



**#NoMetrics**

the ephemeral role of data in decision making

**Modern Management Methods**

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A photograph of a forest path during autumn. The path is covered in fallen leaves and leads into a dense forest. Sunlight filters through the trees, creating a hazy, golden atmosphere. The trees have green and yellow leaves. A semi-transparent dark band is overlaid across the middle of the image, containing the text "Some background".

**Some background**

A black and white portrait of a middle-aged man with short, dark hair, wearing a dark suit jacket, a white collared shirt, and a dark tie. He is looking slightly to the right of the camera with a neutral expression. The background is a plain, light-colored wall.

"We cannot manage what we do not measure"

A photograph of Peter Drucker, an elderly man with glasses, wearing a dark blue suit jacket, a white shirt, and a dark tie. He is sitting with his hands clasped in front of him, looking slightly to the right of the camera with a thoughtful expression. The background is a plain, light-colored wall.

**What gets measured gets managed.**


A fluffy tabby cat is lying on its back on a concrete surface. The cat's fur is a mix of brown, black, and white. It is looking upwards with its mouth slightly open, showing its tongue and teeth. The cat's paws are visible, and it appears to be in a relaxed or possibly distressed state. The background is a concrete sidewalk with some scattered leaves.

**Needs**

# Software Metrics







**Archeology**

A white ceramic cup filled with dark coffee sits on a matching saucer. The coffee is steaming, with wisps of white vapor rising from the surface. The cup and saucer are placed on a dark, richly grained wooden table. Several coffee beans are scattered around the base of the saucer. The lighting is dramatic, highlighting the cup and the steam against a dark background.


