Smart, Sustainable, Stimulating Staffing

Nish Fox and Nona Janssen Walls, Slalom Consulting
Data, tools, and technology are nothing without people. And people make culture.

Chief Data Officers surveyed identified establishing a Data-Driven Culture as one of their top five priorities for 2020.

What were the others?

- Customer Insights, Privacy and Data Ethics
- Improving Data & Analytics Governance
- Communications Planning and Execution to Publicize Value of Data
- Deploying Enterprise Self-Service Analytics
The World of Work is Fundamentally Changing

New strategies for leadership, talent, collaboration and human capital are needed for a Modern Culture of Data

Balance of power in the employer-employee relationship has shifted – today’s employees are more like customers or partners than subordinates.

Millennials now make up more than half the workforce. They expect accelerated responsibility and paths to leadership. They seek greater purpose in their work and they want greater flexibility in how that work is done.

Social networking tools enable people to easily monitor the market for new job opportunities.

Lines between work and life are increasingly blurred.

The war for high-skill talent is incredibly competitive.

New cognitive technologies are displacing workers and reshaping work itself.

Increasing number of workers choose to work on a contingent, part-time, or contract basis.

Details about an organization’s culture are available at the tap of a screen, providing insights about companies to employees and candidates.

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Achieving a Modern Culture of Data environment requires a shift in how we all work.

https://www.slalom.com/modern-culture-data

FROM

siloed → collaborative
intuitive → data-driven
risk-averse → experimental
Ways of working
Embed data across functions and processes.

Foundations

**OPERATING MODEL & ORG STRUCTURE**
Establish the **operating model** and **org structure** with the foundation, roles, responsibilities and processes that support the achievement of a modern culture of data.

**TALENT**
Identify the **skills required** to achieve the organizational vision and **upskill or recruit** new talent to close gaps. Make continuous **learning and training** available.

**INCENTIVES & BEHAVIORS**
Incorporate **incentives** into the change management strategy to shift to a data-driven mindset. **Leaders and data champions** serve as **models** and **advocates** of new behaviors.

**MODERN TOOLS & ANALYTICS**
Enable insights through use of analytics, **modern platforms and tools** that support analysis, planning and decision-making.

**OPERATIONS**
Embed the use of data and analytics into **day-to-day business operations**.

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= Today’s Topics
Operating Model & Org Structure

Data & Analytics Skills Matrix

- Business Executive
- Chief Data Officer
- Chief Technology Officer/CIO
- Data Insights Strategist
- Data Scientist
- Data Solution Architect
- Data Steward / Librarian
- Data Analyst
- Data Engineer

Sample for illustration purposes only. Details will vary by organization.
## Talent

### Common Knowledge Worker Personas

<table>
<thead>
<tr>
<th>Data Solution Architect</th>
<th>Data Scientist</th>
<th>Data Engineer</th>
<th>Data Analyst</th>
<th>Data Steward/ Librarian</th>
<th>Data Insights Strategist</th>
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<tr>
<td>I architect scalable data processing and analytics solutions, provide vision, and manage the full-lifecycle of the technical solution</td>
<td>I use statistics and machine learning methods to perform advanced analysis and generate predictions</td>
<td>I use SQL programming and specialized tools to move, transform, model and distribute data for others</td>
<td>I perform data transformation and analysis using tools like Tableau and Excel Pivot Tables</td>
<td>I expertly handle all things related to data processing, policies, quality, and standards &amp; definitions.</td>
<td>I translate business problems to analytical solutions and insights making a larger business impact</td>
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### Technical Data & Analytics Skills

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Data Acquisition
- Identifying and securing valuable sources of data. Raw, detailed data in machine readable format is preferred to online dashboards or pdfs.

Data Architecture
- Evaluating technical vision, infrastructure, and tools, and receiving, organizing and storing data in a way that facilitates retrieval and data blending.

Data Engineering
- Evaluating and managing data workflows, pipelines, ETL processes, and tools to provide reliable infrastructure.

Data Science
- Developing models and algorithms to expose dependencies and predict impacts of individual or multiple data elements.

Data Analysis
- Discovering useful information, creating visualizations, suggesting conclusions, and supporting decision-making.

Data Insights
- Identifying KPIs and Metrics (Summary Levels / Drilldown) in context of business drivers and strategic goals to identify and execute a plan of action.

Data Economics
- Complex models which incorporate financial, operational, social, market, and other data to identify and optimize business activities.

Data Stewardship
- Confirming data fit-for-purpose, publishing validated raw and transformed data, minimizing redundancies, and monitoring data ingestion.

Behaviors
Responsibilities and Areas of Influence
Employee Motivators

Positive Techniques

Transparency

Extrinsic Rewards
- I am a part of a modern, dynamic, data-driven corporation
- I am connected to other initiatives because of my skills

Community Altruism
- I have the skills to help my team perform better

Intrinsic Motivators
- I can increase my market value as an employee
- I have greater role accountability and access
- I meet my growth objectives for learning and development

Monetary Incentives
- I receive recognition for my expertise from my company in front of others

Culture of Trust

Micro Goals

Individualized Focus

Data Solution Architect

Data Engineer

Data Scientist

Data Steward

Data Insights Strategist

Data Analyst

Gamification

Connection with Higher Purpose

Radiate Positivity

Let them Lead

Recognition Rituals

Work – Life Balance
Slalom Modern Culture of Data Offerings

We start with 3 core offerings to support you on your journey towards a Modern Culture of Data

**Strategy Workshop**
Align on your organization’s bold vision, understand where you are in the Modern Culture of Data journey and define next steps to enable that vision.

**Assessment**
Assess what capabilities will be required to achieve strategic objectives, define and prioritize opportunities and develop initiatives and an execution roadmap.

**Assessment + Definition**
Enable your vision through assessment, build and definition of capabilities to support the shift to a Modern Culture of Data.

INCLUDES
Deep dive maturity assessment, and definition of capabilities

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<th>Timeframe</th>
<th>Strategy Workshop</th>
<th>Assessment</th>
<th>Assessment + Definition</th>
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<tr>
<td>2 – 3 Weeks</td>
<td>½ day workshop designed for business leaders</td>
<td>Deep-dive maturity assessment, from discovery to roadmap</td>
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<tr>
<td>4 – 6 Weeks</td>
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<td>16 – 18 Weeks</td>
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We’re focused on people, above all else.

Slalom teams have the autonomy to move fast and do what's right for our clients, making us more personal and nimble than traditional consulting firms. We invest in our people, our communities, and our clients’ success. Today, Slalom is a $1.5B company with 7,500+ employees and is routinely named a best place to work.
Thank You!

Stay humble and curious.

Do what is right, always.

Inspire passion and adventure.

Celebrate authenticity.

Smile.

Focus on outcomes.

HOLLYWOOD smart content summit

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March 4, 2020
Skirball Cultural Center
Los Angeles

Breakout Session Music by Nish Fox
Spotify https://open.spotify.com/album/3UYjW4KcycXy47MT2hEGq9
Also available on iTunes, Amazon Music, Apple Music, CD Baby and HearNow!