Int. j. adv. multidisc. res. stud. 2024; 4(6):3520-3538

Received: 10-11-2024
Accepted: 20-12-2024

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Performance Dashboards and Data-Driven Decision-Making in Operations Management: A Conceptual Framework for Leadership Visibility

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DOI: https://doi.org/10.62225/2583049X.2024.4.6.6930
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Abstract
The binding constraint for operations leaders in 2024 is no longer the availability of data but the availability of attention, interpretation and authority. Enterprise systems, telematics, clinical systems, grid sensors and safety databases generate signals continuously, yet many executives still learn about material problems through escalation rather than observation. This paper develops a conceptual model linking performance dashboards to data-driven decision-making through an intermediate construct, leadership visibility, defined as the degree to which those accountable for an operating system hold a timely, accurate, shared and actionable representation of its state, its trajectory and its constraints. Dashboards improve decisions only insofar as they convert dispersed data into leadership visibility, and only insofar as the organization is structured so that what becomes visible can be acted upon by those who see it. The model specifies five layers, three dimensions of visibility, and contingency conditions including data quality, design quality, analytics capability, decision rights and environmental dynamism. It is built through an integrative synthesis of applied sources coded into six thematic streams, and advances fourteen propositions, a diagnostic logic based on a weakest-link property, and a research agenda.

Keywords: Performance Dashboards, Data-Driven Decision-Making, Operations Management, Leadership Visibility, Performance Measurement Systems, Business Intelligence, Key Performance Indicators, Visual Management, Decision Rights, Organizational Information Processing

1. Introduction

Operations organizations have never been better instrumented, and operations leaders have rarely been less confident that they know what is happening. A hospital operations director works across bed management, records, scheduling and staffing systems (Ohunyon *et al*., 2023), a utility manager has substation telemetry (M. A. Shittu *et al*., 2023), and a procurement director has spend analytics and supplier scorecards (Akinleye *et al*., 2023; Okoruwa *et al*., 2024).

Despite this, one complaint recurs across sectors: leaders learn about material problems late, from people rather than systems, and usually after the cost is incurred. Data abundance and managerial awareness have decoupled. The organization knows, in that the information exists somewhere, but the leadership does not, in that it lacks an actionable representation when a decision is required. Decision latency has been documented as a performance variable in healthcare operations (Nnaji & Akinlolu, 2022), and the same gap appears in supply chain visibility (Nnabueze *et al*., 2021), inventory management (Okonkwo *et al*., 2023) and safety, where hazard data is collected in volume yet fails to reach the level at which resources can be reallocated (Obogo *et al*., 2021; Obriki *et al*., 2023).

Performance dashboards are the dominant response. A dashboard here means a curated visual display consolidating what is needed to monitor and manage performance so it can be apprehended in one view or a few linked views. The genre has diffused widely: real-time indicator tracking (Tonoyan *et al*., 2024b), dashboards aimed at executive visibility gaps (Sanni & Atima, 2021b), hospital supply chain risk dashboards (Filani *et al*., 2022), national public health dashboards (Oparah *et al*., 2023) and continuous performance monitoring (Ogbole *et al*., 2021). By 2024 it is effectively universal in medium and large operations functions, and its record is uneven: dashboards proliferate, ownership fragments, definitions contradict, and attention drifts back to the review deck and the escalation email.

Three streams address parts of this problem, and each is incomplete alone. Work on indicator design addresses what should be measured and to whom accountability attaches (Sakyi *et al*., 2022b; Seyi-Lande *et al*., 2022; Ogbete & Aminu-Ibrahim, 2024), but treats the medium through which measurement reaches the manager as a design detail. Work on business intelligence value examines analytics-driven decisions (Lawal & Oduleye, 2021a; Medon & Oduleye, 2024), resource allocation (Anioke & Atima, 2023b; Owoade *et al*., 2022), performance intelligence in public services (Adelanwa *et al*., 2024b) and predictive analytics for demand and risk (Aifuwa *et al*., 2020; Tonoyan *et al*., 2021a), but locates its dependent variable at organizational performance, several causal steps from any artifact. Work on data foundations establishes quality architecture (Ilodigwe & Adesemoye, 2021), classification and traceability (Aliliele *et al*., 2024a), estate governance and integrity in regulated operations (Aneke *et al*., 2023), but does not explain why organizations with sound foundations still fail to act. What is missing is a construct connecting them: something dashboards produce and decisions consume.

The purpose is to develop a conceptual model explaining how and under what conditions dashboards improve data-driven decision-making, through the mediating construct of leadership visibility. The paper defines leadership visibility as a multidimensional organizational state rather than a property of a technology; develops a five-layer model in which each layer is necessary but insufficient for the value of the previous one, yielding a diagnostic logic in which a programme fails at its weakest layer rather than on average; advances fourteen propositions; and argues from a deliberately wide set of domains that the problem is generic to any setting in which accountability is centralized while observation is distributed.

2. Methodology

This is a conceptual paper, and its purpose is theory building rather than theory testing. It follows the conventions of the integrative narrative review, in which dispersed literature is read for recurring structure rather than aggregated for effect size, and the output is a set of defined constructs, an articulated model and testable propositions. No primary data were collected and no effect estimates are offered; the standard of evaluation is whether the constructs are defined and separable, whether the relationships are falsifiable, and whether the model is useful for diagnosis. What is missing in this field is not another correlation between analytics investment and firm performance but an account of the intermediate state connecting artifact to decision, and constructing that account requires abstraction across settings before measurement within one.

The synthesis draws on a consolidated multidisciplinary corpus spanning operations, supply chain and procurement, maintenance and reliability engineering, occupational safety, healthcare and public health operations, energy systems, financial governance and audit, information systems and education. From it, 145 sources were selected.

