PuMP Step 2: Mapping Measurable Results

Step 2.1: Test the strategy's measurability

☐ We do this using the five Measurability Tests (refer to the summary page for this technique).

☐ Use the Measurability Tests template on each goal.

Step 2.2: Tease out the implied performance results

☐ These are the outputs of the Measurability Tests, your translation of the original goals into statements that are clearer and more measurable.

☐ You put them on the Results Map into bubbles:

o Pink layer: success & sustainability results, implied by the vision, mission and (optionally) stakeholder perceptions of value

o Green layer: corporate capability results, implied by corporate goals or objectives or key result areas or critical success factors or corporate priorities (2 to 10 year timeframe)

o Blue layer: process or functional results, implied by departmental goals or objectives, the most important business process results, business unit or functional purpose, results intended to be achieved by programs or projects aimed at impacting strategic results (but not the on-time and on-budget project results!)

o Orange layer: activity or team results, implied by operational goals or objectives, results of activities most impacting on end process results, results implied by a team's impact on activity or end process results, results of projects aimed at impacting tactical results

☐ Don't worry too much about getting the colour right at this point.

☐ You need to understand the relationships first – as sometimes the colour will change if the logic says it should.

Step 2.3: Map the relationships among results

☐ Here you are putting links between results in the map.

☐ You're using cause-effect links, companion links, and conflict links.

☐ The cause-effect links help you decide if you need to move a result to a different layer or colour in the map.

Step 2.4: Test the logic of the Results Map

☐ Can you 'read' the Results Map in a way that tells a story of what matters and why it matters?

☐ Can you trace a logical line of sight between each orange result and pink result?

☐ It's common that something you think is a green result actually should be moved to a blue area, or from the blue to the orange.

☐ Move things around if you need to, to make that story of the strategy clear.

Step 2.5: Highlight priority results worth measuring

☐ Results Maps can get very complex – until you get very good at designing strategy and setting priorities early on.

☐ Until then, you can simply highlight the most important results in the Results Map that are most worth measuring now.

☐ If you feel like there are too many results to measure, you're probably right.

☐ The optimal number of results that any one person or team should be responsible for at any one time is between 1 and 3.