



It's now or never

*Time for Insight leaders to
shape the future of Insight*

James Wycherley

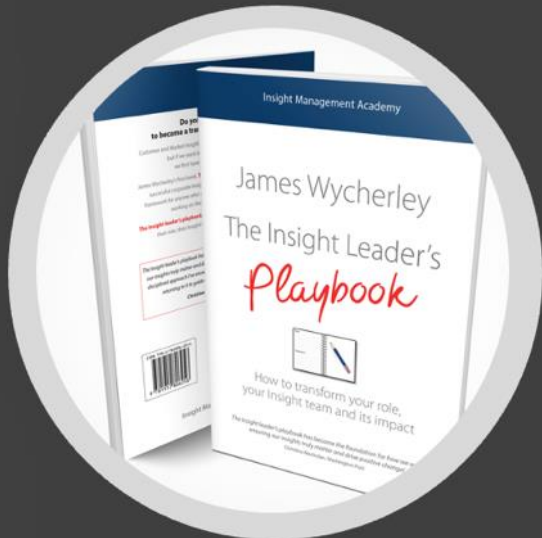
Quirk's London, May 2026

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James Wycherley

- Insight Director, Barclays 2004-14
- Chief Executive of the IMA since 2015
- Author of *Transforming Insight* & *The Insight Leader's Playbook*
- Host of the *Transforming Insight* podcast and the IMA's *Insight forums*



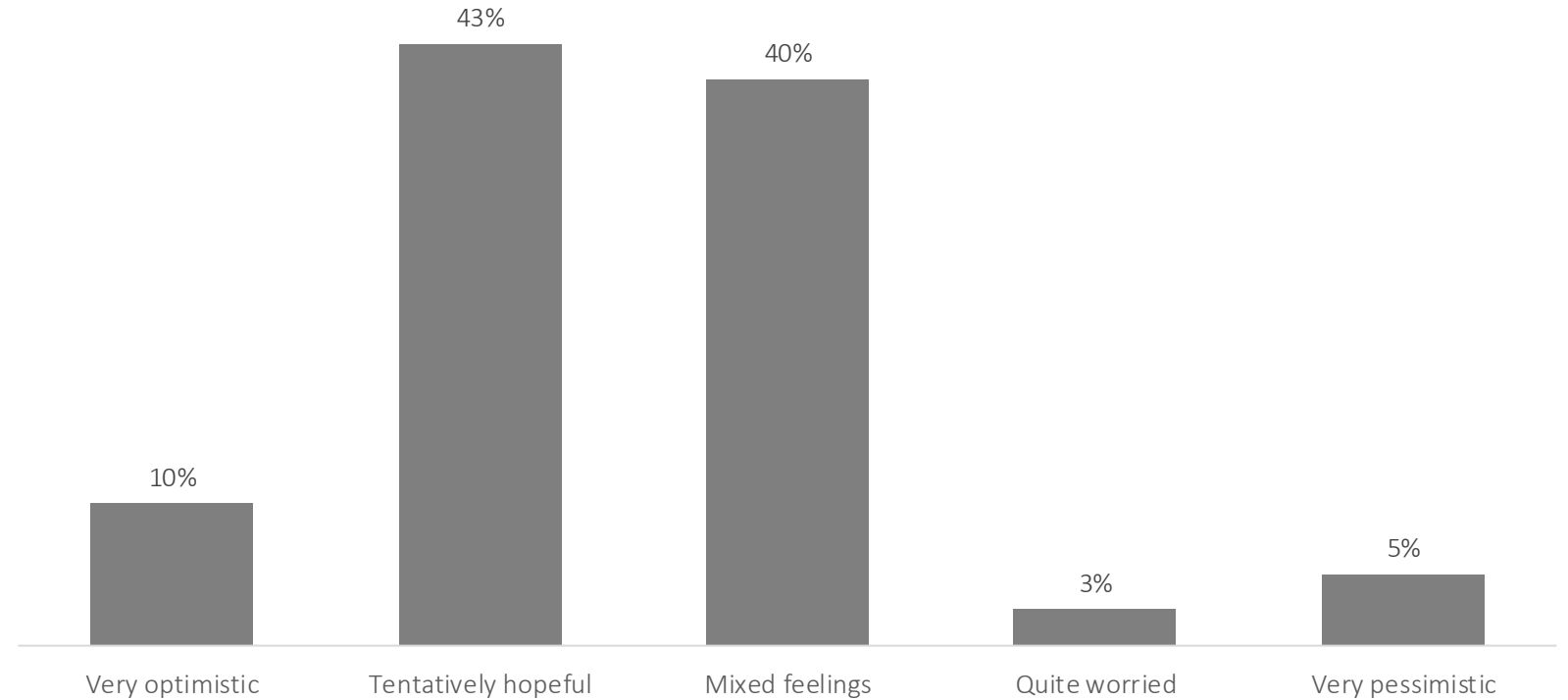
How do corporate Insight leaders feel in 2026?



