

Tracking the unmeasurable with OKRs

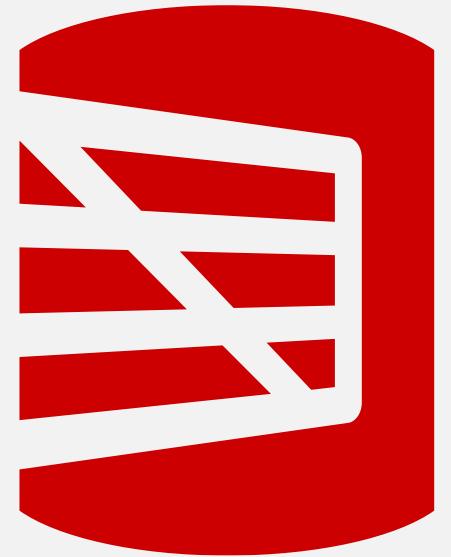
Adrian Banks



@adrianbanks

<https://linktr.ee/adrianbanks>





redgate

1

Setting the scene

GROUP

TEAM

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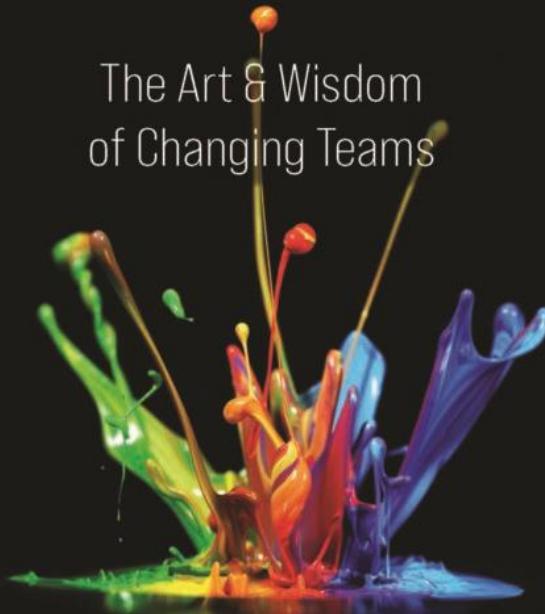


O'REILLY®

Second Edition

DYNAMIC RETEAMING

The Art & Wisdom
of Changing Teams



Heidi Helfand

Forewords by John Cutler & Diana Larsen

Friday morning

Five years of self-selection reteaming at Redgate

Agile Cambridge 2023



Chris Smith
Director of Engineering
 redgate

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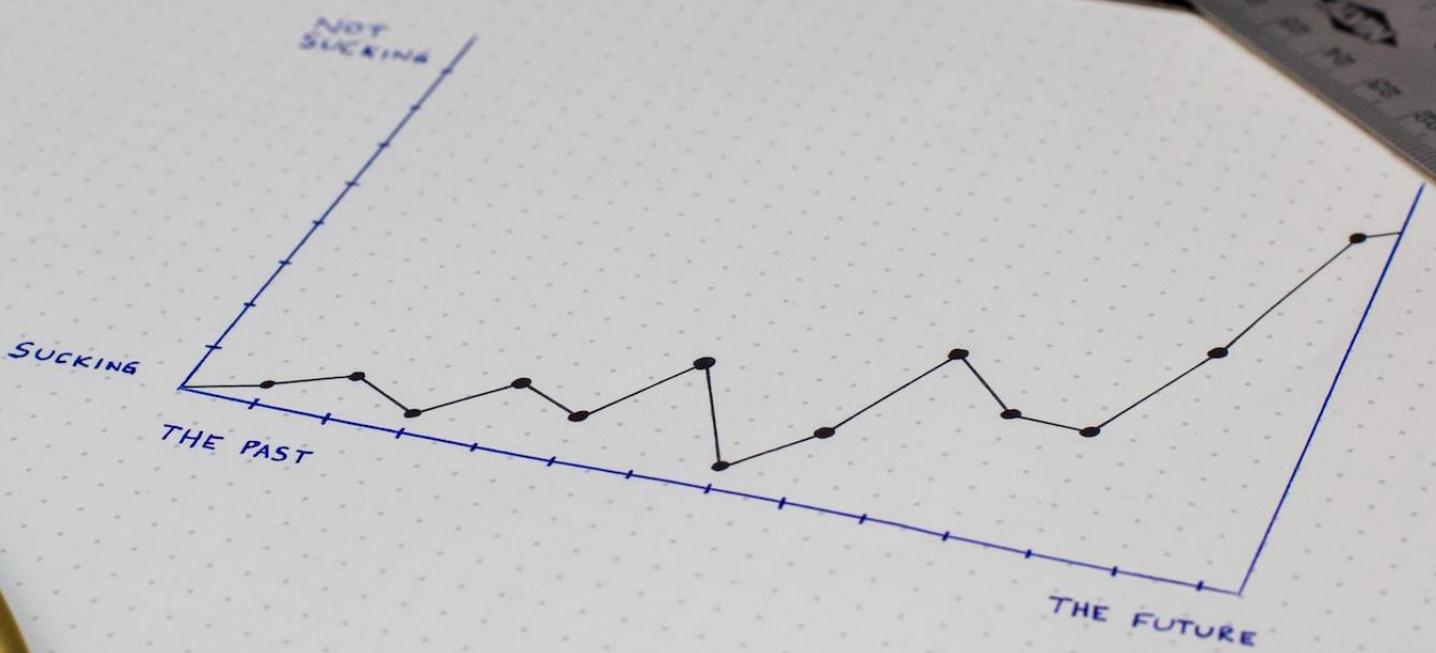
GROUP

