

Using strategy to define data needs

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Use your strategy to define your data needs



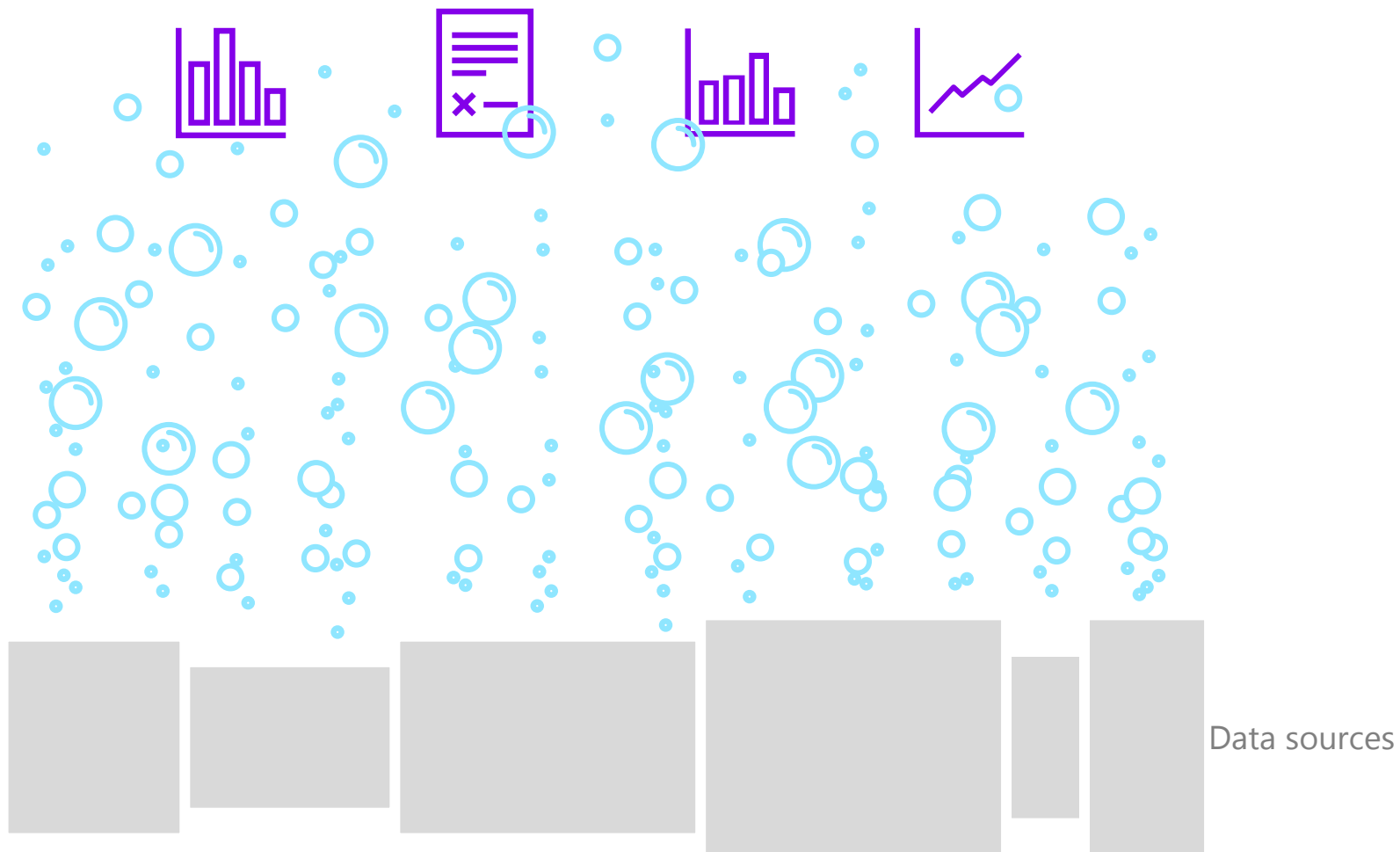
In this session, you will learn a 5-step process to translate your organization's goals and strategy into concrete data needs as well as some best practices gleaned from the field.

What we will cover today

- ▶ Strategy as True North
- ▶ The 5 steps
- ▶ Learnings from the field

Bottom-up is not always good

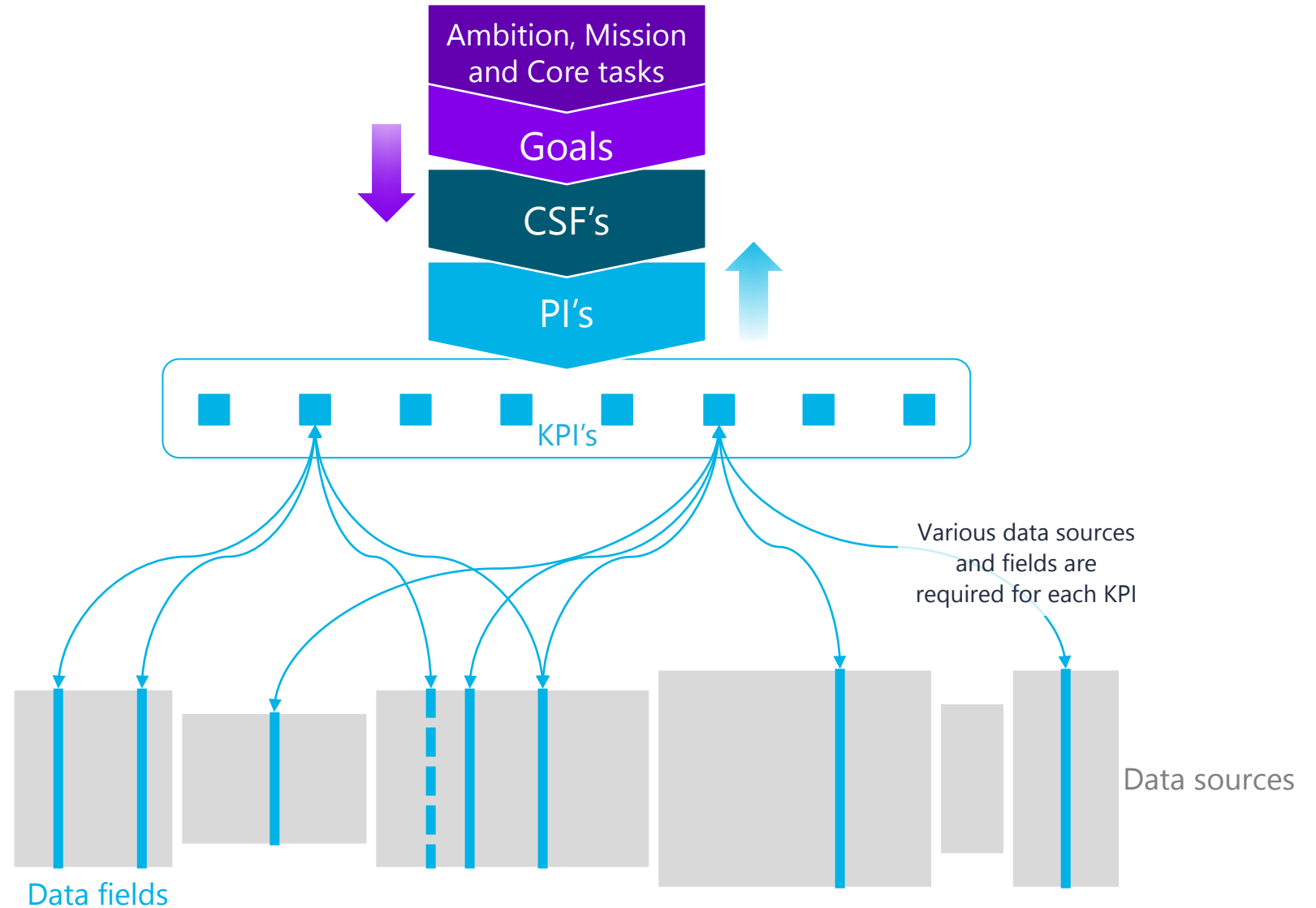
Many data initiatives are driven by simply seeing what comes bubbling up out of the data



Start top-down, working from your **strategy**

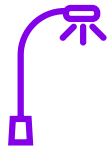
Strategy, ambitions and core tasks determine the goals of the organization. These define the organization's Critical Success Factors, which in turn are supported by relevant Performance Indicators.

Based on the context at a given time, a limited number of KPI's will define the primary data needs of the organization.



