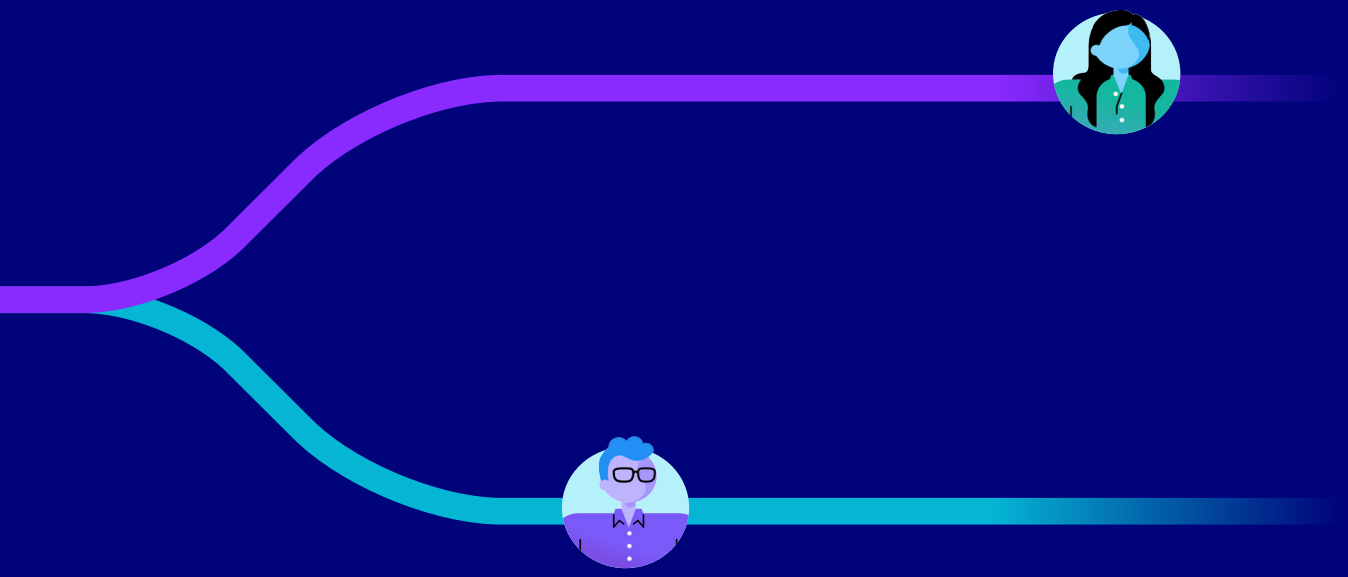
EBOOK

Five Dysfunctions of a Data Team

Prophecy

Introduction: Data teams at a crossroads



Organizations are now managing 10 times more data than they did just five years ago. Yet, despite significant investments in cloud data platforms and analytics tools, business stakeholders remain dissatisfied with how quickly they can access insights.

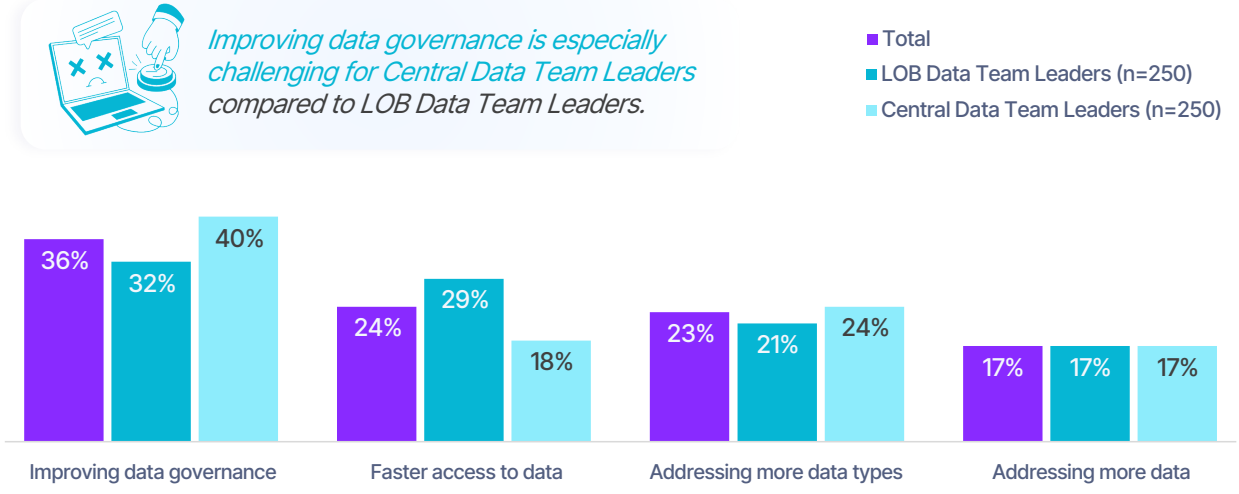
This widening gap between data potential and business reality is one of the most pressing challenges facing enterprises today—an infrastructure-rich but insight-poor paradox that threatens competitive advantage and the ability to adopt AI successfully.

As a result, data leaders now find themselves caught in a cycle: growing request backlogs, frustrated business users, and mounting pressure to deliver more value faster. This divide between technical capability and business outcomes isn't primarily a technology problem—it's a people and process challenge.

Research confirms this assessment. Our survey, in partnership with Wakefield, of 500 organizations, reveals that improving data governance has become the top priority for 36% of organizations, rising to 40% among central data team leaders.

The same study found governance concerns were cited as a top hurdle for successfully implementing new technologies like GenAI—further evidence that people and process issues, not just technology limitations, are major obstacles.

Improving data governance is especially challenging for Central Data Team Leaders compared to LOB Data Team Leaders.

