6 INTERNAL MONITORING FOR CONTINUOUS IMPROVEMENT

In high-performance organizations:

- The board, management, and staff work together to **establish quantitative and qualitative indicators** tightly aligned with the results they want to achieve, for each program and for the organization as a whole.

- Management and staff **produce frequent reports on how well the organization is implementing its programs and strategies**. Management and staff use these reports to chart course corrections and make operational adjustments and programmatic improvements on an ongoing basis.

- Management and staff **make the collection, analysis, and use of data part of the organization's culture and daily operations**. They ensure that people throughout the organization understand the key metrics. And they invest in training and coaching to help staff gain comfort in working with data as a natural part of the job.

- Management and staff **deploy systems to collect and analyze constituent feedback**, drawing on existing tools whenever possible. The best systems not only help staff understand constituents' views; they also help ensure that constituents play a role in creating needed improvements.

- Management and staff **prioritize collecting information that's relevant for determining how well they are achieving the desired results**, understanding what mix of efforts is critical to achieving those results, and continuously improving their results over time.

- The board, management, and staff **draw extensively on lessons from organizational assessments and evaluations of programs serving similar causes or populations**.

- Management and staff of direct-service organizations **put special emphasis on data about recruitment and engagement of their target population**, so they can find out if they're reaching the people they aspire to serve and engaging them in activities long enough to make a difference.

THE PERFORMANCE IMPERATIVE