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Agile Metrics
velocity is NOT the goal

CTO2

TALENT + TECHNOLOGY



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Agile Metrics
velocity is NOT the goal



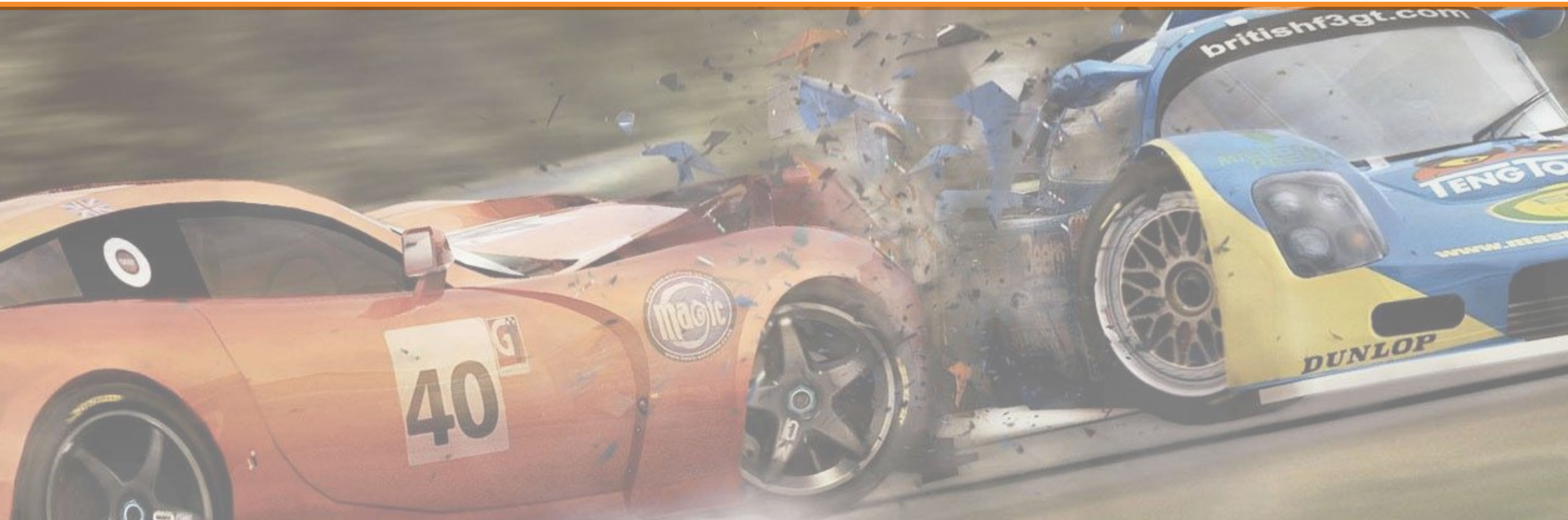
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velocity is NOT the goal



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velocity



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what's velocity?



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what's velocity?



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what's velocity?

work units / time



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What's Velocity?

lagging indicator



What's Velocity?

measure of a complex system



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What's Velocity?

lagging indicator for a complex system



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A Tale of Two Velocities

it was the best of times, it was the worst of times, it was the age of velocity...



- 10, 11, 9, 10

Disclaimer

A Tale of Two Velocities



- 10, 11, 9, 10

- 7, 14, 6, 10

A Tale of Two Velocities :: Yesterday's Weather



- 10, 11, 9, 10
- 10

- 7, 14, 6, 10
- 10

A Tale of Two Velocities :: Yesterday's Weather



- 10, 11, 9, 10
- 10 (Weather)

- 7, 14, 6, 10
- 10 (Weather)

A Tale of Two Velocities :: Rolling Average



- 10, 11, 9, 10
- 10 (Weather)
- 10

- 7, 14, 6, 10
- 10 (Weather)
- 10

A Tale of Two Velocities :: Rolling Average



- 10, 11, 9, 10
- 10 (Weather)
- 10 (Average)
- 0.7

- 7, 14, 6, 10
- 10 (Weather)
- 10 (Average)
- 3.1

A Tale of Two Velocities :: Standard Deviation



- 10, 11, 9, 10
- 10 (Weather)
- 10 (Average)
- 0.7 (Std. Dev)
- 9.3-10.7

- 7, 14, 6, 10
- 10 (Weather)
- 10 (Average)
- 3.1 (Std. Dev)
- 6.9-13.1

A Tale of Two Velocities :: Standard Deviation



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Burn w/ Std. Deviation



The Need for Speed

we expect agile teams to get faster



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Yeah...

...more velocities would be great. so I'm just gonna need you to do that.



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The hawthorn effect



The hawthorn effect

that which is measured, will improve



The hawthorn effect

that which is measured, will improve ... at a cost



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Goodhart's Law



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Goodhart's Law

when a measure becomes a target, it ceases to be a good measure



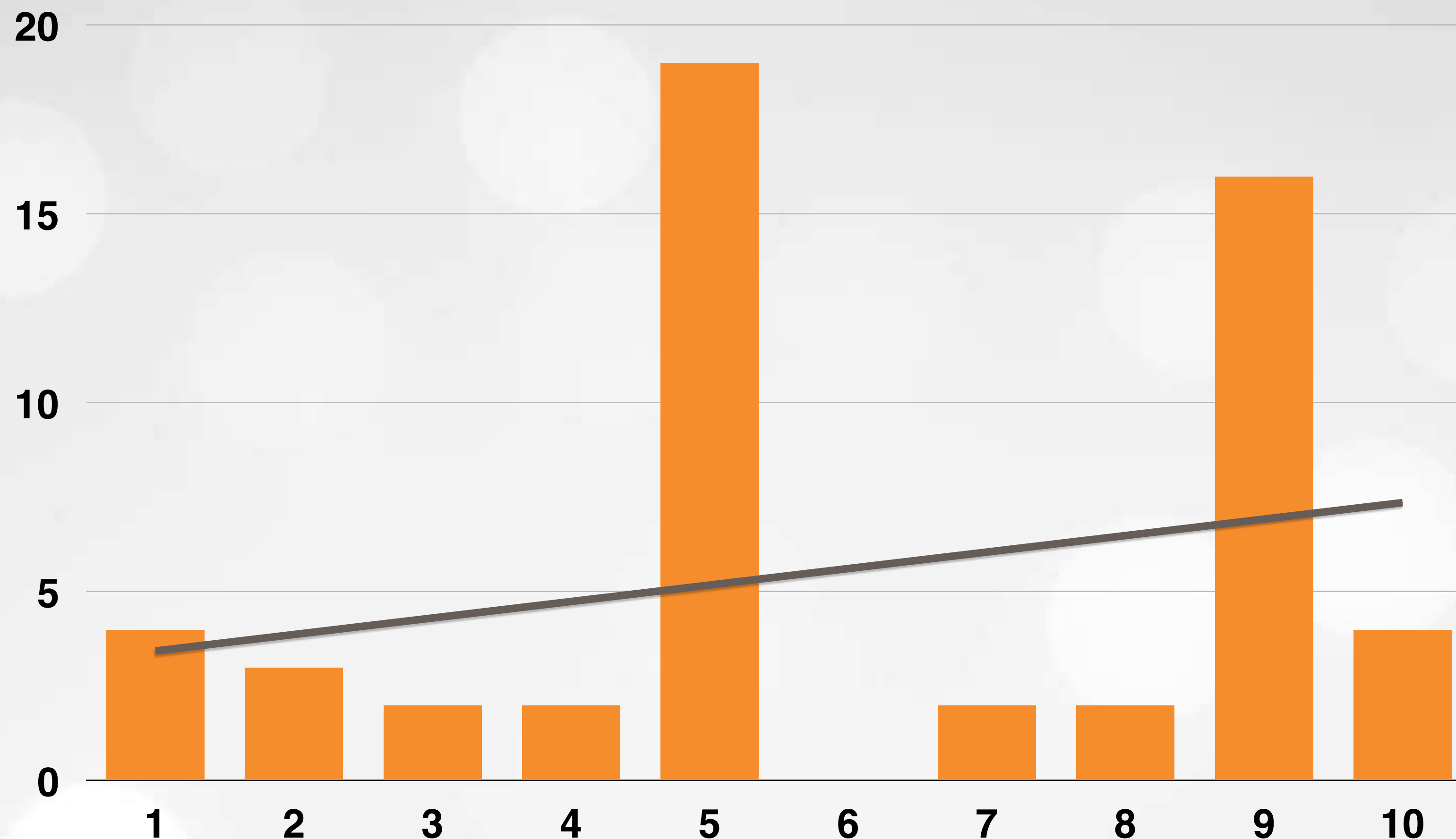
Perverse Incentives

an unintended result, contrary to the interests of the incentive makers



“What matters is not setting quantitative goals but fixing the method by which those goals are attained”

- Dr. W. Edwards Deming



what causes variable velocity?



I'm not convinced
we've wasted
enough time on this.



what causes variable velocity?

time poorly spent



what causes variable velocity?

dependency on other teams



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what causes variable velocity?

poor story composition



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what causes variable velocity?

messy code



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what causes variable velocity?

