### Assessing Performance Measures

- Starting to define performance measures (e.g., people, cost, service, projects, and outcome measures) for your program.
- Considering how the team will incorporate the measures on the board into their work without making it seem like an add-on.
- Thinking about what data are available (current and historical) and how the team will track data over time.

- Performance measures are develop for each area of focus (people, cost, service).
- Outcomes are defined and being tracked.
- Project milestones are defined and being track.
- The team has started discussing the measures with some frequency and updates the board on a routine basis.

- Performance measures are relevant and meaningful and used by the team in decision-making.
- Performance measures indicate progress toward goals.
- The team is able to discern which measures are helpful for planning and prioritizing work and which measures will need to be adjusted.

### Visualizing Data

- Teams are assessing the utility of system generated reports. Do they reports provide useful information? Or, do they need to be modified and reformatted?
- The team may find they have measures with no available or good data.
- Only output data may be available.
- Only a few measures have defined and displayed targets and milestones.

- Measures with available data are visualized.
- Targets and milestones are articulated on the board.
- Visual controls (e.g., red, yellow, green) are used to show status of performance.
- Status can be quickly and easily understood by anyone.
- Visuals are adapted to better suit the needs of the team.

- Visuals meet the stabilization criteria identified below.
- Data are visualized in a manner that shows progress towards targets and milestones.
- Visual controls are used effectively to show status at a glance.
- When not meeting targets and milestones, countermeasures are in place.
- Visual systems strengthen line-of-sight and organizational alignment to enterprise-wide goals and show current local performance.

### Using the Tier Board

- The team is beginning review performance information at the tier board.
- Routine huddle schedule has not been set.
- The team is considering how to approach updating the data and overall maintenance of the board.

- Huddles occur on a routine basis.
- Standard huddle agenda is being developed.
- The tier board is updated at realistic, routine cadence.
- Teams are starting to feel more comfortable surfacing problems and barriers to work.

- Team huddles are occur routinely and are a normal part of work.
- Leaders regularly round on the tier below and participate in the rounding from the tier above.
- Huddle facilitation rotates through team members.
- The huddle is used to surface problems and support improvements.
- Team members feel comfortable making problems visible and asking for help.

- Tier boards and roundings are used to monitor progress towards organizationally-aligned goals and current state of performance is understood, problems are visible, detected early and addressed proactively.
- Tier boards are simple, updated and refined as business needs and processes are better understood by the team.
- Teams rely on their tier board to manage their work; they identify problems, ask for assistance, and contribute improvement ideas.