

## The Chief Data Officers Playbook

Learn to build an analytics community in your organization from scratch How to Build a Data Community shows readers how to create analytics and data communities within their organizations. Celebrated author Eva Murray relies on intuitive and practical advice structured as step-by-step guidance to demonstrate the creation of new data communities. How to Build a Data Community uses concrete insights gleaned from real-world case studies to describe, in full detail, all the critical components of a data community. Readers will discover:

- What analytics communities are and what they look like
- Why data-driven organizations need analytics communities
- How selected businesses and nonprofits have applied these concepts successfully and what their journey to a data-driven culture looked like.
- How they can establish their own communities and what they can do to ensure their community grows and flourishes

Perfect for analytics professionals who are responsible for making policy-level decisions about data in their firms, the book is also a must-have for data practitioners and consultants who wish to make positive changes in the organizations with which they work.

A blueprint for reinventing the core of your business Value in the next phase of the digital era will go to those companies that don't just try digital but also scale it. Digital@Scale examines what it takes for companies to break through the gravitational pull of their legacy organizations and capture the full value of digital. Digging into more than fifty detailed case studies and years of McKinsey experience and data, the authors, along with a group of expert contributors, show how companies can move beyond incremental change to transform the business where the greatest value is generated—at its core. The authors provide practical insights into the three pillars of digital transformations that successfully scale: reinventing the business model, building out a business architecture from the customer back into the organization, and establishing an 'amoeba' IT and organizational foundation that learns and evolves. This is the ideal guide for all leaders who recognize the power and promise of a digital transformation. This is the single best book ever written on data quality. Clear, concise, and actionable. We all want to leverage our data resources to drive growth, but we too often ignore the fundamentals of data quality, which almost always inhibits our success. Tom lays out a clear path for each organization to holistically improve not only its data quality, but more importantly the performance of its business as a whole.

—Jeffrey G. McMillan, Chief Analytics and Data Officer, Morgan Stanley This book lays out the roles everyone, up and down the organization chart, can and must play to ensure that data is up to the demands of its use, in day-in, day-out work, decision-making, planning, and analytics. By now, everyone knows that bad data extorts an enormous toll, adding huge (though often hidden) costs, and making it more difficult to make good decisions and leverage advanced analyses. While the problems are pervasive and insidious, they are also solvable! As Tom Redman, “the Data Doc,” explains in Getting in Front on Data, the secret lies in getting the right people in the right roles to “get in front” of the management and social issues that lead to bad data in the first place. Everyone should see himself or herself in this book. We are all both data customers and data creators—after all, we use data created by others and create data used by others. And all of us must step up to these roles. As data customers, we must clarify our most important needs and communicate them to data creators. As data creators, we must strive to meet those needs by finding and eliminating the root causes of error. Getting in Front on Data proposes new roles for data professionals as: embedded data managers, in helping data customers and creators complete their work, DQ team leads, in connecting customers and creators, pulling the entire program together, and training people on their new roles, data maestros, in providing deep expertise on the really tough problems, chief data architects, in establishing common data definitions, and technologists, in increasing scale and decreasing unit cost. Getting in Front on Data introduces a new role, the data provocateur, the motive force in attacking data quality properly! This book urges everyone to unleash their inner provocateur. Finally, it crystallizes what senior leaders must do if their entire organizations are to enjoy the benefits of high-quality data! Data quality has always been important. But now, in the growing digital economy where business transactions and customer experiences are automated and tailored, data quality is critical. This book comes just in time. —Maria C. Villar, Global Vice President, SAP America, Inc. Winning, and more importantly thriving, in the digital age requires more than stating “Data is a strategic corporate asset.” Leaders and organizations need a plan of action to make the new vision a reality.

Tom's latest book is a how-to for those seeking that reality. —Bob Palermo, Vice President, Performance Excellence, Shell Unconventionals Many, if not most, companies still struggle with their data. With his latest offering, Tom Redman sets out a path they can follow to Get in Front on Data. Based on his decades of experience working with many companies and individuals, this is the most practical guide around. A must read for data professionals, and especially data “provocateurs”. —Ken Self, President IAIDQ This book offers a unique perspective on how to think about data and address Data Quality – offering practical guidance and useful instruction from the perspective of each stakeholder. The process – and processes – to go from business need to having the right quality data to address that need is no small task. —John Nicodemo, Global Leader, Data Quality, Dun & Bradstreet Getting in Front on Data is a clearly written survival handbook for the new data-driven economy. It is a “must read” for the employees of any organization expecting to remain relevant and competitive. The “Data Doc” has an extraordinary talent for explaining key concepts with simple examples and understandable analogies making it accessible to everyone in their organization regardless of their role. —John R. Talburt, Director of the Information Quality Graduate Program University of Arkansas at Little Rock

