



It's now or never

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

James Wycherley

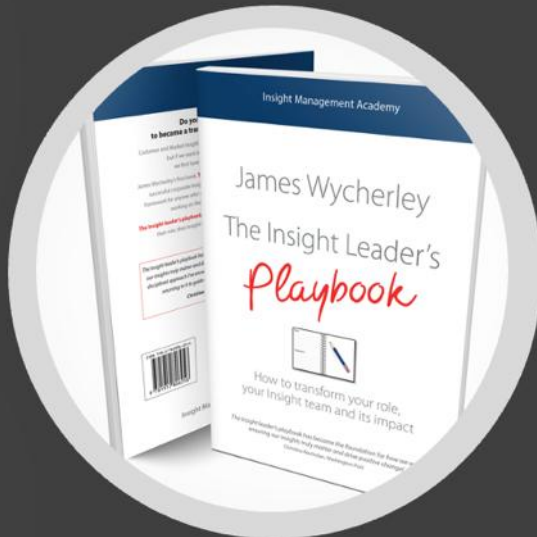
Quirk's New York, July 2026

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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*



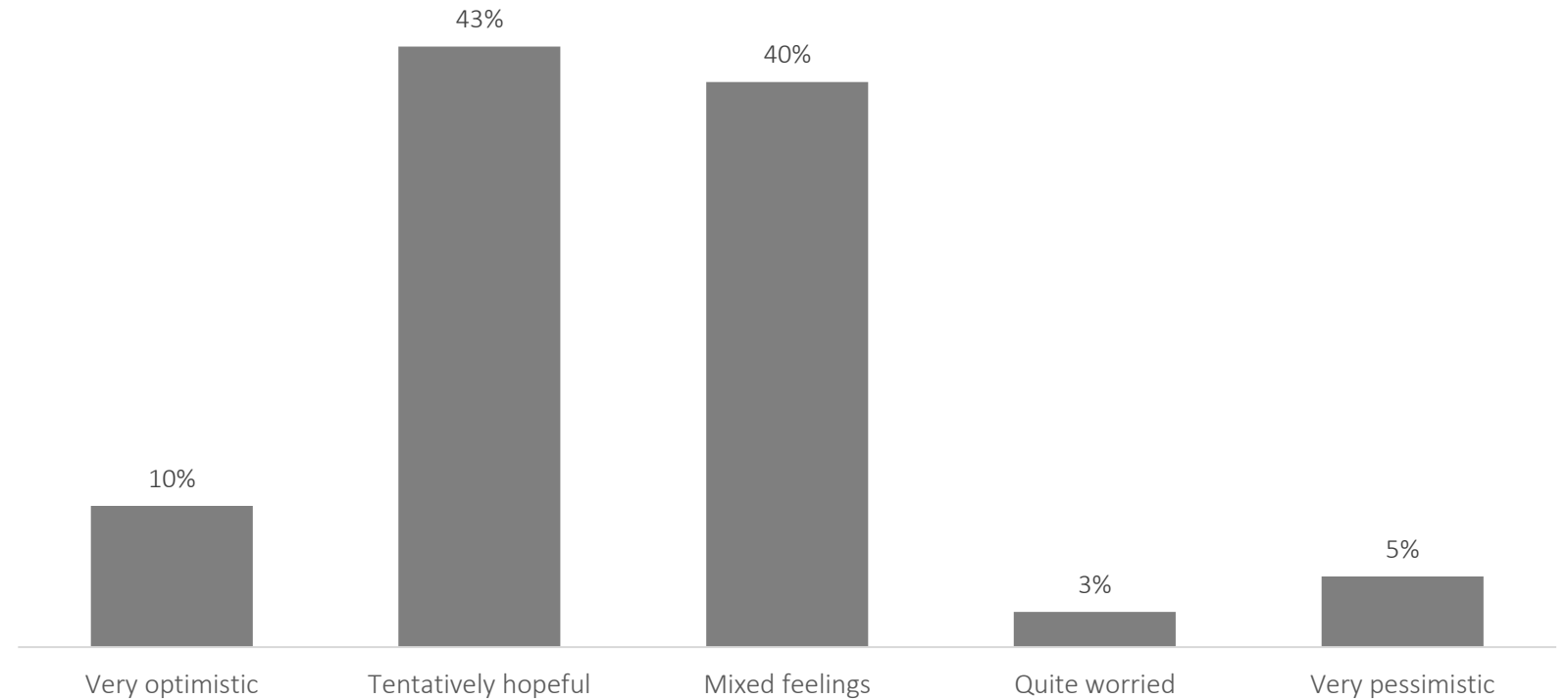
How do corporate Insight leaders feel in 2026?



