Maradene Wills

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Strategic HR Analytics @ Innovation Catalyst @ Knowledge Broker @ Change Angel @ Tech Solver

I am driven to understand employees – what they really think, how they work together, what they need to do their jobs well. I deliver analytic insights and innovations to help colleagues do their jobs better, faster, smarter.

I am an analytics and survey expert who uncovers insights to inform strategic business decisions with a solid fact base.

At **Scotiabank** within Culture & Inclusion, I employ a sophisticated analytical ability to combine multiple sources of HR data to uncover hidden insights and provide focus for decision makers across the enterprise for 89,000 employees in 50+ countries.

- Took engagement survey insights to a new level by developing executive and manager dashboards and providing deep dives
- Developed an Inclusion Index to benchmark progress
- Redesigned the Employment Equity narrative and census to be more inclusive beyond designated groups

At **Thomson Reuters**, within the global Talent & Development CoE, I provided decision support for programs affecting 55,000 employees on Talent, Learning, and Leadership topics.

- Impact of leadership development programs
- Employee engagement surveys and benchmarking
- Succession pipeline for top 100 executives
- Diversity status – historical and current
- Manager effectiveness survey and 360º assessment analysis

At **McKinsey & Company**, within the global Strategy, Innovation, and Organization practices, I provided clients and consultants with an accurate view of the employee landscape and culture.

- Conducted 210 employee surveys to guide decisions for recruiting, mentorship, culture change, innovation, employee engagement, growth, and team performance.
- Executed 75 organization/social network analysis diagnostic projects to understand how work really gets done beyond formal reporting lines, target change and OD efforts, and leadership development.
- Managed and designed 8 analytical applications to streamline processes, speed analysis, achieve new levels of insight, improve access to complex information, and visualize networks. Bridged the gap between business and IT to elicit business needs from stakeholders and then translated them into operational requirements for developers.

I bring a diverse set of skills and experience to enhance a strategic HR environment

Passion for helping people do their jobs better
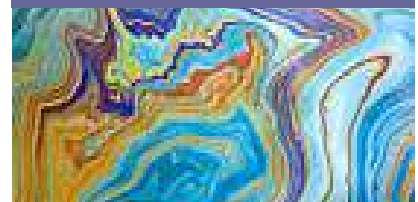
Strategic focus, creative problem solver

Client service and team collaboration

Analytical and statistical expertise

Global exposure in every industry

Scotiabank

Global publicly-traded financial institution - 89,000 employees in 50+ countries

Manager, Employee Analytics & Insights **May 2015 – Current**

- Knit together multiple sources of employee data to validate hypotheses and discover hidden insights in employee engagement, exit, and new hire surveys using advanced statistical approaches.
- Coach and mentor analytics approaches with HR colleagues.
- Lead Employment Equity reporting, Saratoga benchmarking, and proof of concept and vendor review for Pulse program.
- Consult with HR leaders to understand pain points and deliver analyses to focus action.

Thomson Reuters

Global publicly-traded information enterprise - 55,000 employees in 88 countries

Manager, Performance & Talent Analytics Contract **Jun 2014-Feb 2015**

- Worked with leaders to understand the business and information needs, designed analysis approaches, mined and cleaned data from a Workday environment, and synthesized complex analyses into visually appealing reports to highlight areas for action and invite exploration.
- Designed a year-end dashboard combining key metrics for SVP and BU talent heads, marking progress made and areas for future focus.
- Developed a point of view on leadership development program impact, health of succession pipeline, diversity, and drivers of attrition.
- Coached analytics mindset and approach with colleagues.

McKinsey & Company

Global management consultancy with 17,000 employees in 100 offices

Project Manager, Analytics Technology Contract **Sep 2013 to Dec 2013**

Analytics & Knowledge Specialist **Aug 1995 to Dec 2012**

Global knowledge practices: Strategy, Growth, Innovation, Organization
Promoted 6 times through progressively senior roles

- Employee opinion research survey design, analysis, best practices, benchmarking, trends.
- Complex data analysis, predictive analytics, advanced statistical approaches, visualization, reporting.
- Organization diagnostics using organization network analysis.
- Knowledge management, collaboration, taxonomy development, publishing lifecycle, knowledge dissemination, content management.
- Project management, software development, database design, digital design, training, website design and usability.
- Global client service and team management.

Saville & Holdsworth Ltd (now SHL at CEB)

UK-based HR consultancy specializing in talent assessment, Toronto

Client Service Coordinator/Psychometrician **1991 to 1995**

Education

Bachelor of Science, Honours
University of Toronto – 1989
- Majors: Psychology and Criminology, complemented by a minor in English

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Professional development

- **TRIEC mentor to newcomers**

- **Predictive Analytics**
  Classification, modeling
  Salford Systems

- **Social Network Analysis**
  CASOS Summer Institute
  Carnegie Mellon University

- **Behavioural Economics**
  Dr. Dan Ariely, Duke University

- **Network Roundtables**
  Dr. Rob Cross, U of Virginia

- **Allegiance Engage Summit**
  Panel speaker: survey best practices, Salt Lake City

- **Organizational Behaviour**
  University of Toronto

- **Managers' Leadership Workshop** – McKinsey

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Publications

- Using Network Analysis as a Diagnostic to Improve Organizational Performance
- Trends in Trendspotting

Summary of skills

Advanced analytics

- Analysis and interpretation of large, complex data sets
- Develop benchmarking approach and methodology
- Reporting and insights for senior audiences
- Dashboards and templates to automate reporting
- Insightful analysis of trends identified in a variety of data

