workday.

eBook

People Analytics Demystified: A Practitioner's Handbook from Workday Experts

Transforming people strategies
with a product-oriented approach.



Table of Contents

Executive Foreword	3
Introduction	6
People Analytics at Workday	7
Workday in Action: Three Use Cases	12
Key Takeaways	21
Conclusion: Democratizing Data to Create Value at Scale	22

Executive foreword.

In the ever-evolving work landscape, 2024 seems no different than the past few years. Organizations continue to face uncertainty and ambiguity with global talent shortages, increasing costs amidst macroeconomic and geopolitical turmoil, and measuring productivity returns. And in such an environment—as CHROs and business leaders continue to navigate the complexities of building organizational resilience—the demand for strategic insights into people, processes, and systems has intensified, and organizations are turning to their people analytics leaders and teams for guidance.

According to a Gartner® 2023 report, 73% of board members want their CHRO to assist more on incorporating human capital metrics and implications to support critical decision-making. But data alone is not enough to impact decisions and company strategy, with less than 50% of HR leaders agreeing that their organization is effective at driving action with data.

Some key trends affecting organizations today include:

- Global economic growth slowdown: global growth projected at 3.1% in 2024 by IMF
- Disengagement: only 33% of employees were engaged in the U.S., resulting in almost $1.9 trillion in lost productivity (Gallup)
- Skills: an estimated 40% of the workforce may need to reskill as a result of implementing AI or automation over the next 3 years

As the global landscape continues to evolve rapidly, businesses—and especially HR and people analytics leaders—come into the spotlight for their ability to measure and demonstrate the tangible business impact from various workforce initiatives. In this context, data and insights emerge as the linchpins, empowering organizations to harness technology for comprehensive analysis into employee experience, people-based talent strategies, performance, and more.



Trends shaping people analytics.

According to the recent report from Insight222—a global people analytics think tank—50% of people analytics teams are supporting their company in becoming a skills-based organization. This is just one of the many trends emerging in the people analytics space that effective teams need to stay ahead of to drive value within their organization. Other trends include:

Employee listening.

Since 2020, people analytics teams and employee listening have been inextricably linked because of the increased frequency of listening and the business-critical decisions made from this data.

Empowering societal change.

Among people analytics teams, 84% are now providing insights to address gender parity, 80% are improving organizational inclusion and belonging, and 66% are providing insights to employee and well-being initiatives.



Delivering digital transformation.

More CHROs are relying on people analytics to deliver change by leading migrations to HR systems and analytics technology, as well as by establishing data governance aimed at democratizing insights into the organization through analytics.

Embracing generative AI.

With breakthroughs in AI already available in people analytics technology, HR leaders are looking to the people analytics leader to help shape and guide future value-add use cases in this domain.

In discussions with other executives and people analytics practitioners, as well as in engagements with our valued customers, a common query resurfaces: How can these groups unleash the full potential of their workforce, in any context, to mirror the success we've realized with Workday?

This eBook offers a look into the Workday approach to building a people analytics practice. We explore our persona-based strategy, including an overview of enablement tactics to accelerate usage and adoption across multiple stakeholders to ultimately drive better people and business decisions. We also cover three real-world examples and use cases to showcase Workday best practices so that you can scale your people analytics practice for maximum impact.



Phil Willburn
VP People Analytics,
Workday

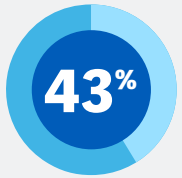
Highly effective HR organizations know that every area of the business makes people decisions. The best people analytics teams excel by scaling people insights to all business leaders, ensuring these insights reach those making critical people decisions. It's less about HR's engagement with the business and more about how delivering people insights into the right hands can create a positive impact across the organization. By aligning internal actions and plans with organizational priorities, these teams are well positioned to drive evidence-based decisions and plans that benefit the business.

This guide breaks down best practices for maximizing your Workday investment from a practitioner's lens and offers insights into how to drive change effectively within your own organization. Let's learn how Workday can help you unlock your workforce potential.

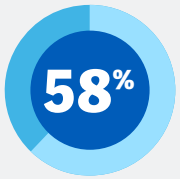
Introduction.

