



TIO

The Intelligent Organization

Capability Guide: Data Insight

Data Only Matters When It Changes a Decision.

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How to use this guide

Read Sections 1 through 3 for the executive view. Use Sections 4 through 7 to build and mature the capability. Use Section 8 to decide what to do next Monday morning.

01 Executive Brief

Data Insight is the organization's ability to turn trusted data into evidence, reporting, analysis, foresight, AI outputs, and decisions that leaders and teams can use with confidence.

Insight is the fifth Data capability because Ownership assigns accountability, Quality proves the data is fit for purpose, Access makes it safely usable, and Flow connects the data to where work and decisions happen. Insight is where data becomes useful.

Capability ID	D5: Data Insight
Domain	Data
Plain-English test	Can leaders and teams use data to understand what happened, what is changing, what may happen next, and what action to take?
Core point of view	A dashboard is not insight. Insight exists when evidence changes a decision, action, or result.
Three practical outputs	Decision Metrics; Insight Dashboard; Decision Review Rhythm
Primary owner	Business decision owners, supported by data owners, analytics leads, finance, operations, technology, Factory, risk, and transformation teams.
First move	Pick one important decision and define the evidence leaders need before the next review meeting.

The Data domain story

Ownership assigns. Quality proves. Access enables. Flow connects. Insight informs.

2026.08 ALIGNMENT | Insight in the refreshed TIO system

Primary outcome contribution: Intelligence

- Use AI-supported synthesis with source attribution, uncertainty, decision context, human challenge, and evidence.
- Insight should strengthen personal, collective, and enterprise intelligence without presenting generated text as authoritative truth.
- Capture learning from decisions and outcomes so the organization improves its knowledge and next choices.

Evidence at managed maturity: Insight is defined, owned, applied consistently, measured in operation, reviewed through evidence, and improved without weakening trust, accountability, or Enterprise Autonomy.

First refresh move: Take one recurring executive decision and define the evidence, sources, uncertainty, and human challenge it requires.

02

The Problem This Capability Solves

Most organizations have more reports than insight. They collect data, produce dashboards, prepare executive packs, and still struggle to know what is really happening, why it is happening, what will likely happen next, and what action should be taken.

The problem is not usually a lack of data. The problem is that data is not connected to the decisions leaders and teams need to make. Metrics multiply. Dashboards compete. AI outputs look impressive. Meetings still end with opinion, debate, and unclear action.

Data Insight solves this problem by turning trusted data into evidence that supports better decisions, clearer action, and measurable learning.

When Data Insight is weak

- Dashboards multiply, but decisions do not improve.
- Leaders argue about which number is right instead of what action to take.
- Reports describe activity but do not explain performance, risk, value, or change.
- Teams track too many metrics and too few decision measures.
- AI outputs are used without enough explanation, context, or human review.
- Value is claimed, but not proven with before-and-after evidence.
- Review meetings become updates instead of decision points.
- People are busy producing reports that no one uses to change work.

Simple rule

Do not start with the dashboard. Start with the decision. Then decide what evidence is needed, how trusted it must be, who owns the action, and how results will be reviewed.

03 What this Capability Is

Data Insight is the practical ability to turn data into useful evidence for decisions, action, and learning.

It is not reporting for its own sake. It is not a pile of metrics. It is not a data science experiment without a decision. Insight exists when the organization can use data to understand reality, choose action, and learn whether the action worked.

What Data Insight owns

- Defining the priority decisions that need better evidence.
- Creating trusted decision metrics and reporting views.
- Turning data into useful analysis, explanation, and recommendations.
- Connecting insight to action owners, review cadence, and value tracking.
- Supporting dashboards, scorecards, forecasts, models, and AI outputs when they help decisions.
- Explaining what the data means, what it does not mean, and where judgment is still required.
- Helping leaders and teams decide, act, and learn.

What Data Insight does not own

- More dashboards by default.
- Reporting for its own sake.
- Every metric the organization can measure.
- A data science experiment without a decision or action path.
- A model output no one can explain or challenge.
- An executive pack that does not change action.
- Every analytics activity in the organization.
- Replacing leadership judgment with numbers or AI outputs.

Five core behaviors

Behavior	What it means
Frame	Start with the decision, problem, or opportunity, not the dashboard request.
Measure	Define the few metrics that actually help leaders and teams understand performance, risk, value, and change.
Explain	Turn data into a clear story about what happened, why it happened, what is changing, and what may happen next.
Decide	Use evidence in a real review rhythm where leaders choose action, assign owners, and record decisions.
Learn	Check results, update assumptions, improve metrics, and refine future decisions based on what happened.

Boundary rule

Data Insight owns decision-quality evidence. Strategy owns enterprise choices and priorities. Factory owns AI Use Case delivery and value proof. Technology owns platforms and tools. Governance sets decision rights. Risk protects trust. People helps leaders and teams understand, adopt, and act on insight.