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



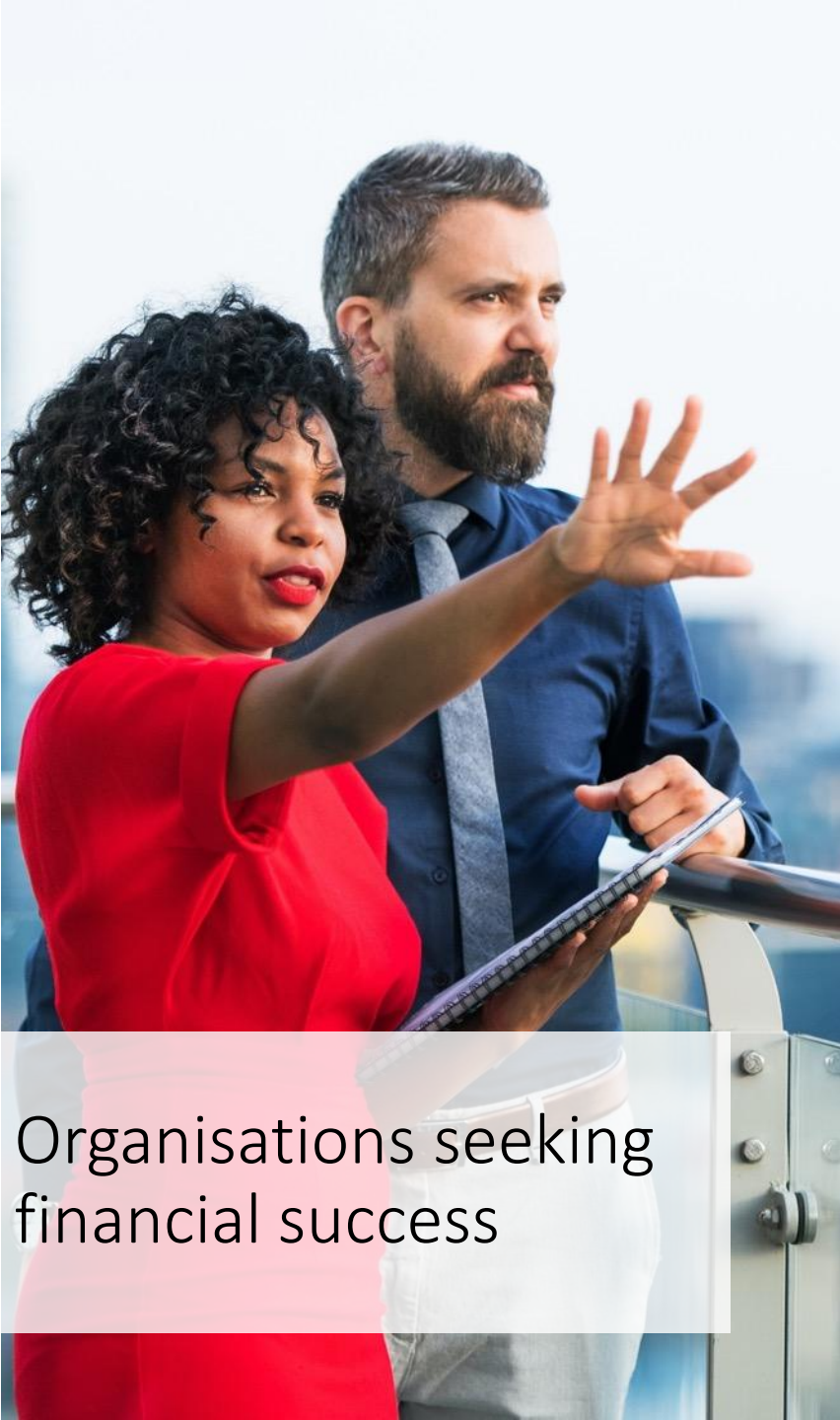
Are we going to wait
and become the
victims of change?

