Where are we?

- **Introduction: 12 inter-related competencies**
- **Module 1: Systems Thinking**
- **Module 2: Integrated Governance**
- **Module 3: Timely Use of Data and Evidence**
- **Module 4: Behavior Change**

Outline of introductory presentation

Leadership Principles

Critical Inquiry

Assessing data needed to fuel iterative feedback loops

How can data help operationalize leadership principles?

Data: essential fuel that enables adaptations based on feedback loops

3 determinants of how effectively we can adapt:

-what data we use

-how we use it

-when we use it

Competence	Description
Adaptivity	Processing feedback openly and speedily
Centeredness	Holding your own center in uncertainty
Letting go	Letting go of old ways when they no longer serve
Not Knowing	Accepting that you cannot fully know how things will play out and that you cannot fully control the outcome
Pattern-sensing	Identifying patterns in the apparent chaos
Diversity-seeking	Seeking out and including diverse perspectives
Emergence	Creating space for new things to emerge
Experimenting	Taking a step into the unknown and trusting that others will find you there
Inviting	Inviting those who are ready to join you in the new ways
Rapid Learning	Holding your beliefs and actions lightly while iterating in rapid learning cycles
Care	Looking after yourself and others in a stressful environment
Feeling	Staying in touch with your and other people's feelings about what is happening

How can data help operationalize leadership principles?

Active rather than passive process

3 determinants of success:

-How fast we can fail

-How we receive feedback on failure

-How we adapt

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How can data help operationalize leadership principles?

Overconfidence in solutions can be fatal, yet…

Implementation is messy and complex

test & adapt…
test & adapt…
what actually works in practice?

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How can data help operationalize leadership principles?

Distribution

Disaggregation

Differentiation

-Time

-Space

-Groups

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How can data help operationalize leadership principles?

Mining positive and negative variance

Testing hypotheses

Seeking contradictions

Weighing alternatives

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How can data help operationalize leadership principles?

Both a mindset & intentional scientific process

Nimble testing

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How can data help operationalize leadership principles?

"If you have data, put the data on the table. Otherwise, if all we have is opinions, let's go with mine."

Fostering culture of data use = Serious Act of Leadership

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How can data help operationalize leadership principles?
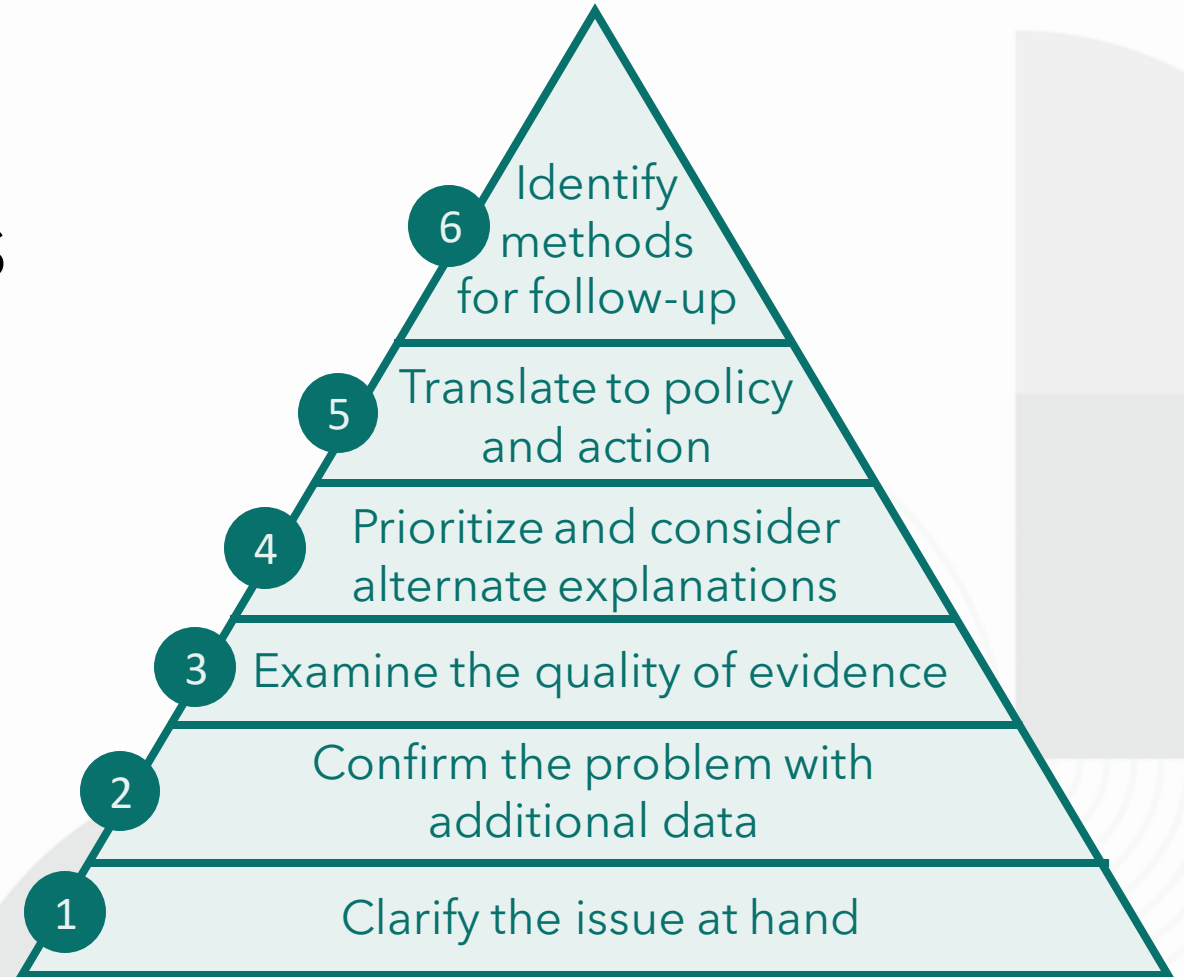
What is the delta between:

Current feedback loops
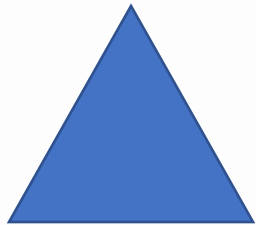
Feedback loops that are aligned with your needs?

