



Course Title: People Analytics: How to Build a Talent Advantage

Course Code: BUS 147

Instructor Name and Bio: Amit Mohindra, CEO, [People Analytics Success](#), Boston, MA

- Former head of people analytics at Apple, McKesson, and Wayfair
- Currently head of data analytics and insights, Global Corporate Affairs, Takeda Pharmaceuticals, Cambridge, MA

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Class Sessions and Recording

Meeting days and times: Tuesdays from 5:00 p.m. to 6:45 p.m. Pacific Time. April 18 through June 6, 2023.

Meeting location: Zoom (details will be shared with registered students prior to first class meeting)

The class sessions will be recorded.

Course Features:

This online course will be a combination of lectures, discussions, and break-out group exercises. Students are encouraged to share their experiences and expertise with classmates. At the end of the course, students will be pointed towards resources and opportunities for further study and engagement.

- Assignments & Coursework
 - Assignments and course materials posted in Canvas
 - Required discussions in Canvas
- Instructor will hold office hours immediately after each session
- Individual conferences available by request using the Stanford People Analytics Course Office Hours option here: <https://calendly.com/amit-mohindra>

Guest Speakers

Guest speakers are invited to provide a glimpse into projects, roles, and careers in people analytics from experienced professionals across a variety of backgrounds - practitioners, consultants, venture capitalists, and HR technology leaders.

The Spring 2023 guest speakers are:

- [Alexis Fink](#), Ph.D. - VP, People Analytics and Workforce Strategy, Meta, and incoming President of SIOF
- [Craig Starbuck](#), Ph.D. - Global Head, People Analytics and Workforce Strategy, Roku

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- [Joseph Ifiegbu](#) - Co-Founder and CEO, Eqtble
- [Kanwal Safdar](#) - Senior Director, People Analytics, Microsoft
- [Nicholas Garbis](#) - VP, People Analytics and Workforce Planning, Ford
- [Scott Hines](#), Ph.D. - Senior Research Scientist, Amazon Web Services, and Co-Host, Directionally Correct Podcast
- [Serena Huang](#), Ph.D. - Global Head of People Analytics, Visualization, and HR Technology, PayPal
- [Sue Lam](#), Ph.D. - VP of People Analytics, Culture & Strategy, The Coca-Cola Company.

Course Summary

The course has a cap of 30 students. It draws interest from around the world and students have varied backgrounds and different degrees of exposure (including none) to people analytics. The content will also be shaped to some extent by the diversity of students' experiences and goals (measured via a survey). A background in math or statistics is not required to benefit from this course. There is no coding experience required and the course does not teach coding. A gentle introduction to fundamental constructs will be provided so that you may approach people analytics more confidently.

**Please see course page for full description and additional details.*

Grade Options and Requirements

- No Grade Requested (NGR)
 - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
 - Students must attend and/or watch at least 7 class sessions.

**Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.*

Textbooks/Required Materials

People analytics is an emerging field and there are no formal “textbooks” available—yet! We will rely on recent and classic academic, professional, and popular articles.

There is one required textbook:

- Ferrar, J. and Green, D. (2021). *Excellence in people analytics: How to use workforce data to create business value*. KoganPage.

There is one recommended textbook:

- Dearborn, J. and Swanson, D. (2018). *The data driven leader: A powerful approach to delivering measurable business impact through people analytics*. Wiley.

Other people analytics books will be referenced and discussed in class.

There will be readings every week, typically seminal or current people analytics articles. You only need to complete the *Required Readings*. *Recommended Readings* are optional and for additional context. *Further Readings* are optional and useful for anyone wanting a deeper dive into the topic. These readings have been carefully curated for you.

We will use Harvard Business School and MIT Sloan case studies and other copyrighted material. **These materials will cost \$30-\$40 in total in addition to the course fee.** The materials will be available for purchase in Canvas via the StudyNet link. You will be able to save a receipt.

