

Outline

1

Introduction
Me & My Journey

2

PA at Vestas
Our journey

3

Delivering Value
Example needs

4

ML Personas
Value & Learnings

5

What next
Future direction

About me



Based in

Aarhus, Denmark (3 years)



Nationality

Australian



Education

Science (Psychology) & Neuroscience



Family

1 husband, 1 fur baby



Spare time

Travel, Hiking, Home renovation?



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Travel, Hiking, Home renovation?

My Journey

1

Introduction

2014



Marketing
Analytics

Consulting



Customer personas (segmentation) are directly transferable to employee personas



Source: Q research software; Microsoft



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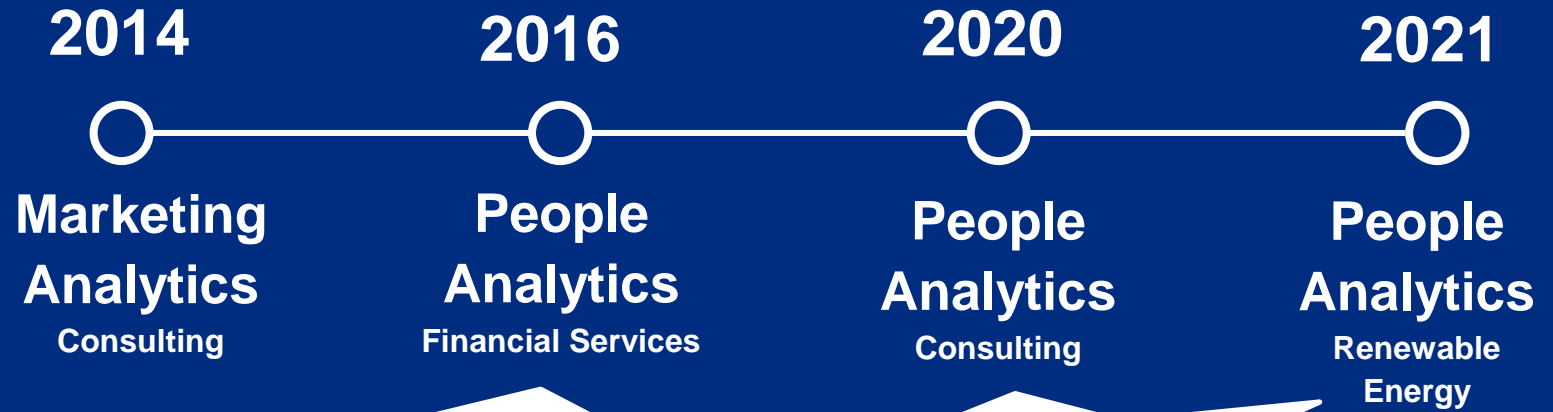
Spare time

Travel, Hiking, Home renovation?

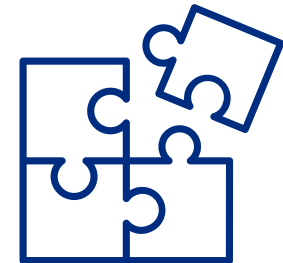
My Journey

1

Introduction



Data considerations in HRIS (large scale tech) implementations



Create analytics scale through tech

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People Analytics at Vestas



Vestas

World's largest Manufacturer of Wind Turbines and
the "Global leader in sustainable energy solutions"
~ 30K employees globally, HQ in DK