How are you feeling about 2026?



53% of corporate Insight leaders feel positive



Source: 87 Insight leaders surveyed at the January 2026 Insight forum



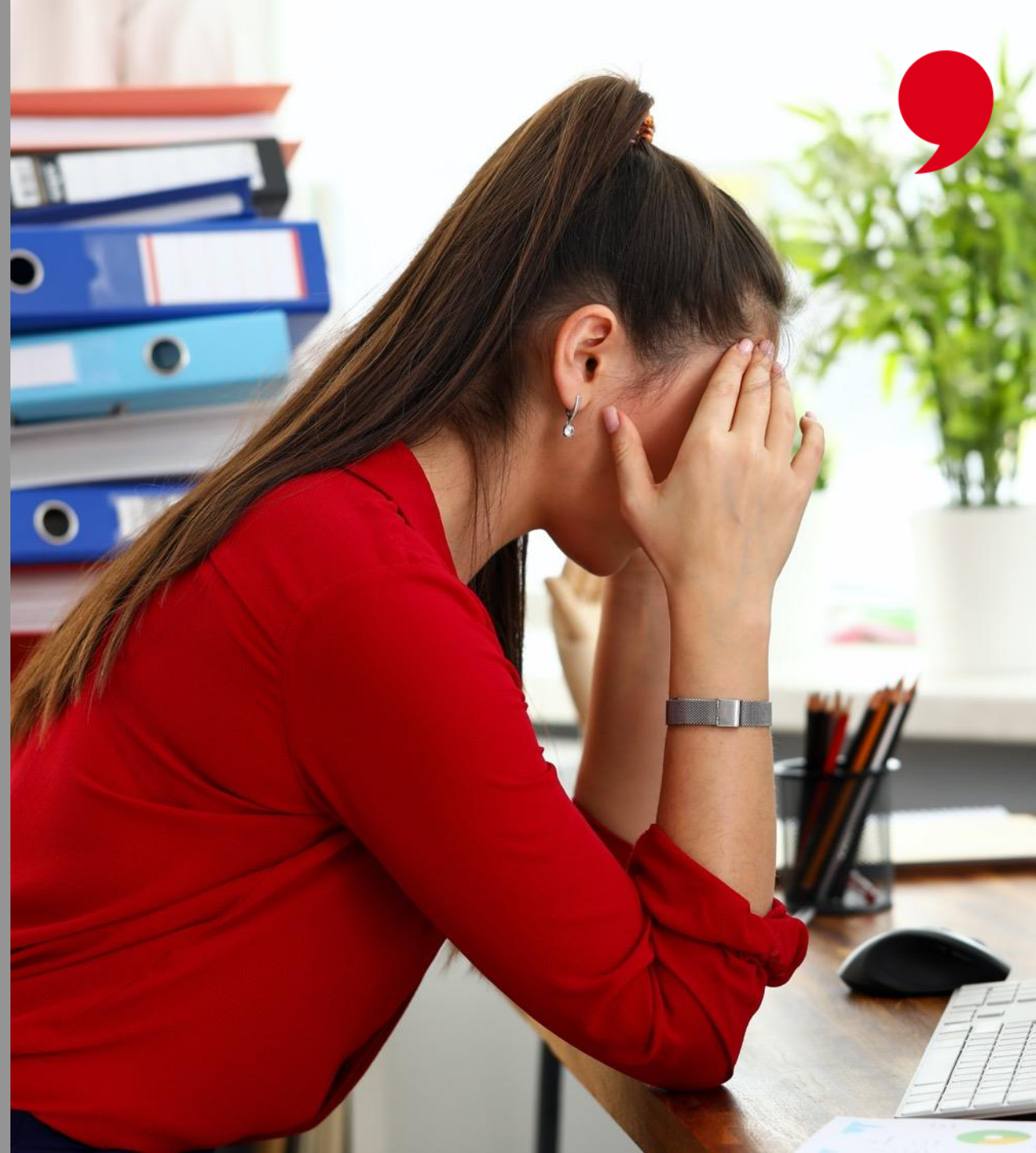
Visible and valued



- High return on investment
- Focus on strategic issues
- Engaged early and respected
- Leveraging new tools

Teams under pressure

- Corporate hamster wheel
- Ideas & opinions not heard
- Insight does not feel valued
- Threatened by change





Transformational leader



- Ambitious vision
- Manage time and energy
- Resources to develop team
- Respected and in control

Leader not in control

- Work in team not on it
- No clearly defined vision
- Difficult to develop people
- Worried about career



Are we going to wait
and become the
victims of change?

Or are we going to
shape the future of
Insight by changing
ourselves?





There will be
organisations



Organisations seeking
financial success





Organisations seeking financial success



...will need to be customer-centric





Organisations seeking financial success



...will need to be customer-centric



...and make evidence-based decisions



The future will belong to
Insight-driven organisations



We need to shape the definition, development and decisions of Insight-driven organisations

