

From Gut-Driven to Data-Driven

A Guide For Leading the Transformation to Data-Driven



Vulcan Academics
SUCCEEDING IN ANALYTICS

A faint, light gray illustration of a classical column. The column is mostly intact, but the capital (the top part) is crumbling and falling apart, with several pieces of stone floating in the air around it. This visual metaphor represents the failure of analytics investments.

89%

89% of analytics investments fail to deliver their expected value.

This is a stark reality revealed by MIT Sloan's research. Current AI adoption data shows similarly disappointing results.

Yet some organizations are thriving. What is the difference?

The difference isn't technology—it's **leadership**.

Through extensive research with successful executives, we discovered the real barrier: the shift from gut-based to data-driven decision making.

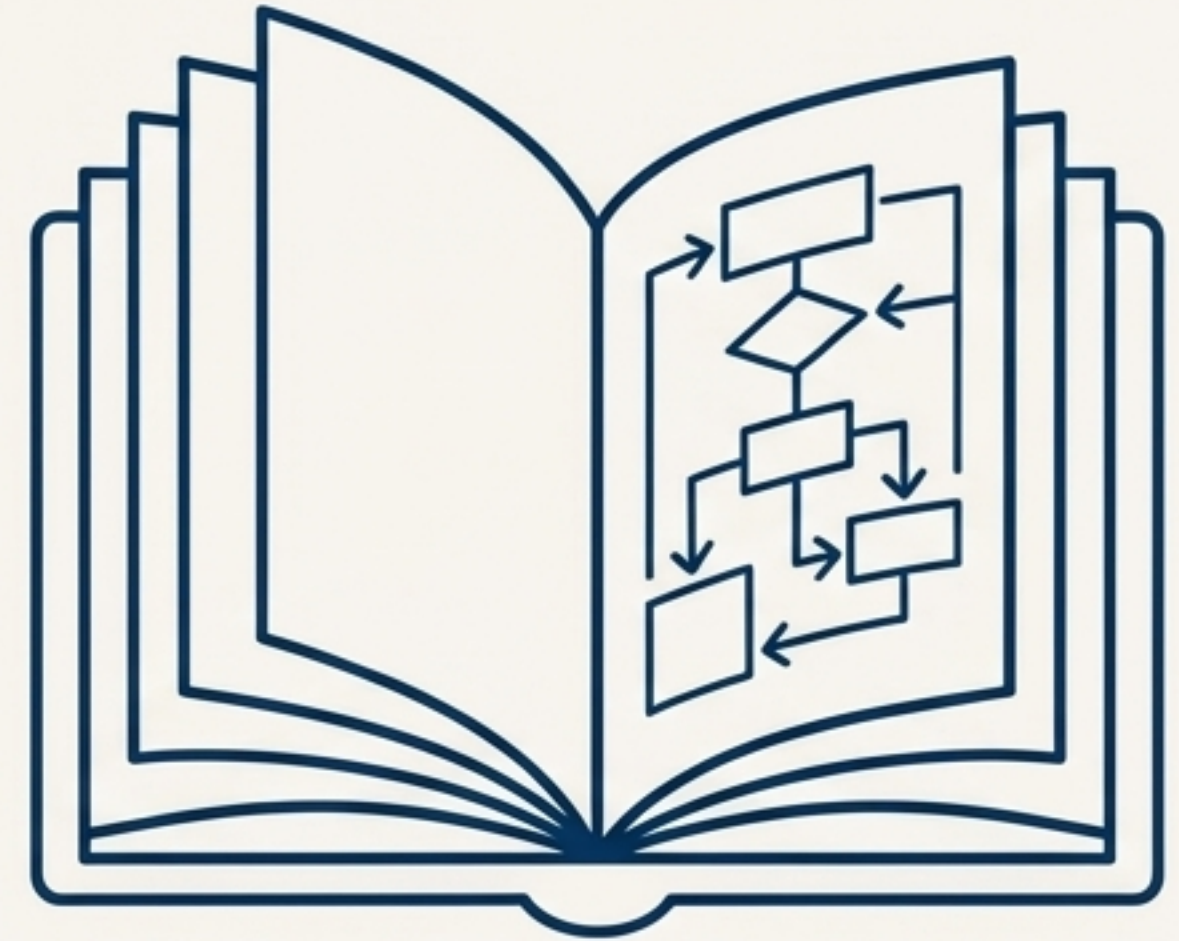
The Leadership Paradox: This shift challenges everything that made leaders successful in the past. What worked for generations suddenly doesn't work anymore.



This is your cookbook for leading the transformation.

If you are an executive responsible for this shift, you need a proven script. Success is possible, but it only happens when EVERYONE is working off the same one.

The Goal: We want to help you, and your organization, succeed in AI & Analytics.