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

MADE
in Insight

RITZ
RESTAURANT



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

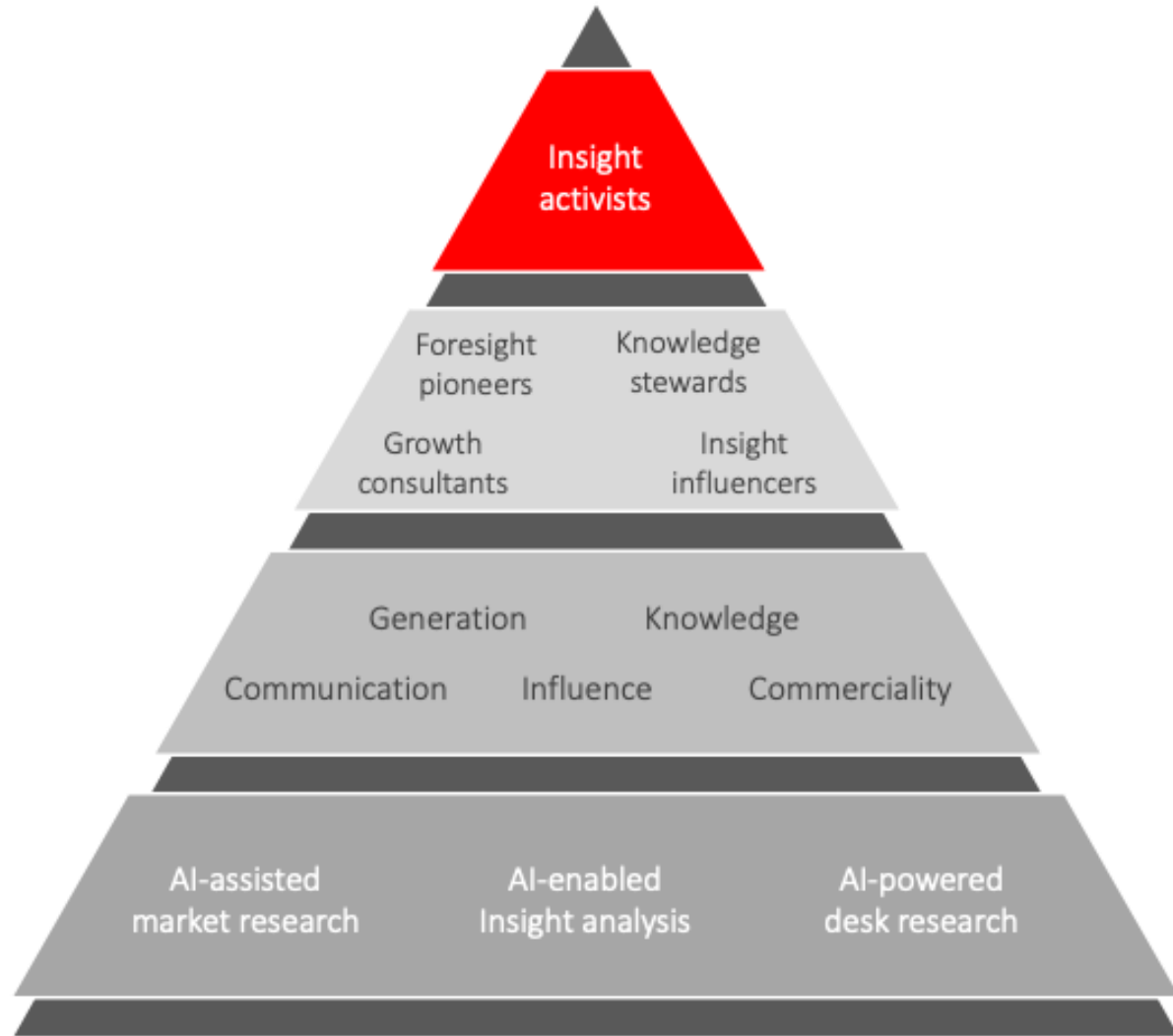
