



IBM HR Summit

Be a part of the HR revolution.

BOSTON, MA | SEPTEMBER 6-8, 2016

ATB's Continuing Journey with Talent Analytics

TERRY LASHYN

Director People Intelligence | People and Culture

WHERE IS EDMONTON, ALBERTA?

Edmonton is the fifth largest city in Canada and the capital of the Canadian province of Alberta. Known as the "Gateway to the North", the city is the staging point for large-scale oil sands projects in Northern Alberta and diamond mining operations in the Northwest Territories.



ALBERTA



Over 75 years, ATB Financial has grown to become the largest Alberta-based financial institution

5,300 team members help more than 710,000 customers in Alberta communities

ATB Financial
Named one of Canada's 50 Best Employers by McLean's Magazine 2015

ATB was voted the #4 best place to work in all of Canada in 2016 as seen in the *Globe & Mail*



ATB Financial®

THE ATB STORY

HOW WE DO THIS IS THREE FOLD:

WHY *The Story*

HOW *The ATBs* *“Smart, Simple Helpful”* *The Stadium*

WHAT *THE place to work!* *Loved and respected by Albertans* *#1 in every market we’re in*

EXTRAORDINARY RESULTS

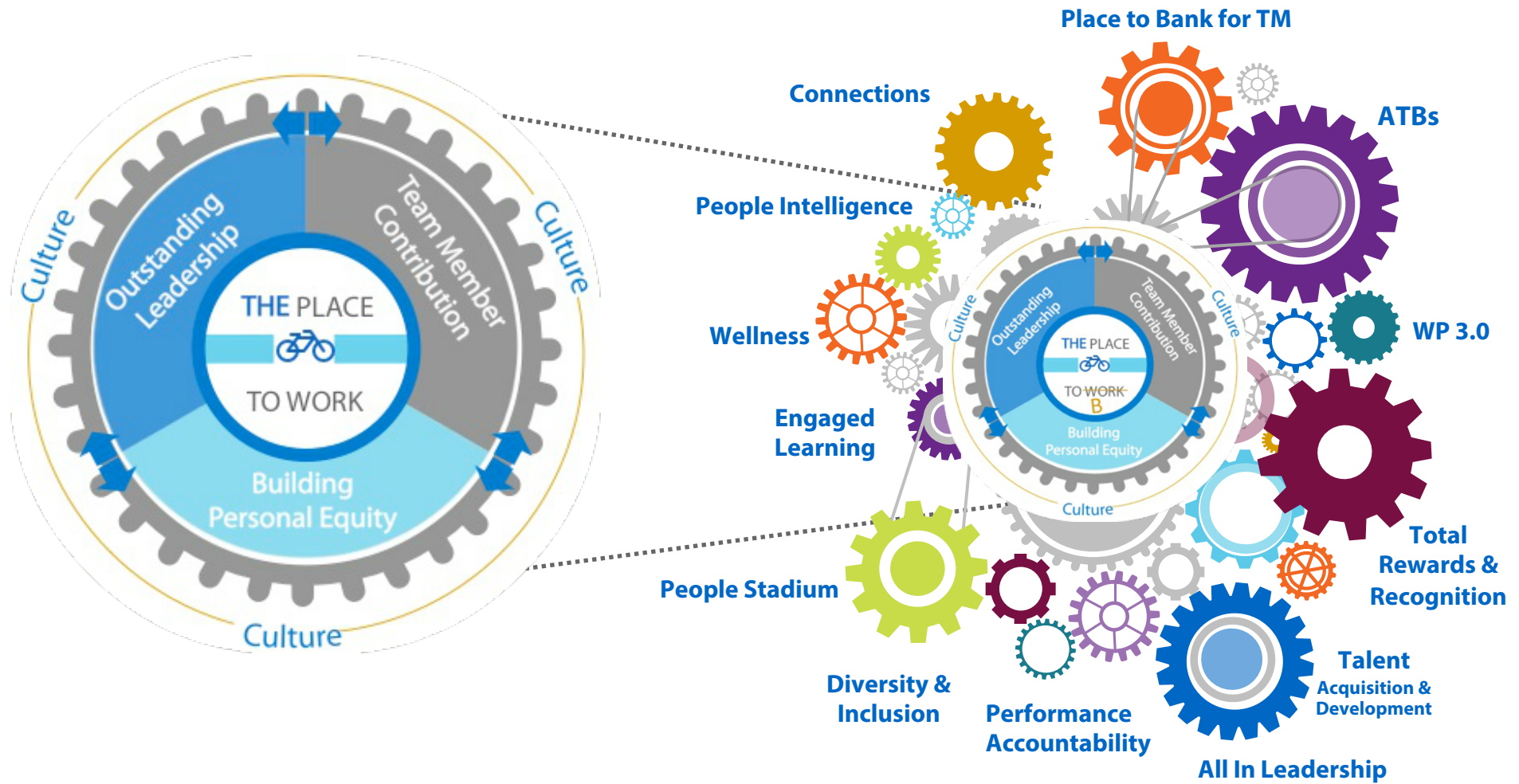


“

We continuously deliver valued service to our customers

”

THE 'PLACE TO WORK' STRATEGY



IBM AND ATB: A BRIEF HISTORY

In the fall of 2014 we launched our working relationship with IBM Kenexa. We provided multiple data sources and business problems to solve. The IBM team connected the data points and provided insights.



Knowledgeable
ATB Team
Members with
the right mindset
around the
current business
problems

We worked
with a smart
and engaging
IBM team

Even with
internal
processes,
hypotheses/
insights
do not require
months

IBM
delivered
actionable
Results in
6 Weeks

#PowerUpHR



**WOULD I WANT TO USE
IBM TALENT INSIGHTS
FOR PEOPLE INTELLIGENCE
DISCOVERY? –**

LET ME COUNT THE WAYS

TALENT INSIGHTS

1

lets you explore your HR data streams in
natural language
(the syntax of cognitive computing)

2

lets you see anomalies through guided
visualizations & build a storyboard
to track the evolution of your question
("stream-of-consciousness" data analysis)

3

lets you integrate data sources
& iterate on HR questions
(to hasten discovery & drive deeper insights)

LEARNINGS AFTER THE 1st PROJECT

- 1 Ensure that the business is involved with problem identification
- 2 Start with solid verified data
- 3 Have weekly project meetings, no shorter than 1 hour
- 4 Add summary files if necessary and join files where you can before importing
- 5 Aim to have the business leader at the keyboard

NOW WHAT ?



