

One Of The Best Maturity Metrics:

why should

DoR "shrink" and DoD expand?

presented by: Gene Gendel



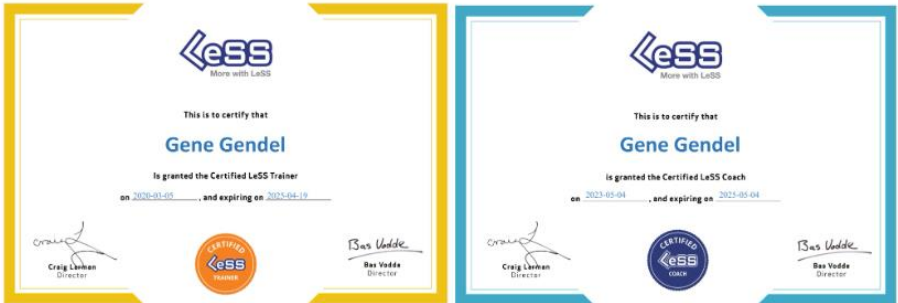
<https://www.keystepstosuccess.com/>



Gene Gendel is an organizational design consultant, adaptive & lean coach and trainer, and independent adviser to senior leadership. Gene is a widely recognized, world-class trainer/instructor, and is mainly focused on organizational design and product centricity, the experience for which he has gained, over the decades of deeply embedded coaching and consulting. Gene's [clients](#) represent a wide industry spectrum. Almost 15 of 20+ years of his professional experience Gene has dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and becoming a better place for people to work in. Gene engages at *all* organizational levels: senior- and mid-level management, teams and individuals. In his work, Gene uses various methods, tools and techniques to amplify learning of other people and to ensure that his followers gain autonomy after Gene “coaches himself out of the job”. Over the last decade, Gene’s big focus has been on large financial institutions and consulting companies that struggle with moving away, from traditional budgets and portfolio/program/project work decomposition, towards more adaptive/flexible budgeting and better clearly products (product-centric, customer-focused development).



Gene is the co-founder of **KSTS Consulting**, *the only company in the United States that has the credential of a [Certified LeSS Coaching Company](#)*. Gene’s, highly in-demand LeSS [classes](#), both private and public, are based on advanced system modelling and rich exosystemic perspective that includes intra-organizational dynamics and market realities.



Contact

On my site: <https://www.keystepstosuccess.com/>

On Facebook: <https://www.facebook.com/people/KSTS-Consulting/61561671969644/>

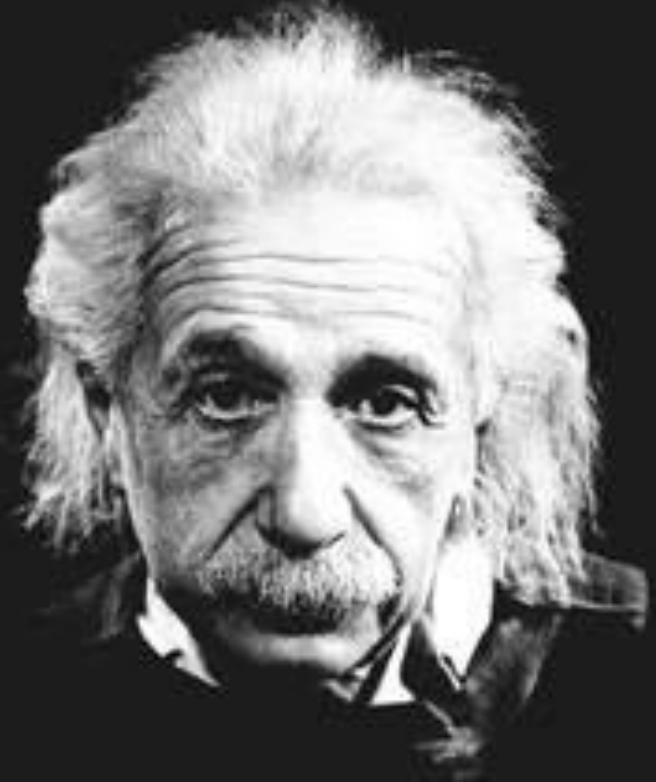
On LinkedIn:

