

## CASE STUDY:

# TRUSTSPHERE'S PEOPLE ANALYTICS – A DATA DRIVEN APPROACH TO MEASURING HIGH POTENTIAL

*HIPOs contribute 21% higher performance, 50% more value than core employees, and are 3X more likely to succeed as future leaders.\**

## Customer Overview

Ramco Systems ("Ramco") is a fast-growing enterprise software player disrupting the market with its multi-tenanted cloud and mobile-based enterprise software in the area of HCM and Global Payroll, ERP and M&E MRO for Aviation. Ramco Systems focuses on 'Innovation' and 'Culture' to differentiate itself in the marketplace. The company currently employs over 1,600 employees.

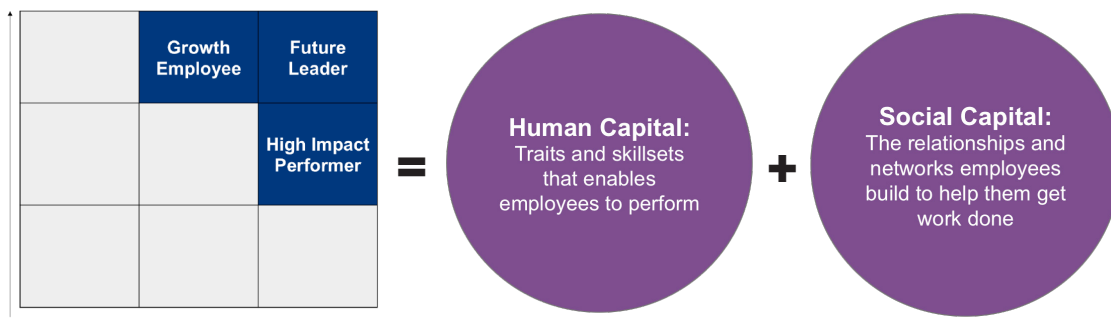
## Industry Overview

Today, talent acquisition is the greatest challenge that technology companies face. Many companies are looking for fresh approaches for identifying talent to succeed in an increasingly competitive business environment.

## Business Objectives

1. Ramco wanted an effective process to identify high potential (HIPO) employees from within it's trainee programme which comprised 250 employees working across different functions and geographies.
2. Ramco wanted to identify and select outstanding employees that displayed HIPO talent.

*Research shows that HIPOs are those that demonstrate high human capital (quantitative performance) and high social capital (qualitative intangible behaviour). Human capital data comprises employee demographics, qualifications, experience while social capital data comprises the informal relationships that employees have within their team, across the organization and with external parties. It is through these relationships and networks that work actually gets done.*



Social Capital data has been missing in the quantitative performance assessments

\*(Ref: <https://www.cebglobal.com/human-resources/smb-hr/hipo.html>)

## Business Challenges

*Ramco was dissatisfied with its existing performance management approach which was in its opinion, subjective, time-consuming and inconsistent for accurately identifying HIPOs.*

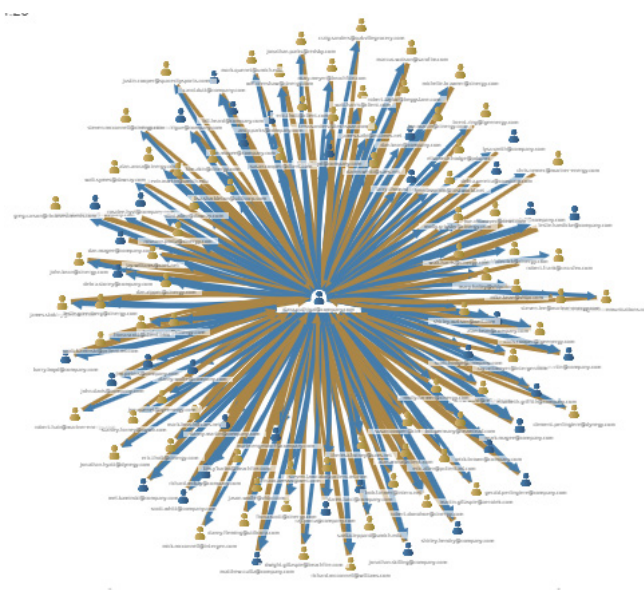
- In the past, to identify trainees to recruit and fast track, Ramco had relied on manager nominations or fairly unstructured and sporadic assessments of an employee's performance against goals and objectives, which were based on the assumption that managers were likely to be more aware of the capabilities of their team members than other individuals within the organization.
- Ramco had found that although this approach was widely practiced across the industry, it was administration heavy, open to subjective interpretation, and often conducted in an ad-hoc manner. Consequently in the past, this approach had not delivered timely information on an individual's true performance and Ramco had lost many HIPOs in the overall talent management process.
- For improving the way they selected HIPOs, Ramco was looking for new tools and technologies to supplement these traditional methods and enable a more accurate and efficient selection.

