



Measuring Awesome Agility

Metrics and Practices

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Our Agility Outcomes



Exhilarated **Teams**



Disruptive **Innovation**



Leading **Speed**



Trusted **Dependability**



Robust **Quality**



Delighted **Users**



Enduring **Sustainability**

Your Agility Outcomes

Steps:

1. Brainstorm the outcomes that are important to your organization
2. Pick an aspirational term to describe that outcome
3. Write down why it is critical to your team and organization that you focus on it.

Outcome	Aspiration	Why is it critical?
e.g. Security	Impervious	Clients would flee if we had a data leak



Exhilarated Teams

“Have fun doing it”

Outcome metrics we like that measure team exhilaration

Metric	Description
Team Morale	Basic happiness pulse of team, perhaps fist of 5 each day at standup or retrospective using statements like this as the input: <ul style="list-style-type: none"> • <i>I am energized every day and love working on this team</i> • <i>I am clear about what we are doing and why</i> • <i>I understand who is responsible for what on my team</i> • <i>We are making a difference in the lives of our users</i>
Teams per person	How many different teams each person is supporting
Team Tenure	How long have team members been on this team?

Supporting practices we like that impact team exhilaration

Practice	Description
Responsibility mapping	Clarity of understanding who does what on the team
Retrospectives	Pause and reflect. Make sure you have action items!
Impediment removal	Making impediment removal a top priority for leadership
Self-organizing / Intent based leadership	Teams are in charge of how they get the work done, they are ‘enabled’ and not necessarily ‘managed’
Dedicated and stable teams	Teams stay together for extended periods and members are dedicated to only one team
Sprint Review/Demo	Celebrate achievement (and failure) look at data to know we are making a difference
Skill Fingerprints	Understanding the proficiency and passion of required skills

Leading Speed

“Do it quickly”



Outcome metrics we like that measure speed

Metric	Description
Time to first user feedback	How long from when we create the idea/story until we get the first feedback from the user
Time to sufficient feedback	How long from the moment we create the idea/story until we make a pivot or persevere decision. A.k.a. 'Decision Delay'
Development Cycle Time	How long from when we start working on it until it is complete (and deployed)
Lead Time	How long from the time we create it until it is complete (and deployed)
Triage delay	How long from the time it was created until it is scheduled (in a sprint)

Supporting practices we like that impact speed

Practice	Description
Rapid Experimentation	What is the fastest way we can validate with a user?
Definition of Ready	Having a clear DoR helps prevent stories from getting blocked
Continuous Integration / Continuous Delivery (CI/CD)	Technical tools to optimize the build and deploy pipeline
Open Contribution	Internal open source that removes dependencies on other teams.
INVEST stories	High quality stories that meet the I.N.V.E.S.T. criteria. For speed, particularly - Independent, Small, Testable
Flight crews	Cross functional story execution teams that work together to deliver the value, no over the wall handoffs
Inception / PI planning	Identifying (and resolving) dependencies to prevent becoming blocked
Story Huddles	Pre-execution checkpoint with the flight crew to ensure we can cleanly execute without risk of getting blocked or re-work



Robust Quality

“Do it right”

Outcome metrics we like that measure quality

Metric	Description
Defect Escape Ratio	The number of new defects generated for each sprint vs the number of stories completed
Find/Fix Ratio	The number of defects generated vs the number of defects fixed

Supporting practices we like that impact quality

Practice	Description
Acceptance Criteria / Acceptance Tests	Clarity on what complete with total quality looks like
Continuous Integration / Continuous Delivery	Tests are automated and always running
Tech Debt Management	Constant focus on limiting and removing technical debt
Technical quality monitoring	Tools that are constantly analyzing the technical quality of code and deliverables
Definition of Done	The checklist that checks our common defect escape causes as well as those critical items we cannot afford to get wrong even once
Story Huddles w Agile Flight Crews	Applying the ‘team brain’ to check that the story has sufficient quality around quality before and during execution.
Retrospectives	When it goes wrong, unpack what happened and take action to prevent reoccurrence
Acceptance Test Driven Development	Red/Green/Refactor brings test-first mindset via Test(TDD), Acceptance Test (ATDD) and Behavior (BDD) Driven development
Pair and Mob Programming	Techniques that bring multiple brains to a problem improve outcomes, especially quality.

