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
  o Incenting Behaviors, Not Outcomes
  o Data-Driven Business Experiments

Module 5 – Analyzing Processes
• KPI Analysis
  o KPI Data Is Special
  o Standardizing KPI Analysis
• The Process Behavior Chart
  o Improving the Line Chart
  o Reading Process Behavior Charts
• Arguing with KPIs
  o Answering the Fundamental Question
  o Detection Rules
  o Comparing Groups Over Time

Module 6 – Implementing Practical Data Literacy
• Embodying the Mindset
  o Data Literacy Starts with Leaders
  o Culture Eats Strategy for Breakfast
  o Becoming a Data-Driven Culture
• Phased Deployment
  o The Data Literacy Pyramid Revisited
  o Skills Mapping
  o Empowering the Organization
• Deployment Case Study - WidgetCo
  o Phase One - Leaders
  o Phase Two – Individual Contributors
  o Phase Three – Citizen Business Analysts

Module 7 – Additional Resources