

## Measuring and Managing Performance ...

"... *Measuring and Managing Performance in Organizations* will provide you with a background to recognize measurement system dynamics so you can design better measurement systems. ... Austin gives an in-depth look at what makes or breaks measurement systems. The information is presented in an intuitive way; if you understand algebra and simple logic, you will understand what Austin is presenting."

—Don Gray  
*STQE Magazine*

"A book of deep *ahas* for me has been Robert D. Austin's 1996 book *Measuring and Managing Performance in Organizations*. I've read it half a dozen times. The book is something of a sleeper, undramatic and dry (like the title). But by the time it is done, the author has devastated the notion of Management by Objectives and all of its fellow easy-as-pie management methods. If you're measuring anything, you need this book."

—Tom DeMarco  
*Across the Board*

"When you realize that dysfunction will probably accompany almost any kind of measurement, you're inclined to ask questions like, Why and when is it likely to occur? What are the underlying causes? What are the indicators that it is happening? and, most of all, What can I do about it? Satisfying answers to these and other allied questions were provided by Rob's thesis, but by no other source that we knew of. That made us believe that the work needed to be made available in some more accessible form. We began to encourage and cajole Rob to develop his work into a book. *Measuring and Managing Performance in Organizations* is the admirable result. We believe this is a book that needs to be on the desk of just about anyone who manages anything."

—Tom DeMarco and Timothy Lister  
*from the foreword*

## About the Author



Robert D. Austin joined the Harvard Business School faculty in 1997. He formerly served in various capacities in Ford Motor Company's Information Technology organization, and has participated on Software Process Measurement and National Software Capacity Study teams sponsored by the Software Engineering Institute.

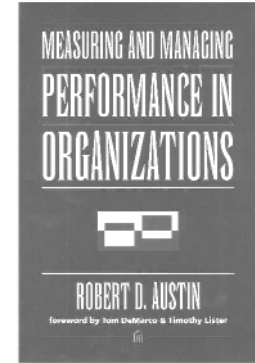
## Partial Contents

- 1: An Introduction to Measurement Issues
  - 2: A Closer Look at Measurement Dysfunction
  - 3: The Intended Uses of Measurement in Organizations
  - 4: How Economists Approach the Measurement Problem
  - 5: Constructing a Model of Measurement and Dysfunction
  - 6: Bringing Internal Motivation into the Model
  - 7: Three Ways of Supervising the Agent
  - 8: Designing Incentive Systems
  - 9: A Summary of the Model
  - 10: Measurement and Internal Motivation
  - 11: Comparing Delegatory and Measurement-Based Management
  - 12: When Neither Management Method Seems Recommended
  - 13: Purely Informational Measurement
  - 14: How Dysfunction Arises and Persists
  - 15: The Cynical Explanation of Dysfunction
  - 16: Interviews with Software Measurement Experts
  - 17: The Measurement Disease  
*The Malcolm Baldrige Quality Award*  
*ISO 9000 Certification*  
*Software Capability Evaluation*  
*Similarities Between Methods*  
*The Nature of the Measurement Problem*
  - 18: Societal Implications and Extensions
  - 19: A Difficult But Solvable Problem
- Appendix: Interview Methods and Questions
- Glossary
- Bibliography
- Author Index
- Subject Index

# Measuring and Managing Performance in Organizations

by Robert D. Austin

foreword by Tom DeMarco and Timothy Lister



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## Understand the Sometimes Negative Effects of Performance Measurement Systems

Based on an award-winning doctoral thesis at Carnegie Mellon University, *Measuring and Managing Performance in Organizations* presents a captivating analysis of the perils of performance measurement systems. In the book's foreword, *Peopleware* authors Tom DeMarco and Timothy Lister rave, "We believe this is a book that needs to be on the desk of just about anyone who manages anything."

Because people often react with unanticipated sophistication when they are being measured, measurement-based management systems can become dysfunctional, interfering with achievement of intended results. Fortunately, as the author shows, measurement dysfunction follows a pattern that can be identified and avoided.

The author's findings are bolstered by interviews with eight recognized experts in the use of measurement to manage software development: **David N. Card**, of Software Productivity Solutions; **Tom DeMarco**, of the Atlantic Systems Guild; **Capers Jones**, of Software Productivity Research; **John Musa**, of AT&T Bell Laboratories; **Daniel J. Paulish**, of Siemens Corporate Research; **Lawrence H. Putnam**, of Quantitative Software Management; **E.O. Tilford, Sr.**, of Fissure; plus the anonymous **Expert X**.

"Buy *Measuring*, and use it to balance the points the overly enthusiastic fans of measurement will make in your next project meeting."

—Sue Petersen, *Visual Developer*

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[www.dorsethouse.com/books/mmpo.html](http://www.dorsethouse.com/books/mmpo.html)