

## Have You Got Ugly Measures?

Use this checklist to find out.

Good performance measures are quantifications that provide objective evidence of the degree to which a performance result is occurring over time. Look over the following examples to see if you have so-called measures that also fail to satisfy this definition of what a real measure is:

### “Win Customer Service Award”

- It’s an event: not regular, ongoing, actionable feedback.
- Any customer service award worth its salt would ask you for your customer measures.

### “Implement Customer Relationship Management by June 2011”

- It’s a milestone, not a result.
- Milestones are for project management, not measures for performance management.

### “Staff Productivity”

- It’s not relevant evidence of the result.
- Staff productivity can improve at the expense of customer service, and vice versa.

### “Customer Loyalty”

- It’s too ambiguous and fails to make clear what is being quantified.
- Loyalty means different things: retention, lifetime value, referral, % share of pocket, etc...

### “Customer Survey”

- It’s a data collection method, not a measure.
- Customer surveys produce a lot of different data that could produce many different measures.

### “Customers prefer us over our competitors”

- It’s a performance result, not a performance measure.
- It just describes a state we’d like to achieve, but isn’t evidence

# PUMP

K P I T E M P L A T E

Here are what real measures are like:

- Overall Customer Satisfaction = a quarterly average satisfaction rating provided by active customers about their overall experience with us
- Delivery Cycle Time = the average time in days from customer order to customer receipt of goods, calculated monthly for completed deliveries

Are your measures real measures?

| Measure Name | Is it an event? | Is it a milestone? | Is it irrelevant? | Is it too vague? | Is it a data source? |
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To learn how to design great performance measures, use the PuMP Measure Design template. It's one of the 9 practical performance measurement techniques you can learn at a [PuMP Performance Measure Blueprint Workshop](#), or in the [PuMP Performance Measure Blueprint Online Program](#).