

DATA STRATEGY TOOLKIT

Scorecard Measures Library

Leading and lagging measures for a balanced data strategy scorecard, with a definition card and a literacy pulse check

THE SO WHAT OF THIS DECK

Pick two or three measures per perspective, pair every lag measure with a lead measure, and agree a baseline with finance before you set any target.

Lead and lag: you need both

Lagging measures prove results

- Arrive late, after the quarter
- Show whether the strategy worked
- Examples: benefit realised, quality score, satisfaction

Leading measures predict them

- Move early and often
- Tell you whether the lag measure will move
- Examples: owned critical data, time to answer, reuse rate

SO WHAT

Steer on leading measures every month; judge the strategy on lagging ones every year.

Four perspectives for the data scorecard

Value

How does data move the business results on the strategy map? Objectives such as: enable growth in priority segments; remove cost from core processes; reduce regulatory and operational risk.

Stakeholder

How do the business users and customers of our data see us? Objectives such as: make trusted data easy to find and use; answer business questions fast; earn customer trust in how we use their data.

Data operations

Which data processes must we excel at? Objectives such as: govern critical data with owners and rules; deliver data products to service levels; protect sensitive data by design.

Capability

What people, platform and culture do we need? Objectives such as: build data literacy in every role; run a reusable, governed platform; grow data product ownership in the business.

Value

Measure	Definition	Lead or lag
Benefit realised	Measured benefit of data initiatives against baseline, confirmed with finance	Lag
Revenue enabled	Revenue from use cases attributed with an agreed method	Lag
Cost removed	Run-rate cost removed by data-enabled process change	Lag
Use cases in production	Use cases past the Scale gate and in use	Lead
Decisions on governed data	Priority decisions that now run on certified data	Lead
Value pipeline	Estimated value of use cases at Discover and Prove	Lead

Stakeholder

Measure	Definition	Lead or lag
Partner satisfaction	Business partner rating of data and analytics services	Lag
Data product adoption	Target users actively using each data product	Lag
Time to trusted answer	Elapsed time from business question to certified answer	Lead
Self-service share	Questions answered without the data team	Lead
Customer data trust	Complaints and consent withdrawals related to data use	Lag
Request backlog age	Median age of open data requests	Lead

Data operations

Measure	Definition	Lead or lag
Glossary coverage	Share of critical data elements with an approved business definition and owner	Lead
Time to find data	Median time for an analyst to find and validate the data behind a new question	Lead
Critical data quality	Share of critical data elements passing their rules	Lag
Owned critical data	Critical data elements with owner, definition and rules	Lead
Certified metrics	Headline metrics with one certified definition	Lead
Lineage coverage	Critical reports traceable to source	Lead
Data incidents	Quality or availability incidents affecting the business	Lag
Time to onboard a source	Days from request to governed, usable source	Lead

Capability

Measure	Definition	Lead or lag
Literacy pulse	Average score on the data literacy pulse check	Lead
Skills coverage	Roles filled with the target data skills	Lag
Reuse rate	New work built on existing data products	Lead
Domain ownership	Domains with a business data product owner	Lead
Run cost per data product	Total run cost divided by active data products	Lag
Platform availability	Availability of the data platform against its service level	Lag

Measure definition card

MEASURE <i>[Short name everyone uses]</i>	OBJECTIVE SERVED <i>[The scorecard objective it measures]</i>	WHY IT MATTERS <i>[The decision it informs]</i>	DEFINITION AND FORMULA <i>[Numerator, denominator, inclusions and exclusions]</i>
LEAD OR LAG <i>[Leading (predicts) or lagging (proves)]</i>	SOURCE <i>[System of record and data product]</i>	OWNER <i>[Accountable person, and who reports it]</i>	FREQUENCY <i>[How often it is refreshed and reviewed]</i>
BASELINE <i>[Measured value, and when]</i>	TARGET <i>[Value and date]</i>	THRESHOLDS <i>[Green, amber, red]</i>	CAVEATS <i>[Known data limitations]</i>

Setting targets that mean something

- Measure the baseline before setting the target; never guess it
- Set the target from the strategy map: what must this be for the objective above it to move?
- Pair every stretch lagging target with a leading measure you can steer weekly
- Agree thresholds for green, amber and red before the first review, not after
- Review targets annually; change them only for a reason you can write down

SO WHAT

A target without a measured baseline is a wish; measure first, then commit.

Strategy scorecard

Objective	Measure	Baseline	Target	Current	Status
[Objective]	[Measure]				[On / at risk / off]
[Objective]	[Measure]				[On / at risk / off]
[Objective]	[Measure]				[On / at risk / off]
[Objective]	[Measure]				[On / at risk / off]
[Objective]	[Measure]				[On / at risk / off]
[Objective]	[Measure]				[On / at risk / off]

Data literacy pulse check

Score each statement 1 (disagree) to 5 (agree). Total out of 60.

#	Statement	Score
1	Leaders regularly cite data when explaining a decision.	
2	People know where to find trusted data for their work.	
3	Our headline metrics have one agreed definition.	
4	Teams can tell a good number from a misleading one.	
5	Business and data people work on problems together.	
6	Data skills are part of how we hire and develop people.	
7	People feel safe to question data that looks wrong.	
8	We can each name a decision that improved because of data.	
9	Meetings start from shared dashboards, not competing spreadsheets.	
10	People understand the rules for using personal and sensitive data.	
11	Teams experiment with data and share what they learn.	
12	We know how data and AI could change our products and services.	

Reading the pulse check

Score	Band	What it means
12-24	Emerging	Data skills sit with a few specialists; most decisions run on experience.
25-36	Developing	Pockets of strong practice; translation between business and data takes effort.
37-48	Established	Most teams use data routinely; the next step is making it universal.
49-60	Leading	Data is part of how the organisation thinks; literacy is a competitive advantage.