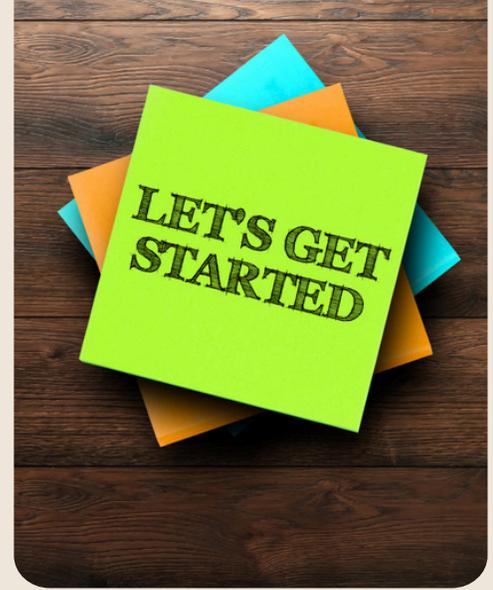


SMART METRICS WORKBOOK

BY HEATHER GARLAND



INTRODUCTION



PURPOSE OF THIS WORKBOOK

This workbook is designed to help you select meaningful key performance indicators (KPIs) that align with your organization's goals. Whether you're just starting to measure performance or refining an existing set of metrics, this tool will walk you through a structured, repeatable process.

WHAT ARE KPIS?

KPIs are measurable values that show how effectively you are achieving key business or organization objectives. They help teams focus on what matters most, track progress, and make data-informed decisions.

HOW TO USE THIS WORKBOOK

- Go through each step in order.
- Involve relevant team members for collaboration.
- Use the worksheets to document your thought process.
- Expect to refine your KPIs over time because this is a living process!

DEFINE

YOUR OBJECTIVES

Goal: Identify what success looks like before deciding how to measure it.

INSTRUCTIONS: List your organization’s top goals for the next 6-12 months. Be specific. Avoid vague terms like “grow” or “improve”. Tie goals to a function (e.g., sales, finance, operations).

Objective	Area of Focus	Timeline
<i>Example: Increase customer retention by 15%</i>	<i>Customer Success</i>	<i>Q3-Q4 2025</i>

What are your top 3 priorities for this quarter or year?

Are you focusing on growth, efficiency, service, quality, or something else?

What would success look like if you achieved this goal?

IDENTIFY

SUCCESS DRIVERS

Goal: Understand what actions or conditions contribute to achieving each objective.

“Drivers” are the things your team can influence. For example, faster response times may drive higher customer satisfaction.

Objective	Key Drivers (People, Process, System)
<i>Example: Increase customer retention</i>	<i>Faster response time</i>

TIP: Look at your current processes. Which parts directly impact your goal?

BRAINSTORM

POTENTIAL KPIS

Goal: Generate a list of possible KPIs for each goal, including both leading (predictive) and lagging (outcome-based) indicators.

Leading indicators measure activities that can influence outcomes (e.g., number of sales calls).

Lagging indicators measure the result (e.g., monthly revenue).

Area	Metric	Type (Leading/ Lagging)
<i>Example: Sales</i>	<i># of new leads per year</i>	<i>Leading</i>
<i>Example: Customer Success</i>	<i>Churn Rate</i>	<i>Lagging</i>

What would tell you this objective is being met?

What behaviors or inputs influence the result?

PRIORITIZE

AND SCORE KPIS

Goal: Narrow down the most useful KPIs by scoring them based on value and practicality.

Relevance: Does it directly align with your objective?

Ease of measurement: Can you access accurate data without complex effort?

Actionability: Can you influence this metric with your current resources?

KPI	RELEVANCE (1-5)	EASE (1-5)	ACTIONABILITY (1-5)
<i>Example: Churn Rate</i>	5	4	4
<i>Example: Net Promoter Score</i>	4	3	2

TIP: Eliminate any KPIs scoring below a threshold (e.g., 9 or 10).

DEFINE

KPI DETAILS

Goal: Get specific about each selected KPI to ensure consistent understanding and tracking.

Each KPI needs a “definition sheet” so everyone knows how it’s calculated, how often it’s updated, and who’s responsible. Complete one of these for each KPI.

Classification	Definition
KPI Name	
Related Objective	
Type (Leading or Lagging)	
DEFINITION/ FORMULA (# of customers lost divided by total customers at start of period x 100)	
Frequency (Weekly, Monthly, Quarterly)	
Source of Data (CRM, ERP, Survey Tool)	
Owner (Who is accountable for reporting/ improving this KPI)	
Target/ Goal (e.g., Reduce churn rate to 5% by Q4)	
Visual Format (Bar chart, line graph, dashboard)	
Notes/ Context (Anything stakeholders need to know (e.g. seasonal variability)	

SET UP

MONITORING & REVIEW

Goal: Create a consistent habit of reviewing, discussing, and acting on KPIs.

Good KPIs are only useful if they're reviewed regularly and acted upon. This worksheet helps you build that into your management routines.

KPI	Review Frequency	Responsible Person/ Team
<i>Example: Churn rate</i>	<i>Monthly</i>	<i>Customer Success</i>

How will you know when action is needed? What's the fallback plan?

KPI

DASHBOARD TEMPLATE

Goal: Provide a simple visual summary of selected KPIs.

KPI	Current Value	Target	Trend
<i>Example: Churn Rate</i>	7%	5%	Down

FINAL REFLECTION

AND NEXT STEPS

Goal: Solidify takeaways and define actions coming out of this process. ask the following questions:

What were your biggest insights from going through this exercise?

Which KPIs are you committed to tracking starting next week?

Who else needs to be involved to implement this?





SYNERGY PATHFINDERS, LLC ®

SYNERGYPATHFINDERS.COM | (703) 965-1355