

Talent Intelligence on a Shoestring

Turning HR Data Into Board Insights

No seven-figure tech stack required. Your data is already telling the story — learn how to hear it.

Prudence Pitter, MBA, SPHR, GPHR

Founder & CEO, PEARRM Services | Keynote Speaker | Workshop Facilitator | Leadership Coach



LinkedIn



Contact Card



What We'll Do Together

60 minutes • Hands-On Session • 1 Starter Dataset + Implementation Checklist to Take Home

01 The Board's Burning Question

Why HR dashboards fail the C-suite — and what boards need to see

02 The Lean Talent Intelligence Engine

Three data pillars: flight-risk heat maps, skills gap alerts, and workforce foresight

03 Hands-On Sessions

Practice: build, diagnose, and translate your own data into strategic insight

04 The Storytelling Script

How to translate talent data into strategy — and into budget approvals

05 Your Starter Toolkit

Take-home checklist, dataset template, and the 5 metrics that move boards to act

PRUDENCE PITTER, MBA, SPHR, GPHR

29 Years

Leading HR across hospitality, technology, healthcare & financial services

Global

Scaled HR operations across 24 countries at Amazon Web Services

The Work

Helping organizations move from reactive wellness to strategic wellbeing architecture

The Mission

Every leader deserves the tools to protect their people — and themselves



- ▶ Founder & CEO, PEARRM Services
- ▶ Harvard-Certified Executive Leadership Coach
- ▶ Adjunct Professor, Fordham University
- ▶ DiSC-Certified Practitioner
- ▶ Board Member, Goodwill of W. & N. Connecticut
- ▶ 2025 50 Women to Watch for Boards Honoree



What Your Board Is Already Asking

And why the answer cannot come from your current dashboard.

"Do we have the skills to execute our 3-year strategy?"

"Where are we most at risk of losing critical talent?"

"What is our workforce costing us — and what is it worth?"

Skills shortages continue to rise as risk to organizational growth

The Vanity Metrics Trap

What HR Typically Reports

- × Headcount by department
- × Time-to-fill (average)
- × Training completion rates
- × Engagement score (annual)
- × Voluntary turnover % (lagging)

These answer: what happened?

What Boards Actually Need

- ✓ Flight-risk heat map by function & tenure
- ✓ Skills gap vs. 3-year strategic plan
- ✓ Predictive turnover cost by quarter
- ✓ Engagement trend vs. business performance
- ✓ Succession readiness index (bench depth)

These answer: what will happen?

Most HR dashboards report what happened. Boards need to know what will happen next.

The Reality in the Numbers

Before you can build the engine, you need to know what you're preventing.

50–200%

OF SALARY
TO REPLACE ONE PERSON

Gallup & SHRM turnover cost research

\$1T

TOTAL U.S. ANNUAL
TURNOVER COST

Gallup

6–9 mo

AVERAGE TIME
TO FULL PRODUCTIVITY

SHRM Benchmarking Data

Your own math:

If your average workforce salary is \$80K and you lose 10 critical employees this year, the floor cost is \$400K. The ceiling, for leadership or specialist roles is \$1.6M. Predictive retention models reduce turnover costs by up to 41%.

Source: SHRM; Gartner HR Research (predictive retention impact)

The Lean Talent Intelligence Engine

Three data pillars. Free or low-cost inputs. Board-ready outputs.

01



Flight-Risk Heat Map

Predict who is likely to leave before they do

41%

turnover cost reduction
with predictive models

Gartner HR Research

02



Skills Gap Alert

*Map current capabilities against your
strategic roadmap*

59%

of workforce needs
new skills within 2 yrs

World Economic Forum

03



Workforce Foresight Report

*Translate the data into language that gets
budget approved*

27%

of executives have a
comprehensive AI strategy

Gartner, Dec 2025

Seeing the Exits Before They Happen

Flight risk is not a feeling. It is a pattern — and patterns live in your existing data.