Trusted Dependability

“Do it predictably”



Outcome metrics we like that measure dependability

Metric	Description
Velocity Stability	How much the teams velocity ‘wobbles’ sprint to sprint. Stable prior velocity provides a tighter future ‘cone of uncertainty’
Features delivered in planned timeframe	Do we deliver the features we promise in the timeframe that we forecasted e.g. month, quarter, release
Stories added vs removed	The churn rate, remember that change is ok if for good reason, e.g. user feedback
Feedback change ratio	The ratio of changes to the backlog that were made because of a user feedback loop vs other reasons like poor planning or estimation
Stories moved ‘backwards’	Stories that are moving to the left on the story/kanban board e.g. back to the backlog, back to development etc

Supporting practices we like that impact dependability

Practice	Description
Burn <u>Up</u> Charts	Multi-sprint burn up that shows the future cone of uncertainty
Inception / PI Planning	Multi-sprint planning focused on resolving dependencies
Backlog Refinement	High quality refined stories in a ruthlessly prioritized backlog provides easy visibility to what will be delivered by when
Sprint Planning	Ensure that the team is rallying around core mission for the sprint and that the INVEST stories are present to achieve that.
Daily Standup	The daily planning meeting (not status reporting) for the team to help each other execute a clean plan today.
Cycle Time Charts	Keeping a laser focus on how long it takes us to execute stories of different sizes and ruthlessly driving out reasons for variance
Work In Progress Limits	Strictly control the number of items in progress. Context switching is a dependability killer



Disruptive Innovation

“Do creative things”

Outcome metrics we like that measure innovation

Metric	Description
Experiment Ratio	The ratio of rapid design thinking experiments vs traditional user stories
Failure Rate	If 100% of your ideas are succeeding, then you are not really innovating hard enough 😊
Adoption	Are our ideas making a difference to our users
Innovation ROI	Are our ideas making a difference to our company
Innovation time	Amount of time teams make available to explore new and innovative ideas at all altitudes

Supporting practices we like that impact innovation

Practice	Description
Follow Me Homes	Establish deep user empathy
User problem statements	Articulating the problem we are trying to solve with our idea.
11-Star Brainstorming	Generating the maximum number of ideas possible
2x2 Narrowing	Techniques to ensure we are focused on the most important problems to solve and ideas to try
Currency based experimentation	Ensuring that our experiments are not just people telling us we have a good idea.
‘Start-In’ venture capital	Internal enterprise mechanism to fund, grow, and support disruptive ideas

Delighted Users

“Do the right thing”



Outcome metrics we like that measure user delight

Metric	Description
User Success Metrics	The success metrics are the primary measure of success for user delight
Success Metric Acceleration	The rate at which we are getting closer to our ideal state metric values
Experiment Ratio	The ratio of rapid design thinking experiments vs traditional user stories
Net Promoter Score	The metrics may look good but are they user actually happy with you.
Value Add Ratio	Ratio of value-add elements (Stories, experiments) vs non-value-add (Bugs)
User Delight Estimation	The amount of our stories and experiments that have a user delight or business value estimate i.e. not only an effort 'story point' estimate

Supporting practices we like that impact user delight

Practice	Description
Team Charter	We share a common understanding of our vision, mission, the user, user problems, success measures and ideal state
Follow Me Homes	Establish deep user empathy
User Feedback Loops	Bring the user feedback (qualitative and quantitative) back to the team regularly
INVEST Stories	Ensure that stories are delivering value, not just work completed
Success Metrics	Measuring what user success looks like.
User Value estimates	Optimize our time on the highest value items



Enduring Sustainability

"Keep doing it"

Outcome metrics we like that measure sustainability

Metric	Description
Outcome metric stability	How stable are our other outcome success measures?
Outcome metric acceleration	Are outcome metrics improving over time?

