

The Data Culture Cheat Sheet

Through the lens of modern organizational design

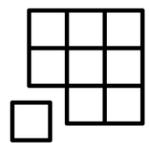
Organizational Culture

Definition



- Unspoken rules of a social game
- "That is how things are done around here"
- Does not adhere to individuals, but to the social game/system itself

Examples



- People help each other here
- We deal openly with mistakes
- In meetings, the highest-ranking person speaks first

Function



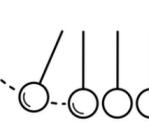
- Informs about expected behaviors
- Makes certain actions more likely

Relevance



- Low when people just "follow the rules"
- High when employees need to decide and act autonomously

Cause & Effect



- Culture is **not** the **cause** but the **effect** of prevailing conditions — like a shadow
- Culture is merely a symptom of problems in value creation

Value



- Treat culture as a sensor for hidden obstacles in value creation
- It allows to design and probe interventions that outwit existing patterns

Data Culture

Definition



- A perspective on the overall organizational culture
- "The way data is treated around here"
- The collective values, beliefs, behaviors, and practices for leveraging data

Six fields of analysis



Understand

Data Awareness

Leaders and employees are aware of the opportunities for data-driven value creation



Must

Data Leadership

Leaders demand and promote data-driven ways of working



Can

Data Literacy

Employees possess the relevant competencies to use data in a value-creating way



Want

Insight-Based Way of Working

The organization is willing to explore and exploit data's potential for value creation



Share

Collaborative Way of Working

Data and insights are shared willingly and proactively across boundaries



Access

Data Availability

Users can access the data relevant to them—easily, securely, and in time

Value



- **Sensor** to identify problems with (data) value creation
- **Early indicator** of intervention effectiveness
- **Risk management** during transformation
- Allows to identify **levers** instead of treating symptoms

Governance vs. Culture



Complicated	Context	Complex
The foundation	Primary focus	The application
Command and control	Management	Commitment by choice
Formal	Rules	Informal
Work by the book	Decisions	Decide autonomously
Stability	Goal	Adaptability
Can be enforced	Creation	Needs to emerge

Culture Board



A practical tool for revealing cultural barriers and crafting small, connectable interventions to overcome them

1. **Business need:** why change?
2. **Identify:** cultural barriers
3. **Sense:** condense & create insights
4. **Create:** interventions to outsmart culture
5. **Implement:** interventions and observe
6. **Iterate:** as long as needed

In a nutshell



Use data culture to find the logic behind seemingly irrational behavior that blocks data value creation.