It's often said, "What gets measured gets done." I believe that's an over-simplification. The information produced in a contact center in any given week could cover a small parking lot, and I've seen organizations measure lots of things, yet not make sustained improvements. I am convinced that success is a matter not only of measuring the right things, but also building a supporting culture, removing roadblocks, and ensuring that day-to-day activities support the organization's mission.

In this chapter, we'll look at important definitions, then identify some of the most common metrics in use today. We'll discuss the objectives and metrics that matter most, and some common pitfalls to avoid. Lastly, I'll summarize a process for effective reporting.

Key Definitions

There are terms related to measures and objectives that have important distinctions in meaning.

MEASURE: A fundamental, quantifiable unit, such as time, length, amount, or size. Examples include the time it took to process a claim, and number of customers served.