

Advancing to the Next Level: Caring for Evaluative Metrics Monsters in Academia and Healthcare

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Abstract. In this paper we use the notions of play and (finite and infinite) games to analyze performance management practices in professional work. Whilst evaluative metrics are often described as ‘monsters’ impacting on professional work, we illustrate how metrics can also become part of practices of caring for such work. Analyzing the use of evaluative metrics in law faculties and in hospitals, we show how finite games – games played to win – and infinite games – games played for the purpose of continuing to play – are intertwined and how this intertwinement affects academic and healthcare work.

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