AT8
Concurrent Session
6/14/2012 2:30 PM

"Performance Appraisals for Agile Teams"

Presented by:

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WorldLink, Inc.

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Michael Hall is vice president of mobile technology for WorldLink, a leading developer of mobile solutions specializing in iPhone, Android, and BlackBerry apps for corporate clients and smartphone users. Michael is an experienced technology and software team leader with more than twenty-five years of practical hands-on product development experience at companies including WorldLink and Samsung America. He has successfully introduced products to the commercial market across varied industries—wireless telecommunications, business communication systems, defense, banking, and operations. A certified ScrumMaster, Michael holds twelve patents on software-related topics and is coauthor of a popular suite of iPhone and Android apps called “iTalk to God”.
Performance Appraisals for Agile Teams

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Introspective

Take the handout.

Write down some performance attributes that are measured at your company. Also, write down some thoughts regarding your annual performance review process.

Think of:
- Your performance review process
- What is discussed
- What is emphasized
- What is communicated

For example:
- Technical acumen
- Project delivery
- Teamwork skills
- Etc.
Chasm

Chasm:
1. A deep, steep-sided opening in the earth's surface; an abyss or gorge.
2. A sudden interruption of continuity; a gap.
3. A pronounced difference of opinion, interests, or loyalty.
Traditional Projects

Performance Evaluation:
- Innate intellectual ability
- Subject matter expertise
- Individual performance ratings
- Ratings against others!

People Emphasis:
- Subject matter expertise (SME)
- Heroics
- "Individual Contributor" roles
- Individual training needs

Agile Projects

Performance Evaluation:
- Innate intellectual ability
- Subject matter expertise
- Individual performance ratings
- Individual training needs

People Emphasis:
- Generalizing specialists
- Collaboration skills
- Customer focus
- Teamwork – mentoring, helpfulness, approachability, personality, etc.
Many companies shifting to Agile.

But, most continue to use their existing performance evaluation methods!

Why?

This creates a “chasm”.

Role Play Example 1

Employee: Mike
Director: Volunteer

Listen closely for the “chasm”.

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Running an organization without some basic measurements is like driving a car without a dashboard.
“Tell me how you will measure me and I will tell you how I will behave.”

– Eliyahu Goldratt

Measurements dictate behavior.

Measuring the wrong things can cause unintended consequences!
Organizational Dysfunctions

Agile organization with Traditional measurements:

- Rewards the wrong behaviors
- Creates/exacerbates the chasm
- Individual stature
- Promote myself
- Me first, team second
- Me versus everyone else
- Desire to become an SME
- Worst: feeling like it is a ruse

Team Measurement

Why measure the team?

- Deploy the business objectives down to the unit that can make it happen
- Team improvement
- Identify performance gaps
- Identify cross-functional training needed
- Morale
- Others?

Challenge: what to measure in an Agile environment?
Challenge: how to measure the Agile team?
Good Agile Measurements

A good measurement should be:
• “Barely sufficient”
• Easy to collect and/or coalesce (<5 mins)
• Affirm the Agile principles
• Focused around delivering customer value
• Should not cause any “metrics dysfunction”
# 1. Sprint Report Card

FROM: Customer  
TO: Team

<table>
<thead>
<tr>
<th>Sprint Report Card</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project: [project name]</td>
<td></td>
</tr>
<tr>
<td>Sprint: [sprint #]</td>
<td></td>
</tr>
<tr>
<td>Date: [date of sprint review]</td>
<td></td>
</tr>
<tr>
<td>Feedback provided by: [customer or proxy name]</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Score (0 - 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of delivery in terms of prioritization, quantity, business need, etc.</td>
<td></td>
</tr>
<tr>
<td>Do committed features work as expected?</td>
<td></td>
</tr>
<tr>
<td>Was the time frame commitment met?</td>
<td></td>
</tr>
<tr>
<td>Were any changes communicated effectively?</td>
<td></td>
</tr>
<tr>
<td>Is the UI intuitive, professional, and pleasing?</td>
<td></td>
</tr>
</tbody>
</table>

