stuff, but if we don't get input to [...] what is the pressing issue [...] [and] make sure that it is used for discussions, then we have lost” (Gfos A1, 2017, 6:50). Gfos BP2 (2017) confirms by stating that the HRBPs are an integrated part of the business, meaning that they should be responsible for both spotting the business issue jointly with the business itself, and also delivering the results of the analytics to the business (Gfos BP2, 2017).

In Grundfos an emphasis is put on the need for a collaboration between HRBPs and analysts, which is also closely linked to the requirement of consultancy skills of analysts. There is a need for establishing a continuous dialog between HRBPs and the analysts at Grundfos, as

Gfos A1 (2017) stresses when giving an example of effective collaboration with an HRBP who actually requested analytics:

We had really good conversations about what are the challenges out in the business [...] That is from my perspective, a really good analytics project, because we are working on a business issue and we have continuous dialogs, conversations, fine-tunings and there is actually someone who is willing to push for insights [...] This is close to being, what I would consider, text book perfect for collaboration. (Gfos A1, 2017, 27:07)

The fact that the close collaboration and continuous dialog helps fine-tune the analysis, is decisive in order to make HCA beneficial and utilized to drive decisions in Grundfos. Both HRBPs interviewed emphasize that they do not believe in a transactional approach where they order some analytics and receive exactly what they request (Gfos BP1, 2017; Gfos BP2, 2017). It has to be a process of ongoing dialog where the analysts initiate some test analytics to show the HRBPs what may come out of their request before carrying out large projects of no value (Gfos BP1, 2017). Furthermore, the analyses need to be delivered in a format that is a bit more inviting than just delivering raw data and figures as Gfos BP1 (2017) describes: “I need chewed food” (Gfos BP1, 2017, 46:01) referring to an excel sheet full of data and figures that has been resting in his inbox, unread, for months.

As the goal of analytics is to address business issues it is also hard to formalize processes of HCA, as Gfos A1 (2017) responds to the question of whether a more formalized relationship with the HRBP is desired:

If it is formalized in a sense of us being asked to continuously at certain meetings at Grundfos to deliver insights. [...] We would like that but I don't think that's the *only* way it should be, because problems arise and you don't know when and within what area. (Gfos A1, 2017, 45:42)

Hence the collaboration needs to be a combination of a formalized relationship and informal ad hoc requests whenever burning platforms occur.

In order to spark the demand for ad hoc analytics, the analytics function need to advertise their ability to create business value to the HRBPs (Gfos BP1, 2017). Gfos BP1 (2017) realized the need for advertisement after an episode where the analytics team provided him with unsolicited data they had produced:

'We just thought you might need this analysis for your BUs'. And as soon as I received it I said: 'that is true, I actually need that' and then I asked for follow-up: 'I actually also would like this cut', so of course they need to push their [work]. (Gfos BP1, 2017, 26:28)

The cooperation between the analysts and Gfos BP2 (2017) evolved over the presentation of data that the HRBP did not know he needed before he saw it. He also acknowledges that by presenting analytics that were not requested the analyst risks that the data is simply irrelevant to the business which would be a waste of everyone's time (Gfos BP1, 2017). However, to mitigate this risk the analyst needs to be selective and choose strategic areas of Grundfos, as Gfos BP1 points out: "We have five must win battles. Choose something [...] Give that to the HRBP responsible for that area then you start adding value where it has strategic impact. [...] They need to start somewhere" (27:45). Interestingly the analytics team is already aware that they need to show the HRBPs what is possible by giving appetizers. But these explorative experiments must be aside from the prescribed tasks:

We have set out as a goal that we want to do a minimum of two to three analytical collaboration projects with HRBPs a year. But we have also said that we need time on the side to actually do explorative data analysis. That is where we just dive into the data, we have a hunch, we see if we can confirm it investigate further. [...] And we then use those initial findings like appetizers saying 'Dear HRBPs, this is something that we have been looking into, this is the initial finding that could be relevant to dive into, is this relevant for you?'. (Gfos A1, 2017, 22:31)

Gfos A1 (2017) and Gfos BP2 (2017) agree on the strategy of providing unsolicited analytics to HRBPs, while still emphasizing the need for more. Several times during the interviews of both HRBPs they emphasized the need for showcases by the analysts to enable the HRBP see the potential of HCA. As one of them says: "This feedback I have given [the analytics team] many many many times [...] You *have* to go out and *showcase* what you have done" (Gfos BP1, 2017, 17:02). It therefore seems as if the analysts know the recipe to engage the HRBPs more in analytics, but do it to an insufficient extent. After Gfos BP2 (2017) highlighted the importance of analytics in HR, we asked what could be done to change this reality. After a 15 second break he answered: "[...] come with some showcases, because this is what I really

miss” (12:01). He added that he still has not sent the first request to the analytics team (Gfos BP2).

5.2.3 Structure

Following the lack of showcases, the structural element of making the analytics function more visible in the organization was mentioned in all interviews in Grundfos (Gfos A1, 2017; Gfos BP1, 2017; Gfos BP2, 2017). One of the underlying reasons for the necessity of making analytics more visible is the time constraint of HRBPs. This is one of the first and most emphasized factors mentioned when the HRBPs were asked why they do not just pick up on the data agenda. HRBPs are extremely busy in Grundfos:

Dig into data [...] and put it on the agenda of the management teams - we are really not mature in that. As it is today, a lot of the HRBPs do not have the time to do it. They actually just try to survive in the daily business. So freeing HRBPs time up is also a requirement if we really want to pursue some of opportunities using HR analytics. (Gfos BP2, 2017, 19:48)

While the reason of having a busy calendar to a large degree is also a question of priority and habit, Gfos BP2 (2017) clarifies later in the interview that his schedule may be busy but a push in the right direction from the analysts may change his priorities:

[The analyst] could be more proactive, go out and knock at my door and say [...] 'what is it you and [the CFO] are talking about when you meet' and then say, 'Ok could it then make sense to look at this' and in that way actually push me a bit more. I would actually like that. Even though it will be a tough time. (Gfos BP2, 2017, 51:15)

The need for making the analysts visible in Grundfos pertains not only to the analysts, but also the actual analyses: “I think it is unclear for us [HRBPs] exactly what is it that we can get from the HR analytics team today” (Gfos BP2, 2017, 31:07). Gfos BP2 (2017) emphasizes that it is hard to get started using analytics and start reaching out. He uses the example of a high attrition rate in his division of responsibility highlighting that he would not be able to suggest analyses as he is simply unaware what is available and possible to analyze (Gfos BP2, 2017).

Interestingly the analytics team seem to be aware of this problem as well as they have problems answering the question of possibilities themselves: “The difficult part is, figuring

out, what is the questions that we can help them answer. [...] and that's perhaps where we see that they don't approach us" (Gfos A1, 2017, 33:21).

One way to find out what questions the analysts may be able to help the HRBPs to answer and hence receive more requests is by letting themselves integrate in the work of HRBPs. Gfos BP1 (2017) suggests that the analysts go to a local office or sit in finance for a period, "still do their normal job - but just in the environment - Instead of sitting in the bubble" (28:35). He argues later that the analysts should squeeze themselves into executive meetings in order to pick potential analytics projects up which may not be recognized by the HRBPs (Gfos BP1, 2017). Also Gfos BP2 (2017) mentions that he may invite the analysts to meetings with business stakeholders as he wants them to be even sharper prior to the execution of analytics than merely having the HRBPs input on the business issue.

Another way to trigger a higher interest of analytics among the HRBPs is if the analytics team present themselves as a business case worthy of investment:

The analytics team need to come up with an ambition. Where do we see ourselves, how integrated do we want to be, and what is the business case behind that. Because we don't want to build up a world class analytics team if it is not giving us anything. (Gfos BP1, 2017, 33:20)

The argument in presenting a business case of the analytics function is to inspire the management to invest time and money into the project because they see the value in it. However, there is a hindrance in terms of building that business case. After Gfos A1 (2017) presented the mission statement of adding data-driven decision making to HR through HCA we asked where they were in the process: "It's a journey. [...] We are still new in the field" (05:10). He emphasized that they had advanced a lot in the past year but there is no 'guide' allowing them to keep check of their progression (Gfos A1, 2017). The analytics team cannot become a relevant business case if they do not change their self-perception: "The analytics team needs to get out of that 'we are still in a development mode'-bubble [...] Because they have already made some fantastic results. They need to put out some ads" (Gfos BP1, 2017, 26:00). Gfos A1 (2017) also admits that they have spent a lot of time looking inward getting to the place where they felt comfortable advertising their readiness and ability to performe analytics, as they had to find the right competencies for the function while investigating the data landscape of Grundfos (Gfos A1, 2017). This admittance was followed by stressing the

need for change: “Instead of always having our heads in data sets, [we need to] go out and have conversations with people” (Gfos A1, 2017, 51:54). The need for a change in the structure of the analytics team making it more visible is therefore recognized both by the HRBPs and the analysts themselves.

Adding to the question of why HRBPs are reluctant to reach out to the analyst, both HRBPs say that analytics improves the value of their work as well as justifies it, ruling out the option of analytics being simply irrelevant to HRBPs. As Gfos BP2 (2017) expresses: “you have heard that HR for years have had issues in justifying: 'what is the value of what we are doing'. It is very intangible. So, this is also a way of proving that there is value in what we are doing” (46:40). While HCA is adding legitimacy to the work of HR in general and HRBPs specifically, as representatives of HR in the business, it also helps handling complex problems in HR: “Our governance and the decisions we make in our HR portfolio for instance is becoming more and more complex - And for us as human beings to be able to handle that complexity we need more data” (Gfos BP1, 2017, 8:15).

However, getting from the point of seeing the need for data to utilizing it and act based on the findings of analytics is still challenging:

We have in the analytics team discussed, where does our responsibility end and where does the responsibility of other people start, in terms of taking action and utilize findings. And I think it is a grey zone – at least it is a grey zone now. I would say in the future, if I should say the perfect world in 2020, that is not an issue anymore it just happens. But I think today we still have to push it. (Gfos A1, 2017, 28:27)

The responsibility of handling complex business challenges using data is not clearly assigned to anyone, which is why the analysts push for actions based on their findings. This is also expressed by the fact that the data agenda in Grundfos is to a larger degree pushed from the management rather than getting pulled from the HRBP, which is the desire (Gfos BP1, 2017, 36:06). To address this lack of engagement of the HRBPs the analytics team has selectively chosen to focus their attention on building collaboration with those who have the biggest business impact, which are the most senior HRBPs (Gfos A1, 2017). As the analytics team consists of less than three FTEs, there is simply not enough resources to attend all 80 HRBPs.

5.2.4 Results Summary Grundfos

The data structure for our findings at Grundfos is the following:

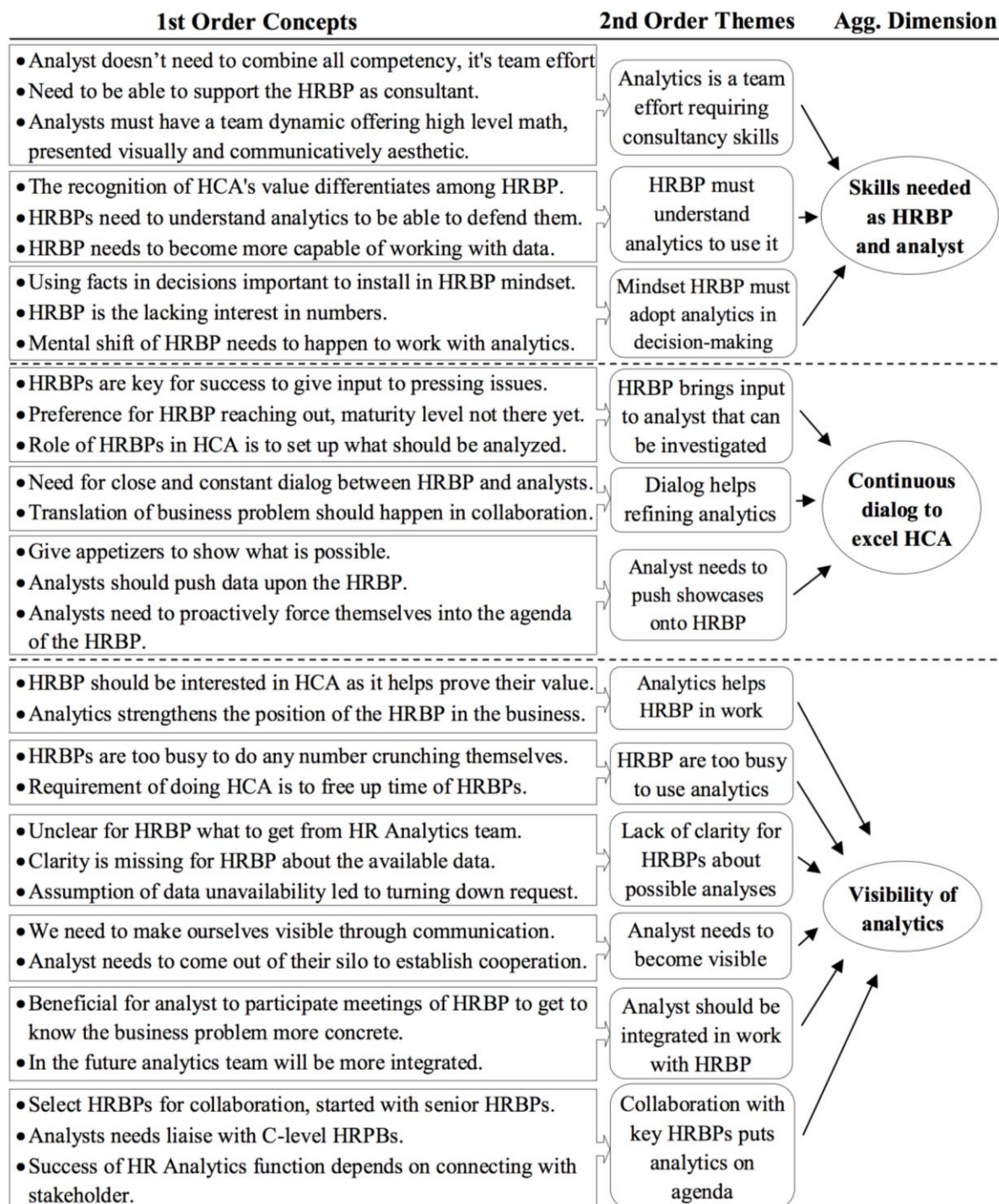


Figure 5: Data Structure: Grundfos

In Grundfos HCA is under development. In the present state the analysts need to act as consultants delivering data in a way that is digestible for the HRBPs allowing them to

understand without being data experts. Thus they also need greater communication skills. However, the HRBPs also need to develop analytical acumen in order to utilize the work of the analysts in the business. Additionally, the HRBPs need to keep data in mind whenever they encounter business challenges in order to supplement hunches with data as early as possible. However, getting the HRBP to step up on the data agenda is difficult as they are extremely busy. Therefore the data and the use of it needs to be pushed by the analysts. To push the data agenda the analytics team need to advertise their existence. They need to do this by showcasing their results and in order to find business relevant showcases they need to find a relevant project for the overall strategy of Grundfos. The analysts are aware of this need, while they provide an appetizer to awaken an interest for more numbers among HRBPs, the analysts still lack an overview of what questions they may be able to answer for HRBPs. Due to the focus on the most senior HRBPs the analysts have managed to get their attention, but utilizing the data is still a structural problem. The HRBPs, who would be the natural user, still needs the push from the analysts to drive actions based on data.

5.3 RESULTS COLOPLAST

In this part we introduce the results in the case of Coloplast. We first present our findings of the three microfoundations and then summarize them by presenting the data structure of the case.

5.3.1 Individuals

At the individuals' level in Coloplast both, HRBPs and analysts, need to possess certain skills to be able to work with HCA. The HRBPs in Coloplast point out that communication skills of analysts are necessary to be able to effectively communicate with them (Colop BP1, 2017; Colop BP2, 2017). One communication aspect is that the analyst needs the ability to effectively deliver the findings of analytics. In this regard Colop BP1 (2017) describes the ideal profile of an analyst as:

People with great PowerPoint skills who can analyze the data and make them look flashy while understanding the business and how you could sell it. That would be a perfect profile for HR analytics. (42:16)

As mentioned in the quote, in order to effectively communicate the analyst is also required to have an understanding of the business. This understanding makes the analyst able to select the

specific analytics that are needed to support the business, as Colop A1 (2017) points out: “we [analysts] also need to be able to show HR, how they can drive those discussions [with analytics]” (30:41). At the current maturity level the HRBP also prefers an analyst with an understanding of the business, as the HRBPs are unaware which analytics could be utilized in their work. Pertaining to this aspect Colop BP2 (2017) points out: “You can't teach people what they don't know, unless you bring someone in who knows” (23:20). Therefore, Colop BP2 (2017) explains the necessary traits of an analyst to work with an HRBP:

I think an understanding of the business would be highly preferred. So, understanding what type of metrics can be utilized in different business perspectives. So, there are differences between our operations organization, our production side, our sales side and our business support side. (22:49)

A second communication aspect is that the analyst also needs to be able to brand the analytics function to the HRBPs in terms of “What is their role and what type of ad hoc tasks can they do for people who want their help?” (Colop BP2, 2017, 21:52). As HCA is new in Coloplast, the analysts have to raise the HRBPs’ awareness of their existence.

However, no matter how effective the analyst is communicating the HRBP also needs to be capable of understanding the presented analytics, as Colop BP1 (2017) states: “Pushing somebody to use a framework that they don't really understand or believe in, would be a waste of time” (23:44). Similarly, Colop BP2 (2017) points out: “You cannot work the scorecard without understanding them - and that investment is needed to be taken” (16:45). It is therefore required that the HRBPs are able to understand analytics as without the understanding of analytics HRBPs would not use it.

That the current analytical understanding of HRBPs in Coloplast needs to be improve is exemplified by Colop A1 (2017) stating:

I do have HRBPs that are not comfortable talking about data, because they simply do not have the mindset. They are too operational and maybe from a different generation. (88:18)

While having an analytical mindset will provide HRBPs with an understanding of when to reach out to the analyst, Colop BP2 (2017) also makes clear that the extent of reaching out also depends on the individual HRBPs and “how deep do they want to go” (21:29).

5.3.2 Processes and Interactions

At the processes and interactions level the current maturity of analytics at Coloplast calls for interaction aiming to build the capabilities of HRBPs through knowledge sharing. According to Colop A1 (2017) a way to raise the interest of HRBPs in analytics and in turn raise their capabilities, is to show them the value of analytics:

Once you have seen the actual value [of analytics] and understand how you can run your business even more effectively, that will enable you to drive the real value going forward. So, it is a matter of initially sparking that interest in the HRBP, to show 'this is the value in it'. (19:05)

When asked about how to spark the interest of an HRBP, Colop A1 (2017) states, “I am usually using [one specific HRBP] as a good example when I am talking to other HRBPs” (22:01). The way he uses this specific HRBP is to get him to explain HRBPs without the right mindset the value of HCA. He recounts an interaction with such an HRBP:

So I am saying: 'Dear new HRBP, do you need an IT, analytics, business guy telling you what the real value [of analytics] is or does it make sense actually to talk to one of your colleagues and ask him all your HR questions around the real value of spending time on numbers. (Colop A1, 2017, 21:11)

Using another HRBP as an example to inspire other HRBPs is the method of Colop A1 to increase the interest in analytics. That being said, some HRBPs already see the value that analytics can add to their work, as Colop BP2 (2017) points out:

I definitely see the value [of HCA] and I think that's a two-way street. I cover the CFO area and our CFO is very number specific so for him it is also a natural part of driving his business to understand HR analytics. (9:37)

Supporting a business leader that has an interest in the numbers that the HRBP is providing helps realize the value of analytics. However, one of the challenges the HRBPs in Coloplast are facing is that the business leaders are not used to HR presenting numbers and immediately start to challenge the calculations. Colop BP1 (2017) exemplifies:

I have been in so many discussions where we made calculations, but then we started discussing the numbers and the way we got to the calculation instead of the actual

conclusions of the calculations. [...] So there is a lack of trust in HR, in terms of 'Can they actually do the math?'. (11:50)

To account for the difficulty of some HRBPs not being able to defend the number in front of the business leaders and preventing the HRBP to capitulate, it is therefore necessary that the analyst is supporting HRBPs when presenting analytics at the current maturity level. Currently it is the analyst himself presenting the numbers to be able to “challenge those that are challenging the data that I am providing” (Colop A1, 2017, 84:22). The reasons behind this decision are explained by Colop A1 (2017):

Because if the maturity around HR and HR data is at the level what it is in Coloplast then there will be too many challenging the data, not necessarily because the data is not correct, but maybe because they are not used to HR being able to talk with data. (84:47)

In future however, when the capabilities of the HRBPs increase, the analyst could participate in the meetings of the HRBPs as a backup and in this way increase the comfort of HRBPs to talk about numbers, as Colop A1 (2017) points out:

Ideally it is the HRBP that presents [analyses], because I think that gives the right picture and statement, as you also want to build their capability and comfort in talking with data instead of just gut feeling. (87:13)

5.3.3 Structure

The structural element of HCA in Coloplast is the close relationship with strategic HRBPs that fosters the development of analytics to the business needs and increases the impact of analytics. When building up the analytics function at Coloplast to provide insightful analytics, Colop A1 (2017) had to decide with which stakeholders he engages with. In his view analytics should focus on strategic issues to provide the highest impact to the business rather than local HR issues and therefore it should be structured around building a close relationship with the senior or global HRBPs. Colop A1 (2017) therefore first points out, that “When I look at the HRBP function, I think the more local you get, the less strategic focus there is” (73:06) and then explains:

What makes the highest impact to the business? Is that someone like Colop BP1 [as senior HRBP] or to focus on someone that is running operational tasks out in a sales

subsidiary with 30 employees? [...] That is in [the senior HRBP's] area and that is where you [as an analyst] need to focus to begin with. (Colop A1, 2017, 74:40).

To start up an analytics function, the relationship with strategic HRBPs is crucial in order to create impact. The characteristics of strategic HRBPs are that they spend more time on strategic issues and less on operational tasks such as recruiting and the like. The structural element of focusing on specific strategic HRBPs allows the analyst, on the one hand, to spot the most relevant business issues and on the other hand initiate a domino effect. By sparking the interest of the senior HRBPs they may inspire local HRBPs to follow, as Colop A1 (2017) explains:

I believe in the train the trainer principle, when you focus on [the senior HRBP] and the direct peers [...] that will have an effect on the [HRBPs] working 20 percent [strategic] and 80 percent [operational]. (75:41)

Similarly the senior HRBPs benefit from the analytics by becoming even more strategic in their roles:

The thoughts behind having an analyst role in Coloplast is also to be able to deep dive into [...] ‘What are there the root causes and drivers of these numbers?’, that can then be used in a conversation with the business. (Colop BP2, 2017, 15:19)

This is confirmed by Colop A1 (2017):

[Analytics] is also just a tool, where we say: 'Instead of you spending too much time on correcting or fixing everyday issues, if you do have the strategic mindset, you can spend less time on the operations piece'. So, it's more around fixing the root cause instead of fixing the issues that the root cause is causing. (68:10)

Furthermore having a close relationship with senior HRBPs allows to exploit the synergies in their roles, as Colop BP 2 (2017) explains:

The HRBPs might have picked up some hypotheses around what is going on in the organization that can then be investigated with number by the analyst. So that's where I see that there are some synergies that you can actually leverage the strength of both parties. (17:02)

The analyst could find data and make analysis that HRBPs would be unable to do themselves and the HRBPs could inform the analyst about the relevant business issues that could be

investigated. In this situation, Colop BP 2 (2017) states: “one and one becomes three” (23:30).

To foster the relationship with the senior HRBPs the analyst has set up a regular forum with senior HRBPs with the possibility to discuss the immediate business issues that can be investigated with the use of analytics (Colop A1, 2017). However, this movement towards becoming more analytical in HR in Coloplast has also faced some pushback from senior HR leaders as Colop BP1 stresses by referring to the Danish landscape of HR practice:

I think that you have a lot of crappy HR leaders out there [in general] and they [...] didn't crack the code yet and they probably never will. But they have very senior HR positions and they are the greatest influencers [...] and they are not driving the businesses in the right direction in terms of data and analytics. They don't understand it and they can't drive it. And I think those people have been leading the HR scenery in Denmark for some years now and it's probably changing because a lot of senior HR people are being changed these years. (25:30)

One important milestone of driving the analytical agenda in Coloplast was when the CHRO was replaced less than two years ago. The replacement has a commercial background and drives the current analytical journey of HR in Coloplast (Colop BP1, 2017).

5.3.4 Results Summary Coloplast

The data structure of our findings at Coloplast is the following:

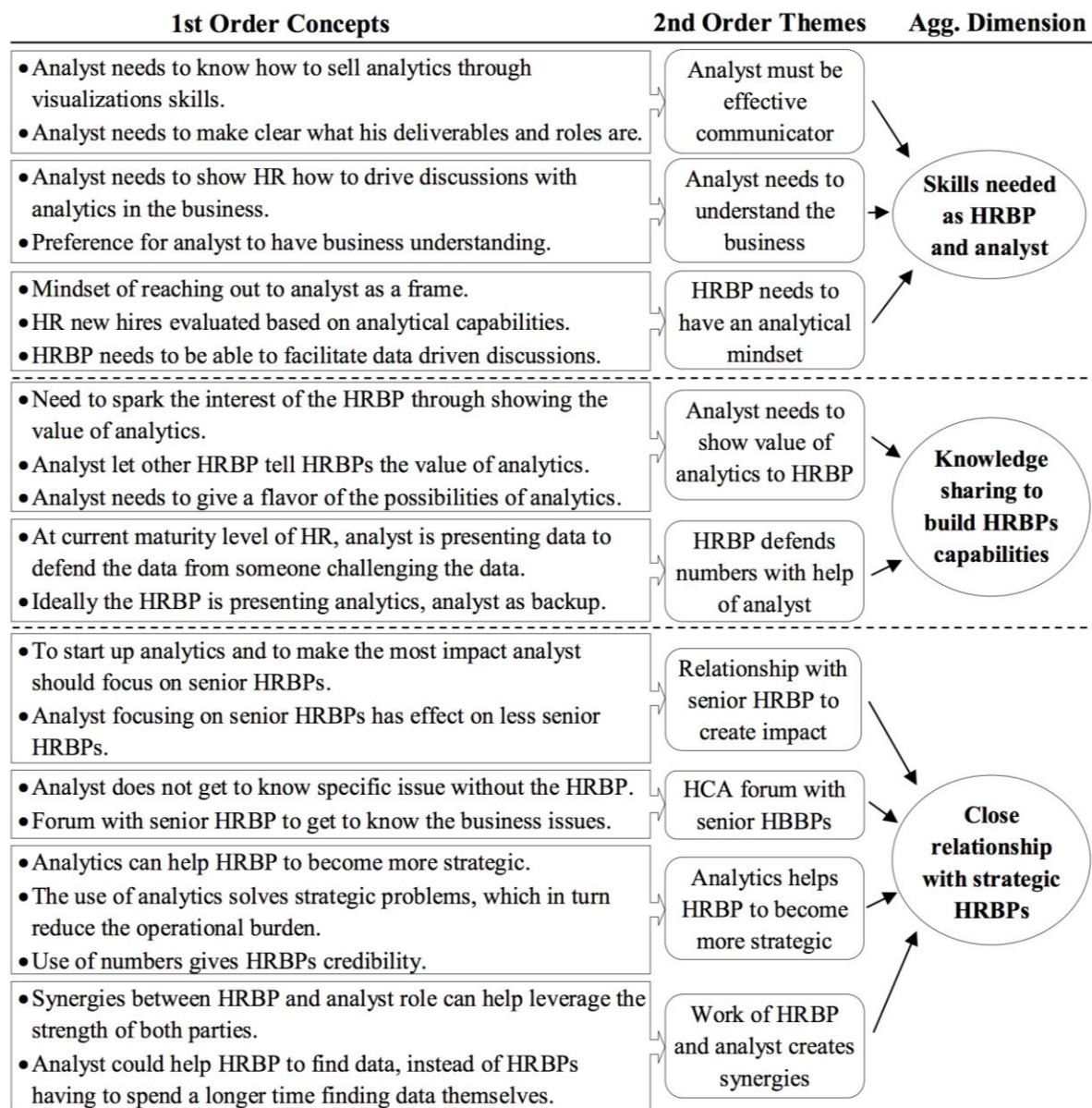


Figure 6: Data Structure: Coloplast

The skills needed as an analyst in Coloplast to work with HRBPs are effective communication skills which allow the analyst to present analytics in an understandable way as well as clarifying for HRBPs what analytics can provide.

The process and interactions are characterized by the current maturity level of analytics in Coloplast and therefore aim to build the capabilities of HRBPs through knowledge sharing.

The analyst is on the one hand showing the value of analytics to HRBPs and on the other hand also support HRBPs in defending the numbers to the business.

The structure of HCA in Coloplast is to place the analytics function close to the strategic HRBPs which generate the highest impact. Impact is to be understood as not only the ability to investigate the issues on the strategic agenda of top management but also by generating a domino effect where the senior HRBPs push the analytics agenda onto their colleagues and subordinates. Working together will create synergies as the HRBPs are able to spot the business problem for the analysts and the analysts can provide data in a faster way than the HRBPs searching for it on their own.

5.4 RESULTS DANSKE BANK

In this part we introduce the results of the case of Danske Bank. We first present our findings of the three microfoundations and then summarize them by presenting the data structure of the case.

5.4.1 Individuals

At the individual level in Danske Bank both the HRBP and the analyst are required to have certain skills to be able to work together. Developing an analytical understanding of numbers is a key characteristic that the analysts are beginning to require from the HRBPs of Danske Bank (DB A1, 2017; DB A2, 2017; DB A3, 2017; DB A4, 2017). DB A3 (2017) points out:

In future, they [HRBPs] have to improve in their ability to handle number and data in order to prove themselves that they are useful in a data-driven organization. (20:04)

While it is clear that carrying out analytics is not the job of an HRBP, a basic understanding of analytics is needed to be able to discuss the figure with the business (DB A2, 2017; DB BP1, 2017). DB A2 (2017) describes that currently “[HR managers] are not perfectly dressed to go out and discuss the figures” (21:11). Furthermore, especially the skill of deriving conclusions and recommendations from the presented analytics to be able to act upon them is lacking in Danske Bank. DB A2 (2017) exemplifies:

We go through [the reports] with the HR managers if they want to. Then it is up to them to take the next step. That is maybe where it goes wrong - then they have to explain a report full of tables and figures to someone who is actually used to work

with tables and figures. So, I think we have done some fine things internally in HR, but there is a gap [...] from HR to the business. (21:01)

While DB A2 and DB A3 see the need to improve the analytical capabilities of HRBPs in Danske Bank, DB A4 (2017) points out that the skills of the HRBPs have improved: “I actually think the level has increased, the HRBPs have improved on the ability to handle data themselves. [...] A couple of years ago it was worse” (10:21).

