

# Leveraging Data for Strategic HR Decisions



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Key Takeaways



# Introduction

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- Today's Stats V.S. Tomorrow's Asks



# Which Traveler Are You?



## Freestyle Backpacker

Solo exploration, embracing the unknown with minimal planning showcasing adaptability.



## Informed Travel Enthusiast

Planning using at least one source, savoring anticipation's joy, and valuing acquired insights.



## Well-Prepared Research Traveler

Leveraging different online and offline resources for seamless travel, optimizing resources, and prioritizing outcomes based on informed decisions.

# The Strategic Imperative

## Proactive Talent Management

Transitioning HR from reactive problem-solving to anticipating future needs using strategic data insights.

## Predictive HR Analytics

Harnessing data to forecast talent gaps, optimize workforce planning, and drive proactive interventions.





# Current Practices and Challenges

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- Viability of Traditional HR Practices and Systems





# Traditional HR Practices



## **Role-Based Pre-Screening and Interview Talent Acquisition Decisions**

Role-based pre-screening and candidate interviews are the main method of identifying potential talent in the market



## **PMS-Based TNA**

Performance Management Systems (PMS) form the base for Training Needs Analysis (TNA)



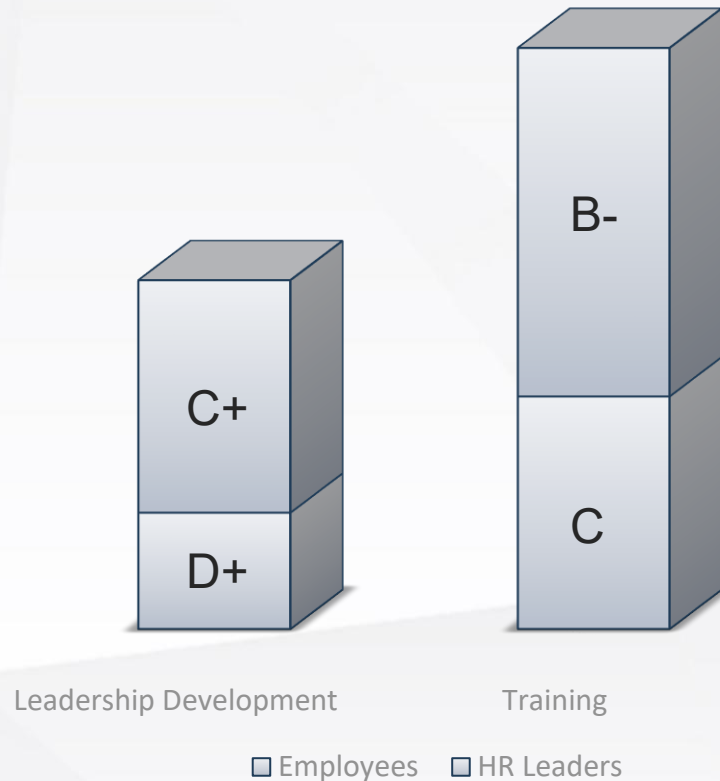
## **Individual Contributor-Based Leadership Curation**

Exceptional individual contributors are usually the prime candidates for promotions to supervisory/managerial roles, and these same individuals usually end up in leadership roles

# The Reality: Bridging the Perception Gap

SHRM Research Data Highlights Discrepancies

## Perception Gap



## Training Valuation Mismatch

HR executives rate training programs at “B-” while employees rate them at C, signaling a need for improved relevance.

## Leadership Development Discord

HR’s “C+” versus employees’ “D+” rating in leadership development reveals misalignment in expectations and outcomes.

## Data-Driven Bridge

The only way is to use data for bridging these gaps, aligning HR practices with employee expectations.



## **Poll:**

**On a scale of 1-10, how confident are you that your organization's performance reviews accurately measure an employee's true potential?**



# The Reliability Crisis in Traditional HR Assessments

How Are Current HR Assessment Systems Faring Against People's Perceptions?

## How much do we trust our talent data?

### The Accuracy of Data

Can we trust our talent data? Do we need to scrutinize it due to the possibility of traditional data having biases or errors?

### Performance Rating Overlap

HBR research finds that there is only a mere 4% overlap between self and manager assessments; this disconnect challenges performance data's reliability.

### A New Data Approach Required

These systemic flaws necessitate a fresh, data-driven HR approach for more accurate talent management.

