

Performance Measurement

Specialists in organisational change
& performance analytics



Do you need better evidence of progress towards your strategic goals?



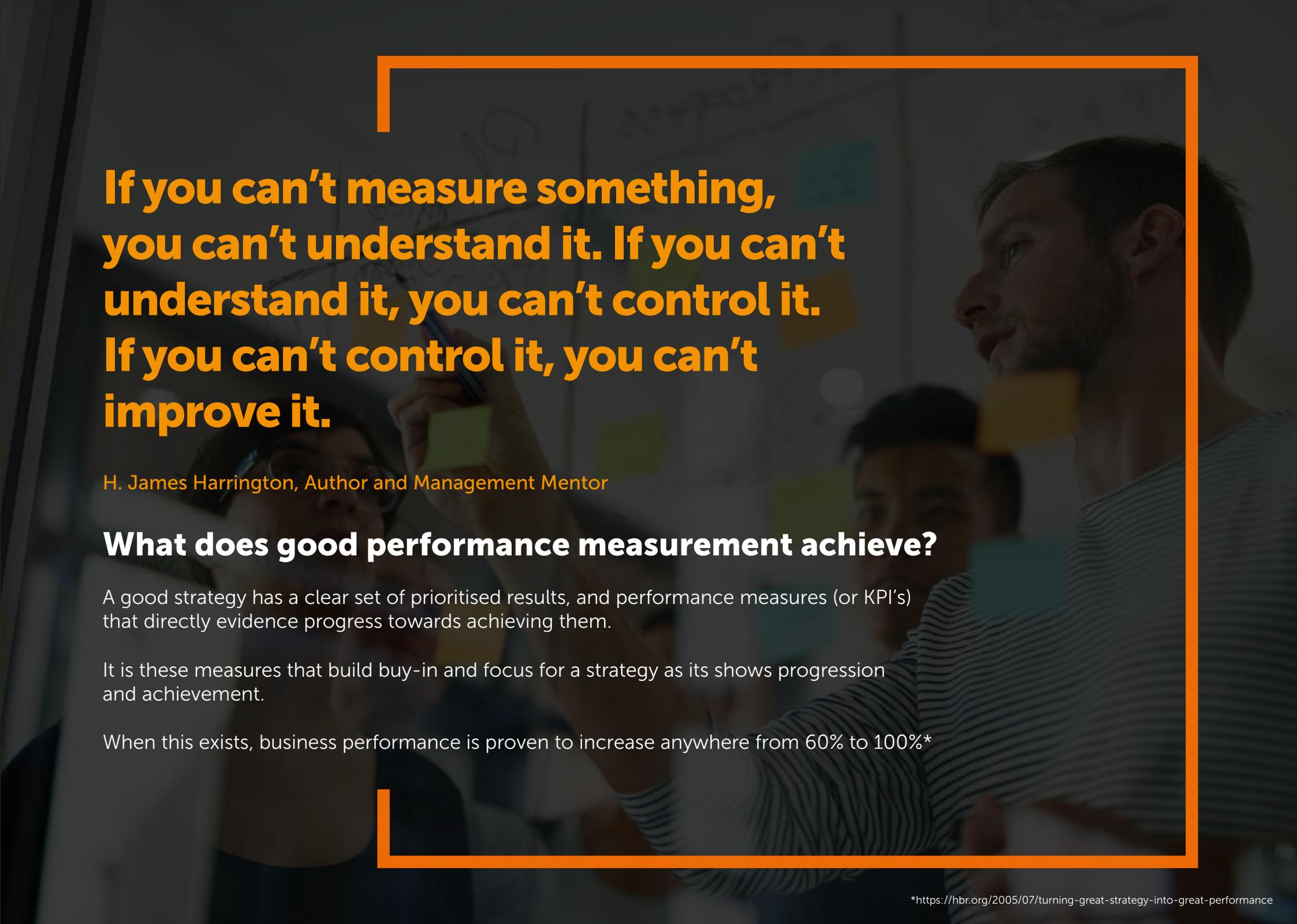
Are you finding it difficult to demonstrate how your business initiatives are delivering a return on investment?



