Lessons learned - viewpoints on increasing analytical capabilities

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What are we doing?

2

It starts with a goal

NOT a method

A business question

Ask "why" (and repeat)

How good is good enough?

3

How are we doing it?

4

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?
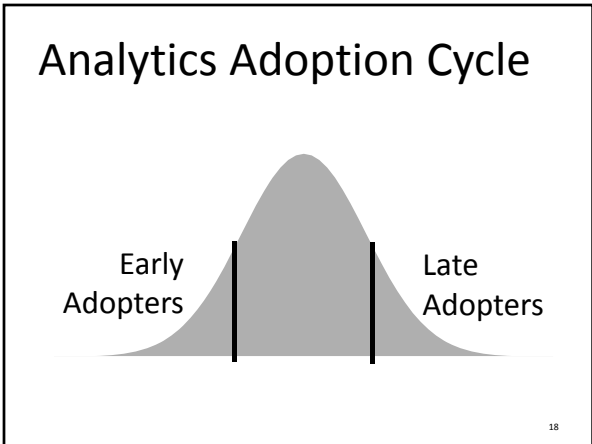Training is not practice
Communication is critical

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There is always a "help desk."

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Who? Me!

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Analytics Adoption Cycle

Early Adopters

Late Adopters

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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.

23

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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It's still a people business.

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