

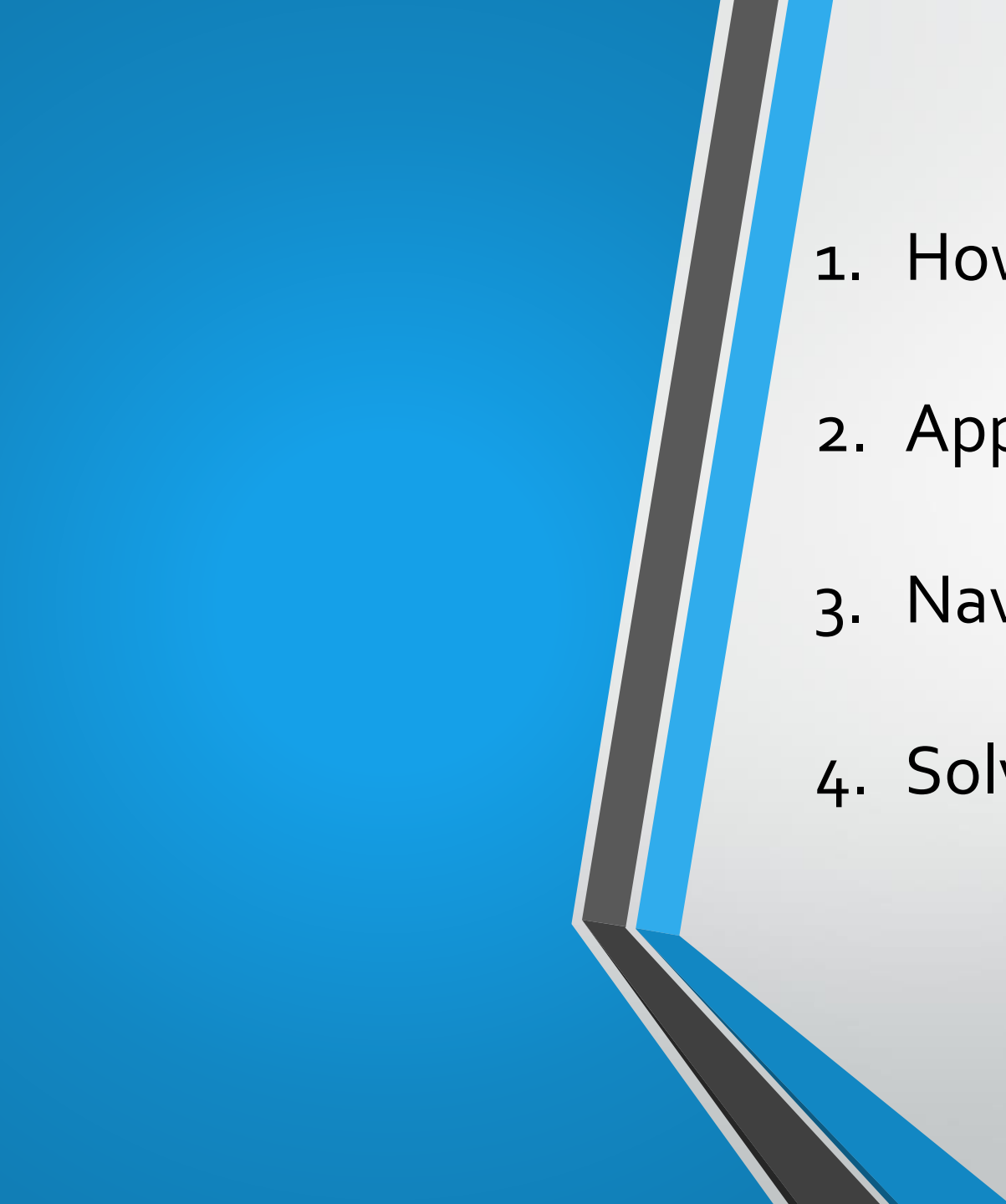
Qualitative to Quantified: The Challenge of New Measurement Requests

