

TOP 10 INSIGHTS

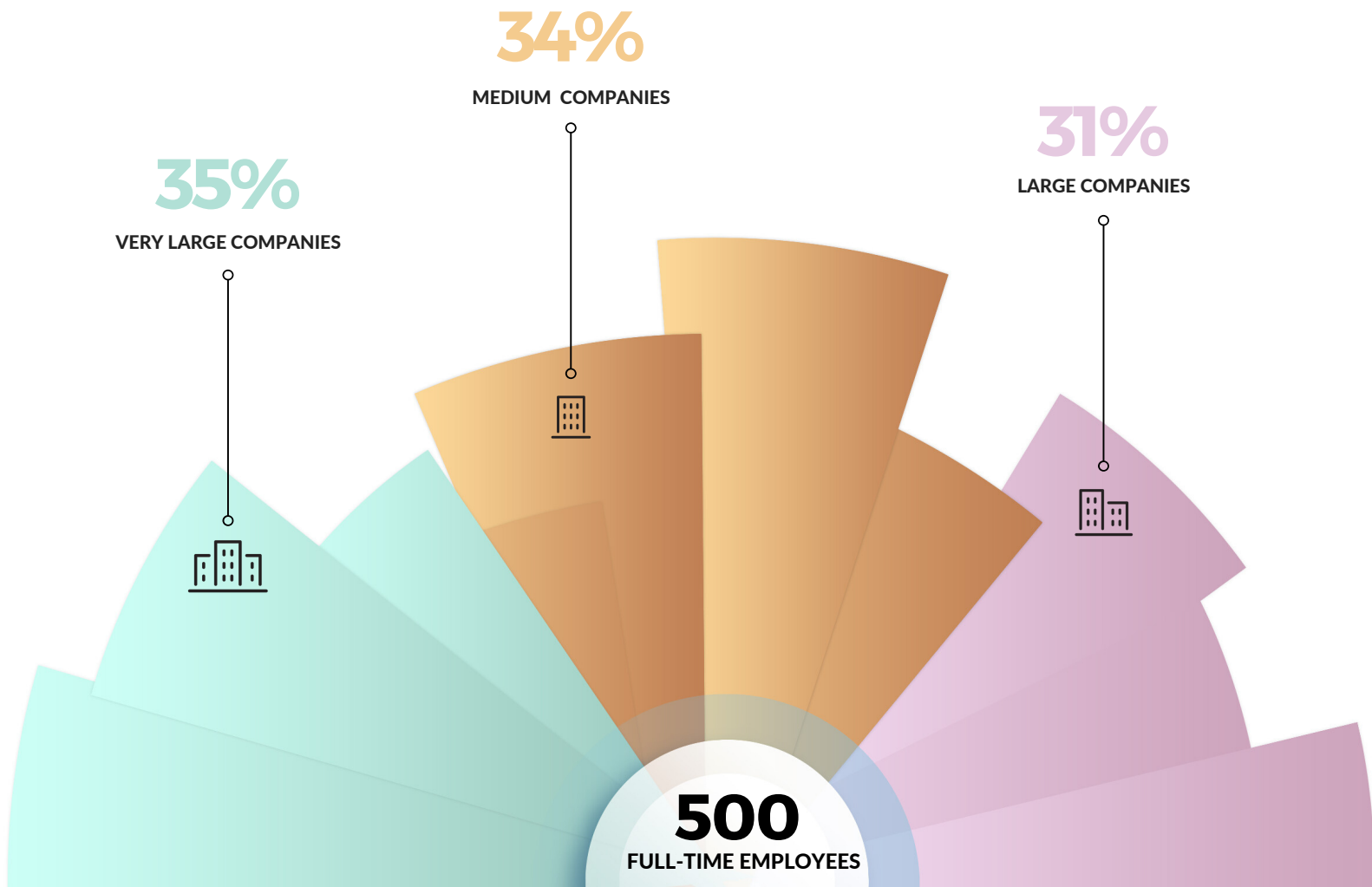
On the State of Digital Alignment and Data-Driven Decision Making



A landmark study of 500 full-time employees

During the first week of February 2020, Quantum Metric fielded a landmark study of 500 full-time employees at medium (34%), large (31%) and very large (35%) companies working with and across departments to build better digital products faster.

The topics covered opinions on how well companies were doing competitively, how much collaboration and conflict they had internally, and how their organization's made decisions.

