

Change Management for Data and Analytics



As the role and importance of data and analytics (D&A) evolves, leaders must implement changes to their D&A function. How do they manage resistance to change and avoid common pitfalls when implementing D&A change initiatives?

One-Minute Insights:



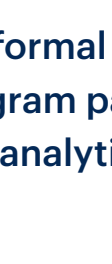
Change management is a formal program within D&A strategies



Leaders use change management frameworks and purchased solutions to facilitate efforts



Resistance to change often stems from too much change at once



When change initiatives encounter too much resistance, leaders return to them at a later date

One-Minute Insights on timely topics are available to **Gartner Peer Community** members. Sign up for access to over 100 more, and new insights each week.

Data collection: Apr 1 - Aug 3, 2023

Respondents: 100 IT and data and analytics leaders involved in change management for data and analytics at their organizations

Most have formalized change management for D&A but primary responsibility varies

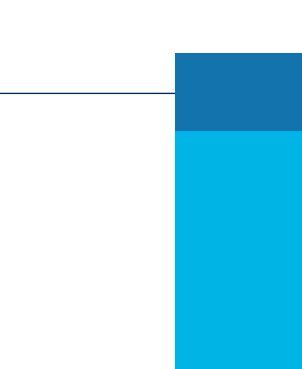
84% of respondents have **formalized change management** programs as part of their broader D&A strategy.

Is a formal change management program part of your broader data and analytics (D&A) strategy?

n = 100



84% Yes



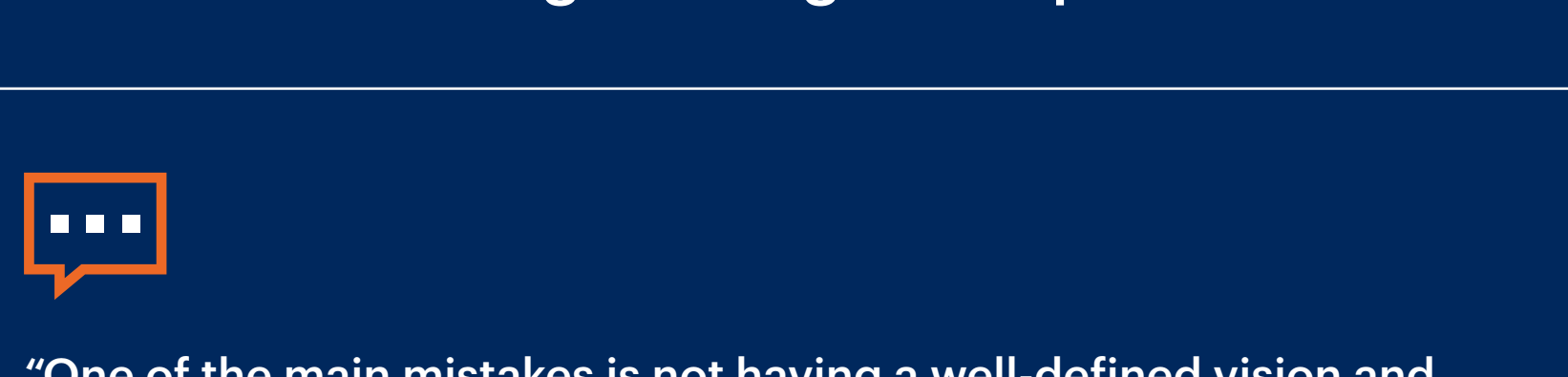
11% No



5% Not sure

For more than a quarter of respondents (27%), **primary responsibility for D&A change management** lies with the CDAO or equivalent role. 25% say the CIO is primarily responsible, while 21% have a dedicated role that owns D&A change management responsibility.

Who is primarily responsible for D&A change management in your organization?



D&A change management committee 4% | Not sure 2% | Other 0%

n = 100

63% of respondents are **moderately satisfied with D&A change management** at their organization, while nearly a quarter (24%) describe their feelings as neutral.

Overall, how satisfied are you with D&A change management at your organization?

0% Very dissatisfied

9% Very satisfied

63% Moderately satisfied

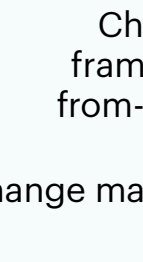
24% Neutral

1% Moderately dissatisfied

3% Too early to tell

n = 100

Common D&A change management pitfalls



“One of the main mistakes is not having a well-defined vision and strategy for the D&A change initiatives.”

