



Four steps for increasing CDAO tenure

How Generative AI can elevate your status

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Only 51% of respondents say the CDAO role is a success.

2024 Data and AI Leadership Executive Survey - Wavestone

Generative Artificial Intelligence (GenAI) offers CDAOs a chance to elevate their status within the organization.

While there are high expectations for Chief Data and Analytics Officers (CDAOs), often their role is not well defined and there are unclear priorities from the business. In addition, the value of data management isn't always well understood by business teams. These challenges contribute to the average tenure of CDAOs being approximately eighteen months.

Generative Artificial Intelligence (GenAI) offers CDAOs a chance to elevate their status within the organization. The business impact provided by GenAI is significantly easier to see than data management and will have a broad impact across the enterprise. Using the following four steps, CDAOs can showcase the value of their contributions, potentially extending their tenure to align more closely with the five-year average tenure of other C-suite roles.



1. Embrace Generative AI



GenAI will be a significant growth and value engine for organizations across all industries. Chief Executive Officers (CEOs) expect GenAI to significantly improve revenue generation, cost optimization, risk management and customer experience. Nearly half of CEOs see GenAI boosting profits this year through increased efficiency that frees up employees to spend more time on revenue enhancing activities.

**70% of CEOs globally say
Generative AI will significantly
change the way they do business.**

27th Annual Global CEO Survey: PwC

Some examples of how CDAOs can demonstrate business impact with GenAI include:

GenAI increases productivity in everyday tasks

GenAI has the potential to democratize data for everyone from the C-suite to the shop floor. It can help throughout the entire data management lifecycle from automating data discovery and cataloging, to augmenting data quality and governance, as well as simplifying data understanding and use. One example is GenAI as a natural language interface that makes information discoverable with minimal effort, automates the knowledge-gathering process and empowers anyone to ask questions relevant to their work. By removing the need to write SQL queries to curate data from different sources, as well as removing the need to manually attach qualitative context from documents and other unstructured sources, GenAI helps more people turn data into business value faster.

GenAI transforms core business processes

GenAI has the potential to reorganize business processes. Chatbots can give immediate and personalized responses to complex customer inquiries regardless of the language or location of the customer. By improving the quality and effectiveness of interactions via automated channels, GenAI can address a higher percentage of customer inquiries, freeing up customer care teams to focus on more complex inquiries. This improves the customer service experience by reducing wait times and increasing first inquiry resolution rates.

GenAI creates new business models

GenAI has the potential to revolutionize how companies create and capture business value. It can play a pivotal role throughout the reinvention process, beginning with the reduction of time it takes to conduct market research and analyze opportunities. GenAI can validate assumptions about customer segments and value propositions to help confirm business model hypotheses. It can accelerate design ideas and rapidly create prototypes. And GenAI can quickly perform much of the prep work to generate content for go-to-market activities. Launching new products faster helps you capture more market share and stay ahead of competitors.

Embracing GenAI enables CDAOs to demonstrate the business impact of their work. The three value opportunities described here are not mutually exclusive of predictive and prescriptive AI. By combining GenAI with other types of AI you can help your organization build the best solution to unleash human creativity that drives innovation and productivity.



2.

Prioritize Generative AI use cases





There are plenty of opportunities to create business value with Generative AI, which can make it hard to know where to start. Take one or two use cases that enable you to achieve quick wins while also working toward longer-term goals. The following can help you prioritize use cases to maximize the impact on your tenure.

You don't want to overengineer the first use case. The top performers understand the limitations of the tool.

Driving innovation with generative AI | McKinsey

GenAI business value and time to impact

Prioritize use cases that offer tangible business benefits in a short period of time. Then evaluate which use cases can provide functionality and learnings that can accelerate more complex, long term use cases. And if you already have a business stakeholder champion, how can you align with their strategic objectives to strengthen support and commitment for your GenAI initiatives.

GenAI technical and organizational feasibility

Prioritize use cases that are both technically and organizationally feasible within your current capabilities or can be implemented with minimum investments. Assess the technical capabilities required and complexity of integration with existing systems and processes. Also consider whether your organization has the capacity to handle the change management and training needed to ensure success implementation and adoption of the GenAI use case.

GenAI data availability and quality

Prioritize use cases that require data that is easily available and of high quality. Consider factors such as data sovereignty, localization, and privacy requirements, as well as completeness and consistency of data in production environments. Data that is highly governed speeds AI development, improves the quality of generated insights, and ensures compliant and responsible use of data in GenAI.

Prioritizing GenAI use cases enables CDAOs to accelerate value realization. The three considerations described here can help you identify and focus on the best near term opportunities. Creating a focused roadmap and plan for GenAI will enable you to quickly capitalize on the most promising opportunities over the next three to five years.



3.

Close the AI trust gap





Trust will be key to getting employees engaged in the change needed to realize AI's full potential. Demonstrating a commitment to using AI not merely as a tool for enhancing productivity but as a means for enriching employee experiences can help close the AI trust gap. Consider a comprehensive strategy to address employees' concerns with a crucial focus on vision and values, roles and responsibilities, and policies and controls.