Activity

Decisions

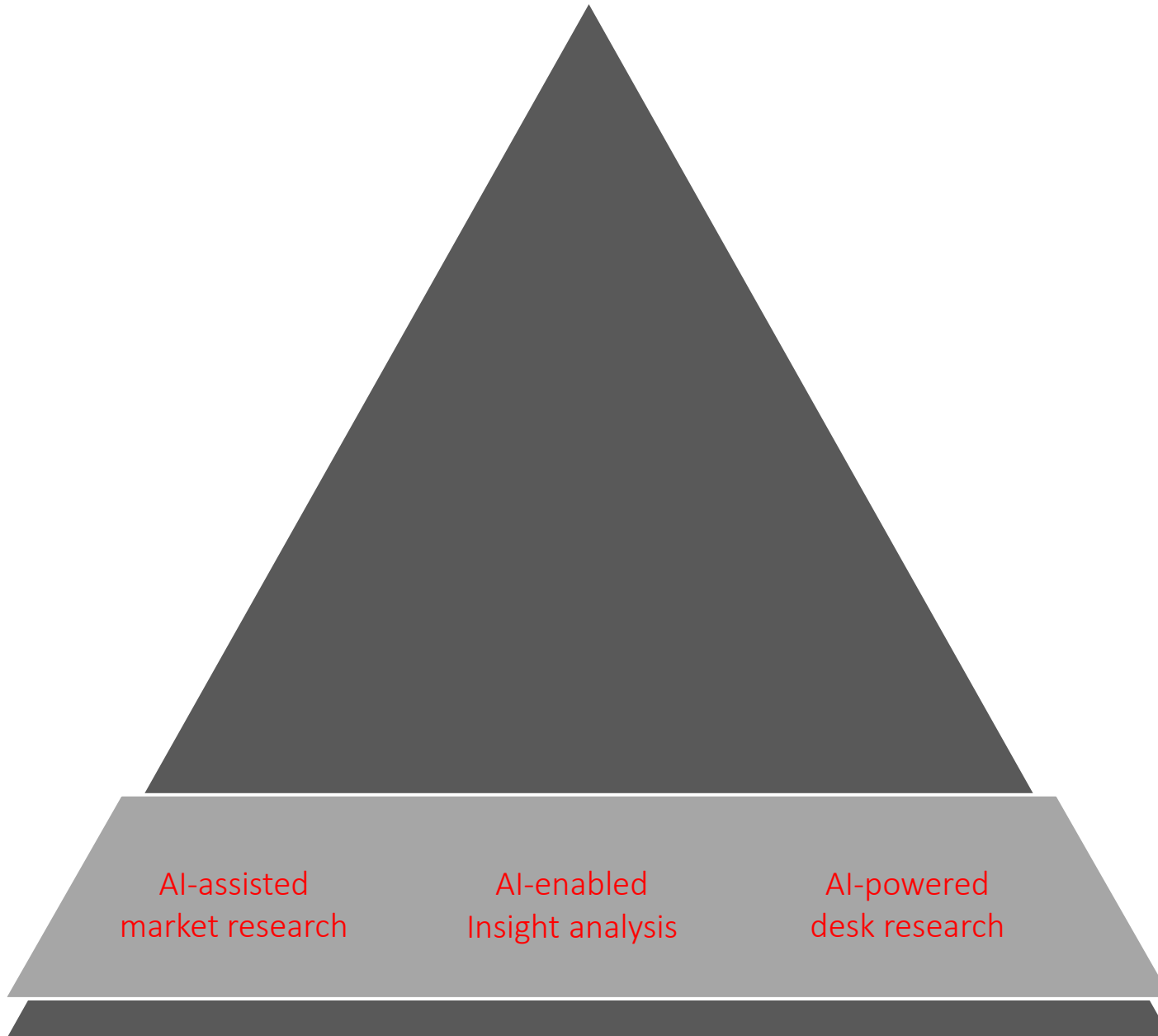
Environment



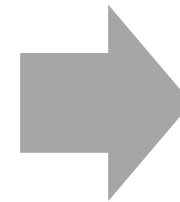
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