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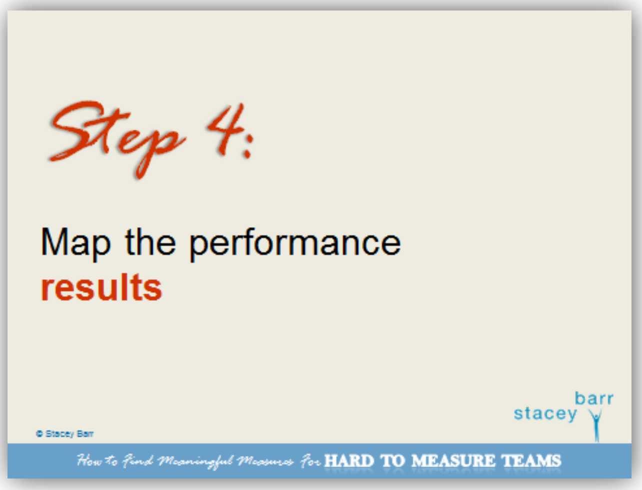
Lesson 4 - Step 4: Map the performance results

Transcript



Let's go to Step 4, which is about mapping the performance results. Step 4 is a bringing it together kind of step. It's where the customer priorities from Step 2 are united with the process disconnection from Step 3 into a single picture of success for the team.

We're going to create what's a called a Results Map. It's a very powerful visual tool, and it sharply focuses any team, hard to measure teams, easy to measure teams, any kind of team, on the results that they should, can, and will influence.

Now, those three words are actually quite important. In your team's Results Map it should focus them on a result that that they should do something about. 'Should' means that it's a really important result, that it's well-worth the team improving in order to achieve it or to have more of that particular result.

'Can' is also an important word. If there's a result in the team's Results Map it really has to be the case that they can influence it. They may not be able to directly control it, but if there's an action that they can take that could influence it in some way, or have a partial impact on it, probably not partial in the sense of a one or two percent impact, but maybe something more like a 20 to 30 or more percent impact, then it belongs in the Results Map too.

And, 'will', that's the third word – should, can, and will. If a result is in the Results Map you have to be certain that the team has commitment and motivation and will do something to improve it, obviously once it's measured.

The clarity of a Results Map is really quite incredible. I've seen it fundamentally change the way a team feels about its value and its impact. I've seen it time and again fundamentally change the way a team feels about why they turn up to work each day, so I know I'm really going over the top one this one, but a Results Map, for the simple little object that it is, its power is incredible. It's well-worth using it. I mean you could just

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say, “Look, we’ve already got a list of things, we’ll just jump straight to measures now,” but you would be missing out on amazing amount of value, like I said, the clarity of focus, the shift in people’s thinking about why they come to work, that deep understanding of the impact they really have, because it’s laid out in front of them in a visual Results Map.

Step 4 focuses your team on what their success looks like…

One of the powerful things about a Results Map, that I learned from my clients in fact, I didn’t intentionally design it into the Results Map, is the idea of visual anchor.

I designed the Results Map in fact to build alignment from a team’s or a business unit’s goals through to the strategy for the whole organisation. It was an alignment tool. It does that quite well, at least the full version of the Results Map in the PuMP® methodology, what we’re getting here is a simplified version because we don’t want to overwhelm our hard to measure teams, we want to make measurement as easy as possible for them, so really what we’re doing is a simplified adaptation of a true PuMP® Results Map.

But, the full Results Map in the PuMP® methodology really does help multiple teams see their line of sight to the corporate strategy. That’s definitely not the most important thing for a hard to measure team, because they’re just starting out, they’re just starting to find meaningful measures for the first time, we really do want to keep that as easy as possible for them.

What’s more important for our hard to measure teams is to have, firstly, an experience of what it feels like to have a clear picture of success, something that they can focus on, and to feel their influence over making that success happen, that’s what we want them to experience now, and that, I know strategy professionals may say that I’m completely wrong here, but I believe that is far more important than trying to get immediate alignment to the corporate strategy, you need a foundation to build that alignment on. That foundation is a performance culture, and what we’re doing with our hard to measure teams is building and nurturing a performance culture for them.

