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| Connections | Challenge Status of Quo | Power & Influence | Timing |

1

Make Connections & Reach Wide

A Corporate Hierarchy

An Informal Hierarchy

Network breadth
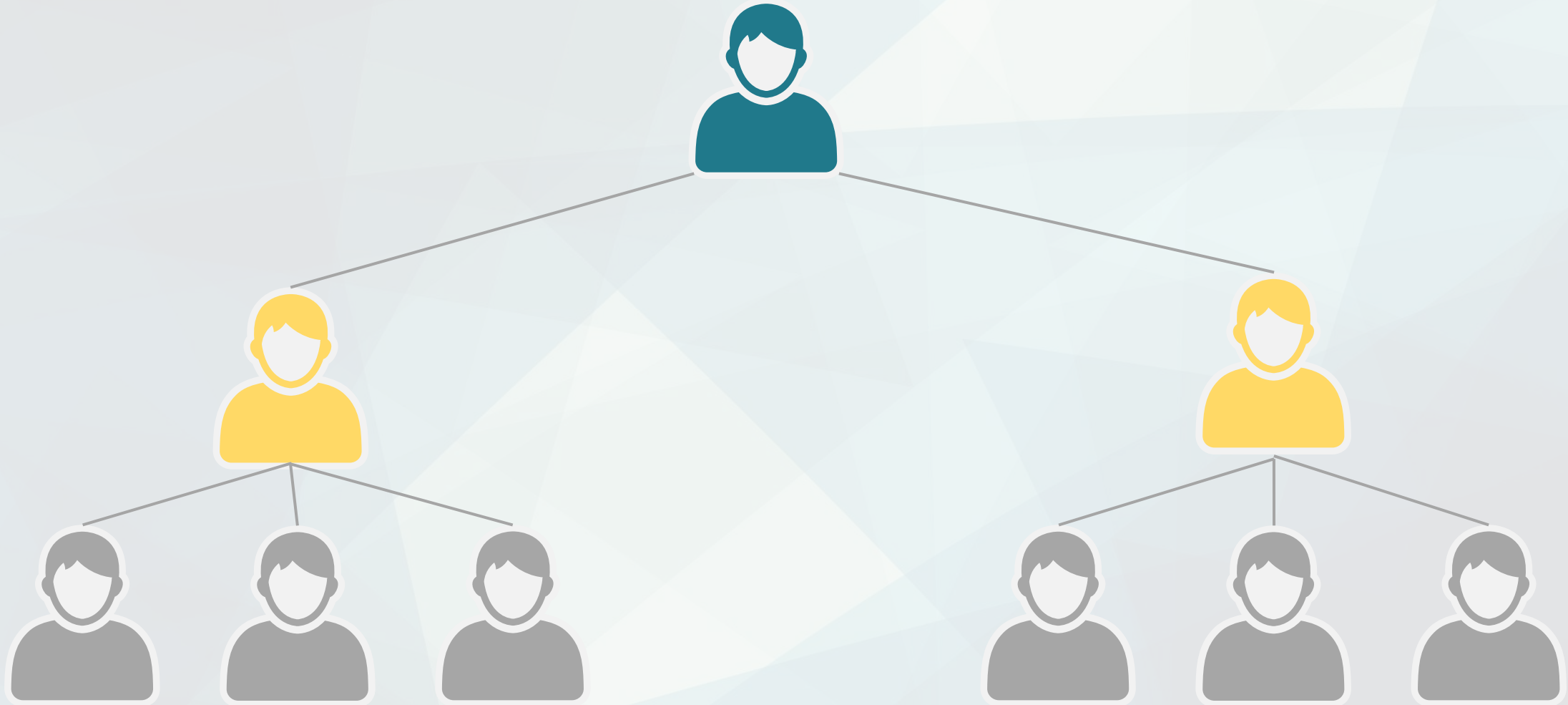
Network centrality
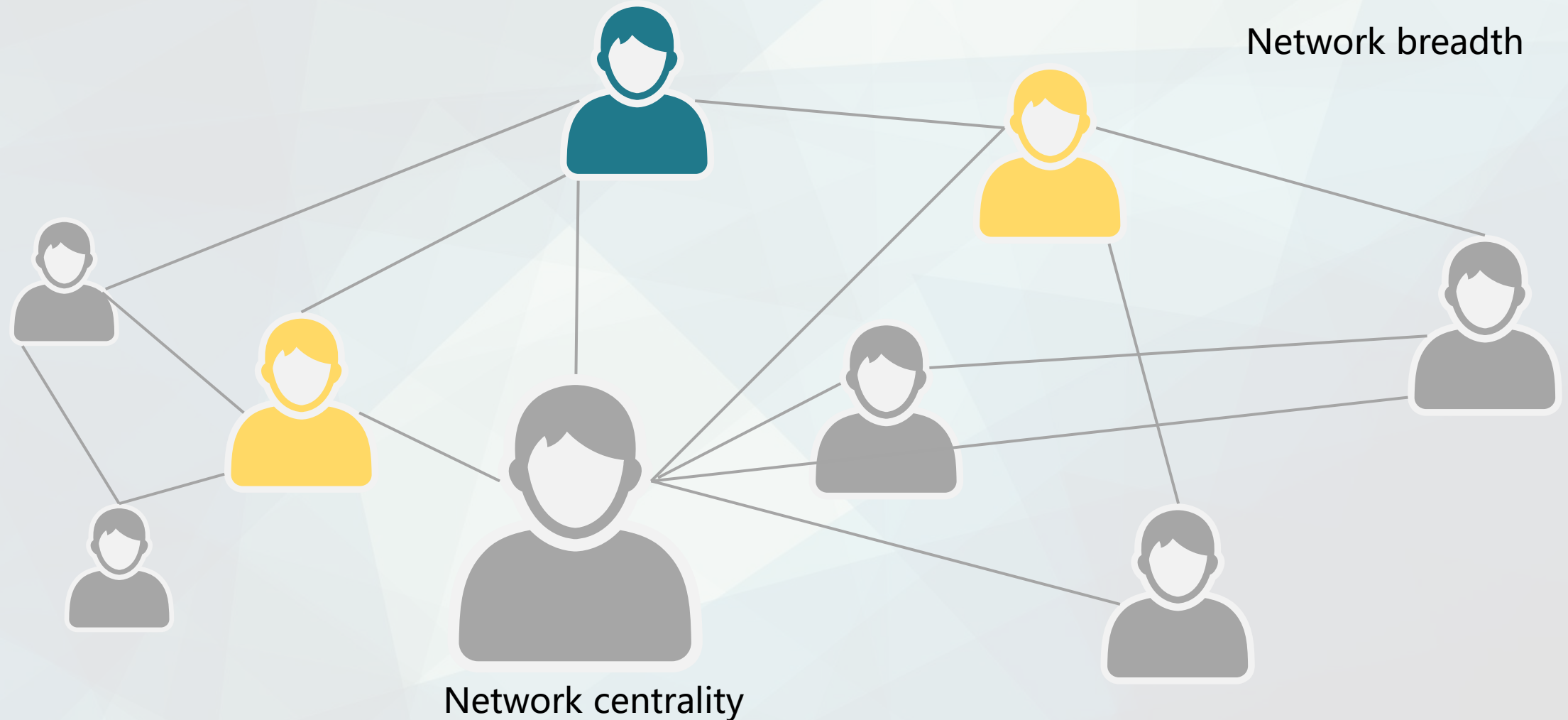
Motivational focus