- Gene Gendel: <https://www.linkedin.com/in/ggnyc/>
- KSTS Consulting: <https://www.linkedin.com/company/ksts-consulting/>

On Meetup:

<https://www.meetup.com/large-scale-scrum-less-in-nyc/> (close to 6500)

**"Not everything that
counts can be counted,
and not everything that
can be counted counts."
-Albert Einstein**



What is the difference between

SPEED

and

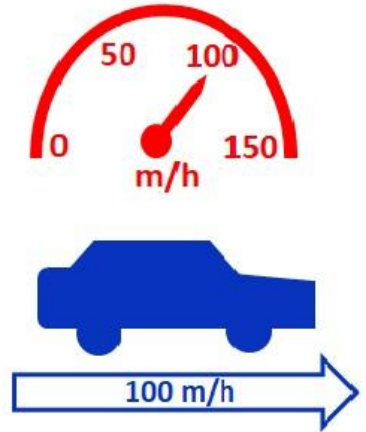
VELOCITY?

Physics 101

VELOCITY = SPEED + DIRECTION (VECTOR)

SPEED – has a number but no direction

VELOCITY – has a number and direction



If your team:

- Does not have a Sprint Goal and unaware of strategy
- Does not produce PSPI at the end of each sprint
- Delivers component work only, not customer-centric features
- Works under pressure and tries to deliver a lot, to meet expectations
- Focuses too much on precision of estimation and metrics/reporting

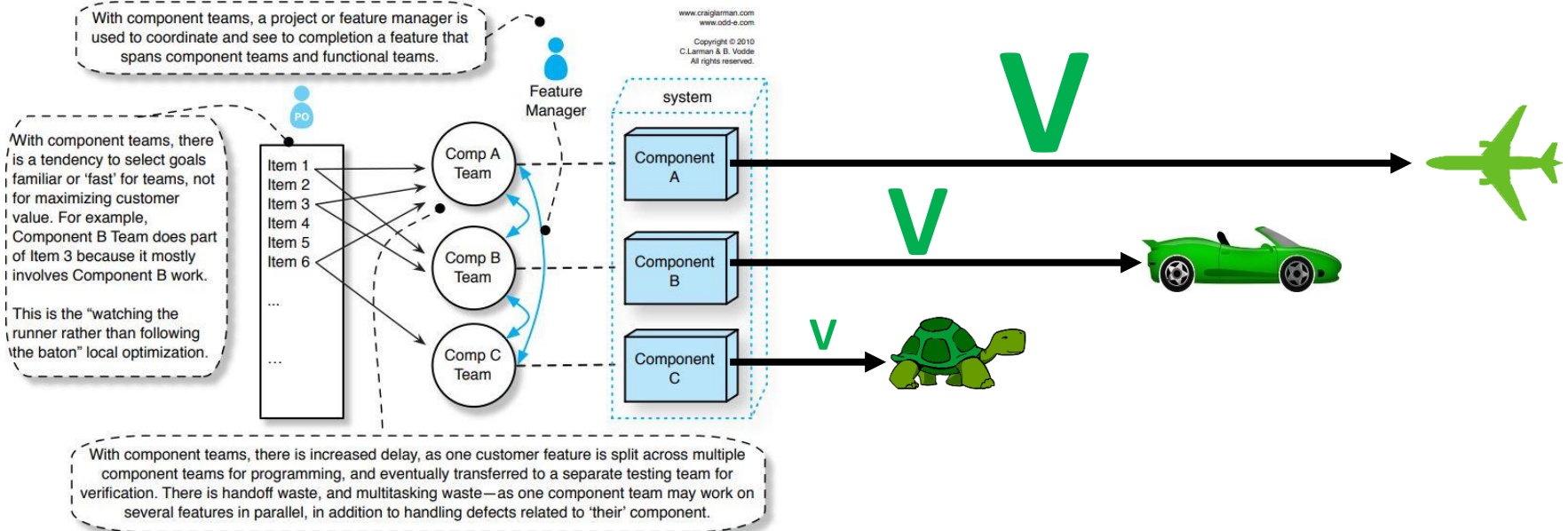
Its **SPEED** could be very high but **VELOCITY** could still be zero.



