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Decision Point Analytics

Considering decision point analytics to build greater confidence in the science and the decision
Strategy + Operations = Straterations

- Army Strategist
- Chief of Plans
- MBA
- Blackhawk Pilot
- Iraq Invasion Planner
- Retail Management

Straterationist
Data Scientist: The Sexiest Job of the 21st Century

by Thomas H. Davenport and D.J. Patil
What is a decision comprised of?

\[
\text{Science} + \text{Art} = F(x) = \frac{a}{b}(x) + C \quad \text{“My experience ...”}
\]
Decision Point Analytics

Assessing recommendations at the decision point to build greater confidence in the science and the decision
Decision Tree - "School House" View

F(x) = \frac{a/b}{(x + C)

010 101 111
101 001 100
110 101 000
010 101 010
001 100 100
001 101 111

DP
Decision Tree - Reality View

F(x) = (a/b)(x) + C

DP
Analyzing the Decision Point

- Who is the decision maker?
- What is the recommended decision?
- Was the recommendation followed or not followed?
- What was the algorithm?
- What data was used in the algorithm?
- What age was the data?
Post Decision Results

- What happened?
  - Was it what we expected?
  - If so, can we validate our algorithm with ease?
  - If not, what went wrong?
    - Incorrect data?  -or-  Required data not used / considered / available?
    - Decision maker followed/didn’t follow recommendation — opposite occurred?
    - Algorithm incorrect?

Winning over the decision maker(s)!
The Impact of Risk

- Time Risk
- Knowledge / Information Risk
- Exogenous Risk
Risk to Success

- Where to apply resources?
- Where are we on the success curve?
- Are we causing organizational risk (stealing away resources from another organizational element)?
- Are we increasing specific mission risk?

Organizational Risk

Mission Risk

Seeking to know ourselves
Where are we on the red success curve?
Striving for the green success curve?
What will you do to validate your decision point analytics and assure the decision maker(s) confidence in future recommendations?
The Role of the Interpreter

Interpreters - Closing the divide between Vision Leaders and Action Technicians

Critical for Successful Analytics Deployments
The Divide to Implementing
Big Data Analytics

- Culture (formal/informal)
- Organizational Construct
- Chasing the shiny object
- "Positive Illusion"
**Interpreter**

*Definition: a person who provides an oral translation between speakers who speak different languages*
Albert Wedemeyer

- USMA Grad 1919
- “Exceled” at USA Command & General Staff College
- Selected to attend German Kriegsakademie 1936-38
- As MAJ - Drafted “Germany First” & "Victory Plan"
- “Temporary” LTC on 7 Dec 41
- Brigadier General in 1942
- Retired as LTG in 1951
  - Promoted to GEN three years later

Wrote WWII “Victory Plan”
Characteristics of an Interpreter

- Relator
- Communicator
- Empathizer
- Technical
- More...
Path to Decision Making

Organizational Risk

Mission Risk

Like This?
Path to Decision Making

Organizational Risk

Mission Risk

Or Like This?
Finding the interpreters