What Greater Data Maturity Offers Organisations

Ben Proctor, Innovation Director,
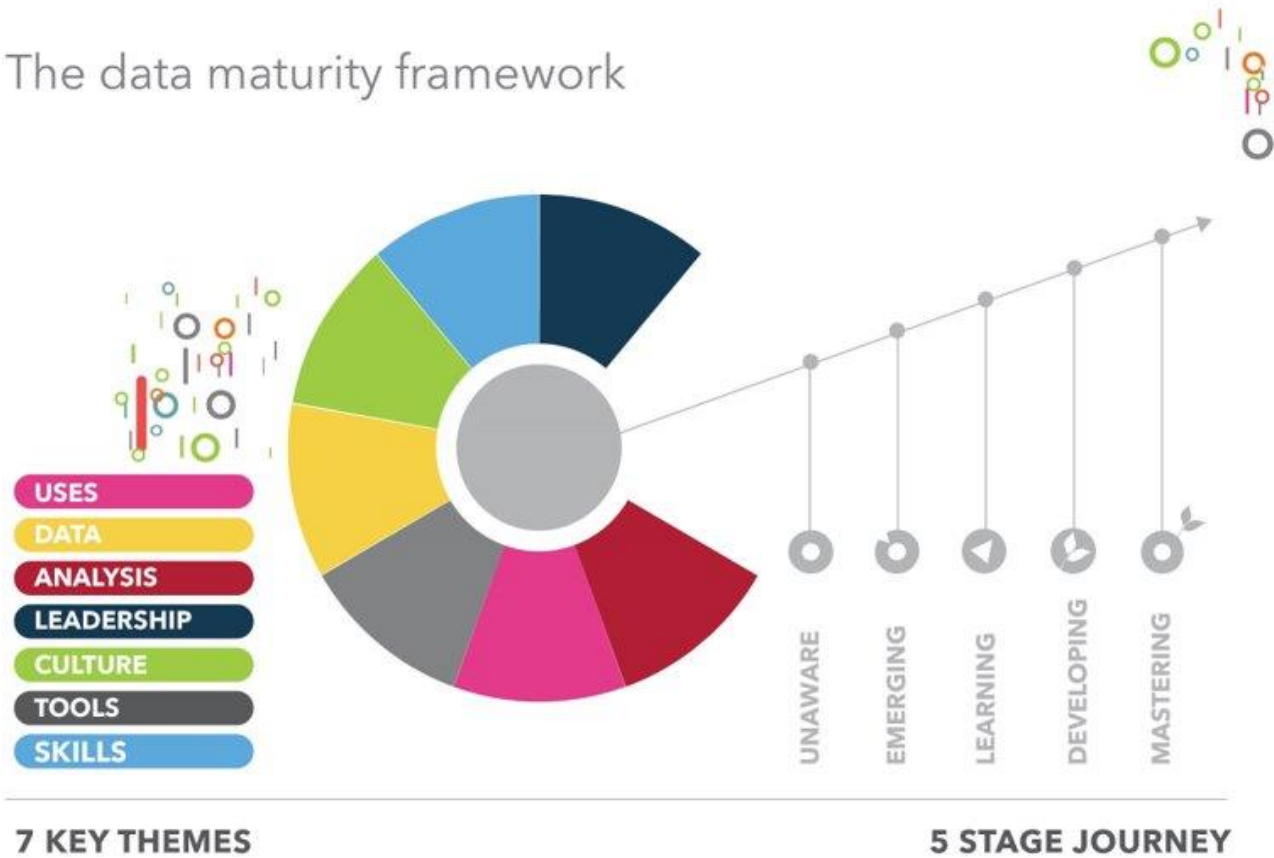Data Orchard CIC

About Data Orchard CIC

What is data maturity?

An organisation's journey towards improvement and increased capability in using data

What do we mean by data?

When we say 'data' we have a broad definition. We include all the types of information an organisation collects, stores, analyses, and uses. It can be recorded in many formats: numbers, text, images, video, maps.

