

# HOW-TO KIT: THE PUMP DIAGNOSTIC DISCUSSION

Quantify the extent of bad KPI habits in your organisation, and help your leaders and colleagues understand what good performance measurement practice looks like, so they can make an informed choice about how to improve their KPIs.

[www.staceybarr.com](http://www.staceybarr.com) | [info@staceybarr.com](mailto:info@staceybarr.com) | +61 1800 883 458

STACEY BARR

## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

# Contents

---

<a href="#">What is the PuMP Diagnostic?</a>	4
It's a discussion, not a survey.	4
It will work for any KPI approach, not just PuMP.	4
<a href="#">How to prepare for a PuMP Diagnostic discussion</a>	5
Who to invite	5
Make the invitation	5
How much time to allow	6
<a href="#">How to facilitate the PuMP Diagnostic discussion</a>	7
The resources to download	7
Step 1: Facilitate the discussion	7
Step 2: Calculate the scores	8
Step 3: Decide on the best next action	10
<a href="#">About Stacey Barr</a>	12

### Copyright

*Feel welcomed to email or print this white paper to share with anyone you like, so long as you make no changes whatsoever to the content or layout.*

### Disclaimer

## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

*This white paper is provided for educational purposes only and does not constitute specialist advice. Be responsible and seek specialist advice before implementing the ideas in this white paper. Stacey Barr Pty Ltd accepts no responsibility for the subsequent use or misuse of this information.*

## 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 you have people do it individually and collate the results into one analysis. It's not a survey. A discussion is the best way if you want to **build their buy-in to better performance measurement**.

The diagnostic will help you talk about how your performance measurement process currently works, relative to how it could or should work. 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 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 nonetheless like an overview of PuMP, see:

<https://staceybarr.com/about/pump>

# How to prepare for a PuMP Diagnostic discussion

---

## Who to invite

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

1. A senior leadership team that is fed up with their current approach to KPIs and measurement and wants to learn how to evaluate a new approach they can trust
2. A project team that needs to measure the impact of their project but isn't sure the best way to go about it
3. A functional team or business unit that knows they need better measures or KPIs but doesn't know where to start
4. A new Measures Team that is ready to start a PuMP implementation with you

## Make the invitation

Whichever situation you find yourself in, the key is to make it an invitation. And your invitation will work best if you let them 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 for the team
- It will be insightful to contrast poor measurement practices with good practices
- It will help them make a more informed choice about how to approach measurement from now on

## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

### 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, don't treat it as a tick-and-flick survey.

The discussion is what it's all about.

# How to facilitate the PuMP Diagnostic discussion

---

## The resources to download

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

- The facilitation guide
- The PowerPoint slides (also contains the facilitation guide under each slide)
- The Diagnostic instrument (with the scales for all 26 criteria)
- The spreadsheet to capture and summarise the ratings

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

<https://www.staceybarr.com/about/pump/diagnostic/>

## Step 1: Facilitate the discussion

The PowerPoint mentioned above contains the slides, but also detailed facilitation notes you can follow. 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?

## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

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.

## Step 2: Calculate the scores

There are three types of scores you can compute from your PuMP Diagnostic ratings:

### Score #1: Bad KPI Habits

The Bad KPI Habits Score's purpose is to raise awareness of the potential for your performance measurement to be better. With fewer bad KPI habits, measuring performance becomes easier, faster, more meaningful and more engaging.

---

*Calculate your Bad KPI Habit Score like this:*

*[Count of the number of criteria rated 5 or less] / 26 x 100%*

---

While the ideal is that you have no bad KPI habits at all, if your Bad KPI Habit Score is more than 15%, it's worth spending some time to improve those parts of your measurement approach. And if your Bad KPI Habit Score is more than 50%, your best solution is to review and revamp your entire approach to performance measurement.



## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

### Score #3: KPI Approach

The KPI Approach Score's purpose is to check 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.

In truth, the KPI Approach Score is really five scores compared in a bar chart, so it's easy to pick if any specific stages of your measurement process are particularly weak.

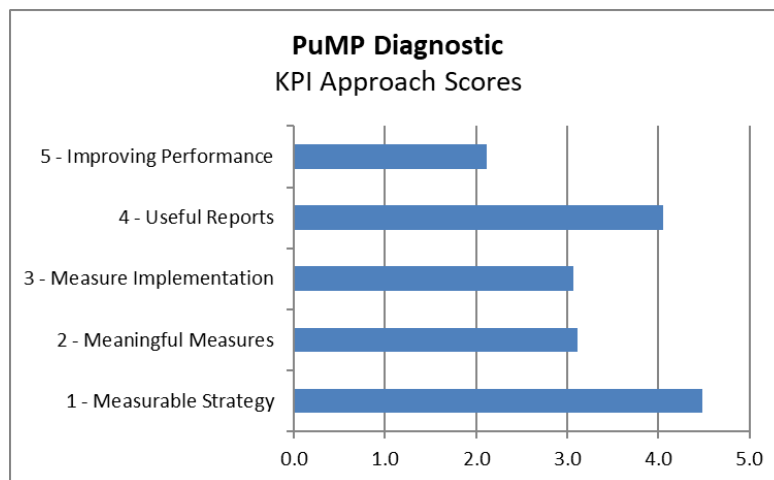
---

*Calculate each KPI Approach Score like this:*

*[Sum of ratings of criteria within the stage] / [Number of criteria within the stage]*

---

Then arrange them in a bar chart like this:



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

## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

KPI Approach Scores, you need to review and revamp your entire approach to performance measurement.

### Score #2: Overall KPI Maturity

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

---

*Calculate your Overall KPI Maturity Score like this:*

*[Sum of ratings of all 26 criteria] / 26*

---

Realistically, it takes many years to achieve a perfect Overall KPI 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 on 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:

## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

- Forming a Performance Measurement Community of Practice  
(see <https://www.staceybarr.com/measure-up/how-to-kickstart-your-kpi-community-of-practice/>)
- A few people attending a public PuMP Blueprint Workshop to learn the how-to steps  
(see <https://staceybarr.com/products/pumpblueprintworkshop>).
- Organising your own tailored in-house PuMP Blueprint Workshop, for more people  
(see <https://www.staceybarr.com/products/pumpblueprintinhouseworkshop/>).
- Starting a PuMP Pilot, where a small Measures Team tries out the PuMP methodology to measure, monitor and improve just one goal or objective  
(see <https://www.staceybarr.com/measure-up/how-to-get-started-with-performance-measurement-using-a-punchy-pilot-approach/>).

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.

## HOW-TO KIT: The PuMP Diagnostic Discussion

HELP YOUR LEADERS AND COLLEAGUES UNDERSTAND WHAT GOOD PERFORMANCE MEASUREMENT PRACTICE LOOKS LIKE.

### About Stacey Barr

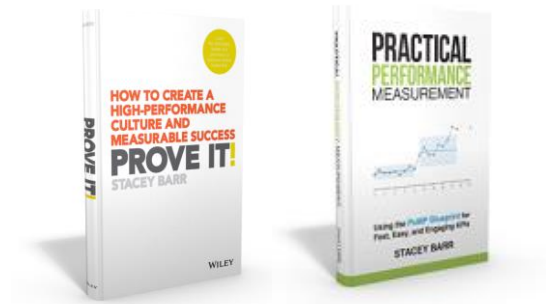
---

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.



Discover more about Stacey and practical performance measurement at [www.staceybarr.com](http://www.staceybarr.com).