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Learning Journey

DATA DRIVEN LEADERSHIP

Mastering business in the Digital Age

4 days over 6+ weeks

Delivery: Online or Onsite

Product Code: DDL

- *CEO & Directors*
- *Business Manager*
- *HR & People Development*
- *Transformation Expert*
- *OD Experts*

DESCRIPTION

Technology is disrupting business as usual. To not barely survive but thrive in the Digital Age, organisations have to build digital capabilities, processes, products and assets that allow for greater efficiency, customer value, mitigation of risk and generation of new revenue opportunities. Whilst leaders need to expand their understanding of the nature and practical application of data, a recent study by MIT Sloan (2019) found that only 9% of executives believe that leaders in their organisation already have the right skills and know-how to effectively navigate the digital economy. Besides growing data literacy and technological savviness to effectively manage a data-driven business, future leaders must also learn how to build (virtual) communities of trust, foster diversity of thought, and incorporate new leadership principles and practices that create synergy between technology and humanity. Our *Data Driven Leadership Learning Journey* allows leaders to enhance both their digital skills and mindset by working with tools around data analytics, digital assets, and algorithms, as well as developing their analytical thinking to base their decisions on objective facts over opinions, group think and biases. This allows them to harness the full power of technology in their daily operations and integrate it deeply into the organisational strategy and culture as a whole.

TAKE AWAY

- You will grow your digital literacy by understanding the nature and function of Big Data, Algorithms, Analytics, AI, Machine Learning, Cloud Technology, and the Internet of Things.
- You will learn how to derive tangible business value from data analyses by establishing the required mindset and competencies to put analytics into action.
- You will develop new leadership skills that allows for synergy between people and technology.

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DOMAINS & OBJECTIVES

BECOMING DATA SAVVY

Digital businesses can no longer rely on the expertise of IT and data specialists alone. A minimum level of 'Data Literacy' among organisational leaders is prerequisite for business success in the Digital Age:

- Understand the basics of data science and emerging technologies to ask the right questions and make objective, informed decisions when trying to solve business challenges through analytics
- Adopt a digital mindset to make the the right data investments, select the most suitable technologies for your organisation, and hire the best people
- Become a role model for integrating data analytics into organisational routines

EFFECTIVE APPLICATION OF TECHNOLOGY

Learn to translate between data science and business to allow for effective collaboration and integration of data insights to improve the business:

- Recognise the importance and purpose of data analytics for the future of your business, and develop an integrated data strategy including action steps for implementation
- Create an organisational technology framework to establish an efficient data architecture/infrastructure, processes and roles
- Learn to adopt the diverse lenses of a data expert and business leader to analyse the internal and external business environment in a holistic way

LEADING IN THE DIGITAL AGE

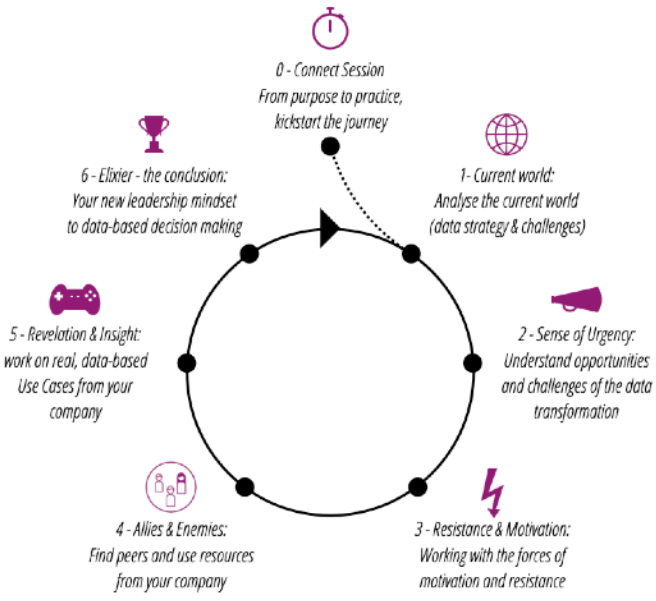
Implement new leadership principles in your organisation to foster synergy between people and technology:

