21:03:25 So let me record this session. Okay?

21:03:34 Perfect. I think it should work okay, amazing. So as I just said, we will be recording this session for the Svpn volunteers and all the community, and we will also be posting the link to the recording.

21:03:52 In our website. So you will have access to that. Thank you so much for joining us.

21:03:59 My name is Sarah. I'm not the founder I'm just a volunteer, and along with me I have a Paula, David, and John that will be helping me and assisting me with this session.

21:04:11 I'll explain a little bit about Svp. For those that will.

21:04:17 Don't know who we are so aspm is a nonprofit organization founded to help professionals to learn about agile and a scram fundamentals, and the mission is to create the community of a child thinkers and practitioners to share lessons learned and practices about project management from

21:04:35 the trenches of the newcomers, and hand on experience on through the Sbpm.

21:04:41 A scrum program. So Silicon Valley project management revolves around a block site for technical project management with focus on agile values and methodologies.

21:04:56 So if, for example, you want to gain experience, you can join this a scrum program for volunteers, and then you will be able to be a developer or be a scrum master and eventually be a product owner and gain all that experience that eventually can help you to go from having us

21:05:16 certified course to gain experience and eventually do that jump into the professional role in in that Us.

21:05:25 I will be putting the link to this block site that we have where we were all our volunteer programs work and also where we will be posting.

21:05:34 For example, the request of this session, so you can have a look about all the material that we have and you can also have a look on how you can join us in the future.

21:05:45 This meetup program. And of course this nonprofit organization would not be here.

21:05:50 If it was for the thank of David and Donald which are here with us today, and they are the ones that founded this nonprofit organization, and are the ones that are, you know, constantly sharing their learnings and guiding us through the different teams that we have and the different meetings that we have

21:06:11 and all the different learnings that we go through. So thank you so much for putting this organization together, and also thank you very much for the session of today.

21:06:21 This happens because in ex accepted to voluntarily come here and share his knowledge with us, so he's gonna talk about measuring awesome agility.

21:06:33 And he is is an experience. Global technology leader, trainer, and keynotes speaker who has LED and work with teams and organizations of all sites around the world he visits in Silicon Valley.

21:06:47 I believe today is in New Zealand, but he's very close to David usually, and he works with enterprises, bringing agile programs to large technologies and including companies such as work a day.

21:07:04 And into it he has been responsible for building and driving company wide programs which deliver a consistent and yet high neglectile, agile design and innovative approach to thousands of leaders and team members as they advanced to the next level of agility.

21:07:20 So thank you so much for being us with us over to you.

21:07:27 Of course. Thank you, Sarah. Let me check the share going here.

21:07:36 Alright. Can everybody see that? Okay.

21:07:43 Yes.

21:07:42 Sounds good. Alright! Well, welcome everybody to meetering, awesome agility.

21:07:49 I know this is a pretty global audience. So good morning.

21:07:51 Good afternoon, good evening, regardless of where you are in the world.

21:07:55 We're gonna dive in. And we're gonna talk about this this fun topic of measuring agility, either very popular or very popular with the teams depending on how you look at it.

21:08:05 So, just so you get it hang of enabled you may detect that I have a slight accent, as I'm talking about that, regardless of where you are in the world, and that's because I'm from down under not that one I'm actually from New Zealand

21:08:22 and that's where I'm actually sitting right now.

21:08:23 Early in the morning, here and down in New Zealand.

21:08:27 We are known as Kiwis, and so you know, the people of New Zealand are Keyweez, named after the national Bored of New Zealand.

21:08:36 This is a kiwi little fluffy thing, a bit sad as a national bird, a blind and flightless and somewhat endangered, but still, for those of my friends in the Us.

21:08:47 This is not a keyw in New Zealand this is known as a kiwi fruit, so just be careful when you order something at the breakfast buffet.

21:08:57 So I actually started my career as a software developer down in New Zealand and over the course of my career something went a little bit.

21:09:06 Thankky, and I found myself in management managing teams, and then along that journey.

21:09:12 Somewhere I became a leader, and now I'm leading teams.

21:09:15 I'm leading organizations in various locations.

21:09:19 And then, later on, I realized that it was not more than that.

21:09:23 It was about enabling teams and enabling organizations. We're gonna talk a little bit about that today and some of the lessons learned, and I think, as Sarah mentioned their last couple of gigs up in the full time leading the agility program creating that for into it

21:09:40 and then for workday. And now I'm you know, offering and providing agility, transformation, acceleration services and offerings under that agilities in banner that you see behind me.

21:09:53 So let's dive in and sort of take some of my learnings and try and impart them to you.

21:09:59 So it's today, we're gonna talk about 3 things.

21:10:02 We're gonna talk about making sure that we are focusing on the right thing.

21:10:06 And you know, building everything in terms of metrics onto that.

21:10:10 Secondly, we're gonna talk about that that thorny topic of missrix measurements out how to bring that to life, how to perhaps not bring that to.

21:10:18 And then the third thing, we're gonna dive a little bit deeper into something that's really, really important is, how do you bring that movement into your, you know, user position, customer obsession conversation, and then we'll sort of back out and offer you something at the end here and do some

21:10:35 so, let's dive in and talk about the right focus and here we're talking about agility, not agile. Alright.

21:10:44 So focusing on agility outcomes not necessarily the agile.

21:10:48 So what do I mean by that? When when I talk about these? At this idea of agility outcomes, I'm describing the actions that this sort of team in a perfect world would exhibit, I'm sure you've all worked on teams.

21:11:01 But have, you know you felt, have been really Rockin, you know.

21:11:05 Let's, you know, keep doing that. Well, we wanna try and capsule that into a set of outcomes.

21:11:10 And I'm gonna identify 7 outcomes. These aren't necessarily the perfect set of outcomes.

21:11:16 So we'll actually have you think about as I'm going through these.

21:11:20 What are the outcomes that you value or your organization values, that you might put differently here, feel free to drop those in the chat as we're going through this.

21:11:28 So in a perfect world, this high performing, perfect world team is going to be first and foremost exhilarated.

21:11:36 So this means that the team is, you know, having maximum fun.

21:11:42 They're super energized. They love working with each other companies love to describe these as having the best, doing the best work of their lives, and I would even go even further and say they're having the best time of their lives right in that sort of super high performance state some of these teams.

21:11:56 Even approach and use language in family, like terms, right? So this is a really highly energized love working together team.

21:12:04 The next outcome is robust, you know, extremely robust quality quality is the price of entry, and when we're talking about quality, we're not, we're not talking about just those functional defects.

21:12:16 We're also talking about things like accessibility, design quality, technical quality, technical management.

21:12:24 That sort of thing as well as you know. I'd also love a really important one in here, which is security, heavy bulletproof security right?

21:12:31 So you know, high performance teams have this very, very robust quality.

21:12:35 Next. They are moving extremely fast. So the next document speed and not just, you know, going fast, but leading speed.

21:12:43 This means that you know not. Only are you going very, very fast, you're going much faster than the competition, right to the point that you know you're so fast compared to other teams or other organizations that you appear as if magic so imagine you know those companies maybe a few years ago, maybe

21:13:01 now that deliver their product, you know, once every year, right?

21:13:06 And they look at companies that are deploying to production 100 times a day as if magic right?

21:13:11 So this idea that you can take from ideation into getting customers feedback, and it feels like a blur right like this is what we're talking about when we think of leading speed.

21:13:22 Next, one is trusted dependability, and this means that you know that your team is essentially highly predictable, and you're able to essentially make these forecasts and commitments to other teams, to customers, to users.

