METRICS

GOOD?

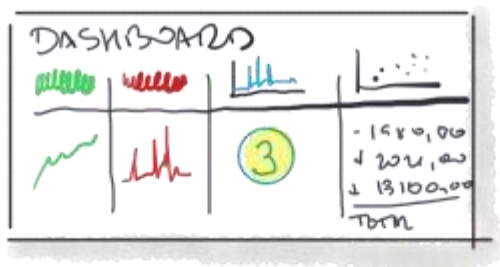
BAD?

ACTIONABLE!

RADEK ORSZEWSKI
LEANAGILE.NINJA
FOR AGILE WARSAW

LET'S START WITH ... WHY?

WHAT DO WE WANT ACCOMPLISH BY INTRODUCING OR TRACKING A CERTAIN METRIC?



WHO, WHEN & WHY INTRODUCED STH WE MEASURE?

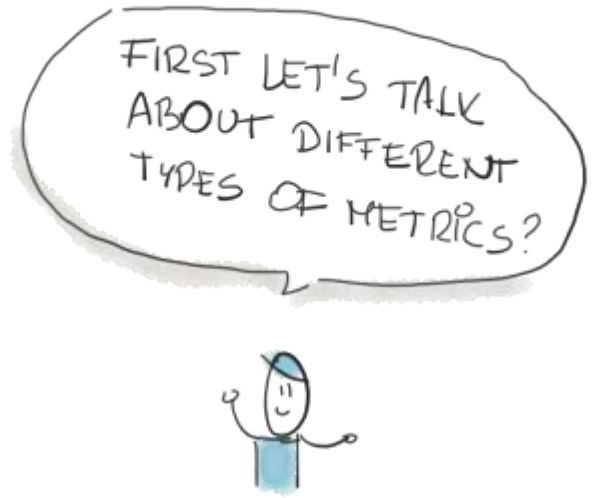
WHEN IS THE LAST TIME SOMEONE TOOK A DECISION BASED ON A GIVEN METRIC?

IS IT CONNECTED SOMEHOW TO ANOTHER METRIC?

ARE METRICS GOOD OR BAD?

LAGGING METRICS

LAGGING METRICS ARE NEEDED BUT IT'S DANGEROUS IF THAT IS THE ONLY TYPE OF METRICS WE HAVE!