Use a clear process to translate your strategy into data needs

1



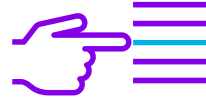
CLARIFY

2



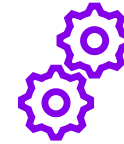
QUANTIFY

3



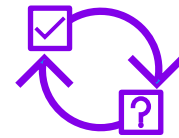
CHOOSE

4



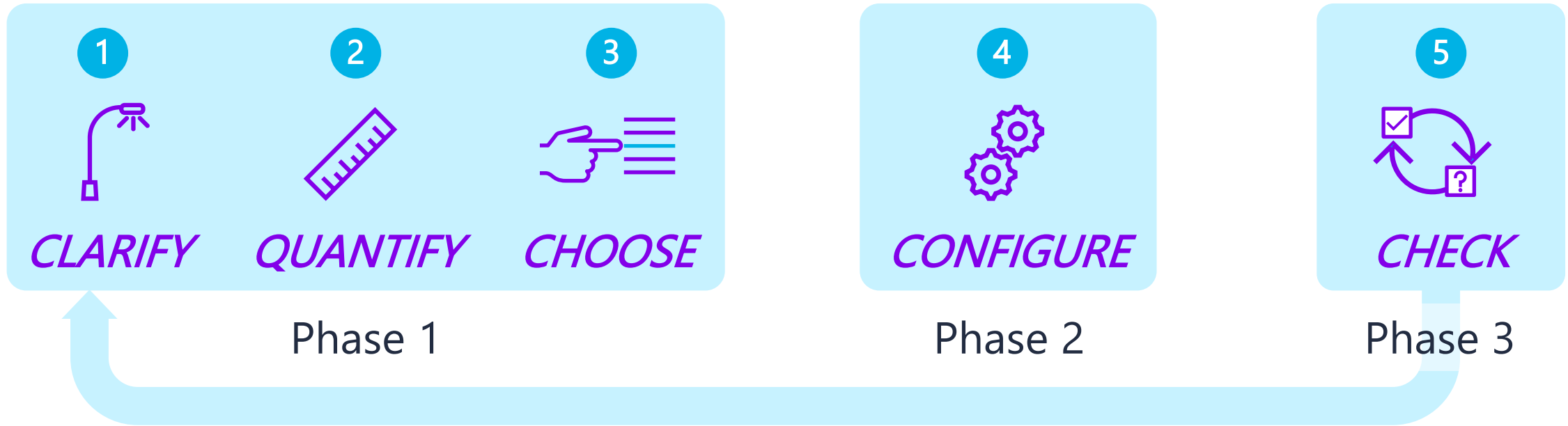
CONFIGURE

5

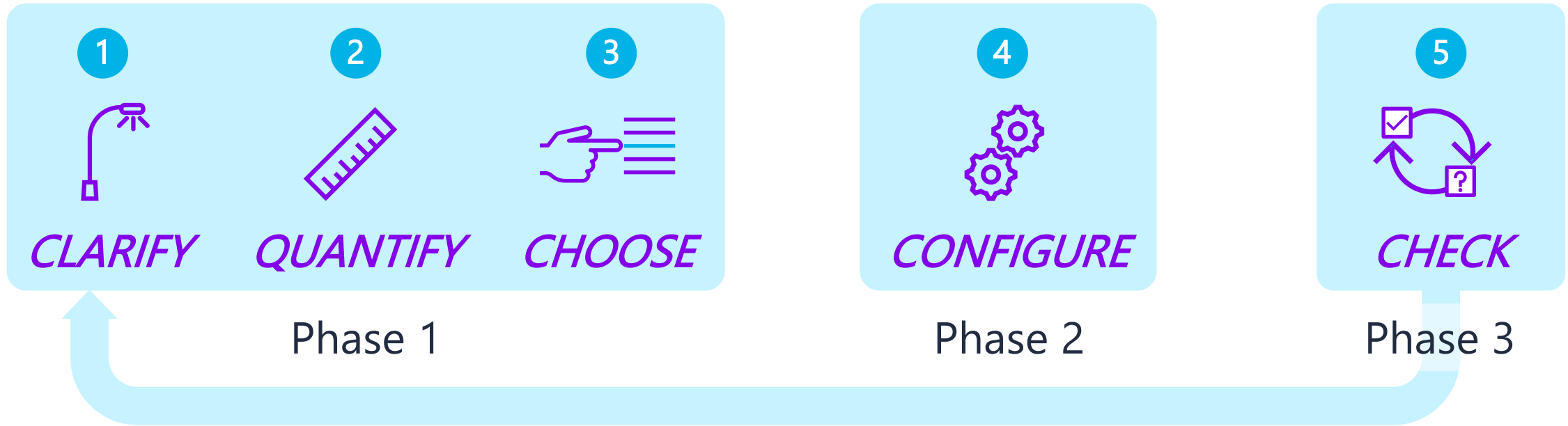


CHECK

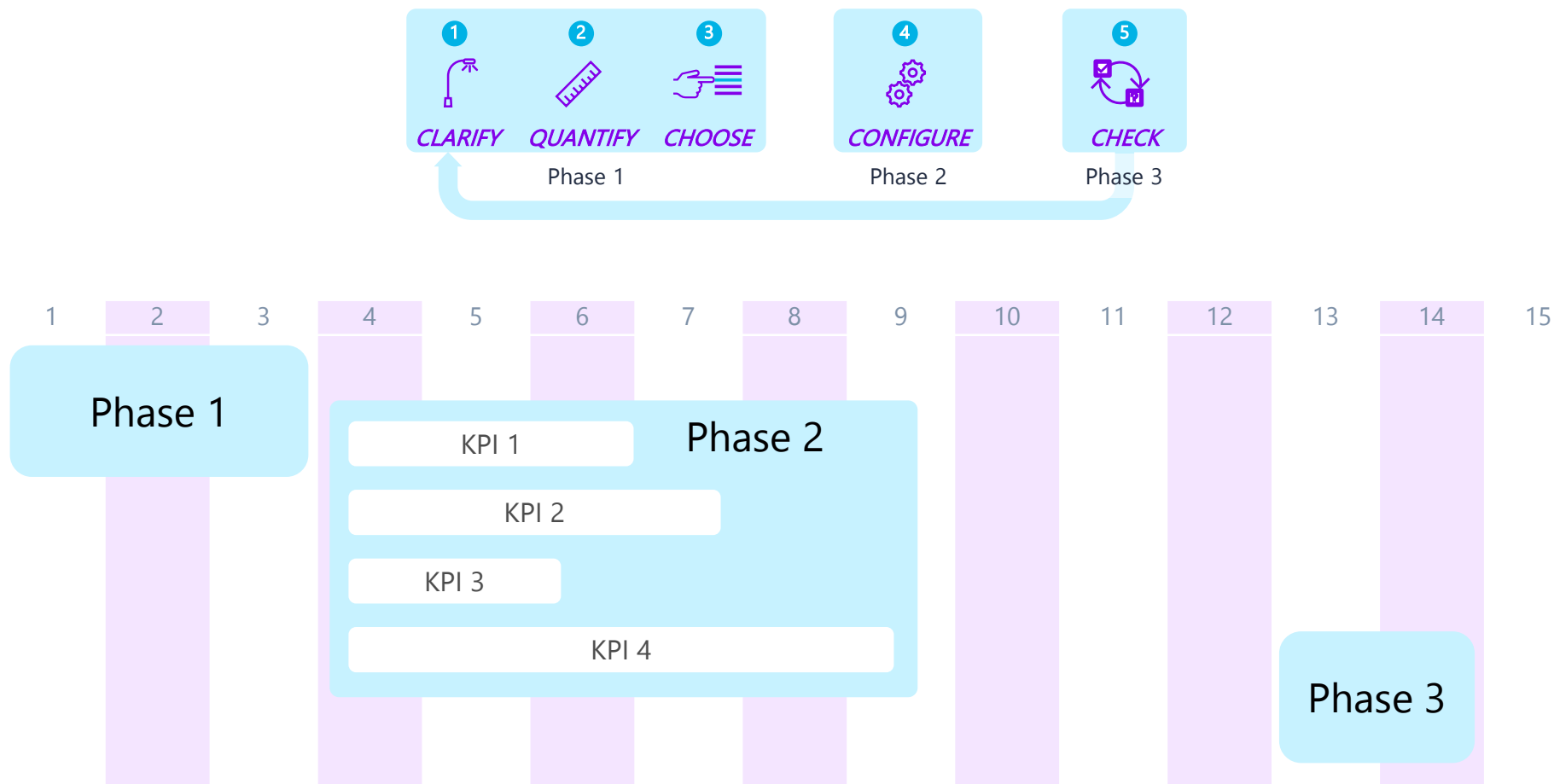
The steps have very different characteristics



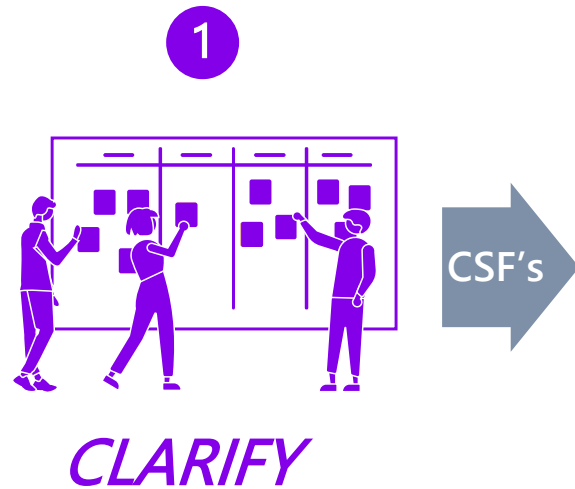
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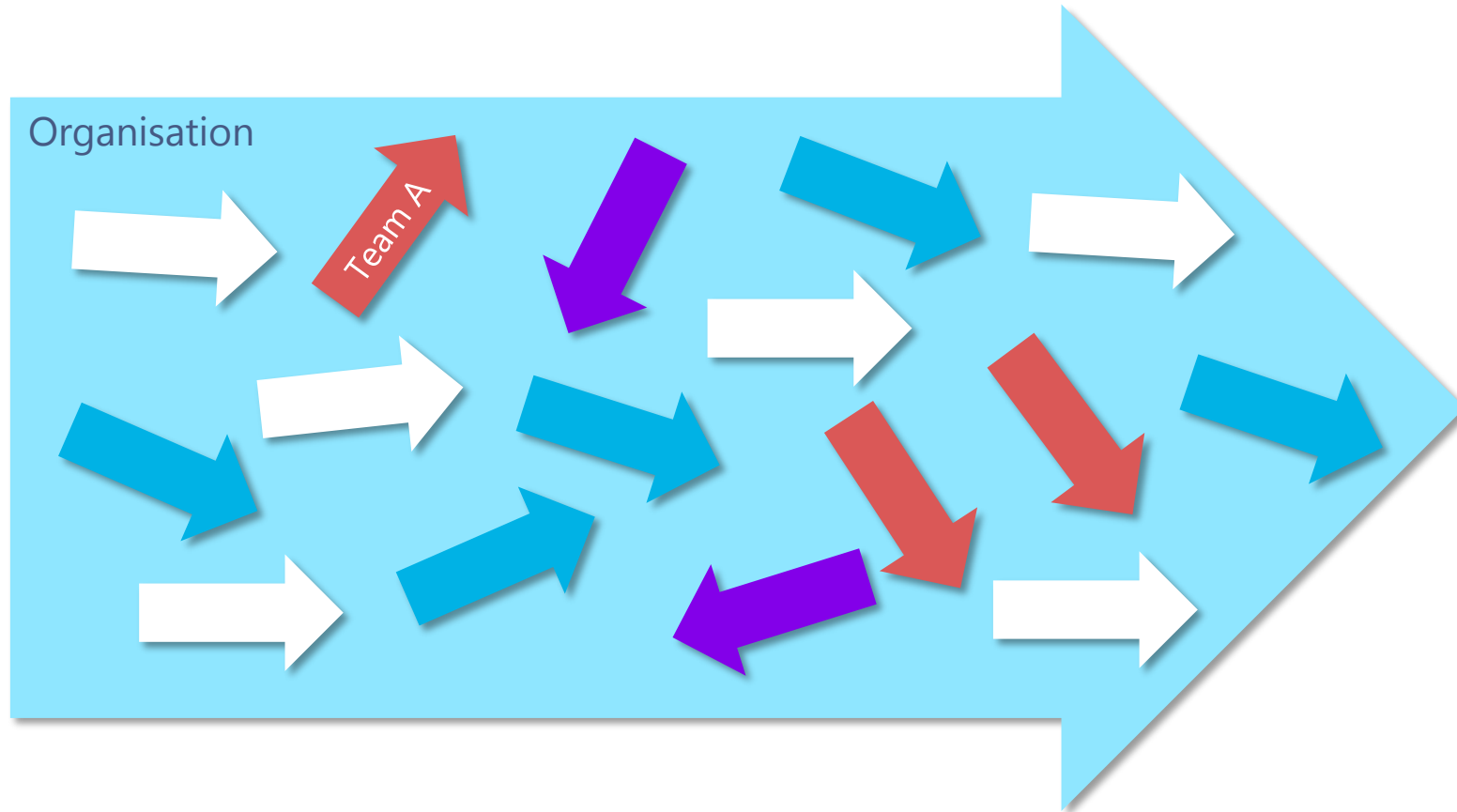
And very different timings



