

People Analytics

2025



INTRODUCTION

WELCOME

It is with great pleasure that I welcome you to our 'People Analytics' training program. This training is designed with one goal in mind: empowering professionals like you to fully leverage the power of data and analytics to make impactful decisions in the dynamic landscape of Human Resources.

In an era where data drives strategic decision-making, we understand the crucial role that People Analytics plays in shaping the future of HR. Our program has been carefully crafted to not only provide you with the right knowledge but also to guide you in developing the skills necessary to turn data into valuable insights and transform your HR organization into a data-driven one.

What makes this course unique? It's not just an educational journey but an interactive experience where we bring together a group of like-minded professionals. Small groups, personal attention, and a flexible curriculum are the pillars that will shape your personal learning path. Together, we will explore the world of People Analytics, from the fundamentals to advanced applications, equipping you with the skills needed to make data-driven decisions with confidence.

I invite you to join this exciting program and take your skills to new heights. Unlock the power of HR Analytics and discover how data can enrich your role and lead your organization to greater success.

Irma Doze

A handwritten signature in black ink, appearing to read 'I. Doze', with a long horizontal line extending to the right.

People Analytics Expert | Highberg



PEOPLE ANALYTICS TRAINING

Discover the power of People Analytics and transform your HR practice into a data-driven approach.

The HR Analytics Training is a compact, specialized program. It's designed as a cohesive learning experience, where each module logically builds on the previous one. Real-world cases and practical exercises help you apply theory to everyday situations.

While completing the full program is ideal, the course also offers flexibility. You can select individual sessions based on your own needs or interest in a specific topic or skill. This allows you to tailor the program to your unique learning path.

After completing this course, you will be able to:

- Support an organization in becoming data-driven;
- Assess the current maturity level of the organization and create a roadmap for the transformation to a data-driven HRM organization;
- Define key performance indicators and know how to visualize them effectively;
- Identify opportunities to create added value using data analytics and artificial intelligence, and pinpoint relevant business questions within your organization;
- Translate a business question into an analytics challenge;
- Carry out (or commission) a complete HR analysis from start to finish;
- Prepare (automated) and analyze data;
- Interpret outcomes, create an HR Analytics report, and translate results into daily HR practice;
- Visualize data by selecting the right chart type and designing it effectively.



WHAT MAKES THIS COURSE UNIQUE

- **Flexibility**
Choose whether to attend the full program or just a few selected sessions, tailored to your schedule and learning needs.
- **Hands-on Experience**
Learn by doing through practice-oriented exercises and real-world case studies. While theory is thoroughly covered, the main goal is to enable you to apply methods and techniques directly in practice.
- **Field Experts**
Our experienced trainers bring real-world expertise and practical examples to the classroom. This ensures that the knowledge you gain is directly applicable in your daily work.
- **Networking Opportunities**
Connect with like-minded professionals and build valuable networks.
- **Personal Attention and Active Participation**
We work with small groups (6–12 participants), allowing our trainers to provide more individual attention. This makes it easier to address your specific questions.
- **Practical Application**
After each session, you'll have the opportunity to complete and submit an assignment. The trainer will provide written feedback, and during a (digital) follow-up session, key insights will be discussed and additional questions can be addressed.
- **Hybrid Format**
If personal circumstances prevent you from attending in person, you can join the session online. We'll make sure you can participate interactively—just like the other participants.



"A comprehensive training that covers the full spectrum of People Analytics — from cleaning and analyzing data to presenting it in the most effective way. It all starts with asking the right business questions. This training is highly recommended: great location, inspiring instructors, and a group composition that encouraged learning from one another."

Liesbeth Lammerts
Controller HR

CONTENT AND STRUCTURE



CONTENT AND STRUCTURE

1-7 SESSIONS

This course consists of seven full-day sessions and offers an in-depth exploration of People Analytics. Each module is designed to enhance your knowledge and skills, positioning you as a valuable player in the data-driven HR landscape. The course is conducted in Dutch, English and German.