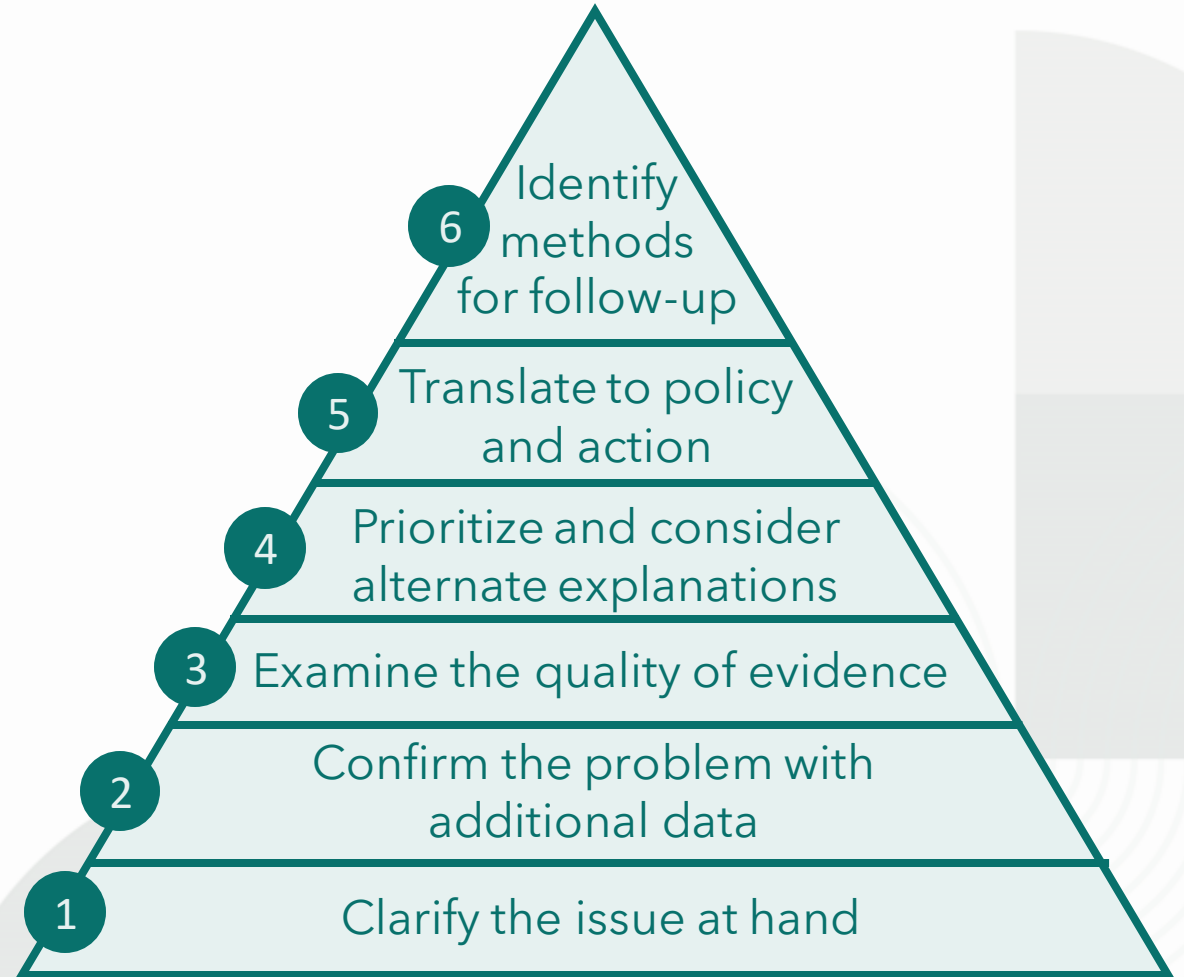| Competence	Description
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Socratic lines of inquiry