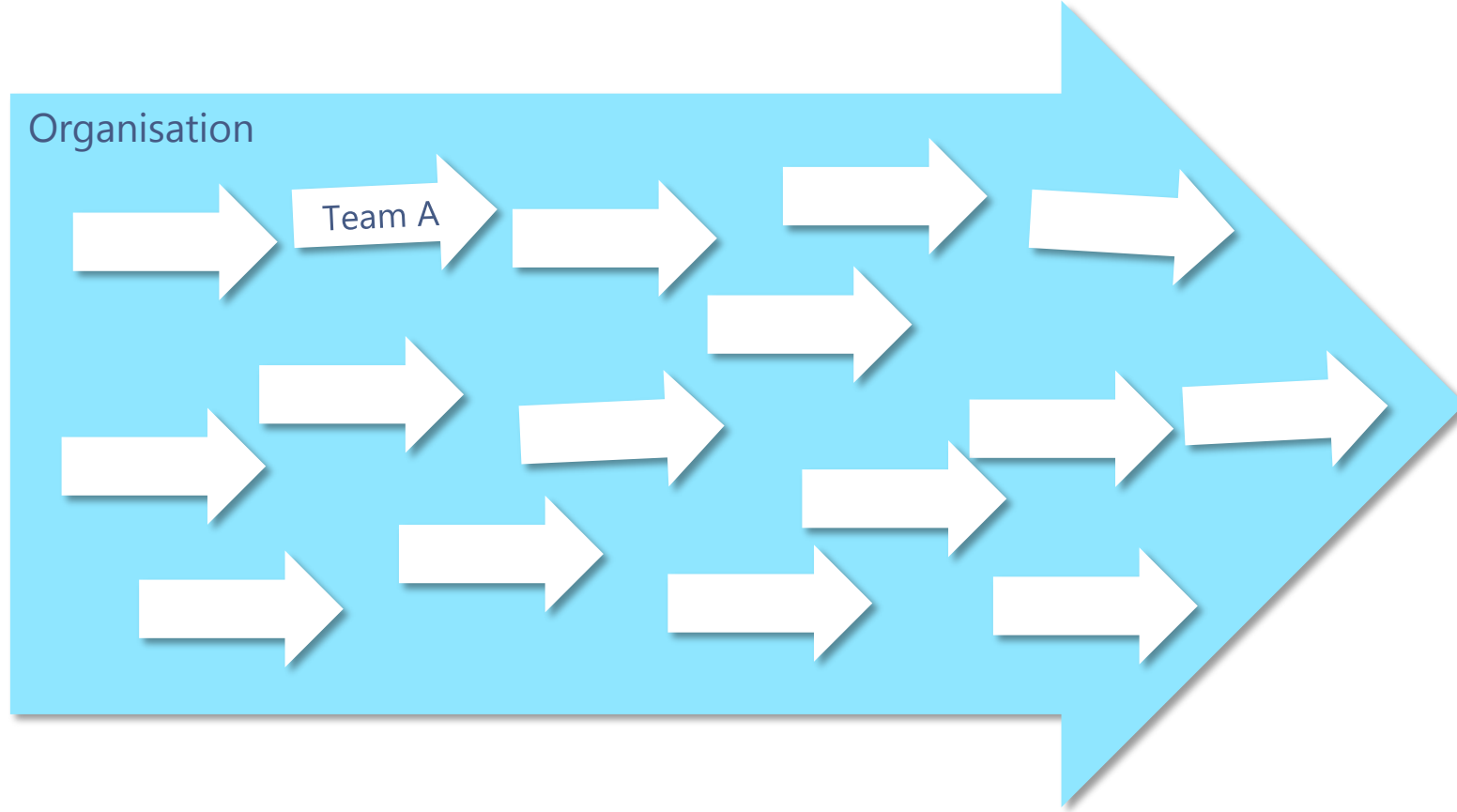
Step 1 is to distill the CSF's from your strategy



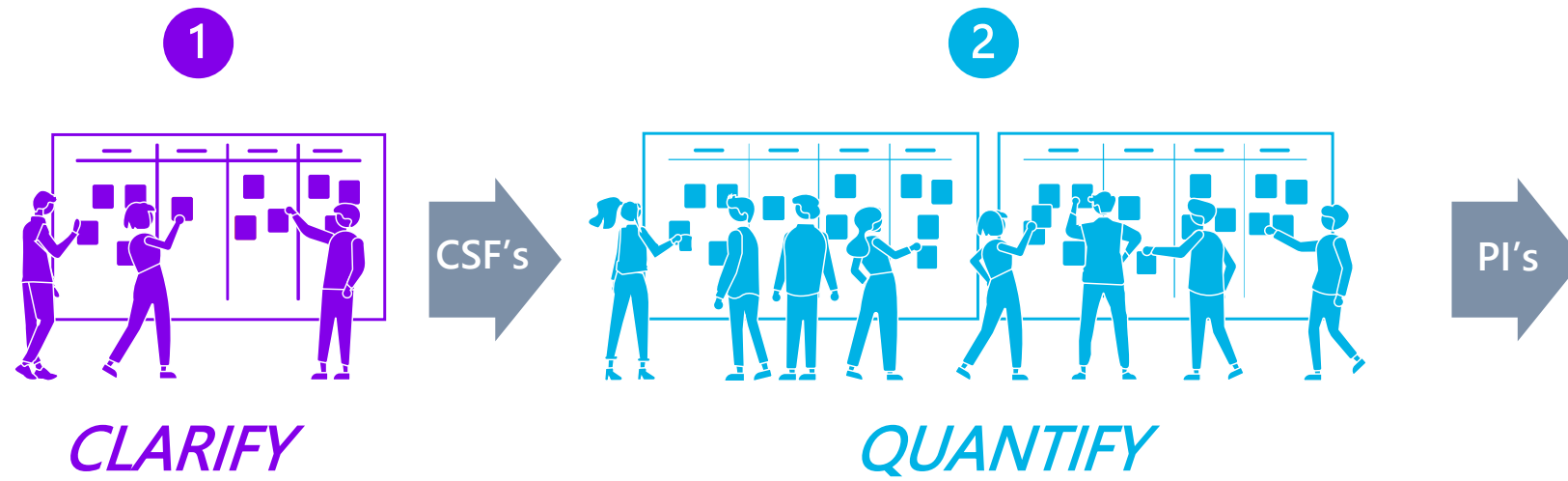
Knowing your CSFs is essential for getting your teams aligned



