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Human Capital as a Service
Interaction analytics

Humanizing the employee experience

Interaction analytics tell stories about people. Are you listening?

Transforming the employee experience in your company into a more human one that enhances the meaning people find in their work is a competitive advantage that's tough to beat. MIT Sloan School of Management researchers found that enterprises with a top-quartile employee experience attain twice the innovation and customer satisfaction, and 25 percent higher profits, than organizations with a bottom-quartile employee experience.[1]

But capturing that advantage is a challenge that few companies have met. While 84 percent of the executive respondents to Deloitte's *2019 Human Capital Trends Report* rated employee experience as "important," only 9 percent believed their organizations were "very ready" to humanize their employee experience.[2] If your company is ready to take on this challenge, you should consider how interaction analytics powered by real-time data and hosted on a digital workplace platform can support workforce decisions that lead to more compelling employee experiences.
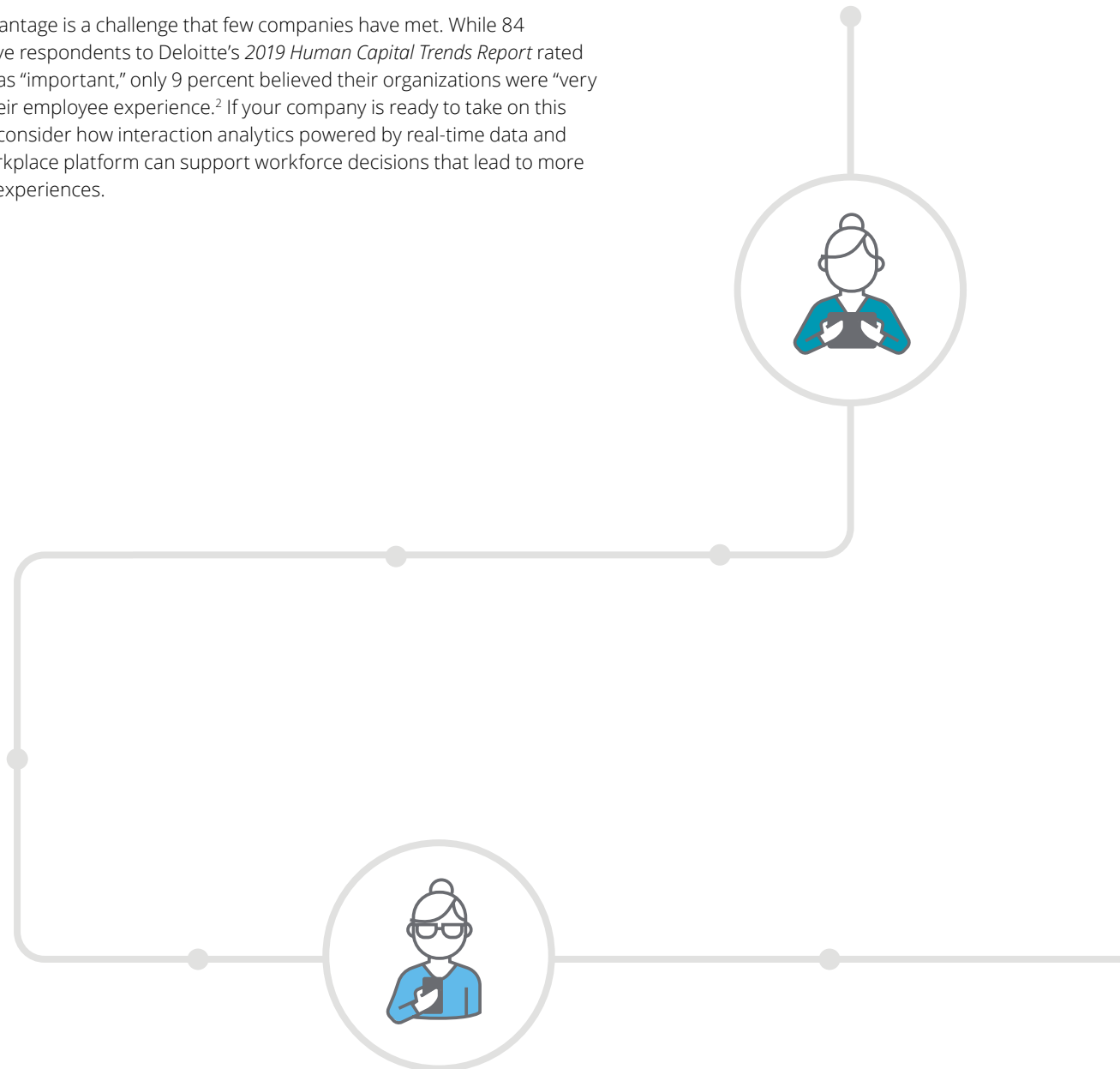
The importance of data and analytics is well-established. A tsunami of data has been generated using digital technologies in virtually every aspect of our lives—from shopping, to leisure, to work, to social media. Many companies already use descriptive, predictive, and prescriptive analytics, but few have taken full advantage of interaction analytics.

