#1. Prabhakar Katlakunta - SE Manager, Skillsoft, US

#2. Preni Wadettiwar - Consultant, ADP, India

#3. Srinivas Reddy Munugala - SE Developer, HCA HealthCare, US

#4. Ramesh Avudurthi - QA Lead Seneca Global Inc., India

#5. William Lewis - Cloud Ops Analyst, SumTotal Systems, US

#6. Srihari Vadlamudi - SE Director, Microsoft, US

#7. Charu Sharma - VP PM, Bank of America, US

#8. Karthik Brahmamudi - Project Manager, Adidas, US

#9. Art Johnson - Executive Director, EY, US

#10. Sruthi Akkaraju - Product Specialist, NSW HealthCare, Sydney

#11. Pawan Kumar Joshi, VP Engineering, Accenture, Dublin

#12. Brad Diller, Principal Software Engineer, Trensant, US

#13. David Hauser, Principal Customer Success Manager, Oracle, US

#14. Daniel Clarke, Data Manager, Memora Health, US

#15. Gregory Osborne, VR Developer, Unity, US

#16. Adam Bush, Division VP Implementation - Professional Services, ADP, US

#17. Sara Mautino, HMD and VR Designer, European Commission, Portugal

#18. Stan Gonsalves, VP Technology, Tribute Technology, US

#19. Chris Froster, Sr. Manager, PWC, US

#20. Varsha Gumastha, Director - Talent and Learning, United Airlines, US

#21. Aleatha Singleton, UX and XR Author, Circuit Stream, US

#22. Ryan D Persichilli - Data Assurance Director, Accurate Background

#23. James Poisson - Sr Director, Product Management, ServiceNow US

#24. Ashleigh Heath - Software Developer, COMPRSA, SouthAfrica

#25. Diksha Goje - Sr. Product Manager, Booking.com, Netherlands

#26. Udit Roy - R&D Engineer, MyScript, France

#27. Greg Hoffman - SVP, Professional Services, PowerSchool

#28. Nagarjuna Avvaru - Technical Architect, PowerSchool

#29. Rajesh Kedarisetti - Product Owner, BCBS Tennesse, US

#30. Akbar Tanakalacheruv - Architect, BCBS Tennesse, US

#31. Yagna Nagarayana - Senior Manager-XR, Deloitte Digital, India

Transcript #1

Start hey I am Prabhakar I am software engineering manager at Skillsoft my team predominantly works on e-learning we build a large e-learning and HRMS systems for very critical customers if you look at or the working style during ~~Kuwait~~ covid we eventually started moving to remote and later totally out of the town or the office location people have move to the hometowns and started working from there they have the Internet my team difficultly works across us office and Hyderabad 12 people report to me and 3 to 4 work from Europe from US and the rest of the India.

If you are talking about software development waste yeah we do recognize that there is a ~~way~~ waste which we generate but we don't difficultly calculate or track it maybe we use our keep performance indicators we call them development API which are typically are productivity KPI that can be used as a waste to determine the waste.

About KPIs are pretty straight forward we look at developer commit time, Dev time, and turn around time in providing the fix in six sprints and then eventually one regression.

So with COVID, I observe that there is lot of the team members generating prominently the waste is in with meetings we are meeting a lot just to monitor and see whether people are doing the job and in some cases we have miscommunication of features which is taking a bad toll on releasing the feature on time.

Currently this is news to me I think whatever you spoke about the software waste indicators we have no clue and tracking them if you could provide us some provisions we would be happy to implement them in practice but for now I think we will use our KP eyes to translate them in what types the waste we are generating in our system.

Transcript #2

Hey hi I work as a consultant typically works on custom deployments of ==payroll product at ADP== ==we don't explicitly calculate waste== but ==we~~ a valuate~~ evaluate== how product we are in our delivery time so we look at our initiation of our project will the end of the project ==we have a different types of key indicators to assess whether the project is going== at as per the expectation or not so we have for checkpoint call the outcome of the checkpoint calls will define whether our project is going forward effectively or not so it's not typical but they are subjective in nature. So they are not data points to say that we certain benchmark and it is good or bad but ==it is subjective and not based on data points==.

