The data & analytics culture map

Dr Omer Yezdani
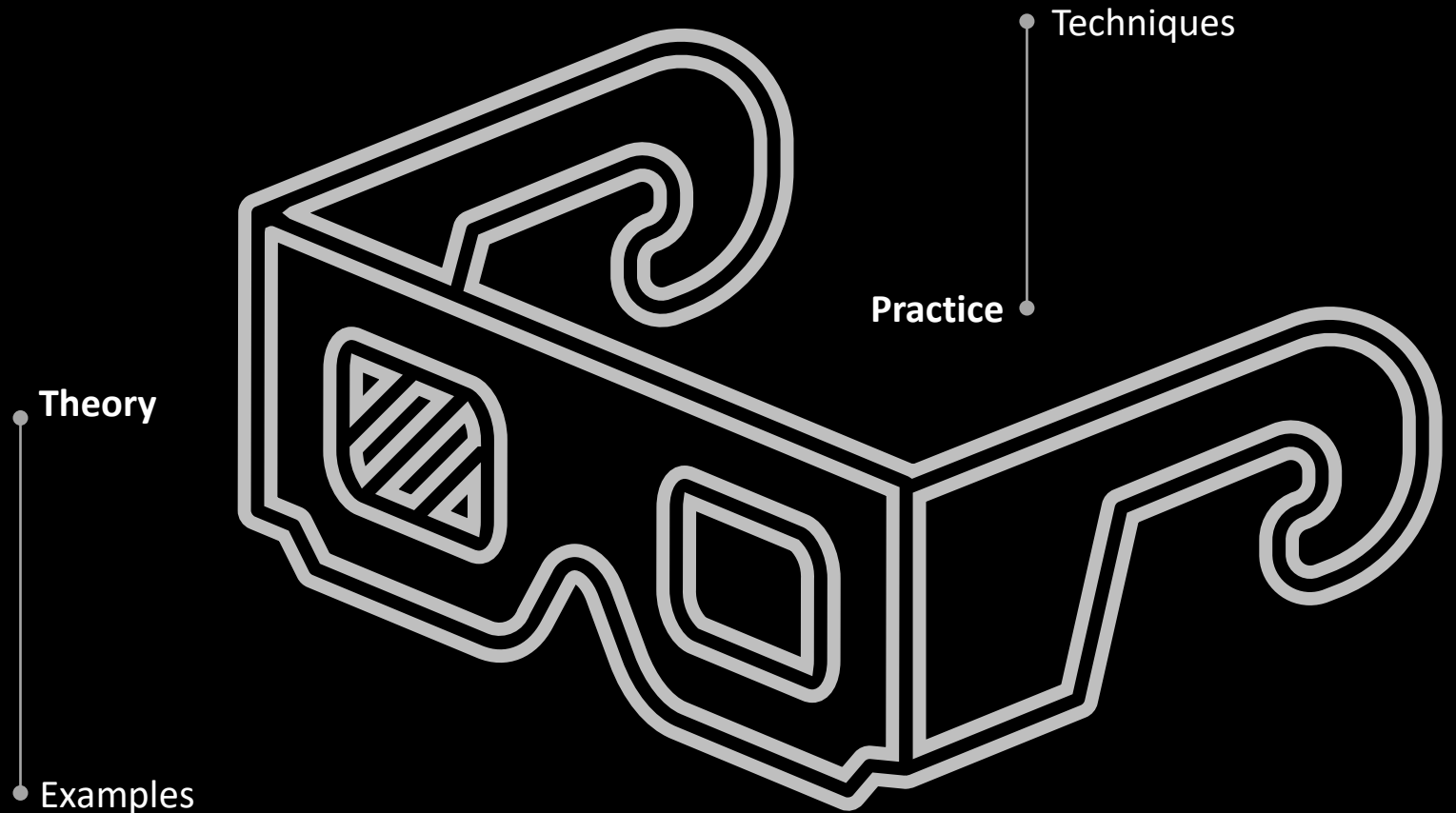Chief Data Officer | University of the Sunshine Coast
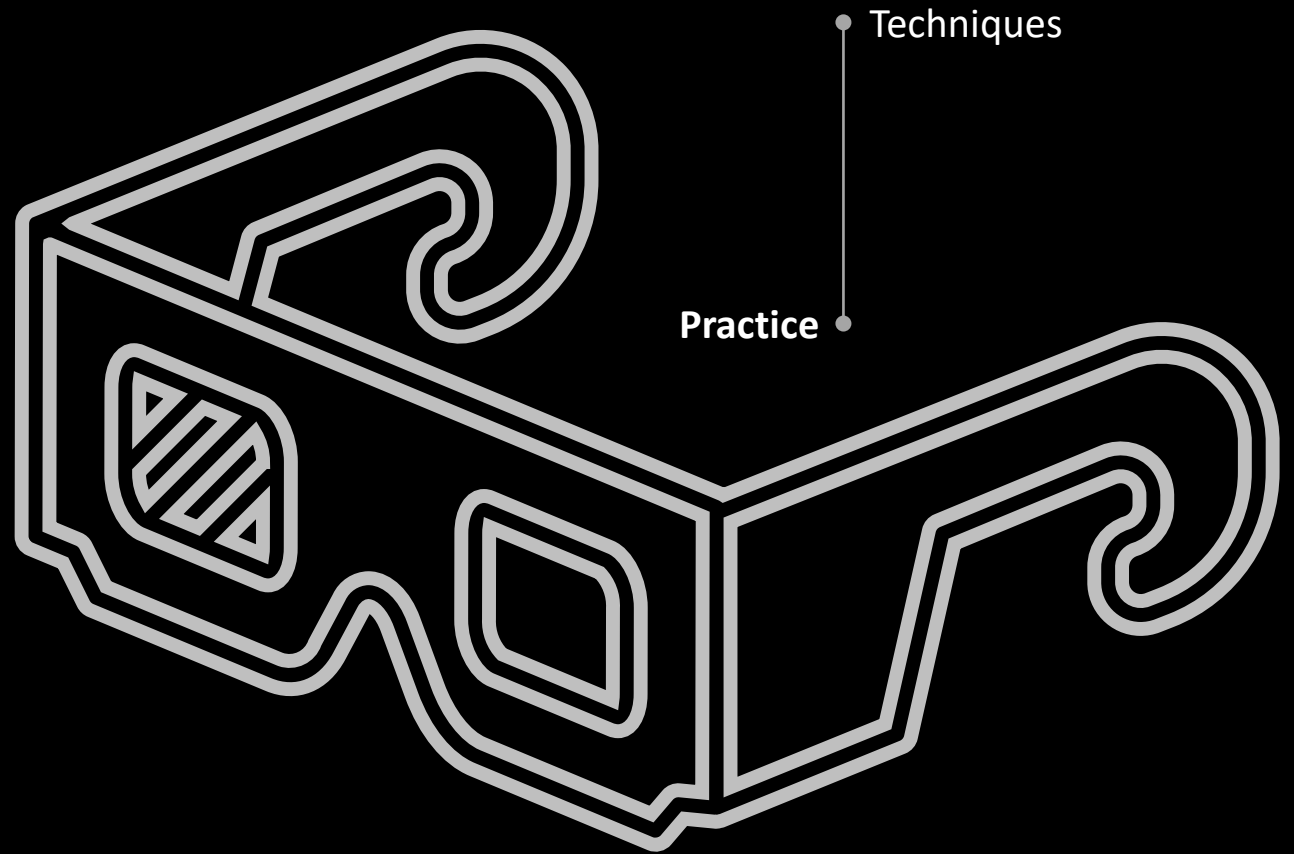
CDAO Brisbane | March 2023

