



# BUILDING ANALYTICS TEAMS

PROF. DR. FLORIAN STAHL

# How Analytics Teams Are Built and Set Up for Success



1. Building blocks of a **successful analytical competence**
2. Transformation to **create successful analytical competence**
3. Develop key factors for **building analytics teams**
4. **Manage** and **lead analytical projects** successfully

# Characteristics of a High-Performing Analytics Team

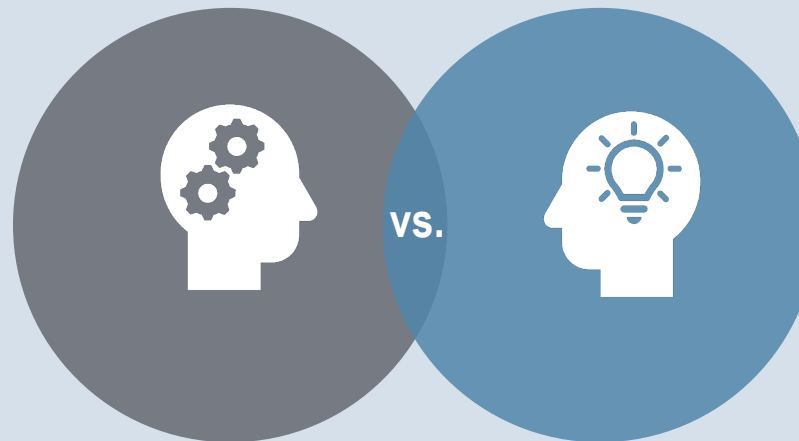


# Staffing an Analytics Team: How to Win the War for Big Data Talent (1/3)

Simply collecting Big Data does not unpack its potential value – people do!

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Experienced  
professionals



Bright and  
young talent

# Staffing an Analytics Team: How to Win the War for Big Data Talent (2/3)

What should companies do to recruit, retain and inspire Big Data talent?

- **Recognize the value** of the professional
- Offer **competitive compensation level**
- Provide an **upward career path** or an attractive alternative
- Ensure an **environment of intellectual challenge**, collegiality, and extensive connection with other peers
- Allocate  $\geq 20\%$  of the work to **innovation**, and creating “data-forward” insights