So as are projects are subjective ==we are just monitoring the health and progress of this system== which we diploy for our customers hopefully ==if you can provide as a provision to detect or assess the way in a data point that would be wonderful==. In contract how are leadership looks at our product activity in terms of deployments and management of project is eternal on ==time and the matrix core which is submit satisfaction score which is submit by the customer==. So this is typically a survey which is sent to the customers who were part of the project and its opinionated and subjective as a mention it's not a data point so any ==metric for us in managing or verifying on detecting waste would be welcomed==.

Transcript #3

Hello I am a scram master at HCL care I manage team of 12 we build Healthcare related data processing systems. Our system should be avoid by regulatory compliance. So we undergo complaint certificate we had some employees work from office so we didn't had much stress in terms of providing derivable to most of the Healthcare vendors. However with COVID most of the critical staff had to move remote and that created a lot of ruckus in derivable. So we don't typically calculate waste but we calculate productivity and use it to see if you are wasting any of our development effort.

We follow Scaled agile development process, this Agile system provides in house productivity metrics which we use to judge whether our team is delivering things on time. Time is our key derivable and the KPI metric. Feature close your time defect close your time and Epic close your time are our indicators for measuring our productivity. we track them using our gerrit code submission.

With COVID we got a serious hit to our time based derivable. Are we are surviving to manage our backlog and feature released by micro managing our team and that has become overhead to all managers but there is no other choice if you could provide us a automated approves to detect waste and improve productivity that would be wonderful and we would be adopting it on Day 1.

Transcript #4

Hi, I work in ==QA==. I take care of ==critical cue items at Seneca global.== We totally depend on ==sonar cube metrics== manage our ==productivity quality== of the product and the potential derivable. With covered we had lot of challenges in running Sonar related metrics. ==However me manage to run the static code analysis tools local machines to generate metrics and evaluate how we are standing on day to day bases==.

We are very happy with this automated soon or cube productivity Matrix because they clearly tell us how productive we are on the other hand we can also that use are you wasting any of a referred in terms of ~~teacher~~ feature release only but ==we could not get additional details like whether the developer is doing right job on given time or there doing too much in very short time that information is not generator from sonar cube.==

A we are very much interested in understanding the human aspect are the ==wasting time in spending more on the testis== we should be working on or less in the should be working on the attention time we don't have any provision right now if you could help us in looking at those aspects that would be really great for a QA Organization like us.

Transcript #5

I am bill I take care of hosting operations at sumtotal systems. COVID have made our life horrible because almost all are systems are to be manage from a data centre. As data centre closed we had to work remotly and find effective way to connect remotely through the to the data centre which is very very difficult.

We acknowledge that we are generating a lot of waste especially in our cloud team because of our remote work that is predominantly our connecting time management meetings and then internet and we can go on. I think right now we are only subjectively does no specific metrics or automated metric we manage to track login time logo time and the connection times which are automated in nature that will tell us whether we have to improve our internet or improve our VPN access to the data centre so that we can improve our day to day job.

Indicators like time taken to perform certain task job failure Management job running response times of the underlying SAN Servers require more automation because we have place old us to capture door times them but we don't have a provision a tool which can help us collect the information and projected for user session improve our underline systems accordingly.

Transcript #6

Hi I take care of ==AZURE ml studio== and it's underline themes for responsible for managing the features associated with azure ml studio. So my team works removed and some work from office post pandamic we had to face unprecedented situation of everybody moving to remote setup. This obviously ==created productivity hit==. But at Microsoft we have ==performance indicator checks== enable through a new method called productivity score. I think this was also in news but we started adopting this product activities for which typically association heated score with some weights define task for each developer and their task associated as part of their derivable.

