



SAS® FORUM  
BELUX 2017

# Welcome





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BELUX 2017

## **THE ELEMENTS OF ANALYTICAL LEADERSHIP**

Catherine Truxillo, Ph.D.

Director, Advanced Analytics Education



# Leadership

## Four Elemental Powers

1. The More You Know...
2. The 5 P's
3. Channel Your Inner Disney Princess
4. The Superpower to Unlock

# Element 1:

## The More You Know....

# What Drives You?

1. **The More You Know...**
2. The 5 P's
3. Channel Your Inner Disney Princess
4. The Superpower to Unlock

# Effective People

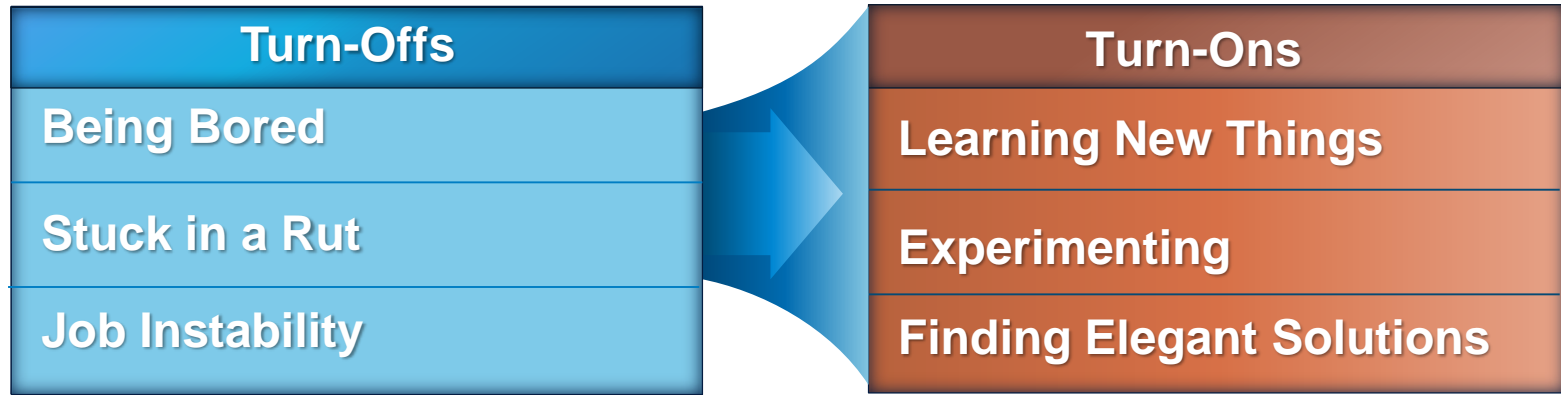
- Know their strengths and limitations
- Read people and situations
- Adapt their behavior\*

“Above all else, know thyself.”  
- Socrates, 400 B.C.



\* This will be important for unlocking your superpower later

# Analytics Professionals



Other traits:

- Intellectually curious
- Creative
- Thirsty for knowledge and challenges

# In Real Life

## Clark Kent or Peter Parker?



# Element 2:

## The 5 P's

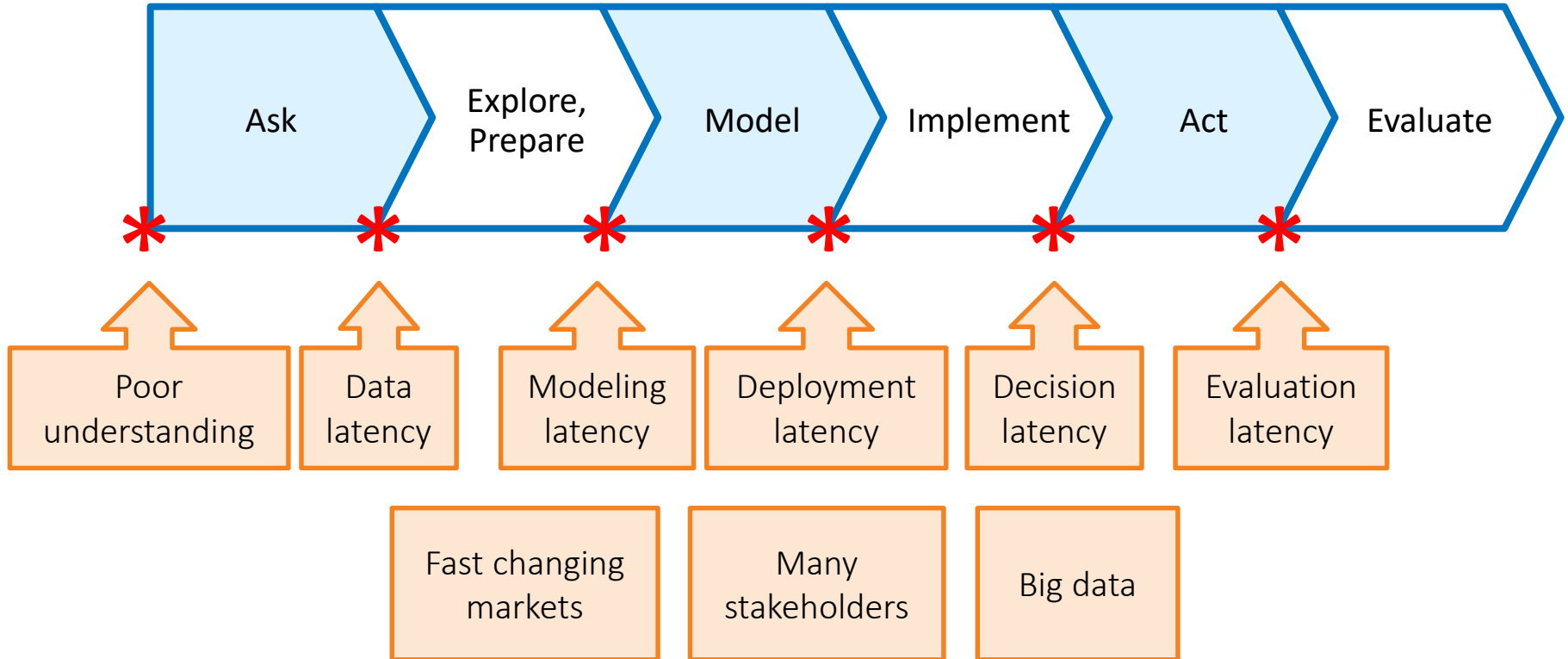
# Prior Planning Prevents Poor Performance

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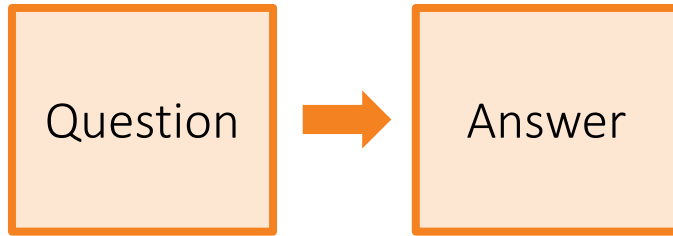


# Analytics Timeline

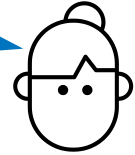
## Barriers and Challenges



# Planning



What will you do with the answer?