- Understand the unique qualities of humans and machines, and harness their diverse potentials in different situations and contexts
- Grow the flexibility and adaptability of your teams and business as a core capability for not only surviving but thriving in an economy characterised by fast-paced innovation and digital disruption
- Develop a data-driven culture rooted in cross-functional collaboration to allow for diverse data insights and unforeseen opportunities for their application

METHODS & PHILOSOPHY

This Learning Journey consists of 3 integrated elements: Classroom training, Social peer-to-peer learning, and On-the-job education. In 7 training modules our experienced coaches and facilitators provide insights and know-how around Data-driven Leadership, which will be further developed and deepened in self-organised and self-paced learning groups. Practical application is critical both to integrate the knowledge and achieve real results in your organisation. We curate for you the necessary content, templates and tools required for an exceptional learning experience.

Furthermore, we curate customised learning journeys for companies in which participants learn to become in-house consultants, engaging in research, co-creation and implementation of new ideas to solve relevant business challenges.



CONTENT & FLOW

Module 0: Connect as a group
In this brief session, your leaders are getting connected and familiar with purpose, goals, logistics and are defining the ground-rules for the journey.

Module 1: Getting the Big Picture
We start by deconstructing the global and digital developments of our time and how they impact you as an individual and as a business now and moving forward:

- What is data-driven leadership and why do we need it?
- How well prepared are you as an organisation and as an individual leader for the changes and challenges of the Digital Age?
- What are the most significant digital trends of our time, and which strategies do best-in-class technology companies use to leverage them?
- What other mega trends influence companies in the 21st century - and which ones are most relevant for your business?
- How do you make effective decisions in a volatile, uncertain, complex, and ambiguous economic environments?
- How can you raise your data-awareness to incorporate data insights into your decision-making?
- What will you need to harness the potential of emerging technologies to become a data-driven leader and organisation?

Social Learning:
Define the impact that digital and global mega trends have on you as a leader, as well as on your organisation, and derive first ideas what you can to do future-proof yourself and the business.

Module 2: Developing Data Literacy
To become data-driven leaders who knows how to effectively work with data analyses and insights, we have to have a basic understanding of the nature, function and value of data. This basic technological understanding will allow you to make more informed decisions:

- Why are data and analytics of such great value for modern business?
- What is the Data ABC - and how do (A) Artificial Intelligence, (B) Big Data, and (C) Cloud Technologies work?
- What are the 3 V's of Big Data, and how can they be leveraged to solve complex business problems?
- What is the CRISP Model, and how can you use it as a comprehensive framework for guiding your mission to become a data-driven business?
- How do you build business hypotheses that can be testified through data analysis?
- What are the characteristics of structured, semi-structured and unstructured data - and why does it matter which type you choose to work with?
- What are the 4 main types of data analytics - and when should you use which?
- How do you test and validate data through data modelling?
- What roles and responsibilities do business leaders, data scientists, and technology experts have when collaborating in AI-driven projects?
- Which questions do you need to ask to effectively work with data scientists?
- What steps do you need to take to evaluate, measure, and deploy the findings of a data project?
- How can mental models such as agile, design, and lean thinking enhance the way you work with data?
- How do you translate data insights into a business context to derive and communicate concrete action steps to your teams based on the results of the data analysis?

Social Learning:
Apply the 5 steps of the CRISP Model to your business operations to explore what you can do to solve key business challenges.

Module 3: Adopting a New Leadership Mindset
Besides developing their data-savviness, leaders also have to learn new leadership principles, competencies and practices that allow for human-centric collaboration in a data-driven business:

- How do you provide purpose and orientation throughout a digital business transformation?
- How do you integrate established and emerging leadership approaches to foster synergy between old and new ways of thinking and behaving?
- What is a data-driven mindset - and how do you develop it?
- What are the strengths and weaknesses of people and technology - and how do you allow for greater collaboration among humans and machines?
- How can you inspire curiosity and motivation around data projects?
- How do you deconstruct reality to make effective data-based decisions by limiting cognitive biases?
- How do you think about data in general, and how do you manage your thoughts and emotions around specific data projects or analyses - especially if the results they show do not align with your initial expectations or desires?
- How can you cultivate diversity of thought to foster (technological) innovation?
- What is 'systems thinking', why is it an essential skill in the Digital Age, and how can you harness its' power?
- What can you do to develop adaptability as a core strength that allows you and the business to flexibly and effortlessly change directions as and when required?

