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Measuring the agile process improvement

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BOOKMATE

BOOKMATE

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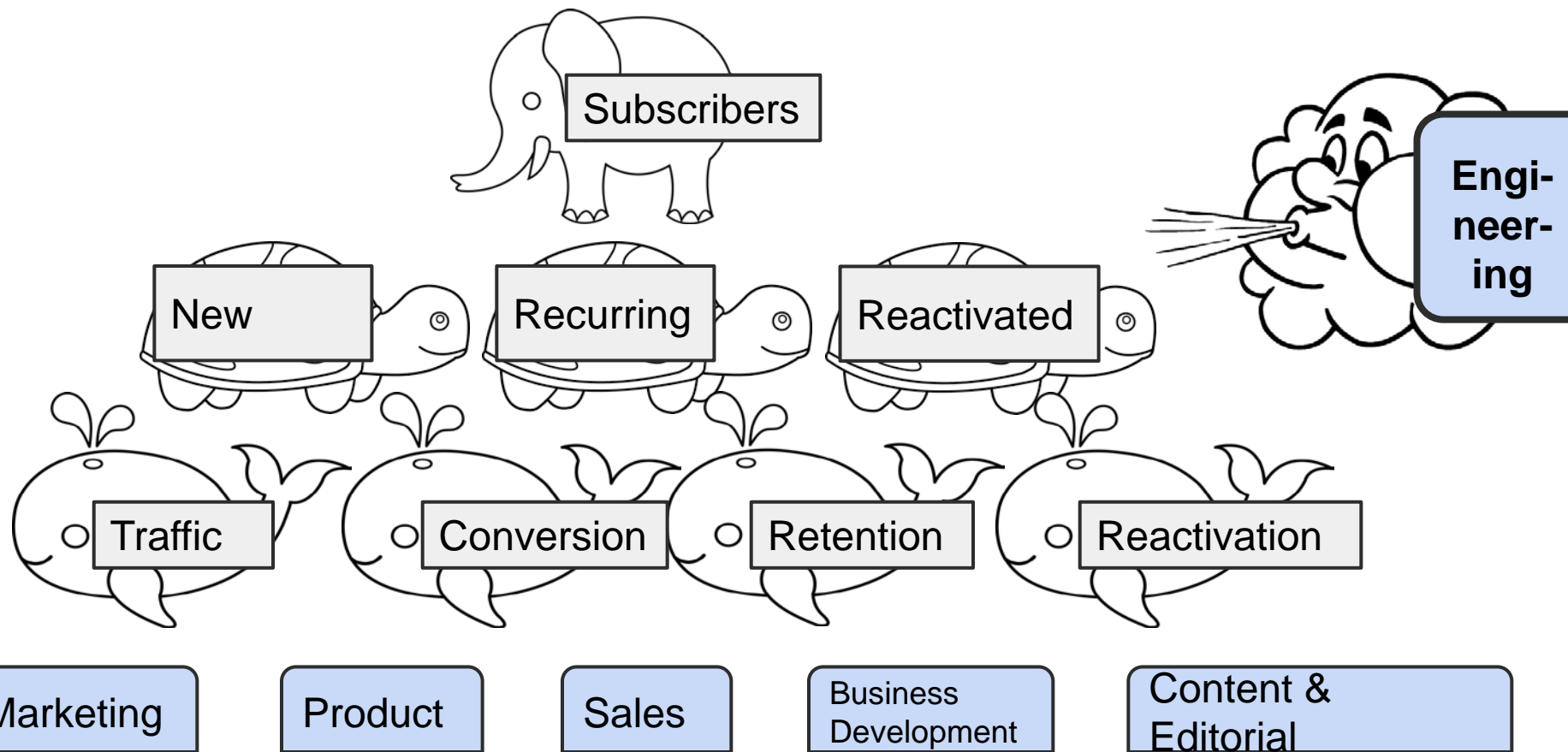
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Context

- There's no universal solution, everything matters in its context
- Bookmate is a B2C content service:
 - lots of stakeholders
 - lots of external parties
 - lots of urgent stuff
 - **lots of experiments**
 - **rapid team growth**
- A way different from: MVP, B2B, outsourcing