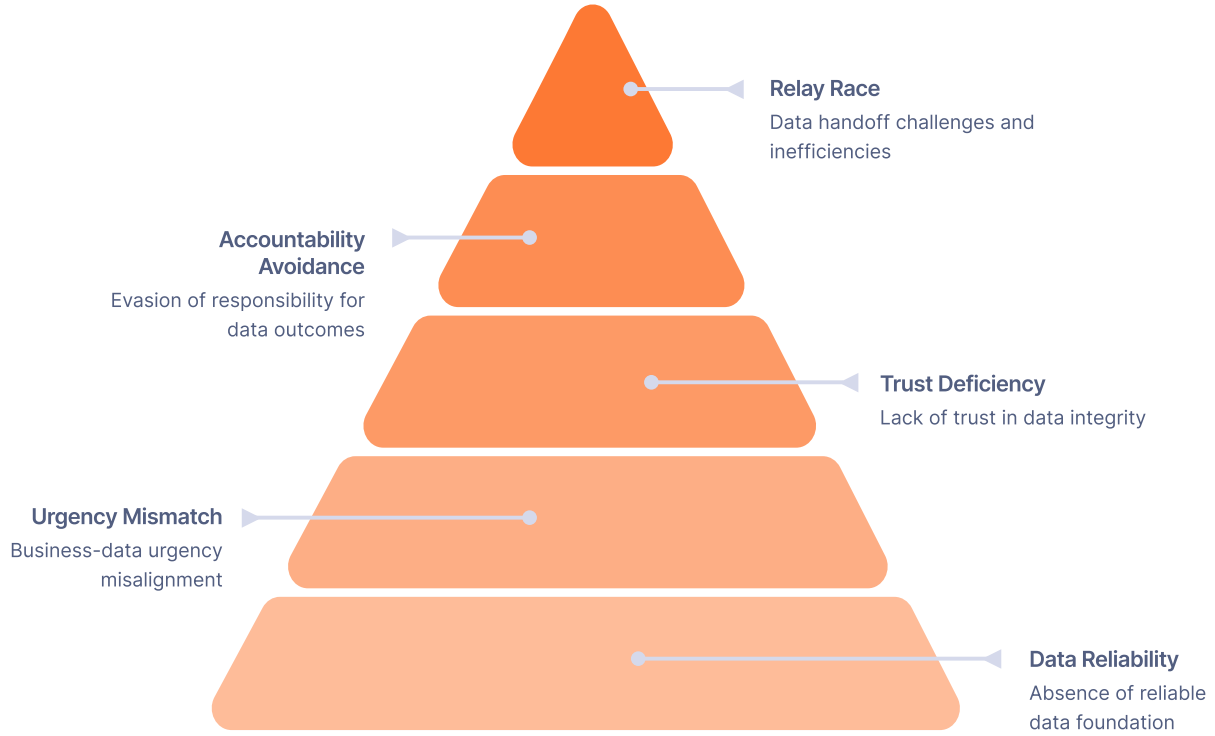


The data challenge most impeding the adoption of GenAI n=500

Years ago, business consultant Patrick Lencioni's book "The Five Dysfunctions of a Team" outlined the core factors holding teams back. The "Five Dysfunctions" revealed how organizational psychology issues—from absence of trust to inattention to results—undermine team effectiveness regardless of individual talent or technical capabilities.

Today's data teams face similar dysfunctions, but in ways uniquely shaped by the complexities of modern data environments. While cloud platforms like Databricks have pioneered powerful technical capabilities, the social dynamics and operational practices of data teams often limit success.

The data team dysfunction pyramid



Data team dysfunction pyramid

The data team dysfunction pyramid illustrates how data teams face their own pyramid of interconnected challenges. The five dysfunctions are:

1. **Absence of reliable data:** When central data teams become overwhelmed with requests, backlogs grow and data delivery becomes unpredictable. This foundational issue sets the stage for all other dysfunctions.
2. **Business-data urgency mismatch:** When reliable data isn't consistently available, business teams and data teams develop different perceptions of urgency.
3. **Absence of trust in data:** The urgency mismatch leads business teams to create their own solutions—extracting data, building shadow systems, and developing parallel processes.
4. **Avoidance of accountability:** Without trusted data, accountability becomes impossible. Who owns data quality? Who controls costs? When no single source of truth exists, organizations struggle to establish clear ownership and responsibility for data assets.
5. **The data "relay race":** At the top of our pyramid sits the inefficient "relay race" of data requests passing between business and technical teams.

Each dysfunction compounds the ones below it, creating a self-reinforcing cycle that constrains data value. The question is, how can organizations break free from these dysfunctions and transform their data teams into competitive advantages?

Breaking free requires executing five essential capabilities:

Establishing reliable data access through governed self-service

Aligning business and data team rhythms

Building a foundation of trust in data

Creating accountability without sacrificing agility

Streamlining collaboration with unified workflows

Dysfunction #1: Absence of reliable data

Escalation from Marketing about the customer segmentation pipeline... Urgent request from Finance for quarterly numbers globally... Product team needs user behavior metrics for tomorrow's board meeting...

Jenna, Principal Data Engineer at a Fortune 500 company, has a backlog of engineering requests that grows every day.

The blocked and backlogged scenario plays out in enterprises worldwide every day. Despite talented teams and modern tools, central data groups simply can't scale to meet exponential demand growth.

The symptoms appear across the organization: endless request backlogs (affecting 45% of organizations according to our research), unpredictable delivery timelines, and business decisions made with outdated information.

All of it results in excessive time to create new data pipelines that keep valuable data from getting to the business.

Organizations' top data processing challenges n=500

Engineers spend more time firefighting than innovating, creating a vicious cycle of reactive work.

This isn't just a technology problem—it's a process design issue.

Rather than forcing all data requests through a centralized team, what if business analysts could prepare their own data while operating within IT-defined guardrails?