# The Evolving Workplace Dynamics: What's Changing?

## AI's Productivity and Wage Impact

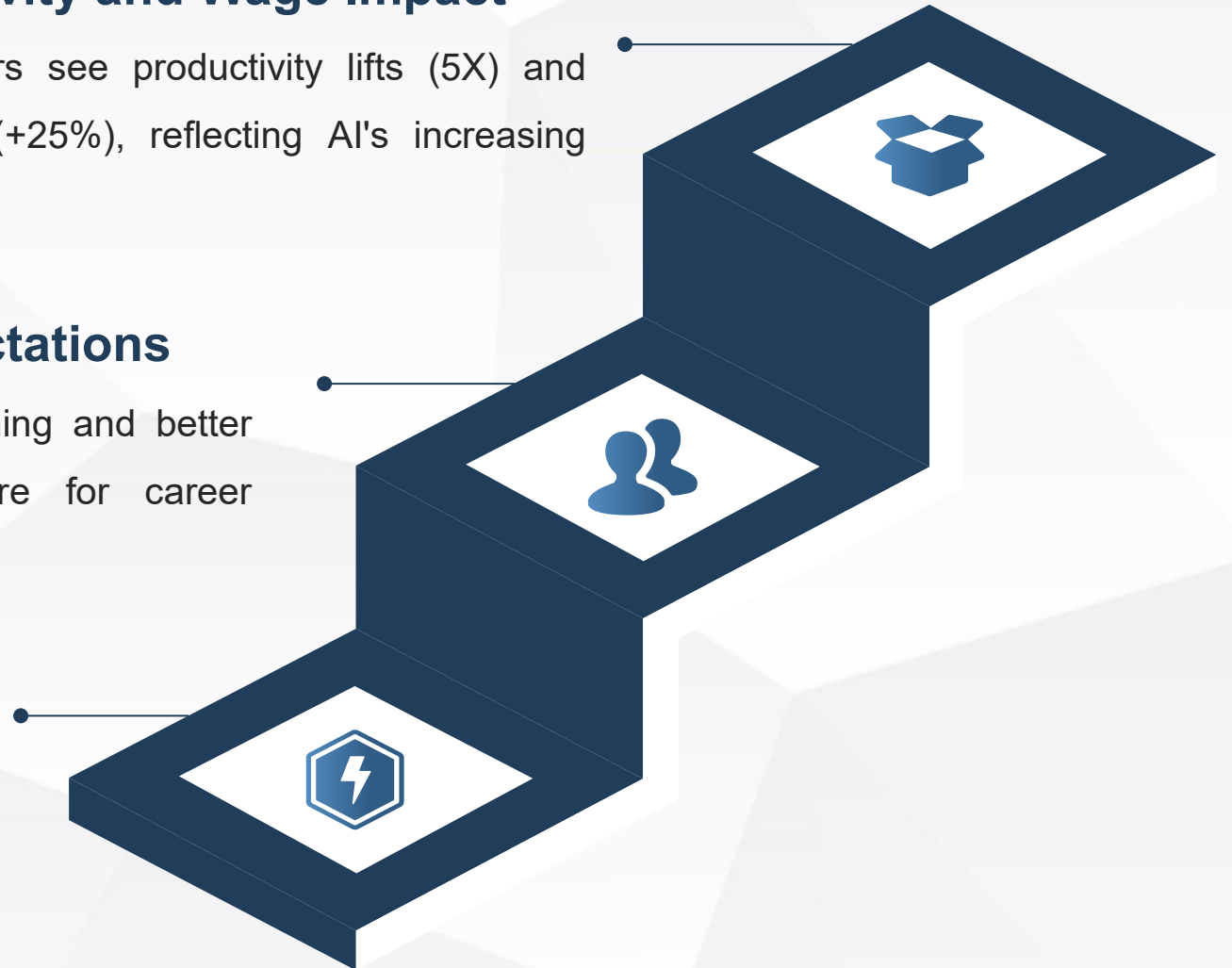
AI-exposed sectors see productivity lifts (5X) and wage premiums (+25%), reflecting AI's increasing value.

## Employee Upskilling Expectations

Employees demand continuous learning and better internal mobility, reflecting a desire for career advancement and relevance.

## Uneven Tech Adoption

PwC insights reveal that tech adoption is uneven across organizations, highlighting the need for a solid HR tech/AI strategy.