Is your dashboard geared to historic KPI's, rather than progress towards your strategic goals?

Do you need people to be clear, engaged and focused on your strategy so it can be successfully delivered?

If you answered 'yes' to any of these questions, read on...



**If you can't measure something,
you can't understand it. If you can't
understand it, you can't control it.
If you can't control it, you can't
improve it.**

H. James Harrington, Author and Management Mentor

What does good performance measurement achieve?

A good strategy has a clear set of prioritised results, and performance measures (or KPI's) that directly evidence progress towards achieving them.

It is these measures that build buy-in and focus for a strategy as it shows progression and achievement.

When this exists, business performance is proven to increase anywhere from 60% to 100%*

Good performance measurement - what it achieves...

- Successful strategy execution happens when everyone is able to understand it's intent and recognise when it is being achieved. The right performance measures will enable this.
- A measurable strategy articulates what is being pursued, and enables people to understand how their contribution is supporting its fulfilment.
- Measuring performance gives clear evidence of what is and isn't working. This enables better decision making so a return on investment can be maximised.
- When the right things are measured, you know what performance gaps to close so a strategy can be achieved and returns maximised.
- If measures aren't aligned to a strategy, the dashboards used to visualise the data add little value as the right key indicators aren't presented.

"Management language rarely evokes the physical world, another reason there is no life in it." - **Don Watson**

"Whenever you cannot describe the vision... in five minutes or less and get a reaction that signifies both understanding and interest, you are in for trouble." - **John P. Kotter**

"Without data you're just another person with an opinion" - **W. Edwards Deming**

"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage." - **Jack Welch**

"...dashboards typically show a large assortment of charts and graphs, but don't provide actions on what to do next. In today's busy and always ASAP workplace, managers and executives need bite-sized ways to take action on these graphs." - **Emerson Taymor***



“The definition of insanity is doing what you have always done and expecting a different result.”

Albert Einstein

Measure performance differently and it'll lead to success. Here's how to do it...

Rubica's performance measurement formula for strategic success.

$$(p + c + p) \times m = isp$$

(Process + Culture + People) x Methodology = Improved Strategic Performance

*Known as
PUMP*

**Our formula is used by organisations around the world.
It can be used time and again, enabling you to:**



Embed a new way of measuring performance so a higher performing culture is created.



Gain greater confidence in your strategy by better understanding the positive impact it is having. This will inspire and focus others to achieve more.



Achieve your most important strategic results by understanding what critical performance gaps to close.



