

Proving AI's Value

The companion workbook to PuMP Academy's free workshop for government, non-profit and corporate leaders to measure the AI impact that matters.

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About this workshop

This workbook is a companion to the free PuMP Academy event "Proving AI's Value: A hands-on workshop for government and corporate leaders to measure the AI impact that matters." If you missed the live event, you can follow along with the replay.

Whether your world is government or corporate or non-profit, and whether you're a leader or a practitioner, this workshop will help you to measure the AI impact that matters.

Across government and the private sector alike, leaders are under pressure to prove what AI is actually delivering, whether that's public value or commercial return. Neither sector is finding it easy. OECD research found that only 28% of OECD countries report measuring the impact of AI in government. In the private sector, Gartner's research has found that almost half of organisations say that estimating and demonstrating AI's value is their biggest barrier to adopting it.

The technology is changing faster than most measurement frameworks can keep up with, and much of the available advice is a long, flat list of metrics that counts adoption and activity rather than impact.

The good news is that measuring AI's impact doesn't need a new discipline. It's a hard-to-measure result like many others, and PuMP is already one of the leading — and proven — approaches to measuring the results people call unmeasurable.

In this workshop, and step by step with this companion workbook, you will turn an AI impact that matters to you from a vague hope into a measurable result with a first potential measure. You will discover:

- How to start with the question of what impact AI should have.
- How to turn a broad AI ambition into a result specific enough to measure.
- How to design a first potential measure for your own AI impact.
- How to balance measures of AI's impact with the risks that come with measuring AI.

Whether you need to prove public value or commercial return, you'll leave with one AI impact from your own organisation made measurable, a first potential measure, and a clear list of risks to watch, along with the confidence that proving AI's value is achievable with a method that's already proven. All this for nothing more than a 90-minute investment of your time.

The workshop's creator

This workshop and workbook were designed by PuMP creator and PuMP Academy host, Stacey Barr.



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For more information or resources to meaningfully measure and manage strategic and organisational performance, visit https://pump.academy.

Step 1: Why are we adopting AI?

One of the biggest mistakes organisations make in measuring AI is to focus on the easy-to-measure adoption and implementation.

Why are you adopting AI?

What is the PRIMARY reason your organisation is adopting AI?

- [ ] 1. Efficiency & Productivity — to do more or the same, with less.
- [ ] 2. Speed & Scale — to do more, faster.
- [ ] 3. Quality & Assurance — to do it better and more safely.
- [ ] 4. Stakeholder Experience — to make it better for people.
- [ ] 5. Innovation & Growth — to do new things, or be ready for what's next.
- [ ] 6. Really not sure!

Your notes

Capture thoughts, ideas and actions to save for later:

Step 2: Choose one impact.

AI can and will have a wide variety of impacts in our organisations. It's too overwhelming to build a complete framework as your first step. Instead, build the AI-measurement muscle by starting with a single impact.

Choose your one impact:

Choose one impact from your chosen reason for adopting AI, from Step 1. If you weren't sure in Step 1, choose one impact from any list. Just pick one — you'll tailor it to your organisation in Step 3.

1. Efficiency & Productivity

- [ ] Work gets done faster, with shorter turnaround and cycle times
- [ ] Lower cost to serve each customer, case or transaction
- [ ] Less rework and fewer errors to fix
- [ ] Staff time freed from routine work for higher-value work
- [ ] Lower resource and energy use
- [ ] OTHER:

2. Speed & Scale

- [ ] More work handled at once
- [ ] Higher work throughput, e.g. issues resolved per hour
- [ ] Demand peaks absorbed without extra staff
- [ ] Urgent, time-sensitive work accepted that was once declined
- [ ] Shorter time to market
- [ ] OTHER:

3. Quality & Assurance

- [ ] Fewer errors in drafted outputs
- [ ] Better compliance with standards
- [ ] More accurate, reliable service, e.g. claims handled correctly first time
- [ ] Fewer incidents, escalations and refunds
- [ ] Greater organisational resilience to change
- [ ] OTHER:

4. Stakeholder Experience

- [ ] Responses personalised or translated for the person being served
- [ ] Higher first-contact resolution
- [ ] Stronger ability to attract and keep talent
- [ ] Higher customer or citizen satisfaction and sentiment
- [ ] Greater public trust
- [ ] OTHER:

