

# measurement madness


recognizing and avoiding the pitfalls of  
performance measurement

Dina Gray  
Pietro Michel  
Andrey Pavlov

WILEY

# Measurement Madness Recognizing And Avoiding The Pitfalls Of Performance Measurement

**Jerry L. Harbour**



## **Measurement Madness Recognizing And Avoiding The Pitfalls Of Performance Measurement:**

*Measurement Madness* Dina Gray, Pietro Micheli, Andrey Pavlov, 2015-01-27 A clearer more accurate performance management strategy Over the past two decades performance measurement has profoundly changed societies organizations and the way we live and work We can now access incredible quantities of data display review and report complex information in real time and monitor employees and processes in detail But have all these investments in collecting analysing and reporting data helped companies governments and people perform better *Measurement Madness* is an engaging read full of anecdotes so peculiar you ll hardly believe them Each one highlights a performance measurement initiative that went wrong explains why and most importantly shows you how to avoid making the same mistake yourself The dangers of poorly designed performance measurement are numerous and even the best how to guides don t explain how to avoid them *Measurement Madness* fills in the gap showing how to ensure you re measuring the right things rewarding the behaviours that deserve rewarding and interpreting results in a way that will improve things rather than complicate them This book will help you to recognize correct and even avoid common performance measurement problems including Measuring for the sake of measuring Assuming that measurement is an instant fix for performance issues Comparing sets of data that have nothing in common and hoping to learn something Using targets and rewards to promote certain behaviours and achieving exactly the opposite ones Reading *Measurement Madness* will enable you to design a simple effective performance measurement system which will have the intended result of creating value in your organization

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*Information Systems and Technologies to Support Learning* Álvaro Rocha, Mohammed Serrhini, 2018-10-24 This book features a selection of articles from the second edition of the conference Europe Middle East B education in science technology engineering and Mathematics C emerging technologies in education learning innovation in the digital age D software systems architectures applications and tools E multimedia systems and applications F computer communications and networks G IOT smart cities and people wireless sensor and ad hoc networks H organizational models and information systems and technologies I human computer Interaction J computers K health informatics and medical informatics security l information and knowledge management m big data analytics and applications intelligent data systems and machine learning n artificial intelligence high performance computing o mobile embedded and ubiquitous systems p language and image processing computer graphics and vision and q the interdisciplinary field of fuzzy logic and data mining

**Local Economic and Employment Development (LEED) Measure, Manage and Maximise Your Impact A Guide for the Social Economy** OECD, European Union, 2024-04-15 This guide offers a simple straightforward approach for social economy entities to measure manage and ultimately maximise their impact and to prioritise the use of findings for strategic organisational learning and improvement

Questioning Performance Measurement: Metrics, Organizations and Power Guy Redden, 2019-03-11 Questioning Performance Measurement Metrics Organizations and Power is the first book to interrogate the organizational turn towards performance metrics critically Performance measurement is used to evaluate a diverse range of activities throughout the private public and non governmental sectors But in an increasingly data driven world what does it really mean to measure performance Taking a sociology of quantification perspective this book traces the rise of performance measurement questions its methods and objectivity and examines the social significance of the flood of numbers through which value is represented and actors are held accountable An illuminating read for students scholars and practitioners across Organization Studies Sociology Business and Management Public Policy and Administration

Research Handbook on the Sociology of Organizations Godwyn, Mary, 2022-06-10 With original contributions from leading experts in the field this cutting edge Research Handbook combines theoretical advancement with the newest empirical research to explore the sociology of organizations While including the traditional study of formal corporate business organizations the Handbook also explores more transitory informal grassroots organizations such as NGOs and artist communities

**Radical Organisation Development** Mark Cole, 2019-09-02 Contemporary organisation development OD in practice draws on sophisticated theory and tools to advance organisational change using a range of concepts and techniques including positive psychology appreciation and active engagement with the workforce OD is considered to be humanistic and as a result progressive Mark Cole s original and thought provoking treatise points at a hole at the heart of OD practice it fails to consider the role of power in the workplace and the result is disempowering Drawing from critical theory as a radical means to redefine practice Mark Cole exposes this paradox and reveals the significant

limitations and negative impacts of current OD practice We need to replace the idea of the organisation with a focus on active human organising to enable individuals within systems to effect change from the grassroots up this concept is Radical OD Essential reading for students practitioners and academics of OD the wider HR community and all with an interest in developing their understanding of organisational life this ground breaking manifesto offers unique and challenging insight into the corporate presence of OD and challenges the willing reader to reimagine the focus and intent of this work