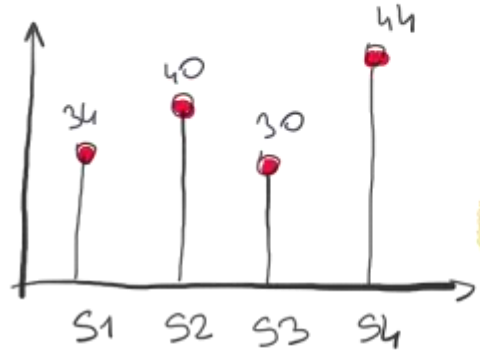


YOU CANNOT ~~MANAGE~~ IMPROVE WHAT YOU DON'T MEASURE

PETER DRUCKER

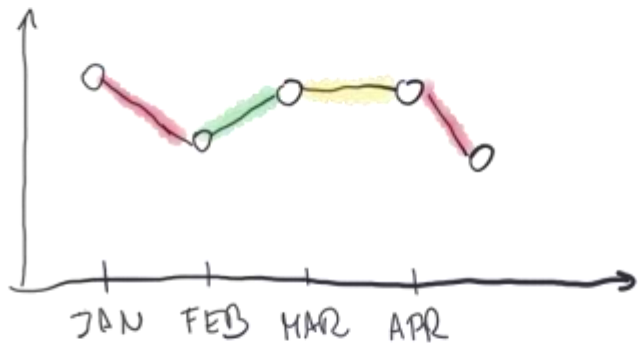
LAGGING METRICS

IN REALMS OF PRODUCTS, SERVICES OR PROCESSES WE HAVE A LOT OF THESE

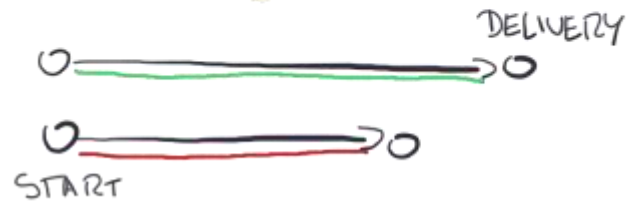


VELOCITY

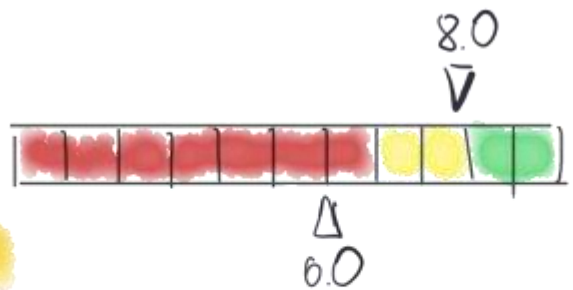
USER ACQUISITION



LEAD TIME



NPS

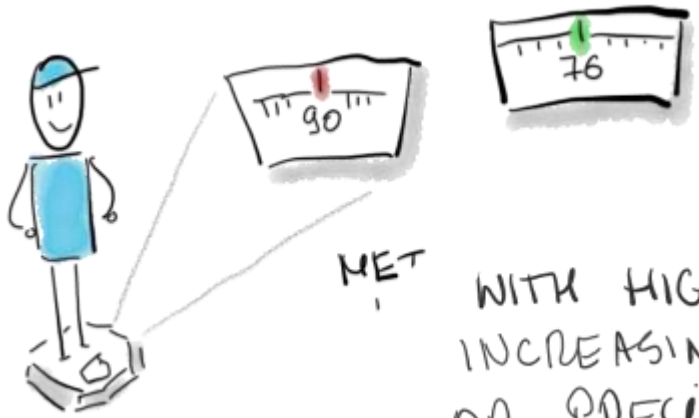


LAGGING METRICS

LAGGING METRICS
SHOW A VALUE OF SOMETHING
AFTER IT'S DONE/COMPLETED.
WE NO LONGER CAN INFLUENCE IT *

„Po południu zwiększe się, z nadzieją na kilogram mniej"

ANIA DĄBROWSKA



MET!

WITH HIGH PROBABILITY
INCREASING FREQUENCY
OR PRECISION OF MEASURING
LAGGING METRICS WON'T HELP US..

* DARK
UNLESS YOU CAN TRAVEL IN TIME

THE BOSS
FYI !!!
AS OF TODAY I WANT YOU TO LOG FINISHED TASKS EVERY 2 HRS!

JIRA.YOURCOMPANY.COM

ESTIMATE: 3.28 SP

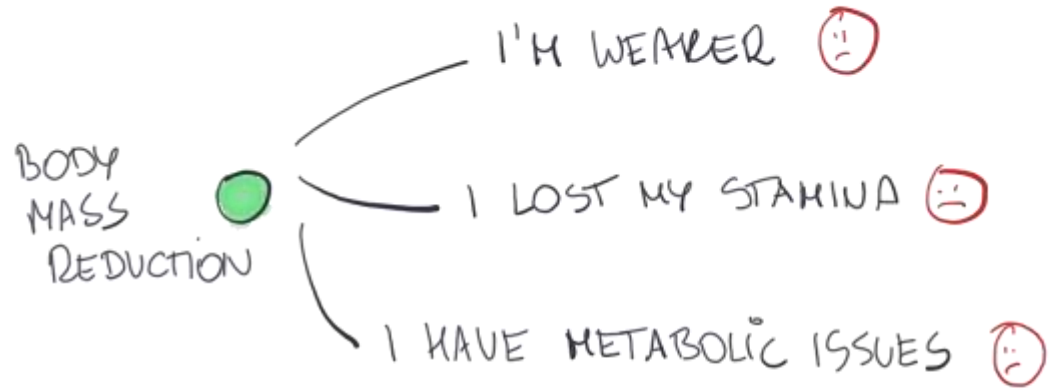
LAGGING METRICS

DO OUR LAGGING METRICS MEASURE OUTPUT OR OUTCOME?