Learning from Project 1

Leverage the learnings



Next Steps

Partner with Business sponsors to determine the business question / hypotheses to solve



Next Use Cases

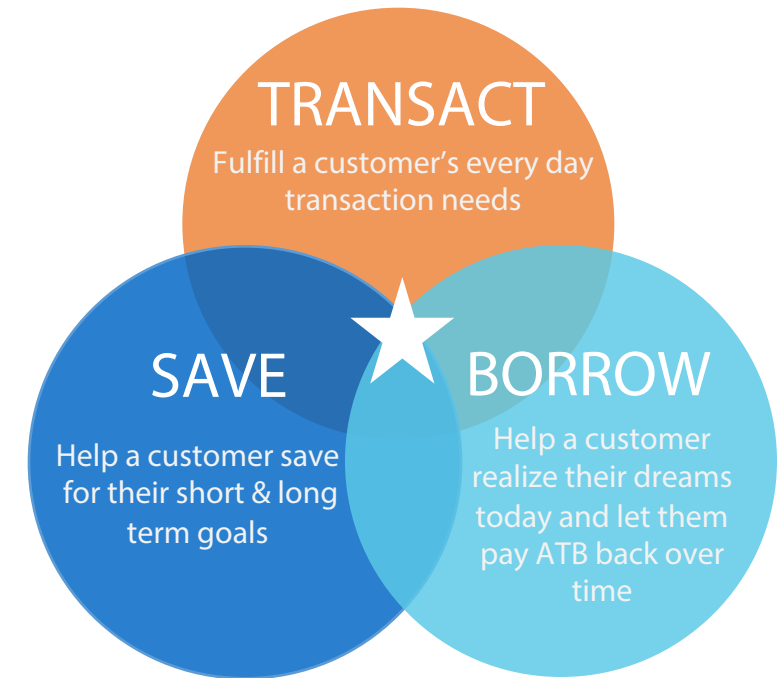
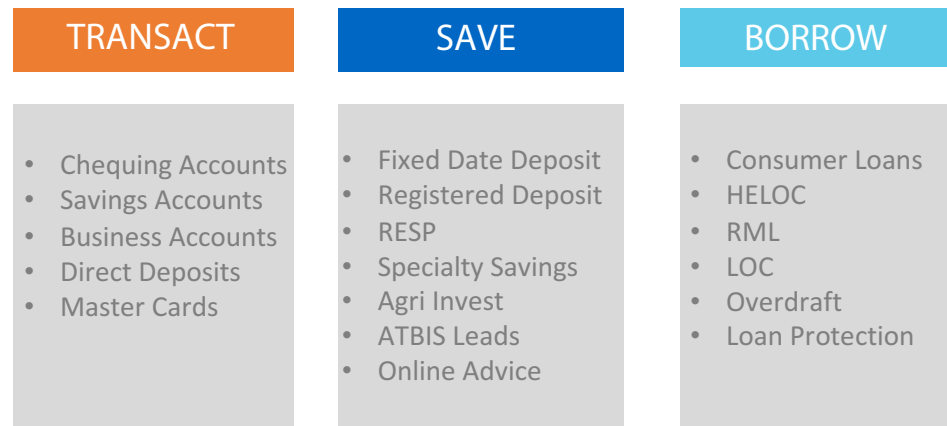
1. Customer Relationship Index
2. Connections
3. Leadership

NEXT CASE

CUSTOMER RELATIONSHIP INDEX (CRI)

The CRI measures the type and depth of relationships we have with our customers. (Some call it the “Footprint” with the company).

Each product or service we offer fits into the foundation of **Transact**, **Save**, and **Borrow** and is given a measurement within the new CRI model.



RELATIONSHIP CATEGORIZATION

Relationships are categorized as **Basic**, **Engaged**, **Core**, and **Digital Core**. Each category carries different weight.

	CUSTOMER TYPE	REQUIREMENTS
LEVEL 1	Basic Customer	Has at least one Transact, Save or Borrow Product
LEVEL 2	Engaged Customer	Has a combination of Transact/Borrow/Save Accounts
LEVEL 3	Core Customer	Has a higher combination of Transact/Borrow/Save Accounts
LEVEL 4	Digital Core Customer	Core customers that transact through Online or Mobile channels
	Attrition	Customers who have left ATB

The CRI measures the type and depth of relationships we have with our customers.

ATB AND IBM KENEXA TALENT INSIGHTS – POWERED BY WATSON ANALYTICS – C R I



IDENTIFY BUSINESS QUESTION

What attributes do our Team Members have that interact with customers resulting in those customers increasing their CRI ?



MANAGE DATA SOURCE

Understand the data sources, the files to join, where to join them and the process to load them in Talent Insights – Leverage confirmed data!!



OUTCOME

Learn what our team members have in common when the customers they service have an increase in CRI



LEARNING

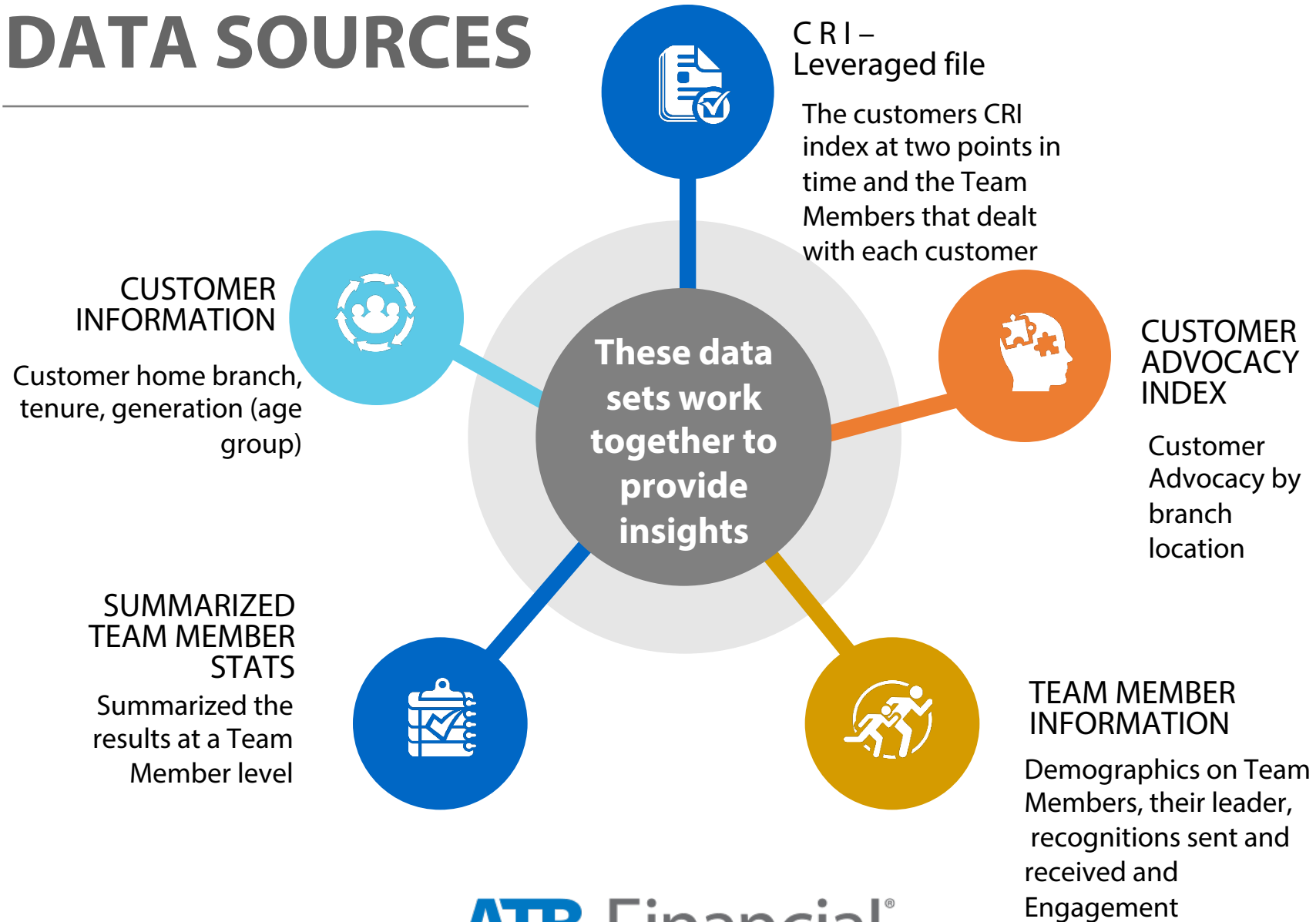
Understand the process to get results, what worked, what needed to be changed, and what can the Business do with this?

