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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