

Competencies for Data Leadership:

COMMUNICATION

When to Implement

Use this guidance to inform the development of your interview protocol, including questions and indicators. Consider the importance of data communication in your work and adapt the examples for your environment.

STARTING WITH AUDIENCE, NOT THE ANALYSIS

- *Do they begin by understanding who needs the information and why, rather than starting with what they discovered?*

ANTICIPATING EMOTIONAL STAKES

- *Do they understand the potential impacts of their findings? Are they prepared to answer hard questions?*

SIMPLIFYING WITHOUT OVERSIMPLIFYING

- *Do they respect the audience's intelligence while adjusting the language? Can they explain their methodological choices accessibly?*

ASKING BETTER QUESTIONS THAN THEY ANSWER

- *Do they probe beneath the surface to understand underlying needs and decision points?*

Hire for what's hardest to teach: empathy for non-technical audiences and the instinct to pause and reframe when they see confusion in the room.

Learn More

The Strategic Data Project, an initiative of the Center for Education Policy Research at Harvard University, has recruited, screened, and matched education data talent with school systems since 2009. Learn more about our work and how to partner with us: sdp.cepr.harvard.edu. This resource is a component of a multi-part series on best practices for hiring data talent in education organizations.



STRATEGIC DATA PROJECT