04 How the Capability Works

Data Insight should begin with a decision that matters. The question is not, "What dashboard do we want?" The better question is, "What decision needs better evidence?"

Simple operating model

1. Start with the decision: strategy choice, operating priority, customer issue, financial question, risk exposure, AI Use Case, automation opportunity, or transformation review.
2. Define the decision question: what must leaders or teams understand, compare, approve, stop, fund, change, or scale?
3. Select the decision metrics: the few measures that explain performance, value, risk, adoption, quality, speed, cost, or trust.
4. Confirm trust in the data: ownership, quality, access, and flow are good enough for the decision being made.
5. Create the insight view: dashboard, scorecard, evidence pack, analysis, forecast, model output, or AI-assisted summary.
6. Run the review rhythm: discuss evidence, decide action, assign owners, record decisions, and set follow-up.
7. Learn and improve: check whether the decision changed results, update the metrics, and improve the insight view.

Insight lanes

Lane	Typical use	Insight posture
Descriptive	What happened?	Use trusted historical data to understand performance, activity, cost, quality, risk, and outcomes.
Diagnostic	Why did it happen?	Compare patterns, drivers, segments, exceptions, and root causes before deciding action.
Predictive	What may happen next?	Use forecasts, scenarios, trends, models, or AI outputs with clear assumptions and human review.
Prescriptive	What should we do?	Translate evidence into options, trade-offs, recommendations, owners, and next actions.
Learning	Did the decision work?	Use before-and-after results to improve decisions, metrics, models, AI Use Cases, and work design.

Example

A mid-sized field services company wants to improve profitability and service performance. Leaders have many reports, but they still do not know where margin is leaking or which client accounts need attention.

The team starts with a decision question: where are we losing margin, and what should managers do about it? They define decision metrics such as margin by client, margin by work type, labour hours versus estimate, repeat visits, invoice exceptions, technician utilization, and service cycle time. An Insight Dashboard highlights patterns such as high-revenue clients with low margin, regions with slow invoice closure, and work types with labour consistently above estimate. Leaders review the evidence monthly, assign actions, and check whether margin, cycle time, and repeat visits improve. Insight turns data into evidence, evidence into decisions, and decisions into measurable improvement.

05 Outputs, Evidence, and Measures

Data Insight should produce a few practical outputs that connect data to decisions and value. The goal is not more reporting. The goal is better evidence, better action, and better learning.

Output	Purpose	Quality standard
Decision Metrics	Define the small set of measures that help leaders and teams make a specific decision or manage a priority outcome.	Few enough to use, clear enough to explain, trusted enough to act on, and tied to ownership and value.
Insight Dashboard	Shows evidence, trends, drivers, exceptions, forecasts, AI outputs, and recommended attention points for the decision.	Decision-led, not cluttered; includes definitions, source confidence, context, and action cues.
Decision Review Rhythm	Uses insight in a recurring meeting or operating cadence to decide action, assign owners, and track results.	Produces decisions, actions, learning, and follow-up, not only status updates.

Evidence that the capability exists

- Priority decisions have defined Decision Metrics.
- Metrics have owners, definitions, and trusted sources.
- Insight Dashboards or evidence packs are connected to real decisions.
- Decision reviews have a regular cadence, attendees, owners, and action records.
- AI outputs used in decisions have human review and data confidence checks.

Evidence that the capability is used

- Leaders use insight to approve, stop, scale, fund, redesign, or correct work.
- Decision logs show actions tied to evidence.
- Teams track whether actions improved results.
- Metrics and dashboards are changed when they stop helping decisions.
- Insight from AI Use Cases is reviewed, challenged, and connected to measurable outcomes.

Useful measures

Measure	What it tells leaders
Priority decisions with Decision Metrics	Whether important decisions have defined evidence.
Metrics with clear owner and definition	Whether people can trust and explain the measures.
Insight views used in review rhythm	Whether dashboards and evidence packs are actually used.
Decisions recorded from insight reviews	Whether insight changes action.

Measure	What it tells leaders
Actions completed from insight reviews	Whether decisions move into execution.
Before-and-after result tracking	Whether the organization learns from decisions.
Dashboards retired or simplified	Whether the organization removes reporting that does not help decisions.
AI outputs reviewed before decision use	Whether AI-assisted insight is trusted and controlled.

