



# **CUTTING WOOD... ...WITH SCISSORS**

Effective Approaches to Project Data Management  
and the Consequences of Using Ineffective Tools

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Operate, maintain and develop the railway infrastructure in England, Scotland and Wales





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## WALES & WESTERN

2,700 miles of railway with a 5,500-strong workforce



# AGENDA

*Introduction*

*What?*

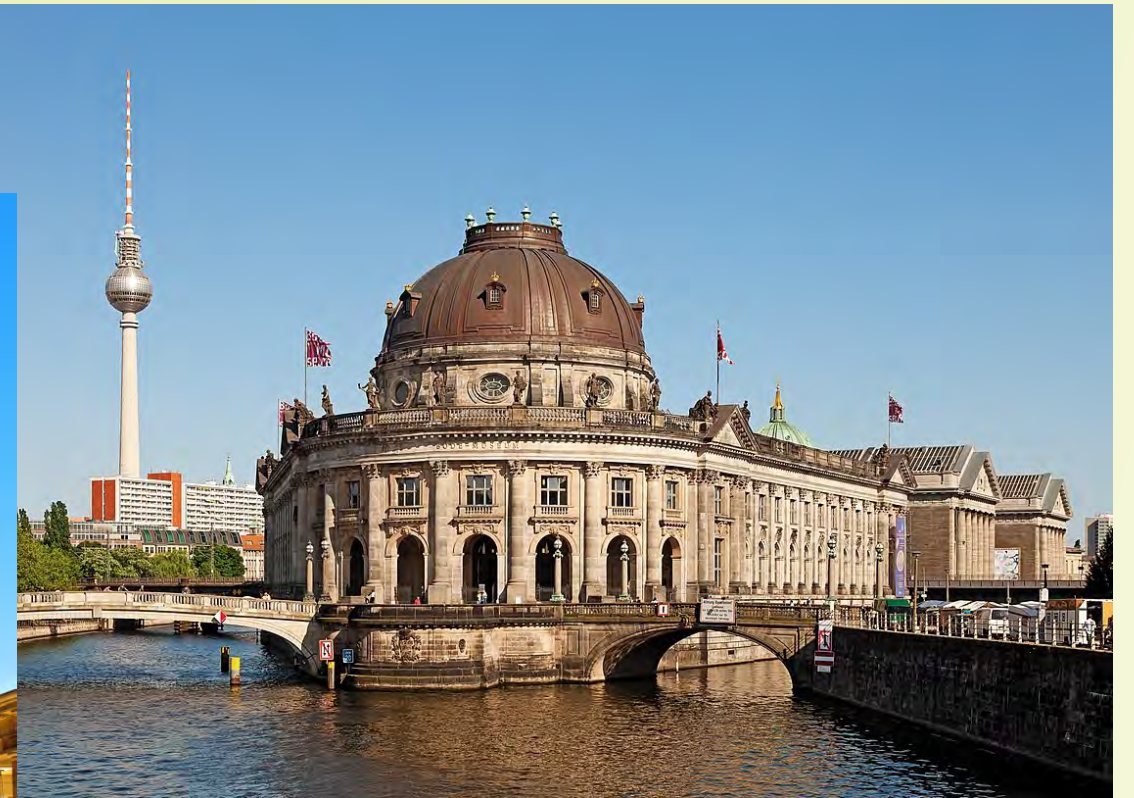
*Why?*

*How?*

Q&A



# INTRODUCTION





# WHAT

- > *Encouraging a learning culture*
- > *Metric-based decision-making*
- > *Investing in data teams and resources*
- > *Conducting further research*

# WHY

*"If you decide to give someone scissors to cut wood,  
then you'll get some results,  
but it won't be very neat,  
and you can't blame the scissors"*

