ThoughtWorks®

THE SERVICE-DELIVERY REVIEW

The Missing Agile Feedback Loop!

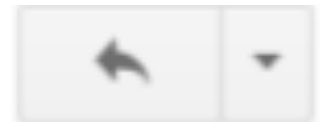# WHAT'S THE PROBLEM?

HOW WOULD YOU ANSWER?

@thoughtworks.com>   8:34 AM (1 hour ago)

to John, Matt
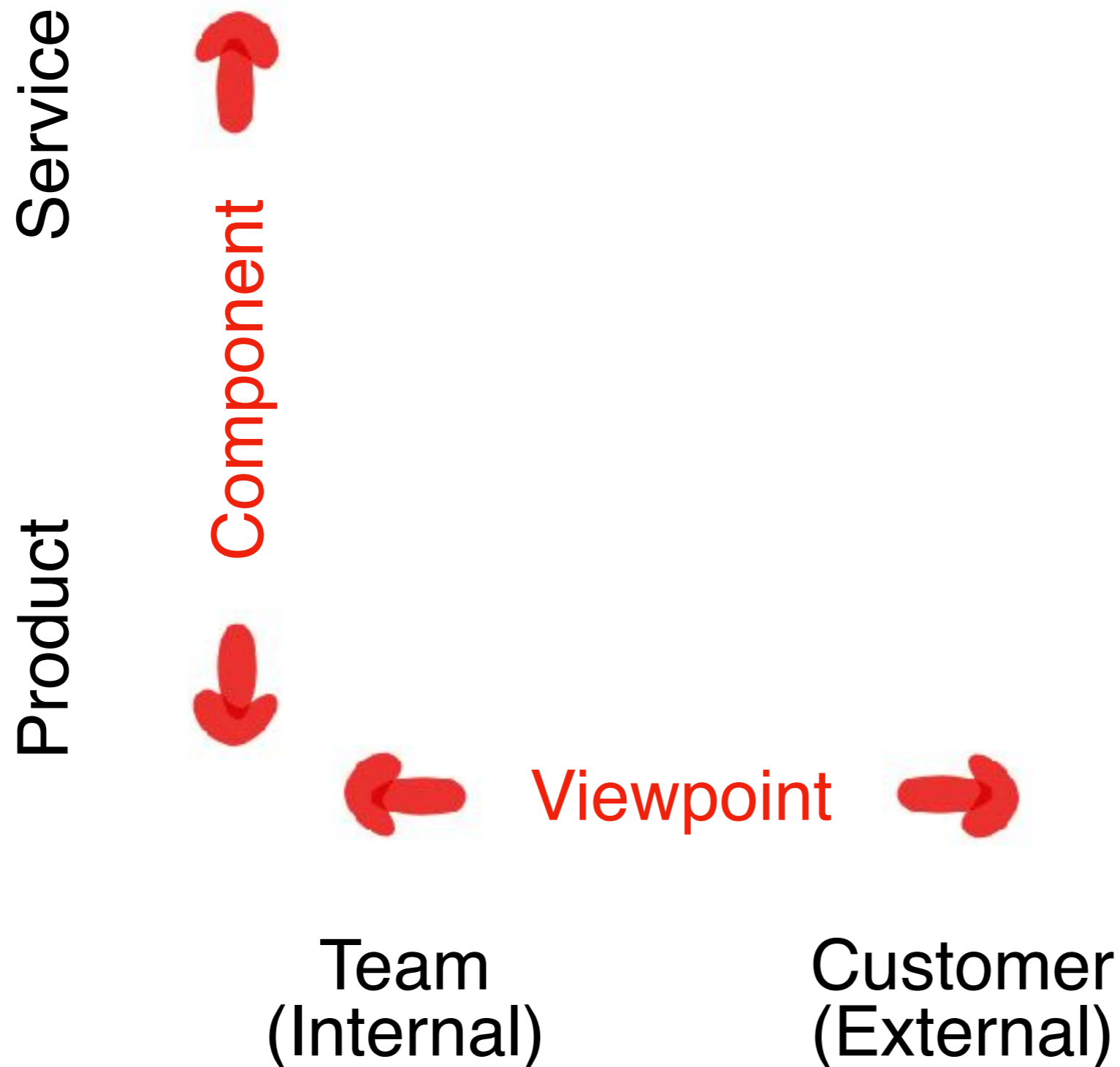
Hi John,

Thanks for sending this over, I am happy to pass to the design team to get some help on it.

