

WEBINAR: Top 5 KPI Questions Strategy & Performance Professionals Ask Most – And The Critical One To Answer First.

Answers & Resources for Participant Questions



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Creating buy-in

- QUESTION 1: Could you please repeat your statement about creating buy-in? We are very concerned about rolling out our performance measurement strategy (called Enterprise-Wide Goals) successfully to make people feel valued and a part of the strategy.
- QUESTION 2: My biggest issue is that my program owners have no desire to measure or collect data on anything. And I don't own the data.
- QUESTION 3: Can you please explain step 4 again?
- QUESTION 4: One thing that I am interested in is how I get staff buy-in without them thinking that they are being micro-managed? I.e. for them to see the value in measurement.
- QUESTION 5: In step four, what about saying "join in" rather than "buy in"
- QUESTION 6: How to get buy in
- QUESTION 7: In developing a strategic approach by the leadership how do you ensure that the leadership allow buy in from the workforce in developing measures and don't think that only leaders can implement strategy?
- QUESTION 8: It doesn't matter what you measure or what the measures say if people don't buy in to the measures
- QUESTION 9: It [PuMP] sounds like it gives people a better vision to see how people can contribute...vs. just being measured.
- QUESTION 10: A significant challenge I find is getting people to respond to surveys and/or to be willing to spend time inputting data that is not directly relevant to their own reporting requirements.
- QUESTION 11: What about ownership and accountability? And, how do I get my boss to understand?
- QUESTION 12: how to create sustainability and enduring culture of performance measurement

Resources:

- <http://staceybarr.com/measure-up/9-rules-of-kpi-buy-in/>
- <http://staceybarr.com/measure-up/inspiring-people-to-make-kpi-progress/>
- <http://staceybarr.com/measure-up/how-to-get-buy-in-through-socialising-your-performance-measures/>

- Joining in is the action, but buy-in is the result we want. People can join in but not in a way that creates buy-in, such as joining in a meeting where someone presents at them for half a day on what their measures will be. Or they join in on designing the measures, but brainstorming is used and the measures that are produced are next to useless.

About PuMP

QUESTION 13: Out of curiosity, why does PuMP only have a lower case U?

QUESTION 14: Do you have a concept map of your method?

QUESTION 15: "Performance measurement" in Q2 could imply a macro broad system approach or a more narrow metric focused approach. Surely defining the total big picture system comes first

Resources:

- About PuMP webpage: <http://staceybarr.com/about/pump>

Strategy design

QUESTION 16: Implementing strategies from CEO down...

QUESTION 17: Execution process of strategy management

QUESTION 18: Strategy Development (Bain...) > Program Execution > Performance Measurement to Management (BSC...)

QUESTION 19: David, what's the value in also doing the balanced scorecard certifications?

QUESTION 20: How do we know which measure to start with to give us the biggest impact?

QUESTION 21: How do I balance measures of importance to my customers to measures of internal performance/improvement?

QUESTION 22: There's so much talk about KPIs, what about CSFs (Critical Success Factors)? Personally I think it's important to determine good CSFs before defining KPIs.

QUESTION 23: It seems to me in translating the strategy in to the activities the mission distracts from its principles, if so how i can manage the conflict?

QUESTION 24: How can strategic planning help to improve organization?

QUESTION 25: Need strategy that will drive improvement by providing early warning signals (to support proactive management).

Resources:

- Louise Watson: <http://adurastrategy.com/>
- David Wilsey & Balanced Scorecard Institute: <http://balancedscorecard.org>
- KPIs (performance measures) are evidence of the important results in our organisations. Critical Success Factors is a term used to describe the most important results. You need to know your CSF's before you can find good KPIs. See <http://staceybarr.com/measure-up/question-how-do-you-find-the-critical-success-factors-to-measure/>

Measuring people

QUESTION 26: How to effectively measure performance of police officers.

QUESTION 27: How can you de-couple measuring the performance of the process from the performance of the operators of the process?

QUESTION 28: Having established performance appraisal in a company, what really needs to be done to get the system really productive and beneficial for best results in a company?

QUESTION 29: What are the key performance measures for HR Manager in an energy distribution utility?

QUESTION 30: What is the performance measure for a secretary?"

QUESTION 31: individual can't complete one objective rather than an activity in your opinion in cascading from tier one to tier two you can cascade objective what about tier three can we cascade to individual by activities or objectives ?

