

ThoughtWorks®

#lkce17 | @mattphilip

THE SERVICE-DELIVERY REVIEW

The Missing Agile Feedback Loop!

**WHAT'S THE
PROBLEM?**



HOW WOULD YOU ANSWER?

@thoughtworks.com>

8:34 AM (1 hour ago) ☆



to John, Matt ▾

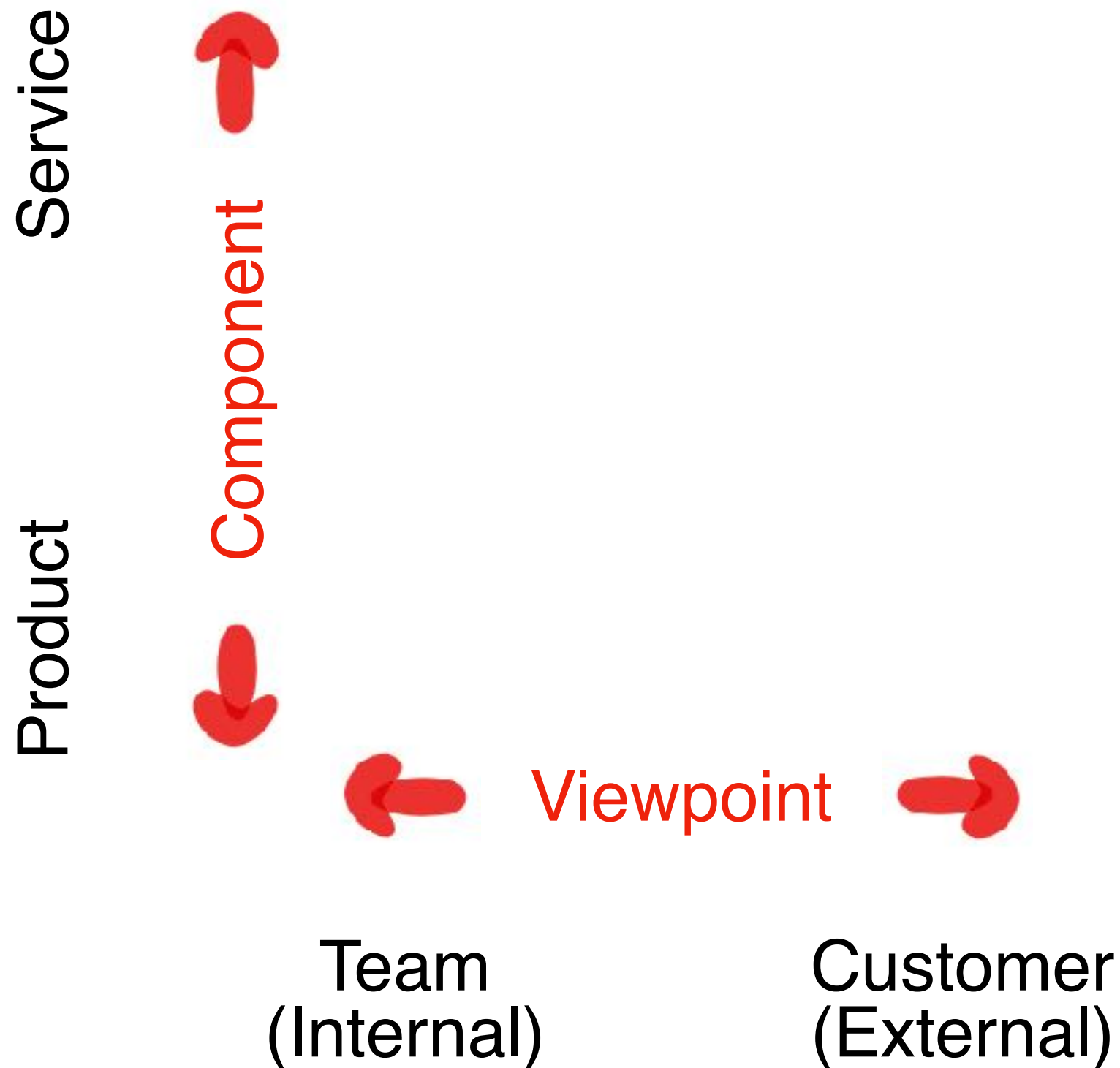
Hi John,

Thanks for sending this over, I am happy to pass to the design team to get some help on it.