Overall customer satisfaction score <sum/5>

Additional comments:
<enter additional comments here>

---

# Sprint Report Card example

FROM: Customer  
TO: Team

<table>
<thead>
<tr>
<th>Sprint Report Card</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project: Alvarado Independent School District iPhone App</td>
<td></td>
</tr>
<tr>
<td>Sprint: 4</td>
<td></td>
</tr>
<tr>
<td>Date: 8/22/2011</td>
<td></td>
</tr>
<tr>
<td>Feedback provided by: Kyle Berger, AISD technology director</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Score (0 - 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of delivery in terms of prioritization, quantity, business need, etc.</td>
<td>90</td>
</tr>
<tr>
<td>Do committed features work as expected?</td>
<td>70</td>
</tr>
<tr>
<td>Was the time frame commitment met?</td>
<td>85</td>
</tr>
<tr>
<td>Were any changes communicated effectively?</td>
<td>80</td>
</tr>
<tr>
<td>Is the UI intuitive, professional, and pleasing?</td>
<td>75</td>
</tr>
</tbody>
</table>

Overall customer satisfaction score 80

Additional comments:
Background color is not an exact match as our website  
Resources button is better on the main screen  
App crashed on the Bully Report feature on the second try
A Word About: No End-Customer?

In some projects, the team does not have direct access to the end-customer. What can you do in this case?

• Proxy – internal person playing role of customer (BA, stakeholder, etc.)
• Product Owner – customer voice in Scrum team
• Agile Manager
• Others?

2. End of Sprint Diagnostics

Some “diagnostics” to definitely measure:*

• Customer opinion
  - Using the Sprint Report Card
• User story points delivered
  - For team velocity computation

* Be careful – only measure meaningful easy-to-collect items.
A Word About: Velocity

“Should we measure velocity?”
Answer: Absolutely Yes!

“Should we use velocity for release planning?”
Answer: Absolutely Yes!

“Should we use velocity to help gauge how much to choose in a sprint?”
Answer: Absolutely Yes!

“Should we use velocity for performance evaluation?”
Answer: Definitely NO!

Why not?

End of Sprint Diagnostics

Some other “diagnostics” to consider measuring*:

• User stories planned but carried over to the next sprint
• Defects carried over to the next sprint
  - Versus defects found within the sprint
• Impediments carried over to the next sprint
  - Versus impediments resolved
• Average tests per user story
• Trend – is velocity increasing or decreasing?
• Others?

* Must be easy to collect, clear that it has some improvement value.
End of Sprint - Don't Measure These!

Avoid measuring:
- Individual velocity
- Sum of all task hours for a person
  - Compared to 40 hours/week
- Number of tasks/person
- Accuracy of task estimates
- Accuracy of story points estimates (? - discuss)
- Many others

Why?

A Word About: “Social Loafing”

Social Loafing
- “I'm in a team, the team is getting evaluated, I can hide….”

Agile/Scrum combats this with:
- Daily synchronization
- Team member peer pressure
- Team authority
- Transparency
- Honest retrospectives
# 3. Project Report Card

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Score (0 - 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team's ability to react to changes</td>
<td></td>
</tr>
<tr>
<td>Timeliness of project</td>
<td></td>
</tr>
<tr>
<td>Quantity of features delivered</td>
<td></td>
</tr>
<tr>
<td>Quality of features delivered</td>
<td></td>
</tr>
<tr>
<td>Level of collaboration experienced with Product Owner and team</td>
<td></td>
</tr>
</tbody>
</table>

**Overall customer satisfaction score**: \(<\text{sum}/5>\)

**Additional comments:**

*Enter additional comments here*

---

## Project Report Card example

<table>
<thead>
<tr>
<th>Project Report Card</th>
<th>FROM: Customer</th>
<th>TO: Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project: ATVEscape Marketplace Feature</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date: 9/23/2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback provided by: Josh Arnold, ATVEscape President</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<td>100</td>
</tr>
<tr>
<td>Quantity of features delivered</td>
<td>80</td>
</tr>
<tr>
<td>Quality of feature delivered</td>
<td>100</td>
</tr>
<tr>
<td>Level of collaboration experienced with PO and development team</td>
<td>95</td>
</tr>
</tbody>
</table>

**Overall customer satisfaction score**: 93

**Additional comments:**

*Overall a great project and a great Dev team! The high levels of communication and collaboration were quite refreshing to me considering my previous failed attempt with another company. We did not get in all of the lower-priority features, but hopefully we will sponsor another release to get those in.*

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A Word About: Long Projects

Some projects are very long (1+ year) due to quantity of functionality and/or complexity. What can you do in this case?

