Analytics en Gestión Humana: tomando mejores decisiones

Juan M. Bodenheimer

11º ENCUENTRO DE ACTUALIZACIÓN EN RECURSOS HUMANOS DEL LITORAL | 2015

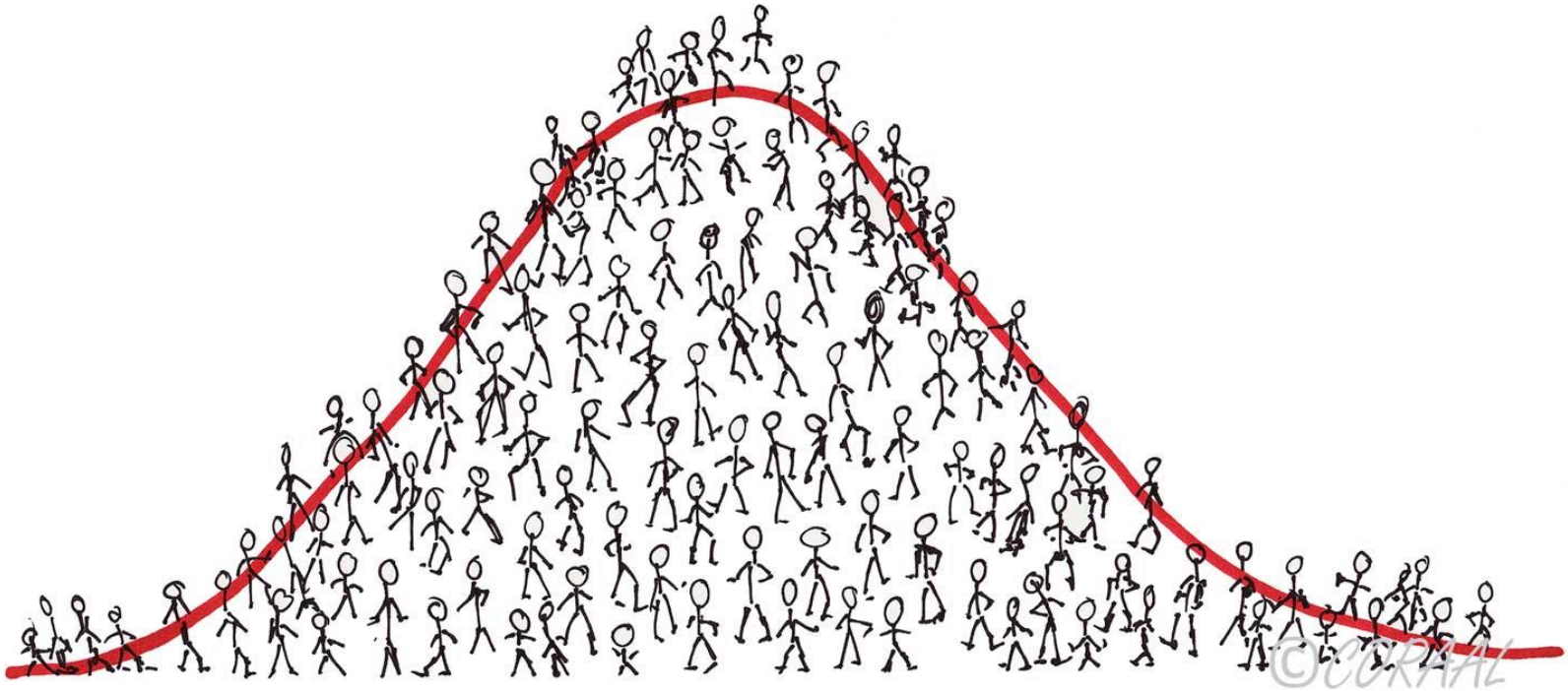
adril

11 RRHH

Algo de Ingeniería, Psicología, Profesorado, Maestría en Cs. Sociales del Trabajo, Maestría en Data Mining y Knowledge Management, Evaluación Psicológica, Gestión Humana, Gusto por la Tecnología, Ciencias, Estudio. Hoy Doctorado (Combinando Cs. Sociales, Gestión Humana y Cs. de la Computación)´

Ni blando, ni duro. ¡Ambos!

