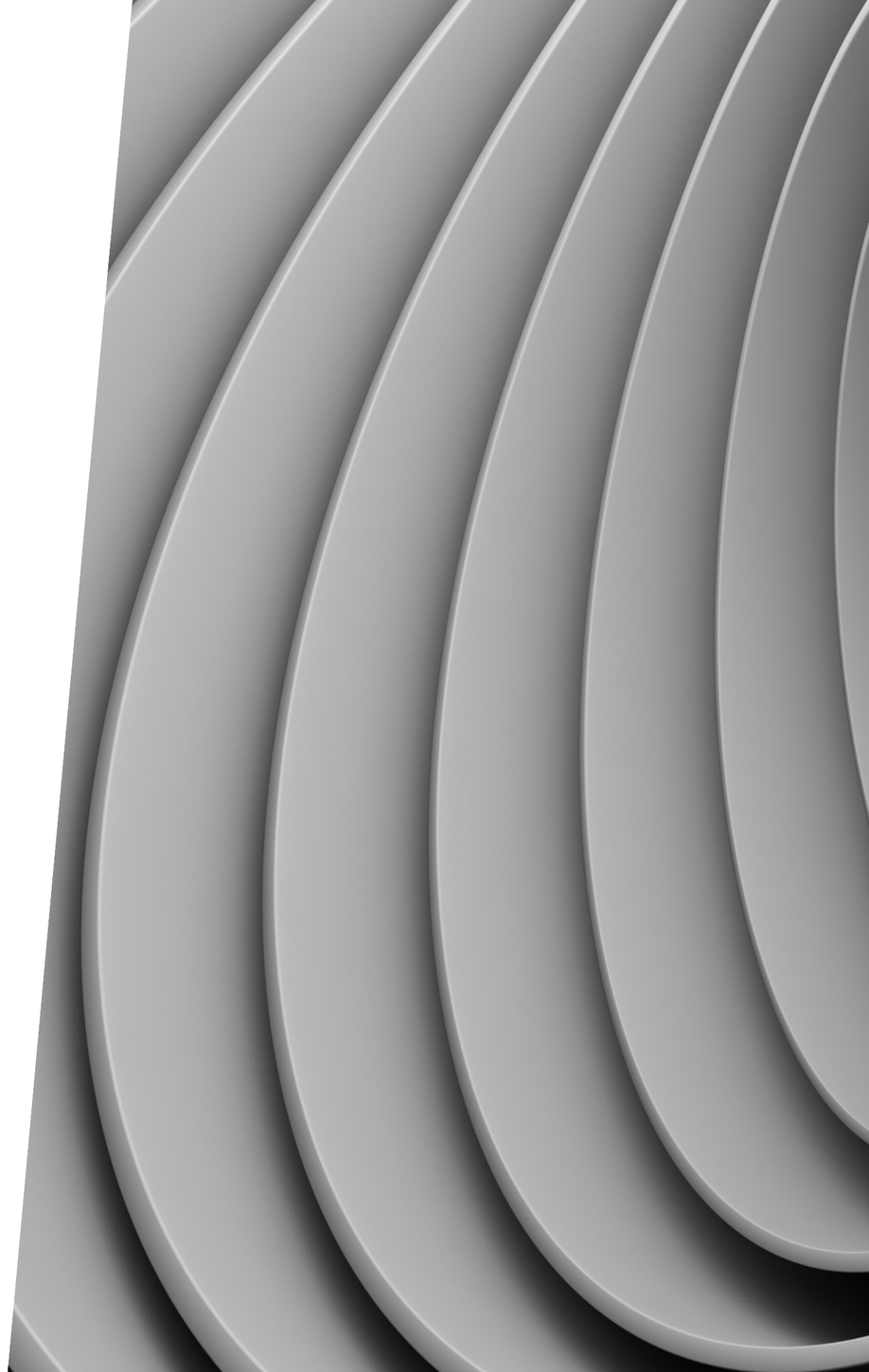
KPIs of the Future

SQA Group tapped by client to create new career advancement KPIs for organizations to adopt

sqa group



Overview

SQA Group was commissioned by the Women in Leadership Nexus® , an organization driving career velocity for women across the globe, to create new, multidimensioned KPIs to measure career advancement for women in a future of work paradigm. KPIs that organizations of all sizes and industries can adopt to drive new day-to-day team behaviors and actions that create more equitable, momentous career advancement for women.

