

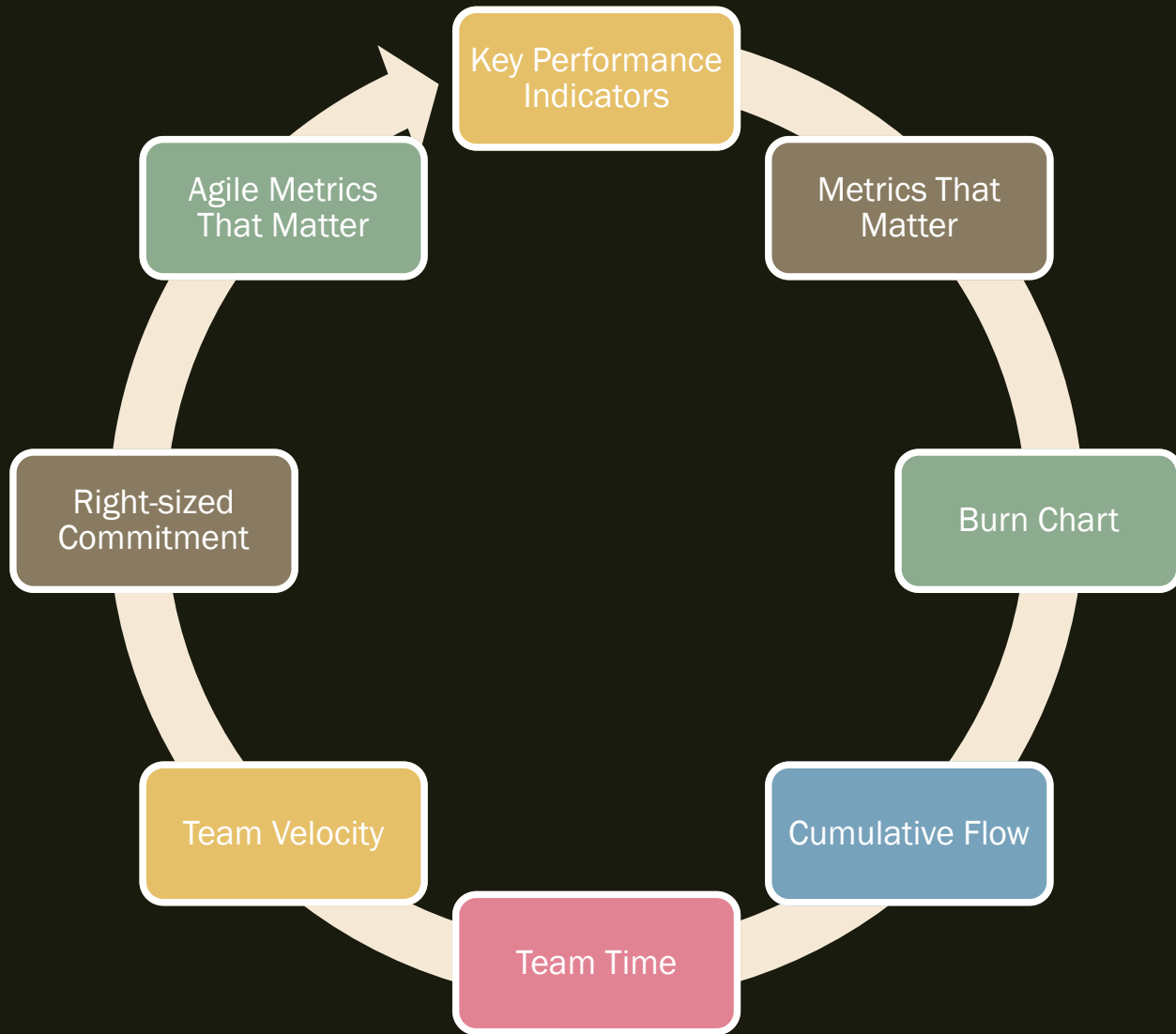


AGILE METRICS THAT MATTER

Presented by: David A. Brown

September 28, 2019





Today's Topics



KEY PERFORMANCE INDICATORS

What are they and why do I care



What are KPIs?

