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How to Create an Optimal Data & Analytics Organizational Model

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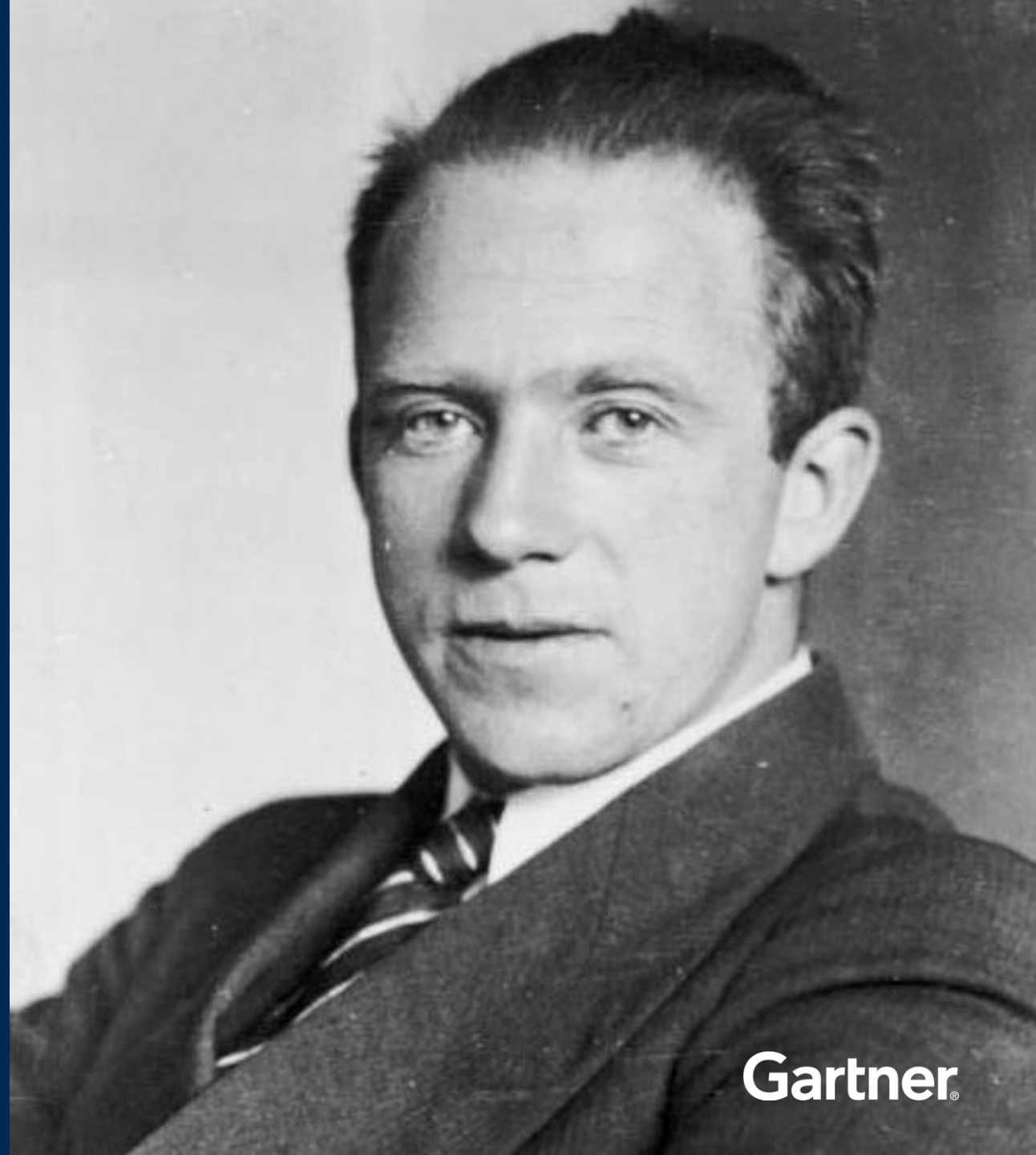
Jorg Heizenberg

VP Analyst



Heisenberg Uncertainty Principle:

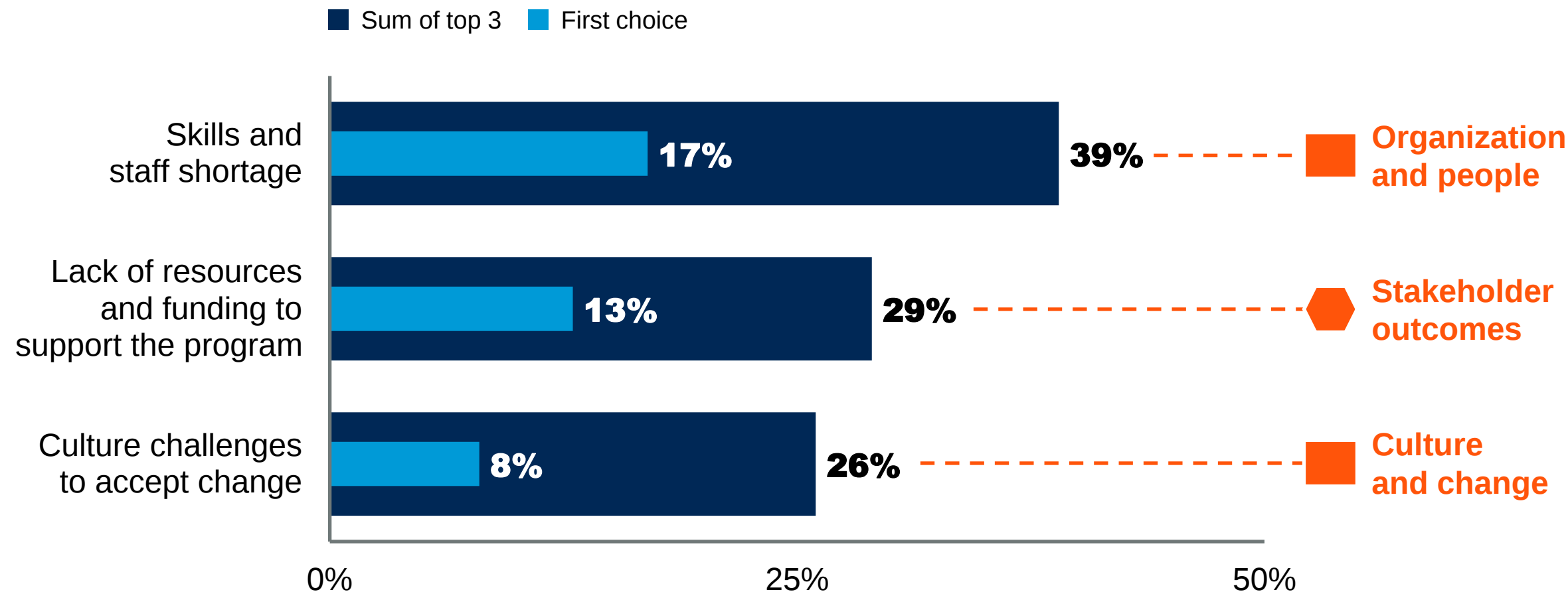
“We cannot know
both the **position**
and **speed** of a
particle with
perfect accuracy”



Heisenberg Uncertainty Principle:

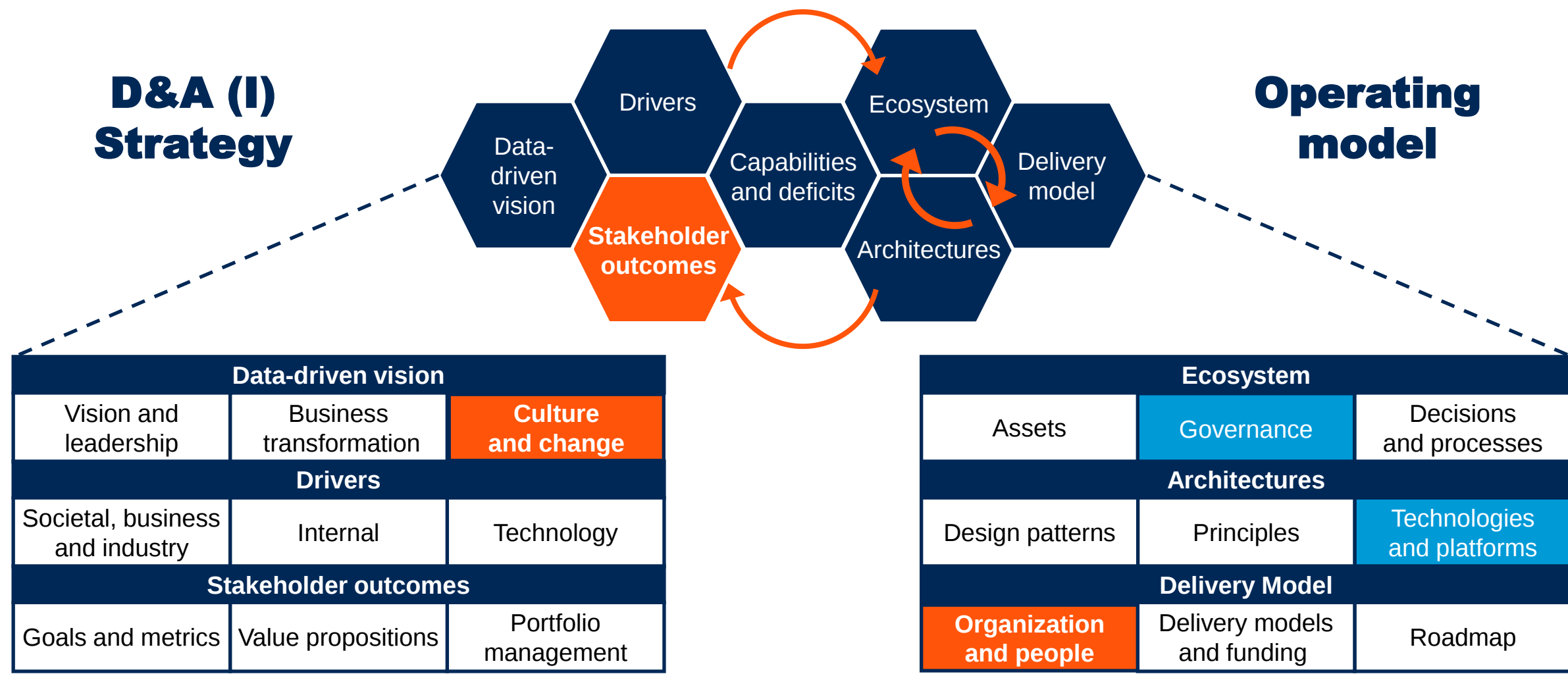
“We cannot control
both the **consistency**
and **agility** of data &
analytics with
perfect accuracy”