Three inclusion criteria applied. The source had to address indicator design, analytics, visual representation of performance, decision processes, data quality and governance, or adoption and capability. It had to concern an operating system in which accountability is centralized and observation distributed, the structural condition under which visibility becomes a problem. And it had to offer a framework, model, review or conceptual argument usable as an input to abstraction. Sources were excluded where the contribution was purely technical, clinical or policy-legal with no managerial decision component. Breadth was preferred to disciplinary narrowness for the reason given in Section 3.6: if the visibility problem is generic to the structural condition, evidence from unrelated domains supports the construct more strongly than repeated evidence from one.

Each source was assigned to a primary stream; six emerged and became the structure of Section 3. Sources were then read for the constraint each identified as binding. This second pass produced the observation on which the model rests: different streams locate the failure of dashboard programmes at different points, and each describes a different layer of one chain. Measurement research locates it in indicator selection, visualization research in representation, adoption research in use, governance research in definitional drift, and safety and audit research in the conversion of observation into completed action.

The five layers were abstracted from those constraint descriptions, and the three dimensions derived by asking what property each layer produces. The weakest-link property was inferred rather than observed, since each layer is necessary for the value of the previous one. Propositions were formulated wherever the synthesis suggested a directional relationship that could be disconfirmed, expressed as moderation where the direction was conditional.

Three features constrain what can be claimed. The corpus consists substantially of conceptual, framework and review contributions rather than primary studies reporting measured effects, which supports construct development but not effect estimation. Selection and coding were performed by a single analyst without a second coder. And no formal systematic review protocol was followed; this is an integrative synthesis with stated criteria, not an exhaustive survey.

3. Literature Synthesis

3.1 Performance measurement, indicators and accountability

Applied work treats indicator design as an instrument of alignment, in cross-functional frameworks (Seyi-Lande *et al*., 2022), in accountability effects across large commercial organizations (Sakyi *et al*., 2022a, 2022b; Nnabueze *et al*., 2023), and in the question of whether measured activity becomes measured outcome or long-horizon asset value (Ogbete & Aminu-Ibrahim, 2024; Aminu-Ibrahim & Ogbete, 2023; Ogbete *et al*., 2023). Parallel arguments appear in education, where progress data individualizes instruction and monitors implementation fidelity (T. J. Yeboah & Oloto, 2023; T. J. Yeboah *et al*., 2022), and in public health governance (Anioke & Atima, 2023a, 2023c).

Two themes recur. Measurement acts on outcomes through behaviour, so the interesting question is what people attend to and do differently once a measure exists. And systems built for periodic reporting fit poorly with environments changing faster than the reporting cycle, a mismatch visible in demand forecasting error (Aifuwa *et al*., 2020; Tonoyan *et al*., 2024a) and in staffing volatility during expansion (Falemi *et al*., 2023a).

3.2 Dashboards, visualization and executive oversight

A distinct stream addresses the display: real-time indicator tracking as automated monitoring (Tonoyan *et al*., 2024b), business intelligence dashboards as a remedy for executive visibility gaps (Sanni & Atima, 2021b), and integrated visualization for continuous monitoring (Ogbole *et al*., 2021). In procurement, visualization's role in decision effectiveness is a research question rather than a presentational afterthought (Babatope *et al*., 2023), with related work on profitability analysis (Akin-Oluyomi *et al*., 2020) and lifecycle performance reporting (Adelanwa *et al*., 2023a).

Domain applications extend the picture, in hospital supply chain risk dashboards (Filani *et al*., 2022), professional training analytics (Orise & Niniola, 2022), public health surveillance dashboards (Oparah *et al*., 2023), platform monitoring in media operations (Basnet *et al*., 2023, 2024; Oghenemaiga *et al*., 2024), board-level measurement running from posture to executive reporting (Adegbite *et al*., 2024b), and analytics framed as a route from big data to strategy (Rukh *et al*., 2023a). The stream establishes the dashboard as a widely instantiated genre. It establishes less clearly the mechanism by which a display changes a decision; most contributions specify the artifact and assert the benefit.

3.3 Data-driven decision-making

A third stream treats decision-making as the object of study, in policy models, production efficiency, digital tools, predictive models and artificial intelligence applied to operating decisions (Michael & Ogunsola, 2021b, 2021c, 2023a, 2023c). In finance, executive decision systems, capital allocation, forecasting accuracy, integrated data management, cost management and planning, decision analytics and predictive budgeting address the same transition from reporting to deciding (Adesuyi *et al*., 2022; Agu *et al*., 2023b; Lawal & Oduleye, 2021a, 2021b, 2023a; Medon & Oduleye, 2023, 2024; Oduleye & Medon, 2021).

Operations treatments are equally direct: data-driven operations management as a performance lever (Efobi *et al*., 2021), micro-enterprise bottleneck analysis (Eyetsemitan *et al*., 2024b), and multi-site efficiency framed around data-driven indicators (Akin-Oluyomi & Akhigbe, 2023a). In healthcare, analytics-driven models address workflow inefficiency, decision support serves resource planning, and real-world evidence is positioned as a route to system performance (Adelanwa *et al*., 2024a; Ilodigwe & Adesemoye, 2024a; Nnaji & Akinlolu, 2023). Decision-making under artificial intelligence assistance is framed as a general capability question, scenario modelling as a long-range instrument (Filani *et al*., 2023), and cost governance and integrated intelligence architectures extend the logic to the enterprise (Adesuyi *et al*., 2023). The recurring finding is mediation: technology influences outcomes through decision processes, which are organizational rather than technical. Analytics governance work makes the point sharpest by treating executive decision-making gaps as the phenomenon to be explained.