The goals



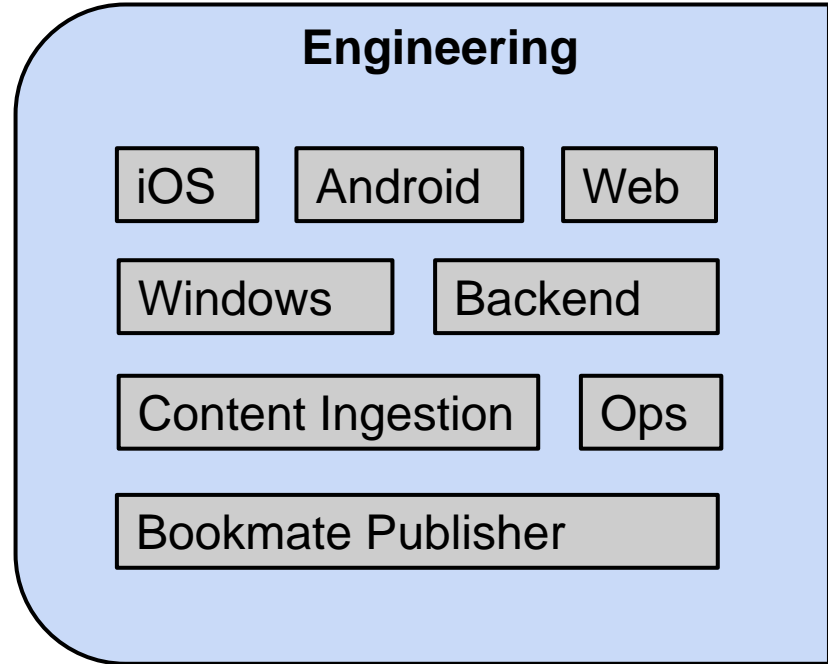
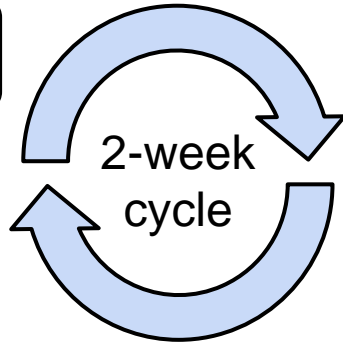
Stakeholders and engineering