# Staffing an Analytics Team: How to Win the War for Big Data Talent (3/3)



Build  
employee  
brand equity

01

02

Active training  
plan for young  
analysts



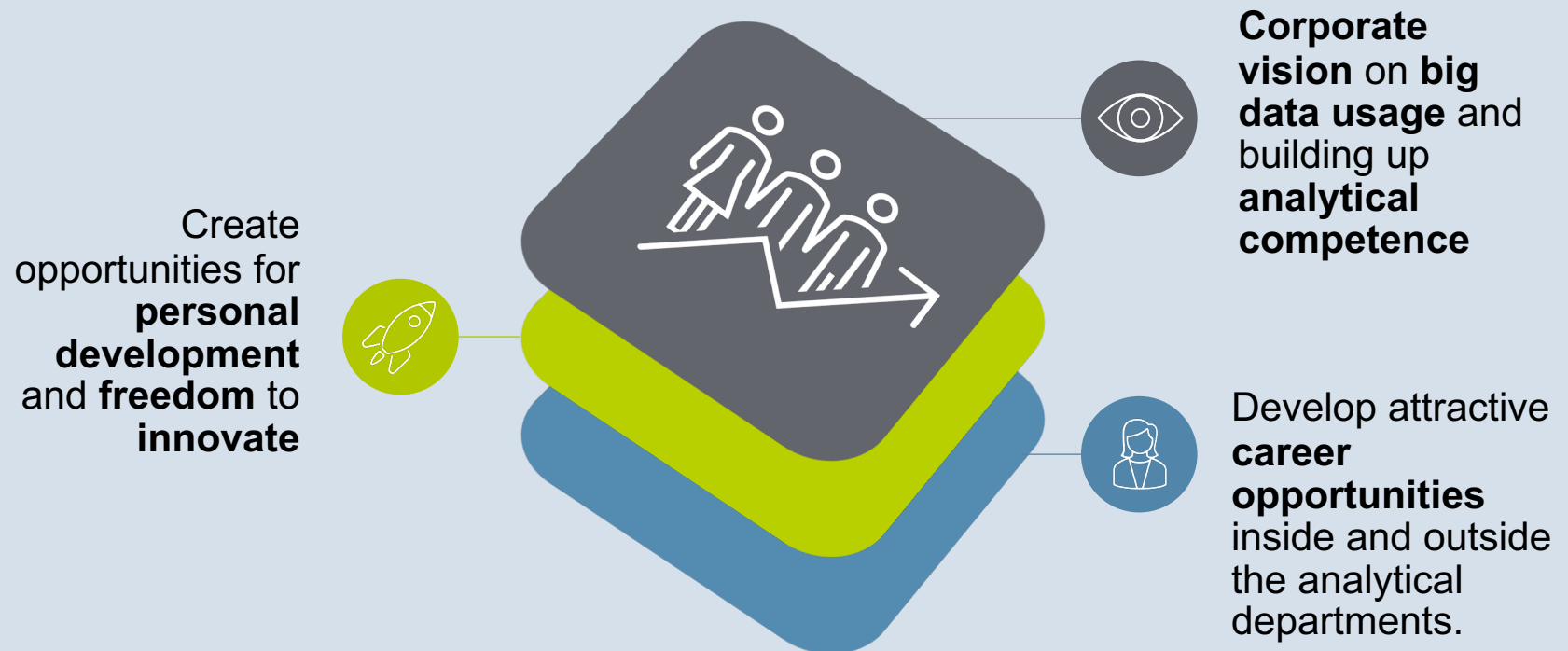
03

Reach out to  
universities  
and business  
schools



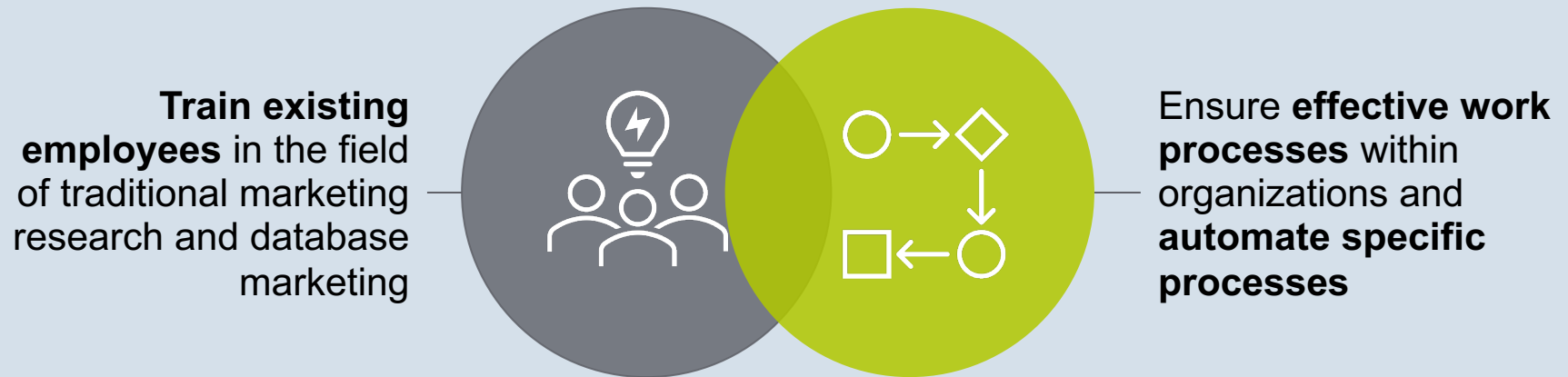
# Staffing an Analytics Team: Talent Retention

For talent retention, one of the most important factors is **personal development**:



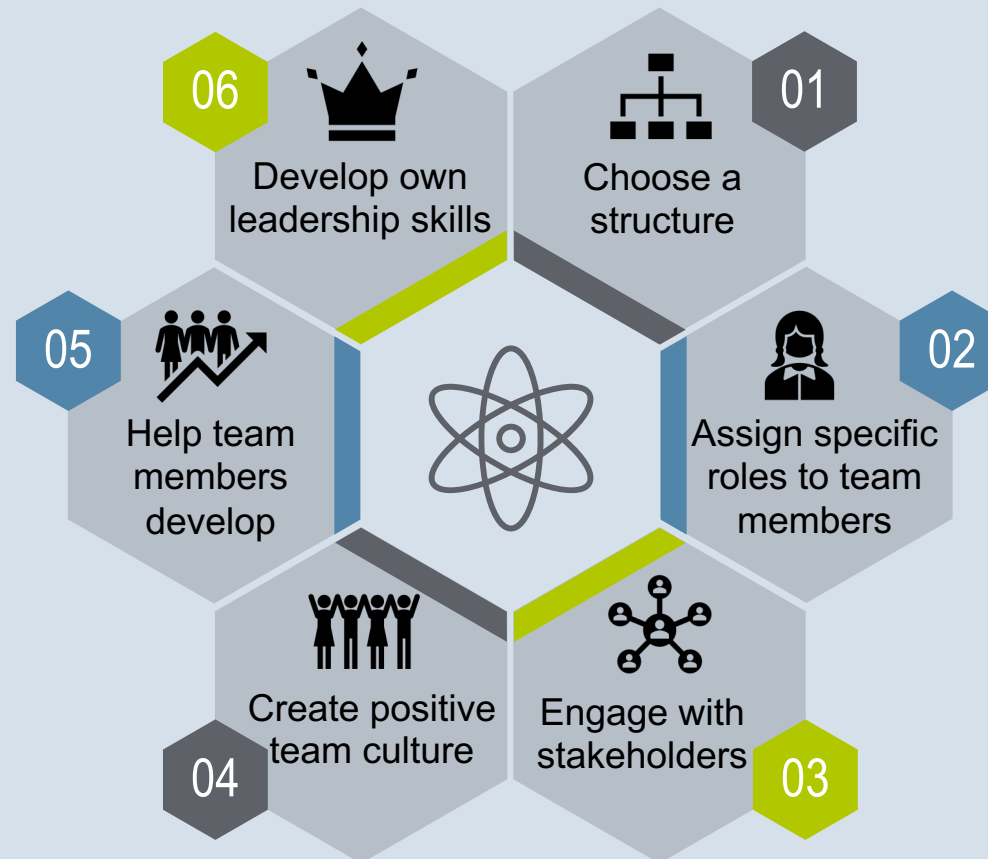
# Scalable Analytics

Options to work around the shortage of analytical talent:





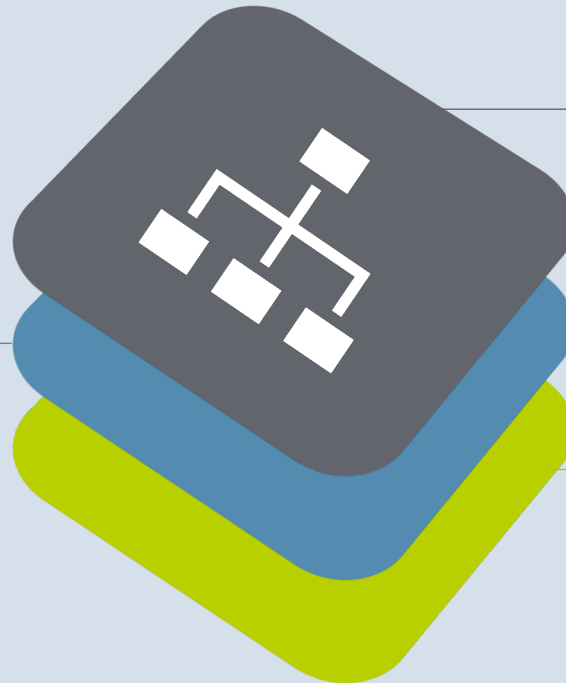
# How to manage data teams – 6 steps



# Step 1:

## How to determine the best model?

Employee  
happiness



Coordination  
efficiency



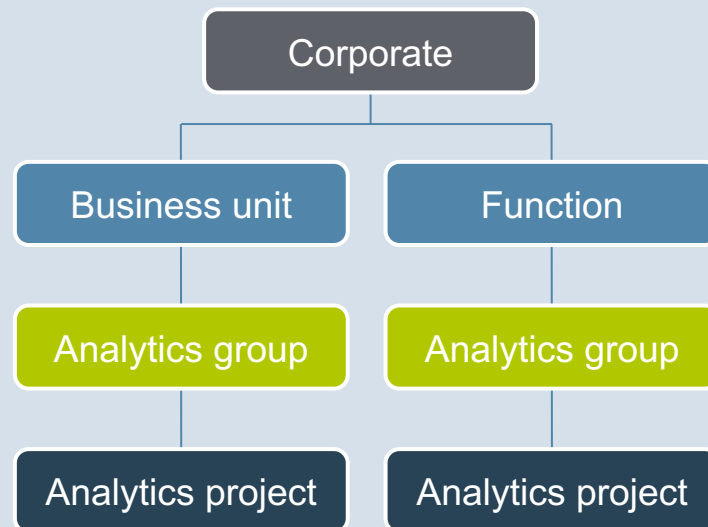
Product  
success



***“A Data Science team isn’t just the people, it is the process and the interaction of the team with the rest of the company”***

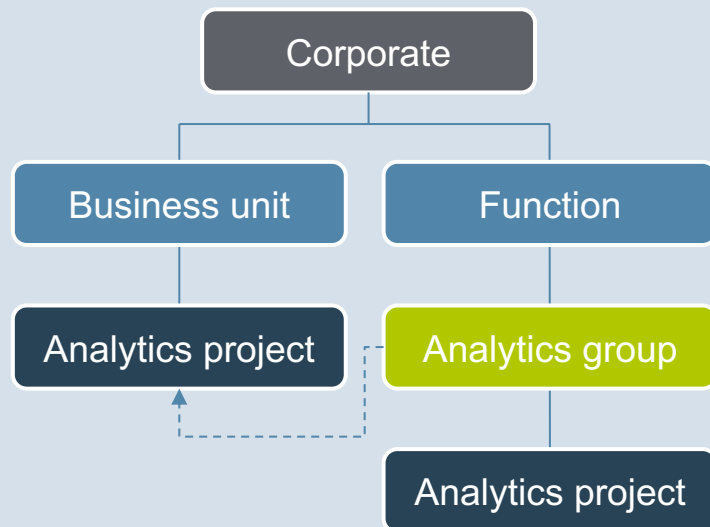
dj patil

# Step 1: The Decentralized / Embedded Model



- + Independence
- + No ownership and motivation issues
- Management complexity
- Underutilizing technology and data science de-prioritization
- Local rather than global optimization

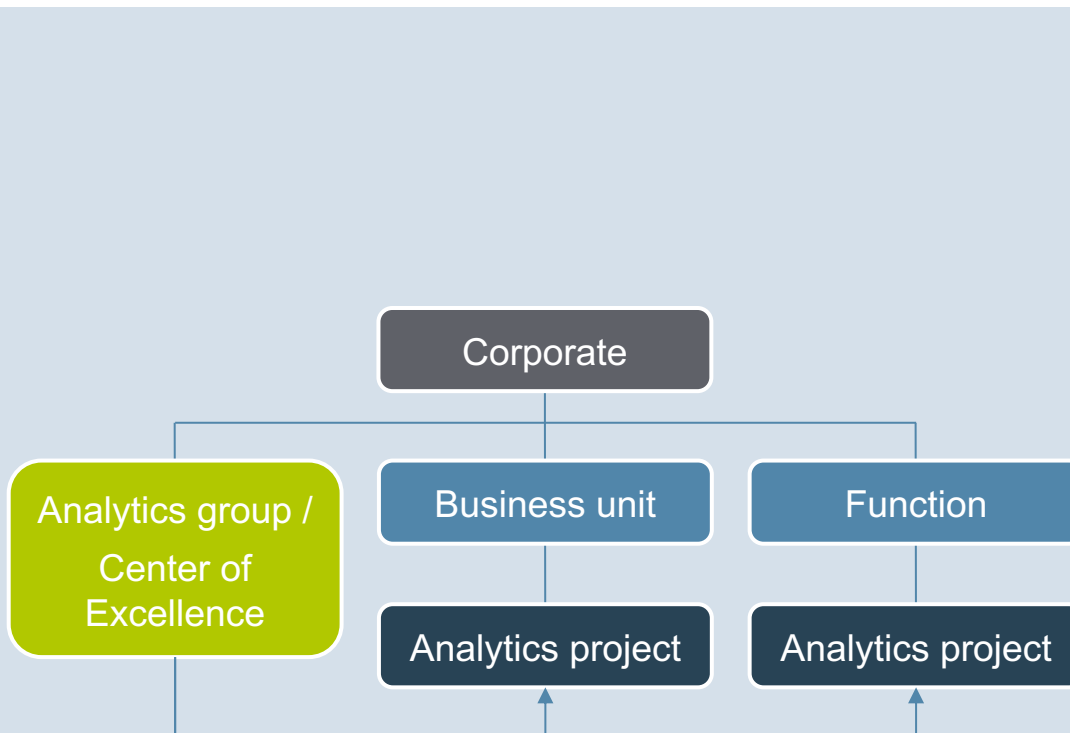
# Step 1: The Functional Model



- + Startups
- + Few analytical processes
- Keeping off from the global company's pain
- Weak cohesion due to absence of data manager

