

# METRICS — MOVING FROM WHAT IS EASY TO WHAT MATTERS

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EST **DOJO** 2017  
— AND CO —

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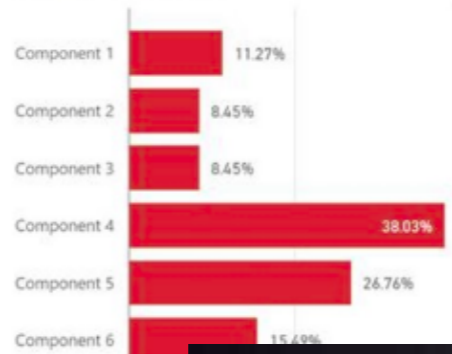
# SOME BACKGROUND



Total Unresolved  
**356**

- Select All
- Bug
- Epic
- Improvement
- New Feature
- Story
- Sub-task
- Task

## Component Breakdown

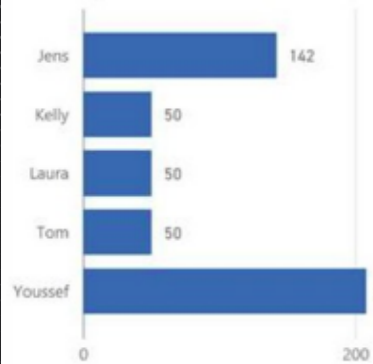


key	assignee	priority	summary
PROC-74	Laura	Major	Archetypal henna ashing oversimplified gibed crisps molders
PM-71	Tom	Major	Firefighting perquisite's thirst's beliefs reclaimed
TM-71	Tom	Blocker	Hakluyt Coltrane thoroughgoing aerator minimize
KANBA...	Laura	Major	Hibernating scimitar's Exercycle hooley's calamine
SOF-71	Laura	Blocker	Learner's patrol sheen Mosley prostate equities
BAS-71	Tom	Blocker	Smith watermelon environmentalist's courier's pediatrician's complainant gallbladder's
SCRUM...	Tom	Trivial	Transmitting seventeen's sectarians apples skimming
SCRUM...	Laura	Trivial	Back's paramount unwrapped aphasic banes Opel's froze
TM-70	Tom	Major	Boom stagehand Babbitt's bring shelter squishy hypnoses
BAS-70	Tom	Critical	Dedicates eyelet's succeed jinn's exercises timidest Amur Genoas countermanded sele
SOF-70	Tom	Minor	Escapades inexhaustibly vote's Froissart supplanting psychoanalysis expropriate

## Issues by Fix Version



## Issues by Assignee



## Issues by Status



### Feature

Scope: VersionOne - Prime  
SPRINT: TETRIS PSI 7 SPRIN... 12 HOURS

**30** TOTAL    **13** WIP    **15** DONE

#### FEATURES IN PROGRESS

- Authenticate customer: 20
- Canada: 0
- Legacy Canadian Co-Branding (Canada) | OOS (40): 1
- Canadian Business Rules (In T&D): 1
- Release 2/March/2.1/3 & Migration Hardening + Sup...: 3
- ATDD Refactoring | All Feature Teams: 5

#### Code Repo

COMMITTS PER DAY

#### Quality

Static Analysis: 127 issues (0 Blocker, 0 Critical, 0 Major)

Version: 2.5.42065.16321

100.0% RULES COMPLIANCE

3d TECHNICAL DEBT

95% CODE COVERAGE (56,146 lines of code)

#### Build

BUILDS PER DAY

LATEST BUILDS

- 10321 (6h ago)
- 10320 (6h ago)
- 10319 (14h ago)
- 10318 (14h ago)
- 10317 (19h ago)

AVERAGE BUILD DURATION

TOTAL BUILDS: 2 TODAY, 161 LAST 7 DAYS, 313 LAST 14 DAYS

#### Monitor

OUR SERVICES

- Tetris

#### Deploy

Apr 14

- DEV6: Apr 13, 62 ↑ 0 ↓
- DEV7: Apr 9, 87 ↑ 0 ↓
- QA3: Apr 14, 444 ↑ 0 ↓
- DEV2: Apr 13, 1225 ↑ 0 ↓
- QA4-A: Apr 13, 190 ↑ 0 ↓
- QA4-B: Apr 13, 120 ↑ 0 ↓
- QA1: Mar 30, 44 ↑ 0 ↓
- QA2: Apr 13, 68 ↑ 0 ↓
- DEV3: Apr 13, 22 ↑ 0 ↓
- DEV4: Mar 30, 12 ↑ 0 ↓
- DEV5: Apr 13, 48 ↑ 0 ↓
- DEV8: Apr 3, 12 ↑ 0 ↓
- DEV9: Apr 13, 32 ↑ 0 ↓
- PERF1: Apr 9, 192 ↑ 0 ↓
- PERF2: Mar 13, 16 ↑ 0 ↓
- PERF3: Mar 26, 88 ↑ 0 ↓
- PERF4: Mar 13, 16 ↑ 0 ↓
- PERF-A: Dec 12, 36 ↑ 0 ↓
- PERF-B: Nov 3, 32 ↑ 0 ↓
- PROD-A: Apr 1, 512 ↑ 0 ↓