Workday delivers a full suite across workforce planning, reporting, and analytics, enabling HR and business leaders to optimize operational and strategic workforce plans and provide actionable insights for faster, data-driven decision-making powered by AI and machine learning (ML) technologies.

- **Core Workday Human Capital Management (HCM),** your reporting and analytics toolkit. Workday core reporting and analytics are native to Workday and come included with prebuilt configurable reports, dashboards, and drag-and-drop discovery boards to get you and your team up and running quickly. Dive deep into any area of interest and deliver insights to your organization with ease.
- **Workday People Analytics,** your guide. The augmented analytics machine automatically surfaces noteworthy insights in the form of stories, highlighting key opportunities and risks to better focus your efforts with efficiency and confidence.
- **Workday Prism Analytics,** your data hub. Blend and transform high volumes of external data with Workday data for richer insights, better plans, and improved decision-making.
- **Workday Adaptive Planning,** the planner, or forward-looking strategist. Collaboratively plan scenarios for your talent, and identify and align people plans with the business.
- **Workday Peakon Employee Voice,** the listener. Continuously capture employee sentiment to help you gauge the impact of decisions.
- **Workday Extend,** the developer platform. Build new applications and experiences that extend Workday core functionality.



growth of people analytics functions between 2020 and 2023



predicted growth of people analytics technology investments within the next 18 to 24 months

(Source: Insight222 research 2024)



People analytics at Workday.

It has always been important to build people analytics teams that are not only strategic partners to the business but that also have a direct impact on outcomes. Alongside our customers, we are navigating an uncertain macroeconomic landscape with continuous challenges.

At Workday, we strive to empower our 10,000+ customers with technology solutions that support current and future business needs, mitigate uncertainty and risk, and drive intelligent decision-making across the organization. The Workday People Analytics and Insights team's mission is to help Workday make better people decisions. Based on conversations with many customers and early stage people analytics teams, there are some common questions around basic workforce analytics practices, such as:

- How many report writers should we have? What is the frequency of sharing reports?
- Should we build a Center of Excellence (CoE) or consider a decentralized team?
- How should we approach security and governance, especially with disruptions around AI technology?
- How can we accurately measure the impact on business results?

While these questions are valid, **it's crucial for organizations to prioritize scaling their people analytics practice strategically**. Traditionally, many organizations have embraced a service-oriented approach, akin to the HR business partner model, offering on-demand analysis and white-glove support to various HR teams, business functions, and leaders. However, this approach often proves to be headcount-intensive, constraining the team's scalability and hindering support for new initiatives such as employee listening programs and strategic workforce management. While this model may work for large technology firms and very large HR organizations, it's unsustainable for most organizations. Consequently, many people analytics functions end up creating a "shadow" HR business partner organization. This leads to business leaders seeking support from multiple CoEs, which can undermine the potential value of people analytics as a strategic data partner or analytics consultant within the organization.

Have you considered how a "product-oriented" model might transform people analytics? We firmly believe that to function as a strategic entity with scalable processes it's imperative to move away from the conventional service-oriented operating model and embrace a product-oriented approach. While the questions raised about our analytics practices are valid, our primary focus is on scaling our people analytics practice and maximizing impact.

At Workday, our People Analytics and Insights team follows a strategy centered on products and personas, allowing us to better serve our business needs and achieve scalability. We truly believe that by developing tailored analytics and workforce planning products for different user personas within our organization, we can deliver more-targeted insights and drive informed decision-making across various business functions.



Key Personas

- Executives and Business Leaders
- People Business Partners and HR Support Persona
- People Leaders and Managers
- Global Site Leaders
- Individual Contributors

Benefits

- **Impact:** understand stakeholder business needs and maximize ROI on existing technology solutions
- **Efficiency:** free up valuable time and capacity to build new products
- **Agility:** increase ability to adapt and respond to changing business needs
- **Scalability:** increase user adoption and create scale without adding resources or headcount



How is a product-oriented approach different from the traditional service-oriented approach?

Persona-based analytics strategy.
Traditional reporting and analytics involved manual analysis, which was time-consuming and reactive, catering to ad hoc needs. A product- and persona-based approach enables people analytics teams to free up valuable time and capacity to build new products, limit headcount growth while increasing strategic impact and adoption, and enhance the ability to pivot when needed. This approach is essential for the production and deployment of advanced analytics, which involves delivering automated insights at scale and embedding them into the workflow of various personas.

