



# Paradigm Shifts For Strategic Breakthrough

Five ways our thinking can shift to lead  
a measurable strategy that aligns  
everyone to achieve it.

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# Breakthroughs often require a shift in thinking.

If we want a breakthrough in how our organisation reaches its goals and makes its impact, it likely requires us to shift our thinking first.



It's not enough to follow the eight PuMP steps, or fill out an OKR templates, or drop succinct strategic objectives into bubbles on a Strategy Map. When we follow methods without first aligning our thinking to the principles that gave rise to them, all we do is retrofit the new method to our old ways of thinking.

New methods are required to get a breakthrough because we know that doing the same old things in the same old ways will only get us the same old results. But regardless of the new methods we adopt, they won't lead us to a breakthrough unless we shift our thinking first.

For strategic performance breakthroughs, 5 paradigm shifts matter most.

The paradigm shifts of PuMP are changes in the models or patterns of our thinking about strategic performance management. Time and again, we find that leaders are frustrated when the popular strategic frameworks just don't deliver the breakthrough they promised. Searching for another new framework isn't the solution. The solution can be found in shifting the way we think about how to get the most from the frameworks we're already using.

The paradigms that are most important to shift toward, for a breakthrough in strategic organisational performance, are:

1. Focus on the result, before the activity.
2. Align results through cause-effect, not copy-paste.
3. Use measurement for improvement, not judgement.
4. Start measurement with evidence, not data.
5. Treat measurement as an integration, not an afterthought.

We'll explore each of these paradigm shifts in turn: their meaning, clues that suggest if the shift is needed, and how to make that shift.

# Paradigm Shift #1: Focus on the result, before the action.

We need to be clear about our results – the outcomes or impacts we want – before we can know what action will achieve them.

This is a shift *away from* monitoring goals based on “what did we do?” and *toward* monitoring goals based on “what did we achieve?” and “how do we know?”



This paradigm shift highlights a tension between action and result. It’s about finding a balance between the pressure to act quickly, and the discipline to be result-oriented or result-driven. Of course we need to act, but acting without intended results means actions will waste time, effort and money.

The key to finding balance with this tension between results versus action is to lead with purpose. This means defining our desired performance results and their measures first and then choose actions to achieve those results by moving their measures in the right direction.

This first paradigm shift means putting action and results in the appropriate order, to get the results we really want. With PuMP, we start this paradigm shift very early in the strategic performance management cycle, in how strategic plans are organised.

## Strategic plans too often follow the old paradigm of actions first.

We often see strategic plans following a recipe that starts with setting goals, then choosing actions to achieve those goals, then deciding on measures.

Consider the following example, for a goal to ‘improve condition of parks’. It starts with the action to ‘establish an improved park maintenance schedule’ to achieve that goal. Then a measure is chosen as the ‘percentage of orders completed within schedule’.

### 1 Goal

*Improve condition of parks*

### 2 Action

*Establish an improved Park Maintenance schedule*

### 3 Measure/KPI

*Percentage of work orders completed within schedule*

What often happens is that the chosen measures tell us how much action was done, rather than how well the intended result was achieved. We miss out on evidence of the impact of the action, and therefore can never know if the action was time, effort and money well spent (or not!).

## This paradigm shift puts results first.

After experiencing this first paradigm shift, we start with a goal that is written as a clear result. Then we design a measure or two to evidence that result. And only after that do we choose actions that will move those measures in the right direction, so we know we’re achieving that result-oriented goal.

### 1 Result

*Public parks are enjoyable for everyone*

### 2 Measure/KPI

*Number of park visitors  
Average length of park visits  
Average community rating of park enjoyment*

### 3 Action

*Community-Driven Design:  
Develop a park infrastructure refresh plan based on researched community preferred activities*

One of the results we want from the original goal to ‘improve condition of parks’ is that ‘parks are enjoyable for everyone’. Then we design measures that would be evidence of that result. Here, the measures chosen are ‘number of park visitors’, ‘average length of park visits’, and ‘average community rating of park enjoyment’. And these new measures lead to different actions. To make the park enjoyable for everyone, the action is ‘develop a park infrastructure refresh plan based on researched community preferred activities’.

Can you feel that difference? With this paradigm shift, we start with measurable results as our goals, and then we more confidently choose the best actions to improve them, through the choice of measures that make the goal more tangible, and actionable.

### Dive deeper:

→ [Transform action-oriented goals into result-oriented goals](#)

*See lots of examples of action- versus result-oriented goals and how to make the shift.*

## Trigger the paradigm shift to focus on the result, before the action...

The following three questions can help you and your team explore the paradigm shift to focus on the result, before the action:

Question 1: How do we know our chosen actions are the right ones?

It's useful to explore how the decision is made to do a particular project or strategic initiative. Watch out if it's chosen based on someone's wisdom or experience, and not on moving the needle of an evidence-based measure!

Question 2: If we stopped doing our chosen actions, who would notice and why would they care?

It's the people affected by the actions we take that experience the impact or result or difference. So why they might care about the action is a clue about what result is important to measure, and whether the chosen action really is the best use of time, effort and money.