too much work in progress

scatter diagrams

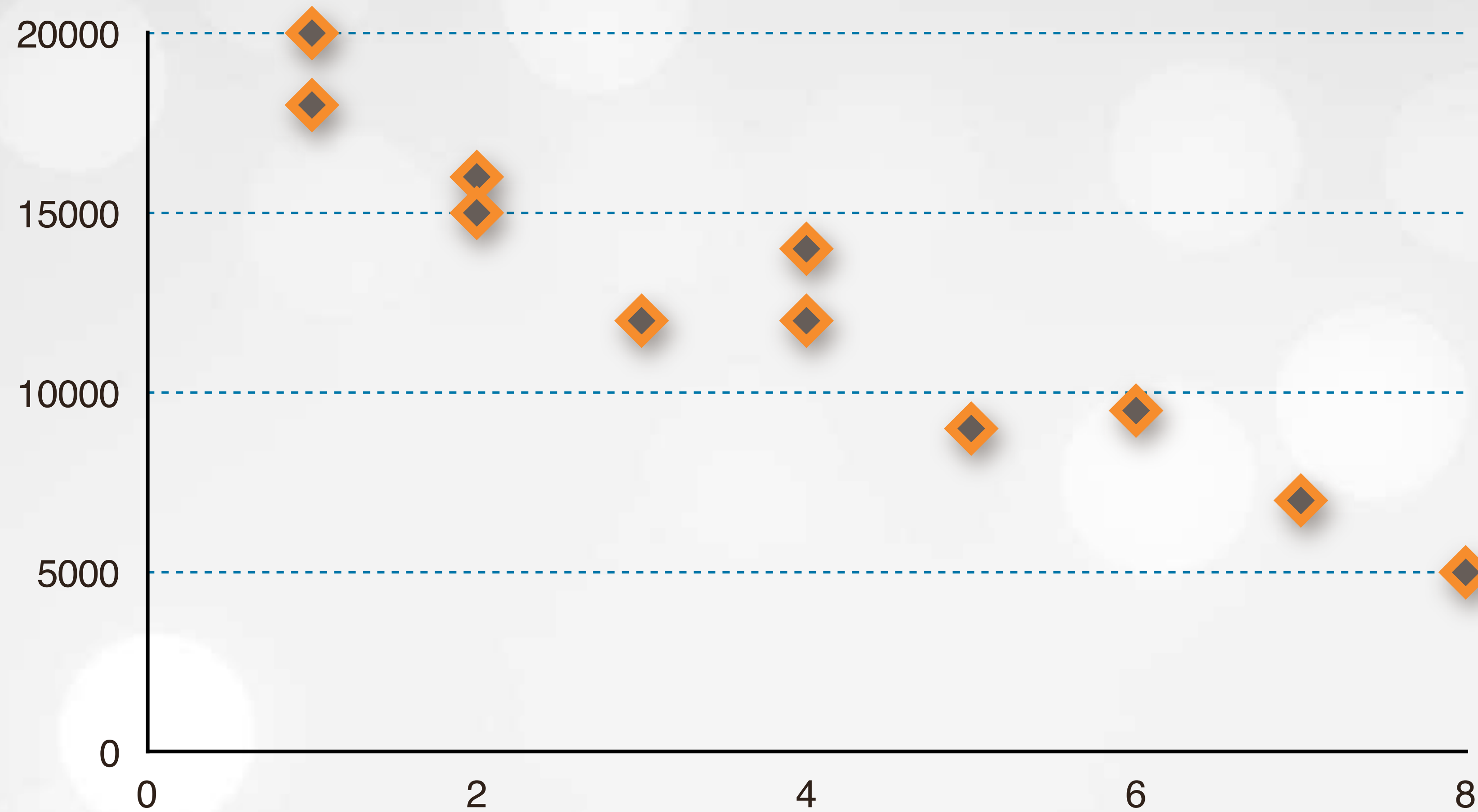


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Scatter Diagrams

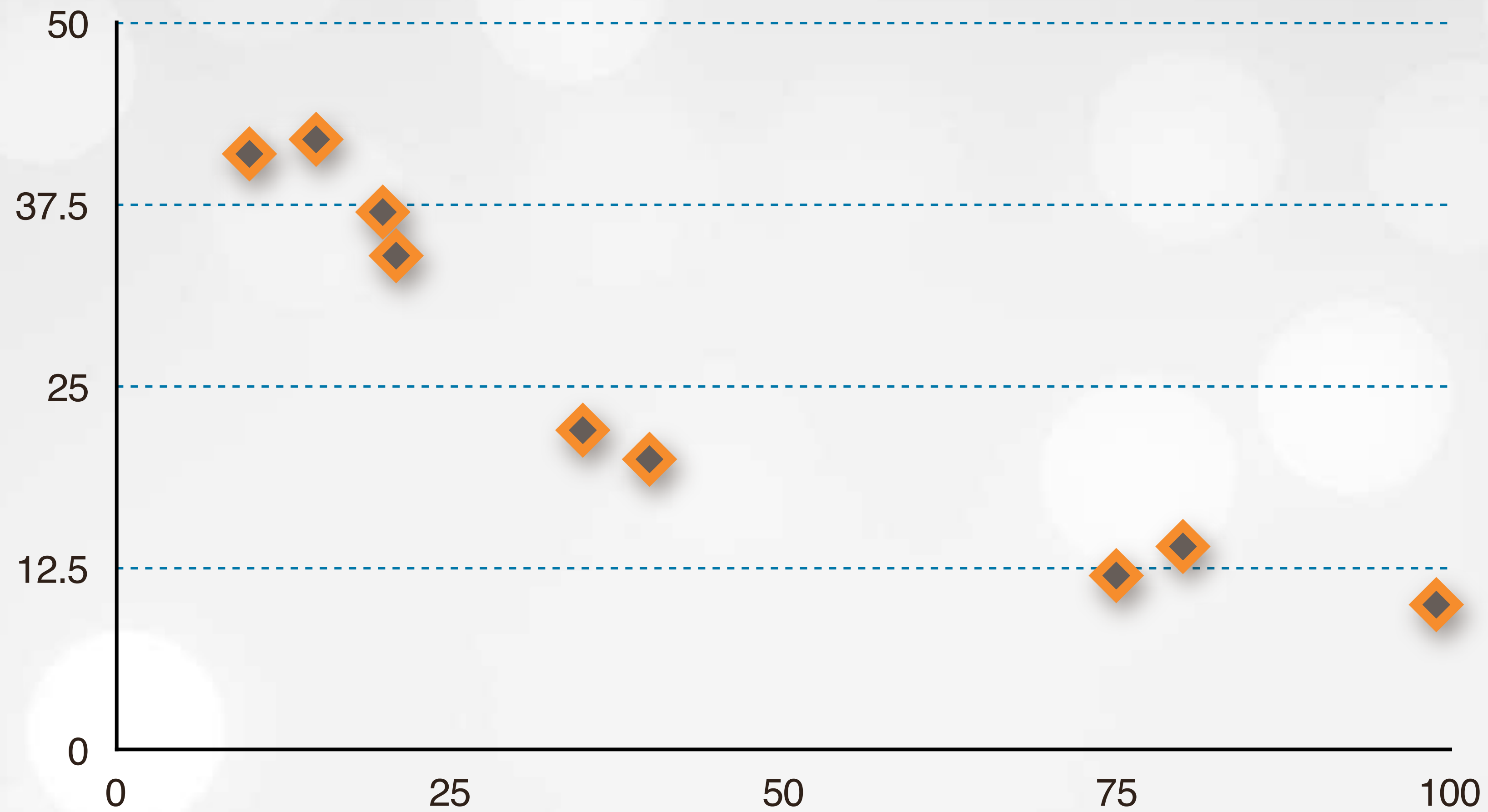
auto prices by age





Scatter Diagrams

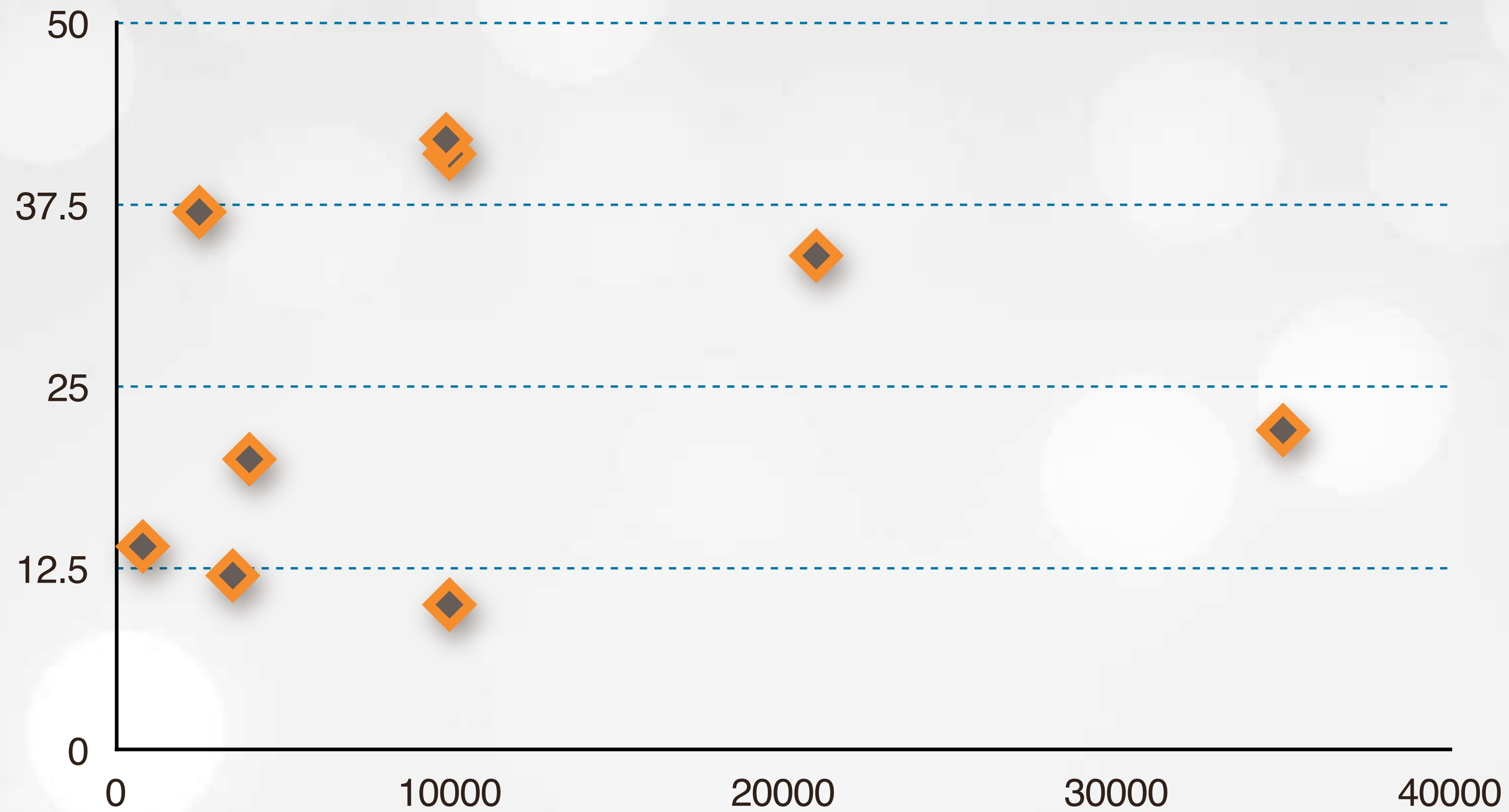
velocity by complexity





Scatter Diagrams

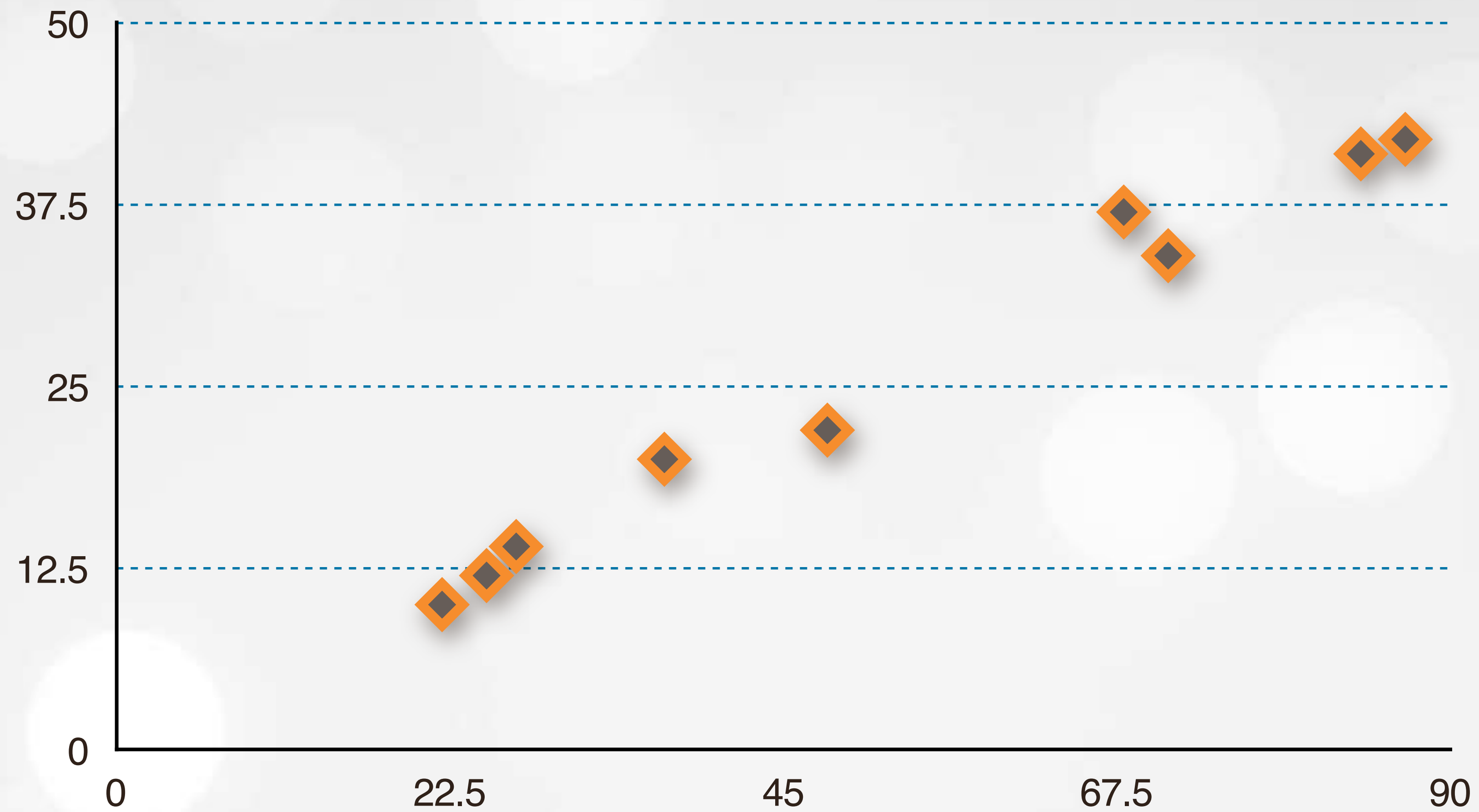
velocity by value