21:13:37 And they can take that to the bank. And you do that, you know, consistently deliververy time.

21:13:41 So in that picture you are. Your team is actually the cube at the bottom, right when you deliver, and you are able to meet your commitments.

21:13:50 Other teams that rely on your customers that rely on you are able to do their thing as well.

21:13:55 Alright, so highly predictable teams. Next one is all about innovation.

21:14:02 Now, when we use this word innovation and a lot of organizations, people start to think about all the 20% innovation time or the heckathon or the you know that special session that we go off and we think of ideas and yes, it includes that

21:14:17 stuff. But actually, when we think of innovation, what we want to do is bring that into the complete mindset of the team and so they're always in an innovation mode.

21:14:24 And they're dealing with the sort of like this mindset of micro experimentation all the way up to and including things like Heckathon's and innovation days and big game-changing ideas.

21:14:37 But the team is always in a sort of think, like a scientist.

21:14:40 Innovation mode. Okay, that hopefully leads us to an outcome which we really want, which is delighted.

21:14:47 Users, or a delighted customers. So these are the users are so enamored with what we're delivering that they're out there telling their friends about it right?

21:14:59 Think of those products that that you've recommended to a friend that's kind of where we want our users to be, regardless of what you know, what we do.

21:15:08 Now, a couple of things I want to call out here is I'm using this term user and customer somewhat interchangeably right.

21:15:12 And I'll continue to do that. Probably throughout the session.

21:15:15 But if you are a sort of B to C Company, and you sell direct to consumer sort of thing, then your user and customer may be interchangeable.

21:15:24 But if you're A. B to B Company, you know your customer may be a company, and the user is the user of the product within the company.

21:15:33 So just say be aware of that. I've had from a variety of teams in the entire enterprise that this doesn't really apply to us because we don't deal with the users. We don't deal with the customers, and I'm gonna basically say

21:15:48 not really true. Like every team, has uses all their output, and you know, not really true, like every team, has uses all the output, and you know whether you're a finance team in Hr team.

21:15:58 A marketing team and or product team. Everybody hey, can think of this concept of their of their users.

21:16:03 Alright! It's one more, and that is this idea of enduring sustainability.

21:16:10 Right? What we want is to make sure that all of those other outcomes are operating at the highest level, and we can continue to operate at the highest level of all those other outcomes indefinitely, and without strain or stress right so we don't want to be on this

21:16:24 roller coaster of oh, now, now our quality is good, now it's bad. Now we're happy.

21:16:29 Now we're not. Now we're going fast. Now. We're not right.

21:16:32 So we want to kind of get it up there, keep it up there, and if we do drop off, that being able to sort of, you know, bounce back in a resilient way to those high levels right?

21:16:41 So this idea of sustainability. Okay, he said, is something with this Powerpoint.

21:16:48 Okay, so this is this sort of the holistic picture of the outcomes that you know, I like.

21:16:55 But again, this may not be the ones that match your organization.

21:16:59 We'll talk a little bit more about that, and how and also a little exercise that you can do.

21:17:04 Perhaps after the class here to, you know. Try and come up with your own outcomes.

21:17:09 Okay, so how does this come to life like, how do we then start to make this come to life?

21:17:15 Well, firstly, we have to think about our vision now.

21:17:20 The hour in that sentence is not referring to the company's vision, I will talk a little bit more about that later.

21:17:28 It's referring to your agility function within your company.

21:17:31 So, for example, and into it we call this the intuit agile functionality and what day we would call that work day agility, the work, the agility team, the work, the agility function.

21:17:41 But maybe you don't have a team for that. Maybe you just have a community of practice.

21:17:45 So maybe you have a center of excellence, or just a few coaches that get together and chat about this stuff regardless of what that is.

21:17:52 That's the vision of that group is what I'm talking about. Here.

21:17:56 All right now. I'll use the agility, then cause it kind of like is that function, but it is sort of like an external function.

21:18:03 You can swap that in later for your function, and it has a vision right?

21:18:09 And that vision is unleashed. A leak performance through innovative edge all, and design thinking, now what we're talking about, there is the end state of agility.

21:18:16 Where do we want to arrive at right? That's our vision.

21:18:19 Okay. And this is not, you know, just talking about you know, at at the team level, right?

21:18:30 So when when I'm using this term agility, I'm using it at every level, every altitude, so it could be.

21:18:37 You know, team, level, agile scale, agile. A true enterprise, agility all the way up, and all the way over every part of an organization.

21:18:45 All right, so that may not be where you're applying it today.

21:18:48 But you know, holistically, that's what we're talking about.

21:18:52 So I have, you know. Teams come to me all the time.

21:18:58 Teams and leaders, usually more leaders than teams, and they say to me, this, my favorite question, which is, Hey, Greg?

21:19:05 Ian, yeah, please come and make my team agile, alright.

21:19:08 And when I say that to me what they're talking about typically is, you know, my team isn't doing scrum.

21:19:15 It's not doing daily standups, retrospectives aren't very good, or you know, whatever it is they're talking about the agility practices that are drawn from scrum or or safe, or you know some of the business Jody Institute stuff that that high level.

21:19:31 And you know my response to them to that question of like, please make me agile, is sort of in the form of sure. Maybe.

21:19:39 But can you rephrase that question without using the word agile?

21:19:42 And when we start diving into that, what they really want is those outcomes right?

21:19:48 Well, my team's not going fast enough. The teams are happy.

21:19:52 We got a big quality program. Right? Great. Let's talk about that right?

21:19:57 Then we'll solve it. And this is what we're gonna talk about today.

21:20:01 And we'll bring matrix into that into this. Okay, this, those outcomes are in support of our agility.

21:20:10 Vision, right in support of whatever we call our agility thing.

21:20:13 We, you know, the Internet agenda or the workday Gill or the insert my company here.

21:20:18 Agility program. And there's something that's not reflected on this picture, which is this whole thing is in support of the values and the vision of the entire organization.

21:20:30 Right? So you know, typically, you know, these agility outcomes are also going to be aligned with the values of the organization.

21:20:38 And if they're not, then you know, that might be a problem.

21:20:39 But typically they are alright. So a nice way to sort of tie this into how this function supports the entire world.

21:20:47 Alright, we're gonna come back to this picture and bring metrics into this picture a little bit later.

21:20:55 But let's right now, sort of pivot in.

21:20:59 Start into that matrix conversation. So, second topic, we'll talk about today is about using matrix.

21:21:06 And how do how do we bring that to life, and how?

21:21:09 Perhaps we shouldn't bring that to life on some of the anti patents that we've seen in the way that's done.

21:21:14 So I thought we'd start off and sort of tell this in a tale of 2 dashboards right?

21:21:21 So I want to imagine a first organization here. And what's happened in this organization is that the perhaps the CEO has, you know, looking at his or her organization has decided that they're going to go and find out what's going on in the industry so they go off and a big listening

21:21:40 tour of other companies that they admire, and then they come back with some information, and the information they come back with is that we are not coming as fast as other companies right for what I heard from this other company is that they deliver user stories every 2 days that's their best practice and they

21:21:59 don't allow things anything more than a week more than 7 days right?

21:22:04 And I think more than that is bad. So what I've done is I've I've had this dashboard created to reflect where we're at all right, and here it is.

21:22:13 Alright! So now imagine that that you'll this manager and pull managers, you know they have to then go in and manage to that expectation right?

21:22:23 So what we see in this first dashboard is, you know, the teams are ranked according to their story cycle time number.