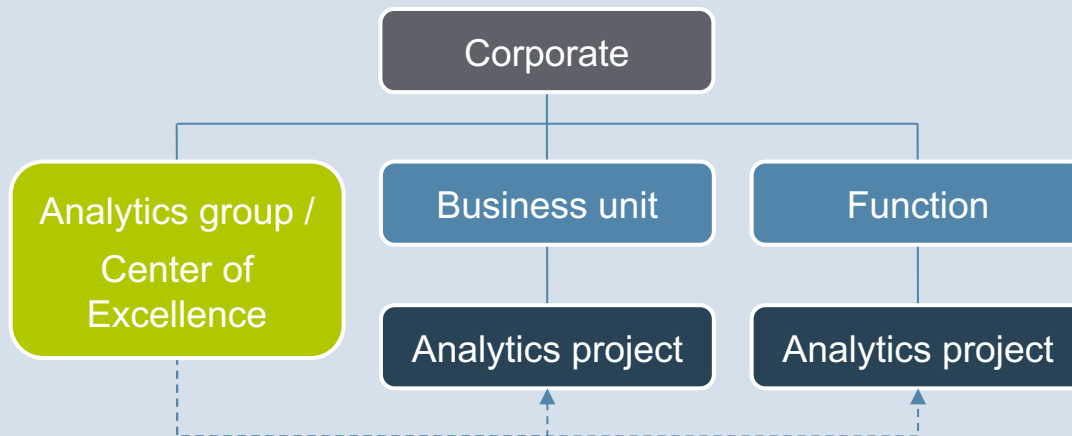
# Step 1:

## The Centralized / Center-of-Excellence Model (CoE)



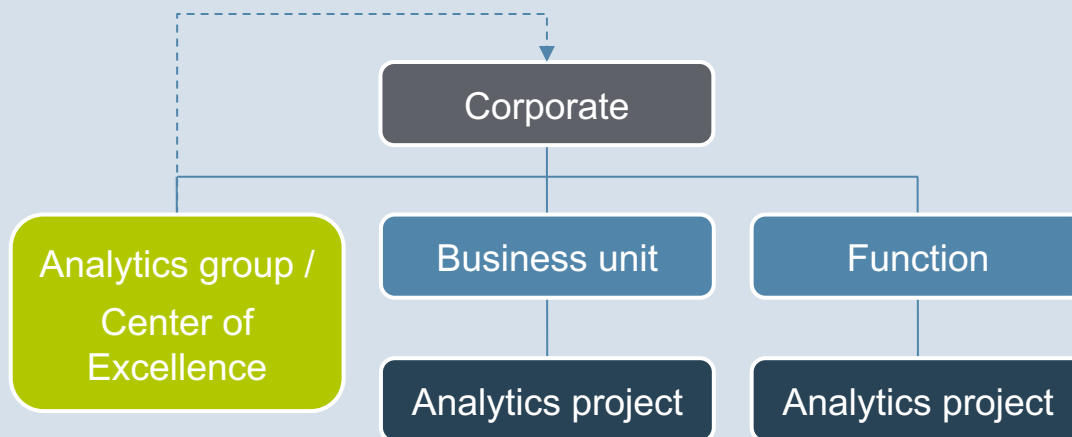
- + Increasing demand for analytics
- + Out-of-the-box thinking and real innovations.
- Difficulty in closing the loop
- Chance of becoming isolated

# Step 1: The Consulting Model



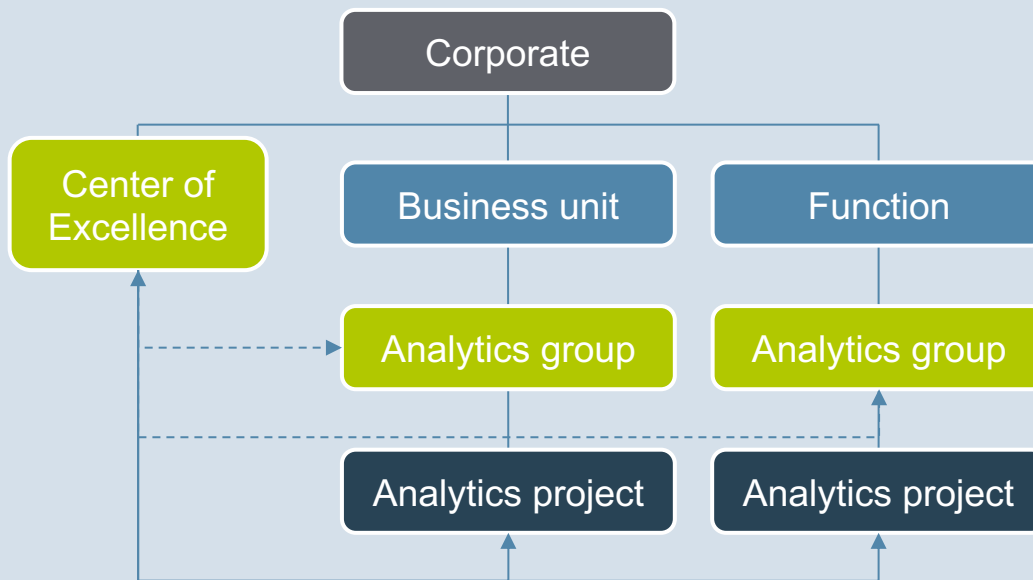
- + Easy and cheap
- + Suitable for small- to medium-scale data science tasks
- Low-motivation trap
- Uncertainty
- No subject-matter experts

# Step 1: The Accounting Model



- + Constant measuring of KPIs
- + Business-wide focus
- Missing the small stories
- Underutilizing technology

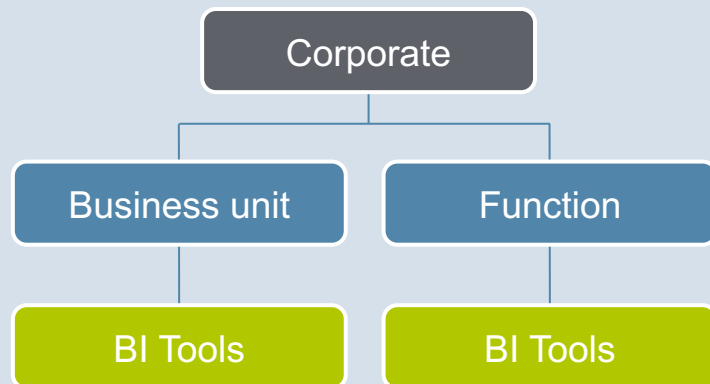
# The Hybrid / Federated Model (Product Data Science Model)



