



Agile ORLANDO JULY 24-28 2023

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#AGILE2023

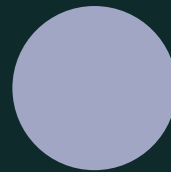
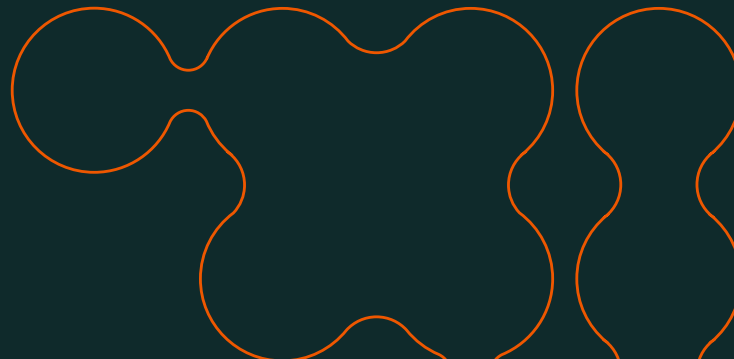
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Metrics

By Agnė Kelminskienė

Fragile





**Tell me how you will
measure me and I'll tell
you how I will behave**

Fragile



We hope for...

- **Long-term growth**
- **Commitment to quality**
- **Teamwork and collaboration**

But we measure success by...

- **Quarterly earning**
- **Delivery speed and predictability**
- **Individual performance**

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Attributes of good (Agile) metrics?

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Good Agile metrics

- **Reinforce the desired behavior**
- **Reliable**
- **Measure trends over numbers**
- **Easy to use in context**
- **Only key metrics**

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“Look at the dashboard with all KPIs we can track now”



"KPI of how well we understand the dashboard"



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**Good means
actionable**

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**How do we call metrics
that make us feel good?**

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3 fundamental problems with vanity metrics

**Lack
context**

**Have
unclear
intent**

**Do not guide
action and
learning**

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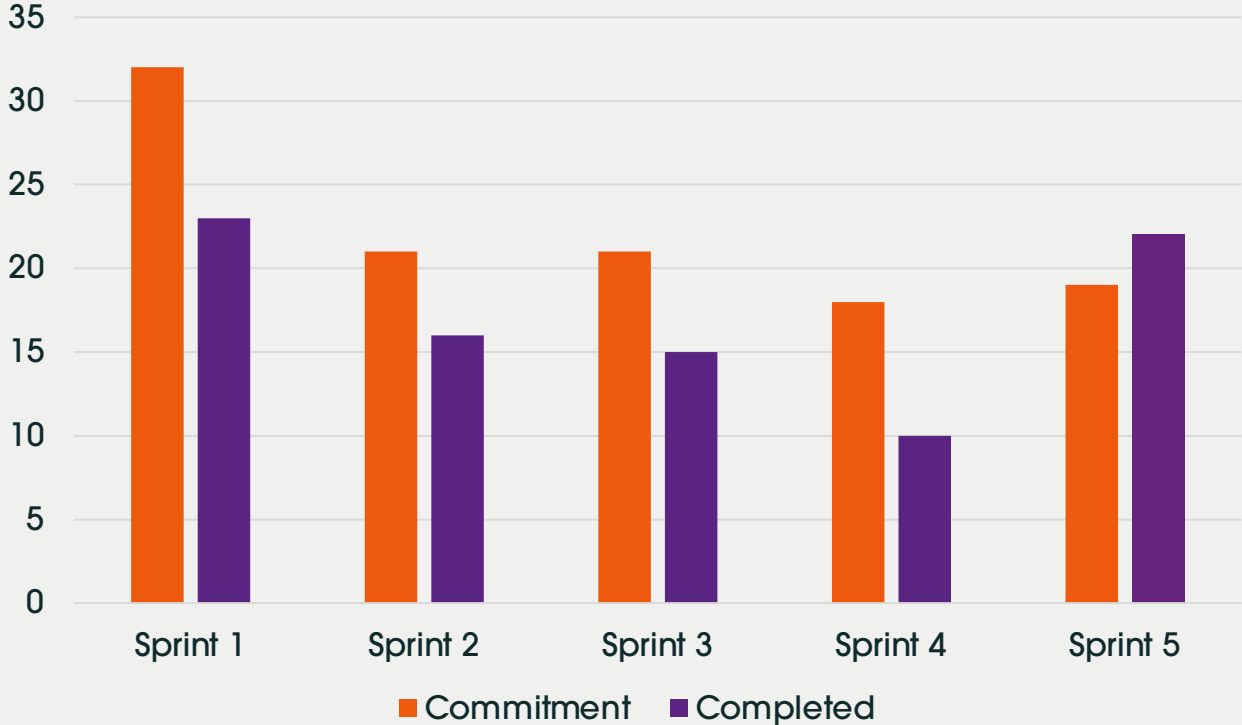


