Next Generation Impact: From Utility Analysis to Pilots and Prototypes

Chairs:

- Laura Johnson, Ph.D.; Research Scientist, Amazon
- Courtney Van Overberghe, Ph.D.; Principal Consultant, SHL

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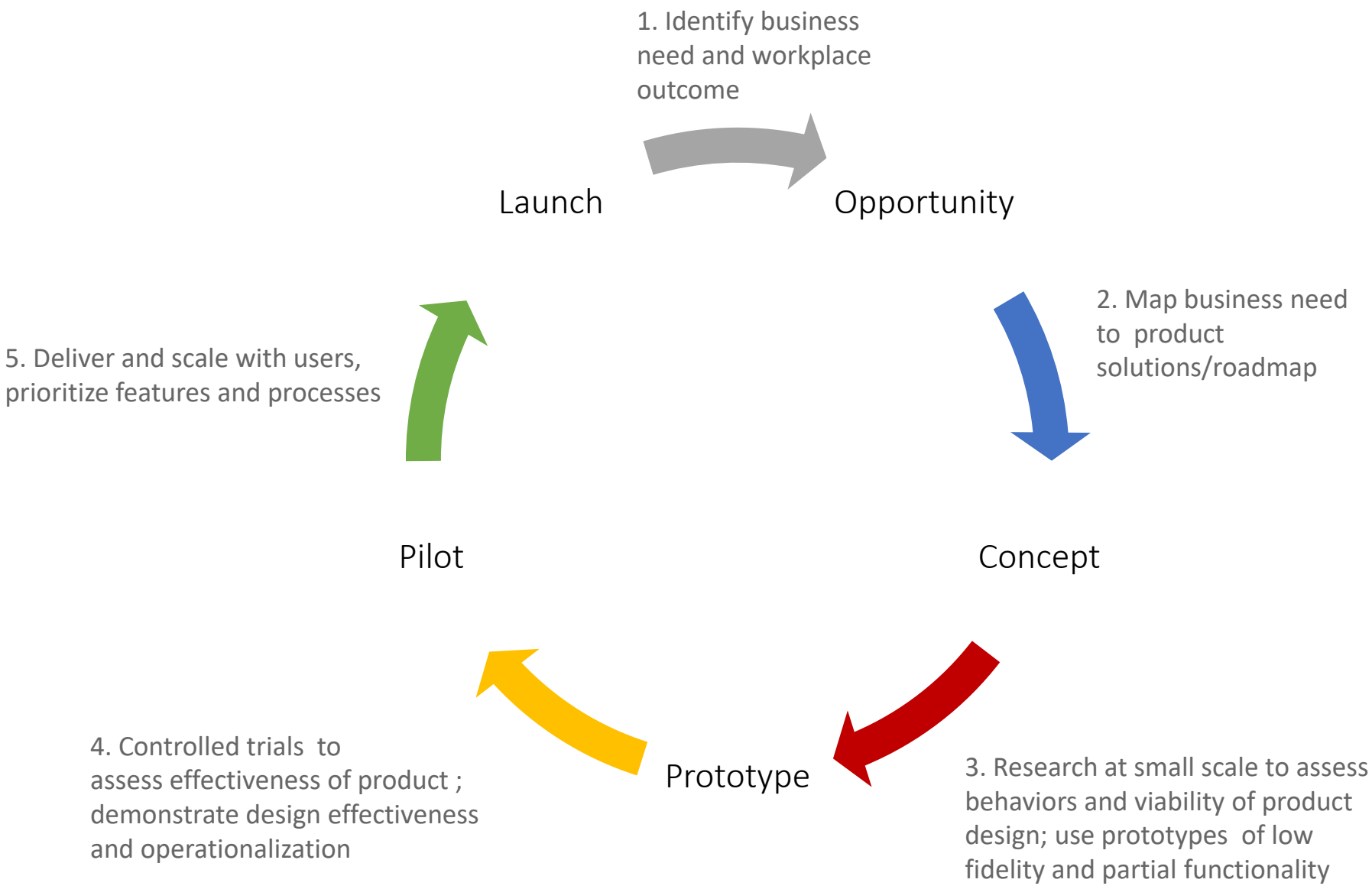
Agenda

- Chair Intro
  - Product Lifecycle
  - Why Pilot or Prototype?
- Discussion
- Panel Q&A
- Speed Take-Aways

Product Lifecycle



Why Pilot or Prototype?

