PuMP® Community Q&A Webinar

August 2011

Start of transcript:

G'day, everyone. This is Stacey Barr, the Performance Measure Specialist of www.staceybarr.com, creator of PuMP® and the Performance Measure Blueprint. This is our PuMP® Community Q&A webinar for the 23rd of August, 2011.

I'm giving this one a theme: The Three Reasons Why Your Results Map is Too Big. And, not that any of the questions that have come through so far for this webinar from PuMP® Community members relate to results mapping, it’s been a big topic amongst some of my clients lately. You know how you -- things come in threes they say. I got a series of emails from recent clients, and yep, yep -- three of them were about results maps, so it inspired the theme for this particular webinar’s topic.

The purpose of these webinars is to give your PuMP® implementation a boost. It’s a bonus over and above your Performance Measure Blueprint training, whether that was at a live, public workshop that I run around Australia, or internationally, or whether it was an in-house workshop that your company would have hosted, or whether it was the online Performance Measure Blueprint program, the first of the series of them and there may even be a couple of you who had invested in the audio program that was recorded probably two or three years ago now.
Whatever way you've come to learn the PuMP® Blueprint you have received an invitation to join the PuMP® Community website. It's a place where you can get all manner of things designed to help you with performance measurement. It's an ever-growing collection of tools and templates, tips, case studies, discussion forums, webinars like this one, links, all kinds of stuff, whatever I've found useful I try to spend a little bit of time at least once a month getting in there and updating resources with new stuff I've found or things that I think will help you.

Today we're going to go through a few of your questions, also some tips for how to reign back in a bloated results map. Before we jump in though I do have a couple of updates for you. This will also give you some time to submit a question if you want to for today's webinar.

There are a couple of programs that we've got starting in October this year, and you may be aware of both of them, I'm just going to give you a quick overview in case you're in a position where you want some more PuMP® skill in your organization, more than you currently have and also if you're not in a position where you can hire a PuMP® consultant to come and lead you through the implementation of PuMP, or if you're not in a position to get a whole bunch of your colleagues together to have an in-house workshop, so these are the two alternatives for that.

The first one, as I mentioned before, is the Performance Measure Blueprint Online program. It starts in October and finishes in November. It's the second one that we've had for this year. The first one was February/March. It was incredibly successful. Lots of people -- it blew my expectations, how many people registered for it.

Now, the reason I'm running a second one this year is I've had to cancel my overseas live Blueprint workshops. We were going to be running them in London, Toronto, San Francisco, and Boston, but as many of you know, I've mentioned it Measure Up easing issues, and other emails, that my sister is hospital with leukaemia. She's undergoing very intensive chemotherapy. I'm her main support person, actually. So, while she's in hospital I do a lot of visits to her and supporting her with a whole range of things. I also could be her bone marrow donor. I don't know that yet and therefore I've just cancelled travel for the rest of the year because it's much more important that I'm able to be here for her.

The online program is the alternative way to do this, to offer you exactly the same content, the same resources, but with the advantages of some flexibility. So, if you have colleagues who you would have loved to have sent to the next workshop, or colleagues that you know would like to learn the skills that you have regarding the PuMP® Blueprint, then the online program will be the next opportunity for them to learn that.

It is, as the name suggests, all delivered online using interactive webinars. Not like this one, this is just what's called a teleseminar, where you just got the voice coming through. The webinars for the online program are visual. We all log in, we can talk to each other, you don't have to if you don't want to, but we can do that. You can submit
questions by voice or by typing. And, you’ve got the slides, so it’s pretty much the same visual experience, except you don’t get to see me, but hey, I’m not the feature, it’s the content that’s the feature.

We go through the Blueprint online program one step per week, so one technique in the PuMP® Blueprint process per week. It’s great timing to help you and your colleagues not only learn it in bite-size chunks, but implement it as you’re learning it, which you can’t do at a live workshop. You do the best you can with the limited time we have for activities, but a lot of you will say to me, “This is good for practising, but I which I had so and so here, I wish I had my colleague, Bob here, because Bob would understand this better than me and I would be able to come up with what the real result was. I’m sure he’d have better ideas for potential measures.” You don’t have to have that limitation with the online program if your colleagues can be together and implementing as you go.