Is there any due date?

best

DELIVERY CONCERNS

Service

Product

Component

Viewpoint

Team
(Internal)

Customer
(External)

FEEDBACK NEEDS

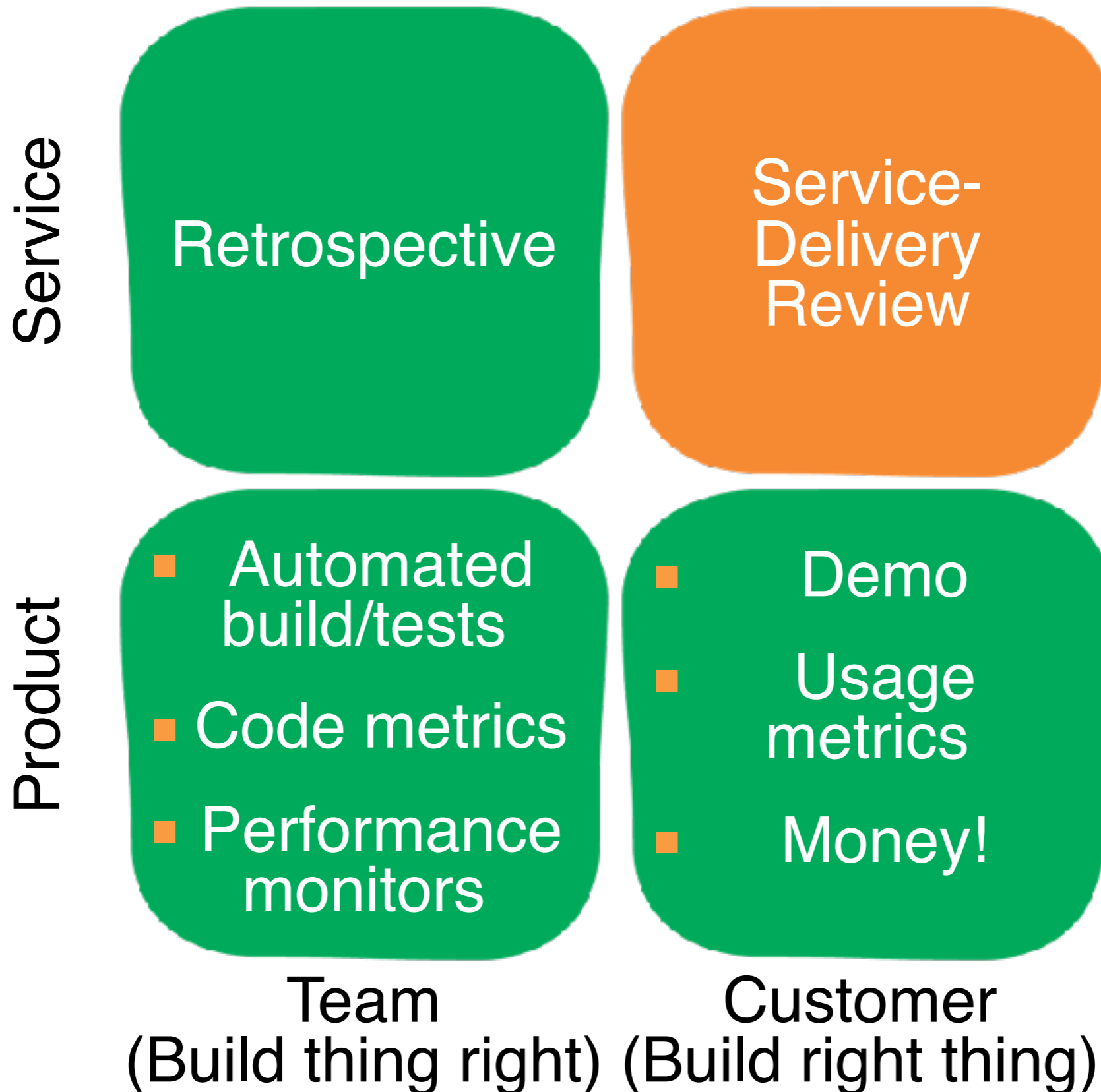|	Team (Build thing right)	Customer (Build right thing)
Service	Is our team healthy?	Is our service delivery fit for its purpose?
Product	Is our product healthy?	Is our product fit for its purpose?