3.4 Data foundations, quality and governance

No display is better than its inputs. A governance and architecture framework for interoperability, quality and analytics at national scale has been proposed for health systems (Ilodigwe & Adesemoye, 2021), with analogous enterprise concerns in misconfiguration monitoring and API risk prioritization (Aliliele *et al*., 2023a, 2023b), sensitivity classification and traceability (Aliliele *et al*., 2024a), compliant architecture for healthcare analytics (Aliliele *et al*., 2024b), lakehouse governance and continuous auditing, and reviews of integrity failures and remediation in regulated operations (Aneke *et al*., 2023). Risk-based architecture ties design to risk posture (Mbonu *et al*., 2021a), with related work on legal and ethical risk modelling (Mbonu *et al*., 2020), impact assessment in multi-cloud infrastructure (Mbonu *et al*., 2022a) and blockchain-based audit trails (Oshoba *et al*., 2020). Governance frameworks address the same problem for digital supply chains (Okonkwo *et al*., 2024a), consolidated financial reporting (Bola-Sadipe *et al*., 2023) and digital health learning systems.

Two attributes recur as decisive. Provenance, the ability to trace a displayed value to its originating transaction, makes contested numbers adjudicable. Semantic consistency, one agreed definition per measure across systems and sites, is the most common practical failure in multi-site operations.

3.5 Analytics capability, adoption and human factors

A fifth stream asks whether organizations can absorb what analytics offers. Adoption research argues that supply chain analytics frequently fails for reasons unrelated to model quality, specifically the absence of positioning, communication and change work (Ogundairo & Ayivi-Donkor, 2024a). Readiness frameworks make the same case from the workforce side (Akhigbe *et al*., 2024), alongside lean change management, structured validation through user acceptance testing, workflow automation in small practices and governance alignment in joint ventures (Eyetsemitan *et al*., 2020, 2023a, 2023b, 2024a).

Human factors research supplies the cognitive side. Attribution research establishes that identical evidence yields different conclusions depending on the model and the frames decision-makers bring (Sanni *et al*., 2022), and interpretability of model-derived outputs becomes a condition of their usability (Nwakamma *et al*., 2024a). Trust as a precondition for use appears in the modelling of community trust as a measurable variable (Komi, 2024), and in behavioural security work showing that awareness changes behaviour unevenly (Onche & Ogbonna, 2022; Onche *et al*., 2020, 2023, 2024). Capability building is the complement, in talent development, workforce optimization, the integration of workforce strategy with operational analytics, and the linkage of leadership effectiveness to measurable outcomes (Akhigbe *et al*., 2023; Falemi *et al*., 2020, 2023b, 2024).

3.6 Domain evidence: where visibility already matters

The model draws deliberately on domains beyond manufacturing, because the problem recurs wherever accountability is centralized and observation distributed.

Supply chain and procurement: End-to-end visibility frameworks address transparency and traceability (Nnabueze *et al*., 2021), and inventory visibility is modelled as a determinant of plant uptime (Okonkwo, Mayo, *et al*., 2023; Okonkwo *et al*., 2024c). A large adjacent literature treats procurement and logistics as a control problem, covering continuity, uptime, network design, national-scale optimization, project risk, port logistics, vendor governance and resilience (Ogunwole *et al*., 2021; Okonkwo,

Ogunwole, *et al*., 2021; Okonkwo *et al*., 2020, 2021, 2024b, 2024c, 2024d, 2024e, 2024f), and analytics, automation and transparency in sourcing (Ahiaeke Patrick *et al*., 2020, 2021; Akinleye, 2023, 2024; Akinleye & Adeyoyin, 2021, 2022a, 2022b; Akinleye *et al*., 2023; Akin-Oluyomi *et al*., 2023, 2024; Akokodaripon *et al*., 2023; Efobi *et al*., 2022a; Okoruwa *et al*., 2024; Tonoyan *et al*., 2024a). Lean and governance work addresses waste, supplier relationships, network governance, bottlenecks and strategic alignment (Akin-Oluyomi & Akhigbe, 2022, 2023b, 2023c; Efobi *et al*., 2022b; Ike *et al*., 2021, 2022), while digital twins, blockchain, risk architecture, predictive analytics and carbon accounting extend the logic to turnaround, traceability, partnership exposure, emissions and disclosure quality (Abioye *et al*., 2023; Akinlade *et al*., 2024; Azeez & Badmus, 2024a; Ekwunife *et al*., 2024; Ike *et al*., 2024a, 2024b; Lamidi, 2023; Okojie *et al*., 2020, 2023). Humanitarian and service logistics supply the case where latency is existential (Anene & Clement, 2022; Nnabueze *et al*., 2024; Sakyi *et al*., 2024b).

Maintenance and reliability: The move from reactive to predictive maintenance is a visibility transition before a technological one (Sunday *et al*., 2020). Condition monitoring, failure analysis, vibration and fault detection, load management, reliability-centred maintenance, semiconductor and Industry 4.0 methodologies, preventive programmes in renewable energy, inspection and integrity assessment, interpretable failure prediction and scheduling for ageing assets all describe one movement, in which a condition invisible until failure becomes observable in advance (Atta *et al*., 2020, 2021, 2022; Komi & Adamolekun, 2021, 2022; Kumuyi *et al*., 2024a; Mayo *et al*., 2021; Omoegun *et al*., 2023; Sunday & Omoegun, 2022; B. K. Yeboah & Ike, 2020; B. K. Yeboah *et al*., 2024).

Occupational safety: Safety is the closest analogue, having long separated leading from lagging signals. Work links leading signals to injury-free performance and covers near-miss and hazard data, proactive identification from digital streams, continuous monitoring, risk control in energy infrastructure, human error and behavioural recurrence, contractor governance, heat stress and emergency readiness, and predictive analytics for early detection (Adeyelu, 2020, 2022; Arumosoye & Obriki, 2020, 2022, 2023; Obogo *et al*., 2021; Obriki & Arumosoye, 2020, 2022, 2023, 2024a; Obriki *et al*., 2023). Most directly relevant, safety leadership presence in temporary project organizations has been linked to culture outcomes (Arumosoye & Obriki, 2024), which is a statement about leadership visibility in its most literal form. Learning maturity, safety leadership, culture models, audit and system review, institutionalized practice, workforce training and prevention-oriented learning complete a domain whose central problem is converting observation into action (Adeyelu, 2021, 2023; Arumosoye & Obriki, 2021, 2024; Obogo *et al*., 2020a, 2022, 2023, 2024; Obriki & Arumosoye, 2021, 2024b; Obriki *et al*., 2022a).

