



Gartner for Data & Analytics

# 6 Proven Steps to Become a Better Leader

Key peer insights from the 2023 CDAO Survey

# Achieve success across the organization

The Gartner CDAO Agenda Survey for 2023 offers a candid view from 560+ enterprise data and analytics (D&A) leaders of what drives individual, enterprise and team success for today's D&A leaders. The most successful leaders outperform their peers by projecting an executive presence and building a strategic D&A function in an agile, repeatable and persistent way.



**Help me succeed in my role.**



Project executive **presence.**

- 1 Invest in developing yourself as a successful executive leader.
- 2 Connect with peers.

**Help me build a world-class D&A team/capability.**



Tackle budget and resourcing with **persistence.**

- 3 Benchmark and measure your team's operations and readiness.
- 4 Create an actionable D&A strategy.

**Help me and my D&A org create and drive value for the business.**



Tightly tie D&A strategy to business **performance.**

- 5 Sell your vision and value to the business. Prioritize the CEO, CIO and CFO as key influencers.
- 6 Improve collaboration with other leaders.



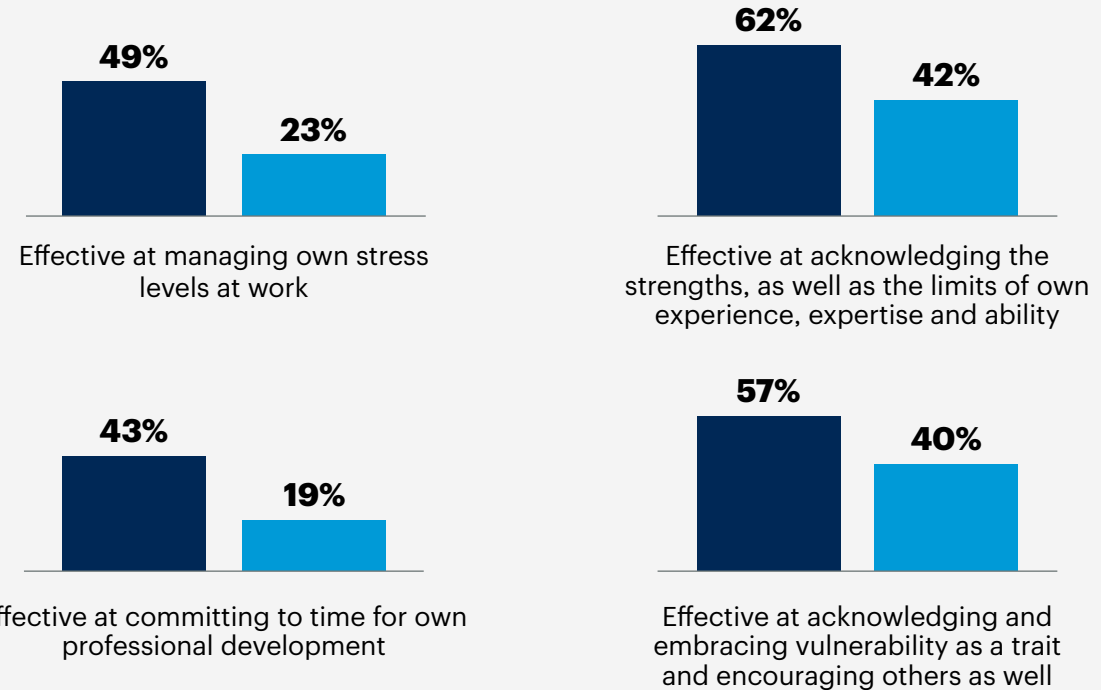
## What D&A leaders say about themselves

Respondents who rate themselves as “effective” or “very effective” in 17 executive traits experience a higher likelihood of professional success.

### CDAOs’ Self-Reported Views of Their Personal Effectiveness

■ **Top Performer:** High organizational performance/high D&A team effectiveness

■ **Low Performer:** Low organizational performance/low D&A team effectiveness



n = 566; all respondents

Q: Now, thinking specifically about how you work on your own development, how effective have you been at ...?

Q: Thinking about your company in general, how do you characterize your organization's overall performance relative to its competitors and peers?

