

TOOL #11: Monthly Dashboard Report

Use this tool to update the board and senior team on the CEO's or senior pastor's Top-5 Annual S.M.A.R.T. Goals. (Send updates at least monthly.)



This 1-Page Color-Coded Tool Is Powerful!

Color-Code Your Dashboard Reports Red? Yellow? Green?

Does your boardroom's culture welcome bad news?

Note this leadership insight/tool from the retired CEO of Ford, Alan Mulally:

Mr. Mulally also changed the way Ford's management team operated. He instituted a weekly meeting where each manager presented a report on his [or her] areas, coded in green, yellow or red, to show whether business was on target.

After a few months, Mark Fields—now Mr. Mulally's designated successor—confessed that a vehicle program for a new sport-utility vehicle was 'red.' Mr. Mulally clapped in response, setting an atmosphere where Ford executives felt encouraged to air bad news, rather than let problems fester.¹

“Earlier I discussed Dr. Gail Matthews’s research that individuals with written goals were 39.5 percent more likely to succeed. But there’s more to the story. Individuals who wrote their goals and sent progress reports to friends were 76.7 percent more likely to achieve them.”²

Gary Keller with Jay Papasan

¹ Neal E. Boudette, Christina Rogers, and Joann S. Lublin, “Ford Chief Executive Officer Alan Mulally’s Legacy: Setting Ford on a Stronger Course.” Posted April 21, 2014. *The Wall Street Journal*: www.wsj.com/articles/SB10001424052702304049904579515852823291232.

² Gary Keller and Jay Papasan, *The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results* (Austin, TX: Bard, 2012), 187.

The Monthly Dashboard Report

The Color-coded Progress Report on the Top Leader's Top-5 Annual S.M.A.R.T. Goals

When boards and their top leaders understand the awesome power of S.M.A.R.T. goals, they'll never go back to the mishmash days of unfocused work and misplaced priorities. The CEO/senior pastor and the board must agree on the Top Leader's Top-5 Annual S.M.A.R.T. Goals.

Certainly one of John's top-10 life experiences was sitting at the feet of Peter Drucker, the father of modern management, for four days in Estes Park, CO, with 30 other Christian leaders in August 1986.

Peter Drucker shared a story at that small retreat gathering that John will never forget. Drucker talked about his consulting role with a Fortune 500 company CEO. At the end of the morning meeting, Drucker asked the CEO the \$64,000 question: "This afternoon, as you know, I'm meeting with your vice president of marketing. What key result must he achieve by the end of this year?"

According to Drucker, the CEO answered immediately. "That's easy," the corporate titan responded. "My VP's key result for this year must be ABC." (While I was at the four-day retreat when Drucker told this story, I don't recall the specifics, so we'll call the goal "ABC.")

That afternoon, Drucker met with the VP of marketing and began, "This morning, as you know, I met with your CEO and asked him what key result you must achieve this year." The VP, like his boss, responded immediately. "That's a no-brainer. We've agreed that the key result for marketing must be XYZ!"

Drucker wasn't surprised and those of us in the room all laughed because we've been there. We walk out of staff meetings, strategy meetings, and strategic planning retreats and we're absolutely convinced that the assignments and end results are crystal clear. The target on the wall is "ABC," but somehow, a vice president hears "XYZ."

What's the solution? Every team member must put in writing (repeat: put in writing) their *Top-5 S.M.A.R.T. Goals* that are reviewed, prayed over, and affirmed by the team. And the CEO/Senior Pastor must go one step further: his or her *Top-5 S.M.A.R.T. Goals* must be approved and affirmed by the board. Then the *Monthly Dashboard Report* becomes a fairly simple report—not on how busy the top leader is—but on results achieved, as God blesses.

Do this—and you'll be amazed at the awesome power of S.M.A.R.T. goals!³

³ John Pearson, *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit* (Ventura, CA: Regal, 2008). For more on S.M.A.R.T. goals, read the Results Bucket, the Strategy Bucket, and the Meetings Bucket chapters.


S.M.A.R.T. GOALS DEFINED

Annual S.M.A.R.T. Goals must be Specific, Measurable, Achievable, Realistic, and Time-related.

