
Searching for Unicorns:

Attracting and Retaining Analytics Talent

Anne G. Robinson

June 6, 2018



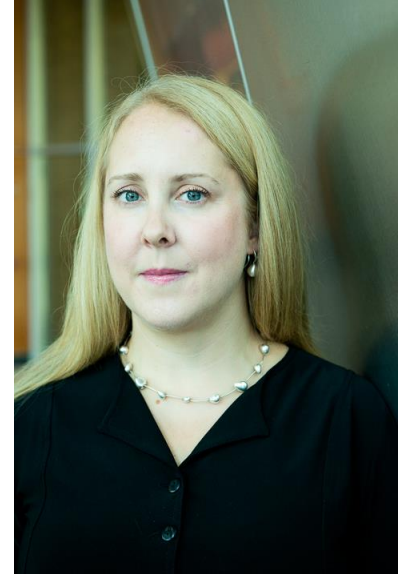
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Anne G. Robinson

Executive Director, Global Supply Chain Strategy, Analytics, and Systems

About me:

- Newfoundlander
- BScH Math (Acadia), MASc Applied OR (UWaterloo), PhD Industrial Engineering (Stanford)
- Work for Verizon, previously with Cisco
- Past President of INFORMS, largest society for analytics professionals
- I generally try to keep one foot in academia (but I'm really glad I don't have a career publishing journal articles!)





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Best Jobs To Apply for in 2017