1. Vamos bien



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KNOWLEDGE BEYOND INTUITION

PERSONNEL PSYCHOLOGY

THE STUDY OF PEOPLE AT WORK

PERSONNEL PSYCHOLOGY
2012, 65, 79–119

THE BEST AND THE REST: REVISITING THE NORM OF NORMALITY OF INDIVIDUAL PERFORMANCE

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College of Business and Economics
Longwood University

HERMAN AGUINIS
Department of Management and Entrepreneurship
Kelley School of Business
Indiana University

We revisit a long-held assumption in human resource management, organizational behavior, and industrial and organizational psychology that individual performance follows a Gaussian (normal) distribution. We conducted 5 studies involving 198 samples including 633,263 researchers, entertainers, politicians, and amateur and professional athletes. Results are remarkably consistent across industries, types of jobs, types of performance measures, and time frames and indicate that individual performance is not normally distributed—instead, it follows a Paretian (power law) distribution. Assuming normality of individual performance can lead to misspecified theories and misleading practices. Thus, our results have implications for all theories and applications that directly or indirectly address the performance of individual workers including performance measurement and management, utility analysis in preemployment testing and training and development, personnel selection, leadership, and the prediction of performance, among others.

Research and practice in organizational behavior and human resource

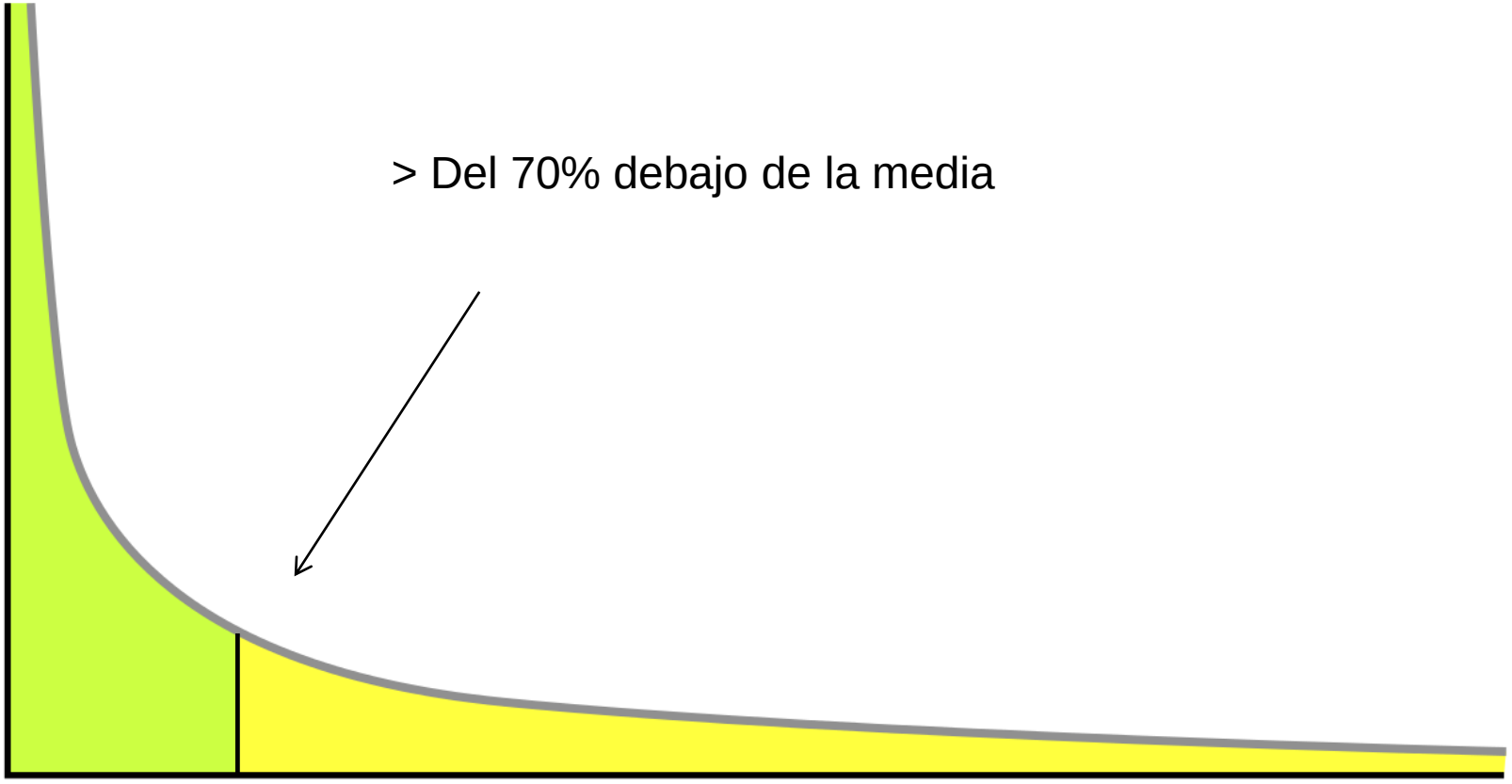
+ 195 Muestras

+ 4 Áreas (Política, Deporte, Espectáculo, Academia)

+Datos de Desempeño Individual

+ >93% indicaron que…

Distribución Desempeño (Parecería)



2. ¿Encontraste talento?