Is there any due date?

best

DELIVERY CONCERNS



FEEDBACK NEEDS

Service

Is our
team
healthy?

Is our
service
delivery fit for
its purpose?

Product

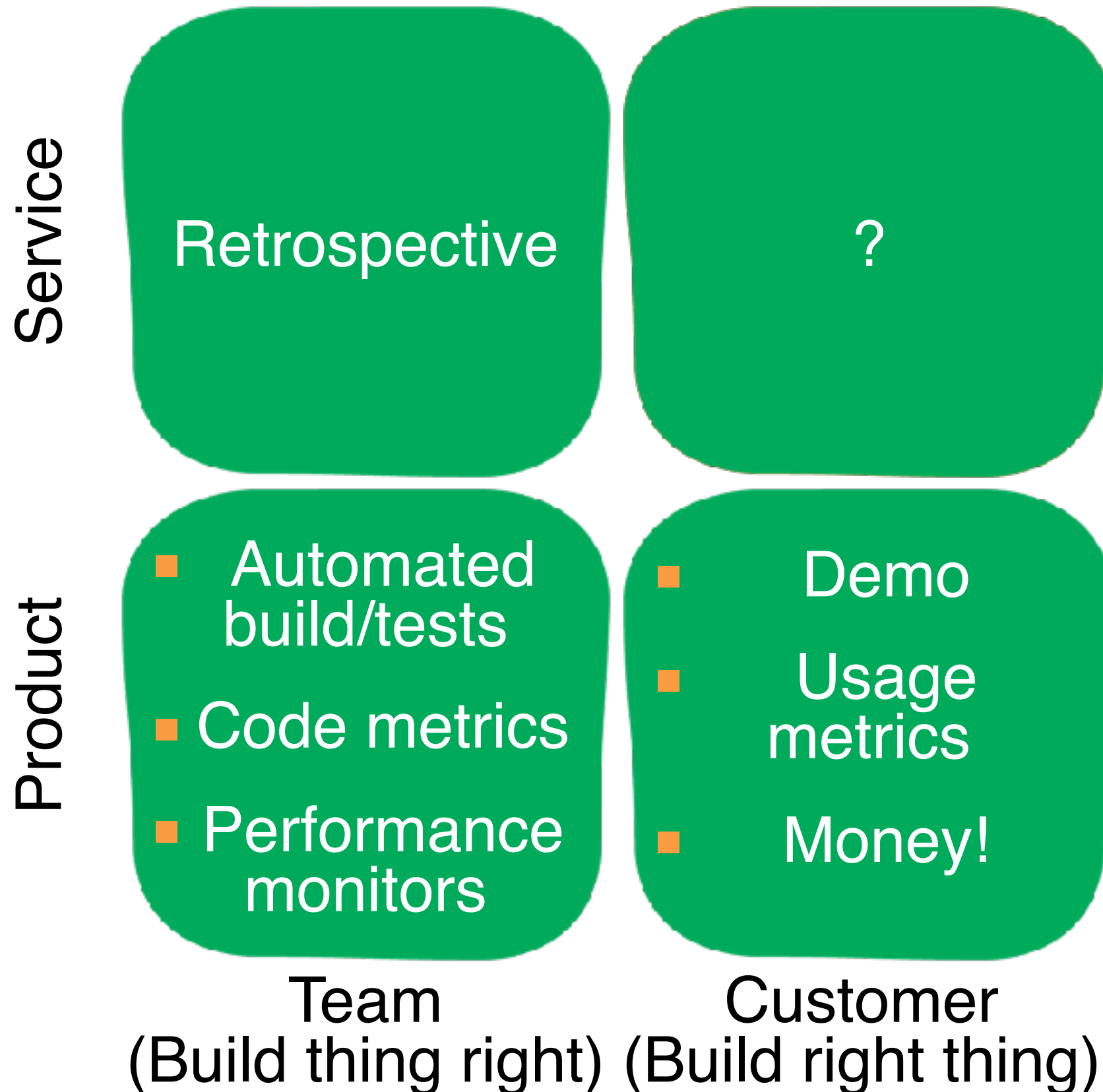
Is our
product
healthy?

Is our
product
fit for its
purpose?