S.M.A.R.T. GOALS ARE:

- ☑ **Specific.** What results will be achieved?
- ☑ **Measurable.** Is the exact target and finish line crystal clear? (You'll know when to celebrate because everyone will agree the goal was reached.)
- ☑ **Achievable.** Is it pie-in-the-sky? Has this goal ever been achieved before—by anyone?
- ☑ **Realistic.** Is the goal rooted in reality and aligned with adequate resources? Does the team agree? Has your spiritual discernment process confirmed this? Note: "The actual achievement of audacious goals is very uncommon."⁴
- ☑ **Time-related.** Is there a specific target date (not a target month)? (Instead of generalizing with "3rd Quarter," commit to "Sept. 30, 2020.")

SMART GOALS and NOT-SO-SMART GOALS:

		Specific	Measurable	Achievable	Realistic	Time-Related
■ NOT-SO-SMART GOALS						
1) Plan the best annual meeting event on the planet!						
2) Increase the number of major donors giving \$5 billion or more.		✓	✓			
3) Conduct a client satisfaction survey by Sept. 30, 2020.			✓	✓	✓	✓
4) Launch the XYZ Program as soon as possible in numerous cities.						
5) To raise \$50,000, ask every donor to give an extra \$10 this month.		✓	✓			✓
■ SMART GOALS						
1) Survey annual meeting participants on 5 key factors by May 15.		✓	✓	✓	✓	✓
2) Increase the number of major donors by 15% by Oct. 25.		✓	✓	✓	✓	✓
3) Score 4.2 or better on our client satisfaction survey by 9/25/21.		✓	✓	✓	✓	✓
4) Launch the XYZ Program in these 25 cities (see list) by 6/30/21.		✓	✓	✓	✓	✓
5) <i>Write a goal here:</i>		✓	✓	✓	✓	✓

⁴ Dan Busby and John Pearson, *Lessons From the Nonprofit Boardroom: 40 Insights for Better Board Meetings*, 2d ed. (Winchester, VA: ECFAPress, 2018), 194. Read "Lesson 37: Don't Stretch Credulity With BHAGs and Stretch Goals."

SAMPLE TEMPLATE FOR A NONPROFIT MINISTRY
(Color-Code Each Monthly Progress Report)

S.M.A.R.T. Goals are: → Specific, Measurable, Achievable, Realistic, and Time-related.

ABC Ministry – CEO Monthly Dashboard Report (2020)
Annual TOP-5 SMART GOALS for Jane Doe

Monthly Update to be submitted to Board of Directors by the 15th of each month.

These FY2020 TOP-5 SMART GOALS were approved by the Board of Directors on Dec. 15, 2019.

FY 2020 – 3 Months January 1 – March 31, 2020 <i>Updated on April 15, 2020 by Jane Doe</i>	Target Date	Monthly Update 3-Month Report Ending 3/31/2020
1. Revenue and Expenses. Achieve the year-end net income goal of \$40,000, based on revenue of \$500,000 and expense of \$460,000.	12/31/20	• On target
2. Operating Reserves. Increase operating reserves from \$114,000 to \$154,000 (equivalent to 4 months of the FY2020 expense budget).	12/31/20	• We are now forecasting just 2 months of reserve by year-end. Finance Comm. will review a revised “Plan B.”
3. Board Member Recruitment. Assist the board with cultivating up to five new board prospects for terms beginning on Jan. 1, 2021.	9/30/20	• Due to the Project XX crisis, our board chair and I have not invested any time on this.
4. Three-Year Rolling Strategic Plan: Based on board feedback, recommend the final version of the 2021-2023 Strategic Plan to the board.	9/15/20	• Board will review at the September board meeting
5. Vision 2025 Resource Center. Implement the Phase 1 Pilot Program of the Vision 2025 Virtual Resource Center, including the cultivation, recruitment, orientation and engagement of 2 state coordinators, 10 area coordinators and 50 local church ambassadors.	10/31/20	• On target! Mike Pate has agreed to be our State of Hawaii coordinator! And... 17 new coordinators have also become “Level 3 Donors.”