First Assignment

There are two preparatory readings for the first class. The first is an introduction from our required textbook and the second is a seminal article on people analytics.

- Ferrar, J. and Green, D. (2021). *Excellence in people analytics: How to use workforce data to create business value*. KoganPage. Pages xvi-31
- Davenport, T. H., Harris, J. G., & Shapiro, J. (2010). [Competing on talent analytics](#). *Harvard Business Review*, 88(10), 52-58. Available in Canvas.

Preparation for subsequent classes will be reviewed in class. We rely on the latest research, examples, and opinion pieces so there might be some changes to what is listed in the syllabus. Preparation consists of reading and preparing for one or two case study discussions.

The required preparation should take approximately 60-90 minutes for each weekly class. Students are welcome to invest more time, depending on their needs, by exploring the Recommended Readings and Further Readings.

Tentative Weekly Outline

All classes are 105 minutes, with a quick break as and when needed. We will also discuss current “hot topics” as they emerge during the 8-week course. Do not be concerned about the number of readings; we will be selective in terms of required readings (i.e., not all will be required; the selection will be discussed in class).

Module 1: April 18, 2023

Topics

- Welcome and introductions

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- Course overview
- People analytics history and context

Preparation

- Required Reading
 - Ferrar, J. and Green, D. (2021). *Excellence in people analytics: How to use workforce data to create business value*. KoganPage. Pp. xvi-31
 - Davenport, T. H., Harris, J. G., & Shapiro, J. (2010). [Competing on talent analytics](#). *Harvard Business Review*, 88(10), 52-58. Available in Canvas.
- Recommended Reading
 - Cross, R., Pryor, G., & Sylvester, D. (2021). [How to succeed quickly in a new role](#). November-December 2021. *Harvard Business Review*.
 - Falletta, S. V., & Combs, W. L. (2021). The HR analytics cycle: a seven-step process for building evidence-based and ethical HR analytics capabilities. *Journal of Work-Applied Management*, 13(1), 51-68. Available in Canvas.
 - Napper, C. (2022). You're leading People Analytics: Now What? LinkedIn. [Part 1: Creating useful people analytics dashboards](#) | [Part 2: Strategy and implementation of people analytics](#) | [Part 3: Executing an effective people analytics project](#) | [Part 4: Building a Team](#) | [Part 5: Overrated vs Underrated](#) | [Part 6: The first principles of talent](#)
 - Ferrar, J., Verghese, N., & Gonzalez, N. (2022). [Impacting Business Value: Leading Companies in People](#). Insight222 White Paper.
 - Setty, P. (2022). [People analytics amplifies the human aspect](#). People+Strategy, Winter 2022.
 - Shemer Haim, L. (2021, September 3). [Be careful, these books could change your career: People analytics and HR tech reading list](#).
- Further Reading
 - Brand Finance. (2020). [Global Intangible Finance Tracker 2020: An annual review of the world's intangible value](#). Brand Finance.
 - Garbis, N. (2022). [Measuring the value of people analytics](#). OneModel whitepaper.
 - Martin, L. (2021). [The age of people analytics 2021: Practices leading to value from people analytics maturity](#). Visier Value Report.
 - McLaren, S. (2020, February 24). [How the IMPACT framework can help you solve your company's toughest business problems](#). LinkedIn Talent Blog.
 - Ocean Tomo. (2020). [Intangible Asset Market Value](#).
- Voices
 - [Jeremy Shapiro: How people analytics has progressed in the last ten years](#). David Green's Digital HR Leader Podcast, Episode 39.