It also gives you some accountability and structure to achieve that six to eight week, or eight week in this case, PuMP® project that I keep harping on about at workshops. You’ve got to implement this stuff quickly. Success loves speed. The more you do that, the more you implement those quick, little bite-size applications, the easier and more proficient you’ll become at being able to implement it on a broader scale, department-level, organization-wide level.

Now, if you want to learn a bit more about the online program coming up in October you simply go to this website, now it’s a long one, but it’s easy to remember because it’s the name of the program, www.PerformanceMeasureBlueprintOnline.com The details, the schedule, information about group discounts and also the registration link is there too. You can register online or register by fax or email. So, that’s www.PerformanceMeasureBlueprintOnline.com

Now the second program, this one is a bit more exclusive, anyone can sign up for the Blueprint online, but not anyone can sign up for this program, this is the PuMP® certification program. It is only open to people who have what you have, which is a knowledge of the Performance Measure Blueprint already. This one also starts in October and finishes in December. You have the option in this program to also join the Performance Measure Blueprint online program, so that you can have a reminder of the technique, a refresh, and it’s timed in a way that you get the refresh the day before we do the PuMP® Certification content. Now, what that is about is taking your PuMP® skills to the next level, so you become a proficient PuMP® facilitator or PuMP® consultant within your organization.

Again, it’s all delivered online using the same interactive webinar kind of method. There’s also a resources website for it, so again you don’t need to travel. You can bite it off; it’s just small chunks at a time. Its one step a week, like the online program is. You’re learning how to lead a team, any team, multiple teams to implement PuMP. I support you with personal one-to-one coaching, along with our group webinars, you also get just a host of other resources that you don’t get as part of the Blueprint program; resources like the PowerPoint’s to use with your teams, the email templates
to get them organised to come along to the PuMP® meetings and to follow up those meetings, if there’s any actions needed. You get checklists to help you prepare and think of everything that you need to think about. You get FAQ, frequently asked question sheets, so if anyone in your team comes up with a question, a curly one you’re not sure how to answer it, that sheet is there for you to be able to give them the answer that they need. You get all of those resources and it saves your time. You can just spend most of your time implementing PuMP® with your teams because it’s just all organised for you. You don’t have to figure out how you’re going to do it.

Now this program, like I said before, is exclusive just to people who have already learned Blueprint. The details are at http://www.staceybarr.com/pumpcertification/. You can read the details, look at the schedule, there’s also an application form to download. So, we’d be talking with you one-on-one about your involvement or potential involvement in the program before we let you in, so it’s just anybody who signs up can. We’ve got limited numbers on this as well. Obviously, it’s one-on-one coaching; I’ve only got so many hours in a day. So, there’s a small group that would be going through this, this year anyway.

That’s it for the updates. We might start launching into your questions. I’ve got a couple that have come in advance. So, we might start with those that will give the rest of you who are listening live a chance to submit any questions that you might want to.

The first question I’ve got here is from Paul. Paul asks this,

“I’m looking to do a dashboard for KPIs and KPMs from board to management. I have the measurements and KPIs, but would like to present them in a more appealing way than just the old line, bar, or pie graph. Do you know of any area of assistance that can point me in the right direction to improve the presentation of these measurements and KPIs?”

Now before I answer the question for Paul some of you would have heard him mention KPIs and KPMs. Now, we all know that there is no standard, universal set of terminology in our field, sadly. So, when someone says ‘KPI’ they can mean something quite different to what somebody else means when they say ‘KPI’ and same with KPMs. So, all I’m going to assume, Paul, is that by KPI, you mean key performance indicator and KPM might be key performance measure or metric. It doesn’t really matter. It sounds like you’ve got some quantitative measures that you’re presenting in a graph and you want to just make those graphs as useful as possible.

Now, I’m going to the source here and say that I always recommend Stephen Few’s work particularly for inspirational ways to display information for dashboards and reports. Stephen Few’s website is www.perceptualledge.com No doubt there will be links to Stephen Few’s website and to his books on the PuMP® Community. If you were just to Google his name on the PuMP® Community search box you’d find plenty of posts to do with him.
I personally believe that -- like Paul you alluded to something more appealing than the old line, bar, or pie graph. You should all know how I feel about pie graphs -- I can stand them, they're useless. But, I do personally believe you can make a line chart, or in particular a control chart look really appealing with Stephen's ideas for colour and design. He's got a few blog posts there that will be talking about use of colour. I'm pretty sure he's got a few there talking about simplicity of design of graphs as well.

