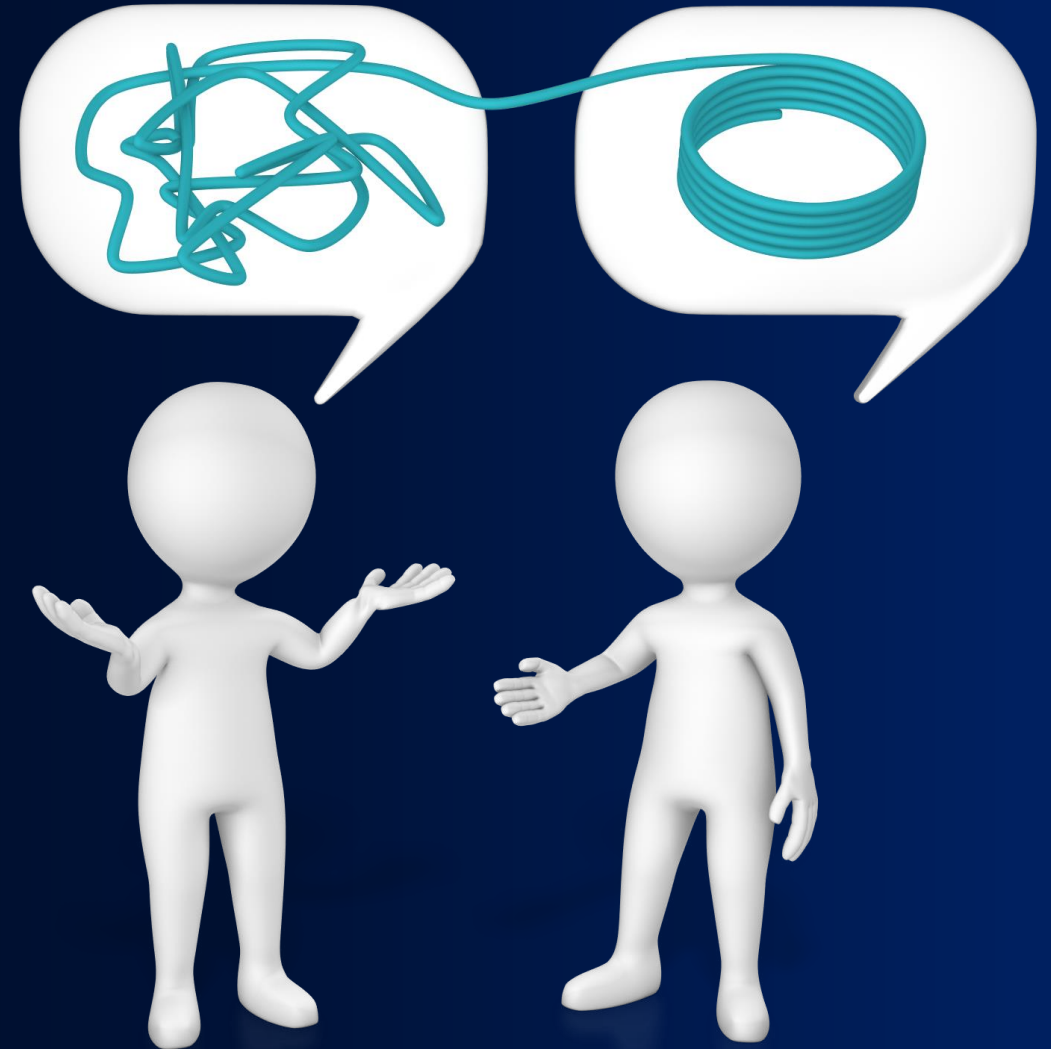


Analytic Translators

How Do They Fit
in the Literacy Discussion?

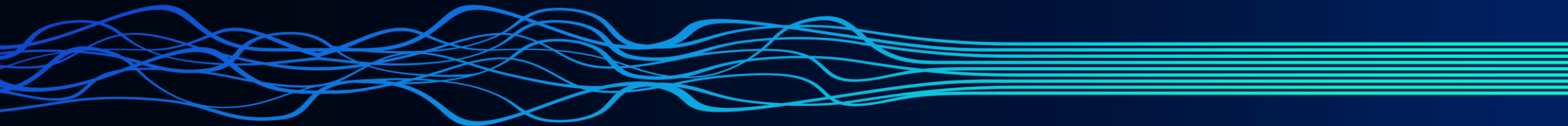


Analytic Translator

Definition:

An advisor trusted by data professionals and business professionals

- **to crystalize, explain, and shepherd complex analytic projects**
- **efficiently and collaboratively**
- **from initial concept to a relevant, insightful decision, or application,**
- **in ways that recognize and elevate the contribution of everyone involved.**



BECOME AN ANALYTIC TRANSLATOR

Make sense of data in business.
Make allies of analysts and business leaders.

WENDY D. LYNCH, PhD

Get to **What Matters**

Tools to Transform Conversations at Work

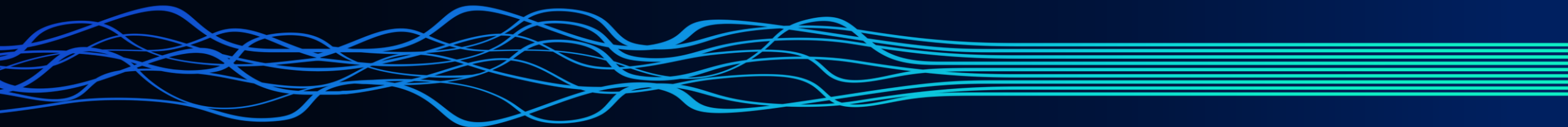


**Wendy D. Lynch
Clydette de Groot**



Why might we need them?