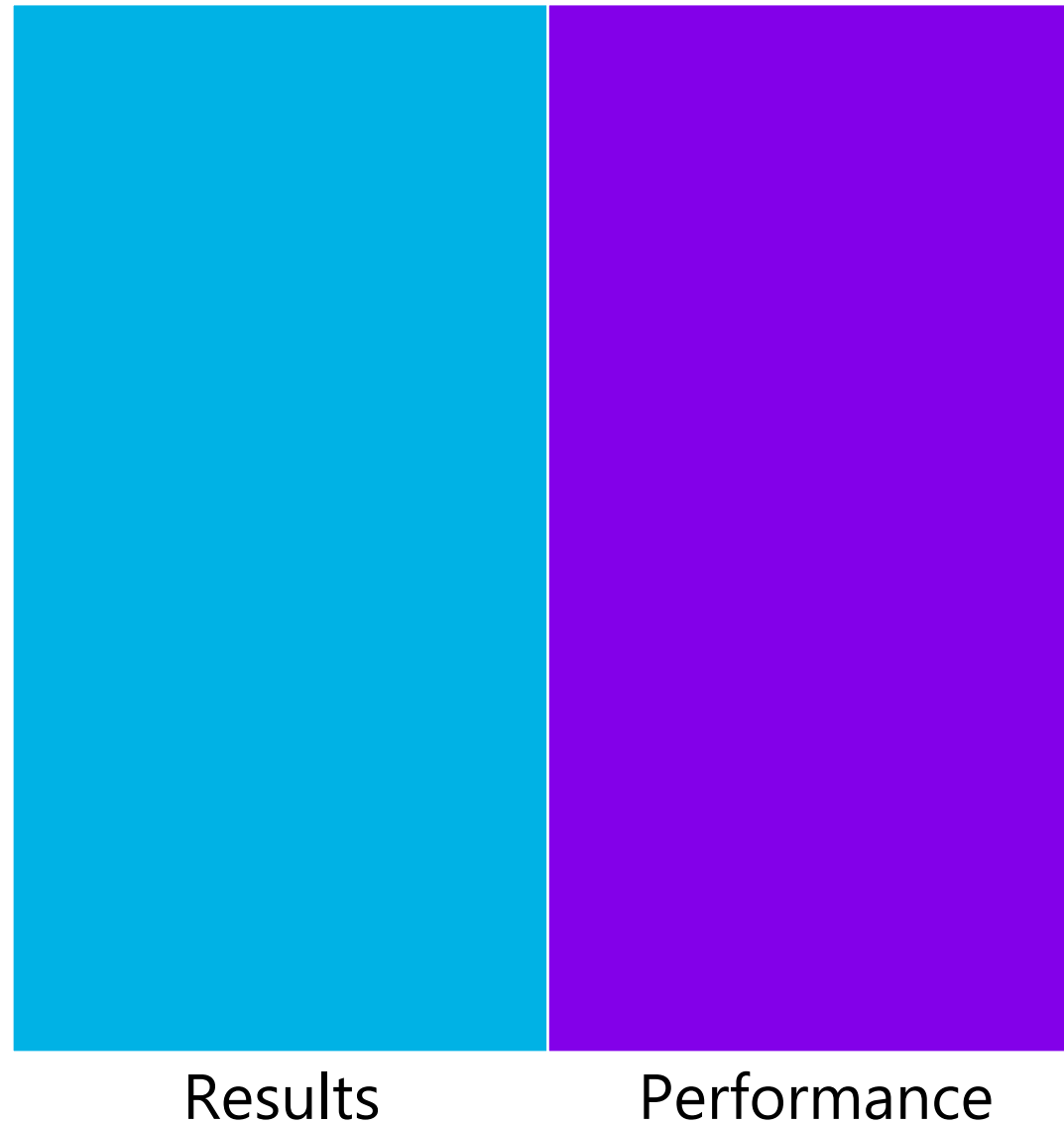
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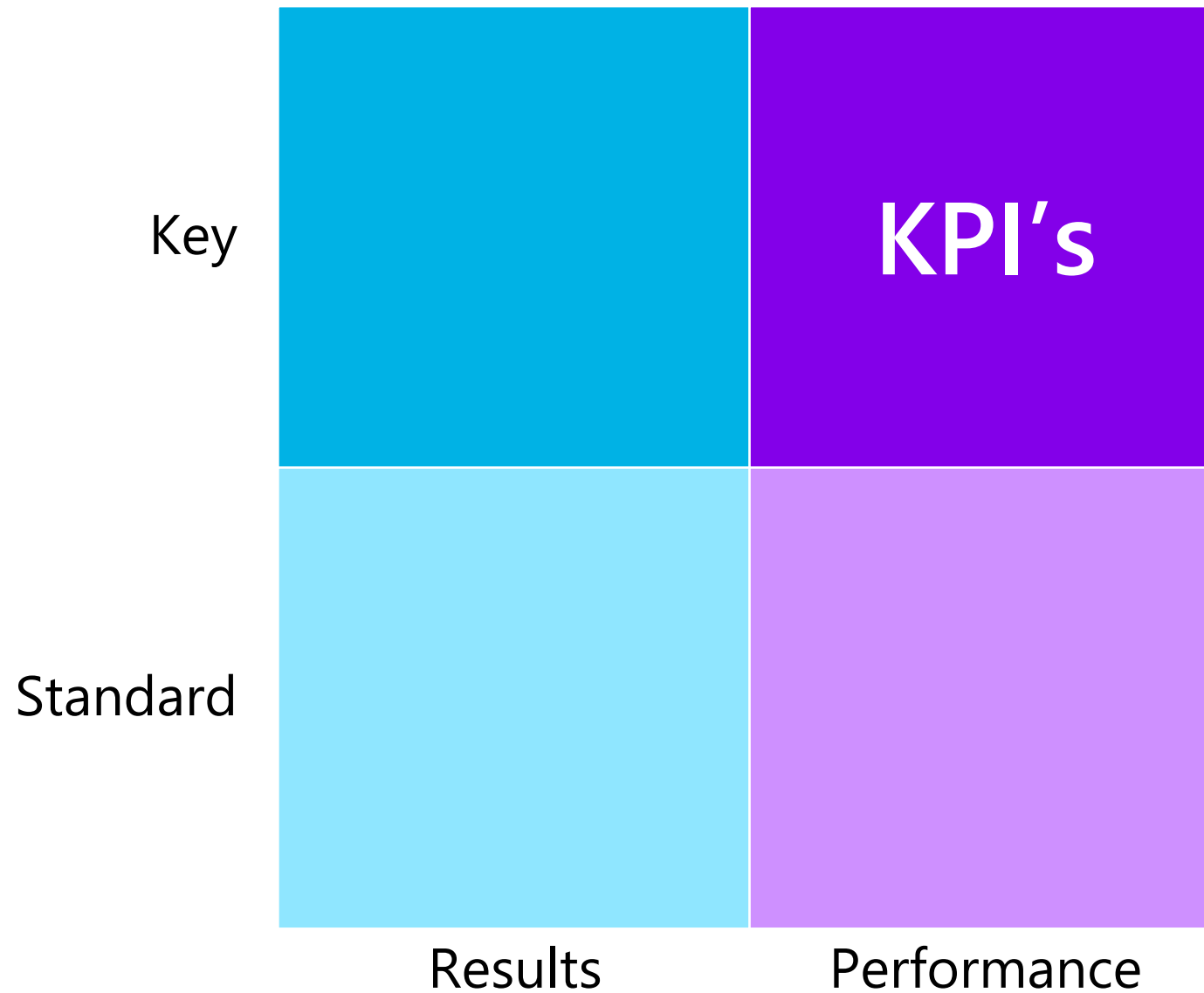
The next step is to generate indicators from your CSF's



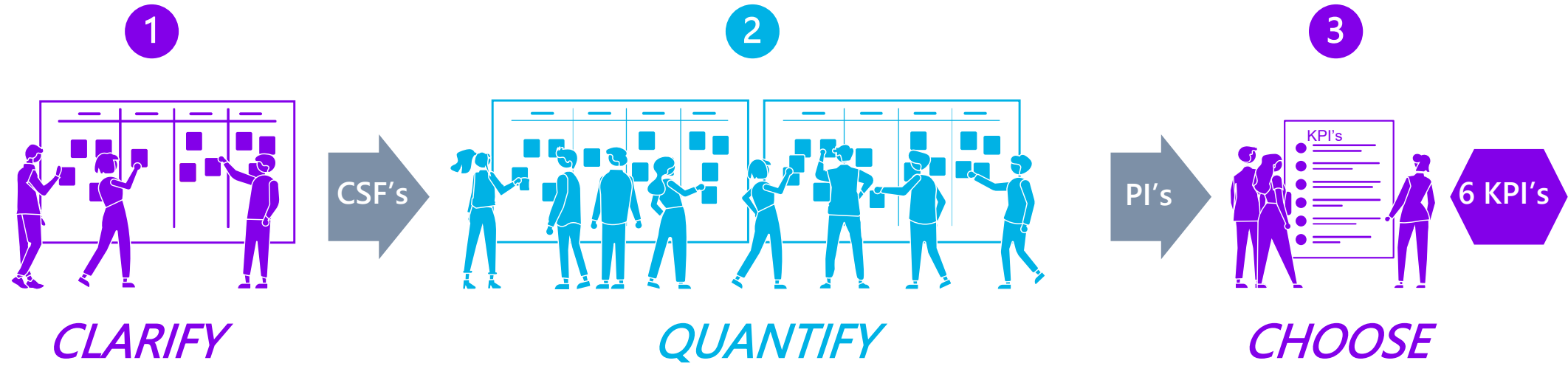
Not all indicators are performance indicators



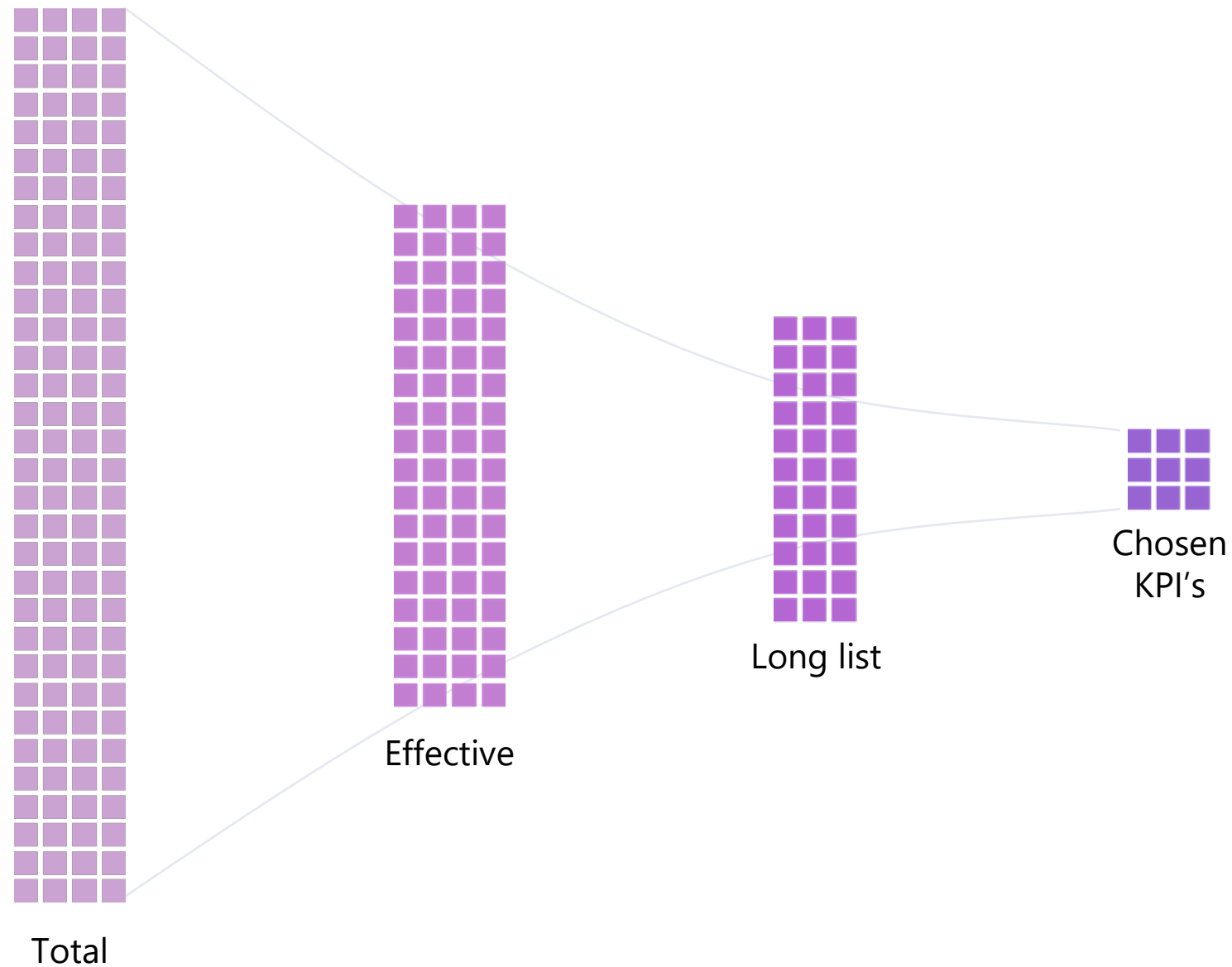
Some indicators are more 'key' than others!