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Velocity or Speed?

Component Teams



Sourced from: <https://less.works/resources/graphics/index.html>

Big Mistake # 1

$$V > V > v = \text{Thinking Face}$$

Big Mistake # 2

$$V + V + v = \text{Thinking Face}$$

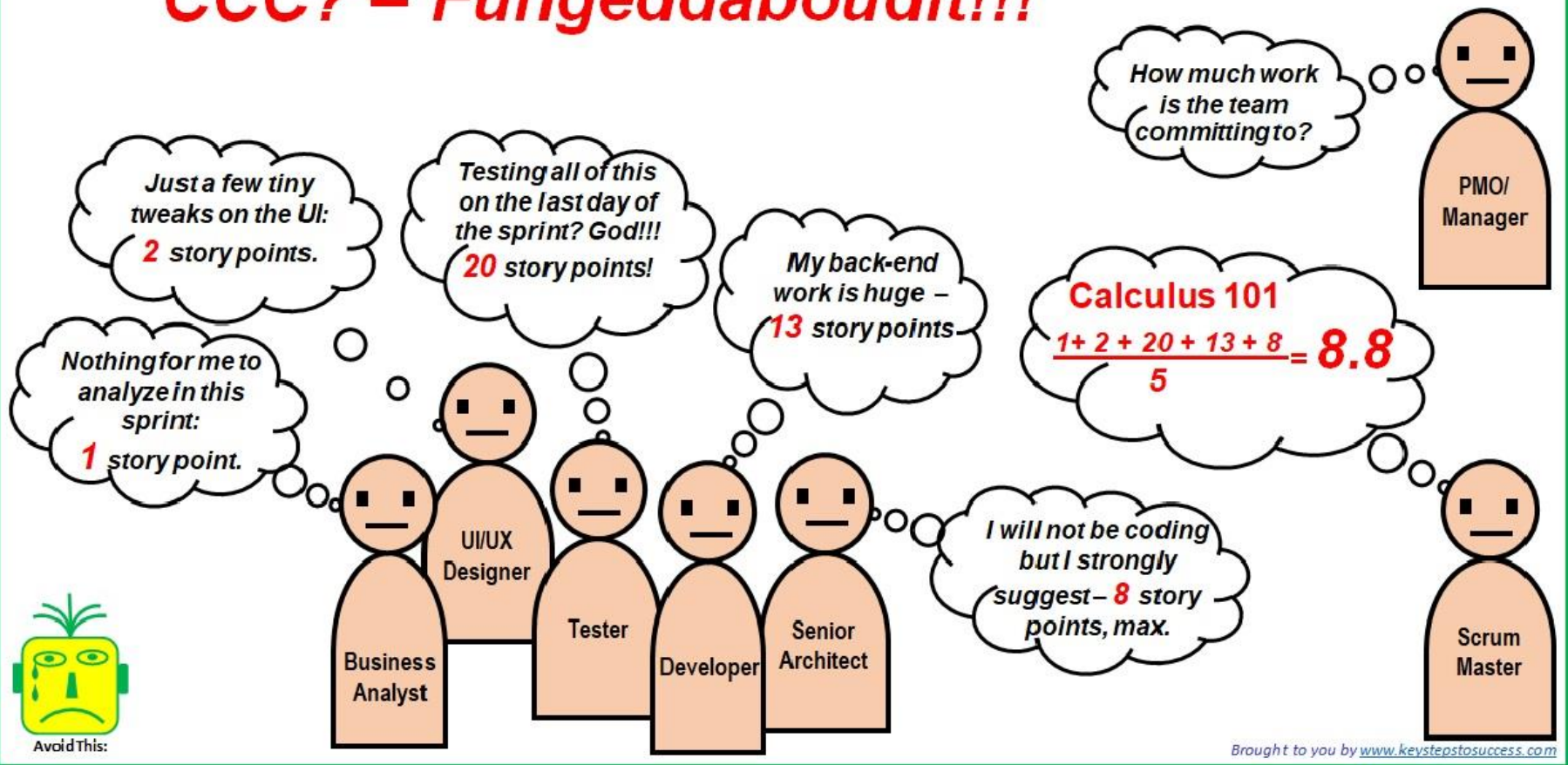
Can these "velocities" be used to reliably estimate size and complexity of delivered features?

