

For many organizations, these central and critical questions serve as a roadblock, an obstacle in developing an effective human-technology partnership that augments decisions and workflows with actionable intelligence. As systems become more automated, and even autonomous, the need for deep trust in data—and in AI models—is reaching a new apex. Without trusted data and trusted AI, organizations can't scale to mission-critical use cases.

But for the Torchbearers, these new realities are less obstacle than opportunity. The Torchbearers:

- Trust in data to make decisions of consequence and give their employees the tools to do so as well
- Swiftly accelerate their deployment of AI and other exponential technologies and are confident in the return on investment
- Institute robust governance to deepen their trust—as well as that of their customers—in data and AI models.

The interplay between people and AI, also known as augmented intelligence, is resetting these organizations' expectations for what data can do. They are building a culture of data believers, while demonstrating both an enthusiasm for emerging technologies and a willingness to engage in the gnarliest areas of data reliability, governance, bias, and ethics.

## Step one: Build a culture of data believers

For decades, economists, sociologists, and management gurus have been debating the primacy of gut instinct versus data-based decisions. The medical profession was one of the first to be asked to adopt evidence-based decisions: to rely less on the art of diagnosis and more on the science of medical research, to trust in what data could tell them. To this day, not all doctors are fully on board.

For many, data still appears too open to interpretation to be relied on for decisions of consequence. The Torchbearers don't share those fears: eight in ten Torchbearers say that they and their C-suite colleagues have deep trust in data to enhance the quality and speed of decision making. They have a data mindset: they are predisposed to use data as the basis for significant decisions.

In contrast, only one-third of Aspirationalists say the executives in their C-suite have a true data mindset. The result? Torchbearers have an advantage that will be hard for others to attain (see Figure 8).

Figure 8

### Bots are us

The Torchbearer C-suite has deep trust in data to make decisions

**Torchbearers**  
**Aspirationalists**

