Balanced Metric Dashboard – Description and Examples

Quality – How Well (Done things stay done)

What is the intended behavior?
Help teams continuously see if actions they are taking are causing a delay in delivery or any decline in product quality that would lead to customer dissatisfaction.

Examples
- Escaped defects – defects detected outside of the team
- Forecast days to complete all defects if team did nothing else
- Measure of release readiness - crowdsourced view on releasability
- Passing test percentage (sometimes of the last 5 runs)

Detectable impacts when overdriven?
- Productivity measure declines – team declares "Done" slower
- Responsiveness measure declines – team starts new work slower

Responsiveness – How Fast (The right things get done fast)

What is the intended behavior?
Help teams continuously see if they are responsive to new requests, especially those of the highest priority and criticality. Avoid measuring responsiveness for non-critical items which causes poor prioritization.

Examples
- Lead Time for high(er) severity defects
- Cycle time for committed items (eg. items chosen for a sprint)
- Lead time for items that have ever been Top 5 in the backlog

Detectable impacts when overdriven?
- Quality measure declines – Doing things faster causes defects
- Predictability measure oscillates – Inconsistent rate of delivery

Productivity – How Much (Things are getting done)

What is the intended behavior?
Help teams continuously see the delivery rate of completed work and see if actions they are taking are causing any increase or decrease of that delivery rate.

Examples
- Throughput. Completed items per week (divided by team size?)
- Velocity. Sum of completed points per sprint
- Releases per day/week

Detectable impacts when overdriven?
- Quality measure declines – "Done" things prematurely accepted
- Predictability measure oscillates – Doing too much causes chaos

Predictability – How Consistently (Things are getting done consistently)

What is the intended behavior?
Help teams continuously see if their delivery rate (productivity) is consistent and see if actions they are taking are causing uncertainty in that rate. Low predictable measure means less ability to forecast.

Examples
- Variation of the productivity measure (Standard Deviation)
- Coefficient of Variation of productivity measure (S.D./Average)
- Committed work / Delivered Work ratio

Detectable impacts when overdriven?
- Productivity measure declines – doing less means more consistency

For more probabilistic forecasting resources: FocusedObjective.com Email: troy.magennis@focusedobjective.com

Quality – How Well (Done things stay done)

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Examples
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Group Exercise (form groups of 3 to 5 people)
1. Brainstorm and discuss any measures of Quality you currently have and write one post-it note per measure
2. Brainstorm and discuss what data you have that may be used as a measure of this metric and add a post-it one note per measure
3. Discuss and dot vote what measure you feel as a group offers the best way to detect improvement or decline for this metric
4. For the top choice, Brainstorm measures that would detect if this metric was improved at the expense of everything else
5. Complete the paragraph at the bottom of this sheet.

1. List Current Quality Measures

2. List New Potential Quality Measures

4. How would we detect when overdriven

We will measure _____ trended every _____ (day/week/sprint) as our measure of Quality. We will also measure _____ to detect if we over-drive improving Quality and suffer elsewhere.

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1. List Current Responsiveness Measures

2. List New Potential Responsiveness Measures

4. How would we detect when overdriven

We will measure _____ trended every _____ (days/week/sprint) as our measure of Responsiveness. We will also measure _____ to detect if we over-drive improving Responsiveness and suffer elsewhere.

Productivity – How Much (Things are getting done)

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1. List Current Productivity Measures

2. List New Potential Productivity Measures

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1. List Current Predictability Measures

2. List New Potential Predictability Measures

4. How would we detect when overdriven

We will measure _____ trended every _____ (day/week/sprint) as our measure of Predictability. We will also measure _____ to detect if we over-drive improving Predictability and suffer elsewhere.