Because we have a **BIG** problem



We aren't capitalizing on data

•87% of data science projects never make it into production

MAGAZINE SPRING 2021 ISSUE • RESEARCH FEATURE

Why So Many Data Science Projects Fail to

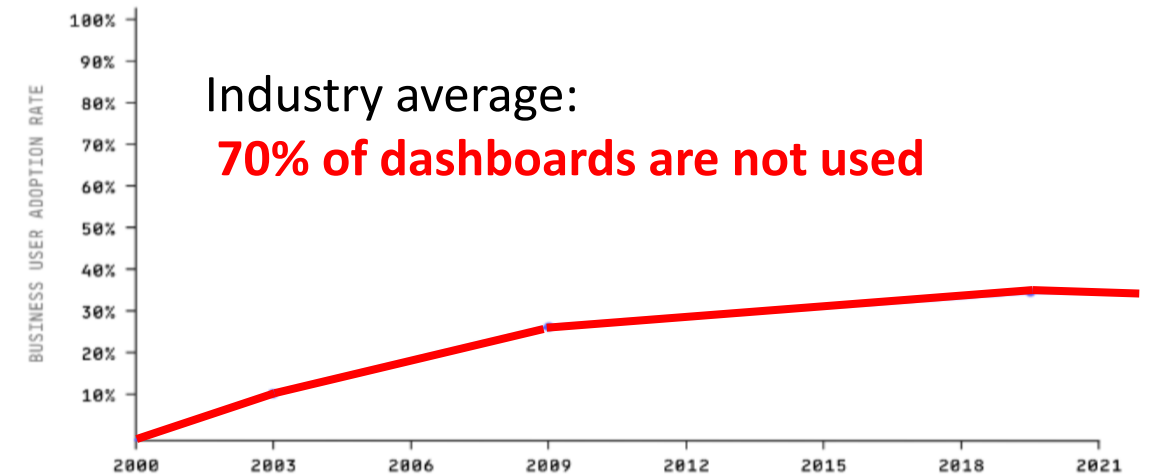
Analytics And Data Science

Companies Are Failing in Their Efforts to Become Data-Driven

by Randy Bean and Thomas H. Davenport

February 05, 2019

Despite 20 years of investment dashboard adoption falls flat



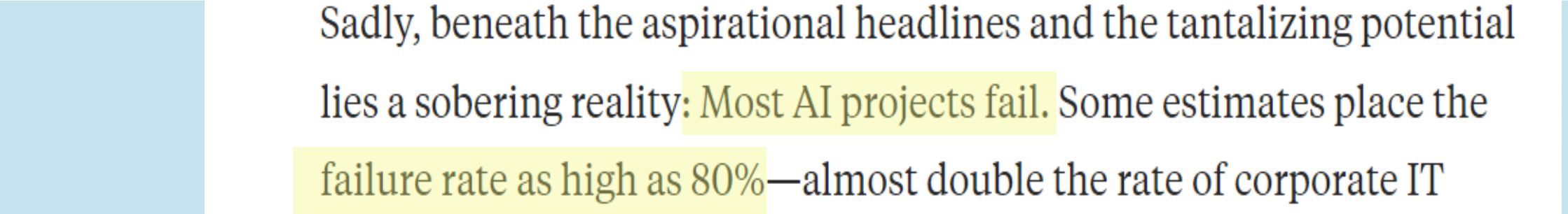
Source: A Decade of Data eBook

AI And Machine Learning

Keep Your AI Projects on Track

Most go off course. To make sure yours succeed, consider these five steps. by Iavor Bojinov

From the Magazine (November–December 2023)



Sadly, beneath the aspirational headlines and the tantalizing potential lies a sobering reality: **Most AI projects fail.** Some estimates place the failure rate as high as **80%**—almost double the rate of corporate IT project failures a decade ago.

LOST OPPORTUNITY

DATA DARKNESS, NOT DATA DRIVEN

HOW COMPANIES ARE WASTING TIME & TALENT
AND LOSING MILLIONS DUE TO A DYSFUNCTIONAL
DYNAMIC BETWEEN ANALYTIC AND BUSINESS
TEAMS

A summary of interviews with analytic leaders.

Wendy Lynch, PhD
Founder DataintoSolutions.com

Interviews of 20 Data Analytic Executives

About the dynamic they experience between analytic teams and business teams.

How big of a problem it is.

Why they believe it happens.

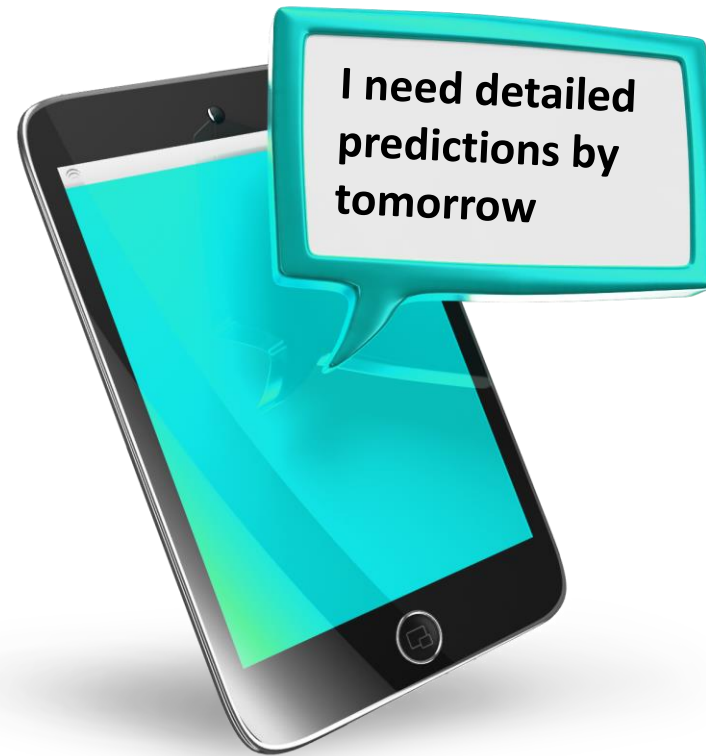


Pace

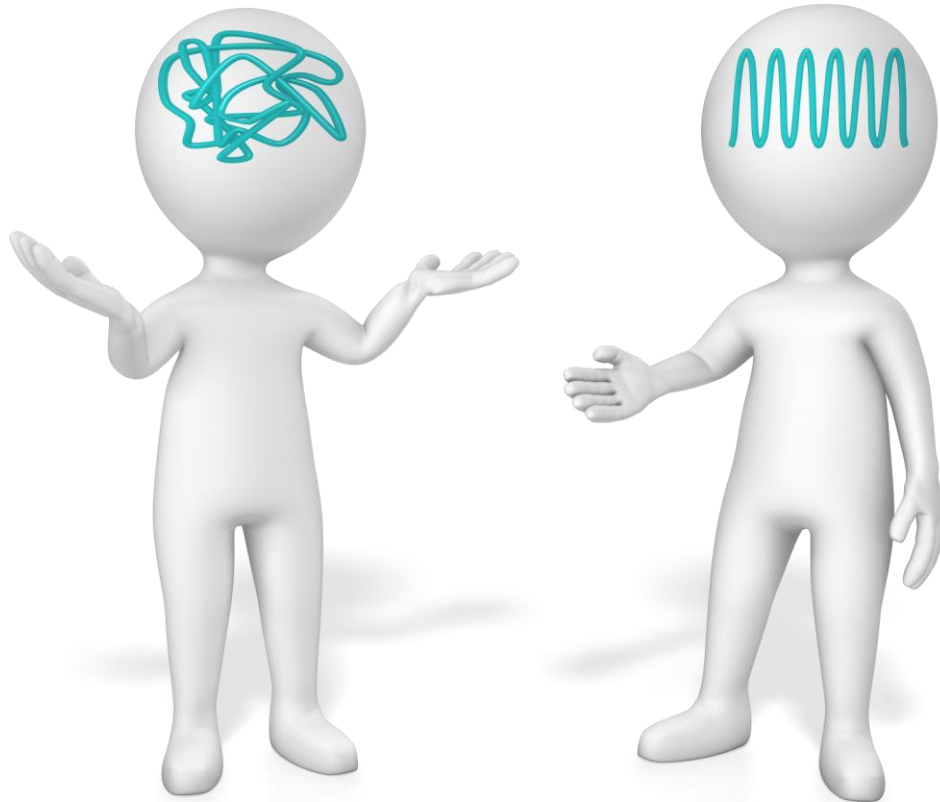
Analytic Leaders: Why This Happens

Urgency-Driven Communication:

- Quick and reactionary communication channels
- Urgent requests limit the time available for clarification, impacting the quality of responses



Lack of Comprehension By Business Leaders



Why This Happens

Low Perceived Value:

- Business leaders do not understand or value what analytics can do.
- Business leaders don't trust the data (unless it aligns with their beliefs).
- Analytics may be considered a cost center compared to revenue-generating business teams.
- Analytic leaders don't know how to advocate.

Definitions and Terminology



Analytic Leaders: Why This Happens

Specialized Language:

- Analytic teams may prioritize what the business **asks for** rather than what they truly **need**, leading to inefficiencies.
- Terminologies within each team may not be understood by members of the other team.
- Assumptions are made about what others mean.