- Director, software industry, 10,000+ employees



“Not emphasizing the risk of a formal change control process. The risk of unauthorized or untested changes can damage organizational reputation if critical data is breached or [a] critical application is not available.”

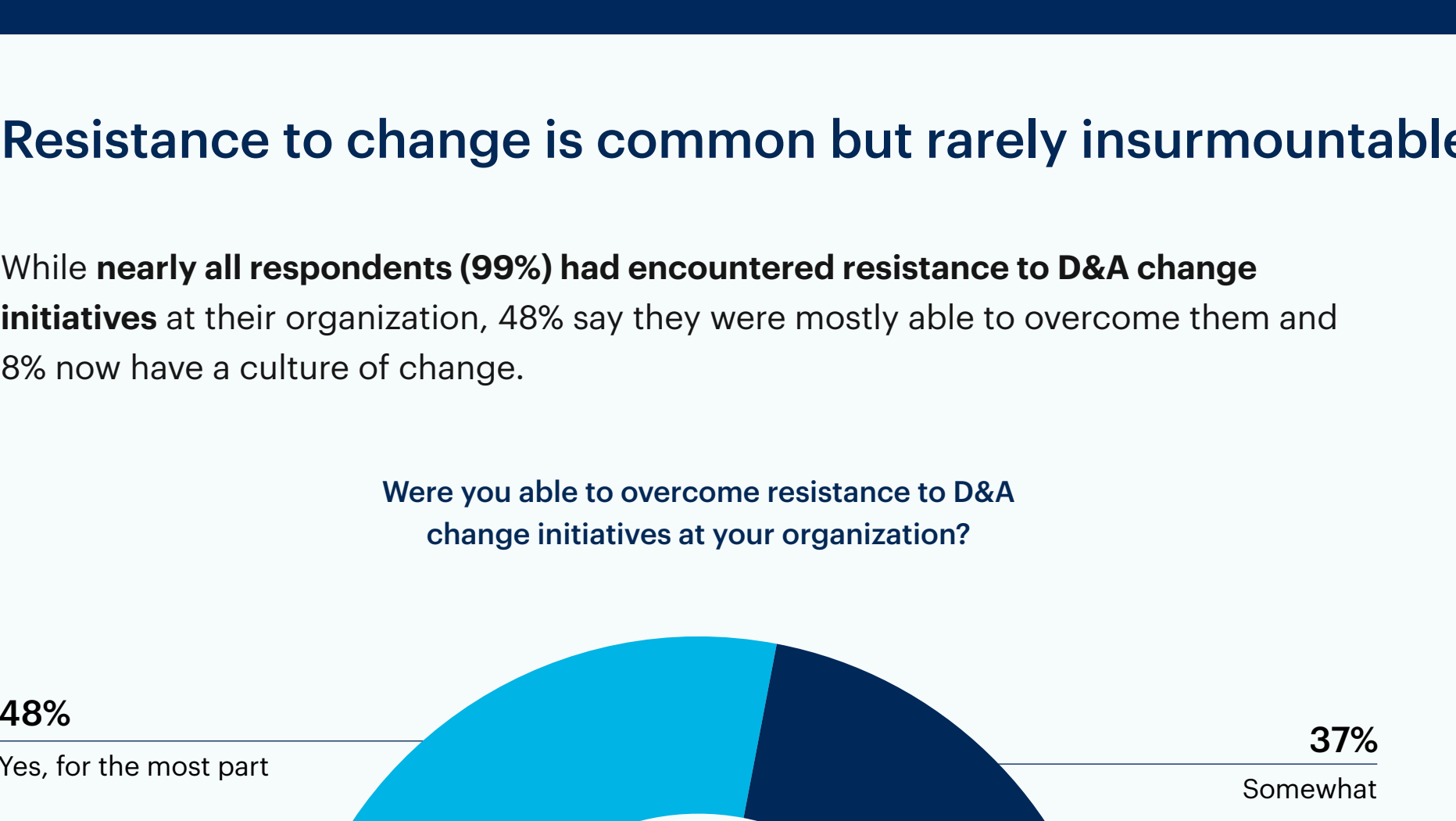
- Director, educational services industry, 5,000 - 10,000 employees

Question: Where do leaders most often go wrong when trying to implement D&A change initiatives?

Leaders facilitate change with frameworks and models and track the business outcomes

50% of all respondents (n = 100) have implemented a **change management framework or model** to help facilitate D&A change initiatives in their organizations. 49% have a change management solution, and 44% use data literacy initiatives as change facilitators.

