

DOES MY ORGANIZATION NEED MEASUREMENT?

How Balanced Feedback Supports Continuous Improvement

People in organizations often feel they do not have the right information to make important decisions. As a result, they are unable to take the proper actions to make needed improvements. Symptoms of this unhealthy state include measurement reports that are unnoticed and undiscussed. Such organizations may be data rich and information poor, with lots of data all around but no one is sure what to do with it. Another indication of measurement trouble is the belief that one measure fits all audiences. Or perhaps you have heard someone suggest that a better way of measuring is needed, and the corresponding dismissive reply: “We’ve always measured this way.” In situations like these, people are constantly complaining they do not know what is important or how they are performing. When information does come forth, it is not relevant, “too little, too late,” or the decision makers deny the conclusions because they don’t trust the data.

How Measurement Systems Can Help

Working with a measurement expert to build a balanced scorecard of useful measures can lead to a different kind of decision making experience. For example, when the question “What’s important to us and how we are doing?” is asked, the answer is visible to everyone. Each person understands how they fit into the big picture. Timely, accurate, trustworthy, and complete information is available to help people answer the questions that used to keep them up at night. Members of the organization have an ongoing source of performance data, allowing quick responses to “unexpected” questions

with little additional effort. In a nutshell, a solid measurement system allows you to:

- gauge how you are doing and provide evidence to support your conclusions;
- answer questions such as, “Did we do what we said we would?” and “Is it having the impact we wanted?”;
- commit to create-and use-good measures of what’s important; and
- raise awareness and present opportunities to make more intentional and mindful choices.

Secrets of Measurement Magic

Experienced measurement consultants are passionate about who they are, what they do, and how to make a difference. They know how to get you unstuck. They approach measurement holistically by integrating the contributions of multiple disciplines. They understand that “audience + purpose = design”, and use that equation along with the engineering design process to craft measures that fit the situation. They believe data converted to information can be meaningful without being difficult or complex to collect. They have an approach that is robust and works on any scale. Finally, they realize measurement is more than just numbers and blend qualitative and quantitative indicators to help guide decisions.

Who Are the Measurement Experts?

TSI applies proven measurement techniques to raise decision making to a higher level in your organization. We’ve spent our careers absorbing and sifting through the organizational mea-

surement classics. We can tell the difference between what's valuable and lasting and what isn't. If you want a balanced family of measures that reflects your strategy, TSI can create a measurement development plan. We can facilitate the measurement implementation team you establish. We are also evaluation experts, if you want an independent assessment of a policy, project, or program.

To stay on purpose, people in organizations need feedback about progress and results. Are you listening to the feedback you have? Do you need more or different feedback? We help by customizing a measurement approach for you, using a combination of:

- direct observation
- structured interviews
- surveys (paper or web-based)
- focus groups
- document analysis
- archival data and case record reviews

At TSI, We're Committed to Results

Our measurement team can help you understand the current state, and guide you through the logic of your journey to the desired state. We can create a measurement strategy that has meaning for you, captures the information you want, and provides a real picture of your achieved results. Measurement's purpose is to raise our awareness, presenting opportunities for us to make more intentional and mindful choices. It helps us get useful feedback, make the most of a Balanced Scorecard, and effectively understand where improvements may be needed through program evaluation and survey technology. We also teach you how to use the Plan-Do-Study-Act model to monitor what has happened and make better choices. This cycle helps ensure the translation of vague ideas into specific measurable results and actions.

TSI's Measurement Services

Our measurement experts:

- facilitate group discussions on measurement issues;
- conduct program evaluations to assess implementation and effectiveness;
- build performance measures
- compile and interpret collected information;
- create charts, graphs, tables, and spreadsheets;
- develop and implement Balanced Scorecards and Human Resource Scorecards;
- design and analyze surveys;
- perform needs assessments;
- assess compliance with implementation design, policies, and procedures; and
- design ongoing, multi-level review processes.

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