① Insight-driven organisations need a blueprint



Sustainable success doesn't happen in a vacuum



Mapping from the market to the money

Money

Activity

Decisions

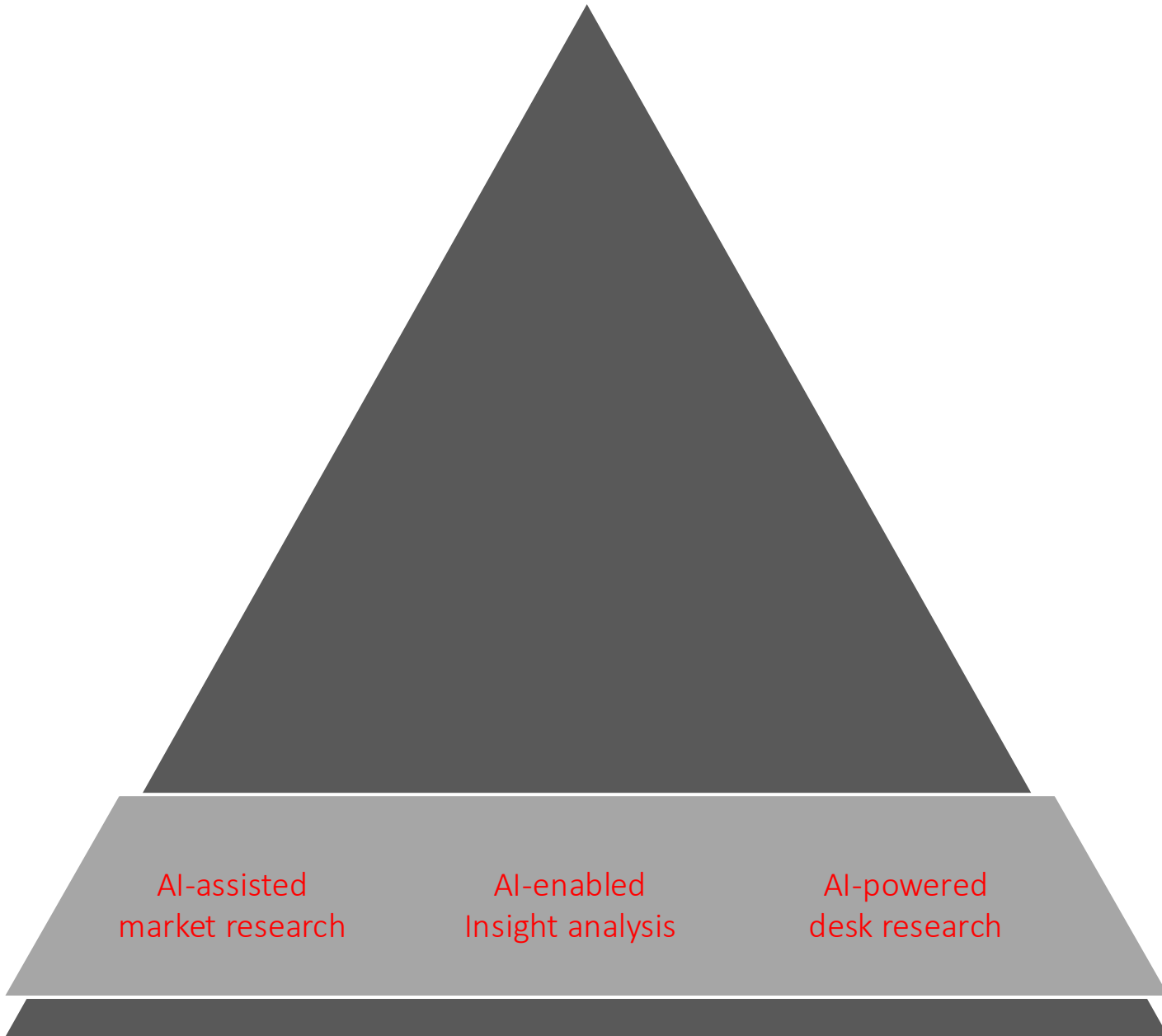
Environment



