

PuMP Diagnostic Discussion

Instructions for how to calculate your Measurement Maturity Score and see exactly where your approach to measurement is strong, and where it's letting your strategy down.

PUMP ACADEMY

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Publication details

Published: March 2026

Version: 3.0

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What is the PuMP Diagnostic?

PuMP Diagnostic Discussion
is an interactive review of
your performance
measurement process.

It works by giving people a structured way to explore the various parts of the performance measurement process, and contrast 'poor' practice from 'good' practice.

It's a discussion, not a survey.

We don't recommend that your colleagues fill out the Diagnostic individually, then collate the results into one analysis.

It's not a survey.

A discussion is the best way if you want to engage your colleagues in truly exploring how your organisation's current approach to performance measurement really works.

The diagnostic will help you talk about how your performance measurement process currently works, relative to how it could or should work. So a real dialogue can uncover different nuances, experiences and expectations.

But probably the biggest benefit of doing the PuMP Diagnostic is that your colleagues will better understand what good performance measurement really is.



It will work for any KPI approach, not just PuMP.

This is called the PuMP Diagnostic Discussion, because it's a tool we use in Step 1 of the PuMP Blueprint methodology: *Understanding Measurement's Purpose*.

But you can use it no matter what approach to KPIs or performance measurement you are currently using, or intend to use.

If you'd like an overview of PuMP, including its eight steps, see: <https://pump.academy/pump/>

How to prepare.

Scheduling your PuMP Diagnostic Discussion.

Who to invite

There are several situations that might lead you to use the PuMP Diagnostic Discussion:

- A senior leadership team that is frustrated with their current strategic KPIs and wants a better way to evidence their strategy
- A project team that needs to measure the impact of their project but isn't sure the best way to go about it
- A functional team or business unit that knows they need better KPIs but doesn't know where to start
- A new Measures Team that is ready to start a PuMP implementation with you (since this is Step 1 of the PuMP Blueprint)

Make the invitation

Whichever situation you find yourself in, the key is to make it an invitation.

Your invitation will work best if you let your colleagues know a few things:

- It will be highly interactive, and not a presentation
- There is no judgment or evaluation – it's about exploring potential to make measurement more meaningful and useful
- It will be insightful to contrast poor measurement practices with good practices
- It will be fun to find out where the organisation's approach lies on the Measurement Maturity scale



- It will help them make a more informed choice about how to approach measurement from now on

How much time to allow

Allow about 60 to 90 minutes for the discussion.

You want to move briskly through each of the 26 Diagnostic criteria, but allow a couple of minutes to explain what they mean and capture everyone's assessment of where things are now.

Many people are surprised at the candidness and insight that this discussion brings out!

Therefore – again – don't treat it as a survey.

The discussion is what it's all about.

How to facilitate.

There are several resources ready for you to lead a PuMP Diagnostic Discussion.

The resources to use

First, gather the resources to help you facilitate the PuMP Diagnostic Discussion from the PuMP Diagnostic Kit zip folder (which this current document came from):

- ☐ PuMP Diagnostic PRESENTATION PowerPoint (also contains the facilitation guide under each slide)
- ☐ PuMP Diagnostic CRITERIA PDF (with the scales for all 26 criteria)
- ☐ PuMP Diagnostic TOOL Excel Spreadsheet (to capture ratings and calculate the scores)

If you didn't get the full PuMP Diagnostic Kit zip folder that contains all these resources, you can download them individually at:

<https://pump.academy/diagnostic/>

Step 1: Facilitate the discussion

The PowerPoint contains the slides, but also detailed facilitation notes. The following description is just an outline of those steps.

You'll move through 5 sections of the PuMP Diagnostic Discussion, which will collectively cover the 26 criteria:

1. How measurable is your strategy?
2. How meaningful are your performance measures?
3. How well implemented are your performance measures?



4. How useful and usable are your performance dashboards/reports?
5. How well do your performance measures improve performance?