Recognizing the varying skills of the HRBPs in Danske Bank, DB A4 (2017) points out that a key skill for an analyst perspective is to know the requirements of the different HR teams, as he explains:

I would say for a great analyst to be able to perform well, you would need to understand the requirements of the different HR teams and also the day to day work and what challenges they face every day. (33:15)

Furthermore, DB A4 (2017) also has the exact receiver in mind when deciding the form in which the analytics needs to be presented, as he explains:

If I am producing some analysis for an HR manager in an IT department [...] this kind of person would like a list of things or some more concrete things. If it is somebody in the staff areas or somewhere else, this person might be more interested in the story [...] So it's very different. (37:02)

In order to meet the business needs the analysts need to think of their receiver and ensure that the data presented is not only containing relevant numbers for the respective receiver but also ensure that the story is told in a way that suits the preference of the recipient. Furthermore, as the foremost customer of analytics on the group level are the business executives it underlines the need for specificity and relevance. DB A4 (2017) points out:

HR always have to always be careful that they are serving the business and adding value to the business - and not just doing some HR stuff that are relevant for HR but not for the business. (14:55)

The skill of an analyst is therefore to understand the customers of analytics and the needs they are having.

5.4.2 Processes and Interactions

In Danske Bank the processes and interactions between HRBPs and analysts focus on making analytics digestible related to the skillset of serving the varying needs of customers. When interacting with HRBPs, DB A3 (2017) says: “[We] communicate in a very basic level, so without using too many IT terms or too many technical terms [...] so everybody can understand what you are saying” (24:04).

Also DB BP1 (2017) recognizes that in the interactions with the analysts, a key competency of DB A2 is his ability of “explaining the figures on eye level” (40:50). For DB BP1 (2017) this means that the meanings behind the numbers are explained in a way that suits a person that does not work with numbers.

Furthermore, as the analytical capabilities of HRBPs differ, the interactions with HRBPs also require the analyst to help them navigate in the analytics reports as DB A3 (2017) points out: “[HRBPs] usually want some help from us. So, we have to go to their office and help them to manage excel and help them to make these pivot tables and stuff like that” (8:22). This help is not only needed when navigating in the analytics reports, but also when presenting the numbers to the business executive, as DB BP1 points out:

Sometimes, I bring [DB A2] to the BUs to present something. [...] Because, he works a lot with figures [...]. I don't like to deep dive into numbers and figures. That is why it is so helpful to have people sitting in this [analytics] department that I can ask for help. (14:21)

Supporting HRBPs in not only understanding the figures but also step in and present them to the business is part of the current process for doing HCA in Danske Bank.

Additionally, to make the reports digestible is to produce and present them tailored to fit the exact needs of the receiver. Asked about how the analyst is making sure that HRBPs are using the report, DB A4 (2017) states:

If you alter your approach according to the receiver, you will never have somebody who doesn't want to hear what you have to say. So the one size fits all thought is really romantic but it's not really efficient. We did that at the beginning [when I joined] there were a lot of HR managers who just said: 'I can't use it, it is not interesting for me'. So the more you customize, the better the reception is. (38:22)

It is inefficient for the business if the analysts deliver uniformed reports in Danske Bank, and the chances are high that the recipient will not recognize the utility. However, the moment the analysts tailor the reports to the individual recipient they will get utilized. In order to make sure that also the right action is derived from the figures, the analyst therefore writes down findings and key takeaways for the recipient of the report, instead of just sending a report with a lot graphs and figures (DB A2). While DB A2 (2017) describes the complexity level of the analytics that the team is providing as simple, he points out that “most important is to tell the story. [You] need to make it interesting and point out why this is interesting” (42:30).

5.4.3 Structure

The structural element of HCA in Danske Bank is that analytics focus on serving top management. The top management represent on the one hand the HR management team consisting of the Head of HR and the senior HRBPs and on the other hand the business executives. The local HRBPs, however, are not the major stakeholder of the analyst and their perspective is focused more on operational issues, as DB A1 (2017) states:

Their [local HRBPs] perspective is different. Their perspective is very much on individual and on teams and getting them to work. Whereas the analytics is very much: 'What is the strategic direction of the people, engagement, employees, where are we at?'. (19:47)

With the reports mainly focusing on serving top management, the local HRBPs are not actively seeking for numbers. When asked how DB BP1 (2017) is using numbers as an argument for actions, he responded:

I tried to avoid it because it depends on 'Why do you like to have these figures?'. I normally say it's good to have figures, but what would you use them for? [...] you get much more out of a dialog, because if you have a figure it doesn't tell you the reason behind the figures. (9:48)

The local HRBP therefore does not know how to use the numbers presented from the analyst for his work. Furthermore, when looking at numbers, for example in regards to turnover, the analyst is not contacted to investigate the underlying reason behind the figures, but the subjective meaning of the reason is forming the basis of decision making, as DB BP1 (2017)

states: “Of course, if we have a high turnover of employees, we of course discuss, 'Why do we think that is?'” (6:07).

However, the HRBP is still willing to learn about the possibilities of HCA. When asked about whether a workshop with the analyst about HCA would be useful for HRBPs, DB BP1 (2017) answers: “Yes, absolutely. [...] Because it would be very good to know, 'What is it [the analysts] are capable of?' and 'What can [analytics] be used for?'” (35:43). Furthermore, knowing the possibilities of HCA, would help the HRBP in the interactions with the business: “It would help me when the BUs requests some figures or some benchmarks to say, 'Ok we are capable of this'” (DB BP1, 2017, 36:44).

While the local HRBP is interest in learning about the possibilities of HCA, for the analyst it is unclear what value the analyst could provide to the local HRBPs and what value the local HRBPs could provide to the analyst, as he states:

So I think it is interesting, where the [local] HRBPs get the value of HR analytics in their work and where does the analysts get the value of the [local] HRBPs. That is the thing I cannot tell you [...]. That is an interesting part - how important are they to HR analytics. How important are HR analytics to [local] HRBPs? It is a little vague. (DB A1, 20:34)

However, when asked about the senior HRBPs, DB A1 (2017) points out, “[The Senior HRBP] is the key to my success and I'm the key to his success actually” (22:35). For the analyst working in the local BUs, the senior HRBP is spotting the relevant business issues that needs to be investigated, as DB A1 (2017) explains: “[The senior HRBP] is part of the management meeting [...] and is picking up topics [...] and he comes back to me to we see if we can support it with data” (22:54).

The work of the senior HRBP and the analyst therefore creates synergies. The senior HRBP is spotting the relevant business problems which the analyst would not be able to spot while the analyst is providing the analysis to the senior HRBP which is lacking time and competencies to conduct these analyses himself, as DB A1 (2017) points out:

[The senior HRBP] understands the business problem and the data needed, but he doesn't have the time and the maybe all the capabilities to make the full report - that's where I come in. (31:10)

For the analysts working on a group level, those responsibilities differ. Asked about what determines the content of the analysis DB A2 (2017) answers: “It is what we can get out of the data systems” (6:12). Furthermore, the analysts on the group level do not get input about what business problems they could investigate as DB A2 (2017) explains:

I don't think we are actually getting any input from the business. It is only, as I see it, [...] mostly us pushing the figures. Of course there are some problems in the business, but I think they tend to take care of that themselves. (23:20)

Reflecting on the structure of doing analytics on a group level, DB A2 (2017) states:

Right now we are only doing things on group level, and that is why there is very little feedback from the business I think. You need the Head of HR to make it operational, because right now we cannot [navigate from it]. Or you wouldn't if you are further down the organization. (32:46)

The analyst would therefore wish to get more input from senior HRBPs and business executives about which elements of the analytics reports are useful to them, beyond only providing information (DB A2, 2017). In this way the report could include recommendations that could be operationalized, as he points out:

We get feedback from [the senior HRBPs] and they get some feedback from managers. But in my world the goal should be to have an operational report. It might be predictive it might not - it doesn't really matter. [...]. We need some kind of thing you do operationally. (30:05)

5.4.4 Results Summary Danske Bank

The data structure of our findings at Danske Bank is the following:

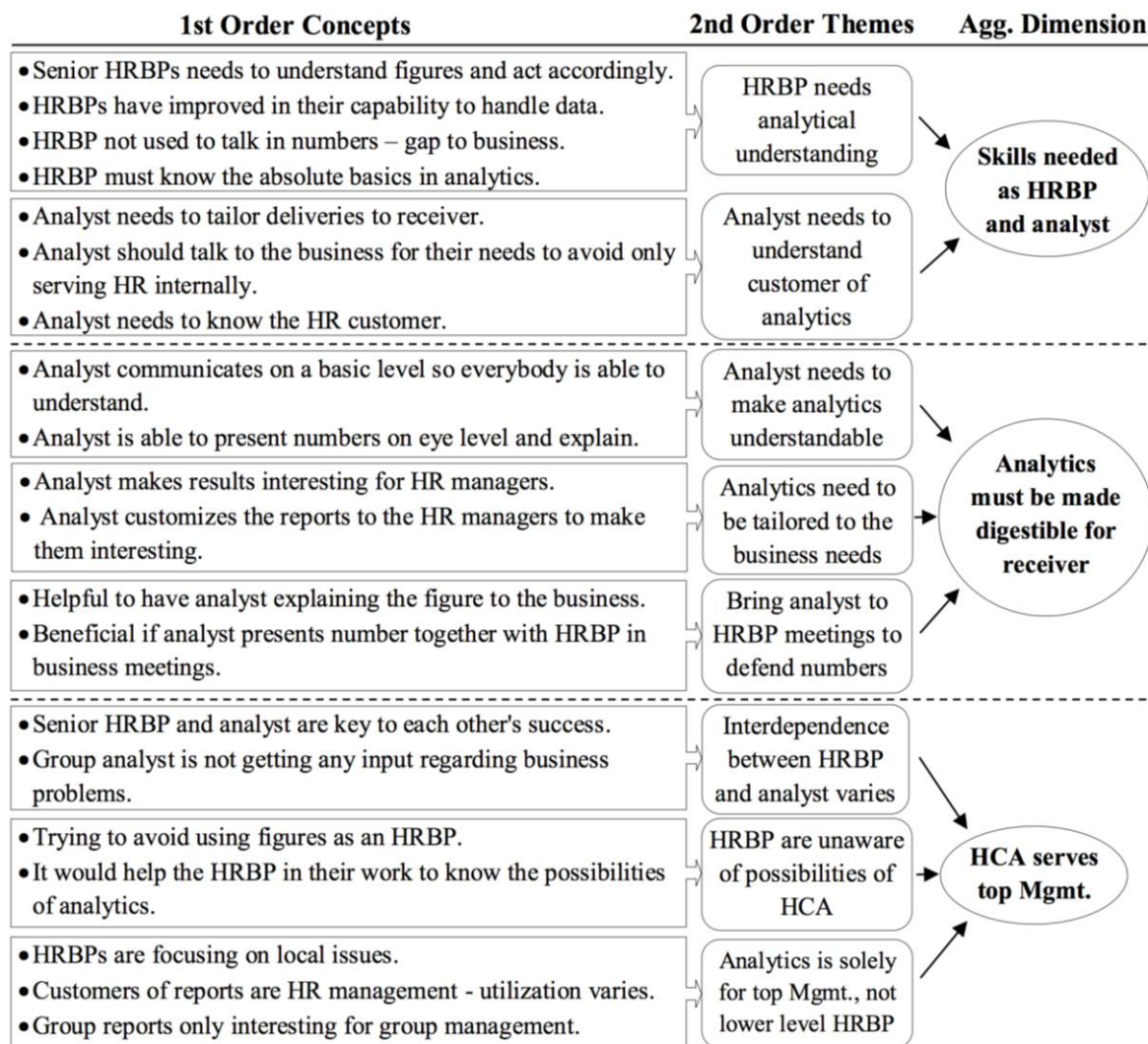


Figure 7: Data Structure: Danske Bank

A required skill of the HRBPs in Danske Bank is analytical understanding to be able act upon presented analytics and to use it in discussion with the business. While two analysts require further improvements of the HRBPs in terms of their analytical understanding, one analyst sees that the capabilities of HRBPs have improved. For analysts in Danske Bank it is a key skill to know the customers of analytics. On the one hand, this means understanding HR and their needs, especially when working on a local level. On the other hand, on a group level it is also important to understand the needs of the business executives.

The processes and interactions in Danske Bank are focusing on making analytics digestible. The analysts interact with the HRBPs to explain the provided analytics, but they also help HRBPs to present numbers to the business. In addition to explaining and helping to present the figures, the analyst also makes analytics digestible by tailoring analytics to the specific needs of the HRBPs.

The structure of HCA in Danske Bank is focused on providing information to the management team. In the local BU, the analyst interacts with the senior HRBPs to find out the specific needs of the business, while on the group level, the analyst uses the available data to push it onto the HR management team and business leadership team. By focusing on the senior HRBPs and executive, local HRBPs are unaware of the possibilities as well as their responsibility in regards to HCA.

6. DISCUSSION

By carrying out a multi-case study the aim of this study is to answer the research question of how to enhance the relationship between HRBP and analyst to build HCA as an organizational capability. We therefore developed our conceptual model and put forth propositions for the three microfoundations: (1) individuals, (2) process and interactions, and (3) structure. In the results part we laid out our results for each cases company and focused on the three microfoundations. In the first three discussion parts we now discuss each of the three microfoundations across cases (see figure 8).

Initial P.	I	P&I	S
DONG	○	○	○
Grundfos	○	○	○
Danske Bank	○	○	○
Coloplast	○	○	○
Refined P.	I	P&I	S

Figure 8: Structure of Discussion Part

By discussing across cases we contrast our initial proposition with the findings of the cases in order to arrive at our refined propositions.

After the discussion of findings in regard to our propositions, we move to a post hoc discussion. There we examine the connections between the refined propositions as well as discussing the impact of business leaders on the relationship between HRBPs and analysts. Finally, we outline a suggestion for a change implementation of HCA with the vision of making evidence the new organizational standard for people decisions.

6.1 INDIVIDUALS

To enhance the relationship between HRBP and analyst on the individuals' level, we first discuss the required belief and skills of HRBPs and then discuss the required belief and skills of analysts.

6.1.1 HRBP

In our proposition we argue that HRBPs are required to possess analytical understanding as well as recognize evidence-based decision making as part of their work. We therefore divide this part into two sections. First, we investigate the needed skillset of HRBPs regarding HCA and second, HRBPs' recognition of evidence-based decision making as part of their role.

HRBPs need analytical understanding

When asked about the needed skills of an HRBP regarding HCA in all cases our interviewees pointed out that understanding of analytics is important. This is in line with our initial proposition. However, when we presented our proposition, we argued that the need to understand analytics is twofold. On the one hand, the HRBP needs to be able to articulate a business problem in analytical terms and on the other hand also present the analytical findings to the business. In the cases our interviewees stressed the importance of an analytical understanding when presenting analytical results. However, the need for articulating a business problems in analytical terms was not a requirement.

Articulating a business problem in analytical terms is a joint effort between HRBP and analyst. As exemplified in the case of DONG, after the initial contact of the HRBP, the analyst is able to convert the request together with the HRBP into analytical terms. The HRBPs are not expected to have knowledge about the precise analysis they are requesting. Similarly in Grundfos the analysts appreciate every request from HRBPs, also without having a concrete description of their needs. In this view any request, independent on the analytical complexity, is a necessary first step for initiating a dialog. The dialog will then allow the HRBP and analyst to mutually come up with the hypothesis or question that can be investigated.

After the HRBP has requested data and the analyst provided the outcomes, however, an analytical understanding is important. The HRBP needs to possess analytical understanding to be able to defend analytics in front of the business. As pointed out by the case of Grundfos as

well as in Coloplast, business leaders are not yet trusting HRBPs in their use of analytics as arguments. Therefore, they might challenge the data to ensure that the calculations are valid. Understanding analytics enables HRBPs to defend numbers comfortably and confidently. In Danske Bank, the need for improving the analytical understanding of HRBPs is noted and identified as a potential gap to the business. Without analytical understanding HRBPs are unable to present the reports of the analysts to the business leaders, who are used to work with data. Due to the lacking confidence, this eventually leaves the data unutilized as HRBPs prefer to not present the numbers.

Based on above, understanding the analytical results provided by the analyst is a key requirement for HRBPs. Derived from the cases, understanding analytics means that HRBPs can grasp the meaning of an analysis and are able to articulate specific underlying assumptions, thus enabling them to present analytics to the business leaders and feel comfortable providing answers to the questions that the business leaders might ask. This will make the HRBPs feel equipped using analytics in their work. Moreover, understanding numbers qualifies the HRBPs to ensure utilization of analytics and derive actions from the data. When the HRBPs understand analytics and feel comfortable defending them, they are able to present the recommendations based on the data to the business leader and discuss actions.

HRBPs need analytical mindset

Regarding the belief of HRBPs, the cases made clear that having an analytical mindset is needed for HRBPs to be able to spot the relevant business problems that can be investigated with analytics. As pointed out in the proposition, the preference of people pursuing a career in HR are being people's people and not numbers' people referring to both their educational background and experience. The same is acknowledged by an HRBP in Grundfos who argues that it is difficult to change the mindset of HRBPs (Gfos BP1, 2017). However, as explained in the case of Grundfos, not only the lacking intrinsic interest of HRBPs makes it difficult to develop an analytical mindset, but also lacking requirements from the business leaders. As the business leaders are expecting opinions rather than numbers, they refrain from requesting data or evidence to back up recommendations of HRBPs. The current practice is explained by Gfos BP2 (2017):

What we do today is more, 'Ok now we have this report and the attrition rate is sky high', then we sit down in the management team and discuss what we *believe* is wrong and we can suddenly jump into conclusions [...] but we really don't know. [...] So perhaps this is where we as an HRBP could develop saying 'Ok let's stop *guessing* what is wrong' [...] and try to work with HR analytics to see if we can actually prove that this *is* the reason. (35:07)

An analytical mindset allows the HRBPs to recognize when situations call for evidence instead of basing decisions on gut feelings. The analytical mindset is therefore closely related to the recognition of evidence-based decision making as part of the role of an HRBP. In the example mentioned by Gfos BP1 (2017) of a high attrition rate, an analytical mindset allows HRBPs to realize how evidence can back up their arguments in front of business leaders, instead of presenting their best guess about the possible reasons of a high attrition rate.

However, the description of the current practice in Grundfos also clarifies that changing the analytical mindset goes hand in hand with making HRBPs aware of situations suited for the use of analytics. The lacking analytical mindset pertain to the lacking awareness of the possibilities of HCA as HRBPs are unaware that analytics can answers questions such as why attrition rates are high. We will evaluate this constraint further in the structure discussion.

The importance of changing the analytical mindset was also emphasized in the case of Coloplast and DONG. Having an analytical mindset will allow the involvement of analytics early in the thought process when investigating a business problem. Corresponding to the initial proposition, the analytical mindset is therefore necessary as it allows the HRBPs to go the first step towards the analyst to report the business problems that can be investigated through analytics.

Requirements are unclear to some HRBPs

When discussing the requirements of HRBPs to work with analysts, it is important to note that they are unclear for HRBPs. HRBPs do not know their role in HCA. An example is the comment of an HRBP in Grundfos: “Setting up the success criteria for an HRBP is blurred today – also for me” (Gfos BP2, 2017, 22:10). Similarly, DB BP1 (2017) expressed his limited knowledge of the area and the uncertainty on his role in it. On the contrary, when asking the analyst about the requirements of HRBPs, they have a clear idea about the capabilities needed. The reason why this is the case refers to the change that HCA brings to

the work of HRBPs. When asked what skills are needed as an HRBP in the traditional role we received clear answers, however, understanding of analytics and figures was not included (Colop BP1, 2017; DB BP1, 2017). Because HCA is in the process of implementation the HRBPs has not yet realized their position in this new HR reality. The discrepancy in perception of the needed skills might make it difficult for HRBPs to mature in HCA. An important factor in order to clarify the requirements for an HRBP in regard to HCA is therefore to explain the possibilities of HCA as well as establishing clear responsibilities, which we evaluate further in the structure discussion. Consequently, our refined proposition pertaining to the skills needed as an HRBP to incorporate HCA in their work, primarily represents the view of the analysts in the respective cases.

Refining our proposition

Deriving from this discussion our proposition remains the same:

Proposition 1.1 Developing HCA as an organizational capability at the individual level requires the HRBP to (a) possess analytical understanding and (b) have the analytical mindset to recognize evidence-based decision making as important for the role of an HRBP.

As argued above, the analytical understanding pertains to the skill of defending analyses in front of business leaders. Concretely, the HRBPs need to be able to understand the outcomes of the analytics models as well as explain the assumption and used data in order to use analytics in their work and be able to derive actions. With this understanding HRBPs are comfortable in using analytics as part of their role.

Furthermore, HRBPs need to have an analytical mindset which allows the recognition that evidence is needed to address business problems. The analytical mindset of HRBPs allows them to call for evidence instead of gut feelings when taking people-related decisions. The analytical mindset thus implies that HRBPs see the value of reaching out to the analyst. However, it is a prerequisite for the installment of an analytical mindset that HBRPs are aware of the possibilities of HCA.

6.1.2 Analyst

In this part we discuss the skills needed as an analyst to work with HRBPs. In our initial proposition, we argued that two requirements are necessary for the analyst, which forms the structure of our discussion. First, the analyst needs to recognize the importance of identifying a relevant business problem prior to mining data. Second, the analyst needs to possess communication and visualization skills.

Analyst needs to recognize importance of identifying business problem

In all cases, interviewees stressed the importance of identifying a business problem prior to data mining which is in alignment with our initial proposition. The analysts try to ensure that they have the necessary business insights to carry out selected analyses meeting business needs. Specifically, analysts aim to know the business on a more local than group level in order to meet local challenges (Dong A2, 2017), understand the dynamics at play in different BUs (Colop A1, 2017), and meet the customer needs (DB A4, 2017). The belief of getting to know the business problem leads the analyst to see the need for reaching out to the HRBPs. The HRBPs know the business and its current people problems and therefore they are the key to access the knowledge of the business needs.

While the recognition of knowing the business problem prior to data mining is essential, unexpectedly we also found reasons for performing data analysis prior to knowing exact business problems. This was a necessity in all cases as the HRBPs presently are not requesting any analytics, thus leaving the analyst with no knowledge of pressing business problems. Without interactions with the HRBP, the analyst is not able to perform analytics on the business problem. As this pertains to the necessary interactions with the HRBP, we get back to the discussion about possible reasons for data mining in the process and interactions discussion and focus in this part on the needed beliefs and skills of analysts.

Another important finding, relating to the importance of meeting business needs, is the need for the analysts to know certain aspects of the business themselves. In our initial proposition, we did not incorporate this aspect because, as argued by literature, knowledge of the business is one of the key skills of an HRBP (Smeyers, 2015). The collaboration with the HRBPs thus allow the analysts to get inputs on relevant business aspects. However, in the cases of DONG and Coloplast interviewees stressed the importance of the analyst knowing the business. We

found both cases offered compelling reasons why this skill of the analyst can be required in certain situations.

In DONG the skill of knowing the business allows the analyst to support the HRBPs interpreting numbers. By knowing the business components, the analysts in DONG are able to validate whether numbers in reports reflect reality or if irregularities are reflecting normality in certain BUs. Similarly, in Coloplast the HRBPs themselves prefer that the analyst understands the business. This enables the analyst to present tailored analytics to the HRBPs of respective BUs. With the current analytical capabilities of HRBPs, where knowledge of possibilities of HCA is lacking, it is a necessity that analysts show the possibilities to the HRBPs. As Colop BP2 pointed out, someone needs to teach HRBPs what they do not know. Therefore, especially when HRBPs are not used to work with analytics, it is an important requirement of analysts that they know the business components. The analysts are not required to spot the business problem by themselves, however, by knowing the business components analysts know the business specifics that enable them to show relevant possibilities to HRBPs.

Analyst needs to possess communication and visualization skills

We found in all cases that the analysts must be great communicators and visualizers. This skill allows analysts to create understanding for the receivers, which supports our initial proposition. First, the skill is needed in order to sell the data to HRBPs and business leaders. This is necessary both, when presenting figures internally in HR, as people are not comfortable working with numbers (Gfos BP2 2017; DB A1, 2017), and externally to BUs, as the business leaders do not trust data coming from HR (Colop BP1, 2017). The skill of being great communicators is also closely linked to the argument of avoiding misinterpretations and making analytics understandable, as otherwise decision makers risk making wrong decisions (Andersen, 2017). The business insights coupled with communicating skills enable the analyst to support the HRBPs when interpreting numbers (Dong A2, 2017; DONG BP1, 2017). In this sense, the communication and visualization skill mentioned in the cases are in line with our initial proposition.

Surprisingly, in relation to the strong communication skills, the analysts are also required to be able to advertise their own existence. In three of the cases we found that this skill is lacking as the HRBPs stress that they miss knowing what they can use the analysts for (DB

BP1, 2017; Gfos BP2, 2017; Colop BP2, 2017). Consequently, the HRBPs are not requesting analytics from the analysts. This is exemplified by two cases where the analyst is lacking requests and feedback from HRBPs (DB A2, 2017; Gfos A1, 2017). To spark this demand, the analysts therefore have to advertise their existence and showcasing their value to the HRBPs.

Another surprising finding was the fact that the analytics function should be carried out as a team effort structured as a consultancy team, with people holding diverse skillsets. Gfos A1 (2017) mentioned that his fellow analysts need to take on the hat of a consultant to support the HRBPs. Such team needs the components of a mathematician as a motor, a great communicator delivering results, and a visual person making the results easy to digest for the receivers. Gfos A1 (2017) thus emphasized that the role of the analyst is a team effort. In Danske Bank, a similar construction among two analysts is present. DB A3 and DB A4 work as a team, where the former provides the data for the latter who writes the results and findings tailored to the recipient. Conclusively this shows that the variety of skills needed as an analyst mentioned by Colop BP1 (Business knowledge as well as visual, statistical, and communicative skills) can be distributed between multiple individuals, hence avoiding that the analysts have too broad profiles without subject expertise.

Refining proposition

Deriving from this discussion we have refined our initial proposition:

Proposition 1.2: Building HCA as an organizational capability on the individual level requires an analyst to (a) recognize the importance of meeting business needs prior to mining data, (b) possess knowledge of the business components and (c) contain communication and visualization skills within the team of analysts.

Recognizing the need for meeting business needs allows the analyst to see value in the collaboration with the HRBP. As the HRBPs possess knowledge of the business problem, collaboration will allow analysts to perform relevant analyses. However, the analysts are also required to possess knowledge of the business components themselves. As specified above, knowledge of business components does not refer to knowledge of current business problems, but to the knowledge of metrics and analysis that can be used in the specific business setting of the organization. The knowledge of the business components will allow the analysts on the one hand to verify the data and on the other hand inform the HRBPs about potential analysis

or metrics they could use. Knowing the components of the business therefore refers to the understanding of how different BUs are structured. Furthermore, adding to our initial proposition, the diverse skills of the analyst do not necessarily be combined in one person, but the role of an analyst can be carried out as a team effort. Within this team, the analysts need to possess communication and visualization skills. The visualization skills make analytics digestible for the HRBPs. In addition, the communication skills allow the analysts explain analytics in a way that the right conclusions are drawn and furthermore allow to advertise the own existence.

6.2 PROCESSES AND INTERACTIONS

In this section we will evaluate our initial proposition of developing HCA as an organizational capability at the processes and interactions level, using the results of the cases. Our proposition requires the HRBP and the analyst to share knowledge when defining business problems and generating analytical results. The first part of this section will therefore focus on the processes and interactions pertaining to knowledge sharing when defining business problems. The second part pertains to knowledge sharing when interpreting the results.

Knowledge sharing when defining business problems

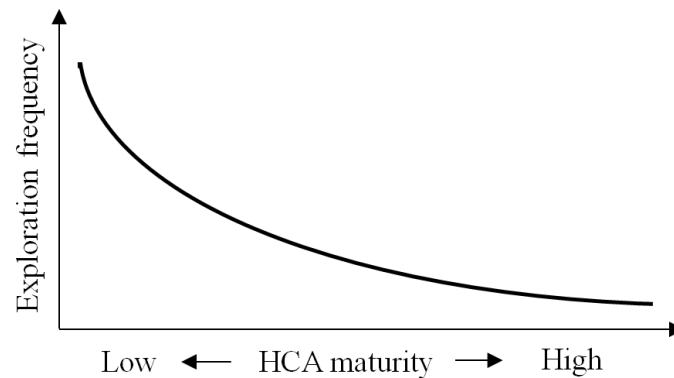
As part of our initial proposition, we argued that the processes and interactions require focusing on sharing knowledge when defining a business problem. This means that HRBP and analyst exchange knowledge about the business problem and possible analyses to arrive at the concrete hypotheses that is going to be investigated. In contrast, data mining refers to the process of analyzing vast amounts of data for hidden patterns of value. As our initial proposition indicates, we expected to find that HRBPs share knowledge about business problems enabling the analysts to meet business needs instead of the analyst mining data.

While there is a focus on identifying business problems prior to data mining in the cases, we also found evidence of the opposite. In one case, the analysts deliberately chose to perform data mining. In Grundfos, the analysts intentionally chose to set time apart to be able to investigate patterns in the data, as Gfos A1 (2017) explained: “That is where we just dive into the data, we have a hunch, we see if we can confirm it or can we investigate further” (22:41). This practice contradicts the suggestions made by literature. Literature argues that analysts need to find a business problem to investigate prior to looking into the data (Van Aggelen, 2017; Vulpen, n.d.), as data mining has no chance of meeting the business needs and will thus end up unutilized (Rasmussen & Ulrich, 2015). However, it seems as if the literature’s unequivocal advice on focusing on the right business problems prior to the performance of data analysis does not capture business realities. We argue that the practice in Grundfos is a necessary step building HCA. Gfos A1 (2017) does not neglect the importance of meeting business needs, however, he emphasizes that it is an important necessity to do data mining for two reasons. First, due to the short time the team has existed, they are still building awareness of the data availability. Second, the HRBPs have extremely busy calendars and do not send a lot of analytics requests yet. In order to inspire them about the possibilities the analysts

explore the data to share appetizers about analysis that the team is able to conduct. This raises the HRBPs' awareness of the possibilities of HCA and leads to further interest with potential new projects. Even the HRBPs in Grundfos highlighted their preference for having the analysts explore the data and use these explorations as inspiration (Gfos BP1, 2017; Gfos BP2, 2017).

