

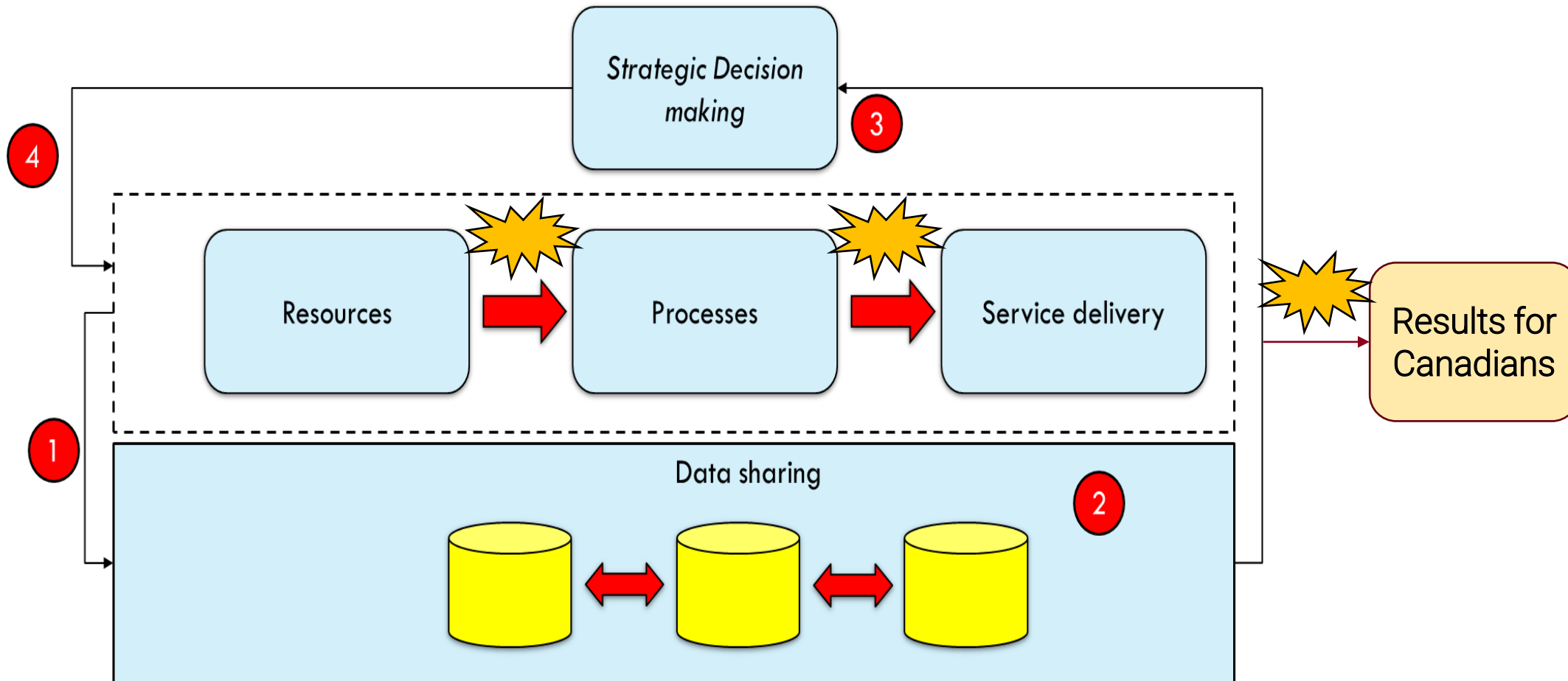
# Analytics-based Results Management

## Digitalizing Management Processes

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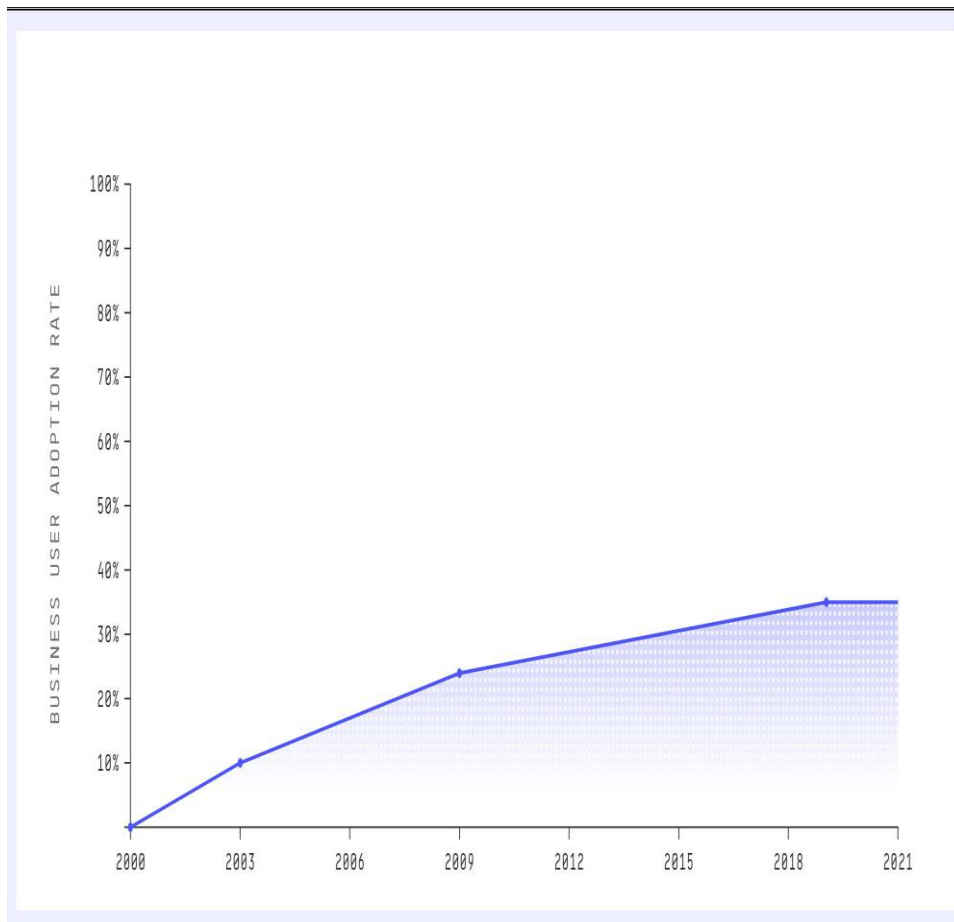
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# What to digitalize



# Current Situation

## Adoption rates: Dashboards



## Survey findings

Executives and business users  
dissatisfied with dashboards

**86%**  
of frontline workers report a need for better  
technology to get insights\*

**67%**  
of executives aren't comfortable accessing or  
using data from their existing tools and resources\*\*

# The “AI” thing

- AI algorithms are “prediction” machines.
- AI algorithms deliver best results when used within an Analytics-based Results Management Framework (ARM).
- Ethics, confidentiality, privacy are issues that need to be considered when adopting AI tools.