# YOUR TAKEAWAY

You can't ignore metrics

(Paraphrased) – People settle with measuring what they can when they don't know how to measure what they should

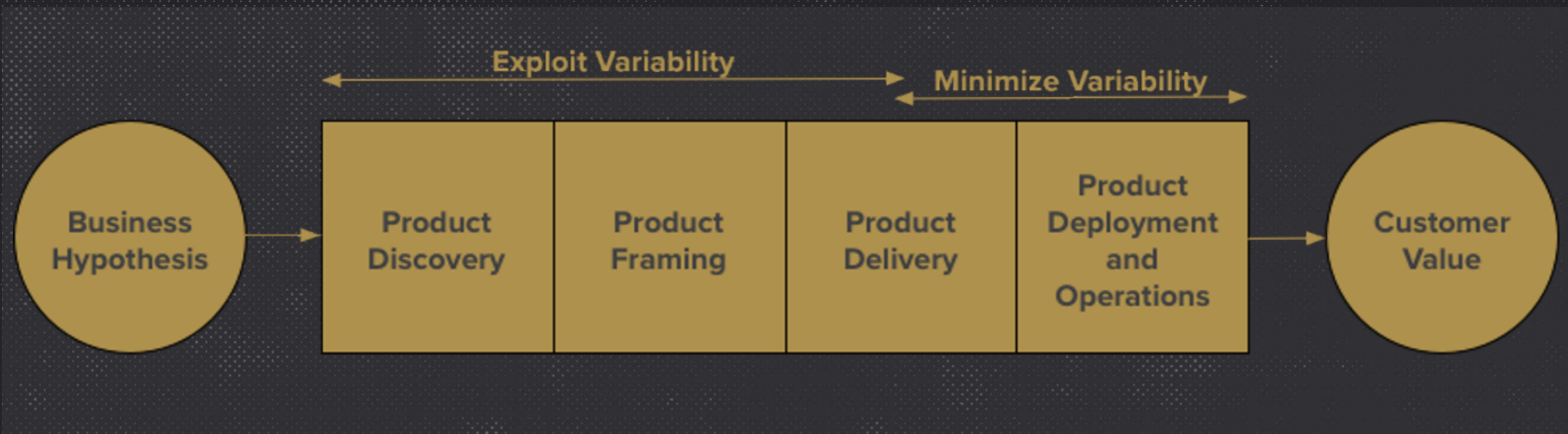
You can help guide better metrics

# WHO WANTS METRICS?

What is wrong with metrics?

Why do organizations want metrics?

# WHAT ARE WE DOING?



# SIMPLE METRICS

Easy to collect / Easy to count

- Number of defects

# SIMPLE METRICS

Easy to collect / Easy to count

- Number of defects
- Number of teams

# SIMPLE METRICS

Easy to collect / Easy to count

- Number of defects
- Number of teams
- Velocity

Other examples?

What is good about these metrics?

What does this information not tell us?



# DIRECTIONAL METRICS

Harder to capture

- Increase in code coverage

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Harder to capture

- Increase in code coverage
- SQALE Index
- Percent reduction in defects

# DIRECTIONAL METRICS

Harder to capture

- Increase in code coverage
- SQALE Index
- Percent reduction in defects
- Cycle Time

Other examples?

What is good about these metrics?

What does this information not tell us?

# IMPACTFUL/ECONOMIC METRICS

Difficult to capture

- Reduction of cycle time for *a delivery that mattered*

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# IMPACTFUL/ECONOMIC METRICS

Difficult to capture

- Reduction of cycle time for *a delivery that mattered*
- Systemic cost reductions
- Stopping bad ideas
- Is someone's life actually better?

Other examples?

What is good about these metrics?

What is required?

What is next?



