

CRAFTING DATA- DRIVEN BUSINESSES



*“In a world of more data,
the companies with
more data-literate
people are the ones that
are going to win”*

*“...literacy has always been
a requirement in
successful organizations.
It's just that data
illiteracy causes more
damage now than it used
to*

Miro Kazakoff | MIT Sloan



Literacy



Fluency



Mindset

> **Resilience** > > > > > > > > >

- Read, write and speak data and digital
- Possessing the basics to work and navigate everyday life

- Act with data and digital
- Wielding skills to work tangibly with data in everyday life

- Think about and with data and digital
- Mastering the attitudes, behaviours and approaches to thrive in dynamic times

COGNITIVE FLEXIBILITY

The changing of one's mind is a vital capability in decision making, learning, adapting to changing circumstances and creative expression.

Improving means to practice often, like strengthening a muscle.

This requires:

- exposure to new information and ideas,
- goodness of fit in terms of the timing and delivery of that information, and
- one's own predisposition to cognitive adaptability.

It is a process of privilege = you must have access to information that can change your mind, the temperament, mindset, and capacity to absorb it.

Is especially important when it comes to propaganda and narrative complexity.



Where are you on the data use scale?



Model by Dr Selena Fisk

THE UNCONSCIOUS USER

KEY CHARACTERISTICS

Generally oblivious to the data in the world around them.

Not too many exist today, but if you know someone who

- withdraws money from the bank with a cheque book,
- doesn't own a smartphone or
- isn't connected to the internet

Blissfully unaware of the data collected on citizens, data professionals work in organisations, and the existence of data science.

↪ My wonderful mum!



THE CONSCIOUS USER

KEY CHARACTERISTICS

Have a limited understanding of the numbers and what they mean, but they are aware that data exists.

Might refer to 'The Facebook' or worry about people stealing their money if they go online. They know there is something else out there, they just don't know much about it.

Without a deep understanding, people in this stage are often quite fearful of data. They might have heard something negative, or latched onto a particular risk about a data breach - and because they don't understand data risk, they treat the story like a universal truth. These people are sometimes swayed by fear, because they don't have a full understanding of the numbers, they don't think critically about the information they receive, and they latch on to the fear.

➡ My bro-in-law!



THE CASUAL USER

KEY CHARACTERISTICS

Understand a few key bits of data, but not many. May understand that data is important but not necessarily have skills but know they need to start learning.


It might be difficult when presenting data in a meeting, fumbling their way through and thrown by questions because of their limited understanding. This person might have a good handle on their own finances, but don't really do much more outside this.

Often have many misconceptions - from picking up inaccuracies along the way, or because of a lack of structured training. They might occasionally get things wrong or have some fundamental flaws in understanding. Often people in this group are attempting to learn and build their understanding, so they can move up the ladder of proficiency.



THE AWARE USER

KEY CHARACTERISTICS



Is developing their understanding of what the numbers tell them and may be trying to integrate this information in their life or work. People in this stage understand why data is important and why they should invest time and effort in upskilling, and they are generally attempting to do so.

They might be testing out new ideas and working with data in slightly different ways to how they have before. They might be starting to think about the things that work and are most useful for them. They may try to prioritise learning about data but are acutely aware of the time and effort required to get them to where they want to be.

THE **ACTIVE USER**

KEY CHARACTERISTICS



Thinks about how the numbers and insights gleaned from the data inform their life or work. They might act because of a shift in the housing market or change the exposure of items in a store based on best sellers, are not just having a 'good idea' - they are engaging in evidence-informed decision making.

They read, interpret and understand the numbers, and see how the evidence connects with real people, real contexts and their life.

They explore ways to use this information to make things better. People in this category will not always get it right - but they are giving it a good go.

THE REFLECTIVE USER

KEY CHARACTERISTICS

Moving beyond action, using data and evidence to inform action, reflect on the impact the action has, and continue to refine and adjust.

People in this stage realise there is no 'magic bullet'; but a cycle of ongoing data collection, analysis, action and reflection helps them refine what they do. They might adjust share purchases based on the market, regularly refine organisational goals and actions, explore emerging AI quickly and safely, or use social media analytics to shape, inform and refine their marketing strategy over time.

Innovation, action and research at work. There is no finish line - reflective data users are infinitely learning, evolving and adjusting Simon Sinek | The Infinite Game





“It’s clear that data is driving substantial amounts of business innovation.