Q: Now, thinking specifically about the Data and Analytics team in 2021, how effective has the team been at ...?

Source: Gartner Chief Data and Analytics Officer Agenda Survey for 2023



Succeed in your role

## Take these steps:

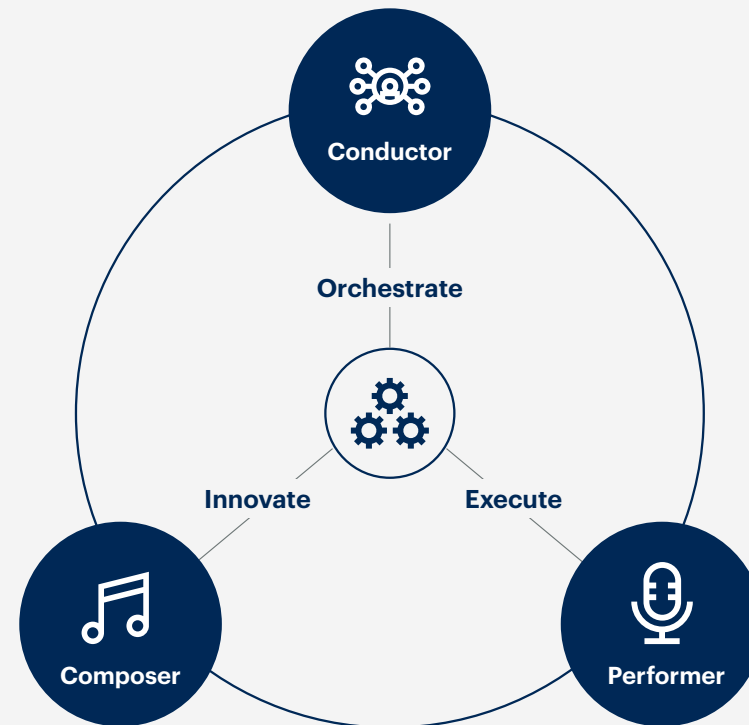
### 1 Invest in developing yourself as a successful executive leader.

Make learning a habit and get all the training, coaching and practice that you can fit into your schedule.

### 2 Connect with peers.

Connect with other industry leaders in one-on-one chats, peer-led discussions and polls, and read through technology ratings and reviews.

## 3 Personas of Successful CDAOs — Conductor, Composer, Performer



Source: Gartner

### Conductor

Lead the orchestration of the change to a data-driven culture.

### Composer

Drive data-driven business innovation and monetization opportunities.

### Performer

Drive execution of steady, pragmatic business value through applied insight.



## What D&A leaders say about their teams

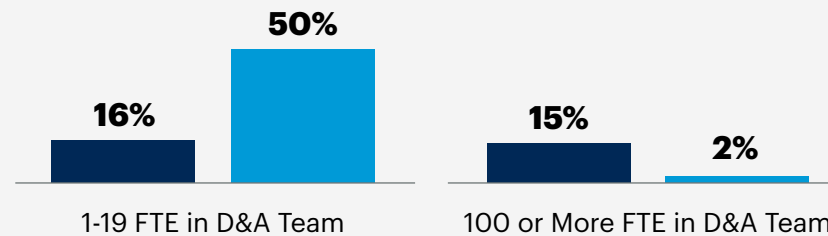
Respondents rating their D&A teams as “top performers” often invest in the following areas:

- Customer insight and/or experience analytics
- Sales analytics
- Supply chain analytics
- Enhancing data literacy (data literacy program and/or data skills training)
- Digital business transformation

