

# RefineM

## Agile Metrics to Measure Team Improvement

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4  
CEO/Enterprise Agile Coach - RefineM

# Agenda

1. Introductions and Expectations
2. Agile Metrics to Measure Team Improvement
3. Quiz – winner will get \$10 Amazon gift card
4. Summary / Q&A

# RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

# Your Expectations

What are your expectations from this webinar?

Go to [menti.com](https://menti.com) to answer



# NK Shrivastava

## PMP, RMP, ACP, CSP, SPC4

- CEO/Consultant since Dec 2011
  - Agile Transformation/Coaching/Adoption
    - Enterprise Agile Coach @ IBM
  - Project Management/Process Improvement Consulting and Training Products for Project and Agile Professionals
    - Essential Gear for Project Managers  
[RefineM.com/products/essential-gear-for-project-managers/](https://www.refinem.com/products/essential-gear-for-project-managers/)
    - PMP Exam Simulator  
[RefineM.com/pmp-exam-prep-practice-test/](https://www.refinem.com/pmp-exam-prep-practice-test/)
    - Agility Assessment Tool  
[Agility.RefineM.com/](https://www.refinem.com/agility/)
    - Videos – PMP and Agile  
<https://vimeo.com/search?q=RefineM>
- 20+ years of successful project leadership
  - Successfully led hundreds of projects of all sizes
  - Recovered many projects, saved millions of dollars
  - Implemented numerous process improvements
  - Coached/mentored hundreds of PMs and executives
  - Board member of SWMO PMI Chapter (2008-2014)

Helping organizations  
turn their project  
management capability  
into a **competitive  
advantage**

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# What's New at RefineM

Upcoming Free Webinars	Date
Using Agile to Stay Resilient During The Challenging Times – <i>ProjectManagement.com</i>	Nov 4
Project Management in a Turbulent Year	Dec 2

## RefineM Products

1. Essential Gear for PMs- [Refinem.com/products/essential-gear-for-project-managers/](https://Refinem.com/products/essential-gear-for-project-managers/)
2. PMP Exam Prep Test Simulator – [Examprep.RefineM.com](https://Examprep.RefineM.com)
3. PMP® Self-Paced Online Training - [Vimeo.com/ondemand/refinempmpexamprep](https://Vimeo.com/ondemand/refinempmpexamprep)
4. Agility Assessment – [Agility.RefineM.com](https://Agility.RefineM.com)
5. Agile Fundamentals Self-Paced Online Training - [Vimeo.com/ondemand/refinemagile](https://Vimeo.com/ondemand/refinemagile)
6. Agile Business Reqs. Self-Paced Online Training - [Vimeo.com/ondemand/refinembusreq](https://Vimeo.com/ondemand/refinembusreq)



# Agile Metrics to Measure Team Improvement

1. Overview of Agile Concepts
2. Agile Team Metrics
3. Business
4. Operational
5. Culture
6. Tools for Measurement

# Overview of Agile Concepts

1. Agile Manifesto
2. Twelve Agile Principles
3. Agile Mindset



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# Agile Manifesto

Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan

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# Twelve Agile Principles

1. Satisfy the customer through early and continuous delivery
2. Welcome changing requirements even late in development
3. Deliver working software frequently, every couple weeks to every couple months
4. Work together daily (business people and developers)
5. Motivate individuals, build projects around them, and give them freedom
6. Face-to-face conversations are the most efficient and effective form of communication
7. Measure progress according by working software
8. Create sustainable development
9. Pay continuous attention to technical excellence and good design
10. Simplicity – the art of maximizing work not done – is essential
11. Self-organizing teams deliver the best architectures, requirements, and designs
12. The team reflects on how to become more effective at regular intervals

# Agile Mindset

1. Value focus, deliver value faster
2. Fix cost and time, scope can be flexible
3. Deliver highest value within fixed cost and time
4. Deliver working software at each iteration's end
5. Self-managing teams don't need managers
6. Delivering faster with self-managing teams does not mean chaos or poor-quality product

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# Agile Metrics

What Agile metrics, if any, do you use to measure team improvement?