06

Maturity: 0 to 5

Level	What it looks like	Evidence	Next move
0 Absent	Data is collected and reports may exist, but insight is not connected to decisions, action, or learning.	No decision metrics, no decision review rhythm, no evidence of reports changing action.	Pick one important decision and define the evidence needed to make it better.
1 Initial	Some useful reports and analysis exist, but insight depends on individuals and is not consistently tied to decisions.	Local dashboards, one-off analysis, inconsistent definitions, meeting packs with limited action.	Create Decision Metrics and an Insight Dashboard for one priority decision.
2 Repeatable	Basic decision metrics, dashboards, and review rhythms exist for selected priorities.	Owned metrics, recurring reviews, action notes, evidence packs for some decisions.	Connect insight to data ownership, quality, access, flow, and action tracking.
3 Defined	Insight is documented, owned, communicated, and used consistently for priority decisions and value reviews.	Defined metrics, trusted dashboards, review cadence, decision logs, action owners.	Measure whether insight changes decisions, actions, and results.
4 Managed	Insight is measured, reviewed, and connected to strategy, operations, risk, Factory, transformation, and value.	Decision effectiveness measures, before-and-after tracking, metric improvement, AI output review.	Use insight to improve work design, scale AI Use Cases, and retire low-value reporting.
5 Optimized	Insight continuously improves how the organization decides, learns, adapts, and proves value.	Adaptive metrics, strong learning loops, integrated decision rhythm, trusted AI-assisted insight.	Keep improving insight as strategy, work, markets, risks, and AI capability change.

Maturity principle

A mature Insight capability does not mean more dashboards. It means better decisions, clearer action, stronger learning, and more reliable value evidence.

07 How to Build and Mature the Capability

Start with one decision that matters. The best way to build Data Insight is to choose a real decision, define the evidence needed, create a simple insight view, and use it in a real review rhythm.

Minimum viable Data Insight capability

- A short list of priority decisions tied to strategy, operations, risk, AI Use Cases, automation, transformation, or value.
- Decision Metrics for each priority decision.
- An Insight Dashboard or evidence pack that explains the metrics and highlights what requires attention.
- A Decision Review Rhythm where leaders decide action, assign owners, and review results.
- Clear metric owners and definitions.
- A simple decision log tied to evidence and actions.
- A learning loop that checks whether decisions improved results.

First 30 days

- Pick three to five important decisions that leaders are already struggling to make with confidence.
- For one decision, write the decision question in plain English.
- Define the few metrics that would make the decision clearer.
- Confirm data owners, definitions, source confidence, and obvious quality or flow issues.
- Create a simple one-page evidence view for the next review meeting.
- Use the evidence to make a decision, assign an owner, and record the follow-up.

First 90 days

- Create Decision Metrics and Insight Dashboards for the highest-priority decisions.
- Connect metrics to ownership, quality, access, and flow checks.
- Establish a Decision Review Rhythm for each priority area.
- Record decisions, actions, owners, and expected results.
- Track whether actions are completed and whether results change.
- Retire or simplify reports that do not help decisions.
- Add human review and source confidence checks for AI-assisted insight.

First year

- Connect Insight to strategy scorecards, Factory value reviews, risk reviews, and transformation reviews.
- Build a small library of trusted decision metrics for priority domains.
- Use before-and-after evidence to prove value from AI Use Cases, automation, work redesign, and transformation actions.
- Improve dashboards based on how leaders actually use them.
- Use insight reviews to challenge assumptions, update priorities, and adjust strategy.
- Make insight a normal part of management rhythm, not a separate analytics exercise.

What not to build too early

Do not start with a large dashboard program, a complex analytics platform, or a data science portfolio disconnected from decisions. Start with one decision, one evidence view, one review rhythm, and one action loop.

08 TSLA Support and First Moves

The organization must own its decisions. TSLA can help leaders connect trusted data to better evidence, clearer action, and measurable value.

Need	How TSLA can help
Identify priority decisions	Facilitate a Decision Insight Workshop focused on the decisions leaders need to improve first.
Define decision metrics	Develop a practical Decision Metrics set tied to strategy, operations, risk, AI Use Cases, automation, transformation, and value.
Design insight views	Create Insight Dashboard or evidence pack concepts that leaders can actually use in review meetings.
Create review rhythm	Design the Decision Review Rhythm, decision log, action owner model, and follow-up cadence.
Connect to value	Use insight to prove before-and-after value from AI Use Cases, automation, work redesign, and transformation actions.
Strengthen leadership judgment	Help leaders ask better questions of data, dashboards, forecasts, models, and AI outputs.

What to do Monday morning

- Pick one decision that is important and currently unclear.
- Write the decision question in one sentence.
- List the three to five metrics that would make the decision clearer.
- Ask whether those metrics have an owner, definition, trusted source, and current view.
- Create a simple evidence view for the next leadership meeting.
- Use the evidence to make one decision, assign one action owner, and set one follow-up date.

Final thought

Data Insight is not reporting. It is the discipline of turning trusted data into better decisions, better action, and better learning.

A**Source Note**

This guide is part of the TIO Library. It is aligned to the TIO Framework, the TIO Data Capability Domain Master, the TIO Capability Model and Maturity Assessment Tool, and the approved 8-section Capability Guide structure used across the TIO Library. It translates the Data Insight capability into practical guidance for leaders and practitioners.

It is written as a practical executive guide. It is not a technical data-management standard, legal opinion, privacy assessment, cybersecurity review, or professional assurance report. Organizations should apply their own policies, obligations, accountabilities, and professional review where required.