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The CDAO Program

Program Brochure

Your Data & AI Advantage Unlocked

Leverage the Chief Data & Analytics Officer Program to learn how to get ahead of tomorrow.

Deloitte's Chief Data & Analytics Officer Program provides tools to help accelerate Data, Analytics and AI-led innovation and growth for your enterprise, empowering CDAOs and their teams to transform how their data advantage leads the world of tomorrow, today.

Ready to elevate your executive skills and lead your organization to the next level? Get in touch to explore our bespoke tailored CDAO experiences.

Key Program Offerings

- Data, Analytics & AI Labs
  - Transition Lab
  - Elevate Lab
  - Team Lab
  - Advantage Lab
- Executive Peer Circles
- CDAO Leadership Academy
- Career Services
- Research and Insights

We collaborate with you to:

Frame your Data, Analytics & AI Advantage

We are leaders in AI, data, and analytics and bring knowledge of the latest developments and ecosystem opportunities.

Harness the art of possible and make it relevant for you

We guide you to define realistic, yet aspirational goals and our experienced team fosters disruptive ideas through meaningful connections with a curated set of possibilities.

Accomplish your vision and engineer your advantage

We help you prioritize and develop a workable action plan to help unlock your data and talent advantages to succeed in your journey.

CDAO Transition Lab

A single day to map the first six months of **your journey**

What it is: Forty percent of all executive transitions fail within the first 18 months.[1] Our custom Lab experience capitalizes on insights from more than 8,000+ previous executive Labs to uncover hidden insights about why transitions succeed, and why they may fail. You leave your Transition Lab with a 180-day action plan with specific, achievable milestones.

What to Expect: The CDAO Transition Lab is a one-day interactive experience designed to help the new Data, Analytics & AI leader develop a strategic plan for success so you can hit the ground running in your new role. Topics include how to manage your own time, assess your organizations' talent, enhance your relationships, and develop a 180-day roadmap to achieve your new priorities.

THEMES EXPLORED

Time
Leverage the Four Faces of a Data, Analytics & AI Executive framework to identify your key priorities and assess your organization's preparedness to execute successfully

Relationships
Focus on the strength of specific relationships and influencing strategies to help achieve your priorities

Talent
Reflect on the capabilities and bandwidth of your direct reports as well as the scope and efficacy of reporting relationships

Capabilities
Understand your current priorities and capabilities to deliver insights and take a deep dive into specific capabilities that you want to reshape and/or elevate

OUTCOMES

> Learn about various facets and responsibilities of the CDAO role

> Learn about challenges Data, Analytics & AI executives may face during the first 180 days of appointment

> Develop an onboarding plan to identify blind spots

> Define key priorities

> Evaluate talent

> Learn to navigate relationships with other senior executives

Get in touch

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CDAO Elevate Lab

A single day to elevate your priorities and **leadership outcomes**

What it is: You already have a plan for where your organization should be, but plans have a way of softening when things get tough. By preparing now, you can lead your organization in the right direction. With the demands of data, analytics, and AI executives growing fast, the CDAO Elevate Lab will help you work through factors that influence your ability to become more effective.

What to Expect: The CDAO Elevate Lab is a one-day interactive experience designed to help executives better align on plans, improve agility, and amplify their outcomes. The lab focuses on eight important themes that Data and Analytics Executives should rethink as they try to recalibrate their organization and elevate the outcome.

THEMES EXPLORED

Better Outcomes
Improve the service you provide & prioritize your focus areas

Governance
Better manage your critical resources and assets

Talent & Adoption
Build trust and increase enterprise-wide adoption

Ambition & Alignment
Set your ambition and align with stakeholders

Operating Model
Run a high performing organization

Talent Models
Develop a data curriculum to elevate your organization

Foundational Capabilities
Determine table stakes to meet your goals and objectives efficiently

Next-Gen Capabilities
Modernize your data and insights delivery with next-gen capabilities

OUTCOMES

- Learn about challenges Data, Analytics & AI executives face across multiple industries
- Define and communicate priorities
- Realign the talent strategy for your team
- Learn how to influence key stakeholders and develop a stakeholder engagement plan
- Frame concrete actions to achieve priorities and develop your 180-day plan

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CDAO Team Lab

A single day to focus on **value driven outcomes** and **challenge** orthodoxies

What it is: The CDAO Team Lab is an experience designed to help create engagement and alignment between Data, Analytics & AI executives and their direct reports. The lab addresses challenges identified by the executive and helps build a cohesive leadership team prepared to execute strategic change. If you have recently reconstituted your leadership team or simply need to realign your existing team to meet evolving business demands, the CDAO Team Lab can help accelerate your team alignment and execution.

