

46. 「評価」の落とし穴(1)：構造理解

Evaluation is everywhere. At school, students are constantly evaluated on their understanding of taught materials, which can possibly impact their future paths. In the workplace, too, the performance of workers is often measured and described in numbers, which may affect their promotions and salaries. Such numbers are often considered scientific, objective, and therefore fair. They also give clear goals to people, and they might help people work with greater motivation.

Carefully designed evaluation, in theory, should help improve the performance of people.

However, Jerry Muller, the author of *The Tyranny of Metrics*, points out that if everything is measured in terms of numbers, people may end up making choices that are unwise. For example, everyone would agree that surgeons should be evaluated based on their surgical skills. If the surgery success rate of Doctor A is 100% while that of Doctor B is 50%, most people would say the former is a better surgeon and perhaps should get a higher salary. However, what if Doctor B is accepting more patients with complex and difficult conditions and therefore his patients are less likely to survive? If the salary of surgeons is determined primarily based on success rate, wouldn't some surgeons refuse to operate on patients who have a limited chance of survival?