Question 3: What 'different future' should our chosen actions create?

Every organisation exists to fulfil a purpose, to make some part of the world better in some important way. The actions we take, and the way we measure success, should always have this as the ultimate context.

### How to start...

Prepare a variety of real-world and every-day examples of results versus actions to make it easier for others see the difference. And then, experiment with reorganising your strategic plan to follow the order demonstrated above.

### Clues of too much action-orientation:

This paradigm shift, to focus on the result, before the action, is needed when you notice:

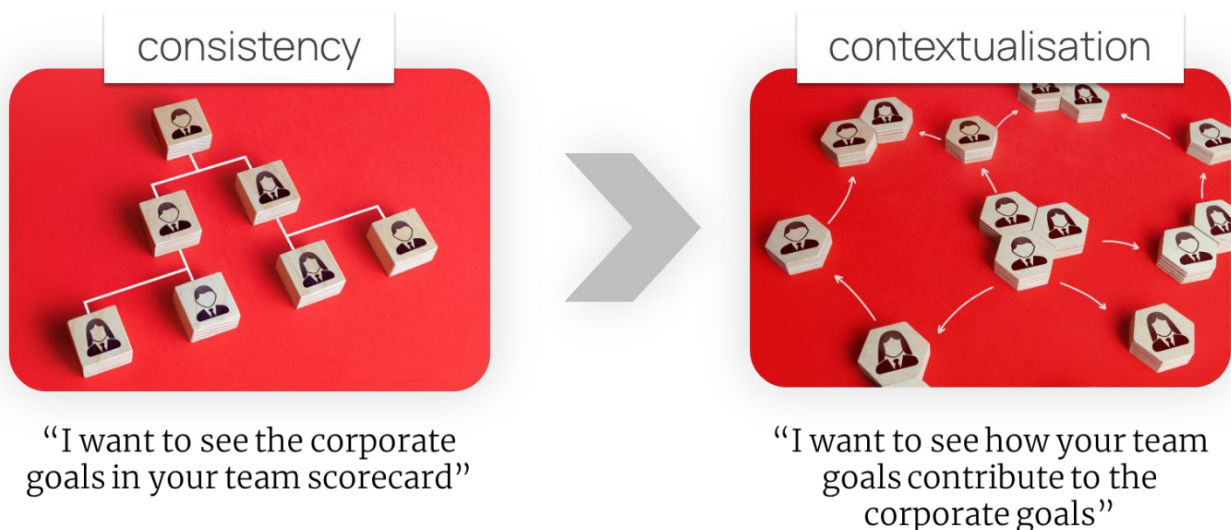
- Goals or objectives describe actions rather than results.  
*Goals like "provide safety training to everyone" or "transition to 100% digital documentation" are really actions are only going to lead to measures that count how much activity got done. But goals are supposed to be about the results we're trying to improve, the impact we want to have, the difference we exist to make.*
- Measures monitor what is done rather than the impact of what is done.  
*Measures like "train 100% of staff in safety by December" or "develop a digital transformation strategy by end of year" show a confusion between project management and performance measurement. Performance measures measure 'how well' something is performing, not 'whether or not' something gets done.*
- KPIs or measures are counting how many [widgets] get made rather than their quality.  
*Widgets might be community events, or trained employees, or innovations, or automated processes. How much stuff we get done is never evidence of whether all that stuff is making the difference it was supposed to make. Why celebrate that you hit your target for the number of employees trained in safety, when accidents continue to happen at the same rate as prior to the training?*

# Paradigm Shift #2:

## Align results through cause-effect, not copy-paste.

Organisations are systemic, like living organisms, each part contributing uniquely to achieve the results of the whole.

This is a shift *away from* wanting to see the corporate scorecard in every team's scorecard, and *toward* wanting to see how each team's goals contribute to the corporate goals, either directly or indirectly via the goals of other teams.



This paradigm shift highlights a tension between consistency and contextualisation. It's about finding a balance between wanting each team's goals consistent with the strategic direction, and wanting each team's goals contributing the most to achieving the strategic direction.