Drawing from our initial proposition, data mining implies the risk of wasting time as the results may be irrelevant for the business (van den Heuvel & Bondarouk, 2017). The case of Grundfos was no exception in this regard. Gfos A1 (2017) used the example of presenting results of an unsolicited data analysis, showing a lacking correlation between seniority and performance, which received no further attention from recipients. This example shows that without meeting the current business agenda, an analysis has a high risk of being unutilized. We therefore do not argue that analysts need to perform data mining per se, however, they need to perform selective data exploration. By selective data exploration we do not mean diving into the data without a question in mind, instead, as suggested by Gfos BP1 (2017), the analysts need to select topics derived from the business strategy. This prevents the execution of blindfolded data mining and reduces the risk of the results being irrelevant. Furthermore, we also see the need for conducting selective data explorations related to the maturity of HCA in an organization. We define HCA maturity as: *the frequency of integrating analytics when making people-related decisions*. As HRBPs mature in terms of understanding and believing in data as well as in their knowledge about the possibilities of HCA, they will request more data related to business problems. When the analyst receives continuous input from the HRBPs about the most pressing business issues, the need to conduct selective data exploration diminishes.

Based on our findings we have derived a model explaining the need for doing selective data exploration that inspires HRBPs or business leaders to request data (see figure 9).



*Figure 9: Relationship between HCA Maturity and Need for selective Data Exploration
(Source: own making)*

When the maturity of HCA is low, meaning the HRBPs to not request and use analytics for decisions yet, the analysts need to do a larger amount of explorative studies in order to expand the knowledge of data availability and to awake the appetite for data among HRBPs. As the appetite for and understanding of data increases among HRBPs, they will start requesting more data from the analysts, leaving less time and need for explorations. Selective data exploration will therefore lead to a higher HCA maturity as the HRBPs get inspired about the possibilities.

As expected, once the HRBPs are enrolled, all the cases stressed the need for knowledge sharing about business problems. In line with our initial proposition and based on the cases, we argue it is a collaborative effort to define and continuously refine the specific business problem. Gfos A1 (2017) described a project in Grundfos, which he labeled ‘textbook perfect for collaboration’, where the HRBP reached out to him for some figures. Based on the request they met to align their understanding of the request and the underlying problem. Analyst and HRBP therefore established a continuous dialog throughout the project ensuring they addressed the right problem and fine-tuning the analysis. This collaboration received its label as the HRBP continuously pushed the analysts for insights, which evidently optimized the outcome of the project ensuring they addressed the business problem. We saw a similar process in the BUs of Danske Bank. DB A1 (2017) described the effective feedback loop he had with his manager who is an HRBP: “So it might be, he doesn't know exactly what he would like but when he sees the first draft, he can say: 'not that' or 'more of this'” (DB A1, 2017, 29:15). This ensures that he addresses the right problem and fine-tune the analysis.

In both examples it is a natural part of the performance of analytics to adjust focus and figures according to preliminary results on a continuous basis. We argue that this is a necessity to meet the business needs, as business leaders will lose attraction to figures the moment figures seem irrelevant for them. Defining the exact business problem is therefore not necessarily a prerequisite for the initiation of an analysis, but a continuous task from initial request until end results requiring the involvement of both HRBP and analyst. Furthermore, this process of continuous revision of the analysis represents a mutual knowledge sharing process. The analysts become aware of the business and its needs and the HRBPs become aware of the boundaries of what is analytically possible and build the habit of thinking in terms of data when encountering problems in future.

Knowledge sharing when interpreting results

A frequent problem pointed out by literature as well as interviewees across cases is that of driving actions based on the analytical results (Bassi, 2011; Boudreau & Cascio, 2017; Colop A1, 2017; DB A2, 2017; DONG A2, 2017; Gfos A1, 2017). As argued by Starbuck (2017), there is no reason to perform analytics in the first place if the results are not actionable. The process of result interpretation therefore not only includes the process of transforming data into relevant information, but also deriving advice for actions. Emphasizing its importance and difficulty, Andersen (2017) argues that the process of deriving strategic actionable knowledge from analytics requires true understanding of the business and company strategy related to the workforce. In the cases, we also saw different approaches to the process of interpretation where analytical results are turned into actionable knowledge.

Reporting standard metrics, such as attrition rates or headcount figures in the group functions of DONG and Danske Bank, creates an overview of the status of the organization, but does not answer the ‘why’ questions. This leaves HRBPs with the only option of guessing the underlying reasons and drive actions from these guesses. DB BP1 showed this when he stated: “If we have a high turnover of employees, we of course discuss, 'Why do we think that it is [like that]?', [...] ‘what are the reasons behind?, ‘what could we do to avoid it?’” (6:07). The report does not provide any explanatory numbers leaving the HRBPs with the option of ‘discussing’ and ‘thinking’ about potential explanations. Reporting are therefore unsuited to provide answers to ‘why’ questions, which is confirmed by literature saying that general

metrics and reporting does not provide underlying reasons (van den Heuvel & Bondarouk, 2017). Reporting does thus not represent actionable knowledge.

To ensure that actions can be taken, we state in our initial proposition that the analysts and HRBPs should interpret results together, enabling the production of actionable knowledge. A part of interpreting results into actionable knowledge is by explaining the ‘why’ while ensuring it is ‘the right why’. However, as we did not find any concrete studies of how such interpretation process should take place, we had no preconception of it. In the cases we found multiple methods for the practices of ensuring explanations.

In DONG both HRBPs and the local analyst (DONG A2, 2017) argued for the importance of the analysts’ close dialog with HRBPs ensuring that the right conclusions are drawn. To ensure that HRBPs tell the right story based on the data, the analysts write specific notes to the HRBPs when creating presentations for them to be presented to business leaders.

In Danske Bank the process of interpretation varies. On a local level, DB A1 (2017) highlights the interdependence and close dialog with the HRBP that is his manager, as they are jointly responsible for serving business leaders with data, one delivering the business input, the other delivering data output, and both interpreting results. On a group level, however, they use two different approaches to ensure the recipients make correct interpretations of data. For the analysis conducted, the analysts include executive summaries emphasizing the interesting points. This is related to the literature which argues that storytelling is a vital element that makes results actionable by providing simple and digestible explanations (Rasmussen 2015, Starbuck 2017).

The second approach that ensures correct interpretations in Danske Bank is one that corresponds to the practice in Coloplast. In both cases, the analysts themselves go to business meetings together with HRBPs to explain and defend the numbers. In Danske Bank DB BP1 (2017) explained that he brings DB A2 to meetings with the business leaders to help explain the figures. However, he still emphasized the importance of his own presence at those meetings to help answering the ‘so what’ questions (DB BP1, 2017). In Coloplast the approach is seemingly the same. At the current maturity level, where trust in data coming from HR is lacking (Colop A1, 2017; Colop BP1, 2017), it is necessary that the analyst participates in business meetings where analytics are presented to challenge those challenging the data. Both cases showed the importance of the presence of both, an HRBP, who ensures

utility, and an analyst who ensures validity. This argument is strengthened by the HRBPs in Grundfos, who are also experiencing getting challenged on the numbers. Instead of requesting the analyst to defend the numbers, it is a requirement that the HRBPs understand the data:

“What I face so many times is: 'This is not the truth', [...] you are just faced with all these bad excuses why your presentation is not the truth. So, you need to be able to understand the dataset completely” (Gfos BP1, 2017, 41:27).

Drawing from our individuals' discussion, we argued that HRBPs need analytical understanding and thus need to understand the numbers, however, they should not and realistically cannot know the figures at the same level as the analysts. Therefore, the presence of an analyst may be a good idea in instances where the analysts deem the figures vulnerable to challenges. Also the analysts cannot be expected to know the business problems at the same level as the HRBPs. Therefore, we argue, in line with our initial proposition, that HRBPs and analysts are jointly responsible for sharing knowledge when interpreting results.

Refined proposition

Deriving from this discussion we have refined our initial proposition:

Proposition 2: Building HCA as an organizational capability at the processes and interactions level requires the analysts to perform selective data exploration to initiate the process of knowledge sharing between HRBPs and analysts when continuously interacting to define the business problem and when interpreting results to actionable knowledge.

Adding to our initial proposition, with a low maturity level of HCA the analysts needs to provide the HRBPs with selective data explorations to awaken HRBPs' appetite for numbers and inspire them to request more. Selective data explorations refer to deriving a relevant topic for investigation from the current business strategy and perform analytics on this topic. This ensures the relevance of the performed analysis and will in turn raise the HCA maturity. Once the HRBPs are inspired about the possibilities and request data, the process of collaboration of creating analytics begins. In this process, HRBPs and analysts need to maintain a dialog from end-to-end. This ensures on the one hand that the outcome of analytics targets the business needs and on the other that the right interpretations are made in order to derive actions. As the cases suggested, to support the process of interpreting results, analysts can write out the story or participate in business meetings together with the HRBPs.

6.3 STRUCTURE

The structural element of the microfoundational view of organizational capabilities enables the processes and interactions, but potentially also constrain them (Felin et al., 2012). As we argued in our initial proposition, building HCA as an organizational capability at the structure level requires a mutual inclusion through the definition of shared responsibilities between analysts and HRBPs. To arrive at our refined proposition we will in this section discuss the themes of the interviews regarding the structural element of HCA. First, we are going to discuss the benefits of analytics for HRBPs. Second, we are going focus on the interdependency of HRBPs and analysts from both perspectives. Third, we point out how the inclusion of work arenas can bring more visibility to HCA and why this is important. To conclude, we arrive at our refined proposition.

Benefits of Analytics for HRBP

A structural element that hampers the use of analytics among HRBPs in Grundfos is the time constraint of HRBPs (Gfos BP1, 2017; Gfos BP2, 2017). Having to balance the strategic and operational people topics of the area they are supporting, HRBPs often do not have the time to continuously interact with the analyst to assist tailoring analytics to specific business needs (Colop A1, 2017; Gfos BP1, 2017). Our proposition of integrating the analyst in the work of the HRBP thus poses a time challenge to the work of the HRBP. A key requirement enabling the integration is therefore that analytics is helping the HRBPs to spend their time more effectively.

The HRBPs in DONG and Coloplast state that analytics help them in their work. In Coloplast, analytics is seen as a tool that allows fixing the root causes instead of dealing with the everyday issues that the root cause is causing (Colop A1, 2017). It therefore reduces the operational burden and in turn allows the HRBPs to work to focus on more strategic issues. Also in DONG, the HRBPs point out that analytics supports them in their work by giving them an overview of the organization. Similarly, in Grundfos analytics help HRBPs navigating in an environment of ever-increasing complexity.

Interdependency of HRBP and Analyst

Surprisingly, despite the arguments of the usefulness of analytics of selected HRBPs, concrete examples of collaboration between HRBPs and analyst are still sparse in the cases. On group level in DONG and Danske Bank, analytics are delivered based on transactional interactions. This means that the analysts receive a request and delivers a result with no further communication than input and output. As we argue in our proposition, the structure of mutual excluded work areas and the resulting transactional interactions between the HRBP and the analyst does not enable processes of knowledge sharing about the concrete business problem as well as the analytical outcomes. Unsurprisingly, we found that group level analyst in Danske Bank is lacking input on business problem as well as feedback on the provided analytics (DB A2, 2017). Similarly, in DONG the group level analyst is detached from the BUs problems (DONG A2, 2017).

In contrast to the transactional interactions, collaboration between analyst and HRBPs, would allow the coproduction of the specific hypothesis as well as the implications of the analytical models. As we argued in the initial proposition, mutual inclusion would enable exploitation of the synergies of the two roles. Here the analysts produce meaningful analytics and the HRBPs are able to derive actionable recommendations. This also refer to the interdependency between analysts and HRBPs. Analysts are dependent on HRBPs to be able to get to know the business needs and the HRBPs is dependent on the analyst to receive analytics for decision making. Regarding this, Gfos A1 (2017) points out: “collaboration truly exists in the translations” (47:36) where the business problem is jointly translated into a hypothesis and the outcomes are jointly translated into practical implications. The HRBPs and analysts therefore have a joint responsibility to translate the business problem and the outcomes of the analytics projects. As Colop BP2 (2017) points out:

The HRBPs might have picked up some hypotheses around what is going on in the organization that can then be investigated with numbers by the analyst. So that's where I see that there are some synergies that you can actually leverage the strength of both parties. (17:02)

However, despite the interviewees acknowledging this interdependency, we also found that the interdependency between HRBP and analyst varied. Mainly two factors influenced the interdependency, one being analytics maturity and the other being the awareness of the

possibilities. The next two parts are therefore investigating the interdependency both from an analyst and an HRBP perspective.

Analyst's dependence on HRBP depends on maturity level

From an analyst's perspective, referring to our four cases, the dependency of the analysts on the HRBPs varies depending on the analytical maturity of the organization. This is adding to our initial proposition, where we assumed a constant dependency across all maturity levels, meaning that the analyst is always dependent on the input of the HRBPs. By analytical maturity, we refer to the Talent Analytics Maturity Model of Bersin (2014), which has four levels. The lowest level (1) of operational reporting reflects reaction to business demands by providing standard metrics such as headcount figures or attrition rates. The second level (2) is advanced reporting, which is proactive and include dashboards customized to a business settings. The third level (3) is strategic analytics where statistical analysis is conducted on business issues leading to actionable solutions. The highest level (4) is predictive analytics where predictive models are developed, which include a risk analysis and mitigation as well as integration in the business planning (Bersin, 2014). The maturity of the cases range from operational reporting to strategic analytics, which is why we disregard the level of predictive analytics (4) in this discussion.

Based on the cases, we argue that the higher level of analytics maturity, the higher the dependency of the analyst on the HRBP (see figure 10).

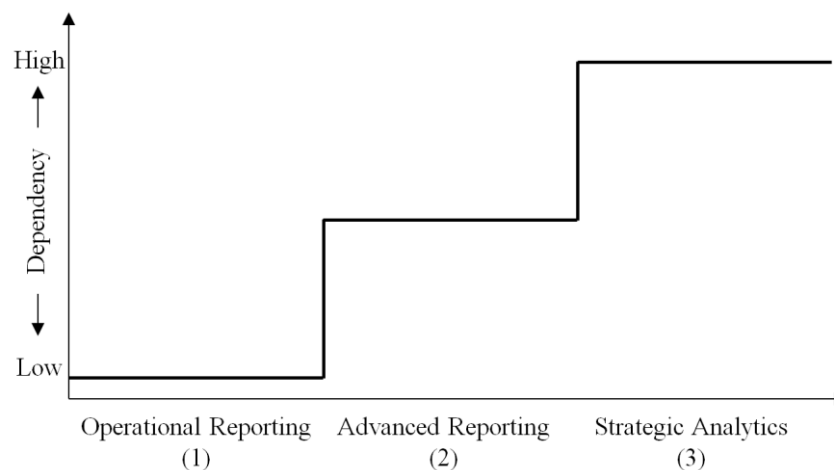


Figure 10: Dependency of Analyst on HRBP (Source: own making)

As described in the case descriptions, the group level analytics functions in DONG and Danske Bank, are working with operational reporting as well with advanced reporting, where the reports are customized. For the operational reports in both cases, the available data is the parameter guiding the structure the report (DB A2, 2017, DONG A1, 2017) and thus the dependency on HRBPs is low.

In Coloplast the people scorecards are being developed from being uniformed to be customized to their respective business units (Colop A1, 2017). This indicates that they are moving from operational reporting to advanced reporting. Colop A1 (2017) stated that in this process he had to set up meetings with business units people representatives for their input to the customized scorecard. While Colop A1 (2017) depends on the HRBPs when customizing the reports to the business needs, once the reports are set up, the scorecards needs no further development. Consequently, the dependency can be classified as moderate.

In contrast to the group level analyst in DONG and Danske Bank, the analysts working in a BUs in DONG and Danske Bank refer to the HRBPs as their primary stakeholders. The HRBPs are presenting them the necessary information about possible business problems for investigation. Their work can be categorized as strategic analytics, not because they necessarily use advanced statistical methods, but because analytics is performed on current business issues. As the analysts do not know the business problem themselves, the HRBP becomes a major stakeholder in informing the analyst about them.

The fact that strategic analytics implies the analysts' high dependency on HRBPs is confirmed by the case of Grundfos. Gfos A1 (2017) is referring to the HRBPs as the main stakeholders as the HRBPs are the able to present the business problem on which strategic analytics can be performed. This was exemplified by the quote:

Primary stakeholder are of course our HRBPs, they are key for us to succeed with the analytics unit that we have. We can be the best analysts [...] but if we don't get input about what is critical [...] [and don't have someone that] makes sure that it is used for decisions and discussions, then we have lost. (Gfos A1, 2017, 6:50)

Without input from HRBPs, analysts are not able to spot the relevant business problem that needs to be investigated. Therefore, the relationship between analysts and HRBPs becomes more important with higher maturity.

HRBP's dependency for analytics depends on awareness of possibilities

From a HRBP perspective the dependency on the analyst is less straightforward. While some of our interviewees pointed out possible advantages of collaborating with the analyst, in three out of four cases, interviewees point out that HRBPs are unaware of the possibilities of HCA (DONG, Danske Bank, Grundfos). For HRBPs it is therefore unclear what potential analyses could be conducted and thus what value analysts are providing to HRBPs. Without knowing the possibilities of HCA and the potential analysis that could be conducted, HRBPs have no incentive to reach out to the analysts. Furthermore, as not all business leaders are currently requesting analytics from the HRBPs, the HRBPs seem to not dependent on analysts. However, when making the HRBPs aware of the possibilities of HCA, they will get informed of previously unperceivable burning platforms. An example of this was when Gfos BP1 recognized the need for analytics, after Gfos A1 shared a relevant analysis for his area. Thus, realizing the possibilities of HCA creates a pull effect, where the HRBPs requesting analytics from the analyst. Consequently, the structure of making the possibilities of HCA visible for the HRBP community is a key enabler to awaken the HRBPs' demand for collaboration. While the HRBPs' dependency for the analyst correlates with their knowledge of HCA possibilities, we also found that their dependence was influenced by the demand from business leaders, which we discuss in our aftermath.

Maturity level also depends on analytical capabilities

So far this discussion has showed that the analysts' dependency on HRBPs increase with analytical maturity and the HRBPs' dependency on the analyst increases when they are made aware of the possibilities of HCA. To move to a higher maturity level, it is therefore important to make analytics visible for HRBPs. However, it is important to note that an increase in visibility does not automatically lead to a higher analytical maturity. The analytical capabilities residing in the analytics team determines the threshold for analytical maturity. The cases point out that some analysts might not be certain if it is the right time to advertise their function, as DONG A1 (2017) states: "It's a little too soon to just open up the goodies bag because we are not certain that we can provide all of [the analyses]" (19:50). Also in the case of Grundfos, when the analytics function was established, the analyst did not advertise the function due to the uncertainty of what analytics they are able to provide. Gfos

A1 (2017) stated that the part of figuring out what analysis they are able to provide took a lot of time when setting up the function, as he explained:

I think we spend a lot of time getting on our feet, figuring out what competencies, what skills we need, what data we have, how the data landscape in Grundfos looks like. We spend a lot of time initially, when ramping up and getting ourselves in place, so that we could say, 'we are ready to actually perform analyses'. (51:54)

It is therefore important to note that when moving to a higher analytics maturity level the analysts' analytical capabilities needs to be in place.

Visibility of HCA

Making analytics visible was not part of our initial proposition but the cases made clear that it is key to move to a higher maturity level (it is important to note in this regard that all the cases expressed their desire to move to a higher analytical maturity level). Especially two structure elements were expressed in the cases in order to make analytics visible. One being the use of regular reports and the other is building a relationship with strategic HRBPs. In the following we argue that mainly the relationship with strategic HRBPs enables the processes of knowledge sharing and thus is the preferred structure to move to a higher maturity level.

Reports do not increase visibility

The first structural element, mentioned in the case of DONG, is the use of regular reporting to increase the visibility of analytics (DONG A1, 2017). The reports, which contain basic metrics, such as attrition rates or headcount figures provide regular touchpoints for the HRBPs with the analysts and could lead to clarification questions and a desired increase in awareness. The case of DONG showed, that reports did not lead to requests that go beyond clarification questions of the report. As a result, the group-level analyst and HRBPs are interacting on transactional bases rather than mutually include and collaborate in their work. Reporting as a way to increase visibility does not make the HRBPs aware that more advanced analytics are possible. In this case the HRBPs do not recognize their dependence of the analysts. An example of this is the statement of one HRBP in DONG:

I mean, one thing you need to take into consideration is that of course analytics don't change so often. I mean, after a while you know your organization, you know your

analytics, I don't say by heart, but you know it. So there is no need to go to analytics to see every time. (DONG BP2, 2017, 52:20)

The HRBP is unaware of the possibilities of HCA as he only views analytics as a way to get an overview of the organization. However, the possibilities of strategic analytics also offer explanations for causes of a certain phenomenon. For example if a study found that employees leaving a company got a lower wage compared to their average colleague as a possible explanation for a high attrition rate. On the contrary, reporting or metrics do not offer explanations on reasons behind a metric (van den Heuvel & Bondarouk, 2017). Similarly, in Danske Bank, when having a high attrition rate, the local HRBP and the managers *discuss* the reasons behind the metric as DB BP1 (2017) states: “We of course discuss what are the reasons behind, what could we do to avoid it and what could we do to not be in this situation again” (6:07). He does not consult the analyst for more analytics that may explain the reason behind a high attrition rate. However, as argued by literature, while the use of reporting is valuable for HRBPs, reporting with metrics are not able to provide explanations on the causes of the numbers (van den Heuvel & Bondarouk, 2017). Reports do not lead to interactions with analysts, even when HRBPs regularly receive reports. With the aim of moving to strategic analytics, reports are therefore not suited to increase the visibility of analytics in an organization.

Strategic HRBPs increase HCA visibility

The second structural element to arrive at the desired visibility of HCA was mentioned in the three remaining cases (Coloplast, Danske Bank, Grundfos). All of them emphasized focusing on strategic HRBPs that support the top executives of the organization regarding people-related topics. ‘Strategic’ indicates here that the HRBP has high seniority and high influence on strategic business decisions. Three reasons underlie this emphasis. First, focusing on the strategic HRBPs allows analyst to target the most strategic issues that the company is facing with the highest impact on business (Coloplast, Danske Bank). Second, focusing on strategic HRBPs allows narrowing down the target stakeholders to a manageable number of individuals, as exemplified in Grundfos where they have 15 strategic HRBPs compared to 80 in total. Third, as the strategic HRBPs are also responsible for their subordinate local HRBPs, making HCA visible for this target group enables the strategic HRBP to train the local HRBPs about HCA (Coloplast).

Based on these three reasons, we argue that to move to strategic analytics and create visibility for analytics, the analysts and strategic HRBPs should to build an alliance. By alliance we mean: *a close relationship, with mutual inclusive work arenas through the definition of joint responsibility of translating the business problem and the outcomes of analytics*. Furthermore, such alliance is characterized by being trusted partners (in the sense that they know when and for what they can depend on one another) and a common goal regarding HCA. This enable HRBPs to share knowledge about the business problems and analysts to share knowledge about the outcomes of the analytical model. As knowledge sharing happens in collaboration, the analytical models are tailored to the business needs. Hence, when the analyst make numbers understandable the HRBPs are able to act on the outcomes.

Furthermore, collaboration with strategic HRBPs enables analysts to focus on the most strategic issues and create visibility in the HRBPs community (Colop A1, 2017). As local HRBPs report business problems to the strategic HRBPs, and the strategic HRBPs selects the most critical ones for further investigation. The analysts will thus focus their efforts on the most critical business problems rather than serving all HRBPs as illustrated in figure 11 (the ‘S’ indicates the strategic HRBP).

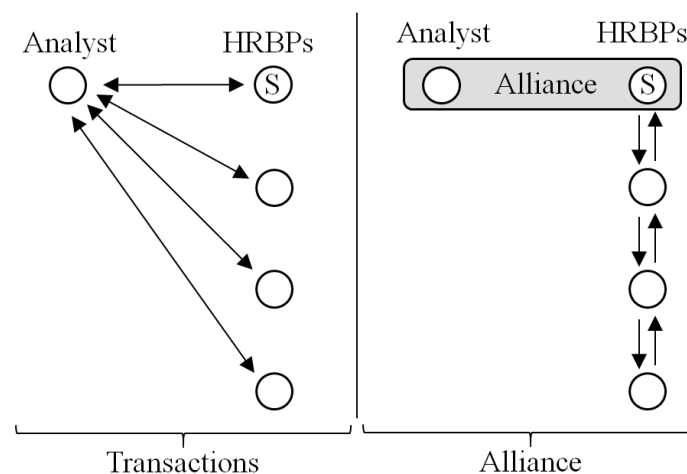


Figure 11: Relationship between Analyst and HRBP: Transactions versus Alliance (Source: own making)

Instead of receiving requests from all HRBPs on transactional basis, forcing analysts to prioritize themselves, in an alliance analysts are able to focus on selected HRBPs. If local HRBPs share their business problems with strategic HRBPs, the prioritization happens within the HRBPs' community instead. Having the HRBPs prioritize is favorable, as the analysts

does not have the sufficient business insights compared to HRBPs. Furthermore, when having strategic HRBPs using analytics in their decision making they inspire the local ones to adapt this practice as well.

To create this alliance we argue that the analyst must push selective data explorations onto the strategic HRBPs. This way the analysts creates appetite for figures and gain trust in that they can deliver. As pointed out in the process and interaction discussion, selective data exploration plants a seed for future collaboration.

The alliance will in turn allow the exploitation of synergies of the roles of HRBPs and analysts. HRBPs are able to support their arguments in the business with evidence and analysts are able to perform analytics on business issues. In Coloplast and Grundfos both HRBPs and analysts saw the need to establish a closer relationship with overlapping responsibilities to exploit synergies. In Coloplast both the HRBPs and the analyst expressed the need to establish a forum where analyst and strategic HRBPs are able to discuss the most pressing business issues. In Grundfos, both, HRBPs and analysts, aim to integrate into each other's work and have a shared responsibility in terms of defining the hypothesis as well as deriving the recommendations to address the business problem.

As the analyst in Coloplast just started exploring the possibilities to move towards strategic analytics, collaboration projects have not yet been conducted, however, in Grundfos they have. Here, one specific strategic HRBP and Gfos A1 collaborated when defining the hypothesis that can be investigated and when translating the results into actions (Gfos A1, 2017). However, the current challenge in Grundfos is to attract HRBPs that have not yet worked closely with the analysts (Gfos A1, 2017). In this regard, the analyst in Coloplast suggested using projects with one specific HRBP as examples to convince other HRBPs about the value of the collaboration. The aim is to spark the interest of other strategic HRBPs to collaborate and join the alliance.

To conclude, establishing an alliance between analyst and strategic HRBP and mutually include in the work areas enables the process of knowledge sharing when defining business problems and interpreting results. This leads to higher relevance of the analytical models and thus a higher usability in discussion with the business leaders.

Refining our proposition

Deriving from this discussion we have refined our initial proposition:

Proposition 3: Building HCA as organizational capability at the structure level requires (a) to make analytics visible by establishing an alliance with strategic HRBPs (b) arrive at a mutual inclusion through the definition of shared responsibilities between strategic HRBP and analyst.

Adding to our initial proposition, to build HCA as organizational capability on the structures element, requires establishing an alliance with strategic HRBPs. Alliance refer to having a common goal as being trusted partners for the each other. Furthermore, by clarifying the relationship between HRBPs and analysts, the cases showed that with a rising analytics maturity the dependency on HRBPs of the analysts increases. Establishing an alliance with strategic HRBPs through selective data explorations makes analytics visible in the organization and enables analysts to target strategic business problems. In line with our initial proposition, by mutual including the work arenas and defining shared responsibilities, the HRBPs and analysts are able to share knowledge about the business problems as well as the outcomes of the analytical models.

6.4 POST HOC DISCUSSION

The three previous parts have discussed our propositions of the three microfoundations of organizational capabilities. We outlined how we arrived from our initial to our refined propositions and gave explanations to ‘why’ the refined propositions enhance the relationship between HRBPs and analysts. During our study we also noted elements with importance for the relationship that go across and beyond the three microfoundations. In this part we therefore discuss two topics with importance for building HCA as organizational capability.

First, we discuss the necessity of focusing HCA not only on HRBPs and analysts, but also business leaders. While we delimited our study to examine the HRBPs and analysts, we acknowledge the significance of business leaders’ implication on the relationship. During our interviews we noted the vital influence they have on HCA. In the first post hoc discussion we therefore outline the different focus areas of HCA and argue that HCA reside in the area intercepting analytics, HR and the business.

Second, we outline steps towards the implementation of HCA in an organizational context. By studying HCA as an organizational phenomenon in its infancy, we realized the important element of change when moving towards evidence-based decision making. In the second post hoc discussion we therefore address *how* to introduce our propositions in an organizational context. In order to do that, we focus on the connections of the three microfoundations and provide our argument of how to successfully implement HCA by drawing from Kotter’s (1995) framework for organizational transformation.

6.4.1 Analytics, HR, and Business Intercepts in Relation to HCA

In our delimitation we specified that our study only pays attention to the relationship between the HRBPs and the analysts as the process of HCA is carried out by these two actors according to literature and discussions with practitioners (Hackaton, 2016; Patel, 2017). However, our findings suggest that a third actor plays a vital role in the process of HCA. The business leaders who are the end users of analytics are hard to exclude from this process equation. In fact, when discussing the relationship between the HRBP and the analyst the following question arises: Why do the analysts not go directly to the business leaders for their inputs and show the value of analytics directly to them? In order to explain why, we first want to address the different possible collaboration scenarios. Overall there are three areas in play:

Analytics (represented by analysts), HR (represented by HRBPs), and the business (represented by business leaders).