SQA Group was specifically tapped to:

- Create, distribute, and analyze results of a nation-wide survey on career advancement
- Conduct and lead participants through a series of design thinking workshops and focus groups to expand the conversation around "career advancement"
- Leverage its Metrics Finder methodology to synthesize input from hundreds of women across the nation to invent 10+ new metrics that all organizations can adopt

SQA Group Methodology

DATA AGGREGATION AND FOCUS GROUPS

SQA Group connected with 300+ women across the country via surveys, in-person focus groups, and virtual focus groups to find out what's top of mind as it relates to career advancement goals and barriers.

METRICS COMMITTEE

A committee of 10 women participated in a series of design thinking workshops to discuss the current state of career advancement, the ideal state, and the actions and behaviors necessary to move the needle.

KPI UNEARTHING

SQA Group's Data and Advanced Analytics team synthesized input from the survey, focus groups, and workshops to invent new KPIs, set sample benchmark goals, and create proof of concept data visualizations.

REPORT CREATION AND DESIGN

The final 48-page report included 11 career advancement metrics that companies can immediately add to their dashboards to more inclusively and futuristically measure career advancement.

Metrics at a Glance

Flight Risk Predictor Score

Communication Flow Rate

Division of Labor Equity

Pay Equity Ratio

Career Pathway Optionality

X-RAI: X-Factor, Reach, Align, Impact

Self-Investment Score

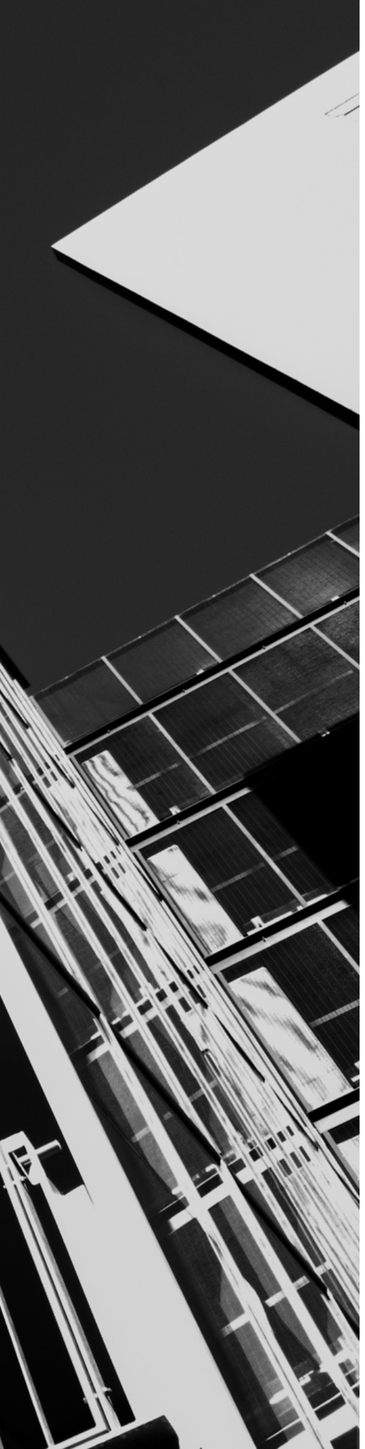
Intrapreneurship Rate

'Understudy' Awareness Rate

Opportunities to Learn & Lead

Long-Distance Relationship Score

Click here to download the full report



Impact

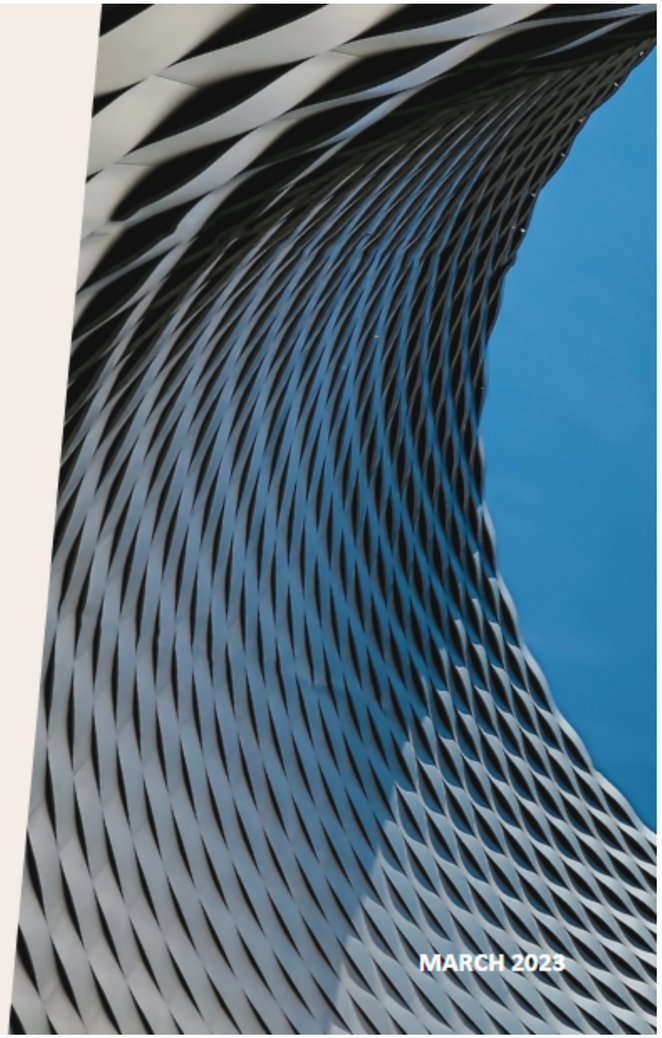
As a result of SQA Group creating new career advancement KPIs upon which organizations can adopt and integrate, the following impact can be realized:

- Companies getting to the **root cause** of what blocks career advancement for certain employee segments and populations
- Leaders adopting new **day-to-day behaviors**, strategies, and actions that create more equitable, inclusive, and progressive career advancement pathways
- Greater **transparency** and data-backed visibility into the multiple layers that drive effective career progression
- Inspiration ignited for organizations to **co-create new metrics** across all parts of their business — with a specific focus on measuring what feels immeasurable

A Women in Leadership Nexus® Publication

Use Case: Career Advancement for Women

Finding New KPIs for Future of Work



Peek into some of the newly created career advancement KPIs in the subsequent pages!

