

The Scrum Leader's Dashboard

Transparency without the waste of traditional reporting

Host: *Jeff Sutherland*
Presenter: *Alex Brown*

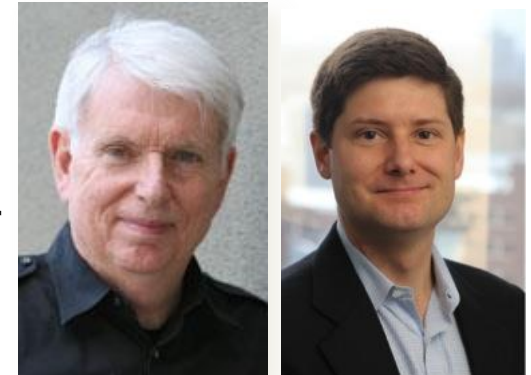
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: Who We

Scrum Inc. is the Agile leadership company of Dr. Jeff Sutherland, co-creator of Scrum. We are based in Cambridge, MA.

We maintain the Scrum methodology by:

- Capturing and codifying evolving best practices,
- Conducting original research on organizational behavior
- Adapting the methodology to an ever-expanding set of industries, processes and business challenges



We also help companies achieve the full benefits of Scrum through our full suite of support services:

- Training (Scrum Master, Product Owner, Agile Leadership, webinars, etc.)
- Consulting (linking Scrum and business strategy, customizing Scrum)
- Coaching (hands-on support to Scrum teams)
- Publishing and new content development

We run our services company using Scrum as the primary management framework, making us a living laboratory on the cutting edge of “Enterprise Scrum”

Find out more at www.scruminc.com.

“Scrum Metrics” are a Large Topic

Today, we are covering one sub-topic

Hyperproductive Coaching Metrics

Goal:

- Develop and standardize a set of **Minimally-Invasive** metrics
- That help Scrum Masters **Evaluate and Advise** Teams
- While providing **Rich Insights** about Team performance
- And a **Fully Portable Language** for comparison across Teams

The Agile Leader’s Dashboard

Goal:

- Develop a set of **Clear and Intuitive** metrics
- That provide **Radical Transparency** on team status to Product Owners and Managers
- And clearly link to **Business Value Creation** goals
- While imposing **Minimal Reporting Overhead** on working teams

Today

Hyperproductive Software Metrics

Goal:

- Share examples of **Best Practice** metrics
- And **Case Studies**
- That **Software Companies** have used to successfully drive hyperproductivity for their teams

Agenda

- Why is organizational transparency important?
 - How is leadership reporting different in Scrum than traditional waterfall processes?
- Key metrics for Leaders to track and understand
 - Burndown
 - Acceleration, Business Value per Point, Happiness
 - Process Efficiency as a deep dive
 - Scaling metrics across multiple teams
- How to implement an efficient Scrum dashboard
 - Automate and integrate data flows
 - Minimize team disruption and overhead

The Three Key Roles of Organizational Leadership

Establish Shared Vision and Goals

- Define and maintain a common vision of the organization's purpose, strategy, and how success should be measured
- Ensure that this vision is clearly understood by all employees
- Leverage a shared vision to focus effort and prevent wasted effort that does not support the organization's end goals

Maintain Visibility of Current Status & Trajectory

- Monitor progress toward organizational goals using a combination of end-state success metrics and leading indicators that all necessary pieces are coming together
- Intervene if needed to maintain steady progress toward goals

Support group motivation and accountability

- Establish clear and consistent incentives that encourage every member of the team to apply their talents efficiently toward desired group outcomes
- Wherever possible, avoid situations that put individual incentives in conflict with desired group outcomes

Leaders Accomplish their Role Differently Using Scrum Versus Traditional “Waterfall” Approaches

Leadership Role

Waterfall Tools

Scrum Tools

Maintain
Visibility of
Current Status &
Trajectory

- Monthly and quarterly financial reports
- Project plans & Gantt charts
- Project road map tools
- Hierarchical reporting structure

- Team Velocity
- Product and sprint backlog
- **Sprint and release burn down chart**
- **Key metrics dashboard**
 - **Sprint-level finances**
 - **ROI**
 - **Happiness**
- Technical debt working list

Emphasis on measuring **deviation from plan**

Emphasis on tracking **progress toward goals**, identifying **impediments**, and estimating **future performance**

