

The Context of Information Gives It
Meaning

**DOGBERT: PROFESSIONAL
BEARER OF BAD NEWS**

WALLY, YOUR BOSS
ASKED ME TO TELL
YOU...



**YOU'RE FIRED!!!
AND THEY HAVE
SECRET VIDEOS
OF YOU STEALING
STUFF!!!**

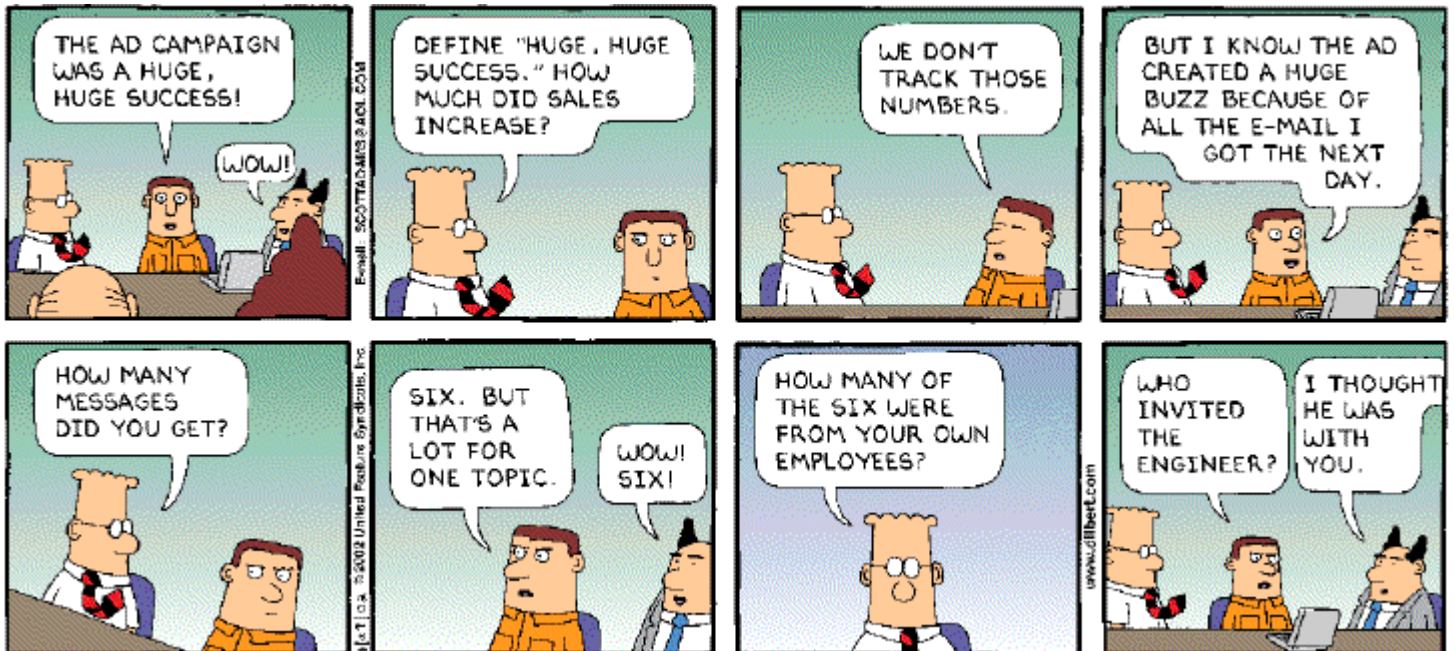


THIS
CAN'T
BE
TRUE.

IT'S NOT. BUT
WATCH HOW
HAPPY YOU ARE
WHEN I TELL
YOU ABOUT
YOUR ONE-
PERCENT RAISE.



Be Careful How Success is Measured!



The Arson Riddle: Fire Department vs. Police Department

What the Fresno Fire Department says:

Type of fire	1994		1995		1996	
	No.	Total damage	No.	Total damage	No.	Total damage
Residential	184	\$2.7 mil	140	\$2.4 mil	110	\$1.9 mil
Commercial	53	\$2.7 mil	48	\$1.5 mil	60	\$308,603
Vehicle	274	\$1.2 mil	281	\$1.37 mil	272	\$1.4 mil
Other*	351	\$88,260	809	\$188,845**	814	\$45,723
Totals	862	\$6.7 mil	1,278	\$5.4 mil	1,256	\$3.7 mil

What the Fresno Police Department reports to the FBI

Number of arson cases in Fresno

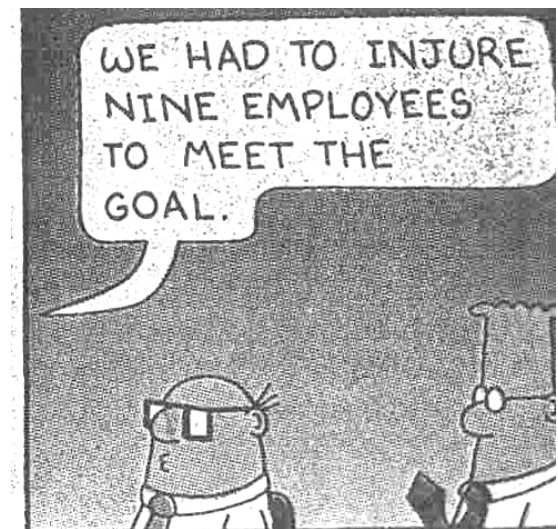
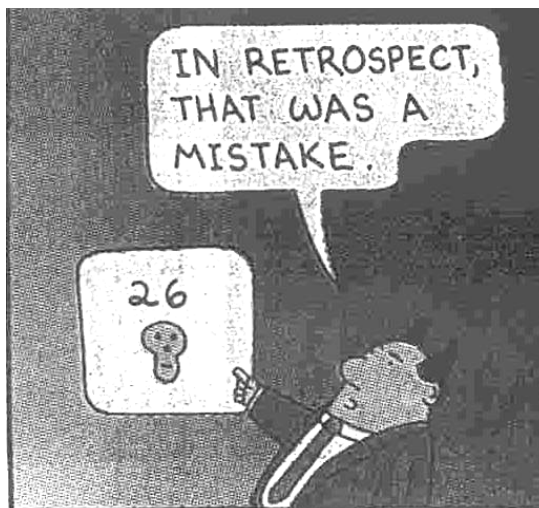
1994	862
1995	1327
1996	1114

Source: The Fresno Bee, February 15, 1997

Fresno Fire Department reports

- Tree fires
- Brush Fires
- Grass Fires
- Dumpster Fires

Behavior is Directed to Meet Established Standards



Measurement May Change the Measured!



Measurement May Change the Measurer!



Measurement May Change the Measured!



9-7

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JEFF
AND
BILL
KEANE

**“Mommy! Guess how many tissues
fit in this tiny box!”**

Assess the Motives of Information Providers!



THE WIZARD OF ID



THE WIZARD OF ID



Can you face the truth spoken by your MIS?



“We installed little monitors because they make all of our problems look smaller.”

The Same Information Can Mean Different Things!