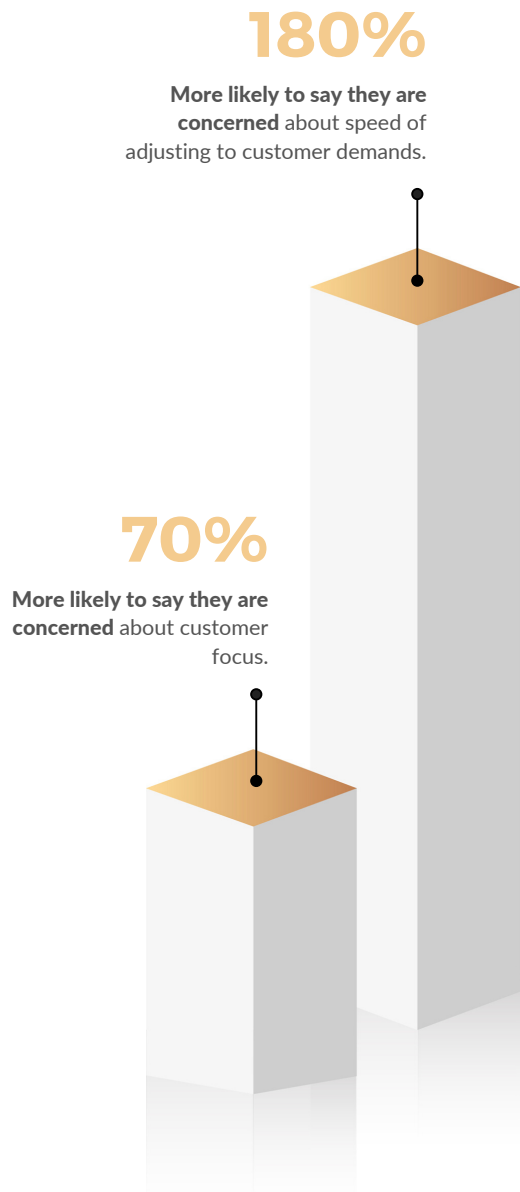
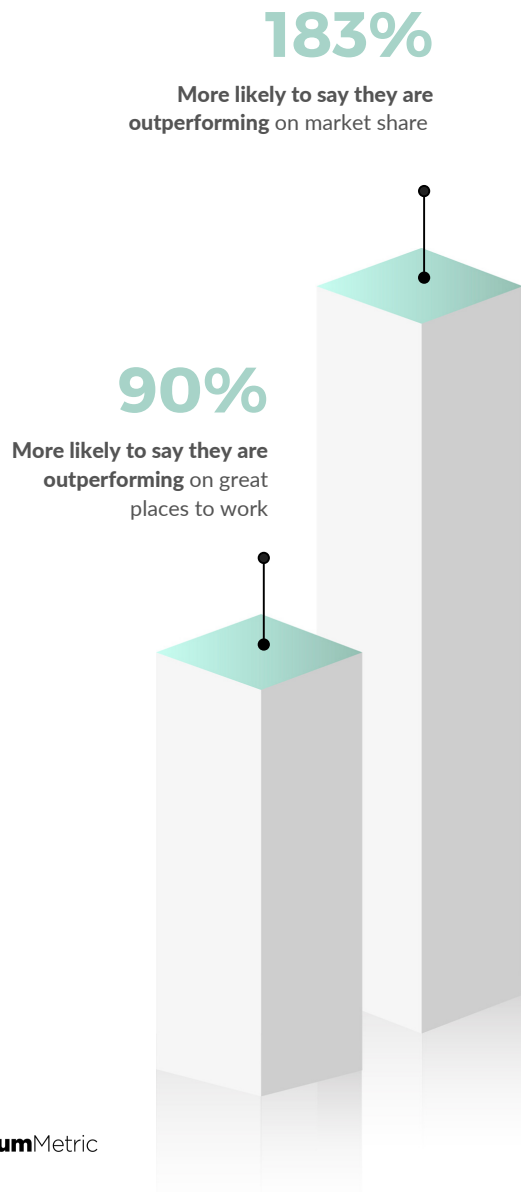


INSIGHT ONE

CEO's May Have Been Too Optimistic

Around half of all respondents felt their companies were outperforming other organizations in market share, speed at adjusting to customer demands, revenue, customer focus, diversity and inclusion, and being a great place to work prior to COVID-19 company lockdowns.