People Analytics at Vestas

2021

2022

2023

2024



Size

2 FTE

- 1 Director
- 1 Specialist



Function

- Reporting
- Data governance



Value

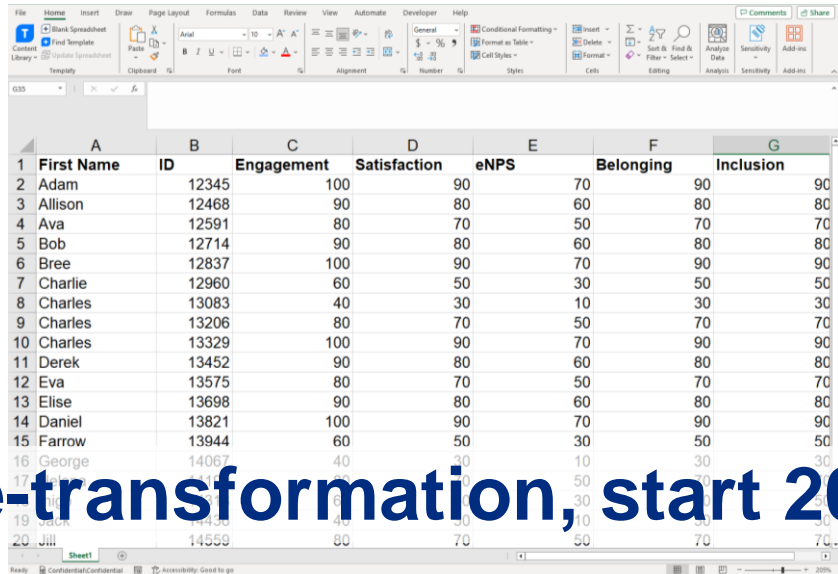
- Enable Operation
- Inform HR Strategy



Catalyst

- Survey value
- Exec support

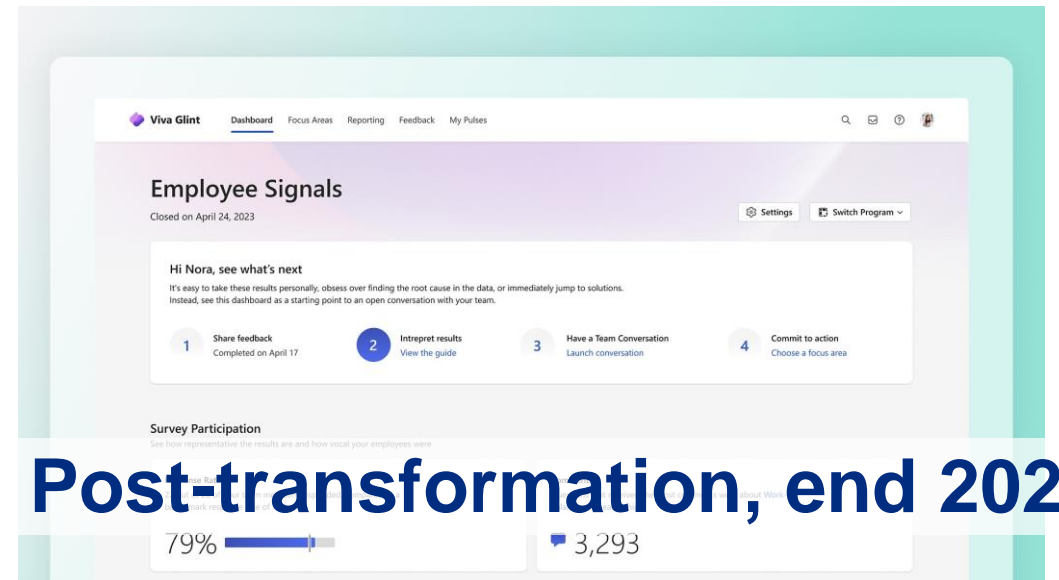
Survey Value



1	A	B	C	D	E	F	G
1	First Name	ID	Engagement	Satisfaction	eNPS	Belonging	Inclusion
2	Adam	12345	100	90	70	90	90
3	Allison	12468	90	80	60	80	80
4	Ava	12591	80	70	50	70	70
5	Bob	12714	90	80	60	80	80
6	Bree	12837	100	90	70	90	90
7	Charlie	12960	60	50	30	50	50
8	Charles	13083	40	30	10	30	30
9	Charles	13206	80	70	50	70	70
10	Charles	13329	100	90	70	90	90
11	Derek	13452	90	80	60	80	80
12	Eva	13575	80	70	50	70	70
13	Elise	13698	90	80	60	80	80
14	Daniel	13821	100	90	70	90	90
15	Farrow	13944	60	50	30	50	50
16	George	14067	40	30	10	30	30
17	George	14190	60	50	30	50	50
18	George	14313	80	70	50	70	70
19	George	14436	40	30	10	30	30
20	Jill	14559	80	70	50	70	70

