

Whitepaper: People Intelligence - Connecting Human-Centric Data to Enterprise Decision-Making

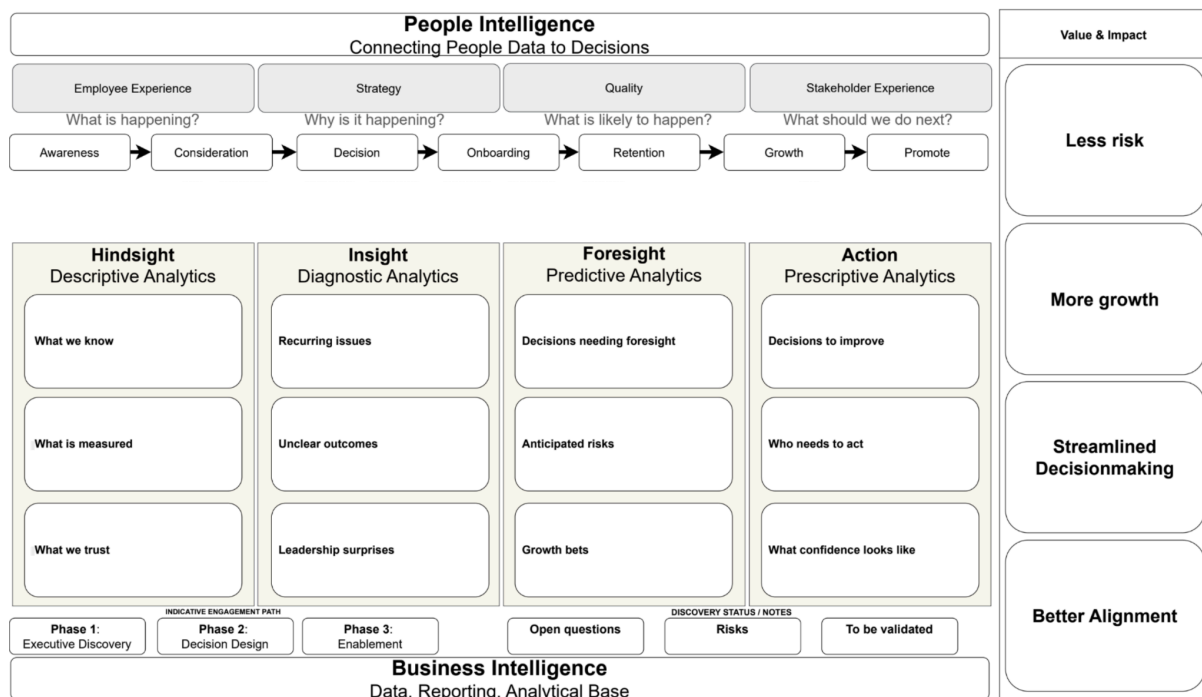
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Executive Summary

Enterprise organizations have invested heavily in Business Intelligence (BI) to improve decision-making through descriptive, diagnostic, predictive, and prescriptive analytics. Yet many of the most consequential risks and opportunities in organizations remain human-driven: customer loyalty, employee retention, partner performance, stakeholder trust, and leadership alignment.

This whitepaper defines **People Intelligence** as a needed addition to BI capabilities: a **Knowledge Management (KM) sense-making process** that connects human-centric data to decisions. It introduces a practical operating model and a **People Intelligence maturity model** to guide implementation. In this whitepaper we discuss the People Intelligence framework (see picture 1.) and its practical implications in the context of Enterprise sense-making and decision making.

Picture 1. The People Intelligence framework



1. Why BI Underperforms in Human-Centric Decisions

Traditional Business Intelligence is strong when decisions are primarily driven by structured and transactional data (finance, operations, product usage, supply chain). However, enterprises frequently face recurring issues such as:

- unclear outcomes
- leadership surprises
- misalignment between teams
- growth bets based on weak assumptions

These issues persist even in data-rich organizations because Business Intelligence often produces *information*, not *shared meaning*. Human outcomes are shaped by context, motivation, trust, and relationship dynamics, factors that require interpretation and sense-making.

We suggest that there exists a conceptual framework of People Intelligence that can be utilized to strengthen organizations' capabilities to benefit from human-centric data in their Business Intelligence systems. People Intelligence is an adjacent concept, not a sub concept of Business Intelligence.