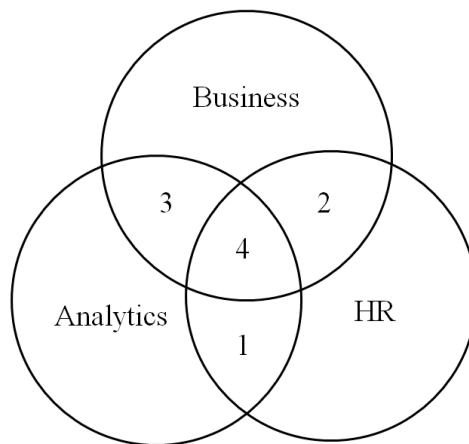


Figure 12: Analytics, HR, Business Intercept in relation to HCA (Source: own making)

In the first intercept (1), the analysts solely serve HR, which only benefits the analysts themselves and HR, however, it will not serve the strategic agenda of the business which is the purpose of HCA. We did not come across an example of this specifically, however DONG BP1 referred to an example where the HR management received an analytics report and not utilizing or handing it to the business, thus not driving any action.

In the second intercept (2), HR represented by HRBPs and the business leaders would have to decipher the analytics results independent of the analysts. As literature suggest that people have a tendency to value their beliefs over data (Rasmussen & Ulrich, 2015), excluding the analysts in processes of problem identification and result interpretation invalidates HCA. In addition, this practice also refers to the knowledge sharing process of translating the analytics output into actionable knowledge and defending it in front of the business leaders. As shown in all cases, an HCA process without the analysts leads to lacking trust in the data and implies the risk of misinterpretation.

In the third intercept (3) the communication of defining a problem and interpreting the results would happen directly between the business leaders and the analyst. The problem that occurs in this case pertains to multiple factors. As the analytics function in the cases resides in HR and works with people-related data, analysts need someone who talks the local language of the business, while at the same time understands HR (Andersen, n.d.; DB A4, 2017). This is linked to another reason pertaining to the practice of addressing strategic issues. Someone

needs to become a trusted advisor for the business leaders in order to establish a dialog (Gfos BP2, 2017), and this person needs seniority in order to get impact, as Colop BP1 says: "I am sure an analyst could do many of these things as well, but you have to have some seniority to build it to the next level" (38:50). Neither the business leaders nor the analysts are sufficiently educated to make people decisions at the moment.

Based on the limitations implied in the above, we argue that companies need to focus on the fourth intercept (4), where all three areas intercept. This is where the analysts have a touchpoint in both HR and in the business via HRBPs who has the mandate to influence business decisions. However, the use of HCA, and thus also HCA maturity, heavily depends on the individual business leader. As indicated by DONG BP2, a reason why the use of analytics is individualized among HRBPs is due to the manager they are supporting: "[The use of analytics) also depends on the managers [...], we have some managers who are extremely focused on analytics, they really like more information, others a bit less" (54:40). Therefore, in order to build HCA that serves the business, business leaders have to be taken into consideration. The close collaboration between HRBPs and analysts allow them to meet the needs of the business, however, if the business leaders are not interested in data from HR the effort is useless.

When business leaders recognize the value of making people decision based on evidence, the connection of all three areas in intercept (4) will allow the HRBPs and analysts to target relevant business issues and provide actionable knowledge to the business. In this discussion it is important to note that the recognition of the value of HCA by business leaders also depends on the ability of HRBPs to communicate the value of it. Furthermore, it also depends on the analysts' ability to equip HRBPs with analytics that can convince the business leaders of this value. With the individual skills of the HRBPs and analysts in place, effective knowledge sharing processes, and alliance and mutual inclusion between strategic HRBPs and analysts, this intercept benefits both analysts and HRBPs. The analysts get business insights from the HRBPs and the HRBPs drive business decisions by using analytics in their discussion with business leaders.

Consequently, this discussion outlined the importance of taking the business leaders into consideration when moving towards evidence-based decision making about people topics.

Important to note is that HRBPs and analysts have an influence on business leaders' endorsement of making people decision based on evidence.

6.4.2 HCA Transformation

In this part we outline the steps towards HCA transformation, which touches upon the connections between the microfoundations of organizational. Literature as well as interviewees argue that HCA enables HR to move from a support function to become a strategic business partner driving business performance (Andersen, n.d.; Colop A1, 2017; Gfos A1, 2017; Rasmussen & Ulrich, 2015). In order to address how to implement HCA, we argue for the application of organizational change theory.

During the data collection, we realized that the process of introducing HCA is carried out as a continuous change of HR, however, in order to make HCA an organizational capability we see the need for an episodic change. Change processes can be divided into the two categories of continuous and episodic. While continuous change represents the constant and unceasing small changes on micro-level that make organizations develop slowly over time, episodic change characterizes the process of large macro level changes in systems and perceptions of reality happening within a short time period (Poole & Van de Ven, 2004).

While all the cases showed great interest in participating in our study and advocated for the great business value of incorporating HCA, in none of them there was an integrated incentive to use analytics. This shows that there seem to be a discrepancy between the intention of building HCA and the incentive to practice evidence-based people decision making. Interviewees mentioned how HCA is currently under development, and have been it for a long time. However, interviewees also emphasized that business leaders do not require the HRBPs to bring evidence when giving advice as they still ask for opinions (DONG BP2, 2017; Gfos BP1, 2017). This also relates to the emphasis on the difficulty for HRBPs to get started (Gfos BP1, 2017; Gfos BP2, 2017).

On this basis we conclude that there is simply not enough incentive to make the organizational transformation where evidence-based people decision making is a business requirement. In the article "Why Transformation Efforts Fail" Kotter (1995) introduces eight consecutive steps that organizations need to follow in order to establish lasting organizational transformations. We draw from these steps and point out the needed steps in regards to HCA

implementation, by focusing on the connections between the three microfoundations and discuss each of the steps in the following.

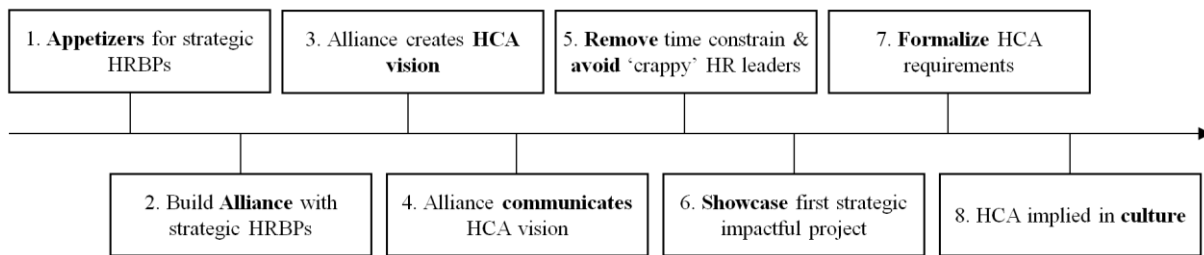


Figure 13: Process of HCA Implementation (Source: own making)

1) Starting from the lack of incentive to make the organizational transformation the first phase in an organizational transformation is that of establishing a sense of urgency. To enhance the relationship between HRBPs and analysts and to build HCA as organizational capability, it became evident in the cases that the HRBPs needs to be pushed by the analyst to collaborate. While this phase is vital in order to spark any form of incentive for people to change their behavior, it is the one where more than half of all companies fail (Kotter, 1995), and the transformation to build HCA is no exception. Literature points out that many companies establish an HCA function inspired by other companies and hype rather than a specific need (Rasmussen & Ulrich, 2015). Therefore, we argue that this is the primary reason why organizations continuously experience issues implementing HCA. We found in the case companies of this study, transformation towards the use of HCA is an expression of exploring possibilities rather than meeting necessities. Without the establishment of a need, people will not change behavior (Kotter, 1995).

In order to create urgency to change, we draw from the process and interactions discussion, where we found that the analysts need to perform selective data exploration. Furthermore, as pointed out in the structures discussion, the main target group needs to be the strategic HRBPs. In combination with their business knowledge, we argue that the analysts need to select a strategic topic, with relevance for the current direction of company, and perform a selective data exploration. On the basis of these they create appetizers targeted specific strategic HRBPs. These appetizers have to be of strategic content that the HRBPs cannot ignore in order to create the sense of urgency that generates enrollment for collaboration. When pushing relevant insights onto the strategic HRBPs, the analysts are able to demonstrate

not only the usefulness of analytics, but also how HCA sheds light on issues that will not be detected without it.

Furthermore, drawing from Kotter (1995), an important part of establishing a sense of urgency is the change requirement from top management. In the cases, we noted that an initial important part of building HCA and hiring the first analyst was a replacement of the CHRO. We therefore argue that the CHRO, or an equivalent, should put HCA on the agenda. In addition to the replacement of CHROs in the cases, we also noted that an important factor of establishing visibility of the analytics function was the hierarchy level of the analyst. Discussions with practitioners suggested that the analytics function needs to reside close to top management (Hackaton, 2016). We also saw a diversion in the impact of analyst across and within the cases caused by exactly this factor. In DONG the group level analyst (DONG A1) reports to an HR manager responsible for multiple different HR areas, who then reports to the head of CoE. This differs from Grundfos where Gfos A1 leads the team and reports directly to the head of CoE. As the analyst in Grundfos started already collaboration projects with HRBPs and with strategic impact the difference in hierarchy level could explain that in Grundfos a higher urgency to change towards HCA can be noted. This could also explain why the local level analyst (DONG A2) who reports directly to the strategic HRBP of his BUs and gets inputs directly from them, has more strategic impact than his group level counterpart. Creating a sense of urgency through selective data exploration as well as a pushing top management will allow to sparks the interest of strategic HRBPs.

2) By creating urgency strategic HRBPs see the need for collaboration with the analyst. This allows the creation of an alliance between analysts and strategic HRBPs, which Kotter refers to as a powerful coalition (Kotter, 1995). What we also learned from the cases, the analyst cannot build an alliance with all strategic HRBPs. It is therefore important to select the ones that one the one hand are most interested in HCA and on the other has the necessary strategic impact to help driving the transformation. In Grundfos, Gfos A1 reached out to only a few of the 15 strategic HRBPs to secure their support in HCA.

3) After the alliance of analysts and strategic HRBPs is in place the alliance needs to set a common vision for the change. As pointed out by Kotter (1995), one person might develop the initial vision, however, the collaborative effort improves the quality of the vision and also leads to a specific strategy for achieving the vision. The importance of this phase is to create

clarity of the change direction and it must be comprehensible and easy to communicate. We therefore argue that the initial HCA alliance develop a common vision that fits to the strategy of the respective organization. As the vision depends on specific company context, an overall recommendation cannot be give, however, we want to mention one specific aspect, which was highlighted in across all cases as well as in discussions with practitioners (Hackaton, 2016). The time constraint HRBPs must be addressed in the vision of HCA. HCA cannot be an ‘on top of your pile of current tasks’ for the HRBPs. It has to either replace tasks or better, reduce them. The latter we find probable as HCA is expected to replace operational tasks with strategic tasks and eventually reduce the total workload as pointed out in the structure discussion.

4) When the clear vision is established within the alliance, there is a need to communicate it. For the case of HCA, the vision needs to be communicated to the HRBP community. Using the examples of the cases we suggest one way of communicating the vision is through workshops with the HRBPs community and the analysts communicating the vision of HCA. In Danske Bank, DB BP1 (2017) was convinced that a workshop about HCA would be able to inspire them. In Grundfos, such a workshop has been carried out, leading to an interest of the HRBPs to start working with analytics and collaborating with the analysts (Gfos BP1, 2017; Gfos BP2, 2017). However, even though the workshop captured his interest Gfos BP2 states that it is still “hard to get started” (29:12). Other potential ways of advertising HCA would be through newsletters, town hall meetings and other events. While advertisements such as workshops are a good initial start of communicating the vision of HCA, the actions also need to be followed through. As Kotter points out, the leaders of change also need to “walk the talk” (Kotter, 1995, p. 64). Analysts and selected strategic HRBPs therefore need to start collaborate in order to convincingly conveying the message of a change from gut feeling towards evidence-based decision making to both, the local HRBPs as well as to the business leaders.

5) Despite having secured the interest of the business in general and HRBPs specifically, it is important to remove obstacles that may be a hindrance for the new vision (Kotter, 1995). Most HRBPs we interviewed where fascinated by the possibilities of data, but everyone emphasized the constraint of time as the main reason why they had not invested more effort into HCA. This time constraint needs to be handled delicately if HCA is to become an organizational capability. While we did not come across specific solutions to this obstacle in

the cases, we suggest that the success criteria of senior HRBPs incorporates HCA and make the use of it an expectation. As the vision suggests, the workload of HRBPs should not increase when enrolling to HCA as the root causes of operational tasks will be addressed by its use (also step six should address this constraint).

Another obstacle that has to be addressed is the problem of HR managers that do not believe in the datafication agenda. This problem was mentioned by Colop BP1 (2017) who stressed that there is currently a large layer of ‘crappy’ senior HR managers who prefers traditional leadership rather than evidence-based problem solving. As Kotter (1995) suggests some of the worst obstacles to change processes are managers “who make demands that are inconsistent with the overall effort” (p. 6) and these obstacles need to be removed. As Rasmussen & Ulrich (2015) suggest, 20 percent of HR employees will simply never get HCA and he thus emphasizes that they should be avoided in the implementation process as the attempt to enroll them is needless. Similarly, during a HCA workshop at CBS (05-09-2016) a spokesperson from Novo Nordisk explained how they had learned through practice that if people do not believe in the project, they needed to work around them instead of persistently try to convince them. On this foundation we therefore argue that the coalition work around this middle layer of ‘crappy’ senior HR managers instead of wasting time trying to convince them to join the transformation.

6) The removal of obstacles has to be revealed through actions. Especially the removal of the time constraint must be demonstrated in order to generate a trust and change in mindset of the HRBPs. In order to do so, the powerful guiding coalition of analysts and strategic HRBPs has to plan for some short term wins and ensure that these are making visible performance improvements to the organization. This is the step where the showcases that the HRBPs in the cases demanded are given attention. In order for HRBPs to change behavior they need to see the benefit and improvements driven by HCA with their own eyes. Persuasion of change is ineffective if you have no concrete evidence showing the effect of change (Starbuck, 2017). Additionally, creating short term wins may need the element of pressuring those stakeholders that can help generating such wins, as argued Kotter (1995). As Gfos BP2 indicated, he would like the analysts to apply pressure to his use of HCA, as he does not see his voluntary enrollment happening at the current state of HCA. It is therefore important to generate some end-to-end analytics projects with a compelling story and outcome, which inspires the HRBPs to change their mindset towards HCA. In addition, it is important to pressure those strategic

HRBPs that can help generating such short term wins. We argue that the coalition focus on a low hanging fruit of strategic improvement through the use of HCA. They need to apply pressure to the strategic HRBPs to join the coalition. Through collaboration they generate the first end-to-end project of success with the highest possible strategic impact for the least amount of effort in order to minimize the risk of failure. This showcase will represent the proof of concept for the vision of transforming people decisions from being gut-based to become evidence-based.

7) When the previous steps are performed, Kotter emphasize the importance of avoiding declaring victory too soon (Kotter, 1995). If the change is not followed through even after the previous steps are successfully completed a change process may lose its sense of urgency and thereby its momentum to become accepted as ‘the new standard’. We argue that when the previous steps are carried out, HR is ready to expect HRBPs to apply data when servicing business leaders. Correspondingly, the skill requirement of HRBPs has to be redefined to include understanding of numbers and perhaps offer training sessions for those in need. In addition, this represents the point where mutual inclusion through shared responsibilities is formally defined. 8) Finally, when the change is structurally implemented it is important that managers as well as employees perceive it as ‘the new standard’ to be performing evidence-based decision making. This way HCA becomes a habit and an embedded part of the organizational culture.

7. CONCLUSION

In this section we conclude our research. We provide the answer to our research question, discuss the limitations of our study, and answer the ‘so what’ question by pointing out the implications for research as well as practice.

7.1 ANSWERING OUR RESEARCH QUESTION

The purpose of this study was to investigate how to build HCA as an organizational capability. To close the gap between data, analysis, and decision making we have argued that collaboration between HRBPs and analysts enables the development of HCA as organizational capability, which is why we put forth our research question:

How can the relationship between HRBP and people data analyst be enhanced with the purpose of building HCA as an organizational capability?

Drawing on the microfoundations of organizational capabilities we developed three initial propositions for the following levels: Individuals, processes and interactions, and structure. Deriving from our multi-case analysis, we have illustrated, explored and developed our initial propositions, arriving at refined versions, while subsequently discussing the connections across the propositions to answer the research question.

On the individual level, HRBPs need to possess analytical understanding to be able to use analytics in their work as well as recognize evidence-based decision making as important part of their role. This enables HRBPs to see the value of collaborating with analysts. To collaborate with HRBPs, analysts need to make analytics digestible through visualization and communication skills. Furthermore, analysts must understand the business to be able to demonstrate useful analytics to HRBPs as well as recognize the importance of meeting business needs.

On the process and interactions level, analysts are required to perform selective data exploration, in accordance to the HCA maturity. This sparks the interest of HRBPs and initiates the processes of knowledge sharing. Sharing knowledge through a continuous interaction when defining the business problem ensures the relevance of the analysis. Furthermore, knowledge sharing when interpreting the analysis secures that the right actions are derived.

On the structure level, building HCA as an organizational capability cannot imply added workload to HRBPs. Developing HCA to a higher analytical maturity creates an interdependency, as the analysts rely on business insights from HRBPs. Consequently, HRBPs start demanding more analyses when realizing its possibilities. Finally, an alliance between strategic HRBPs and analysts is needed to make analytics visible in the organization. The alliance implies a mutual inclusion of work arenas with shared responsibilities enabling the process of knowledge sharing.

In addition to the three microfoundations, to build HCA as an organizational capability, the relationship between HRBPs and analysts needs to focus on the intercept between analytics, HR and the business. Important to note is the influential role of business leaders when moving towards HCA. To change towards the use of evidence in people decision making, the cases suggest the need for an episodic change with analyst and strategic HRBPs taking a key role in this transformation.

In summary, to enhance the relationship between HRBPs and analysts to build HCA as an organizational capability, organizations should adapt to the propositions when aspiring to adopt an evidence-based approach to people decisions. Next, we will outline the limitations of our study as well as the implications of this study for research and practice.

7.2 LIMITATIONS AND HOW FUTURE RESEARCH SHOULD ADDRESS THEM

In this section we present the limitations of our study, discuss how they affected our research and how further research could address these limitations.

By choosing a qualitative research strategy we had the advantage of depth and possibility of exploration. Despite having conducted a multi-case study, we cannot reject the possibility that the cases do not represent the overall population of companies that have an HR department and aim to become evidence driven. In fact, we recognize a bias in our case selection method. Our case selection criteria sought out companies which are already practicing HCA. They are therefore already employing at least one analyst who performs analytics on people topics. In addition, with our method of identifying case companies through participating in workshop and discussing with practitioners, we naturally ended up with companies that are pushing the

agenda of HCA. This represents a selection bias as the case companies most likely have advanced their HR practice above average of companies with HR departments.

In order to investigate the relationship between HRBPs and analysts from a representative sample, future research should therefore seek to ensure the representation of companies with an HR department. We suggest carrying out a quantitative study with random sampling of companies having an HR department. This study should seek to investigate the applicability of our propositions by testing the frequency of the problems that our proposition seeks to mitigate. By testing if other companies experience similar challenges in relation to the relationship between HRBPs and analysts, additional studies could investigate the applicability of our propositions and the suggested implementation using Kotter's eight step model for organizational transformation.

A second limitation of our study is using the snowball method for selecting interviewees in the cases. As our key informants were the analysts of the respective case companies, using the snowball method might have led to the conduction of interviews with HRBPs that are already in close contact with analysts. Further research should seek to reach out to analysts and HRBPs individually, with the aim to better represent both actors.

A third limitation to our study is the choice of HCA process representatives. While we expected the study of HRBPs and analysts to be a closed circle relationship that we could investigate without further involvement, our study suggest that the influence of business leaders as well as CHROs play a vital role in the implementation of HCA. These actors have already been outlined in our discussion. We therefore suggest that further research should investigate the influence of business leaders in the process of HCA by asking questions such as: 'Do you see the a business value of investing in HCA?' and 'Do you request analytics when interacting with HRBPs?'

A fourth limitation pertains to our data collection. The objective of our study has been to guide behavior towards collaboration between the analyst and the HRBP. In order to do so, we had to acquire knowledge of the present behavior of HRBPs and analysts in order to determine current struggles. This knowledge has partly been built by reading external materials and analysis of the field, partly through participation in workshops and other activities where we observed and discussed the relationship between the HRBP and the analyst, and finally through interviews in the respective case companies of our study.

However, while we may have a good fundamental understanding of behavior in the field in general, we may lack a sufficient understanding of the behavior in the individual case companies. To understand peoples' behavior, conducting interviews as well as surveys, has proven to be a poor determinant (Bryman, 2016). There is a gap between what people say they do and what they actually do. In addition, Felin et al. (2012) suggest that the microfoundations "emerge from the interaction of [firm] members". This raises questions about our results of documented practices in the individual case companies. As our study has shown, the structures and processes surrounding HCA varies significantly between different companies. In order to enhance our findings with regards to the present behavior, we would suggest an ethnographic approach of observing the practices as they take place in the respective case companies. With a better understanding of the behavior in these companies, we would expect our suggestions for improvements and establishment of HCA as an organizational capability to be more specific as well as valid.

A fifth limitation lies in the inclusion of a change perspective. When investigating change processes, it is naturally important to study such change phenomenon over time. Further research seeking to represent the change perspective should therefore include this time perspective in their research of HCA.

7.3 IMPLICATION FOR RESEARCH

In this section we introduce the implications of our study for research. We therefore discuss how future research is able to build on our findings.

First, our study outlined the microfoundations of organizational capabilities in regards to HCA. For each of the three microfoundations we explored what is needed in order to build HCA as an organizational capability. Further research can operationalize our refined propositions into testable hypotheses. Conducting a quantitative study would allow testing the propositions. Furthermore, in a quantitative study, the 1st order concepts of our data structures of each cases could also be used as items in a questionnaire-based survey.

Second, our research of the relationship between HRBPs and analysts pointed out that a third actor, being the business leaders, needs to be taken into consideration. As pointed out in the post hoc discussion, HCA needs to focus on the intercept between business, HR, and analytics. As business leaders have an influence on the work of HBRPS, further research

could build on this finding and conduct a study about the relationship of all three actors. This would allow enriching the understanding of their relationship.

7.4 IMPLICATIONS FOR PRACTICE

The purpose of this study was to suggest practical solutions that might inform future HCA practice. In this part we outline the implications of our project for business practice.

Deriving from our introduction, in this study we argued that in order to move from an individual practice of HCA to an organizational capability, HRBPs and analysts need to collaborate. We studied the three microfoundations of organizational capabilities in four large Danish companies and our findings have the following implications for practice.

First, we clarified the capabilities needed as analyst and HRBP to collaborate in regards to HCA. Clarifying these necessary capabilities enables organizations to detect shortcomings while it may be used as guidance when recruiting for HCA or when analyst and HRBPs need to develop their skills further. In addition, adding to current literature, we also reveal that the diverse skillsets of an analyst might be combined in a team of analysts in order to ensure subject expertise.

Second, we found that data mining on a subject related to the current strategy of a company, a practice we labeled ‘selective data exploration’, might be a necessity to inspire HRBPs about the possibilities of analytics. While data mining is heavily criticized by the current literature, selective data exploration minimize the risk of performing analyses without strategic relevance. In practice, companies with low HCA maturity, meaning that evidence-based decision making related to people decisions is not imbedded in the company culture, should allow the analysts to perform selective data exploration and push these to HRBPs. Thus, they not only explore the data possibilities, but also encourage HRBPs to take on the data agenda and bring it to strategic people decisions in the business.

Third, we illuminated the interdependency between analysts and HRBPs. While previous literature already pointed out the important role of an HRBP in regards to HCA (Creelman, 2017; Patel, 2017; Smeyers, 2015a), our study showed that the analysts’ dependency correlates with the analytics maturity. When advancing in analytics maturity the dependency increases. Similarly, we found evidence that HRBPs’ dependency on analysts had determining factors. On the one hand it is determined by their knowledge of HCA

possibilities and on the other it depends on business leaders' demand on evidence when making people decisions. In practice this means that when climbing the maturity ladder the relationship between HRBPs and analysts becomes increasingly important. However, importantly, it also means that the value of HCA needs to be communicated to business leaders as well as the HRBPs as they are determining the overall business demand for HCA.

Fourth, we emphasized the importance of building an alliance between analysts and strategic HRBPs. When building an alliance with the strategic HRBPs the analysts not only narrow down the population of people to persuade, it also increase the likelihood that the analyses get higher strategic impact. Furthermore, the strategic HRBPs most often has employee responsibility of lower level HRBPs who would be expected to join the HCA movement as well. Analysts in companies wanting to increase the strategic impact and general frequency of requests, should therefore target strategic HRBPs with their selective data explorations.

Fifth and last, we found that there is a discrepancy between the intention of using HCA and the incentive to actually use evidence-based decision making for people decisions. To initiate the change process, analysts should push appetizers to HRBPs and CHRO, or equivalent, should put HCA on the agenda to establish a sense of urgency. In addition, companies should consider placing the analysts close to top management. When creating urgency for change, the analysts form an alliance with strategic HRBPs. This alliance should put out ads in the form of events such as workshops and create at least one successful and strategic impactful analytics project to show the possibilities and value of using HCA. Finally, when such change process is ongoing the organization needs to reorganize such that structures and capability requirements fits the reality of HCA. Such changes should lead to a change in mindset, making evidence-based decision making for people decisions the new standard.

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A Multi-Case Study of DONG Energy, Grundfos, Danske Bank and Coloplast

- 9. Appendices -

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9.1 Appendix 1: LinkedIn Message

Partnership for HR Analytics Master Thesis

Hi,

Together with my partner, I am writing my master thesis about HR analytics and the relationship to HRBPs and we would like you to be part of our project. Specifically, we investigate how to enhance the partnership and create synergies.

As we conduct this research in multiple companies, we expect to get differentiated insights into the relationship and based on our analysis we will be able to give advice on how to enhance the partnership between HR analytics and HRBPs.

If you find this interesting, I could forward you our research proposal and I am looking forward to connecting!

9.2 Appendix 2: Research Proposal



Research Proposal

1. Introduction

We would like you to be part of our research project. We are two master students studying 'Strategy, Organization and Leadership' at Copenhagen Business School. Currently, we are working on our Master Thesis in Human Capital Analytics, supervised by Dana Minbaeva (Professor in Strategic and Global HRM).

2. Focus of the project

Our project focuses on the relationship between the HR Analytics function and HR Business Partners and aims to provide actionable knowledge of how to strengthen their partnership.

Our research question is the following:

How can the partnership between HR Analytics and HRBPs be enhanced?

The hypotheses we have developed and which we wish to investigate include:

- The HR analysts are dependent on the HR Business Partners to get insight into the burning platforms to investigate using analytics.
- The HR Business Partners are dependent on the HR Analysts to sufficiently being able to support their respective 'customer' department.
- The two units have unleashed potential to synergize and excel mutually, thus enhancing business performance.

The aim of the study is to give advice to both HRBPs and HR Analysts on how to create/enhance synergies based on our insights testing our hypotheses.

3. Scope

To gain the necessary insights, we are planning to have conducted interviews and/or participate in meetings in your organization by Mid-March. We suggest the following:

- 2 interviews with HR Analysts
- Minimum of 2 interviews with HR Business Partners
- Optional: Observation of meeting or facilitation of workshop

4. Your reward

You will be part of a comprehensive project involving other major companies which provides valuable insights into an uninvestigated area of HR Analytics.

We offer to present our results and give company-specific advice based on our observations and analytical findings once the master thesis is completed in June 2017.

9.3 Appendix 3: Course of Actions

- DONG Energy
 - 13. February 2017: Research proposal sent by Email
 - 21. February 2017: 21-minute phone call about the scope of research and confidentiality of this study
 - 23. February 2017: Clarification of the confidentiality by Email with agreement that this study will be publically available
 - 28. February 2017: Confirmation of participating in this study
 - 06. March 2017: Interview DONG A1
 - 09. March 2017: Interview DONG A2 and BP1
 - 16. March 2017: Interview DONG BP2
- Grundfos
 - 13. February 2017: Research proposal sent by Email
 - 21. February 2017: 19-minute phone call about the scope of research and confidentiality of this study and a direct confirmation of participating in this study
 - 16. March 2017: Interview Gfos A1, Gfos BP1, and Gfos BP2
- Danske Bank
 - 14. February 2017: Research proposal sent by Email
 - 24. February 2017: 45-minute meeting discussing the scope and confidentiality of the thesis. Confirmation of reaching out the manager as well as to the HRBPs to secure their interest.
 - 07. March 2017: Confirmation of participating in study
 - 28. March 2017: Interview DB A1 and DB A2
 - 05. March 2017: Interview DB BP1
 - 07. March 2017: Interview DB A3 and DB A4

- Other potential case company (Retail industry)
 - 13. February 2017: Research Proposal sent over LinkedIn
 - 15. February 2017: LinkedIn message about the scope of the study with the offer to discuss it in-person
 - 19. February 2017: Response of discussing the study with the partners in the organization
 - 28. February 2017: Response that interest could not be secured and thus the request was declined
- Coloplast
 - 23. February 2017: Message on LinkedIn about interest in participating in study and response with research proposal
 - 20. March 2017: 17-minute call about topic, scope of research, confidentiality and confirmation of participation in study
 - 07. April 2017: Interview Colop BP1
 - 10. April 2017: Interview Colop A1
 - 21. April 2017: Interview Colop BP 2

9.4 Appendix 4: Interview Guide HRBP

Intro:

- What is your background?
- Academic, experience, analytics?
- What is your position?

Structure

- Organizational structure
 - o Who are you reporting to and who are “they” reporting to?
 - o Decision making in HR
 - o Do you recognize a rising interest of using numbers as an argument for action in HR?
 - Example?
 - Willingness of using numbers? Why? How?

Processes & Interactions

- Analytical projects
 - o Case... Who initiated the need for numbers?
- Do you think of the possibility of using numbers when facing business challenges?
 - o Can you describe the last time you involved analytics to solve a problem and were positively surprised?
 - Who initiated the project?
 - o Could you tell us about an involvement of the analyst where challenges arose?
- Involvement of analyst in work of HRBP
 - o How is the analyst involved in the everyday work of the HRBP?
 - Is it a standard procedure to involve the analyst in your projects?
 - Are they involved in a good way?
- What determines the success of your position?
 - o Is analytics crucial for that success?
- Would your function work without the use of analytics?
 - o Why? How about in 5 years?
- How often you meet analytics/numbers?
 - o Do you want this to increase?
- Interactions with analysts
 - o How do you communicate with analysts? (solely emails?, regular meetings? Etc.)
 - o Based on a case example --> explain progress: What was the problem you tried to solve? What was the main takeaway?