Pre-transformation, start 2021 >>>

- 1 Employee Engagement Survey
- 1 x per year
- Results to ExM & some HR



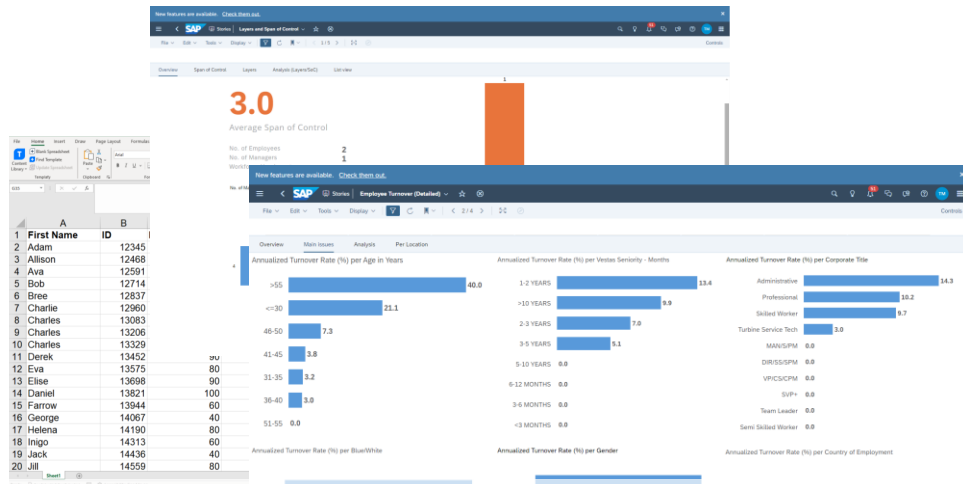
Post-transformation, end 2021

- Lifecycle suite
- Continuous listening
- Results, trends & predictions to ExM, HR, Leaders, projects



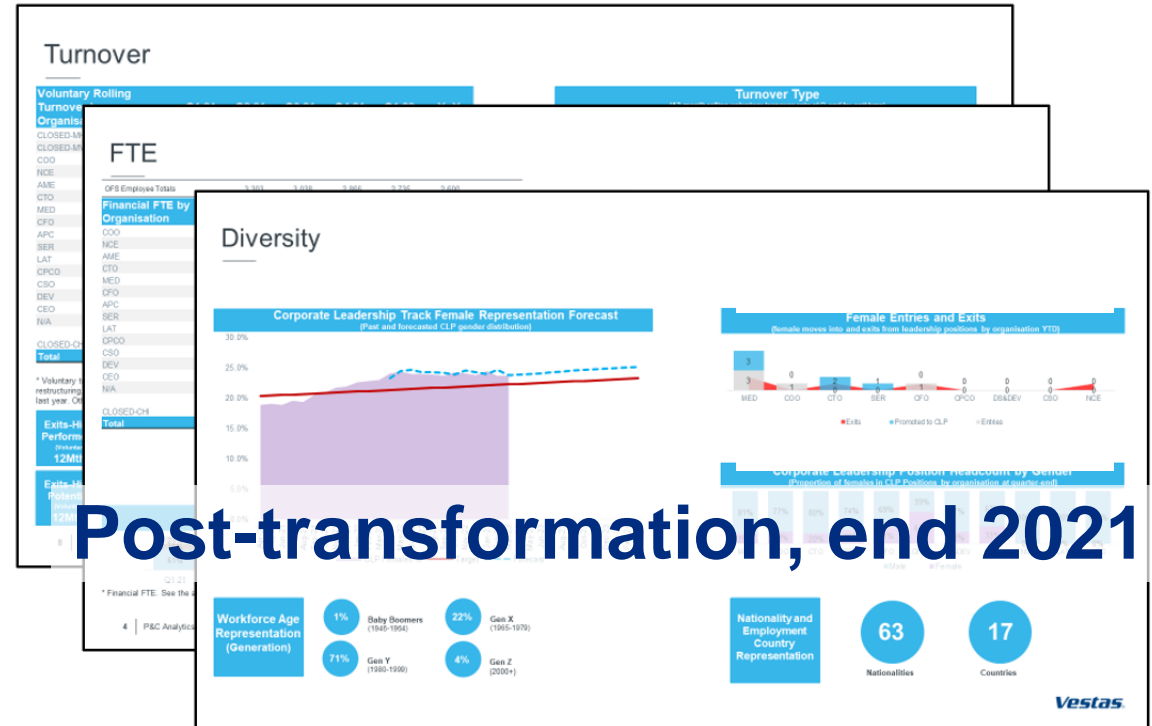
Microsoft Viva Glint

Exec Support (example)