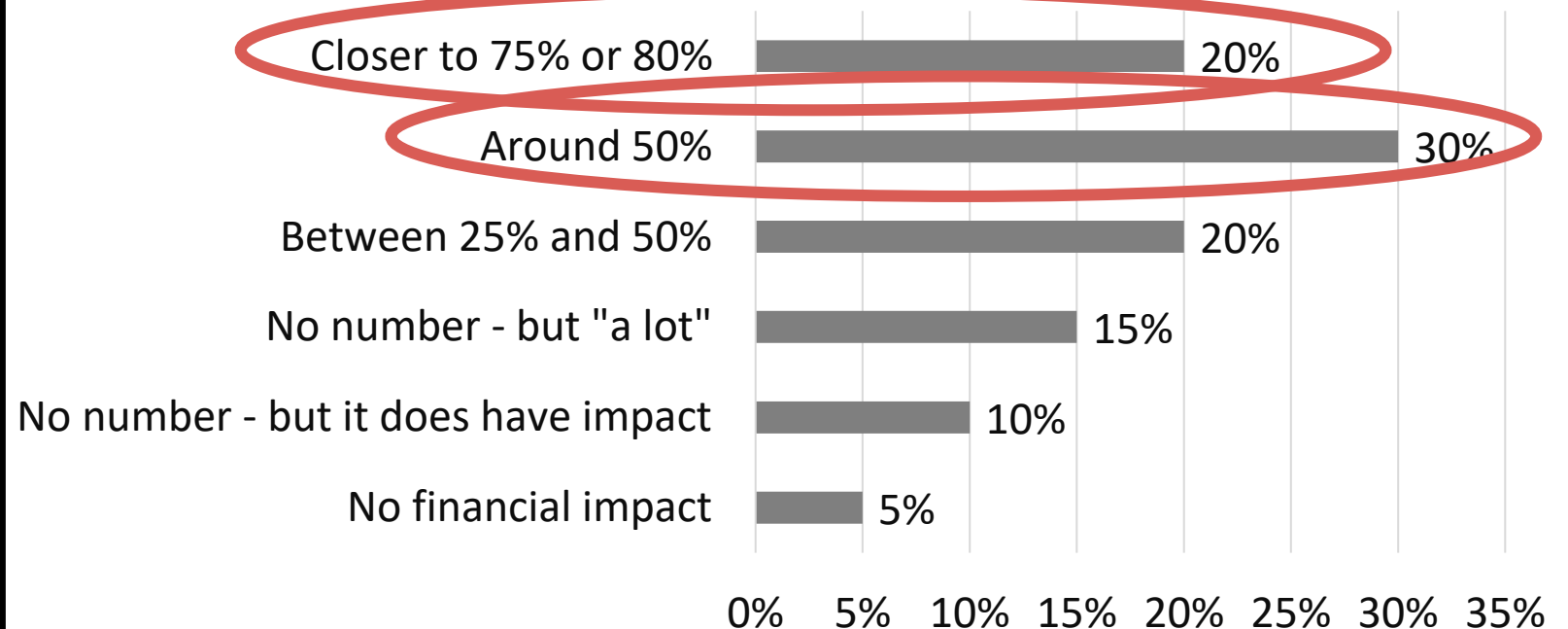


LOST OPPORTUNITY

DATA DARKNESS, NOT DATA DRIVEN

HOW COMPANIES ARE WAS AND LOSING MILLIONS DUE DYNAMIC BETWEEN ANALYT TEAMS

How much LESS EFFECTIVE is the Analytic Team compared to what they could be?

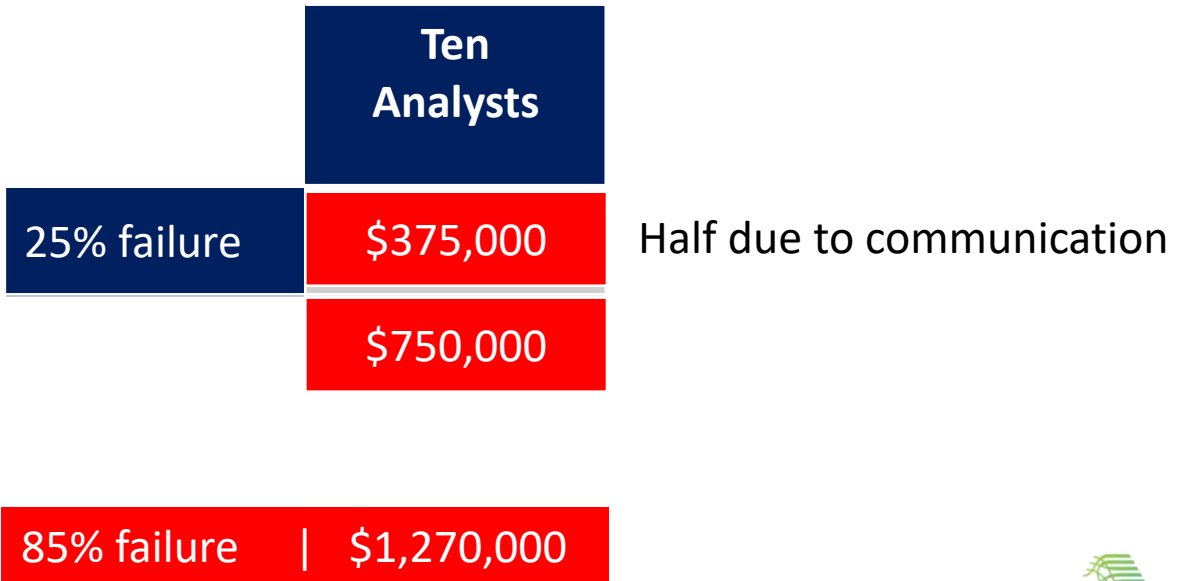


What is miscommunication costing?

1. Wasted time and effort

Per employee spend

Salary:	\$ 100,000
Benefits:	\$ 30,000
<u>Tools/training</u>	<u>\$ 20,000</u>
Total	\$ 150,000



What is miscommunication costing?

1. Wasted time and effort
2. Frustration and discouragement

Data analysts leave their positions in **less than two years** on average due to:

- low engagement,
- skills being under-used
- limited career progression

Replacement costs **75% of salary** to recruit, hire, onboard, train.

Productivity declines by **one-third** when engagement is low.



analytic-translator.com

What is miscommunication costing?

1. Wasted time and effort

2. Frustration and discouragement

2.1 Increased turnover

		Ten Analysts	
	Replace 50%	\$ 375,000	(5 x \$75K)
		\$540,000	

What is miscommunication costing?

1. Wasted time and effort
2. Frustration and discouragement
3. Missed opportunity

What if business leaders and data scientists collaborated in **total partnership**, anticipating business needs?

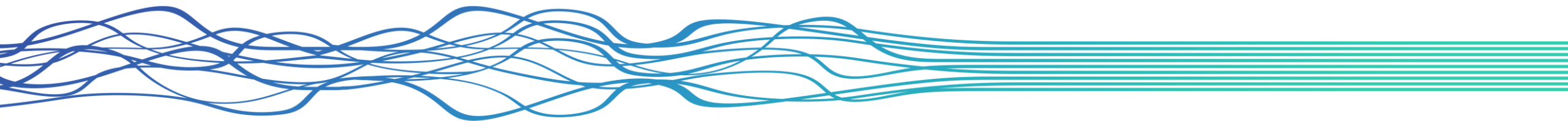


What is miscommunication costing?

