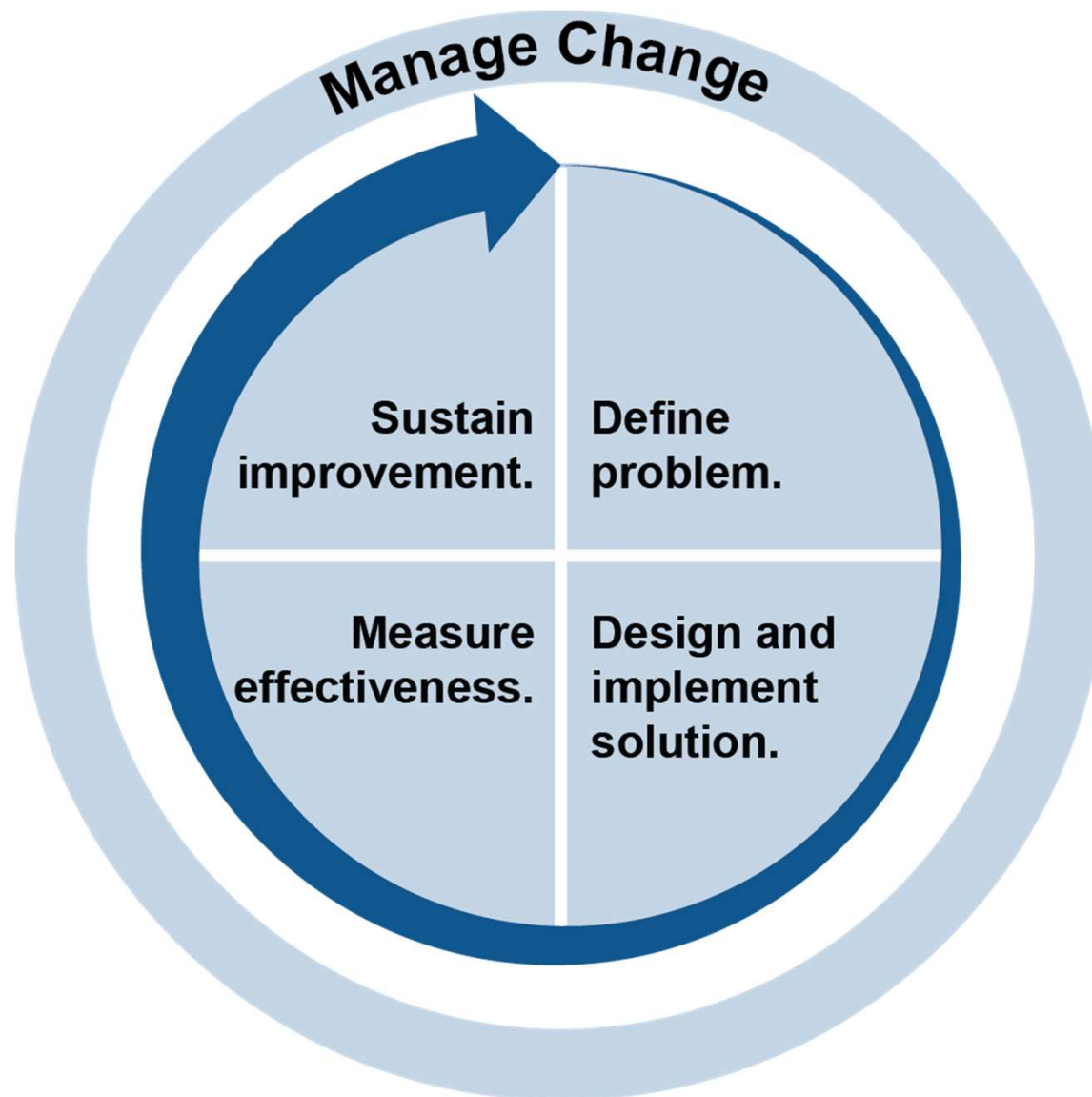


Consulting Model



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Tools for Group Decision Making



SWOT analysis

Multi-criteria decision analysis
(MCDA)