TEAM

TEAM





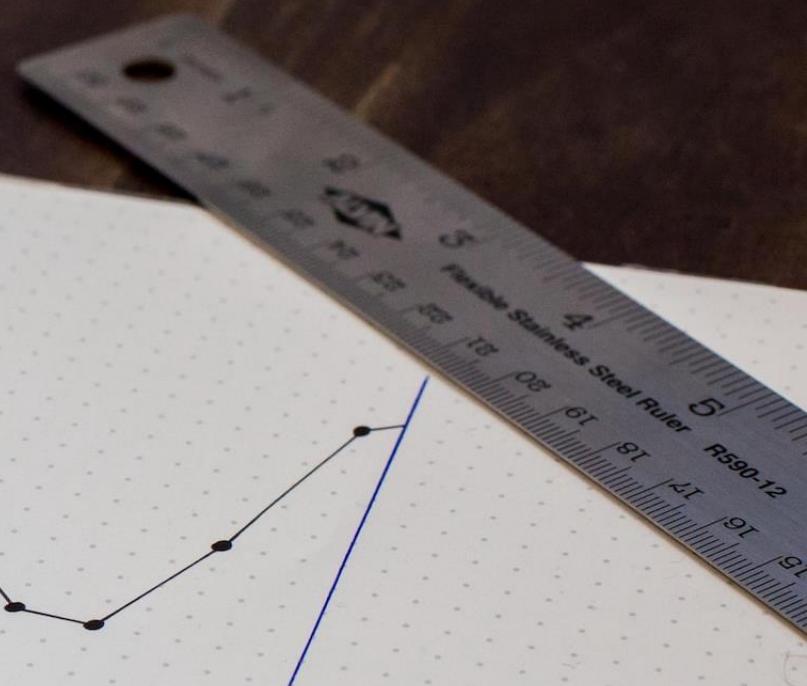


NOT
SUCKING

SUCKING

THE PAST

THE FUTURE



Successfully hand over the products to the other team, while maintaining their commercial value.



2

Meanwhile...

DDDSW

2022 





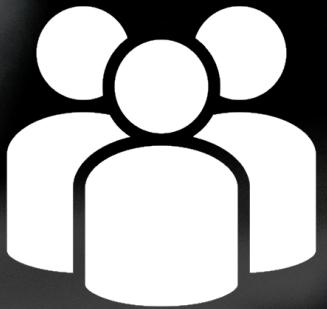
“Calculate a monetary value for
the inherent risk associated
with highway assets”