Top Roadblocks to Success



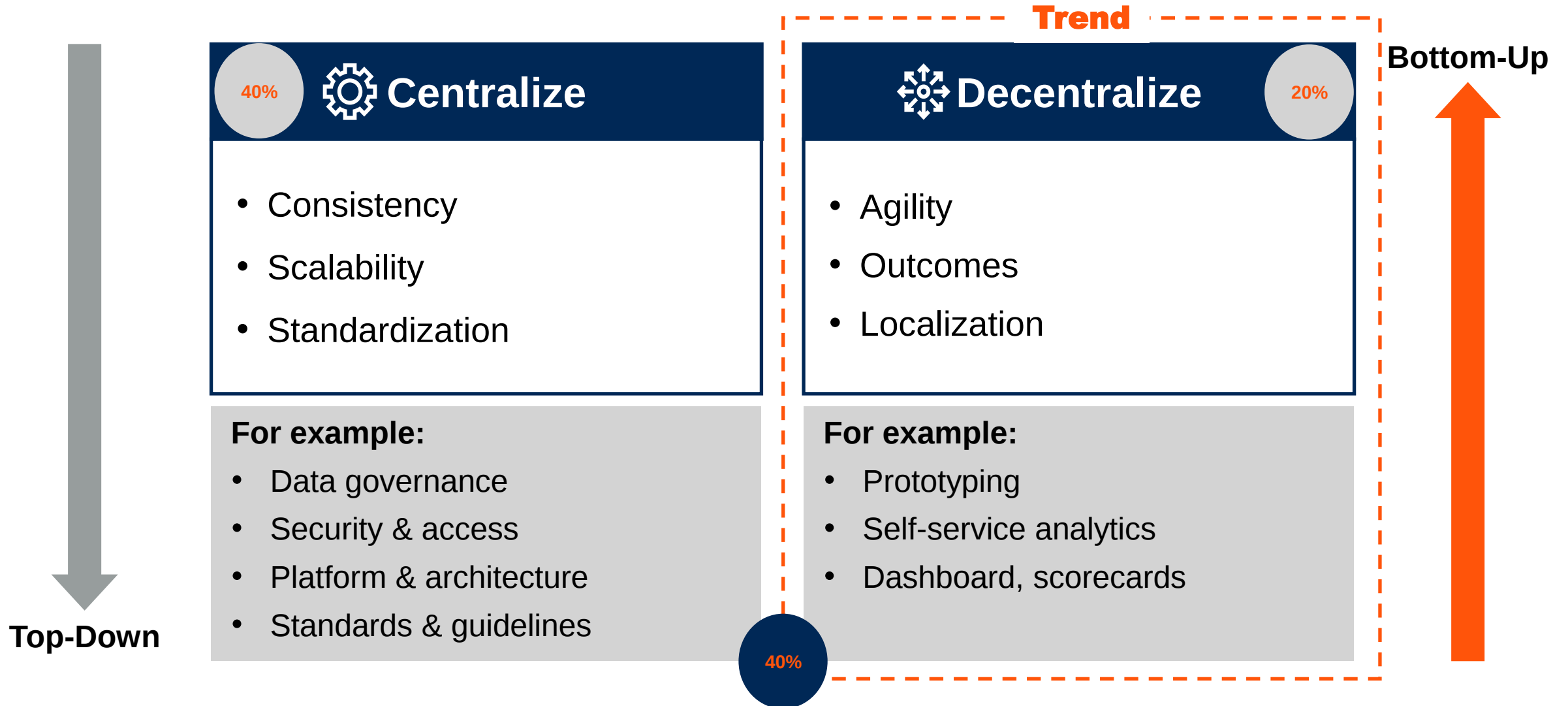
n = 565
All respondents, excluding no roadblocks
Q15. Which of the following are the most important roadblocks to the success of your data and analytics initiatives?
Source: Gartner Chief Data and Analytics Officer Agenda Survey for 2023

Business Alignment Top Driver of Success



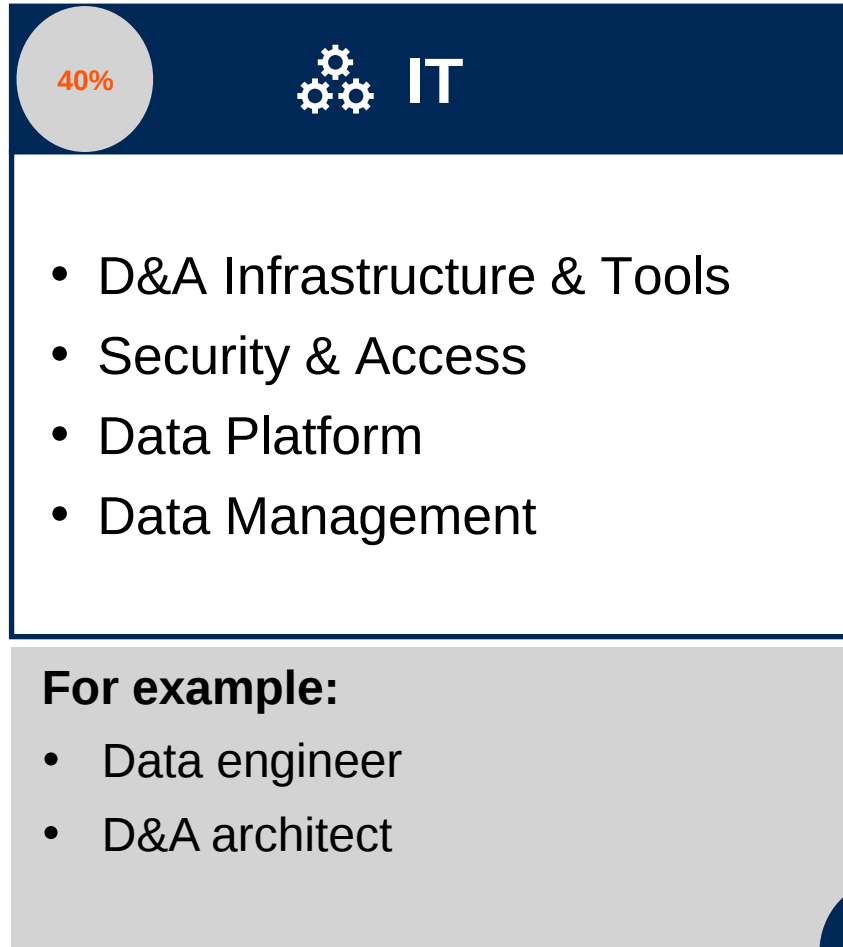
Enabler (necessary and fundamental, but not directly driving success)
Driver (activities that directly contribute to achieving desired outcomes and goals).

