“WORKING SOFTWARE IS THE PRIMARY MEASURE OF PROGRESS”
Hey neighbor!

- Introduce yourself
- Share what metrics you’ve used with each other
- You’ve got 60 seconds
“THE MOST IMPORTANT FIGURES THAT ONE NEEDS FOR MANAGEMENT ARE UNKNOWN OR UNKNOWABLE, BUT SUCCESSFUL MANAGEMENT MUST.Nevertheless TAKE ACCOUNT OF THEM.”

~W. Edwards Deming
SILENT WRITING

- What metrics have you used?
- Write one per post-it
- You’ve got 2 minutes
AFFINITY GROUPING

- Work together at your tables
- You’ve got 5 minutes
WHAT DID YOU FIND?
Principles behind the Agile Manifesto

“WORKING SOFTWARE IS THE PRIMARY MEASURE OF PROGRESS”
LEFT BRAIN POISONING

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LEFT BRAIN POISONING
“BE CAREFUL WHAT YOU COUNT: YOUR LEFT BRAIN WILL SLICE AND DICE ANY NUMBER YOU GIVE IT, POISONING YOUR PERCEPTION OF WHAT’S IMPORTANT. WHAT MATTERS MOST IN MODERN PRODUCT DEVELOPMENT CAN’T BE COUNTED AT ALL.”

~Luke Walter, CST
FOCUS ON WHAT MATTERS
DELIVER VALUE
FOCUS ON WHAT MATTERS
NUMBER OF FEATURES DELIVERED
HOW TO SPLIT A USER STORY

1. PREPARE THE INPUT STORY
   - Does the big story satisfy INVEST* (except, perhaps, small)?
     - No
     - Combine it with another story or otherwise reformulate it to get a good, large, starting story.
     - Yes
     - Continue. You need to split it.

2. APPLY THE SPLITTING PATTERNS
   - Can you split the story so you do the beginning and end of the workflow first and enhance it with stories from the middle of the workflow?
   - Can you take a thin slice through the workflow first and enhance it with more stories later?
   - Does the story describe a workflow?
   - Can the story be split into separate pieces?
   - Does the story have a complex interface?
   - Can the story be split to handle data from more than one interface first and enhance it with the others later?
   - Does the story get the same kind of data?
   - Does the story get much of its complexity from satisfying non-functional requirements like performance?
   - Can the story be split so you do a subset of the rules first and enhance with additional rules later?
   - Does the story have a variety of business rules? (e.g. is there a domain term in the story like "flexible dates" that suggests several variations?)
   - Can the story be split to handle data from one interface first and enhance it with the others later?
   - Is there a simple version you could do first?
   - Does the story have a simple core that provides most of the value and/or learning?
   - Can you split the story to do a simple core first and enhance it with later stories?
   - When you apply the obvious split, is whichever story you do first the most difficult?
   - Could you group the later stories and defer the decision about which story comes first?
   - Could you split the story to just make it work first and then enhance it to satisfy the non-functional requirements?
   - Does the story include multiple operations? (e.g. is it about "managing" or "configuring" something?)
   - Are the new stories roughly equal in size?
   - Do each of the stories satisfy INVEST?
   - Is there an obvious story to start with that gets you early value, learning, risk mitigation, etc.?
   - You're done, though you could try another pattern to see if it works better.
   - Are you still baffled about how to split the story?

3. EVALUATE THE SPLIT
   - Is each story about ¼ to ½ of your velocity?
   - Are there stories you can deprioritize or delete?
   - Try another pattern.
   - Try another pattern. You probably have waste in each of your stories.

* INVEST - Stories should be:
  Independent
  Negotiable
  Valuable
  Estimable
  Small
  Testable

Visit http://www.richardlawrence.info/splitting-user-stories/ for more info on the story splitting patterns

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MULTI-FACTOR USAGE ANALYSIS

\[ \varepsilon_0 \int E \cdot dA = \sum q \]

\[ \int B \cdot ds = \mu_0 \int J \cdot dA + \mu_0 \varepsilon_0 \frac{d}{dt} \int E \cdot dA \]

\[ \int E \cdot ds = -\frac{d}{dt} \int B \cdot dA \]

\[ \int B \cdot dA = 0 \]
\[ BV(bucket) = BV(parent) \times \left( \frac{wt(bucket)}{wt(bucket) + \sum_{siblings} wt(sibling)} \right) \]

Let's try an example and calculate the value of the Main Execution Flow of the "Update Customer Information" feature. According to Table 1 and the WBS with assigned weights, the feature leg is worth three-quarters (3/4) of the project's total value; the "Update Customer Information" feature is worth ten-fortieths (10/40) of the feature leg; and the Main Execution Flow is worth ten-twentieths (10/20) of feature's total value. Therefore, the Business Value of the Main Execution Flow of the "Update Customer Information" feature is \((1 \times \frac{3}{4} \times \frac{1}{1} \times \frac{10}{40} \times \frac{10}{20}) = 9.4\%\) of the project. Remember: This is a multiplicative formula, taking percentages of percentages as we move down the tree. If we were to add another feature with a weight of ten (10) (say "Account Report"), this would drop the percentage to seven-and-a-half (7.5), as the "(10/40)" piece of the formula becomes "(10/50)."

**EARNED BUSINESS VALUE**

Once I have calculated Business Value (BV), I can then generate an Earned Business Value (EBV), which I define as "the percentage of the known business value that is coded up and running." In other words, EBV is the sum of all the business values for those stories that are complete - that have earned their business value.

\[ EBV(Project) = \sum_{completed} BV(Story) \]
MULTI-FACTOR USAGE ANALYSIS

Business Value * Feature Usage
“SIMPLICITY—the art of maximizing the amount of work not done—is essential.”
ORGANIZATIONAL IMPEDIMENT
LEAD TIME
WHAT WOULD YOU REMOVE?
Mail to:
metrics@weisbart.com
Send
LEFT BRAIN POISONING

“CHECK OUT THE #LEFTBRAINPOISONING
I FOUND @LUKEWALTERAGILE
@WEISBART”
WANT TO BE A BETA TESTER FOR ADAM’S UPCOMING BOOK?

weisbart.com/booka16
THANK YOU!

AGILE ANSWERS
ADAM WEISBART
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