$$\text{Risk} = \text{Probability(failure)} * \text{Cost(failure)}$$



3939





3m



1.5m



5%



1 year



2 hr



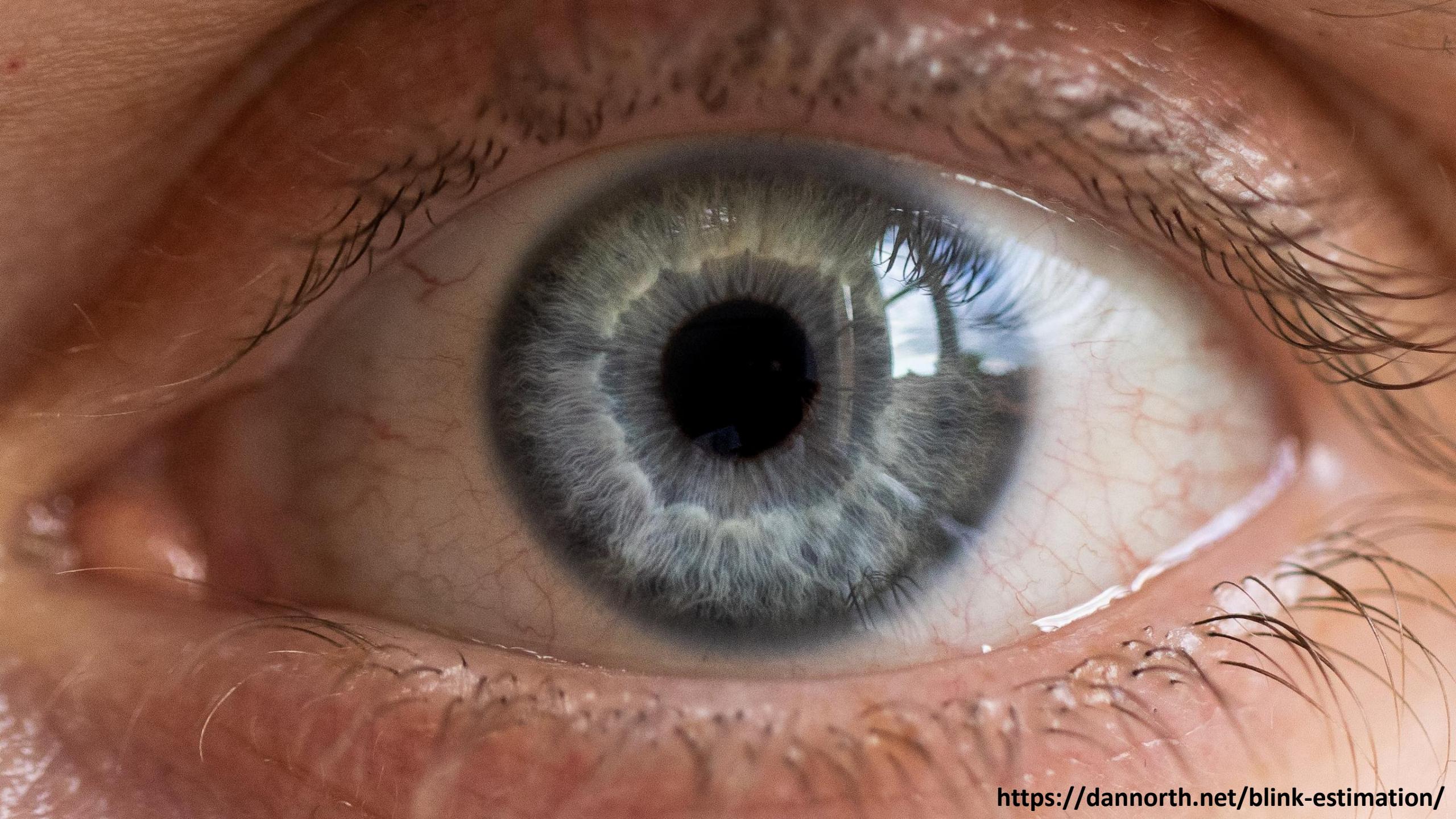
x1000

*From the
real experts*

THE ULTIMATE INSIDERS' GUIDE

WHERE





<https://dannorth.net/blink-estimation/>



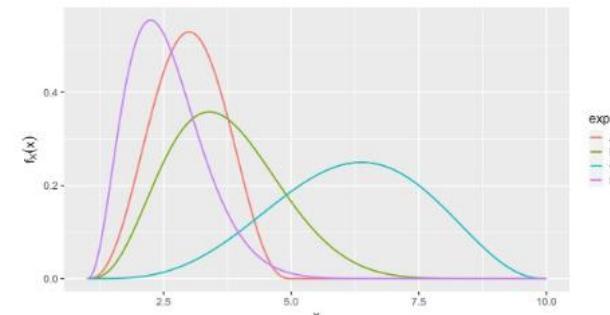






The Sheffield Elicitation Framework (SHELF)

SHELF is a package of documents, templates and software to carry out elicitation of probability distributions for uncertain quantities from a group of experts. Elicitation is increasingly important for quantifying expert knowledge in situations where hard data are sparse. This is often the context in which difficult policy decisions are made.



It is generally important to elicit from a group of experts, rather than a single expert, in order to synthesise the range of knowledge and opinions of the expert community. However, SHELF may be used for a single expert with only trivial modification.

Despite this growing role for elicitation, there is little in the way of training and support available to those who wish to conduct elicitations. SHELF is a response to this shortage. By reading and carefully following the SHELF documentation, it should be possible for an untrained facilitator to carry out competent elicitation.