The Scrum Executive Leadership's "Bill of Rights"

A board or executive leadership team can reasonably request and expect to receive the following performance metrics from any Scrum team:

1. The team's current Velocity, and how it has been trending over time
 - Includes list of key impediments that must be removed to increase velocity
1. The current estimate of outstanding product backlog points remaining to completion, with a rough release plan by feature/epic
 - Includes an estimated time to completion using current velocity
1. A financial roadmap for the next year
 - Financials for the current quarter are "locked in" and are a commitment
 - Financials one quarter out are "draft" and can be updated to reflect new learning
 - The remainder of the year is "estimated" based on current trends
1. The current level of Technical Debt (bugs, internal projects, and other overhead) that needs to be completed
 - Level of debt estimated in "point equivalents" using team's current velocity
 - Includes business case based plan to eliminate technical debt

Scrum Supports Teams in 3 Ways

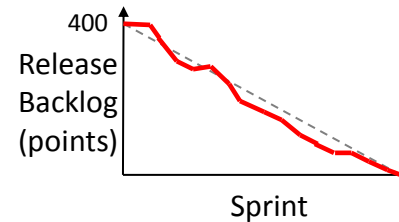
- Faster** Scrum helps teams continuously improve, so that they can produce more in less time
- Better** Scrum puts the customer at the center of design and development, resulting in more commercially successful products
- Happier** Scrum empowers working teams to make decisions and harness their talents, leading to greater employee satisfaction

We need metrics to track how we are doing on each of these dimensions!

Five-Metric Dashboard to Track Progress

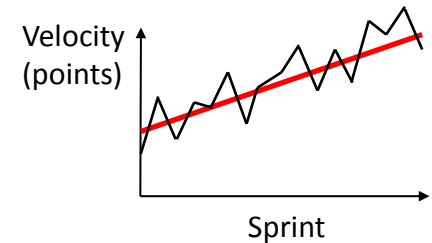
1. Release Burndown chart

- Will we finish as expected?



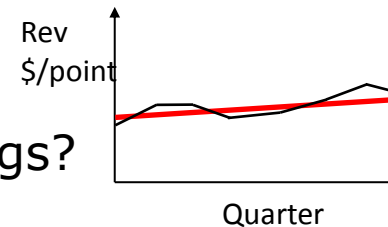
2. Acceleration – Velocity over time

- How much are we producing?



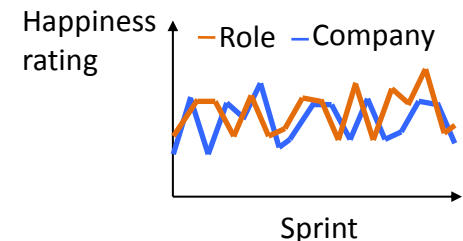
3. Business value per point

- Are we producing the right things?



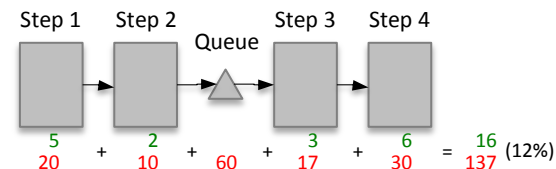
4. Happiness metric

- Are we doing it sustainably?