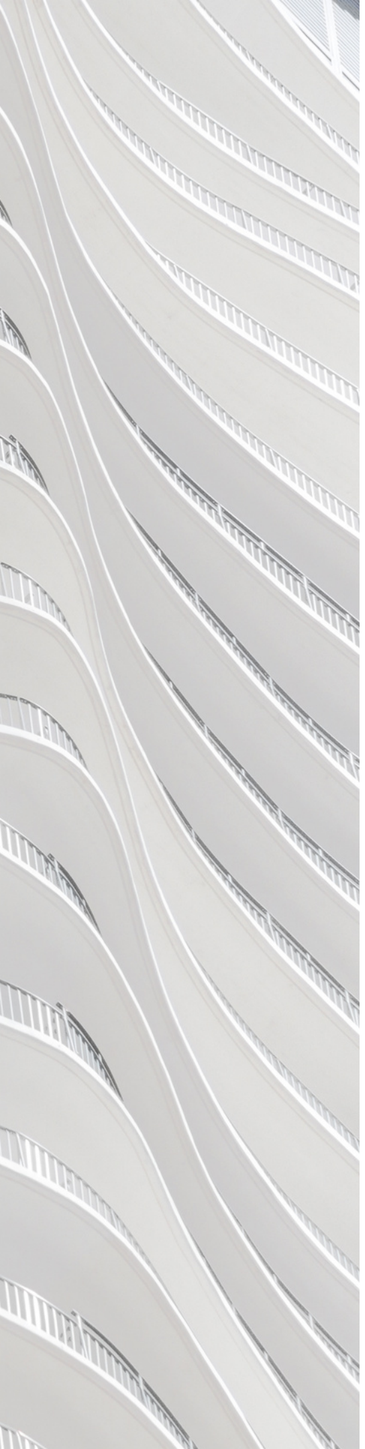
Flight Risk Predictor Score

Assesses most “at risk” roles — e.g. roles most likely to cause employees to quit. Reveals, weighs, and aggregates variables that may contribute to high flight risk for a particular career pathway. The Flight Risk Predictor Score is on a scale of 1-10, where 1 is minimal risk and 10 is maximum risk of attrition.

Why It Matters

We’re in the midst of the “Great Breakup,” with women leaving their companies in unprecedented numbers and at higher rates than men in leadership. With women already significantly underrepresented in leadership, these departures have steep implications within organizations.

The Flight Risk Predictor score allows organizations to pinpoint roles and career pathways that most cause burnout and immediately improve the environment, culture, and responsibilities associated with the role to stop the mass exodus of women.



Get Started

Define, measure, weigh, and aggregate company-specific variables that impact flight risk, e.g. communication outside of business hours, vacation utilization, career progression rate, performance metrics, etc.

- Calculate Flight Risk Predictor Scores bi-annually
- Evaluate variables that lead to any scores that rise above 6, indicating high flight risk
- Apply the Flight Risk Predictor Score to roles and/or career pathways
- Leverage scores to revise job descriptions and responsibilities to lower flight risk
- Weigh variables based on their perceived importance by employees

Sample Goals

Percentage of high flight risk career pathways:

- Each year, 15% of high flight risk career pathways (above 6) are revised

Flight Risk Predictor Score Average:

- Average Flight Risk Predictor Score of 2 or lower for all roles/pathways

Employees evaluate Flight Risk Predictor Score variables annually:

- Variables updated annually, with at least 30% of variables changed based on employee feedback

Number of variables associated with high flight risk:

- Year Over Year, the number of variables associated with flight risk decreases by 20%

Data at Work

Example Flight Risk Predictor Score leveraging 4 variables across 5 job titles. The score is calculated by summing the weighted, normalized variable value contribution to the flight risk. Values highlighted in red contribute most to the flight risk predictor score observed.

Variable	Negotiation Power	Lateral Mobility	% of Communication Outside Business Hours	Time-Off Penalty	
Weight	4	2	1	3	Total = 10

Flight Risk Predictor Score	Job Title	Negotiation Power	Lateral Mobility	% of Communication Outside Business Hours	Time-Off Penalty
6.8	Project Manager	**5**	7	10	**8**
2.2	Lead Designer	2	1	3	**3**
4.8	Technical Lead	**10**	2	1	1
5.9	Program Manager	**10**	9	1	0
4.4	Office Manager	**5**	5	8	2

