

Beyond Dashboards

Turning Production Signals into Reliable Decisions

How trusted signals, shared definitions, governance and feedback loops turn operational data into better decisions.

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Yahoo | Author, AWS Marketplace Data & AI Leader Book

Build strong data foundations
for agentic analytics and intelligent agents

STRATEGIC INSIGHTS FROM 15+ SENIOR LEADERS

"The question for senior leaders is no longer whether to adopt AI. It is how to do it responsibly, sustainably, and with tangible business impact."

Matt Vanchayolm
Vice President,
AWS Marketplace
& Partner Services

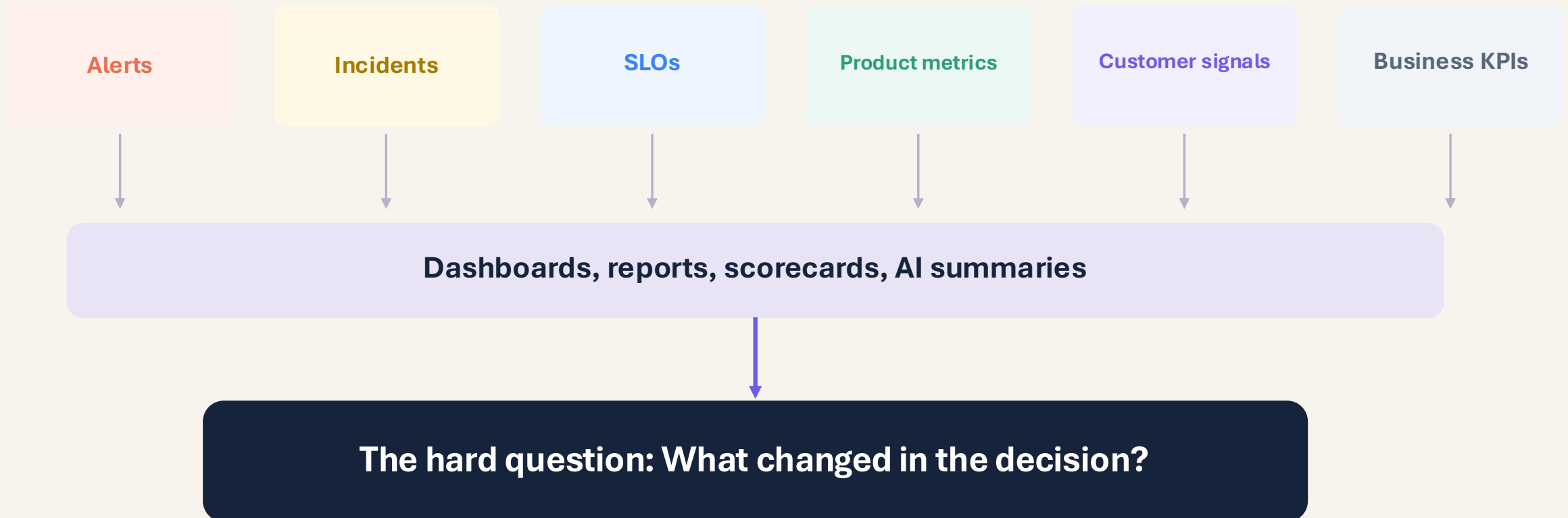
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Senior Leader	Company
Ram Kumar, Group Head of Data Office, Data and AI/ML	JP Morgan Chase (JPMC)
Narendran Narendran, VP, Quant Analytics Manager	JP Morgan Chase (JPMC)
Ramdas Narendran, SVP, Client Insights Analytics	JP Morgan Chase (JPMC)
Sush Sreevathsa, Data & Analytics Product Leader	Yahoo (Y!)
Muhammad N. Nasir, Global Product Management Lead	Mercedes-Benz
Yusef Alkhalil, Senior Director, Data & Analytics	Whirlpool
Michael Taylor, Chief Data Scientist	Siemens
Ranga Reddy, VP, Data & AI Strategy Lead	Roche
James Jay Kulesa, Head, Innovation & Design	Roche
Madhu Rangabadi, Head of Digital Solutions, Data, Analytics & AI	Veritas
Ujjwal Goel, Senior Director, Data, AI & Analytics	Leibniz
Chandana Nair, Director, Enterprise Analytics	GAF
Tom Gooden, Executive in Residence	AWS
Om Zikha, Director of Procurement	deel
Mazen El-Hakdani, Procurement Excellence Leader	McAfee

Concepts adapted from
Chapter 4: "Develop connected intelligence at scale"

Production Systems have Signals Everywhere - but Decisions Still Fragment

More data does not automatically create more clarity.



