

# You Get What You Measure

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Community Roots

# Draft Agenda

|         |                                                           |
|---------|-----------------------------------------------------------|
| 1:30 pm | Welcome, Introductions and Ground Rules                   |
| 1:40 pm | Introduction to YGWYM and measurement vocabulary          |
| 1:45 pm | Identifying Indicators/Capturing Assumptions              |
| 2:00 pm | Indicator Analysis                                        |
| 2:45 pm | Debrief                                                   |
| 3:00 pm | Getting to Measures                                       |
| 3:15 pm | Baseline Measurement, Measurement Plans, and Action Plans |
| 3:25 pm | Debrief and Evaluation                                    |
| 3:30 pm | Conclude                                                  |

# Objectives



Identify key leverage points to achieve meaningful progress towards goals



Develop measures that matter



Explore how to implement measures that provide the information you need to make better decisions



Share information with each other and learn something new

# Why measure

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*fuels continuous learning through reflection*

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*creates new information and new patterns of information flow*

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*captures results of risk & experimentation*

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*can lead to new & unprecedented conversations, particularly with information gatekeepers*

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*supports constructive self-organizing behavior*

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*allows us to test our assumptions about the way the world works*

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*helps us tell our stories*

# Exercise: Everyday Measurement

List 2-3 things that you count or measure as part of your daily life (not connected to work).

Share your work with those at your table (or sitting next to you) by having each participant pick one measurement off their list and describe what kinds of decisions or actions they take based upon the measurement.

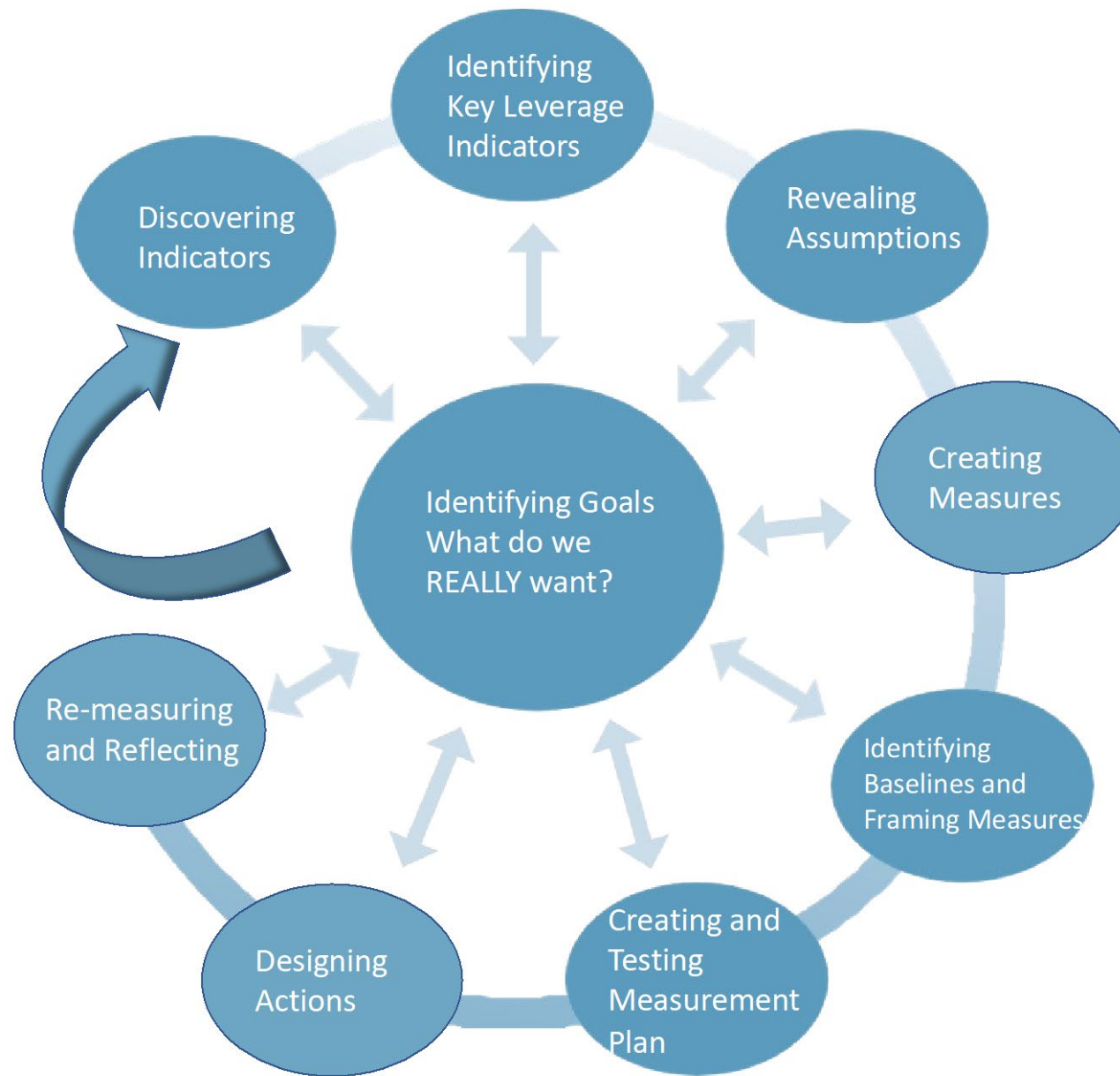


# **You Get What You Measure:**

## A values-based approach to strategic planning and measurement

# Process Overview

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# Measurement Vocabulary

# What is a Goal?

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A goal is a condition that your organization wishes to achieve. It is not an action.

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**External goals** refer to the conditions your organization wants to bring about in the world.

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**Internal goals** refer to the conditions that need to be present within your organization to achieve your external goals.