6 types of inquiries for understanding problems and working toward solutions
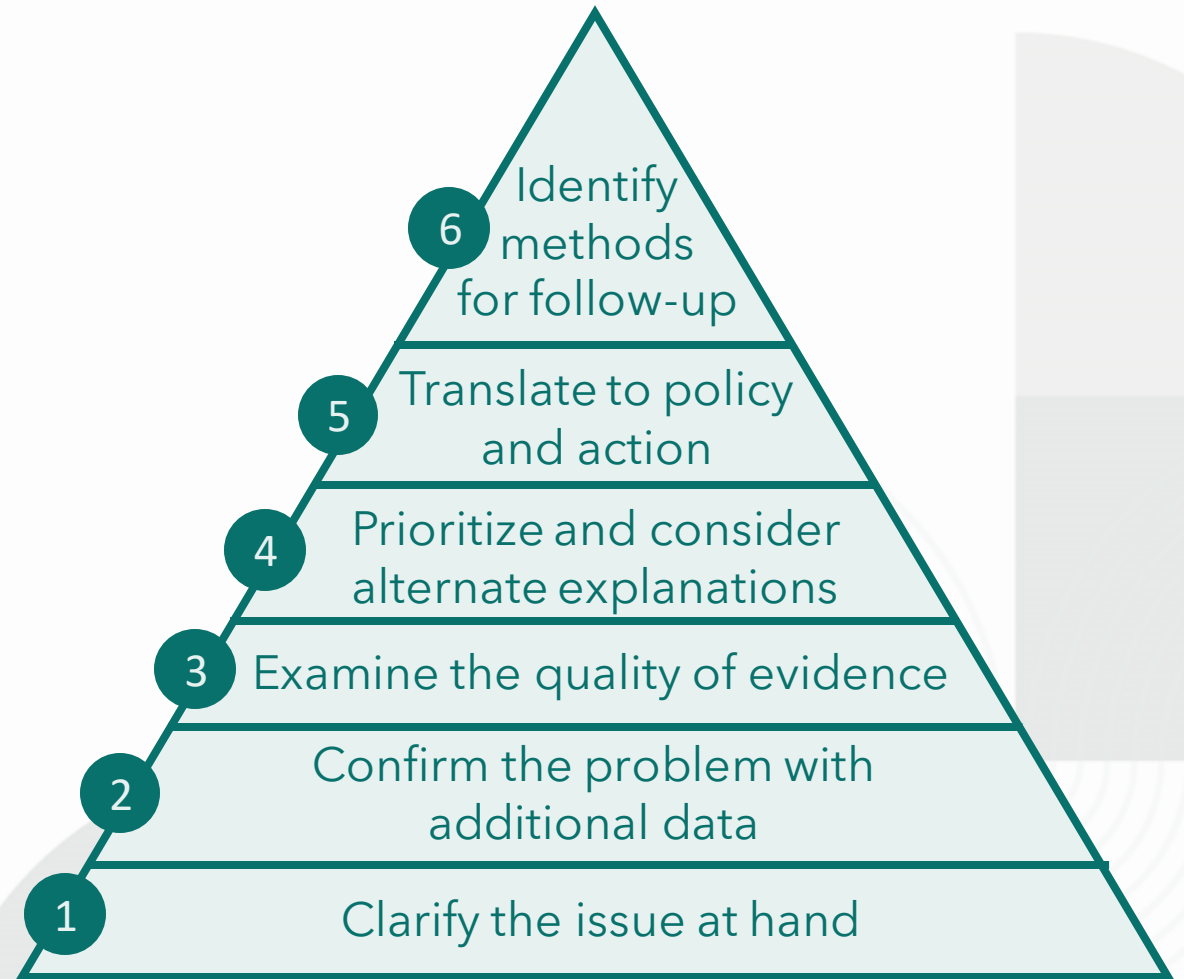

6 — Identify methods for follow-up

5 — Translate to policy and action

4 — Prioritize and consider alternate explanations

3 — Examine the quality of evidence

2 — Confirm the problem with additional data

1 — Clarify the issue at hand

Socratic lines of inquiry

1. What is the nature of the issue? What are the key aspects that need to be understood better?

Pyramid diagram (bottom to top):
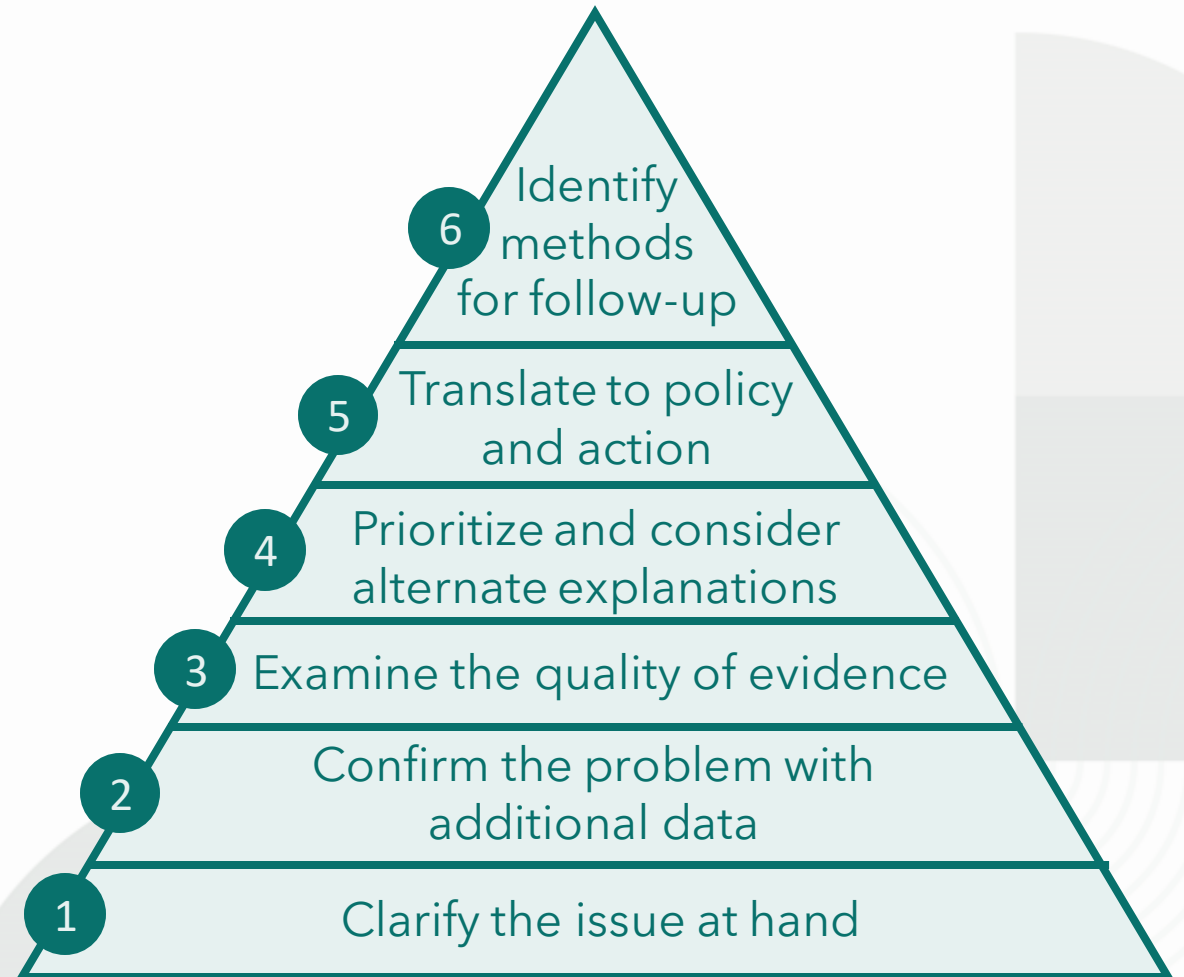1. Clarify the issue at hand
2. Confirm the problem with additional data
3. Examine the quality of evidence
4. Prioritize and consider alternate explanations
5. Translate to policy and action
6. Identify methods for follow-up