Another really important consideration, now it really is a version of a line graph, so I guess we can't say it's different to one, but it's the control chart. For those of you who have been to the more recent Performance Measure Blueprint workshops, like over the last year or so, you'll know that the seventh session in the workshop we talk about XmR charts, a special type of control chart that's perfect for KPIs or performance measures.

Now, I learned about the XmR chart from another author, Donald Wheeler. I've mentioned his book, *Understanding Variation*, at every single workshop I've run. But, in case you missed if you go to the PuMP® community and type in the search box 'Donald Wheeler' or 'XmR', either of those, you'll find posts where I link to Donald's book, which teaches this method in very, very easy to understand language. It's a book written for managers, really, not for statisticians.

There's also, in the PuMP® community, the control chart spreadsheet, which is a spreadsheet where you can just put your data in and as long as you understand the theory of the control chart, or enough of the theory of the XmR control chart, you'll be able to just tweak and adjust a few things, and voila, you will have your KPI presented in a really useful, easy to interpret, valid to interpret, graph. So, that's really the type of graph there Paul. That's the graph I would recommend for any performance measure, as long as you've got six or seven points values of your performance measure. It's often not hard to go back and get some historic data.

I usually like to have more than six or seven. I like having 20 or so, only because the broader context gives you more information and it's easier to discern signals. Go to the PuMP® Community, type 'control charts spreadsheet' in the search box and that will take you to the post that's got that spreadsheet and also instructions for using it.

The most important thing I guess is that a chart for a measure has to be informative, it's got to be easy to interpret, it's got to highlight true signals, and it really has to be as simple as possible. Never change the chart type just to keep things interesting. Never change the chart type just to keep things interesting. Charts or graphs serve a purpose.

Now on the side of things about making it look more engaging, there's definitely things you can do there. I've got four ideas for you, four ideas that work really well with the purpose of a graph being informative, easy to interpret, and highlighting true signals. Now, the first of those ideas is to choose colours with intent. If you're going to use colour in any kind of graph or performance report it's got to have a meaning. You don't just use it as a way of illustrating. So, to give you a couple of examples of that, red would always mean unacceptable performance. Green would always mean
performance is on track toward target. Blue would always mean target is achieved. They’re just examples, but the idea is that you choose colours to have an intentional meaning.

Now, the second idea of these four ideas I have about making a chart look engaging is to choose colours that come from nature rather than Microsoft Excel. Now, this might be just a little bit too creative for some of you, but it was a suggestion that I read in one of Stephen Few’s blog posts and it’s really true. As soon as I read that post I went outside with my camera, I took a photo of the forest that I live in. I took a photo of my dog. I also dug out a photo I already had of a beach -- I think it might have been in northern New South Wales, beautiful beaches there, but really rocky outcrops, golden sand and turquoise water.

In each of those photos I used a -- I guess it’s like a paintbrush tool or some kind of photo software, photo editing software. I can’t remember what it was because it was a couple of years ago. I sampled colours, using the little eye dropper tool. Some of you may have seen it if you’ve ever done this -- there’s a tool that helps you pick a colour out of an image.

Out of each photo I took, I think, six or seven colours, just randomly selected them, and made a palette out of each of them. You know what really surprised me was that all of those colours that came from the one photo worked well together, they just balanced each other. It was incredible. There was soft colours, they were easy to look at. They were attractive and professional looking.

Even the photos of my dog, like I sampled a colour out of her fur, which is quite a rusty red colour. I sampled a bit of pink -- the boy dog had his tongue poking out when I took the photo. He was panting, so I took a bit of pink out of his tongue. I took some brown out of his eyes. I think one of them has a white patch -- the boy had a white patch on his chest. I took some of that cream for the colour out as well. The colours just worked beautifully, you know?

So, that’s the second tip, try to use colours that are taken from nature or taken from real life and make a palette. Stick with that palette.

