Welcome to the Q4 PDX People Analytics Meetup

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One Model

Q4 PDX People Analytics Meetup

12/04/2025

Welcome & Housekeeping
(Rosy Van Horn)

PIOPA Overview
(Dr. Jeff Johnson)

The Human Edge of People Analytics | Coaching Beyond the Dashboard
(Dr. Ginevra Drinka)

People Analytics | Driving the Future of Work
(Dr. Alexis Fink)

Q&A
(Dr. Alexis & Dr. Ginevra)

Housekeeping

- Q&A – start thinking about those questions!
- Elevators to the parking garage lock at 7 so we will assist if you parked in the building
- Interested in speaking? Rosy.Vanhorn@propeller.com
- Interested in sponsoring? Rosy.Vanhorn@propeller.com



You're Invited to Join PIOPA

(Portland Industrial & Organization Psychology Association)

Join our LinkedIn Group ^^^



Dr. Ginevra Drinka

Ginevra Drinka, PhD is an executive coach and talent advisor with expertise at the intersection of people analytics and leadership development. With over a decade of experience in Global and Fortune 500 companies - including Nike, Inc. and Victoria's Secret & Co. - she has helped senior leaders interpret engagement data, strengthen team performance, plan for succession, and scale executive coaching programs. Ginevra earned her PhD in Social-Organizational Psychology from Columbia University and holds multiple certifications in leadership assessments, which she integrates into her coaching to drive measurable growth.



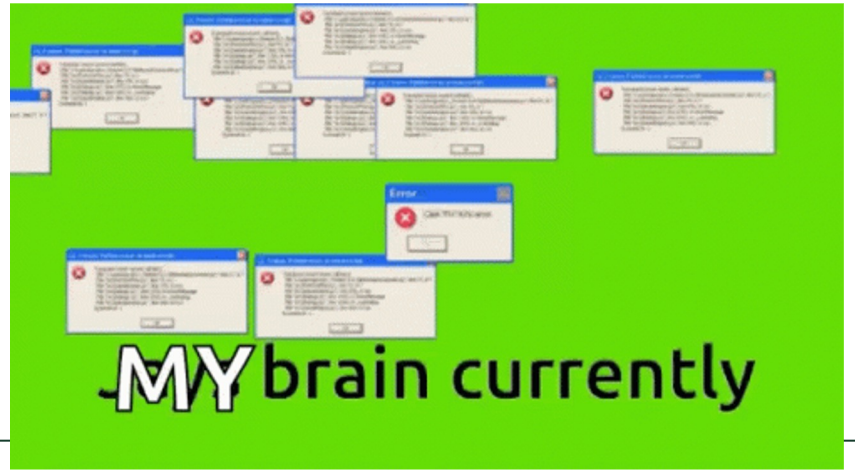
Coaching Leaders Beyond the Dashboard

Ginevra Drinka, PhD

Information Overload Makes Change Hard

- Leaders are drowning in data
- Decision fatigue & “infobesity”
- Our role: help them **discern** what matters

Data is most powerful when it’s used not just to diagnose, but to coach on what matters most



What Actually Drives Change

💬 Reflection > prescription. Take a coaching stance

🧭 Trust + meaning > metrics

🪞Data as a mirror, not a scorecard

What gets measured gets managed...and *what gets interpreted gets internalized*.

When Dashboards Don’t Land…At First

A case study in turning data into dialogue

…Change happens when data becomes personal.

Case Study: From Insight to Action

Behavioral shifts this leader made:

- Built in recovery time for team
- Celebrated wins weekly
- Challenged old norms — cut meetings, focused on outcomes

Behavioral change isn't about more metrics...it's about better meaning-making.

Start with Hypotheses

You may not have psychometric data - but you can connect dots because **engagement data is a leadership development tool**

- Low psych safety → candid/direct style?
- High burnout → driven or perfectionist tendencies?
- Low clarity → high openness?
- What are the organization's values?



