



How to Avoid Wielding Data as a Hammer

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The Tow truck is a Lead Measure

- It leads the lag measure
- It is what **you have the power to move**
- It helps move the lag measure



The Towed car is the Lag Measure

- It lags behind the lead measure
- It moves as the lead measure moves
- You do not have the power to move it directly
- It is what you want to move

FRAMEWORK FOR MEASURING IMPACT: LEADS VS. LAGS

3 LEVELS OF METRICS



■ Level 1

- High-level metrics, typically just lag measures
- Usually measured quarterly
- Primary audience-Board, leadership

■ Level 2

- Lead and lag measures
- Usually measured monthly

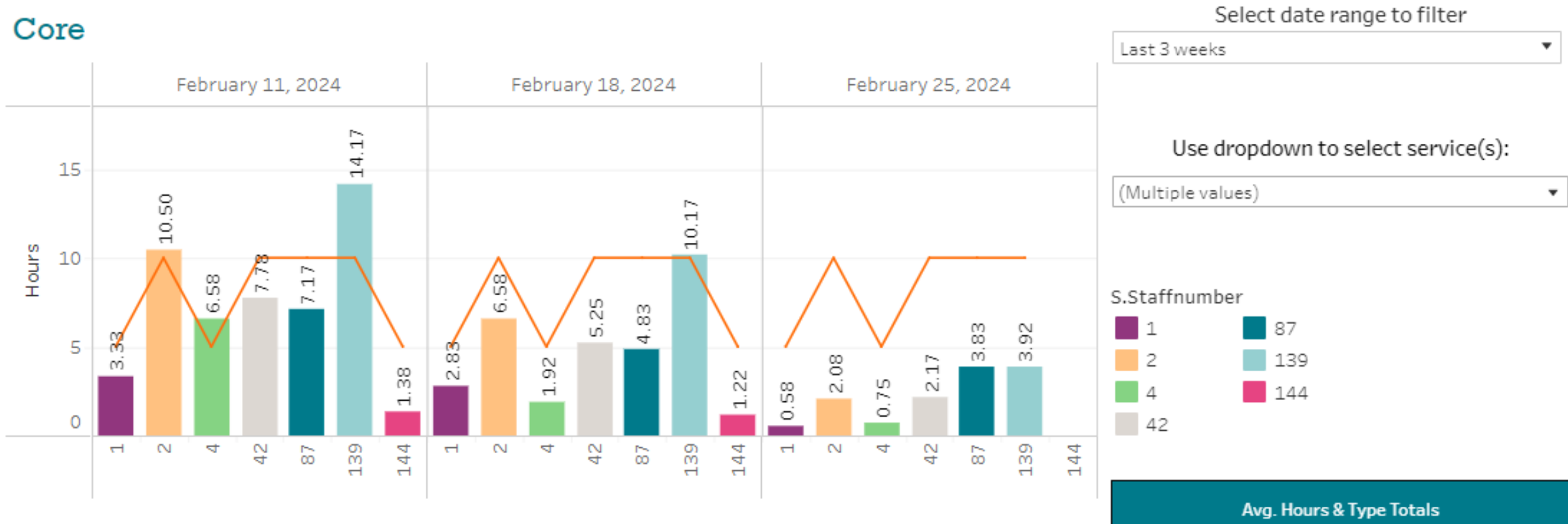
- Primary audience-Leadership team

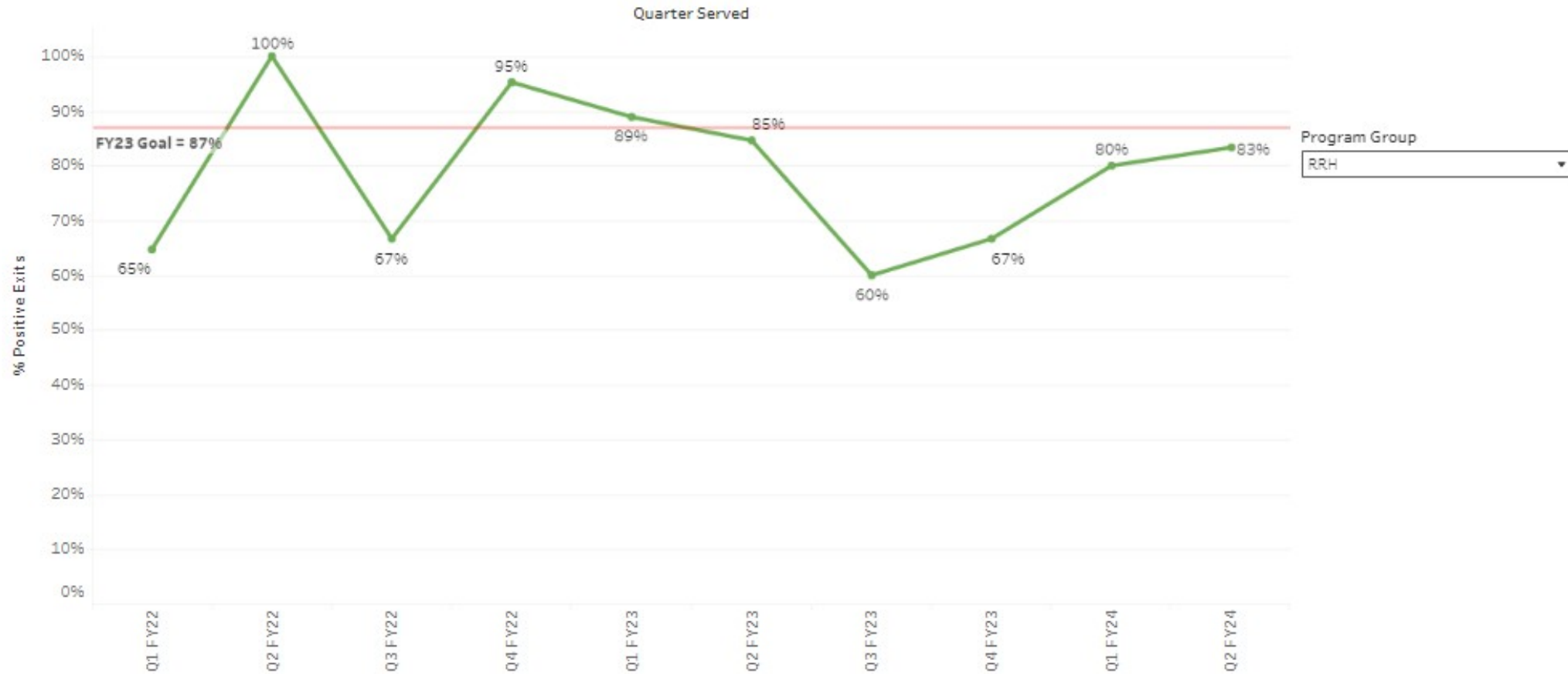
■ Level 3

- Primarily lead measures
- Usually measured weekly or biweekly
- Primary audience-direct service staff

EXAMPLES OF NEW REACH METRICS/DASHBOARD: PROGRAM LEAD: CORE SERVICE HOURS

Core





EXAMPLES OF NEW REACH METRICS/DASHBOARD:
PROGRAM LAG- POSITIVE EXITS

UTILIZING THE DATA- TRANSPARENCY AND ACCOUNTABILITY

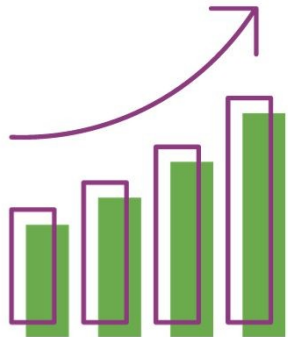


- **Data should be part of regular discussions with:**
 - Programs/Departments- weekly or bi-weekly
 - Leadership Meetings- monthly
 - Board Meetings- quarterly
- **Encourage staff to share the story behind the numbers**
 - Context is critical; data should not exist in isolation
- **Keep data action-focused: What are we going to do different now that we know what the data says?**

A red toolbox is shown open, revealing a variety of tools. A hammer with a wooden handle and a metal head is prominent on the left. Next to it are several screwdrivers with black and yellow handles. A pair of yellow work gloves is also visible. Other tools include pliers, a tape measure, and various small fasteners and bits. The toolbox is organized with compartments and dividers.

DATA SHOULD NOT BE USED AS A HAMMER, BUT
SHOULD BE A FREQUENTLY USED TOOL IN YOUR
TOOLBOX

THANK YOU



NEW REACH

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