1 METRIC: BODY MASS

HIPOTHESIS: 76 is better than 90

FOLLOWING SINGLE (ESPECIALLY OUTPUT FOCUSED) LAGGING METRIC CAN BE DANGEROUS



LAGGING METRICS

OK AND HOW ABOUT METRICS IN SOFTWARE?

METRIC : NEW FEATURE
CUSTOMER LEAD TIME

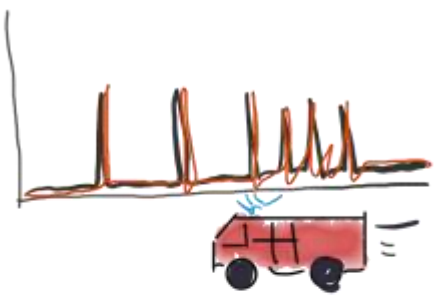
NOW

2m

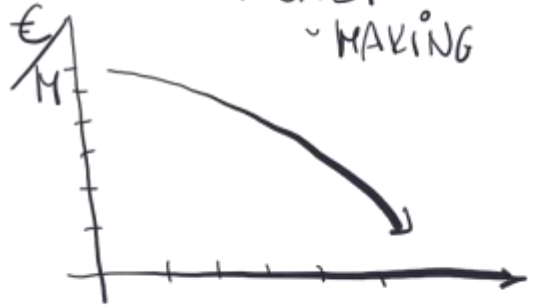
10d

HOW ABOUT OUR CUSTOMER SUPPORT?

MTBF



MONEY-MAKING



LAGGING METRICS

LAGGING METRICS
AREN'T BAD AS SUCH
BUT WE SHOULD BE AWARE
IF WE HAVE ONES MEASURING
OUTCOMES NOT ONLY OUTPUTS

OUTPUT
USUALLY NUMERIC,
A SINGLE VALUE

OUTCOME
WHAT HAS HAPPENED IN OUR "SYSTEM"
ABILITY, ENABLING, FEEDBACK..

- LEAD TIME
  85% ≤ 8 d → DELIVERY WITHIN TIME EXPECTED BY THE CUSTOMER
- TEAM VELOCITY
  ~ 40 SP/SPRINT → NEW FEATURES RECOGNIZED BY THE USERS EVERY LAUNCH!

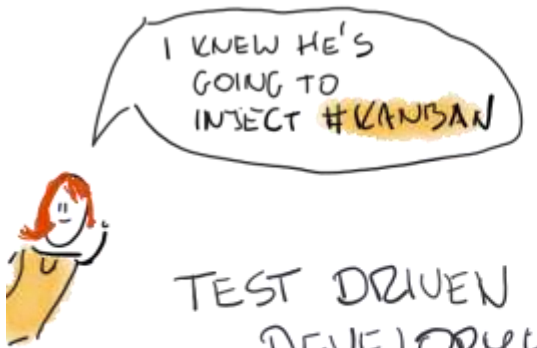
LEADING INDICATORS

DO YOU RECALL OUR BODY MASS EXAMPLE?

WHAT COULD WE START DOING (AND HOW MUCH OF IT) TO REACH THE EXPECTED LEVEL OF LAGGING METRIC?

LEADING INDICATORS + LAGGING METRICS

LIMITING PBIs - IN - PROGRESS → SPRINT BACKLOG ITEM DELIVERY (OUTPUT!) → SPRINT GOAL ACHIEVED & CONFIRMED (OUTCOME!)

