



PRAGMATIC DATA ORGANIZATION LEADERSHIP

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LEADDEV, BERLIN, DECEMBER 2023

AGENDA

1 **TEAM STRUCTURE**
CUSTOMER VIEW FIRST How the Data & Analytics organization has evolved and what this looks like for us

2 **WAYS OF WORKING**
DIVE DEEP AND ACT UPON IT How we work together as a team, structure of work, Discovery and Delivery

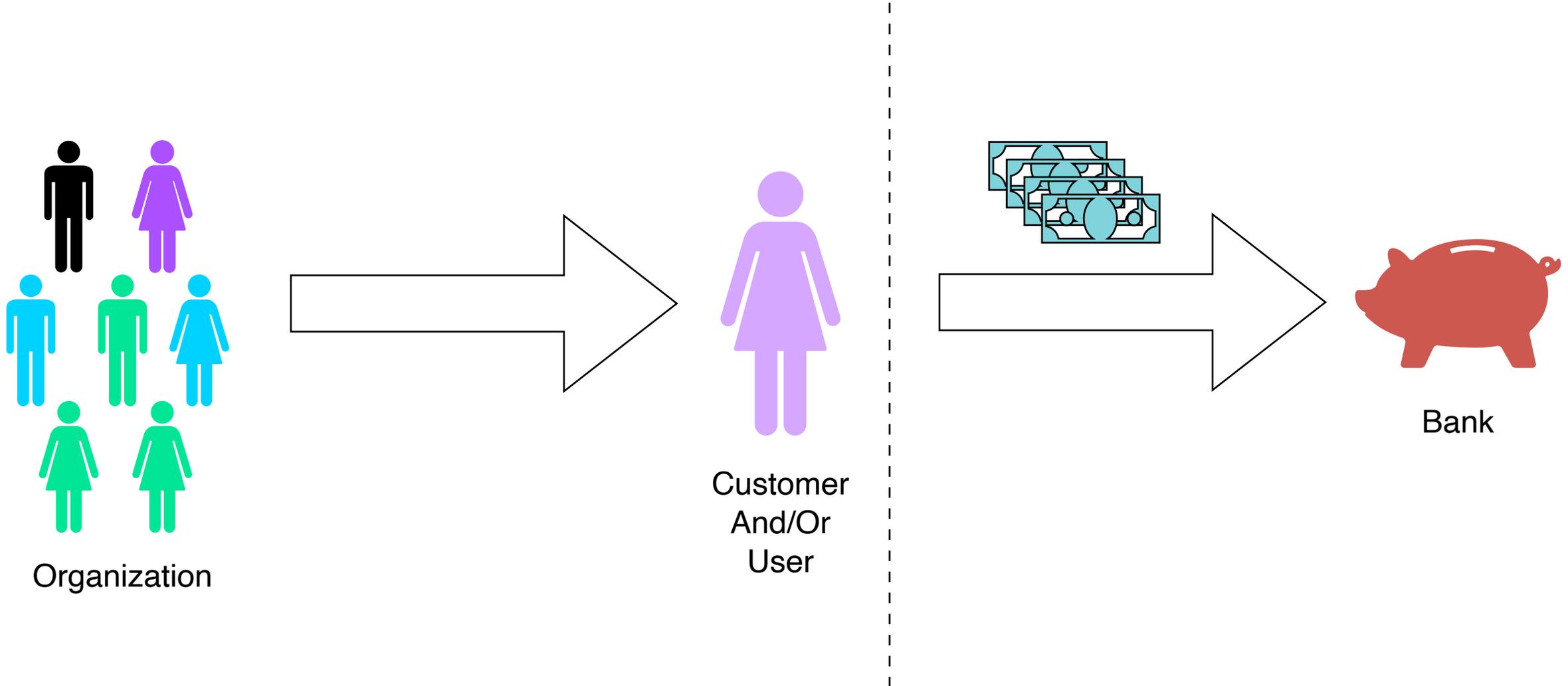