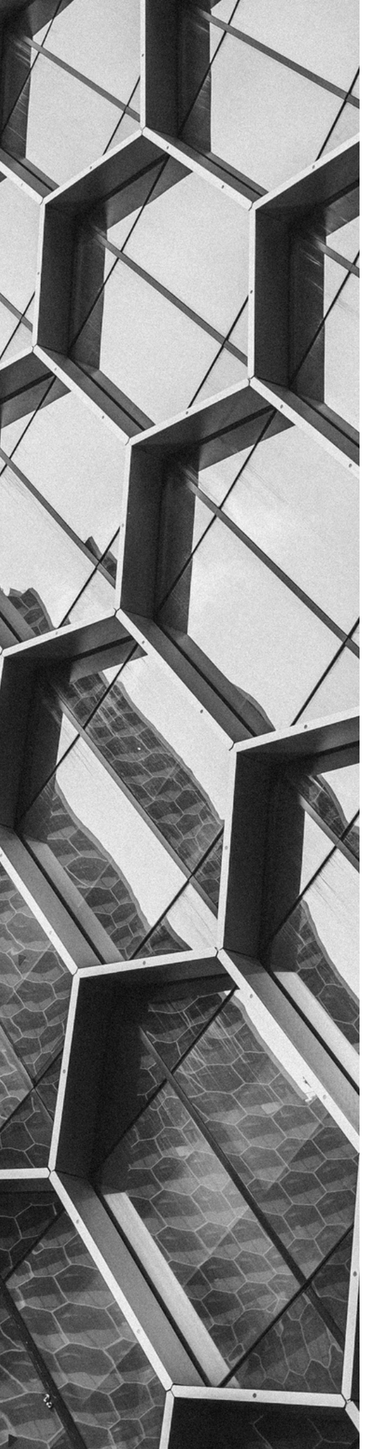
Communication Flow Rate

Map how information and communication flows throughout the organization. Ensure women are equitably positioned as core communication hubs. Find high potentials and high performers who may be on the periphery in terms of communication so that you can take steps to better loop them in.

Why It Matters

Workplaces that are characterized by “old boys clubs,” workplace cliques, and favoritism create severe and steep impacts for those who are not part of the “inner circle,” particularly for women.

Bringing women closer to the center of communication ensures women gain equal access to corporate vision and direction, knowledge flow, and relationship building. The Communication Flow Rate highlights disparities that might otherwise go unnoticed.



Get Started

Conduct an Organizational Network Analysis (ONA) to map how communication flows and pinpoint:

- Hubs, those with the highest amounts of close relationships and critical to the flow of communication
- Knowledge Brokers, those who sit close to Hubs
- Peripherals, those who do not have many regular communication connections
- Ties, the relationships between individuals

Pay attention to any disparities along gender, race, and age lines as pertains to the above to ensure more equitable flows of communication, which can help break traditional gatekeeper models of information flow.

Sample Goals

Reduce peripheral nodes, particularly among women and people of color

- Org-wide peripherals are around 5% of the total number of full-time employees
- 1% or less of women and people of color identified as peripherals

Organizational map shows a healthy shape with many ties of communication

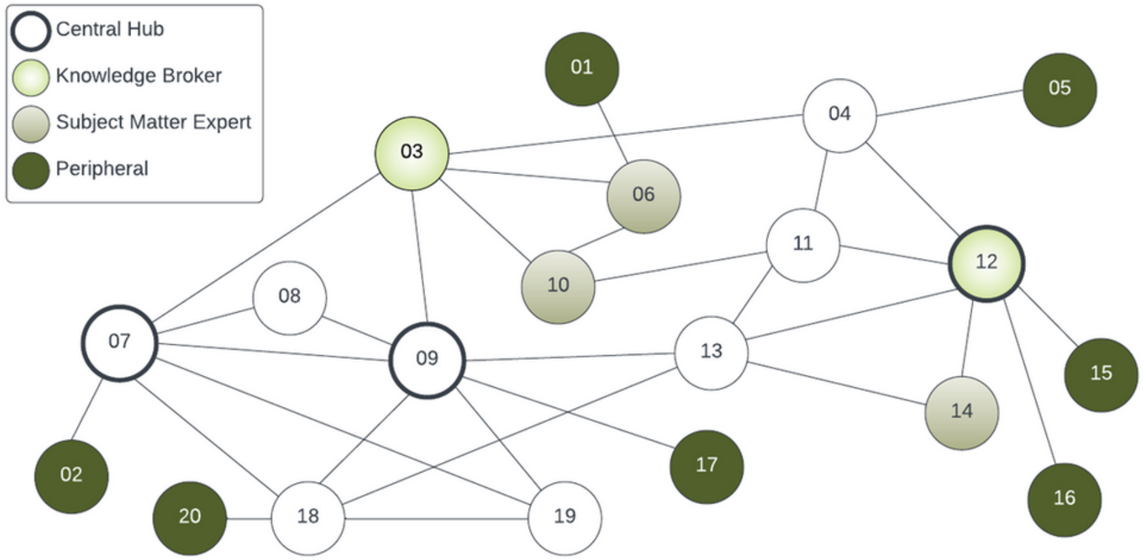
- 85% of employees at fewer than 2 points removed from either a Hub or Knowledge Broker
- All employees fewer than 3 ties removed from any Knowledge Broker critical to their role