Centralization and Decentralization

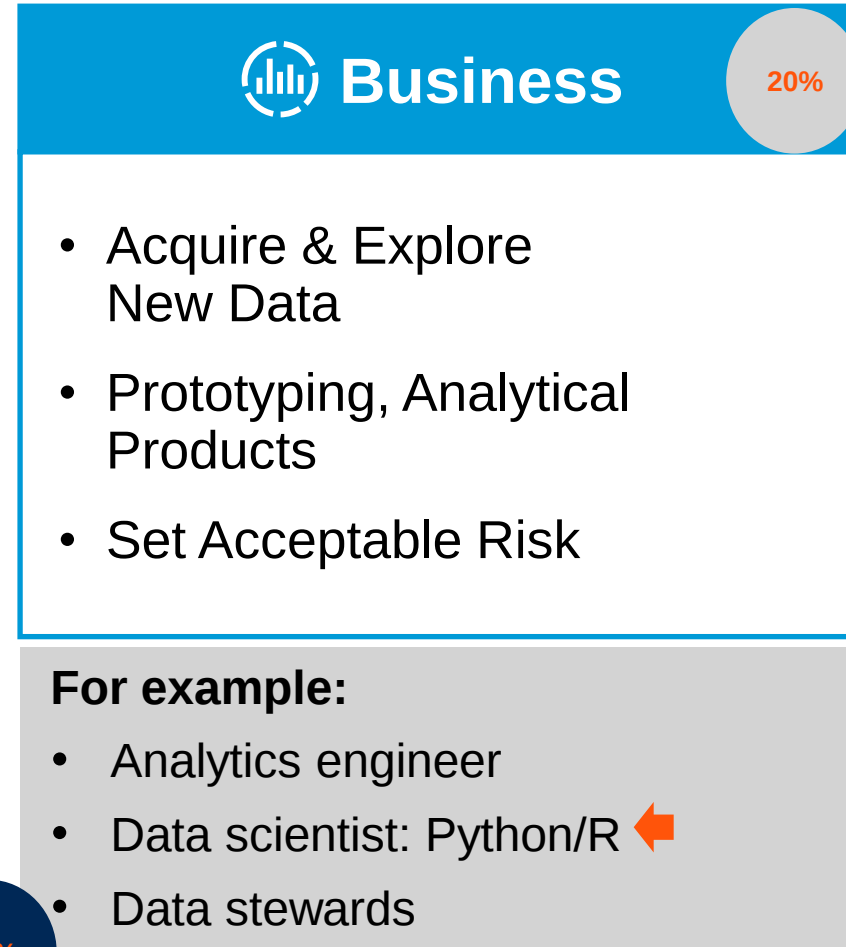


IT and Business

Consistency



Trend

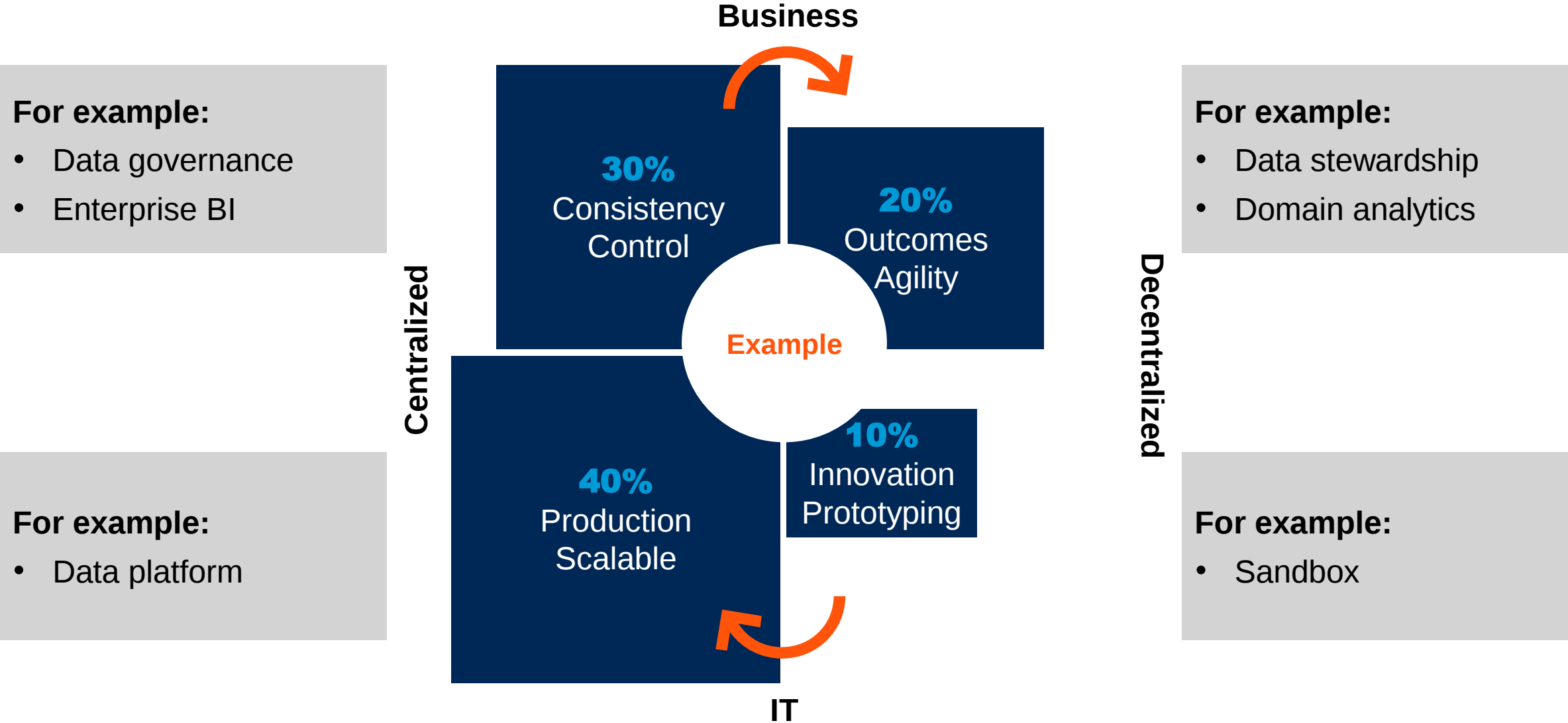


Autonomy

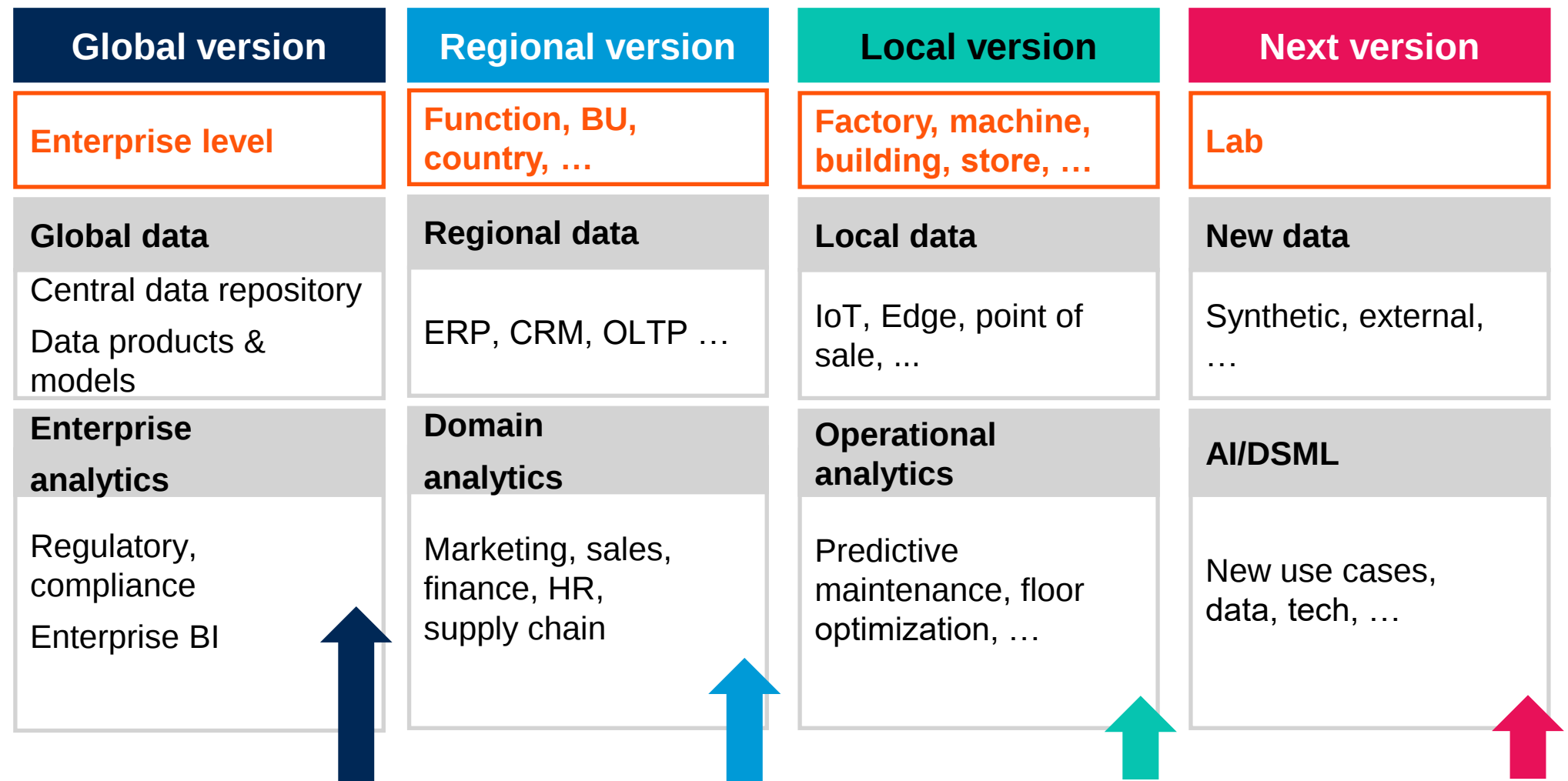


40%

Finding the Right Balance



Establish **Multiple Versions** of D&A



With a Different Focus

Global version	Regional version	Local version	Next version
Global data Enterprise analytics	Regional data Domain analytics	Local data Operational analytics	New data AI/DSML
Consistency	Contextualization	Autonomy	Innovation
MDM (customer, product) Regulatory (compliance) Governance & Quality ...	Marketing: Churn Supply chain: On-time & in-full Finance: High Margin Products R&D: Time-to-market for new products ...	Factory: Predictive maintenance Procurement: List of contractors ...	Social media analysis ...
Stakeholder Outcomes			

And Style

Global version	Regional version	Local version	Next version
Global data Enterprise analytics	Regional data Domain analytics	Local data Operational analytics	New data AI/DSML
Consistency	Contextualization	Autonomy	Innovation
Control	Outcomes	Independent	Agility

Control — Making decisions according to rules, policies, standards and directives dominates this command-and-control style of governance.

