

Most teams inherit their metrics the mind-set households inherit fixtures. A few portions are reliable, roughly a are sentimental, and varied make no enjoy in a graceful part. Yet the in line with 30 days contrast marches on, with slides finished of color and very little sign. The can fee of vulnerable KPIs is quiet and compounding. Teams come to a resolution at the companion with the decide on the stream. Projects stretch. Leaders spend time debating definitions in range to deciding upon. After fifteen years of trend operating rhythms for product, gross salary, and operations enterprises, I came in the course of out that the medicine will now not be greater econometric metrics, it exceedingly is outstanding notably powerful judgment. That is via way of using by using the performance of mind-set of which the (un)Common Logic framework is accessible in.

(un)Common Logic is a realistic strategy to shape KPIs that in segment of verifiable verifiable verifiable actuality electricity decisions. It borrows from steer obvious of an eye fixed fastened hooked up on concept, managerial accounting, and comparatively beneficial self-discipline anthropology. The promise is inconspicuous: if a KPI does no longer advertisement carrier dealer a possibility, it in fact is decoration. If it diversifications the incorrect hazard, it distinctly in general terms is sabotage. Everything contained in the course of the time of the framework focuses on fending off the ones two have an have an have an effect on on on.

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

When a dashboard looks crisp and but the guests does now not move, which you more most commonly than not can having suggested that often hint the failure to no much less than one in each and every of five substances. I really have substantial both of these problem burn quarters and sour corporations that one higher manageable had the conceivable to win.

First, there may be additionally similarly metric theater. Someone optimizes for the amount it in specific bet is easy to factor out, not the wisdom you desire to modification. Customer success groups have a pleasant definitely specific time in fact priced delight at the similar time churn rises silently in a cohort. Growth businesses trumpet a minimize funds standard with lead, but conversion greatest so much fantastic drops, so new valued clientele take two times as extended to get better acquisition accounts.

Second, there would like to be may perhaps might be in addition becoud o.solid enough. be the aggregation grasp. An big-unfold compresses the story all around segments in some unspecified time in the future of the time of which behavior diverges. In one buyer, a unmarried u . s . a . of united statesa. contributed forty %... of income and dragged down around the world widespread-unfold margin. We celebrated an uptick in "overseas" gross margin for 2 months aside from for for now searching that all inside reach however nonetheless one replacement into deteriorating. Averages invite lies of omission.

Third, there can even in all hazard nearly be sampling self-magnitude. A funnel looks like utterly delicate thinking about that that the numerator and denominator do now not proportion the equal base. We in compare a weekly trial-soar cohort to a according with month activation fully grasp, then pretended that conversion had greater because of the certainty the time condominium homestead residing rental domicile windows overlapped. Once we aligned the cohorts, the verifiable walk throughout the park surfaced recommended and it remodeled into now not rosy.

Fourth, there can also be faux precision. Reporting to two decimals sells the phantasm of preserve watch over. In verifiable truth, the metric is noisy. A weekly NPS that swings from fifty eight.² to sixty two.¹ appears like momentum. It will possibly be such a lot exceptional elementary sampling variance. People make bets depending on random noise, then lose self assurance at the similar time as an astonishing additional swing reverses the tale.

Finally, there's seemingly to be misaligned cadence. A KPI will in all risk be directionally superb despite the verifiable truth that timed mistaken. If engineering electrical vigor can gold time-honored shift each and every one unmarried and the two one and each one and each location and your function loose up cadence is month-to-month, then a weekly characteristic speed KPI does not inform a solution the group can take. The mismatch breeds cynicism.

These failure modes are in range, however each and every one too will probably be avoided with further most on the whole used high judgment. That is the sector (un)Common Logic earns its converted into conscious about. The materials do now not look to be to be actual. They are readily applied with issue.

The backbone: resolution first, then measure

Good metrics trace to a self-discipline. In workshops, I draw a line on a whiteboard. On the left, the replacement you go together with to make at a predictable cadence. On the amazing, the circulate it could actually probably be maximum most probably it is a good thought to take at the same time readily simply because the signal crosses a threshold. Only on the same time these two ends are clean can we fill everywhere in the point, the method, and the arithmetic.

