

Measurement Maturity Assay (MMA)

Please score your organization in terms of the following:	3 Excellent	2 Good	1 Fair	0 Poor	Don't Know
Context Maturity					
Performance measurement is widely used by all levels of employees throughout the organization.					
The importance and value of performance measurement are widely appreciated.					
Employees perceive performance measurement as relevant, timely, and actionable in their jobs.					
Employees actively use performance measurement in their jobs.					
Understanding and acting upon performance measurement data are viewed as key responsibilities of all employees.					
Performance measurement is generally viewed as a positive force in the organization.					
Performance measurement is used to empower and enable self-management.					
Performance measurement is rarely used to blame or punish.					
Fear of measurement is low.					
Performance measurement is trusted.					
Manipulation of measurement for self-serving purposes is very low or nonexistent.					
Performance measurement data is discussed openly and honestly.					
Employees are educated about measurement.					
Employees are given the time and other resources they need to use performance measurement well.					
<i>Context Totals</i>					
Focus Maturity					
This organization measures the things that matter most and not those that don't matter.					
Performance measures accurately reflect the most critical aspects of the organization's business model and strategy.					
Performance measures are regularly reviewed and revised or eliminated (as appropriate).					
This organization has the right number of measures (not too many nor too few).					

Please score your organization in terms of the following:	3 Excellent	2 Good	1 Fair	0 Poor	Don't Know
Routine measures are reduced when new high-leverage measures are added.					
Routine measurement is being increasingly automated.					
Progress is being made in measuring intangible assets and other difficult-to-measure aspects of performance.					
Experimentation with emergent measures is encouraged.					
Transformational measures are being widely adopted and used.					
<i>Focus Totals</i>					
Integration Maturity					
There is a holistic approach to performance measurement across the organization.					
Measurement data is becoming more integrated.					
Employees understand the cross-functional implications of their measures.					
Cross-functional measures are developed and used.					
There is increasing understanding of the relationships and trade-offs between performance measures.					
There is widespread commitment to understanding the causal relationships among performance measures.					
Integrative measurement frameworks are developed and used.					
Ongoing effort is being made to align measurement frameworks with strategy, and keep them aligned.					
Progress is being made toward creating one integrated organization-wide measurement system.					
Performance measurement integration efforts have organization-wide leadership.					
<i>Integration Totals</i>					
Interactivity Maturity					
There is widespread and frequent interaction throughout the organization about measurement.					
Frequent interactivity and positive dialogue occurs regarding the selection of performance measures.					

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Developing and revising measurement frameworks are highly interactive.					
Insights from performance measurement information are discussed in many forums.					
The organization places a high priority on learning from measurement.					
Time is made available to learn from measurement.					
There are frequent and high-quality dialogues about performance measurement.					
Executives are deeply engaged in measurement-related dialogues.					
Measurement frameworks are continually and interactively reviewed and revised (as appropriate).					
Interpretation of data is as highly valued in this organization as data collection and analysis.					
Collaborative cross-functional learning from measurement occurs throughout the organization.					
Revealing questions are constantly being asked about measurement.					
Measured experiments and pilot projects are occurring throughout the organization.					
This organization has effective social mechanisms for translating performance measurement data into appropriate action.					
The capability of this organization for converting data into actionable insight is high.					
This organization is effective at sharing insights from performance measurement.					
Technology is being used appropriately to support interactivity around measurement.					
<i>Interactivity Totals</i>					
<i>Survey Totals</i>					

Total MMA Score calculation:

$$(_ \times 3 = _) + (_ \times 2 = _) + (_ \times 1 = _) = _ / (\# \text{ of items responded to}) \times 100$$

$$= _ \text{ (highest possible score is 300)}$$

For more: Dean Spitzer's *Transforming Performance Measurement*, AMACOM