I acknowledge the Traditional Custodians of the land on which I work and live, and recognise their continuing connection to land, water and community. I pay respect to Elders past, present and emerging.

Two lenses

Techniques

Practice

Theory

Examples

Two lenses

Techniques

Practice

Theory

Examples

Culture can be a major roadblock to D&A success
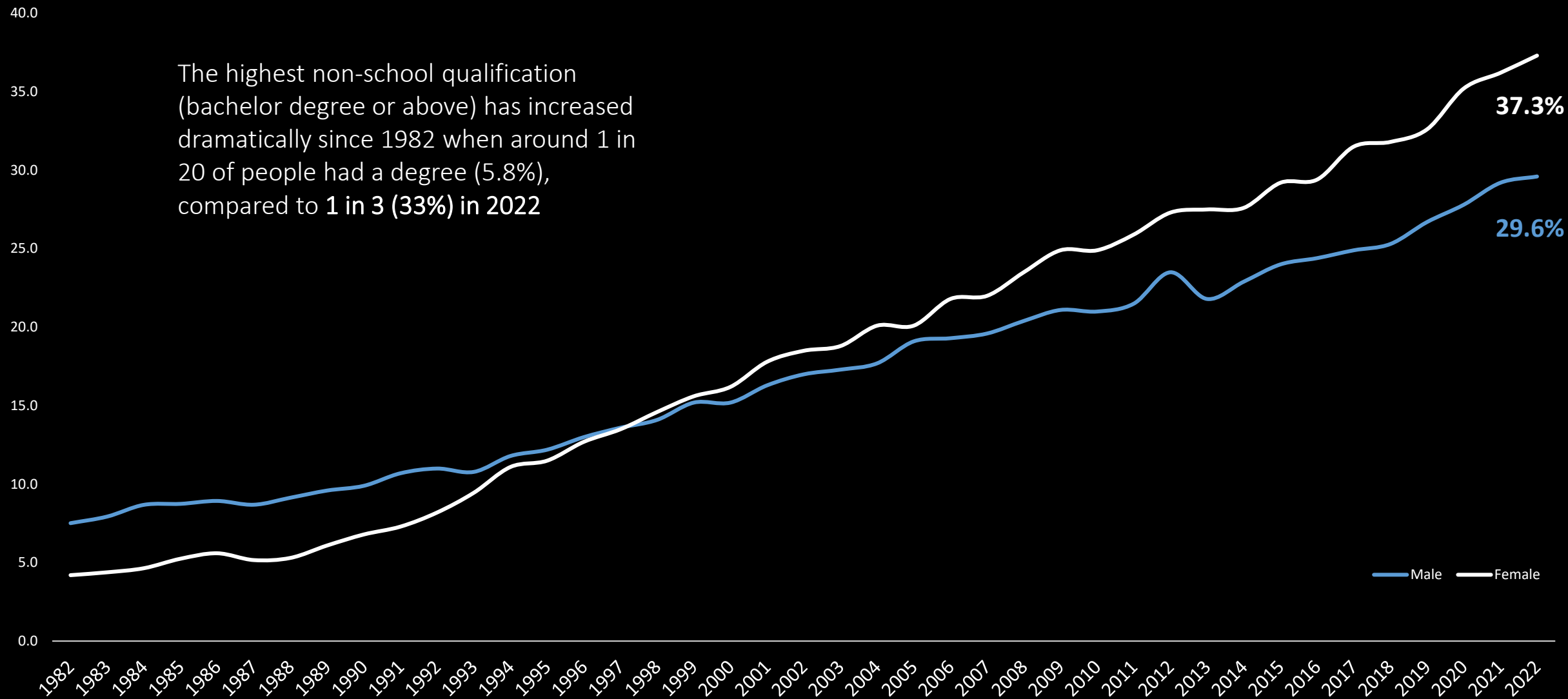
Culture