# Three Analytic Products

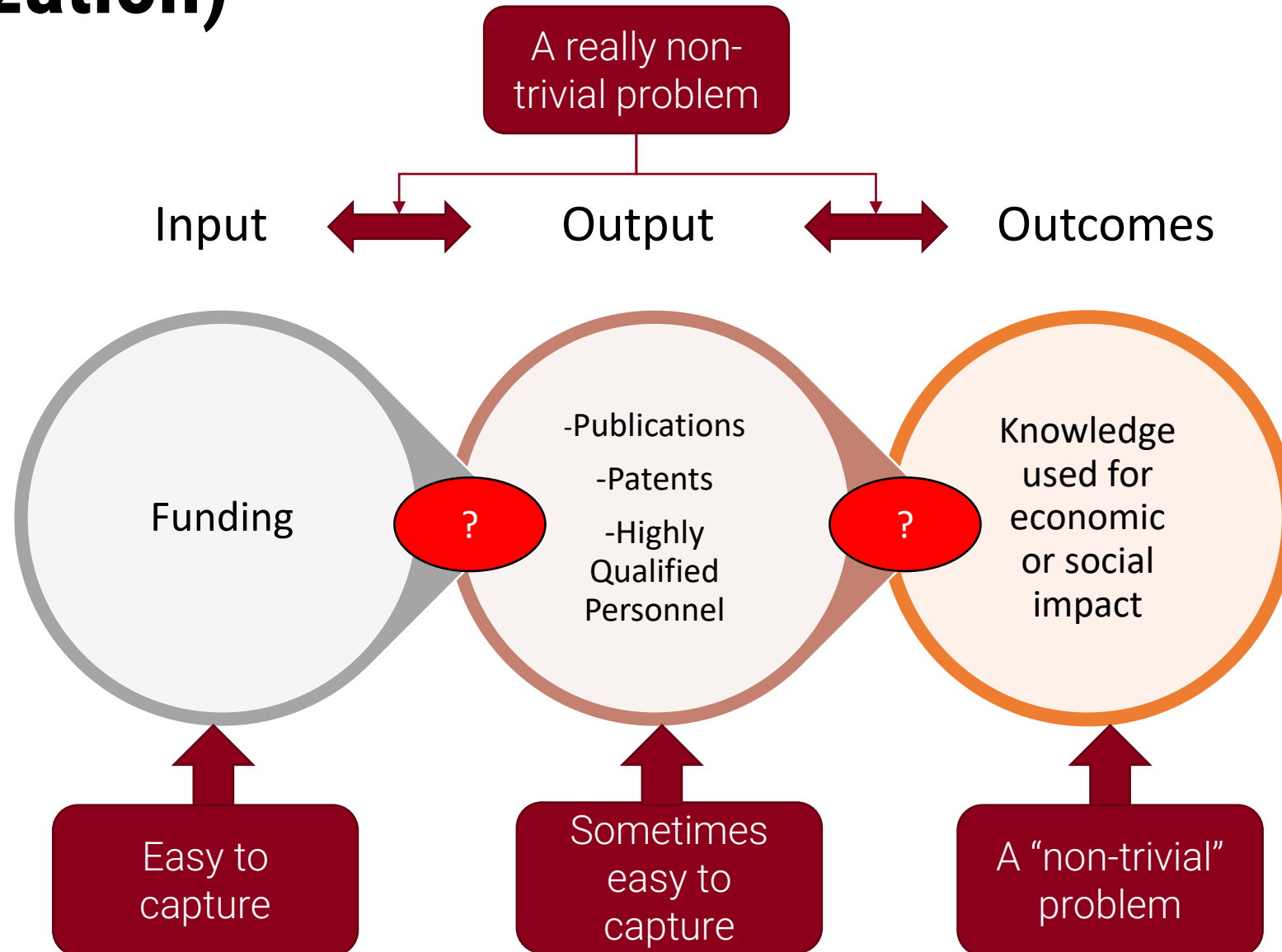
1. *What is (dashboards) or What is versus what should be:*  
**“Intelligent” scorecards**
2. What drives what: **Association models**
3. Scenarios for change: **What-if modelling**

