WHAT GETS MEASURED GETS MANAGED

Most business owners are running on feel. They have a general sense of whether things are going well or badly, and they make decisions based on that sense. Sometimes they're right. More often they're operating on a story they've told themselves long enough that it feels like data.

This session is about changing that. Not by burying you in spreadsheets, but by getting clear on what you actually need to watch and why. Before we meet, read this. It'll make the session faster and more useful.

THERE ARE ONLY TWO KINDS OF NUMBERS THAT MATTER

The first kind tells you what you're doing. These are called Key Results Indicators, or KRIs. A KRI is a leading measure. It tracks the actions and activities you believe will produce a result. You control KRIs. You decide whether they happen or not.

Examples of KRIs: the number of referral conversations you had this week, the number of times you posted on your top marketing channel, the number of follow-up calls you made, the number of new client consultations booked.

None of these guarantee a result. But they are the inputs that results come from. If your KRIs are consistently strong and your results are still weak, you have a strategy problem. If your KRIs are weak, you already know why the results aren't there.

The second kind tells you how you performed. These are called Key Performance Indicators, or KPIs. A KPI is a lagging measure. It tells you what actually happened as a result of what you did. You don't control KPIs directly. You influence them by managing your KRIs.

Examples of KPIs: monthly revenue, average transaction size, client retention rate, profit margin, rebooking rate, website conversion rate.

KPIs are the scoreboard. KRIs are the game you're playing to change the score.

WHY MOST PEOPLE ONLY TRACK THE SCOREBOARD

Revenue is easy to see. Profit shows up on a report. These are the numbers most business owners look at because they're visible and they feel like the truth.

The problem is they're always in the past. By the time you see a bad KPI, the decisions that caused it were made weeks or months ago. You can't fix last month's revenue. You can only change what you're doing this week, which means you need to be watching your KRIs.

Here's a simple way to think about it. Imagine you're trying to lose weight. Your KPI is what the scale says on Friday. Your KRIs are how many times you exercised this week, how many meals you tracked, how many nights you got enough sleep. If Friday's number is bad, the

problem isn't Friday. The problem is what happened Monday through Thursday. Watch the KRIs and the KPI takes care of itself.

Your business works the same way.

THE DASHBOARD IS NOT A REPORT

A dashboard is the small set of numbers you look at every week to know if the business is healthy and if you're doing the things that make it grow. It should take you 20 minutes to update. If it takes longer, it's too complicated.

A good dashboard has both KRIs and KPIs. The KRIs tell you if you did the work this week. The KPIs tell you if the work is paying off over time.

A bad dashboard is just a collection of KPIs with no KRIs attached. It shows you the score but gives you nothing to act on.

We'll build yours in the session. Come ready to think about what you're actually doing week to week and what results you're expecting those actions to produce.

COMMON METRICS BY BUSINESS TYPE

These are examples. Not every one belongs on your dashboard. Pick the ones that are actually true for how your business makes money.

Service businesses with one or a few operators: new inquiries per week (KRI), follow-ups sent (KRI), consultations booked (KRI), revenue this week (KPI), average transaction size (KPI), rebooking or retention rate (KPI).

Retail or product businesses: customer visits or website sessions (KRI), promotional activity completed (KRI), units sold (KPI), average basket size (KPI), return customer rate (KPI), inventory turnover (KPI).

Trades or project-based businesses: quotes sent (KRI), site visits completed (KRI), referral requests made (KRI), close rate (KPI), average job value (KPI), labor cost as percentage of revenue (KPI).

Businesses with employees or contractors: labor hours scheduled (KRI), labor cost this week (KRI), labor cost as percentage of revenue (KPI), revenue per labor hour (KPI).

Any business: break-even point tracked monthly (KPI), owner draw versus target (KPI), cash in bank versus one month burn rate (KPI).

THREE QUESTIONS TO ASK EVERY WEEK WHEN YOU UPDATE THIS

1. Which KRI did I not hit this week, and why?
2. Which KPI moved in a direction I didn't expect, and what caused it?

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3. Is there anything on this dashboard I'm tracking but not acting on? If yes, remove it or replace it with something you will act on.

WHEN TO UPDATE THIS DASHBOARD

Every 90 days review the dashboard itself, not just the numbers in it. Ask: is this still the right thing to measure? Has the business changed enough that some of these metrics no longer matter? What's missing? The dashboard should look different a year from now. If it doesn't, either the business hasn't changed or you haven't been honest about what's actually driving it.

ONE QUESTION TO THINK ABOUT BEFORE WE MEET

If someone handed your business to a smart stranger and said "here are five numbers, look at them every Monday and tell me if this business is healthy," what five numbers would you give them?

Write them down. Don't overthink it. Bring the list.

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