- Impact drives investment and provides accountability
- Disconnect in I-O terms vs. business
- Use of prototypes (early working model or proof of product/project) and pilots (smaller group rollout) to demonstrate ROI
  - Advantages include but not limited to:
    - better proof of concept
    - reduced risk/uncertainty
    - small business impact
    - Iterative/accommodate feedback

Anu Ramesh, Ph.D.

UX Research Lead, Google



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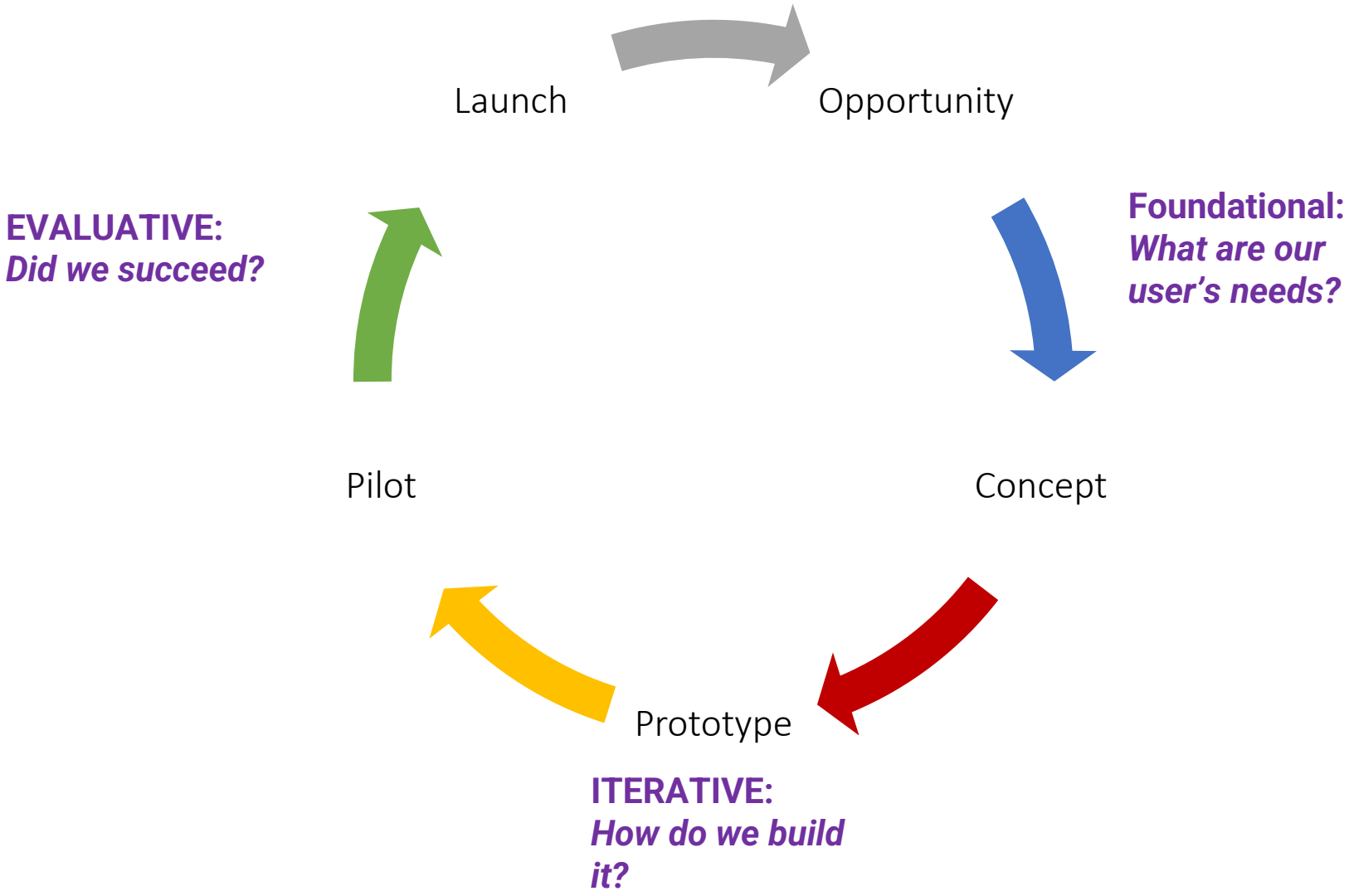
Product Lifecycle



Foundational Research



Questions Asked

- Who is the user?
- What are their underlying needs and goals?