About us

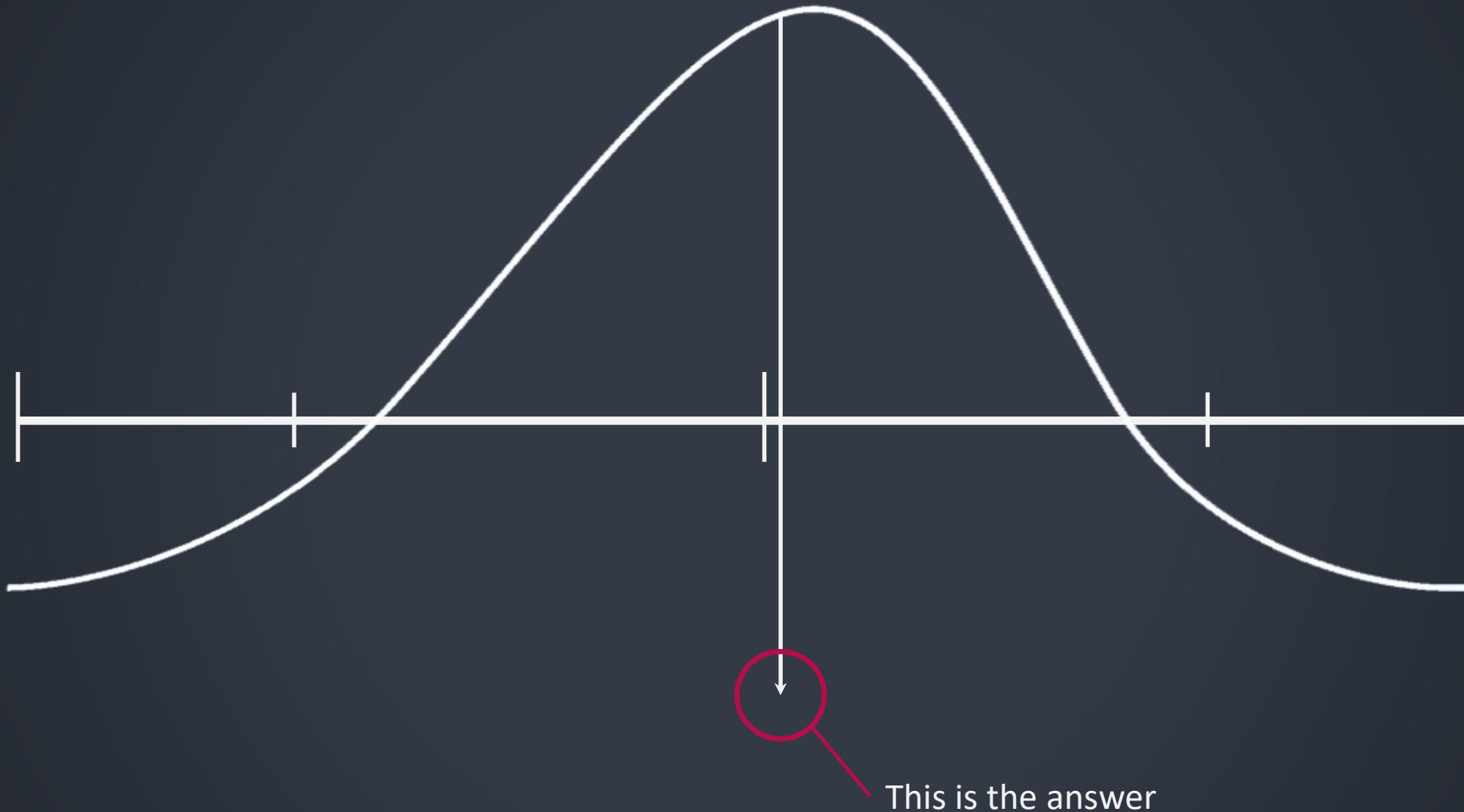
SHELF has been developed by Tony O'Hagan and Jeremy Oakley, originally in the School of Mathematics and Statistics in the University of Sheffield. It arose out of our long-standing commitment to research and practice in elicitation.

The principal spur for developing SHELF was discussions in the project 'Bayesian analysis in

<https://shelf.sites.sheffield.ac.uk>







This is the answer

17.2

16.5

17.5

18.2

16.8

17.2 17.5
17.1 17.5
17.1 17.5

17.6

17.3

17.5

17.7

18.0

17.2

17.9

16.9

17.9

#dddsw

TRADITIONAL AI DEMOS

1. LOAD DATA
2. CLEAN DATA
3. SELECT ALGORITHM
4. TRAIN ALGORITHM
5. MAKE PREDICTION



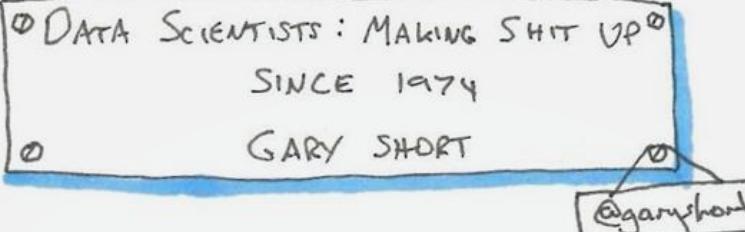
THESE DON'T WORK WITH

FERMI QUESTIONS

QUESTIONS WITH NO ANSWERS

YOU HAVE TO USE SCIENTIFIC
METHODS TO ESTIMATE AN
ANSWER

HOW MANY PIANO
TUNERS ARE THERE
IN CHICAGO?



LET'S PREDICT THE
SUCCESS OF THIS CONFERENCE



FEATURES: ATTENDANCE, SPEAKERS
INTERACTION, ACCESSIBILITY
WEIGHT: IMPORTANT,
V. IMPORTANT,
CRUCIAL

MEASURE: % FOR EACH

SCORE = WEIGHT × MEASURE

PERFECT = WEIGHTING

SUCCESS = $\frac{\text{SUM OF SCORES}}{\text{SUM OF PERFECTS}}$

CURRENT WORK: CALCULATE A MONETARY
HAI VALUE FOR THE INHERENT
RISK OF HIGHWAY ASSETS

$$\text{RISK} = P(\text{FAILURE}) \times \text{COST}(\text{FAILURE})$$

OR DO WE?