Use [menti.com](https://www.menti.com) to answer

# Agile Metrics

1. Business
2. Operational
3. Culture



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# Business Metrics

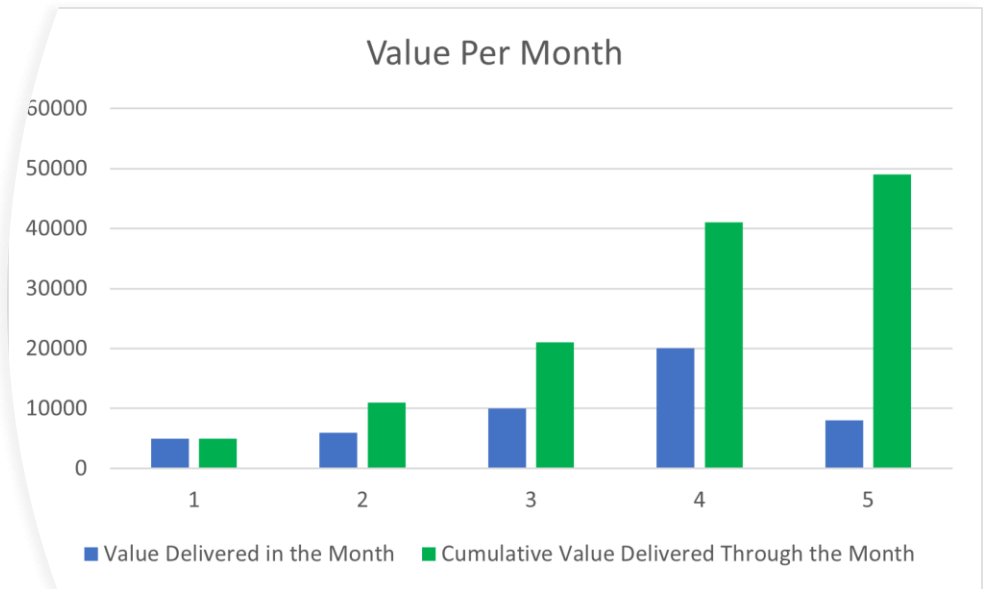
1. Value Delivered Per Month/Release
2. Customer Satisfaction / NPS



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# Value Delivered Per Month/Release

1. Convert each feature to a value
2. Once stories are delivered add up all the value



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# Customer Satisfaction

Measured by NPS

## Net Promoter Score

NPS = Promoters - Detractors



Promoters

10-9



Passives

8-7



Detractors

6-0

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# Operational Metrics

1. Productivity –  
Velocity / Throughput
2. Lead Time/Response Time
3. Quality



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# Productivity

1. Velocity - story points completed in a sprint
2. Throughput – requests completed per week/month



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# Customer Lead Time

Time it takes to deliver a customer request / story end-to-end (start to finish)



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# Quality

1. Repair-to-build ratio
2. # of defects



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# Culture Metrics

1. Demonstrating Learning  
- # of improvements
2. # Blockers Escalated by  
the Team
3. Team Motivation –  
mood marbles



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# Demonstrating Learning

1. Demonstrating Learning means making Retrospectives Actionable
2. How many action items came out of each retro
3. Outcomes demonstrated by those action items



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# # Blockers Escalated by the Team

1. Self-managing teams should resolve more and more blockers on their own as they become Agile
2. # of blockers escalated should go down over time



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# Team Motivation

1. Use mood marbles
2. Red-yellow-green (bad to good mood)
3. Anyone can add a marble
4. Anyone can look at the sheet to see how team feels

