



# The Stages of Performance Measurement Excellence

*How to evaluate and inspire your journey in using performance measurement to fast-track organisational performance excellence.*

*Stacey Barr*

## Copyright, etc...

### Copyright

You may share this white paper for free with anyone you wish to, as often as you like, but you must make no changes or edits of any kind.

PuMP® is a registered trademark of Stacey Barr.

### Disclaimer

The information provided in this white paper is for the purpose of expanding the awareness of the reader and the author accepts no responsibility for the subsequent use or misuse of this information.

## About Stacey Barr...



Stacey Barr is the creator of PuMP® and one of the planet's most well-known Performance Measure Specialists. She teaches and mentors leaders, strategy professionals and performance measurement practitioners to overcome the struggles they have with measuring business performance. Stacey's passion is to make meaningful performance measurement easy and fun.

Her PuMP® methodology is used widely around the world, in government, non-profit and private organisations of all sizes and industries. Most people learn PuMP® via her PuMP® Performance Measure Blueprint Workshop or Online Program.

Stacey's websites:

[www.staceybarr.com](http://www.staceybarr.com)

[www.measureupblog.com](http://www.measureupblog.com)

[www.performancemeasureblueprint.com](http://www.performancemeasureblueprint.com)

[www.performancemeasureblueprintonline.com](http://www.performancemeasureblueprintonline.com)

[www.pumpcertification.com](http://www.pumpcertification.com)

[www.pumpcommunity.com](http://www.pumpcommunity.com)

# Performance Measurement Excellence...

## *What is it?*

We measure performance in our organisations and businesses for many reasons, but the ultimate reason is to improve performance. Performance measurement plays a very specific role in improving performance, and that is that by measuring performance, you're going to improve it faster and easier than if you don't measure it.

Measuring provides feedback and focus far sharper than our gut feel or experience or observations with our own eyes can ever give us. This sharpness means we have information about how things are working that is more accurate and more timely, so our decisions and actions to make things work better can hit the bull's-eye far more often.

## The outcome of performance measurement...

The more people throughout the organisation or business who are regularly improving how things work, in a measurable way and as a natural part of their job, the more successful the organisation or business will be. And that's what performance measurement excellence is all about. We can assess the outcome of performance measurement by observing how many people are involved in continual performance improvement that causes the organisation to excel at what it exists to do.

As an organisation gets better at performance measurement, performance improvement happens faster and easier, and thusly it accelerates toward performance excellence: that place where it excels at fulfilling its mission and achieving its vision.

## What is performance improvement?

It's not enough to just improve something because it's there. An organisation can do a superlative job of improving the performance of all kinds of things that have little to do with its mission or vision, or the strategic priorities chosen to better fulfill them. Rather, performance improvement is about continually closing the gaps between actual performance and targeted performance in those areas deliberately selected as being strategically important or mission-critical.

## Performance measurement excellence is...

Closing gaps between actual performance and targeted performance – in those areas deliberately selected as strategically important or mission-critical, and consistently done across the whole organisation – is what performance measurement excellence is.

Clearly, depending on how frequently performance gaps are being closed, and how extensively this is occurring across the organisation, an organisation can be at one of several different stages of performance measurement excellence.

Understanding which stage of performance measurement excellence an organisation is at is very helpful in:

- Identifying and budgeting for improvements required in the performance measurement process
- Getting people engaged in performance measurement and improvement by showing them what they can aspire to
- Gauging the success of the performance measurement methodology you choose & implement

The stages of an organisation's journey to performance excellence are based on the single most important indicator of success for performance measurement: the Performance Excellence Score.

## The Performance Excellence Score

### *How to calculate it*

The **Performance Excellence Score** is the percentage of people within an organisation who are continually improving strategically important or mission-critical performance results, guided by their measures. This is the measure of the ultimate outcome of good performance measurement: that everyone is involved in continual performance improvement that causes the organisation to excel at what it exists to do.