This book is for cybersecurity leaders across all industries and organizations. It is intended to bridge the gap between the data center and the board room. This book examines the multitude of communication challenges that CISOs are faced with every day and provides practical tools to identify your audience, tailor your message and master the art of communicating. Poor communication is one of the top reasons that CISOs fail in their roles. By taking the step to work on your communication and soft skills (the two go hand-in-hand), you will hopefully never join their ranks. This is not a “communication theory” book. It provides just enough practical skills and techniques for security leaders to get the job done. Learn fundamental communication skills and how to apply them to day-to-day challenges like communicating with your peers, your team, business leaders and the board of directors. Learn how to produce meaningful metrics and communicate before, during and after an incident. Regardless of your role in Tech, you will find something of value somewhere along the way in this book.

#1 NEW YORK TIMES BESTSELLER • Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she's showing us how to put those ideas into practice so we can step up and lead. Look for Brené Brown's new podcast, Dare to Lead, as well as her ongoing podcast Unlocking Us! NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential. When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversations and situations; we lean into vulnerability when it's necessary to do good work. But daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown

uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, “One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It’s learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It’s why we’re here.” Whether you’ve read *Daring Greatly* and *Rising Strong* or you’re new to Brené Brown’s work, this book is for anyone who wants to step up and into brave leadership.

This book is your complete guide to Snowflake security, covering account security, authentication, data access control, logging and monitoring, and more. It will help you make sure that you are using the security controls in a right way, are on top of access control, and making the most of the security features in Snowflake. Snowflake is the fastest growing cloud data warehouse in the world, and having the right methodology to protect the data is important both to data engineers and security teams. It allows for faster data enablement for organizations, as well as reducing security risks, meeting compliance requirements, and solving data privacy challenges. There are currently tens of thousands of people who are either data engineers/data ops in Snowflake-using organizations, or security people in such organizations. This book provides guidance when you want to apply certain capabilities, such as data masking, row-level security, column-level security, tackling role hierarchy, building monitoring dashboards, etc., to your organizations. What You Will Learn Implement security best practices for Snowflake Set up user provisioning, MFA, OAuth, and SSO Set up a Snowflake security model Design roles architecture Use advanced access control such as row-based security and dynamic masking Audit and monitor your Snowflake Data Cloud Who This Book Is For Data engineers, data privacy professionals, and security teams either with security knowledge (preferably some data security knowledge) or with data engineering knowledge; in other words, either “Snowflake people” or “data people” who want to get security right, or “security people” who want to make sure that Snowflake gets handled right in terms of security

The latest techniques for building a customer-focused enterprise environment "The authors have appreciated that MDM is a complex multidimensional area, and have set out to cover each of these dimensions in sufficient detail to provide adequate practical guidance to anyone implementing MDM. While this necessarily makes the book rather long, it means that the authors achieve a comprehensive treatment of MDM that is lacking in previous works." -- Malcolm Chisholm, Ph.D., President, AskGet.com Consulting, Inc. Regain control of your master data and maintain a master-entity-centric enterprise data framework using the detailed information in this authoritative guide. Master Data Management and Data Governance, Second Edition provides up-to-date coverage of the most current architecture and technology views and system development and management methods. Discover how to construct an MDM business case and roadmap, build accurate models, deploy data hubs, and implement layered security policies. Legacy system integration, cross-industry challenges, and regulatory compliance are also covered in this comprehensive volume. Plan and implement enterprise-scale MDM and Data Governance solutions Develop master data model Identify, match, and link master records for various domains through entity resolution Improve efficiency and maximize integration using SOA and Web services Ensure compliance with local, state, federal, and international regulations Handle security using authentication, authorization, roles, entitlements, and encryption Defend against identity theft, data compromise, spyware attack, and worm infection Synchronize components and test data quality and system performance

Less than 0.5 per cent of all data is currently analysed and used. However, business leaders and managers cannot afford to be unconcerned or sceptical about data. Data is revolutionizing the way we work and it is the companies that view data as a strategic asset that will survive and thrive. Bernard Marr's *Data Strategy* is a must-have guide to creating a robust data strategy. Explaining how to identify your strategic data needs, what methods to use to collect the data and, most importantly, how to translate your data into organizational insights for improved business decision-making and performance, this is essential reading for anyone aiming to leverage the value of their business data and gain competitive advantage. Packed with case studies and real-world examples, advice on how to build data competencies in an organization and crucial coverage of how to ensure your data doesn't become a liability, *Data Strategy* will equip any organization with the tools and strategies it needs to profit from big data, analytics and the Internet of Things.