Personality & Engagement Survey Alignment

Trait	High Trait Expression (Leader)	Possible Engagement Survey Patterns (Manager Items)	Coaching Hypotheses / Interpretation
Proactive / Driven Extraversion (initiative, ambition, intensity)	Energetic, goal-oriented, moves fast, pushes for results	• Pay attention to themes around high workload/burnout risks; challenges with prioritization	If tipping into overuse, the leader's pace and intensity may be exhausting the team. Coaching & recommendations can focus on celebrating wins, clarifying priorities, and defining what "enough" looks like.
Sociable Extraversion (outgoing, people-oriented, expressive)	Charismatic, visible, builds connections easily	• Look for themes around manager/leadership communication; clarity (if high could tip into overuse)	Strength: engagement through connection. Watch for surface-level connection over depth; may confuse face-to-face connection with effectiveness; coach toward listening and presence in 1:1s.
Agreeableness (empathy, tact, cooperation)	Supportive, accommodating, interpersonal sensitivity	• Look for themes around manager/leader supporting development; feeling safe to speak up; respect for difference; recognition of accomplishments; empowerment of calculated risks	Coaching and recommendations can explore psychological safety/trust. For low agreeableness, help build empathy and active listening; for high agreeableness, help set clearer performance expectations.
Conscientiousness (structure, follow-through, reliability)	Disciplined, process-oriented, perfectionistic tendencies	• Look for themes around managers/leaders setting clear expectations; clear directions; accountability; adapting quickly (true for mid-lower scores)	If high, over-structure may stifle innovation. Coach toward flexibility and trust in others' approaches. If low, team may be adaptable or disorganized.
Openness(curiosity, flexibility, innovation)	Curious, experimental, embraces change	• Pay attention to themes around encouraging new/different ideas; empowerment of calculated risks	If high, great for innovation cultures, but may cause ambiguity. Coach to ground ideas in action plans and manage change fatigue. If low, support leader in idea generation, experimentation, etc.
Emotional Stability (resilience, calmness, emotional control)	Calm under pressure, even-tempered, or detached	• Look for themes about manager/leader and optimism for the future,	Coaching can target emotion regulation, if needed: high-stability leaders may need to show that they perceive team dynamics; low-stability leaders may need stress management and communication planning.

People Analytics in the Age of AI

- More and more aspects of analytics will be automated
- But, you can’t automate trust, context, or conversation.
- Our value is in asking the questions that spark reflection that generate real feelings.

In Closing...

1. **Ground in Intent for Behavior Change**
   → Pre-work before exec presentation: generate hypotheses; connect to what you know about leader's needs right now.
2. **Take a Coaching Stance with Leader**
   → What's affirming? What's surprising?
   → One small behavior to shift?
3. **Support Ecosystem**
   → Who else supports this leader to take action?