Socratic lines of inquiry

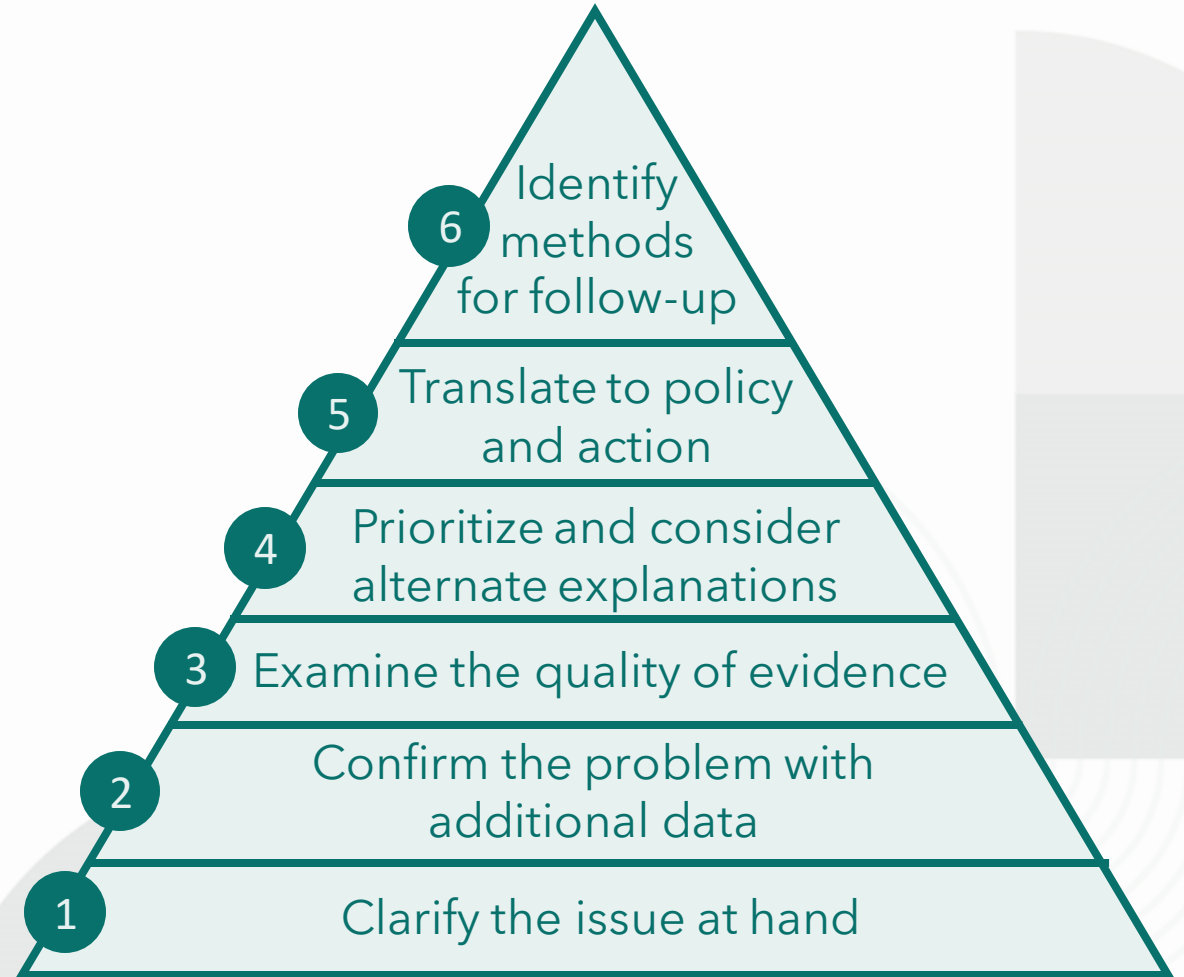2. What additional data or information can help to better understand the problem?