Dashboards can describe the system. Reliable decision-making requires shared meaning, ownership and feedback.

Start with the Decision, not the Dashboard

Define the outcome before choosing the metric, model or visualization.

What decision are we improving, and how will we measure success?

Effectiveness

Engagement, relevance, quality, user experience and outcome quality.

Efficiency

Speed to decision, cost, operational scalability and effort removed.

Growth

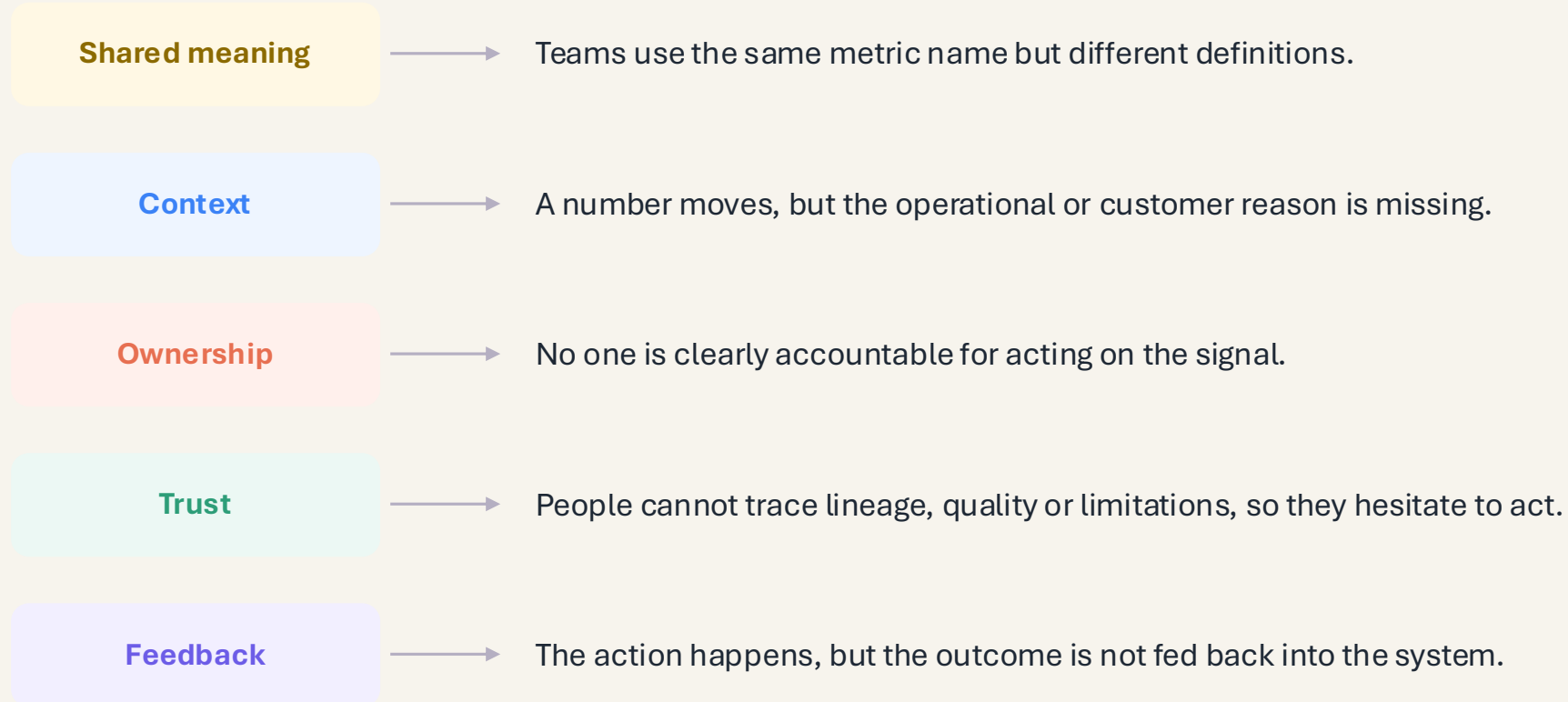
Revenue, retention, lifetime value and business expansion.

Use leading indicators to steer. Use lagging financial metrics to confirm.

