The Tyranny of Metrics Jerry Z. Muller 2019-04-30 How the obsession with quantifying human performance threatens business, medicine, education, government—and the quality of our lives Today, organizations of all kinds are ruled by the belief that the path to success is quantifying human performance, publicizing the results, and dividing up the rewards based on the numbers. But in our zeal to instill the evaluation process with scientific rigor, we've gone from measuring performance to fixating on measuring itself—and this tyranny of metrics now threatens the quality of our organizations and lives. In this brief, accessible, and powerful book, Jerry Muller uncovers the damage metrics are causing and shows how we can begin to fix the problem. Filled with examples from business, medicine, education, government, and other fields, the book explains why paying for measured performance doesn't work, why surgical scorecards may increase deaths, and much more. But Muller also shows that, when used as a complement to judgment based on personal experience, metrics can be beneficial, and he includes an invaluable checklist of when and how to use them. The result is an essential corrective to a harmful trend that increasingly affects us all.

Software Development Metrics David Nicolette 2015-07-16 Summary Software Development Metrics is a handbook for anyone who needs to track and guide software development and delivery at the team level, such as project managers and team leads. New development practices, including "agile" methodologies like Scrum,
have redefined which measurements are most meaningful and under what conditions you can benefit from them. This practical book identifies key characteristics of organizational structure, process models, and development methods so that you can select the appropriate metrics for your team. It describes the uses, mechanics, and common abuses of a number of metrics that are useful for steering and for monitoring process improvement. The insights and techniques in this book are based entirely on field experience. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. About the Book When driving a car, you are less likely to speed, run out of gas, or suffer engine failure because of the measurements the car reports to you about its condition. Development teams, too, are less likely to fail if they are measuring the parameters that matter to the success of their projects. This book shows you how. Software Development Metrics teaches you how to gather, analyze, and effectively use the metrics that define your organizational structure, process models, and development methods. The insights and examples in this book are based entirely on field experience. You'll learn practical techniques like building tools to track key metrics and developing data-based early warning systems. Along the way, you'll learn which metrics align with different development practices, including traditional and adaptive methods. No formal experience with developing or applying metrics is assumed. What's Inside Identify the most valuable metrics for your team and process Differentiate "improvement" from "change" Learn to interpret and apply the data you gather Common pitfalls and anti-patterns About the Author Dave Nicolette is an organizational transformation consultant, team coach, and trainer. Dave is active in the agile and lean software development communities.
communities. Table of Contents
Making metrics useful Metrics for steering Metrics for improvement Putting the metrics to work Planning predictability Reporting outward and upward

**Handbook of Metrics for Research in Operations Management** Aleda V. Roth 2008 Scale. References:
Citations for the references used in the summary

**Escape Velocity: Better Metrics for Agile Teams** Doc Norton 2020-02-02 Velocity is the most commonly used metric in agile software delivery. It is also perhaps the least effective metrics in agile software delivery. In "Escape Velocity", Doc Norton walks the reader through common issues with metrics and how to avoid them, alternative metrics that not only help agile teams perform better, but enable them to continuously improve, and techniques for forecasting that vastly outperform the use of velocity. In a quirky, casual, and information dense style, Doc Norton makes the topic of tracking data entertaining and shows us how to be more effective in the pursuit of excellent software.


**Project Management Metrics, KPIs, and Dashboards** Harold Kerzner 2017-10-16 Harold Kerzner’s essential strategies on measuring project management performance With the growth of complex projects, stakeholder involvement, and advancements in visual-based technology, metrics and KPIs (key performance indicators) are key factors in evaluating...
project performance. Dashboard reporting systems provide accessible project performance data, and sharing this vital data in a concise and consistent manner is a key communication responsibility of all project managers. This third edition of Kerzner's groundbreaking work, Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance, helps functional managers gain a thorough grasp of what metrics and KPIs are and how to use them. Plus, this edition includes new sections on processing dashboard information, portfolio management PMO and metrics, and BI tool flexibility. • Offers comprehensive coverage of the different dashboard types, design issues, and applications Provides full-color dashboards from some of the most successful project management companies, including IBM, Microsoft, and others Aligns with PMI’s PMBOK® Guide and stresses value-driven project management PPT decks are available by chapter and a test bank will be available for use in seminar presentations and courses Get ready to bolster your awareness of what good metrics management really entails today—and be armed with the knowledge to measure performance more effectively.

