Incorporating the Skills and Capabilities Your D&A Organization Needs
Guides for Effective Business Decision Making
By 2025, for organizations to remain competitive, analytical and soft skills will be the most sought-after skills in the data and analytics talent market.

Source: Gartner
As the demand for data and analytics (D&A) skyrockets, finding and keeping D&A talent to support these initiatives is a challenge.

You need a long-term D&A talent strategy: A systematic approach to attracting, sustaining and retaining employees who can communicate D&A value and demonstrate how D&A is linked to data-driven decision makers’ business objectives.

To build D&A roles and skills that are fit for the future, think outside of the box; for example, by applying nonconventional approaches, such as hiring for potential rather than existing experience. Also pursue diversity of people, roles and development paths.

Jorgen Heizenberg
VP Analyst

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D&A Leaders Are More Likely to Prioritize People Issues Over Technology

How you build and organize D&A and the required roles, skills and culture are key to success

<table>
<thead>
<tr>
<th>Technology First</th>
<th>More Oriented</th>
<th>Somewhat More Oriented</th>
<th>Equal Oriented on Both</th>
<th>Somewhat More Oriented</th>
<th>More Oriented</th>
</tr>
</thead>
<tbody>
<tr>
<td>People First</td>
<td>23%</td>
<td>19%</td>
<td>16%</td>
<td>17%</td>
<td>61%</td>
</tr>
<tr>
<td>4%</td>
<td>4%</td>
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</tbody>
</table>

n = 469, all respondents
Q: When thinking about your priorities, what comes first: people or technology?
Source: Gartner
# How to Use This Guide

<table>
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<th>Engage</th>
<th>Tips for Delivery</th>
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<td>Identify the right operating model for your data and analytics work.</td>
<td>Use a conceptual model to create an executable and realistic operating model.</td>
<td>Create cross-functional teams that can speak the same language.</td>
<td>Avoid five common pitfalls when designing your data and analytics organization.</td>
</tr>
</tbody>
</table>
Prepare

Identify Key D&A Operating Model Components, Like Where D&A Work Will Take Place

To build a highly capable D&A organization, first establish an operating model that determines what work needs doing, who should do it and where the relevant roles should do most of their work.

**Step 1**

The key questions that will help you, as a data and analytics leader, to identify the right operating model for your D&A work are:

- Who are the strategic stakeholders and what are their objectives?
- What D&A work needs to be done, in what order, and why?
- Where should that work take place, and when?
- What are the barriers to success, and how can we mitigate them?

**Step 2**

In considering, for example, where D&A work should take place, consider using a generic organizational model to map D&A work globally, regionally and locally. This will help you determine what resources, skills and capabilities you will need in your physical organization (also see next page).

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**Generic Organization**

<table>
<thead>
<tr>
<th>Head Office</th>
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<tbody>
<tr>
<td>Back Office (e.g., ERP, SCM, Finance, HR, etc.)</td>
</tr>
<tr>
<td>Front Office (e.g., CRM, Digital Commerce etc.)</td>
</tr>
<tr>
<td>Innovation</td>
</tr>
<tr>
<td>Platforms and Ecosystems</td>
</tr>
<tr>
<td>Infrastructure and Operations (e.g., IT)</td>
</tr>
</tbody>
</table>

Source: Gartner
Establish

Use a Conceptual Model to Create an Executable Operating Model

By mapping conceptual patterns to physical and virtual organizational structures, you create an executable and realistic operating model. As the “what” and “who” of D&A work change, update the conceptual model to keep physical and virtual organizations optimized.

This figure (right) shows a complex mix of local work taking place inside various organizations, including stand-alone business units, as well as regional business units.

Gartner considers a hybrid model to be best practice: a hub-and-spoke approach with a core centralized team — a D&A center of excellence (COE) — that coordinates with multiple decentralized teams that collaborate within lines of business.

Gartner resources: What are must-have roles?

D&A leaders need to support the opportunities and challenges of digital business with the right competencies.

Mapping the Conceptual Organizational Models to Your Physical Organization

Source: Gartner
Engage

Create Cross-Functional Teams That Can Speak the Same Language

Step 1
Create cross-functional teams by blending technology skills, data and analytics skills, business domain expertise and soft skills, with people from diverse backgrounds to build the required capabilities:

- Data and analytics
- Technology and business
- Analytical and creative
- Extraverts and introverts
- Varied levels of experience:
  - Business unit and enterprise
  - Experienced and starters

Step 2
Develop data literacy programs that are aligned with business objectives by creating data literacy personas based on specific responsibilities and maturity.
## Avoid Common Pitfalls in Building a Data-Driven Culture

<table>
<thead>
<tr>
<th>Pitfall</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural challenges to accept change</td>
<td>Base your data and analytics organization on collaboration, cooperation and problem solving, and create the role of chief data and analytics officer (CDAO) or similar to lead the culture change initiative.</td>
</tr>
<tr>
<td>Lack of resources and funding to support the program</td>
<td>Create a business-driven strategy and operating model. Be prepared to demonstrate the business value of data and analytics to the whole organization.</td>
</tr>
<tr>
<td>Poor data literacy</td>
<td>Develop data literacy programs to make the organization model fluid and responsive to the dynamics of changing circumstances, and better aligned with business objectives.</td>
</tr>
<tr>
<td>Lack of relevant skills or staff</td>
<td>Upskill existing staff and use consultants for temporary support and training, and to augment any additional workload capacity needed.</td>
</tr>
<tr>
<td>Lack of focus in defining the most important initiative</td>
<td>Include the entire enterprise in the organization of data and analytics by establishing cross-functional teams, and by understanding the informal (social) network of go-to people.</td>
</tr>
</tbody>
</table>
Actionable, objective insight

Explore these additional complimentary resources and tools to make better business decisions.

Roadmap
Enhance Your Roadmap for Data and Analytics Governance
Set the right governance foundation.

Webinar
Data & Analytics Series: Modernize Your Data Strategy to Achieve Digital Success
Connect the strategy to your operating model.

Resource Hub
Chief Data Officer to Build Data & Analytics Leadership Traits
Create competitive advantage through D&A.

Roadmap
The IT Roadmap for Data and Analytics
Follow D&A best practices to create a strategy.

This guide is part of the Effective Decision Making Series. You can access other guides in this series to continue improving how your business makes decisions and learn:

- How to prioritize data and analytics
- When to augment decisions with AI
- What role data fabric will play in your data management
- Which decisions to reengineer and why

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