Psychological Bulletin
1998, Vol. 124, No. 2, 262–274

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0033-2909/98/$3.00

The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings

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University of Iowa

John E. Hunter
Michigan State University

This article summarizes the practical and theoretical implications of 85 years of research in personnel selection. On the basis of meta-analytic findings, this article presents the validity of 19 selection procedures for predicting job performance and training performance and the validity of paired combinations of general mental ability (GMA) and the 18 other selection procedures. Overall, the 3 combinations with the highest multivariate validity and utility for job performance were GMA plus a work sample test (mean validity of .63), GMA plus an integrity test (mean validity of .65), and GMA plus a structured interview (mean validity of .63). A further advantage of the latter 2 combinations is that they can be used for both entry level selection and selection of experienced employees. The practical utility implications of these summary findings are substantial. The implications of these research findings for the development of theories of job performance are discussed.

From the point of view of practical value, the most important property of a personnel assessment method is predictive validity: the ability to predict future job performance, job-related learning (such as amount of learning in training and development programs), and other criteria. The predictive validity coefficient is directly proportional to the practical economic value (utility) of the assessment method (Brogden, 1949; Schmidt, Hunter, McKenzie, & Muldrow, 1979). Use of hiring methods with increased predictive validity leads to substantial increases in employee performance as measured in percentage increases in output, increased monetary value of output, and increased learning of job-related skills (Hunter, Schmidt, & Judiesch, 1990).

Today, the validity of different personnel measures can be determined with the aid of 85 years of research. The most well-known conclusion from this research is that for hiring employees without previous experience in the job the most valid predictor of future performance and learning is general mental ability ([GMA], i.e., intelligence or general cognitive ability; Hunter & Hunter, 1984; Ree & Earles, 1992). GMA can be measured using commercially available tests. However, many other measures can also contribute to the overall validity of conscientiousness and personal integrity, structured employment interviews, and (for experienced workers) job knowledge and work sample tests.

On the basis of meta-analytic findings, this article examines and summarizes what 85 years of research in personnel psychology has revealed about the validity of measures of 19 different selection methods that can be used in making decisions about hiring, training, and developmental assignments. In this sense, this article is an expansion and updating of Hunter and Hunter (1984). In addition, this article examines how well certain combinations of these methods work. These 19 procedures do not all work equally well; the research evidence indicates that some work very well and some work very poorly. Measures of GMA work very well, for example, and graphology does not work at all. The cumulative findings show that the research knowledge now available makes it possible for employers today to substantially increase the productivity, output, and learning ability of their workforces by using procedures that work well and by avoiding those that do not. Finally, we look at the implications of these research findings for the development of theories of job performance.

3. Bailando por un Sueño

¡Hace 15 años!

Journal of Applied Psychology
2000, Vol. 85, No. 6, 956–970

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0021-9010/00/$5.00 DOI: 10.1037//0021-9010.85.6.956

Understanding the Latent Structure of Job Performance Ratings

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Maynard Goff
Personnel Decisions International

This study quantified the effects of 5 factors postulated to influence performance ratings: the ratee's general level of performance, the ratee's performance on a specific dimension, the rater's idiosyncratic rating tendencies, the rater's organizational perspective, and random measurement error. Two large data sets, consisting of managers (n = 2,350 and n = 2,142) who received developmental ratings on 3 performance dimensions from 7 raters (2 bosses, 2 peers, 2 subordinates, and self) were used. Results indicated that idiosyncratic rater effects (62% and 53%) accounted for over half of the rating variance in both data sets. The combined effects of general and dimensional ratee performance (21% and 25%) were less than half the size of the idiosyncratic rater effects. Small perspective-related effects were found in boss and subordinate ratings but not in peer ratings. Average random error effects in the 2 data sets were 11% and 18%.

Job performance is a fundamentally important construct in organizational practice and research. From a practical perspective, it plays a central role in most personnel decisions, such as merit-based compensation, promotion, and retention. It is also used as an important source of developmental feedback. From a theoretical perspective, researchers have long been interested in understanding the causal mechanisms that lead to effective job performance.

