

The background of the image is a dense, overlapping collage of numerous open books and loose sheets of paper. The pages are filled with text, some of which is legible, such as "CHAPTER 7", "The Father's Prayer", and "A Father's Prayer". The books are arranged in a way that creates a sense of depth and abundance of knowledge. The overall color palette is warm, with the cream and yellow tones of the paper contrasting against the dark text.

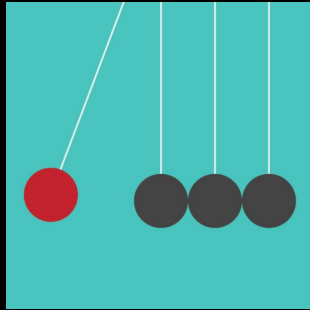
Building Data Teams: Lessons Learned



Barr Moses

- CEO/Co-Founder, Monte Carlo
- VP Customer Operations, Gainsight
- Management Consultant, Bain & Co
- Data Analysis Unit Commander, IDF
- Math & Stats, Stanford

Why does it matter?



Lessons learned:

- Team structure
- Make an impact (and measure it)
- Data is trusted

What should our **org**
structure look like?

Decentralized



Everyone has one

Let's get data-driven

Lone analyst

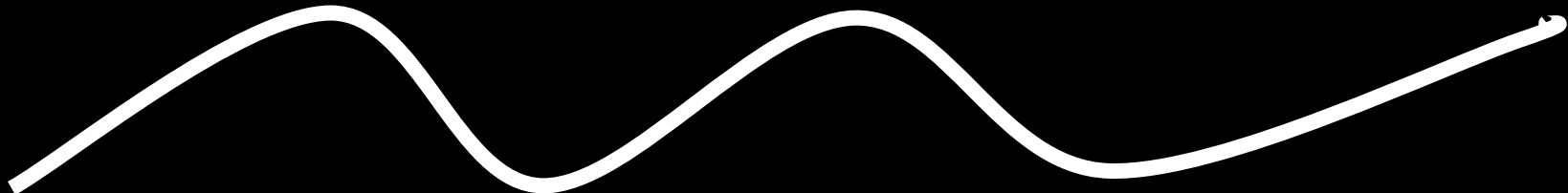
SWAT team

Let's get our s*** together

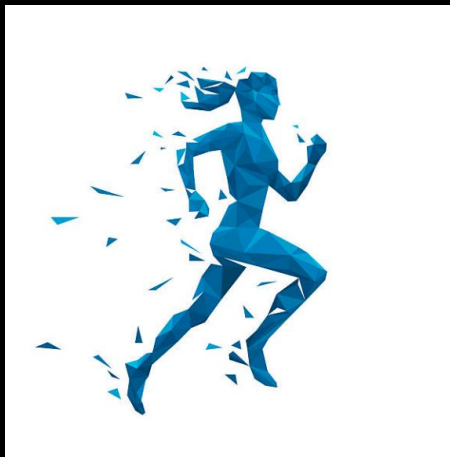
Centralized



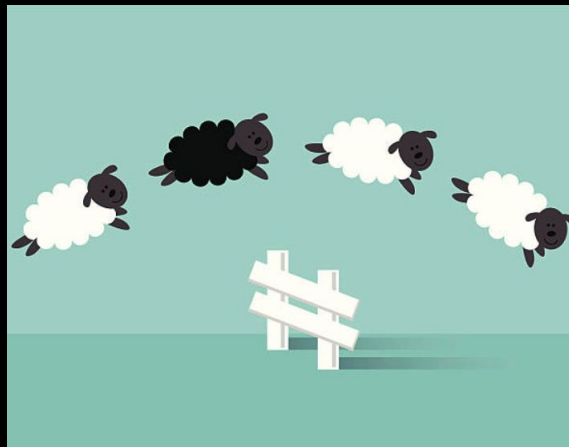
Time



People who RUN



People who COUNT

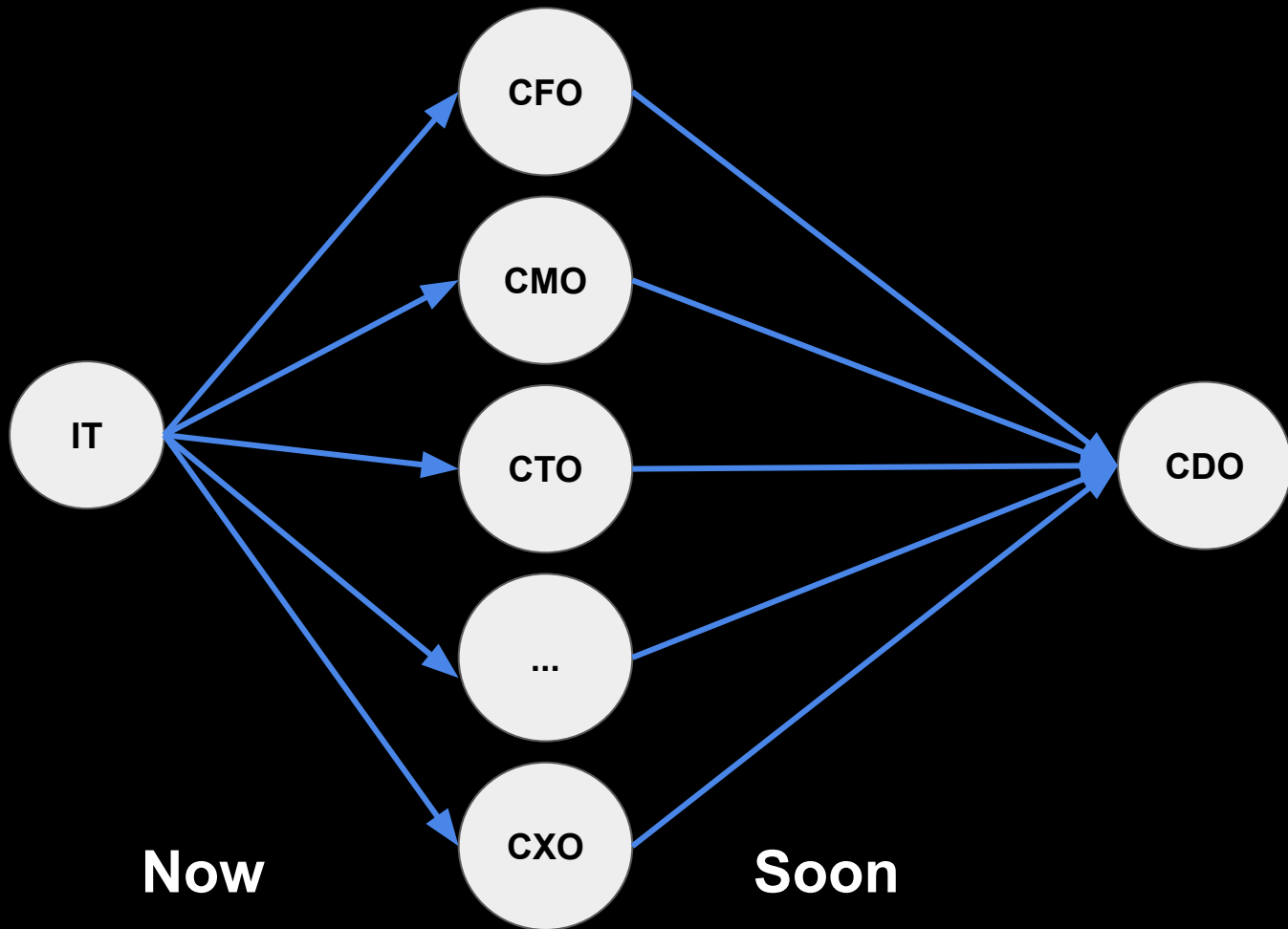


People who BUILD*



The Big Bang of ~~the Universe~~ Data Teams





Home > IT Leadership

INSIDER FEATURE

The chief data officer: The CIO's newest ally

As organizations shift to data-driven strategies, the CDO role is rising. But to succeed as an entity, the CIO and CDO must work in concert — with clear delineations in responsibilities.