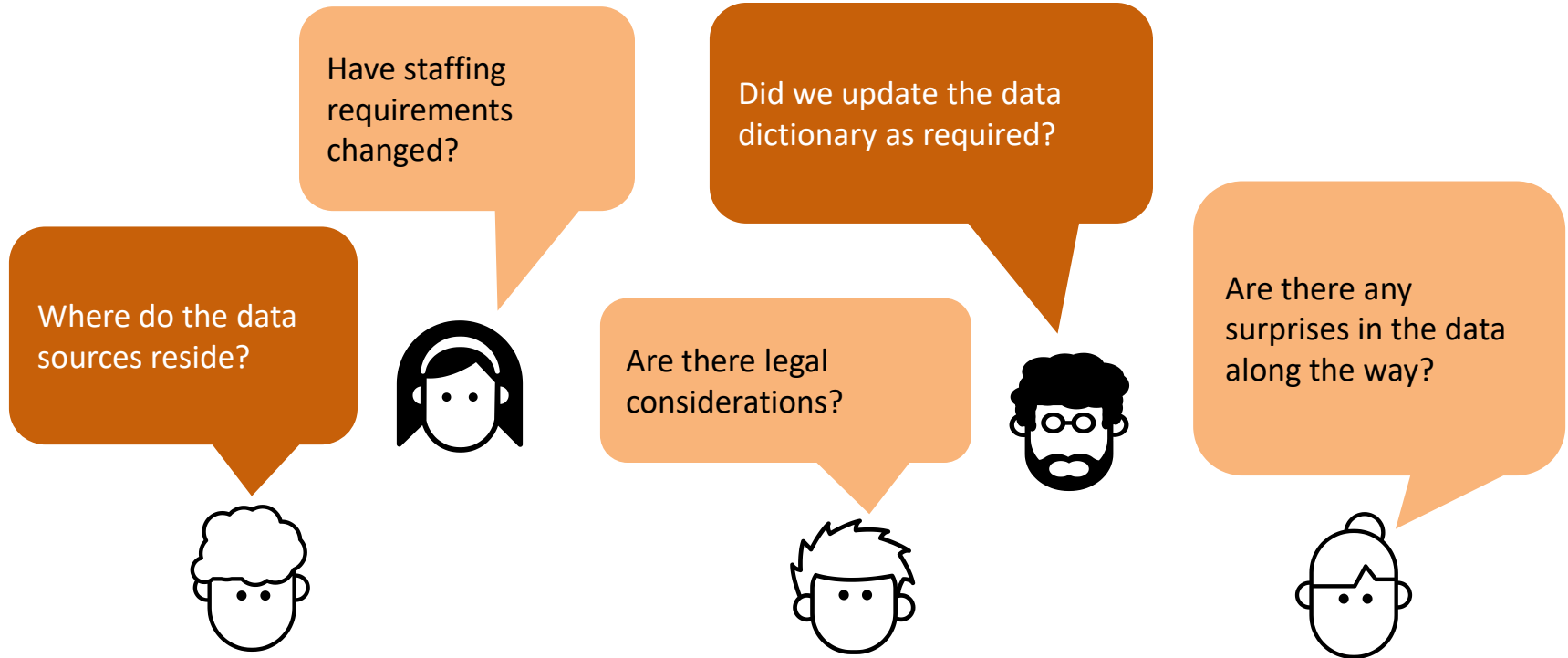
## Example

Capture card identity fraud cases.



- Identify characteristics of people who commit identity fraud?
- Create a list of suspects for the police?
- Investigate the transactions?

# Review Throughout the Project



# End-of-Project Review

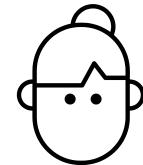
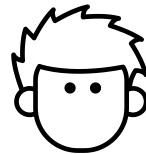
What were our biggest challenges?

What will we need to improve the learning in the future?

Did we have the right data?

How did we put our decisions into practice?

Do we have IT support, infrastructure, and reporting in place to monitor the outcomes of our decisions?



