

About PuMP®

Performance measurement is a process, not an event; an investment, not a cost.

Most organisations share the *same problems* with performance measures.

- Too many performance measures (you're drowning in useless data).
- Not enough meaningful performance measures (what you have don't really help).
- Measures have little alignment with organisational direction and goals (so goals aren't achieved).
- No buy-in from staff of performance measures and improvement (so strategy is not executed).
- Performance data that lacks integrity (you don't use it because you don't trust it).
- Data processes collect all but the data you really need (so measurement is not cost-effective).
- Performance reports are so thick and detailed you make little use of them (and measures are unused).
- You're swamped with tables of data that are difficult to analyse (and you miss the real trends).
- The wrong kinds of information drive your decision making (forcing the "squeaky wheels" to take over).
- Improvement initiatives don't achieve their intended results (therefore, a negative or nil ROI).

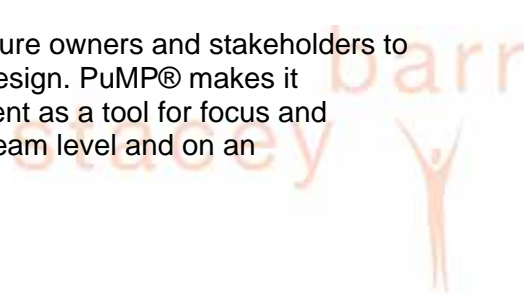
These problems are *caused by an ad hoc approach* and under-estimation of the effort and rigour needed to produce meaningful measures.



- Frameworks like Balanced Scorecard or Triple Bottom Line are mistaken for measurement methodologies (they are actual strategic frameworks, and offer no direction for the design and development of performance measures).
- The real purpose of measuring performance is not clear, and often not discussed. People jump through the measurement hoops because they have to, and miss the value of using measurement to clarify their most important goals, and direct their attention and action to achieve those goals.
- The goals aren't understood or articulated well enough to be measured. Motherhood statements, management jargon and other inert language renders goals and objectives so vague they literally are immeasurable.
- Measures are brainstormed or adopted from the past or from other organisations. Organisations will argue their uniqueness until blue in the face – expect when it comes to measures, when it will take on anything that anyone else is measuring. Instead, measures should tell the story of the organisation's unique direction, and should be chosen much more ruthlessly.
- Consultation of staff in measure development is superficial. Sign-off is not the same as buy-in. Consultation is not the same as involvement. And so people that have been consulted or signed-off on a measure, still treat measurement as an inconvenience at best and as an absolute threat at worst.
- The effort stops after some words are written in the KPI column in the plans. At the end of the planning cycle, when it's time for review, there is not enough objective results-based data to conclude whether goals are achieved, and usually no useful results-based data at all to monitor progress along the way.

As a specific performance measure methodology, *PuMP® brings rigour* to strategic, tactical and operational measure development.

- PuMP® makes strategic direction the starting point and ongoing check point for meaningful measure development.
- PuMP® tests and improves the measurability of goals and teases out the implied but specific results worth measuring.
- PuMP® facilitates an evidence-based thinking approach to measure design that is not constrained by existing data, measures or beliefs about what is and is not possible to measure.
- PuMP® allows buy-in to happen by engaging measure owners and stakeholders to make the decisions about measure selection and design. PuMP® makes it possible for them to discover the power of measurement as a tool for focus and deliberate improvement, on a personal level, on a team level and on an organisational level.



PuMP® is a *step-by-step process of simple techniques and templates* that create meaningful measures that drive strategic improvement.

PuMP® uniquely breaks the whole job of performance measurement into logical chunks that give you more control over what you measure and how you measure it. It is a methodology consisting of a comprehensive collection of frameworks, techniques, tools, templates and case studies organised around the seven phases of the performance measurement process:



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".

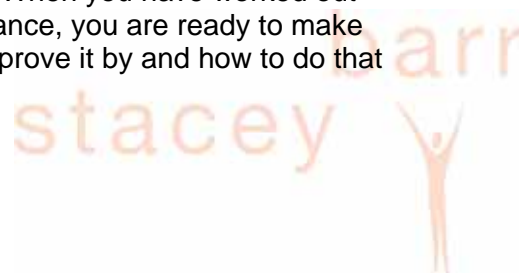
STORE: manage the data so it's quick and easy to access: Where and how you store your data directly determines what data you can access, when and how quickly you can access it, how easy or difficult it is to access and how much cross-functional use you can get out it.

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.



Stacey Barr, the Performance Measure Specialist, is the creator of PuMP®.

Stacey believes performance measurement is more a social process than a technical process.

Informed decision making is only in part about data and fact, numbers and charts. It's equally about a change inside ourselves that opens us more to seeking, interpreting and using objective information, *before* we give in to our natural fixation to find solutions.

Performance measurement is only in part about balance sheets, scorecards and computer systems. It's much more about changing how we articulate which results define the success of our business, how we seek feedback about business performance and how we allow that feedback to show us how to change our business to make them more successful.

Stacey's style is most often described by her customers as passionate, easy to understand, highly practical and refreshing. She's not about rigid theory, but much more about engaging people in the process of measuring what really matters to them and their business.



Contact Stacey to share your challenges and vision for performance measurement in your organisation:

Stacey or one of PuMP® Consultants will help you think through a strategy to get more meaningful performance measures and greater buy-in to performance improvement, in a way that suits your organisation now.

Email info@staceybarr.com to book a time for a quick telephone chat to discuss your challenges and vision for performance measurement in your organisation.

Or, experience the flavour of PuMP® through the many tips and case studies and resources Stacey shares in her free email newsletter. You can sign up now at www.staceybarr.com.

