

YOUR ARCHETYPE – LONGER READ

The Dashboard Owner

You have the data. You have the dashboards. The meeting still ends with "we'll have to dig into that."



THE PATTERN

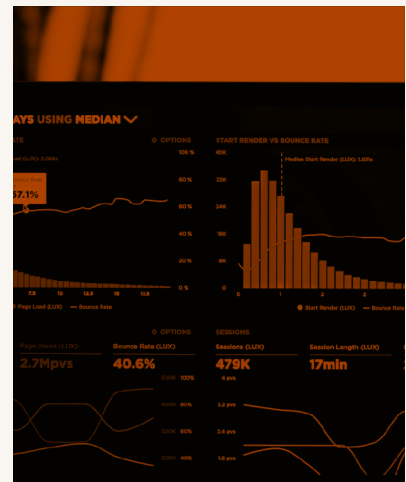
What this means in practice

Dashboard Owners are operations that did the analytics work and did it well. There's investment, there's ownership, there are real BI tools. The pattern isn't that the data is bad. The pattern is that the data isn't where decisions are getting stuck — and adding more data doesn't unstick them. This is the most expensive of the five archetypes precisely because the work is visible (dashboards everywhere) but the value is invisible (decisions still slow).

“The dashboards aren't the cost; the decisions that didn't happen are.”

Tells you'll recognize

- The most-watched dashboard has been “almost finished” for nine months.
- People in meetings cite the dashboard but quietly verify its numbers in private spreadsheets.
- New questions trigger new dashboards more often than they trigger answers.
- Most decisions are still made by the person with the longest memory in the room, not the analyst with the freshest pull.
- “Let me get back to you on that” shows up in nearly every status meeting.
- A dashboard exists that nobody opens, but nobody will retire either.
- An analyst on your team has, more than once, presented a number and been asked “are you sure?”



What it's costing you

Roughly 1–2 FTE-equivalents on dashboard maintenance, plus the part you can't put a clean number on: about 30% of leadership-meeting time spent debating definitions instead of decisions. The dashboards aren't the cost; the decisions that didn't happen are. There's also a slower compounding cost — analysts who joined to do analysis spend their time defending numbers, and the good ones leave.

Your sequencing read — and why

Analytics next, but not more dashboards. Fewer. The diagnosis isn't that you need better data; it's that data isn't where decisions are getting stuck. The next investment isn't a new tool. It's the discipline of retiring three dashboards for every new one, and binding the surviving dashboards to specific decisions, by name. *This dashboard answers this question; this person owns it.*

Automation work continues underneath — the data feeding the surviving dashboards needs to be clean. AI sits on the other side of the analytics→decision handoff, not on the data side.

Most Dashboard Owners who jump to AI without fixing the handoff just produce more sophisticated versions of *"we'll have to dig into that."*

Three first moves (this week)

- 01 List your five most-watched dashboards. For each, write the specific decision it informs. Notice the ones where you can't.
- 02 Pick the dashboard with the least-defensible reason for existing. Schedule its retirement.
- 03 In the next leadership meeting, when someone says *"we'll have to dig into that,"* write down which dashboard should have answered it. Bring the list to the next one-on-one with whoever owns analytics.

What to look for over the next 30 days

Watch for the same number being recalculated independently in two different meetings the same week. Watch for an analyst pre-emptively explaining how their figure was sourced before anyone asks. Watch for a dashboard being shared in Slack with the framing *"don't trust X, trust this one."* Those are the signals that the dashboards have stopped being the source of truth and become positions in an argument.

If any of this resonates, the next step isn't a sales call — it's a 30-minute conversation about which of your dashboards has earned its retirement. The link to book that conversation is on the result page.