

Analytics in support of management decision-making: data and people

Seminar
July 2026



Structure of today's session

Individual prep

- Access and read articles

Group activity

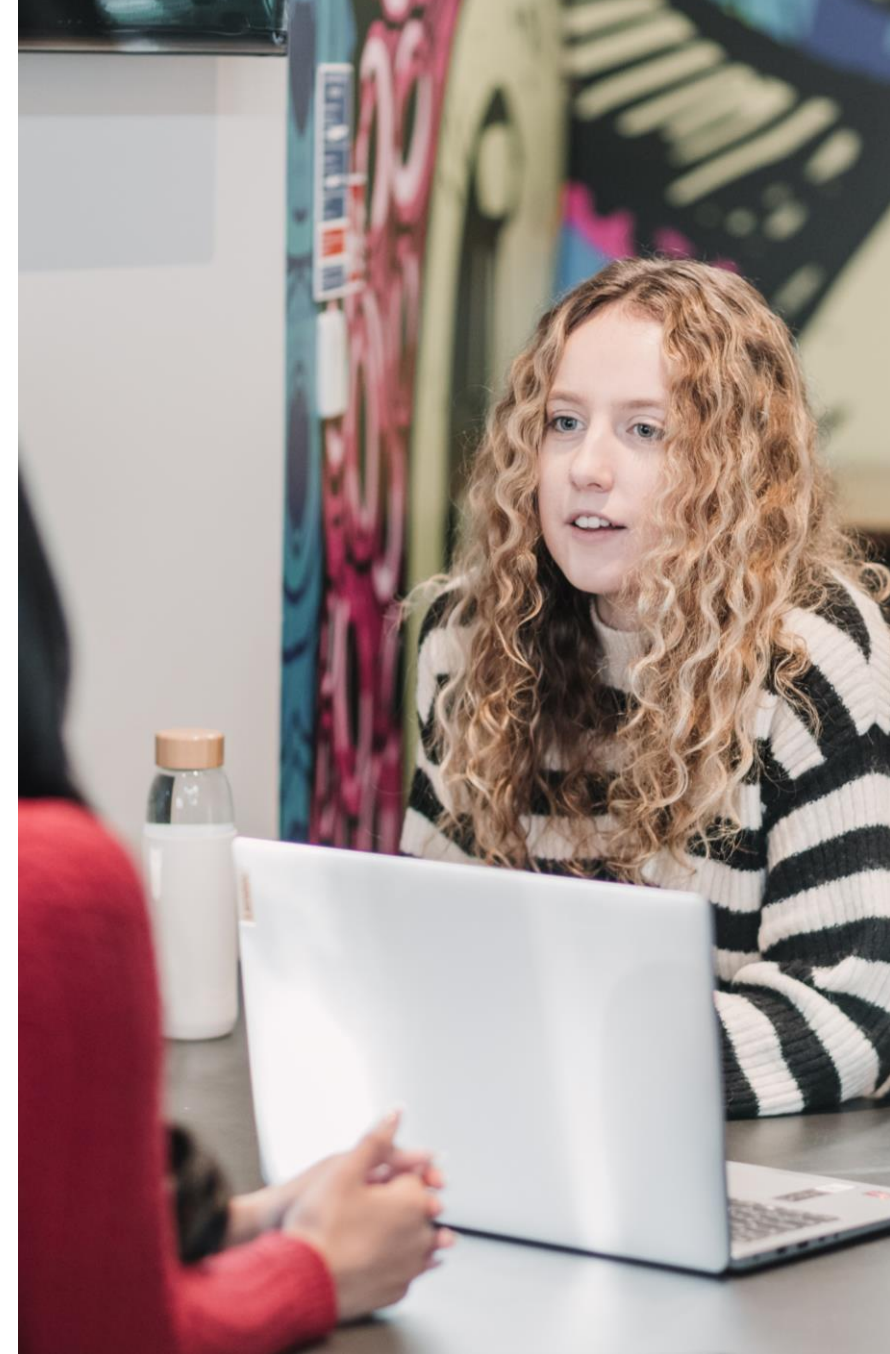
- Article review and template completion

Debrief

- Peer-to-peer sharing

Reflection

- What role does collaboration play in the overall success of analytic interventions?