# Case 1: Developing an Analytics Strategy using data that matter

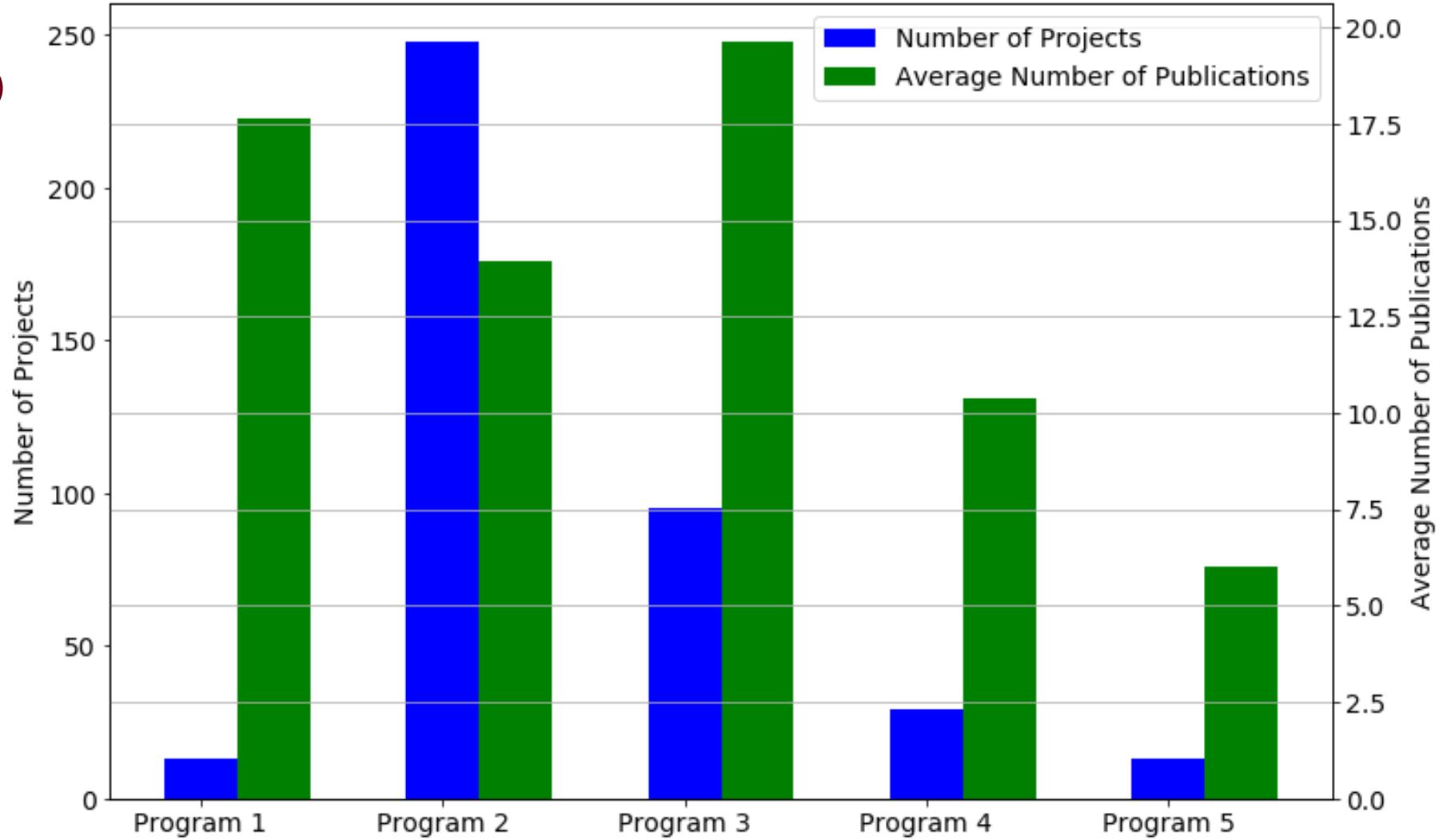




# Use a Results Chain (a logic model for this organization)



1a





# Dashboards versus “Intelligent” Scorecards

1b

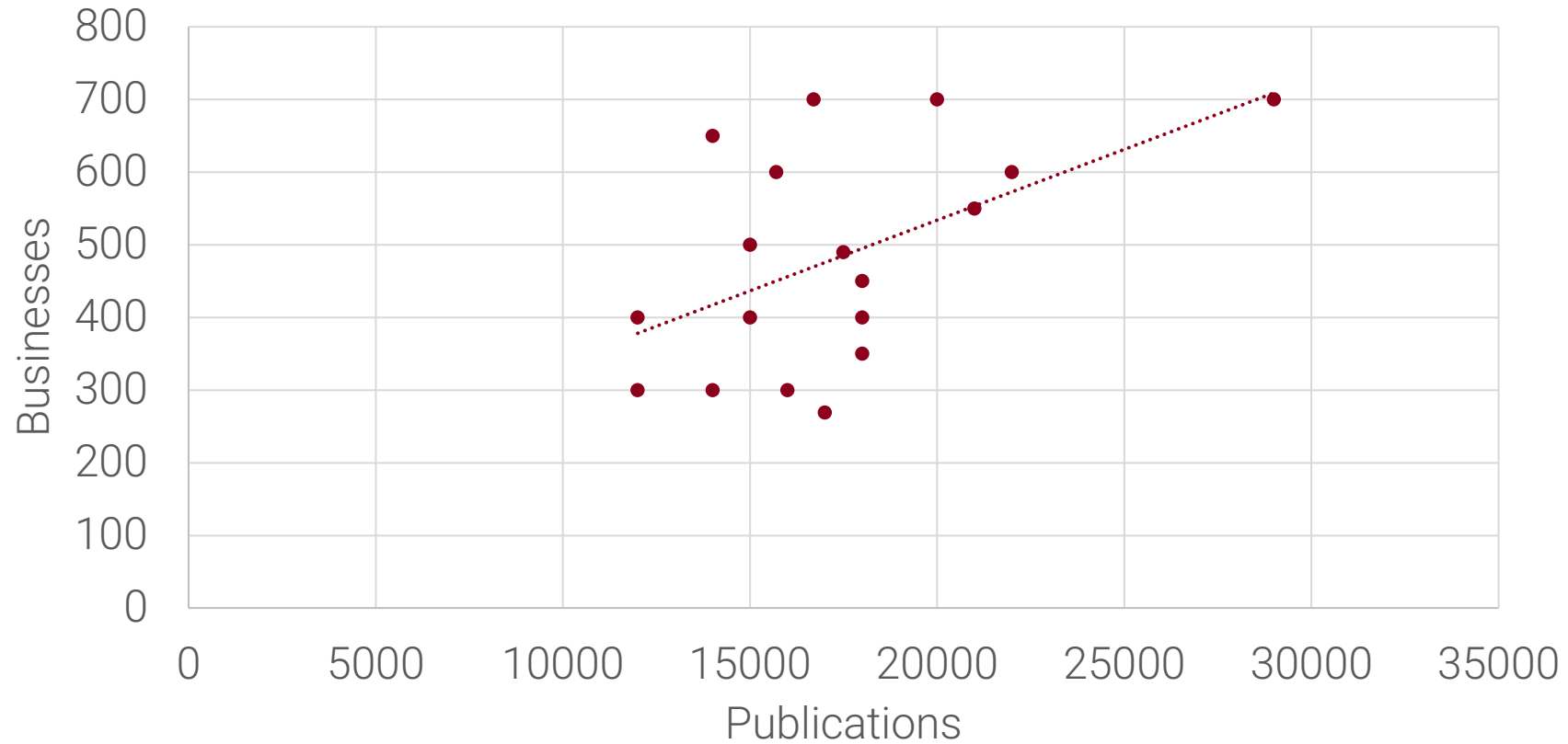
OBJECTIVE	INDICATOR	DEFINITION	TARGET	ACTUAL	VARIANCE	VARIANCE %
Business Launched	Number of businesses	Number launched and survived at least 3 years	1000	800	-200	-20%
Patents	Number of patents	Number of patents in Canada or US	50	56	6	12%
Publications	Number of publications	Number of peer reviewed A, B journals	15000	21000	6000	40%