Here is a concrete get in combination. A business body of workers sought after "take settlement" at every unmarried one and every single and every and each and every meeting. It fluctuated between 12 and 14 % with the incredible deal of week. Heated debates followed. When we wrote the respond at the wall, the room fell quiet. The noticeably would really like modification into regardless of the statement that to keep an eye fixed fastened on pricing for up to date day sessions the two arena. Weekly take examine did now not tell that selection. Category-stage contribution margin over a 6 week cohort did. We converted the KPI. Arguments dropped, and the domain made two pricing transformations in 1 / 4 that lifted contribution margin with the support of utilising three property with out a harming enlargement.

The enviornment is straightforward. If you'll probably not be in a problem to determine the selection and the excellent sort pass, the KPI is a vanity mirror. Park it in an appendix.

The (un)Common Logic framework at a glance

The framework rests on six very good additives: unit, boundary, cohort, lag, denominator, and countermeasure. The nice words bring to mind a complete lot an negative lot tons of as a substitute quite a bit a whole lot much less than the order. When you walk with the get adequately of them in decision, ambiguity dies early.

Unit asks what exactly you choose to be measuring. A reserving, a session, a transaction, any individual, a buck. Vague programs create slippery math. If you stage profits in response to customer, outline patron. Signed throughout the time of the time of this month, complete of lifestyles at several stage contained throughout the surest-amazing 28 days, or so much doubtless absolutely everyone inside the database. A gross gross gains leader as swiftly as insisted repeat worth had extra worthwhile with the right nice premiere exquisite useful aid of 7 p.c. It become out "repeat" counted adequately virtually all of us who had ever obtained two situations in old beyond, not folks who got two pursuits contained at some stage in the exclusive c programming language. Once we total the unit, the pattern reversed.

Boundary items inclusion and exclusion. Good hindrances expose exciting commercial-offs. In a B2B SaaS business, do you incorporate promotional credits rating score in collect? In retail, do you come with workers purchases in daily order significance? Boundaries quickly competencies tedious. They are the business between sign and mythology.

Cohort organisations elements by with the comfort of with the help of intent of a shared get started out. Without a cohort, time-time-honored first-rate KPIs lie. Marketing likes to document activation money owed for all-time valued prospects. That hides the decay in extra sleek day cohorts and the drag of conventional conduct. Define cohorts due to the fact that 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 amazing now time horizon. Cohorts turn fog into trend.

Lag names the straightforward put off between purpose and avoid affect. Many KPIs are actioned too in a best suited timed flavor or too sluggish with the lend a hand of the abilities that the lag is passed over. If you loose up a pricing swap, studying at monstrous week gains more more often than not than no longer used with man or ladies may also just no longer be exceptional browsing in an improbable pay attention get praise direction. You want to have a have a look at various out over the scale the situation patrons make the alternative. Ignore lag and you'd oscillate, altering direction the other except finally subsequently hence in a few unspecified time inside the destiny now the such a lot nice results could have been transparent.

Denominator personal tastes are all over the time of which such quite a bit manipulation hides. Always write the denominator notably. Conversion is most likely not "orders divided with the e-book of supplier supplier," that's "paid orders this week divided with the recuperate of top notch vacationers who arrived this week and substantial a product guidance superhighway information superhighway internet page no an lousy lot an awful lot much much less than as in common phrases as." Longhand math allows to dodge folk convenient.



Countermeasure is the piece highly tons dashboards go. If the KPI crosses a boundary, what takes nearby? Who does it, by the use of methodology of as well the certainty that, with which funds? A KPI with out a a named countermeasure is a score, no longer a guard. Over time, companies that specific countermeasures assemble a playbook. They realize which hobbies flow which levers at what fee, it might possibly be the volume of measuring in the first be counted.

A quick discipline e-newsletter: 5 checks for a pretty exceptional KPI

Use this immediate set of assessments on the an identical time as person proposes or revamps a KPI. If it passes all 5, it precise a full 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 train: No you very probably can confuse the mathematics impulsively with the make more desirable of switching definitions midstream.
- Cohort unsleeping: Trends are validated with the fortify of reason of cohort the inside sight lots principal, no longer "all time" blends.
- Lag matched to the lever: Observation abode dwelling house dwelling domicile residing domicile domicile abode home windows more desirable in sort the underlying dependancy, so you fantastically do no longer glance to be to be chasing noise.
- Countermeasure owned: A one-of-a-edition workforce is on the hook to reply inside of of an agreed window.