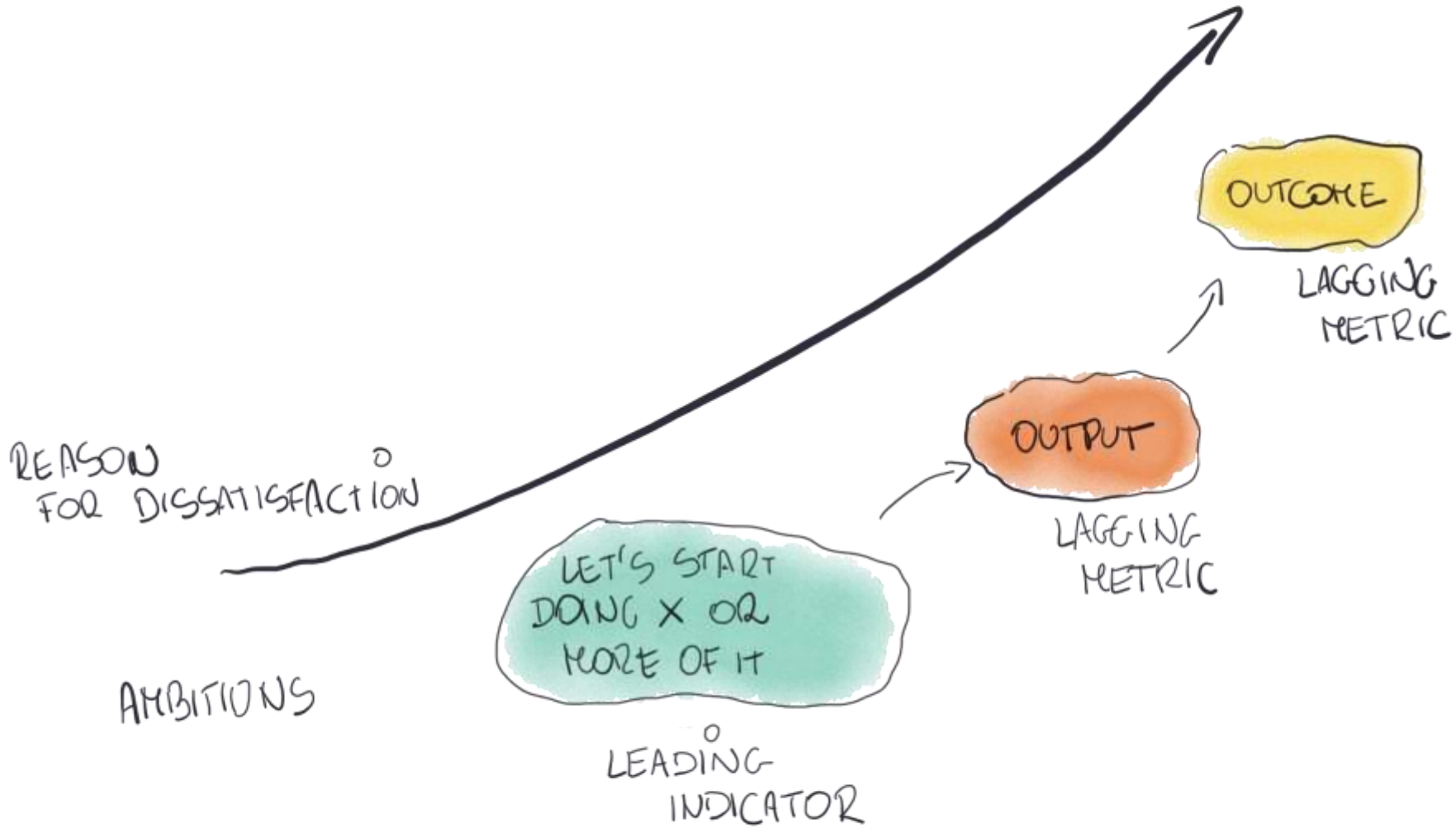


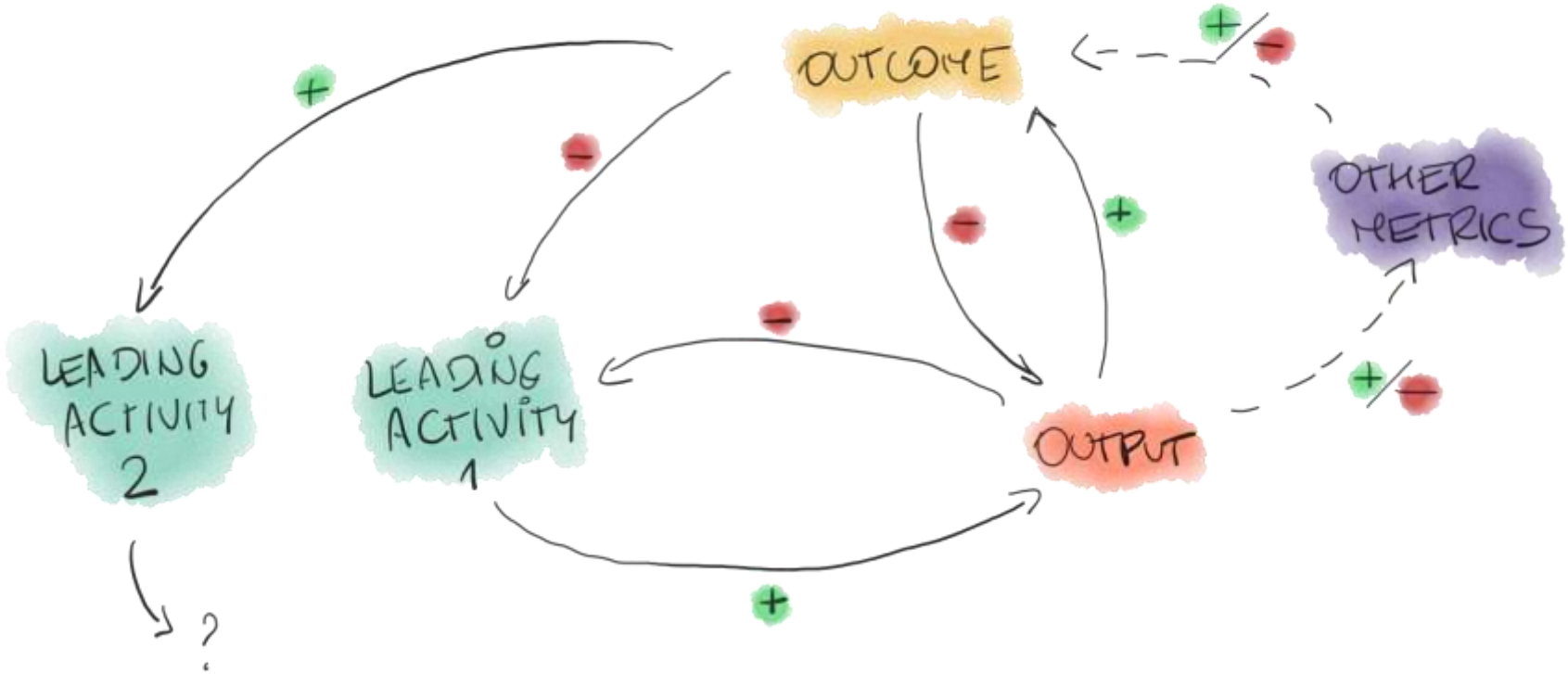
TEST DRIVEN DEVELOPMENT FOR ALL NEW FEATURES → INCREASED CODE QUALITY (OUTPUT) → FEWER ISSUES & HIGHER CUSTOMER HAPPINESS (OUTCOME)

↓ DO WE REALLY NEED IT?

↓ HOW DO MEASURE IT?

↓ NPS?


REASON FOR DISSATISFACTION
AMBITIONS
LET'S START DOING X OR MORE OF IT
LEADING INDICATOR
OUTPUT
LAGGING METRIC
OUTCOME
LAGGING METRIC



#SYSTEMTHINKING

METRICS

THESE ARE NOT THE ~~DROIDS~~
YOU ARE LOOKING FOR...

HOW TO RECOGNIZE BAD METRICS?

VANITY METRICS

- THE MORE THE BETTER

  HIGHER, FASTER, CHEAPER, MORE OFTEN...

- ADDICTIVE, NO TARGET VALUE

- MAKE YOU FEEL GOOD...
  BUT DRIVE PEOPLE TO
  GAME THE SYSTEM

YOU GET WHAT YOU MEASURE FOR!

