

# PUMP

COMMUNITY

## MARCH 2024 QUARTERLY WEBCAST

### BACK TO BASICS

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These are the collated ideas we shared for mastering PuMP's 5 essential basics:

#### #1 The "why"

- Allow different past experiences (with measurement) to surface.
- Often we are directed by our leaders to do something differently so we already know what the issues are but doing the PuMP Diagnostic might help get everyone in agreement on the issues.
- Using the Results > Measures > Actions framework in discussions.
- Already having a Results Map helped organisation-wide with the "why".
- Allow everyone the opportunity to look at what we were doing that we called "performance measurement": how it breaks down, review what we're doing, agree things that weren't working as wanted.
- Help reveal the surprise of how much more measurement can be.
- We are grappling with the issue of accountability and having the right culture about performance, so making better use of PuMP Step 1 might help allay some of those concerns.

More in the PuMP Community:

- <https://thepumpcommunity.com/gabrielle-dolan-on-using-storytelling-build-buy-in/>
- <https://thepumpcommunity.com/pump-mind-map/>
- <https://thepumpcommunity.com/14-objections-to-performance-measurement/>
- <https://thepumpcommunity.com/quarterly-interactive-webcast-december-2021/>

More from the Measure Up blog:

- <https://www.staceybarr.com/measure-up/psychological-safety-for-successful-kpi-transformations/>
- <https://www.staceybarr.com/measure-up/how-to-make-measures-kpis-more-exciting/>
- <https://www.staceybarr.com/measure-up/introducing-proper-kpis-where-theyve-never-been-before/>

#### #2 Results versus actions

- Using tools to help people conceptualise the difference: 5 Whys to get to outcome, actions are finished but results are always in pursuit of, results are [future facts](#).

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- Often when the phrase is a continuous state is a sign it's a result.
- I just called out that it is an Action and asked what Result are you trying to Achieve? What will it look like when the action is done. ie. Future State.
- State of being versus start-and-stop, get to measures and realise it doesn't match the result and can go back and change it
- Give examples that are close in context to the organisation
- Sometimes we find that what sounds like it might be a result is actually more like sensory evidence of the result.

More in the PuMP Community:

- <https://thepumpcommunity.com/examples-of-results-versus-activity/>
- <https://thepumpcommunity.com/locating-your-goal-on-the-action-result-spectrum/>
- <https://thepumpcommunity.com/results-versus-actions-measurability-tests/>
- <https://thepumpcommunity.com/quarterly-interactive-webcast-march-2023/>

More from the Measure Up blog:

- <https://www.staceybarr.com/measure-up/the-grammar-of-a-measurable-goal/>
- <https://www.staceybarr.com/measure-up/replace-your-action-oriented-goals-with-result-oriented-goals/>
- <https://www.staceybarr.com/measure-up/why-we-struggle-with-actions-versus-results/>

### #3 Quantifying evidence

- The [recipe for writing a quantitative KPI](#) in writing on the wall or whiteboard, in front of people.
- Use this recipe in combination with some examples.
- Sometimes the formula (Step 5) helps us realise we can't measure it, so massage and change it if required.
- A detailed description of the formula helps a lot. And also, the story from *Practical Performance Measurement*, about how one company had [12 different ways](#) of collecting the same data, which was too confusing.
- Use the [blog post](#) about which of the 5 statistics to use.
- Explore what measuring in the ideal world looks like versus now.
- Realise there is no problem with starting from scratch, if the measures don't turn out good enough.
- Encourage the team and managers to focus on measures to be improved rather than maintained.
- The recipe can help for measuring intangibles such as trust or stress... when we must find a way to measure these because they are important.

More in the PuMP Community:

- <https://thepumpcommunity.com/tips-for-triggering-the-sensory-evidence-conversation-in-measure-design/>
- <https://thepumpcommunity.com/measure-design-tips-for-sensory-evidence/>
- <https://thepumpcommunity.com/quarterly-interactive-webcast-june-2019/>
- <https://thepumpcommunity.com/how-to-write-well-formed-measures/>



More from the Measure Up blog:

- <https://www.staceybarr.com/measure-up/4-step-recipe-for-writing-a-quantitative-measure/>
- <https://www.staceybarr.com/measure-up/when-to-make-your-kpi-a-count-a-percentage-or-an-average/>
- <https://www.staceybarr.com/measure-up/5-basic-kpi-quantification-formulae/>
- <https://www.staceybarr.com/measure-up/define-kpis-in-corporate-kpi-library/>

#### #4 Calculation formula

- To overcome the tension between feasibility and the nitty gritty of the Measure Definition e.g. when you find you don't have the data you thought you had, then make sure the Measures Team has people that know the data and can steer the team in the right direction.
- Park any measure that has low feasibility but high strength (it could become feasible in the future).
- When people gravitate toward data they have easy access to, or find that the data is not under their control and they don't have access to it – continue to steer/recircle people back to the actual measure and its formula and the actual data needed.
- Include different data owners in the team.

More in the PuMP Community:

- <https://thepumpcommunity.com/quarterly-interactive-webcast-december-2020/>

More from the Measure Up blog:

- <https://www.staceybarr.com/measure-up/dont-let-your-data-decide-what-you-measure/>
- <https://www.staceybarr.com/measure-up/when-you-depend-on-others-for-your-kpi-data/>
- <https://www.staceybarr.com/measure-up/when-kpi-data-is-too-costly-use-sampling/>

#### #5 Owner accountability

- Acknowledge if this is an area you haven't much experience or success in... it's true that what people believe is what affects how they feel and it's hard to change.
- Run a session on what the different roles are and their intents, as it might help allay fear and increase understanding.
- Compare a performance culture to a safety culture... being able to speak up, etc...
- Personality has an influence here... some more likely to speak up so take care to allow everyone to feel safe to speak up.
- Instigate the conversation about what exactly we are in control of (versus what influence we have) in relation to our KPIs.

More in the PuMP Community:

- <https://thepumpcommunity.com/georgia-murch-on-replacing-kpis-in-performance-appraisals/>

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More from the Measure Up blog:

- <https://www.staceybarr.com/measure-up/psychological-safety-for-successful-kpi-transformations/>
- <https://www.staceybarr.com/measure-up/3-questions-to-address-fear-of-kpi-accountability-in-the-moment/>
- <https://www.staceybarr.com/measure-up/get-kpi-accountability/>
- <https://www.staceybarr.com/measure-up/whats-your-definition-of-accountability/>
- <https://www.staceybarr.com/measure-up/what-is-a-kpi-owner-accountable-for/>
- <https://www.staceybarr.com/measure-up/how-to-stop-measuring-people/>

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