- **Snapshot** – collect the project report card 2 or 3 times / year
- **Timing** – collect the project report card right before the annual review
- **Timing** – collect the project report card at the end of each major release
- **Others?**

---

### 4. Product Owner Report Card

**FROM: Prod Owner**  **TO: Team**

**Product Owner Report Card**

- Project: <project name>
- Date: <date of project completion>
- Feedback provided by: <product owner name>

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Score (0–100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team's ability to deliver to their commitment</td>
<td></td>
</tr>
<tr>
<td>Team's ability to react to changes</td>
<td></td>
</tr>
<tr>
<td>Team's overall technical abilities</td>
<td></td>
</tr>
<tr>
<td>Team's &quot;mojo&quot; (teamwork, collaboration, helpfulness, etc.)</td>
<td></td>
</tr>
<tr>
<td>Team's ownership of customer needs</td>
<td></td>
</tr>
</tbody>
</table>

**Overall customer satisfaction score**  **<sum/5>**

**Additional comments:**

<enter additional comments here>
**Product Owner Report Card example**

**FROM:** Prod Owner  **TO:** Team

**Project:** Product Owner Report Card

**Project:** OrthoApp

**Date:** 11/18/2011

Feedback provided by: Kaustubh Vibhute, product owner

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Score (0 - 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team’s ability to deliver to their commitment</td>
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</tr>
<tr>
<td>Team’s &quot;mojo&quot; (teamwork, collaboration, helpfulness, etc.)</td>
<td>90</td>
</tr>
<tr>
<td>Team’s ownership of customer needs</td>
<td>70</td>
</tr>
</tbody>
</table>

**Overall customer satisfaction score** 84

**Additional comments:**

I thought the team overall did pretty well on this project. The team had some members new to this area so it took them a while to get up to speed and contribute at a high technical level. Also there were a few times where I felt the team was not truly accepting ownership of the customer desires. But, overall a good project!

---

**5. Project Peer Review**

**FROM:** Members  **TO:** Members

**Project Peer Review**

**Project:** <project name>

**Date:** <date of project completion>

Feedback provided by: <team member name>

**Instructions:**

1. Fill in all sections for each team member, skip over your section.
2. If you did not ever work with a team member, indicate with “N/A” in each field.

**Name:** <team member 1>

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Score (0 - 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration skills</td>
<td></td>
</tr>
<tr>
<td>Helpfullness to rest of team</td>
<td></td>
</tr>
<tr>
<td>Ownership of the team’s deliverables</td>
<td></td>
</tr>
<tr>
<td>Technical acumen</td>
<td></td>
</tr>
<tr>
<td>Ability to deliver on commitment</td>
<td></td>
</tr>
</tbody>
</table>

**Overall peer review score** sum/5

**Additional comments:**

... for each team member
**Project Peer Review example**

**FROM:** Members  **TO:** Members

**Project:** Madjef’s MusicLab - Android  
**Date:** 7/15/2011  
**Feedback provided by:** Jane Smith

**Instructions:**
1. Fill in all sections for each team member, skip over your section.
2. If you did not ever work with a team member, indicate with *"N/A"* in each field.

**Name:** John Doe  
**Measurement** | **Score (0 - 100)**  
--- | ---  
Collaboration skills | 60  
Not very communicative  
Helpfulness to rest of team | 75  
Did not integrate well  
Ownership of the team’s deliverables | 80  
Technical acumen | 90  
Ability to deliver on commitment | 70  
Seems to struggle  
**Overall peer review score:** 75  
**Additional comments:**
Does not communicate effectively his impediments and stalled progress. He has the potential to be really good due to his technical prowess, but he needs to understand the team concept better. Several times I was hoping for much stronger collaboration.

**Name:** Jane Doe  
**Measurement** | **Score (0 - 100)**  
--- | ---  
Collaboration skills | 95  
Very high, no reason to complain.