So, right now as you lead your hard measure teams through this process for the first time don’t worry too much about alignment to strategy; don’t even worry about having a

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complete and finished Results Map. It's more important that they have a digestible starting point, that they don't get indigestion by having too many things to try and think about. So really what you're mapping for them, or with them, definitely with them, not for them, is the beginnings of their map of success. What's really important at this point is that map of success starts out being sensible, engaging, and focused. And they're three things that you want to make sure you help your team attain when they do their Results Mapping.

Writing performance results…

The Results Map needs to be results-oriented and not a list of actions. This is a tendency that a lot of people have, they find it so easy to write down the actions they want to take, but not the results they're trying to achieve. I mentioned this a little before where we talked about disconnects and flowcharting, you do not want your teams to start writing down how they're going to fix their process that's action, that comes later. It's much more important that they understand what the results are that need to be achieved. When they understand the results and how they're going to measure those results, then it's easier to choose the right action, not just the action that first comes to mind. So, make sure that the Results Map is results-oriented, and not a list of actions.

Here are some examples. They might say something like, a training team, "We need to introduce a new training program." Well, that is definitely an action, the result's probably something like, "Training revenue grows." Maybe a team – maybe it's the same kind of team, but they might say something like, "We need to –" Or a professional services team might say this, "We need to market our services more widely." Again, that's an action. That is not a result. The result of marketing our services more widely is probably something like, "A continuous stream of new leads or new prospects finds us," that's the result.

A project team might say something like, "We need to implement a project management system," what they really want, the result they want, that's the action, yeah, sure… maybe that is something they should do, implement a project management system, but the result they really want is, "More projects are completed in less time and under budget." So, be results-oriented, not action-oriented.

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The second thing that you want to make sure your teams do when they come up with their Results Map is to make those results specific, not weaselly. Weaselly is a term that I heard many years ago, actually, from an Australian author called Don Watson, who wrote a book called *Death Sentence: The Decay of Public Language*. And, he is a writer, so he really cares about words. His particular vendetta is to eliminate the use of vague, weaselly, waffly words from our language.

Now, it's easy to see them, you just have to open up any strategic plan, or annual report, and they'll be full of weasel words; words like, 'efficient,' 'effective,' 'sustainable,' 'engaged,' 'accountable,' 'reliable,' 'quality,' 'capability,' all of those sorts of things. They sound really important and really businessy [sic] and really good, but quite frankly they mean very little to people, they're not specific enough. So, don't let weasel words come into the results statements that your team puts in its Results Map.

If they say something like, "Well, our result is to improve our efficiency." No, no, no. If the discovery team said that, the discovery team that identifies new opportunities for mines, if they said, "We need to improve our efficiency what they probably really mean is something like new discoveries move through the opportunity pipeline faster," that's much more specific. They might say "We also need to enhance our effectiveness," what they really mean is that new discoveries move further through the opportunity pipeline.

Be specific, not weaselly. Say it how it really is. That does mean that you can't be broad, and you shouldn't be broad. If you're broad you're trying to make your bullet cover too big an area, make your bullets count and have them fired at a bull's eye, at a tight, focused, specific target.

The other thing that is very important to encourage your teams to do in their Results Map is to be focused and not multi-barrelled. I'll illustrate this with an example, a team may say, "We want more projects that are completed in less time and under budget," technically that is multi-barrelled because it's talking about two different results. It's talking about less time and it's talking about under budget, so different results. It might be better to split that result, their original result into two. So, instead of having one result, "More projects are completed in less time and under budget," instead they would have two results. One being, "More projects are completed in less time." And number two being, "More projects are completed under budget."

The reason why we do that is when goals or results are multi-barrelled it's very hard to find a single measure that will work for that goal. You need a measure per result, so each result needs to be focused. You can't measure 'less time' and 'under budget' with the same measure. You need a time-based measure for 'less time,' and you need probably a financial or a dollars-based measure for 'under budget.'