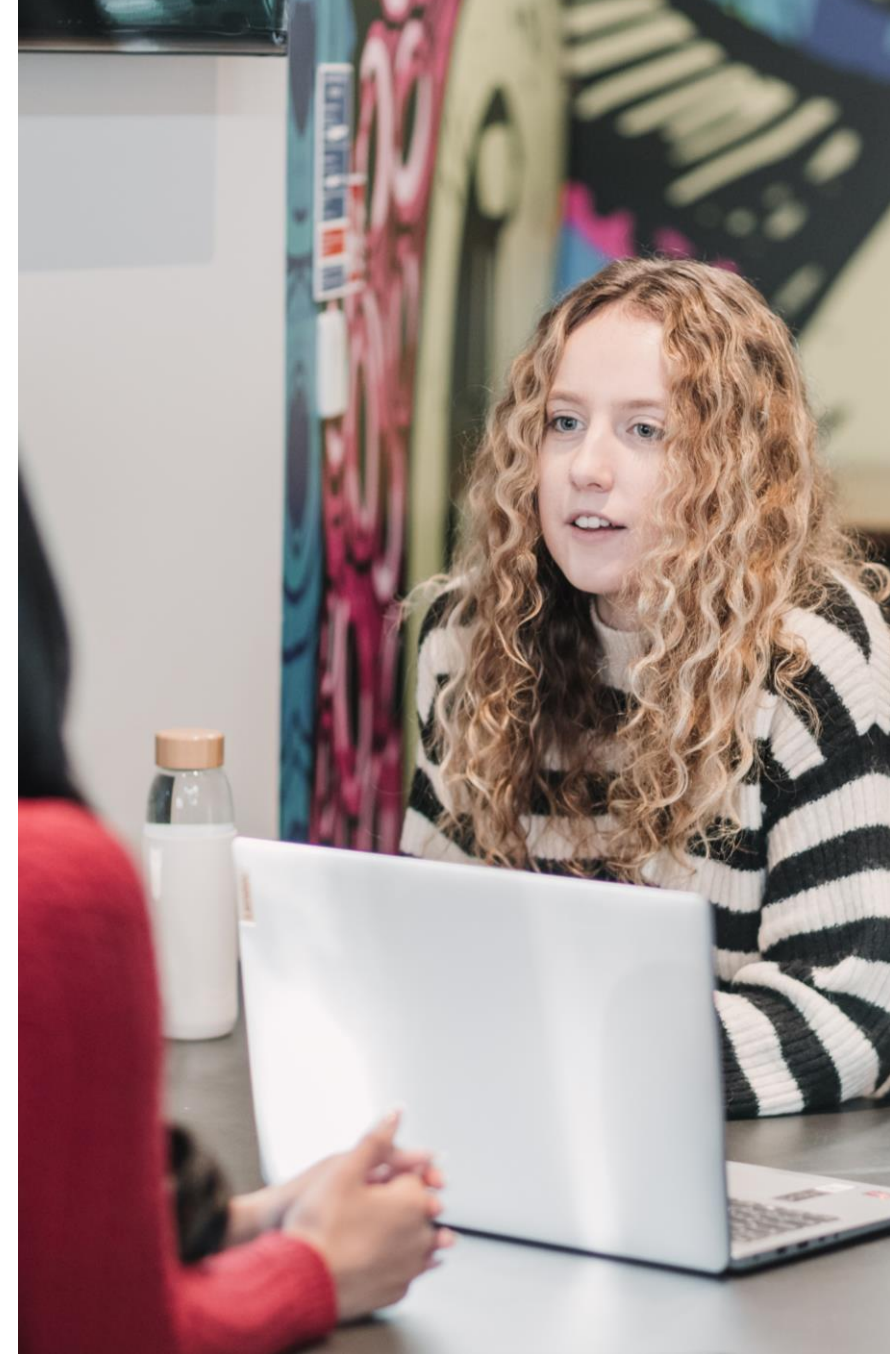


Case allocation

Case 1: Assessing UK space capabilities

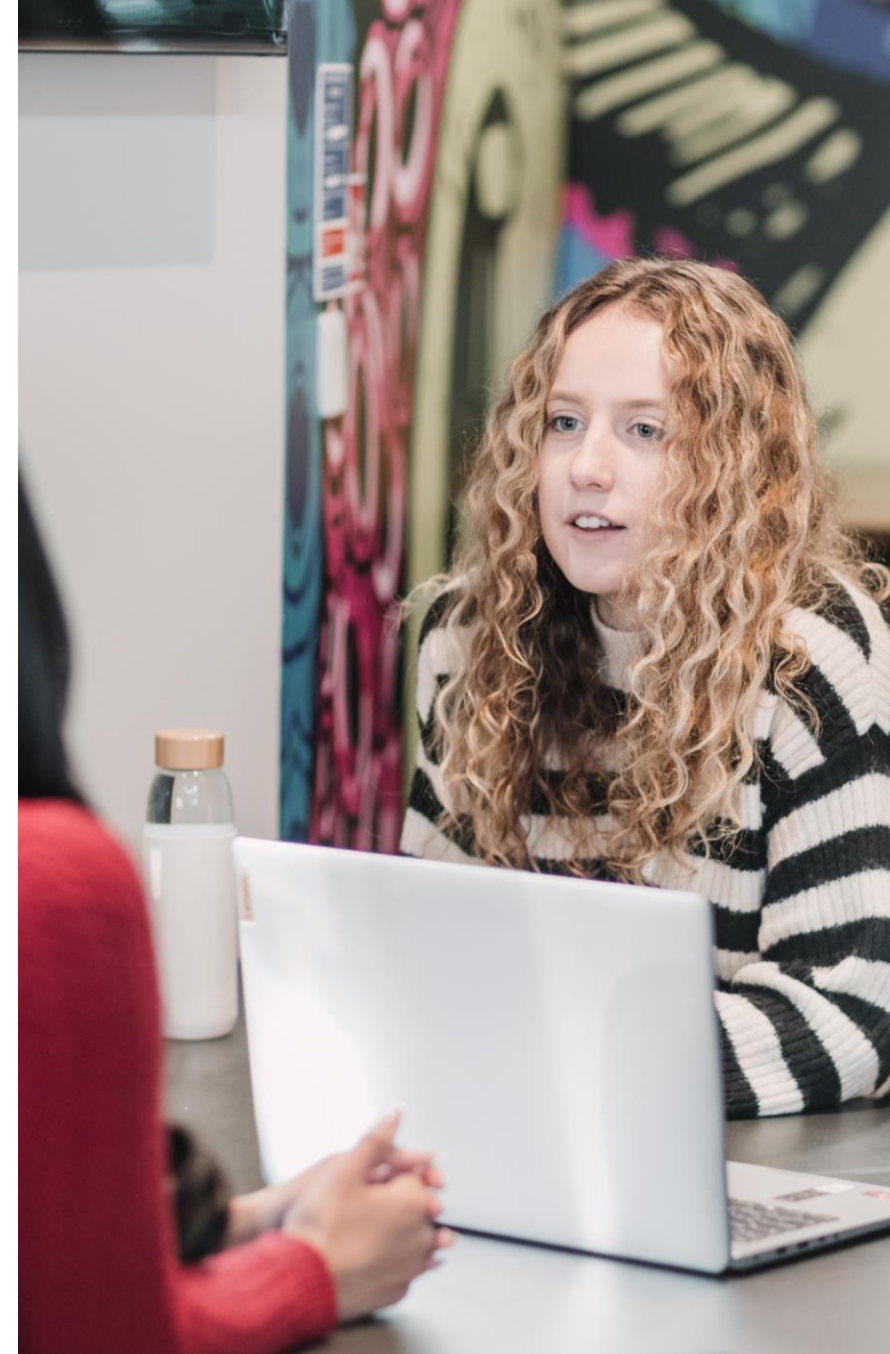
Case 2: Gender equality in education

Case 3: Mental health service capacity



Case evaluation template

- Intervention context
- Translation from business problem to analytics problem
- Delivery and evaluation



Intervention context

1. What is the situation or problem context?
2. What people are involved and who do the analysts engage with during the intervention?
3. What sort of data is available?



Translation from business problem to analytics problem

4. What is the problem that is being addressed?