Engineering Management C. M. Chang, 2016-11-25 Engineering Management Meeting the Global Challenges prepares engineers to fulfill their managerial responsibilities acquire useful business perspectives and take on the much needed leadership roles to meet the challenges in the new millennium Value addition customer focus and business perspectives are emphasized throughout Also underlined are discussions of leadership attributes steps to acquire these attributes the areas engineering managers are expected to add value the web based tools which can be aggressively applied to develop and sustain competitive advantages the opportunities offered by market expansion into global regions and the preparations required for engineering managers to become global leaders The book is organized into three major sections functions of engineering management business fundamentals for engineering managers and engineering management in the new millennium This second edition refocuses on the new strategy for science technology engineering and math STEM professionals and managers to meet the global challenges through the creation of strategic differentiation and operational excellence Major revisions include a new chapter on creativity and innovation a new chapter on operational excellence and combination of the chapters on financial accounting and financial management The design strategy for this second edition strives for achieving the T shaped competencies with both broad based perspectives and in depth analytical skills Such a background is viewed as essential for STEM professionals and managers to exert a strong leadership role in the dynamic and challenging marketplace The material in this book will surely help engineering managers play key leadership roles in their organizations by optimally applying their combined strengths in engineering and management Higher Education Strategy and Planning Tony Strike, 2017-07-14 Higher Education Strategy and Planning draws together a team of expert contributors from across the sector to offer contemporary descriptions of practice in Higher Education and critical reflections on that practice Many of the tools and techniques transcend the particular national system within which they are situated and therefore have global relevance for all those interested in strategy and planning in Higher Education Containing chapters on each of the major functions or capabilities of strategic planners critiques of global policy trends framework examples and explanations of the main league tables both in the UK and globally the book is divided into five main parts Context and Positioning Integrated Planning Centrality Co ordination and Connection Analytical Capacity and Capability Insight and Information This text offers a contemporary representation of strategic planning and will be an indispensable guide for all those who work in or study Higher Education particularly aimed at those who work in strategy planning and leadership roles

*Measurement Madness*, 2014 The ultimate guide to performance management and how to avoid the often bizarre unintended consequences of KPIs The results of well intended performance measurement are sometimes bizarre and bewildering World leaders in business performance the authors of *Measurement Madness* have amassed a wealth of real life business stories producing this timely how to guide for avoiding the unintended consequences that come from measuring people processes and organizations *Measurement Madness* is a lively and informative take on this topical subject Peppered with anecdotal evidence it uses case studies to reveal some of the more outrageous and unexpected outcomes of KPIs but also to show what performance management success looks like Management theories are used to underline types of behavior and most importantly how they can be anticipated This book gives you guiding principles for avoiding common pitfalls such as setting the wrong performance targets and measuring what is easy rather than what is useful It provides reliable practical advice demonstrating how to create meaningful performance measurement Authors are from the world leading Business Performance team at Cranfield University in the U K which has a world renowned reputation for close partnerships with industry Case studies include U S U K and international examples of performance management from real business stories Ironically *Measurement Madness* might just be the key to saving your sanity for the next round of performance management

*Measuring and Managing Performance in Organizations* Robert Austin, 2013-07-15 This is the digital version of the printed book Copyright 1996 Based on an award winning doctoral thesis at Carnegie Mellon University *Measuring and Managing Performance in Organizations* presents a captivating analysis of the perils of performance measurement systems In the book's foreword Peopleware authors Tom DeMarco and Timothy Lister rave We believe this is a book that needs to be on the desk of just about anyone who manages anything Because people often react with unanticipated sophistication when they are being measured measurement based management systems can become dysfunctional interfering with achievement of intended results Fortunately as the author shows measurement dysfunction follows a pattern that can be identified and avoided The author's findings are bolstered by interviews with eight recognized experts in the use of measurement to manage computer software development David N Card of Software Productivity Solutions Tom DeMarco of the Atlantic Systems Guild Capers Jones of Software Productivity Research John Musa of AT Daniel J Paulish of Siemens Corporate Research Lawrence H Putnam of Quantitative Software Management E O Tilford Sr of Fissure plus the anonymous Expert X A practical model for analyzing measurement projects solidifies the text don't start without it **Performance**