WE CLEAN
GRIDS TWICE
PER YEAR, SO
PROBABILITY CAN'T

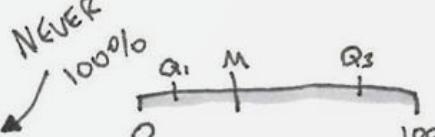
BE HIGHER THAN THAT

WE DON'T KNOW THIS

"UGLY GRASS
IS A FAILURE MODE"

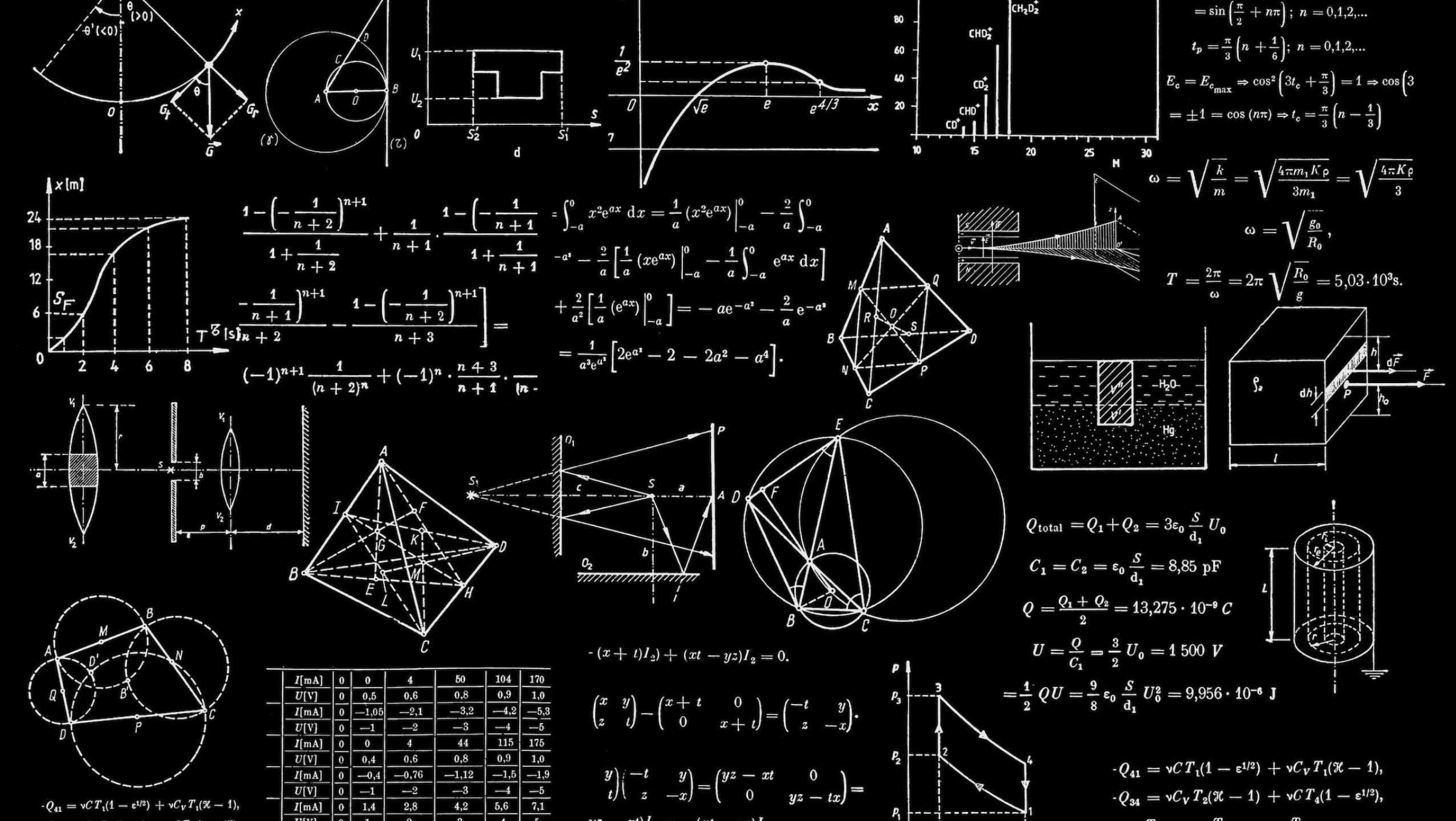
ELICITATION

1. WHAT IS LOWER BOUND?
2. WHAT IS UPPER BOUND?
3. FIND THE MEDIAN + $Q_1 + Q_3$
4. DO FOR EACH FACTOR



A WAY TO CREATE
SYNTHETIC DATA

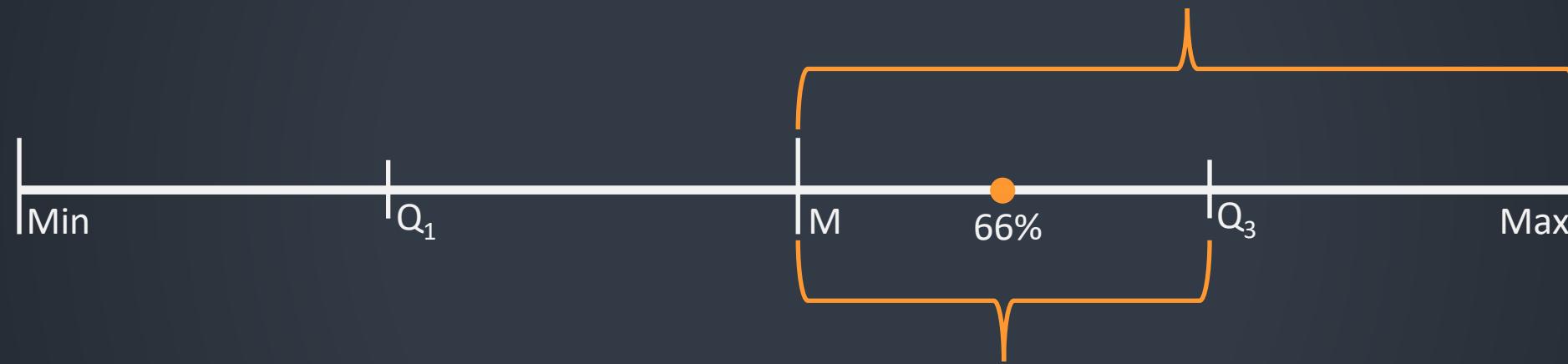
@adrianbanks

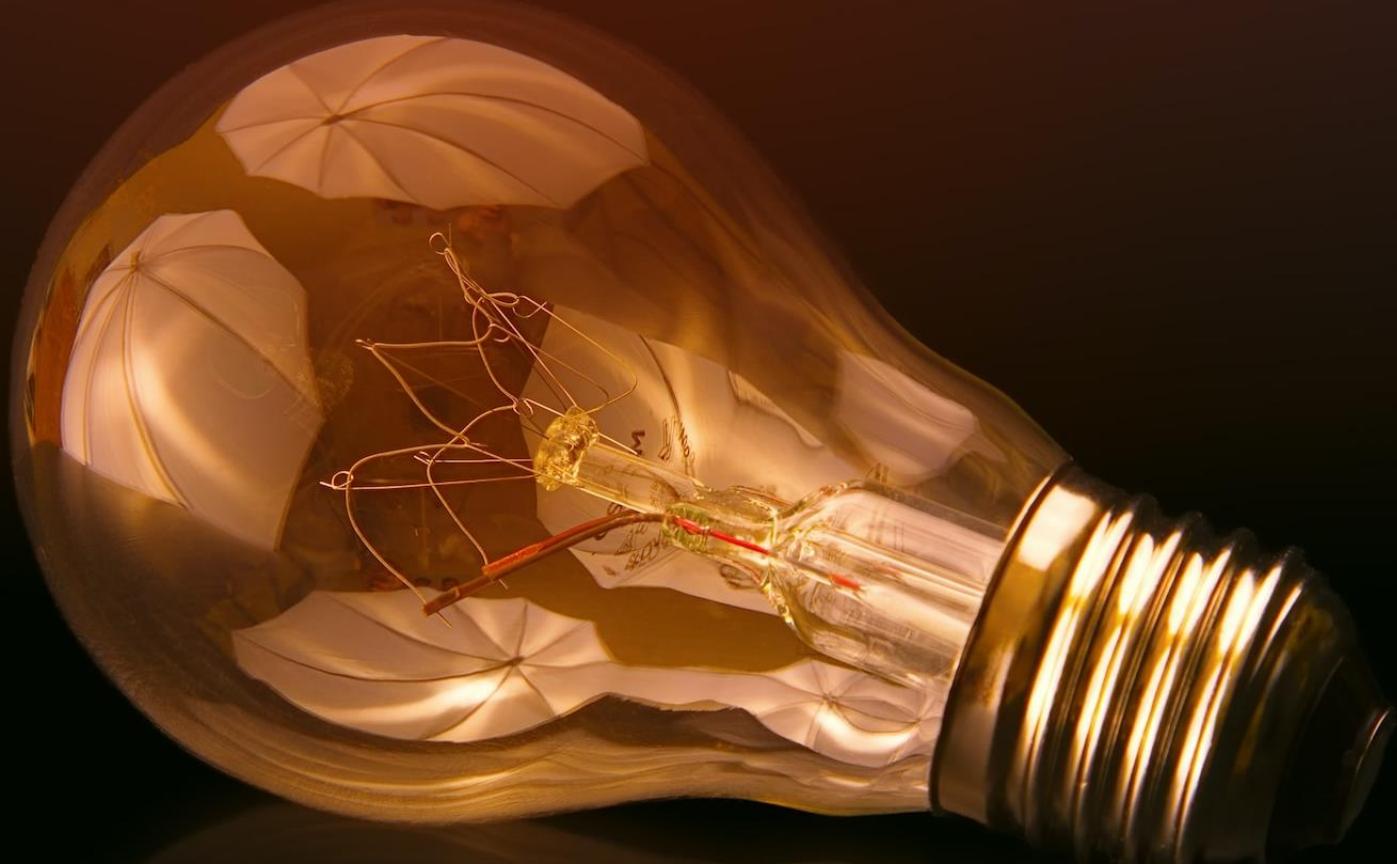




	Weight	Measure	Score	Possible
Conference is well attended	1	0.7	0.7	1
Quality of speakers	3	0.75	2.25	3
Interactions between attendees	2	0.6	1.2	2
Accessibility	1	0.8	0.8	1
			4.95	7







3

Measuring our key results

CH3OH

water

(s)

NaCl

ginkgo

red





Setting up is
