

Enhancing our role as knowledge stewards

James Wycherley

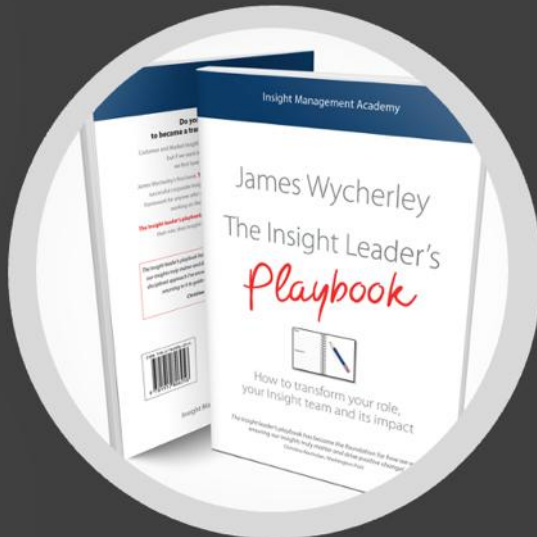
Quirk's New York, July 2026

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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*



Transforming the impact of insight





The future will belong to
Insight-driven organisations

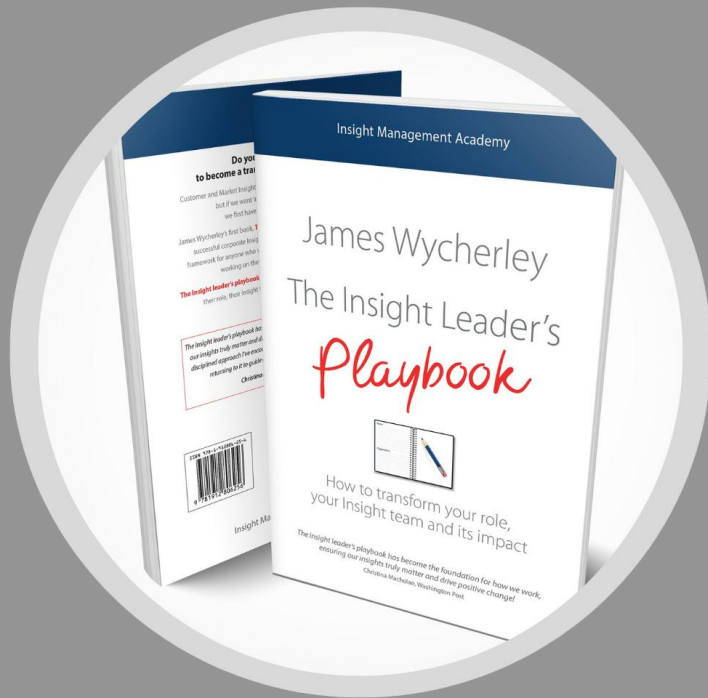
MADE
in Insight

RITZ
RESTAURANT



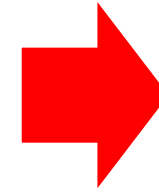
We need to shape the definition, development and decisions of Insight-driven organisations

Shaping the future of Insight in our Insight leader's playbook





Develop capabilities in line with the Insight professionals' pyramid



Ultimate ambition



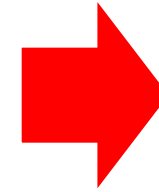
Behavioural roles



Insight manager toolkit



Foundational activity



Ultimate ambition



Behavioural roles



Insight manager toolkit



Foundational activity



A question for you...

How might your colleagues help your organisation if they behaved as knowledge stewards?



The evolution of Insight



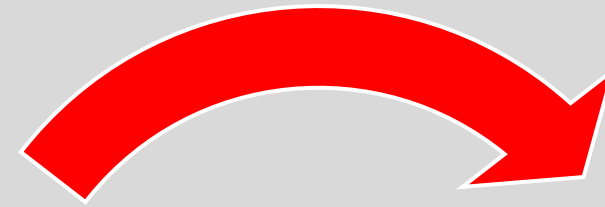
Insight is accumulated understanding and knowledge about how and why consumers in a market become customers of an organisation and create value for it

Creating effective insight
is an on-going process

Every project provides
context for the next one

Generate
new
insights

Cultivate
accumulated
insight





From knowledge management
to knowledge farming



Relentless focus on
big picture insight



Accumulated insight that we
can harvest year after year



Knowledge management is changing with AI

- Relied on lots of manual processes
- Took time and deliberate Insight team effort
- AI can enable, scale and accelerate these processes





The lines between
knowledge
development and
communication will
become even more
blurred

Our organisations will
need someone or some
function to bring clarity
and consistency, to
reduce noise and
cognitive chaos





***Stewardship** is the responsible planning,
management and care of resources – such as
environment, property of finances – entrusted to
one's care. It can preserve, protect and enhance
assets for the future*





Knowledge stewards
will need to work across
data sources and
organisational
boundaries

The role of the
knowledge steward
should be a good
cultural fit for Insight
professionals





How will knowledge
stewards behave?

