



Sitting on a Goldmine

Using Aggregate Data to Get 360
Insights

Peggy Parskey
Principal Consultant



Labor Shortfalls Are Still Present in Higher Ed

- Labor intensive organizations
- The shortfall in HE jobs has shrunk substantially¹
- Average shelf life of a skill: only 5 years²
- 87% of organizations already suffer skill gaps

1. <https://www.chronicle.com/article/higher-eds-labor-shortage-is-easing-but-these-parts-of-its-work-force-are-struggling-to-return-to-normal>
2. Lee Hecht Harrison

A Higher Education CHRO's guide to thriving post-pandemic*

Number 1 on the list: Reimagine the Talent, Learning, and Organizational Development Experience

1
Job Architecture and
Organizational Design

2
Attract and Hire
(from Outside
and Within)

3
Train and Inspire

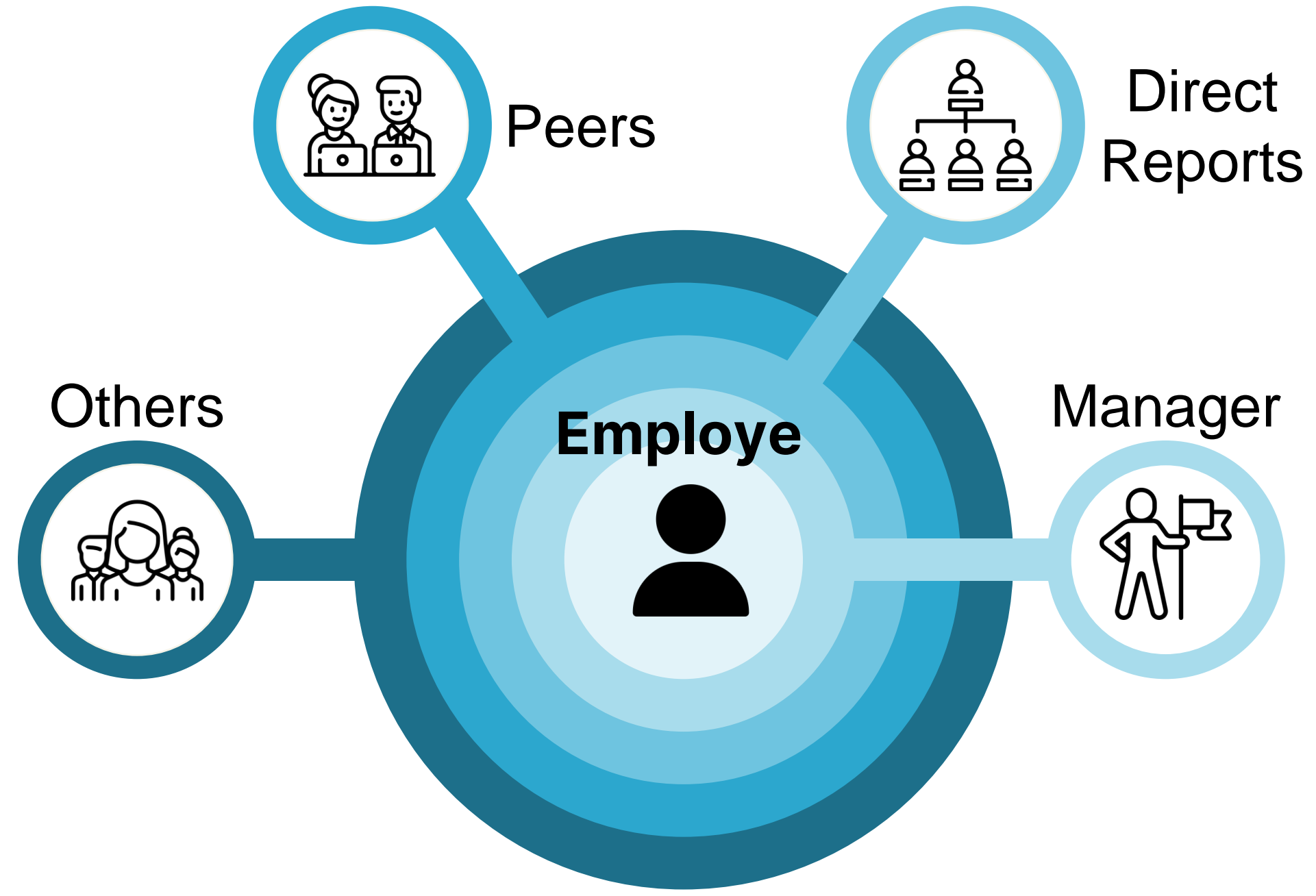
4
Retain and
Promote

Key Takeaways

- **Skills aligned to strategic priorities**
- **Employee access to development (right type and time)**
- **The institution as a source of talent**
- **Competency frameworks**

A Robust Way to Measure Skills

Have you Experienced a 360 Process?



