

# Lumen Performance Management Maturity Model

## Introduction

Many organizations wrestle with reduced resources due to the tight economy, shrinking budgets, and increasing expenditures. Meanwhile, they face increasing complexity in their business environments and consequent demands on their ability to make decisions driven by data rather than experience-based intuition. Deploying performance management and measurements is a common approach to address these challenges. The Lumen Performance Management Maturity (LPMM) Model assessment shows where a client is in relation to a comprehensive and fully integrated Strategic Performance Management program. Designed to help organizations understand their relative level of performance management and measurements maturity, the PMM assessment paves the way for improved strategy execution through better decision-making and aligned resources and operational activities to the organizational strategy.

## Maturity Model

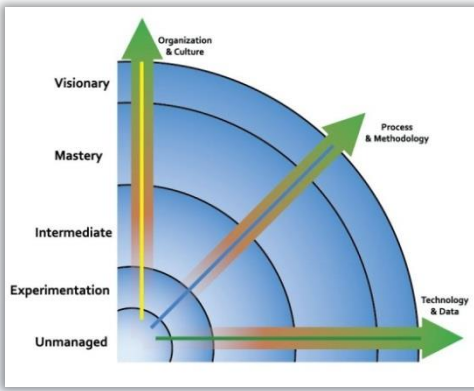
The Lumen Performance Management Maturity Model was developed in conjunction with IBM, HP, Lumen, Inc., and leading industry organizations. To support organizations in understanding their level of performance management and measurements maturity, it is useful to conduct a PMM assessment. The results of the assessment are descriptive and prescriptive, providing a benchmark relative to other organizations, prioritized recommendations for improvement initiatives, and a roadmap to execute on the path to higher performance. Ultimately, the LPMM assessment provides a mechanism to assess an organization's level of maturity relative to a comprehensive and fully integrated SPM program.

By applying the LPMM assessment, organizations receive an overall performance management maturity score based on the level of their maturity in their use of performance management tools and methodology, the acceptance of performance into their management culture, and the quality of the technology or automation of their performance management processes.

In addition to the overall performance maturity score, the LPMM assessment provides subsets of maturity scales that address the components of organization and culture, processes and methodology, and technology and data.

### Performance Management Maturity Assessment Benefits

- Benchmark against similar organizations
- Diagnostics that indicate potential performance challenges
- Identification of opportunities for targeted investment
- Foundation for Roadmap to High Performance



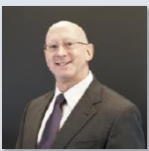
*Performance Management Maturity Model (LPMM)*

## Performance Management Maturity Model Components

- Organization and culture
  - The practices and integration of measurements into the organization's behaviors; includes sponsorship and the breadth and depth of measurements used in managing performance, human capital, and change adaptability
- Processes and methodology
  - The practices, methodology, and structures for producing, distributing, managing, and using performance measurements; includes the quality of the measurements and governance
- Technology and data
  - The technology support and automation that underlies the measurements, scorecards, and dashboards; includes data quality and tool use

These detailed maturity scales provide increased diagnostics and prescriptive capabilities over other models that provide only a composite score.

The Lumen Performance Management Maturity Model is a proven and powerful tool that all organizations can use to monitor, manage, and enhance their performance management programs. As a basic tenet of performance management, organizations must know where they are starting from, what their destination is, and how they will measure progress. This capability is enabled by the LPMM assessment. It delivers the diagnostics and foundation for the creation of a roadmap to accelerate the organization's progress on the path to higher performance and optimize the achievement of this goal.



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