1. Wasted time and effort
2. Frustration and discouragement
3. Missed opportunity

3.1 Better marketing

	10M in revenue
3% improvement	\$ 300,000
	\$ 500,000



What is miscommunication costing?

1. Wasted time and effort
2. Frustration and discouragement
3. Missed opportunity
 - 3.1 Better marketing
 - 3.2 New products



What is miscommunication costing?

1. Wasted time and effort
2. Frustration and discouragement
3. Missed opportunity
 - 3.1 Better marketing
 - 3.2 New products
 - 3.3 Efficiencies**

1% improvement

10M in revenue

\$ 100,000

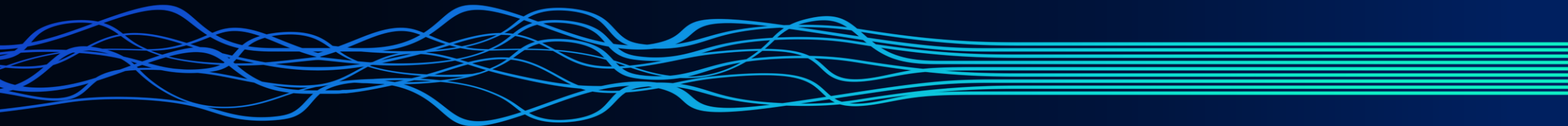


What is miscommunication costing?

Type of cost	10 Analysts \$10M
1. Wasted time and effort	\$375,000
2. Frustration and discouragement	
Turnover	\$375,000
Lower Productivity	\$165,000
3. Missed Opportunity	
Better Marketing	\$500,000
New Products	\$500,000
Operational Efficiencies	\$100,000
Total	\$2,015,000

So, we have a **BIG** problem

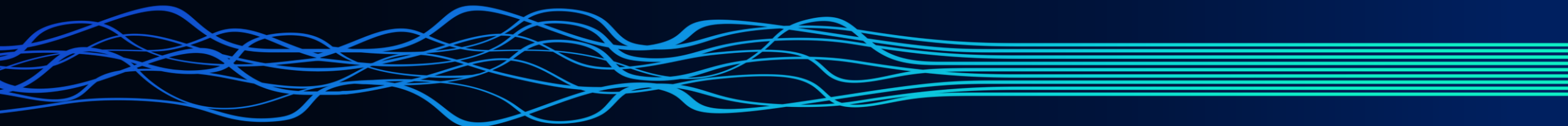
What do we do?



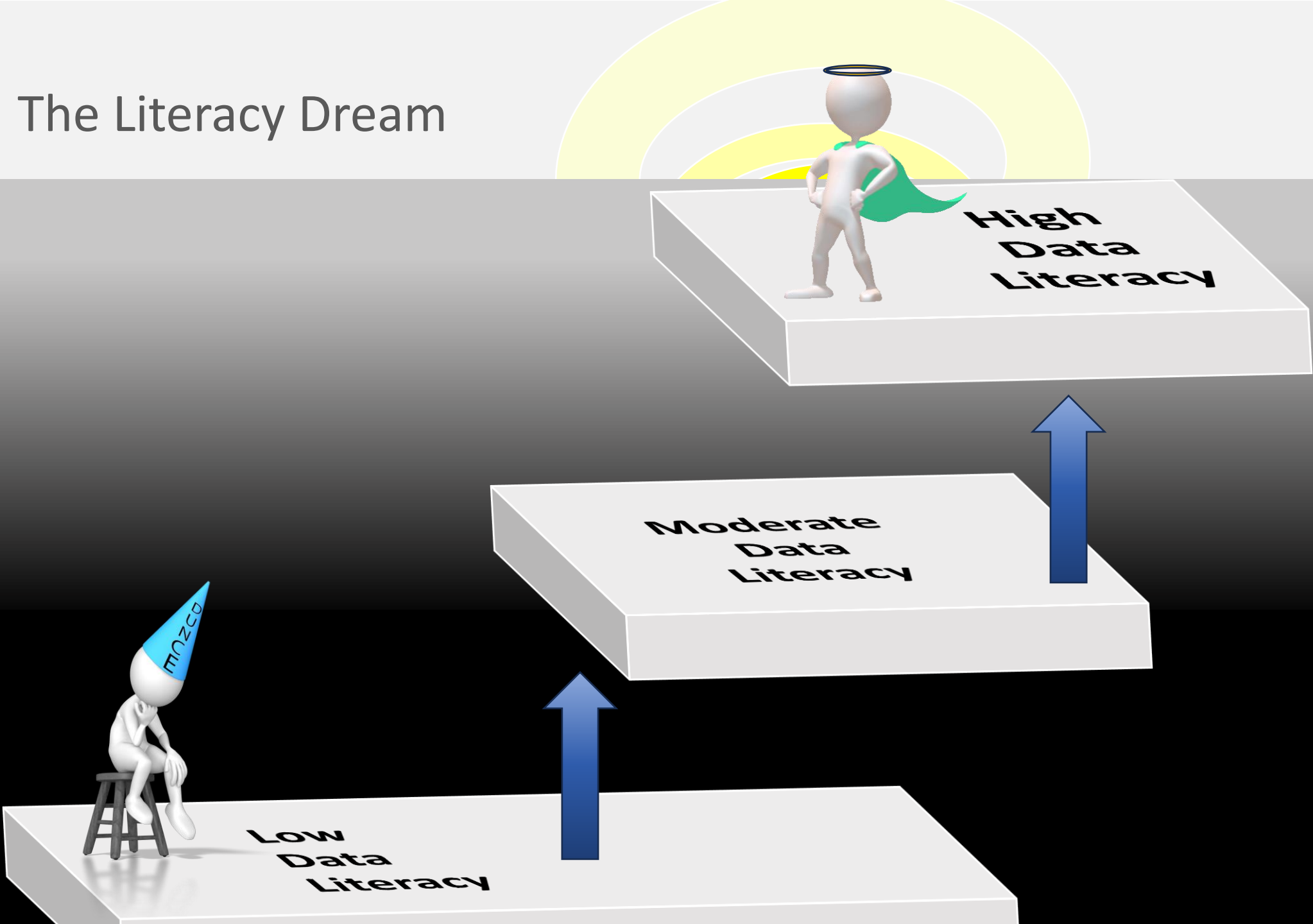


I know,
let's make **EVERYONE**
a data expert!

Data literacy to the
rescue!