# Element 3:

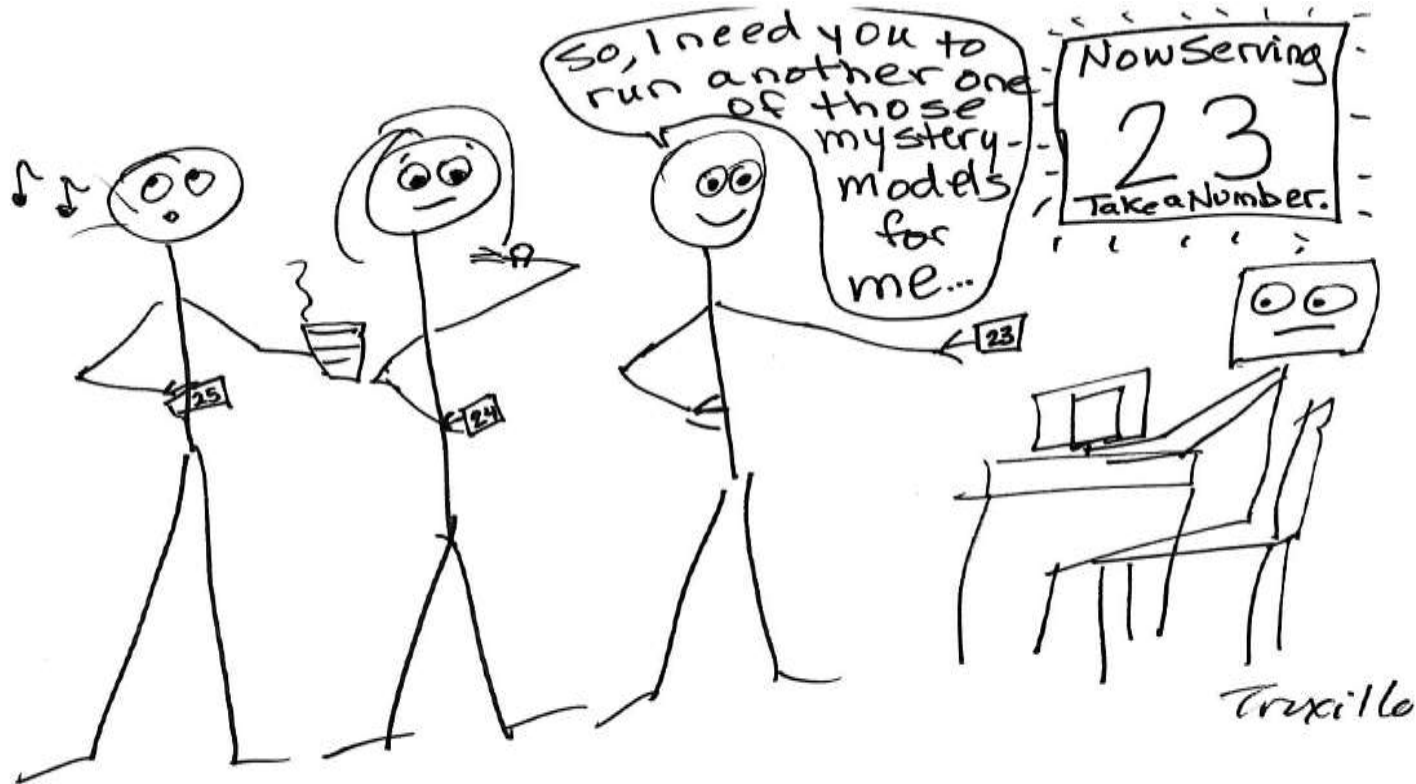
## Channel Your Inner Disney Princess

# Let It Go

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# I am Important

## I Babysit Dozens of Spreadsheet Jockeys



# Let Go of Little Stuff

## Democratize Analytics

- Mass-scale modeling
- Visualization tools
- Built-for-purpose solutions



# Focus on Big Stuff

Take advantage of scalable modeling

- Automatic Model Identification
- Automatic Model Selection
- Automatic Reconciliation

Focus your expertise on

- Problematic and highly valued targets
- Monitoring automated processes and exception discovery
- Innovation





# Element 4: The Superpower to Unlock

~~Deal with Nontechnical People~~

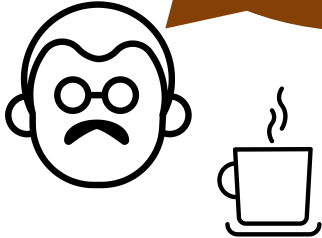
~~Translate Results~~

Make Connections


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# Innumeracy


## The Hardest Part



I buy lottery tickets every week. My lucky numbers are due. This is my retirement plan.



I read a poll that 4 in 10 people click on banner ads. That's a majority of customers.



You do stuff with statistics?  
Oh, I hated that class.