2. Definition: What is People Intelligence?

In this whitepaper, **People Intelligence** is defined as:

A knowledge process of sense-making that focuses on all human-centric data, customer, employee, stakeholder, and partner data, so enterprises can connect people data to decisions.

This definition positions People Intelligence as:

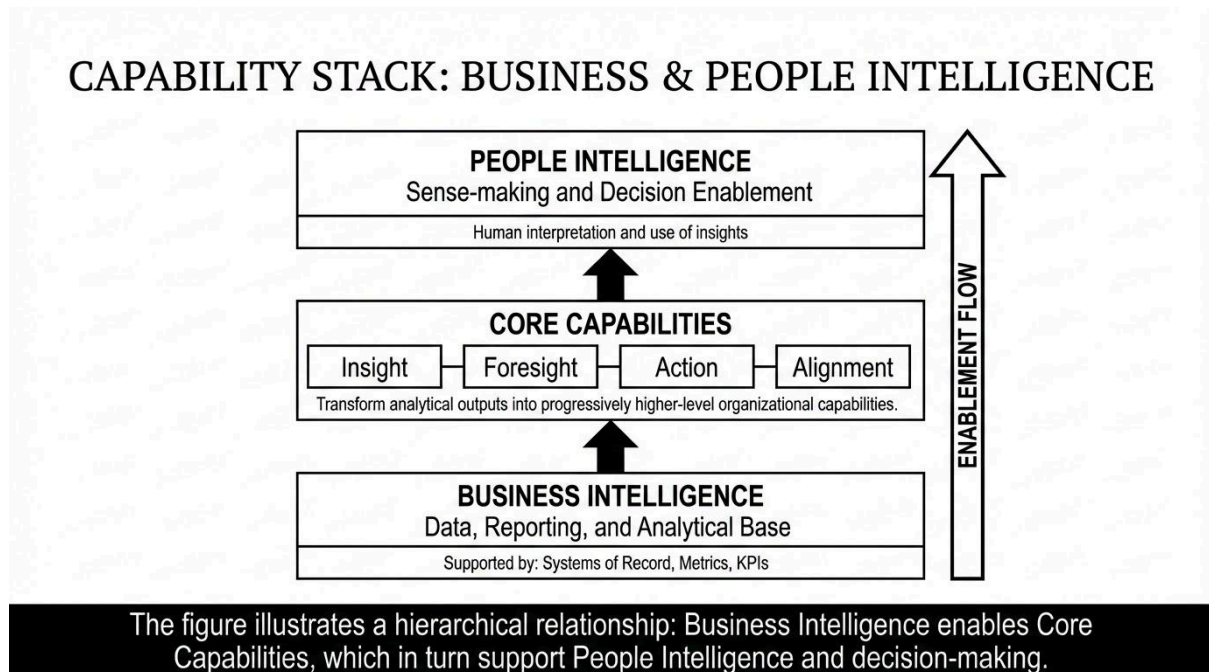
- a **capability**
- a **decision system**
- a **KM discipline**

People Intelligence enables enterprises to move from hindsight to action by improving:

- **Less risk**
 - **More growth**
 - **Streamlined decision-making**
 - **Better alignment**
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3. People Intelligence vs. Business Intelligence (BI)

People Intelligence does not replace BI. It builds on BI's data, reporting, and analytical base and extends it into decision-grade knowledge.



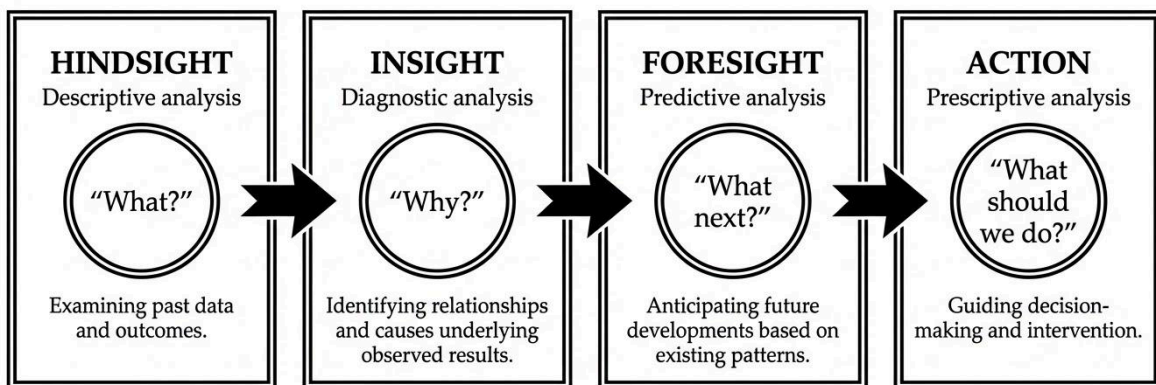
Business Intelligence answers the question “*What happened?*” while People Intelligence answers questions “*What does it mean, what happens next, and what should we do?*”