Another example is, "Invoices are paid on time and in full." And you could split these as well to, "Invoices are paid on time," and, "Invoices are paid in full," but there's a slight exception here that you sort of want to be a little big sensitive to, and it could be that what they mean here is that they're only interested in invoices that meet both conditions simultaneously. So, what they are interested in is invoices being both paid

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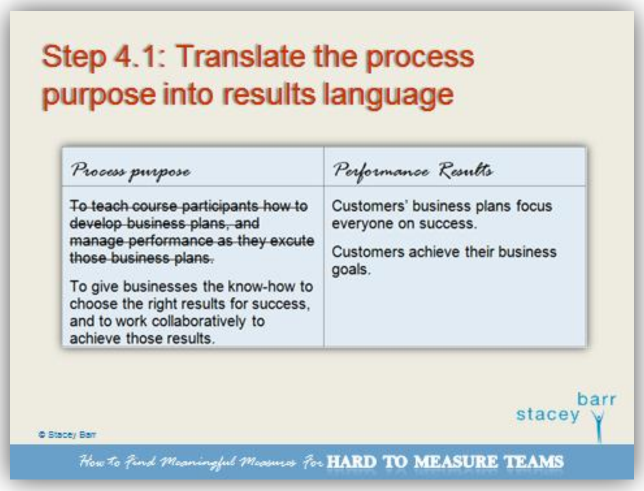
on time and in full at the same time. They want to know how many invoices meet both conditions, so if that's the case then it's not technically a multi-barrelled result.

An example of a really multi-barrelled result that you want to avoid, that's also very weaselly is, "To enhance the effectiveness and efficiency of our processes in producing quality services for our varied customers." Now, that's multi-barrelled, and it's weaselly and it's useless, that needs some serious work, a result that's written like that.

Alright, so there are your three keys: results-oriented, specific, and focused.

Step 4.1: Translate the process purpose into results language



Now where do these results come from? The first place they can come from is the process purpose. So, back in Step 3.1 your team wrote a process outline and one of the things they did there was to write down the purpose of their process. It is a very good thing to translate into performance results. Now, the training team, again, it's one of the case studies that you've got that you can download and look at in full, but when that training team identified the disconnects of their process they no longer felt that their purpose for their process was quite right. Their disconnects related to, if you recall, that the people who come to their training courses were very concerned about being able to implement what they learned back at work and get engagement. So, this process purpose of teaching course participants how to develop business plans and manage performance as they execute those business plans seemed a little bit lame now, because they really understood more that for their customers it wasn't about just the learning, it was about the implementation.

So, they changed their process purpose to be, "To give businesses the know how to choose the right results for success and to work collaboratively to achieve those results," much nicer purpose.

Now, with that purpose translating that into performance results is really about asking that question, "So, what is it that we want to achieve when that purpose is fulfilled?" What are the things that will be there when this purpose is fulfilled?"

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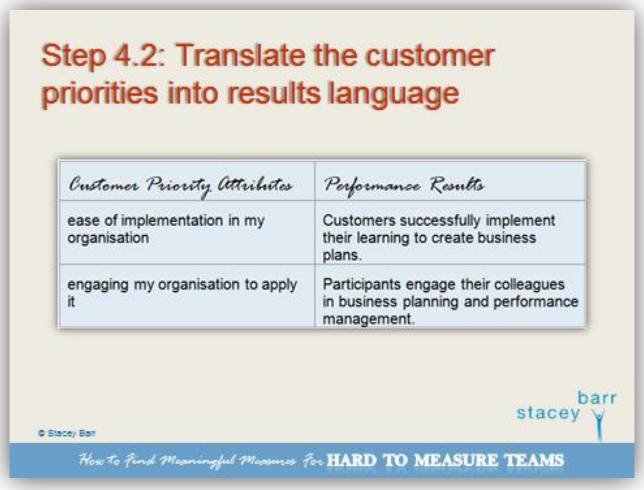
Well, the two performance results they came up with that related to their process purpose, their new process purpose are these: Number one, “Customers’ business plans focus everyone on success.” Number two, “Customers achieve their business goals.” So they felt that if their process was a success, if they really did give businesses the know-how to choose the right results for success and to work collaboratively to achieve the results, then the two results that they would see for their customers would be that the plans really do focus people on success, and that the goals that are in those plans get achieved. It sounds a little ambitious, but that’s fine. I think we can afford to be a little bit ambitious.

OK, let’s go to Step 4.2…

Step 4.2: Translate the customer priorities into results language



Step 4.2 is where we do pretty much a similar thing as 4.1, but we’re now looking at the customer priority attributes. These came from Step 2.3, the customer priority quadrants graph, where we identified customers’ most important priorities. For the training team the two priority attributes that were in the red quadrant in the graph were these, “The ease of implementation in my organisation,” and, “Engaging my organisation to apply it.” Now recall that the service attributes that end up in that red quadrant are the ones that are relatively higher in importance, but relatively lower in satisfaction. So, they kind of represent the biggest gaps in performance. These are the things that a team has therefore chosen as priorities to focus on.