---  

**Different Attributes for project Product Owner**

**Name:** <team member 3> - PRODUCT OWNER  
**Measurement** | **Score (0 - 100)**  
--- | ---  
Availability to team  
Understanding of customer requirements  
Product Backlog organization, prioritization, and maintenance  
Speed of answers to team  
Leadership skills  
**Overall peer review score:** sum/5  
**Additional comments:**
Different Attributes for project ScrumMaster

**Name:** <team member 4> - SCRUM MASTER

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Score (0 - 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership of impediments</td>
<td></td>
</tr>
<tr>
<td>Ability to solve impediments</td>
<td></td>
</tr>
<tr>
<td>Coaching skills</td>
<td></td>
</tr>
<tr>
<td>Knowledge of Agile methods</td>
<td></td>
</tr>
<tr>
<td>Helpfulness to team</td>
<td></td>
</tr>
</tbody>
</table>

| Overall peer review score       | sum/5           |

Additional comments:

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A Word About: Agile Manager

- Responsible for organizational agility
- Protect/shield organization
- Identifies/removes organizational impediments
- Portfolio management support
- Coach & inspire!
- Handles administrative duties
- Coalesces all report card data, numbers, review comments, etc.
- Performance reviews

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6. Annual “Agile Performance Review” (1 of 2)

• 1-on-1 because of personal nature and team member likely worked multiple projects
• Performed by Agile manager, director, etc.
  - Gather and coalesce the report card data!
  - Average team score for all sprint report cards
  - Average team score for all project report cards
  - Average team score for all PO project report cards
  - Average scores from project peer reviews
  - Query key co-workers, POs, ScrumMasters for additional insights on the person
• Discuss what these measurements show

Annual “Agile Performance Review” (1 of 2)

• Identify how to improve the teams
• Identify training needed to make teams more cross-functional
• Honest and transparent discussion
• Both positive and constructive
Role Play Example 2

Employee: Mike
Director: Volunteer

Some Reactions - paraphrased

- "This is by far the most comprehensive performance review I have had."
- "Very thorough, I like the numbers aspect to it."
- "Team is emphasized – this is good."
- "Sometimes ‘customer proxy’ can be biased."
- "Poor customer attitude can negatively impact scores."
- "Why are peer reviews anonymous in a so-called ‘transparent’ organization?.”
Caveats and Warnings

As with any new approach, introducing an Agile performance evaluation system will have its challenges:

- Resistance to change
- Fear – too revealing
- Deflates the general optimism
- Loss of control
- Cheese mover comfort zone
- Etc.

“Measurement systems are difficult because unlike mechanisms and organisms, organizations have subcomponents that realize they are being measured.”

– Robert D. Austin
Take-Aways

• It is human nature for people to modify their behaviors to match the evaluation system.

• A very important part of any Agile rollout is to align the performance evaluation system (and other HR practices) with what Agile emphasizes.

• Not doing so causes dysfunction that will erode the team’s effectiveness.
Recap of 6 Tangible Techniques

1. Sprint report card
2. Sprint - a few diagnostics to measure and a few not to
3. Project report card
4. Product Owner report card
5. Project peer review
6. Annual "Agile performance review"

If you would like the Excel templates for these tools, please sign on the signup sheet provided at the back of the room and I will email them to you (please write legibly).

Good References

"Designing performance measurement systems for teams: theory and practice" – Jill MacBryde and Kepa Mendibil

"Appropriate Agile Measurement: Using Metrics and Diagnostics to Deliver Business Value" - Deborah Hartmann and Robin Dymond

"Designing the Lean Enterprise Performance Measurement System" - Vikram Mahidhar

"Management Challenges to Implementing Agile Processes in Traditional Development Organizations" – Barry Boehm

"Assessing Personality Profiles of Software Developers in Agile Development Teams" - VenuGopal Balijepally, RadhaKanta Mahapatra, and Sridhar P. Nerur

"An Adaptive Performance Management System" – Jim Highsmith
Questions?

Agile Methods training
All courses can be delivered onsite at your location!

Scrum/XP/User Stories/Distributed Agile
Short term Agile coaching
Establishing Agile Performance Evaluations

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THE END

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