## TrustSphere applied real-time Organizational Network Analytics ("ONA") for a data-based approach to identifying and measuring high potential

TrustSphere leveraged on real-time ONA to generate insights into the type of social capital (relationship networks) that HIPOs built with colleagues, customers, suppliers and business partners.

By automatically ingesting the metadata from digital interactions across corporate communication and collaboration systems such as email, voice and instant messaging systems, TrustSphere mapped and visualized internal and external relationship networks. Internal relationship networks were built by employees within the organization while external networks were built by employees with customers, suppliers and business partners outside the organization.

## TrustSphere found that HIPOs built 34% more internal and external relationships than the average employee



**A HIPO trainee's social capital**  
(larger network and also stronger relationships)



**An average trainee's social capital**  
(smaller network and fewer strong relationships)

TrustSphere found that HIPOs built networks that were above and beyond the average employee

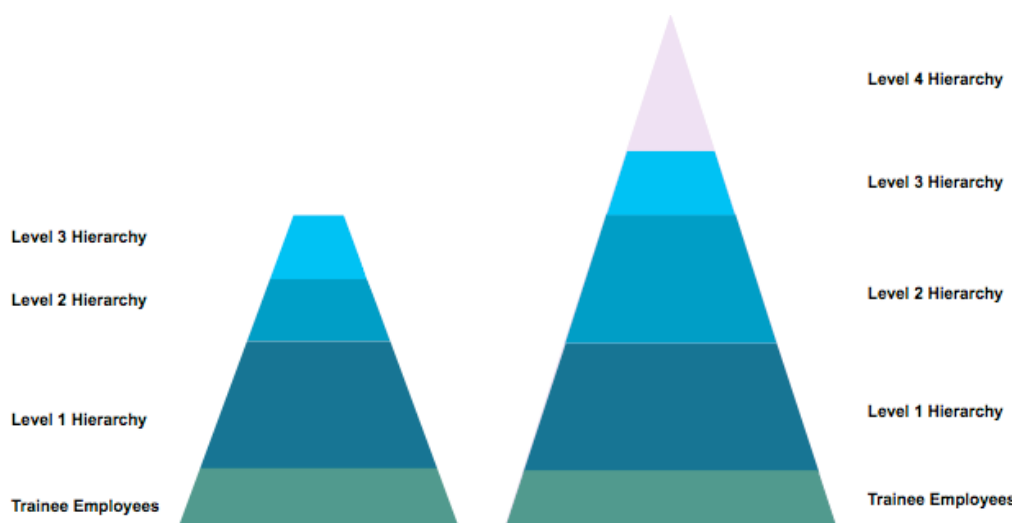


*TrustSphere's unique algorithms analyzed the frequency, mode and the flow of communication across networks to generate a TrustScore measuring the external and internal relationship networks built by trainees during the course of their work.*

Using TrustSphere's algorithms, Ramco found that:

#### 1. HIPOs built more relationships with senior employees

HIPO trainees built 80% more relationships with senior employees in hierarchy levels 3 and 4 (the top two levels of the hierarchy). As a result of this, HIPO trainees were included more often in senior meetings, were trusted more and also had their opinions sought more frequently.