By **Mary K. Pratt**

Contributing Writer, CIO | NOV 11, 2019 3:00 AM PST

- Identify champions in the organization
- Own and provide training for data literacy
- Partner with functions on key initiatives
- Ask and act on feedback

**How do I measure the
value / ROI of my work?**

Support  function

Growth function



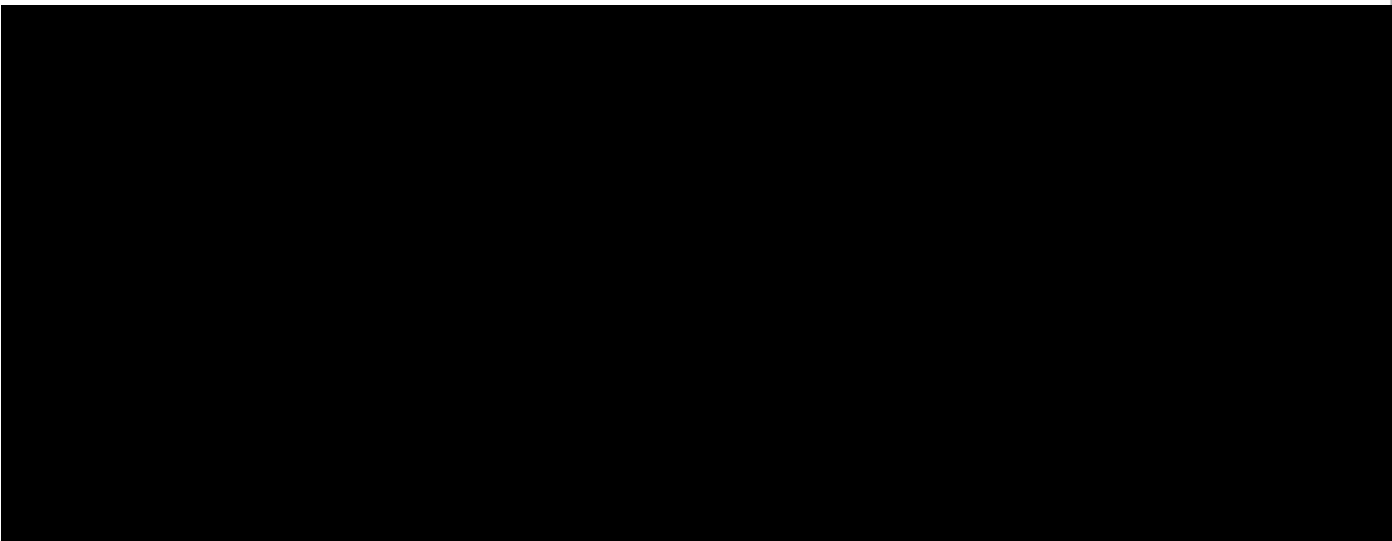
- New market
- New feature
- Segmentation
- Scaling