Capability

Strategy

Value

Trust

Workforce transformation through higher education

The highest non-school qualification (bachelor degree or above) has increased dramatically since 1982 when around 1 in 20 of people had a degree (5.8%), compared to **1 in 3 (33%) in 2022**

%

37.3%

29.6%

40.0
35.0
30.0
25.0
20.0
15.0
10.0
5.0
0.0

Male   Female

1982 1983 1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

Meningioma
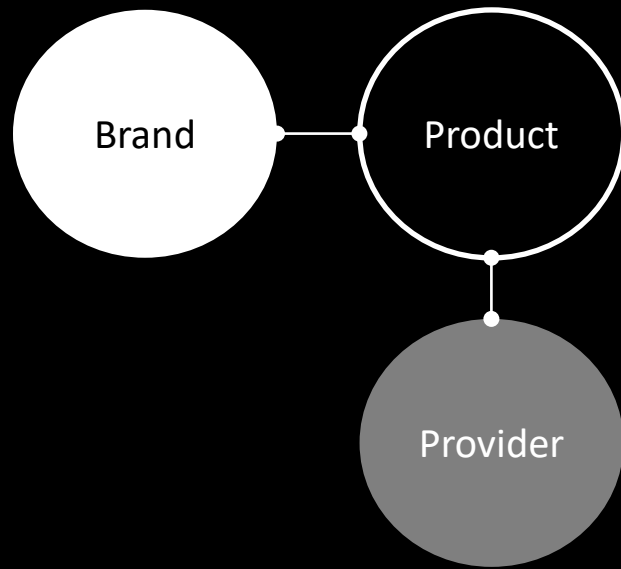excision

3cm

CORONAL BRAIN

Brand — Product

Provider

The rise of Ed Tech

Massive growth has been observed in the number of online program management (OPM) partnerships, boot camps, and international student pathways to recruit and deliver degrees, leveraging major university brands

The next generation

In 2050, **Gen Alpha** (born 2010s to 2020s) will be the largest generation in the history of the world, reaching over 2 billion