A metric without a decision attached to it? That's reporting. A metric tied to a decision becomes an operating signal.

Five Gaps between a Dashboard and a Reliable Decision

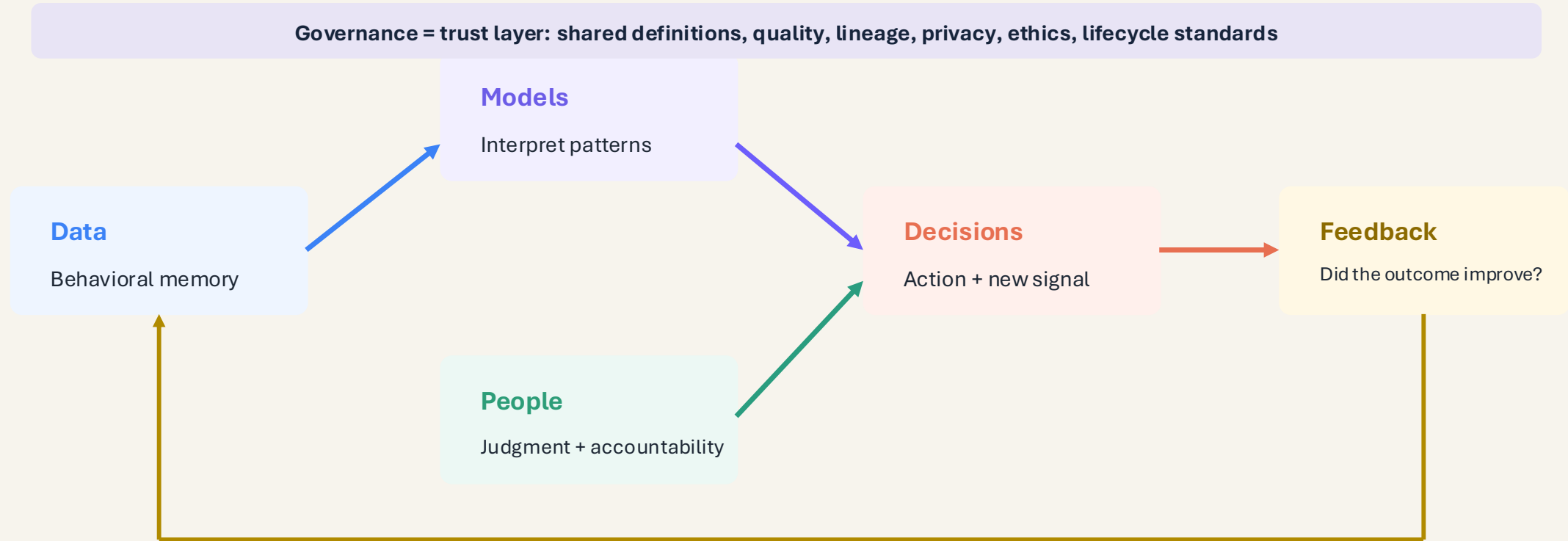
The failure is often not the visualization - it is what sits around it.



Reliable decisions emerge when the system connects signal + meaning + ownership + trust + learning.