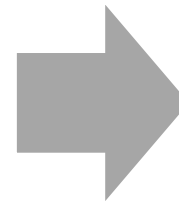
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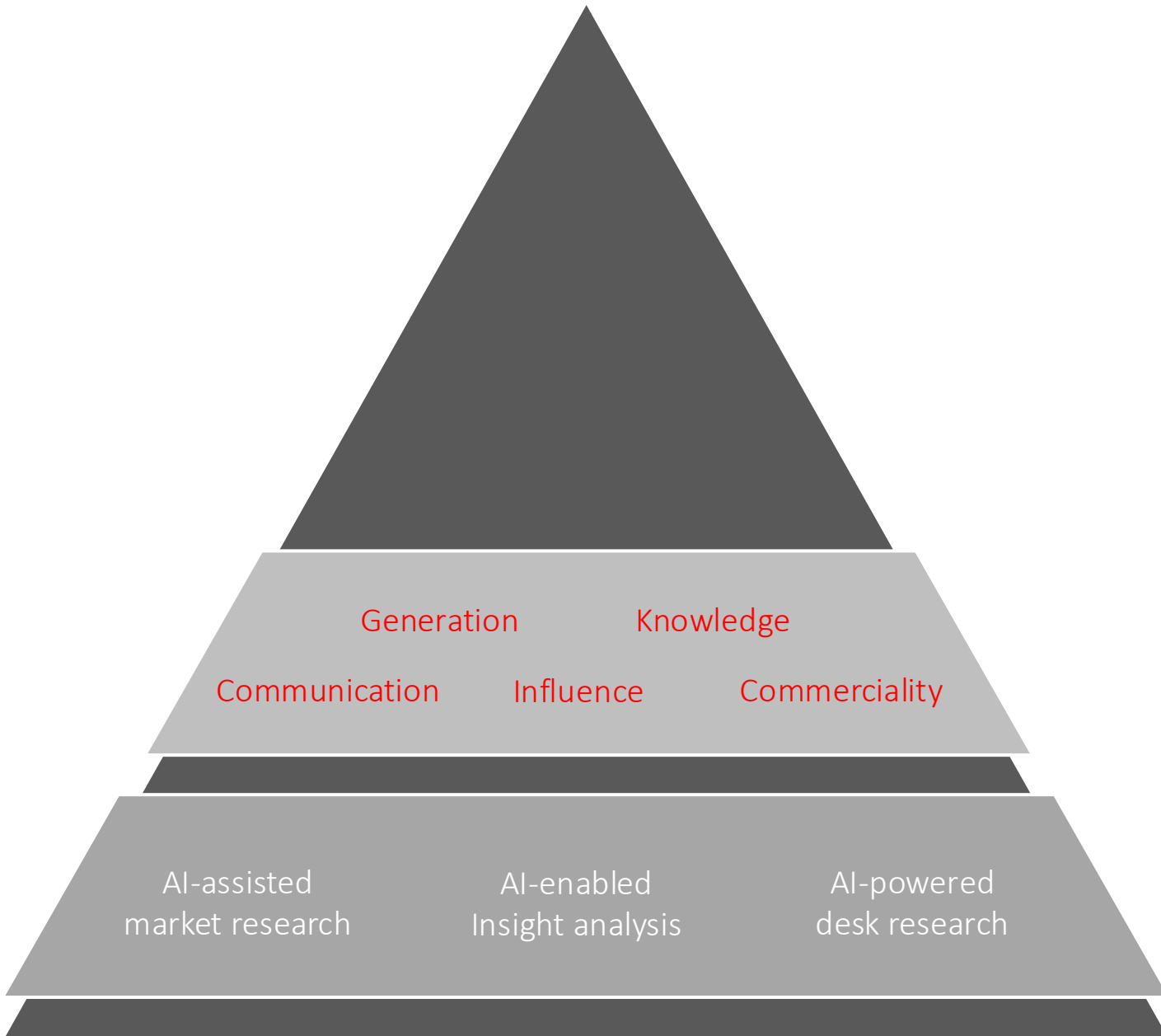
As Insight professionals, we need to move our centre of gravity up the Insight Professional's Pyramid