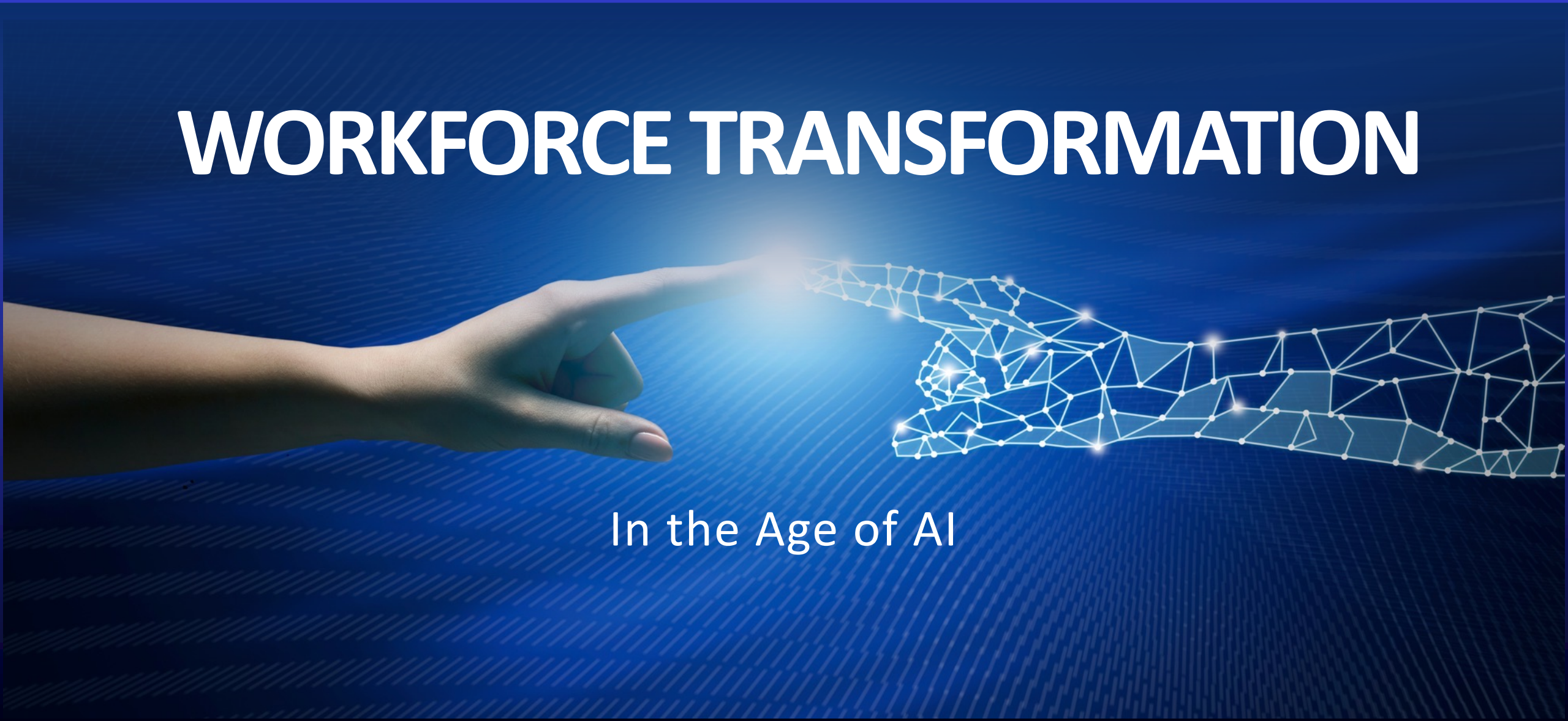
THANK YOU!



Dr. Alexis Fink

Alexis is a seasoned executive and renowned thought leader in People Analytics, Leadership, and Organizational Transformation. With leadership roles at Microsoft, Intel and Meta, most recently as the VP of People Analytics and Workforce Strategy, Alexis has a proven track record of driving significant business results. Additionally, she has served as the President of the Society for Industrial and Organizational Psychology, and has authored over 50 books, chapters, and academic research articles. Alexis seamlessly integrates rigorous research with practical insights to foster transformational change. She is highly regarded as an extraordinary leadership coach and an engaging teacher.

