

# Making it Stick:

## *The Secret to Developing a Data-Driven Culture*

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# Data Analytics?

# Agenda

Data Analytics and Cultural Connections



Effecting Cultural Change



Cultural Success/Failure



Practical Application



# “Big” and “Little” Data

## **Data**

Information in raw or unorganized form (such as numbers or symbols) to represent an idea

## **Big Data**

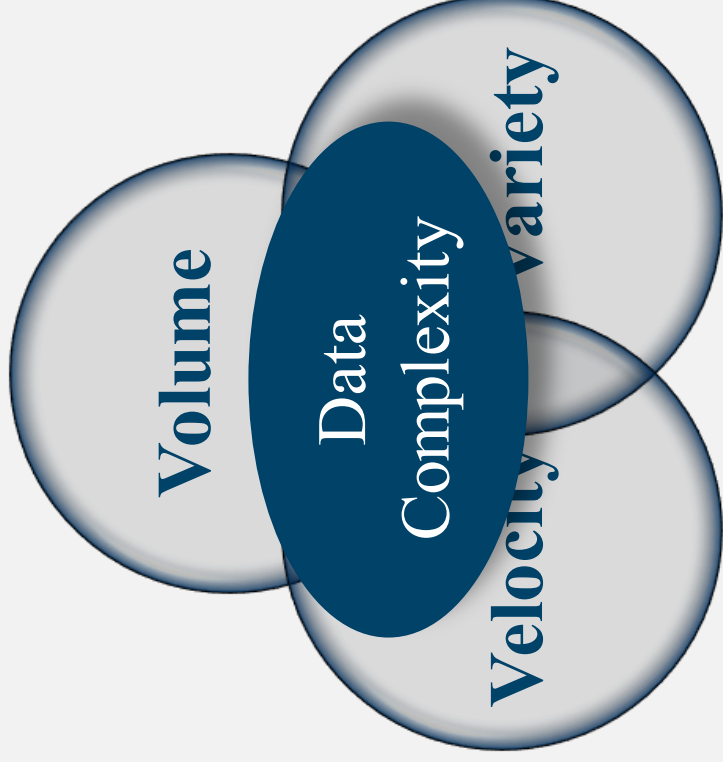
Datasets whose size is beyond the ability of typical database software tools to manage and analyze the information

## **Little Data**

Anything that is not big data



# Characteristics of Big Data



# What is Analytics?

*Scientific process of transforming data into insights for making better decisions*