- + Clear ownership, actionable insights, and speed
- + Global optimization
- Cost
- Recurring conflicts due to lack of power parity

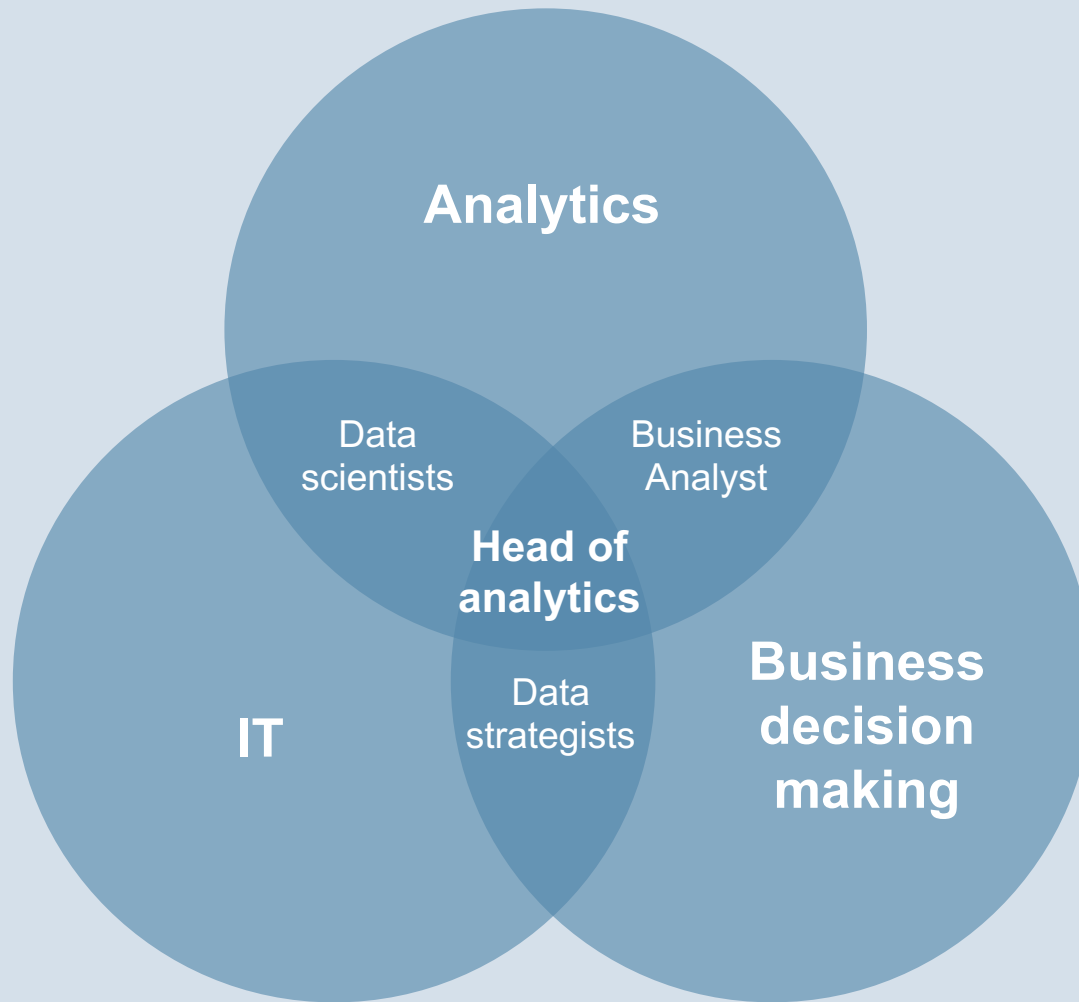


# Step 1: The Democratic Model

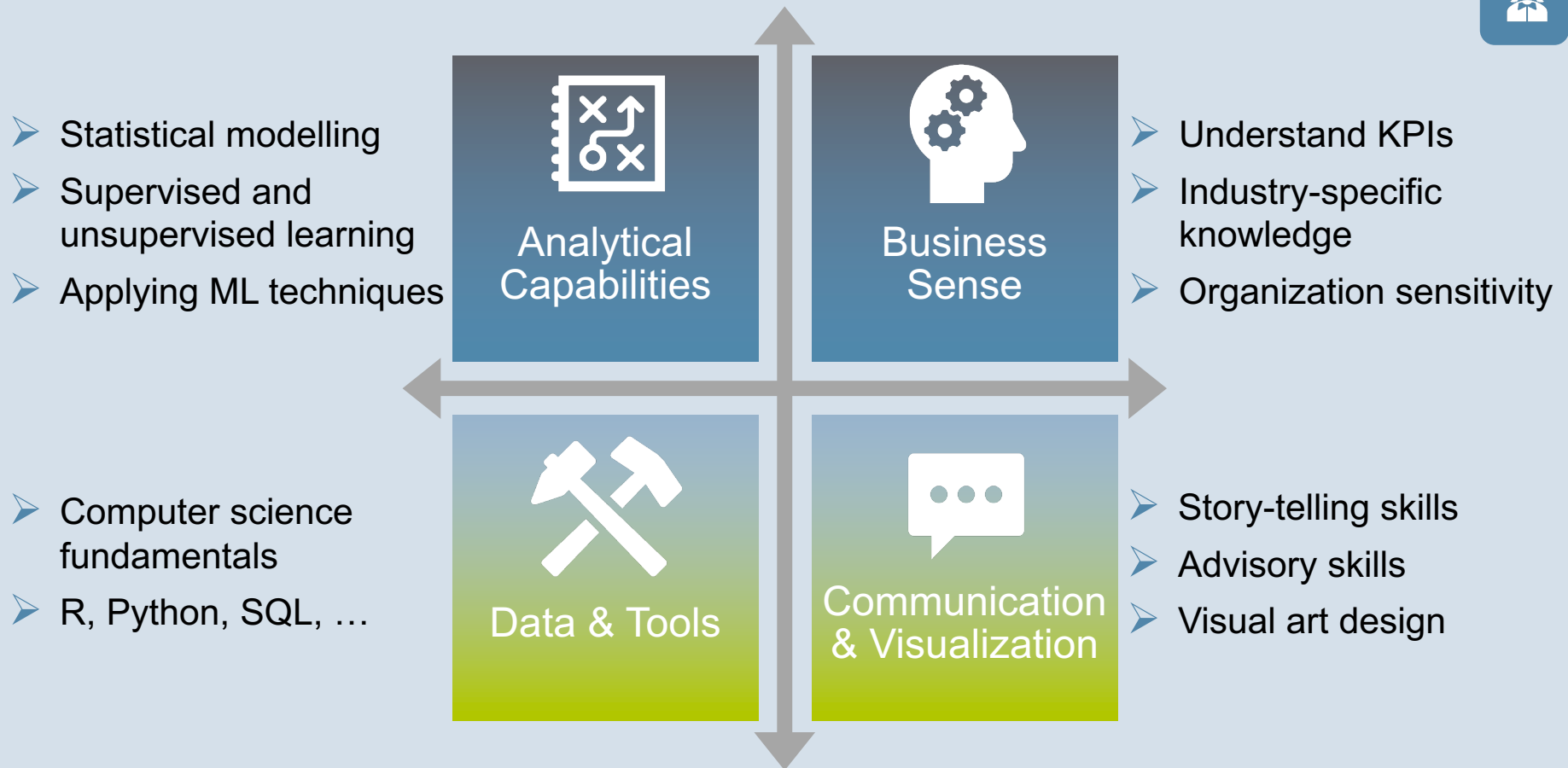


- + Makes work with data simpler
- + Frees up data analysts