@mattphilip #lkce17

FEEDBACK LOOPS

	Team (Build thing right)	Customer (Build right thing)
Service	Retrospective	?
Product	• Automated build/tests • Code metrics • Performance monitors	• Demo • Usage metrics • Money!

A POSSIBLE SOLUTION

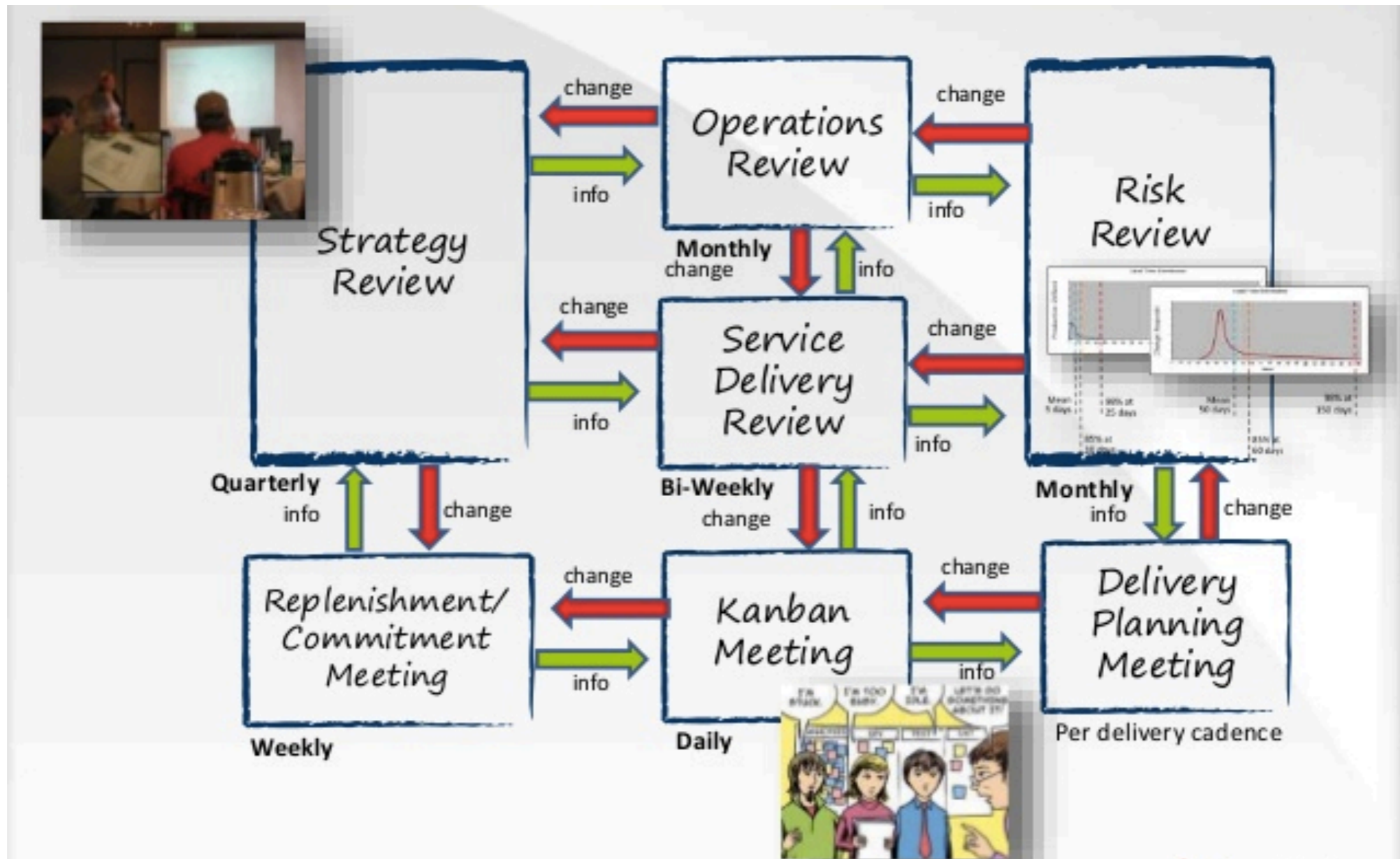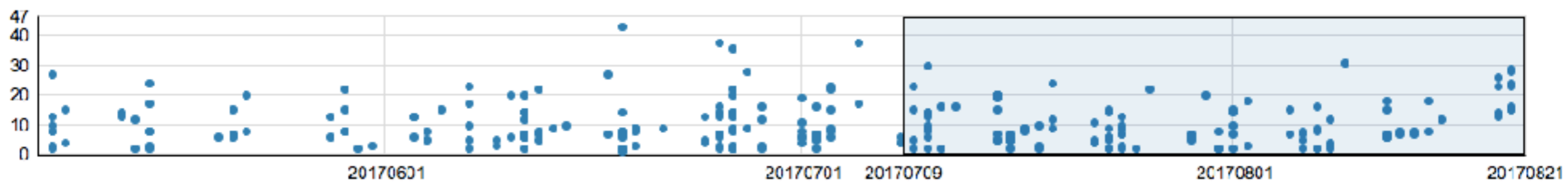