To scale our data and insights effectively across the organization, we deliver analytics products tailored to each persona. This approach has evolved over time through numerous experiments and trials, ensuring that we curate and deliver the right insights to the right people at the right time. Initially, our analytics strategy focused on what was most important to leadership. Over time, we recognized HR business partners and support teams as critical personas, asking how we could provide contextual, connected, and comprehensive insights to the teams supporting leadership. Gradually, we scaled our efforts to support all management levels, from senior leaders to frontline managers, creating a personalized one-stop-shop experience for all people leaders using our own products and capabilities. Recently, we expanded our focus to serve all employees, bringing personalized analytics to everyone at Workday.

Direct-to-consumer model.
In adopting a direct-to-consumer model for our people analytics function, our success hinges on empowering partner organizations to directly engage with their stakeholders for maximum impact at scale. By facilitating direct interaction between stakeholders and analytics solutions, we foster a more agile and responsive approach to addressing organizational needs. This model streamlines communication channels and ensures that insights are efficiently translated into actionable strategies, driving tangible outcomes across the board.

For instance, we use push notifications based on analytical insights to inform cost center managers if their spend is on track with their budget for a given month or quarter, or if headcount activity matches their financial forecast data. Another example is providing employees with insights into their work patterns, such as time spent in the office, in meetings, or on focused work each week. By emphasizing collaboration and accessibility, our direct-to-consumer approach empowers stakeholders to harness the full potential of analytics, catalyzing transformative change within their respective domains.

Enablement and education.
Effectively scaling adoption and increasing usage requires people analytics teams to adopt a product mindset, focusing on "jobs to be done," user experience, and barriers to adoption. In our opinion, this has been one of the most underrated skills within people analytics functions. Simply showing end users a new dashboard, report, or chart does not solve business challenges or increase the use of existing tools.

By enabling key personas through in-depth training or bite-size, just-in-time enablement and understanding of products, you can start a flywheel of more adoption, feedback, and champion users. Our team spends significant time engaging with early adopters to curate the right information to help elevate end users. This varies from snackable, bite-size content such as videos and quick-reference guides to deep-dive guides with real-life examples and workshop exercises for hands-on practice. For simple changes to analytics products, we produce clear release notes and documentation to keep stakeholders updated. For major product releases, such as new features or entirely new products, we hold in-depth real-time training with curated exercises for stakeholders. By requiring stakeholders to demonstrate their capabilities, we further embed analytics knowledge into their skill sets and continuously upskill our stakeholders' use of people insights (whether that's inside HR or not).

At Workday, the People Analytics and Insights team focuses on three types of enablement:

- **Events-based enablement.** Deliver virtual enablement sessions and "office hours" to support new product launches, go-lives, and major feature releases.
- **On-demand enablement.** Provide readily available documents, guides, and training videos as end users and stakeholders utilize the products and tools in real time.
- **Connection points.** Create multiple connection points with all stakeholders, including internal communication channels such as Slack, feedback forms, and in-application and email personalized alerts.



How can you adopt a product-oriented analytics approach?

- **Identify user personas.** Understand the various users who will interact with and use your analytics products.
- **Define product strategy.** Clearly define the goals and objectives of your analytics products, and determine the specific needs of your stakeholders. Research workforce trends to understand how analytics can effectively address these needs and drive strategic impact across the organization.
- **Establish data governance.** Identify key fields, dimensions, and metrics that set the gold standard. Align HR and business stakeholders on metric definitions and time frames—for example, establish consensus on how to handle attrition metrics (actuals, trended, or YTD annualized).
- **Align on user needs.** Determine the most important and value-adding features and functionalities for your users and address their pain points. Hint: Don't just ask what your stakeholders want; demo something you think they want to get their feedback. They'll have much better insights for you to use when designing product features.
- **Feedback.** Take an iterative approach, gathering feedback and improving over time. The product launch is just the beginning of ensuring users drive impact. You must continually drive adoption, collect feedback, and evolve it to ensure its relevance.
- **Track progress.** Define key performance indicators (KPIs) to measure the success of your analytics products. Track usage metrics, user satisfaction, and business impact to assess the effectiveness of your products and identify areas for improvement.