The Literacy Dream

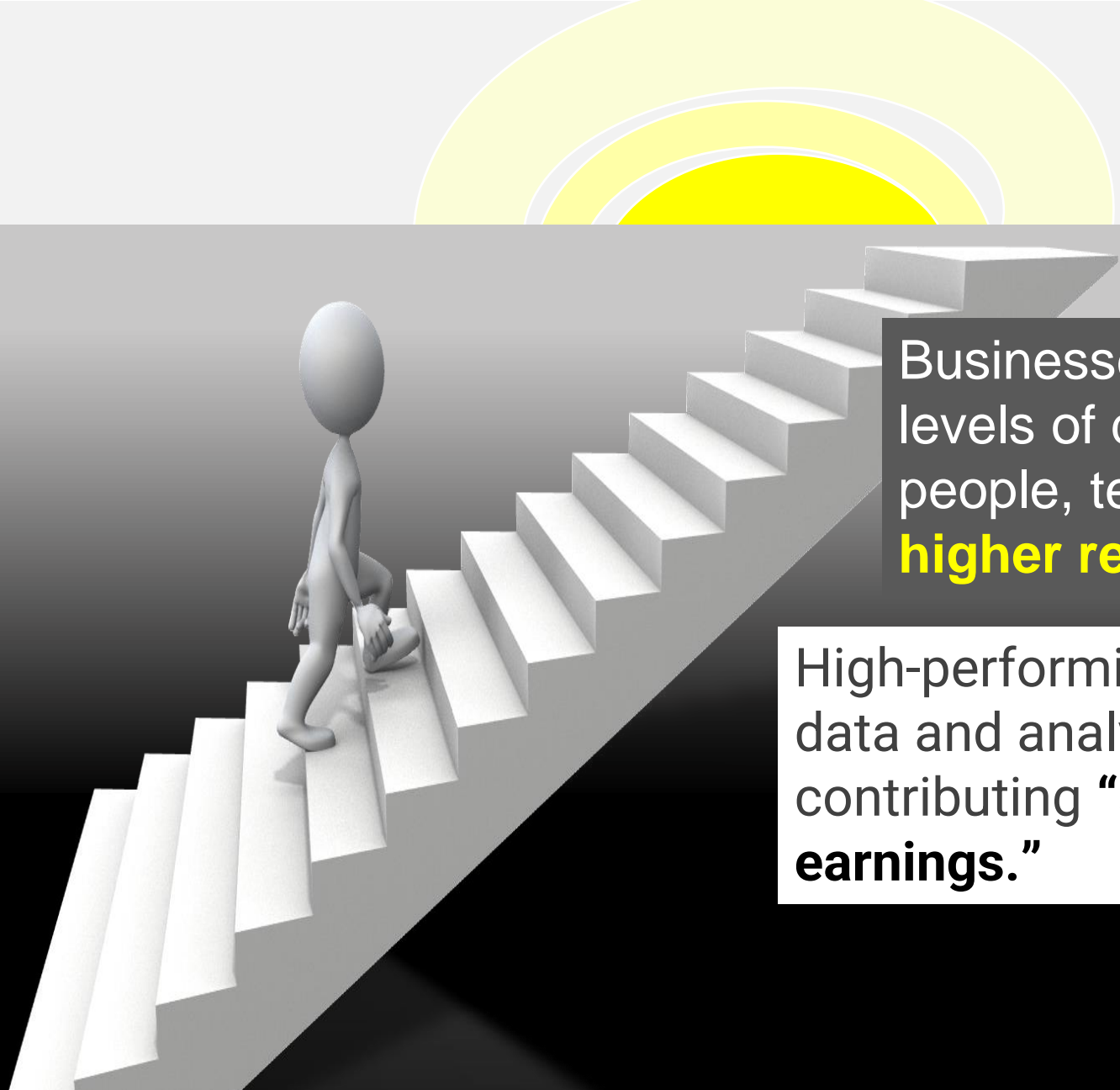


High Literacy

Ninety percent of business leaders believe data literacy will be critical to their success.

Low Literacy

High Literacy



Businesses with the highest levels of data mastery (policies, people, technology) have **70% higher revenue** per person.

High-performing businesses have data and analytics programs contributing “**at least 20% to earnings.**”

Low Literacy

1. Capgemini, The data-powered enterprise.
2. McKinsey. From Dataversity

we THINK

The problem[^] we are solving

“ We need business teams to understand ‘our’ language!”
“ They need to use and interpret data appropriately!”

With data literacy

**But will business teams welcome
data literacy training?**

What will it take?

Is it realistic?

For every organization?

For every employee?



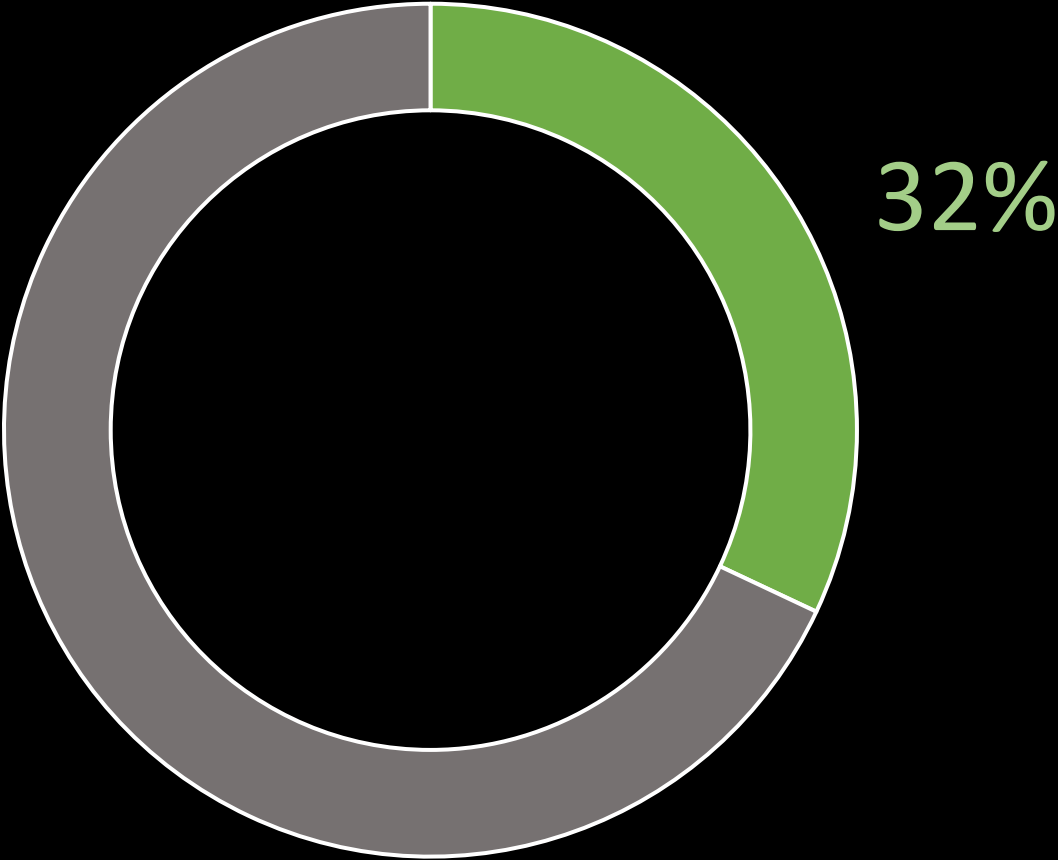
Leaders Overestimate Current Levels of Literacy

75 percent of business leaders believe **most or all** of their workers are data literate

Recent studies find that only 10-20% of employees are confident in their data skills



Percent of C-Suite Executives Considered Data Literate



■ Literate ■ Not Literate



And.....

Why do we assume it is the business team... who needs training?

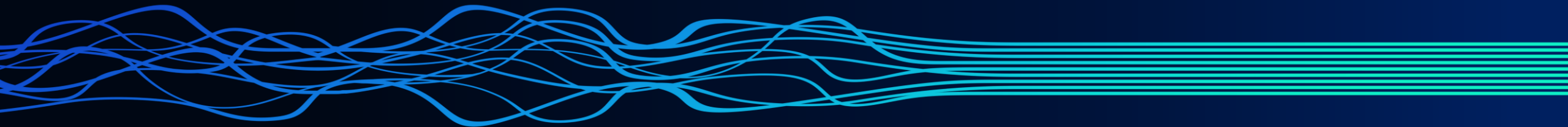
FORBES: The Problems with Data Literacy

Assuming data illiteracy is the reason companies fail to realize value from data creates a toxic divide between data producers and consumers.



analytic-translator
.com

Another way?