The performance results that they derived or translated those attributes into are these: “Ease of implementation in my organisation,” became a performance result statement that says, “Customers successfully implement their learning to create business plans.” That’s a results-oriented way of saying, “Ease of implementation in my organisation.”

For the second priority attribute it was, “Engaging my organisation to apply it,” meaning the learning. The performance result was, “Participants engage their colleagues in business planning and performance management.” So, what the training team attempted to do with those priority attributes was retain the customer’s language in writing those attributes of service, so the customers used the language of ‘ease of implementation’ and ‘engaging my organisation,’ but it’s quite helpful to translate them into richer and more tangible performance results, because that’s going to make it easy

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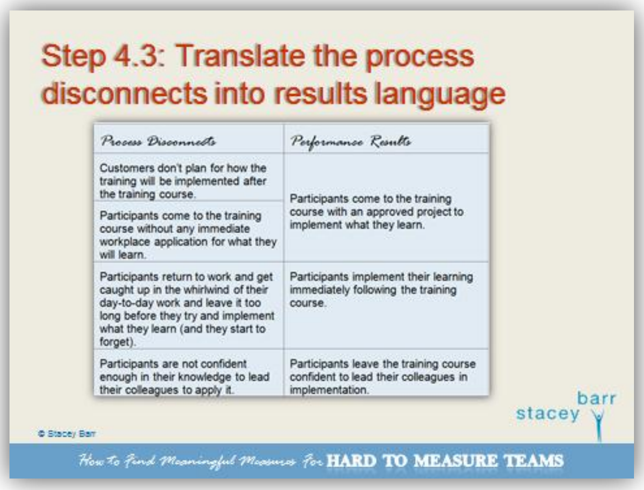
for the team to maintain a specific focus and not a vague one, they can see what they're trying to make happen.

Step 4.3: Translate the process disconnects into results language

Step 4.3, same thing again, identifying performance results, but this time it's for the process disconnects. So Step 3.3 had us identifying the disconnects in our team's processes, those areas that in the process that were disconnecting the process from its purpose and that really were the highest points of leverage for improvement in order to help achieve those customer outcomes, and of course better fulfil the purpose of the process.



So the four disconnects that the training team identified in their process were these:

That "customers don't plan for how the training will be implemented after the training course." That "participants come to the training course without any immediate workplace application for what they will learn." That "participants return to work and get caught up in the whirlwind of their day to day work and leave it too long before they try to implement what they learn, and therefore they start to forget." Fourthly, "participants are not confident enough in their knowledge to lead their colleagues to apply it." So those four disconnects were identified in the training team's process.

And, again, you can look straight into the training team's case study to look at their process flowchart for training and to see where those disconnects are.

The training team derived three performance results from those four disconnects. The first two disconnects inspired a performance result, "Participants come to the training course with an approve project to implement what they learn." Another performance result that was derived from the third disconnect, actually, is, "Participants implement their learning immediately following the training course," that's the result they want, instead of, "Participants returning to work and getting caught up in the whirlwind." For their fourth disconnect about participants not feeling confident enough to lead their colleagues in implementation the performance result that the team chose was, "Participants leave the training course confident to lead their colleagues in implementation."

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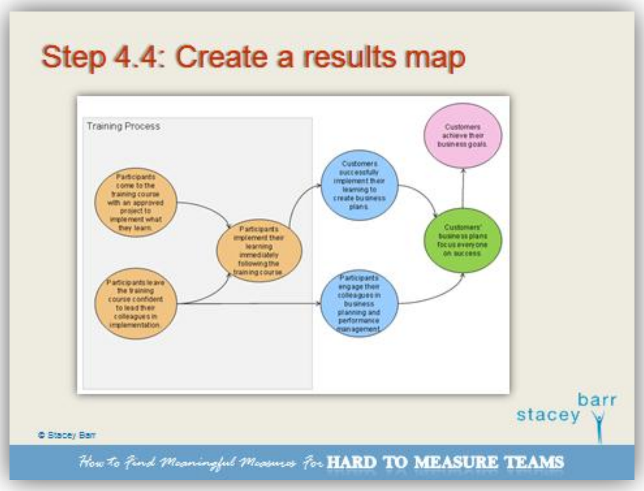
So there we have it, three things that the team is going to translate into performance results. There's never one true way, one correct way of writing a performance result, there could be two or three different ways of writing it, as long as it meets those three criteria of being results-oriented, of being specific – not weaselly, and being focused and not multi-barrelled, that's fine, that's going to be good enough, because it's these performance results that are going to be used to help us get to measures, and as long as they're good enough to help us arrive at the right measures, that's fine.

