

# Agile Metrics

What Actually Matters?



# Menti Poll- Most common Agile metric?



Go to [www.menti.com](https://www.menti.com) and use the code 1651 7226

What's the most common metric you know of for measuring Agile teams?

 Mentimeter





# Menti Poll- How do you double velocity?

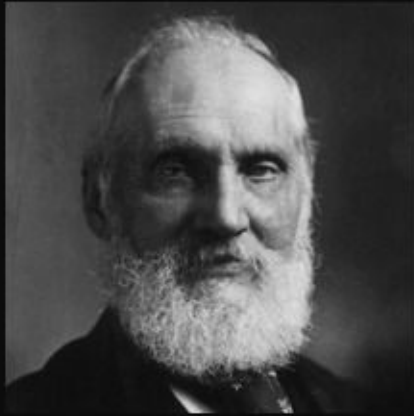
Go to [www.menti.com](http://www.menti.com) and use the code 1651 7226

You need to double your velocity. What' the fastest way to do that?

Mentimeter



# Why do we measure?



If you can not measure it, you  
can not improve it.

~ Lord Kelvin

AZ QUOTES

# For Teams

Improve Effectiveness  
Improve Quality

*“How can we be  
better?”*



CC0 1.0 Universal



# What should we measure?

- **Value:** Are we meeting the customer's needs?
- **Predictability:** The ability to plan and deliver
- **Productivity:** Getting more done in the same time or with the same resources
- **Quality:** A product free of defects and issues
- **Stability:** The organization can maintain this pace indefinitely
- **Growth:** Is the organization growing and learning?

*The Team's  
Focus*



# How will we measure?



- **Predictability:** Planned to Done
- **Productivity:** Cycle Time
- **Quality:** Escaped Defect Rate
- **Stability:** Happiness Metric



# Say “No” to Velocity!

- “How much work should we take on? “
- (Maybe) “When will we be done?”



Jesse Owens, 1936 Olympics



# Planned to Done Ratio (Predictability)



## Tips & Tricks

- Capture at Sprint Planning
- Only Planned work counts
- Only Done work counts
- Agile Tools do this poorly

# Cycle Time (Productivity)

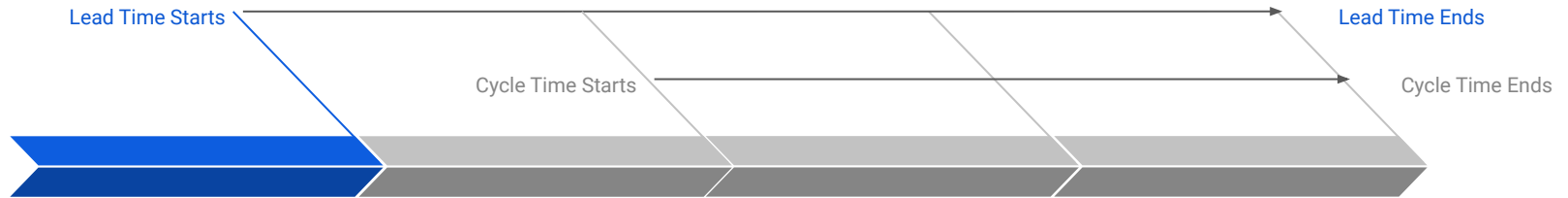


## Tips & Tricks

- Digital Tools work best (Control Charts)
- Cycle Time is not Lead Time



# Lead Time vs Cycle Time



## Requests

e.g. Funnel, Reviewing & Analyzing phases of the SAFe Portfolio Kanban

On "roadmap" Scrum

## Accepted

e.g. Accepted into Portfolio Backlog for SAFe.

Pulled into Product Backlog (supports Product Goal) in Scrum

## Starts "In Progress"

e.g. Moves into active "Doing" by the team.

## Done

e.g. When the team is no longer "Doing"

End of the Sprint/ Iteration

# Cycle Time (Productivity)



## Tips & Tricks

- Digital Tools work best (Control Charts)
- Cycle Time is not Lead Time
- Categorize your work
- Non-Sprint Goal work is tracked separately.

