

Tales from the Trenches: The Art of Building High-Performance Teams for your Chief Data Office & Information Management Programs

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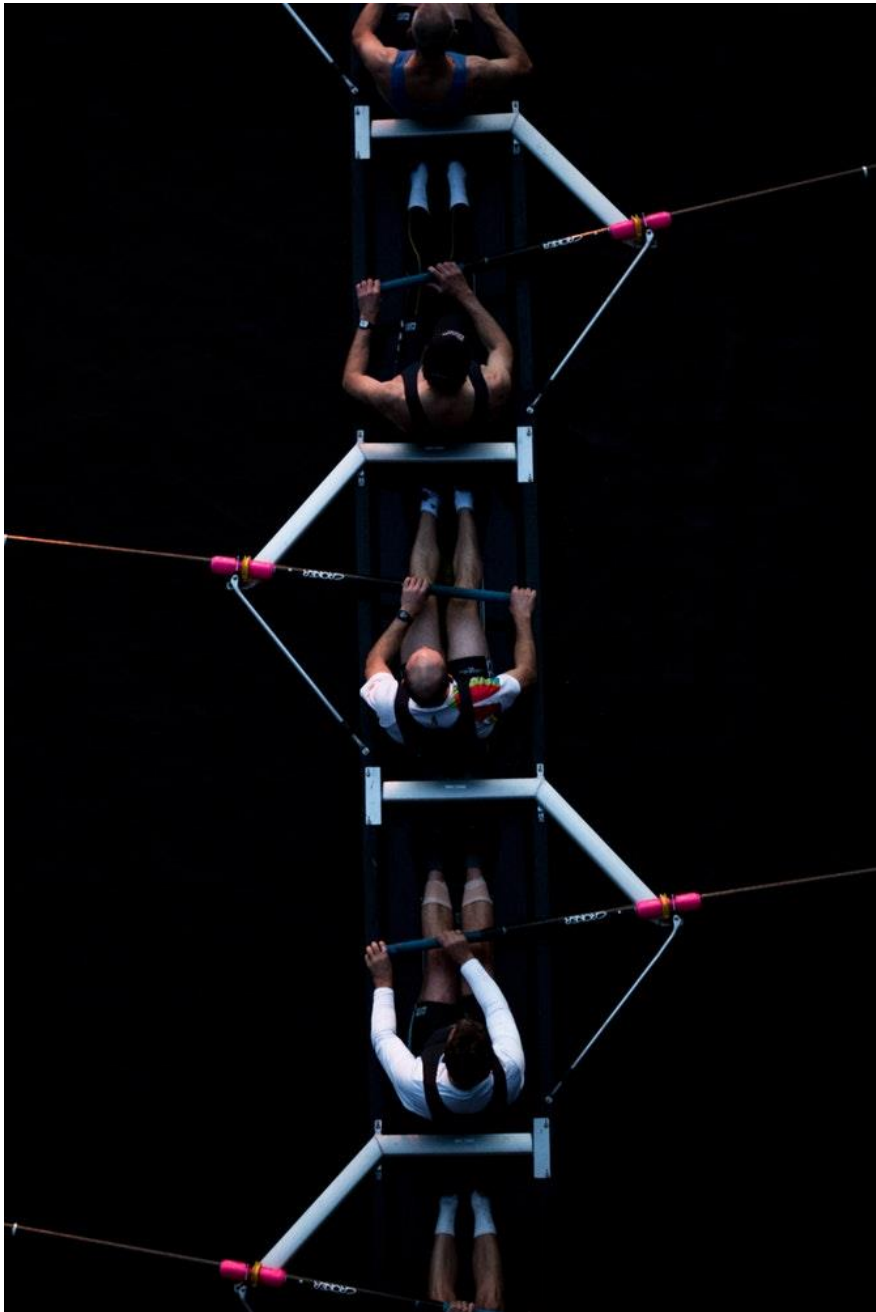
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Tales from the Trenches

The Art of Building High-performance Teams for your CDO & Information Management Programs.

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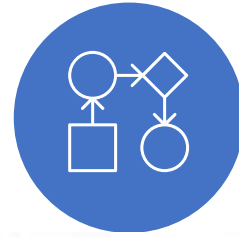
“Water, water, everywhere,
Nor any drop to drink”.

