



Agile Metrics: Managing  
Downward & Upward

Presented by  
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ThoughtWorks

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- Why

- Our projects have MORE data than most
- To increase our “credibility” in the organization
- To get support from the PMO
- TOSHARPEN OURSELVES AND BUILD AND MAINTAIN OUR WELL-OILED MACHINE

- How

- Determine the audience
- Use their vocabulary (at least initially) as much as possible

- Who

- The Project Manager or Iteration Manager

# A Word to the Wise...

## be careful what you measure!

- Know your audience (CXO, Stakeholder, Manager, Core Team)
- Carefully explain how, what and why
- Explain intent and appropriate usage
- When all else fails, use discretion when sharing data outside of the core team

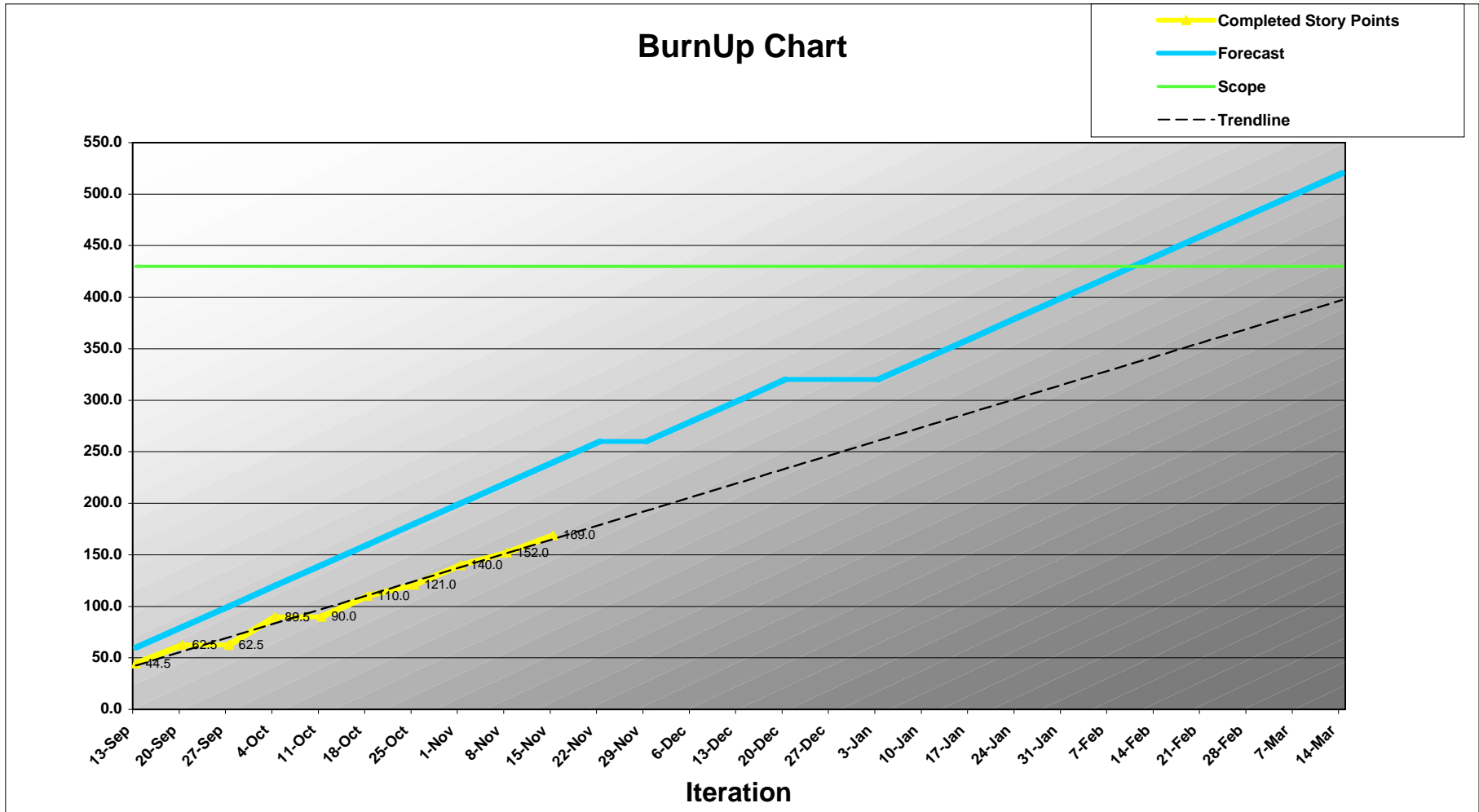
# Types of Metrics

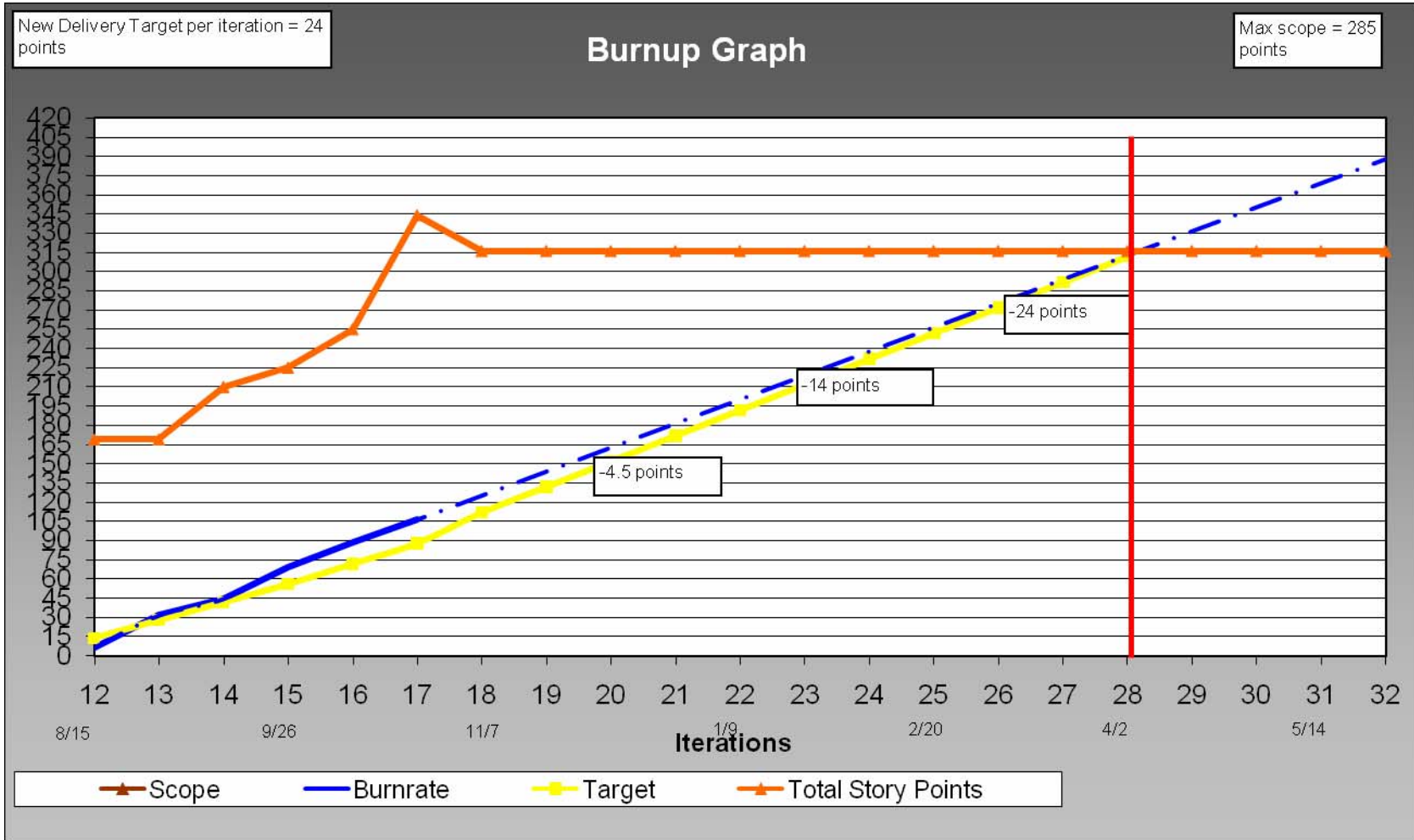
## Upward

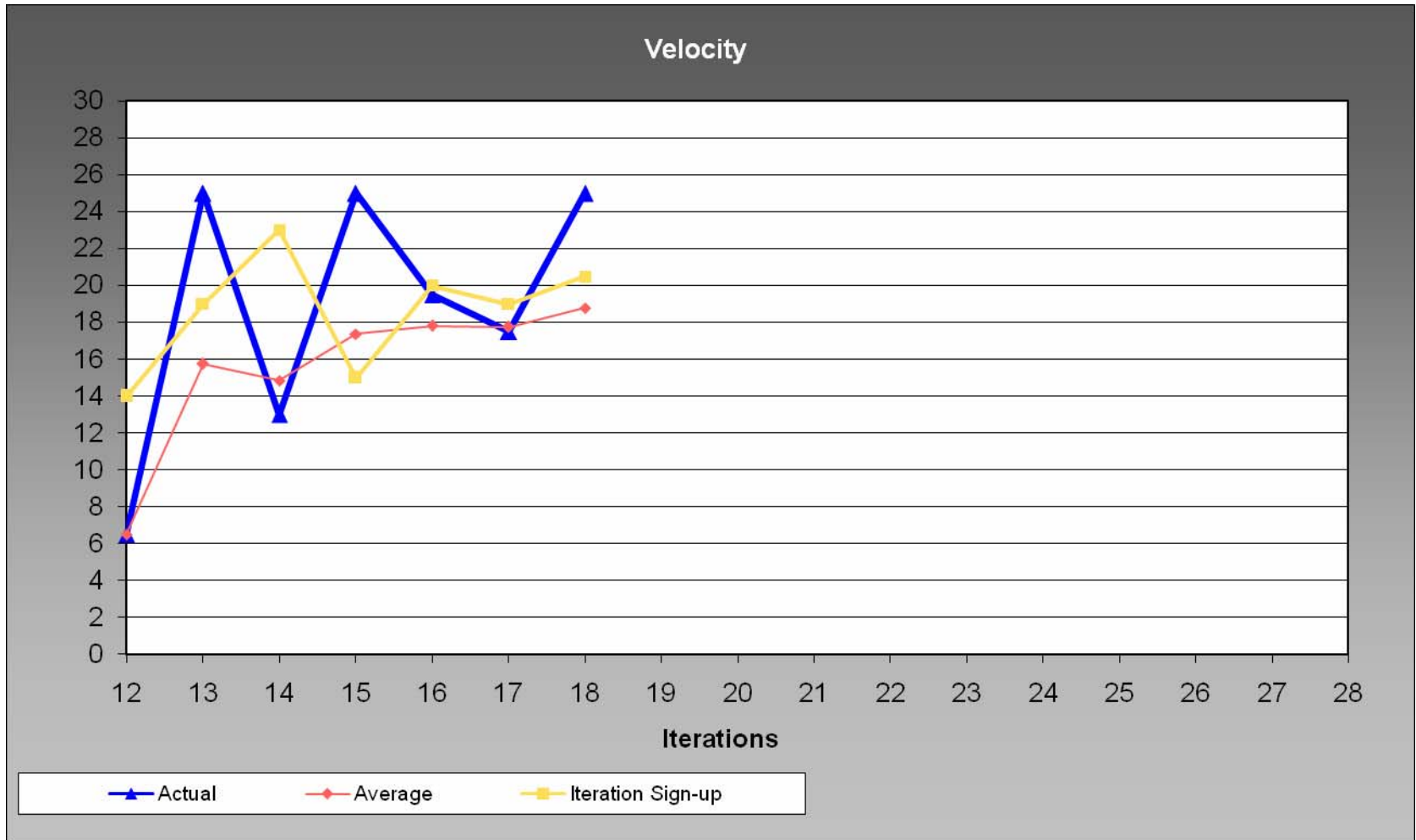
- Status Report
- Burnup
- Dashboard
- \*Project Plan
- \*Change Control
- \*Risk Documentation