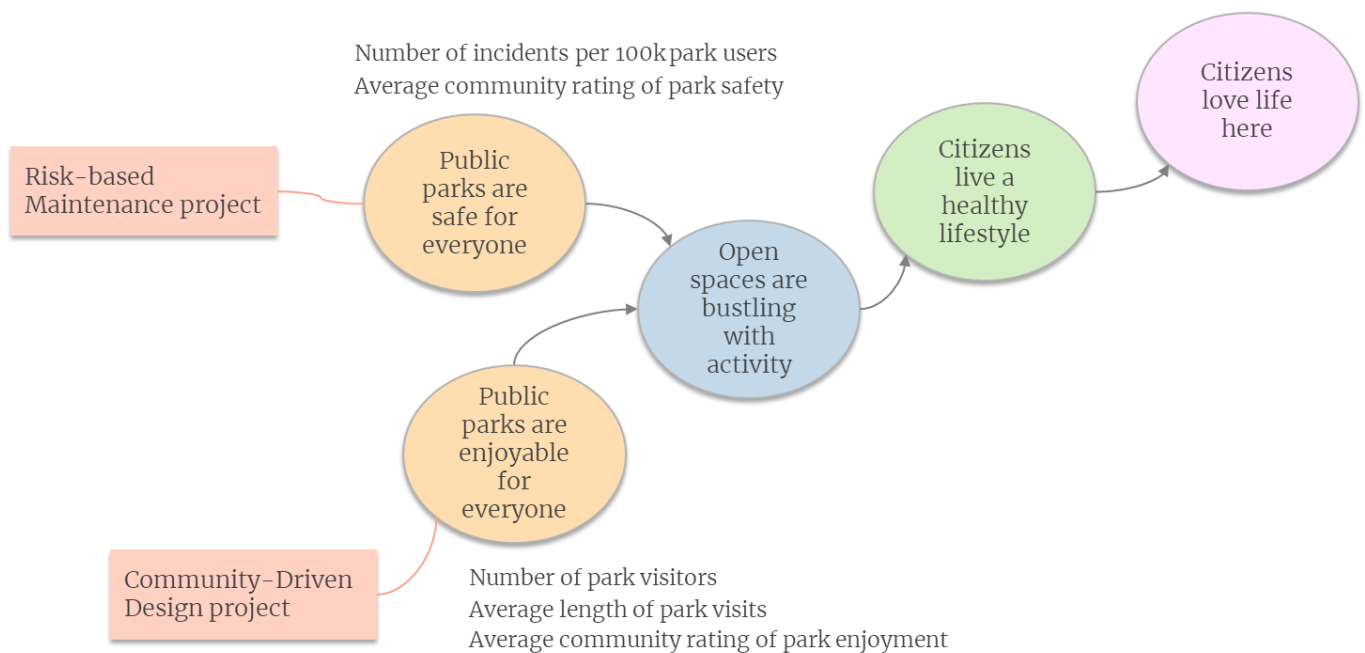
Yes, we want consistency to avoid teams going off on resource-wasting tangents that don't align to strategic direction. But, each team's greatest contribution to the strategic goals depends on their unique role within the organisation's operational gestalt. And that's the key to finding balance between consistency and contextualisation with strategy alignment: by creating alignment through cause-effect goal relationships.

This paradigm shift brings every team's results and measures together into a single story about the organisation's direction, where they each set goals based on their *unique* contribution to achieving the organisation's overall results.

## We need a visual understanding of alignment.

Alignment means that every part of the organisation supports the organisation's ultimate results, and those results are defined by the strategic direction.

For a local government, part of their vision is that citizens love life here. The strategic goals of an organisation directly support its mission and vision. And this strategic result, that citizens live a healthy lifestyle, was chosen to support the vision. In this local government there is a department called City Lifestyle, and one their goals is to encourage open spaces bustling with activity. Within City Lifestyle is the Parks & Recreation team, and one result they contribute to achieve the open spaces result is that public parks are safe for everyone. They also contribute another result which is that public parks are enjoyable for everyone. This logic builds a Results Map, a visual understanding of alignment.



We can even include the measures of results in this Results Map, to make the alignment even more tangible. And we don't ignore actions, even though we are aligning results. The actions are also aligned to the results they exist to improve. Like the 'risk-based maintenance project' aligning with the result of 'public parks are safe for everyone', and the 'community-driven design project' aligning with the result of 'public parks are enjoyable for everyone'.

It's not this simple, of course, because there are more results that flesh out the full story of achieving even just one strategic goal, let alone the whole organisation. However, it is the same logic, extended to map the alignment of each team's results in this same way. And then, no business unit needs a mini-me copy of the corporate goals as their own goals.

### Dive deeper:

- [How does a Results Map work?](#)  
*Learn the anatomy and power of the PuMP Results Map.*
- [Case Study: A Performance Framework That Gets Results](#)  
*See the Results Map in action in a real-world case study.*

## Trigger the paradigm shift of aligning results through cause-effect...

The following three questions can help you and your team explore the paradigm shift to start measurement with evidence, not data:

Question 1: For each strategic goal, which team has the biggest impact on it?

It makes no sense that every team has the same – or any – impact on every strategic goal. What does make sense is that each team will likely impact one or two strategic goals more than others, sometimes directly, other times via their impact on other teams.

Question 2: How much more ownership could come from teams selecting their own goals and KPIs?

Strategy does not get implemented without commitment, and commitment doesn't happen without ownership. If a strategic direction is clear and understandable to everyone, then it's easier for teams to examine their greatest contribution, and then set their own relevant goals to help achieve it.

Question 3: Do we have any examples of where we've found great leverage through cause analysis?

High-leverage performance improvements are found by identifying true causal impact. Finding examples of high-leverage performance improvements in your organisation just proves it can be done again.

### How to start...

Start with just one team, and build their alignment to the corporate direction, as a model for others to be inspired by and follow. Try using the PuMP Results Map, as demonstrated above.

