PEOPLE ANALYTICS

in Denmark 2024

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POTENTIAL AND REALITY

THE LITERATURE

"a **must-have**"

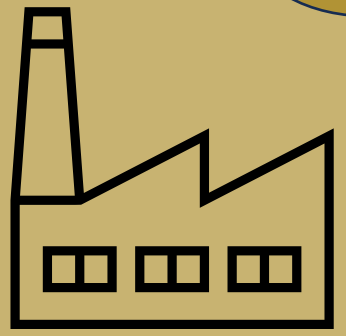
"*a **game changer** for the future of HR*"

"***Hype**, as it often does, has **outpaced reality***"

While **attention** has increased, PA's **practical impact** has not kept up

ORGANIZATIONS

We are probably already far **behind** our competitors...



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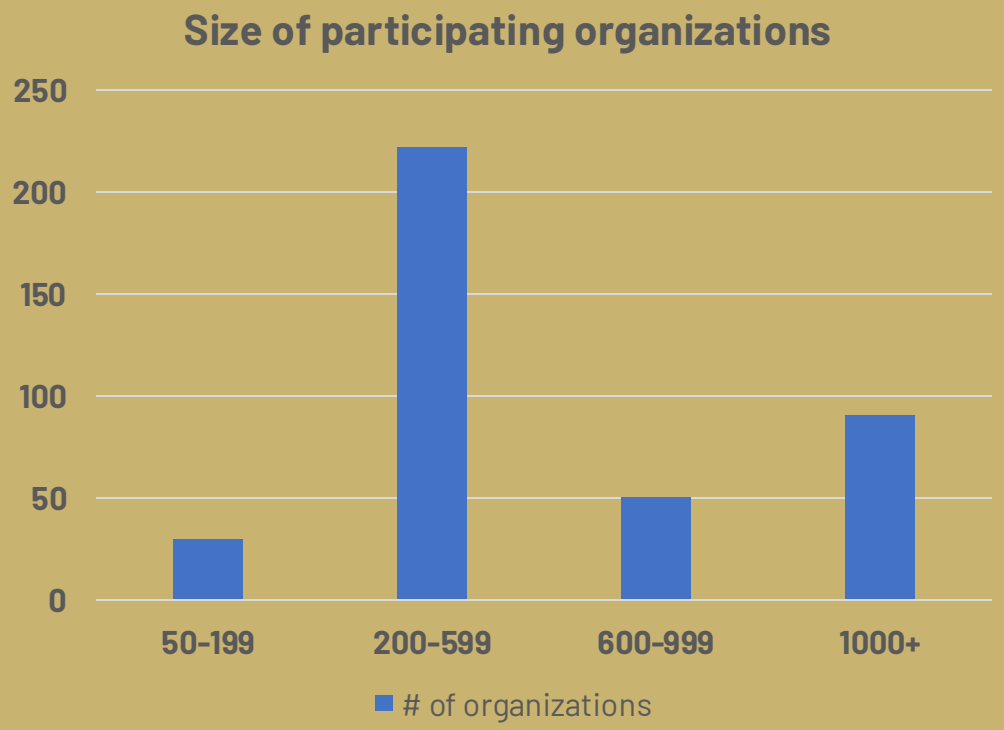
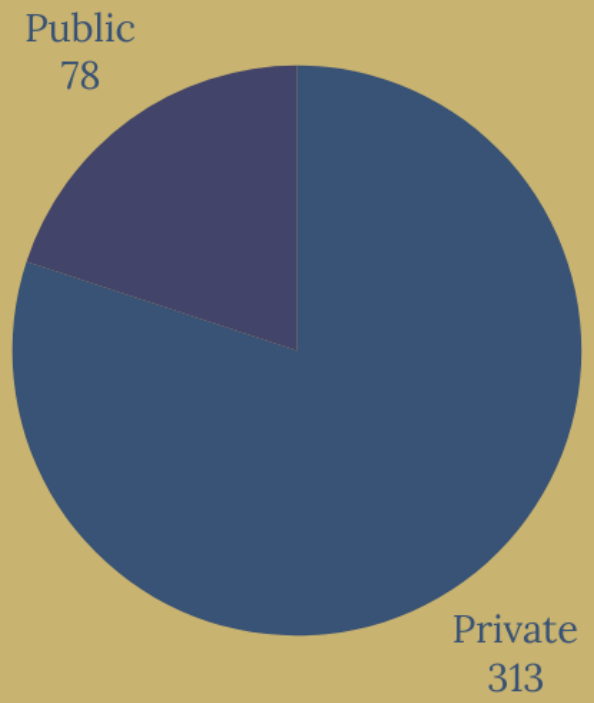
THE STUDY