It ==typically captures== there Idol time you say time at working time from the amount of time spend from their machine which is the typical office laptop and it actually evaluate the performance of the end user or developer to see how productive he/she is in terms of their deliverables. Are you can check out the productivity score in internet its public Microsoft published but the other so many concerns associated with this with privacy and personal time.

As most of our employees are removed during pandemic be started capturing this productivity score it give a hit or to distinguish what is right time bottle productivity time and there was a flight confusion among the development come out of it. The most of them work from office but for remote users we still started using productivity score.

For detail check out Publication from Microsoft research the use it and day out and day in user productivity tools on weak on week bases to judge how we have performing we also use it as part of our rating.

https://www.forbes.com/sites/kateoflahertyuk/2020/11/29/microsofts-new-productivity-score-what-does-it-mean-for-you/

https://learn.microsoft.com/en-us/microsoft-365/admin/adoption/adoption-score?view=o365-worldwide

Transcript #7

Item ==Bank of America== I lead team which has all program managers. So we manage the Technology group the needs of the investor portal all the investor wish to uses portal typically report defects and other work flow related problems and my team engages the inter development teams in other cloud Architects to figure out the root cause and eventually provide them estimated time for fix and even priority.

While working with remote we didn't had much challenge with in our team but ==we had a lot of challenge with the teams we were dependent on the strictly are developer team and cloud Architects==. Are development team now move to remote ==it has become very difficult to set up trouble shooting sessions provide resolutions lot of miscommunication miss management of tasks==. ==Sometimes we were under assumption that things have been done== but the ==developer would get back to us there is some or the other reason which make communication to customer difficult==.

When you talk about waste I think you want to understand how we track our mistakes or problems in general in terms of running or business. I'll go with ==the communication gap== and ==reading of too much work by one team with the other team because of this communication==. I agree with you that ==we use ticketing systems to track relay of information== which can give us where we stand on a process or a program, ==but still there is lot of offline communication which happened to emails and we don't know which developer committed and who is responsible at that point of time because of ownership is not related to one person==, it is assign to a group of team who takes care of them what you. For example within the investor banking a technology product is someone is looking for portfool you listing and CD facts we have a portfool you dirty who takes care of that portal and other four members in it one person fix it the other gives the fixed and the other religious it's so it's very difficult for us to Micromax and that's where losing a lot of time in Reliance information to our customers.

When you look at the baby track we do subject tracking this no data point in a subjective rating scale we rated with the colour coding everything goes wrong that's objective scale will turn right if everything is good it will be Red sorry it is green. If things are partial you okay it is a low and things are partially bad it it eventually becomes orange. Yes we use Excel to do the subjective grading and it is very non data pointer in nature. ==We would be happy to adopt anyways indicator which you propose as you said it is not completely developer team this is a team which runs project manager will have to require a date of point of type of grading scale to drag where we are wasting our time and work.==

Transcript #8

Well ==Adidas== we use of very strong ==scrum Matrix== for our overall projects most of our projects are ==customisation projects== we have straight forward E Sports portal. We will custom features for our dedicated customers and are features are associated with billing.

Yes we capture waste in certain form be figure out ==during pandemic== when all are employees when remote we have seen that most of a ==employees are procrastinating and not delivery on time==. So we ==rely on== our daily ==daily completion Matrix which are provided by Chrome== and also we can we ==productivity Matrix proposed by from methodology== ==we discuss them on daily stand== that we came our key discussion aspect ==post pandemic even today when we are back to office members to run or experience what they are seen in the pandemic era==.

==I don't see I need for a new metric== as you say but if you can impress in providing a new Matric that would even help us in doing a better job I agree that are the way we are capturing may not be ideal because come don't prescribe a specific metric for waste but it gives you a ==metal or productivity to church weather and employees delivery things on time or not==.

Transcript #9

Hey I am John I work for ==EY== and I take care of the entire ==customer support and Technical Support== process at EY and I have a round 29 leaders working under me each team has around 30 underline reporting so it constitutes around ==400 to 500 + Org tree==.