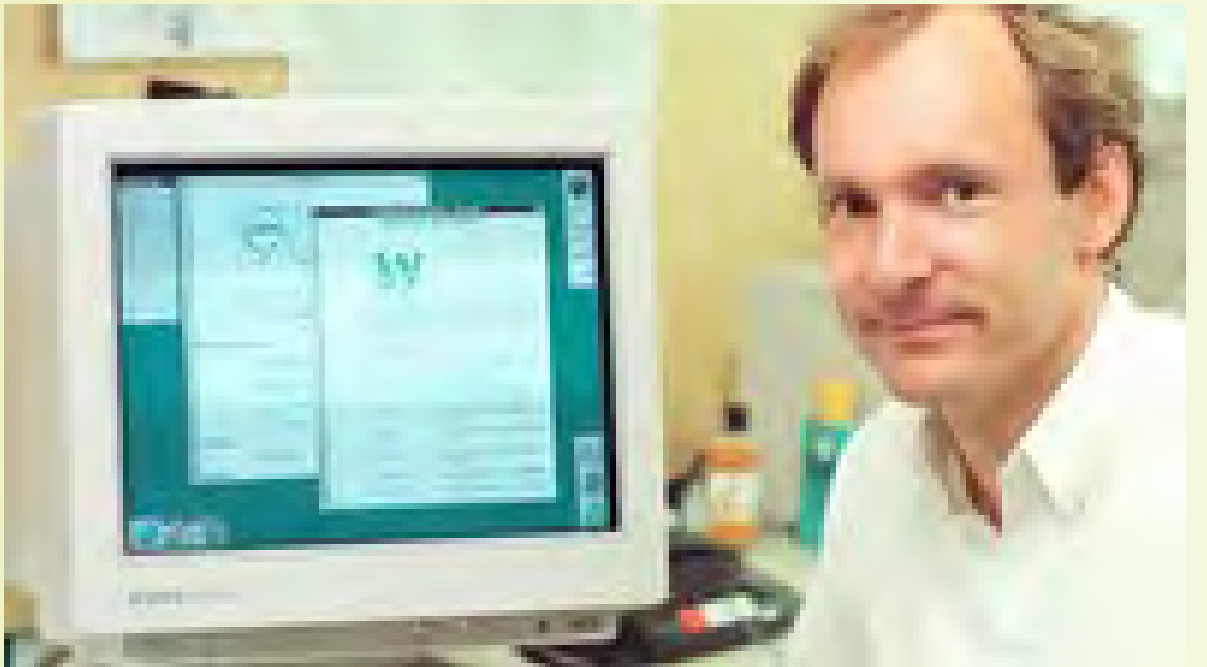
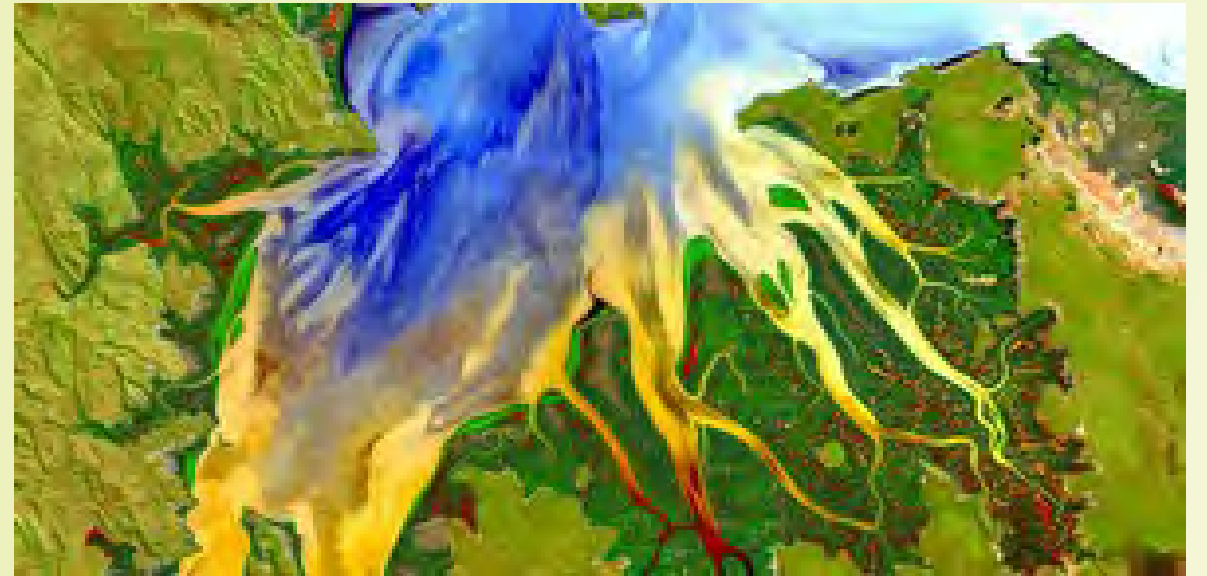
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然后你会得到一些结果，  
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*"Wenn Sie sich entscheiden, jemandem Schere zu geben, Holz zu schneiden,  
dann erhalten Sie einige Ergebnisse,  
aber es wird nicht sehr ordentlich sein,  
und du kannst die Schere nicht beschuldigen"*





