

HR ANALYTICS UNLOCKED

Session 1:
Foundation of HR Data & Analytics

Hi Bob INSIGHTS LAB

Dr. Adena White

Insights Manager, Insights Lab

- Holds a **Ph.D. in Organizational Behavior** and an **MBA**, blending behavioral science with business strategy.
- Turns complex people data into **clear, compelling stories** that help HR teams make confident, evidence-based decisions.
- **Mom of three** who brings curiosity, empathy, and a love of kitchen dance parties to everything she does.



Poll 1

HR ANALYTICS UNLOCKED

Webinar Series

1



**Foundations
of HR data
& analytics**

Asking meaningful
questions

2

**Making sense
of HR data**

Basic statistics &
interpretation

3

**Proving
impact**

Measuring the
effectiveness of
HR interventions

4

**Data
storytelling**

Turning data into
compelling
narratives

5

**Scaling people
insights**

Fostering a data-
first culture



1

FOUNDATIONS OF HR DATA & ANALYTICS

Asking meaningful questions

START WITH THE BUSINESS

People metrics are not end-goals. They are *levers* that influence business goals.



UNCOVERING BUSINESS NEEDS

Sample discovery questions to get the ball rolling with business leaders.

- What's keeping you up at night right now?
- If this issue isn't solved, what happens next quarter?
- What business outcome are we trying to shift?
- Where are we seeing friction—people, process, or priorities?
- What would 'better' look like for this team or function?
- How is that showing up day-to-day?



ALIGNING WITH LEADERSHIP PRIORITIES

Reducing
costs

Accelerating
speed-to-
revenue

Increasing
productivity
& revenue



KEY AREAS OF HR MEASUREMENT

Hiring

Talent acquisition and ramp-up effectiveness

Training

How people are growing, and at what pace

Performance

How individual and team output aligns to org goals

Compensation

How people are rewarded through pay, recognition, and career growth

Engagement

How connected people feel to their work and workplace

Wellbeing

Emotional, physical, and mental health indicators

Retention

Who stays, who leaves, why, and the business impact

HR efficiency

How effectively HR delivers value via processes, systems, and time

TYPES OF HR DATA

Quantitative vs. Qualitative

Numerical, measurable.
Headcount, attrition rate,
engagement scores

Descriptive, experiential.
Interview comments, open-
text survey responses

Structured vs. Unstructured

Organized, searchable.
Rows and columns in a
spreadsheet, dashboards

Free-form, unformatted.
Conversations, slack
messages, emails

NUMBERS VS. NARRATIVES

Qualitative data



Quantitative data



If you rely too heavily on...

Insights may feel subjective or anecdotal

Easy to overgeneralize from a few strong voices

Can trigger emotional reactions or skepticism

Hard to scale or compare across time and teams

Lacks context or the 'why' behind behavior

Can overlook edge cases or lived experience

Can give a false sense of certainty or precision

May reinforce existing assumptions or biases

Organizational politics

May be dismissed as "just feelings"

Can dominate conversation if emotionally charged

Leaders may respond based on how it makes them feel - not what it actually shows

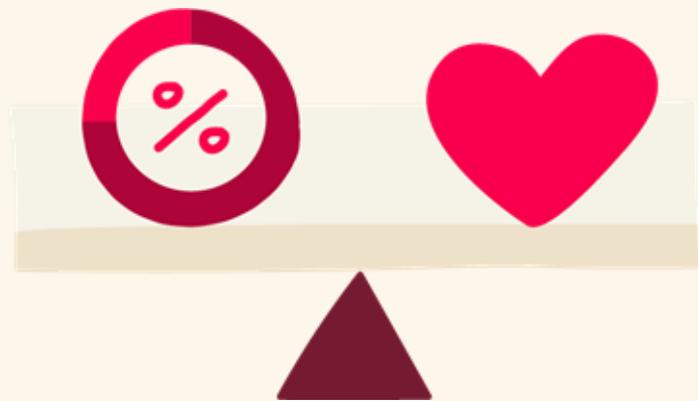
May be prioritized simply because it's easier to present

Can be weaponized in isolation without context

Leaders may ask for numbers even when the numbers can't tell the full story or the costs of data collection is unreasonable

TIPS FOR BALANCING QUAL / QUANT

-  Start with lived experience, then test patterns in the data
-  Let qualitative insights guide your questions; let quantitative data validate your scope
-  Frame anecdotes as hypotheses, not conclusions
-  Use quant to inform decisions; use qual to ensure they're meaningful
-  When one feels incomplete—it's a sign to bring in the other



CLEAN DATA, BETTER INSIGHTS

Data completeness

Data accuracy

Data consistency

WORKING WITH IMPERFECT DATA

Imperfect data is still useful - with context and caution.