“

What attributes do top Team Members have in common?

”

DATA SOURCES



3 Components of Team Member CRI

1. Existing Customer Component

- How good are Team Members at **growing existing customers**?
- Look at change in TM CRI for existing customers, year-over-year

2. New Customer Component

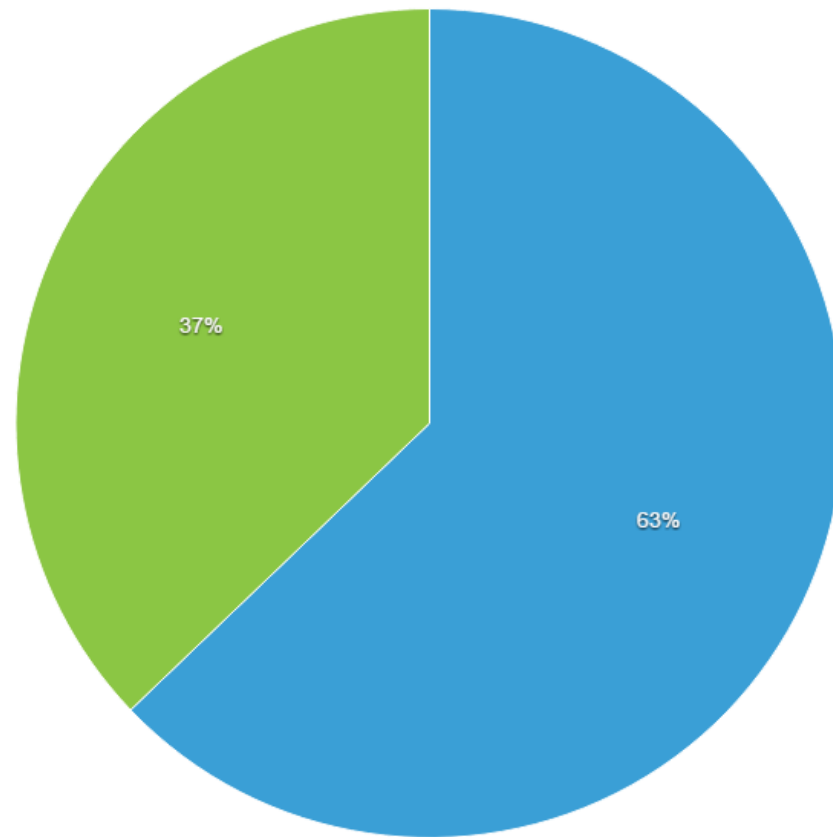
- How good are Team Members at **attracting new customers**?
- TM CRI component for all new customers over the course of a year

3. Churned Customer Component

- How good are Team Members at **retaining existing customers**?
- TM CRI component for all churned customers over the course of a year

37% Had Team Member **Interaction**

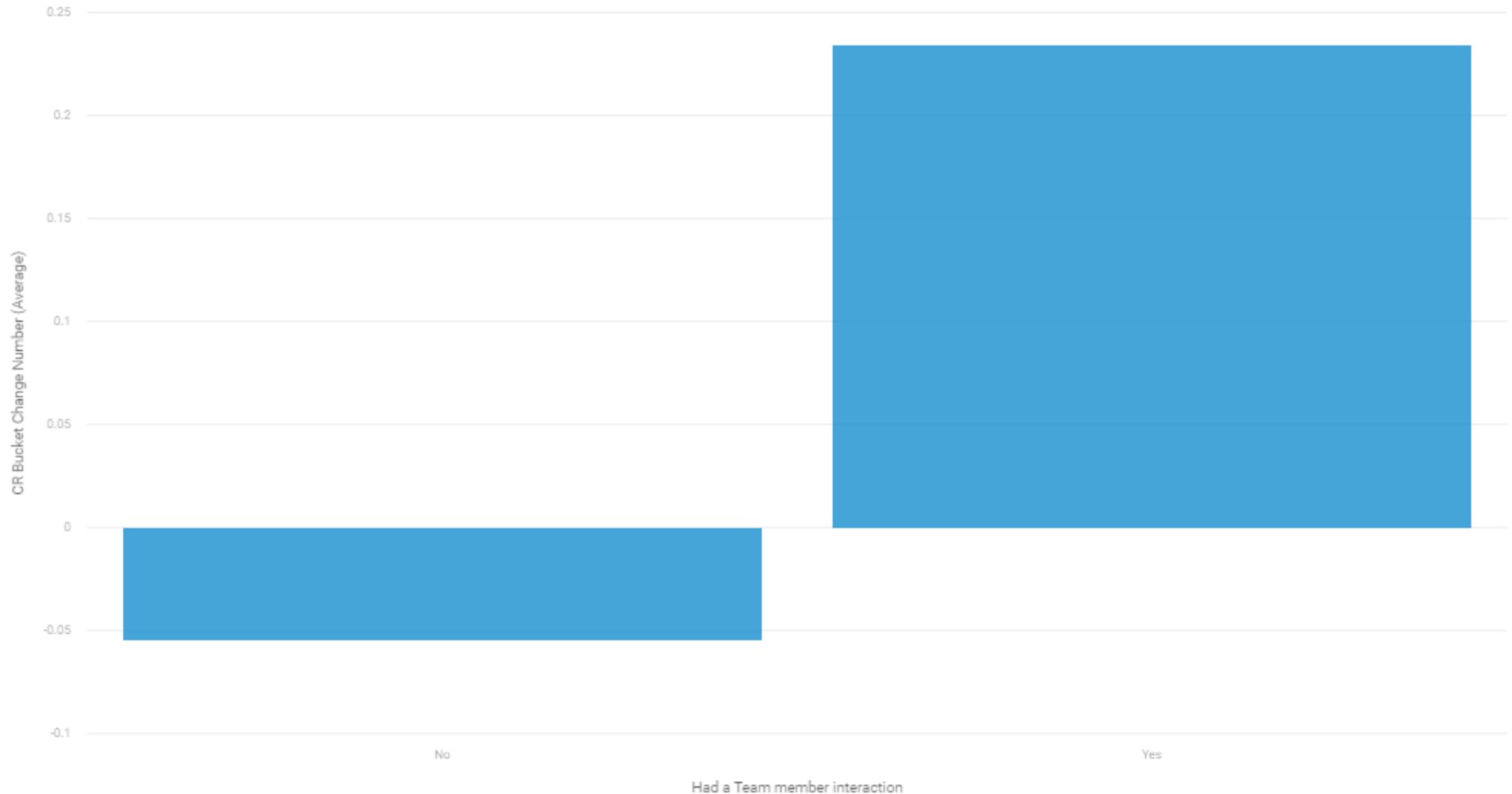
What is the breakdown of the number of **Customer Type** by **Had a Team member interaction** ?