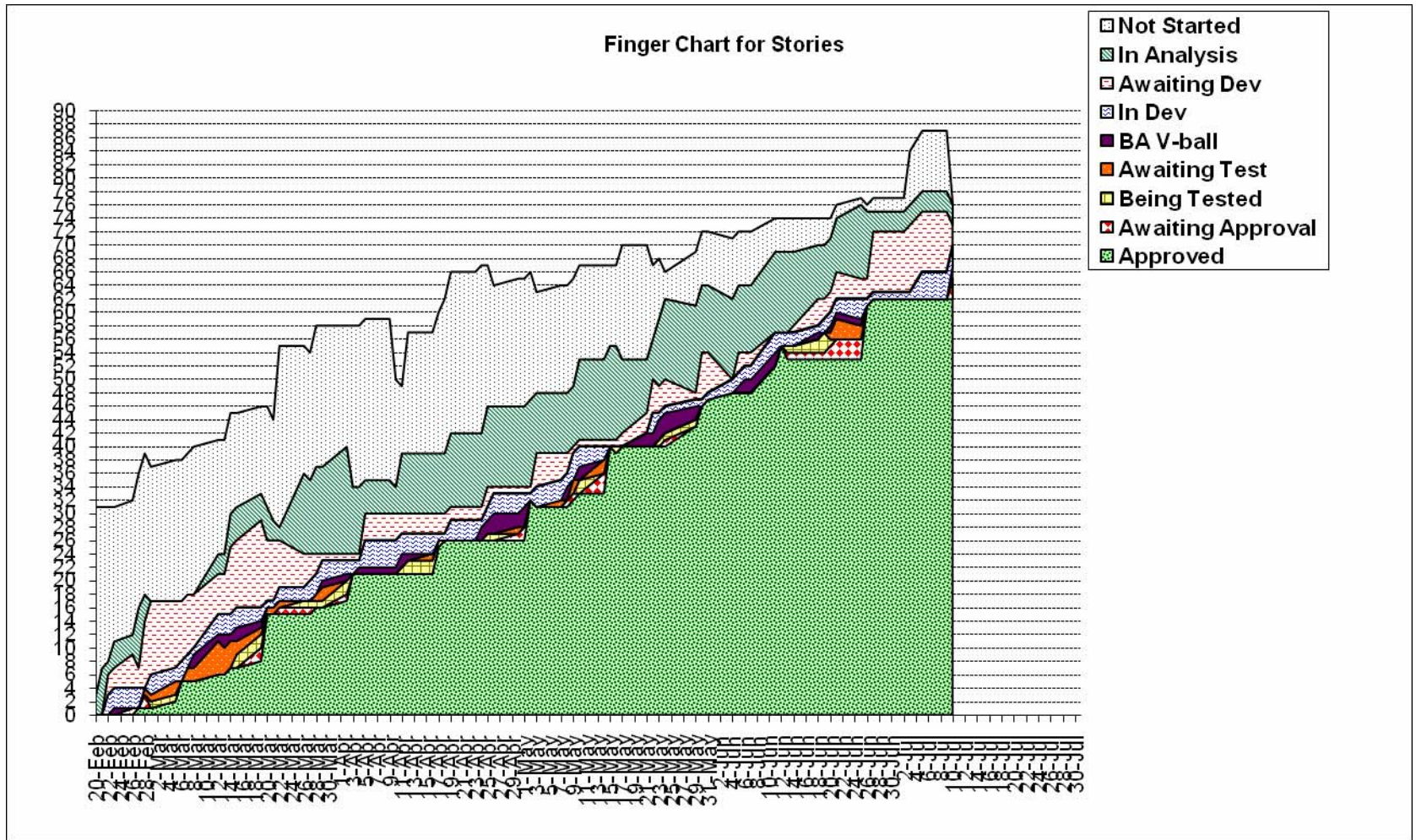
## Downward

- Always
  - Burnup
  - Velocity
  - Lean “Finger Charts”
- Optional
  - Efficiency
  - Availability
  - Utilization
  - Estimation Accuracy
  - Dev metrics
    - Unit Tests
    - Code Toxicity