Organizational map is updated at regular intervals

- Semi-annually or annually as a best practice

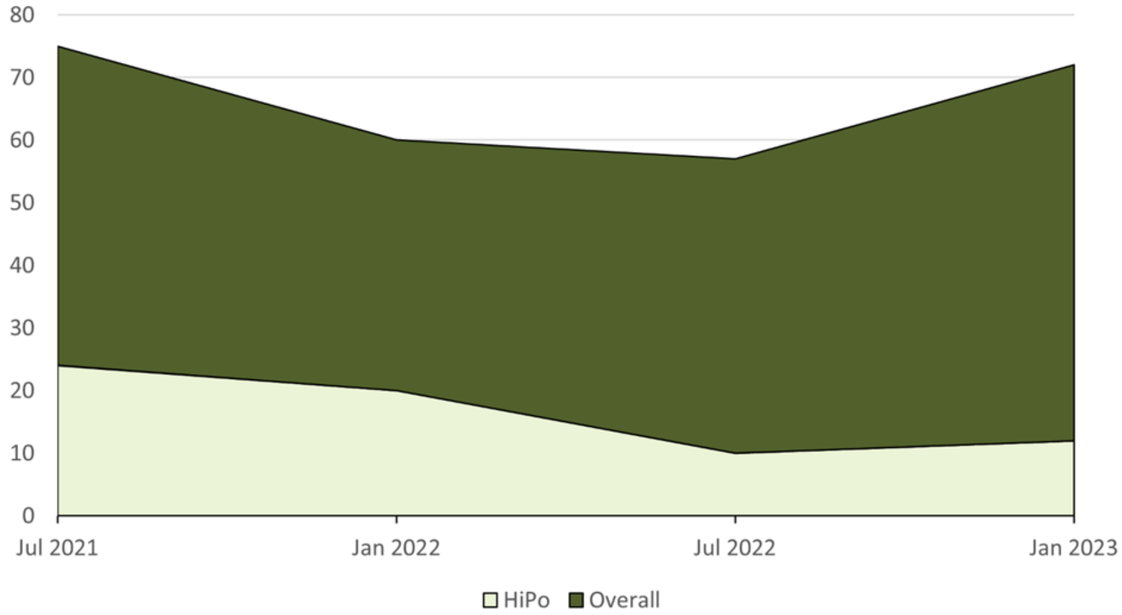
Data at Work

Communication Network Analysis



Communication flow depicted as Organizational Network Analysis Map. Numbers would correspond to individual employees in a separate legend. Peripherals (e.g. 02, 17, 20, etc.) may be flight risks, and hubs can be bottlenecks if knowledge brokers aren't also well-connected.

Periphery Analysis



Total count of employees sitting on the periphery of a larger organization, with high potentials (HiPo) called out.

Division of Labor Equity (DOLE)

Examines how non-promotable tasks (NPTs) — e.g. taking meeting notes, ordering food, organizing office parties, etc. — are DOLEd out. Inventory non-promotable work, reallocate it so that the share is more equitable, and track individual time spend on NPTs.

Why It Matters

Research indicates that on average, women perform **200 more hours** of non-promotable work every year compared to their male counterparts.

In mixed-gender groups, women also tend to volunteer for NPTs **50% more** than men do. There is often a gap in how labor is divided in many companies, and it stretches across the lines of gender, race, and age. DOLE focuses on ensuring that non-promotable work is not only called out but measured so as to ensure shared and balanced load of NPT work.

Get Started

Identify organizational NPTs, reassign work so that participation is more evenly distributed, and ensure work isn't disproportionately affecting certain populations within an organization.

1. Conduct a current and robust job analysis if one does not already exist
2. Calculate overall share of non-promotable work — e.g. percentage of total hours spent on NPTs
3. Regularly gauge employee perception of their own time spent performing NPTs. This can be done by snap survey or during 1:1s.
4. Monitor for disparities, particularly along the lines of race, gender, age, etc.

