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Leadership Vision for 2022

Top 3 Strategic
Priorities for
Data and Analytics
Leaders

From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

You and your team may be burning out, and it’s never been more important to prioritize your time and energy.

In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



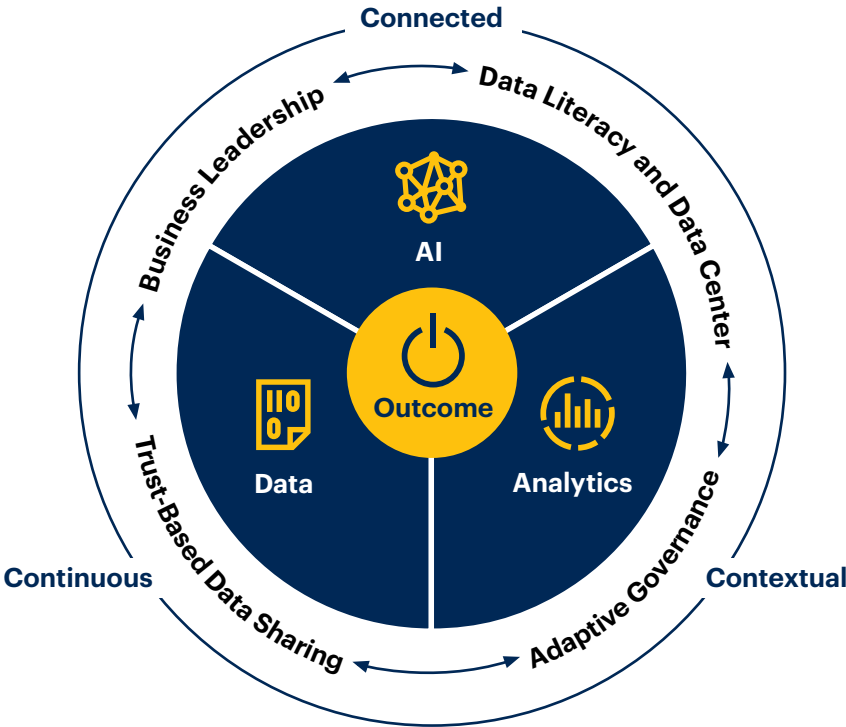
Chris Howard
Chief of Research, Gartner

Major Trends and Themes Across Data and Analytics

Progressive data and analytics (D&A) leaders are shifting the conversation away from tools and technology and toward decision making as a business competency. This evolution will take time to achieve, but D&A leaders are in the best position to help orchestrate and lead this change.

Decision Intelligence
Understanding explicitly how people, machines/technology and data come together to inform and make decisions is no longer an esoteric goal. This is fast becoming a source of differentiation and survival.

Composability
Organizations need more advanced and flexible data, analytics and artificial intelligence (AI) capabilities to support, augment and automate decisions. Moving to a composable architecture allows you to assemble the needed packaged data, analytics and AI capabilities that may exist from multiple vendors.



Data Literacy
Successful digital businesses require a data-literate workforce and data-driven culture to drive measurable business outcomes.

Data Fabric
An integrated layer (fabric) of data and connecting processes offers enterprisewide coverage of data across applications that is not constrained by any single platform or tool restrictions.

AI Engineering
Multiple efforts in the AI world work together to operationalize machine learning (ML) and other tools and techniques to solve complex problems.

Source: Gartner

Three Areas of Focus for D&A Leaders in 2022

The evolving D&A landscape creates challenges, opportunities — and sometimes both — across the various initiatives spanning D&A.



Elevating the value and strategy discussion

This needs to include techniques, models and methods to communicate business value to executive leaders, boards and CEOs. This is probably the most important aspect of all D&A. Without this in place, no amount of any investment will convince others of D&A's value.



Coping with ever-increasing demand and need for impact

Data and analytics are everywhere in today's organizations, but D&A is not one simple thing. It can take years to create or adapt D&A into a competitive weapon that drives effective data-driven decision making. The journey starts with strategy, an explicit link to value creation and business outcomes.



Managing and exploiting the D&A ecosystem

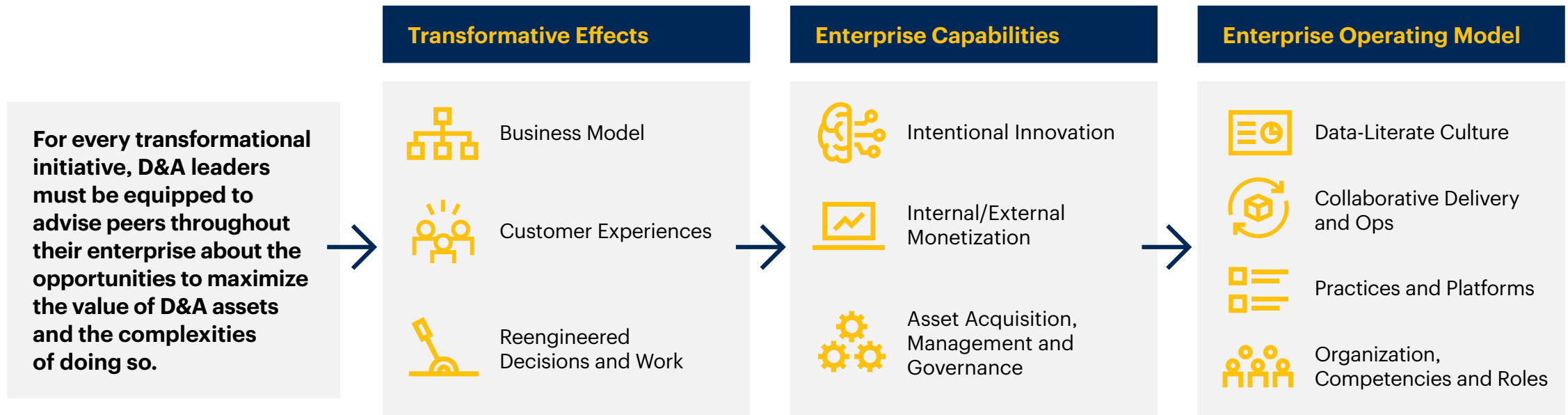
The D&A ecosystem comprises all types of information assets — structured and unstructured; referential and transactional; database, file or record; image or text. With business outcomes in mind, you can narrow your field of focus and avoid “boiling the ocean.”