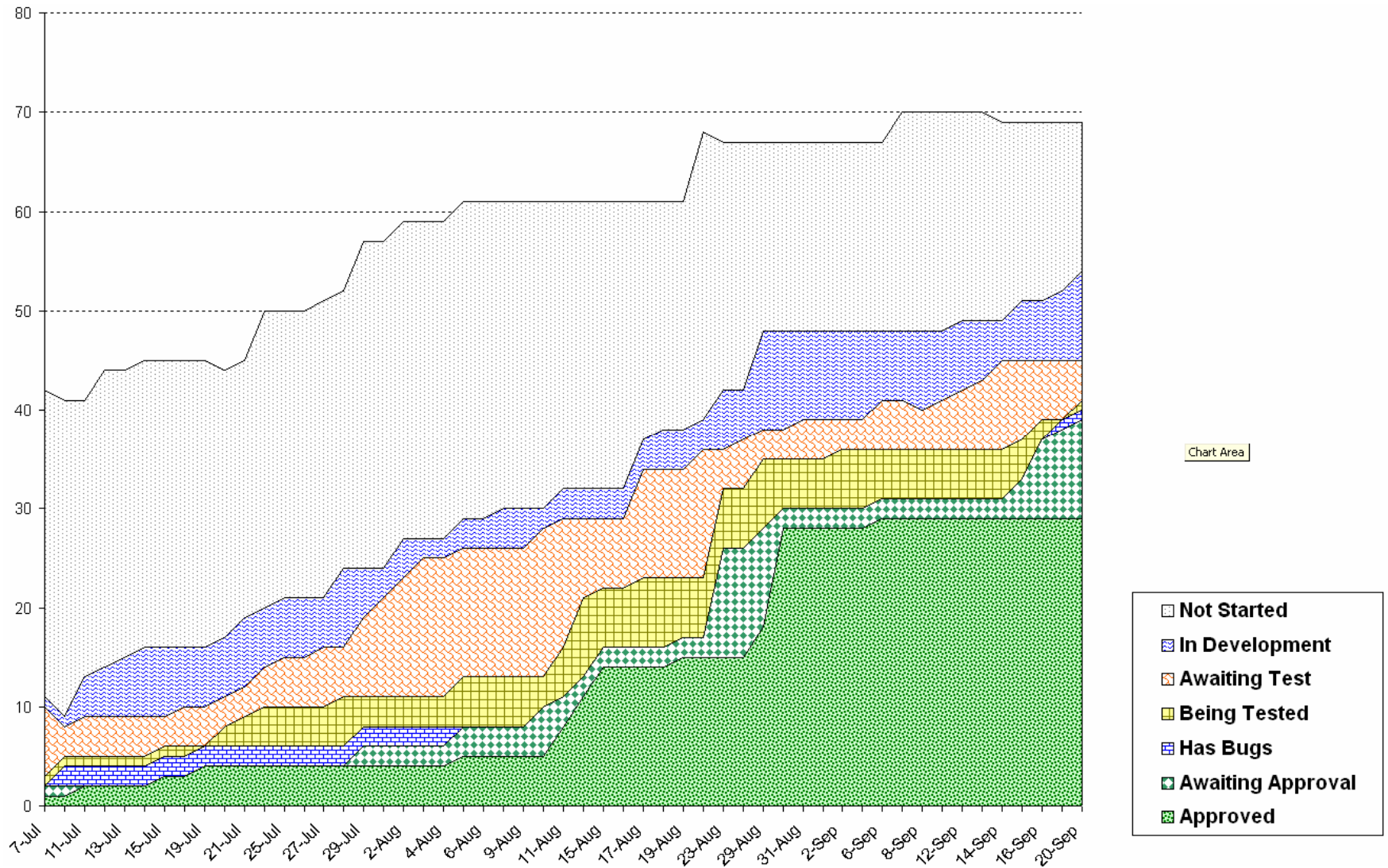






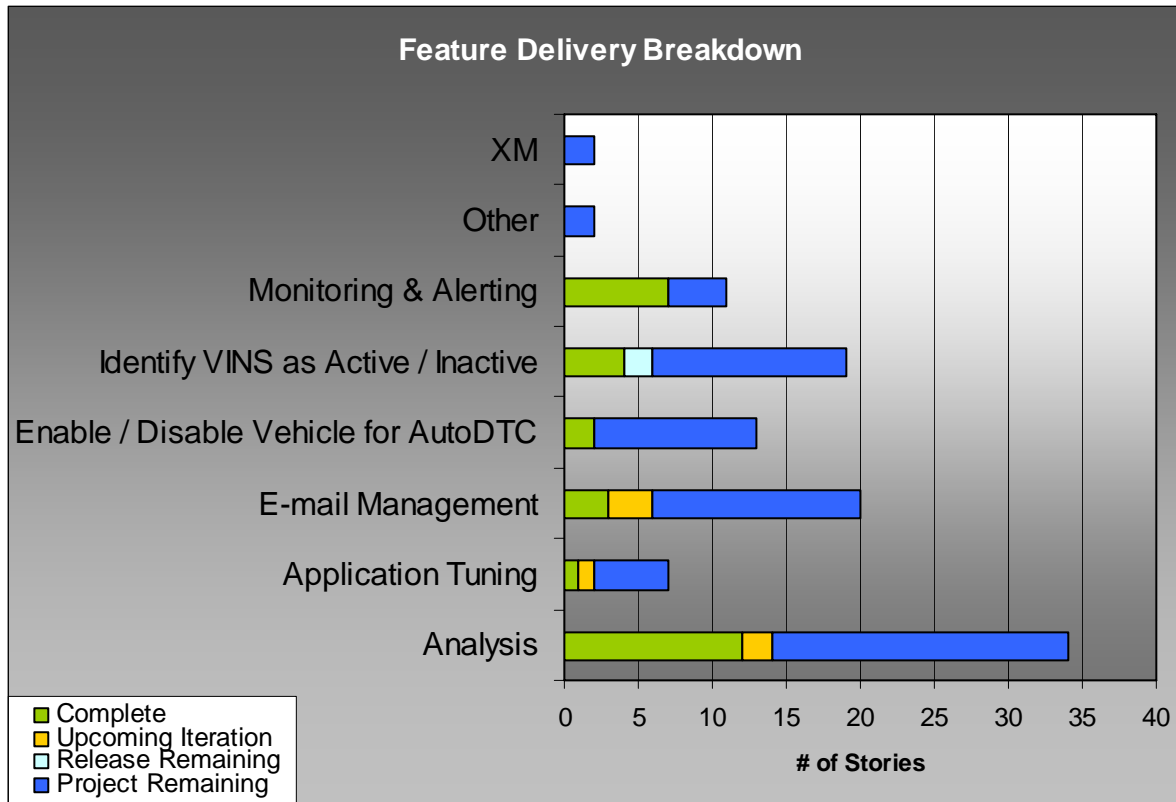


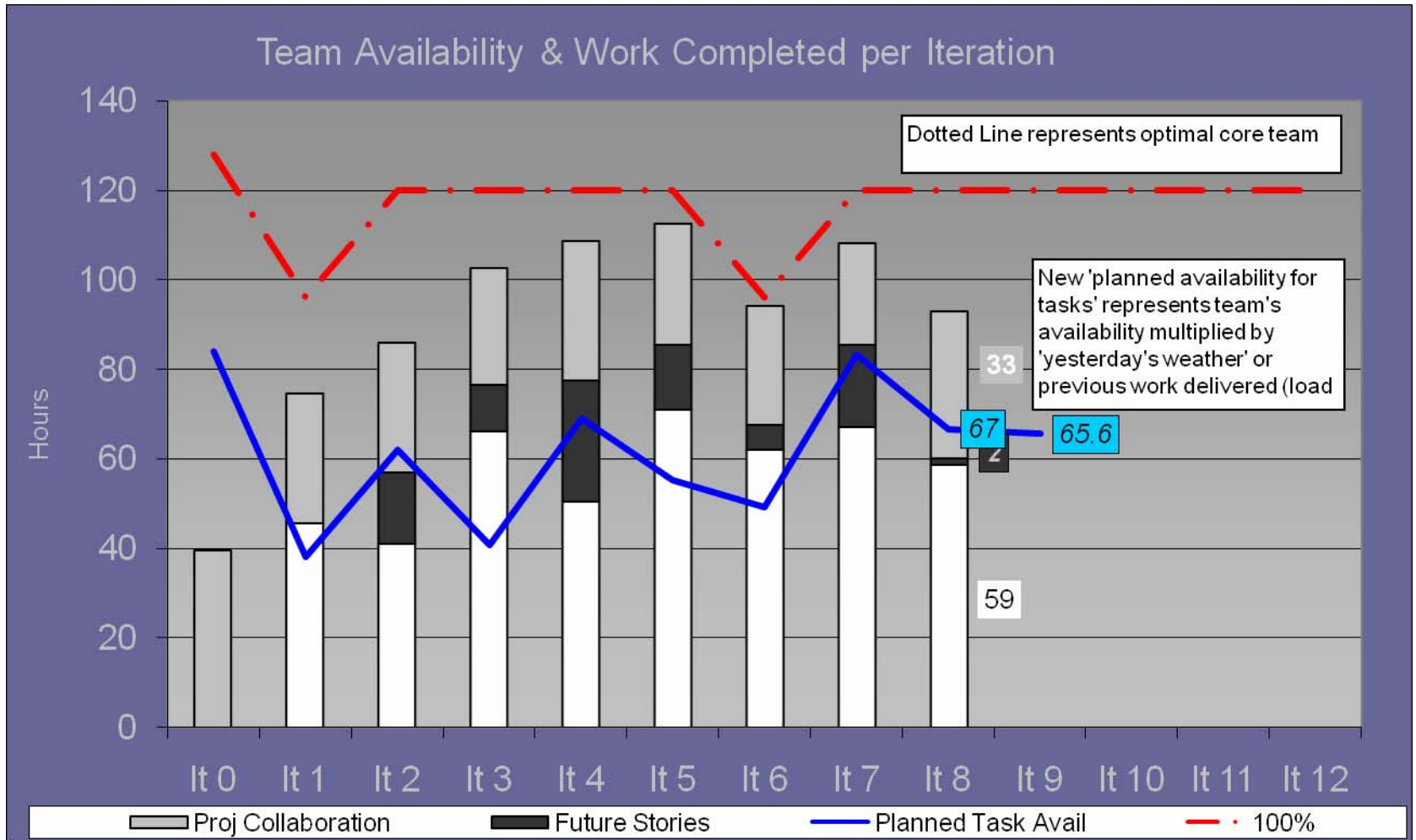