- High investment
- Difficulty in mastering everything

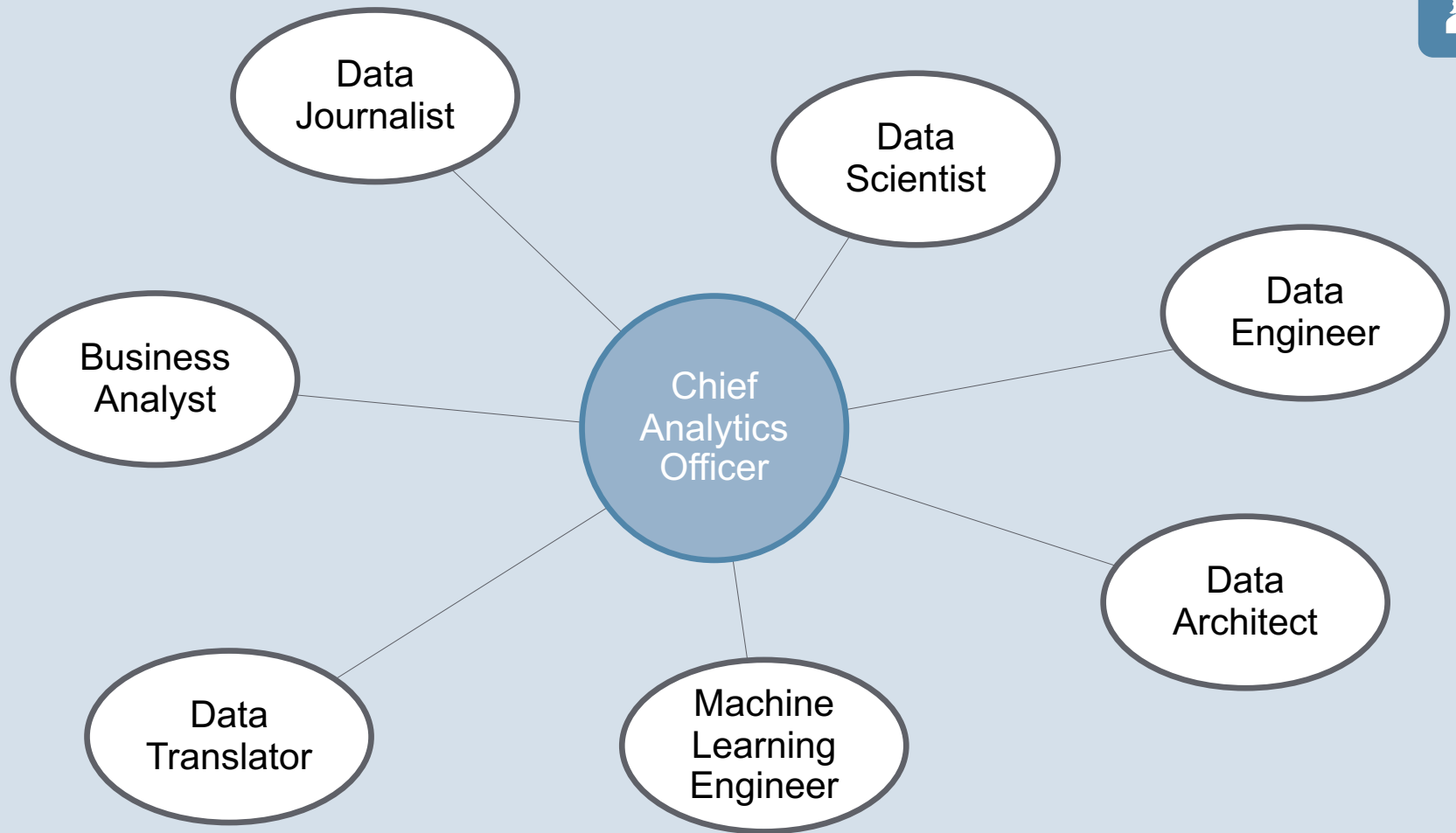
## Step 2: Highly Qualified Teams Require a Mix of Skills and Expertise



# Multi-disciplinary Skills of a Modern Data Analyst



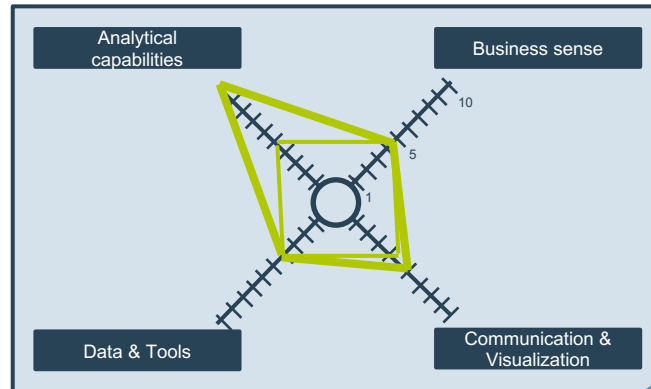
# What roles should a data analytics team have?