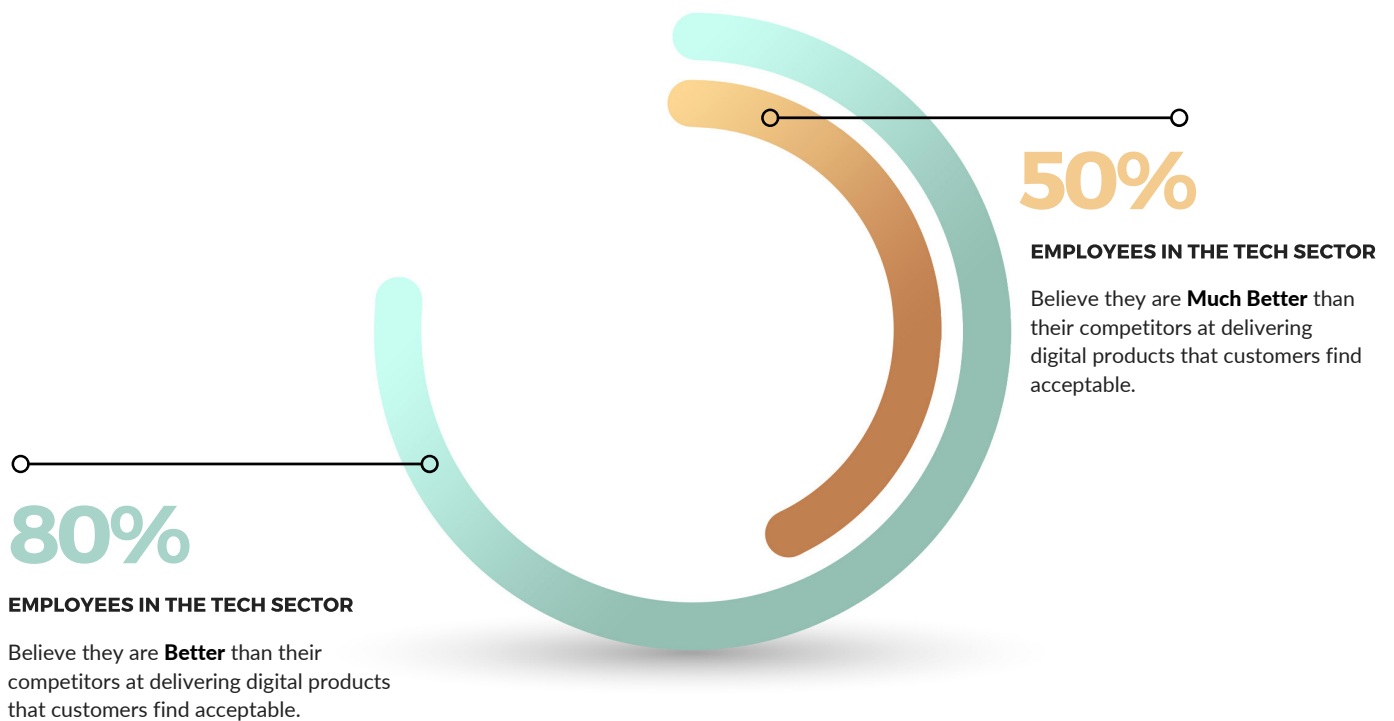
Chief Executives with C-Suite ■
Middle Management ■



INSIGHT TWO

Technology Companies Are Their Own Worst Enemy in CX

Over 80 percent of the employees in the tech sector believe they are better than their competitors at delivering digital products that customers find acceptable, with over 50% of them saying they are “much better.”



INSIGHT THREE

The Customer Service Team Are Data Disenfranchised

Customer Service report that they are 57% less likely to have their own data analysis system and are the most likely department to report a lack of access to centralized data. Customer Service teams are nearly 20% less likely to say they work fairly well with developers than employees in other departments think and are 8% less likely to work well with Product Management. Customer Services frustration is probably related to the high percentage of trouble tickets closed without a fix or the number of requested enhancements that fall on deaf ears.