“The Rime of the Ancient Mariner”
Published – 1798 A.D
- by Samuel Taylor Coleridge

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Before you focus on the “People Factor”..

Know where you are and where you intend to go..

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where-" said Alice.

"Then it doesn't matter which way you go," said the Cat.

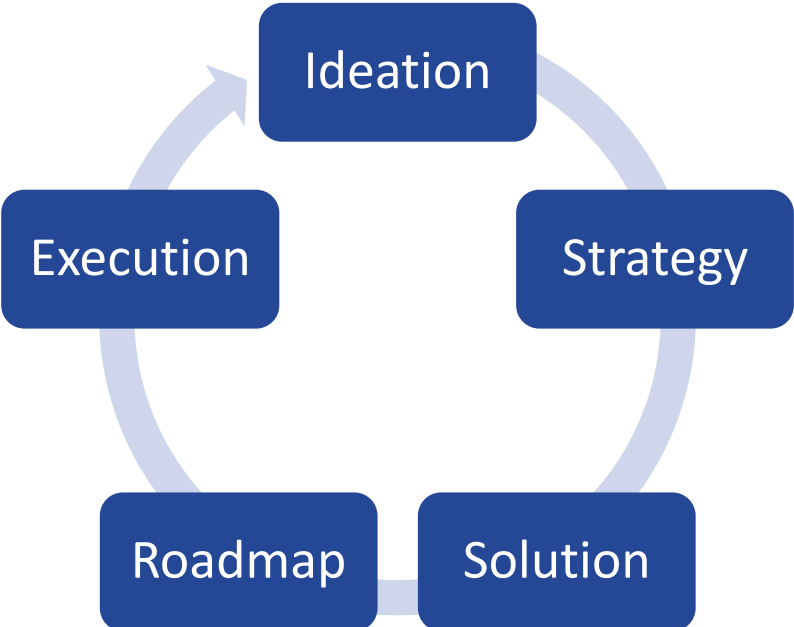
"-so long as I get SOMEWHERE," Alice added as an explanation.

"Oh, you're sure to do that," said the Cat, "if you only walk long enough."

(Alice's Adventures in Wonderland, [Chapter 6](#))



The Problem (or Opportunity) with Data & Analytics



The Fluid nature of Organization Design



Design the
Organization that
works for your
Company &
Situation

People factor has many flavors..

Sponsors

Champions

Peer Groups

Your Core Team



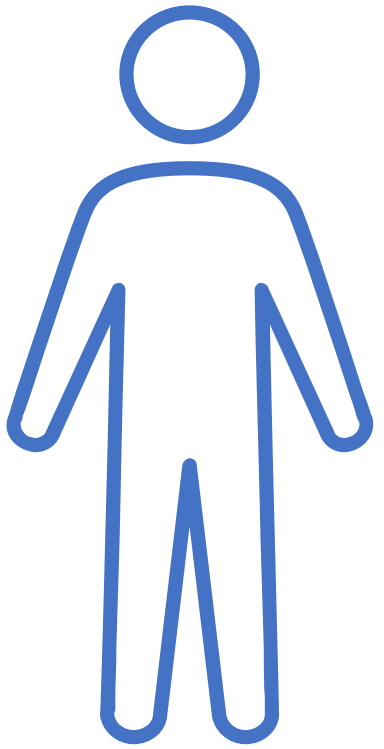
Your Primary Question

Am I effectively presenting the possibilities & challenges to all of them?

“WIIIFM?” + “WHY?”

Sponsors

Sponsors



Executive-level
- Minimum 2+

Across Entity
boundaries.

