# Smart, Sustainable, Stimulating Staffing

## Nish Fox and Nona Janssen Walls, Slalom Consulting

HOLLYWOOD smart content summit

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Skirball Cultural Center
Los Angeles

slalom @ MESA Media & Entertainment Services Alliance

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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

*Evanta's Annual CDO Survey (2019)*

Data, tools, and technology are nothing without **people**. And **people** make **culture**.

# 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.

The **war for high-skill talent** is incredibly competitive.

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

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

Lines between **work and life** are increasingly blurred

New cognitive **technologies are displacing workers** and reshaping work itself.

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

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

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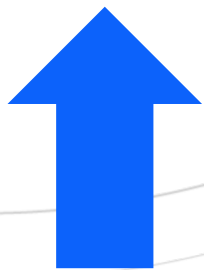
FROM                          TO

siloed           $\longrightarrow$           **collaborative**

intuitive        $\longrightarrow$           **data-driven**

risk-averse      $\longrightarrow$           **experimental**

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# 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.**

## What questions do we want to answer?

Do my people have the **modern tools** and **platforms** they need for data driven decision-making?

✓ How do I structure my organization's **operating model** to facilitate a Modern Culture of Data?
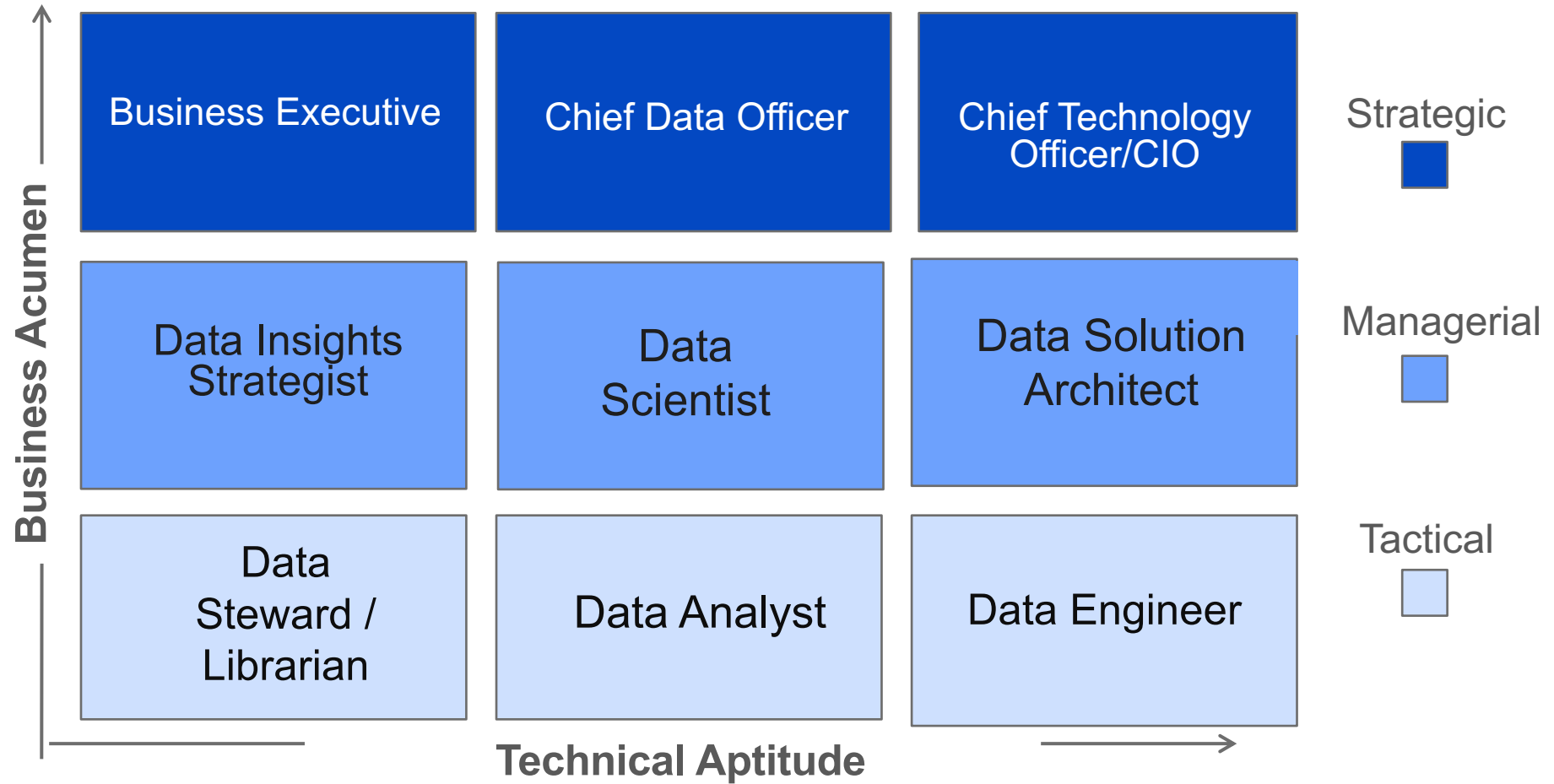
✓ What **skills** do my employees need to be data-driven? What skills should I **hire for**? What **training** should I provide?

