The central element of the Data-Centered Leadership program is a series of intensive, interactive sessions to enhance the competencies managers need to use data more effectively. A common way to deliver these sessions is through a half-day introduction session and a two-and-a-half-day, in-person workshop. Workshop content and timing may be tailored for specific needs but will follow this general structure:

Day One

Introduction to data-centered leadership
Understand the core competencies and framework of DCL and how it applies to CRVS

Focusing on the right metrics
Evaluate the adequacy of currently monitored indicators to provide a reliable perspective on CRVS operations

Day Two

Interpreting reported data and Making data-informed decisions
Learn how to:
- interpret data reports
- assess the quality and validity of data sources on which reports are based
- direct additional analysis by staff
- apply findings to decisions

Assessing data use practices:
Identify opportunities to:
- improve reports, dashboards, and other data products
- redesign processes for regular review and dissemination of data
- develop critical staff capacity

Day Three

Planning data use practice improvement and establishing a culture of data use
Outline project to advance data use

Wrapping up:
Agree on after-workshop support to help implement actions

DATA-CENTERED LEADERSHIP for CRVS Managers

A Program to Strengthen Capacity of CRVS Managers to Lead Data-Driven Organizations

Overview

Vital Strategies' **Data-Centered Leadership** program helps CRVS managers advance the use of data in two areas. First, the program enhances the skills of these managers to **Manage with Data**. Second, it helps these managers to **Strengthen Data Use Practices** to enable their units to leverage available data more robustly.

DATA-CENTERED LEADERSHIP
An executive development program for senior managers involved in CRVS production and use

To enhance capacity for data-informed decision-making among CRVS managers	**Objectives**
To identify improvements in data use practices for the managers to implement in their unit(s)	
5-8 teams of 3 to 4 people: a senior managers accompanied by emerging leaders of key CRVS divisions/ministries	**Participants**
Approximately 6 months	**Timeframe**
Action plans for each participant/team to strengthen: (a) their personal use of data to inform decisions (b) organizational procedures for analyzing, disseminating, and reviewing data	**Outputs**
1 – **Assess** and identify gaps in personal & organizational data use	2 – **Strengthen** by completing sessions to build capacity, plan changes	3 – **Act** by implementing changes in personal & org. data use	**Steps**

PROGRAM SEQUENCE

The Data-Centered Leadership program occurs in three phases.

Phase 1 - Assess:
The program starts by assessing how the CRVS managers participating in the program currently use data to inform their actions. This assessment identifies both *individual competencies* (i.e., specific skills that participants feel would allow them to use data more effectively) and *organizational factors* (i.e., changes in data products and processes) that would help managers make better use of available data. This information (gathered through interviews, surveys, and desk reviews of relevant documents and products) is used to tailor program content to participants' specific priorities.

Phase 2 - Strengthen:
The core component of the Data-Centered Leadership program is an intensive series of workshop sessions designed to strengthen the competencies of participants in using data to enhance their leadership and their effectiveness. Sessions cover the following topics:

- *Focusing on the Right Metrics* helps managers determine whether the indicators they routinely use to make decisions provide a comprehensive, reliable perspective
- *Interpreting Reported Data* helps managers identify challenges caused by data quality issues and direct additional analyses to expand insights from reported data
- *Making Data-Informed Decisions* helps managers apply analytic insights to inform actions that will improve policies and programs
- *Assessing Data Use Practices* helps managers identify strengths and weaknesses in data products, processes, and staff capacity within their areas of responsibility.
- *Planning Data Use Practice Improvements* allows managers to outline actions to strengthen data use practices at the personal, structural, and cultural levels, including immediate efforts to be implemented in the next phase of the program.
- *Establishing a Data Use Culture* helps managers understand the key characteristics of an institutional environment that is supportive of data use

Participant engagement is the central element of these workshop sessions. Workshop facilitators provide brief presentations of key concepts and examples from other jurisdictions, but the majority of each session is spent with participants discussing specific data use challenges they face in managing their areas and working through practical exercises and cases that illustrate approaches to address these challenges.

The full range of content can be covered in a three-day, in-person workshop. (See the sidebar on the first page for the generic agenda for such a program.) The content can be adapted for other methods of delivery (ex. remote or hybrid sessions), and for other time spans (ex. spread out over multiple weeks).

Phase 3 - Act:
The concluding phase of the program supports participants in the implementation of activities they have identified to improve their capacity for data-centered leadership. This support may include: helping to refine the action plans participants have drafted during the workshop, mentoring participants to help them address obstacles in implementing changes in personal or organizational data use practices, and conducting short, follow-up sessions to discuss targeted topics in data-centered leadership that are of general interest to participants.