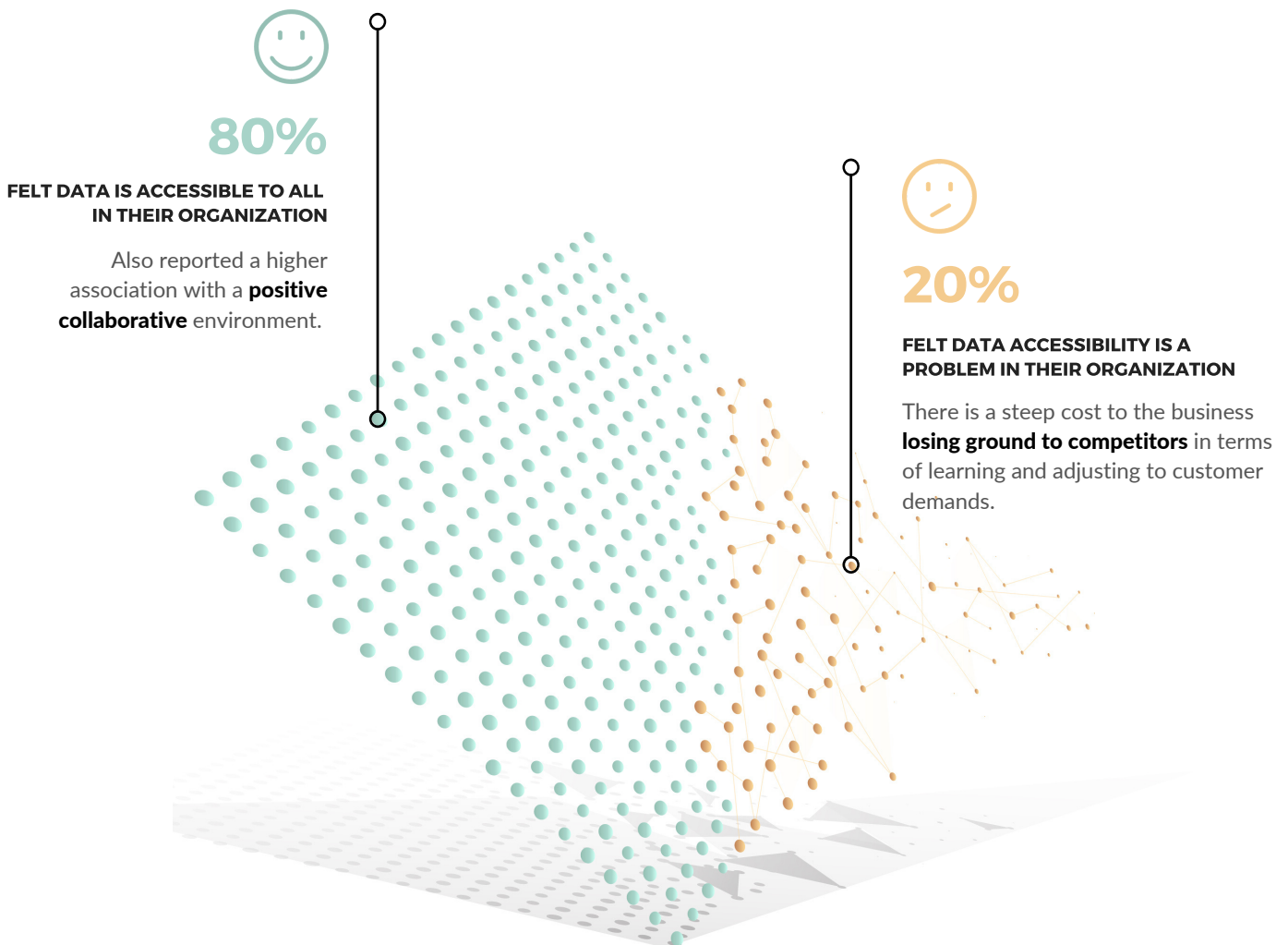


INSIGHT FOUR

Data Accessibility is More Important than Data Centralization

About one-third of organizations report that over 80% of their data is centralized but there is no relationship between that centralization and the ability to make better data-driven decisions. There is, however, a relationship between **data accessibility** and **better data-driven decisions**.

Here again, the **Customer Service** team is more likely to report less data access.



INSIGHT FIVE

The C-Suite Has Been Swimming in a Sea of Cognitive Dissonance

With over 75% of C-Suite indicating they believe all departments are collaborating well and feeling equal responsibility, over 60% of them also say they observe at least some conflict across every department.

As leaders of the organization C-Suite is responsible for enabling a culture of cooperation and collaboration so they seeks to maintain an internal consistency of cognitions and to avoid a state of tension but when asked separately about the level of conflict, they recall conflict filled meetings and conversations which pierces the veil that the vision of their organization creates.

CHIEF EXECUTIVES WITH C-SUITE



75%

CHIEF EXECUTIVES WITH C-SUITE

Believe all departments are **collaborating well** and feeling equal responsibility.