Prevention motivation

- Work slowly and deliberately
- Tend to be accurate
- Are prepared for the worst
- Are stressed by short deadlines
- Stick to tried-and-true ways of doing things
- Are uncomfortable with praise or optimism
- Feel worried or anxious when things go wrong

Promotion motivation

- Work quickly
- Consider lots of alternatives and are great
- Brainstormers
- Are open to new opportunities
- Are optimists
- Plan only for best-case scenarios
- Seek positive feedback and lose steam without it

Cast a wide net

In building a machine learning model

- Defining the problem?

- Clean data?

- Choosing the best performing model?

- Tuning and relearning?

- **FEATURE SELECTION!!!**

How many people will come to the conference tomorrow?

- Ticket sales/registration numbers

- Marketing/social media

- Agenda

- Feedback based on the first day

- How many other conferences on data

- Month of the year

- Weather/temperature

- Food & beverage

Cast a wide net

- Site visit
- Day in a life in…
- Marketplace observation
- Be a customer of your business
- Experience competitor product or services
- Get involved in operational tasks

- **Understand the business**

2

Challenge the Status of Quo

Promotional Evaluation

Data has shown that these campaigns were NOT effective at customer acquisition, however, they did a good job in encouraging existing customers to spend more, especially the top tiered customers.

Customer acquisition strategy

Customer retention strategy
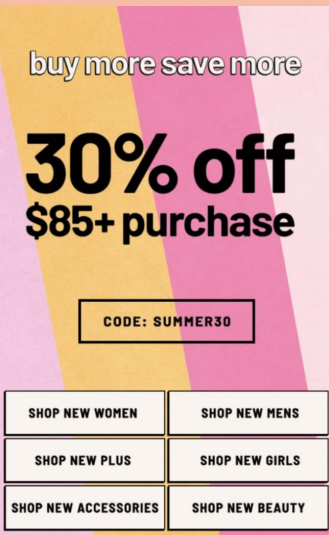
Non-Data People often struggle to articulate exactly what they want upfront. The framing of the question lies within the data.

Instead, data discovery is a process, a process that requires data leaders to guide decision making by making small steps.

These steps involves

- Asking questions
- Validating using data that often prompts more questions
- Asking further questions
- Explore data further in that direction

3

Power and Influence

You are a salesperson, you are a salesperson

Everybody is a salesperson

Balance of Power

RESOURCES THEY VALUE Do you have something they want?	**RESOURCES YOU VALUE** Do they have something you want?
THEIR ALTERNATIVES Do they have alternatives to get what they want	**YOUR ALTERNATIVES** Do they have alternatives to get what you want

Your Power

You have power over someone (i.e. they are dependent on you) if you control access to resources they value

Their Power

Someone has power over you(i.e. you are dependent on them) if they control access to resources you value

Shifting the Balance of Power

ATTRACTION

Increasing the value of your resources in the other's eyes

WITHDRAWAL

Decrease your interest in the other's resources

RESOURCES THEY VALUE

Do you have something they want?

RESOURCES YOU VALUE

Do they have something you want?

THEIR ALTERNATIVES

Do they have alternatives to get what they want

YOUR ALTERNATIVES

Do they have alternatives to get what you want

CONSOLIDATION

Decreasing the other party's alternatives to you

EXPANSION

Increasing your alternatives to the other party

What's your influence style?

ENERGY	INFLUENCE STYLE	BEHAVIOURS
PUSH	PERSUADING	• Proposing • Reasoning
	ASSERTING	• Stating expectation • Evaluating • Using incentives and pressures
PULL	BRIDGING	• Involving • Listening • Disclosing
	ATTRACTING	• Finding common ground • Sharing vision
MOVE AWAY	DISENGAGING	• Postponing • Giving and getting feedback • Changing the subject • Taking a break
	AVOIDING	

Leading Change

| THE 9 STEPS OF LEADING CHANGE	
1 Establish a sense of urgency	**AGITATE** Against the status quo
2 Create a vision	**INNOVATE** Alternative vision to the status quo
3 Communicate the vision through action 4 Form a powerful guiding coalition 5 Get rid of obstacles to change 6 Manufacture quick wins 7 Consolidate improvements 8 Institutionalise the new approaches	**ORCHESTRATE** Change adoption

4

Timing is Everything

TIMING
IS EVERYTHING

Warmup
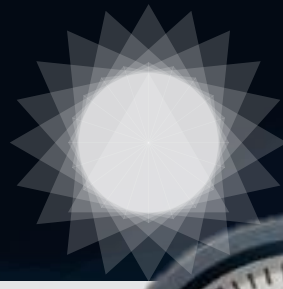
Connection

Status of quo

Power & Influence