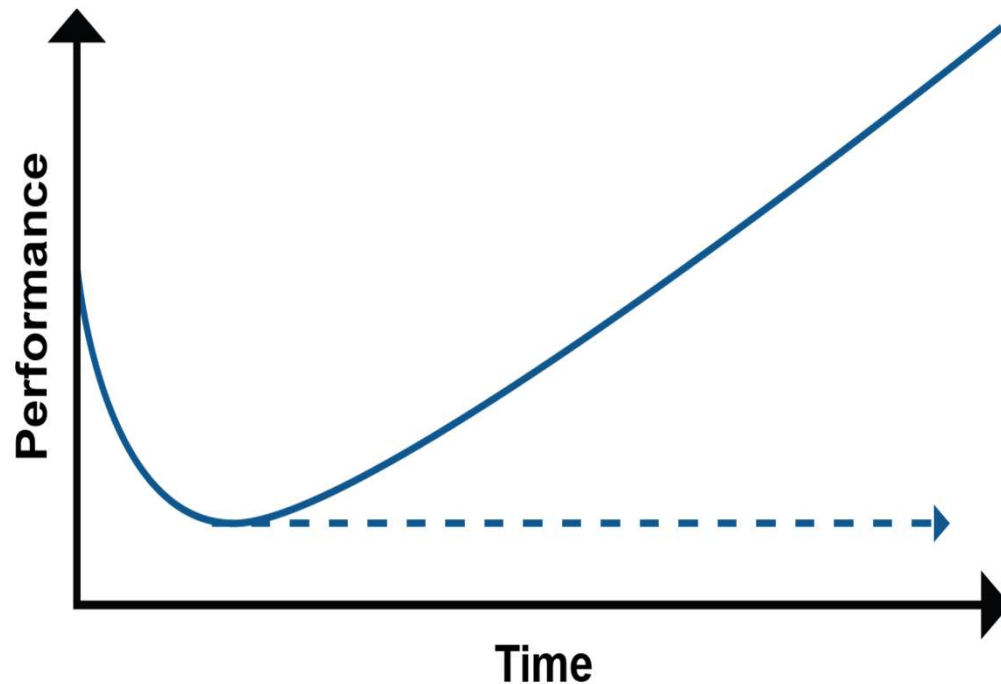
Cost-benefit analysis (CBA)

Force-field analysis



- Identify impact of change.
- Assess ripple effect across the organization.
- Consult with leadership about ways to support the acceptance and institutionalization of the change.
- Communicate quickly and often.
- Measure effectiveness in implementing the change.
- Track issues and follow up to deliver superior service to HR's internal customers.

J Curve

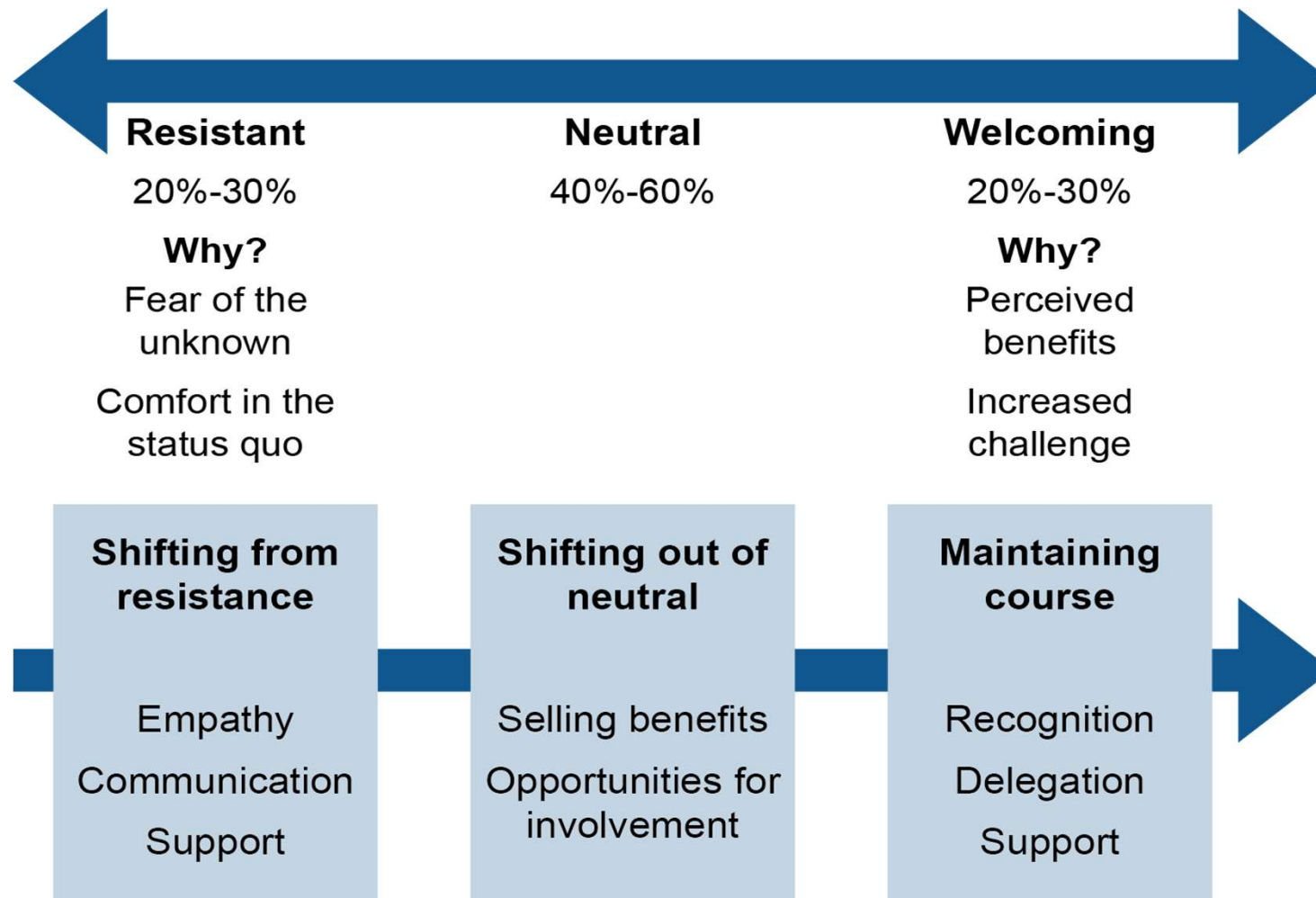


The J curve shows the challenge of introducing change into an organization.