Columns
Had a Team member interaction
No
Yes

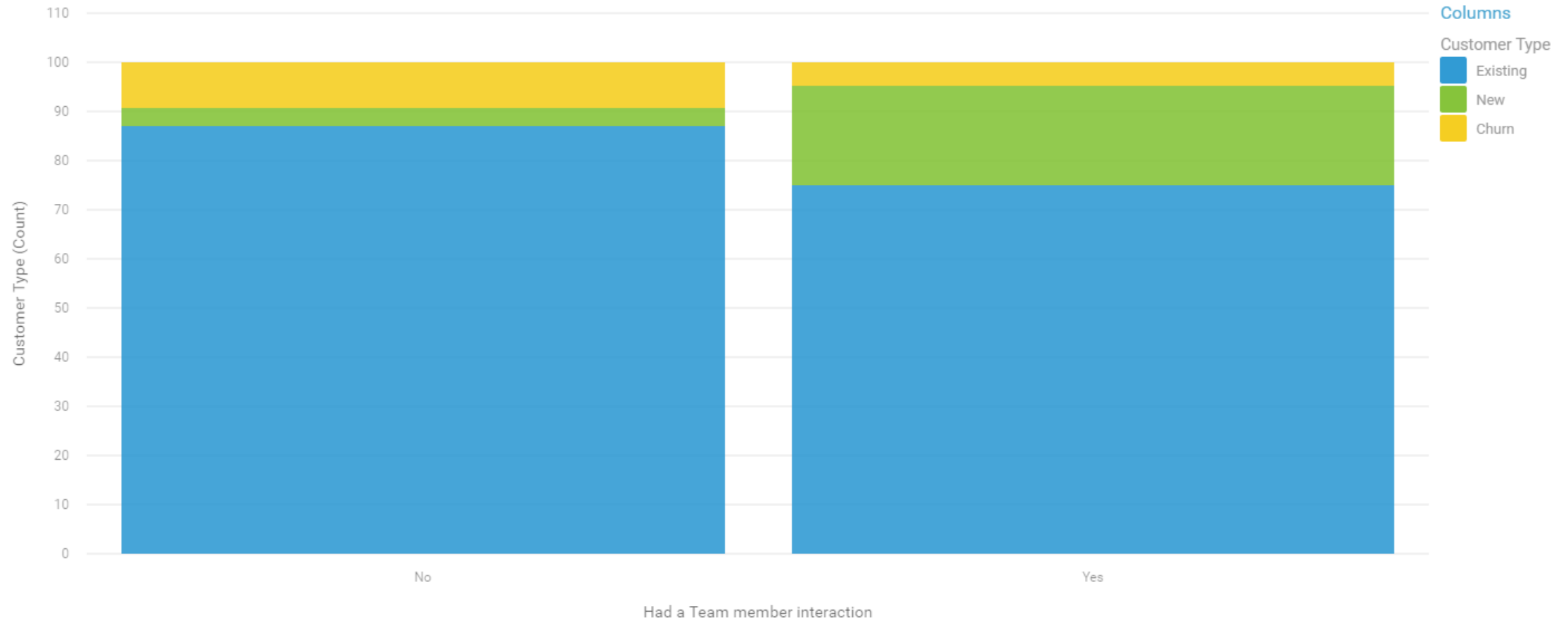
Higher CRI for Customers That Had Team Member Interaction

How does the number of CR Bucket Change Number compare by Had a Team member interaction ⊗ ?



What Happens When There Is Team Member Interaction ?

How does the number of Customer Type compare by Had a Team member interaction ⊗ and Customer Type ⊗ ?