Pre-transformation, start 2021

- Self-service datasets and dashboards
- No consistent source of truth on employee data



Post-transformation, end 2021

- Automated regular strategic reporting for senior leadership
- Frozen datasets for key metrics
- Integrated insights

People Analytics at Vestas

2021

2022

2023

2024



Size

4 FTE

- 1 Director
- 2 Specialists
- 1 Professional



Function

- +Continuous Listening
- +Analytics & Exec Support



Value

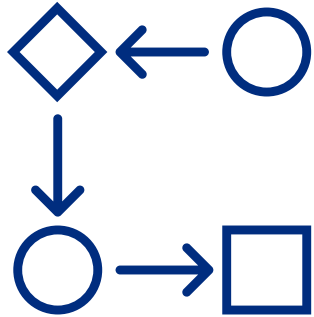
- Upskilling HRBP
- PA to the business
- Guide HR Strategy



Catalyst

- EX Value
- Workforce Planning (WFP)

Employee Experience



- Focused on operational touchpoints
- Embedded in operations

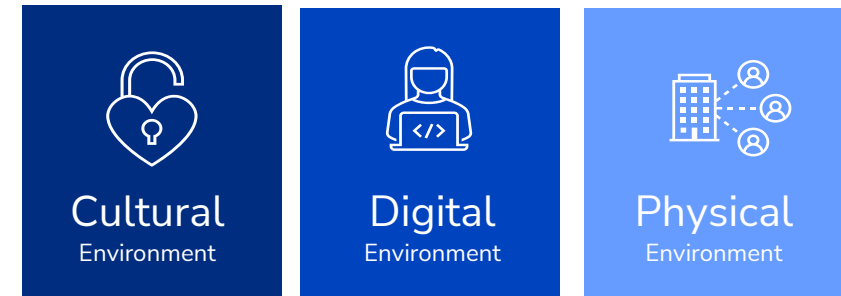
Pre-transformation, start 2023



Full Employee Lifecycle



All Employee Experience Pillars

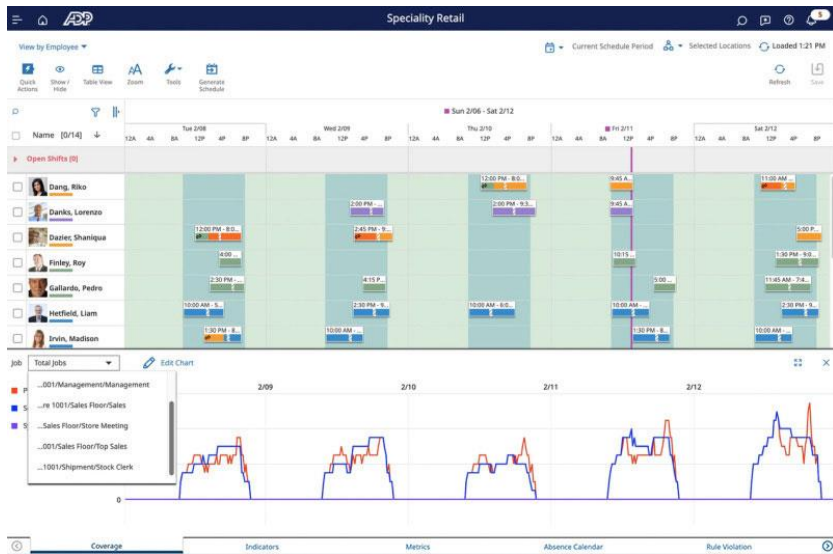


Source: Jacob Morgan

- Focused on the holistic experience
- Guiding strategies across organisation

Post-transformation, end 2023

Workforce Planning

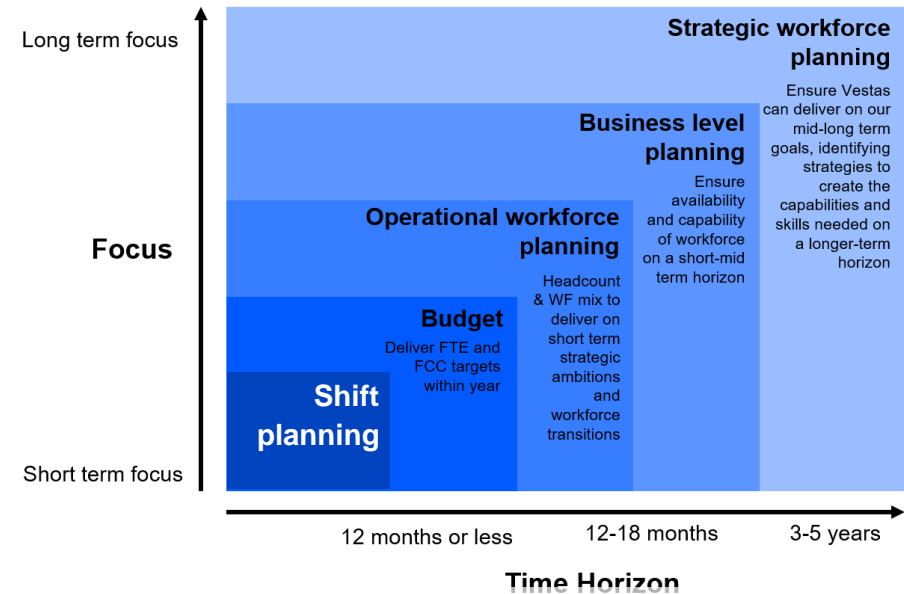


Source: ADP



Pre-transformation, start 2023

- Limited to shift planning
- HR not participating



Post-transformation, end 2023

- Strategic planning to drive talent action
- Organisation-wide initiative driven by HR

People Analytics at Vestas



 Size	 Function	 Value	 Catalyst
6 FTE 1 Director 3 Specialists 1 Professional 1 Graduate	<ul style="list-style-type: none">• +Employee Experience• +Workforce Planning	<ul style="list-style-type: none">• Planning• Connecting org strategy	<ul style="list-style-type: none">• TBD

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PA Value

Example asks at Vestas

Enable operation

“Do we have enough desks?
How many people are we in this
location?” – Real estate

“I need to execute pre-exit processes.
Who is about to exit Vestas?” - HRBPs

Inform Strategy

“Are we working on the right things?
Quantify the value of this leadership
program” – Talent Management

“We need to reduce high
attrition in this part of the
business. What is driving
employees to leave?” – HRBPs

“Should we spend more on talent
retention? How much is excess
employee turnover costing us?” –
Talent Management

Connect Org Strategy

“Help us reduce risk and cost -
what is our full, unified people
growth strategy” – Exec Leadership

“We want to further enhance shareholder
confidence - help us improve our cost out
(salary cost) forecasting” - Finance

“How can we reduce risk and save
money by further automating access
permissions?” - IT

“Allow us to speak a common
language about our employees”
– TA, Comms, IT etc.

PA Maturity



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PA Value Employee Personas (Segmentation)

