**Strengthening data thinking to improve decision-making**

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**Author: Xiao Fangming**

**Editor: Guo Yanfei**

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Whether relevant data are collected comprehensively, whether massive data are effectively identified, whether key data are used scientifically... Recently, a certain department has further strengthened the data thinking of leaders at all levels and enhanced their ability to use data to improve decision-making through theoretical explanations, decision-making review, and problem consultation.

An important responsibility of leading cadres is to make decisions, and the level of decision-making reflects the leadership level and work ability. As a strong support for auxiliary decision-making, data provides assistance for decision-makers to break through cognitive limitations, reveal system laws, and plan work scientifically. President Xi pointed out that being good at obtaining data, analyzing data, and using data is the basic skill for leading cadres to do a good job. As a leading cadre, whether there is a sense of "number" in the brain, whether there is a "number" perspective in the eyes, and whether the data can be used as a "telescope", "microscope" and "perspective lens" for scientific decision-making, it largely affects the level of decision-making.

Data advantage is decision-making advantage. In reality, the vast majority of leading cadres are good at using data when making decisions, but some leaders have the phenomenon of "shooting with their heads": they are not aware of data collection, they don't collect "data" when they have "data" at ordinary times, and they don't have "data" in their minds when they use it; data is not used frequently, widely, or deeply, and they focus on experience rather than data; data is stale, they don't pay attention to "keeping data fresh", and they lack the ability to "deepen processing". Practice has taught us that if we establish a strong data mindset and give full play to the amplification, superposition, and multiplication effects of data elements, data will become the basis and high-level reference for decision-making.

The ancients said: "You must know that there are techniques in tactics, and there are also techniques in numbers." To use data, you must first master the data. This requires leading cadres to be good at guiding the organs to start from the details, collect data in an all-round way through various channels, seek refinement in detail, and establish a complete database; be good at turning the "numbers" of officers and soldiers into their own "numbers", turning disordered "numbers" into effective "numbers", and turning static "numbers" into linked "numbers", and develop "eagle eyes" that can penetrate the fog of decision-making, and provide solid data support for scientific decision-making.

The essence of data thinking is the cognitive ability to penetrate digital appearances and grasp internal connections. If the data mining technology, data processing capabilities, and data application methods cannot keep up, the result can only be "data has exploded, but information is still scarce." In 1927, Comrade Mao Zedong inspected Hunan for 32 days and made a detailed understanding of the peasant movement in Xiangtan, Xiangxiang, Hengshan, Liling, and Changsha. From the data such as "According to the Changsha survey: among the rural population, poor peasants accounted for 70%, middle peasants accounted for 20%, and landlords and rich peasants accounted for 10%", "According to the statistics of the Provincial Peasant Association in November last year, among the 75 counties in the province, 37 counties have organizations, with a membership of 1,367,727 people", "An average of 600 rifles per county, 75 counties have a total of 45,000 rifles", etc., an important judgment that determines the future destiny of China was drawn: peasants are the main force of the Chinese revolution. It is reasonable and convincing. It can be seen from this that only by cultivating the ability to "see both data and logic", focusing on "deep processing" of data, and discovering value from data, can we turn data into effective information and continuously enhance our ability to use data to improve decision-making.

Military data is the foundation of operations, the basis of decision-making, and the lifeblood of the system. Whoever occupies the commanding heights in data analysis will have a greater chance of winning on the battlefield. In the decisive battle of Huangqiao, Comrade Su Yu used combat data to make a calculation: the enemy marched in a column, and if the distance between two people was 1.5 meters, the formation of more than 3,000 people would be a long snake formation of 4.5 kilometers. Based on this, Su Yu calculated the best time to attack and ultimately won the battle of Huangqiao.

"When times change, things change; when things change, be prepared for change." As the times develop, the connotation, extension and function of military data are also changing. In the past, military data used were more management data, with a greater significance of "quantity" and relatively extensive; today's military data are mainly combat data, with more distinct "quality" characteristics and focus on accuracy. In information-based and intelligent warfare, whoever can obtain more data will have the initiative to dominate the battlefield; whoever can control data resources will have the key to unlock the door to victory in war. It should be reminded that command decisions need to grasp the overall situation of the battle and the battlefield situation through data analysis, so as to "strategize in data and win on data", but it is also necessary to guard against "data traps". When making command decisions, we should attach importance to data but not be superstitious about data, carefully calculate "numbers" and actuarially calculate "techniques" to improve the strategic, joint, timely, professional and accurate nature of command decisions, and master the way to victory through efficient and scientific decision-making and win the initiative on the battlefield.