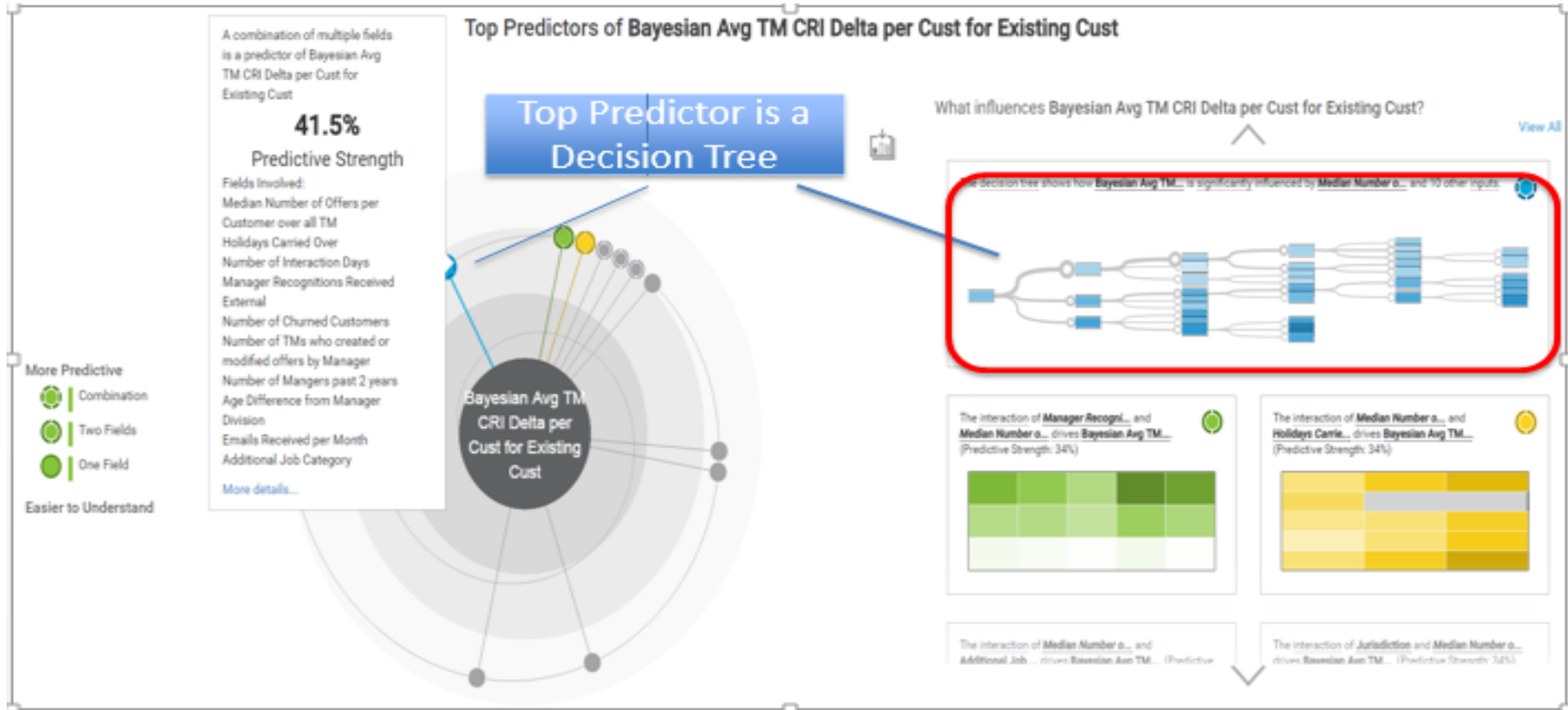


BE Careful.....

These results are a work in progress and need to be confirmed with the Business....



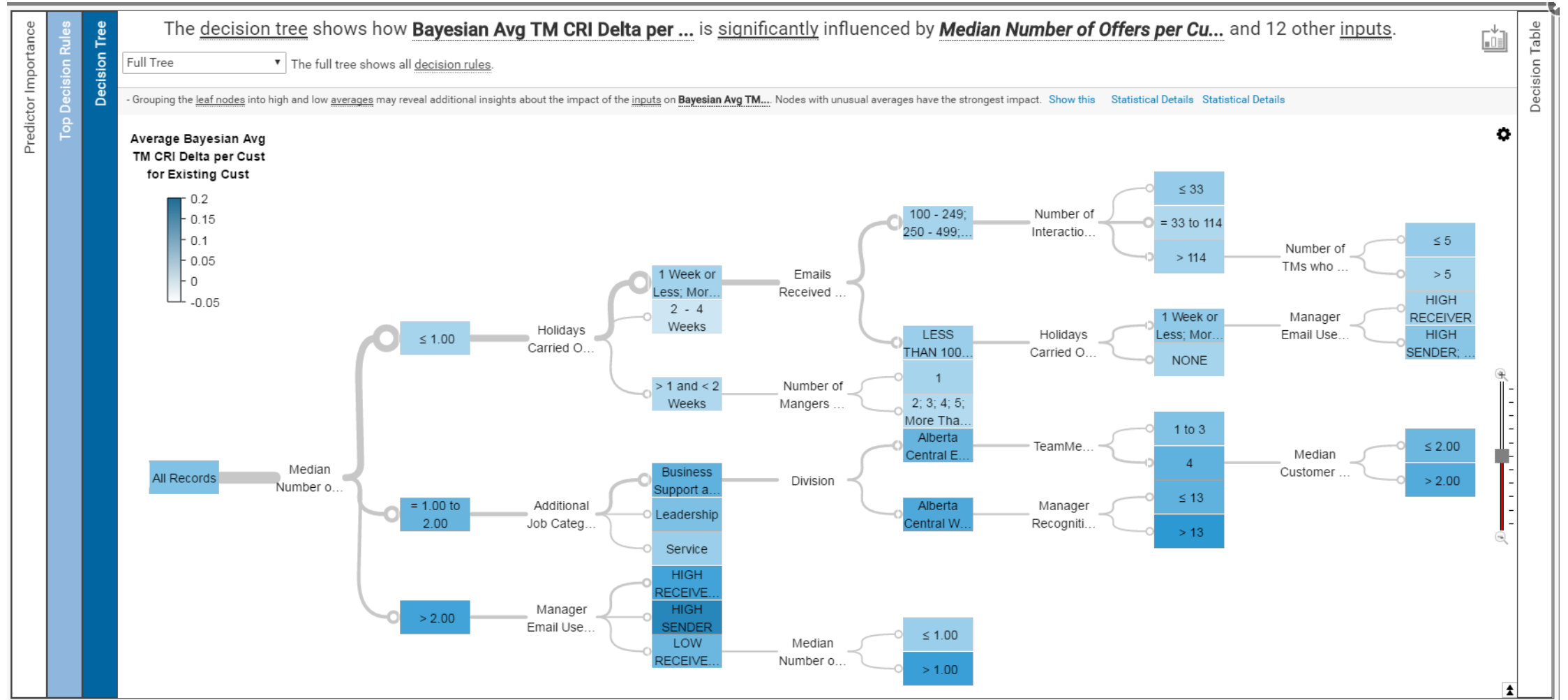
Prediction for Target: *Average Team Member CRI Delta per Existing Customer*



Top 3 Predictors of Change in Average TM CRI Delta per Existing Customer

Target	Predictor Rank	Predictor Type	Predictive Strength	Sig. Effect?	Important Predictor Variables
Average TM CRI Delta per Existing Customer	1	Decision Tree	41.5%	Yes	<ul style="list-style-type: none"> Median # Offers per Customer over all TM Manager Recognitions Received External Age Difference from Manager 8 other inputs
	2	2-way interaction	34.4%	Yes	<ul style="list-style-type: none"> Median # Offers per Customer over all TM Manager Recognitions Received External
	3	2-way interaction	34.0%	Yes	<ul style="list-style-type: none"> Median # Offers per Customer over all TM Holidays Carried Over

Top Predictor Decision Tree for Target: **Average TM CRI Delta per Existing Customer**