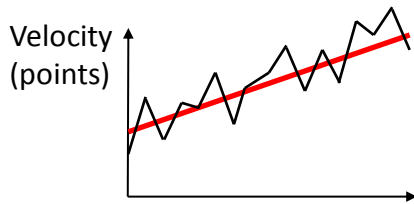
5. Process efficiency

- Deep dive on specific issues

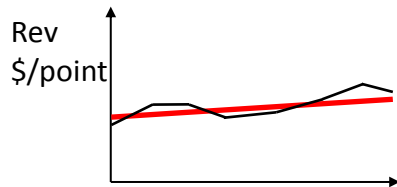


Looking at Metrics Together Reveals Insight

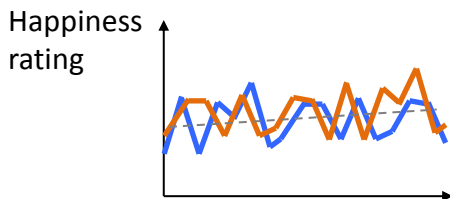
A



Sprint



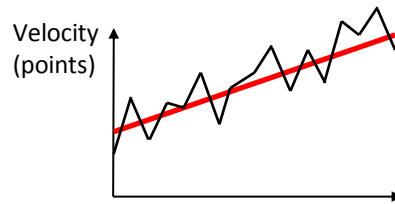
Quarter



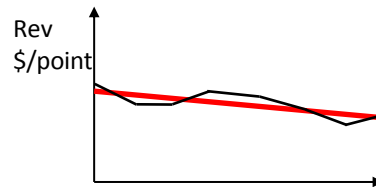
Sprint

The Team is working well

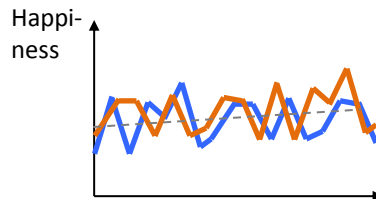
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Sprint



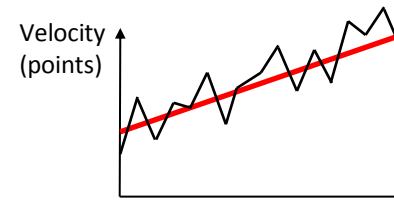
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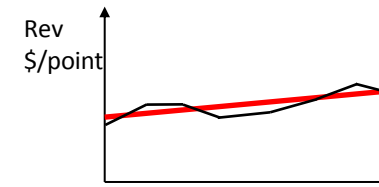
Sprint