WORKFORCE TRANSFORMATION



In the Age of AI

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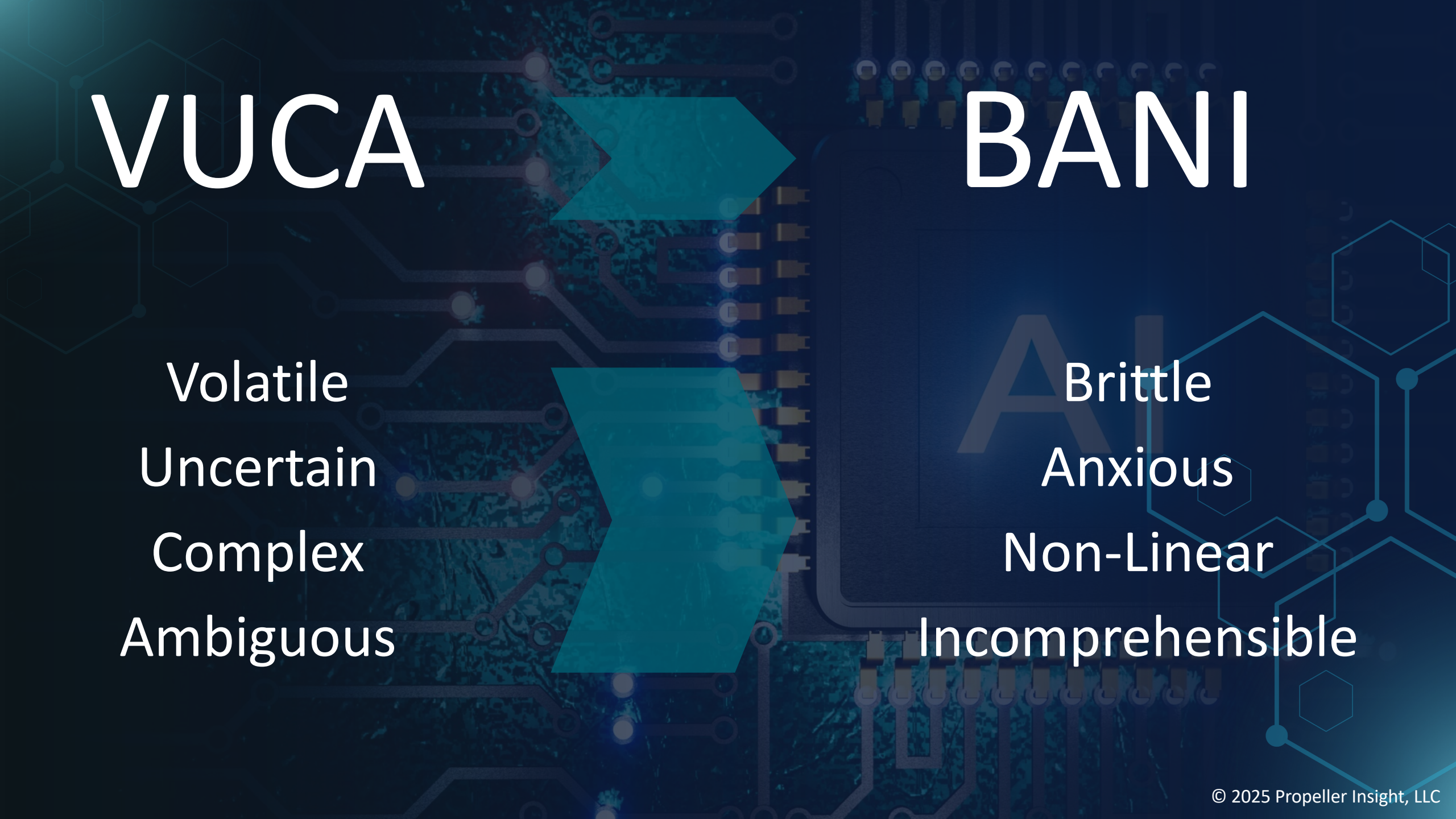
Inflection Points are destabilizing



Old patterns don’t work

New ones haven’t matured

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Conflicting Evidence Abounds

McKinsey Nov 25:

39% report enterprise level ROI

23% scaling agents somewhere

>$5B orgs most likely to scale

https://www.mckinsey.com/~/media/mckinsey/business%20functions/quantumblack/our%20insights/the%20state%20of%20ai/november%202025/the-state-of-ai-2025-agents-innovation_cmyk-v1.pdf

Wharton Oct 25:

75% report positive ROI

ChatGPT & Copilot most used

<$250M orgs report quicker ROI

https://ai.wharton.upenn.edu/wp-content/uploads/2025/10/2025-Wharton-GBK-AI-Adoption-Report_Full-Report.pdf