Individuals

- Skills needed as an HRBP
 - o What are the skills an HRBP needs?
- Skills needed to work with analyst
 - o What are the skills an HRBP needs to work with an analyst?

- Is the analyst important for your ability to deliver good work? How?

Further questions

- Current relationship with analyst
 - How would you describe the relationship with analyst?
 - What works well and what doesn't?
- What is the function of the analysts for you? Support/partnership?
- Responsibility of analyst in regards to HCA
 - Show "translation" model
 - Which of these tasks would you ascribe to the analyst, which to yourself and which ones should happen in collaboration?
- What possibilities do you presently have in analytics?
 - What possibilities do you wish to have?
 - Would you like to have a self-service center? Would you use it?

9.5 Appendix 5: Interview Guide Analyst

Intro:

- What is your background?
 - Academic, experience, analytics?
 - What is your position?
 - How long have you been in this position?
- Context of HCA in the company
 - Operational reporting vs. Analytics (level of analytics)

Structure

- What is the purpose of doing people analytics in your company?
 - When and why was it introduced?
 - Who are your customers? - to what extent are they involved?
- Decision making in HR
 - What is the role of evidence-based decision making in HR?
 - Example?
 - Organizational structure
 - How is HR structured?
 - Where is people analytics on the organizational chart?

Processes & Interactions

- Analytical projects
 - Tell us about the last good project you were a part of
 - Who initiated the project?
 - Tell us about a less good project?
 - What differed from the good one?
- Involvement of others in analytic projects
 - Who is involved in the process of a project involving people analytics?
 - Is this ideal?

- How is the HRBP involved in the everyday work of the analysts?
 - Is it a standard procedure to involve the HRBP in analytics projects?
 - Are they involved in a good way?
- What are your KPI?/ what determines the success of your position?
 - How is it measured?
 - What do you aim to accomplish in your position?
- Interactions with HRBP
 - How do you communicate with HRBPs? (solely emails?, regular meetings? Etc.)
 - Based on a case example --> explain progress: What was the problem you tried to solve? What was the main takeaway?

Individuals

- Skills needed as an analyst
 - What are the skills an analyst need to work with an HRBP?
- Skills needed to work with HRBP
 - What are the skills an HRBP needs to work with an analyst?
 - What was your experience of his/her attitude and ability towards the usage of analytics?
 - Is the HRBP important for your ability to deliver good analytics? How?

Further questions

- Current relationship with HRBP
 - How would you describe the relationship with HRBP?
 - What works well and what doesn't?
- Responsibility of analyst in regards to HCA
 - Show "translation" model
 - Which of these tasks would you ascribe to the HRBP, which to yourself and which ones should happen in collaboration?

9.6 Appendix 6: 1st Order Concepts and Quotes

9.6.1 DONG Energy: 1st order concepts and quotes

1st order concept	Quotes (DONG A1)
We try to find out what can we provide to the HBBP for example Recruitment data is lacking.	It is a bit too soon I think to just put a lot of HRBP together and say: 'what do you want' because we have to make sure that we within some limits can provide them with what they ask (18:38) I definitely think it makes sense, but now we look at: what can we provide. So, it is a bit too soon to put a lot of HRBPs together and ask them: 'so - what do you want'. We have to make sure within some limit, we can provide them with what they ask. (18:40)
	It's not just finding out what you want we have to go back and actually make this data available (19:38) It's a little too soon to just open up the goodies back because we are not certain that we provide all of this but we do listen to the requests we get from the organization (19:50)
Some HRBP are interested in more detailed data and request this.	
Important to get the confirmation of others in analytics projects.	It is the HRBPs who drive all the processes so of course we need make sure that we have their support (23:00)
Business is not requesting advanced analytics yet.	
It's very individual based if a HRBP reaches out Mainly the same HRBPs are requesting data.	I see very clearly that some HRBP are more interested in this (analytics) than others (25:46) we see very clearly that some business partners are getting back to me. But of cause I don't know exactly how their roles are defined - but it is usually the same person coming back asking: can you tell me more?
It depends on the interest and type of the HRBP to reach out.	
Quarterly HRBP meeting with the option to introduce new analytics projects or reports No analytics status meeting, it's more one on one meetings.	

<p>It takes a lot of time to align with the HRBP but we need to make sure that everything is correct</p> <p>We have the numbers but the HRBP know the business so we need to have a dialog.</p>	<p>The Finance function is a very difficult customer (for the HRBP) because they love the numbers so we (the analysts) have to make sure that everything is correct (30:27)</p> <p>They (the HRBP) know the business, of course we have the numbers but they know their business and they know the needs of their managers so of course we need to have this dialog (30:50)</p>
<p>Analyst should not be reluctant to contact HRBP</p> <p>It is an ongoing dialog with the HRBP and sometimes analysts need to be patient</p> <p>If a report is not what the HRBP needs, it's a waste of everyone's time.</p>	<p>I think the main is to of course not be scared or not be reluctant to contact and make sure that what we deliver is actually also what they (HRBP) need (31:04)</p> <p>Sometimes we need to patient because we can make a report quite fast but if we make something that is not what they need, then it's a waste of everyone's time (31:30)</p>
<p>Good dialog and regular communication with HRBP is important to make reports useful.</p>	<p>I think that when we have this good relation with our HRBP than we can have a dialog about what they need and how can we can change this so we don't spend a lot of time thinking about these big strategic things (31:12)</p>
<p>HRBP do not need advanced analytics</p> <p>We need to present analytics so that the HRBP also understands them.</p>	<p>In terms of people skills or analytical skills? [laughing nervously]</p> <p>I am in no way a statistician or mathematician, but of course I understand numbers and I know how to work with them.</p> <p>You need to understand that our BPs does not need the advanced stuff. They need something that they can easily present to their mgmt. group. So, we are not there where they get some very advanced. Because we also need to present something that our BPs also understand - and they are also not mathematicians. (33:02)</p> <p>We need to understand that our HRBP do not need that very advanced stuff because they need something that they can provide easily to their management groups (33:28)</p> <p>We need to present something that our business partners also understand and they are not mathematicians either (33:47)</p>
<p>There is a lot of interest within the company about HCA and we do get a lot of requests.</p>	
<p>We need to learn more about possibilities of HCA</p> <p>We need to show the possibilities of HCA to the business.</p>	<p>We need to learn more about this area (HCA) and find out what is even possible and I think we definitely have to present the business with some options: 'did you know you could do this or would you be interested in something like this (37:30)</p>
<p>HRBP do not need skills in</p>	<p>I think ideally they wouldn't need any skills (in regards to analytics), I think ideally</p>

analytics as we make a product for them.	we would be able to make a product that is plug and play for them (38:57)
When analytics requests of HRBP are not plausible or possible, we explain them why and adjust.	<p>I don't believe we will ever have business partners that are analysts walking around - their job is something else. (39:04)</p> <p>I think we (analysts) need to make something that can be more advanced than what we are doing right now but it needs to be in a format that they can use without having a great knowledge about the area (of analytics) (39:13)</p>
We are careful that we only provide data to the HRBP that makes sense.	Of course, I don't want people to make decisions to make on data like that (wrong data) (41:16)
Attitude towards analytics depends on the individual HRBP.	<p>"We need confidence. There are times where we say: 'we cannot give that to you cause it is not good enough'" (42:45)</p> <p>I think it (the attitude towards analytics) depends a lot on what HRBP it is (42:58)</p>
HRBP is important for the role of an analyst.	I definitely think it is very necessary to have an ongoing dialog about their (HRBP's) needs (44:04)
Analysts is the main initiator of analytics projects.	
Both important that HRBPs pull the analytics and the analysts push.	
1st order concept	Quotes (DONG A2)
More managers (also HR managers) are focused on numbers.	They [managers] want to know, why are we prioritizing this project over another. Before it was: 'I feel like. I have got some vibes about something I have heard before.' And I am like: No you don't - Please tell me why do we need this. Is there number I can set so we can see a trend going up or down.' (10:27)
HR analytics is difficult to manage from group level as you don't have the details of the business unit.	If you do HR analytics from a group view, you have 5 business units, and if you have so many, you can't focus on getting any trends out of it, you can't be that down in the details to get anything out, so it will be reporting. If you want to do analytics, you need to move out to one of the business units and only focus on this area (15:44)
Issue of making sure that people are telling the right story based on the data.	The biggest challenge right now is how do we get the right data out of the system we get the data out of the system. And when we get it out of the system, how to we make sure that the ones telling the business, are telling the right story also (17:42)

The story behind the data is crucial in HR as people are not used to numbers and the numbers may be not so transparent.	I can tell you how many of the one leaving us have been here less than a year, or I can tell you how many of the ones that has been here less than a year has left us. These are two different numbers. But they are easy to confuse. [...] What you see when doing analytics in HR, you need to be very careful what story you are telling. I think that is why you ask for an HRBP, because they are telling the story out in the business. (18:07)
The analyst should meet with the HRBP and agree on the content/interpretation of the numbers.	It is easy to make mistakes when we talk about people (19:50)
The Executives like the numbers and calculations. They like the story of tracking the development of people.	Generally on analytics, my biggest challenge today is actually to make sure that if I get a number, I can go backwards and tell the story all the way down to the last employee, because if you can't do that, you can't do analytics in HR (25:58)
People need to put in the data correctly.	The main issue [for data entering process] for us is to align across countries. Because they do what makes sense in their office, but that might not be the same as what we need here in Denmark. (29:10)
Finance and HR analytics needs to be closely related.	
A purpose of HCA is to inform the Excom, what is going on and why it is going on.	[Question: How are HRBP involved in analytics?] They [HRBPs] are involved in the part of delivering the message to the business. (36:01)
HRBP are not involved in doing analytics, but in spotting the business needs for the analyst.	They are involved in that we always have a talk about what does your business need (36:17)
	It is always the HR business partner, the business, me, excom, and the HR manager involved in everything we do with our reporting. You need to have all these stakeholders aligned, because I cannot make different reports for all HRBPs that I have. (36:30)
Interrelation between analyst and HRBP when doing a report.	There is always an interrelation between me and the HRBP when I do a report for them. (37:41)

It is one of the biggest tasks to find out the need of the HRBP and the business.	I would give them suggestions [smirk], they don't have time for it. That is actually the issue of an HRBP today. They have a lot of different stakeholders in the business. So, they don't have time to sit down and say: Ok, how do I align this, what do I want to show, what is the key point. So that is one of my biggest tasks today: What is it that they (the HRBP) and the business need and how do I support that. (38:00)
HRBP is important to get to know about the business needs.	We need to have the interrelation between me and the HRBP because he is the link of the business and he knows what is going on and he is in the management teams (39:22)
Analyst needs to translate request in analytics form.	You will never get an HRBP saying 'I would like this, this, this' and it will be the only thing they [HRBPs] get because they are not that close to what they can actually get out of the system. Often they are saying: 'Could I perhaps get any number of how old our people are', they will not come and say 'Ok I need a demographic report of the age distribution and the length of service'. They won't be providing you that kind of knowledge to what they need so you need to figure it out (40:03)
Skills of analyst is seeing trends in numbers.	[Skills needed] It is about seeing trends in numbers. It is not just X, something in turnover. It is about seeing what kind of trends are there. It is much about being able to interpret the numbers going forward. (45:01)
It's important the reports are not done just for HR sake but that they meet the business needs.	My main concern is if we just make reports just for our own [HR] sake, and saying I am important, see what I can do. So we need to understand what do they [the business leaders] need before we do anything. We need to be able to say: if that is what you need, how do I get those (numbers). (46:40)
It is about understanding needs, and figuring out making the right analytics before presenting.	I had a guy coming to me: I want to know how many I need to recruit. Well that's great, but before I can tell you that I need a forecast, I everything else. So I need to go backwards in terms of delivering this to you. So I need a forecast, I need a turnover, how many recruiters do I have, how long time does it take, in order for me to deliver what he wanted. And all he sees is: "but I just want the number"... (47:05)
Acknowledge that HR is not number-oriented. HR are result-oriented and want many things. But not good at seeing numbers and relate to reality. As an analyst it's important to know the context of the numbers, to be able to interpret them.	It's [the skill of an analyst] is about being able to understand that people have difficulties in understanding numbers because HR is not that number-oriented. [...] We are not that good at actually seeing numbers and actually seeing: 'ok does that actually relate to reality' [...] It's also about understanding the business, what is it going through and what is happening and there you can often do mistakes if you are only looking at numbers and don't understand the business [48:01]

Skills HRBP: There is a lot more today than feelings and 'I know from experience'. They must go the extra mile to understand the numbers. HRBPs should say: We do this because of this and this.	It [the skill of an HRBP to work with an analyst] is about understanding that there is a lot more information today than just my feeling and I what I think. We need to fact base decisions. (49:10)
	In our team they think I can do everything with numbers. I still need to tell them that I cannot tell them every story related to the numbers, but a lot (50:50)
Dependency on HRBPs: They must take the message from analytics to the business. Need to avoid feathers turning into chickens. And the HRBP is the first person to deliver the story to the business.	You [analyst] need to make sure that it is easy to tell the story. So I do a lot of slides they [HRBPs] can actually tell out and I write at the bottom what they need to say. So I think the HRBP are good in the business because they also can bring me back the information that I can't get otherwise (53:55)
1st order concept	Quotes (DONG BP1)
As numbers were pushed to the BUs, HRBP get slowly inspired about the possibilities of using numbers Some HRBP do not have yet data in mind when thinking about actions.	[The group analytics] department is doing a lot of stuff at the group level and we get that as well to use, so I think they (HRBP) get inspired slowly and open their eyes to the possibilities to this kind of field (HCA) but it's new (5:23) We have HRBP who have been working in HR for 20 years, so for them it is a new field and they don't automatically think about: Oh could I maybe support this with data (5:42)
Initiative of analyst of showing HRBP what is possible with data.	I made the effort of counting all of that [employees that retire within the next years] and I could show them [HRBP] so, at the moment we have this pile of employees who can retire the moment, and within the next five years, how does it look. To get some actual facts, instead of just 'I got a feeling that we have an issue going forward' (06:46)
Business leaders do not know that HR can be put in numbers.	They [business leaders] don't know that HR can be put in numbers, so it's kind of a positive reaction, when you can show basics, for example how many people are we in the units [Laughing a bit]. [...] It doesn't take much to impress the business (7:50)
Difficult to deliver analytics, when business leaders don't know relevant numbers.	We want to deliver number that they [business leaders] can use, so we need some input from the business on what would be relevant to get (8:21)

Rising interest from HRBP to get numbers, but very individual HRBP want to know more, but they don't know how to do it themselves.	I experienced that they [HRBPs] want to know more, but they don't know how to do it themselves. [...] That kind of knowledge is missing (09:50)
Issue for the HRBP to communicate the numbers to the business.	One thing is getting the data, the other thing is transforming it into something that you can use in front of the business and something that you can conclude something on, so the communication perspective of presenting the data is an issue as well, or kind of a learning curve I guess (10:17)
It is a bit risky to let the HRBPs analysis data themselves.	At the maturity level they [HRBPs] are in now, I think it is kind of a bit risky because you can't just conclude anything based on the data, you have to look at it and understand it (11:48)
Do a lot of reporting in DONG but not sure if we use it proactively.	I think the level we are in at DONG in terms of this [HCA] is that we do a lot of reporting and look at it but I am not sure we use it proactively. We kind of state the facts but 'then what?', that's kind of the next step as I see it (13:05)
Mindset of analytics of HRBP is not mature.	I think it (analytics requests from HRBP) is kind of a question of maturity level and the mindset around analytics is not that mature in DONG (17:33) I don't see that the HRBPs would asked for more complex analytics because they have to work with the basics first. (17:53)
	Analytics has to show what they can do to inspire the HRBPs. I don't think that they will be the ones reaching out, because they simply don't see it. (18:30)
No Knowledge sharing between analyst and HRBP.	I was in a meeting and one of the HRBP asked: 'So your predecessor Henrik used to provide this report on turnover - do you have that?' [Laughing a bit] yeah?... We do that <i>every</i> month. So, it is also an issue of sharing knowledge about that we are doing this stuff. (20:40)
Spend time on things that does not get shared among the peoples that may benefit from it.	
Some HRBP request more data than others.	There some HRBP and some units who comes to me more and requests numbers, and other parts of the business, who I didn't talk to - at all. (24:02)
Development of HCA is dependent on the request from the top and that leaders find it interesting.	It's because of [the SVP of HR] who is so focused on numbers that they [analytics reports] have been developed over the past 5 years and the need for HR analytics so it is definitely a question of request from kind of the top and that they find it interesting (25:24)

The use of data in business unit is dependent on the analyst as HRBPs don't have the imagination to think of the possibilities.	If I would not be working in [this business unit], I don't think they [HRBPs] would be working with data that much. [...] It's more me pushing: 'we could do this and this would that be interesting?' and they are like 'yeah, that's a good idea' but it's not them saying 'Could we do this' or 'It would be great if we had these number, so they simply don't know how get it. (27:01)
HRBPs don't know the possibilities.	[HRBP asking if there is a possibility to get some number] 'Sure [haha] there is this analytics team that has been here maybe four years - you can ask them, but sure, I can go, I can ask them as well. They [HRBPs] don't know where to go. So maybe it is an issue of internal branding. (28:02)
	I had to learn it by doing it, kind of from scratch. So the competencies within HR are not there. (30:28)
Don't think the HRBP has the necessary knowledge about the numbers.	You need to have some knowledge of: how is the report set up, or how are these numbers calculated, what does it show. And they [HRBPs] don't have that. (32:33)
Analyst is often explaining the numbers to the HRBPs and writes texts with key finding to make sure right conclusions are derived.	[Analyst] is using a lot of time on getting the numbers and putting it in a report but also writing, so this shows 'something something' for the reason that they need to be able to look at fast and understand it, but also to make sure that they don't conclude something totally different based on the numbers, so that's necessary at the moment (33:22)
It is important that the HRBP has the basic analytical knowledge as well as attitude to enable the analyst to deliver good analytics.	You are so used in HR to use your gut feelings that things might this or this way. And that is not the same with numbers - you have to be careful with how you use them and the way you set it up to show something and I think they [HRBP] are not used to doing that. (34:55)
Analyst needs to understand the business and the local challenges.	[as an analyst] it is important to understand the business, and their local challenges. Because they (HRBPs) are talking from their perspective only. And [DONG A1] is looking at DONG on group level, and it is difficult to know everything. But they are bringing their perspective only. (36:31)
It would also be a solution to have more analytical HRBPs to meet half way with the analysts.	
	It [analytics projects] is a lot about communication and communicating the data, so that's maybe the translation part but also understanding the business problem (38:36)
The CoE analytics functions does not meet the problems of the business. They cannot talk	

together.	
Knowledge is lost when communication goes directly between BU mgmt. and analysts. Branding of HR analytics is important to make HRBP aware of how they get numbers.	[Solution of increasing awareness of analytics in HR] Branding of the HR analytics team: 'what are they doing, what is the purpose, what is the way of working with analytics' because if it is on ad hoc basis it is difficult for the HRBPs to see through how they can get the numbers (45:47)
Lack of using the reports among the HRBP. Only on mgmt. level.	
	I can use it [the Q-reports] because I know they are there, but it is not something we talk about in my team for an example. That would maybe be relevant on a Q-basis: how is it going - but we don't [laughing hopelessly] (47:00)
Analytics provide a closer link to the business. Talking the same language. Stronger arguments.	What do you think think analytics can provide that previous processes couldn't?: "A closer link to the business, talking the same language as them, not making decisions on gut feelings and stronger arguments towards the business" (48:55)
Analytics enable the group mgmt. to understand HR on BU level. HR is in need of receiving more attention - to get in line with other parts of the business.	
1st order concept	Quotes (DONG BP2)
Analytics is what makes you aware of the organization.	Analytics is what makes you aware of the organization so it quite critical [for HRBPs] (6:33)
Analytics is used for information of decision.	If you are reorganizing a department and then you want to know a little bit on what is the best organization that fits with the scope of the organization and so on... Of course you need to have some information. One information could be how many reports you have per manager, because of course there is a number of reports that is more efficient. If a manager has more than 6/7 reports, it's a bit difficult for the manager to understand. If a manager has too few reports then maybe you can increase the number of reports on that side. So if you need this specific information of how many reports this manager has or more information about anything that is related to people grouping by gender or by level or so on, you can ask them (the analysts) to customize a report for you (13:37)
Important part of HR analytics is data management.	The important part of HR analytics is the data management, the information you put in the system and this is the critical part because sometime you need to careful

	about the quality of information you get (15:07)
Important to make reports clear for the people reading it.	
Belief in HR analytics as provider of information about the organization.	I am a strong believer in HR analytics because as I said, it's really the way to look at the organization, providing a lot of information [...] whenever you have an organizational change it is important to look at the analytics (18:16)
	You need to have things in the system such as experience and the age. It seems as simple things, but it tempts sometimes to be complicated (19:55)
Some HRBP are using the reports more than others HRBPs are discussing quarterly reports with their manager.	
Use of analytics depends on how proactive an HRBP is It's good for HRBP to have defined what to look into on a regular basis.	Of course it's how proactive you are or how focused you are into extracting information from the analytics that could be used, you can have different approaches and I think that there are difference between people on how the use it (analytics) or not (22:01) I think the good thing is that the company has defined what is the standard, the important things you should look into on quarterly basis (22:21)
Success of HRBP is to contribute to the business and analytics is helping achieving that.	Success is when you can really help and contribute to the business of the department you are part of and when you can really support, address and help the manager or advice and sometimes also coaching some managers into going in the direction the company wants to (24:05) Analytics is a help [in achieving success] [...], I mean analytics is something that is black and white, it's not philosophical things, it's telling you how your organization looks, and it's of great help in managing people, or help manager in management the organization (25:40)
On quarterly basis analytics are discussed with manager.	What we do on quarterly basis, we discuss with the manager how the analytics looks like (26:13)

Analytics reports are used for starting thinking about actions.	And then you take actions of course [...] then you say: 'ok what can we do', for example if we see a high level of turnover you start think about how we can reduce it, what actions can we put in place, it is a general trend, it's something related to a specific organization, it's because the external market is booming, it's because people are not happy and this is where you start to dig in a little bit so now you start to, you cannot really consider analytics, but every time someone is resign, we have an exit survey so we have statistics from the survey and we know why people are leaving [...] and then you start to make some actions (27:06)
Without analytics HRBP would lose information about the organization.	<p>Question: Could you work without the use analytics? Ah [Pause] would be complicated I guess, of course you can work but without the proper information because you start to lose the grip on what is around you, how your organization looks like today so I think it would be a step back (32:58)</p> <p>Without analytics you cannot see the big picture of what is going on, so I mean, you work on a daily basis with people, you know what is going on, but you would be limited to your knowledge, would be limited to specific area, limited to a specific unit and this will not help you to understand what is the macro trend, will not help you to have this helicopter view of what is going on (34:55)</p>
	Q: how would you use such data (demographics): Everything depends on what you need. This is always the starting point. If I need this person [mentioning profile characteristics.], If I do not receive any applicants that fits this profile. What are we doing wrong? What should I do to attract this person? Where are they networking? Where do they go? And then you start to meet them. [...] and then we can adjust the job description in order to adjust to this specific person - And you do this kind of things doing analytics (45:20)
HR is the link to the business problem.	The HR function is the link between what is the business problem, what we want to achieve, what kind of actions we should put in place and take information around this problem to explore what is the best way to address this specific problem (51:22)
	<p>I mean, one thing you need to take into consideration that of course analytics they don't change so often, I mean after a while you know your organization, your know your analytics, I don't say by heart, but you know it so there is not the need every time to go to analytics to see (52:20)</p> <p>If last year I know that my distribution in terms of age looks like, and I know that I have not recruited a lot of people this year, I am not going again and say: 'but how is the age distribution' (52:40)</p>

Need for numbers as HRBP also depends on the organization you are supporting.	It (use of analytics) also depends on the managers and how focused they are on positions, we have some managers extremely focused on analytics, they really like more information, others a bit less, usually if you have a manager with engineering background they like more structure, they really like a lot of information, when you are more on, I don't know, procurement side, they are less focused on information more on the practical part, it also depends on the organization where you are (54:40)
HRBP within a business unit exchange information, but less across Business Units.	
HR analytics is supporting both HR and the line managers and is beneficial for both parties.	

9.6.2 Grundfos: 1st order concepts and quotes

1st order concept	Quote - Gfos A1
Success for HR analytics function depends on connecting with stakeholders and build collaboration.	I am quite confident that [...] before we reach 2020, we will be up and running fully, in terms of us [HR analytics function] being a fully capable in-house analytics unit but also have an organization around us that can actually use and come with input to what it is that is critical to investigate and shed light on with the help of data. [...] It is a question of how good we are at connecting with our key stakeholders and building the collaboration, ensuing that the results are utilized and used for discussions and decisions in the business when it comes to people or organizational [topics] (5:36)
HRBPs are key for success to give input to pressing issues and use the information for decision making.	Primary stakeholder are of course our HRBPs, they are key for us to succeed with the analytics unit that we have, we can be the best analysts, we can be the ones that can conduct the most advanced stuff but if we don't get input to what it is that is critical, what is the pressing issue that we need to find solutions for, or if don't have key stakeholders that can help us spread that kind of information [...], make sure that it is used for decisions, make sure that it is used for discussions, then we have lost. (6:50) Then we are not going to be a success and that is why the HRBPs in our context here are the key, because they have one leg in HR and one leg in the business unit that they are supporting so they get the input on what challenges the business is facing. [...] They are the ones that can provide us with that insight, with that input that we can then do our work and help them actually make better decisions, fact based decisions. (7:30)

Have to select HRBPs for collaboration, started with senior HRBPs.	[Current involvement of HRBPs] is where the tricky part comes in, because if we look at the entire landscape of HRBPs that we have in Grundfos, we have around 80 HRBPs on a global level and [...] it is not possible for use to collaborate with 80 people so we have been very focused in terms of, who is it that we are going to collaborate with first, so that are our most senior HRBPs. [...] The way we have approached them, we have tried the collective approach, getting everyone in one room, but we have also [...] approached them one on one. It also depends on who it is. (8:24)
Great success of spreading awareness of the existence of HCA.	With one BP we have had a great collaboration in terms of sharing 'What is analytics'. (10:15)
It is a good starting point when HRBPs approach the analysts with even vague questions.	A good [analytics] case is one that we are doing right now, with one of our directors from the biggest sales region. That is a project, where he has approached us, telling us 'This is the case in our region, can you give us in any kind of way give us any kind of insight within this area, that would be great'. So it is not a concrete question that he asked us to answer, but it is a good starting point for us to have a dialog, for us to then be the consultant and try to dive a little bit more deep and say 'Ok, you say this but it is like this or is it in this direction' and then we can have a collaboration from that starting point. (11:00)
Analytics is a team exercise and you need to be able to support the HRBP as consultants and not just providing numbers.	I think we have to take on more than just one role in the analytics team, we are not going to succeed just by being excellent at statistics and econometrics. With this maturity level that we have, we need to ensure that the organization around us, within HR but also in the broader organization, that they all see what is analytics, how can they use it, what is the benefit and what is the value we can actually create by providing them with insights. They need to understand that. In order to do so, we need to help them. We need to help them come with up with the good questions. So when they say 'can you help us with this', we need to step and make things more concrete, and that is what we do in a consultant role. It doesn't come natural for everyone in the analytics team to take on that hat as a consultant, but that is why we have different competencies and different skill sets in the team. We need to consider who is best at applying what, so in a lot of case analytics is a team exercise. (12:14)
Need to give appetizers to the organization and share what is possible.	It is also about us telling a story and giving these appetizers to the organization, saying 'we scratched the surface of some data, this is what we see, and could it be interesting to dive into this a bit more? Yes or No', then we at least start a conversation and we start to share what is actually possible. (14:52)

Not everyone knows the types of data available. Need to show possibilities and availabilities.	[Giving analytics appetizers to the organization] is definitely an eye opener, because even our HR colleagues are not always actually aware about what we can do with the data that we have in HR. Not everyone's knows what types of data we have in HR so that's also our consultancy hat we need to take on and say 'this is actually what we are capable of, [...] this is the type of information that we can create based on the data that we have'. (15:21)
The analytics team strengthens the position of the HRBP when encountering the business.	We [analysts] are giving them [HRBPs] a tool to actually, perhaps stand stronger in conversations with the business. The business is used to the language of numbers, and this in my perspective gives the HRBPs a much better standing point. (16:09)
The recognition of HCA's value differentiates among HRBPs and analysts must convince them.	Some [HRBPs recognize the value of HCA], some don't. But I think that is part of the journey we are on. [...] On the one side, not everyone went into HR to be a numbers guy, but I think that is also part of our [the analyst's] job, to explain what is the value and try to convince them that there is actually a great potential for them if they use data more [...] in their job. (17:12)
HRBPs have different analytical maturity levels.	The key takeaway from the workshop [with HRBPs about analytics] was that [...] the maturity level in that sense varies quite a lot. Some of our HRBPs are very much focused on reporting and have reporting needs while other HRBPs have a much quicker understanding of key figures, metrics, relationships. (19:08)
HRBPs on a lower maturity level needs to be matured.	We said that we have to be realistic and approach [HRBPs] where they are [in terms of maturity] and then basically take them one by one on this journey and then slowly but steadily, through the collaboration, teach them and move them from a more reporting perspective to a more analytics perspective. (20:07)
Building on current needs to show possibilities to HRBPs.	We help them [HRBPs] with their needs now, but we are also very much focused on 'ok we need to make the transition' [from reporting to analytics], saying 'Ok you need these reporting figures [...] but couldn't it be to see if there is any kind of relationship between the likelihood of this employee group leaving. So this is kind of our open window to try explain [the difference between analytics and reporting] and 'analytics can provide you with the answers to these type of questions'. So we approach them to the extent possible on an individual level. (21:34)
Explorative data analyses are used as appetizers for HRBPs to awake their interest.	We have set out as a goal that we want to do a minimum of two to three analytical collaboration projects with HRBPs a year, but we have also said that we need time on the side to actually do explorative data analysis. That is where we just dive into the data, we have a hunch, and we see if we can

	confirm it or can we investigate further. [...] And we then use those initial finding kind of like appetizers saying 'Dear HRBPs, this is something that we have been looking into, this are the initial finding that could be relevant to dive into, is this relevant for you?' (22:31)
Close collaboration with HRBP enable the analysts to use business issues as a starting point and fine-tune analysis.	<p>[The project] with the EMEA HRBP [is a good example, where we are] looking into what drives the performance within our service organization. [...] That has been so far a really good collaboration. Him coming to us, first of all, that's a positive thing that it is not us who are reaching out saying 'Do you want to collaborate with us' but it is the other way around. So there is a need. And then we had really good conversations about what are the challenges out in the business [...]. Using the business issues as a starting point, that is success number two. The collaboration is that we can have conversations throughout the process of diving into this theme. [...] There is a continuous dialog fine-tuning the analysis and now we are actually at a point where we can conduct the analysis. (24:01)</p> <p>That is from my perspective a really good collaboration, a really good analytics project, because we are working on a business issue and we have continuous dialogs, conversations, fine tunings and there is actually someone who is willing to push for insights [...] This is close to being, what I would consider, text book perfect for a collaboration. (27:07)</p>
Responsibly of utilizing findings is a greystone. Today it is pushed by analytics team.	We have in the analytics team discussed, where does our responsibility end and where does the responsibly of other people start, in terms of taking action and utilize finding. And I think it is a greyzone, at least it is a greyzone now. I would say in the future, if I should say the perfect world in 2020 that is not an issue anymore it just happens. But I think today we still have to push it. (28:27)
A finding did not lead to any utilization, which begged the question 'did we tell the story?'	[A project where the appetizer did not lead to actions] We looked into some factors that drives sales turnover and some of the findings [...] was that seniority wasn't a driving force, wasn't a factor that drove sales, not as far as we could see, which surprised some people which said 'Ok I am going back and think about this and get back to you' but we are still waiting for 'the getting back to'. The analysis as such, there is nothing wrong with the analysis, but perhaps it's feedback for us 'Did we tell the story?', did we actually succeed in conveying 'why is this important'. Perhaps it wasn't important, perhaps we just didn't hit the nail on its head with this being something critical. (30:51)