How do we end up using vanity metrics?

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Velocity



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Goodhart's Law

“When a measure becomes a target,
it ceases to be a good measure.”

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Value > Speed

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**“What does a
good outcome
for my feature
look like?”**

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Let's meet TARS

Target Users Retention

Active Users Satisfaction

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Target Audience

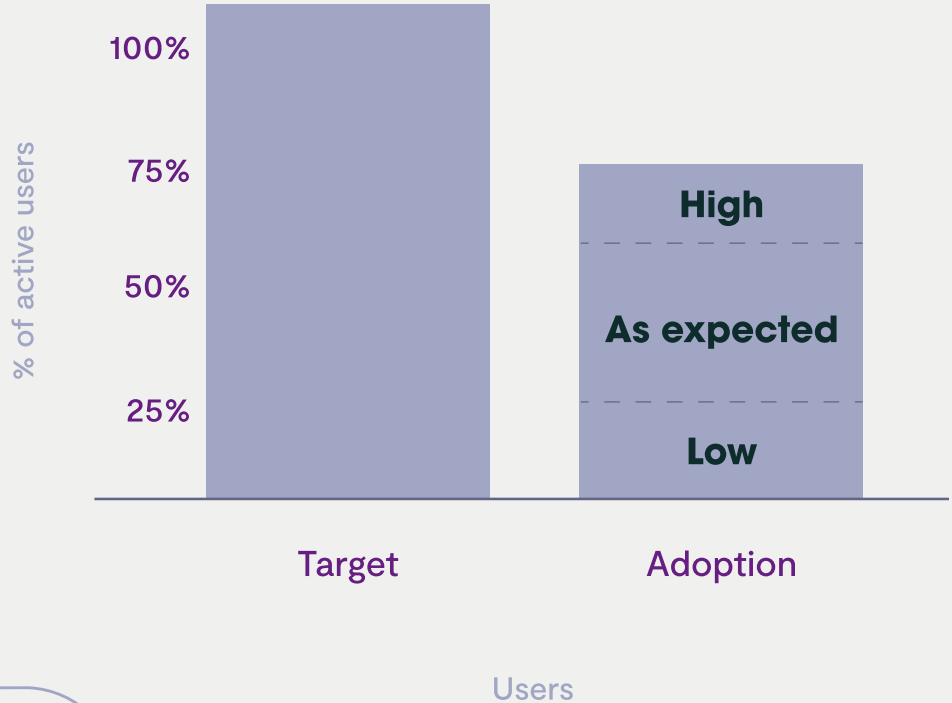
Understand the problem we are trying to
solve and for whom

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Feature adoption

Evaluate how well we are acquiring
our target audience

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low adoption doesn't equate to failure and a high adoption doesn't guarantee success

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Feature Retention

Find how many unique visitors who meaningfully adopted your feature, came back to use it again