# The Solution

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- A Holistic Data-Driven View of Talent Encompassing Comprehensive and Complimentary Analyses



# 1- The Science of Psychometrics

01

## Science-Backed Methods

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Psychometrics offer scientifically-backed alternatives to subjective talent assessment methods.

02

## Reliability vs. Validity

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Reliability (consistency) and validity (accuracy) ensures the accuracy and trustworthiness.

03

## Predictive Power Highlighted

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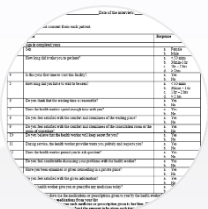
These tools are 14 times more predictive than traditional interviews, according to research.

## 2- Combine With Evidence-Based Complementary Assessment Practices

Recent validity studies show that when structured interviews are normalized using standardized comprehensive competency evaluation metrics with clear proficiency indicators, they tend to reliably predict job performance.

Combining assessment methods (simulations, role plays, technical assessments, BARS, 360° feedbacks, SJIs) outperforms single tools and offers a more holistic view of candidate capabilities.

Combine structured interviews, work samples, assessment centers, and targeted psychometrics for effective analysis.



### Structured Job Interview Validity



### Multi-Method Assessment Benefits



### Comprehensive Assessment Combination

*Multi-method batteries outperform single tools*



# Methodology

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- Combining the Qualitative and Quantitative for Maximum Impact



# Beyond Hiring: The Psychometric Data Dividend



## Behavioral Data Use

Psychometric data is a strategic asset for the entire employee lifecycle. Tests revolving around the Big Five personality traits as well as other General Mental Ability (GMA) tests from the likes of Thomas International, SHL (Saville), and Hogan, among others, provide behavioral insight.

## Data-Driven Personalization

Behavioral profiles generated by these tools enable hyper-personalization, tailoring development plans and career tracks at an individual level.

# Fair and Defensible Design: Legal and Ethical Considerations



## Adverse Impact Monitoring

Monitor for adverse impact (80% rule) to ensure fairness, promoting ethical hiring.



## Validation Study

Follow practical steps: validation studies, local norming, vendor audits to achieve a fair workforce and showcase job-relatedness.

# Psychometrics Pitfalls: Addressing Common Challenges

## Applicant Faking

Warnings reduce faking moderately, but design matters; focusing on personality tests' design quality reduces risk. Ultimately, incorporating comprehensive assessment methodologies (assessment centers) to provide a holistic view helps mitigate applicant faking significantly.

## Personality Prediction Stability

External audits are crucial to check the assessment stability, ensuring the ongoing reliability of assessments. Specialized 3<sup>rd</sup> parties can help provide insights; however, technologies, especially AI, have advanced features that can be very useful in this context.





# Pivot

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● From Assessments to Growth





# **Why do Hi-Pos fail as leaders?**

# Analytical Insights for Development



## Leadership Failure Reasons

Potential leaders must be equipped with leadership skills like emotional intelligence, learning agility, influence, and stakeholder relationship management. Relying on them to pivot from individual contributors to effective leaders based on past performance hinders their success.

## Skills-First Models Needed

Recent research data from Deloitte reveals that both workers and leaders' tendencies are shifting towards preferring skills-first models, consequently, assessment results should be used to map skill gaps and growth/succession readiness.

# Building a Practical Succession Radar: Identifying Future Leaders



## 01 Assessing Key Inputs

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Inputs include performance, potential insights (learning velocity, innovation, agility, managing ambiguity... etc.), network influence, and mobility aspirations.



## 02 Internal Talent Marketplaces

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HBR's design principles for ITMs surface hidden talent insights, accelerating readiness.