Guest Speaker

- TBD

Module 2: April 25, 2023Topics

- Starting & scaling people analytics teams

Preparation

- Required Readings
 - Ferrar, J. and Green, D. (2021). *Excellence in people analytics: How to use workforce data to create business value*. KoganPage. Pp. 109-140
- Recommended Readings
 - Coolen, P., & Veldkamp, J. (2021, October 14). [8 big tickets for people analytics 2022](#). LinkedIn.
 - Ferrar, J., Styr, C., & Varghese, N. (2021, October 21). [Executive Summary - Accelerating people analytics: A data-driven culture in HR](#). Insight222.
 - Fink, A. (2021, August). [You can't always get what you want, but you can get what you need](#). LinkedIn.
 - Garr, S., & Mehrotra, P. (2021). Unlocking the hidden C-suite superpower - people analytics. Red Thread Research. Available in Canvas, *courtesy Stacia Garr*.
 - Hamilton, M. (2021, February 25). [What the walking dead can teach us about implementing people analytics](#). LinkedIn.
 - Linari, A. [My experience in building a people analytics function](#). (2021, October 19). LinkedIn.
- Further Reading
 - Ferrar, J., Styr, C., & Ktena, A. (2020). [Delivering value at scale](#). Insight222.
 - Ferrar, J., Styr, C., & Varghese, N. (2021, October 21). [Accelerating people analytics: A data-driven culture in HR](#). Insight222. *Available in Canvas, courtesy Jonathan Ferrar*.
 - Rosenow, R. (2020). [People analytics: Platform operating model](#). Medium.
- Voices
 - [Dawn Klingohffer: How HR leaders use people analytics to benefit organizations and employees](#). David Green's HR Digital Leader Podcast, 2022.
 - [Guru Sethupathy: How Capital One delivers value at scale with People Analytics](#). David Green's Digital HR Leader Podcast, Episode 55.
 - [Building a people analytics practice: A conversation with Takeda and Goodyear](#) (2022, January 27). Perceptyx on-demand webinar.
- Read the case study (see below) prior to class

Activity

- Case study: People Analytics at McKinsey (HBS)

Guest Speaker

- TBD

Module 3: May 2, 2023

Topics

- Frameworks
- Technology

Preparation

- Required Readings
 - Ferrar, J. (2020, October 20). [Nine dimensions for excellence in people analytics](#). Insight222.
 - Ferrar, J. and Green, D. (2021). *Excellence in people analytics: How to use workforce data to create business value*. KoganPage. Pp. 141-178.
- Recommended Readings
 - Garr, S., & Mehrotra, P. (2022). [People analytics technology 2020: Executive Summary](#). Red Thread Research.
 - Hamilton, M. (2021, August). [A counter-intuitive way to drive the adoption of people analytics software](#). LinkedIn.
 - Rosenow, R. (2021, October 7). [Buy side people analytics](#). LinkedIn.
- Further Reading
 - Bersin, J. (2021). [HR technology 2021: The definitive guide](#). Josh Bersin Academy. *Registration required*.
 - McKinnon, A. D., & Das, S. (2021, February 11). [Measuring impact in HR: A practical demonstration](#). Adam McKinnon.
 - Rosenow, R. (2020). [People analytics: Platform operating model](#). Medium.
- Voices
 - [Ian O'Keefe: The workplace analytics journey at JP Morgan Chase](#). David Green's Digital HR Leader Podcast, Episode 12.

Guest Speaker

- TBD

Module 4: May 9, 2023

Topics

- Data, metrics, and models
- Employee experience and listening
- Organizational network analysis (ONA)

