



Strategy  
***Collaborative***<sup>sm</sup>

Identifying results that are meaningful  
and Motivating: **KPIs, Measures and Metrics**

# Today's Host



**Erica Olsen**

CEO, Co-Founder and Principal Strategist

**OnStrategy**

# Today

01

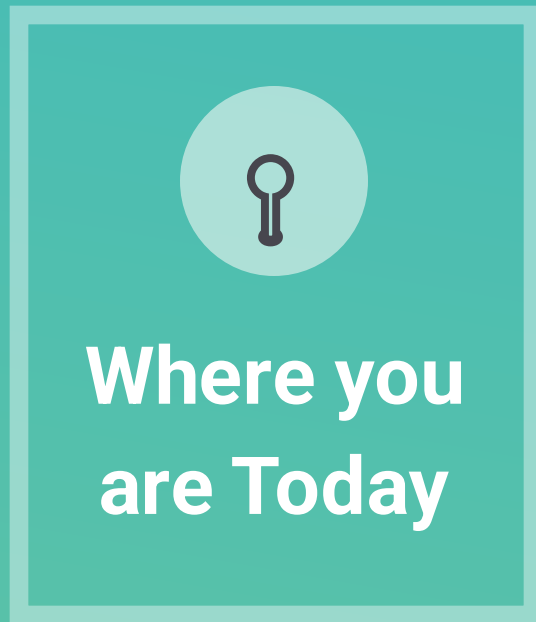
## **Welcome and Overview**

Strategy Collaborative: Grounding & Level-Setting

02

Identifying results that are meaningful and  
Motivating: **KPIs, Measures and Metrics**

# The Job of a Strategic Leader



**2x Your Impact**



# Doubling your impact requires 6 components.



**Big, Bold  
Vision**



**Winning  
Strategy**



**Aligned  
Teams**

aka goals/OKRs



**Quarterly  
Rhythm**



**Compelling  
Communication**



**Strong  
Culture**



**Strategy  
Collaborative<sup>sm</sup>**

## **Our Promise:**

*Every session, you'll  
walk away with one  
thing you can use.*

## **Always Thursdays**

**1st**

### **Deep Dive - General Session**

"From the Field" + Application

**2<sup>nd</sup>  
& 4<sup>th</sup>**

### **Live Roundtable – [CSO Pro]**

Ask Us Anything Q&A

Dive into your specific questions & share

**3rd**

### **Workshop a Topic – [CSO Pro]**

Breakout groups by role and/or sector to share, problem solve with peers.

What makes a  
meaningful measure?

OR

What makes a measure  
**meaningful?**

# Five MUSTs

01

**A result that is core to your success**

02

**Be something you CAN impact**

03

**Be a driver of your business**

04

**Be able to measure it frequently & trend it**

05

**Be a result you NEED to deliver**



What business or customer  
**impact**  
must we deliver?

# Let's Crowd Source!

## Meaningful

Sales conversion rates  
Employee Pulse scores

Sales conversion rate  
ENPS  
Lead conversion  
NPS  
CO2 Reduction by customers  
CTR  
0 Downtime  
Retention Rate  
Social Engagement Rates  
Average Transaction Values  
Cash Conversion Rate  
Profitability  
Number of Members Recruited  
Recurring Revenue  
Donor Retention Rate

## NOT Meaningful



Number of public meetings

YOUR IDEAS??

Number of Public Meetings  
Best Place to Work  
Negative Net Profit Margin  
Create a Team to Make a Plan  
Transactions Completed  
Real Revenue vs Budgeted  
Revenue  
Leads generated  
Event Participants  
ANYTHING NOT SMART  
Right Org. Culture

# Definitions

## Measures/Metrics

Quantifiable value that tracks the organization's performance.  
*(Number of returning customers compared to last month)*

## Targets

The numeric value to be measured, as a #, \$, %

## Key Performance Indicators (KPIs)

A set of quantifiable outcomes that express the overall health & success of the organization.

- Holistic and represent outcomes across all dimensions of the plan (financial, customer, operations, people).
- Keep the pulse on an organization's overall performance.