✓ What current behaviors need to change and what **incentives** will facilitate a shift in those behaviors? How do **leaders** serve as models of the right behaviors?

What **business process changes** are required to embed the use of data and analytics?

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✓ = Today's Topics

# Operating Model & Org Structure

## Data & Analytics Skills Matrix



| | | | |
|---|---|---|---|
| **Business Acumen** ↑ | Business Executive | Chief Data Officer | Chief Technology Officer/CIO | Strategic ■ |
| | Data Insights Strategist | Data Scientist | Data Solution Architect | Managerial ■ |
| | Data Steward / Librarian | Data Analyst | Data Engineer | Tactical ■ |
| | | **Technical Aptitude** → | | |

*Sample for illustration purposes only. Details will vary by organization.*

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# Talent

## Common Knowledge Worker Personas

| Data Solution Architect | Data Scientist | Data Engineer | Data Analyst | Data Steward/ Librarian | Data Insights Strategist |
|---|---|---|---|---|---|
| I architect scalable data processing and analytics solutions, provide vision, and manage the full-lifecycle of the technical solution | I use statistics and machine learning methods to perform advanced analysis and generate predictions | I use SQL programming and specialized tools to move, transform, model and distribute data for others | I perform data transformation and analysis using tools like Tableau and Excel Pivot Tables | I expertly handle all things related to data processing, policies, quality, and standards & definitions. | I translate business problems to analytical solutions and insights making a larger business impact |
| **Technical Data & Analytics Skills** | | | | | |
| RDMSs, SQL Server, Cloud computing, NoSQL Visualization Tools, Machine Learning, Hadoop Technologies | R, Python, SQL, Java, Statistical Packages, Machine Learning Packages, Cloud Computing Visualization Tools | R, Python, Java, SQL, Self-Service, Cloud, and Enterprise ETL Packages | Excel, Tableau, Power BI, Self-Service ETL, Some SQL, Some regression and simple predictive models | Data programming, warehousing, modeling, RDMSs, Tableau, Visualization Tools, Self-Service BI Tools, Excel, Office, PowerPoint | Visualization Tools, Self-Service BI Tools, Interactive BI Portals and Applications, Excel, Office, PowerPoint |

# Behaviors

## Responsibilities and Areas of Influence
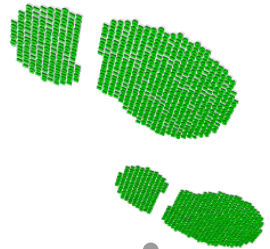
### Data Stewardship

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

### Data Engineering

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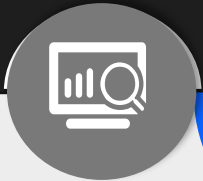
### Data Analysis

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

### Data Economics

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

### Data Acquisition

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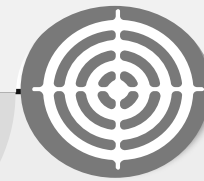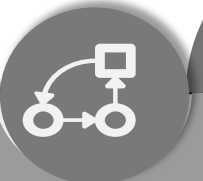
### Data Architecture