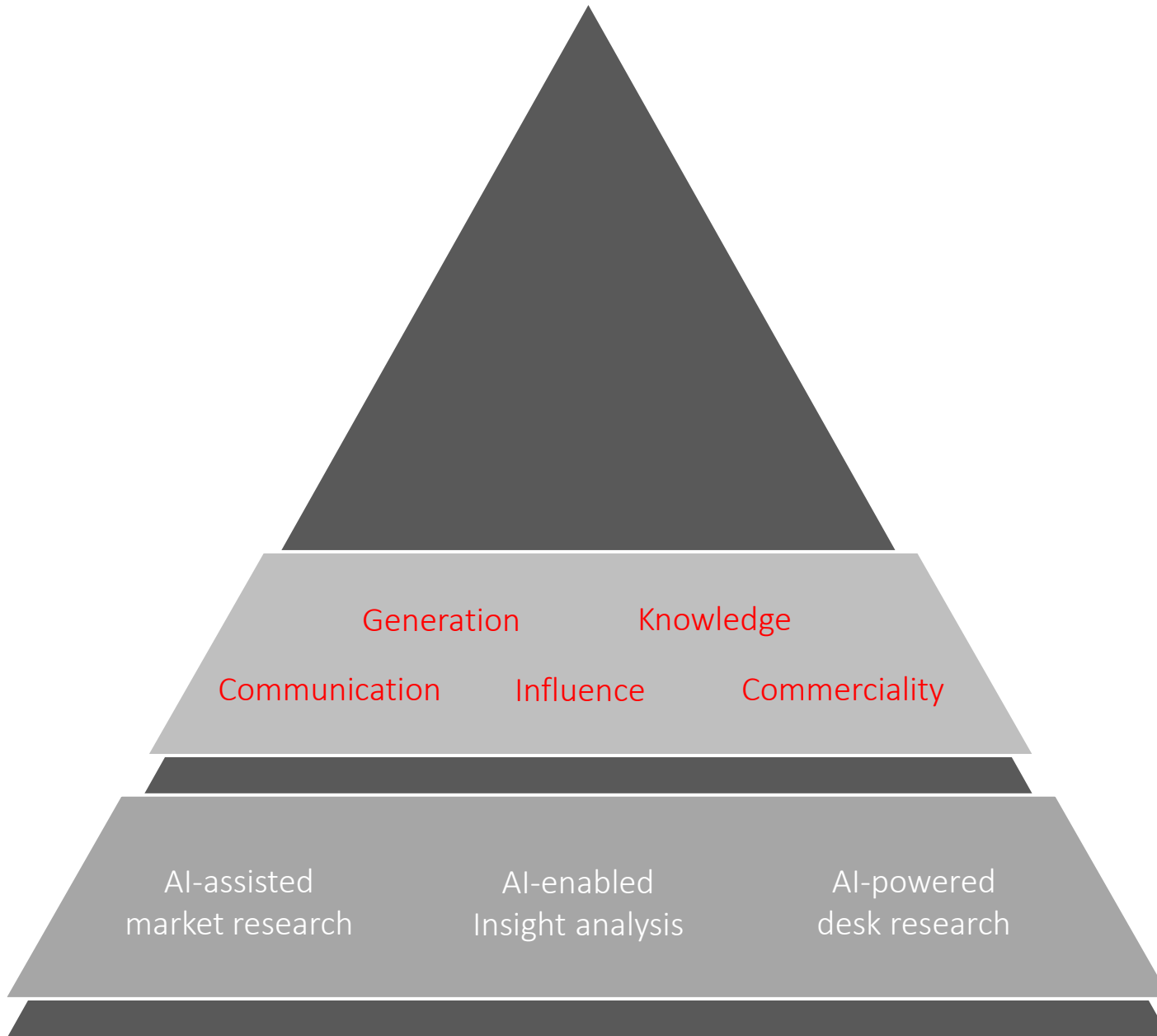
As Insight professionals,
we need to move our
centre of gravity up the
Insight Professionals'
Pyramid