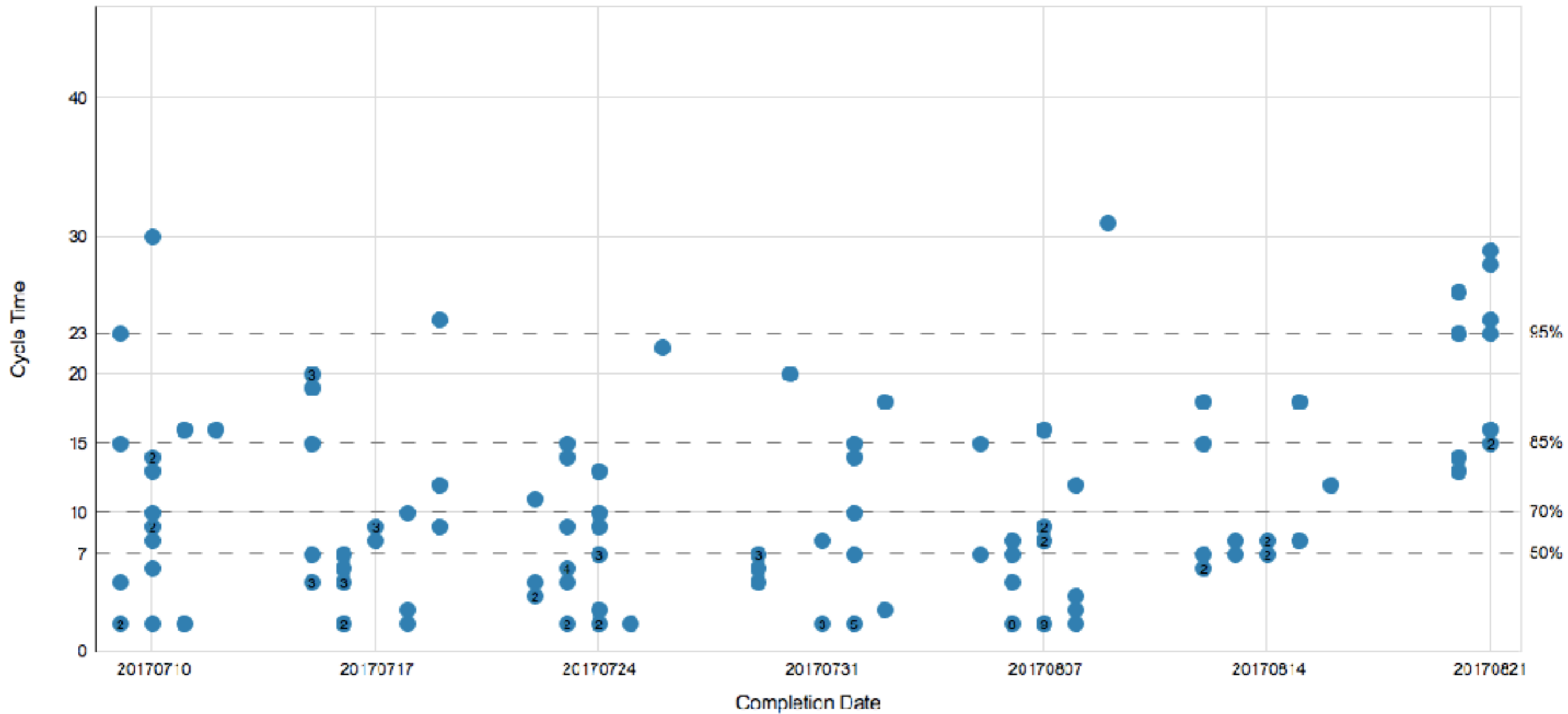|	Team (Build thing right)	Customer (Build right thing)
Service	Retrospective	Service-Delivery Review