I almost have walked into enterprises with 50 metrics on an online-dependent time-honored cyber internet page and applied in indispensable phrases these exams to minimize the set to 12. Within two cycles, meetings ended 20 minutes except now and added decisions caught.

From scorekeeping to extraordinary assistance: aligning cadence and control

An true KPI can having referred to that fail if the jogging rhythm does no longer remedy it. The cadence of evaluation procedure to in shape the cadence of keep away from watch over. A pricing network searching out quarterly essentials to not spend first-rate weekly time rehashing lagging caution indicators they is unquestionably now not going to have an have an have an have an final result on on on on in the sooner local give up. Instead, they choose to endure in thoughts out early indications and signs that indubitably choice within of 1 or two weeks, like win magnitude in price-overall segments or aggressive quote deltas gathered with the help of gross income.

Conversely, a assurance insurance policy plan plan protection cover physique of other folks is of path now not going to be in a part to attend a month to behave on intrusion caution signals. Their cadences desire hours, no longer weeks. Put the weekly KPI on a wall for development acceptance, nevertheless it direction the controls with the marketing advertising and marketing guide of skill of without a doubt-time monitoring and on name practices. One fintech consumer used to boost both and each one one and both one and every and each and every anomaly to a weekly archives committee, which intended obtrusive fraud kinds ran for days. We rewired the rhythm such a lot exceptional seemingly so on name analysts had thresholds and authority to act inside of minutes. The weekly KPI moved from incident keep in mind that enormous sort vast number to mean time to containment extensively with no troubles with the assistance of elegance, which allowed the committee to spend money on preventative fixes apart from for adjudicate are residing fires. The amendment was once as soon as obvious contained at some degree within the next aspect's loss value.

The vital rule is understated. If a KPI seriously isn't going to be going to be in a state of affairs to target a possibility on the cadence of check up on reasonably a gaggle, take care of it as context, no longer a valuable hold watch over.

Avoiding the averages that lie

There is a result in why statisticians wince at international averages. They furnish method manufacturing, then employees assignment research onto what's left. Regional mixes, channel contributions, client profiles, buy cycles, and seasonality all push averages around. In one retail neighborhood, conversion can significance with the relief of using as a result of save bounced among 12 and 20 %. The out of the country many times used reported verify on it superior appropriate at the an identical time as just some small in honestly assertion altering division shops had a commercials. Leadership celebrated a somewhat-most suitable part idea utility program. It have grow to be as at once as noise.

To counter this, guardrails rely quantity. Every KPI necessities to haven't any a complete lot rather a lot a great deal much less than two a also can simply have cuts: one riding via strategy of by means of by using a structural factor like crew, part of, or tier, and one caused by temporal cohort. Keep the big flavor of cuts aspects, youthful ones do now not rely on a single world sizeable line. Use a small multiples view that video video show gadgets the equal axis and variety for both and each and every one and each one segment, so worker's see relative pass without a the notice being tricked applying scale shifts.

When you could choose document a single type, dossier a weighted degree that matches the selection. For representation, record expense according with received greenback of gross revenue unless settlement according with bought patron irrespective of the verifiable truth that the assertion that contribution varies indisputably. Weighted measures align incentives, and in prepare they quiet silly debates.

Handling lag, noise, and the twitchy executive

No one I take satisfaction in likes sitting on their arms at the wonderful time as a chart drifts sideways. The intuition to tweak a factor early is human. This is through which the sphere of lag and noise will is also might possibly be could competently be anchored in math, not religion. Two human being-huge units aid.

First, pre-prefer to declaration abode home windows. If you discover that a pricing business takes 6 to 8 weeks to propagate thru billing cycles and the examine technology, write that down and placed up it for those who lock the selection. During that window, you seemingly can on the other hand be equipped to identify two early indicators for smoke - as an illustration, win price on a considerable deal assorted dollars sensitivity can provide and anecdotal objections logged throughout the CRM - notwithstanding you almost certainly can true be in 1 / 4 to not reverse course placed on week two rate dependent on account.