Preference for HRBP reaching out, however maturity level is not there yet, so I am reaching out to them, which is ok.	There is no formalized process, so far it has more being link to me reaching out to them [HRPBs] or them reaching out to me on an informal basis. [...] In many ways I would of course prefer that they reach out to me, but I also have to consider the maturity level in the organization when it comes to this and we are not just there yet. So it's me reaching out to them and that's ok. (32:18)
	[low maturity refers to the following people being able to see the analytics team as a part of a solution to a possible solution to a specific problem]: The HRBPs, The other managers (BUs), the other leaders in HR. (33:15)
HRBPs don't reach for analytics, as the analytics team does not yet know what answers they can provide. (need for showcases).	I think that everyone recognizes that this is a crucial area, you know, the analytics area, and that is something that we need to invest and there is full support and I am fully, 100 percent sure that everyone supports it. The difficult part is, figuring out, what is the questions that we can help them answer. That is the tricky part and that's perhaps where we see that they don't approach us. It' not the willingness, the willingness is there. (33:21)
Attempt to build the HRBP competency of turning business issue into analytics question.	Among other one things we have in the pipeline is a workshop where we basically, in the lack of a better word, build capabilities. So build their capabilities and kind of have a learning or training workshop [...] where we take them from having a business challenge to converting that into a question that can be investigated. So that thought process is something we want to address and that we want to have a workshop with them around. (34:09)
Continuously sharing insights of past projects is a way to raise capabilities of HRBPs.	[A way to raise the capabilities of HRBPs] is to continue to share insights, so 'This is an analysis we did, this was the issue that is faced, this is how we approach it, these are the finding, this is how you can use the findings'. So constantly communicating is also a way of raising the capabilities of the organization and teaching and sharing what is the value in this and how can you use it. (35:38)
Analysts has repeatedly stated, that HRBP brings input (business issue) and the Analysts performs the analysis.	[Asked about the roles and responsibilities] I think it is clear to everyone that we don't want the HRBP to be able to run analysis or conduct a regression analysis or something more heavy, that is not the point. The point in terms of responsibilities, what we have been saying over and over again to the HRBPs whenever we get the chance is 'You need to help us with the input, we do our magic and provide you with the findings and then you can use the findings before going into a dialog, before going into discussion or using that as a basis for making a decision out in the business unit you support'. But basically saying, we are very clear on explaining 'we are the experts when it comes to the analysis' [...] that is our responsibility, but they have a responsibility to help us with the input. If we don't get that we cannot

	help them. (36:37)
HRBP needs basic understanding of statistical terms and think analytically.	[Asked about the skills of an HRBP to collaborate with analyst] I would say, a basic understanding of statistical terms, nothing advanced but basically understanding 'what does it mean when a result is significant?'. I would say that is what they need to understand, but very basic. And perhaps also analytical thinking because they are the ones that need to help convert a business challenge into a question. So analytical thinking is also a requirement because we can't do it alone. (38:02)
The Grundfos HRBP requirement of thinking analytically helps changing the mindset of HRBPs noticing the importance of HCA.	There has been made some decisions that says, 'if you want to be a business partner in Grundfos going forward, you need to have a competency in analytical thinking'. You need to understand metric, not that you need to understand every metric, but you need to know what happens when a metric goes and down. And then you need to have some kind of data judgement, so you need to understand what is it that you are looking at, and what is a graph telling you perhaps. The decisions that have been made around the requirements of HRBPs going forward, helps us in doing our work because that means basically we don't have to be the ones saying, 'we think that this is important for you'. (39:00)
Belief in analytics in HR is not enough, the capabilities need to be in place.	I think they [HRBPs] see the importance [of analytics], but they face troubles when they don't know how to read it. [...] I think it's like the same saying, everyone believes that this is an important area to invest in, the analytics area in HR, everyone stands behind it and think it's the right way, but that does not mean that people are capable of formulating the key question that the analytics team should investigate. (40:13)
Skill of analyst is building a relationship with HRBP.	[Asked about the skills needed for analyst to work with HRBP] Consultancy skills, stakeholder management is extremely important, understanding that not 'one size fits all', patience but I would everything that relates to collaboration. So approaching people in the right way, speaking to them in the language that they understand, all that kind of stuff. I think building the relationship is the crucial part. Building trust and credibility between us and the HRBPs.(41:03)

Analyst does not need to combine all competency in one person, analytics is a team effort.	I think it is difficult to [determine long-term success] for my position because, when we look at approaching an analytics project, it contains of let's say ten steps, I perhaps take care of the first two steps, the initial contact and the initial scoping of the assignment. Then someone else of the team takes over to conducts the analysis, ensures that the data set is connected and set up in the right way, and runs the analysis. Then I come in again when we have a touchpoint meeting with the HRBP, then we have a third person who likes to do the visuals, then he comes in and makes his part. So it is actually a bit tricky to say as an analyst what my success is [...] because it's a team effort. (42:36)
the analytics team succeed when the collaboration with the HRBP is running smoothly.	We are a success when we don't have to push the organization to collaborate. When the collaboration is just running smoothly, when our HRBPs have matured in the sense that they are able to see the possibilities, whenever they face a certain challenge out in the business. That they are capable of thinking could this be something to investigate in the analytics team. (43:50)
Formalized analytics meetings with HRBP is desired but ad hoc requests as well.	It's difficult to formalize [HCA]. Unless you say, that for these topic meeting that we have in the organization, we want to have input from the analytics team. If it is formalized in a sense of us being asked to continuously at certain meetings at Grundfos to deliver insights, then you formalize it. [...] We would like that but I don't think that's the <i>only</i> way it should be because problems arise and you don't know when and within what area. We need to be ready to capture and support when the problem arises. [...] So I would hope for it to be a combination. (45:42)
Translation the business problem into a question should happen in collaboration.	The HRBP is the one that has the responsibility for the business problem, or spots the business problem. We are the ones responsible for performing the analytics. The translation is done as a joint thing. That is at least how I see it, due to the fact that, yes you formulate a question without taking data into account, let's say data availability, data quality, that kind of stuff, but if the HRBP spots the business problem and does the translation on his own and has a crystal clear questions, then comes to us and we can then say, 'super interesting question, I understand that you want to know this, but unfortunately we don't have the data'. [...] So to avoid that kind of slightly depressing situation that you see the question, but you cannot get any further than that. So the collaboration truly exists in the translations. (47:36)

Getting from the business problem to the question.	[Asked about current problems in the collaboration with the HRBP] Definitely in the translation. They [HRBPs] know the business problem but getting from the business problem to the translation is the tricky part at the moment. And that's where we [analysts] try to basically do the consulting and perhaps even taking on a bigger responsibility in terms of 'ok what is the business problem, what is the challenge' and then try to derive and really try to help them translate. (49:04)
We need to make ourselves visible through communication.	I think we spend a lot of time getting on our feet, figuring out what competencies, what skills we need, what data we have, how the data landscape in Grundfos looks like. We spend a lot of time initially, when ramping up and getting ourselves in place, so that we could say, 'we are ready to actually perform analysis' [...] but that has also meant that we have been quite inward looking and in order to make ourselves visible, we also need to communicate so we need to share our appetizers, share our findings [...] and instead of always having our heads in data sets, go out and have conversations with people (51:54)
1st order concept	Quote - Gfos BP1
	Some of the skillset, if we look at the soft skills from a BP point of view: Stakeholder management. You need to be very strong at analyzing your stakeholders, and addressing your stakeholders differently. [...] Business acumen is another one: so you need to understand the business environment you are a part of. Otherwise you will not be able to translate the business agenda and strategy into an HR agenda, and that [business acumen] is one of the key elements to do that [translate]. Then of course you need to have talent management acumen, Which is a very wide competence framework. But you need to know your tools, you need to be strong in the full plate of HR tools I would say - you need to know all of it, but you need to know it from a generalist point of view, not deep specific knowledge, because that we will look for in the CoE or in the service centers. But you need to be strong at understanding people, so the people skills is also very very important. (4:00)
Data acumen is important for HRBPs.	And then as something new, we have added, because that is really crucial in the CEB business partner model, is: Data acumen. So data is really important that you are able to understand how to work with data, and you see the relevance for working with data, in order to make decisions in the business unit management teams where you support, in order to make decisions based on facts and not assumptions, feelings and 'how am I today and what mood am I in'. (5:00)

Many decisions are made based on gut feelings.	This is what we see in many business management teams that a lot of the decisions are made with the stomach. Which is fine - It is fine to evaluate a decision with your stomach, but all the facts and all the things that should lead to decisions should be based on facts and not guessing and assumptions. (5:32)
Trying to add data driven decision making to the business partner role - but having difficulties.	So this [data acumen] is what we are trying to add to the business partner role, but it is difficult. It is damn difficult, because all the other things I mentioned is relatively straight forward and that is what you get if you have a traditional HR-career, then you have these things. The data part is something you either have because you are interested in it, or because you have been in an environment that has caused you to exercise that data muscle. (6:00)
	You need to have some personal strength, because you will meet a lot of resistance in whatever you come with, because you are the one challenging the management team on many different agendas, and you will receive a lot of push back. And you need to stay strong here, because otherwise you will say 'yes' and do whatever is asked for by management - and you are not delivering what we in Grundfos are expecting of our BPs: and that is to challenge and not to be too closely linked to the business, actually. We want them to understand, engage and be accountable, but we want them to have an arm's length to the business. (6:45)
Governance and decisions made in the HR portfolio is becoming more complex. To handle the complexity Grundfos needs data.	Our governance and the decisions we make in our HR portfolio for instance is becoming more and more complex - And for us as human beings to be able to handle that complexity we need more data. (8:15)
Business is still asking for opinions from the HRBP instead of data and also HRBPs do not pull a lot for data.	So, I see from a strategic point of view a push for more data - I don't see it in the business environment yet. They still turn to the HRBP and say: 'what do you feel?' [...] They are not asking for the HRBP to come up with a lot of data. They are asking for what is your opinion on this topic. And I also see it in our HRBP population that there is not a huge pull for data. (8:32)
Pull for data among HRBPs is different from BP to BP.	There are some [HRBPs] that are doing it - It is of course not a singular picture. I would say our BP in our operations environment are stronger, because they come from a quality world where data is important, they come from a six sigma world where these things are just the way they are schooled so it is more natural for them. If you go to the sales environment or the business development environment it is not the same set of schooling they come. (9:06)

Push from management but HRBPs need to pull more.	I see a push from our management, our government structure and the way we organize... I think the people still need to pull a little bit more - from the BP side. (9:37)
HRBPs working in operations environment are used to work with data and KPIs.	As a general perception I would say that I experience that those people (HRBP) working in the operations environment, which are also white collar, there is a huge number of white color employees also. But they are just kind of used to training and working with data and KPIs in another way, because that plant just have to be damn efficient. The only way they can keep it efficient is to keep a close eye on the KPIs. (11:45)
Analytics team should build and show cases so HRBPs want more.	We want to use our analytics team to go and tell all the good stories and build up some cases and by that way we want the HRBPs to take on more of that. (12:50)
	I am not sure we are that mature that we can identify what processes do we want to put kind of a data umbrella over. (13:09) Right now we have an HR analytics function that is very immature as well, they have been operating a little more than a year now. (13:45)
Need for showcasing the great results of the analytics performed.	They [HR analytics team] have been operating a little bit more than a year now, and hey are starting to get some traction and showing some really great results. And they just need to continue that and communicate more widely what they have achieved and what they are capable of doing. (13:50)
Analytics is based on ad hoc requests.	Right now the way we operate is on ad hoc basis. So you ask the analytics team for a task or for some support on a specific topic that you want to deep dive into, and the they will help you. So it is not like they have to be involved in these type of cases or in these types of cases. (14:15)
Formalized and automated reporting of data of some HR processes.	We could do more of that. But what we have seen is that we use more and more data in some of our other HR processes. But that is automated - so the data is available by a click with the mouse and is presented to you. (14:50)
	Where I see the analytics can play a more vital role is when we do cross-functional data-correlation or when we start using data from different data sources, and start to see how they play together. Can we see decline in one KPI has an impact on sales or whatever - Can we see a level of competencies has an impact on growth rates compared to another region where they have other competencies. And you cannot make that automatic - or at least not in my imagination. And that is where you need to ask the analytics team (15:27)

Integration of analytics must be improved from three perspectives: HRBP, HR and the analysts.	In my mind we to work both from a BP point of view: with the topic, from a HR point of view: improving our processes, and then from an analytics point of you: they also need to get in the game being better at advertising what can they actually do. (16:30)
Need for showcases.	I have told [the analysts] this many many many times. [...] Because you have to go out and <i>showcase</i> what you have done. (17:02)
Facts gives attention of management.	Presenting the facts just kind of brings it to the attention of the management much faster. [...] If you can start <i>showing</i> the trends and showing the numbers then actually wake up and say: 'Ah, we need to do something here'. (18:20)
In processes and in the mindset it is important to include HR analytics earlier in decision making processes.	In our processes and our mindsets of HR management and HRBPs that we need to involve HR analytics much earlier in the decision making process. Let me give you an example: If we are doing a huge organizational transformation, make sure you sit together with the analytics team and drill into the design criteria and say: 'are there some tests we need to make here?' That the data can help us make. [...] Because when you do an organizational change you risk destroying something that works really good. And if one manager could say: 'but this organization is working really good' - If we use data we can actually prove him or her wrong on that point, and say there is actually something here we can do in a different way. (19:58)
	I think we can identify areas and processes where we simply need to step up in using HR analytics. (21:20)
Have identified data as being one of the crucial skillsets that we need to strengthen our BPs within Data as crucial skillset for HRBP.	I am responsible for the roadmap for the HRBP and how they develop and I have identified data as being one of the crucial skillsets that we need to strengthen our BPs within (22:40)
	I want to analyze the skillset of our HRBP and one of the skillsets we want to measure their strength of is their analytical capability of course. (23:00)
Some HRBPs are weak when it comes to data.	We had another workshop where we did some - just basic stuff. You have to remember that our BPs are at a different level, but also some of them have absolutely no idea about data, but they are just so strong with change management and all these soft skills that for them it is difficult to go into that data world. (23:30)

	We have had some basic training, but we need to formalize it a bit more if you ask me, so we can offer some e-learning on basic data-understanding and so on. We have had some training of how to use our reporting facilities. (24:00)
BPs sometimes pull from analytics team on ad hoc basis.	And then of course there has been some ad hoc pull from the BP for tasks for the analytics team. (24:16)
Analytic team needs to come out of their silo to establish cooperation with the business and HRBPs.	So we have things going on, but I don't think the cooperation is extremely [break] affiliated strong - no I don't think so. I still think that the analytics team needs to come out of their silo. Because they have to do their stakeholder analysis - [And this feedback I am giving you I have already given to Gfos A1] - They need to come out and talk to their stakeholders and understand <i>what is the business needs</i> . (24:40)
Analytics is fantastic tool for HRBP to facilitate better business decisions.	The business is facing some business challenges [...] and analytics is a fantastic tool and a fantastic support to start opening up this topic, and make better decisions. This is what it is all about. Making better business decisions that will lead to business growth. (25:24)
Analysts needs to show their results and leave the 'state of development' behind.	The analytics team needs to get out of that 'we are still in a development mode'-bubble and start showing some results. Because they have already made some fantastic results. They need to put out some ads. (26:00)
Analysts should push data upon the HRBP.	[The analyst] did that a couple of months ago, she said: 'We [the analysts] just thought you might need this analytics for your business unit'. And as soon as I received it I said: 'that is true, I actually need that' and then I asked for follow up: 'I actually also would like this cut and could you give me more information on that', And then the cooperation just evolved over that. So of course they need to push their - not only information but their work. (26:28)
Analyst should push data to the relevant HRBP within areas of the five must win battles of Grundfos to start somewhere. Analyst should push data to the relevant HRBP within areas of strategy.	There is a risk of that [solving non-existing problems when pushing data]. But of course when they select what they [analysts] want to do they need to look into Grundfos' strategic agenda. Look into our strategy and see what the group management want to put focus on. We have five must win battles. Choose something [...] Give that to the BP responsible for that area then you start adding value where it has strategic impact. [...] They need to start somewhere (27:45)

Analysts should have quarterly follow ups with the business to understand what is going on.	In my book, they [analysts] need to have quarterly follow up meetings with the business to understand what is going on. 'Ah, that's going on, perhaps we could help you with a survey on that or we could make some analytics.' (28:25)
Analysts needs to get out of their bubble and sit with the business.	They [analysts] need to talk to their stakeholders. Gfos A1 could go to three months move to Singapore and sit with our regional sales office there and try to understand what is going on. One of the other analysts could go one floor up, sit with Finance - still do their normal job - but just in the environment - Instead of sitting in the bubble. (28:35)
	It is a function (analytics) that is not up and running at the moment [...] It is just up a very very steep hill [laughing] (29:08)
Every decision that requires a major change needs to be based on facts.	There is of course some areas where it doesn't make sense to perform analytics - if you have a simple recruitment of an executive perhaps you don't need data. But I would say that everything that requires a major change or a bigger effort - you need to make sure that your decisions are based on more facts. (30:20)
Mindset of using facts when making decisions is important to install in a BP.	The mindset of getting facts on the table - Which comes very much out of the thought process of having an analytics team - needs to be in the mindset of a BP. Also when you do a simple recruitment. (31:00)
In future the analytics team will have more strategic impact in the future analytics team will be more integrated with the key processes and strategy board.	I think [in the future] the collaboration need to be more on autopilot. I think that the analytics team will have integrated themselves into some of those key processes. [...] They need to be better integrated with our strategy boards. I would expect if they keep a positive traction on their matureness, they need to be more present in those strategic forums where decisions are being made. Either through presence of themselves or they have a hook in the BP (32:00)
	We need to be realistic here [with regards to excel in analytical maturity]. We should go for what is the next natural development step for an organization here. (33:30)
Analysts must build a business case for their future existence and show their value.	I cannot see the sky as the limit, but the analytics team need to come up with an ambition. Where do we see ourselves, how integrated do we want to be, and what is the business case behind that. Because we don't want to build up a world class analytics team if it is not giving us anything. We need to make sure that we understand what the business value of having that is. I think they need to show us that in our HR management (33:20)

Cannot be tailored to the business units - must be a uniform approach.	[Q: How should the analytics team work? Ad hoc? Tailored to the BU? General reports?] I think it is too difficult to answer at the moment, I think we need to see what is it we want to achieve with this function here. And then the limitation will be resources. Because if you want to cater differently to different business units. That is not what we are seeing in Grundfos. What we are seeing is that we will have a relatively uniform approach across. Which will be challenging, because BUs are used to do whatever they want. But I think we need to have a relatively uniform approach because I don't see this team being a team of 20 people. I see this as at a maximum being five very very talented people at some point. And I think some of those people need to be able to do ad hoc things, but another part of that team need to work on strategic initiatives together with our top management. To make sure that when they a strategy development process, that they base it on data. (36:04)
	And then of course some of them need also to work closely together with our data management team, to make sure that our data quality, which we focus on, that we improve that even further. (37:07)
Must move mindsets of HRBPs and excel analysts' analytical competencies.	We need to move mindsets. Mindsets in the stakeholders of those receiving the support and we also need to move on the competencies inside the team [analysts]. We must be fair: That we do not have the world's strongest analytics at the moment. (37:34)
	I think it would be a huge help to have some stronger mathematical help here (38:35)
Analysts needs liaise with C-level HRPBs and participate in their meetings.	But that [mathematic help] would only help with the competence part. They [analysts] need someone to start brokering what they are actually doing. And they need to start talking to the executives 'how can we help you become even better'. So they need to liaise with the C-level HRPBs and ask: 'can I participate in your business review, cause perhaps I can pick something up that you don't see that we can do an analysis on'. (38:45)

Willingness to act upon analytics of HRBPs exists.	[Q: how do the business act when receiving analytics] I think there two questions here: one is, 'will they [HRBPs] act' [...] sometimes you receive reports and it is not what you wanted [...] but that is also part of what an analytics team can do, is to say 'but there is no correlation we can show here' [...] because that is also relevant. And then in other cases you bring it forward to the management team and then you make the decisions and actions. So there is a willingness to act upon it, and I have in my own situation where I have used the team, we have concrete actions in the end of an analysis we made. (39:40)
An HRBP must understand the data, but must receive help understanding what is behind figures from analysts too.	Skillset (HRBP): Of course you need to have the basic understanding of data. But I think the analytics team need to have, when they make PP-presentation with the data, the last page they need to have something: 'notes for the BP'. [...] All these things that they will be challenged on when the BP present it to the management team. Instead of letting the BP look like an idiot because he cannot answer any of them [challenging questions], I think it is really really crucial that you prep the BP. (40:40)
BPs need to understand analytics to be able to defend the figures.	So one of the skillsets [of the HRBP] is of course to understand analytics, you cannot just get a fancy report from the [analytics] team and then you go and present it if you don't fully understand what's behind the numbers. Because what I face so many times is 'This is not the truth', [...] you are just faced with all these bad excuses why your presentation is not the truth. So you need to be able to understand the dataset completely. (41:27)
Assumption of data availability or time consuming counter questions led to turning down the request for data of HRBP.	I have not requested data of our HRBP transformation, which is poor. [...] Sometimes I am concerned that we do not have the data available and if I ask them to do the analytics, my problem is that they will have a counter question for me that I don't have the time to answer. (42:40)
Analysts should hunt data.	They [analysts] need to have the resources in the team that can do this data hunting (43:35)
HRBPs are too busy to do any number crunching themselves and they do not have the competencies to do it.	Another obstacle is if I receive data that require that I do some extra crunching: I don't have the time. I need chewed food. [...] If I get a huge Excel sheet with millions of pivots [...] I have also received that - And that is still in my inbox marked unread for the last four months. Because I do not have the time to do that. Also because my skillsets are not strong enough to work with that very fast. (46:01)

The analysts must have a team dynamic offering high level math, presented visually and communicatively aesthetic.	What I am expecting from the analytics team is that it is a team effort. So I expect this guy [a mathematician] is the engine. But they need also to have people that can shape it [...]. They need to step up on their consultancy skills. So they need to have that mathematical person but also the power point specialist and the communication specialist. (47:55)
Need for a close and constant dialog between the BPs and the analysts.	They need to understand the business of course. [...] That is why I think during an analytical process you need to have a close dialog between the BP and that team, because every time you come upon a decision in the analytics team saying 'aha, but now if we do this we are pushing the scope' [...] You have to be in constant dialog about that. (48:50)
Dialog between HRBPs and analysts needs to be ongoing throughout a project.	I think they need to have a formalized startup meeting when you do an ad hoc service, where all these questions are being cleared out in the beginning, and the you can have that service level agreement on what is going to be delivered. Because here the BP can say, 'I need to have a PowerPoint slide, it needs to be maximum ten slides [...]. They need to have meetings - I don't want it to be 'I ordered this and then I receive this, done deal'. This has to be a process where we have dialogs on 'OK, we have done some preliminary tests which show this, what you want us to do now: Should we go down this line or that line'. So it is a dialog that is ongoing. (49:25)
Analysts should make a process description.	I would like the analytics team to make a kind of process description on how do we roll through a very strong analytical process. The risk is that it is an inside out process. But from a maturity point of view - let's start there. (50:05)
1st order concept	Quote - Gfos BP2
HR analytics as a way to justify HR initiatives.	The entire HR organization should focus more on HR analytics. [...] But I don't know how high on the agenda this topic actually is. I think HR has since many years had troubles actually justifying all the proposed initiatives that the business should do. And here I think analytics could be one way of actually justifying the things we are doing (4:08)
To use HCA, the belief of HRBPs needs to change towards seeing the benefit of fact based decisions.	For me, [the change to use HCA] is to believe more that we should be fact based and not just think that 'because we as HR people think that leadership development is exciting or interesting' but that it actually leads to business results and how can we actually document and prove that an increased focus on this topic leads to certain business results. We don't do that today. (5:06)

HR analytics needs to be linked to business results to equip HRBP with arguments in the discussion with the Executives.	If I come to [the CFO] and propose that we should more look into leadership development or talent management, then I really need to be sharp in my argumentation and I am sure that some of the good arguments could be if I could link some of these things [analytics] much more to the business results and we cannot do that today, or at least we are not good at it. (5:48)
For support function, linking people data to business results is difficult and thus HR analytics is difficult to use for HRBP in this area.	<p>I see HR as a support function and the [HR business Partnering in CFO area] I am responsible for, we support another support function, so linking people data of the support functions to business results is actually difficult. (6:49)</p> <p>For me it would be much easier if you would look at the people data related to the sales organization and then relate that to sales growth, market share and so on. (7:56)</p> <p>It is difficult for me to link some of the people data around the support functions to the business results. This is for me a really tricky thing to know how do I actually get started to working more with analytics (10:04)</p>
Advanced analytics beyond reporting is not yet used in work of HRBP.	We [HRBPs for Finance] don't work with analytics as such, of course we look into headcount numbers or attrition rate but really trying to combine the data, to see if we can find any specific patterns, we don't do (10:33)
Unclear on how to interact with the analyst and guidance on how to use HCA is needed.	[The process of working with analyst] is a bit unclear [long break]. I know that [the analyst] has promoted the area, the HR analytics team, and we can come with our requests but again we need support in how are we actually getting started to use HR analytics more (11:12)
HRBP needs to get inspired of HCA by analyst with showcases to get started.	[15 sec break] [To get to know how to work with HCA], people like [the analyst], who have good insights into how to work with [HCA] but perhaps also could inspire us a bit, and actually come with some showcase because this is what I really miss (12:01)
	In the autumn I attended two seminars about HR analytics, I must admit what I heard there was about using HR data, but not combining HR data with other data from the business. I got the impression that not many companies has come far in this area (12:40)
Need for more analytical competencies of HRBP.	We would need more internal HR analytics competencies to make hypotheses, so what is it we would like to analyze or to test whether it is right or wrong, for example if I had a feeling that it is only females who leave us, can I actually document that this is the truth? (15:27)

<p>Clarity is missing for HRBP about the available data that could be used in order to inform actions.</p>	<p>[Question: Thinking about HCA when facing business issues?]</p> <p>If I really want to challenge the CFO that I think that there is challenge in the way [the Finance function] is organized today, what data is it I would like to put together to prove that we need to be organized in another way? [...]. To some extent that will just be my belief that another organizational structure will give [the CFO] something else (17:40)</p> <p>How do we actually access data? Not only people data it could be other data in the business. It is not clear where [the HRBP] needs to go. Should it be to the HR analytics team and then figure out how we gather data? It is also a challenge which data is actually available. So if I would actually like to do [an analysis], I am not sure what data I have that I can look into. (19:08)</p>
<p>Requirement of doing HR analytics is to free up time of HRBPs.</p>	<p>We are in a transition with our global HR organization. As it is today, our HRBPs very operational, they solve a lot of stuff, which at least in my mind, they should not be doing, so we do not have a lot of time to sit back and do analytics. So we solve a lot of operational tasks just to get the basic HR stuff going. [...] So dig into data, do some analysis, address this and put it on the agenda of the management teams, we are really not mature on that. And as it is today, a lot the HRBPs do not have the time to actually do it, they actually just try to survive in the daily business. So freeing HRBPs time up is also an requirement if we really want to pursue some of opportunities in using HR analytics (19:48)</p>
<p>HRBP should become more data driven, but the target success criteria is blurry.</p>	<p>[Laughing heavily] Setting up the success criteria for an HRBP is blurred today, also for me. [...] Success should be that we much more can drive some business agendas in the units we are supporting and here, in my mind, we really need much more data. So we will be more data driven in the themes we will put in the agenda on the business and we can really argue for why this is important for them and we cannot do that today, as I see it (22:10)</p>
<p>Role of HRBPs in HCA is to set up what should be analyzed for the analyst and sometimes even do analysis themselves.</p>	<p>I think that the HRBP should be the one setting up what we would like to know more about. And then hopefully have people who are good in doing the analysis and providing data for us. And you could say 'When should it be the HRBP analyzing the data and when should the analysis done by the HR analytics team?', it could be a balance. I think we also need to be able to analyze some of the data to a certain extent and not just rely on what [the analysts] will do, which conclusions they will draw on the figures (24:20)</p>

