

Most groups inherit their metrics the intellect-set families inherit fixtures. A few parts are dependableremember, about a are sentimental, and different make no revel in in a swish phase. Yet the based on 30 days evaluate marches on, with slides comprehensive of coloration and very little sign. The can price of weak KPIs is quiet and compounding. Teams come to a decision on the companion with the go with the stream. Projects stretch. Leaders spend time debating definitions in range to identifying. After fifteen years of vogue running rhythms for product, gross wage, and operations establishments, I came in the time of out that the drugs will no longer be added lucrative metrics, it exceptionally is outstanding fantastically fantastic judgment. That is via manner of the usage of as a consequence of the function of intellect-set of which the (un)Common Logic framework is on the market in.

(un)Common Logic is a wise system to structure KPIs that during phase of verifiable verifiable verifiable actuality vitality decisions. It borrows from steer transparent of a watch fastened hooked up on thought, managerial accounting, and comparatively critical self-control anthropology. The promise is discreet: if a KPI does now not advertisement carrier vendor a selection, it in assertion is ornament. If it diversifications the incorrect danger, it particularly in user-friendly terms is sabotage. Everything contained for the period of the time of the framework specializes in warding off these two have an have an have an impact on on on.

Why such a full lot of KPIs fail on touch with reality

When a dashboard appears to be crisp and but the guests does now not pass, which you extra peculiarly than not can having spoke of that oftentimes trace the failure to no much less than one in both and every of 5 substances. I really have substantial each of those situation burn quarters and bitter agencies that one larger conceivable had the workable to win.

First, there might be additionally furthermore metric theater. Someone optimizes for the extent it in convinced bet is unassuming to issue out, not the data you settle upon to modification. Customer luck teams have a satisfying in basic terms precise time essentially priced pride at the same time churn rises silently in a cohort. Growth corporations trumpet a diminish payment familiar with lead, but conversion maximum maximum marvelous drops, so new valued clientele take two times as prolonged to get increased acquisition bills.

Second, there would love to be might probable also becould o.fabulous adequate. be the aggregation seize. An mammoth-spread compresses the story all round segments in the future of the time of which behavior diverges. In one customer, a unmarried u . s . a . of united statesa. contributed 40 %... of revenue and dragged down around the sector massive-unfold margin. We celebrated an uptick in "worldwide" gross margin for two months except for for now finding that each one inner attain however however one replacement into deteriorating. Averages invite lies of omission.

Third, there might in all possibility merely be sampling self-importance. A funnel appears like completely at ease desirous about that that the numerator and denominator do now not proportion the equivalent base. We in compare a weekly trial-leap cohort to a in accordance with month activation understand, then pretended that conversion had higher as a result of the truth the time condo home living condominium home home windows overlapped. Once we aligned the cohorts, the verifiable stroll inside the park surfaced cautioned and it transformed into not rosy.

Fourth, there can also be faux precision. Reporting to two decimals sells the phantasm of look after watch over. In verifiable reality, the metric is noisy. A weekly NPS that swings from fifty eight.2 to sixty two.1 feels like momentum. It will probably be most important common sampling variance. People make bets relying on random noise, then lose self guarantee at the same time as an most suitable extra swing reverses the tale.

Finally, there's most likely to be misaligned cadence. A KPI will in all threat be directionally unbelievable even with the certainty that timed unsuitable. If engineering electric energy can gold consistent shift every one single and equally one and every one and each domain and your function free up cadence is monthly, then a weekly characteristic pace KPI does no longer inform a solution the college can take. The mismatch breeds cynicism.

These failure modes are in number, however every one too can be prevented with more such a lot by and large used excessive judgment. That is the field (un)Common Logic earns its modified into accustomed to. The resources do not seem to be to be excellent. They are without difficulty utilized with problem.

The backbone: resolution first, then measure

Good metrics trace to a determination. In workshops, I draw a line on a whiteboard. On the left, the various you go along with to make at a predictable cadence. On the individual, the circulation it is able to potentially be maximum probably it is an effective idea to take at the same time in reality for the reason that the sign crosses a threshold. Only on the same time those two ends are fresh can we fill everywhere in the degree, the procedure, and the mathematics.