3 **Q & A**
SEEK TRUTH & COMMIT

TEAM STRUCTURE

CUSTOMER VIEW FIRST

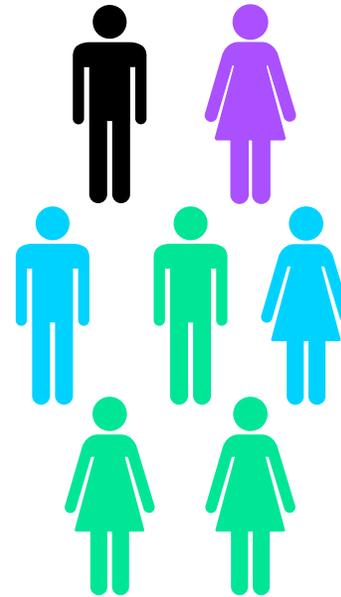
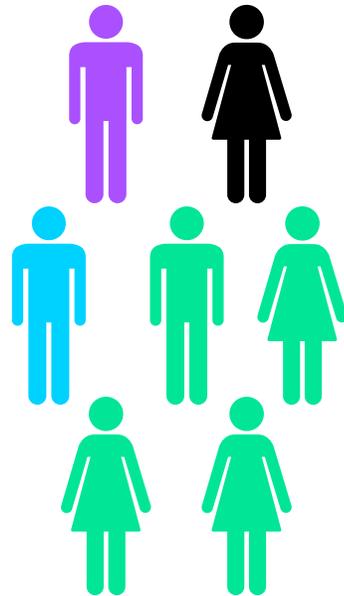
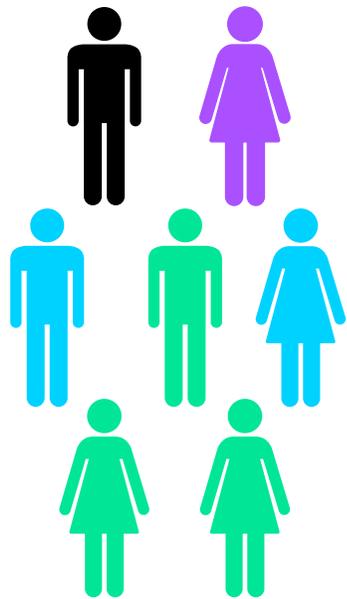
TEAM STRUCTURE – ORGANIZE ALONG/BEYOND CUSTOMER VALUE DELIVERY

WE ARE HERE TO SERVE THE CUSTOMER THROUGH THE BUSINESS



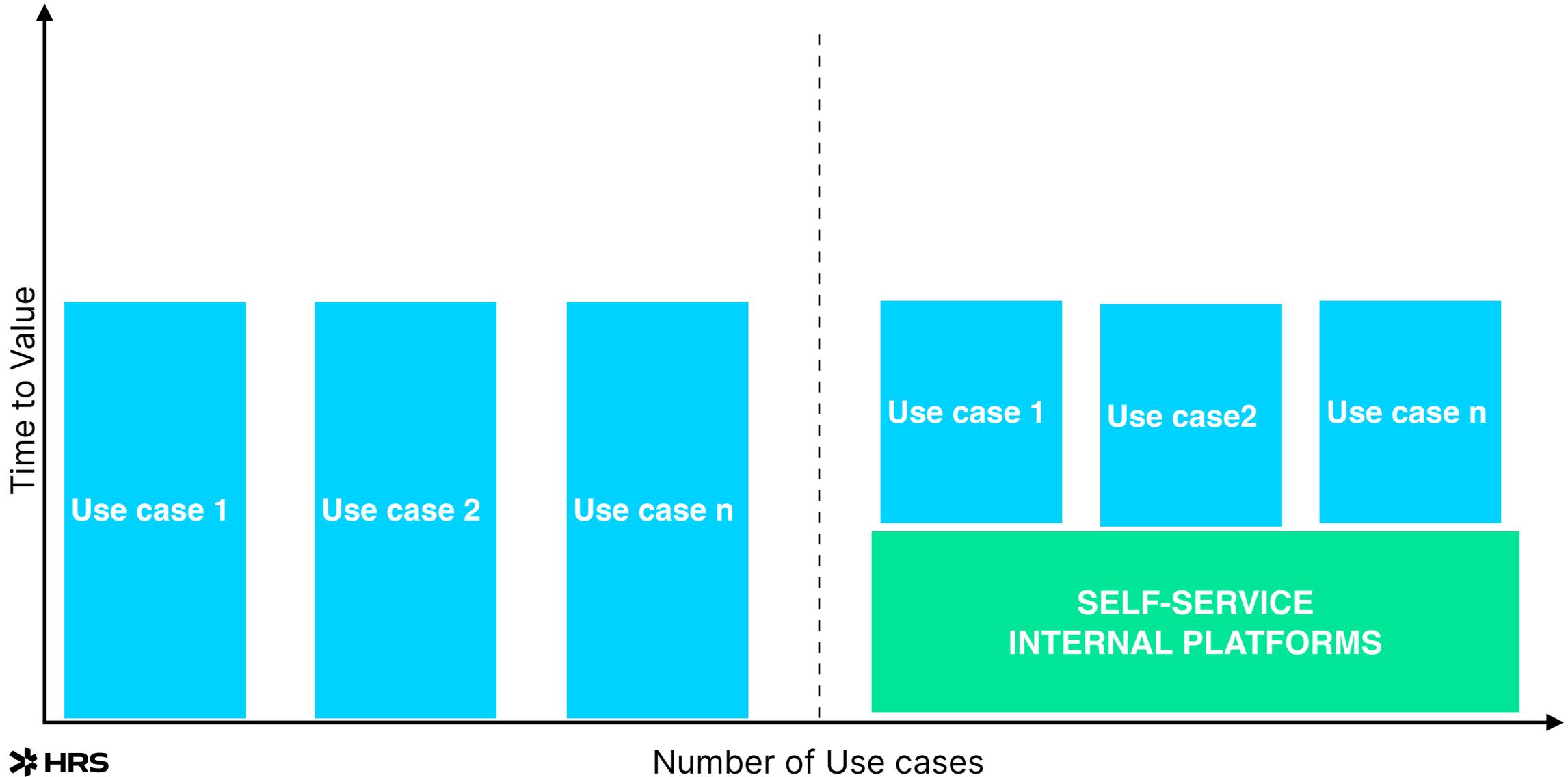
TEAM STRUCTURE – ORGANIZE ALONG CUSTOMER VALUE DELIVERY

