Introducing: Ops Review

March 5, 2013

Asynchrony is Growing

- Growth in the last several months has been dramatic, and it's still going

- Growth creates challenges

  - Communication

  - Loss of focus

Communication Challenges

- Teams lose touch with each other (project islands)

- Management loses touch with teams across the company

- Teams feel alone in solving their issues

Focus Challenges

- Hard to stay focused on improvement when we get busy, one of the first things to get pushed aside

- Hard to improve without metrics, metrics take time

- Customer is asking for results, no one is asking for improvement

Ops Review

- A common industry practice, but highlighted in David Anderson's book on Kanban

- Bring team leaders together for a meeting regularly, to present to each other and management

- Each team presents very briefly: 3-5 minutes

- Focused on metrics and issues/successes

Benefits of Ops Review

- Teams become more aware of other teams and their successes and issues

- Teams can help each other when common issues are identified

- Hopefully branches out into other ways for teams to communicate

- Gives an external motivation keeping up metrics

Who Will Present?

- Start with teams that are most helped by metrics and most able to improve themselves

    - Teams of at least four developers

    - Process is primarily in team control

- Other team leads invited, but will not present

- New teams will get a free month, then present

- Presenter should be team lead, or someone else on the team who can speak about the team's progress

What to Present?

- Focused on metrics, not project content

- Present two main metrics: one on productivity, one on quality

  - Default: cycle time and defect rate

  - Can use different metrics if others are more helpful, as long as related to those two aspects

What to Present?

- Metrics should show trends over time, not a snapshot

- Also bring up major issues or successes

- Anyone in the room can ask clarifying questions

When?

- First Ops Review will happen at the end of April, to give teams a chance to get metrics ready

- After that, monthly

- Block off 1.5 hours, hopefully only takes an hour or less

- Early morning, or late afternoon?

Questions?