Metrics That Make a Difference
Robert Gilmore Pontius Jr
2023-03-26
Your government warns that 10% of your neighbors have a deadly contagious virus. The producer of a diagnostic test advertises that 90% of its tests are correct for any population. The test indicates that you have the virus. This book’s author claims your test has a 50% chance of being false, given your test’s result. Who do you believe? This book gives you insights necessary to interpret metrics that make a difference in life’s decisions. This book gives methods and software that are essential to analyze change and error. Change describes a phenomenon across time points. Error compares diagnoses with the truth. Other
texts give insufficient attention to these topics. This book’s novel ideas dispel popular misconceptions and replace previous methods. The author uses carefully designed graphics and high school mathematics to communicate easily with college students and advanced scientists. Applications include but are not limited to Remote Sensing, Land Change Science, and Geographic Information Science. “A wide range of tools to aid understanding of land cover and its change has been used but scientific progress has sometimes been limited through misuse and misunderstanding. Professor Pontius seeks to rectify this situation by providing a book to accompany the researcher’s toolbox. Metrics That Make a Difference addresses basic issues of relevance to a broad community in a mathematically friendly way and should greatly enhance the ability to elicit correct information. I wish this book existed while I was a grad student.” – Giles Foody, Professor of Geographical Information Science, The University of Nottingham

“Metrics That Make a Difference provides a comprehensive synthesis of over two decades of work during which Dr. Pontius researched, developed, and applied these metrics. The book meticulously and successfully guides the reader through the conceptual basis, computations, and proper interpretation of the many metrics derived for different types of variables. The book is not just a mathematical treatise but includes practical guidance to good data analysis and good science. Data scientists from many fields of endeavor will benefit substantially from Dr. Pontius’ articulate review of traditionally used metrics and his presentation of the innovative and novel metrics he has developed. While reading this book, I had multiple ‘aha’ moments about metrics that I shouldn’t be using and metrics that I should be using instead.” – Stephen Stehman, Distinguished Teaching
The full text downloaded to your computer With eBooks you can: search for key concepts, words and phrases make highlights and notes as you study share your notes with friends eBooks are downloaded to your computer and accessible either offline through the Bookshelf (available as a free download), available online and also via the iPad and Android apps. Upon purchase, you'll gain instant access to this eBook. Time limit The eBooks products do not have an expiry date. You will continue to access your digital ebook products whilst you have your Bookshelf installed.

The ROI of Human Capital
Jac FITZ-ENZ 2009-02-23 The lifeblood of any business enterprise is its people. Yet it wasn’t until the publication of the groundbreaking book The ROI of Human Capital that there was a reliable way to quantify the contributions of people to corporate profit. Completely updated with new metrics, the book shows executives and HR professionals how to gauge human costs and productivity at three critical levels: organizational (contributions to corporate goals) • functional (impact on process improvement) • human resources management (value added by five basic HR department activities) The second edition contains new material on topics including corporate outsourcing, developments in behavioral science, and advances in trending and forecasting that have dramatically changed the way organizations measure the bottom line effect of employee performance. Utterly up-to-date, this is the go-to resource for organizations performing the essential task of measuring the value of their people.

Actionable Agile Metrics for Predictability
Daniel S. Vacanti 2015-03-04 "When will it be done?" That is probably the first question your customers ask you once you start working on something for
them. Think about how many times you have been asked that question. How many times have you ever actually been right? We can debate all we want whether this is a fair question to ask given the tremendous amount of uncertainty in knowledge work, but the truth of the matter is that our customers are going to inquire about completion time whether we like it or not. Which means we need to come up with an accurate way to answer them. The problem is that the forecasting tools that we currently utilize have made us ill-equipped to provide accurate answers to reasonable customer questions. Until now. Topics Include Why managing for flow is the best strategy for predictability—including an introduction to Little's Law and its implications for flow. A definition of the basic metrics of flow and how to properly visualize those metrics in analytics like Cumulative Flow Diagrams and Scatterplots. Why your process policies are the potentially the biggest reason that you are unpredictable.