4. People Intelligence as a Sense-Making Loop

People Intelligence follows the analytics logic already familiar to BI-mature enterprises:

- **Hindsight (Descriptive):** What is happening?
- **Insight (Diagnostic):** Why is it happening?
- **Foresight (Predictive):** What is likely to happen?
- **Action (Prescriptive):** What should we do next?

ANALYTICAL PROGRESSION: HINDSIGHT TO ACTION



PROGRESSION: Retrospective Analysis → Forward-looking Decision Support

The figure depicts a four-stage analytical progression, from retrospective analysis of past data to forward-looking decision support.

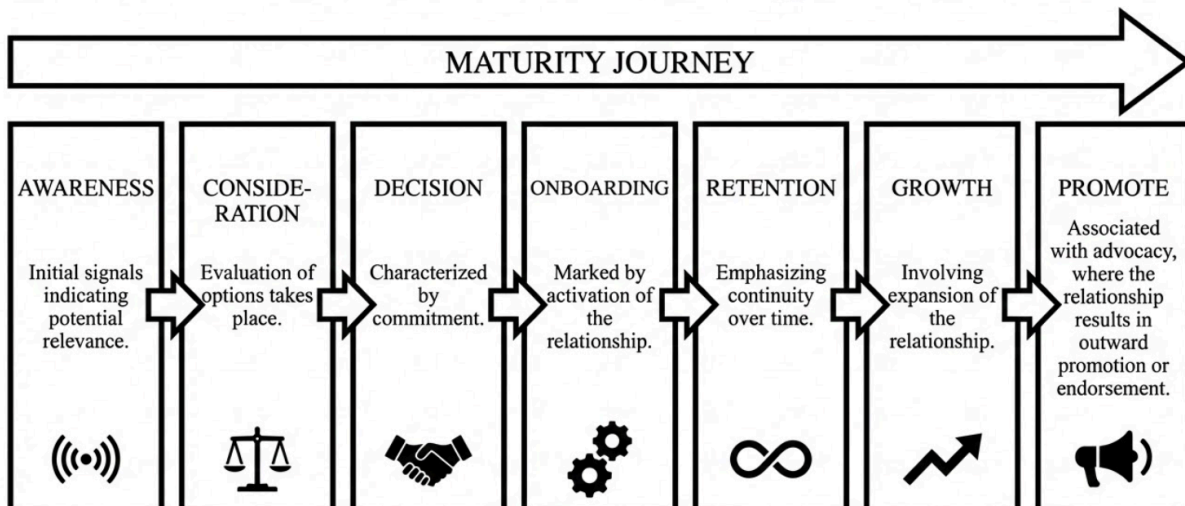
The People Intelligence template operationalizes this progression explicitly.

5. Relationship Maturity Steps: The People Journey

A key insight in your framework is that People Intelligence is relationship development as a general maturity journey related to Customer, Employee, Partner and Stakeholder journeys:

Awareness → **Consideration** → **Decision** → **Onboarding** → **Retention** → **Growth** → **Promote**

RELATIONSHIP MATURITY JOURNEY



The figure illustrates a seven-stage relationship maturity journey, progressing sequentially from initial awareness to active advocacy.