QUESTION 32: What are the tools in performance review?

QUESTION 33: What's the best way to cascade KPIs across the organization in an educationally diverse organization with a mix of skilled, semi-skilled and unskilled staff?

- QUESTION 34: Should balanced scorecard measurements be linked to employee appraisal and remuneration?
- QUESTION 35: How to measure people's performance
- QUESTION 36: Will you find time to share something on sanctions in performance contracts? If the contracted fails to meet the KPIs how can he/she be sanctioned?
- QUESTION 37: How can I measure the performance of personnel making the rounds of beat patrol?

Resources:

- <http://staceybarr.com/measure-up/managers-who-use-kpis-for-evil-not-good/>
- <http://staceybarr.com/measure-up/are-your-measures-for-judging-or-for-learning/>
- <http://staceybarr.com/measure-up/90-of-performance-problems-are-in-the-processes-not-the-people/>
- <http://staceybarr.com/measure-up/the-downward-spiral-of-measuring-peoples-performance/>
- <http://staceybarr.com/measure-up/reframing-employee-performance-management/>

Getting started

- QUESTION 38: Where the client should start
- QUESTION 39: How do you feel about starting with current process and identifying measures out of what will be improved in the future state. (Hard dollars and time savings)
- QUESTION 40: Trying to do it quick doesn't seem to work, does it?

Resources:

- <http://staceybarr.com/measure-up/4-categories-of-kpis-for-lean-performance/>
- <http://staceybarr.com/measure-up/the-pump-diagnostic-discussion/>
- <http://staceybarr.com/measure-up/how-to-build-a-diagnostic-system-of-kpis-using-a-process-view/>

- <http://staceybarr.com/measure-up/how-to-get-started-with-performance-measurement-using-a-punchy-pilot-approach/>

SMART & other performance measurement approaches

- QUESTION 41: SMART is specific to goals but what's missing is the whole approach
- QUESTION 42: Is the SMART methodology still valid in the performance measurement philosophy in producing a quality KPI? Or is there more methods or performance frameworks\programs needed to produce and effectively manage your KPIs?
- QUESTION 43: How do you compare to Mico Yuk
- QUESTION 44: Things like SMART, PuMP and BSI 9 Steps are useful because they use systems thinking, useful frameworks for you to use your domain knowledge in a tailored way
- QUESTION 45: Many times what is missing is the facilitation and coaching by the method expert
- QUESTION 46: In the lean world, Hoshin Kanri, or strategy deployment is thrown around, how does PuMP align with or complement Hoshin Kanri?
- QUESTION 47: TOC FOCUS ON THE DRUM ...WHAT ELSE IS TO MEASURE?
- QUESTION 48: Some similarities to CMMI Measurement & Analysis process.
- QUESTION 49: Looks similar to the PDCA cycle....
- QUESTION 50: This PuMP method is very similar to the PDCA approach
- QUESTION 51: What are your thoughts about Earned Value Management (EVM)?
- QUESTION 52: A friend of mine would offer GQM too, which contains elements of PuMP

Resources:

- SMART: <http://staceybarr.com/measure-up/are-your-goals-measure-worthy/>
- Mico Yuk appears to be a dashboard designer. Most dashboard designers I know do not have a performance measurement methodology that they use, but rather depend on their clients knowing the right things to measure (which also rarely is true). Also, I am not convinced she's using the most current research on dashboard design, as Stephen Few writes about. See

<http://everythingxcelsius.com/> and <http://perceptualedge.com> and
<http://staceybarr.com/measure-up/five-steps-for-a-fast-performance-dashboard/>

- Facilitation in PuMP is available from our international team of PuMP Consultants. See <http://staceybarr.com/about/the-pump-team>
- TOC is Theory of Constraints and the 'drum' is the Drum-Buffer-Rope methodology. See http://www.goldratt.co.uk/resources/drum_buffer_rope/
- CMMI Measurement & Analysis: <http://cmmiinstitute.com/assets/meas-cmmi.pdf>
- Measurement dovetails with PDCA, particularly in the Plan and Check steps. See <http://en.wikipedia.org/wiki/PDCA>
- Earned Value Management isn't something I've studied. It seems more about a specific measure of projects, called Earned Value. I am not sure if the steps include the ability to design a measure of any project intended result, as PuMP does, or if the steps are as detailed as PuMP's. See http://en.wikipedia.org/wiki/Earned_value_management
- GQM is 'goal question metric' and does follow a similar backbone to PuMP, though I am not familiar with how much specific detail it offers on how to frame a goal in a measurable way and how to design the best metrics very deliberately: <http://en.wikipedia.org/wiki/GQM>

How many measures should you have?