VELOCITY

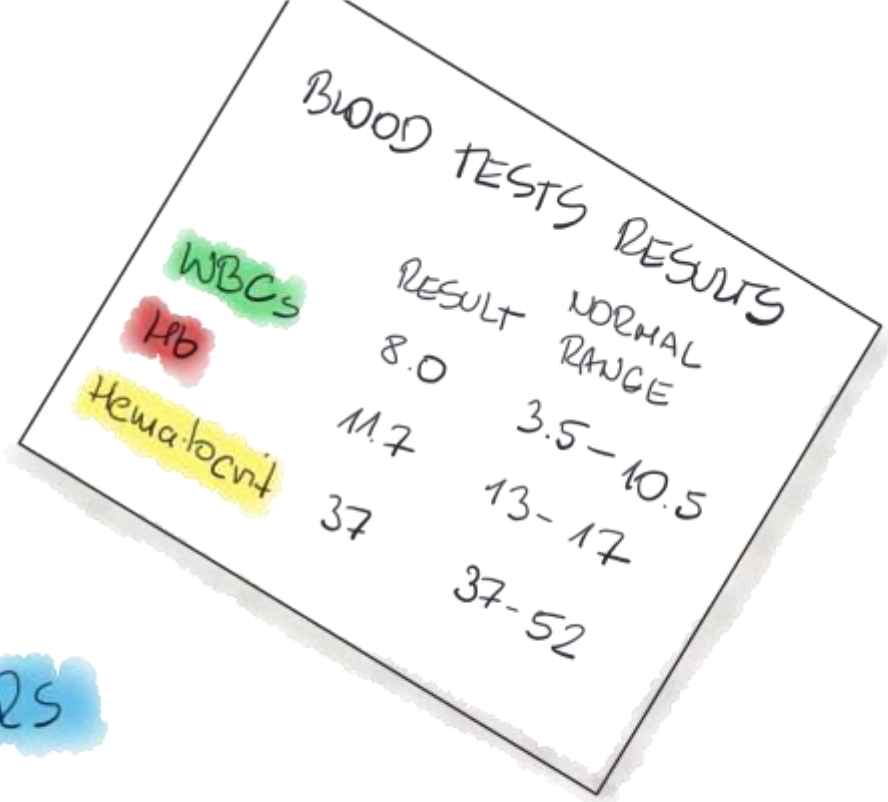
RELEASES FREQUENCY

AUTOMATED TESTS COVERAGE

NPS

AM I HEALTHY?
ARE WE AGILE?

COVID-19
☐ POSITIVE
☑ NEGATIVE



HEALTH INDICATORS

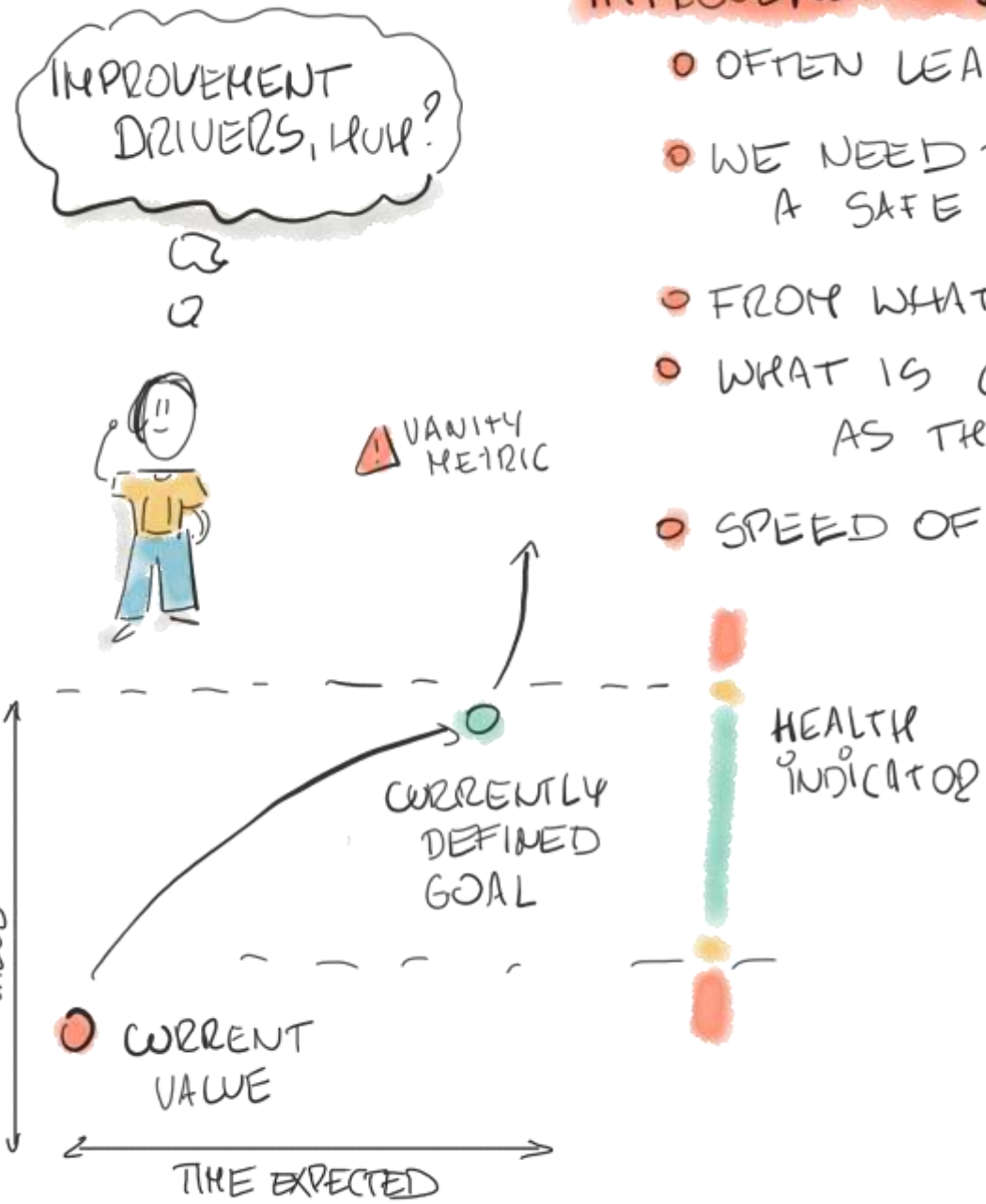
- NO SINGLE "GOOD" VALUE
  BUT A RANGE SEEN AS ACCEPTED*