Defining the stages of an organisation's journey to performance excellence based on the Performance Excellence Score separates the outcome of good performance measurement systems from the design of good performance measurement systems. That's important, because it does not assume that there is only one path to performance excellence.

In contrast, many of the existing 'performance measurement maturity' models assess performance measurement excellence based on the components of the performance measurement system, like how performance measures are selected, how data is collected and the way in which measures are reported. They make the assumption that when you have in place certain components of a performance measurement system, then you have performance measurement excellence. But it's not a safe assumption.

Performance measurement excellence is a result in its own right, and can and should be measured independently of the composition of the performance measurement system. Performance measurement excellence is the 'why', and the performance

measurement system is the ‘how’. The Performance Excellence Score measures the ‘why’.

Measure your Performance Excellence Score by asking a random sample of managers and staff throughout your organisation “How many times over the past 12 months have you been directly involved in making measurable improvements in mission-critical or strategically important performance results?” Take the percentage of people that answer 3 times or higher, and that’s the estimated value of your Performance Excellence Score.

**Figure 1: Calculating the Performance Excellence Score**

$$\text{Performance Excellence Score} = \frac{\text{\# of people continually improving performance}}{\text{Total \# of people}} \times 100\%$$

It’s fine to use a sample to estimate your Performance Excellence Score. Figure 2 provides suggested sample sizes to give you a usefully reliable estimate<sup>1</sup>. To reliably estimate the Performance Excellence Score in each business unit, you’ll need to use the suggested sample size for the number of staff in each of those business units.

**Figure 2: Suggested sample sizes to estimate your Performance Excellence Score**

Number of staff	Sample size
Less than 100	everyone
100	80
500	190
1,000	230
5,000	280
10,000 or more	290

If you don’t want to spend the effort to collect data to measure your Performance Excellence Score you can get a quick estimate by reading the descriptive cues of each stage of Performance Excellence (which we will come to shortly) and take a stab at which stage best describes your organisation.

<sup>1</sup> These sample sizes are calculated using statistical formulae for estimating population proportions, like the Performance Excellence Score. The worst case scenario was used, that requires the largest sample size, which is when you are trying to reliably estimate a Performance Excellence Score that is suspected to be around 50%. Using the sample sizes suggested, your true Performance Excellence Score will have a 90% chance of lying within 5% of the Performance Excellence Score estimated from your sample. That’s plenty of reliability for this application.

Is the Performance Excellence Score perfect? Of course it's not. But like any proxy measure, it is simple to understand, easy to calculate, and does provide a consistent benchmark for comparison over time, as you work to improve your performance measurement system.

## The Stages of Performance Measurement Excellence

*Where is your organisation?*

Again, not with the aim of perfection but rather with the aim of simplicity and practicality, the stages of Performance Measurement Excellence serve the purpose of making tangible just how effective your organisation's or business' performance measurement system is.

The stages of Performance Measurement Excellence are derived from a combination of the Performance Excellence Score and qualitative analysis of the typical stages organisations move through as they mature their performance measurement systems.

Figure 3: The Stages of Performance Measurement Excellence

Focus		Performance Excellence Score
SYSTEMS	Acceleration	95-100%
	Evolution	90-95%
FRAMEWORK	Integration	75-90%
	Capability	50-75%
	Alignment	25-50%
CULTURE	Focus	10-25%
	Commitment	5-10%
	Engagement	0-5%
	Appreciation	0%

The first stage is **Appreciation**. There are few, if any, good measures of performance. People don't understand what to measure or why they should do it. Performance improvement is uncommon.

The second stage is **Engagement**. More and more people are able to describe the mission-critical and strategically important results for the organisation and how they contribute to them. A few are attempting to measure & improve those results.

The third stage is **Commitment**. Some ad hoc areas are measuring mission-critical and strategically important performance results, and some of the "quick win" performance improvements are generating interest among other areas.

