Driving Storytelling and Action

Through Data

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1. Are you charged with providing concise, clear information to your leaders?
2. Are you sifting through data points and must decide how to best communicate the information?
3. Are you a leader charged with creating change?

Course Objectives:
- Learn how to evaluate the data you have access to using the measurement map
- Use mind mapping systems and processes to learn to think about your data differently
- Blend story boarding with data analytics
- Develop strategies to refine data and dialogue
- Take back tools that are immediately applicable to your organization

Register here!
• All listener lines will be muted.

• Want to speak during the discussion? Please click the “Raise Hand” button. Please click the button again (it will read “Lower Hand”) once you are finished speaking.

• Have a question during the presentation? You can type it in the chat box and press send. Please send to “Everyone.”
• We are recording this webinar.

• A PDF of the slide deck and the recording will be available online after the webinar.

• We’ll send an email to attendees with the URL for these.
Some of Theresa’s focuses

- **Human energy** at work – optimizing and directing human energy for growth, innovation and engagement
- Enabling **fast growth** in new and established enterprises with innovative HR strategy and practices
- **Fast HR** – using agile and extreme programming methodologies to speed up and focus HR in high-growth and high-change organizations
- **HR analytics** – telling stories with data to drive change; reinventing the HR dashboard, data coaching and audits
- **Employee resource groups** (ERGs) – driving innovation through ERGs

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The Art and Science: DDAR Model

Data → Dialogue → Action → Results → Story
Let me tell you a story about putting the art and science of DDAR together at General Motors.

Sheri Marshall, At the time was the Senior Manager, Talent Analytics.
Talent Analytics at GM

• One-woman show in 2012: Part of HR Planning
• Full department in 2013
  – Data Wrangler (former accountant, auditor)
  – Modeling Expert (former engineer, HR Planner)
  – Another Statistician
• Purpose:
  Drive use of data-driven decision making in HR
Phase I: “Interesting”

Age and Retirement Eligibility of Department A
Phase 2: More Rigor

Sophisticated Analysis to Predict Attrition

• **Binary logistic regression based predictive model**
  
  – **Demographics** (Age, Length of Service, Education level, Ethnicity, Gender, Level)
  – **Performance** (Recently Promoted /Demoted, HiPotential status, etc.)
  – **Hire Type** (Intern/Coop Feeder, Recent College Grad, Experienced, Newly hired)
  – **Leadership** (Supervisor Type, Total # of Direct Reports)
  – **Business Function**

• These factors were combined into a formula that was used to estimate how many employees are at high risk of leaving in the future.
Phase 2, continued

Added visualization techniques

But the reaction was the same – “Interesting -- what if we sliced the data a different way...”
They Were

STUCK

Data → Dialogue → Action → Results
Used data-driven storytelling techniques

Being innovative
Our Discussion

• Go back to basics

  – What assumptions did they have?
  – What assumptions might audience have?
  – Alternative scenarios to explain the data?

• Review goals again
Flipped Model to Review Goals

Results?  Action?  Dialogue?  Data?

What story should the data tell?
A Story about Opportunity and Choice
Phase 3: Their Story

An age wave is coming. Do you want to run away from the tsunami or ride the wave like a maverick?

This time the response was action-oriented.
BIGGEST WAVES EVER SURFED IN THE HISTORY
They Got Unstuck

Data → Dialogue → Action → Results
DDAR Process

Get Data
- **Right** data
- **Accurate** data

Focus Data
- Create the story
- Use different lenses; choose genre
- Write the **script**

Tell the Story
- Presentation
- Technology
- *Record stories about the results*

Find the story → Tell the story
Myth #1

More complex data are better data
Myth #2

Our job is to present raw data and work with manager to decide what it means
Myth #3

It is unethical to interpret the data because it’s easy to lie with statistics
Myth #4

We don’t need measurable business results
What’s Not a Myth?

• Your job is to be a **Data-Driven Story Teller**

• **ONLY IF** you want your data to drive dialogue, action and **RESULTS**
Science of the DDAR Model

• **Neuroscience**
  – What drives action?
  – Emotional response needed

• **Dialogue involves two people**
  – The role of common sense
  – Help build mental maps that drive action

• **Choice theory**
  – There aren’t as many choices as you may think
  – Avoid analysis paralysis
Better to NOT be the Bozo
The Scenario

• Three years of tough business

• First employee survey

• Vendor presentation
  – *Mental maps of leaders not taken into account*
  – Focused was on *what vendor believed was right*

• Bozo status declared
HR Leaders

• Survey was their idea
• Believed there was a way to salvage project
What Employees Give

Value Employees Get

QUESTIONS INSERTED

QUESTIONS INSERTED

Employee Value Exchange Proposition
What employees give to the company

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Center for Effective Organizations

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Told Stories

- Risk of entitlement group
- Aligned employees
- *Neglected warriors*

Changed the narrative

Predict action to result

It was THEIR story – not a benchmarking story
Link to Science

Labels inspired emotional connection

Example: **Neglected warriors**
There’s also the ART
When you get a result, RECORD the story

ROI DATA AND ROI STORIES

Data  Dialogue  Action  Results
Questions?

Resources:

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http://ceo.usc.edu/

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