

We measure

Skill Level / Technical Ability

How difficult and valuable are the kinds of problems you solve? How important/critical of a problem can you be given? Are you uniquely capable (in the company? industry?) of solving a certain class of problem, delivering a certain type of design, contributing to writing, or quoting, or training, etc.?

Productivity / Output

How much delivered (not necessarily to customers), valuable, finished work did you get done?

Working a lot of hours is generally not related to productivity and, after a certain point, indicates inefficiency. It is more valuable if you are able to maintain a sensible work/life balance and use your time in the office efficiently, rather than working around the clock.

Delivery Contribution

How well do you satisfy customers? How many opportunities did you help convert into sales? How happy was the customer that they received what they wanted? How successful did the project make the customer? What business problems were solved by what we produced?

We are a customer led organisation and doing the right thing for the customer is valued highly.

Things like deciding to not implement a feature, or going back to the customer to get more information and changing what we were going to deliver fits into this category.

How much do you contribute at a larger scope than your core skill? How much of your work matters to the deliverable? How much did you influence correct prioritisation of work or resource trade-offs by others? Are you good at communicating with customers to assist guiding the project to success?

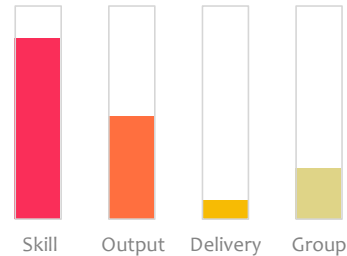
Things like being great at finding bugs would fall into this category.

Group Contribution

How much do you contribute to company process, hiring, integrating people into the team, improving workflow, amplifying your colleagues, or writing tools used by others? Generally, being a group contributor means that you are making a tradeoff versus an individual contribution. Stepping up and acting in a leadership role can be good for your group contribution score, but being a leader does not impart or guarantee a higher stack rank. It is just a role that people adopt from time to time.

Contributions to culture, and the wellbeing of others would be included in this category.

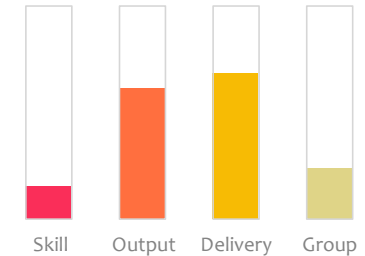
You feel you contribute



I've accomplished the following

- Proposed new way of organising stories, it was implemented and others found it successful
- XYZ

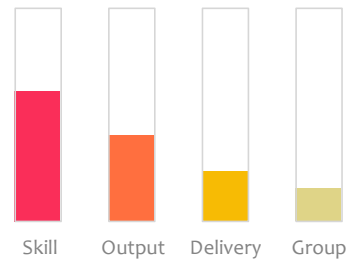
You've chosen to focus on



I would like to accomplish the following

- Read a book on Architecture and contribute to architectural discussions
- Learn more about Domain Driven Design and use it in my development

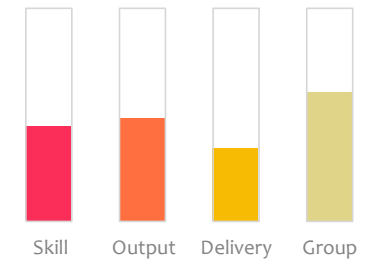
Others feel you contribute



Others would like to acknowledge your accomplishments

- I value your enthusiasm in the last parts of project X highly, it helped get it finished

Others suggest you focus on



Others would like to suggest improvement opportunities

- I would like you to help the team work well together. The relationship between Developers and Testers could be strengthened. We're all in it together

Filling out self reviews

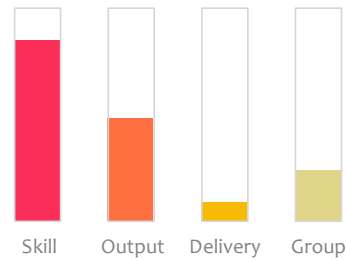
<http://michaelochurch.wordpress.com/2012/01/26/the-trajectory-of-a-software-engineer-and-where-it-all-goes-wrong/>

Company contribution
Team contribution

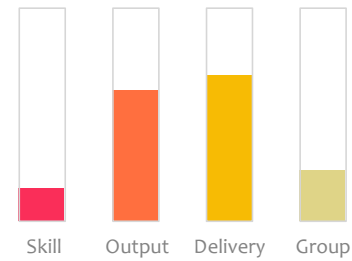
Company focus
Team focus

Sponsors instead of
managers?

I feel I contribute



I've chosen to focus on



I've accomplished the following

How do you know that your accomplishment was successful?