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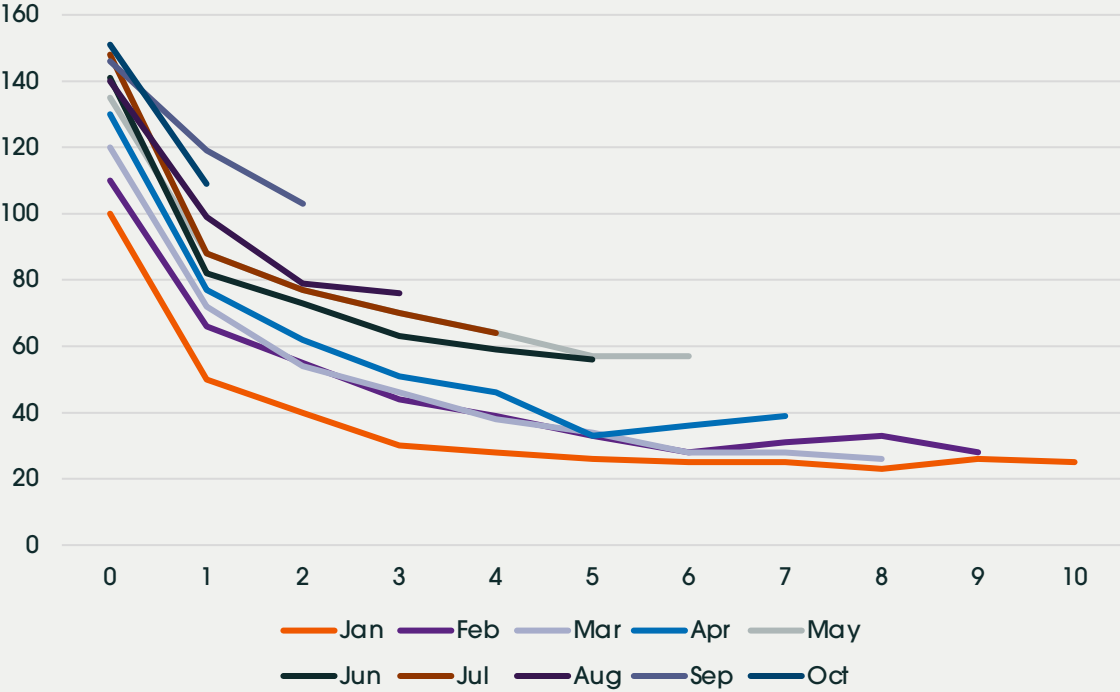
Number of active users by month

	0	1	2	3	4	5	6	7	8	9	10
Jan	100	50	40	30	28	26	25	25	23	26	25
Feb	110	66	55	44	39	33	28	31	33	28	
Mar	120	72	54	46	38	34	28	28	26		
Apr	130	77	62	51	46	33	36	39			
May	135	88	77	70	64	57	57				
Jun	141	82	73	63	59	56					
Jul	148	88	77	70	64						
Aug	140	99	79	76							
Sep	146	119	103								
Oct	151	109									

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Retention (monthly)



