

Data-Informed Leadership

Use data to enhance your
decision-making

FOCUSED PROGRAMS



Navigate a Complex Data Landscape

Leaders at all levels need the skills to interpret and apply data insights effectively.



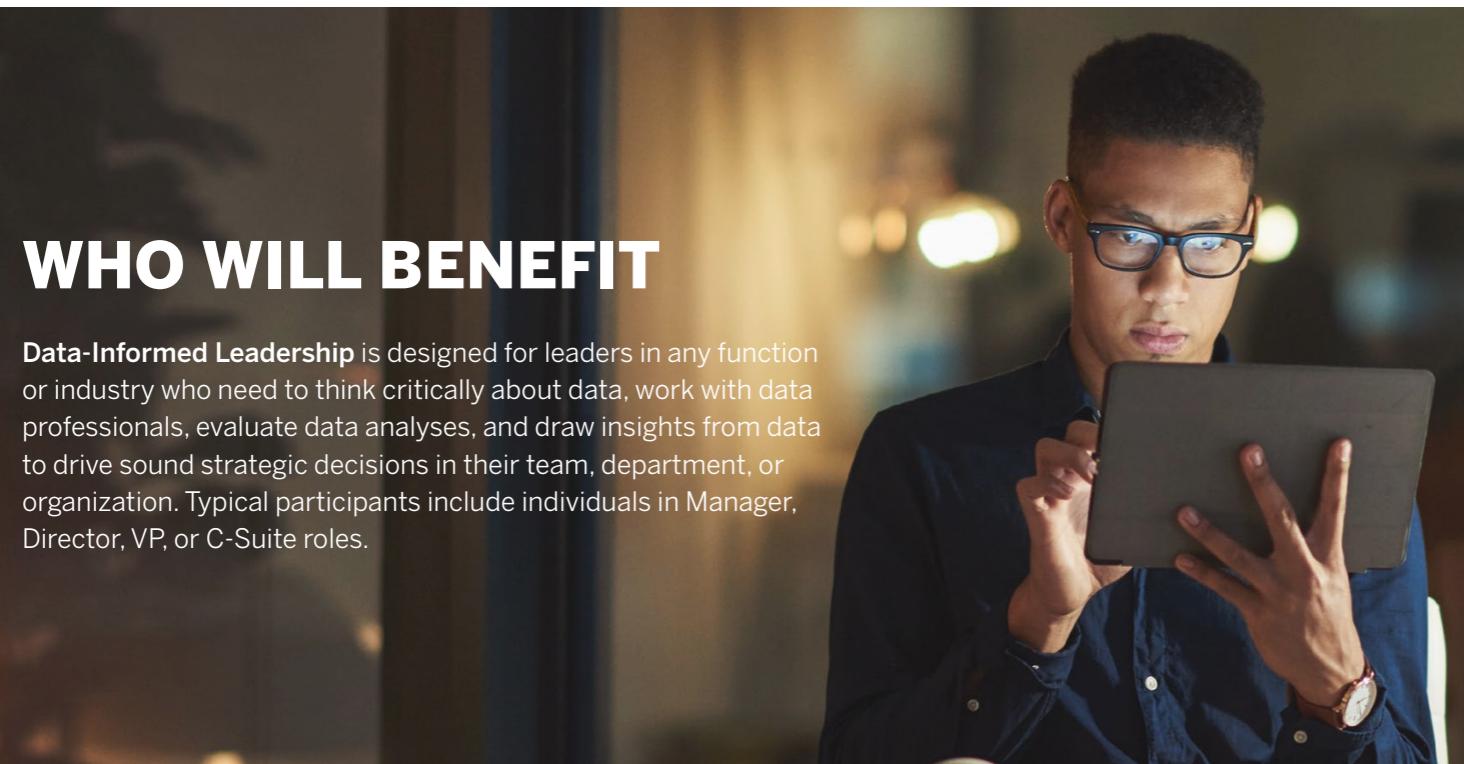
PROGRAM OVERVIEW

Organizations today have easier access to more data than ever before. For leaders, this presents new opportunities to enhance knowledge and create value for their organizations. But simply having data doesn't lead to immediate solutions. To realize the true potential of their data, all leaders need the skills to correctly frame problems, identify data needs, and manage data-led processes.

