one metric to rule them all
χαμηλή χρυσάφη χρώματα

νησί θα χρησιμοποιήσει

@ναυαρτσικάκη
@κοντραρτσικάκη
@διαδραστική
one metric to rule them all

effectively measure your teams without subjugating them

Cheryl Hammond
Technical Strategist, Northwest Cadence
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@bsktcase
agreements and asks

@bsktcase  #Agile2015  #onemetric
Tweet your feedback and questions during and after and whenever

http://sched.co/36PX
Submit your feedback please please please
agenda

Intro, logistics, agreements

Responsible use of metrics

A practical approach to metrics

Characteristics of and a framework for metrics

One metric to rule them all

Close
Cheryl Hammond
16+ years’ experience in software development, team leadership, and organizational transformation

Passionate about agile, lean, and making software delivery humane; not afraid to look silly doing it

From/in Seattle, the other Washington

College (university) recruiter; traveler; bolonka lover; genealogist; feminist
“Managers who don’t know how to measure what they want settle for wanting what they can measure.”

Russell L. Ackoff
why not
Our goal is to write bug-free software. I'll pay a ten-dollar bonus for every bug you find and fix.

Yahoo! We're rich!

Yes!!! Yes!!! Yes!!!

I hope this drives the right behavior.

I'm gonna write me a new minivan this afternoon!
“If you give a manager a numerical target, [s]he’ll make it even if [s]he has to destroy the company in the process.”

W. Edwards Deming
exercise
what
measuring the invisible

True Metric
What you *should* measure

Proxy Metric
What you *can* measure
do you know what your proxy is?
characteristics of effective metrics

- Comparable
- Simple
- Honest
- Actionable
exercise
who
audiences

Internal
Simple
Actionable
Honest

External
Simple
Comparable
Honest (?)
“Any observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes.”

Goodhart's Law
power dynamics matter
compare teams... to themselves

Growth & trends

Ratios & proportions
exercise
how
lean and agile metrics are simple

Metrics aren’t free
Time to collect
Time to tabulate
Time to pretty up
Tools
Morale

Be sure the benefit justifies the cost!
one metric to rule them all
one metric to rule them all

Time to Feedback
time to feedback metrics

**True**
- Mean time to stakeholder feedback
- Lead time
- Cycle time

**Proxy**
- Wait time
- Touch time
- Work in process (WIP)
- Queue length
- MTTR⁴

  *Realize, Recover, Repair, Remediate*

- Code coverage
- Escaped bug rate
exercise
evidence-based agility
|证据-为的计划

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Northwest Cadence
wrap-up
agreements and asks

@bsktcase  #Agile2015  #onemetric
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thank you!

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