

## Summary

WEBCAST:

# Four Ways Leaders Can Measure & Monitor Progress

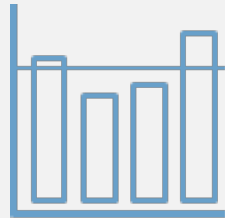
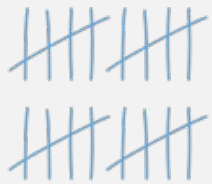
...and why only one of them changes  
culture and creates impact.



## #1 Quota Measures: Quantify task completion, as the amount met of a quota by a point in time.

### Examples:

- *Compliance Inspections Performed*
- *Number of New Curriculum Resources Trialled*
- *Number of Telehealth Consultations*
- *Trouble Tickets Resolved*



### Benefits:

- tangible focus for daily efforts
- build discipline in getting things done
- provide feedback , quickly

### Risks:

- can drive focus to hit short-term targets that don't matter
- inadvertently encourage gaming and unhealthy competition
- take attention away from the quality of output

*Improve daily discipline through task design*

## #2 Activity Measures: Quantify volume of activity completed or output produced, over time.

### Examples:

- *Number of Welfare Applications Processed per week*
- *Number of Tutoring Sessions per month*
- *Number of Diagnostic Tests Performed per month*
- *Number of Training Courses Developed per Quarter*



### Benefits:

- easy for people to relate to
- the basis for measuring and improving productivity
- help with matching resources and schedules to changing levels of workload

### Risks:

- most definitely are not evidence of result or impact
- drive too much focus on productivity at the expense of quality
- can be misleading or misinterpreted without additional companion measures

*Improve productivity by standardizing and streamlining*

## #3 Status Measures: Quantify result-to-date, as a cumulative total, at the current point in time.

### Examples:

- *% Annual Budget Spent*
- *Year-to-Date School Attendance Rate*
- *Total Number of Telehealth Subscribers*
- *Dollars Raised*



### Benefits:

- easy for everyone to relate to
- can see if on track, ahead, or behind where we planned
- hard for people to misinterpret

### Risks:

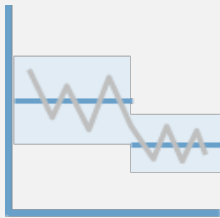
- no feedback about whether progress is speeding up or slowing down
- can make us react with a short-term focus
- can't see variation or important signals over time

*Status improves when the other measure types improve*

## #4 Performance Measures: Quantify performance result, as a level of performance capability, over time.

### Examples:

- *Serious Road Crash Rate by month*
- *% Students Meeting Literacy Standards by quarter*
- *% Patients With Unplanned Readmissions by week*



### Benefits:

- have a big return of the effort of creating and using them
- allow for fast course-correction
- have more leverage in creating organizational success than any other type of progress measure

### Risks:

- can be hard to identify performance measures without a clear result and a measure design process
- data needed to calculate them may require a bit more effort to collate
- sometimes not within full control of teams, but definitely within their influence

*Improve capability to achieve via process design*

# Four types of progress measures

## IMPACT (results)

### #3 Status Measures



...quantify **result-to-date**, as a cumulative total, at the current point in time.

- % Annual Budget Spent
- Year-to-Date School Attendance Rate
- Total Number of Telehealth Subscribers
- Dollars Raised

**Improve status when the other measure types improve**

### #4 Performance Measures



...quantify **performance result**, as a level of performance capability, over time.

- Serious Road Crash Rate by month
- % Students Meeting Literacy Standards by quarter
- % Patients With Unplanned Readmissions by week

**Improve capability to achieve via process design**

## EFFORT / LABOR (in time)

### #1 Quota Measures



...quantify **task completion**, as the amount met of a quota, by a point in time.

- Compliance Inspections Performed
- Number of New Curriculum Resources Trialled
- Number of Telehealth Consultations
- Trouble Tickets Resolved

**Improve daily discipline through task design**

### #2 Activity Measures



...quantify **volume of activity completed** or output produced, over time.

- Number of Welfare Applications Processed per week
- Number of Tutoring Sessions per month
- Number of Diagnostic Tests Performed per month
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**Improve productivity by standardising and streamlining**

## LEVERAGE (over time)

## INPUT (activity)

Of the four types of progress measures –

Performance measures are the most valuable to create culture & achieve strategy !

1. They **focus on results and impact**
2. They make it easier for everyone to **align** their own performance and activity with what's strategically important
3. They **set the context** for people to design their own daily disciplines to support achievement of strategy
4. They find and build **leverage to work smarter** so improving performance isn't working harder



## Options to Improve How Your Organization Measures Progress and Manages Strategy

### 1 Public PuMP Blueprint Training:

- 12, 13 & 17, 18, 19 November, 5 half days Online
- [RolterAssociates.com/kpi-pump](https://RolterAssociates.com/kpi-pump)

### 2 Private PuMP Blueprint Training:

- Your colleagues, your location
- [info@RolterAssociates.com](mailto:info@RolterAssociates.com)



### 3 Evidence-Based Leadership For leaders:

- Discovery Discussion
- [info@RolterAssociates.com](mailto:info@RolterAssociates.com)