Data-Informed Leadership gives you the tools to confidently integrate data collection, evaluation, and analysis for decision-making in any business context.

Through interactive case learning, you will bring a data-centric lens to your leadership, developing your capability to interpret data, present information in an accessible way, work more effectively with data professionals, and use analyses to forecast outcomes.

Connect with expert Ivey faculty, interact with diverse peers to find best practices, create an action plan to apply learning in your role, and jump-start data and elevate the use of data in your team, department, or organization.



WHO WILL BENEFIT

Data-Informed Leadership is designed for leaders in any function or industry who need to think critically about data, work with data professionals, evaluate data analyses, and draw insights from data to drive sound strategic decisions in their team, department, or organization. Typical participants include individuals in Manager, Director, VP, or C-Suite roles.

WHAT YOU LEARN

1

Recognize opportunities to use data for value creation.

Determine when and where to use data. Ask the right questions at the right time to build a data-led culture in your organization. Identify what kind of data is needed to solve a problem or assess an opportunity.

2

Navigate challenges in data collection and governance.

Avoid common problems in how organizations identify data needs and manage data. Understand how your tendency toward intuitive thinking can lower the quality of data-informed decisions. Mitigate legal and ethical issues pertaining to data.

3

Evaluate the accuracy of your team's data and data analysis.

Assess different types of data, as well as methods of data collection and analysis. Overcome biases that limit your perception of data. Pinpoint errors and communicate effectively with data professionals to ensure successful project outcomes.

4

Interpret data in various forms to extrapolate clear decisions.

Gauge the usefulness of data representation in text, tables, charts, and graphics. Draw confident conclusions from common analytic techniques and build habits to support your day-to-day decision-making with data.

5

Communicate using data and visualizations.

Support decision-making and stakeholder engagement with storyboarding and visualization tools. Anticipate key questions and prepare for critical meetings.