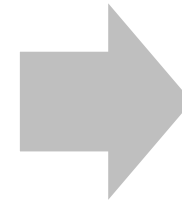
Insight teams will need evidence-based foundations



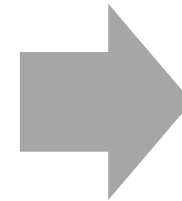
Foundational activity



5 IMA best practice territories provide a toolkit for Insight managers



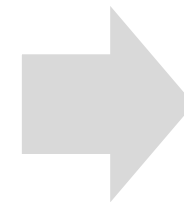
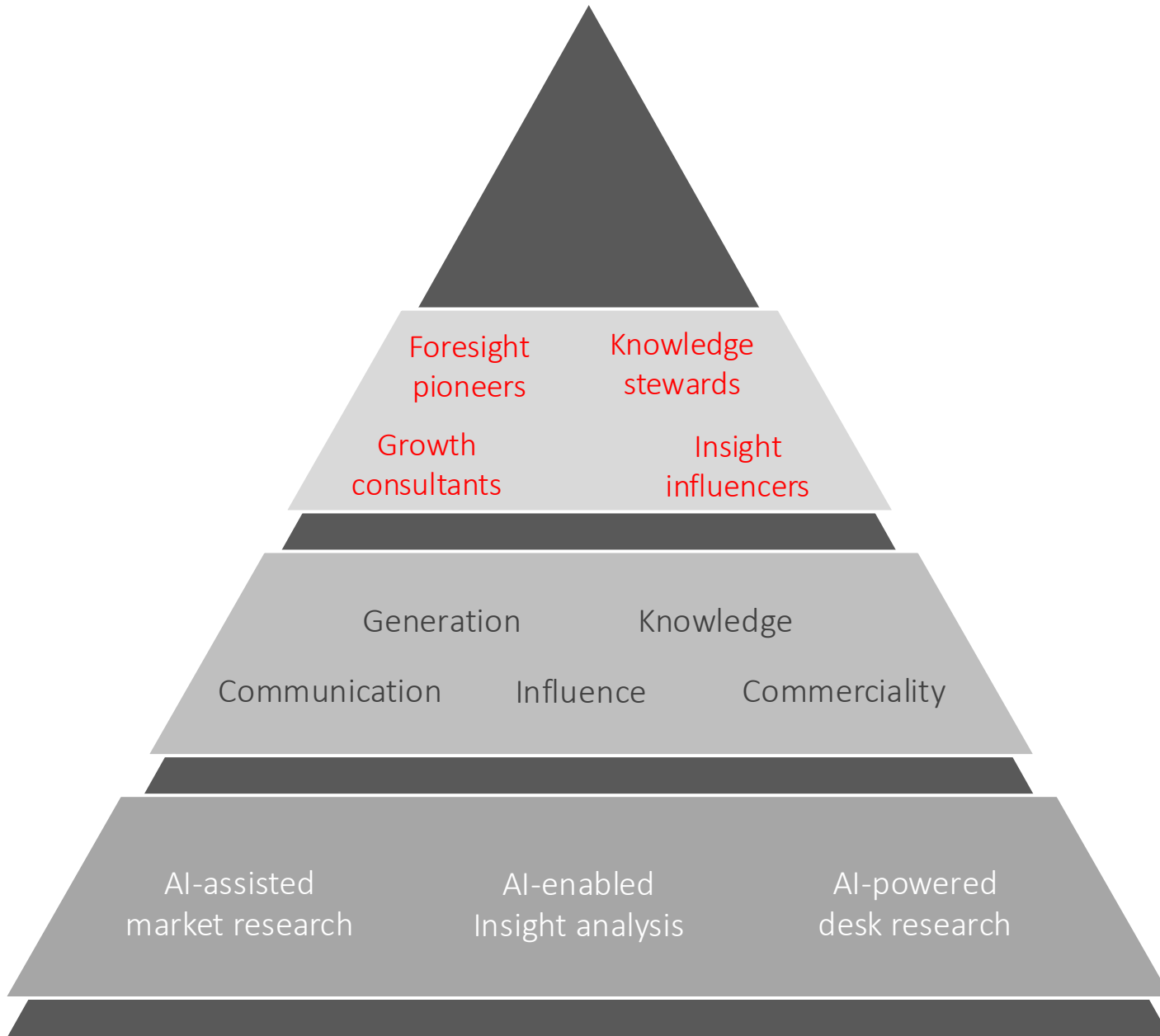
Insight manager toolkit



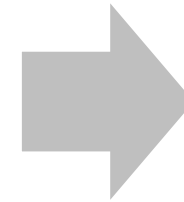
Foundational activity



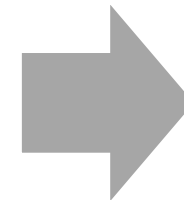
4 behavioural roles provide hats we should all wear