Social Media Metrics For Dummies Leslie Poston
2012-05-17 Discover how to gauge your online success based on social media metrics With so many social media monitoring and measurement tools available, it can be overwhelming to figure out which tool is right for you when it comes to calculating the success of your social media marketing efforts. This fun and friendly guide helps you determine which tool will serve you best for understanding your online audience. You'll learn to sift through all the information available about social media monitoring and metrics so that you can listen to what is being said about your business, read your analytic dashboard, understand what metrics mean for you, calculate your return on investment (ROI), and apply your findings to future social media marketing campaigns. Helps you wade through the plethora of social media monitoring and metrics to discover what elements are
most applicable to your needs
Explains the meaning behind the social media metrics tools so that you can understand how to make those results work for you Shares examples of how to calculate both the financial and non-financial return on investment of your social media efforts Includes real-world case studies that demonstrate how small and large businesses are using social media metrics With this helpful book by your side, you will learn how to understand the information you acquire regarding your social media marketing efforts and then put that information to work for your business.

_Mastering 'Metrics_ Joshua D. Angrist 2014-12-21 An accessible and fun guide to the essential tools of econometric research Applied econometrics, known to aficionados as 'metrics, is the original data science. 'Metrics encompasses the statistical methods economists use to untangle cause and effect in human affairs. Through accessible discussion and with a dose of kung fu–themed humor, Mastering 'Metrics presents the essential tools of econometric research and demonstrates why econometrics is exciting and useful. The five most valuable econometric methods, or what the authors call the Furious Five--random assignment, regression, instrumental variables, regression discontinuity designs, and differences in differences--are illustrated through well-crafted real-world examples (vetted for awesomeness by Kung Fu Panda's Jade Palace). Does health insurance make you healthier? Randomized experiments provide answers. Are expensive private colleges and selective public high schools better than more pedestrian institutions? Regression analysis and a regression discontinuity design reveal the surprising truth. When private banks teeter, and depositors take their money and run, should central banks step in to save them? Differences-in-differences analysis of a Depression-era
banking crisis offers a response. Could arresting O. J. Simpson have saved his ex-wife's life? Instrumental variables methods instruct law enforcement authorities in how best to respond to domestic abuse. Wielding econometric tools with skill and confidence, Mastering 'Metrics uses data and statistics to illuminate the path from cause to effect.

Shows why econometrics is important
Explains econometric research through humorous and accessible discussion
Outlines empirical methods central to modern econometric practice
Works through interesting and relevant real-world examples

Web Metrics for Library and Information Professionals
David Stuart 2014-01-02
A practical guide to using web metrics to measure impact and demonstrate value. The web provides an opportunity to collect a host of different metrics, from those associated with social media accounts and websites to more traditional research outputs. This book is a clear guide for library and information professionals as to what web metrics are available and how to assess and use them to make informed decisions and demonstrate value.

As individuals and organizations increasingly use the web in addition to traditional publishing avenues and formats, this book provides the tools to unlock web metrics and evaluate the impact of this content. Key topics covered include:
• Introduction to web metrics
• Bibliometrics, webometrics and web metrics
• Data collection tools
• Evaluating impact on the web
• Evaluating social media impact
• Investigating relationships between actors
• Exploring traditional publications in a new environment
• Web metrics and the web of data
• The future of web metrics and the library and information professional.

Readership: This book will provide a practical introduction to web metrics for a wide range of library and information professionals, from the bibliometrician wanting to demonstrate the wider impact of a researcher’s work than can
be demonstrated through traditional citations databases, to the reference librarian wanting to measure how successfully they are engaging with their users on Twitter. It will be a valuable tool for anyone who wants to not only understand the impact of content, but demonstrate this impact to others within the organization and beyond.

**Lean Analytics** Alistair Croll 2013-04-15 Offers six sample business models and thirty case studies to help build and monetize a business.

**Metric Power** David Beer 2016-07-30 This book examines the powerful and intensifying role that metrics play in ordering and shaping our everyday lives. Focusing upon the interconnections between measurement, circulation and possibility, the author explores the interwoven relations between power and metrics. He draws upon a wide-range of interdisciplinary resources to place these metrics within their broader historical, political and social contexts. More specifically, he illuminates the various ways that metrics implicate our lives - from our work, to our consumption and our leisure, through to our bodily routines and the financial and organisational structures that surround us. Unravelling the power dynamics that underpin and reside within the so-called big data revolution, he develops the central concept of Metric Power along with a set of conceptual resources for thinking critically about the powerful role played by metrics in the social world today.