The three areas of focus impact a range of teams and initiatives



Position D&A as a Catalyst of Transformation

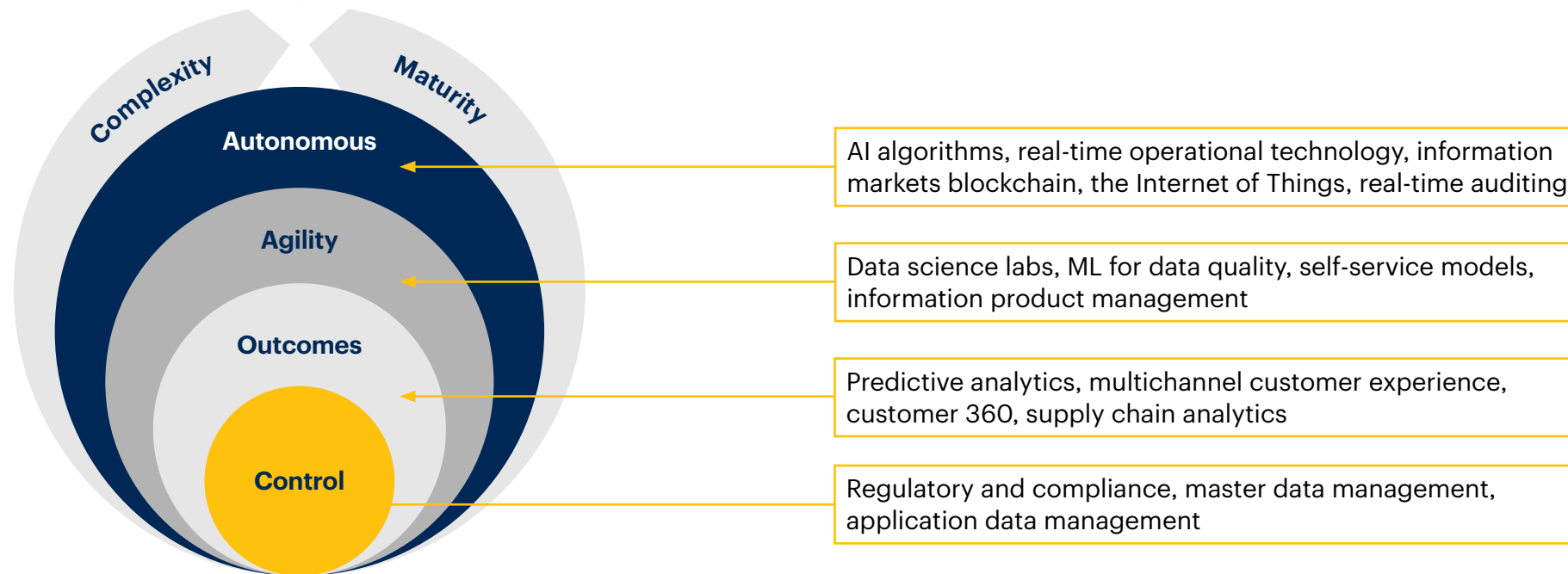
Aim to create a business strategy that is infused with D&A, not a data strategy or an analytics strategy. In this way, D&A becomes a value creation center that connects D&A to the business and helps to ensure enterprise success.



Source: Gartner

Move Away From One-Size-Fits-All D&A Governance

Traditional one-size-fits-all approaches to D&A governance cannot deliver the value, scale and speed that digital business demands. Adaptive governance enables D&A leaders to flexibly select different governance styles for differing business scenarios.



Source: Gartner

Modernize the D&A Operating Model to Execute the Strategy


D&A leaders need an operating model that defines the integrated set of operational competencies and capabilities (resources, processes and structures) needed to successfully execute the strategy.



Source: Gartner

Actionable, objective insight


Explore these additional complimentary resources and tools for data and analytics leaders:



Tool
Gartner IT Score for Data & Analytics

Benchmark key processes and activities to advance your D&A program.

[Learn More](#)



Webinar
The Gartner 2022 Leadership Vision for Data & Analytics Leaders

Explore the top challenges and opportunities facing D&A leaders in 2022.

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eBook
5 Key Actions for IT Leaders for Effective Decision Making

Turn effective decision making into your competitive advantage.

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Roadmap
Enhance Your Roadmap for Data and Analytics Governance

Learn how to execute an effective data governance initiative.

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