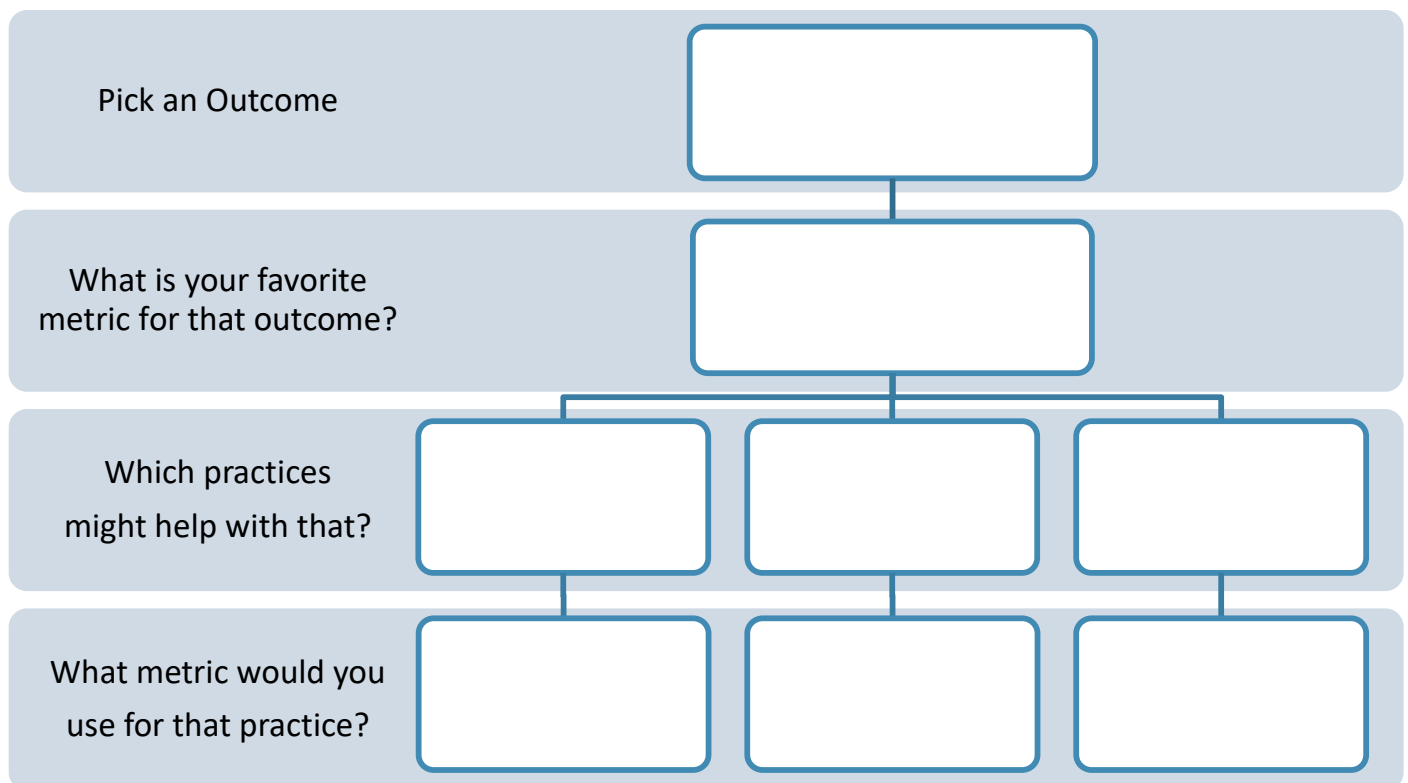
Supporting practices we like that impact sustainability

Practice	Description
Team Charter	We understand what the vision, mission is and know how we will measure the progress towards that.
Retrospectives	Pause and reflect. Make sure you have action items!
Sprint Review/Demo	Celebrate achievement (and failure) look at data to know we are making a difference
Information Radiators	Project information to remove the need for wasteful status reporting meetings

Success Metric Hierarchy

Steps:

1. Pick an outcome from your (or our) list.
2. What metric would you use to measure that outcome?
3. Which practice(s) would help? Pick from any flavor of Agile or beyond
4. Which metric would you use to measure that practice?