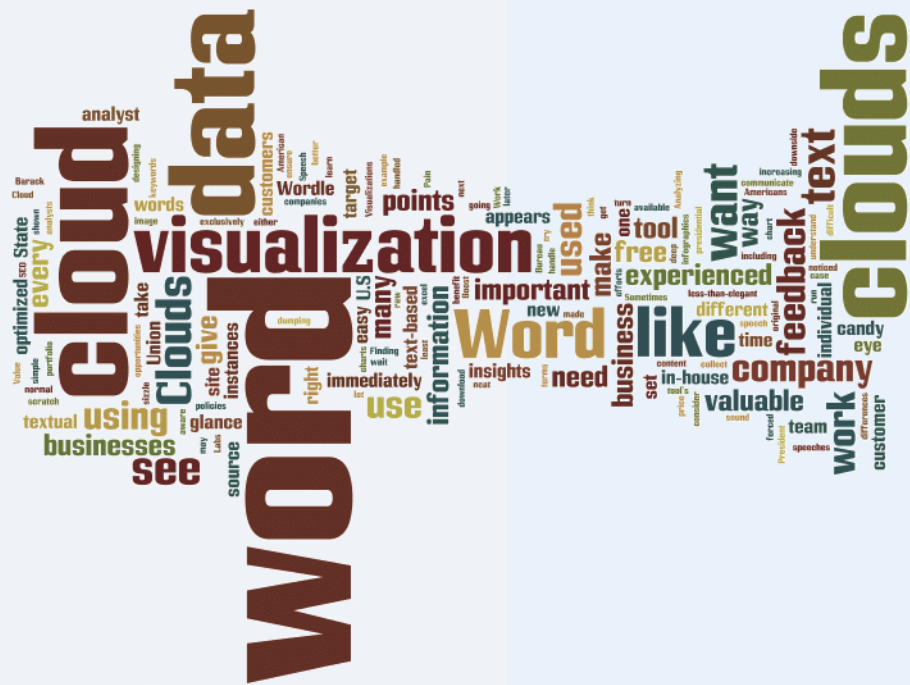


# Analytics and Technology Platforms

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● A Dynamic Ecosystem





**Word Cloud:**  
What barrier, if any,  
currently limits your  
capability of using analytics  
(one word)?

# Essential Analytics for Succession Planning: A Data-Driven Framework



## The Analytics Advantage

The true power of people analytics in succession planning lies in its ability to transform a qualitative process into a quantitative one. Organizations can create a long-term plan supported by real-time data, thereby building a robust talent "bench strength" to fill critical roles. This allows leaders to foresee potential gaps and address them before they impact business continuity.

# Critical Metrics in Action: What to Track?

| Metric                                         | Definition                                                                                                                                                       | Strategic Value                                                                                                                                       |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Critical Role Bench Strength and Depth         | The number of high-potential employees prepared to fill specific critical roles across different functions/levels.                                               | Quantifies organizational resilience and readiness for succession transitions.                                                                        |
| Path Ratio                                     | Measures the speed and success of employees moving through planned career paths.                                                                                 | Identifies bottlenecks in development and ensures succession planning aligns with business needs.                                                     |
| Talent Potential & Gap Analysis                | Assesses employee potential against future business needs and identifies skill deficiencies.                                                                     | Enables proactive, targeted development to address future skills gaps and build a future-ready workforce.                                             |
| Internal Fill % for Pivotal Roles              | Measures the ratio of critical roles filled internally.                                                                                                          | Illustrates the success of career pathing efforts.                                                                                                    |
| Time-to-Competence                             | Measures the time successors take to attain the minimum competence to successfully transition into the new role.                                                 | Helps assess the effectiveness of existing talent management interventions and career paths.                                                          |
| Diversity of Slates                            | Measures the diversity of successors, including candidates from diverse backgrounds, identities, and experiences in the pool of candidates for succession roles. | Assess the deliberate efforts made to ensure the inclusion of diverse candidates in the succession pool, promoting inclusivity, equity, and fairness. |
| Hi-Po Sentiment/Engagement Analysis            | Tracks the engagement/sentiment of Hi-Pos in the organization.                                                                                                   | Helps ensure that you're nurturing potential employees while keeping morale high in anticipation of future succession roles.                          |
| Planning Metrics for Development Opportunities | Tracks job roles/levels for whom development plans are tailored and put in place to enhance leadership potential.                                                | Helps shape the future and ensures the organization doesn't miss out on preparing successors who are ready to tackle business challenges.             |

# The HR Tech Landscape: A Composable Ecosystem

## Dynamic Ecosystems

There is a shift from monolithic platforms to a "dynamic ecosystem" powered by Generative AI.

## Efficiency Boosts

- Hyper-personalization and reduced bias hiring.
- AI-exposed sectors have 5x productivity growth.
- Wage premiums reflect value.



# AI-Enabled Talent Management

**gloat**  
**&**

**hitch**™





# Benefits & Challenges

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- The Tech/Analytics Adoption Paradox



# Benefits: The Value Proposition

01

## Future Foresight

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Advanced people analytics tools, often powered by AI, enable organizations to predict and address potential challenges proactively. This empowers HR to make informed decisions, optimize talent, and cultivate a more productive and engaged workforce.