WE ARE HERE TO SERVE THE CUSTOMER THROUGH THE BUSINESS



- Legend**
-  Data/ML Practitioners
 -  Software Engineers
 -  Technical Lead
 -  Product Manager

TEAM STRUCTURE — SCALE WITH PLATFORM TEAM(S)



TEAM STRUCTURE – SCALE WITH PLATFORM TEAM(S)

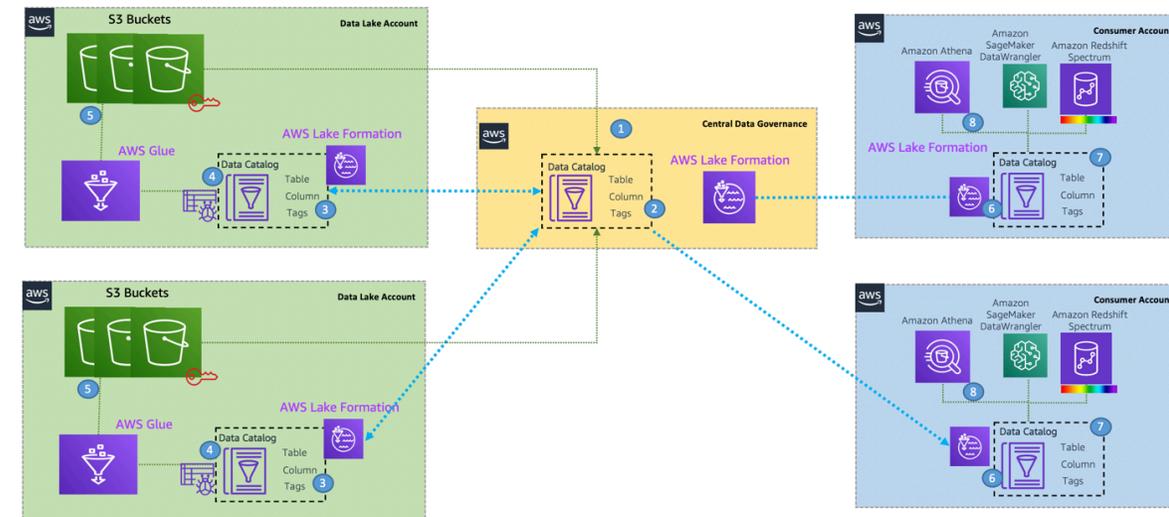
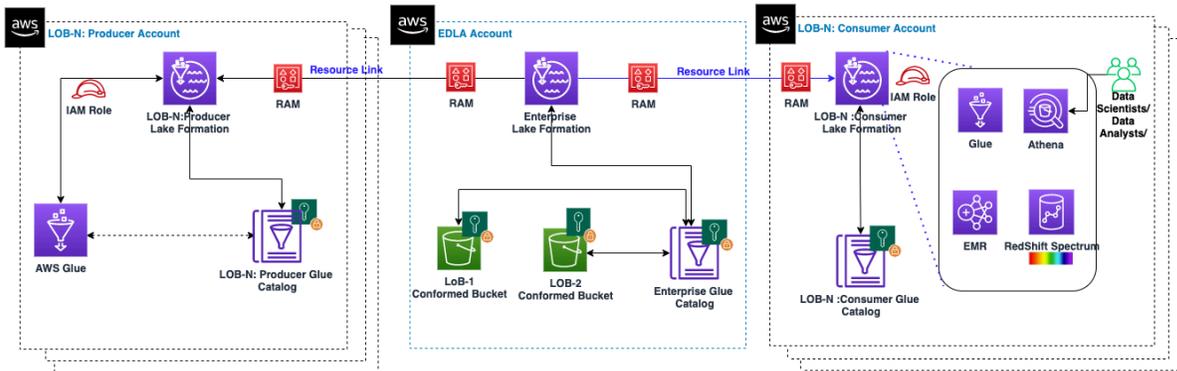
ARCHITECTURE RECOMMENDATIONS – CONWAY’S LAW +

