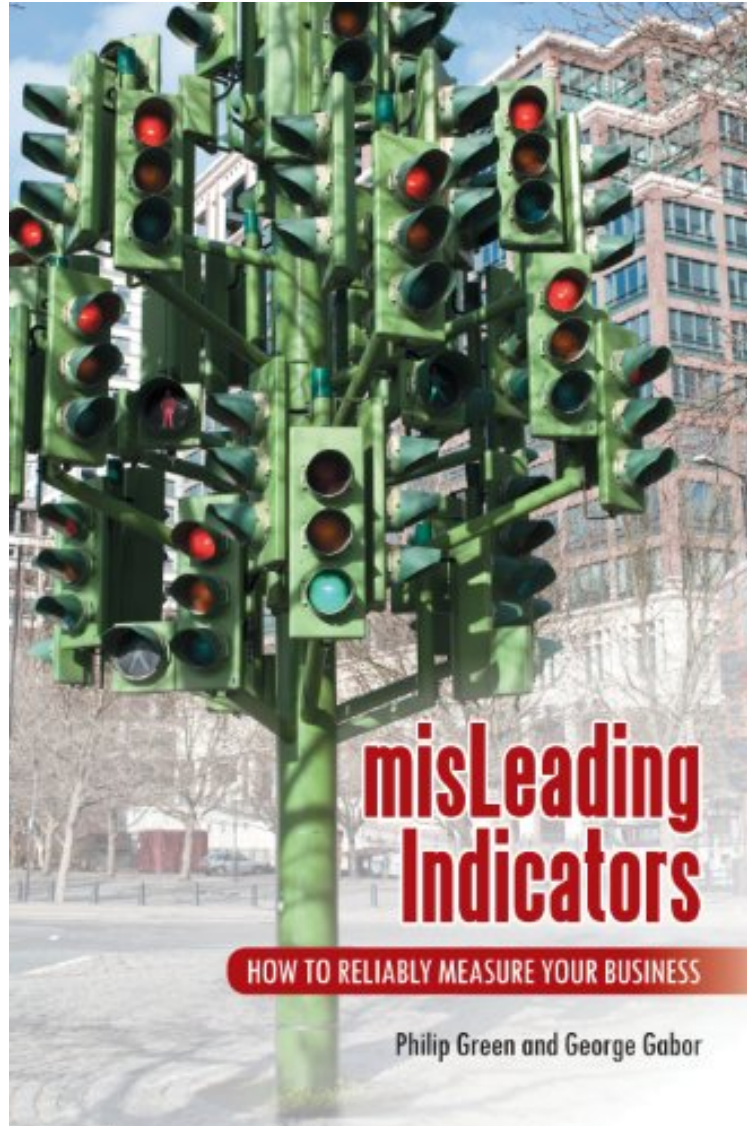


(Library ebook) misLeading Indicators: How to Reliably Measure Your Business

## **misLeading Indicators: How to Reliably Measure Your Business**

*Philip Green, George Gabor*

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This book reveals the hidden and potentially misleading nature of measurements, empowering readers to avoid making critical business decisions that are harmful, unreasonable, unwarranted, or plain wrong.

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"After reading the first chapter, I already had a full page of notes and ideas to take with me to the office tomorrow!" Gadi Meir, VP, Strategic Initiatives, Business Real Estate Financing, Wells Fargo Bank, New York.  
"Measurement is central not only to management but to much of life. Green and Gabor provide a much-needed perspective on what we can and cannot measure." Dr. Michael E. Raynor, Director, Deloitte Consulting LLP, Author of *The Innovator's Solution*, *The Strategy Paradox*, and *The Innovator's Manifesto*.  
"To separate the useful from the misleading, Green and Gabor suggest people take the time to understand what goes into a particular indicator, how to define it and whether reasonable inferences can be drawn from it. Then, once it meets those conditions, comes the crucial but too often ignored final question: Does it correspond to reality?" Brian Milner, *Globe and Mail*, Toronto.  
From the Author: This book reveals the hidden and potentially misleading nature of measurements, empowering readers to avoid making critical business decisions that are harmful, unreasonable, unwarranted, or plain wrong.  
From the Inside Flap: During the 2007-2009 Credit Crunch, as banks crashed or lost billions of dollars, their primary measure of risk was found to be fatally flawed. This fundamental error set off a monumental landslide of negative consequences around the globe. Misleading indicators are not limited to the financial world; they permeate any field that requires measurement, estimation, and prediction. Decision makers in business and government are more reliant than ever on measurements, such as business performance indicators, bond ratings, Six-Sigma indicators, stock ratings, opinion polls, and market research. Yet many popular statistical and business books and courses relating to measurement are based on flawed principles, leading managers to the wrong conclusions--and ultimately, the wrong decisions. *Misleading Indicators: How to Reliably Measure Your Business* provides something unique and invaluable: trustworthy tools for judging measurements. Each chapter illustrates the four key principles for reliable measurements: sufficient background information, accuracy and precision, reasonable inferences, and reality checks in different situations. After the three fundamental methods of measuring are defined, the authors expand to the application and interpretation of measurements in specific areas, including business performance, risk management, process, control, finance, and economics. This book supplies essential information for managers in business and government who depend on accurate information to run their organizations, as well as the consultants who advise them.