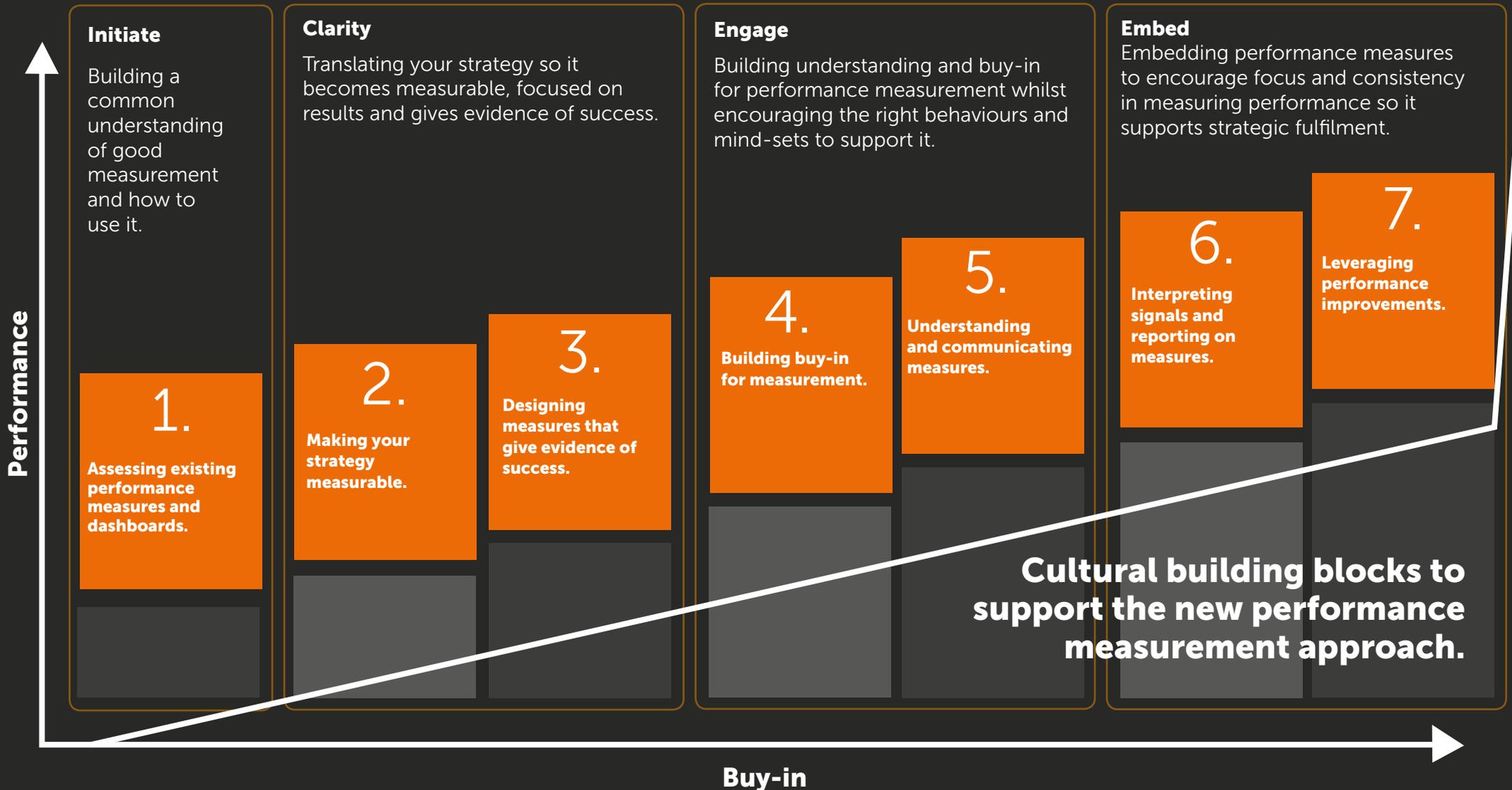
Have performance reports that are useful, usable and actionable so you can focus on your strategy.



Build understanding, so people know what is being measured and why, and how to use that information to drive further action.

The approach behind the formula.

**Strategic
Success**



The process behind the formula.

Initiate

Building a common understanding of good measurement and how to use it.

1.

Assessing existing performance measures and dashboards.

An assessment of current measures and dashboards and how to improve these to support your strategy.

Clarity

Translating your strategy so it becomes measurable, focused on results and gives evidence of success.

2.

Making your strategy measurable.

An assessment of current measures and dashboards and how to improve these to support your strategy.

Initiating a high performance culture

Generating a value proposition: why performance measures are needed and what it seeks to achieve.

3.

Designing measures that give evidence of success.

Defining key measures so they support your strategy and capture evidence of success.

Beliefs to form a high performance culture

An inquiry with individuals and teams to unearth the beliefs that currently influence performance and the evidence of success.

Engage

Building understanding and buy-in for performance measurement whilst encouraging the right behaviours and mind-sets to support it.

4.

Building buy-in for measurement.

