

Syracuse Trailblazers

Sept 22
2026



Question

Pauline works for the help desk.

Help desk employees are evaluated based on the number of tickets closed.

If the ticket is closed the same day, they get bonus points.

A request comes in asking for a permission set to be assigned to Brenda, Joe, Billy and Phalen.

How many tickets are created?



Question

Four tickets.

Case 1001

Case 1002

Case 1003

Case 1004

One simple admin action.

Quadrupled productivity.



... > PERMISSION SET 'MOTD - MESSAGE ADMINISTRATOR' > MANAGE ASSIGNMENT EXPIRATION

MOTD - Message Administrator

Select Users to Assign

All Users ▾

4 items selected

☐	Full Name ▾	Al... ▾	Username ▾	R... ▾	A... ▾	Profile ▾
☐	test	test	test90230923904092...	CEO	☒	Standard User ▾
☒	Phalen Lorenz	plore	test23904029384208...		☐	Force.com - Free User ▾
☒	Billy Mitchell	bmitc	user17900428001911...		☐	Force.com - Free User ▾
☒	Joe Stanton	jstan	user17900428001911...		☐	Force.com - Free User ▾
☒	Brenda Fraizer	bfrai	user17900428001911...		☐	Force.com - Free User ▾
☐	Chatter Exper	Chatter	chatty.00daj00000xga...		☒	Chatter Free User ▾
☐	Security User	sec	insightssecurity@00d...		☒	Analytics Cloud Securi... ▾

Cancel

Next

Question



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Edgar is an adminveloper.

He was recently disciplined for not being productive enough.

Developers are expected to close 4 Jira tickets every day.

A request comes in:

- Add two new custom fields to the account object

- Add to the lightning page

- Allow the branch and central accounting profiles to view them

How many Jira tickets are created?



Question

24 Jira tickets.



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Question



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J01 - Analysis on object limits

J02 - Field options design on field 1

J03 - Field options design on field 2

J04 - Conduct design review session with lead architect

J05 - Create field 1

J06 - Create field 2

J07 - Adjust field 1 FLS to support accounting-central profile

J08 - Adjust field 2 FLS to support accounting-central profile

J09 - Adjust field 1 FLS to support accounting-branch profile

J10 - Adjust field 2 FLS to support accounting-branch profile

J11 - Modify lightning page to add field 1

J12 - Modify lightning page to add field 2

J13 - Conduct code review with lead developer

J14 - Test with accounting-central user

J15 - Test with accounting-branch user

J16 - Conduct demo to business users

J17 - Verify UAT signoff

J18 - Update system documentation with new fields

J19 - Extract metadata and load into git

J20 - Prepare package for production deployment

J21 - Deploy to production

J22 - Verify in production that new fields are present

J23 - Verify in production with accounting-central user

J24 - Verify in production with accounting-branch user

This will take 6 business days to complete.





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Lying and Denying with Statistics



Agenda



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About Me

Misleading with Statistics and Graphs

Encouraging the Wrong Behavior



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Inspiration



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“How To Lie With Statistics”

Darrell Huff, 1954

Library of Congress Id: HA 29 H82

Metric obsessed managers

Poorly run projects

Product marketing



Misleading

Sometimes this is intentional.

Sometimes this is accidental.

The purpose of this talk is to help you communicate data more accurately and also identify if someone is misleading you (either intentionally or accidentally).

Not everything is binary. Sometimes something is good in one situation and bad in another situation.





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Sampling and Outliers

“I always figure participating in surveys is a golden opportunity to skew statistics.”

-- Jeremy Monin



Sampling and Outliers

100% of people who respond to surveys are people who respond to surveys

Data collection is not always representative of the actual population

Reviews that skew negative because people who are happy go away happy, people who are unhappy are very willing to complain

Reviews that skew positive because you feel sorry for the workers

Reviews that skew positive because you get coupons for leaving 5 stars

Reviews that are 1 star or 5 star with no in-betweens

Note that small sample sizes can still be reasonably accurate



Mean/Median/Mode

Marc Benioff is worth approximately \$9 billion.

If he walks into this room, on average, everyone is worth over \$500,000,000.



