

KPI Framework Worksheet

Pick a handful of measures that tell you whether the business is on track, give each one an owner, and set up a simple way to review them. Most small businesses need five to seven.

How to use this worksheet

1. **Start from your goals.** A measure is only useful if it tells you something about a goal you care about this year.
2. **List candidates, then cut.** Write down every measure that comes to mind, then test each one in step 3. Most won't make it, and that's fine.
3. **Define each keeper precisely.** If two people could calculate it and get different numbers, the definition isn't finished.
4. **Give every measure one owner.** The owner tracks it, explains it and proposes action when it slips.
5. **Review on a rhythm.** Put the numbers in front of the right people on a set schedule, and decide something each time.

Leading and lagging measures. Lagging measures report results after the fact, like monthly revenue or profit margin. Leading measures move first and you can still act on them, like quotes sent per week or jobs scheduled two weeks out. Aim for a mix, with at least one leading measure for each goal.

This PDF is fillable. Type into the shaded fields and save, or print it and write by hand.

1 Your goals for the year

Three is plenty. Write them so someone else could tell whether you hit them.

#	GOAL	WHY IT MATTERS	HOW YOU'LL KNOW YOU GOT THERE
1			
2			
3			

2 Candidate measures

Brainstorm freely. You'll test them next.

#	FOR GOAL	POSSIBLE MEASURES
1		
2		
3		

3 Test each candidate

Check each box that's true. Keep a measure only if it passes all four tests.

#	MEASURE	TIED TO A GOAL	YOU CAN ACT ON IT	DATA EXISTS TODAY	CLEAR OWNER	LEADING OR LAGGING	KEEP?
1		☐	☐	☐	☐		☐
2		☐	☐	☐	☐		☐
3		☐	☐	☐	☐		☐
4		☐	☐	☐	☐		☐
5		☐	☐	☐	☐		☐
6		☐	☐	☐	☐		☐
7		☐	☐	☐	☐		☐
8		☐	☐	☐	☐		☐
9		☐	☐	☐	☐		☐
10		☐	☐	☐	☐		☐
11		☐	☐	☐	☐		☐
12		☐	☐	☐	☐		☐

4 Define your KPIs

One card per measure that passed step 3.

KPI 1

Measure name

Exact definition

What's counted and what isn't

Formula

e.g. jobs closed ÷ quotes sent

Data source

Where the numbers come from

Owner

How often it's updated

Baseline today

Target and date

On track / watch / act

The ranges for each, e.g. 90%+, 80 to 89%, under 80%

If it's in 'act'

What happens next, and who decides

KPI 2

Measure name

Exact definition

What's counted and what isn't

Formula

e.g. jobs closed ÷ quotes sent

Data source

Where the numbers come from

Owner

How often it's updated

Baseline today

Target and date

On track / watch / act

The ranges for each, e.g. 90%+, 80 to 89%, under 80%

If it's in 'act'

What happens next, and who decides

KPI 3

Measure name

Exact definition

What's counted and what isn't

Formula

e.g. jobs closed ÷ quotes sent

Data source

Where the numbers come from

Owner

How often it's updated

Baseline today

Target and date

On track / watch / act

The ranges for each, e.g. 90%+, 80 to 89%, under 80%

If it's in 'act'

What happens next, and who decides

KPI 4

Measure name

Exact definition

What's counted and what isn't

Formula

e.g. jobs closed ÷ quotes sent

Data source

Where the numbers come from

Owner

How often it's updated

Baseline today

Target and date

On track / watch / act

The ranges for each, e.g. 90%+, 80 to 89%, under 80%

If it's in 'act'

What happens next, and who decides

KPI 5

Measure name

Exact definition

What's counted and what isn't

Formula

e.g. jobs closed ÷ quotes sent

Data source

Where the numbers come from

Owner

How often it's updated

Baseline today

Target and date

On track / watch / act

The ranges for each, e.g. 90%+, 80 to 89%, under 80%

If it's in 'act'

What happens next, and who decides

KPI 6

Measure name

Exact definition

What's counted and what isn't

Formula

e.g. jobs closed ÷ quotes sent

Data source

Where the numbers come from

Owner

How often it's updated

Baseline today

Target and date

On track / watch / act

The ranges for each, e.g. 90%+, 80 to 89%, under 80%

If it's in 'act'

What happens next, and who decides

5 Tracking grid

Record each month's actual. Circle or highlight anything outside its target range.

KPI	TARGET	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

6 Review rhythm

Decide where each measure gets looked at, and what that meeting is allowed to decide.

#	MEETING	HOW OFTEN	WHO ATTENDS	KPIS REVIEWED	DECISIONS IT CAN MAKE
1					
2					
3					

Before you start tracking

- ☐ You have no more than seven KPIs, and each one ties to a goal.
- ☐ Each goal has at least one leading measure.
- ☐ Every KPI has one owner and a written definition.
- ☐ Every KPI has a target, a date and a clear 'act' range.
- ☐ The review meeting is on the calendar.

Want a second set of eyes?

If you're not sure which numbers matter, or the data lives in five different places, we help owners choose a short set of measures and build a simple way to see them.

Book a free consultation at origamicsolutions.com or email Tim Pizanie at tpizanie@origamicsolutions.com.