Can we return to or exceed previous levels of productivity?

Will we be mired in resistance?

Managing Change Spectrum



What Makes Change Possible?



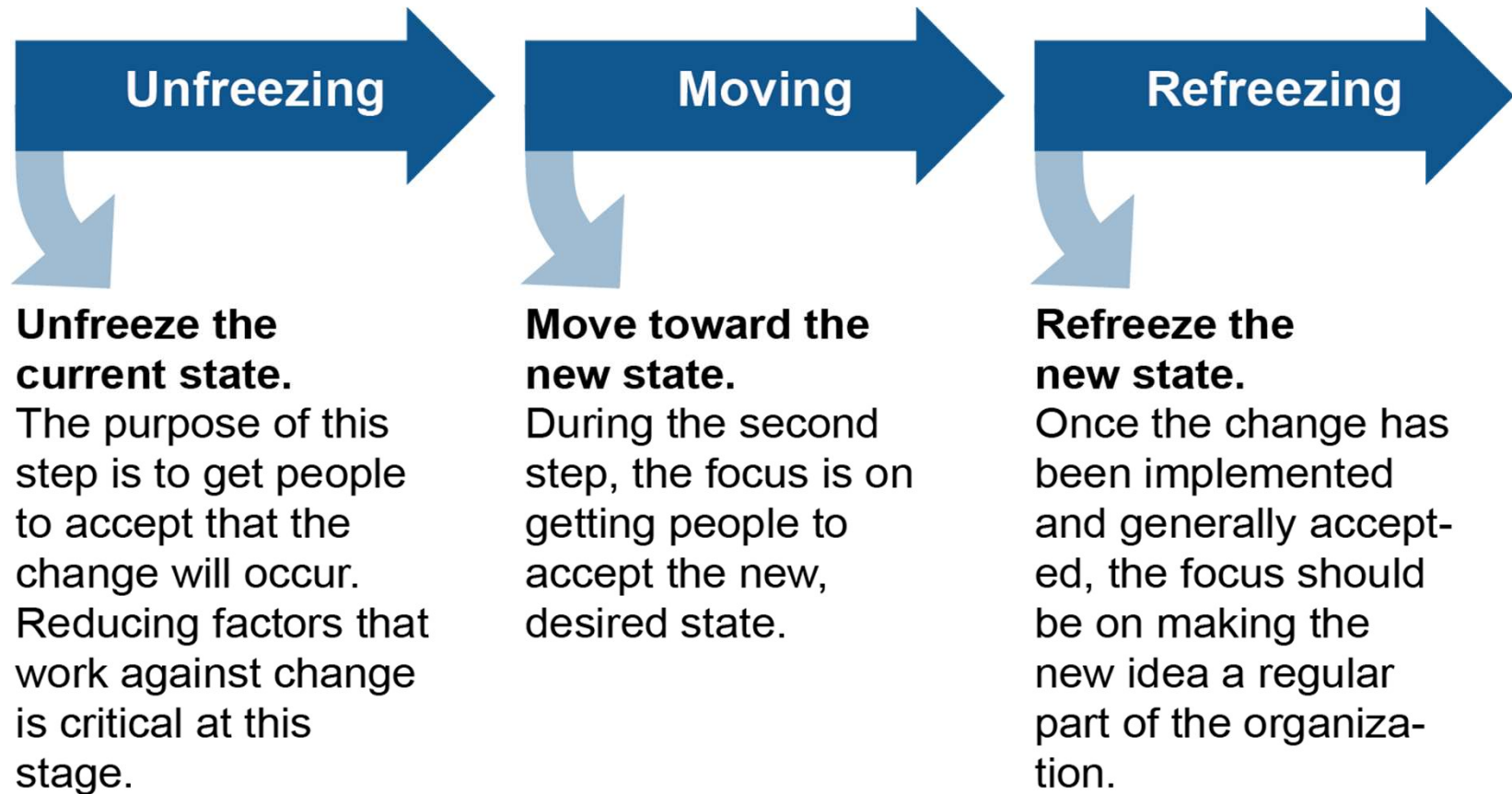
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- Shared purpose
- Reinforcement systems
- Skills required for change
- Consistent role models