Team is driving velocity by focusing on easy, low-value stories

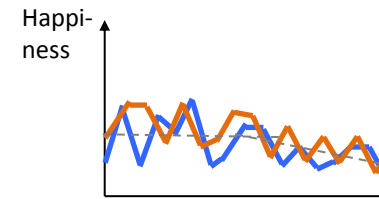
C



Sprint



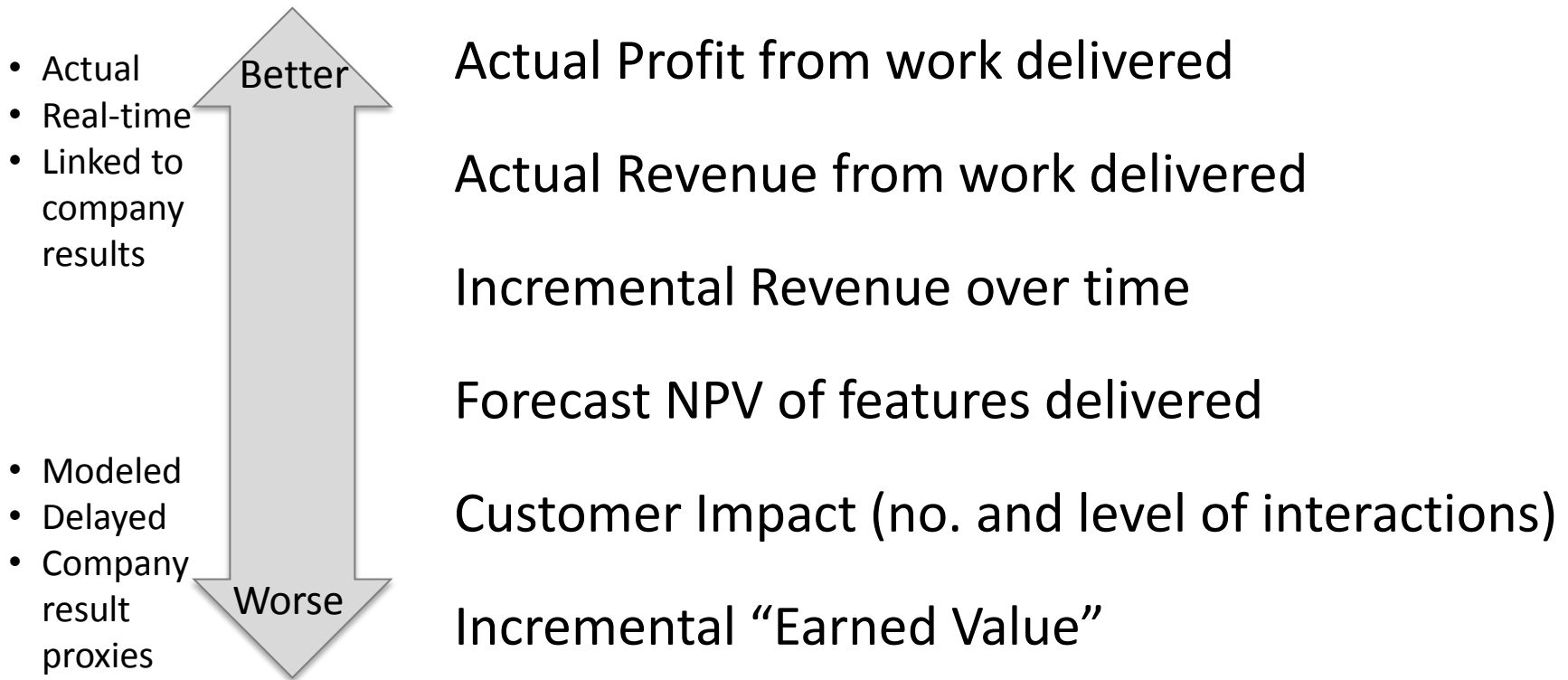
Quarter



Sprint

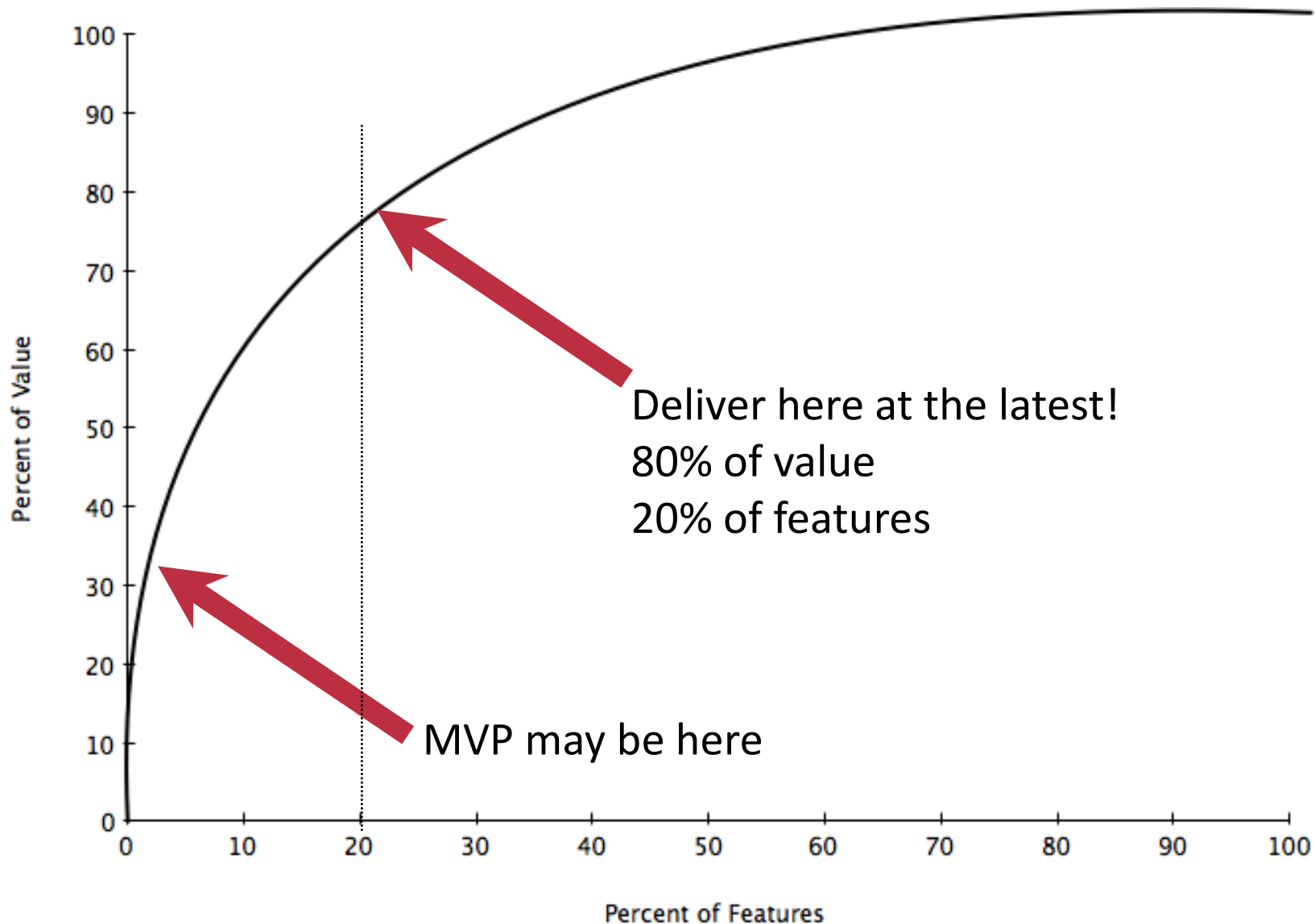