Insight teams will need
evidence-based
foundations



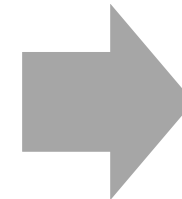
Foundation activity



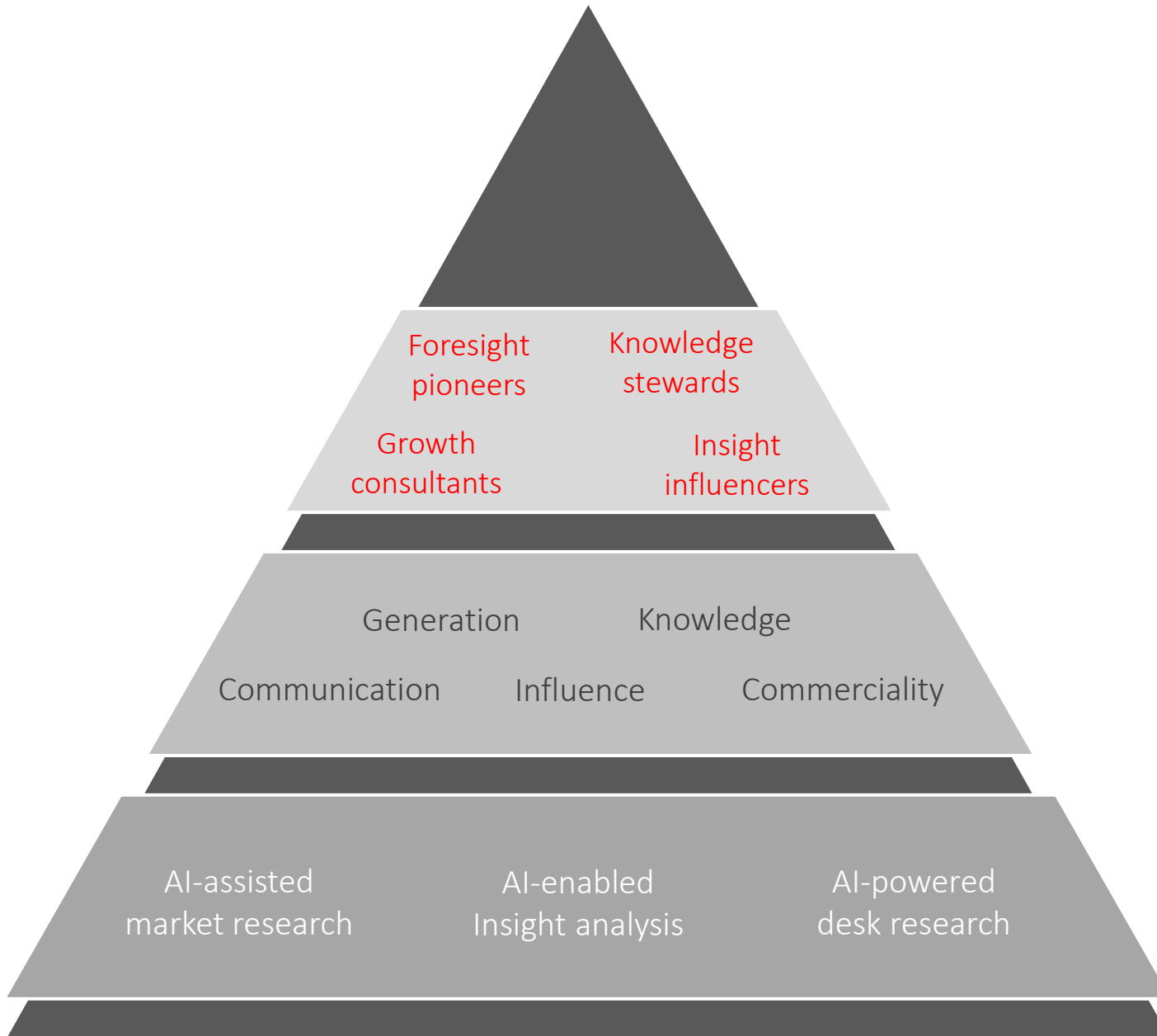
5 IMA best practice territories provide a toolkit for Insight managers



Insight manager toolkit



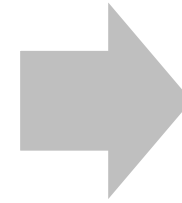
Foundation activity



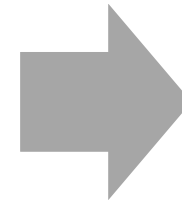
4 behavioural roles provide hats we should all wear