21:22:30 By the way, Story cycle time, if you're not familiar with that matrix, it's how much time the user story spins in progress right?

21:22:36 So, how long will it take us to get it done? And we can see here that there's some nice red, yellow, green flags there, and you know the Ceos of painting this dashboard down to leadership?

21:22:51 Who then hands it down to their, you know, subordinates, and so on, and so forth, until it arrives in the team's inbox there, right?

21:22:57 So this announcement is announced, hey, we're gonna Tune.

21:23:02 Make sure that all of our teams are green, and if the manager of the cheetahs team wouldn't mind staying afterwards to have a one.

21:23:07 Oh, one that'd be great, right? So this is now sitting a somewhat arbitrary top-down valve.

21:23:16 Shultz target to do alright now, unfortunately, any particular team in this thing this may or may not be the right thing to focus on but it's the top priority of the CEO.

21:23:30 Therefore do it. And so they start, you know, making sure that they are not in the red category.

21:23:37 Okay. And I'm gonna tell you a real story.

21:23:40 This is oh, maybe I shouldn't say it's a real story.

21:23:42 This may or may not be a real story that actually happened to me, but I was in an organization that did pretty much exactly this.

21:23:51 The scenario and the, I think, the tiger was like 3 days right.

21:23:55 3 days the scenario and the I think the tiger was like 3 days right 3 days to get these stories done the pronouncement came down, and I was looking at sort of what was happening in the organization, and there was this one team that had a

21:24:06 29 day story, cycle time, and within a 2 week period that 29 days had dropped to 3 days right?

21:24:15 And I'm like, Wow, that's that's amazing that they did that sort of transformation.

21:24:18 Let me go and talk to that manage. So I went to talk to the manager of that team, and he said, You know these these sort of flavor of the month metrics a bit arbitrary, you know, but these right?

21:24:30 So, you know, we just make sure that we're not ingrid when these things come out.

21:24:34 And so what we did in this case is, you know, when when we, you know in a user stories, we break those into tasks and mean, you know, we do that task so what we did is we went into the Jira, tool and we just took the task that we normally break down and we just move them up to

21:24:46 the story level right? And if it's problem solved now, our stories are 3 days right, and we're green, and nobody bothers us anymore.

21:24:56 And I said, Whoa! Congratulations! You are the, you know, failed successfully or successfully failed.

21:25:02 Or maybe you just, you know, successfully succeeded, because, you know, it was indeed arbitrary to that team.

21:25:11 It wasn't important that team that they had a 3 day. It wasn't impacting their customers.

21:25:14 It wasn't impacting anything else. Right? So we see this kind of thing a lot.

21:25:18 And it's used to sort of like, you know, Hone, in.

21:25:21 You know that the weaponization here is like, go in and blame the manager.

21:25:24 Go in and make sure that something is happening, and called them out if it's not, and it doesn't really help right it doesn't really help with anything other than just distracting the organization from what perhaps they should be focusing on okay, so let's compare this to

21:25:42 an alternative. Here's another dashboard! Alright!

21:25:48 Now in this example, you know. What if if you talk to me for any length of time, one of the things I like to say is that data is to be used by the teams?

21:25:59 Not on the teams, and this is, you know, is essentially what we're talking about.

21:26:05 Here we are giving a bunch of data. And we are asking the teams to leverage this data to improve right?

21:26:13 And I'm also about inablement in a bit.

21:26:15 Yeah, right? Couple of things you see different on this one. First of all, they're in alphabetical order could be random order, reverse alphabetical, whatever it doesn't matter what a stack ranking them in terms of the matrix we've lost that red yellow green you know

21:26:30 categorization managers and leaders, you know, have been sort of highly trained to drive out the rid things, and they hone in on that right.

21:26:39 So it will take that away, because that's not really their job to dive in and sort of manage your micrometerage.

21:26:45 These teams. We've also introduced a balanced picture here, right?

21:26:50 So, you know, when I see you, we don't want this roller coaster of, you know.

21:26:54 Quality, is good quality bad. That's usually because with folks so focus on quality, we lost sight to speed, or we lost sight to something else.

21:27:02 And as a result that lost so we're gonna keep this balanced picture.

21:27:07 And what we're really offering our teams in this case is the ability to see other teams right?

21:27:17 So really embracing full transparency here, but making sure that we're not doing that in a non punitive way, right?

21:27:24 So we don't want the teams to look at this data and go.

21:27:27 Oh, we're the worst, or you know we have to, you know.

21:27:31 Do something about that because of that, but they can see this and see.

21:27:34 Oh, well, we can know to who to go to talk to for help.

21:27:40 Right. We'll talk a little bit more about that. Okay?

21:27:41 So one of the biggest challenges with this sort of change is the role of leadership.

21:27:48 All right. So let's talk about this in terms of leisure, and what we want them to do is to move away from this management of the outcomes, or even worse, the outputs and pivot them to enabling the outcomes right now when you are enabling the team it's actually the

21:28:14 team. That is heavily involved in driving this picture. So as a leader, you are going to do things like ensuring the team has a high quality.

21:28:24 You know, team chat, a vision and a mission and success measures.

21:28:28 They know who they're solving for and the key problems they're going after all that stuff you making sure that they haven't access to this kind of data.

21:28:37 And you're asking them, okay, cool. Well, what are you focusing on?

21:28:41 You know? How can I help with that? And then I helped right as a manager.

21:28:48 This, by the way, is not simple. In many organizations, particularly the managers in the middle there are getting a lot of that sort of non agility pressure from above, and their trying to enable their teams.

21:29:01 So it does require sometimes compensations that go all the way up and all the way over, and organization to make this happen. Not easy. But you know you can bring teams in at that that management level start with the sort of mindset I'm enabling the team I'm not managing.

21:29:20 Alright, so cool, maybe we're gonna talk about some specific examples of now how to apply that.

21:29:30 So in a perfect world, you know, we would get. We're delivering all those outcomes at the highest levels right now, if that's you, I'm gonna say, you know, keep doing whatever it is that you're doing awesome.

21:29:40 But most teams are not delivering it. The highest levels of all those outcomes.

21:29:46 And so they operate in a less than perfect world.

21:29:49 So what we're gonna do is now talk about, well, how do we improve?

21:29:53 What would that lead? A ask the team to go off and do?

21:29:57 Well, we're gonna go back to this picture and remember, we're not we're not talking about my, you know program.

21:30:03 Here we're talking about your agility function, your agility program.

21:30:07 What is your vision? What is your outcomes?

21:30:11 And in what are the practices that are available in your organization, or that you might introduce now again, maybe you use scrum, maybe use.

21:30:21 Maybe you mixed the 2, maybe use safe for this or that, or maybe you oops.

21:30:27 Hello!

21:30:29 Okay. Sorry. I raised for a minute. Yeah, the it doesn't matter.

21:30:38 And in fact, I would even say that the practices that support those outcomes can be drawn from outside, traditional, agile, right?

21:30:46 So maybe you have some 6 sigma or Pmi, or you kind of name it, or maybe there's just proprietary proprietary practices that your organization utilizes.

21:30:57 They're all in that practice layer here. Alright!

21:31:01 So just sort of bear that in mind what we talked about.

21:31:02 What's next? So so when that question is asked of me, you know, please make me agile, and I say sure, but you know, rephrase that without using the word agile, and then we have a bit of a conversation, and we realize that what they really want to improve is speed right so we

21:31:21 start with that speed outcome let's say, then, we're gonna pick a mixture.

21:31:26 Can. Yes, we could use the recycle time or epic cycle time or something else.