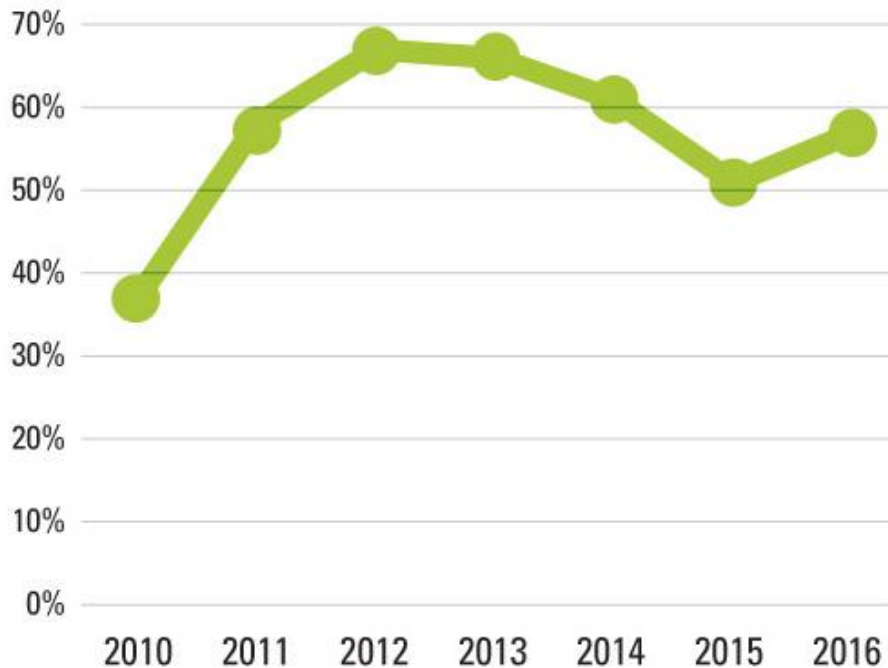
#1 Data Scientist

- Job Score: 4.8
- Job Satisfaction Rating: 4.4
- Median Base Salary: \$110,000

Data Scientist – best job in America, again



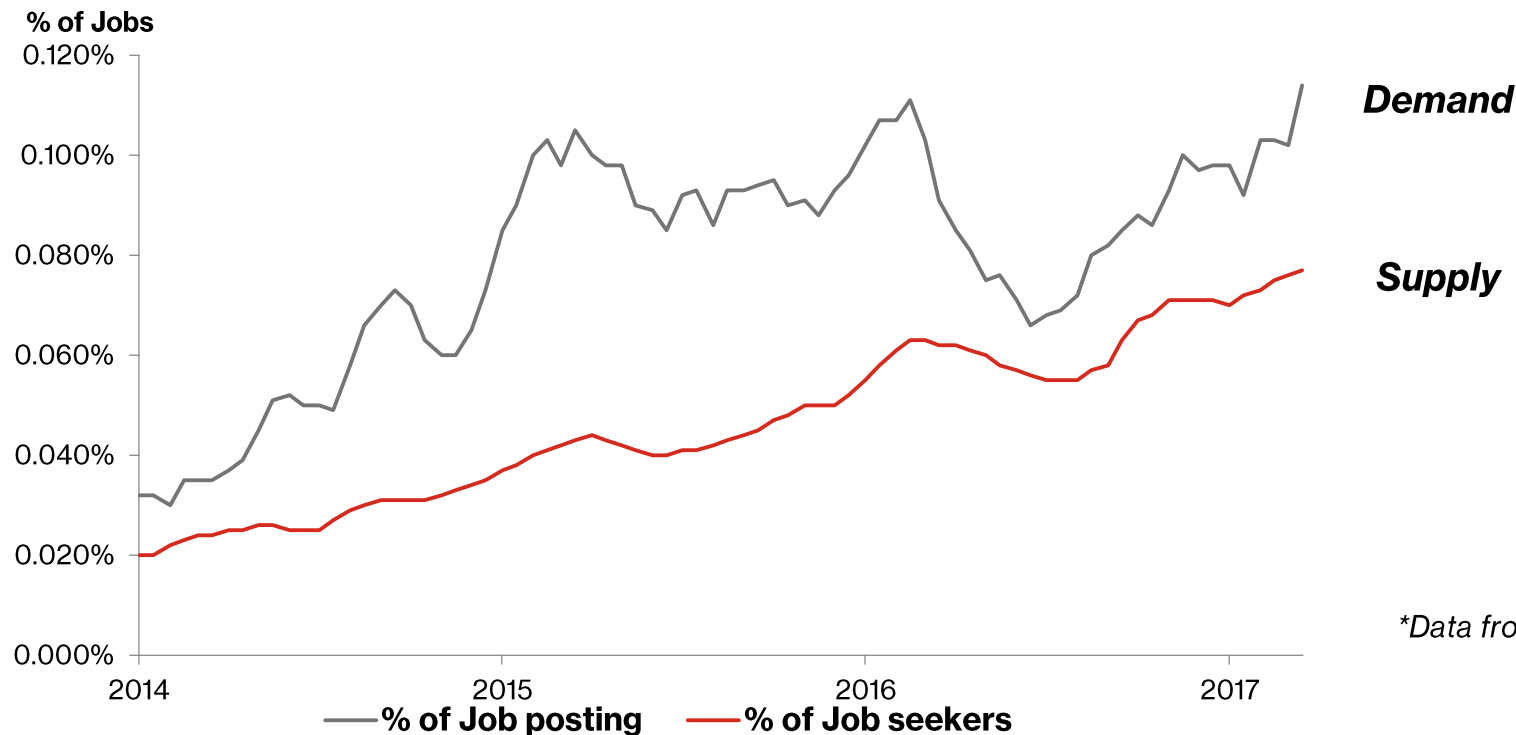
*Percent believing
that business
analytics creates
a competitive
advantage for
their organization*



Worldwide Business Intelligence and Analytics Market to Reach \$18.3B in 2017, \$22.8B in 2020



Data Scientists – Supply vs. Demand



**Data from Indeed.com*

5 Elements for Analytical Team Happiness



Find ‘em: *Attract Talent*

Develop ‘em: *Career Paths*

Guide ‘em: *Your Role as a People Manager*

Flaunt ‘em: *Being an Effective Executive Sponsor*

Embrace ‘em: *Culture for Analytics*

Identifying and Attracting Talent

1. Create Compelling Roles
2. Forget HR, send the team to recruit
3. Leverage Connections
4. Become a Recognized Destination
5. The Interview