Any organization that designs a system will produce a design structure whose structure is a copy of the organization’s communication structure [and budget + customer (and stakeholder) expectations] and [not industry trends]

Central Data Lake

or

Data Mesh



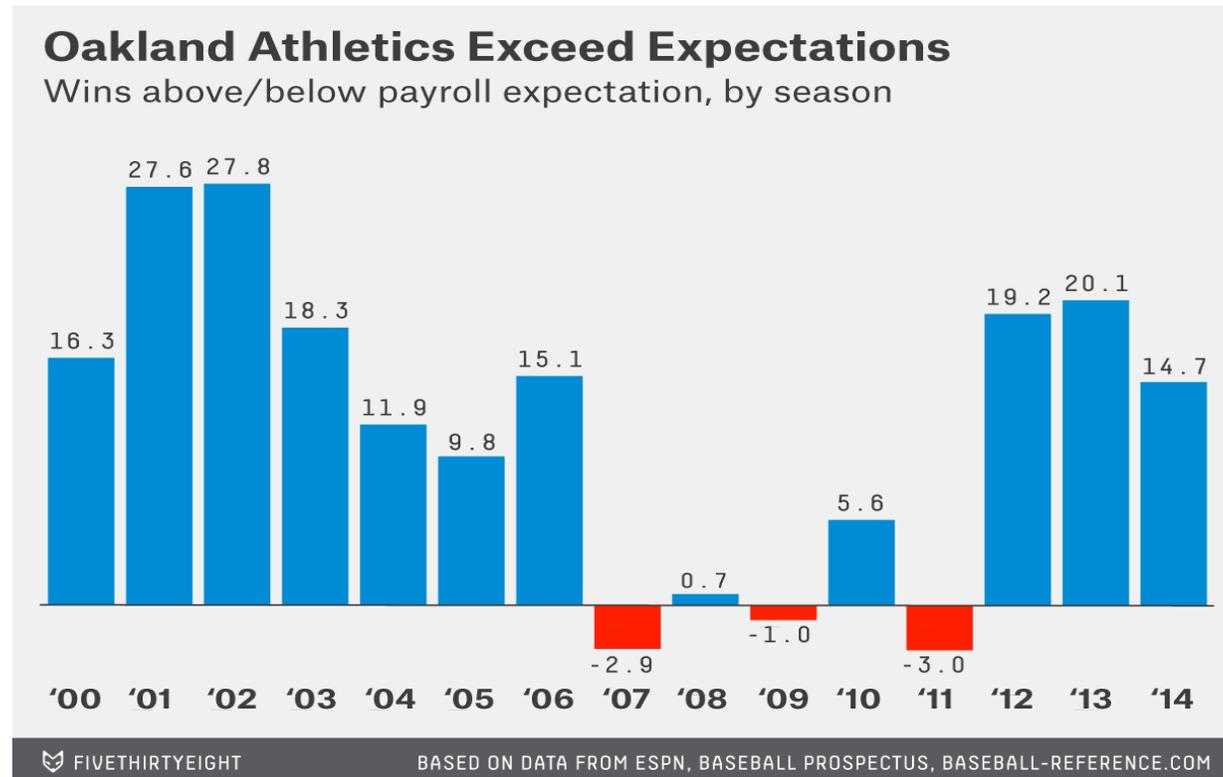
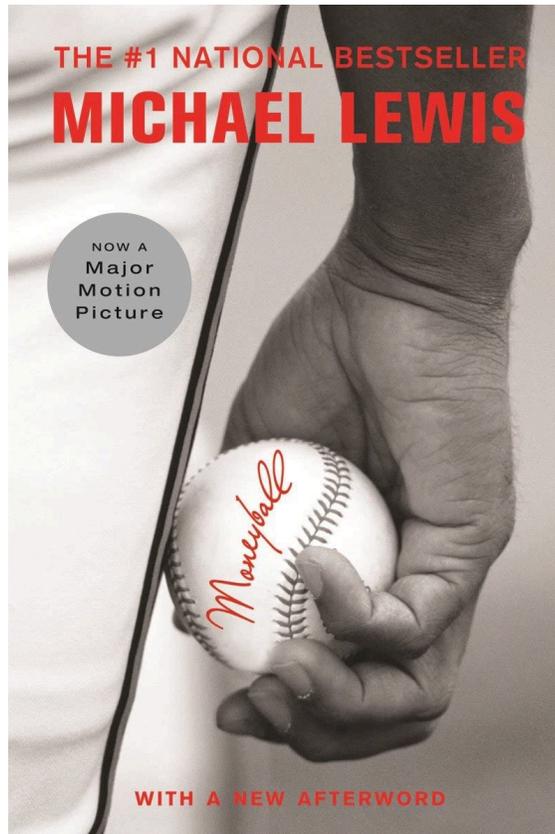
WAYS OF WORKING