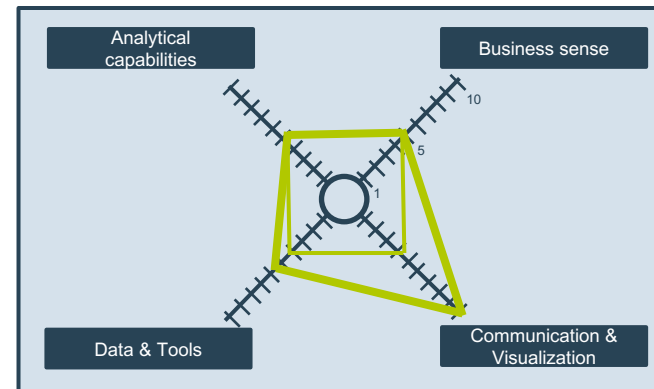
# Typical Profiles in Working Fields of Analytics



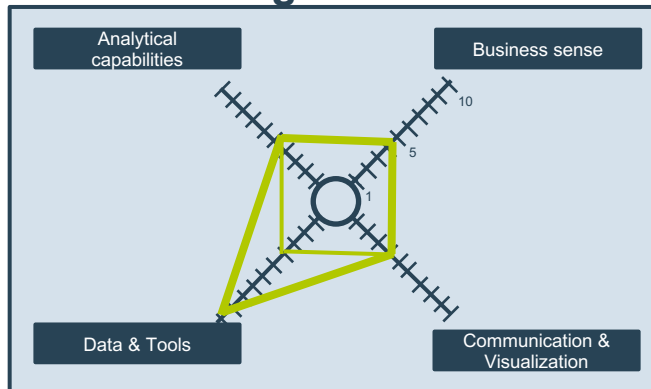
## The 'data scientist'



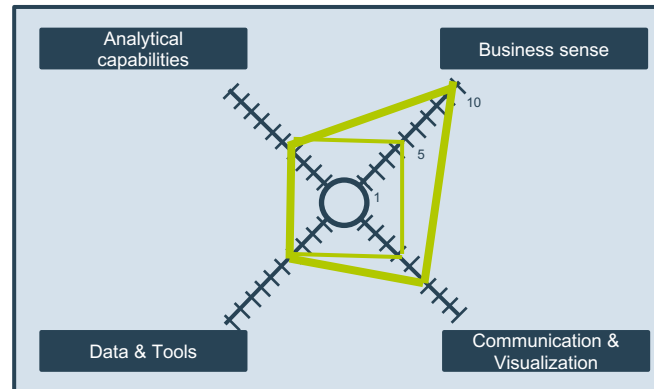
## The 'data journalist'



## The 'data-engineer'



## The 'data translator'



□ Required base level

# Step 3: Engage with stakeholders



*“The goal of work is some output—a strategy, product, marketing plan, budget, account plan, sale, feature, etc. Communication is a way of incorporating stakeholders into a plan \*before\* it is too far along to change or the cost is too high (or coworkers too angry!)”*