Our teams are not developer Centre they are technical ==support engineers== who typically the ==front line enginee==r take the issues reported by premier customer the investigate capture screenshots do the basic route cause and analysis and try to provide them quicker solution that's our nature of work.

==Yes it has become very difficult for us to move completely remote during pandemic== as we had ==no choice== we have we employed different type of hack to survive and run it has been very difficult. ==Had a leadership a lot of time in responding to our customers reported issue through portal== and ==we figure out that our customer resolution times which are our standard SLAs have turned into total red in our metric dashboards and we were doing pretty bat and we acknowledged it.==

==So we don't have a specific standard to track waste but we have productivity metrics== where these are ==custom metric that are designs for technical support organisation==. So he capture number of tickets birthday by an engineer versus X number of tickets of post to be closing, we have number of average resolution time over all as a team that team metric we have a benchmark using which we will tell whether they are made the average time or not. ==Initial response time is our very critical Metric and we have seen that we have degraded ourselves from 99.5 gold standard metric pointer 250% that was really pathetic.== However we started making more Matrix which are very customized in terms of bringing a people up to speed on how they deliver our day to day business. In terms of waste I think we are ==wasting a lot of Investigation time to re-investigating the same item not collecting correctly information before hand along with not following a regular standard operating procedures is causing a lot of waste.==

For adoption even if you guys provide us a metric it very difficult to accommodate into a process is because it's very close the system however if you can come up with some Matrix for a technical support it would be very interesting to adopt.

Transcript #10

Hi my name is Shruti I work for NSW I am a product specialist in Healthcare and a manage team of 3 members working on health care products. All are clients are our end users were from New South Wales, australia. Are day today work is to support Healthcare portal for cleans and managing reimbursements. My team is responsible for managing the API linked with the NSW public database with the health care database and we manage all the defects issues data processing pre processing and also analytic system linked with NSW Healthcare.

New South Wales we had log down but for smaller time we were back to office but then we had to abruptly go offline work from home property long time duration about one and half year and then come back to office. Challenging we followed our custom productivity metrics to track how we are progressive further we have in thought about any specific waste metrics per say. Because when I heard about what you spoke about waste and how people Run use it in manage it I must say it is news to me. We are very much interested to see if you can incorporate waste management into our systems so that we can improve our productivity. But today we only capture our in house productivity Matrix which are defined by the new south wales department of Health and child support.

When it comes to metrics, we have generic Metrix propose by new south wales department of health care and child support those include response time wait time number of tickets number of line change number of comets done by developer number of test cases, test coverage, penetration test case count all of these have certain type of benchmark which we need to honour by and then see if we have met our overall productivity as a team this no individual productivity government organization we don't have an individual grading kind of a setup.

Transcript #11

Hi I take care of Dublin Accenture consulting office. So we are a technology organisation be provide Consulting Services to government and Finance organisations at Dublin especially the venture capitalist.

Almost all of our team started working from home when Dublin announced its City while lock down. We have productivity metrics defined by client, typically the organisation define the productivity metrics. So why technology of do not follow productivity matrix of Accenture. We follow the productivity Matrix Defined by arc lines to support their products based on their SLA. We have metrics like a number of defects released per patch version turn on time of a patch release number of features covered number of modules covered number of test cases built etc. Never look at waste as a problem because are focus was only Centre to productivity. This is the first time I am hearing about something if you can provide us certain Matrix so that we can track and see if it helps our clients in explaining how we are performing over time.

I believe in our current productivity metrics there is one of the metric called delay time and Redevelopment time in terms of feature which is fail to deliver the intent but had to undergo rework because of Miss communication or mis-configuration of the requirements provided their customers. Apart from this we don't focus much on saw very waste.

Transcript #12

Hey I am Brad, I work at Trensant. My team is predominantly from US and Canada and most of them are already working remote yes we have productivity challenge in terms of delivering things on times so I'll be very watch full in managing my backlog.

