

PRACTICAL TOOL

Leadership Visibility Planning Guide

A practical guide for selecting the few measures leaders need to see progress, risk, capacity, and decisions without creating noise.

THIS RESOURCE HELPS YOU

- Design visibility around decisions, not data volume.
- Make targets, trends, variance, and ownership easy to see.
- Create a review routine that turns information into action.

Start with the decisions leaders must make

Progress

What must leaders see to know whether priority work is moving as intended?

Risk

Which conditions could materially disrupt execution, capacity, funding, quality, or timing?

Capacity

Where does the organization need visibility into workload, bottlenecks, or dependency that could limit delivery?

Required decisions

Which measures should trigger a decision, escalation, or change in course?

Noise test

If a measure does not support a meaningful leadership judgment, challenge whether it belongs on the dashboard.

What each useful measure should show

A clear definition

Everyone should understand what the measure represents and why it matters.

Current result and trend

A single number is rarely enough; leaders need to see whether performance is improving, stable, or deteriorating.

Target or expected range

The view should make material variance visible rather than requiring leaders to interpret raw data.

Named owner and update frequency

Every measure needs someone accountable for its quality and for keeping it current.

Decision or escalation link

Define what condition should trigger attention so the dashboard supports action instead of passive monitoring.

A simple leadership review rhythm

Scan for exceptions

Begin with material changes, missed expectations, emerging risk, and decisions that cannot wait.

Discuss the cause, not every number

Use the dashboard to focus leadership attention where the operating condition has changed.

Make the decision visible

Record the choice, the accountable owner, and the expected next result.

Separate action from observation

If no action or decision is needed, avoid turning every metric into a long discussion.

Improve the dashboard itself

Remove measures that do not support decisions and add visibility only where leaders are repeatedly surprised.