What Does It Mean To Be Unproductive?

- It takes too long to get what I want
- Nobody seems to feel the pressure!
- Things are 90% done but never 100% done
- We don’t keep promises we made to customers
- The estimates are too high
- We delivered “on time” but it was full of bugs
- Stories always take longer than estimated
- Things used to get done lots faster
- Last release delivered on time, but it takes forever to add anything new
- They don’t look that busy

What is Productivity? How is it Measured?
What is Productivity? How is it Measured?

- # Features
- Avg. LOC/day
- Velocity: story points per iteration
- # Cars in parking lot at 6 pm
- % time developers are heads-down typing
- Function points per staff-month

What is Productivity?

- Busyness? No!
- Lots getting done? No.
- Output / inputs? Closer, but no.

Productivity is: value(outputs) / cost(inputs)
(usually over a period of time)

In other words: Outcomes vs. inputs

What Are Outcomes?

- Businesses often strive for “me-focused” outcomes:
  - ★ More money, higher customer satisfaction, more customers, more exposure, …
  - ★ These help us know “Can we sustain our mission?” but we need to focus outside - how well we meet customers’ needs
- Non-profits and enlightened businesses measure impact to their clients/customers/stakeholders - in their terms
  - ★ Ex.: reduce childhood obesity - measure average weight of 9-, 12-, and 15-year olds (from some group)
  - ★ Ex.: coach teams - look at success & sustainability of teams being coached

Productivity must look at outcomes vs. inputs

Bonus Slide
If productivity is outcomes vs. inputs, how do we improve it?

1. Improve outcomes
2. Decrease inputs

The Helium Balloon Theory

1. Focus on Value
2. Smooth the Turbulent Workflow
3. Don’t Stockpile Pain
4. Seek and Share Knowledge
A Word Game

4-Letter Word from:

GROW

Want to make puzzles like this? Try http://wordunscrambler.com

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Lean Startup

Build

Product

The

Build-Measure-Learn

Cycle

Ideas

Learn

Measure

Data

Work to Plan

Plan-Directed

Target

Plan

Actual

Drawing from Jim Highsmith

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1. Focus on Value
2. Smooth the Turbulent Workflow

http://www.michaelnygard.com/images/blog/headlights/value_stream_waterfall.png
3. Don’t Stockpile Pain

Multiple Branches => Pain

Release Rates

Interactions Increase When You Delay Anything!
4. Seek & Share Knowledge

“Three Amigos” - Whole-Team Perspective

“Gold Cards”: Pre-Allocated Learning Time

One Free Day for Learning
Work on a topic you choose
Share the results with the team

Mob Programming
1. Focus on Value

2. Smooth the Turbulent Workflow

3. Don’t Stockpile Pain

4. Seek and Share Knowledge

Conclusion

Productivity is outcomes (not outputs) vs. inputs!

Thanks!!

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We’d love to hear from you!

industrial logic