Scatter Diagrams

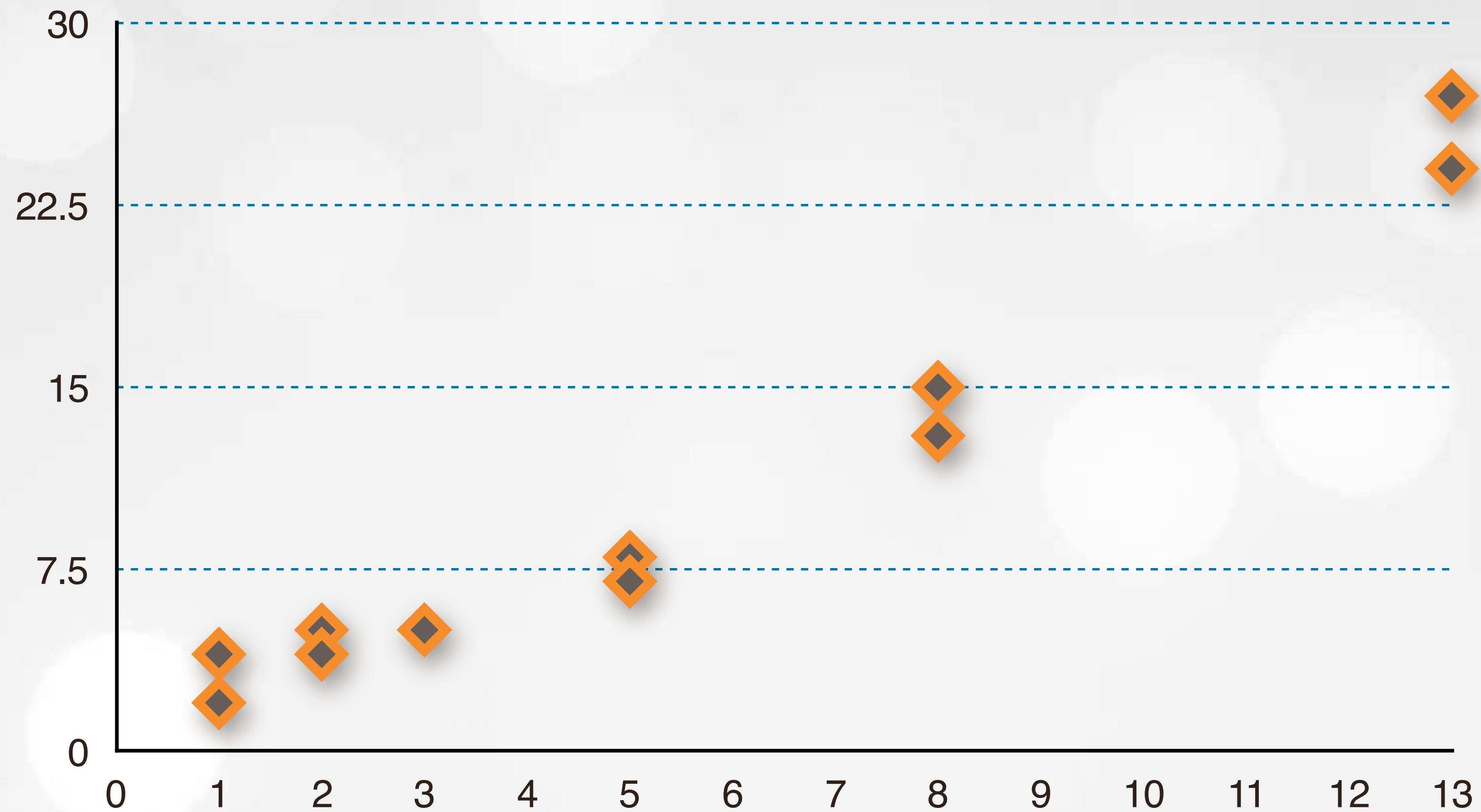
velocity by coverage





Scatter Diagrams

Lead Time by Story Size





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Friedman's Thermostat



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Friedman's Thermostat

correlation is not causation



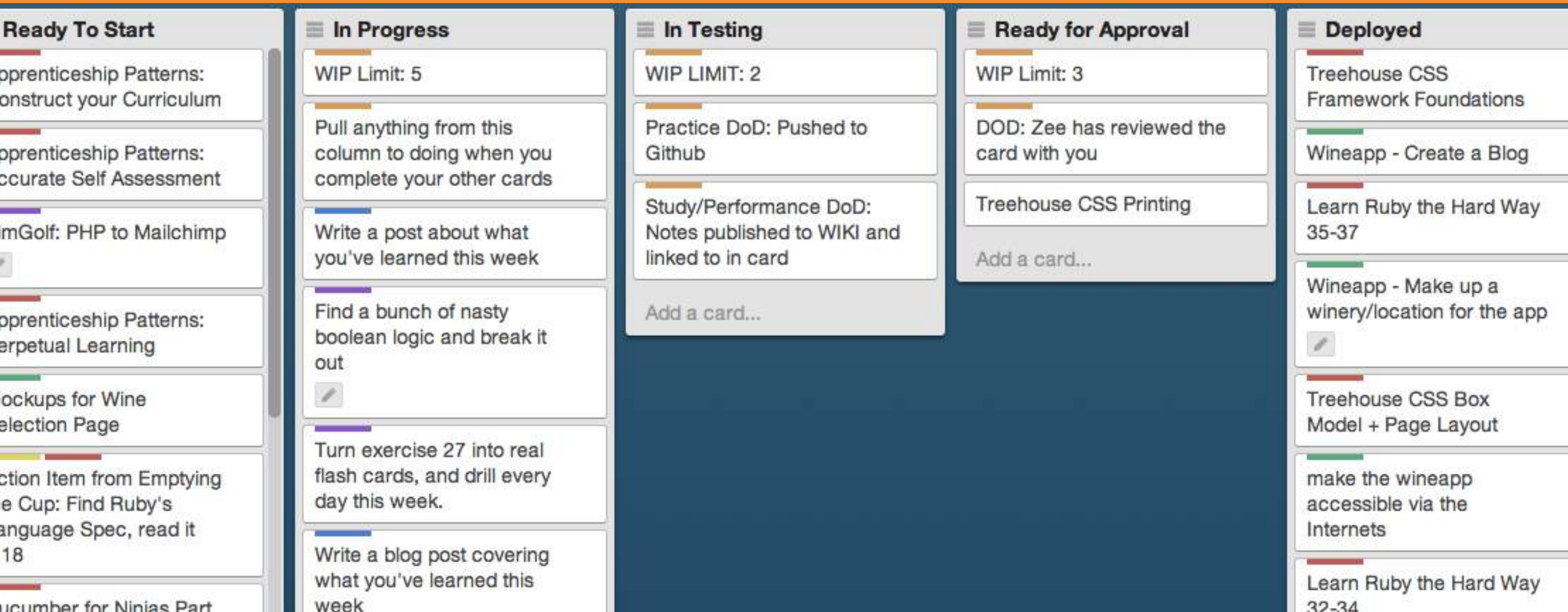
Friedman's Thermostat