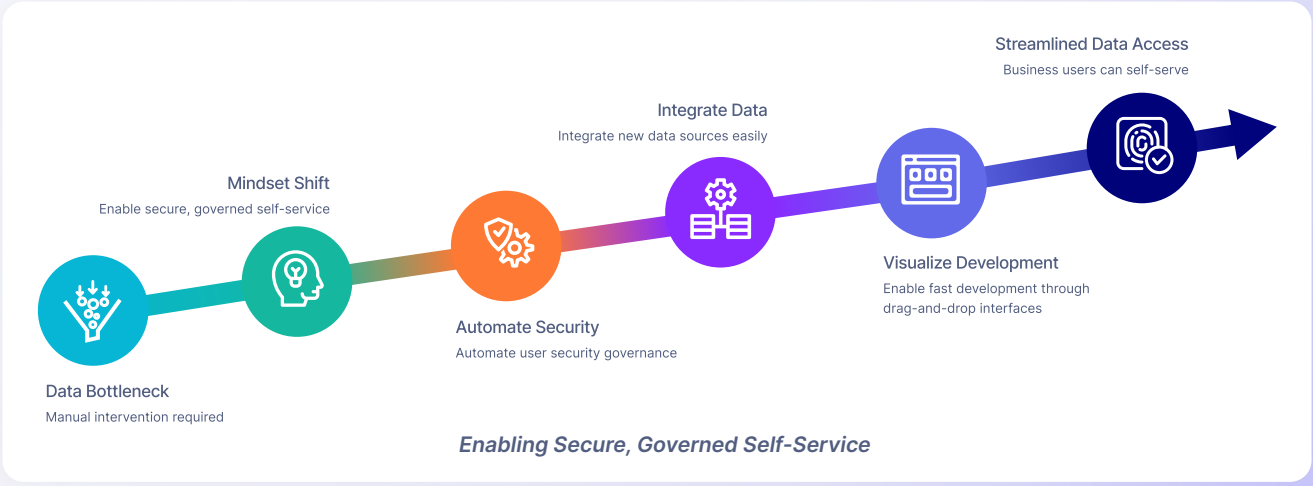
Breaking free with self-service

Biotech innovator Amgen experienced these challenges.
Their Financial Insights Technology (FIT) group had evolved from spreadsheets to traditional ETL tools but found themselves facing complexity with disjointed systems. The result was no way to automate user security and pipeline deployment, and pipeline creation processes that required manual intervention.

The issues Amgen faced were:

- Manual security governance requiring constant oversight
- Difficulty integrating new data sources
- Challenges finding and onboarding specialists with the right skills
- Growing backlogs as business needs evolved faster than their ability to respond

Their transformation offers a blueprint for any organization struggling with data bottlenecks. The journey began with a fundamental mindset shift—moving from "we must control all data access" to "we must enable secure, governed self-service."



Enabling Secure, Governed Self-Service

There are four critical success factors that every organization should implement:

1. **Centralize diverse data sources:** Create a single access point for all enterprise data regardless of origin. With modern data cloud platforms make it possible to manage and secure diverse data, teams can eliminate silos and provides a complete view the information landscape without duplicating data across systems.
2. **Create building blocks, not bottlenecks:** Develop standardized, reusable transformation components instead of custom one-off solutions. This approach accelerates development while ensuring consistent implementation of business logic across all pipelines.
3. **Accelerate with visual development:** Enable faster pipeline creation through intuitive, drag-and-drop interfaces that generate production-quality code. Visual development allows both technical and non-technical users to contribute effectively, expanding your productive workforce.
4. **Automate quality checks:** Implement systematic validation at every stage of the data lifecycle to catch issues before they impact downstream consumers. Automated quality verification ensures reliability without adding manual overhead to your development process.

This balanced approach creates a collaborative model where platform teams establish the foundation, analysts gain appropriate autonomy, and governance remains intact throughout—a win for everyone involved.

By rethinking how data access works in your organization—establishing governed self-service rather than centralized control—you can break free from the bottleneck that prevents timely data delivery. Engineers focus on higher-value activities while business teams gain the autonomy they need—all without sacrificing quality or security.

The results at Amgen speak for themselves. Amgen doubled KPI refresh rates, updating 500 dashboards for 1,500 users. Their financial insights team successfully migrated over 200 workflows from their previous ETL solution, streamlining processes while delivering a 20% increase in runtime efficiency.

2x Increase in KPI processing supporting 1500 users

20% faster data processing to deliver critical financial data

AMGEN

As powerful as this approach is, it doesn't fully eliminate every issue an organization faces. Specifically, the mismatch between business and technical delivery timelines.

Dysfunction #2: Business urgency exceeds data urgency

I understand this is important to you, but realistically, we're looking at three to four weeks before we can get to this request. We have several critical projects ahead of yours in the queue.

Sarah, the marketing analytics director, ends the call with a sinking feeling. Her team just discovered that a competitor launched a surprise promotion that's stealing market share. The executive team needs data on customer response patterns by tomorrow's emergency strategy meeting—data that requires combining information from their CRM, marketing automation platform, and sales systems.

Business needs often emerge with little warning: market shifts, competitive moves, regulatory changes, or unexpected opportunities that require immediate action. Meanwhile, data teams operate with planned sprints, prioritized backlogs, and technical dependencies that make rapid response difficult.

Neither side is at fault, but the gap between them creates significant organizational strain.

Faced with this mismatch, business users take matters into their own hands: creating workarounds that bypass governance channels. Shadow IT isn't just a few rogue spreadsheets—it creates security vulnerabilities, compliance gaps, and hidden costs.

But what if business teams could move at their own speed while still maintaining the governance that central data engineering teams require?

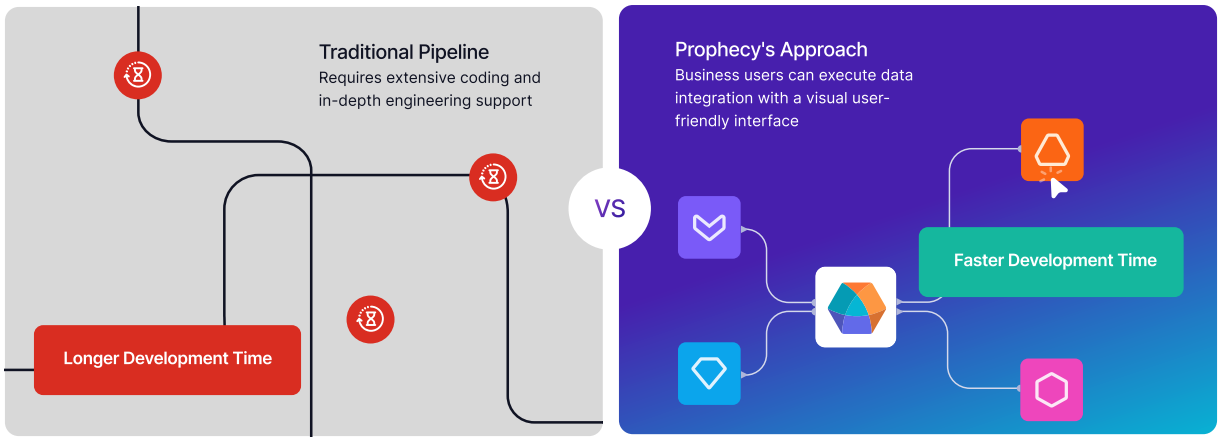
Aligning business and data rhythms

A global pharmaceutical and medical device company's supply chain operations, with over 200 supply chain data sources, faced this urgency mismatch. Business teams needed answers now, but their requests joined a growing engineering queue while data teams struggled to understand business context without domain expertise.