Persona analytics strategy.



Key: Available Workday product/SKU | Custom tools built using Workday technology

Workday in action.

1. Case study: flex work and collaboration insights.

Challenge.

In 2022, Workday—along with thousands of other companies—put into place long-term return-to-office and flex-work solutions. Amid uncertainty and without the benefit of a prior roadmap, we aligned on a solution to meet our business needs while providing flexibility to our workers.

Solution.

We believe that in-person connection and collaboration are crucial not just for the health of the business but also for our workers' social-emotional well-being. Although we welcomed and encouraged return-to-office when the pandemic started to wane, we were wary of being too forceful or making long-term decisions too early. However, we were certain that a successful hybrid approach would be key to our organizational performance.

Approach.

Persona

- Business leaders with 30+ team members
- Site leaders providing support for Workday offices across locations
- People leaders with direct reports and subordinates
- HR business partners providing support for senior leadership teams
- Employees

Direct to Consumer

- We developed a custom workforce analytics scorecard for VP- and director-level leaders overseeing teams of 30 or more, offering convenient, self-service access. This scorecard provides a comprehensive overview of critical people metrics, including Flex Work Operating % for subordinate organizations, Quarter on Quarter trends, and the ability to drill down by Location, Region, Organization, and Manager versus Individual Contributor.
- We introduced a hub health dashboard tailored for site leaders, offering insights into the site's demographics, work patterns, and current employee sentiment, incorporating feedback from exit surveys. This dashboard presents key metrics, including the percentage of employees using flexible work arrangements and time spent in the office, daily office occupancy rates, and employee engagement scores segmented by location.
- We expanded access to employee-level data through the launch of an employee insights hub, offering personal insights, trends, and resources crucial for each employee's Workday journey. This includes tracking the percentage of days worked at a Workday office location; monitoring weekly focus time; measuring meeting durations; and integrating with career growth, rewards and recognition, and employee well-being initiatives.

Enablement

In addition to virtual training sessions and guided Help articles and Quick Cards for navigating new functionality, our team has innovatively utilized Workday technology.

We extract key metrics from core reporting and analyze them using Workday Prism Analytics to compare actuals against trends, benchmarks, and goals, and then integrate these insights into the Workday alert framework. Each month, leaders receive personalized, well-structured emails detailing metric categories such as flex work and talent retention, monthly trends, benchmarking comparisons, and progress toward goals. This resource is highly valuable for our leaders.

We also extend this approach to send personalized emails to all Workmates participating in our flex-work model.

Personalized alerts using Workday technology.



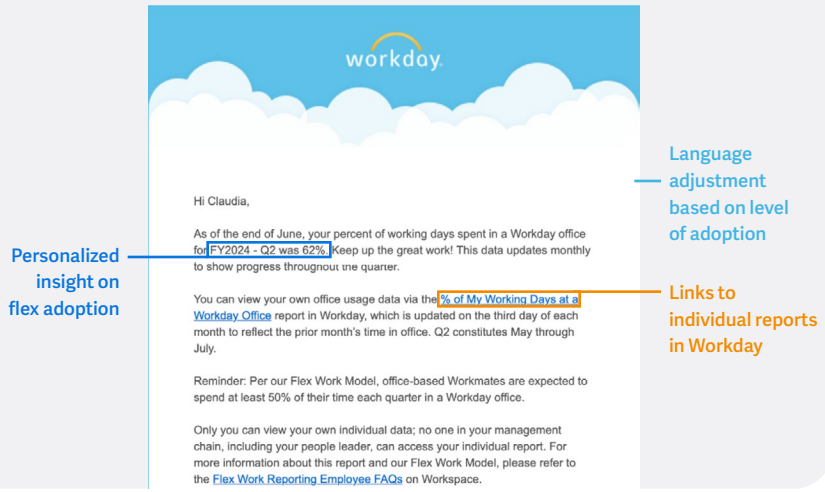
Level 1: Core reporting—data insights available in Workday reports and dashboards

Level 2: Workday Prism Analytics—evaluate actuals against trends, benchmarks, and goals

Level 3: Alert framework—alert leaders when their updated data is available in tenant

Level 4: Personalized alerts

Personalized flex alerts for employees.