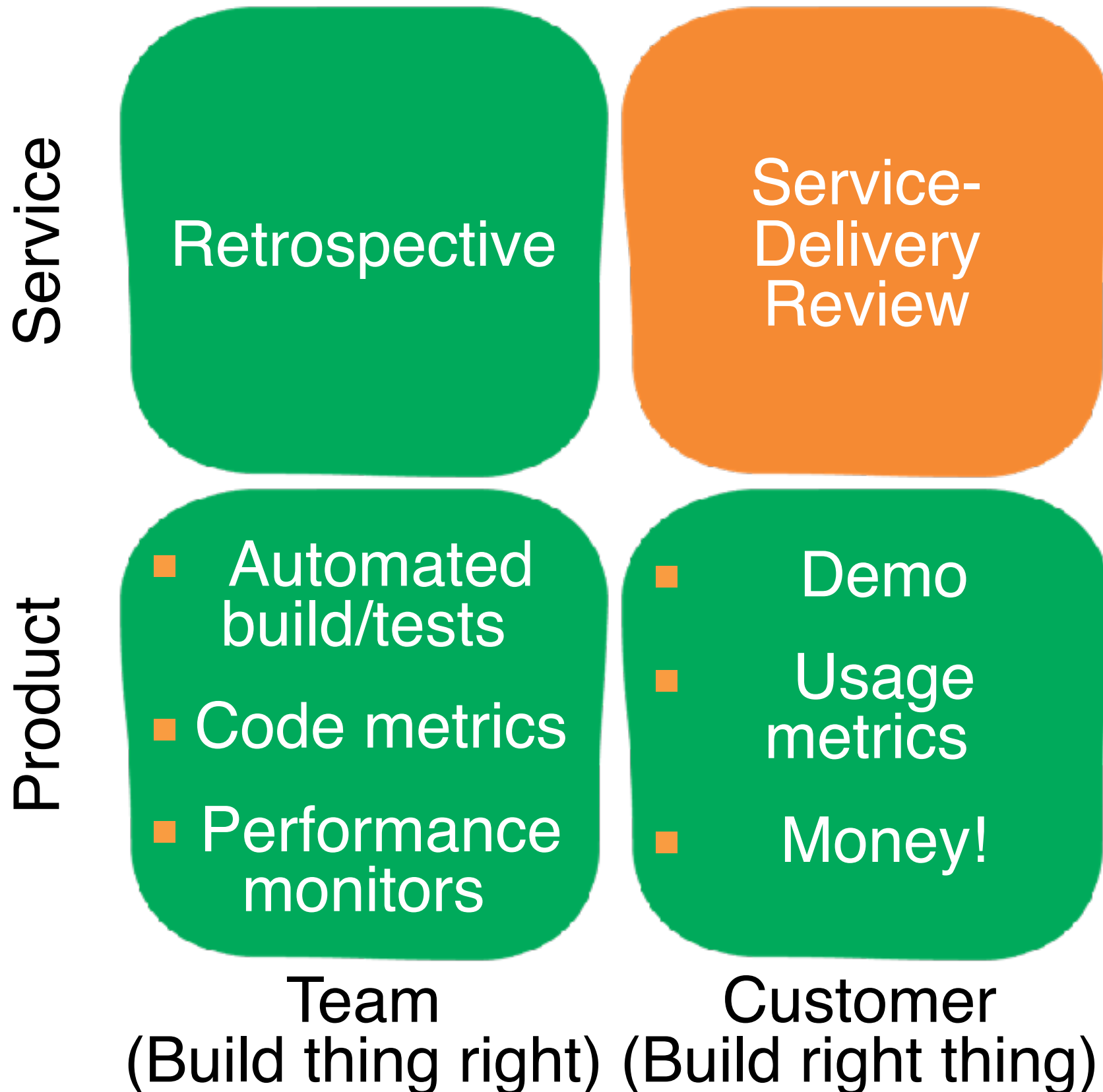
Team
(Build thing right)

Customer
(Build right thing)