↑ Color-code each box
based on the monthly update.

GREEN on Target	YELLOW Caution!	RED Alert!
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*“Goals are over-arching and should be few in number.
If you have more than five goals, you have none.*

You’re simply spreading yourself too thin.”⁵

Peter Drucker

⁵ Peter F. Drucker, Frances Hesselbein, and Joan Snyder Kuhl, *Peter Drucker’s Five Most Important Questions: Enduring Wisdom for Today’s Leaders* (Hoboken, NJ: John Wiley & Sons, 2015), 5–6.

6 Questions for the Board About . . .

Your CEO's (or Senior Pastor's) *Top-5 S.M.A.R.T. Goals*

- ☐ 1. Have we used a spiritual discernment process to discern these goals?

***“Just because something is strategic
does not necessarily mean it is God’s will for us right now.”⁶***

Ruth Haley Barton

- ☐ 2. Are our goals and budget in alignment with our mission and our theology?

***“One of the most important questions for nonprofit leadership is,
Do we produce results that are sufficiently outstanding for us to justify
putting our resources in this area? Need alone does not justify continuing.
You must match your mission, your concentration, and your results.
Like the New Testament parable of the talents, your job is to invest your resources
where the returns are manifold, where you can have success.”⁷***

Peter Drucker

- ☐ 3. Specifically, what are the *Top-5 Goals* that the board wants our CEO/Senior Pastor to achieve this year? (Do they meet the “S.M.A.R.T.” criteria?)

“Goals poorly formulated are goals easily forgotten.”⁸

Michael Hyatt

- ☐ 4. What are the *Top-5 S.M.A.R.T. Goals* each direct report to the CEO/Senior Pastor must achieve this year?

***“Every facet of the organization has a person assigned
with accountability for ensuring goals are met.”⁹***

Verne Harnish

⁶ Ruth Haley Barton, *Pursuing God’s Will Together: A Discernment Practice for Leadership Groups* (Downers Grove, IL: InterVarsity Press, 2012), 99.

⁷ Drucker, Hesselbein, and Kuhl, *Peter Drucker’s Five Most Important Questions*, 5–6.

⁸ Michael Hyatt, *Your Best Year Ever: A 5-Step Plan for Achieving Your Most Important Goals* (Grand Rapids, MI: Baker, 2018), 22.

⁹ Verne Harnish, *Scaling Up: How a Few Companies Make It . . . and Why the Rest Don’t – Mastering the Rockefeller Habits 2.0* (Ashburn, VA: Gazelles, 2014), 147.

- ❑ 5. Has the board discussed, discerned, and affirmed no more than five goals for the top leader—and are they in writing and recorded in the board’s minutes?

“If you have more than five goals, you have none.”¹⁰

Peter Drucker

- ❑ 6. Does the board receive the *Monthly Dashboard Report* from the top leader—every month?

“Boards don’t need to hear how busy the CEO is — they need to hear about results.”¹¹

Jim Brown

Not All Boards Receive Regular Dashboard Reports

ECFA Research Says...



of board members receive monthly or quarterly dashboard reports that identify agreed-upon metrics or measurements, outcomes, and impact for programs, products, and/or services

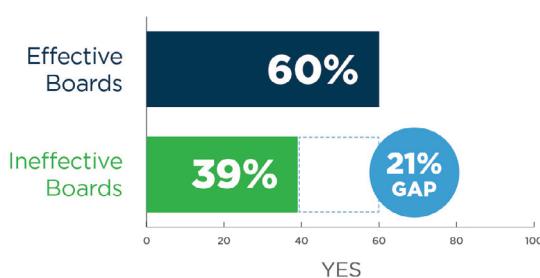


say that if the CEO has provided annual measurable goals, progress on those goals is “regularly reported to the board”



Set Measurable Goals

“Did your CEO offer 3 or more measurable goals that your board approved this year?”



¹⁰ Drucker, Hesselbein, and Kuhl, *Peter Drucker’s Five Most Important Questions*, 63.

¹¹ Jim Brown, *The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence* (San Francisco: Jossey-Bass, 2006), 85.