**Conclusion**



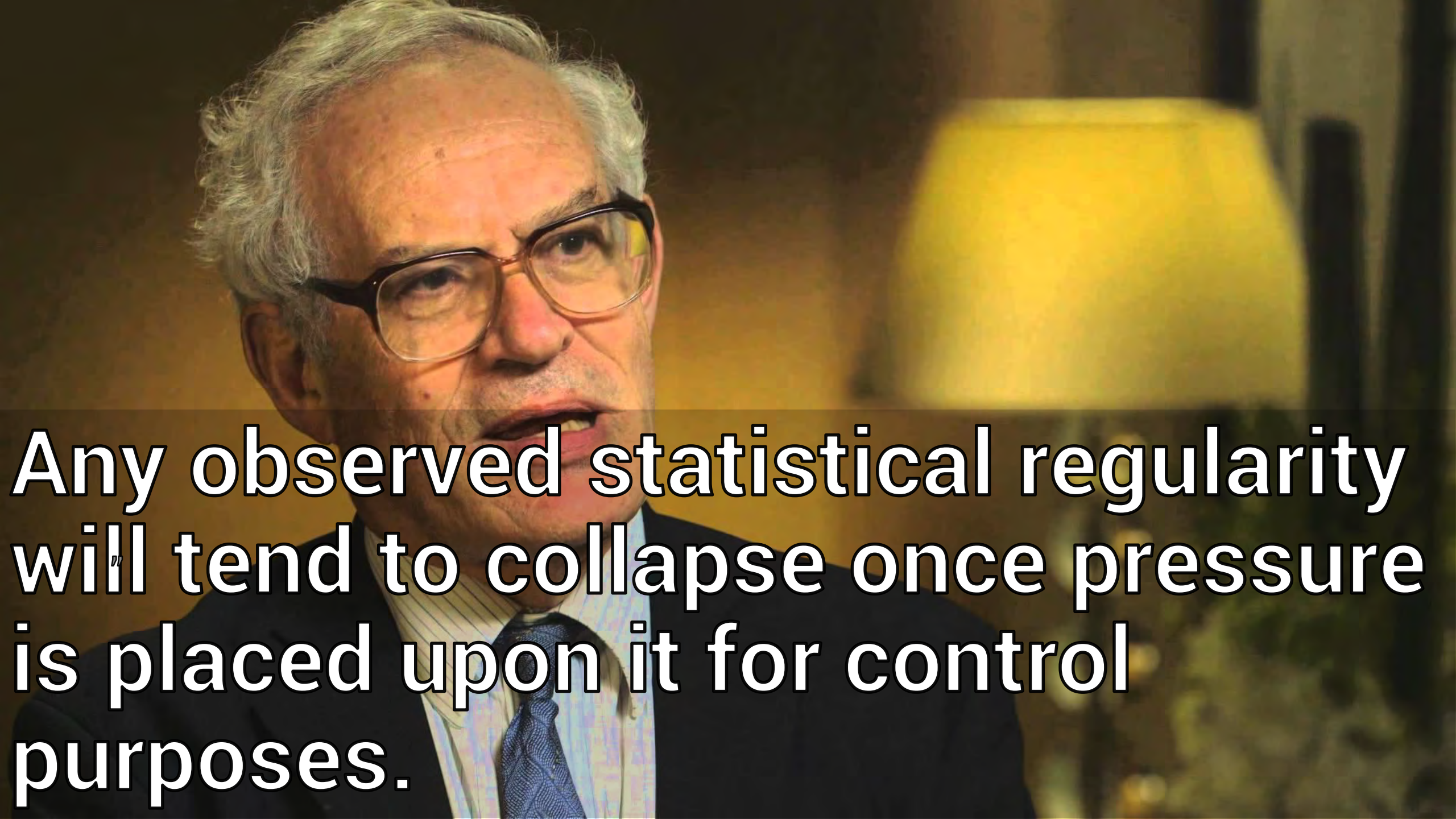
**Ethics**



**Our customers are those whose  
lives we touch**



*One major* reason for  
quantification is clarification.

A close-up photograph of an older man with white hair and glasses, wearing a dark suit, white shirt, and blue tie. He is looking slightly to the right and appears to be speaking. The background is dark and out of focus, with a warm yellow light source visible on the right side.

**Any observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes.**

A photograph of four archery targets set up on a grassy field. The targets are arranged in a line from left to right, each mounted on a wooden tripod stand. Each target has a red flag on top. The targets are white with concentric rings of blue, red, and yellow. The background consists of a dense line of green trees under bright sunlight. A thin white line is stretched across the field in front of the targets.

**When a measure becomes a target, it ceases to be a good measure.**

# Types of measurement







# Motivational Measures

# Informational Measures





# Leading Indicators



# Lagging Indicators

A jockey in a yellow and blue uniform is riding a dark brown horse during a race. The jockey is wearing a yellow helmet, sunglasses, and white breeches. The horse is in motion, and the jockey is leaning forward. In the background, another horse and jockey are visible, along with a white fence and a green field.

**Falling off the horse**



# Burndowns

Velocity





# Story Points



A tabby cat is lying on a yellow patterned surface, wrapped in a black plastic bag. The bag covers its body and one of its paws. The text "Code Coverage" is overlaid on the image.

**Code Coverage**

A cowboy in a light-colored striped shirt, tan pants, and a cowboy hat is riding a brown horse that is bucking. The horse is in mid-air, with its front legs tucked and back legs extended. The cowboy is leaning forward, holding the reins. The background shows a grassy field with trees and a clear blue sky. A semi-transparent dark banner is overlaid across the middle of the image, containing the text "Tackling the problems".

