ACCESS

T&J Associates Newsletter

Metrics Can Be Your Friend Qualify, Quantify, Justify

Evaluating operations, measuring performance, maintaining timelines, and reporting the results do not have to be "rocket science!" There are hundreds of templates and programs available to easily assist you in successfully leading your organization, project or master plan. This article offers just a few.

SWOT Analysis

An analysis of your company's strengths, weaknesses, opportunities, and threats (SWOT) will enhance plans for new or additional products and services as well as develop your workforce and customer base. The beauty is—there are programs and templates available to just plug in your data. And voila, you have a statistical picture of your company's operations or plan — good, bad, or indifferent!

Simply google the term "SWOT Analysis" or write to this Editor for a "no cost" response!

Brainstorming Techniques

Creating something new that has significant value is what we all strive for. One unique way to obtain new and/or different ideas outside your realm is brainstorming with your managers, officers, peers or other professionals. A favorite brainstorming tool is My (Yasuo Matsmura) Lotus Blossom. This diversity of thought

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standards of measurement by which efficiency, performance, progress, or quality of a plan, product, or process can be assessed.

Metrics is defined as

- BusinessDictionary.com

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- Budgeting & Forecasting





tool provides for a central group to brainstorm the main elements of a plan, separate into sub-groups of each element, and then brainstorm the necessary details. Awesome!

Implementation Tracking

After you have brainstormed ideas and designed your program, the next step is implementation. The most effective method of tracking implementation is scheduling and monitoring the project activities via a **Gantt Chart or Critical Path Method**. The two are similar and great timeline tools.

- The **Gantt Chart** is a bar chart illustrating the project schedule and containing start and finish dates of the elements of a project. It also comprises the project's work breakdown structure (i.e. Who's responsible for what?).
- The Critical Path Method (CPM) is the longest necessary path through a network of activities while respecting their interdependencies. It includes a list of all activities required to complete a project, the time each activity will take to complete, the dependencies between activities, and logical end points (milestones or deliverables).



Gantt charts were employed on major infrastructure projects in-

1910s.

cluding the Hoover Dam and Interstate highway system and continue to be an important tool in project management and program management.

Henry Gantt

Henry Laurence Gantt, A.B., M.E. (May 20, 1861—November 23, 1919) was an American mechanical engineer and management consultant who is best known for developing the Gantt chart in the



Once you list your activities/tasks and the person responsible in the second column above, your graph not only displays your timeline but also the stage of one task before another can begin (i.e. Who's holding up the works?)

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Strategic Planning

An organization defines its strategy, or direction, and makes decisions on allocating its resources to pursue this strategy through the process of strategic planning.

Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions — A Master Plan.

Wikipedia.org.

Not everything that counts can be counted, and not everything that can be counted counts.

Suchitra Mishra www.hetemeel.com



Performance Measurement

And then, you must measure your organization's activities and performance monitor and ensure compliance. A performance metric is such a measure. While traditionally, many metrics are financed-based focusing on the performance of the organization, metrics may also focus on the performance against customer and/or employee requirements and value. Two recommendations are the <u>Harvard Business Review Balanced Scorecard</u> and the <u>MetricNet Balanced Scorecard</u>.

Six critical performance metrics are selected for the Scorecard, weights are applied according to their relative importance, the highest and lowest performance levels are recorded, along with actual performance, and then your score is calculated — worst case/best case.

Budgeting & Forecasting

Of course, we cannot live without budgeting and forecasting! These two metrics must be developed as you design your program. It is listed here last so as not to cause doubt in the beginning promises that metrics is not "rocket science." But fear not, there may be a Finance Manager in your midst who will happily do this for you! Again, templates are the name of this game and many are available to choose from to create a budget with forecasting by just googling the terms or writing to the Editor for free resources!

All the above metrics can be maintained on Excel or similar spreadsheets and also used for personal projects (i.e., conferences, weddings, parties, reunions).

Master Plan

A master plan is a general plan or program that balances and harmonizes all elements of a project. Such projects can be city plans, building plans, business plans, marketing plans, affirmative action plans, and diversity plans. They are formal statements of business goals, the reasons they are believed attainable, and the plan to reach those goals. Successful plans are accomplished using metrics.

Scheduling, measurements, and assessments are necessary tools for master plans in order to ensure operations as planned and/or completed. History shows us that metrics can be successfully used to:

- Maintain project timelines
- Evaluate performances
- Brainstorm for new ideas or solutions to current problems.

Many companies will hire or designate one or more persons to be responsible for the company plan and to follow it to its completion. If so, you too can assess the flow of your plans by selecting a metrical system that you can understand, use, and present to others using statistics and graphs.

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