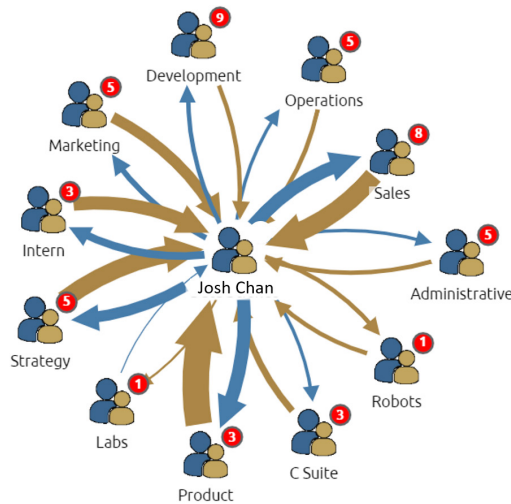
*HiPo trainees built 80% more relationships with skip level employees in hierarchy levels 3 and 4.*

Spread of relationships across organizational hierarchy

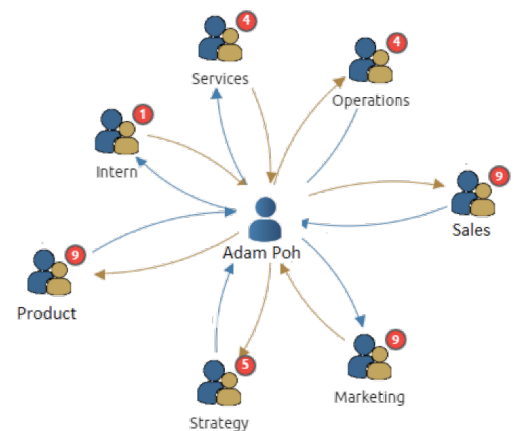
## 2. HIPOs had more cross-functional relationships

At Ramco, TrustSphere found that HIPO trainees had strong relationships with 24% more departments and functions than average trainee employees.

They built wider networks compared to the average trainee employees. They volunteered for role rotations and special assignments that were not necessarily a part of their job function or responsibility. These cross functional relationships enabled them to share information and gather expertise in other functions. It also served to raise their profile especially among senior management in other functions.



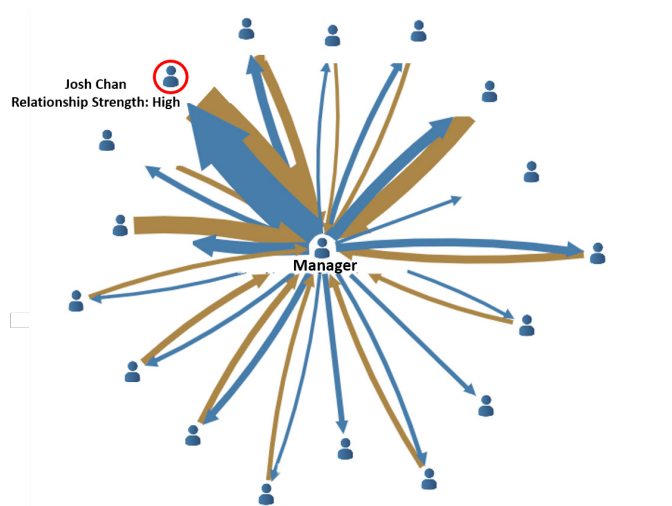
HIPO employee cross-functional network



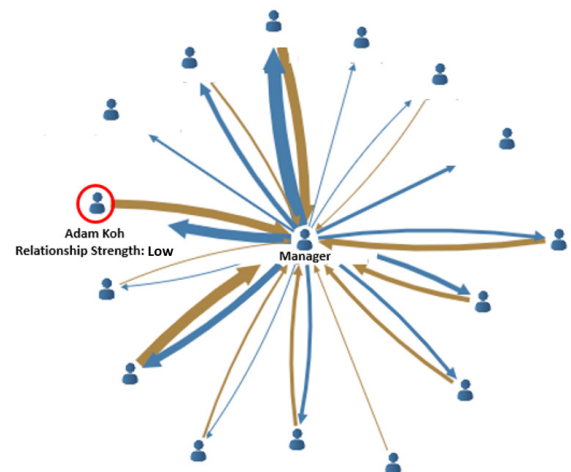
Average employee cross-functional network

## 3. HIPOs built strong relationships with line managers

HIPOs built stronger relationships with their managers. HIPOs exchanged 38% more emails with their managers compared to their team members. They were also found to respond to their manager's emails 60% faster. Consequently, their managers trusted them and gave them more assignments. In turn, this created more opportunities to establish their credibility before their managers.