**Metrics** Martin Klubeck 2012-01-13 Metrics are a hot topic. Executive leadership, boards of directors, management, and customers are all asking for data-based decisions. As a result, many managers, professionals, and change agents are asked to develop metrics, but have no clear idea of how to produce meaningful ones. Wouldn’t it be great to have a simple explanation of how to collect, analyze, report, and use measurements to improve your organization? Metrics: How to
Improve Key Business Results provides that explanation and the tools you'll need to make your organization more effective. Not only does the book explain the “why” of metrics, but it walks you through a step-by-step process for creating a report card that provides a clear picture of organizational health and how well you satisfy customer needs. Metrics will help you to measure the right things, the right way—the first time. No wasted effort, no chasing data. The report card provides a simple tool for viewing the health of your organization, from the outside in. You will learn how to measure the key components of the report card and thereby improve real measures of business success, like repeat customers, customer loyalty, and word-of-mouth advertising. This book: Provides a step-by-step guide for building an organizational effectiveness report card Takes you from identifying key services and products and using metrics, to determining business strategy Provides examples of how to identify, collect, analyze, and report metrics that will be immediately useful for improving all aspects of the enterprise, including IT

**Designing and Tracking Knowledge Management Metrics** Alexeis Garcia-Perez 2019-11-15 Knowledge management metrics are one of the weakest areas of practice in the field. Providing practical guidance for identifying different types of measurements and metrics, as well as methods for defining and collection information about metrics, this is an essential book for knowledge management professionals and researchers.

**Social Media Metrics Secrets** John Lovett 2011-07-07 Invaluable advice on analyzing and measuring the effects of social media Do you wish you could sit down with an expert to figure out whether or not your social media initiatives are working? With Social Media Metrics Secrets, you can! Expert John Lovett taps into his years of
training and experience to reveal tips, tricks, and advice on how to analyze and measure the effects of social media and gauge the success of your initiatives. He uses mini case studies to demonstrate how to manage social operations with process and technology by applying key performance indicators, and assessing the business value of social media. Highlights how social media can impact all aspects of your business and transform the way you quantify successful interactions with customers Shares innovative techniques for managing the massive volume of social analytics data by putting data to work in ways that contribute to your organizational goals Details techniques for adopting a Social Analytics Framework for understanding evolving consumer behavior necessary to compete in a socially networked future Written in a conversational tone, Social Media Metrics Secrets goes behind the scenes to present you with unbeatable advice and unparalleled insight into social media metrics.

Data-Driven HR Bernard Marr 2018-04-03 FINALIST: Business Book Awards 2019 - HR and Management Category Traditionally seen as a purely people function unconcerned with numbers, HR is now uniquely placed to use company data to drive performance, both of the people in the organization and the organization as a whole. Data-Driven HR is a practical guide which enables HR professionals to leverage the value of the vast amount of data available at their fingertips. Covering how to identify the most useful sources of data, collect information in a transparent way that is in line with data protection requirements and turn this data into tangible insights, this book marks a turning point for the HR profession. Covering all the key elements of HR including recruitment, employee engagement, performance management, wellbeing and training, Data-Driven HR examines the ways data can
Metrics At Work

Angèle Christin 2022-01-25 "Metrics at Work examines how digital metrics and analytics are transforming work practices, professional cultures, and organizational structures in today's economy. The author focuses on journalism, a field that is undergoing massive transformations because of digital technologies. The book follows two news websites with high editorial ambitions, the Paris-based LaPlace and New York City-based TheNotebook, revealing many similarities within each company—their editorial goals, technological tools, and even office furniture among them—as they face growing pressure to attract more traffic and increase their clicks. But beyond these similarities, Metrics at Work uncovers a striking difference between these French and American news sites: the ways in which journalists understand and respond to the analytics. The author draws on four years of ethnographic fieldwork, including over one hundred interviews with American and French journalists, to examine this divergence. While the American journalists routinely disregarded traffic numbers and rely more on the opinion of their peers to define journalistic quality, the French journalists fixated on internet traffic and viewed the numbers as a signal of involvement in the public sphere. Christin offers a cultural explanation, arguing that the historical differences between the two journalistic traditions continue to structure the very different ways that journalists today make sense of audience measurements"--

Employee Metrics for Managers Nathan Carbone 2013-10-05 A handbook with over 70 employee metrics for
the entire employee life-cycle including attraction, develop & motivate, retention and productivity - all designed to improve profitability. Each metric has the definition, calculation, chart and analysis.

**The Definitive Guide to IT Service Metrics** Kurt McWhirter 2012-08-30 Learn how to integrate IT service metrics into your business and maximize their usage and effectiveness.

