

DATA & AI OFFICE

30-DAY DIAGNOSTIC

The framework behind an astonishment report —
anonymised work sample

Dominique Corradi – interim CDO / CAIO

Six domains · five gates · four goals · a decision register · a 90-
day plan

All findings, figures, names and client references removed

Framework and judgements by the author. The original report was produced with AI assistance for analysis and layout.

THE REPORT ON A PAGE – STRUCTURE

What I found, what it means, what I propose, what I need | one page, read in five minutes

One sentence that states the diagnosis and the way out. Everything below it is evidence, causes, mandate and decisions – in that order.

WHAT I FOUND	WHY – ROOT CAUSES	WHAT I NEED – DECISIONS
Theme 1 One finding in one line, plain words The two or three numbers that prove it	1 Root cause 1 the system, not the people	1 Continuity: interim managers, retention Now
Theme 2 One finding in one line The numbers	2 Root cause 2 who owns what, and who does not	2 Searches for the roles that cannot wait Now
Theme 3 One finding in one line The numbers	3 Root cause 3 capacity and key-person risk	3 Mandate agreed; a sponsor per business unit Mth 2
Theme 4 One finding in one line The numbers	THE MANDATE – STATUS AT END OF INTERIM	4 Budget: overruns absorbed, commitments signed Budget
Theme 5 One finding in one line The numbers	1 Goal · status what will be true at hand-over	5 Baselines made honest; rates recalibrated Budget
Theme 6 One finding in one line The numbers	2 Goal · status what will be true at hand-over	6 Platform choice – one line, one owner Budget
	3 Goal · status what the successor scales	7 Fund, defer or stop the next-year plan Budget
	4 Protect the team, fix the steering · status what runs without me	8 Chargeback on consumption Q+1
		9 Architecture and tooling decisions Budget
		NEXT 90 DAYS – CHECKPOINTS WITH THE SPONSOR
		Month 1 baselines, order book, recovery plan, sponsors
		Month 3 wave 1 closed; continuity decisions taken
		Month 6 hand-over – or extension

Detail in the domain chapters. Owners and dates are proposals until agreed.

WHAT I LOOK AT IN 30 DAYS

Six themes, one question each, and the evidence that answers it

Thirty days are enough to answer six questions with numbers. They are not enough to fix anything – and the report should say so.

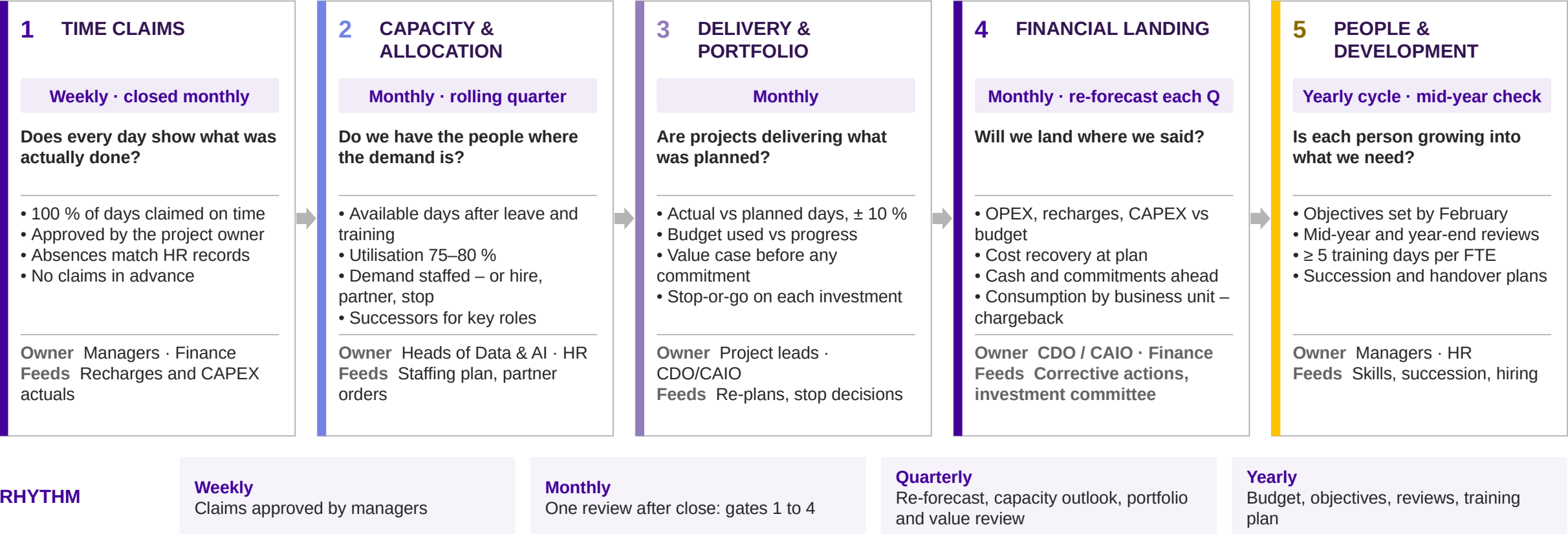
Theme	The question	The evidence
Business control	Do the numbers describe the work, or the budget? Who enters time, who approves it, what do the codes mean?	Time claims · approvals · leave · cost codes
Data trust	Who finds the errors first – the team or its users? What is monitored, what is not?	Tables under checks · incidents · critical flows
Data contracts	When a source changes, who knows, and when? Are rules owned, or inferred after the fact?	Source owners · change notices · interface files
Value delivery	Do we deliver systems and tools, or services with owners, governance and measured value?	Stewards · owned data products · value streams measured
AI	Is the AI platform a tool people use, or an industrial platform that can scale?	Governance · security · metering · key-person dependency
People	Does the structure carry the load, and who leaves if nothing changes?	Spans of control · critical roles · successors · climate