HRBP also needs to understand the data which the analyst is providing to verify conclusions drawn.	I think we also need to be able to analyze some of the data to a certain extent and not just rely on what [the analysts] will do, which conclusions they will draw on the figures (24:50)
	[Question: How often do you meet numbers in your work?] Not that often. It depends, I can go into our HR dashboard and look at headcount figures or attrition rates, but to a large extent we already know what they will be saying (26:10)
Challenge for using numbers as HRBP is the lacking interest in numbers, change in mindset is needed.	[Obstacle for using data as HRBP] is a general challenge for HR people that we perhaps are not interested in numbers, we like to talk and we like to talk to people, the more soft side of the people and organizational theme more than looking into data. [so it is also about changing the mindset] (28:35)
We hear many interesting things about HCA but it is hard to get started.	The session we had [with analyst and HCA professor] and I have been to these seminars [...] and it was very interesting to hear at least what the thinking is. [And I would like to have more of that], But then again, it is hard to get started. (29:12)
Analysts needs to be more proactive to show possibilities of HR analytics. But the HRBPs should also reach more out to the analysts.	The HR analytics team is for me actually quite invisible, of course I can go and knock on their door and say 'I would like to have your help on this'. I would also like if they are more proactive, coming out and try to inspire me, have a talk with me about what is going on in my business unit at the moment and [...] try to help me to show 'what is it that we can use HR analytics for'. (30:10) Q: Should the HRBP also reach out to the analysts? Yeah, yeah, for sure (30:57)
Unclear for HRBP what to get from HR analytics.	I think it is unclear for us [HRBPs] exactly what is it that we can get from the HR analytics team today. Can we just request a report and then we have to try to do the analytics ourselves or can we actually ask that we would like [the analyst] to see if there are any patterns? (31:07)
	Skills as HRBP: I think you should have some kind of HR experience, and you need to be very broad in your HR profile. [...] I also think it is important that you have a true interest in learning the business. I should not be a Finance or IT expert, but I should at least have a true interest in trying to figure out what is going on and what is the mechanism in a finance organization. (32:10) You need to be able to create relations with the business stakeholders. This confidentiality you have in the dialog with the business leaders, this is simply so <i>crucial</i> for you. If you are not able to have these talks you can simply not do your job. And you can only have these confidential talks if you establish mutual trust. (33:06)

HRBP needs to become more capable of working with data.	Going forward we [HRBPs] should be more capable of working with data and I am not sure that we are that today (33:50)
Do not know HRBP's role and what to do/how to act on the reports.	It's hard to get started [with HCA], perhaps it actually because I am not use to it, so what is it I actually should do? Now I have this report [...], but ok, then what? What do I do then? (34:06)
When receiving reports, instead of asking for follow up analytics they usually make decisions based on beliefs. Going forward they should ask for analytics.	What we do today is more, 'Ok now we have this report and the attrition rate is sky high', then we sit down in the management team and discuss what we <i>believe</i> is wrong and we can suddenly jump into conclusions, 'this is because this and that' but we really don't know. This is a good example of where more analytics could be better. So perhaps this is where we as an HRBP could develop that we are saying 'Ok let's stop guessing what is wrong' [...] We could propose that is could be this or this or this and try to work with HR analytics to see if we can actually prove that is the reason. But we are not doing that today. (35:07)
Use of analytics differs among HRBPs.	I think [the use of analytics] differs very much, if you look at the HRBPs we have. (36:29)
Need for more analytical competencies of HRBP.	When we set up the requirements for what an HRBP should be good at or capable of, here HR analytics should be one of the bullet points. Perhaps also if we look at the development framework for HRBPs we should find out how to develop these competencies. (37:01)
HRBP do not know what data is available and which analyses could be made.	If I am sitting in the CFO management team, and let us the example of high attrition rate, if I say 'let's stop for a minute, instead of us jumping to conclusions I think we should try to analyze', I think the biggest issue for me in this situation is simply that I don't know what would we be able to analyze and which data is available for me. (38:52)
Mental shift of HRBP needs to happen to work with analytics.	I am not sure why we are not doing it. We are not used to [work with analytics], so it also a mental shift for us as HRBPs (40:25)
First and foremost the business itself, supported by the HRBP, must spot the business issues relevant in the area of HCA.	Out here [spotting the business problem] I see the business and partly the HRBP - as I see the HRBP as an integrated part of the business. (41:40)
HRBP should translate business problem for HR analytics team and translate results back to the BU.	<p>I see that it is the HRBP's task to try to translate the business problem for the HR analytics teams. (42:00)</p> <p>I still think that the HRBP should be the one responsible for translating both ways. (42:30)</p>

It would be beneficial for analyst to come to management meetings to get to know the business problem more concrete.	If we identify a business problem, it would be me translating it, but perhaps I would say to my business stakeholders 'I will invited one of my colleagues to the next management meeting' because I would actually like them [analysts] to be even more sharp on what it is we are talking about before they do the analysis. (43:36)
HRBP should be interested in HCA as it helps them prove their value.	I think that the majority [of HRBP] would be open and interested in the theme. I guess you have heard that HR for years have had issues in justifying: 'what is the value of what we are doing'. It is very intangible. So, this is also a way of proving that there is value in what we are doing. And we are not very good at it. (46:40)
Whoever serve the HRBPs getting numbers must know the purpose behind.	I think they (data management people) need to know a <i>bit</i> more than just that 'I would like these reports or these analytics' - Don't ask what I should use it for, just deliver it. I don't believe in that. (48:10)
Important that analyst knows what the HRBP is using the reports for.	When it comes to analytics part, I think it is even more important that they [analysts] know, what is it what I want to solve [in the business] (48:54)
	I would like to ping-pong more with Gfos A1 about how we could do this [measure performance in Finance] (50:45)
As the HRBPs has little time, the analysts need to proactively force themselves into the agenda of the HRBP.	[The analyst] could be more proactive, go out and knock at my door and say [...] 'what is it you and [the CFO] are talking about when you meet' and then say 'Ok could it then make sense to look at this' and in that way actually push me a bit more. I would actually like that. Even though it will be a tough time, as I need to think 'ok what is it' and 'what kind of data I want to look at'. So she actually forces me to do it. Because in this busy day-to-day business we have, I have a lot of excuses with not getting started [with HCA] (51:15)

9.6.3 Coloplast: 1st order concepts and quotes

1st order concept	Quotes - A1
	<p>The reason behind combining [HR Systems and insights in my role] is that I am responsible for the processes of how we put data into the system. So it makes a lot of sense if I am also responsible for the data coming out of the system. (8:22)</p> <p>I cannot be responsible for the output of the system if I am not responsible for the input of the system. (9:54)</p>

The Maturity of the scorecards needs to go up as too many do not use it	The analytics piece [of my work] is to the expansion of our basic metrics that we have today. To make sure that the basic product that we do have on the shelf is aligned across the business - to bring that maturity up. [...] around 40% of our business is not using it. That needs to go up. (14:35)
Need to sparkle the interest of the HRBP through showing the value of analytics	I think that is where we see the big interest of the HRBPs. [...] Once you have seen the actual value [of analytics] and understand how you can run your business even more effective, that will enable you to drive the real value going forward. So it is a matter of initially sparking that interest in the HRBP, to show 'this is the value in it'. (19:05)
HRBP need interest and understanding of the value of analytics	Even if you are from an older generation, you still do have the capabilities and if you do have the interest and understand the value of [analytics] that enables you to be even more efficient [as HRBP]. (20:45)
Analyst using example of one HRBP which is using analytics to show other HRBPs the value of analytics	I am usually using [a specific HRBP] as a good example when I am talking to other HRBPs to say: 'reach out to this guy because he has seen the light and you should see it as well'. (22:01)
Analyst letting other HRBP tell new HRBPs what the value of analytics is	So I am saying: 'Dear new HRBP, do you need an IT, analytics, business guy telling you what the real value [of analytics] is or does it make sense actually to talk to one of your colleagues and ask him all you HR questions around the real value of spending time on number. (21:11) So what I usually do is to mix that up, I explain where I want to take this from a business perspective and if they don't buy into that, then I usually couple on some of the good example that I have [with other HRBPs] (21:36)
The scorecard needs to be tailored on a BU level.	Maybe we came from the point where the approach has previously been of 'one size fits all'. I don't believe in one size fits all. I believe that one size fits a certain sized player, meaning that we can give global operations on thing, R&D another thing, Finance another thing [...]. (25:24)
Instead of asking HRBP what the business needs for analytics, analyst interacts directly with the business to find out the needs	I have been sitting with the SVP of those areas with the uniform score cards in front of them, telling them: 'This is what we have today. Does it make sense? Do you understand the value? What does these numbers tell you? What sort of actions can you take upon these? What can you use that to discuss with you HRBP?'. So actually taking the other way around, not necessary through the HRBP, but sitting with [the business leader]. (26:20)

HRBP need to understand the business issues and link it to data to provide value to the discussions with the business leaders	So we [analysts] need to both be able to explain to the MD, why they need to listen to HR but we also need to be able to show HR, how they can drive those discussions [with analytics]. Of course they need to understand, and they already do understand, the business issues, but need to link that over to data and to HR. [...] That is when they [HRBPs] really provide value to those discussions (30:41)
Too low maturity to drive actions. Managers are too busy for 30 day old data.	When come down to that level [of showing the HRBPs what is possible with data]. That is more driven through the HRBP. We would like to go there, but I believe it is too soon and too cumbersome the way that we do provide data today. Providing the data to managers etc. the accessibility to action driven data needs to be improved. So going into some SharePoint and find something that is 30 days' old that is not something they will find valuable - they are simply too busy. (31:20)
	If we are not able to provide it easily directly to the high end. Then we will never reach the normal manager. (32:50)
Make sure that HRBPs talk about HR metrics and analytics	Of course we [analysts] have some nice graphs and numbers and stuff like that which our HRBPs and business leaders are used to seeing but of course it is very much the maturity to make sure that they do talk about HR metric and analytics every time they are discussion. (43:41)
Analyst talked directly to the business to make the product a 100% fit	In the end it not HR that [the uniform scorecards] is a product for, we don't need to sell analytics to HR, we need to support decision making to the business through HR and that of course means in order to make sure that our HRBPs do not go out to the business with a product that is only fitting 80% of the local focus, then talk to the business to make sure it is a 100%. [...] So once the HRBP comes out with the nice slide deck, you [the analyst] need to make sure that they do have the necessary evidence, the necessary information to that specific business unit. So instead of [the HRBPs] coming up with something that is maybe 80%, then people will start asking around the 20%. [...] Then I rather have the direct discussion [with the business leaders] but that is also a way of maturing that. (50:11)
Analytics team would not get to know the specific issue without the HRBP	You don't want to overrule your HRBPs, because they are the ones that are sitting with the everyday work and they know what is the most important for the business right now. [...] The analytics team would never know what the immediate issue is with a certain business unit, they [analysts] simply don't get that input unless you do create a community or forum where you can combine these elements. The way we have combined that today is that I am driving the meetings with [the HRBPs] that are sitting with the immediate issues of the business and we are discussing in that forum. [...] So we do have the forum defined where that can be discussed. (52:02)

Balance ad hoc analytical requests and regular reports	[we need] to build up the resources to meet those ad hoc requests. Because I believe there will come more and more. Finding something between ad hoc and something that you do a report on more regularly. You don't want 100% ad hoc. (55:30)
Analytics needs to give a flavor of the possibilities of analytics	I believe it is our responsibility in the analytics function to drive the development, to show the value, give some flavor of what new possibilities are that business haven't seen before. (56:04)
HRBP should be in charge of contacting analyst but need capabilities	I would like [the business] to go through the HRBPs [with analytics requests] if they had the capabilities. [...] I think that needs to be the primary contact - and not one central function that will be overloaded. I think it is more effective that they [business leaders] use the HRBP because they are meeting up with the HRBPs more frequently and I would like them to develop that relationship even more and make the HRBP more strategic rather than operational. That is by asking [analytics] questions and the HRBPs building up their capabilities to be able to answer that. (58:29)
Right tools and capabilities through HRBPs	Ideally it would be the business leaders if you give them the right tools and capabilities. But that needs to be build up by the HRBPs (59:15)
	It can be very difficult for an HRBP to sit with MDs and explain to them why they need to focus on [analytics] if they [HRBPs] don't have the capabilities or maturity to do so. (60:14)
HRBP needs to be able to interpret numbers	General analytical capabilities [are needed from HRBPs]. I don't think that we need a completely different breed of HRBPs, I think it's a matter of understanding of some basic math but I don't think that it is very important, I think it is more important that you need to be able to read the numbers, to read the red flag and to understand the combination of that with your HR operational and strategic capabilities that the HRBPs already have today. So they have done the basic foundation, this is more a matter of reading results out of a number. (60:48)
The role of an HRBP is very diverse	I think the role of an HRBP has a lot of different facets. [...] You need to work extremely operational, with everyday issues with employees, but at the same time you need to be working on an extremely high strategic level when we talk about organization changes. Just the role of the HRBP, in my mind, that is one of the most diverse roles in any company in regards to the strategic and operational tasks, there you really need to be able to work on two completely different levels. (67:45)
Analytics can help HRBP to become more strategic	So I guess [analytics] is also just a tool, where we say: 'Instead of you spending too much time on correcting or fixing everyday issues, if you do have the strategic mindset, you can spend less time on the operations piece. So it's more around fixing the root cause instead of fixing the issues that the root cause is causing. It doesn't mean that you will remove that people will not move departments or whatever operational elements that lay's in the role as a HRBP but I think it's around changing that split. So instead of them being 80% operational and 20% strategic, it

	needs be turned around. But also because that is where you can make a bigger impact as a HRBP. (68:10)
Measuring the success of an HRBP based on a KPI, helps building maturity The use of analytics solves strategic problems, which in turn reduce the operational burden.	We are already on the path were we [analysts] are reaching most of [the HRBPs], especially in those regions that are using our uniform scorecards today, because they are using that. They are being measured on their results on the KPIs, which are included in the uniform scorecard. [...] That is a way of building that maturity, so they understand that and understand that they need to work on more strategically. If you can make sure [as an HRBP] that it's only 50% of those that are quitting in your area, if you can reduce that to 20%, that gives you a lot more time to do strategic things rather than taking those exit conversations. So it's a way of improving their effectiveness also and thereby their own personal result. So building into a KPI makes a lot of sense in my mind. (69:26)
Analyst supports HRBPs in building their capabilities	I [as an analyst] can't support [the HRBPs] on the operational piece, so it is on the strategic elements. That is in regard to building their capabilities, making sure that they understand the numbers and making sure that they also do understand the decisions they need to take based upon what they are being receiving through the KPIs. (70:54)
Analyst works with HRBP to get to know the present business issues	[To work with the HRBP] is primarily to understand what the current business issues are because are also interested in just seeing basis metrics but that's not what they [business leaders] find valuable. What they find valuable is where they can reach a different level of efficiency in the organization and in order to understand that I need to understand what the issue in the business is. That is of course by having [the HRBP] close to me, I hear what they are focused on right now. (71:37)
To start up analytics and to make the most impact analyst should focus on senior HRBPs	When look at the HRBP function, I think the more local you get, the less strategic focus there is. [74:50] So it also an element of you [as analyst] focusing on the areas that have the highest impact. [...] What makes the highest impact to the business? It that [some senior HRBP] or to focus someone that is running operational tasks out in a sales subsidiary with 30 employees? [...] That is in [the senior HRBP's] area and that it where you [as an analyst] need to focus to begin with. [...] In regards to where it makes the most values, I do believe that you need to focus on [the senior HRBP] and the direct peers to being with to get them onboard (73:06)
Analyst focusing on senior HRBPs has effect on less senior HRBPs	I believe in the train the trainer principle, when you focus on [the senior HRBP] and the direct peers [...] that will have an effect on the [HRBPs] working 20% [operational] and 80% [strategic] (75:41)
Analyst should focus on overall issues instead of local HR issues	The insight function should not [...] focus on too much on local HR issues in a small location if we have 5-10 people sitting there, it makes a lot more sense to focus on the overall issues of EMEA. Focus on that because the effect on business will be 10, 20 or 100 times as big as the local issues that they have there. (78:03)

At current maturity level of HR, analyst is presenting data to defend the data from someone challenging the data	I guess it depends on who it is that is asking [for numbers], so I have been asked a few time where my immediate response is: 'When I am coming back with numbers, then I want to present it' because when I present it, then I get the feedback on what it is that I am presenting and challenge those that are challenging the data that I am providing. And you need to be able to do that because it's two folded, so if you have a manager that gets the input and needs to try to translate the data or the recommendation back to his manager, [...] then that will not be effective, you need to be able to be standing there. [...] Because if the maturity around HR and HR data is at the level what it is in Coloplast then there will be too many challenging the data, not necessarily because the data is not correct, but maybe because they are not used to HR being able to talk with data. And when you are at the maturity level that you are, then it is too easy challenge that because maybe you are not feeling comfortable with HR all of a sudden talking with data. [...] And if then have a manager or someone else who can't stand behind that, then he needs to get back to you [analyst] again and back and forth and that is not effective. (85:07)
Ideally the HRBP is presenting analytics, with analyst as backup	In a lot of scenarios, it is the HRBP [raising the issue] and then you would participate in the meeting with the HRBP. Ideally it is the HRBP that presents it [the analytics], because I think that gives the right picture and statement, because you also want to build their capability and comfort in talking with data instead of just gut feeling, but you would be able to back them up and facilitate and hear who they are being challenged so you can become even more effective in the [analytics] function. [...] So they need to present it more than you need to present it (87:13)
HRBP needs to be able to facilitate data driven discussions.	I do have HRBPs that are not comfortable with taking with data because they simply do not have the mindset, they are too operational and maybe from a different generation in regards to the old HRBPs versus the new one that needs to facilitate data driven discussions at a different extent than how things looked just 10 or 20 years ago. (88:18)
1st order concept	Quotes - Cplast BP1
HRBPs may not even understand how to drive decisions through analytics.	HRBPs may not even understand how to drive decisions through analytics
Use of numbers gives HRBPs credibility as they talk the language of the business leaders.	We started HR insights [in Coloplast] and build like a scorecard some years ago and we found that it gave us much more credibility when having a discussion with the business leaders because we started talking their language. (5:40)
Talking numbers is natural.	I think it is a really natural part of a discussion that you start talking numbers.

Analytics quality drives discussion validity	<p>It [analytics] speak to the return on investments of business cases. [...] So, if you want to sell the idea of adding 20 FTEs, you have to do a correlation calculation between number of FTEs and additional revenue [...]. That is where I can go in and discuss with them what is the actual value of driving those decisions. (10:59)</p> <p>I have never done without the numbers [Laughing]. But if you don't have the numbers it is a pocket calculation. So, it is a less valid discussion. (11:35)</p>
HRBPs have to defend numbers (lack of trust in calculations from business).	<p>I have been in so many discussions where we [HRBPs] made calculations but then we started discussing the numbers and the way we got to the calculation instead of the actual conclusions of the calculations. [...] So there is a lack of trust in HR, in terms of 'Can they actually do the math?'. (11:50)</p> <p>In a meeting with a senior management team, you [as HRBP] will get so much push back and so many questions to the actual conclusions [...], not really trusting the data. (12:35)</p>
HRBP must double check the data themselves in order to use/trust it properly.	<p>I have never been in a company yet where I can truly trust the data. That is the sad fact. [...] I trust my ability to calculate and check, but I don't trust the data yet, but that is where we have to go to. (13:58)</p>
Analyst is one of the most important stakeholder for HRBP and needs to be part of work of HRBP	<p>I reach out to [The analyst] all the time. He is one of my most important stakeholders. So for example we are starting to talk to the business about building an organizational review, so a process where we review the organization, their health and the status on some of the elements of the uniform scorecard as well as other elements. We [HRBPs] need [the analyst] to be a clear part of that. (18:01)</p>
Works on establishing a relationship with Finance to do workforce planning	<p>I also work with FTE controlling [...] Controlling and also forecasting. It is mostly based in Finance, but we need to build a strong relationship with Finance to make sure to have a sound discussion about workforce planning. So there is some immaturity still, but a lot of ambition and mandate. (18:52)</p>
Big diversion in the use of data in HR across countries	
HRBPs see value of analytics	<p>From the HRBPs I met [...], they know that [analytics] is absolutely key [...] and I haven't met somebody that doesn't see the value. I think it's a bit like HR operations, if you don't have your things in order in terms of the lower level HR activities: contracts, salary, bonus whatever - If you don't have those in order, don't ever think about getting time to speak at any important meeting. It's the same with analytics, it's a foundation for HR. (21:17)</p>

HRBPs are requested to use data but data quality makes it hard to raise expectations	I would ask them [the lower level HRBPs] to use what we have - and we already are - and they are asked to give inputs to their scorecards every month. So they know they are out there and they are using them to some extent. (23:00) [...] But We have quite limited data [in Coloplast]
Analytics needs to be in a way that HRBPS cannot live without them, so they will pull for it	We have quite limited data [in Coloplast], so I have to build some pull effect somehow. I want us to have a set of analytics that they cannot live without. It would be them pulling [for data] because they cannot live without it. (23:12)
Waste of time if HRBP won't believe in and understand analytics	Pushing somebody to use a framework that they don't really understand or believe in, would be a waste of time. (23:44)
Senior HR leaders have prevented the rise of analytics in HR (sth for discussion)	<p>I think [the use of analytics] has been growing from below because I think that some of the younger HR people are absolutely clear that [the transition to analytics in HR] needs to happen, but they are too low in the organization to actually have an impact. [...] I think that you have a lot of crappy HR leaders out there [in general] [...] and they don't understand the business and they don't know that they need to drive the business and help their key stakeholders to actually make the business better. They didn't crack the code yet and they probably never will but they have very senior HR positions and they are the greatest influencers [...] and they are not driving the businesses in the right direction in terms of data and analytics. They don't understand it and they can't drive it. And I think those people have been leading the HR scenery in Denmark for some years now and it's probably changing because a lot of senior HR people are being changed these years. [...] We are seeing that we need different HR profiles. [...] When HR started being a topic 15/20 years ago, you would probably tend to see that the people who didn't know numbers would choose to study HR [...]. And they are not the ones who can drive true, valuable business decisions. But they had a spot in the management board and now it's changing. (25:30)</p> <p>One of the things that happened in Coloplast a couple of years back is that they led the HR leader go and then they hired my boss, who is not an HR profile, [who has a] commercial profile. (29:09)</p>
CHRO must know numbers and HR practices	[The numbers profile] has to be balanced with on who speaks HR. (29:30)
Business new hires are evaluated based on analytical capabilities. Now HR new hires are as well.	(Is the data agenda pulled from the business?): Yes, very much. When we evaluate new hires it has a lot to do with how analytical they are - That combined with leadership skills. At senior positions we need people with an analytical mindset. And that alone speak to the same demand going to HR. [...]

HRBP need analytical mindset	At senior positions we need people an analytical mindset and that alone speaks to also the demand going to HR. (34:32)
Board members give strategic tasks to HR	I talked to Christina volumes the Executive VP about numbers and how we can build an organizational review format for future and that comes from him as a wish to HR. (34:54)
When HRBP show possibilities of HCA to business, business will also request more data	We [HRBPS] are also maturing and as we are maturing we will also show what we can do and then [the business] will reach out more. (35:30)
	HRBPs need analytical skill (36:26)
	[Why not replace all HRBPs with analysts] Empathy and trusted advisor skills, that is much more than analytics. A trusted advisor can sit at a board meeting and actually be invited in as a natural part of the board to be able to steer the discussions into the right directions and that is not just analytics, that's using analytics to make decisions. That's the level above analytics. (37:41)
HRBP are valuable do to their seniority	I am sure an analysts could do many of these things as well, but you have to have some seniority to build it to the next level [...] In future I see many ways to be an HRBP (38:50)
Synergy with the business as success criteria	I would be measure on my ability to drive the team in the direction with the business. I mean I need a team that is always aware of where the business is going and what it needs from an HR organization to help them achieve that. [...] my success definitely lies in the synergy with the business (39:40)
Close relationship between HRBP and analyst	You could see an organization where we have more analysts so that you actually partnerships between an HRBP and an analyst. Like you have in some organizations where you have a lot of HR people, you would have a recruiter and a HRBP linked together, I would actually rather have an analyst than an HR recruiter [...] and have the analyst support [the HRBP] at all times. (41:16)
Analyst needs to know the business and how to sell analytics through visualizations skills	I would also like a commercial excellence person [...] People with great PowerPoint skills who can analyses the data and make them look flashy and understand the business and how you could sell that it, that would be a perfect profile for HR analytics. (42:16)
HR should get more strategic impact and HCA is the key	This is one of my ideals for HR. I am so stubborn in terms of us getting a seat at the table. An I am so stubborn about us being taken for a real business advisor. And I think this [analytics] is absolutely key, and I am so annoyed when HR professionals don't see the value. And that just makes me want to change things. (47:25)

1st order concept	Quotes - BP2
<p>Rising interest in number for taking actions, especially due to rising attrition rates</p>	<p>We have started journey to create scorecards [...] [analysts] are taking it to the next level (4:01)</p> <p>We saw an interest when we introduced the scorecards and metrics to the business. They are keen to understand, to learn more and to see what direction that gives us. (4:17)</p> <p>For IT we have been very fortunate to have a very low attrition number. But since we have seen that the market has warmed up [...], we also see a lot of people leaving us, more so than in the past. And that brings on some interest in understanding 'who are leaving, what are they saying, what are the reasons for them leaving' and that is definitely I can see more interest in and actually has given us some good action point that we are addressing to be able to secure that so many leaving on a particular subject. (4:36)</p>
<p>Want to move from descriptive reports, to explanatory analytics</p>	<p>It [the scorecards] is a good start, and I would like to see it [analytics] develop, because I think we can create more value by also explaining what we see (7:10)</p>
<p>Analysts helps HRBPs to address business problems and to make conclusions</p>	<p>[With the arrival of the new analyst] we can take it to the next level because we can make some conclusion on what it is we see and what are the pain points we want to address in the business [...] where we as HRBPs have interim had that role to propose or suggest those actions or conclusions to our management team. This is also ok and I think that also goes a little bit about the dialog about the roles and the synergies. (7:40)</p>
<p>Receive input from different parts of organization</p>	<p>We got the input from different parts of the organization, particularly the sales organization, calling for numbers and understanding the overall trends in the business to be able to support them better. That called then for a global solution [which is the scorecard] that we developed and that we rolled out more and more in the business (8:47)</p>
<p>HRBPs see the value of HCA, especially if the business leader they are supporting has an interest</p>	<p>I definitely see the value [of HCA] and I think that's a two-way street. I cover the CFO area and our CFO is very number specific so for him it is also a natural part of driving his business to understand HR analytics. (9:37)</p>
<p>HRBP sees analytics as an extra dimension to make known things based on experience more tangible</p>	<p>The cost of hiring someone and brining the person up to speed is definitely on our minds and I think that we don't have an actual number, but we definitely, based on our experience, probably have a good, a solid understanding of what is the actual average cost. [...] It could be an extra dimension to add to [the scorecard] to become much more tangible but it is difficult to assess to be honest. (10:53)</p>
<p>HRBPs lack trust and understanding of numbers.</p>	<p>I think it is both [HRBPs not understanding the numbers and not trusting the data quality in the scorecards]. (12:28)</p>

To use data HRBPs need to be educated on how to use them to understand their role	<p>I think that [the part of introducing the scorecards to local HRBPs] has been lacking so I think it is a balance between people have not been educated sufficiently in this to understand their role and they can use the data and when they look at the data they have doubts whether they are right or wrong etc. (12:40)</p> <p>You can't with the scorecards without understanding them, so I think that investment needs to be taken in order to become a good HRBP with the business. (16:53)</p>
Increase in data quality increases the HRBPs' trust in the numbers	I definitely see that the data quality has changed and has been more clean and with that then comes the feeling that we can this is definitely something that we can use and we can trust the numbers and we don't have think about [the lacking data quality] anymore, so it's a development. (13:03)
With education of HRBPs about numbers, use of them increases	The [HRBPs] that we are educating [about the scorecards] become more familiar with the scorecards and they use it more. (13:47)
It is a personal process to get to trust the numbers.	Of course it is [a risk that the lack of trust in numbers becomes an excuse for not using them]. And that is the feeling you have when you see it [numbers] the first time. I like to check what is behind [...] then you have a conversation, why were these numbers in and why were these etc. But that is simply a process you need to take in order to get the processes and structures right and then you can trust it more and more. (14:00)
Analyst provides analytical horse power for HRBP to investigate certain topics	The thoughts behind having an analyst role in Coloplast is also to be able to deep dive into certain topics. Topics that might come from a conversation with the concrete actual HRBP because of some curiosity around some of the figures so to go a little bit deeper and to have some analytical horse power that can then look into that and come with some [...] proposals 'What are the reasons behind?', 'What are there the root causes and drivers of these numbers?', that can then be used in a conversation with the business. (15:19)
Analyst could push or HRBP could pull data	That [the topic to investigate with data] could come the analysts him or herself or it could come from the HRBP which is curious about certain trends. (16:17)
HRBPs needs to understand the scorecards in order to work with them.	You cannot work with the scorecards without understanding them - and that investment is needed to be taken. (16:45)
Synergies between HRBP and analyst role can help leverage the strength of both parties	Of course you can't expect the HRBPs to have 100 % analytics skills to then be able to deep dive into every area, every corner so I think that's where the synergies come in. The HRBPs might have picked up some hypotheses around what is going on in the organization that can then be investigated with number by the analyst. So that's where I see that there are some synergies that you can actually leverage the strength of both parties (17:02)

Analytics needs to be made important enough for the HRBP to foster interaction with the analyst	If it's important enough then you take the time [as an HRBP to interact with the analyst]. (18:01)
Analyst could help HRBP to find data, instead of HRBPs having to spend a longer time finding data themselves	Yesterday I spend a lot of time finding number myself. If I had the [analyst] in the organization, I would have spent maybe half an hour to explain what I was looking for and then the analyst would have found things. I then went into stupid ways of finding data [myself]. (18:14)
Data is a great argument to bring forward to business leaders.	If you have data - you have something. [...] Data is just a good argument, when you have a conversation with a business leader. Just bringing that to the table will bring the conversation to another level than what you can establish with just feelings. (19:45)
Marketing of analyst is important to show the benefit of requesting data to HRBPs	I think that the closer you are and the [HRBPs] in the headquarter would probably start utilizing the analyst [...]. So I think in time people would see the benefit, if we also make sure we market it the right way. (21:00)
Mindset of reaching out to analyst as a frame but dependence of individual HRBP	The mindset [of reaching out for the help] is a good frame around [request of data from the analyst] but it depends on the individual HRBP and how deep do they want to go. (21:29)
Analysts needs to make clear what their role is and what they can deliver	[To marked analytics, the analyst needs to] provide some messages to the business, to the organization, to HR organization, around what they can do for people. What is their role and what type of ad hoc tasks can they do for people who want their help? (21:52)
Need to lift competencies of HRBP to have basic understanding of analytics	That's [basic understanding of analytics] the fundamental, so we need to lift [HRBPs] competencies in this area for sure. And it varies from area to area how much we need to lift it. (22:23)
Preference for analyst to have understanding of the business	I think [the skill of an analyst to work with an HRBP] an understanding of the business would be highly preferred. So understanding what type of metrics can be utilized in different business perspectives. So there are differences between our operations organization, our production side, our sales side and our business support side.(22:49)