Lewin Change Model



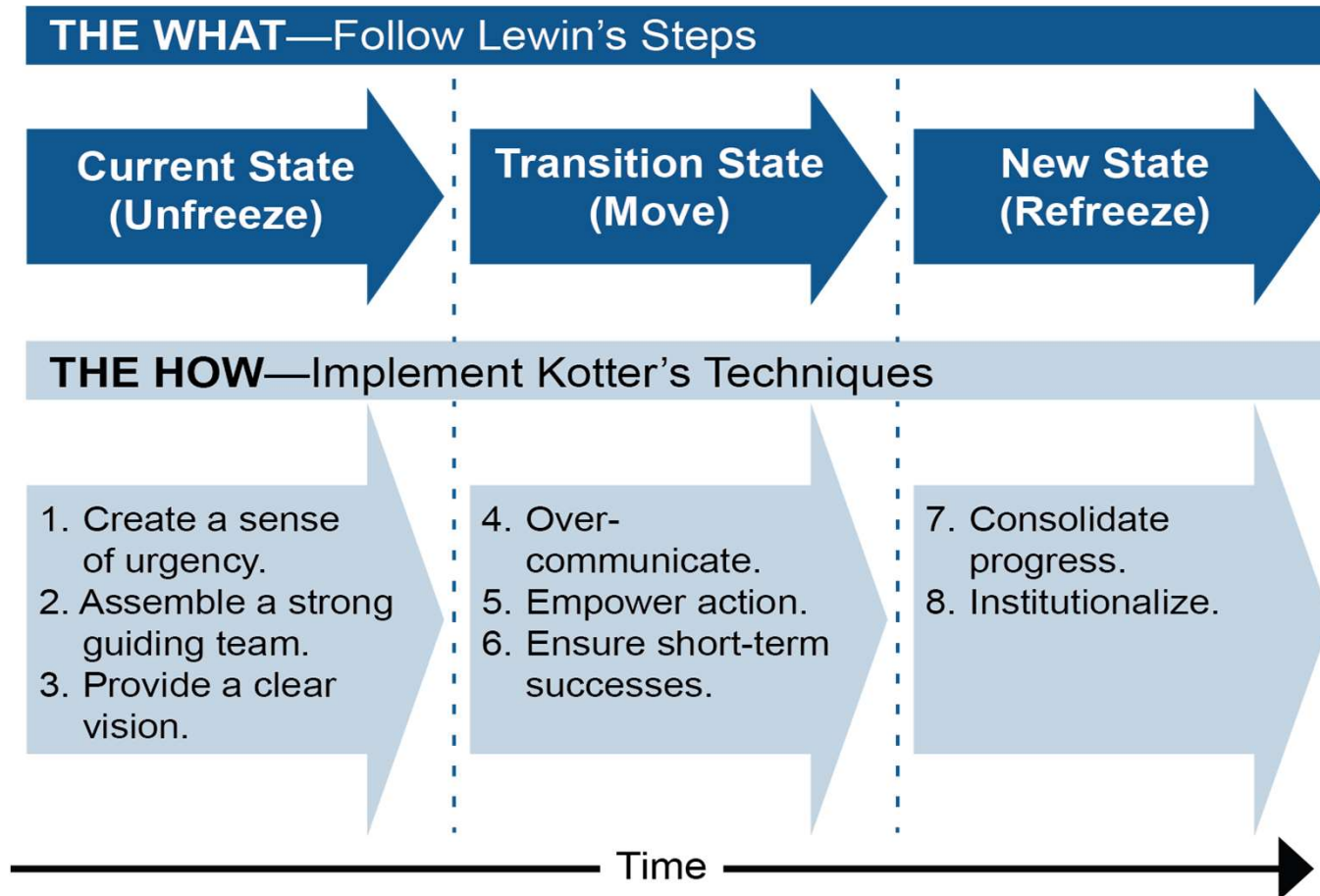
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Integrated View of Change *



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* "Managing Across Borders in Latin America," Cesar Aguirre



Let's discuss a Competency Connection related to Consultation.

- HR identifies a turnover trend within a particular business segment.
- HR begins a fact-finding process, including checking employee files for problems and discussing workplace conditions with functional managers.
- HR then works with managers and employees to identify new ways to address the negative workplace conditions.
- HR continues to monitor turnover and meets with managers to help them overcome obstacles.