Your Quick-Start Plan for Transformation



ASSEMBLE

Assemble a group for a key project—ideally one kicking off next quarter. Engage a whole project team, not just one or two analysts. Include analysts, business process owners, and other key participants.



ENROLL

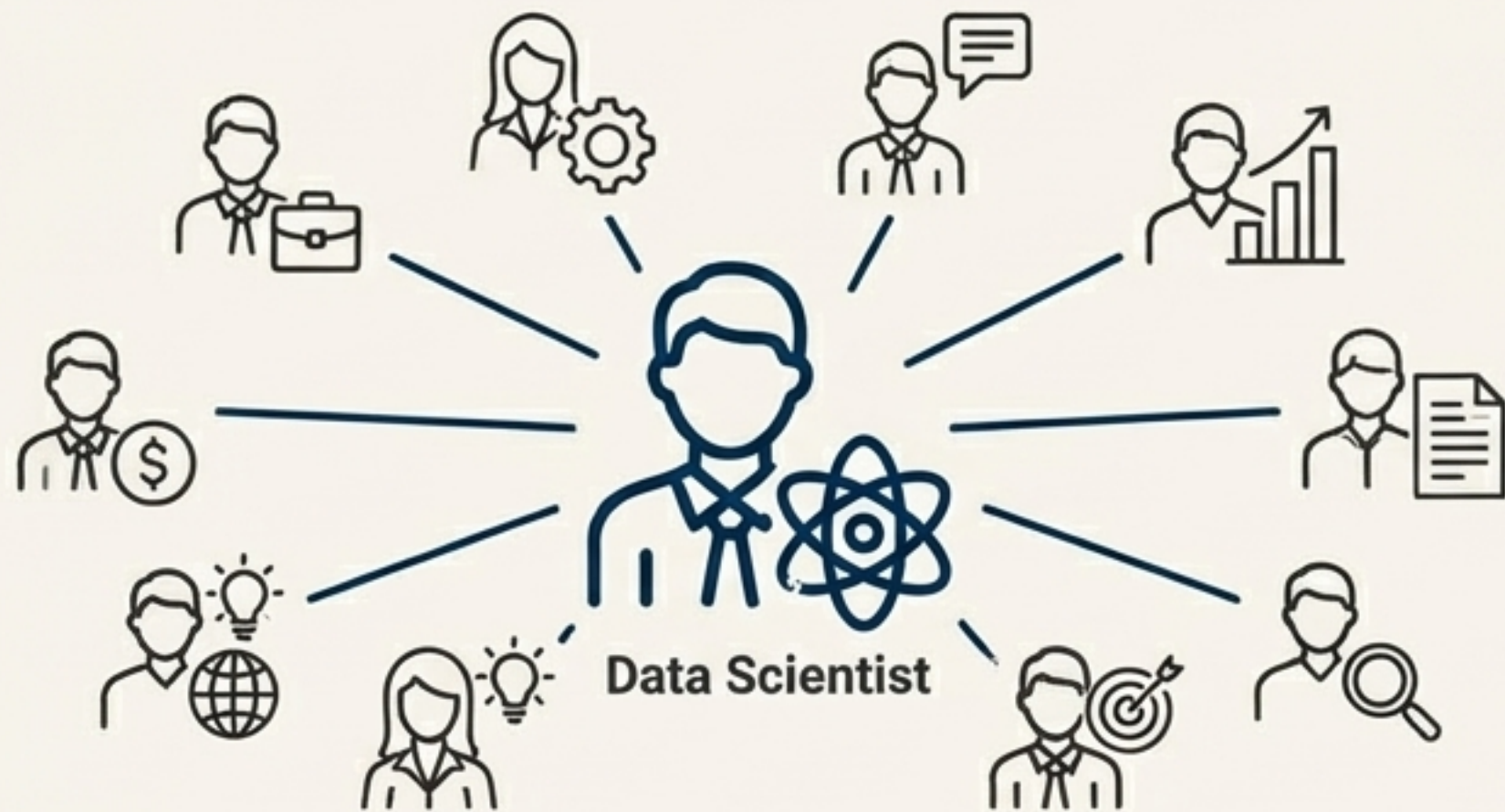
Enroll each member of the team in the online, self-paced *Leading in Analytics* program. (Group pricing is available).



MEET

Schedule weekly 90-minute meetings for nine weeks. Treat it like a book club with a bottom-line impact. The team **reviews a module and plans how to integrate the lessons into their active project.**

Why an entire team? Because success requires more than just data scientists.