5. Innovation & Growth

- [ ] More options, experiments and variants tested
- [ ] Expert know-how more widely and easily shared
- [ ] Staff skills and learning grow faster
- [ ] New or enhanced products and services
- [ ] Greater competitive differentiation
- [ ] OTHER:

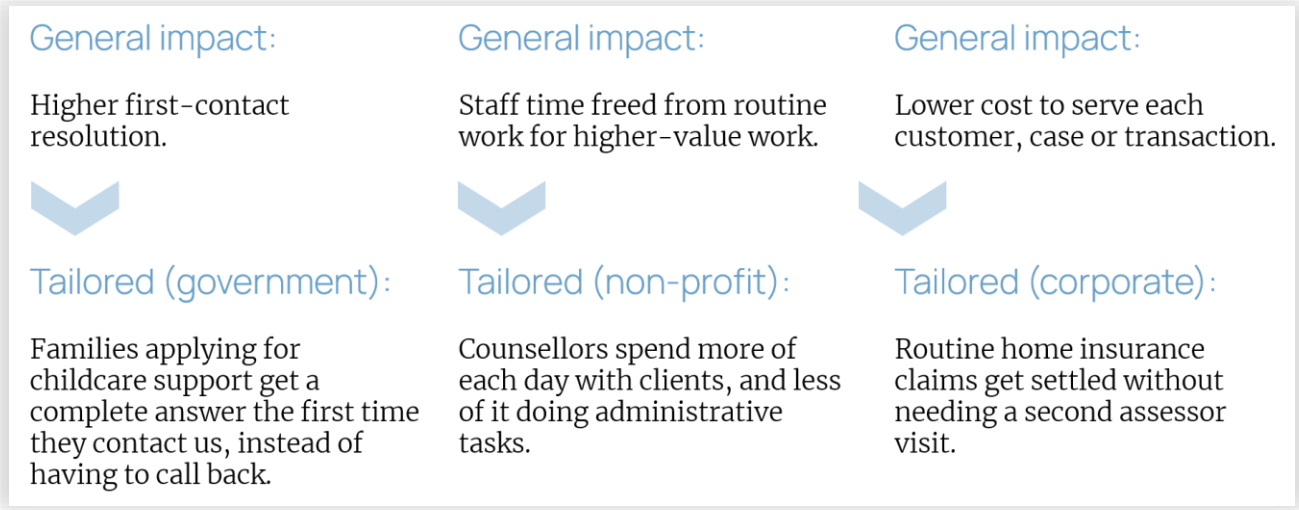
Sources for these impacts are listed under References at the back of this workbook.

Your notes

Capture thoughts, ideas and actions to save for later:

Step 3: Make your impact your own.

We can't rely on generic lists of metrics to track AI impact because how AI contributes in each organisation is different. Take the time to contextualise and rewrite your AI impact so it is tailored to your organisation.



Write your impact as your own:

Your generic AI impact (from Step 2):

Copy & paste it here, for easy reference:

Contextualise it:

Answer the following questions first, and they'll help you write a tailored AI impact:

Who, specifically? Which customers, citizens, staff or partners would feel this impact?

Where, exactly? Which service, process, program or part of the organisation would it show up in?

What would be different? Compared with today, what would change, appear or disappear?

CHECK: Why does it matter here? How does it align to your organisation's purpose or strategy?

Your tailored impact:

Now that you have thought through the context, rewrite the generic AI impact you chose so it is tailored to your organisation:

Your notes

Capture thoughts, ideas and actions to save for later:

Step 4: Check the impact is measurable.

Weasel words sound important but don't tell you what you'd actually see happening. If your AI impact is written with weasel words, you won't be able to measure it.

Before:	Before:	Before:	Before:
Improve the efficiency of our claims process.	Enhance access to services for regional communities.	Optimise our case officers' capacity.	Families applying for childcare support get a complete answer the first time they contact us.
After:	After:	After:	After:
Customers get their claims paid in fewer days.	People in country towns access support without travelling to an office.	Our case officers spend more of their day helping people and less of it on paperwork.	Families applying for childcare support get everything they need to finish their application the first time they contact us.