*In the end, however, **the ultimate value from data comes when people use it in decisions and actions.***

That is both a long game and a difficult one.”

Randy Bean & Tom Davenport



UNLOCKING GREAT





*Culture is human
expression*

*It exists through
heart, hand, mind
together with
others*

HARNESSING HUMAN POTENTIAL

with our senses

Optimal culture is

Open & collaborative

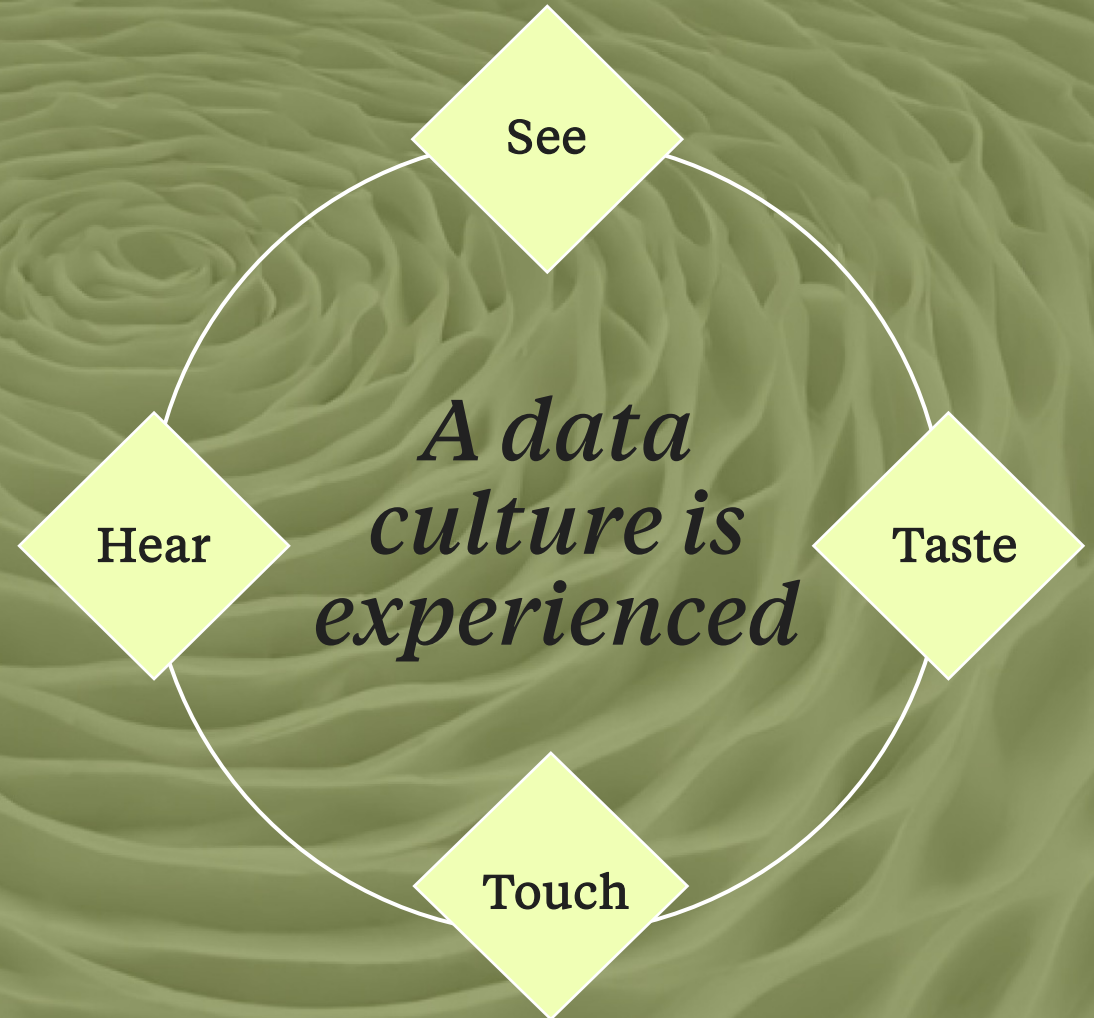
Risk-taking & tolerant

Flexible & adaptable

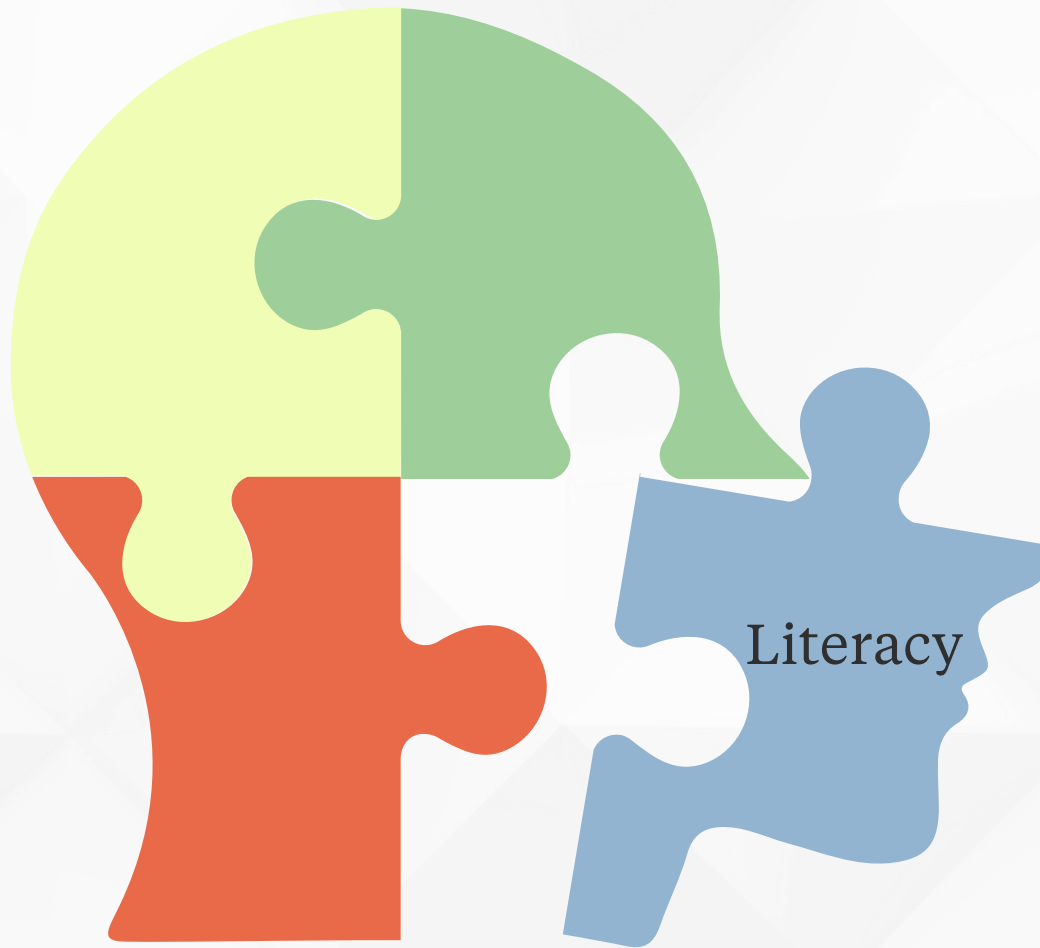
Lifelong learning

Empowerment & autonomy

Support & advocacy



BUILDING LITERACY



Stumbling blocks

- ◆ Bootstrapping
- ◆ Team skills & priorities
- ◆ Bloom a thousand flowers
- ◆ Lack of leadership
- ◆ Underestimating importance
- ◆ Lack of passion

