Appendix D: Summary of Tier Board Development Phases

	Starting Out	Stabilize	Standardize	Optimize
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 an prioritizing work and which measures will need to be adjusted.	• Ambitious, measurable, time-bound targets are consistently set – celebrated when exceeded, and focused on when not exceeded. • Performance measures at each level are communicated to customers and understood and owned by employees; they drive engagement, learning and improvement activities to exceed defined targets.
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.	• Visual monitor progress towards organizationally-aligned goals • Current state of performance is understood, problems are visible, detected early and addressed proactively. • Visual are simple, updated and refined as business needs and processes are better understood by the team.
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.