What to Expect: The CDAO Team Lab is a one-day interactive experience designed to help Data & Analytics executives align on priorities with their leadership team, overcome barriers and commit to a course of action. By bringing data to the lab, executives will analyze current state, identify needs, and explore options to execute their strategy.

THEMES EXPLORED

Frame and Explore

Level-set team expectations, examine the team's unique composition and personalities, reflect on feedback from stakeholders and participants, and gain a shared understanding of stakeholder and team expectations

Aspire and Align

Identify and align on key priorities; identify critical success factors and barriers to success

Create and Commit

Develop a high-level action plan, craft messaging for each priority, and commit to each other and to the plan

OUTCOMES

> Evaluate current state and needs to become 'value' focused

> Level-set team expectations and gain a shared understanding of stakeholder and team expectations

> Discuss strategy, approach, and options to define goals

> Develop your Focus Strategy

> Develop your Focus Roadmap

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Advantage Lab

A single day to achieve **business alignment** and outcomes **that typically take 6-12 weeks**

What it is: The Advantage Lab is a highly immersive, innovative, interactive, and Data, Analytics & AI strategy-focused environment. If you are looking to engage with your stakeholders and align on data, analytics & AI strategy to accelerate outcomes – the Advantage Lab provides a path to take you from strategy to execution.

What to Expect: Advantage Lab experiences are designed to disrupt ordinary thinking, ensure interaction among stakeholders, reveal new possibilities, showcase exponential technologies, and incite productive action. Our subject matter advisors and design thinking professionals work with you to define objectives, identify stakeholders, and develop content to help achieve the desired outcomes. Following the lab, we work with your team(s) to refine and formalize deliverables and consult on next steps.

THEMES EXPLORED

Governance
Manage your critical resources and assets

Alignment
Align your data, analytics & AI strategy to business needs

Talent
Develop a data, analytics & AI curriculum to help elevate your organization

Capabilities
Advance your data, analytics & AI capabilities

Monetization
Leverage data, analytics & AI assets for monetization and business growth

Operating Models
Run a high performing organization

Next-Gen Architecture
Modernize your data, analytics & AI ecosystem

Value Mapping
Quantify and measure the value of your data, analytics & AI investments

INTENDED OUTCOMES

- Aligned Data, Analytics & AI Strategy
- Prioritized Business Use Cases
- Prioritized Data, Analytics & AI Capabilities
- Future State Architecture
- Vision to empower your people

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CDAO Peer Circles

90-minute guided sessions to discuss common experiences amongst an **intimate group of peers**

What it is: Data, Analytics, & AI Executives are in a unique position to prepare their organizations for the rapidly expanding impact of AI & Data in the market. The CDAO Peer Circle is a distinctive opportunity to discuss common experiences amongst a group of cross-industrial peers.

What to Expect: 75–90-minute Deloitte facilitated discussions with circles of up to ten Data, Analytics & AI Executive peers. Conversations are organized around topics directly related to the Data, Analytics & AI Executive role and are a safe space to ideate amongst peers. Participants may attend one or multiple sessions to expand their network and engage in an evolving dialogue.

THEMES EXPLORED

Reflect

Put aside dedicated time to think about top-of-mind challenges facing CDAOs and the growing impact of Data & AI on corporations

Share

Discuss strategies, challenges, and lessons learned with peers on specific and relevant topics

Grow

Expand your perspectives on how Data, Analytics & AI Executives can better position their organizations for a changing landscape. Challenge existing orthodoxies and further develop your Data & AI leadership capabilities

INTENDED OUTCOMES

> Develop a network of fellow Data, Analytics & AI Executives to operate as a sounding board

> Learn about common issues faced amongst CDAOs

> Hear from thought leaders on key topics

> Gain insight into how cross-industry peers approach challenges and future opportunities

> Play a role in the ongoing dialogue of CDAO excellence

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CDAO Leadership Academy

What it is: The role of data, analytics & AI executives has become more complex than ever before, and executives are looking for ways to accelerate their skills and leadership. The CDAO Leadership Academy offers a dynamic and exclusive leadership development opportunity to help the technology leaders navigate the future of data, analytics, and AI and lead their organizations to thrive.

What to expect: Deloitte's CDAO Leadership Academy offers a dynamic and exclusive leadership development opportunity to help CDAOs and executives in equivalent roles broaden their perspectives, enhance leadership capabilities, and prepare for what's next.