correlation is not causation, but it sure is a hint

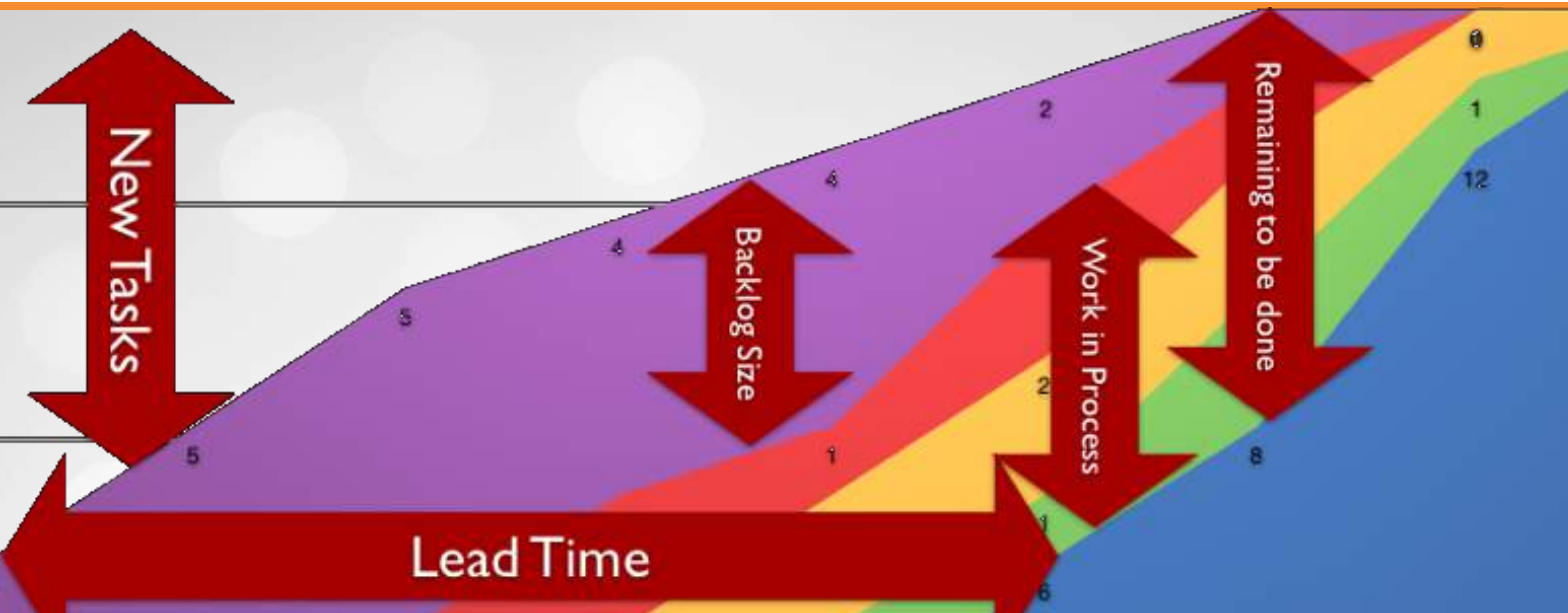
Cumulative Flow



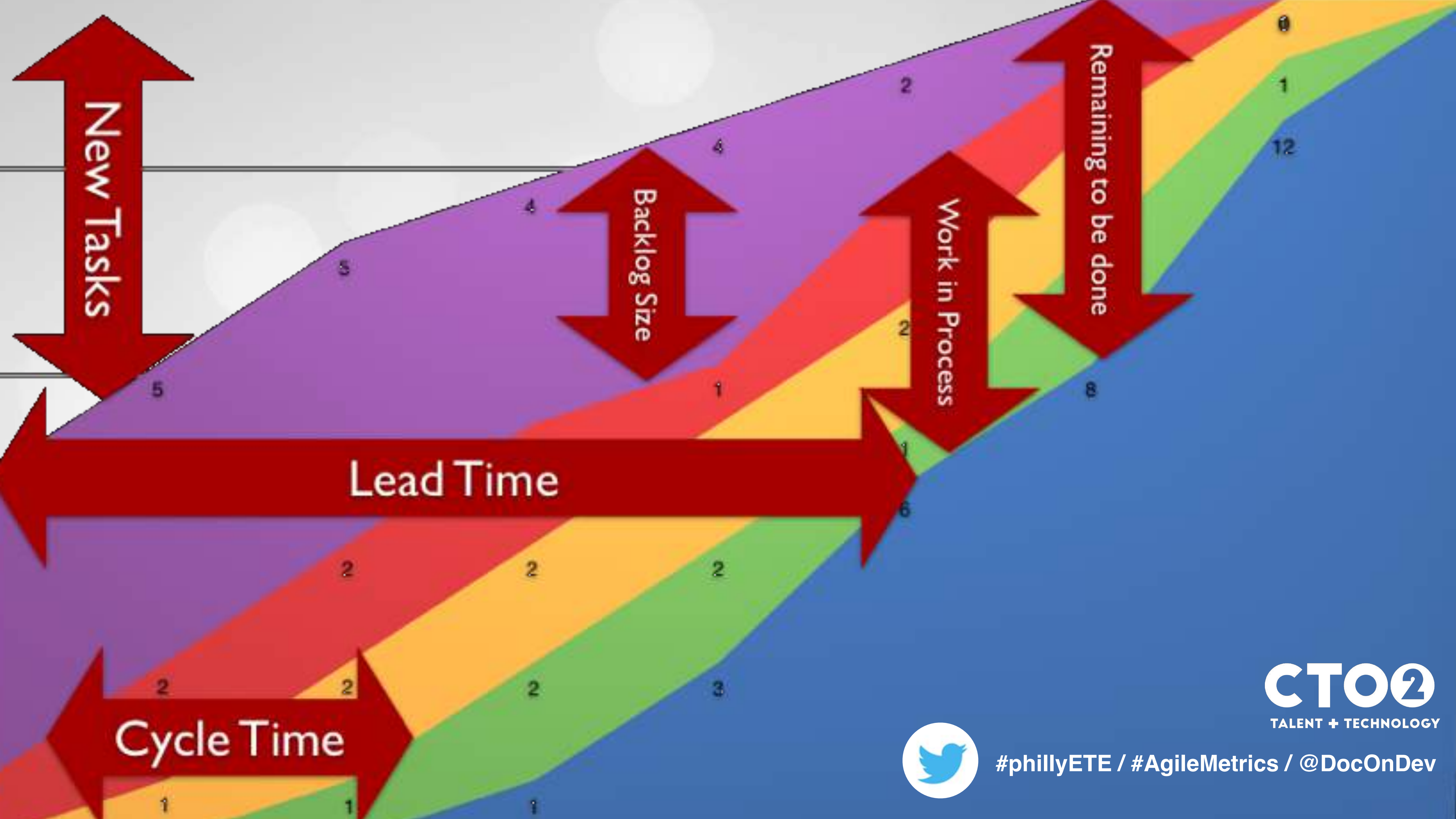
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Cumulative Flow

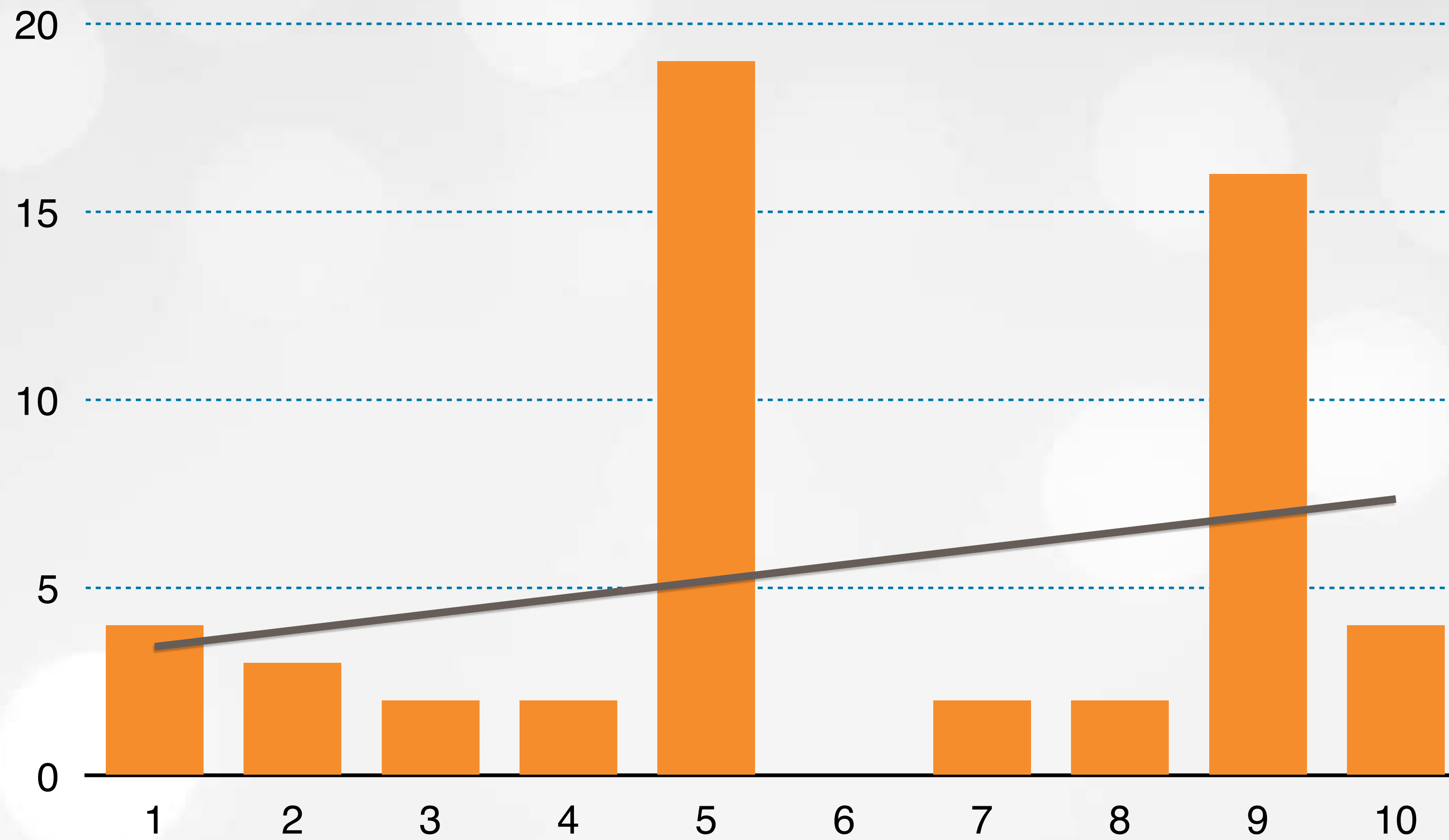


Cumulative flow





Velocity Chart



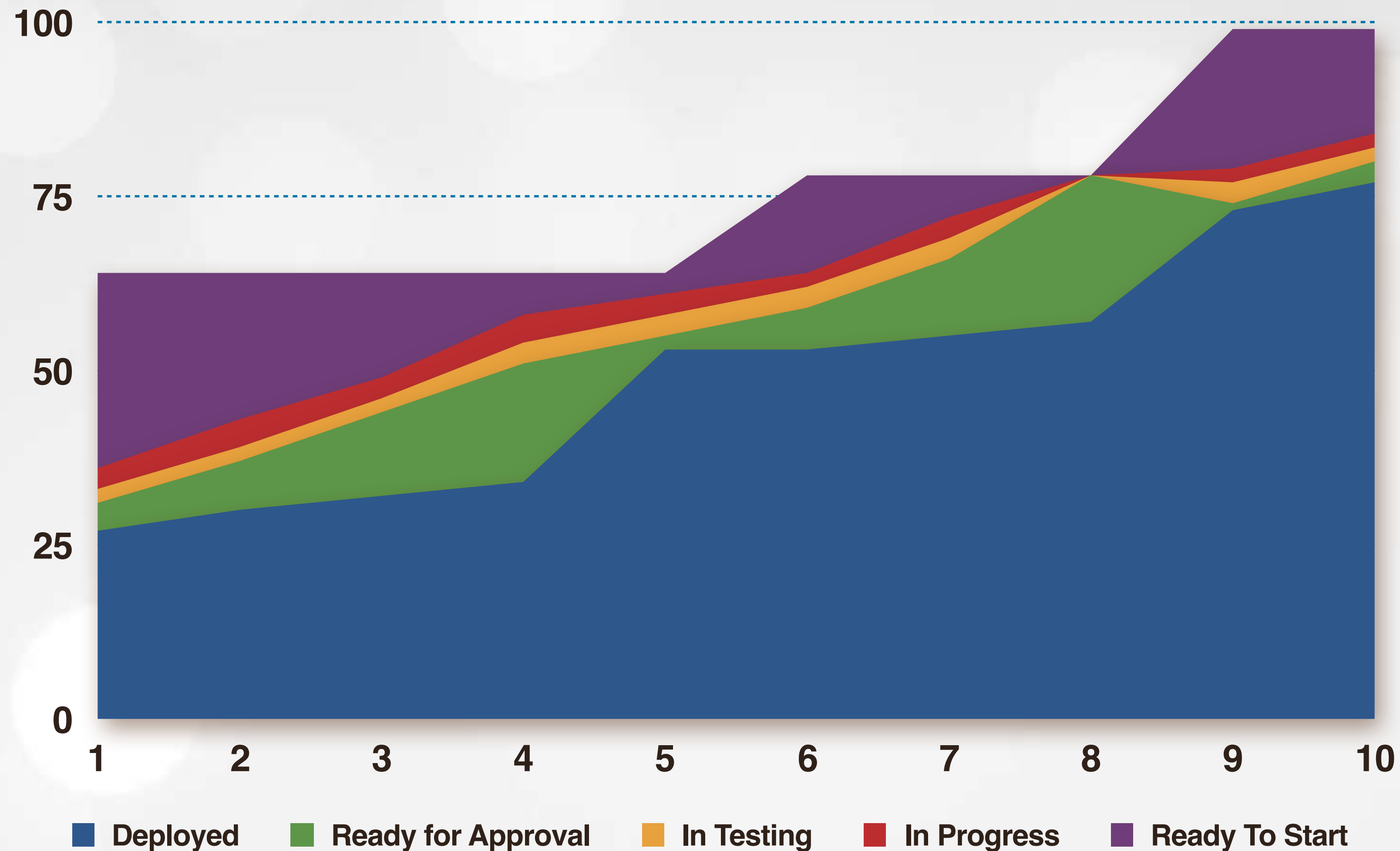
Same Team
Same data
different perspective