Product	■ Automated build/tests ■ Code metrics ■ Performance monitors	■ Demo ■ Usage metrics ■ Money!
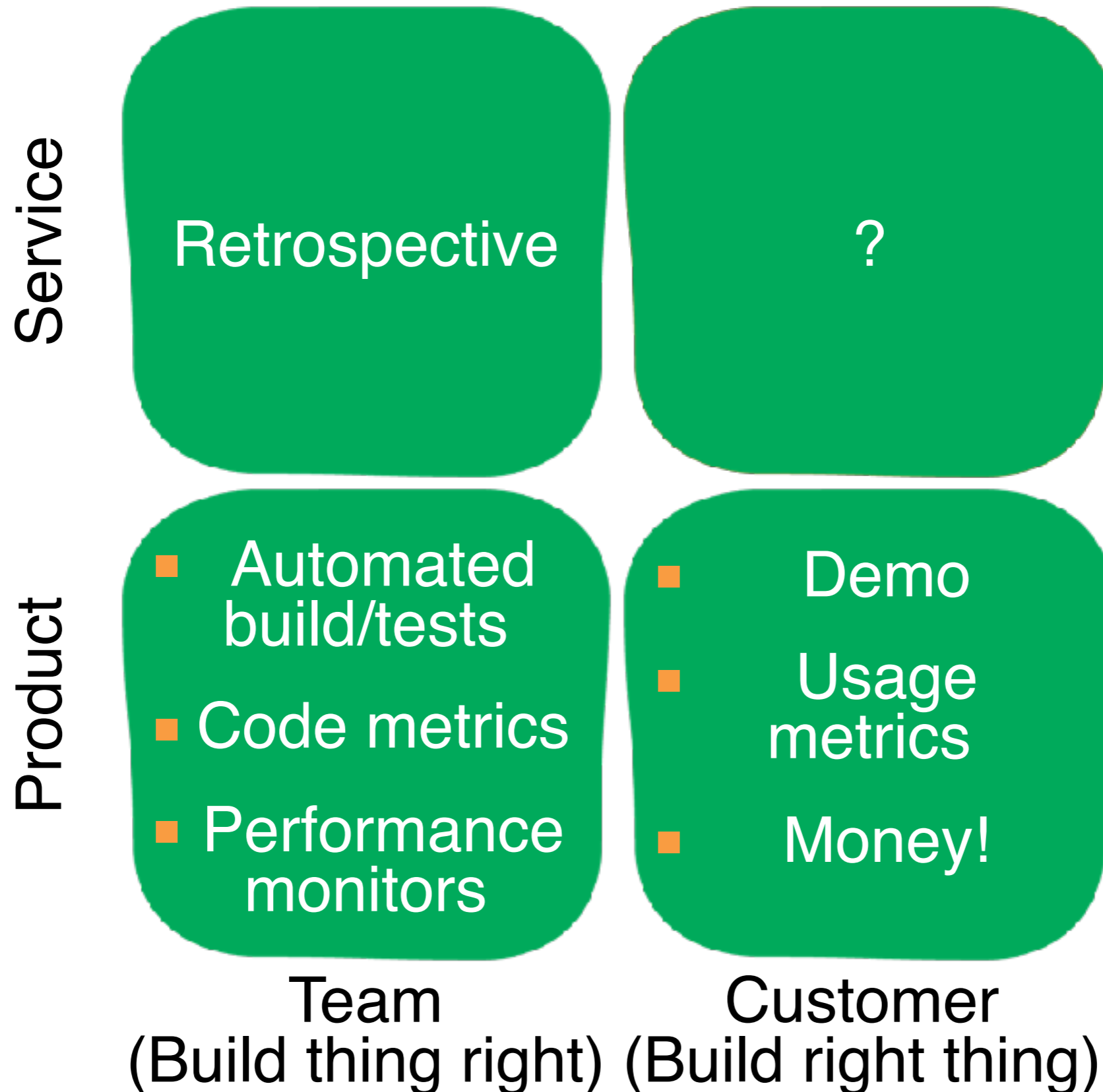
7 KANBAN CADENCES