The data maturity framework

USES
DATA
ANALYSIS
LEADERSHIP
CULTURE
TOOLS
SKILLS

UNAWARE EMERGING LEARNING DEVELOPING MASTERING

7 KEY THEMES

5 STAGE JOURNEY

Data Maturity Framework

LEADERSHIP

Attitude | Plans | Capability | Investment

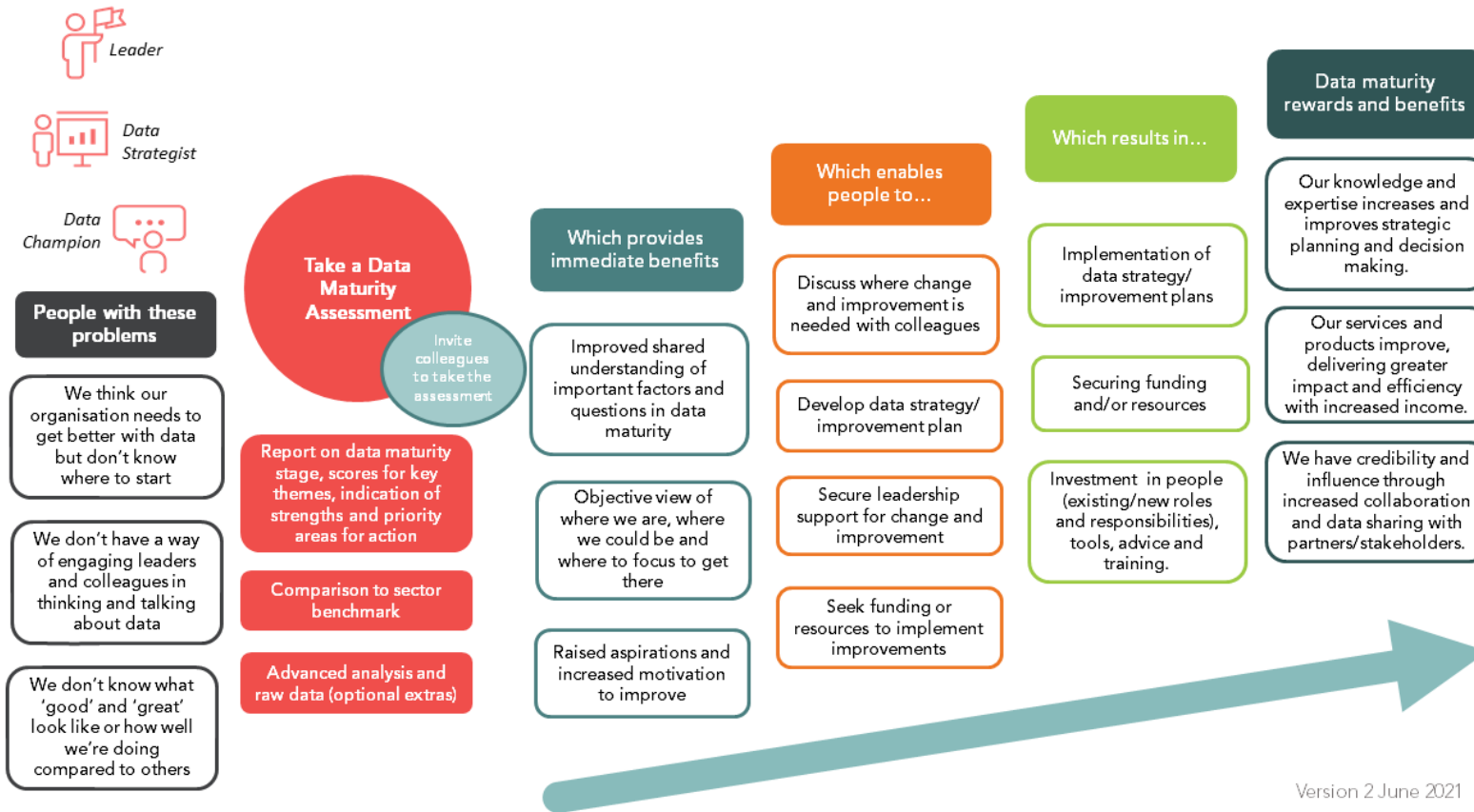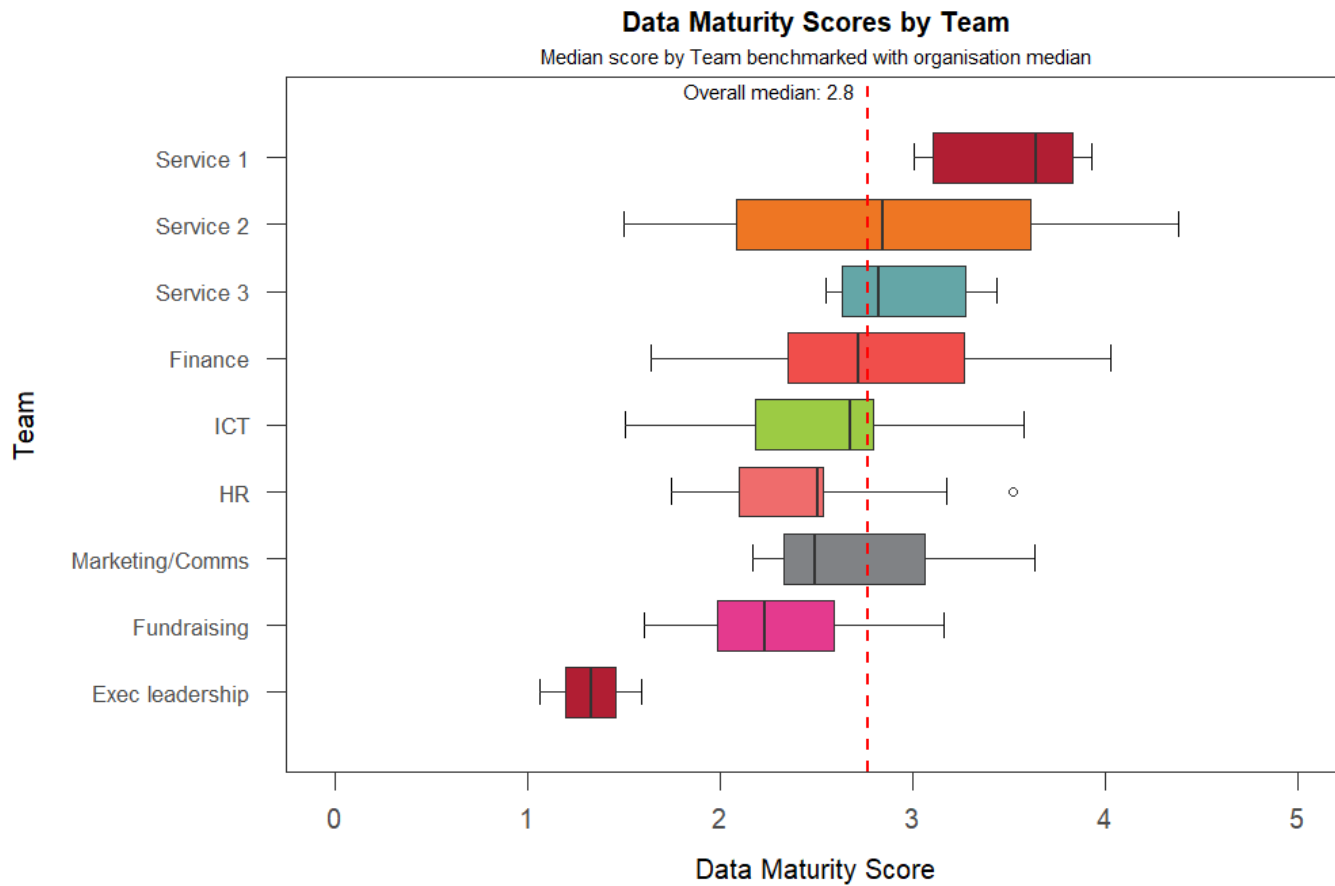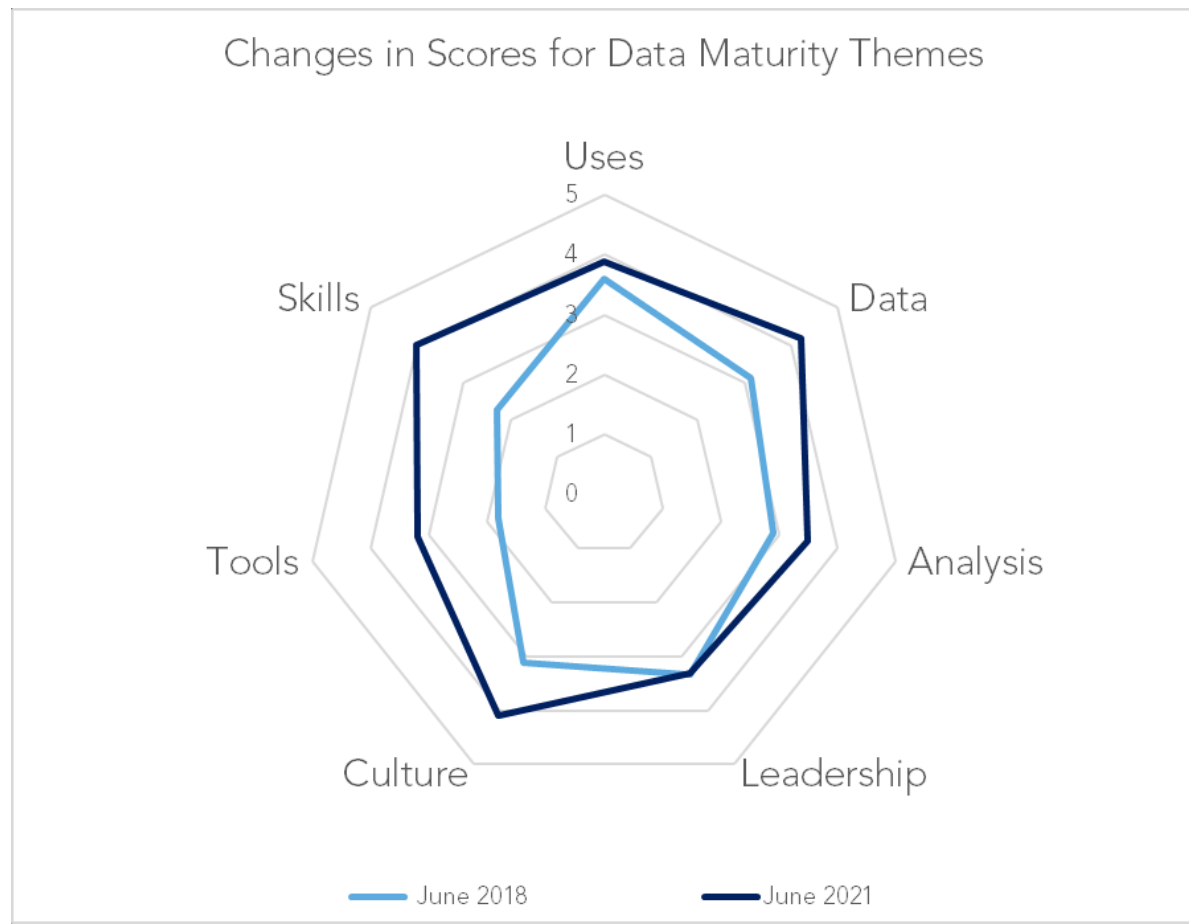| UNAWARE SCORE 0-1	EMERGING SCORE 1-2	LEARNING SCORE 2-3	DEVELOPING SCORE 3-4	MASTERING SCORE 4-5
• Not interested in data at all and not seen as a priority. • No business plan. • Don't use data for decision making, instead rely on gut feeling, experience and what seems to work. • No data or analytics expertise or understanding among leadership. • Don't invest in data and analytics. • No data improvement plan nor any intention to make one.	• Some recognition of the importance of data but don't see the value of it. • Little awareness of the potential uses of data so not seen as a priority. • There may be a business plan though perhaps with no defined or measurable organisational goals. • Limited or very basic data and analytics knowledge and experience among leadership. • Typically use data about what happened in the recent past and verbal accounts of what's happening for decision-making. • Very little investment though some may occur under the radar within specific projects/parts