The fourth stage is **Focus**. The purpose of performance measurement as a driver of continuous improvement is understood more widely, and there are quite a few areas starting to use meaningful performance measures to improve performance.

These first four stages parallel the development of a performance **culture** that is nurtured through quick wins to raise awareness of what good performance measurement is really all about.

The fifth stage is **Alignment**. A cross-section of people throughout the organisation are setting up performance measures that align to strategy, and they are using them to improve performance toward targets.

The sixth stage is **Capability**. Most of the organisation is using performance measures that align to strategy, with many areas showing real performance improvements and achieving targets.

The seventh stage is **Integration**. The alignment of performance measures to strategy and to business processes is strong. Improvement in process performance routinely leads to improvement in mission-critical or strategically important areas.

These three stages happen when **frameworks** are adopted for designing, testing and standardising an organisation-wide performance measurement approach.

The eighth stage is **Evolution**. Performance measurement is a natural part of everyone's job, and they are consistently reaching or exceeding targets in mission-critical or strategically important areas.

The ninth stage is **Acceleration**. At this stage, performance measurement is as natural a part of doing business as financial management. Performance measurement is managed as a formal business process that is, itself, routinely measured and improved to better achieve performance targets.

These last two stages happen when there are well designed and implemented **systems** for formally managing and continually improving your performance measurement process as a natural part of doing business.

# Increasing Performance Measurement Excellence

## *Strategies to move up to the next stage*

There's more than one way to move up through the stages of Performance Measurement Excellence, but that doesn't mean you have to start with a blank page. Here are some suggestions.

### Stage 1: Appreciation

To move through the Appreciation stage, encourage people to adopt a results-orientation and connect people to the organisation's strategy. Don't worry about measures just yet.

- Express the organisation's priorities in results-oriented, plain-English language.
- Show how each business unit's results impact on the organisation's priorities.
- Don't let people use weasely language like effectiveness, efficiency, reliability, sustainability, and quality. Ask questions until you make the results tangible.
- Get people talking about the results they contribute to, not just the tasks they do.

### Stage 2: Engagement

To move through the Engagement stage, instigate one or two performance measurement projects with small teams of people who see performance measurement as important, to help them improve the way they do it and to get at least one real performance improvement.

- Find the people who are keen to measure performance.
- Help them choose just one or two goals to measure.
- Help them quickly select just a few meaningful performance measures.
- Make sure they use those measures to make at least one real improvement in performance.
- Share their success with anyone who'll listen.

### Stage 3: Commitment

Provide performance measurement training to people so they can reframe what its true purpose is (performance improvement), and how to go about doing it properly. Support them in implementing their own performance measurement projects.

- Find a performance measurement training course that matches your needs.

- Rally together those who are interested and attend the training course together, so you can collaborate in applying what you learn.
- Make sure you have a planned schedule for implementing that performance measurement approach, to the letter.

## Stage 4: Focus

Create a few case studies where people are using good performance measures to improve performance in mission-critical or strategically important areas, and help others to get better alignment of their measures to the organisation's strategy.

- Rally more people together to get trained in good performance measurement practices.
- Start to build a case study library that celebrates performance improvement successes.
- Assess the alignment of existing performance measures to mission-critical or strategically important results.
- Stop measuring things that aren't valuable.

## Stage 5: Alignment

Develop a corporate-wide framework for how measures align to strategy, are chosen, implemented and used. Start pilot testing that framework to refine it so it works.

- Document the process people should follow to develop measures that align to strategy.
- Test the process with a few business units.
- Refine the process and test it a few times more, in a few more business units, until it's good enough (but not perfect).

## Stage 6: Capability

Provide systematic training to everyone involved in performance measurement throughout the organisation in how to use your performance measurement framework and formalise a way to help people implement it.

- Identify the roles or people who are involved in choosing, implementing or using performance measures.
- Develop a training schedule to introduce and skill these people in how to use your performance measurement framework.
- Provide post-training support to help people succeed in using that framework.