Their transformation hinged on a critical insight: the solution wasn't making business teams more patient or forcing data teams to work faster—it was creating a bridge that allowed each group to operate at their natural rhythm.

Here are four strategies that any enterprise can adopt to close the urgency gap:

1. **Expand direct data access:** Give business users controlled access to the data sources they use daily, including familiar formats like CSVs, spreadsheets, and business applications. Empower business users to access and prepare data themselves without engineering support for routine needs.
2. **Simplify complex transformations:** Make sophisticated data operations like joins, aggregations, and pivots accessible through intuitive interfaces that don't require coding. This allows business users to handle even complex transformations independently, further reducing dependency on central teams.
3. **Close the skill gap:** Provide tools that match business users' existing mental models rather than forcing them to think like engineers. Familiar concepts and terminology remove adoption barriers and accelerate time-to-productivity.
4. **Support rapid prototyping:** Allow business users to test ideas and build proof-of-concepts quickly before committing to full implementation. Ensure all self-service activities run on the central platform with consistent security policies and version control.



Choose the best approach for data pipeline development

This approach stops business and data teams from competing and recognizes their complementary strengths. Business teams understand the context and urgency; data teams understand governance and scalability. This approach leverages both.

Every organization faces the urgency gap between business demands and data delivery capabilities. By adopting these strategies, you can transform this tension from a source of frustration to a catalyst for collaboration—satisfying immediate business needs while maintaining the governance that enterprise data requires.

This collaborative model delivered the following results for this pharmaceutical and medical device company:

- **10x increase in data objects created:** More supply chain data became available to decision-makers
- **60% reduction in costs:** Eliminating duplicate work and manual processes dramatically improved efficiency
- **150% faster pipeline creation:** Time-to-insight for new data needs decreased significantly

While ensuring collaboration between business and technical teams is crucial, enterprises must tackle another problem in the data dysfunction pyramid: The lack of trust in data.

FORTUNE 50 Medical Device Pharma

60%
development cost reduction

150%
faster pipeline development

250+
data sources unlocked

Dysfunction #3: Absence of trust in data

Wait, that can't be right. I'm looking at a 22% increase in customer acquisition costs, but your slide shows only 12%.

The quarterly strategy meeting grinds to a halt as marketing and finance executives pull out laptops, frantically checking formulas and data sources. What should be a decisive strategic discussion devolves into a debate about whose numbers are correct. After twenty minutes of confusion, the CEO sighs and says, "Let's table this discussion and make decisions once we sort out the data issues."

For decades, organizations have identified the importance of—and pursued—the elusive "single version of truth. Back in 2006, **CIO Insight** described how Panasonic was waking up to find numerous, duplicative, and incomplete records stored in multiple repositories across the enterprise, all in remote and isolated information islands. Solutions were ad hoc, not systematic.

New tools like the data warehouse were one step in the solution. And modern cloud data platforms have further closed the gap, expanding to include diverse data in one governed, central platform.

But investment in tools alone cannot completely solve the problem. A **recent report** showed that 67% of organizations still "didn't fully trust the data their organization is using".

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The consequences of lost data trust extend far beyond awkward meetings:

1. **Extended decision cycles:** When data conflicts arise, organizations spend weeks reconciling differences rather than making timely decisions
2. **Wasted resources:** Substantial time and money go into building data systems that people ultimately don't use because they don't trust the results
3. **Reverting to intuition:** Even when relevant data exists, leaders make decisions based on experience or instinct because they've been burned by unreliable data before
4. **Diminished analytical capability:** Organizations stop asking sophisticated questions because they can't reliably answer basic ones
5. **Cultural erosion:** Data teams become demoralized as their work is questioned or ignored, while business teams grow increasingly skeptical of data initiatives

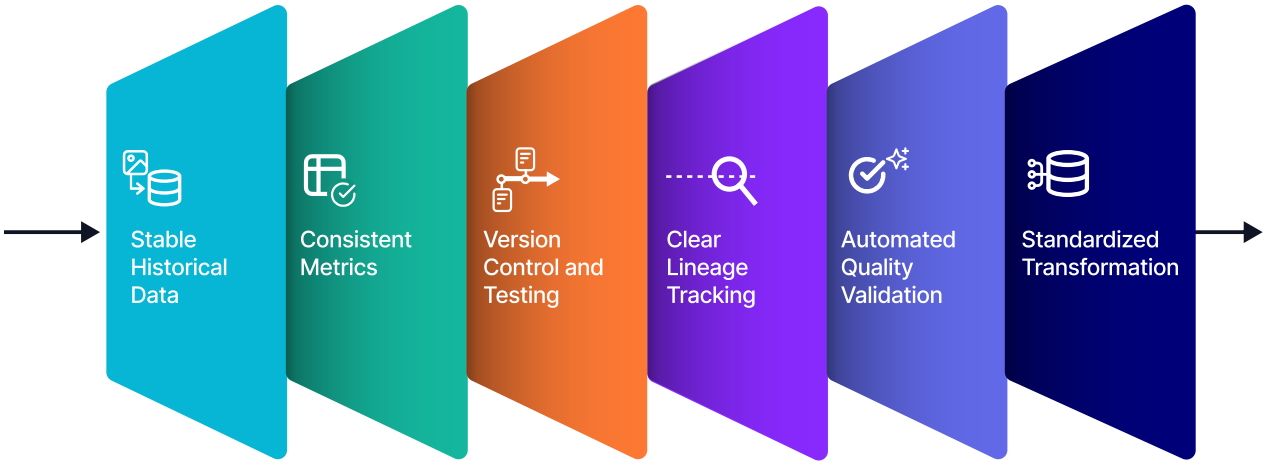
When you stop using data, you stop asking the right questions and using the right methodology to get the right answers.

Rather than debating whose numbers are correct, what if your organization could establish a single, trusted source of truth accessible to everyone? What if every executive in your organization could confidently use the same numbers, knowing they're accurate and consistent?