Presenting proposed measures to stakeholders to gain feedback and capture the behaviours and mind-sets required to support the measures.

Behaviours to shape a high performance culture

Interactive workshop and 1-2-1 sessions that will:

1. Clarify what behaviours leaders, teams and individuals need to adopt so a high performing culture is developed.
2. Prioritise mechanisms for performance measurement to thrive.

5.

Understanding and communicating measures.

Capturing how a measure is formulated and the response that is required.

Embed

Embedding performance measures to encourage focus and consistency in measuring performance so it supports strategic fulfilment.

6.

Interpreting signals and reporting on measures.

Building reports that create understanding of what performance gaps to close so a strategy can be fulfilled.

Mechanisms to embed a high performance culture

Performance measurement champions are trained and mentored to cascade the performance measurement message, to create focus on its activation and embed it at a team level.

7.

Leveraging performance improvements.

Assessing outputs of your measures and what needs to be changed/ refined to drive further improvements.

Performance measurement methodology applied.

Novartis wanted to review pre-existing launch plans for key diagnostic products and medicines. This review looked to pinpoint where improvements/enhancements could be made with future launches.

Working with the core Novartis team, we generated a 'Key Results Map' that presented a cause and effect logic map of results that were associated to the success of a pilot and launch. Alongside this, web meetings were facilitated so KPIs could be created to support successful product launches in the future.

Armed with these insights, we worked with the global brand directors to create a templated solution that would support the pilot and launch of future diagnostics tools in global markets.

Applying Rubica's performance measurement approach, Novartis agreed on 'what success looked like' at the pilot and launch stage of any diagnostic device or medicine. Additionally they gained a robust approach for developing KPIs that would support the pilot and launch of any future initiatives.

"The key benefit to our global team was that the Rubica process challenged our assumptions and built consensus about what we were truly trying to accomplish. What we needed to measure to drive success then quickly became clear so that we don't need to repeatedly revisit the same discussions. Although the process is tried and true, Rubica gave us a lot of flexibility in how we applied the thinking, which created a lot of internal ownership for the project."

Heather Stevens, Global Brand Director, Novartis



Performance measurement methodology applied.

Volkswagen Group UK (VWG) wanted to create a better understanding of 'group mobility' performance – where fleets of courtesy vehicles are used to keep VWG customers mobile whilst their own vehicle is unexpectedly off-the-road.

We were asked to pinpoint where opportunities existed to deliver customer mobility efficiencies and improve budget performance whilst sustaining exceptional customer service.

