

KPI Reality Check

A 15–20 minute exercise to separate busy dashboards from business results.

CHAPTER 8 | ARE YOU MEASURING WHAT MATTERS?

SEE IT IN ACTION

Everything's Green. So Why Are Customers Unhappy?

A service company's dashboard looks great. Tickets closed are above target. Response times are improving. Productivity is at an all-time high.

There's just one problem: customer complaints are increasing, and retention is declining.

The discovery: Employees are closing tickets quickly, but customers keep calling back about the same unresolved issues. The team is meeting productivity targets without solving customers' problems.

The change: Leadership starts tracking first-contact resolution and repeat calls, alongside productivity.

THE TAKEAWAY: People optimize for what you measure. Reward speed over resolution, and you may get faster service instead of better service.

01 Which five numbers get your attention?

List the metrics you review most often, even if they are not the most useful.

02 What does each number actually tell you?

Does it measure activity, quality, efficiency, or a business outcome?

03 Which numbers could look good while results suffer?

Find metrics that can improve without delivering meaningful progress.

04 What's missing from your dashboard?

Consider retention, profitability, quality, conversion, or other real outcomes.

From Metrics to Decisions

Keep the numbers that help you act. Challenge the ones that only look impressive.

CHAPTER 8 | BUILD A BETTER SCORECARD

ACTIVITY VS. OUTCOME

What we count

Customer service: Tickets closed
Operations: Orders processed
HR: Interviews completed
Sales: Meetings booked

What success looks like

Issues resolved without reopening
Orders delivered accurately
New hires succeeding in role
Qualified opportunities created

05 **If you could track only three metrics, which ones?**

Choose measures that best reveal whether the business is improving.

06 **What decisions should those numbers drive?**

What would you change if one of these metrics moved significantly?

07 **What will you add, remove, or redefine?**

Pick one metric to change, who owns it, and when you will review it.

YOUR COMMITMENT

One metric I'll change this week:

Action: _____

Owner: _____

Review date: _____

Stop measuring what is easy. Start measuring what matters.

You don't get extra credit for figuring it out yourself. You get results for figuring out what works.