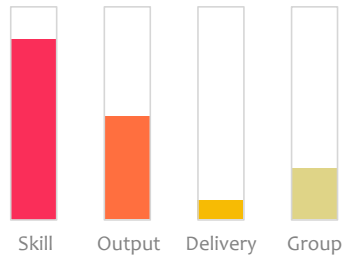
How did your accomplishment help work towards success? In what specific areas?

I would like to accomplish the following

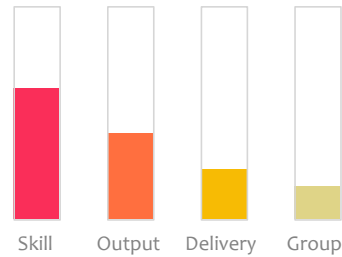
How are you going to measure the success of your goals?

Filling out reviews for others

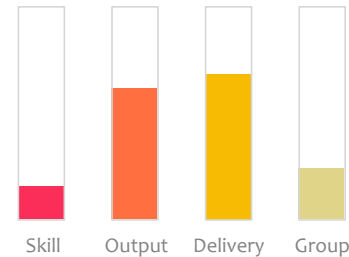
Bruce feels he contributes



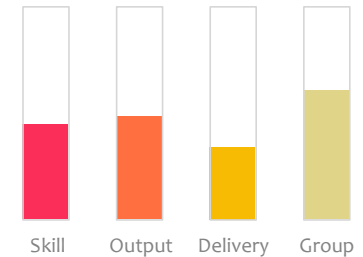
Bruce, I feel you contribute in these ways:



Bruce has chosen to focus on



Bruce, I feel you could focus on these areas:



Bruce feels he's accomplished the following

- Proposed new way of organising stories, it was implemented and others found it successful
- XYZ

Bruce, these are what I feel are your accomplishments

What was the effect of the accomplishment on our success?
In what way did they make a difference?

Bruce would like to accomplish the following

- Read a book on Architecture and contribute to architectural discussions
- Learn more about Domain Driven Design and use it in my development

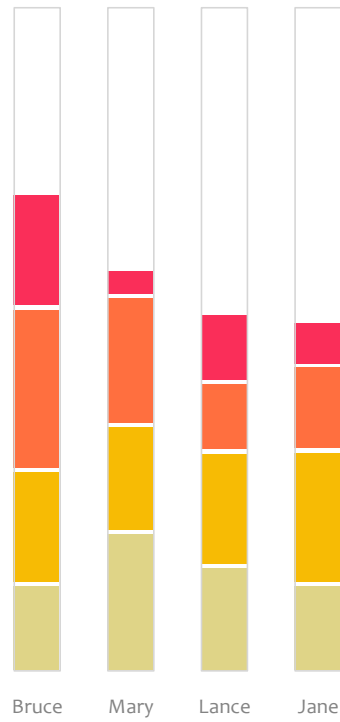
Bruce, I feel you can improve in these ways

In what way is your suggestion helping the individual work towards success?

How can they measure that they have been successful?

What would you like to see to show that they have improved?

Stack rank



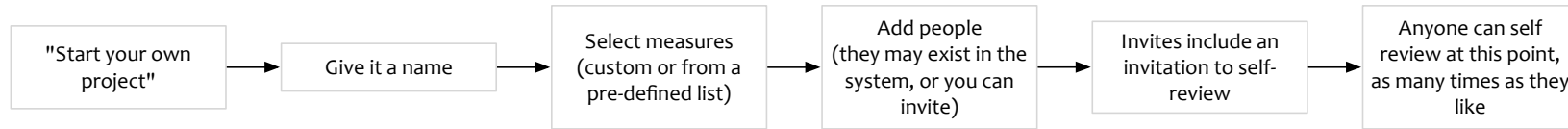
How do we remove bias?

How does each person use the same value to mean the same thing?

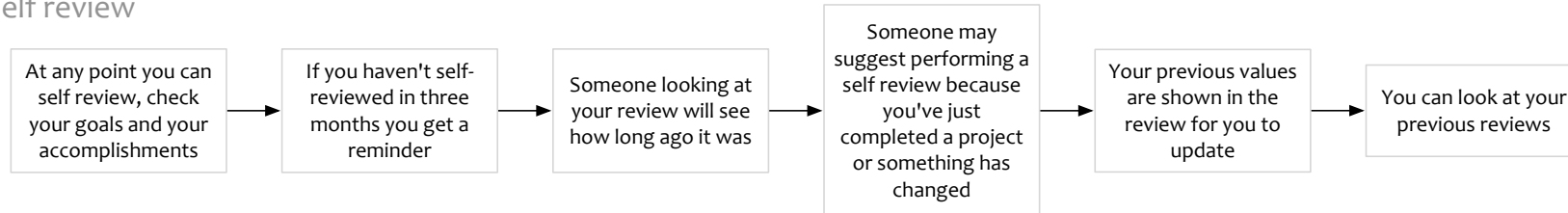
Do people's wages go down?