You may be wondering what exactly interaction analytics is and what kinds of data are captured. **Typically, data scientists collect historical data from disparate systems and use it to build and test models that inform decision-making. Interaction analytics differs from this in that the data it uses is dynamic and collected in real time, rather than static and recorded. In other words, interaction analytics takes metabehavioral data and transforms it into insights and practical recommendations.**

There are many applications for interaction analytics. For instance, we've seen HR professionals evaluate and boost the effectiveness of online training modules by analyzing their usage data—how often employees log in, the points at which they log out, the module completion rate, and so on. In another application, data extracted from technical support tickets was analyzed with business unit performance metrics. HR discovered that lower-performing units had more open tickets and higher ticket resolution times, which, in turn, prompted a focused intervention.

By analyzing behavioral data in real time—and surfacing the patterns and trends within it—using dashboards, visualizations, and quantitative analyses, leaders and HR professionals can gain insights that enable them to quickly craft effective responses that enhance employee experience and performance. This is particularly valuable for growing companies because, as their workforces expand, discovering, prioritizing, and addressing the issues and deficiencies that hold employees back becomes increasingly difficult.

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The people behind the data

Many organizations depend on satisfaction, engagement, and pulse surveys to understand and improve the employee experience.

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While surveys are a good way to uncover employee perceptions, they can also be misleading. Perceptions are not always accurate reflections of employee behaviors. Moreover, poorly designed survey questions, low response rates, and biased responses can result in flawed conclusions and solutions.

Interaction analytics, on the other hand, produce insights that are based on the behavior of employees, rather than their perceptions. The data that feeds these analytics derives from what people actually do, not what they think or say that they do.

Therefore, interaction analytics are powered by quantitative data that represents employee choices and actions. It contains a host of insights—such as what high-performing employees are doing that is different from the rest of the workforce, the documents that remote workers most need to do their jobs, and the key search terms that employees are most often typing. In this way, interaction data and analytics tell human stories.

That's why most savvy HR leaders use interaction analytics as a listening channel, and they put what they hear to work to improve the employee experience.

Interaction analytics help HR professionals position the worker at the center of the organization's human capital strategy by continually surfacing opportunities to promote and stimulate learning, accelerate development, and enhance professional and personal growth.

More important still, interaction analytics enable employees to fully utilize their time. Time is one of the most valuable resource in every employee's workday, and creating a meaningful, more human employee experience starts with respecting people's time. For instance, interaction analytics can help ensure that employees spend their time on core tasks instead of aimlessly searching the company's intranet for the information they need to do their jobs.

In addition to ensuring that employee time is well-spent, interaction analytics enable timely interventions. Employee data can flow into analytics engines in real time, and insights can be distributed as soon as they are revealed. Therefore, the organization quickly discovers and knows what employees want and need, as well as what isn't working for them. With that knowledge in hand, value-added solutions are within reach—the insights delivered by interaction analytics enable companies to refine their people strategy and correct course as conditions change.

A leg up for HR

HR's mandate is the maintenance and improvement of the employee experience in ways that accrue benefit to the business and to employees. This is an ongoing challenge:

HR's mandate is the maintenance and improvement of the employee experience in ways that accrue benefit to the business *and* to employees. This is an ongoing challenge: Slightly less than half (49 percent) of the respondents in our *2019 Global Human Capital Trends* study say that their organizations' workers are satisfied with the design of their job design, and only 42 percent say that workers are satisfied with day-to-day work practices.

Digital technology is supposed to help HR meet the well-being challenge. But despite making significant financial investments, only 35 percent of respondents in the above study reported that HR technology was better than "fair" at achieving its targeted objectives. Meanwhile, only 38 percent of survey respondents reported being satisfied with their workplace tools and technologies.

"Digital technology is supposed to help HR meet the well-being challenge."

Interaction analytics on a digital workplace platform can boost these results by:

Leveraging virtual agents and chatbot technology to enhance employee communication and assistance

Improving the content of knowledge libraries and repositories, based on employee usage

Filling knowledge gaps, based on employee queries and searches

Evaluating the effect of employee offerings and resources on organizational profitability and growth

Proactively investing in moments that matter (that is, the host of interactions across the organization that make or break the employee experience)

Recording, researching, and resolving employee issues, questions, and help tickets

Surfacing insights regarding employee behavior through dashboards, visuals, and analytics

Ready to get started?