Sam –

Sam – Critically Skilled Electrical Engineer

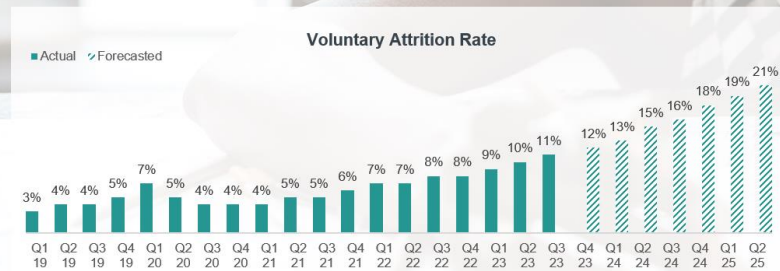
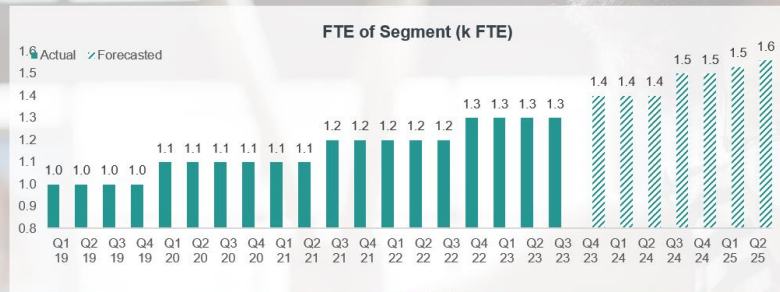
"We are doing amazing things but not the only ones in this to work somewhere that will be better"

"I feel a huge amount of sunpower but I give too much and don't have anything family"

"I've had an offer from the player in solar and I think want to work for a more company with clear pipelines and responsibility accountability so some same"

"I have patents and am in a market, I will be able to get a better job offer"

Data is extracted from



Data is extracted from the employee survey, exit survey and employee movement metrics

Thumbs up: Thinks we're doing well

Purpose	+63%
Empowerment	+58%
Accomplishment	+50%
Innovation	+50%
Vision	+45%

Thumbs down: Thinks we need to improve

Processes	-38%
Communication	-33%
Accountability	-30%
Compensation	-27%
Clarity	-26%

Top reasons why they leave (multiple choice)

Better offer	70%	Poor Job Fit	40%
Burnout	60%	Company culture	30%
Work-life balance	55%	Flexibility	30%
Career advancement	50%	Lack of recognition	30%
Salary	40%	Lack of growth	25%



Our vision

PA Value Employee Personas (Segmentation)

Maria
Note: leader

Maria - Woman in leadership

Note: leadership in this context can be both people leadership, and thought and project leadership

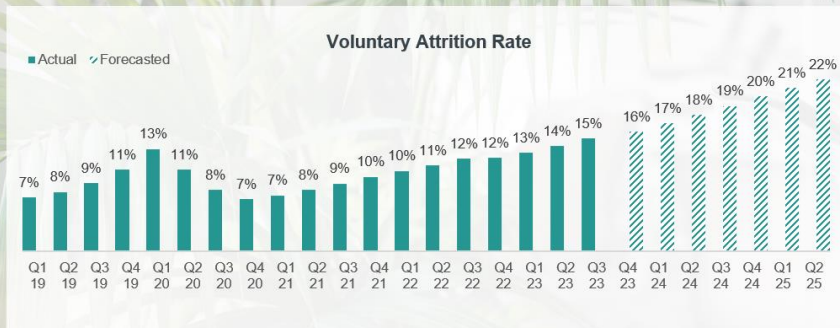
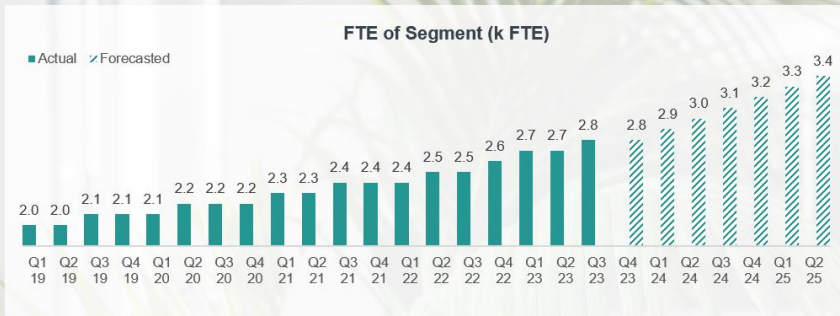
"Flexibility in my part is laughable compared to others. This is unfair"

"Removing the option to work when and where we want is more than anyone else"

"In an environment where companies are allowed to work anywhere, we are disadvantaged"

"My work is important to me, but it's not ultimately my life goal"