Methods used

- Lit reviews
- Competitive analysis
- User interviews /focus groups
- Observation
- CUJs
- Dairy Studies

Example Study

Iterative Research



Questions Asked

- Explore design concepts
- How does this work (usability!)

Example Study

Methods used

- Storyboarding
- Think-aloud
- In-lab usability studies
- Field usability studies
- Heuristic evaluations and walkthroughs

Evaluative Research



Example Study

Questions Asked

- How many people are using it?
- How are people using it
- Does it help people meet their goal?

Methods used

- Surveys
- Longitudinal Study
- Usage Stats and tickets

Allen Kamin, M.A.

Practice Leader, Organization Effectiveness

Oracle



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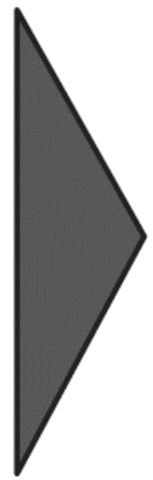
My Mistakes

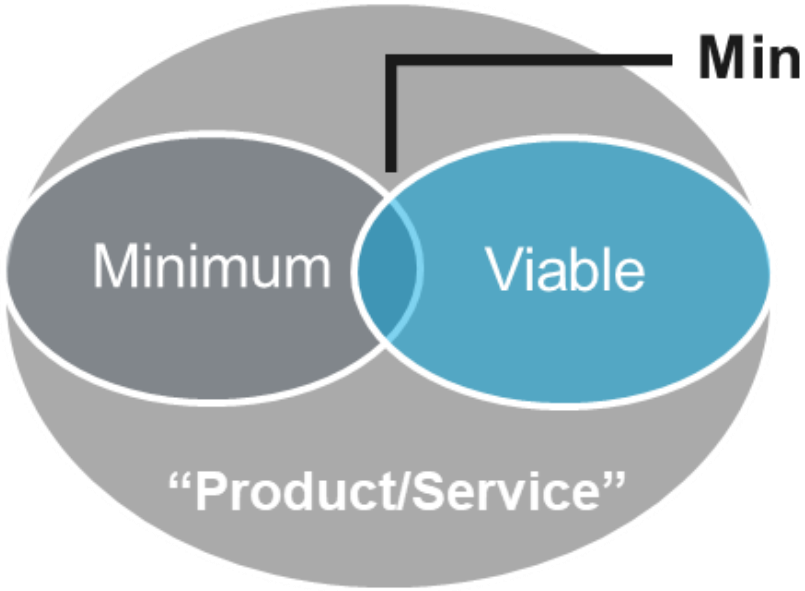
- Overlook difference between users and stakeholders
- Inside-out vs Outside-in mindset
- Too much emphasis on technical rigor
- Created processes, tools and systems employees MUST use … not WANT to use



Result

- Ignored
- Complex/bureaucratic
- Minimal compliance
- Found work arounds
- Ineffective

Minimally Viable Product



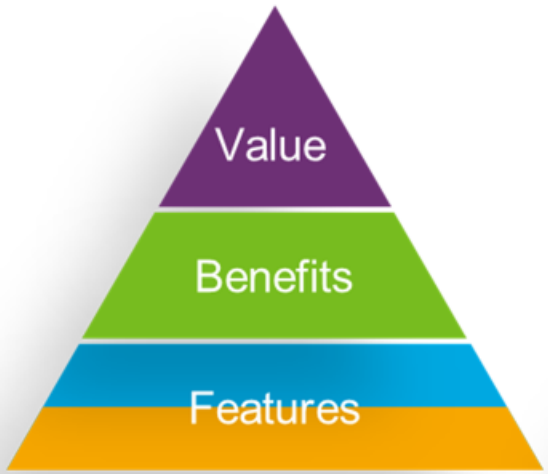
Limited products nobody wants to use

The product you want to build

- Basic but features that are **enough to let customers use and get their feedback**
- Includes **essential features** (e,g., safety)