1. Introduction to People Analytics – Discover the World of HR Data

Be inspired by the power of HR Analytics in this engaging session that explores the 'why' of data and its impact.

Gain not only a theoretical introduction to HR Analytics but also practical real-world examples.

Experience the most common pitfalls and challenges of a data-driven mindset through an interactive escape game.

Develop a clear understanding of the HR Analytics domain and concepts such as big data, machine learning, algorithms, and Artificial Intelligence (AI).

Learn the core principles, structure, processes, and roles that form the foundation of data-driven HR work, serving as a guide throughout the program.

Get an update on emerging trends and technologies in People Analytics. This session prepares you for the deep-dive sessions ahead.



2. People Analytics Framework, Scan and HR Analytics Roadmap/Plan

Are you the one driving the transformation to data-driven HR in your organization? Then this session is for you.

Gain insights into the HR Analytics Framework, which serves as a compass for your journey in data-driven HR.

Learn how to use the HR Analytics Scan as a powerful tool to assess the current

state of People Analytics in your organization.

Identify opportunities and challenges within your organization and translate them into an Analytics roadmap/plan.

Learn how to set concrete goals, prioritize initiatives, and develop a strategic plan to successfully transition into a data-driven HR organization.

CONTENT AND STRUCTURE

1-7 SESSIONS

3. Working with HR Metrics, ROI measurement and dashboards

This session dives into using Key Performance Indicators (KPIs) effectively.

Learn to select the right KPIs that align with your specific HR objectives and business context.

Practice setting clear and measurable goals for HR programs or projects and measuring the Return on Investment (ROI) to assess their effectiveness.

Understand the principles of dashboard design and visualization to create impactful dashboards that convey

information clearly, provide quick insights, and support strategic decision-making.

Develop the skills to make decisions based on the insights gained from KPIs and dashboards.

4. Starting an Analysis – Business Questions, Briefing, Data Sources, Ethics and Privacy

This session focuses on the essential aspects of setting up and preparing an HR data analysis to answer business questions.



Practice identifying, defining, and structuring business questions and translating them into analytics problems.

Learn how to create an effective briefing for data analysis, dashboards, or algorithm development while ensuring ethical and privacy considerations.

Determine which analytical methods are suitable for answering research questions based on available data.

Explore various data sources and learn how to use them responsibly and effectively.

Develop a "Voice of the Employee" program tailored to your organization's objectives, characteristics, and context.

CONTENT AND STRUCTURE

1-7 SESSIONS

5. Data Preparation and Processing

Unlock the power of data with this hands-on session on data preparation.

Discover best practices for working with data and developing a critical eye for data quality.