Although job performance has been measured in many ways (e.g., volume of sales, quantity or quality of items produced, absences, number of promotions), the most frequently used measure is a supervisory performance rating. In recent years, multirater or 360° feedback programs have gained popularity. This means that peer, subordinate, and self-ratings also play an important role in the assessment of job performance. Given the significance of the job performance construct and the growing dependence on ratings from multiple sources as a means for measuring that construct, it is important to identify and quantify the factors that influence performance ratings.

The present study examines the latent structure of job performance ratings. We present a model that contains five factors that are postulated to affect ratings in a multirater feedback program. In doing so, we address two major objectives. The first is to measure the effects associated with each of the five factors in the model. Other research has examined subsets of the five factors we investigate here, but to our knowledge, none has investigated the effects of all five of the factors simultaneously. This is important, because failure to investigate each of these effects provides an incomplete representation of the latent structure of performance ratings. The second major objective is to examine the influence of each of the five factors on ratings made by raters from four different perspectives (boss, peer, subordinate, and self) and on three dimensions of managerial performance. This allows us to determine whether the effects are consistent across different types of raters and different aspects of performance.

Factors That Influence Performance Ratings

Wherry's theory of rating (Wherry & Bartlett, 1982) indicates that there are three broad types of factors that influence performance ratings: the ratee's actual job performance, various rater biases in the perception and recall of that performance, and measurement error.[1] The model we developed for this study is based on those general distinctions. It was not our intention, however, to model Wherry's detailed mathematical relationships in their entirety, but rather to build a more general model that can be used to measure the ratings variance associated with ratee (performance) effects, rater (bias) effects, and random error. Our conceptualizations of those factors are described in the sections that follow.

Lance's (1994) study of the latent structure of performance ratings is one of the few that have been based on Wherry's

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4. ¿Billetera mata galán?

New York Yankees
$114,457,768
vs
$39,722,689
Oakland Athletics

4. ¡Compro talento!

Chasing Stars
The Myth of Talent
and the Portability
of Performance
BORIS GROYSBERG

5. ¿Sumar zanahorias?

Why Does Performance Pay Demotivate?
Financial Incentives Versus Performance Appraisal

David Marsden, Stephen French and Katsuyuki Kobi

Published by
Centre for Economic Performance
London School of Economics and Political Science
Houghton Street
London WC2A 2AE

Llamalo como prefieras

NO es un software

(HR) Analytics

Extraer “insights” (conocimiento) de los datos (“activos”)

Generar conocimiento para decisiones y estrategias

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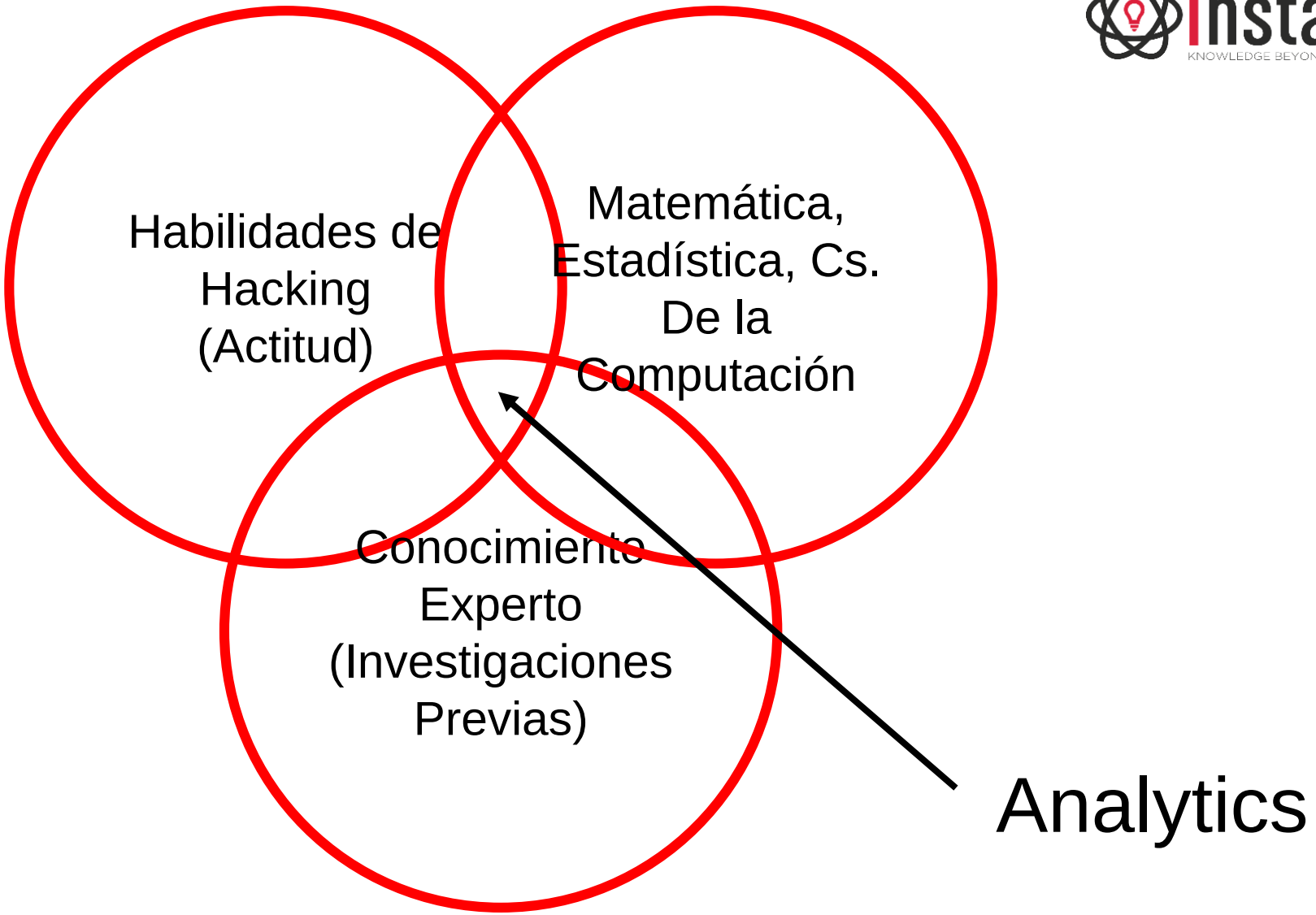
Habilidades de Hacking (Actitud)
Matemática, Estadística, Cs. De la Computación
Conocimiento Experto (Investigaciones Previas)
Analytics