Same Team + data

different perspective



Measure Many Things

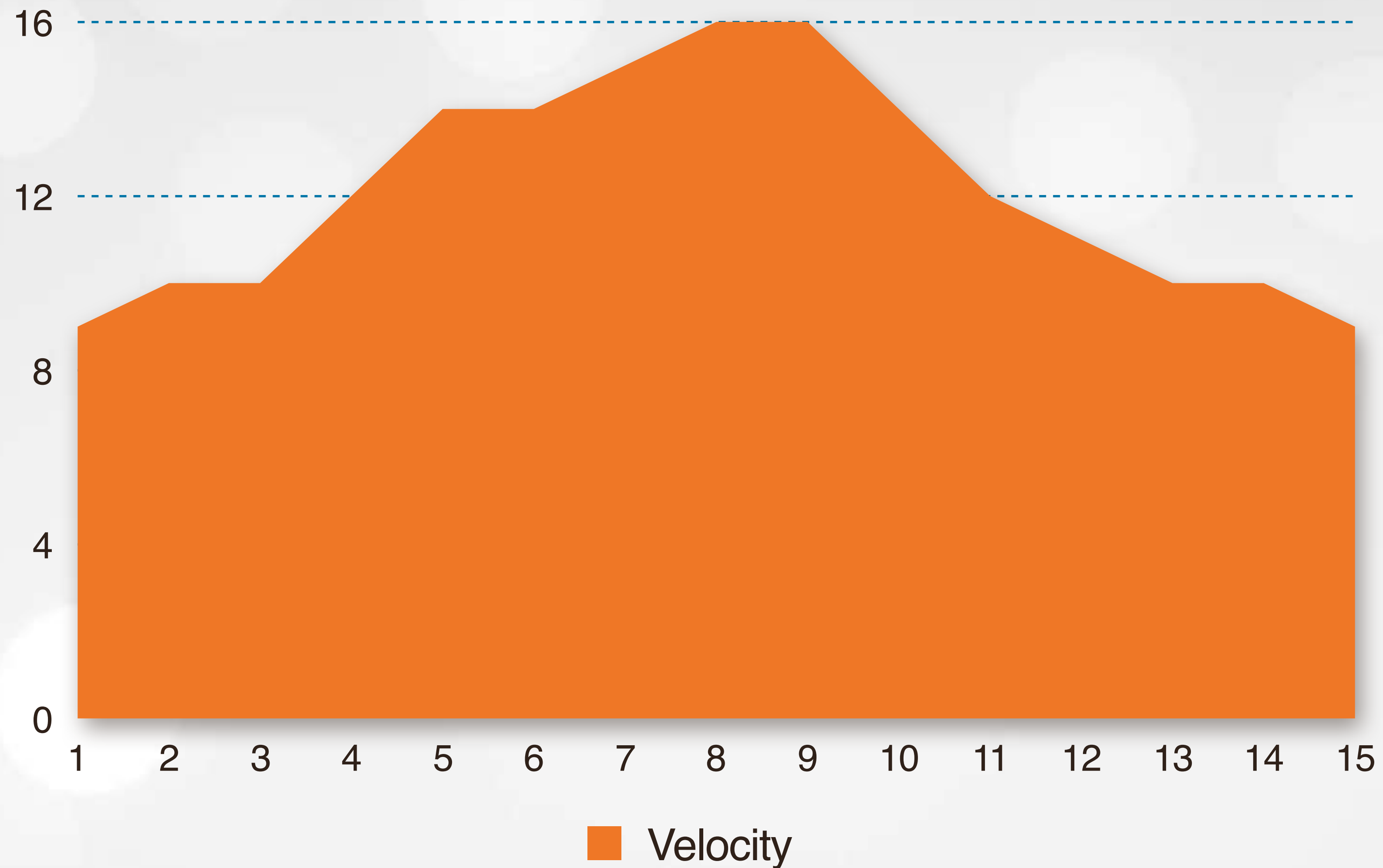


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Measure Many Things

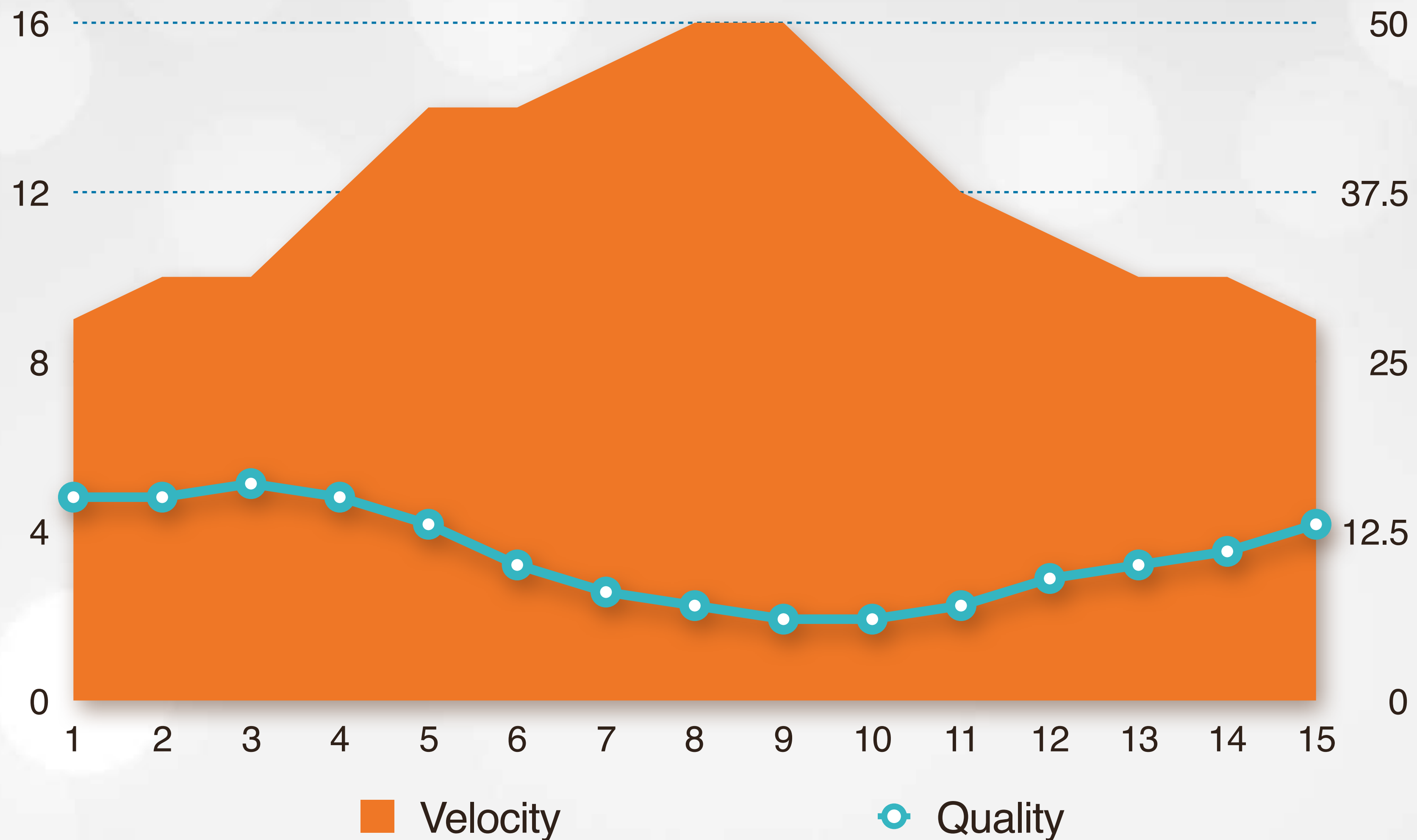
velocity





Measure Many Things

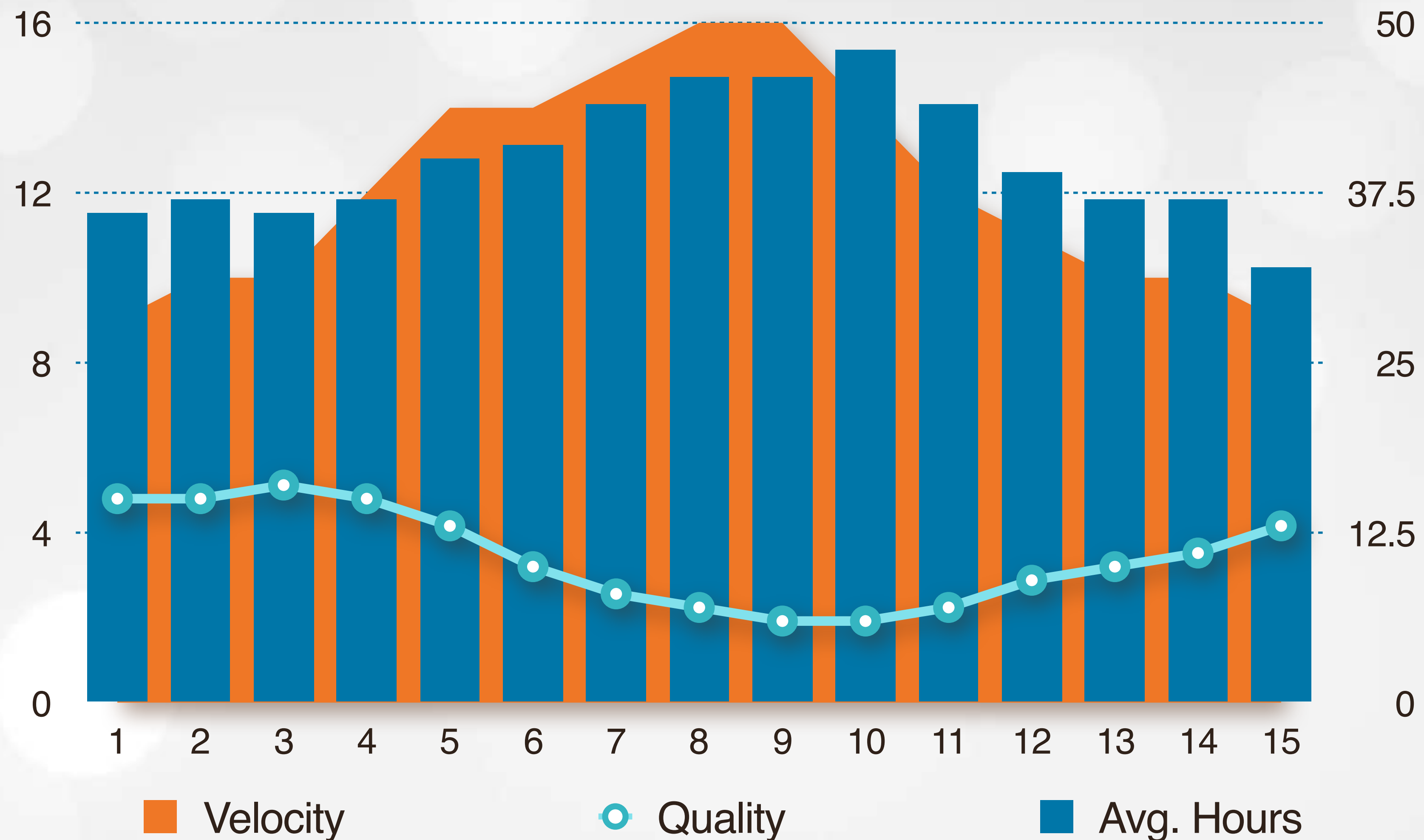
velocity / quality





Measure Many Things

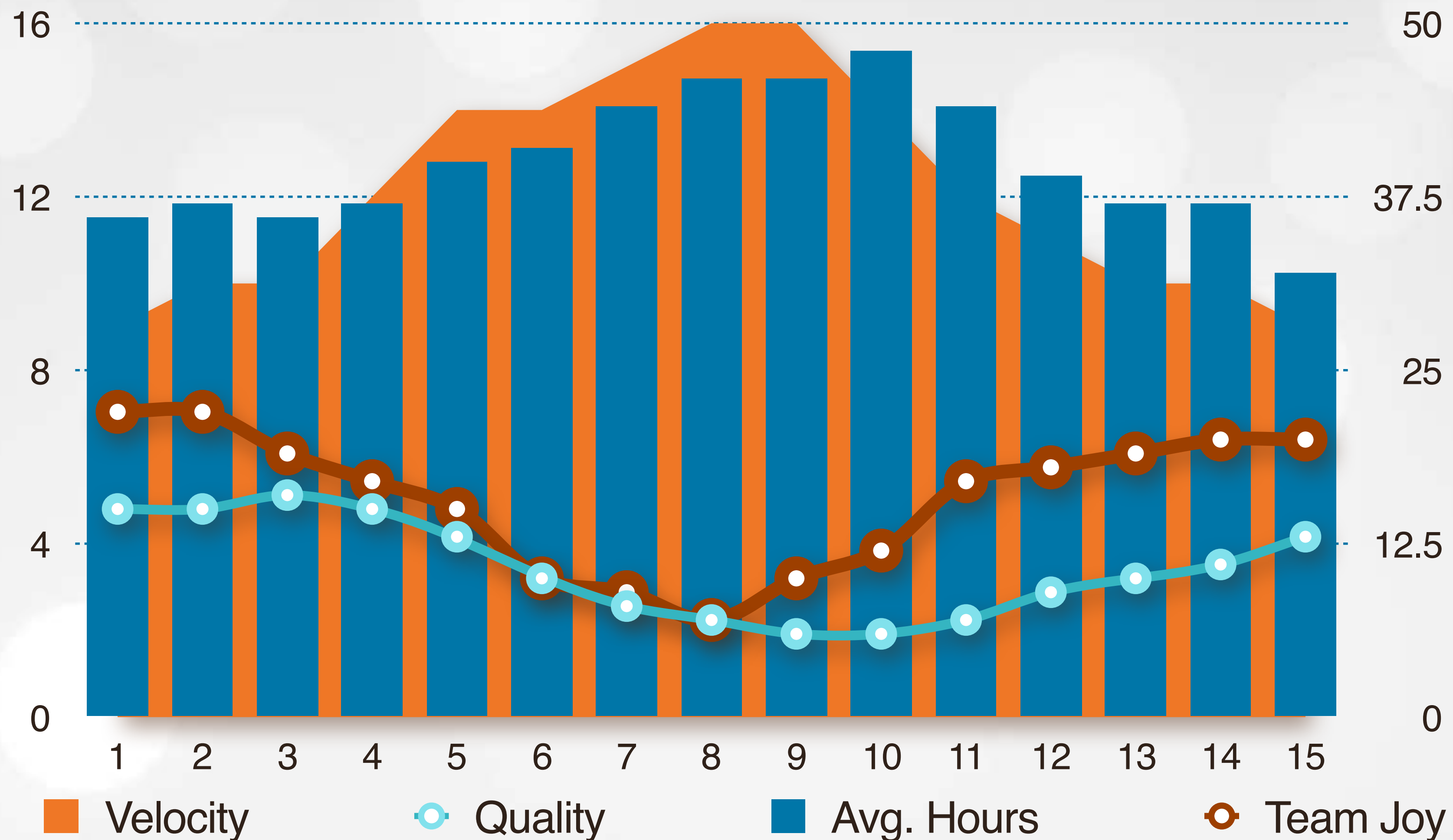
velocity / quality / hours





