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### **Intro to Data Analytics**

W2. Discussion - Leading in Analytics Tasks 0-2 (11<sup>th</sup> Jan 2026)

After reading *Leading in Analytics* (Tasks 0–2), I realised that success in analytics begins long before any technical work is done. Task 0 highlights that making decisions and making sure analytics provide genuine business value are more important aspects of leadership than being the most technical person. Because it explains how most analytics initiatives fail due to poorly defined problems, Task 1 was particularly noteworthy. Leaders must take a moment, discern between symptoms at the surface level and underlying causes, and formulate analytical queries that support strategic objectives. Task 2 expands on this by demonstrating that analytics requires teamwork and that insights are only valuable when analysts, domain experts, and decision-makers collaborate in a setting of psychological safety and trust. Together, these tasks show that leadership, problem definition, and team structure are foundational for successful analytics, not optional add-ons.

These readings, in my opinion, caused me to reconsider what constitutes effective analytics. I used to believe that sophisticated models or tools were crucial, but the book demonstrates that even technically flawless work can fail in the absence of strong teamwork, leadership, and clear problem framing. For instance, according to a recent MIT study, approximately 95% of internal generative AI pilots at businesses are failing, primarily because of unclear leadership guidance on what issues to address and how teams should work together to produce value. This proves exactly what Tasks 0–2 emphasize: whether analytics results in significant decisions depends on strong leadership, meticulous problem definition, and productive teamwork. As I think about this, I also recall group projects where wasted effort resulted from jumping into analysis without first defining the problem. In summary, Tasks 0–2 reaffirmed that analytics success is people-centered: rather than merely generating reports or models, leaders must direct teams to concentrate on the proper issues and make sure insights are used strategically.