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But some key areas of agreement

Biggest impact:

Business Process Redesign

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Winning with Human Centered Design



Human Control



Transparency & Explainabilty



Ethics & Fairness



User Centricity

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Getting Started:

Common Agent Use Cases

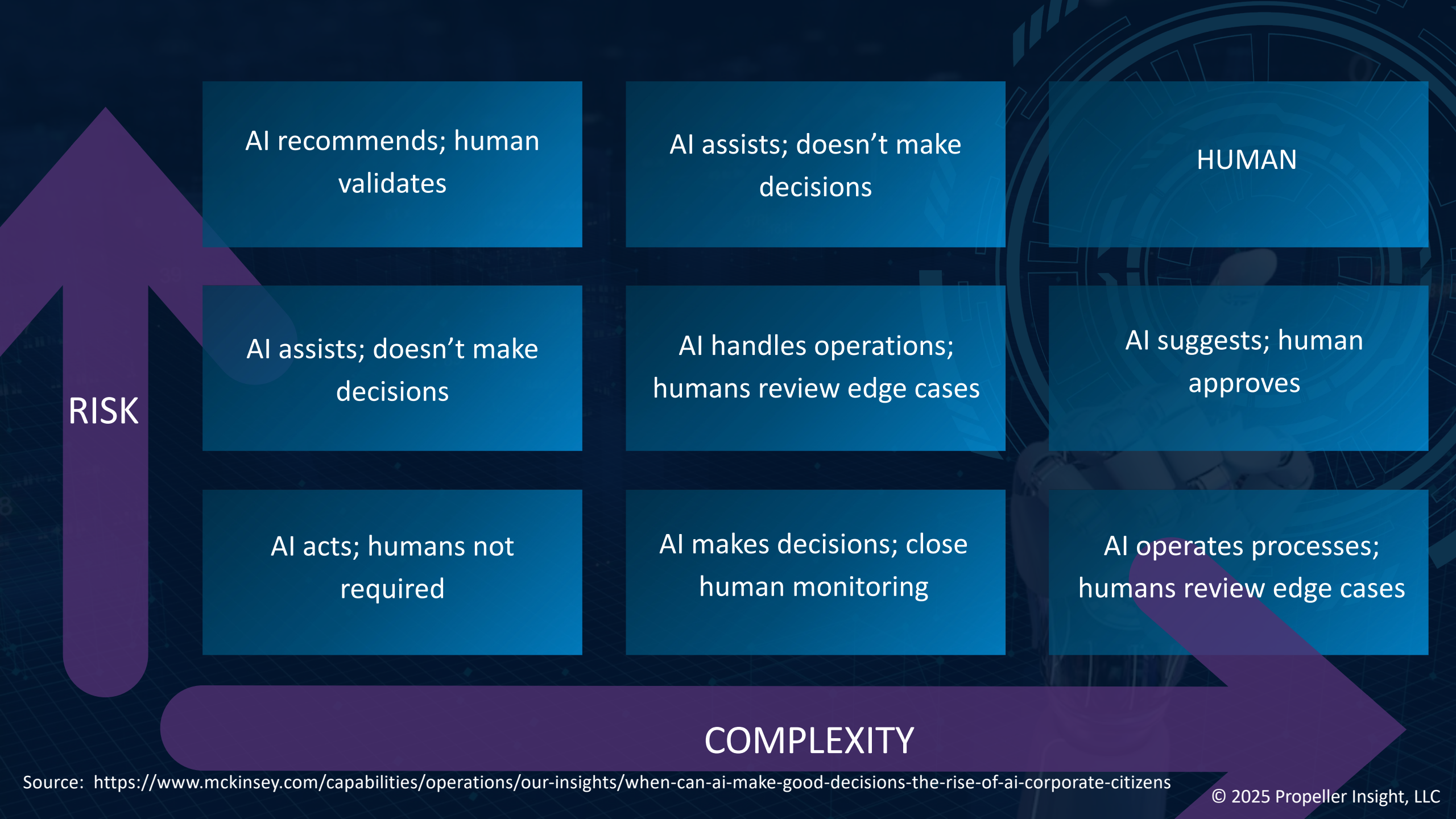
- FAQ’s, Policies, company info
- Operational Workflow Automation (e.g., customers, sales, employee support)
- External scans, regulatory, market info
- Software, coding
- Content generation (marketing, comms)
- Data work (cleaning, preparation etc)