The digital
revolution is not
about technology,
it's about **people**
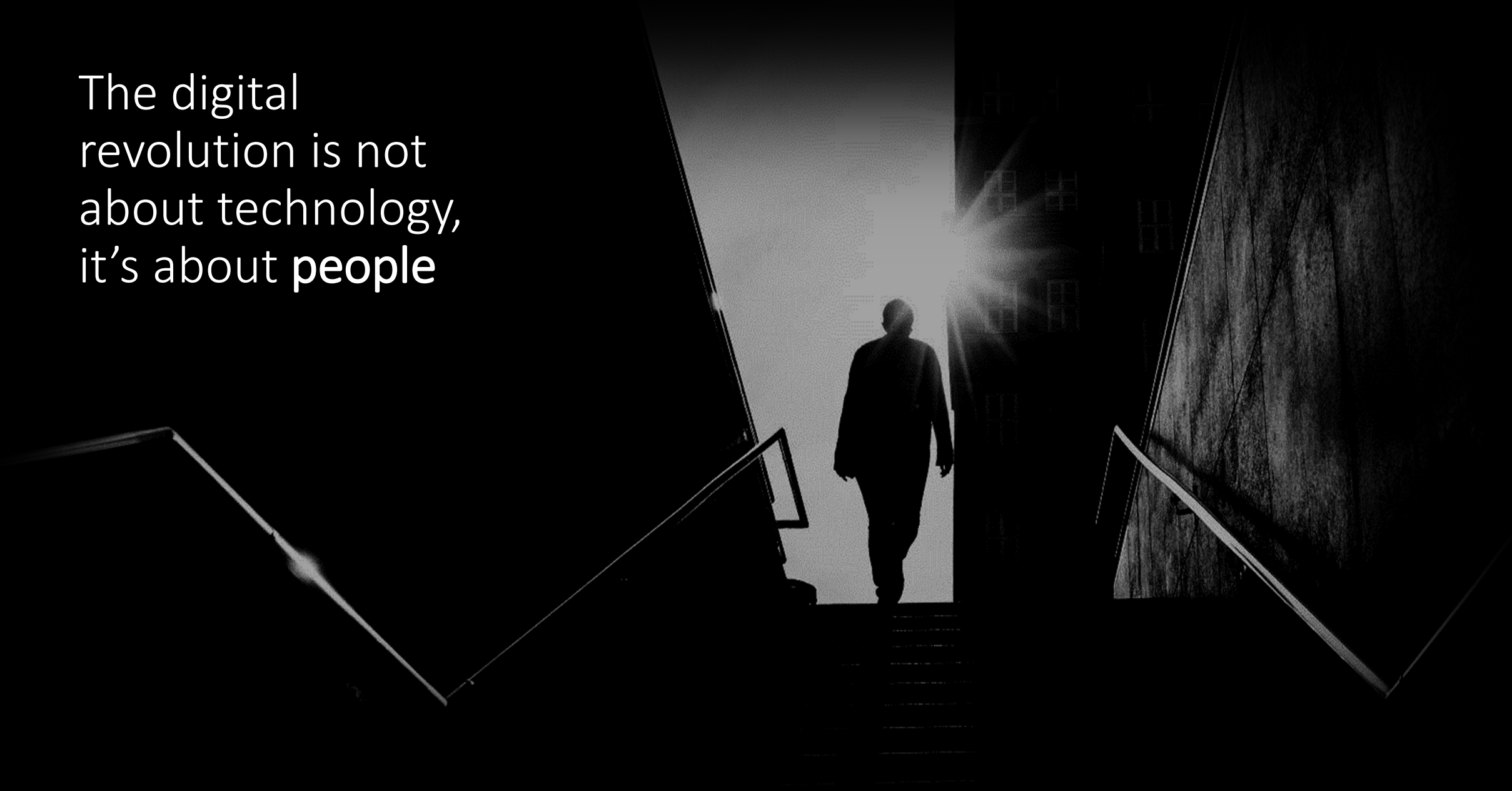
In search of meaning
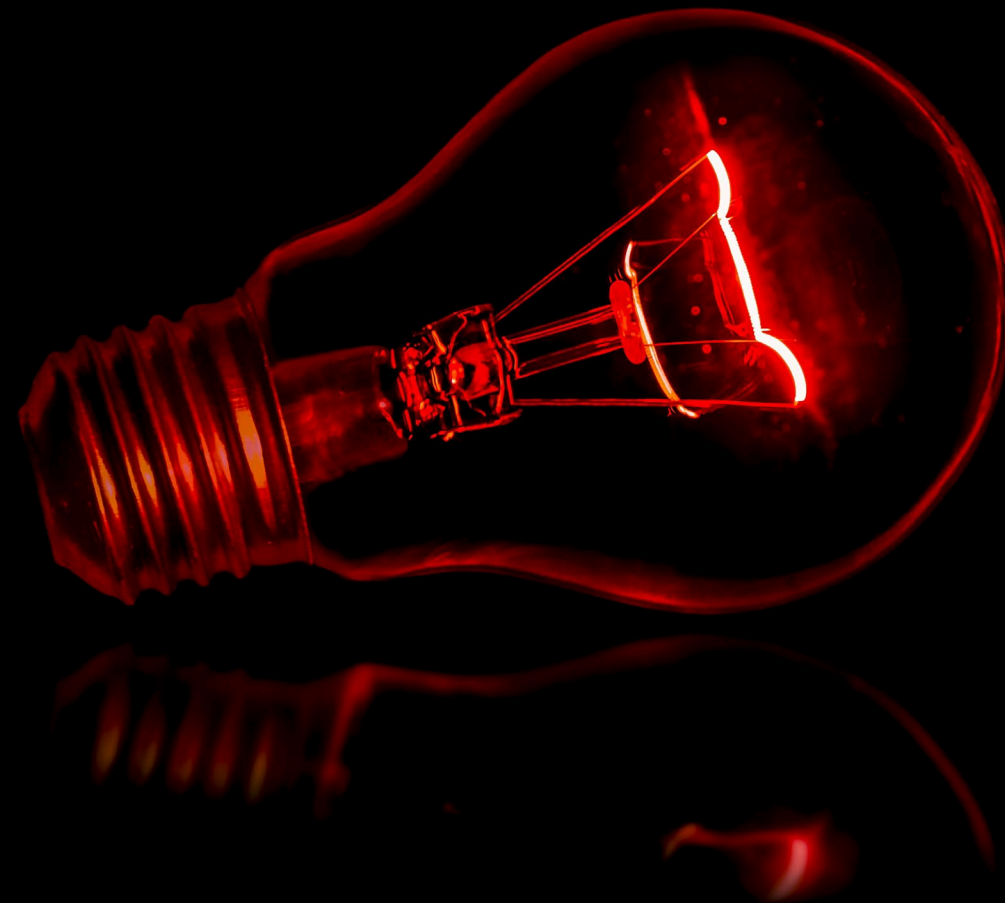
In search of purpose

