POST · 08 OCTOBER 2026

Choose your measures, or inherit them?

I've walked into a lot of businesses over the years, and one thing repeats. Different companies, different countries, different scale, different strategies entirely — and **remarkably similar dashboards**.

The same handful of KPIs. The same weekly reports. The same numbers everyone watches, in more or less the same order. At first, I read it as convergence — surely these are the measures that simply matter. Over time I've come to read it differently.

Because if your measures were truly built around your business — your strengths, your risks, the few things you have to get right that your competitors don't — they wouldn't look like everyone else's. They'd look a little unusual. A little specific. The very sameness is the tell: most measures aren't chosen. They're inherited — from the industry, from the system that came pre-configured, from whoever held the role before.

And that matters more than it first appears, because what you measure is not an administrative decision. **It's a statement of what you've decided matters**. It sets where attention goes, what gets defended in the meeting, what people continuously optimise toward. **An inherited dashboard usually means an organisation is being pulled toward priorities that were not intentionally set** — running hard, with real discipline, at targets that arrived by default.

I do not advocate tearing up the scorecard. I suggest looking at it with fresh eyes and answering honestly: did we choose these measures — or did we just receive them?

A dashboard that fits your business should feel a little uncomfortable to anyone outside it. If yours would look perfectly at home in a competitor's boardroom, ***what exactly are you measuring: your strategy, or someone else's?***