Leading People at Work: Strategies for Talent Analytics

Program Details
While people have always been critical to the success of organizations, many business leaders still make key decisions about their workforce based on intuition, experience, advice, and guesswork. However, today’s leaders can improve their people decision making based on the collection and systematic analysis of data.

Leading People at Work: Strategies for Talent Analytics focuses on the strategies that can be used to successfully design and implement people analytics in an organization. Faculty draw on the latest practices and research to illustrate how leading companies are using cutting-edge techniques to analyze data about their employees to and make their organizations and their individual employees more successful. In doing so, we will explore areas where talent analytics are most effective, and where it is particularly important to incorporate them. Participants of this program will gain a deeper understanding of how and when people analytics can be applied to improve critical issues such as recruiting and hiring, performance evaluation, promotion and training, compensation, and organizational change.

The program takes the perspective of the general manager when examining how emerging big data analytical approaches applied to human resource management can be used to advance business objectives. By the end of this course, participants will understand how and when big data can be used to make key employee decisions, enabling executives to position themselves as a strategic partner in their company’s talent management.

Takeaways
The goal of this course is to prepare executives to wisely collect and use data to manage people at work. Participants of this program will:

• Become familiar with the most relevant topics general managers face concerning the management of people.
• Learn a set of frameworks and theoretical models to help make key employee decisions.
• Be exposed to some of the most cutting-edge techniques used by companies to analyze data about their employees in order to make their organizations and their individual employees more successful.
• Understand how to apply big data analytics to identify, evaluate, and resolve a variety of challenges and issues relating to their workforce.
• Learn how to interpret and present the results of their analyses to make strategic people-related decision. (This course is not intended to teach statistics or programming.)

By learning about strategies for talent analytics, participants will not only advance their company’s business objectives through the strategic management of people, but also their own career.

Participants
This program has been developed for general managers and staff executives responsible for hiring and managing talent, as well as directors of organizational development and corporate strategy, HR directors and managers, and vice presidents of operations.

http://executive.mit.edu/lpw
# Sample Program Schedule

(subject to change)

## Day 1

**Introduction to Talent Analytics**
- **8:30 AM**: Why Talent Analytics?
- **10:30 AM**: Motivation at Work

**Networking Lunch**

**Staffing Your Organization**
- **1:00 PM**: Job Analysis, Competencies, and Individual Differences
- **3:00 PM**: Recruiting and Selecting Talent

**Networking Reception**

## Day 2

**Managing Performance**
- **8:30 AM**: Performance Evaluation
- **10:15 AM**: Rewarding Performance

**Networking Lunch**

**Developing Talent and the Future of your Organization**
- **12:45 PM**: Training and Careers
- **2:30 PM**: Organizational Change
- **4:00 PM**: Wrap-up

---

**Faculty**

**Emilio J. Castilla** is the NTU Professor of Management and Professor at the MIT Sloan School of Management. He is also the head of the Work and Organization Studies Group. Castilla studies how social and organizational processes influence key employment outcomes over time. He tackles his research questions by examining different empirical settings with longitudinal datasets, both at the individual and organizational levels. His focus is on the screening, hiring, performance management, development, and job mobility of employees within and across organizations and locations, as well as on the impact of teamwork and social relations on employees’ careers. His research and teaching interests include organizational theory and behavior, talent management, human resources management, and people analytics. His work has been published in several top academic journals and edited volumes, including Administrative Science Quarterly, Organization Science, American Journal of Sociology, and American Sociological Review. He has also written a book on the use of longitudinal methods in social science research (Elsevier/Academic Press).

Castilla holds a post-graduate degree in Business Analysis from the Management School in Lancaster University (UK); a BA in economics from Universitat de Barcelona; and his PhD and MA in Sociology from Stanford University.

---

**Contact Information**

MIT Sloan Executive Education

P: +1-617-253-7166  •  E: sloanexced@mit.edu

[http://executive.mit.edu/lpw](http://executive.mit.edu/lpw)