These sections align roughly with the essential steps in a complete performance measurement approach. One like PuMP, but you don't need to learn PuMP or know anything about it for the Diagnostic to work its magic.

Remember, the PuMP Diagnostic is approach-agnostic!

For each section of the Diagnostic you will:

- Discuss the meaning of each of the diagnostic criteria and examples of how it is in your organisation.
- Rate your organisation or team for each of the diagnostic criteria, on the scales provided. You can rate individually or choose a consensus rating for the team.
- Capture the rating in the PuMP Diagnostic spreadsheet.
- Note your average rating, or the consensus rating, for that section.

Once you have all the Diagnostic criteria rated, you can review the scores and discover some insights.

Step 2: Review the scores

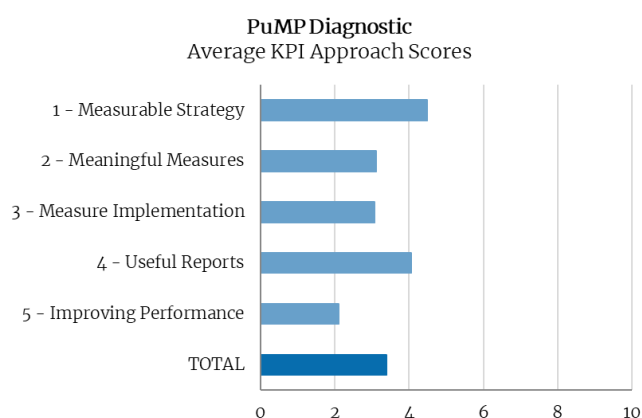
There are two types of scores calculated from your PuMP Diagnostic ratings:

KPI Approach Scores

The KPI Approach Scores show you how much balance you have across the essential stages of the performance measurement process.

If one part of your measurement process is weak, it directly impedes each subsequent step, and the overall cost-benefit ratio of your measurement activities.

There are five KPI Approach Scores compared in a bar chart, so it's easy to pick if any specific stages of your measurement process are particularly weak.



Each KPI Approach Score is calculated like this:

$$\frac{[\text{Sum of ratings of criteria within the stage}]}{[\text{Number of criteria within the stage}]}$$

The KPI Approach Score, for all the stages, will help you find the highest priorities for improvement in your performance measurement approach.

If only one stage has a low KPI Approach Score, then focus on improving just the approach you take to that stage (like stage 5 in the above example).

But if only one or two stages have reasonably good KPI Approach Scores, you need to review and revamp your entire approach to performance measurement.

Measurement Maturity Score

The purpose of the Measurement Maturity Score is to baseline your performance measurement maturity, so you can track improvements in it over time, as you tweak and improve your approach to measuring performance.

STAGE	SCORE	Mindset Shift	Focus
Momentum	3.4	Causes, not symptoms	Execution
Insight		Feedback, not failure	Learning
Signal		Signals, not noise	Smart Charts
Integrity		Definitions, not dashboards	Data
Ownership		Buy-in, not sign-off	Engagement
Evidence		Measures, not milestones	Quantification
Clarity		Specific, not vague	Goals
Compliance		Learning, not judging	Purpose

The Measurement Maturity Score is calculated like this:

$$\frac{[\text{Sum of ratings of all 26 criteria}]}{26}$$

The number itself doesn't mean much on its own, but it's useful mainly to track in quarterly or six-monthly intervals.

Realistically, it takes many years to achieve a perfect Measurement Maturity Score. That's why we only track it quarterly or six-monthly.

And it's not a perfectly accurate assessment of your measurement maturity, because it is affected by the subjectivity introduced by your team's understanding of what actually happens in your organisation's measurement process.

That's no problem though, because the idea is simply to use it to motivate and validate improvements to how you measure performance.

Step 3: Decide the best next action

If you already understand PuMP and its 8 steps and techniques, then you can discuss at this point which of the PuMP techniques can help your team or organisation to improve their performance measurement approach.