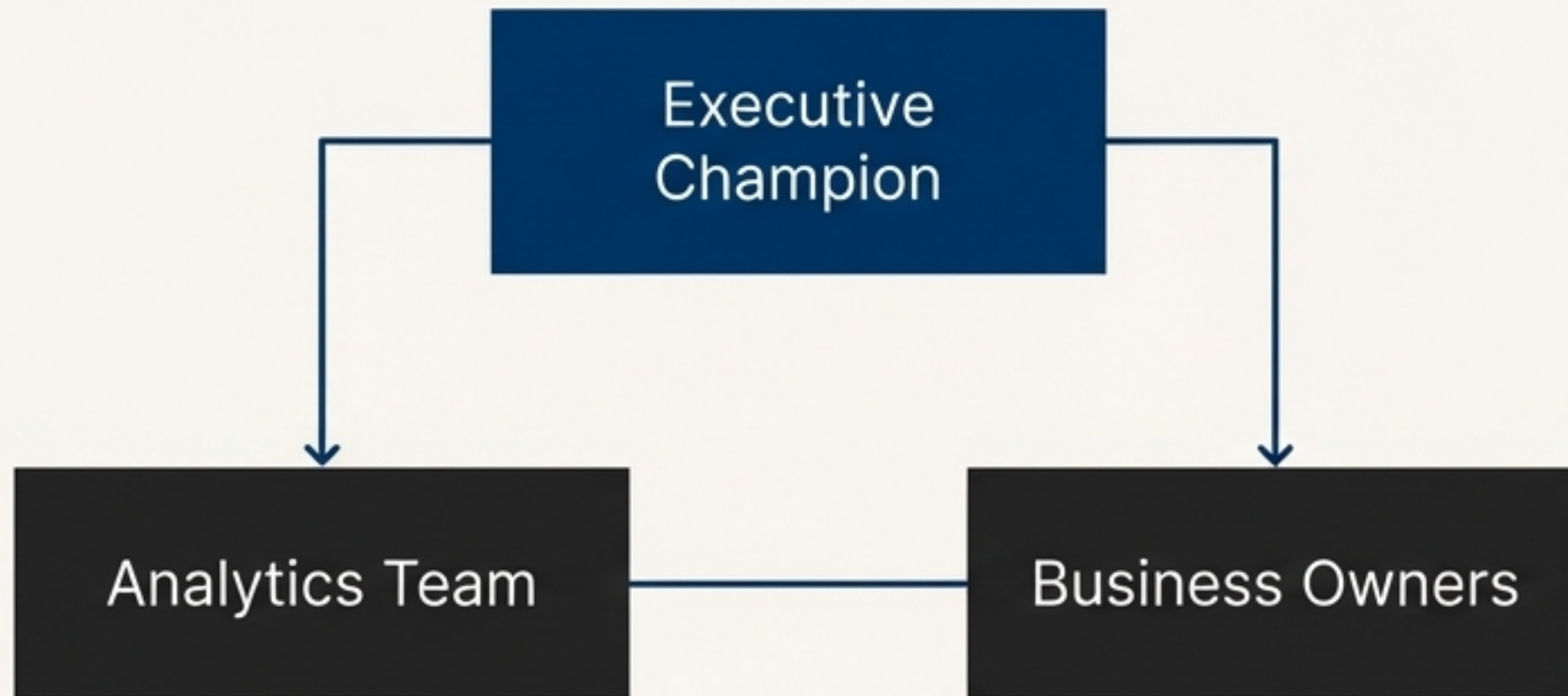
For every practicing data scientist, there are 10 other professionals who need this information.

Source: McKinsey

They need to become **Analytics Translators**.

The Takeaway: Your investment's success depends on creating a common language and understanding across roles, bridging the gap between technical teams and business leaders.

Your direct involvement is the cornerstone of success.



As you'll learn in *Leading in Analytics*, the transformation is built on the **Minimal Viable Team**.

This means **YOU**, the executive, need to be involved.

Join the team's weekly meetings, even if you can't do the full program.
Your presence removes roadblocks and signals commitment.

What Your Team Will Learn: An Executive Briefing

We know you're busy. The following is a summary of the key concepts from Leading in Analytics that executives need to consider as they lead their organization's transformation.

The course distills the wisdom and best practices of more than three dozen experts, guiding organizations to dramatically increase the success rate of analytics and AI.





Introduction: The Last Analytics Mile

Executive Takeaway: Analytics is a competitive imperative, but too many organizations fail to translate insights into tangible business impact—the “last mile.”



Task 0: Analytics Leadership

Executive Takeaway: Most analytics failures are beyond the analytics team’s control. Success requires a collaborative leadership model where executive champions and business owners are actively engaged.