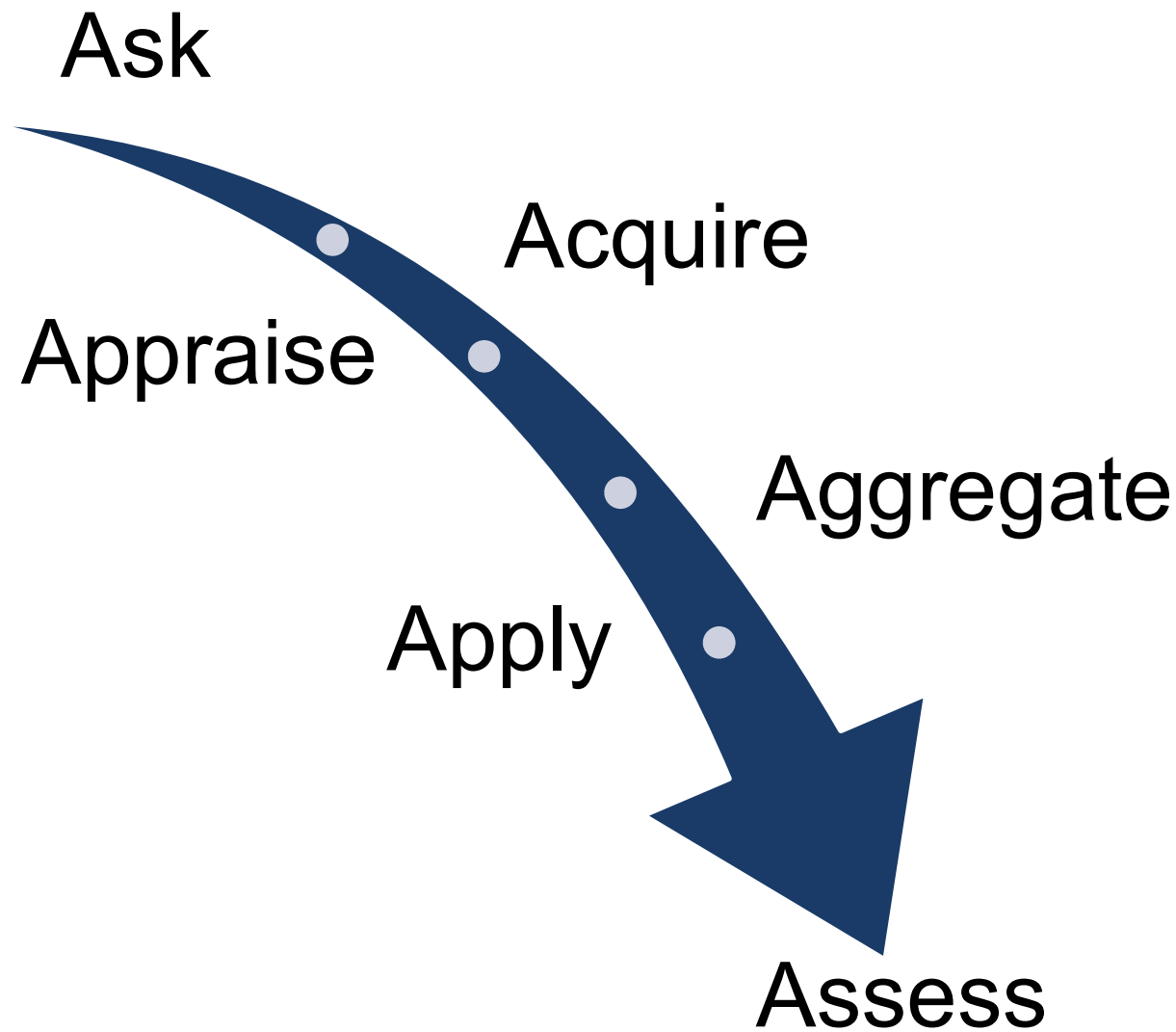


- How does HR apply the four steps of the consulting model to address the issue at hand?
- How is HR able to manage the changes required to address the problem?
- What reactions to change should HR be prepared to address?

Steps in Evidence-Based Decision Making



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Evaluating Data Sources



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Consider the
quality of the
data sources
you use.



Authority

Evidence of bias

Sources cited

Facts relevant to use

Current data

Sound logic

Common HR Data Sources



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Interviews

Focus groups

Surveys/questionnaires

Observation

Existing data

Artifacts



Individual interviews:

- Offer the opportunity for follow-up questions that may not be possible in a survey or focus group.
- Are rarely the sole form of gathering data.
- Are more effective if areas of discussion and specific questions are planned (e.g., with an interview guide).

Interviewer should establish a positive and trusting relationship with the interviewees.

Interview Advantages and Challenges



Advantages

- Safer, confidential environment may generate significant information.
- Comments can suggest direction for further group research (focus groups and surveys).

Challenges

- Can be time-intensive.
- Requires strong relationship-building skills.
- Requires vigilance to avoid bias from influencing questions and interpretation of answers.



Small group (normally six to twelve) invited to participate in a structured discussion (one to three hours) with a facilitator

Advantages	Challenges
<ul style="list-style-type: none">• Provides a flexible format that is relatively comfortable for discussion• Supports group brainstorming, decision making, and prioritization and group consensus• Enables HR to learn about employee needs, attitudes, and opinions• Gives employees direct input	<ul style="list-style-type: none">• Tends to foster “group think”• May be difficult to control if participants go off on tangents• Generally don’t allow for deep discussions• Can provide skewed or biased results if participants are not representative



Important considerations:

- Planning
- Context
- Importance of facilitator and recorder
- Tools: mind mapping/affinity diagramming, nominal group technique, Delphi technique

- Relatively inexpensive ways to gather a large amount of data from a large and dispersed group of subjects
- Important considerations:
 - Obtaining a valid (representative) sample
 - Designing the survey with analysis in mind
 - Asking the right questions (for example, questions that reflect appropriate internal and external environmental factors and are mindful of language and cultural differences)

Survey/Questionnaire Advantages and Challenges



Advantages

- Efficient way to gather a lot of data from a large and dispersed group
- Easier to quantify data for analysis and reporting

Challenges

- Can be difficult to obtain an acceptable response rate
- Difficult to follow up on data from anonymous sources
- Relies on self-reporting, which can be biased
- Requires time and statistical expertise to assess sample and compile and analyze data



Observing the workplace and work processes:

- Mitigates any self-reporting filters present in interviews, surveys, and focus groups.
- Can strengthen the HR professional's understanding of the work at hand and the culture of the workplace.
- Allows observers to note factors that participants are unaware of, consider routine, or are reluctant to share.

