THE LEADER’S DATA MANIFESTO

A CALL FOR ACTION FOR MANAGING DATA ASSETS
ABSTRACT

Introduced in 2017 at Enterprise Data World, the Leader's Data Manifesto is a declaration of intent to assist business and government leaders to manage their Information Assets - their data, information and knowledge - as if they were, because they are, a vital business asset. Providing the right data to the right people at the right time is critical to every business activity, every business process and every business decision. Data are foundational to all the high profile issues: to analytics and artificial intelligence; to cyber-security; to the cloud and data sovereignty; to innovation and disruption and to Blockchain and the Internet Of Things. Yet if organizations were to manage their money the way they manage their data, they would be "broke in a week." There is a fundamental disconnect here.

This presentation provides an update on the Leader’s Data Manifesto. Join us to find out:

- What we said
- What has happened
- Your feedback
- How you can use it
- How you can be involved
- What’s next
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THE LEADER’S DATA MANIFESTO – TODAY’S AGENDA

- Background – Where The Manifesto Came From
- Content – What is in The Manifesto
- Successes – Current State
- Action – Getting involved
## BACKGROUND – WHERE IT CAME FROM

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<thead>
<tr>
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<tbody>
<tr>
<td>• Working group met periodically, discussed issues, assigned ourselves tasks, analyzed research</td>
<td>• From previous work, developed The Leader’s Data Manifesto and the website to support it, dataleaders.org</td>
<td>• Presented The Manifesto for the first time at EDW 2017 in Atlanta, Georgia.</td>
<td>• Shared message thru social media venues, presentations, publishing, and at DG Winter Conf. Dec. 2017.</td>
<td>• Manifesto presentation at EDW 2018 in San Diego, California, April 2018. • Additional translations. • Survey to determine next area of focus and formed working group.</td>
<td>• Manifesto moves into actionable status, with focus on influencing organizations doing Machine Learning (ML) • Additional translations.</td>
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CONTENT – WHAT IS IN THE MANIFESTO

THE LEADER’S DATA MANIFESTO
DATA OFFERS ENORMOUS UNTAPPED POTENTIAL TO CREATE COMPETITIVE Advantage, NEW WEALTH AND JOBS; IMPROVE HEALTH CARE; KEEP US ALL SAFER; AND OTHERWISE IMPROVE THE HUMAN CONDITION
ORGNIZATIONS ARE FAR FROM BEING DATA-DRIVEN.

MOST COMPANIES:

1. Don’t fully know what data they have or even what data is most important
2. Confuse “data” with “information technology” or digitalization, leading them to mismanage both
3. Lack any sort of data vision or strategy defining how data contributes to their business
4. Underestimate the effort required to manage data and lack the organizational structure to do so

MANY COMPANIES ARE SUCCEEDING WITH SMALL-SCALE ANALYTICS, GOVERNANCE, QUALITY AND OTHER EFFORTS.

STILL, WE FIND NO EXAMPLES OF FUNDAMENTAL, LASTING, COMPANY-WIDE CHANGE WITHOUT COMMITTED LEADERSHIP AND THE INVOLVEMENT OF EVERYONE AT ALL LEVELS OF THE ORGANIZATION.

… AND WE ARE FULLY AWARE HOW DIFFICULT IT WILL BE TO UNLOCK DATA’S POTENTIAL, UP AND DOWN THE ORGANIZATION CHART.
CALL FOR ACTION: WHY ACT AND WHY ACT NOW

COMPONENTS OF S&P 500 MARKET VALUE

Source: Ocean Tomo “Valuing Intangible Assets” September 2017
CALL FOR ACTION: WHY ACT AND WHY ACT NOW

<table>
<thead>
<tr>
<th>Effect on productivity in hours and minutes wasted per person per day</th>
<th>COOs</th>
<th>IM</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Searching for or managing unwanted emails</td>
<td>49m</td>
<td>37m</td>
<td>35m</td>
</tr>
<tr>
<td>Searching for information they know is there</td>
<td>31m</td>
<td>47m</td>
<td>33m</td>
</tr>
<tr>
<td>Recreating documents they know exist</td>
<td>24m</td>
<td>39m</td>
<td>19m</td>
</tr>
<tr>
<td>Not using information from previous projects / lessons learned</td>
<td>31m</td>
<td>36m</td>
<td>11m</td>
</tr>
<tr>
<td>Total minutes wasted / potential improvement per person per day</td>
<td>135m</td>
<td>159m</td>
<td>98m</td>
</tr>
<tr>
<td>Total hours and minutes wasted / potential improvement per person per day</td>
<td>2h 15m</td>
<td>2h 35m</td>
<td>1h 38m</td>
</tr>
<tr>
<td>Total hours and minutes wasted / potential improvement per person per week</td>
<td>11h 15m</td>
<td>13h 15m</td>
<td>8hr 10m</td>
</tr>
</tbody>
</table>

COOs: Chief Operating Officers of 142 North American law firms
IM: Information Management professionals of 239 mostly government organisations
Staff: 313 staff of a large South Australian State government department
### Call for Action: Why Act and Why Act Now

