DATA FOR LEADERS

Practical skills for data-informed decision making

Imagine you're a manager reviewing a summary of a recent survey conducted by one of your teams.

What if the data suggests that you take a **politically inconvenient** action?

How do you balance what the data says with other priorities, like your **values**?

What questions should you ask of the survey team to ensure the data is **inclusive**?

How do you detect **bias** in the way data and charts are presented to you?

Data for Leaders is a training program supporting leaders to translate data into informed and ethical decisions.

Unlike traditional data literacy trainings, this curriculum practices skills beyond collecting, cleaning, or visualizing data. Instead, Data for Leaders explores how to turn data into action, weighing data with other considerations like values, biases, impact, and empathy. In doing so, leaders gain confidence in the following:

- **Communicating** data-informed decisions effectively and empathetically.
- **Balancing** insights with other priorities, political economies, and pressures.
- **Drawing meaningful conclusions** from data by interpreting it accurately.
- **Evaluating the quality of data** to ensure it reflects gender equity and social inclusion considerations.

This curriculum is tested and proven across a broad audience of leadership types:

Emerging and established **public and civic leaders**	People who influence other people's decisions, like **educators and journalists**.	**Youth** seeking to engage more actively in community issues.	**Entrepreneurs** and business leaders promoting positive social change in their work.

IREX

Does this training work?

Thoughtful evaluation and reflection practices underpin the Data For Leaders training.

Trainings with young leaders and government officials offers evidence about the impact of our approach after only a **two-day** training:

36 PERCENT of participants scored higher on a quiz about key data interpretation concepts.

69 PERCENT of participants reported an increase in their skills for data-informed decision making.

89 PERCENT of participants "strongly agree" to recommend the training to others.

Where does this data come from?

A suite of evaluation tools helps us understand the impact of the Data For Leaders training:

Participants take a **quiz** of key concepts, before and after the training.

Participants **rate** their own skills development, before and after the training.

Participants complete a **feedback form** about their training experience.

Participants take an in-class or take-home **exam** which is graded by

Participants from Tanzania's Ministry of Health deliberate how their personal values impact how they interpret and act on data about health sector investments.
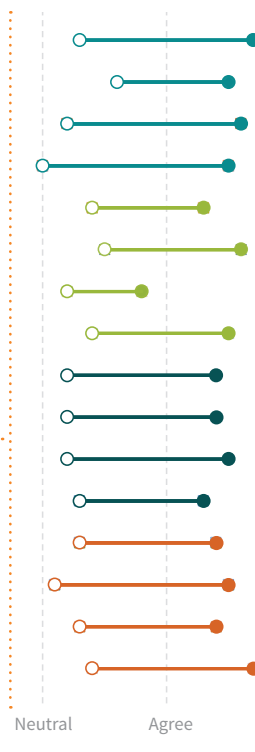
Achieving impact where it matters

The Data for Leaders training has reached dozens of civic and government leaders from across sub-Saharan Africa. This page provides insight into our impact—and how we measure it.

" **This training is a vital add-on to my work as a youth leader.** "

" **Highly recommended—10 out of 10.** "

" **I would recommend this training to the Ministry's management team.** "

What does this chart show?

This chart shows how **participants self-report changes in their skills** as a result of the training.

Each bar represents the average participant's change for a specific indicator over a **two-day** training:

Before training ○———● After training

The bar's **color** represents which skill the indicator measures:

Drawing meaningful conclusions from data
Communicating data-informed decisions
Evaluating data quality and bias
Balancing data with other priorities

Longer bars represent indicators where participants reported the greatest improvement as a result of the training.

EXAMPLE INDICATOR:
"I feel confident in my ability to integrate my values into my data-informed decisions."

Neutral   Agree   Strongly Agree