QUESTION 53: Would you agree having too many measures could be risky and hard to manage? Measuring the right thing is very important to mitigate this risk.

QUESTION 54: I would suggest the number should be to do with your capacity to take action on the metrics

Resources:

- Starting small, with fewer measures, is better than trying to measure everything that matters at once: <http://staceybarr.com/measure-up/how-to-get-started-with-performance-measurement-using-a-punchy-pilot-approach/>
- <http://staceybarr.com/measure-up/measuring-what-you-need-versus-what-you-can/>

Brainstorming measures

QUESTION 55: I get what you are saying about brainstorming, but in other disciplines it is seen as a useful tool, not the end game, but sometimes the start, what is dangerous about brainstorming, as it may provide new insight or innovation?

Resources:

- Brainstorming is a creativity tool, not a measure design tool. Brainstorming measures usually produces things that are poor measures: trivial, irrelevant, and not even measures at all (activities, for example).
- Brainstorming measures: <http://staceybarr.com/measure-up/you-didnt-use-brainstorming-to-select-your-measures-did-you/>
- <http://staceybarr.com/measure-up/milestones-do-not-make-meaningful-performance-measures/>

Data collection

QUESTION 56: Data collection is one of the biggest push backs

QUESTION 57: Sometimes I know I find the right measure, but it costs a lot of money/resource/time to measure it. How should I do?

Resources:

- <http://staceybarr.com/measure-up/the-minimalist-method-for-customer-surveys/>
- <http://staceybarr.com/measure-up/a-checklist-for-designing-data-collection-regimes/>

Aligning measures to strategy

QUESTION 58: Ensuring operational KPIs are aligned with corporate strategy on a daily basis

QUESTION 59: We have normally developed our business strategy in isolation of performance measurement - performance measurement is not a

deliberate part of the discussion. What I am hearing is that the processes are intrinsically linked; i.e. we need to be constantly mindful of measurement when we are developing strategy. Your thoughts?

QUESTION 60: Creating measures that actually work towards our overall goals

QUESTION 61: How do we determine our true north metrics and set targets?

QUESTION 62: How do you verify if indicators you have on the scorecard are balance?

QUESTION 63: What are the performance measurement that will help me diagnose and analysis the situation?

QUESTION 64: How to best link performance measurement to critical factors for success of an organization?

QUESTION 65: How often does an organization need to update the KPIs it has in place?

QUESTION 66: What should be measured? And, why? And, how often?

Resources:

- <http://staceybarr.com/measure-up/2-ways-to-cascade-a-measurable-strategy-that-creates-alignment/>
- <http://staceybarr.com/measure-up/a-measurable-strategy-on-a-single-page/>
- <http://staceybarr.com/measure-up/what-exactly-is-kpi-alignment/>
- <http://staceybarr.com/measure-up/activities-outputs-and-outcomes-oh-my/>

Making goals and objectives measurable

QUESTION 67: How to enhance a process performance reports in terms of efficiency and effectiveness?

Resources:

- <http://staceybarr.com/measure-up/the-single-best-thing-you-must-do-to-find-useful-kpis/>

Actions versus results

QUESTION 68: Agree with the actions differentiator, however we need to be careful to down play action per say, as if there is no action, nothing changes, but we need to put our ladder against the right wall

QUESTION 69: The challenge is that people are naturally are action-oriented. They believe that ST action/activity speak louder (to colleagues & bosses) than some future & possible unattainable result.

QUESTION 70: There is a big difference between process measures and impact or results measures. In continuous improvement, at the frontline level, you want to measure at the process or activity level, but as you said, you need to measure results, or the impact those activities have had on performance.

QUESTION 71: What is difference between an activity and a result?

QUESTION 72: What is the difference between actions and activities?

Resources:

- <http://staceybarr.com/measure-up/how-to-help-the-project-oriented-become-results-oriented/>
- <http://staceybarr.com/measure-up/milestones-do-not-make-meaningful-performance-measures/>
- <http://staceybarr.com/measure-up/activities-outputs-and-outcomes-oh-my/>

Measurement terminology

QUESTION 73: I constantly struggle with differentiating between the different terminologies for measures i.e. a performance indicator; a key performance indicator; outcome target; output target etc. Are there some simple definitions/examples?