**Measures and Metrics in Corporate Security** George Campbell 2014-04-02 The revised second edition of Measures and Metrics in Corporate Security is an indispensable guide to creating and managing a security metrics program. Authored by George Campbell, emeritus faculty of the Security Executive Council and former chief security officer of Fidelity Investments, this book shows how to improve security’s bottom line and add value to the business. It provides a variety of organizational measurements, concepts, metrics, indicators and other criteria that may be employed to structure measures and metrics program models appropriate to the reader’s specific operations and corporate sensitivities. There are several hundred examples of security metrics included in Measures and Metrics in Corporate Security, which are organized into categories of security services to allow readers to customize metrics to meet their operational needs.

Measures and Metrics in Corporate Security is a part of Elsevier’s Security Executive Council Risk Management Portfolio, a collection of real world solutions and "how-to" guidelines that equip executives, practitioners, and educators with proven information for successful security and risk management programs. Describes the basic components of a metrics program, as well as the business context for metrics. Provides guidelines to help security managers leverage the volumes of data their security operations already create. Identifies the metrics security
executives have found tend to best serve security’s unique (and often misunderstood) missions. Includes 375 real examples of security metrics across 13 categories.

**Metrics** Vincanne Adams
2016-03-05 This volume's contributors evaluate the accomplishments, limits, and consequences of using quantitative metrics in global health. Whether analyzing maternal mortality rates, the relationships between political goals and metrics data, or the links between health outcomes and a program's fiscal support, the contributors question the ability of metrics to solve global health problems. They capture a moment when global health scholars and practitioners must evaluate the potential effectiveness and pitfalls of different metrics—even as they remain elusive and problematic.

Contributors. Vincanne Adams, Susan Erikson, Molly Hales, Pierre Minn, Adeola Oni-Orisan, Carolyn Smith-Morris, Marlee Tichenor, Lily Walkover, Claire L. Wendland

**Social Media Metrics** Jim Sterne 2010-03-18 The only guide devoted exclusively to social media metrics. Whether you are selling online, through a direct sales force, or via distribution channels, what customers are saying about you online is now more important than your advertising. Social media is no longer a curiosity on the horizon but a significant part of your marketing mix. While other books explain why social media is critical and how to go about participating, Social Media Metrics focuses on measuring the success of your social media marketing efforts. Success metrics in business are based on business goals where fame does not always equate to fortune. Read this book to determine: Why striving for more Twitter followers or Facebook friends than the competition is a failing strategy. How to leverage the time and effort you invest in social media. How to convince those who are afraid of new things that social media is a valuable business tool and not just a toy for the
overly-wired Knowing what works and what doesn't is terrific, but only in a constant and unchanging world. Social Media Metrics is loaded with specific examples of specific metrics you can use to guide your social media marketing efforts as new means of communication.

**Working Backwards** Colin Bryar 2021-02-09 Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives—with lessons and techniques you can apply to your own company, and career, right now. In Working Backwards, two long-serving Amazon executives reveal the principles and practices that have driven the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them—much of it during the period of unmatched innovation that created products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services—Bryar and Carr offer unprecedented access to the Amazon way as it was developed and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon’s fourteen leadership principles inform decision-making at all levels of the company. With a focus on customer obsession, long-term thinking, eagerness to invent, and operational excellence, Amazon’s ground-level practices ensure these characteristics are translated into action and flow through all aspects of the business.

Working Backwards is both a practical guidebook and the story of how the company grew to become so successful. It is filled with the authors’ in-the-room recollections of what “Being Amazonian” is like and how their time at the company affected their personal and professional lives. They demonstrate that success on Amazon’s scale is not achieved
by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time. Whatever your talent, career or organization might be, find out how you can put Working Backwards to work for you.

Gaming the Metrics Mario Biagioli 2020-01-28 How the increasing reliance on metrics to evaluate scholarly publications has produced new forms of academic fraud and misconduct. The traditional academic imperative to “publish or perish” is increasingly coupled with the newer necessity of “impact or perish”—the requirement that a publication have “impact,” as measured by a variety of metrics, including citations, views, and downloads. Gaming the Metrics examines how the increasing reliance on metrics to evaluate scholarly publications has produced radically new forms of academic fraud and misconduct. The contributors show that the metrics-based “audit culture” has changed the ecology of research, fostering the gaming and manipulation of quantitative indicators, which lead to the invention of such novel forms of misconduct as citation rings and variously rigged peer reviews. The chapters, written by both scholars and those in the trenches of academic publication, provide a map of academic fraud and misconduct today. They consider such topics as the shortcomings of metrics, the gaming of impact factors, the emergence of so-called predatory journals, the “salami slicing” of scientific findings, the rigging of global university rankings, and the creation of new watchdogs and forensic practices.