Mean/Median/Mode

Same data, different statistics

1, 1, 2, 3, 4, 40, 128

Mean (average) - Add up all the numbers then divide by how many numbers you have

$$(1 + 1 + 2 + 3 + 4 + 40 + 128) / 7 = 25.571$$

Median - Put the numbers in order, and find the one right in the middle

3

Mode - Which number occurs most often

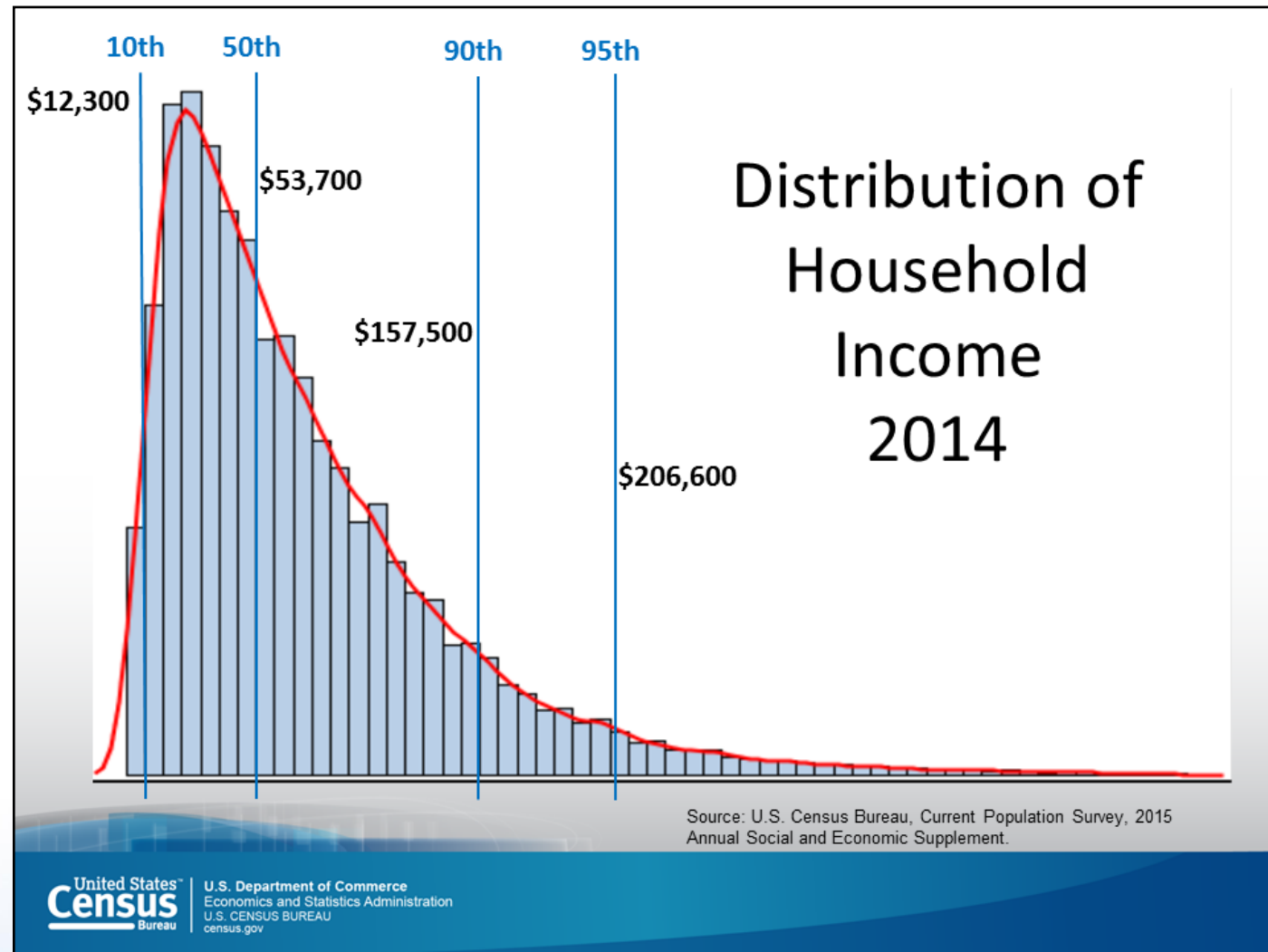
1



Mean/Median/Mode

Average/mean: \$72,641

But half of the households make less than \$53,700



Mean/Median/Mode

Now think about case resolution time

49 cases closed in 2 days

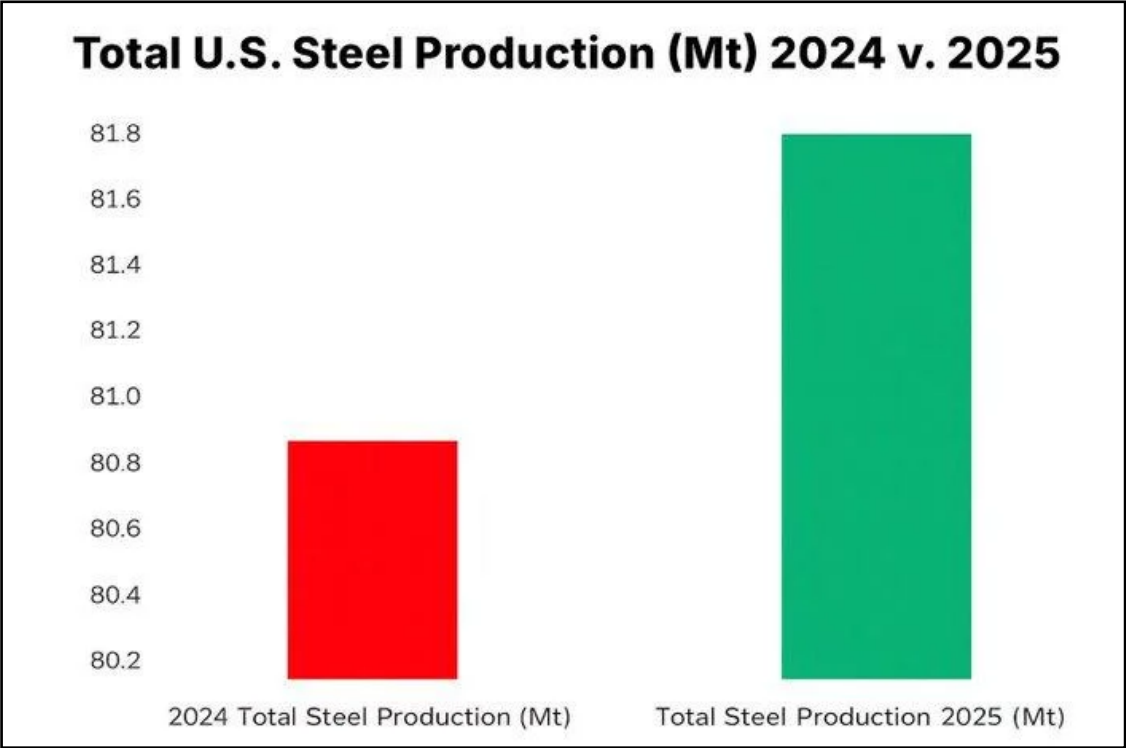
1 case closed in 12 weeks

Average time to close: 3.64 days

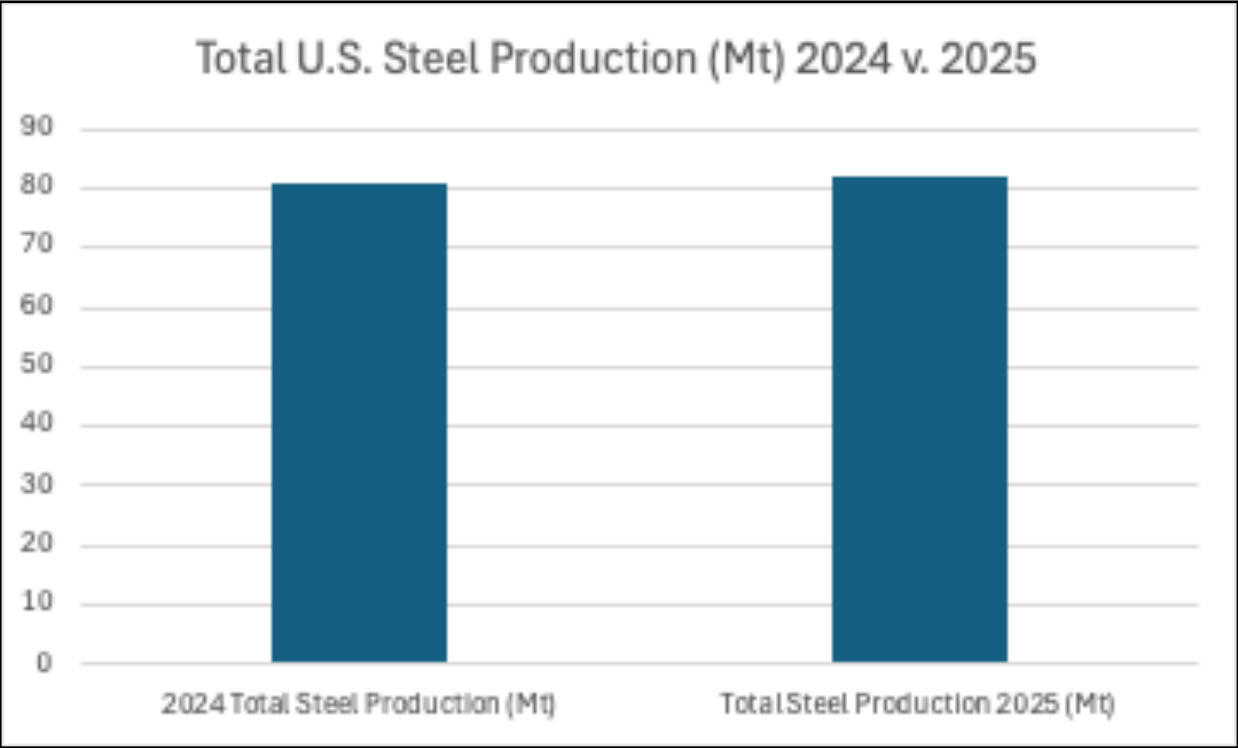
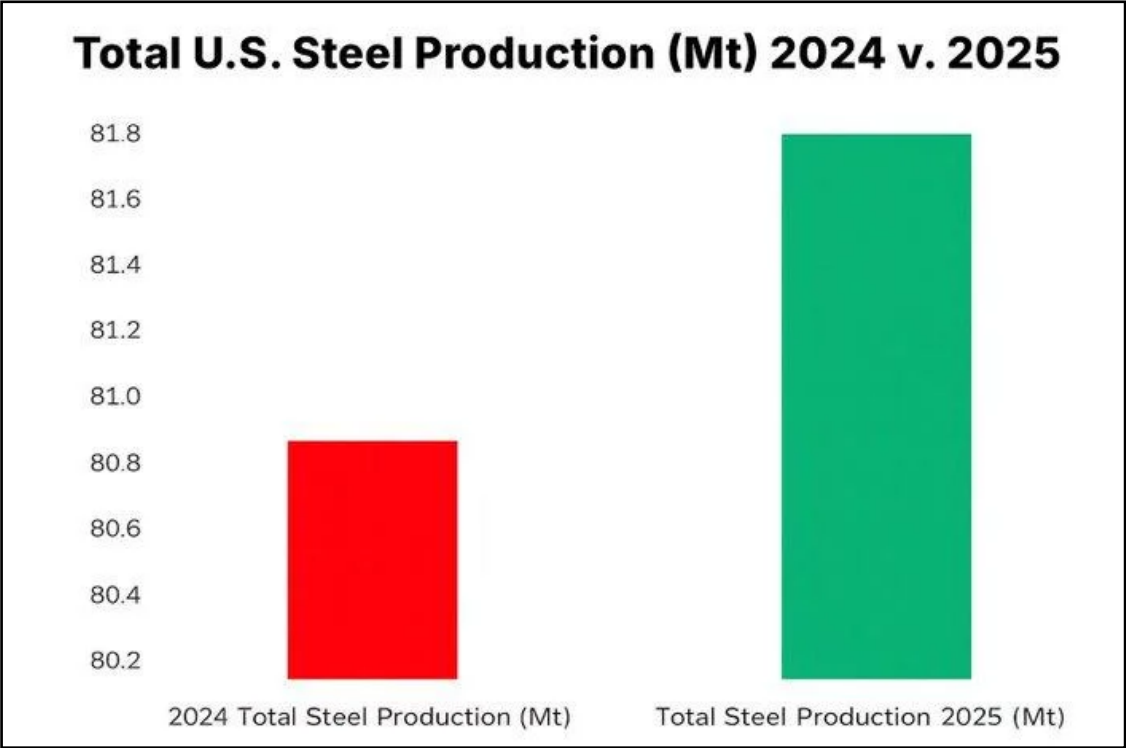
Outliers can throw off statistics