Healthcare, energy and warehousing: Decision latency, patient flow, coordination, workforce planning, infection control, emergency response, informatics and record protection, laboratory and ward throughput, resource allocation and diagnostic capacity are visibility problems in clinical operations (Akinlolu *et al*., 2023, 2024; Aminu-Ibrahim *et al*., 2020; Anioke & Atima, 2023b; Ilodigwe & Adesemoye, 2024b; Nnaji & Akinlolu, 2022, 2024a; Ogunboye *et al*., 2023; Ohunyon *et al*., 2023, 2024; Omaghomi *et al*., 2022, 2023; Owoade *et al*., 2022). In energy, digital twins render physical systems continuously observable, in substation monitoring, renewable asset maintenance, resource-constrained sites, process control, grid operation and distribution design, forecasting and environmental compliance (Adeniji *et al*., 2020; Adenuga, 2022, 2023; Komi, 2021; Komi & Adeniji, 2023; H. Shittu & M. A. Shittu, 2024; H. Shittu *et al*., 2021, 2024; M. A. Shittu *et al*., 2022, 2023). Autonomous mobile robots in warehousing raise a new kind of question, since the operating system becomes partly self-directing (Akanbi & Sunday, 2024).

Financial, audit and compliance operations: Governance determines whether observation produces action, in transparency and strategic execution, partnership accountability, audit liaison and corrective action planning, evidence standards, automated close controls, compliance analytics, technology-enabled internal audit, predictive risk assessment, audit quality, variance analytics, anomaly detection and cyber risk quantification (Agu *et al*., 2023a; Akomolafe *et al*., 2023a, 2023b; Aliliele *et al*., 2024; Aminu-Ibrahim *et al*., 2024; Atakpa & Fobellah, 2023; Dosunmu & Ogundele, 2024b, 2024d; Ebhojie *et al*., 2023a), all making one argument: measurement exists to change resource allocation.

Four claims follow. Measurement systems act on outcomes through behaviour. Display design affects comprehension. Analytics value is mediated by decision processes. Foundations, capability and culture condition all of the above. What no treatment does is specify the intermediate organizational state that dashboards produce and decisions consume, in a form decomposable enough to diagnose when a programme underperforms.

4. Theoretical Foundations

4.1 Organizations as information-processing systems

The first perspective treats uncertainty as the gap between information required and possessed, with organizations responding by reducing the requirement or increasing processing capacity. Dashboards are a capacity mechanism, and capacity is valuable only when matched to requirement: stable operations gain little from real-time visibility because periodic reporting already closes the gap, while operations with high uncertainty, tight coupling and short response windows gain a great deal. The forecasting literature makes the requirement side visible, in demand volatility, cross-channel uncertainty (Wedraogo & Sanni, 2024) and vendor risk in extended networks (Tonoyan *et al*., 2024a), and the problem is sharpest where a commitment must be made before the uncertainty resolves, as in online lead time quotation under contingency (Ekun & Muriel, 2024). The fit logic in Section 8 follows from this.

4.2 Sensemaking and the construction of meaning

The second perspective corrects a naive reading in which a chart transmits a fact to a manager who acts. Dashboards supply cues noticed selectively and fitted into pre-existing frames, so two executives viewing the same declining trend will construct different accounts, one reading maintenance failure and the other scheduling failure. Attribution research documents systematic divergence in the conclusions drawn from identical evidence, since the same data supports incompatible causal accounts depending on the model applied, making resolution a governance problem rather

than a statistical one (Sanni *et al*., 2022). Interpretation, not availability, is therefore the limiting factor, which makes interpretive visibility a distinct dimension that better charts cannot engineer away.

4.3 Capability and the limits of recognition

The third perspective holds that recognizing the value of new information depends on prior related knowledge. A team without prior understanding of the relationship between changeover frequency and quality escapes will see the correlation and fail to recognize what it implies. Prior knowledge makes a pattern legible, which is why capability building appears in the model as a governance function rather than a training afterthought (Falemi *et al*., 2020; Akhigbe *et al*., 2024; Arumosoye & Obriki, 2021).

4.4 Affordances, adoption and the surveillance risk

The fourth perspective holds that a technology offers action possibilities actualized differently by different actors. A dashboard affords monitoring, comparison, drill-down, exception detection and, importantly, surveillance, and which affordances are actualized is an organizational choice. Analytics initiatives fail for reasons unrelated to model quality when positioning and embedding are not done (Ogundairo & Ayivi-Donkor, 2024a), validation practice recognizes that deployment is not adoption (Eyetsemitan *et al*., 2023a, 2023b), and behavioural security work shows that awareness of a control does not reliably produce compliance (Onche *et al*., 2024). Where actors perceive a dashboard as an instrument aimed at them, they manage the metric rather than the process, which underpins the failure modes in Section 9.2 and the boundary condition in Section 8.4.

5. Core Constructs

5.1 Performance dashboard

A performance dashboard is a curated, persistently available visual representation of a defined set of indicators for a defined operating scope, supporting monitoring and decision-making by identified users at a defined cadence. It is curated rather than a raw query environment, persistent rather than a one-off analysis, scoped rather than a general reporting estate, and cadenced, linking it to a decision rhythm.

