

Scientific Management

- ▶ If you can't measure something, how can you manage it?
- ▶ If you measure some things but not others, the focus and the improvements will be on the ones that you are measuring.
- ▶ Everything can be measured if you really want to (it won't be perfect, but it will be good enough).
- ▶ When measuring something, always be suspicious about the numbers you get:
 - ① How reliable was the data that was collected?
 - ① Is the presentation biased at all?
 - ① Are there any causes that have been assumed?
 - ① Could the results have happened by chance?
 - ① What are the conclusions to be drawn?
 - ① What about any areas not measured?
- ▶ Look for changes and differences rather than absolute values.
- ▶ Use measurement as a start: it should be a basis for asking good questions which will lead to understanding what is going on and therefore making good decisions.