Graphs



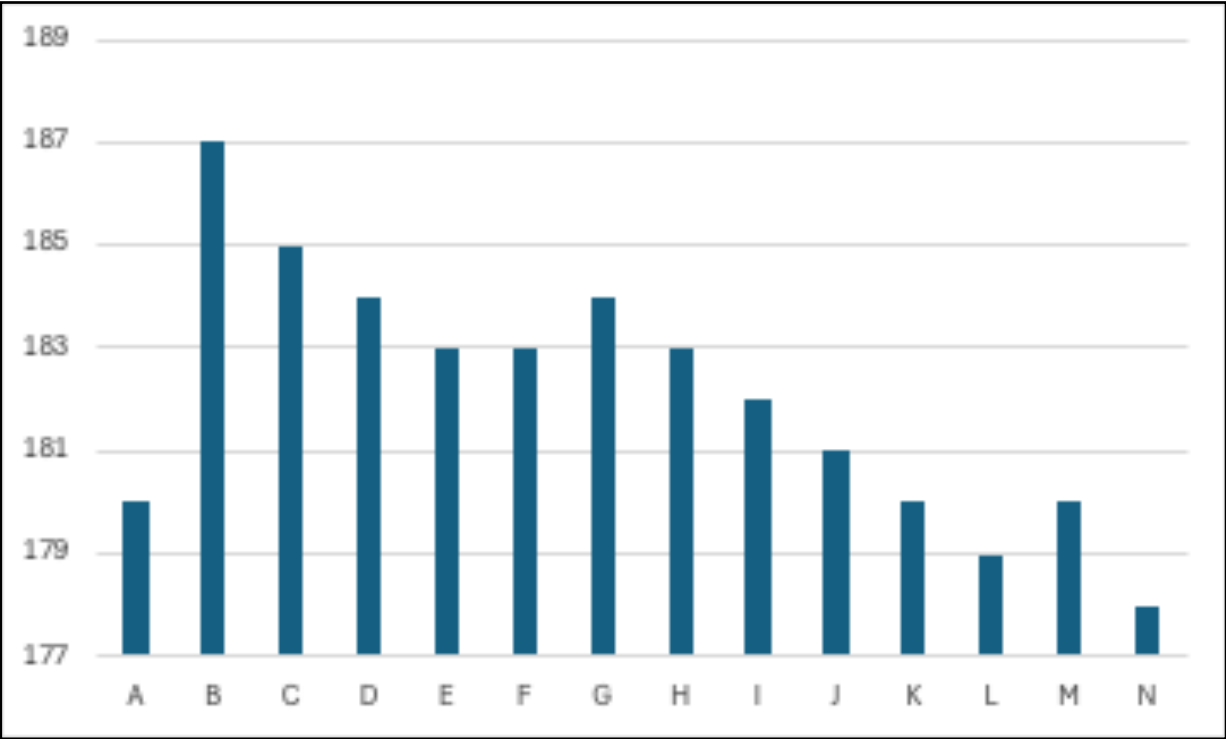
Graphs



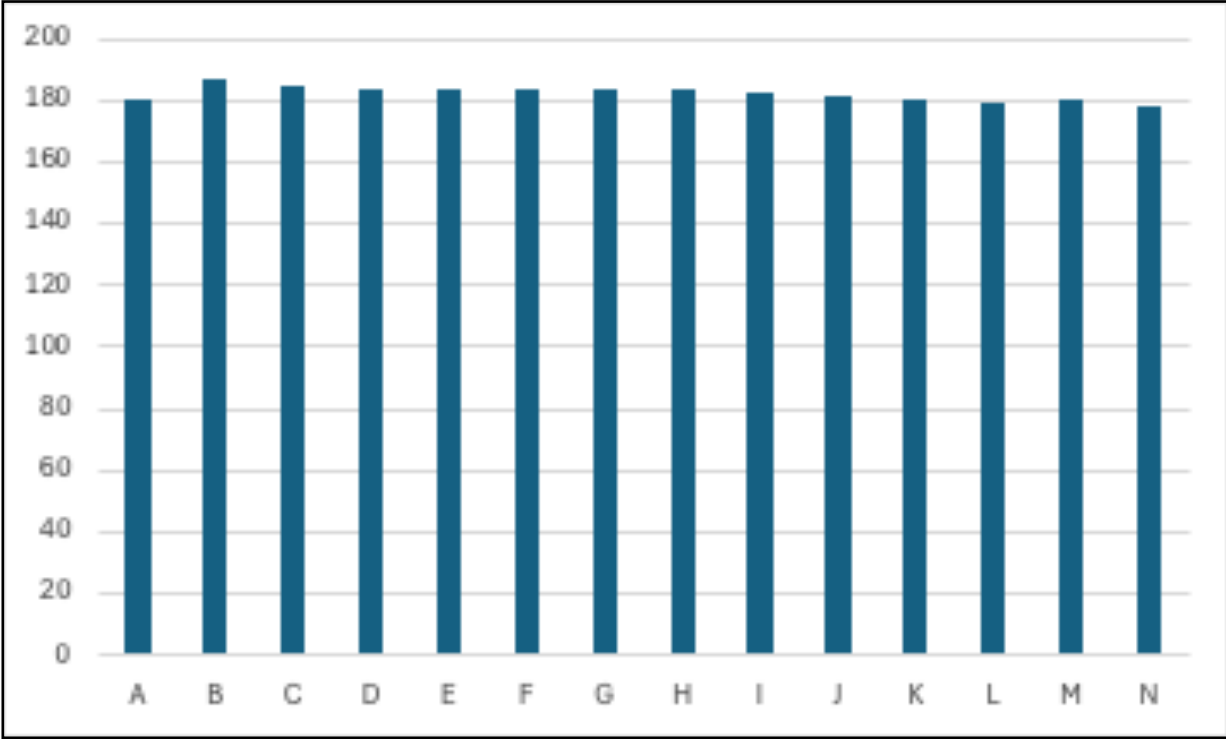
Graphs



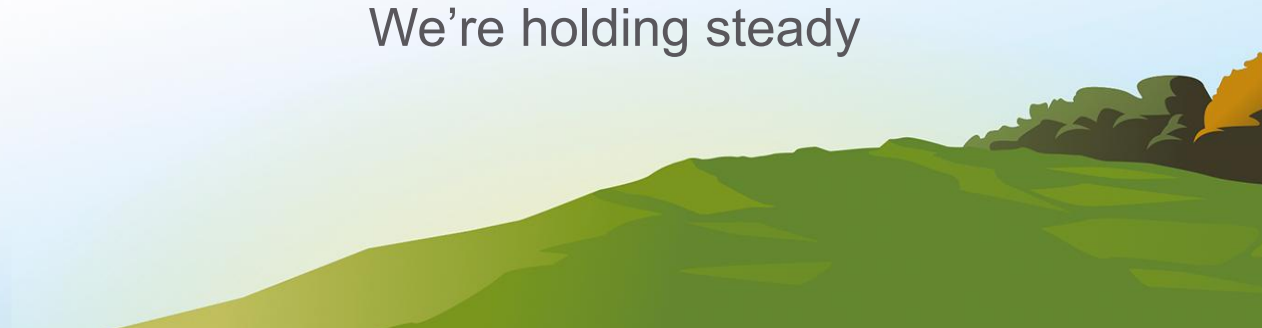
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We're in a downturn