## Key Results (from OKRs)

Basket of results to be delivered to achieve the objective.

# OKRs and KPIs

## *What's the difference?*

### Keeping it Simple...

- KPIs and OKRs work together
- KPI's are “special” Key Results
- KPIs are a query or select set of your Quantifiable Key Results that we are driving for the year
- Of your KR's some of them will be your company's KPI's
- KPIs are your KR's that are outputs and indicators of your overall business performance.
- A handful of KPI's will be spread throughout your KR's to create your Scorecard

# Example #1

**Objective:**  
**Automate and  
standardize  
everything we  
can.**

**KR1:** Reach average \$170K/operating expenses per staff, down from \$190K. #KPI

**KR2:** Complete standardization of core processes by team.

**KR3:** Complete Phase 1 and 2 of ERP implementation.

**KR4:** Automate non-value add processes.

# Example #2

## Objective

**NEW DONORS:** Acquire new donors that fit the ABC company profile through proactive, intentional searches.

**KR1:** Expand mostly specific marketing to bigger overall awareness push.

**KR2:** Specific campaigns for the county and rurals.

**KR3:** Increase in New Donors: 20% year-over-year. #KPI

# Leading & Lagging

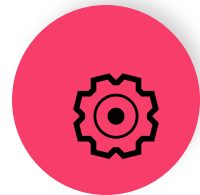
**Financial  
Perspective**



**Customer  
Perspective**



**Vision +  
Strategy**



**Internal  
Process  
Perspective**



**People &  
Learning  
Perspective.**

# Levels of Measures

## Strategic Goal Level

3-5 measures for life of plan.

## Objective Level

1 quantifiable measure per objective.

OR

NO quantifiable measure at this level.

## Key Results Level

2-3 measures that represent the performance of the objective.





# Example

## Strategic Goal

### EMPLOYEE WELLNESS

Employee Wellness is any activity designed to support better mental and physical health at work; these efforts include physical and mental fitness programs, education and incentives, interventions for and improved access to care and social support for our employees.

*Where are we going? Our workforce is actively engaged in physical, social, emotional wellness activities.*

*What can everyone at CMPD to support Employee Wellness?*

Encourage Mental Health assistance.

Communicate & Promote available resources and programs.

Support Work/Life Balance.

**Working Group:**

**Executive Champion:** Deputy Chief Pearsall | **Co-Champion:** Major Brian Foley, Major Martha Dozier, Lt. R Phelps

**Leadership Team:** Rob Tufano, Major Dave Johnson

**2022 Chiefs' Priorities**

- Explore the City's benefits.

## Measure at Strategic Goal Level

### KPIs

#### KEY INDICATORS

Success Measure	Data Source	Data Owner	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Direction
% of sworn able to pass physical fitness test	Recruitment files	Academy Training Staff (Glen Jones)			Increase Cancelled for 2021	Establish baseline	Establish baseline
# of sick days (as a trend)	Peoplesoft	Human Resources (Ashleigh Staton)			Decrease Check for COVID data...	17,100	*Decrease
Decrease # of officers injured/workers comp injuries	Risk management	Human Resources (Ashleigh Staton)			Decrease		Decrease
# of unused days (staff not taking vacation time)	Peoplesoft	Human Resources (Ashleigh Staton)			Decrease		Decrease *rolls to sick time
% participation in programs (wellness programs) - Alt/opt-in - Dr. V visits - Dr. V referrals	Data source under construction	Human Resources / Training Academy / City HR (Ashleigh Staton)			Increase		Establish baselines

# Goal 1 – Increase our reach.

Example  
Measure at objective level.