391 Danish organizations participated





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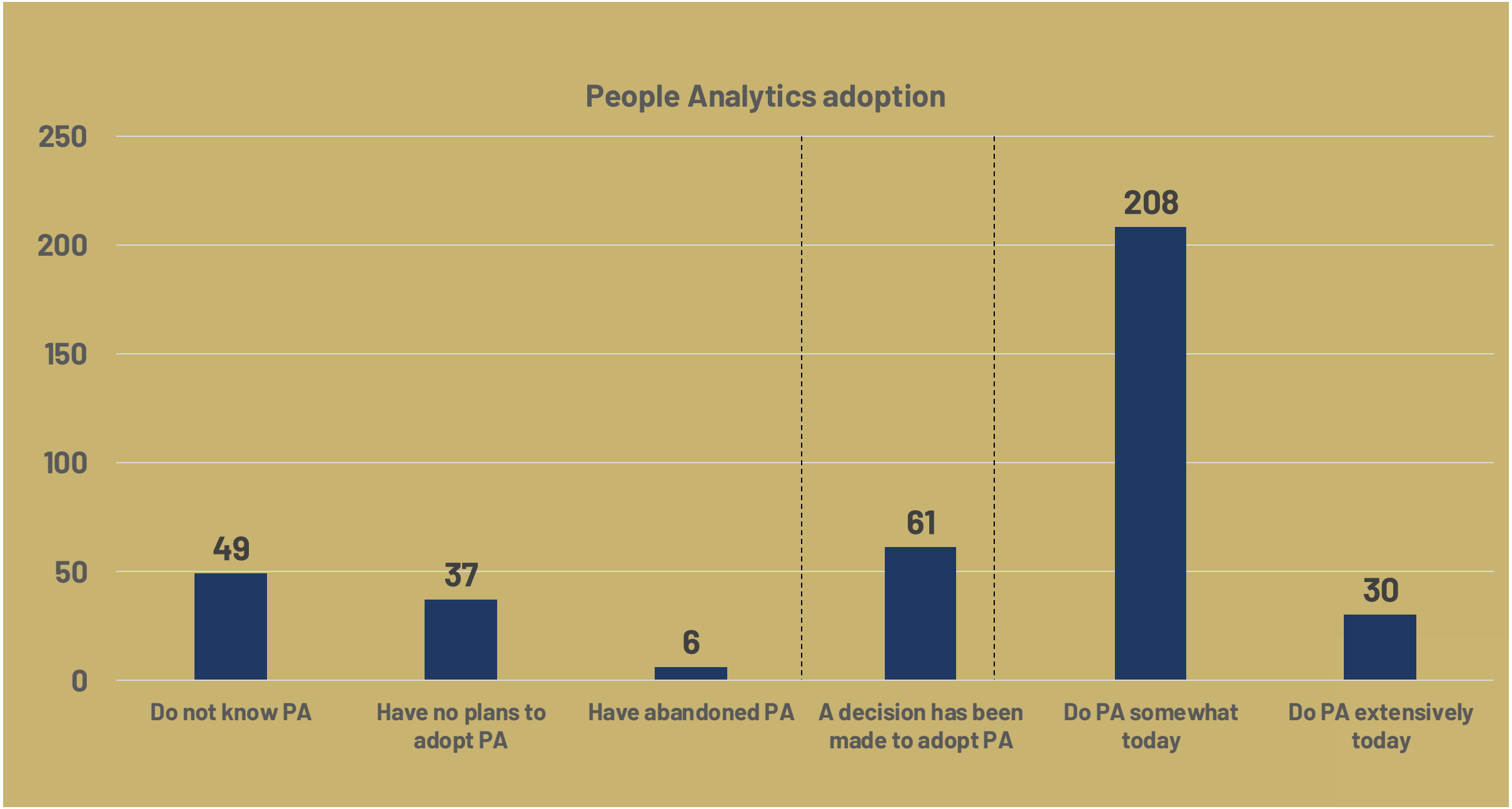
3 in 4 Danish organizations plan or already do People Analytics