Product

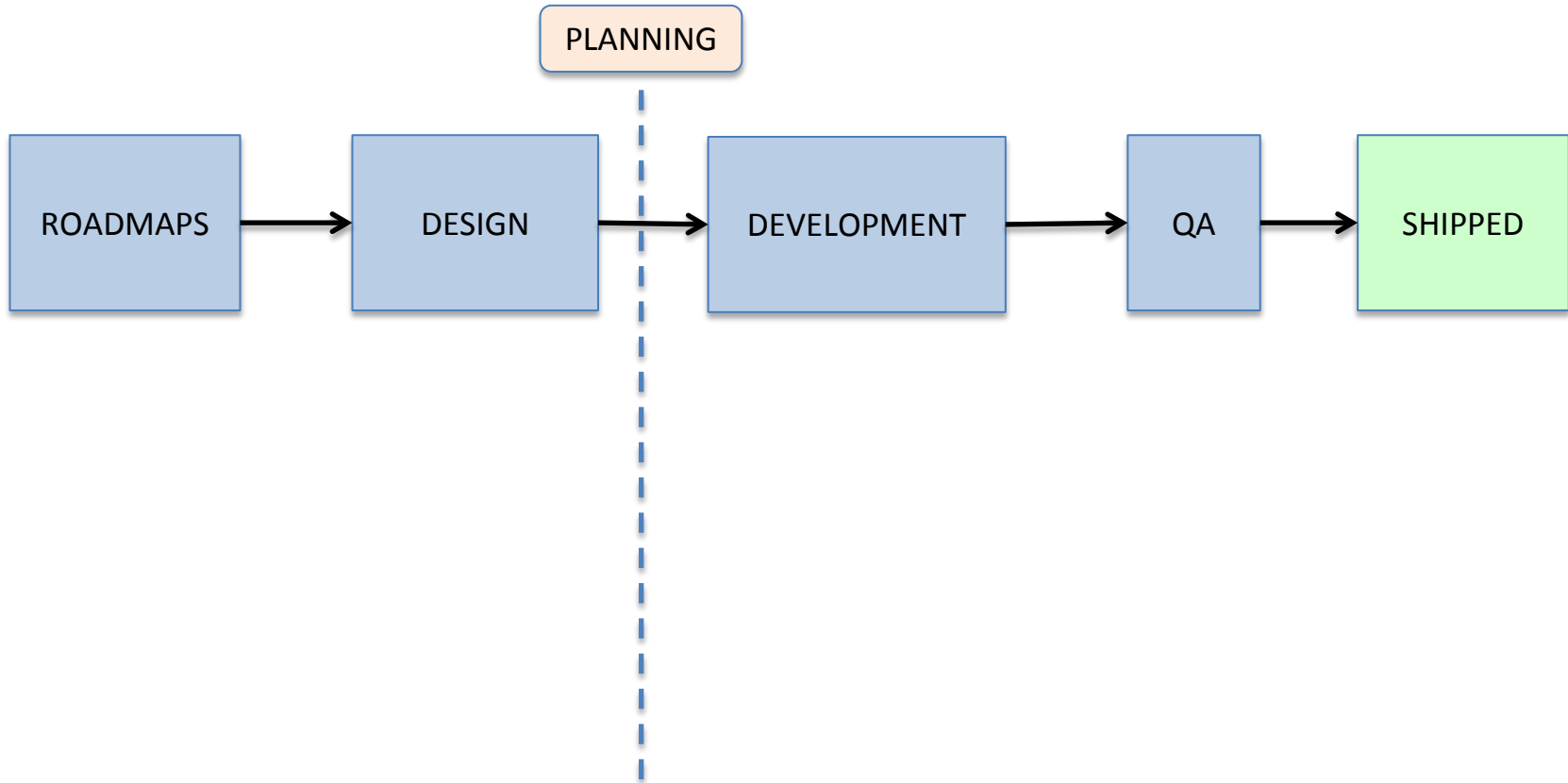
Marketing

BD & Sales

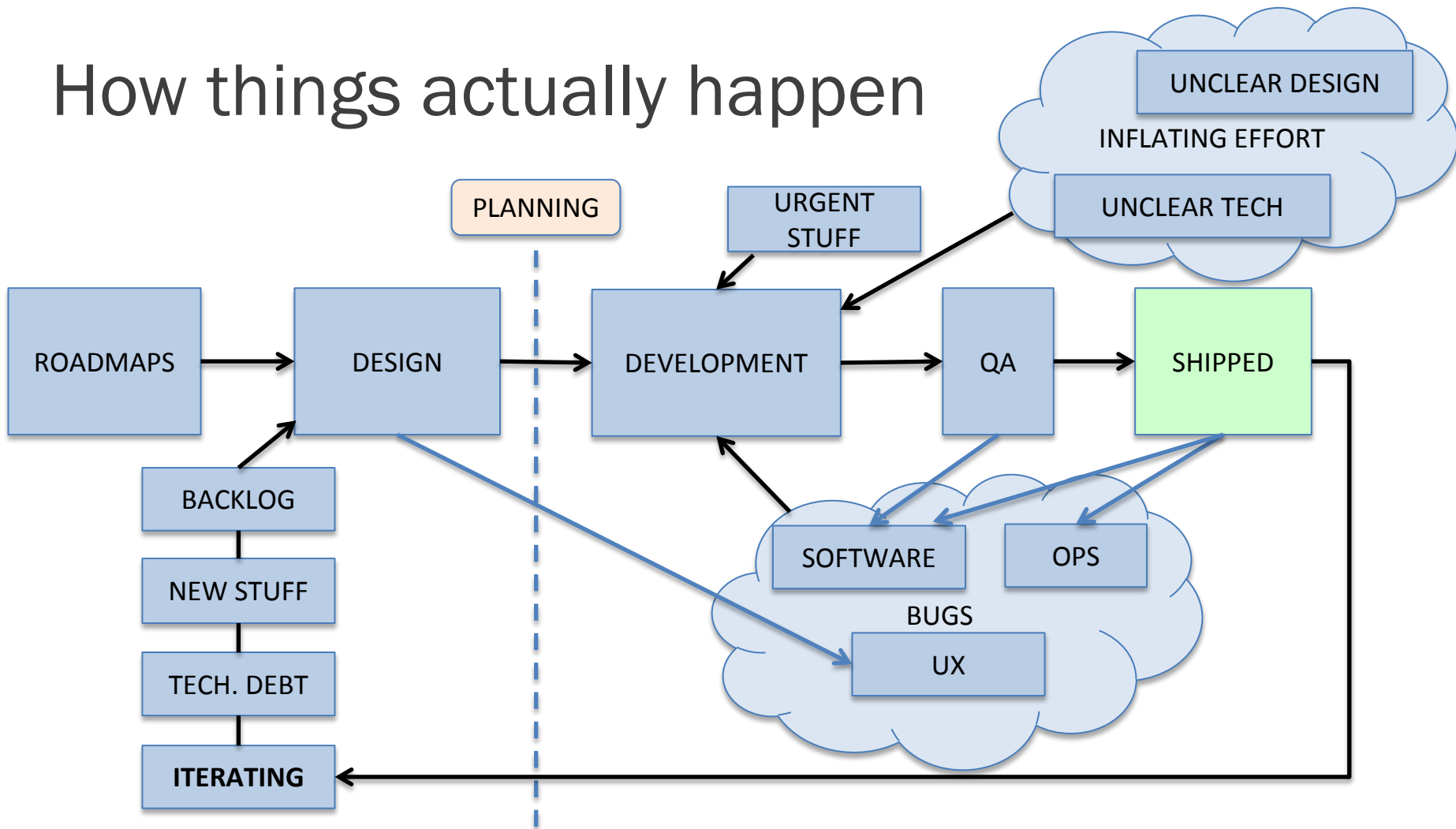
Content



How things ideally would happen



How things actually happen



Continuous improvement

- Overall productivity KPI is clear: shipped/committed ratio
- Without actionable metrics, improvement involves too much emotion and causal attribution
- The metrics should be:
 - end-to-end (any change in KPI reflected by metrics)
 - invariant to story size and story point value
 - allow for measuring external factors (stakeholders)

What's out there?

- stories committed / stories completed
- technical debt management
- team velocity
- story cycle time
- CAT/QA cycle time
- estimation accuracy
- defects per release cycle
- defects per story point
- test cases run

DEPEND ON STORY SIZE
DEPEND ON STORY POINT
A LOT OF GAPS

What do we use

$$\frac{\text{Estimated effort on planned and done}}{\text{All available effort}} = \text{PRODUCTIVITY}$$

=

$$\frac{\text{Estimated effort on planned and done}}{\text{Actual effort on planned and done}} \times \frac{\text{Actual effort on planned and done}}{\text{Effort spent on planned}} \times \frac{\text{Effort spent on planned}}{\text{Actually spent effort}} \times \frac{\text{Actually spent effort}}{\text{All available effort}} = \text{PRODUCTIVITY}$$

ACCURACY SHIPABILITY PLANABILITY UTILISATION

Issues we discover