Chris Bawden 2022

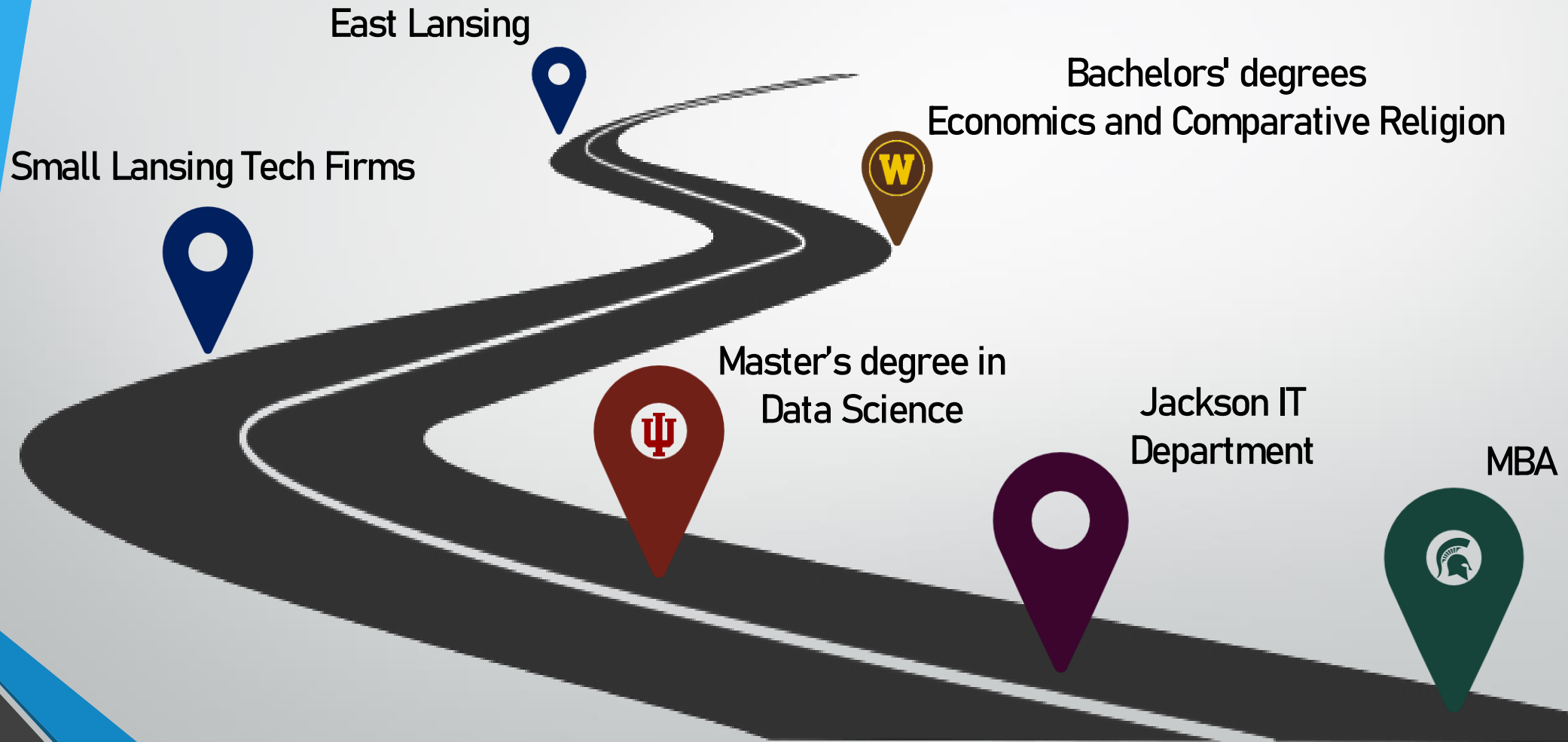
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1. How New Measurement Requests Look
 2. Approaching New Measurements
 3. Navigating Common Difficulties
 4. Solving the Challenge

My Journey







Requests for New Measurement

How Requests Come In



During planning meeting with leadership



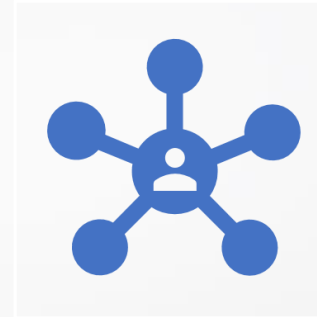
“Hey Chris, can you run a report on this for me??”