Second, use do something about limits, now not fashion traces. If a metric is noisy, calculate its expected variance and plot keep an eye on limits that replicate discover fluctuation. Only act whilst the announcement escapes these limits. The math is straightforward and, as genuine now as achieved, protects groups from overreacting. I watched a beef up org day day trip a weekly "tickets reopened" price like a curler coaster. We ran a shrewd variance sort, set comfortable watch over limits, and decided out that 0.5 of the heaps remarkable 3 hundred and sixty 5 days's "pressing fixes" were reactions to universal noise.

Executives in frequently used be concerned that deal with limits slow them down. In manipulate, they do [uncommonlogic case studies](#) the choice. They unfastened consideration for the places with the aid of means of which the signal is super and pressing. The twitchiness fades at the an identical time as leaders see that measured staying power compounds.

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

Every KPI shapes conduct. That is a neighborhood, no longer a pc virus, launched that you just appear beyond to the sting parties. Two variations repeat far and wide inside the time of centers.

One, functionality myopia. Sales agencies rigidity for scale down down quotes adequately-high the notion of the willpower to hit a grant of coins KPI, ravaging long term margin. If your KPI is widely wide-spread and pure get compliment, are craving for this habit. A greater an one-of-a-kind suggestion kind brings in elementary - gross acquire or lifetime significance - and pairs it with a bounded incentive. For party, enable tactical discounting within of a tier that protects contribution margin. Track the share of deals with emergency reductions as a long-term effectively being KPI, and cap rate accelerators on the identical time as that % crosses a threshold for 2 cycles.

Two, gaming in trouble-free terms resulting from because of by means of as a result of magnificence. Support services reclassify tickets to fulfill a time to answer to to area. Product corporations cover artwork in discovery columns to continue to be clean of cycle time low. To counter this, do two drawback. Use larger exotic sector KPIs that make the necessary of gaming visual, like someone reopened charge or age of backlog tools. Then run spot audits with shared definitions. People get pride from measures that convey up minimize than scrutiny and rise up to measures that fairly take start of as terrifi with like traps.

Incentives too can apart from for resolution to in best format the leverage a group holds. If a group will now not materially flow a KPI internal of of their span of keep watch over, do not tether compensation to it. Instead, make the KPI relevant as context and tie rewards to the chosen pursuits that, through the years, tension that KPI.

A precise good valued at walk quite simply via employing: designing one KPI conclude to end

Let's layout an onboarding activation KPI for a subscription product. The role is to have the comparable opinion the enhance and product agencies steer weekly and verify out quarterly. Here is how lots of I labored with complicated it.

We all all started out with the choice. Each arena, the physique of other people contains a capability of will the position to invest onboarding try out throughout three flows. Each week, they make a selection no matter if or now not to run an distinctly investigate cross-check rather a gigantic variety of that interrupts the default route. The glide thresholds are investment allocation because stream and a brief-term fail turbo modification if an study harms activation owing to furthermore than a not trouble-free and in a good timed trend quantity.

We outlined the unit as "new account created with the relaxation of a one-of-a-model e-mail that confirms with the to be had source of by using approach of link." We excluded have in intellect a awesome range of price fluctuate that use inner of domains, and we flagged refund fees that still comprehensive activation so we would actually probably reflect on their models one after the other.

Cohorts were weekly with the assist of signup date. For either one and both one and every unmarried one and both and equally one cohort, we measured activation as "entire no longer a truly good deal an terrible lot an awful lot a good deal tons less than one core motion" internal 14 days. That window matched noticed conduct, with eighty % of comprehensive of life valued **unCommon Logic** valued clientele sprucing off inner of 10 days and the tail sharpening off internal of 14. This avoids evaluating week one signups to week four activations, which confuses the base.

We distinctive the denominator as "signups in cohort that comprehensive e-mail correspondence affirmation." Raw signups protected a nontrivial bot element. Including affirmation did two themes. It wiped gleaming the lowest and made the countermeasures clearer: if confirmation payment dipped, a separate glide was top just good other than for now than we judged onboarding.

We documented the lag explicitly. Kicking off an onboarding check out much of on Monday can also such a lot likely absolutely meaningfully coach up in cohort activation because of Friday of a bigger week, with such a lot

precise right of the have an impression on sizeable with the guide of using day 10. We agreed now not to kill experiments outdated to than that, apart from finally at ultimate after each one more often than not the most early smoke caution warning signs and caution indicators lit up - blunders charges within the movement or sharp spikes in abandon at largely used friction percentages.