<table>
<thead>
<tr>
<th>Industry</th>
<th># staff</th>
<th>Benefit / person / year</th>
<th>Total benefit per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local government</td>
<td>1,000</td>
<td>$8,571</td>
<td>$8,571,000</td>
</tr>
<tr>
<td>State government</td>
<td>7,650</td>
<td>$19,865</td>
<td>$155,970,000</td>
</tr>
<tr>
<td>Wine</td>
<td>34</td>
<td>$10,700</td>
<td>$364,000</td>
</tr>
<tr>
<td>Legal</td>
<td>150</td>
<td>$13,300</td>
<td>$1,995,000</td>
</tr>
<tr>
<td>Mining</td>
<td>1,100</td>
<td>$22,090</td>
<td>$24,296,000</td>
</tr>
<tr>
<td>Oil and gas</td>
<td>1,102</td>
<td>$27,000</td>
<td>$29,754,000</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>11,036</strong></td>
<td><strong>$20,021</strong></td>
<td><strong>$220,950,000</strong></td>
</tr>
</tbody>
</table>

#### Winery

**Investment**

- Health Check: $19,900
- Implementation: $41,600
- **Total**: $61,500

**Results**

- $91,000 of productive activity in 3 months by 34 staff
- \( = \frac{10,800}{\text{person/year}} \)
- Breakeven in 8 (actual) weeks
- “This is fantastic. We can find stuff.” Winery operations staff

No other investment can deliver a greater return in a shorter time with better staff implications.
CALL FOR ACTION: BOARDS AND SENIOR LEADERSHIP

- Grow understanding of data and its potential
  - Not “boring stuff” buried in computers
  - A differentiator for your company
  - Leave an enduring legacy

- Gain experience
  - Improve quality of most important data
  - Use data to gain competitive advantage
  - Data management better suited to rigors of data

- Leadership owes shareholders/employees a data vision and strategy
CALL FOR ACTION:
TO ANYONE WHO NEEDS DATA TO DO THEIR JOB

- Pick an area that interests/impacts you, for example:
  - Data quality
  - New analytic method
  - Simpler data dictionary
- Make a definitive improvement
- Use improvement to demonstrate what’s possible
CALL FOR ACTION: DATA PROFESSIONALS

- Build connections with your business counterparts
- Learn to speak their language and help them succeed with data
- Sell the concepts
- Mentor, teach and evangelize

“Change is absolutely necessary and I am committed to lead it”

-- Nonna Milmeister, General Manager, Manifesto signatory on dataleaders.org

WE URGE EVERYONE TO LEAD CHANGE
**Data’s Promise**

**Current State**

**Call To Action:**
- Boards and senior leadership
- Anyone who needs data to do their job
- Data professionals

- Do you agree with this promise?
- What is data’s promise for our organization?
- What is our organization’s current state?
- Where do we want to be?
- How can we move our organization forward to get the benefits from data’s promise?
- Assign actions, owners, and due dates!
SUCCESES-CURRENT STATE
THE LEADER’S DATA MANIFESTO
UPDATE FROM THE AUDIENCE

- Does anyone in the audience have anything to share about how they have used The Leader’s Data Manifesto and results?
SUCCESES - CURRENT STATE (SINCE APRIL 2018)

- Starting work on Data Quality and Machine Learning (ML)
  - ML is hot,
  - The hype is enormous and we think many people, departments, and companies will fail. Still, we think ML is here to stay.
  - The impact on bad data is enormous. For example, data scientists spend up to 80% of their time dealing with mundane data issues. Worse, the risks go well beyond the usual risks associated with bad data.


- We reached out to signatories, asking them to join the effort. Several signed up.
  - That work is in the formative stages.
  - We would like more people to join, even if they are not involved with ML per se.
SUCCESSES - CURRENT STATE (AS OF APRIL 2019)

- Manifesto translations released so far –
  - English
  - Portuguese (Translation by Carlos Barbieri and Bergson Lopes)
  - French (Translation by Théo Dubuis and Vincent Givaudan)
  - Spanish (Translation by Dr. Oswaldo Baez and the Mexican DAMA Chapter)
  - Afrikaans (Translation by Paul Burger and Paul Grobler)
  - Chinese (Translation by 刘晨 Chen Liu and 刘建华 Jianhua Liu)
  - Arabic (Translation by Zaher Alhaj)
  - Turkish (Translation by Sevil Gülen)
  - Norwegian (Translation by Hung Huynh)
  - Vietnamese (Translation by Hung Huynh)
  - Dutch (Translation by Ivan Schotsmans)
  - Danish (Translation by Peter Hauge Jensen)
  - Russian (Translation by Dmitry Anoshin)

Downloads available at https://dataleaders.org/manifesto/manifesto-translations/

- If you are interested in translating into another language, please email Miriam@gfalls.com, copy danette@gfalls.com. Miriam will provide you with details and instructions.
ACTION – GETTING INVOLVED

THE LEADER’S DATA MANIFESTO
WHAT WE WANT FROM YOU

- If you haven’t signed The Manifesto, do so at dataleaders.org, to support this movement and show that you are committed to change in your organization.

- If you have signed:
  - Put The Manifesto to work: Use it as the focal point for one discussion in your company.
  - Share it via at least one social media outlet.
  - Get at least one other person to sign it.
  - Translate it into your language

- If your company is engaged in Machine Learning, join the DQ and ML team.
  - Send your contact details to James Price: james.price@experiencematters.com.au
  - Complete the assignment on the next slide
DQ AND ML FOCUS: ASSIGNMENT


• Sort out who is heading up the machine learning (ML) activities in your organization
  • Have a discussion with that person and understand data issues they are facing.
  • Does that person have an overall awareness of how data quality impacts the success of ML?
  • What does that person need to help them succeed?
  • Report back to us. Email your results to Tom Redman at [tomredman@dataqualitysolutions.com](mailto:tomredman@dataqualitysolutions.com).
JOIN US! WWW.DATALEADERS.ORG

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A CALL FOR ACTION FOR MANAGING DATA ASSETS

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