Behavioural roles



Insight manager toolkit



Foundational activity



Growth consultants



Foresight pioneers



Knowledge stewards



Insight influencers





Ultimate ambition



Behavioural roles



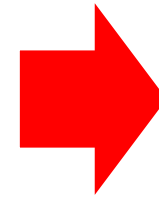
Insight manager toolkit



Foundational activity



Insight activists



Ultimate ambition



Behavioural roles



Insight manager toolkit



Foundational activity

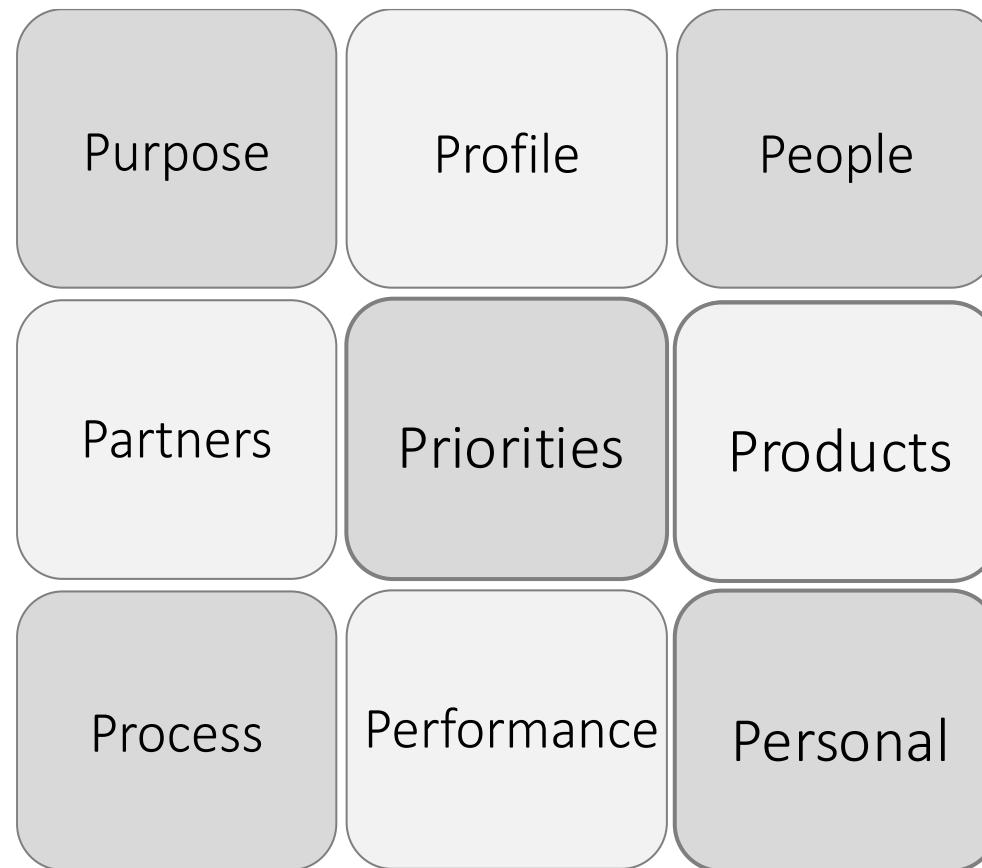
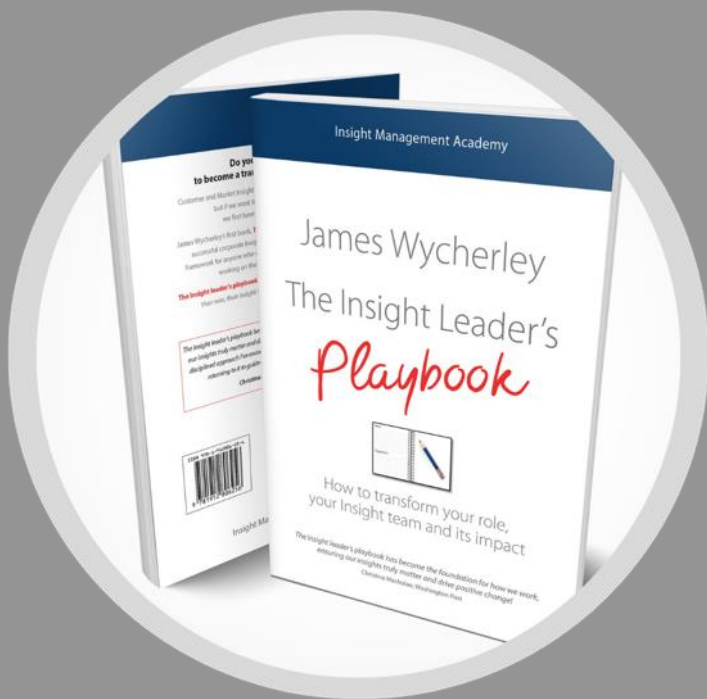
If Insight leaders fail to plan, we plan to fail.

That's always been true but it's even more true now.