Objectives	Objectives	Today	2025
1	<b>EXISTING DONORS:</b> Personalized, streamlined donor cultivation plan with improved, consistent communications.	<b>Existing ad-hoc donor cultivation</b> % Give increase within existing 2018-2019 = 2.31% 2019-2020 = -12.22% 2020-2021 = -2.06%	<b>Personalized donor cultivation plan</b> Increase the give amount from existing donors by x%
2	<b>NEW DONOR ACQUISITION:</b> Proactive, intentional searches for new donors that fit the BGCTM profile.	<b>Complete reliance on Board and list purchases</b> Increase in NEW donors (668-594) 2019-2020 = -11% (594-870) 2020-2021 = 45%	<b>Intentional searches for new donors</b> Increase in New Donors: 20% year-over-year
3	<b>NEW MEMBERS AND FAMILIES:</b> Expand reach across platforms and languages to engage with new families.	<b>Predominately English communications</b> 2022 6,572 members 26% Latino members (1,717)	<b>Standardized process for bilingual offerings &amp; rural locations</b> 2,200 of Latino members New Rural locations at full capacity
4	<b>CORPORATE PARTNERS:</b> Create more invested community partners, ambassadors, volunteers, and donors.	<b>Opportunistic sales</b> Sponsorship book sales: 40% 15 of participants in employee give	<b>Proactive, targeted sales</b> Sponsorship book sales: 75% 30 employee give programs
5	<b>ALUMNI:</b> Proactively pursue opportunities to engage with alumni.	<b>No alumni engagement</b>	<b>Alumni program in place</b> Establish BGC Point + Committee Quarterly meetings set with alumni founders + early members

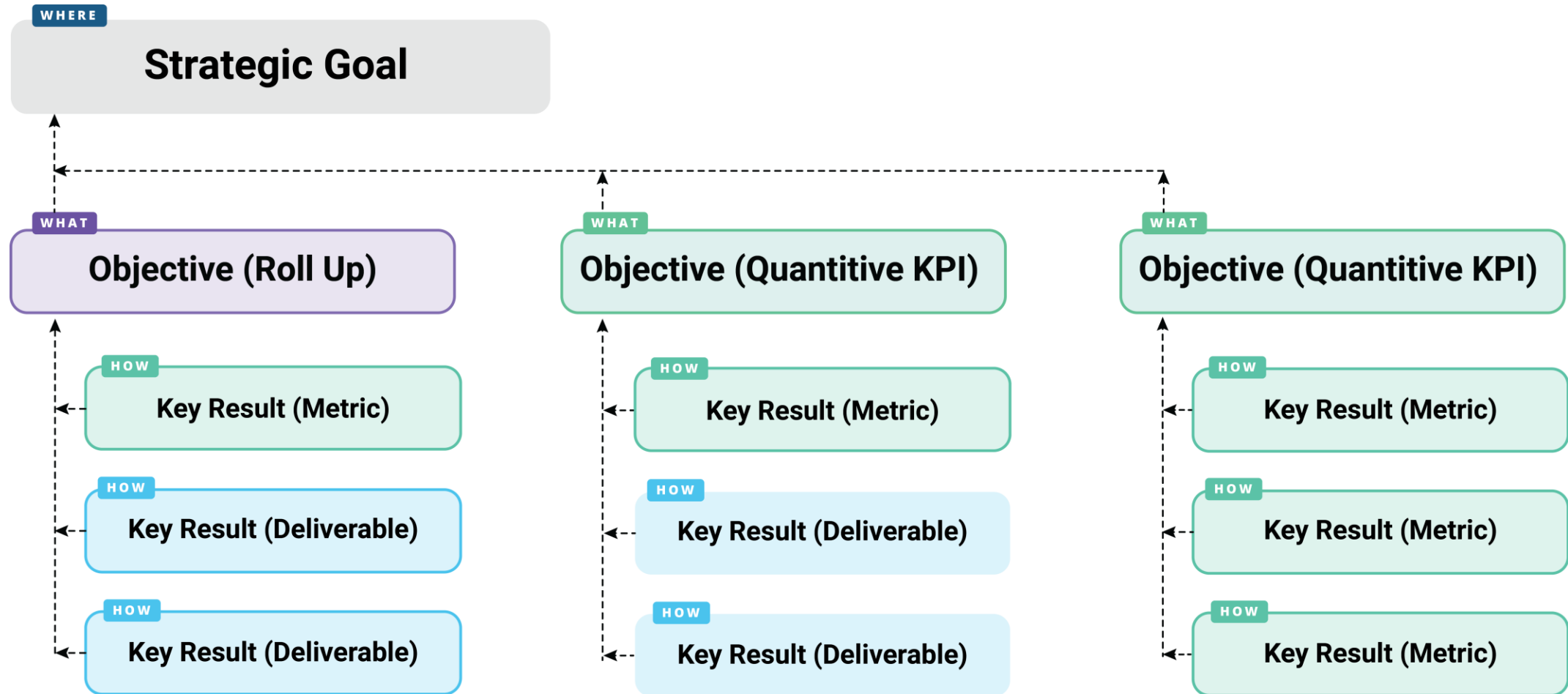
# Goal 1 – Growth and expansion.