Think beyond
Funding

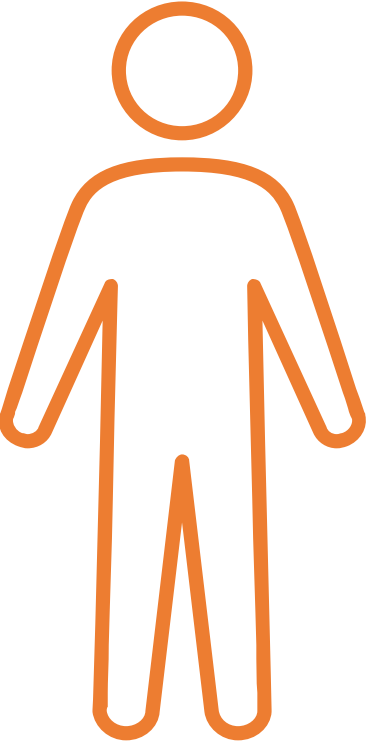
P&L impact

Remember -
LIHRO

Shared Budget
/ Benefits

Champions

Champions



Non-Executive
- Influencer

An Individual
or a Team

Mutual
Professional
Respect

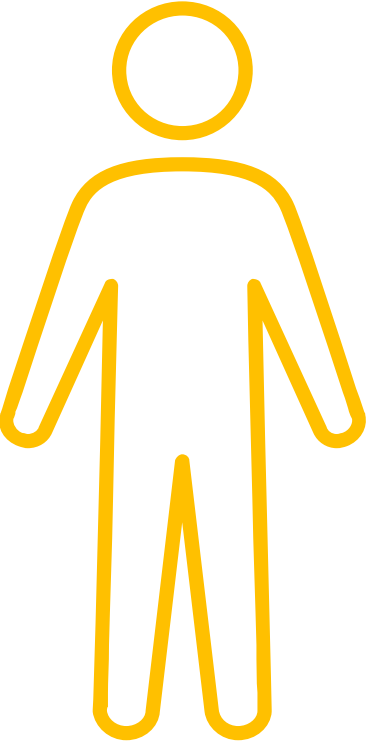
Highly
Networked

Risk Share &
Common Goals

Trusted
Advisor

Peer Groups

Peer Groups



Directly impact your work.

Source of Talent

Expect tough challenges

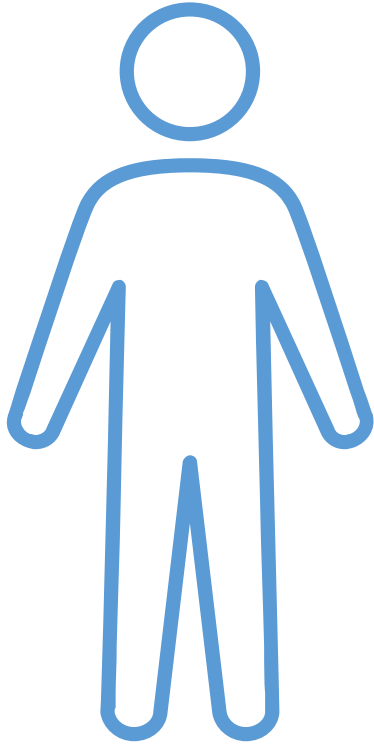
Strategic Partner

Across entities

Shared Budget / Benefits

Core Team

Your Team



- **STRUCTURE**
 - **TALENT DIVERSITY**
- **LOCATION**
- **COMPOSITION**
- **HIRING & RETAINING**
- **NURTURING TALENT**
- **PROJECT / PHASE LEADERSHIP**

Core Team - Structure



Design the team structure that works for your situation

Align functions / sub-functions around available leadership talent

Core Team – Talent Diversity



A collective mix of capabilities:

- Business
- Technology
- Problem Solving
- Process Improvement
- Project Management
- Finance & Business Mgmt.
- Marketing, Training & Communications.

Core Team - Location



The entire world
is your
playground.

Core Team – Composition



- Employees
- Consultants
- Contractors / Staff Augmentation
- Technology partners
- Hybrid Vendors

Core Team – Hiring & Retaining



And ,
if you choose to join us,
we will make you a star.

- Hire for attitude, adoption, curiosity, & aptitude
- Pay for value (within reason)
- Enforce learning opportunities
- Make work challenging, fun and engaging
- Encourage openness

Core Team – Nurturing Talent



- Uncover hidden talent – across titles, levels, functional boundaries & entities
- Push, Push and Push some more..
- Rotate leadership / create micro-teams
- Show you are there to field problems

Core Team – Project/Phase Leadership



The best choice to lead is determined by:

- Phase
- Pace
- Complexity
- Specialization
- Availability

And a few others incl. EQ needs of the situation.



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Our Know-How.
Outstanding Results.

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Q & A