- Key Performance Indicators
- Watch the Triple Constraint
 - Scope/Time/Cost
- Quick at-a-glance ways to assess health
- Consistency across all projects
- Earlier the better
- Keep it simple

- CPI/SPI
- Earned Value Management
- GYR
 - Green/Yellow/Red
- Assumes you know...
 - What (Scope/Quality)
 - How long (Time/Effort)
 - How much (Cost/Resources)



PMI Standard KPIs

KPIs are Different in Agile

- Is the team...

- ...collaborating or just talking?*

- ...making their commitments or just working?*

- ...completing quality deliverables?*

- ...meeting their definition of 'Done'?*

- ...holding to the Foundations and Values?*

- *Are they a Team or a group of individuals?*

Keys to Success

Foundations

- Empirism
- Self Organization
- Prioritization
- Rhythm
- Collaboration

Values

- Courage
- Trust
- Transparency
- Integrity
- Congruence
- Humility



METRICS THAT MATTER

What Matters Most



HELP THE TEAM
MAKE BETTER
DECISIONS



ARE ALWAYS
ACCURATE



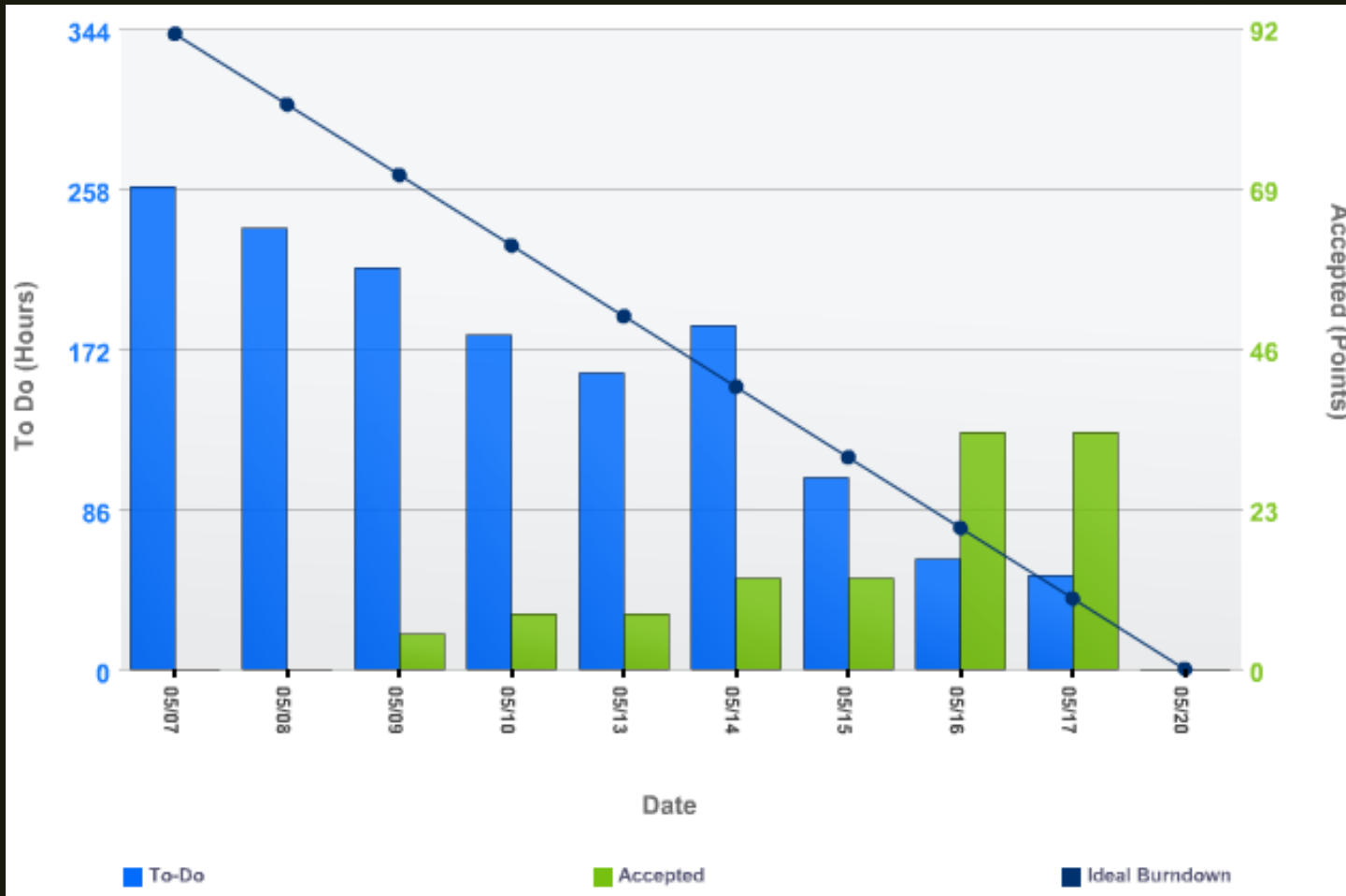
BASED EMPIRICAL
DATA



HELP US
COMMUNICATE

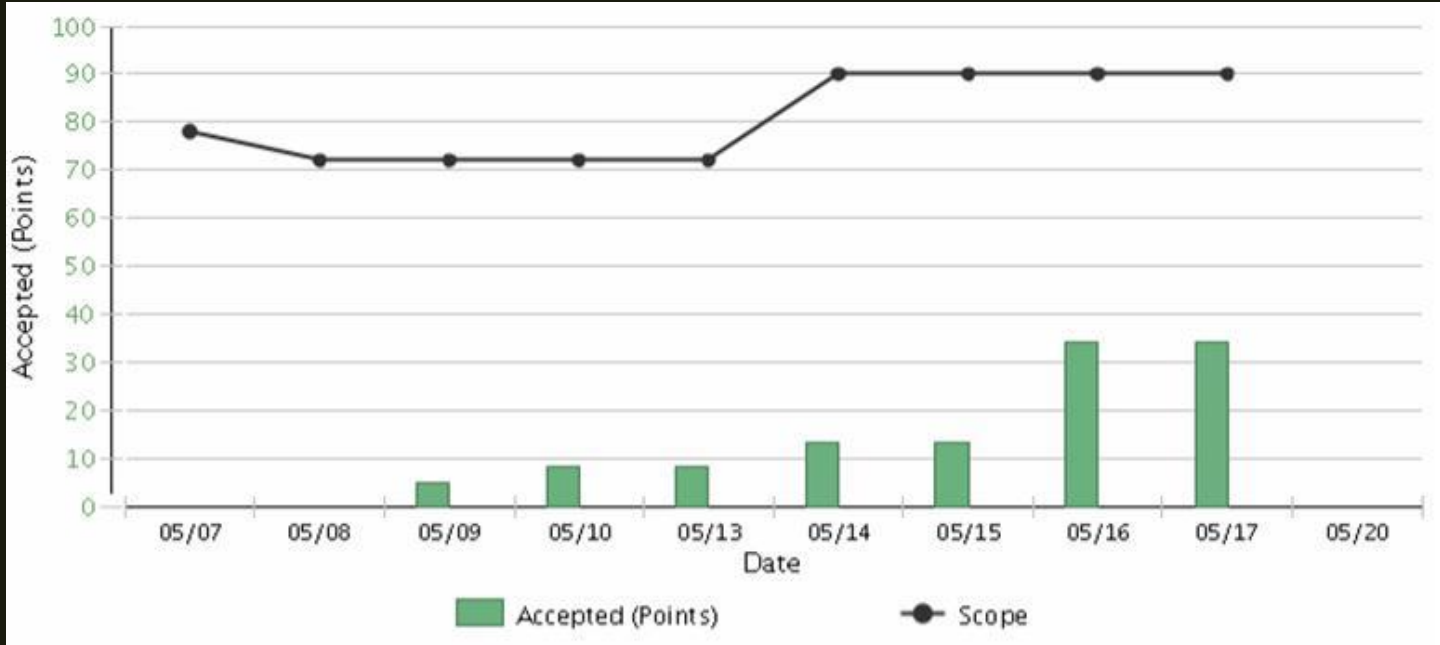


BURN CHARTS



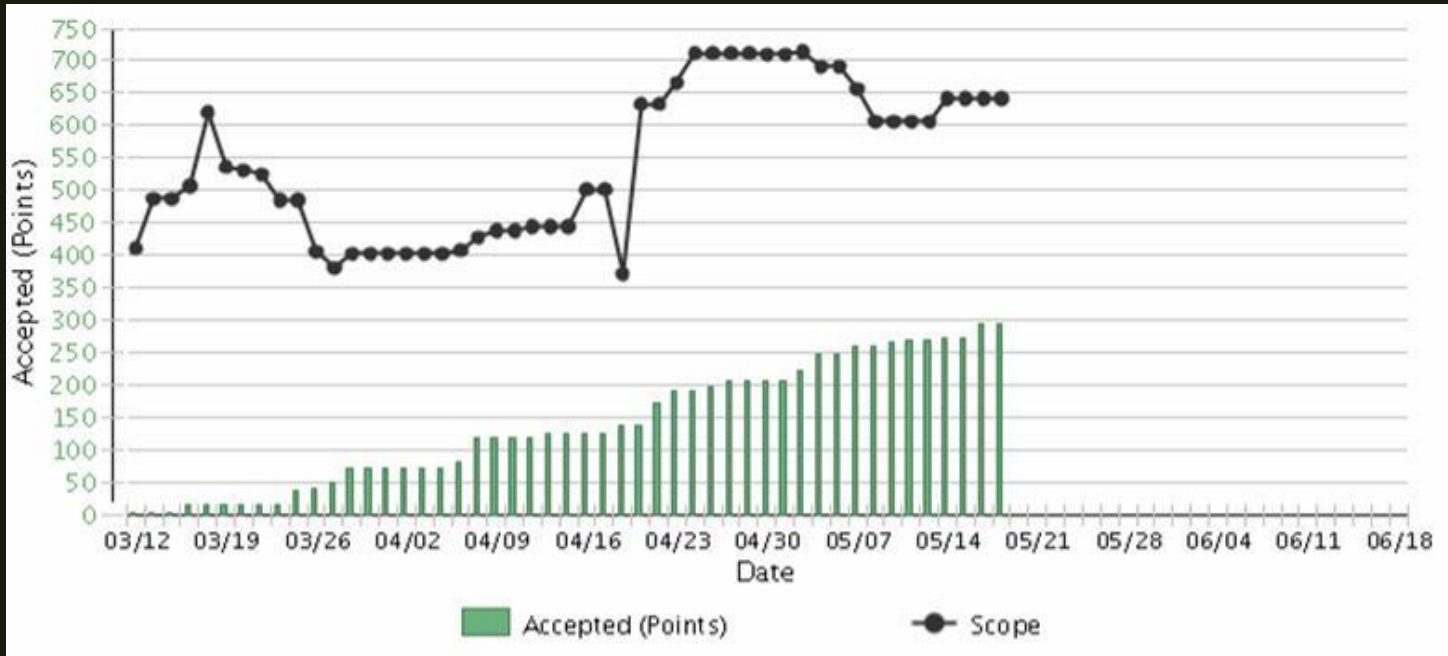
BURNDOWN CHART