THINK BIG AND ACT

WAYS OF WORKING — DEEP DIVE AND ACT ON IT

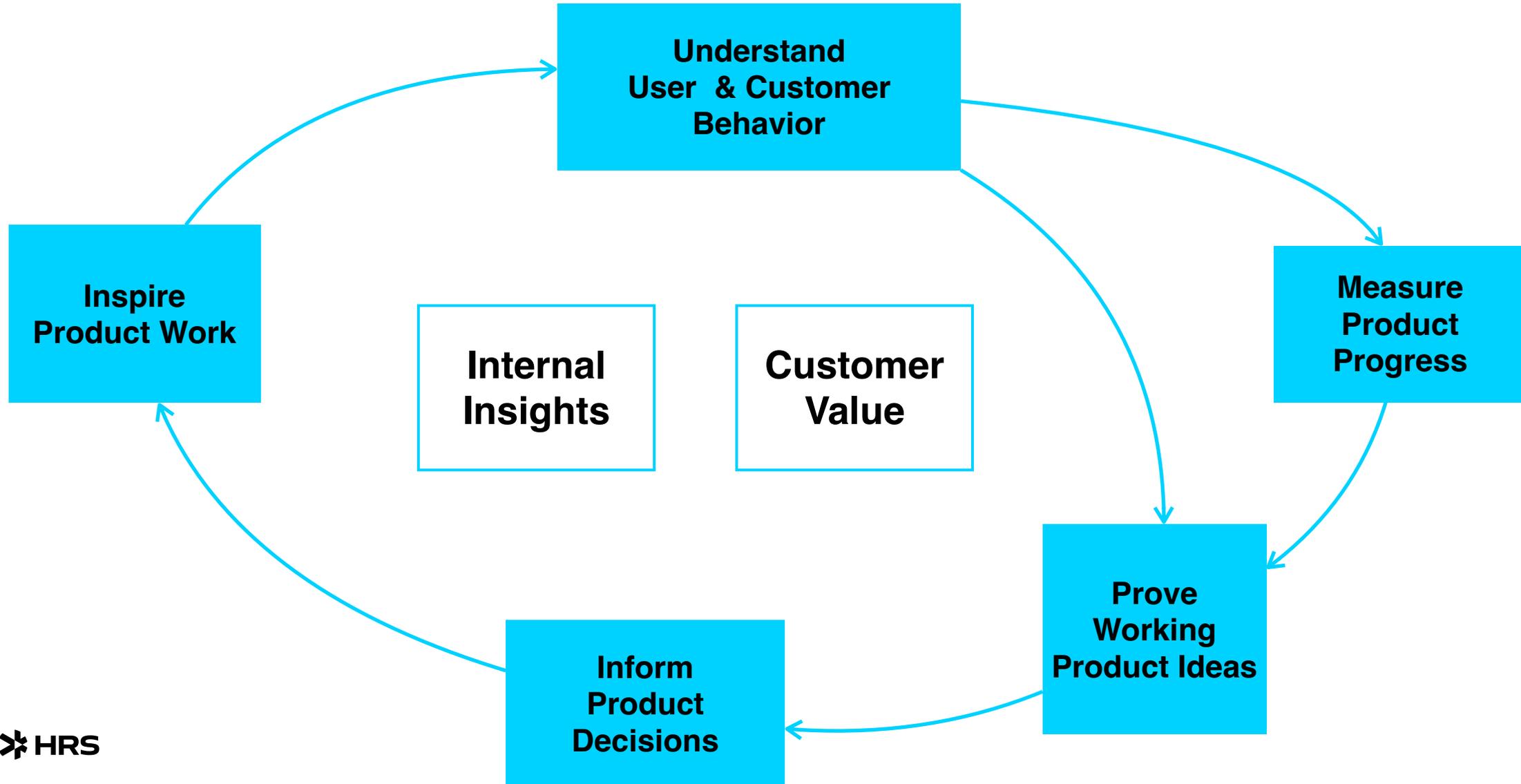
WHAT IS DATA SCIENCE?

