Thoughts on a Measurements Plan

I wrote a chapter on measurement for a book on New Product Development that was published in 1995. See: http://www.pdma.org/bookstore/handbook.html The manuscript is attached, I am sorry that I do not have the final version in convenient electronic form to share. I realize that measuring the new product introduction process is substantially different from measuring Humiliation in a country or organization, but I suspect some of the highest level considerations still apply. I believe some of the most useful observations are in the "sidebar" comments that appear in blue throughout the text. Maybe that's all that is worth reading.

A direct measure of humiliation may be difficult, especially in areas where the humiliation is endemic. People may not understand what is being asked, or oppression may be so ubiquitous that it is difficult for them to adopt an unhumiliated viewpoint. This may require an indirect approach, at least to get started. (See the sidebar after figure X.3 on the level of system maturity) So a starting point may be to count the number of violations of the UN's "universal declaration of human rights" that take place in the country. See: http://www.un.org/Overview/rights.html This may be an effective proxy or surrogate for a direct measure of humiliation, assuming the declaration is on track for the causes of oppression and resulting humiliation. Perhaps some of this work has already been done; the declaration is a well-established document. Also, it may be possible to estimate this by examining public documents such as the countries' constitution. If a country scores well in this approximate scale, the people may be free enough that the citizens can directly report their humiliation experiences in more detail.

A refinement would be to look through the declaration and evaluate and quantify the humiliation effect of each clause of the declaration. For example, Article 4 *slavery*, might cause greater humiliation than Article 20 *the right to assembly*. These could be give relative scores (e.g. -10 points for slavery and -2 points for assembly) by an expert panel.

Measurements can focus changes in behavior. Measurements are important because they can make progress and problems visible. Well chosen measurements in a well-run organization direct improvement efforts toward attaining established goals that are shared by people who can make needed changes. Other measurements are ignored or misused. As humiliation is measured it is important to answer the question: "Who do we expect to change and how will the measurements accelerate their constructive efforts?" Early in the "Quality Movement" Joseph Juran recognized that the people who had to change to improve product quality were the corporate CEO's and the language they spoke was the language of money. He developed a measure called the "Cost of (bad) quality" to communicate the importance of quality improvement to the top levels of a corporation. The analogy here is to measure the "Cost of Humiliation" in terms that are meaningful to the people *causing* the humiliation (the humiliators) more than to the humiliated (they already know).

Another approach is to identify the most highly leveraged change that could reduce humiliation. In this approach oppressed people might be asked: "What single change (in the social, political, or physical environment) would be most effective in reducing the humiliation you experience" Perhaps simple changes can have an important effect. In any case it can begin to provide some priority to change efforts.

Just a thought, but I would be happy to continue a dialogue along these lines.

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