Evidence comes from four sources: the time and finance systems, the budget file, the platforms themselves, and interviews – every figure sourced.

MANAGEMENT SYSTEM – FIVE GATE CHECKS

How a data & AI service team checks it is on track | rituals, owners, questions

Five gates, each with a rhythm, an owner and one yes/no question. Each feeds the next: from the day claimed to the year-end landing.



Targets are proposals, to agree with the sponsor, Finance and HR. Each gate has its own section: rhythm, owner, question, indicators, and what it feeds.

CUSTOMER & SALES

Know our customers, secure their commitments, price right and grow

01 CUSTOMER PORTFOLIO

Who are our customers and what do they weigh?

Recharges by business unit · Concentration · Sponsors · Exits and transfers

02 DEMAND & PIPELINE

What are we asked for, and is it qualified?

Requests by stage · Demand vs capacity · Unfunded demand

03 COMMITMENTS

What has each customer signed up for?

Business-unit commitments · Scope · Budget coverage · Unbudgeted work

04 OFFER & PRICING

What do we sell, and at what price?

Service catalogue · Rate card · Chargeback on consumption

05 DELIVERY & SATISFACTION

Do customers get what they pay for?

Delivery vs plan · Incidents · Satisfaction

06 GROWTH & EXTERNAL REVENUE

Where do we grow?

Share of business-unit spend · AI services on the platform · Paid data services

MANAGEMENT OUTCOME

Commitments before work · Demand ranked · Prices that cover cost · Charged on consumption · Measured satisfaction · First external revenue

Customers are the business units that pay the recharges – and, through them, the external customers the data serves.

PORTFOLIO & VALUE

What we build and run, why, and what it returns

01 PORTFOLIO MAP

What do we build and run?

Projects · Data products · Platforms · AI use cases · Stage · Owner

02 PRIORITISATION & ROADMAP

How do we choose?

Scoring grid · One ranked backlog · Roadmap by quarter

03 VALUE & BENEFITS

What should each item deliver – and does it?

Value case · Baseline · Owner · Benefits after go-live

04 LIFECYCLE & RATIONALISATION

What do we stop, merge or retire?

Stage gates · Dormant codes · Duplicate tools · Technical debt

05 AI & DATA PRODUCTS

Do we move from experiment to industrial?

The AI platform · Use-case model · Data products

Boundaries

Money and ROI: finance chapter

Business-unit demand and commitments: customer chapter

Project execution and run: delivery chapter

MANAGEMENT OUTCOME

One portfolio with owners • One ranked backlog • Value measured • Things stop • The AI platform industrialised

Portfolio = every project, data product, platform and AI use case the office builds or runs.

DELIVERY & OPERATIONS

Do we deliver what we promised, and does what we run hold?