We're holding steady



Burst vs Sustained

Burst: Higher but shorter

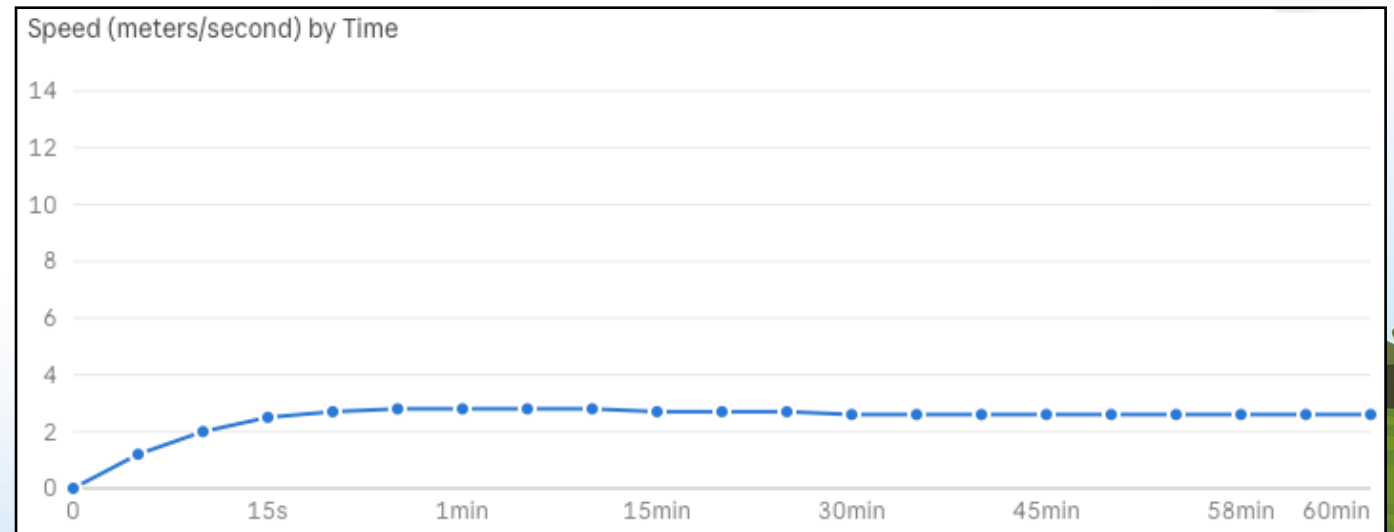
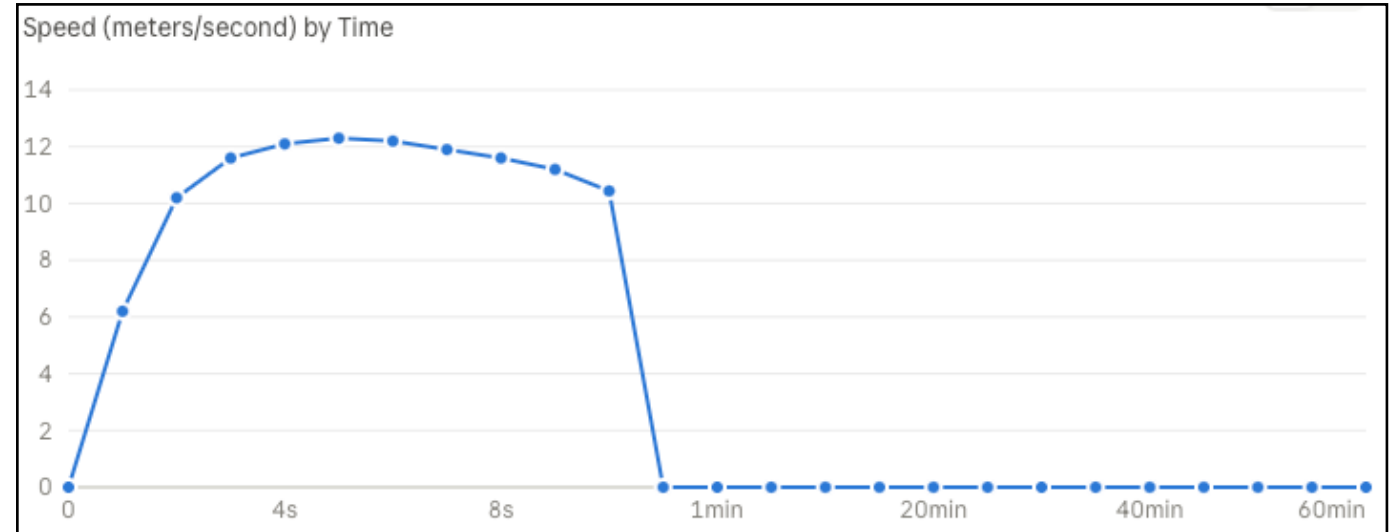
Sustained: Lower but longer

Vendors (especially in networking) love to quote burst speeds but can't maintain that over the long term.