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.

Shaping Immigration News
Rodney Benson 2013-08-19
This book compares French and US news coverage of immigration from the 1970s to the 2000s.

Supply Chain Metrics that Matter
Lora M. Cecere 2014-12-22
How to Conquer the Effective Frontier and Drive Improved Value in Global Operations Growth has slowed. Volatility has increased and the world is more global. Brands are defined by innovation and services. Supply chain excellence matters more than ever. It makes a difference in corporate performance. One cannot snap their fingers and deliver supply chain success. It happens over the course of many years. It is measured in inches not miles. In this book, the author evaluates the progress of over a hundred companies over the period of 2006-2013. Success drives value. The effective supply chain makes a difference in winning a war, saving a patient, and driving commerce; but it also makes a difference in a community having clean air, potable water, and a standard of living. Mistakes are hard to overcome. Supply Chain Metrics that Matter tells this story. The book links corporate financials to supply chain maturity. In the book, the author analyzes which metrics matter. The author Lora M.
Cecere is a supply chain researcher as well as an authority in supply chain technology. She helps companies gain first mover advantage. In the book, Cecere provides concrete, actionable steps to align and balance the supply chain to drive value. The book explores the crossover between supply chain efficiency and financial growth with topics such as: Outlining the metrics that matter, the metrics that don't Progress in industry sub-segment in improving inventory, cash, productivity and margin The management techniques that improve performance Sharing insights on how metrics change as the supply chain matures The roadmap to improve performance. Today, supply chains are global and dynamic. They are rapidly evolving. Companies that constantly seek out new solutions and opportunities for improvement drive differentiation. In a market where growth is stalled and many companies are stuck in driving supply chain performance, this book provides a clear, concise framework for a more modern, effective supply chain.

All the News That’s Fit to Click

Caitlin Petre 2024-02-27 "Over the past fifteen years, journalism has experienced a rapid proliferation of data about online reader behavior in the form of web metrics. These newsroom metrics influence which stories are written, how news is promoted, and which journalists get hired and fired. Some argue that metrics help journalists better serve their audiences. Others worry that metrics are the contemporary equivalent of a stopwatch-wielding factory manager. In Desperate Measures, Caitlin Petre offers a rare behind-the-scenes look at how metrics are reshaping the work of journalism. Over a period of four years, Petre conducted a mix of in-depth interviews and ethnographic observation at three sites. The book first shows how metrics tools are designed and marketed, via Petre's research at the prominent news analytics
company Chartbeat. Petre then follows Chartbeat's tool into the newsrooms of two of the company's highest-profile clients: Gawker Media and The New York Times. She finds that newsroom metrics are a powerful form of managerial surveillance and discipline. However, unlike the manager's stopwatch that preceded them, digital metrics are designed to gain the trust of wary journalists by providing a habit-forming user experience that mimics key features of addictive games. She details how the ambiguous nature of the data lead journalists to draw seemingly arbitrary boundaries around uses of audience metrics that are either legitimate or illegitimate. And she examines how metrics intersect with existing newsroom hierarchies. As performance analytics spread to virtually every professional field, Petre's findings speak to the future of expertise and labor relations in contexts far beyond journalism--

Metrics 2.0 Ruth A. Huwe

2010-04-15 This one-stop handbook gives managers who have been charged with creating metric scorecards techniques that will make them truly effective. Written for managers who want/need to create and use scorecards, Metrics 2.0: Creating Scorecards for High-Performance Work Teams and Organizations provides a unique perspective on this vital management tool. Focusing on performance improvement, it describes the intellectual foundation behind scorecards and demonstrates how metrics can be used to enhance feedback, motivation, and employee engagement. The book offers a background primer on statistics and research methods, outlining the basics of metrics such as attributes, scope of measures, and levels of analysis to help managers understand what should go into the scorecard and why. Key techniques for using scorecards are showcased and step-by-step guidance on creating metric scorecards for teams,
departments, and entire organizations is provided, including specialized situations such as customer service measurement or monitoring off-site performance. Finally, managers are taught how to analyze results intelligently and translate metrics into effective operational practices. Extensive running examples address both service and manufacturing metrics and each chapter ends with a set of learning objectives.

