Điều phối Trò Chơi

Trò chơi này được xây dựng dựa trên Evidence Based Management (EBM), EBM là một khung làm việc, mà các tổ chức có thể sử dụng để đo lường giá trị sản phẩm, và đo lường cách mà sản phẩm đó được xây dựng. Việc đo lường có thể được kiểm tra để giúp gia tăng giá trị sản phẩm và cải tiến trong cách làm việc.

1. Bạn hãy đặt bốn Key Value Areas (KVAs), trên sàn bao gồm: Current Value, Time to Market, Ability to Innovate and Unrealized Value. Giải thích rõ về mỗi KVA cho người tham gia
2. Tạo ra hai nhóm, và đưa cho một nhóm những bảng màu xanh lá về Key Value Measures cards (KVMs) và nhóm còn lại bảng KVMs màu hồng còn lại.
3. Bước 1: Mời các nhóm riêng thảo luận và đặt KVMs vào đúng chỗ KVA phù hợp.
4. Bước 2: Mời cả hai nhóm, thảo luận cùng nhau kết quả và thay đổi các thẻ nếu cần. Chắc chắn rang kết thúc bước này, các thẻ KVM đã được đặt đúng vị trí của nó tương ứng với KVA.
5. Bước 3: Mời người tham dự, từng cá nhận nhìn vào KVMs và chọn một KVM mà họ cảm thấy ấn tượng. (Một yếu tố không phải là EBM KVM cũng có thể được chọn)
6. Bước 4: Mời người tham dự lập nhóm bốn người. Yêu cầu mỗi người giải thích tại sao họ chọn KVM đó, và thảo luận làm thế nào để áp dụng chúng. (Trong trường hợp, yếu tố đo lường được chọn không phải là EBM, hay chú ý và thảo luận về nó, nó không phải là một yếu tố vô lý, những hiểu rằng tại sao yếu đó đó có thể gây vấn đề và thảo luận về những điều đó cởi mở.)

Scrum Facilitators is a Dutch-based training organization on a mission to help professionals become awesome Scrum facilitators. A Scrum Facilitator can be a Scrum Master, Product Owner, developer or leader. Great Scrum Facilitators understand the Scrum values & principles and use these to effectively implement Scrum with their teams and organizations.

Scrum Facilitators is a Scrum.org partner. Our classes are accredited, always up-to-date, fun, super interactive and always facilitated by two trainers to maximize your learning objectives. Our trainers are seasoned experts and Scrum.org certified Professional Scrum Trainers with substantial real life experience in various settings.

CURRENT VALUE

Giá trị mà sản phẩm của bạn hiện tại đang có

SCRUM
FACILITATORS

UNREALIZED VALUE

Giá trị tiềm năng trong tương lai có thể có được, nếu tổ chức có thể thoả được mong muốn tiềm năng từ khách hang hoặc người dùng.

SCRUM
FACILITATORS

TIME TO MARKET

Khả năng và sự nhanh nhẹn của tổ chức trong việc tạo ra một sản phẩm hay dịch vụ mới

ABILITY TO INNOVATE

Sự hiệu quả của tổ chức trong việc tạo ra một đổi mới mà qua đó đạt được sự hài lòng từ khách hàng.

Customer
Satisfaction

◆◆◆

Defect Trends

SCRUM
FACILITATORS

Product Cost Ratio

◆◆◆

Change Failure Rate

◆ ◆ ◆

SCRUM FACILITATORS

Installed Version Index

◆ ◆ ◆

Desired Customer Experience or satisfaction

◆◆◆

Time to remove Impediment

◆◆◆

Build & Integration Frequency

◆◆◆

Time to Pivot

◆ ◆ ◆

Production Incident Count

◆ ◆ ◆

Release Stabilization Period

◆ ◆ ◆

Lead Time
for Changes

◆◆◆

Market Share

◆◆◆

Customer Cycle Time

◆◆◆

Time-to-Learn

◆◆◆

Employee Satisfaction

● ● ●

SCRUM FACILITATORS

Customer Usage Index

●●●

Revenue per Employee

●●●

Release Frequency

●●●

SCRUM
FACILITATORS

Mean Time to Repair
●●●

SCRUM FACILITATORS

Lead Time

SCRUM
FACILITATORS

Innovation Rate

●●●

SCRUM
FACILITATORS

On-Product Index

●●●

Deployment Frequency

SCRUM FACILITATORS

Technical Debt
●●●

Time to Restore Service

●●●

SCRUM FACILITATORS

Active (Product) Code Branches

●●●

Time Spent Merging Code Between Branches

●●●

Time Spent Context-Switching

●●●

Customer or User Satisfaction Gap

●●●

Đừng đo lường Output. Đo lường Outcomes

Nó không phải là về những thước đó hay con số, mà đó là sự trao đổi, thảo luận cùng nhau.

Học thêm về Evidence Based Management tại http://scrum.org/EBM

SCRUM FACILITATORS

EBM Example Key Value Measures cheat sheet

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.

Unrealized Value (UV)

KVM	Measuring:
Market Share	The relative percentage of the market not controlled by the product; the potential market share that the product might achieve if it better met customer needs.
Customer or User Satisfaction Gap	The difference between a customer or user's desired experience and their current experience.
Desired Customer Experience or satisfaction	A measure that indicates the experience that the customer would like to have

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.
Customer 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.
Lead Time for Changes	The amount of time to go from code-committed to code successfully running in production. For more information, see the DORA 2019 report.
Deployment Frequency	The number of times that the organization deployed (released) a new version of the product to customers/users. For more information, see the DORA 2019 report.
Time to Restore Service	The amount of time between the start of a service outage and the restoration of full availability of the service. For more information, see the DORA 2019 report.
Time-to-Learn	The total time needed to sketch an idea or improvement, build it, deliver it to users, and learn from their usage.
Time to remove Impediment	The average amount of time from when an impediment is raised until when it is resolved. It is a contributing factor to lead time and employee satisfaction.
Time to Pivot	A measure of true business agility that presents the elapsed time between when an organization receives feedback or new information and when it responds to that feedback; for example, the time between when it finds out that a competitor has delivered a new market-winning feature to when the organization responds with matching or exceeding new capabilities that measurably improve customer experience.

Ability to Innovate (A2I)

KVM	Measuring:
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 Count	The number of times in a given period that 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 Product (Code) Branches	The number of different versions (or variants) of a product or service. Provides insight into the potential impact of change and the resulting complexity of work.
Time Spent Merging Code Between Branches	The amount of time spent applying changes across different versions of a product or service. Provides insight into the potential impact of change and the resulting complexity of work.
Time Spent Context-Switching	Examples include time lost to interruptions caused by meetings or calls, time spent switching between tasks, and time lost when team members are interrupted to help people outside the team can give simple insight into the magnitude of the problem.
Change Failure Rate	The percentage of released product changes that result in degraded service and require remediation (e.g. hotfix, rollback, patch). For more information, see the DORA 2019 report.