Despite COVID we still have our teams continue to work on remote because that is all my team usually operate and we follow very strict KPIs in our JIRA tracking system has pre-define productivity Metrics to manage our productivity and verify wasting our release time.

If you look at our metrics, we do not calculate line of code functions delivered in respective time etc are focuses typically on quality aspects number of tickets have closed in a given time versus The number of test cases result in positive output versus negative output but we don't use a typical productivity metrics.

We don't explicitly calculate waste this is very interesting area we are very interested if you can provide us a provision to track or define a new metric we will happy to adopt.

Transcript #13

I am David I support fusion product Oracle and I have a support organisation of about 360 employees working for fusion. So we are Frontline support engineers who face customers and capture their defects ship it to our engineering team if it's a defect and their provide a fixed as they will provide a work around and we will close the loop.

Most of our employees are already remote working employees or not new to US and most of the time we review their productivity both in terms of response times and amount of time there was things in providing resolution. We don't have a definite of matrix is the first time looking at it from a support or prospective but we have all as a define by industries and IT customer support organisation should have. To be specific during pandemic, we came up with a new productivity metric I think in one weight can be called as a metric to review the waste that is attention time of the support engineers in working towards one issue with having a huge backlog.

If I have to define this metric be call it as response failure metric, the input of this amount of time the support to customers questions in a trial of events, and then provide it right response over time this is a subjective judgement which are the score card but will be evaluated by the respective Manager or customer success manager who is dedicated to that account to see whether this metric is met or not. We introduce this metric to understand whether our employees are getting up skill right on time because the only challenge them in new features and up killing them on new features which are introduced in the fusion product. So with this subjective score card we understood how are employees are answering questions on new features to our customer and in how many comment in our CRM system.

Transcript #14

At ==memora health==, I take care of the entire analytics product. I am an ==individual contributor== so I need to ==report my productivity directly to the COO of the company==. We mostly provide insights analytics data to our ==health care product.==

I am a waste has been a problem to us within no how to calculate it my predecessor who were part of this organisation before me have introduced some Matrix like ==failure to respond==, ==rework of the same requirement==, ==improving the scope of customer requirement intent==, ==continuous communication rate== - ==so this will make us understand how frequent we are communicating in giving them the right answers on what insights we going to build for them.==

Part from that most of our organisation is clueless about running or managing or changing person because productivity something which we don't capture much will just see if the work is done, then we are good.

Transcript #15

I am Gregory I work for ==Unity==. ==We are a team of developer to typically take care of we are engine and aesthetics of Physics==. Most of the time are teams were remote even before COVID-19 pandemic. However the ==prime many difference we have seen post pandemic is our derivable Times==. People didn't use to produce the output more when compared to the passed so we definitely observe there is some level of a waste management which is really required. our leadership team acknowledge that there is a problem in regards to the waste which is been generated as part of our productivity. ==However, have very less means to capture that metric as we don't have control on the developer machines==. ==very recently we introduced scorecard paced productivity management to improve our response time.== hopefully we can help our move forward but we are excited to looking for more Matrix if you can produce them we are happy to incorporate into our system.

Transcript #16

I will be very specific this is a serious problem to us bi evaluator activity based on our delivery cycle. delivery cycle is an end to end flow of events which we use as part of our customer product implementation. at each stage we have a variety of status indicators which will tell us where we are standing as per prescribed plan. most of these status indicators are binary nature yes or no kind of statuses which are graded between the implementation engineer and customer on a vote per style.

but it is very interesting to know that there are people who look out for software development is in a different way if I look at the list you shared with me I Siri work and mismanagement of work and Recreation of the same thing by different teams is common pattern which we observe but we don't have means to calculate and improve it over time.

Transcript #17

hi I am an individual contributor working for European Commission on VR standards and create in the evaluation my work is not development in nature but I looked at development artifacts to judge the technical potential behind it. However, I work with teams who developed system and maintain them if there is productivity waste I see over the features or the standard proposed with us. too much elaboration, less explanation in patent documents that are to which I can see out of my technical evaluation indicators which I have to personally start very fine and have to develop means to calculate and judge where are we going ahead.

however if you can also take a direction investigating and proposing such Matrix it would be really helpful to us. we are looking forward to collaborate.

