Takeaways for Using Data to Nurture Continuous Improvement

Advocate Share session with Adrian Smith – Nov 2025

01

Create a reflective space, not a mandate

Build a platform or dashboard where teams can explore their own ways of working improvement data.

Focus on encouraging reflection and learning, over enforcing compliance.

02

Start product-focused, not process-focused

Treat the data initiative like a product: track engagement, usability, and value for teams.

Iterate based on how people interact with it, over imposing top-down rules.

03

Leverage data to reduce shadow reporting

Teams often face multiple reporting requests. A central dashboard can surface overlaps and open conversations and coaching to streamline reporting.

04

Trust over standardisation

Don't enforce rigid status fields. Allow teams to map their own status and interpret data in ways that make sense to them.

Focus on building trust, so the data is used for reflection, not control.

05

Support coaches with meaningful data

Coaches can use data as a conversation starter to guide improvement, making it more visible the need and value of coaching.

06

Roll up only when it adds value

Aggregate or summarise data selectively, only where it supports meaningful insights.

Caution around inadvertently reducing psychological safety with roll-ups. Leaders often need coaching, too.

07

Be patient and nurture adoption

Building trust across teams and cultures takes time, especially in complex organisations that have numerous pockets of cultural norms.