NEW YORK TIMES EDITORS' CHOICE • Big Tobacco meets Silicon Valley in this “deeply reported and illuminating” (The New York Times Book Review) corporate exposé of what happened when two of the most notorious industries collided—and the vaping epidemic was born. “The best business book I’ve read since *Bad Blood*.”—Jonathan Eig, New York Times bestselling author of *Ali: A Life* Howard Willard lusted after Juul. As the CEO of tobacco giant Philip Morris’s parent company and a veteran of the industry’s long fight to avoid being regulated out of existence, he grew obsessed with a prize he believed could save his company—the e-cigarette, a product with all the addictive upside of the original without the same apparent health risks and bad press. Meanwhile, in Silicon Valley, Adam Bowen and James Monsees began working on a device that was meant to save lives and destroy Big Tobacco, but they ended up baking the industry’s DNA into their invention’s science and marketing. Ultimately, Juul’s e-cigarette was so effective and so market-dominating that it put the company on a collision course with Philip Morris and sparked one of the most explosive public health crises in recent memory. In a deeply reported account, award-winning journalist Lauren Etter tells a riveting story of greed and deception in one of the biggest botched deals in business history. Etter shows how Philip Morris’s struggle to innovate left Willard desperate to acquire Juul, even as his own team sounded alarms about the startup’s reliance on underage customers. And she shows how Juul’s executives negotiated a lavish deal that let them pocket the lion’s share of Philip Morris’s \$12.8 billion investment while government regulators and furious parents mounted a campaign to hold the company’s feet to the fire. *The Devil’s Playbook* is the inside story of how Juul’s embodiment of Silicon Valley’s “move fast and break things” ethos wrought havoc on American health, and how a beleaguered tobacco company was seduced by the promise of a new generation of addicted customers. With both companies’ eyes on the financial prize, neither anticipated the sudden outbreak of vaping-linked deaths that would terrorize a nation, crater Juul’s value, end Willard’s career, and show the costs in human life of the rush to riches—while Juul’s founders, board members, and employees walked away with a windfall.

Most transformations and large-scale change programs fail, but in a rapidly changing world change is becoming more and more critical for survival. The *HERO Transformation Playbook* is your step-by-step playbook of EXACTLY how to deliver successful transformations and large-scale change programs with the best chance of success using the HERO Transformation Framework: a clear method to help you design transformation for maximum enterprise value creation and then deliver the outcome in a repeatable fashion. We built our framework through trial and error, learning from our mistakes and successes and solving common issues we came across and pitfalls that we have seen time and again. We then spent many years honing the framework, removing the fluff, distilling the concepts until it contained everything you need to succeed in the challenging world of change. In this book we teach you everything we’ve learned – including all of the roles, processes, meetings, governance, and templates for you to follow and apply to your transformation today - so that you can crack the code of change and lead successful transformations on your own. The more successful transformations that are delivered, the better the world will be for everyone!

Explore why — now more than ever — the world is in a race to become data-driven, and how you can learn from examples of data-driven leadership in an Age of Disruption, Big Data, and AI In *Fail Fast, Learn Faster: Lessons in Data-Driven Leadership in an Age of Disruption, Big Data, and AI*, Fortune 1000 strategic advisor, noted author, and distinguished thought leader Randy Bean tells the story of the rise of Big Data and its business impact – its disruptive power, the cultural challenges to becoming data-driven, the importance of data ethics, and the future of data-driven AI. The book looks at the impact of Big



Data during a period of explosive information growth, technology advancement, emergence of the Internet and social media, and challenges to accepted notions of data, science, and facts, and asks what it means to become "data-driven." Fail Fast, Learn Faster includes discussions of: The emergence of Big Data and why organizations must become data-driven to survive Why becoming data-driven forces companies to "think different" about their business The state of data in the corporate world today, and the principal challenges Why companies must develop a true "data culture" if they expect to change Examples of companies that are demonstrating data-driven leadership and what we can learn from them Why companies must learn to "fail fast and learn faster" to compete in the years ahead How the Chief Data Officer has been established as a new corporate profession Written for CEOs and Corporate Board Directors, data professional and practitioners at all organizational levels, university executive programs and students entering the data profession, and general readers seeking to understand the Information Age and why data, science, and facts matter in the world in which we live, Fail Fast, Learn Faster p;is essential reading that delivers an urgent message for the business leaders of today and of the future.