# Draft Goals

- **Fisheries:** Southeast Alaska benefits from in-region value-added seafood production.
- **Housing:** Southeast Alaska has sufficient, quality housing options that meet the needs of residents and industry
- **Transportation:** Port and harbor infrastructure in Southeast Alaska is resilient and will withstand natural disasters and changing weather conditions.

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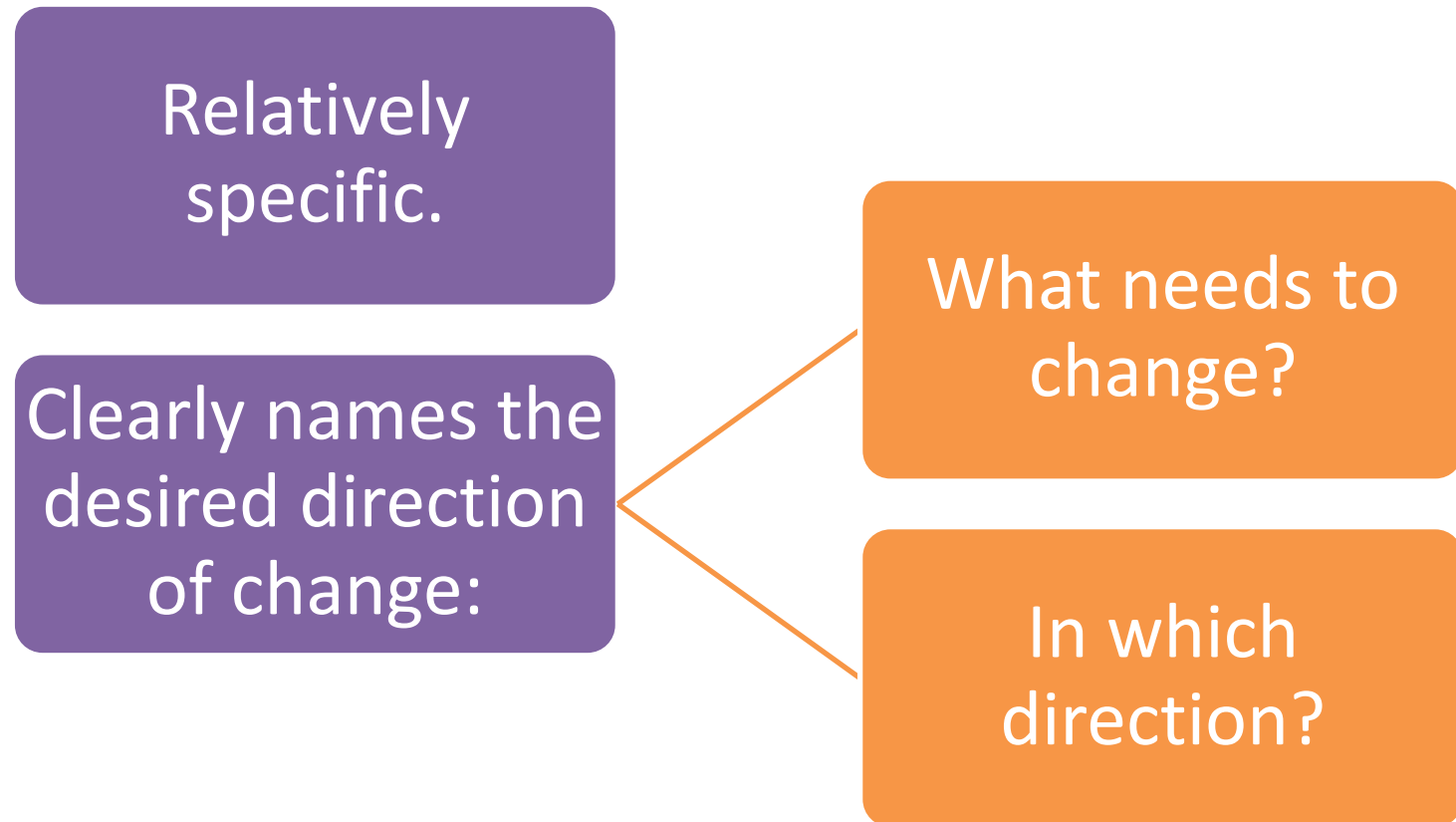
# Indicators



An indicator is something that must be changed, or a condition that must be achieved, in order to claim that progress is being made toward a goal.

Sometimes we need more of something, sometimes less. Sometimes, we need to create something new that doesn't exist now, and other times, we need to remove existing barriers.

# A good indicator ...



# How to Write an Indicator

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More of something

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Less of something.

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The presence of something  
that doesn't exist yet.

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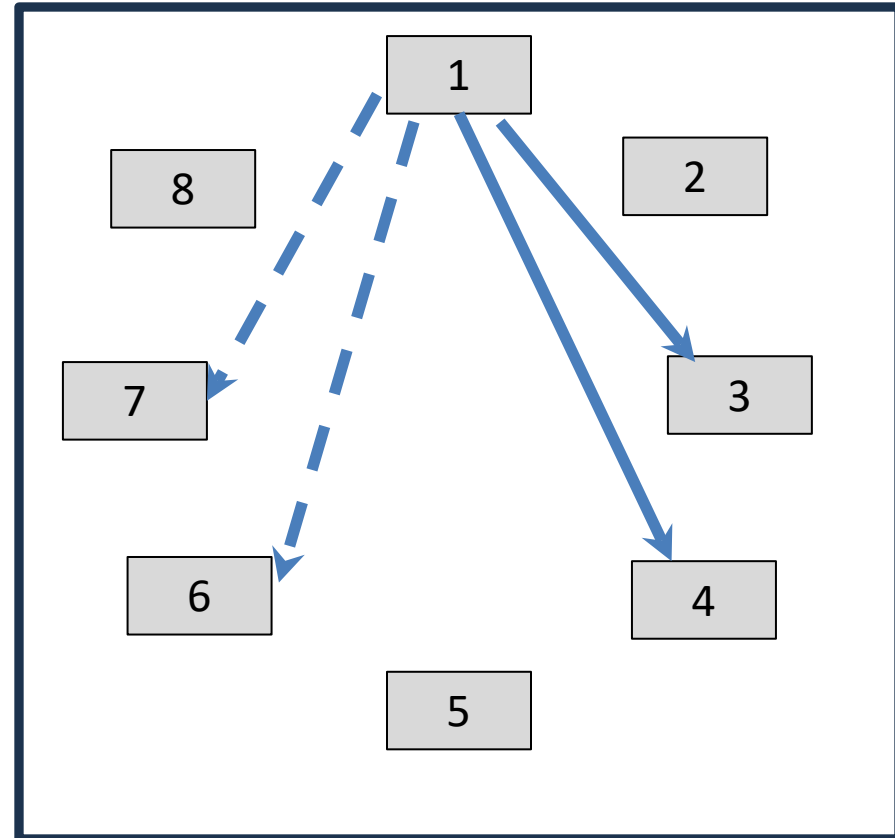
The absence of something (a  
barrier) that is in the way.

