



**Center for
Economic Opportunity**

NYC CEO Program Management Forum Managing for Innovation Course

Session 6 | Analysis and Decision-Making

May 3, 2013

Learning Objectives

- Increase awareness of strategies you can use to:
 - Review and analyze program data to ask questions, make decisions and develop strategies to improve program performance
 - Identify alternative solutions to problems and select those that most effectively support the program's goals and strategy
 - Make difficult decisions even in unclear or poorly defined situations

DATA ANALYSIS IN CONTEXT

Data Analysis in Context

- What is the purpose - mission, goal or objective?
- What are the organization/program values?
- What does the data show?
- How do values impinge on the data?

Data Analysis in Context (continued)

- Data doesn't make decisions for us
- Data is information used to help you apply your *mission*, *vision*, and *strategy* to help you make decisions

Types of Evaluation

Formative



Management

Summative



Research

COMMUNICATING DATA

Communicating Data

- Who is your audience?
- What is the preferred style of your audience?
- What is the audience's investment in the data?
- What action, if any, is the audience empowered to take?

Dashboard Example – Too Much Info

3rd Quarter Outcomes Report

	YY	CCS	QUA	NAH	DIJ	% \$	NJV
JSH	99	1232	73.55	94.1	04	8.05	35
ERO	57	R839	93.23	82.0	02	9.22	33
THE	37	7839	93.49	30.2	78	11.00	78
YEO	48	3893	22.39	39.2	39	9.25	93
CEF	20	2830	28.444	73.55	49	9.234	84
WER	n/a	n/a	n/a	93.23	n/a	11.05	72
EFD	38	4039	37.30	93.49	67	10.10	83
DRF	49	3829	9.00	22.39	209	29.00	93
EDF	49	3480	83.0	73.55	e9	12.33	92

Source: Based On *Using Data for Success: Five Activities that Workforce Managers Can Use with Front-Line Staff*, Public/Private Ventures.

Dashboard Example – Better

Indicator: Job Retention and Average Wage

	Placed	30 Day Retention	90 Day Retention	Average Wage
Last Year	103	94%	81%	\$8.50
YTD	64	82%	71%	\$8.05

Source: *Using Data for Success: Five Activities that Workforce Managers Can Use with Front-Line Staff, Public/Private Ventures.*

Using Data in Leading Staff

- Communicate with a shared sense of purpose
- Analyze and interpret the data, including all levels of staff
- Respond to data (in everyday decisions and major course corrections)
- Build data tasks into job descriptions and performance evaluations
- Don't assume that training staff once is enough

Source: Adopted from *Using Data in Multi-Agency Collaborations*, Public/Private Ventures

MAKING DECISIONS

Decision-Making Pitfalls - Examples

- The Status-Quo Trap
- The Sunk Cost Trap
- The Confirming Evidence Trap
- The Estimating and Forecasting Trap

How can you avoid each of these?

Source: John S. Hammond, Ralph A. Keeney, and Howard Raiffa, "The Hidden Traps in Decision-Making," *Harvard Business Review*, 1998.

Wrap Up

“What's measured improves.”

— Peter F. Drucker