## Example

Measures at Key Results Level

Objective	Key Result	Owner	Prioritized Projects
Expand our footprint to Europe.	Establish an EU sales and account team.	Susan	<ul style="list-style-type: none"> <li>Hire in-country regional leader.</li> <li>Contract with external sales organization.</li> <li>Hire account team staff (2).</li> </ul>
	<b>\$500K in proposals up from \$50K, specifically from EU prospects. #KPI</b>	Susan	<ul style="list-style-type: none"> <li>Launch inbound marketing program targeted at European prospects.</li> <li>Develop the outbound strategy.</li> </ul>
	Formalize three strategic partnerships with regional companies.	Tim	<ul style="list-style-type: none"> <li>Establish partner evaluation criteria.</li> <li>Develop a short list of targets.</li> </ul>
Automate and standardize everything we can	<b>Smartly reach average \$170K/operating expenses per staff, down from \$190K. #KPI</b>	Mark	<ul style="list-style-type: none"> <li>Provide quarterly expense reports to team leads, regularly and consistently.</li> </ul>
	Complete standardization of core processes by team.	Mark	<ul style="list-style-type: none"> <li>Complete 1 playbook for each teams' core processes.</li> </ul>
	Complete Phase 1 and 2 of ERP implementation.	Ben	<ul style="list-style-type: none"> <li>See ERP implementation plan.</li> </ul>
	Automate non-value add processes.	Ben	<ul style="list-style-type: none"> <li>Each team will identify 1-2 processes that can be automated.</li> </ul>
Create raving fans by caring about every customer experience, everyday.	<b>Actively address "detractors" from our NPS survey, to increase NPS by 10 points. #KPI</b>	Janice	<ul style="list-style-type: none"> <li>Shift NPS survey from quarterly to monthly frequency.</li> <li>Stand up a monthly NPS/detractor account review.</li> </ul>
	Reduce Jira backlog of critical customer issues from 30 days to 15 days	Ben	<ul style="list-style-type: none"> <li>Organize an engineering team to focus on customer issues 1 sprint a month.</li> <li>Formalize tracking of customer issues.</li> </ul>
	<b>Expand share of wallet with 25% of our customers, up from 15%. #KPI</b>	Janice	<ul style="list-style-type: none"> <li>Train the account team on expansion opportunities.</li> <li>Establish 1-2 expansion offerings.</li> </ul>

# Going Deeper...



# Change the Conversation from “What Happened” to “So, What’s Next”

1.4.9 KPI: Personnel Expenditures as a % of Total Expenditures ...

**57.8%**

Personnel Expenditures as a % of Total Expenditures

Lori Cooke On Target

2.4.1 KPI: Assessed Value Added Due to New Construction

**\$66.5m**

\$ Value Added Due to New Construction

Petra Bartella On Target

2.4.3 KPI: Costs of Services Balanced Against Expectations

\$ Cost of Services Balanced Against Expectations

Petra Bartella Not Started

1.4.10 KPI: External Funds as \$ of Total Revenue

**\$128.9m**

\$ External Funds of Total Revenue

YTD: \$114.2m (\$14.7m)  
EOY: \$227.1m (\$-98.2m)  
Last entered value (cu...  
Lori Cooke  
7/1/2020 - 6/30/2023