This fully revised and updated edition of the bestselling Chief Data Officer's Playbook offers new insights into the role of the CDO and the data environment. Written by two of the world's leading experts in data driven transformation, it addresses the changes that have taken place in 'data', in the role of the 'CDO', and the expectations and ambitions of organisations. Most importantly, it will place the role of the CDO into the context of a c-suite player for organisations that wish to recover quickly and with long-term stability from the current global economic downturn. New coverage includes: - the evolution of the CDO role, what those changes mean for organisations and individuals, and what the future might hold - a focus on ethics, the data revolution and all the areas that help readers take their first steps on the data journey - new conversations and experiences from an alumni of data leaders compiled over the past three years - new chapters and reflections on being a third generation CDO and on working across a broad spectrum of organisations who are all on different parts of their data journey. Written in a highly accessible and practical manner, The Chief Data Officer's Playbook, Second Edition brings the most up-to-date guidance to CDO's who wish to understand their position better; to those aspiring to become CDO's; to those who might be recruiting a CDO and to recruiters to understand an organisation seeking a CDO and the CDO landscape.

The Chief Data Officer's Playbook Facet Publishing

Tactics like "start small," "value intangibles," and "bundle pragmatics with delight" can help libraries engage with their users while also solving immediate problems. Best of all, these projects can be lightweight, inexpensive, and quick to realize.

The Data and Analytics Playbook: Proven Methods for Governed Data and Analytic Quality explores the way in which data continues to dominate budgets, along with the varying efforts made across a variety of business enablement projects, including applications, web and mobile computing, big data analytics, and traditional data integration. The book teaches readers how to use proven methods and accelerators to break through data obstacles to provide faster, higher quality delivery of mission critical programs. Drawing upon years of practical experience, and using numerous examples and an easy to understand playbook, Lowell Fryman, Gregory Lampshire, and Dan Meers discuss a simple, proven approach to the execution of multiple data oriented activities. In addition, they present a clear set of methods to provide reliable governance, controls, risk, and exposure management for enterprise data and the programs that rely upon it. In addition, they discuss a cost-effective approach to providing sustainable governance and quality outcomes that enhance project delivery, while also ensuring ongoing controls. Example activities, templates, outputs, resources, and roles are explored, along with different organizational models in common use today and the ways they can be mapped to leverage playbook data governance throughout the organization. Provides a mature and proven playbook approach (methodology) to enabling data governance that supports agile implementation Features specific examples of current industry challenges in enterprise risk management, including anti-money laundering and fraud prevention Describes business benefit measures and funding approaches using exposure based cost models that augment risk models for cost avoidance analysis and accelerated delivery approaches using data integration sprints for application, integration, and information delivery success

Axiom Business Book Award Silver Medalist in Business Technology The indispensable guide to data-powered marketing from the team behind the data management platform that helps fuel Salesforce?the #1 customer relationship management (CRM) company in the world A tectonic shift in the practice of marketing is underway. Digital technology, social media, and e-commerce have radically changed the way consumers access information, order products, and shop for services. Using the latest technologies?cloud, mobile, social, internet of things (IoT), and artificial intelligence (AI)?we have more data about consumers and their needs, wants, and affinities than ever before. Data Driven will show you how to: ?Target and delight your customers with unprecedented accuracy and success?Bring customers closer to your brand and inspire them to engage, purchase, and remain loyal?Capture, organize, and analyze data from every source and activate it across every channel?Create a data-powered marketing strategy that can be customized for any audience?Serve individual consumers with highly personalized interactions?Deliver better customer service for the best customer experience?Improve your products and optimize your operating systems?Use AI and IoT to predict the future direction of markets You'll discover the three principles for building a successful data strategy and the five sources of data-driven power. You'll see how top companies put these data-driven strategies into action: how Pandora used second- and third-hand data to learn more about its listeners; how Georgia-Pacific moved from scarcity to abundance in the data sphere; and how Dunkin' Brands leveraged CRM data as a force multiplier for customer engagement. And if you're wondering what the future holds, you'll receive seven forecasts to better prepare you for what may come next. Sure to be a classic, Data Driven is a practical road map to the modern marketing landscape and a toolkit for success in the face of changes already underway and still to come.

