

PUMP

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The PuMP® Diagnostic

The 26 criteria that good performance measurement systems meet.

Does yours?

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STACEY BARR

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Why take the PuMP Diagnostic?

The PuMP Diagnostic is a tool we use in the first step of the 8 step PuMP performance measure methodology.

We focus on using it in discussion (never as a questionnaire or survey!) so a team can come to a shared understanding of where their current performance measurement system can be improved, and to an agreement about using PuMP to improve it.

This copy of the PuMP Diagnostic is given to you as an experiment, for you to personally reflect on what the features are of a good performance measurement system. And how yours 'measures up'!

If this PuMP Diagnostic resonates with you, and inspires you to improve your measurement system, then PuMP will be the perfect method to help you.

How to take the PuMP Diagnostic

The PuMP Diagnostic is in 5 parts, and comprises a total of 26 criteria.

Each of the criteria has a scale, from poor practice (1) to good practice (10).

1. Simply read through the criteria, one at a time, and ponder how it happens in your organisation.
2. Then circle the number on the scale that most closely represents where your performance measurement system currently sits between poor and good practice.
3. At the end, reflect on where your performance measurement system is strongest, and more importantly where it is the weakest.

Ready to start?

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Diagnostic 1: How measurable is our strategy?

1.	We don't have a strategy at all.	1	2	3	4	5	6	7	8	9	10	We have a documented strategy that includes goals or objectives in support of our vision/direction.
2.	Our strategy uses weasel words such as 'efficient', 'effective', 'reliable', 'quality', 'enhanced' and 'sustainable'	1	2	3	4	5	6	7	8	9	10	Our strategy is very clearly articulated in words that are not ambiguous, and everyone shares the same understanding of these words.
3.	Our goals or objectives are statements about the actions, projects or initiatives we want to undertake.	1	2	3	4	5	6	7	8	9	10	Our goals or objectives are statements about the impact, difference or result we want to create or achieve.
4.	Each part of the organisation develops its own goals or objectives independently, with no attempt to align them.	1	2	3	4	5	6	7	8	9	10	Our strategy is linked and cascaded from the corporate level to the operational team level, and each member understands their contribution.
5.	We have dozens of goals and objectives because a lot matters.	1	2	3	4	5	6	7	8	9	10	We have ruthlessly prioritised our goals or objectives to fewer than a dozen or so.

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Diagnostic 2: How meaningful are our measures?

6.	Very few (or none) of our measures are clearly linked to our goals and objectives.	1	2	3	4	5	6	7	8	9	10	Every measure is clearly linked to a goal or objective of which it provides meaningful evidence.
7.	We have too many measures, or not enough	1	2	3	4	5	6	7	8	9	10	Every important performance aspect of our strategy or business operation is measured with the bare minimum number of measures.
8.	We use milestones or actions as measures (e.g. Implement CRM by June 2011 or Improve customer complaints process)	1	2	3	4	5	6	7	8	9	10	Every measure is objective evidence that regularly gauges the degree to which a performance result is occurring over time.
9.	A lot of our measures are simply a few words such as Staff Survey Productivity or Sustainability Index with no clear description of exactly what the measure is.	1	2	3	4	5	6	7	8	9	10	Every measure has a clear and unique name accompanied by a description of exactly what is being measured (e.g. <i>Overall Customer Satisfaction = average customer satisfaction rating on scale of 1 to 10 for our overall service delivery</i>).
10.	People don't feel engaged or don't buy in to performance measures and avoid spending time on measurement.	1	2	3	4	5	6	7	8	9	10	All members of the organisation value measures as useful feedback to help them do their jobs better and contribute to the organisation's vision.

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Diagnostic 3: How well are our performance measures implemented?

11. None (or very few) of our measures have the data available they need, or to the level of integrity needed.	1	2	3	4	5	6	7	8	9	10	Every measure has the data available that it needs, and to the level of integrity needed.
12. Most measures are annual or quarterly.	1	2	3	4	5	6	7	8	9	10	Every measure's frequency is deliberately chosen to provide the best time-series analysis for quickly identifying signals.
13. There is no guarantee that measures are measuring what they should. Among the measures we have duplication, different versions of the truth, and use of incorrect calculations and analysis.	1	2	3	4	5	6	7	8	9	10	Every measure's calculation formula is clearly detailed and consistently applied. There is one version of the truth for each measure (no duplication or ambiguity).
14. There is little to no ownership of performance measures. No-one knows who is responsible for monitoring which measures.	1	2	3	4	5	6	7	8	9	10	Every measure has an owner, and every measure owner feels a strong sense of buy-in to her measures (i.e. they use the measures and value them).
15. Most measures are reported without clear intention or a clear definition of the appropriate responses to different signals.	1	2	3	4	5	6	7	8	9	10	Every measure's purpose is clear, and its owner knows the appropriate responses (depending on the measure's signal).
16. Measures pop up like mushrooms, and we have no idea how many we have.	1	2	3	4	5	6	7	8	9	10	Every measure is documented in a corporate dictionary of measure definitions.