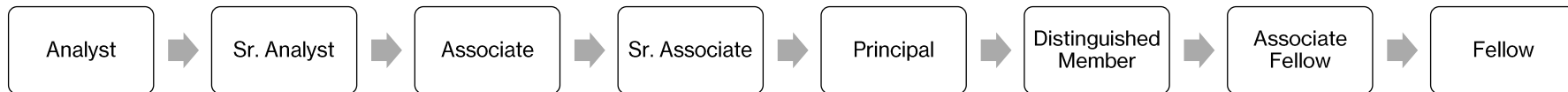


Retaining Talent

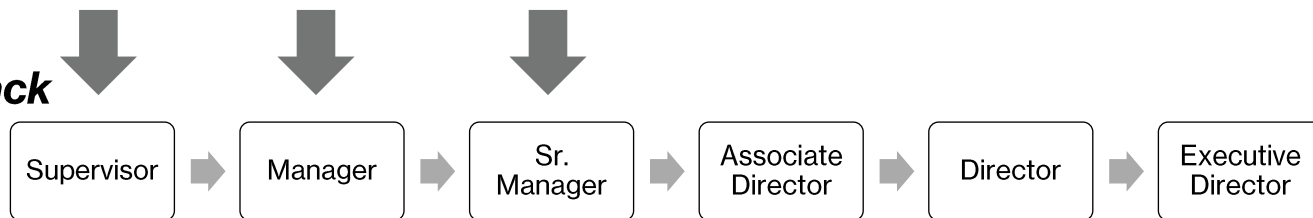
Partner with HR to achieve:

- Common titling framework
- Identify and align talent to clear growth path:

Professional Career Track



Managerial Career Track

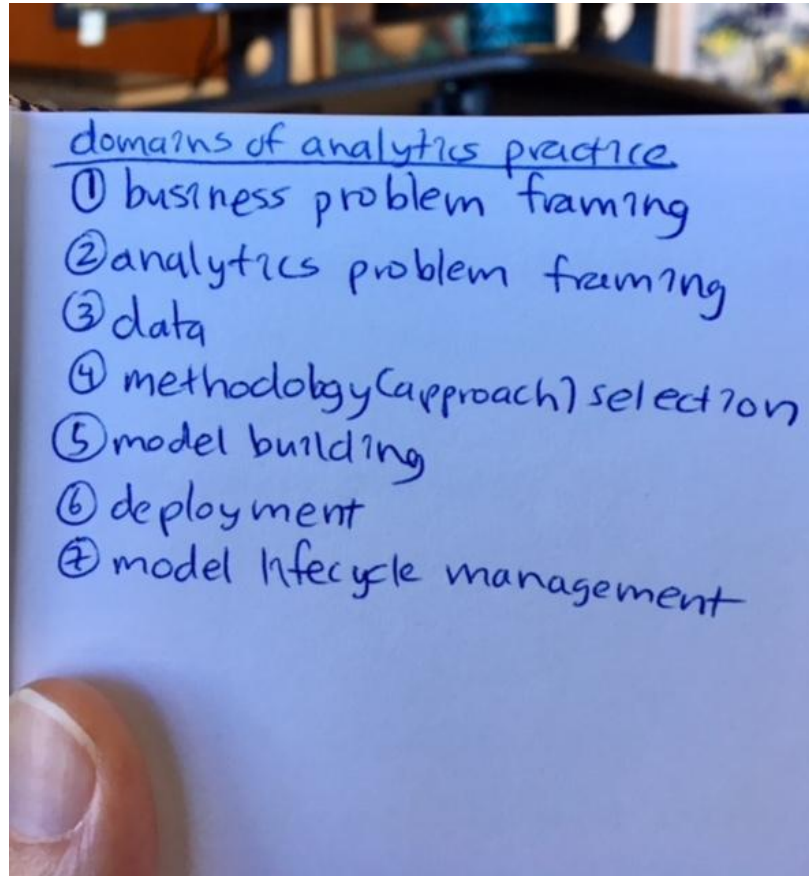


Leverage a Mentor Network

Don't Manage → Be a Coach!



- **Nurture Curiosity**
- **Staff Correctly**
- **Stakeholder Engagement**
- **Remove Roadblocks**
- **Drive Value**



domains of analytics practice

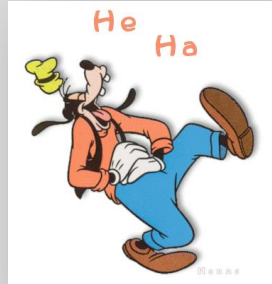
- ① business problem framing
- ② analytics problem framing
- ③ data
- ④ methodology (approach) selection
- ⑤ model building
- ⑥ deployment
- ⑦ model lifecycle management

Don't Forget the Soft Skills!

- Stakeholder Engagement
- Program Management
- Communications

Change Management

Ridicule



**Violent
Opposition**



**Acceptance as if
self-evident**



IT is also a stakeholder!