Start with a value and reduce to zero



ITERATION BURNUP CHART

Start at zero and add
values



RELEASE BURNUP CHART

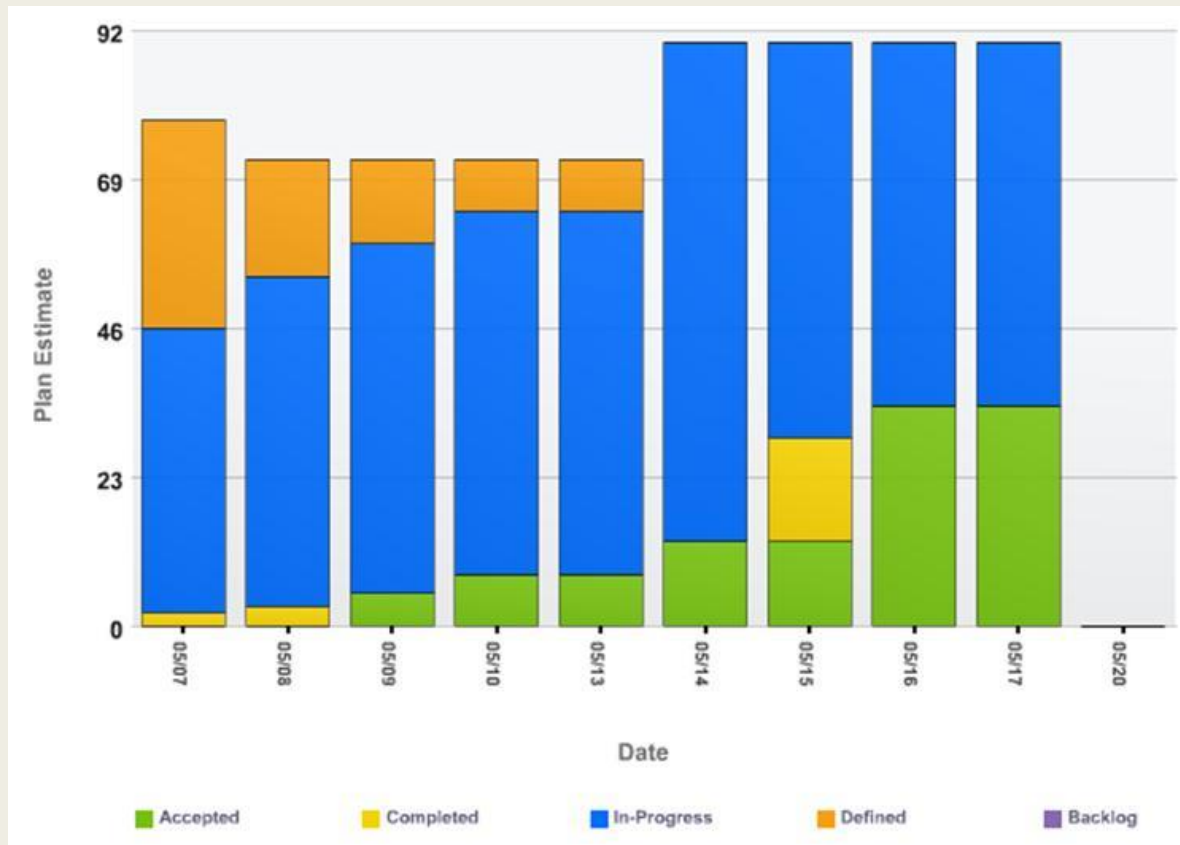
Start at zero and add values



THE CUMULATIVE FLOW

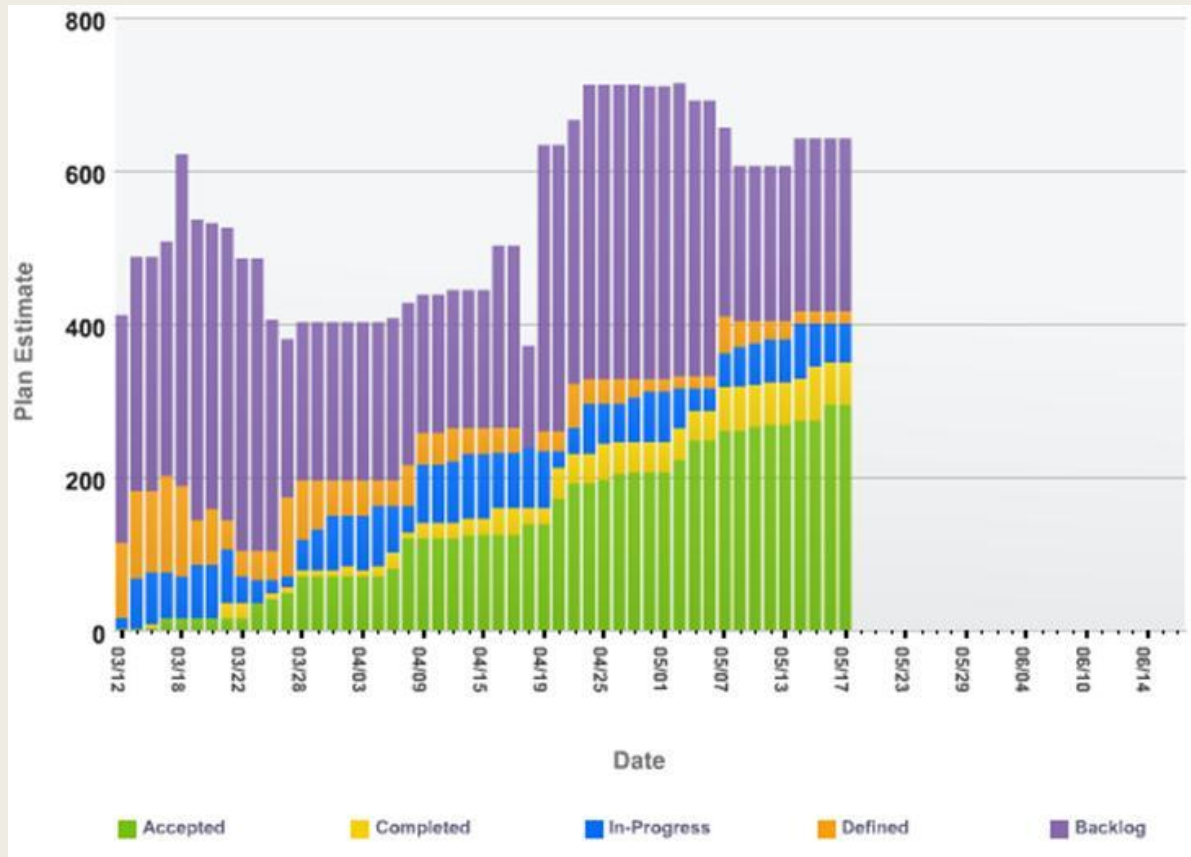
Go with the Flow





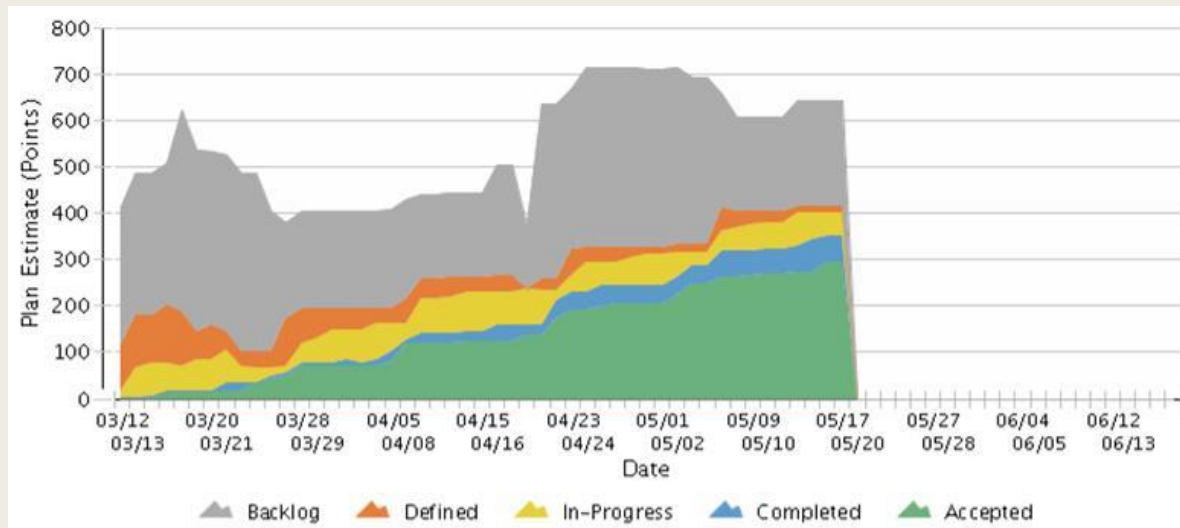
ITERATION CUMULATIVE FLOW

Bar



RELEASE CUMULATIVE FLOW

Bar




RELEASE CUMULATIVE FLOW

Area



TEAM TIME

Personal Capacity



What is Team Time?

- The time each person has available to spend on the team deliverables/tasks
- The team is doing...
 - *Coding*