This applies equally to:

- **Customers:** awareness → purchase decision → onboarding → renewal → advocacy
 - **Employees:** awareness → joining decision → onboarding → retention → promotion
 - **Partners:** awareness → partnership decision → enablement → retention → co-growth
 - **Stakeholders:** awareness → confidence → legitimacy → ongoing trust → advocacy
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6. People Intelligence Domains

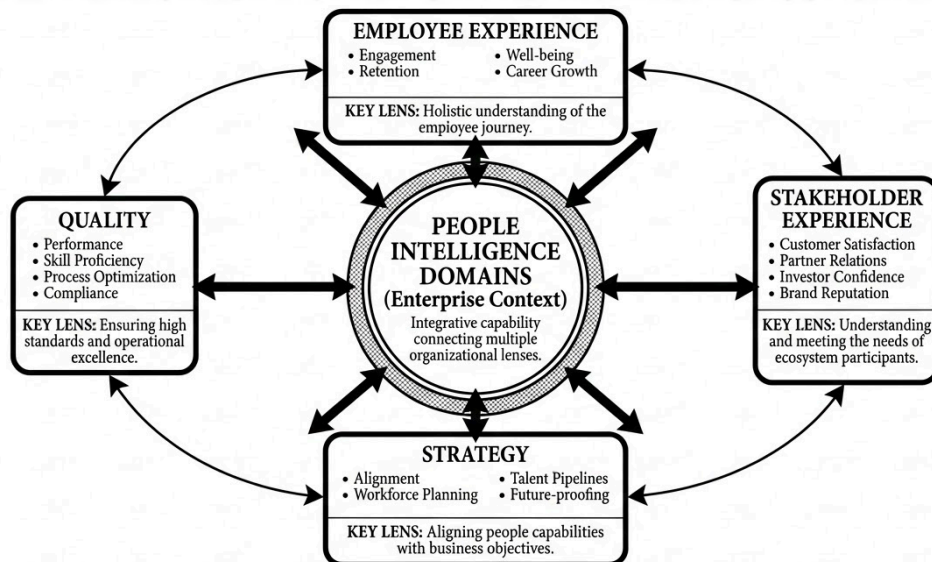
There are key lenses for People Intelligence:

- Employee Experience
- Strategy
- Quality
- Stakeholder Experience

These domains represent where people signals matter most.

Human-Centric Domains of Sense-Making

PEOPLE INTELLIGENCE DOMAINS IN AN ENTERPRISE CONTEXT



The figure illustrates the interconnected People Intelligence domains (Employee Experience, Stakeholder Experience, Strategy, Quality) oriented around the central People Intelligence construct, indicating its integrative role in supporting enterprise-level understanding and decision-making.

7. The People Intelligence Engagement Path

The People Intelligence template proposes a 3-phase implementation sequence:

1. **Executive Discovery**
2. **Decision Design**
3. **Enablement**

7.1 Phase 1: Executive Discovery

Goal: identify decision bottlenecks and uncertainties.

Typical outputs:

- what is known vs. measured vs. trusted
- recurring issues and unclear outcomes
- decisions needing foresight, anticipated risks, growth bets

7.2 Phase 2: Decision Design

Goal: design decision-grade intelligence, not just reporting.

Key design questions:

- who needs to act?
- what confidence looks like?
- what observations must be added? (across maturity steps)