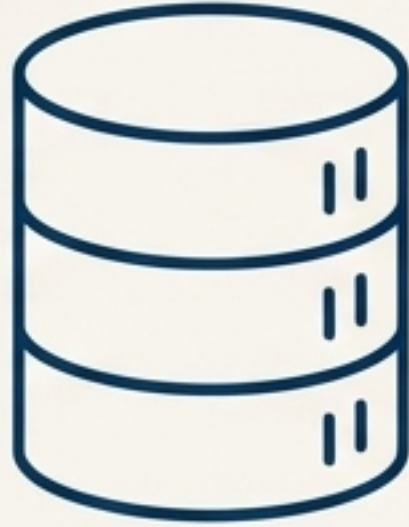
Task 1: The Business Problem

Executive Takeaway: Solving the right problem is paramount. Insist on a well-articulated, action-oriented problem statement to prevent the “Type III Error”—finding the right answer to the wrong question.



Task 2: The Analytics Team

Executive Takeaway: The Executive Champion plays an outsized role in the “Minimal Viable Team.” Your job is to secure support, remove roadblocks, and guard the organization's bandwidth for these projects.



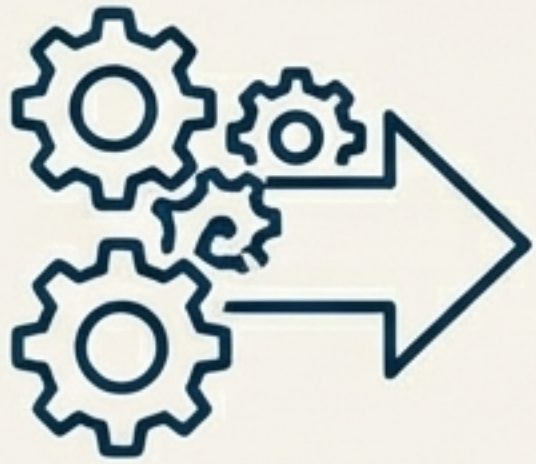
Task 3: The Data of Analytics

Executive Takeaway: Data is a valuable, reusable asset, not just a byproduct. Your role is to guide data strategy and relevance. A key insight is **Dohoney's Axiom: "If you wonder about the quality of your data, start making decisions on it."**



Task 4: The Tools of Analytics

Executive Takeaway: Mindset over tools. People solve problems, not software. Your influence is greatest when framing the problem and defining success metrics, not picking tools. **Understand the four categories: descriptive, diagnostic, predictive, and prescriptive.**



Task 5: Execution of Analytics Projects

Executive Takeaway: Execution is paramount for value realization. Don't start a project until you know the outcomes will be integrated. Implementing analytics inevitably requires organizational change, which you are responsible for managing.



Task 6: Analytics Maturity

Executive Takeaway: Leadership is the cornerstone of maturity. The goal is to move beyond individual 'craft' projects to industrialized analytics that create scalable impact and a culture that values data-driven decisions.

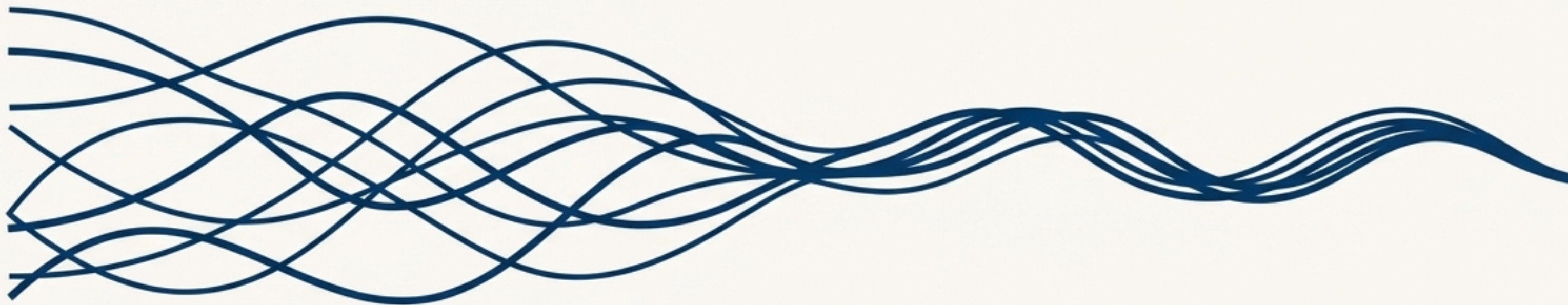


Task 7: Responsible Analytics

Executive Takeaway: Engaging in analytics comes with a solemn responsibility. Trust takes a moment to lose and a lifetime to regain.

Guiding Principles: Initiatives should be guided by “Do No Harm” and “Seek to Do Good.” Information security is an integral and critical ethical obligation.

The Result After Nine Weeks



EVERYONE will be singing off the same sheet of music, and you will see results.



Improved ROI on your analytics investments.



Significant steps taken toward becoming a true data-driven organization.



Vulcan Academics

Succeeding in AI & Analytics

Leading the Transformation to Data-Driven

To learn more, go to www.leadinginanalytics.com