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Diagnostic 4: How useful and usable are our performance reports?

17. Performance reports are ad hoc or non-existent. We do not follow a standard performance reporting process.	1	2	3	4	5	6	7	8	9	10	Each performance report or dashboard is designed for a specific audience, tailored to the measures and results that audience owns, and produced regularly and routinely.
18. We use pie charts, stacked bar charts or pre-packaged dashboard tools like dials or gauges—whatever is the default or looks good.	1	2	3	4	5	6	7	8	9	10	Most measures (and when it makes sense) are graphed to show historic time series and highlight important signals about changes in performance over time.
19. Performance reports are hard to navigate. It's hard to find the information of most use.	1	2	3	4	5	6	7	8	9	10	Each performance report or dashboard is consistently structured around the goals or objectives measured in the report.
20. It's not clear from performance reports what needs action and what doesn't. It takes time to work out exactly how performance is tracking.	1	2	3	4	5	6	7	8	9	10	Each performance report or dashboard highlights where performance is tracking well and where it isn't, so it's easy to prioritise where to focus.
21. Performance reports are bulky, with updates on project progress and operational minutiae, and users don't have time to read them all.	1	2	3	4	5	6	7	8	9	10	Each performance report or dashboard contains the essential information to answer what is happening, why, and what should be or is being done.

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Diagnostic 5: How well are performance measures improving performance?

22. We assess performance by comparing this month to last month (or this week to last week, or this month to the same month last year, etc.)	1	2	3	4	5	6	7	8	9	10	We use statistically valid methods to determine when performance has changed so we don't react to differences that are part of normal variation.
23. Performance shortfalls and missed targets are easily blamed on outside forces such as the economy, lack of budget or not enough staff.	1	2	3	4	5	6	7	8	9	10	Performance shortfalls are analysed, and the root causes are found and fixed before targets are missed.
24. Measures are used as a tool to assess people's performance.	1	2	3	4	5	6	7	8	9	10	Measures are used to assess business and process performance, and as a tool for people to make decisions and take action.
25. Most performance targets are missed.	1	2	3	4	5	6	7	8	9	10	Most performance targets are achieved.
26. We rush to implement ideas and initiatives without testing first (our motto is 'Don't just stand there, do something!')	1	2	3	4	5	6	7	8	9	10	We use our measures to test strategies and improvement initiatives before full implementation so we don't waste time or resources on solutions that don't work.

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More information?

About PuMP's creator, Stacey Barr

Stacey Barr is a globally recognised specialist in organisational performance measurement and evidence-based leadership.

She found 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. The root cause is a set of bad habits that have become common practice.

Stacey created PuMP®, a deliberate performance measurement methodology to replace the bad habits with techniques that make measuring performance faster, easier, engaging, and meaningful.



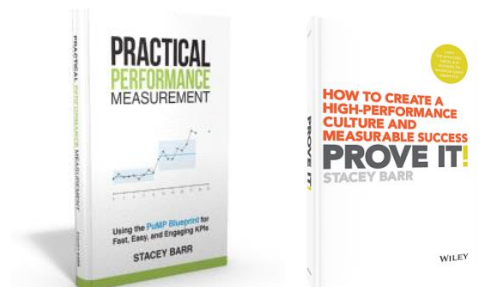
About the PuMP Blueprint Workshop

To build a performance culture, our bad KPI habits must be unlearned, and replaced. The PuMP® Blueprint is the easy, fast and engaging way to replace them.

PuMP is a practical and logical 8-step process to choose, create and use measures (KPIs) to drive high-ROI improvement.

The PuMP Blueprint Workshop program guides you through the exact steps you'll follow to implement PuMP back at work:

- The first two days walk you through the eight steps of PuMP, so you know how to develop great measures.
- On the third day, you'll put the first few steps into practice, and head back to work with your measures already drafted.



Read more and register for a PuMP Blueprint Workshop near you, at <http://pumpblueprint.com>