6 Identify methods for follow-up

5 Translate to policy and action

4 Prioritize and consider alternate explanations

3 Examine the quality of evidence

2 Confirm the problem with additional data

1 Clarify the issue at hand

Socratic lines of inquiry

3. What type of evidence is available, and what quality? What key gaps?

6 Identify methods for follow-up

5 Translate to policy and action

4 Prioritize and consider alternate explanations

3 Examine the quality of evidence

2 Confirm the problem with additional data
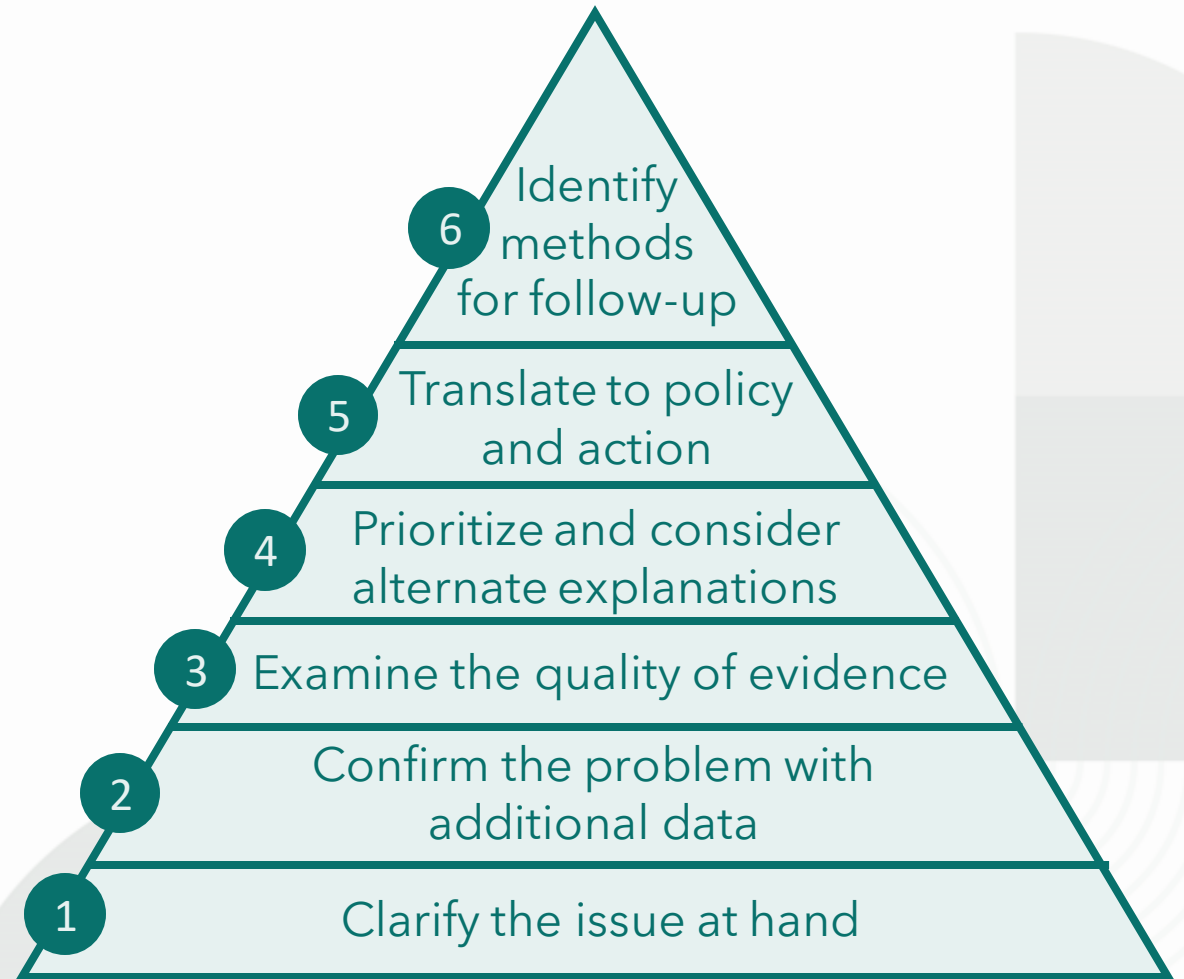
1 Clarify the issue at hand

Socratic lines of inquiry

4. What are the different factors that could help explain the issue? Which should be prioritized for exploring further?
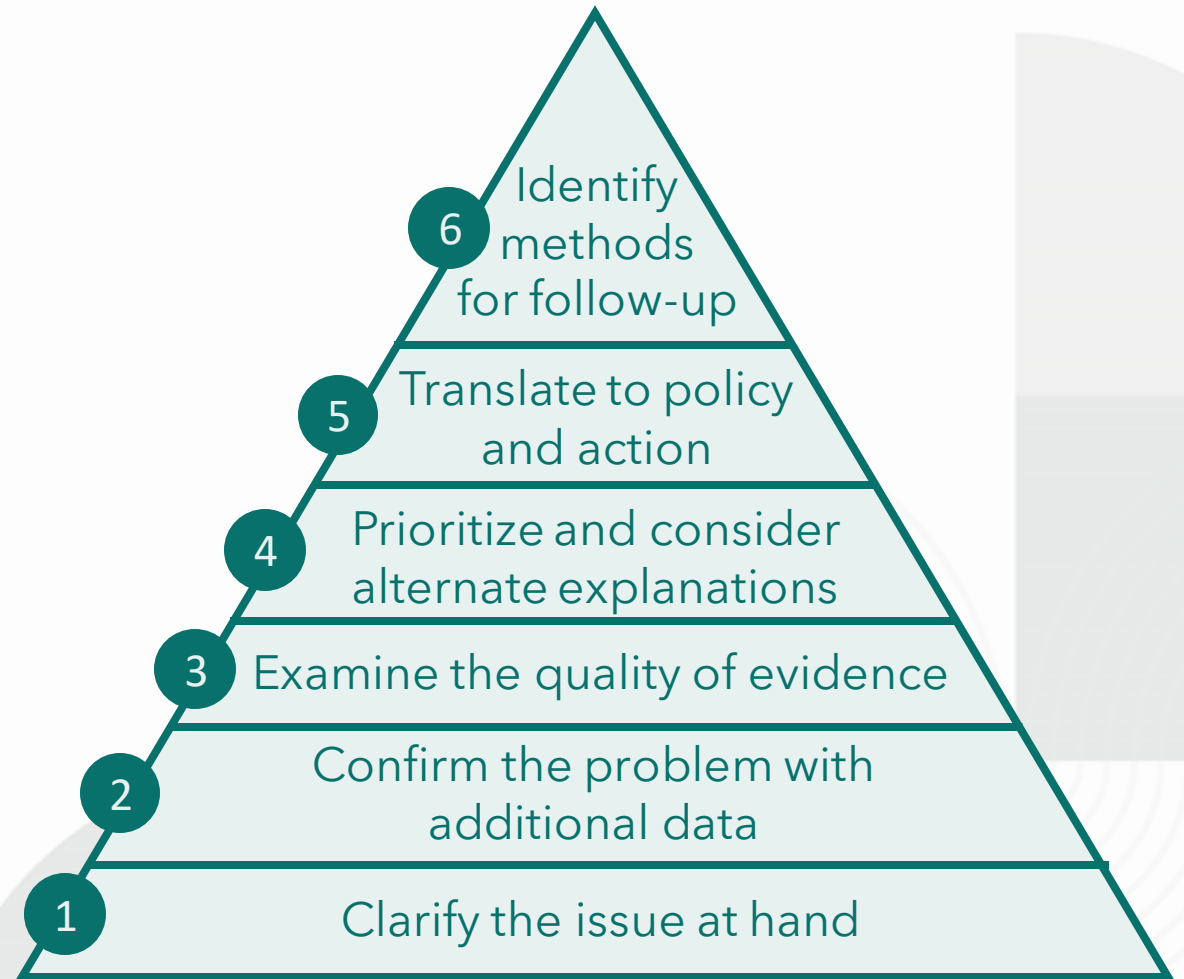