# Metrics – Finger Chart1

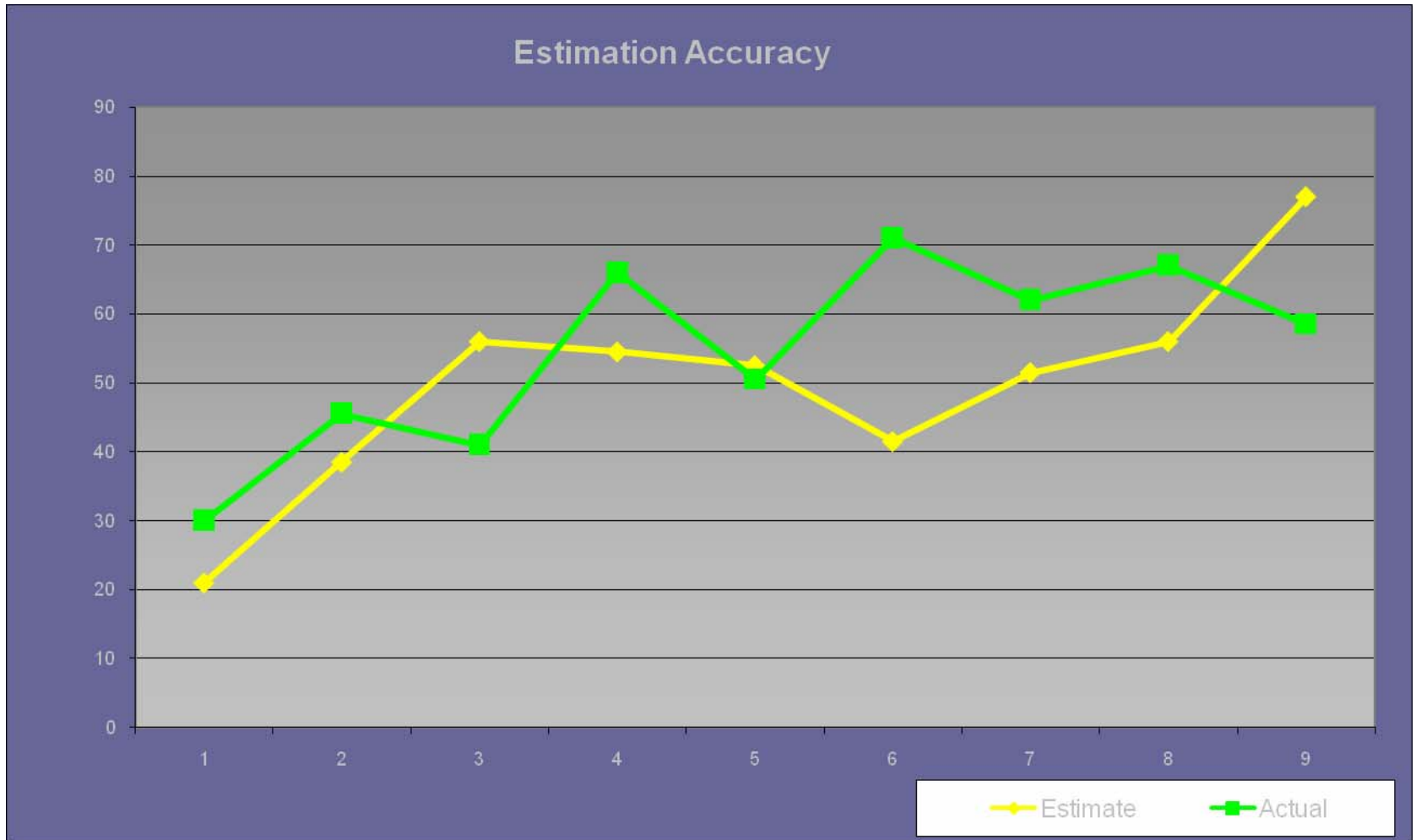


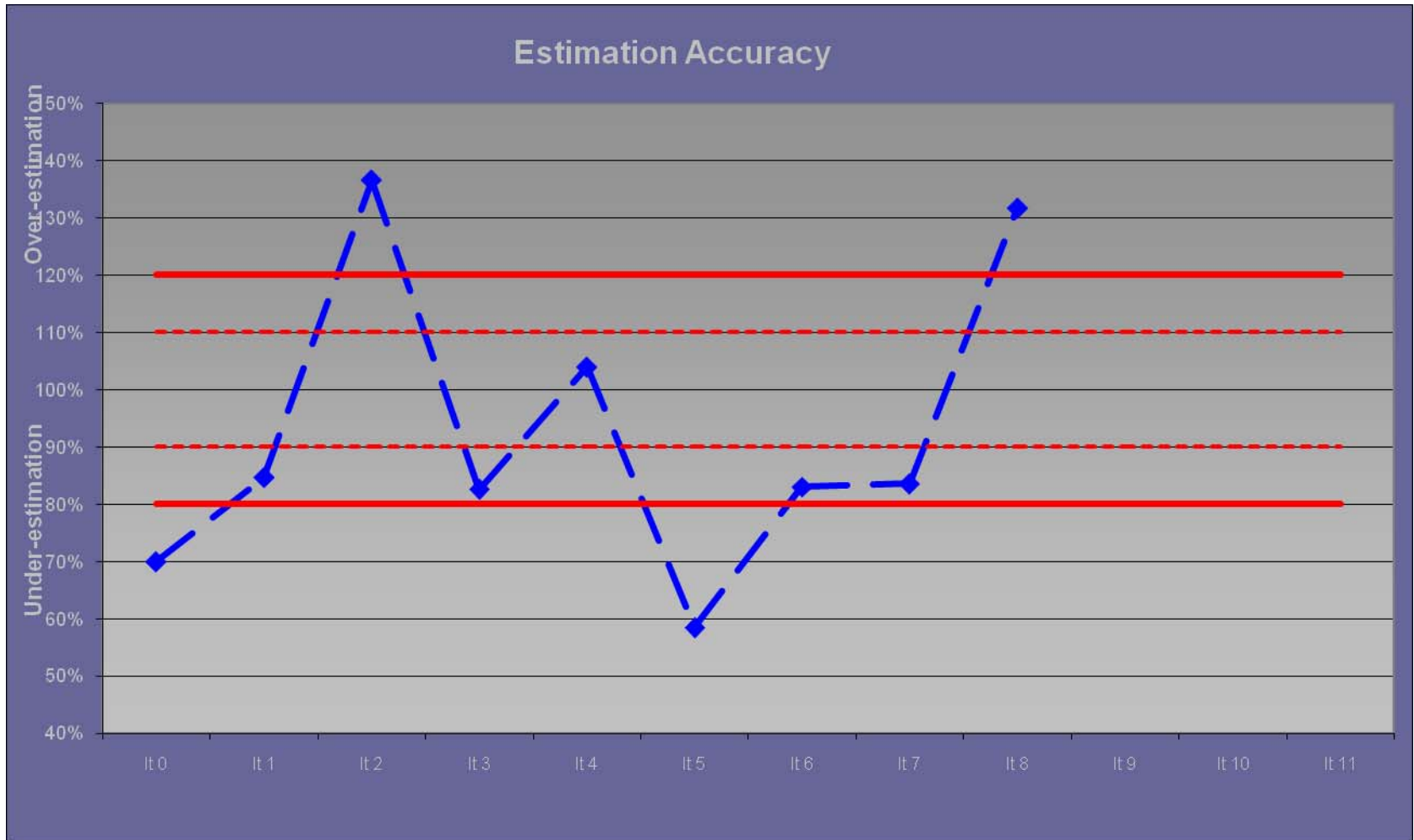
# Metrics – Feature Delivery Breakdown