# Indicator Analysis

- Arrange the indicators in a circle on a flipchart sheet.
- Number the indicators, beginning with #1 at the 12:00 position.

# Indicator Analysis

- Start with #1
  - If # 1 moves in the desired direction, would it cause #2 to move in the desired direction? #3? #4? Etc.
  - There are 3 choices:
    - Yes – draw a solid line with an arrow.
    - No – do not draw a line.
    - Maybe – if the group can't agree or aren't sure, draw a dotted line with an arrow.



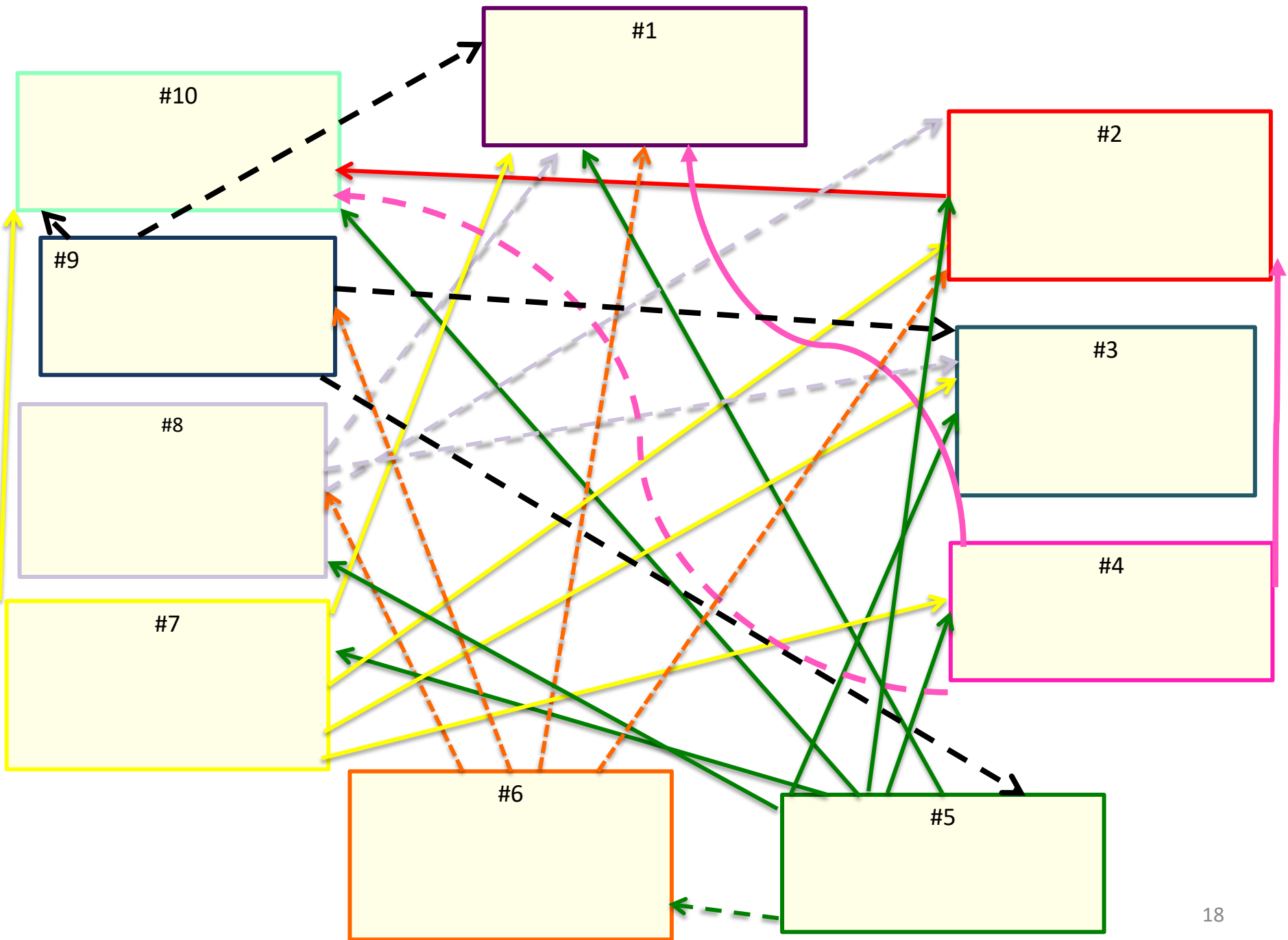


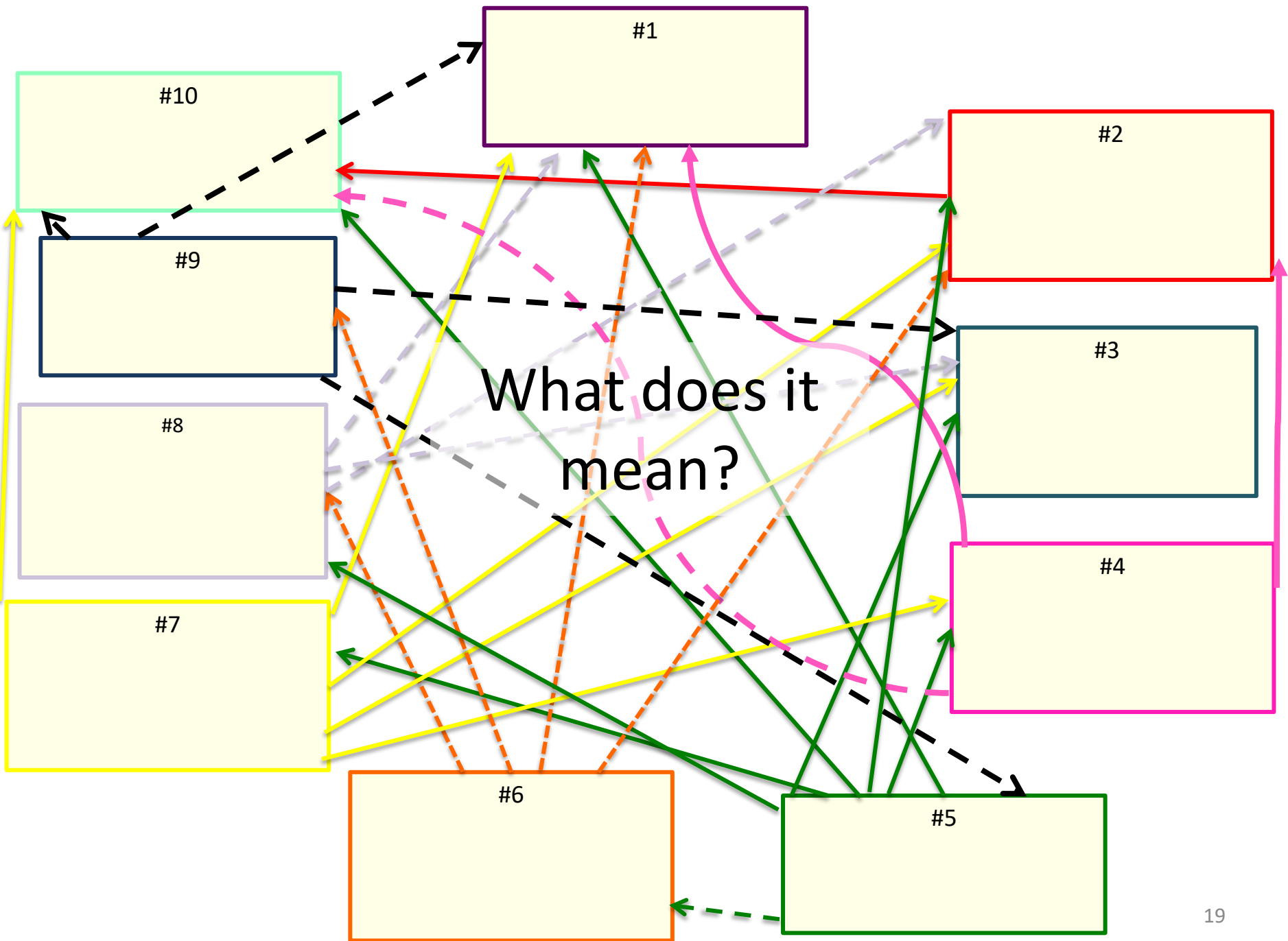
# Capturing Assumptions

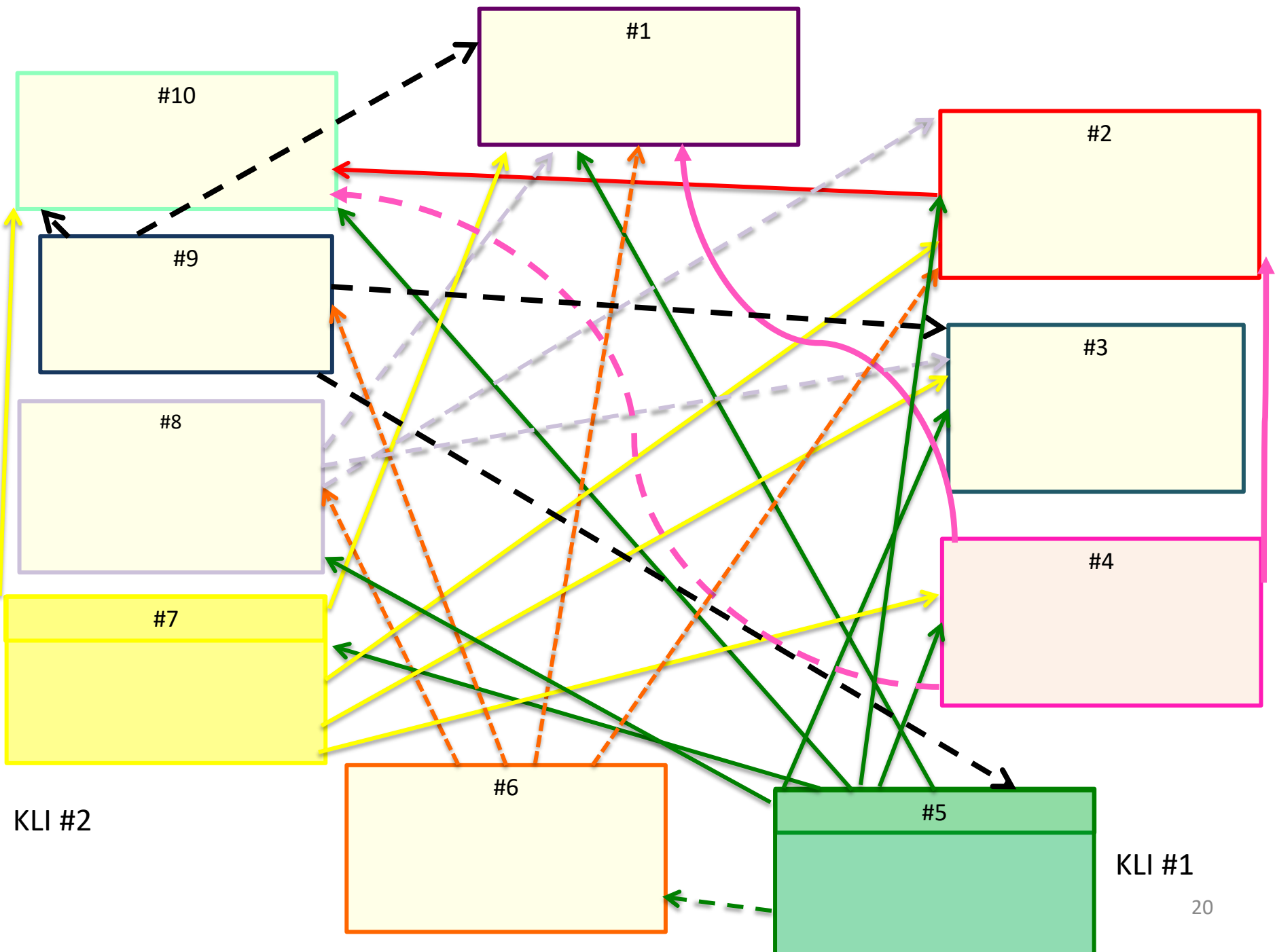