60%

CHIEF EXECUTIVES WITH C-SUITE

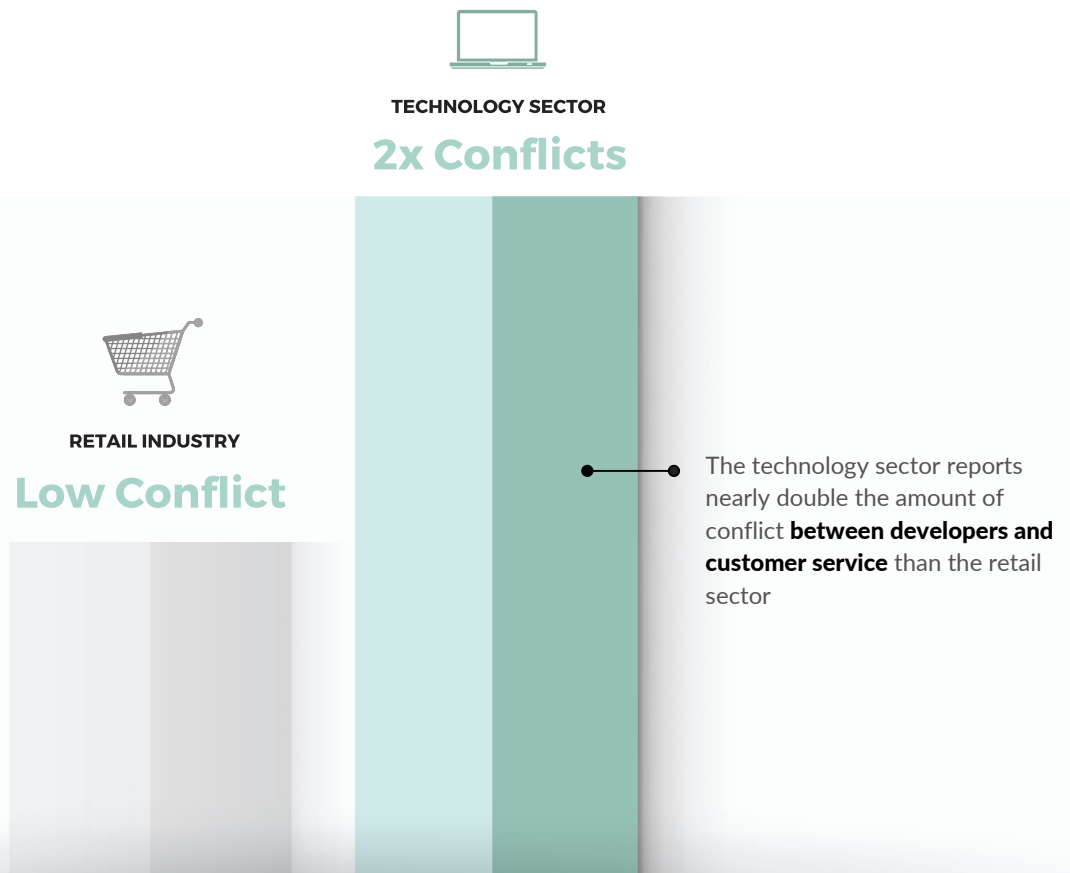
Say they observe at least **some conflict** across every department.

INSIGHT SIX

Conflict is Probably Underappreciated

The tech sector, which is weathering the COVID-19 downturn and had been delivering far superior stock market performance, consistently ranks higher than any other industry in acknowledging higher levels of conflict.