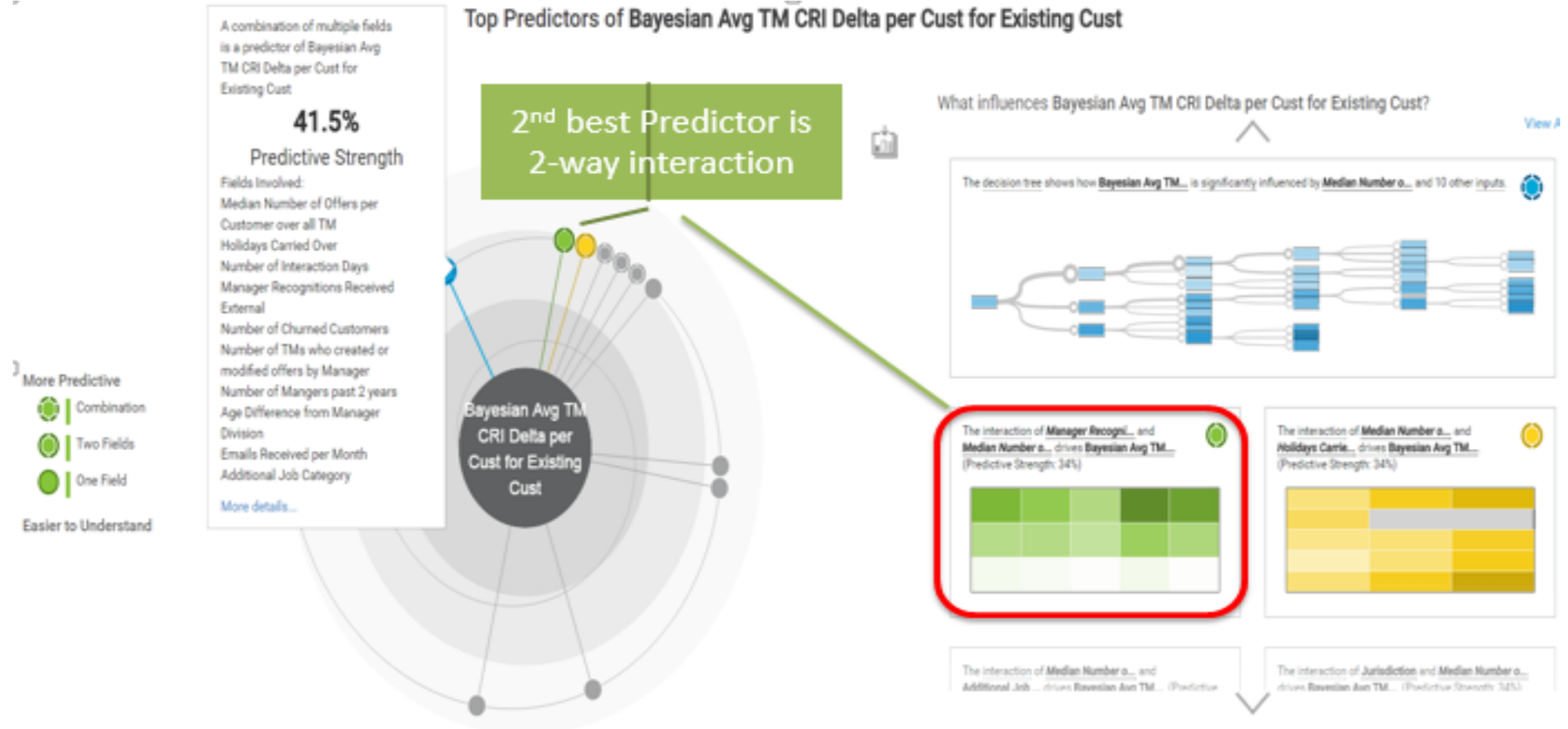
Top 3 Decision Tree Rules for Top Predictor for Target: *Average TM CRI Delta per Existing Customer*

Review profiles with the strongest predictions for <u>Bayesian Avg TM CRI Delta per ...</u>	
Review the top five decision rules predicting <u>Bayesian Avg TM...</u> to be <input type="text" value="High"/> .	
Show these rules in the tree →	
Bayesian Avg TM CRI Delta per Cust for Existing Cust 0.18 High	Median Number of Offers per Customer over all TM > 2.00 Manager Recognitions Received External > 13 Age Difference from Manager = -8 to -1
Bayesian Avg TM CRI Delta per Cust for Existing Cust 0.15 High	Median Number of Offers per Customer over all TM = 1.00 to 2.00 Additional Job Category = Business Support and Analysis; Sales Number of Churned Customers ≤ 10 Manager Recognitions Received External > 13 Division = Alberta Central West; Alberta Private Client; Alberta South; Calgary South
Bayesian Avg TM CRI Delta per Cust for Existing Cust 0.12	Median Number of Offers per Customer over all TM > 2.00 Manager Recognitions Received External ≤ 10

[Statistical Details](#)

[Statistical Details](#)

Prediction for Target: *Average Team Member CRI Delta per Existing Customer*



Top 3 Predictors of Change in Average TM CRI Delta per Existing Customer

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	3	2-way interaction	34.0%	Yes	<ul style="list-style-type: none"> • Median # Offers per Customer over all TM • Holidays Carried Over

Offers Customer Received and Mgr Recognitions Received External - 2nd Best Predictor for Target: **Avg* TM CRI Delta per Existing Customer**