Step 4.4: Create a results map



What do we do with all of these performance results we've created? Well, we bring them together into a single map, and of course it is a Results Map. This is an example of a simplified Results Map, it's not the full PuMP® Results Map, but you don't need to worry about that right now. You want to keep it simple for your team; you want to keep them focused. When a team gets more advanced, when they get more comfortable with measurement and they're trying to do a better job of aligning what they measure to the organisation's strategy, then the full PuMP® Results Map becomes a much more useful tool for them, but remember you're just building the foundations for a team here that's been hard to measure and probably hasn't ever had really good measures.

Each bubble in this Results Map is a result on its own. Of course it's results-oriented, it's specific, and it's focused. The colours have some meaning in this map as well. Pink means that it's a very high-level result that relates to the purpose of the whole organisation, like its mission statement. Green means a high level result that relates to the whole organisation still, but this time it's relating specifically to the current strategy, the current strategic direction of the organisation. It's the blue and the orange results that most relate to the particular team that you're working with.

So you might be wondering, "How did a green and a pink result end up on this team's Results Map?" I'll come to that in a sec, but firstly the blue results are results that correspond to the outcomes of team's process. So, they usually relate very closely to the process purpose and the customer priorities. The orange results, you can see they sit inside the team's process; in this case it's the training team's process. Those orange results are what we call in-process results, as in in-process. So they're in-process

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results, and they're results that the team has direct influence over, sometimes direct control over, and it's their leverage for improving the blue process outcomes.

So, you can see for this training team that they were able to directly link their results to the results for the organisation as a whole, and it just came out that way because this training team is really the core team in a training business. So, they are very, very closely related to the purpose of the business. If we talk about a discovery team in a mining corporation, they're not so closely related to the ultimate purpose of the mining corporation, they're far disconnected from it. They produce discoveries, then a whole other set of groups turn those discoveries into commissioned mines, and then those mines produce product that then gets marketed and sold, and made available to the world to use as a resource. There's a whole lot of other stuff that happens that separates the discovery team from the ultimate purpose of the mining company. The mining company doesn't exist to produce discoveries, it's there to create a commodity out of natural resources, so the discovery team doesn't have a green or a pink result on their Results Map, because that's just too far away from where their reality is. So, the only reason it's here for the training team is because they are so closely connected to the purpose of their organisation, which is a training business. So, it's rare, actually, for this to happen for your hard to measure teams.

Let's take a closer look at this Results Map, and I'm going to click through the case study for the training team. Again, just like the process flowchart this Results Map is in a slide object, so we can open that up and see it there in PowerPoint. Now, if you were to go back and read through Steps 4.1, 4.2, and 4.3, you'd find that the words that are written in the performance result columns in each of those three sets of tables are now here in the Results Map. From the disconnects are these orange results.

So, "Participants come to the training course with an approved project to implement what they learn." "Participants leave the training course confident to lead their colleagues in implementation." When both of those things happen really well, then participants are more likely to implement their learning immediately following the training course. Do you see that cause/effect? When they come already knowing how they're going to implement what they've learned and they leave feeling confident to get their colleagues engaged in that implementation it's much more likely that they'll immediately implement when they follow the training course. Is it a certainty? Of course not, and that's not what we're looking for in a Results Map. It's not like a machine; it's not trying to describe a mechanical thing that it always does the same thing. This is about describing likelihoods, and probabilities, and cause/effect, so it's contribution.