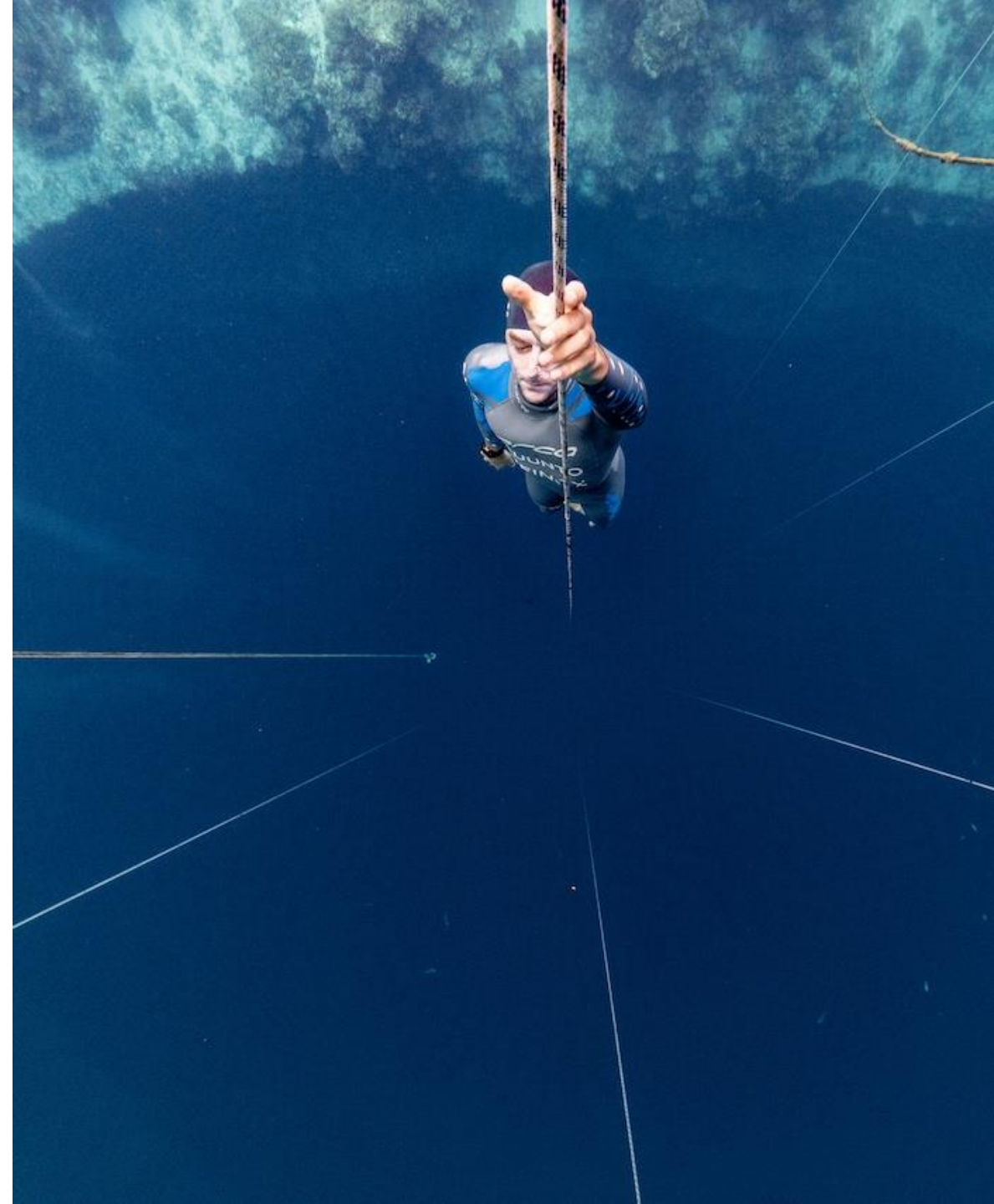
Learn how to link different datasets intelligently and create new variables for deeper insights.

Aggregate data to uncover trends and patterns, gaining a better understanding of the broader picture.

Convert data into usable formats to ensure flexibility in different analytical contexts.

Develop strategies to handle low-quality data and address missing values.

Apply what you've learned with hands-on exercises in Excel (using Power Query and Power Pivot).



CONTENT AND STRUCTURE

1-7 SESSIONS

6. Analyzing and interpreting data

Step into the world of data analysis and interpretation with this deep-dive session.

Learn how to explore data effectively, identifying patterns and outliers that are crucial for further analysis.

Get introduced to advanced analytics techniques and learn how to make predictions and formulate data-driven recommendations.

Master the art of data interpretation, including recognizing potential pitfalls.

Understand how interrelationship diagrams help identify causal relationships between variables—

essential for data-driven decision-making.

Practice interpreting data, drawing clear conclusions, and translating insights into actionable recommendations.



7. Data Storytelling

The program concludes with a session on data storytelling.

Learn how to craft compelling narratives using the Pyramid Principle.

Discover strategies for communicating complex data in an understandable way.

Simplify complex analyses without losing depth, ensuring your HR insights have a real impact.