**Measurement**, 2008 **Performance Measurement** Kenneth Merchant, Andy Neely, 2011-06-16 This book provides a concise overview of the field of performance measurement The book discusses market financial and nonfinancial measures of performance and stylized combinations of those measures It describes general principles of measurement that can be applied to all organizational settings and all levels of analysis within those organizations i e corporate division department individual The book provides examples and evidence about what can go wrong if the wrong measurement choices are made It concludes

with some normative advice that managers can use when making their performance measurement choices

*Performance Measurement* Winston Bennett, Charles E. Lance, David J. Woehr, 2014-02-04 Over the course of the past few years teaching research and practice has underscored the importance of performance measurement and criterion development as topics of great interest considerable debate and some misunderstanding It has also become clear that the field needs to address a compendium of research applications and issues Performance Measurement Current Perspectives and Future Challenges brings together internationally recognized leaders in the field and each examines the subject matter in a way that has never been done focusing on the dynamic nature of work and the tremendous demands being placed on assessment and measurement as core organizational activities It also uniquely uses their expertise to provide critical pointers to not only the practical implications of work in the field but also to the new and continuing issues to be addressed and research to be conducted The book will be useful to both scientists and practitioners

Manager's Guide to Performance Measurement, 1976

Measuring Success Dr. John Hailey, Mia Sorgenfrei, 2004

**The Basics of Performance Measurement** Jerry L. Harbour, 2017-08-15 You can't understand manage or improve what you don't measure While every smart executive now knows the truth of those words perhaps more so than anyone it was Jerry Harbour who turned that adage into a science Originally published in 1997 The Basics of Performance Measurement helped pioneer the science of performance measurement and continues

*Performance Measurement and Evaluation* Open University. Open Business School, Open University. B889 Course Team, 1993

Transforming Performance Measurement Dean Spitzer, 2007-02-09 Performance improvement thought leader Dean Spitzer explains why performance measurement should be less about calculations and analysis and more about the crucial social factors that determine how well the measurements get used Transforming Performance Measurement presents a breakthrough approach that will not only significantly reduce those dysfunctions but also promote alignment with business strategy maximize cross enterprise integration and help everyone to work collaboratively to drive value throughout your organization Spitzer's socialization of measurement process focuses on learning and improvement from measurement and on the importance of asking such questions as How well do our measures reflect our business model How successfully are they driving our strategy What should we be measuring and not measuring Are the right people having the right measurement discussions Performance measurement is a dynamic process that calls for an awareness of the balance necessary between seemingly disparate ideas the technical and the social aspects of performance measurement This book gives you assessment tools to gauge where you are now and a roadmap for moving with little or no disruption to a more transformational and mature measurement system The book also provides 34 TMAPs Transformational Measurement Action Plans which suggest both well accepted and emergent measures in areas such as marketing human resources customer service knowledge management productivity information technology research and development costing and more that you can use right away Transforming Performance Measurement tells you not only what

to measure but how to do it and in what context to make a truly transformational difference in your enterprise      *Actionable Performance Measurement* Marvin T. Howell, 2005-06-30 Measurement is absolutely essential for any organization or company functional area department business unit project or individual Companies must know how their processes are performing how well they are meeting customers needs how targeted improvements are being achieved and how management is doing Accurate performance measures tell companies where they are and to take action if they are not on track or if performance does not meet expectations Actionable Performance Measurement presents many different methods to help readers develop metrics and performance measures To aid in corporate measures development and strategic tactical and or business planning a quick and effective method of identifying specific key results areas is outlined and explained Both customer and employee focuses are presented how to measure each and how to develop good surveys In addition Howell explains several methods for setting realistic but stretch targets as well as a technique for measuring apples and oranges Readers will be able to measure employee and customer satisfaction and be prepared to capably lead or be a member of a corporate or business unit measurement team to assess existing performance indicators effectiveness Included is a student workbook to be used as a teaching tool in conjunction with the books

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