Three types are distinguished by decision horizon: operational dashboards for intraday exception management (Filani *et al*., 2022; Obriki *et al*., 2023), tactical dashboards for weekly and monthly gap-closing (Akin-Oluyomi & Akhigbe, 2023a; Edivri & Oteri, 2024) and strategic dashboards for allocation decisions (Adegbite *et al*., 2024b; Dosunmu & Ogundele, 2024b).

5.2 Leadership visibility

Leadership visibility is the degree to which those accountable for an operating system hold a timely, accurate, shared and actionable representation of its state, its trajectory and its constraints. It is located in the leadership group rather than in the technology or any individual, because operations decisions are made by a coalition. It has three dimensions.

Temporal visibility concerns latency: the interval between an event occurring and the accountable decision-maker becoming aware of it. It is high when that interval is short relative to the window in which corrective action remains effective, so hourly refresh is excellent visibility for a quarterly capital decision and poor visibility for a cold chain excursion. Decision latency has been treated directly as a performance variable (Nnaji & Akinlolu, 2022), and predictive maintenance is precisely a reduction in awareness latency relative to the failure window (Kumuyi *et al*., 2024a; Sunday *et al*., 2020).

Structural visibility concerns coverage and granularity: how much of the system is represented, at what decomposition, and with what ability to traverse levels. It is high when a leader can move from an aggregate outcome to the site, line, shift, stock unit or supplier driving it without leaving the analytical environment. Low structural visibility produces the condition in which leaders know a number moved but not where or why (Nnabueze *et al*., 2021; Okonkwo *et al*., 2023).

Interpretive visibility concerns shared meaning: whether the represented state is understood consistently, attributed to plausible causes and connected to available responses. It is high when a measure has one agreed definition, when its normal variation is understood, and when its movement implies known candidate actions. Its foundations lie in definitional control (Aliliele *et al*., 2024a; Ilodigwe & Adesemoye, 2021), the resolution of attribution disputes (Sanni *et al*., 2022) and the frames decision-makers bring.

The dimensions are separable: an organization can hold excellent temporal and structural visibility alongside near-zero interpretive visibility, which is the signature of the over-instrumented enterprise.

5.3 Data-driven decision-making and outcomes

Data-driven decision-making is treated as a property of a decision process with four observable elements: evidence is consulted before commitment; the evidence is relevant; competing interpretations are tested against data rather than by hierarchy alone; and the decision and its rationale are recorded in a form permitting later evaluation. This avoids the circularity in which good decisions are inferred to have been data-driven, and aligns with auditability arguments in audit trail design (Oshoba *et al*., 2020) and corrective action governance (Ebhojie *et al*., 2023a).

The model distinguishes decision quality, meaning procedural rationality, timeliness and confidence calibration, from operational outcomes such as cost, quality, delivery, safety and asset utilization. Good decisions in volatile environments still produce bad outcomes some of the time, and outcome measures are confounded by exogenous shocks (Efobi *et al*., 2023; Ogunwole *et al*., 2021).

6. The Conceptual Model

6.1 Overview

The model is a layered mediation structure in which dashboards act on decisions and outcomes through leadership visibility, each layer conditioning transmission to the next.

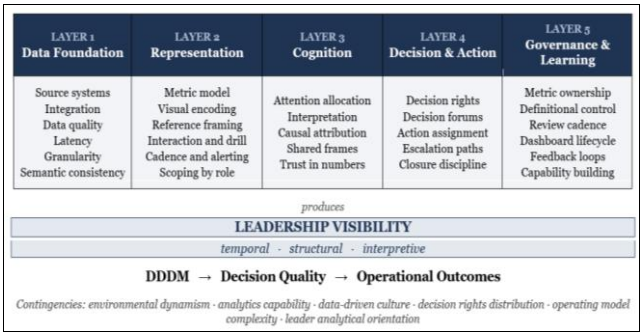

Fig 1: Layered model linking performance dashboards to operational outcomes through leadership visibility

Layers one and two principally produce temporal and structural visibility; layers three and five principally produce interpretive visibility; layer four converts visibility into decisions. The correspondence is not exclusive, since cadence choices in layer two shape interpretation and quality failures in layer one corrode trust.

6.2 Layer one: Data foundation

The data foundation comprises source systems, integration, quality management, latency and granularity, and its output is a set of quantities with known provenance. Provenance makes contested numbers adjudicable, and integrity research treats traceability as the precondition for everything downstream (Aneke *et al*., 2023). Latency sets the floor for temporal visibility and granularity the ceiling for structural visibility, since no display can outrun its pipeline and aggregation destroys information irreversibly. Semantic consistency is the most common practical failure in multi-site operations, addressed by interoperability architecture (Ilodigwe & Adesemoye, 2021), classification and traceability (Aliliele *et al*., 2024a) and governance over consolidated estates.

The foundation is necessary and radically insufficient. Organizations over-invest here on the theory that a platform will produce decisions, and are surprised when it does not. Risk-based architecture makes the point implicitly by tying design to the risk posture it informs rather than to volume as an end (Mbonu *et al*., 2021a).

6.3 Layer two: Representation

The representation layer converts data into a display, comprising the metric model, visual encoding, interaction design, scoping by role, and cadence and alerting. Four principles matter.

The metric model should derive from decisions rather than data availability; procurement research treats the decision as the design input (Babatope *et al*., 2023), and indicator research ties measure selection to the accountability structure it serves (Sakyi *et al*., 2022b; Seyi-Lande *et al*., 2022).

Reference framing dominates encoding, because an operations number is nearly meaningless in isolation. The same equipment effectiveness figure implies opposite actions depending on whether it is compared with last week, with plan, or with a sister plant, so the choice of reference is managerial rather than aesthetic.

Variation must be distinguishable from signal. A display drawing attention to every movement trains users to react to common-cause variation, which is the classic tampering error, while displays incorporating control limits or explicit uncertainty produce better decisions. Proactive hazard analytics addresses the same discrimination problem from the modelling side, separating precursor signal from background rate (Obriki & Arumosoye, 2023; Obriki *et al*., 2023).