easy and
hassle free

Short handover
period where
we work
together

Managing the
products
doesn't feel
difficult

We don't
inherit a load
of gnarly
problems

We don't
need to ask
for help

No need for
contact once
the handover is
done

We have
proper
support at the
beginning

If we don't need
to add new
features, there
isn't much to do

Instructions are
clear so that we
can deal with
whatever comes
our way

We feel
confident fixing
and releasing
the product

We can ask for
help if we
need it

We feel
comfortable and
confident asking
for help

There are clear
communication
channels

Once the
handover is done,
we don't need to
query many things

Handover:
- Demo
- Build locally
- Do a release

“

Given that we have a two-week handover period with the other team, we will be contacted fewer than four times in the subsequent next four weeks.

”

Well written
documentation

2

The documentation covers how to build, run and release, plus covering the concepts of what the product is and how to use it.

Product is easy
to release

2

Can the product be released with low effort, ideally automated but can be manual, without spurious errors?

Code is easy
to maintain

2

Dependencies are up to date, there are no undocumented hidden gotchas, with automated builds as a safety net to catch breakages.

Any major feature
work completed

3

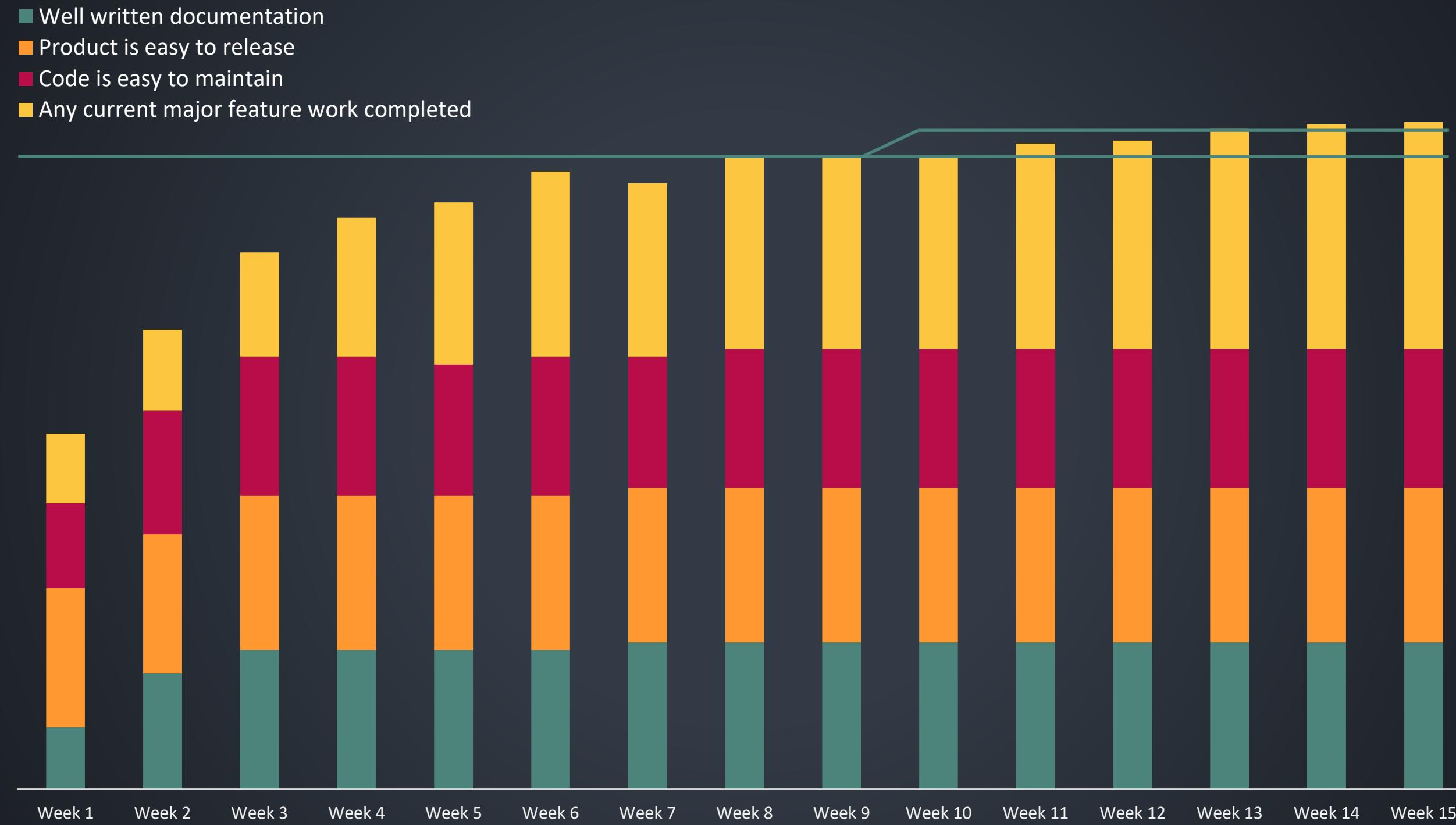
Any feature work we have in-flight is either completed or removed.