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Reinventing Work with AI: Examples

- Financial Services: Fraud Detection & Prevention
- Pharmaceuticals & Healthcare: Drug Discovery, Personalized Medicine
- Manufacturing: Cycle Time, Defect Prevention, Capacity Optimization

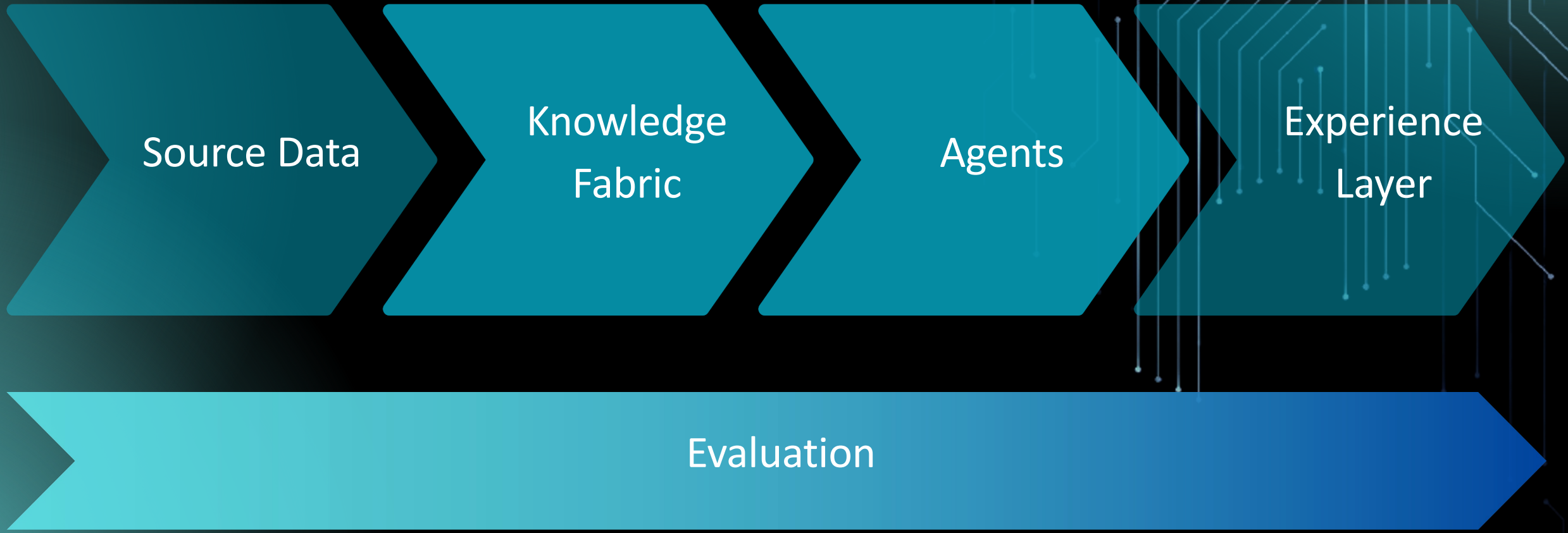
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Source: https://www.mckinsey.com/capabilities/operations/our-insights/when-can-ai-make-good-decisions-the-rise-of-ai-corporate-citizens