02

## Hyper-Personalization

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Instead of a generic HR portal, AI-driven platforms can recommend learning content, tailor benefits, and adapt communications based on an individual's role, behavior, and needs. This personalization fosters a more positive employee experience and directly impacts retention and engagement.

03

## Inclusive and Diverse Workplaces

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These systems are crucial for fostering a more inclusive and diverse workplace by automating bias-free recruitment, tracking key diversity metrics, and ensuring fair and objective performance management.

# Addressing Adoption Challenges

| Challenge                                                 | Impact on the Organization                                                                                                                                   | Strategic Solution                                                                                                                            |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| AI Bias                                                   | Perpetuates historical biases, creates legal risks, and erodes employee trust.                                                                               | Filter and implement meticulous data auditing and diverse training datasets.                                                                  |
| Integration Issues                                        | Creates data silos, manual work, and a failure to achieve end-to-end efficiency.                                                                             | Adopt a composable HR platform that uses open architecture for seamless integration.                                                          |
| User Resistance                                           | Leads to wasted license spend, low adoption, and reliance on manual workarounds.                                                                             | Develop a people-centric change management plan with clear communication and continuous in-app support.                                       |
| Failure to Derive Value                                   | Over 50% of firms fail to get value from tech, indicating issues in user competence and integration.                                                         | Provide the necessary training and support for end users.                                                                                     |
| Governance Failures                                       | Increases spend, dilutes the impact of systems or creates adverse impact, and creates deviations due to inconsistencies, which hinders ROI.                  | Controls should be empirical, value-focused, and human-centric, ensuring success and ethical AI governance structure using human oversight.   |
| Regulation Risks                                          | Cybersecurity and privacy are the most likely roadblocks to slow digital transformation, with risk aversion and poor governance also ranking as top threats. | Embed “secure-by-design” and fix governance: involve security early, articulate the cost of inaction, and remove governance bottlenecks.      |
| Rushed FOMO-Driven Investments                            | Can lead to misguided, risky, and expensive investments that inflate technical debt; many firms still fast-follow competitors (82%)                          | Resist FOMO and be empirical: anchor investments to strategy and run proof of concept/ROI tests as portfolio-level, evidence-based decisions. |
| Talent Constraints (skills shortages & regulations trust) | Facing major skills shortages and challenges around regulation and trust, which slows confident AI adoption.                                                 | Targeted upskilling, partnerships with strategic partners, rotations, and transparent AI governance to build public trust.                    |



# Key Takeaways

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- The Way Forward



# Core Messages Recap

## Scientific Assessments

Combine science (psychometrics) with other assessment methods (assessment centers: simulations, technical assessments, 360 feedback... etc.) to build a data foundation.

## Predictive Analytics

Leverage analytics to build a predictive talent pipeline, shifting from reactive decision-making.

## People-First Implementation

Adopt technology with an ethical, “people-first” mindset; focusing on ethics and change management.



**TAKE  
ACTION**

**Make it happen!**  
**A 90-Day Action  
Plan**



# A Short-Term Implementation Strategy Pilot

## 01

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### Weeks 0–4: Risk Assessment

Inventory and Risk-Rate your assessments (validity evidence, job analysis linkage, adverse-impact monitoring), map to jobs/skills, set fairness KPIs.

## 03

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### Weeks 9–12: Monitor Launch

Launch a 60-day Internal Mobility Sprint (ITM Pilot), measure Internal Fill Rate, Readiness Gains/Time-to-Role, analyze and adjust accordingly: scale/stop/iterate.

## 02

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### Weeks 5–8: Conduct Pilot

Pilot a Skills Taxonomy/Readiness model for 2 functions/business units, map assessment results to skills gaps and training pathways, create instrument dashboards.

## 04

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### Governance Checklist

Stand up governance with vendor audit questions (assessment register, bias audit cadence, model cards, vendor SLAs for stability/fairness, validity evidence, subgroup analyses, drift monitoring, data provenance, explainability documents) & metrics (time-to-fill, quality-of-hire, time-to-competence, retention, productivity proxies, adverse-impact ratio, selection ratio, readiness index, learning velocity, internal mobility rate).

Thank you for  
listening