- Keep track of how many business units have created meaningful performance measures that are aligned to strategy and driving performance improvement.

## Stage 7: Integration

Embed your organisation-wide performance measurement framework into planning, data management, reporting, decision-making, strategy execution and process improvement to fully integrate it.

- Flowchart your organisation's planning processes.
- Flowchart your organisation's data management processes.
- Flowchart your organisation's reporting processes.
- Flowchart your organisation's decision-making processes.
- Flowchart your organisation's strategy execution processes.
- Flowchart your organisation's process improvement processes.
- In each process, identify where and which parts of your performance measurement framework can be integrated to improve what gets measured and how it gets measured.

## Stage 8: Evolution

Formalise your approach to measuring, monitoring and continually improving your organisation-wide performance measurement framework.

- Set up a Corporate Performance Office to own, develop and facilitate the implementation of your organisation's performance measurement system.
- Ensure that Corporate Performance Officers have the skills to facilitate performance measurement at all levels in the organisation.
- Regularly review how well performance measurement is happening organisation-wide.

## Stage 9: Acceleration

Find faster ways to experiment, to learn and to innovate to reach stretch targets for the mission-critical or strategically important areas and continually improve performance to remove waste and rework.

- Develop measures to monitor how well your performance measurement system is working.
- Improve your performance measurement system to help everyone more quickly and easily achieve performance targets.

These suggested tactics are largely independent of the performance measurement methodology you use. But many of these tactics require you deliberately design, attentively implement and continually improve your performance measurement process. To help you get a grip on this, start with a PuMP® Assessment.

## Diagnosing your performance measurement process

### *Using the PuMP Assessment*

PuMP® is systematic methodology for designing and improving performance measurement systems. It provides a backbone of sorts, to build your performance measurement process around. This backbone is seven specific and essential activities that link together for the selection, implementation and use of performance measures:

**SELECT: choose & define what's worth measuring:** Selecting what to measure means being centred on the outcomes that matter most to you and your business. Define your measures by carefully considering what form the evidence of these outcomes takes.

**COLLECT: gather data which has integrity:** The process of collecting data is critical to its integrity and can be very resource intensive. It's worth giving serious consideration to how you will go about it, so it your data can be "fit for purpose".

**STORE: manage the data so it's quick and easy to access:** Where and how you store your data directly determines what data you can access, when and how quickly you can access it, how easy or difficult it is to access and how much cross-functional use you can get out it.

**ANALYSE: turn the data into information:** Analysis is the process of turning raw data into information. Make sure it is the most appropriate information by adopting the simplest analysis approach that can produce the information in the form required to answer your driving questions.

**PRESENT: effectively communicate the information:** In communicating performance information, you are influencing which messages the audience focuses on. Take care to present performance measures in ways that provide simple, relevant, trustworthy and visual answers to their priority questions.

**INTERPRET: translate the information into implication:** Interpreting your performance measures means translating messages highlighted by

performance information into conclusions about what's really going on. To turn information into implication, you must discern which messages are real messages (and not all of them are!).

**APPLY: decide how implication will become action:** When you have worked out what is really going on with your organisation's performance, you are ready to make some decisions about what to improve, how much to improve it by and how to do that improving.

The following checklists can serve as a quick diagnostic for you, to survey your "as-is" performance measurement process and pick up where the opportunities are to fix it. All you need to do is read each of the criteria in the diagnostic checklist, and tick it if you feel very confident that it describes "business as usual" in your organisation, as far as performance measurement goes. If it happens only some of the time, or happens only in parts of the organisation, or happens only to some extent, it's not business as usual.

## Selecting your measures

Performance measures are objective comparisons that provide evidence of performance results. Selecting what to measure means identifying which results matter most, and what objective evidence of those results will look like.

