

Organisational Experience (OX) data – the missing metric

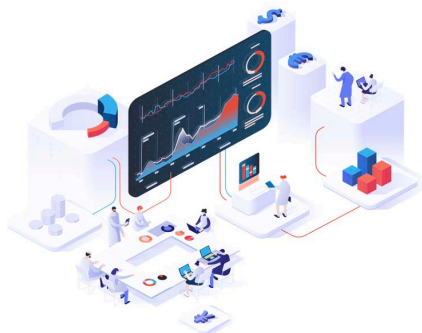


The complexity of decision-making for senior leaders today means that they often have to make decisions based on inadequate data. Gartner tell us that 65% of decisions made are more complex than they were two years ago¹ and that 2/3rds of business decision-making is only somewhat or rarely data driven - 58% of companies they surveyed base 50% of their decisions on gut feel alone².

Leaders need both rational and intuitive data so they can build a picture of where their businesses are at any given moment in time. Rational data comes from financial reports, progress updates, formal meetings etc. and, until now, intuitive data comes from talking to those on the ground to understand what they see and feel. It's what successful leaders like Justin King did at Sainsburys – walking the shop floor and corridors, harnessing those rich 'water-cooler' moments to discover what was really going on in the business.

Leaders need to have metrics that augment an experienced leader's gut instinct to help interpret the empirical data, e.g. financial results, and guide what to prioritise. Understandably they still worry they don't have enough of the intuitive perspective because it takes time to formulate. This matters because intuitive data is a visceral driver of decisions and performance.

It has, until now, been impossible to collect these metrics at scale, in real-time and at the right granularity for executive decision-making.



Organisational Experience (OX) data can now provide this crucial missing insight. It updates in real time and from the perspective of the workforce, interpreting where a business benchmarks against the principles of a high performing organisation.

OX data is obtained through a simple, low-impact scanning and sensemaking³ approach – asking a small number of core questions on a cyclical basis via collaboration tools. OX analytics solutions present OX information on BI dashboards as simple visualisations, commentary and alerts synchronized with relevant empirical data.

While financial actuals represent the situation based on business decisions made months earlier, the value of OX data is in looking ahead to find out what may impact future progress. If a forecast looks good, OX data helps show if this matches emerging reality. If a forecast looks poor, it shows where best to act next to improve how teams respond.

In summary, OX data is a real-time and forward-looking view of an organisation that should be included in leadership strategic decision-making. It informs senior leaders' own sensemaking, letting them tap into the underlying energy in the business and augmenting their own gut feel and instinct. The key value to organisations is the ability to surface any issues and act accordingly before they appear in historical reporting data as poor performance or reputational damage. Volkswagen and BrewDog take note.

Tensense.ai have been providing OX data to high performing organisations for several years. Get in touch to find out how we keep them that way.

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1. Gartner Research Circle, "Reengineering the Decision", 2020
2. Gartner: The Future of Data and Analytics: Reengineering the Decision, 2025
3. OX data is grounded in the science of Sensemaking. Put simply Sensemaking is the way humans process information in order to create meaning from the situations that they face. Gathered collectively it offers a unique perspective on organisations, more of which can be found in Karl Weick's 'Sensemaking in Organisations' (1995).