

mature your metrics



mature your metrics

stop tracking administrivia & use data to drive results

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@bsktcase



agreements and asks

@bsktcase #GoLeanWA #maturemetrics

Tweet your feedback and questions during and after and whenever

After-conference survey

Submit your feedback please please please

Feedback forms

Optional and appreciated

agenda

Intro, logistics, agreements

Responsible use of metrics

A practical approach to metrics

Characteristics of and a framework for metrics

One metric to rule them all

Close

me

Cheryl Hammond

16+ years' experience in software development, team leadership, and organizational transformation

Passionate about agile, lean, and making software delivery humane; not afraid to look silly doing it

From/in Seattle, the other Washington

College (university) recruiter; traveler; bolonka lover; genealogist; feminist



“Managers who don’t know how
to measure what they want
settle for wanting what they can measure.”

Russell L. Ackoff

why not



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“If you give a manager a numerical target,
[s]he’ll make it even if [s]he has to
destroy the company in the process.”

W. Edwards Deming

what

measuring the invisible

True Metric

What you *should* measure

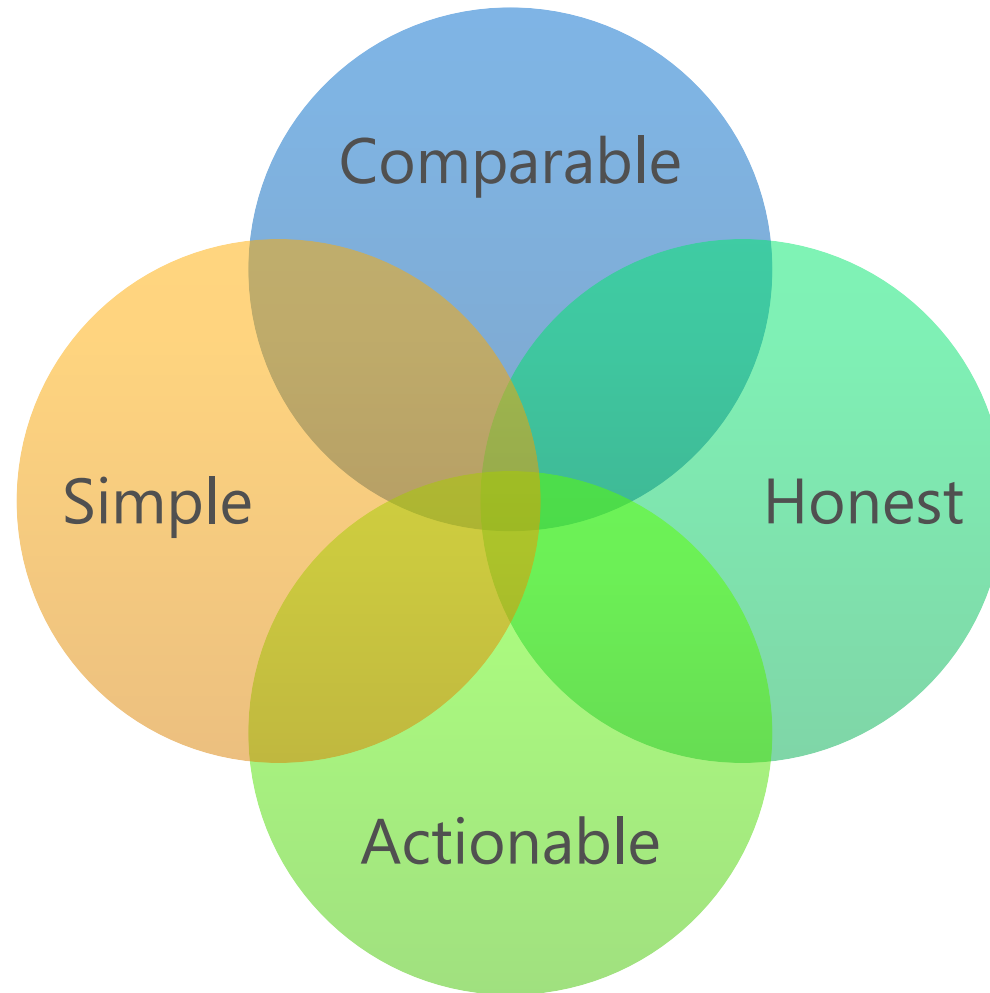
Proxy Metric

What you *can* measure

do you know what your proxy is?



characteristics of effective metrics



who

audiences

Internal

Simple

Actionable

Honest

External

Simple

Comparable

Honest (?)

“Any observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes.”