Design bugs

Insufficient lookahead

Unexpected vacations,
OOO etc

Unclear tech

Team cohesion

Improper
communication

Feasibility of all sort of
buffers (management,
hot bugs etc)

Unclear tech

Software bugs

Unclear design

**Estimated effort on
planned and done**

Actual effort on
planned and done

ACCURACY

×

Actual effort on
planned and done

Effort spent on
planned

SHIPABILITY

×

Effort spent on
planned

Actually spent
effort

PLANABILITY

×

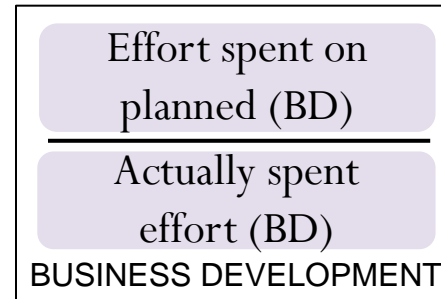
Actually spent
effort

All available effort

UTILISATION

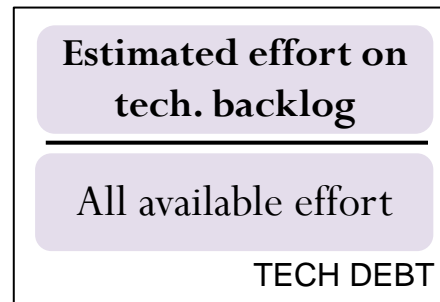
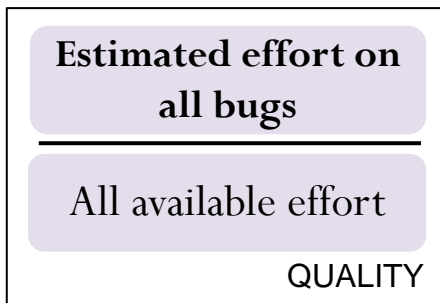
What's good about that

- Almost free (given you estimate effort)
- Don't depend on story size (measure effort, not stories)
- Don't depend on the story point size (it cancels out)
- Any issue from the messy picture above is reflected by those metrics
- Easily projected back to stakeholders to find external bottlenecks, e.g.



Next batch

- Track stuff that is easily swept under the rugs:



Be sane about that

- It doesn't remove bottlenecks and issues
- It just shows them
- Sometimes it's enough to solve the issue
- Most of the times it isn't

Bookmate

9:41 AM

50 %



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Contact

Today 8:32 AM

???

go ahead, or drop me a letter

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