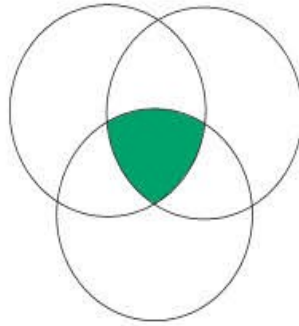


## Convergent Leadership Solutions



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### **Blog: August 2023: Leadership Connection between Viking's Sun Stone, The Agile Leader, and AI's response on people analytics.**

How can the combination of (a) the Vikings' sun stone in 900 – 1200 AD, (b) the Agile Leader, and (c) employee analytics inspire us as senior leaders to improve our chances of meeting/exceeding our strategic objectives? They all illustrate how to solve challenges of navigation --- either being able to improve setting a course in challenging conditions on the sea or with our people.

Horváth et al. (2011) referenced one of the Viking sagas, the Sigurd legend. They stated "the weather was very cloudy, it was snowing. Holy Olaf, the king sent out somebody to look around, but there was no clear point in the sky. Then he asked Sigurd, to tell him, where the Sun was. After Sigurd complied, he grabbed a sunstone, looked at the sky and saw from where the light came, from which he guessed the position of the invisible Sun. It turned out, that Sigurd was right" (p. 774). The Vikings were then able to use a sundial to navigate their course. The article reported the results of their experimental analysis of how polarimetric navigation worked for the Vikings. As leaders, we too, find ourselves in 'cloudy conditions' where additional tools such as people analytics (or talent optimization in this context) could be helpful.

It was not that long ago that we would GOOGLE a concept to learn about it. Now, Chat/GPT, a fast-growing application of AI, enables us to get a quick and most often accurate responses to our questions. The following provides an overview of the benefits of people analytics.

I asked ChatGPT the question just above the green bar on August 1, 2023. ChatGPT's response between the dashed lines.

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What are the advantages of people analytics? Specifically, Predictive Index.

#### ChatGPT

People analytics, also known as talent analytics or HR analytics, involves using data and statistical analysis to make informed decisions about workforce-related issues. Predictive Index (PI) is one specific tool and methodology used in people analytics to understand and predict individual and team behavior within an organization. Here are some of the advantages of using people analytics, particularly with a focus on the Predictive Index:

1. **Data-Driven Decision Making:** People analytics allows organizations to base their HR decisions on objective data rather than intuition or gut feelings. This leads to more informed and evidence-based choices in hiring, promoting, training, and managing employees.
2. **Enhanced Hiring Process:** The Predictive Index can help identify the key behavioral traits and cognitive abilities necessary for success in a particular role. By using PI assessments during the hiring process, organizations can match candidates more accurately with job requirements, leading to better hires and reduced turnover.
3. **Improved Team Dynamics:** Understanding individual and team behavior using the Predictive Index enables organizations to build and optimize teams that complement each other's strengths and weaknesses. This leads to improved collaboration and overall team performance.
4. **Increased Employee Engagement:** People analytics can help identify factors that contribute to employee satisfaction and engagement. By addressing these factors, organizations can create a more positive work environment and increase employee retention.
5. **Talent Development and Training:** PI assessments can identify individual development needs, helping HR and managers tailor training programs to

address specific areas for improvement. This personalized approach to development can lead to more effective skill-building and career growth.

6. **Leadership Development:** Predictive Index can be used to assess leadership potential and style, allowing organizations to identify and develop high-potential leaders for future roles.
7. **Succession Planning:** With the help of people analytics, organizations can identify employees with the potential to move into critical roles in the future, allowing for effective succession planning and reducing the risk of leadership gaps.
8. **Reduced Biases and Fairness:** Data-driven assessments like PI can help mitigate unconscious biases in the hiring and promotion processes, promoting diversity and inclusivity within the organization.
9. **Cost Savings:** Making data-driven decisions can lead to cost savings by reducing employee turnover, improving productivity, and optimizing workforce planning.
10. **Better Organizational Performance:** By optimizing talent management practices through people analytics and the Predictive Index, organizations can improve their overall performance and competitiveness in the market.

However, it is essential to use people analytics tools like the Predictive Index responsibly and ethically, ensuring the data collected is used in a way that respects individuals' privacy and complies with relevant data protection regulations. Additionally, people analytics should be used to complement, not replace, human judgment and expertise in making HR decisions.

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Mollor (2022) asserted a new agile leadership developed from over a year of research by his company. I recommend the book. They developed a model of five key drivers of agile leadership with two components of each driver. They include:

1. Integrity includes (a) self-aware and (b) accountable.
2. Innovation includes (a) curious and (b) experimental.
3. Urgency includes (a) focused and (b) decisive.
4. Engagement includes (a) inclusive and (b) collaborative.
5. Direction includes (a) communicative and (b) empowering.

Agile leadership is a hot topic. A quick search of “agile leadership” in an index of academic journals identified 1,698 articles (of which 969 are in the last three years). There did not seem to be a standard valid and reliable method to quantify agile leadership. Additional assessment factors such as emotional agility, innovation management, and technological agility were also identified.

Expect that further research will develop standardized assessments for agile leadership just as have been developed for transformational leadership, servant leadership, authentic leadership, and transactional leadership. Leadership styles and how they match to different leadership challenges will be the topic of an upcoming blog. People analytics could be highly effective in implementing leadership strategies in an organization, regardless of leadership style.

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