Team is burning out to deliver results

“Business Value” is a good concept, but what does it mean in practice?

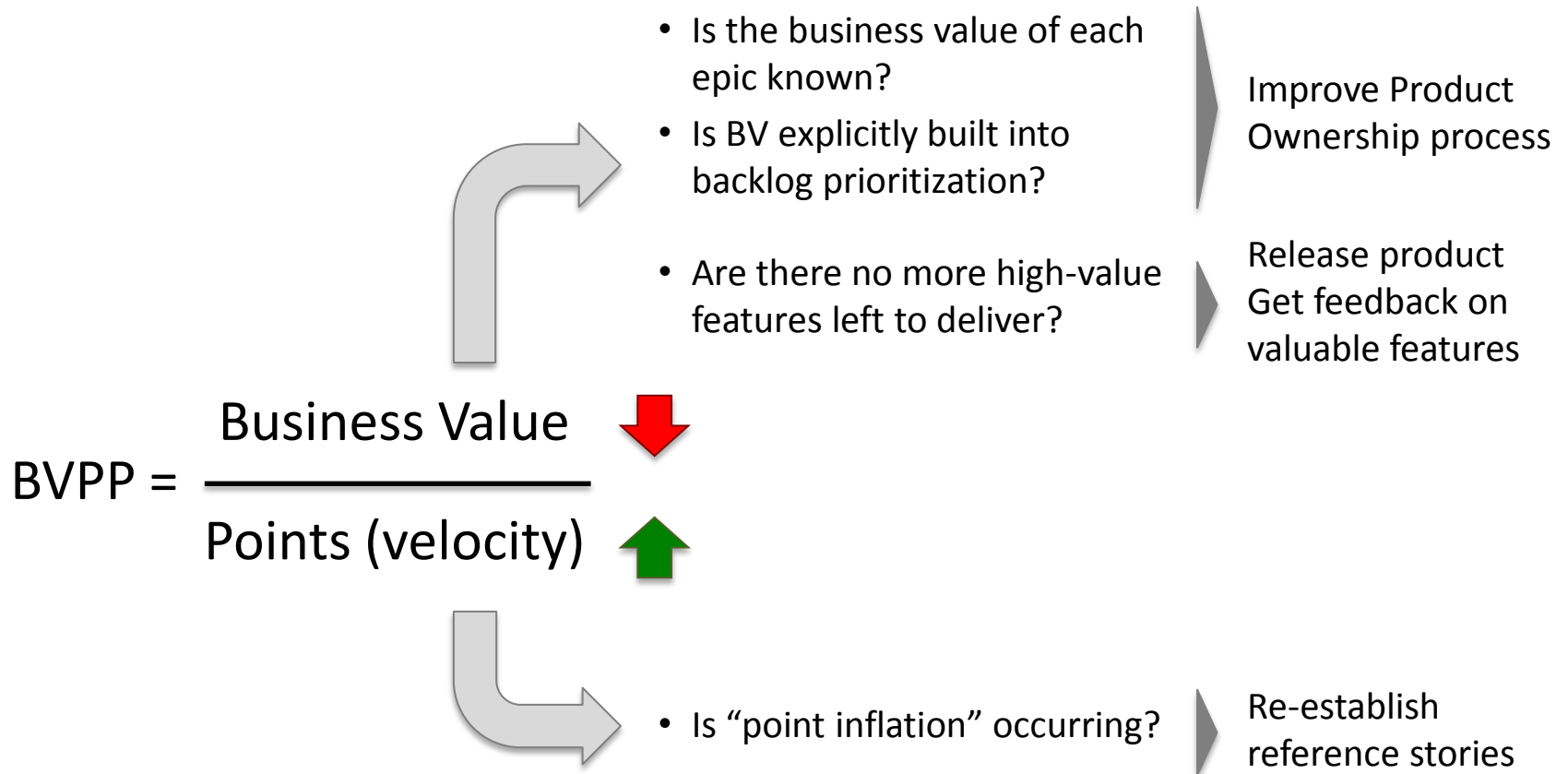


At the end of the day, what is within the team’s control that delivers value to the company?

