

Learning Journey

# DIGITAL LEADERSHIP

Equipping Leaders for the Data-Driven Economy



4 Days over 6 Weeks



Delivery: Classroom / Online



Product Code: DDL

✓ CEO & Directors

✓ Business Manager

✓ Technologists & Digital Experts

✓ Change & Transformation Agents

✓ OD Experts

## DESCRIPTION

The new data-driven services and digital business models that increasingly dominate today's market pose major challenges for traditional enterprises. To not barely survive but thrive in times of technological disruption, executives need to develop a practical understanding of how Big Data, analytics, and artificial intelligence work, and especially how to increasingly incorporate them into organisational processes and decision making.

Besides understanding the nature of data and digital business, the era of technology also demands new approaches to business strategy, culture, and people management as vital parts for ensuring effective data usage.

In a recent MIT-Sloan study (2019), only 9% of respondents felt their organization already had leaders with digital leadership competencies. As little as 12% of respondents said that their leaders have the necessary data-driven mindset for leadership.

These results show: Developing isolated technological know-how is not enough to help businesses succeed in the Digital Age. Leaders must also learn how to build human-centred digital communities to empower people to work with data.

Our Digital Leadership Learning Journey integrates both, technology and humanity, into a holistic approach for digital transformation leadership:

By helping leaders apply data insights, analytics, and algorithms in combination with human-centric leadership principles in their daily practice, they will be able to create a data-driven culture powered by artificial intelligence, as well as creative and collective human intelligence. This will allow the business to succeed through the power of synergy, brought to life with Digital Leadership.

## TAKE AWAYS

- You will gain in-depth knowledge around data, analytics, algorithms, artificial intelligence, machine learning, and the Internet of Things.
- You will understand how you have to transform your way of thinking as a leader in order to effectively harness data for digital business.
- You will develop concrete strategies and practical roadmaps how to turn the data you have at hand into new services, opportunities for expansion or diversification, or even entirely new business models.

# DOMAINS & OBJECTIVES

## INCREASING DATA COMPETENCE

Digital business can no longer rely solely on the expertise of IT and data specialists. Executives also need a minimum level of data literacy to ensure business success in the Digital Age:

- Learn the ABCs of data science and the fundamentals of new technologies (AI, Big Data, Cloud, IoT & Machine Learning).
- Leverage various forms of analytics by developing a 'data mindset' to implement data-driven decision-making processes in the organization
- Become a role model for how digital capability building can succeed at a personal and organizational level

## DEVELOPING EFFECTIVE TECHNOLOGY INFRASTRUCTURE

Learn to translate insights from data science into business language to develop structures and processes for a digital business:

- Analyse where you are today and what you need to transform into a digital business
- Develop an integrated data strategy with specific action steps for implementing digital transformation leadership into your organisation

- Implement a new technology infrastructure with roles and processes that will allow you to effectively leverage Big Data
- Learn to increase the flexibility and adaptability of your teams and organization by working with emerging technologies, agile collaboration methods, and co-creative processes

## IMPLEMENTING DIGITAL TRANSFORMATION LEADERSHIP

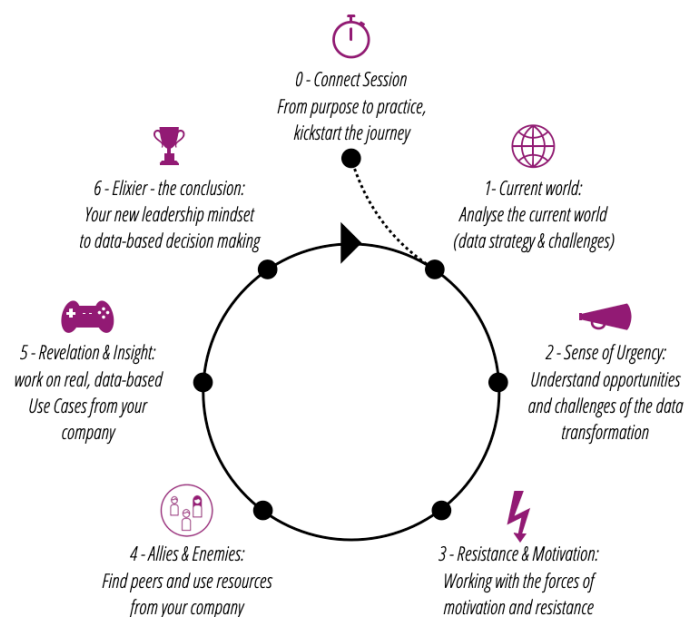
Implement digital leadership principles in your organization to foster synergy between people and machines:

- Recognize the different potentials of people and new technologies, and learn to integrate them effectively in different situations and contexts
- Develop a data-driven culture based on cross-functional collaboration to enable unforeseen opportunities
- Learn how to apply digital transformation leadership to reduce complexity, enhance psychological safety, develop holistic perspectives through systems thinking, and foster meaning for your employees

# METHODS & PHILOSOPHY

The Digital Leadership Learning Journey consists of three integrated elements: Classroom training, social peer-to-peer learning, and on-demand Learning. In 7 modules (4 hours each), our experienced trainers provide valuable insights and practical know-how around digital business and technology leadership, which are further developed in self-organized learning groups. The active application of the content in the daily work context is crucial to not only deepen the new knowledge, but to catalyse transformation on an organizational level. To make this possible, we provide participants with a wide range of exercises, frameworks, guidelines, tools, and ongoing trainer support to ensure both, an exceptional learning experience as well as successful business results.

**In addition to this standardized framework, we also develop customized learning journeys for companies that enable leaders to become in-house consultants with the ability to develop innovative approaches to digital business challenges through new ways of thinking and collaborating in a work context.**



# CONTENT & FLOW

## Module 0: Connect as a Group

In this brief session, leaders are getting connected and familiar with the purpose, goals, logistics of the learning journey and collectively define the ground-rules for their collaboration.

## Module 1: Our Starting Point - Getting the Big Picture

We start our journey getting clear where your organization and people are at in the process of implementing a digital business strategy:

- Analyse your current business model and strategy
- Take a look at the unique value proposition (UVP) of your current business, examine how sustainable it is based on the current megatrends, and brainstorm whether you have to develop a new UVP for your future digital business
- Investigate which competitive forces, regulations, governance issues or threats should be considered when you develop a digital business strategy
- Identify which (digital) megatrends could kill your business in the near future and how you could use the principles and practices of digital transformation leadership to prevent it
- Map out how are you using data in day-to-day business already, both on a personal and organisational level
- Analyse how your industry competitors are already using data for customer retention, customer attraction, service quality, and product design
- Benchmark how the best businesses in the world are using data and what you can learn from them about effective technology leadership

### Challenge:

*Define the impact that digital and global megatrends have on you as a leader as well as on your company and derive initial ideas on how you can future-proof yourself and your company.*

## Module 2: Developing Digital Literacy & Building Shared Vocabulary

To work effectively with data analytics and insights, we must develop a fundamental understanding of their nature, function, and value for digital business:

- Identify your team's current digital literacy rate, and strategies how could you raise it over time
- Demystifying digital terminology: Create a common understanding of the Data "ABC" (AI, Big Data, and Cloud) and how they impact your business
- Deep-dive into the value and function of Data Science, Data Mining, Data Visualization, Analytics, Machine Learning, and more
- Understand the CRISP Model (Cross Industry Standard Process for Data Mining)
- Analyze diverse frameworks and methods through which you can leverage data, including Design Thinking, Lean Start Up, Design Sprints, Agile Workflows etc.
- Given data's potential and your new shared understanding of the major digital trends impacting your business, what challenges could you face when transforming into a digital business?

