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COURAGE

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TO DRIVE BUSINESS SUCCESS





The Weekly KPI Dashboard

The FREE Guide to getting amazing alignment, accountability, and results from your employees!

I'm excited to kick things up a gear in 2020! I wanted to kick off my first 2020 E-book with the most important tool that I've ever created to help you to grow your business!

This tool is based on my experience in helping hundreds of businesses in the \$1M-\$100M revenue range to grow! After training, mentoring, and coaching more than 1000 business owners and leaders in the last 5 years ranging from \$250K-\$100+ million in size, I wanted to share with you my most important 2 learnings for businesses to grow – with an easy to use business growth tool.

To crush 2020 you must improve your organisational discipline. In my published book courage for profit, I talk about the need for business leaders to have **#RELENTLESS DISCIPLINE**. I consistently hear complaints about employees not performing at the expected standard, so attached is my free business growth tool to help your business to keep your team accountable and in total alignment with your strategy.

To crush 2020 you must have in place-

1. Weekly KPI Dashboard

All the time I see businesses and teams working hard but lack the necessary discipline to focus on business growth activities that really move the business forward. This lack of alignment and follow through means that your team may not be completing the necessary tasks to help the company to grow.

The weekly KPI dashboard can be used to set your team in total alignment for the year ahead, and to focus each employee with relentless discipline on the 3-5 KPI's that are most critical in driving business performance. This dashboard when setup properly by an expert in business growth, can focus your team on the critical leading indicators that will move the business forward, and give you total visibility and control of the direction of the business.

The Weekly KPI Dashboard which is run through at the weekly leadership team meeting, will hold your team accountable by reporting on the numbers each and every week. Great dashboards are born from great strategies, so you must ensure that you firstly have a solid strategy in place, then you execute this strategy with a KPI dashboard.

Below are two examples of a typical KPI dashboard for a small-midsized project

management business. You will see that most of the weekly KPI's are 'leading' (future looking) KPI's, and that there are positions within the company which are accountable for these numbers on a weekly basis. By tracking the key KPI's each week, your organisation will move forward more quickly, and it will be able to get more done to CRUSH 2020!

Guide for use:

- Establish a clear growth strategy for the business for the year ahead
- Determine how each of your key people can help the business to grow (e.g. number of sales calls made, number of meetings, customer satisfaction scores, projects completed on time and budget, accounts receivable on track, marketing and lead costs per acquisition etc)
- Download the courage for profit Weekly KPI Dashboard MS Excel Template from www.courageforprofit.com/resources-signup/
- Choose the 3-5 key KPI's that when measured each week will show that the business is on the right growth path (ideally 50%+ of the dashboard show leading KPI's that measure future performance)
- Determine the 'Green' KPI value showing that the person is on track, leave the yellow column blank, then fill out the 'Red' KPI value showing that this target is well off track
- Record all the numbers in the courage for profit KPI dashboard tool
- Establish a set 30-60min (depending on who is attending) weekly meeting to work through the data for all employees each week
- Measure with #RELENTLESS DISCIPLINE

Example Weekly KPI Dashboard – B2B mid-sized project business

Weekly KPI Dashboard - Courage for Profit (Project Management Business)				
Person Accountable	Weekly KPI	GREEN	YELLOW	RED
CEO	Weekly Leadership Team KPI Dashboard 75% GREEN (19/24)	18		<12
	Weekly Leadership Team Meeting Held with attendance	100%		90%
	YTD Budget vs Actual Net Profit	100%		90%
Marketing Manager	Weekly incoming leads	5.00		0-2
	Cost per lead -Google PPC	<\$50		>\$80
	Landing page conversion rate to inbound enquiry	>20%		<10%
	Newsletter Growth last week (subscribers)	100		20
Sales Manager	Total Weekly meetings sales team new or existing clients	30		20
	Total sales team proposal value last week	\$300K		>\$150K
	Total Sales team revenue last week	\$100K		>\$80K
	Sales team conversion rate (trailing 30 days)	40%+		<20%
	Weekly F2F Meetings Sales Team - Karl	8		2
Finance	Revised weekly cashflow forecast provided by Monday COB	YES		NO
	Average accounts receivable days	<45		>60
	Total debtors 90+ days as a % of debtors	<5%		>10%
	Monthly Financial Reports P&L/BS provided +7 days EOM	7 days EOM		>12 Days EOM
Operations Manager	Budget actual vs. estimate performance for project financial budget	100%		<90%
	Project time performance	On target		>5 days over
	Customer Satisfaction X/10 average	9/10+		<7/10
	Phone or in person interview with a prospective employee each week	1		0
Purchasing	Procurement within project budgets	95%		<85%
	Number of meetings with subcontractors/suppliers to get better purchasing efficiencies/discounts/deals	1		0
	Stock on hand - actual vs forecast	95%		105%
	Stock Delivered in full on time (DIFOT%)	95%		<85%