Measure Many Things

velocity / quality / hours / joy



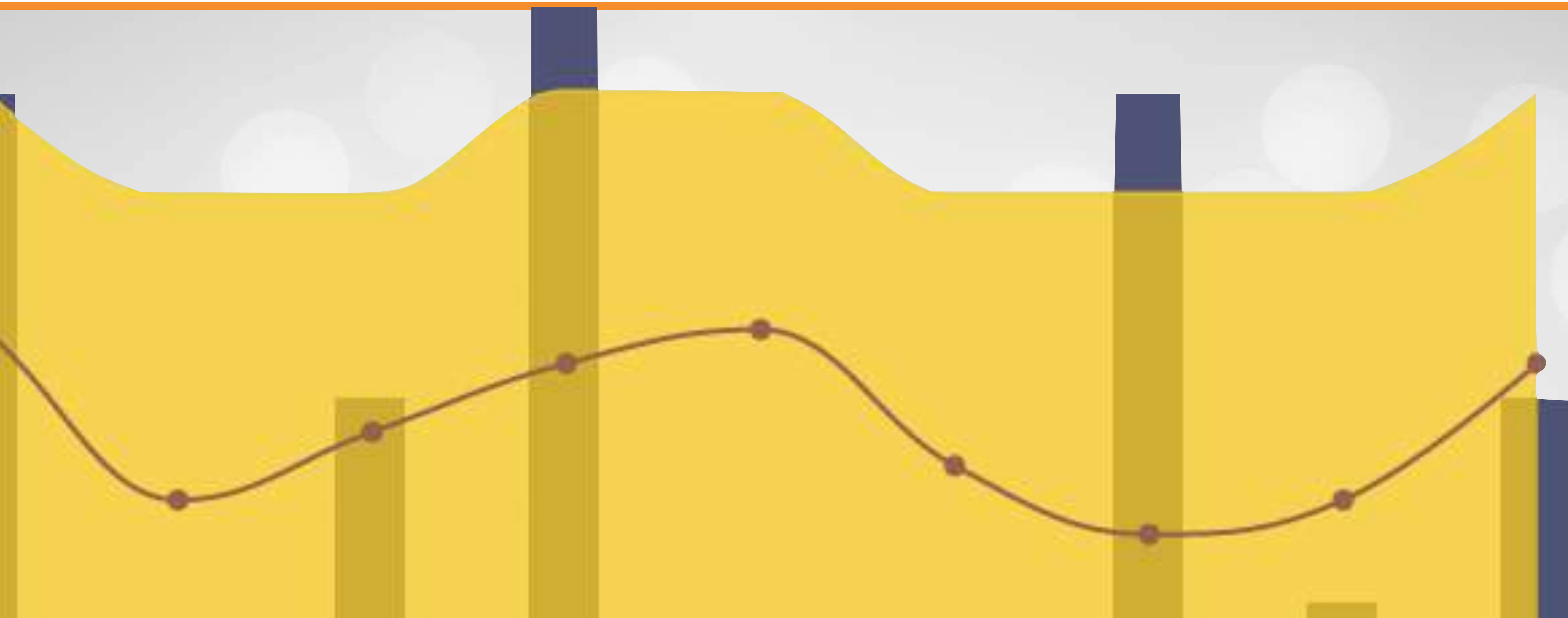
Real World Examples



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Velocity w/ Std. Deviation

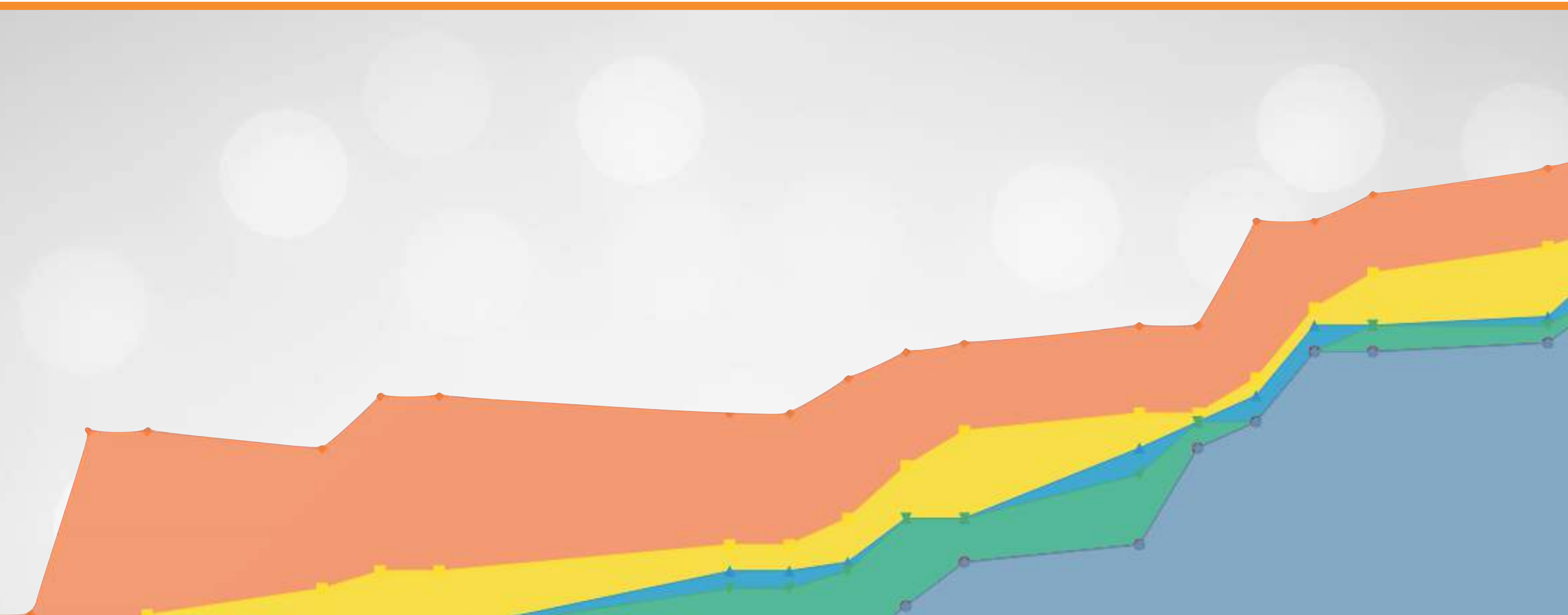


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Burn w/ Std. Deviation



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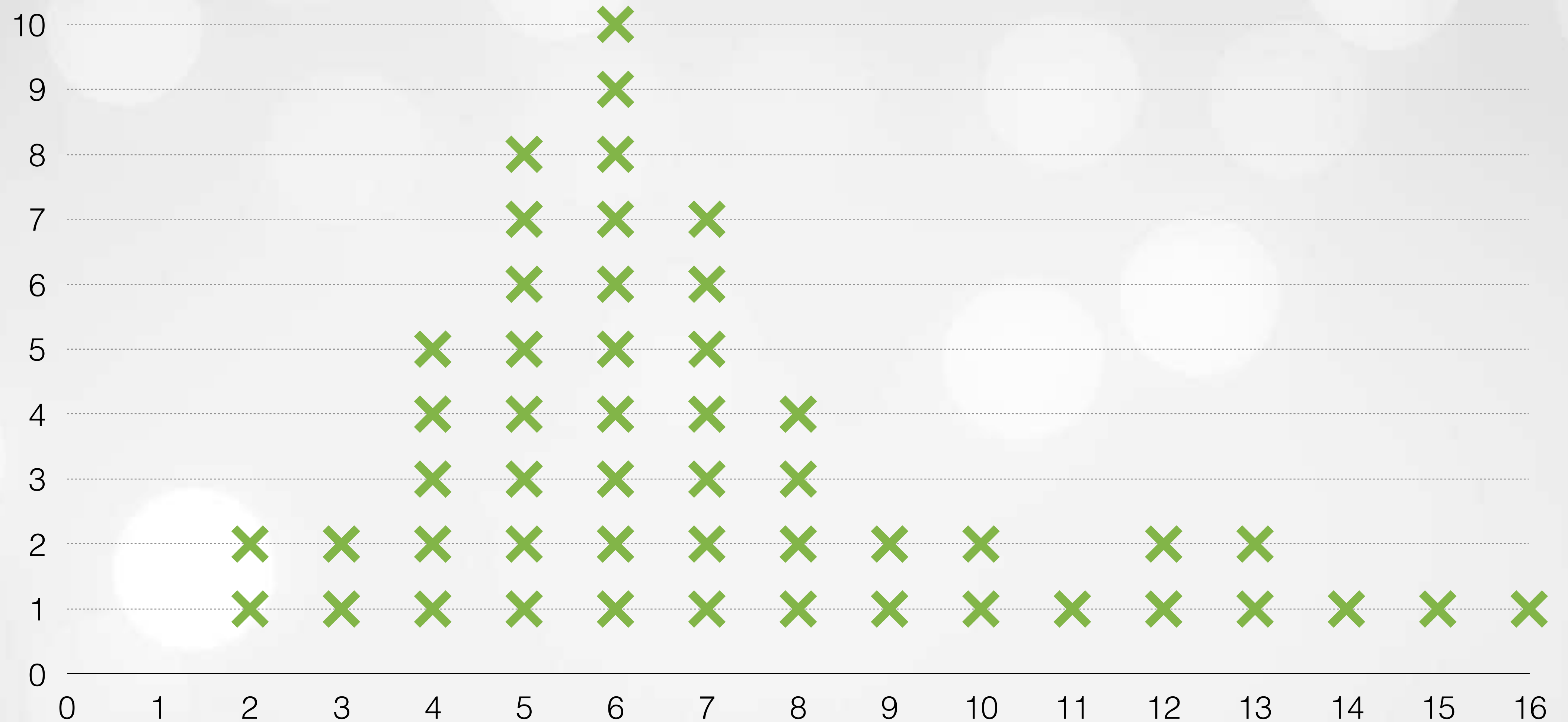
Cumulative Flow