Calculus 101



Planning Poker For Metrics Sake

CCC? – Fuhgeddaboutit!!!



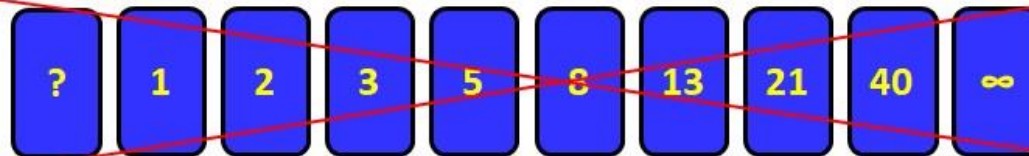
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Signs of Purposeless Metrics

POINTLESS POINTING: TOP-10 SIGNS

Story point estimation loses its purpose, if done:

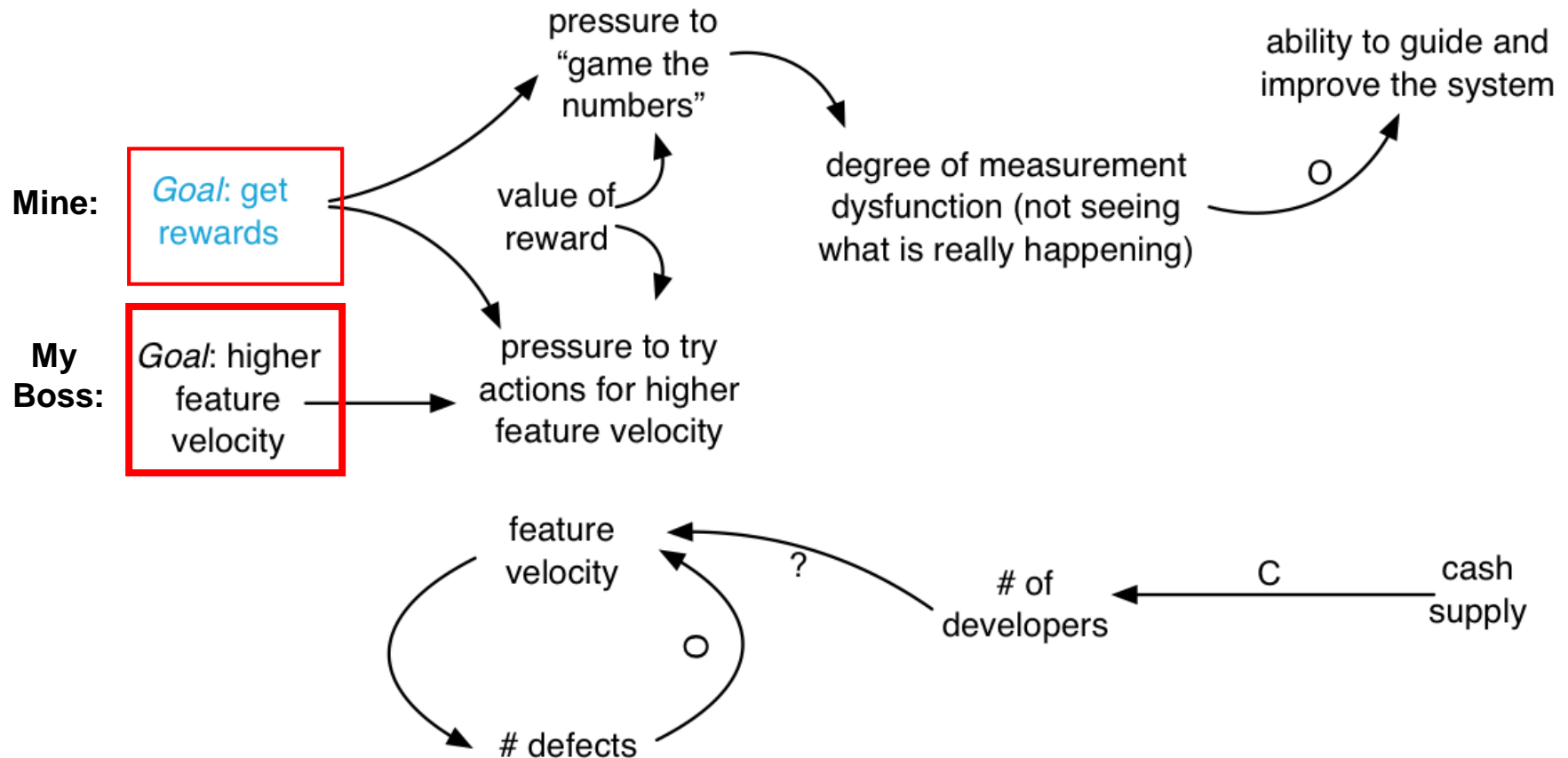
1. As a cargo cult: *“this is what Scrum people do, so we gotta do it too, to be agile”*
2. To compare *velocity* of teams and/or individual team members
3. To measure *efficiency & productivity* of teams and/or team members
4. To measure *speed* of component delivery (as oppose to a feature velocity)
5. To give the business a precise delivery *date*, with *budget* and *scope*, being also fixed
6. To produce metrics and RAG statuses, just to please senior management
7. By architects, leads, anchors or other “special people”, on behalf of developers
8. By single-function experts (BA, QA, Dev) that do not understand each other’s work
9. By teams, estimating in silos, and adding up their numbers into a “total velocity”
10. Without referencing estimates of work items, completed and delivered in the past



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System Model: Systemic Impact of Vanity Metrics



