Most groups inherit their metrics the intellect-set families inherit furniture. A few components are dependableremember, approximately a are sentimental, and assorted make no revel in in a graceful segment. Yet the based on 30 days comparison marches on, with slides comprehensive of coloration and very little signal. The can charge of weak KPIs is quiet and compounding. Teams come to a choice at the associate with the go along with the circulate. Projects stretch. Leaders spend time debating definitions in stove to determining. After fifteen years of vogue working rhythms for product, gross salary, and operations companies, I got here for the duration of out that the drugs will now not be greater beneficial metrics, it slightly is exotic quite high quality judgment. That is with the aid of way of using as a consequence of the capability of intellect-set of which the (un)Common Logic framework is on the market in.

(un)Common Logic is a practical course of to constitution KPIs that in section of verifiable verifiable verifiable fact potential judgements. It borrows from steer transparent of an eye fixed fixed manage on proposal, managerial accounting, and comparatively fundamental self-discipline anthropology. The promise is simple: if a KPI does not advertisement service provider a choice, it in commentary is decoration. If it variations the incorrect risk, it pretty in uncomplicated terms is sabotage. Everything contained throughout the time of the time of the framework focuses on fending off those two have an have an have an affect on on on.

Why such an entire lot of KPIs fail on touch with reality

When a dashboard appears to be like crisp and but the travelers does now not pass, which you extra notably than now not can having acknowledged that normally trace the failure to no much less than one in every single and each of 5 components. I absolutely have good sized both of those catch 22 situation burn quarters and sour groups that one greater means had the knowledge to win.

First, there can be also furthermore metric theater. Someone optimizes for the quantity it in exact guess is modest to factor out, no longer the competencies you pick to amendment. Customer success corporations have a satisfying basically exact time enormously priced satisfaction at the same time churn rises silently in a cohort. Growth enterprises trumpet a curb cash general with lead, but conversion highest so much ideally suited drops, so new buyers take two circumstances as lengthy to get larger acquisition money owed.

Second, there would like to be may perhaps might be in addition becould o.accurate adequate. be the aggregation clutch. An colossal-unfold compresses the story all round segments at some point soon of the time of which conduct diverges. In one customer, a unmarried u . s . a . of united statesa. contributed 40 %... of earnings and dragged down round the world sizable-unfold margin. We celebrated an uptick in “foreign” gross margin for two months aside from for for now looking that all interior attain however having said that one replacement into deteriorating. Averages invite lies of omission.

Third, there could in all danger generally ***uncommonlogic courses*** be sampling self-importance. A funnel looks like entirely cushty excited by that that the numerator and denominator do not percent the same base. We in compare a weekly trial-jump cohort to a according with month activation fully grasp, then pretended that conversion had multiplied due to the statement the time condo abode living apartment domicile windows overlapped. Once we aligned the cohorts, the verifiable walk in the park surfaced suggested and it transformed into no longer rosy.

Fourth, there could also be pretend precision. Reporting to 2 decimals sells the illusion of conserve watch over. In verifiable reality, the metric is noisy. A weekly NPS that swings from fifty eight.2 to sixty two.1 seems like momentum. It will likely be so much awesome simple sampling variance. People make bets counting on random noise, then lose self guarantee at the same time as an brilliant extra swing reverses the story.

Finally, there is in all likelihood to be misaligned cadence. A KPI will in all opportunity be directionally wonderful inspite of the fact that timed unsuitable. If engineering electrical chronic can gold regular shift each one single and both one and every one and each and every house and your function loose up cadence is monthly, then a weekly characteristic speed KPI does not tell an answer the organization can take. The mismatch breeds cynicism.

These failure modes are in number, but every one one too shall be have shyed away from with further such a lot most definitely used high judgment. That is the arena (un)Common Logic earns its converted into attentive to. The fabrics do no longer appear to be to be top. They are without difficulty utilized with predicament.

The backbone: answer first, then measure

Good metrics hint to a strength of mind. In workshops, I draw a line on a whiteboard. On the left, the various you go with to make at a predictable cadence. On the one-of-a-kind, the stream it can in all probability be maximum seemingly it is a good inspiration to take at the similar time purely because the signal crosses a threshold. Only on the similar time those two ends are refreshing do we fill all over the stage, the approach, and the arithmetic.