Learn effective visualization techniques to present People Analytics findings persuasively.

Develop the skills to create stories that engage stakeholders and drive action.

This session not only provides practical data storytelling skills but also emphasizes the importance of communication in conveying complex HR insights effectively and convincingly.



WHAT YOU NEED TO KNOW

PRACTICAL INFORMATION

IS THIS TRAINING FOR YOU?

This training aims to develop a deep understanding of People Analytics and teach participants how to apply it effectively in their roles as HR professionals, Analytics Translators, or HR analysts. Ideally, you have a higher professional education (HBO) or academic level of thinking and working. No prior knowledge of statistics is required.

HR-Professionals (HR Business Partners, Managers, Advisors)

Whether you shape HR strategies, manage teams, or advise management daily, this training equips you with the tools to elevate your role.

- Strengthen your ability to make well-founded strategic HR decisions and provide data-driven advice.
- Optimize talent management and enhance organizational performance using data.
- Increase your influence as a data-driven HR professional.

Analytics Translators, HR data consultants:

If you aim to bridge the gap between data and HR, this program teaches you how to translate complex analyses into actionable insights for your organization.

- Help your organization transition from traditional HR to data-driven HR.
- Refine your skills in translating complex analytics into clear and actionable insights.
- Become an effective link between data analysis and HR decision-making.
- Improve the communication of HR data to various stakeholders.



HR Analysts, HR-controllers and Reporting Specialists:

If you are responsible for analyzing HR data and creating impactful reports, this training provides advanced skills to maximize your impact

Improve the quality of HR reports and analyses.

Develop your ability to identify patterns and trends.

Explore the potential of advanced analytical techniques for HR data..

PRACTICAL INFORMATION

OUR INSTRUCTORS



HEAD INSTRUCTOR

Irma helps organizations create value with HR data and transform from conventional HR to data-driven HR. In addition, Irma shares her knowledge and experience in the form of trainings, workshops and coaching. She is co-author of the book 'HR analytics, creating value with data-driven HR policies'.

WHEN YOU ATTEND AT LEAST 5 SESSIONS OF THIS COURSE,
YOU'LL RECEIVE THE BOOK AS A GIFT!



Gido helps organizations transition from conventional HR to data-driven HR.

He supports organizations throughout the entire process, from People Analytics strategy to roadmap development and implementation. In all three phases, Gido takes an integrated approach to People Analytics, considering people, process, technology and structure



Sanne has a background in Data Science and 6 years of experience in Financial Services. Her career progression to People Analytics was triggered by a genuine interest in people and personal development, combined with a data mindset and data science skills.