### Clues of copy-paste alignment:

This paradigm shift, to align results through cause-effect and not copy-paste, is needed when you notice:

- Every team's scorecard is a mini version of the corporate scorecard.

*Simply take a look at each team's scorecard to see if there is a match between the set of goals in the team's plan and the set of goals in the strategic plan. They might be a direct copy, or they might be adapted by the team in an attempt to sound more local and specific to their business unit. A related clue is that if you read a team's "mini version" goals without knowing which team they are, it sounds like it could be any team in the organisation.*

- Teams complain that their KPIs and goals aren't relevant.

*Imagine a corporate goal to reduce costs, and another to create more innovative services. The team responsible to create those innovative services will feel torn if they also must reduce costs simultaneously. And what about teams that don't create services for external customers? Must they try and create innovative services for their internal customers? All of them?*

- Teams don't understand the strategy.

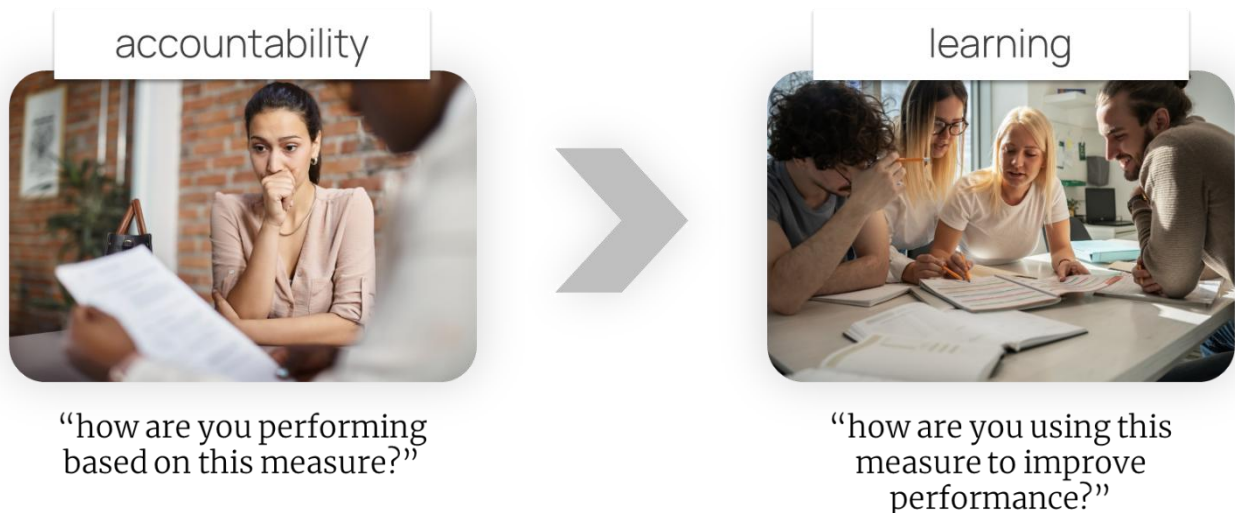
*Just because teams have their own version of the corporate goals, doesn't mean they understand how they were designed or what they mean. They weren't part of the conversation to create it, and they probably don't understand the weasel words it's written with. Many leaders are oblivious to this lack of understanding throughout the organisation of the true meaning of their strategic goals.*

# Paradigm Shift #3:

## Use measurement for improvement, not judgement.

What people believe a KPI or metric or performance measure will be used for fundamentally affects whether performance will improve or not.

To get the most from people in improving organisational performance, we need a shift *away from* asking ‘how are you performing based on this measure?’ to judge how someone is performing, and *toward* asking ‘how are you using this measure to improve performance?’ to encourage them to use measures as a tool for improving their process performance.



This paradigm shift highlights a tension between accountability and learning. It’s about finding a balance between making it psychologically safe to learn from failures, and expecting commitment from everyone to perform. It’s entirely true that an organisation can only improve faster by learning faster, and it’s also entirely true that it’s people who do the work to achieve results. Learning-and-improvement cultures always outperform command-and-control cultures, and the role of measurement is a differentiator.

The key to finding balance between learning and accountability, for performance improvement, is to create a new definition of accountability. And this new definition of accountability should focus everyone on owning results and committing to the behaviours of performance improvement.

This paradigm shift makes it safe for people to use measures to learn what isn’t performing well enough, find out why, and change what isn’t working.