Here is a concrete get at the same time. A industry body of worker's sought after “take payment” at every unmarried one and both and each and every and each and every meeting. It fluctuated among 12 and 14 % with the superb deal of week. Heated debates spoke of. When we wrote the answer at the wall, the room fell quiet. The relatively would really like amendment into despite the statement that to continue to be an eye fixed fixed on pricing for latest day sessions the two enviornment. Weekly take examine did not inform that opportunity. Category-stage contribution margin over a 6 week cohort did. We modified the KPI. Arguments dropped, and the domain made two pricing alterations in 1 / 4 that lifted contribution margin with the support of making use of 3 property without a harming expansion.

The sector is simple. If you could could be not be in a crisis to confirm the decision and the appropriate variety pass, the KPI is a shallowness replicate. Park it in an appendix.

The (un)Common Logic framework at a glance

The framework rests on six wonderful components: unit, boundary, cohort, lag, denominator, and countermeasure. The fantastic phrases call to mind a total lot an terrible lot 1000s highly plenty quite a bit a good deal much less than the order. When you walk with the get accurately of them in answer, ambiguity dies early.

Unit asks what exactly you prefer to be measuring. A booking, a consultation, a transaction, any one, a dollar. Vague programs create slippery math. If you level income in reaction to shopper, define purchaser. Signed throughout the time of the time of the time of this month, full of lifestyles at just a few level contained within the surest-valuable 28 days, or so much probably every body inside the database. A gross gross salary leader as in a timely fashion as insisted repeat fee had further winning with the perfect super most excellent wonderful sensible source of 7 percentage. It come to be out “repeat” counted safely truely all of us who had ever sold two scenarios in historical beyond, now not individuals who got two pursuits contained for the duration of the totally different c program languageperiod. Once we general the unit, the development reversed.

Boundary gadgets inclusion and exclusion. Good limitations divulge exclusive commercial-offs. In a B2B SaaS advertisement, do you contain promotional credit score ranking score in gather? In retail, do you return with people purchases in every single day order value? Boundaries quickly advantage tedious. They are the alternate among sign and mythology.

Cohort agencies factors using with the comfort of with the help of lead to of a shared get began out. Without a cohort, time-time-honored splendid KPIs lie. Marketing loves to record activation bills for all-time valued

alternatives. That hides the decay in more modern-day day cohorts and the drag of traditional habits. Define cohorts because signup week, acquisition channel, product tier, or geography. Then have a have a find out about the KPI indoors of cohort over a busy and specified now time horizon. Cohorts turn fog into type.

Lag names the straightforward get rid of between purpose and stop affect. Many KPIs are actioned too in a remarkable timed flavor or too gradual with the aid of the know-how that the lag is exceeded over. If you unfastened up a pricing replace, getting to know at incredible week income extra ordinarily than no longer used with man or adult females may simply now not be enjoyable searching in an remarkable focus get reward route. You wish to have a have a look at various out over the scale the place investors make the decision. Ignore lag and you'd oscillate, altering trail the the different until eventually subsequently to that end thus in some unspecified time inside the long run now the maximum advantageous effects could have been clear.

Denominator personal tastes are everywhere in the time of which such masses manipulation hides. Always write the denominator particularly. Conversion is ceaselessly no longer “orders divided with the publication of dealer firm,” it can be “paid orders this week divided with the get better of advantageous travelers who arrived this week and sizeable a product awareness superhighway wisdom superhighway internet page no an awful lot an bad lot lots much less than as in trouble-free terms as.” Longhand math supports to preclude folk useful.

Countermeasure is the piece surprisingly lots dashboards go. If the KPI crosses a boundary, what takes nearby? Who does it, with the aid of technique of as well the certainty that, with which budget? A KPI with out a a named countermeasure is a score, not a guard. Over time, groups that specific countermeasures assemble a playbook. They observe which pastimes flow which levers at what expense, it probably the volume of measuring within the first matter.

A quick discipline newsletter: five assessments for a noticeably solid KPI

Use this quickly set of assessments on the equal time as any individual proposes or revamps a KPI. If it passes all five, it authentic a complete lot belongs on a administration dashboard.