**Metrics at Work** Angèle Christin 2020-06-30 The starkly different ways that American and French online news companies respond to audience analytics and what this means for the future of news When the news moved online, journalists suddenly learned what their audiences actually liked, through algorithmic technologies that scrutinize web traffic and activity. Has this advent of audience metrics changed journalists’ work practices and professional identities? In Metrics at Work, Angèle Christin documents the ways that journalists grapple with audience data in the form of clicks, and analyzes how new forms of clickbait journalism travel across national borders. Drawing on four years of fieldwork in web newsrooms in the United States and France, including more than one hundred interviews with journalists, Christin reveals many similarities among the media groups examined—their editorial goals, technological tools, and even office furniture. Yet she uncovers crucial and paradoxical differences in how American and French journalists understand audience analytics and how these affect the news produced in each country. American journalists routinely disregard traffic numbers and primarily rely on the opinion of their peers to define journalistic quality. Meanwhile, French journalists fixate on internet traffic and view these numbers as a sign of their resonance in the public sphere. Christin offers cultural and historical explanations for these disparities, arguing that
distinct journalistic traditions
structure how journalists make
sense of digital measurements
in the two countries. Contrary
to the popular belief that
analytics and algorithms are
globally homogenizing forces,
Metrics at Work shows that
computational technologies can
have surprisingly divergent
ramifications for work and
organizations worldwide.

*Smart Business Metrics* Bob
Phelps 2004 This work aims to
give managers the tools to put
the right measures in place. It
shows how quantitative
measures can be applied to
behaviour as well as to
financial and operational
decisions and provides the
tools that enable managers to
develop strategic actions based
on factual analysis. It also
shows how smart metrics can
produce joined-up
management: all units working
together to create value for the
firm.

*Agile Metrics in Action*
Christopher Davis 2015-07-13
Summary Agile Metrics in
Action is a rich resource for
agile teams that aim to use
metrics to objectively measure
performance. You'll learn how
to gather data that really
counts, along with how to
effectively analyze and act
upon the results. Purchase of
the print book includes a free
eBook in PDF, Kindle, and
ePub formats from Manning
Publications. About the Book
The iterative nature of agile
development is perfect for
experience-based, continuous
improvement. Tracking
systems, test and build tools,
source control, continuous
integration, and other built-in
parts of a project lifecycle
throw off a wealth of data you
can use to improve your
products, processes, and
teams. The question is, how to
do it? Agile Metrics in Action
teaches you how. This practical
book is a rich resource for an
agile team that aims to use
metrics to objectively measure
performance. You’ll learn how
to gather the data that really
count, along with how to
effectively analyze and act
upon the results. Along the
way, you'll discover techniques
all team members can use for
better individual accountability and team performance. Practices in this book will work with any development process or tool stack. For code-based examples, this book uses Groovy, Grails, and MongoDB. What's Inside Use the data you generate every day from CI and Scrum. Improve communication, productivity, transparency, and morale. Objectively measure performance. Make metrics a natural byproduct of your development process. About the Author Christopher Davis has been a software engineer and team leader for over 15 years. He has led numerous teams to successful delivery using agile methodologies. Table of Contents

PART 1 MEASURING AGILE TEAMS
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Trends and data from CI and deployment servers
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PART 3 APPLYING METRICS TO YOUR TEAMS, PROCESSES, AND SOFTWARE
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Publishing metrics
Measuring your team against the agile principles

Data Feminism
Catherine D'Ignazio 2020-03-31
A new way of thinking about data science and data ethics that is informed by the ideas of intersectional feminism. Today, data science is a form of power. It has been used to expose injustice, improve health outcomes, and topple governments. But it has also been used to discriminate, police, and surveil. This potential for good, on the one hand, and harm, on the other, makes it essential to ask: Data science by whom? Data science for whom? Data science with whose interests in mind? The narratives around big data and data science are overwhelmingly white, male, and techno-heroic. In Data Feminism, Catherine D'Ignazio and Lauren Klein present a new way of thinking about data.
science and data ethics—one that is informed by intersectional feminist thought. Illustrating data feminism in action, D'Ignazio and Klein show how challenges to the male/female binary can help challenge other hierarchical (and empirically wrong) classification systems. They explain how, for example, an understanding of emotion can expand our ideas about effective data visualization, and how the concept of invisible labor can expose the significant human efforts required by our automated systems. And they show why the data never, ever “speak for themselves.” Data Feminism offers strategies for data scientists seeking to learn how feminism can help them work toward justice, and for feminists who want to focus their efforts on the growing field of data science. But Data Feminism is about much more than gender. It is about power, about who has it and who doesn't, and about how those differentials of power can be challenged and changed.