My third tip is to have only one KPI per chart or per graph, so that you can also include some other contextual information. That really goes along way at making the graph useful and easy to interpret. If you’ve got one KPI on a graph, you’ve got one line, a time series line with the dots all joined up, so it looks a bit like a snake and that’s the value of your KPI.

Then you could also include the target. If you’re using those XmR charts, those control charts, you also have the mean line and the natural process limits, or the limits of natural variation. That’s enough information on any chart. You’ve already got the measure, the mean line, the target, and the two lines for the natural process limits. Because all of those things serve a specific purpose and they’re all about helping you interpret the performance measures line, the graph is not going to be cluttered. But, if
you have multiple KPIs on a graph it’s very hard to know what you should be comparing with what.

Now the fourth tip I’ve got here is not to use lines for targets because that sends the message that every single month or week should be compared with the target and action taken accordingly. You don’t want to sit there every month and say, “Oh, why aren’t we at target this month?” Targets are set into the future in our planning processes for a reason, and that’s to give us time to change our processes so we can improve performance properly and not with Band-aids every single month. I mean that’s what happens when you’re pressured to hit target every month, you put Band-aids on your processes to try to artificially make it hit target every month, but you’re not changing the underlying performance capability. That’s what really does need to be changed.

If you put your target on your KPI chart as a single point, it might be a little square, or a little circle, right above the date by which you want the target achieved. Now, that date will be out in the future and obviously you’re not going to have performance measures values that fill up that space yet, so there will be white space on that chart, but that’s not a bad thing. It gives you a sense of how far away from the target are you, how likely are you to achieve it based on what’s currently happening and you compare the mean line of your XmR chart with the target to determine how close you are to it. But, make sure you do use unique format and a consistent format for that target point, so that on every graph that’s got a target point you know it’s the target because of the way it’s formatted.

So, hopefully that is a helpful set of suggestions for you, Paul, to make those line -- well, to avoid using bar or pie graphs for your KPIs, but to make them more engaging and more useful.

I’m going to have a quick check of any questions coming in right now. You guys are a quiet bunch today, aren’t you. You’re just sitting back and listening, listening to the questions that other people have.

The next question comes from Francis. Francis asks,

“As you know one of my instant actions after our training in Melbourne is to undertake the charting of my existing data;”

Now what Francis is referring there, everyone, as you might remember from your workshop is that you leave the workshop with the three instant actions and how you’re going to apply what you’ve learned at the workshop. So, that was one of Francis’ actions was to chart some of his existing data and he was going to use XmR charts.

Francis goes on to say...

“I now have a massive amount of data from 2008. I’m working on it and I’m very pleased with the developments. I feel, however, that I need to better understand why I’m
calculating the moving range control limit I'm using the multiplier
3.27 and 2.66 when calculating the measure control limit.”

Now, if you’re not a user yet of the Xmr chart this is going to be sort of a technical answer, it’s probably a technical question you don’t get yet, but this would be something you could come back to after you start using them. I really recommend you do use those Xmr charts, at least try them for one performance measure and see what happens.

Again, if you go to the PuMP® Community and in the search box, after you’ve logged in of course, you type ‘control chart spreadsheet’ you will find the post that’s got the resources and instructions for how to do those charts.

Now back to Francis’ question, the reason why we use Xmr charts for performance measure data is that this is the most sensitive chart. In other words, it picks up signals more reliably, more quickly when the data is periodic and performance measures are periodic. What I mean by ‘periodic’ is that they’re measured at regular consistent time intervals, so weekly, or monthly, or quarterly.

Because of [sound lost] what happened in a given time period, like a month or a week, that makes it periodic and it makes these Xmr charts the appropriate way, the most appropriate way to display that data and pick up the real signals. Now, the reason why we use those constants that Francis referred to, the 2.66 and the 3.27 for the two parts of the Xmr chart is that they’re basically values that have had an adjustment applied to them and if you’ve had any kind of experience at all with … I’ve got a clicking in the phone line here, which is really driving me nuts. I’m just going to check and see that I’ve got -- I’ve got everybody muted.

There are a couple of you that have joined by phone. Paul, I can see you’re there, G’day. I’m not sure who the other person is. Paul, you’ve joined by Skype, that’s cool. The clicking is gone. Sorry for that, guys. It was driving me nuts, but maybe you weren’t able to hear it, maybe it was something on my phone line.