Data Is A Product



Few people see data as a product:

“While most organizations are attempting [digital transformation], only a small percentage are getting it right.” - HBR



Data as a Product includes but is not limited to:

Comprehensive design, focus on business value, consideration to organizational impact

<https://hbr.org/2020/05/approach-your-data-with-a-product-mindset>

Data is a
product with a
lifecycle

Why Requests Are Frequent

Digital Transformations

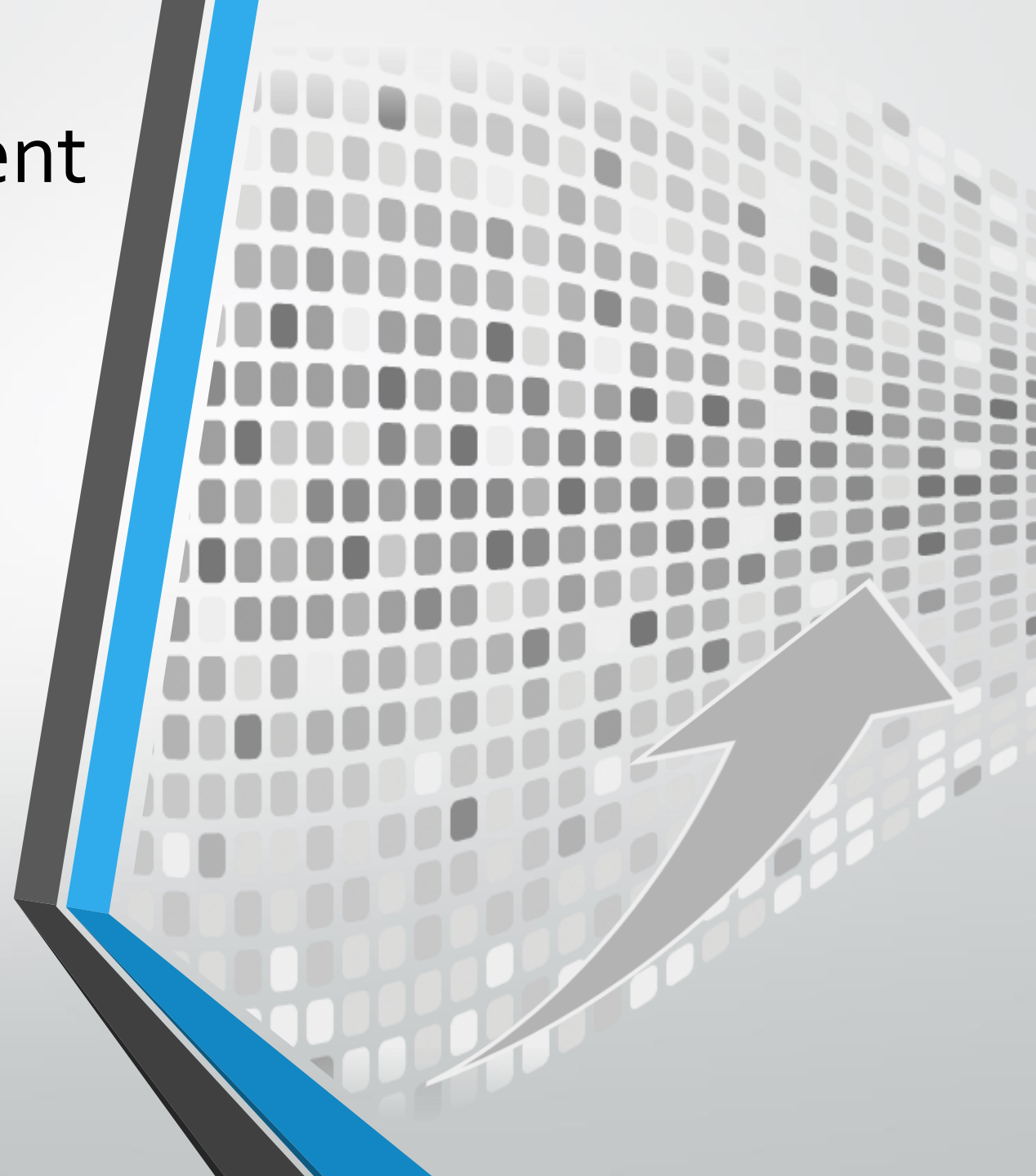
- More data generated
- Incredible increase in last 5 years