### Challenge:

*Apply the 5 steps of the CRISP Model to your current business to analyse how you can strategically integrate different forms of data and technology to enhance organisational operations.*

## Module 3: Digital Business Requires a Digital Leadership Mindset

In addition to building data knowledge, leaders must also learn digital leadership principles, competencies and practices to help their teams understand and work with data and emerging technologies:

- Learn how to harness the four digital mindsets (The Visionary, the Explorer, the Producer & the Connector) in diverse situations
- Create meaning and orientation for employees during your digital business transformation by applying digital transformation leadership

- Learn to integrate established and new leadership approaches to create synergy between old and new ways of thinking and behaving in the business context
- Understand what is meant by having a 'Data-driven Mindset', and learn simple strategies how to develop it
- Identify the unique potentials of people and technologies, and how can you combine them in the best possible ways
- Foster curiosity and motivation for data projects
- Prevent cognitive bias and learn to develop an objective and holistic view of your projects, organisation, and the business environment to make decisions with clarity and foresight
- Become aware how you think about data in general, and how you manage your thoughts and emotions around data-generated insight - especially when the results don't align with your original expectations or desires
- Cultivate "Diversity of Thought" in yourself, as well as in your teams and the company as a whole to foster (technological) innovation
- Understand the nature of Systems Thinking, why is it an essential digital leadership skill, and how can you harness its power to build a successful digital business
- Make flexibility and adaptability some of your core personal and organizational competencies to change direction quickly, flexibly and almost effortlessly

### Challenge:

*Based on your new knowledge around data and digital leadership, identify what you need to a) remove, b) change, or c) add to become a digital business. Explore how you can use digital transformation leadership principles and practices to effectively respond to change resistance within the organisational culture.*



## Module 4: Expanding your Data-Mindset

Having developed a good general understanding of data and its use in business, we will now get hands-on and explore how to practically harness the potential of technology in daily business, and overcome obstacles on the way:

- Manage human biases: Why our minds are not wired for data
- Learn to think a little like a Data Scientist by working with hypothesis, testability, falsification, and systemic thinking in everyday work life
- Practice the art of 'provisional thinking' by learning how to read data objectively instead of interpreting it in the way that suits us best
- Identify your hidden assumptions and presumptions in analysis and decision-making
- Problem Framing: Which problems can and cannot be solved through data
- Dig deeper into the hopes and wishes you try to achieve by transforming into a digital business
- Develop inspirational stories around digital transformation leadership to inspire your team and colleagues to commit to personal and organisational change

# CONTENT & FLOW

*Challenge:*

*Using the Data Storytelling Canvas, explore how you could communicate data insights or strategies to a selected audience to foster their commitment towards digital business transformation.*

**Module 5: Going Deeper - Demystifying Technology Applications**

In this module, we will continue to deepen your understanding of data and digital business by broadening your perspective around the various ways in which diverse technologies can be used:

- Understand the progression of analytics: From descriptive to diagnostic to predictive to prescriptive
- Machine Learning: What's the difference between supervised, unsupervised, and reinforcement learning, as well as the value and opportunities for application when it comes to 'Deep Learning' and 'Neural Networks'
- Artificial Intelligence: How you leverage it today and in the future
- Data Value Mapping: Know whether the data you are working with is "good or bad", which data sources you may want to invest into moving forward, whether or not to "diversify your data" and how you can effectively manage your data portfolio to ensure quality and relevance
- Understand the importance of Data Ethics in in digital business strategies and digital transformation leadership

*Challenge:*

*Practice taking an ethical perspective on your work with data: What are the moral implications of developing and using new technologies, such as artificial intelligence?*

**Module 6: Building a Digital Business**

Finally, we will make practical modifications to your original business strategy based on all your learnings and develop bespoke implementation initiatives:

- Apply Lean User Experience and Value Proposition Canvases to map potential value, risks, and efforts leveraging data in your digital business
- Create a technical and organizational framework to establish an effective data architecture/infrastructure, processes and related teams/roles
- Identify what kind of tasks machines should do today and tomorrow, and which ones should best handled by people in future years
- Allow for the right mix of technical (data scientists/analysts) and business (use case owners/business analysts) people in data-related projects
- Create decentralised, cross-functional, and data-driven organizational structures, powered by digital transformation leadership

*Challenge:*

*Define how you, as a company, can use technology to create other forms of value in addition to financial success by exploring how you can harness data in your business to contribute to greater social and ecological wellbeing.*



"...perfectly organized and facilitated workshops - really impressive to see what is possible. Highly recommended to everyone!"

*Bernhard Brehm (Cisco Systems)*

## 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 sawiness. Responsibility beyond profits. Systems thinking and agility. Culture consciousness. The creativity of all.

## CONTACT



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