**Case studies that highlight the incredible work data analysts do**.

Each of these scenarios shows off the power of data-driven decision-making in unexpected ways.

The first story is about Google. As I mentioned a little while back, here at Google,

our mission is to organize the world's information and make it universally accessible and useful. All of our products, from idea to development to launch, are built on data and data-driven decision-making.

There are tons of examples here at Google of people using facts to create business strategy.

But one of the most famous ones has to do with Google's human resources.

Here's how it went. The HR department wanted to know if there was value in having managers.

Were their contributions worthwhile? Or should everyone just be an individual contributor?

To answer that question,

Google's people analytics team looked at past performance reviews and employee surveys.

The data they found was plotted on a graph because as you've learned, visuals are extremely helpful when trying to understand a problem or concept.

The graph revealed that Googlers had positive feelings about their managers,

but the data was pretty general and the team wanted to learn more.

So they dug deeper and split the data into quartiles. A quartile divides data points into

four equal parts or quarters.

Here's where the really cool stuff started happening.

The data analysts discovered that there was a big difference between the very top and the very bottom quartiles. As it turned out, the teams with the best managers were significantly happier, more productive, and more likely to want to keep working at Google.

This confirmed that managers were valued and make a big difference.

Therefore, the idea of having only individual contributors was not implemented.

But there was still more work to do. Just knowing that great managers create

great results doesn't lead to actionable insights. You have to identify what exactly makes a great manager, so the team took two additional steps to collect more data.

First, they launched an awards program where employees could nominate their favorite managers. For every submission you had to provide examples or data about what makes that manager great.

The second step involved interviewing managers who were graphed on the top and bottom quartiles.

This helped the analytics team see the differences between successful and less

successful management behaviors. The best behaviors were identified as were the most common reasons for a manager needing improvement.

The final step was sharing these insights and putting a procedure in place for evaluating managers with these qualities in mind.