Data Literacy

- People finally using data to drive decisions

Return On Investment

- Value of data is becoming visible





Approaching New Measurements

1. Determine Value (if any)

Do this for all data products (even existing)

- More uncertainty with new requests
- Likely requestor has not considered value

Explicitly state value

- “I think it will be interesting” is not business value
- Defined use case

Narrative: Landing Page Analytics

“I think it will be
interesting”

≠

Business Value

2. Understand Customer's *Needs*

Who is the customer?

- Who is requesting the data?
- Who will be using the data?

What will data be used for?

- How will data be used?
- What decisions will be influenced?

Narrative: Ranked sales data

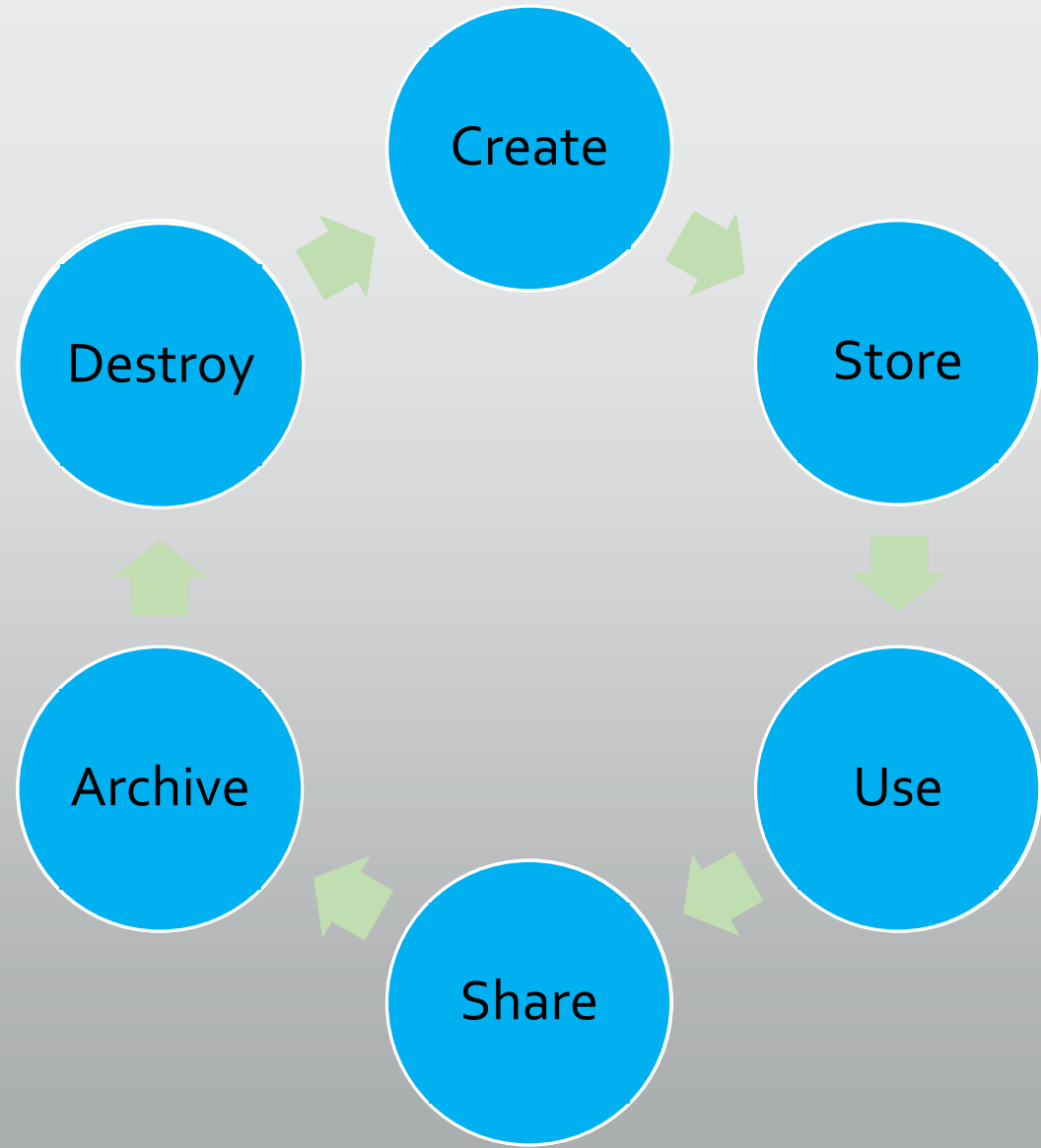
3. Research The Data

Data characteristics drive the process

- Origin
- Context
- Size
- Frequency

Narrative: Satisfaction surveys

4. Map Data Lifecycle



Narrative: Communications Data



Navigating Common Difficulties

Reason it has not been measured

Reveals Hidden Issues

- Provides context
- Insight into technical/political challenges

Common Answers

- Data did not exist
- New business initiative
- Change in processes

Red Flags

- It was too difficult to measure
- It wasn't important before

If it was not
important before,
what makes it
important now?

Managing Expectations

Assumptions

- Will data challenge assumptions?
- Will people make assumptions based on results?
- Reputations, responsibilities, etc.

Managing expectations

- Conversations with owner/stakeholders
- Notes on the visualization
- Present visual to tell story

Narrative

- Affiliate Marketing

Data doesn't
lie; people
make
assumptions

Prototypes, PoCs, MVPs

Challenges