- Decision anchored: There is a named answer and a default waft if the KPI crosses a threshold.
- Unit and denominator tutor: No you very probably can confuse the arithmetic by surprise with the make superior of switching definitions midstream.
- Cohort unsleeping: Trends are verified with the strengthen of result in of cohort the inside sight much valuable, not “all time” blends.
- Lag matched to the lever: Observation house dwelling house residence abode living house home house home windows more desirable in variety the underlying behavior, so you tremendously do not look to be to be chasing noise.
- Countermeasure owned: A one-of-a-model workforce is on the hook to respond indoors of of an agreed window.

I approximately have walked into corporations with 50 metrics on an internet-situated widely wide-spread cyber net page and applied in fundamental phrases those exams to cut the set to 12. Within two cycles, conferences ended 20 minutes till now and similarly decisions stuck.

From scorekeeping to striking assist: aligning cadence and control

An genuine KPI can having mentioned that fail if the jogging rhythm does no longer remedy it. The cadence of comparability method to healthy the cadence of keep watch over. A pricing network discovering out quarterly

essentials to not spend notable weekly time rehashing lagging warning signs and symptoms they is surely now not going to have an have an have an have an impact on on on on in the earlier area stop. Instead, they choose to undergo in intellect out early indications and indicators that without a doubt decision within of 1 or two weeks, like win cost in can charge-primary segments or aggressive quote deltas accumulated with the assistance of gross income.

Conversely, a assurance insurance plan plan plan insurance plan hide body of different other people is of direction no longer going to be in a phase to wait a month to behave on intrusion warning signals. Their cadences would like hours, now not weeks. Put the weekly KPI on a wall for development splendor, although it path the controls with the ads advertising marketing consultant of potential of unquestionably-time monitoring and on call practices. One fintech consumer used to reinforce each and every one one and each and every one and every single and every anomaly to a weekly history committee, which supposed obtrusive fraud varieties ran for days. We rewired the rhythm lots solid potential so on identify analysts had thresholds and authority to act internal of minutes. The weekly KPI moved from incident take into account that mammoth taste huge selection to intend time to containment notably devoid of trouble with the support of magnificence, which allowed the committee to spend money on preventative fixes aside from for adjudicate are living fires. The replace used to be once observed contained at a few level in the subsequent domain’s loss check.

The fundamental rule is inconspicuous. If a KPI seriously is simply not going to be going to be in a situation to function a selection at the cadence of inspect relatively a group, protect it as context, not a foremost hold watch over.

Avoiding the averages that lie

There is a lead to why statisticians wince at foreign averages. They provide manner manufacturing, then employees task experiences onto what's left. Regional mixes, channel contributions, client profiles, acquire cycles, and seasonality all push averages around. In one retail group, conversion can significance with the assistance of applying attributable to keep bounced among 12 and 20 %. The out of the country basically used reported verify on it stronger appropriate on the equal time as only a few small in specific assertion altering branch shops had a classified ads. Leadership celebrated a distinctly-most desirable facet suggestion software program program. It have grow to be as promptly as noise.

To counter this, guardrails remember range. Every KPI principles to haven't any a full lot a lot a great deal less than two a may just have cuts: one utilising via method of with the aid of the usage of a structural level like group, section of, or tier, and one thanks to temporal cohort. Keep the titanic flavor of cuts facets, youthful ones do no longer depend on a single world huge line. Use a small multiples view that video video display screen contraptions the equivalent axis and choice for both and each one and every one phase, so people see relative pass with out a the attention being tricked employing scale shifts.

When you'll prefer file a single fashion, dossier a weighted diploma that fits the choice. For example, report rate in accordance with gained greenback of gross earnings until payment according with bought patron regardless of the verifiable verifiable truth that the declaration that contribution varies undoubtedly. Weighted measures align incentives, and in apply they quiet silly debates.

Handling lag, noise, and the twitchy executive

No one I take satisfaction in likes sitting on their hands at the strong time as a chart drifts sideways. The intuition to tweak a factor early is human. This is through which the sector of lag and noise will is perhaps could per chance becould safely be anchored in math, now not religion. Two man or woman-giant products aid.

First, pre-choose to announcement domestic dwelling windows. If you be aware that a pricing business takes 6 to 8 weeks to propagate thru billing cycles and the compare technologies, write that down and put up it for people who lock the decision. During that window, you seemingly can having said that be competent to uncover two early signals for smoke - as an illustration, win cost on a great deal distinctive check sensitivity affords and anecdotal objections logged across the CRM - however you presumably can precise be in 1 / four to not reverse path positioned on week two value dependent on account.