Imagine if it was someone's **JOB**
to make **BOTH** teams successful

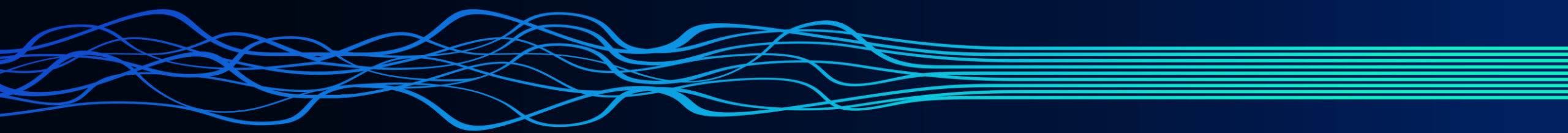
They achieve
Clarity
Confidence
Powerful Partnership

What we want for both teams



What skills do translators have?

1. Speaks both languages fluently
2. Native in both domains
 - Familiar and comfortable with goals, biases, approach
3. Expertise in communication
 - Questions, listening skills, clarification
4. Dedicated to converting data into maximum business value
5. Authentic appreciation and empathy for both teams



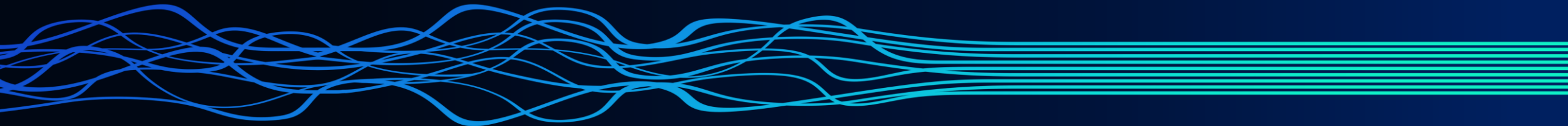
What now?

1. Acknowledge (what the problem is)

A decorative graphic at the bottom of the slide consists of several overlapping, wavy blue lines that transition into a series of parallel horizontal lines on the right side.

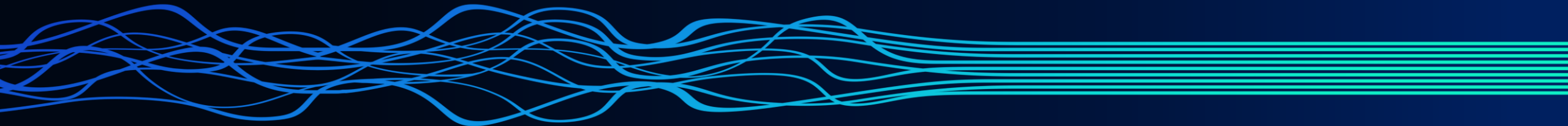
What now?

1. Acknowledge
2. Designate (people to train)



What now?

1. Acknowledge
2. Designate
3. Prioritize (the hand-offs)



A Typical Organization

**Business
Environment**

Talented, capable and well-intended.

Talented, capable and well-intended.

**Data/Analytic
Environment**

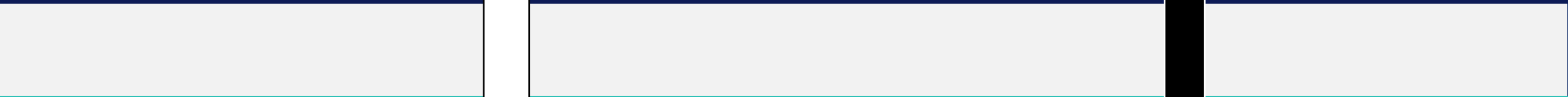
A Typical Project

Business Environment



Request from business

Results Received

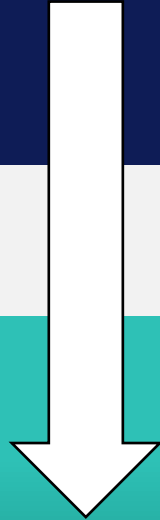


Analytic Environment

Create design

Do analysis

Package results



A Typical Project

Business Environment



Request from business

Results Received



Business language

Gap in Understanding

Analytic language

Analytic Environment

Create design

Do analysis

Package results



A Typical Project

Business Environment



Start

Request from business

Results Received



End

Business language

Gap in Understanding

Analytic language

Analytic Environment

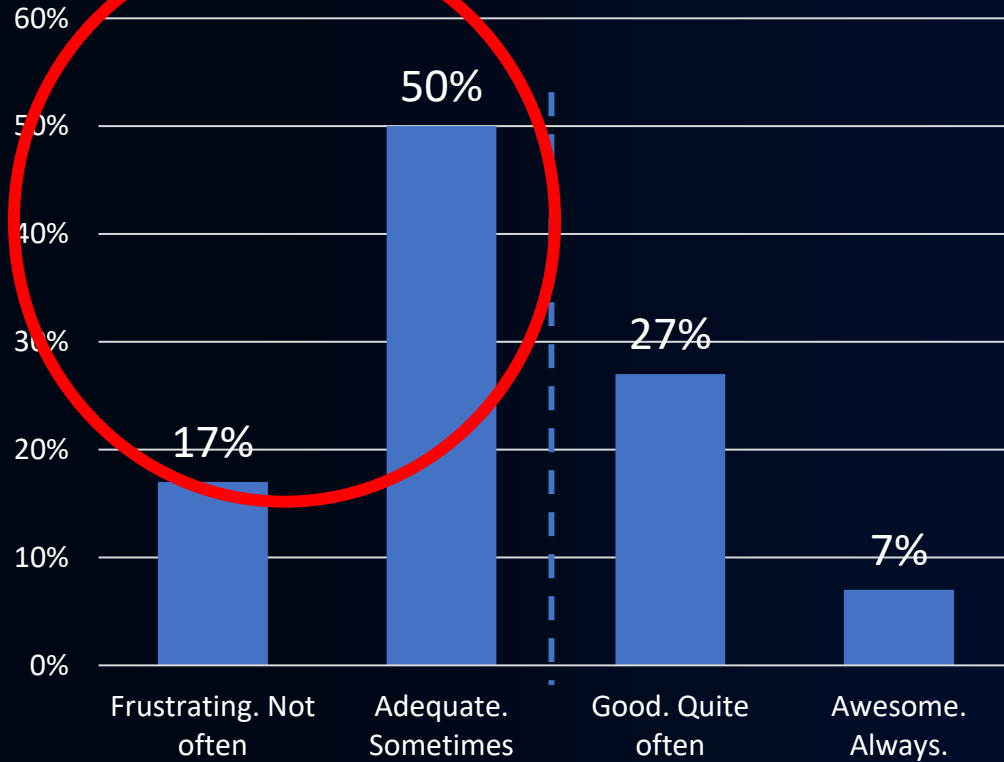
Create design

Do analysis

Package results



Business describes interactions with data analytic teams. How often **you get (and understand) the exact answers you need.**



“They don’t give me what I need in a way I can understand...”