Deweasel the impact:

Your tailored AI impact (from Step 3):

Copy & paste it here, for easy reference:

Weasel words found:

List the weasel words you found and explain each one so a 10-year-old could understand it:

Your measurable impact (with 10-year-old language):

Rewrite your AI impact using that clearer language:

Your notes

Capture thoughts, ideas and actions to save for later:

Step 5: Design a potential measure.

Too many measures are chosen for convenience, not evidence. Meaningful measures are direct, quantitative evidence of your AI impact, and there is a 4-ingredient recipe to help you write them.

Warm-up:

Spot the **meaningful measure** for this AI impact: *"customers get a decision on their claim faster"*

Which measure is the most meaningful evidence of this AI impact?

- [ ] Percentage of staff who used the AI claims support tool, by month
- [ ] Number of hours staff report that they saved using the AI claims support tool, by week
- [ ] Number of AI use cases deployed across the claims team, by month
- [ ] Average number of days from customer submitting a claim to receiving a decision, by month

Your notes

Capture thoughts, ideas and actions to save for later:

The 4-ingredient recipe to write a meaningful measure:

statistic + performance attribute + scope + frequency

The first ingredient is the **statistic**, which is how you'll quantify your measure, such as count, sum, average or percentage.

The second ingredient is the **performance attribute**, the thing you're trying to measure, and it comes directly from your measurable AI impact.

The third ingredient is the **scope**, which you'll define only if you need it, to add some detail about anything that this measure includes or excludes. It's optional.

The fourth ingredient is the **frequency**, which says how often you'll measure this, such as daily, weekly, fortnightly, monthly, or quarterly.

Measurable result:	Measurable result:	Measurable result:	Measurable result:
Customers get their claims paid in fewer days.	People in country towns access support without travelling to an office.	Our case officers spend more of their day helping people and less of it on paperwork.	Families applying for childcare support get everything they need to finish their application the first time they contact us.
Measure:	Measure:	Measure:	Measure:
Average number of days from claim submission to claim payment, by month.	Percentage of support requests requiring travel, for people in country towns, by month.	Ratio of hours spent helping people to hours spent on paperwork, by week.	Percentage of complete childcare applications submitted at first contact, by week.

Write your meaningful measure:

The 4-ingredient recipe (again for easy reference):

Statistic — count, sum, percentage, average

Performance attribute — the AI impact your measurable result describes

Scope (optional) — just in case you need to specifically define what's included or excluded

Frequency — daily, weekly, fortnightly, monthly, quarterly

Your measurable AI impact (from Step 4):

Copy & paste it here, for easy reference:

Write a potential measure:

Follow the 4-ingredient recipe:

Notice how these last two fields are your measurable AI impact and its measure!

Your notes

Capture thoughts, ideas and actions to save for later:

Your confidence now?

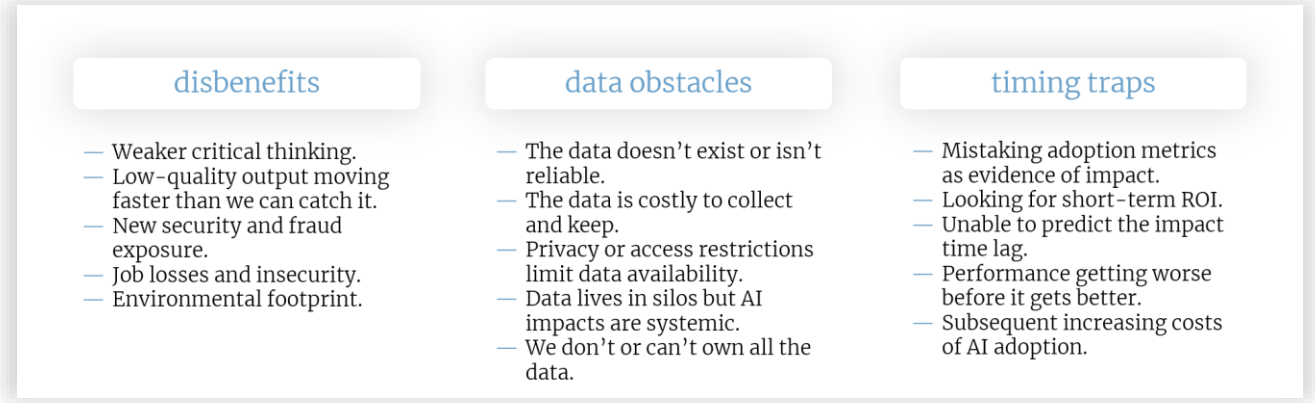
How **confident** do you feel in measuring AI impacts now?