Results.

Recognizing the power of insights in driving change, we established clear expectations and provided managers and HR partners with tools for consistent communication. The results were significant:

- More than three-quarters of employees embraced our flex-work expectations, with adoption increasing daily.
- We observed a 20% increase in cross-functional collaboration among employees, rebuilding critical business connections disrupted during the pandemic.
- Employee sentiment surveys using Workday Peakon Employee Voice indicated improved perceptions of flexibility, engagement, and remote work options. Continuous feedback was crucial to our success. For example, responding to feedback from employees who missed the opportunity to work from different locations, we introduced “Work from Almost Anywhere,” allowing remote work for up to a month.

In conclusion, we successfully fostered in-person connection and collaboration while preserving the freedom and flexibility that workers expect.



2. Case study: streamlining insights and actions for people leaders.

Challenge.

Workday people leaders play a pivotal role in our success by overseeing people, processes, and performance. They manage the entire employee journey, from hiring and fostering team culture to strategic planning, conflict resolution, effective communication, and driving performance through goal setting, coaching, and decision-making.

Traditionally, these responsibilities were supported by various tools and documentation for each task, leading to a vast array of resources in the people leader toolkit. Dashboards, reports, tasks, documentation, articles, and forms—all these resources were readily available but often overwhelming and scattered, making it challenging for leaders to find specific information quickly.

Solution.

We followed a three-phase approach to discovery and architecture. First, we compiled a comprehensive list of products and dashboards available to managers to assess their usage. Out of the 43 dashboards and apps accessible to people leaders, we focused on the 13 centered around key areas such as hiring, talent, growth, and rewards. It became evident that only 2 dashboards were consistently accessed, with 83% of people leaders using them regularly. This research underscored the demand for data and provided insights into where and what managers were accessing.

Next, we conducted an analysis to identify gaps in available data. For instance, we discovered that the most frequently accessed dashboard lacked critical information such as goals, development items, feedback, career check-ins, succession plans, and skills. Interestingly, this data was available in other sources within the organization. We applied this approach across all people leader dashboards to compile a comprehensive list of available insights.

Finally, we collaborated with each HR CoE to gather specific requirements for strategic insights, additional data points, and necessary tools for Workday people leaders. This step ensured a holistic approach to designing the future solution architecture.



From insight to action.

DASHBOARD TAB	INSIGHTS	ACTIONS
Overview	• Headcount trend and staffing activities • Upcoming birthdays and anniversaries • Track Zoom fatigue	• Transfer, promote, change job • Change business title • Terminate employee
Hiring Effectiveness	• Open job requisitions • Candidate pipeline • Interviewed candidates in the last 12 months	• Create job requisitions • Edit/close job requisition • My pending recruiting actions
Rewards & Recognition	• Compensation summary • Compensation range and zones • Compa-ratio by talent theme and job level • Feedback given and recieved	• Request compensation change • Request one-time payment • Give feedback • Get feedback on worker
Career Growth	• Career growth overview (skills, gigs, connections, interests) • Learning courses by fiscal quarter	• Start career and progress check-in • Add a contribution goal for each employee
Assess Talent	• Talent theme/calibration overview • QCI completion	• Start performance improvement plan • Add contribution goal to employee
Time & Absence	• Time off this fiscal year • Upcoming time-off summary	• Time-off and leave calendar • Place/return worker from leave

Approach.

Persona

- People leaders with direct reports and subordinates
- HR CoE and business partners providing support for senior leadership teams

Direct to Consumer

- Created a new people leader dashboard (PLD) in Workday—a centralized hub for accessing key data and actionable insights. Leaders can review information across talent acquisition, rewards and recognition, career development, talent management, time off, and leave. It serves as a unified source of data to address critical questions such as:

  —What is the size of my team and what recent business process activities have occurred?

  —How many open requisitions does my team have, and what is the hiring pace?

  —What is the compensation summary for my team, and how does it compare to the suggested range?

- Delivered a new management reporting hub with new organization dimensions, expanded suite of metrics, and extended historical views for headcount and expenses including data from Workday Prism Analytics, Workday People Analytics, and workforce planning in Workday Adaptive Planning.