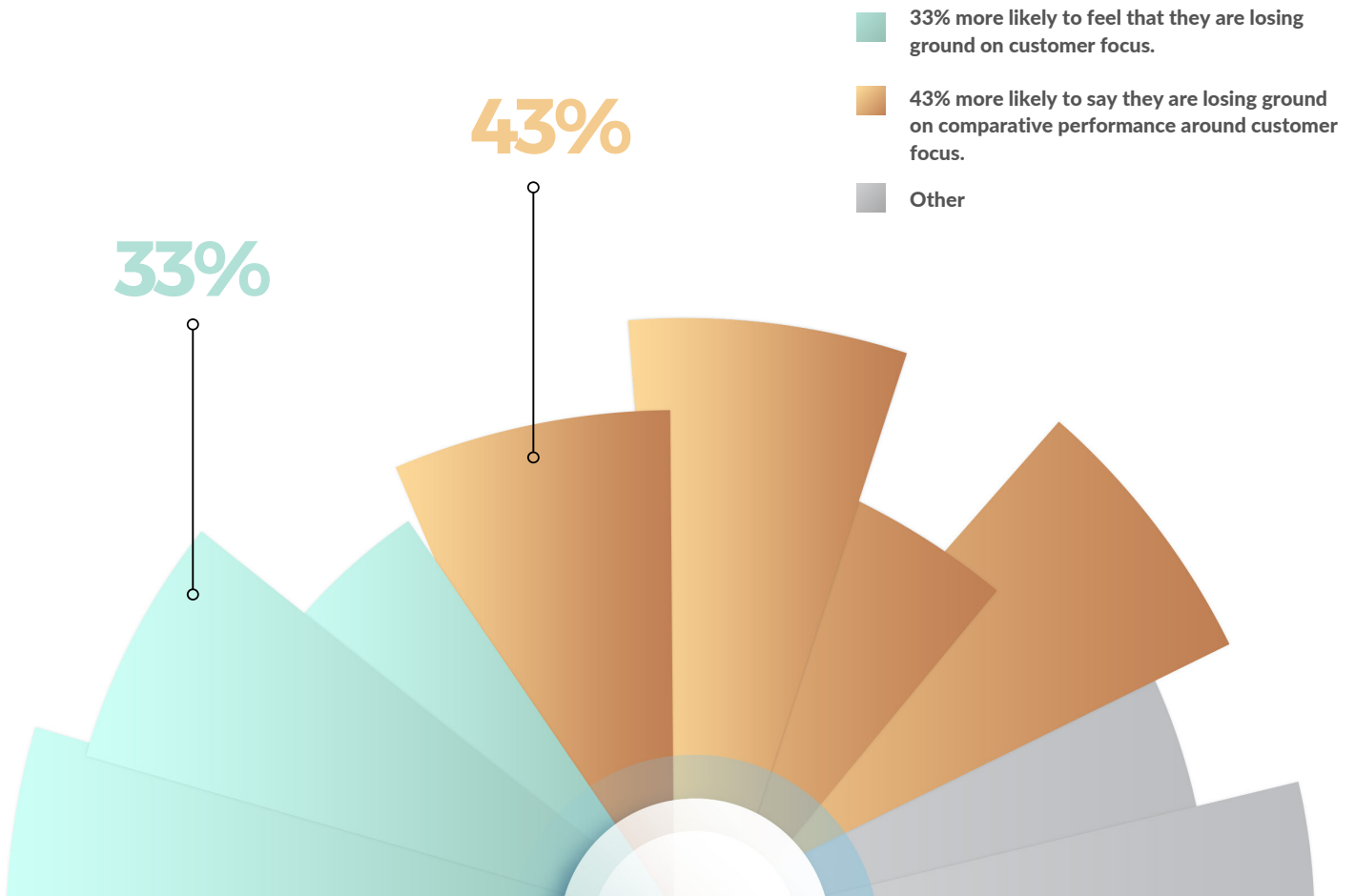
The retail industry, on the other hand, reports the lowest overall conflict. .



INSIGHT SEVEN

Confusing Data is Costly

Those who report that they cannot agree on what the data is telling them to do are 33% more likely to feel that they are losing ground on customer focus. And those who say they have difficulty interpreting how the data represents the customer point of view are 43% more likely to say they are losing ground on comparative performance around customer focus.



Confusing data is commonplace. Nearly 60% of employees say they frequently have debates over which data is correct across different departments and 2/3rds of decisions that depend on cross-department alignment often have data that points in different directions.