Tick any of these options that apply to you:

- [ ] I feel more confident choosing AI impacts that matter to my organisation
- [ ] I feel more confident writing AI impacts in a clear and measurable way
- [ ] I feel more confident designing a meaningful measure for AI impacts
- [ ] I would feel more confident with more help
- [ ] I still don't feel any more confident

Step 6: Explore the risks.

Bringing a technology as powerful as AI into our workplaces brings unexpected risks, including disbenefits, data obstacles and timing traps. Be aware of them up front, rather than surprised by them later.



Explore the risks of your AI impact:

Disbenefits

Tick those disbenefits in the list that could come from achieving your AI impact, or write down any others not listed:

- ☐ Weaker critical thinking.
- ☐ Low-quality output moving faster than we can catch it.
- ☐ New security and fraud exposure.
- ☐ Job losses and insecurity.
- ☐ Environmental footprint.
- ☐ OTHER:

Data obstacles

Tick those data obstacles in the list that are likely to affect you, or write down any others not listed:

- [ ] The data doesn't exist or isn't reliable.
- [ ] The data is costly to collect and keep.
- [ ] Privacy or access restrictions limit data availability.
- [ ] Data lives in silos but AI impacts are systemic.
- [ ] We don't or can't own all the data.
- [ ] OTHER:

Timing traps

Tick those timing traps in the list that are likely to affect you, or write down any others not listed:

- [ ] Mistaking adoption metrics as evidence of impact.
- [ ] Looking for short-term ROI.
- [ ] Unable to predict the impact time lag.
- [ ] Performance getting worse before it gets better.
- [ ] Subsequent increasing costs of AI adoption.
- [ ] OTHER:

Your notes

Capture thoughts, ideas and actions to save for later:

What are your reflections?

What are your reflections now, about how you might measure AI's impact in your organisation?

An insight you're taking away with you:

A starting point you'll build on later:

An idea you're keen to try out:

Any other reflection:

A question you'd like answered:

Where to from here?

You've taken one AI impact from a vague hope to a measurable result. Here's how to keep going, and to put the rudder firmly in your hands.

FOR LEADERS:

Get clarity on one goal, in one hour.

Bring one AI impact, or any goal that matters, to an obligation-free Discovery Discussion. You'll leave with uncommon clarity on what success looks like and how to measure it.

→ Book at team@pump.academy (or with your regional PuMP Partner)

FOR LEADERS & PRACTITIONERS:

Get help with your AI impact measures.

Want feedback on your workbook, coaching on your measures, or PuMP training for your team? Your regional PuMP Partner can help you explore options for your next steps.

→ Find your regional PuMP Partner's details on page 4.

KNOW SOMEONE ELSE TRYING TO PROVE AI'S VALUE?

Share a blank copy of this workbook with them. It links to the free replay, so they can work through the same steps in their own time.

→ Replay link: https://pump.academy/webcasts/proving-ais-value/

Poll results and anything you shared in the chat may be used, anonymously and in aggregate, to help us understand how organisations are approaching the measurement of AI's impact. We'll share what we learn.

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PUMP

Clarify your strategic goals, align every team, and achieve measurable results.

STEP 1

Understanding Measurement's Purpose

Fixing the focus firmly on continuous improvement as the purpose for measurement.

STEP 2

Mapping Measurable Results

Translating our strategy into clear, focused, and measurable performance results.

STEP 3

Designing Meaningful Measures

Choosing the most feasible and relevant measures that evidence our performance results.

STEP 4

Building Buy-In to Measures

Getting ownership from our stakeholders, quickly, easily and engagingly.

STEP 5

Implementing Measures

Documenting in detail the data, analysis and reporting requirements for each of our measures.

STEP 6

Interpreting Signals from Measures

Focusing ourselves on gaps between as-is and to-be performance.

STEP 7

Reporting Performance Measures

Creating useful and usable performance reports that inspire us to action.

STEP 8

Reaching Performance Targets

Improving business processes to move as-is performance toward to-be.

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