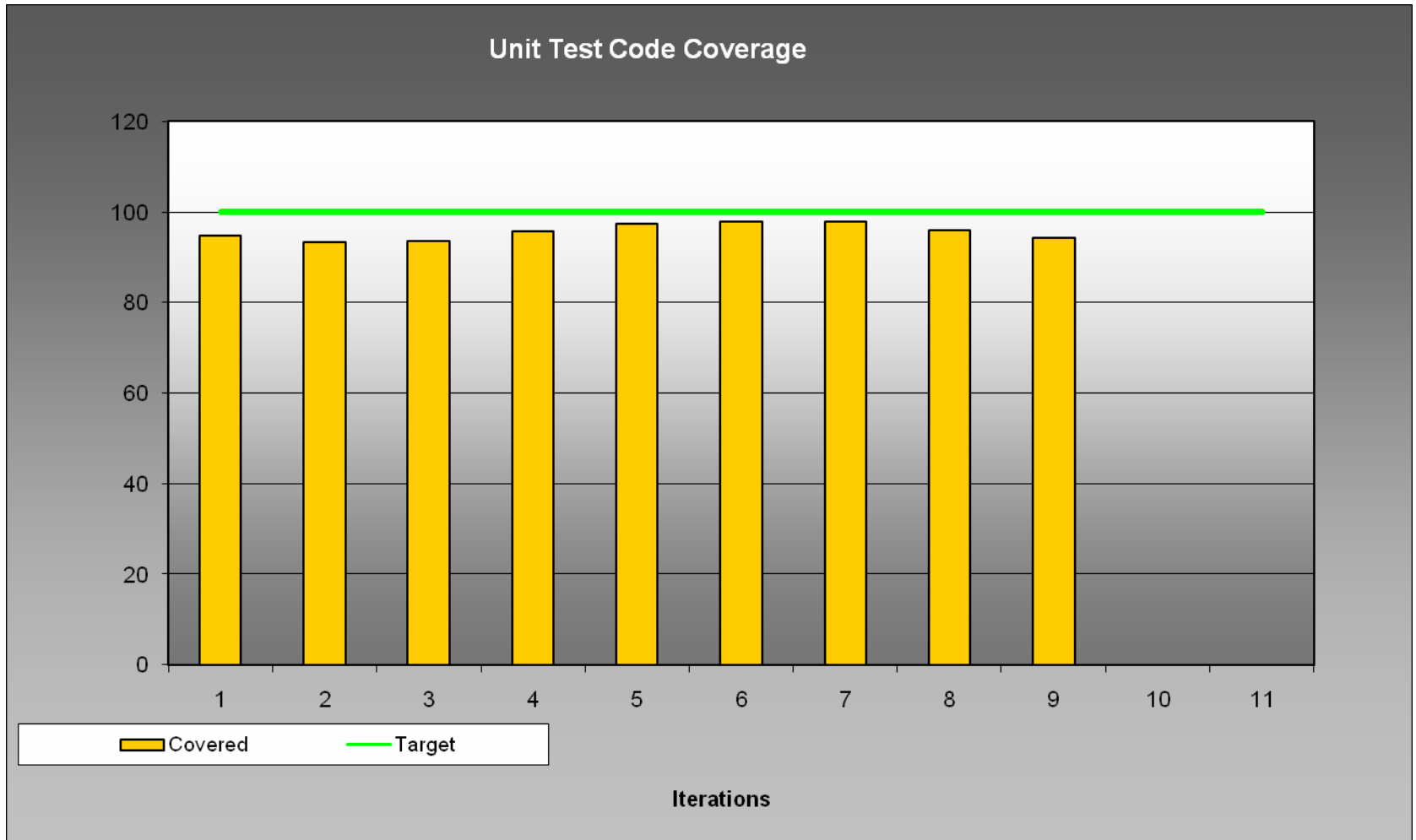
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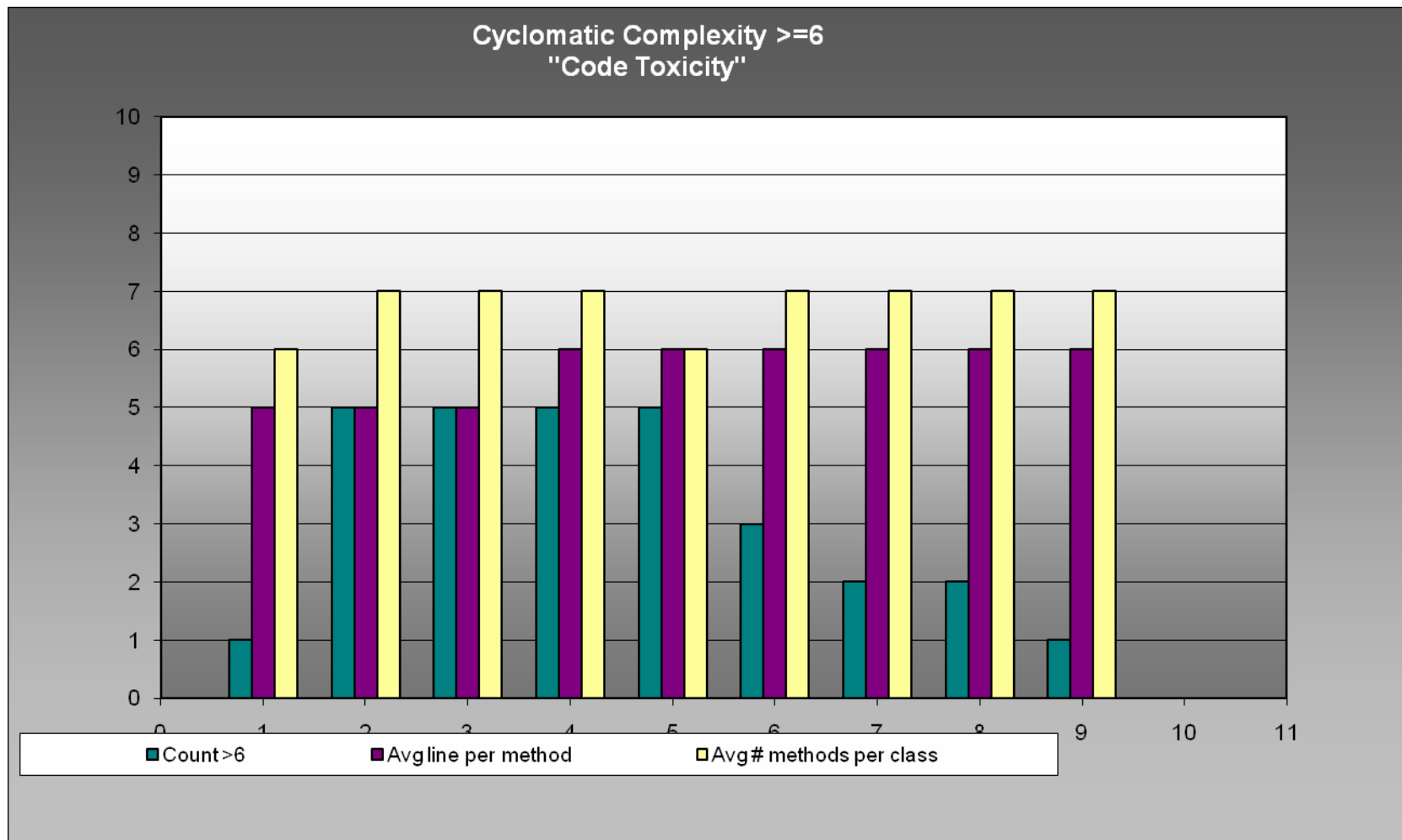