Sample Goals

Keep job analysis current with all non-promotable work

- Confirm quarterly that employee NPT assignments are current and 90% accurate

Regularly recalculate non-promotable work share

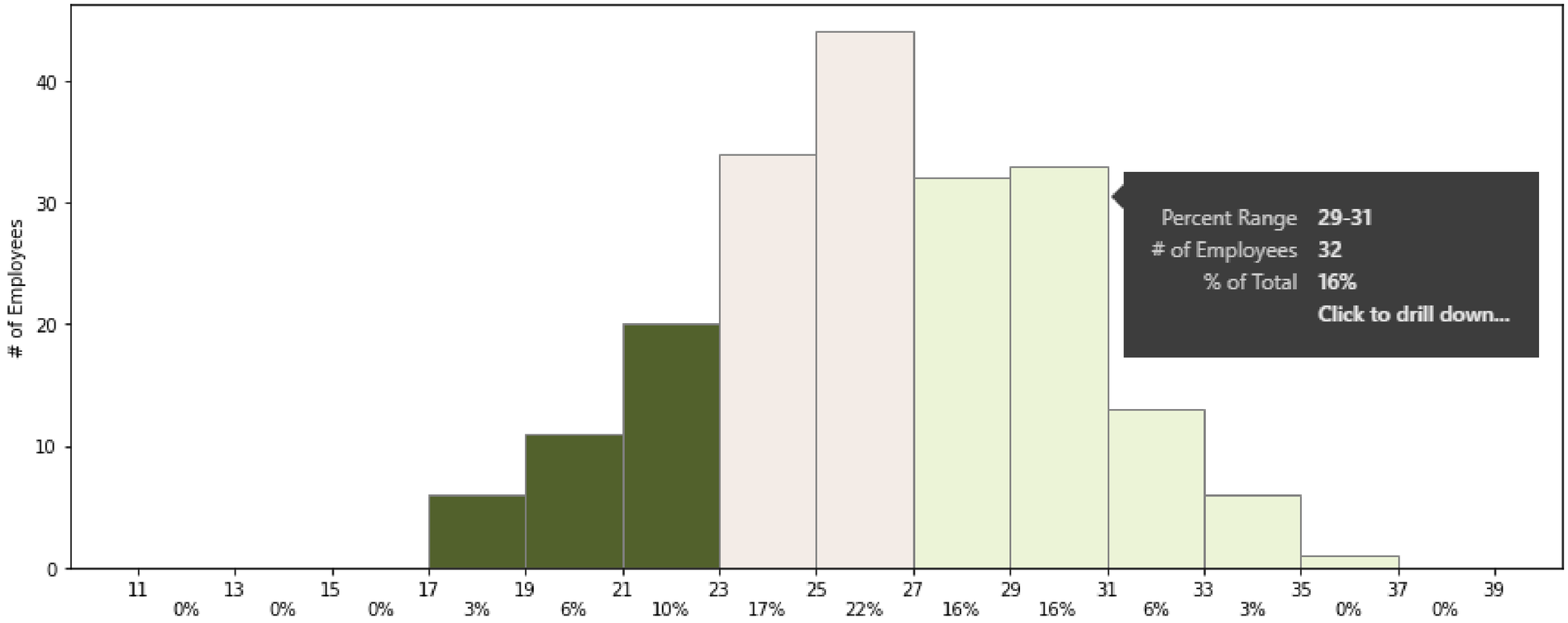
- 25% baseline, but may vary significantly by industry and company

Non-promotable work shows no disparity across pre-defined cohorts

- Aim for a deviation less than 2% from the baseline for all cohorts. With a baseline of 25%, this means the non-promotable work share for all groups should fall between 23-27%

Data at Work

DOLE – Women



In this scenario, DOLE is presented as a histogram. Each bar represents a "bin" of employees falling within the respective percent range. The middle pale pink color bars are the target of 25% +/- 2%. Percentages at the bottom show the percent total of each bin. In this case, 39% of women fall between the ideal range, however a greater share (41%) are doing more non-promotable work, while only 19% are doing less.

Measure the Immeasurable

Dive deeper into SQA Group's Metrics Finder Methodology

Click Here