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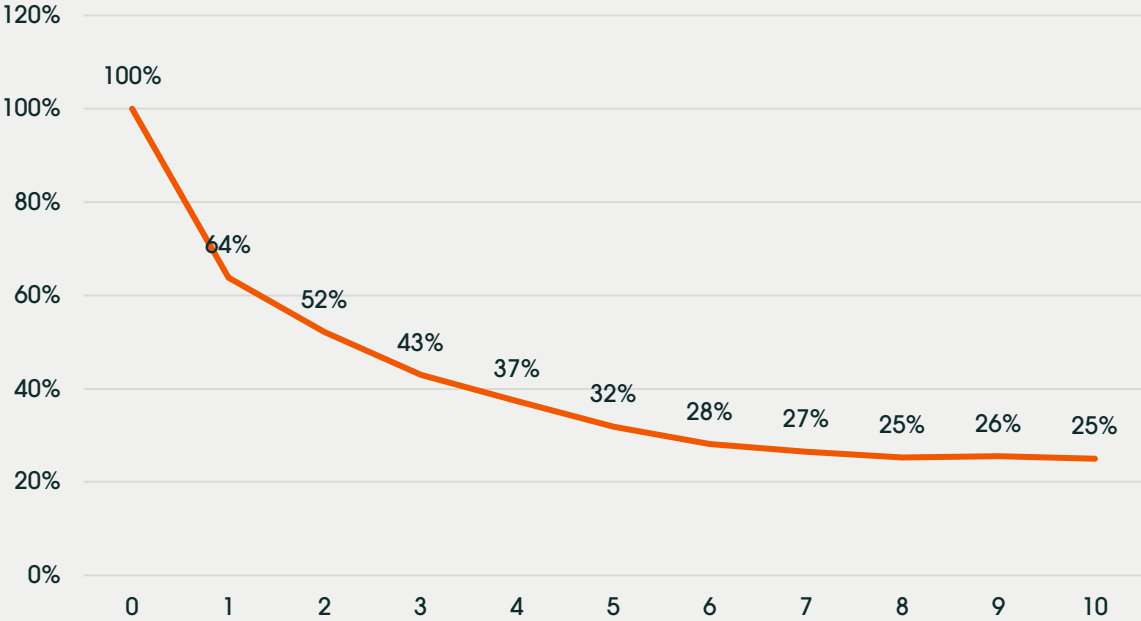
Number of active users by month in %

	0	1	2	3	4	5	6	7	8	9	10
Jan	100%	50%	40%	30%	28%	26%	25%	25%	23%	26%	25%
Feb	100%	60%	50%	40%	35%	30%	25%	28%	30%	25%	
Mar	100%	60%	45%	38%	32%	28%	23%	23%	23%		
Apr	100%	59%	48%	39%	35%	25%	28%	30%			
May	100%	65%	55%	50%	45%	42%	40%				
Jun	100%	58%	52%	45%	42%	40%					
Jul	100%	61%	53%	48%	44%						
Aug	100%	70%	56%	54%							
Sep	100%	80%	70%								
Oct	100%	75%									
Avg	100%	64%	52%	43%	37%	32%	28%	27%	25%	26%	25%

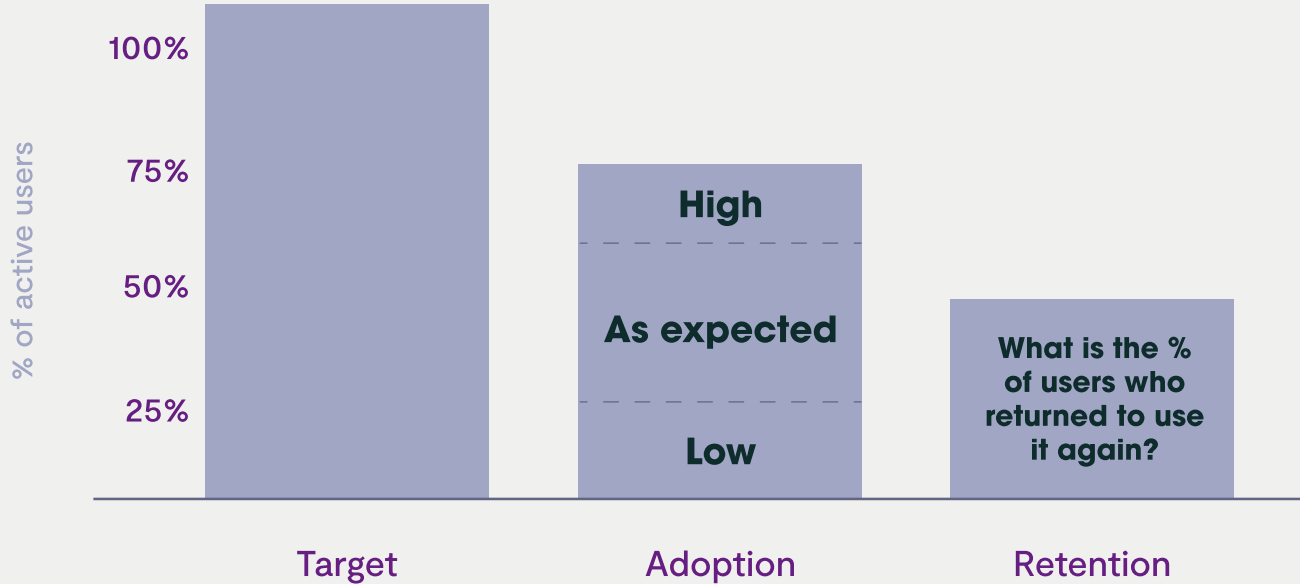
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Average retention rate (monthly)