A Typical Project

Business Environment



Request from business

Results Received



Business language

Gap in Understanding

Analytic language

Analytic Environment

Create design

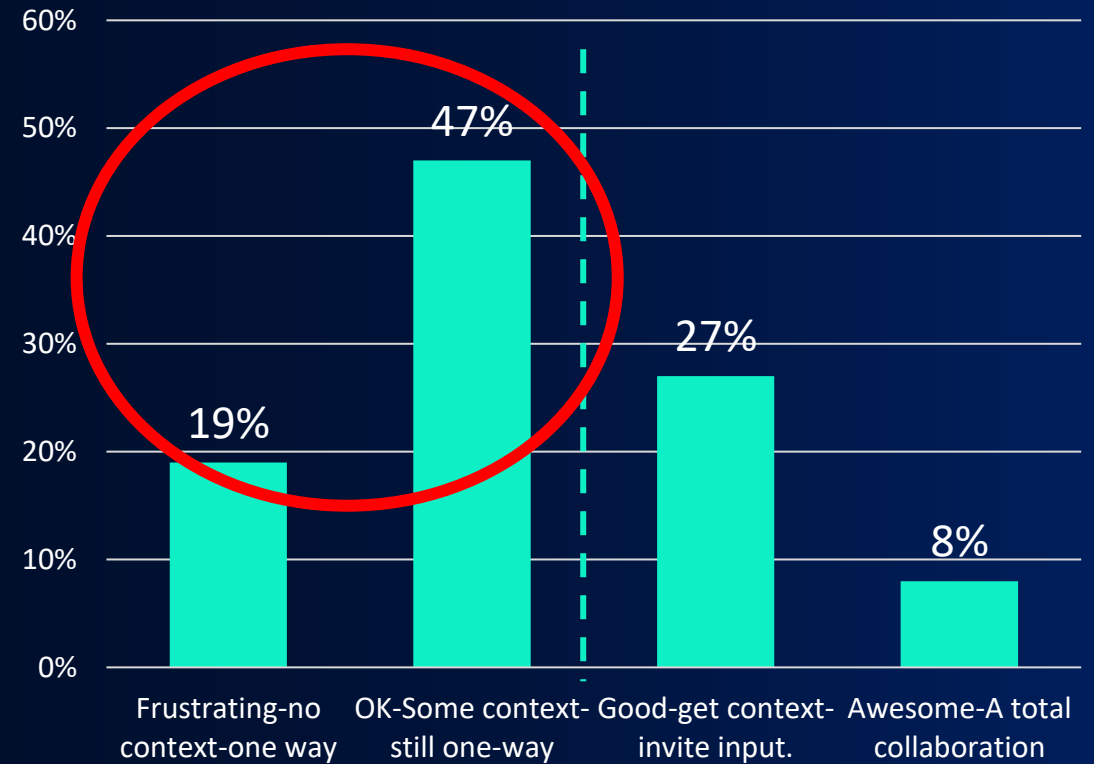
Do analysis

Package results



“They give me a request with little or no context.”

Analytic team describes requests from business.



A Typical Project

Business Environment



Request from business

Results Received



Create design

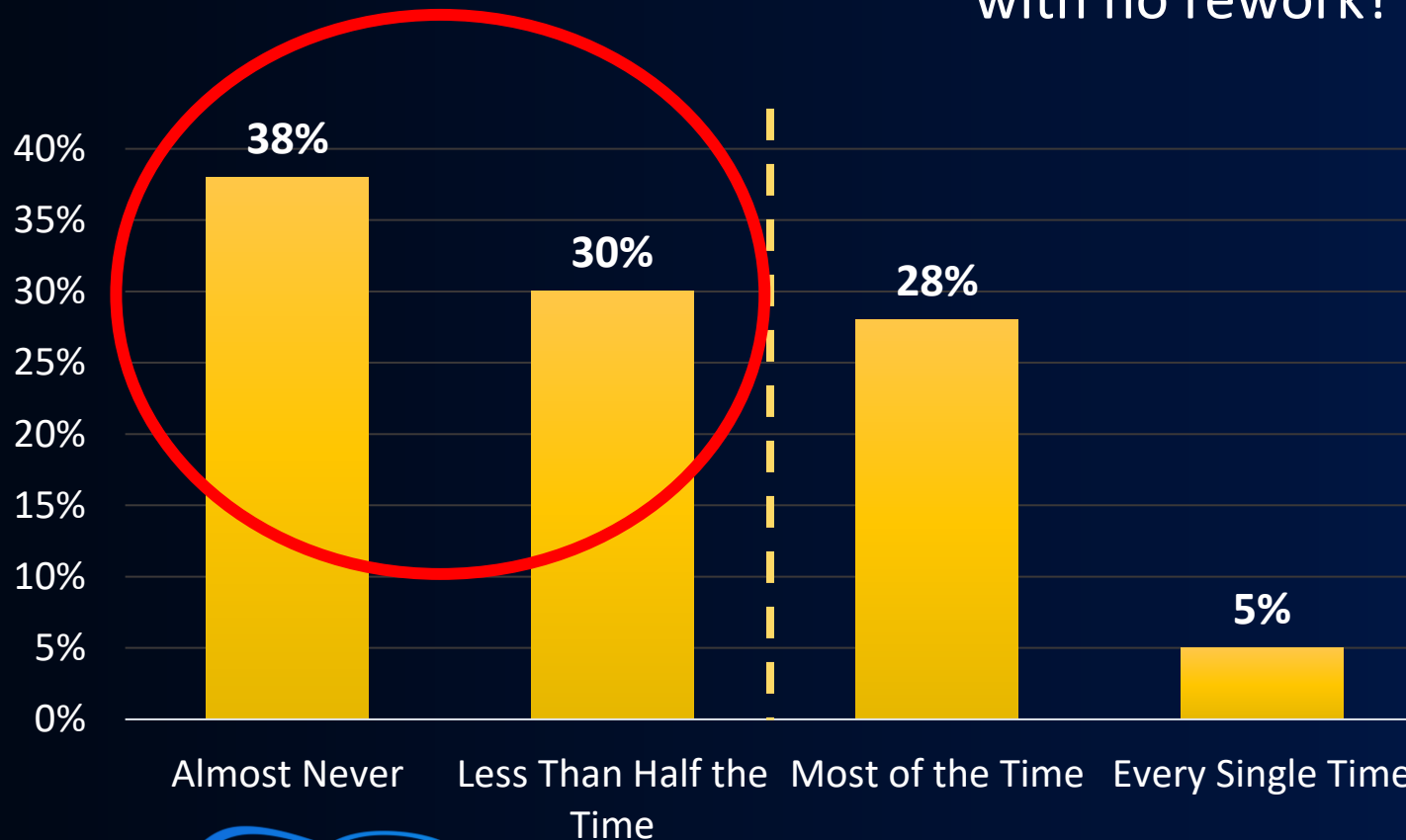
Do analysis

Package results

Analytic Environment

When you get a request...

How often are you able to provide the exact answer they want, the first time, with no rework?



A Typical Project

Business Environment



Request from business

Results Received



Analytic Environment

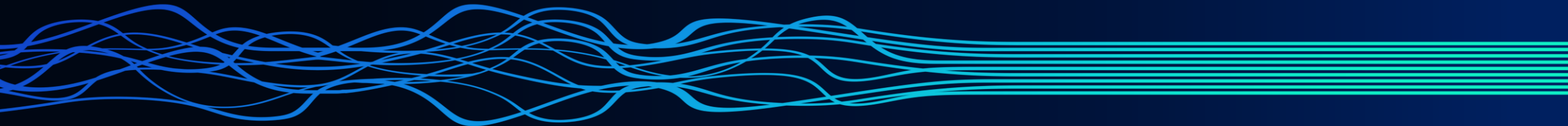
Create design

Do analysis

Package results

What now?

