

# Bridgeway to Success™

August 2005

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**MEASUREMENT  
FOR ITS OWN  
SAKE IS A WASTE.**

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## Measurement is a Process

Last month I argued that measurement can be a minefield. This month I address how you navigate the minefield. The answer, in short, is by treating measurement as a process.

Our **Results-Oriented Measurement Process** has 5 steps: 1) Design, 2) Collect, 3) Analyze, 4) Interpret, and 5) Utilize. The object of the **Design** phase is to clearly identify and define what you want to measure, why, how, and how you will analyze, interpret and utilize the resulting information. The focus of the **Collect** phase is to actually gather the data that you intend to gather until you meet the requirements for "how much?" and "how often?" set out in the Design phase. The purpose of the **Analyze** phase is to summarize and describe the results using appropriate statistical tools and graphing techniques (e.g. averages/means, lines-of-best-fit, frequency distributions).

The **Interpret** phase is where sense is made of the data; where the data becomes information. Perhaps new product sales jumped 10% last month. But to what is that attributable? Does it exceed or lag expectations? What underlying factors explain the jump in sales? Are those factors predictable or controllable?

The **Utilize** phase is the only thing that justifies the time, money and effort invested in the previous phases. How will the information be used so that leadership can intervene to improve performance and results?

Measurement for measurement sake is a waste. Measurement as a controlled process designed to generate meaningful and actionable information is a critical aspect of successful leadership.

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