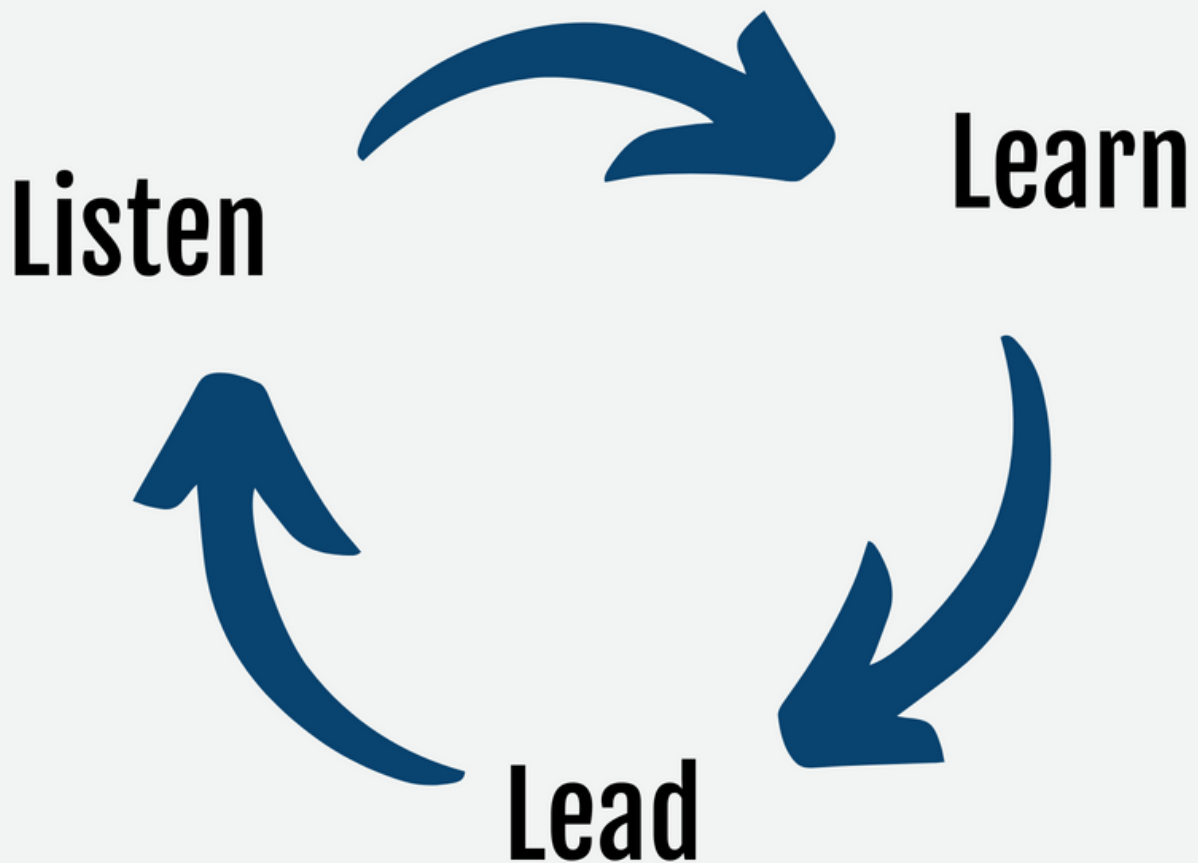


# DATA-LED LEADERSHIP

Leadership is a practice to make progress on the complex challenges we face. A robust challenge requires a robust enquiry. As Einstein would say 'If I can an hour to solve a problem, I would spend 55 minutes understanding it and 5 minutes solving it'. Use this tool to better understand your challenge.





# DATA-LED LEADERSHIP

## INSTRUCTIONS

1. Choose the challenge or situation you want to make progress on.
2. **LISTEN.** This step is about collecting and listening to the data, the cold hard **FACTS** of a situation, not your opinion. Use the below questions to guide your data gathering:
  - What is the situation? Who is involved?
  - What do others observe of this situation?
  - What evidence or data can you collect on this situation?
3. **LEARN.** This step is about making sense of the data:
  - What are the possible explanations for the situation? How might my explanation be wrong? **AND** right?
  - What are others' perspectives on the situation? How might they be wrong? **AND** right?
  - What is the most reasonable understanding I can make that honours the other's perspectives?
4. **LEAD.** This step is about taking action:
  - Given what you've listened to and learned about the situation, what progress is needed to move towards the ideal outcome?
  - Who do you need to mobilise to make this progress? How will you do this?
  - How will you know if your action has worked?

**Too often we waste resource and energy solving the wrong problem. Our ability to gather data and others' perspectives to inform our view saves us from the convenient but often faulty stories we tell ourselves about a challenge or situation. This enables us to do the real work required to progress.**