Reviews

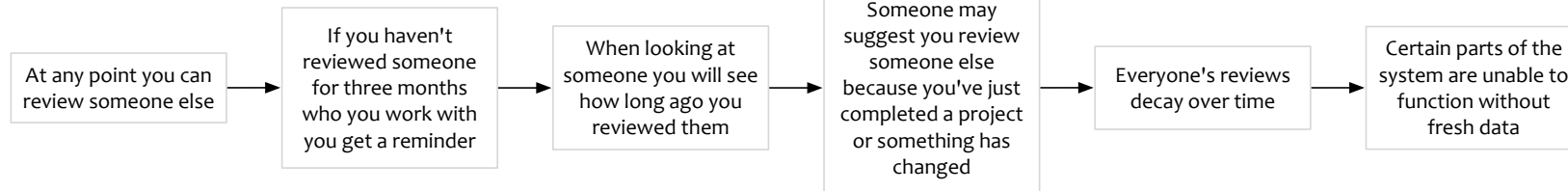
Create a project



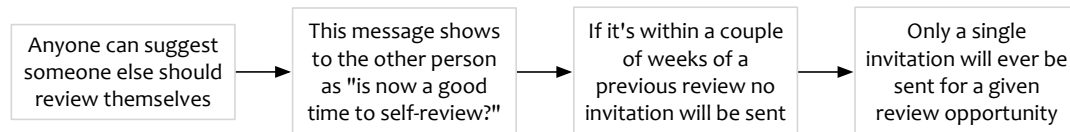
Self review



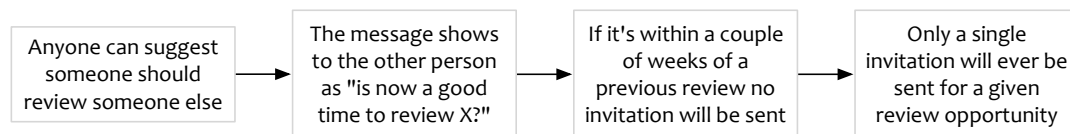
Peer review



Invite someone to self-review



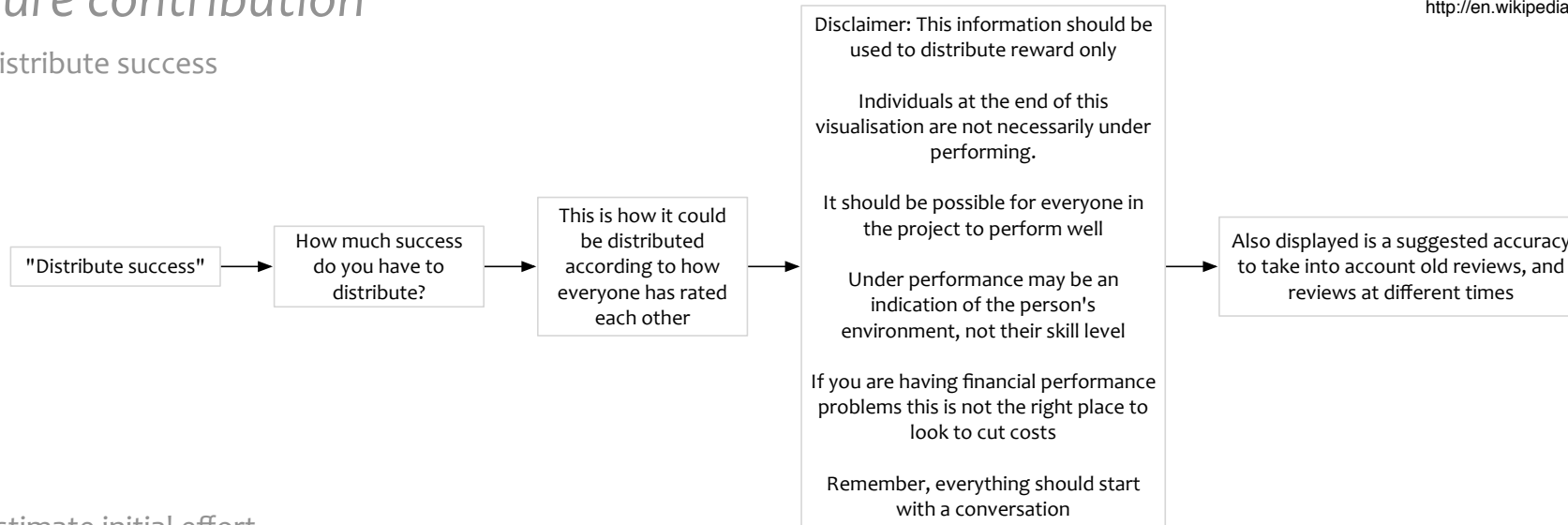
Invite someone to review someone else



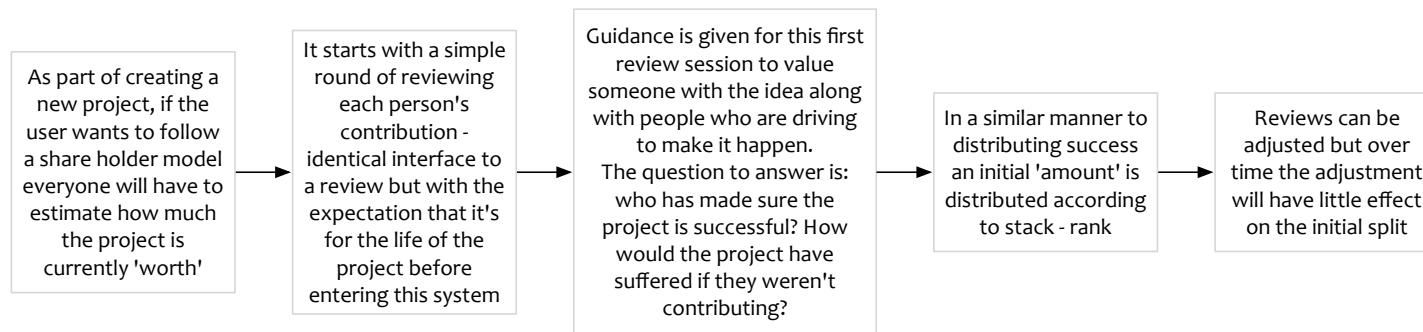
Measure contribution

http://en.wikipedia.org/wiki/Viable_system_model

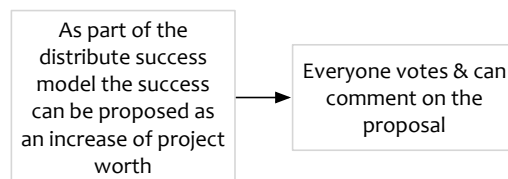
Distribute success



Estimate initial effort



Propose distribution of success



Suggest are of effort for the project



Consensus

Proposals

http://en.wikipedia.org/wiki/Consensus_decision-making

A vote is one of:

5. Total support
4. Minor issues that don't need to be discussed
3. Have concerns but can live with the outcome
2. I object and want to discuss
1. I object completely

<https://intranet.5amsolutions.com/display/process/Reaching+Consensus+-+5+Finger+Vote>

There are a few rules a proposal takes based on the feedback:

1. 50% or more object completely
-> proposal canned instantly
2. Everyone is either in support or can live with the outcome
-> proposal is approved instantly
3. Anything else forms a discussion
4. Re-votes can be called by anyone at any time, but are noted
5. People voting option 2 are encouraged to shift to 3 or 1
6. Once most people are not at option 2 a 'deadlock' is fixed: if 25% or more people object completely the proposal fails if less than 25% of people object then the proposal succeeds

The 25% deadlock may be different based on the proposal, or could be configurable

A passing proposal either is implemented by others or is linked to a piece of functionality within the system, which is carried out.

If someone does not vote in time they are considered option 3

<http://www.youtube.com/watch?v=soanS1588BA>

<http://loomio.org/>

<https://github.com/enspiral/loomio>

These rules need more analysis

The screenshot shows the Loomio web interface. On the left, there's a sidebar with a search bar and a list of groups. The main content area shows a proposal titled "Make all enspiral accounts public". The proposal text is: "We make all enspiral accounts viewable to people in the organisation. Closing in 7 days. Proposed about 18 hours ago by Joshua Vial". Below the text is a pie chart showing the voting results: Yes (10), Abstain (2), No (4), and Block (0). The text "25% of members have stated their position on this proposal" is displayed. On the right, there's a section for "Current proposal" with a "2. Proposal" section that says: "A user from the discussion identifies a clear course of action the group could take, and raises it as a proposal to see if the group is in agreement." Below this is a "3. Decision" section that says: "Users select a position and can briefly state why. Clearly see how the group feels and identify any sticking points. Visually demonstrates how the group feels." The bottom of the page shows a list of comments from users like Jon Lemmon and Chris Bull.