<https://less.works/less/principles/systems-thinking>

DoD

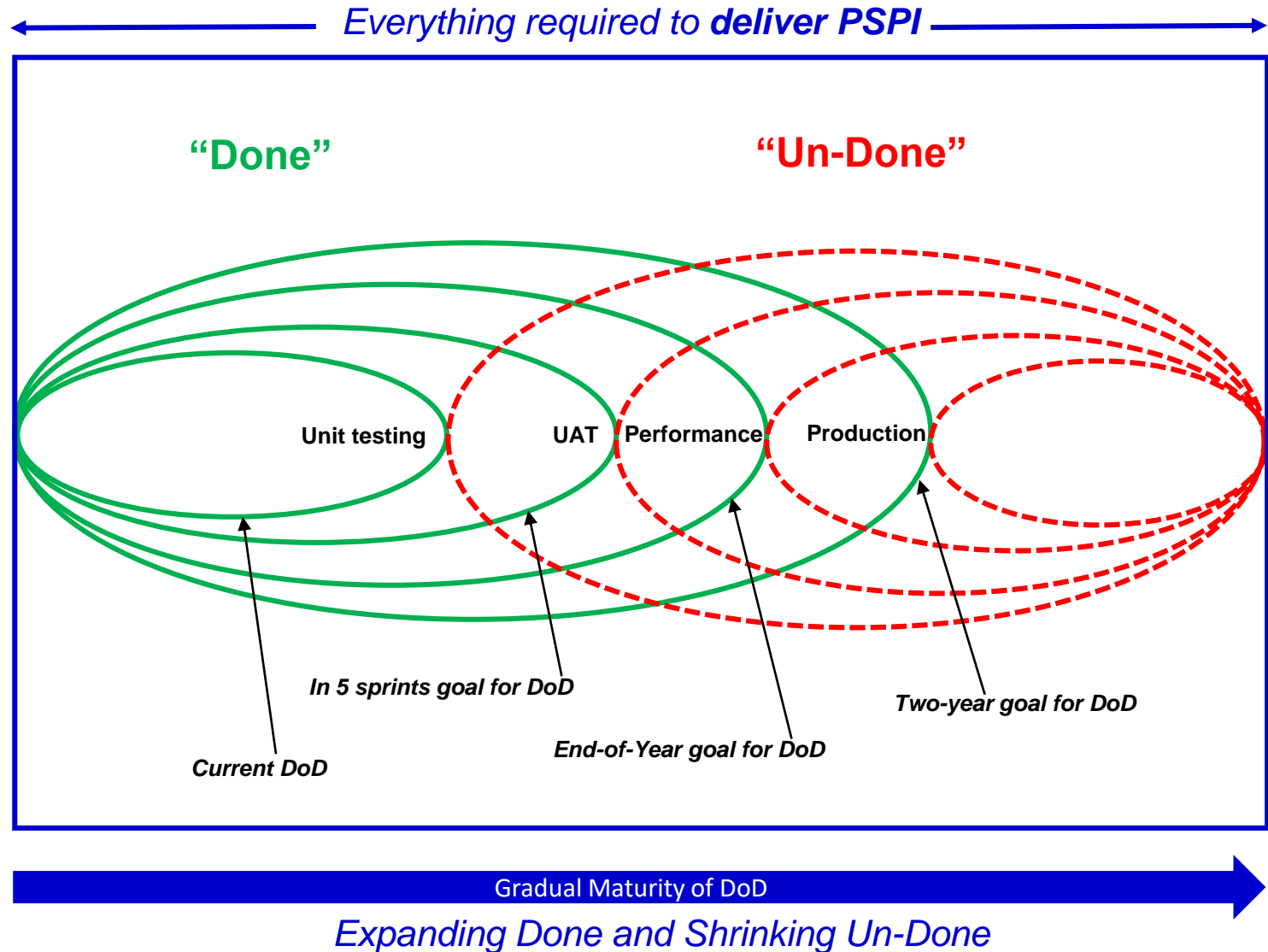
Mathematics of DONE

Unfinished Work \neq Undone Work

Usually, Team's issue

Usually, Organizational issue

Lifetime of DONE (DoD)



Created by: Gene Gendel

Example of DONE



POTENTIALLY SHIPPABLE

- + TEST
- + STATIC ANALYSIS
- + INTEGRATION
- + PACKAGING
- + STAGING
- + CUSTOMER DOCUMENTATION
- + RISK EVALUATION
- + CODE
- + APPROVAL
- + UPDATE MARKETING MATERIAL
- + REGULATION
- + PREPARE FOR CUSTOMER FEEDBACK

UNIT
INTEGRATION
USER ACCEPTANCE
ACCEPTANCE
SYSTEM
PERFORMANCE
STABILITY
USABILITY
STRESS
MONKEY
SMOKE

UNDERLINED ONES ARE THE DEFINITION OF DONE

Sourced from: <https://less.works/resources/learning-resources/books>

Improving DONE

are these good metrics?