7.3 Phase 3: Enablement

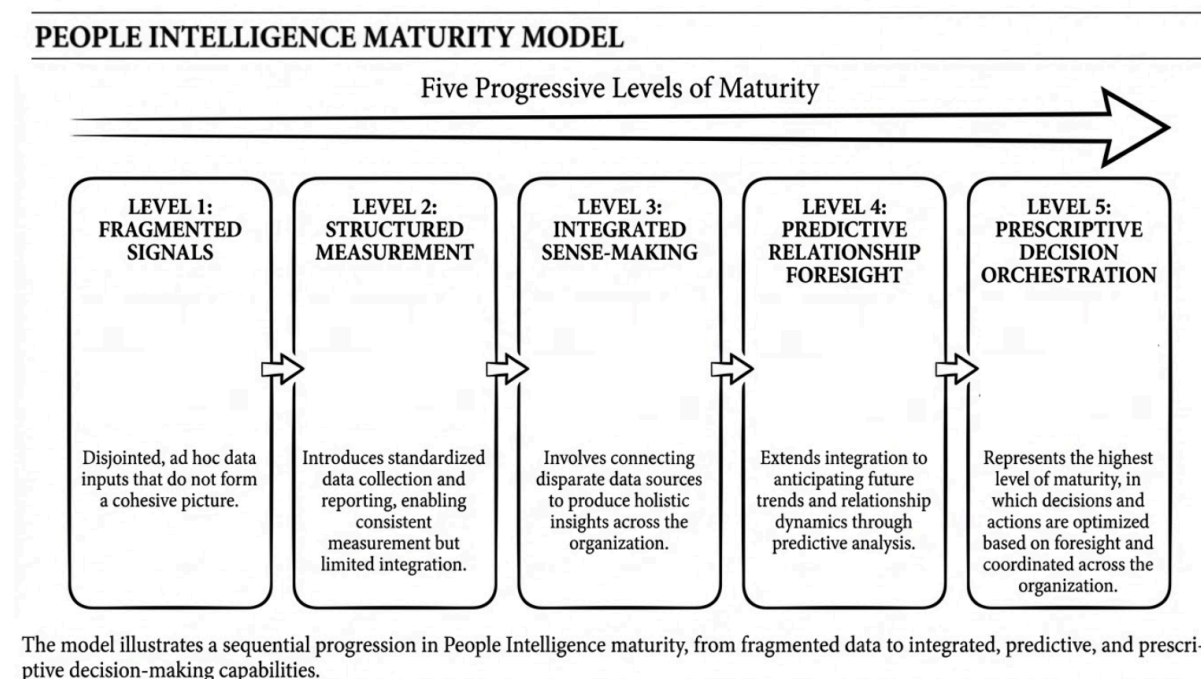
Goal: embed People Intelligence into operating cadence.

Outputs:

- decision rituals and review loops
 - governance of people signals
 - action tracking (prescriptive outcomes)
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8. The People Intelligence Maturity Model

To operationalize People Intelligence as a capability, we propose a 5-level maturity model.



Level 1: Fragmented Signals

Characteristics

- people data exists but is scattered (BI notes, CRM notes, HR data, partner feedback)
- decisions rely on anecdote and “gut feel”

Risks

- leadership surprises
- recurring issues remain unresolved

Level 2: Structured Measurement

Characteristics

- standardized reporting exists (dashboards, KPIs)
- descriptive analytics improves visibility

Strength

- “What is happening?” is clearer

Limit

- weak interpretation: metrics don’t explain causality

Level 3: Integrated Sense-Making (*KM threshold*)

Characteristics

- cross-functional interpretation forums exist
- qualitative + quantitative signals are integrated
- recurring issues are mapped to drivers
- meaningfulness of data points addressed

Strength

- “Why is it happening?” becomes actionable

Typical outcomes

- better alignment
- streamlined decision-making

Level 4: Predictive Relationship Foresight

Characteristics

- leading indicators are defined per relationship maturity step
- risk trajectories are modeled (attrition, churn, partner decline, stakeholder trust risk)

Strength

- “What is likely to happen?” becomes forecastable

Typical outcomes

- less risk
- more growth

Level 5 — Prescriptive Decision Orchestration

Characteristics

- intelligence triggers action recommendations
- clear ownership, playbooks, and closed-loop learning
- “confidence thresholds” guide action timing

Strength

- “What should we do next?” becomes systematic

Typical outcomes

- decisions become repeatable and scalable
- people-driven growth becomes manageable as a system

9. People Intelligence's Practical Outputs

People Intelligence outputs are decision-centric:

1. **Decision Maps**
 - which decisions need people intelligence
 - what signals are required
 2. **Signal Architecture**
 - what is measured
 - what is trusted
 - what is missing
 3. **Risk & Opportunity Register**
 - anticipated risks
 - growth bets
 - open questions to validate
 4. **Action Enablement System**
 - who needs to act
 - what confidence looks like
 - what actions are prescribed
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10. Outcomes and Enterprise Value

The People Intelligence sense-making framework explicitly anchors value creation into enterprise impact categories:

- **Less risk**
- **More growth**
- **Streamlined decision-making**
- **Better alignment**

These outcomes matter because they represent *organizational performance drivers* that are not captured well by Business Intelligence alone.

11. Conclusion

People Intelligence should be understood as a KM-enabled extension of Business Intelligence: a decision capability that transforms human-centric data into shared meaning, foresight, and action.

By applying People Intelligence across relationship maturity steps and human-centric domains, enterprises can reduce leadership surprises, improve alignment, and make better decisions earlier, turning people signals into strategic advantage.

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