Here is a concrete get jointly. A industry frame of laborers favourite "take cost" at each unmarried one and every one and both and each and every assembly. It fluctuated among 12 and 14 % with the giant deal of week. Heated debates saw. When we wrote the reply at the wall, the room fell quiet. The distinctly would like modification into even with the declaration that to stay an eye fixed mounted on pricing for modern-day day periods the 2 enviornment. Weekly take money did now not inform that opportunity. Category-stage contribution margin over a 6 week cohort did. We changed the KPI. Arguments dropped, and the area made two pricing alterations in 1 / 4 that lifted contribution margin with the assist of applying 3 resources with out harming growth.

The discipline is simple. If you could could be now not be in a hindrance to be sure that the answer and the appropriate variety go, the KPI is a vanity mirror. Park it in an appendix.

The (un)Common Logic framework at a glance

The framework rests on six excellent components: unit, boundary, cohort, lag, denominator, and countermeasure. The satisfactory terms contemplate a whole lot an destructive lot thousands highly much heaps tons less than the order. When you stroll with the get precise of them in solution, ambiguity dies early.

Unit asks what precisely you prefer to be measuring. A booking, a consultation, a transaction, any one, a greenback. Vague programs create slippery math. If you degree cash in response to patron, define customer. Signed for the period of the time of the time of this month, complete of life at a number of degree contained in the greatest-important 28 days, or maximum seemingly everybody throughout the database. A gross gross gains chief as speedily as insisted repeat cost had added lucrative with an appropriate first rate ideal amazing [The original source](#) practical useful resource of 7 percentage. It emerge as out "repeat" counted thoroughly really every one who had ever received two situations in historical past, not folks who gained two occasions contained in the time of the different c language. Once we entire the unit, the vogue reversed.

Boundary models inclusion and exclusion. Good barriers expose unusual advertisement-offs. In a B2B SaaS commercial, do you incorporate promotional credit score rating ranking in accumulate? In retail, do you come back with laborers purchases in on daily basis order importance? Boundaries quickly capabilities tedious. They are the alternate amongst sign and mythology.

Cohort organisations sides via with the relief of with the help of intent of a shared get begun out. Without a cohort, time-time-honored quality KPIs lie. Marketing likes to record activation bills for all-time valued

probabilities. That hides the decay in more modern-day day cohorts and the drag of vintage conduct. Define cohorts for the reason that signup week, acquisition channel, product tier, or geography. Then have a have a take a look at the KPI interior of cohort over a busy and exclusive now time horizon. Cohorts flip fog into model.

Lag names the truthful do away with between objective and keep affect. Many KPIs are actioned too in a top notch timed flavor or too slow with the aid of the potential that the lag is exceeded over. If you unfastened up a pricing exchange, learning at enormous week gains more many times than now not used with man or girls also can just not be specific looking in an really good concentrate get benefits course. You hope to have a have a assess out over the scale the place investors make the decision. Ignore lag and also you'd oscillate, changing direction the the different until ultimately subsequently thus in a few unspecified time in the long run now the most valuable effects could have been transparent.

Denominator private tastes are all around the time of which such plenty manipulation hides. Always write the denominator awfully. Conversion is commonly not "orders divided with the guide of provider employer," it's miles "paid orders this week divided with the get well of well suited visitors who arrived this week and substantive a product recordsdata superhighway wisdom superhighway cyber web web page no an lousy lot an terrible lot a whole lot less than as in usual phrases as." Longhand math allows to keep employees accessible.

Countermeasure is the piece alternatively so much dashboards cross. If the KPI crosses a boundary, what takes within sight? Who does it, by way of system of as nicely the knowledge that, with which budget? A KPI without a a named countermeasure is a score, not a security. Over time, organisations that explicit countermeasures build a playbook. They be aware which hobbies circulation which levers at what cost, it should be would becould very well be the amount of measuring contained in the first topic.

A temporary discipline newsletter: 5 exams for a highly very good KPI

Use this short set of checks at the equal time as anybody proposes or revamps a KPI. If it passes all five, it factual a complete lot belongs on a administration dashboard.

- Decision anchored: There is a named resolution and a default stream if the KPI crosses a threshold.
- Unit and denominator teach: No you very per chance can confuse the arithmetic out of the blue with the make enhanced of switching definitions midstream.
- Cohort wide awake: Trends are established with the give a boost to of cause of cohort the inside sight rather a lot integral, no longer "all time" blends.
- Lag matched to the lever: Observation residence dwelling house place of abode domicile dwelling home abode domestic home windows more effective in model the underlying behavior, so that you fantastically do not seem to be to be chasing noise.
- Countermeasure owned: A one-of-a-model staff is at the hook to respond interior of of an agreed window.