Observation Advantages and Challenges



Advantages

- Provides firsthand and immediate data rather than self-reported data, which can be affected by memory and selectivity.
- Is time-efficient for subjects.

Challenges

- Requires skill to be “unseen.”
- Requires vigilance to remove personal bias from observations.
- Requires experience to note significant behaviors.
- Observations may not be representative of the entire body of data.



Many sources of existing data:

- Official documents about the business and culture
- Performance data from financial records, organizational databases, and HRIS
- Correspondence and reports
- Industry data and benchmarks

Existing Data Advantages and Challenges



Advantages

- Eliminates the effects of observation and involvement and possible biases
- Rich, multi-perspective source of data

Challenges

- Can be time-intensive
- Requires experience to extract key data
- May require ingenuity to find data



- Objects created by members of a culture that convey a sense of that culture's values and priorities, beliefs, habits and rituals, or perspectives.
- May include physical workspaces, virtual environments

Advantages	Disadvantages
<ul style="list-style-type: none">• Provides additional insight into cultural issues• Can be observed without the help of those being observed	<ul style="list-style-type: none">• Requires researcher to understand the principles of culture• Can create misunderstandings if the researcher is not familiar with the culture



Reliability

Ability of an instrument to provide consistent results

Example:

A checklist used to rate suppliers' proposals produces the same results when used by multiple scorers.

Validity

Ability of an instrument to measure the intended attributes

Example:

A checklist used to rate suppliers' proposals results in selection of suppliers who meet expectations.

Sampling



- Samples must represent the population being measured.
- Samples must be sufficiently large to include possible variations.



Biases may include:

- Sampling.
- Selection.
- Response.
- Performance.
- Measurement.

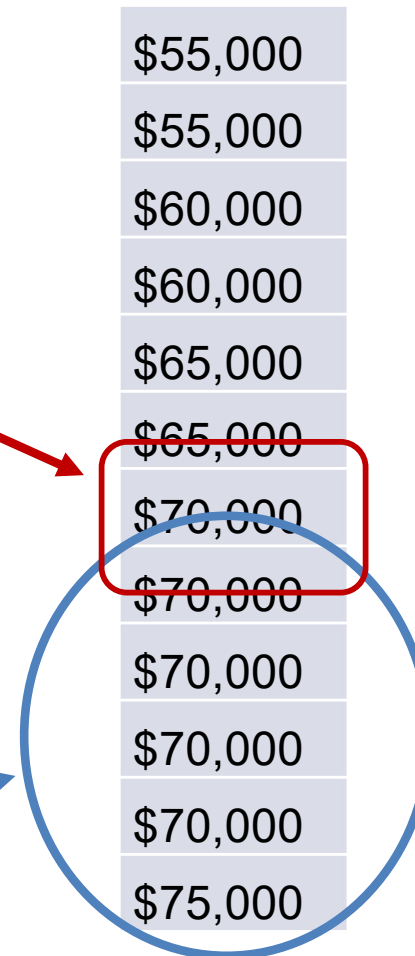
Median and Mode



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Median is the middle number in a range. Half are above and half are below. (Where there are an even number of data points, median is determined by averaging the two middle numbers.)

Mode is the most frequently occurring value.



Median = \$67,500

Mode = \$70,000



Unweighted mean (raw average):

Gives equal weight to all data values.

Weighted mean (weighted average):

Adjusts weight by factors related to data significance.

Organization	Number of Incumbents	Annual Salary	Total Salary
A	2	\$55,000	\$110,000
B	1	\$60,000	\$60,000
C	2	\$65,000	\$130,000
D	5	\$70,000	\$350,000
E	1	\$75,000	\$75,000
5	11	\$325,000	\$725,000

Unweighted mean = \$65,000
(\$325,000 ÷ 5 organization salaries)

Weighted mean = \$65,950

$$\left(\left[\$55,000 \times \frac{2}{11} \right] + \left[\$60,000 \times \frac{1}{11} \right] + \left[\$65,000 \times \frac{2}{11} \right] + \left[\$70,000 \times \frac{5}{11} \right] + \left[\$75,000 \times \frac{1}{11} \right] \right)$$