Preparation

- Required Reading

- Ferrar, J. and Green, D. (2021). *Excellence in people analytics: How to use workforce data to create business value*. KoganPage. Pp. 179-242.
- Module Slides: Centrality & Dispersion (for those rusty on basic statistics)
- Module Slides: Correlation & Causality (for those rusty on basic statistics)
- Green, D. (2018, May 23). [The role of organizational network analytics in people analytics](#). LinkedIn.
- Recommended Reading
 - AIHR (n.d.). [51 HR metrics cheat sheet](#). AIHR.
 - Coolen, P., Veldkamp, J., Breugelmans, A., & Korteman, S. (2020, March 25). [Visualizing the voice of the employee](#). LinkedIn.
 - Dykes, B. (2022, January 12). [Data analytics marathon: Why your organization must focus on the finish](#). Forbes.
 - Johnson, S. (2020, April 8). [Measuring engagement is not the same as listening](#). HR Technologist.
 - Perceptyx (2022). [Employee listening: The people analytics playbook](#).
 - Marin, F. & Spence, A. (2021, March 30). [The new technology of teams: How organizational network analysis can increase team collaboration](#). LinkedIn.
 - Martin, K. (2021, January 24). [Companies must prepare to share much more non-financial data](#). *Financial Times*.
 - McCann, D. (2019, September 11). [Human Capital's Big Reveal](#). *CFO Magazine*.
 - Mortenson, M., & Edmondson, A. (2023). [Rethink your employee value proposition](#). *Harvard Business Review*, January-February 2023.
 - Mooney, S, & Sen, S. (2021, September 27). [The digital HR metrics](#). LinkedIn.
 - PwC. (2020, December 22). [New human capital disclosure rules: Getting your company ready](#). PwC.
 - Vance, D. (2020, November 5). [The SEC just mandated human capital disclosure: What does this mean for you?](#) *CLO Magazine*.
 - World Economic Forum. (2020). [Measuring stakeholder capitalism: Towards common metrics and consistent reporting of sustainable value creation](#). White Paper, WEF, 31-34.
- Further Reading
 - Armitage, A. (2021, May 18). [Human capital disclosure facts and stats](#). LinkedIn.
 - Brownstein, A. R., Robinson, J. L., & Tetelbaum, E. (2020, October 14) [The new SEC regulation S-K rules](#). Harvard Law School Forum on Corporate Governance.
 - EPIC. (2018). [Human Capital](#) Deployment in *Embankment Project for Inclusive Capitalism*, 42-44.
 - Garr, S., & Mehrotra, P. (2021). DEIB analytics: A guide to why and how to get started. Red Thread Research. Available in Canvas, courtesy *Stacia Garr*.

- Imbens, G.W. (2021). Statistical significance, p-values, and the reporting of uncertainty. *Journal of Economic Perspectives*, 35(3), 157-174.
- ISO [30414:2018](#). Price:CHF 138.
- McNulty, K. (2021). [Handbook of regression modeling in people analytics: With examples in R and Python](#).
- Killham, E. (2022). [The state of employee listening](#). Perceptyx 2022 Special Report.
- UNECE. (2016). [Guide on measuring human capital](#). United Nations.
- Voices
 - [Kathleen Hogan: Creating a data-driven culture in HR](#). David Green's Digital HR Leader Podcast, Bonus Episode, August 2021.

Guest Speaker

- TBD

Module 5: May 16, 2023

Topics

- Workforce planning
- Talent marketplace
- Scenario planning

Preparation

- Required Reading
 - Desmet, A., Reich, A., & Schaninger, B. (2021, October 4). [Getting skills transformations right](#). McKinsey.
 - Styr, C. (2020, July 17). [How companies are using talent marketplaces to promote internal mobility](#). MyHRfuture.
- Recommended Reading
 - Davenport, T., & Anderson, T. (n.d.). [HR moves boldly into advanced analytics with collaboration from finance](#). Oracle.
 - Huang, S. (2021, October 17). [Tech-enabled workforce planning - do's and don'ts](#). LinkedIn.
 - Ulrich, D. (2019, March 12). [From workforce planning to worktask planning](#). LinkedIn.
 - Wilson, M., Shannon, M., Moulton, D., & Hiipakka, J. (2020). [Internal mobility and talent marketplace solutions: Market primer](#). Deloitte.
- Further Reading
 - Gantcheva, I., Jones, R., & Kearns-Manolatos, D. (2020, September 18). [Activating the internal talent marketplace: Accelerate workforce resilience, agility and capability, and impact the future of work](#). Deloitte Insights.
 - Sparkman, R. (2018). Strategic workforce planning. KoganPage.