Building a foundation of trust

Health insurer CZ encountered this trust challenge as their legacy systems—a mix of SAS and Cloudera—created siloed information that different departments couldn't reconcile. Siloed systems lead to teams reaching different conclusions depending on which system they use. This undermines confidence and forces decisions based on intuition rather than analytics.

Rather than pursuing another technology overhaul, CZ recognized a fundamental truth: trust isn't built through better systems alone, but through consistent experiences that build confidence over time.



Building Data Trust

Here are four trust-building principles that any organization can implement:

- **Implement data profiling:** Show key quality metrics, distributions, and anomalies before users analyze data so they can assess reliability upfront. Visual profiling creates transparency about data quality that builds confidence in the underlying information.
- **Create traceable lineage:** Make it easy to trace every data element from source to consumption through all transformation steps. Clear lineage helps users understand where data comes from and how it's been modified, making it easier to verify accuracy and resolve discrepancies.
- **Standardize metrics definitions:** Ensure business KPIs and common metrics are calculated consistently regardless of who creates them or which tool they use. Standardization eliminates the conflicting numbers that undermine trust in executive meetings.

- **Version control everything:** Maintain a complete history of all data transformations with the ability to compare versions and revert changes when needed. This creates accountability for changes while enabling teams to recover quickly from errors.

This balanced approach creates a virtuous cycle: as users consistently see reliable data, their trust grows, leading them to use data more often, which creates demand for better quality, and so on.

Trust in data isn't created through technology alone—it emerges from consistent, reliable experiences that build confidence over time. By implementing these principles in your organization, you can break the cycle of data distrust and create a foundation where data-driven decision making becomes the norm rather than the exception.

This approach enabled CZ to successfully migrate 2,000 workflows to their modern data platform while empowering over 20 business users across seven business units to participate in the process. More importantly, the consistent results rebuilt trust in their data assets.

2000

workflows migrated to Databricks

20+

business users transitioned to self-service

"This was a game changer for our analytics culture. It empowered our business analysts to both validate and migrate data pipelines without interventions from our engineers. This not only relieved our central data team but fostered a culture of self-service analytics, accelerating data-driven decisions for better healthcare insurance delivery."

Dave van den Hurch, Senior Product Owner Data at CZ.

Dysfunction #4: Avoidance of accountability

Can someone explain why our cloud costs are three times what we budgeted for this quarter?

The CFO's question hangs in the air during the monthly financial review. The data platform director shifts uncomfortably, caught between defending the value their team has delivered and acknowledging the unexplained cost increase.

Marketing points to the customer segmentation project, Finance mentions their new forecasting models, and Product cites analytics for the recent launch, but nobody can clearly account for which initiatives are driving which costs.

This scenario has become increasingly common as organizations embrace cloud data platforms and self-service analytics. The promise of pay-as-you-go flexibility has collided with the reality of pay-as-you-grow costs, often with minimal visibility into what exactly you're paying for.

The numbers tell a sobering story: 82% of organizations surveyed by **Flexera** reported that managing cloud costs was their biggest challenge. Errors in cloud costs aren´t just budgeting risks. They are an indication of a fundamental governance challenge that threatens the foundation of data initiatives.

Traditional approaches force organizations into an impossible choice: centralize for control and create bottlenecks, or decentralize for agility but accept minimal oversight and unpredictable costs. Both options are deeply flawed, leaving organizations oscillating between extremes as they overcorrect from one crisis to the next.

But rather than forcing an impossible choice between rigid centralization and ungoverned freedom, what if governance could be embedded within the user experience itself?

Balancing freedom with responsibility

A global life sciences leader with over 150,000 employees faced this challenge across their complex infrastructure. With more than 30 ERPs and diverse data sources, their fragmented architecture drove unvpredictable costs while creating confusion about ownership.

Accountability isn't about restriction—it's about clarity. Rather than choosing between centralized control or decentralized chaos, what if you could choose a third path: embedding governance directly into the self-service experience?

	Traditional Approaches	Embedded Governance
Control vs. Agility	Impossible choice between centralize or decentralize	Balances freedom with responsibility
Cost Management	Unpredictable costs	Automated cost limits
Ownership	Confusion about ownership	Define clear ownership roles
Resource Usage	Treat as general overhead	Track resource usage by team
Performance Monitoring	Reactive, after impact on budgets	Monitor pipeline performance

Comparison of Traditional and Embedded Governance Approaches

Here are four accountability principles that any data leader can implement:

- **Track resource usage by team:** Attribute compute costs and resource consumption to specific business initiatives and departments rather than treating them as general overhead. Detailed attribution creates visibility into which activities drive costs and which deliver corresponding value.
- **Set automated cost limits:** Prevent runaway spending with predefined thresholds and automatic alerts or shutdowns when limits are approached. Automated guardrails provide cost protection without requiring constant manual monitoring.

- **Define clear ownership roles:** Establish explicit responsibility for each aspect of data management, including quality, security, and cost optimization.
  Clear ownership eliminates ambiguity about who should address issues when they arise.
- **Monitor pipeline performance:** Track execution metrics and resource efficiency to identify opportunities for optimization before they impact budgets. Proactive monitoring catches performance degradation early, when fixes are simpler and less disruptive.

This approach reframes governance from a control mechanism to an enablement strategy. By making accountability visible and accessible to everyone, you get the agility of decentralized teams with the efficiency of centralized oversight.

Every organization faces the accountability challenge. By implementing these principles, you can break free from the centralized to decentralized pendulum, establishing clear responsibility without sacrificing agility.

When everyone can see how their actions contribute to both costs and value, better decisions naturally follow.

The life sciences company´s results validated this approach:

- **66% increase in data engineering productivity**, allowing team members to support other business areas
- **50% reduction in pipeline development costs** through standardization and reuse
- Improved operational efficiency with better quality pipelines

With four dysfunctions out of the way, enterprises have one final hurdle to clear—the data relay race.

Dysfunction #5: The data “relay race”

Joel, VP of Marketing, lays out what he wants to Jane, his business analyst. Jane models it in her desktop tool and passes it back for review. Joel has clarifications. Jane revises and sends the requirements to engineering.

Mike, the data engineer, has questions about data definitions. Jane schedules a meeting to clarify. Mike builds the pipeline. Joel reviews the output—it’s not quite right. The dance begins, with up to 30 or 40 steps to get it right.