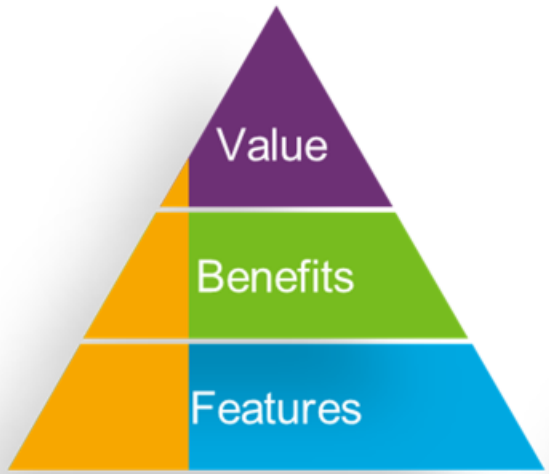
A good MVP

Not Good



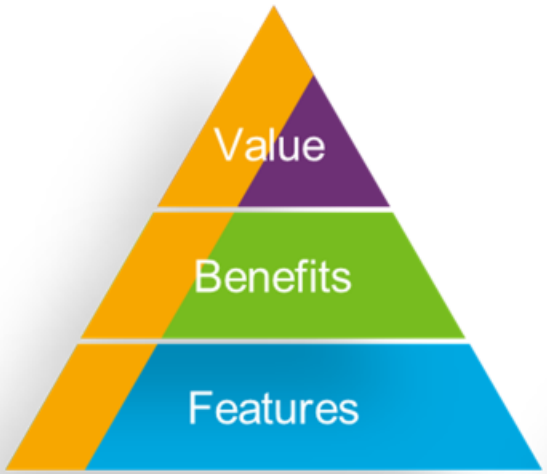
Which features can I build?

Bad



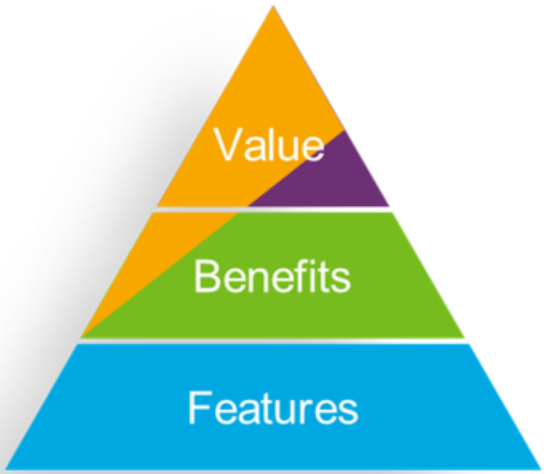
What are the minimum features to provide at least some value?

Better



What version of my product can I build that captures most of the value?

Good



*How can I validate my solution delivers some value to clients?***

Measuring impact from your users

Experience	Efficiency	Effectiveness
• Would you recommend this process/tool to a friend?	• Is this process/tool a good use of your time?	• Does the process/ tool deliver its intended outcome?

Renee Barr, Ph.D.

Sr. Research Scientist, Amazon



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Assessment Creation & Administration Tool

How do we know if our instructions are designed effectively? What should go in up front instructions, tool tip, or flyout?

Does your assessment make my hiring process more efficient?

How do we know if the assessment predicts job performance?

Should I frame my question like this or like that to best measure X?

I don't think a test can evaluate as well as my interviewers

What is the best way we can measure verbal communication across a lot of different jobs?

How do I know if your test will be as impactful for Level 3 jobs in APAC as it is for Level 4 jobs in EMEA?

How do we know if we have the right progress bar?

What is the all up value of building this tool on the business?

This is going to make it harder for me to recruit

How do we know if we have the most effective rating item?

Assessment Creation & Administration Tool

What is the best way we can measure verbal communication across a lot of different jobs?

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How do we know if we have the most effective rating item?

Melissa Sharpe, Ph.D.

Principal HR Data Scientist, Medtronic



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Applied Analytics Levels of Analysis

I want to take direct action as a result of my inquiry and/or I have a process that I want to improve

I need to understand how something works; what the underlying mechanisms are	No	Yes
No	**Reporting** *"I need an actives headcount table"* *"I want to know current representation levels for employees of African Descent"* Ad Hoc Requests: flat file HRIS data or dashboards, basic metrics	**Predictive Analytics** *"Which of my employees are at risk of turnover in the next 6 months?"* *"I want to give managers data to inform decisions"* *"I want to prioritize and target my intervention"* Predictive analytics: Advanced statistical techniques, machine learning
Yes	**Analytics** *"How is engagement related to job performance?"* *"Why has turnover increased YoY?"* Descriptive Analysis: Summary of data, correlations, benchmarking	**Research** *"I want to know whether my intervention had an effect"* *"Does our 360-feedback process improve performance?"* Inferential Analysis: validation studies, hypothesis testing, ROI, inferential research, program evaluation