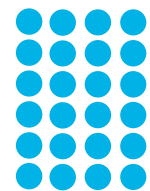
In step 3 you need to choose where to begin



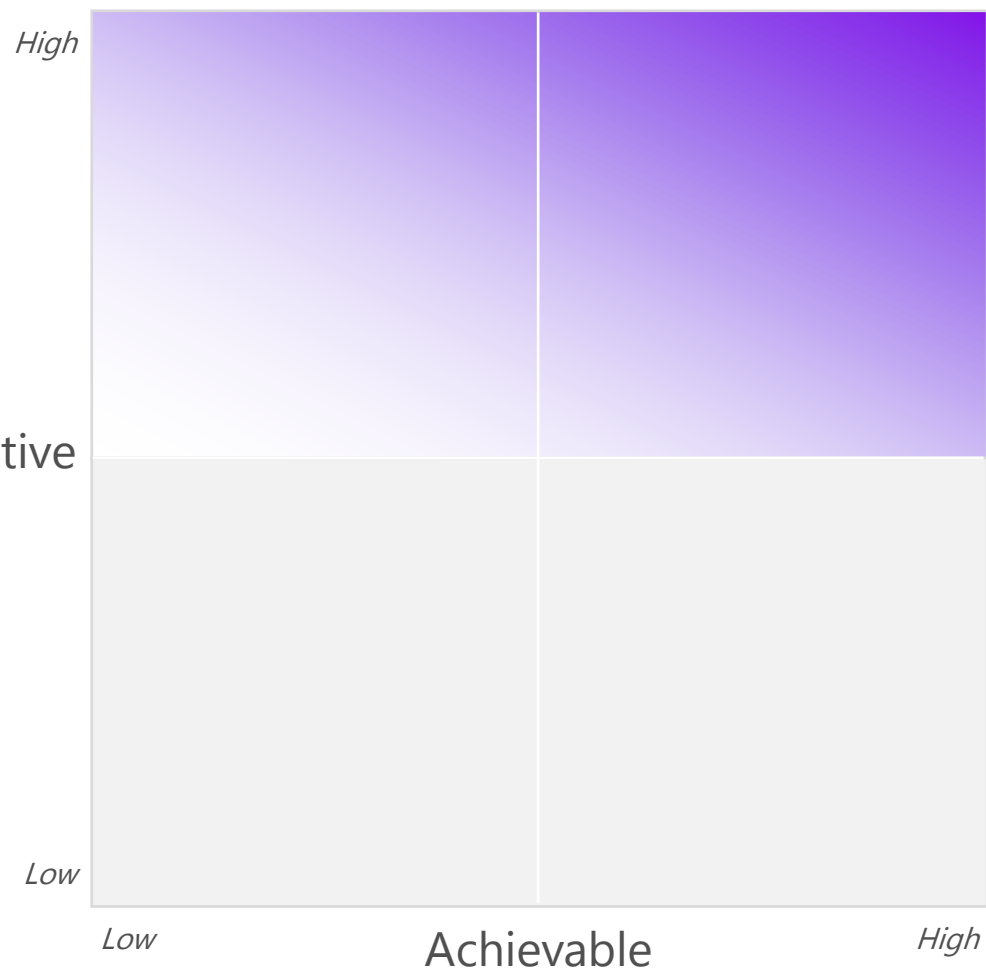
It is essential to whittle down the list of indicators



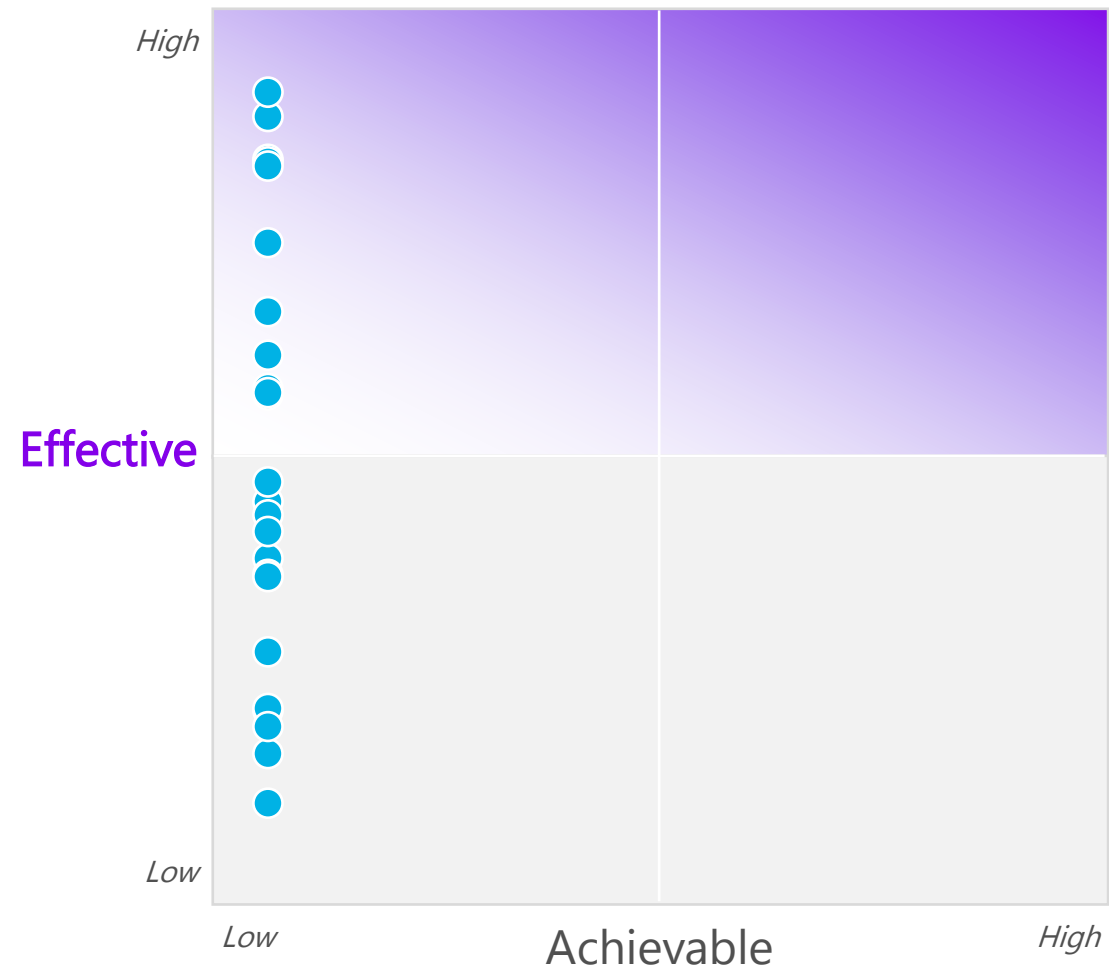
You need to
evaluate a
large database
of performance
indicators to
find the **real**
KPI's