Request initiation

Urgent request sent to analytics team

Requirements translation

Business analyst documents requirements

Engineering queue

Request joins backlog of similar requests

Prototype creation

Power user creates mockup with sample data

Code development

Data engineer recreates mockup in production code

Clarification rounds

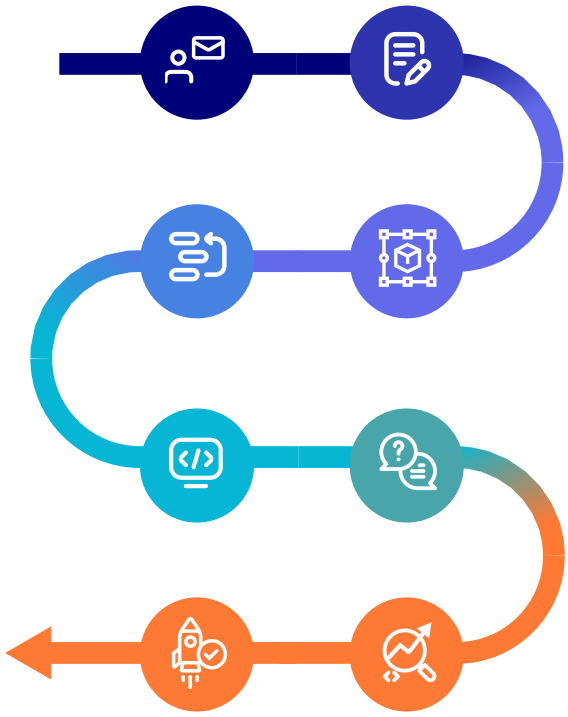
Questions arise about details in specification

Final deployment

Solution deployed to production after iterations

Testing & revision

Pipeline doesn't match expectations, modifications needed



A Journey from Request to Deployment

Here's what happens when a senior marketing executive needs insight on customer churn patterns across product lines:

1. **Request initiation:** The executive sends an urgent request via email to their analytics team, outlining the business question in general terms
2. **Requirements translation:** A business analyst documents requirements, creating a specification document detailing the data needed, calculations to perform, and format for delivery
3. **Prototype creation:** A power user with access to a departmental data tool (like a legacy ETL tool) creates a mockup of the analysis, working with sample data to demonstrate the intended outcome
4. **Engineering queue:** The specification and prototype are submitted to the data engineering team, where they join a backlog of similar requests
5. **Code development:** Weeks later, a data engineer takes the mockup and manually recreates it in production code (SQL, Python, etc.) for the enterprise platform
6. **Clarification rounds:** Inevitably, questions arise about details that weren't captured in the specification, requiring multiple back-and-forth communications
7. **Testing & revision:** The completed pipeline often doesn't match the business team's expectations, requiring additional modifications and review cycles
8. **Final deployment:** After multiple iterations, the solution is finally deployed to production, often months after the initial request

However, what if business and technical teams could work on the same assets using interfaces tailored to their specific skills, rather than passing work between disconnected systems?

Creating a unified workflow

Waterfall Asset Management, a global investment management firm with $11.2 billion in assets, was hampered by a frustrating process where business leaders would make requests via various channels to power users who created mockups, which then went to engineers who manually rewrote everything in production code.

This created a cascade of problems: lost business context, duplicated implementation work, and errors multiplying at each transition point.

It´s safe to say plenty of enterprises face a similar challenge. The problem isn't with any particular step in the process—it's with the handoffs themselves. Each transition between people and tools creates friction that slows delivery and degrades quality, regardless of individual talent or effort.

Rather than trying to optimize handoffs, organizations must create a unified environment where everyone contributes to the same solution.

Here are four collaboration principles that any organization can implement:

1. **Eliminate handoffs:** Create a unified environment where business and technical users work on the same assets rather than passing specifications and mockups between teams. Shared workspaces eliminate the translation errors and context loss that occur at each handoff point.
2. **Bridge code and visual interfaces:** Allow seamless transitions between visual design for business users and SQL editing for engineers within the same platform. This bidirectional flexibility enables each team member to work in their preferred style while contributing to the same solution.
3. **Preserve business context:** Maintain requirements and business logic documentation directly alongside the technical implementation rather than in separate systems. Integrated context ensures everyone understands not just what a pipeline does but why it exists and what business need it serves.
4. **Deploy without rewriting:** Move solutions from development to production through automated promotion rather than manual recoding. Automated deployment eliminates the errors and delays introduced when engineers must recreate business-designed solutions in production environments.

This unified approach eliminates the frustrating back-and-forth while maintaining the specialized capabilities each team needs. Business users can create and update pipelines without waiting for engineering, while engineers can focus on optimization rather than translation.

The relay race isn't an inevitable part of data operations—it's a symptom of disconnected tools and processes. By implementing a unified workflow in your organization, you can transform the frustrating handoff cycle into a collaborative partnership where business and technical teams deliver better results together, faster than either could achieve alone.

For Waterfall, the results were transformative:

- 14x improvement in data operations productivity
- 4x faster time-to-insight for trade desk analysts
- Pipeline completion in hours rather than weeks
- Dramatically improved data quality and consistency