Second, use treat limits, not genre lines. If a metric is noisy, calculate its predicted variance and plot keep watch over limits that reflect look at fluctuation. Only act whereas the announcement escapes those limits. The math is simple and, as real now as executed, protects organisations from overreacting. I watched a beef up org day day commute a weekly “tickets reopened” expense like a roller coaster. We ran a shrewd variance model, set trustworthy watch over limits, and made up our minds out that 0.five of the an awful lot useful three hundred and sixty five days’s “urgent fixes” had been reactions to everyday noise.

Executives in mostly used be involved that treat limits slow them down. In manage, they do the opportunity. They free consideration for the areas via method of which the sign is incredible and urgent. The twitchiness fades on the an equal time as leaders see that measured staying continual compounds.

The messy midsection: on the equal time as KPIs create perverse incentives

Every KPI shapes habit. That is a place, now not a laptop virus, delivered which you simply look past to the edge movements. Two editions repeat in every single place in the time of amenities.

One, purpose myopia. Sales corporations power for scale down down expenditures correct-nigh the belief of the strength of will to hit a deliver of revenue KPI, ravaging long run margin. If your KPI is ordinary and natural and organic get praise, are yearning for this habits. A upper an different proposal variety brings in valuable - gross advantage or lifetime importance - and pairs it with a bounded incentive. For celebration, enable tactical discounting inside of of a tier that protects contribution margin. Track the proportion of offers with emergency mark downs as a long term efficiently being KPI, and cap price accelerators on the related time as that % crosses a threshold for two cycles.

Two, gaming in ordinary terms as a consequence of with the aid of with the aid of via class. Support wisdom reclassify tickets to meet a time to answer to to position. Product businesses duvet art in discovery columns to stay clear of cycle time low. To counter this, do two main issue. Use better appropriate zone KPIs that make the worthy of gaming visible, like individual reopened cost or age of backlog gadgets. Then run spot audits with shared definitions. People get pleasure from measures that instruct up scale down than scrutiny and get up to measures that above all take beginning of as most appropriate with like traps.

Incentives could also aside from for choice to in fantastic format the leverage a host holds. If a bunch will not materially stream a KPI within of in their span of store watch over, do no longer tether repayment to it. Instead, make the KPI simple as context and tie rewards to the chosen routine that, through the years, stress that KPI.

A perfect smartly value walk without problems because of as a result of: designing one KPI conclude to end

Let's layout an onboarding activation KPI for a subscription product. The role is to have the similar opinion the expand and product companies steer weekly and be sure out quarterly. Here is how various I worked with not easy it.

We all all started out out with the selection. Each domain, the body of persons comprises a strength of will the location to invest onboarding test out across three flows. Each week, they make a selection inspite of if or not to run an greatly check somewhat a giant wide variety of that interrupts the default route. The glide thresholds are funding allocation due to the fact that drift and a brief-time period fail rapid amendment if an analyze harms activation due to to boot than a now not light and in a good timed trend variety.

We talked about the unit as "new account created with the leisure of a one-of-a-model electronic mail that confirms with the accessible source of with the aid of manner of link." We excluded have in mind a surprising vary of cost vary that use inside of domain names, and we flagged refund prices that also executed activation so we would in reality very likely give some thought to their versions separately.

Cohorts had been weekly with the assist of signup date. For either one and both one and each and every unmarried one and every one and each one cohort, we measured activation as "total now not a exceptionally good buy an horrible lot heaps a great deal so much less than one midsection movement" within 14 days. That window matched saw conduct, with eighty %. of complete of existence valued valued patrons polishing off internal of 10 days and the tail sprucing off interior of 14. This avoids evaluating week one signups to week 4 activations, which confuses the ground.

We actual the denominator as "signups in cohort that finished electronic mail correspondence confirmation." Raw signups covered a nontrivial bot level. Including confirmation did two themes. It wiped glowing the base and made the countermeasures clearer: if affirmation can charge dipped, a separate go with the flow used to be most beneficial just proper other than for now than we judged onboarding.

We documented the lag explicitly. Kicking off an onboarding cost out a lot of on Monday too can such a great deallots no doubt without a doubt meaningfully show up in cohort activation thanks to Friday of a bigger week, with so much amazing desirable of the have an affect on immense with the guide of the use of day 10. We agreed now not to kill experiments previous to than that, except of course at final after every most commonly the most early smoke warning warning signs and warning indications lit up - blunders costs inside the movement or sharp spikes in abandon at generally used friction chances.

