Performance Measure Blueprint Online Program

Introduction: Performance Measurement is a Process

WORKBOOK
About the author, Stacey Barr

Stacey Barr is a globally recognised specialist in organisational performance measurement.

She discovered that the struggles with measuring business performance and creating great KPIs are, surprisingly, universal. The biggest include hard-to-measure goals, trivial or meaningless measures, and no buy-in from people to measure and improve what matters. The root cause is a set of bad habits that have become common practice.

Stacey created PuMP®, a deliberate performance measurement methodology to replace the bad KPI habits with techniques that make measuring performance faster, easier, engaging, and meaningful. PuMP is used in over 45 countries around the world, and by thousands of organisations in many sectors and industries.

Stacey is author of Practical Performance Measurement, publisher of the Measure Up blog, and her content appears on Harvard Business Review’s website and in their acclaimed ManageMentor Program.

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Need help in other aspects of performance measurement?

Beyond the Performance Measure Blueprint Workshop, there are several proven ways we can assist you with implementing measures that matter:

PuMP® Evidence-Based Leadership Program

- For Executive Teams to learn and apply the principles of PuMP through evidence-based leadership, and inspire the organisation to high-performance
- Read more at staceybarr.com/products/evidencebasedleadership

In-house PuMP® Performance Measure Blueprint Workshop

- Private workshop for 15 or more of your colleagues
- Read more at staceybarr.com/products/pumpblueprintinhouseworkshop

PuMP® Performance Measurement Professional Program

- Go beyond the PuMP® Blueprint and become the performance measurement leader and expert in your organisation or company
- Read more at pumpprofessionalprogram.com

PuMP® Implementer Program

- In-house facilitation of the PuMP® Blueprint by one of our licensed PuMP® Partners
- Email info@staceybarr.com for details

Look for more PuMP® performance measurement resources currently available to help bring your performance measures to life: www.staceybarr.com
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Introduction:

Performance Measurement is a Process

By seeing measurement as the process it actually is, means it can be done consistently, and it can be improved.
Measurement has meaning in context

YOUR NOTES

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**ACTIVITY: What goes wrong with performance measurement?**

**Task**
1. Pause the video for a moment.
2. Write down your biggest struggles with measuring performance.
3. Then restart the video again.

**Tips**
Be as specific as possible:
- “we have goals that aren't possible to measure”
- “we argue about data integrity rather than using the measures”
- “people won't spend time on performance measurement”

**YOUR NOTES**

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The PuMP® Mind Map Activity

Measures aren’t used
Driving the wrong behaviours
Targets aren’t achieved

Reports aren’t used
Reporting is time consuming
No time for good analysis

Targets aren’t meaningful
Always explaining variations
Measures are hard to interpret

Don’t have the data we need
No-one owns the measures
Measures aren’t consistently calculated

Don’t value performance measurement
No leadership support
No measurement approach/skills

Goals are too intangible
Measures aren’t cascaded
Too many measures

Measures aren’t meaningful
Measures not aligned to goals
Only measure easy stuff

People don’t support the measures
They have “real work” to do
Don’t want to be involved

YOUR NOTES

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The Post-it Note Method

YOUR NOTES
PuMP® Mind Map

Performance doesn’t improve, targets aren’t met.
Reports are laborious to produce and don’t get used.
Constantly explaining variations to last month and target.
Getting data is hard, and measures don’t get implemented well, or at all.

1. People don’t understand the why, what & how.
2. Goals & objectives seem immeasurable.
3. Measures aren’t relevant, feasible, or meaningful.
4. People are cynical and don’t want to be involved.

YOUR NOTES

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The 8 biggest performance measurement bad habits

1. Use measures to judge people’s performance
2. Write strategy with vague, weasely language
3. Use brainstorming to choose measures
4. Ask people to simply sign off on selected measures
5. Rush to get data and build dashboards
6. Compare this month to last month to assess performance
7. Use performance reports to CYA
8. Use education, resourcing and funding as improvement initiatives
The PuMP® Performance Measure Blueprint

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<td><strong>Understanding Measurement’s Purpose</strong>&lt;br&gt;Fixing the focus firmly on continuous improvement as the purpose for measurement.</td>
<td><strong>Mapping Measurable Results</strong>&lt;br&gt;Translating our strategy into clear, focused, and measurable performance results.</td>
<td><strong>Designing Meaningful Measures</strong>&lt;br&gt;Choosing the most feasible and relevant measures that evidence our performance results.</td>
<td><strong>Building Buy-In to Measures</strong>&lt;br&gt;Getting ownership from our stakeholders, quickly, easily and engagingly.</td>
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<td><strong>Implementing Measures</strong>&lt;br&gt;Documenting in detail the data, analysis and reporting requirements for each of our measures.</td>
<td><strong>Interpreting Signals from Measures</strong>&lt;br&gt;Focusing ourselves on gaps between as-is and to-be performance.</td>
<td><strong>Reporting Performance Measures</strong>&lt;br&gt;Creating useful and usable performance reports that inspire us to action.</td>
<td><strong>Reaching Performance Targets</strong>&lt;br&gt;Improving business processes to move as-is performance toward to-be.</td>
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STACEY BARR
Performance measurement is a process, not an event!