QUESTION 74: Stacey... My definition is strategic KPIs are defined as "monitoring the progress toward accomplishing the strategic objectives typically displayed in a balanced scorecard. In contrast, operational performance indicators measure processes and "cascade" from the KPIs. Gary Cokins (<http://www.garycokins.com/>)

Resources:

- I discuss this in my upcoming book 'Practical Performance Measurement'.
- <http://staceybarr.com/measure-up/how-to-create-a-kpi-terminology/>
- <http://staceybarr.com/measure-up/question-4-things-more-important-than-the-kpi-terminology-debate/>

PuMP Blueprint Workshops

QUESTION 75: Are you running any workshops in Australia?

QUESTION 76: Is one available in India soon?

QUESTION 77: Is there a workshop in Middle East?

QUESTION 78: The dollar amounts were Australian \$ I suppose?

QUESTION 79: Do you find the workshops more valuable if more than 1 staff come from an organization?

Resources:

- Read more about the PuMP Blueprint Workshop (including links to all international workshops): <http://performancemeasureblueprint.com>
- We notice that when people come to the PuMP Blueprint Workshop with two or more of their colleagues, they are more likely to implement back at work and also have an easier time building broader buy-in and getting started.

PuMP Certification

QUESTION 80: It's my first time on this platform. Will really like to know more about PM and the certification. I am a Nigeria living in Nigeria

Resources:

- Read about PuMP Certification here:
<http://staceybarr.com/products/pumpcertification/>

Measurement and projects vs. processes

- QUESTION 81: Measurement as a project vs measurement as a process
- QUESTION 82: Please elaborate how PUMP applies to BOTH processes AND projects!
- QUESTION 83: What has been your experience in applying PuMP to stand-alone, time-bound projects vs. ongoing operations?
- QUESTION 84: Is it possible to join the CPM (Corporate Performance Management) with the PMO (Project Management Office). How is possible to join the Project Management Portfolios, and the Performance Measurement in an organization, who is the responsible for this?

Resources:

- <http://staceybarr.com/measure-up/how-to-help-the-project-oriented-become-results-oriented/>
- <http://staceybarr.com/measure-up/milestones-do-not-make-meaningful-performance-measures/>

Stacey's upcoming book

QUESTION 85: When will your book be published?

Resources:

- We're aiming for August or September at this stage. I'm learning that self-publishing a professional business book is not as predictable as I expected! My next book should be easier though, as I'm learning heaps this first time through.
- Keep an eye out for updates at <http://staceybarr.com/books/practicalperformancemeasurement/>

Copy of webinar slides & transcript

- QUESTION 86: Hi, will you be giving a copy of the presentation material?
- QUESTION 87: Where can we get copies of the slide presented?

QUESTION 88: Are you able to send us this presentation

Resources:

- The summary transcript includes copies of the slides:
<http://www.staceybarr.com/downloads/Top5KPIQuestionsTRANSCRIPT.pdf>

How to measure specific things

QUESTION 89: How do you measure emotions?

QUESTION 90: Making usable, memorable KPIs

QUESTION 91: You are speaking about # of measurements but after you have gathered various measurements...how do you pick the best?

QUESTION 92: Selecting the optimal KPI

QUESTION 93: How do you measure how good a billboard works?

QUESTION 94: What are the limitations of performance measurement system(s) for true measurement? For example, how honesty and commitment are measured?

QUESTION 95: I would like to learn statistical tools to measure performance management for a telecom industry

QUESTION 96: What are the most useful key performance indicators to determine effectiveness and efficiency?

QUESTION 97: What are top 5 KPI for an educational academic college?

QUESTION 98: Measuring performance of a regulatory and landlord Port Authority.

QUESTION 99: How do we measure performance in a police service?

QUESTION 100: How do you use a balanced score card in a medical setting?

QUESTION 101: Water utility indicators

QUESTION 102: What are the best KPI to implement in a metallic construction company?

QUESTION 103: I would like to have some examples of KPI and how to measure it (the method)?

