UITKOMSTEN METEN

FACILITEER HET SPEL

Dit spel is gebaseerd op het Evidence-Based Management (EBM) framework van Scrum.org. EBM is een empirisch framework waarmee organisaties kunnen meten wat de (ogenschijnlijke) Productwaarde is, zowel als hoe effectief een Product ontwikkeld en geleverd wordt. De metingen kunnen worden geïnspecteerd om de Productwaarde te helpen maximaliseren en de manier van werken te verbeteren.

1. De Scrum Facilitator legt de vier Key Value Areas (KVAs) op een rij op de grond (Current Value, Time to Market, Ability to Innovate and Unrealized Value). Licht elke KVA kort toe aan de deelnemers.
2. Vorm twee groepen. Geef de ene groep de groene 'Key Value Measures'-kaarten en de andere groep de overgebleven paarse KVMs.
3. Stap 1: Nodig de groepen uit om de KVMs te bespreken en bij de juiste KVA te plaatsen.
4. Stap 2: Nodig beide groepen uit om hun resultaat te bespreken en eventueel aan te passen. Zorg er voor dat de kaarten goed liggen voor je verder gaat.
5. Stap 3: Nodig de deelnemers uit om individueel de KVMs te bekijken, en er één te kiezen die er voor hen uit springt. (Hier mogen deelnemers ook een eigen KVM verzinnen).
6. Stap 4: Nodig de deelnemers uit om in groepen van vier verder te gaan. Elke deelnemer vertelt waarom ze deze KVM kiezen, en werkt binnen het groepje samen hoe deze toe te passen. (Wanneer er zelf KVMs verzonnen zijn, let dan extra goed op dat dit geen schijnwaarde meet, en bespreek eventuele valkuilen).

Scrum Facilitators is een Nederlandse trainingsorganisatie met de missie om van professionals geweldige Scrum facilitators te helpen maken. Een Scrum Facilitator kan Scrum Master, Product Owner, teamlid of leider zijn. Geweldige Scrum Facilitators begrijpen de Scrum waarden en principes en gebruiken deze om Scrum op effectieve wijze te implementeren met hun teams en organisaties.

Scrum Facilitators is partner van Scrum.org. Onze trainingen zijn geaccrediteerd, altijd up-to-date, leuk, maximaal interactief EN altijd gefaciliteerd door twee trainers, zodat je leerdoelen maximaal bereikt worden. Onze trainers zijn **doorwinterde experts** en **Scrum.org gecertificeerde** Professional Scrum Trainers met flinke praktijkervaring in verschillende contexten.

Leer meer over Evidence-Based Management (EBM) op
http://scrum.org/EBM

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Door Scrum Facilitators

CURRENT VALUE

Reveals the value that the product delivers to customers, today


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TIME TO MARKET

Expresses the organization’s ability to quickly deliver new capabilities, services, or products


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ABILITY TO INNOVATE

Expresses the ability of a product development organization to deliver new capabilities that might better meet customer needs


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UNREALIZED VALUE

Suggests the potential future value that could be realized
if the organization could perfectly meet the needs of all potential customers


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Customer Satisfaction


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Feature Usage Index


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Defect Trends


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Product Cost Ratio


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Installed Version Index


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Build & Integration Frequency


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Production Incident Trends


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Release Stabilization Period


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Market Share


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Cycle Time


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Time-to-Learn


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Employee Satisfaction


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Customer Usage Index


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Revenue per Employee


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Release Frequency


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Mean Time to Repair


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Lead Time


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Innovation Rate


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On-Product Index


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Technical Debt


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Active Code Branches / Time Spent Merging Branched Code


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Time Spent Context-Switching


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Customer or User Satisfaction Gap


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Meet geen Output; Meet de Uitkomst


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Het gaat niet om de metingen, maar om de inzichten


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Evidence Based Management op
http://scrum.org/EBM


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EBM suggested cheat sheet

Time-to-Market (T2M)

KVM	Measuring:
Build and integration frequency	The number of integrated and tested builds per time period. For a team that is releasing frequently or continuously, this measure is superseded by actual release measures.
Release Frequency	The number of releases per time period, e.g. continuously, daily, weekly, monthly, quarterly, etc. This helps reflect the time needed to satisfy the customer with new and competitive products.
Release Stabilization Period	The time spent correcting product problems between the point the developers say it is ready to release and the point where it is actually released to customers. This helps represent the impact of poor development practices and underlying design and code base.
Mean Time to Repair	The average amount of time it takes from when an error is detected and when it is fixed. This helps reveal the efficiency of an organization to fix an error.
Cycle Time	The amount of time from when work starts on a release until the point where it is actually released. This measure helps reflect an organization's ability to reach its customer.
Lead Time	The amount of time from when an idea is proposed or a hypothesis is formed until a customer can benefit from that idea. This measure may vary based on customer and product. It is a contributing factor for customer satisfaction.
Time-to-Learn	The total time needed to sketch an idea or improvement, build it, deliver it to users, and learn from their usage.

Current Value (CV)

KVM	Measuring:
Revenue per Employee	The ratio (gross revenue / # of employees) is a key competitive indicator within an industry. This varies significantly by industry.
Product Cost Ratio	Total expenses and costs for the product(s)/system(s) being measured, including operational costs compared to revenue.
Employee Satisfaction	Some form of sentiment analysis to help gauge employee engagement, energy, and enthusiasm.
Customer Satisfaction	Some form of sentiment analysis to help gauge customer engagement and happiness with the product.
Customer Usage Index	Measurement of usage, by feature, to help infer the degree to which customers find the product useful and whether actual usage meets expectations on how long users should be taking with a feature.

Ability to Innovate (A2I)

KVM	Measuring:
Feature Usage Index	Measurement of features in the product that are frequently used. This helps capture features that are rarely or never used.
Innovation Rate	The percentage of effort or cost spent on new product capabilities, divided by total product effort or cost. This provides insight into the capacity of the organization to deliver new product capabilities.
Defect trends	Measurement of change in defects since last measurement. A defect is anything that reduces the value of the product to a customer, user, or to the organization itself. Defects are generally things that don't work as intended.
On-Product Index	The percentage of time teams spend working on product and value.
Installed Version Index	The number of versions of a product that are currently being supported. This reflects the effort the organization spends supporting and maintaining older versions of software.
Technical Debt	A concept in programming that reflects the extra development and testing work that arises when "quick and dirty" solutions result in later remediation. It creates an undesirable impact on the delivery of value and an avoidable increase in waste and risk.
Production Incident Trends	The number of times the Development Team was interrupted to fix a problem in an installed product. The number and frequency of Production Incidents can help indicate the stability of the product.
Active code branches, time spent merging code between branches	These measures are like the Installed Version Index, since different deployed versions usually have separate code branches.
Time spent context-switching	Number of meetings per day per person, and the number of times a day team members are interrupted to help people outside the team can give simple insight into the magnitude of the problem.

Unrealized Value (UV)

KVM	Measuring:
Market Share	The relative percentage of the market controlled by the product.
Customer or user satisfaction gap	The difference between a customer or user's desired experience and their current experience.

Source: EBM guide, http://scrum.org/EBM


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