5 Early Warning Signals in Your Data Today

- ▶ **Tenure 18–36 months**
Highest voluntary exit window;
cross with engagement score
- ▶ **Declining performance score**
Two consecutive quarters down =
3× higher departure risk
- ▶ **No promotion in 2+ years**
Especially correlated with
departures in high-performers
- ▶ **Manager change in last 6 mths**
One of the strongest single
predictors of exit intent
- ▶ **Disengaged pulse score**
Below 3.5 average + low manager
1:1 frequency = red flag

Flight Risk Matrix

HIGH IMPACT HIGH RISK	HIGH IMPACT LOW RISK
LOW IMPACT HIGH RISK	LOW IMPACT LOW RISK

RISK →

Act immediately on top-left quadrant.

Tools you already have: Excel/Sheets, your HRIS export, engagement survey platform.

Cost: \$0.

Build Your Flight-Risk Heat Map

Use your own org context

FROM THE PEARRM WELL-BEING MATURITY CURVE™ ASSESSMENT

"We actively measure wellbeing outcomes and tie them to organizational value."

On a 1–5 scale — is your organization measuring the right things?

- 1 Pick one department. List every data point you have on those employees (tenure, perf, pulse, promotions)
- 2 Using the 5 signals on the previous slide — how many of your people have 3 or more warning flags?
- 3 What would change about your retention strategy if you surfaced this data monthly rather than annually?

- ▶ **Tenure 18–36 months**
- ▶ **Declining performance score**
- ▶ **No promotion in 2+ years**
- ▶ **Manager change in last 6 mths**
- ▶ **Disengaged pulse score**

Debrief: What did you discover that surprised you? What is missing from your data set today?

The Skills You Don't Have Yet Are Already Costing You

Skills gaps are invisible until a project fails, a deal is lost, or a board asks a question you cannot answer.

Why This Is Urgent

59% of the workforce will need brand-new skills within 2 years

World Economic Forum, 2025

49% of L&D pros say executives are concerned employees lack skills to execute strategy

LinkedIn Workplace Learning Report 2025

28% of organizations currently invest in HR & talent analytics — up 26% year-over-year

Gartner Digital Markets, 2025

Build / Buy / Borrow Framework

BUILD

Reskill internal talent — use L&D completion + performance history to target

BUY

External hire — use market salary data + time-to-fill benchmarks

BORROW

Contract / partner — fastest to deploy; map to roles with 12-mo peak demand

Free tools: your HRIS, LinkedIn Workforce Insights (free tier), SHRM compensation benchmarks, Google Sheets pivot tables.

Translating Data Into Strategy & Budgets

The best analysis is useless if it does not change a decision. Tell the story the C-suite will act on.

The Board Brief Formula: Trend → Cost → Risk → Recommendation → Ask

1

Trend

'Voluntary turnover in Engineering rose 18% YoY, concentrated in years 2–4 of tenure.'

2

Cost

'At our avg. salary of \$110K, each exit costs \$55K–\$220K. We lost 12 people — estimated impact: \$1.2M.'

3

Risk

'Our AI roadmap requires skills we lose every time an engineer exits. 3 more are flagged as high-risk today.'

4

Rec.

'Targeted retention investment for the 15 highest-risk, highest-impact roles this quarter.'

5

Ask

'\$85K in retention bonuses + 3 stay interviews per week. Projected cost avoidance: \$400K–\$800K.'

Scenario planning is a leadership conversation you need to lead

Map Your Skills Gap

Strategic lens: think 18-24 months ahead

FROM THE PEARRM WELL-BEING MATURITY CURVE™ ASSESSMENT

"Leadership performance reviews include human capital health metrics."

Does your leadership scorecard include skills readiness as a metric?

01 Name your organization's top 3 strategic priorities for the next 18-24 months.

02 For each priority: what is the most critical skill your team currently lacks?

03 Would you Build, Buy, or Borrow each gap — and what data would you need to justify the decision to your board?

Debrief: If your CEO asked for this analysis tomorrow morning, what would be missing?

Your Shoestring Tech Stack

Every tool here is free or already in your tech ecosystem. No procurement. No RFP. Start tomorrow.