> *A regular, **quantitatively**-oriented discussion between a **customer** and delivery team about the **fitness for purpose** of its **service delivery**.*
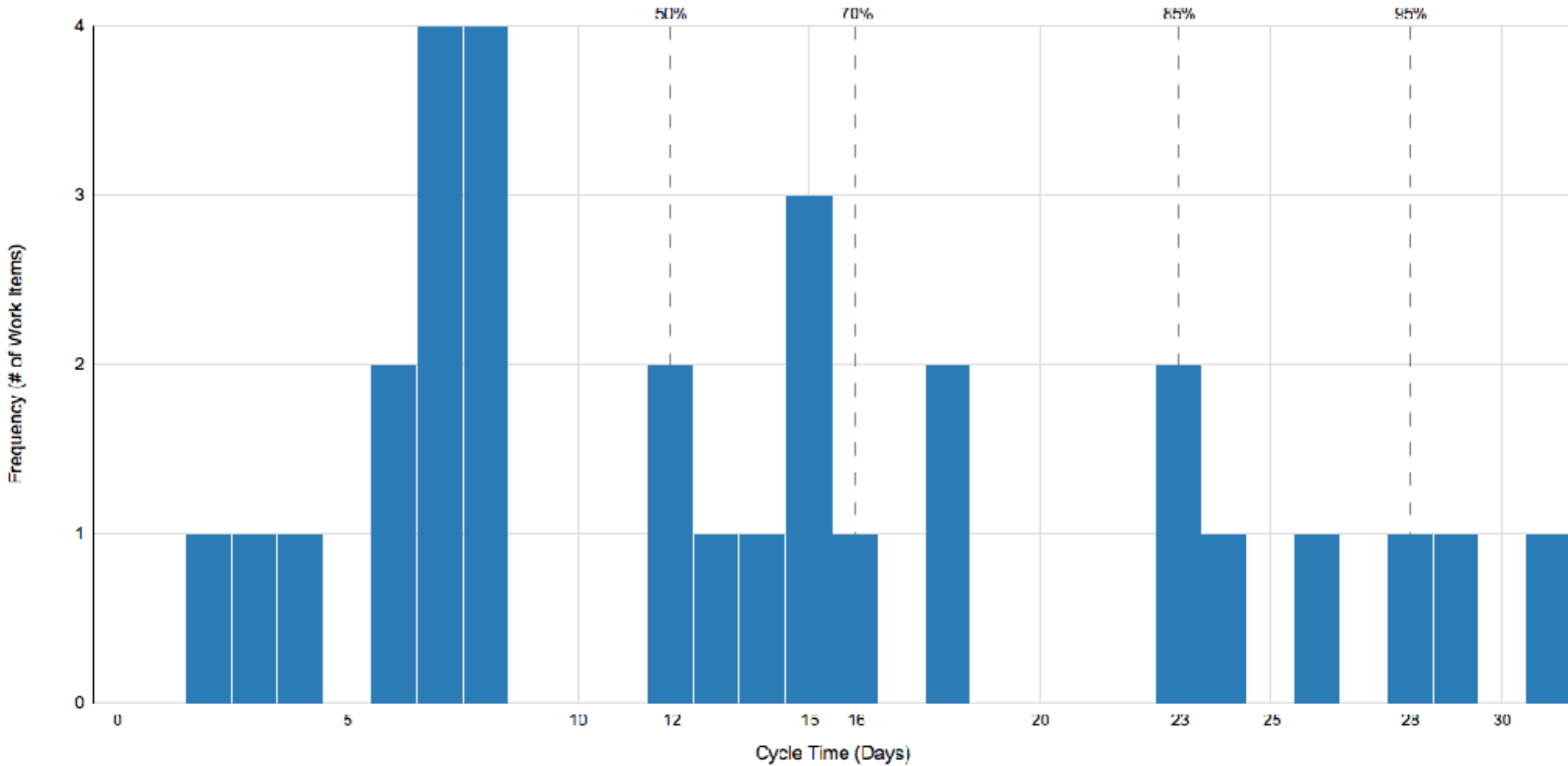
POSSIBLE TOPICS