5. What sequence of methods or tools is used?
6. What is the main analytic technique?

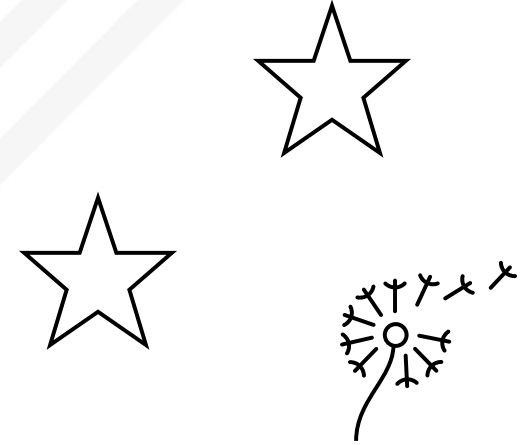


Delivery and evaluation

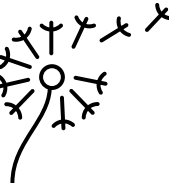
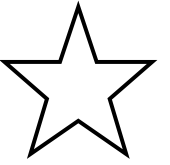
7. Can you describe the rational, systematic approach taken?
8. What type of output is produced and what does it enable the users to do?
9. How well is the output received?
10. How successful do you think the project was?
11. If you were the analyst, what might you do next or how might you improve your output?



Peer review: two stars and a wish



- To give and receive feedback is an important accomplishment.
- Share your output with another group, taking time discuss what you have each produced.
- Identify two positive comments (stars) and a constructive comment (a wish) about your peer's output.

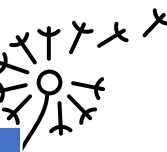


Plenary review: question types

	Past	Present	Future
Information	What happened? Reporting	What is happening now? Alerts	What will happen? Extrapolation
Insight	How and why did it happen? Modelling	What is the next best action? Recommendation	What is the best/worst that can happen? Simulation

(Davenport et al, 2010)

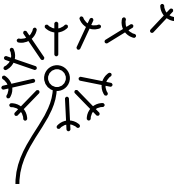
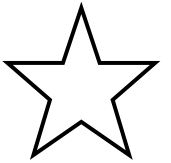
Plenary review: question types