 - *Unit Test*
 - *Designing*
 - *Analysis*
 - *Clarifying requirements*
 - *Regression testing*
 - *Documentation*
 - *Task planning*
 - ...

Too Many Meetings?

- How many of you have heard...
 - *“If we didn’t have so many meetings we would be able to meet our commitment.”*
 - *“Scrum/Agile has too many meetings.”*
 - *“Can we extend the sprint?”*

- How much Team Time does your team really have?

Breaking It Down

Typical 10-day Sprint 'planned get-togethers':

		Day 1	Day 2	Day 3		
		15 min Synch-up 4 hrs Planning	15 min Synch-up	15 min Synch-up		
Day 4	Day 5	Day 6	Day 7	Day 8		
15 min Synch-up	15 min Synch-up	15 min Synch-up 1 hr Refinement	15 min Synch-up	15 min Synch-up		
Day 9	Day 10					
15 min Synch-up	15 min Synch-up 1 hr Review 1 hr Retrospective					

Adding Things Up

Hrs	Purpose	Value	Comment
4	Planning	Planning	Part 1 Requirements & Part 2 Design/Tasks
2.5	Synch-up	Synch-up, Feedback	Optional 15 min on planning day
1	Refinement	Planning, Estimation	Big Picture, Current +1, Current +2, Release planning
1	Review	Product Feedback	All stakeholders, Is the deliverable what you want?
1	Retrospective	Process Feedback	How can we improve?
9.5	Grand Total		

The Math Behind the Numbers

- 80 = Maximum planned work hours (10 days @ 8 hours)
- 80 hours – 9.5 hours = 70.5 hours (net meetings)
- 5.5 hours = allocation for non-iteration team work
- 70.5 – 5.5 = 65 capacity per dedicated team member (~80% of Maximum planned work hours)

TEAM STATUS (RALLY)

State	Capacity	Estimate	To Do
All	448.0 H	335.0 H	56.5 H
77%	64.0	49.0	2.0
125%	64.0	80.0	10.0
64%	64.0	41.0	8.0
55%	64.0	35.0	20.0
		8.0	8.0
75%	64.0	48.0	6.5
		1.0	1.0
		6.0	0.0
105%	64.0	67.0	1.0
	64.0		

This example incorporated 2 hours of Refinement within the iteration.