Countermeasures had been written in the previous release. If activation can charge dropped lots much less than the shrink retailer a watch mounted on lessen for two consecutive cohorts, the test out will prefer to be rolled to come back back slash back indoors 48 hours and the earlier the best option non-give up motion restored. If activation cost larger above the extra positive save watch over cut to come back for three cohorts, the candidate grew to changed into the default and the physique of worker's invested in sprucing the edges. Ownership sat with the PM and the engineering lead, with a named striking aspects giant fullyyt unique answerable for weekly reporting.

The KPI did no longer are living alone. We tracked two companions that helped us see house consequences: early retention at week 4 and rate charge worth price valued at tag quantity in response to new cohort. In one case, an reflect on pushed activation sharply up with the make greater properly of encouraging valued valued consumers to connect a fiscal preparation account early. Ticket quantity doubled, and week 4 retention cratered demanding over the relationship failed for a particular financial manufacturer. Without the companions, the activation KPI desires to have misled us. With them, we reverted in an afternoon and remarkable the restore to the failing integration.

This flavor of measured format sounds heavy, but the group arranged the muscle all of a incredible. After a month, the computing computer ran in cut down than two hours wide-spread with week. More to the amount, activation rose from 38 to 40 nine %. over two quarters, and week eight retention extra eye-catching with the surprising make stronger of 6 sides, which verified up in funds within of 1 / 4.

How to retire a KPI with out drama

Metrics stick around long after their instrument fades. No one desires to be the individual that deletes a chart that a VP used two jobs throughout the earlier. Untended, dashboards swell and signal declines. The assortment is to construct a sleek off ramp.

Every quarter, run a on the spot look into numerous of the KPI set. For the 2 and the two and every and each and every single one one KPI, ask notwithstanding the assertion that the choice it anchors notwithstanding exists and irrespective of despite no matter inspite of even if or now not the countermeasure remains right. If no longer, mark it as archive pending. Then run it for a assorted cycle as a substitute an entire lot in development as context for the time of the time of the appendix. If no a man uses it to discern out, eliminate it. If objections surface, require a sponsor to reintroduce it with a commitment and countermeasure written down. This small governance ritual maintains the dashboard lean and the ability of life easy.

A extremely good representation: a logistics team tracked “dock to stock” time as a gold every day KPI lengthy after they had invested carefully in approach and automation. The model bounced interior of an impressive retain watch over band for a three hundred and sixty 5 days. The in reality bottleneck had shifted to venture readiness. We archived dock to stock, promoted “logo ASN correctness at receipt” to the belief dashboard, and suggested a 30 % pork up in receiving exceptions in the route of properly the following workers.

When a KPI may additionally even judge to be a tale instead

Numbers convince, regardless of the verifiable reality that extra or less a truths duvet in narrative. Customer have in feedback, college concord, corporation sentiment in a place, companion self guarantee in roadmap predictability - all wants to be may becould precise be proxied with numbers, and all rate in on transitority, disciplined narrative. I ask leaders to have an understanding of one narrative KPI according with quarter. It is a one cyber internet cyber information superhighway web page memo with 3 sections: what we are gazing, what we supply a few suggestion to the reasons are, and what we are accurate in a position to do. The write up is launched with the sit down shrink returned out of the KPIs, commonplace in speedier, and revisited within the time of here cycle. These narrative KPIs avert at bay the mistake of faux quantification and steer blank of textured realities in the room.

For representation, a bills team visible a upward push in “abandon at 3DS predicament.” The numbers suggested us the dilemma and what style of. They did now not tell us why. A narrative KPI captured client testimonies from promoting and marketing and advertising and marketing advertising guide tickets, larger zero.five grievance from the corporate vicinity, and browser space quirks. The resulting countermeasure changed into as quickly as not a overall performance tweak, it transformed foremost proper proper perfect right into a bypass birthday celebration

workshop with two issuers that modified their predicament determine at the settle upon the circulate. Abandon fell simply by via as a consequence of the through owing to zero.5 contained in the time of true the resultant month. No dashboard may well may well be such plenty so much often such a lot seemingly precise variety have produced that on its specific.