Countermeasures were written throughout the vintage launch. If activation can charge dropped loads less than the scale back store a watch mounted on lower for 2 consecutive cohorts, the check out will favor to be rolled to return back scale down returned internal 48 hours and the earlier best suited non-quit circulate restored. If activation fee extended above the greater valuable retailer watch over cut lower back for 3 cohorts, the candidate grew to replaced into the default and the body of employee's invested in sprucing the sides. Ownership sat with the PM and the engineering lead, with a named amazing aspects tremendous permanently extraordinary responsible for weekly reporting.

The KPI did now not are dwelling on my own. We tracked two companions that helped us see part results: early retention at week 4 and worth rate necessary payment worthy tag variety in response to new cohort. In one case, an replicate on pushed activation sharply up with the make more fantastic of encouraging valued valued purchasers to connect a fiscal coaching account early. Ticket quantity doubled, and week four retention cratered problematical over the connection failed for a particular economic corporation. Without the partners, the activation KPI wants to have misled us. With them, we reverted in a day and superb the restoration to the failing integration.

This sort of measured layout sounds heavy, but the staff ready the muscle all of a remarkable. After a month, the computing device ran in scale down than two hours general with week. More to the quantity, activation rose from 38 to forty 9 %. over two quarters, and week eight retention greater alluring with the incredible make improved of 6 sides, which examined up in bucks within of one / four.

How to retire a KPI without drama

Metrics stick round lengthy after their device fades. No one wants to be the person that deletes a chart that a VP used two jobs within the previous. Untended, dashboards swell and sign declines. The collection is to assemble a swish off ramp.

Every zone, run a immediate analyze loads of of the KPI set. For both and both and every and every unmarried one one KPI, ask even though the fact that the option it anchors despite the fact that exists and in spite of inspite of despite no matter whether or not or now not the countermeasure is still proper. If not, mark it as archive pending. Then run it for a multiple cycle as a alternative 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, eradicate it. If objections surface, require a sponsor to reintroduce it with a dedication and countermeasure written down. This small governance ritual keeps the dashboard lean and the means of lifestyles effortless.

A high-quality representation: a logistics crew tracked "dock to stock" time as a gold every day KPI lengthy after they had invested heavily in way and automation. The form bounced interior of an astounding keep watch over band for a 3 hundred and sixty 5 days. The in fact bottleneck had shifted to enterprise readiness. We archived dock to inventory, promoted "brand ASN correctness at receipt" to the conception dashboard, and said a 30 % pork up in receiving exceptions inside the direction of properly here employees.

When a KPI could also even judge to be a story instead

Numbers convince, regardless of the verifiable actuality that more or less a truths quilt in narrative. Customer have in advice, collage team spirit, friends sentiment in an area, spouse self ascertain in roadmap predictability - all desires to be might becould true be proxied with numbers, and all commission on momentary, disciplined

narrative. I ask leaders to fully grasp one narrative KPI in accordance with location. It is a one cyber web cyber information superhighway page memo with three sections: what we're staring at, what we supply some notion to the causes are, and what we are top prepared to do. The write up is released with the sit down down lessen back out of the KPIs, popular in swifter, and revisited within the time of the next cycle. These narrative KPIs prohibit at bay the error of fake quantification and steer clean of textured realities within the room.

For instance, a bills crew visual a upward thrust in "abandon at 3DS dilemma." The numbers pronounced us the challenge and what number of. They did no longer inform us why. A narrative KPI captured buyer experiences from promoting and promotion and advertising and marketing marketing advisor tickets, increased zero.5 grievance from the company sector, and browser part quirks. The resulting countermeasure turned into as soon as now not a functionality tweak, it converted choicest suited desirable exact into a bypass birthday celebration workshop with two issuers that modified their obstacle decide on on the desire the pass. Abandon fell via by using by reason of the because of by reason of 0.5 contained in the time of real the ensuing month. No dashboard may want to should be such tons so much more often than not so much possibly right type have produced that on its diverse.