- Adapted from Pasteur's Quadrant of Basic Science and Technological Innovation

PAPA Project Process

TEAM

Portfolio	Project	Priority
Retention	Project 1	!
Retention	Project 2	
NLP	Project 1	
NLP	Project 2	!
…		

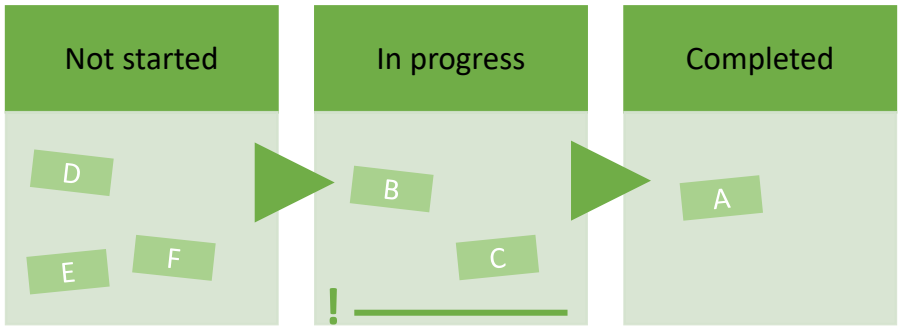
- Prioritization done monthly with PAPA and **HR Advisory Council**
- One project per portfolio selected at a time
- OpMechs: **Project Pipeline** and **Prioritization Meeting**

PROJECT

Backlog	Priorities
India	!
Sales	!
…	

- Prioritization done at project kick-off with **Project Squad**
- Multiple backlog features could be selected based on timeline
- OpMechs: **Teams** per Project with **Backlog**

ITERATION



- Prioritized backlog features are moved to project plan, cards are prioritized by project squad
- OpMechs: **Kanban Board** on **Teams Channel** per Iteration

ITERATE

RETIRE

Emily Solberg, Ph.D.

Managing Consultant, SHL



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Examples of Pilots in Organizations

- Retail chain launches an assessment program in a small region before launching nationally.
- Global organization launches a Hipo program in one region and uses success to gain buy in from rest of world
- Insurance organization launches an RJP for one job role before considering it for additional roles.
- Company wants to launch skills platform but chooses to start with just one business group as proof of concept.

Why use Pilots?

- Trouble getting stakeholder/leader buy in – Proof of concept
  - Obtain reactions to program (e.g., candidate surveys, manager surveys)
  - Assess time to hire pre/post program or against other regions
  - Assess other outcomes (e.g., promotions of those in Hipo programs,

- New to assessment – Work out the kinks:
  - What effect will adding assessments lead to large candidate dropout
  - Are pass rates we set appropriate?
  - What issues will arise with adoption?

Q&A from audience

Panel Questions

- How do stakeholders differ in their desired outcomes?
- When does the user matter vs. the buyer? How can you meet both's needs?
- How do you handle stakeholders who keep you from evaluating with end users?
- How do you know the effort was worth the cost/resources?
- When in the lifecycle is it best to evaluate?
- How do you deal with mixed results (for your evaluation/ROI)?
- How have you handled a case where you found the ROI to be bad vs. the effort?

Key Take-Aways

Anu Ramesh, Ph.D.
UX Research Lead
Google

- Lorem ipsum

Allen Kamin. M.A.
Practice Leader,
Organization
Effectiveness

Understanding and meeting user needs (not our needs) will lead to better impact/ ROI

Renee Barr, Ph.D.
Sr. Research Scientist
Amazon

- Lorem ipsum

Emily Solberg, Ph.D.
Managing Consultant
SHL

- Lorem ipsum

Melissa Sharpe, Ph.D.
Principal HR Data Scientist
Medtronic

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Thank you!