Transcript #18

I am stand I work for tribute ==SVP Technology we follow scale Agile methodology== to track are features productivity release management. in most of the cases we see our productivity metrics as a basis to see where we are going ahead as a product. ==WhatsApp development which is not something we look at very specific so I am no clue how I can channel is it in the current scaled Agile methodology.==

if you ask me to spend some time on this I think ==I'm really interested on the amount of time my developer spend on wasting the feature development which doesn't go into the release,== the ==spike stories for proof of concept is also a form of waste of time with my team in a release. this is something the product owner should be pointing out with engineering leadership== so that we are on track and have checkpoint so this is a ==process oriented judgement rather a scale or a metric that is my opinion.==

Transcript #19

at ==PWC== we are very serious about metrics.   As an insight, I have shared key performance indicator guide which we use to measure our work as a KPI. if you look at the document as shared it contains strategy to define KPIs show our internal technology or support org product org use the same strategy in developing their own KPIs. it is interesting to see that we haven't focus on waste as a property in our key performance indicator, but but we provide a strategy to still scope waste as one of the KP which is still open ended.

if you observe a technology or the different teams follow different methodologies, The Fall of kanban scrum agile lean development strategies to deliver different type of Consulting products. however in most cases post pandemic we observed for there is degradation of deliverable time.

time will be our key focus indicator we will just use it as a parameter to judge delivery response turn around and 10 correctness of the derivable.   what are observed that if we start calling waste with the development team some may get offended or some may assume that they are under performing. May be because of that reason none of our KP creative thought about waste metric.

https://www.pwc.com/gx/en/audit-services/corporate-reporting/assets/pdfs/uk_kpi_guide.pdf

Transcript #20

most part of our work is to deliver learning content to our internal stakeholders. so we are involved in content creation designing UI/UX icons logos and also new policy document delivery to the entire United teams.

I have gone through the waste documentation which you shared with me, frankly speaking we don't even have productivity metrics at our end we just go with binary way of doing yes or no work. however now I started to think that we should be tracking waste in some form especially some way of avoiding design versioning if I have to put it in an example imagine I create a logo for an event at United, we create 20 versions of the logo and finalize one. The rest 19 versions will sit in our machine. So they are archived and dead.

I am doing that we need a variety of software waste metric I don't think we have any opportunity for us to expand and calculate that be to generate less waste in our Design Department.

if I am a answer heuristically we are generating more waste post pandemic by my team members then before because we are archiving too much

Transcript #21

I am an XR author and content creator for circuit stream for most of my end users are students or developers who want to learn Unity or Unreal related Technologies. I develop small prototype for student to make them understand XR ever Technology. I have a very small team at circuit stream, yes we do generate waste a lot while we are designing to be specific asset design scene workflow and control flow.

we don't typically measure software waste as we never thought about it. a small organisation so I don't think we mean to be very much serious about waste. but looking at your documentation I think it will help to teach about waste in designing exam content to end users.

Army be in years time I think will become serious about our productivity metrics. I will be watchful about your study outcome so that I can figure out what metric I can adopt at circuit stream.

Transcript #22

We're the largest background verification company would acquire small company that constitutes employee profiling in background checking I on product management data quality. teams are based out India and US and some work from of a somewhat remote but post pandemic we had to go complete remote. that was unprecedented but we're surviving somehow.

video capture productivity metrics product metrics in general, but we have included waste as one of an indicator to take decisions. Your material suits all of the indicators which are listed I think we we equally face all those problems in some form. out of two indicators rework duplicate delivery is what I see a problem in my organisation. because as a product owner there are different product managers who write two many feature story which are duplicate in nature, they do not follow traditional initiative-epic-feature story. instead they randomly author the features expect the product owner to channelize for vote for a release.

