

Navigating the tensions between long term work and quick wins

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Featuring some badly drawn drawings



Scenario

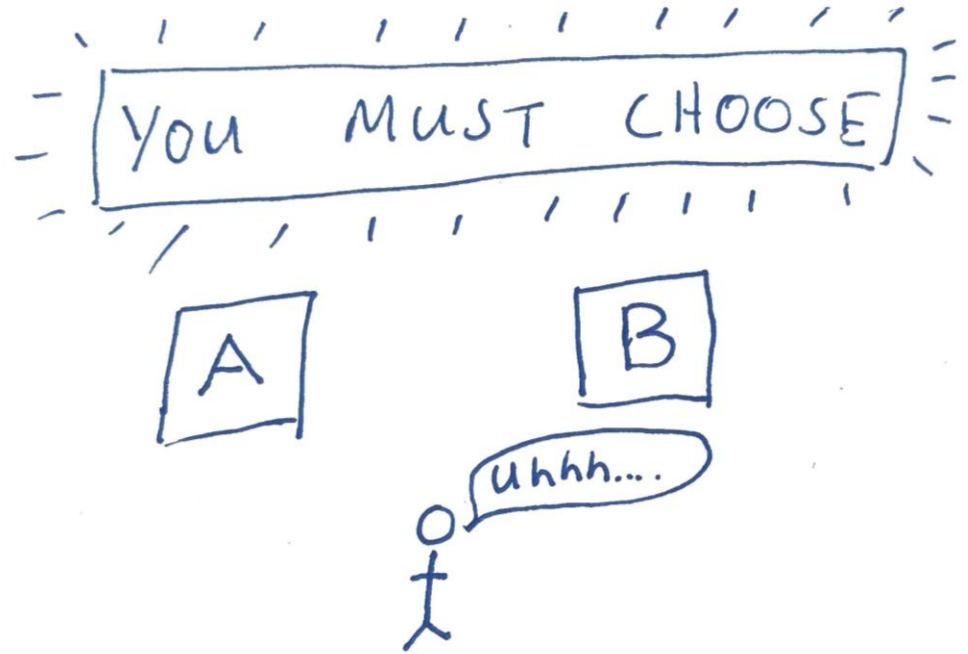
- It's Monday morning, your team has just had its planning meeting
- You planned to spend the week scoping a research project
- But then an email lands, it's someone from your boss' boss' office and they'd like some stats for a speech
- What do you do?



The problem

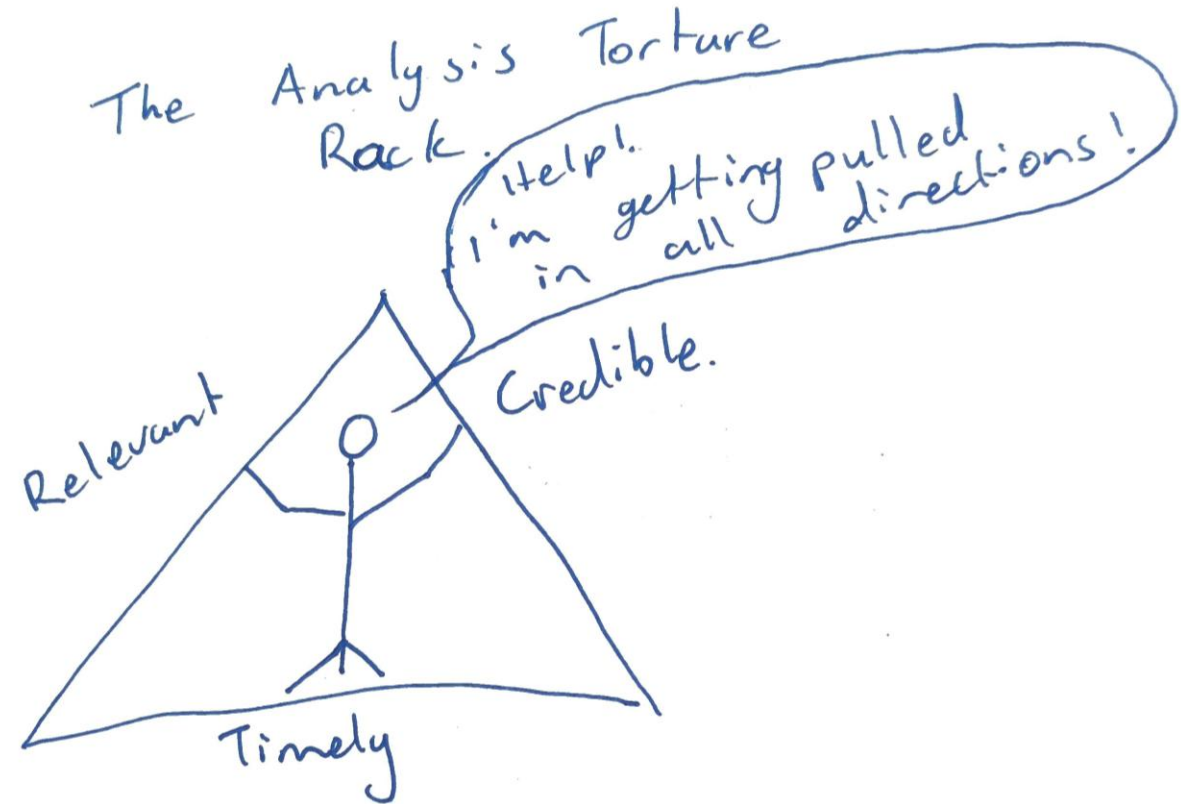
Do you:

- A)** Spend your days doing quick wins and responding to immediate requests
- B)** Spend time investing in longer term, more complex research or investing in other capabilities?



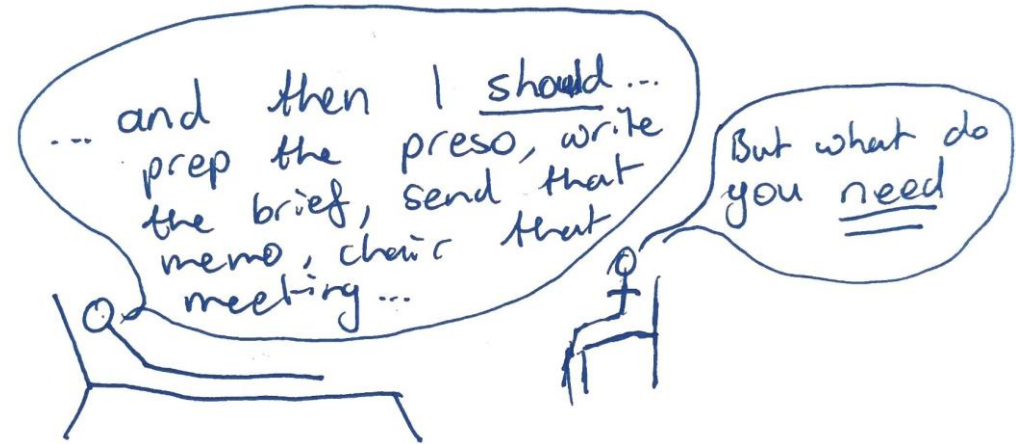
Why does this tension exist?

- Every data team wants to **produce analysis that impacts decisions**
- But you're trading off between producing analysis that is:
 - Credible
 - Relevant
 - Timely



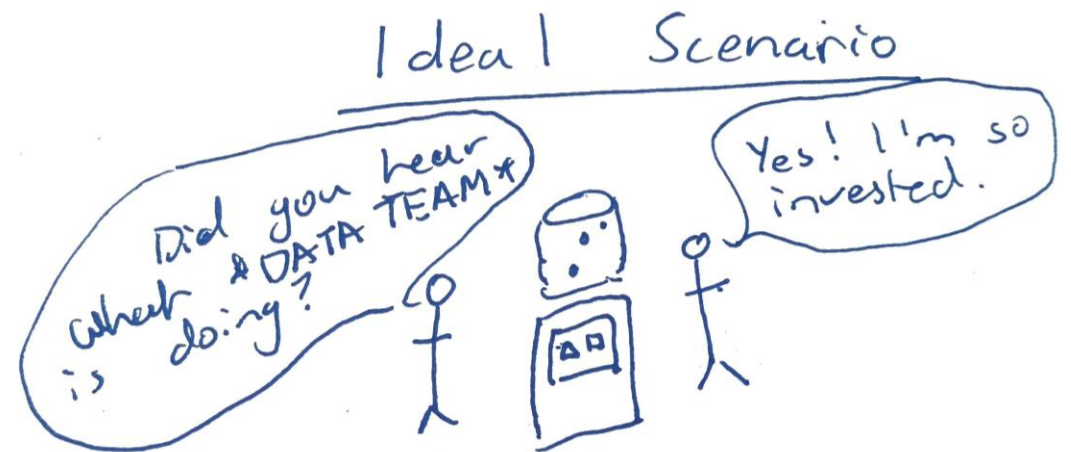
Understand the organisation's needs....