Measuring Value Key to Better Delivery



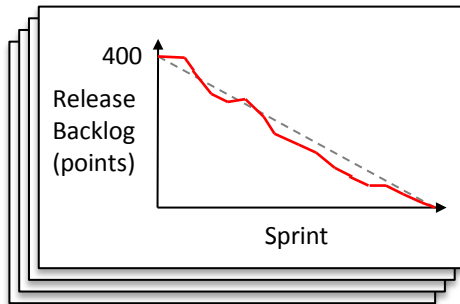
What Does it Mean When BVPP Drops?



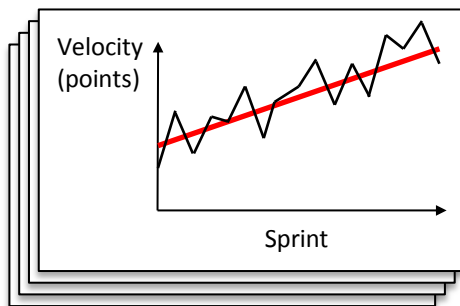
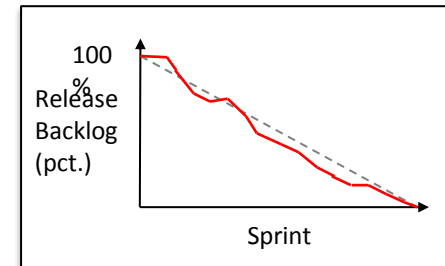
Scaling Metrics Across Multiple Teams

Point-based metrics cannot be aggregated meaningfully across teams...

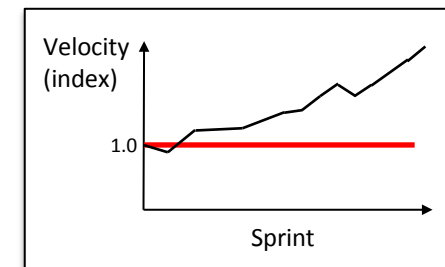
...But percentage or indexed versions of the same metrics can!



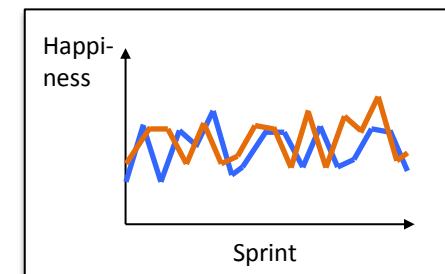
$$\text{Percent} = \frac{\text{Remaining}}{\text{Planned}}$$



$$\text{Index} = \frac{\text{Current}}{\text{Original}}$$



The Happiness Metric can be averaged across teams (it already is an index)