**Tackling the problems**



**All models are broken**

But here's a useful one

**ODIM**





**Outcomes**



**Decisions**



# Information


# Metrics





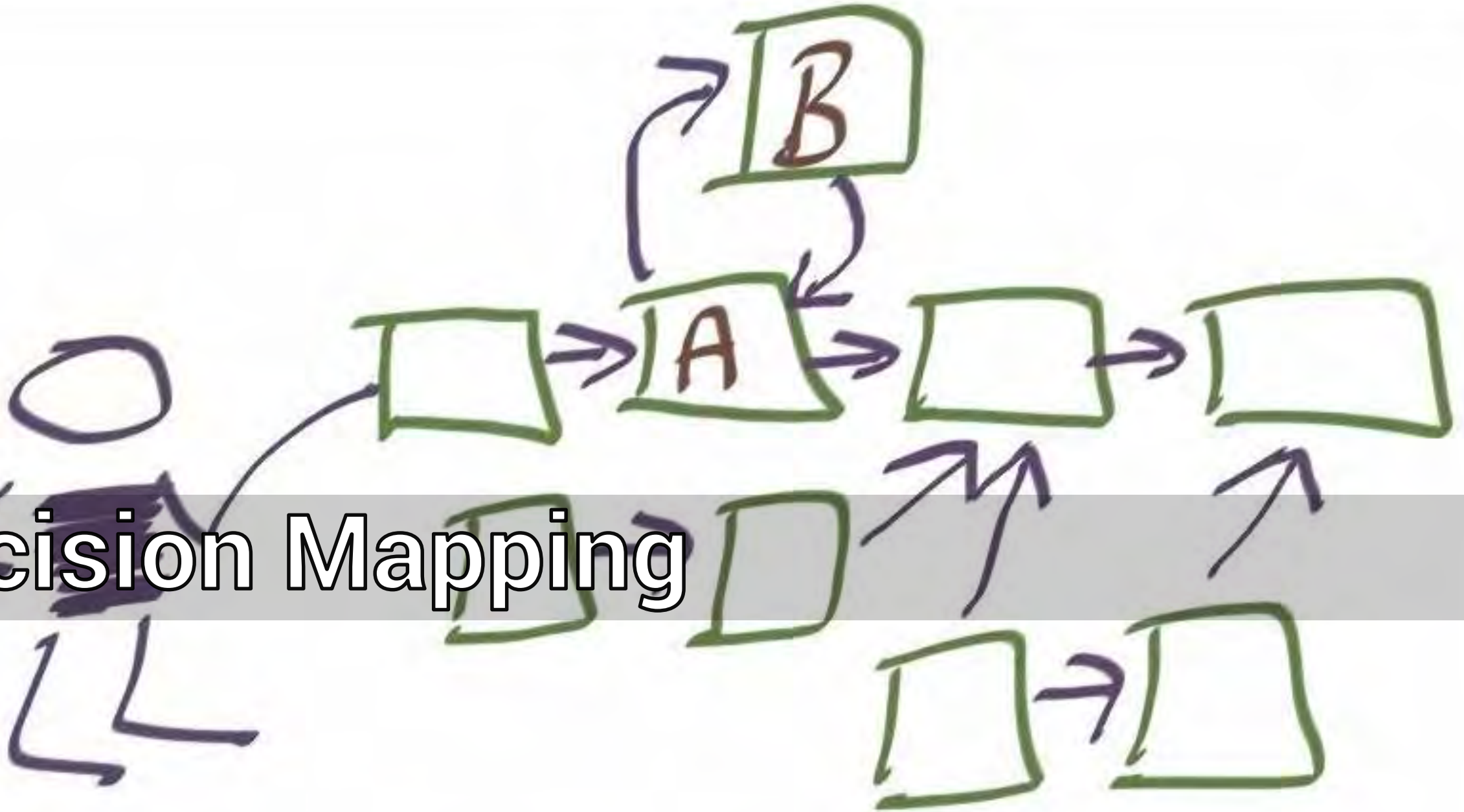
# More Decisions



A close-up portrait of a woman with long, wavy, reddish-brown hair. She has light-colored eyes and is looking slightly to the right of the camera with a gentle smile. The lighting is warm and directional, coming from the upper left, which creates soft shadows on the right side of her face and highlights the texture of her hair and skin. She is wearing a red top and a gold necklace. The background is dark and out of focus, showing some green foliage.

**Kim Ballestrin**  
**@kb2bkb**

# Decision Mapping





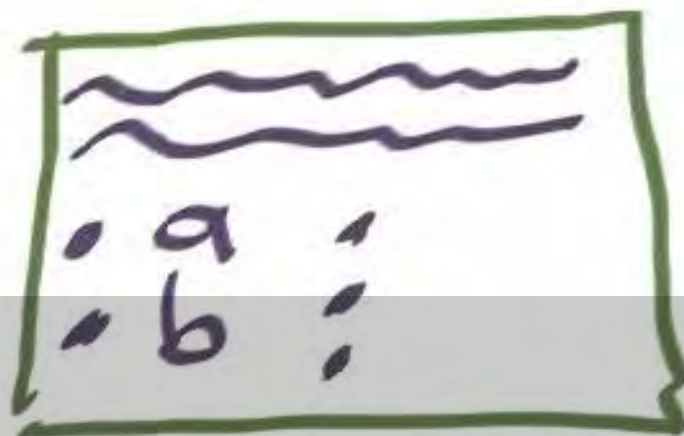
# Decision Systems

The image shows a vast field of bright green, textured, rounded shapes that resemble microscopic organisms or biological structures. These shapes are densely packed and vary in size, creating a complex, almost crystalline pattern. The overall appearance is that of a large-scale biological or chemical structure, possibly a colony of microorganisms or a specific type of mineral growth. The lighting is bright, highlighting the intricate details of the individual units.

**Micro & Macro**

A person in a dark jacket stands in the center of a dark, debris-filled tunnel. The tunnel walls are covered in a complex, grid-like pattern of dark, twisted metal or wood. The floor is littered with broken pieces of metal and other debris. In the distance, a large, swirling vortex of light and dark energy dominates the center of the tunnel, creating a sense of a portal or a powerful force. The overall atmosphere is dark, mysterious, and somewhat ominous.

