

Kwelanga | TRAINING
engage | inspire | elevate

Data to Impact Capability Journey (6 Days)

Building a Culture of Data-Driven Decision Making

A Specialised Kwelanga Training Programme

INTRODUCTION

In today's increasingly data-driven business environment, organisations are challenged to transform increasing volumes of data into meaningful insights that drive informed decisions and measurable business impact. Developing this capability requires more than understanding data. It requires analytical thinking, business judgement, effective communication and the ability to influence action.

Structured around four progressive phases: Data Appreciation, Insight Generation, Data Storytelling and Commercial Influence, the journey combines practical application, workplace learning and Impact Coaching to help delegates translate new capabilities into sustained workplace performance.

Each phase builds on the previous one, providing a common capability journey for delegates working across different business functions. While participants may work with different types of data and face different business challenges, they progressively strengthen their ability to interpret information, generate meaningful insights, communicate evidence-based recommendations and contribute to improved business outcomes.

Throughout the programme, delegates work with relevant business data and realistic workplace scenarios, supported by practical activities that progressively build their capabilities. **Impact Challenges** encourage reflection and application, while **AI in Action** activities explore the responsible use of artificial intelligence to support business thinking and communication. '**Through a Manager's Lens**' prompts strengthen awareness of management expectations and stakeholder perspectives. Structured **Workplace Practical Applications**, facilitator feedback and virtual **Impact Coaching** further reinforce learning transfer and the sustained application of new skills in delegates' own workplace contexts.

The learning journey is supported by a **Manager Impact Toolkit**, providing practical resources for managers and team leaders to reinforce data-driven behaviours, encourage workplace application and sustain capability development within their teams.

The Data to Impact Capability Journey provides a practical framework for developing the knowledge, skills and behaviours needed to move from understanding business data to generating meaningful insights, influencing informed decisions and contributing to measurable business impact.



TARGET AUDIENCE

The Data to Impact Capability Journey is designed for employees, specialists, supervisors, managers and leaders across business functions who use data to understand performance, identify opportunities, solve problems and support informed decision-making.

The programme is relevant to participants working in areas such as operations, sales, customer service, finance, supply chain, human resources and other functions where business information informs decisions and performance improvement.

PROGRAMME CONTENT

This capability journey combines classroom learning, impact challenges, workplace application and coaching to reinforce learning and support sustained behavioural change.

Phase 1: Data Appreciation (1 Day)

Purpose: Develop confidence in working with business data by understanding how business information is gathered, interpreted and used to identify opportunities for improved performance.

Module 1: Developing a Data-Driven Mindset

- Understanding data-driven decision making
  - From intuition to evidence-based thinking
- Developing an analytical mindset
  - Curiosity, objectivity and commercial awareness
- Recognising the value of data
  - Turning information into business value
- Understanding the role of data in business performance
- Building confidence in using data to support decisions

Module 2: Working with Business Data

- Understanding different types of business data
- Exploring data sources and commercial information
- Understanding dashboards, reports and business metrics
- Recognising data quality and integrity
- Interpreting commercial information with confidence

Module 3: Understanding Business Performance

- Measuring business performance
- Understanding key commercial metrics
- Identifying trends, patterns and exceptions
- Recognising performance opportunities and risks
- Connecting data to business outcomes

Module 4: Building Analytical Foundations

- Framing business questions
- Exploring cause-and-effect relationships
- Recognising assumptions and bias
- Thinking critically about business information
- Preparing for insight generation



Impact Coaching Session (Virtual – 2 Hours)

The virtual Impact Coaching sessions are positioned between the classroom phases to support workplace application and sustained behaviour change. During each two-hour session, delegates reflect on their application experience, discuss successes and challenges, receive facilitator feedback and guidance, and refine their approach before progressing to the next phase of the capability journey.

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Phase 2: Insight Generation (2 Days)

Purpose: Develop analytical thinking skills to transform business data into meaningful insights, evaluate solution options and formulate evidence-based recommendations that support informed business decision-making.