Behavioural roles



Insight manager toolkit



Foundation activity



Growth consultants



Foresight pioneers

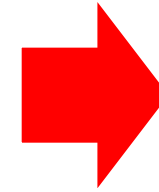


Knowledge stewards



Insight influencers





Ultimate ambition



Behavioural roles



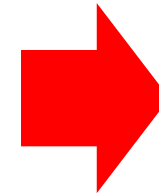
Insight manager toolkit



Foundation activity



Insight activists



Ultimate ambition



Behavioural roles



Insight manager toolkit



Foundation activity

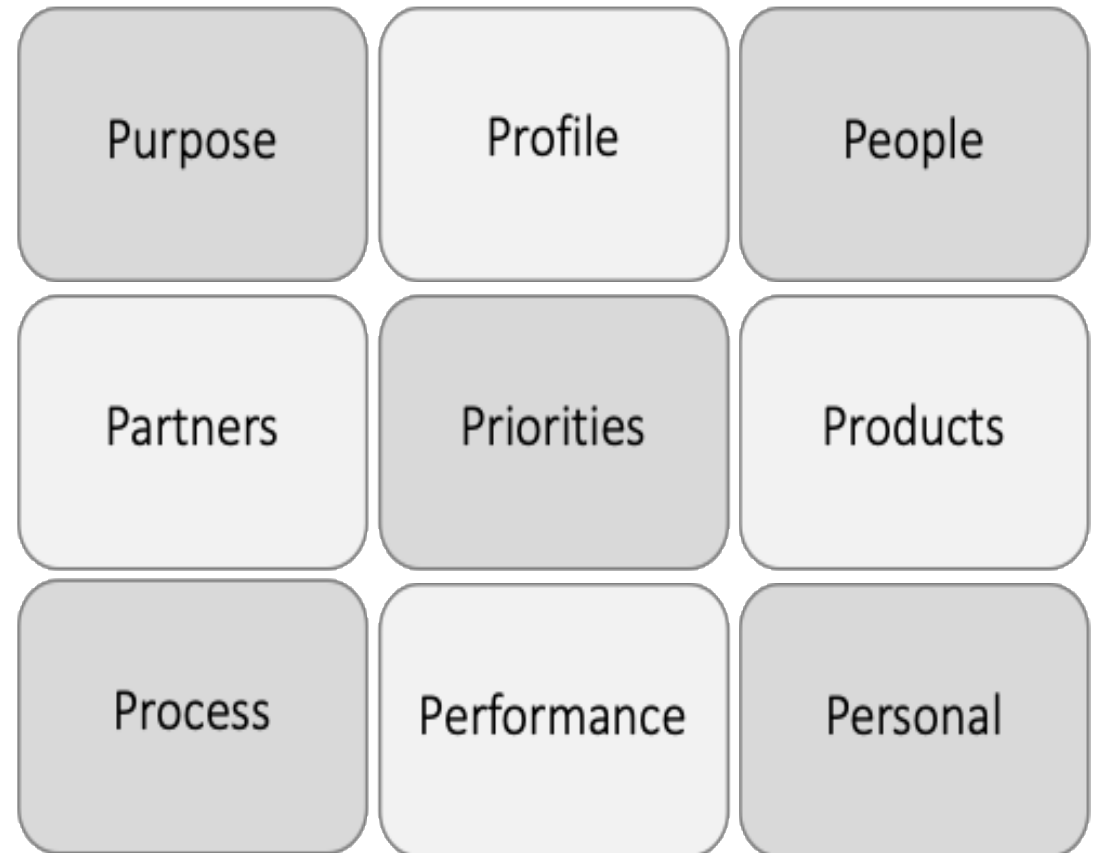
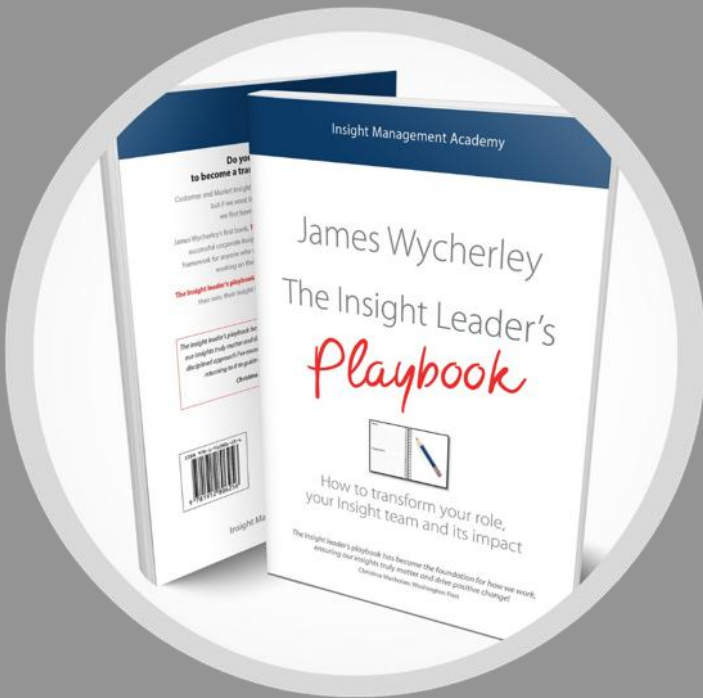
If Insight leaders fail to
plan, we plan to fail.