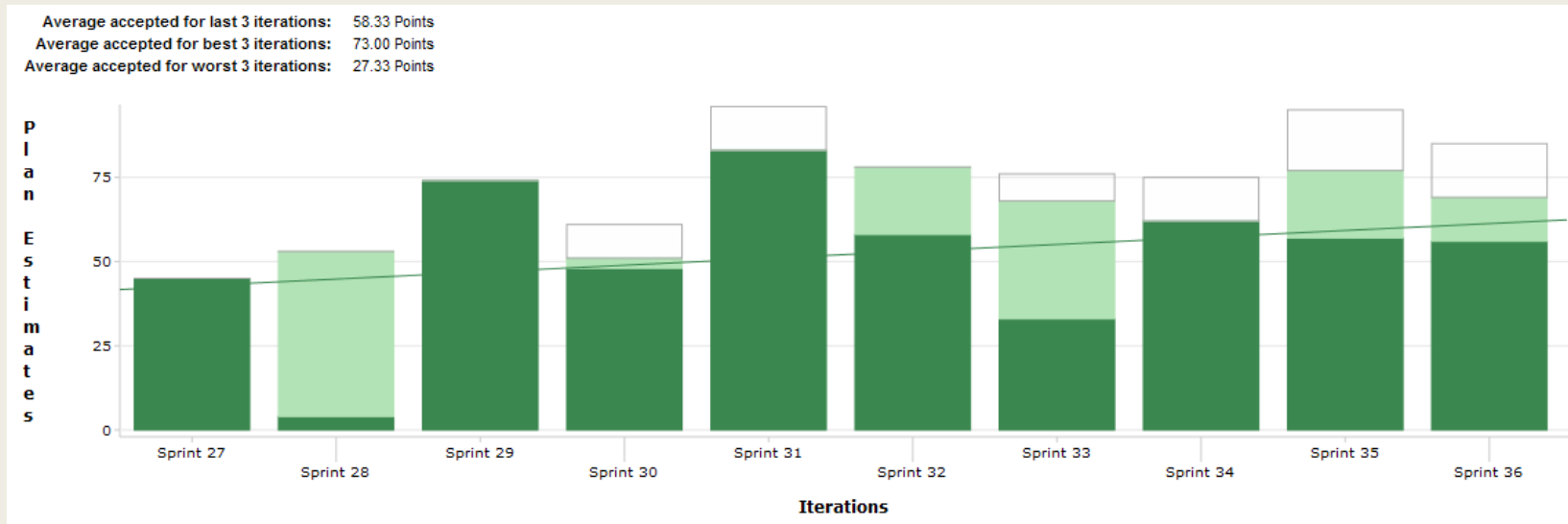
TEAM VELOCITY

Charles the woodchuck



Team Velocity

- How much wood would a woodchuck chuck, if a woodchuck would chuck wood?
- The sustainable pace at which the team can fully complete a set of requirements.



TEAM VELOCITY


TEAM VELOCITY





RIGHT-SIZED COMMITMENT

Overcoming Your Fear of Commitment



ITERATION COMMITMENT

Commitment is a difficult thing. I don't want to over commit, but under committing is also a problem. How do I know when I've got it right?

+ -			
+ 📦	Sprint 17 - eTS	05/28 – 06/08	89%
+ 📦	Sprint 18 - eTS	06/11 – 06/22	97%
+ 📦	Sprint 19 - eTS	06/25 – 07/06	110%
+ 📦	Sprint 20 - eTS	07/09 – 07/20	97%
+ 📦	Sprint 21 - eTS	07/23 – 08/03	82%
+ 📦	Sprint 22 - eTS	08/08 – 08/17	79%
+ 📦	Sprint 23 - eTS	08/20 – 08/31	100%
+ 📦	Sprint 24 - eTS	09/04 – 09/17	60%
+ 📦	Sprint 25 - eTS	09/18 – 10/01	68%
+ 📦	Sprint 26 - eTS	10/02 – 10/05	100%
+ 📦	Sprint 27 - MarketShare	10/08 – 10/19	100%
+ 📦	Sprint 28 - Marketshare	10/30 – 11/16	72%
+ 📦	Sprint 29 - Marketshare	12/03 – 12/21	59%
+ 📦	Sprint 30 - Marketshare	01/30 – 02/18	67%
+ -	Release Backlog		



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HELP US
COMMUNICATE

Focus on ...



Outcomes

Value delivered 100 %, 80% of the time



Pace / Velocity

Fully completed work per iteration



Flow

*Inception to completion, cradle to grave,
etc...*



Team Productivity

*Planned vs. actual to determine a
sustainable pace*



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