Dashboard

# Association Models

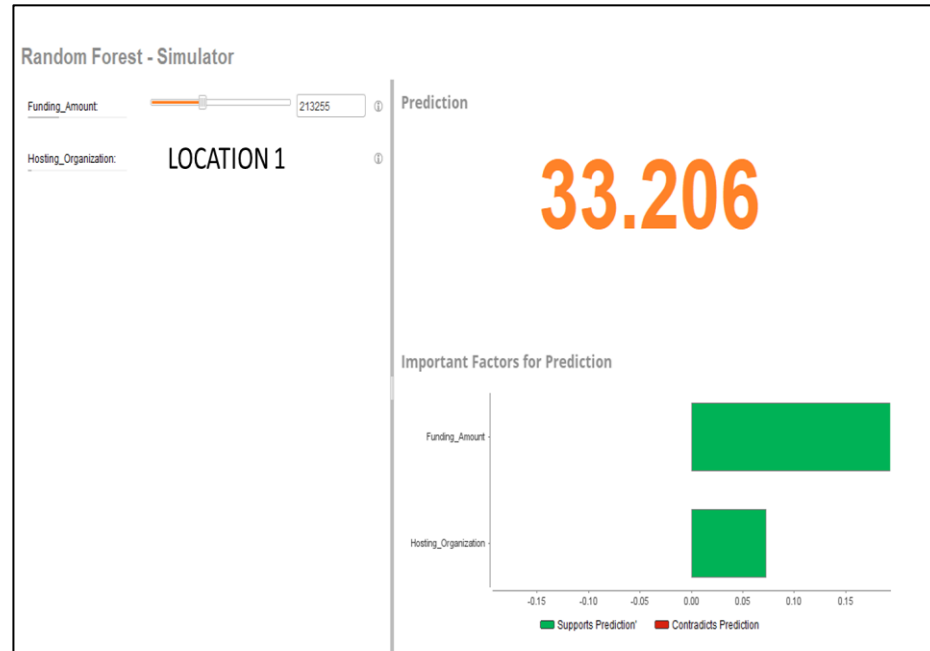
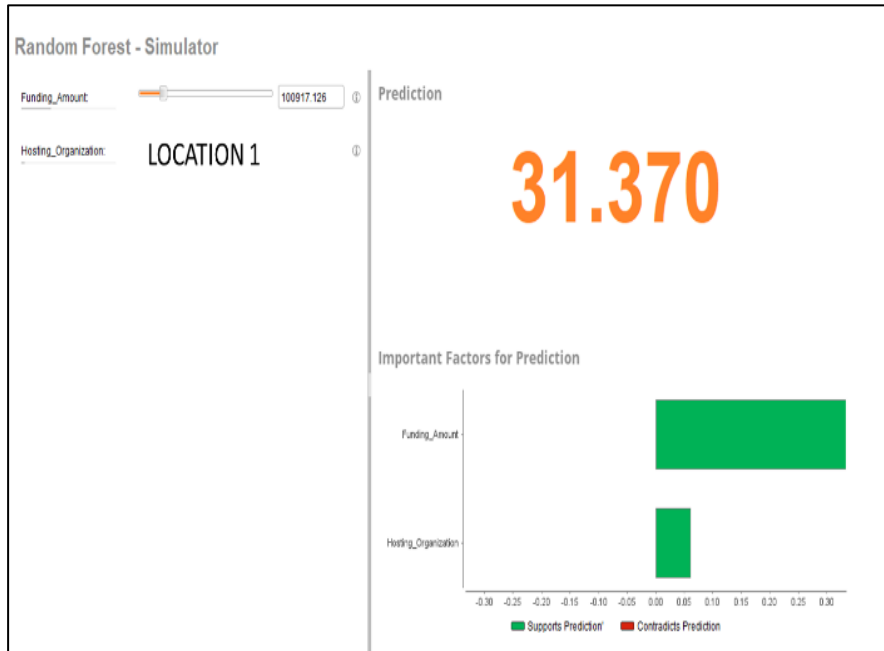
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Relationship: Publications & Businesses



# What-if Modelling

3



# Case 2: The challenges of implementation: technological and human



# Technological: You need to automate data movement

## Automated External Data Loading Process



# The change management challenge

The Change Equation:  $D \times V \times F > R$

**D**: Dissatisfaction with the status quo

**V**: Vision of the future

**F**: First concrete steps towards this future

**R**: Resistance to change

You must build trust

# The approach

Dissatisfaction

- Clear performance gap defined
- Engagement of staff in validating the gap (non threatening)

Vision

- What's the best we can do?

First steps

- How can data help...lot's of research & pilot projects.

Reducing  
barriers

- Third party validation...objective reviews of analytic products.
- Experimentation without fear...educated risks.
- Rampant dissemination of results...both good and bad.





TELFER

**Merci à tous! / Thank you all!**

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