

Function	Leading Indicators	Results
Head of Company	% Executive leading indicators on-target Sales Pipeline Errors Cash flow projection Inventory days Accounts receivable days Good daily meetings	Enterprise value Profit Free cash flow
Marketing	Cumulative leads per channel Qualified percentage Marketing activities on plan	Qualified leads Cost/qualified lead
R&D/Innovation	Feature pipeline Batting average (actual value ÷ predicted value)	Incremental revenue Improved retention
Sales	Objective pipeline value Net increase in objective pipeline value Pre-sales touches	Revenue Profit/client New clients
Operations	Serious customer-visible errors On-time task execution percentage Unbudgeted expenses Drama-free execution	Expenses within budget
Treasury	90 day cash flow projection Historical cash flow projection accuracy Timely invoicing Correct invoices (100% less corrected invoice%)	Funding Accounts receivable (or A/R days) Cash flow
Controller	Report inputs collected on time	Accounts payable Timely and accurate financial reports
information Technology	Outages Time to repair System response time (or user wait time) Deadlines met%	Labor efficiency ratio
Human Resources	Virtual bench Employee Net Promoter Score Training graduation rate Talent assessments Development plan%	A-Player percentage A-Player retention 30 day employee performance
Talent Development/Learning	Curriculum completions	Labor efficiency ratio Gallup Q12
Customer Advocacy	Q4 Client wait time Utilization	Net Promoter Score Client retention