21:31:30 I'm gonna say that that's probably not the ultimate best metric to use.

21:31:34 But it's not a bad place to start you know, metrics that we might like better, and we'll talk a little bit more about later will be things like time to first customer feedback right?

21:31:44 Like that would be perhaps a more interesting speed metric at a more mature level. Right?

21:31:49 But let's say we start with cycle time as we've visited that as a low hanging fruit.

21:31:55 The next thing we're going to do then is talk about what's down in that practice layer that we can deploy to help with our outcome and impact our outcome matrix okay?

21:32:06 And, by the way, they could be more metrics than just the one.

21:32:10 But in this case we're just one for an example.

21:32:14 So what are those supporting practices? So we're gonna go into a library of supporting practices and find the best practices that support speed, or that we think will help with speed.

21:32:22 And I'm gonna pick 3 here. Just says, for example, here.

21:32:26 So the first one is, we're gonna implement storage, flight crews or edge off flight cruise.

21:32:31 And this is where you essentially don't you know, assign the story to one person?

21:32:35 You would basically grab the the developer, the designer, and the Qa.

21:32:39 And then you put them on an edge. All flight crew, and together they jointly are responsible for delivering the story.

21:32:45 But to the point that they would even actually help each other do each other's jobs so that the story can get done right.

21:32:50 This sort of prevents handoffs, delay, you know all that your independence stuff that delays a story from getting done right should improve the speed next one. Small user stories.

21:33:03 If you're familiar with the invest criteria of you know what's what's a high quality user story.

21:33:09 The S is referring to small. So these these stories would be a extra small and small if we use T-shirt Sizing, or perhaps our one or 2 point stories, and not our 3 5 8, you know, 15 point stories, and you know this would also Theoretically, help because small stories.

21:33:27 Will get done faster right? Third one we might deploy is a concept of story. Huddle.

21:33:32 So story handle is simply, you know, before we move the story from the To do column into in progress, we have a cycle time fox starts.

21:33:39 We have a little meeting called A Story Huddle. We check the dependencies.

21:33:43 Are there any blockers? Is everybody available? You know? Make sure that we're all good to go before we move into in progress.

21:33:49 Right, and that will also prevent delays and stories getting blocked, and all that kind of stuff, so that shouldn't impact our story cycle time.

21:33:55 Okay, so let's say, we use these 3, or we're gonna attempt to use these 3 practices.

21:34:02 Then we would start looking at the practice metrics. Alright!

21:34:08 So for practice matrix, we might again start with the let's call it the sort of the low maturity level are we simply doing it?

21:34:15 So are we having, you know what percentage of our stories head flight, cruise, any flight crew, what percentage of our stories with the small sizes, what percentage of our stories had a huddle right now, later on, as those you know mature let's say, we'll start to

21:34:32 pivot away from just the are we doing it to?

21:34:34 Perhaps. Are we doing it well, right? So we look at the quality of the hull, or the quality of the flex crew.

21:34:41 Okay. Alright. So this, this is what we call a metric hierarchy that is outcome, focused, aligned with practices.

21:34:48 And we've got the metrics there right. But how do we build something like this into our agile rhythm?

21:34:55 Right. What we're gonna do is talk about this loop.

21:34:59 Alright! Now the loop starts with a practice that I believe is probably one of the most powerful practices out there, right when we do training.

21:35:10 You know we offer essentially a toolkit of agility, practices and when people ask me at the end of the class, like, Yeah, this is like, there's hundreds of these things.

21:35:18 Where do I start I say. Well, if you don't know where to start, start with this one, and that is conduct effective, retrospectives right now in effective retrospective is not oh, we've only got 10 min left in the meeting.

21:35:31 Quick! Let's do the retro. What went? Well, what didn't go so well, right.

21:35:34 Invest time in these, and you know, as you'll see, bring data into them.

21:35:38 And have rich conversations, and out of that identify critical things that you're going to go after.

21:35:44 Now coming out of a effective retrospective, you can now start to align the problem that you have with one of those outcomes let's pick a silly example.

21:35:54 If if the entire team is complaining about snacks in the break room, then the the problem that that's impacting through the outcome that that's impacting would be exhilarated.

21:36:06 Teams, right? They are unhappy because they don't have good snacks.

21:36:08 Okay, so we example, once you've got that, you are going to pick the metric and you're going to identify where we are today.

21:36:17 Right. So we're gonna like speed. We're going to pick cycle time where we are today.

21:36:23 Going to the tool, we find out it's 29 days right?

21:36:26 Then you are gonna go into your library of practices that impact speed or impact that metric.

21:36:34 And you're going to find the ones, the one or the ones don't go crazy, you know, if you've got 1, 2, or 3, maybe that's good.

21:36:42 4, 5, and plus you probably don't. Too many, and again, you're you're gonna build that hierarchy.

21:36:49 So these 2 things represented hierarchy driven from your retrospective.

21:36:52 Next thing you're gonna do is find out who can help you and this is where that that enabled fully transparent dashboard comes into play right?

21:37:02 The teams that have access to that kind of data, can, you know, bring up the dashboard, scan down like who's got great cycle time right?

21:37:09 I'm gonna go talk to them now, if you don't have that dashboard and many organizations do not, then you're gonna fall back to the sort of the manual process which is, you know, go find out, go talk to people go to your you know, agility, program.

21:37:23 Meeting, community of practice, and just ask who's doing a really good job at speed or who's doing a great job at this practice?

21:37:31 But either way, you're gonna try and find resources that can help you.

21:37:36 And some of those resources are gonna be inside. Some might be outside.

21:37:39 Some might just be, okay, then you're gonna focus on those practices as a team.

21:37:45 So you're gonna go. And you know, perhaps develop skills around those practices.

21:37:53 So there's a nice acronym that we've used in the past, which is right.

21:37:58 If you want to develop a skill. What means, you know, watch, attend, read, participate, right.

21:38:03 So watch a video on Youtube, attend the class reads, read an article reading into a resource, or a blog, or something, or practice and participate, is really referring to this idea that you could just go to another team and observe them do their story huddles or you know see what they're doing

21:38:23 or get a coach, or, you know, get some other support.

21:38:26 But either way, you're gonna focus on that, you're gonna try that.

21:38:29 And you're gonna implement that practice and try and improve it.

21:38:32 Okay. As you're doing that, you're gonna collect the data right?

21:38:35 So there's no point I didn't know any matrix.

21:38:38 If you don't give a collect the information and collect the data, make it transparent and discuss it regularly and by regularly.

21:38:46 I don't mean, like at the retrospective.

21:38:48 It could be more often than that. Right? So I remember one of my teams of years ago was focused on a quality in particular technical quality and managing technical debt, and so they chose the metric of test code coverage which was sort of a technical metric I

21:39:05 won't go into if you don't, if you're not familiar with it.

21:39:07 But suffice it to say, that every day in the daily stand up they would finish the daily stand up by bringing up the matrix and just talking about what happened since yesterday, and are we on track? And are we improving?

21:39:18 Or are we going down? And so they kept at a top of mind top of the conversation every day, right?

21:39:25 So it could be as much as that. Once you've once you've done that right, you're eventually gonna come back to your retrospective.

21:39:31 Maybe that's a sprint retrospective or a different retrospective.

21:39:34 But perhaps you know, 2 weeks later you are gonna conduct that retrospective again, and this time you're gonna bring data into that.

21:39:44 So you're having both a qualitative and quantitative conversation focused on the particular outcome that you are focusing on.

21:39:51 So if you're familiar with retrospectives, you know, we like to talk about action items that come out of retrospectives.