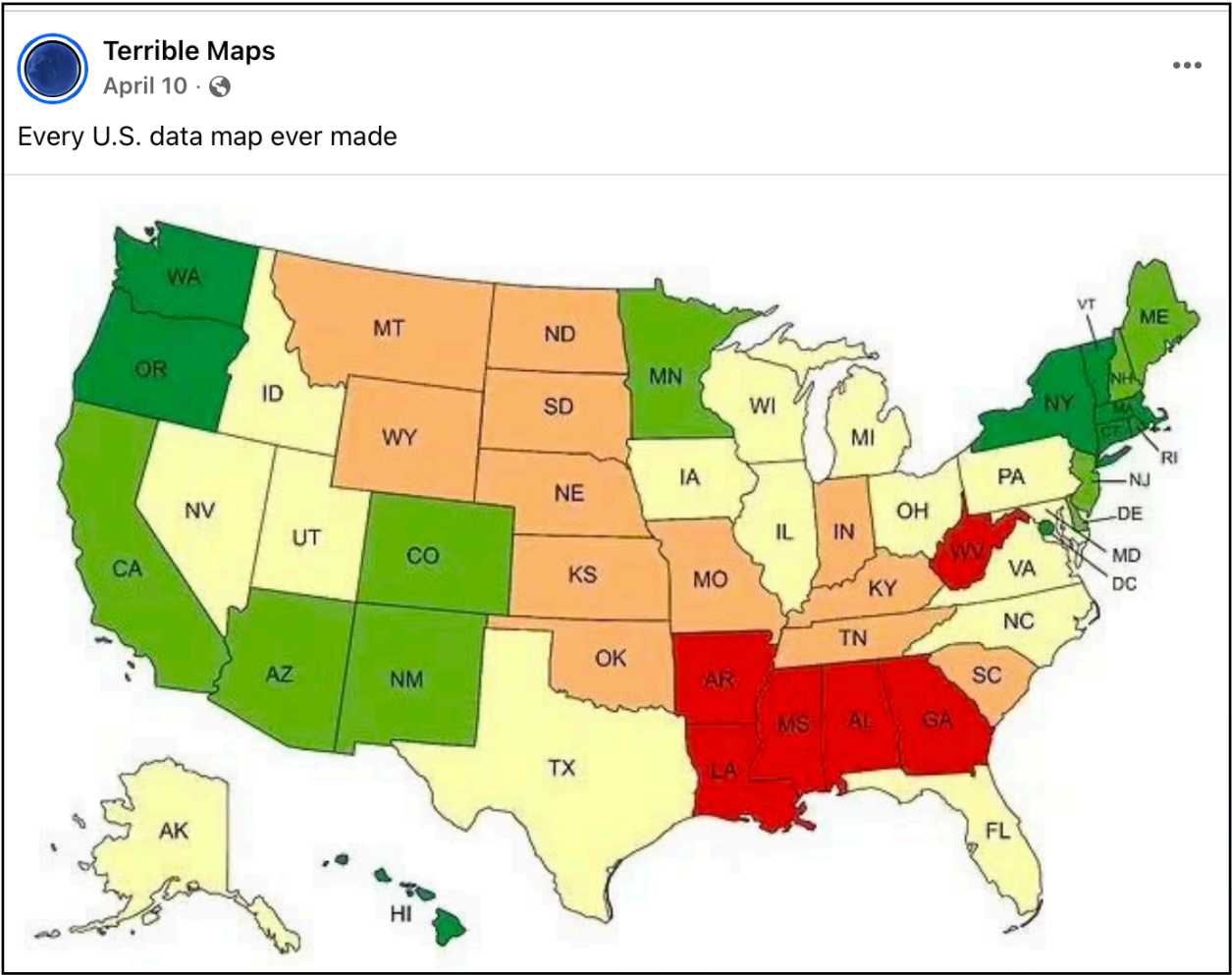
My car's top speed is 120 mph. How long will the engine last if it's always driven at top speed vs going 55 mph? Is occasionally going 80 mph bad?



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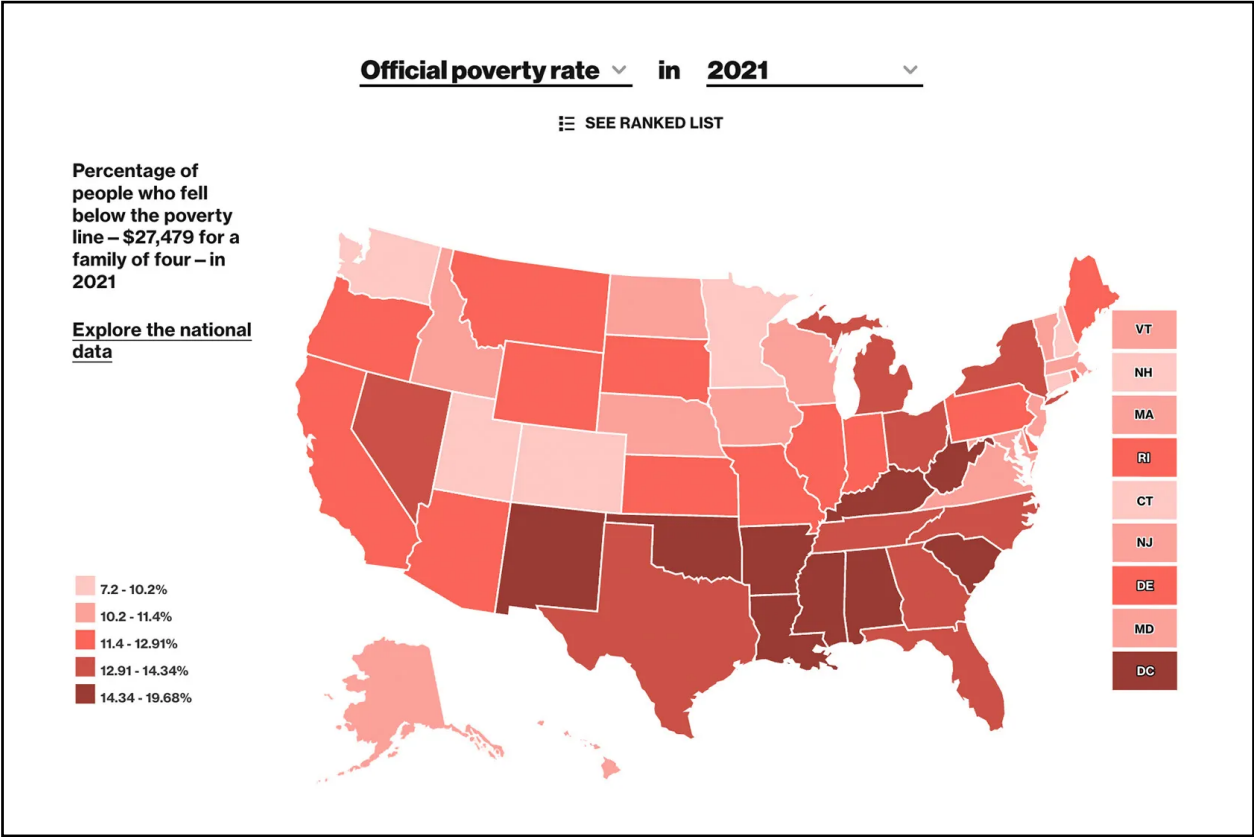
Heat Maps



