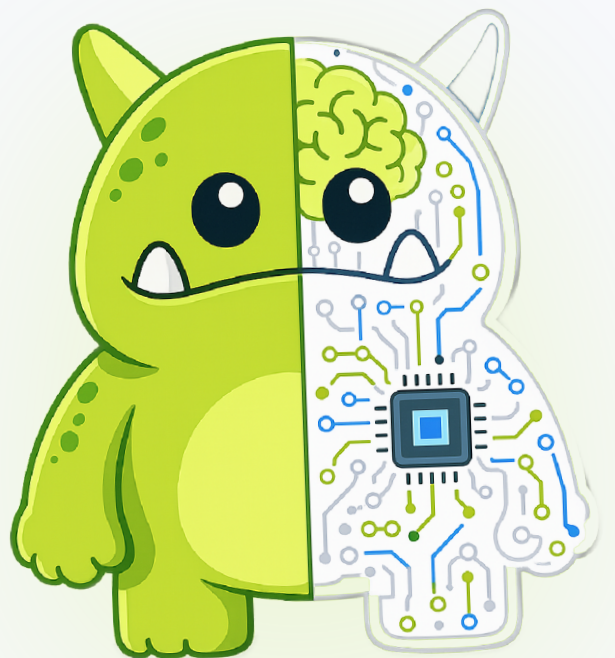


■ CHAPTER 08

# Shared KPIs

Humans and agents need one scoreboard if they are doing one company's work.



OPENING PREMISE

# Accountability begins when two workers can see the same scoreboard.

**The human  
owner sees the  
outcome.**

**The agent sees  
its contribution.**

**Leadership sees  
the link.**

**Activity stops  
masquerading  
as value.**

**The scoreboard  
disciplines the  
work.**

That remains true when one worker is digital.

CORE ARGUMENT

# AI agents cannot be measured by usage alone.

Usage tells you whether people touched a tool.

It does not tell you whether the organization improved.

Shared KPIs tie human and digital work to the same business result without pretending they contribute in the same way.

Different work. Same scoreboard.

EXECUTIVE INSIGHT

# Shared KPIs prevent agent theater.

They force leadership to ask whether digital work is moving the business or merely producing activity.

The most important question is not how often the agent ran. The question is what measurable outcome changed because this role existed.

The KPI makes contribution inspectable.

ORIGINAL FRAMEWORK

# The Shared KPI System

## Company result

The executive outcome.

## Human owner

The accountable leader.

## Agent role

The digital worker supporting the result.

## Contribution KPI

The agent's measurable piece of the outcome.

## Review rhythm

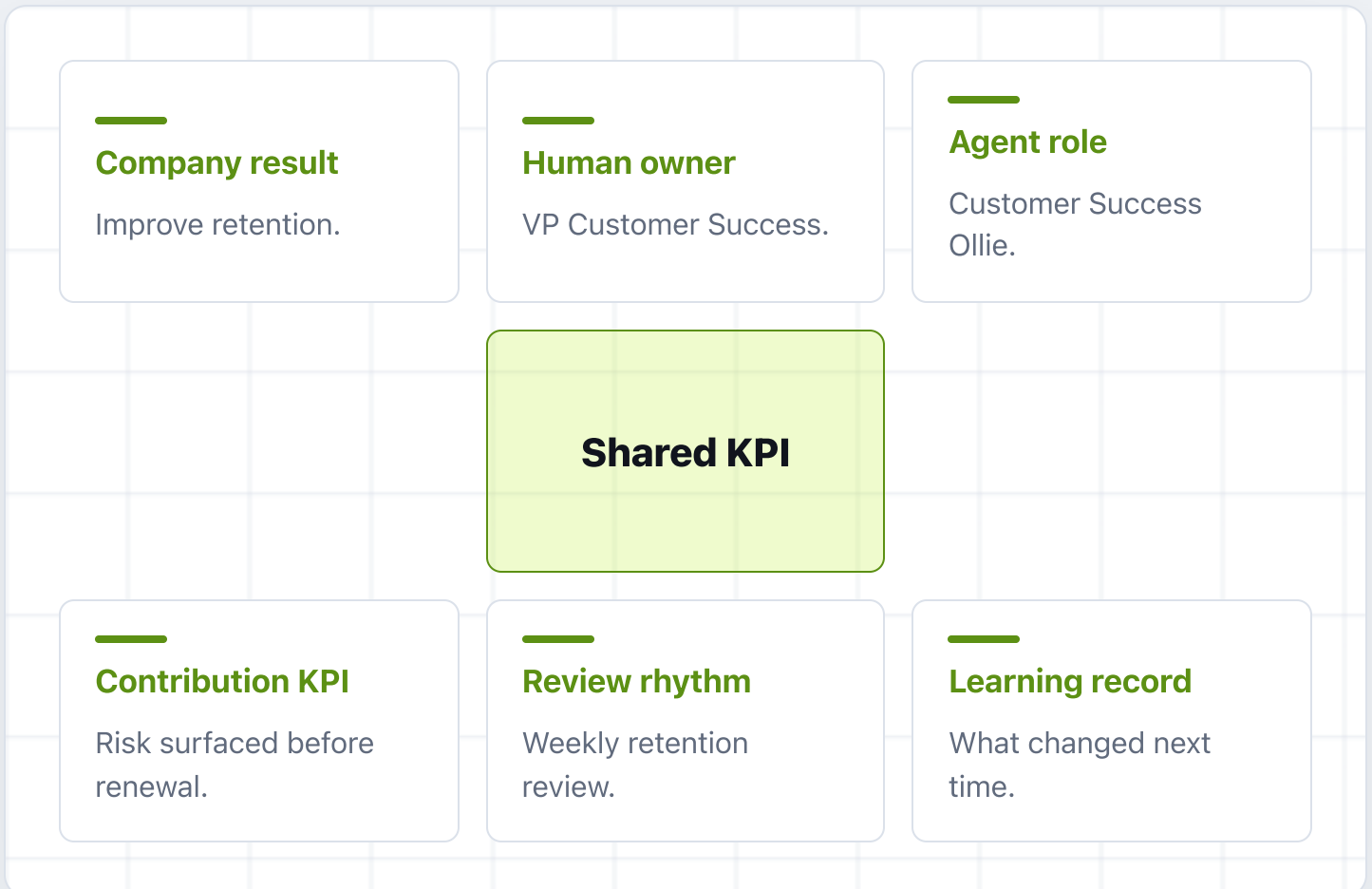
The cadence where contribution is inspected.