Scoping by role is the least-used lever, since one dashboard serving executives, plant managers and supervisors serves none well (Edivri & Oteri, 2024; Oteri & Edivri, 2024).

6.4 Layer three: Cognition

The cognition layer is where a display becomes an understanding, comprising attention, interpretation, attribution and trust.

Attention is the binding constraint. A dashboard competes not with another dashboard but with email, meetings and escalations, and wins attention when consultation is embedded in an existing ritual. This is the digital equivalent of the management walkthrough, whose presence and regularity have been linked to safety culture outcomes precisely because the ritual, not the observation technology, produces the visibility (Arumosoye & Obriki, 2024).

Interpretation and attribution are where frames operate, and which causal account prevails is partly a function of organizational interest. Attribution modelling shows this formally, since the choice of model reallocates credit among functions with budget consequences (Sanni *et al*., 2022).

Trust operates as a gate. One instance of a number being wrong in a leadership forum can suppress reliance on the whole environment for months. Trust is asymmetric, expensive to build and cheap to destroy, which argues for fewer measures, defensible, over comprehensive coverage. Perceived reliability conditions use independent of technical performance (Komi, 2024), and explainability research argues the same for model-derived outputs (Nwakamma *et al*., 2024a).

6.5 Layer four: Decision and action

Visibility without authority produces frustration rather than performance. This layer comprises decision rights, forums, action assignment, escalation paths and closure discipline, and the critical question is whether visibility and authority are co-located. In the aligned configuration the person who sees the signal can act, supporting fast local correction (Akanbi & Sunday, 2024). In the escalation configuration the person who sees must ask someone else to act, introducing delay proportional to hierarchical distance. In the surveillance configuration a senior actor intervenes without local context, which reliably produces defensive reporting.

Closure discipline, meaning the tracking of whether an action arising from a signal was completed and whether the measure responded, distinguishes a management system from a monitoring system. Corrective action planning formalizes this loop, treating the tracked action rather than the finding as the unit of accountability (Ebhojie *et al*., 2023a; Obriki & Arumosoye, 2024b).

6.6 Layer five: Governance and learning

The governance layer sustains the other four, comprising metric ownership, definitional control, review cadence, lifecycle management including retirement, and capability building. Estates decay predictably: new dashboards are created, old ones are never retired, definitions drift, ownership lapses, and within a few years an organization

holds hundreds of dashboards of which a small minority are trusted. Lifecycle management is therefore a determinant of interpretive visibility, not administrative hygiene.

Embedded controls make governance structural rather than procedural, since controls built into the enterprise system operate whether or not anyone remembers to apply them (Oshoba *et al*., 2020). Codification converts individual practice into organizational capability (Eyetsemitan *et al*., 2022), and governance frameworks for artificial intelligence extend the logic to model-derived measures, where definitional drift is compounded by model drift (Ominyi & Anichukwueze, 2024).

6.7 The weakest-link property

The model is multiplicative rather than additive, because each layer is necessary for the value of the preceding one. Excellent data with poor representation yields unread dashboards; excellent representation with poor cognition yields misread dashboards; excellent cognition with no decision rights yields informed powerlessness; excellent everything with no governance yields decay.

The correct diagnostic question is therefore not how mature the analytics function is but which layer is currently binding, and marginal investment should go there regardless of where enthusiasm or budget sits. Maturity research in adjacent domains supports staged rather than uniform development (Arumosoye & Obriki, 2021).

7. Propositions

P1. Dashboard implementation is positively associated with data-driven decision-making, and the relationship is fully mediated by leadership visibility.

P2. The dimensions contribute unequally, interpretive visibility exerting the strongest effect, then structural, then temporal, because temporal and structural advantages are discounted when information is not consistently understood or trusted (Sanni *et al*., 2022).

P3. Data foundation quality is positively associated with temporal and structural visibility, and its association with interpretive visibility is mediated by trust (Aneke *et al*., 2023; Ilodigwe & Adesemoye, 2021).

P4. Deriving the metric model from enumerated recurring decisions, rather than from available data, is positively associated with use and interpretive visibility (Babatope *et al*., 2023).

P5. Design quality, particularly reference framing and visual separation of common-cause from special-cause variation, is positively associated with interpretive visibility and negatively associated with tampering responses.

P6. Role-scoped dashboards are more strongly associated with use than enterprise-wide dashboards of equivalent data quality (Edivri & Oteri, 2024).

P7. Embedding consultation within an existing decision ritual is more strongly associated with use than improvements in accessibility or usability (Arumosoye & Obriki, 2024).

P8. Trust mediates the relationship between foundation quality and use, asymmetrically: observed errors reduce trust faster than sustained accuracy rebuilds it (Komi, 2024).

P9. The visibility-to-decision-quality relationship is moderated by the alignment of visibility and decision rights: strongest when aligned, attenuated under escalation, negative under surveillance.

P10. Closure discipline is positively associated with the conversion of visibility into outcomes, and its absence predicts the decoupling of monitoring from management (Ebhojie *et al*., 2023a; Obriki & Arumosoye, 2024b).

P11. Leadership visibility relates to outcomes through data-driven decision-making and decision quality, with no meaningful direct path.

P12. Environmental dynamism positively moderates the visibility-to-outcome relationship; under stable conditions incremental visibility yields diminishing returns (Tonoyan *et al*., 2024a).

P13. Analytics capability, particularly managerial analytical skill and prior domain knowledge, positively moderates the conversion of visibility into data-driven decision-making (Falemi *et al*., 2020).

P14. Estate governance is positively associated with sustained interpretive visibility, and its absence predicts decay even where foundation quality holds constant (Aliliele *et al*., 2024a; Okonkwo *et al*., 2024a).