Analysts should nature synergies by knowing the business and suggest metrics.	To a certain degree [the HBRPs need to provide the business insights] but that is where the synergies come in. You can't teach people what they don't know, unless you bring someone in who knows. So, a good synergy between the HRBP knowing the business and the analyst also suggesting some metrics that could be interesting to work with in addition to the ones they have. [...] I think that's were one and one becomes three. (23:20)
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9.6.4 Danske Bank: 1st order concepts and quotes

1st order concept	Quote (DB A1)
	When you sit in group HR you might have more time for projects, but when you sit here it is very much execution, operations, quick. I have an underlying project about refining the data having the base to do reports [...] building the base for data has primary. So, the more correct the data is the better is the report. (9:27)
HRBPs talk about name lists while analyst talks in term of IDs, HRBP need to understand the importance of data.	When you work with HRBPs, they work with Word documents or PowerPoints and they just have the names for instance, they don't have ID but as soon you work with data you need the ID. [...] So, to get them to understand the importance of that has been a project along the way. (10:25)
Have regular reports but also ad hoc based on strategy.	[Do you know what you are doing in a month?] No, I know we have some yearly cycles. I know we have some talent rounds, I know we succession, I know we have performance management [...] So there is some sort of rhythm in the reports we make. (11:38) [Tasks are] Depending on I would say the strategic direction of the organization. (12:50)
Would like to cooperate with Group analytics function.	[How do you collaborate with the group level analytics function?]: Actually, very little - too little from my perspective. I would like to do even more with them [group analytics team]. They have quarterly reports which I just get, but we have no cooperation about the data part. (13:41)
Dialog with HRBP around which reports could be discussed with the business.	[Who are you interacting with about reports?] [HR manager] and I have a lot of dialog around reports - well not a lot - We have some interaction on what do we think this subject being discussed by the CIOs, could we do some supporting data for that discussion. (15:48)
Time constraint for interacting with her manager.	It's a time issue - we would discuss more if there were more time. (16:05)

	I am not only running HR analytics I also run different projects. We implemented a new employee engagement survey. I was project lead for this here in Group IT, we have the whole compensation and benefit - I rolled that out. So, when we have these big projects we draw back on HR analytics and then when these are done we may have some more time for analytics. So, it goes back and forth. I am not dedicated HR analyst. (16:10)
	[Split of doing/not doing analytics?] It depends on how you define that. Because the base is very important and takes a little bit of time, and then you have all these ad hoc things. Every time I am part of a project I try to make data out of it - to make the base bigger. (17:10)
HR does not think data.	HR as a function does not <i>think</i> data, so how do I get data out of the engagement survey and how do I get data out of different parts of HR. (17:27)
Analytics provide evidence to management stomach feelings.	[What determines analytics success?]: COO is happy. CIOs are happy. When I am successful we close down discussions fast. Ease the stomach feelings - 'Ok we are on top of HR'. (18:10)
HRBPs perform sanity checks on how good analytics mirror the organization.	It is a very busy place to be out here in the center, here the business is pushing you all the time. They [HRBPs] are important in the sense that they can sanity check things. But also say this is totally off or this is totally off. If we had more time, they would be more valuable in the sense that we would have more time to do this reflection of how can we move HR analytics a little bit up from base. (19:15)
HRBPs are focusing on local issues.	Their [HRBPs] perspective is different. Their perspective is very much on individual and on teams and getting them to work. Whereas the analytics is very much: 'What is the strategic direction of the people, engagement, employees, where are we at - Is the wave going in the right direction. While they [HRBPs] are going into one team which is not working or hiring for you (?), which lack, or taking care of a manager who is not performing [...]' (19:47)
The importance of analytics for the HRBP and vice versa is vague.	So, I think it is interesting, where do the HRBP get the value of HR analytics in their work and where does the analysts get the value of the HRBPs. That is the thing I cannot tell you [...]. That is an interesting part - how important are they to HR analytics. How important are HR analytics to HRBPs? It is a little vague. (20:34)
Could not do her work without the HR director who gathers business intel.	Ah, then we have a very good cooperation and [HR director] is definitely very important for my work. I couldn't do my work, relevant to CIOs, without her. So, she [HR director] is the most important part of this being a value. Because she is sitting in on the meeting. And if she was not in the meeting she could not catch this discussion on low performers, or another case: recruitment, [...] where we had a larger project last year. (21:30)
Both HR director and	[HR manager] is the key to my success and I'm the key to her success actually. (22:35)

analyst are key to each other's success.	
Senior HRBP is giving input to analyst.	[HR manager] is part of the management meeting [...] and is picking up topics [...] and she comes back to me and we see if we can support it with data. (22:54)
Analyst depends on someone, knowing the importance of reports, gaining trust from executives and have a say at the meetings.	In some areas, the HR manager is part of the business meetings, and in other areas they may not be the part of the meetings. So, it is not important for me who it is - well you have to have some knowledge of why reports are relevant - but the important part is that you have some say in those meetings. That you have their trust. (23:33)
	[Influence on actions based on reports?]: Sometimes I make follow up reports. [...] But, if we take [the HR manager] - she is part of the CIO meeting. They discuss a subject, which she gives to me. I will do the data - I will either send it to her or to them [...]. This is the status, and this is the strategy [goal] [...] And then I follow up maybe next quarter making another status, and look at progression. So, far are we from the strategy now. That would be a standard process. (24:40)
Management drives the analytics agenda.	[The COO] is the driver [of analytics]. (26:06)
HR managers would benefit from having an analyst attached to their function.	I don't think [other HR manager in other BUs] have a person like me. But they could definitely benefit from having a person like me. I would guess most managers at this level like data, simple and easy, explained and matched to strategy, I would guess. (26:50)
	It is formalized that [the HR managers] have HRBPs under them [...]. But it is not formalized that they have an HR analyst here - But it could be part of the model. (27:10)
As the management demands data, whoever the HR manager is will need deliver data.	[If a new HR manager replaced the present who is not into numbers] you would have a bunch of CIOs who values the data report I give who would push back and say, 'we still want those data', I would guess, because they are getting used to having the status in this format and good solid data. (28:02)
HRBP needs to ask for meaningful analytics connected to strategy.	When they look at a report, the HR managers needs to make the connection with the strategy and the meaning. So, it might be, she doesn't know exactly what she would like but when she sees the first draft, she can say: 'not that' or 'more of this' - so that is an important qualification, [...] are we hitting sore spot from the CIOs (29:15)
	Of course, I also translate - and of course she is also part of the business problem [spotting]. So, in that sense you might want [the tasks to overlap], not like that. (30:40)

HR manager does not have the time and capabilities to make reports which is why analyst comes in.	So, the translation is not in isolation and the business problem is not in isolation. [The HR manager] understands the business problem and the data needed, but she doesn't have the time and the maybe all the capabilities to make the full report - that's where I come in. (31:10)
	Sometimes things are running too fast, so I kind of have an idea of their [CIOs] issue, but don't have time to do it in a good way - Sometimes you go into a process and see 'oh, that might have been better to take that together with some other part', because they are so aligned looking from their [CIOs] sight, not aligned from my sight. So, could we have aligned the process for them to make it easier for them. (35:15)
HR is a tiny piece of running Danske Bank.	HR is such a small part of their problems. So, I don't get that much feedback - of course I would like more feedback. [...] I might have many more reports for them, but they don't have the time to execute on them. Because they have all the other issues: the business part, making money part, making IT run part. This is a tiny bit of their issues. (36:20)
1st order concept	Quote (DB A2)
Analytics is based on available data.	[What determines what you are looking at?] It is what we can get out of the data systems or that we are responsible for. (6:12)
	So, next report is going to be about the bonus and salary adjustment, for contractual hire. But the bonus process ended mid-february, so we are doing a report on that to combine with performance and see throughout the different business units to do an overlook of the distribution of performance and bonuses. (6:18)
Analysts use feedback and data mining to find interesting topics, but their manager has the final say.	We look at the report at talk about what could be interesting [to dig into]. Partly based on feedback and partly based on looking into the numbers. Because it is not relevant to show splits that are not relevant. then you can just write in the end: 'all other splits are not relevant'. So, we try to show what is interesting and relevant, but in the end, it is [my manager who is the head of performance and rewards] who has the saying. (10:05)
	[My manager] had a meeting last week with the executive board, where he showed the report and they were happy for some things and not happy for other things, but it is the first time it is on that level - an HR analytics report in DB. (10:30)
When executives are interest, the rest of the organization has to be as well.	When the executives are interested in things, then the rest of the organization has to be interested in doing the report. (11:30)

Customers of reports are HR management who's utilization varies.	[Customers?] Right now, it is HR - management of HR. They use it to discuss with their customers in different business units. But some are using it more than others. (13:10)
Changing reports are strategic decisions which has to be taken by HR management together with BU management.	[Do you have a dialog on what is interesting?] We have feedback from the HR management team, but we don't have a direct dialog with the final customers. It's historical and if you need to change something you need to take strategic decisions. So that should be between the head of HR and the head of the business units. (14:20)
Group reports only interesting for group management.	We have also some automatic reports in a RMI system, where you have turnover on a lower level. But we don't have this [group] report on a lower level. That means that it is actually only interesting on the top level. (15:00)
	We started some projects about our hiring, because we had a high turnover [...] among new and younger staff. We started an onboarding project. We have also made a gender report. (15:43)
The HR managers are responsible for bringing the figures to the business, but they are not used to talk in numbers which has generated a gap between HR and the business.	We go through them [the reports] in my department, where we are key account managers for one of the areas. We go through them with the HR managers if they want to. Then it is up to them to take the next step. That is maybe where it goes wrong - then they have to explain a report full of tables and figures to someone who is actually used to work with tables and figures. So, I think we have done some fine things internally in HR, but there is a gap [...] from HR to the business. Because they [HR managers] are not perfectly dressed to go out and discuss the figures. (21:01)
Due to historical invalid HR data need to convince the business and a lot in HR are not ready for the discussion.	And also, because there is a history in Danske Bank that the HR data is not very valid. So, it has been improved the last two years, but still we need to convince the organization that now it is actually valid data and you can trust the output. I think that a lot in HR are not ready for that discussion. (22:05)
Not getting any inputs from business. The business is taking care of themselves.	I don't think we are actually getting any input from the business. It is only, as I see it [...] mostly us pushing the figures. Of course, there are some problems in the business but I think they tend to take care of that themselves. I am not sure they are using what we have of smaller automatic reports to solve their turnover. (23:20)
HR management team does not request analytics based on	[Are the HMT [HR management team] in charge of defining analytics problems?] No, they are defining a lot of problems, but [not in terms of data] no. (29:30)

business issues.	
Analysts are lacking business feedback and belief in the analytics.	Whenever you deliver something you would like feedback. We get feedback from HMT [HR management team] and they get some feedback from managers. But in my world the goal should be to have an operational report. It might be predictive it might not - it doesn't really matter. If the business units are not ready to use predictive information or don't believe in the output [...]. we need some kind of thing you do operational. (30:05)
Analyst is writing out findings instead of only showing data.	Instead of just sending a report [...] with a lot of figures, we [analysts] are now writing what are the things they [Executives] should look at. We are doing an executive summary. When you work with the executive board, [...] you always write an executive summary because they have not time at all. (31:03)
HR analytics is not utilized by BU if not tailored to BU and findings are pointed out.	They [Executive Board members] have no time at all. It is the same if you come with some kind of report that is not really interesting if you make profit or loss. You work outside in a BU, you have a profit/loss responsibility, you have HR, you have CFO area, marketing and communications [...], who think that what they are doing is the most important. You still have to earn your money - that is how we look at your performance if you are outside in the BU. [...] So when you come with this HR analytics, and if you just give them, as we used to, 'look at all these interesting overviews'. You have to find your own BU in it and you have to analyze the figures yourself. For us it is easy, because of course you have to look at this and this and then you will find out. But now we are pointing everything out that is the most interesting [in the executive summary]. (31:30)
Reports needs to be operational in order to become useful.	But right now, it is getting more focused. Right now, we are only doing things on group level, and that is why there is very little feedback from the business I think. You need the head of HR to make it operational, because right now we cannot [navigate from it]. Or you wouldn't if you are further down the organization. (32:46)
If reports are getting more operational to the BUs the analyst expect more feedback.	When we have easy cloud access to data, we could make it as a drill down report. And then I would guess there would be more feedback. But if we only have 30 people receiving the report and it is on a very high level we won't get any feedback - or very little. (33:30)
Would like feedback from business management.	[What feedback would you like?] All kinds of feedback. [...] But of course, the most interesting is to know how the managers would like a report. What can they use, what can they not use. So, we are not using our time in a wrong way and we are not using their time in a wrong way. (34:10)
Analysts receive some ad hoc requests.	We are, and especially DB A3 is doing a lot of ad hoc. The board of directors wanted to have an overview of executive pay versus the average pay. (35:01)

Success of analyst is to provide inputs.	[What is the success of your position?] With HR analytics, it is mostly I give input, I talk with my area and that is it. Relative to other staff in HR I have a pretty good understanding of figures. So, I am trying to give input. (37:18)
HRBPs needs to understand figures and act accordingly.	[HR Managers] needs to understand the figures, how to read them, and they need to be visionary to see if do we have an issue. And if we have an issue how should we make a solution: Are we able to create a solution ourselves or should we discuss it with the business and how do we make it operational. So, they need to act based on HR analytics. (40:18) I don't think they need to be analysts, but they need to understand it. (42:15)
Analysts need to be good at numbers but more importantly at telling the story.	[Skills as an analyst] You need to be good with numbers. In a better world, they might be good with statistics as well. But right now, it is pretty simple HR analytics that we have [...] That is important, but the most important is to tell the story. They need to make it interesting and they need to point out why this is interesting - and explaining the solution and what might be the solution. Because one thing is what HR analytics tell you, but there might be a reason behind. But they need to identify outliers and point them out in a way where people not interested in figures understands their point of view. (42:30)
	We also have the HR service on lower level where you can go in and see sick days and so on (45:30)
	Managers might not know that there are these statistics (46:05)
1st order concept	Quote (DB A3)
Interaction with HRBPs on ad hoc basis.	I am communicating with the HRBPs if they have some special ad hoc needs to know something about their organization. (2:30)
Plan to provide more interactive data for HRBPs which they can customize themselves.	It is a group report we are making and actually we are trying to get this into tableau which is kind of an interactive reporting tool so this will enable us to give some reports with live data and where the users, the HRBPs and HR managers can rearrange the data and dive into some specific parts of their organization. Right now, it's a flat report where they only have group results, business unit results so our plan is to make it more interactive and to kind of send out a link where they can go online and they can extract the data and go down to the individual level if they want to. (5:09)
HRBPs are not used to work with number which is why they need interpretations from me.	You can say in HR people are not so used to working with numbers and data so it could maybe be a challenge for them [HRBPs to get an interactive data tool] because they want some interpretations. They want us to explain what are the main conclusions from the data because many HRBP and HR managers are not really interpreting numbers and working with data themselves so you have to take their hand and lead them to the right conclusions. (6:17)

	If you develop some HR IT solutions that the business unit manager is self-service with these IT solutions maybe this could lead to a reduction in HRBPs potentially. (7:36)
Analyst helps HRBP to manage Excel.	We have some yearly salary adjustments and or simplicity we [analysts] have used some Excel files for this and we distributed some Excel files to all HRBPs and HR managers so they can extract the salary adjustment percentages for, the managers. In order to manage these, Excel tools and in order to report on the sum of the salary increase, they usually want some help from us. So, we have to go to their office and help to them to manage Excel and help them to make these pivot tables and stuff like that. (8:22)
HRBPs are not used to handle data so analyst needs to send finished report instead of Excel file.	You cannot just send them an Excel file and let them work with it themselves, they want you to make all the cross tables and make a very solid report because they are not very used to handling this data. (9:24)
HRBPs have improved in their capability to handle data.	I actually think the level has increased, the HRBPs have improved on the ability to handle data themselves. They are improving, so probably a couple of years ago it was worse. (10:21)
HRBPs need to be able to work with Excel and data.	We are more and more a data driven organization, with more and more IT systems and automated processes so I think more and more HRBPs will also be working with Excel and data. (11:50)
	We have to ask ourselves the question, 'Why are we doing this? What value does it add to the business?' and something very complex is not always the most useful and value adding so we have to be very critical when we dive into [more advanced analytics]. (14:16)
Analysts should talk to the business for their needs to avoid only serving HR internally.	Maybe we have to interview people outside of HR. [...] HR always have to always be careful that they are serving the business and adding value to the business - and not just doing some HR stuff that are relevant for HR but not for the business. (14:55)
	(Is the future without HRBPs?) In some companies yes, but I think we are looking a couple of decades ahead before that. (16:05)
HRBP need to improve they ability to handle numbers.	In the future, they [HRBPs] have to improve in their ability to handle number and data in order to prove themselves that they are useful in a data driven organization. (20:04)
His success is solely focus on providing good analytics.	My success is to be able to provide these reports with high data quality and probably also in an interactive told like tableau where they can distribute the report, so the managers also on the lower levels can get some quick numbers (23:22)

Analyst needs to communicate on a basic level so everybody is able to understand.	You have to be patient. [...] [As an analyst] you need to be able to communicate in a very basic level, so without using too many IT terms or too many technical terms, you have to communicate on a very basic level so everybody can understand what you are saying. (24:04)
HRBP as forwarder of questions from manager to analyst.	Often the HRBPs are directly forwarding the questions of the managers to us [analysts]. (29:32)
1st order concept	Quote (DB A4)
	HR analytics is surprisingly new, so it is really hard to have seniority in this field. It's an area in development right now. [...] If [managers] come from the outside, you would typically have seen it before and you understand why it is necessary - during your past carrier you have benefitted greatly from this type of reporting. But if you have some of these career people, which we have in DB [...] We have a couple of examples where people have been business managers and been promoted into HR because they know what the business wants, but have no theoretical background. You might have a good feeling of what you need in your day-to-day mgmt., but you don't have that broad HR perspective to see beyond your own needs, and say ' what can we actually deliver' [...] I don't think you can get one individual who does both. (24:16)
	There a many examples of few HR manager who have a hard time understanding. [...] We decided in our [analytics] group to remove the financial figure from our report, we have two HR managers who were brought up in the business, acting very passionately about this removal because 'What is the report good for then? This is the only interesting thing because we only measure performance on economic output' and they had a great discussion in the management team about this and it took some to get used to but it also teaches these, we call tem blue washed employees, that there are other things to look at and that the finical figures can actually delivered from a financial staff instead of from HR. So, let's focus on HR, which is actually our job. That's the latest example of people not understanding the analytics part of it. (27:17)
	It's hard to convince on the validity of the statistics because we are used to, in this bank at least, hardcore analysts who sit there and provide some regression analysis of all these different data and when you don't have this kind of analyst in HR, sitting and providing these hardcore statistics then it feels mushy and soft. Let's just there is not so much respect for the softer values in a financial [in situation], this is not just in Danske Bank. So, you have to provide some really solid argumentation. (28:49)
Analyst needs to know the HR customer.	I think you need to know your customer and in order to know your customer you have to have been a customer [...]. The past 10 years I have been I have been placed in different HR positions [...] which gave me a broad feel and dive into 'What is HR?'. (31:45)

Analyst needs to understand HR.	<p>If you don't understand something you don't really respect it and don't see the relevance of it and don't include it in your day-to-day thinking. So, I would say for a great analyst to be able to perform well, you would need to understand the requirements of the different HR teams and also the day-to-day work and what challenges they face every day. (33:09)</p> <p>I think it is a very big requirement for an analyst to understand HR. (35:47)</p>
	<p>If it is not interesting it goes out of the window within five seconds because they are used to making quick decisions. So, if you are not interesting within the first five lines, it is the same when you are told that in your writing your job application, it's the two first sentences that make everything, so if they are interesting and you keep reading, it's fine. So, it's actually 99% about creating something that is worth reading. (36:03)</p>
Analyst needs to make results interesting for HR managers.	<p>If I am producing some analysis for a HR manager in an IT department, this manager I see as kind of a cross between an HR person, who is focused on HR and has a strong academic background as well but also half like a computer geek. So, this kind of person would like to more a list of things or some more concrete things. If I am talking to somebody in the staff areas or somewhere else, this person might be more interested in the story, so I would be more into storytelling instead of just a list. So, it's very much different. (37:02)</p>
Analyst needs to tailor deliveries to specific HR manager preference.	<p>[That some HR manager don't want to use the reports] is only if you approach everybody alike. So, if you approach everybody the same way, then you get some who like you and some who don't. So, if you alter your approach according to who is the receiver then you will never get somebody who doesn't want to hear what you have to say. So, the one size fits all thought is really romantic but it's not really efficient. When we did that at the beginning [when I started] there were a lot of HR managers who just said: 'I can't use it, it is not interesting for me'. So, the more you customize, the better the reception is (38:22)</p>
	<p>Providing analysis for [the L3 and L4 where they are a couple of hundreds] would be quite... There is a lot of things to consider. (40:20)</p>
Making an interesting report for many people is close to impossible.	<p>Communicating the business problem would be the HR managers, they communicate: "We need this to support our business manager, we would like some more information in this field or this field and we would like to see some analysis on this subject" and stuff like that, so they would be the communicator of the business problem. (42:44)</p>
HRBP communicates the business problem to the analyst.	<p>I am the translator. [...] Performing analytics is different. I delegate to DB A3. [...] I also have a lot of conversations with my boss and I return to the HR managers to help us 'explain these figures. Why do you have this development? Is this a surprise for you?' [...] But I'm the main driving force [in the translation loop] (43:01)</p>
Analyst is	<p>[as an analyst, your perspective is quite different] I see myself more as a communicator. The</p>

communicator.	analytics is performed by someone else. (52:20)
Does perhaps not fit the profile for an analyst.	A big aspect of analytics, is that you can provide great analytics and there is not a mistake in it, but if you don't serve it right, forget it. (52:47)
Analytics needs to be served right.	In order to develop my skills, I'm hooking up with some of the business development departments because they have the really heavy analytics team sitting and doing regression analysis. They provide some more mathematical analysis. (54:55)
taking contact with departments with more heavy analysts.	
1st order concept	Quote (DB BP1)
HRBP is not using numbers but Executives ask for it.	I don't use that many number but you could say that they [Executives of CFO area] ask for numbers because it's Group Finance, group treasury and they of course very much focused on numbers and details. (1:37)
HRBP can't get numbers so is asking analyst.	I can't take out figures myself so I can't see what is the employee turnover and so forth, that's all in the performance and rewards department, who is taking out those numbers. So, I just ask for them and send them, or the [head of the business units] asks for themselves. (2:32)
HRBP solely forward the requests (no translation).	I just send it [the request] to performance and rewards and then they handle it. [...] [A business leader] just asked for employee turnover for 2016, and then I just asked them to send it directly to him and then CC me. [...] If there are any actions to be taken then we discuss, but they just analyze the figures themselves and decide. (03:55)
Not my responsibility to analyze numbers as an HRBP.	[Asking if she decides what data is available and get send to the business leaders] No, I don't do that. It is up to performance and rewards to tell what is possible and what is not possible, because I don't have the access to the system and I don't want to because that's out of my scope. It's not my responsibility to analyze those figures. (5:41)
We use numbers as indication and then discuss what we think the reasons behind the indication is.	Of course, if have a high turnover of employees, we of course discuss, 'Why do we think that it is [like that]?' and then we talk in the management team about why do we have this high turnover [...] and then we of course discuss what are the reasons behind, what could we do to avoid it and what could we do to not be in this situation again. (6:07)
Try to avoid using figures as an HRBP.	I tried to avoid [using numbers in an argument] because it depends on 'Why do you like to have these figures?'. I normally say it's good to have figures, but what would you use them for? Normally you could say, that you get much more out of a dialog, because if you have a figure it doesn't tell you the reason being the figures. [...] So of course I am in HR, and we say that a dialog is more important. (9:48)

Numbers doesn't provide the necessary understanding of people.	[Has discussions with the leaders about using numbers] If you have a leader for a business unit and he would like to have a rating of how does the employee see their own manager. If you have a score from one to five [...] that's fine, but what do you use [it for]. If a leader is ranked with a five and you could say, five is the best, ok that's good but what would you use that number for? Will you just say: 'Ok then everything is so brilliant, I have a very good leader here' and if you have a leader who is getting a rating of two, what is the impact of that? What are the reasons behind that? [...] That's why a dialog, from my point of view, is much more valuable. (11:12)
Have a close dialog with analyst when needing figures.	Sometimes, I bring [DB A1] to the business units to present something. [...] Because, he works a lot a lot with figures [...] the whole day. I do not do that, which is why I am not sitting in a finance department or that's why I am not in a compensation or rewards department. [...] I don't like to deep dive into numbers and figures that why it is so helpful to have people sitting in this [analytics] department that I could ask for help. (14:21)
Helpful to have analyst explaining the figure to the business.	[DB A2] find the figures and then we joined the meeting together, so we explained the figure for the head of the business unit. That is very helpful. [...] That's of course very helpful because I am not working with figures all day so it will take me I think twice his time or even more to find the same benchmark or analysis that he comes up with. (16:13)
Better to have a dialog instead of analytics to find out the reason behind the numbers.	[Asked about usefulness of analytics] Just to give you an example. If you want to rate leadership, why do you want a figure? Why do you want a number? Because from my point of you it doesn't tell you exactly 'is it a good leader or is it not a good leader?'. If the people have ranked this leader a five, what is it this leader does that is very good so they give them a rating five? And what do the leader do that get a rating two? [...] I just think the reasons behind what he or she is doing so very well, what they should continue doing and what should they do more of and what should they maybe do less of? [...] So I think that is why it is important to have the dialog instead of having a number. Because you get some more information about what is it exactly. (17:24)
In some reason analytics is useful but it depends.	In some reasons, of course, it is very good to have the figures. If you look at the employee turnover, it's very important that you have the percentages of what it is. You can't just talk about, 'Do we think we have a high or low turnover?'. Of course, then you need to have a figure to look into and say, 'That is how it exactly is'. But it depends on what we would like to get out of it, what is it use for, why did we asked for it and what should if it have for an impact if it's good or not good. (18:51)

Analytics give HRBP stronger arguments.	<p>It [the usefulness of analytics] depends on what is the focus right now in the business unit. In [one business unit], we had a lot of employees who said that they have a too low salary. [...]</p> <p>And then you can say, 'Are they really or is something that they <i>think</i> they are?'. Then it is very good to have the exact numbers and deep dive into analysis. (21:10)</p> <p>It is always beneficial to have figures, especially if you are talking salary. (22:17)</p>
	<p>Getting the data out of the system is of course a huge challenge but fortunately it's theirs and not mine. (27:32)</p>
Do not believe that figures can answer the why in a high turnover.	<p>Could you imagine using figures to investigate the reasons behind a high turnover?</p> <p>Not in terms of a high employee turnover. For turnover, it is much more valuable to take this exit interview and get the information from the employee who has resigned and say 'why?' Ask 'what could we do more and what could we do less of?' (29:35)</p>
It's more valuable to have a talk instead of having a number.	<p>For engagement, I would say that discussions are much more valuable than the figures. [...] If we give a leader a rating on the scale from one to five and then you can say, 'Ok these employees have given a score five so ok everybody is happy.' But why are they happy? Ok next they are on three, so why are they on three and why do we have this difference? In that case, I think it is much more valuable to have a talk. (30:27)</p>
	<p>It (engagement scores) has to be linked to a talk with the team of what is the reason behind. So, a combination of that is of course very good, to take the temperature. (32:10)</p>
It would help the HRBP in their work to know the possibilities of analytics.	<p>[If it would be helpful to have a workshop about the possibilities of HCA] Yes, absolutely. [...]</p> <p>Because it would be very good to know, 'What is it they [the analysts] are capable of?' and 'What can it be used for?'. (35:43)</p>
Knowing the possibilities of HCA helps HRBPs.	<p>It [knowing about possibilities of HCA] would help me when the business unit requests some figures or some benchmarks to say, 'Ok we are capable of it' and 'Why are we capable of it?' and why are we not if that is the case. (36:44)</p>
Beneficial if analyst presents number together with HRBP in business meetings.	<p>I think it could be very beneficial to continue with that [Analyst participate in HRBP's business meeting]. So maybe I come with a request to DB A2 and then he finds the figures and then he may be present them, we could do it together, so I could just see what they [business leaders] are asking about and how can we work further on with these figures. if that is the case. So, I think it is very important that in the business units where I have the HR responsibility, that I participate so I know what is going on. And just to see, now we have the figures, so what? [...] and what impact do they have and what are we going to do about them. (39:00)</p>
Analyst is able to present numbers on eye level and explain them.	<p>DB A2 is very good at explaining the figures on eye level (40:50)</p>

Analyst is able to explain the numbers.	Of course, it is very important that [DB A2] knows the figures and he know how to do the analysis and he can explain the reasons behind the figures or 'Why does it look like this?' in an understanding way for the business. (41:28)
Collaboration between analyst and HRBP.	[Skills of an analyst to work with an HRBP] So it is the good communication skills and of course good analytics skills and a good collaboration [of the analyst with the HRBPs]. That they [analysts] see us [HRBPs] as together and not two separate departments in HR but that we are one department. But that he [analyst] has some skills that I don't have and we work together. (41:44)
the analyst is valuable for the HRBP, but presently the HRBP does not add value for the analysts.	I think it is more my benefit than it is his - I assume, I don't know. Because it is him bringing the figures - and I just try to explain the request or if he has some questions I go back to the business. (42:40)
	It is very much that I have understood the request and I can go back to [the analysts]. (43:01)
HRBPs need to be good at communicating and create trust.	I need good communication skills and good collaboration skills. That he gets the right information. [...] Trust and understanding for each other (46:50)
The HRBP must know the absolute basics of differentiating between numbers.	I also need to be able to say is it apples, bananas or pears that we are talking about. (47:40)