

Beyond Waffle House

Transforming from Transactional Data Providers to Strategic Partners

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Data-Driven Dissonance

Are We Getting What We Hoped For?

They're All Data-Driven Except When They're Not

Gap Between Wants and Haves Around Data



What they want

83% of CEOs want their organizations to be more data-driven

87% of CXOs said being an intelligent enterprise is their top priority

What they have

33% are comfortable questioning KPIs and metrics used in organizations

29% are asked to communicate using data-driven methods

30% say actions are driven by data analysis

34% find it easy to find internal or external collaborator that can help

n = 455, Base = end users, Source: IDC survey, 2021

They're All Data-Driven

Except When They're Not

The State of Data and AI in Leading Companies 2024 (Bean & Davenport)

Progress of Data and Analytics Initiatives	2019	2020	2021	2022	2023	2024
Driving Business Innovation with Data	59.5%	64.2%	48.5%	56.5%	59.5%	77.6%
Competing on Data and Analytics	47.6%	45.1%	41.2%	47.4%	40.8%	50.0%
Managing Data as a Business Asset	46.9%	50.0%	39.3%	39.7%	39.5%	49.1%
Created a Data-Driven Organization	31.0%	37.8%	24.0%	26.5%	23.9%	48.1%
Established a Data & Analytics Culture	28.3%	26.8%	24.4%	19.3%	20.6%	42.6%

The Data Providers

Transactional, Reactive Models That Limit Value

The Waffle House

Ad Hoc Champions



The Waffle House

Ad Hoc Champions

Pros

- Efficiently handle high volume of requests
- Reliably provide routine, operational & compliance reports
- Shared expectations

Cons

- Not equipped or supported to provide any other value (and blamed for limited value)
- Skills are underutilized, growth opportunities are limited
- Excluded from strategic decision-making

The Vending Machine

Disrespected Dedication



The Vending Machine

Disrespected Dedication

Pros

- Convenience
- On-demand data

Cons

- Data quality & valuable insights are sacrificed
- Leads to technical / analytical debt
- Misapplication of skilled analysts
- Expertise is overlooked or denied
- Low morale from low respect

The Glorified Alexa
Underutilized Sophistication



The Glorified Alexa

Underutilized Sophistication

Pros

- Advanced analytics capabilities
- Development of interactive dashboards, self-service analytics and other deliverables
- Use technology to automate and streamline processes
- “Smart” flex

Cons

- Stakeholders may only know Waffle House questions
- “Data for data’s sake” – requests or initiatives which show capabilities but don’t address priorities
- Still not integrated into strategic decision making

The Butler
Invisible Workhorse



The Butler

Invisible Workhorse

Pros

- Provides critical data capabilities
- Versatile, able to take on a wide variety of tasks with proficiency
- Willing “team players”
- Reliable

Cons

- Exists to carry out data tasks for other teams
- Other teams are “hands off” of data
- Not part of decision-making, except to rubber stamp
- Can’t change status or data culture
 - people prefer having a butler

The Strategic Partner

**Delivering Value Through Expertise and
Collaborative Innovation**



The Navigator
Strategic Guide

Pros

- Provides trusted counsel to leadership
- Deeply integrated into decision-making
- Data and analytics are aligned to organizational priorities
- Identifies opportunities, threats, & challenges proactively

Cons

- Data team may not be (or feel) equipped to effectively engage stakeholders in this way
- Requires intentional effort to develop and maintain supportive culture
- Processes may feel more complex and involved than other personas

Transforming Mindsets

Going from Giving and Taking Orders to
Strategic Partnership

Key Action Steps

Data Teams

Be self-aware

- Which persona(s) best reflects your team?
- Where are your growth opportunities?

Strengthen your skills and upgrade processes

- Enhance your analytical and communication skills.
- Automate and streamline routine operations.

Think like a partner

- Seek to understand leaders' perspective, priorities, pain points.
- Collaborate cross-functionally to identify opportunities to drive value.

Deliver value, not just data

- Pursue data-informed solutions aligned with organizational goals.
- Provide insights, implications, and recommendations.

Key Action Steps

Organizational Leaders

Be self-aware

- Do you primarily engage your data team(s) as operational support or strategic partners?

Articulate strategic plans and priorities clearly and frequently

- Identifying goals, initiatives, and success metrics will drive data team's focus.

Request insights, not just info

- Intentionally include data team in strategic discussions and decision-making.
- Seek data team's input on business challenges and opportunities.

Cultivate an empowering data culture

- Promote curiosity, continuous learning, and data literacy campuswide.

Invest in growth

- Invest in tools and training to expand analytical skillsets.

Thank you!



Let's Connect!

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