THE ACADEMY PILLARS

Based on our extensive research and experience, the CDAO Leadership Academy curriculum is designed specifically to allow participants to develop their point of view and explore three key pillars:

Vision & Direction

Lead with tenacity to pioneer a bold vision for enterprise-wide data investments, develop a **forward-thinking perspective,** and take ownership to socialize your vision.

Value & Influence

Position yourself as a **partner of choice** who maximizes business value, align stakeholders to a **unified AI & data strategy** that catalyzes next gen opportunities, and identify ways to create value and efficiency

Trust & Credibility

Amplify your presence as a trusted leader by prioritizing critical decisions with integrity and knowledge, **co-create trustworthy processes** that solidify business outcomes, and elevate data and AI ethics beyond 'do not harm'

INTENDED OUTCOMES

> Prepare for success as a CDAO and business leader through exclusive learning opportunities

> Build your network and engage with global peers across industries with representation from FORTUNE 500 companies

> Attend an individual Executive Coaching session to help elevate your career and leadership skills

> Gain perspectives and personal insights from experienced peers and leaders

> Practice closely with leading specialists through dynamic Q&A discussions and highly collaborative small group sessions

> Join immersive and interactive sessions to dive deeper into relevant topics

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CDAO Career Services

Business leaders in high-performing organizations have long understood the importance of "fit" when it comes to executive leadership. Even leading organizations with great processes and an in-depth understanding of AI and data could run the risk of falling short when the right people aren't in place – especially at the top.

In today's organizations harnessing the power of data, analytics, and AI appropriately may be becoming ever more urgent with the pace of innovation. We understand that urgency, which is why we've established a service to match data, analytics, and AI executives with marketplace opportunities.

Where do we add value?

Data, analytics, and AI executives have many options to help them find attractive positions. Despite these extensive resources, there are likely few organizations positioned to see how AI & data are driving business across organizations; and even fewer with deep connections to potential executives who can lead in today's dynamic environments. Working at the intersection of Connectivity and Career Advancement, our Career Services support data, analytics, and AI executives and client organizations in finding matches that work. For organizations seeking new AI and data executives, we can help shorten the cycle of identifying candidates who fit the challenges you're facing. For leaders seeking new opportunities, we can help identify positions that match your potential career aspirations.

What's in it for you?

With requirements for strategic insight, innovation, and operational excellence, many data, analytics, and AI executives today do it all. But that doesn't mean every aspect of the job will be weighted equally. It's important to find a good match between a particular organization's needs and a particular candidate. And that often requires an intimate understanding of both sides of the hiring equation.

We assist clients with AI & data talent referrals as a part of our CDAO Program. This includes helping organizations define their needs based on a combination of CDAO Program insights, other research, and important marketplace trends. Deloitte's extensive network of data, analytics, and AI professionals offers unparalleled opportunities to the client organizations and leaders we serve.

OPPORTUNITIES

- Search readiness, open role design and advisory support
- Client connections to retained search organizations
- Candidate referral recommendations for open roles
- Custom succession readiness labs
- Candidate transition facilitation

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Research and Insights

The CDAO Program is designed to create and curate Deloitte research and insights that can offer unique perspectives on key topics relevant to data, analytics, and AI business leaders. From regularly scheduled newsletters, to in-depth surveys and reports, our thought leadership sheds light on how AI, data, and analytics are changing the way business is done today.

KEY PUBLICATIONS

AI Institute Monthly Newsletter

Expand your perspectives on how the complex AI ecosystem and market trends are impacting business today by subscribing to our monthly AI newsletter

State of AI in the Enterprise

Explore our annual report providing insights on what business leaders are doing today to harness the power of AI

CDAO Survey
(Coming Soon)

Digest the insights from our upcoming survey exploring the evolving role of data, analytics, and AI executives and how they are taking on the challenge of shaping their organizations' futures

OTHER THOUGHT LEADERSHIP PIECES

LinkedIn Lives Series
Winning with Data Series explores how to drive impact and power with data – learn from leaders across academia, think tank experts, and organizational executives

Ethics of AI Framework
Our Trustworthy AI framework helps define safeguards to manage AI risks

Generative AI
Generative AI for Enterprises provides insights on how to extract enterprise value from Generative AI capabilities

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About Deloitte's CDAO Program

Data, Analytics & AI Executives lead unique and complex lives—operating at the intersection of business, AI, and data to deliver value to their organizations. To help data, analytics & AI executives manage these challenges and issues, Deloitte has created the CDAO Program. The program provides distinctive offerings to support data, analytics & AI executive's career lifecycle through leadership development programs, immersive lab experiences, insight on provocative topics, and career transition support to complement the technology services and solutions we provide to our clients.

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