	Introduction	1
ſ	THE ARGUMENT	
1	The Argument in a Nutshell	17
	Recurring Flaws	23
"	THE BACKGROUND	
3	The Origins of Measuring and Paying for Performance	29
4	Why Metrics Became So Popular	39
5	Principals, Agents, and Motivation	49
6	Philosophical Critiques	59
111	THE MISMEASURE OF ALL THINGS? Case Studies	
7	Colleges and Universities	67
8	Schools	89
9	Medicine	103
10	Policing	125
11	The Military	131
12	Business and Finance	137
13	Philanthropy and Foreign Aid	153
ΕX	CURSUS	
14	When Transparency Is the Enemy of Performance:	
	Politics, Diplomacy, Intelligence, and Marriage	159
IV	CONCLUSIONS	
15	Unintended but Predictable Negative Consequences	169
	When and How to Use Metrics: A Checklist	175
	Acknowledgments	185
	Notes	189
	Index	213