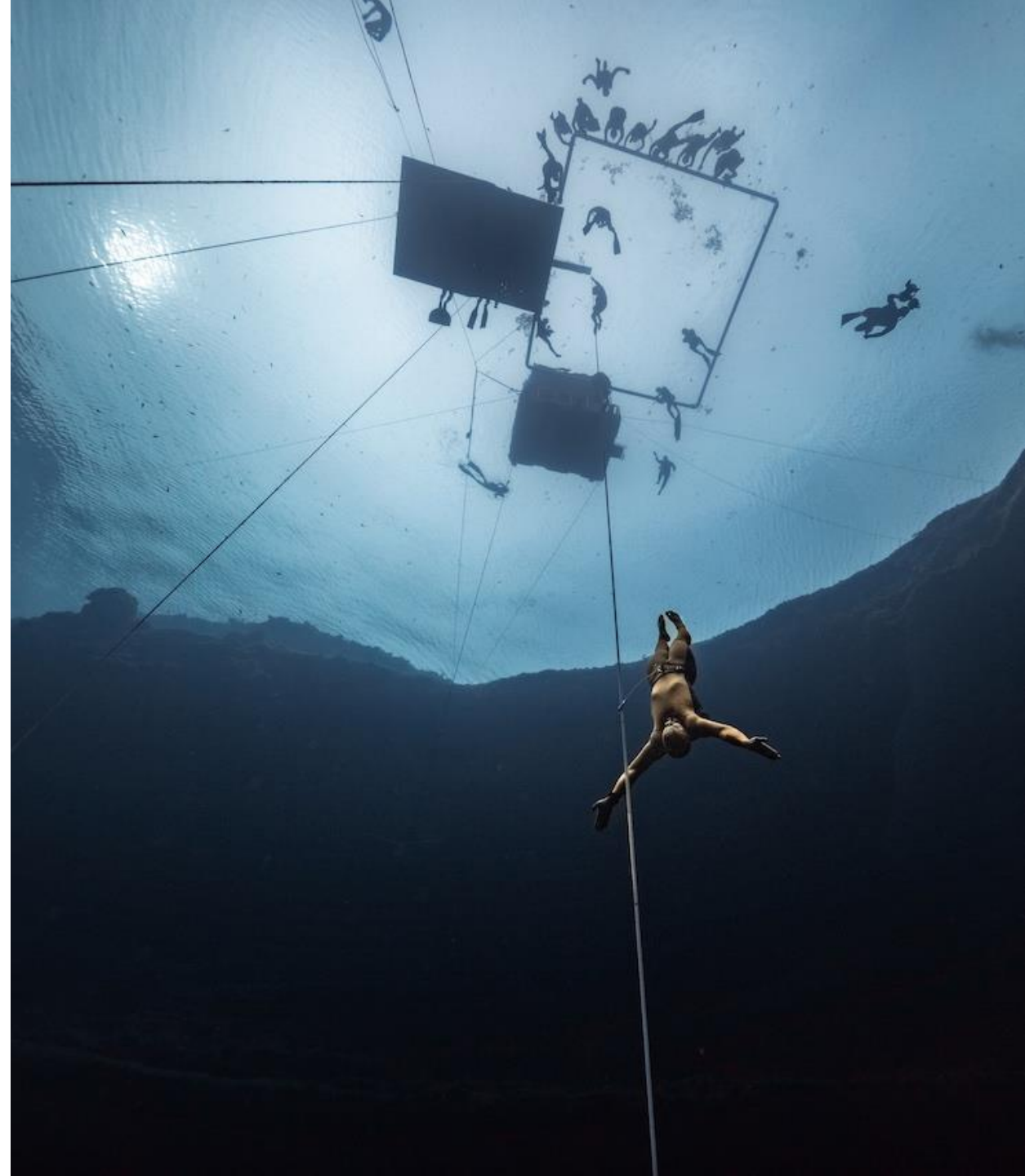
At Highberg, she worked on several client projects focused on leveraging the full potential of HR data for business direction and process improvements. From her last client assignment at a Dutch bank, she gained hands-on experience in setting up and improving the HR data chain for CSRD reporting purposes.

PRACTICAL INFORMATION

COSTS AND CONDITIONS

The In-company training is customized to the client's requirements and a proposal will be issued based on that.

At Highberg we use [terms and conditions](#) for all our training courses. When registering you must agree to these, so please read them carefully.



ANALITIQS IS NAMED HIGHBERG

We are a group of multidisciplinary boutique hubs with best-in-class expertise in organizational, sustainable, and digital transformations.