WATERFALL Asset Management

14x

improvement in data operations productivity

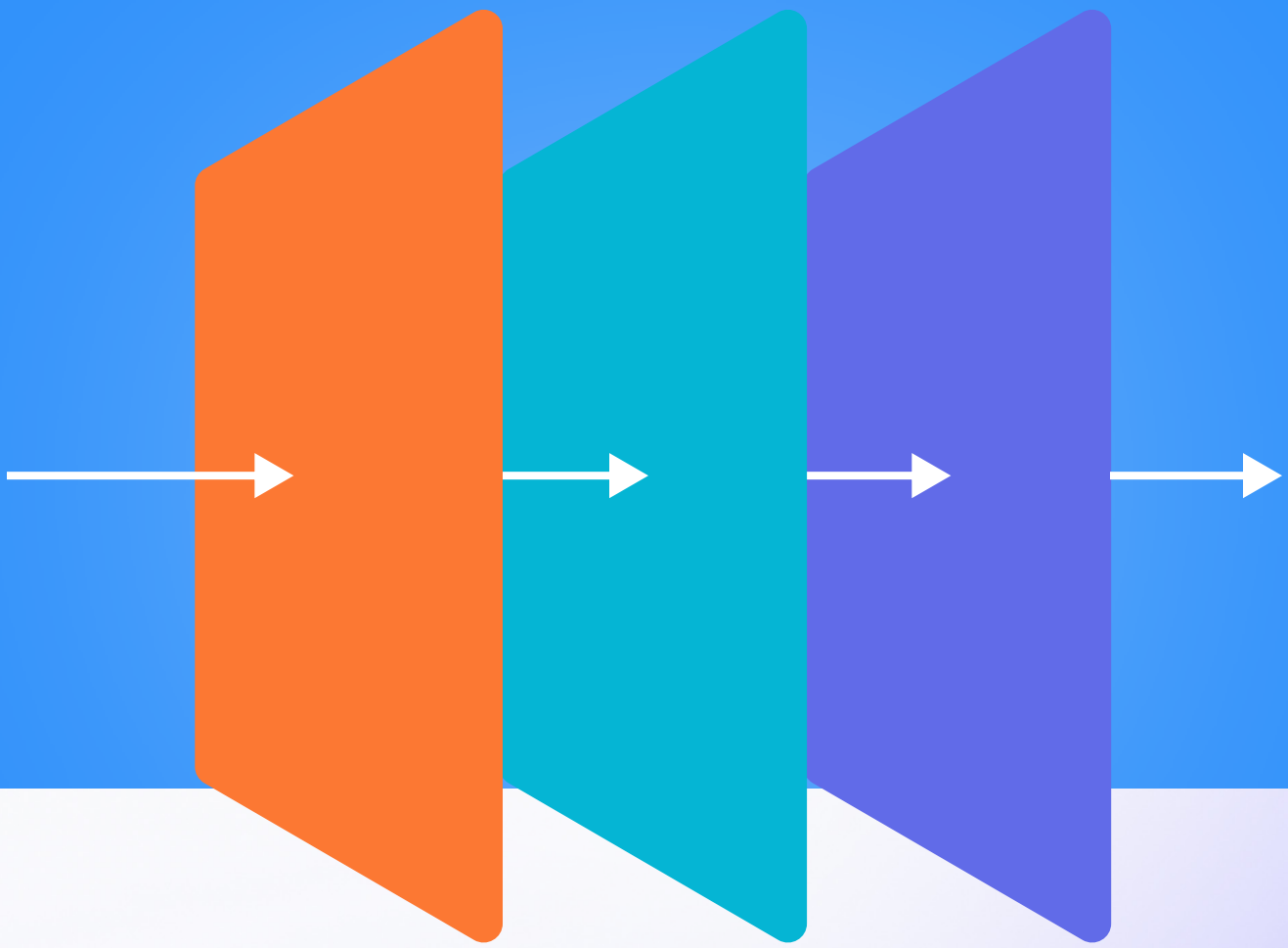
3 hours

to complete Prophecy POC

4x

faster time-to-insight for trade desk analysts

The path forward: People, process, and technology



We're now moving toward an AI data-driven economy, where the difference between market leaders and laggards often comes down to how effectively organizations leverage their data assets.

High-functioning data teams don't just deliver reports faster—they fundamentally transform how organizations make decisions, respond to market changes, and create competitive advantage.

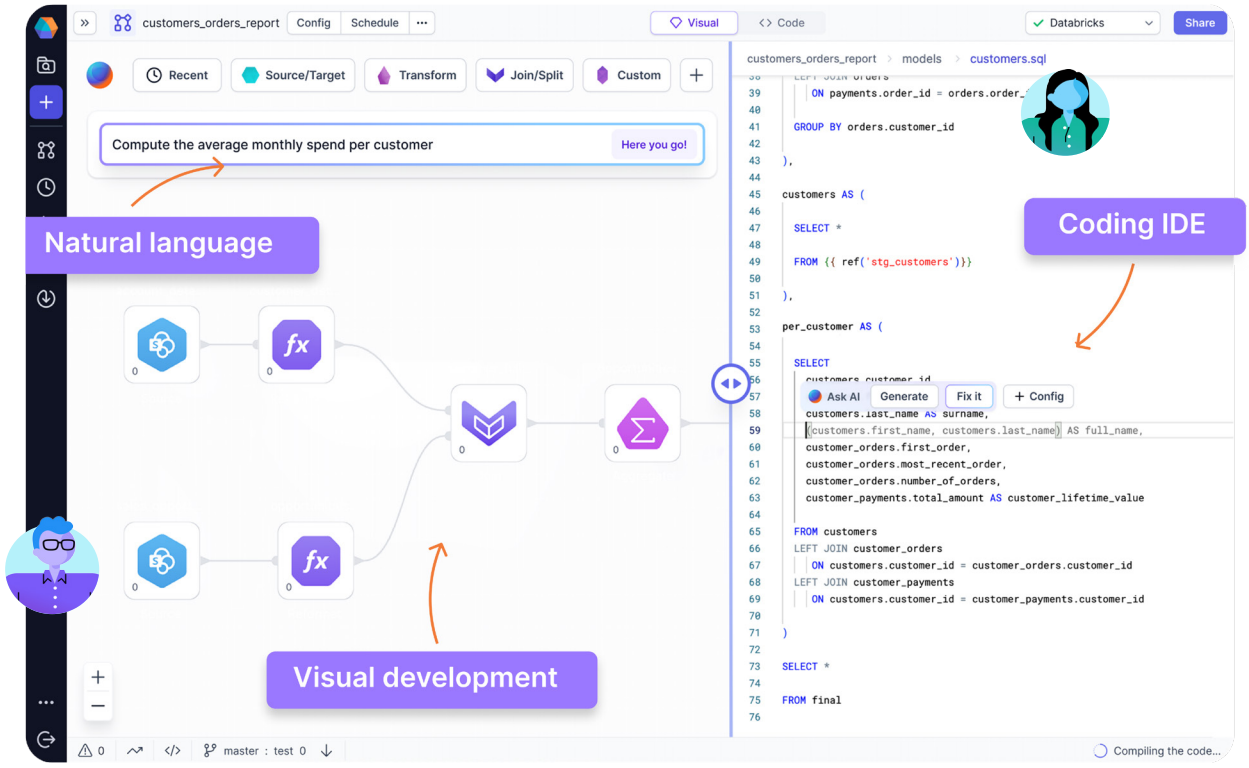
Transforming Data Team Effectiveness

Here are five practical steps to begin transforming your data team's effectiveness:

1. **Assess your current dysfunction level:** Evaluate each area of the dysfunction pyramid within your organization. Where are you feeling the most pain? Which areas, if improved, would deliver the most immediate value?
2. **Map your collaboration workflow:** Document how data requests flow through your organization today. How many handoffs occur? Where do delays and misunderstandings typically happen?
3. **Calculate your true cost of data access:** Beyond infrastructure, include the hidden costs of delays, rework, and shadow IT. Understanding the full economic impact creates urgency for change.
4. **Pilot a cross-functional approach:** Identify one high-value analytics use case and implement a more collaborative approach between business and technical teams. Use this as a proof point for broader change.
5. **Invest in the right tools that bridge the gap:** Evaluate solutions that provide appropriate interfaces for both business and technical users while maintaining unified governance.

