



Four measures refused, three questions found

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Document issued on 24/09/2026

Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **The four classic call-centre indicators all push the same way: hang up faster.**

Measure	Taken?	What it would produce
Calls received by hour and reason	Yes	A staffing level
Waiting times	Yes	An accurate announcement
Abandons	Yes	People to call back
Transfers not connecting	Yes	A line to fix
Average call length per employee	No	The difficult call cut short
Calls handled per person	No	Same
Time between calls	No	Surveillance

Measure	Taken?	What it would produce
Transfer rate per person	No	An employee who no longer dares transfer

An employee measured on call length cuts short the difficult call, which is precisely the one that should have run long.

What is reported instead

Indicator	Value
Transfers this month	—
Share concerning three questions	38%
Answer existing in an opened document	None of the three

Those three questions occupy one person full time, and nobody knew. That is what a switchboard measured by reason reveals and one measured by employee hides.

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