- THE RANGES MAY CHANGE DUE
  TO EVOLUTIONARY OR REVOLUTIONARY
  CHANGES

- OFTEN HEALTH INDICATORS ARE METRICS
  WHICH WERE PREVIOUSLY IMPROVEMENT DRIVERS

IMPROVEMENT DRIVERS

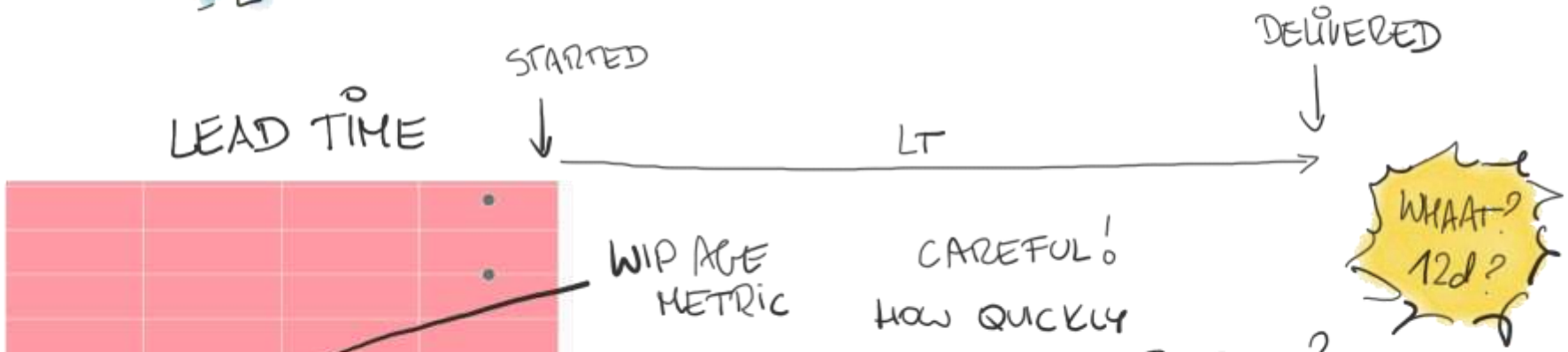
- OFTEN LEADING INDICATORS
- WE NEED TO DEFINE A SAFE WAY OF MEASURING IT
- FROM WHAT VALUE WE START?
- WHAT IS CURRENTLY SEEN AS THE TARGET
- SPEED OF CHANGE