Enablement

- **People and purpose enablement sessions.** People consultants and partners attend sessions to learn how to effectively use the dashboard to support their leaders.
- **Office hours.** These are weekly live sessions hosted by the People Analytics team to provide assistance. Two sessions are offered to accommodate employees across different time zones.
- **Bite-size guide.** This short video in Workday Learning guides users on how to navigate the people leader dashboard.
- **Quick Card.** This detailed PDF document is available at the top of the dashboard, providing information on report descriptions, time frames, and metric definitions.
- **FAQ.** This consolidated list is continuously updated, ensuring all queries are addressed promptly.
- **Help article.** This comprehensive documentation within Workday explains the dashboard's background and functionality in detail.

Results.

Despite being one of our team's most significant transformation efforts, we leveraged valuable insights from previous releases to shape our strategy for this new people leader product experience.

- Since introducing the new people leader dashboard with "on-demand enablement," we've experienced a 68% increase in monthly traffic.
- Engaging actively with our people leaders has resulted in an average 39% rise in dashboard traffic.
- Our internal research revealed that 86% of stakeholders anticipate using the new management reporting hub regularly—daily, weekly, or monthly.
- 80% of people leaders reported using the PLD on a daily or weekly basis.

Ultimately, our goal was to create a hub that drives system-wide changes by equipping business leaders with timely, contextual insights. For example, when we updated our performance management philosophy, our dashboard became the one-stop place for managers to access insights and take action in line with the new philosophy. This approach supports agile decision-making—crucial amid heightened pressures for operational efficiency—and ensures effective measurement of ROI on human capital investments while aligning talent strategies with business objectives.

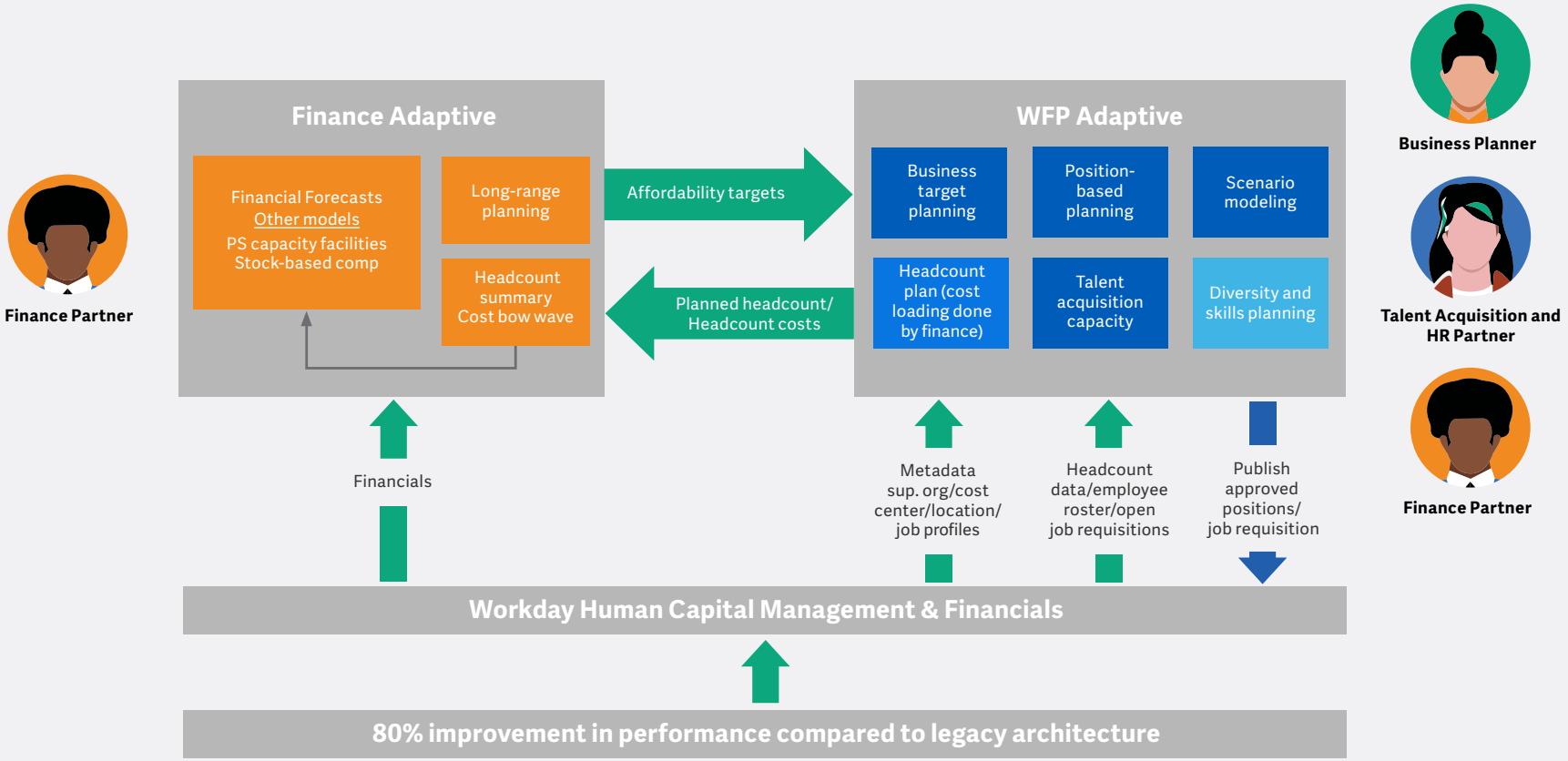
Workforce planning case study spotlight.