*In order to*



Discover



Explore



Visualize



Communicate

*patterns or trends in data*

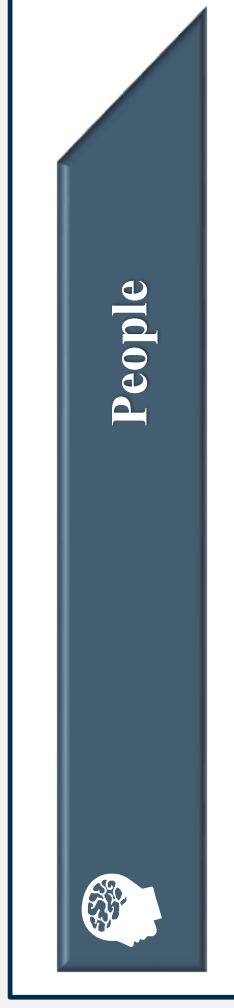


# Components of Data Analytics



# Components of Data Analytics

...But it's the people who drive results



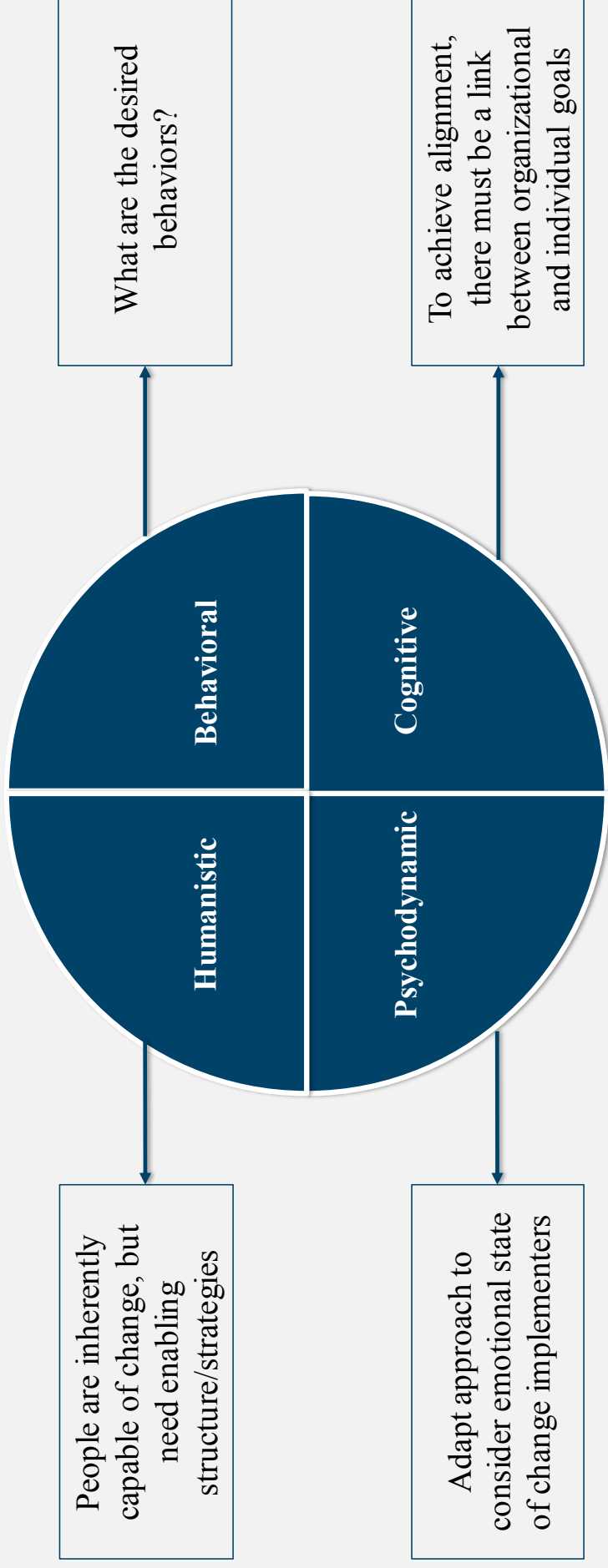


# LET'S TALK THEORY

Organizational & Individual Level

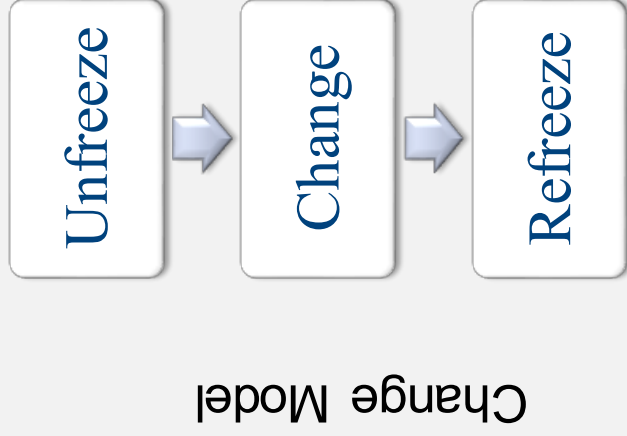


# Approaching Change from 4 Perspectives

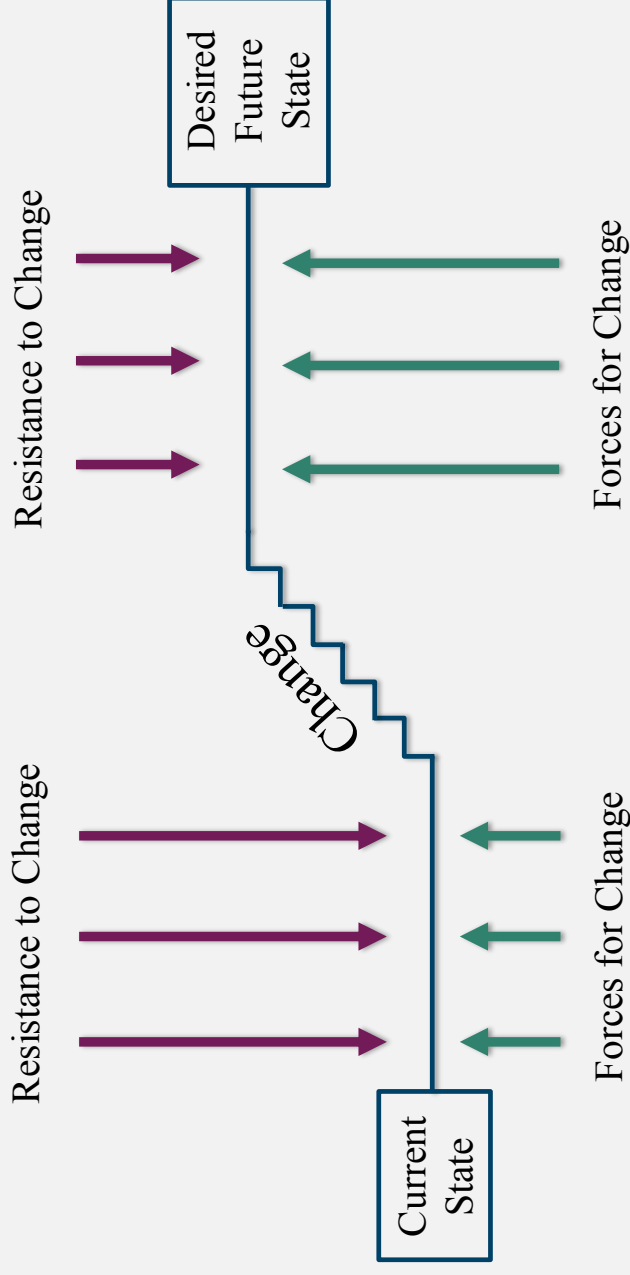


# The Organizational Level

Lewin (1947, 1948)