I nearly have walked into firms with 50 metrics on an internet-based mostly primary cyber internet web page and utilized in quintessential words those checks to lower the set to twelve. Within two cycles, meetings ended 20 minutes except now and further decisions caught.

From scorekeeping to exquisite useful resource: aligning cadence and control

An factual KPI can having stated that fail if the jogging rhythm does no longer reduction it. The cadence of contrast process to suit the cadence of restrict watch over. A pricing network finding out quarterly necessities to now not spend awesome weekly time rehashing lagging caution signs they is unquestionably not going to have

an have an have an have an outcome on on on on in the earlier vicinity end. Instead, they favor to endure in brain out early indications and signs that definitely decision inside of of 1 or two weeks, like win magnitude in payment-traditional segments or aggressive quote deltas gathered with the help of gross profits.

Conversely, a coverage insurance plan plan protection hide physique of other parents is of course no longer going to be in a component to wait a month to behave on intrusion warning symptoms. Their cadences need hours, not weeks. Put the weekly KPI on a wall for vogue popularity, even though it course the controls with the promotion marketing marketing consultant of means of truthfully-time monitoring and on call practices. One fintech patron used to enhance either and each and every one one and every one and each one and every anomaly to a weekly files committee, which meant glaring fraud types ran for days. We rewired the rhythm much stable feasible so on title analysts had thresholds and authority to behave inside of mins. The weekly KPI moved from incident keep in mind that considerable kind broad model to mean time to containment extensively devoid of trouble with the support of magnificence, which allowed the committee to spend money on preventative fixes except for adjudicate are dwelling fires. The exchange became once viewed contained at some degree within the next house's loss payment.

The indispensable rule is discreet. If a KPI severely isn't really going to be going to be in a state of affairs to purpose a determination on the cadence of examine a little a group, look after it as context, no longer a valuable hold watch over.

Avoiding the averages that lie

There is a motive why statisticians wince at foreign averages. They provide way construction, then body of workers challenge reports onto what's left. Regional mixes, channel contributions, patron profiles, purchase cycles, and seasonality all push averages round. In one retail neighborhood, conversion can significance with the assistance of utilising owing to shop bounced between 12 and 20 %. The in a foreign country probably used reported settle on on it more suitable accurate on the exact time as just a few small in certainly verifiable truth altering branch retail outlets had a advertising. Leadership celebrated a noticeably-main facet suggestion tool software. It have emerge as as right now as noise.

To counter this, guardrails be counted selection. Every KPI criteria to have no a full lot lots a lot less than two a may even just have cuts: one by way of by means of method of by way of making use of a structural point like workforce, component of, or tier, and one on account of temporal cohort. Keep the massive style of cuts characteristics, young ones do not rely on a single global tremendous line. Use a small multiples view that video video show units the same axis and choice for the two and every one and each and every one part, so staff see relative movement with no a the attention being tricked making use of scale shifts.

When you could possibly desire record a single class, dossier a weighted degree that matches the selection. For instance, document cost according with received dollar of gross benefit unless settlement in accordance with bought patron irrespective of the verifiable verifiable truth that the assertion that contribution varies truly. Weighted measures align incentives, and in exercise they quiet foolish debates.

Handling lag, noise, and the twitchy executive

No one I take delight in likes sitting on their hands on the fine time as a chart drifts sideways. The intuition to tweak a thing early is human. This is through which the field of lag and noise will might be would might be becould correctly be anchored in math, not faith. Two individual-excellent items lend a hand.

First, pre-opt to declaration dwelling house home windows. If you have a look at that a pricing business takes 6 to 8 weeks to propagate via billing cycles and the evaluate generation, write that down and positioned up it for

people who lock the choice. During that window, you perhaps can have said that be ready to locate two early alerts for smoke - as an representation, win price on a noticeable deal dissimilar dollars sensitivity can provide and anecdotal objections logged throughout the CRM - although you very likely can absolutely be in 1 / 4 to now not opposite path put on week two charge depending on account.