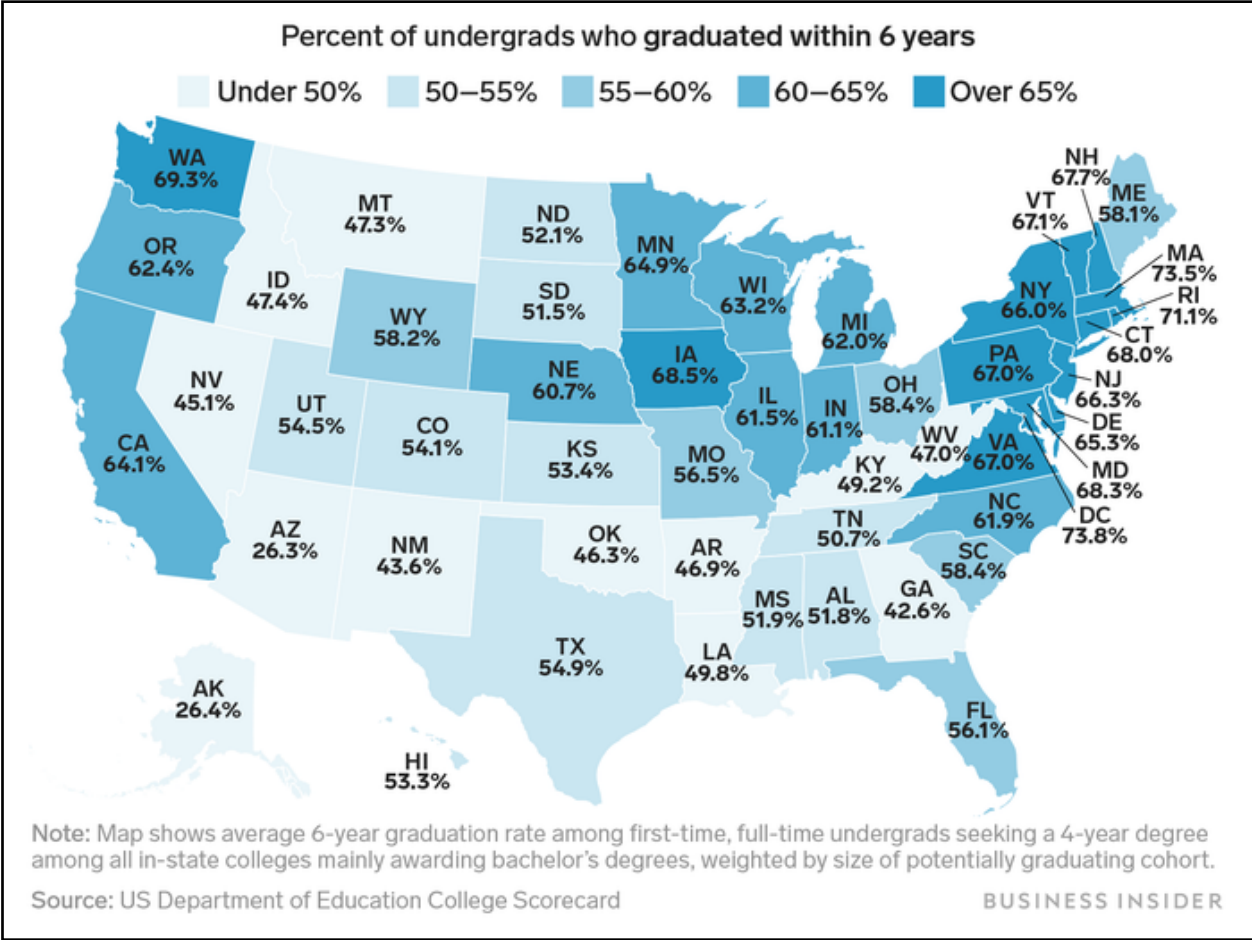
Heat Maps



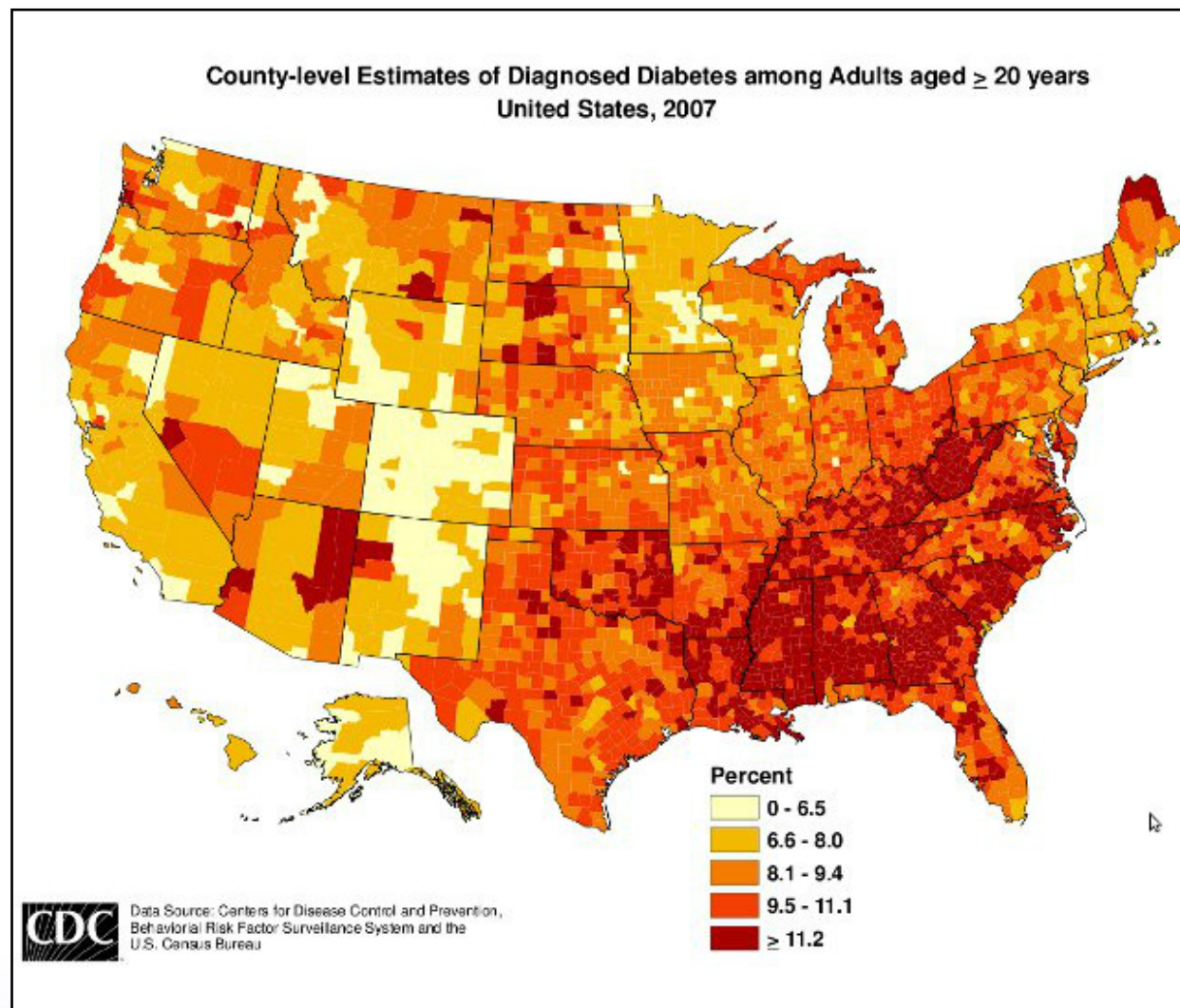
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Heat Maps



