



MAKING STRATEGY STICK

Measures That Matter Team Exercise

This tool is designed to identify the resources, activities, outputs, and outcomes to help teams make better decisions in managing public programs and operations. It will also assist teams with identifying the measures that matter the most to the constituencies they serve.

Program/Unit: _____

STAKEHOLDERS: <small>Include individuals with diverse perspectives and opinions who will use the data to make decisions – for example, managers, staff, the Operational Excellence leader, funders, users, etc.</small>		
Name	Role	Contact Information

PROGRAM/UNIT DESCRIPTION:	
What is the purpose? How is this accomplished?	What is the stage of development? <input type="checkbox"/> Planning (it is just getting started) <input type="checkbox"/> Implementation (it is implemented, but still new) <input type="checkbox"/> Maintenance (it has been in operation for several years)
Who is served?	What does success look like?
Summarize the above information in no more than 3 sentences:	

PEERS: <small>Peers are typically those with similar demographics, resources, geography, or other attribute and are an effective way to benchmark performance.</small>					
Is this program/unit similar to others in the state or across the country?					
<input type="checkbox"/> Yes <input type="checkbox"/> No					
If yes, list peers here:					
Who does this best?					

IDENTIFYING METRICS: Different metrics matter to different audiences. This section will guide you through identifying what data needs to be collected, how it can be collected, and who the data would benefit.

RESOURCES/INPUTS: The staff, funding, and other resources needed to operate effectively.

What will be measured?	How will the data be collected? How often?	Who would benefit from the data? Will they find it credible?
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ACTIVITIES: Things done by staff to meet goals.

What will be measured?	How will the data be collected? How often?	Who would benefit from the data? Will they find it credible?
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OUTPUTS: The tangible results of the activities.

What will be measured?	How will the data be collected? How often?	Who would benefit from the data? Will they find it credible?
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IMPACTS/OUTCOMES: The short-term, intermediate, and long-term effects of activities and outputs.

What will be measured?	How will the data be collected? How often?	Who would benefit from the data? Will they find it credible?
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IF, THEN STATEMENTS: Statements that connect resources and activities with outputs and outcomes to identify metrics with the biggest impact. For example: "If we have _____ and _____, then we can (do) _____ and _____, which will result in _____ and _____."

ASSUMPTIONS/CONTEXTUAL FACTORS: The external factors or assumptions that influence the program/unit, such as available funding, hours of operation, social and economic conditions, politics, history, etc.

GAPS: Looking at your metrics, are there things you are tracking that do not provide value? Are there things you need to track but are not currently? If so, how might you get that information?* What are the biggest obstacles or barriers to getting the data you need? What are the biggest obstacles or barriers you face in your job?

*Potential sources of information include questionnaires, surveys, checklists, interviews, documentation reviews, observations, focus groups, or case studies

PRIORITIZING METRICS: Looking at your metrics and If, Then Statements, select the metric(s) you will begin tracking. Prioritize those that will help identify program/unit success and provide optimal value to the decision-making process.

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COMMUNICATIONS PLAN:

How will you put this information in front of those who want and need it? For example, would a dashboard be effective?

How often should this information be shared and with who?	How often will you evaluate the measures to make sure the metrics still matter?
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