This book presents a fool-proof method for cleaning and classifying business data. Covering everything from data classification to normalisation, taxonomies and presenting the author's proven COAT methodology, it helps organisations ensure their data is Consistent, Organised, Accurate and Trustworthy. A series of data horror stories outlines what can go wrong in managing data, and if it does, how it can be fixed.

All the answers to your data science questions Over half of all businesses are using data science to generate insights and value from big data. How are they doing it? Data Science Strategy For Dummies answers all your questions about how to build a data science capability from scratch, starting with the "what" and the "why" of data science and covering what it takes to lead and nurture a top-notch team of data scientists. With this book, you'll learn how to incorporate data science as a strategic function into any business, large or small. Find solutions to your real-life challenges as you uncover the stories and value hidden within data. Learn exactly what data science is and why it's important Adopt a data-driven mindset as the foundation to success Understand the processes and common roadblocks behind data science Keep your data science program focused on generating business value Nurture a top-quality data science team In non-technical language, Data Science Strategy For Dummies outlines new perspectives and strategies to effectively lead analytics and data science functions to create real value.

"This book offers insightful and practical advice and strategies to help IT leaders maximize the impact of IT on their business. While the technologies constantly change at a dramatic pace, the practices described in this book are timeless and can help transform IT department from a mere order taker to a high performance organization that delivers extraordinary business outcomes,

despite this era of turbulent economic challenges. The author shares a framework that he has developed over his 25 year career that includes practical strategies and tactics to help IT leaders truly transform their organizations. The framework involves seven steps: (1) partner, (2) innovate, (3) deliver, (4) support, (5) optimize, (6) protect, and (7) grow. Interviews with CIOs and technology leaders from companies such as HBO, Hyatt, and Conair will be used to help support the framework"--

This book will offer key insight for CDOs looking to understand their position better, for aspiring CDOs and data officers looking at career progression, for those recruiting CDOs, and offers essential knowledge for anyone else operating in the current data environment.

Let the masters guide you on your Chief Data Officer (CDO) journey! The CDO is a new business role, and just starting to appear in state, local, and federal governments. Like many new roles, the CDO's responsibilities are continuously evolving and changing. Most institutions are not consistent with assigning CDO responsibilities, and this lack of standardization is of great concern. Also, some say public and private sector CDOs are dramatically different. We don't believe that. We think CDOs are more similar than dissimilar. More importantly, though, we think private and public CDOs can learn from each other. We've created this book to help all CDOs, public and private. This book is about ideas and recommendations which have broad application—on the shop floor, in a conference room, or even in legislative chambers. Apply our advice to smooth your ride during the CDO journey. Use our ideas and suggestions in ways that work for you, because every organization and data journey is different. These ideas are here to help you avoid some of our frustrations. We hope this can reach executives, managers, legislators, and others leading organizations to help bridge explanations of new vocabulary, ideas, and processes. Ultimately, we think this book will help you create data-centric value for your organization.

"Accelerating Performance is not just another "warm and fuzzy" change management book--it's a practical, comprehensive, data-driven action plan for picking up the pace and achieving more"--

This valuable resource helps institutional leaders understand and implement a data strategy at their college or university that maximizes benefits to all creators and users of data. Exploring key considerations necessary for coordination of fragmented resources and the development of an effective, cohesive data strategy, this book brings together professionals from different higher education experiences and perspectives, including academic, administration, institutional research, information technology, and student affairs. Focusing on critical elements of data strategy and governance, each chapter in Data Strategy in Colleges and Universities helps higher education leaders address a frustrating problem with much-needed solutions for fostering a collaborative, data-driven strategy.

Rethink your business for the digital age. Every business begun before the Internet now faces the same challenge: How to transform to compete in a digital economy? Globally recognized digital expert David L. Rogers argues that digital transformation is not about updating your technology but about upgrading your strategic thinking. Based on Rogers's decade of research and teaching at Columbia Business School, and his consulting for businesses around the world, The Digital Transformation Playbook shows how pre-digital-era companies can reinvigorate their game plans and capture the new opportunities of the digital world. Rogers shows why traditional businesses need to rethink their underlying assumptions in five domains of strategy—customers, competition, data, innovation, and value. He reveals how to harness customer networks, platforms, big data, rapid experimentation, and disruptive business models—and how to integrate these into your existing business and organization. Rogers illustrates every strategy in this playbook with real-world case studies, from Google to GE, from Airbnb to the New York Times. With practical frameworks and nine step-by-step planning tools, he distills the lessons of today's greatest digital innovators and makes them usable for businesses at any stage. Many books offer advice for digital start-ups, but The Digital Transformation Playbook is the first complete treatment of how legacy businesses can transform to thrive in the digital age. It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth.