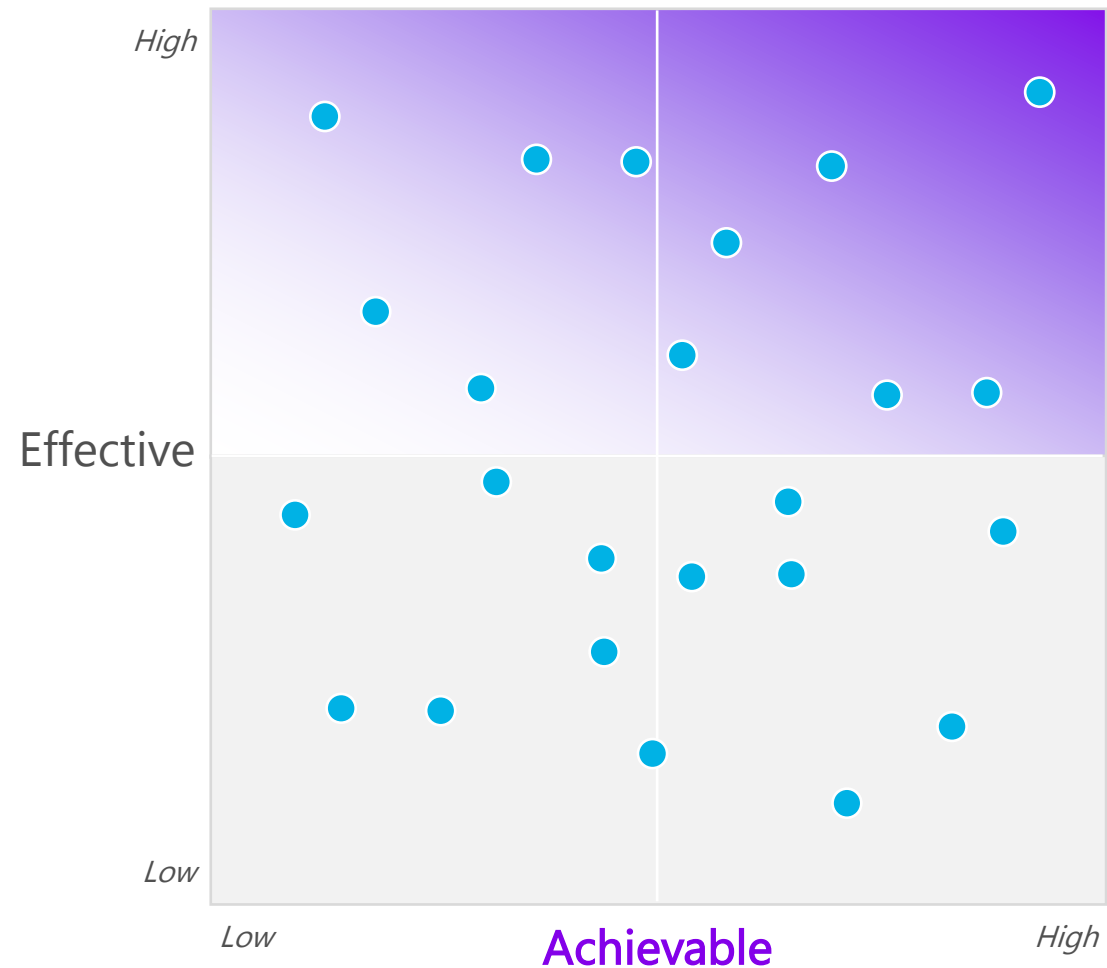
Effective



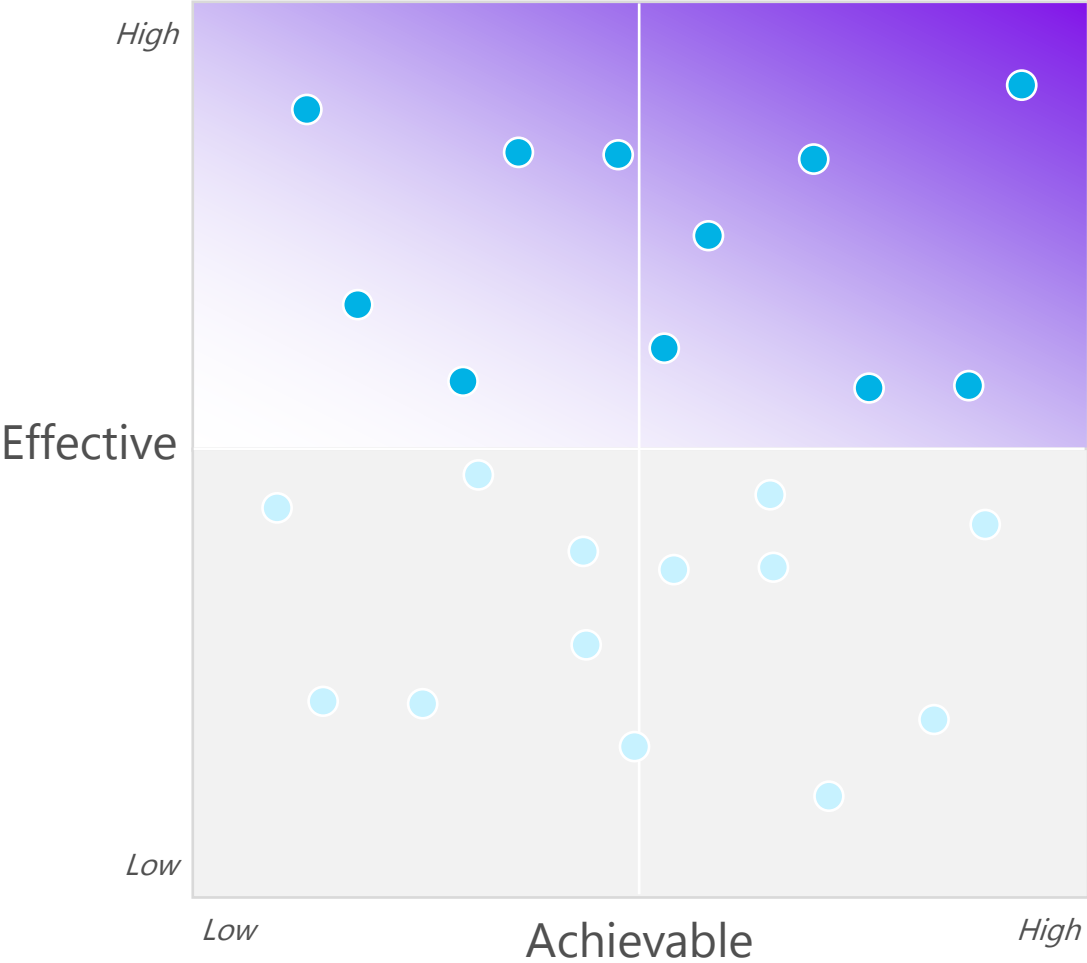
First focus on
Effectiveness
in supporting
strategy when
selecting KPI's



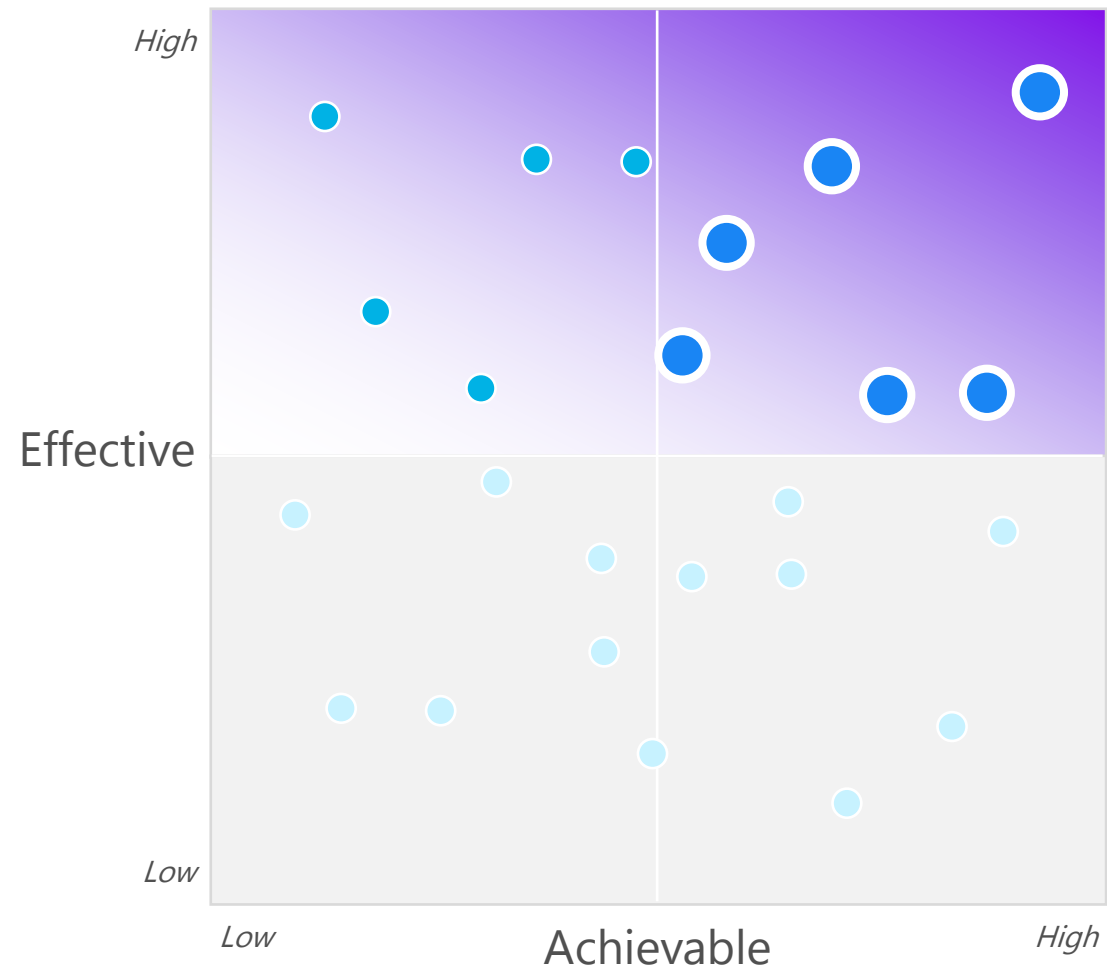
Then, rate each indicator as to how easy it is to **Achieve**