If you’re familiar with the normal distribution, you might remember this with pain from high school math, the normal distribution is that bell curve. When you see that bell curve there’s a line that usually goes right down the centre of it, that is the mean line. In a perfect normal distribution the mean line is that centre point. Then what happens is that the distribution, that bell curve, kind of gets thinner, and thinner, and thinner out at its tails.

Now a standard deviation is another measure associated with the bell curve or the normal distribution. What we say is that if you look at three standard deviations, either side of the mean line, that’s where 99.7 or 99.97 -- it’s escaping me at the moment. My stats are a bit rusty. I mean I did study it at the post-graduate level, so four years of pure mathematical statistics, but it was a long time ago. That three standard deviations is generally used as a benchmark in a sense, that anything that falls outside of three
standard deviations is unusual, abnormal, and not part of what you’d expected to happen.

Now, performance measures don’t necessarily follow a normal distribution, but they also follow a statistical distribution nonetheless. Now, the way that we -- we don’t use standard deviation in XmR charts. The upper and lower control limits are not based on standard deviations, they’re based on the moving range. You’ll recall from the calculations that the moving range is the difference between this month’s value of the performance measure and the value that we had last month. So, that difference there is that range and they’re calculated over successive months.

Because we’re not using a standard deviation, because we’re not treating this the same way that you’d treat a normal distribution, there are correction factors applied, so that we don’t multiply by three standard deviations, we don’t multiple by the standard deviation, we multiple by calculations that’s come from those moving ranges.

So, those constants have been designed. So, the statisticians have worked out what these values are and we use them not because somebody made them up, not because somebody thought they made the graph look good, it’s because they’re based on that statistical theory that underlies the XmR chart. It’s theory that does have its roots or its connections back to that normal distribution in a sense.

Now like I said my stats is rusty now, so I’m not going to attempt to go deeper into the theory for you and I’m sure that you wouldn’t want me to. If you do still have a hankering to know more then Donald Wheeler’s website is the place to go. I’m pretty sure you could email him to get a more detailed answer. I’ve even got his book, not the Understanding Variation one, that’s the one that I would recommend to you, but I’ve got his book Understanding Statistical Process Control, and that’s the theoretical book. Even looking in that I can’t get much more detailed theory than what I’ve explained to you already.

The safest thing to do is to bear in mind that people go to university for many years to study this field of statistics, so it’s fair enough if you just want to trust them like you’d trust an engineer or a doctor with their advice.

That’s as much as we’ll go into on those XmR charts, but they are a chart that you can use on any kind of performance measure. As long as you keep those constants, the 2.66 and the 3.27 and all you’re changing really is the data that you’re using, you’re right as rain -- they’ll be great to use.

Now, like I said we had two questions that came in advance, those were the two questions. I’ll see if we’ve got anymore questions live. I hope there's nothing on this question feature -- oh there we go.

Paul, G’day. You just said that you couldn’t hear the clicking. I’m glad that it hasn’t affected you guys.
No other questions at this stage. The next thing to cover in this webinar is to talk about bloated results maps. Why your results map are getting so big and what to do about it. There are three reasons, as I alluded to in the email that announced this webinar, there’s three reasons why I predominantly see results maps getting too big.

The first is that you’ve put things into your results map that aren’t actually results. The second reason is that you’ve mixed up the purpose of the results map, instead of it being about your business strategy you’ve made it about your business model, or about something else. Thirdly, that you just have prioritised well enough. They’re the three main reasons that I see results maps getting too big.

Now, before we go over those reasons it’s probably worth not making the assumption and being quite explicit about it why you don’t want a bloated results map. It’s not a good thing. Results maps are about focusing you, focusing on what matters most so that you measure only the things that matter and so that you achieve them. Result maps are designed to improve the likelihood that you make a big difference in your organization, that you really do improve performance as much as you can.

If your results map is fat and bloated it’s hard to do that. It’s hard to know what’s more important; it’s hard to communicate what’s important to other people, it’s easy to overwhelm everybody. It’s not a good idea. If you’re using a results map for a purpose other than that, then you don’t have a results map anymore. You’ve just taken the idea of a results map, the layout, the formatting, and you’ve used it to a different purpose. It’s very important to be aware of that, to be clear about that.