1.2.1 On Target  
Create and fine tune staff risks assessment process ...  
**100%**  
Percent Complete  
Devin Mathers

1.2.2 On Target  
Create automatic reallocation based on risk ...  
**100%**  
Percent Complete  
Devin Mathers

1.2.3 On Target  
Roll out structured bonus plans.  
**100%**  
Percent Complete  
David Bassett

1.4.11 KPI: External Funds as % of Total Revenue

**27.5%**

% External Funds of Total Revenue

Lori Cooke On Target

2.4.2 KPI: Overall Assessed Value Added

**\$4.6b**

\$ Overall Assessed Value Added

Petra Bartella On Target

2.4.4 KPI: % of New Development that has a Positive or Neutral ...

% of New Development with Positive or Neutral Impact

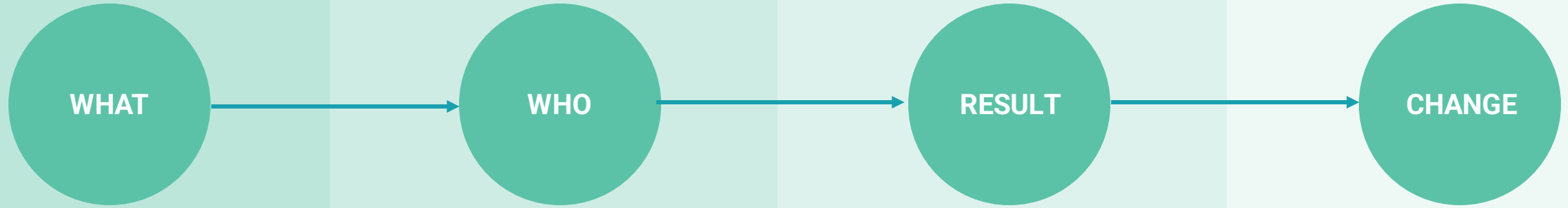
Petra Bartella Not Started

# KPI Scorecard for 2023

HyperGlobal Compunet  
As of May 31, 2023

Measure	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	EOY Target	YTD Target	YTD Status
<b>#1: People</b>															
<b># of Consultants Hired</b> (1.1)	520 <i>*501</i>	507 <i>*506</i>	503 <i>*506</i>	508 <i>*509</i>	511 <i>*512</i>	-	-	-	-	-	-	-	525	509	511
<b>CP Retention Percentage</b> (1.2)	73% <i>*72.7%</i>	76.5% <i>*71.9%</i>	77.8% <i>*75.9%</i>	79.6% <i>*78%</i>	78% <i>*79.5%</i>	-	-	-	-	-	-	-	75%	78%	78%
<b>#2: Clients</b>															
<b>NPS</b> (2.1)	57.69 <i>*</i>	57.69 <i>*</i>	57.69 <i>*</i>	56 <i>*</i>	58 <i>*53</i>	-	-	-	-	-	-	-	60	-	58
<b>Revenue</b> (2.2)	\$2.9m <i>*\$2.9m</i>	\$5.5m <i>*\$5.7m</i>	\$8.4m <i>*\$8.8m</i>	\$9.3m <i>*\$12m</i>	\$13.5m <i>*\$15.2m</i>	-	-	-	-	-	-	-	\$36.8m	\$12m	\$13.5m
<b>% Utilization</b> (2.2.5)	91.7% <i>*93%</i>	98.9% <i>*97%</i>	99.3% <i>*95%</i>	-	-	-	-	-	-	-	-	-	95%	95%	96.6%
<b>Program profitability</b> (2.3)	37.8% <i>*40.8%</i>	38.8% <i>*40.9%</i>	37.9% <i>*41%</i>	38.2% <i>*41.1%</i>	38.1% <i>*41.2%</i>	-	-	-	-	-	-	-	41.9%	41.1%	38.1%
<b>#3: Products and Services</b>															
<b>\$ of New Paid Services</b> (3.2)	\$1.6m <i>*\$1.5m</i>	\$3.2m <i>*\$2.9m</i>	\$5m <i>*\$4.4m</i>	\$5.8m <i>*\$5.8m</i>	-	-	-	-	-	-	-	-	\$19.4m	\$5.8m	\$5.8m
<b>#4: Operational Excellence</b>															
<b>% Increase of Feedback</b> (4.1)	4.02 <i>*4.03</i>	4.02 <i>*4.05</i>	4.02 <i>*4.06</i>	4.02 <i>*4.08</i>	4.08 <i>*4.09</i>	-	-	-	-	-	-	-	4.20	4.08	4.08
<b>Billable Utilization</b> (4.6)	64.9% <i>*65.1%</i>	66.9% <i>*68.9%</i>	64.1% <i>*68.1%</i>	65.7% <i>*65.9%</i>	67.3% <i>*66.9%</i>	-	-	-	-	-	-	-	68.5%	67%	65.8%