En Dios confiamos.
Los demás deben traer datos.

Cambió el paradigma de la información y los datos: las cosas son diferentes

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Fresh Step
Fresh Step
whiskas
whiskas
Friskies
Friskies
Cat Chow
Cat Chow
PRIDE

Gestión del Desempeño
Clima
Administración de Personal
Info Familiar
Historia Laboral
Desarrollo
Capacitación

Jefe-Empleado-Equipo

CRM
ERP
Control de Acceso
VOIP (Telefonía)
Uso de Beneficios

Y todos los días algo más

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Cambió la lógica de cómo se genera el contenido y quién lo hace

Los del negocio son piolas

Kashmir Hill
Forbes Staff

FOLLOW

Welcome to The Not-So Private Parts where technology & privacy collide
full bio →

336
COMMENTS
174 CALLED-OUT

+ Follow Comments

TECH 2/16/2012 @ 11:02AM | 2.788.374 views

How Target Figured Out A Teen Girl Was Pregnant Before Her Father Did

+ Comment Now + Follow Comments

Every time you go shopping, you share intimate details about your consumption patterns with retailers. And many of those retailers are studying those details to figure out what you like, what you need, and which coupons are most likely to make you happy. Target, for example, has figured out how to data-mine its way into your womb, to figure out whether you have a baby on the way long before you need to start buying diapers.

Target has got you in its aim

Charles Duhigg outlines in the New York Times how Target tries to hook parents-to-be at that crucial moment before they turn into rampant — and loyal — buyers of all things pastel, plastic, and miniature. He talked to Target statistician Andrew Pole — before Target freaked out and cut off all communications — about the clues to a customer's impending bundle of joy. Target assigns every customer a Guest ID number, tied to their credit card, name, or email address that becomes a bucket that stores a history of everything they've bought and any demographic information Target has collected from them or bought from other sources. Using that, Pole looked at historical buying data for all the ladies who had signed up for Target baby registries in the past. From the NYT:

> [Pole] ran test after test, analyzing the data, and before long some useful patterns emerged. Lotions, for example. Lots of people buy lotion, but one of Pole's colleagues noticed that women on the baby registry were buying larger quantities of unscented lotion around the beginning of their second trimester. Another analyst noted that sometime in the first 20 weeks, pregnant women loaded up on supplements like calcium, magnesium and zinc. Many shoppers purchase soap and cotton balls, but when someone suddenly starts buying lots of scent-free soap and extra-big bags of cotton balls, in addition to hand sanitizers and washcloths, it signals they could be getting close to their delivery date.

Germany's World Cup tactics: shaped by data

Cheat sheets are out of fashion. Sophie Curtis discovers how the German national team is using data analysis software to gain a competitive edge over its rivals

Oliver Bierhoff is putting his faith in SAP technology Photo: GETTY IMAGES

¿Y en casa cómo andamos?