Employee diagnostics

- Since 2000: executing and analyzing employee surveys
- Since 2005: analyzing organization network surveys
- Write, design, program, conduct, coach, analyze, report, interpret, recommend
- Survey design approaches to meet different business needs
- Data visualization and reporting to draw out insights

Business acumen

- Translate strategic business objectives into executable steps
- Create a motivating, collegial atmosphere at all levels
- Advanced problem solving techniques
- Innovate new approaches to a variety of processes
- Keen eye for quality and accuracy
- Navigating flat, global, matrix organizations with multiple managers and leaders

Technology development

- Project management – orchestrate efforts of internal staff and external vendors to build websites and digital applications
- Translate business needs into software requirements
- RFP, vendor management, and contract negotiations
- Exacting beta testing and user interface design
- Enterprise content management of global intranets/extranets

Technology skills

- Can learn any new software quickly
- Statistics and predictive analytics: SPSS, Salford Predictive Modeler – ANOVA, regression, factors, classification
- ONA – Metascope, ORA, UCINET
- Excel 10 – pivots, vlookups, models, statistics, data mgmt
- PowerPoint 10, Think-cell charts, Word 10, Lotus Notes, Outlook
- Survey systems – Qualtrics, Inquisite, Sirota, Kenexa
- Write software manuals and conduct training
- Database design and data management, Access, Workday

Strategic human analytics

Employee analytics, research, reporting

Uncover insights to inform strategic business decisions with a solid fact base

- As a recognized survey expert and skilled analyst, implemented 200+ surveys to address business needs. Rapidly analyzed both quantitative and qualitative employee survey data and performance metrics to uncover actionable insights using predictive modelling, group differences, correlations, regression and factor analysis.

  o Developed hypotheses for testing results of employee engagement surveys; identified and gathered demographic and performance metrics from various stakeholders to use for analysis. Created preliminary predictive models for exploration and causal linkages with business activities.

  o Analyzed and interpreted results in customized presentations of 20-80 pages that visualized complex analytical findings in a easy-to-understand format.

  o Advised stakeholders of findings and identified areas for continued exploration; highlighted key findings for wider communication and input for program follow up.

  o Consulted with colleagues on good survey design and practices.

  o Redesigned the executive and manager dashboards for the annual employee survey to communicate results more simply and clearly. Wrote commentary for all executive reports.

- Fostered a supportive, collegial atmosphere and established trust-based relationships with team members from cultures on all continents. Mentored colleagues at all levels to develop new analytical mindsets and skills and to solve problems.

- Designed dashboards for inclusion, leadership, and HR and the analytics to feed into them. Combined a variety of data sources (succession, engagement, diversity, manager effectiveness, performance, turnover, promotions, demographics) to deliver a comprehensive understanding of progress toward key talent and diversity objectives.

Technology management

Technology development and project management

Bridge the gap between business and technology by understanding the vision and breaking it down into actionable steps

- Pioneered McKinsey's organization network analysis (ONA) service line by leading the development of software capable of surveying employee populations of 60,000 - a level unmatched by competitors. Reduced time to analyze results by 60% using new software and standardized analytical approach.
  - o Over 75 client and internal projects since 2005, innovated approach to analyzing and visualizing employee networks using a combination of data sources and methods that revealed a depth of insight not previously available.
  - o When standard software proved insufficient, conducted a search for network visualization software and found a startup in the UK (Trampoline Systems) with promising beta software; negotiated contract terms to customize the software to our needs. Led requirements gathering, designed wireframes, guided the development team, battle tested the software, created training for analysts
  - o Established relationships with leading academics, practitioners, and vendors for advice, thought partnering, research insights, and new technology.

- Project managed the design, development, and internal integration of a repository of macroeconomic trends.
  - o Delivered a new way of exploring a database of global trends using a network graph interface.
  - o Developed requirements, prioritized features, negotiated contracts and scope changes, wrote deployment instructions, prepared content, promotional materials, usage reports; ensured quality and design to surprise and delight users.
  - o Managed a project team of 3 research analysts, an editor, a partner, a project manager, the external vendor's team, and internal IT migration teams (Atlanta, India, LA, NY, Prague, Seattle).

Knowledge management

Information management in a knowledge sharing culture

Manage content and information to improve access to knowledge

- Managed, designed, and built (coded) numerous intranets and extranets for global knowledge communities to connect consultants with research and experts; curated and designed content, imagery, layouts.

- Collaborated with IT and Knowledge Services to build requirements, guide development, implement changes and fixes; rigorously beta-tested and evaluated usability.

- Analyzed usage and search terms to understand trends and audience uptake. Used web analytics from variety of data sources (Omniture, Cognos, WebTrends, logs) to create a dashboard for leaders to understand the pulse of the business.

- Conducted knowledge audits and taxonomy reviews, developed metadata classification systems; maintained collection through all stages of publication; developed processes for authors and SMEs to evaluate expiring documents regularly to keep the knowledge fresh and relevant.

- Consulted with SMEs to publish new research; developed outreach communications to highlight new research targeted to the right audience; skilled in business writing, editing, newsletters, reports, abstracts, technical manuals.

- Analyzed the effectiveness of outreach campaigns, document usage, and trends in client service and external demand.

- Created the *Top of Mind* and *Crisis Barometer* reports that took the pulse of business leaders. Identified sources and devised analysis methodology. Report was disseminated quarterly to senior partners globally throughout the Firm.

- Supported research into theory of business growth and the publication of the book ***Alchemy of Growth*** by M. Baghai, S. Coley, and D. White