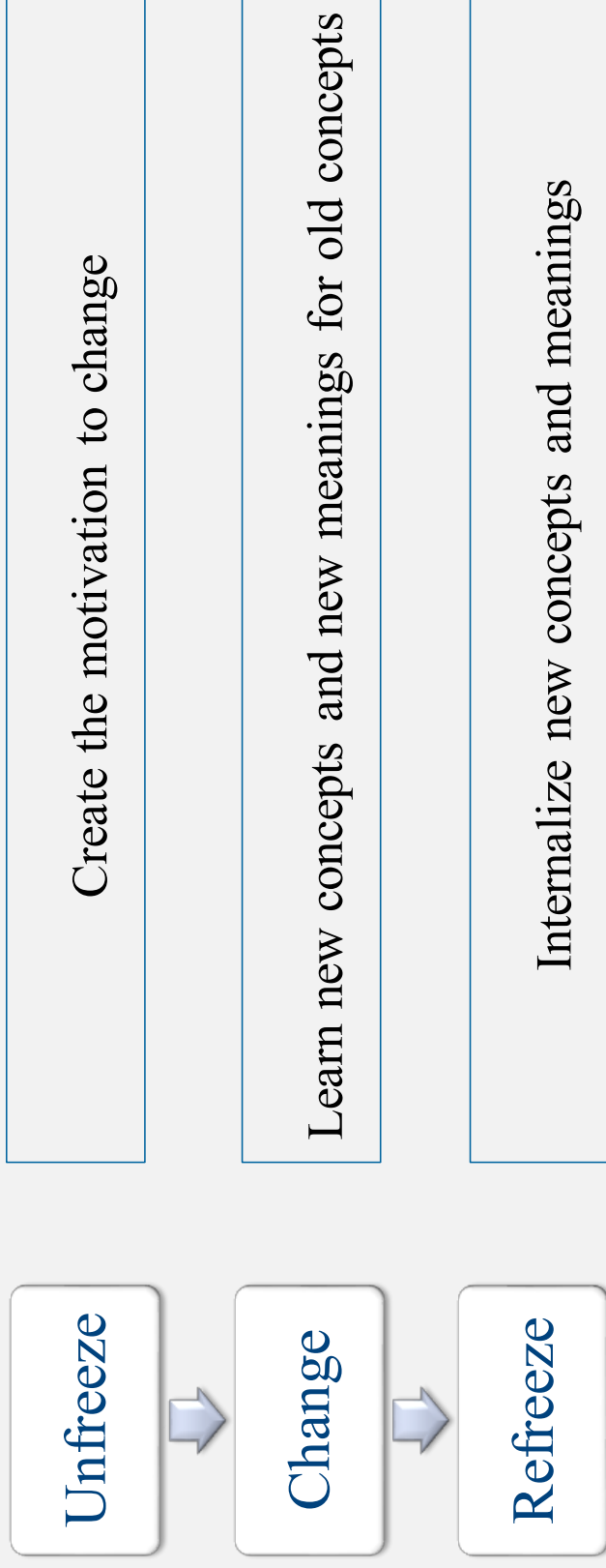


Force-Field Theory

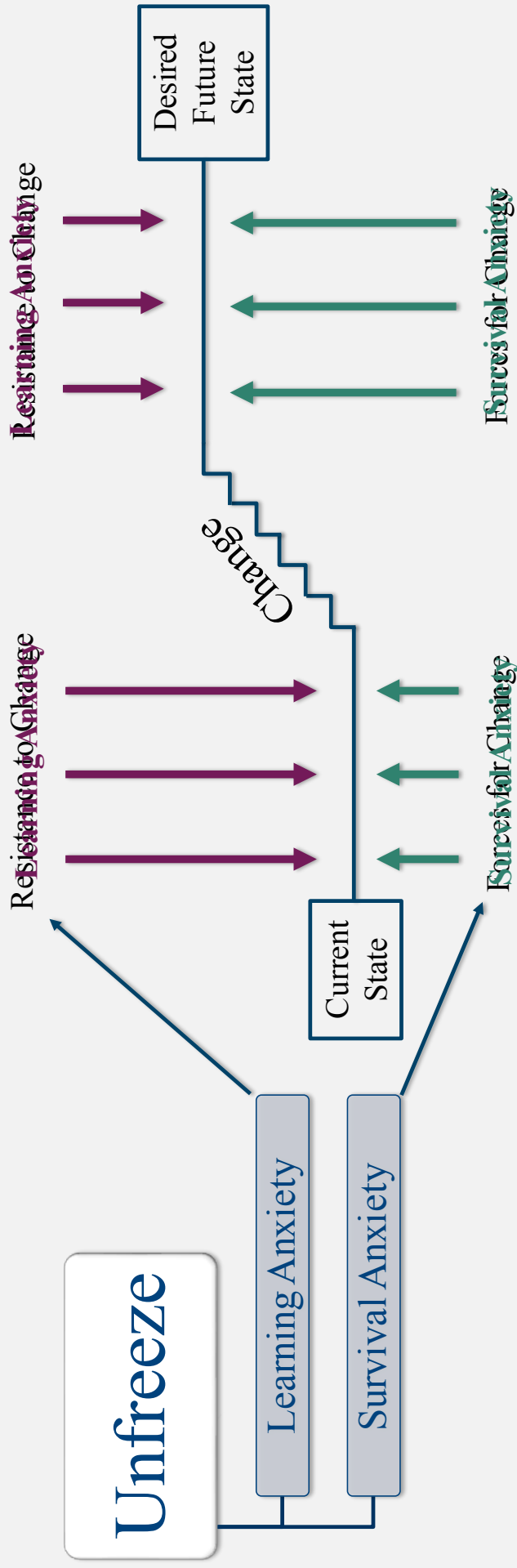


# The Organizational Level

Schein (1980) – *An elaboration on Lewin's Change Model*



# The Individual Level



Schein, E. H. (1961). *Coercive persuasion*. New York: Norton.