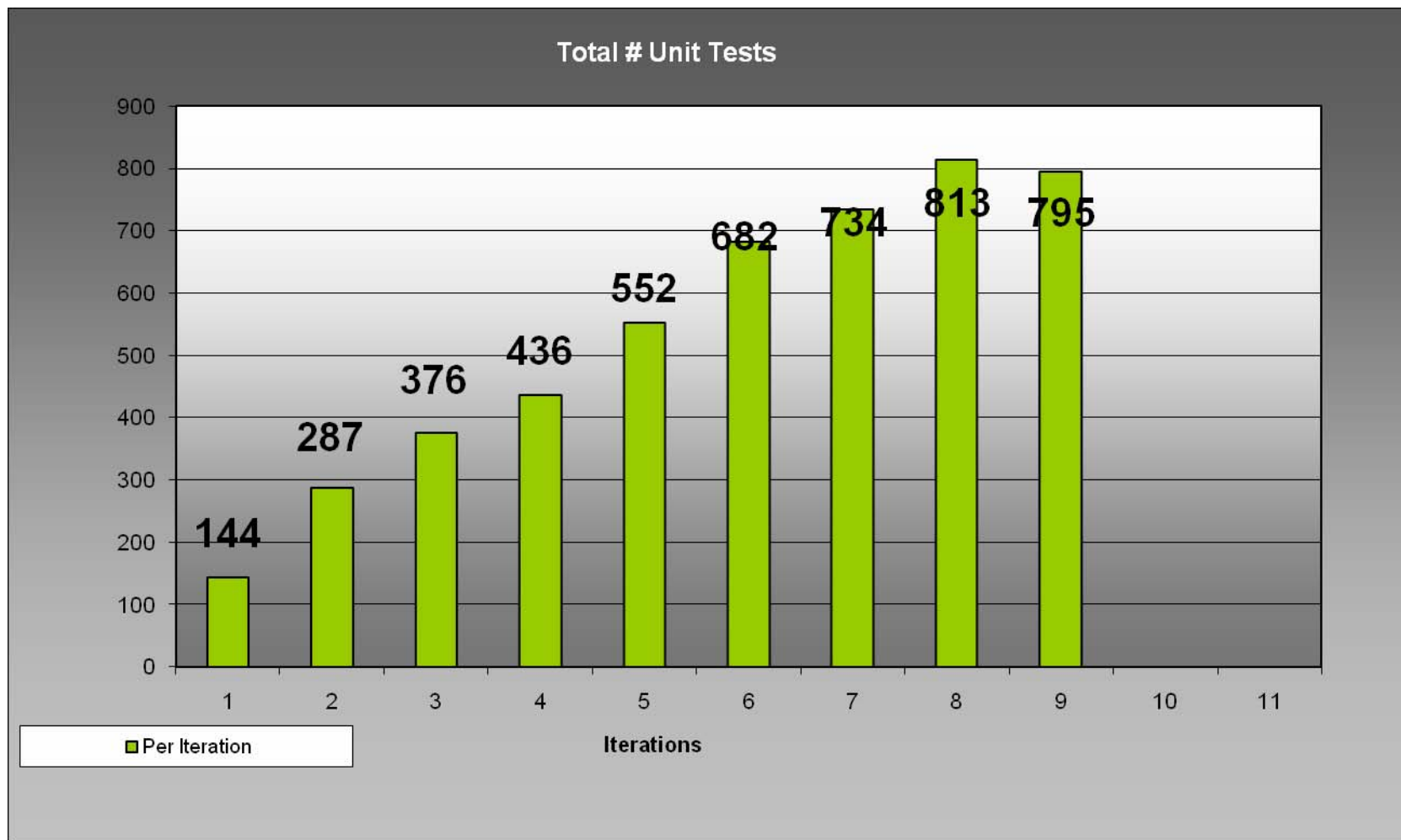






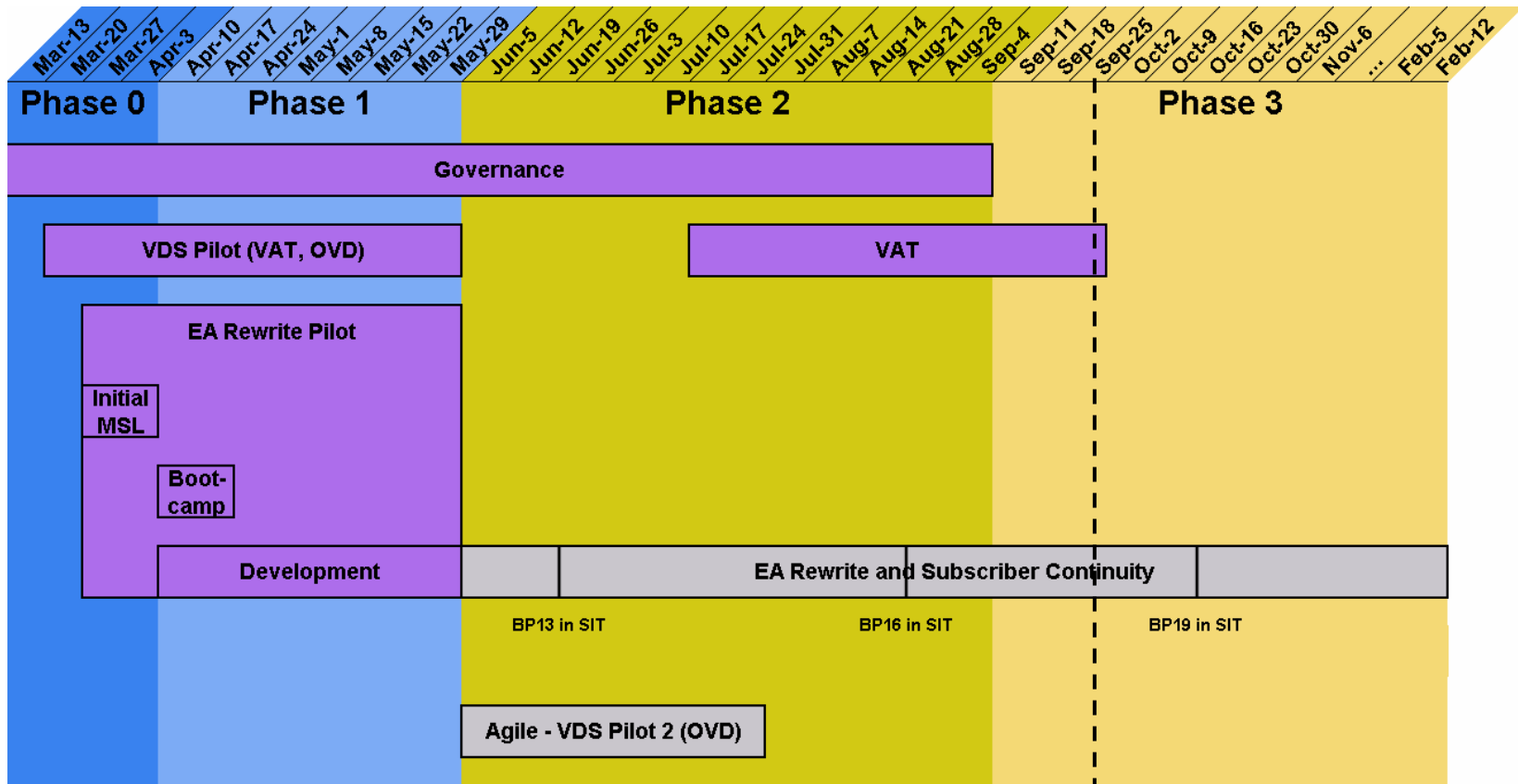








Project Ratings							Metrics	
Current	Functional & Requirements	Green	End-User:	Green	Deployment Plan:	Green	Measurement	Status
Previous	Functional & Requirements	Green	End-User:	Green	Deployment Plan:	Green	<b>Project overall Progress</b>	Amendment to SOW is in progress to add 2 iterations to the current schedule and costing is being negotiated. Functional requirements are on schedule. SOW deliverables are on track.
<b>Accomplishments Current Period</b>							<b>Iteration Metrics</b>	Velocity = 13.5, Average = 14.5
<ul style="list-style-type: none"> <li>Completed Iteration 8 – Theme: Hold 1<sup>st</sup> user demo and respond to feedback</li> <li>Held additional user and management demos to gather further opinions of the security model. Security model</li> <li>Began building release plan options for SOW and Beta releases (3 Betas to production)</li> <li>Transitioned ThoughtWorks Lead Business Analyst</li> <li>Major Changes: <ul style="list-style-type: none"> <li>Modifications to security model (supergroup)</li> </ul> </li> </ul>								Test Code Coverage = 95.5%
<b>Planned Activity Next Period</b>							<b>Key Status, Issues, and Actions</b>	