After you've reflected on the scores and how the steps in PuMP can improve them (and of course your approach to and value from performance measurement), together decide what your first next step will be. You might consider:

- A few people undertaking PuMP Blueprint training to learn the how-to steps, via a [public PuMP Blueprint Workshop](#), or the [PuMP Blueprint Self-Paced Program](#).
- Organising your own tailored [private PuMP Blueprint Workshop](#), for teams within your organisation to work together to improve its measurement approach.
- Choosing one team for one of our accredited PuMP Partners or Affiliates to facilitate through a [completely tailored implementation of PuMP](#) for their goals and KPIs.

How good your KPIs or performance measures are depends entirely on the approach you use to choose, implement and use them.

So make it a deliberate decision.

This PuMP Diagnostic Discussion helps that decision be deliberate, by giving you and your colleagues a greater awareness of how to discern poor measurement practices from ones that work.

If you have any questions, or want to explore your PuMP Diagnostic results with one of our PuMP team, please contact team@pump.academy.

Or review our program information here:

Public PuMP Blueprint Workshops are available around the world, and current programs are listed here:

<https://pump.academy/pumpblueprintpublic/>

The PuMP Blueprint Self-Paced Program is available 24/7, online here:

<https://pump.academy/pumpblueprintselfpaced/>

Private PuMP Blueprint Workshops are delivered by our accredited PuMP Partners around the world:

<https://pump.academy/pumpblueprintprivate/>

The PuMP Implementer Program is an expertly facilitated implementation of PuMP tailored to each team:

<https://pump.academy/pumpimplementerprogram/>

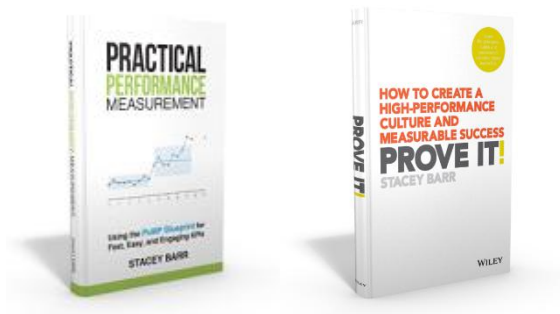
About the author

Stacey Barr is a globally recognised specialist in organisational performance measurement.

She discovered that the struggles with measuring business performance are, surprisingly, universal. The biggest include hard-to-measure goals, trivial or meaningless measures, and no buy-in from people to measure and improve what matters. The root cause is a set of bad habits that have become common practice.

Stacey created PuMP®, a uniquely methodical and practical performance measurement approach. PuMP replaces the bad KPI habits with techniques that end the common KPI struggles. PuMP makes measuring performance faster, easier, engaging, and meaningful.

Stacey is author of [Practical Performance Measurement](#) and [Prove It!](#), publisher of the [Measure Up](#) blog, and her content appears on [Harvard Business Review's website](#) and in their acclaimed ManageMentor Program.



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PUMP

Clarify your strategic goals, align every team, and achieve measurable results.

STEP 1

Understanding Measurement's Purpose

Fixing the focus firmly on continuous improvement as the purpose for measurement.

STEP 2

Mapping Measurable Results

Translating our strategy into clear, focused, and measurable performance results.

STEP 3

Designing Meaningful Measures

Choosing the most feasible and relevant measures that evidence our performance results.

STEP 4

Building Buy-In to Measures

Getting ownership from our stakeholders, quickly, easily and engagingly.

STEP 5

Implementing Measures

Documenting in detail the data, analysis and reporting requirements for each of our measures.

STEP 6

Interpreting Signals from Measures

Focusing ourselves on gaps between as-is and to-be performance.

STEP 7

Reporting Performance Measures

Creating useful and usable performance reports that inspire us to action.

STEP 8

Reaching Performance Targets

Improving business processes to move as-is performance toward to-be.

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