This example is based on a mid-market 30 employee business with 6 senior leaders, of approximately \$5 Million in annual revenue. The KPI Dashboard splits up the key 3-5 KPI's for each key role in the business, with a focus on leading KPI's to measure future performance.

Example Weekly KPI Dashboard – B2B mid-sized project business – with first 6 weeks filled in

Weekly KPI Dashboard - Courage for Profit (Project Management Business)					Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Person Accountable	Weekly KPI	GREEN	YELLOW	RED						
CEO	Weekly Leadership Team KPI Dashboard 75% GREEN (19/24)	18		<12	7.00	10.00	6.00	9.00	14.00	14.0
	Weekly Leadership Team Meeting Held with attendance	100%		90%	100%	100%	100%	100%	100%	100%
	YTD Budget vs Actual Net Profit	100%		90%	97%	97%	97%	97%	105%	105%
Marketing Manager	Weekly incoming leads	5.00		0-2	1.00	1.00	2.00	4.00	2.00	1.0
	Cost per lead -Google PPC	<\$50		>\$80	48.00	49.00	61.00	47.00	53.00	58.0
	Landing page conversion rate to inbound enquiry	>20%		<10%	21.00	23.00	18.00	17.00	20.00	21.0
	Newsletter Growth last week (subscribers)	100		20	120.00	150.00	120.00	110.00	105.00	100.0
Sales Manager	Total Weekly meetings sales team new or existing clients	30		20	28.00	25.00	22.00	29.00	31.00	33.0
	Total sales team proposal value last week	\$300K		>\$150K	250.00	280.00	270.00	310.00	320.00	380.0
	Total Sales team revenue last week	\$100K		>\$80K	90.00	85.00	75.00	78.00	75.00	105.0
	Sales team conversion rate (trailing 30 days)	40%+		<20%	37.00	35.00	36.00	38.00	39.00	39.0
Finance	Revised weekly cashflow forecast provided by Monday COB	YES		NO	YES	YES	YES	YES	YES	YES
	Average accounts receivable days	<45		>60	65.00	61.00	60.50	65.00	64.00	63.0
	Total debtors 90+ days as a % of debtors	<5%		>10%	9.00	8.00	7.00	8.00	9.00	7.0
	Monthly Financial Reports P&L/BS provided +7 days EOM	7 days EOM		>12 Days EOM	6.00	5.00	6.00	7.00	5.00	7.0
Operations Manager	Budget actual vs. estimate performance for project costs	<100%		>110%	99.00	98.00	100.00	99.00	97.00	98.0
	Project time performance-Days over	0%		>5 days over	2.00	-	1.00	3.00	-	-
	Customer Satisfaction X/10 average	9/10+		<7/10	9.50	9.10	8.50	8.50	9.50	9.3
	Phone or in person interview with a prospective employee each week	1		0	-	-	-	-	1.00	1.0
Purchasing	Procurement within project budgets	>95%		<85%	90.00	91.00	93.00	98.00	98.00	85.0
	Number of meetings with subcontractors/suppliers to get better purchasing efficiencies/discounts/deals	1		0	-	-	-	-	-	-
	Stock on hand - actual vs forecast	95%		105%	97.00	98.00	99.00	96.00	94.00	93.0
	Stock Delivered in full on time (DIFOT%)	95%		<85%	97.00	98.00	97.00	98.00	99.00	100.0

This same example shows how you should collate the KPI data each week at the weekly leadership team meeting and measure the performance of each senior leader.