A Learning Environment, not Another Tool

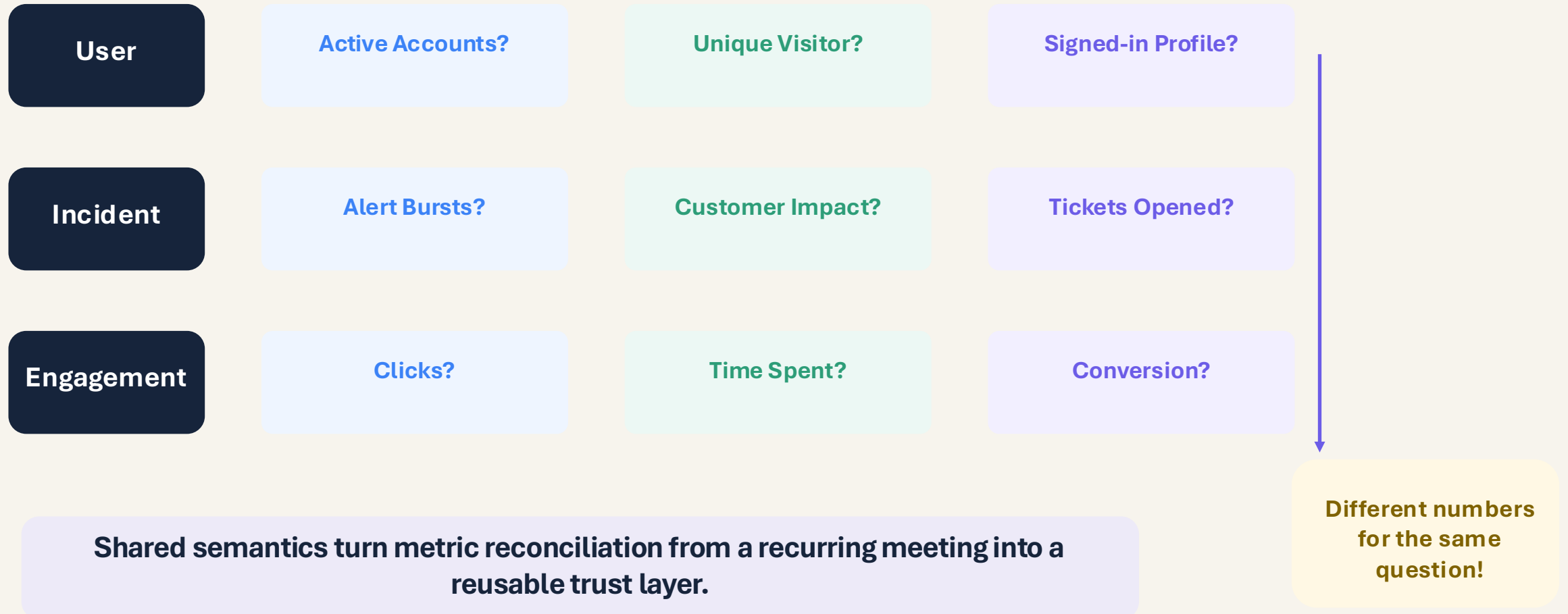
Data, models, decisions and people evolve together inside a trusted operating loop.



“Connected Intelligence” is the operating environment that links these elements into continuous improvement.

Shared Definitions are Decision Infrastructure

Teams cannot act consistently when the same word means different things.



Centralize Standards, Decentralize Execution

Strong governance should increase speed by reducing ambiguity and rework.

Unified governance and semantics

Central standards

- Shared definitions for KPIs and business terms
- Privacy, lineage, quality and ethical guardrails
- Model lifecycle and monitoring expectations

Domain execution

- Embed analytics and AI where decisions happen
- Build product-specific workflows and interfaces
- Create ownership, adoption and feedback inside the domain

guardrails

feedback

News

Sports

Finance

Mail

Ads

Other domains

Governance works best when it removes friction by increasing trust, consistency and reuse.

Close the Loop: from Delivery to Decision Improvement

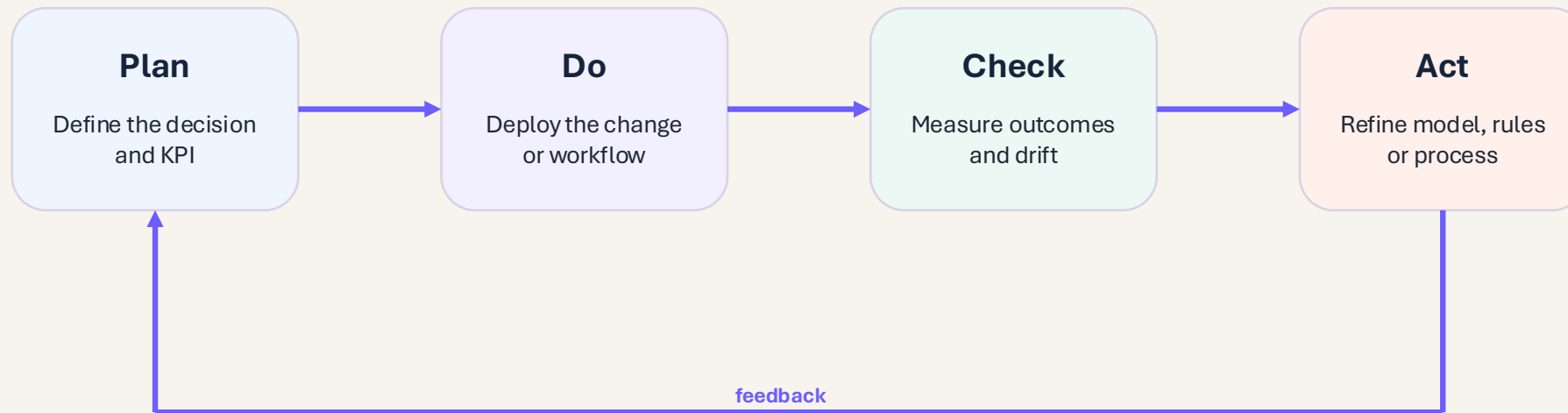
Production systems should learn from what happened after the action.