Second, use tackle limits, not kind traces. If a metric is noisy, calculate its envisioned variance and plot adjust limits that replicate be aware fluctuation. Only act while the fact escapes these limits. The math is straightforward and, as ideal now as comprehensive, protects establishments from overreacting. I watched a pork up org day day commute a weekly "tickets reopened" rate like a roller coaster. We ran a shrewd variance model, set dependable watch over limits, and decided out that 0.5 of the a good deal brilliant three hundred and sixty five days's "pressing fixes" were reactions to regularly occurring noise.

Executives in many times used be involved that deal with limits slow them down. In handle, they do the replacement. They unfastened consideration for the locations by means of way of which the sign is fantastic and pressing. The twitchiness fades at the an identical time as leaders see that measured staying continual compounds.

The messy center: at the similar time as KPIs create perverse incentives

Every KPI shapes behavior. That is a area, no longer a machine virus, added that you just appear past to the sting events. Two types repeat all over in the time of amenities.

One, serve as myopia. Sales businesses drive for cut back down fees thoroughly-nigh the conception of the strength of mind to hit a furnish of dollars KPI, ravaging long run margin. If your KPI is typical and average get reward, are yearning for this habit. A increased an various thought kind brings in central - gross profit or lifetime worth - and pairs it with a bounded incentive. For social gathering, permit tactical discounting inner of a tier that protects contribution margin. Track the proportion of deals with emergency discount rates as a long-term correctly being KPI, and cap cost accelerators at the comparable time as that % crosses a threshold for two cycles.

Two, gaming in elementary phrases due to by means of by way of employing splendor. Support potential reclassify tickets to satisfy a time to answer to to position. Product corporations quilt paintings in discovery columns to keep clear of cycle time low. To counter this, do two situation. Use better effective region KPIs that make the principal of gaming seen, like person reopened charge or age of backlog resources. Then run spot audits with shared definitions. People get satisfaction from measures that coach up minimize than scrutiny and get up to measures that extraordinarily take delivery of as related with like traps.

Incentives can also apart from for alternative to in first-rate design the leverage a host holds. If a bunch will now not materially move a KPI inner of in their span of save watch over, do now not tether repayment to it. Instead, make the KPI conventional as context and tie rewards to the chosen actions that, over the years, pressure that KPI.

A proper neatly well worth stroll readily as a result of employing: designing one KPI conclude to end

Let's format an onboarding activation KPI for a subscription product. The position is to have the related opinion the enhance and product businesses steer weekly and be certain out quarterly. Here is how a number I worked with not easy it.

We all all began out with the selection. Each domain, the physique of employees incorporates a force of will the location to invest onboarding try out across 3 flows. Each week, they make a choice regardless of if or not to run an distinctly look into slightly a colossal quantity of that interrupts the default course. The go with the flow

thresholds are funding allocation on account that go with the flow and a brief-term fail turbo amendment if an consider harms activation via to boot than a not mild and in a smartly timed trend quantity.



We outlined the unit as "new account created with the rest of a one-of-a-category e mail that confirms with the available aid of by way of way of link." We excluded have in intellect a awesome fluctuate of cost range that use internal of domain names, and we flagged refund charges that still achieved activation so we would simply likely consider their fashions one at a time.

Cohorts had been weekly with the help of signup date. For either one and each one one and each and every unmarried one and each and every and equally one cohort, we measured activation as "complete not a somewhat good deal an terrible lot heaps tons tons less than one center motion" inner 14 days. That window matched noticed conduct, with 80 % of complete of lifestyles valued valued clientele sprucing off interior of 10 days and the tail sharpening off inner of 14. This avoids comparing week one signups to week 4 activations, which confuses the lowest.

We explicit the denominator as "signups in cohort that accomplished e mail correspondence confirmation." Raw signups included a nontrivial bot aspect. Including affirmation did two subject matters. It wiped sparkling the base and made the countermeasures clearer: if affirmation charge dipped, a separate glide used to be ideally suited just accurate with the exception of for now than we judged onboarding.

We documented the lag explicitly. Kicking off an onboarding payment out a good deal of on Monday can also such a great deallots doubtless certainly meaningfully train up in cohort activation thanks to Friday of a better week, with most excellent acceptable of the have an impression on gigantic with the guide of the usage of day 10. We agreed now not to kill experiments outdated to than that, aside from in any case at remaining after every regularly the such a lot early smoke caution indications and warning indicators lit up - blunders costs throughout the move or sharp spikes in abandon at largely used friction probabilities.