21:39:57 This is essentially a more structured way to run an action item focused on a metric and focused on specific practices.

21:40:06 Okay, so you can think of it like a grand retrospective, alright.

21:40:13 Now I I just told you. You know some of the matrix that I liked, and around speed and showed you the story cycle time one.

21:40:23 And if you now sort of pencils poise ready for like. Okay, Ian, great.

21:40:28 Now tell me the correct matrix. Or the correct outcomes to handle all the stuff and the correct practices.

21:40:35 Then, you know, I had to break it to you, that it's kind of like.

21:40:38 Ask me, what's the best color to paint your house?

21:40:40 It really depends on you and your team and your organization.

21:40:45 As, to what practices are available, what metrics, the the organization aligns with that makes sense in any scenarios.

21:40:55 Now, having said that, I will offer you something right.

21:41:00 I'm I'm gonna give you a link at the end of this session today.

21:41:03 To download this document. That is a bunch of metrics and practices that support those outcomes that we like.

21:41:12 But you know that's a starting point. That's not your end point.

21:41:15 Feel free to, you know. Copy those and implement them, but I would highly suggest that you take a look at your organization.

21:41:22 Your outcomes, and, in fact, in there there are 3 worksheets, one of which is, you know, talking about your outcomes, and one of them is is the matrix hierarchy.

21:41:33 Okay. So we'll come back and sort of wrap up with this document and I'll remind you about that at the end.

21:41:40 Okay, so matrix teams agility. Let's now pivot to our final topic here and dive into something that's critically important.

21:41:52 And this is about bringing measurements to life and kid around user obsession.

21:41:56 Alright. And ultimately, that's sort of highly correlated.

21:42:00 With that user, delight outcome. But I can't help in other ways as well.

21:42:05 So if your users are highly delighted, right? If they are raving fans of what you're doing, congratulations! Well done!

21:42:15 Keep doing what you're doing, but you know that's not always the case.

21:42:19 Our users can be less than satisfied. Shall we say?

21:42:23 Or maybe even worse, maybe we don't know what they are like.

21:42:29 Alright. So how do we start thinking about this? And how do we bring measurement into this conversation?

21:42:35 Well, first of all, we are gonna start with vision again right?

21:42:40 But this time we're not talking about the vision of agility we're talking about the customer vision.

21:42:45 And this is often when people think about a company's vision statement, they think of this rather than you know.

21:42:52 Agility, vision, obviously right? So rather than tell you what you know, mine is because it's actually the same as the other one.

21:43:01 I picked a vision statement from a famous company right?

21:43:05 So to be earth's most customer centric company, where customers can find and discover anything they might want to buy online.

21:43:12 Great user obsessed vision statement at the highest level.

21:43:18 Right. So don't forget that all these things that I'm talking about here have and can be applied at multiple altitudes.

21:43:24 So yes, the company can have a vision. Our business unit can have a derived vision of that vision out group can have a division of that vision.

21:43:33 Even our scrum team can have its own vision. Even our scrum team can have its own vision. So you don't have to do that.

21:43:37 But quite often it can be useful to sort of derive your vision somewhere down. But let's start with this at the company level.

21:43:46 We've now answered the question hopefully. You know, do we need to create or update a user upstream make sure it's user obsessed, and make sure that that vision is describing the end state right?

21:44:00 We'll talk about the difference between vision and mission in the second year.

21:44:04 But this is the end state that we want. To arrive at with the user in mind, right?

21:44:09 Once we've done that, we need to actually talk about.

21:44:13 Well, who is the user? Right? The user in our user of says vision may not be anybody in the world.

21:44:20 Nameless, faceless, whatever it may be, a specific subset of people.

21:44:26 In fact, if it's a specific subset of people, with target audience that we're going after here.

21:44:31 Alright, and in this case we are going to introduce this idea of a persona or the new language around this, in the design, thinking world is user type.

21:44:43 All right. So we want to identify in this Messia, which are the Us.

21:44:48 Types or personas that we're gonna go after.

21:44:51 And that persona is going to rouse our audience. Our group of audiences that we are going to go after all, right now, I'm not.

21:44:59 We don't have time today to go into. You know how to do and how to develop a user person, not really the focus of what we're talking about today.

21:45:07 Suffice it to say that if if you want to start looking at the sort of stuff I highly encourage you to look at things like empathy maps as as a technique to try and understand your users and start to formulate these personas or user types, okay, but let's jump ahead, and

21:45:21 say oh, let's say we did that, and we've come up with this persona we're gonna use this persona of Hannah, the busy doctor right now.

21:45:30 Hannah is our target audience here, and she is a medical professional.

21:45:35 All right, and that's maybe important, because we sell medical supplies.

21:45:40 Okay, cool. Right check that box. She shop online 2 to 3 times per week. Right?

21:45:46 So we're talking about a heavy online user. This might be important to us, maybe because we don't have a brick and mortar store right?

21:45:54 We are essentially an online vendor. And we're also gonna say that our head is, you know, busy parents with small children.

21:46:03 And this might be important, because our particular team in the company focuses on I don't know pediatric medical supplies right?

21:46:12 You know, medical supplies for kids, and we want to, you know, find people that are appearance.

21:46:17 For that reason, so we've now got a sense of who our target audience is, and we can have multiple personas or multiple user types.

21:46:27 But you know we've got at least one. Yeah, we use this as our example.

21:46:31 So once we know who we're targeting, we can then move on to identifying what their problems are.

21:46:39 And now we're going to introduce this idea of the user obsessed and data informed problem statement.

21:46:46 Now once again, we don't have time to go into.

21:46:50 You know how we might take away the mask from the thing, but I don't involves a lot of, you know, deep customer.

21:46:57 Input and some of that qualitative and quantitative research in order to identify.

21:47:04 You know what these, these problem statements are. You are going to generate many, many problem statements and again, we're not going to talk about this idea.

21:47:10 Of of how we narrow on those, but suffice it to say that we are going to generate many problems.

21:47:15 Statements, for many personas, and we are going to narrow on the most important one.

21:47:21 Okay, this is the format of a problem statement. It starts off with clearly identifying the user or the or the user type.

21:47:30 So I am a persona or user type. I'm trying to achieve a desired role.

21:47:36 And again, this sort of new language in the design, thinking world about this job to be done, or jobs to be done.

21:47:42 So they're trying to get this particular thing done and get a result out of that.

21:47:46 But there wouldn't be a problem statement unless there was a but there is an impediment that is preventing them from doing that right.

21:47:55 Something is stopping them from achieving that result. And when we start asking why?

21:48:00 And why is that? And why is that? Why is that we will eventually arrive at the root cause?

21:48:03 Right? Because there is a root cause. Right? Then we are trying to sort of understand the emotion there which makes me feel an emotion.

21:48:17 Now, when we look at these 2 pictures and we say, Okay, well, we've, you know, done it.

21:48:22 Interviews with with the customers, and this customers, incredibly annoyed, and this one is a slightly annoyed, which one would we go after first, you know?

21:48:32 Maybe we would go after that one that's like super annoyed.

21:48:36 But if there's any one of those, and there's a you know 100,000 of the other ones, you know, we're gonna make a decision.

21:48:43 But at least we understand the strength of this problem of to help us understand whether this is the right problem to go after.

21:48:52 Okay, so this is a user obsessed problem statement, what's missing from it is the data informed.

21:48:59 Bit alright. So what we're also gonna do in this problem statement is bring in the metric or the measurement.

21:49:07 Okay, and we're going to add on to this. Our success can be measured by our success.