Outcomes — Achieving business outcomes while balancing risk, return and performance on investments within the enterprise guardrails.

Independent — Driving value and managing risk from decisions made in real time by people and “things.”

Agile — Empowering roles and teams with the authority to make distributed and/or mandated decisions that create value for the business.

In Different Positions

Global version	Regional version	Local version	Next version
Global data Enterprise analytics	Regional data Domain analytics	Local data Operational analytics	New data AI/DSML
Consistency	Contextualization	Autonomy	Innovation
Control	Outcomes	Independent	Agility
Centralized	Decentralized	Decentralized	Centralized / Decentralized

With Different Models

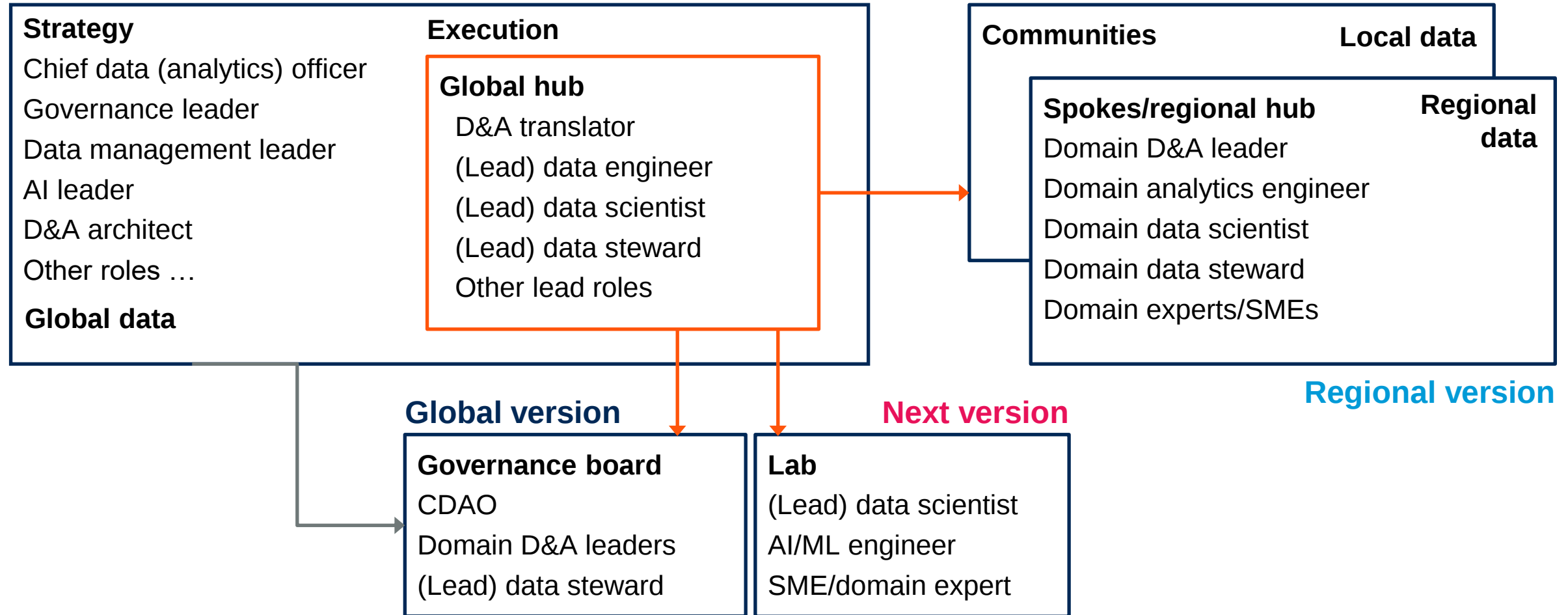
Global version	Regional version	Local version	Next version
Global data Enterprise analytics	Regional data Domain analytics	Local data Operational analytics	New data AI/DSML
Consistency	Contextualization	Autonomy	Innovation
Control	Outcomes	Independent	Agility
Centralized	Decentralized	Decentralized	Hybrid
Hub	Spoke	Communities	Lab
Franchise model			
Global Hub	Regional Hub	Spokes	

And Roles

Global version	Regional version	Local version	Next version
Global data Enterprise analytics	Regional data Domain analytics	Local data Operational analytics	New data AI/DSML
Consistency	Contextualization	Autonomy	Innovation
Control	Outcomes	Independent	Agility
Centralized	Decentralized	Decentralized	Hybrid
Hub (Global)	Spoke (Regional hub)	Communities	Lab
Lead roles	Domain roles	Citizen roles	Cross-functional