## Learning record

The correction that improves the role.

A shared KPI does not blur accountability. It clarifies contribution.

# One outcome can hold human ownership and agent contribution.



An agent without a KPI is a cost center with good manners.

BAD MEASUREMENT

01

# Usage is a weak proxy for value.

## Usage

The agent ran 600 times.

## Value

The agent surfaced 18 risks before escalation.

Executives should care about movement in the business, not motion in the interface.

# 02

GOOD MEASUREMENT

## Contribution KPIs are narrow, real, and reviewable.

### Detection

Issues surfaced before  
the meeting.

### Follow-through

Commitments tracked to  
owner and due date.

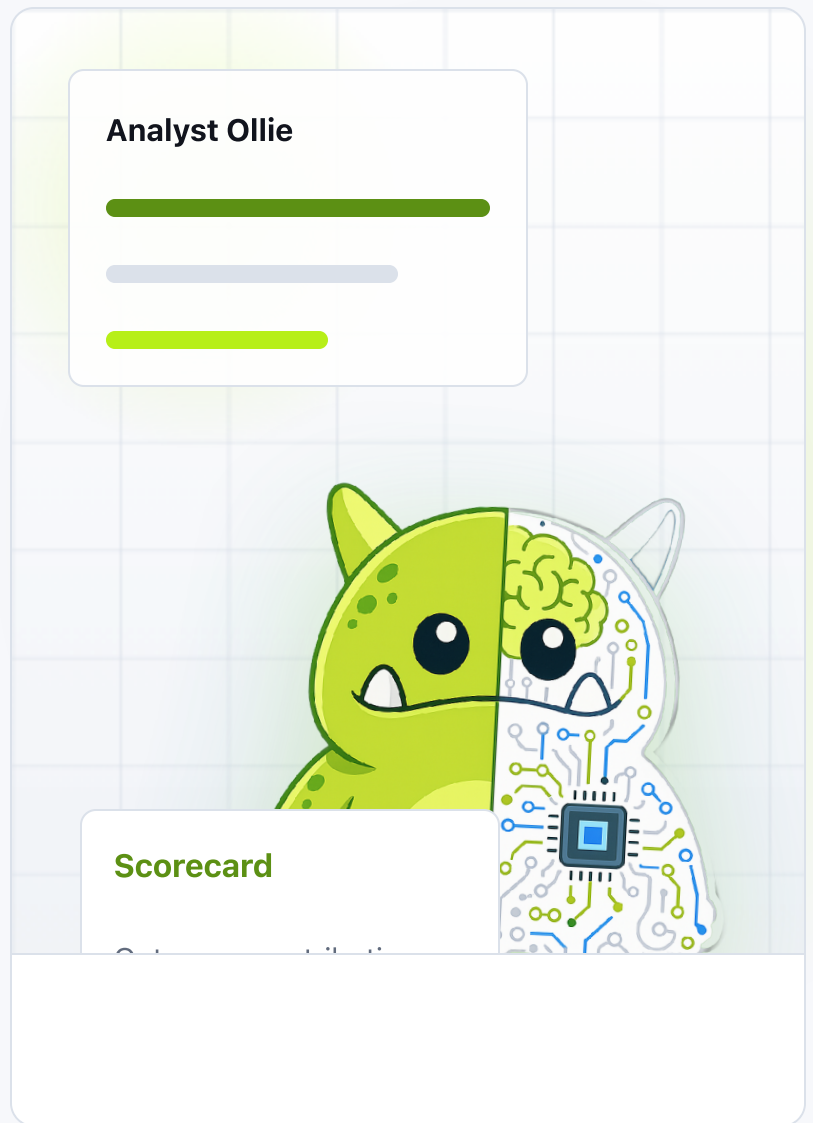
The KPI does not need to be complex. It needs to be connected to the work that matters.

OLLIE APPEARANCE

# Analyst Ollie stands beside a disciplined scorecard.

Only the metrics that matter are visible.

The design signals signal over noise. Ollie is there to connect the number to the next review.



# Measure contribution, not activity.

01

Speed of detection.

02

Accuracy of routing.

03

Reduction in repeated work.

04

Commitments tracked.

05

Issues surfaced before escalation.

06

Decisions captured with owner and due date.

A KPI is real when leadership can decide what to do differently because of it.

PRACTICAL IMPLICATION

# Reject agent deployments without contribution KPIs.

## No KPI

The agent creates output and the company hopes it helps.

## Shared KPI

The agent supports a business result that leadership already reviews.

The scoreboard gives the digital workforce a management home.

CLOSING

# Shared KPIs turn AI into part of the operating cadence.

They end the gap between digital activity and business accountability.

They make humans and agents visible inside the same result.

No shared scoreboard, no managed workforce.