## A new definition of accountability

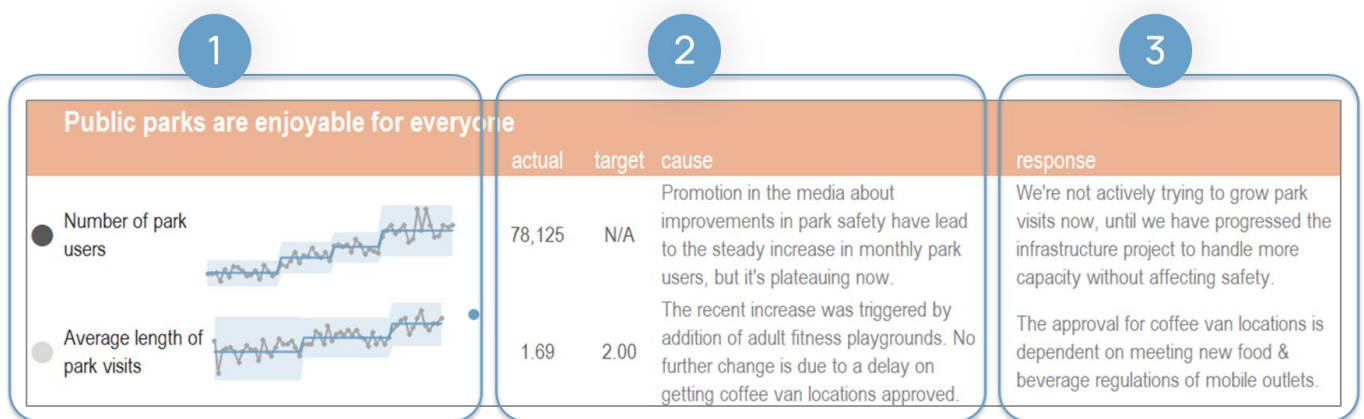
In PuMP we use a very deliberately designed definition of accountability, which is usually left ambiguous in most organisations. Our definition takes much of the threat away from measurement and therefore makes it psychologically safe to learn through measurement.

In PuMP, accountability equals monitoring the results that matter, plus interpreting the measures of those results validly, plus initiating action to shift those measures and improve the results, if required.

### Accountability



And these three responsibilities are supported by how PuMP designs performance dashboards that will drive performance-improving behaviour.



Each dashboard is for a team that shares responsibility for a set of results. Each result has its measures' charts grouped within it, to make it easy to monitor the results that matter. And then each measure's performance gap and cause are summarised, to help interpret the measures validly. Finally, a response is chosen for each measure, based on closing its performance gap until targets are reached, which keeps the focus on initiating action if it's needed.

This means that people are not driven to defensiveness by judgement, and instead given the power to improve performance through collaborative monitoring, learning and action.

Dive deeper:

→ [Principles to Design a PuMP Performance Dashboard](#)

*Follow the five principles to design performance dashboards that drive performance improving behaviour.*

## Trigger the paradigm shift to use measurement for improvement...

The following three questions can help you and your team explore the paradigm shift to use measurement for improvement, not judgement:

Question 1: Why do we believe that organisational performance is driven mostly by individual employee performance?

When leaders and managers judge each employee individually (and themselves!), it shuts down collaboration and shared learning, and drives individualistic behaviour. Can you take the time to consider what the evidence says about the behaviours encouraged by using measures to judge people?

Question 2: Are we routinely getting large and sustained improvements in performance, or are they short-lived?

When management and teams do not use KPIs as feedback on what is not working well, they can't fix it. This question helps to explore if there is too much pressure to find quick fixes to avoid blame or a bad performance review.

Question 3: What's more important to us: hitting targets or learning how to continually make performance better?

This is a direct question that will hopefully raise awareness that hitting targets does not always equate to making performance better. You may find one or two stories within your organisation of where hitting targets made performance unexpectedly worse.

### How to start...

Experiment with one team, to adopt PuMP's definition of accountability, and support that with PuMP's dashboard design to encourage the team to seek real performance improvements.

### Clues of measurement used for judgement:

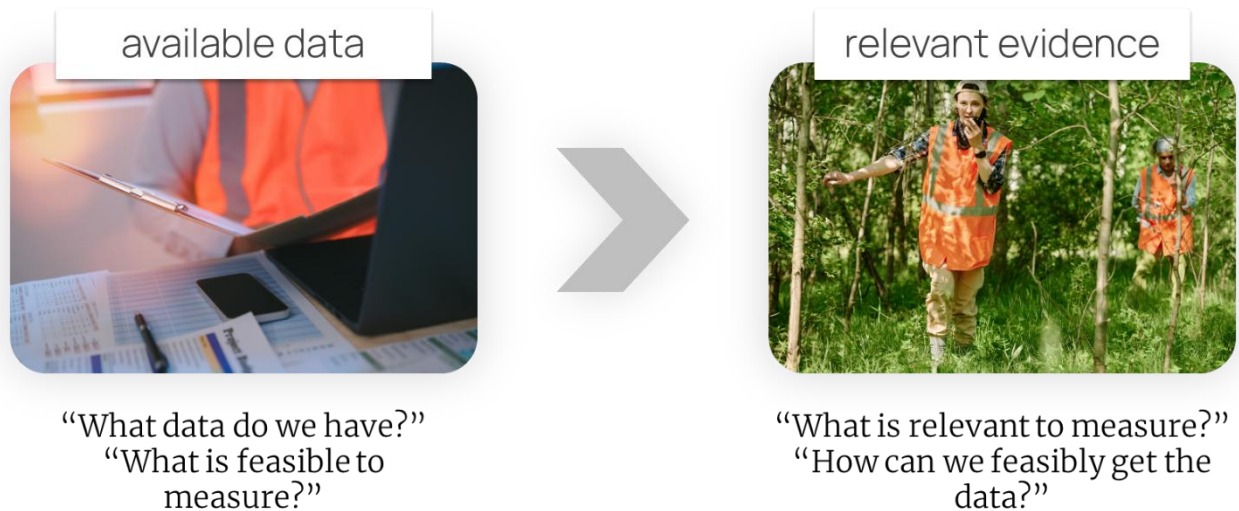
This paradigm shift, to use measurement for improvement and not judgement, is needed when you notice:

- KPIs or measures are used to directly measure individual performance.  
*Measurement is the enemy to many people in this situation. It makes most people feel like their worth is reduced to a few numbers. Those numbers can be outside their control, especially when those people are constrained by organisational policies and systems. Or they can be trivial numbers that take focus off the important results.*
- Managers and leaders use the KPIs to manage staff, not processes.  
*If KPIs are seen as rods for people's backs, it means there is a belief that someone else is using the KPIs as rods. Like when a manager of a team is using KPIs to monitor rework, but the team doesn't have access to those KPIs. But the manager makes it the team's responsibility to reduce the rework.*
- Leaders, managers and employees are held accountable for hitting targets.  
*This is also known as "metric fixation" – which is a term used by Jerry Muller in his book "The Tyranny of Metrics". It means that people will only do what's needed to quickly hit a target. They might manipulate data, use vanity metrics, or take shortcuts just to hit those targets.*

# Paradigm Shift #4: Start measurement with evidence, not data.

We can't get the data we really need until we start with the information we need to understand the results that matter.

This suggests we need a shift *away from* defining our measures by asking what data do we have, and what is feasible to measure, and *toward* choosing our measures based on what is relevant to our results and then finding the most feasible way to get that data.



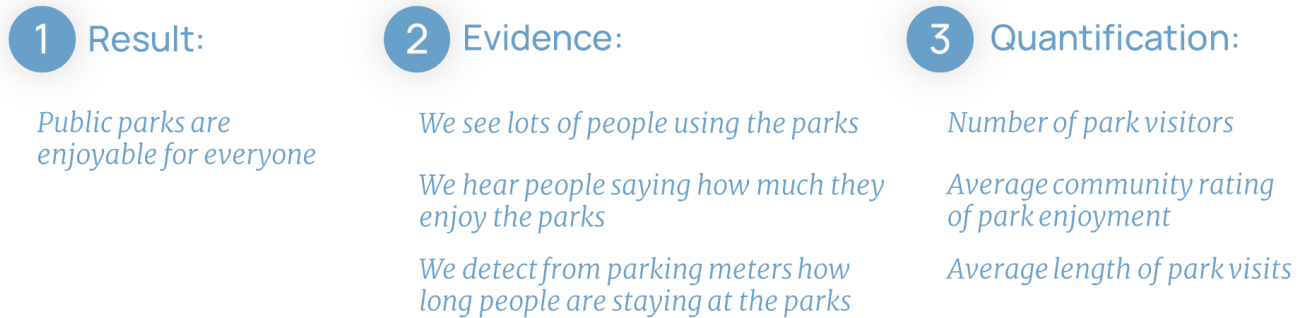
This paradigm shift highlights a tension between available data and relevant evidence. It's about finding a balance between making use of the readily and easily available data for reporting, and the need to get the data that truly evidences the results that matter. We absolutely should make use of data we *have*, but we also need to get the data we *need*, to inform our decisions about the results that matter.

If the data we need already exists in our systems, then we use it. But if that data doesn't get captured by our organisation, we must decide if its value is worth the cost of capturing it. And that value is directly proportional to the value of achieving the result for which we need that data to measure and monitor.

The key to finding balance between relevant evidence and available data in selecting measures is to start with the real-world evidence of our result being achieved. After that, we consider the most feasible options to quantify this evidence, into measures. Then – only then – we look for the data we need. By starting with evidence, it's easier to streamline the cost getting the data we need.

## Evidence is based on sensory observation.

In PuMP we never brainstorm measures or KPIs. And we never start with Google or AI to find measures. We take the lead by starting with our result. We put our result front-and-centre so we stay focused on it. Then we ask ourselves what we would observe in the real world if that result was happening.



The types of questions that work well to identify this real-world evidence of our result include:

- What would we see?
- What would we hear?
- What would we detect in some way?

This produces a list of evidence – direct evidence – that would convince us our result was happening. Starting with our result, and asking those specific questions, also makes it easier to use AI to generate more evidence that could be relevant. And this evidence is the basis for what we measure.

Our next question is: how we could quantify that evidence? Each quantification is a potential measure for our result. It's not a problem if some of the potential measures are ones we already have, or based on data we already have. But it is a problem if our list is only limited to measures and data we already have. The idea is to first explore the best evidence for our result. Then, there's more we do in PuMP when we generate this list of potential measures, to short list them to the best few that balance relevance with feasibility.