- There is a consistent and consciously chosen rationale or framework that guides the selection of all measures throughout the entire organisation (e.g. Balanced Scorecard, Performance Prism, or other strategic perspectives such as Key result areas or Critical success factors or Strategic Priorities).
- There are strategic measures that clearly reflect the purpose of the organisation and the results that indicate how well this purpose is being fulfilled, including indicators of key results implied by the organisation's mission, vision, goals, objectives, values, critical success factors; indicators of success and sustainability for the organisation as a whole.
- Indicators are balanced to reflect the needs of all stakeholder groups (i.e. customers, community, employees, suppliers & partners, shareholders/owners/government).
- There are operational measures that clearly reflect how cross-functional processes impact on the strategic measures, including indicators of process outputs and indicators of critical activity or sub-process outputs (i.e. in-process measures or lead indicators).
- All performance measures are defined using a consistent definition framework that specifies exactly how each measure will be constructed, reported and used.
- Ownership of the measures happens. People know which measures they are responsible for, and what that responsibility entails. People can explain how each performance measure is currently relevant to the business. People are motivated and enthusiastic about the value of the measures they use.

- Performance measures are driving the right behaviour (and the right behaviour has been defined).
- The linkages or relationships between all performance measures have been visually mapped so users of the measures all know how one measure is influenced by, and impacts on, the others.

## Collecting performance data

The process of collecting data is critical to its integrity and can be very resource intensive. It's worth giving serious consideration to how you will go about it, so it is "fit for purpose".

- Only relevant data is collected, such as data identified through performance measures definitions, data required to manage the day to day operations of the business and data that is considered strategic and important for the future.
- There is a policy that makes explicit the degree of trustworthiness (integrity) required of data, such as objective indicators of the degree of trustworthiness (integrity) that data has.
- The data collection tools used throughout the business (such as electronic systems, forms and questionnaires) are designed to collect data with the degree of trustworthiness required. People involved in collecting data are trained in how to collect relevant, representative, reliable and readable data. Data collection practices ensure confidential and secure data is protected. Data collection procedures are flowcharted and used to assist people involved in collecting data.
- Each data item collected is defined consistently as part of a 'data dictionary' for the organisation, defining its name, its format, its valid range of values, etc.
- Data collection processes dovetail into work processes seamlessly with minimum, if any, disruption to operational effectiveness or efficiency.

## Storing performance data

Where and how you store your data directly determines what data you can get access to, when and how quickly you can access it, how easy or difficult it is to access and how much manipulation you can do with it.

- Data capture is simple, effective and maintains data integrity. Data entry procedures are kept simple, and as much of the process is automated as is possible and practical. Data entry procedures incorporate automated checks for data integrity (validation). Data capture and storage systems ensure that confidentiality and other data security issues are identified and protected
- Databases are modelled and maintained using a 'data referencing model' that ensures standardisation of data items and allows integration of data across the whole organisation (and maybe even beyond to industry or further).

- Data can be easily accessed by those who need it. Data analysts have direct access to raw data for production of routine and ad hoc reports.
- Data is available when it is needed. Data is captured as soon as it is collected (or as soon as possible after). Data storage systems make new data available as soon as it is captured.
- Data can be readily manipulated in preparation for a wide and appropriate variety of analyses. Subsets of datasets (sometimes referred to as 'data cubes') in data storage systems can be easily extracted. Different datasets can be merged together (such as data from accident records with training records).
- Historical data is readily available when required (historical data means data that is more than a couple of years old).

## Analysing performance data

Analysis is the process of turning raw data into information. Making sure it is the most appropriate information is a product of adopting a robust analysis approach. But so few performance specialists talk about the statistical validity of analysis.