The Hub Enables All Versions

Office of the CDAO



The (Lean) Hub **Balances** Control With Collaboration



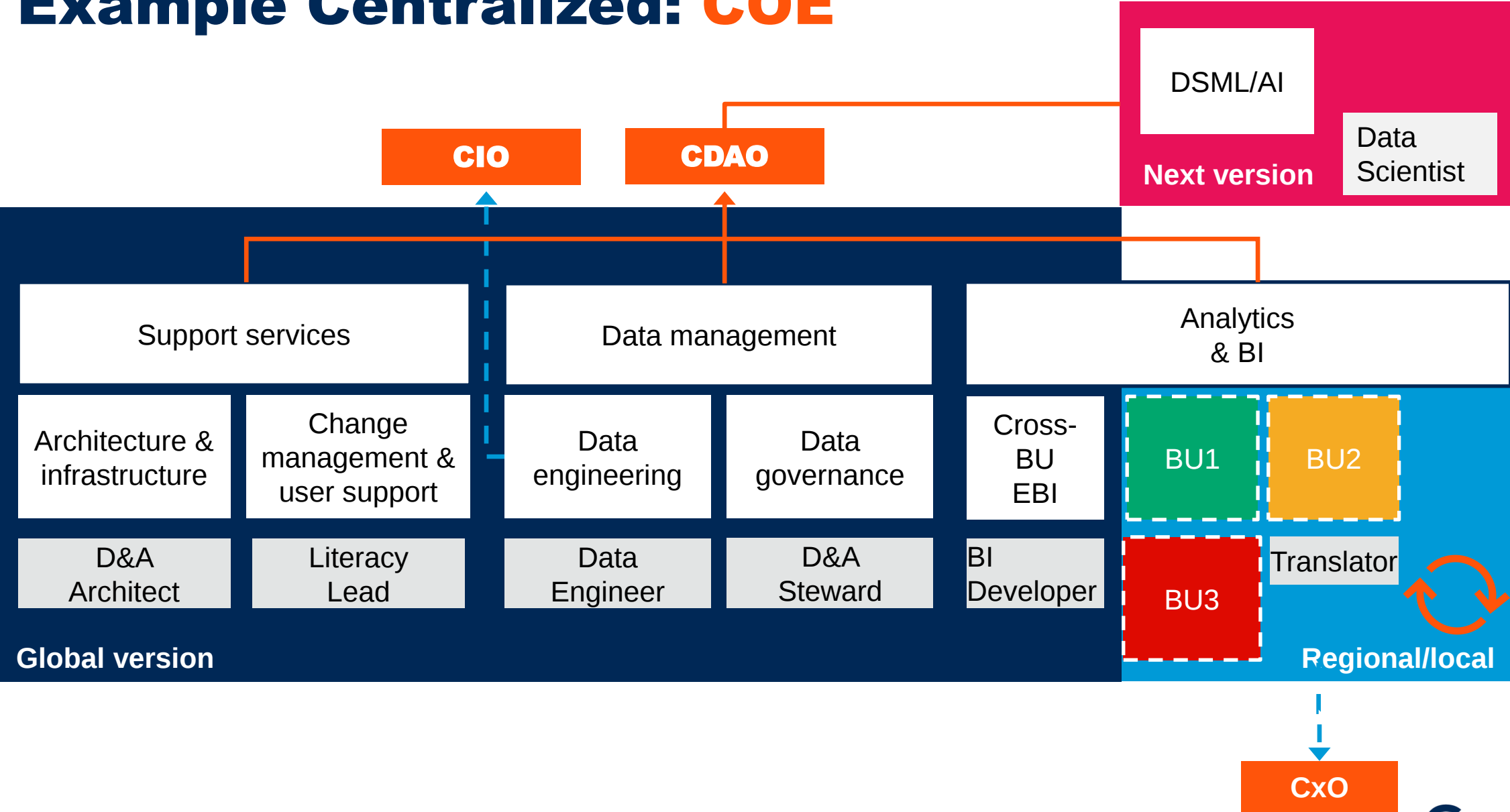
Global hub

Hub

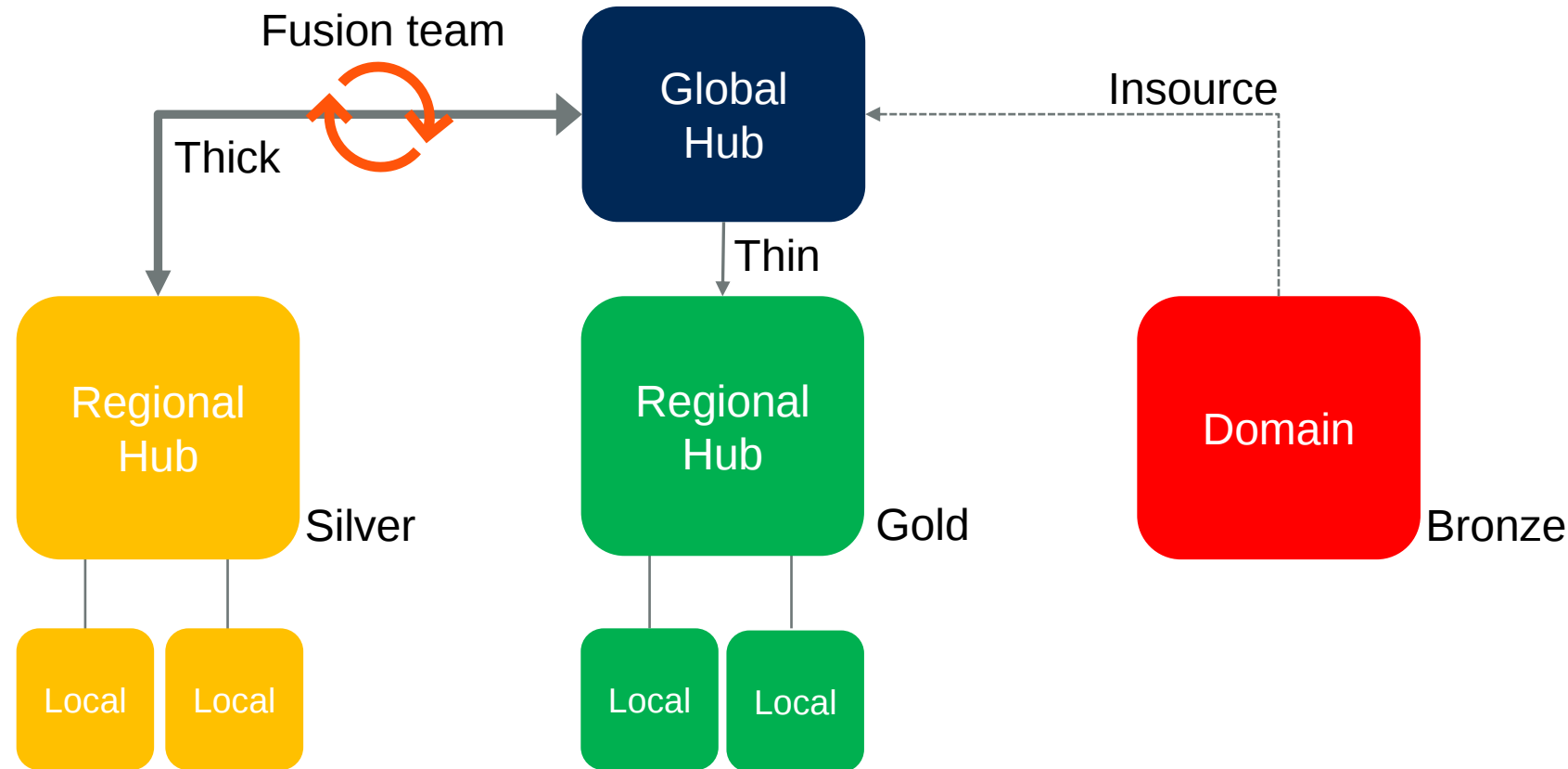
- D&A strategy
- Provision, store, certify & access to (shared, global) data (products)
- Infrastructure & architecture
- Standards & guidelines
- Governance policies & Data stewardship practices
- Best practices & common requirements
- Training & skills advancement
- Evangelize, success stories & Data literacy
- Consult new projects, advisory
- Audits, checks, assessments
- Enterprise Analytics & BI
- ...