Flag gaps

Know what's missing and call it out



Clean what matters most

Prioritize high-impact fields or segments.



Triangulate with other sources

Compare data points across systems or add qualitative context.



Document assumptions

Be transparent about gaps and assumptions.



Look for directional trends

Don't let missing values stop you from seeing the pattern.



Be honest

Make an educated guess but admit if/when you just don't have it.

FROM DATA TO QUESTIONS



ASK BETTER QUESTIONS, GET BETTER ANSWERS



Applied, Not Academic

First-Order First

One Unifying Question

Think Sequentially



ASK: “WHAT MIGHT BE DRIVING THIS?”

Why do we need to form a hypothesis before looking at the data?

Focus your analysis

Avoid chasing irrelevant data

Identify the right sources

Don't waste time on noise

Prevent confirmation bias

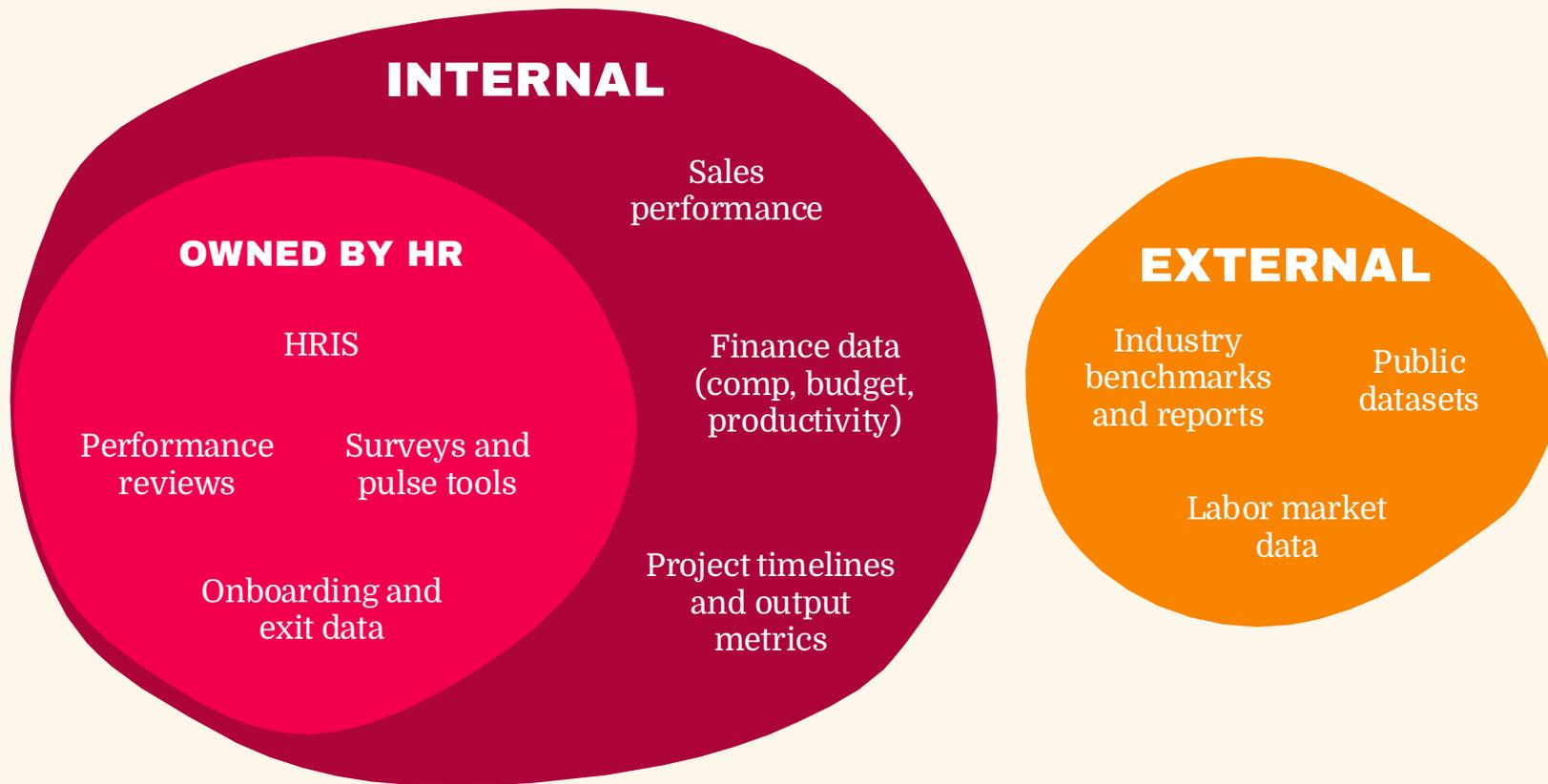
Test multiple ideas

Build credibility

Show structured thinking



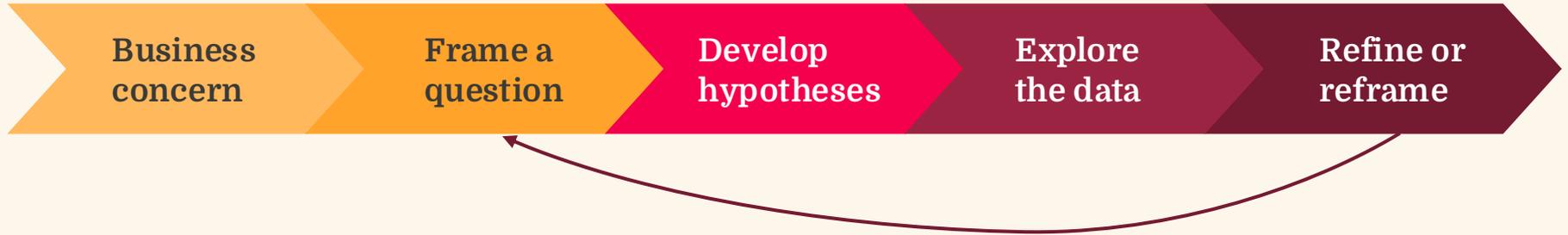
FINDING THE RIGHT DATA SOURCES



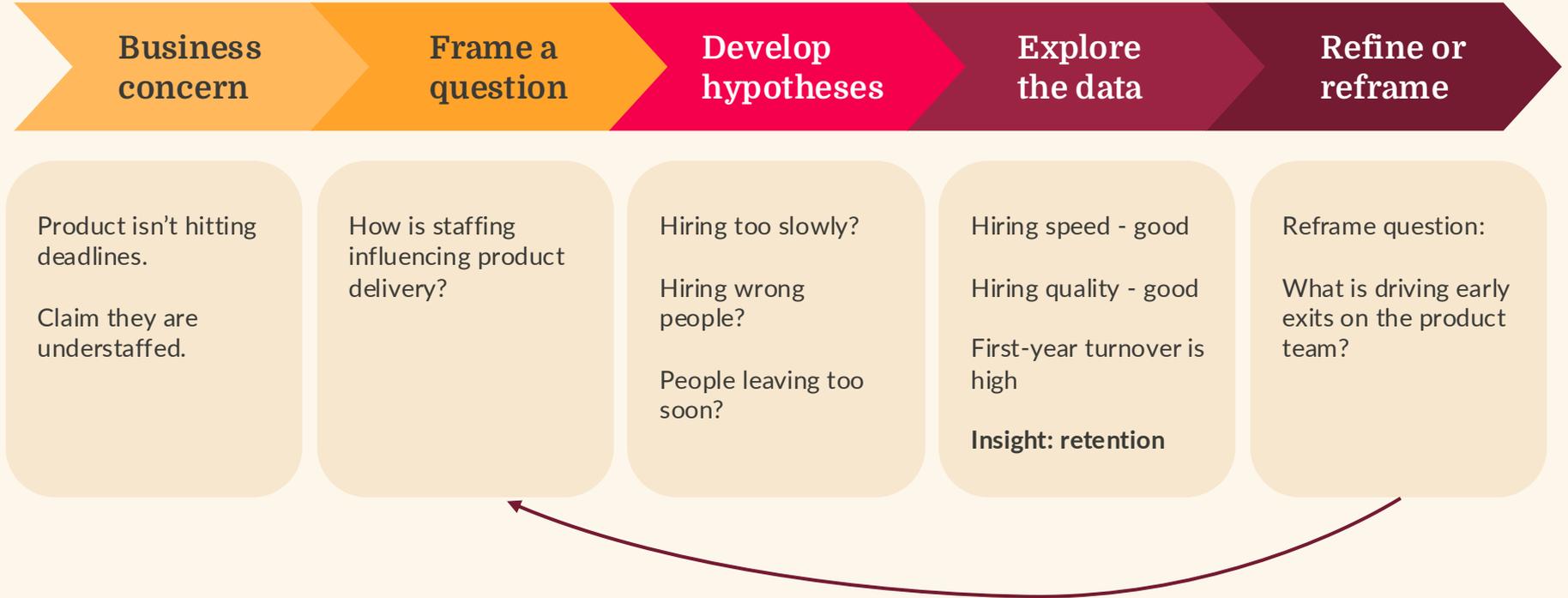
DON'T FALL INTO THESE TRAPS



FROM CONCERN TO CLARITY: STEP BY STEP



EXAMPLE



Poll 2

NEXT UP IN THE ANALYTICS JOURNEY

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first culture

In Good Company

A collective of people-first leaders on a mission to change how work, should work—for everyone.



Join the
Community