- ☐ Delivery times and distribution

- ☐ Service-delivery expectations (e.g., 85th %ile)

- ☐ Value-demand ratio (value-add or failure demand)

- ☐ Due-date performance (fixed-date misses)

- ☐ Policy changes

- ☐ Results of fitness surveys (e.g., F4P Box Score)

- ☐ "What obstacles stand in the way of our service-delivery expectations?" (e.g., blocker clustering)
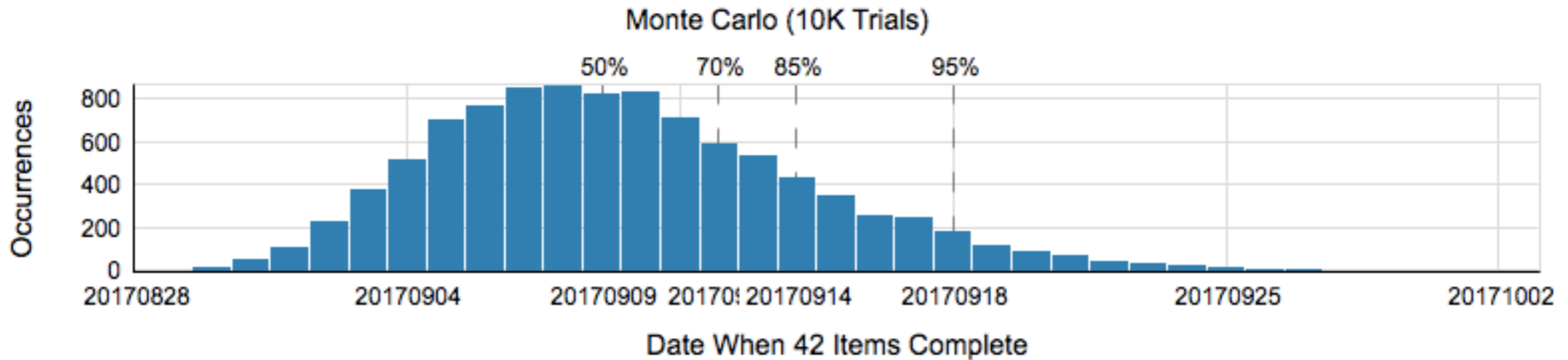
DELIVERY-TIME SCATTERPLOT

DELIVERY-TIME HISTOGRAM

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PROBABILISTIC FORECAST

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VALUE-DEMAND RATIO

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AGING WORK IN PROGRESS

SERVICE-DELIVERY REVIEW CANVAS

"Is our service delivery fit for its purpose according to our customer?"   *Delivery Team (single kanban):*   *Date:*

SERVICES WE PROVIDE
Which service requests / work items types do we accept? What are the service level expectations of each work item type?

FITNESS CRITERIA METRICS
What does our customer value about our service? e.g. Predictable delivery, quality, delivery-time expectation at 85th%

PARTICIPANTS IN REVIEW
E.g., Flow manager, coach, exec sponsor, Product owner, customer(s), external stakeholders, delivery team reps

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INPUTS

DUE-DATE PERFORMANCE
How well did we do with on-time delivery of fixed-date items?

EXPEDITE PERFORMANCE
How well did we do with on-time delivery of expedite items?

STANDARD-URGENCY PERFORMANCE
How well did we do with on-time delivery of expedite items? Service-level expectation:

$85th$ percentile:
$50th$ percentile:

BLOCKER CLUSTERS
Express largest clusters by type, count and total days blocked

ACHIEVEMENTS AND SHORTFALLS VS. EXPECTATIONS

OUTPUTS

OPTIONS TO REDUCE RISK
Or system-design changes to improve capability vs. expectations (e.g., reduce WIP)

FORECAST
Based on delivery times, our expectation that we will complete remaining work

IMPROVEMENT HYPOTHESES
We believe that <change> will result in <outcome> and we'll know because of <signal>

FEEDBACK METRICS

Service

- Team health
- Engagement
- Flow efficiency

- Delivery time distribution
- Throughput
- Due-date performance

Product

- Mean time to restore
- Code health
- Performance

- Revenue
- Usage metrics
- App-store rating

Team
(Build thing right)

Customer
(Build right thing)

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BENEFITS OF A SERVICE-DELIVERY REVIEW

- ☐ Forces you to focus on customers and become fit for the purpose for which they chose you

- ☐ Sets clear standards and achievement

- ☐ Generates feedback with (meaningful) data

- ☐ Helps you understand why you fail and then align improvement efforts

- ☐ Builds customer trust and loyalty

- ☐ Improve your relationships!

93%, my love.

Delighting customers doesn't build loyalty; reducing their effort— the work they must do to get their problem solved —does.

TAKEAWAYS FOR TOMORROW

- ☐ Identify and involve your customer

- ☐ Ask the "fitness" question (What do you value…?)

- ☐ Discover your services

- ☐ Establish service-delivery expectations

- ☐ Keep doing the other useful feedback loops

- ☐ Consider fitness as way to measure "agile adoption"

THANK YOU

Questions?

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