Reason #1 the results map is too big is that you’ve put things other than real results into the results bubbles. The most common type of thing that goes into a results bubble that shouldn’t be is an action. Actions are the things that you’ve chosen to do in the hope that by doing them you will improve performance. “Develop staff recruitment plan,” is an example. You want to develop a staff recruitment plan because you want something to be better, otherwise you wouldn’t do it. Or, “Embed technology into learning environment,” that’s an action you would take, assuming that there was something about putting technology into a learning environment that was going to make something better. Or, “All staff has PDPs,” or professional development plans. They’re examples of actions that are masquerading as results.

The problem is that completion of an action is not the same as improving a performance result. So when you see an action in your results map ask the question, “What is the reason for doing that?” “Why do we need to do that?” “What is it going to change?” “What’s it going to make better?” “What will be better as a result of doing this action?” Often the answer to that question is going to tell you what the performance result is.

So, why do we want to develop staff recruitment plans? What’s the importance of having staff recruitment plans? What will be better if we develop staff recruitment plans? Well, maybe it’s that empty positions will be filled faster. That would become a result, that would be, “Vacant positions don’t stay vacant for long,” for example.
“Embed technology into learning environment,” why do we want to do that? What is going to be better if we embed technology into learning environment? Well, maybe it will be that students learn faster. Or, maybe it will be that -- well, it depends on the kind of technology, doesn’t it? So, you’d probably need to explore that, but that’s the kind of thinking that you’re following here. You want to get to what’s the real performance result. Don’t throw the action away. It’s not about not doing the action, it’s about recognising that this is a results map, not an action map.

Actions are important, absolutely, but they don’t belong in a results map. So, where do they belong? Sometimes we do put boxes around the outside of the results map, we’ll give them a different colour. We won’t put them inside the circles on the results map, they’ll be off into the white space around the page and we’ll show, using an arrow, we’d point the action to the result or results that they’re supposed to impact on. Generally, though, actions belong in action plans, which is part of your strategic and business planning process.

Another kind of thing that ends up on a results map that really isn’t a result is -- I don’t even have a name for them. Let’s just call them under-formed ideas. So, it’s an under-formed idea. It’s where you’ve just written down a keyword or two in a result bubble because you haven’t an inkling that it might have some kind of causal effect on a result that already exists in your result map. I’ve seen things like asset management, or business processes, or resources. So, visualize those things are in results bubbles pointing to something.

The problem with those is that they’re not really saying anything at all. What is asset management? It’s not an action, it’s not a result. It’s just a thing, it’s just a concept. I don’t know, what is it? You can’t figure out what its result is at least anyway. So, you need to think through them more specifically. Try asking questions like, “What is the asset management result that matters most here and why? What is it about asset management that’s important right now?” They’re the kinds of questions that you want to ask.

Now, the idea here is to remember that if somebody else were to pick up a results map and you had things like that in your results map, things that aren’t clearly results, asset management, business processes, resources, customer strategy, whatever, you’re very unlikely to get them to understand what story that result map is telling. If they don’t understand it they’re not going to be able to help contribute to it and they’ll get cynical about it and think the tool sucks when it really doesn’t. It’s just that you’ve put things in there that don’t belong.

For some reason I find it really hard to give a pure and perfect definition of what a performance result is, but I’m going to give it a try off the cuff here. I think a true performance result is something that you want more of, or less of if less is better, but let’s say that it’s something you want to be better. It’s something that is worth measuring over time and worth continually improving, even beyond the current planning cycle, OK? You might have a goal that has to do with customer loyalty in this
planning cycle, but costumer loyalty is a result that you probably want to continually be improving over the whole life of your business or organization.

The idea is when you have more of those results you and everyone else knows that performance is far better, that your organization or business is better at what it exists to do. As far as writing good results go, I really like them written as though -- statements of something that already exists as though they already exist, like, “Customers are loyal to us.” Or, “Staff have all the skills they need for their jobs.” Or, “Our brand is the most well recognized in our market.” Or, “Customers find it easy to access our services.”