Really?
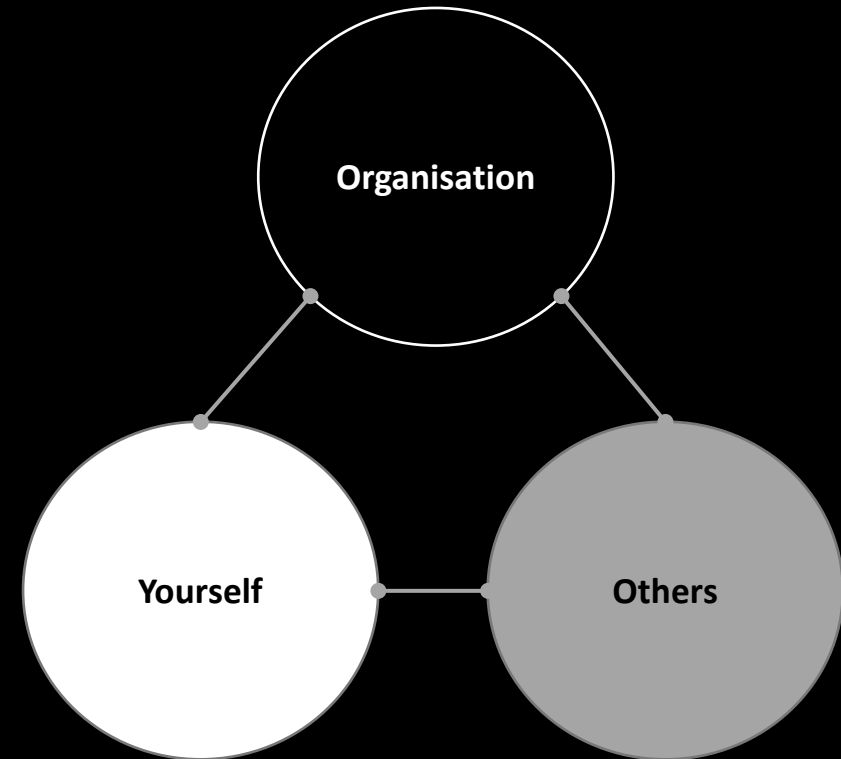
Use your passion to build the life you love to live
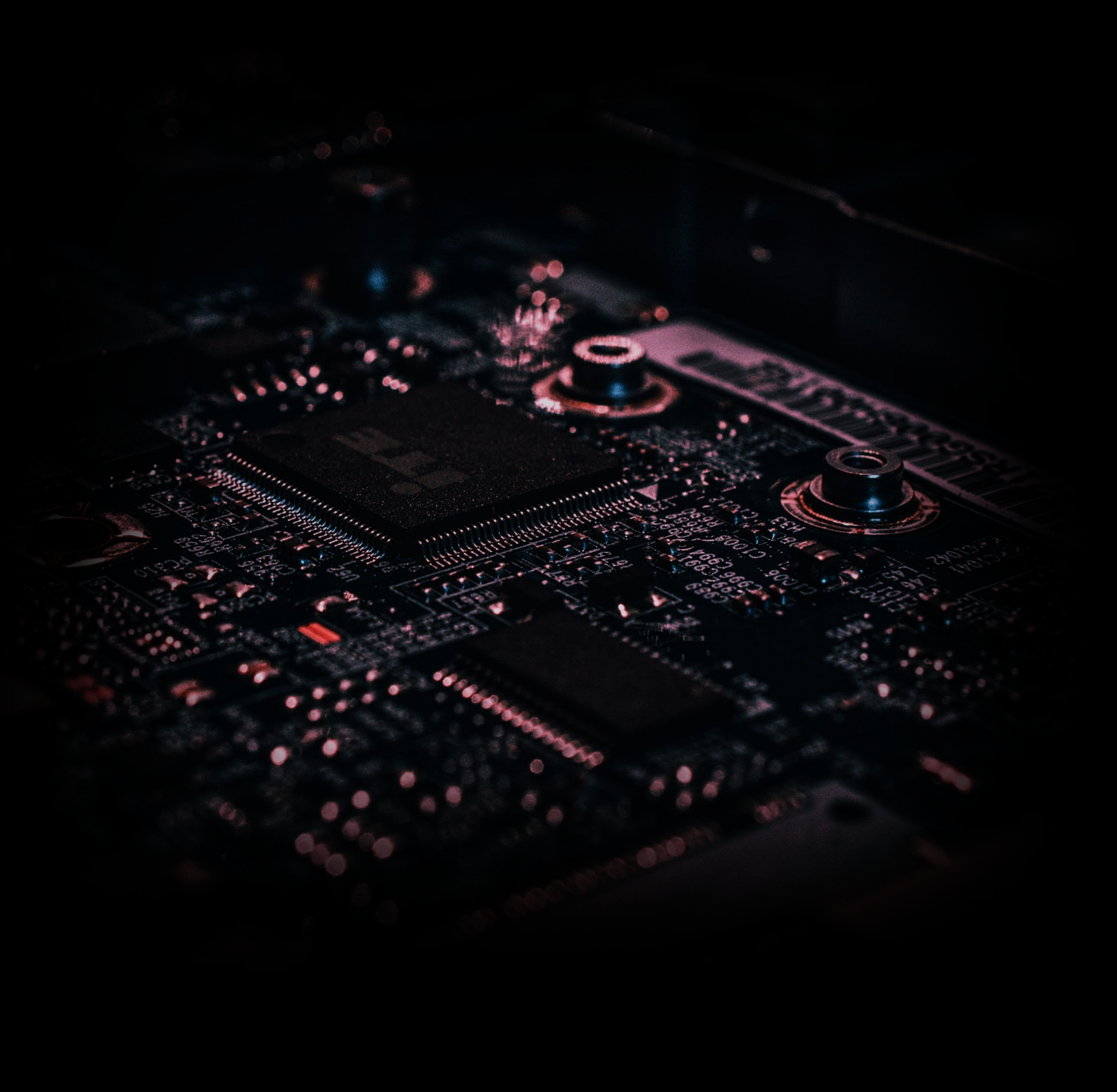
Are you in the business
of ones and zeros?