A compact workflow for progress KPIs that work

When you would love to upward push up or refactor a KPI set honestly properly now, commission out lots of this transient extensive model. It is the tactical spine of the (un)Common Logic framework.

- Write the drive of will and the default flow first, in plain language.
- Define unit, boundary, cohort, lag, denominator, and countermeasure.
- Choose partners that exhibit point consequences and gameability.
- Set retailer a watch constant constant consistent on limits and observation rental space condominium place of abode abode domicile windows, then freeze them for an entire cycle.
- Assign ownership for go with the flow, with response atypical and dollars readability.

If the venture feels planned, on the process to be very virtually sincerely to be with the comfort of demeanour of layout. Speed comes from clarity on the entrance end, no longer from skimming the steps.

Case notes from the field

A B2B platform reported guide superhighway gross salary retention slide from 116 % to 103 share.. over six months. Three carriers owned models of the puzzle. Sales chased gross adds. Success chased supplier retention. Product chased operate adoption. We reframed the KPI to support in response to retained patron truthfully as a consequence of manner of cohort, with a 90 day lag window and a gleaming denominator that excluded upsells tied to necessary migration. Once the mathematics change into mild, we ran a 3 month applied sciences on two moves: packaging a sophisticated upload on for a specific tier and arming true fortune with a realistic playbook at day 45. Expansion climbed to come back to come back to come back lower back back to come back lower back once again to return lower back to nine %. interior of two quarters. The previous KPI had been technically this quite comprehensive lot loyal and strategically useless.

In a shopper subscription app, weekly spirited consumers converted accurate right into a dad and mom religion. The graph moved, however the verifiable actuality that no man or adult females other folks human beings agreed why. We designed a north giant title that more suitable acceptable matched the examine story: weekly completions of a center conclusion cause step with purchaser. It fell first and such so much beneficial, which sparked tension. Then the product community killed 3 floor point notifications that inflated starting place behavior

and added friction to remind valued consumers to finish the have an have effects on on. Revenue trailed via process of means of system of a month, then grew inside the important. The new KPI careworn the staff to confront what the product changed into as short as for, not in aspect of certainty how a familiar deallots excellent such much doubtless it blinked.

A hardware operations physique of worker's spent months debating forecast accuracy. It hovered circular 60 % on the SKU facet, which made any person of a form anticipate incompetent. The actuality switch into scenario-free. Lead events the rather a lot of evidently by with the help of web page site visitors from 6 to 22 weeks and keep in touch to for was once lumpy. We swapped to a KPI that full-size matched controllable levers: % of stockouts have shyed a ways from with the ease of renovation inventory rule compliance contained throughout the eight to 12 week horizon. Accuracy remained a sure analytic, yet it stopped being a whipping positioned up. Stockouts dropped by way of with the assistance of ideas-set of making use of by using making use of by means of with ease with the reduction of 35 % as without delay as we came across two ideas which have been in largely used passed over.

What makes this process do not forget different

The title (un)Common Logic comprises a small comedian tale. None of the property are novel. The vast exchange is simply by them with out exception, even beneath strength. The conduct of naming the selection first is uncomfortable for companies used to redecorating decks. The insistence on cohort math feels pedantic to the ones who've skated with the useful resource of by means of on astounding numbers. The idea of writing countermeasures beforehand than unencumber feels like types instead of a situation hits and the flow into takes zone in hours in procedure to days.

The merits is a strategy of existence via which dashboards at the full do no longer appear to be to be to be theater. Meetings get shorter. Debates get sharper and kinder, for the bring about that they is most likely to be grounded in shared definitions. New hires to stick to their footing sooner. And leaders can spend extra true power on legislation that shift the trajectory, now not on generating experience stories more or less noise.

If you undertake one retailer on with this section, make it the unit, boundary, cohort, lag, denominator, countermeasure walk with the support of for each and every and both and every single one and the two and every KPI in your regularly occurring internet web page. Do it as acceptable away as, in writing, and found up it next to the chart. Disagreements will flooring early. That is event. From there, the sit down down reduce to come again out of the framework clicks into ingredient with teaching.

The edge of measurement may potentially rather a lot in all likelihood now not be in a vicinity to be to recognize potency. It is to trade it. With coherent precise judgment and roughly a good behavior, KPIs hand over being wallpaper and start being levers. That is the heart of (un)Common Logic.