HOW YOU LEARN

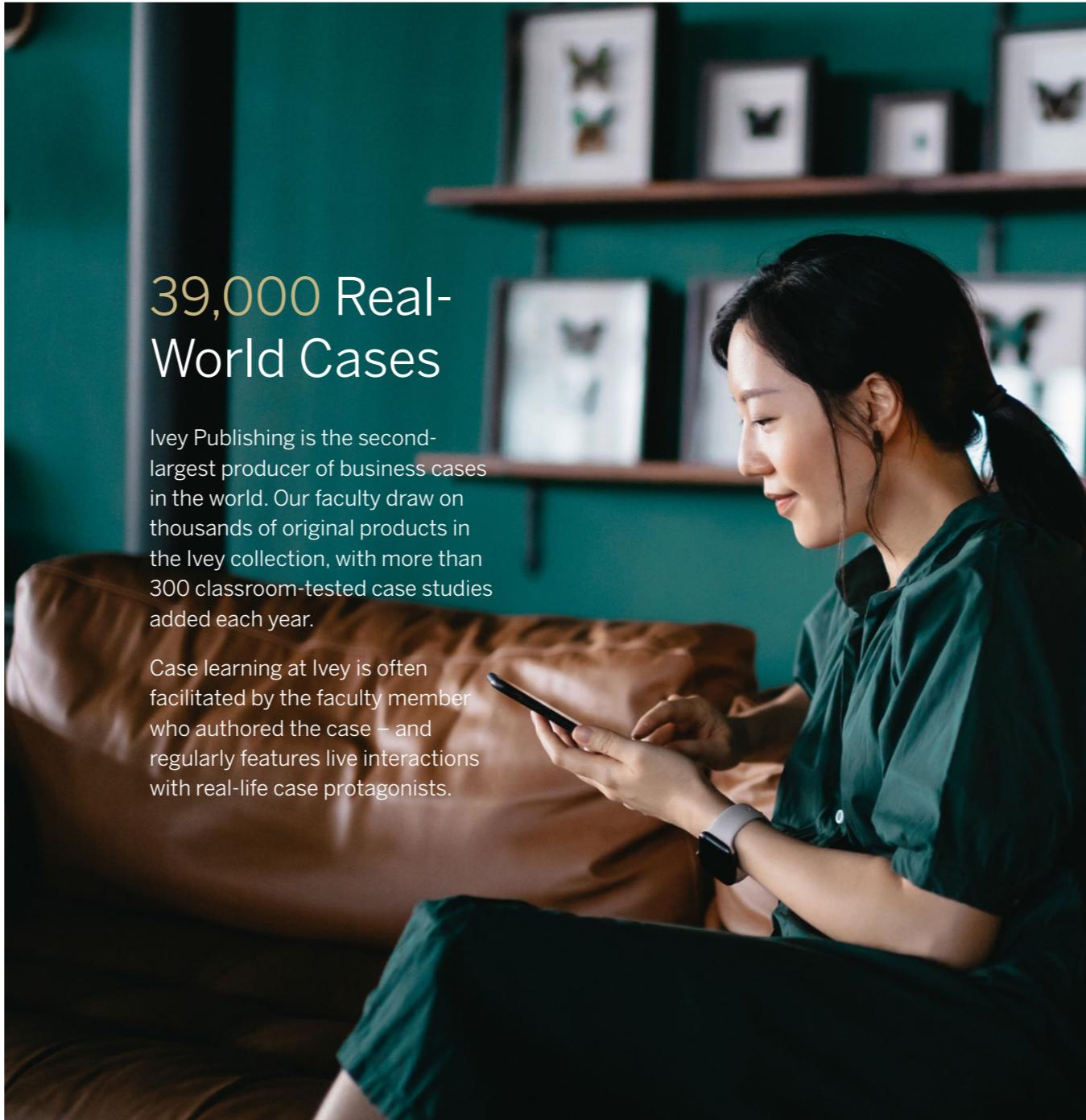
Experience the hands-on, interactive approach that sets Ivey apart. Our Case Method of learning is not about textbooks and lectures – it's about learning by doing.

Cases are based on real organizations and individuals facing real challenges and opportunities. Featuring interviews with experienced leaders, a case provides a deeply-researched look at the inner-workings and outcomes of tough leadership decisions. You'll use cases to identify specific, practical takeaways for your own context and develop an implementation plan through discussion with other leaders.

Ivey Case Method

Your Ivey faculty team guides the class through real-world case learning, drawing out key takeaways along with new ideas and perspectives. Every individual is encouraged to actively engage with both peers and faculty, bringing diverse viewpoints to the learning experience.

Participants then break out into smaller groups, sharing experiences, exchanging ideas, and collaborating to solve challenges together with other leaders before bringing shared insights back to the classroom.



39,000 Real-World Cases

Ivey Publishing is the second-largest producer of business cases in the world. Our faculty draw on thousands of original products in the Ivey collection, with more than 300 classroom-tested case studies added each year.

Case learning at Ivey is often facilitated by the faculty member who authored the case – and regularly features live interactions with real-life case protagonists.

YOUR ACTION PLAN

During **Data-Informed Leadership**, you will work with faculty and other leaders to develop an implementation strategy focused on one specific project or opportunity in your organization. This is your Action Learning Project.

Throughout the learning experience, consult with other participants in various industries, share best practices and innovation, and work through supportive resources following the program to stay motivated and accountable.

By exploring new opportunities through an Action Learning Project, you'll apply your learning in a practical context. This approach not only stretches participants to see new perspectives – it solves real problems facing organizations and amplifies your return on investment.

Learning Designed for Leaders

Interactive learning is delivered through live case discussion, simulations, on-demand resources, and an Action Planning Project.

MODULE ZERO: INTRODUCTION

- Meet your peers and program faculty for a virtual networking social.
- Start planning your action learning project and mapping opportunities —and challenges — in your team or organization.

MODULE ONE: DATA AS A RESOURCE

- Immerse yourself in a real-world, critical decision-making scenario through a high-octane case learning simulation.
- Recognize situations where data can help and avoid decision-making traps.
- Build familiarity with the essential analytic tools and methods.