icebox backlog started finished delivered rejected done



Distribution Chart

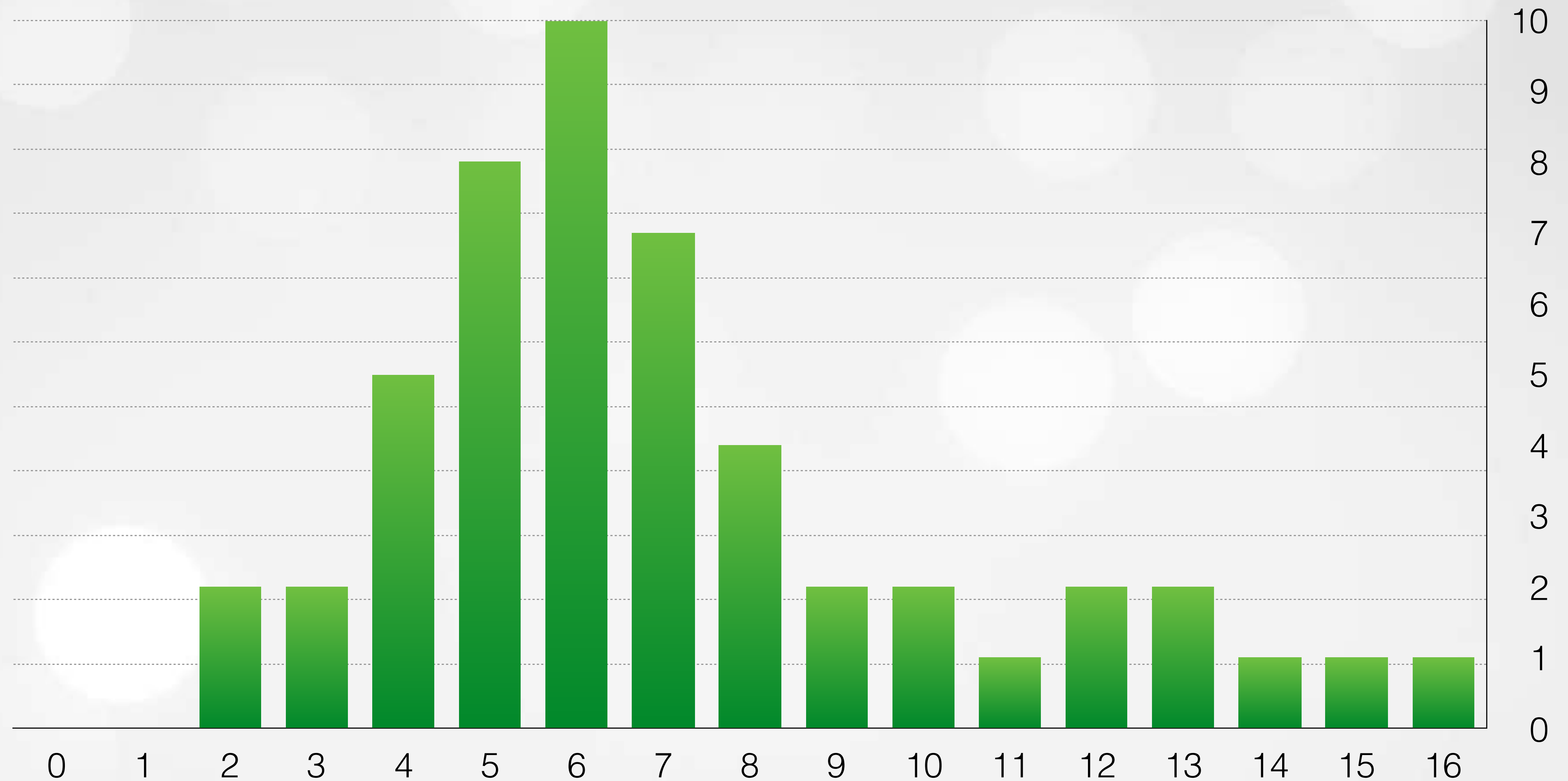
lead times





Distribution Chart

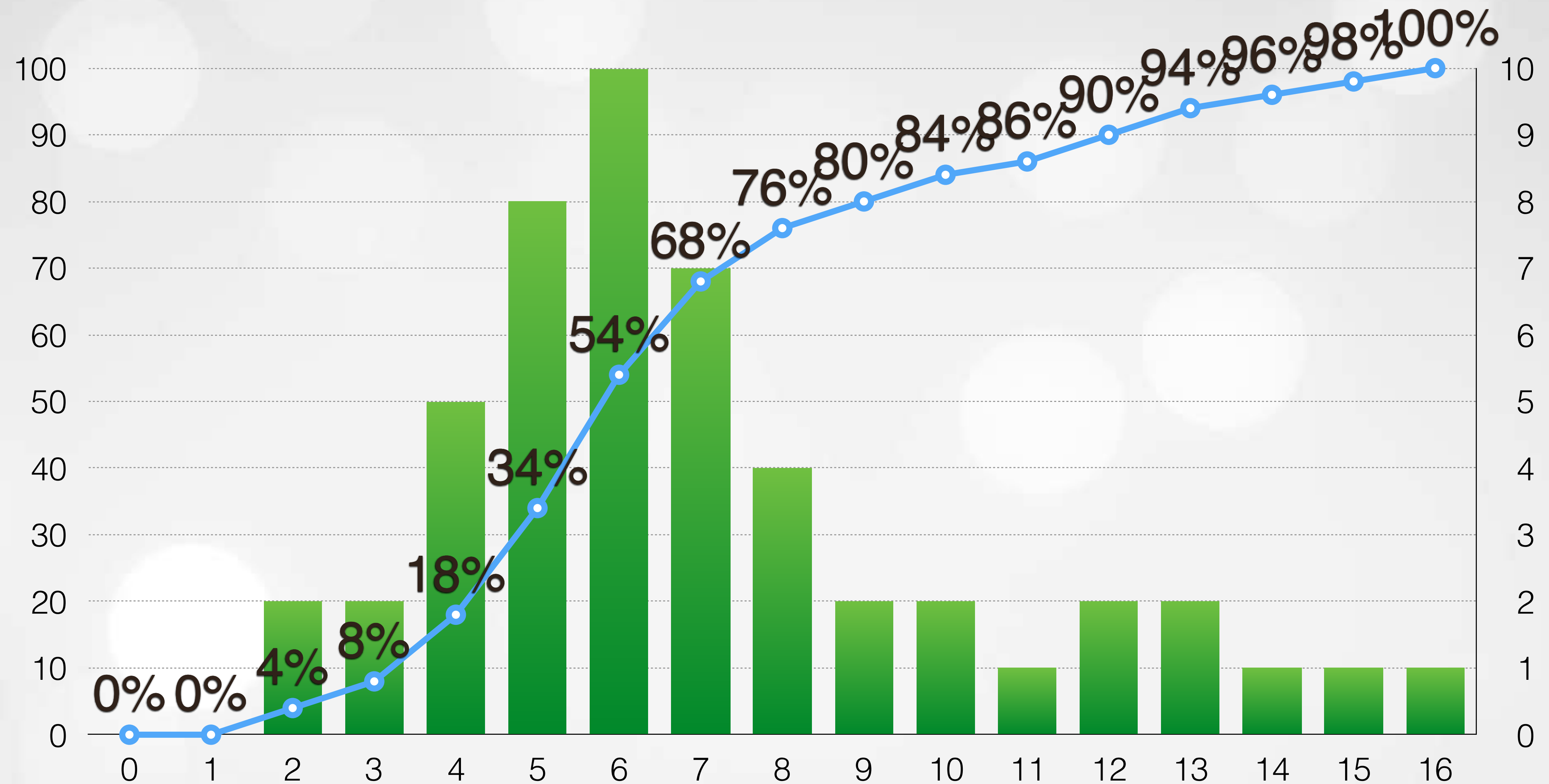
lead times





Distribution Chart

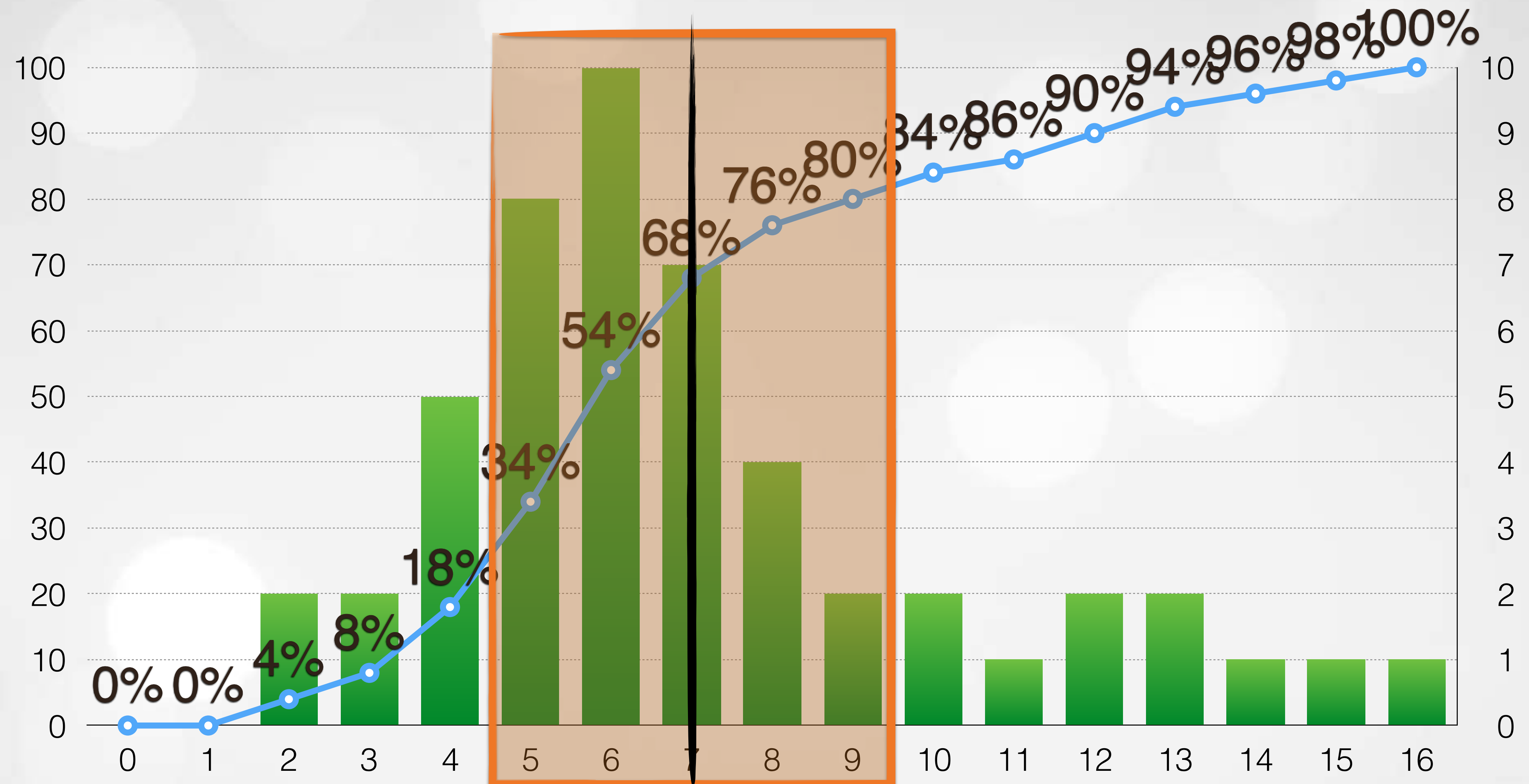
lead times





Distribution Chart

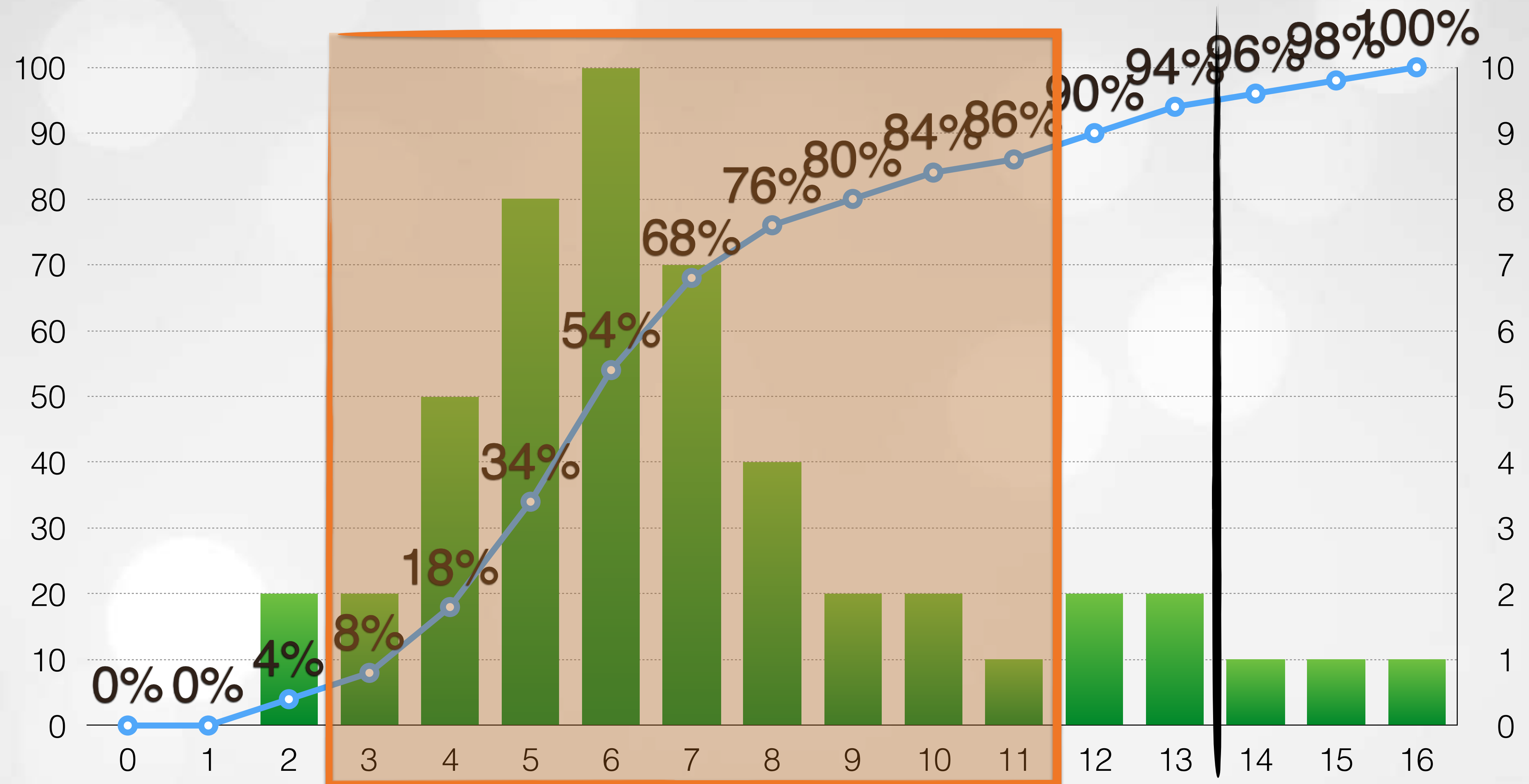
lead times





Distribution Chart

lead times

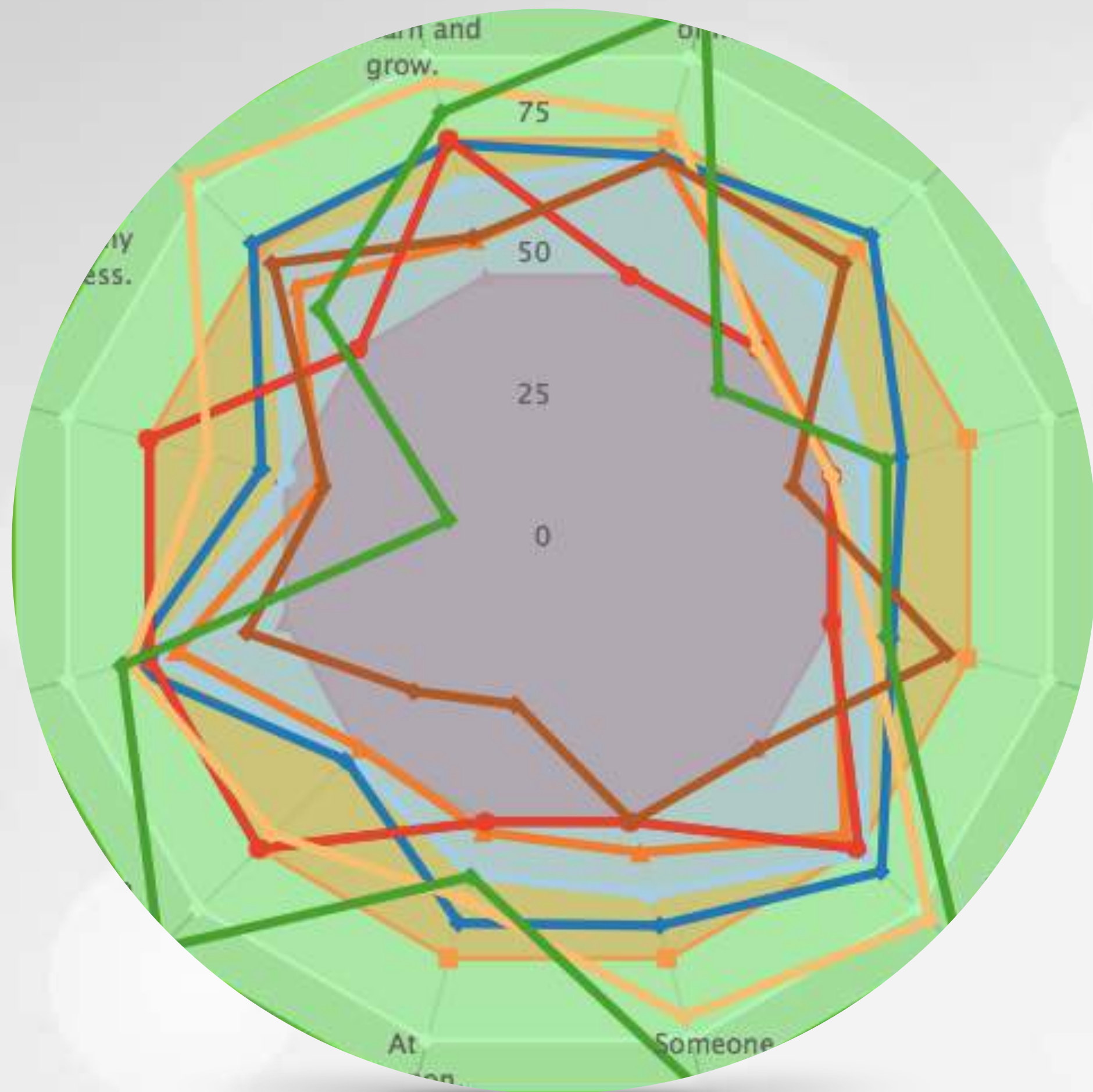




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Team Joy



department joy

One Last Thing



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metrics
are not for managers



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metrics
are for
teams



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What do
you
think?



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For More



Send a blank email to
cto2@SendYourSlides.com
with the subject line:
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thank you!

Agile Metrics
velocity is NOT the goal

