

# Editorial

Javier Bajer

## HR analytics: have we arrived at the promised land?

Going “digital” is a lot more than just mining data. Today, most organisations are quickly dumping new information in the hope that it somehow will translate into a new type of insight, driving decision-making positively.

In most cases, this does not work as we have hoped for. The fundamental reason is that going “digital” is not only about having access to data but also about having a digital mindset. If an organisation cannot think digitally, investing in analytics can become one more thing that we have to do, that doesn’t really generate new value.

In this issue of *Strategic HR Review*, we are sharing some examples where value was created, in the hope that we can inspire you to do the same.

Specifically, when talking about HR Analytics, don’t be fooled by the idea that knowing more about your people will be sufficient for them to engage with the purpose of the organisation, putting customers first or even becoming more collaborative.

Of course, Analytics are great when we know how to use them wisely, connecting them with a true change of mindset. Attracting and managing talent needs both technology and a very strong sense of purpose, together with a culture where everything else is coherent with each other. Otherwise, we’ll (again) manage to get the “right people” but then lose the sparkle in their eyes, soon after they join our organisations.

I think we now have a true opportunity to put things right, even when we are talking about technology.

Enjoy the reading and let’s continue this conversation.

Dr Javier Bajer

*Editor-in-Chief*

*Strategic HR Review*

Javier@javierbajer.com