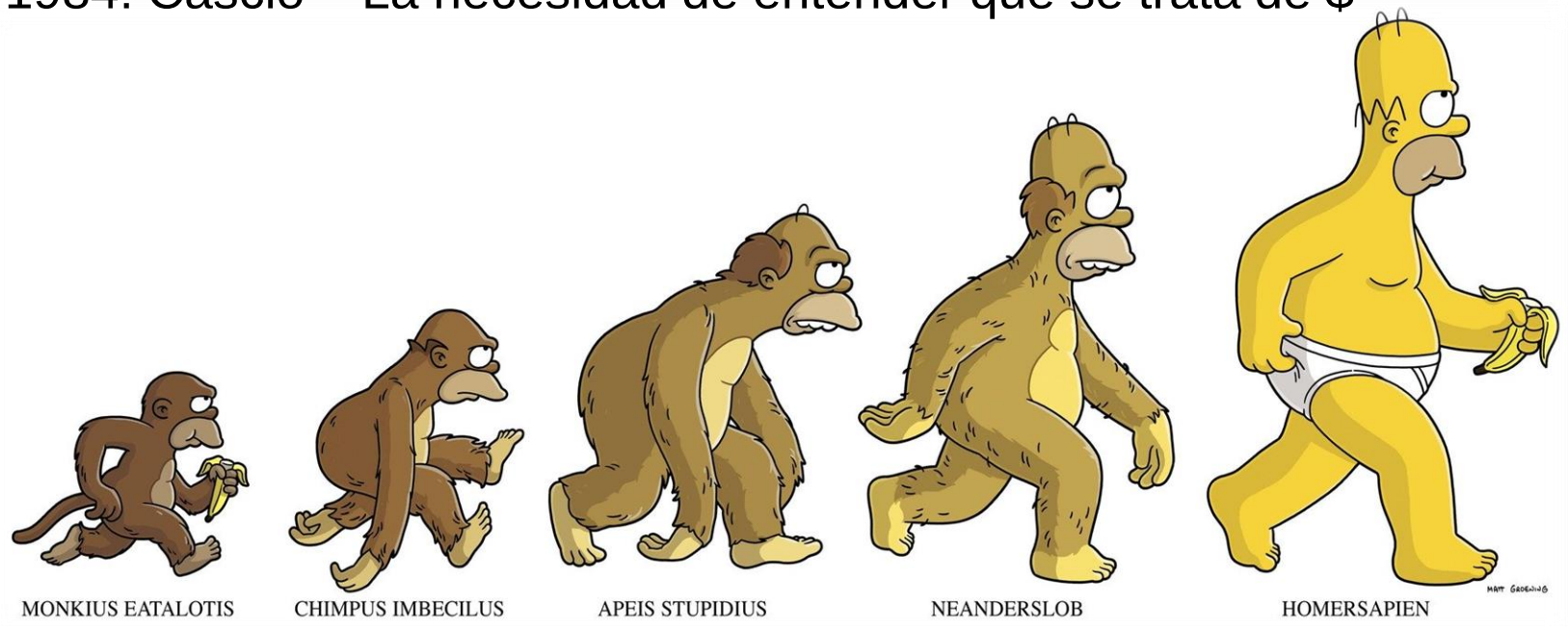
¿Cómo evolucionó GH?

+ Administración de Personal
+ Administración de Recursos Humanos
+ Gestión de Recursos Humanos
+ Gestión de Capital Humano
+ Gestión de Personas

Avances

1980: Jac Fitz-Enz – HR tiene que justificar el costo de su existencia misma.

1984: Cascio – La necesidad de entender que se trata de $



¿Qué cambió de la Gestión del Desempeño?

Papel = Web

Algunas frases frecuentes…

- Mis indicadores no me ayudan a tomar decisiones
- No sé por qué está ocurriendo
- Tenemos muchos datos pero no los usamos
- El negocio me pide que demuestre…
- Poder suponerlo antes de que ocurra
- ¿Estamos eligiendo la mejor opción?