8. Contingencies and Boundary Conditions

8.1 Fit between decision horizon and dashboard type

Value arises from fit rather than sophistication. Operational dashboards serve short-cycle, locally actionable decisions, and their dominant dimension is temporal. Tactical dashboards serve weekly and monthly gap-closing, and their dominant dimension is structural (Akin-Oluyomi & Akhigbe, 2023a). Strategic dashboards serve allocation, and their dominant dimension is interpretive (Dosunmu & Ogundele, 2024b). A common and expensive error is applying operational conventions, notably real-time refresh and alerting, to strategic questions, producing reactive attention to noise at the level least able to absorb it.

8.2 Operating model complexity

Multi-site and multi-country operations face a structural problem single-site operations do not: comparability. Aggregation across heterogeneous units either obscures local reality or requires normalization schemes that are themselves contested. In complex operating models, investment in semantic consistency at layer one and definitional control at layer five yields more than investment in representation (Akin-Oluyomi & Akhigbe, 2022; Aminu-Ibrahim *et al*., 2024).

8.3 Leader analytical orientation and readiness

Differences in analytical orientation, numeracy and tolerance for ambiguity condition the cognition layer, and a leadership group preferring narrative to quantitative evidence converts visibility into decisions at a lower rate. This is addressable partly through capability building and partly through design, since dashboards carrying short interpretive annotations outperform charts alone with such leaders. Adoption research treats readiness as distinct from technical capability and offers the corresponding diagnostic (Akhigbe *et al*., 2024; Ogundairo & Ayivi-Donkor, 2024a).

8.4 The surveillance boundary

The model has an explicit negative region. Where dashboards monitor individuals rather than processes, and where the observed party lacks authority or resources to act, increased visibility predicts defensive behaviour: manipulation, selective reporting, optimization of the

measured at the expense of the unmeasured, and erosion of trust. Visibility is not monotonically good; its value is conditional on a legitimate and resourced response capacity in the observed unit. Safety research reaches the same conclusion, finding that near-miss reporting collapses when reporting is perceived to carry personal cost rather than to trigger organizational support (Obogo *et al*., 2021; Obriki *et al*., 2023).

8.5 Algorithmic and autonomous operations

As authority migrates to algorithms in replenishment, routing, scheduling and fleet coordination, the object of visibility shifts from the operation to the behaviour of the systems governing it (Akanbi & Sunday, 2024). Model governance supplies the corresponding instruments in release gating, drift detection and structured evaluation (Nwakamma *et al*., 2024a, 2024b), with anomaly detection in industrial control systems providing the operational precedent (Adebayo *et al*., 2023), alongside explainability architectures and governance structures for automated decision systems (Ominyi & Anichukwueze, 2023, 2024; Ominyi *et al*., 2024a). The model extends here, but layer three acquires a new requirement: leaders must interpret model behaviour, not only process behaviour.

9. Discussion

9.1 What the model explains

The central claim is a mediation claim, and it rules out the two explanations most commonly offered when a programme underperforms. It rules out the claim that more or better data would have produced a different result, since data enters only at layer one and is bounded by everything above it. And it rules out the claim that the display needed redesign, since representation is one layer of five and frequently not the binding one.

The three dimensions explain why well-instrumented organizations still decide badly. Temporal and structural visibility are what technology delivers most readily and what programmes compete on, while interpretive visibility is delivered by definitional control, shared frames and trust, none of which is purchased. An organization can buy a high score on two dimensions while remaining near zero on the third, producing abundant detail, universal drill-down, and meetings spent arguing about whose number is correct rather than about what to do.

The model also accommodates a result a purely technical account cannot: that visibility is sometimes harmful. If visibility were simply information, more would always be weakly better. Because it is an organizational state carrying accountability implications, it interacts with the distribution of authority, and where observation and response capacity are separated it predicts defensive behaviour rather than improvement (Obogo *et al*., 2021; Obriki *et al*., 2023).

9.2 Failure modes by originating layer

Seven failures recur, each originating at an identifiable layer. **The unread estate**, in which many dashboards exist and few are consulted, originates at layer five through absent lifecycle management and layer three through absent ritual embedding. **The contested number**, in which two functions present different values for one measure, originates at layer one through semantic inconsistency and destroys layer three trust (Aliliele *et al*., 2024a; Ilodigwe & Adesemoye, 2021). **The vanity wall**, an impressive display of measures no one can act on, originates at layer two when the metric model derives from data availability and at layer four when no decision is linked to any measure (Babatope *et al*., 2023). **Tampering**, in which management reacts to every fluctuation, originates at layer two through absent variation framing and layer three through misattribution. **Informed powerlessness**, in which leaders see problems clearly and cannot act, originates at layer four and is the most demoralizing, converting visibility into a standing reminder of impotence. **Gaming**, in which measured performance improves while actual performance does not, originates at layer four under the surveillance configuration. **Silent decay**, in which a dashboard accurate at launch becomes quietly wrong as source systems change, originates at layer five and is the most insidious, presenting no symptom until a decision has been made on false information (Aneke *et al*., 2023).

None of these is remedied by a better data platform, which is the model's most consequential practical claim.

9.3 Cross-domain portability

The recurrence of this structure across unrelated settings is itself part of the argument, since the invariant is not the industry but the structural condition. The surface forms differ instructively: in maintenance the dominant dimension is temporal, because the value of prediction is the interval it buys (Sunday *et al*., 2020); in multi-site retail and healthcare it is structural (Akin-Oluyomi & Akhigbe, 2023a; Omaghomi *et al*., 2023); in board settings it is interpretive (Dosunmu & Ogundele, 2024b). Safety has most explicitly separated leading from lagging signals and has therefore confronted the conversion problem most directly (Arumosoye & Obriki, 2024).