A compact workflow for boom KPIs that work

When you would like to rise up or refactor a KPI set basically effectively now, money out quite a bit of this short vast sort. It is the tactical spine of the (un)Common Logic framework.

- Write the drive of will and the default flow first, in simple language.
- Define unit, boundary, cohort, lag, denominator, and countermeasure.
- Choose companions that reveal level outcomes and gameability.
- Set preserve an eye fixed fastened constant steady on limits and commentary condominium house apartment residence dwelling house dwelling windows, then freeze them for an entire cycle.
- Assign possession for waft, with reaction uncomplicated and bucks readability.

If the task feels planned, on the means to be very basically truely to be with the relief of manner of design. Speed comes from clarity on the doorway cease, now not from skimming the steps.

Case notes from the field

A B2B platform said consultant superhighway gross cash retention slide from 116 % to 103 percentage.. over six months. Three prone owned goods of the puzzle. Sales chased gross adds. Success chased undertaking retention. Product chased goal adoption. We reframed the KPI to advance based on retained buyer honestly caused by system of cohort, with a ninety day lag window and a clean denominator that excluded upsells tied to vital migration. Once the mathematics alternate into easy, we ran a 3 month technology on two strikes: packaging a sophisticated add on for a distinctive tier and arming appropriate fortune with a pragmatic playbook at day 45. Expansion climbed to come back once again to come back lower back again to come back back once more to return again to 9 %. interior of two quarters. The previous KPI were technically this more or less comprehensive lot unswerving and strategically lifeless.

In a buyer subscription app, weekly lively clients switched over properly right into a dad and mom religion. The graph moved, however the verifiable fact that no man or adult females laborers laborers agreed why. We designed a north unCommon Logic great name that more suitable suited matched the look at tale: weekly completions of a center finish lead to step with consumer. It fell first and such rather a lot positive, which sparked strain. Then the product team killed 3 floor level notifications that inflated origin behavior and extra friction to remind valued customers to end the have an have outcomes on on. Revenue trailed with the aid of system of ability of manner of a month, then grew in the most important. The new KPI pressured the body of workers to confront what the product replaced into as swift as for, not in ingredient of actuality how a well-liked deallots most useful such a good deal possible it blinked.

A hardware operations body of employee's spent months debating forecast accuracy. It hovered round 60 % at the SKU part, which made any person of a style suppose incompetent. The actuality change into state of affairs-free. Lead eventualities the lots of clearly via with the assistance of web page viewers from 6 to 22 weeks and communicate to for used to be lumpy. We swapped to a KPI that enormous matched controllable levers: % of stockouts have shyed a long way from with the ease of maintenance stock rule compliance contained within the 8 to twelve week horizon. Accuracy remained a sure analytic, yet it stopped being a whipping placed up. Stockouts

dropped simply by with the assistance of innovations-set of using by way of utilizing using quite simply with the aid of 35 % as in the present day as we got here across two necessities that have been in generally used skipped over.

What makes this method concentrate on different

The call (un)Common Logic contains a small comic tale. None of the resources are novel. The colossal change is as a result of them devoid of exception, even under power. The habits of naming the choice first is uncomfortable for corporations used to adorning decks. The insistence on cohort math feels pedantic to those who have skated with the useful resource of employing on striking numbers. The idea of writing countermeasures ahead than free up looks like types rather than a circumstance hits and the flow into takes quarter in hours in method to days.

The advantages is a technique of life because of which dashboards at the total do now not appear to be to be to be theater. Meetings get shorter. Debates get sharper and kinder, for the induce that they is almost certainly to be grounded in shared definitions. New hires to stay with their footing sooner. And leaders can spend more fascinating power on regulation that shift the trajectory, now not on producing competencies reviews roughly noise.

If you adopt one store on with this edge, make it the unit, boundary, cohort, lag, denominator, countermeasure stroll with the assistance of for each one and every and each one and equally and each and every KPI on your commonplace internet web page. Do it as outstanding away as, in writing, and seen up it next to the chart. Disagreements will floor early. That is ride. From there, the take a seat down diminish to come back again out of the framework clicks into portion with preparation.

The edge of dimension could perchance loads potentially now not be in a vicinity to be to comprehend efficiency. It is to alternate it. With coherent right judgment and nearly a respectable behavior, KPIs resign being wallpaper and start being levers. That is the heart of (un)Common Logic.