I like results worded that way because they’re telling you the end that you want to achieve. It doesn’t mean that you’ve got to be perfect now, it doesn’t mean that you’ve got to be perfect ever, but they’re that statement, that aspirational statement you’re striving toward and your measures are collecting the data or evidence that tells you to what degree you’re getting those results now –– to what degree you’re getting those results, not whether or not you have those results. It’s not a yes/no thing. It’s what to what degree because performance results almost always are going to need to be continually pursued, continually improved because you never get to 100% perfection.

Reason #2 is that you’ve mixed up your business model with your business strategy. That your results map has become something other than a results map. So, results maps are supposed to capture the performance results that matter most right now, and that’s what strategic and business planning is all about, it’s about deciding what matters most right now, above all the possible things that could be improved.

Now, if you’ve put into your results map everything that could matter or everything that takes a role in what you do, you’ve got a business model, not a strategy. A client of mine many years ago did this, their motivation for doing this was to use their results map to communicate to all of their internal colleagues how much they did. They used it very much like it was a map of their business model. “Here’s all the stuff we do,” and they had dozens, and dozens, and dozens of results on that map. The irony is they ended up measuring just two of them because they were the only two that really, really mattered. So, thankfully they got beyond that, but that they wanted to use the results map to demonstrate everything that they did is not the real purpose of a results map.

If you put into your results map everything that could matter or everything that takes a role in what you do you have a business model, not a strategy. Important words to remember. Be clear about that. If you use a results map as your business model, as everything that could matter, it will have implications for how easy it will be to find measures, it will have implications for how much you measure and also for how much you end up achieving, you don’t want to measure that much. You don’t want to measure everything that you do. Measurement shouldn’t be an industry of itself. It really needs to be something that helps you make the improvements that most need to be made.
And that relates to reason #3 why results maps get so big and fat, you failed to prioritise. If you haven’t already, go to the PuMP® Community, type in the search box ‘FranklinCovey’, and watch the video that links to.

I’ve mentioned it in a lot of the Blueprint workshops, but if you went to a workshop probably more than a year ago you may not have heard this, there’s a slide in that Franklin Covey video where they talk about the relationship between the number of goals you have and the number of goals you’re likely to achieve with excellence. If you have two or three goals -- have a guess at how many you’re likely to achieve with excellence. I’m not going to ask you to tell me the answer here, just giving you a few moments to think about what it would be. Well, the answer is that if you have two to three goals you’re likely to achieve two to three goals with excellence.

If you have four to ten goals how many do you think you’re likely to achieve with excellence? Again, I’ll give you a moment to think about that. The answer is one or two. Finally if you have more than ten goals, how many are you likely to achieve with excellence? Straightaway you can probably imagine the answer is zero. The more goals you have, the more priorities you have the fewer you’re likely to achieve with excellence and you will reach a point where you have so many that you’re likely to achieve nothing with excellence. This is the importance of priority, and it’s backed up with data here, we can’t refute it.

The only results worth measuring, or at least the ones worth measuring first and foremost are those that you should, can, and will do something about. They are measures of results that you really need to improve. You can’t give your attention, none of us can, simultaneously to everything. We do need to draw the line somewhere. We need to choose priorities, as hard as that may be and as hard -- you’ll be dragging people kicking and screaming, saying, “Yes, but it all matters.”

What’s far more important than what matters is what gets achieved. You really do want to achieve some things with excellence. Achieving one thing with excellence is far better than achieving a dozen things with just a half-hearted kind of result or sometimes often no results at all. If you can’t prioritise or you don’t prioritise you won’t be among those who continually improve performance. You won’t be among the world’s best practice, the industry best practice. You just won’t be up there.

So, that’s my range of tips on bloated results maps and just how to try to avoid that happening. We’re pretty much nearing the end now, unless when I have a little look I can see some new questions coming through. It doesn’t look like there’s anymore there.

If you’re on the phone and you’d like to ask a question by voice I can un-mute you, but what you need to do is raise your hand. The way to raise your hand is to type “2” on your keypad. For Skype I’m just not sure, Paul. Let me just see if I can find that in the instructions here. I’m not sure how you interact when you’re on Skype. That’s interesting. I can’t find any detail. I’ll just have to research that for the next Q&A webinar. I’m not seeing any -- Paul, cool, you’ve figured out how to do it.
I’m going to un-mute you, Paul. Alright, Paul, go ahead, let’s see if we can hear you?

Paul: Hello? Can you hear me?

