The most powerful
Agile measurement & growth platform

agilityhealth
enabling business agility

8 Paths to the Dark Side of Agile Measurement
Dark Side Path #1

Using measurement as a lever to directly drive behavior
Dark Side #1

Manipulating Others

Using metrics as a lever to drive someone else’s behavior
Light Side #1

Self Improvement

Using metrics to reflect on your own performance
Wrong

Every team must get <metric x>
To <some level> by <some date>

Less wrong but…

Every team must improve <metric x>
by 20% each quarter
Right

Encourage teams to retrospect
And set their own goals

Also, set org-wise goals and use them as an alignment tool
AgilityHealth Growth Model

Team Growth
Enables growth at the Team level. This backlog contains Team Growth and Organizational Items for leaders to address.

Multi-Team Growth
Enables growth at the Line of Business, Program or Product levels. This backlog contains Organizational Items from sub-teams and Enterprise Items for executives to address.

Enterprise Growth
Enables growth at the Portfolio and Enterprise levels. This backlog contains Enterprise Growth Items from all levels of the organization.
Wrong

Team A
Vs
Team B

Visible: Everyone or even just management

Right

Team A
Vs
Aggregate of teams

Visible: Only Team A
Dark Side Path #2

Unbalanced Metrics
Balanced scorecard of metrics at least one from each quadrant.

Do it fast. Do it on time. Do it right. Keep doing it.

Build the right thing.
Dark Side Path #3
Believing Metrics Can Replace Thinking
Not everything that counts can be counted.
Dark Side Path #4

Expensive Metrics
Favor metrics derived from existing records.
Favor metrics derived from existing records.
Dark Side Path #5
Using a Convenient Metric
Join the Light Side.

“If you choose the quick and easy path as Vader did. You will become an agent of evil.”
Good players?
Top 10 points/game
Monta Ellis
Carmelo Anthony (Melo)
like Vic Basili’s Goal-Question-Metric (GQM) but without ISO/IEC 15939 baggage
Align Teams to Outcomes

STRATEGIC PRIORITIES
- Implement lean portfolio management for 3 lines of business (43%)
- Reduce WIP by 30% (60%)
- Reduce Time to Market by 30% (20%)
- Planning occurs quarterly (50%)

OPPORTUNITY ASSESSMENT
- Implement the initiative Kanban process for the Employer Services & Direct to Consumer LOBs (15%)
- Kanban process established (50%)
- Reduced WIP (5%)
- Reduced Time to Market (5%)

SOLUTION DISCOVERY
- Begin the leadership transformation journey for key leaders (15%)
- Leadership Agility Training (40%)
- Leaders with personal growth plans (30%)

QUARTERLY OUTCOMES BACKLOG
- Research and improve customer satisfaction (43%)
- Increase NPS score above B (60%)
- Get 500 responses to feedback survey (20%)
- Fix top pain points for top 3 customers (50%)

PORTFOLIO A
- 65 VALUE

PORTFOLIO B
- 230 VALUE

PORTFOLIO C

OBSTACLES
Not everything that counts can be counted, and not everything that can be counted, counts.
Dark Side Path #6
Bad Analysis and Visualization
Join the Light Side.

“Your eyes can deceive you, don’t trust them.”
Top 10 criteria for great visualization

1. Answers the question, "Compared with what?"  
   *(SO What?)*

2. Shows causality, or is at least informed by it.  
   *(NOW WHAT?)*

3. Tells a story with whatever it takes.

4. Is credible.

5. Has business value or impact in its social context.


7. Allows you to see the forest AND the trees.

8. Informs along multiple dimensions.

9. Leaves in the numbers where possible.

10. Leaves out glitter.

11. Uses good visual grammar

Credits:
- Edward Tufte
- Stephen Few
- Gestalt (School of Psychology)
Dark Side Path #7
Single Outcome Forecasts
Monte Carlo Forecasting
Live demo: http://lumenize.com (use Chrome)
Dark Side Path #8
Human Emotion and Bias
Join the Light Side.

“Who’s the more foolish, the fool, or the fool who follows him?”
We don't see things the way they are.

We see things the way we are.

~The Talmud
How to Avoid the 7 Paths to the Dark Side of Software Development Metrics

1. **Dark Side**: Measurement as a lever  
**Light Side**: Measurement as feedback

2. **Dark Side**: Unbalanced metrics  
**Light Side**: 1 each for Do it fast/right/on-time, and Keep doing it

3. **Dark Side**: Metrics can replace thinking  
**Light Side**: Metrics compliment thinking

4. **Dark Side**: Expensive metrics  
**Light Side**: 1st work with the data you are already passively gathering

5. **Dark Side**: Using a convenient metric  
**Light Side**: Outcomes ← Decisions ← Insight ← Metric (ODIM)

6. **Dark Side**: Bad analysis  
**Light Side**: Simple stats and simulation

7. **Dark Side**: Single outcome forecasts  
**Light Side**: Forecasts w/ probability

**Bonus!**  
**Dark Side**: Human emotion and bias  
**Light Side**: Tricks to avoid your own biases and overcome those of others
Questions?

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