Action guide

How to build the human-tech partnership

1. Lead trust in data from the top

Put data-based decision making at the top of the C-suite's agenda.

– Embed a data mindset into management systems.

– Make data trustworthy to support C-suite-level decisions.

– Utilize data and predictive analytics to identify and model future scenarios, big bets, and next-best actions.

2. Empower employees to become citizen scientists

Liberate your data from the ground up.

– Give all of your employees access to the tools they need to dive into data—even if they aren't data scientists.

– Invest in analytics, data, and visualization tools, as well as skills development, to empower your entire workforce.

– Make sure your teams that are exploring the data span the business and include diverse thinkers representing a range of skills.

3. Push the envelope on data and technology

Expand your horizons on what data can do.

– Apply cutting-edge technologies, particularly AI, to make sense of data in context, automate workflows, and humanize the customer experience.

– Move AI from online to the front lines—into the hands of every employee who interacts with business partners and customers.

– Use digital twins to allow for real-time physical asset and workflow simulations, including remote trouble-shooting and logistics optimization.

4. Establish enterprise-wide data governance

Be transparent about your analytics, AI models, and data processes, and establish enterprise-wide data governance.

– Allocate ownership, responsibility, and account-ability for the enterprise-wide data strategy.

– Put strong rules in place for how you acquire, store, and use your data; keep it current, clean, and curated.

– Eliminate bias from your data and AI models, applying automation to help you do so.

5. Leverage the power of hybrid cloud

Provide the scale for data proliferation as you broaden the range and diversity of your data sources.

– Use technological capabilities such as hybrid cloud, IoT, 5G, and edge computing to enable the acquisition, storage, and sharing of data.

– Deploy enterprise platforms comprising data, AI, and immersive security to break down organizational siloes and foster collaboration.

– Craft intelligent workflows to extract real-time value from data and to create "as-a-service" capabilities.

Recommendations are based on extensive analysis of comparative data, as well as on numerous deep-dive interviews with C-suite executives at leading Torchbearer organizations around the world. They identify key differences for how Torchbearers drive their businesses as compared to those in the other stages.