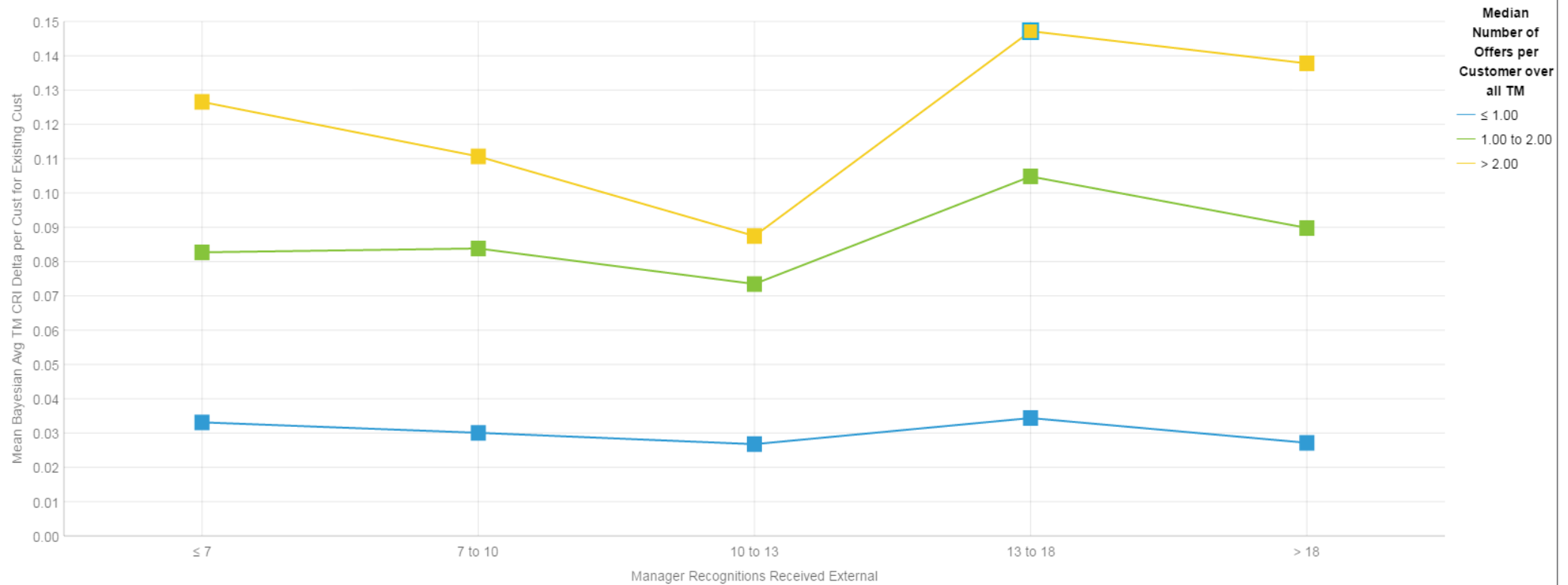
Details

Bayesian Avg TM CRI Delta per ... is a continuous target, so a linear regression (ANOVA) based approach is used.



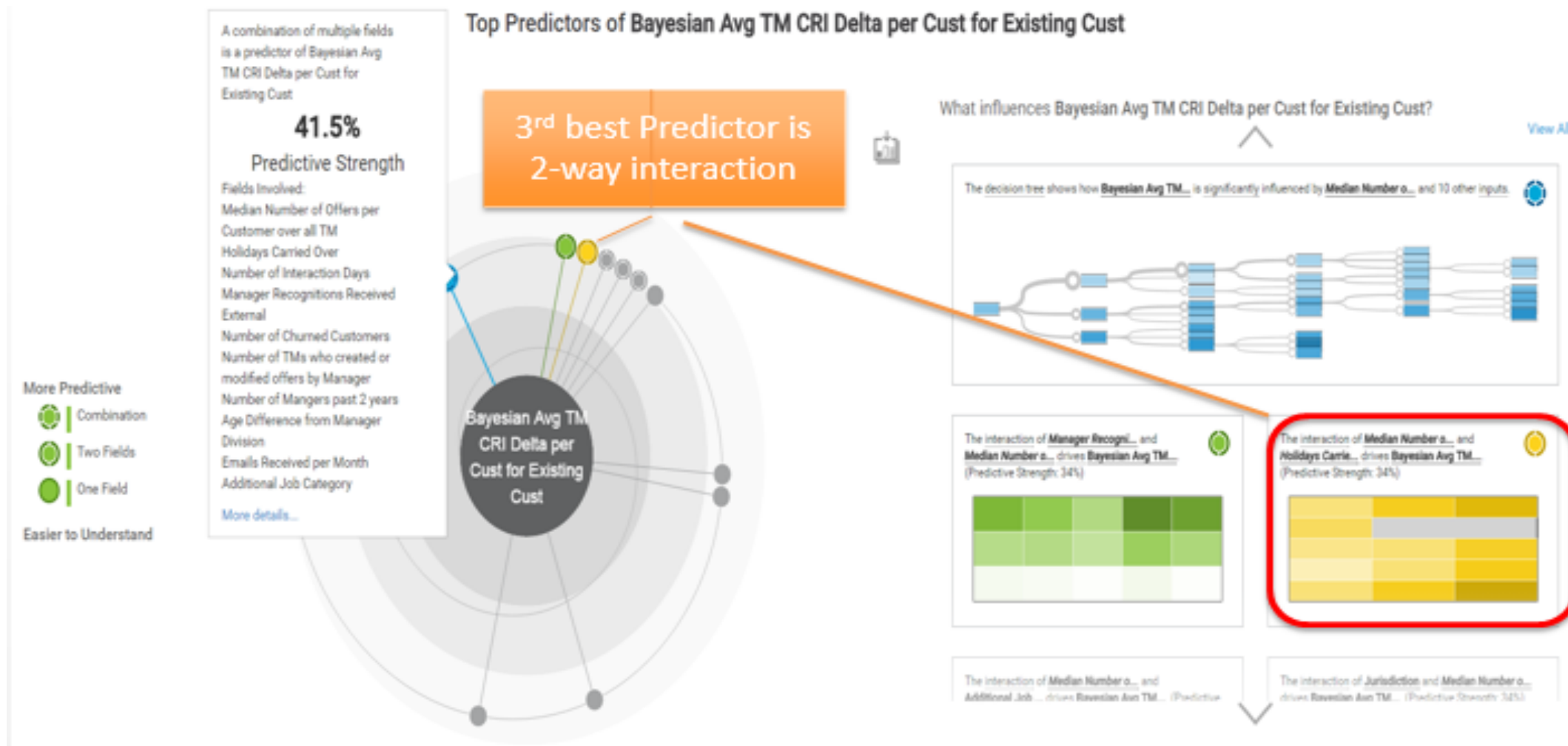
There is a significant weak interaction effect of Manager Recogni... and Median Number o... on Bayesian Avg TM... [Statistical Details](#)

- The combined effect of these two inputs has more influence on Bayesian Avg TM... than the sum of their main effects.
- The effect of Manager Recogni... on Bayesian Avg TM... differs across the levels of Median Number o...
- In order to optimize the analysis, field transformations were performed. [Statistical Details](#)



Records Included = 2207 (100%), Records Excluded = 0 (0%)

Prediction for Target: *Average Team Member CRI Delta per Existing Customer*



Top 3 Predictors of Change in Average TM CRI Delta per Existing Customer

Target	Predictor Rank	Predictor Type	Predictive Strength	Sig. Effect?	Important Predictor Variables
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	2	2-way interaction	34.4%	Yes	<ul style="list-style-type: none"> • Median # Offers per Customer over all TM • Manager Recognitions Received External
	3	2-way interaction	34.0%	Yes	<ul style="list-style-type: none"> • Median # Offers per Customer over all TM • Holidays Carried Over

Offers Customer Received and Holidays Carried Over – 3rd Best Predictor for Target: *Avg* TM CRI Delta per Existing Customer*