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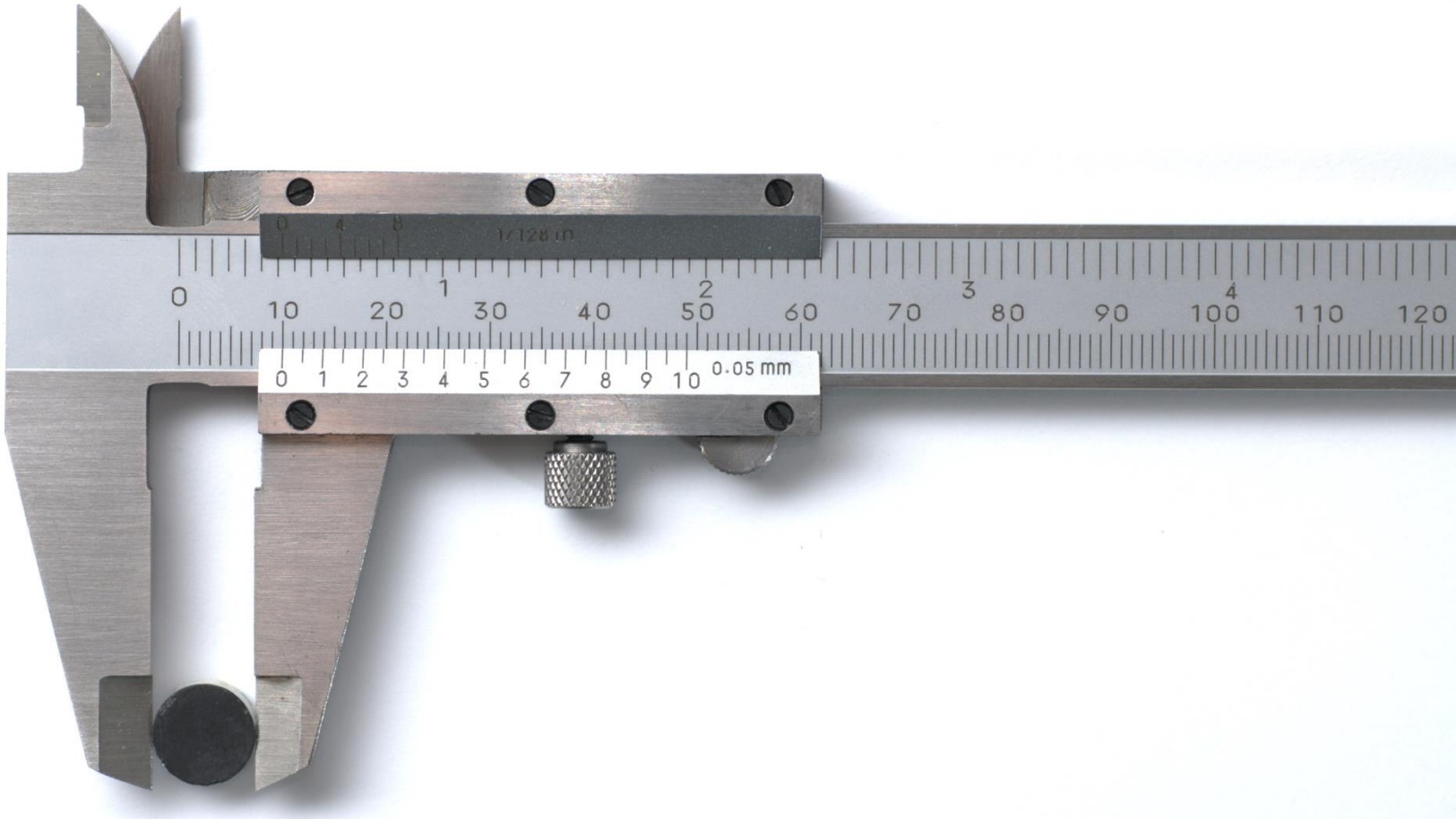
Es momento de revolucionar

No se trata solo de “medir”, aunque suene bonito.



¡Es mucho más!

+ Entender
+ Modelar
+ Anticipar
+ Identificar

+ Comprender
+ Evaluar
+ Relacionar
+ Vincular
+ Analizar

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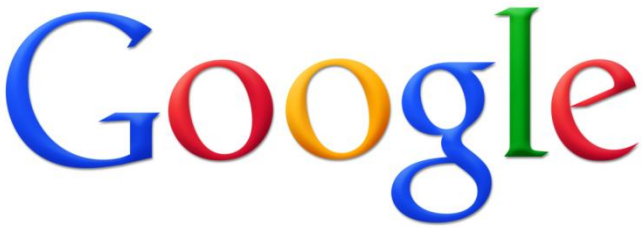
Moneyball *****

¿Necesitamos gerentes? ¿qué los diferencia?



Proyecto Oxígeno

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¡Sacarle todo a la naranja!

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¡NEGOCIO Y PERSONAS LO PIDEN!