01 PROJECT DELIVERY

Are projects on time, on budget, on scope?

Milestones · Spend vs progress · Delivery review

02 RUN & SERVICE LEVELS

Does what we run hold for its users?

Flows run · Incidents · Service levels · On-call

03 DATA QUALITY & RELIABILITY

Can users trust the data?

Checks along the chain · Ownership · Monitoring

04 PLATFORM HEALTH

Is the platform sound and industrial?

Existing vs target · Automation · Security · Cost

05 CONTINUITY & OPERATIONAL RISK

What could stop us tomorrow?

Key people · Partners · Divestments · Recovery

Boundaries

What to build and why: portfolio chapter
Cost and CAPEX: finance chapter
Team and skills: people chapter

MANAGEMENT OUTCOME

Projects on milestones · Service levels kept · Data checked · Platform automated · No single point of failure

Delivery = building what the portfolio decided; operations = running it for users, every day.

FINANCE

Will we land where we said, what does it cost, and what does it return?

01 P&L / SPEND

Will we land where we said?

OPEX · Recharges · CAPEX · Earn vs burn · Landing risks

02 COST STRUCTURE

What does it cost, and what is fixed?

People & partners · Licences, cloud & vendors · Fixed vs variable · Levers

03 ALLOCATION

Where does the capacity go?

Year-on-year shift · Capacity reallocated · Actual vs plan

04 INVESTMENTS

What have we committed, and what will it return?

Committed vs spent · Portfolio · Expected value · Stop-or-go

05 CASH & COMMITMENTS

What is already engaged?

Orders & contracts · Obligations ahead · Risks

06 VALUE & RETURNS

What did it actually return?

Committed vs realised · Savings & productivity · ROI

MANAGEMENT OUTCOME

Landing known each month · Fixed costs explicit · Capacity follows demand · Value case before commitment · Returns measured, not assumed

Finance here means the office's own economics: what it spends, recharges, invests and returns – read with the controller, not against them.

PEOPLE

Who carries the mandate, and what happens if they leave?

01 WORKFORCE & CAPACITY

Who do we have, and where does their time go?

Who is who · Key people · Capacity by capability

02 ORGANISATION

Does the structure carry the mandate?

Org design today and target · Accountability gaps · Decision rights

03 SKILLS

Do we have the skills we need next year?

Critical skills coverage · Gaps · Capability build plan · Learning

04 TALENT

Can we keep and grow the people that matter?

Critical roles & succession · Attrition & retention risks · Hiring pipeline

05 PERFORMANCE

Is the team steered, and is it engaged?

Objectives · Reviews · Engagement, attrition & absence

06 SOURCING

How dependent are we, and at what cost?

External & vendor dependency · Cost per day & utilisation · Productivity gains

MANAGEMENT OUTCOME

Spans of control that work · Every critical role with a successor · Skills planned, not discovered · Dependency chosen, not suffered

People are read first: an office with the right structure recovers from every other finding; one without it does not.

STRATEGY & TRANSFORMATION

Where data & AI must take the organisation, and how we get there

01 AMBITION & MANDATE

What is data & AI for, here?

Group ambition · Our mandate · The goals

02 TARGET STATE

Where do we want to be in two years?

Data trust · AI · Role · FinOps · Management · Value · Team

03 KEY DECISIONS

Which choices unlock it?

Architecture decisions · Platform · Funding · Chargeback

04 TRANSFORMATION ROADMAP

How do we get there?

Waves · Hand-over date · Workstreams

05 GOVERNANCE & RISKS

How do we steer the change?

Rituals · Sponsors · Risks · Decisions due

This chapter pulls together

The gaps found in the domain chapters

The decisions they call for

The roadmap and the governance to deliver them

MANAGEMENT OUTCOME

Explicit mandate · Target state shared · Decisions taken · Roadmap delivered · Change steered

The last chapter of the management system: it turns the findings of the domain chapters into decisions, a roadmap and a governance.

THE MANDATE – TEMPLATE

Four goals – today, end of interim, target | one row per goal, one sentence per cell

The mandate says what will be true at hand-over, and what the successor takes to the target. It is agreed with the sponsor before the first decision is asked.