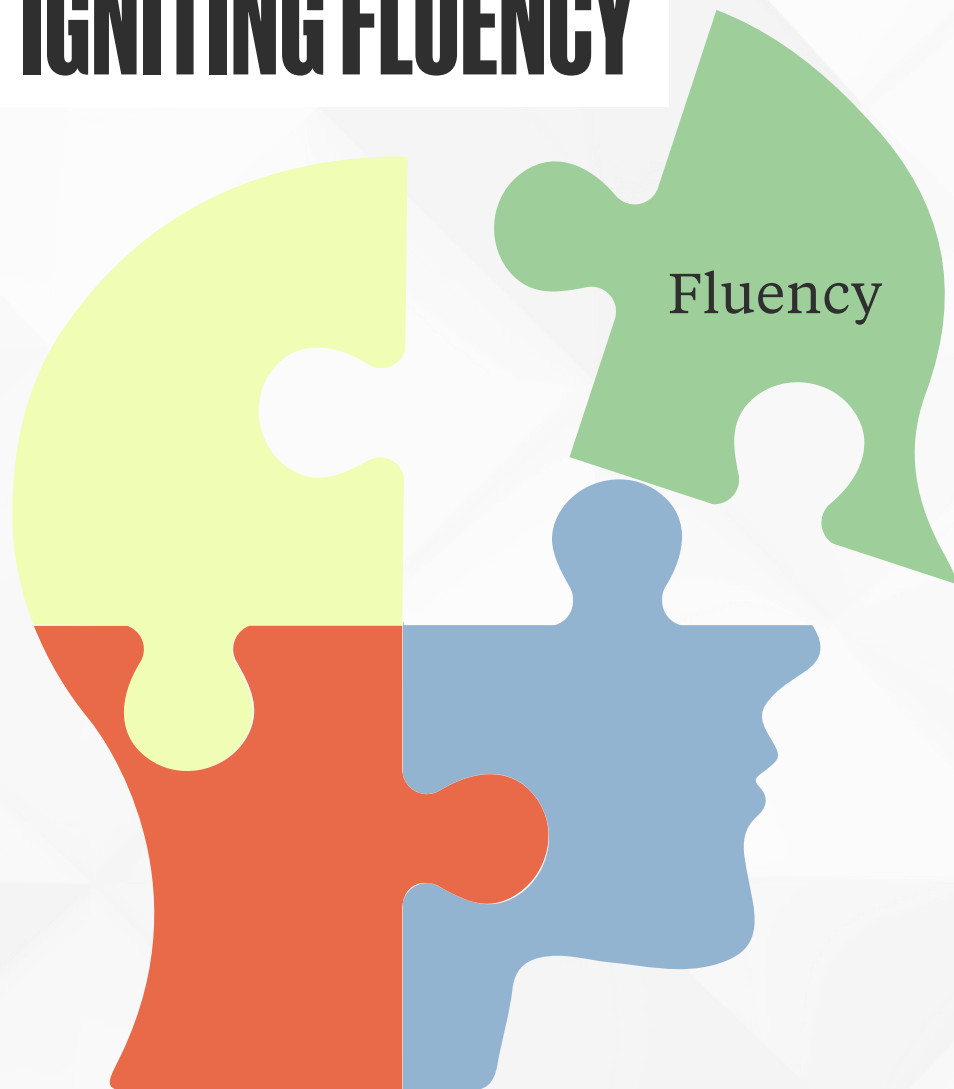
Approaches

- ◆ Hierarchical + role segmentation
- ◆ Guinea pigs
- ◆ Embedded by stealth
- ◆ Mixed mode + info bites
- ◆ Demo wins
- ◆ Outcomes narrative matters
- ◆ Common language²
- ◆ Team storytelling
- ◆ Trusted friends

Partners

- ◆ CPO & Talent
- ◆ Industry

IGNITING FLUENCY



Stumbling blocks

- ◆ Tool focus
- ◆ Team skills & priorities
- ◆ Time
- ◆ Lack of leadership
- ◆ Technical focus
- ◆ Lack of structure

Approaches

- ◆ Hierarchical + role + innovator adopter segmentation
- ◆ Rogers innovation adoption
- ◆ Champions
- ◆ Experiential learning
- ◆ Innovation events
- ◆ HCD, Systems Thinking
- ◆ Community
- ◆ Underground innovation
- ◆ Advanced storytelling
- ◆ Reward & celebration
- ◆ SME model

Partners

- ◆ CPO & Talent
- ◆ CSO & Transformation
- ◆ Industry peers

CRAFTING THE INNOVATORS MINDSET



Stumbling blocks

- ◆ Ostrich effect
- ◆ Algorithm aversion
- ◆ Risk aversion culture
- ◆ Lack of leadership
- ◆ Tactical focus
- ◆ Decision immaturity

Approaches

- ◆ Executive role modelling
- ◆ Rogers innovation adoption
- ◆ Celebrate mindset
- ◆ Culture focused learning
- ◆ Innovation leads
- ◆ Innovation + Risk celebration
- ◆ Growth mindset learning
- ◆ Decision making frameworks
- ◆ Problem finding and solving