Thankfully, interaction analytics need not be developed from scratch. Prebuilt analytics can be added to digital workplace platforms. These analytics can not only guide employees through predefined work and life events, but are also configurable to meet the specific needs of your organization. Moreover, they can provide HR professionals with the data-driven insights they need to create a more compellingly human employee experience—and capture all the benefits that come with it.
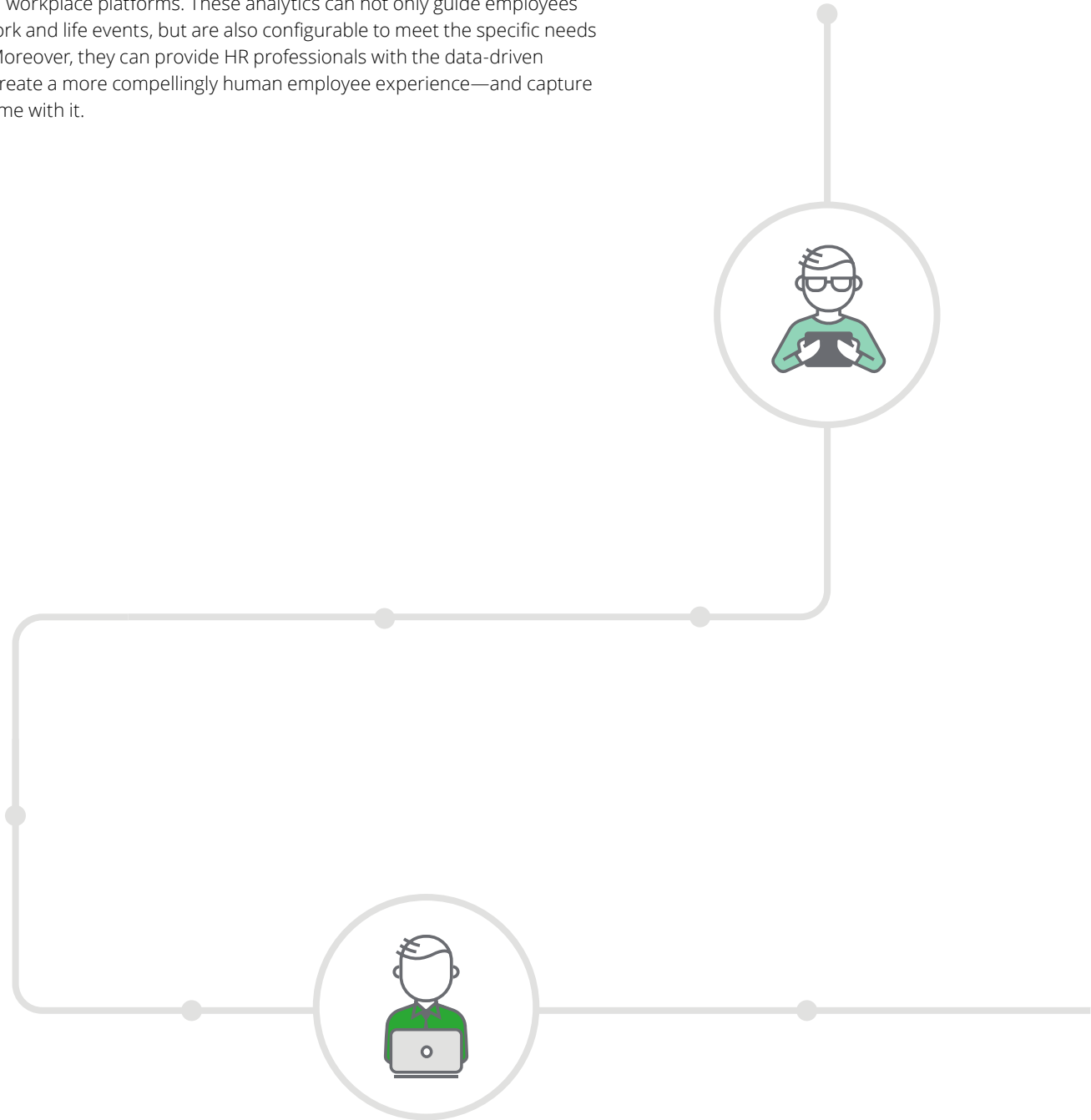
Endnotes

1. Kristine Dery and Ina M. Sebastian, "Building business value with employee experience," *MIT CISR Research Briefing 17,* no. 6 (2017), https://www.avanade.com/~/media/asset/thinking/mit-research.pdf.

2. Deloitte, "From employee experience to human experience: Putting meaning back into work," 2019, https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2019/workforce-engagement-employee-experience.html.

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