



What is not measured, and why

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Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **The activity report is already the most sensitive document teams fill in: it is used to bill, therefore to measure.**

Technically available measure	Produced?
Entry punctuality ranking	No
Correction rate per person	No
Time comparison between people	No
Alert on an individual gap	No

The predictable effect of a punctuality ranking

Induced behaviour	Consequence
Filling in Monday morning for the five days ahead	The indicator becomes good
Carrying over the previous week without rereading	The report becomes false

Measuring people on the tool that already measures them produces the exact opposite of the aim.

What is reported instead

The overall share of late entry **and its measured effect on the correction rate** — an argument for changing the arrangement, not for summoning anybody.

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