Ariel Zhang

Indicators for Predicting the Future

On community engagement:

The nonprofit sector is responsible for building cohesion and social capital. Social capital is defined as the shared values, ideas, norms, and culture that shape…action…" -Shayla Hubbard, ASU

LAGGING INDICATORS

Analyze past performance
to form **lessons learned**
and confirm intended progress

BOTH?

LEADING INDICATORS

Predictive to help
influence
future performance and
anticipate trends

Examples

Control Shelter Volume

Objective: Control shelter volume for capacity for care

- Key Result: Maintain shelter capacity at XXX
- Leading indicator: Length of Stay

Reported Safety Incidents for Staff

Objective: Keep staff safe

- Key Result: Decrease number of bite incidents among staff
- Leading indicator: Percent of employees that receive handling training

Community Engagement

Objective: Only intake animals that are dangerous or unhealthy

- Key Result: Decrease of stray intakes
- Leading indicator: Percent increase of identified community resource advocates

How to Use Leading Indicators

- Have clear objectives to be measured
- Correlation does not equal causation
- Take action in a timely manner
- Combine with lagging indicators to get the full picture
- Build an iterative culture