The PuMP® Mind Map Instructions

Your colleagues, leaders or managers may feel cynical or overwhelmed about performance measurement, due to their exhausted or failed past experiences. This means that often you need to reinvigorate the buy-in and support from them before you can get the training or systems or resources you know you need, to lead them to properly measure, monitor and improve performance.

This is a process I have used successfully many times, to warm up Executive Teams and operational teams alike, to the use of PuMP® as a fresh and exciting approach to finally measure what matters.

Who to invite:

This is an ideal way to encourage your Executive Team to reframe the way they see performance measurement, as a first step to getting their support for an organisation-wide approach.

You can also facilitate the PuMP Mind Map activity with any group of people whose buy-in you’re seeking to improve their performance measurement approach. Having up to 20 people at a time is fine. But the larger the group, the less discussion you’ll have time for.

Where and how long:

Allow between 30 minutes to 1 hour for the PuMP Mind Map activity. The larger the group, the more time you’ll need.

You will need a meeting room with a whiteboard or a large wall where you can stick a flipchart sheet and post-it notes.

How to facilitate it:

Explain the purpose of meeting with your team (5 mins).

- For example: To explore a way to develop meaningful performance measures, that solves a lot of the problems we’ve had in the past.
- You may have your own reasons and purpose – whatever you know is relevant to your organisation or team.

Discuss and collate problems with performance measurement (10 to 20 mins).

- Write ‘performance measurement problems/challenges/struggles’ in the centre of your PuMP® Mind Map, along with 8 branches simply numbered 1 to 8.
- The numbers correlate to the eight steps of the PuMP® Blueprint. Don’t reveal what the numbers mean yet. Just keep a mental track of them so you know where to put people’s comments.
**CHAPTER 3 Does Your Performance Measurement Process Work?**

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- Ask everyone to share the problems, pain, challenges and struggles they have seen or experienced with performance measurement. Some prompting questions might be:
  - What frustrates you about measuring performance?
  - What challenges are you experiencing with measuring performance?
  - Why do people avoid performance measurement activities?
  - What's hard about measuring performance?

- As each person shares a problem, write it on the Mind Map at the number that it most relates to. Sometimes a comment will relate to more than one PuMP Step, but just put it where you think it best fits. Perfection is not necessary.
  - Everyone can capture their problems/struggles/challenges on A5 post-it notes if you like, so you can just stick them up on the wall. Otherwise, try to retain their words if you are writing them up on the Mind Map yourself.

- After capturing all the comments (when the ideas run slower), ask if anyone is curious what the numbers mean, or just reveal what the numbers mean by labelling each branch with the following headings. These headings summarise the steps of the performance measurement process, the backbone of PuMP®:
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Debrief the discussion (10 to 15 mins).

- Discuss how the 8 PuMP® Blueprint steps correlate to each of these clusters of struggles. For example, PuMP® Blueprint Step 1 is Understanding Measurement's Purpose, and its purpose is to give people a consistent and refreshed understanding of what good performance measurement is (and isn’t) using the PuMP Diagnostic. PuMP® Blueprint Step 2 is Mapping Measurable Results, and its purpose is to translate weasely and vague and intangible goals into a Results Map of linked, cascaded, and measurable performance results. And so on.

- Explain that the people related issues are managed through each of the 8 steps by way of having a Measures Team of members who represent the area being measured, and also via the PuMP® Blueprint Step 4 of the Measure Gallery. PuMP® is well known for the amount of buy-in it creates to measurement from even the most cynical of people.

- Explain how the PuMP® Blueprint forms the basis for a performance measurement implementation, supported by easy and practical templates.

- Ask for feedback and comments.

Gain commitment for action (5 to 10 mins).

Ask or suggest where would be a good place to pilot test this approach. And ask how they would be convinced of success to determine if the PuMP® Blueprint is the way to go for the rest of your organisation.