of the organisation. • People are expected to learn 'on the job' and there's no investment in specific roles, tools, or training. • There's no plan for improvement in data but people are thinking there should be one.	• Know data is important, curious to learn about its potential uses and benefits. • Leadership occasionally ask questions about the data they are given but are not entirely convinced about its value. • Data is an interest of the organisation but not a priority. • There is a business plan with some defined and measurable goals, though data collection/analysis may not align. • Learning about impact e.g. exploring theory of change. • Learning through experience, building 'adequate' skills. • Assessing data and analytics skills, knowledge, and roles across the organisation. • Might use past and current data for decision making with some simple trend analysis. • Invest small amounts in some basic/existing tools and staff training on an ad hoc basis. • Exploring ideas and needs for the future and actively creating a plan for improving with data.	• Becoming engaged, supportive, ask the right questions of the data, and active in harnessing its value. • Data and analytics is becoming more of a priority for the organisation as a whole (and considerably so in some projects/teams). • Data is becoming aligned to overarching business plan and desired impact. • Monitors what's happening in the present as well as past trends. Some exploratory forward-looking research and predictions. • Data champion within senior management. • Addressing skills gap in leadership as a whole including understanding around impact measurement and management. • Actively implementing organisation-wide plans for improvement in data. • Beginning to commit significant investment in people (job roles), skills, learning, and tools.	• Value, plan and prioritise data and analytics as a vital organisational resource. • Fully understand how to use data to improve what the organisation does. • Data drives questions and the organisation is influenced by what data tells them. • Viewed as a major organisational priority. • Overarching business plan with clearly defined goals based on outcomes and differentiated impact, forecasting, and prediction of need. • Use past, present and forward looking data for business planning and decision making (including forecasting, modelling, prediction and optimisation). • Range of people with data and analytics expertise in leadership including at Board level. • Invest substantially and continuously in improving data collection and analysis aligned to business plan. • There's a regular cycle of organisation-wide data planning, implementation and review.