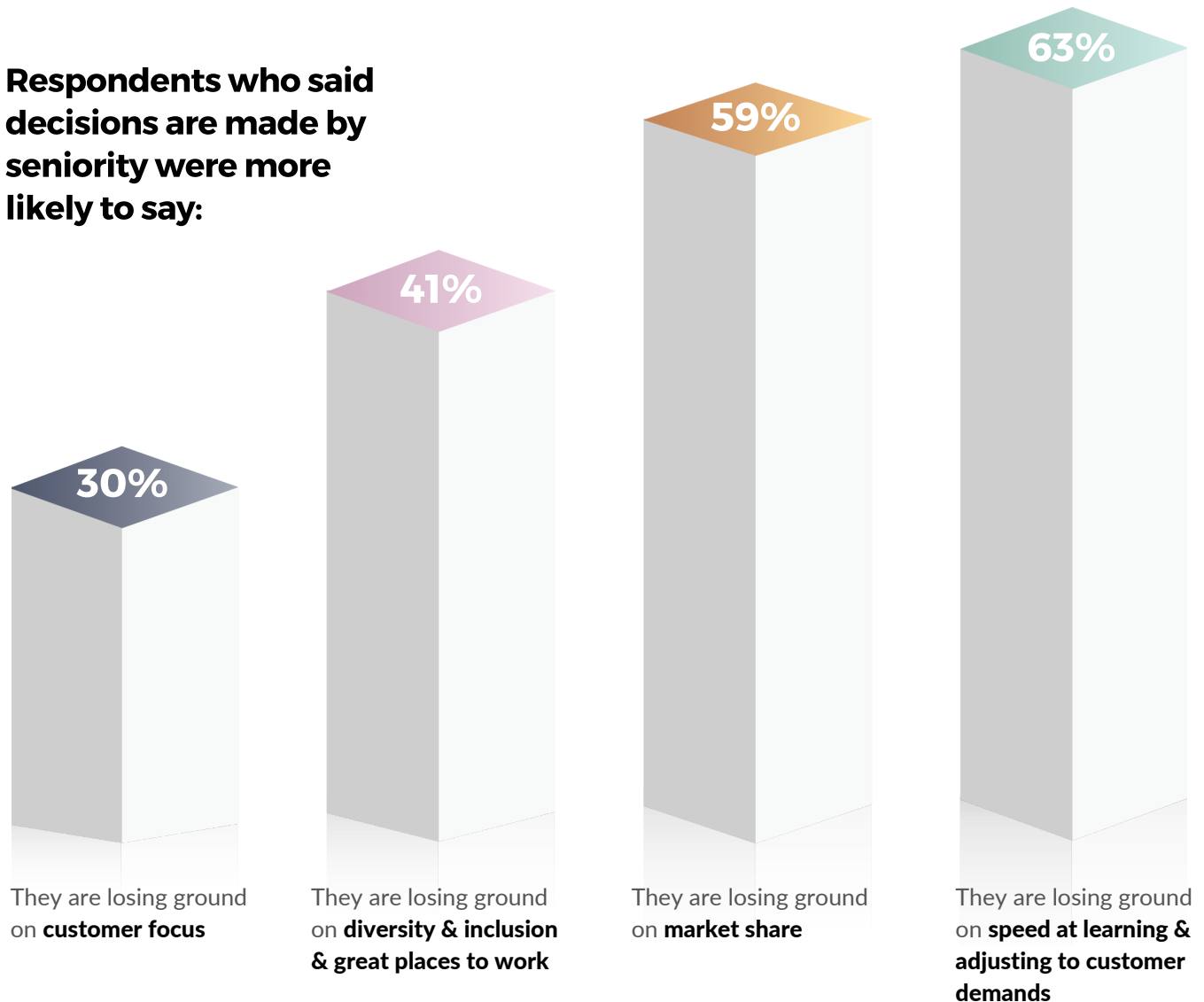
INSIGHT EIGHT

Data has been Weaponized by the Hierarchy

More than ¾ (76%) of employees (regardless of department) say that data is sometimes used by their managers to prove a point or support a department leader’s point of view rather than being purely objective.

When asked to rank the ways decisions get made more than one-quarter (27%) of all respondents named seniority as the top or second most method of making decisions in their organization. Marketing and IT employees say that seniority is one of the top methods 22% more often than average while c-suite respondents are 11% less likely to say seniority is a major factor.

