

PuMP Step 3: Measure Design

Step 3.1: Begin with the result in mind

- write down the result or outcome you want to measure using a simple sentence (that is, don't just write down 2 or 3 key words – make it a bit more meaningful and clear)
- this result should come from your Results Map
- one result per Measure Design – you are designing measures as evidence of the result and it makes no sense to try and design a measure that will evidence more than one result
- try to write what you want to create, not what you want to avoid (this may not always be possible though, so don't fret)

Step 3.2: List sensory evidence

- Write down the sensory evidence that you and others would see, hear, feel or do that would let you know that this result or outcome was actually happening
- what differences would you notice, compared to now, if this result were actually happening?
- use sensory language – the language that describes what we see, hear, feel, or observe in some way
- avoid using inert language like “enhanced” or “effective” or “accountable” – use sensory rich language as it will be easier to design measures for
- avoid listing things that are really strategies to assist the result to happen, or flow-on effects that could happen as a result of this result – you want to describe the specific result itself, because that's what you need to design the measure for
- avoiding listing “spin off” benefits of the result (like profit is a spin off benefit of customer loyalty, or staff productivity is a spin off benefit of staff engagement) – make sure your sensory specific statements describe your result and nothing else

Step 3.3: Create potential measures

potential measures

- go back to the ‘be sensory specific’ section and list the things you could potentially physically quantify as evidence of the result

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- make sure you write each potential measure as a quantification: count of... sum of... percentage of... average of... ratio of...
- be very specific in describing the thing you are quantifying
- don't judge the relevance or feasibility yet, just get them written down

strength

- for each piece of evidence you list, rate its strength relative to your result
- use a rating scale of 1 to 7, where:
 - 7 is if you could virtually rely solely on this measure as proof your result was happening
 - 4 is if you could rely in part on this measure, but maybe need some additional evidence to tell the complete story
 - 1 is if you could see the result wasn't improving, even though the measure was improving

feasibility

- for each piece of evidence you list, rate its feasibility in being brought to life
- use a rating scale of 1 to 7, with the following anchor points:
 - 7 is if you already have the right data for this measure
 - 4 is if you don't have the data, but could cost-effectively get it
 - 1 is if you don't have the data and it would not be worth the effort or cost to collect it

Step 3.4: Check the bigger picture

- what could be the unintended consequences of achieving this result (both the positive and the negative)?
- does this imply that this result has relationships to other results (and if so, what kind of relationships – cause & effect or companion or conflict)?
- what other results might you need to measure to help avoid these consequences?
- in hindsight, is this still a good result to pursue?

Step 3.5: Name the measure(s)

- pull out the evidence above that rated highest for both strength and feasibility

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- aim for 1 measure, maybe 2, and at a stretch 3 measures for each result (you might discover that your original result is actually several results)
- decide what to call the measure, being informative and succinct
- write a simple description of the measure, starting with the language you used to express it in the potential evidence part