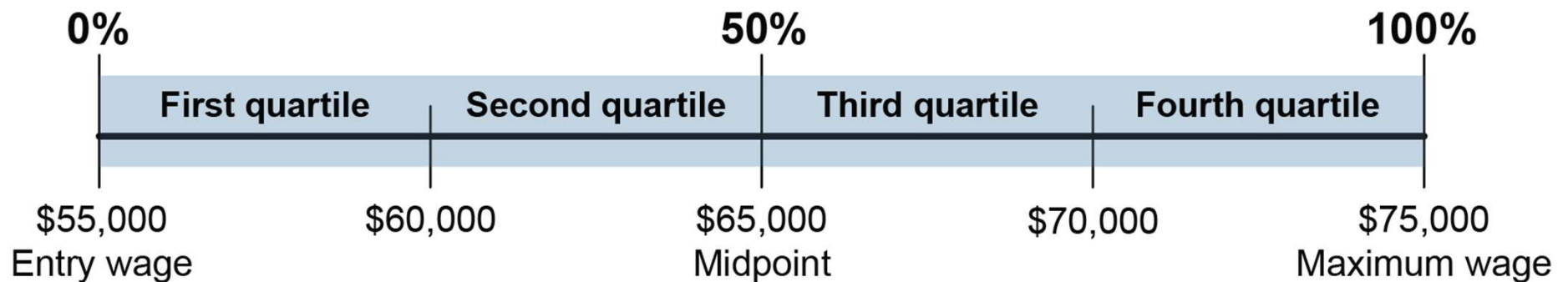
Used to sort numerical data to reveal patterns

- Frequency distribution
 - Lists the grouped data from lowest to highest
- Frequency table
 - Shows the size of individual data groups

Mean Salary	Number of Incumbents
\$55,000	2
\$60,000	1
\$65,000	2
\$70,000	5
\$75,000	1



Show how groups of data relate to each other (dispersion)



Data Analysis Methods



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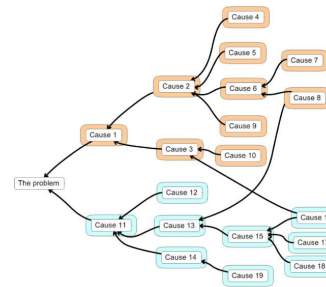
Budget	Actual	Variance	%
\$50,000	\$48,000	\$2,000	4%

Variance analysis

Identify difference between planned and actual performance.

Ratio analysis

Examine relationships between data in financial statements; compare similar variables.



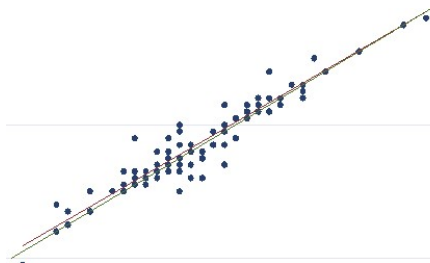
Root-cause analysis

Identify possible causes for an event/condition.



Trend analysis

Identify change in a variable over time.



Regression analysis

Identify relationships between variables and their strength.

Scenario or what-if analysis

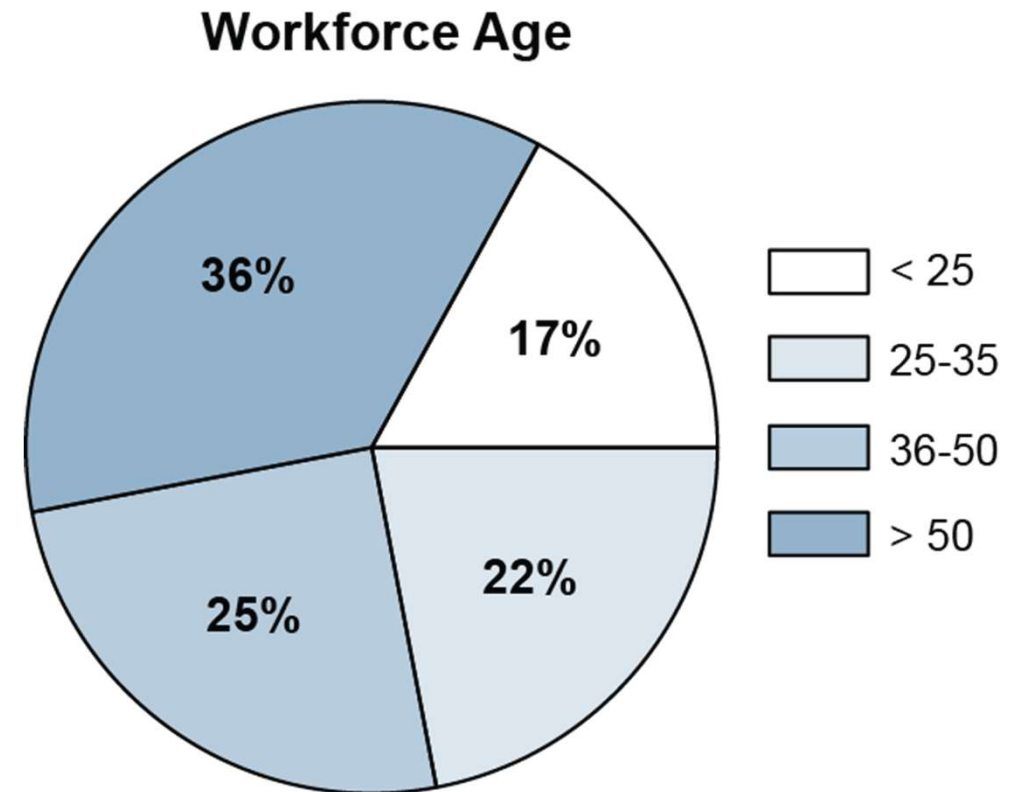
Identify the impacts on X of different scenarios.