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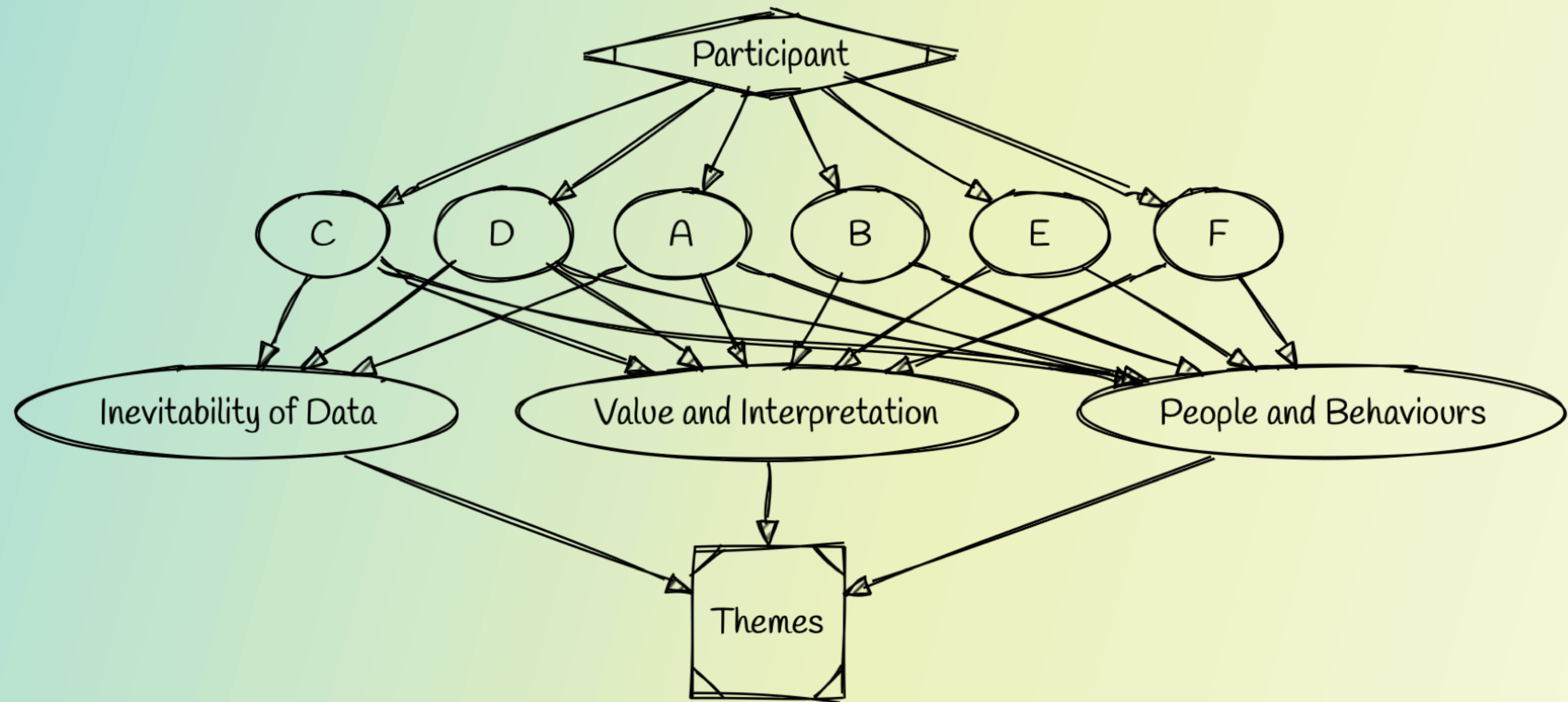
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# WHY





# HOW

- > *Learning Culture*
- > *Data Ownership*
- > *Data Management Policies*
- > *Data Quality Assessments*
- > *Data Sprawl Monitoring*
- > *Feedback Cycle*
- > *Departmental Collaboration*

# HOW

- > Learning Culture
  - > Engage with academic research and professional associations.
- > Data Ownership
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- > Departmental Collaboration
  - > Cross-functional and cross-industry teams to work together.



# »» THANK YOU

*We now have time for questions, a microphone will be available.*