# We Are Annoying, Too

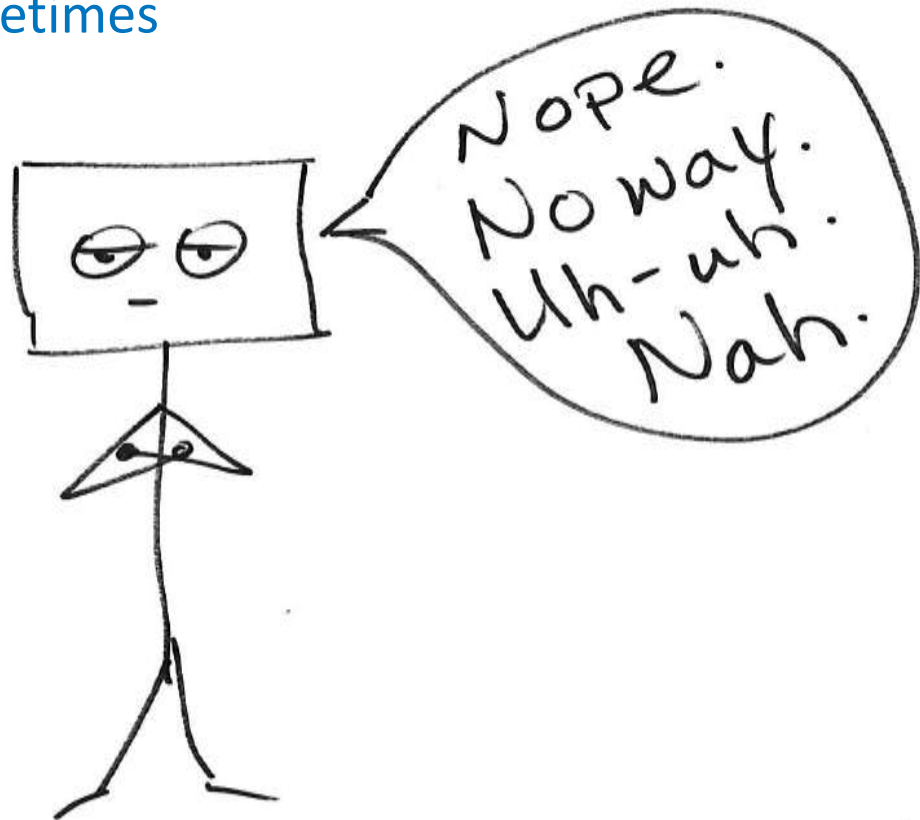
...sometimes

“Come back when you have more data”

“There’s no way we can know that about our customers”

“That is the wrong kind of model.”

“There’s no point trying to explain these models because the client won’t understand anyway”



# They Know Different Things Than You Do

## Different Perspectives on Problems

Analytics  
Professional



1. Data and models
2. Business outcomes



Business  
Leader

1. Business outcomes
2. Data and models

Remember  
Socrates?