Many senior executives talk about information as one of their most important assets, but few behave as if it is. They report to the board on the health of their workforce, their financials, their customers, and their partnerships, but rarely the health of their information assets. Corporations typically exhibit greater discipline in tracking and accounting for their office furniture than their data. Infonomics is the theory, study, and discipline of asserting economic significance to information. It strives to apply both economic and asset management principles and practices to the valuation, handling, and deployment of information assets. This book specifically shows: CEOs and business leaders how to more fully wield information as a corporate asset CIOs how to improve the flow and accessibility of information CFOs how to help their organizations measure the actual and latent value in their information assets. More directly, this book is for the burgeoning force of chief data officers (CDOs) and other information and analytics leaders in their valiant struggle to help their organizations become more infosavvy. Author Douglas Laney has spent years researching and developing Infonomics and advising organizations on the infinite opportunities to monetize, manage, and measure information. This book delivers a set of new ideas, frameworks, evidence, and even approaches adapted from other disciplines on how to administer, wield, and understand the value of information. Infonomics can help organizations not only to better develop, sell, and market their offerings, but to transform their organizations altogether. "Doug Laney masterfully weaves together a collection of great examples with a solid framework to guide readers on how to gain competitive advantage through what he labels "the unruly asset" – data. The framework is comprehensive, the advice practical and the success stories global and across industries and applications." Liz Rowe, Chief Data Officer, State of New Jersey "A must read for anybody who wants to survive in a data centric world." Shaun Adams, Head of Data Science, Betterbathrooms.com "Phenomenal! An absolute must read for data practitioners, business leaders and technology strategists. Doug's lucid style has a set a new standard in providing intelligible material in the field of information economics. His passion and knowledge on the subject exudes thru his literature and inspires individuals like me." Ruchi Rajasekhar, Principal Data Architect, MISO Energy "I highly recommend Infonomics to all aspiring analytics leaders. Doug Laney's work gives readers a deeper understanding of how and why information should be monetized and managed as an enterprise asset. Laney's assertion that accounting should recognize information as a capital asset is quite convincing and one I agree with. Infonomics enjoyably echoes that sentiment!" Matt Green, independent business analytics consultant, Atlanta area "If you care about the digital economy, and you should, read this book." Tanya Shuckhart, Analyst Relations Lead, IRI Worldwide



Let the masters guide you on your Chief Data Officer (CDO) journey! The CDO is a new business role, and just starting to appear in state, local, and federal governments. Like many new roles, the CDOs responsibilities are continuously evolving and changing. Most institutions are not consistent with assigning CDO responsibilities, and this lack of standardization is of great concern. Also, some say public and private sector CDOs are dramatically different. We don't believe that. We think CDOs are more similar than dissimilar. More importantly, though, we think private and public CDOs can learn from each other. We've created this book to help all CDOs, public and private. This book is about ideas and recommendations which have broad application on the shop floor, in a conference room, or even in legislative chambers. Apply our advice to smooth your ride during the CDO journey. Use our ideas and suggestions in ways that work for you, because every organization and data journey is different. These ideas are here to help you avoid some of our frustrations. We hope this can reach executives, managers, legislators, and others leading organizations to help bridge explanations of new vocabulary, ideas, and processes. Ultimately, we think this book will help you create data-centric value for your organization.

"What do you need to become a data-driven organization? Far more than having big data or a crack team of unicorn data scientists, it requires establishing an effective, deeply-ingrained data culture. This practical book shows you how true data-drivenness involves processes that require genuine buy-in across your company ... Through interviews and examples from data scientists and analytics leaders in a variety of industries ... Anderson explains the analytics value chain you need to adopt when building predictive business models"--Publisher's description.