QUESTION 104: HOW TO DETERMINE AND GOOD KPI

Resources:

- How to measure anything: define the result you want first, then design the measures. Don't ask "how do you measure blah blah blah" until you have decided what results you are trying to create with 'blah blah blah'.
- To decide which results about 'blah blah blah' you should measure, you need to have a strategic plan that defines what is important. Not everything that can be measured is important enough to measure.
- This is what Steps 2, 3 and 5 in PuMP specifically focus on, step-by-step.

Measurement for continuous improvement

QUESTION 105: My current approach starts with step 2, and includes the remaining steps. But it remains difficult to fix the focus on continuous improvement.

QUESTION 106: When an organization is going through a profound change e.g. re-organized, down-sized, revamp strategic plan - it's often difficult to fix their focus on continuous improvement.

QUESTION 107: Possibly, the growing acceptance of mentoring and coaching as "normal" will help with people welcoming and making use of performance measurement. After all, we all want to do better.

Resources:

- Help people understand their work processes first, and then start talking about how those processes can be improved, and how you might measure to know if the improvement happens and how much.
- See <http://en.wikipedia.org/wiki/Flowchart>
- See <http://staceybarr.com/measure-up/how-to-build-a-diagnostic-system-of-kpis-using-a-process-view/>
- See <http://staceybarr.com/measure-up/case-study-customer-driven-kpis-for-a-billing-process/>

Reporting measures for valid interpretation

QUESTION 108: Waking up senior managers to the danger of using poorly built and portrayed measures

QUESTION 109: How has Stephen Few influenced your discipline?

QUESTION 110: How to transition from pie charts to horizontal bar charts-- google "save the pies for desert"

Resources:

- <http://staceybarr.com/measure-up/3-problems-with-traditional-kpi-traffic-lights/>
- <http://staceybarr.com/measure-up/why-gauges-and-dials-dont-work-for-kpis-take-two/>
- Stephen Few's work is great and has built on my own ideas about principles for useful graph design and designing dashboards for performance measures. I'll write more about this in the Measure Up newsletter, but for now see: <http://staceybarr.com/?s=%22Stephen+Few%22>
- 'Save the pies for dessert', by Stephen Few: http://www.perceptualedge.com/articles/visual_business_intelligence/save_the_pies_for_dessert.pdf

Getting buy-in before you start

QUESTION 111: I'd suggest we also need "motivation" to actually use the Performance Measurement Approach

QUESTION 112: On the other hand, if people (the required people) are not bought-in, then they aren't going to pay attention to the process

QUESTION 113: There are well defined systematic processes for being fit, but look at the average person in the US or Australia - they aren't "bought-in" to being fit, so they don't "follow the process"

QUESTION 114: This is my question: I work for an oil and gas company in México, and I really want to implement KPIs. Is it going to help my organization? How can I persuade the managers to help me to implement it?

QUESTION 115: The key point is that few see it as a means to close the gap between as is and desired performance

- QUESTION 116: I think the ones in my organization that see it as a bureaucratic hoop are the ones who have experienced failed attempts at performance measurement before.
- QUESTION 117: Do you have a one or two page persuasive summary about the value of PuMP - in concise terms that could be used to help us justify/defend it internally - and spur interest in having org participate in workshop? And success stories?
- QUESTION 118: How do you start to implement PM and get buy in from key personnel when there is a natural resistance to change and a default 'we've always done it this way (i.e. without KPIs etc.)'? How do you get true ownership of KPIs?
- QUESTION 119: I work in a fast moving company with no real set KPI's but that's driving at them hard to fast. I am looking most at where best to start and get involvement from the team.
- QUESTION 120: How to overcome cultural avoidance to performance measurement?
- QUESTION 121: What is the key message to convince small companies to use financial and non-financial KPI's?
- QUESTION 122: Explain to Senior Management what is being measured?

Resources:

- Margaret Wheatley writes beautifully about why we measure: <http://www.margaretwheatley.com/articles/whymeasure.html>
- Read more about PuMP here: <http://staceybarr.com/about/PuMP>
- You can engage people to begin talking about better performance measurement, and using PuMP as a starting point, using the PuMP Mind Map discussion. See <http://staceybarr.com/measure-up/the-pump-mind-map-exercise/>
- <http://staceybarr.com/measure-up/5-ways-to-convince-colleagues-of-the-value-of-performance-measurement/>
- <http://staceybarr.com/measure-up/a-fun-kpi-buy-in-boosting-experiment/>
- <http://staceybarr.com/measure-up/7-ways-to-create-urgency-for-kpis/>

Becoming a PuMP Consultant like Louise Watson and David Wilsey

QUESTION 123: How can a CMC become a certified PuMP instructor?