80
20

	Weight	Measure	Score	Possible
Well written documentation	2	0.4	0.8	2
Product is easy to release	2	0.9	1.8	2
Code is easy to maintain	2	0.55	1.1	2
Any current major feature work completed	3	0.3	0.9	3
			4.6	9









4

Applying this yourself







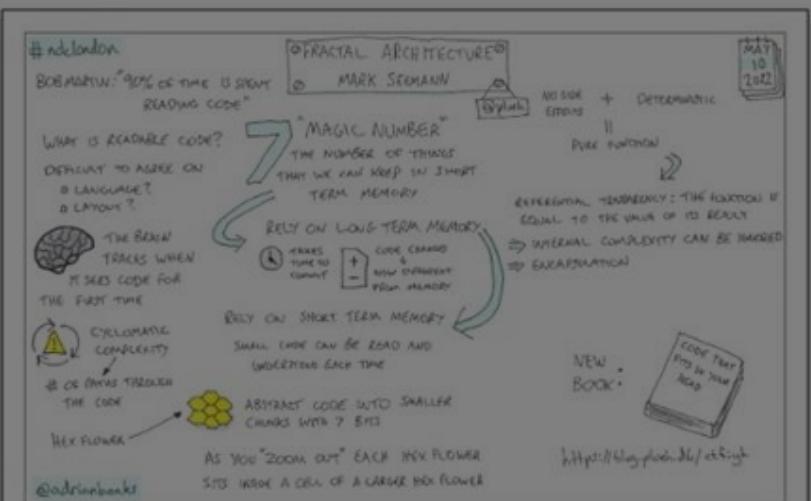
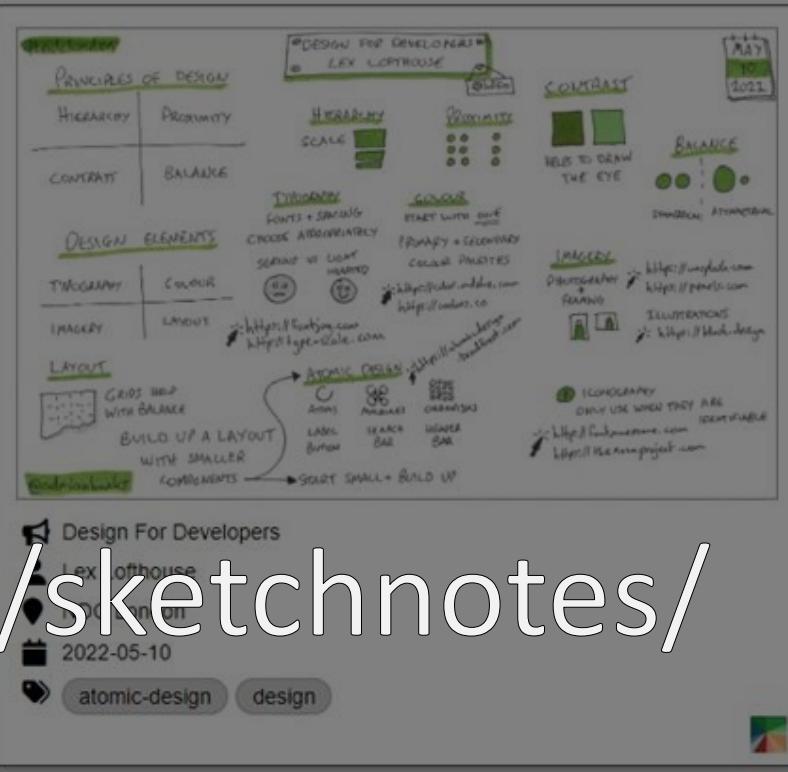




5

Summary







@adrianbanks

<https://linktr.ee/adrianbanks>