

CHAPTER 12

What now? - Action Strategy - Data, Dashboards, and Discipline: Transforming Numbers into Action

What	Identify the “Vital Few” Leading Indicators for Every WIG
Why	This step creates foresight and eliminates surprises.
Background	Leading Indicators are the foundation of the Performance Visibility Pyramid and the antidote to “rear-view mirror management.” This step forces the organisation to track what predicts success—not what reports it.
How	For each Wildly Important Goal (WIG), define 1–2 Leading Indicators that can be influenced daily. Ensure each indicator is activity-based and predictive (e.g., proposals sent, success calls, demos booked). Validate that each Leading Indicator has a mathematically clear link to the Lagging Indicator it drives. Publish these indicators across all teams and integrate them into Daily Huddles.

What	Define the Lagging Indicators That Validate Strategy
Why	This step creates a balanced, predictive measurement system.
Background	Lagging Indicators confirm whether Leading Indicators are working and whether the strategy is sound. This step ensures accountability and strategic truth.
How	Identify the 1–2 Lagging Indicators per WIG (e.g., revenue, churn, CSAT). Pair each Lagging Indicator with its Leading Indicator to create a complete KPI set. Use Lagging Indicators only for validation—not for steering. Integrate them into Weekly Reviews and Quarterly Planning.

What	Build Real-Time, Role-Specific Actionable Dashboards
Why	This step transforms data into a shared operating system.
Background	Dashboards are the “democracy of information”—the mechanism that makes data visible, accessible, and actionable. This step eliminates guesswork and empowers teams to self-correct.
How	Build dashboards that update automatically in real time. Apply the “Vital Few” rule: no more than 5–7 metrics per dashboard. Customize dashboards by role (CEO vs. Sales vs. Marketing vs. Operations). Use color-coded thresholds to trigger immediate action (e.g., red = intervention required). For Sales, prioritize LTM Ratio and Competitive Win-Rate as Velocity metrics.



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What	Install a Weekly Review Rhythm That Converts Data Into Action
Why	This step closes the feedback loop and ensures data drives behavior.
Background	Data without discipline is noise. The Review Rhythm is where numbers become decisions. This step ensures that every missed KPI triggers immediate corrective action.
How	Make Leading Indicators the first agenda item in Weekly Reviews. For every red KPI, assign an Action Point with owner + deadline (48 hours). Use the Systemic Coaching Lens to diagnose root causes of KPI failures. Update SOPs when systemic issues are identified. Track progress weekly until the KPI returns to green.

What	Audit Data Quality and Integrate Dashboards Into the Operating System
Why	This step builds the “Architecture of Certainty” required for scalable, predictable growth.
Background	The chapter warns: inaccurate data is worse than no data. This step ensures the organisation can trust the numbers and act with confidence.
How	Conduct monthly data integrity audits across CRM, GA4, financial tools, and marketing systems. Eliminate manual reporting wherever possible—automate everything. Standardize data definitions across all functions to maintain a Single Source of Truth. Link every dashboard metric to operational and financial outcomes (e.g., LTV:CAC, cost-to-serve). Train teams to interpret dashboards and make real-time decisions.

Closing Thought	It builds a predictive, disciplined, data-driven operating system where Leading Indicators guide daily behavior, dashboards create transparency, and review rhythms convert insights into impact.
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