



In the Deliberate Design approach, we offer three sets of considerations for data-driven decisions. There are many opportunities in the deliberate design architecture to make data-informed decisions, all of which require consideration from three perspectives: Access, Analysis, and Use.

Making Data Driven Decisions – A Guide to Using Data: Access					
The Question	Defining the Impact/Outcome	Finding the Indicator(s)	Finding the Measure(s)	Exploring Preconditions	Evaluating Where You're At
	What is the change you seek?	What indicates a change in the state of that outcome?	How is that indicator measured?	What might drive changes in that measure?	Given what you've identified above, what might a change in your measure indicate?
	Before you can measure changes in community outcomes that represent the impact you hope to achieve, you need to define what your impact and outcome is. In essence, this question is asking “what is the needle you're trying to move.”	Now that you know what you want to change, what would indicate a change (there might be more than one indicator)? If the impact occurred and the outcome was achieved (or you made progress towards it), what would show that change?	Definition: Does the measure mean what you think it means? How, specifically, is it defined? Purpose: Why is this data collected? Will that have implications for your use? Time: How often is that data collected? Is there a lag in the data collection? Geography: How precise can you get? Will that meet your needs?	In addition to the program activities that you might typically consider, what else might impact the outcome you seek, and therefore the measures you've selected? Essential here is to understand how much changes in the measure reflect changes in the indicator , and how much changes in the indicator reflect changes in the Impact .	So, having considered these issues, take a moment to revisit your decisions. Are you satisfied that changes in the measure you've selected will do an adequate job representing changes in the indicator and outcome you care about? Are there additional indicators and measures that now seem more important?
	<div>Quality of Life → Economic Development → Retail Sales → Sales Tax Revenue in \$\$ at the ZIP Code Level</div>				
Your Answer					



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Making Data Driven Decisions – A Guide to Using Data: Analysis

Your Answer	Things to Think About	The Question	Analytical Strategy	Technical Requirements	Skill Requirements	Securing What You Need	Evaluating Where You're At
			How will you use the data to answer your key question?	To execute the analytical strategy, what tools and technology will you need?	To execute the analytical strategy, what skills and abilities will you need?	How will you secure the technology, skills, tools, and abilities that you need for the analysis?	Given what you've identified above, what might the implications be for your project?
			Before you can launch into a data analysis project, you want to think through the type of analysis that will help inform your decision and make your case. Key decision points here involve time (e.g., change over time vs. a single point in time), relativity (e.g., raw numbers or percent of total), and level of rigor (e.g., univariate change over time, control for other factors, level of probability, etc.).	Given the analytical strategy you've selected, what types of software and hardware will you need to get the analysis done? Things to think about include the amount of data you'll need to handle (i.e., how big a computer will you need) and the capabilities required for the analysis you plan (e.g., is this an Excel question or will it require a more robust statistical analysis package)? What types of graphics will you want to produce?	Given the analytical strategy you've selected, what types of skill sets will you require to get the analysis done? More robust statistical analysis may require personnel with specific training in the areas of advanced analysis; less robust might only require staff with a solid understanding of Excel or Access.	Now that you've identified the technology, tools, skills, and abilities required, what arrangements do you need to make? Do you have the assets on hand, or perhaps in short reach through development of existing staff? If not, have you taken advantage of special pricing on software (e.g., TechSoup)? Have you sought advanced skills and abilities through internships or practicums through local universities or professional and technical schools?	So, having considered these issues, take a moment to revisit your decisions. Are you satisfied that your strategy will adequately address your key questions, and that you will be reasonably likely to secure the knowledge and tools you need? How might your data driven strategy change based on your work so far?



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Making Data Driven Decisions – A Guide to Using Data: Use					
The Question	Intended Audience	Desired Response	Vehicle for Delivery	Method of Delivery	Evaluating Where You're At
	Who is the intended audience for your analysis?	What should happen when the analysis is presented?	How will you disseminate the findings of your analysis?	Given your vehicle for delivery and desired response, what's the best way to tell the story?	Given what you've identified above, what might the implications be for your project?
Things to Think About	Once you've addressed the issues of access and analysis, you must take into consideration the intended audience for your analytical results. Are you preparing data for decision making by your internal staff (leadership, management, program staff, etc.)? Perhaps your directing these findings to an external audience (donors, policy makers, volunteers, etc.). What is their level of technical knowledge? What do they already know about the issue, about your organization, and the like?	Given the audience that you intend to receive the information and make the decisions, what type of change do you desire them to make? Do you want them to know something differently, understand something differently, or do something differently? Each of these changes requires different types of information – different types of data – and will help you determine which information to include to power data-driven decisions.	Once you've prepared your analysis, how will you get the information out? Different media allow you to tell the story differently. Live presentation and videos permit different interactions and understanding than print media, while emerging technologies in social media focus on shorter, briefer messages.	Will your analytical results be best communicated by a graph, a table, a narrative? Emerging focus on info graphics has lent further graphic emphasis on analytical findings. Thinking back to the intended audience and the way you want them to use this information for data-driven decision making, in what format will they need that information? What most clearly communicates the element you need the audience to get?	One last time, reflect on where you're at? Having completed these exercises, has your focus changed? Have you achieved more clarity in how you want to use information to shape data-driven decisions? Remember, this is never a linear process. At any time you should feel free to return to earlier stages and revisit your answers. At every stage you may think about things in a new light or understand them in a different manner. Working through these steps in a deliberate process will make sure the information you deliver is as accurate and useful as it can be.
Your Answer					