	1-и (ср.)	2-е (чт.)	3-е (пт.)	4-е (сб.)	5-е (сб.)	6-е (сб.)	7-е (сб.)	8-е (ср.)	9-е (чт.)	10-е (пт.)
Nick	😊	😊	😄	✕	✕	😄	😄	😄	😊	😄
Alex	😄	😊	😊	✕	✕	😄	😄	😄	😄	😄
Mary	😄	😊	😄	✕	✕	😄	😊	😊	😡	😡
Ann	😡	😡	😡	✕	✕	😡	😊	😊	😄	😄

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# Tools for Measuring

1. JIRA
2. SwiftKanban
3. Kanbanalize



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# Best Practices for Team Metrics

1. Identify 3-5 key metrics
2. Collect and review regularly
3. Add more metrics over time



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# Quiz

Go to [menti.com](https://www.menti.com) to answer



Winner gets \$10 Amazon gift card

# Conclusion

1. Effective Agile metrics starts with classifying by Business, Operational, and Culture
2. Do not ignore any one area
3. Make sure the team collects metrics that make sense and are relevant to the organization

# Questions?

**NK Shrivastava, MBA, PMP, RMP, ACP, CSP, SPC4**

**CEO/Enterprise Agile Coach, RefineM**

Cary, NC

[nks@refinem.com](mailto:nks@refinem.com), [www.refinem.com](http://www.refinem.com)

 <http://www.linkedin.com/in/nkshrivastava>

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# Next Lunch and Learn

- ***Using Agile to Stay Resilient During Challenging Times***
  - ✓ How to manage stress in challenging times?
  - ✓ What do you need to change to become more resilient?
  - ✓ How to use Agile to drive these changes?
- ***Wednesday, November 4, 12:00-1:00 PM Central***

**Register Today - Don't wait for the last Minute**

# Next Training Course

## Agile for Waterfall and Operational Work



**November 6, 2020, Half-Day Over the Web**

***\$175 until October 29, \$225 afterwards***

*Learn key Agile skills that can be used in any environment.*

*<http://refinem.com/agile-for-waterfall-and-operational-work/>*

# How to Earn 1 PDU for this Webinar?

1. **Log in to [ccrs.pmi.org](https://ccrs.pmi.org) and Click on “Report PDUs” link.**
2. **Click “Courses and Training” and Input the following:**

<b>Activity Name</b>	“Agile Metrics to Measure Team Improvement”
<b>Provider</b>	“RefineM LLC”
<b>Date Started</b>	October 7, 2020
<b>Date Completed</b>	October 7, 2020
<b>Contact Person</b>	NK Shrivastava
<b>Contact Phone</b>	(417) 763-6762
<b>Contact Email</b>	<a href="mailto:Trainings@RefineM.com">Trainings@RefineM.com</a>
<b>PDUs</b>	1.00 Technical.

3. **Check “I agree this claim is accurate” box and then Submit.**

**Please claim your PDU as soon as possible**



# Questions?

**NK Shrivastava**

**CEO/Enterprise Agile Coach, RefineM**

**Cary, NC, USA**

[nks@refinem.com](mailto:nks@refinem.com), [www.refinem.com](http://www.refinem.com)

 <http://www.linkedin.com/in/nkshrivastava>

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# Training Opportunities from RefineM

Agile Courses	Over the Web
<a href="#">Business Requirements for Agile Projects</a>	Nov 13
<a href="#">Agile for Waterfall/Operational Work</a>	Nov 06
<a href="#">Backlog Grooming for Agile Requirements</a>	Nov 27
<a href="#">Agile Fundamentals</a>	Nov 16-17
<a href="#">PMI-ACP® Exam Prep</a>	Nov 16-18

Project Management Courses	Online
<a href="#">PMP® Exam Prep</a>	Nov 02-05
<a href="#">Recipe to Deliver Projects Successfully</a>	Nov 20

Leadership Courses	Online
<a href="#">Leadership Skills for Project Managers</a>	Nov 12
<a href="#">Agile Leadership</a>	Oct 30

All 2020 classes are now over the Web. Click [here](#) for more details.