- Raw data is cleaned (checked for errors and other integrity problems) before analysis is performed.
- At least 20 or more consecutive performance measure values are used in analysis of trends or changes in performance.
- All data analyses performed, whether internal or external to our organisation, are focused on answering our driving questions. The business questions driving the analysis are identified, clearly defined and communicated to analysts and users of information. The simplest form of analysis possible for the purpose is chosen. Analysis is supplemented with verbal explanations that put the techniques, assumptions and conclusions into the language(s) of the audience(s).
- Statistical techniques are used validly and appropriately. Exploratory and summary statistical techniques (such as averages, ratios and graphs) are used to 'get to know our data'. Explanatory and predictive techniques (such as hypothesis testing, regression and forecasting) are used to draw conclusions from data. People responsible for analysing data have appropriate levels of qualifications, skills and experience in statistical analysis.
- Variation in the performance of business results is measured. Measures of standard deviation (or variance), statistical process control charts (or process behaviour charts), box plots and histograms are used to report performance.

## Presenting performance measures

Communicating your performance information to its decision making audience is the bridge between having performance measures and creating performance improvement.

- All performance reports produced have a clearly defined and understood purpose and a clear target audience (or audiences).
- The physical layout of reports is simple to follow and makes finding information easy and quick. The structure of reports aligns with decision making processes. The content of reports is succinct and sufficient for meeting the decision making needs of the audiences. The formatting is used to highlight priorities. The mediums chosen for displaying performance information are appropriate for the audiences that use it.
- Graphs are the preferred method of presenting performance measures (instead of tables or text).
- Graphs are designed to facilitate valid and easy use. The most appropriate graph types are chosen to display information to answer the driving questions. Graphs are kept as simple and uncluttered as possible. Graphs maintain the integrity of their data by not distorting the size or nature of comparisons. Graphs are visually appealing without being misleading or complex.
- The reporting process or processes are defined, flowcharted and all people taking a role are clear about their responsibilities in the reporting process.
- The reporting process or processes are automated where ever possible, to ensure people spend time on analysing and interpreting performance measures as opposed to collating and reporting performance data.

## Interpreting performance measures

Interpreting your performance measures means translating the information presented to you into conclusions about what is really going on. This is where you turn information into implication.

- The owners of performance measures, as documented in our performance measure definitions, are the people that interpret those performance measures and communicate their conclusions to others.
- Statistical methods (such as statistical process control charts) are used to interpret levels of stability and change in performance and to guide the choice of the appropriate action to take. The meanings of common and special cause variation are understood. Users of information understand the meaning and the intent of the term “statistical significance”. It is clearly known when a performance target has been met, despite the existence of statistical variation. Performance measures are used to understand process capability.
- There are consistent, statistically valid and well defined guidelines for interpretation of performance measures (such as a definition of the evidence of a true trend or change in performance levels). Conclusions about trends or other changes in performance are drawn only from a sufficient number of performance values (not from this month compared to last month).

- People involved in using data and information have the appropriate level of skill in interpreting it effectively, efficiently and validly (i.e. they don't draw the wrong conclusions). People almost always independently draw the same conclusions from information. The meaning of the word "variation" is understood in the statistical context – decision makers know why and how statistical variation matters in managing performance.

## Applying performance measures

When you have worked out what is really going on with performance, you are ready to make some decisions about what to improve and how to do that improving. You are ready to turn implication into action.

- The organisation's decision making processes are identified, defined and flowcharted and highlight everyone's responsibilities.
- Performance improvement is a team effort. Improvement of performance is a responsibility that lies with managers and process owners. Performance information is shared with everyone involved in the measurement process. People contributing to activities in the measurement process are involved in improvement activities. People who work in the business processes are included in activities for setting performance targets and deciding how to reach them.
- The results of performance improvement decisions are tracked using the same measures of performance that these decisions aimed to improve.
- The results of interpretation of performance measures are an input into our planning review process, taking a visible role in the formulation and evaluation of our business goals & targets. Targets are chosen so that the reasoning behind them is apparent and provides the rationale for the target being challenging and achievable. Targets are achieved and reasons why are known (there's objective evidence as opposed to hearsay).
- The root causes of performance results are identified through further analysis of lead indicators and/or other data or measures.
- Performance improvements are decided through application of systemic thinking (i.e. taking account of the impacts on the improvement and the impacts of the improvement) and are prioritised before they are taken on and implemented.
- Intuition, emotion and gut feel are used to guide further collection and analysis of objective data (both quantitative and qualitative) rather than to drive decision making alone.