Partners

- ◆ CPO & Culture
- ◆ Industry - talent & culture
- ◆ Entrepreneurs & Innovators

SUPPORTING RESILIENCE

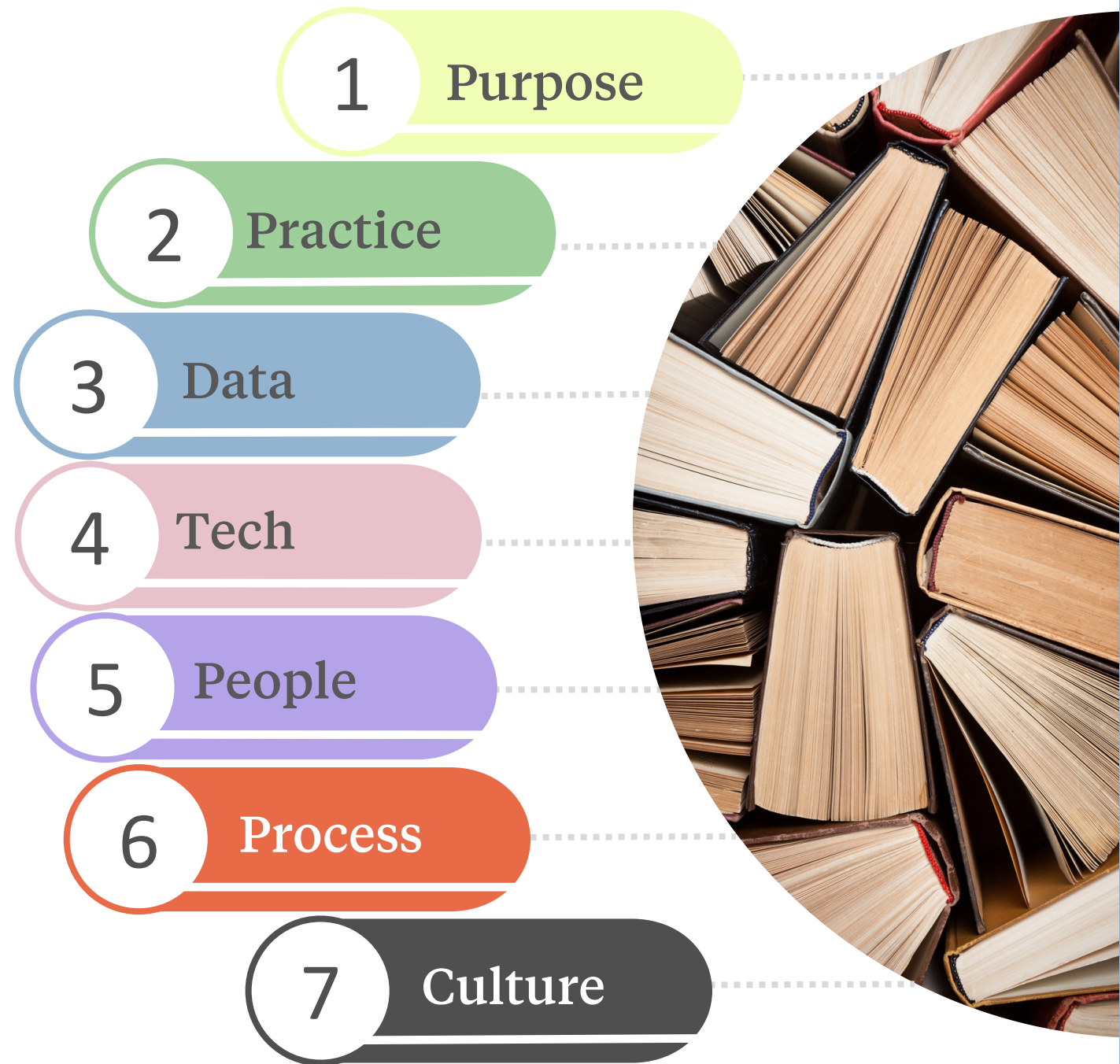


The sustained ability to withstand, adapt to and recover from adversity or stressors while maintaining or quickly returning to a state of well-being

MEANINGFUL

CHANGE

*It is not a training
program!*



ACT LIKE A DATA PRO





THANK YOU!

Let's connect!

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