Stacey: Yes, that’s cool.

Paul: OK, great. I actually didn’t have a really good question, I just thought I’d try that to solve your problem. But, I guess -- yeah, I’ve got a bloated results map and I’m about to generate another hopefully not so bloated -- I guess it sort of comes down to some trying to convert those sort of three kind of guidelines there into things that you can use on the fly, effectively, to detect which -- and I guess that probably just comes down to skill over time, getting better at detecting whether something is an action or a result and how to sort of work people, guide people through the process of getting to the results they want. It’s more of a statement than a question.

Stacey: Yeah, and I agree with you, I think it really is about practise as well. Like I mentioned, I still am not happy that I’ve got a pure and perfect definition of what a performance result is as opposed to any other object that lands on a results map, but when I look at it I really feel like I can recognise it.

Something that I can do is make a few notes about those tips to do with those three reasons, make them a post on the PuMP® community so at least they’re there in writing then and you can look at them.

I can’t remember if we get these webinars transcribed or not, so they’ll be down in writing one way or the other, that way you can kind of adapt them and use them as a bit of a checklist.

I have another thought too, Paul, in something that you had said and it’s just left me. Not to worry. How did you manage to raise your hand for anyone else who uses Skype in the future? What did you do to let me know you had a question or a comment?


Stacey: You typed it into the --

Paul: Yeah, into the number pad.

Stacey: -- typed it into the Skype box? Oh, like into the number pad? That’s great.

Paul: Yeah.


Paul: No, thank you. Thank you, Stacey.

Cool, no worries. Thanks for joining us. I’ll catch you in the not too distant future I suspect. I’m going to put you back on mute, Paul. ‘Voila'.
Alright, one final check to see if any other questions have come through from our webcast listeners, and that was great. Now, we know how to use Skype. All looks good.

So, hopefully you’ve got some practical tips, everyone, out of today’s Q&A webinar. Remember these webinars are for you. If I don’t get enough people asking questions I start making up content. I start thinking, “Well, what’s something that has been happening for me that might be useful to share?” It doesn’t have to be that way, it can be all about you guys. We just need to hear from you. We need your questions, we need your comments, whatever. That will make sure that everything we put on the PuMP® Community is designed and tailored to help you get really proficient at using PuMP® and more importantly really proficient at helping your colleagues, your organization to measure this stuff. It really does transform performance.

Thanks again for joining me. I think this has been our third PuMP® Community Q&A webinar. Remember that new content is regularly added to the PuMP® Community website. I jump in there at least once a month and throw out some things. So, if you are serious about implementing PuMP® what I would suggest you do is lock in a 30 minute appointment with yourself once a month and that 30 minutes is purely about logging in and seeing what’s new, asking a question, listening to the webinar, downloading it if you want to put it on your iPod or MP3 player, and interacting on the discussion forum.

I just find that when I put an appointment in Outlook in my calendar I’m much more likely to do it, as opposed to just writing down as a task or a good intention. So, I schedule time with myself all the time to get work done, to get the important things done.

Always feel welcome to stay in touch with me as well. Let me know how you PuMPing is going. You can email me at info@staceybarr.com. Now, technically you’re not emailing me directly, Claire is my fantastic assistant and she gets those emails. She gets all the emails that come in, actually. There’s too many for me to handle quickly. So, she always passes them onto me with updates and things, so you’ll hear from me before too long, hear from me personally before too long.

Also, I want to encourage you to start getting to know each other as well. We’ve got this growing PuMP® community all over the world. A lot of you are doing some fantastic things, a lot of you are teaching me great things, it’s too difficult to introduce you all to each other one at a time and to share absolutely everything. But, if you start connecting with each other then you’ll just have an amazing amount of support. It really is something we hear a lot about is just how valuable it is when you guys do connect up. So, use the PuMP® Community discussion forum for that. You’ve got to go in there introduce yourself, have a read through some of the comments that other people are putting in there and just start interacting. I’m not expecting it to be like some of those other discussion forums around cycling or running where it’s just prolific. It doesn’t have to be like that, but it’s just enough to get to know each other and to connect and that way you can stay in touch with each other offline if you want to do that.
Well, that is it for today, everyone. This is Stacey Barr signing off until next time. Happy PuMPing.

End of transcript.