

HR Analytics *Translator*

for HR Business Partners, HR Analysts & other HR Professionals

THE NEW MUST-HAVE ROLE IN ORGANIZATIONS

This 2-day practical & interactive seminar helps HR Practitioners navigate, understand and effectively interpret data into actionable insights for Senior Management.

03-04 June, 2025 · Hilton Grand Place · Brussels, Belgium



UPDATED 2025 EDITION

Presented by Sjoerd van den Heuvel, PhD



SEMINAR FOCUS

What is an HR analytics translator? And what it's not

What skills and competencies does *HR Analytics Translator* require

How to build a data-driven business with analytics translators

Find out whether you fit the profile of an analytics translator

Realize how quizzes drive results

Build your – *ready to present to management* – use-case during the training

The content of the **2025 HR Analytics Translator** has been updated based on the participants' feedback from seminars delivered between 2022 and 2024, to further enhance the relevancy of this program to the real-world challenges **HR Practitioners** face in their day-to-day work.

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Overview

In a 2018 publication in Harvard Business Review, McKinsey introduced the role of **Analytics Translator**. The Analytics Translator bridges the gap between data expertise on one hand and business expertise on the other hand. According to McKinsey, organizations now recognize that the success of analytics in an organization is not only determined by data scientists, but by cross-functional teams consisting of data engineers, data architects, data visualization experts, and ("perhaps most important"), Analytics Translators. Analytics Translators are not substituting data scientists or business managers, but rather act as liaisons, as connectors. The McKinsey Global Institute estimates that by 2026 the demand for Analytics Translators in the United States alone would have risen to between two and four million jobs.

In his Analytics Translator programs, associate **professor Sjoerd van den Heuvel PhD** addresses questions such as *What is an Analytics Translator? What skills and competencies are required? and How to build a data-driven business with analytics translators?* Moreover, during the program, you (and your colleagues) build your own data analytics use-case you can present to your management. Sjoerd van den Heuvel is an experienced and inspiring trainer and international keynote-speaker who shares state-of-the-art insights on the Analytics Translator, actively interacts with the audience, and brings a good dose of humor to the stage. Since 2020, over 500 professionals from around the globe successfully participated in his Analytics Translator program. Are you ready to be inspired?

This seminar, while addressing the role of an Analytics Translator in a wider organizational context, is specifically designed and focused on the HR and People Analytics domain

This training course, throughout the 2 practical days filled with hands-on exercises, is different than most of the other AT courses, in a sense that it's not aimed at a general, broad organizational structure. Instead, it is centered on the HR function and data & insights relevant and important to the HR and then the wider organization.

The 2025 updated edition incorporates new case-studies based on the feedback from participants who attended this seminar in 2022, 2023 and 2024

Research shows that **HR Analysts and HR Business Partners** in particular are the population that require these crucial data-literacy skills, in order to convert and interpret the data into actionable intelligence, necessary for decision-making process. They play the critical role in this process and the aim of this course is to help them (and other HR professionals) master the use of data insights by becoming successful HR Analytics Translators.

Who Should Attend this Course?

- ✓ HR Analysts
- ✓ HR Business Partners
- ✓ People Analytics Professionals
- ✓ HR Managers & Team Leads
- ✓ HR Project Managers
- ✓ Business Managers and Analysts
- ✓ Anyone interested in learning how to turn data insights into an actionable intelligence

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DAY 1 / Morning session

Welcome

Welcome and practicalities

Knowledge

Data-driven business fundamentals

- Inspirational examples of the application of advanced analytics and AI in various industries
- Inspirational example from the industries of the participating organizations
- The importance and urgency of analytics for both profit and non-profit organizations
- The meaning of analytical buzzwords such as Artificial Intelligence, Machine learning, and predictive analytics

Analytics Translator Fundamentals

- The role of Analytics Translator defined
- Why the Analytics Translator is labeled by McKinsey as the new-must have role
- Why the Analytics Translator is role and not a job title

Use-case development process

- The 9-step approach in developing high-value use-cases
- Why the analytics itself plays a minor role compared to business problem identification
- How use-case development is embedded in the broader context of a data-driven business
- The specific role and responsibilities of Analytics Translators and executives in use-case development

Knowledge / Use-case development

Step 1: Identifying the business problem in an iterative approach

- Applying the 5W framework in business problem identification
- Quantifying the business problem, in both financial and non-financial terms
- Predictive the value of analytical solutions
- Developing the business case underlying a use case

Step 2: Analytics goal

- Distinguishing business goals from analytics goals
- 7 types of analytics goals
- Aligning analytics goals with business problems

