Program description

Leaders are challenged every day to make fast-paced decisions while navigating a complex business landscape. To succeed, they must:

- Continuously **upskill** their **business acumen**
- Acquire and hone **new leadership skills**
- Cultivate **agile mindsets**
- **Synthesize** ever-expanding **data and information** about their business to make critical business decisions
- Deliver **innovation** and **sustainable profitability**

Wharton Interactive’s **Advanced Data-Driven Leadership Program** supports leaders on this journey.

The Program aims to teach critical skills needed to compete in changing business environments, where team, organization, and data-driven leadership capabilities are the keys to success. Through **personal and team journeys** and ongoing **coaching and application sessions**, participants will explore and gain experience in building and leading teams, conducting business experiments, and practice strategies for countering common team pitfalls and increasing their team’s collective intelligence.

Designed for mastery, this learner-centric Program gives participants the opportunity to hone their skills in a series of experiential courses; participants will practice key skills, reflect on their practice, and build durable, transferable leadership skills, providing a pathway to continued success. Moving through a series of modules, participants will work individually and in teams as they play various roles, make decisions, and grapple with challenges that push them out of their comfort zone.

**Program participants will attain leadership expertise, empowering them to solve problems, improvise, make decisions, and explore new perspectives.**

Structure and Sequence

The Program begins with a **Keynote Introduction** to the Course by Wharton Professor **Ethan Mollick** and a **Coaching Session**, setting participants up for success as they begin their journey in this Program.
The Program consists of 5 Modules culminating in a capstone experience and workshop. Each Module is a stepping-stone to the next one. Participants take part in a learning journey, experiencing each concept multiple times and through a variety of lenses. Ideas introduced in one Module are explored in the next one. The capstone pulls together concepts explored in previous modules and helps participants think through how to apply their newly acquired knowledge.

Each Course experience includes personalized instruction and adaptive feedback. We recognize that participant experiences and learning levels differ, and we designed each experience to benchmark performance, break down conceptual bottlenecks, and allow every participant to develop critical skills.

Each of the 5 Modules have been designed as a combination of the following: an Experience Lab, a Debrief Session, a Wharton Professor Video Integration Session, and a Coaching & Application Session moderated by Wharton experts:

- **Experience Labs** are experiential learning sessions in which participants are challenged to practice critical lessons by making increasingly consequential decisions that change their personal and team stories. *Participants complete additional assignments following each module to help them articulate and integrate module ideas.*

- **Debriefs** pull together the experience's lessons and help participants hone in on key concepts.

- **Video Integration Sessions** prepare participants for upcoming experiences and highlight important lessons.

- **Coaching & Application Sessions** serve as metacognitive learning experiences in which participants reflect on their journey, create action plans for how they will bring critical learnings from the module back to their role, and build their leadership toolbox.
# Program Outline

* Classes are delivered online, and synchronous each week

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
<th>Class Schedule* (90 minutes/week)</th>
<th>Homework</th>
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| **1**  | **Program Introduction**  
Professor Ethan Mollick  
This module kicks off the program learning journey, and includes an icebreaker exercise, a program overview, and a discussion of the Program's goals.  

Week 1:  
Saturday 4th March  
10 am – 11:30 am IST | 1 hour |
| **2**  | **Organization Leadership and Innovation Module**  
Experience Lab: Organization Leadership and Innovation Course Experience  
- Analyzing business opportunities  
- Conducting business experiments  
- Pitching and selling your ideas  
- Hiring and leading the right team  
- Negotiating with key stakeholders  