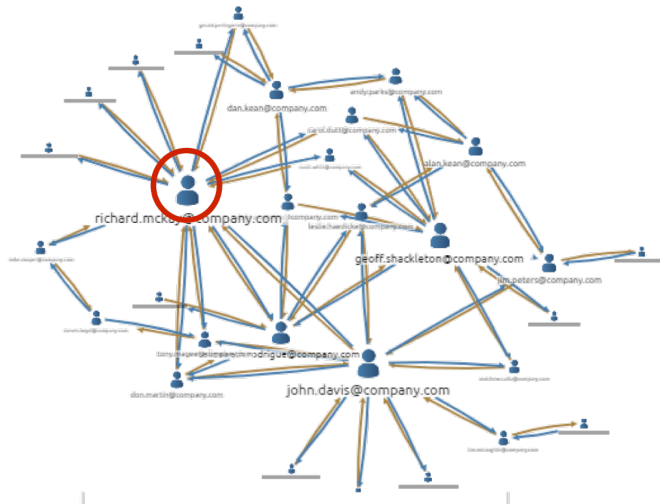
HIPO employee relationship strength with his line manager



Average employee relationship strength with his line manager

#### 4. HIPOs were strong influencers and change agents

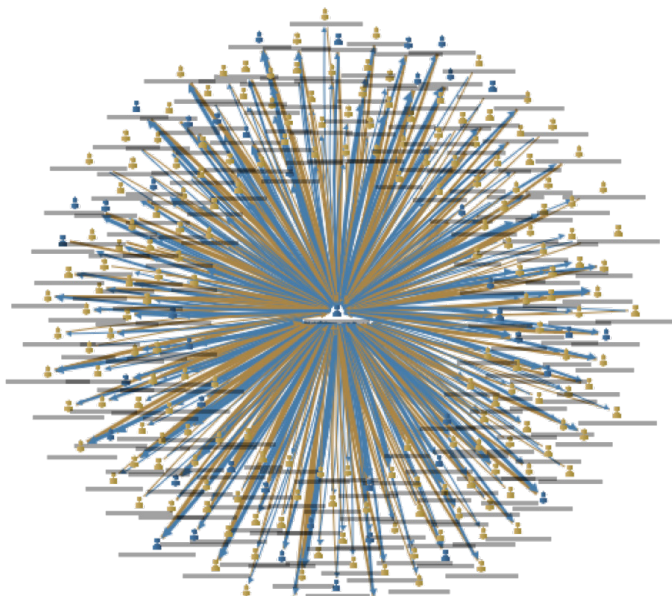
HIPOs were strong connectors within the organization. HIPOs quickly built and spread their networks to link other employees together and connect with influential employees. This meant that these hidden influencers in the organization could help drive change and support business transformation, when needed. On average, they were 16 times more likely to provide another Ramco employee with a warm introduction to people outside their networks (on average they had 16 times more access to other employees in Ramco).



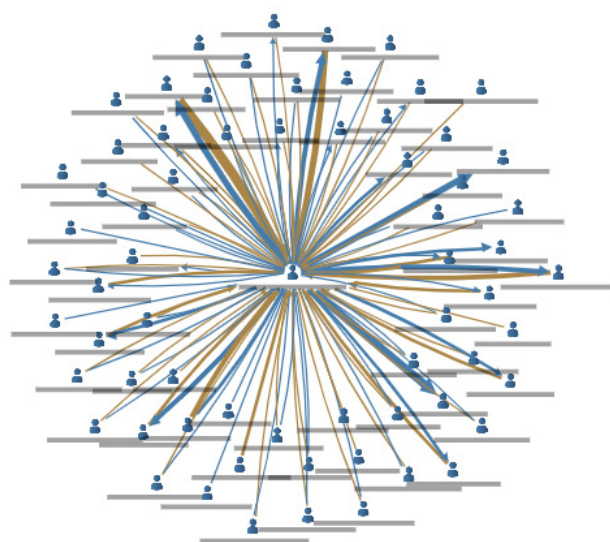
Identifying the HIPOs that had the most relationships to exert influence

#### 4. HIPOs were collaborative across the organization

HIPOs worked with many colleagues in different departments and with external agencies at the same time. They worked very well in teams.