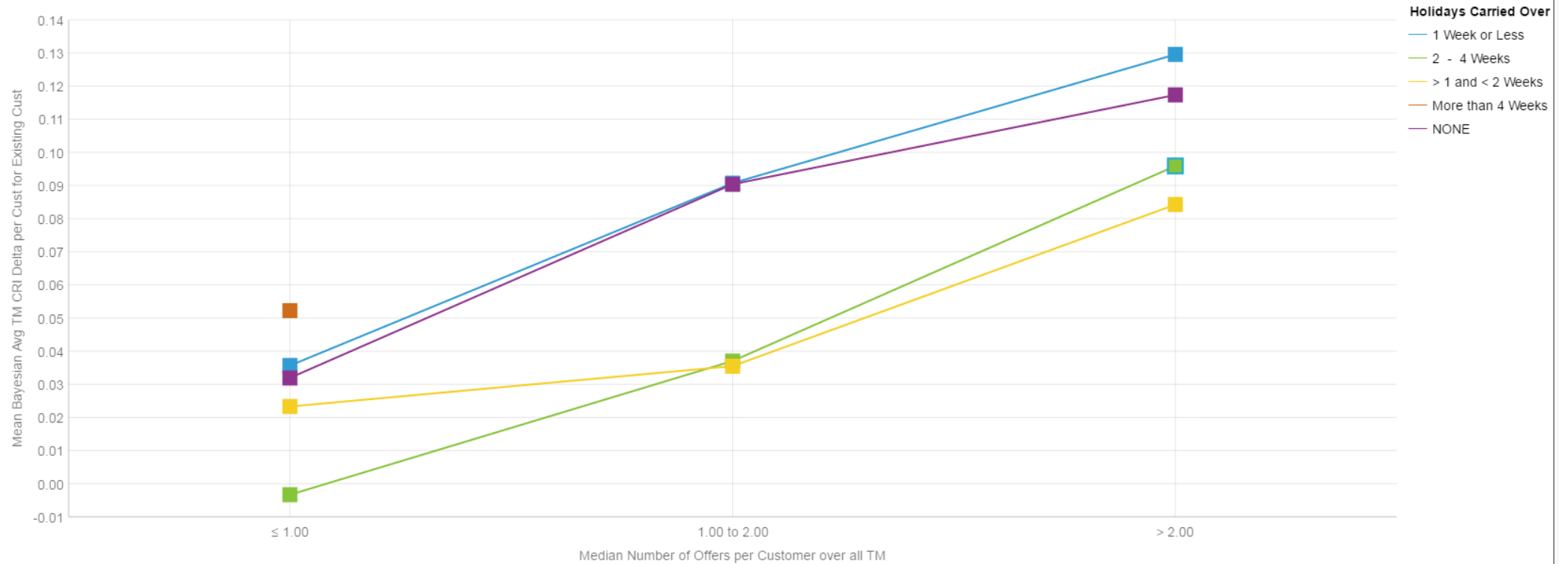
Details

Bayesian Avg TM CRI Delta per ... is a continuous target, so a linear regression (ANOVA) based approach is used.



There is a significant weak interaction effect of Median Number o... and Holidays Carrie... on Bayesian Avg TM... [Statistical Details](#)

- The combined effect of these two inputs has more influence on Bayesian Avg TM... than the sum of their main effects.
- The effect of Median Number o... on Bayesian Avg TM... differs across the levels of Holidays Carrie...
- In order to optimize the analysis, field transformations were performed. [Statistical Details](#)



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What is Next ?

- 1 Analyze the new customers and customers that have churned
- 2 Analyze the Team results (Those that have the same manager)
- 3 Incorporate other data sources as necessary ie) Training Taken
- 4 Continue to socialize the results with the Business
- 5 Prepare for next Use Cases– i) Connections ii) People Leaders

Questions ??



THANK YOU!

TERRY LASHYN

**ATB Director
People Intelligence**

Find me on

Linked  TM

ATB Leaders ALL IN

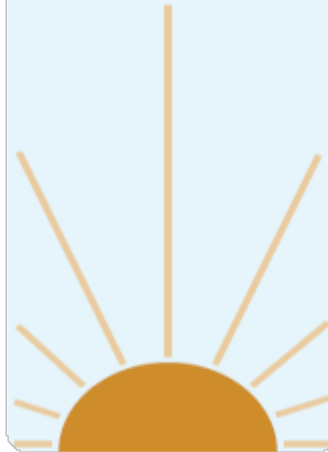
ATB and team members have the right to be led by **GREAT LEADERS** (not perfect) and leaders have the responsibility to become great.

I BELIEVE

We can transform banking
REIMAGINE IT MAKE BANKING WORK FOR PEOPLE
 Because we carry the *outrageous* belief that banking can change people's lives for the better
Make their time richer their aspirations closer
 THEIR HAPPINESS DEEPER
 HOW WILL WE DO THIS? **BY DOING THINGS OTHER BANKS WOULDN'T DO**
By being ever loyal to our customers RELENTLESSLY INVENTIVE
 and steadfastly genuine in our pursuit of Albertans' greater good
 BY USING BANKING TO CREATE HAPPINESS
WHY HAPPINESS?
Because good things happen when happiness becomes your purpose
 THAT'S WHY **ATB**
will always be more than a bank

I LEAD

To bring out the **very best** in others for **outstanding results!**



I AM



LEADERSHIP ATTRIBUTES

I LIVE



I PRACTICE

1. I set a vivid and compelling vision on where we are going
2. I set clear and inspiring expectations for performance
3. I connect, care and coach in-the-moment and in one-on-ones
4. I give feedback generously, asking for and receiving it in return
5. I drive continuous learning to accelerate growth and agility
6. I actively notice and recognize others and celebrate results

I ACHIEVE



Strong relationships

Outstanding results

Continuous development in others and self

I am an ATB leader

The Story

We can transform banking.

Reimagine it.

Make banking work for people.

**Because we carry the outrageous belief that
banking can change people's lives for the better.
Make their time richer, their aspirations closer,
their happiness deeper.**

How will we do this?

**By doing things other banks wouldn't do.
By being ever loyal to our customers, relentlessly
inventive, and steadfastly genuine in our pursuit
of Albertans' greater good.**

**By using banking to create happiness.
Why happiness?**

**Because good things happen when happiness
becomes your purpose.**

**That's why ATB will always be
more than a bank.**

THE ATBS

Deliver
WOW
to customers
and each other
every chance
you get

Have
fun
every
day

Continuously
seek ways to make
banking work
FOR
people

Think
yes
first

Be
personally
and **fiercely**
accountable

Find
a way to
get things
done

Be
confident
and
humble

Trust
and expect the same
from others

Do the
right
thing

Think
big
and make
it happen