# PROCESS BEHAVIOR CHARTS

# PROCESS BEHAVIOR CHARTS

- The way you deliver value is a system
- If you do nothing, a stable system will continue to deliver outputs within a given range
- YOUR GOAL – Do not react to noise
- Process Behavior Charts helps you separate signal from noise

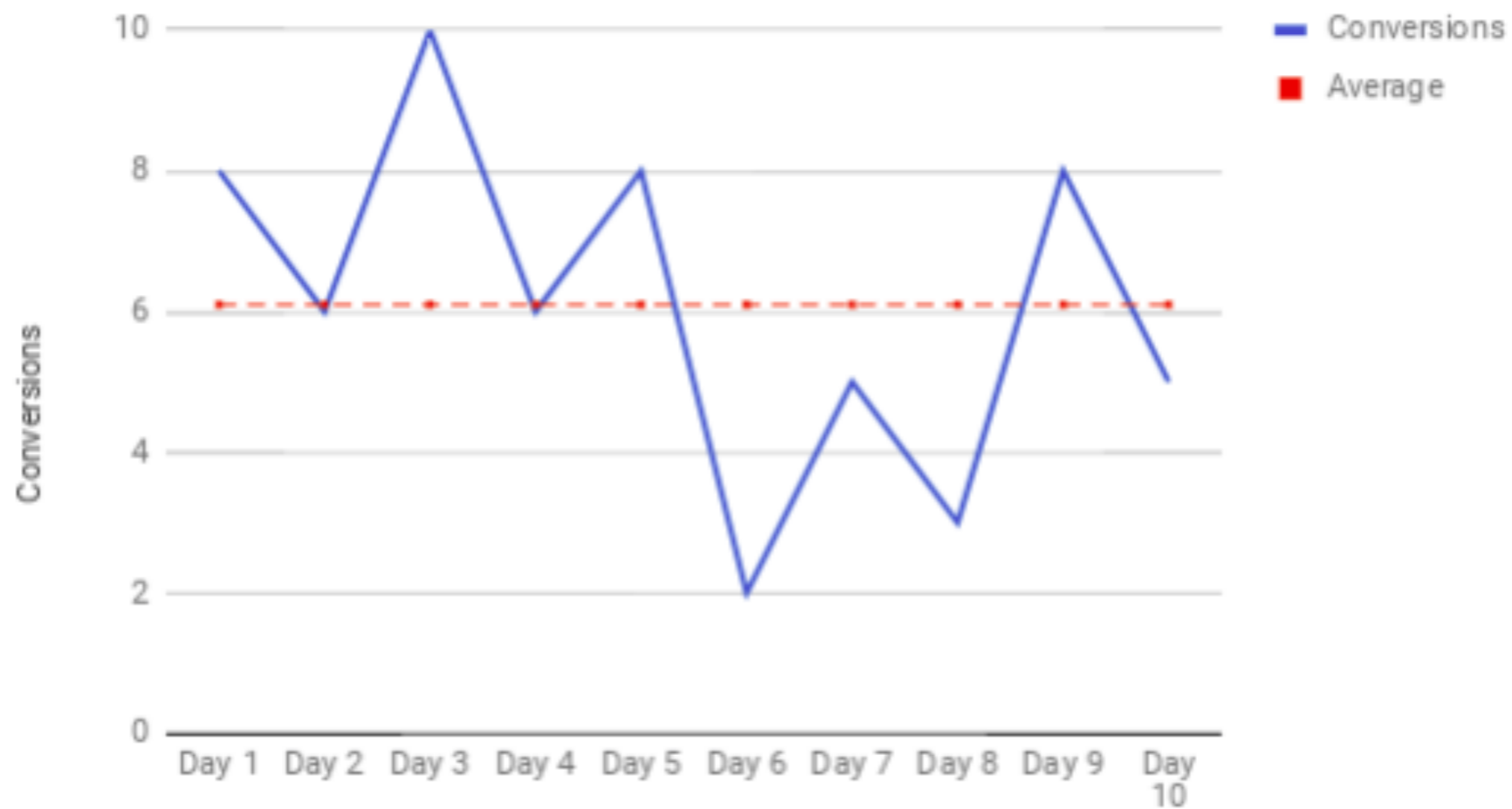
# CREATING A PROCESS BEHAVIOR CHART

- Understand what you are measuring – is it whole?
- Chart your data in a time series and mark the average
- Calculate the moving average
- Calculate the upper and lower bounds (multiplying by 2.66)
- Introduce change and continue to measure

# AN EXAMPLE

	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
Conversions	8	6	10	6	8	2	5	3	8	5

