**NSCA 2.0 Stakeholder Training**

**Day 3: KPI and CMM Interpretation Exercise**

**Exercise Guidance**

**Focus of Exercise:** Combining evidence from capabilities and performance to generate findings and recommendations

**Supplies Needed:** None

**Support Materials:** KPI and CMM output handouts – both tables and dashboard, copy of indicator reference sheet for KPIs for each table

**Estimated Time:** 60 minutes

**Trainer Notes:**

* Groups for this exercise will be constrained to each table of trainees.
* Review the key goals of the task with all trainees (5 minutes):
  + Become familiar with looking at KPI and CMM output together
  + Practice interpreting KPI and CMM output together
  + If time, start to consider how best to present and visualize data
* Pass out handouts of data extracts and quickly review what is included (3 minutes)
* Ask each table to review the handouts provided and work as a team to interpret the combined KPI and CMM findings:
  + What do the findings tell you about the state of the supply chain?
    - Are any basic capabilities missing? Are any surprising capabilities present?
    - Do performance metrics track with available capabilities? Can you connect the status of a capability with its manifestation in performance?
    - Are there stark contrasts across levels of the system?
    - Can you identify opportunities for improvement?
  + Distill observations into three to four main findings. Support findings with evidence.
  + Translate findings into three to four main recommendations.
  + If time, consider ways to present data (e.g. tables, charts, graphics) that help illustrate, support, or emphasize key points.
* Give each table approximately 30 minutes to put together their thoughts in response to the prompts above.
* Ask each table to present their thoughts to the full group. Allow for some discussion. This segment should take 20 minutes.
  + Start with one group sharing findings at length
  + Ask subsequent groups to share novel findings beyond first groups and/or to explain points of difference
  + Use this to emphasize the massive amount of data created by the NSCA and to caution using judgement (not cherry picking) when interpreting findings
* Close the exercise
  + Be sure to emphasize that the data must be considered together – both CMM and KPI – to get a clearer picture of what is going on within a supply chain.
  + Be sure to point out that the data may not always point neatly to the places that need strengthening – that it is important to look for where one part of the supply chain may be impacting another part of the system.