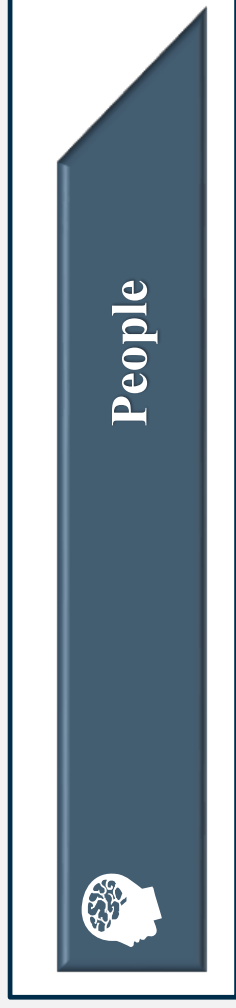
Lewin, K. (1947). "Group decision and social change." In T. N. Newcomb & E. L. Hartley (Eds.), *Readings in social psychology*. New York: Holt, Rinehart and Winston.



# Components of Data Analytics

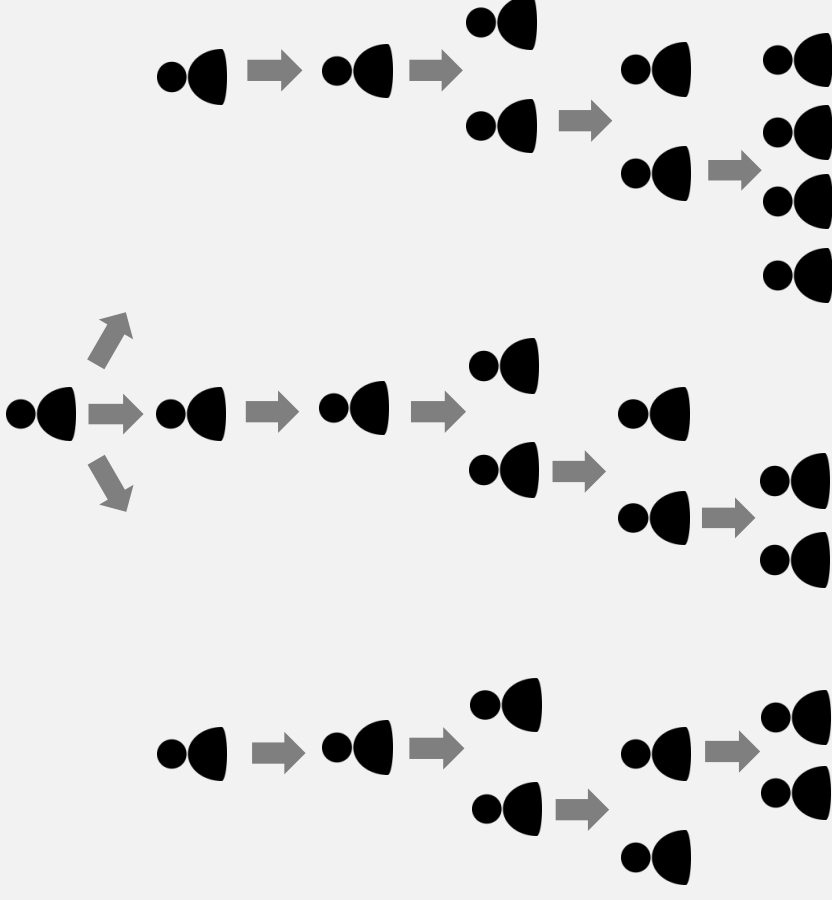