For a more detailed analysis...

You can undertake a more thorough diagnosis with the tool available for **free download** at [www.staceybarr.com/pump/excellence](http://www.staceybarr.com/pump/excellence)

Help us build a database of PuMP Assessments for **benchmarking with other organisations!** Email a copy of your PuMP Assessment to [info@staceybarr.com](mailto:info@staceybarr.com), or submit your assessment online at [www.staceybarr.com/pump/excellence](http://www.staceybarr.com/pump/excellence) to gain access to the summary results for all organisations that have participated to date.

		0	1	2	3	4	5	6	7	
<b>Part 1: SELECT meaningful performance measures for performance results that matter</b>										
Performance measures are objective comparisons that provide evidence of results. Selecting what to measure means identifying which results matter most, and what objective evidence of those results will look like, so progress toward those results can be tracked over time.										
		don't understand	completely disagree	disagree	slightly disagree	neutral/agree	slightly agree	mostly agree	completely agree	Group Consensus enter a single number from the scale
1.1	We have a corporate-wide framework that identifies the performance results worth measuring at all levels of our organisation (e.g. strategic, tactical and operational).	0	1	2	3	4	5	6	7	5
1.2	The selection and/or design of performance measures is an integrated part of our strategic, tactical and operational planning processes.	0	1	2	3	4	5	6	7	6
1.3	We have performance measures that provide evidence of success for our organisation as a whole, such as perception of value of all key stakeholder groups and/or achievement of our vision and mission.	0	1	2	3	4	5	6	7	2

## Manage your performance measurement system

*Use PuMP® to increase Performance Excellence*

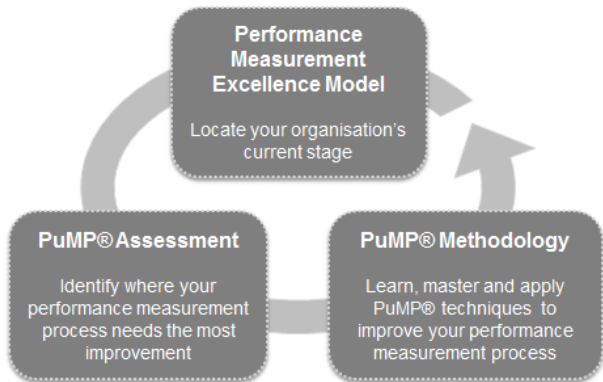
The Performance Measurement Excellence Model is a great way to inspire people to value performance measurement as an essential tool to pursue performance excellence, that place where the organisation or business excels at fulfilling its mission and achieving its vision.

But it's also a great tool to benchmark your organisation's progress in achieving the ultimate outcome of performance measurement: more and more people throughout the organisation or business who are regularly improving how things work, in a measurable way and as a natural part of their job.

Benchmarking your progress alone will not, of course, advance your progress. You need to improve your performance measurement process if you want performance measurement excellence. And PuMP® is one of your options.

The PuMP® Assessment will help you diagnose in detail where your current approach to performance measurement can be improved. And then the PuMP® methodology, comprising practical and proven techniques for designing, implementing and using performance measures, can provide the how-to.

**Figure 4: Manage your performance measurement system**



There are several ways you can access the PuMP® techniques, either via online learning, self-paced How-to Kits, live training workshops or in-house consulting programs. Details for all these options you will find at [www.staceybarr.com](http://www.staceybarr.com).

Ready to start?



Stacey Barr  
Performance Measure Specialist