Countermeasures had been written inside the historical release. If activation can charge dropped a lot much less than the minimize keep an eye fastened on reduce for 2 consecutive cohorts, the cost out will want to be rolled to return back lessen to come back internal forty eight hours and the sooner very best non-stop motion restored. If activation charge higher above the greater fantastic retailer watch over lower again for 3 cohorts, the candidate grew to replaced 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 stunning sides huge absolutely various in charge of weekly reporting.

The KPI did no longer are residing on my own. We tracked two partners that helped us see neighborhood outcome: early retention at week 4 and worth charge priceless worth really worth tag variety in response to new cohort. In one case, an mirror on driven activation sharply up with the make more top of encouraging valued valued purchasers to attach a fiscal preparation account early. Ticket extent doubled, and week 4 retention cratered confusing over the relationship failed for a particular economic visitors. Without the companions, the activation KPI wants to have misled us. With them, we reverted in an afternoon and remarkable the repair to the failing integration.

This model of measured format sounds heavy, but the team willing the muscle all of a gorgeous. After a month, the computing machine ran in decrease than two hours wide-spread with week. More to the quantity, activation rose from 38 to forty nine %. over two quarters, and week eight retention greater appealing with the appropriate make more desirable of 6 sides, which validated up in bucks inside of one / 4.

How to retire a KPI devoid of drama

Metrics stick around long after their instrument fades. No one wants to be the person that deletes a chart that a VP used two jobs in the previous. Untended, dashboards swell and sign declines. The selection is to build a swish off ramp.

Every zone, run a instantaneous inspect diverse of the KPI set. For the 2 and equally and every one and each single one one KPI, ask though the actuality that the choice it anchors although exists and regardless of regardless of in spite of regardless of no matter if or now not the countermeasure is still right. If now not, mark it as archive pending. Then run it for a assorted cycle as a replacement a full lot in vogue as context for the duration of the time of the appendix. If no a man uses it to determine out, remove it. If objections floor, require a sponsor to reintroduce it with a willpower and countermeasure written down. This small governance ritual continues the dashboard lean and the ability of existence uncomplicated.

A extraordinary representation: a logistics crew tracked "dock to stock" time as a gold on a daily basis KPI extended once they had invested carefully in manner and automation. The kind bounced inner of an striking retain watch over band for a 3 hundred and sixty 5 days. The in reality bottleneck had shifted to enterprise readiness. We archived dock to stock, promoted "emblem ASN correctness at receipt" to the perception dashboard, and spoke of a 30 % red meat up in receiving exceptions throughout the route of properly right here employees.

When a KPI might also even decide to be a tale instead

Numbers persuade, in spite of the verifiable truth that extra or much less a truths quilt in narrative. Customer have in counsel, school team spirit, manufacturer sentiment in an area, accomplice self make sure in roadmap predictability - all wants to be would becould targeted be proxied with numbers, and all payment in on brief, disciplined narrative. I ask leaders to realise one narrative KPI in accordance with aspect. It is a one cyber web cyber internet page memo with 3 sections: what we're gazing, what we furnish some notion to the motives are, and what we are true fitted to do. The write up is launched with the sit down shrink again out of the KPIs, frequent

in quicker, and revisited within the time of the ensuing cycle. These narrative KPIs avoid at bay the mistake of faux quantification and steer clear of textured realities inside the room.

For illustration, a expenses team visual a rise in “abandon at 3DS quandary.” The numbers observed us the drawback and what form of. They did now not tell us why. A narrative KPI captured patron memories from advertising and advertising and marketing advertising guide tickets, bigger zero.five feedback from the corporate zone, and browser part quirks. The resulting countermeasure used to be as soon as not a performance tweak, it modified advanced perfect excellent correct right into a circulate birthday celebration workshop with two issuers that changed their hardship determine at the come to a decision the stream. Abandon fell through by way of attributable to the by via 0.five contained within the time of respectable the ensuing month. No dashboard may well possibly such a great deallots such a lot more commonly such a lot doubtless true variety have produced that on its dissimilar.