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Plan using the 9Ps of the Insight Leader's Playbook



Aspire to shape the definition, development and decisions of an Insight-driven organisation

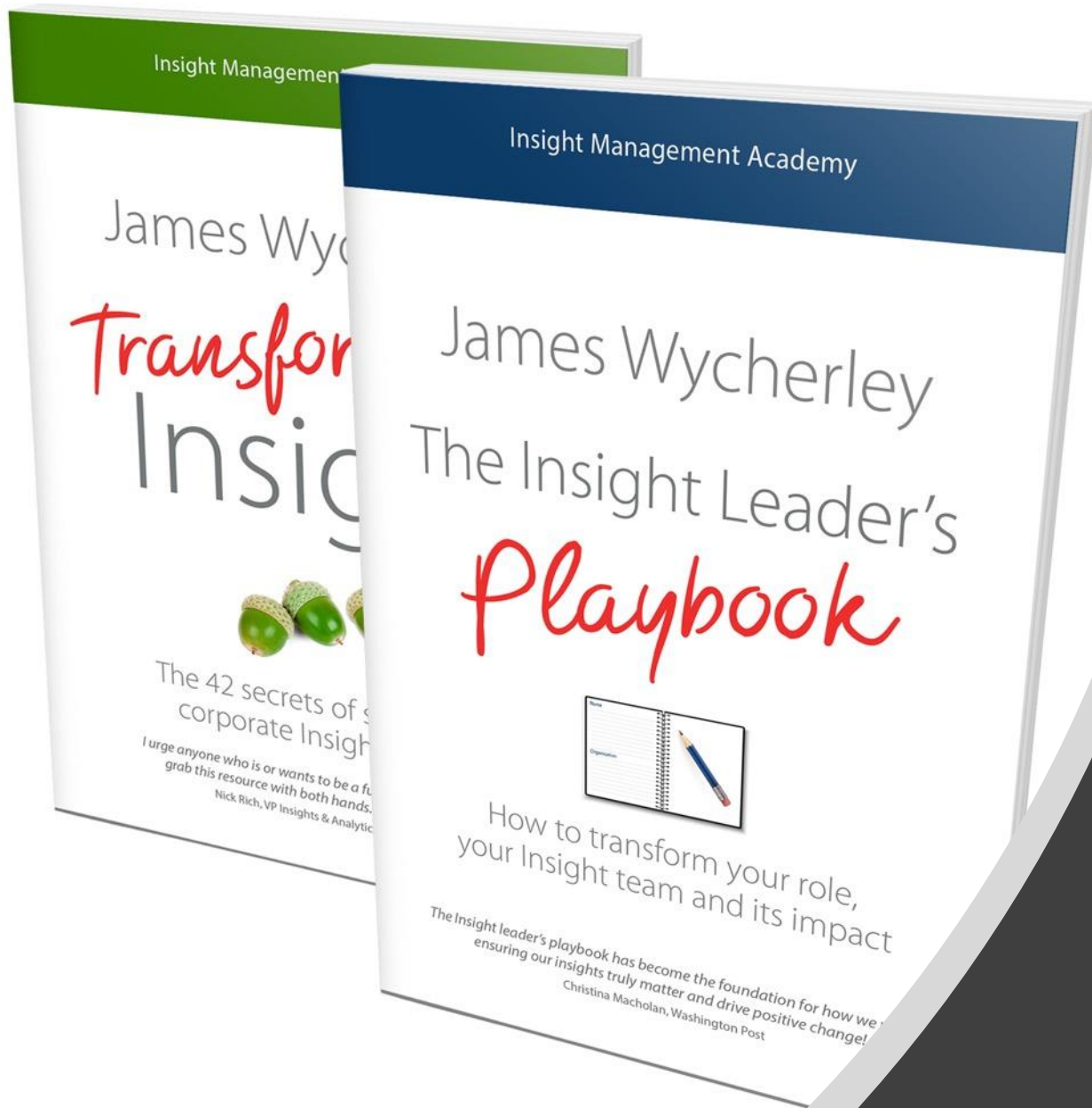


- Create the MADE blueprint for your organisation
- Shift your centre of gravity up the Insight Professionals' Pyramid
- Write your own Insight Leader's Playbook



There is a bright future for Insight-driven organisations and great opportunities for some Insight teams

But it's now or never if we want to shape that future for our organisation



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If you're ready to shape the future of Insight...



- Tune in to 90 episodes of the *Transforming Insight* podcast
- Take the 10-minute *Insight Leader's Healthcheck*
- Tap into the IMA's masterclasses, Insight forums, workshops, advice, benchmarking and network*



** Designed for corporate Insight teams, please contact us if you work for a supplier*

