Many organizations are poised to take full advantage of analytics to drive mission and business success—using analytics not just to understand past events, but to predict future trends and to prescribe optimal courses of action. This ambitious goal requires more than the right technology, people, and processes. Just as important is strong organizational buy-in from everyone involved in the analytics capability, including both the owners of the data and the analytics end users. This often requires overcoming resistance on a number of fronts, from a reluctance to share information to a hesitancy to use the analytics in driving business decisions.

Booz Allen Hamilton, a leading strategy and technology consulting firm, helps clients create critical buy-in through a change management approach tailored to organizations that are standing up a capability to develop increasingly sophisticated analytics. Our experience with government and commercial enterprises has shown that three aspects of change management are particularly critical. Vision is needed to help stakeholders understand leadership’s long-term goals for using analytics to drive decisions and actions. There must be stakeholder participation in the process to develop shared understanding of how analytics can create value. And prototypes are needed to demonstrate that the analytics vision can indeed become a reality. Together, these three elements build buy-in for the analytics capability and bring your organization together to work toward a common goal.

CREATING A VISION
To be successful, leaders must be able to clearly articulate why an analytics capability is important to the organization and what the organization will look like when the capability is in place. Some members of an organization may not be convinced that analytics will add value to the business, so it is up to leadership to make the case that it will be worth the effort.

Even if you already started down the path of adopting predictive and
other sophisticated analytics, it is not too late to define a vision, one that is:

+ Aspirational
+ Based on an understanding of your organization’s values
+ Reasonable to achieve
+ Mutually beneficial for everyone involved

A good place to begin when defining the vision is a stakeholder analysis. Whether you are planning to stand up an enterprise-wide analytics capability or provide analytics for a single business unit or division, you should understand the cross-organizational concerns such as improved access to data and data security.

A key to realizing the vision is communicating it to stakeholders. This is most often achieved through a strong leader at the top of an organization. But the vision can also be realized from the ground up. For example, Booz Allen’s visioning process helped an intelligence agency—overwhelmed by the volume of data to be analyzed—create a vision for their analytics capability. That vision was communicated primarily through well-respected domain experts at the agency who led a grass-roots effort to build an analytics capability and successfully influenced leadership, staff, and peers. Whether the vision is top-down or bottom-up, it is essential to identify leaders and sponsors who can reinforce the ideas and keep the effort moving. Booz Allen gives you, as leaders and sponsors, the messaging and other change management tools to define your vision for analytics and present it to the organization.

Booz Allen’s collaborative visioning process helps define a future state that reflects the unique realities of your organization and cultivates a willingness to participate. A key role of the vision is to help overcome the roadblocks to buy-in. Among the ways to accomplish this is by demonstrating leadership’s commitment and sponsorship, and by helping analytics teams and end users establish shared values and goals for the analytics. As these efforts take shape through the vision, they must be reinforced through participation in the analytics capability and through prototypes.

**PARTICIPATING IN THE ANALYTICS CAPABILITY**

The next step to overcoming resistance and building buy-in is to encourage stakeholder participation in the analytics capability. One way to accomplish this is to have stakeholders from across multiple business units contribute to decisions on analytics tool development. Through this engagement, stakeholders become actively involved in making the vision a reality. Participation calls for true collaboration—leaders do not simply push their ideas down, but bring all the stakeholders into the effort. Through regular feedback and other methods, stakeholders can help shape and take ownership of the organization’s analytics capability.
The Analytics Capability Adoption Curve shows the five basic stages of change adoption, from initial awareness to ownership. Organizations can move stakeholders along this path by establishing a network of change agents at different levels and domain areas. For example, change agents might include mid-level managers from each business unit or division, or representatives from analytics teams. They are essentially embedded advocates that facilitate communication among stakeholders. Booz Allen helps develop this network of change agents and gives them tools to target their communications and feedback collection.

By fostering collaboration among the stakeholders, the change agents—along with leadership—help break down the data silos and encourage information sharing so that the results of the analytics will be more complete and accurate. The stakeholders work out their differences, offer suggestions, and understand how they will all benefit. This same process can help all those involved in the analytics capability—from the owners of the data to the end users of the analytics—develop a set of shared goals. And it can help make the data more transparent so that users are more likely to trust the results.

**GAINING BUY-IN THROUGH PROTOTYPES**

As organizations develop greater analytics capabilities to drive decision making, prototypes are essential in solidifying the support that is built with the vision and participation. Prototypes should focus on areas where quick buy-in is needed most. For example, if there is strong resistance to sharing information, the prototype should be strategically designed to show how the various stakeholders will benefit. It is often helpful to start with smaller projects or less complex analytics where quick wins are more assured.

