TABLEAU
CONFERENCE
Leading to Data Culture
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Leading to Data Culture

Critical Behaviors of Data Driven Organizations
Every company is a data company

Every organization needs to be data-driven
7X Growth
23X New customer acquisition
9X Customer loyalty

Source: Forrester Research, 2018
Source: McKinsey Analytics, 2018
92% failing to scale analytics

Source: McKinsey Analytics, 2018
1,100+ executives in 10 countries
The answer lies in building a Data Culture
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We are in this together
We are in this together
Data Culture

The collective behaviors and beliefs of people who value, practice, and encourage the use of data to improve decision making.
Behaviors
Behaviors

Explicit
Policies, resources, rewards

Implicit
Habits, values, beliefs
Fosters Trust
Develops Talent
Seeks Commitment
Supports Sharing
Changes Mindset
Fosters Trust

Develops Talent

Seeks Commitment

Supports Sharing

Changes Mindset
Successful Data Cultures create high trust environments where organizations place their trust in people, and people can trust their data.
Empowerment

Control
How accountable do you personally feel for the data that you have access to?

How data-driven is your organization?

- Not At All & Somewhat Accountable
- Accountable
- Extremely & Very Accountable

Best in class

Exceeds peers

At par with peers

Lags behind peers

Source: IDC, 2019
How accountable do you personally feel for the data that you have access to?

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Source: IDC, 2019
People feel **accountable** when they are **trusted**
Trust

- People build high-trust relationships with data
- Teams encourage data access and transparency
- Data governance instills confidence in data
- Organizations set clear expectations for responsible data use
“Tableau lets us set the rules and create a controlled playground that can be trusted to produce accurate analysis and intelligence at all times.”

ANDREW EMMETT
HEAD OF ANALYTICS, FREE NOW
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Fosters Trust

Develops Talent

Seeks Commitment

Supports Sharing

Changes Mindset
Organizations must recognize and value data skills as part of how they recruit, develop, and retain talent.
Talent

✓ Job descriptions clearly outline data skills for all roles

✓ Teams tailor enablement programs to all roles and levels

✓ Leaders encourage and reward data use
Talent

✓ Job descriptions clearly outline data skills for all roles
✓ Teams tailor enablement programs to all roles and levels
✓ Leaders encourage and reward data use
Seeks Commitment
Commitment

Data is treated as a key strategic asset and people are committed to realizing value from that asset.
Executive Sponsors

Analytics
Technology
Business
Commitment

- Executives don't just sponsor data-driven behavior; they model it.
- The organizational structure reflects the value of data.
- Analytics goals influence data collection and processes.
Fosters Trust  
Develops Talent  
Seeks Commitment  
Supports Sharing  
Changes Mindset
People with different perspectives develop a sense of belonging by collaborating and actively contributing to the success of others.
Community

Learning
Inspiration
Recognition
Fun
Community

Learning
Inspiration
Recognition
Fun
“Users want to see each other succeed.”

GESSICA BRIGGS-SULLIVAN
TABLEAU ADMINISTRATOR, CHARLES SCHWAB
Sharing

- People actively share knowledge around data and analytics
- Teams share data cross-functionally to support business objectives
- Leaders create time and space for people to participate in communities
- Teams document and share data best practices across the organization
Data and analytics become a catalyst for personal and organizational improvement and fundamentally changes the operations, mindset, and perception of the organization.
Mindset

- People encourage experimentation and innovation
- Organizations focus on outcomes, rather than vanity metrics
- People feel comfortable challenging ideas with data
Data is treated as a key strategic asset and people are committed to realizing value from it. Talent strategy reinforces the importance of data, enabling every person at every level. Leaders place their trust in people, and people can trust their data. Curious people thrive and are empowered to challenge the status quo and seek the best answer. Passionate people with diverse views fuel a community to collaborate and support each other.
Trust
Successful Data Governance requires trust environments where organizations can place their trust in people and can trust their data.

Mindset
Data and analytics become a catalyst for personal and organizational improvement and fundamentally changes the operations, mindset, and perception of the organization.
Tableau Platform

Tableau Community

Tableau Blueprint
LEADERS HAVE A NEW CALLING
LEADERS HAVE A NEW CALLING

tableau.com/data-culture
Data Leaders Meetup

Friday | 10:30 – 11:30 | Acacia Ballroom --- Four Seasons
Please complete the session survey in the mobile app

View ‘My Evaluations’ in the menu or find your session under ‘Schedule’