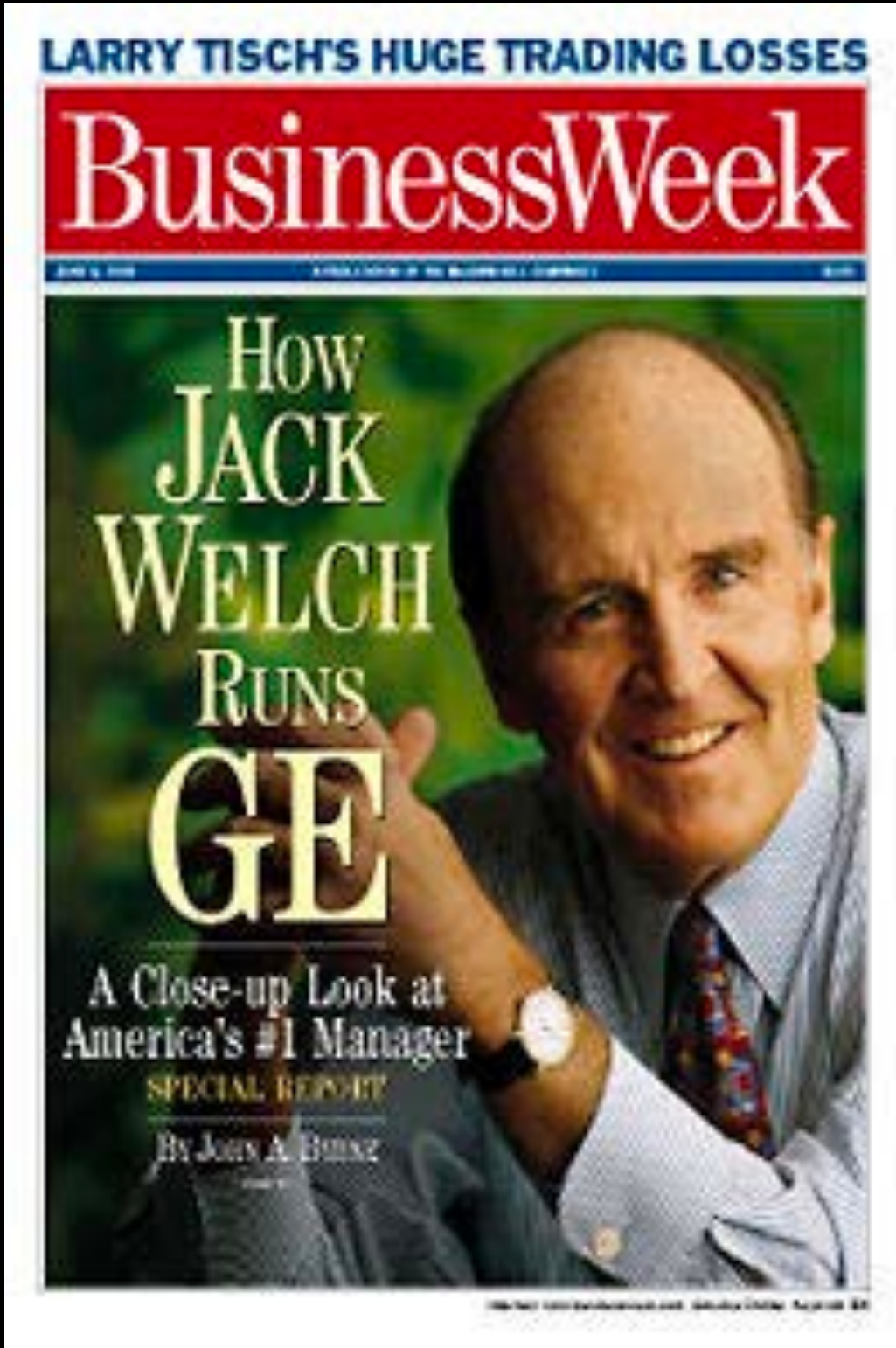


Is Velocity the *Agile*
World's Dumbest Idea?

"Father of Shareholder Value"



Sources: FactSet (stock price); the company (CEO tenure)

“Shareholder value is the dumbest idea in the world. Shareholder value is a result, not a strategy”

Jack Welch, 2009

Outcomes not outputs

Velocity Is Not the Goal

**Are we making the same mistake with
velocity?**

KPIs, Velocity, and Other Destructive Metrics

Velocity – The Agile Vanity Metric

Velocity, the False Metric of Productivity

What should velocity be used for?

Forecasting the future based on the past



Troika

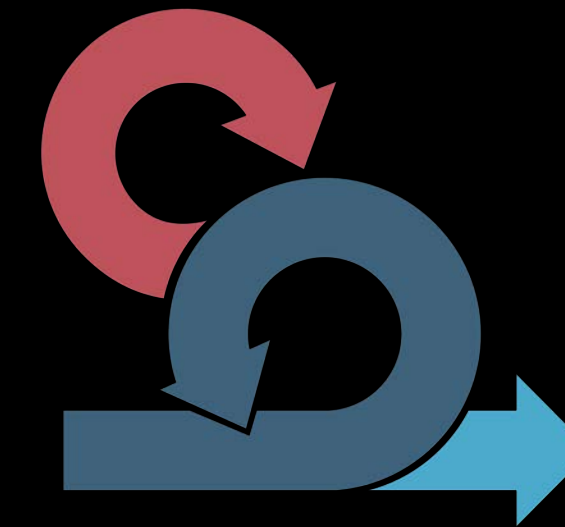
However it's ...



