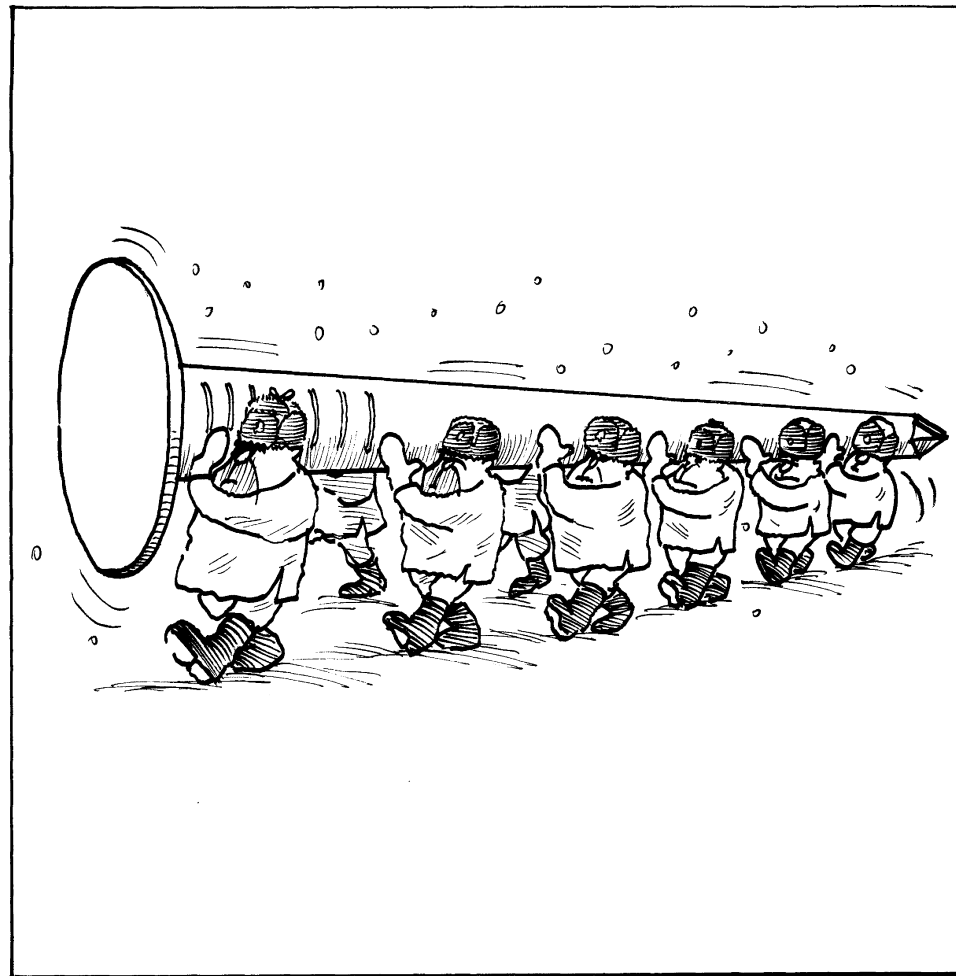


# Hitting the target, missing the point

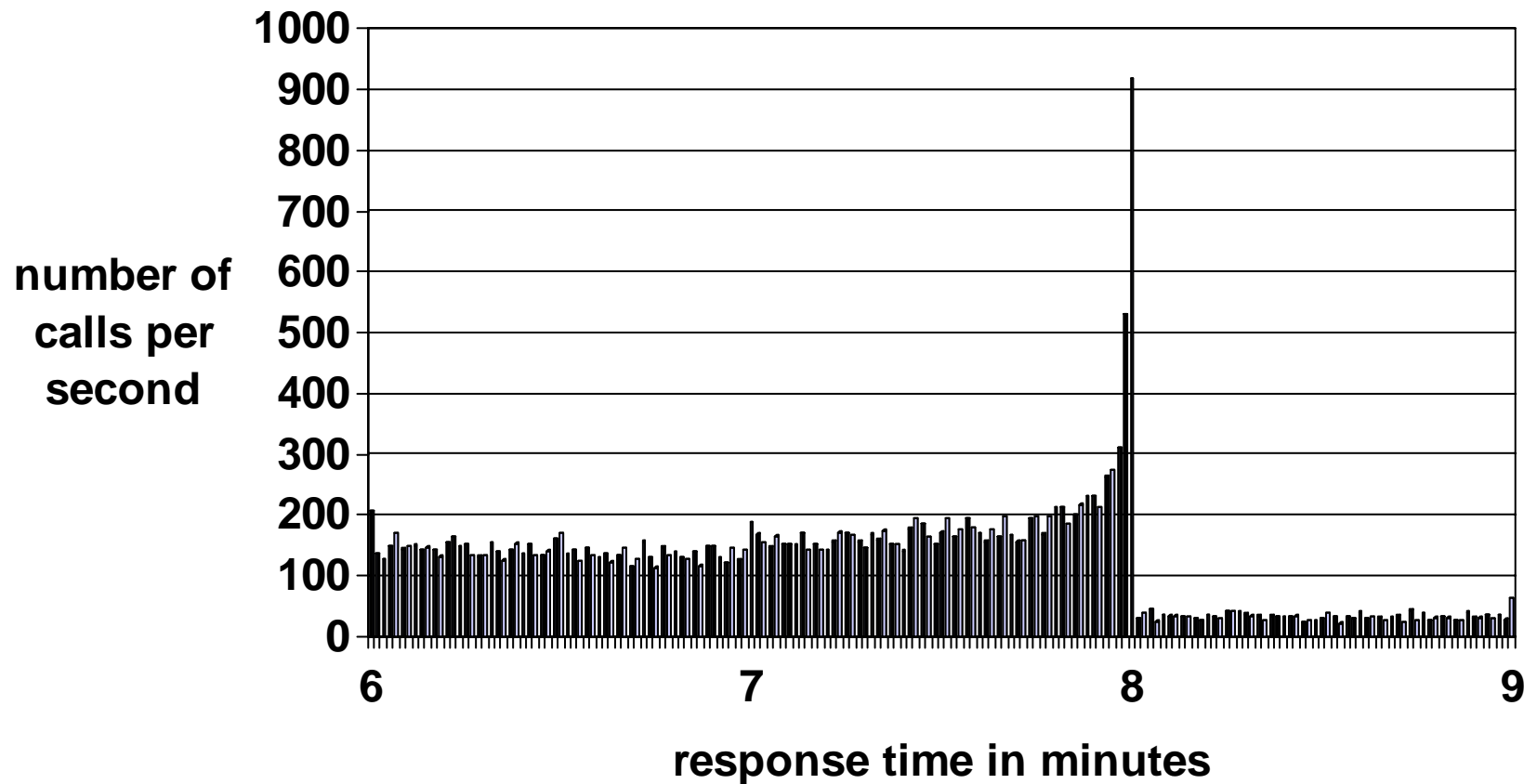
John Kay

The Work Foundation, 29 November 2007



The Heroes of the Soviet Union

## Ambulance response times



Source: Healthcare Commission

Performance measurement is  
generally  
inherently multidimensional and  
subjective

So the equation of fairness with  
objectivity precludes meaningful  
assessment

I wasn't in  
the store at  
the time

It's entirely  
contrary to  
company  
policy



Subjective assessment can only be reconciled with fairness and efficiency if there is

- a competitive, pluralist, environment
  - a cascade of accountability

You don't maximise, you steer

Replication with experiment and  
selection is the mechanism of benign  
adaptation