BEFORE WE START TALKING ABOUT KPIS

METRICS ALLOWING US TO ACT BEFORE THEY'LL BECOME DISSATISFACTORY

LAGGING METRICS



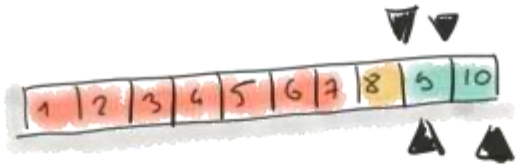
BEFORE WE START TALKING ABOUT KPIS

WHAT WOULD WE CALL AN ACTIONABLE METRIC THEN?

NET PROMOTER SCORE (NPS)

HOW LIKELY YOU ARE TO RECOMMEND THIS PRESENTATION TO YOUR PRODUCT OWNER?

WHAT CAN WE DO ABOUT PEOPLE WHO GAVE 4?

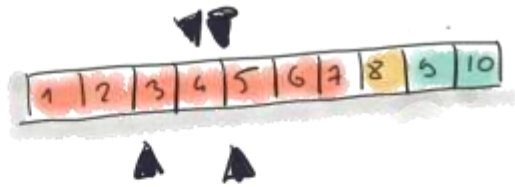


OH, I'M A GREAT SPEAKER!

REALLY?

WHO DO WE ASK?

WHAT ABOUT PEOPLE WHO LEFT BY NOW?



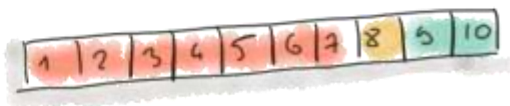
WAS IT SO BAD?

000
M 100

80+ 10-

80-10 = 70/100 · 100%

70%



NPS:

- LAGGING METRIC
- OUTCOME MEASUREMENT
- HEALTH INDICATOR
- POTENTIALLY A VANITY METRIC
- ACTIONABLE?

80/10/10 (7)

FLIP CARD:

- LAGGING METRIC
- OUTCOME MEASUREMENT
- HEALTH INDICATOR FOR DIFFERENT SEGMENTS
- LESS LIKELY TO BE A VANITY METRIC DUE TO MANY PURPOSES DISCOVERED
- ACTIONABLE?

- WHAT WAS YOUR PURPOSE OF...
- HOW FLIP WAS IT?
  - EXTREMELY, EXCEEDED..
  - HIGHLY
  - MOSTLY
  - PARTIALLY
  - SLIGTHLY
  - NOT AT ALL
- WHY HAVE YOU CHOSEN SUCH VALUE...

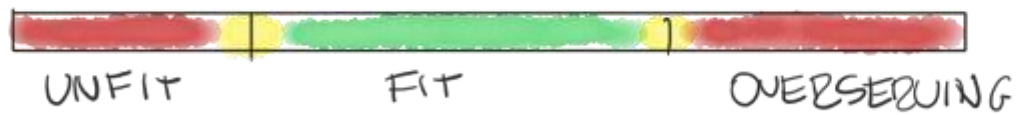
#FIT4PURPOSE

OK, IS THERE ANYTHING YOU'D CALL KPIs?

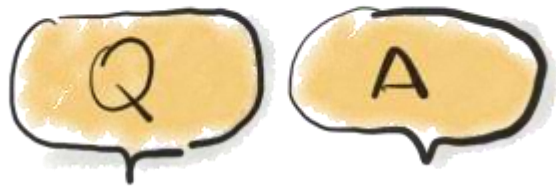
LET'S BE FAIR, WE CALL TOO MANY, AND MOSTLY WRONG, METRICS... KPIs

KEY PERFORMANCE INDICATORS

→ FITNESS CRITERIA



THE SAME PRODUCT WON'T BE EQUALLY FIT 4 DIFFERENT CUSTOMER SEGMENTS



WANT SOME MORE?

#podcast

KANBAN
przy kawie

FIT-FOR-PURPOSE

LEANAGILE.NINJA

CUSTOMER
EXPERIENCE
PROFESSIONAL