CONTENT & FLOW

Social Learning:
Based on your new knowledge around both data and data-driven leadership, identity what do you have to remove, change, or add on a personal and organisational level to become a data-driven leader / business.

Module 4: Practical Application of Data in Business

Now that we've established a theoretical understanding of data and how to work with it in business, we will explore how to bridge the gap between theory and practice to harness the power of technology more effectively in your everyday operations:

- What are different methods for monetising data, and when should you apply which monetisation strategy?
- What are differently types of data assets? And how do you determine which ones your company already owns or has to acquire to decrease costs, increase revenue, enhance products / services, or foster innovation?
- How do you develop and implement an integrated data strategy?
- How do you apply data analytics in practical ways to gain insights and solve challenges within the business?
- Which types of data analytics does your organisation currently use the most, and which ones will it need moving forward?
- How can you make use of data-driven storytelling to communicate data projects and findings in more easy and engaging ways to diverse stakeholders?

Social Learning:
Use the Data Storytelling Canvas to explore what and how you want to communicate data insights or strategies to a chosen target audience.

Module 5: Growing Data Savviness

In this module, we will further deepen your understanding of data, as well as broaden your perspectives on the use of technology in general:

- What are the 5 principles of Data Ethics, and why are they crucial for ensuring future business success?
- What are the moral obligations of gathering, protecting and using data, as well as applying artificial intelligence?
- What is the difference between supervised, unsupervised, semi-supervised and reinforcement learning in the context of Machine Learning (ML)? What are the qualities of each of these learning types, and which might be best suited to enhance the operations of your team / department / company?
- What are the similarities and differences between human and machine learning? And how can we create synergy between the two?
- How do you distinguish between correlation and causation - and why does it matter for your decision-making?
- How do you evaluate the potential of exponential technologies? Which ones should you integrate, and which ones are to skip?
- What are the unique capabilities of humans in comparison to machines? How can we integrate the diverse potentials of algorithms and so-called 'androrithms'?
- What is the value of human-only skills in a digital world? What can you do to develop them, and in which areas are they most needed today and in the future?

Social Learning:
Practice adopting an ethical lens when it comes to working with data. What moral implications are involved in developing and using emerging technologies, such as artificial intelligence?

Module 6: Creating a data-driven Culture

Finally, we will return to looking at the bigger picture and explore how you can bring your new data know-how into the company and use technology in meaningful ways within and beyond the boundaries of your organisation:

- What is the Dialogic Process and how can it help you to create deeper and more meaningful conversations around data, technology, and leadership within your organisation?
- Based on your learnings, what do you consider to be the key competencies data-driven leaders will need to successfully navigate themselves, others, and business in the Digital Age?
- What are the 4 Digital Mindsets, how do you cultivate them as individuals and in your teams, and why are they relevant to enhance data-driven decision-making?
- What do you have to do differently, what should you stop doing, and what can be done better on a personal and organisational level to leverage the power of data? Which action steps can you take in the next 72h to kickstart digital transformation?
- How can you drive positive change in your company and society as a whole by using technology and data 'for good'?

Social Learning:
What are the higher values that you want to achieve by becoming a data-driven business? Define how you can contribute to ecological value and social welfare as an organisation through technology.

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OUR TRAINERS

Christian Hoedl
IT Entrepreneur, cert. Agile Leadership, Expert in Data, Analytics, AI & Leadership

Malou Blomstrand
IT & Business ‚Leaderologist', Expert in Analytics and applied AI, DI, ML and BI

Chris Neill
Business and IT Consultant, Expert in IT, Data and Analytics

ABOUT US

triangility is a vibrant community of Learning Designers and Leadership Experts from diverse disciplines who join their forces to pursue on one common goal: To empower positive transformation in people and organisations through the principles, competencies, and practices of New Leadership.

We believe that the world needs more than just great management. It needs human-centred innovation. Diversity and liberated workplaces. More dialogue than discussion. Digital and technological savviness. Responsibility beyond profits. Systems thinking and agility. Culture consciousness. The creativity of all.

CONTACT

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