

PuMP® Implementer Program

are your employees disengaged?

Only 18% of Australian workers are engaged, according to research conducted by The Gallup Organization in Australia. And disengaged employees aren't as productive nor profitable nor loyal nor customer focused as those very few that are engaged. Some of the common reasons for this disengagement are not feeling recognised and supported; not getting enough valuable feedback; and not being able to see that they are making any kind of valuable contribution¹. Are you aware of the power that performance measurement has in turning these reasons around?

do you want performance improvement, not just performance measures?

Performance measurement is a management practice that is really starting to come of age. The more complex and demanding our societies and organisations are getting, the more we need to prioritise, improve and demonstrate the value that we are contributing to those organisations and societies. Performance measurement is the process that makes this happen, but most organisations are still limited by ineffective and inefficient old practices. This program turns all that around!

are you ready for it?

You need to be ready for this kind of program, because it requires dedication and commitment from you and your team for several months. Can each of you:

- make time for up to 30mins of pre-reading for each of the 8 workshops?
- participate in each of the 8 scheduled half day workshops?
- make time for around 2 to 4 hours after each workshop to put it into practice?
- maintain a commitment to do one of the above each week, over several months?

No? Then feel free to contact Stacey if you'd still like to explore other ways to develop the performance measures you need to improve your organisation's success.

Yes? Then read on...

¹ article by Deborah Tarrant, "Employee Engagement", Management Today (issue September 2005)

the approach is PuMP®, because performance measurement is a process, not an event

The PuMP® methodology to performance measurement has been around now for over a decade, and it was designed to make performance measurement much more practical and practice-able than the myriad of so-called performance measurement models that have emerged over that time period. The PuMP® Implementer Program is the simplest and easiest way to benefit from the PuMP® methodology, as it is a team-based, action learning approach to designing and creating performance measures. You learn and apply as you go! PuMP® is:

- a logical approach to performance measurement, that is based on a series of very simple techniques that specify in detail the how-to steps of performance measurement
- a complete methodology that takes you all the way from identifying what you need measures for, right through to using the measures to drive performance improvement (covering all the activities in between that bring your measures to life)
- very people-oriented, with its techniques able to be understood by people at any level in the organisation and with any background, and designed to be applied in a team setting (so buy-in is a natural by-product)
- a surprisingly powerful culture change medium, that helps people connect to a higher meaning for coming to work each day, focus on the outcomes of their work and not just the activities, and take ownership of results and improvement

what difference will this program make for you?

As a result of taking on the PuMP® Implementer Program you can expect to:

- see and explain to others the value that your team contributes to the whole organisation
- decide on the few performance measures that will be most worthwhile reporting & using in your decision-making - even measures of the intangible things!
- bring your new measures to life, through cost-effective and well-designed reports
- put your measures to use, to improve your team's performance and the performance of your organisation (or initiative or process)

- get incredibly high buy-in from people to performance measurement and improvement
- continue, without external help, into the future to refresh and report and use your measures
- become the example of performance measurement best-practice in your organisation!

what's involved in the PuMP® Implementer Program?

There is a series of workshops and do-it-yourself activities that are involved in your PuMP® Implementer Program:

1. Scoping Meeting

Your project's leaders are lead through a discussion to identify the scope, purpose and intended outcomes from this measurement journey. The PuMP® Implementer Program design is discussed in detail, aligned to your needs and we schedule the workshops and activities. We cover:

- your drivers and purpose for this program, and the outcomes you want to get from it
- design of success indicators to evaluate how the program actually works for you
- selection of the people to involve
- a draft schedule of the sessions in the program

outcome: we have a very clear understanding of what the PuMP® Implementer Program must deliver for you

2. Session 1: Introductory Workshop

Participants are facilitated through a dialogue to come to a shared understanding of what good performance measurement is all about, and how we are going to work together to apply this. We will cover:

- sharing our experiences and knowledge of performance measurement
- discussing the typical practices people do to measure performance, and the problems these practices have
- discussing some alternative practices (from PuMP®) that overcome these problems, making performance measurement easier, quicker and more valuable
- reviewing and scheduling our PuMP® Implementer Program activities

outcome: we are ready to get going on the program, with a shared understanding of what performance measurement is really about, and why this approach will be better than any previous experiences

3. Session 2: What do we need to measure?

Participants work through the following series of activities to learn and apply the

PuMP® technique for clarifying strategy and making it more measurable by creating from their business plan a results map. We will cover:

- how to identify the specific outcomes or results or aspects of strategy to potentially measure
- linking strategy throughout the organisation, in both function-oriented and process-oriented ways
- mapping and prioritizing your strategy to highlight exactly what results should be measured
- action planning to review and complete the results map

outcome: a results map (like a strategy map) that focuses us on the specific results that need to be measured

4. **Session 3: How do we design meaningful measures?**

Participants work through the following series of activities to learn and apply the PuMP® technique for designing meaningful measures for those results in the results map. We will cover:

- a reflection on the strategy map, to fine-tune it ready for measure design
- how to design measures for even the most intangible of results
- putting this technique to use by designing some of the measures for the strategy map
- action planning to complete the measure designs & prepare for the measure gallery

outcome: a collection of measures that are well-designed evidence of the degree to which you are achieving your most important results

5. **Session 4: The Measure Gallery, to encourage buy-in**

Participants play ‘tour guide’ for their wider circle of colleagues during a measure gallery to showcase and gather feedback on their strategy map and associated measures. The measure gallery includes:

- sharing how the results map and measures were designed
- explaining what the results map and measures mean, and why they were chosen
- encouraging and collating feedback from measure gallery visitors on how the results and measures might be improved
- analysing the measure gallery feedback and identifying improvements to the results map and measures
- action planning to implement the improvements

outcome: greater buy-in to the measures from colleagues, plus a sanity check on the goodness of the measures designed

6. **Session 5: How do we bring our measures to life?**

Participants work through the following series of activities to learn and apply the PuMP® technique for defining the details of how to implement, or bring to life, the measures. We will cover:

- a reflection on the measure gallery improvement ideas

- how to define the details of measures as specifications for bringing them to life
- putting this technique, and its associated tool, to use by defining some of the measures
- action planning to complete the measure definitions and collating the required data

outcome: clear action plans for collating and analysing the data required to bring the measures to life

7. **Session 6: How do we report our measures?**

Participants work through the following series of activities to learn and apply the PuMP® technique for designing and creating reports for performance measures. We will cover:

- a reflection on the measure definitions and data collation activities
- how to design performance measure reports that make the measures useable and useful in decision making
- designing the performance report template, and starting to add the measures
- action planning to complete the performance measure report and establish a routine performance reporting process

outcome: a mechanism to regularly report the new measures so they are easy to use to improve performance

8. **Session 7: How do we use our measures?**

Participants work through the following series of activities to learn and apply the PuMP® technique for integrating performance information into decision making, and improvement. We will cover:

- a reflection on the performance report design and creation
- how to design decision processes to make the most use of performance information
- practicing the new decision process to interpret performance results, prioritise improvement opportunities and plan an improvement initiative
- action planning to implement the chosen improvement initiative and establish a routine performance monitoring process

outcome: the rubber hitting the road: measures are put to use to identify how to improve performance

9. **Session 8: Final Reflection Workshop**

Participants are facilitated through a reflective dialogue on how the whole PuMP® Implementer Program went, based on our initially chosen indicators of success and our learnings along the way. We will cover:

- reflecting on the whole program, what worked and what could have worked better
- interpreting each indicator of success result to evaluate the program
- highlighting the greatest learnings and any actions that arise from these (such as fine tuning your organisation's approach to implementing PuMP®)
- celebrating the achievements

outcome: a refined approach to how you can continue to integrate performance measurement into your management processes, to make performance improvement easier and faster

are you ready to measure (and improve) what really matters most?

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.