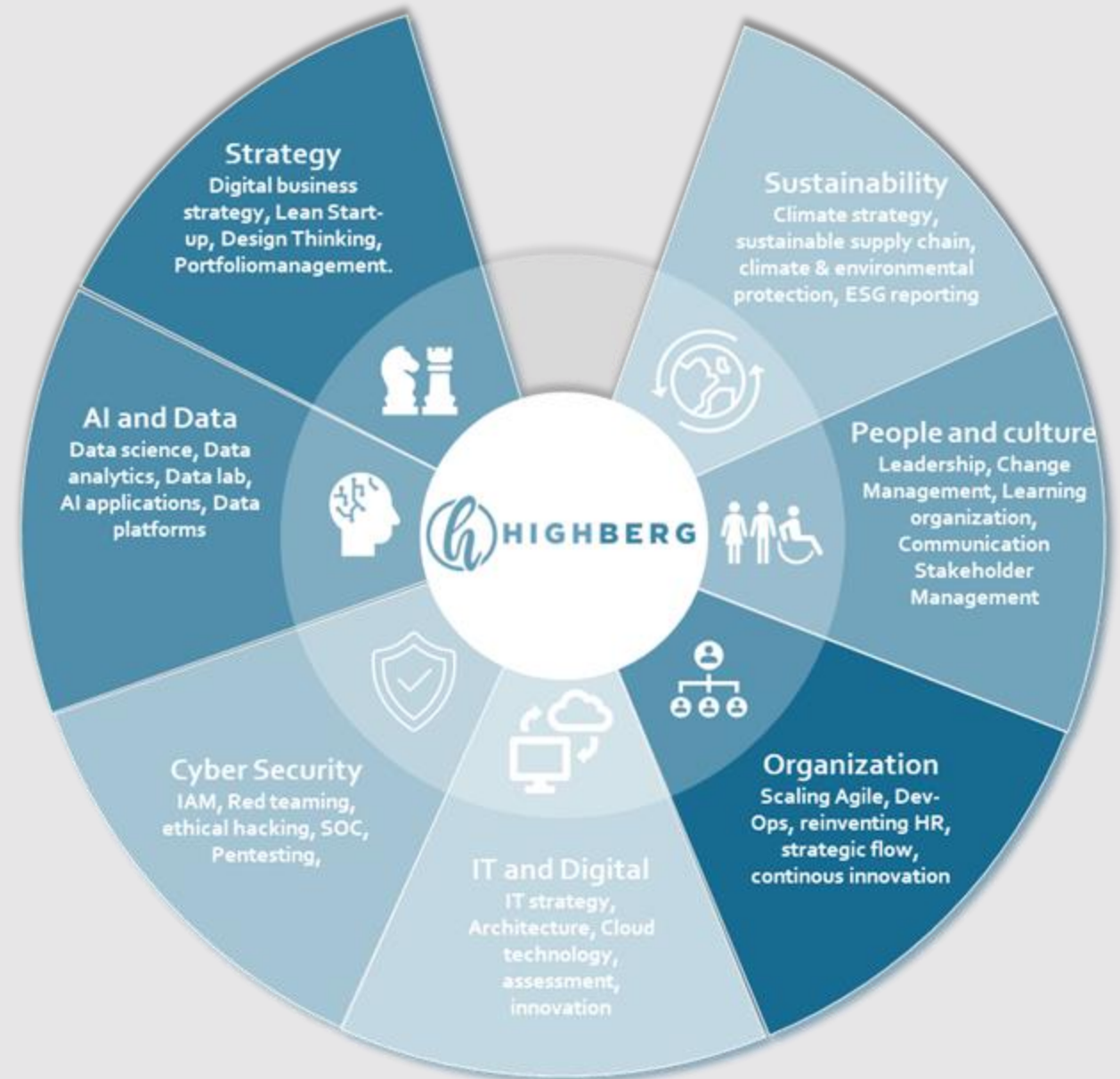
Our shared ambition is to build the leading transformation advisory group in Europe, with one mission: to be the best partner for our clients in organizational, digital, and sustainability transformations through our combined expertise. We aim for change that creates lasting impact on organizations and their people.

Our Goal: Organizational and digital transformation for a competitive and sustainable future.

Through collaboration between our companies, we offer clients a holistic transformation approach.

Our advisory services are supported by data and analytics, as well as a shared education platform (training & coaching).

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"A good hockey player plays where the puck is.
A great hockey player plays where the puck is
going to be."

Wayne Gretzky

Questions?



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