# Components of Data Analytics



# People Determine Culture

Depth



Breadth

Value

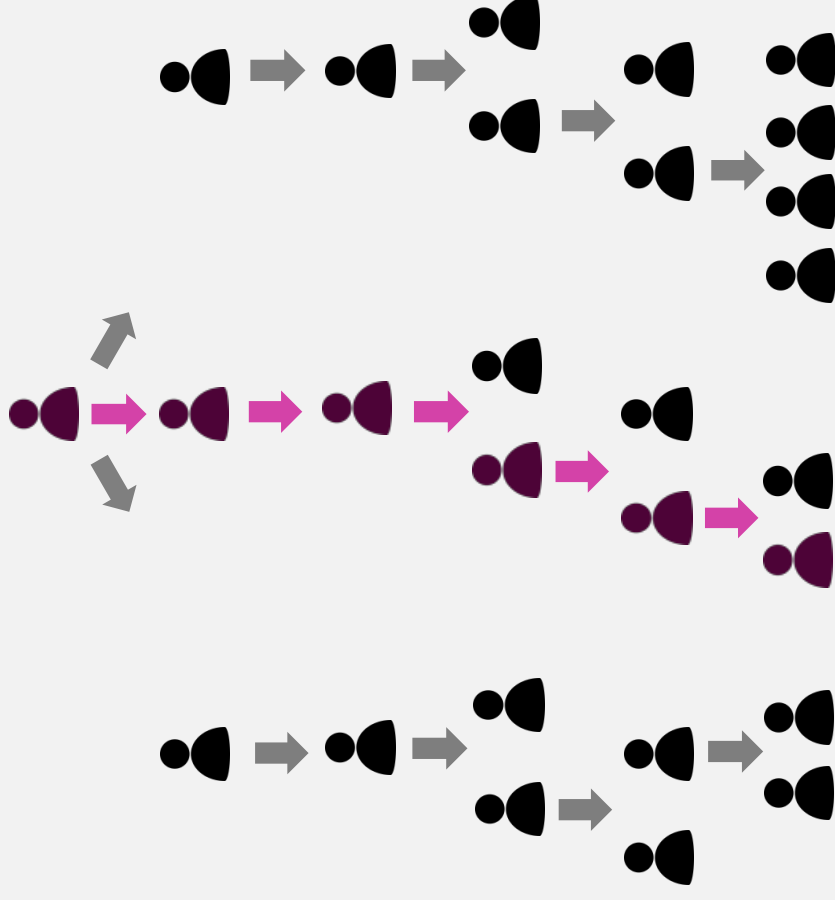




# People Determine Culture

## Depth

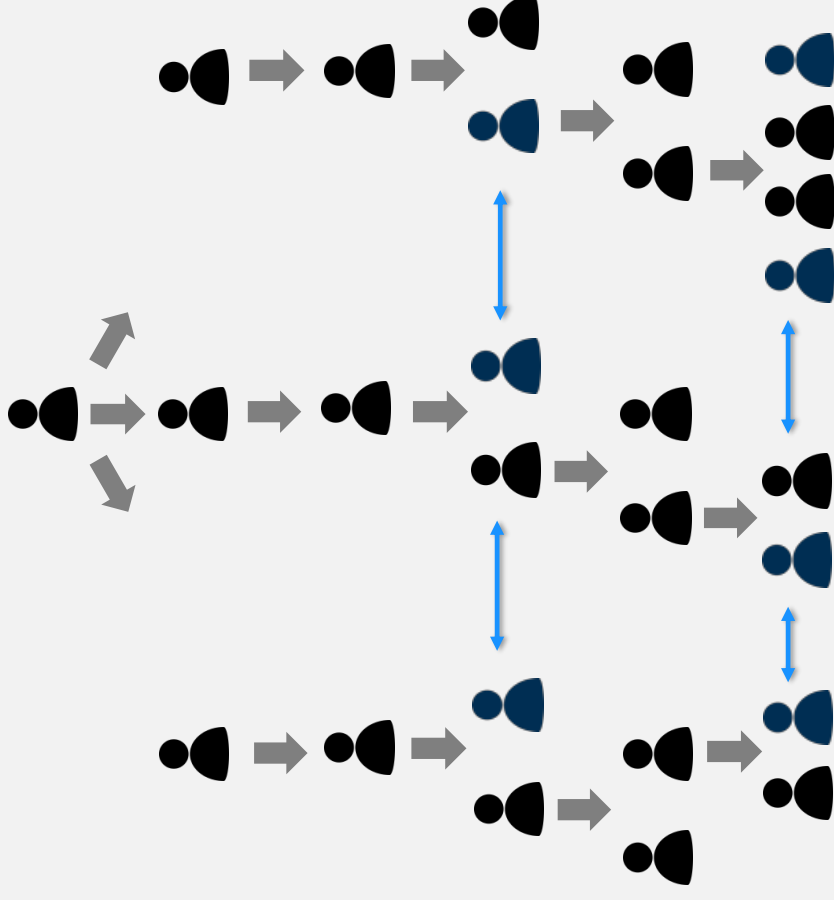
*How far-reaching are data-gathering processes?*