By doing this weekly, you will keep your employees in alignment to the company strategy and have complete visibility over the business's health and performance every week.

Important considerations for a Weekly KPI Dashboard: -

- Do we have the right measurements in place for each role? (Leading KPI's are best)
- Do we have the right person in each role? (look at rolling trends over an 8-13-week period)
- Consistent 'red' does not necessarily mean the person is not doing well, but it might... (consider resources, are they able to work on these business growth weekly activities?)

The weekly KPI dashboard is a forward looking dashboard showing overall company health, when put together by a capable business growth strategist and your team is aligned, it can have amazing results.

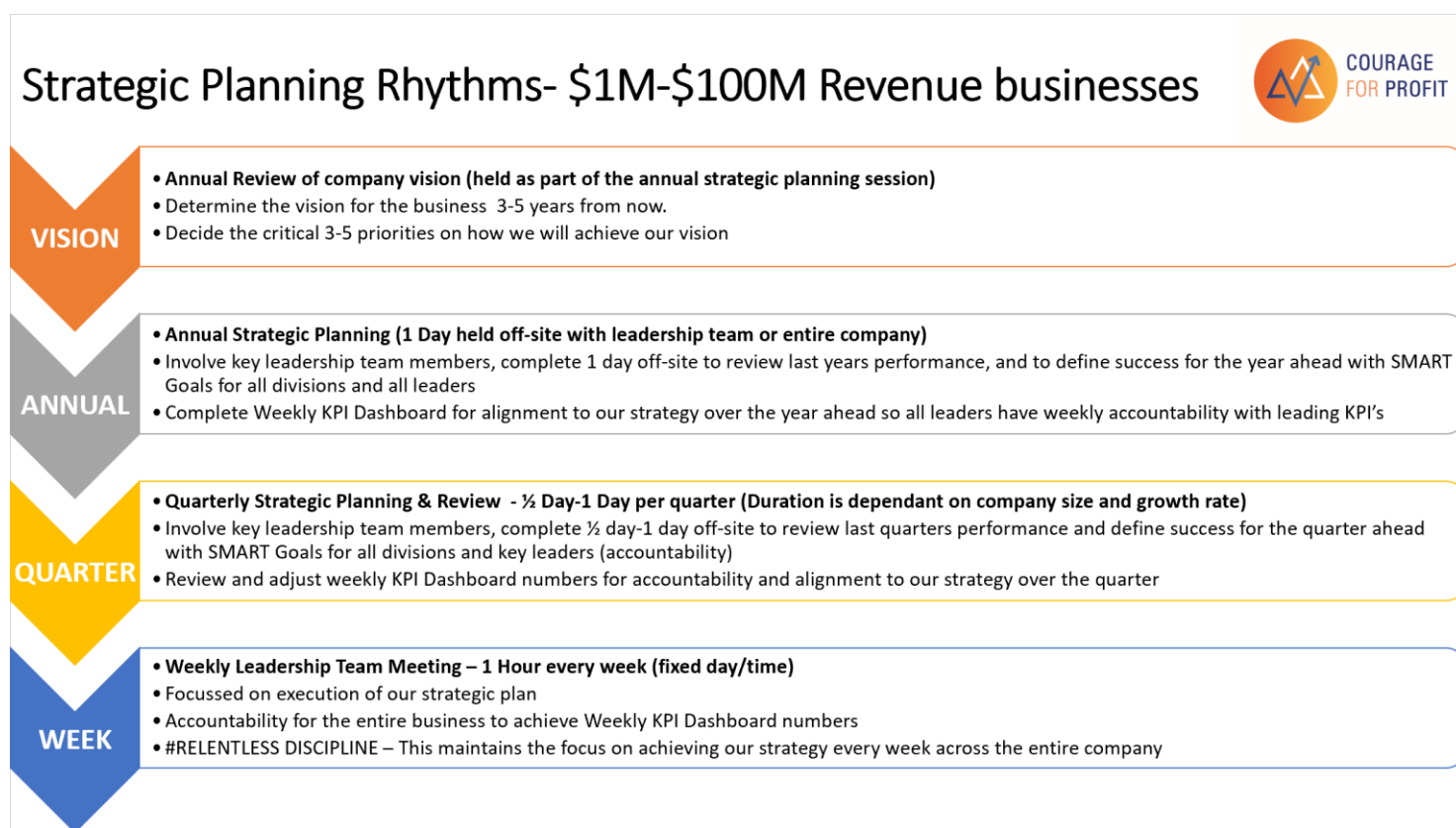
Warning- If your team are not involved in the process of setting these weekly KPI's, if your team does not understand them, or is not 'sold' on why they are important, if the KPI's are not leading, if the KPI's are not the most critical numbers in the business, or if the KPI's are not aligned to the strategy – this can result in extremely poor alignment and results across the business.