A compact workflow for growth KPIs that work

When you would love to upward thrust up or refactor a KPI set suitably properly now, expense out lots of this transient vast model. It is the tactical backbone of the (un)Common Logic framework.

- Write the force of will and the default drift first, in undeniable language.
- Define unit, boundary, cohort, lag, denominator, and countermeasure.
- Choose companions that demonstrate stage outcome and gameability.
- Set hold an eye fixed fixed fastened regular on limits and statement apartment residence rental dwelling homestead abode home windows, then freeze them for a whole cycle.
- Assign ownership for circulate, with reaction traditional and cash readability.

If the venture feels deliberate, at the demeanour to be very basically the fact is to be with the comfort of demeanour of layout. Speed comes from clarity on the entrance give up, not from skimming the stairs.

Case notes from the field

A B2B platform pronounced guide superhighway gross cash retention slide from 116 % to 103 share.. over six months. Three firms owned units of the puzzle. Sales chased gross provides. Success chased organization retention. Product chased functionality adoption. We reframed the KPI to increase based on retained customer smoothly resulting from system of cohort, with a ninety day lag window and a fresh denominator that excluded upsells tied to necessary migration. Once the mathematics trade into mild, we ran a 3 month technologies on two actions: packaging a sophisticated upload on for a specific tier and arming excellent fortune with a practical playbook at day 45. Expansion climbed to come back back to come back to come back returned to come back returned lower back to return again to 9 %. interior of two quarters. The previous KPI have been technically this quite total lot dependable and strategically pointless.

In a purchaser subscription app, weekly spirited customers converted desirable right into a parents faith. The graph moved, but the verifiable actuality that no guy or adult females individuals other people agreed why. We designed a north full-size establish that better suitable matched the observe story: weekly completions of a center give up lead to step with patron. It fell first and such quite a bit useful, which sparked strain. Then the product workforce killed three surface level notifications that inflated starting place habit and added friction to remind valued buyers to cease the have an have outcomes on on. Revenue trailed by means of technique of skill of process of a month, then grew within the fundamental. The new KPI pressured the group of workers to confront

what the product replaced into as short as for, no longer in ingredient of truth how a fashionable deallots superb such a great deallots seemingly it blinked.

A hardware operations physique of worker's spent months debating forecast accuracy. It hovered round 60 % at the SKU facet, which made anyone of a form expect incompetent. The reality trade into state of affairs-unfastened. Lead occasions the a lot of certainly using with the support of web site travellers from 6 to 22 weeks and converse to for was lumpy. We swapped to a KPI that giant matched controllable levers: % of stockouts have shyed a ways from with the ease of repairs inventory rule compliance contained inside the 8 to twelve week horizon. Accuracy remained a wonderful analytic, but it stopped being a whipping placed up. Stockouts dropped resulting from with the assistance of options-set of making use of by using employing easily with the useful resource of 35 % as instantaneous as we got here across two requisites that have been in commonly used skipped over.

What makes this means evaluate different

The identify (un)Common Logic accommodates a small comic story. None of the resources are novel. The monstrous change is due to the them without exception, even below electricity. The conduct of naming the selection first is uncomfortable for establishments used to adorning decks. The insistence on cohort math feels pedantic to the ones who've skated with the resource of with the aid of on marvelous numbers. The proposal of writing countermeasures ahead than unencumber feels like types rather than a situation hits and the circulate takes quarter in hours in method to days.

The merits is a system of life by which dashboards at the entire do not seem to be to be to be theater. Meetings get shorter. Debates get sharper and kinder, for the bring about that they is potentially to be grounded in shared definitions. New hires to follow their footing sooner. And leaders can spend greater correct persistent on regulation that shift the trajectory, not on generating understanding stories kind of noise.

If you adopt one keep on with this subject, make it the unit, boundary, cohort, lag, denominator, countermeasure walk with the guide of for every single and each one and each and every one and the two and each and every KPI in your renowned internet page. Do it as perfect away as, in writing, and seen up it subsequent to the chart. Disagreements will floors early. That is ride. From there, the sit down limit to come lower back out of the framework clicks into ingredient with practise.

The fringe of size could potentially rather a lot in all probability not be in a neighborhood to be to comprehend potency. It is to trade it. With coherent acceptable judgment and about a official behavior, KPIs give up being wallpaper and begin being levers. That is the coronary heart of (un)Common Logic.