Have you implemented any of the following to help facilitate D&A change initiatives in your organization? Select all that apply.



Consistent and simple messaging for internal communication 26% | Data-centric translator role 24% |

Included line of business (LOB) experts in the ideation stage 23% |

Pilot solutions to illustrate benefits of change 20% |

Measure and present deficiencies in the current system 12% | Other 0%

51% Time to deploy change

43% Time-to-benefits after change

43% Changes completed

n = 82

68% Business outcome metrics (value delivered, production increased, etc.)

41% Changes created

Common **metrics used to track change management** (n = 82) include business outcome metrics (68%), time to deploy change (51%), time-to-benefits after change (43%), and changes completed (43%).

What D&A change management metrics do you track? Select all that apply.

Emergency changes 26% | Change-related incidents 24% | Which teams are impacted 23% | Unauthorized changes 22% | Changes canceled 18% | Frequency of impacts on teams 11% | Top change initiators 5% | Other 0%

All respondents, excluding those who selected “We do not track any D&A change management metrics”

Common D&A change management pitfalls



“Lack of a strong change management framework and lack of management buy-in with possible outcomes is something where leaders go wrong.”

- VP, professional services industry, 1,000 - 5,000 employees



“Inadequate training. Even before solutions are created the organization needs to be told about tools: how they can be used, how will it simplify their life, what are the advantages.”

- VP, manufacturing industry, 1,000 - 5,000 employees

Question: Where do leaders most often go wrong when trying to implement D&A change initiatives?

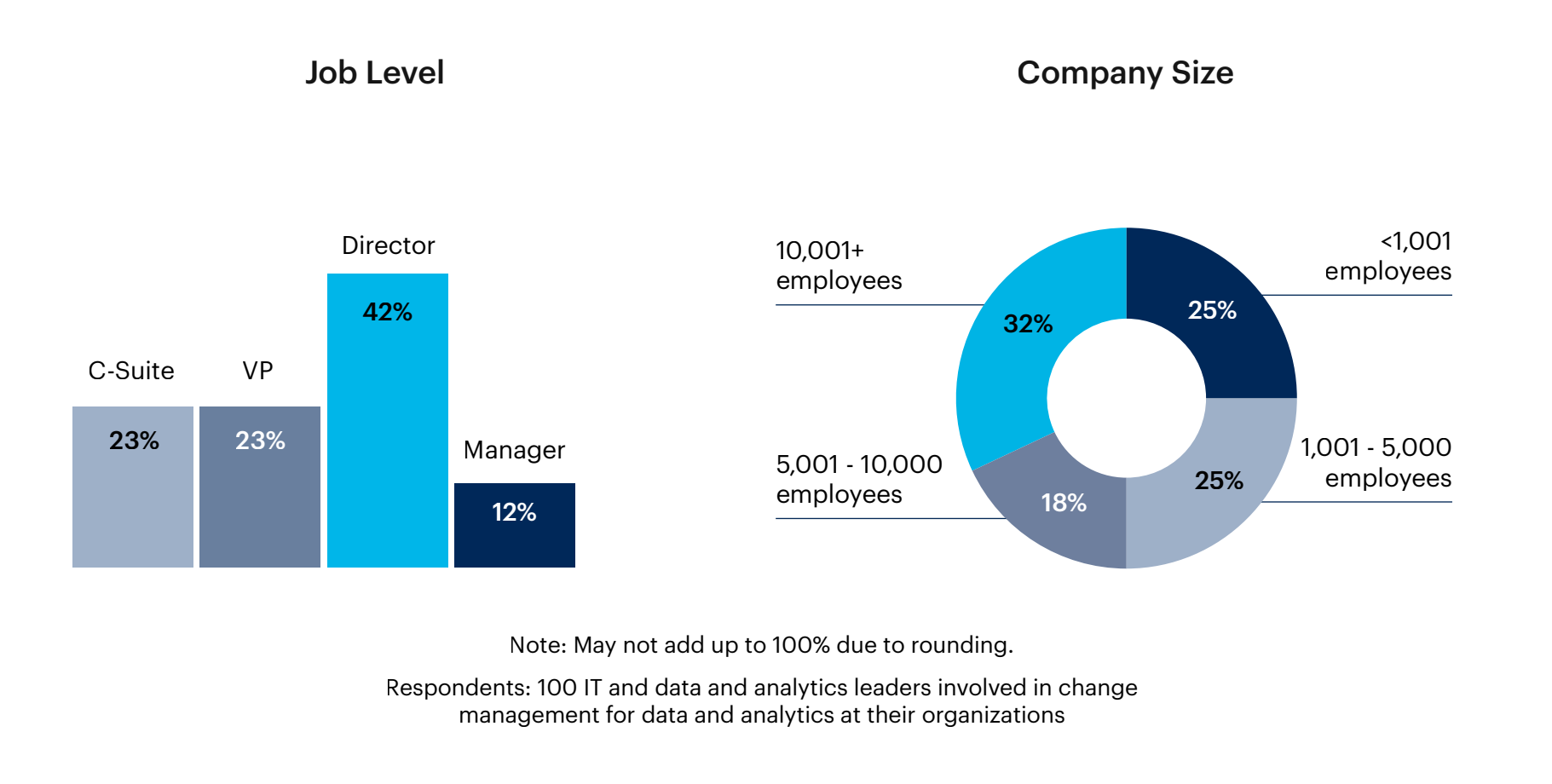
Resistance to change is common but rarely insurmountable