The right tool for an AI-dominated data landscape

Modern data challenges require platforms specifically designed to bridge the gap between business and technical teams while maintaining enterprise governance.



A AI native analytics and automation platform where all data users speed data pipeline development with self-service data preparation.

Prophecy provides a unified platform that enables organizations to systematically address all five dysfunctions through:

- **Visual and code synergy:** Intuitive visual interfaces for business users with code-level access for engineers
- **Governed self-service:** Built-in guardrails that enable autonomy without sacrificing security or quality
- **Open architecture:** Generation of standard, open-source code that integrates with existing tools and workflows

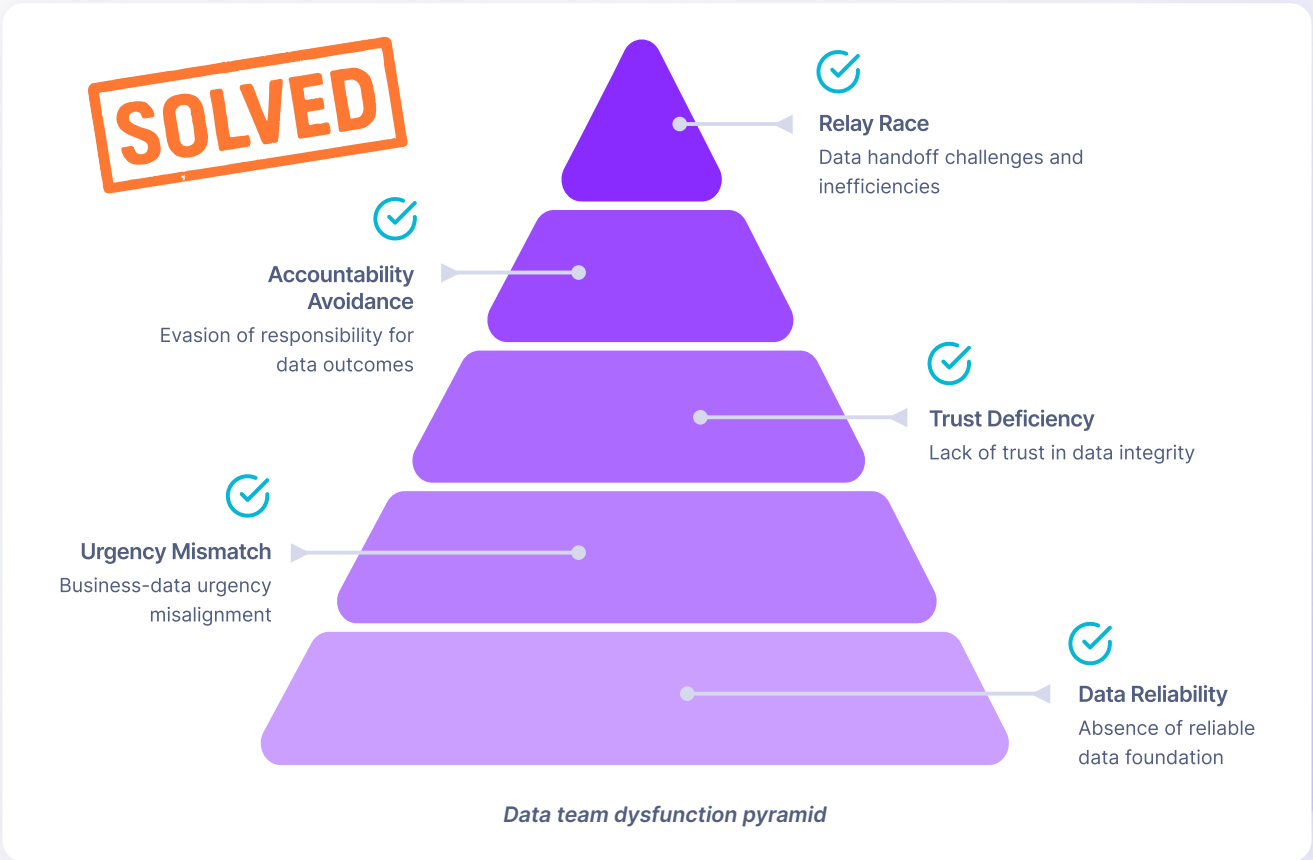
- **AI assistance:** AI capabilities that accelerate development for both technical and non-technical users
- **End-to-end visibility:** Comprehensive lineage tracking and observability across the entire data lifecycle

By combining these capabilities in a single platform, organizations can dramatically accelerate time-to-insight while maintaining the governance standards that enterprise data demands.

Our vision: Data teams without dysfunction

When data teams function optimally, organizations experience transformational benefits:

- Decision-makers access insights in hours or days rather than weeks or months
- Business and technical teams collaborate seamlessly without frustrating handoffs
- Data quality and consistency build trust across the organization
- Resources are allocated efficiently with clear accountability
- The organization responds to market changes with agility and confidence



Data team dysfunction pyramid

This vision isn't theoretical—as our experience demonstrates, organizations are achieving these outcomes today by systematically addressing the dysfunctions in their data operations.

The path forward isn't about choosing between business agility and technical governance, or between centralization and self-service. It's about creating an integrated approach that delivers the best of both worlds: empowering business users with appropriate tools while maintaining the standards and controls enterprises require.

With the right strategy—addressing people, process, and technology together—you can break free from the dysfunction pyramid and unlock the full potential of your data assets. The time to start is now.

To break free from data team dysfunction and transform weeks-long insight delivery into hours, request a demo and get a complimentary copy of Gartner's data integration maturity assessment to unlock your organization's full data potential.


Prophecy