Data Science: Identifying variables and metrics that *might* be better predictors of **(business)** performance



WAYS OF WORKING – DEEP DIVE AND ACT ON IT

STRATEGY AS A FLYWHEEL – HOW WE ENABLE THE BUSINESS TO WIN



WAYS OF WORKING — DEEP DIVE AND ACT ON IT

WHO WE ARE — EXECUTE AS A TEAM ON A MISSION



CROSS FUNCTIONAL DATA SCIENCE TEAM

Collaborate with product teams to solve top priority, strategic initiatives with data & advanced analytics.

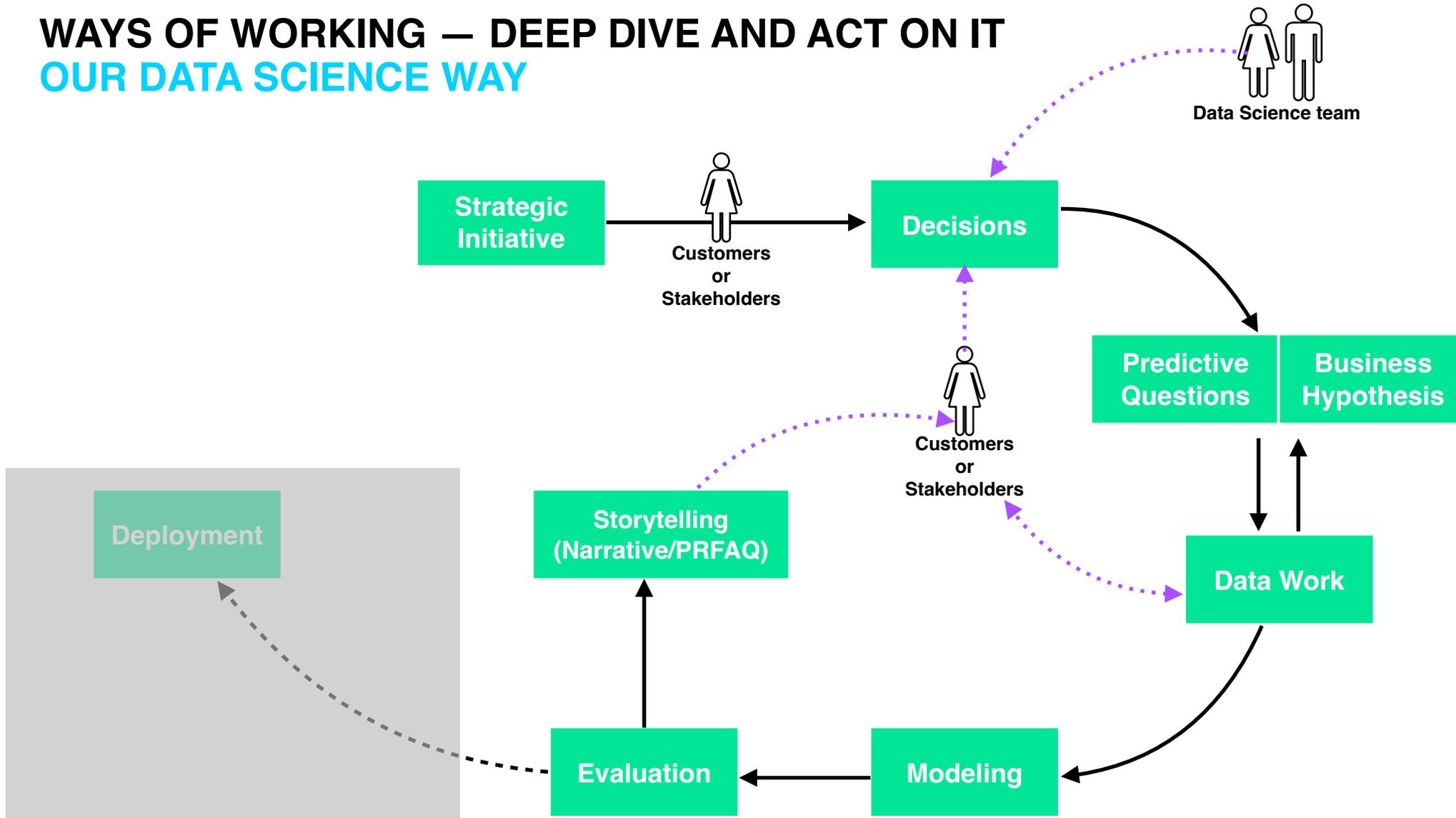
- We are not a RESEARCH TEAM.
- We are responsible for business outcomes, directly or indirectly.
- We engage in research to deliver analytic outcomes/ outputs iteratively.
- We value shared analytic outputs over comprehensive research documentation.
- We respond to change over following a plan.

