WHAT GETS MEASURED GETS DONE

‘Driving performance or driving Miss Daisy’

Facilitated by Scott Way
WELCOME

BDO Organisation Development
• Industrial & Organisational Psychologists
• Consulting throughout Australia and Asia

Scott Way, BA, Grad Dip App Psych, MBA.
• Over 25 years consulting
• Australia, Asia, New Zealand
• Worked with numerous Govt, Indep and Catholic schools
• Prior to consulting worked with GM, RioTinto, APS
OVERVIEW

This afternoons session will consider the following…

• What should we be measuring?

• How and when do we measure?

• At what level do we measure

Our aim is to help you ask the right questions regarding the data and information you receive.
TIMES HAVE CHANGED
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‘today we have a wealth of data and information but a paucity of understanding’
WHAT TO MEASURE

There are numerous ‘things’ we can measure...

- Input - e.g. - enrolments
- Process - e.g. - those completing year 7
- Output - e.g. - those who graduate
- Outcome - e.g. - long term follow up of graduates
WHAT TO MEASURE

In addition, measurements can provide...

• Oversight - seeing the whole

• Insight - provide better understanding

• Foresight - help you to ‘see the future’

• Hindsight - make better sense of the past

• New-sight - catalytic measures that shape the organisation
QUESTION

What type of data and information do you get currently.

Please complete Handout 1.
Are you being given the right information?
MEASUREMENT DRIVING ACTION
So what are the things that we should measure?
MEASUREMENT DRIVING ACTIONS

Here are some examples at an organisational level

• Your mission

• Your vision

• Core Values

• Key strategies
MEASUREMENT DRIVING ACTIONS

Here are some provocative examples …

• Measuring staff engagement monthly to identify issues early (insight)
• Tracking enrolment enquiries (foresight)
• Tabulating all projects and activities (oversight)
• Asking former students about their experiences (insight)
• 25% or your revenue coming from new sources (new-sight)
What are some of the key organisational measures your school tracks?
MEASUREMENT DRIVING ACTIONS

Here are some examples at an Board/Council level

- Finance
  - Risk
  - Board effectiveness
  - Board Performance
MEASUREMENT DRIVING ACTIONS

Here are some provocative examples …

• Measuring board satisfaction with each meeting (insight)
• Tracking board performance towards its goals (oversight)
• Reviewing long term investment trends (hindsight)
• Identifying user or market trends (foresight)
QUESTION

What are some of the key Board/Council measures you currently track?
MEASUREMENT DRIVING ACTIONS
KEY POINT

Are your measures driving the right actions?
MEASUREMENT DRIVING ACTIONS

The final aspect of measurement is consideration of the target level.

For example what ‘service level’ or ‘benchmark’ is considered to be appropriate for your organisation.

Again this will be determined by the strategic plan that you are pursuing.
MEASUREMENT DRIVING ACTIONS

For example

• 100% of students graduating

• Top 10% or ‘band’ of NAPLAN

• 15% of revenue from overseas students

Sometimes the costs to get to the desired level is too high... the law of diminishing returns.
If it is important to you then why aren't you measuring it?

Martin Seligman
SUMMARY

Unfortunately determining what, when and how to measure ‘things’ can’t be determined through a formula or pro-forma as each organisation is different.

It requires considered time and effort to explore the full suite of measures and options available to an organisation….followed by some trial and error to work out those that drive you in the right direction.

The sooner you start the sooner you will get there!
SUMMARY

Nevertheless here are some steps you can follow

• Determine all of the measures currently used/taken
• Ask why are we measuring each item
• Begin to ‘whittle down’ the number of measures over time
• Plan on a page - measurements on a page!
THANK YOU

Questions or comments?

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