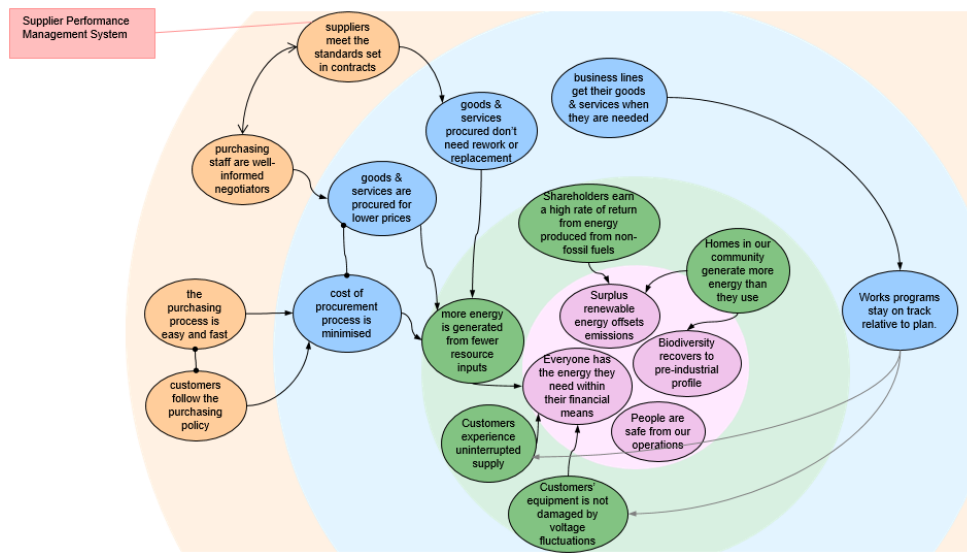


PUMP

SUMMARY PAGE

PuMP Step 2: Results Map



Pink layer: success & sustainability results

- results implied by the vision
- results implied by the mission (or purpose of your organisation or business)

And optionally:

- results implied by the values (or living them)
- stakeholder perceptions of value
- stakeholder definitions of sustained success for your organisation

Green layer: corporate capability results

- results implied by corporate goals or objectives or key result areas or critical success factors or corporate priorities (2 to 10 year timeframe)

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SUMMARY PAGE

Blue layer: process or functional results

- results implied by departmental goals or objectives
- the most important business process results
- results implied by 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!

Orange layer: activity or team results

- 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

Notes for all layers

- Build your Results Map from the outputs of the Measurability Tests.
- Check for true "results" language rather than action language – you want to end up designing measures for how well activities have worked, not how much activity you are doing.
- Avoid weasel words (but don't sweat on it for hours). Be as specific and explicit as you can, because it will make Measure Design easier.
- Put the relationship links in as you build the map, linking the results to one another depending on the relationship type. Keep the number of links for any one result to the 2 to 3 most important links. Everything is connected to everything if you think about it long enough, and that's not the objective of Results Mapping – just the priorities.
- If you want to align projects, actions or change initiatives to your performance results (and their measures), put them in boxes around the outside of the Results Map and link them with a simple line to their targeted result.