**Regional hub
Spokes**

Example Centralized: COE



Example Decentralized : D&A Franchise



Corporate / Enterprise
Global

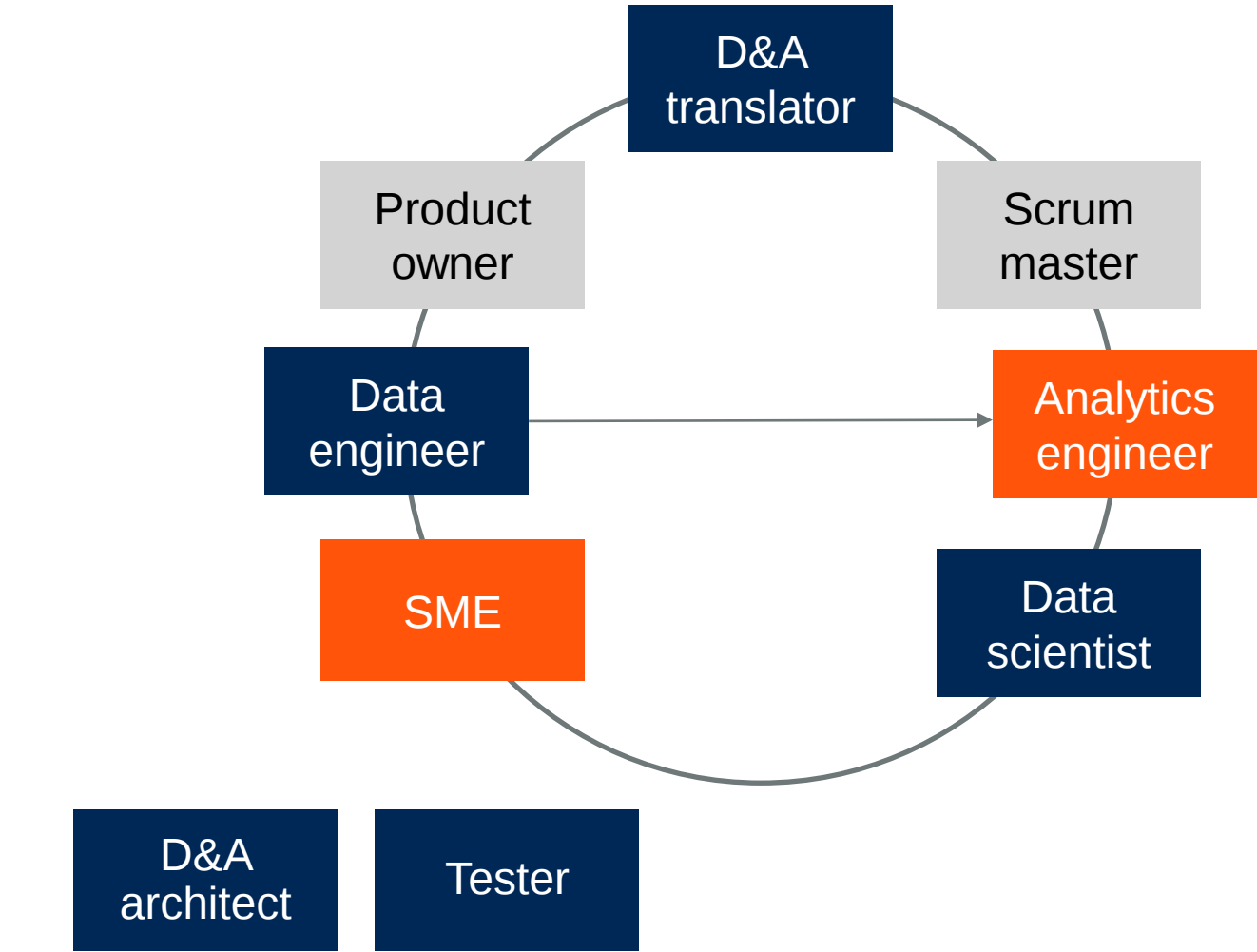
Function/ Domain
Regional
Local

Cross-Functional / Multidisciplinary Fusion Teams

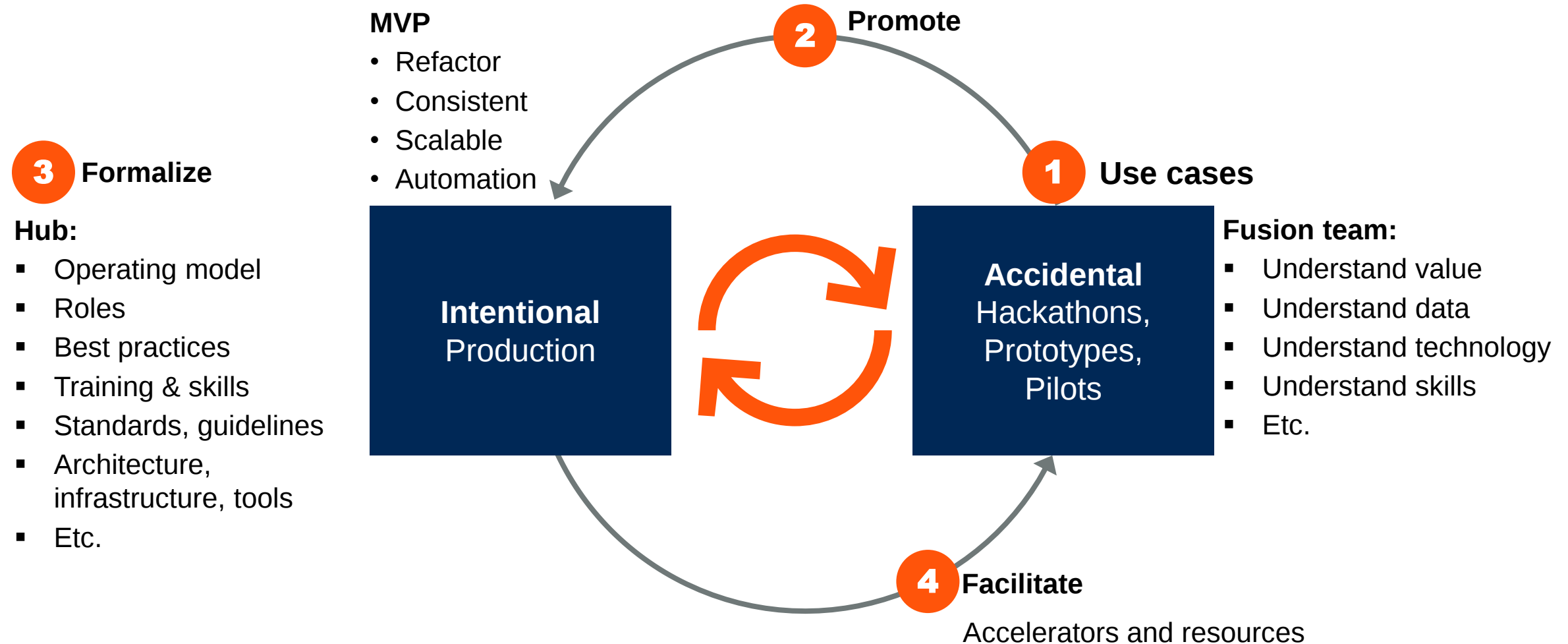


Dedicated

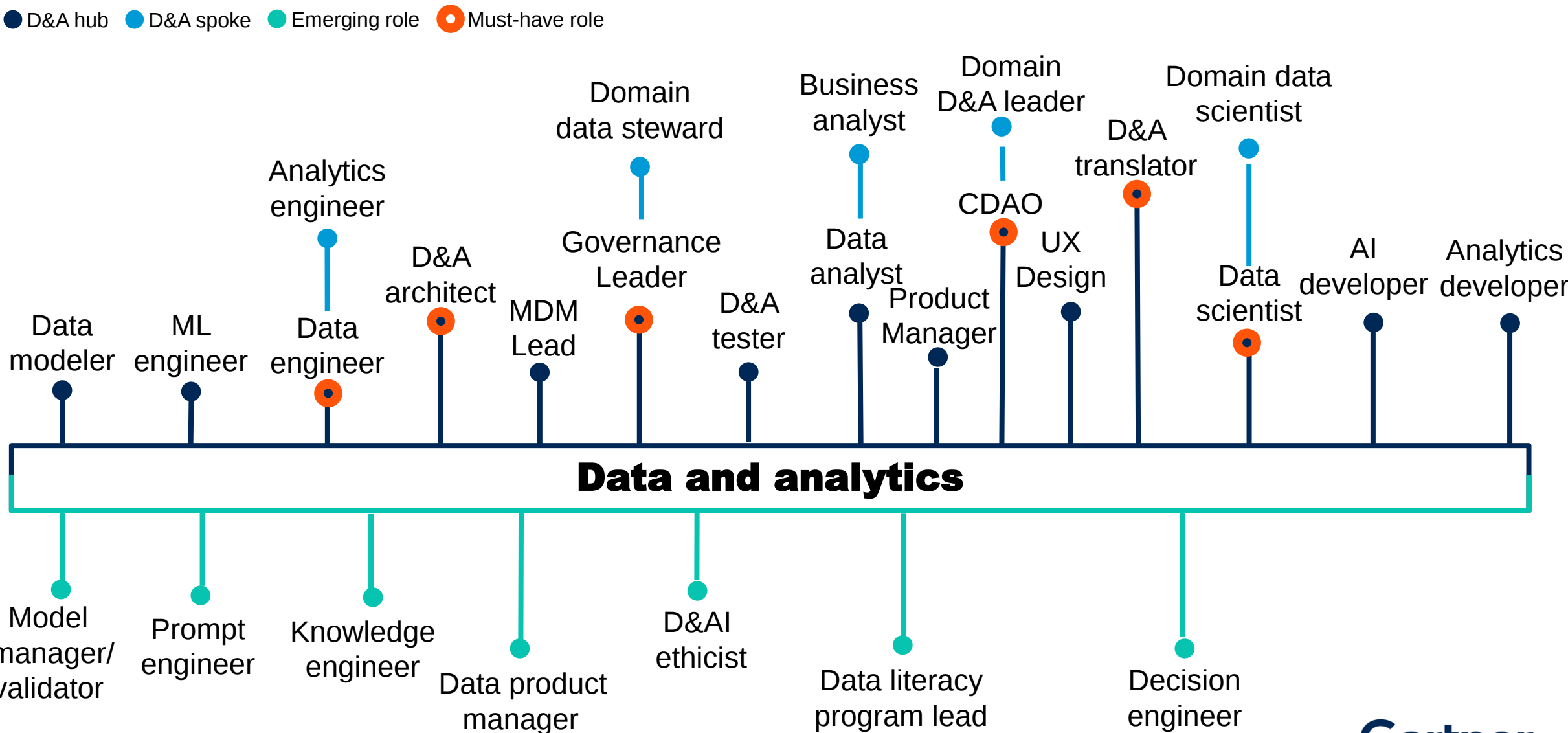
Shared



Take an **Iterative And Staged** Approach

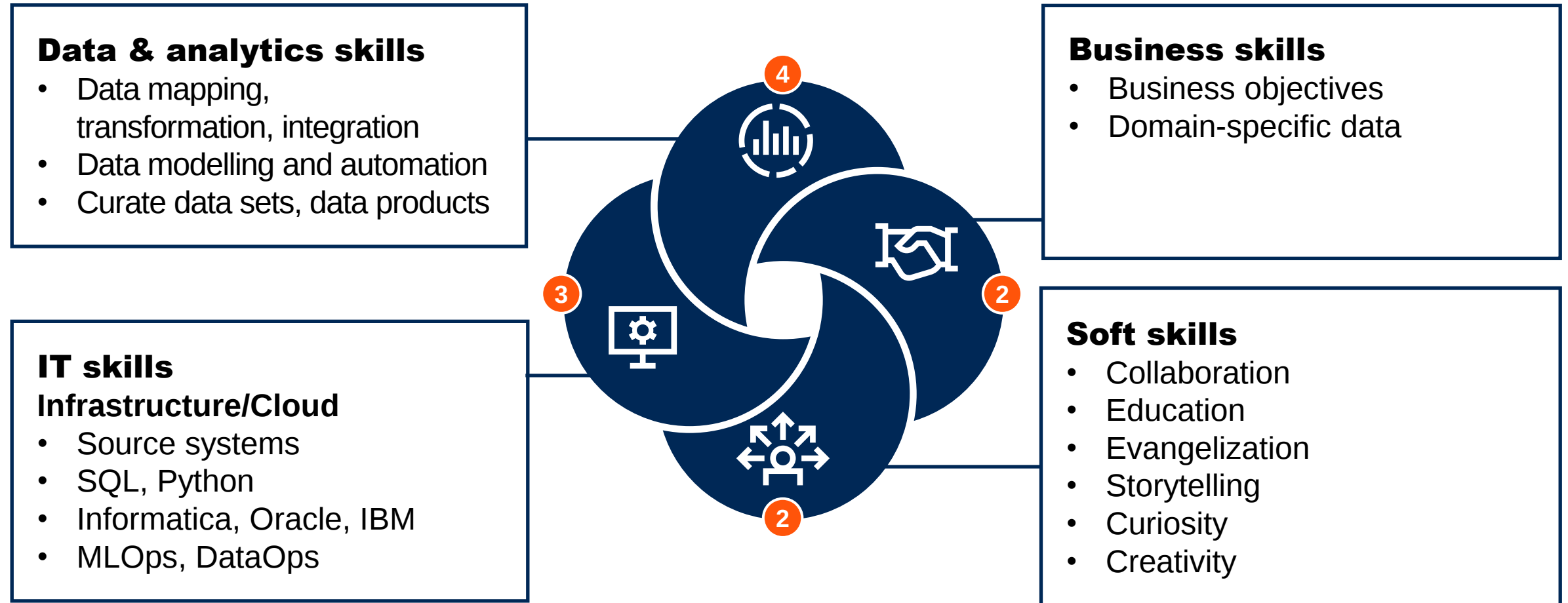


The Spectrum of Data, Analytics & AI Roles



Example — Data Engineer

Proficiency levels: 1 — Basic; 2 — Familiar; 3 — Practitioner; 4 — Expert



Embed **Mindset & Skillset** Into Employee Journey

Development through continuous coaching, guiding and experiential learning



Recruiting

Emphasize nontechnical skills and competencies in D&A job descriptions.



Onboarding

Require employees to thoroughly understand and articulate the organization's strategic plan.



Performance

- Regularly shadow business and clinical teams to understand their workflows.
- Lead consultations with the business to uncover how requests relate to the strategic plan.