- Ward, D. L., Tripp, R., & Maki, B. (2014). *Positioned: Strategic workforce planning that gets the right person in the right job*. AMACOM.
- Voices
 - [Ina Gantcheva: Why so many companies are building talent marketplaces](#). David Green's Digital HR Leader Podcast, Episode 56.

Activity

- Case: People Analytics at Teach for America - A and B (HBS) and associated datasets

Guest Speaker

- TBD

Module 6: May 23, 2023

Topics

- AI in HR

Preparation

- Required Reading
 - Petersen, D. (2020, October 20). [6 steps to ethically sound people analytics](#). MyHRFuture.
 - Sheopur, A. (2021, July 14). [Foundations of trustworthy AI: AI for the workforce](#). IBM Watson Blog.
- Recommended Reading
 - Blackman, R. (2021, April 1). [If your company uses AI, it needs an Institutional Review Board](#). *Harvard Business Review*.
 - Chamorro-Premuzic, T., & Bailie, I. (2020, October 21). [Tech is transforming people analytics. Is that a good thing?](#) *Harvard Business Review*.
 - Narlock, J., & Church, A. (2021, June 21). [Where does artificial intelligence play in the HR game?](#) Talent Quarterly.
 - Sumser, J. (2019, May 19). [AI risks, ethics, and liability. Part 1](#). *HR Examiner*.
 - Sumser, J. (2019, May 23). [AI risks, ethics, and liability. Part 2](#). *HR Examiner*.
 - Sumser, J. (2020, February 13). [Predictions everywhere—9 trends that are shaping AI and intelligent tools in HR tech. Part 1](#). *HR Examiner*.
 - Sumser, J. (2020, February 17). [Predictions everywhere—9 trends that are shaping AI and intelligent tools in HR tech. Part 2](#). *HR Examiner*.
 - Sumser, J., & Bussing, H. (2021). [Pinning Jello® to a wall: Regulating AI](#). IHRIM.

- Further Reading

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- Neff, G. (2021). [The A to Z of Artificial Intelligence](#). Oxford University
- Hunt, V., Prince, S., Dixon-Fyle, S., & Dolan, K. (2020, May 19). [Diversity wins: How inclusion matters](#). McKinsey & Co. *Registration required*.
- Leidner, D., Tona, O., Wixom, B.H., & Someh, I.A. (2021, September 22). [Putting dignity at the core of employee data use](#). *MIT Sloan Management Review*.
- McNulty, K. (2019, March 21). [Technologies every analytics group needs to have](#). LinkedIn.
- Whiteman, H. (2020, November 11). [7 ways HR can build a fairer data informed culture](#). *Harvard Business Review*. *Access might be limited, based on your limited HBR downloads*.
- Voices
 - Max Blumberg: [The competitive advantage of people analytics](#). HRevolution Episode 4.

Activity

- Case study: Wayfair's Talent Organization: Choosing an AI Pilot (MIT Sloan)

Guest Speaker

- TBD

Module 7: May 30, 2023

Topics

- Organizational change and leadership
- Storytelling with data

Preparation

- Required Reading
 - Ferrar, J. and Green, D. (2021). Excellence in people analytics: How to use workforce data to create business value. KoganPage.
 - Chapter 3. Stakeholder Management, pp. 86-108.
 - Chapter 9. Culture, pp. 266-292
 - Ferrar, J. (2021, September 27). [How is the role of the people analytics leader evolving?](#) MyHRFuture.
- Recommended Reading
 - Bitel, M. (2018). [Visual storytelling for HR: Are infographics or data visualizations the keys to success?](#) *Clarity*.
 - Huang, S. (2021, September 19). [My first 100 days as the head of people analytics and HR technology](#). LinkedIn.
 - Tableau. (2021). [Designing great visualizations](#). *Registration required*.
 - Hollister, R., Tecosky, K., Watkins, M., & Wolpert, C. (2021, August 10). [Why every executive should be focusing on culture change right now](#). *MIT Sloan Management Review*.