Automatic Reporting Via Scrum Tools

1. Tap into data the team should already collect to manage their process

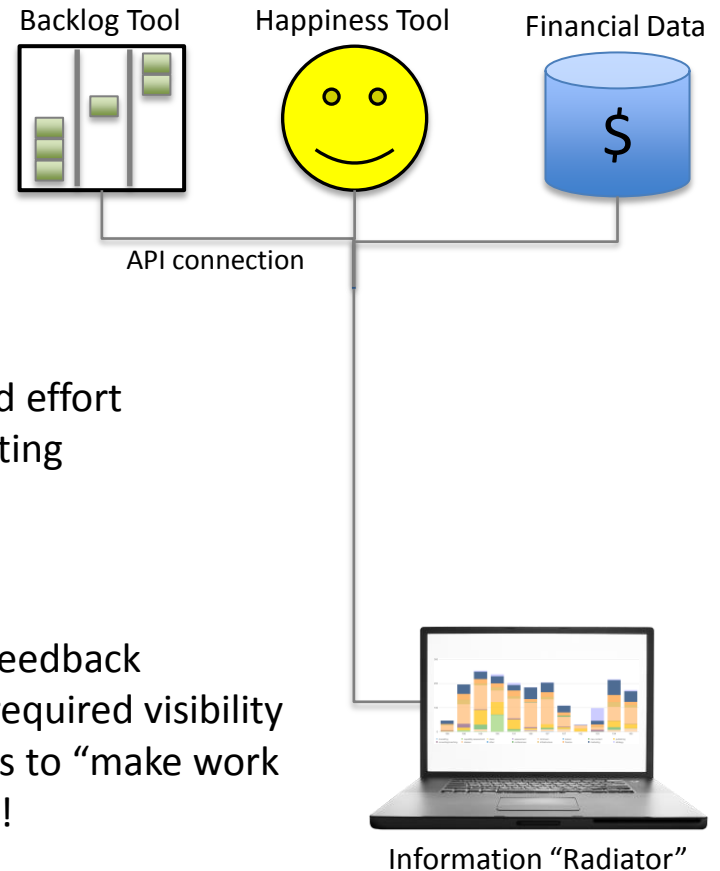
- No additional work

2. Pull and aggregate it automatically

- API interfaces
- “The Cloud”

3. Make it available to everyone to drive radical transparency

- Team gets clear feedback
- Leadership gets required visibility
- Creative solutions to “make work visible” welcome!

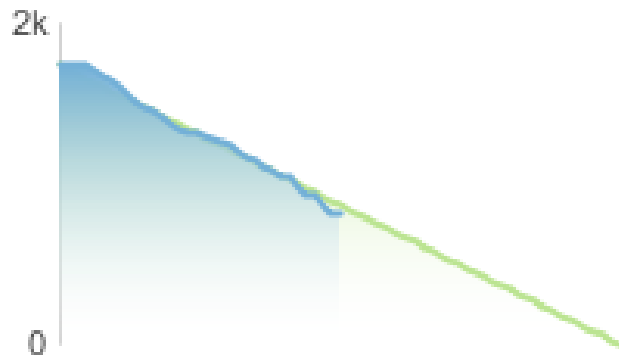


An Example Scrum Leader's Dashboard

Release burn-down

809

Remaining Velocity

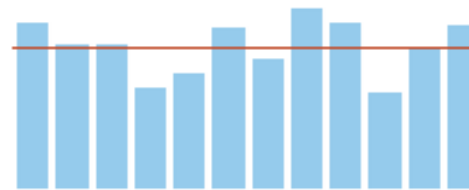


Velocity Trend

249.47

Average

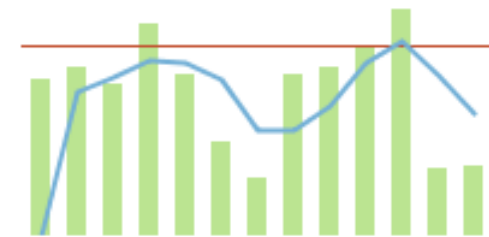
Goal **250**



Revenue per Point

by Month

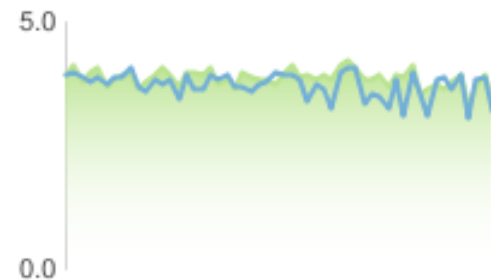
Goal **\$250**



Happiness Metric by Sprint

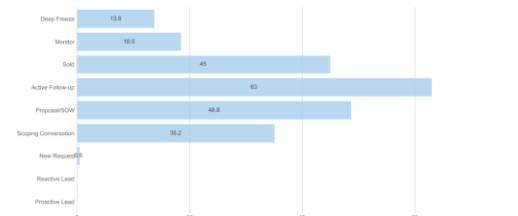
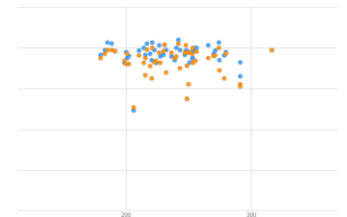
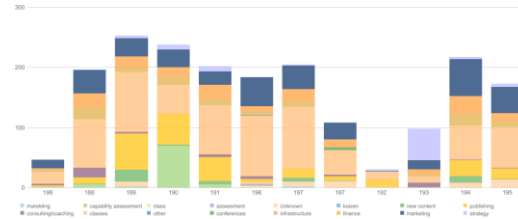
3.2