Not comparable



Easily Gamed



How many times is velocity mentioned in the scrum guide?

What actions can you take based on velocity?
Does it tell you how to improve?

So what else can I measure?



Team Stability

Why?

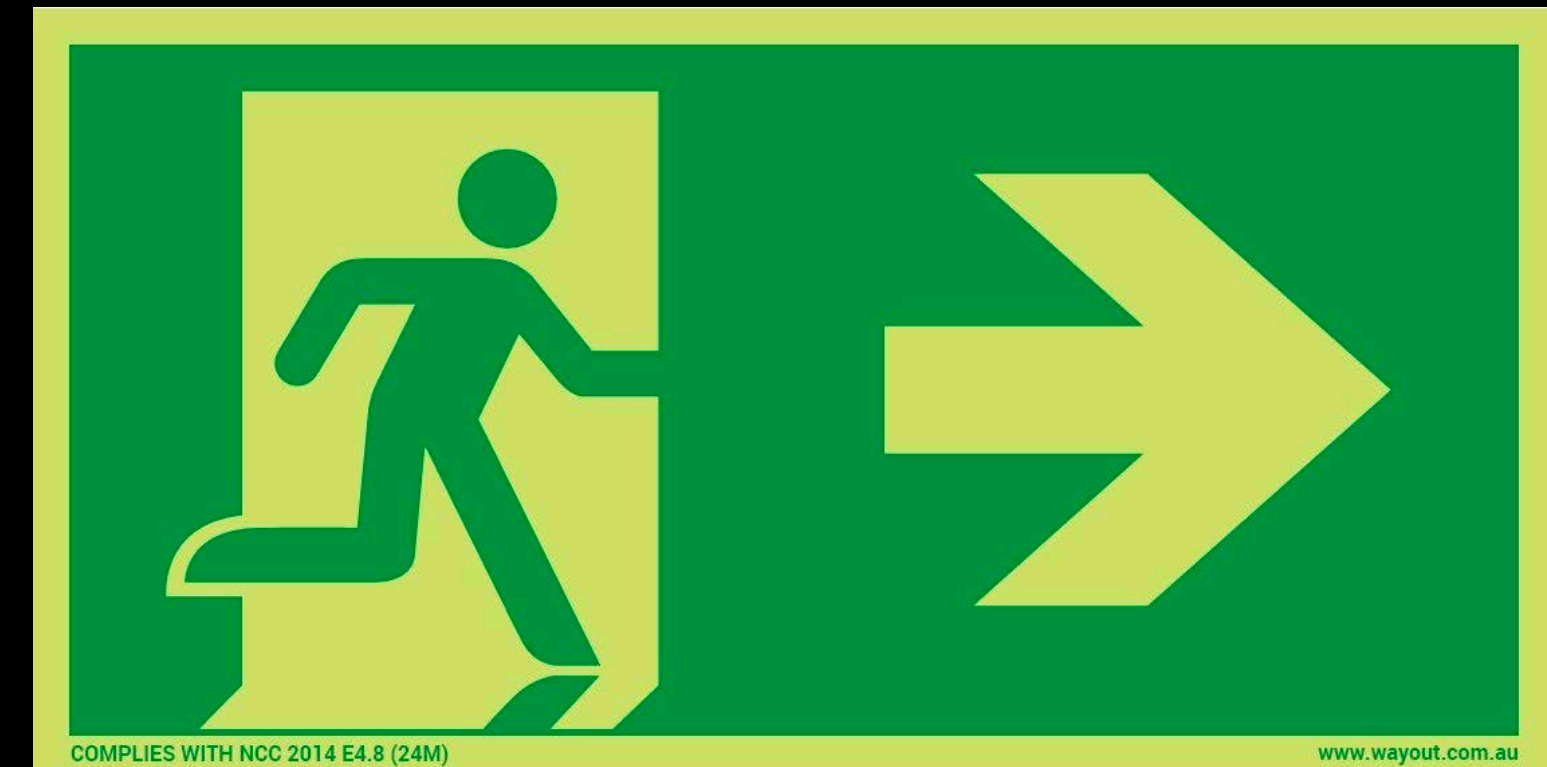
Stable teams are more predictable, effective and make fewer mistakes [1]

How?

Track the number of days since a change in the team

Action?

Stop moving people / hiring temp staff etc



Team's investment in learning

Why?

Learning teams are more innovative, productive and more engaged ^[1]

How?

Track number of hours spent learning. How quickly can people access training?

Action?

Allocate more time / money for training. Remove approvals etc



Number of Team Experiments

Why?

Teams that are experimenting with their process, moving away from 'best practice' are more innovative and ready for change ^[1]

How?

Track the number of experiments teams are doing and the results of them.

Action?

Build up a culture of experimentation and risk taking



Customer Satisfaction



Why?

To ensure delivery of customer value by constantly engaging the customer and turning their feedback into working features ^[1]

How?

Profit? NPS? How about by talking to customers (number of customer interviews)

Action?

Make more time to talk with customers. Are you near your customers?

Plus...

Cost of Deployment

Cycle Time

WIP

Retention

Unblocking time

Lead Time

Production Bugs

Automated testing

...

**Velocity is a vanity metric that at best
helps you to forecast**

**Look for other actionable metrics to
help you not just measure but improve**

Thank You