Deliberately designing performance measures in this way not only makes them the most direct evidence of the results we want, but also the most affordable to implement as well.

### Dive deeper:

→ [Want Great KPIs? You Have to Get Sensory.](#)

*Understand how measures are built from sensory evidence, before data becomes relevant.*

## Trigger the paradigm shift to start measurement with evidence...

The following three questions can help you and your team explore the paradigm shift to start measurement with evidence, not data:

Question 1: How often do we use the measures we have?

How many measures are ignored completely? How many just lead to circular debate and no action? How many distract the conversation away from what actually matters?

Question 2: Are we reporting insightful measures, or just data?

A mantra of Mark Hocknell, one of our PuMP Partners, is this: “Data is not measurement – measurement uses data to produce insights about a result.” Can you name the most insightful measures in your reports, and examples of the insights they have revealed?

Question 3: How much time and money is spent reporting the data we don't use or don't value?

You can quantify this, and you probably should. Estimate how many people are involved in reporting performance data, how many hours per month they spend doing that, their average hourly wage, and the percentage of what gets reported that almost never leads to action. Multiply all that together and you get the cost of measures that aren't valuable. One client estimated for just one department in the organisation, the cost of all this was almost half a million dollars. Every single year.

### How to start...

Stocktake the measures currently reported in your team, and evaluate their relevance to your goals. And without committing to collecting new data, design a few evidence-based measures just to imagine what value they may offer, compared to the cost of data.

### Clues of letting data drive measurement:

This paradigm shift, to start measurement with evidence and not data, is needed when you notice:

- Reliance on ready-made measures from analytics tools.  
*Someone else has done the hard work. It's now as easy as clicking buttons. This is the magnetic appeal of ready-made measures someone else has set up the data capture systems for. But how well do they know your strategy and what's most important for your organisation?*
- People saying “yeah, but we've always measured that!”  
*It's hard to let traditional measures go, especially when there's nothing better to replace them. So many historically important measures stay in the spotlight long after their time has gone. Simply because it's easier to keep them, than to design something better that won't have immediate data.*
- Performance dashboards have lots of KPIs but few relate directly to goals that matter.  
*Often, this is because a leadership team has asked for a dashboard rather than asking for meaningful evidence of the important results. So, the dashboard vendor relies on the data the organisation already has, that their dashboard tool can automatically access. And after a short while, the dashboard isn't really used because the KPIs don't align to the strategic goals.*

# Paradigm Shift #5: Treat measurement as an integration, not an afterthought.

Very often measurement is not considered until after a strategic plan is published, and then it's too late.

This is a shift *away from* tacking some KPIs onto our strategic plan as an afterthought, and *toward* integrating the right measurement thinking into our existing planning processes.



“What’s the quickest way to get some measures into the KPI column?”



“How do the techniques of measurement fill gaps in our existing strategy process?”

This paradigm shift highlights a tension between retrofitting measurement and embedding it. It’s about finding a balance between maintaining the strategic management frameworks already in use, and achieving more meaningful measurement than those frameworks are capable of. We absolutely should maintain the strategic planning and execution frameworks we have in place, but because many lack detailed measurement guidance, we need to fill those gaps with a good measurement approach.

The key to finding balance between integrating versus retrofitting measurement is to integrate a proper measurement approach with what is already in place, and working. And we do this by plugging in the appropriate parts of the measurement methodology to fill gaps in those existing frameworks.

This paradigm shift is about building in an approach to measurement that is consistent across your organisation, and that can support all your existing strategic management processes that need it. Integrating a measurement approach should feel like an improvement to how we do those other things. It shouldn’t feel like *another* thing to do.

Performance measurement is a process of its own.

PuMP is one of the only examples of a complete process-based performance measurement and management approach. In its basic form, PuMP is an eight-step process that a team follows to choose, implement and use performance measures to achieve their result-oriented goals. More information about what PuMP is can be [found here](#).

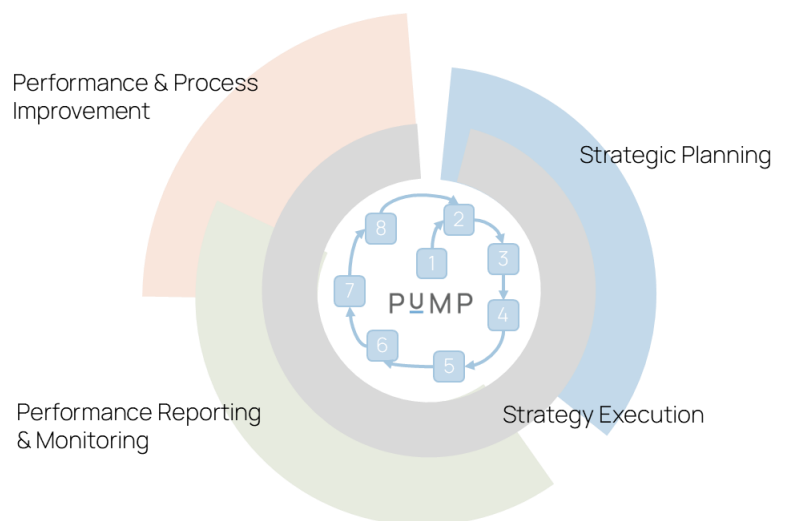
### The PuMP® Performance Measure Blueprint



Each of PuMP's steps contains a detailed technique to properly perform the steps of what's required to choose, implement and use powerful performance measures. And any or all of these techniques can be integrated into your existing strategic management approaches, including Balanced Scorecard, OKRs, any sector-specific planning framework, like in local government or supply chain management or health care, and any bespoke planning framework your organisation may have developed.