21:49:13 Metric, alright, and we also wanna know what the baseline of that is.

21:49:17 So where are we starting in this case? Okay, with the current value? Is this value?

21:49:22 So if we applied this in our hander example, I am a Ana, the busy doctor, right?

21:49:32 I am one of those besideers I'm trying to find a product I love on the website.

21:49:38 But right, what's stopping you from doing that?

21:49:41 Well I can't really tell if I like the products.

21:49:45 Okay, why is that? Well, the picture is not very good. And why is that?

21:49:50 And why is that? Why is that? Well, ultimately we arrived, perhaps a root cause which is the pictures?

21:49:55 Are not very detailed right, and that's causing me to feel disengaged from this.

21:50:02 This pitches. Okay, okay, cool. How do we know that we are successful here?

21:50:09 Well when Hannah puts an item into the shopping cart, that's the measurement that we want to use.

21:50:15 Alright. And when we look in our data, and we can see how often our headers are putting items in the shopping cap, we can see that that's only occurring once every 5 visits right?

21:50:25 That they put an item into the shopping cart.

21:50:28 So we have now articulated, we know who the user is.

21:50:33 We know what the problem they have. We know what's causing that problem, or one of the reasons that wasn't that problem.

21:50:40 And we know what the metric is that we're gonna know to monitor that.

21:50:44 So as we start to deploy solutions, we're gonna come back to this and compete it to this. Okay?

21:50:52 Okay, so are we focused on the most important problem. So again, we can have many recurses, many impediments for that.

21:51:00 For that one, you know, design, result. And you're going to generate lots and lots of ideas.

21:51:05 There's techniques that we're not going to talk about today to do that.

21:51:07 And then you're going to narrow in on the most important problem again, techniques to do that.

21:51:12 When I talk about today, but suffice it to say we've arrived at this first problem.

21:51:16 Most important problem that we're going to go after then we have to flip it on.

21:51:19 It's head and say, Okay, cool. We've got this problem statement.

21:51:23 What's the opposite of that? What would it look like in an ideal, perfect world?

21:51:27 When we solve that? And how might we write that down? Well, in a very simple way, in Andide?

21:51:33 Al, world a persona or user type that's same one from the problem statement can now do the opposite of what they were trying to do.

21:51:43 Now they can do it, and more than that, they can do it in a near perfect, aspirational state.

21:51:50 Right. So what we're not saying is just barely, you know.

21:51:53 Get over the bar, we're saying, sit the bar really, really high, and you know we may never be able to get over that.

21:51:58 Bar. But if the higher we sit at the more that we're going to be able to leave that okay, same thing, then we're gonna talk about the measurement.

21:52:09 And pretty simple right now we are not just successful, wildly successful, because the bars really high when that same metric from our problem statement is approaching this aspirational value, so high that it's almost out of reach right?

21:52:24 If you sit these things too low, and you nail it every time, then you know good good for you.

21:52:30 You check the box, but actually, we almost don't want to get to that measurement, because if we did, we should see that higher.

21:52:37 Basically okay, so really, high. So if we applied this to our Henrier example, we would say in an ideal world, that same persona Hendy, the pen and the busy doctor can now find multiple products, she loves every time she visits all right so you know, a far cry from that

21:52:57 once every 5 visits we're wildly successful when that same metric, which is, you know, the add to capture visit approaches our aspirational value, which is 3 items in the cat.

21:53:10 Every visit. And she's shopping online 2 to 3 times a week.

21:53:14 Alright. So you know, folks might think that's that's a crazy number.

21:53:19 We might never get to that cool right? Maybe we don't.

21:53:22 But we want to sit at high now. There was another word that can be inserted within these problem statements, and within these ideal state statements, and that word is end right.

21:53:33 You can say, Hey, we are wildl successful. Win this purchase, this end, and I'll show you an example that you can say this persona in this persona, this impediment and the impediment this and this records etc.

21:53:48 But I would caution you on that word right, if you have more than one end, you're probably doing it wrong, and you're gonna get confused as to what you're actually solving for.

21:53:57 So the way the end. But it can be used in this case.

21:54:01 Let's say we're going to add another end.

21:54:04 And in this case we're yes. We care that the items are only but what do we care about more?

21:54:09 We care about the fact that those those items and pictures.

21:54:12 So we're gonna add a checkout right? And that approaches 100%. Okay.

21:54:17 So those are the matrix that we one. And, by the way, if if we put it here, we'd also put it in the problem statement, okay, okay, so so we got, we got a ideal state.

21:54:30 We know what we are trying to get to to solve our problem statement.

21:54:35 We know what matrix, we're going to use. You know, a users, etc.

21:54:39 Now we gotta do something, right. We gotta try and move that now before we do something we need to know.

21:54:45 What it is that we do and this is where I'm going to talk about this idea of mission.

21:54:51 Alright. The mission statement of a team is, what do we do around here to move towards the vision, to move towards the end state now, a lot of companies, a lot of teams conflict those 2 things right?

21:55:06 This is a vision mission statement, or whatever, and it gets so confusing.

21:55:09 But I would like you to at least have a think about the difference between those 2 right vision we we want to arrive at, and mission is what we do in order to to get there.

21:55:22 Okay. So if we looked at our vision example, this is like that real example from a real company.

21:55:29 What have a mission look like for a team?

21:55:33 Or perhaps the entire organization in that regard. So maybe it's this develop sorry deliver commiting online shopping experiences to our users.

21:55:43 That might be something that describes what the entire company does.

21:55:47 But you know, if we were a team within that, maybe we only handle the the browse experience and not the not the checkout experience.

21:55:57 So our mission might be a derivative of this right deliver compelling online shopping experiences for browsing to our users.

21:56:06 You know something like that. Okay? So again, you can sort of layer this in multiple places.

21:56:10 Alright. Then we gotta get on, and we have to deliver.

21:56:16 Okay, so we are going to now start to deliver features right?

21:56:22 We're going to start to deliver capabilityilities and services, etcetera.

21:56:26 Yeah, that's true. But actually, we can do more now.

21:56:28 Now we can not only do that, but because we have the problem statement, because we have that stuff, we can deliver benefit.

21:56:35 We can deliver a light, and we can know that we're making progress towards that.

21:56:40 Okay, so that's what we are delivering now again, we're not gonna get into that, you know.

21:56:46 How do you go about that? The ideation and generating cool ideas and experiments and things like that?

21:56:51 But suffice it to say we've identified what we're going to do.

21:56:54 And we're going to start to do that. We're going to map that back to our problem statement.

21:56:56 Alright! The last thing that is the most important thing is, we have to learn something right.

21:57:05 Yes, we are delivering benefit, but actually, there's no guarantee that that's gonna happen.

21:57:11 We are going to attempt to deliver benefit, and at some point we're going to know.

21:57:16 Whether that worked or not. Alright. And we're gonna know, because we're gonna start to see from a quantitative picture what's happening to our matrix right?

21:57:26 And did that work, you know. Have we? Have we got that?

21:57:30 And we're also potentially gonna layer on top of that qualitative information.

21:57:34 Right. So we're gonna actually follow customers home. And we're gonna see what they're doing.

21:57:38 And you know, is it actually hitting the mark in terms of that, are we the picture on the left?

21:57:42 Are we the picture on the right? Okay. Now, what we need to do is learn enough so that we can make a decision.

21:57:48 Are we gonna keep going? Or we're, gonna you know, pivot to something else, or we're gonna do that all right.

21:57:55 So this is perhaps the most important thing, as I've seen a lot of teams that you know.