Only 52% of employees are confident their organization will ensure AI is implemented in a responsible and trustworthy way.

Workday Global Survey Reveals AI Trust Gap in the Workplace

GenAI vision and values

Craft a vision of the future centered around a synergistic partnership between AI and humans. A future where AI-enriched experiences empower employees with more fulfilling and creative work environments. Establish transparency and accountability as the foundation of the organization's AI values and practices. Where these values act as a moral compass, directing decision-making processes, and reinforcing responsible behavior in the development and use of AI.

GenAI roles and responsibilities

Find people in your organization that can act as AI liaisons and empower them to serve as translators to facilitate better understanding of AI within and across departments and teams. Clearly define accountability for ensuring transparency into the development and use of AI in a responsible manner. Make sure that every individual within the organization understands their role and responsibilities regarding AI practices and align performance metrics to reinforce accountability.

GenAI policies and procedures

Establish policies on how AI will be utilized to automate tasks and make decisions within the organization. Implement monitoring mechanisms, risk and accountability frameworks, feedback loops, and escalation processes for human review and intervention to minimize the risk of unintended consequences. Provide comprehensive training on the procedures to ensure policies are enforced and create trust in the processes and controls.

Closing the AI trust gap enables CDAOs to accelerate implementation and adoption of GenAI. The three focus areas described here can help you increase employee confidence that AI is being implemented in a responsible and trustworthy way. Building a culture of trust where employees are engaged in and committed to GenAI is critical to driving the change needed to scale business value.



4.

Establish data intelligence for Generative AI





The last decade has brought tremendous growth in machine learning algorithms for a wide range of applications. And GenAI has created even more excitement and expectations for AI to drive performance and innovation. Yet AI systems need trusted and reliable data to deliver on the expectations to improve business outcomes and they need AI governance to ensure transparent and responsible practices.

AI needs data to learn and grow. The better data it has, the better it can perform.

Fei-Fei Li, Co-Director, The Stanford Institute for Human-Centered AI

Data reliability for GenAI

Ensuring that the data used for generative AI training and inference is accurate, complete and consistent is crucial for success. Data quality and governance helps you reduce the risk of GenAI “hallucinations,” which are erroneous or misleading responses that can arise from poor data quality. Reliable and trusted data empower teams to build trustworthy GenAI solutions and ensure reliable outputs.

Data sharing for GenAI

GenAI has a diverse range of potential applications with varied data needs for each application domain. Data catalogs and marketplaces simplify the development of GenAI by providing centralized access to diverse, high-quality datasets, with proper governance for access and use. Data sharing empowers people to easily find, understand and use data that meets the specific requirements for their GenAI application.

AI Governance for GenAI

Implementing auditable data processing practices allows you to demonstrate compliant and accountable data handling in generative AI applications. By connecting data, policies, and models, and continuously monitoring usage of data and model outputs you can mitigate bias, explain AI behavior, and protect sensitive information. AI governance empowers reliable, traceable, and compliant GenAI.

Implementing data intelligence capabilities enables CDAOs to create a strong foundation for GenAI success. The three use cases described here can help you improve reliability, enhance productivity, and ensure accountability for GenAI development and use. Together they empower teams to innovate faster, continuously adapt to changing regulations, and deliver high quality GenAI solutions.

GenAI checklist for increasing CDAO tenure

The GenAI success criteria explained in this ebook can help CDAOs increase their tenure. Using them as a checklist helps ensure investments in GenAI deliver value to business teams. They help CDAOs select the best use cases for their organization, increase trust in GenAI, develop solutions more efficiently and increase adoption.

1. Embrace Generative AI

Executive teams have high expectations for generative AI and failure to act decisively will put you at risk of being seen as unable to deliver.

- GenAI increasing productivity in everyday tasks
- GenAI transforming core operational processes
- GenAI creating new business models

2. Prioritize Generative AI use cases

Delivering business value quickly requires careful evaluation of generative AI use cases and your organization's ability to develop and deploy solutions.

- GenAI business value and impact
- GenAI technical and organizational readiness
- GenAI data availability and quality

3. Close the AI trust gap

Building a culture of trust is critical to getting people engaged in and committed to driving the change needed to scale generative AI.

- GenAI vision and values
- GenAI roles and responsibilities
- GenAI policies and procedures

4. Establish data intelligence for Generative AI

Trustworthy generative AI needs high quality and easy to find data to ensure reliable outputs, and strong governance to ensure responsible and compliant GenAI practices.

- Data reliability
- Data sharing
- AI governance

Are you ready?

GenAI offers Chief Data and Analytics Officers a chance to elevate their status within the organization and extend their average tenure to align more closely with the five-year average of other C-suite roles. CDAOs that embrace generative AI, prioritize GenAI use cases, close the AI trust gap and establish a foundation of data intelligence will be better able to demonstrate the critical role they play in helping their organizations improve revenue generation, cost optimization, risk management and customer experience. The clock is ticking, are you ready to show your business partners how they can do more with GenAI?



Want to learn more about how to find success with GenAI?
Read our steps-to-success [ebook](#).