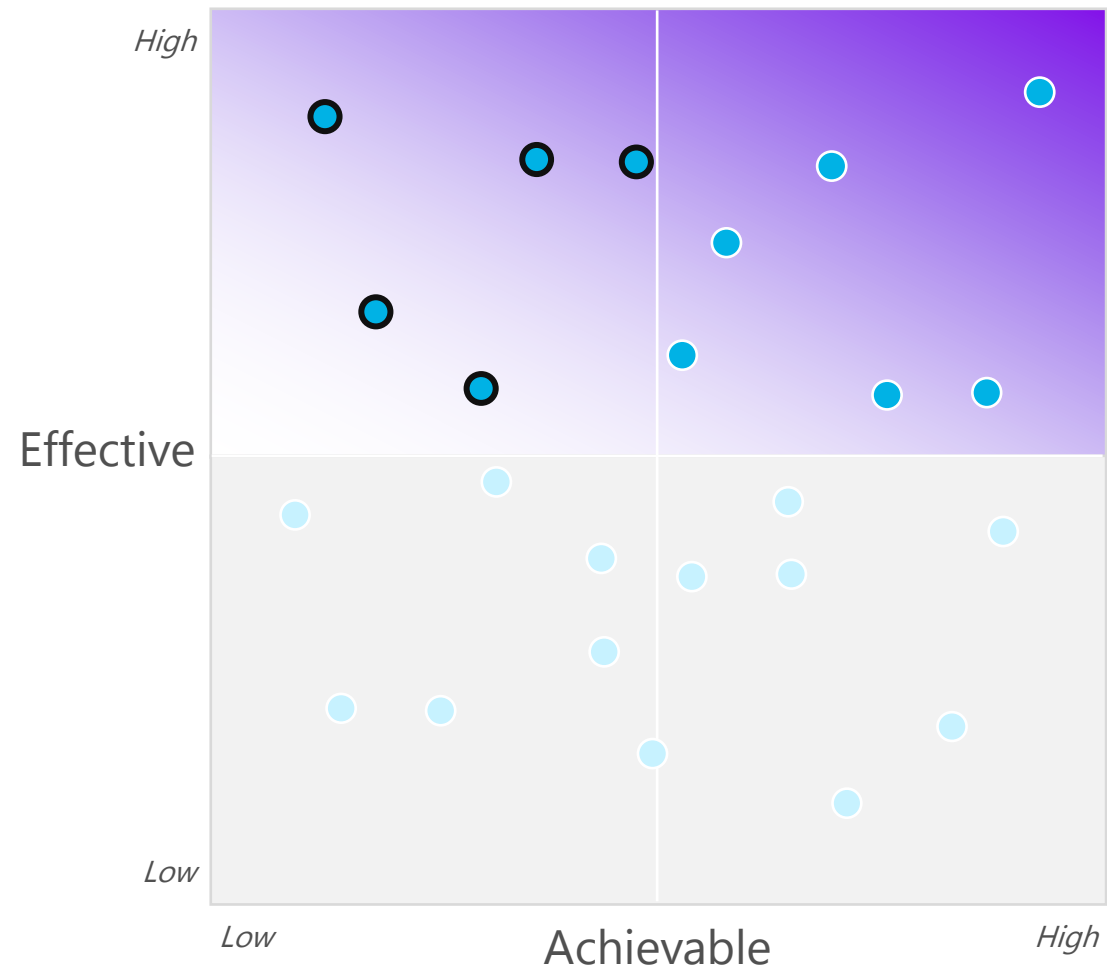
Discard ineffective indicators



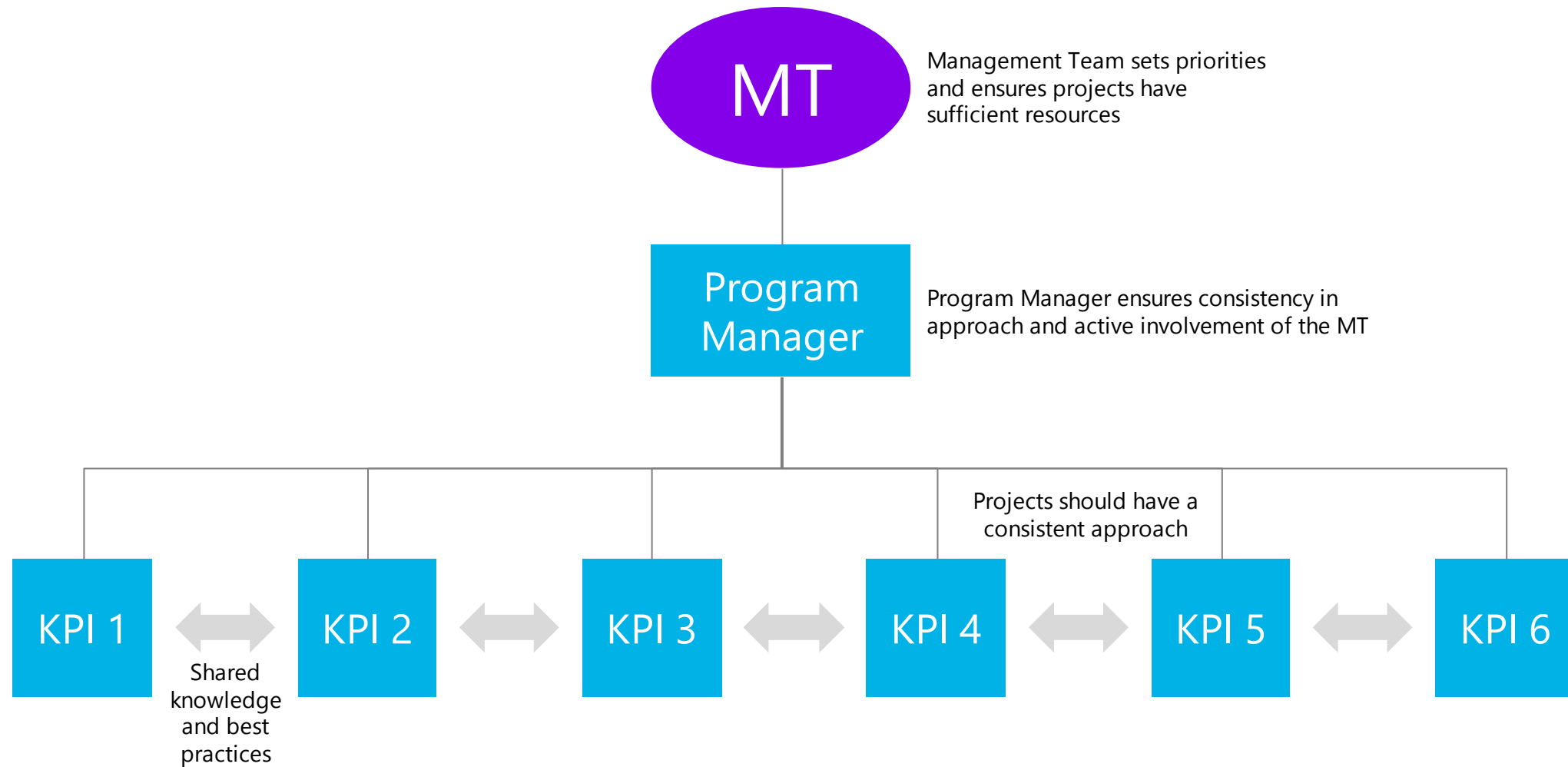
Select KPI's from
the top-right
quadrant: **Highly
Effective** and
Easily Achievable



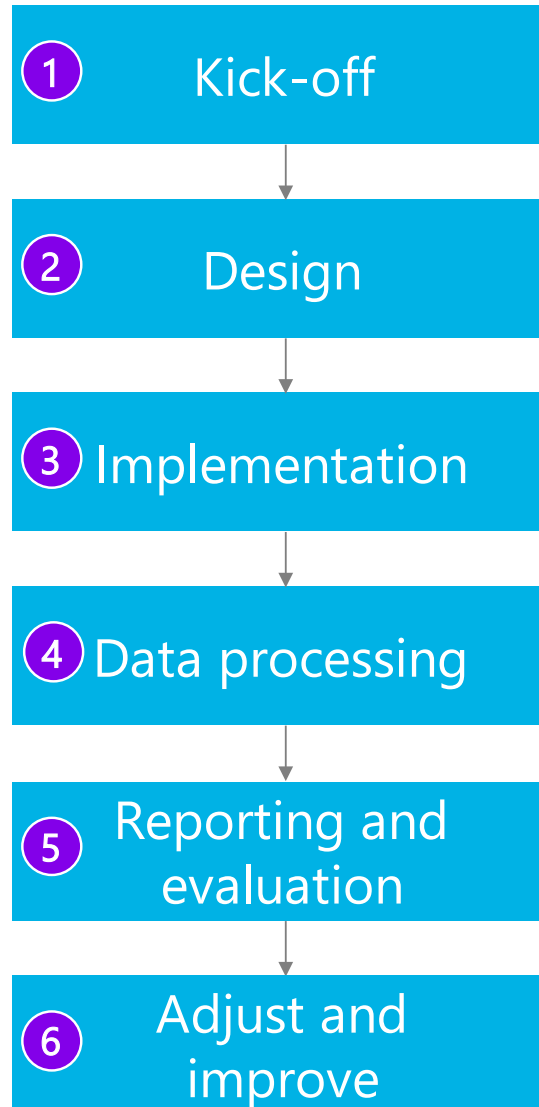
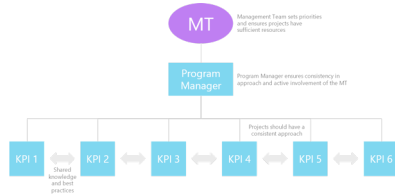
Highly Effective
but **Hard to
Achieve**
performance
measures need
special
attention



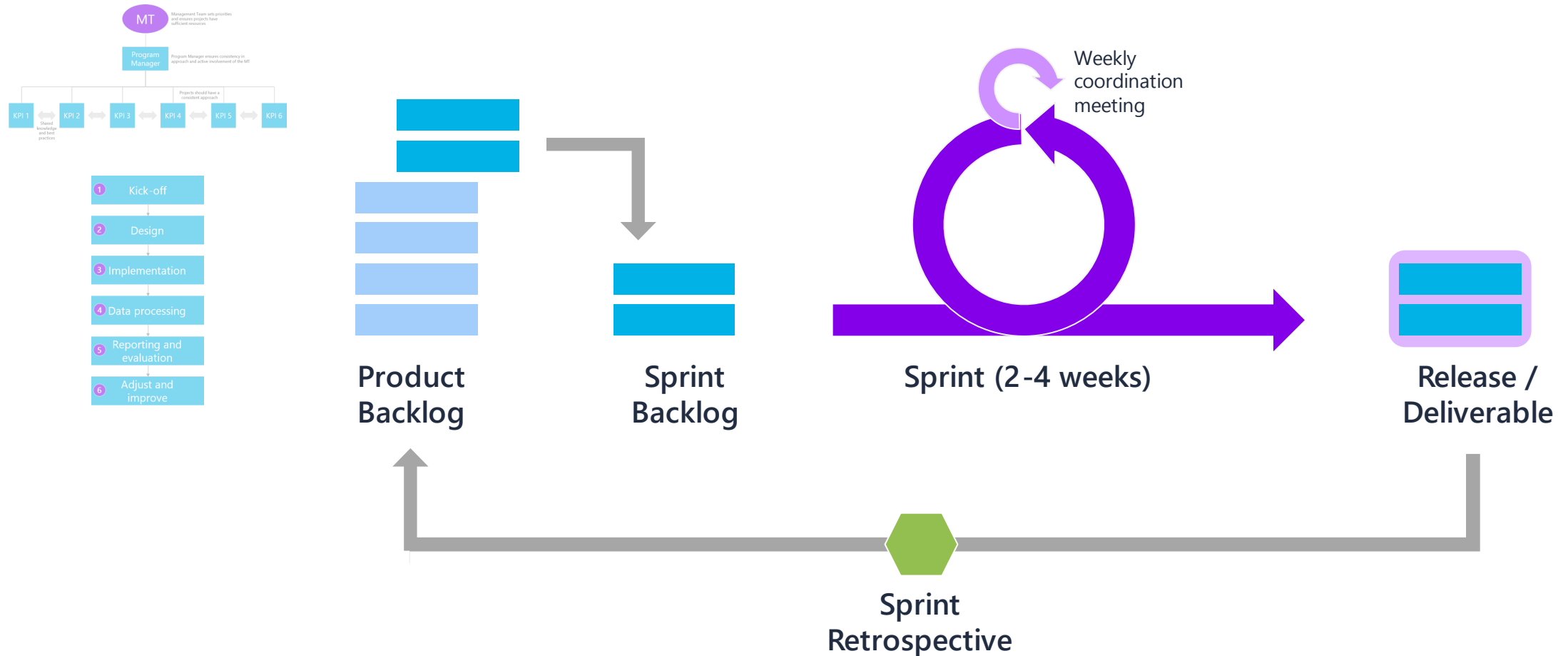
The Configure step is all about **execution**



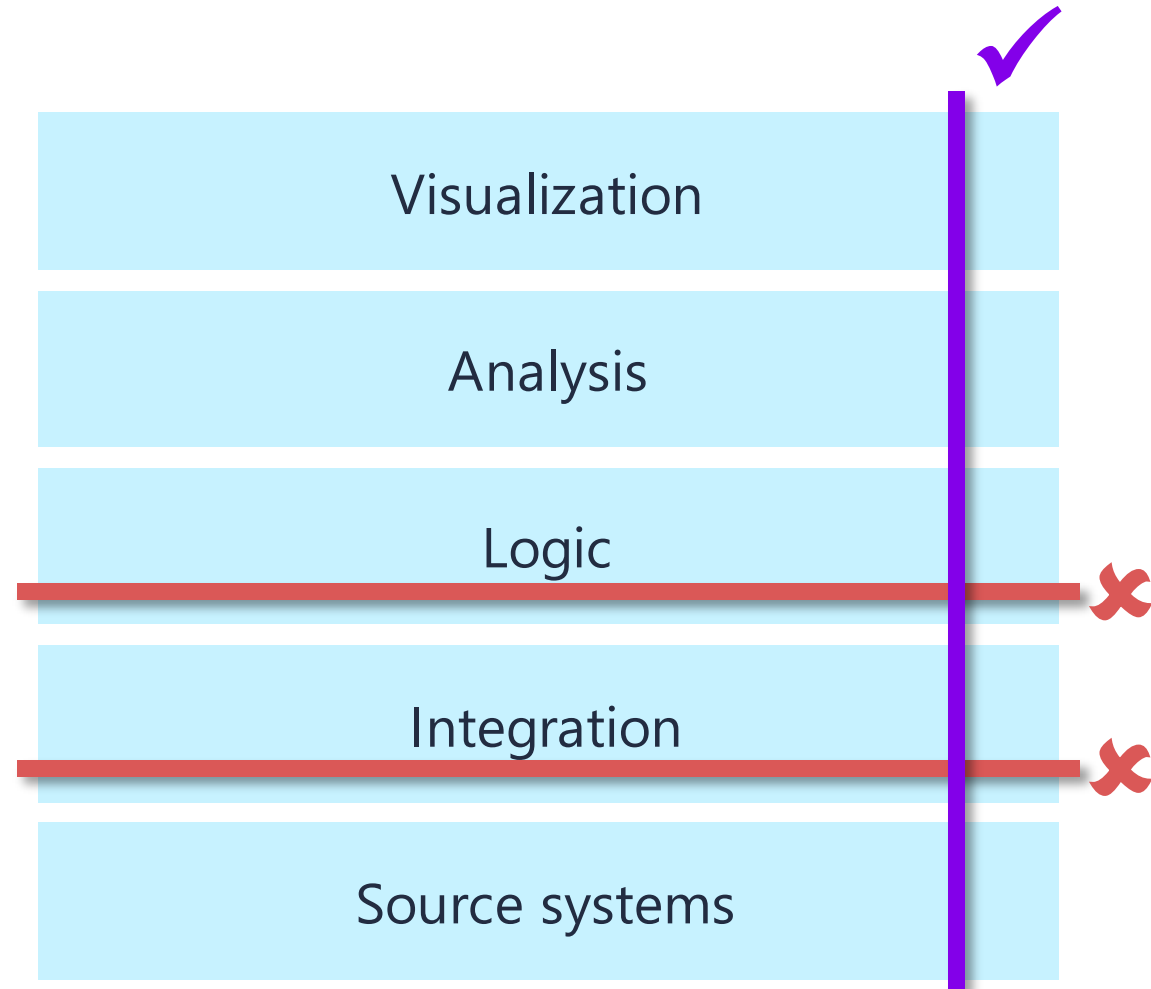
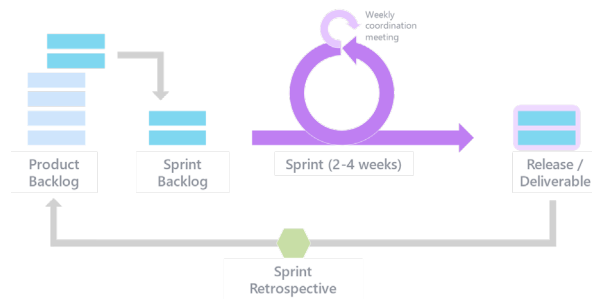
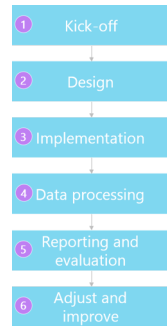
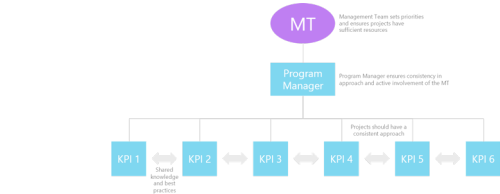
A uniform, high-level plan encourages co-ordination