21:58:01 Just deliver and don't get to this loaning piece, and I always found that mysterious, because it's the most important thing that you can do right once you've got there, we now ask the question. You know haven't we solved this problem.

21:58:14 Enough is it time for us to deliver something else or keep going and delivering enhancing the offering?

21:58:20 Or do we have to go back and ref what the problem is, or a different cause, or whatever.

21:58:25 And we sort of go back somewhere in this loop right?

21:58:29 But this is really we are. The magic happens using those problem statements and metrics is the anchor right?

21:58:36 Couple of empty patents here. I know we're at time here.

21:58:40 We potentially I widget factory, right?

21:58:44 This is a common Nbp, I'm seeing it's like, yeah, we build widgets.

21:58:46 Okay, we build, we build, we throw it over the wall, we throw it over the We.

21:58:50 We don't know what happens. We hope it's helping.

21:58:51 That's the worst case scenario. It's really important that we bring that learning back in.

21:58:57 And we're constantly doing that right it's not, you know, build something.

21:59:01 And then, 6 months later, we'll find out whether it worked.

21:59:04 We need fast feedback. And that's the second ant pattern, which is, how long does this take?

21:59:09 How long does it take us to go from ideation all the way through to customer feedback?

21:59:14 Not just time to first customer feedback, but time to sufficient customer feedback that we can then make a decision right?

21:59:23 If this is measured in months, last years, then somebody's going to eat your lunch at some point right?

21:59:29 If it's measured in hours or minutes, then, yeah, you're really doing it.

21:59:33 Right? Okay. But it's somewhere in the middle there. And this is so.

21:59:36 Side, your speed. Okay, I'm gonna bring this home and say that.

21:59:45 And we're going to talk about a wrap-up and some actions, and I'll give you that link, and we'll do okay.

21:59:52 So we've talked about 3 things today. First one was foring on the right thing and focusing on the agility outcomes, not necessarily on the agile practices.

22:00:02 You are going to do that. But whatever I would start to say, that one action you can take here is in the document you see, a worksheet for this.

22:00:11 Have a think about Urban feel free to copy mine.

22:00:13 But maybe you want to come up with your own ones.

22:00:16 Next thing we talked about was that measurement we talked about those those metric hierarchies, maybe those healthier dashboards.

22:00:24 There's another worksheet in the document which allows you to sort of build your own Mitra Card Directory.

22:00:30 Take you crack at that, and see if you could bring that to life and your team and improve one outcome.

22:00:34 Lastly, we just talked about user obsessed problem statements with data.

22:00:40 Again. There's a worksheet in the document you can fill in your own problem statement, your own ideal state, and see if you can bring that to life.

22:00:47 And when you think about a story or something, you're team is working on, can you tie it back to a problem statement?

22:00:54 And can you bring that data full circle and have real powerful conversation about that?

22:00:58 Alright! Further questions, and the document is on that link.

22:01:05 There feel free to connect with me on Linkedin, and you know, go ahead and email me, if if you have additional questions.

22:01:13 So with that in mind, I'll brought back to Sarah.

22:01:16 Is it 0?

22:01:20 Throw back to somebody.

22:01:21 Yes.

22:01:20 Yes, it would be.

22:01:19 Thank you. Yeah. I think Apala will have all the questions actually.

22:01:26 So we have questions, and the chat. Thank you, Ian, for this wonderful presentation.

22:01:33 I'll just go over it. I guess you have already answered a few but we'll still go over it and see if we are missing anything.

22:01:41 Cool.

22:01:40 The first question from Larry's is, when we try to define agile scrum.

22:01:46 Can you please explain few differences between agile and scrum?

22:01:51 Oh, yeah, so agile. I've described that as sort of the umbrella too. Right? So I won't bore you today with all the details of how the edge, all manifesto and things were done in 2,001 but suffice it to say scrum

22:02:06 is a flavor or a specific framework. Next to the existed before the team agile but after agile, came into existence it became a flavor of agile, so it's one of the edge offering works.

22:02:18 But edge is a more generic term that covers all of the various frameworks that are under the agile umbrella, so that would include things like Ed scrum tan, bon lean. And you know there's a whole bunch of them and then at the scaled

22:02:34 edge, all level that would include frameworks like safe and enlist, etc.

22:02:42 And then there's also one of the sort of the enterprise adjust level.

22:02:45 But it's Eddie. The umbrella team scrum is a specific framework.

22:02:49 Thank you. Ayan. Oh, we have the next question that says, for small user story.

22:02:56 There was some dash criteria mentioned. That wasn't audible correctly.

22:03:01 Can you please mention this part again? I didn't answer it.

22:03:04 I believe you said acceptance criteria, or was it something else that we missed?

22:03:09 Sorry. Yes, no. I was talking about the invest criteria.

22:03:13 Okay.

22:03:14 So when when we describe a hybrid quality story we say that it meets the invest criteria.

22:03:20 So the eye is independent, which means the story can get to done by itself.

22:03:25 The in means. It's negotiable, which means that it doesn't have too much detail.

22:03:30 And it also doesn't have not enough detail, or you know, a placeholder for conversation is usually the term used.

22:03:36 The V is valuable, and that's tightly aligned with our problem. Statements.

22:03:41 So it means that we know who we're solving for what benefit they're getting.

22:03:45 The E. Means estimable, which basically means that we are able to get a heads around it and know roughly how big it is.

22:03:53 It's means small, like we said, and team means testable.

22:03:56 So we'll move. We'll be able to test that this thing was done.

22:04:00 Well, invest, invest.

22:04:00 Thank you. For that clarification. Thank you. Sorry, Nathan, for that misinformation, but Ian clarified it.

22:04:08 We apologize for the.

22:04:09 Yeah. By the way, the Apollo, the acceptance criteria is part of that which is, would be under that T for testable.

22:04:15 Sure. Thank you. Thank you. So the next question is from Larry.

22:04:22 Could you please provide a few examples, example outcomes, and their respective metrics like speed outcome?

22:04:32 Yeah, so grab that document that that'll like hopefully give you more than enough examples. There!

22:04:42 But you know, if if we had to look at, you know, like the speed one we talked about so how fast are we going?

22:04:50 Depends on our level of maturity, and what we want to focus on, but that metric that I described of time to first customer feedback would be a really powerful metric. How long does it take us from the moment that we calculate our problem or our idea until the moment that we've received the first point of

22:05:07 feedback from a customer. Right if you can. If you have to wait 6 months to get that feedback, you know not great.

22:05:15 But if you can literally go out, and you know, add into it.

22:05:19 We used to do micro experimentation, we would actually sketch the app on a piece of paper, and we go and show it to customers.

22:05:25 The same day to test their reaction to it. So those are the sorts of techniques that you can bring to be on the speed.

22:05:33 Yeah, I would suggest, taking a look at the document.

22:05:37 Because that's exactly what it is, John.

22:05:40 So, since we are out of time, thank you. And since we are out of time, I think we need to wrap up with all the questions that are unanswered for now we will address them via our website or meetup communication, so I'll hand it over to David for last few minutes.

22:06:00 and for the wrap-up.

22:06:02 Oh, boy! Oh, boy! Oh!

22:06:04 And, by the way, I am happy to, I am happy to hang out here afterwards.

22:06:08 I know everybody may need to go, but if anybody wants to hang out and share them, happy to do that.

22:06:11 Sure and thank you. Thank you so much. We wanna be mindful of our people and our our crowd here, and thank you very much for being here.

22:06:21 Everybody everybody last thing I'm going to ask you. Please.