Data Maturity Assessment

Organisational Data Maturity

Leader

Data Strategist

Data Champion

People with these problems

We think our organisation needs to get better with data but don't know where to start

We don't have a way of engaging leaders and colleagues in thinking and talking about data

We don't know what 'good' and 'great' look like or how well we're doing compared to others

Take a Data Maturity Assessment

Invite colleagues to take the assessment

Report on data maturity stage, scores for key themes, indication of strengths and priority areas for action

Comparison to sector benchmark

Advanced analysis and raw data (optional extras)

Which provides immediate benefits

Improved shared understanding of important factors and questions in data maturity

Objective view of where we are, where we could be and where to focus to get there

Raised aspirations and increased motivation to improve

Which enables people to…

Discuss where change and improvement is needed with colleagues

Develop data strategy/ improvement plan

Secure leadership support for change and improvement

Seek funding or resources to implement improvements

Which results in…

Implementation of data strategy/ improvement plans

Securing funding and/or resources

Investment in people (existing/new roles and responsibilities), tools, advice and training.

Data maturity rewards and benefits

Our knowledge and expertise increases and improves strategic planning and decision making.

Our services and products improve, delivering greater impact and efficiency with increased income.

We have credibility and influence through increased collaboration and data sharing with partners/stakeholders.

Version 2 June 2021

Benefits of a data maturity assessment

Data Maturity Scores by Team

Median score by Team benchmarked with organisation median

Overall median: 2.8

Number of respondents = 138

Internal Benchmarking

Changes in Scores for Data Maturity Themes

Measuring progress

% people who agree data and analysis has a moderate or significant influence

Targeting services to clients

■ Emerging ■ Learning ■ Developing ■ Mastering
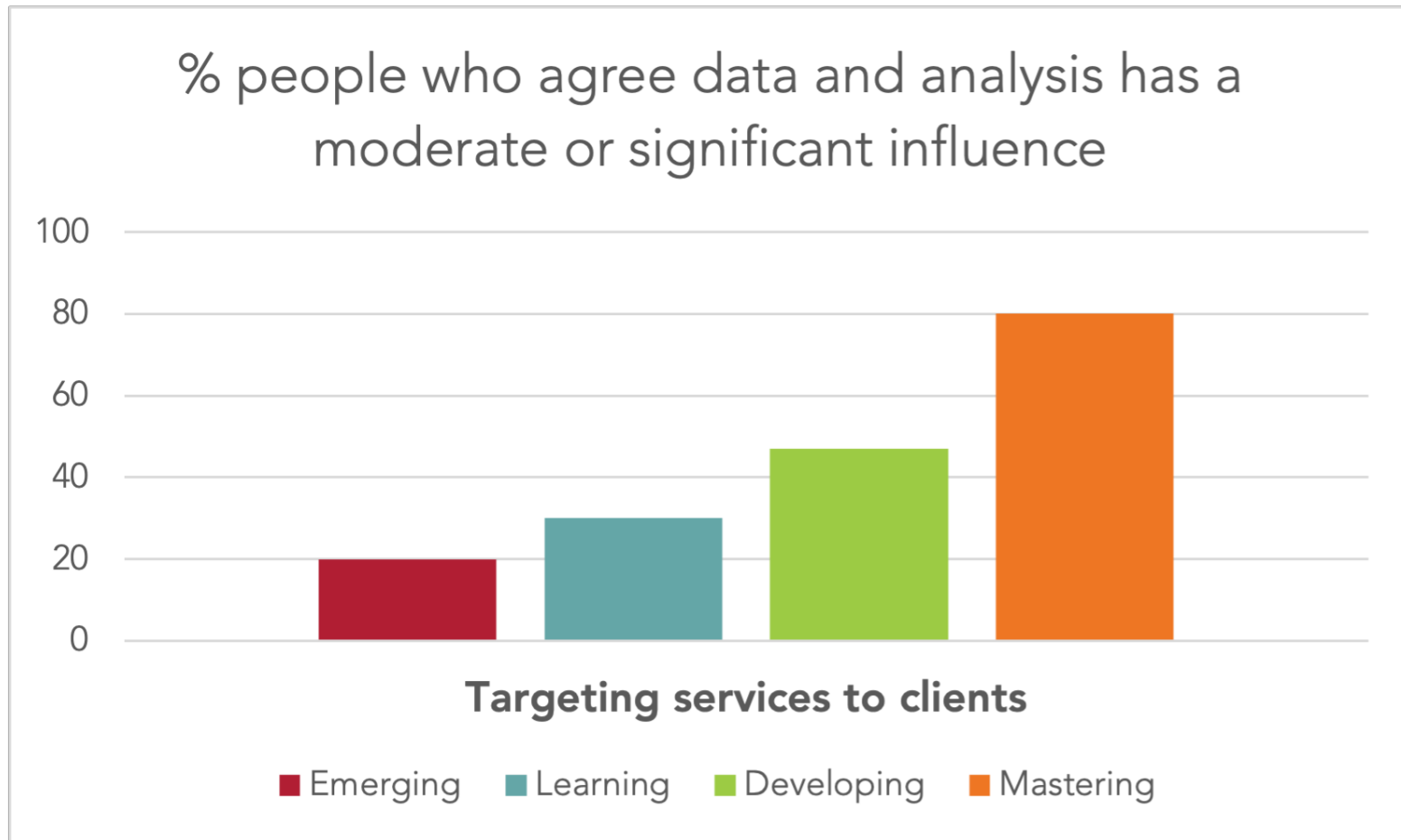
Benefits of data maturity
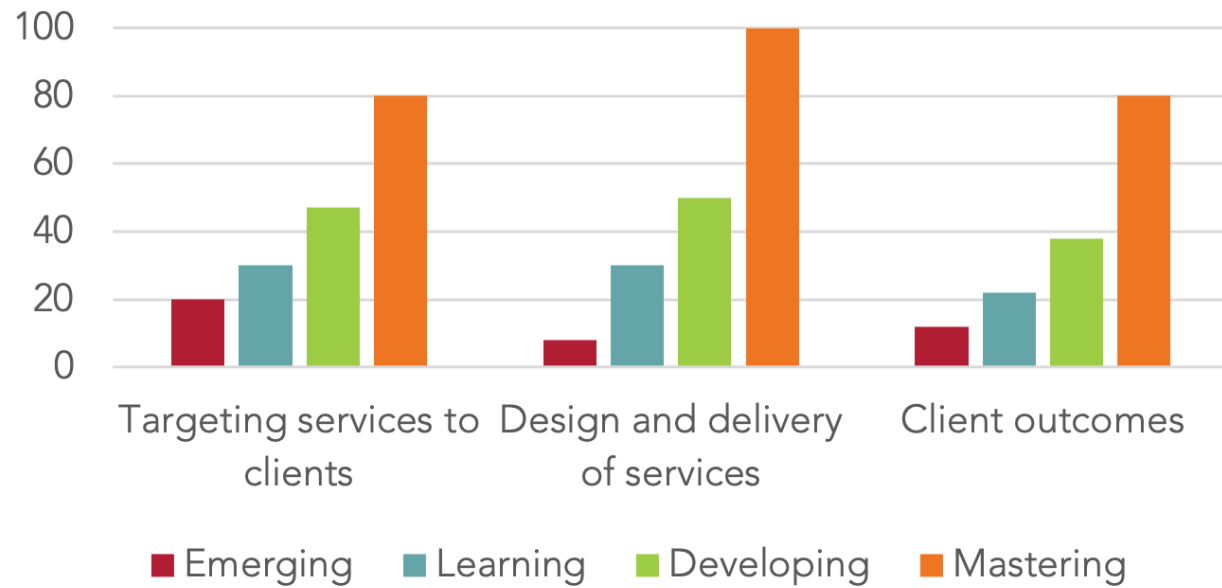
Benefits of data maturity

	Comfort	Learning
High psychological safety	Comfort	Learning
Low psychological safety	Apathy	Anxiety
	Low motivation / accountability	**High motivation / accountability**

Read Teaming by Amy Edmonson for more on this

Barriers to improving data maturity

- A data maturity framework helps you to conceptualise the complexity of data in your organisation

- Taking a data maturity assessment leads to better conversations about data and gives a starting point for a strategy

- Increased data maturity leads to better outcomes but it requires cultural change

To recap