**OPTIMIZE YOUR BUSINESS DATA FOR FIRST-CLASS RESULTS** Data Driven Business Transformation illustrates how to find the secrets to fast adaptation and disruptive origination hidden in your data and how to use them to capture market share. Digitalisation – or the Digital Revolution – was the first step in an evolving process of analysis and improvement in the operations and administration of commerce. The popular author team of Caroline Carruthers and Peter Jackson, two global leaders in data transformation and education, pick up the conversation here at the next evolutionary step where data from these digital systems generates value, and really use data science to produce tangible results. Optimise the performance of your company through data-driven processes by: Following step-by-step guidance for transitioning your company in the real world to run on a data-enabled business model Mastering a versatile set of data principles powerful enough to produce transformative results at any stage of a business's development Winning over the hearts of your employees and influencing a cultural shift to a data-enabled business Reading first-hand stories from today's thought leaders who are shaping data transformation at their companies Enable your company's data to lift profits with Data Driven Business Transformation.

A Fast Company blogger and former McKinsey consultant profiles the next generation business strategists: the "Outthinkers" "Outthinkers" are entrepreneurs and corporate leaders with a new playbook. They see opportunities others ignore, challenge dogma others accept as truth, rally resources others cannot influence, and unleash new strategies that disrupt their markets. Outthink the Competition proves that business competition is undergoing a fundamental paradigm shift and that during such revolutions, outthinkers beat traditionalists. Outthink the Competition presents stories of breakthrough companies like Apple, Google, Vistaprint, and Rosetta Stone whose stunning performances defy traditional explanation and will inspire readers to outthink the competition. Core concepts in the book include: Discover the Eight Dimensions of Disruption Learn to play by the Outthinker Playbook Develop the Five Habits of the Outthinker Implement the Outthinker Process It's time to buck tradition in order to stay ahead. Outthink the competition and uncover opportunities hiding in plain sight.

A practical guide for today's chief data officers to define and manage data governance programs The relatively new role of chief data officer (CDO) has been created to address the issue of managing a company's data as a strategic asset, but the problem is that there is no universally accepted "playbook" for this role. Magnifying the challenge is the rapidly increasing volume and complexity of data, as well as regulatory compliance as it relates to data. In this book, Sunil Soares provides a practical guide for today's chief data officers to manage data as an asset while delivering the trusted data required to power business initiatives, from the tactical to the transformative. The guide describes the relationship between the CDO and the data governance team, whose task is the formulation of policy to optimize, secure, and leverage information as an enterprise asset by aligning the objectives of multiple functions. Soares provides unique insight into the role of the CDO and presents a blueprint for implementing data governance successfully within the context of the position. With practical advice CDOs need, this book helps establish new data governance practices or mature existing practices.

This comprehensive guide for leaders sets out a proven framework for developing the mindset and strategies required to generate value from data and to scale quickly.

AI is radically transforming business. Are you ready? Look around you. Artificial intelligence is no longer just a futuristic notion. It's here right now--in software that senses what we need, supply chains that "think" in real time, and robots that respond to changes in their environment. Twenty-first-century pioneer companies are already using AI to innovate and grow fast. The bottom line is this: Businesses that understand how to harness AI can surge ahead. Those that neglect it will fall behind. Which side are you on? In Human + Machine, Accenture leaders Paul R. Daugherty and H. James (Jim) Wilson show that the essence of the AI paradigm shift is the transformation of all business processes within an organization--whether related to breakthrough innovation, everyday customer service, or personal productivity habits. As humans and smart machines collaborate ever more closely, work processes become more fluid and adaptive, enabling companies to change them on the fly--or to completely reimagine them. AI is changing all the rules of how companies operate. Based on the authors' experience and research with 1,500 organizations, the book reveals how companies are using the new rules of AI to leap ahead on innovation and profitability, as well as what you can do to achieve similar results. It describes six entirely new types of hybrid human + machine roles that every company must develop, and it includes a "leader's guide" with the five crucial principles required to become an AI-fueled business. Human + Machine provides the missing and much-needed management playbook for success in our new age of AI. **BOOK PROCEEDS FOR THE AI GENERATION** The authors' goal in publishing Human + Machine is to help executives,

workers, students and others navigate the changes that AI is making to business and the economy. They believe AI will bring innovations that truly improve the way the world works and lives. However, AI will cause disruption, and many people will need education, training and support to prepare for the newly created jobs. To support this need, the authors are donating the royalties received from the sale of this book to fund education and retraining programs focused on developing fusion skills for the age of artificial intelligence.