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



3

Adapt plans across all 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 and adapt 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



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

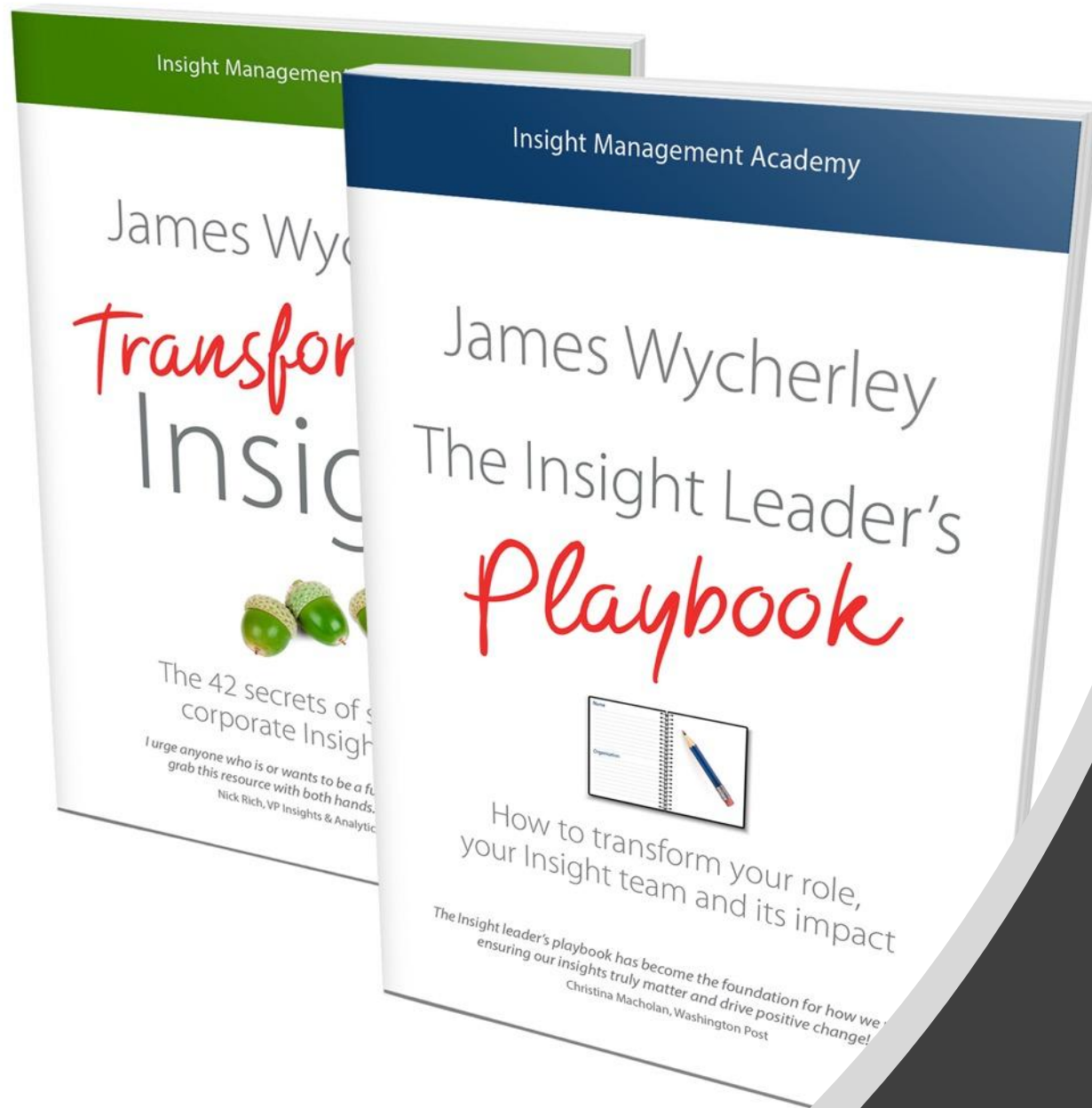


- Tune in to 93 episodes of the *Transforming Insight* podcast
- Take the 7-minute *Insight Leader's Healthcheck*
- Tap into the IMA's masterclasses, Insight forums, workshops, advice, benchmarking and network*



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





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For corporate Insight professionals
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Enhancing our role as knowledge stewards

Wed 12pm in Room 5

James Wycherley

Quirk's New York, July 2026

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