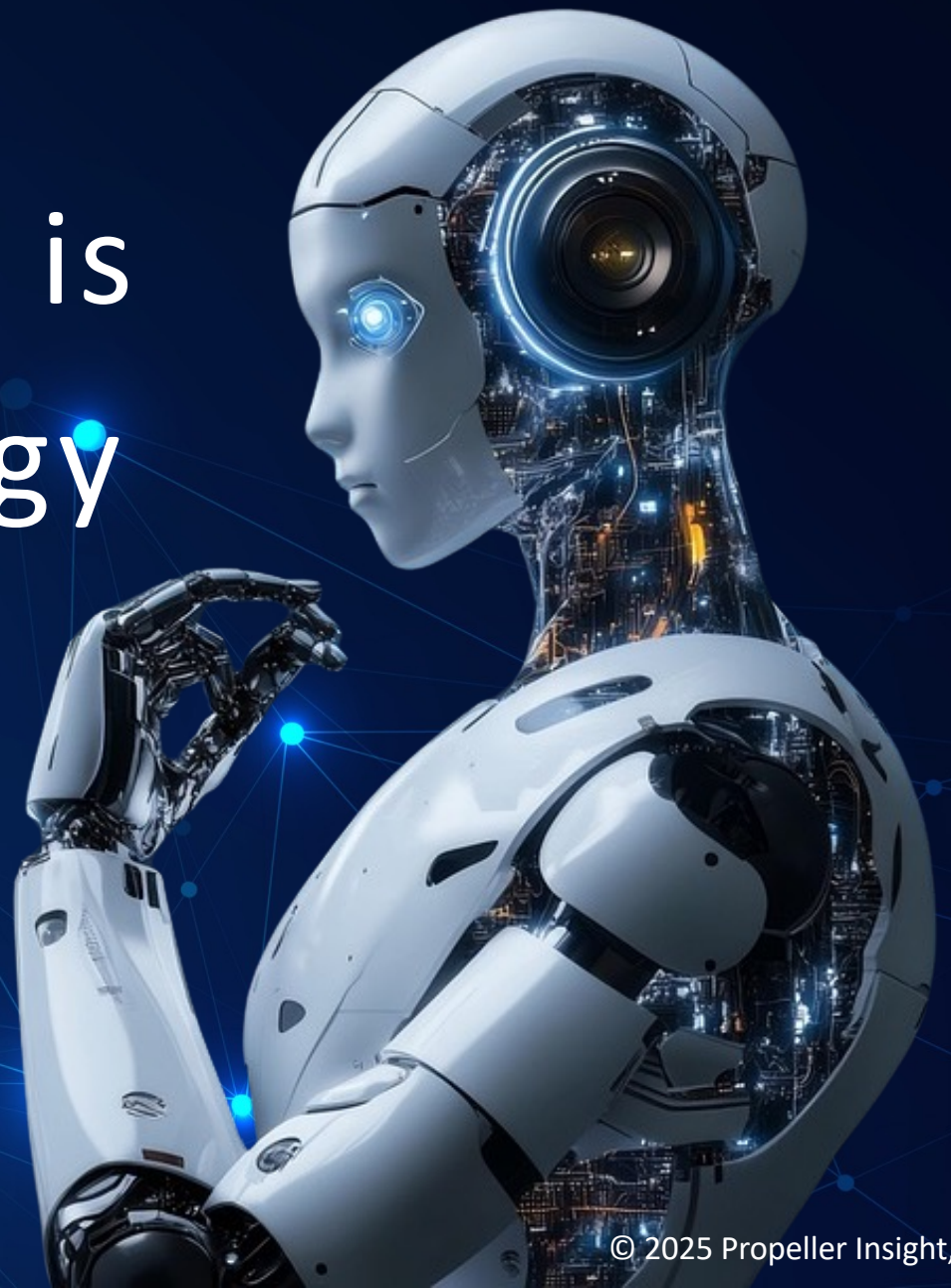
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Trustworthy AI requires some extra steps



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Building effective AI-enabled organizations is more than a Technology Problem



It’s a People Problem

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