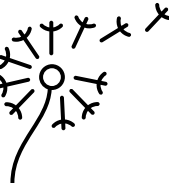
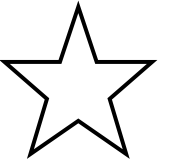
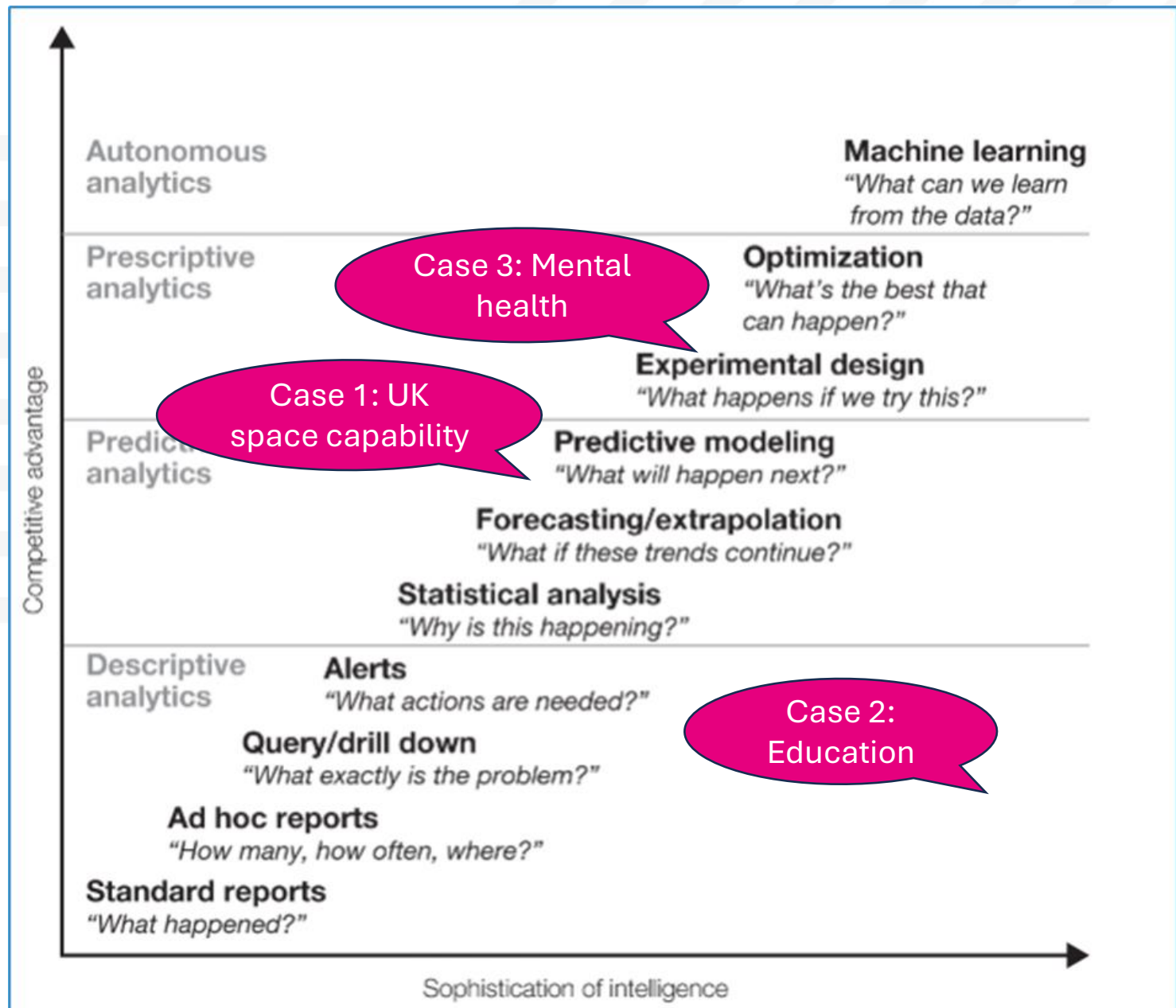
	Past	Present	Future
Information	What happened? Case 3: Mental health Showing gaps and...	What is happening now? Case 2: Education Consolidating data to identify which students to call	What will happen? Case 1: UK space capability Gauging confidence in estimating deliverability and benefits
Insight	How and why did it happen?	What is the next best action? Case 3: Mental health ... rehearsing potential operational changes	What is the best/worst that can happen?

