mature your metrics
mature your metrics
stop tracking administrivia & use data to drive results

Cheryl Hammond
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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
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

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

Russell L. Ackoff
why not
OUR GOAL IS TO WRITE BUG-FREE SOFTWARE. I'LL PAY A TEN-DOLLAR BONUS FOR EVERY BUG YOU FIND AND FIX.

YAHOO! WE'RE RICH!

YES!!! YES!!! YES!!!

I HOPE THIS DRIVES THE RIGHT BEHAVIOR.

I'M GONNA WRITE ME A NEW MINIVAN THIS AFTERNOON!
“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?

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characteristics of effective metrics

- Comparable
- Honest
- Simple
- Actionable
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

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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

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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
MTTR\(^4\)

*Realize, Recover, Repair, Remediate*

Code coverage
Escaped bug rate

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why
evidence-based agility
evidence-based planning

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@bsktcase #maturemetrics
wrap-up
agreements and asks

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