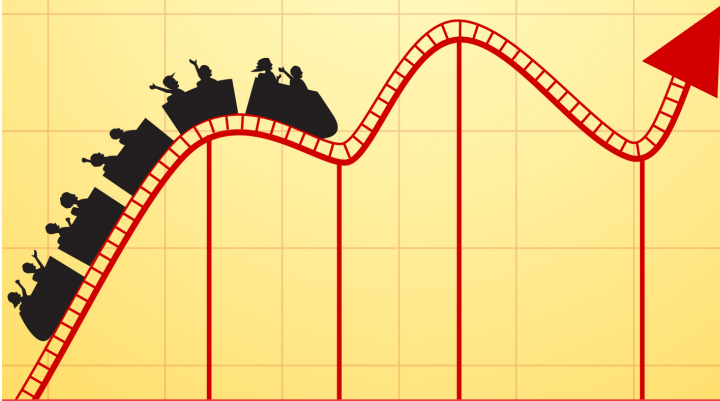


# MEASURES OF SUCCESS

| REACT LESS | LEAD BETTER |  
| IMPROVE MORE |



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## Summary of Key Points

**KEY POINT #1:** We don't manage the metric; we manage the system that leads to the results and we lead the people who help us improve the system.

**KEY POINT #2:** Two data points are not a trend.

**KEY POINT #3:** "No data have meaning apart from their context."

**KEY POINT #4:** A chart will always tell us more than a list of numbers.

**KEY POINT #5:** The job of management is not just to look backward, but also to look forward and predict, if possible, what is likely to occur.

**KEY POINT #6:** There is variation in every metric or data set. Process behavior charts filter out noise so we can identify signals.

**KEY POINT #7:** Don't waste time explaining noise in a metric. There is no simple, single "root cause" for noise.

**KEY POINT #8:** More timely data is better for improvement. Daily is better than weekly, which is better than monthly, as long as we don't overreact to every data point.

**KEY POINT #9:** If there was an intervention in the system, make it clear in your chart or your discussion of the chart when that change was started or implemented.

**KEY POINT #10:** When showing the "before" scenario, show enough data points to illustrate the previous level of variation, not just a single data point.