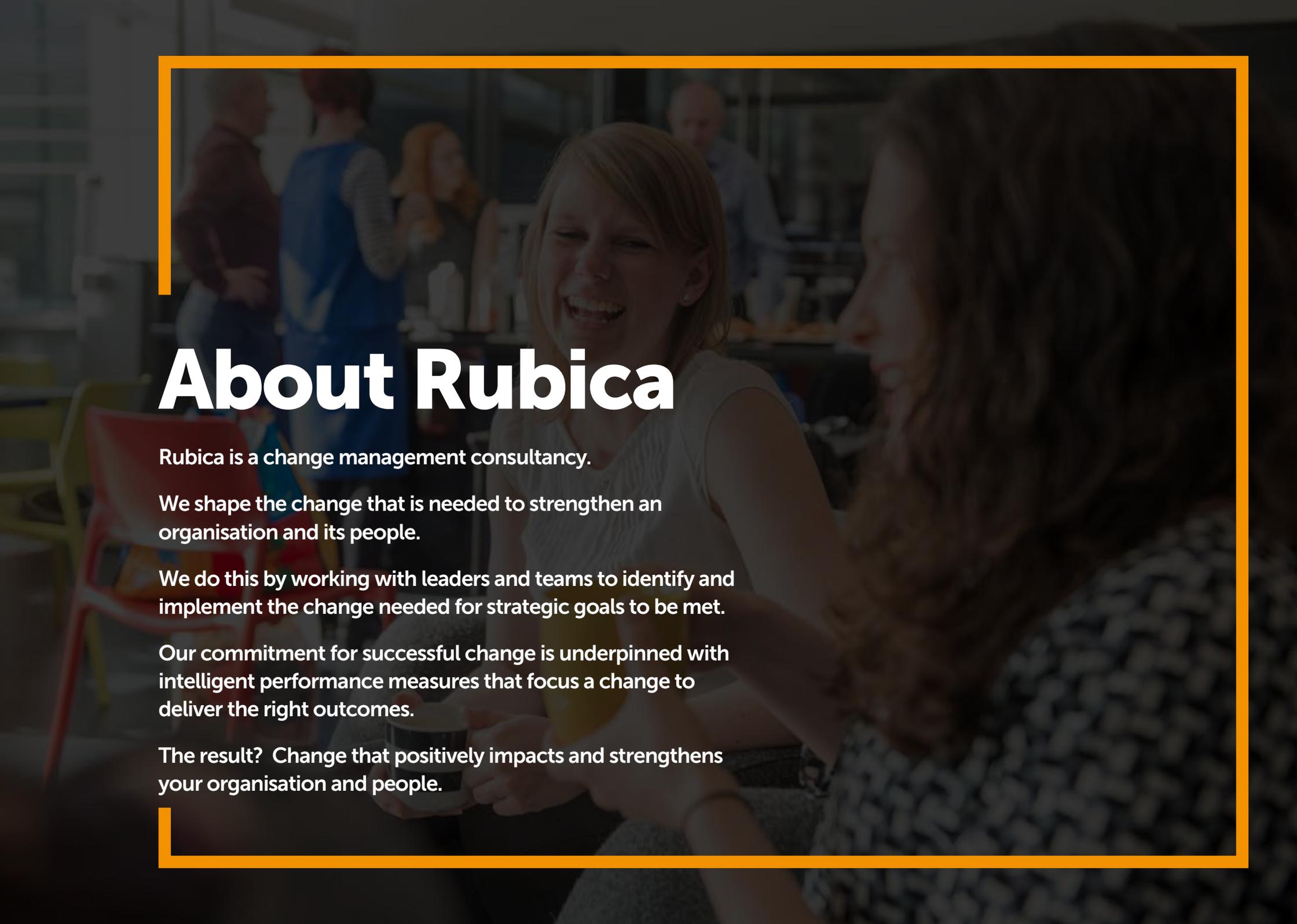
To fulfil this, we identified and focused on the key strategies that would shorten the length of a customer journey and decrease the cost of the overall process. To enable this, the Rubica performance measurement approach was applied. This involved working with the VWG team to generate a 'Key Results Map' to focus on measuring the most important results, and remove historic assumptions on what good performance was.

From here we built measures to support the fulfilment of those newly defined results. We also built an internal understanding of how to analyse, interpret, report and drive actionable insights from these measures so further improvements to customer mobility could be delivered and VWG's objectives fulfilled.

"As both society and business digitises and with data availability growing exponentially, being able to analyse, interpret and drive actionable insight is paramount in order to be able to gain a commercial return. We appointed Rubica to give us a clear line of sight through the maze we faced and it was really rewarding to work with true experts as opposed to mere journeymen trying to be numerate!"

Mark Say, Head of CRM & Customer Data, Volkswagen Group UK



A group of people in a meeting, with a woman in the foreground smiling and holding a yellow balloon. The background is dark and out of focus, showing other people in a meeting setting. The text is overlaid on the image.

About Rubica

Rubica is a change management consultancy.

We shape the change that is needed to strengthen an organisation and its people.

We do this by working with leaders and teams to identify and implement the change needed for strategic goals to be met.

Our commitment for successful change is underpinned with intelligent performance measures that focus a change to deliver the right outcomes.

The result? Change that positively impacts and strengthens your organisation and people.

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