# Escaped Defect Rate (Quality)



## Tips & Tricks

- There are no bugs in a Sprint
- Measure after Sprint end and after “in production”
- Code Checkin policies can make this easier
- Use this metric to tune Definition of Done

# Happiness Metric (Stability)

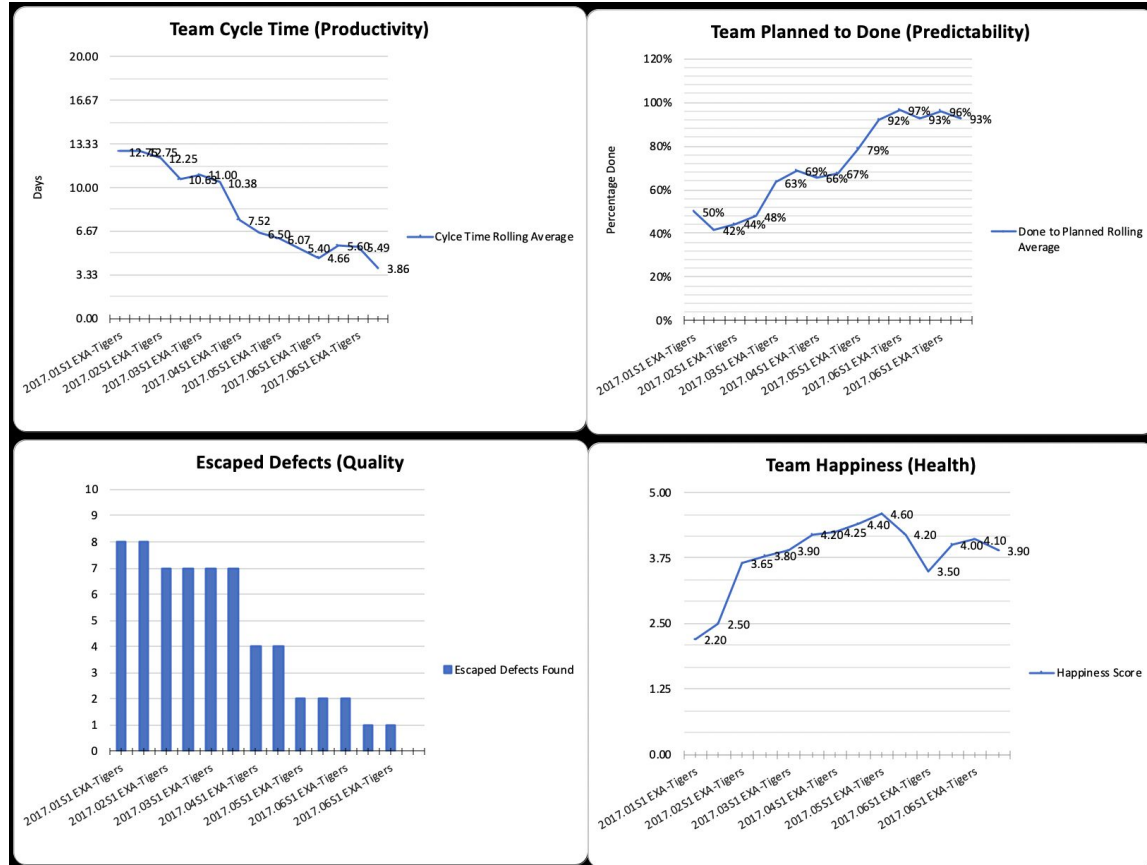


## Tips & Tricks

- Until safety exists, do it anonymously
- Use a survey tool
- Look for outliers, not just averages
- It's a leading metric!



# Putting It All Together



# Caution: Output is good, when connected to Outcome



- Output metrics are needed to get to outcomes.
  - If you cannot measure it, you cannot improve it.
  - Output metrics allow a team to see how they are performing.
- And without Outcome measures you might get nothing.
  - The highest quality and productivity does little good if no one buys your product.
  - Team Metrics without guiding value (outcome) metrics will lead to great teams, not necessarily great products.

# What Question Can We Answer?

All links are in the resources  
slide at the end of the deck.



# Thank You



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# Resources

## Applied Frameworks Metrics Articles:

- [Agile Metrics: 4 Balanced KPIs to Measure Success](#)
- [Agile Metrics: 5 Principles for Responsible Use](#)
- [Agile Metrics: Quantifying Team Velocity](#)

## Related Webinars:

- [Metrics for Scaling Agile](#)
- [Putting the Profit back into Value](#)

## Related Articles:

- [Scrum Inc.: Happiness Metric – The Wave of the Future](#)
- [Crisp Happiness Index](#)
- [Measuring Impact- First Root](#)