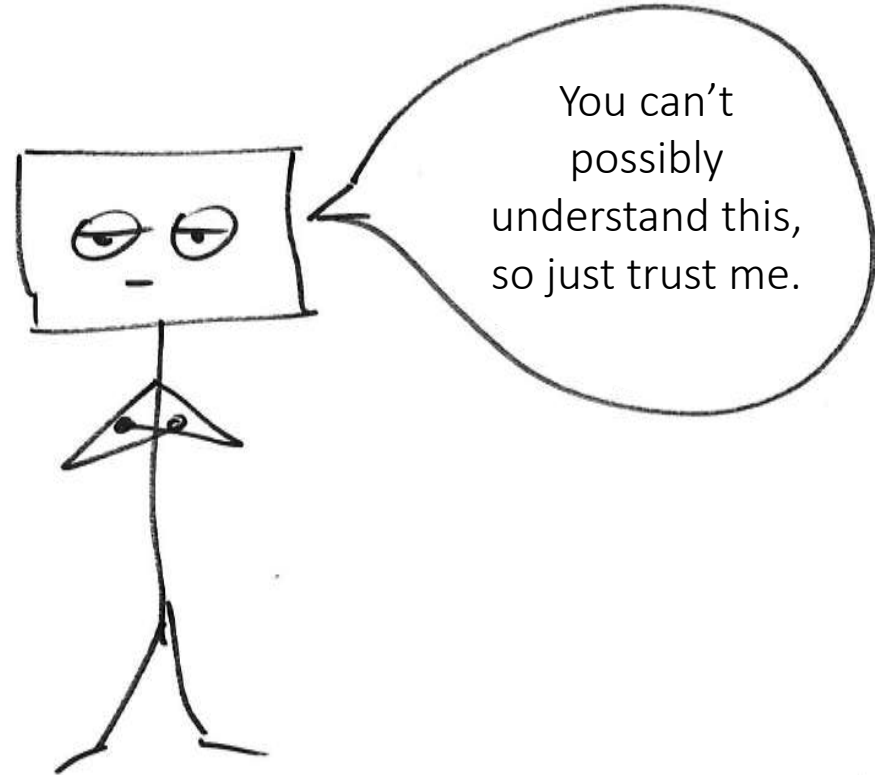
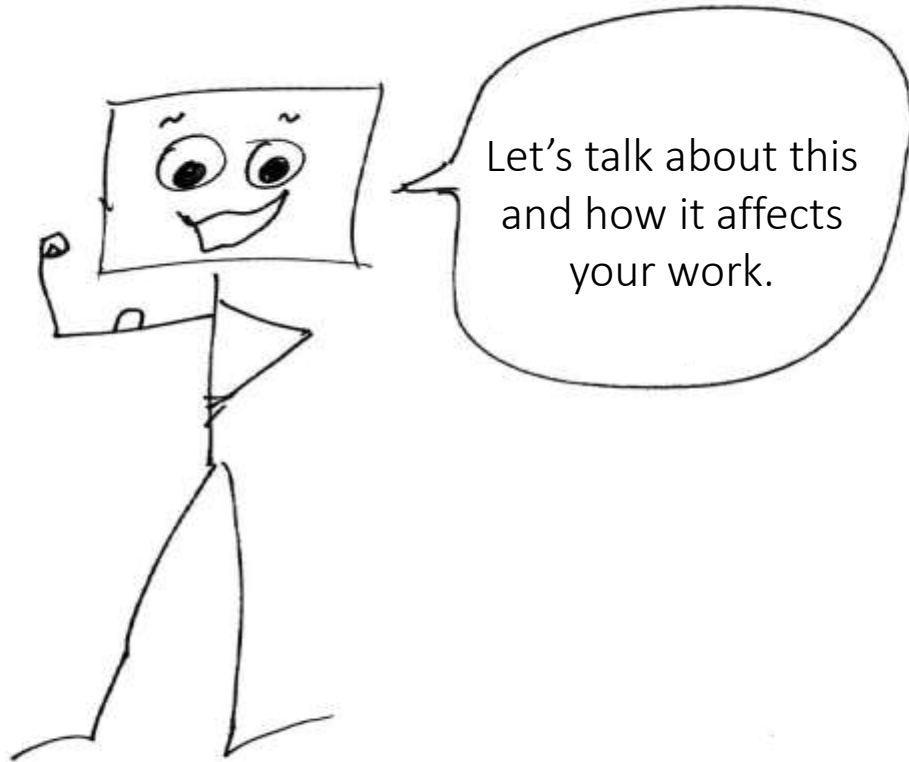
# Adapting Your Perspective

## Connections and Recommendations



# This is a Great Time to be in Analytics

## But Do We Serve Our Stakeholders?



# Unlocking the Last Superpower

Success depends on getting others to **understand** and **act on our work**.



# Closing Points

BI reporting is inexpensive and valuable, but the value is brief.

Analytical maturity takes effort, but models and skills are **reusable, repeatable** and **grow in value over time**.

Operational analytics requires **engagement** with business units and **support** from executive-level decision makers.

Analytical leaders are people who **understand** the models and data, who can **inspire action**.





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# Thank You

[catherine.truxillo@sas.com](mailto:catherine.truxillo@sas.com)  
Twitter: @cattruxillo  
LinkedIn: Cat Truxillo