Step 3: Analytics questions

- Aligning analytics questions with analytics goals
- Differentiating between problem-related and solution related analytics questions
- Assessing the added

Storytelling

Elevator pitch on external-internal fit

Midnight phone call with leadership / management

Short wrap-up

Reflection

DAY 1 / Afternoon session

Knowledge

Data privacy fundamentals and digital ethics fundamentals

- The three golden questions in data privacy and digital ethics
- Three different perspectives to differentiate right from wrong
- Examples of ethical dilemmas and how to deal with them
- The Harvard model as the basis for sustainable application for data

Knowledge / Use-case development

Step 4: Conceptualization and conceptual modelling

- Approaches for identifying factors that (potentially) influence business problems
- Exploring the logic of how these factors impact the problem, and thus relate to each other
- The role of independent, dependent, moderating, and mediating variables in conceptual modeling

Step 5: Operationalization of concepts

- Developing valid and reliable measures for factors within the conceptual model
- Idealism versus pragmatism: Data-gathering approaches
- How organizations in practice deal with the problem conceptualization phase. What are best practices?

Storytelling

Explaining conceptual models to others

Short wrap-up

Reflection

Homework

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DAY 2 / Morning session

Storytelling

Instructions to data scientists & peer feedback

Knowledge

Data-science fundamentals (quiz)

- The meaning and practical value of statistics such as statistical significance, R2, and standard deviation
- The analytics value chain as a self-assessment instrument

Descriptive statistics

- Producing descriptive statistics of large data sets in Excel within seconds

Inferential statistics

- The importance of moving beyond 'the wall' prof. John Boudreau

AI, machine learning, deep learning

- The essentials and practical application of AI-driven solutions

Analytics technology fundamentals

- The usefulness and ease of use of technologies in data gathering, analytics, of visualization

Knowledge / Use-case development

Step 6: Data gathering approach

- Differences between primary and secondary data gathering approaches
- Contemporary data approaches and the need for creativity
- Interorganizational factor contributing to (and hindering) the collection of data.

Step 7: Analytics solution

- Assuring the alignment between analytical goals and analytics solutions

Consultation

- Individual and subgroup consultation on the use-cases under development

Short wrap-up

Reflection

DAY 2 / Afternoon session

Knowledge

Storytelling fundamentals

- Influencing decision making; the role of subtle messaging and nudging
- Data visualization; infographics versus infocraphics.
- Features in MS PowerPoint you did not know about
- Online storytelling: small improvements that make all the difference for effectively influencing decision making
- Offline storytelling: the Narrative Arc and the Pyramid Principle as the structural components of your story
- Common storytelling mistakes and best practices

Use-case

Step 9: Designing and developing the storytelling to leadership / management

- Aligning your storytelling approach with the composition and needs of your audience
- Selecting the appropriate medium, physical and/or virtual setting, and supporting materials
- Determining and integrating the spot-on call to action

Storytelling

Final presentations: Dragon Dens with investors & peer feedback, including call to action

Knowledge

Identification of preconditions (and barriers) for the success of deploying proposed use-cases and developing new use-cases

The 9-dimension model of analytical transformation success

Transformation mapping as must-know approach in digital transformation

Agreement on next steps to start decision making process or deployment of the solution

Short wrap-up

Reflection

Closing remarks

Seminar starts each day at 9:00am and finishes at 5:00pm

Lunch & refreshments are provided. Networking & coffee-breaks in between sessions.

All participants will receive the **Certificate of Attendance**

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Seminar Leader

Sjoerd van den Heuvel Ph.D. is associate professor Data-Driven Business & People Analytics at the University of Applied Sciences Utrecht in the Netherlands. He is an international authority and a frequently asked speaker at business conferences and in-company trainings across the globe.



Recent international engagements included keynotes and masterclasses in Singapore, Dubai, Budapest, Sydney, Barcelona, Mannheim, London, Brussels, Istanbul, Kuala Lumpur, Geneva, Anaheim, Warsaw, and Paramaribo

Sjoerd co-founded the very first Master of Science program 'Data-Driven Business' in the Netherlands; a formally accredited, and by the Dutch Government funded, multi-disciplinary 1-year university program in which students master the role of Analytics Translator: the must have role for data-driven organizations (source: McKinsey, 2018). Sjoerd teaches Data-Driven Decision Making and People Analytics to professionals, undergraduate- and graduate students. He furthermore helps leadership teams to develop data-driven business strategies, and trains professionals into their role of analytics translator. His research focuses primarily on individual competencies and organizational capabilities required for successfully transforming towards a Data-Driven Business and for effectively applying People Analytics.