Bridging the IT-Business Gap:

- We all want our companies to be successful
- We all code (therefore we are family!)
- Configuration is not customization
- Nobody likes (or trusts) black boxes
- Sandboxes are fun, but we need real environments to drive real change
- Checks and bounds make everyone happier
- Automation won't happen without partnership

Anne's 70-30 Rule



By speaking each other's language, the analytics business and IT teams become the translation layer for idea to action, from strategy to execution

Being an effective Executive Sponsor

Evangelize

Advocate

Coach



Bravery [‘brāv-rē,]

noun

1. having or displaying courage, resolution, or daring; not cowardly or timid
2. to dare or defy

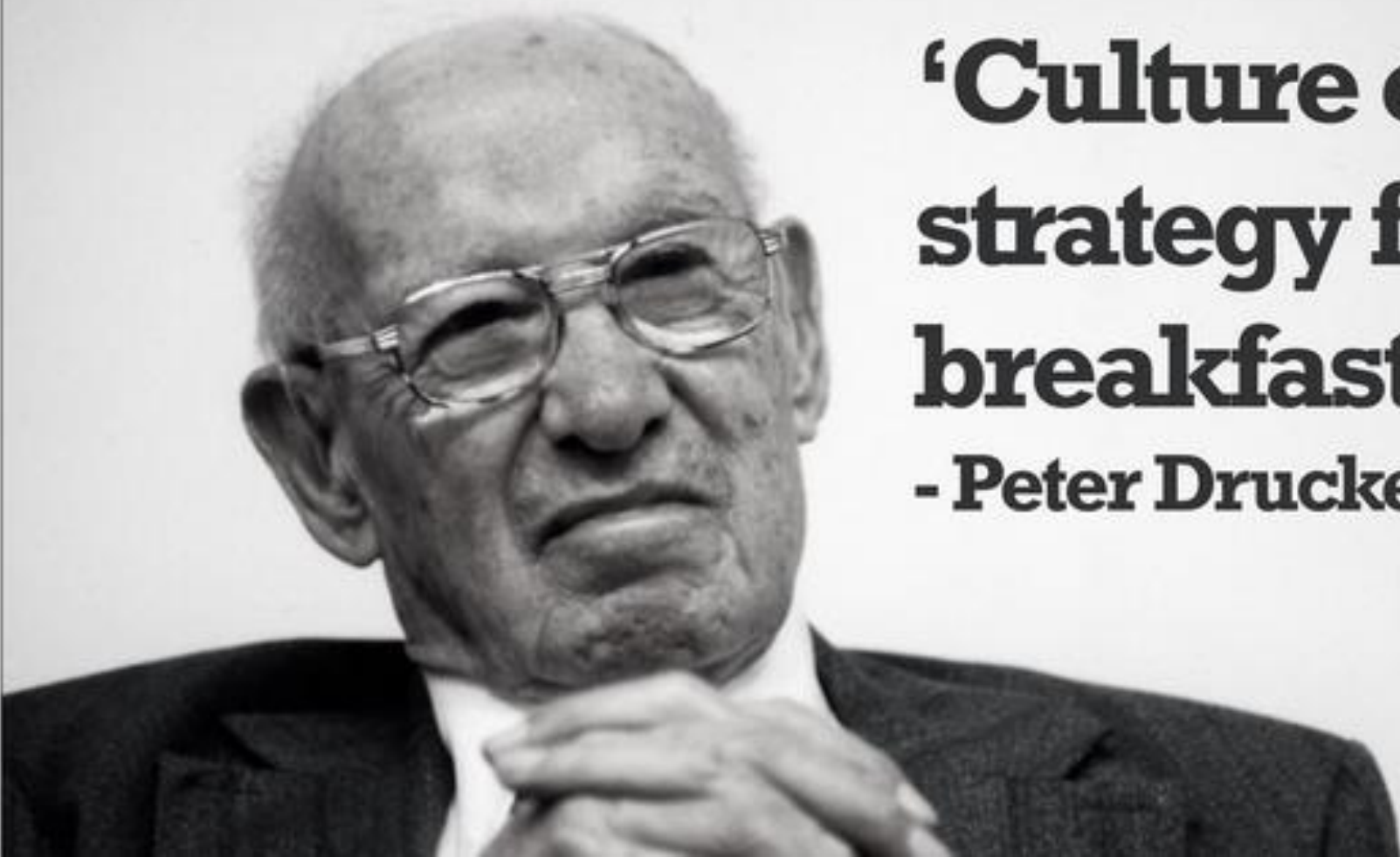


Beware the Hype!