6 Identify methods for follow-up

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Socratic lines of inquiry

5. What types of actions are most suitable for addressing the issue? What are the policy implications?

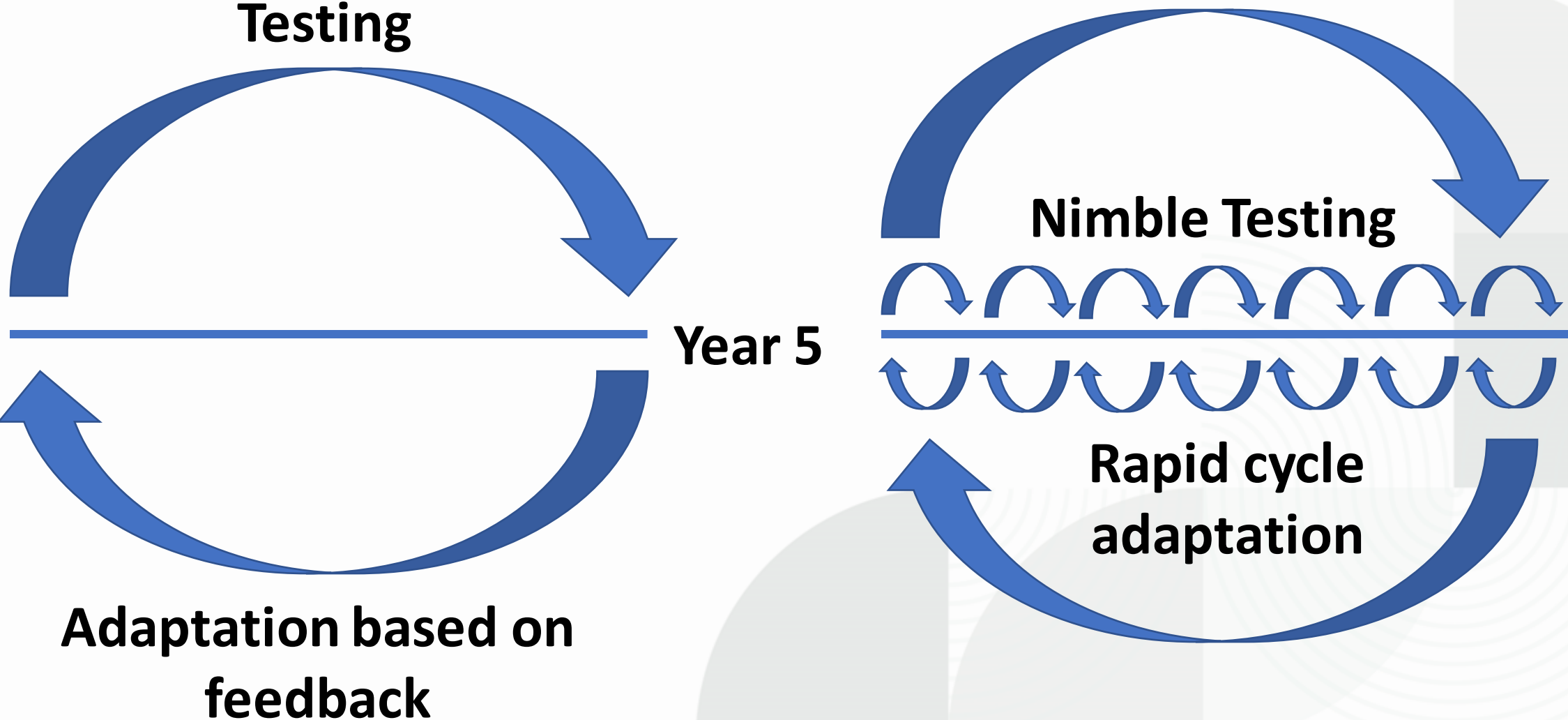6 Identify methods for follow-up

