



AUTOMATED DASHBOARDS & BEST PRACTICES IN MEASUREMENTS AND PERFORMANCE METRICS

CRF 2019 October Forum
Washington D.C.

1

“Not everything that counts
can be measured. Not
everything that can be
measured counts.”

Albert Einstein



2

2

Enneagram



Enneagramtypes

1 THE REFORMER

The Rational, Idealistic Type: Principled, Purposeful, Self-Controlled, and Perfectionistic

2 THE HELPER

The Caring, Interpersonal Type: Demonstrative, Generous, People-Pleasing, and Possessive

3 THE ACHIEVER

The Success-Oriented, Pragmatic Type: Adaptive, Excelling, Driven, and Image-Conscious

4 THE INDIVIDUALIST

The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental

5 THE INVESTIGATOR

The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated

6 THE LOYALIST

The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious

7 THE ENTHUSIAST

The Busy, Fun-Loving Type: Spontaneous, Versatile, Distractible, and Scattered

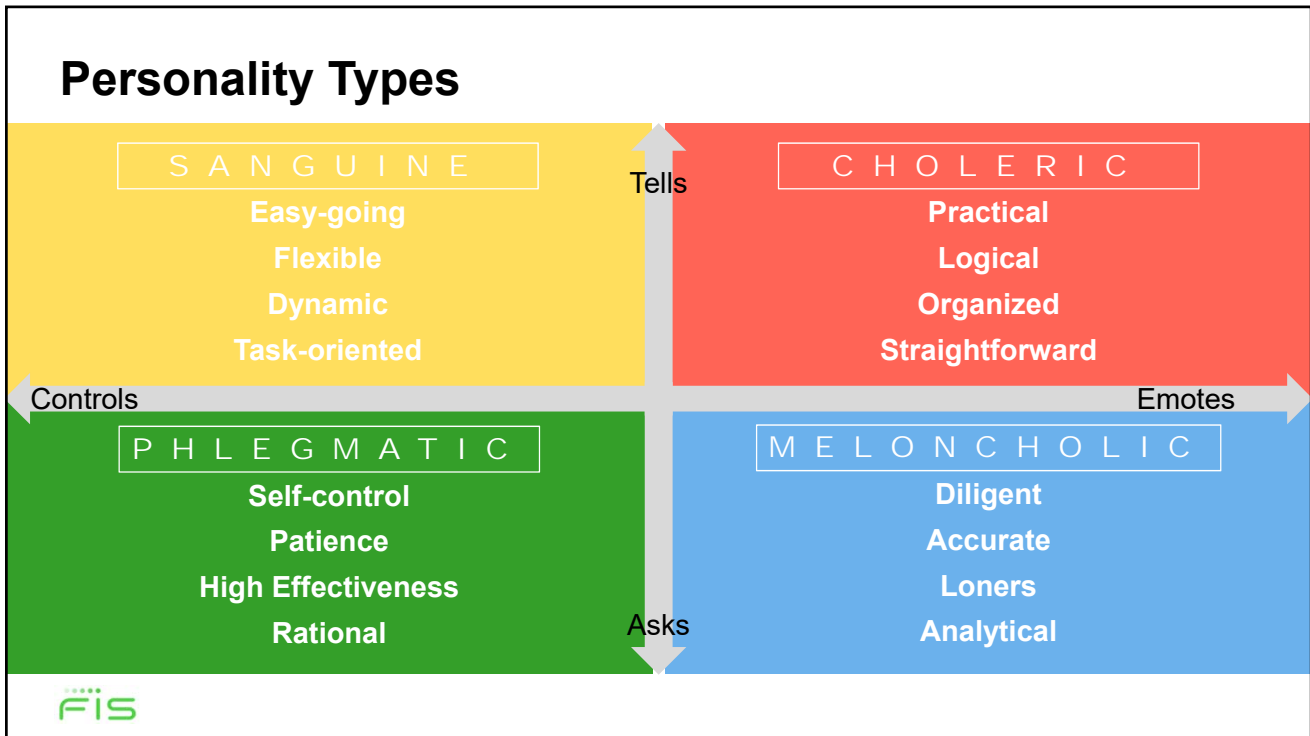
8 THE CHALLENGER

The Powerful, Dominating Type: Self-Confident, Decisive, Willful, and Confrontational

9 THE PEACEMAKER

The Easygoing, Self-Effacing Type: Receptive, Reassuring, Agreeable, and Complacent





5

“When a measure becomes a target, it ceases to be a good measure”

- Goodhart’s Law

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6

Goodhart's Law

- The Cobra Effect

Knowledge vs. Wisdom

"Knowledge is a tool, and wisdom is the craft in which the tool is used."

"Knowledge comes but wisdom lingers."

"Wisdom is knowledge rightly applied."

"Don't be an idiot."

Ever tried arguing with a giant?



