

## Tracking Team's Performance

In this WFH in-a-box program, we have talked about *setting goals, managing remote teams, and delegating* under the topic of management. We all know that having a well-defined goal, a robust strategy and a capable team will not automatically translate into desired end-result. Execution is essential. As the saying goes, "The devil is in the detail." Execution is about managing multiple moving parts with tenacity.

**"Execution is a systematic process of rigorously discussing of hows and whats, questioning, tenaciously following through, and ensuring accountability."** -Larry Bossidy and Ram Charan, *Execution*

While driving across the town for a meeting appointment, data from your car dashboard and data from GPS map could assist you with important decisions and actions you take along the way. Likewise, while executing the strategy in organizational setting, tracking the progress enable us to make informed decisions along the way.

As managers, we need to know, if the team is making progress, -in the right direction, -at the right pace, and if the team has required resources to reach the destination, so that we can adjust our effort and strategy along the way.

In order to do that effectively, there are three types of metrics we should track and measure. **1. Outputs, 2. Odds of Winning, and 3. Outcomes.**

### 1. Outputs

**Outputs are product of your team's activities.** Example of output metrics are "*number of online contents posted per month*", "*average response time per enquiry*", "*number of cold calls made per day*". Although these metrics are not good indicators for effectiveness of the team, we still need to measure them against our plan (from the process goals) to know if we have made any substantive progress and assess the *effort* of the team. **Outputs are the metrics we have most control over.**

### 2. Odds of Winning

**Odds of winning metrics are predictive indicators of the chance of reaching our (outcome) goals,** such as "*Web traffic flow/day*", "*Customer conversion rate/week*" and so on. These measurements would vary from one industry/context to another. Thus, the 'key' indicators with appropriate parameters should be defined and set with your strategy in mind. One universally applied, but often overlooked indicator is the *health and energy of your team*, it should be monitor weekly -not annually. **Though we do not have direct and immediate control over these indicators, we can influence them through testing and learning.**

### 3. Outcomes

**Outcomes indicate level of achievement you have reached because of the activities you performed, products/ services you have created, and responses you have made to the external environment.** "*Net promotor score (NPS)*", "*Market share*" and "*Profit*" are example of outcome metrics. In tracking these metrics, we should compare current outcomes to that of desired end-state, so that we would be mindful of the gaps and act accordingly in closing them. As external factors such as economy and competitiveness play a large part in shaping these metrics, **we have least control over these outcome metrics in a relative term.**

Data being the new oil in today's economy, we need to leverage the power of data and make data-driven decisions by setting up the right dashboard, mining the right data and tracking them with rigor to manage the team's performance.