- Figure out what the priorities are
- Figure out what are the upcoming decisions
- Figure what problems are needing to be solved
- Find the people who will help you keep abreast of this



Build buy-in for bigger work...



- Get senior leaders invested
 - Map your work to organisational priorities
 - Get sign off on your work plan, or at least more complex projects
 - Give leaders baubles and shiny things
- Working closely with teams
 - Pitch work ideas
 - Proactively deliver analysis
 - Work with teams to interpret results



From little things, big things grow...

- Say yes to small requests, but use the opportunity
- Layer up your analysis, so start simple, but plan for extensions
- Have a mix of projects in your pipeline
- Have a mix of outputs that gives your team flexibility

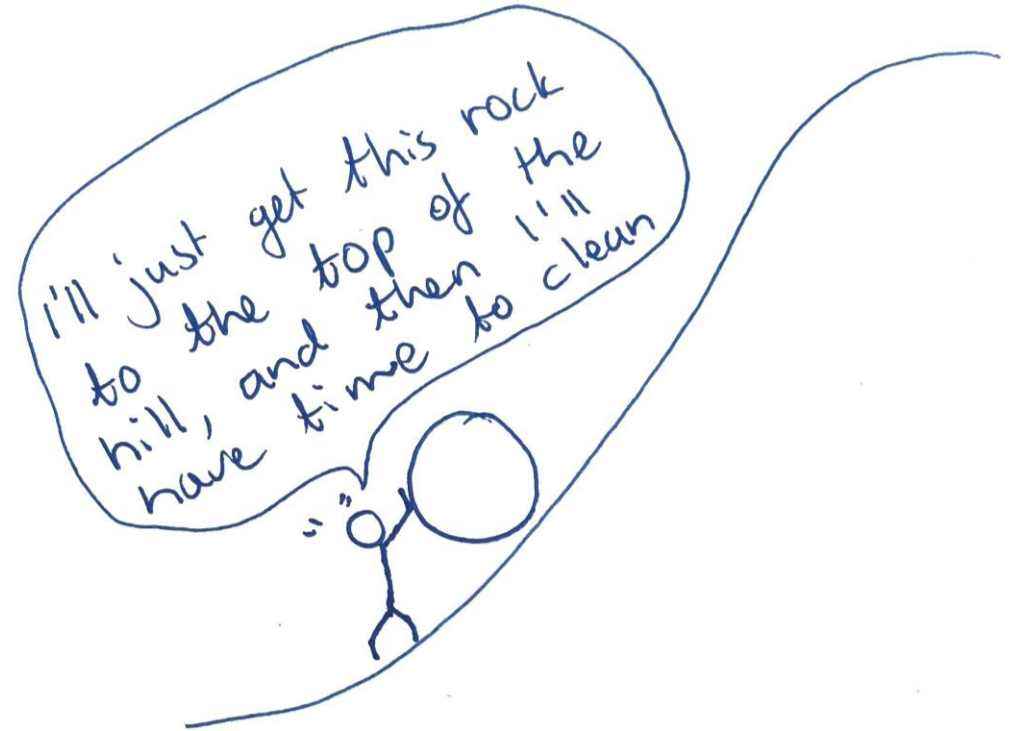
Compare the pair

| <u>Anna</u> | <u>Bob</u> |
|---|---|
|  |  |

Same data
Same software
But one listened
to this talk.

Try and keep a clean house...

- Assume most requests will come back, and plan for that
- Make your work reproducible
- Try and take a bit longer if it'll make your life better in the long run
- Set yourself up to deliver complex analysis quickly



At the end of the day....

We won't always be able to
navigate these trade-offs