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Users

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Satisfaction

Measure effort to track
customer satisfaction

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“96% of customers who identify a product or service experience as high effort become disloyal, compared to only 9% who have a low effort experience”

Customer effort score (CES)

How easy was it to use a developed feature?



more difficult
than expected



much easier than
expected



Satisfied

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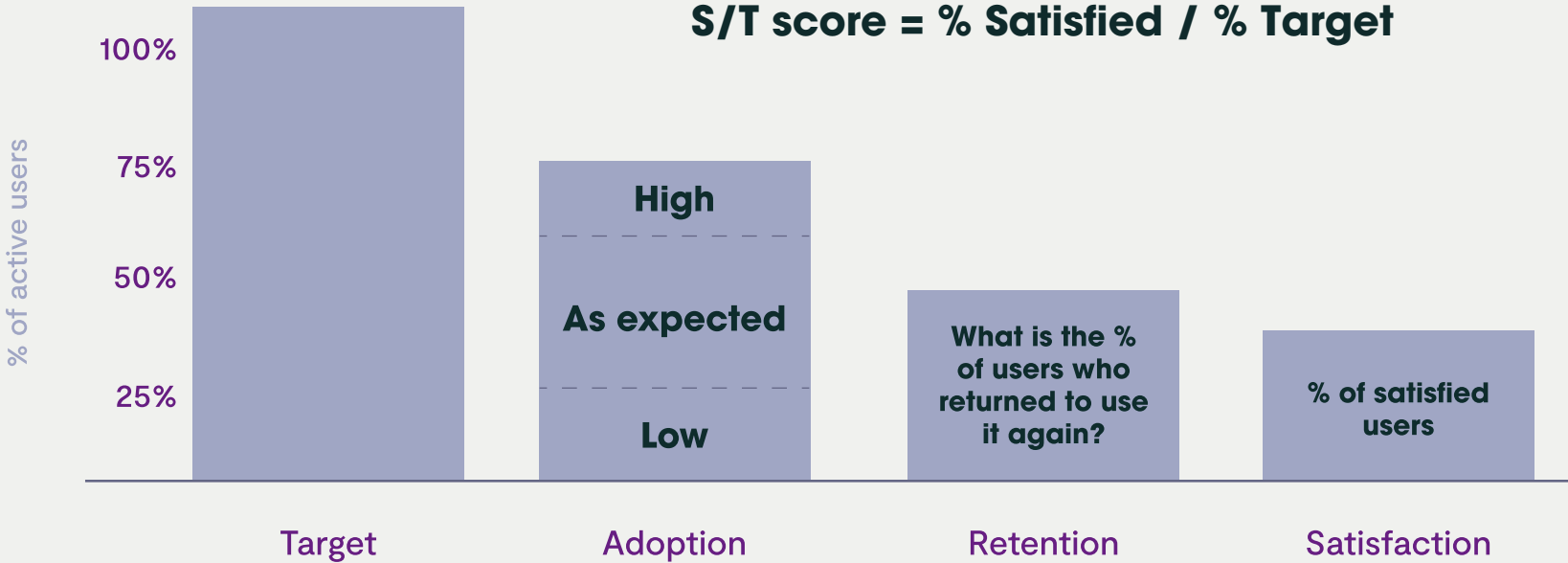
Remember what we talked about context?