Goodhart's Law



power dynamics
matter

compare teams... to themselves

Growth & trends



Ratios & proportions



how

lean and agile metrics are simple

Metrics aren't free

Time to collect

Time to tabulate

Time to pretty up

Tools

Morale

Be sure the benefit justifies the cost!

one metric to rule them all



one metric to rule them all

Time to Feedback



time to feedback metrics

True

Mean time to stakeholder feedback

Lead time

Cycle time

Proxy

Wait time

Touch time

Work in process (WIP)

Queue length

MTTR⁴

Realize, Recover, Repair, Remediate

Code coverage

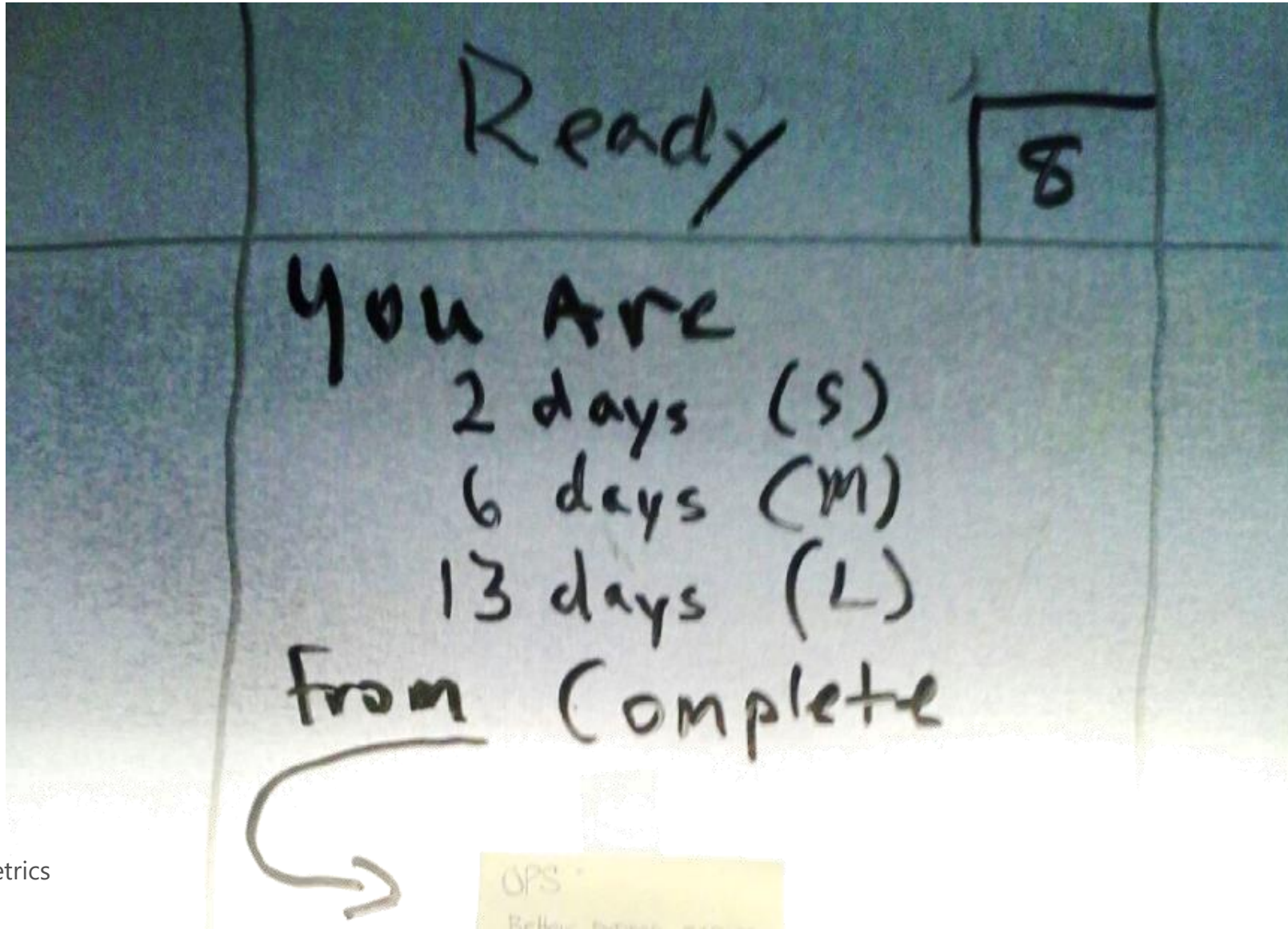
Escaped bug rate

why

evidence-based agility



evidence-based planning



wrap-up

agreements and asks

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thank you!

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