People Analytics adoption
250
200
150
100
50
0
49
37
6
61
208
30
Do not know PA
Have no plans to adopt PA
Have abandoned PA
A decision has been made to adopt PA
Do PA somewhat today
Do PA extensively today

Less than 1 % do Predictive Analytics extensively

20 % do it somewhat

← |	→
Descriptive analytics Past and present-orientation	**Predcitive analytics** Future-orientation

WHAT SEPARATES **ADOPTERS** FROM **IMPLEMENTERS**?

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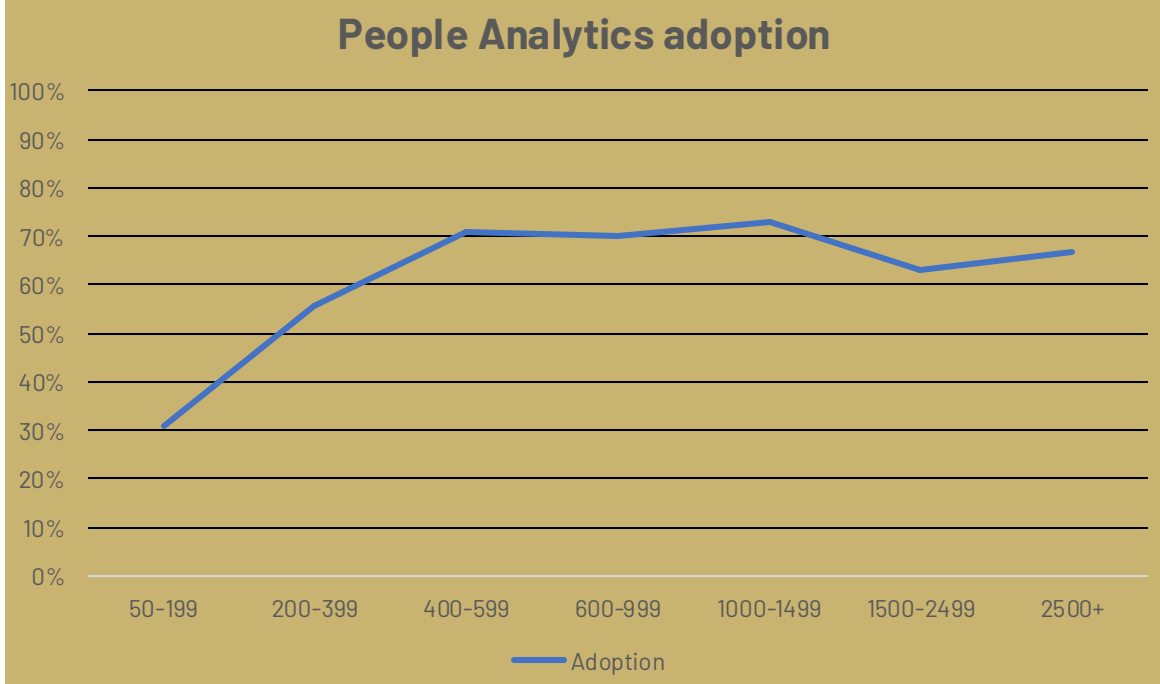
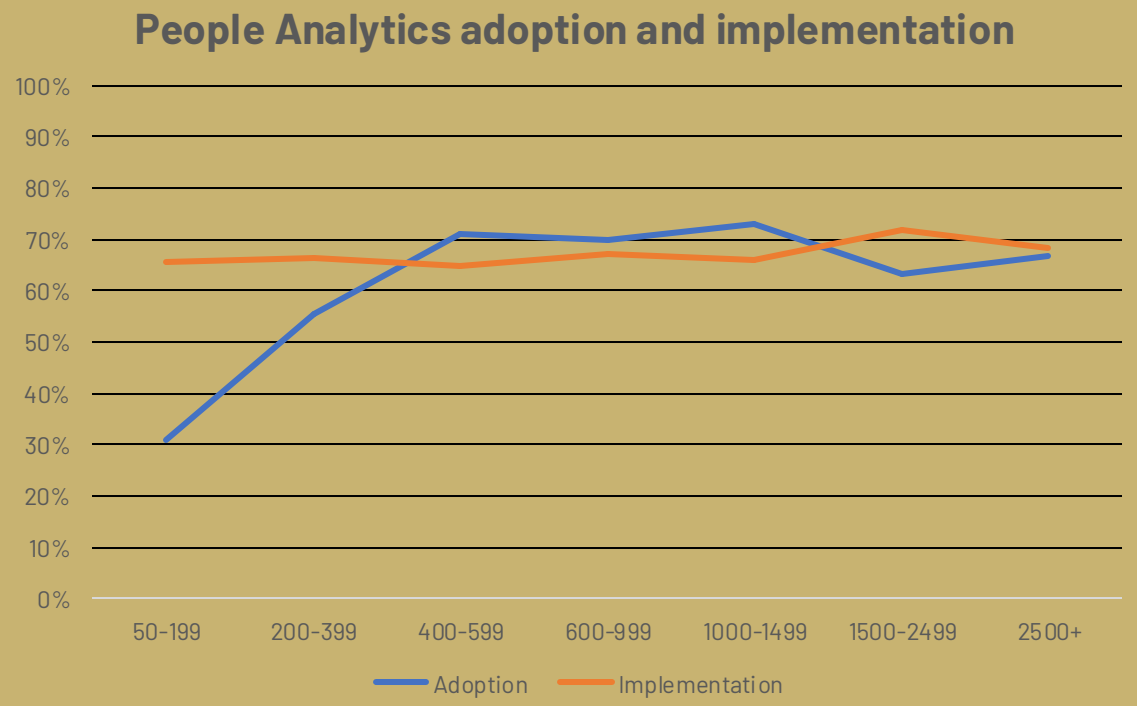
Size matters - but only to adoption