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Socratic lines of inquiry

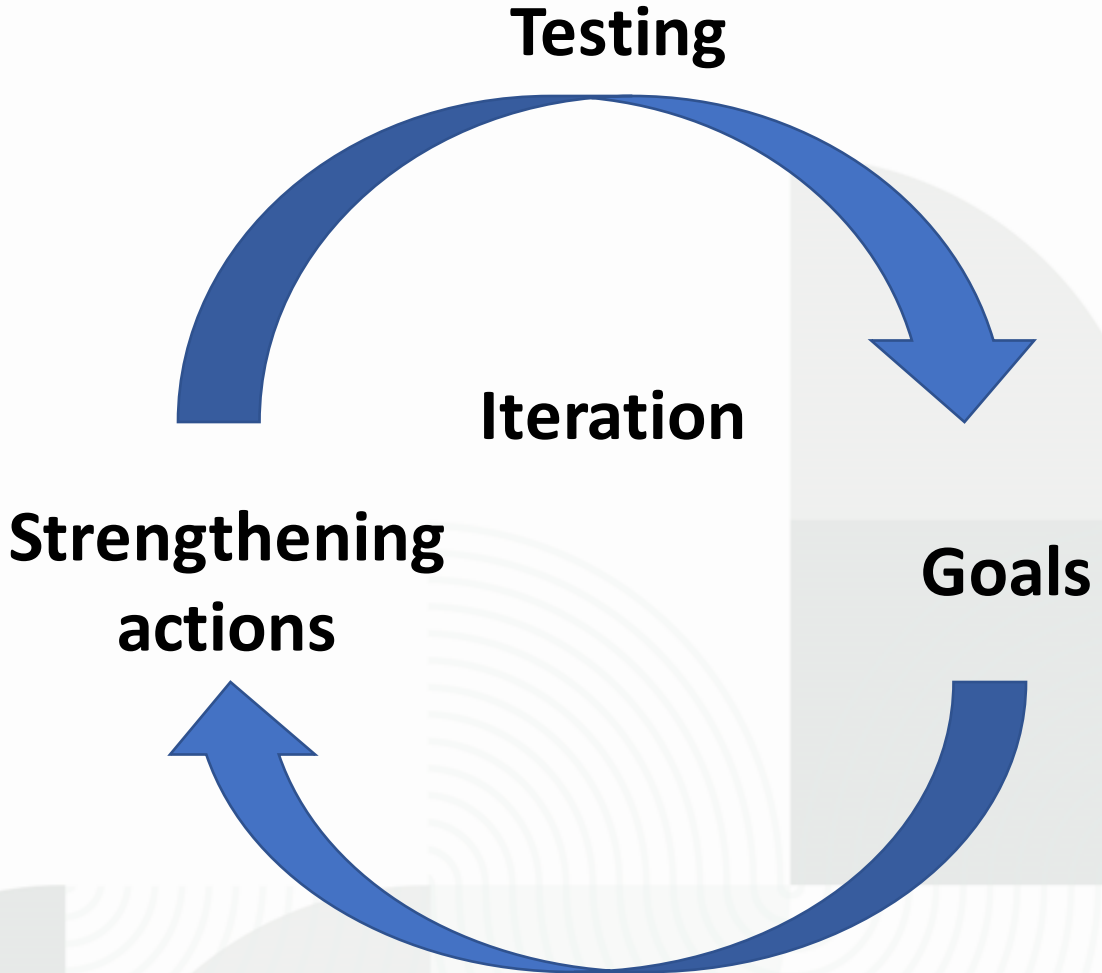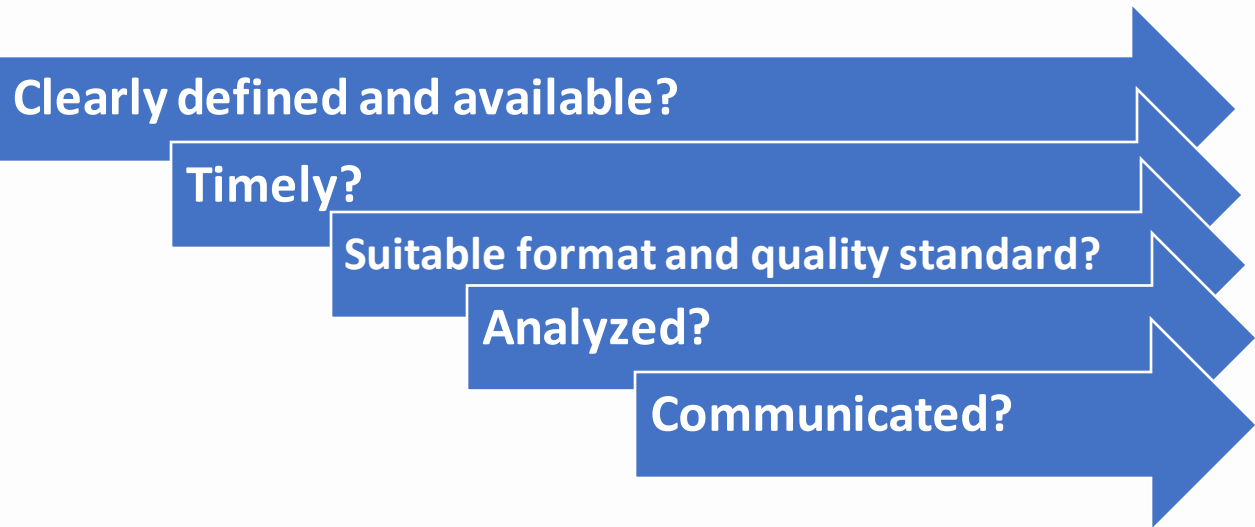6. How will you know whether actions to address the issue are working as intended?