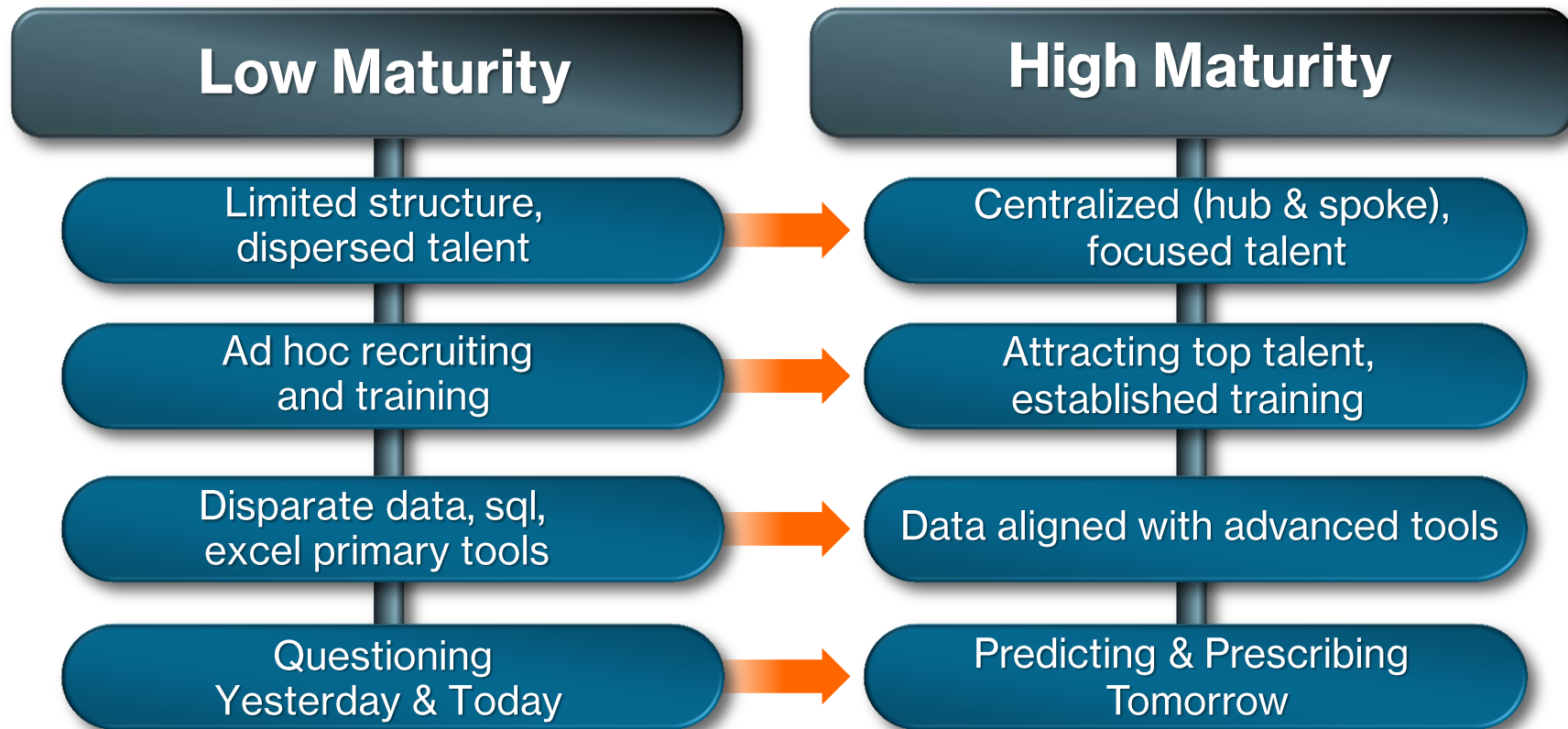
Big Data Hubris - "the false belief that all questions can be answered with certainty for massive data."

Prof Michael Kosorok, UNC Chapel Hill



**'Culture eats
strategy for
breakfast'
- Peter Drucker**

Assessing Analytical Maturity



Cultural Readiness

- Proven Successes
- Pervasive Sponsorship
- Education and Communication
- Visible Governance
- Active Application



Optional caption goes here in Neue Haas Grotesk Text 7pt.

Final Thoughts...

If you are the **Executive Sponsor...**

Drive the culture and support your team internally and externally

If you are the **Stakeholder...**

Keep an open mind, your partnership is key

If you are the **Analytics Practitioner...**

Speak up, drive your career, add value – you are the key to success!

Thank you.