360's: Not Just For Industry

Are 360s In Use In Your Institution?

To Improve Leadership, Some Colleges Take a Cue From Industry: 360-Degree Reviews

By Alina Tugend | APRIL 15, 2019



<https://www.chronicle.com/article/to-improve-leadership-some-colleges-take-a-cue-from-industry-360-degree-reviews/>



As a Leader You Need Honest, Direct Feedback – Here's How to Get It

August 5, 2019



<https://www.academicimpressions.com/blog/getting-360-degree-leadership-feedback/>

Benefits of Multi-Rater Assessments



**Creates
Discipline**



**Provides
Insights**

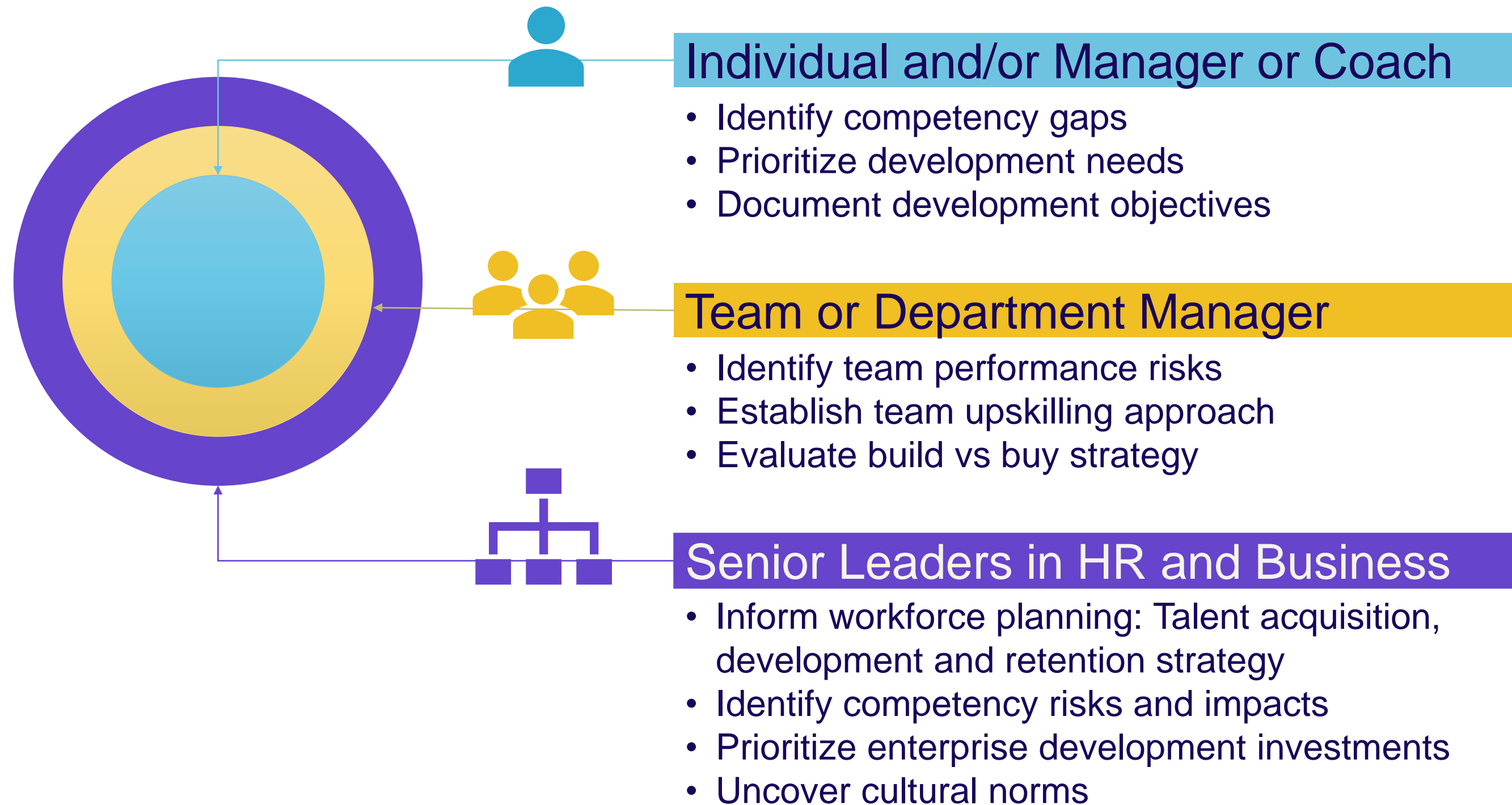


**Empowers
Employees**



**Informs the
Workforce
Strategy**

Leveraging 360 Data for Strategic Impact



A Story: A Fortune 500 Firm

Strategic Priority: Grow Marketing Skills to Advance Sales in a Competitive Market