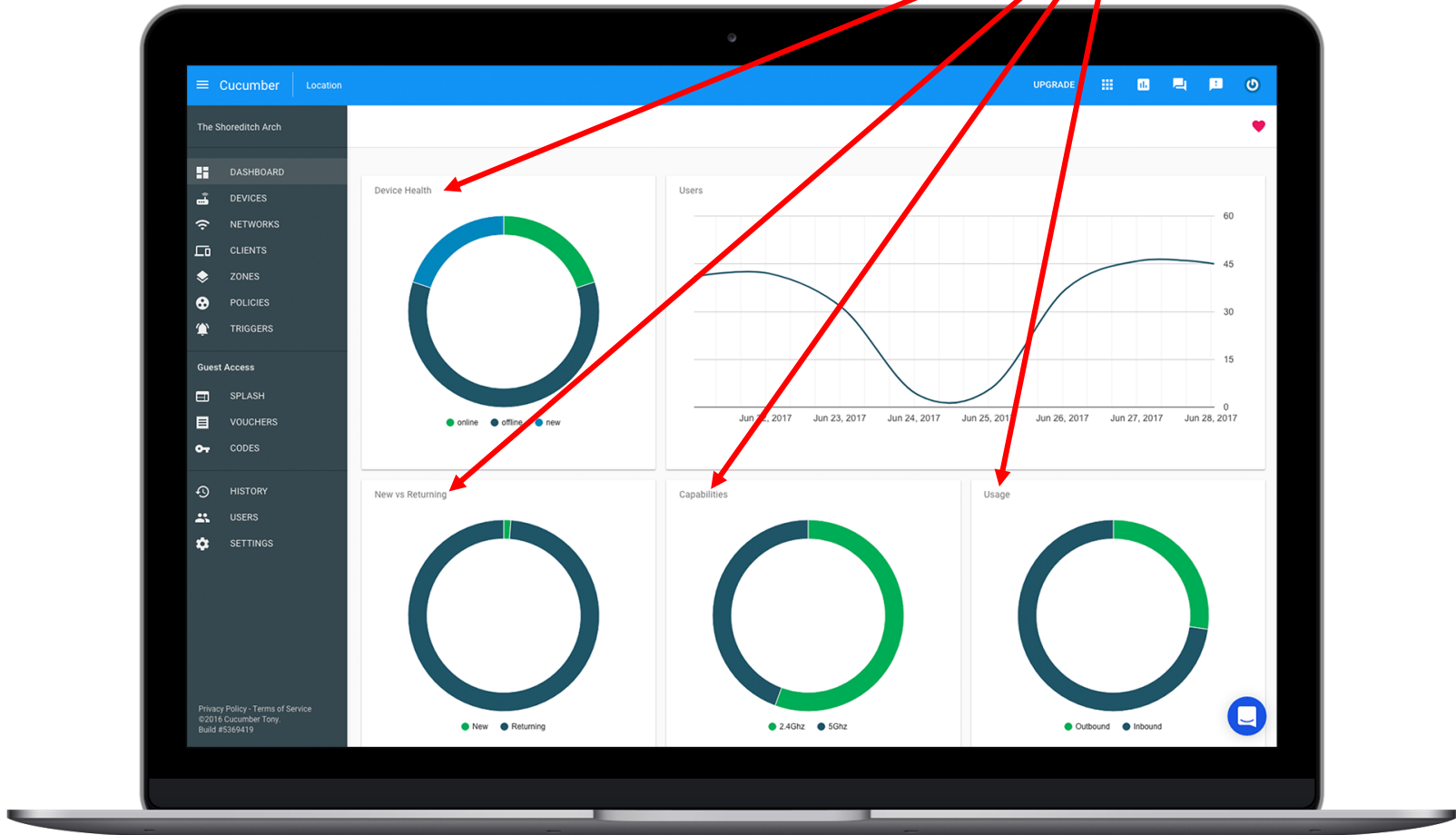


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Sonarqube

Improving DONE

are these good metrics?