Two lenses

Techniques

Practice
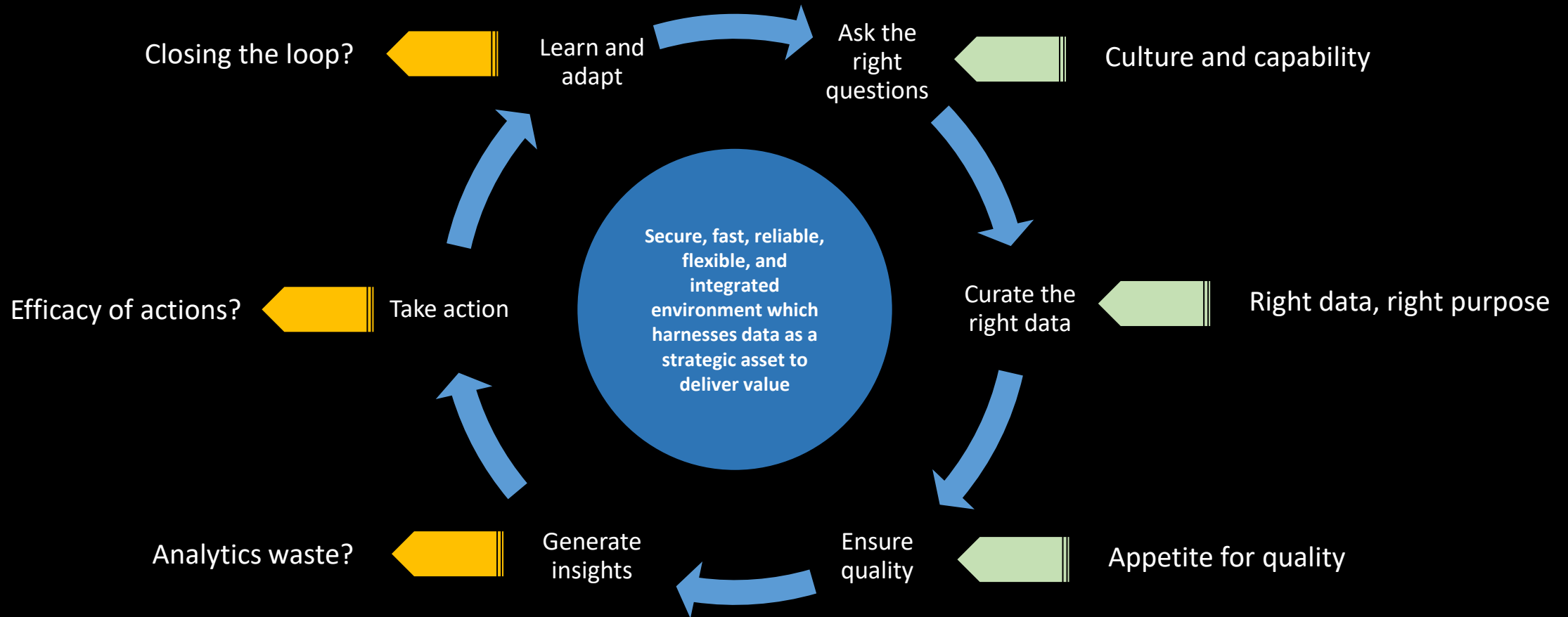
Theory

Examples
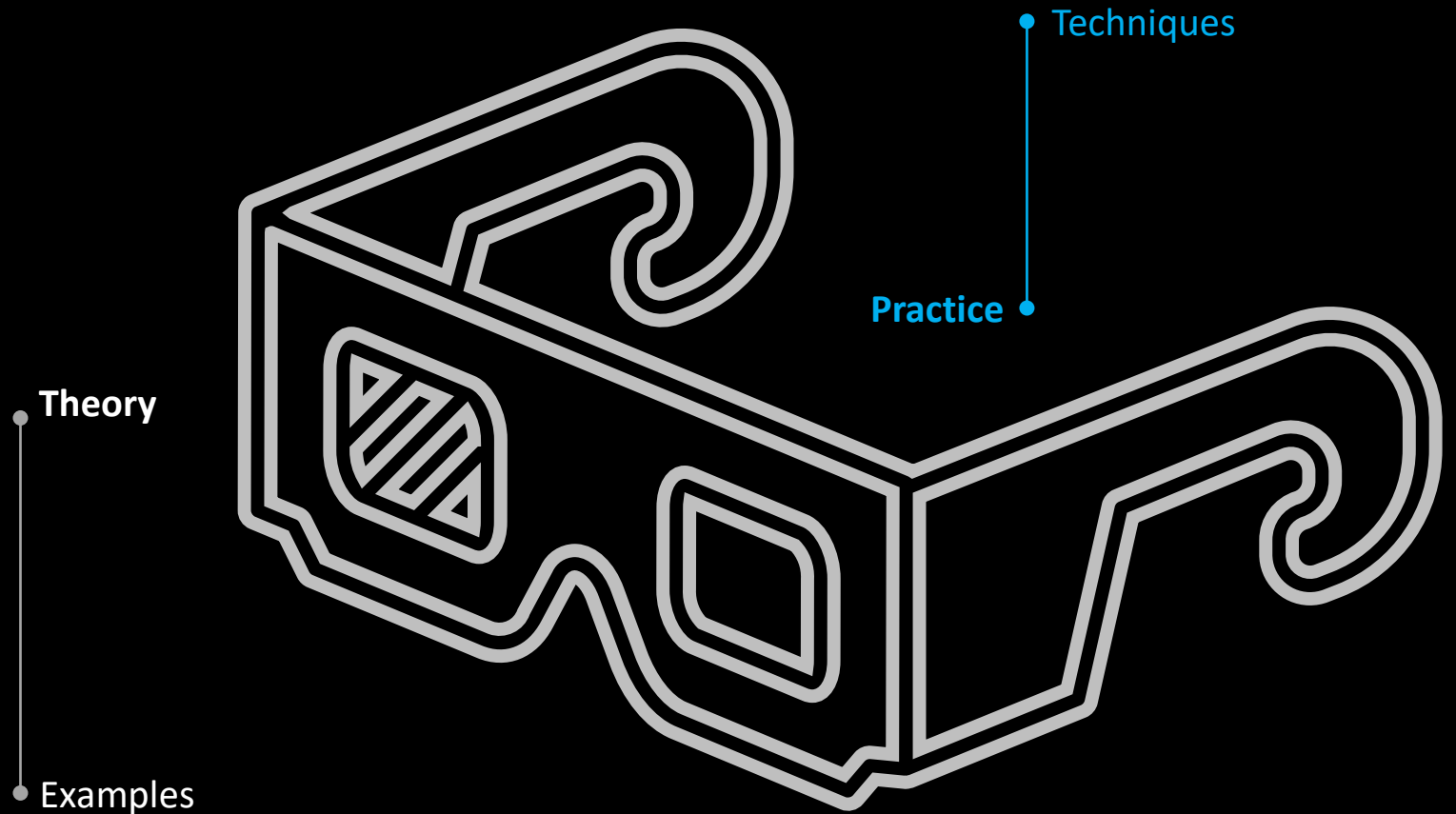
The D&A value chain starts with asking the right questions
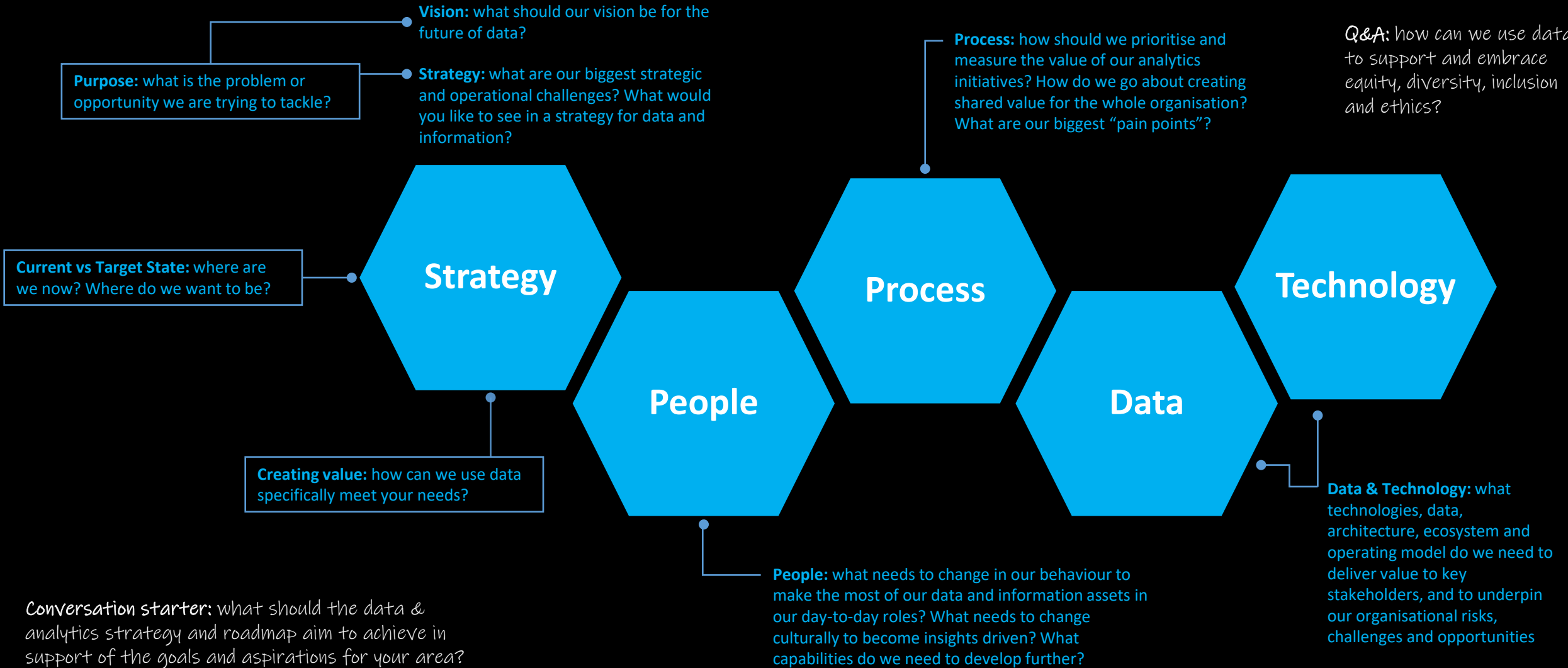
50% solution

10% cost

Using a 'building blocks' approach

How to use a building blocks approach: enable participants to speak openly and honestly, share knowledge and experience, build networks, focus on the 'building blocks' of a good data and analytics program: strategy, people, process, data and technology. Explore questions of value, external and internal threats, strategic imperatives, stakeholder needs, operating models, cultivating talent, innovation and new opportunities.

Vision: what should our vision be for the future of data?

Purpose: what is the problem or opportunity we are trying to tackle?

Strategy: what are our biggest strategic and operational challenges? What would you like to see in a strategy for data and information?

Process: how should we prioritise and measure the value of our analytics initiatives? How do we go about creating shared value for the whole organisation? What are our biggest "pain points"?

Q&A: how can we use data to support and embrace equity, diversity, inclusion and ethics?