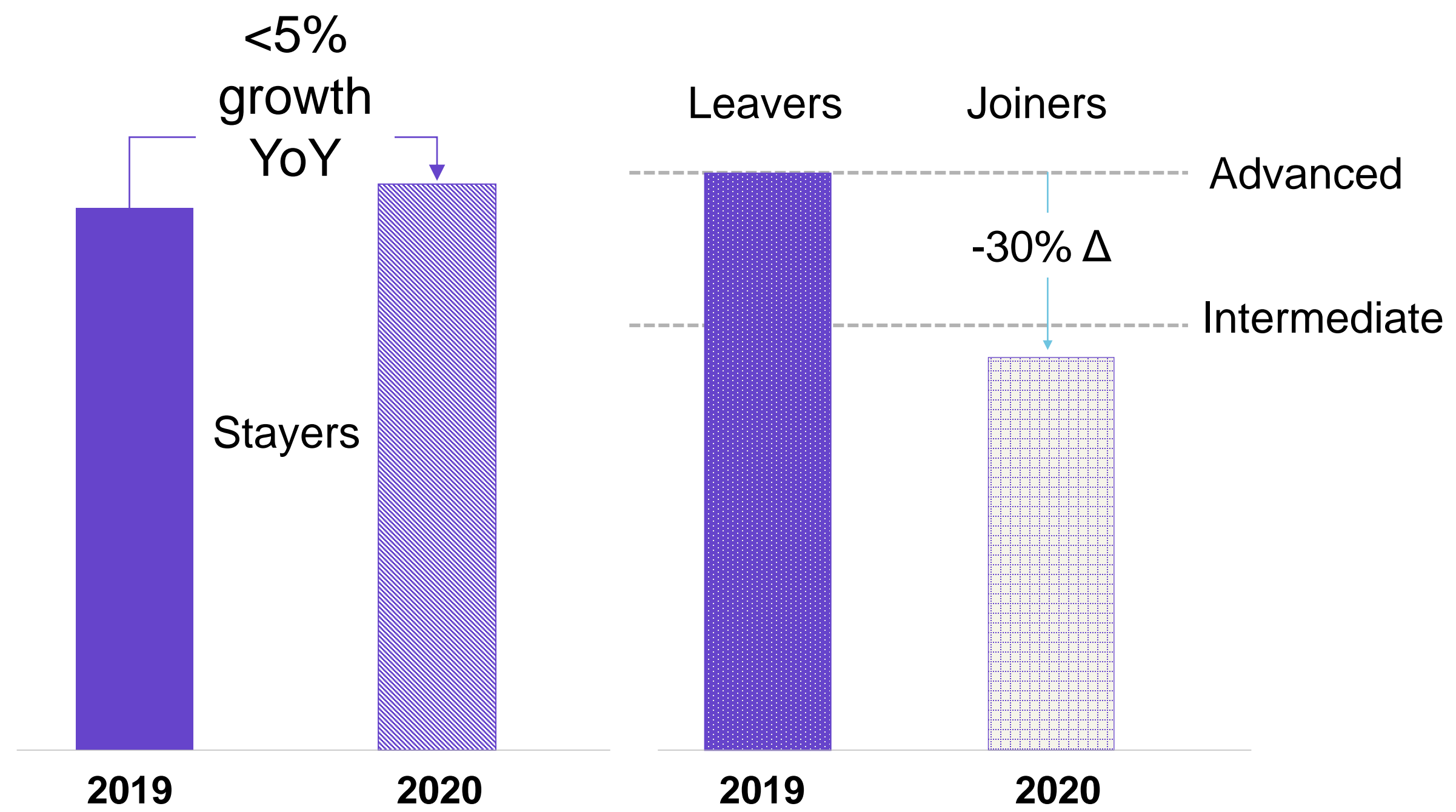
*Two Years of Data
Three Cohorts: Leavers,
Stayers, Joiners*



Is Our Talent Growing?

What Level of Talent Did We Lose vs What we Hired?

Over 7 Years to Catch up



These Insights Triggered the Need to Think Systemically

- The capability we hire affects all downstream processes
- If people are less skilled, we spend more time
 - Onboarding them
 - Coaching them
 - Developing them
- They take more time to get promoted and develop
- Measurement helps us gauge our progress and where to adjust our approach



What's Your Story?