Goal	Today	End of interim	Target (two years)
1 Trusted data for the business units	Baseline in one line	What is secured at hand-over What is funded and started What is ready: catalogue, pricing, first pilot No disruption: interim managers, retention, leads recruited; honest baselines and gates running	What the successor reaches
2 Industrialise AI	Baseline in one line		What the platform becomes
3 Sell data and AI services	Baseline in one line		What is charged on consumption
4 Protect the team, fix the management system	Baseline in one line		Permanent leaders; management system in steady state

HOW WE RUN IT – FIVE GATES, ONE MONTHLY REVIEW

1 Time claims	2 Capacity	3 Delivery & portfolio	4 Financial landing	5 People
---------------	------------	------------------------	---------------------	----------

Proposal to agree with the sponsor and the business units. Detail: gates and strategy chapters.

THE DECISION REGISTER – TEMPLATE

Few decisions, each with an owner and a date | continuity first, then budget, then model

A diagnosis without a decision register is an opinion. Nine is a good number: enough to change the model, few enough to be taken before the budget closes.

#	Decision	Who	When
1	Continuity: interim line managers; retention plan for key people	Sponsor · HR	Now
2	Searches for the roles that cannot wait – permanent and external; accept the overlap cost	Sponsor · HR · Finance	Now
3	Agree the mandate; name a data sponsor per business unit	Sponsor · BU leaders	Month 2
4	Absorb known overruns; sign next-year commitments per business unit	Sponsor · Finance · BUs	Budget close
5	Make the baselines honest; recalibrate capacity and rates on them	Sponsor · Finance	Budget close
6	Platform choice – one line, one owner	Sponsor · CDO / CAIO	Budget close
7	Fund, defer or stop the next-year plan – sized in money and days	Sponsor	Budget close
8	Chargeback of data and AI services on consumption	Sponsor · Finance	Q+1
9	Architecture scope and quality tooling	Sponsor · architect	Budget close

Owners and dates are proposals; each decision points to the chapter that sizes it.

THE NEXT 90 DAYS – TEMPLATE

Stabilise, engage, hand over | five tracks, monthly checkpoints

Stabilise by month 3, engage by month 6, hand over a running system. If the mandate is extended, the hand-over moves with it.

	Month 1	Month 2	Month 3	Months 4–6
Control	Honest baselines; cost codes cleaned; first finance review	Order book; next-year orders	Landing known; gates running	Scorecards monthly; budget recalibrated
Data trust	Recovery of the critical flow; source owners named	Checks on key tables designed	Service levels drafted	Checks live; stewards; governance council
AI platform	Platform plan and use-case model	Plan sized and funded	Key know-how handed over	First layers started
Customers	Sponsor per business unit; demand logged	Commitments signed	Offer shortlist; cost drivers listed	Chargeback decided; pilot agreed
People	Interim managers; retention talks; searches opened	Shortlists; acting heads	Offers out; successor profile	Leads in place; successor briefed; hand-over pack

Checkpoints with the sponsor

- End of month 1 · end of month 3 · end of month 6 (hand-over or extension).

What the successor inherits

- Goal 1 secured, goal 2 funded and started, goal 3 ready – and a running management system.

Monthly transformation review with the sponsor from month 1; quarterly steering with business-unit sponsors from month 4.

EVIDENCE DISCIPLINE – WHAT IS STILL TO DO

Say what is in, what is missing, and why it does not change the story

Every 'to confirm' left in the report is a missing baseline, not an open question. The messages, the diagnosis and the decisions must hold without it.

80 % evidence collected and reconciled – every figure sourced, every source named	20 % to collect – listed, owned, dated
---	--

THE 20 % – TYPICAL PIECES OF WORK

1	Finance actuals	Closing figures, cost by vendor and site, depreciation	Finance	Month 1
2	Honest time baselines	Actual claims approved by project owners – utilisation and plan adherence become measurable	Team · Finance	Next close
3	Gate sections	Each gate written with its owner	Gate owners	Months 1–2
4	HR baselines	Skills inventory, learning, hiring pipeline, engagement, absence	HR	Months 2–3
5	Value baselines	Value case per investment; baselines per critical flow; business-unit commitments and sponsors	Value owners · BUs	Months 2–6

What does not move

- The six findings, the three root causes and the decision register stand – the 20 % will size them, not reopen them.

'To confirm' marks stay visible on each slide until the baseline exists; this page summarises the work to close them.