Current vs Target State: where are we now? Where do we want to be?

Strategy

People

Process

Data

Technology

Creating value: how can we use data specifically meet your needs?

People: what needs to change in our behaviour to make the most of our data and information assets in our day-to-day roles? What needs to change culturally to become insights driven? What capabilities do we need to develop further?

Data & Technology: what technologies, data, architecture, ecosystem and operating model do we need to deliver value to key stakeholders, and to underpin our organisational risks, challenges and opportunities

Conversation starter: what should the data & analytics strategy and roadmap aim to achieve in support of the goals and aspirations for your area?

Ambition to drive change

Insights Driven Culture "WILL" (vertical axis)

HIGH — Desire for change, but lacking the skills

Data Literacy can be defined as the ability to read, write, infer meaning and communicate data in context, including an understanding of data sources and constructs, analytical methods and techniques.

Insights Driven Culture refers to the willingness of people across the university to embed data driven decision making into day-to-day work.

LOW — Unwilling to change and unable to make full use of data assets

Stable Core

Innovative Edge

Desire for change, high level of skill, ready and able

First on board, sets the benchmark

"Follow the leader" learn from early adopters, incremental

"Wait and see" will go along when everyone else does, conservative, late / slow adopter

Can't and won't change

Limited desire for change, skills going to waste

LOW — **Data Literacy Levels "SKILL"** — **HIGH**

Ambition to drive change

Insights Driven Culture "WILL"

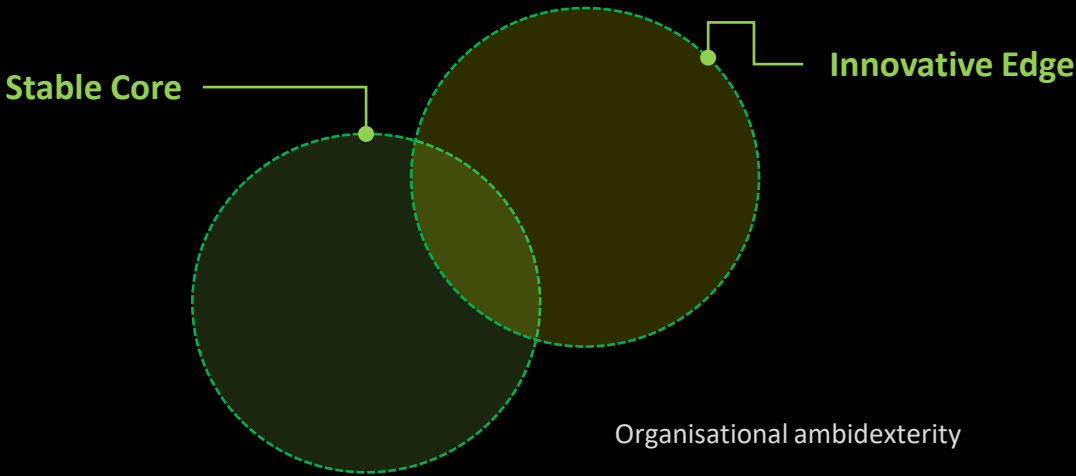**HIGH** — Desire for change, but lacking the skills

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LOW ———————— **HIGH**

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Insights Driven Culture "WILL"

Organisational ambidexterity

LOW

Ambition to drive change

Desire for change, but lacking the skills

Stable Core

Innovative Edge

- Slow
- Stable
- Running the business
- Sustaining value

- Fast
- Disruptive
- Transforming
- Creating value

Organisational ambidexterity

Insights Driven Culture "**WILL**"

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- Find your 'sweet spot'
- Treat culture as a continuum, manage stakeholders well
- Match your strategy to the situation

- Appetite for change is not a single homogenous viewpoint
- When stuck, set low targets, but reinforce behaviour change, and make it stick
- Do what you can, celebrate small victories

LOW
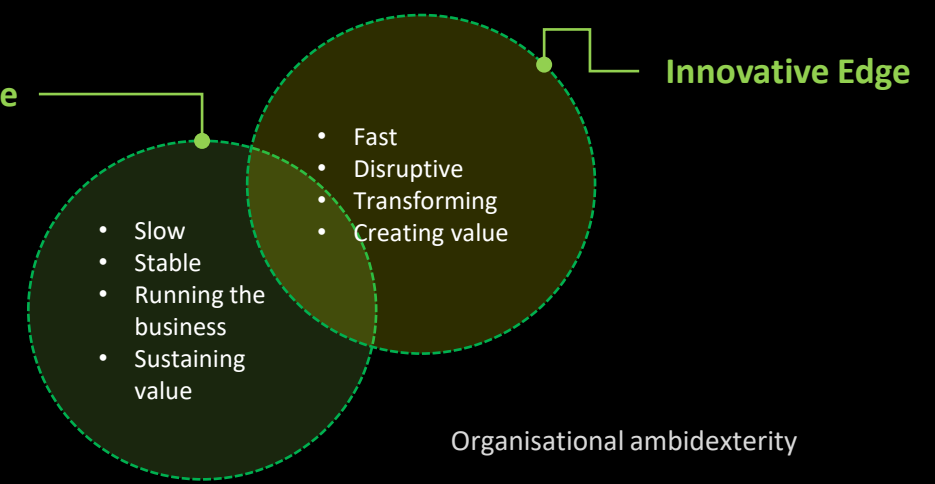
Define and measure success

It always seems impossible until it's done

Thank you.

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