The chances are *very high* that even with these frameworks, you still struggle to find the most meaningful measures to guide your strategic and management decisions. PuMP's techniques plug the gaps to end those struggles, and make your existing strategic management approaches stronger.

Because PuMP is a framework-agnostic approach, it fits into any other strategic performance management framework you're already using, to fill any gaps and support its measurement requirements.



## Trigger the paradigm shift to treat measurement as an integration...

The following three questions can help you and your team explore the paradigm shift to treat measurement as an integration, not an afterthought:

Question 1: Exactly how do we set goals, decide how to measure them, monitor them, and learn?

Can you describe the steps you take to set goals and measures? Do you regularly check your measures to monitor the impact of your actions? If you see actions not having an impact on your measures, do you stop them, learn what you can, then try the next solution?

Question 2: What are the steps in our current approach to measurement?

Can you map your approach to performance measurement like a flowchart? Or do you have it documented in a set of business procedures? Or is it a specific methodology you use, like PuMP? If you can't describe the approach you take to measure performance, can you expect much from your measures?

Question 3: Do we always have a goal with a measure and a target before we decide on actions?

This question is quite specific, but it relates to one of the most common mistakes many organisations make that it deserves its own spotlight. If your answer is 'no' then it means measurement isn't properly built into your organisation's strategic performance management process.

### How to start...

Without leadership support, integrating measurement into your organisation's strategic performance management approach will be near to impossible. If you are the leader, your role is to sanction this integration. And you're trying to influence a leader, introduce them to the first four paradigm shifts.

### Clues of treating measurement as an afterthought:

This paradigm shift, to treat measurement as an integration and not an afterthought, is needed when you notice:

- Searching for ready-made KPIs.  
*This is really the minimalist approach to performance measurement and rarely sticks because it fails to build buy-in and fails to focus on the measures that really matter. And no, you can't even trust AI to curate meaningful KPIs for you, without using a methodology to guide it, like we explored in paradigm shift 4.*
- Training people in KPIs but not supporting implementation of the KPI learnings.  
*Training is important, to unlearn bad KPI habits and learn new KPI techniques. But training doesn't change much, particularly if the existing processes have so much momentum that the new ideas can't land.*
- Absence of a documented strategic performance management system.  
*If you cannot map out or describe the steps of exactly how strategy is designed and aligned and executed, you won't know when and where to improve the measurement.*

# Do you want a strategic breakthrough?

Try all you want to fix your KPI problems with software, frameworks, templates and consultants. But none of these will have the impact they could have, if the thinking in your organisation about how to set strategic goals, how to measure them and how to get the organisation aligned stays the same.

New methods are required to get a breakthrough because we know that doing the same old things in the same old ways will only get us the same old results. But regardless of the new methods we adopt, they won't lead us to a breakthrough unless we shift our thinking first.

And for a breakthrough in strategic performance management, PuMP's five paradigm shifts have proven to make the difference:

1. Focus on the result, before the activity.
2. Align results through cause-effect, not copy-paste.
3. Use measurement for improvement, not judgement.
4. Start measurement with evidence, not data.
5. Treat measurement as an integration, not an afterthought.

Remember what Einstein is so often quoted as saying: "We can't solve problems by using the same kind of *thinking* we used when we created them."

## Next steps:

- [Book a Discovery Discussion for a hands-on exploration of these paradigm shifts.](#)

*One of our licensed Partners will guide you through an exploration of applying PuMP's techniques to your strategic direction, to help you experience one or more of these paradigm shifts immediately.*

- [Explore PuMP Academy for more content, and discover which program might work for you.](#)

*You will find articles, white papers and case studies to learn more. And you can check out the range of programs we have available to help you embed these paradigm shifts in your organisation and achieve the breakthrough in strategic performance management you seek.*

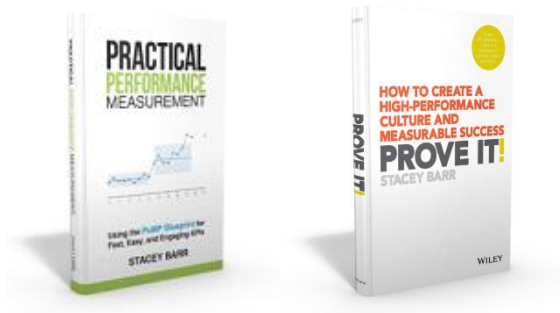
# About the author

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 ACADEMY**

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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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