### Top Performers Are Significantly More Likely to Have Larger D&A Teams

■ **Top Performer:** High organizational performance/high D&A team effectiveness

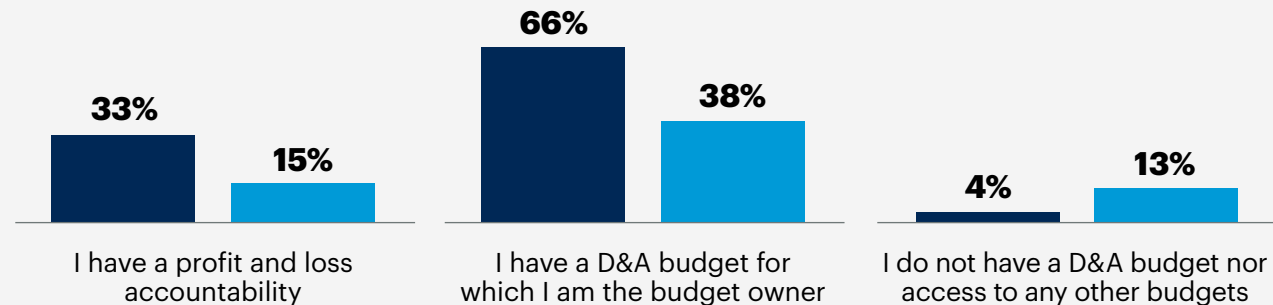
■ **Low Performer:** Low organizational performance/low D&A team effectiveness



The size of your team matters!

n = 566; total respondents

### Performance Correlates With Having Budget Authority



n = 565; total respondents

Q16. How many full-time equivalent employees are in your Data and Analytics team?

Q18. Which best describes your D&A budget authority?

Q01. Thinking about your company in general, how do you characterize your organization's overall performance relative to its competitors and peers?

Q02. Now, thinking specifically about the Data and Analytics team in 2021, how effective has the team been at ...?

Source: Gartner Chief Data and Analytics Officer Agenda Survey for 2023



Build a world-class D&A team/capability

## Take these steps:

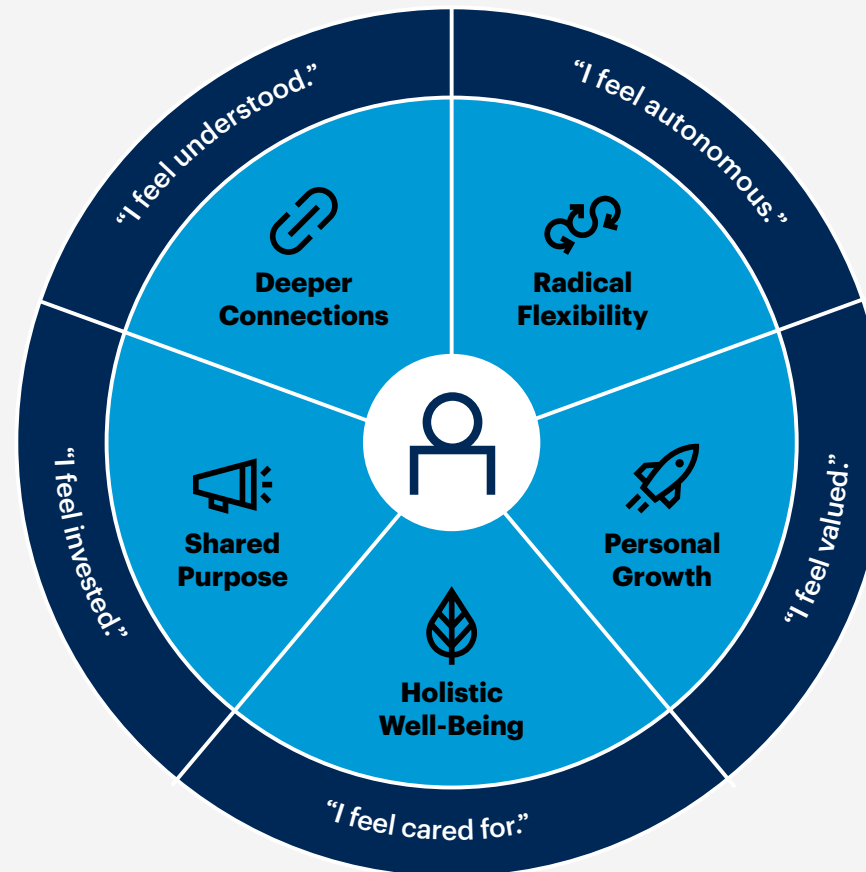
### 3 Benchmark and measure your team's operations and readiness.

D&A leaders must plan, organize and deliver business capabilities in an orchestrated, repeatable and reusable manner, while also achieving increased business agility and composability.

### 4 Create an actionable D&A strategy.

D&A leaders who consistently keep their D&A strategies aligned with the corporate vision are more successful than leaders who are disconnected.