A comprehensive overview of data science covering the analytics, programming, and business skills necessary to master the discipline Finding a good data scientist has been likened to hunting for a unicorn: the required combination of technical skills is simply very hard to find in one person. In addition, good data science is not just rote application of trainable skill sets; it requires the ability to think flexibly about all these areas and understand the connections between them. This book provides a crash course in data science, combining all the necessary skills into a unified discipline. Unlike many analytics books, computer science and software engineering are given extensive coverage since they play such a central role in the daily work of a data scientist. The author also describes classic machine learning algorithms, from their mathematical foundations to real-world applications. Visualization tools are reviewed, and their central importance in data science is highlighted. Classical statistics is addressed to help readers think critically about the interpretation of data and its common pitfalls. The clear communication of technical results, which is perhaps the most undertrained of data science skills, is given its own chapter, and all topics are explained in the context of solving real-world data problems. The book also features:

- Extensive sample code and tutorials using Python™ along with its technical libraries
- Core technologies of “Big Data,” including their strengths and limitations and how they can be used to solve real-world problems
- Coverage of the practical realities of the tools, keeping theory to a minimum; however, when theory is presented, it is done in an intuitive way to encourage critical thinking and creativity
- A wide variety of case studies from industry
- Practical advice on the realities of being a data scientist today, including the overall workflow, where time is spent, the types of datasets worked on, and the skill sets needed

The Data Science Handbook is an ideal resource for data analysis methodology and big data software tools. The book is appropriate for people who want to practice data science, but lack the required skill sets. This includes software professionals who need to better understand analytics and statisticians who need to understand software. Modern data science is a unified discipline, and it is presented as such. This book is also an appropriate reference for researchers and entry-level graduate students who need to learn real-world analytics and expand their skill set. FIELD CADY is the data scientist at the Allen Institute for Artificial Intelligence, where he develops tools that use machine learning to mine scientific literature. He has also worked at Google and several Big Data startups. He has a BS in physics and math from Stanford University, and an MS in computer science from Carnegie Mellon.

Data-governance programs focus on authority and accountability for the management of data as a valued organizational asset. Data Governance should not be about command-and-control, yet at times could become invasive or threatening to the work, people and culture of an organization. Non-Invasive Data Governance™ focuses on formalizing existing accountability for the management of data and improving formal communications, protection, and quality efforts through effective stewarding of data resources. Non-Invasive Data Governance will provide you with a complete set of tools to help you deliver a successful data governance program. Learn how:

- Steward responsibilities can be identified and recognized, formalized, and engaged according to their existing responsibility rather than being assigned or handed to people as more work.
- Governance of information can be applied to existing policies, standard operating procedures, practices, and methodologies, rather than being introduced or emphasized as new processes or methods.
- Governance of information can support all data integration, risk management, business intelligence and master data management activities rather than imposing inconsistent rigor to these initiatives.
- A practical and non-threatening approach can be applied to governing information and promoting stewardship of data as a cross-organization asset.
- Best practices and key concepts of this non-threatening approach can be communicated effectively to leverage strengths and address opportunities to improve.

There is no denying that the 21st century is data driven, with many digital industries relying on careful collection and analysis of mass volumes of information. A Chief Data Officer (CDO) at a company is the leader of this process, making the position an often daunting one. The Chief Data Officer Management Handbook is here to help. With this book, author Martin Treder advises CDOs on how to be better prepared for their swath of responsibilities, how to develop a more sustainable approach, and how to avoid the typical pitfalls. Based on positive and negative experiences shared by current CDOs, The Chief Data Officer Management Handbook guides you in designing the ideal structure of a data office, implementing it, and getting the right people on board. Important topics such as the data supply chain, data strategy, and data governance are thoughtfully covered by Treder. As a CDO it is important to use your position effectively with your entire team. The Chief Data Officer Management Handbook allows all employees to take ownership in data collaboration. Data is the foundation of present and future tech innovations, and you could be the leader that makes the next big impact. What You Will Learn

Apply important elements of effective data management Gain a comprehensive overview of all areas of data (which are often managed independently Work with the data supply chain, from data acquisition to its usage, a review of all relevant stakeholders, data strategy, and data governance Who This Book is For CDOs, data executives, data advisors, and all professionals looking to understand about how a data office functions in an organization.

Do You Know What It Takes to Be a High Potential in Your Organization? Being seen as a high-potential leader is essential to getting promoted and reaching your organization's upper echelons, but most companies keep their top-talent list a closely guarded secret. And the assessment process they use to decide who is and isn't a future leader is an even



