



A goal you cannot measure is a wish. A signal is what you will notice first, before the number moves. Translate aspirations into something you can see.

GOAL — WHAT YOU WANT

SIGNAL — WHAT YOU SEE FIRST

MEASURE — THE NUMBER

1

2

3

4

5

e.g. Faster memo cycle · reviewers stop being the Tuesday bottleneck · cycle time 8 days → 5

KEEP IT HONEST

If a measure is licence uptake, attendance or completion, cross it out. And distrust self-reported time savings: in the METR trial, developers 19% slower with AI believed they were 20% faster. Measure the work, not the feeling about the work.