<ul style="list-style-type: none"> <li>Complete Release 1 project plan and releases for next SOW. Finalize multiple release options and chose approach.</li> <li>Hold additional usability sessions to gather feedback</li> <li>Finalize contract negotiations based on extending the contract for 2 iterations.</li> <li>Finalize documentation approach for all docs in current SOW and determine due dates</li> </ul>							<p><b>Issue</b> – Estimation of WebDav work. (NEW)  <b>Planned Action:</b> Include as part of new SOW?</p> <p><b>Issue</b> – Shorten Beta 1 delivery date or find options for multiple releases within Beta 1. (NEW)  <b>Planned Action:</b> Brent and Jonathan to discuss options (decrease in scope, offshore, etc.)</p> <p><b>Issue</b> – Determine whether RAD or waterfall is the best process for delivery in the next phase. (OLD)  <b>Planned Action:</b> Meeting with Doren and Bill to discuss.</p>	
							<b>Color Key</b>	
							Green: Project delivery on or ahead of target and risks being managed	Red: Project delivery behind schedule or risks not being managed
							Yellow: Project delivery at risk	

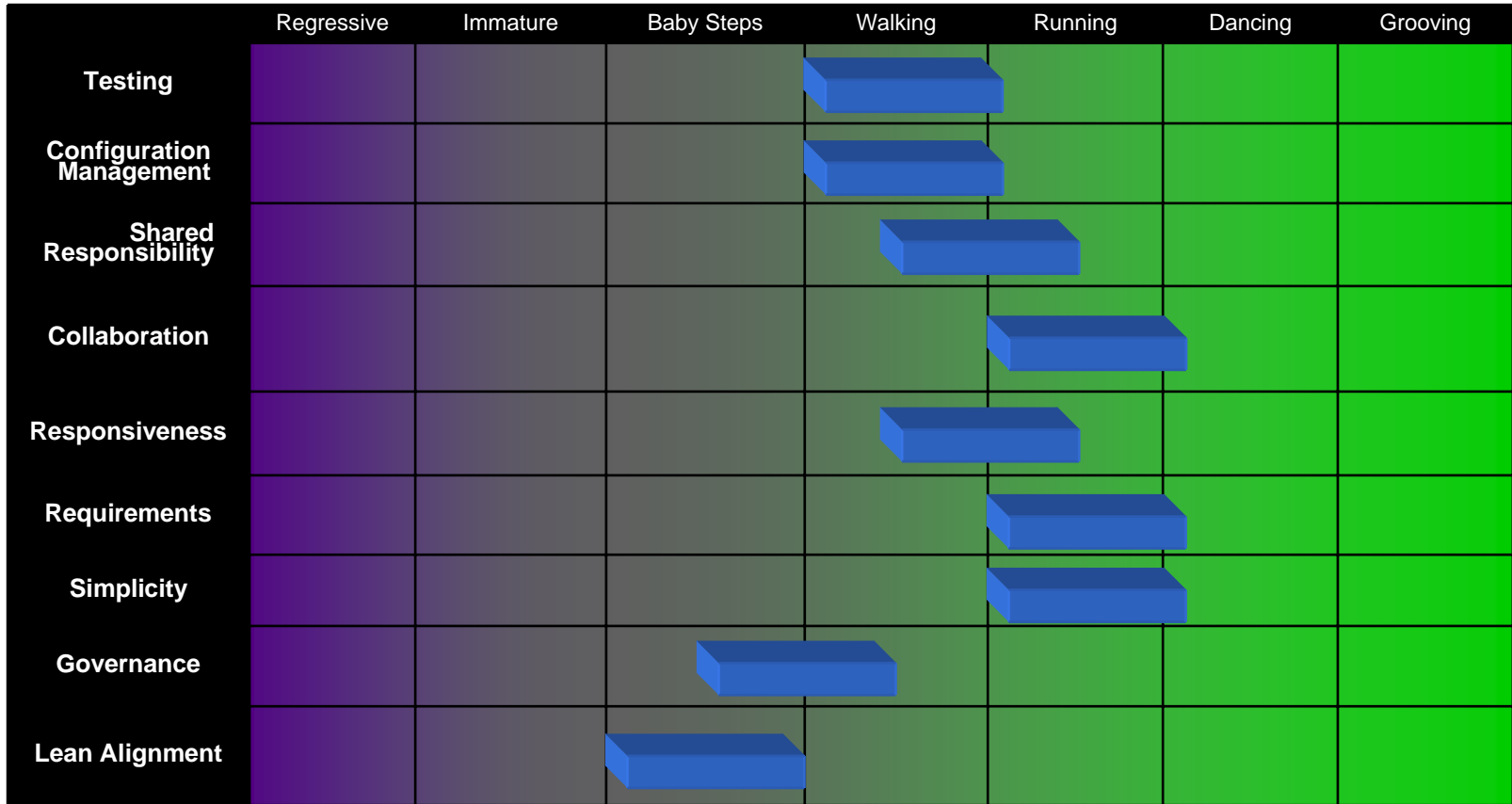


# Case Study – Financial Services: 3

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Improved TTM by 69%  
Reduced Critical Defects by 80%  
Reduced Overall Defects by 60%

Reduced Cost by 57%  
Reduced Effort by 62%



4 independently assessed projects that also adopted agile engineering practices