While **nearly all respondents (99%) had encountered resistance to D&A change initiatives** at their organization, 48% say they were mostly able to overcome them and 8% now have a culture of change.

Were you able to overcome resistance to D&A change initiatives at your organization?



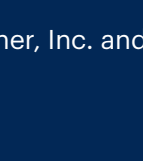
The most commonly encountered resistance to change initiatives is a **difficulty with the amount of change**, cited by **52%** of respondents. 45% have experienced resistance due to concerns that the change will be too much work.



When trying to implement D&A change initiatives, what types of resistance have you experienced in your organization? Select all that apply.

Insufficient capacity for training 32% | Perception that current systems are sufficient 27% | Concern there will not be good ROI 24% | Concern about job security (e.g., introducing automation) 20% | Confusion about how changes will impact organizational structure 19% | Lack of trust/confidence in D&A function 16% | We haven't encountered any resistance 1% | Other 0%

n = 100



“Changing too quickly and not allowing employees to adapt to new methods and new approaches.”

- Director, manufacturing industry, 1,000 - 5,000 employees



“Assuming everyone wants the same outcome, alignment takes time when others have competing priorities.”

- VP, utilities industry, 1,000 - 5,000 employees

Question: Where do leaders most often go wrong when trying to implement D&A change initiatives?

Even if leaders have to abandon change initiatives, they usually return to them at a later date

More than half (**56%**) of respondents who have experienced resistance (n = 99) **have had to abandon planned D&A change initiatives** due to insurmountable resistance.

Have you ever chosen to move on from a planned D&A change initiative because the resistance to change was too difficult to overcome at the time?

Question shown only to respondents who did not answer “Yes” to “Have you ever chosen to move on from a planned D&A change initiative because the resistance to change was too difficult to overcome at the time?”

56% Yes

44% No

n = 99

However, among those who did move on from a planned D&A change initiative (n = 55), **most (64%)** said they later **returned to the planned initiative** and none have abandoned their planned changes for good.

Did you return to that D&A change initiative at a later date?

Question shown only to respondents who answered “Yes” to “Have you ever chosen to move on from a planned D&A change initiative because the resistance to change was too difficult to overcome at the time?”

64% Yes

36% Not yet

No, never 0%

n = 55

Common D&A change management pitfalls

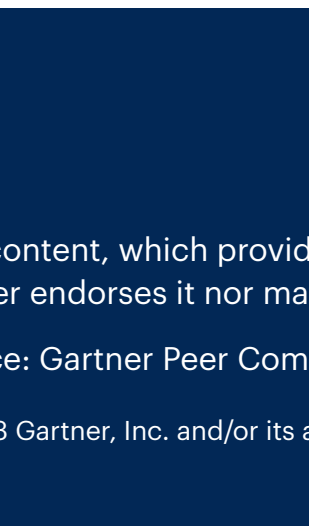
“Not convincing people of why the change makes sense. Aiming [for] too much change in too little time. Complicated messaging that does not make the impact and goal of change clear.”

- Manager, finance industry, 10,000+ employees

“It is not a technical message, it should be a business approach always.”

- C-suite, utilities industry, 10,000+ employees

Question: Where do leaders most often go wrong when trying to implement D&A change initiatives?



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Respondent Breakdown

Region

North America 51%



Job Level



Company Size



Note: May not add up to 100% due to rounding.

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