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

### Data Science

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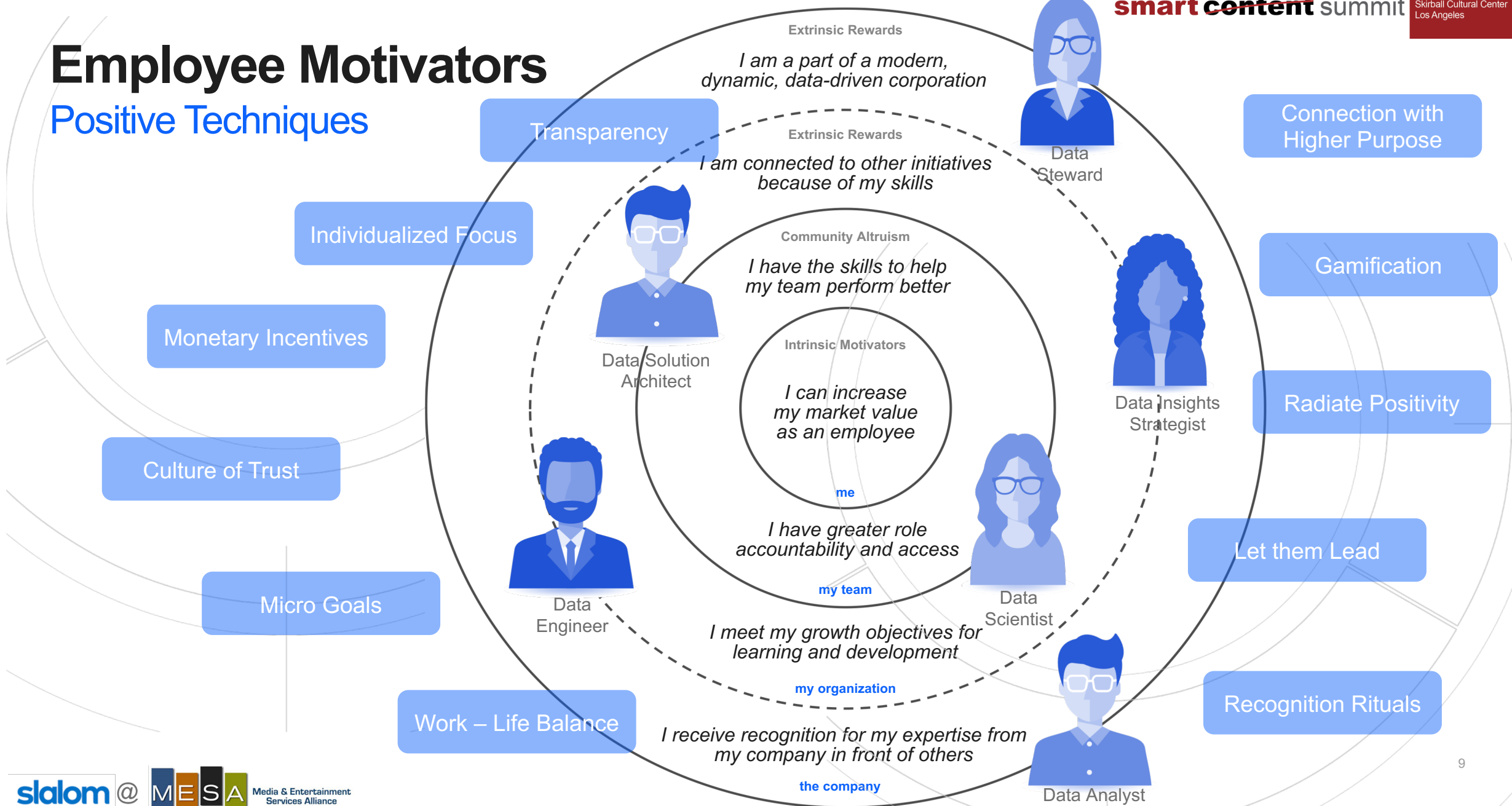
### Data Insights

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

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# Employee Motivators
## Positive Techniques

Transparency

Individualized Focus

Monetary Incentives

Culture of Trust

Micro Goals

Work – Life Balance

Connection with Higher Purpose

Gamification

Radiate Positivity

Let them Lead

Recognition Rituals

**Extrinsic Rewards**
*I am a part of a modern, dynamic, data-driven corporation*

**Extrinsic Rewards**
*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*

**me**

*I have greater role accountability and access*

**my team**

*I meet my growth objectives for learning and development*

**my organization**

*I receive recognition for my expertise from my company in front of others*

**the company**

Data Steward

Data Solution Architect

Data Insights Strategist

Data Engineer

Data Scientist

Data Analyst

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# 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.

### I N C L U D E S

½ day workshop designed for business leaders

## Assessment

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

### I N C L U D E S

Deep-dive maturity assessment, from discovery to roadmap

## Assessment + Definition

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

### I N C L U D E S

Deep dive maturity assessment, and definition of capabilities

**2 – 3 Weeks**

**4 - 6 Weeks**

**16 – 18 Weeks**

**Data Nirvana**

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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.

FORTUNE
100
BEST
COMPANIES
TO WORK FOR®
2020

Best Workplaces™ for Parents
Great Place To Work®
USA 2019

Best Workplaces™ for Women
Great Place To Work®
USA 2019

2017
People
COMPANIES
THAT CARE

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# Thank You!

**slalom**

Stay humble and curious.

Do what is right, always.

Inspire passion and adventure.

Celebrate authenticity.

Smile.

Focus on outcomes.

Drive connection and teamwork.

Take ownership. Get it done.

Stay humble and curious.

Fuel growth and innovation.

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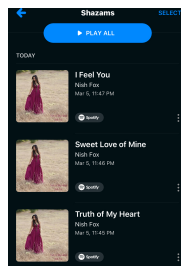
Breakout Session Music by Nish Fox
Spotify https://open.spotify.com/album/3UYjW4KcycXy47MT2hEGq9

Also available on iTunes, Amazon Music, Apple Music, CD Baby and HearNow!