Steven Sinofsky

# Step 4: Create a positive team culture and work environment



Offer **promotions** and **career opportunities**

Create **professional** and **supportive** workforce

**Listen** to needs and concern

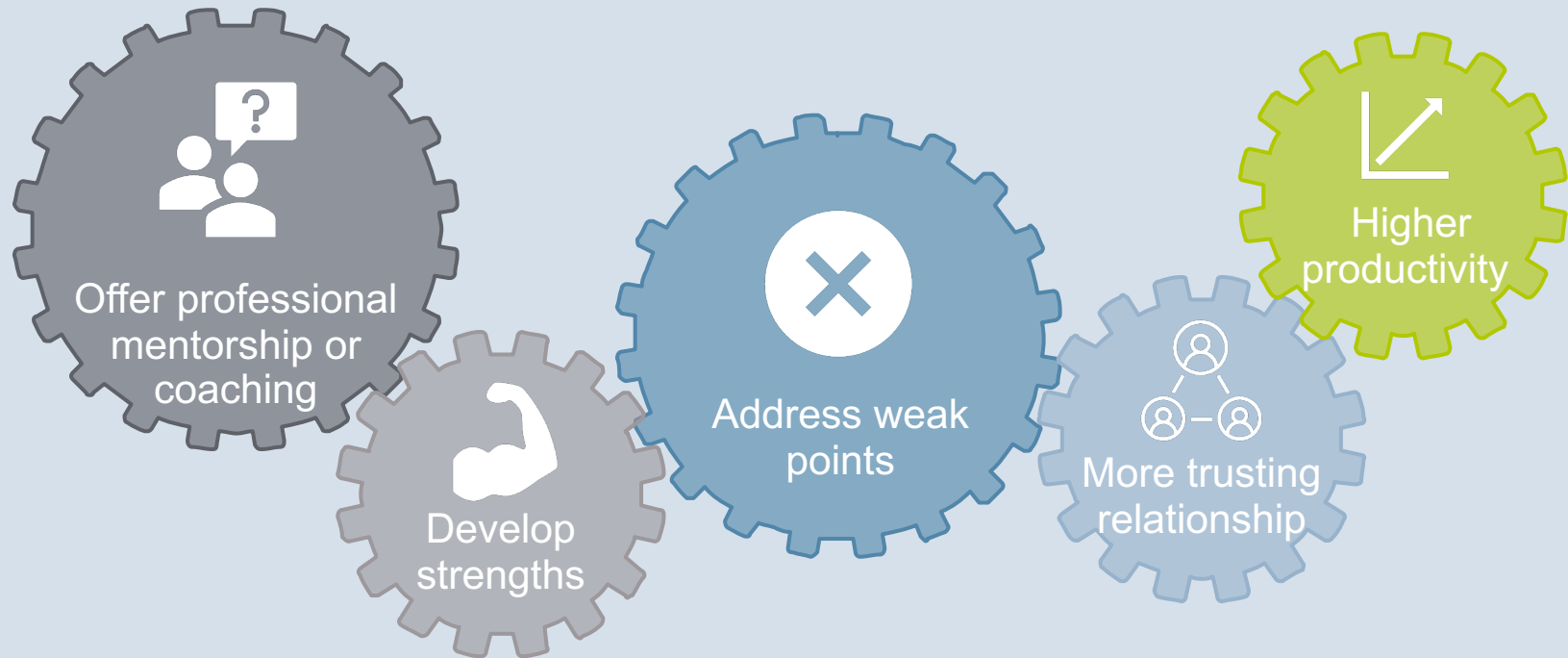
Be **supportive** yourself

**Lead** with a good example

**Establish Values** such as:

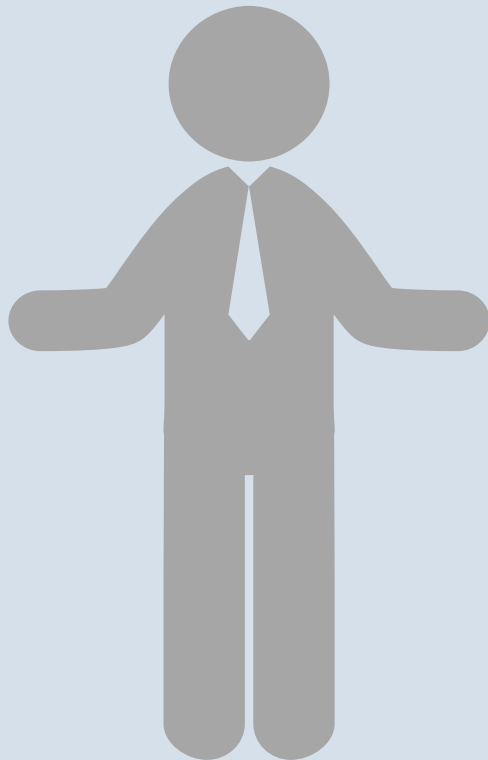
- Honesty
- Integrity
- Punctuality
- Professionalism

# Step 5: Help team members develop their skills





# Step 6: Leadership in Analytics Teams

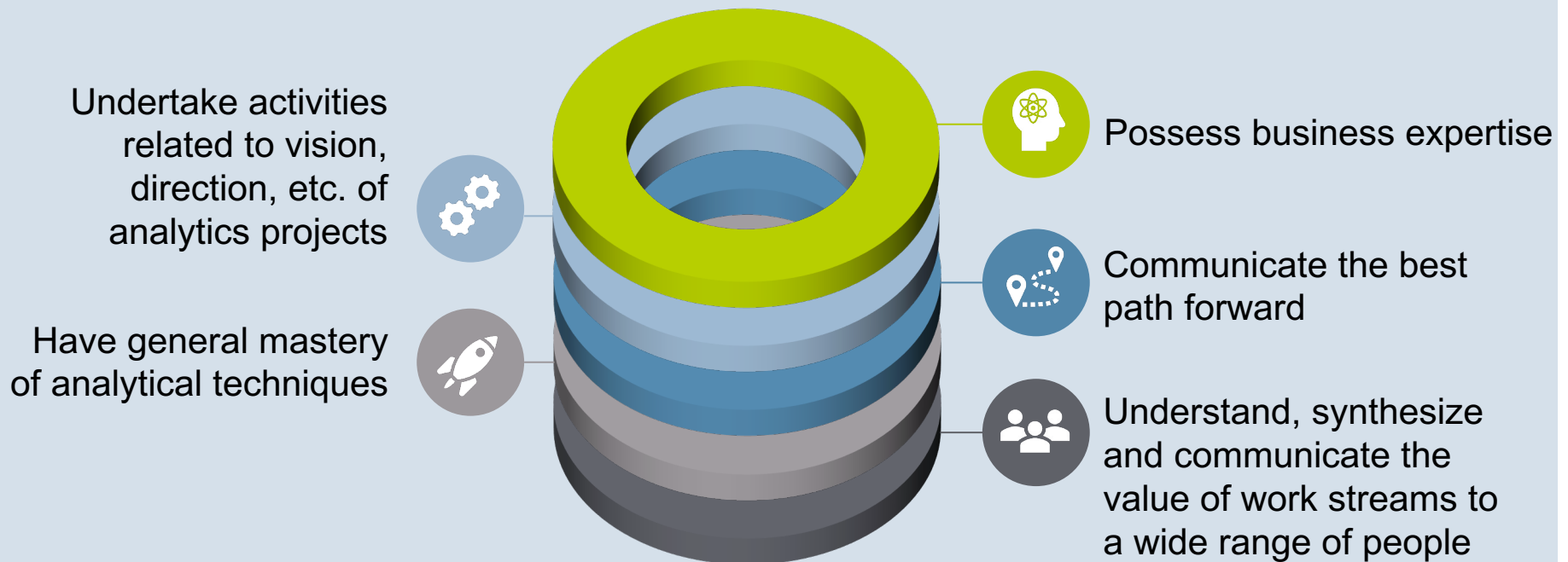


Leadership is key for an analytical vision, data-based decision-making and continuous improvement



Analytics leaders are people who attract, evaluate, hire, manage, fire, lead, and direct and encourage all aspects of the daily operations of advanced analytics teams

# Leadership in Analytics Teams



# Key Traits of Leaders in the Field of Business and Analytics



## Consistency

- Manifestation of ethics, values, and core principles
- Enables trust in the leader



## Passion

- Passion and emotions can be motivating forces
- Extreme emotions should only be embraced internally



## Curiosity

- Curiosity sparks passion and better collaboration
- Drives engagement and happiness in team



## Ownership

- Every action has an impact and can redirect situations
- Builds role-models for responsibility



## Variety

- Breadth of understanding and expertise are valuable
- Enables anticipation of issues and great problem solving

# How to Lead a Successful Data Analytics Team