An assumption is a hypothesis about some aspect of the way the world works that we believe to be true. Assumptions can be difficult to recognize because they are often deeply embedded in the way we think about the world.

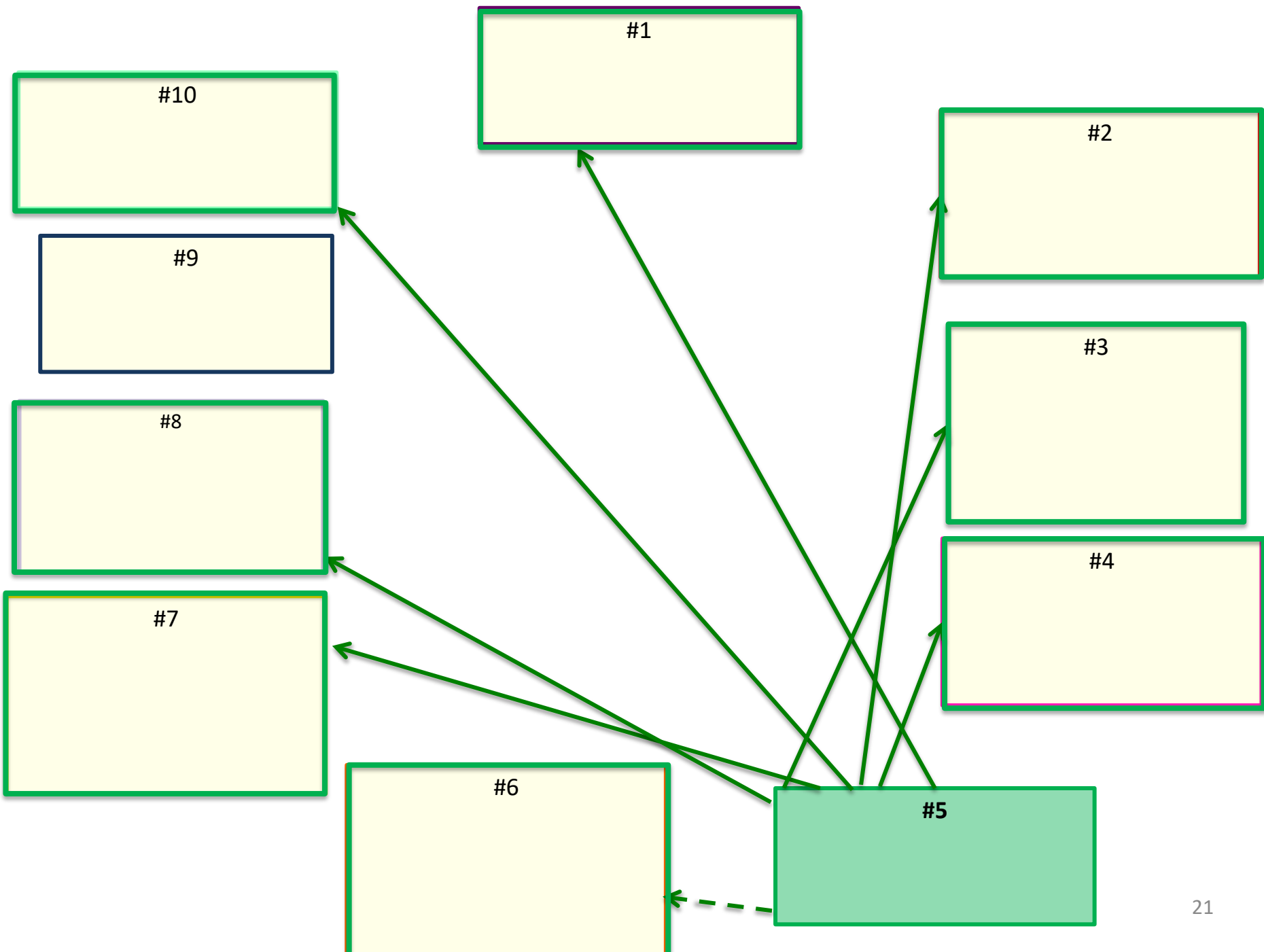
Examples:

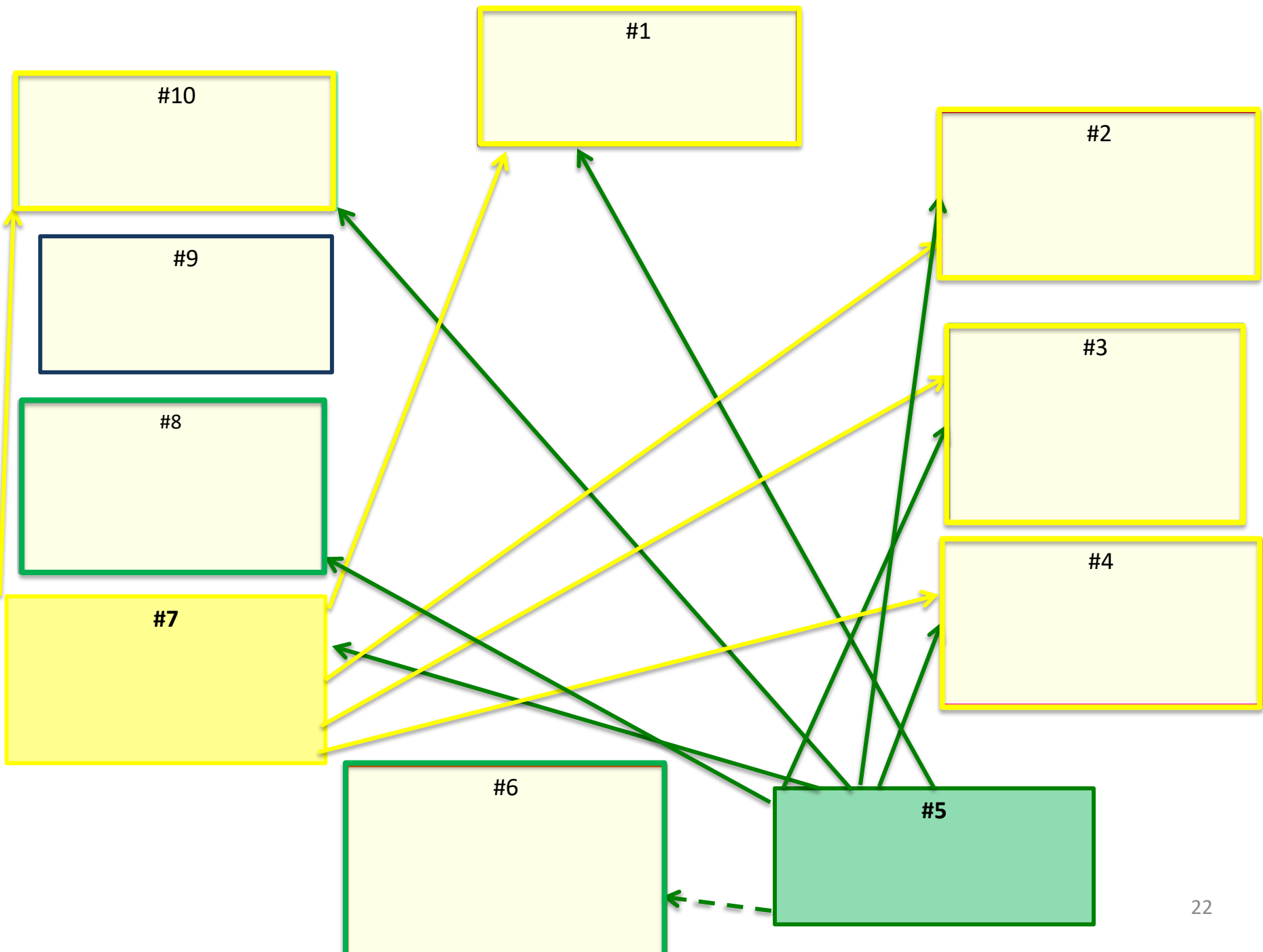
- $1 > 2$   
Assumes....
- $3 > 5$   
Assumes...