Overview:

After a current state assessment in 2021, Workday initiated a workforce planning initiative aimed at addressing pain points such as a lack of cross-functional collaboration and the absence of fully supported automated tools. Over the past two years, we've focused on developing an end-to-end connected planning process, building the new workforce planning instance of Workday Adaptive Planning and expanding access to workforce planning data and tools. In 2023, KPMG's business readiness assessment helped us identify areas where to stay on track or pivot. For 2024, our priorities include supporting talent strategies, coordinating operational headcount planning, enabling access to data and insights, and aligning with enterprise planning.

CHALLENGE	SOLUTION	IMPACT
• Lack of cross-functional collaboration, process ownership, and siloed practices	• Cross-functional alignment across support functions and personas (business leaders, people and business partners, talent acquisition, and finance) on end-to-end planning process	• 100% alignment on upgraded process by finance and HR teams • Cross-functional alignment improvement by 78% based on survey across HR and finance teams
• Manual reconciliation processes and lack of automation	• Go-live with workforce planning instance within Workday Adaptive Planning	• 27 manual integrations between Workday and workforce planning now automated • 37% of job requisitions published via workforce actions, improving speed-to-hire by 2 days per job requisition
• Capacity planning	• Embedded consistent talent strategy process within workforce planning operations • Built and integrated with workforce planning instance to link headcount plan data to support talent acquisition capacity planning	• 100% of L3 organizations built a talent strategy plan in the 2024 planning cycle • 74% improvement in average time to close stale positions in 2024 vs. 2022 • Increased talent acquisition users with plan data access by 8x

Workforce Planning: Process Flow



3. Case study: maximize people potential.

Challenge.

In early 2023, Workday embarked on a comprehensive strategy to enhance talent management and development as a rapidly expanding global enterprise. Recognizing the pivotal role of skills development in enhancing career earnings and fostering organizational resilience, Workday aimed to accelerate workforce agility while maintaining its commitment to employee-centric values and high-performance standards.

Solution.

We tackled the challenge from an enterprisewide perspective, involving our entire executive team in a structured and focused discussion from the outset rather than solely through an HR-focused approach. This collaborative effort led us to commit to enhancing six critical talent dimensions: Performance, Differentiation, Transparency, Accountability, Development, and Behaviors. We integrated these dimensions throughout the organization by implementing resources for people leaders, making system adjustments, ensuring transparency, and establishing clear accountability measures.

Approach.

Persona

- People leaders with direct reports and subordinates
- Talent acquisition leaders and managers
- HR business partners and people consultants
- Employees



Direct to Consumer

- We simplified our performance and potential framework with intuitive definitions—challenging, successful, or exceptional year—and provided guidance to help people leaders tailor impactful career discussions and support employees' professional growth.
- To optimize for transparency, we shared this framework with all employees to clearly communicate what success looks like and how it is measured, and we embedded pay transparency into job profiles and job requisitions, ensuring internal and external accessibility.
- We mandated quarterly career check-ins for people leaders with automated Workday notifications tracking 1:1 completion rates and goal-setting, and set a companywide goal for employee sentiment on career growth, highlighting our commitment to developing talent and providing growth opportunities.
- We introduced new bonus and equity models to better reward standout performance and linked it directly to targeted development programs, and ensured every manager-employee check-in includes discussions on skills and growth opportunities for advancement.