Growth

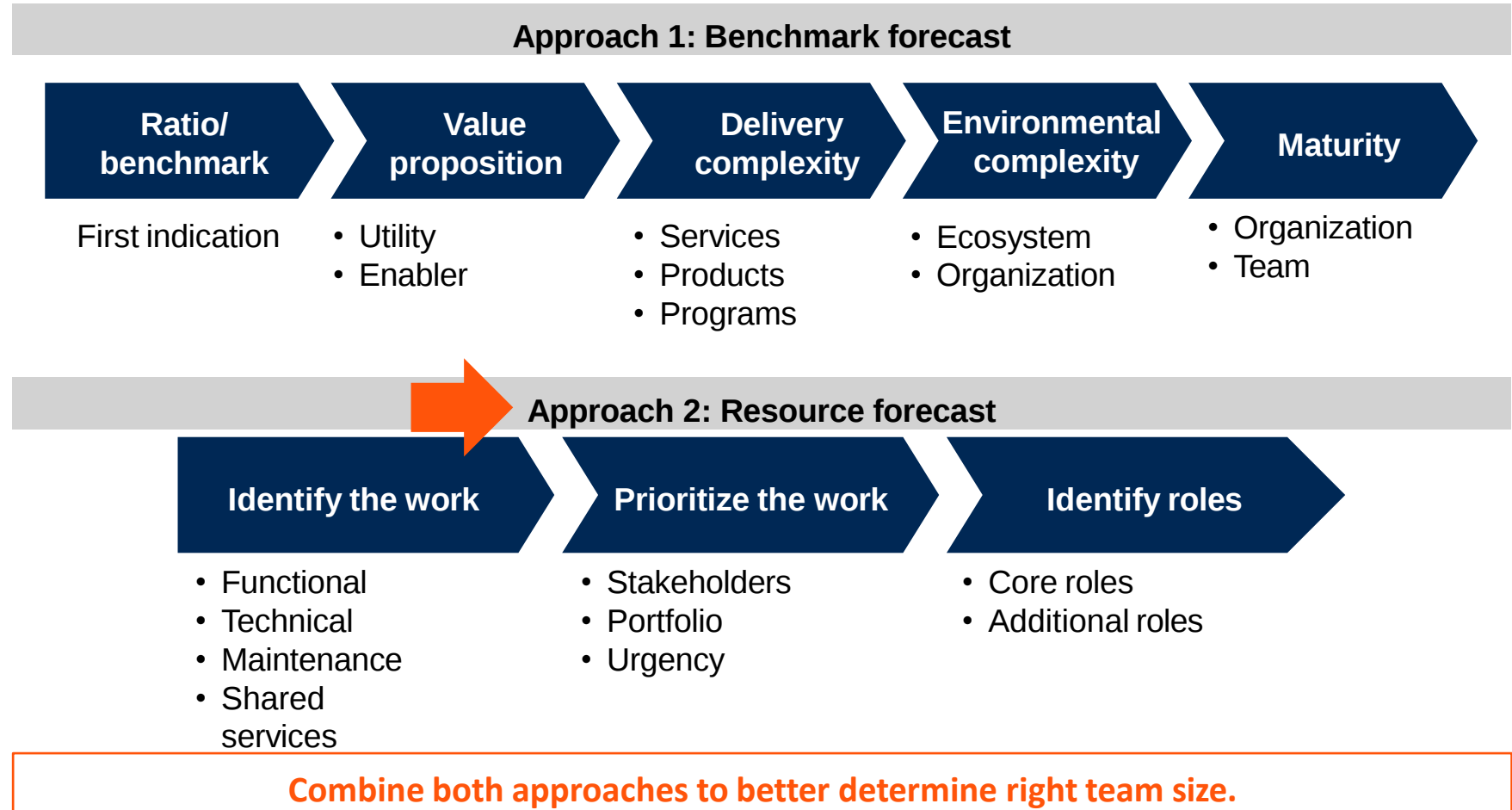
- Integrate mindset and skillset development in annual SMART goals.
- Present on completed D&A projects and how they contributed to advancing the strategic plan.

Source: Adapted from Lee Health

Determine Team Size

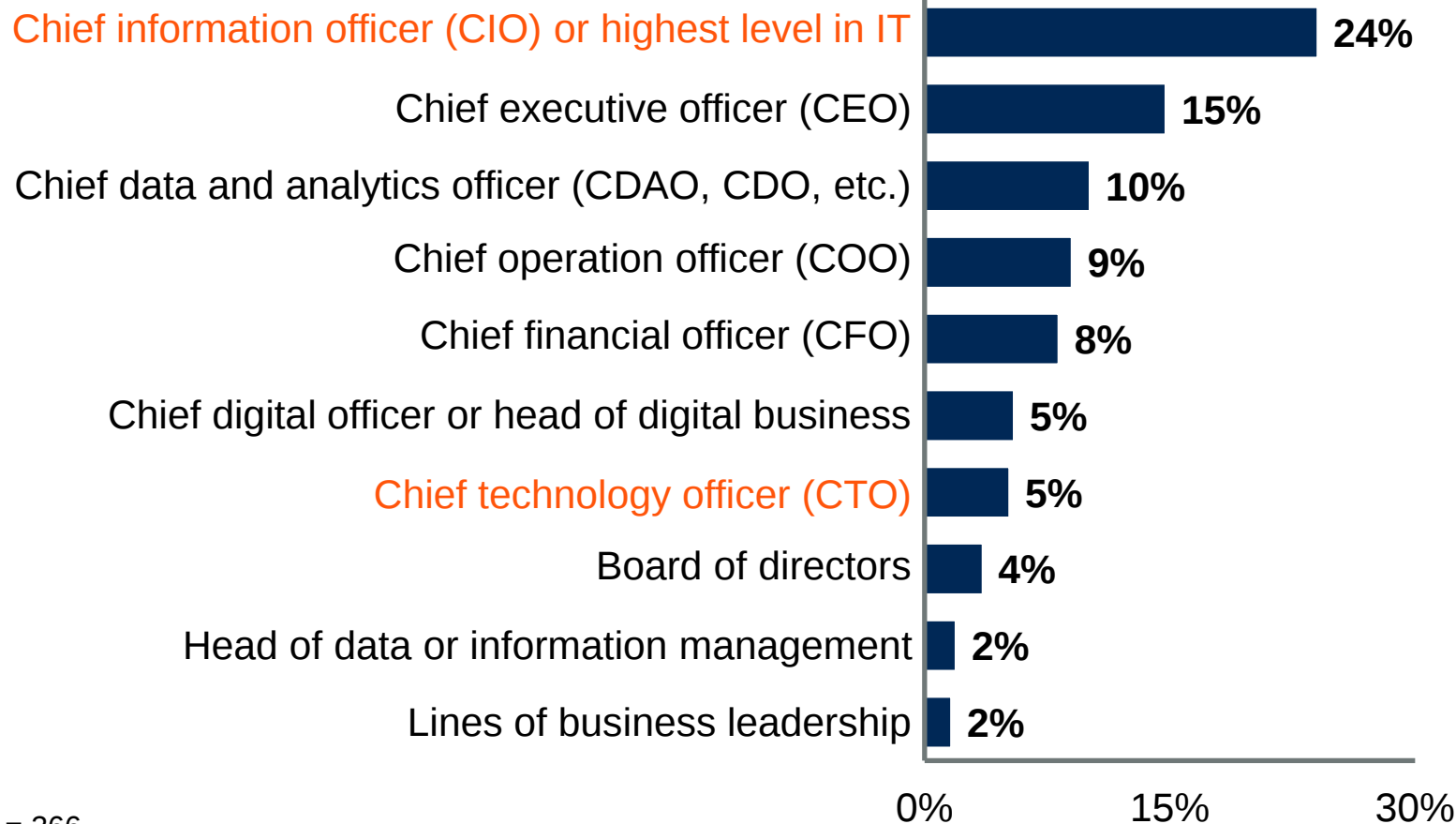
According to the 2024 CDAO Survey, the mean for D&A teams is 40.

- Small organizations have, on average, 15 employees
- Midsize organizations have 23
- Larger organizations have 38
- Extra-large organizations have around 63 full-time equivalents (FTEs)



Who Does the CDAO Report To?

CDAO Reporting Relationships



Technology function (29%)

- Focus on data management, platform & governance
- Defensive approach
- Mitigate with business facing KPIs

Business function (71%)

- Focus on analytics & insights
- Offensive approach
- Mitigate a close working relationship with the CIO

n = 366

All respondents, excluding Japan respondents

Q: To whom do you report?

Source: 2023 Gartner Chief Data and Analytics Officer Agenda Survey

Recommendations



From control to collaboration

- Determine responsibilities between centralized and decentralized and between business and IT.
- Set up a hybrid multi-tiered organizational model.
- Find the right balance between hub and spokes. Consider franchise model.
- Determine where to position the global hub and CDAO.
- Balance traditional and emerging roles and actively engage with domain roles.