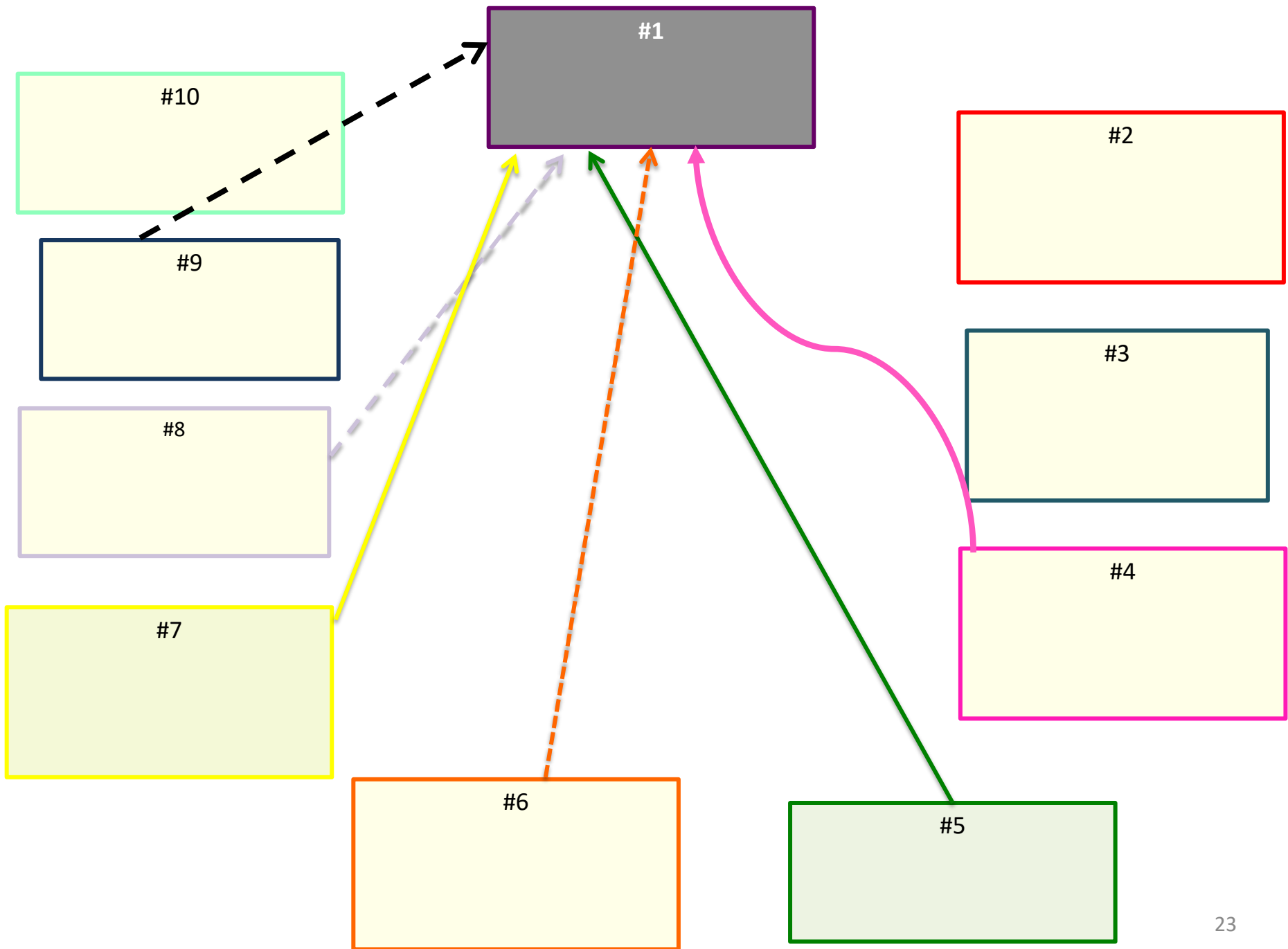






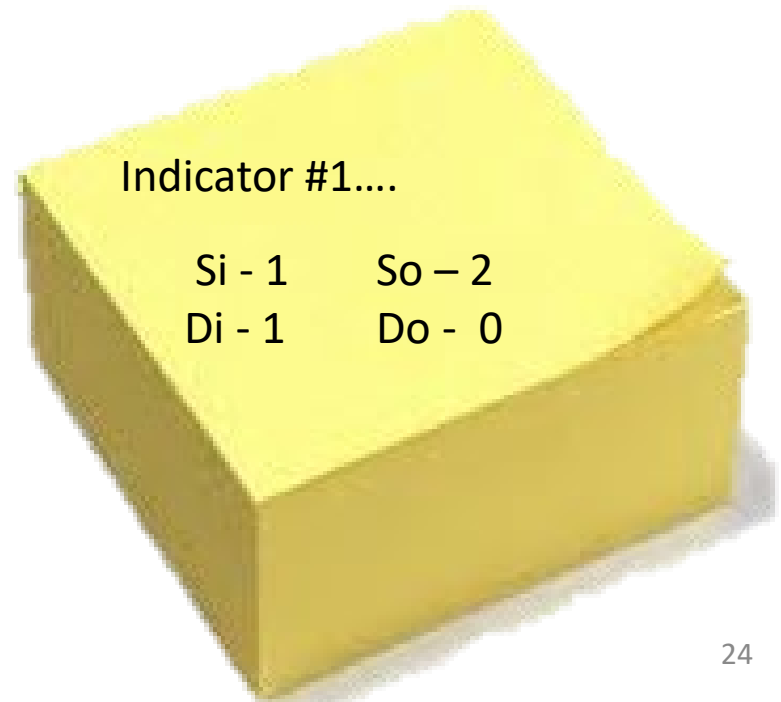






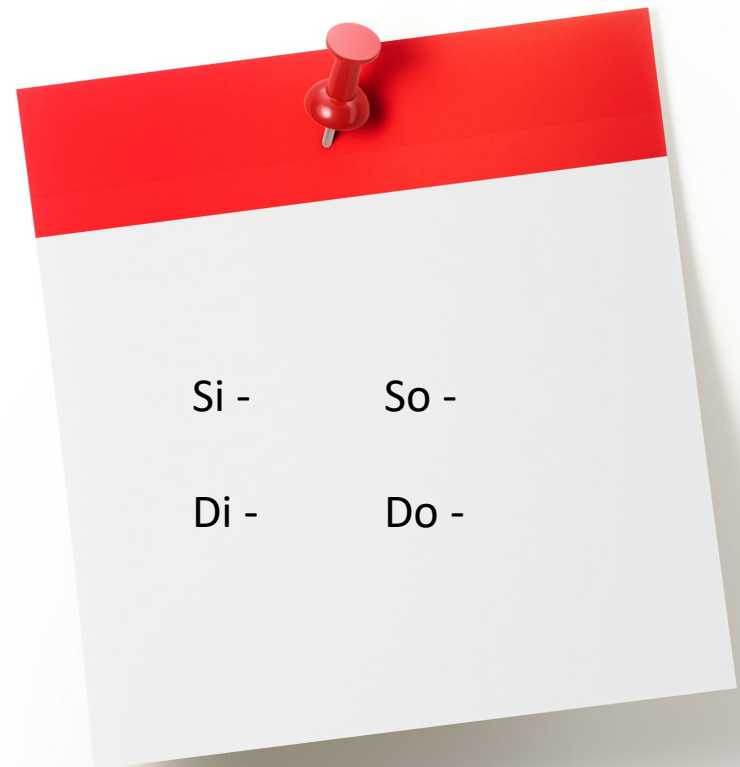
# Indicator Analysis

- Once you've completed the process for all the indicators, it's time to analyze.
  - # Solid in (si)
  - # Dotted in (di)
  - # Solid out (so)
  - # Dotted out (do)



# For each indicator

- Count, for each indicator, on the sticky note or near it:
  - # Solid in (si)
  - # Dotted in (di)
  - # Solid out (so)
  - # Dotted out (do)



# Measures



A measure provides a way to actually count or value the status of an indicator.