### Conversions

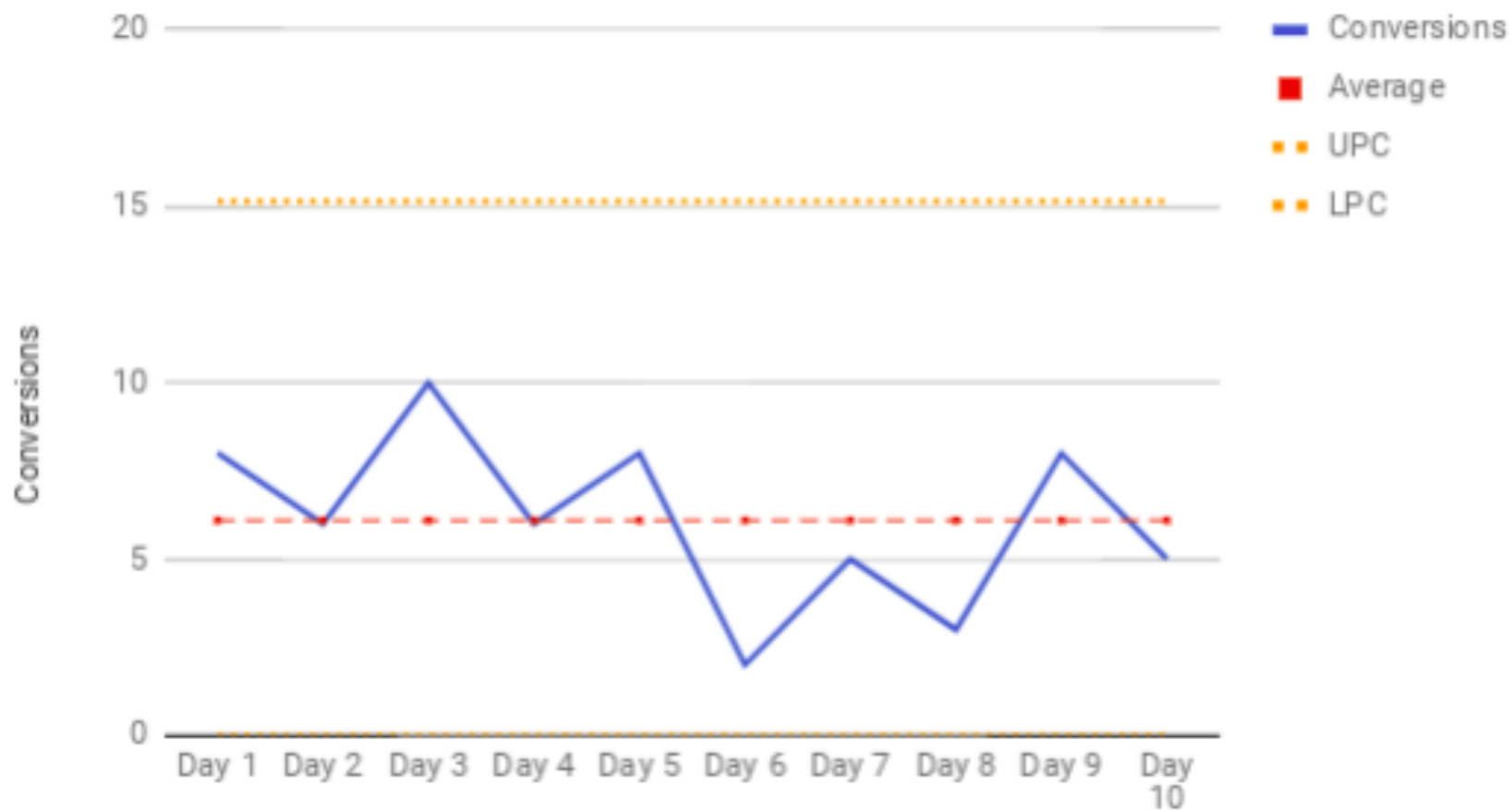


Plotting Daily Conversions, Average Marked In Dotted Red Line

	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
<b>Conversions</b>	8	6	10	6	8	2	5	3	8	5

	Day 11	Day 12	Day 13	Day 14	Day 15	Day 16	Day 17	Day 18	Day 19	Day 20
<b>Conversions</b>	14	4	11	9	12	2	8	5	6	8

### Conversions



Data With Process Control Limits Applied. UPC - Upper Process Control, LPC - Lower Process Control. NOTE - Since the LPC is actually -3, we use 0 since a negative is not possible

# KEY TAKEAWAYS

- Be intentional with what you are measuring
- Know if your changes are making a difference
- More frequent datapoints makes this easier
- Product / Process / Tech