# How to Measure Impact



**What are you impacting?**

**Options:**

- Result for the stakeholder
- Business or product expansion
- New innovation
- Business process efficiency or effectiveness

The results from using our services

**Which stakeholder group are you impacting?**

**Options:**

- Your Clients
- Community Partners
- Staff
- Shareholders
- Environment

Current Clients

**How will you state the result?**

**Options:**

- Number of
- Comparison to a previous year/period
- Comparison to the population
- Comparison to a benchmark

reaching 80% of their goals

**What is the degree of change expected?**

**Options:**

- Increase from the current measure
- Decrease from the current measure
- No change expected, stated as an activity

Double from 2022

# Outputs vs. Outcomes

=

# Task vs. Value



## Before (Output Focused)

- The everyday tasks and activities we do
- Initiatives, projects, status reports, and routine deliverables
- Activities we do that contribute toward achieving the outcome
- Does not guarantee success



## After (Outcome-Focused)

- The results we hope to achieve after completing something
- Measurable results defined as success criteria for the goal
- Demonstrate success objectively
- Reflects a tangible or measurable business outcome



# Quality Checklist

## Must Haves

- Data source is identified and available at least monthly
- Annual target set
- Owner of the measure
- 2-3 “Make or Breaks”

Start small. Allow change.

## Nice to Haves

- Leading & lagging
- Quarterly and monthly targets.
- Comparable (such as previous period or a benchmark)

# Calendar of Events

*Always Thursdays*

## Remaining May Session: **PRO** Members Only

June 8 @ 8 a.m. PT - "Ask Us Anything" Workshop *[Pro only]*

June 15 @ 10 a.m. PT - "How-To": KPIs, Measures and Metrics *[Pro only]*

June 22 @ 10 a.m. PT - "Ask Us Anything" Workshop *[Pro only]*

## Upcoming General Sessions

July 6 @ 8:00 a.m. PT – **1st Thursday session is dark! No session.**  
2nd/3rd/4th Thursday Pro Sessions are diving into member generated "Ask Us Anything"

August 3 @ 8:00 a.m. PT – **Connecting Strategy to the Project Level**

September 7 @ 8:00 a.m. PT – **Topic coming!**

# Strategy Collaborative Pro

Your **WEEKLY** space for reliable feedback.

Lead your teams with **unshakeable confidence.**



## Exclusive Content

Strategy tips, frameworks, and insights that power organizations around the globe. Learn from the best and apply it to your strategy!



## Weekly Sessions

**1<sup>st</sup> Thursdays:** Topical strategy session

**3<sup>rd</sup> Thursdays:** Topical Deep-Dive & How To

**2<sup>nd</sup> + 4<sup>th</sup> Thursdays:** Workshops to answer your questions and topics.



## Community of Feedback

A safe-haven for anyone leading strategy to connect, receive crucial feedback, and get answers to questions you might not ask anywhere else. Access to the OnStrategy team and other global leaders.

# Final Thoughts



**You'll get a recording of today's session in your inbox.**

Feel free to watch and replay the session!

**Pro Members will ALSO get the PPT deck, materials and key takeaways.**



## **Invite - Share**

If you got something out of today, then share it with a friend or colleague who could benefit as well.



## **Suggestion for topics? Feedback?**

Drop us a line anytime – let us know what you think and what you'd like to tackle as a group.

**[collaborative@onstrategyhq.com](mailto:collaborative@onstrategyhq.com)**

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**@onstrategyhq**