THE INSTITUTE OF LEADERSHIP

Decision-Making: Analysing Data and Creating Reports

This worksheet, based on the Spotlight 'Analysing Data and Creating Reports,' will help you focus on the meanings of data, information, knowledge and intelligence, the characteristics of high-quality data, methods of data analysis, and the features of a good business report.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

Data, Information, Knowledge and Intelligence

> **"Good data is important for any business to have. What's even more essential is the ability to analyze and draw actionable insights from that data. Otherwise, that valuable information becomes nothing more than numbers on a spreadsheet."**[*]
>
> Do you agree? Give reasons for your answer:

In common usage, terms such as 'Data', 'Information', 'Knowledge' and 'Intelligence' and sometimes used interchangeably, but from a business and organisational perspective these terms have specific meanings.

Use the spaces below to provide your own definitions of each of these terms from a business and organisational perspective:

Data	Information
Knowledge	Intelligence

Data Collection and Analysis

Using an example from your organisation, explain how one data-collection process that you use satisfies each of the Five Factors of High-Quality Data:

Purpose of the data collection process, what the data will be used for:				
Completeness	Consistency	Accuracy	Validity	Timeliness

Continuing with the same example: **Describe the method(s) used to analyse the data to derive useful and meaningful information and how it is used:**

What are the advantages and disadvantages of this method(s)?

+ Advantages

Disadvantages ▬

Creating Reports

Although many organisations have their own Report format, they will be based on the standard Report layout.

Complete the following table to describe what should be included, and what should not be included, in each of the features of a standard report layout.

	INCLUDE	EXCLUDE
Executive Summary		
Contents		
Introduction		
Findings		
Conclusions		
Recommendations		

Review Write a tweet to advise colleagues who are about to write their first management report:

*Forbes Agency Council (2018) **Eight Agency-Recommended Tools For Analyzing Your Data**
www.forbes.com/sites/forbesagencycouncil/2018/09/14/eight-agency-recommended-tools-for-analyzing-your-data