Data Collection

- ▶ HRIS export (any platform)
- ▶ Engagement survey raw data
- ▶ Performance management export
- ▶ Payroll tenure + comp data



Analysis Layer

- ▶ Google Sheets / Excel pivot tables
- ▶ Power BI (free tier) — visual dashboards
- ▶ Tableau Public — free for 1 data source
- ▶ LinkedIn Workforce Insights (free)



Signal & Alert

- ▶ SHRM compensation benchmarks (free)
- ▶ BambooHR turnover benchmark data
- ▶ Gallup Q12 open-source survey items
- ▶ Google Looker Studio (free reporting)

70% of HR leaders believe leveraging analytics is essential for competitive advantage in the next 5 years

Deloitte

Talent Data Is Also Wellbeing Data

The same signals that predict flight risk are the ones that signal burnout.

DATA SIGNAL	→	FLIGHT RISK INDICATOR	→	WELLBEING SIGNAL
Declining engagement score	■	3× higher departure risk	■	Emotional exhaustion / disengagement
Manager change last 6 months	■	Strongest single exit predictor	■	Loss of psychological safety anchor
No promotion in 2+ years	■	High-performer exit risk	■	Purpose gap; reduced professional efficacy
Overtime trending upward	■	12-mo burnout-exit correlation	■	WHO ICD-11 burnout: energy depletion

Talent intelligence that ignores wellbeing signals is measuring departure, not prevention. The most powerful HR data integrates both.

Write Your Board Brief

Real data, real stakes

FROM THE PEARRM WELL-BEING MATURITY CURVE™ ASSESSMENT

"We benchmark internal leadership health against industry standards."

If you cannot benchmark it, you cannot defend it to a board.

01 Use the Trend-Cost-Risk-Recommendation-Ask formula. Draft your brief in 5 sentences.

02 What is the one number in your current workforce data that would most concern your CEO?

03 What would you need to add to make that number defensible, credible, and actionable?

Debrief: What made it hard to write?

Your 30-Day Implementation Checklist

No budget required. No new tools required. Start with what you have.

Week 1: Audit

- ▶ Export HRIS data: tenure, role, level, manager, comp band
- ▶ Pull engagement scores segmented by function and manager
- ▶ Identify your top 20 critical roles (highest business impact)

Week 2: Build

- ▶ Create flight-risk scoring matrix (5 signals, weighted)
- ▶ Map skills inventory vs. top 3 strategic priorities
- ▶ Plot top 20 critical roles on the flight-risk matrix

Week 3: Translate

- ▶ Apply Trend-Cost-Risk-Rec-Ask framework to your findings
- ▶ Build a one-page board brief with 3 risk scenarios
- ▶ Identify the one metric that will anchor your C-suite story

Week 4: Present

- ▶ Present to CHRO or senior leader — test your storytelling
- ▶ Collect feedback; refine your metric set for next cycle
- ▶ Set a monthly cadence; assign a data owner per pillar

5 Metrics That Move Boards to Act

Every Leadership Team can act on each one.

01

Critical Role Flight-Risk Index

% of top 20 roles rated high-risk this quarter

Why boards care:

Boards understand risk — this speaks their language

02

Projected Turnover Cost (12 months)

Dollar estimate based on current attrition trends

Why boards care:

Gives finance a number to act on, not just a concept

03

Skills Gap Coverage Ratio

% of strategic skills we can execute with today's workforce

Why boards care:

Links talent to business strategy directly

04

Succession Bench Depth

of ready-now candidates per critical role

Why boards care:

Boards obsess over continuity risk — this shows your plan

05

Engagement-to-Performance Correlation

Trend line: does higher engagement drive revenue/output?

Why boards care:

Proves HR is a business driver, not a cost center

Next Steps

Complete this sentence:

"Within the next 30 days, I will bring ONE talent intelligence insight to my leadership team that they have never seen in a dashboard before."

MY INSIGHT: *e.g. Flight-risk heat map for our top 20 critical roles*

MY DATA SOURCE: *e.g. HRIS tenure export + Q4 engagement scores*

MY DEADLINE: *e.g. July 17, 2026 — 30 days from today*

The organizations that win the next decade of talent will be the ones that saw what was coming — and acted on it.

SHRM26

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