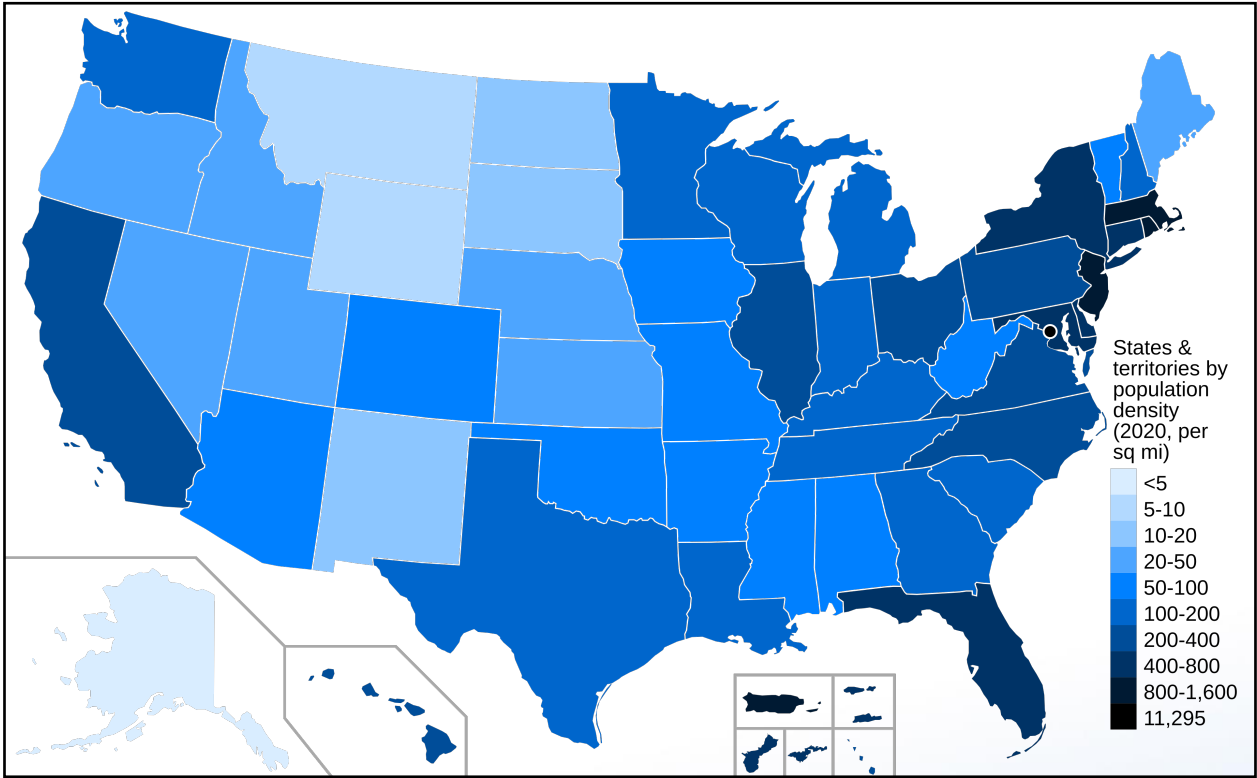
Heat Maps



Heat Maps



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Heat Maps

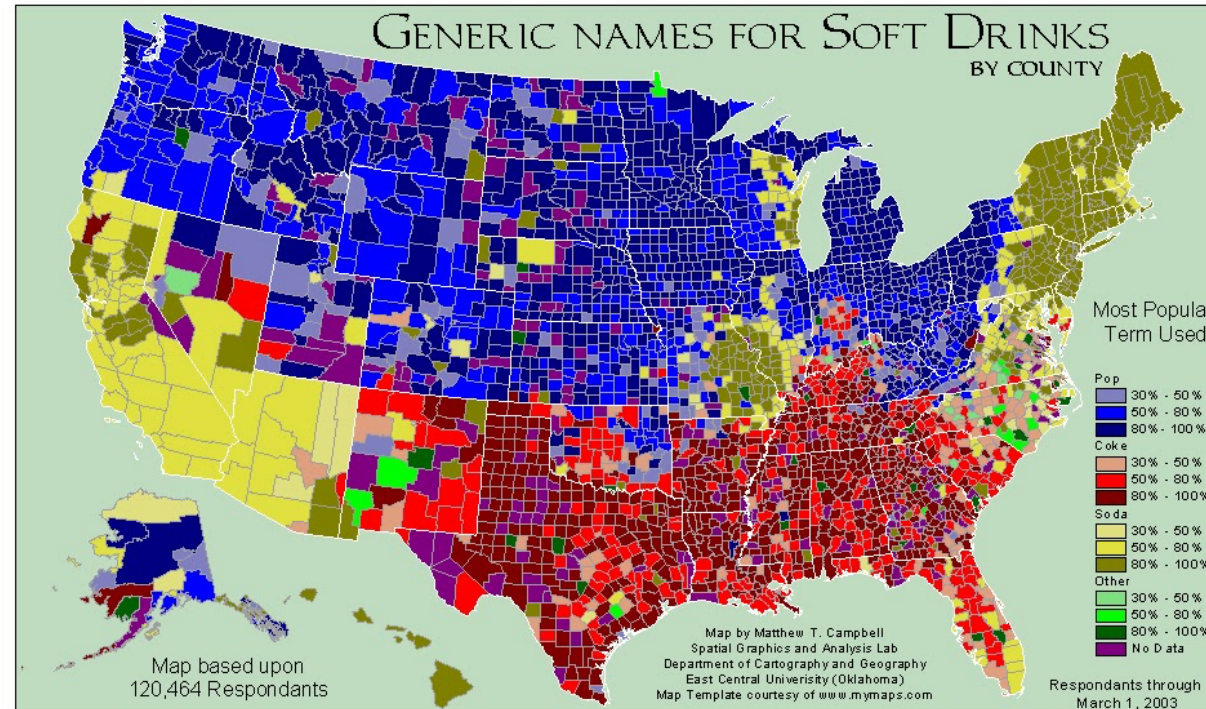
Population maps

Population density

Correlations



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Correlations

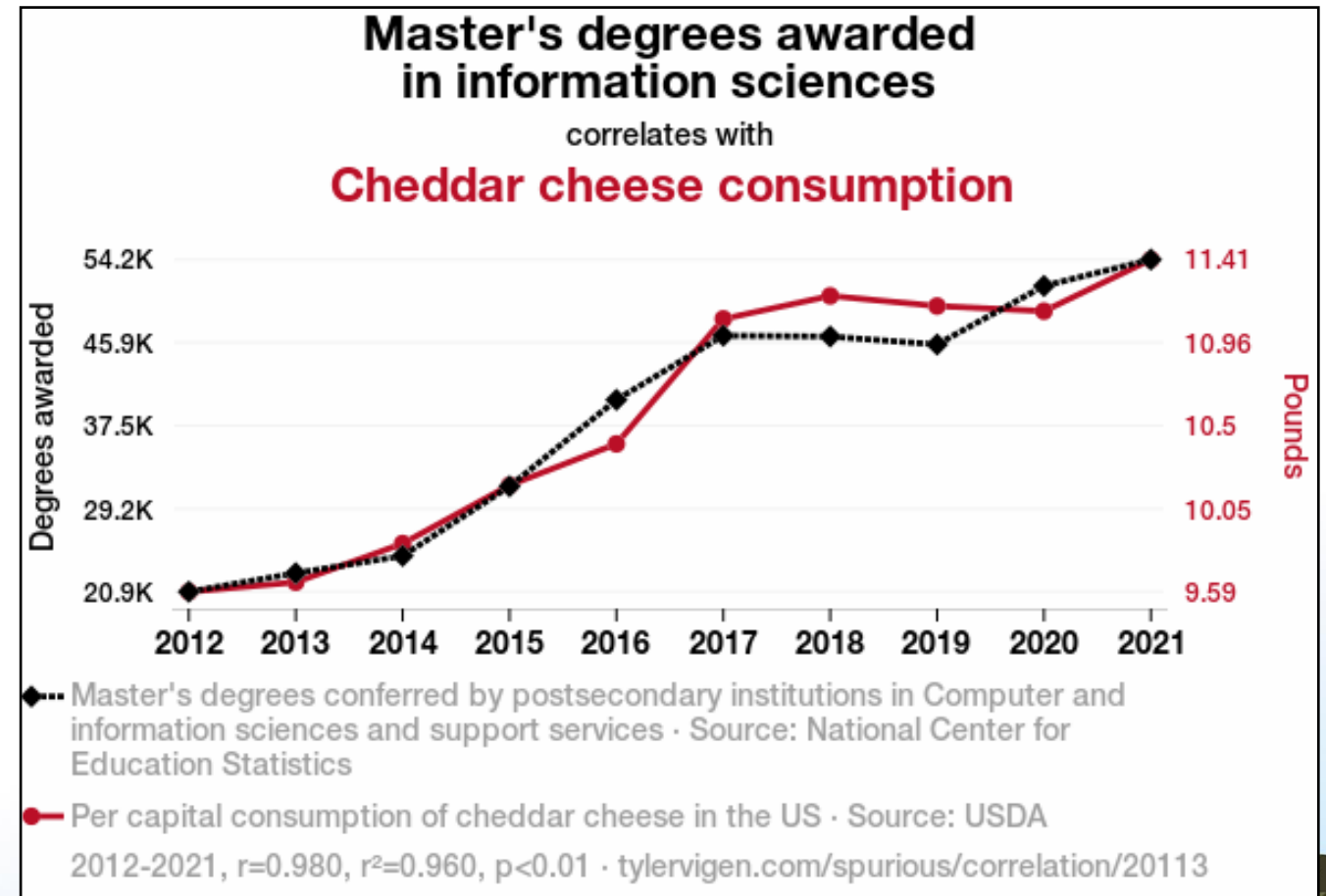
Correlation is the relationship between two variables

Correlation does not imply causation

In other words, it doesn't mean one thing was responsible for the other thing going up. There may be a third variable in play. It may be a coincidence.



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Rates of Change

A decrease percentage is not made up by an equal increase percentage.

You make \$100,000.

You are given a 10% pay cut. Now you make \$90,000.

You are then given a 11% raise. Now you make \$99,900.

