

### Module 1 – Introducing Data Literacy

- Why Data Literacy Matters
- What Is Data Literacy?
  - A Working Definition
  - Data Literacy Is a Mindset
  - Arguing with Data Is Paramount
- The 4 Levels of Analytics
  - Where True Data Literacy Begins
  - The Data Literacy Pyramid

### Module 2 – Process-Centric Thinking

- Everything Results from a Process
  - The Process of Website Visits
- Business Processes Vary Over Time
  - The Two Types of Variation
  - The Fundamental Question
- Answering the Fundamental Question
  - Business Experimentation
  - Business Skepticism Revisited

### Module 3 – Reading & Analyzing Data

- The Most Useful Charts for Leaders
  - Bar Charts
  - Pareto Charts
  - Histograms
  - Line Charts
- Using Charts to Analyze Processes

### Module 4 – Measuring Processes

- Key Performance Indicators (KPIs)
  - Management Data Is Foundational
- The Power of KPIs
  - Organizational Alignment
  - Common Vocabulary
- The Dark Side of KPIs

- Goodhart's Law
- The Right KPIs
  - Incenting Behaviors, Not Outcomes
  - Data-Driven Business Experiments

### **Module 5 – Analyzing Processes**

- KPI Analysis
  - KPI Data Is Special
  - Standardizing KPI Analysis
- The Process Behavior Chart
  - Improving the Line Chart
  - Reading Process Behavior Charts
- Arguing with KPIs
  - Answering the Fundamental Question
  - Detection Rules
  - Comparing Groups Over Time

### **Module 6 – Implementing Practical Data Literacy**

- Embodying the Mindset
  - Data Literacy Starts with Leaders
  - Culture Eats Strategy for Breakfast
  - Becoming a Data-Driven Culture
- Phased Deployment
  - The Data Literacy Pyramid Revisited
  - Skills Mapping
  - Empowering the Organization
- Deployment Case Study - WidgetCo
  - Phase One - Leaders
  - Phase Two – Individual Contributors
  - Phase Three – Citizen Business Analysts

### **Module 7 – Additional Resources**