Analytics: ¿Dónde estás parado?
Niveles de Madurez de Bersin

1. Midiendo
(pero que haga sentido)

No es que no sirvan pero…

+ ¿Cuánto me dicen?
+ ¿Qué explican?
+ ¿Cuánto me ayudan a resolver?

+ Y más importante aún… ¿qué impacto o importancia tienen en el negocio?

2. Profundizar lo descriptivo

“BI”

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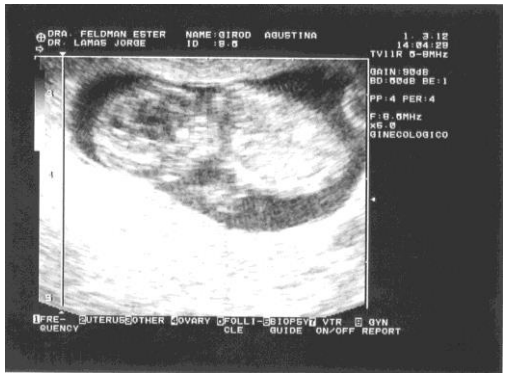
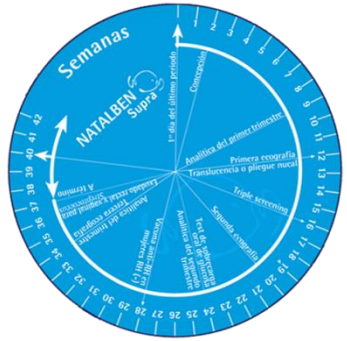
3. Relaciones entre datos

4. Futurología No (Modelos Predictivo)





Data Mining
Straight Ahead

“El Problema”

La simplicidad es la máxima sofisticación

¿Por qué no vienen o por qué se van?

¿Qué impulsa
el desempeño?

¡No tengo nada que ponerme!

Selección certera

Factores de potencial

Anticiparme a quién se va

THE WALL STREET JOURNAL.

Home World U.S. Politics **Economy** Business Tech Markets Opinion Arts Life Real Estate

BUSINESS | MANAGEMENT

The Algorithm That Tells the Boss Who Might Quit

Wal-Mart, Credit Suisse crunch data to see which workers are likely to leave or stay

blah blah blah
blah blah blah
blah blah blah

¿Cuál es tu excusa?

+ No hay suficiente información
+ No tenemos herramientas para hacerlo
+ Desde HR no se puede medir
+ Son proyectos demasiado difíciles
+ Es demasiado costoso

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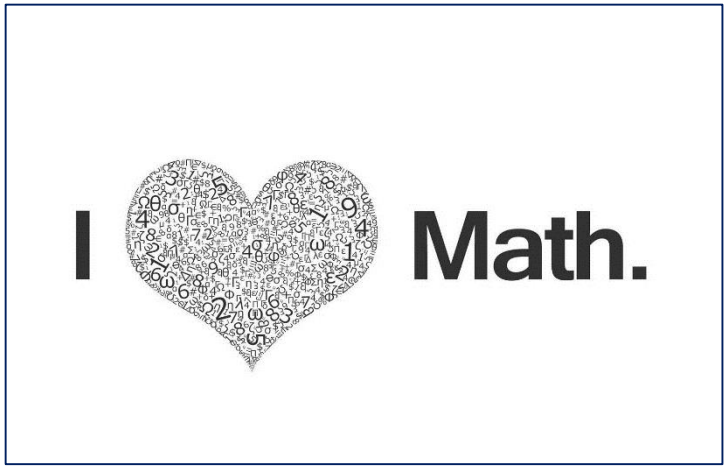
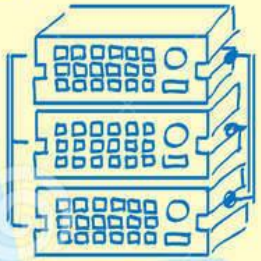
Los Nuevos Desafíos de GH



BIG DATA

VOLUME

SCALE OF DATA



VARIETY

FORMS OF DATA

VELOCITY

ANALYSIS OF DATA-FLOW

VERACITY

UNCERTAINTY OF DATA

- Involucrarnos en los números que importan al negocio
- Actuar estratégicamente con la información y datos que tenemos y podríamos tener
- No repetir métricas, sino pensar cuáles son las preguntas.
- Repensar la estructura del área y conformación de nuestros equipos

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2016

Y ahora…

- Datos: identificar, capturar, organizar y gestionar
- Proyectos: pequeños logros.
- Competencias analíticas: compartir y desarrollar
- Perserverancia y Constancia
- Dudar: No repetir lo que dice el manual.
- Negocio: aprender de ellos. Trabajar en conjunto.

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