Enablement

- **People and purpose enablement sessions.** People consultants and partners attend sessions to learn how to effectively use the dashboard to support their leaders.
- **Office hours.** These weekly live sessions hosted by the People Analytics team provide assistance, with two sessions offered to accommodate employees across different time zones.
- **Bite-size guide.** This short video in Workday Learning guides users on how to navigate the people leader dashboard.
- **Quick Card.** This detailed PDF document is available at the top of the dashboard, providing information on report descriptions, time frames, and metric definitions.
- **FAQ.** This consolidated list is continuously updated, ensuring all queries are addressed promptly.
- **Help article.** This comprehensive documentation within Workday explains the dashboard's background and functionality in detail.

Results.

We have integrated our updated talent philosophy with Workday core values, ensuring alignment and evolution to meet contemporary needs. Our "Values in Action" guide outlines critical behaviors such as embracing growth mindsets and candidly addressing challenges, helping to foster individual and collective success.

We are in the middle of a multiyear journey but have seen great results so far:

- Improved goal setting—from 12% of employees regularly setting contribution goals to 87%
- Improved perceptions of individual growth with ~35% decrease in the number of employees who stated they were dissatisfied with their growth and career path
- Improved manager-worker connection—from 74% holding regular check-ins to 82%

In conclusion, our success stemmed from swiftly implementing behavioral and structural changes for managers and employees while prioritizing simplicity, consistency, and transparency. Our People Analytics team worked hand in hand with our Talent Experience team and our chief people officer to shift behaviors across our ecosystem. This approach facilitated effective performance discussions and ongoing review of expectations, ensuring minimal disruption to business operations and productivity.

Key takeaways.

Keys to success:

- Define personas and use cases clearly and distinctly to be set up for success.
- Consider scalability and delivery, ensuring that each persona receives relevant data without overwhelming them.
- Enable personas by providing support at launch and continuously thereafter to maximize effectiveness.



Conclusion.

Democratizing data to create value at scale.

In conclusion, democratizing data lies at the heart of modern organizational transformation. As we explore various use cases and emphasize the importance of defining personas and use cases, it becomes clear that empowering individuals with access to data is essential for driving innovation and success. At Workday, we've found success in many of our initiatives and experiments by utilizing our analytics offerings to ask the right questions to the right people at the right time, providing personalized communication to people leaders and all Workmates, and equipping our teams with smart data. And none of this would have been possible without Workday.

By democratizing data, organizations break down silos, foster collaboration, and unlock the full potential of their workforce. It's not just about making data available—it's about enabling every individual, from frontline employees to top executives, to harness the power of data to make informed decisions and drive meaningful change.



Why Workday.

- **Actionability.** The unparalleled power of having the system of record being the system of action empowers people analytics practitioners and business leaders to plan, execute, and analyze in a unified platform. Drilling through hierarchies, slicing data by different fields, and navigating throughout Workday are all possible within the Workday analytics and planning product suite.
- **Automatic data democratization.** This provides access to dashboard and analytics tools based on existing role assignments. The same Workday security that protects your people data also secures the analytics tools and reports.
- **Expansive analytics landscape.**
  - —**Analytics toolkit:** build the foundation for your people analytics practice using Workday
  - —**Augmented analytics:** Workday Peakon Employee Voice and Workday People Analytics provide insightful analytics dynamically, with minimal ad hoc effort necessary to uncover meaningful insights

To learn more, visit us here.



+1-925-951-9000 +1-877-WORKDAY (+1-877-967-5329) Fax: +1-925-951-9001 workday.com

© 2024 Workday, Inc. All rights reserved. WORKDAY and the Workday logos are trademarks of Workday, Inc. registered in the United States and elsewhere. All other brand and product names are trademarks of their respective holders.
20241003-wow-people-analytics-ebook-enus