hopefully in future we will become serious on waste if you can provide us metrics specific to product management maybe it tells us to avoid ways and improve productivity

Transcript #23

hi I am James I work for servicenow on servicenow deployment product Line. real son of right management are metrics are straight forward pm pm matrix you don't have any specific metrics. but I must say our development team Need A Pinch of element based after looking at you documentation. apart from that we are pretty straight forward I don't think we do much and we are still premature for your study. Sorry! I don't have contributed much for your study

Transcript #24

I worked as a contractor developer for E learning company. our team don't capture software waste but I see some waste indicators which are to be captured after looking at your documentation. we are mostly remote we were from South Africa and original team stay in US and Singapore. the following are the list of items which I feel are contributing towards read especially in our e-learning platform product.

incorrect feature information - Our vendor provides something and later expect something else which causes issues risk of delivering a feature given time frame. Our vendor don't provide enough knowledge transfer because of which there is lot of self learning to reach the level of our mental while we think on building our future. in most cases we deliver successful features there is some slight deviation from what the expectation is I a better communication and clear specification of a requirement is needed, other wise we will end up being meaningless in an endless circle.

Transcript #25

I am in individual contributor I have no team I don't create a lot of ways looking at the definition to your shared with me. I be very short we generate waste in the form of false promises we give to our customers in deadline which which again create issues backlog to engineering team where we don't know when we going to deliver the feature. as a product owner I think there are certain areas we need to be watchful to over defects especially like the spillover of some tickets from sprint to sprint, regression tickets, priority list defect, mis management of our vision of submodels. I think that's a pretty much I I do not think we focus on waste so much.

Transcript #26

I do research at my script. most of our products look at handwriting detection and build productivity tools for developers and designers. yeah we acknowledge that there is something called waste deliverable and also conserved derivable. towards waste is wait time, no response time, in correct data, inaccurate content, noise information, loss of communication in in comment trail and and spending too much time in meetings.

as part of or developed productivity product, one of the challenge we have a with the noise data where we waste a lot of time in doing judgement so we use different AI models to end up doing object recognition all the ocr algorithms we use one would give better accuracy when compared to all of them right amount of time we spend to do research will end up becoming waste if it is worthless. I believe there is a need for wheels metrics for research and development software when involved with ML you need to spend a lot of time with different data sets to finalize one model and integrate into your product.

Transcript #27

hi I am   Greg, I run PS at power school. I haven't come across specific concept of waste because we are in implementation and customization business. We are a team of 42 working across different country and mostly remote. we have regular productivity metrics which typically followed in PS and are common in program management. however I see wasting time in meetings incorrect messaging and false promise is made to customers as waste which we create in terms of both time and revenue. I don't think we have any other types of base which we can calculate but if you find them please do let us know.

Transcript #28

powerschool is a School management product. I worked as an architect in handling external solutions and deployment of the product. We have seen so much of waste in terms of that code refactoring issues tech debt related issues and eventually bad features going into product. we observed that we have taken quick decisions during our pandemic time. this quick decisions have created havoc in our release. we follow regular scaled Agile metrics for evaluating a productivity. but to be specific we don't capture waste which we should be capturing and we don't know how to capture it right now. I think I personally capture response time and failure of a feature based on its test cases. I don't know whether it's considered as waste but they look some form of waste to me because it is directly related to the developer code.

Transcript #29

hi I am Rajesh I work for bcbs reporting product owner. K is our heart and soul we also follow add agile metrics for tracking feature timeline and health. most of the Agile metrics are very straightforward and we almost looked at each of them As a status check to see if the feature is on track or not. I am a individual contributor so I don't have a team I don't see any impact during pandemic or post pandemic.

Transcript #30

I work for bcbs, we follow kanban approach to deliver our features. we use kanban productivity by default and do not customize any other productivity metrics for our team. work from home has become painful we have lost a lot of time and resources as part of a attrition. I think we need to do some work on waste management looking forward for your photo that can adopt some.

Transcript #31