Current Role



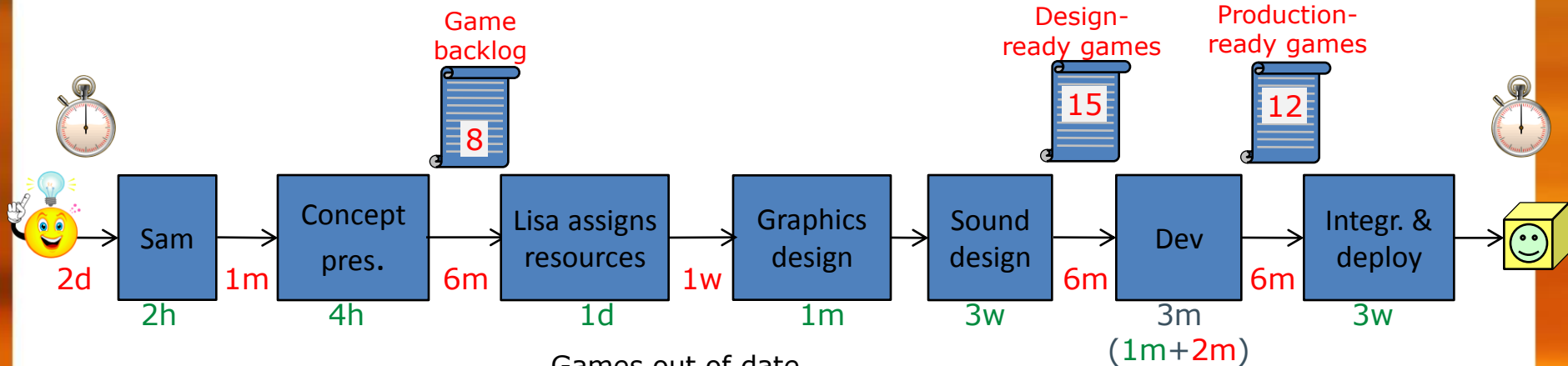
Other metrics that leaders often track

- Points breakdown by category
 - How are we spending our effort?
- Financial burndown vs. budget
 - Are financial results on track?
- Happiness by team member
 - Are there pockets of unhappiness?
- Happiness vs. velocity
 - What is our current "optimal velocity?"
- Marketing/Sales pipeline
 - Are our future sales on track?



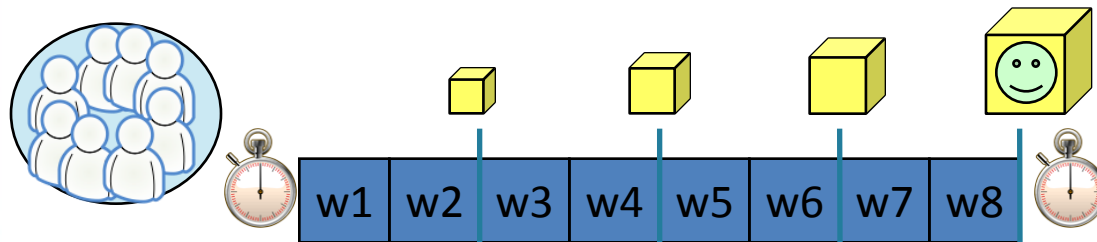
Process Efficiency

Value stream maps reveal BIG opportunities to improve



- Games out of date
- Ⓡ Missed market windows
 - Ⓡ Demotivated teams
 - Ⓡ Overhead costs

3 m value added time
 25 m cycle time = 12% Process cycle efficiency



Estimate

2 m cycle time = 12x faster

Preliminary result

3-4 m cycle time = 6-8x faster

Conclusion

- It is vital that Scrum teams and leadership have visibility into current status
 - Minimizes surprises, prevents disruptive overreaction late in the game, and helps teams get better
- Scrum provides a more accurate way to track actual progress than traditional tools
 - Though leadership will need to learn how to use
- Leaders and the team should track at least four simple dashboard metrics on an regular basis
 - Fifth “deep dive” metric also extremely helpful
- Most of this reporting can be automated to minimize team distraction

Questions?



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