Contact: Laurawjo@amazon.com

Slide Graveyard



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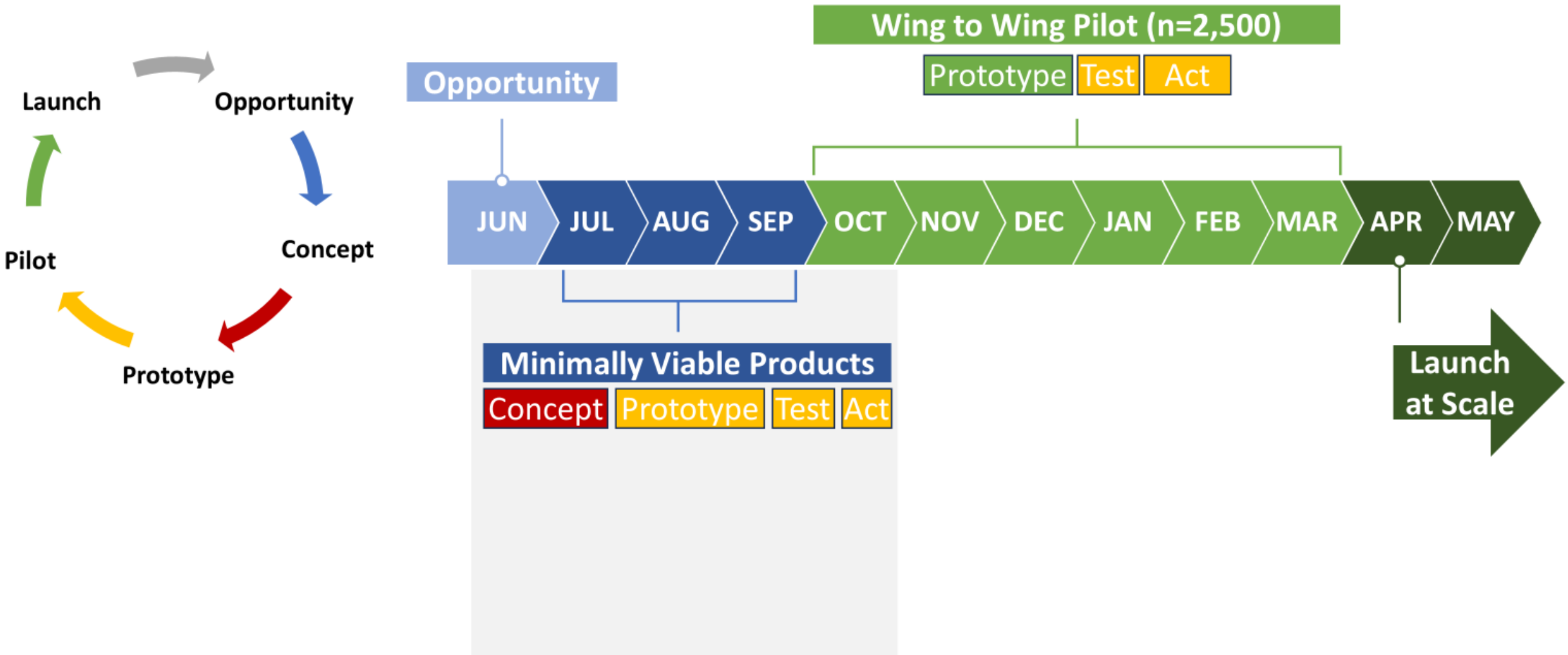
Launch
Opportunity
Concept
Prototype
Pilot
Opportunity
Wing to Wing Pilot (n=2,500)
Prototype
Test
Act
JUN
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
Minimally Viable Products
Concept
Prototype
Test
Act
Launch at Scale

Determining which features of potential solutions are critical to delivering customer value/impact

Prioritize them based on:

1. **Confidence** the hypothesis is true
2. **Importance** of hypothesis to project success
3. **Speed** each hypothesis can be tested

	Confidence it's true			Importance to project success			Speed to test		
Hypotheses	L=3	M=2	H=1	L=1	M=2	H=3	S=1	M=2	F=3
1.									
2.									
3.									

"Green" answers should be prioritized to be test. **"Red"** answers are less important to test.

Sample “tests”

1. Create a mickey mouse tool (dashboard), with a very simple process. Let small number of people use it. Come back in two weeks and learn what actually happened.

2. Ask 10 people to read a research brief. Come back in two weeks and learn what actually happened.

3. Show a simple rough outline of solution to some customers.

4. Share a prepared communication with 8 customers before sending it to all.

What customers do is more important than **what they say, like or want**

- What happens as a result of customers using the MVP?
- Use “discovery” questions

- Are customers willing to write email to CHRO letting them know they are excited about the new solution and want to be an early adopter when it goes live?

- What did they find confusing about what was in the comms?