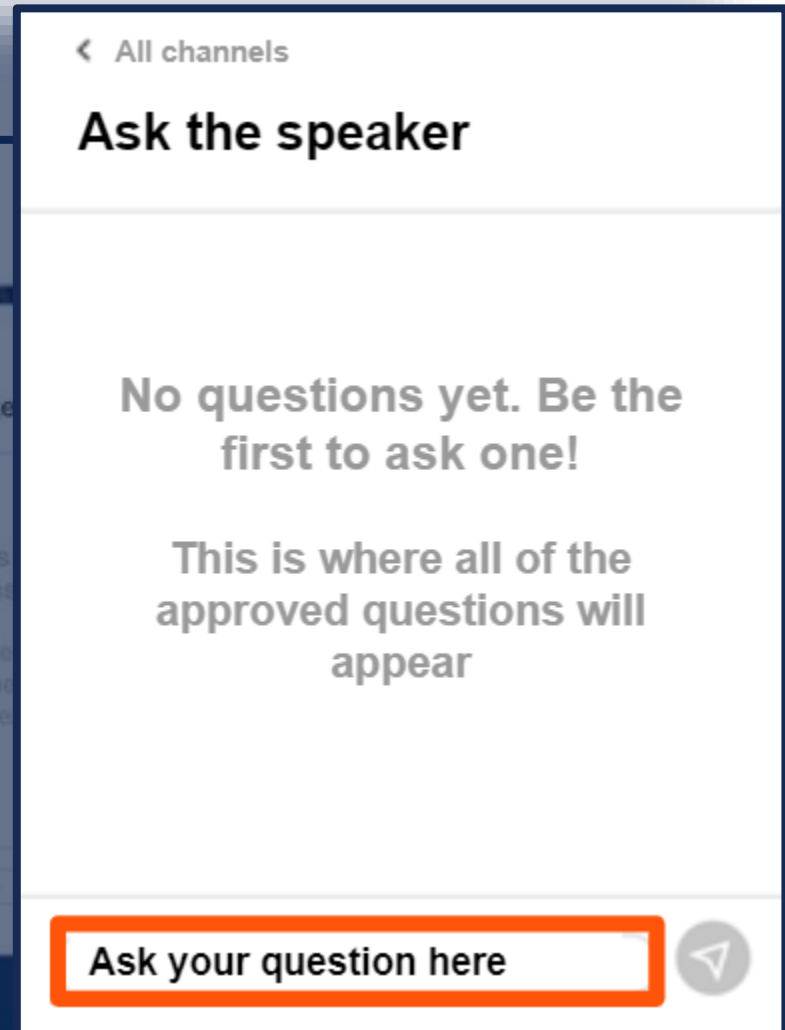
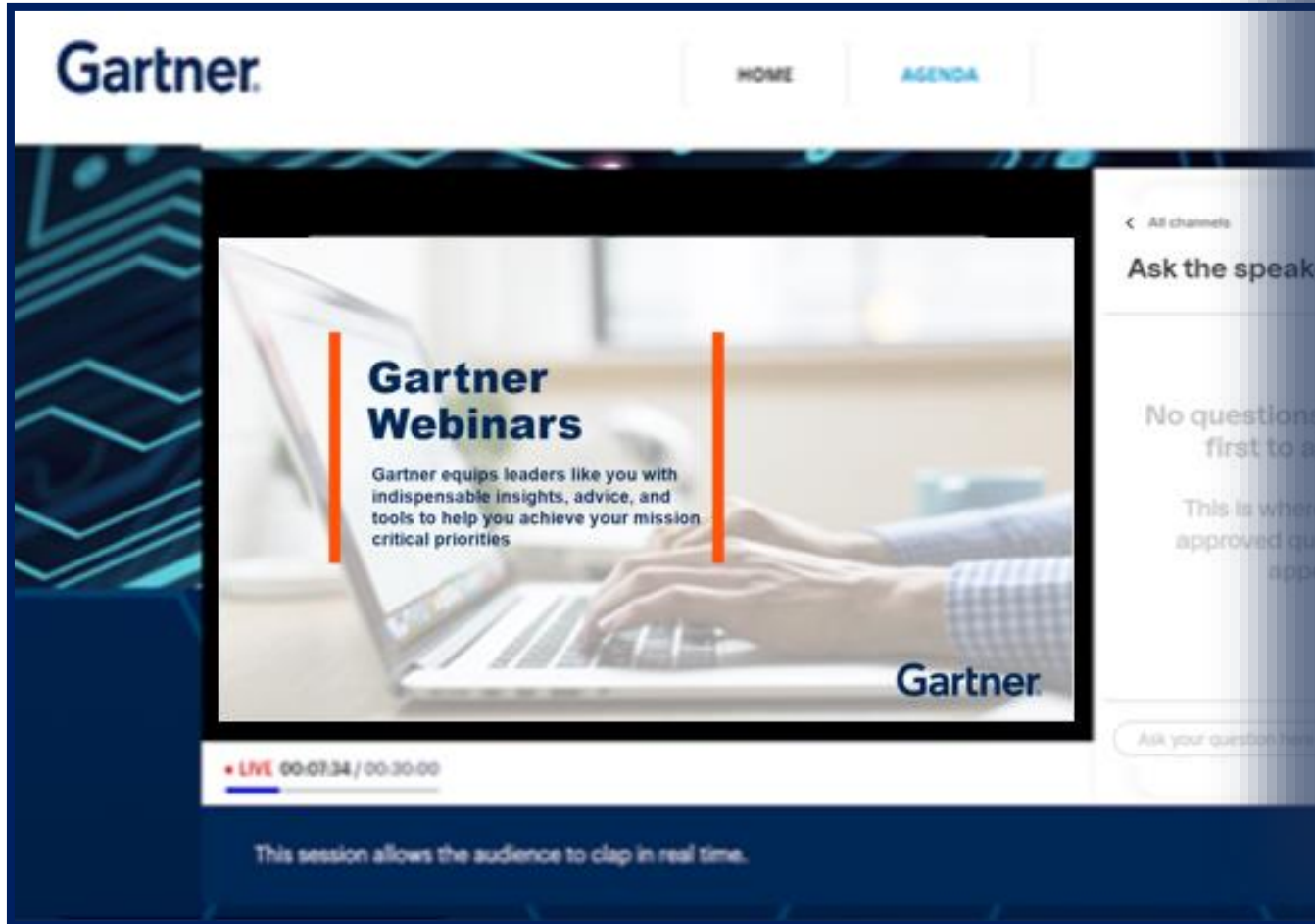


**Build a “change management” team.
Address employee behavior and stakeholder management.**

**“Balance consistency
and agility of data and
analytics”**



Ask the speaker



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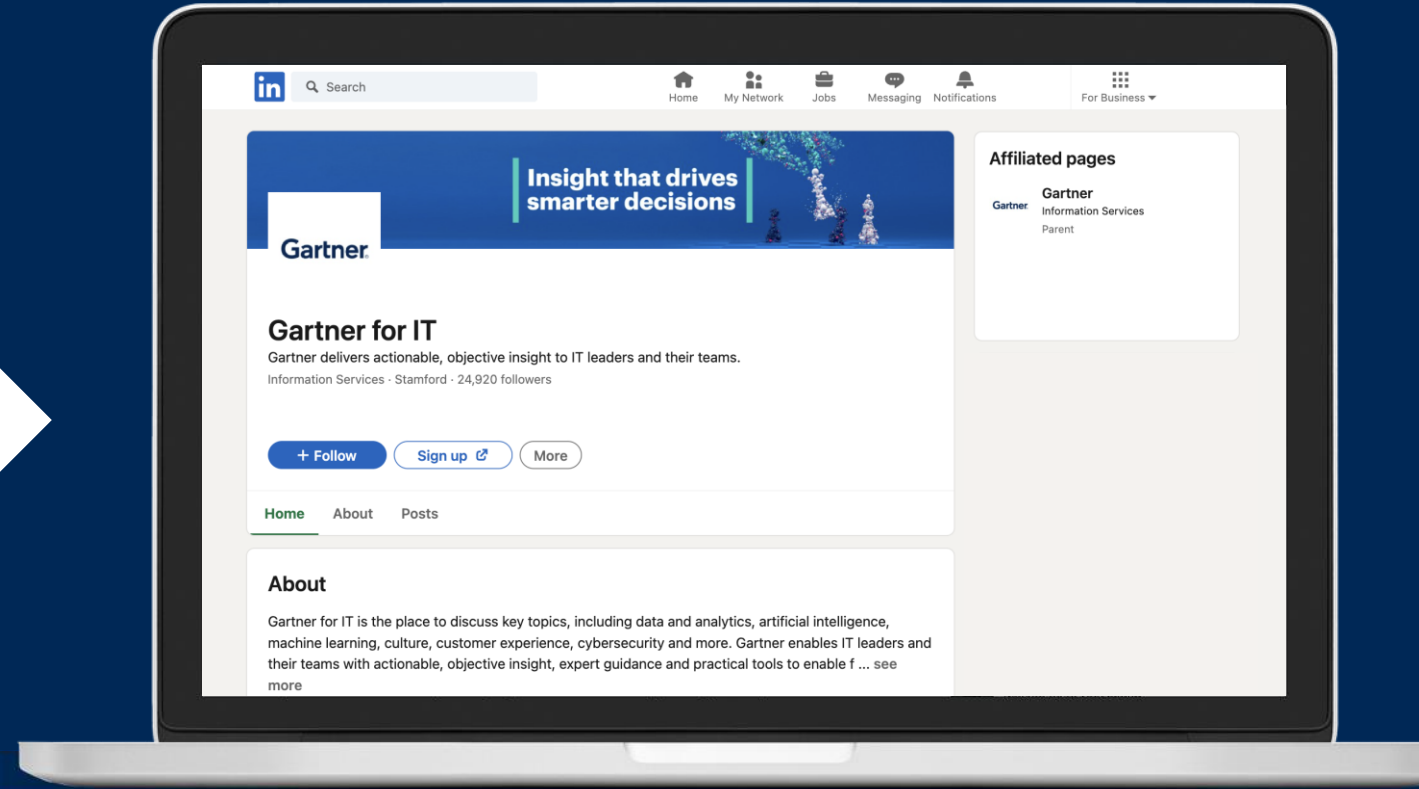
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