The more they have these first two orange results, the more they'll get this third orange result. And the more they get that third orange result, the more of their participants that do implement their learning immediately following the training course, then the more success that customers are going to have creating business plans. The more success that the customers have creating business plans, the more likely those customers' business plans will focus everyone on success. The more that the customers' business plans do focus everyone on success, the more likely customers will achieve their business goals. So, you see that flow of cause and effect? That's what you're trying to

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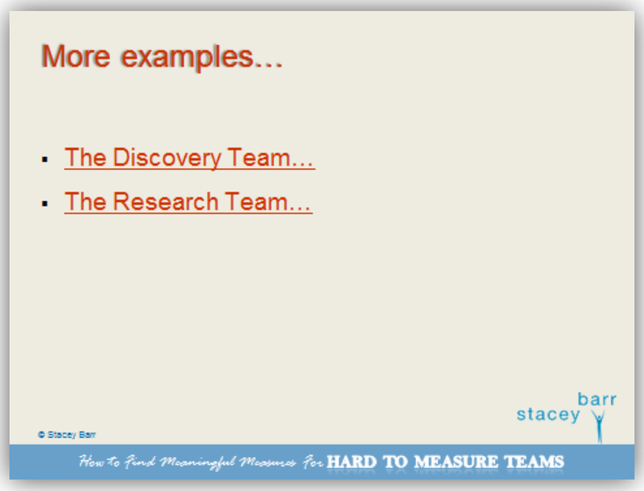
help your team understand, is how their points of highest leverage can flow through to influence and contribute to these other outcomes that are not within their direct control.

The way that you create this Results Map is simply using objects that are naturally in PowerPoint. In the flowchart we used squares or rectangles to capture each step in the process, here we're using circles to capture results, and the arrows are pretty much the same as well. They grab onto holding points on the object, so that if I move this around the arrow doesn't get disconnected from it. It just helps you keep the diagram nice and neat, that you don't accidentally lose the logic flow by shifting something over here and having the arrow move away and then you end up not being able to remember where it was connected to. So, it's a simple thing, but it's a useful thing. You want to keep it easy, you want to keep it simple for your teams.

You're going to sit with your teams and create this with them, and as they see it emerge on the screen, that's when you'll start seeing some pennies dropping and people really understanding that they do have influence. They're hard to measure, sure, but that did not mean impossible to measure.

More examples…

OK, so we might take a quick look at a couple more examples, and then we're going to go into our 5th Step, which is how to design measures for these results. Let's take a quick look at the discovery team's Results Map. You can see that they don't have any green and pink on their Results Map. I might open this up so that you can see it a little bit more easily too. Of course it's in your case study, as well.



The discovery team just have orange and blue results because really that's where their focus was, they didn't need to go beyond that. Just thinking about their process, purpose, their customer priorities and the points of leverage within their process, derived from the disconnects, that helped them focus enough on some really powerful things to improve, and therefore to measure. So, "Elusive targets are easier to find," is a result that they derived from one of their disconnects. Also, "Non-viable opportunities are eliminated early in the pipeline," they also derived that from one of their disconnects. "Opportunities don't stall in the pipeline due to obstacles in the discovery process," again, from one of their disconnects. Also, "Conceptual targets lead to discoveries at a higher rate." I think if remember correctly these two came from the same process disconnect.

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Their process outcomes, there's four of them as well; "Opportunities in the pipeline represent large deposits of targeted minerals." Another process outcome, "Opportunities in the pipeline represent high quality deposits of targeted minerals." A third one, "Opportunities move quickly through the pipeline from initial testing to handover." And ultimately, new discoveries contribute disproportionately to global production of their target resource. What that means, because it's not immediately obvious, is what they want to do is find deposits of minerals that contribute vast quantities, so something like they have the 20 percent of discoveries that contribute to 80 percent of the global production, so a bit of Pareto's principle in there.

Again, they've got nice cause/effect relationships flowing between and among these things. So, it effectively tells the story of what this team creates, of the impact that this team has and how they have that impact. It doesn't need to be any more complex than this, if it is, it's too complex and it will weigh the team down more than liberate them. In fact, they don't even need to focus on this many; they could prioritise just a few of these and just start measuring one or two of three of them. It depends on the amount of time; pressure your team is under, it also depends on their appetite for improvement. So, you be the judge should they prioritise these results even more, or just pick one, or two, or three to start with, that's absolutely an OK thing to do.

You'll also see another example, of course, for the research team. They have a Results Map that you can look at as well. I don't think theirs is any different. It's not going to sort of highlight anything in addition to what we've already discussed.

End of transcript.