

JOHN SAMPLE

Performance Management Maturity Assessment Results

The Performance Management Maturity assessment provides a benchmark relative to other organizations, prioritized recommendations for improvement and a Roadmap to execute on the path to higher performance.

In this version of the Maturity Model, an overall performance management maturity score is calculated based on maturity in the use of performance management tools and methodology, the acceptance of performance into the management culture and the quality of the technology or automation of the performance management processes. In addition to the overall performance maturity score, the Performance Maturity Model also provides subsets of maturity scales for Organization/Culture, Process/Methodology, and Technology/Data for more detailed analysis. These dimensions can be detailed as follows:

ORGANIZATION AND CULTURE

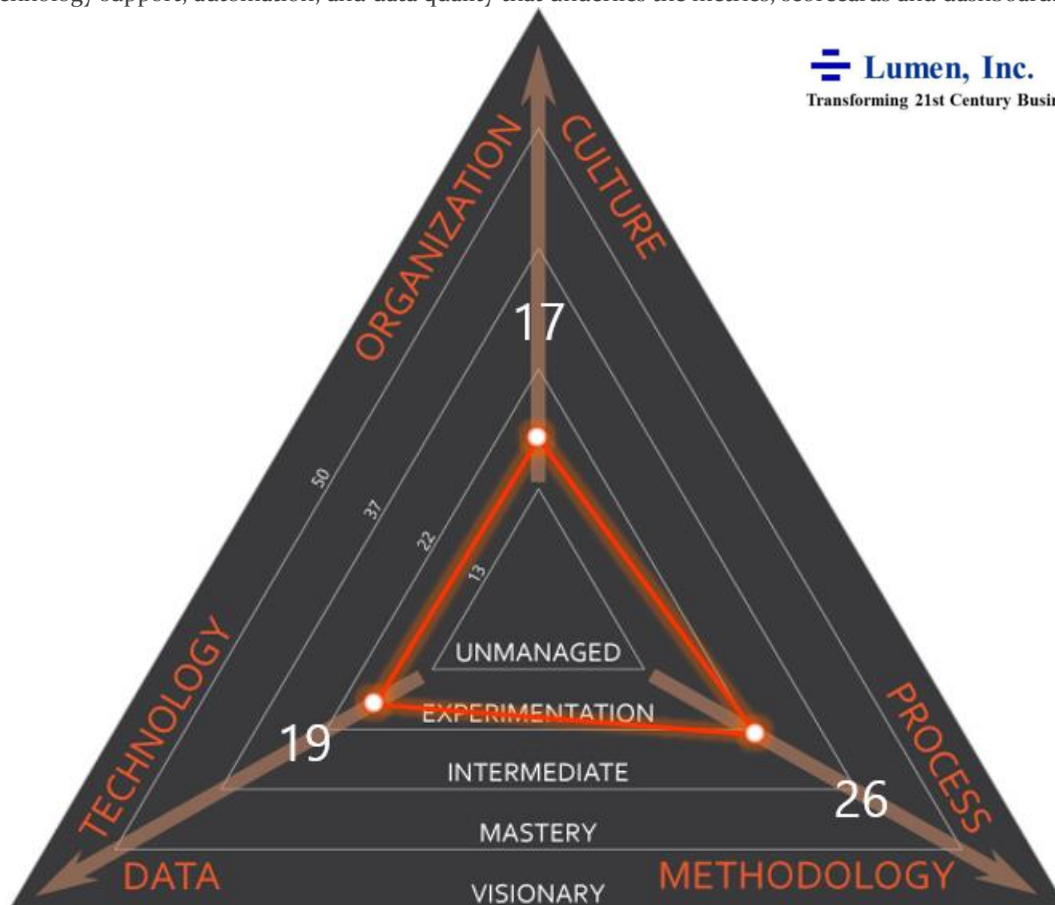
The practices and integration of metrics into the organization's behaviors; includes sponsorship and the breadth and depth of metrics use in managing performance.

PROCESSES AND METHODOLOGY

The practices, methodology and structures for producing, distributing, managing and using performance metrics; includes the quality of the metrics.

TECHNOLOGY AND DATA

The technology support, automation, and data quality that underlies the metrics, scorecards and dashboards.




SCORECARD:

The results of the individual assessment are calculated based on the responses to the PM maturity questions. Below is a copy of the resultant scorecard, a description of the current level as well as a list of action items for this maturity level.

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PMM SCORECARD

 **Lumen, Inc.**
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62

17	ORGANIZATION & CULTURE
26	PROCESS & METHODOLOGY
19	TECHNOLOGY & DATA

Level 5: Visionary	
Level 4: Mastery	
Level 3: Intermediate	
Level 2: Experimentation	
Level 1: Unmanaged	

LEVEL TWO: EXPERIMENTATION IN PERFORMANCE MANAGEMENT

Companies at the Experimentation level Performance Management maturity have started to invest in Performance Management initiatives. In this level we see the emergence of several pockets of managers and executives who rely on data to drive tactical decisions, which are usually focused on cost reduction or process efficiency. These managers are often champions of those initiatives. At this level, managers often use their own metrics to run their parts of the business. These metrics are shared within a department, and may be used in management meetings to explain departmental performances. There is no process for formally sharing these metrics. There is no taxonomy of metrics so similar metrics may be used across the business, but they are calculated and defined inconsistently. There may be some standard reports, but most tools, applications and data are in organizational silos. Executives typically lack confidence in the quality and consistency of the data resulting in discussions of the data correctness rather than implications in management meetings.

IMPROVEMENT OBJECTIVES

- Engage a qualified consultant to assess and establish a roadmap to increase use of strategically aligned metrics to execute strategy.
- Attend performance management training.
- Attend balanced scorecard conference or training.
- Conduct executive offsite on strategy execution (or strategic planning).
- Select performance management methodology.
- Identify and coordinate all performance improvement initiatives.
- Engage consultant to guide or assist in implementing performance pilot or first initiative.
- Develop basic metrics for organizational performance.

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