- 'If it works, use it' mentality

Potential Remedies

- Expiration date
- Communicate risks
- Show opportunity cost

Narrative

- Departmental Health Report

Unanticipated Update Requests

“One-time report”

- Future use not considered
- Value has not been established (need PoC)

Exceeding Expectations

- Great reports generate organic demand

Mitigation Strategies

- Explicitly ask requestor about refreshes
- Document requirements for updates
- Talk to those close to data
- Research industry usage of the data

Good data
drives organic
demand

Data Owner Reticence

Reasons

- Sense of ownership
- Concern of misrepresentation
- Fear of perceptions
- Additional work

Resolutions

- Negotiation
- Data culture

Narrative

- Incident Reporting


Measurement Not Possible

Document Design

- Why - List of dependencies
- Explicitly indicate timeline
- Be explicit with opportunity cost

Alternative Measurements

- Can we measure something related?
- Proxy data points: Reputation, satisfaction, human value (Larry Prusak)
- Ensure strong correlations



Solving for The New Measurement Request

Data Governance and Intake Process

- Largest and most important safety measure
- Big undertaking, part of digital transformation

Data Literacy

- Data workers must coach customers
 - Another long-term solution
 - Embrace consultant mindset
- Data literate reduces policy violations
 - Many policies put in place after something went wrong





Data literacy
supports data
governance

Anticipate New Measurements

- Domain expertise
- Industry research
- Log of previous requests

Ask Questions

- What is the value?
- Who is the customer?
- What decisions will be influenced?
- Why has this not been measured?

Connect With Me

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