“Your raise was bigger than your pay cut, so what are you complaining about?”



3D Graphics

Astro	Cody	Hootie	Ruth	Appy
20	20	25	20	15

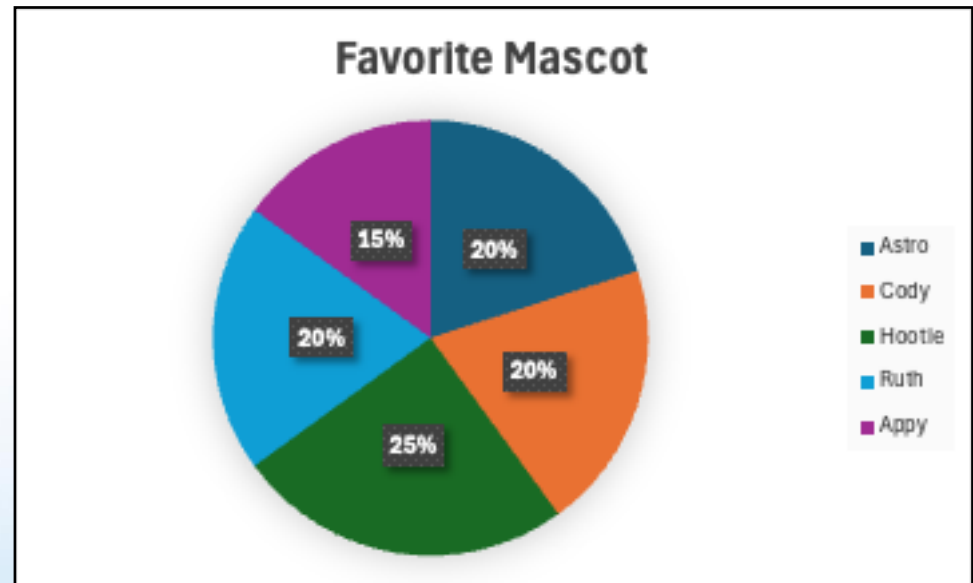
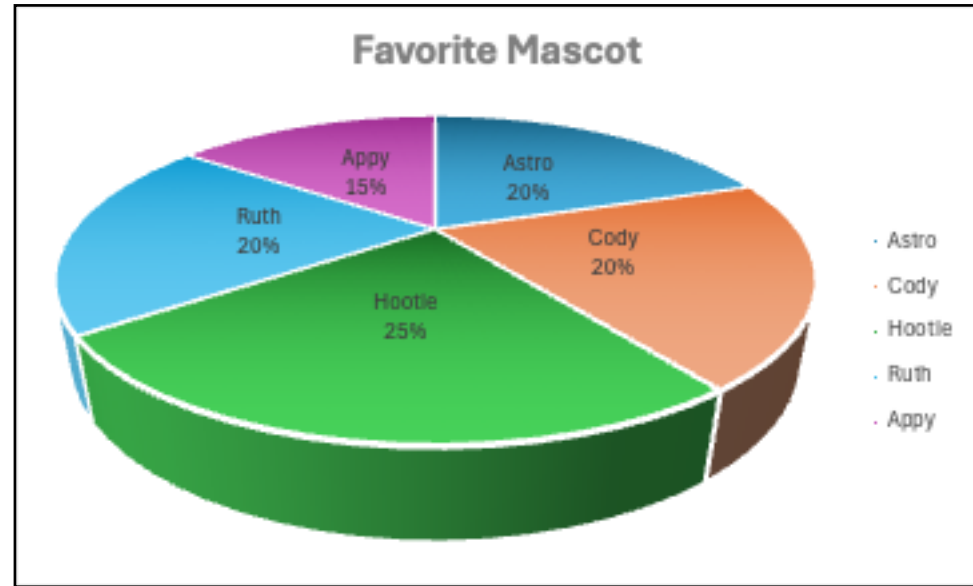


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Cody and Hootie differ by 5%

Appy and Cody differ by 5%

Appy and Hootie differ by 10%



Behavior



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Quantum mechanics has the Observer Effect.

The act of measuring or observing a particle will alter it.

People are like that.

Meeting the measured metric is more important than meeting the metric's goal.



Goodhart's Law

“When a measure becomes a target, it ceases to be a good measure”

-- Charles Goodhart, 1975, on United Kingdom Monetary Policy

All metrics of scientific evaluation are bound to be abused. Goodhart's law [...] states that when a feature of the economy is picked as an indicator of the economy, then it inexorably ceases to function as that indicator because people start to game it.

-- Mario Biagioli



Perverse Incentive

Medicare reimbursement is a percentage of drug costs. Prescribing a more expensive treatment results in the doctor making more money.

<https://www.nytimes.com/2016/03/10/upshot/medicare-tries-an-experiment-to-fight-perverse-incentives.html>

Hacktoberfest offered a free t-shirt for people who submitted 4 pull requests. Many were spam.

<https://www.theregister.com/software/2020/10/01/open-source-devs-drown-in-digitaloceans-latest-tsunami-of-pull-request-spam-that-is-hacktoberfest/832083>

Transcontinental railroad builders were paid by the mile. They made the lines intentionally longer by taking winding paths to increase the profit.

<https://web.archive.org/web/20170130153209/http://www.pbs.org/wgbh/americanexperience/features/transcript/tcrr-transcript/>



Perverse Incentive

“Amazon workers are under pressure to up their AI usage—so they’re making up extraneous tasks”

<https://www.fastcompany.com/91541586/amazon-workers-pressured-to-up-ai-use-extraneous-tasks>



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Viral Shopify CEO Manifesto Says AI Now Mandatory For All Employees

By [Douglas B. Laney](#), Contributor. © Data, Analytics and AI Strategy Advisor and...

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Published Apr 09, 2025, 12:43pm EDT
Updated May 06, 2025, 10:44am EDT



Tobias Lütke, CEO, Shopify (Photo By David Fitzgerald/

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Shopify CEO says employees' 'slop grenades' are making more work for everyone else

By [Mia Osmonbekov](#), News Fellow

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September 17, 2026, 5:33 PM ET



Shopify CEO Tobias Lütke
COLE BURSTON-BLOOMBERG/GETTY IMAGES

Malicious Compliance

See first two questions.

Salesforce premier support states that there will be a 1 hour response time for critical cases.

First response is almost always something like “What’s a good contact number, what org is this in, can you provide login access” even if you already put all those into the case. Then they ignore you for a few hours.

Salesforce prioritizes hitting the SLA by having any response, no matter how useless. Reading the case comments are apparently optional.



Gamification Indicators

At some point, people hit the metrics without any noticeable process or behavior change.

Bottom line goals don't change: revenue flat, turnover increased, CSAT down. Hitting a metric should be correlated with a result.

Your best performers struggle to hit the metrics.

Your mediocre performers always hit the metrics.

Continuous improvement on the dashboard with no change in realized output. If you tell me to increase my sprint velocity by 5 user story points, my 3 point stories suddenly become 5 point stories..

Tying metrics to pay.



Agency



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People need to have full agency and ability to achieve their targets.

Employees cannot be penalized for things out of their control. They will resent you for this.

Retail workers are expected to sell 20 store credit cards per shift. If only 15 customers walk in the door, the employee will have no hope of meeting this goal, despite not doing anything wrong.

You cannot establish a goal and claim there's no penalty for missing it. Employees won't believe you or the goal is pointless.

Nobody wants to be at the bottom of a leaderboard. There will always be pressure to hit the goal, especially by over achieving middle managers. This can destroy an organization's morale.



Conclusion

Presenting data is difficult.

People tend to want to present information in the best possible light.

Watch for misleading graphics.

Metrics should be within a person's control, achievable and relevant.

Measurements change an organization's behavior.



Thank You For Coming!



Download the slides

- https://syracusedevelopers.com/meetings/202609/SyrDevs_2026-09.pdf