Module 1: Developing Analytical Thinking
- Developing analytical and critical thinking skills
- Applying structured thinking techniques
- Distinguishing facts, assumptions and opinions
- Recognising bias and improving objectivity
- Using analytical questioning to deepen insight

Module 2: Identifying Patterns and Trends
- Identifying meaningful patterns and trends
- Recognising opportunities and performance gaps
- Comparing current and historical performance
- Interpreting dashboards and business reports
- Prioritising areas requiring further investigation

Module 3: Investigating Root Causes
- Applying root cause analysis techniques
- Distinguishing symptoms from underlying causes
- Exploring contributing factors
- Testing assumptions using evidence
- Developing evidence-based conclusions

Module 4: Generating Actionable Insights
- Converting analysis into meaningful insights
- Evaluating commercial implications
- Identifying improvement opportunities
- Linking insights to business objectives
- Preparing insights for structured problem solving

Module 5: From Insight to Action
- Developing solution strategies
- Generating and evaluating solution options
- Prioritising solution options
- Selecting the most appropriate recommendation
- Defining success criteria

Impact Coaching Session (Virtual – 2 Hours)

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Phase 3: Data Storytelling (2 Days)

Purpose: Develop the ability to communicate established insights and evidence-based recommendations through clear, compelling and business-relevant stories that support informed stakeholder consideration and encourage meaningful responses.

Module 1: The Power of Data Storytelling
- Understanding the purpose of data storytelling
- Connecting data, insight and business outcomes
- Building credibility through evidence
- Creating relevance for different audiences
- Communicating with purpose and clarity

Module 2: Structuring a Compelling Business Story
- Structuring insight-led business stories
- Developing clear messages
- Connecting evidence to recommendations
- Creating logical story flow
- Adapting story structure to audience needs

Module 3: Visualising Data for Impact
- Presenting data visually for maximum impact
- Selecting appropriate charts and visuals
- Simplifying complex information
- Highlighting key messages
- Designing impactful presentations

Module 4: Presenting Insights with Confidence
- Communicating with confidence and credibility
- Handling questions constructively
- Responding to challenge with evidence
- Engaging stakeholders effectively
- Strengthening presentation impact

Module 5: Influencing Through Storytelling
- Influencing through evidence-based communication
- Building stakeholder buy-in
- Encouraging informed decision-making
- Communicating recommendations persuasively
- Inspiring action through effective storytelling

Impact Coaching Session (Virtual – 2 Hours)

The virtual Impact coaching sessions are positioned between the classroom phases to provide delegates with an opportunity to reflect on their workplace application undertaken since the previous contact session, share successes and lessons learnt, discuss ongoing challenges, receive facilitator feedback and identify practical actions to strengthen their application as they prepare for the next phase of the programme.

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Phase 4: Commercial Influence (1 Day)

Purpose: Apply data-driven thinking, analytical capability, business judgement and effective communication to make informed business decisions, influence stakeholders, strengthen collaboration and support measurable business impact.

Module 1: Data-Driven Decision Making

- Applying evidence-based decision-making principles
- Evaluating commercial alternatives
- Balancing commercial trade-offs, risks and opportunities
- Making informed business decisions
- Reflecting on decision quality

Module 2: Influencing Business Decisions

- Understanding stakeholder priorities
- Building credibility and trust
- Building compelling business cases
- Influencing without authority
- Managing constructive challenge
- Building commitment to action

Module 3: Embedding Business Impact

- Implement
  - Translating decisions into action
  - Building implementation plans
- Measure
  - Monitoring implementation and business performance
  - Measuring business impact
  - Reflecting on outcomes and lessons learnt
- Sustain
  - Embedding continuous improvement
  - Strengthening accountability
  - Planning for sustained improvement

Impact Coaching Session (Virtual – 2 Hours)

The final virtual Impact Coaching session provides delegates with an opportunity to reflect on their workplace application throughout the programme, share successes and lessons learnt, discuss ongoing challenges, receive facilitator feedback and identify practical actions that will sustain the capability beyond the formal learning journey.