WAYS OF WORKING (TACTICS)

DEEP DIVE AND ACT ON IT

WAYS OF WORKING – DEEP DIVE AND ACT ON IT

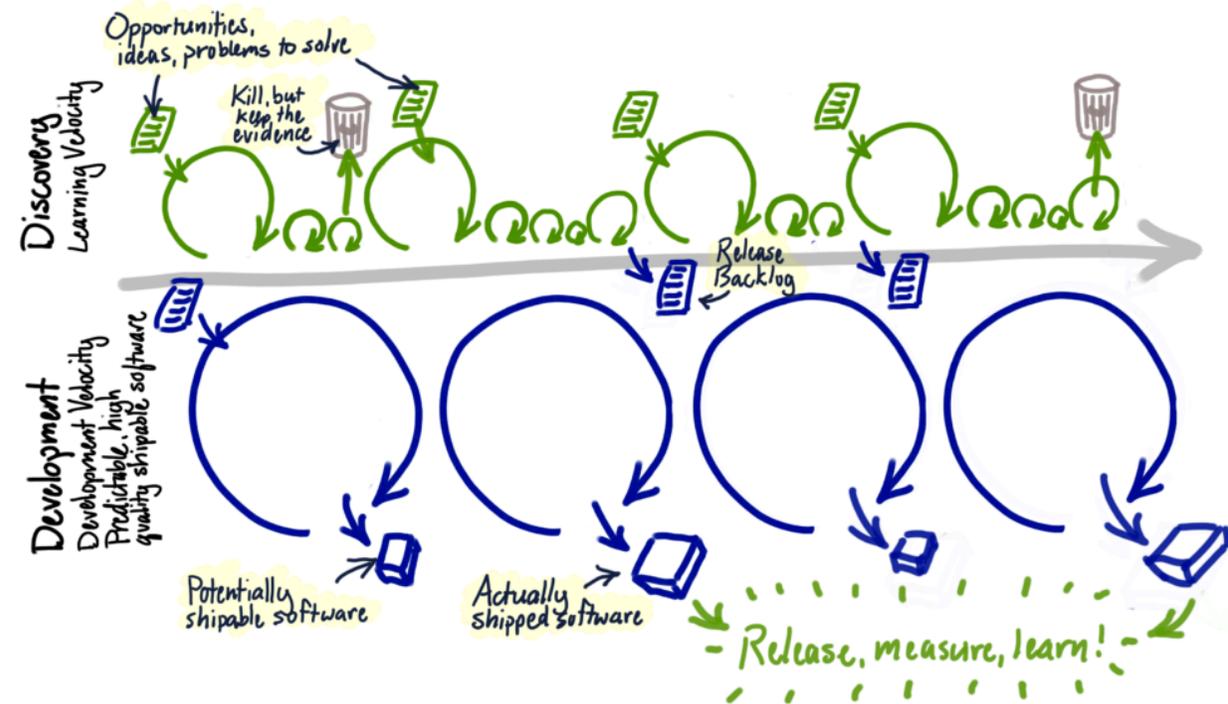
OUR DATA SCIENCE WAY



WAYS OF WORKING — DEEP DIVE AND ACT ON IT

DUAL TRACK DEVELOPMENT — DISCOVERY & DELIVERY

- Iterate, iterate, iterate: tables, charts, reports, predictions
- Ship intermediate output: failed experiments have outputs
- Prototype experiments over implementing tasks
- Get meta. Describe the process, not just the end state
- Climb up & down the data-value pyramid as we work