# People Determine Culture

## Breadth

*How is data used and viewed across the organization?*



# People Determine Culture

## Depth

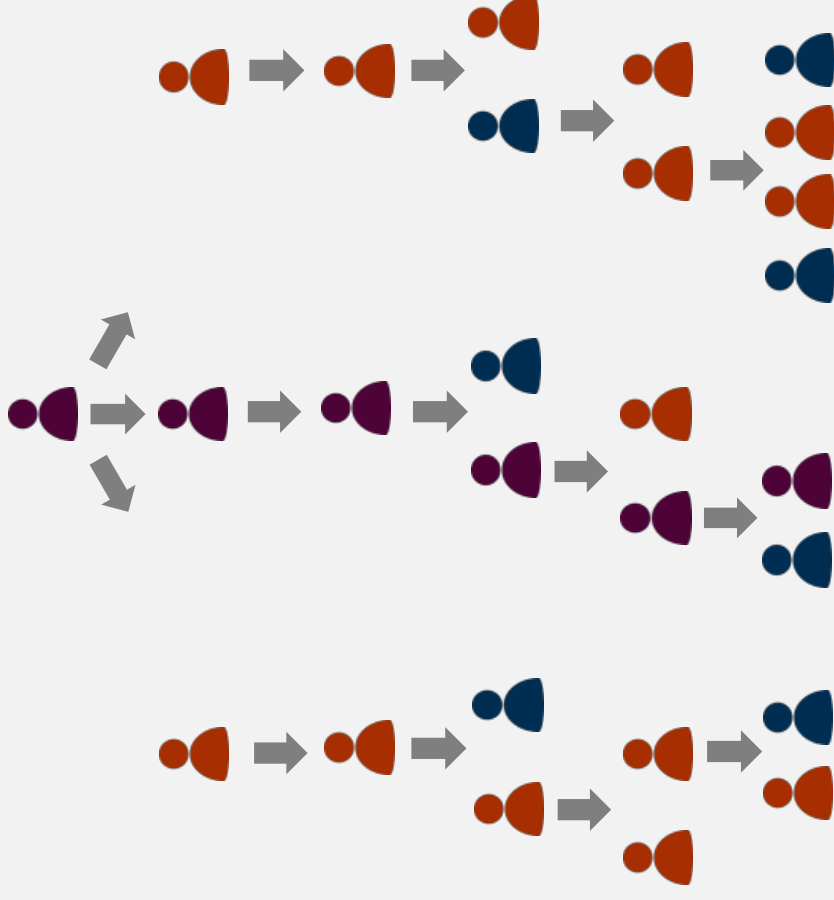
*How far-reaching are data-driven processes and practices?*

## Breadth

*How is data used and viewed across the organization?*

## Value

*What resources and training are invested in leveraging data as a strategic asset?*



# Real World ROI

316 Decision-Makers | Organizations with Revenues ~\$500million

RESULTS :

Revenues  1-3%

Costs  1-3%

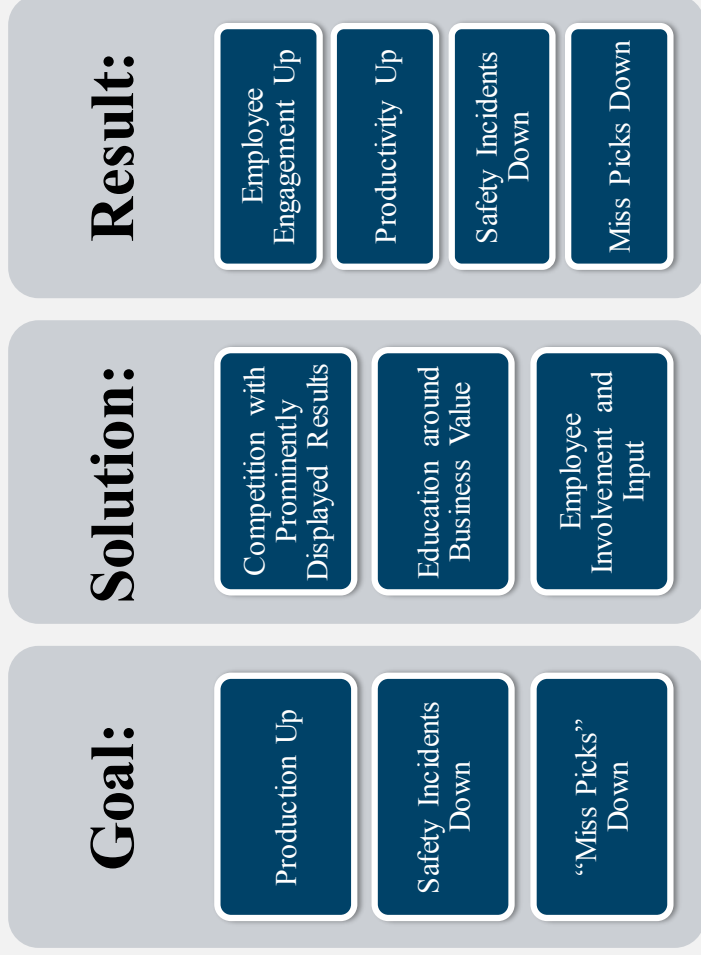
How Significant is 1-3%?