Business Function

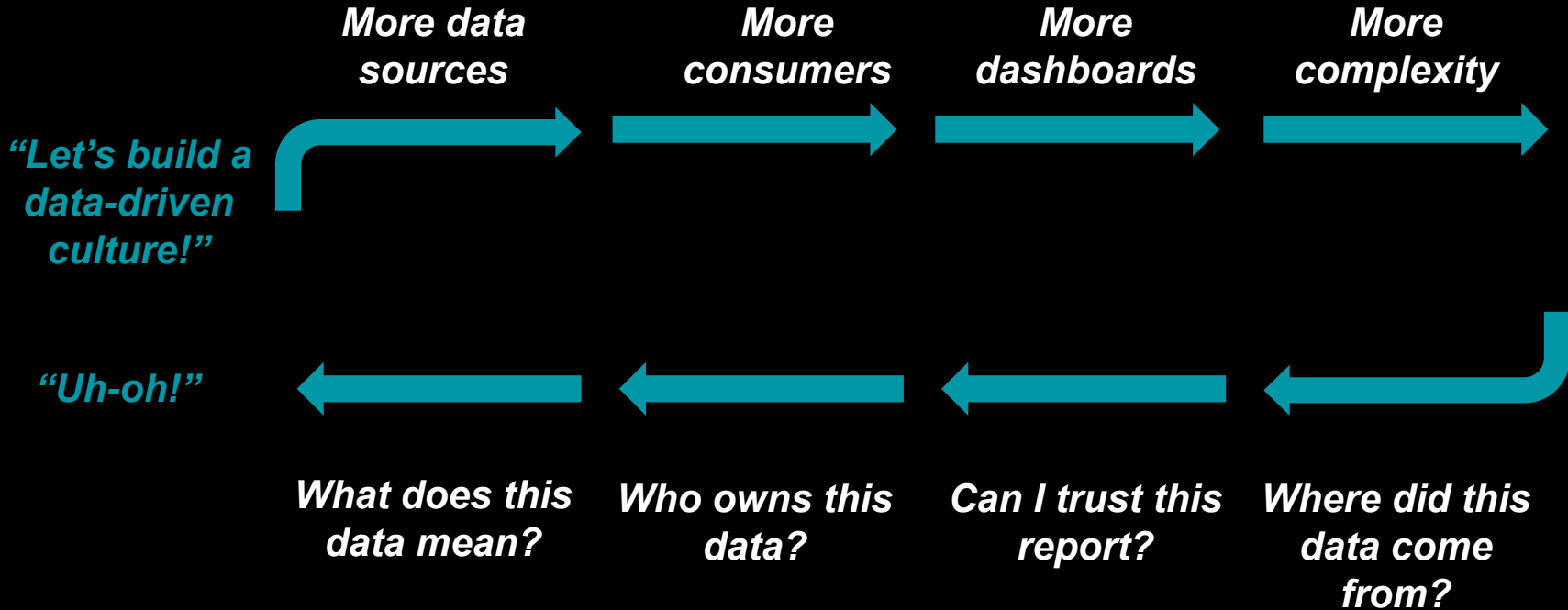
	Marketing	Sales	Engineering & Product	Customer Success	Finance	CEO / Executive team
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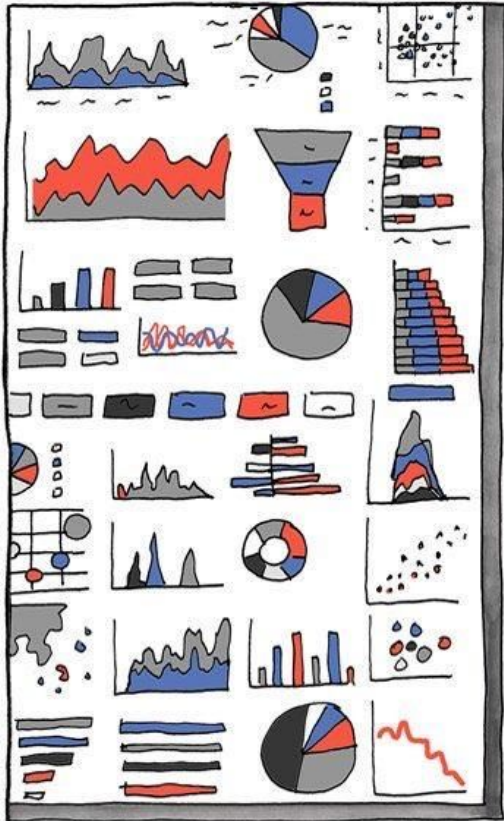
Outcomes

Generate new business
Expand existing users/customers
Improve existing customer service
Improve internal efficiencies



How do we build
trust in our data?





OUR NEW DASHBOARD HAS ALL OF THE DIFFERENT KPI'S WE CAN TRACK NOW.



WHAT'S THAT KPI TRENDING TO ZERO?



IT MEASURES HOW WELL WE UNDERSTAND THEM ALL.



TOM FISH BURNE

- **Accountability**
- **Measurement**
 - **NPS**
 - **Data downtime**
- **Automation**
 - **Monitoring**
 - **Testing**
 - **Staging**
- **Consider an SRE team for data**

Thank you!

Questions?