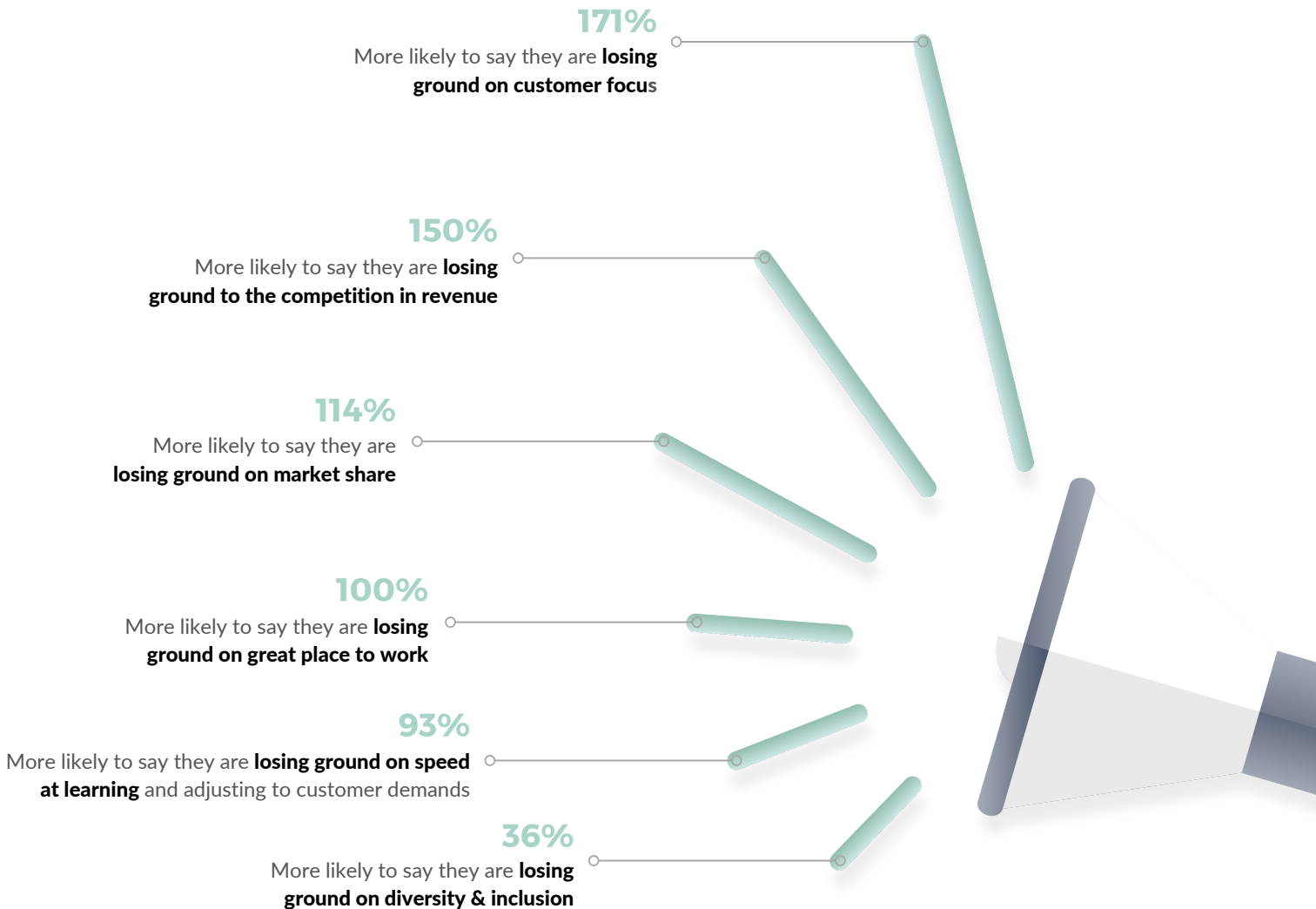
Respondents who said decisions are made by seniority were more likely to say:



INSIGHT NINE

Dictatorships are Devastating

The “loudest person in the room” decision making paradigm is the most likely to cause companies to lose ground to the competition in nearly every way. The consequences of this style of decision-making are indeed devastating as it was associated with a 71% increase in likelihood of leaving their role in the next 12 months.



INSIGHT TEN

Lockdowns and Layoffs Will Create More Employee Turnover in all the Wrong Places

Just as companies have been forced into massive digital transformation, many of their key change agents will take flight.

Prior to COVID-19 nearly 50% of employees said they were likely to change roles by February 2021 with almost 1/3rd saying they were “very likely” to leave. While that may be okay as companies look to cut costs, the problem will be that those charged with digital transformation, IT and Development, indicated they are the most likely to churn. **61% of IT and 52% of Development were expecting to leave.**



IT

61%



DEVELOPMENT

52%

CONCLUSION

Enabling Data-Driven Alignment

The results from our first organizational alignment and data-driven decision making survey have been fascinating. The first read of the data seems so positive but lurking below the surface, however, is a great deal of conflict and stress.

While leadership focuses on salary, titles, perks and communication, employees are showing much more interest in improved data-driven decision making and reduced conflicts between departments. Articles about failed digital transformation initiatives often point towards people being the problem but what if technology could be the cure? Today's top technology brings teams together to focus on clear decisions with a customer focus. The platforms used in this decade must unite and, most importantly, point everyone towards the most practical and impactful business results.

Quantum Metric's platform for **Continuous Product Design**, enables cross functional alignment to deliver better digital products faster. Contact us or visit quantummetric.com/what-is-cpd/ for more details.