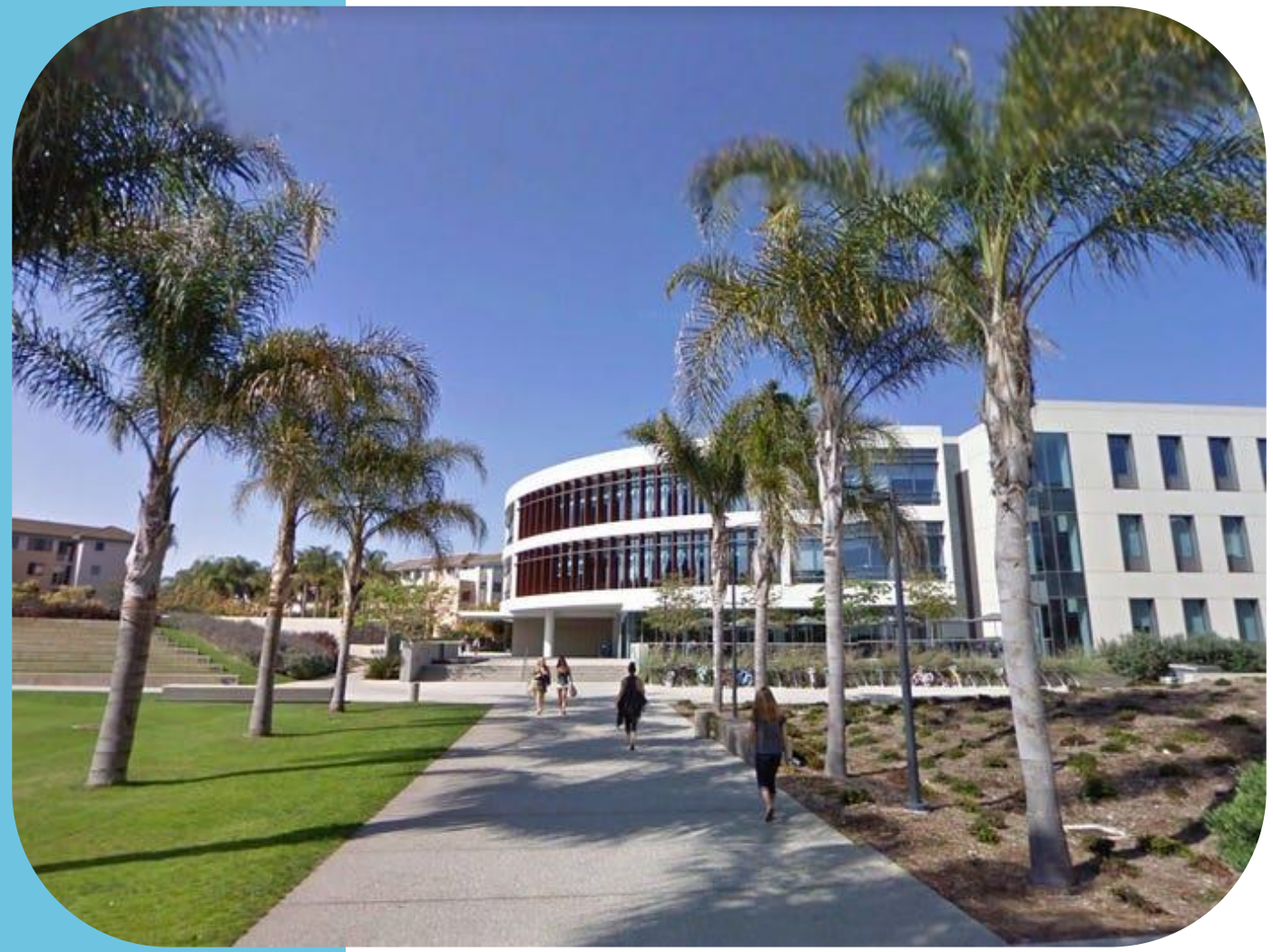


- **What questions can you answer?**
- **What questions are you not yet able to answer?**

- **What audiences or roles could benefit from 360 feedback?**
 - Professional and Administrative Staff
 - Academic Leadership
 - Faculty
 - Student Leaders

What Insights Could You Gain From This Process?

- ...
- ...
- ...



We All Have Stories Waiting to be Told But...

- **... we need the right data in the right form to tell them**
- **360 data can be incredibly valuable; you have the technology**
- **If you gather it today, mine it to help you tell your story**
- **If you don't gather it today, where might this data help inform your people strategy and tactical plans?**



THANK YOU
Peggy Parskey
Principal Consultant
pparskey@explorance.com