Create funnel chart to see big picture

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S/T score = % Satisfied / % Target



Users

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Feature comparison

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High

Over-performing features

Core features

S/T score

Project features

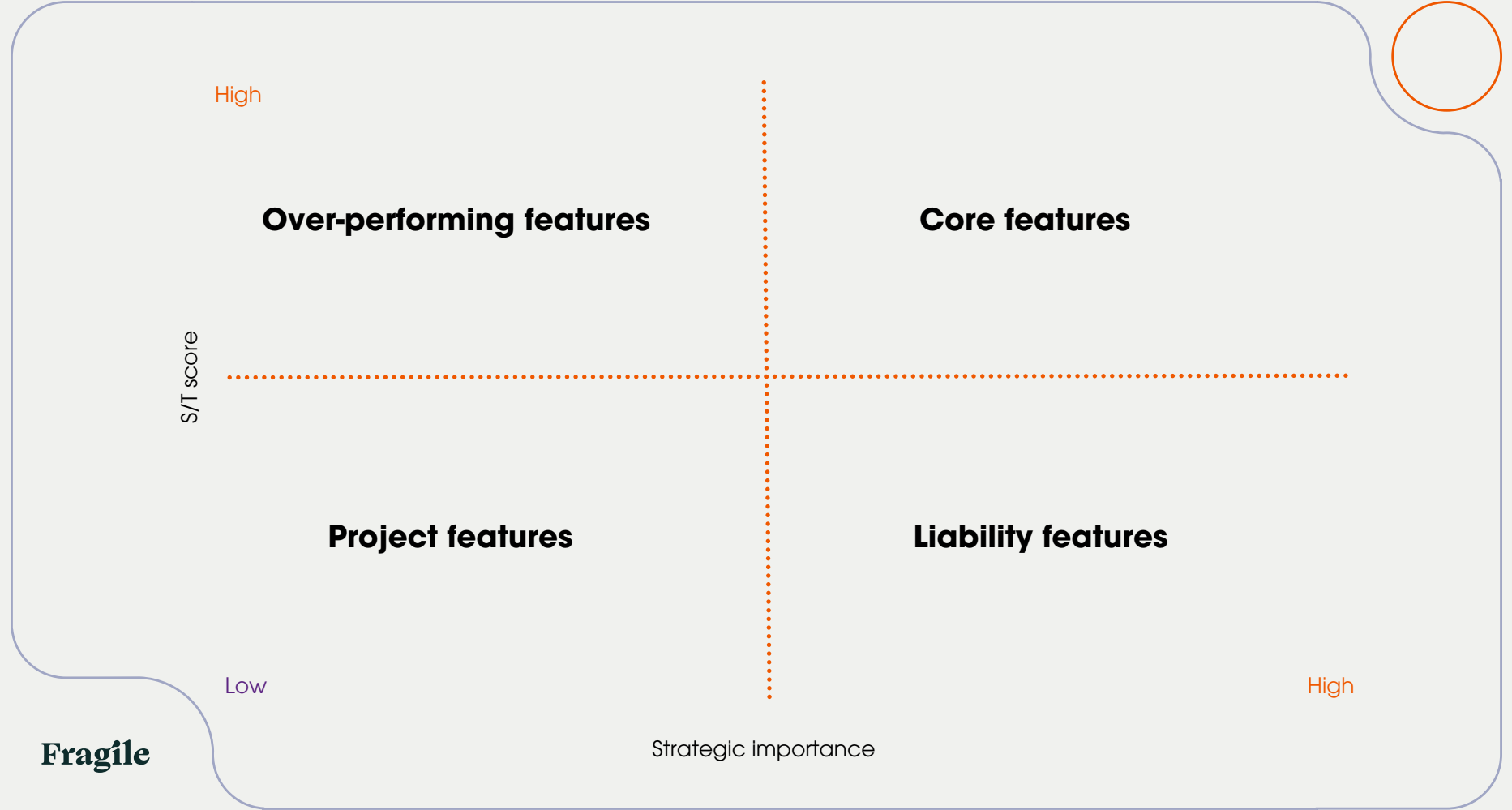
Liability features

Low

High

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Strategic importance



Why to use?

to understand
how good is your
feature

When to use?

mostly after
release of the
feature

How long?

as long as you
want to get
insights on feature
performance

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Warning

Individuals & interactions > processes & tools

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Team performance

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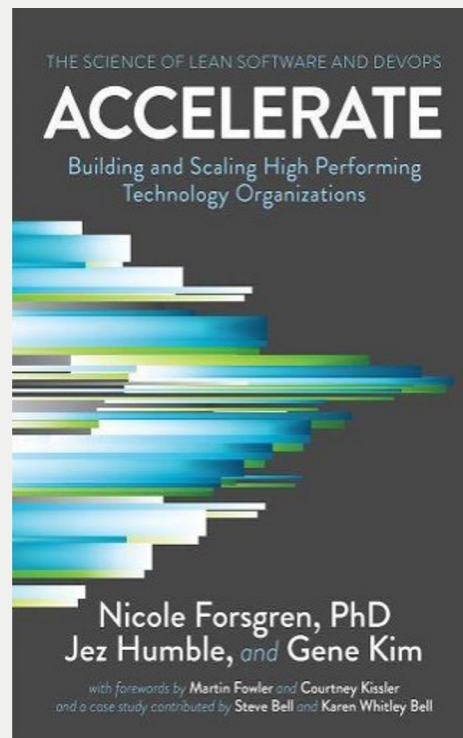
Let's meet DORA



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Initial Dora research resulted in the book **Accelerate**

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Software Development

LEAD TIME

Software Deployment

CHANGE FAIL

DEPLOYMENT FREQUENCY

TIME TO RESTORE

Five Key Metrics

The time it takes from code committed to code successfully running in production

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Software Development

Software Deployment

LEAD TIME

CHANGE FAIL

DEPLOYMENT
FREQUENCY

TIME TO RESTORE

Five Key Metrics

The frequency of deploying code changes
into production

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Software Development

Software Deployment

LEAD TIME

CHANGE FAIL

DEPLOYMENT FREQUENCY

TIME TO RESTORE

Five Key Metrics

Percentage of production releases that result in degraded service and require remediation

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Software Development

Software Deployment

LEAD TIME

CHANGE FAIL



DEPLOYMENT FREQUENCY

TIME TO RESTORE

Five Key Metrics

Time it takes to restore “normal” service after an incident or a defect that impacts user occurs

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Software Development

LEAD TIME

Software Deployment

CHANGE FAIL

Service Operation

RELIABILITY

DEPLOYMENT FREQUENCY

TIME TO RESTORE

Five Key Metrics

How well a team meet or exceed the reliability targets for the software and applications they operate

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What might go wrong?

- **Relevant data might be scattered across many tools**
- **Incomplete sets of data**
- **Data not standardized across the teams**
- **Unclear definitions**
- **Leading indicator for organizational performance, but a lagging indicator for particular capabilities**



**Does DORA quantify as
good agile metric?**

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How do you perform against the market?