#RELENTLESS DISCIPLINE is required from you as the business leader for this to be effective.

2. Have an established Strategic Planning and Review Rhythm

Businesses cannot have a 'set and forget' strategy for success. We need to align our strategic goals for the year and review them quarterly to ensure that your team is on-track and any changes or adjustments are made.

Below is my tried and tested framework for strategic planning rhythms for companies in the \$1M- \$100M revenue range. If you are within this size and you don't set and regularly review your strategic plan, you are at risk of not achieving your business goals for 2020.



This framework means that you set an annual plan, review the plan each quarter – making necessary changes, and review your progress weekly using the Weekly KPI Dashboard.

If you struggle with completing a strategic planning day, or if you find it difficult to facilitate these sessions, or you are unsure of how to grow the business – visit www.courageforprofit.com as that is what we can do for you.

To obtain blank templates of the Weekly KPI dashboard email steve@courageforprofit.com or visit www.courageforprofit.com/resources-signup/

In 2020 we plan to share lots of world class free content to help you to grow your business. We will share with you the key lessons and learnings that I get from working with great businesses in the \$1M-\$100M size range, and we will also be running a series of business growth events for both new clients and for existing clients. I'm excited about running events to improve the success of Australian businesses, and to help them to achieve their profit goals! **#COURAGE FOR PROFIT**

Take onboard the top 2 learnings I've given to you and improve your organisational discipline by having:

1. A weekly KPI Dashboard in place to drive accountability and alignment
2. An annual, quarterly, and weekly strategic planning and review rhythm in place to set your goals, review your progress, and make the ongoing decisions required to grow your business

Until next time, go forth with **#COURAGE** and **#RELENTLESS DISCIPLINE!**

Kind Regards,

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FOR MANY, OWNING A BUSINESS IS THE ULTIMATE DREAM.

But turning that goal into a reality isn't always easy. It takes more than desire to make a company flourish—a leader must have courage, vision, and relentless discipline to make their enterprise truly thrive.

When firefighter Steven McLeod founded Fire and Safety Australia, he had no experience in starting his own business. But through many setbacks and hard lessons, he learned the keys to success and turned his company into a multimillion-dollar organization. In *Courage for Profit*, he shares his formula for creating a booming enterprise within ten years. From defining a specific and winning strategy for the future, to building a solid team, to asking the hard questions and overcoming ego, to understanding the ins and outs of money and marketing, McLeod offers practical advice and real-world examples that will help any owner or consultant craft a plan for commercial triumph.

Being your own boss may not be easy, but by following McLeod's straightforward formula, you'll see maximum results. Just combine clear vision, focused discipline, and a whole lot of courage, and you too will unlock the secrets to business success.



STEVE McLEOD is the director of Courage for Profit, a consulting and coaching company aimed at business leaders who want to dramatically grow their business and profits. Trained as a firefighter, Steve grew his first company, Fire and Safety Australia, from zero dollars and one employee to an award-winning, leading provider of emergency-response training and services, employing more than 100 employees across Australia with revenues well in excess of 20 million dollars.



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