22:06:26 May I have your beautiful smile for a picture, please? A nice, beautiful spot!

22:06:32 A large one, please, and thank you very much for for your beautiful presence here.

22:06:43 Delighted. Thank you very much, Ian. We'll communicate via our website or and via the meetup.

22:06:52 Thank you for being us. Let us be as strong as you are.

22:06:59 Thanks. David, thanks. Everyone.

22:06:57 Thank you, Ian. Thank you, everybody, and before you leave a visual Hallog love you all, and we stay here as long as you want us.

22:07:09 Stay here if you have to leave. I appreciate that greatly, and see you next.

22:07:02 Okay.

22:07:14 Thank you, Ian, greatly. I appreciate that. Don't leave you're here.

22:07:22 And we have some more questions. You want to pose those questions, Paula, so we can have.

22:07:28 Or we can. Yeah, thank you, David. I was just, you know, a little restless about those questions, since some of them are really interesting.

22:07:38 Yeah. The next one is from Ritika.

22:07:42 It says, How do you measure individual performance in agile teams?

22:07:46 I understand it's team performance. But organizations still look for individual performance benchmarks.

22:07:53 So you have any.

22:07:53 Hmm, yeah. It's certainly one of the the anti-patterns.

22:08:02 We are I've been in organizations where you know, they say, Hey, you know, we want to be agile.

22:08:08 And we wanna, you know, develop these high performing teams.

22:08:11 But we are going to measure, you know you as an individual.

22:08:17 I particularly. I've seen this sort of this Divis Qa.

22:08:21 Matrix where the Qa is measured on.

22:08:24 You know how many bugs they fix each or identify each, and the developers are measured on on something else.

22:08:32 It's it's not an easy one.

22:08:37 I would say that the what I've seen in the past is the teams that really get this.

22:08:46 They will pivot the individual measurement into a slightly different perspective.

22:08:54 Alright so rather than you know, I was talking to I'm a Sidki, or, if you know him, he's the prison of IC, agile, and I was down in La with him, and he told me this really fascinating thing, which is like in their organization he works

22:09:13 for a riot games down there, and in their organization.

22:09:19 When they do these kind of performance reviews, they ask a what he calls the citizenship question.

22:09:26 So rather than phrasing it like, you know, what did you do?

22:09:32 It's what did you do to help the team succeed?

22:09:36 Right. So there's some subtle differences to yeah.

22:09:43 You know that's sort of that one on one conversation in terms of measuring or managing the performance quite often.

22:09:53 If you've got the weaker players on the team you are in some senses enabling the team to surface.

22:10:02 Those help those people and raise those issues. So it becomes a little bit more nibulous.

22:10:08 But it. But it's another classic example which said, You know, if you want to put some sort of arbitrary metric on an individual.

22:10:17 First of all, you have to consciously recognize that you may be breaking the team dynamic.

22:10:22 So, you know, maybe don't do that, but it's also those sorts of things where it can drive deep empty patents into the team.

22:10:30 So if I am being measured on, you know whether I got my story done.

22:10:36 Why would I go help you? Even if you are working on a more important story for the team?

22:10:42 So you know there has to be a step that's taken back to say, what impact does this really having?

22:10:48 And are there a better ways to deal with it? This is a really a deep enriched topic, and we may not be getting into all of the specifics of your example. There.

22:10:59 But if if I had to pick a place to start, I would start with that citizenship question, how did you help this team successfully?

22:11:08 Okay, thank you. Thank you. Ian. We have one more.

22:11:13 If we can take another one, what is the quantification?

22:11:17 Criteria for these matrix. This is from popnam.

22:11:20 By the way, what is the quantification criteria for these matrix, meaning the number of percentages that you showed for each of the matrix?

22:11:31 How are those numbers being calculated?

22:11:35 Those numbers being you mean, like, on my dashboard example. Was that the?

22:11:39 I believe so.

22:11:41 Yes, yes, Ian, the table that you showed I was just curious how you came up with those numbers.

22:11:47 Huh!

22:11:47 Is that in your document that're sharing?

22:11:50 So the numbers are all you know. Like numbers, so don't worry too much into that.

22:11:57 But typically what we would do is when we have, when we have a cross team dashboard like that.

22:12:07 Each of the matrix. This is not in the document, by the way, but but each of the matrix would have a a mechanism of collection right?

22:12:17 So it has a formula. We know what this metric is, how it's calculated, how it's collected.

22:12:23 So it's defined like that. And that's also shared across the teams.

22:12:29 Because what you don't want is, you know, one metric, one team calculating quality number like this and another team can't join it like that.

22:12:34 Hmm!

22:12:35 And they're not you know, compareable, so they won't know how they could help each other.

22:12:40 So there are formulas behind it. Those particular numbers, you know, don't really too much into that.

22:12:47 They're a bit nonsensical. That could have been anything that wasn't really the point.

22:12:50 But we would have definitions that are also transparent to the teams to do that. Does that make sense, or did I not get to the heart of your question?

22:12:59 Well, kind of I was just like, is there a standard that you're using?

22:13:04 That's what I was curious about for the ones. Yeah.

22:13:04 Yeah, there definitely would need to be. Yeah, would need to be a standard, I guess, is is the answer to the question.

22:13:11 If you didn't cross team now, it is possible. By the way, that there are teams, specific metrics, that the team is trying to improve, that no other team cares about right?

22:13:21 In which case, you know, they would come up with their own definition of what that is, and they were more interested in the trend of that, and they have their own sense of what I quote unquote goodness is.

22:13:32 And so you know, that they could do it at the team level.

22:13:35 But yes, certainly any cross team stuff. You'd be very clear about what the definitions are.

22:13:41 Thank you.

22:13:45 Thank you, Anna.

22:13:46 Yeah, have you had about 15 min past? So it's kind of we want to learn more from you.

22:13:55 And everybody in this, in this firm. So it's not like we're trying to cut it off.

22:14:01 It's we need to be mindful and respectful of everybody's time, including you and everyone else.

22:14:09 Here we have Sarah coming from Western Europe.

22:14:14 We have AI coming from New Zealand and we have few of you guys coming from Neptune or Platoon, or somewhere else.

22:14:21 So we wanna be may mindful of your time, and then we wanna thank from bottom of my heart, in behalf of everybody here and our community.

22:14:31 Thank you, Ian, thank you for sharing everything. We are with us.

22:14:36 Thank you for bringing a glimpse of what you have taught to everybody in the world, and appreciate your time greatly.

22:14:47 Thank you.

22:14:46 Oh, yeah, any of those questions feel free to reach out to me, and I'll help you out.

22:14:54 Thank you.

22:14:54 Thank you again. Thank you for being so generous. Yeah, attendees.

22:14:59 Please send questions to Einstein at agileities, then calm.

22:15:06 If you have any specific ones, or you can post them on the meetup or meetup.

22:15:10 That would be great. Thank you. Thank you for attending.

22:15:14 And rich, rich to every rich, to reach to each other. This is our network.

22:15:19 Yeah.

22:15:20 This is, you are my biggest power. Reach out to.

22:15:24 Yeah, it's it's it's a great call. David.

22:15:25 Good shot. There!

22:15:27 Don't imagine that I'm some sort of magical expert that knows everything about everything.

22:15:31 I'm sure there are people in this group that have better metrics, better practices than I do.

22:15:38 And so, yeah, I fully support that.

22:15:41 We are in it together. You are going to move. So let's switch out together.

22:15:52 Alright! Thanks everyone.

22:15:50 Thank you. Everybody with virtual hog. Thank you.