Week 2 – Week 9  
Class meets from  
10 am – 11:30 am IST  
- March 11th  
- March 18th  
- March 25th  
- April 1st  
- April 8th  
- April 15th  
- April 22nd  
- April 29th | 1 hour/week |
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<td>3</td>
<td><strong>Data-driven Leadership Module</strong>&lt;br&gt;2 classes, including a video lecture by Professor Ethan Mollick: <em>Leadership Through Numbers</em> and a module debrief.</td>
<td>Week 10 – Week 11&lt;br&gt;Class meets from 10 am – 11:30 am IST&lt;br&gt;• May 6&lt;sup&gt;th&lt;/sup&gt;&lt;br&gt;• May 13&lt;sup&gt;th&lt;/sup&gt;</td>
<td>1 hour/week</td>
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<td><strong>Experience Lab: Machine Learning for Business Decisions</strong>&lt;br&gt;• Gain hands-on experience with Machine Learning&lt;br&gt;• Conduct Exploratory Data Analysis&lt;br&gt;• Build, train, test, and evaluate machine learning models (using XGBoost)&lt;br&gt;• Lean on business reasoning to increase model performance through feature engineering&lt;br&gt;• Use your persuasion skills to convince key stakeholders of your approach</td>
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<td>4</td>
<td><strong>Building and Leading Teams Module</strong>&lt;br&gt;2 classes, including a video lecture by Professor Ethan Mollick: <em>Building and Leading Teams</em> and live coaching and integration session</td>
<td>Week 12 – Week 14&lt;br&gt;Class meets from 10 am – 11:30 am IST&lt;br&gt;• May 13&lt;sup&gt;th&lt;/sup&gt;&lt;br&gt;• May 20&lt;sup&gt;th&lt;/sup&gt;</td>
<td>1 hour/week</td>
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## Module 5: Capstone Module

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<td><strong>Experience Lab: The Saturn Parable</strong></td>
<td>Week 15 – Week 17&lt;br&gt;Class meets from 10 am – 11:30 am IST&lt;br&gt;- May 20&lt;sup&gt;th&lt;/sup&gt;&lt;br&gt;- May 27&lt;sup&gt;th&lt;/sup&gt;&lt;br&gt;- June 3rd</td>
<td>1 hour/week</td>
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| - Building collective intelligence on teams<br>- Strategic experimentation including hypothesis testing<br>- Ambidexterity and planning for the future while executing today<br>- Frameworks for strategic competition and cooperation<br>- Goal setting, goal communication, and delegation<br>- Motivating organizational change<br>- Managing organizational conflict<br>- Managing Process loss | Program Duration: 3 months, 50 hours

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Program objectives

Learning objectives:

- Personal leadership ability: inspiring a team, avoiding team pitfalls, and achieving consensus
- Promoting Collective intelligence on teams: increasing team performance with psychological safety, coordination, motivation, and organization
- Building continuous improvement through chartering, closed-loop communication, after-action discussions
- Organizational leadership skills, including goal setting, goal communication, and delegation
- Motivating organizational change and managing organizational conflict
- Strategic Leadership skills including: strategic experimentation, data gathering, hypothesis testing, pivoting
- Ambidexterity and planning for the future while executing today
- Frameworks for strategic competition and cooperation
- Financing an internal venture: cash flow, sources of capital
- Negotiations: establishing positions, analyzing bargaining power, conducting high-stakes negotiations
- Pitching and persuasion: pitching new ideas and persuading stakeholders of the value of your business concept
- Convert data into insights through understanding the questions to ask, the limits of the data, and the stories the data tells
- Understand how to deploy quantitative solutions to make real-time decisions that drive measurable improvement
- Building quantitative models and Machine Learning solutions to predict the future and make critical business decisions

Practice objectives:

- Leading and building a series of successful teams
- Leading during a time of uncertainty and change
- Persuading stakeholders in their analysis and strategy
- Practicing gathering and evaluating data
- Experiencing the types of data that are generated by business experiments: surveys, market tests, and interviews
- Engaging with critical stakeholders in high-stakes settings: managers, customers, and employees

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- Navigating through common points of failure for internal ventures: team conflict, scaling, and process loss
- Making decisions based on quantitative analysis using Machine Learning models

Thinking objectives:
- Analytical thinking: the ability to analyze and frame problems
- Learning orientation; develop a proactive learning mindset and a habit of questioning assumptions through rigorous testing
- Innovative thinking; develop the ability to improvise and address business problems and translate data into practice
- Analytical thinking: the ability to analyze and frame problems
- Perspective-taking: the ability to analyze a problem through a variety of different lenses
- Self-monitoring and metacognition
- Self-efficacy and the confidence to accomplish leadership challenges

Requirements
The Program is a 3-month long experience in which participants are required to engage actively and help create a supportive learning environment. Participants will explore new topics, try new roles, and question their assumptions, building a repertoire of examples and understandings to use beyond the Program.