HIPO employee collaboration network



Average employee collaboration network



*Using ONA, TrustSphere found that the trainees with high social capital had demonstrated capabilities to onboard faster, immerse themselves into the organization faster and share knowledge and dispel information better. This means that the resources and support a high potential employee procured through his social capital or network of relationships, had a bigger impact on organizational goals*

## Findings

TrustSphere identified **30** out of 250 trainee employees at Ramco as **HIPOs** based on the size and type of relationship networks (social capital) they built. After analyzing their social capital data, TrustSphere found that these **HIPO trainees at Ramco** had built **larger networks** with a higher number of **strong relationships** as compared to other trainees –

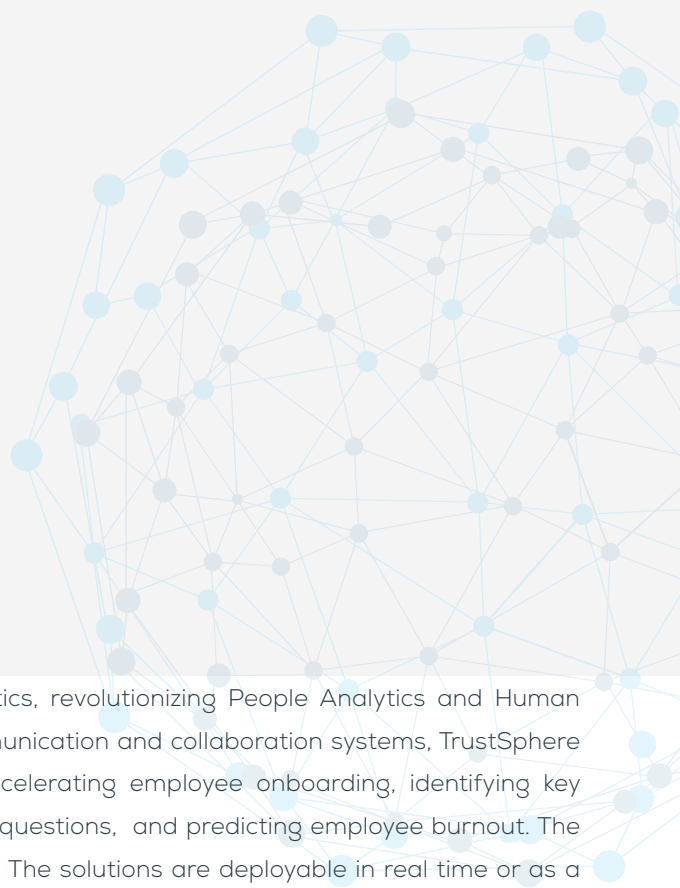
- **34%** more **internal and external relationships**
- **80%** more relationships with **senior employees**
- Strong relationships with **24%** more **departments and functions**
- Exchanged **38%** more emails with their **managers, responded 60%** faster to manager emails
- **16** times more likely to provide another Ramco employee with a **warm introduction** to people outside their networks

## What our customer has to say:

*"By understanding how our employees were communicating with each other, we were able to identify trainees who were effectively engaged to fast track. Their immersion into the organization was exactly what we were looking for because it implied that they had strong networks which would enable speed to market product strategies. For an innovation-intensive business like ours, this is the most important competitive advantage against bigger rivals. As a flat organization which did not have any business hierarchies, at Ramco work got done through networks of teams rather than by individuals. TrustSphere's Relationship Analytics which measured networks and collaboration enabled us to improve our ability to identify HIPO employees and measure how quickly they deliver value to our organization."*

Virender Aggarwal, CEO Ramco Systems

**Privacy statement** – TrustSphere is committed to maintaining the confidentiality, integrity, and security of all personal information we interact with. We understand the operative privacy and data handling legislation and practices across jurisdictions and comply with all legal obligations. We further proactively promote ethical and responsible use of data.



**TrustSphere** is the pioneer of real-time Organizational Network Analytics, revolutionizing People Analytics and Human Capital Management. By analyzing the meta data from enterprise communication and collaboration systems, TrustSphere empowers true data-driven decision making. Current uses include accelerating employee onboarding, identifying key influencers and collaborators, answering essential organizational design questions, and predicting employee burnout. The results are achieved without ever accessing any communication content. The solutions are deployable in real time or as a diagnostic service.

People Analytics by TrustSphere. Organizational Network Analysis to help maximize your talent.

For more information, email us at [PeopleAnalytics@trustsphere.com](mailto:PeopleAnalytics@trustsphere.com).