Data is extracted



Data is extracted from the employee survey, exit survey and employee movement metrics

Thumbs up: Thinks we're doing well		Thumbs down: Thinks we need to improve	
Valued	+63%	Well-being	-38%
Belonging	+58%	Balance	-33%
Climate	+50%	Clarity	-30%
Accomplishment	+50%	Inclusion	-27%
Creativity	+45%	Documentation Tools	-26%

Top reasons why they leave (multiple choice)	
Flexibility	45%
Work-life balance	35%
Better offer	35%
Career advancement	25%
Lack of growth	25%
Salary	25%
Company culture	20%
Lack of recognition	20%
Leadership	20%
Poor Job Fit	20%



Our vision

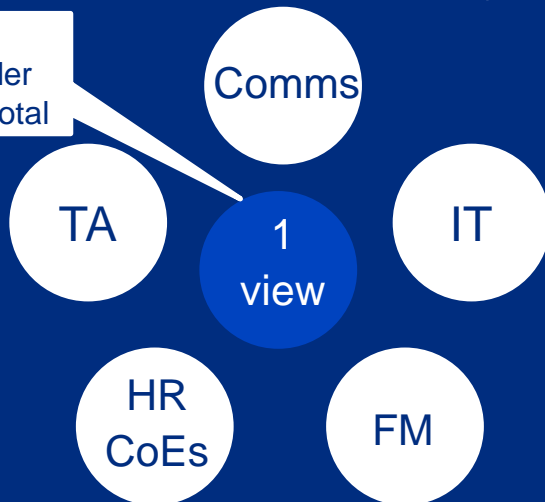
PA Value

Employee Personas (Segmentation) and ML

Approach

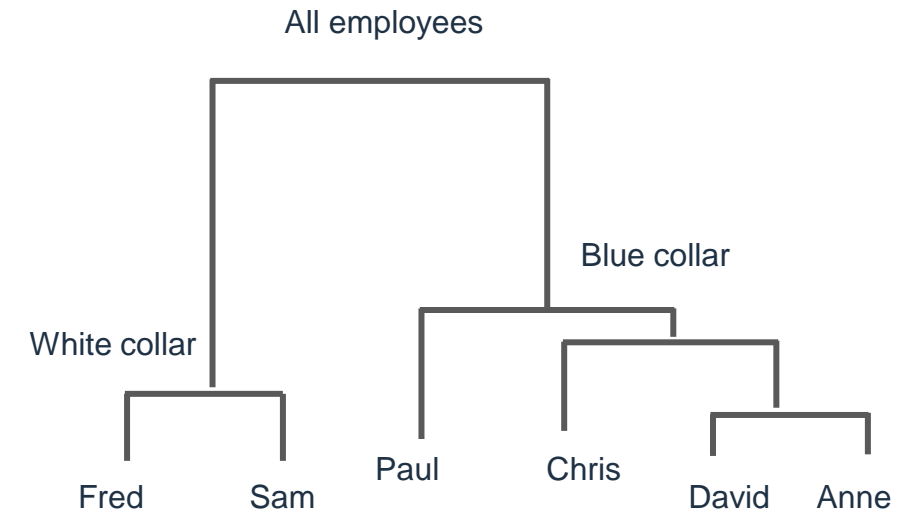
Machine learning
(hierarchical cluster analysis)

30
stakeholder
groups in total



What went right?

1. Stakeholder buy-in
2. Approach (Qual & Quant)
3. Hierarchical cluster analysis
4. Drawing the line on consensus
5. Just getting started



If you are looking for inspiration and guidance on how you can do your own cluster analysis (machine learning) for employee segmentation, check out Paul Van Der Laken's great blog <https://paulvanderlaken.com/2018/12/12/visualizing-the-inner-workings-of-the-k-means-clustering-algorithm/>

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Future of People Analytics at Vestas



 Size	 Function	 Value	 Catalyst
? FTE	<ul style="list-style-type: none">• Workforce planning facilitation	<ul style="list-style-type: none">• Linking finance, strategy and HR• Improving forecasting• Strategic scale	<ul style="list-style-type: none">• Workforce planning scale