HYPOTHESIS-DRIVEN DEVELOPMENT

We believe that <this capability>
Will result in <this outcome>
We will know we have succeeded when
<we see a measurable signal over a [short] time period>

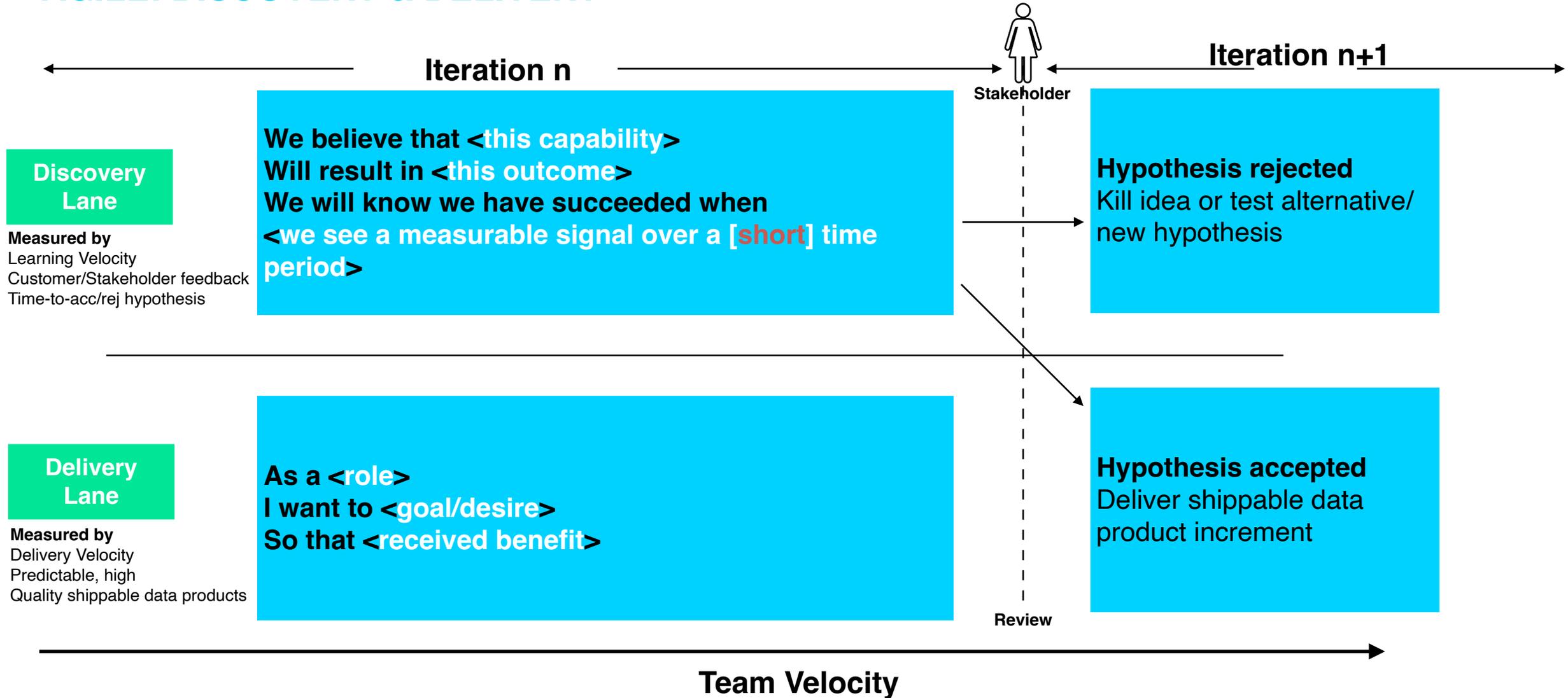
OUR WAYS OF WORKING — DEEP DIVE AND ACT ON IT
DELIVERY — IN PRACTICE

USER STORIES

As a <role>
I want to <goal/desire>
So that <received benefit>

OUR WAYS OF WORKING – DEEP DIVE AND ACT ON IT

AGILE: DISCOVERY & DELIVERY



IN CLOSING: RECAP

QUICK RECAP

- Organize Along/beyond Customer Value Delivery
- Eliminate Undifferentiated Heavy-lifting Per Use Case
- Scale With Platform Team(S) With Conway's Law +
- Define Clear Ways Of Working Understood By Everyone In The Group
- Embrace Agility With Dual Track Work: Discovery And Delivery
- If It Does Not Work, Refine And Iterate



THANK YOU, & STAY IN TOUCH