Tools for MEDIUM Businesses

Level 2 Question 13: A Scorecard for tracking dayly/weekly or Monthly metrics/measurables is in place and visible to all

Title	Performance Tracker Scoreboards
Why	An important part of your Strategic execution toolbox is a well-defined Scorecard. This enables you to see how well you progress on your Key Objectives an Key results and give you the ability to react to deviations, solve issues and assure progress
What	A Operations performance Scorecard displays both process performance via relevant performance metrics as well as progress on key initatives. The challenge is to find the right combination of metrics that are both relevant and sufficient to give each team or function the information they need to bring the organization forward. Simplicity is a virtue here, too many metrics can drown you in numbers. To few can make you miss significant trends.
How	Prerequisites for a good dashboard. 1. You will at this point already have cascaded your strategic objectives and key results to your functions and teams (see OKR and Strategy execution tools). 2. You will also by now have a god understanding of which processes are critical and what measures best describes if you are on the right track. 3. Your KPI's must be SMART, Specific, Measurable, Achievable, Realistic and Timebound. 4. You should also have defined a multilevel meeting plan (see this tool) 5. You should build a standardized Scoreboard, with similar overall categories, however, you should also customize scoreboards for each function and team, so that their scoreboards are relevant to each specific team. Steps in building a productive Tracker Dashboard 1. Define the overall categories, typical categories would be: Financial, People, Process performance, Quality and cost For each team . 2. Divide the board into Metrics (ongoing leading and lagging indicators) and initiatives (progress measures of key objectives and projects) 3. Your Metrics should be depicted as charts that shows development over time. This enable you to se trends and evaluate if an upwards or downwards change from last meeting is just "noise" or an overall trend that you need to correct. 4. Initiative and or project metrics are typically depicted with "traffic lights" Red, yellow and green to indicate if a project is behind schedule and need a specific action in order to move forward (red). If a project is delayed but can be managed internally (yellow). Or if it is on track (green).

Templates	See nex pages

Dashboard Example.

Metrics

	Metric example 1	Metric example 2	Metric example 3	Metric example 4	Metric example 5
Financial	Revenue	Ebitda	Profitmargin	Working Capital	Cash-likvidity
People	Recruitment rate	Staff turnover	Employee Net promoter Score (eNPS)	Training status	Sick leave
Process **These metrics will vary significantly from area to area, but here are som standard examples**	Lead time	On time delivery	Stockouts	Customer complaints of delivery service	Forecast accuracy
Quality	In-proccees Quality Right-first time	Outcome Quality	Number of deviations	Customer complaints of Product Quality	Cost of quality
Cost	Operating costs	Cost of raw materials	Cost of training	Indirect cost	Cost of poor quality

Inittiatives Scoreboard:

Key Objective	Key Result	Initiative	Deliverables until now	Next steps	Staus R/Y/G

Scorecard exampe

Scorecard Title				
Metric	**Owner**	**Target**	**Last month**	**This month**
Metric #1	Insert your own text	Insert your own text	Insert your own text	Insert your own text
Metric #2	Insert your own text	Insert your own text	Insert your own text	Insert your own text
Metric #3	Insert your own text	Insert your own text	Insert your own text	Insert your own text
Metric #4	Insert your own text	Insert your own text	Insert your own text	Insert your own text