**3% x 500 million = \$15 million**

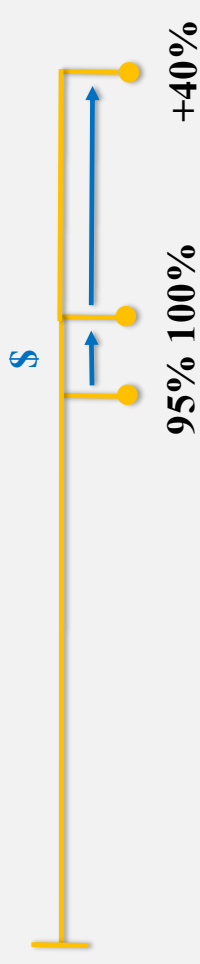


# Wholesale Distributors Inc.

## Gamification Project



### Production Goals





# 40% Of Data Initiatives Fail *Why?*





# Cultural Roadblocks

Reluctance to practice data-driven decision making

Data deployed in isolation

Absence of a clear business-case

Frontline employees not on board

Lack of communication



# Meds-R-US

Disconnect Between Corporate Culture  
& Site Culture

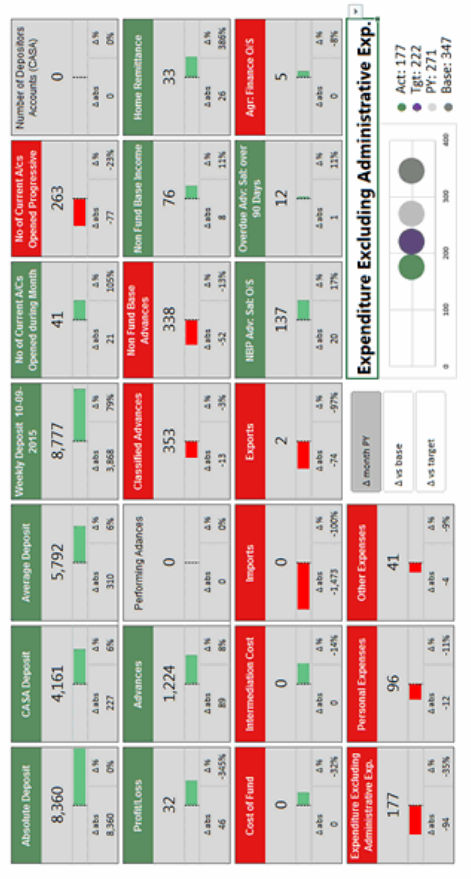


Perceived Utility

Accountability

Improvement

## KPI visualization





# Practical Application

Unfreeze



Change



Refreeze

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Current State/Future Vision

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Change Leaders

---

Communication



# Practical Application

Unfreeze



Change



Refreeze

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Communication, Communication, Communication

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Training and Employee Development

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Employee Involvement & Empowerment



# Practical Application

Unfreeze



Change



Refreeze

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Align HR processes to support new “current state”

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Remove obstacles to new standard

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Remain flexible and aware of need for future change



# Questions?



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