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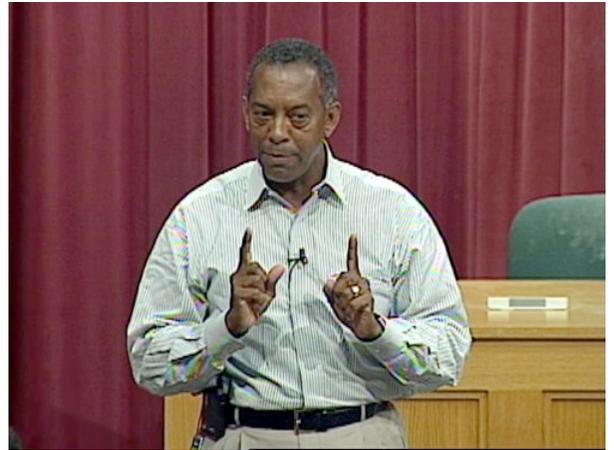
Measuring Success: You Measure What Matters

John Thompson, *Symantec Corporation*

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Video URL: <http://ecorner.stanford.edu/videos/362/Measuring-Success-You-Measure-What-Matters>

Thompson says that at Symantec, they measure what matters. Every one at Symantec knows what is being measured and managed and how they should behave in the contest. He stresses that in today's environment, it is not about managing results but about leading teams across a company. Managing implies you know what the outcome is that you want, and leading implies that you are going to inspire people to do things that they didn't think they could do, he says. In conclusion, Thompson reiterates that a company should measure what matters and reward people handsomely for the results.



Transcript

We measure what matters. There are lots of things that you can measure in a company everyday but there are only a few things that really, really matter. How happy or satisfied are your customers? How productive is your development team? How productive is your sales force? What is to E-to-R ratio of the revenue that you're generating? I mean, there are a few simple metrics that matter and you make sure everybody knows what you're measuring. There's an old adage that you can't manage what you don't measure. Well, you can't manage what you don't communicate either, and so we make sure that we tell our team this is what we expect. This is what we're going to measure and manage and this is how we want you to behave in that context. I open my day up in Napa with 22 of the midlevel leaders in our company who are there for the start of a three-day leadership seminar. We stress with them that in today's environment, it's not about managing results; it's about leading teams of people across our company. There's a very subtle but important distinction between managing and leading, because managing implies that you know what the outcome is that you want. Leading implies that you're going to inspire people to do things that they didn't think they could do.

We want to create that sense of spirit across our team but have them know that we're watching for a certain set of results. If you reward them well, they'll perform well. We had a wonderful and absolutely fabulous record-breaking year last year and so we surprised one-third of our team when we distributed an extra \$5 million in bonuses. I can't tell you how many letters I got at home and in the office from people who got their surprise portion of that \$5 million. So measure what you want and reward people handsomely for the results that you get.