the answer's in
the data. **simple**.

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Data Leader Week 1

Summer School 2024

Welcome to week one of Summer School! You will get into the swing of things as we go through, but just to remind you that each week you will be given a little bit of light pre-reading (this document), to get you in the right frame of mind for the topics we will be covering on Wednesday. It allows you to think about any questions or burning issues that you want to ask Caroline and Peter during the sessions.

There is homework, (please don't ask us to mark it, there are over 400 of you) this is for you to build up useful assets to help you in your journey as data leaders. Some of these assets are for you and some are beneficial to your organisation, but all have a place on the course. You might also find it useful to share your homework in the collaboration area on the website with your fellow summer school attendees, so you can all share and learn from each other.

So, let's begin – and once more…

Welcome to Summer School

The Data Leader

We broadened the range of this course to encompass all Data Leaders, as that role is much wider than a Chief Data Officer (CDO), however we will also be talking about the CDO role as the most visible Data Leader role in any organisation. We know there are many variants of this title but for expediency we use CDO as a cover all title. For those of you who are not CDOs but very much want to learn more about data leadership, this course is still the right one for you.

Quite simply, a Data Leader is anyone who is ensuring an organisation is getting value from its data in whatever way that is required.

Where does a CDO come from?

Originally in our first book, we stated that CDO's tended to come from four main backgrounds:

➢ Technology
➢ Governance
➢ Analytics
➢ Programme Management

However, this is no longer the case. There are definite trends that the CDO role now has a much broader appeal, and is open to an ever widening field of candidates.

Generations of CDOs

This has been an evolving role, but is becoming increasingly mature and is solidifying into an essential part of the C suite. There are still varying 'flavours' of CDOs.

- A first generation CDO (FCDO) will be the first individual in that organisation to hold that title (or some remarkably similar title), with the responsibility for data across the enterprise, including the burden of expectations that comes with it. This role will not have existed previously in the organisation and will not have a ready structured team. There will be high expectations and a lack of awareness about what to expect from them.
- First Generation Reimagined CDO – picking up the reins of a failed data transformation and still needing to get the basics right
- A second generation CDO (SCDO) has no less daunting a role but from a different perspective. The organisation has already been sold the vision of what it can be if it uses data well and gets all that wonderful value from it, but the SCDO must deliver it.
- A third generation CDO (TCDO) has the balance of the role in perspective between risk and value, and is firmly established at a senior position.

It is important that you understand what type of data leader or CDO you are, for several reasons:

- To make sure you apply for the right role for you.
- You know where your strengths lie and identify areas that you need to improve on.
- You play to your strengths.
- You recruit the right people to work with and complement your strengths (and cover your weaknesses).
- To develop and grow in a way that you want to.

What is important is understanding where you are coming from and what you are bringing to the party, as you cannot be all things to all people. Remember the motto: No one size fits all!

Presenting yourself as a data leader

Unlike many other C-Suite roles, the CDO role doesn't yet have any form of professional qualification, standard, or widely recognised professional body. Therefore, it is very important to build up a visible and well documented track record. If there is no CDO in your organisation, get involved in the CDO community and find a mentor. It is very difficult to jump straight from an IT, data governance, or analytics role into being a CDO, so be prepared to do an 'apprenticeship'. Work alongside a CDO, be involved in the transformations, understand the strategy, and expose yourself to the skill sets which you are weak on. Time in an 'apprenticeship' is time well spent, and again will add to

credibility. Inevitably you will see things fail – hopefully fast with easy fixes – these failures will help you in the future and fast-track your work.

If you are coming from one of the wings into a CDO role, make sure that you demonstrate a track record of leading and delivering transformation. A CDO (either FCDO or SCDO), will be heavily involved in transformation. Present yourself as an innovator/disruptor, but also a safe pair of hands capable of managing risk. Know which one you are (an innovator or a disruptor) and demonstrate entrepreneurial behaviours.

There is lots of discussion about needing to be a good storyteller, well that applies to you too. Be able to tell the story about why you are the right CDO for them. That will also help when you get a role, as you will need to be able to sell the data vision, even if it is your predecessor's data strategy. You will need to be able to articulate the narrative of quite complex ideas, in simple terms and relate the narrative to the business objectives. Think about the secret ingredients of the CDO relationship building, communications, credibility, passion for data, specialism, strategist, tactician, and being lucky!

Another key piece of advice is to network and spend time with other CDO's; we are a friendly bunch and like to chat. The CDO community is growing at a pace, and there are lots of events, webinars, and podcasts that put you in touch with this community. Mix with them, listen, and find your own opinions; we love adding new members into our mix. Really join in and bring your whole self along; sharing your opinions as a fresh perspective is always welcome and might just set you apart.

Finally, just start. Each journey starts with that first step, accept your trepidation and do it anyway. Good luck, not that we think you will need it!

Homework:

Think about why you want to be a data leader in the first place, and write a reflection of your career to date, picking out the attributes that would demonstrate your data leadership strengths.

Program Content

This is the content for the 10-week program:

Week 1 - Guest Speaker Aaron Wilkerson

Understanding the different types of CDO and what kind are you

Week 2 –To be joined by Scott Taylor

Making the case for the CDO and business case development

Guest Speaker: Scott Taylor Telling Your Data Story With the 3Vs: Vocabulary, Voice, and Vision

Week 3 - Guest Speaker

Planning for your first 100 days and beyond and The Carruthers and Jackson Data Maturity Assessment Overview

Week 4

Strategy Development part 1 PURPOSE

Week 5 - Our Sponsor MicroStrategy will be joining the session.

Strategy Development part 2 PURPOSE

Week 6 - Our Sponsor Corndel will be joining the session.

The role of People

Week 7 - Our Sponsor Praesto will be joining the session.

Methodology

Week 8 - Our Sponsor One Data Will be joining the session

TOOLS

Week 9 To be joined by Kate Strachnyi

Building your team

Week 10 - Our Sponsor Microstrategy will be joining the session.

Disruption versus innovation

The Summer School Community

If you need assistance at any time, please contact your community manager s.toseland@carruthersandjackson.com

As a participant of Summer School, you have joined a community of current and aspiring CDOs, where you will gain practical advice, proven methodologies and guidance to put back into the business straight away. Your homework as you progress through the course will build a series of artifacts for you to use in your organisations.

Exclusive Community Groups

Within the Pheedloop Platform, there is an area just for you. The Carruthers & Jackson Exhibit Hall. This area will be used to share pre-class work, classroom materials, and homework. You will also be able to catch up on all sessions missed. Sam will share this link with you weekly once we begin.

We have also created a LinkedIn Group. These groups will provide an environment to network and interact with peers. Please check the groups regularly for updates and information or drop in to say hi to your fellow students.

You can access the Community Page & Groups here:

What's app:
https://chat.whatsapp.com/CbaFoRn5JO7E596JrKsBKe

LinkedIn:
https://www.linkedin.com/groups/13054133/

These groups are reserved for the sole use of the Summer School, the school leaders, and participants. Please ensure you remain respectful to other group members, at all times. Any posts that are commercial or deemed unsuitable by the group managers will be removed.