*Productivity in Higher Education* Caroline M. Hoxby 2020-01-10 How do the benefits of higher education compare with its costs, and how does this comparison vary across individuals and institutions? These questions are fundamental to quantifying the productivity of the education sector. The studies in *Productivity in Higher Education* use rich and novel administrative data, modern econometric methods, and careful institutional analysis to explore productivity issues. The authors examine the returns to undergraduate education, differences in costs by major, the productivity of for-profit schools, the productivity of various types of faculty and of outcomes, the effects of online education on the higher education market, and the ways in which the productivity of different institutions responds to market forces. The analyses recognize five key challenges to assessing productivity in higher education: the potential for multiple student outcomes in terms of skills, earnings,
invention, and employment; the fact that colleges and universities are “multiproduct” firms that conduct varied activities across many domains; the fact that students select which school to attend based in part on their aptitude; the difficulty of attributing outcomes to individual institutions when students attend more than one; and the possibility that some of the benefits of higher education may arise from the system as a whole rather than from a single institution. The findings and the approaches illustrated can facilitate decision-making processes in higher education. **Metrics 2.0** Ruth A. Huwe 2010-04-15 This one-stop handbook gives managers who have been charged with creating metric scorecards techniques that will make them truly effective. Written for managers who want/need to create and use scorecards, **Metrics 2.0: Creating Scorecards for High-Performance Work Teams and Organizations** provides a unique perspective on this vital management tool. Focusing on performance improvement, it describes the intellectual foundation behind scorecards and demonstrates how metrics can be used to enhance feedback, motivation, and employee engagement. The book offers a background primer on statistics and research methods, outlining the basics of metrics such as attributes, scope of measures, and levels of analysis to help managers understand what should go into the scorecard and why. Key techniques for using scorecards are showcased and step-by-step guidance on creating metric scorecards for teams, departments, and entire organizations is provided, including specialized situations such as customer service measurement or monitoring off-site performance. Finally, managers are taught how to analyze results intelligently and translate metrics into effective operational practices. Extensive running examples address both service and manufacturing metrics and
each chapter ends with a set of learning objectives.

**Implementing Metrics for IT Service Management** D. Smith 2008-08-08 This book Implementing Metrics for IT Service Management provides a measurement framework which is based on a continuous improvement lifecycle. The measurement framework is aligned with the IT Infrastructure Library (ITIL®) set of best practices. The framework is compatible with the Control Objectives for IT (CobiT®) framework and supports ISO/IEC 20000 standards for IT Service Management. This book also provides the basic concepts around measurements for business/IT alignment, achieving compliance and driving operation excellence. Where possible, examples, case studies and check lists have been included along with a scorecard accelerator software tool to further improve the learning experience and accelerate the adoption of measurements. The goal of this book is to provide the reader with a measurement framework to align IT with the business objectives to create value through continuous improvements. This book is complimentary to the book Metrics for IT Service Management also published by Van Haren Publishing.

**Security Metrics** Andrew Jaquith 2007-03-26 The Definitive Guide to Quantifying, Classifying, and Measuring Enterprise IT Security Operations Security Metrics is the first comprehensive best-practice guide to defining, creating, and utilizing security metrics in the enterprise. Using sample charts, graphics, case studies, and war stories, Yankee Group Security Expert Andrew Jaquith demonstrates exactly how to establish effective metrics based on your organization’s unique requirements. You’ll discover how to quantify hard-to-measure security activities, compile and analyze all relevant data, identify strengths and weaknesses, set cost-effective priorities for improvement, and craft
compelling messages for senior management. Security Metrics successfully bridges management’s quantitative viewpoint with the nuts-and-bolts approach typically taken by security professionals. It brings together expert solutions drawn from Jaquith’s extensive consulting work in the software, aerospace, and financial services industries, including new metrics presented nowhere else. You’ll learn how to: • Replace nonstop crisis response with a systematic approach to security improvement • Understand the differences between “good” and “bad” metrics • Measure coverage and control, vulnerability management, password quality, patch latency, benchmark scoring, and business-adjusted risk • Quantify the effectiveness of security acquisition, implementation, and other program activities • Organize, aggregate, and analyze your data to bring out key insights • Use visualization to understand and communicate security issues more clearly • Capture valuable data from firewalls and antivirus logs, third-party auditor reports, and other resources • Implement balanced scorecards that present compact, holistic views of organizational security effectiveness.
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