

Lessons learned -  
viewpoints on  
increasing analytical  
capabilities

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What are we doing?

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It starts with a goal

NOT a method

A business question

Ask "why" (and repeat)

How good is good enough?

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How are we doing it?

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Projects require planning

- Iterative or not
- Determine key decision points
- Plan for change
- Testing takes (more) time

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Risks don't go away just because you ignore them

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Governance doesn't sound like fun...  
but neither does insurance.

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Who is doing it?

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**Involve internal experts**  
Define their role  
Decide decision-making  
Communicate time needed  
Align goals  
Inclusion creates buy-in

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## To consult or not

Honestly assess needs  
“Frequency” and “severity”  
Know the purpose  
Define goals clearly  
Select accordingly

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## A few good analysts

Seek out the curious  
Ambassadors for analytics  
Experimentation is learning  
Put them in **solitary** (sort of)

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## IT is important

Collaborate  
Prototype  
Decide  
Iterate

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“What data do you want?”  
“What have you got?”  
“I’ve got a ton of data. More than you’ll ever want. Just tell me what you want.”  
“I want it all.”  
“Sigh.”

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Is it done yet?

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**Plan for implementation**  
Decide on pace and space  
Match training to content  
How do *you* learn?  
Training is **not** practice  
Communication is critical

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There is always a "help desk."

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Who? Me!

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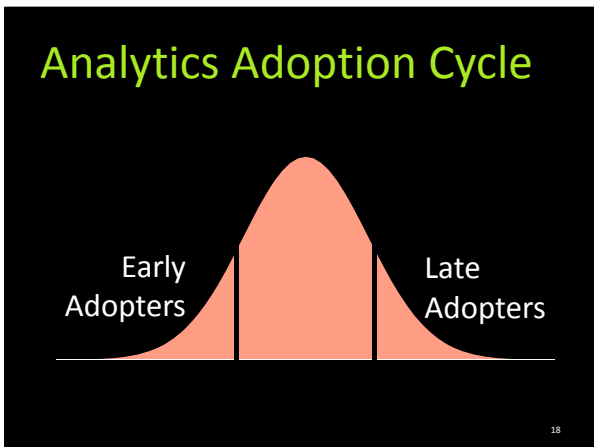
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## Love the early adopters

Champions of change  
Seek their feedback  
A different breed  
Demanding consumers  
Not a zero maintenance group

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## The man in the middle

Change agents can build bridges  
You get what you measure  
Silence is **not** acceptance  
Get feedback from the group  
Easy come, easy go

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## Learn to like late adopters

What's the problem  
Cuddle or collision  
Behavior modification  
Patterns emerge

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Make part of the problem  
part of the solution.

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Move the cheese.

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Walk the talk

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## Leadership matters

Visibly supportive  
Communicate why and how  
Demonstrate desired behavior  
Reinforce through recognition

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## Analyze analytics

How is it going  
Go back to the start  
Let's do it again

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Perception IS reality.

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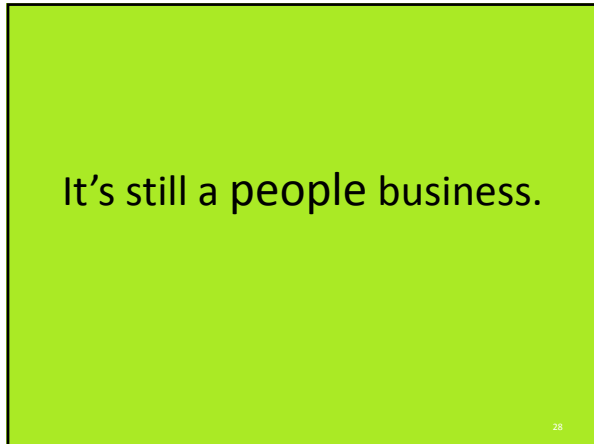
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