Small organizations match large organizations in implementing PA

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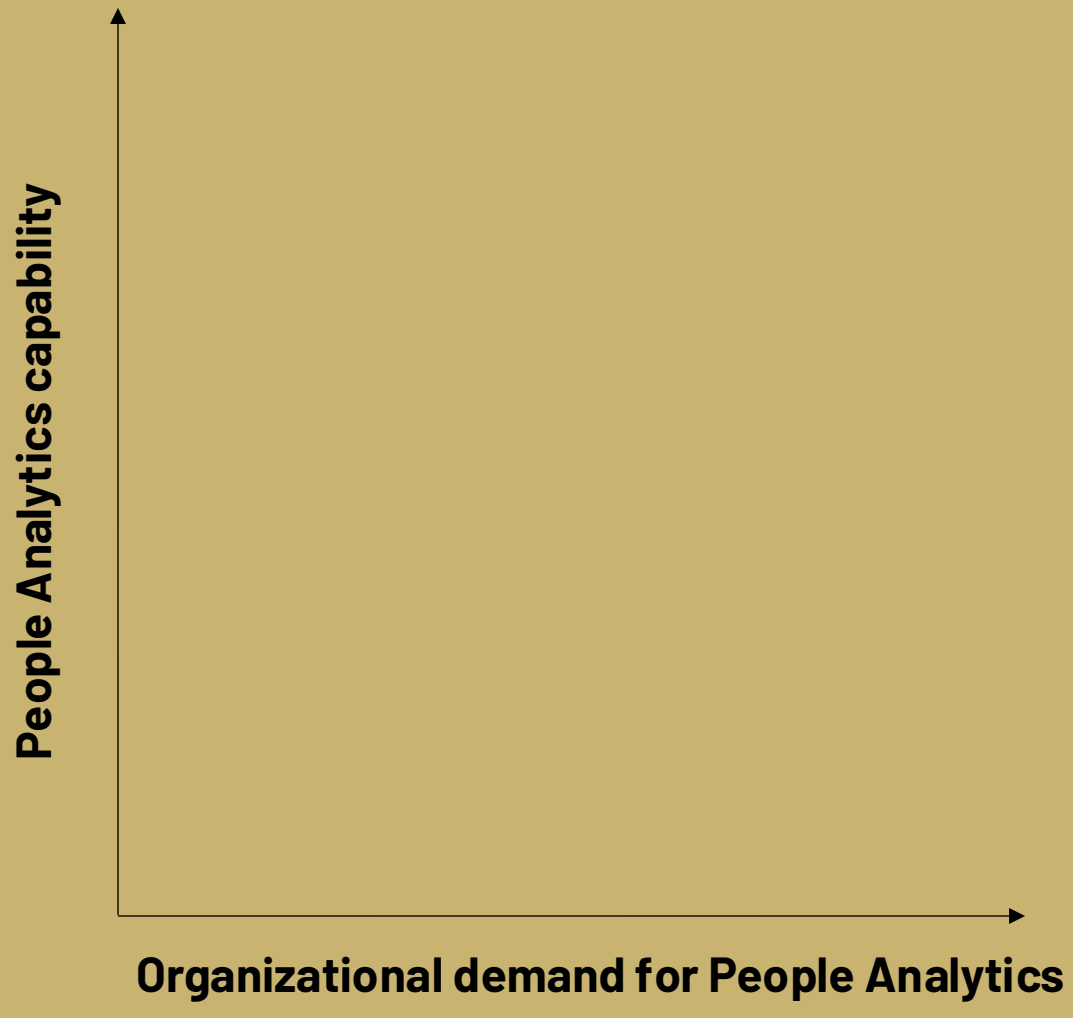

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PEOPLE ANALYTICS CAPABILITY

Expertize

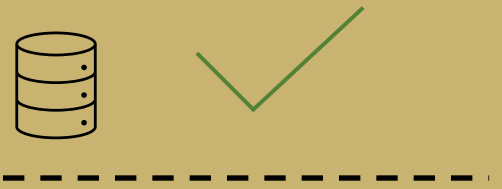
Identify

Analyze

Transform

< 25 % lack any type of expertize

HR data and technology



≈ 50 % are challenged by missing data and inadequate tools for PA

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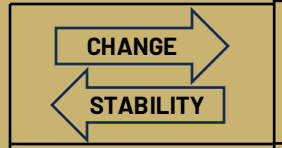
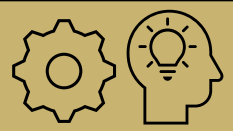
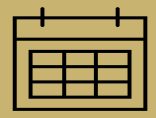
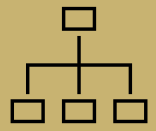
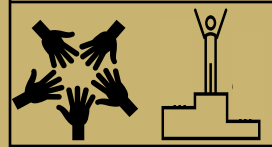
ORGANIZATIONAL DEMAND

		Good fit	Bad fit
	**Change vs stability**	Change	Stability
	**Analyses vs intuition**	Analyses or balanced	Intuition
	**Long vs short time horizon**	Long	Short
	**Control vs autonomy**	Control	Autonomy
	**Collaboration vs individualism**	Collaboration	Individualism

Significant[1] ***

Significant[1] ***

Significant[1] *

[1] *Provisional results. Have not yet been subjected to the complete set of validity assessments*

***p < 0.01; **p < 0.05; *p < 0.1.

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FINAL REMARKS

- The survey is still open
- Are you open to further contributing to reserach?

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