

The KPQ Worksheet

This exercise helps you and your supervisor or team member to articulate the strategic purpose of their role, in their words.

It is used to design and demonstrate alignment from both sides, while reaching a consensus where unspoken needs are met, and where unaware strengths can be brought into the role. It is then used as the basis to formulate KPIs that fit.

WHAT ARE KPQS?

KPQs are key performance questions. They sensecheck how well a role, tool, or project is completed to progress the organisation towards a goal. They also define and deeply assess the efficacy of your KPIs, and are written as open-ended questions which open up discussion.

WHAT ARE KPIs?

KPIs are Key Performance Indicators which are derived to answer your KPQs. They provide clear and measurable answers to how well implementation is being executed. KPIs are written in a S.M.A.R.T (Specific, Measurable, Achievable, Relevant and Time-Oriented/Bound) format to be useful.

Before you start

Ensure that your strategic goals are defined prior to starting this exercise. Write the one this role serves here.

THE STRATEGIC GOAL THIS ROLE SERVES

Step one: write your Key Performance Question

Either stem works. Pick the one that sounds like how you actually speak.

To what extent is [you/your role] ensuring that [Project/Programme/Organization] is [strategic goal(s)]?

How well is [name] ensuring that [project/organization] is achieving [strategic goal]?

HAVE A TRY WRITING YOUR KEY PERFORMANCE QUESTION

Guiding tips

1. Use simple language and avoid jargon, anyone should be able to read this and understand the fundamental purpose of your role and gauge performance.
2. KPQs are frequently assessed and frequently updated to reflect strategic and organizational progression as well as changes in circumstances. We recommend a monthly and/or quarterly check-in.
3. Don't be afraid to 'kill your darlings', your first drafts are never perfect so keep restructuring and changing words until it resonates with you.
4. Align with your supervisor if these expectations are in line with the organization strategic direction.
5. Communicate this with your supervisor, team and most importantly, yourself.
6. Develop more than 1 KPQ if needed, but no more than 3 per strategic goal.

Your KPIs

Each KPI answers part of the question above. Write the indicator, not the area it sits in.

Every indicator below is Specific, Measurable, Achievable, Relevant and Time-bound.

The Trampoline Park example runs risk, growth and profit. Use whichever three carry your own role.

Area 1 • Biggest business risk. The indicator that shows it is controlled

What would end this, and what keeps it under control? Example: keeping accident and incident rates at less than 1 per month.

Area 2 • Growth. The indicator that shows it is growing

One measure, not eight. Example: ensuring Mystery Shopping and Customer Feedback scores are over 90% satisfaction with positive NPS Scores.

Area 3 • Profit. The indicator that shows the money works

Example: ensuring that assigned monthly budgets of \$XXX are met. Exceeding the budget can be accepted if approved with a clear case. Underspending needs justifying too.

Area 4 • Sustainability, only if the role carries one. The indicator you measure against

With a baseline and a plan, measure against it. Without one, measure improvement from where you stand.

If your KPIs cannot change

There is an assumption here that the KPIs can change. It works even if they can't. First, feedback is sent upwards if the KPIs just don't make sense, which prevents a future pothole from happening. If it still doesn't change, the leader and the team member can adjust the work to make strategic progress while still meeting the KPIs. Ultimately, this helps to uncover assumptions much earlier on.

Give them the template, not the question. Co-designing excellent relationships takes time, in my experience, it takes anywhere from 30 days to 3 months of constant reminders and reviews. As easy as it is to simply give the team member the KPQ, we lose the value of their ability to truly own their side of the relationship, to articulate and think forward the needs they're likely to have in executing it, and to double check that this role does exactly what it should do to serve the overall strategy.

To conclude, relationship design is ultimately about designing a culture of excellence that serves you, or risk defaulting into a culture that nobody really wants. Give yourself the mental and emotional space, to allow intention to be your guide.

REVIEW DATE, AND WHO YOU AGREED THIS WITH