As illustrated in the chart below, prototypes that are most likely to generate buy-in have four qualities:

<table>
<thead>
<tr>
<th>TO BUILD BUY-IN, AN ANALYTICS PROTOTYPE SHOULD:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FEATURE A HARD PROBLEM TO SOLVE</strong></td>
</tr>
<tr>
<td><strong>YIELD A HIGH RETURN</strong></td>
</tr>
<tr>
<td><strong>PROVIDE AN ITERATIVE SOLUTION</strong></td>
</tr>
<tr>
<td><strong>REACH ACROSS TARGETED GROUPS</strong></td>
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</tbody>
</table>
OUR APPROACH
There are unique challenges to standing up a sophisticated analytics capability, and a one-size-fits-all change management approach will not be effective. Booz Allen can partner with your organization to implement a change solution tailored to your specific needs and goals. Here is the framework for our approach:

<table>
<thead>
<tr>
<th>PREPARING FOR CHANGE</th>
<th>MANAGING CHANGE</th>
<th>REINFORCING CHANGE</th>
</tr>
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<tbody>
<tr>
<td>+ Understand the organization’s analytics maturity and stakeholder needs/concerns</td>
<td>+ Develop, test, and evaluate analytical hypotheses and integrate prototype lessons learned</td>
<td>+ Continue operationalizing the analytics</td>
</tr>
<tr>
<td>+ Define and communicate the analytics vision</td>
<td>+ Put algorithms into production; evaluate and refine</td>
<td>+ Continue implementation of operating model and process changes</td>
</tr>
<tr>
<td>+ Develop a change and communication strategy</td>
<td>+ Determine tailored data visualization methods</td>
<td>+ Establish mechanisms to enable supervised learning</td>
</tr>
<tr>
<td>+ Create a multi-disciplinary team (i.e., computer scientists, mathematicians, and domain experts) and cross-organization change agent network</td>
<td>+ Assess change impacts, update change and communication strategy, and provide training</td>
<td>+ Calibrate analytics success instrumentation and measurement</td>
</tr>
<tr>
<td>+ Identify and select prototype(s) with the vision/end state in mind</td>
<td>+ Establish incentive structure and reward system, and implement operating model and process changes</td>
<td>+ Establish pipeline of analytics priorities</td>
</tr>
</tbody>
</table>

When standing up an analytics capability, organizational buy-in is just as important as the right data and analytics. Booz Allen can help you create the vision, participation, and prototypes needed for success.
VISION, PARTICIPATION AND PROTOTYPE: A CASE STUDY

Vision: Booz Allen’s work with the Department of Homeland Security’s Immigration and Customs Enforcement (ICE) Enforcement and Removal Operations (ERO) began with development of analytics to support a new identification system. As value was realized within the organization, the engagement evolved to bring analytics to the forefront of the organization’s operations, which established our clients as leaders in data-driven decision making for all of ERO. The vision: to enable ICE to align resources with demand, understand strategic and tactical gaps and potential mitigation strategies, and improve mission performance.

Participation: Booz Allen collaboratively established an Analytical Hierarchy Process (AHP), a system of voting to reveal the organization’s preferences, to help executive leaders engage in analytics tool development and set overall direction for the models. We also worked with ERO to establish a Modeling Control Board (MCB) to serve as the internal governing body for the analytics tools developed in ERO. The board consisted of stakeholders from various units within ERO, which met regularly to discuss model assumptions, data issues (quality, availability, etc.), model updates and changes, and resource priorities. The board reviewed and validated all significant components of model development and usage and helped ERO determine how to effectively invest in and grow the analytics capability.

Prototype: Booz Allen assisted ICE ERO in using quick-turn tools to develop proofs, not master-pieces, in response to pressing concerns by leadership. The iterative approach provided a series of quick wins with senior stakeholders and enabled the organization to institutionalize analytics. At the heart of this effort was a commitment to data-driven decision making. Booz Allen’s innovative spirit and strong partnership with our clients advanced ERO from a strictly reporting organization to an analytically driven organization that proactively manages its strategy, operations, budget, and performance with data. In 2012, the Booz Allen team and client jointly received the award for Innovation in Analytics from the preeminent analytics organization in the U.S., the Institute for Operations Research and Management Science (INFORMS).

“Booz Allen embedded analytics at the core of ERO decision making and provided some of the best and brightest individuals to work on this ground-breaking project. The team worked closely with us to not only develop innovative tools, but also help us use these tools in our strategic and tactical decision making. As a result of Booz Allen’s support, ICE understands how its data can help drive decisions and results.”

—David Venturella, Former Director of ERO and Director of Secure Communities

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