(Davenport et al, 2010)

Plenary review: solution types



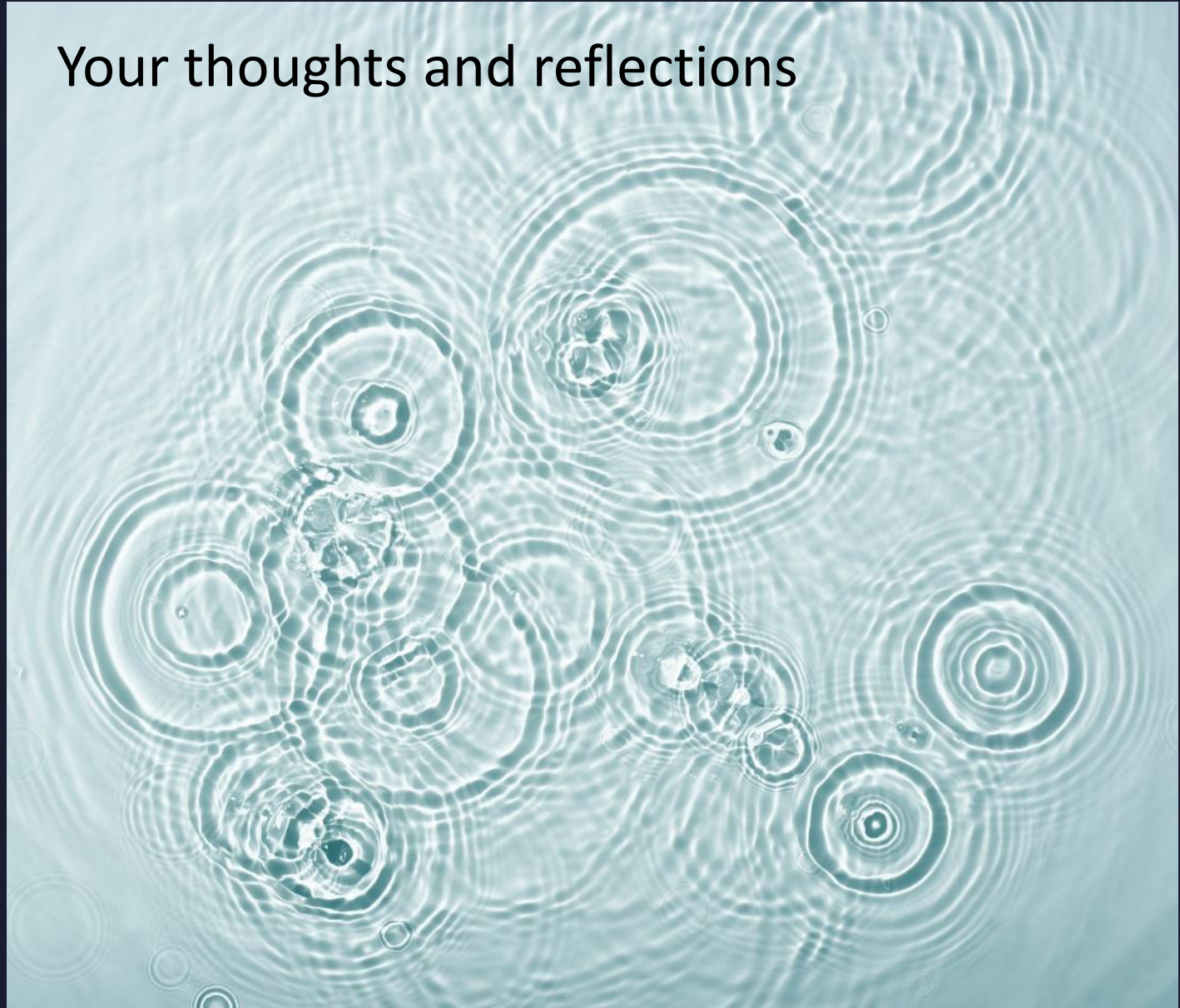
Plenary review: solution types



Your thoughts and reflections

Plenary reflection:

What role did
collaboration play in
the overall success
of these analytic
interventions?



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