If you prefer “S.M.A.R.T.E.R.” Goals to “S.M.A.R.T.” Goals, then read this:



***Your Best Year Ever:
A 5-Step Plan for Achieving Your Most Important Goals***

by Michael Hyatt

- ☐ “Goals poorly formulated are goals easily forgotten.”¹²
- ☐ “Dragging the worst of the past into the best of the future is another reason goals fail.”¹³
- ☐ “Resources are never—and I mean never—the main challenge in achieving our dreams. In fact, if you already have everything you need to achieve your goal, then your goal’s probably too small.”¹⁴

If you prefer another definition of “S.M.A.R.T.” then pick or create your own:

- ☐ Specific, Measurable, Achievable, Realistic, Timely
- ☐ Specific, Measurable, Achievable, Relevant, Time-Bound
- ☐ Specific, Measurable, Actionable, Relevant, and Timely (process metrics)
- ☐ Specific, Measurable, Appropriate, Realistic, Time-Bound
- ☐ Specific, Measurable, Attainable, Realistic, Tangible
- ☐ Specific, Measurable, Attainable, Results-oriented, Time-based
- ☐ Specific, Motivating, Achievable, Rewarding, and Tactical

Note: for more definitions of “S.M.A.R.T.” goals” visit: www.acronymfinder.com.

***“Self-assessment is the first action requirement of leadership:
the constant resharpening, constant refocusing, never being really satisfied.
And the time to do this is when you are successful.
If you wait until things start to go down, then it’s very difficult.”¹⁵***

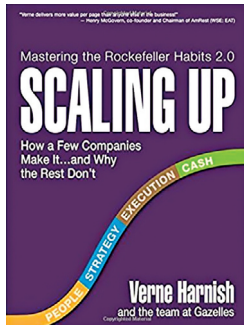
Peter Drucker

¹² Michael Hyatt, *Your Best Year Ever*, 22.

¹³ Ibid., 21.

¹⁴ Ibid., 52.

¹⁵ Drucker, Hesselbein, and Kuhl, *Peter Drucker’s Five Most Important Questions*, 5–6.

IMPORTANT!**The Monthly Dashboard Report Assumes Your Top Leader Has an Organization-Wide Communication Rhythm****THE 10 HABITS:**

“Routines that set you free!”¹⁶

Effective Boards Inspire Their CEOs and Senior Pastors to Create Robust Communication Flows With Their Teams:

Daily → Weekly → Quarterly → Annually

Learn More: Rockefeller Habits Checklist™

There are 10 fundamental habits that support the successful execution of your strategy—habits that haven’t changed for 100 years since John D. Rockefeller implemented them...

And like the checklists that are critical to the airline industry in making sure planes stay in the air, consider these 10 habits as a ‘preflight’ checklist for keeping your [organization] growing and ensuring that it doesn’t stall out.¹⁷

Example: Rockefeller Habits Checklist™ (No. 3 of 10)

3. Communication rhythm is established and information moves through organization accurately and quickly.

- ☐ All employees are in a daily huddle that lasts less than 15 minutes.
- ☐ All teams have a weekly meeting.
- ☐ The executive and middle managers meet for a day of learning, resolving big issues, and DNA transfer each month.
- ☐ Quarterly and annually, the executive and middle managers meet offsite to work on the 4 Decisions.¹⁸

Attn: Church Boards



Read Bill Hoyt’s practical book, *Effectiveness by the Numbers: Counting What Counts in the Church*, on what should be measured in a local church. The book describes how to count attendance breadth and depth, visitor retention, market share (Saddleback Church’s market share is just 4.2 percent in its neighborhood), ministry involvement, community deployment, small groups, the development of leaders, stewardship and tithing, and much more.

Bottom line: are you measuring your church’s biblical mandate of making disciples?

“Your mission is what you measure,” says Thomas G. Bandy in the foreword.¹⁹

¹⁶ Harnish, *Scaling Up*, 15.

¹⁷ Ibid.

¹⁸ Ibid., 147.

¹⁹ William R. Hoyt, *Effectiveness by the Numbers: Counting What Counts in the Church* (Nashville: Abingdon, 2007).