QUESTION 124: I am proposing to a small municipality a Strategic Plan Facilitation.
How can I engage to deliver BSC and PuMP to everyone's benefit?

Resources:

- We have a rigorous process to select PuMP Consultants, because we want an international team of the best practitioners in performance measurement. If you're keen to learn more, please email us at info@staceybarr.com.

Using KPI libraries

QUESTION 125: I work in healthcare, and I would hope all of us in healthcare want the same outcome/results, so in this case, what is the harm in finding your measures in a KPI library, selected to highlight the areas we as an organization is struggling with?

QUESTION 126: Best ways to determine top benchmarks?

Resources:

- Collaborating with other healthcare organisations – who do want the same outcomes and results as you – to define those results very clearly and design measures for them is a good thing. But hoping/expecting to find good measures for the right results in an online performance measure library assumes that this work on defining results and designing the best measures has already been done. Most of what I see in libraries is superficial, trivial and easy to measure stuff about activities, not results. That's why in the PuMP Blueprint we focus on defining the results first, then designing measures as the best evidence of those results.
- Also consider the other risks of off-the-shelf measures:
<http://staceybarr.com/measure-up/5-dangers-of-off-the-shelf-kpis/>

Measuring qualitative/intangible results

QUESTION 127: How does one handle non-numeric indicators, such as indicator of effectiveness of a measure as driver of strategy

Resources:

- Make sure you start with goals that are measurable:
<http://staceybarr.com/measure-up/3-tests-of-the-measurability-of-your-goals/>
- Get rid of weasel words like 'effectiveness': <http://staceybarr.com/measure-up/the-single-best-thing-you-must-do-to-find-useful-kpis/>

What to do with old measures

QUESTION 128: How do you go from dropping the old measurements to implementing the new

Resources:

- You can do a stock take of your existing measures, and as you review your goals and results and decide what important things you need measures for, you can test whether any of your existing measures can work. You would add in the existing measures along with new potential measures in step #4 in this PuMP approach to designing measures: <http://staceybarr.com/measure-up/five-steps-to-find-the-right-measures/>
- You can also quickly throw away bad measures using this checklist: <http://staceybarr.com/measure-up/checklist-excellent-measures/>

Unintended impact/consequences of measurement

QUESTION 129: Can the performance measurement adversely affect the overall performance of an organization?

QUESTION 130: How do you know the indicators selected will contribute to future sustainability, rather than be the flavour of the month?

Resources:

- Firstly you need to be sure you are measuring the results you really want to achieve. Measuring activities is where much of the unintended consequences come from, when people modify their behaviour to hit numerical activity targets. See how to lay out a results-based plan with measures aligned to the results: <http://staceybarr.com/measure-up/the-5-essential-parts-of-a-dust-repellent-strategic-plan/>
- When you design your measures, be sure to involve the people who will use the measure and make sure you ask question #3 in this PuMP approach to designing measures: <http://staceybarr.com/measure-up/five-steps-to-find-the-right-measures/>

Why the webinar was free

QUESTION 131: How does it benefit you to put on a free webinar?

Resources:

- We want people to become aware of what good performance measurement is about. Often people have no idea that their approach is a collection of bad habits. As people get to know about PuMP and its philosophy and steps, they can make a wiser decision about whether to come and learn PuMP and adopt it for their organisation's measurement approach. See <http://adurastrategy.com/8-bad-habits-of-performance-measurement-you-may-not-know-you-have/>
- You also get to explore PuMP and learn a few of its practical tips to help you decide if it's the a methodology you want to learn more formally at a PuMP Blueprint Workshop: <http://www.performancemeasureblueprint.com>

Other (unanswered)

QUESTION 132: I am very interested in Talent Management

QUESTION 133: What kind of statistic data should I know to do analysis properly?

QUESTION 134: What is the best approach to establish KPI's across an entire community?

QUESTION 135: What is your experience with leveraging KPI/Scorecard expertise with school districts at the local and state levels? How does the conversation change with these stakeholders?

QUESTION 136: Has any research been formally done on the effect of a corporate wellness programme improving performance? If so, what has it shown?

Resources:

- I either didn't have enough information to answer these questions, or don't have any specific resources that would be useful.