6 Identify methods for follow-up

5 Translate to policy and action

4 Prioritize and consider alternate explanations

3 Examine the quality of evidence

2 Confirm the problem with additional data

1 Clarify the issue at hand

To translate critical inquiry to positive change, timely feedback loops are critical

Testing

Year 5

Adaptation based on feedback

Nimble Testing

Rapid cycle adaptation

Framework for assessing data that fuel feedback loops

Are the data and evidence needed:

Clearly defined and available?

Timely?

Suitable format and quality standard?

Analyzed?

Communicated?

Strengthening actions

Testing

Iteration

Goals
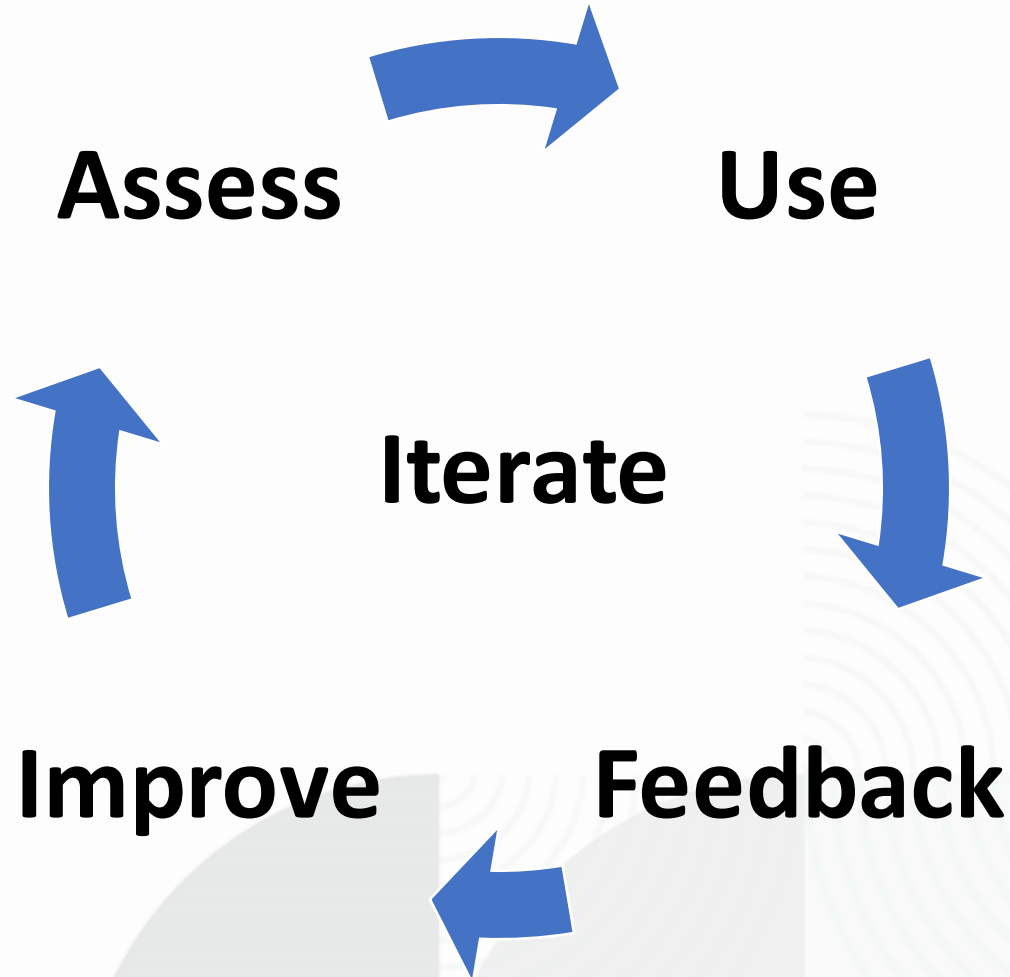
USE = Adaptation based on feedback

Virtuous data cycle

The more data are used…

…the more feedback is provided…

…the more useful the data become

Assess

Use

Iterate

Feedback

Improve

How will we use the three components introduced in this overview?

Leadership Principles

Critical inquiry

Assessing data needed to fuel iterative feedback loops

- Apply throughout

- Presentations + breakout exercise

- Workbook + follow up support as relevant and helpful