MODULE TWO: FRAMING THE OPPORTUNITY

- Practice using data to predict — and deconstruct — the outcome of a retail giant's major market expansion.
- Frame your problem correctly to identify the right data inputs.
- Test different questions with different approaches.

MODULE THREE: COLLECTING DATA

- Trace the impact of different data types and collection methods on decision-making.
- Integrate the fundamentals of gathering high-quality data.
- Compare applications for qualitative and quantitative data.

MODULE FOUR: FORECASTING

- Extrapolate customer behaviour and market trends with a case on Bayesian learning and predictive modeling.
- Learn the fundamentals of analytics for forecasting.
- Understand continuous vs categorical data, independent vs dependent variables.

MODULE FIVE: DATA VISUALIZATION

- Explore real-world examples of how data visualization is used in media and public policy to influence consumers and decision-makers.
- Leverage the strengths and mitigate the weaknesses of data.
- Pinpoint best-practices for communicating with and interpreting data.

MODULE SIX: BRINGING IT ALL TOGETHER

- Collaborate with your program peers to get set for success in your post-program action project.
- Synthesize your learning and reflect on your organization's potential use of data.

POST-PROGRAM

- Apply your learning through an Action Learning Project, tackling a real opportunity or challenge in your organization using data.
- Check in with your peers to stay accountable and share insights.



Ivey Virtual Learning

FLEXIBLE ONLINE SESSIONS

Lifelong Returns on Investment

Join the Ivey Business School community: a connected, international group of leaders at all levels.

“When leaders develop a data mindset, they gain a competitive advantage to drive growth and success in their teams. Participants in this program will develop skills to identify opportunities as well as the data needed to build meaningful insights. They’ll gain a deeper understanding of types of data, ways to work with data, and how to communicate with data analysts, ultimately improving their ability to make high-quality strategic decisions.”

TIFFANY BAYLEY

Assistant Professor and Teaching Scholar, Management Science
IVEY BUSINESS SCHOOL

”

Rated #1 for Executive Education across Canada by *Financial Times*.

ALUMNI CREDENTIALS

Upon completion of **Data-Informed Leadership**, you will receive a powerful digital credential and printed certificate from Ivey — Canada’s top-ranked business school.

Your digital badge connects to a unique URL, allowing you to showcase your commitment to professional development on social media, websites, portfolios, and professional networks. When someone in your network views your certification online, they will see your

personalized program certificate and a comprehensive account of the skills you have earned through your program experience.

Stay connected with Ivey and enjoy exclusive thought leadership content, event invites, and opportunities to network with your fellow alumni. All graduates of The Ivey Academy also receive a 25-per-cent discount towards future enrolment in select programs.

Experience Ivey

At The Ivey Academy, participants explore new perspectives while taking time for mindfulness, reflection, and practice away from the demands of work. Logistical details, meals, and program materials are fully accommodated by the Program Manager — a high-level concierge who ensures that the learning experience is distraction-free.

Data-Informed Leadership is delivered through live interactive online sessions using any computer, tablet, or mobile device. With the help of a live virtual IT assistant and co-pilot, we use polling, chat, and video conferencing to call on the group in real time. Virtual learning technology allows faculty to assign instant breakout groups during a larger session; share experiences, exchange ideas, and collaborate to solve challenges together with your fellow participants.

Between sessions, prepare using videos, readings, and case-studies delivered at a flexible pace through

our virtual learning management system. Discuss ideas with your peers via a private forum and complete guided self-reflections assigned by the faculty to help apply key takeaways from the learning experience.

You will also build connections with The Ivey Academy faculty, chosen from a diverse pool of experienced executives, acclaimed academic researchers, and industry experts. Drawing on original research and thought leadership from nine internal Ivey centres and institutes, they are global leaders in cutting-edge fields.

Choose Ivey and learn in a fun, warm, and supportive environment with a curated group of like-minded professionals. Return to your role with an open mind and increased confidence, ready to face any opportunity.

For More Information

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