## Create an Environment That Offers Your Team the Following:



Source: Gartner



## What D&A leaders say about business strategy

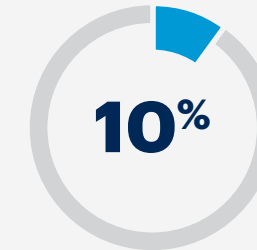
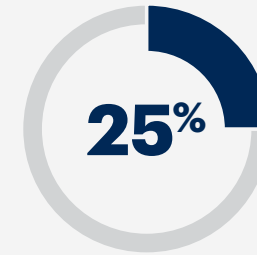
D&A leaders who prioritize strategy over tactics are the most successful. Seventy-eight percent of respondents rank corporate or organizational strategy and vision as one of the top 3 inputs to the D&A strategy, with 54% stating it's the highest ranked input.

### Organizational Achievement of Business Goals

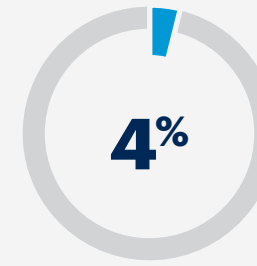
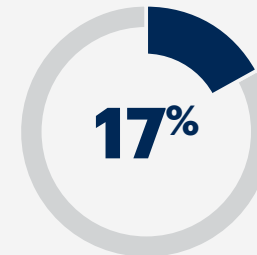
■ **Top Performer:** High organizational performance/high D&A team effectiveness

■ **Low Performer:** Low organizational performance/low D&A team effectiveness

ROI from data and analytics investment



Data monetization from information products or services



n = 566; total respondents

Q: What objectives are you being compelled to focus on for your Data and Analytics initiatives for the next 12 months?

Q: Thinking about your company in general, how do you characterize your organization's overall performance relative to its competitors and peers?

Q: Thinking specifically about the Data and Analytics team in 2021, how effective has the team been at ...?

Source: Gartner Chief Data and Analytics Officer Agenda Survey for 2023



Create and drive value for the business

## Take these steps:

**5 Sell your vision and value to the business. Prioritize the CEO, CIO and CFO as key influencers.**

Tie your success to performance and vice versa. Sell your vision for D&A to those executive colleagues who don't understand.

**6 Improve collaboration with other leaders.**

Identify backlog of D&A initiatives, map out scope of delivery, do resource planning and make the business case.

### Languages of IT, Finance and Business Outcomes

- General Ledger
- Revenue/Cost/Risk
- Cost Optimization



- Revenue/Cost/Risk
- Workforce Productivity
- Value Optimization

- Data Monetization
- Optimized Decisions
- Efficiencies and Time to Insight

Source: Gartner



# Drive value for the business by leveraging Gartner resources at a personal, program and organizational level

**Help me succeed in my role.**

## [Gartner CDAO Effectiveness Diagnostic](#)

Learn how to be more effective in your role.

## [Gartner Peer Community™](#)

Connect with other industry leaders in 1:1 chats, peer-led discussions, polls, and access technology ratings and reviews.

**Help me build a world-class D&A team/capability.**

## [Data and Analytics Maturity Assessment](#)

Assess your organization's data and analytics readiness.

## [Gartner D&A Strategy and Operating Model](#)

Infuse your business strategy with data and analytics.

**Help me and my D&A org create and drive value for the business.**

## [Gartner Enterprise Value Equation](#)

Support your D&A investment decisions.

## [eBook: Get Stakeholder Buy-In](#)

Gain insight into domain-specific initiatives your business peers are prioritizing.

## Access other insights from Gartner:

Webinar

[Data & Analytics Leaders, Deliver Measurable Business Value](#)

Roadmap

[5 Stages to Enhance Your 2023 Data and Analytics Strategy for Digital Growth](#)

Webinar

[The Gartner Top Trends in Data & Analytics for 2023](#)

eBook

[Enhance Your Roadmap for Data and Analytics Governance](#)

# Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

[Become a Client](#)

**Learn more about Gartner for Data & Analytics Leaders**

[gartner.com/en/data-analytics](https://gartner.com/en/data-analytics)

**Stay connected to the latest insights**