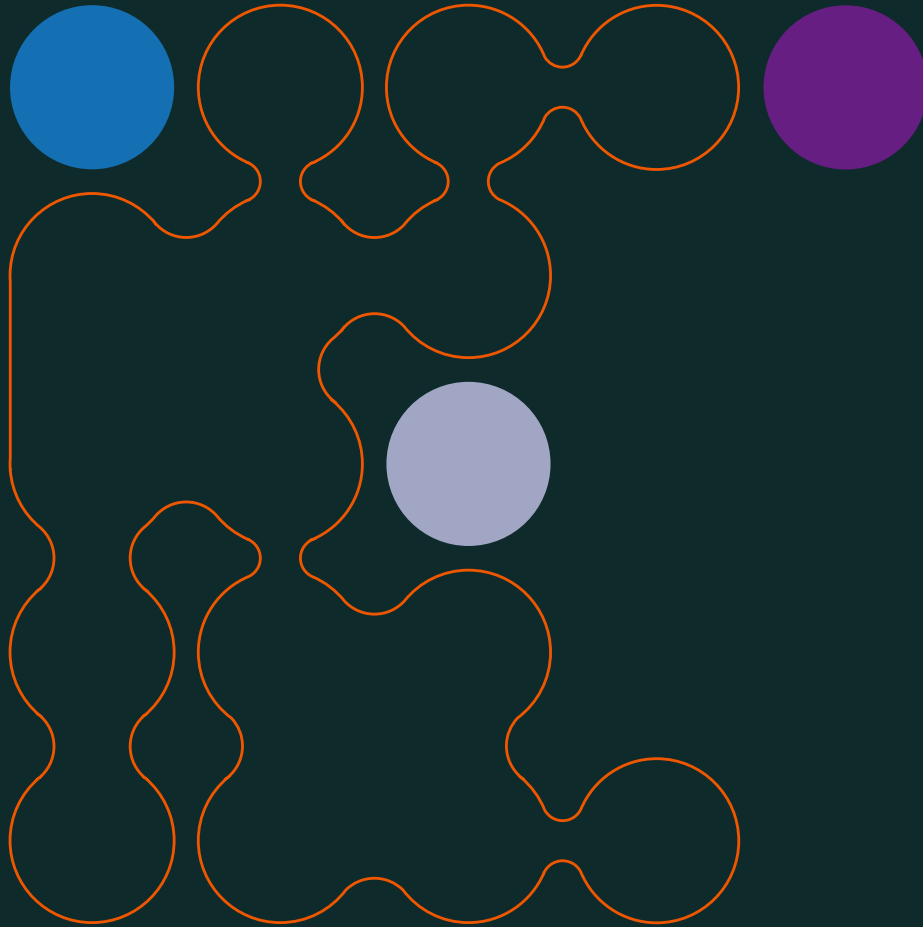
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Sources to mention:
<https://dora.dev/#capabilities>
<https://dora.dev/quickcheck/>
<https://dora.community/>

How to ruin any good metric?

- **Track everything**
- **Do not clarify what's the purpose**
- **Forget engage the team**
- **Compare teams**
- **Overemphasize quantitative data**
- **Be inconsistent over time**

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Thank you!
Don't forget to
connect!

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Explore related sessions

If you enjoyed this session and would like to go deeper on this topic, *check out these upcoming sessions, recommended by our track chairs!*

The Best Agile Metrics – Everything Else Sucks!

Thursday, 9:00am – Osceola Ballroom C

Everything, Everywhere, All at Once: Leading an Agile Organization

Wednesday, 2:00pm – Osceola Ballroom B

The Elements of Agile: Becoming Agile at an Atomic Level

Thursday, 2:00pm – Osceola Ballroom 3&4



Agile ORLANDO
JULY 24-28 **2023**

PERSONALIZED FEEDBACK FROM AGILE PROFESSIONALS

AGILE ADVICE

OSCEOLA BALLROOM 1 & 2

MONDAY - THURSDAY, 11:00 AM - 3:00 PM



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JULY 24-28

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