

FROM DATA-INFORMED TO KNOWLEDGE-DRIVEN

DEEP DIVE INTO
DECISION EVOLUTION



The-Thinking-Lens

Amodiovalerio Verde

ARE WE GETTING WISER?

For years, we've evolved from "data-driven" to "data-informed," but a key piece is missing.

● **DATA-DRIVEN:** Too passive. Outsourcing judgment to dashboards leads to incremental optimization at best.

● **DATA-INFORMED:** A great step, but stuck in the present. It restores human judgment but doesn't create compounding, long-term learning.



THE EVOLUTION OF DECISION MAKING

DATA-DRIVEN (2010s)

- *Focus:* Metrics & Dashboards
- *Pitfall:* Correlation = Causation



DATA-INFORMED (Early 2020s)

- *Focus:* Context & Human Judgment
- *Pitfall:* Focused Only on the Present



KNOWLEDGE-DRIVEN (Late 2020s)

- *Focus:* Reusable Decision Assets
- *Advantage:* Builds Compounding, Future-Defining Value



THE SOLUTION: BECOME KNOWLEDGE-DRIVEN

CORE IDEA

Turn every decision into a reusable, compounding asset.

WHAT IS KNOWLEDGE?

It's a reusable decision asset. It combines a verified effect with the specific context where it holds.

THE ANALOGY

 Data is the raw ingredient.

 Knowledge is the tested recipe card: what worked, why it worked, and how to repeat it.

THE ANATOMY OF KNOWLEDGE

A reusable decision asset must capture:

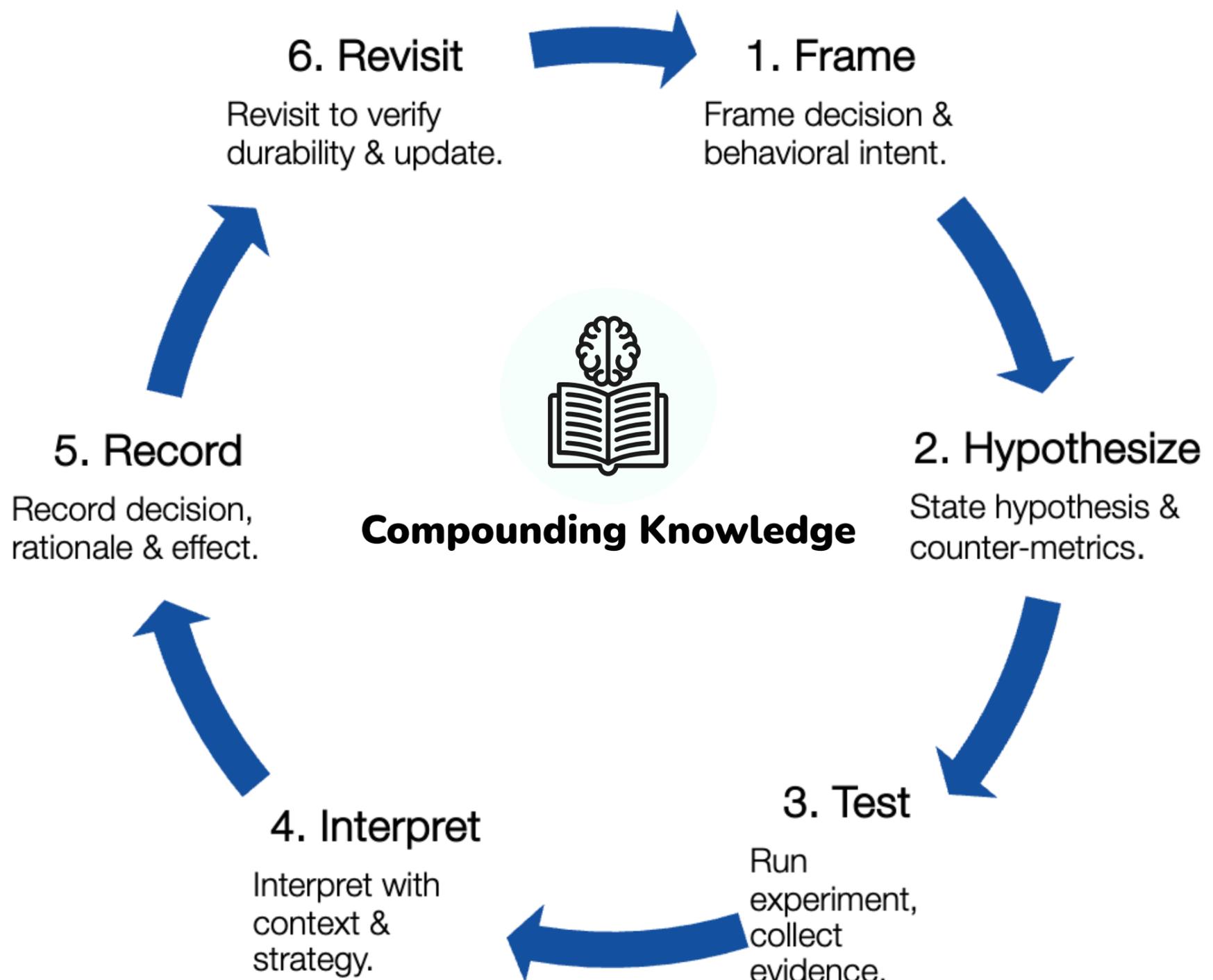
THE EFFECT: The proven change from our decision. No hand-waving.

THE CONTEXT: Where the effect holds and where it does not (e.g., audience, channel, season).

THE MEANING: Why it matters for long-term strategy and behavior.

THE DECISION RECORD: A short document capturing the above, with a revisit date to check for durability.

THE KNOWLEDGE-DRIVEN LOOP FROM DECISION TO ASSET



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THE AI FACTOR

MORE SIGNALS, LESS MEANING

THE RISK

The new temptation is to outsource understanding to machines.

THE REALITY

 AI provides signals.

 Humans provide meaning.

AI optimizes the "what."

Humans must anchor the "why".

KEY TAKEAWAY

A knowledge-driven approach keeps humans in control of strategy, foresight, and ethics.



HOW YOUR ROLE & FOCUS EVOLVES

DATA-DRIVEN

Asks: "What do the numbers say?"

Role: Passive Observer

Horizon: Reactive (Past)

DATA-INFORMED

Asks: "Does the data support our belief?"

Role: Active Interpreter

Horizon: Active (Present)

KNOWLEDGE-DRIVEN

Asks: "What does this decision mean for our long-term strategy?"

Role: Strategic Futurist

Horizon: Proactive (Future)



CLOSING THOUGHT

- Dashboards track history.
- Judgment shapes the present.
- Knowledge defines the future.

Being data-informed prevents you from being a slave to the numbers.

Being knowledge-driven ensures you are not a prisoner of the present.

Where is your team on this spectrum?

Read the full article on the-thinking-lens.com



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