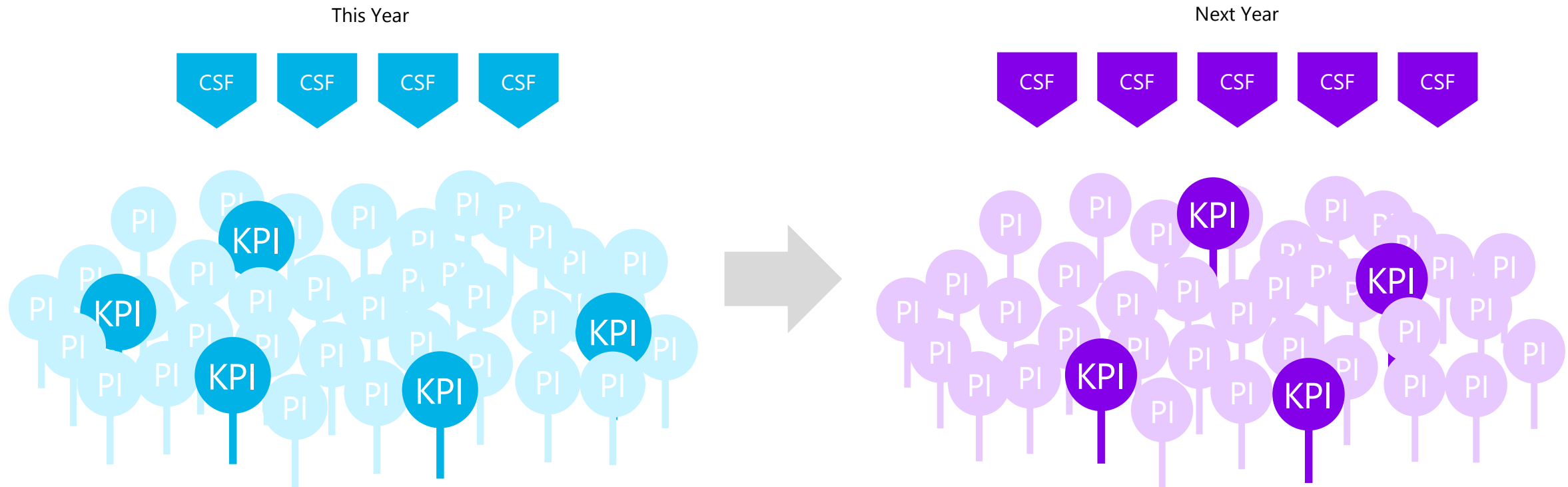
Agile-light keeps the functionality train rolling



Developing in thin-vertical slices speeds acceptance



KPIs must remain relevant and aligned with the strategy



Get the whole leadership team **actively** involved



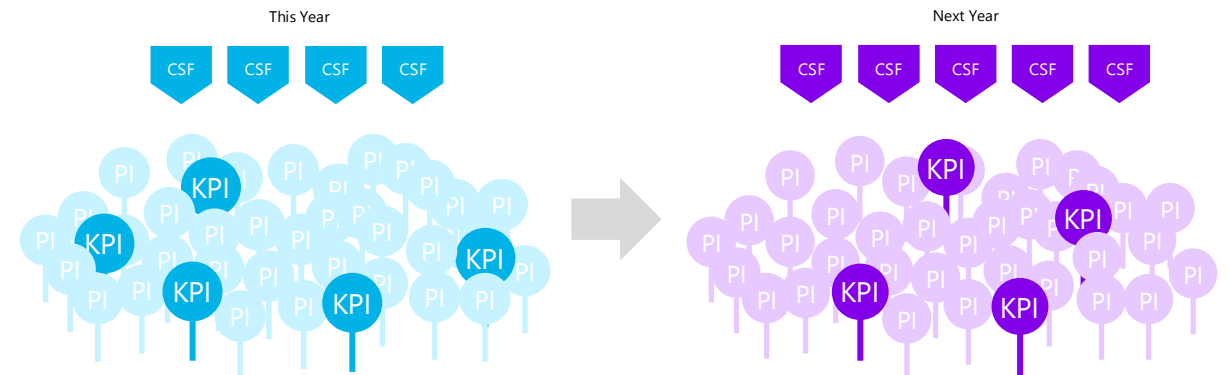
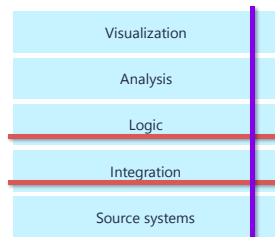
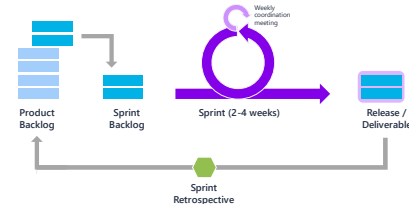
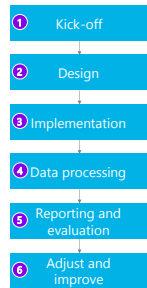
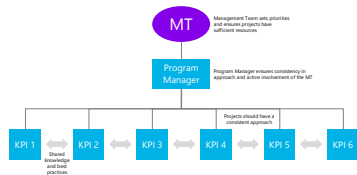
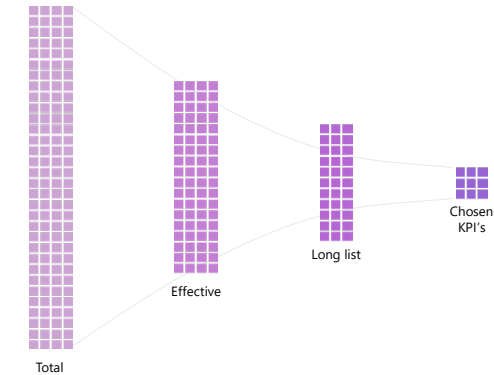
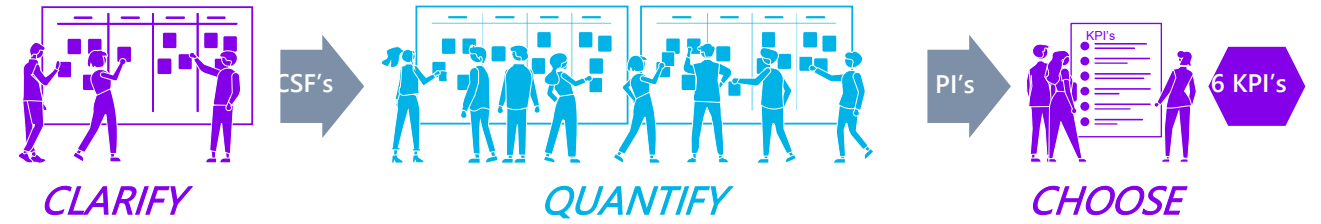
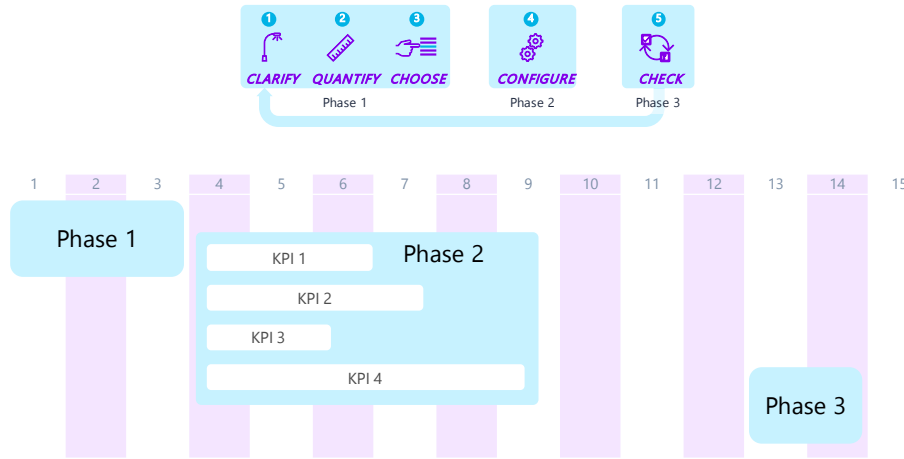
Use interactive workshops to create enthusiasm

Capture knowledge in a performance indicator database

Maintain momentum with quick wins



This simple process can boost your data success



But, ultimately, it's all about People