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9

KPIs

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10

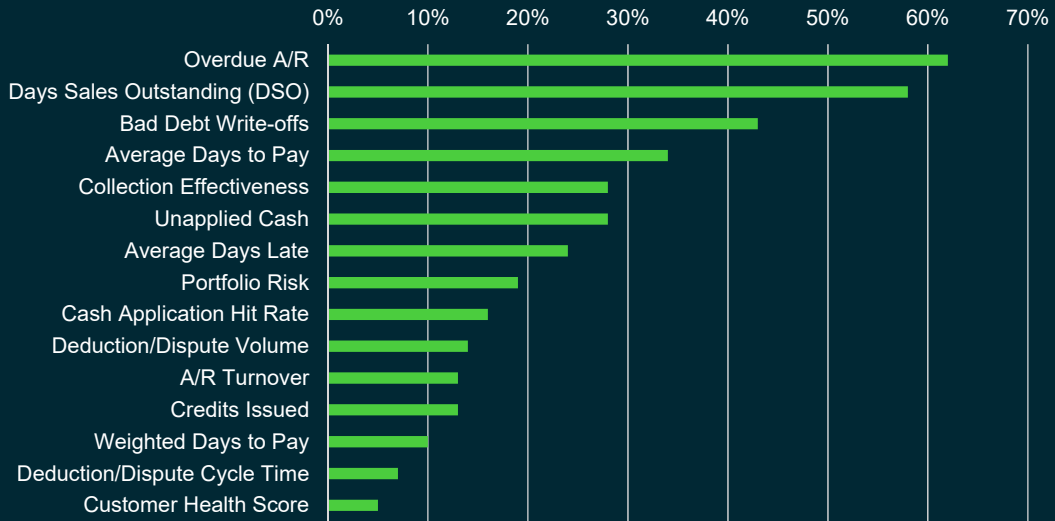
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KPIs are great at providing **trending** information. They are also great for **looking backwards** and showing you where you have been.

KPIs are not a good tool for operational **adjustments**.

- Defend/explain results to management
- Change something
- **Wait....**

What are you measuring today?



* Source: 2019 FIS Receivables Market Survey

13

13

How many KPIs are you measuring today?

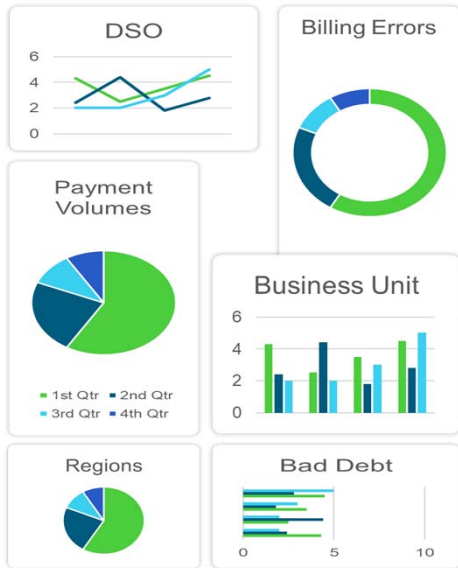
- 3 – 5 **Max** to be useful
- Reviewed annually for **relevance**



14

14

KPI Reporting



- Can you drill down?
- Is the data actionable?
- How much time does it take to compile?

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15

15

Stop using KPIs as a performance measurement
Start using it as a data point for operational adjustments

Performance Measurement Driven	vs	Performance Improvement Driven
Achieve at all cost		Indicator for change
Removes autonomy		Provides flexibility
Lack of individual control		Individual ownership
Ambiguous improvement path		Clear improvement path

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16

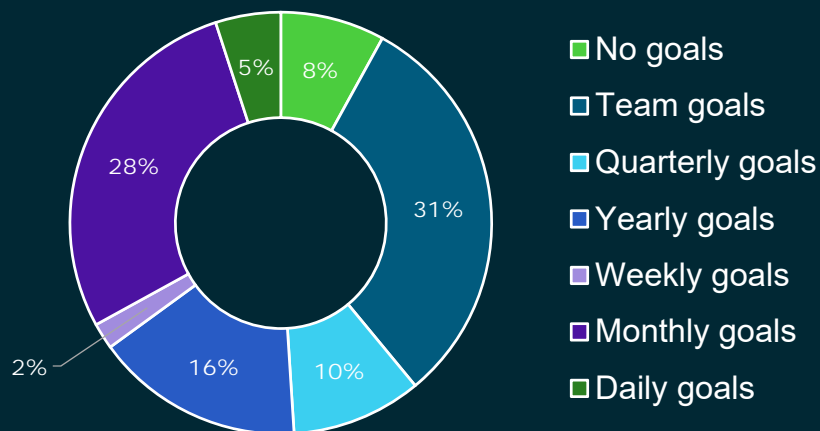
16

A **different** look at performance metrics

- Honest Feedback
- Timely feedback
- Begin focusing on the behaviors vs. the numbers

17

Do you set individual collection targets for collectors?



18

Value of automated dashboards

- Saves time
- Drill down capability
- Action oriented
- Facilitates collaboration
- Supports in-month adjustments
- Arms you with the answer to 'Why?'

Different measurements to support improvement

- Operational Performance
 - Contacts planned vs. completed
 - Cash forecast vs. actuals
- Portfolio Performance
 - Dollars at risk

Homework

Ask yourself:

- Why are we measuring this?
- What actions do we take with this information?
- If we stopped measuring this, would it impact our performance?
- Can we automate these? Where could I spend my time if these were automated?
- Are my operational performance metrics supporting the continuous improvement of these KPIs?
- Is this motivating my team to get better? Do I know what motivates my team to get better?



21

21



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22