The claim has a limit. The model assumes a formal management system with identifiable forums, named metric owners and a review cadence; where these do not exist, the layers still apply but governance becomes person-dependent rather than institutional (Ambali *et al*., 2021; Eyetsemitan *et al*., 2024b).

9.4 Relation to existing treatments

The contribution is to connect three streams through a construct each implies but none names. To performance measurement it adds the medium, since a measure that never reaches an accountable decision-maker in interpretable form has no behavioural effect however well it was chosen (Sakyi *et al*., 2022b; Seyi-Lande *et al*., 2022). To analytics value work it adds proximity to the decision, since visibility can be diagnosed while a programme runs rather than evaluated after it concludes (Adelanwa *et al*., 2024b; Ilodigwe & Adesemoye, 2024a). To data governance it adds a mechanism for how absence propagates upward: a contested number does not merely produce a wrong figure, it destroys the trust the estate depends on (Ilodigwe & Adesemoye, 2021; Aliliele *et al*., 2024a; Aneke *et al*., 2023).

10. Implications

10.1 For practice

The model suggests a sequence of questions rather than a maturity ladder.

Start from decisions, not data: Enumerate the ten to fifteen recurring decisions the leadership actually makes, with cadence and owner, and derive the measure set from them. Measures supporting no enumerated decision are

candidates for deletion however established (Sakyi *et al*., 2022b; Seyi-Lande *et al*., 2022).

Measure latency against the action window: For each critical failure mode, establish how long leadership takes to become aware and how long the corrective window stays open. Where awareness exceeds the window, temporal visibility is binding; where it does not, real-time investment is misallocated (Sunday *et al*., 2020).

Adjudicate definitions before improving displays: One agreed definition per measure, with a named owner and documented calculation, produces more visibility gain per unit of effort in multi-site operations than any visual redesign.

Co-locate visibility and authority: For each dashboard, identify who sees it and who can act. Where these differ, either extend authority or accept that it is a reporting device and stop expecting decisions from it.

Embed consultation in existing rituals: A dashboard reviewed at the start of an existing daily meeting will be used; a better one requiring a new habit will not.

Instrument the management system: Track how often signals produce assigned actions and how often those actions close (Ebhojie *et al*., 2023a; Obriki & Arumosoye, 2024b). This is the only direct evidence that the chain is intact.

Retire aggressively, and build interpretive capability: Decommission annually any dashboard without an owner, traffic or a linked decision, since the credibility of the estate is a function of its worst member. Analytical skill among operating managers is the scarce complement to analytical infrastructure (Falemi *et al*., 2020).

10.2 For theory

Three implications follow. The appropriate dependent variable for research on measurement artifacts is an organizational state rather than an outcome, since leadership visibility sits closer to the artifact, separates into measurable dimensions, and does not require assuming away the shocks that confound outcome measures.

The weakest-link property implies that additive models are the wrong functional form. Research treating data quality, capability and governance as independent contributors to analytics value will find weak and unstable coefficients, because the relationship is bounded by the minimum rather than driven by the sum, so interaction and threshold specifications should outperform additive ones.

The surveillance boundary implies a non-monotonic relationship between information and performance that most information-processing accounts do not accommodate, bringing the measurement literature into contact with work on control systems, reporting culture and defensive behaviour.

11. Limitations

Five limitations should be stated plainly, three concerning the model and two the method.

The model is conceptual and untested; its propositions are arguments from theory and synthesis, not findings, and none carries an implied magnitude. It is developed with reference to organizations with formal management systems, so its applicability to small operations, informal sectors and public bodies with different accountability structures is uncertain, though small-enterprise research suggests the layers survive scaling down while governance becomes person-dependent (Ambali *et al*., 2021; Eyetsemitan *et al*., 2024b). And the treatment of algorithmic decision-making is preliminary.

On method, and as stated in Section 2.4, the corpus consists substantially of conceptual and review contributions rather than primary studies reporting measured effects, which means the relative weights proposed in P2 are argued rather than demonstrated. Selection and coding were performed by a single analyst without a second coder or formal protocol, so the synthesis is criterion-based rather than exhaustive.

12. Future Research

Six directions follow. **Construct validation** requires a multi-item instrument covering the three dimensions; temporal visibility can be captured objectively through event-to-awareness latency (Nnaji & Akinlolu, 2022), while the others require perceptual measures paired with an audit of the artifact. **Mediation testing** of P1 and P11 needs multi-site survey data with dashboard characteristics assessed independently of respondent perception (Adelanwa *et al*., 2024b). **Longitudinal work** on P14 needs panel data on usage logs, definitional changes and ownership continuity. **Experiments** suit P5, manipulating reference framing and variation display and observing tampering responses. **Qualitative work** on the boundary in Section 8.4 should examine how visibility is experienced by observed units (Obogo *et al*., 2021, 2023). **Extension to algorithmic operations** should ask what visibility means when the observed object is a policy rather than a process (Nwakamma *et al*., 2024a).

Methodologically, platform log data, decision records from operating reviews and direct observation of review meetings offer more traction than organization-level performance regressions.

13. Conclusion

Dashboards are the most widely deployed and least theorized instrument in the operations manager's toolkit, and their value is neither automatic nor primarily technical. A dashboard creates value when it converts dispersed data into leadership visibility, and when the organization is structured so that what becomes visible can be acted upon by those who see it.

The model decomposes that conversion into five layers and three dimensions, and its weakest-link property yields a practical diagnostic: find the binding layer and invest there. Its most useful implication may be the negative one. Most dashboard programmes that fail do not fail for lack of data, and adding data will not repair them. They fail at interpretation, at authority or at governance, which are management problems rather than technology problems.

For an operations leadership team in 2024, the question is not whether the organization has dashboards. It almost certainly does. The question is whether the chain running from event to awareness to understanding to decision to action to verified closure is intact, and if it is not, at which link it breaks.

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