

Lead a World-Class Data & Analytics Organization

Create & Execute an Adaptive Strategy

Develop, extend and execute a data, analytics and AI strategy aligned to stakeholder priorities to create value with accountability for communicating and impacting the organization's critical KPIs.

Establish & Evolve the Operating & Organizational Model

Design the operating, organization and funding model to break down silos through executive, business, ecosystem and IT collaboration for optimal business impact.

Develop Talent Across the Enterprise

Realize outcomes through data, analytics and AI talent acquisition, development, upskilling, retention, motivation and external talent management.

Become an Effective Executive Leader

Build the leadership, managerial, collaboration, coalition and relationship building and executive communication skills and behaviors of high performing, strategic and trusted CDAOs.

Embed Intelligence in Business & Decision Processes & Applications

Collaborate across technology teams to embed, democratize and operationalize data, analytics and AI in applications and business, decision, and agentic workflows.

Implement & Scale Deployment & Engineering Best Practices

Design, deploy and evolve agile implementation approaches including extending AI-ready data practices to content, DataOps, FinOps and data, AI and platform engineering.

Architect and Select Data & Analytics Solutions

Evolve the D&A architecture, platforms and ecosystems to exploit fast moving business and technology disruptions, including and beyond AI.

Identify Emerging Business & Technology Trends

Drive innovation and prepare for what's next by monitoring, evaluating and prioritizing emerging data, analytics and AI trends.

Provide Secure, Responsible Data, Analytics & AI

Navigate regulatory, security and ethical considerations to ensure trusted and responsible data, analytics and AI development and usage.

Mature Data, Analytics & AI Governance

Implement a leading governance strategy, practices and technology approach to drive business aligned, governed and trusted data, analytics, data science and AI.

Realize Value From Data & Analytics Investments

Identify & Prioritize High-Value Use Cases

Ideate, prioritize and build a high impact portfolio of data, analytics and AI use cases that deliver profound value to the business.

Manage, Measure & Communicate Business Value

Engage and partner with business stakeholders to identify business value from data, analytics and AI, measure and adjust and communicate successes.

Deliver High-Quality Products, Projects & Programs

Build program, project and product development disciplines to democratize access, development, interoperability, use and reuse of trusted data, analytics and AI assets.

Manage Cultural Change & Business Transformation

Expand data and AI literacy and user enablement initiatives to maximize adoption and transform how people work and make trusted decisions using data, analytics and AI.

Gartner Priorities Navigator™ for Chief Data & Analytics Officers

Architect, Implement & Scale Data & Analytics Solutions

Build Trusted Data, Analytics & AI