**MAYBE IT'S EVEN SIMPLER**

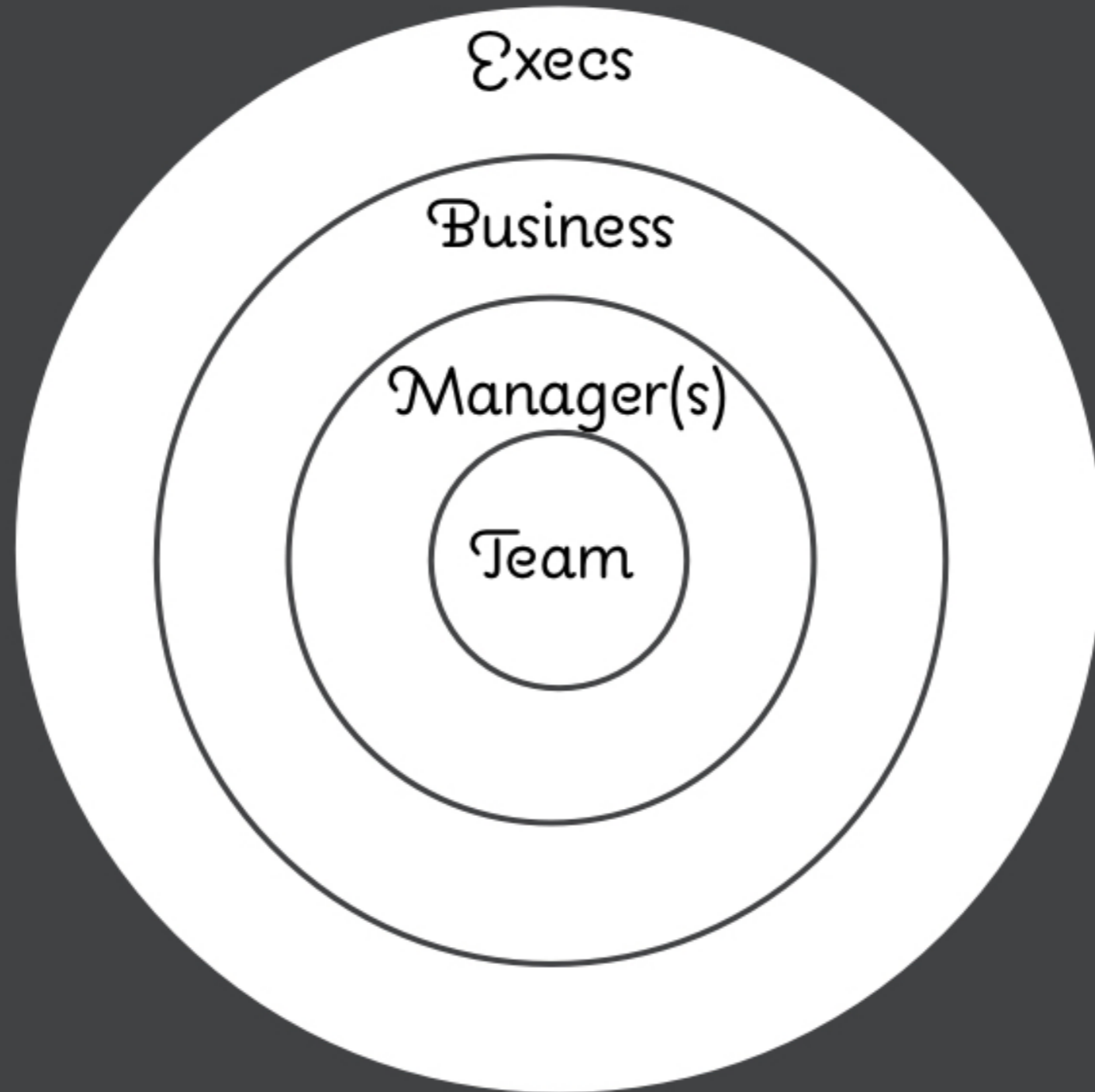


# SUPPORTING KNOWLEDGE WORK

Impact  
of  
Learning

Time Taken To Learn

# SUPPORTING KNOWLEDGE WORK



# RECOMMENDED READING

- Measures of Success: React Less, Lead Better, Improve More – Mark Graban
- Understanding Variation – The Key To Managing Chaos – Donald J. Wheeler
- Principles of Product Development Flow – Donald G. Reinertsen

# DO NO HARM

- You will be asked to help with metrics....
- Before you do, help people understand what having the data will help them do / decide
- If they don't know, don't measure

# RECAP

Help get to better metrics – understand where you are and how you can improve

- Easy to Measure
- Directional
- Impactful

# QUESTIONS?



DevOps and Agile Practices that Stick

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