

10 Key Points

The ideas from *Measures of Success* worth keeping close: for your next metrics review, huddle, or monthly report.

Each key point is introduced and revisited in the book, along with three core questions to ask about any system and metric.

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.
2. Two data points are not a trend.
3. "No data have meaning apart from their context."
4. A chart will always tell us more than a list of numbers.
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.
6. There is variation in every metric or data set. Process Behavior Charts filter out noise so we can identify signals.
7. Don't waste time explaining noise in a metric. There is no simple, single "root cause" for noise.
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.
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.
10. When showing the "before" scenario, show enough data points to illustrate the previous level of variation, not just a single data point.

Learn the method

Read the free preview, or bring a Process Behavior Chart workshop to your team.

Free preview

Workshops