A Way Forward – Personal Elevation Plan

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MANAGER IMPACT TOOLKIT

The Manager Impact Toolkit brings together four practical, complementary resources that managers can draw on throughout the learning journey and beyond.



Designed for use alongside the four-phase programme and beyond, the Toolkit supports managers in leading data-driven conversations, coaching team members, facilitating insight-led reviews and encouraging the consistent application of data-driven thinking in everyday work.

Toolkit 1: Leading Data-Driven Conversations
Practical prompts and conversation guides to help managers encourage curiosity, explore business information and strengthen evidence-based discussions.

Toolkit 2: Coaching for Business Impact
Coaching questions and feedback tools to help managers reinforce analytical thinking, support workplace application and develop confidence in using data to inform recommendations.

Toolkit 3: Facilitating Insight-Led Team Reviews
Structured meeting guides and review templates to help managers explore performance information, identify meaningful insights and encourage constructive team discussions.

Toolkit 4: Embedding a Data-Driven Culture
Practical checklists, reflection prompts and reinforcement tools to help managers establish consistent data-driven habits and support continuous improvement.

Optional Manager Activation Session

A facilitated manager activation session can be included to introduce the Toolkit, demonstrate its practical application and help managers identify how they will reinforce the learning within their teams.

The recommended format is a 2–3-hour interactive session, ideally delivered before or early in the capability journey, followed by ongoing use of the Toolkit during workplace conversations, team reviews and coaching discussions.

TRAINING METHODOLOGY



Our training methodology is designed with a core focus: to ensure that the knowledge acquired translates into tangible results, adding substantial value and visibly improving performance within the workplace.

We employ an outcomes-based approach, fostering active engagement through highly interactive, facilitator-led sessions.

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PROGRAMME FEATURES

The Data to Impact Capability Journey combines practical learning experiences with structured workplace reinforcement to help delegates develop and apply their capabilities. Key features include:

- **Business data and workplace scenarios** drawn from different functions to support relevant, practical learning.
- **Practical business simulations and activities** that develop analytical thinking, communication and decision-making skills.
- **Impact Challenges** that encourage delegates to reflect on their learning and apply key principles in everyday work.
- **AI in Action activities** that explore responsible and practical ways of using artificial intelligence to support analysis, thinking and communication.
- **Through a Manager's Lens** prompts that encourage delegates to consider management expectations, stakeholder perspectives and the business relevance of their work.
- **Workplace Practical Applications** that provide structured opportunities to transfer learning into delegates' own working environments.
- **Facilitator feedback** to strengthen understanding, build confidence and support skill development.
- **Virtual Impact Coaching** to review workplace experiences, reinforce learning and support continued application between programme phases.

WHAT WE OFFER

- Public Courses vs Closed Group Training
- Face-To-Face Training (F2F)
- Virtual Instructor-Led Training (VILT)
- Customisation
- Impact Compass

POST COURSE ASSISTANCE

Contact the Coach" – Bridging Learning for Business Results



We offer a continued learning relationship providing **FREE** access to post course support to embed the knowledge gained. Our advisors are subject matter experts in each area of specialisation.

Delegates can 'Contact the Coach' for support, Information or assistance with additional questions regarding the application of theory covered during the course.

Personal Elevation Plan – Bridging the Gap from Training to Workplace Application

The Personal Elevation Plan isn't just a takeaway – it's a structured, practical guide that helps delegates seamlessly transition their learning into real-world action.



Sustained Development and Accountability: By tracking progress and engaging with their managers, delegates stay committed to their growth, making learning an active part of their professional journey.

A Tool for Measurable Impact: Rather than training being a one-time event, this plan enables organisations to see tangible results by embedding new skills into everyday work.

A Catalyst for Meaningful Conversations: Ideal for one-on-one coaching and performance discussions, the plan encourages ongoing development dialogues between delegates and their managers

OUR COMMITMENT TO YOU …

Kwelanga Training's Commitment

To develop and inspire each individual to be the best that they can be.
To assist clients in the transfer of skills and positive behaviour change.

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