Sjoerd holds a Ph.D. degree in Human Resource Management from Tilburg University in the Netherlands, and prior to his current position, he worked as a senior management consultant (Capgemini Consulting), senior Engagement & Retention advisor (Dutch Postal Service) and assistant professor in HRM (University of Amsterdam and Twente University). In both his teaching and research activities, his core focus is on how to bridge the gap between science and practice, because that's where the analytics magic happens!



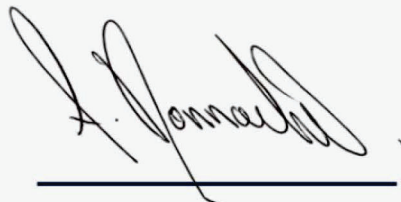


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04/11/2024

ISSUE DATE



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To reserve your participation please complete the registration form and send it to operations@ktcintl.com

PARTICIPANTS' INFORMATION				EVENT DETAILS	
Name				HR ANALYTICS TRANSLATOR for HRBPs, HR Analysts & other HR Professionals	
Job Title				03-04, June 2025 (2 days)	
e-mail				Hilton Brussels Grand Place	
Name				Brussels, Belgium	
Job Title				REGISTRATION FEES	Please mark the appropriate box!
e-mail				Standard single delegate fee	€ 2,495 / person
Name				Promo-code to receive €200 discount	
Job Title				TICKET FOR TWO DISCOUNTED FEE	
e-mail				Register 2 people and receive €200 discount	€ 2,295 / person
Name				GROUP DISCOUNT FOR ORGANIZATIONS SENDING MULTIPLE PARTICIPANTS	
Job Title				3+1 Free: Register 4 delegates and save € 2,495 (25% discount)	€ 7,485 for 4 people (€ 1,871 average)
e-mail				Discounts & Promotional Offers cannot be combined. In case of multiple discounts availability, always the higher discount applies!	
Name					
Job Title					
e-mail					
REGISTERING ORGANIZATION				AUTHORIZATION	
Name				I certify that the above information is correct. I am aware of the prerequisites of the registration. I have read, understood and agree with terms & conditions herein.	
(EU) VAT No.				Name	
Street				Job Title	
City				Signature	
Country		Post Code		Date	
Phone No.					
TERMS & CONDITIONS					
Hotel Accommodation & Airport Transfer					
Accommodation is not included in the training participation fee. To arrange accommodation at the event venue, you will receive a reservation form with our Special Corporate Rate. Please arrange the room reservation and airport transfer directly with the hotel.					
SALES CONTRACT					
This registration form constitutes a legally binding sales contract between the Organizer and the Client. All terms are mutually accepted and agreed in good faith.					
<p>1. Fees: Registration fees are inclusive of in-person event attendance, luncheons & refreshments and all program materials, but exclude accommodation and travel expenses. Invoices are issued with reverse charge note. No VAT is charged by the Organizer.</p>					
<p>2. Payment terms: Following the receipt of the registration form, the Client shall receive an electronic invoice within 2 business days. After an electronic invoice has been e-mailed to the Client, all payments are due within 5 (five) business days. All payments must be received before the commencement of the event. Fully paid registration fee is the precondition for attendance. The Organizer reserves the right to refuse admission if payment is not received on time. All payments must be made in Euros (€).</p>					
<p>3. Cancellation/Substitution: All cancellations must be received in writing prior to the commencement of the event. Provided the registration fee has been paid, there are two options:</p> <p><u>Cancellation with substitution:</u> Transfer participation to a colleague at any time, free of charge.</p> <p><u>Cancellation without substitution:</u> Receive a Credit Voucher for any future event*</p> <p>*Cancellation without substitution made 10 (ten) or less days before the commencement of the event is a subject to 20% admin fee. In case of a delegate No-Show without notice, Credit Voucher will not be issued. No refund, partial refund or alternative offer shall be made.</p>					
<p>4. Indemnity: While every effort is made to adhere to the advertised package, The Organizer reserves the right to change events dates, sites, location, omit event features or merge the event with another event as deemed necessary, with no penalty. In such situation, no refund, partial refund or alternative offer shall be made. In case the Organizer permanently cancels the event, for any reason whatsoever (including Force Majeure occurrence) and provided that the event is not postponed to a later date, nor is merged with another event, the Client shall receive a credit note for the amount that Client has paid to such permanently cancelled event, valid for up to 2 (two) years to be used at another event, organized by the Organizer. No refund, partial refund or alternative offer shall be made.</p>					
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