**Decisions can suck**



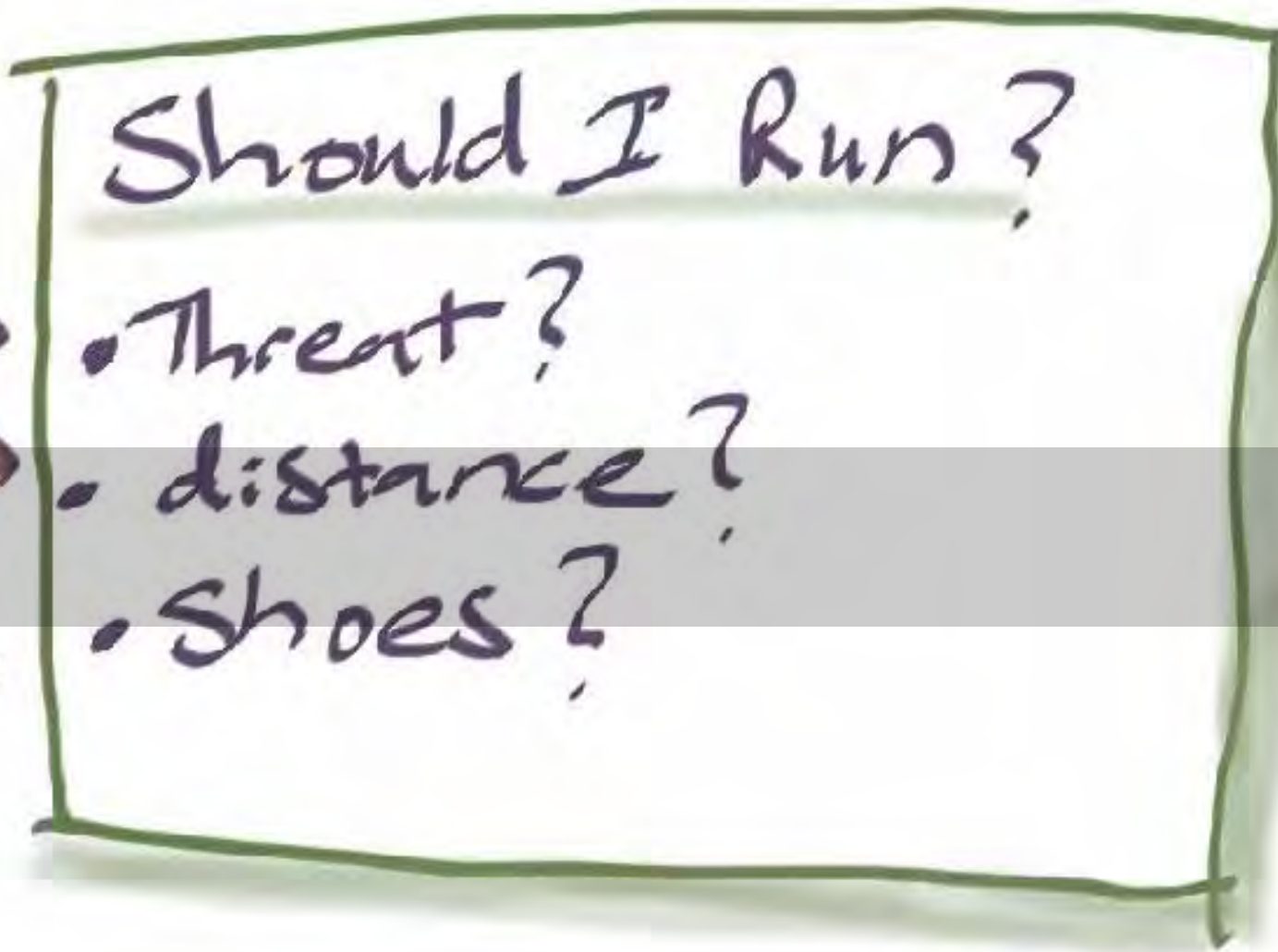
# Decision Cards



A close-up photograph of a hairy tarantula spider. The spider has a dark, hairy body and large, prominent eyes. Its chelicerae (mouthparts) are bright yellow. The background is a soft, out-of-focus green. A semi-transparent horizontal bar is overlaid across the middle of the image, containing the text "Run away?".

**Run away?**





Should I Run?


- Threat?
- distance?
- shoes?

Card it.



A large, dark, spiky dragon-like creature with glowing purple energy, set against a dark, stormy background with lightning. The creature has a long neck and a head with sharp teeth and glowing purple eyes. It is surrounded by dark, jagged rock formations and lightning bolts. The overall atmosphere is dark and ominous.

**What metric matters now?**



**#NoMetrics = #NoWork?**

A wide-angle photograph of a sunset over the ocean. The sun is a bright orange orb on the horizon, casting a shimmering golden path of light across the water's surface. The sky is filled with soft, wispy clouds in shades of orange, yellow, and pale blue. The foreground shows gentle waves lapping onto a sandy beach.

**Thanks**