- Further Reading
 - Corritore, M., Goldberg, A., & Srivastava, S. (2020). [The new analytics of culture: What email, Slack, and Glassdoor reveal about your organization](#). January-February, 2020. *Harvard Business Review*.
 - Jahn, J., Rasmussen, T., & Messenbock, R. (2019, June 5). [Unlocking change management with people analytics](#). Boston Consulting Group.
 - McKinsey Analytics. (2019). [Catch them if you can: How leaders in data and analytics have pulled ahead](#). McKinsey & Company.
 - Wright, A., Mertens, J., Gherson, D., & Bersin, J. (2020). [Accelerating the journey to HR 3.0: 10 ways to transform in a time of upheaval](#). *Research Insights*, IBM Institute for Business Value. IBM Corporation. *Registration required*.
- Voices
 - [Cole Nussbaumer Knaflic: The role of storytelling in people analytics](#). David Green's Digital HR Leader Podcast, Episode 32:
 - [Ian White: How to manage and visualize people data to create actionable insights](#). David Green's Digital HR Leader Podcast, Episode 63.
 - [Hallie Bregman. Integrating inclusion: Use both the story and the data](#). Red Thread Research's Workplace Stories, Season 2.

Guest Speaker

- TBD

Module 8: June 6, 2023

Topics

- The future of work
- People analytics community and careers
- Wrap-up

Preparation

- Required Reading
 - Boudreau, J. (2020, September 3). [Looking beyond the novelty to the future of work](#). LinkedIn.
 - Ferrar, J. and Green, D. (2021). Excellence in people analytics: How to use workforce data to create business value. KoganPage. Pp. 295-320.
 - Jesuthasan, R., & Boudreau, J. (2021, January 5). [Work without jobs](#). MIT Sloan Management Review, Spring 2021.
 - Hinchcliff, D. (2021, October 12). [How to think about and prepare for hybrid work](#). On Digital Strategy.
- Recommended Reading
 - Cross, R., Benson, M., & Milnor, R. J. (2021, September 7). [Collaboration overload is sinking productivity](#). *Harvard Business Review*.
 - Bughin, et al. (2018). [Skill shift: Automation and the future of the workforce](#). McKinsey Global Institute.

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- Corsello, J. (2021). [The state of work 2021](#). Acadian Ventures
- Lewis, G., McSiliver, A., Reilly, K., & Ignatova, M. (2020). [Global talent trends 2020](#). LinkedIn. *Requires registration*.
- Massey, L. (2021). [Creating an analytics community of practice](#). International Institute for Analytics. *Registration required*.
- Komm, A., Pollner, F., Schaninger, B., & Sikka, S. (2021, March 12). [The new possible: How HR can build the organization of the future](#). McKinsey & Co.
- Further Reading
 - Autor, D., Mindell, D., & Reynolds, E. (2020). [The work of the future: Building better jobs in an age of intelligent machines](#). MIT Work of the Future.
 - McKinsey Global Institute (2021, February 18). [The future of work after COVID-19](#).
 - Mercer. (2021). [Win with empathy: Global talent trends 2020-2021](#). Mercer.
 - Microsoft. (2021). [The new future of work research from Microsoft into the pandemic's impact on work practices](#)
 - Polli et al. (2021, January 7). [Cognitive science as a new people science for the future of work](#). Research Brief, MIT Work of the Future.
 - Volini, E., Schwartz, J., Eaton, K., Mallon, D., van Durme, Y., Hauptmann, M., Scott, R., & Poynton, S. (2020). [Global human capital trends 2021: The social enterprise in a world disrupted](#). Deloitte.
 - World Economic Forum. (2020). [The future of jobs report 2020](#). WEF.
- Voices
 - Ravin Jesuthasan and John Boudrea: [Does the future of work mean work without jobs?](#) David Green's HR Digital Leader podcast. Episode

Guest Speaker

- TBD