Old success question

Did the model ship?

Better success question

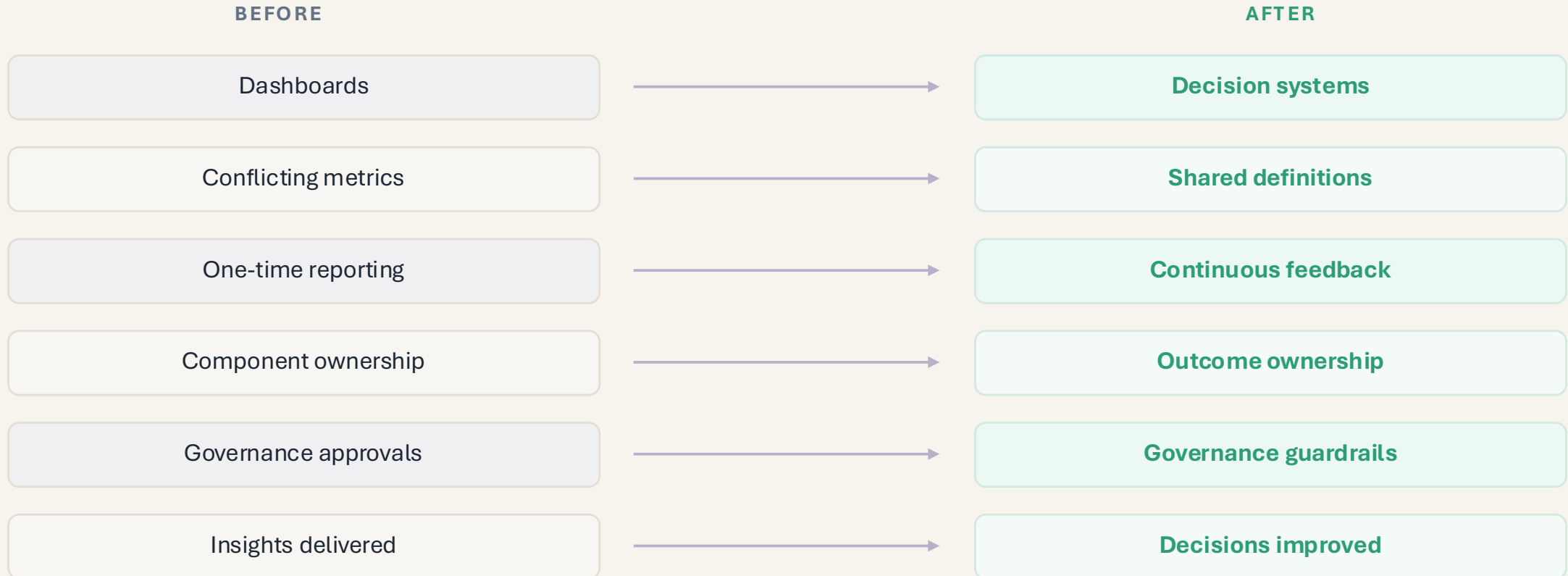
Did the decision improve - and why?



Feedback converts a dashboard from a reporting endpoint into part of a learning system.

What Changes when the System is Connected?

The shift is from delivering artifacts to owning outcomes.



AI increases the need for human accountability and validation, not the opposite.

Reliable Decisions Require a Connected Operating System

Three practical moves to carry back into production environments.

1 Start with the decision

Define the decision, KPI and owner before choosing the model, metric or dashboard.

2 Build trust into the signal

Align definitions, quality, lineage, privacy and limitations so teams can act with confidence.

3 Close the feedback loop

Measure what happened after the action and feed that learning back into the system.

The goal is not more dashboards. The goal is better decisions that improve over time.

Source foundation: Sushrutha Sreevathsa, “Develop connected intelligence at scale: Insights from a data product manager,” Chapter 4 in Build strong data foundations for agentic analytics and intelligent agents, AWS Marketplace, 2026.