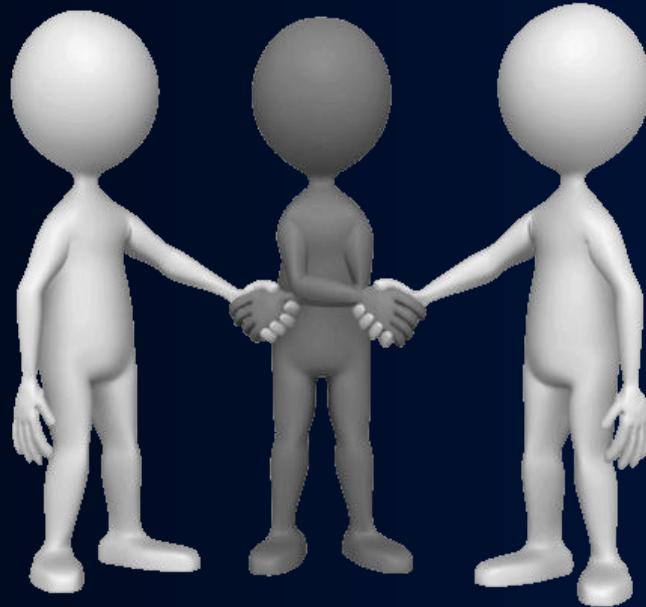
1. Acknowledge
2. Designate
3. Prioritize the 'hand-offs'



What we need.....

Business Leaders

\$\$ (\$\$) *EBITA* P:E
NET REVENUE



What they
mean is...

Data Scientists

$$\sigma = \sqrt{\frac{\sum(x_i - \mu)^2}{N}}$$

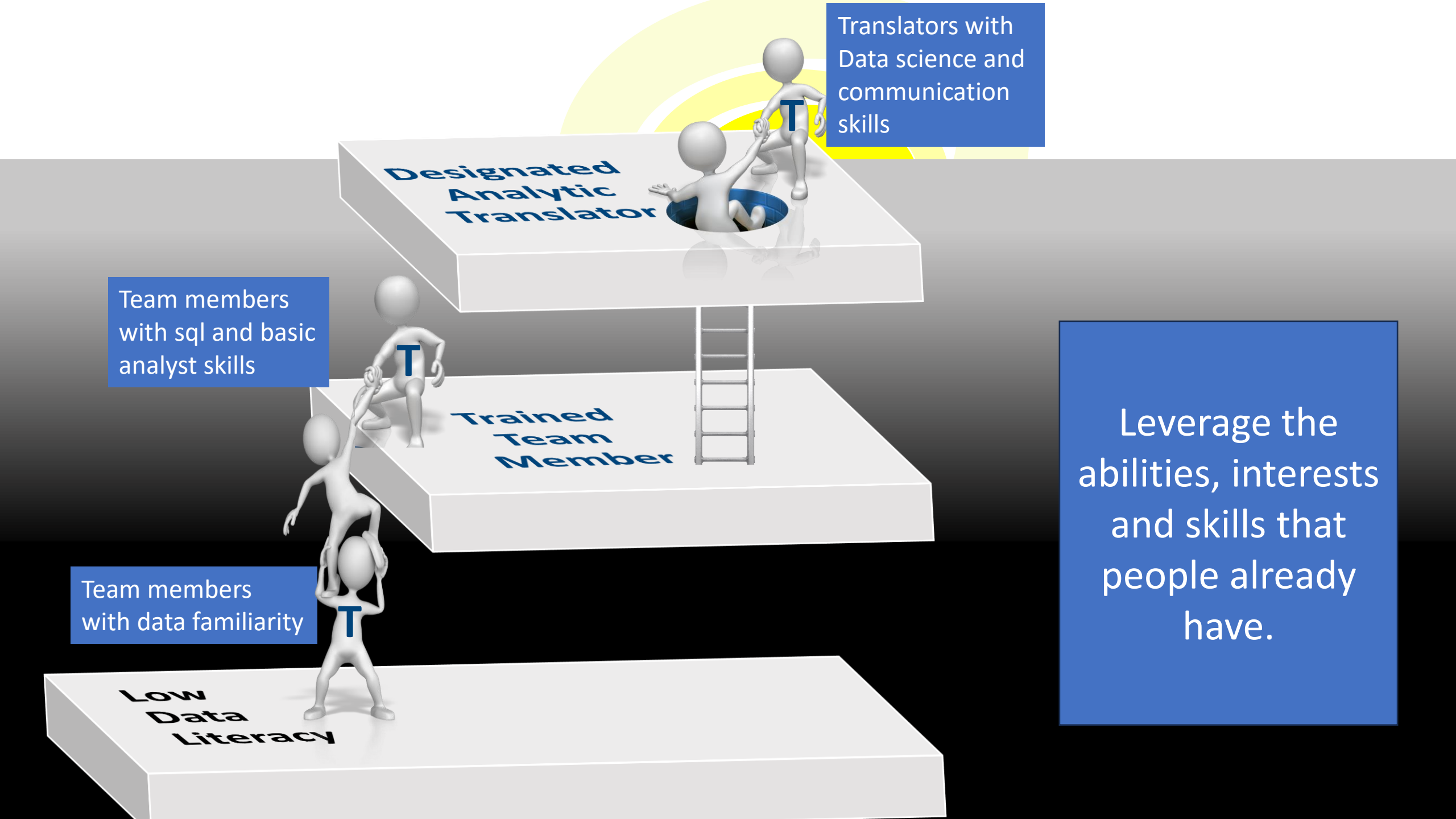
....is someone who speaks both languages

Train Everyone?

**LOW
Data
Literacy**

**High
Data
Literacy**





Translators with
Data science and
communication
skills

**Designated
Analytic
Translator**

Team members
with sql and basic
analyst skills

**Trained
Team
Member**

Team members
with data familiarity

**Low
Data
Literacy**

Leverage the
abilities, interests
and skills that
people already
have.

What value do translators generate?

Type of cost	10 Analysts \$10M	
1. Wasted time and effort	\$375,000	Less rework
2. Frustration and discouragement		
Turnover	\$375,000	Less turnover
Lower Productivity	\$165,000	Higher productivity
3. Missed Opportunity		
Better Marketing	\$500,000	More data-initiated solutions
New Products	\$500,000	
Operational Efficiencies	\$100,000	
Total	\$2,015,000	

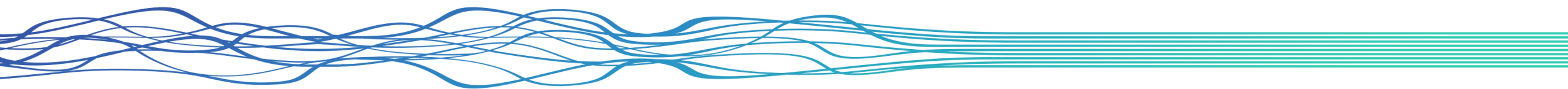


If you have one analyst and they are using
the analytic translation system

**they're probably producing a lot more
useful output**

than if you had two analysts and neither
one of them is using analytic translation

Kelsey Gatchel
Data Analyst
mequilibrium



Now available at Dataversity!

Training

Become an Analytic Translator

Coming soon: Communication for
data professionals



analytic-**translator**
.com