	5.00%	10.00%	15.00%	20.00%
60	\$8,963.84	\$10,092.35	\$11,300.22	\$12,584.59
120	\$5,038.11	\$6,277.16	\$7,663.41	\$9,179.64
180	\$3,756.27	\$5,104.37	\$6,648.04	\$8,342.41
240	\$3,134.79	\$4,583.85	\$6,254.75	\$8,069.42
300	\$2,776.80	\$4,316.33	\$6,083.95	\$7,972.65
360	\$2,549.90	\$4,168.46	\$6,006.11	\$7,937.34
420	\$2,397.27	\$4,083.44	\$5,969.86	\$7,924.32
480	\$2,290.43	\$4,033.44	\$5,952.81	\$7,919.50



Pie chart

- Depicts as slices of a circle the constituents that comprise 100% of a data group.
- Communicates high-level information about data distribution.

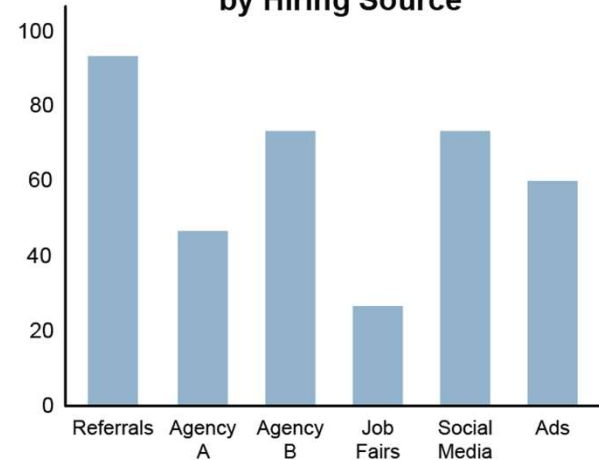




Histogram

- Sorts data into groups and shows relative sizes as columns of varying heights or lengths.
- Supports rapid comparison.

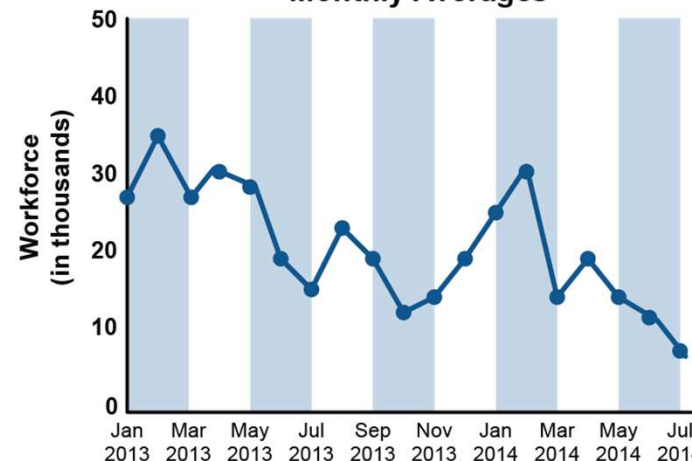
**Employee Performance Scores
by Hiring Source**



Trend diagram

- Plots data points of a defined variable over time.
- Shows cycles or developing trends.

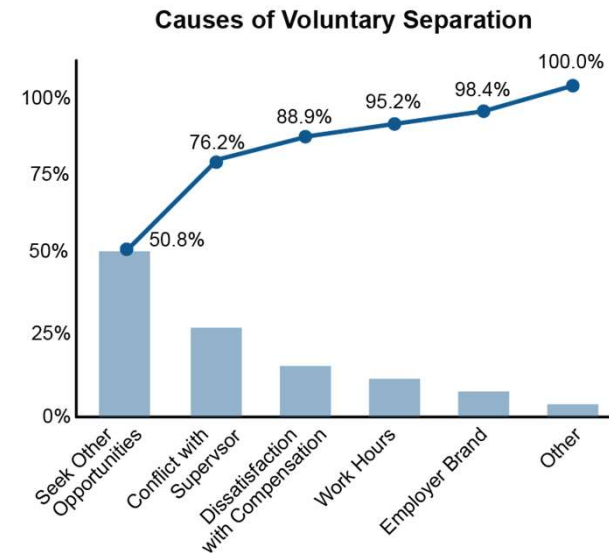
**Underemployment Rate,
Monthly Averages**





Pareto chart

- Ranks categories of data.
- Applies Pareto principle. (80% of problems are caused by 20% of causes.)



Scatter diagram

- Plots data points against variables.
- Tightness of clustering indicates strength of relationship.
- Direction of the line indicates a positive or negative relationship of the variables.





Let's discuss a Competency Connection related to Critical Evaluation.

- The HR manager identifies an increase in turnover during the last two years.
- The HR manager speaks with managers to determine the cause.
- The conclusion of the managers is refuted by the HR manager's analysis of exit interview data.
- The HR manager identifies the retention gap as the largest issue for the coming year and develops a plan to address it.



- Which data sources does the HR manager use to investigate the turnover increase?
- What advantages and disadvantages from those data sources does the HR professional encounter?
- What are some other data sources that the HR manager could use? Why would the HR manager find those sources useful to analyzing this particular issue?