Rebalance our time from
data hunting to
knowledge farming

- If evolution to farming has stalled, reignite it!
- Prioritise time for conversations and curation





Elevate our eyes to see
our decision-makers'
view of customers



- It's not just about curating what we know
- Ask how decision-makers see the consumer world
- Investigate discrepancies

Target knowledge state

- Who should know what?
- What is currently known and believed?
- What the plan to move to the target knowledge state





Challenge fake news



- Do not try to be data gatekeepers
- Start with the big picture messages
- Teach others to question source data



Act as knowledge stewards for
our organisations, for our
Insight teams and for ourselves





Over to you...

How might your colleagues help your organisation if they behaved as knowledge stewards?



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

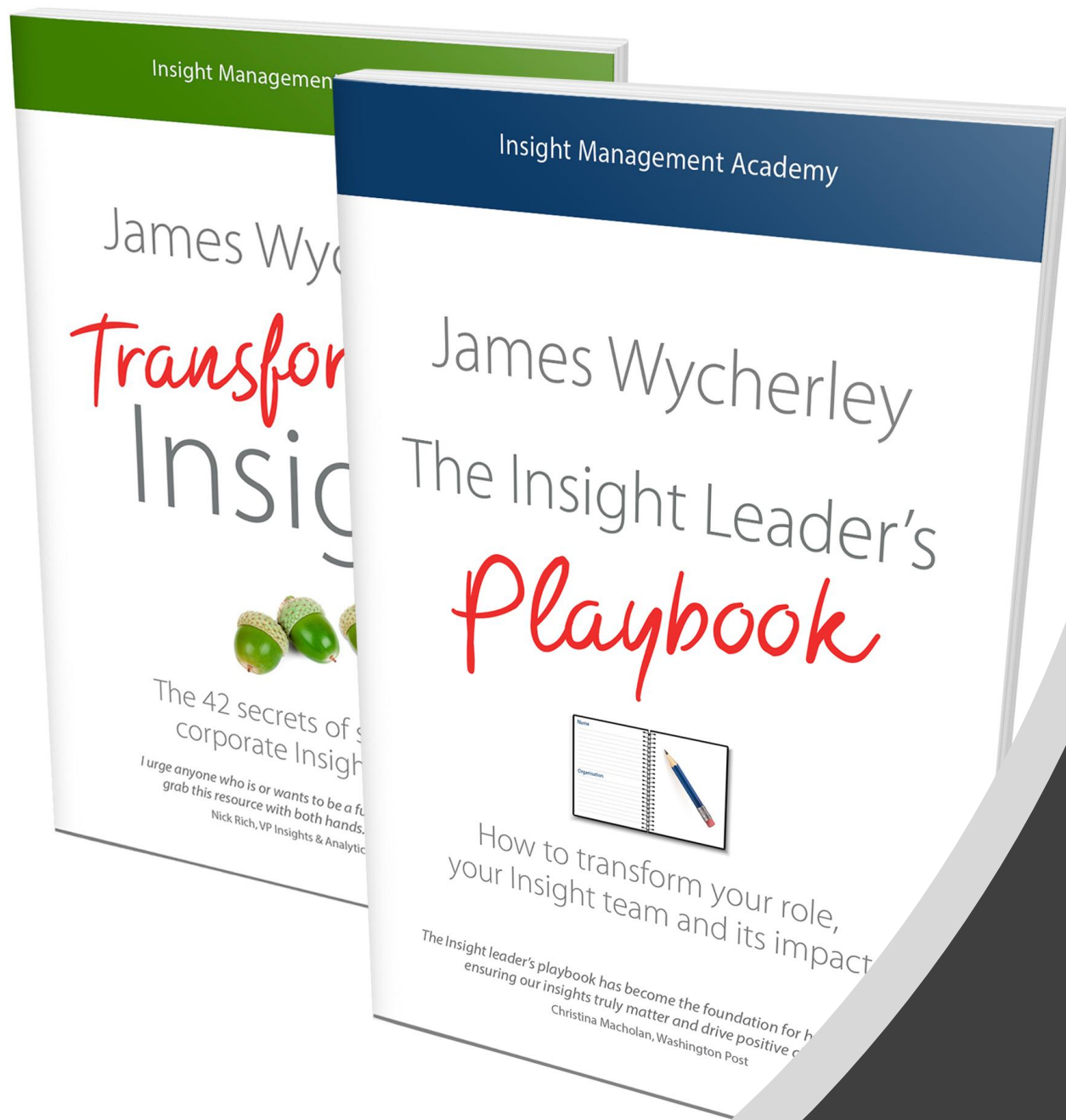


- Tune in to 93 episodes of the *Transforming Insight* podcast
- Take the 7-minute *Insight Leader's Healthcheck*
- Tap into the IMA's masterclasses, Insight forums, workshops, advice, benchmarking and network*



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





Complimentary copies for
corporate leaders!

*The Insight Leader's
Playbook*

OR

Transforming Insight

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