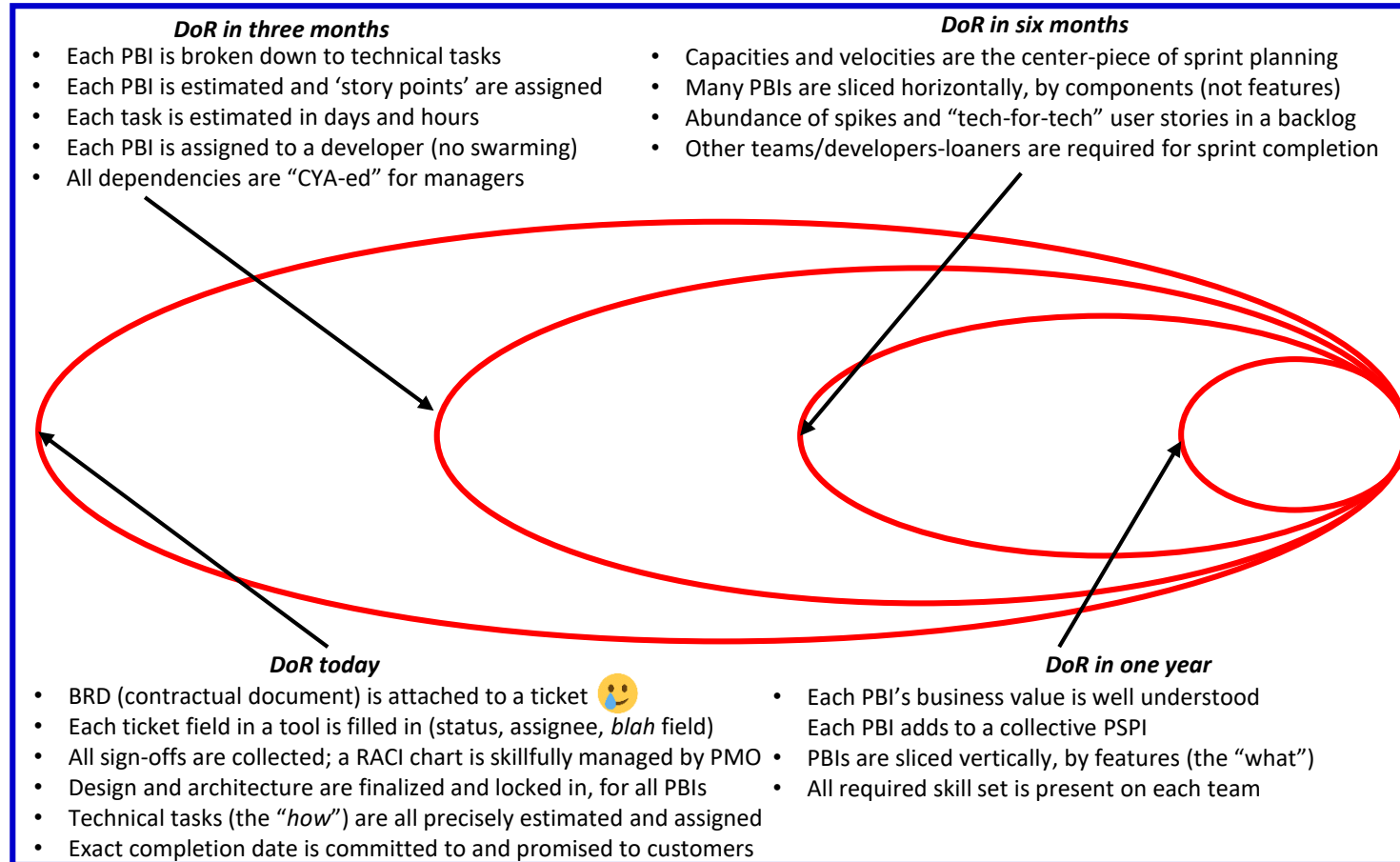
<https://www.ct-networks.io/images/pages/dashboard-page.png>

Cucumber

DoR

Lifetime of READY (DoR)

← Everything required to start development →



Gradual Maturity of DoR / Reduction of Contractual Relationship

→ Simplifying Definition of Ready (DoR)

Lifetime of READY (DoR)

Simplicity of DoR

and

Inclusiveness of DoD

are the signs of all kinds of maturities:

**organizational
structural
cultural
communication
technical**

Q & A

Contact

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