User Problem

Steps:

1. Choose and name one of your user personas
2. What is something your user is trying to do?
3. How would you measure that this is happening?
4. Describe the problem, root cause and emotion

I am...	<user persona>	
I am trying to...	<desired result>	
but...	<problem/barrier>	
because...	<root cause>	
which makes me feel...	<emotion>	
which can be measured by...	<success metric>	
Where the current value is...	<baseline value>	

Ideal State

Steps:

1. Enter the user persona from your problem statement
2. What can your user now do **in a perfect world?** A goal so ambitious that it is almost unattainable
3. What metric shows progress towards that ideal state?
4. What is a 'near perfect', i.e. almost unattainable, value for that metric?
5. What other metrics might be considered?

In a perfect world...	<user persona>	
can...	<do something near perfectly>	
we are wildly successful when...	<our metric>	
approaches...	<this value>	
and/or...	<our metric>	
approaches...	<this value>	

Want more sessions like this?

Here is a selection of our popular sessions we share on request at conferences, meetups, and for our clients. Contact us if you need more details or might like us to share at your event - info@agilityzen.com

Session	
Are we really a team?	How teams with agile flight crews go faster with higher quality and have more fun!
Beyond Planning Poker!	Estimation is not enough, how your team can really delight with stories!
Can you rephrase that without using the word 'Agile'?	Building an enterprise agility program that delivers on what teams and leaders really want!
Designing for maximum delight	Stop focusing on Agile and start exceeding your customers expectations!
Going beyond the frameworks	Adapting and accelerating agility for your organization!
Measuring Awesome Agility!	Stop the weaponization of metrics and focus on what matters!
Four lives with Agile	Critical lessons painfully learned on a global agility journey!
Rockin' the BurnUp!	How one of the most powerful Agile tools we have can be so much better!
Unleashing team skills	Getting real about cross functional teams and T-shaped people!
What am I in Agile?	Forget about Agile roles and focus on responsibility clarity in a modern agility environment!

You might also be interested in...

Workshops

Hands-on practical workshops that introduce and apply tools and techniques with your team and to your specific scenario.

Workshop	Description	Duration*
Beyond Story Writing	Writing and estimating customer obsessed and data driven epics and user stories utilizing 'beyond planning poker',	2-4 hours
Launching with high-performance	Launch your team at maximum speed with a high-performance charter including; vision, mission, success measures, responsibility clarity, user personas, top user problems, ideal states, and more	1-2 days
Executing Awesome Agility	Practice enhanced modern Agile op-mechs including iteration planning, backlog refinement, reviews, demos, and retrospectives that teams will love instead of dread.	1-2 days
Unleashing Disruptive Innovation	Learn and apply advanced innovation in order to be at the leading edge of idea generation, execution and experimentation, techniques include, 11-star, data informed problem statements, follow-me-homes, and much more	4-8 hours
Responsibility Mapping	Answer the question 'What am I in Agile' for every member of your team by establishing a crystal-clear responsibility map regardless of role or job title.	2-4 hours

* Workshops are adjusted to meet specific team needs hence duration may vary

Classes

Highly Interactive and fun classes to learn high performance agility techniques.

Class	Description	Duration
High Performance Agility Foundations (ICP)	Experience the end-to-end basics of Agile and come out with an extended toolkit of advanced tools and techniques that you can apply with your team to accelerate your agility	1 day
High Performance Agility for Leaders	Learn and experience the crucial role of an agility-savvy leader and what tools and techniques you can help your team apply on their journey to high performance.	1 day

Reach out if you are interested in more information – info@agilityzen.com

Have a question or want to explore a problem together?



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