For example, things may be measured in terms of “number of,” “percent of,” “quality of,” “frequency of,” or “rating of.”



To track a measure over time, you must have a unit which defines what you are counting -inches, people, quarts, hours, etc., and a baseline which defines the value of the measure at some predetermined starting point in time.

# How to Develop Measures



Discuss how you will define the terms in your goal and key leverage indicator(s).



Determine the unit of measure



Identify the relevant baseline and how you will establish it

# Baseline Measure

- It's the starting point of your story.
- It tells you about conditions as they exist today.
- The more you understand versus assume about conditions as they really exist, the better equipped you will be to come up with solutions that actually work.

Measurement plans answer the  
question:

How are we going to know if we're  
making progress?

# Creating a Measurement Plan – Conversation with Information Gatekeeper

Introducing Yourself to an Information Gatekeeper.

Hello, I'm \_\_\_\_\_ and I'm working with  
\_\_\_\_\_. We're working toward the  
goal of

*Goal:*

\_\_\_\_\_  
\_\_\_\_\_.

Our analysis suggests that the most important thing we  
can do right now is

*Key Leverage Indicator:*

\_\_\_\_\_.

We want to understand the conditions that exist today  
by knowing the

*Measure:*

\_\_\_\_\_  
\_\_\_\_\_.

We think you can help us in this way:

\_\_\_\_\_.

# Creating a Measurement Plan

- Where will you get the information you need? (If you don't know for sure, be sure to consider several options. You may need to put together information from several different sources.)
- How will you get the information you need?
- Can you get the information in a way that encourages the behavioral change you are looking for?
- Who will collect the information? What measuring partners do you need?
- How much time do you expect it to take and/or what will it cost to collect the information?
- When will the information be collected? (Pay attention to seasonality, calendars of decision-making and other issues that may suggest preferred times)
- Who will analyze the information?
- Who will prepare it for use and be responsible for its use?
- How will it be used, by whom, and when? (Consider how the information you collect may factor into your action plans).

# Rules for Getting Information

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Know that info exists on almost everything.

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Remember that info is often contradictory.

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Expand your sources.

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Work together.

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Don't give up.

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Keep good notes.

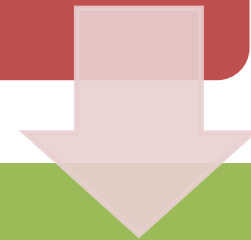
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Share the purpose.

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# Action Plans and Measurement Plans

Action plans answer the question: What do we need to do to move our key leverage indicators in a positive direction?



Measurement plans answer the question: How are we going to know if we're making progress?

# Creating an Action Plan

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Goal: \_\_\_\_\_

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Indicator: \_\_\_\_\_

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Measure: \_\_\_\_\_

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What is the most important action you can take to move the measure in the desired direction?

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Who is going to take it?

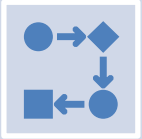
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What type of coordination is needed?

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Does the action require additional resources or can existing resources be reallocated?

# You Get What You Measure - Resources



Progress You Can See book



YouTube videos

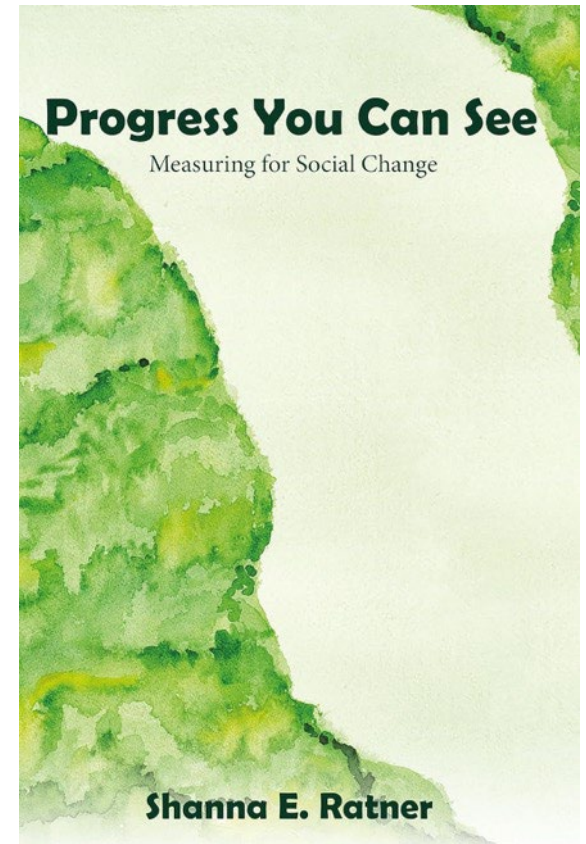
<https://youtu.be/VNCd2pCtdgl?si=goSv346JmA8yVjnk>

<https://youtu.be/DCQA6XcBp6o?si=OXtSUo-uKITiCuSk>



Brochure -

[https://yellowwood.org/assets/resource\\_library/resource\\_docs/ygwymbooklet041411web.pdf](https://yellowwood.org/assets/resource_library/resource_docs/ygwymbooklet041411web.pdf)



# For more information

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