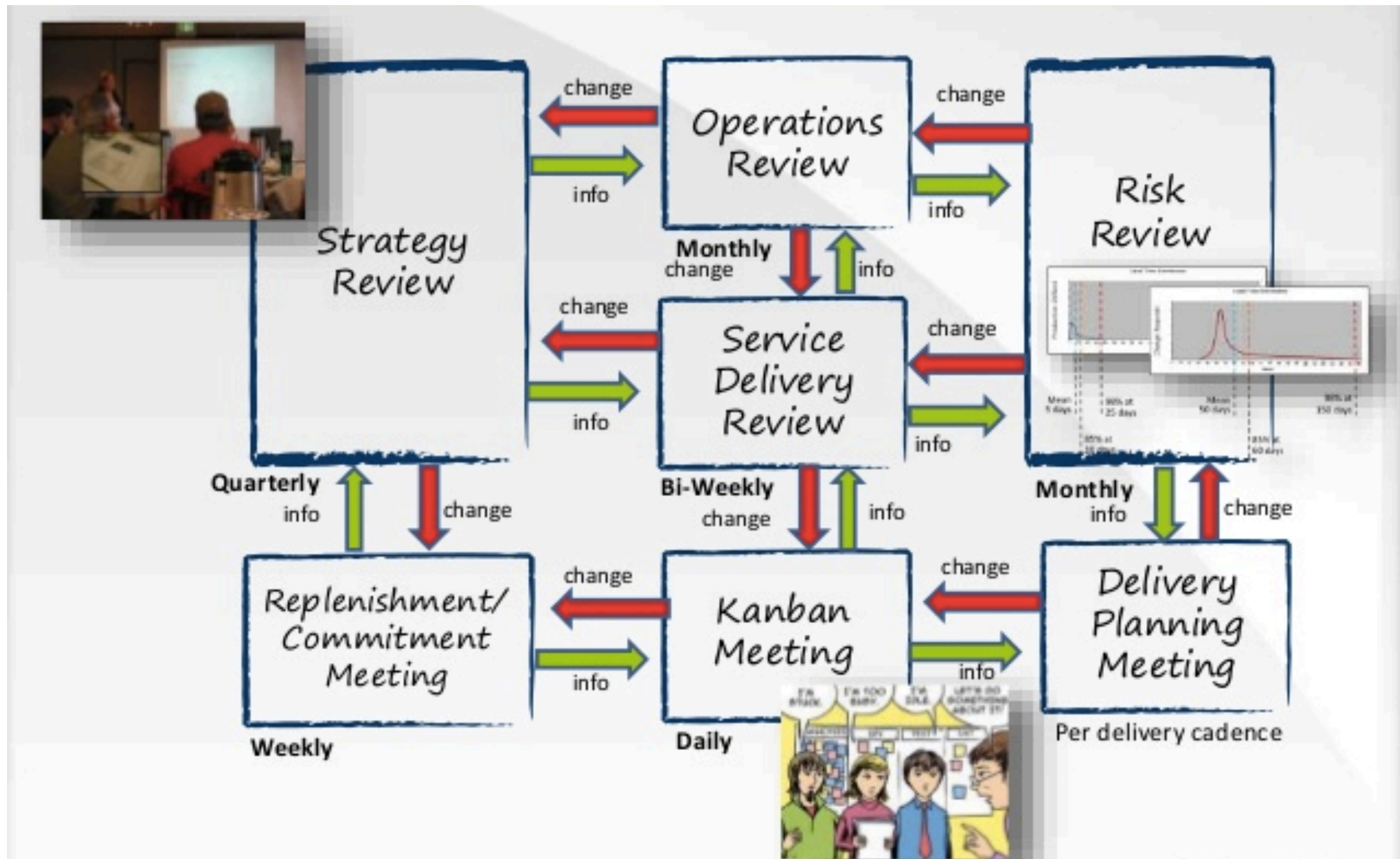
FEEDBACK LOOPS



A POSSIBLE SOLUTION



7 KANBAN CADENCES





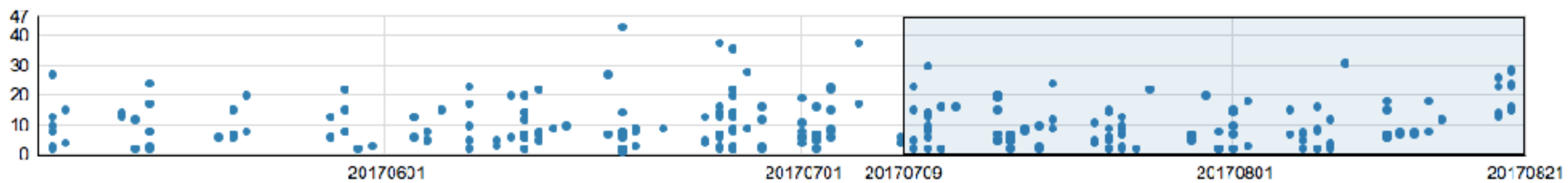
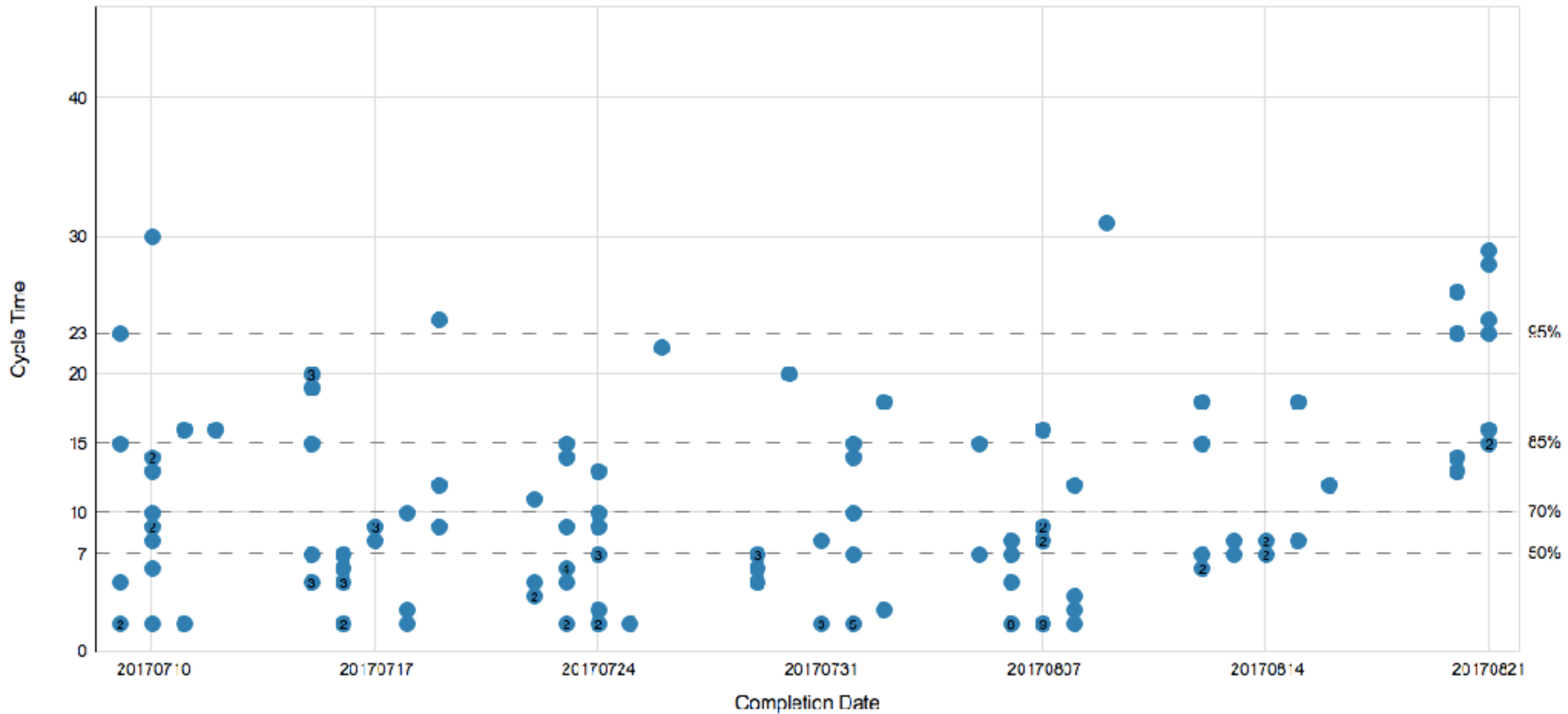
*A regular, **quantitatively**-oriented discussion between a **customer** and delivery team about the **fitness for purpose** of its **service delivery**.*



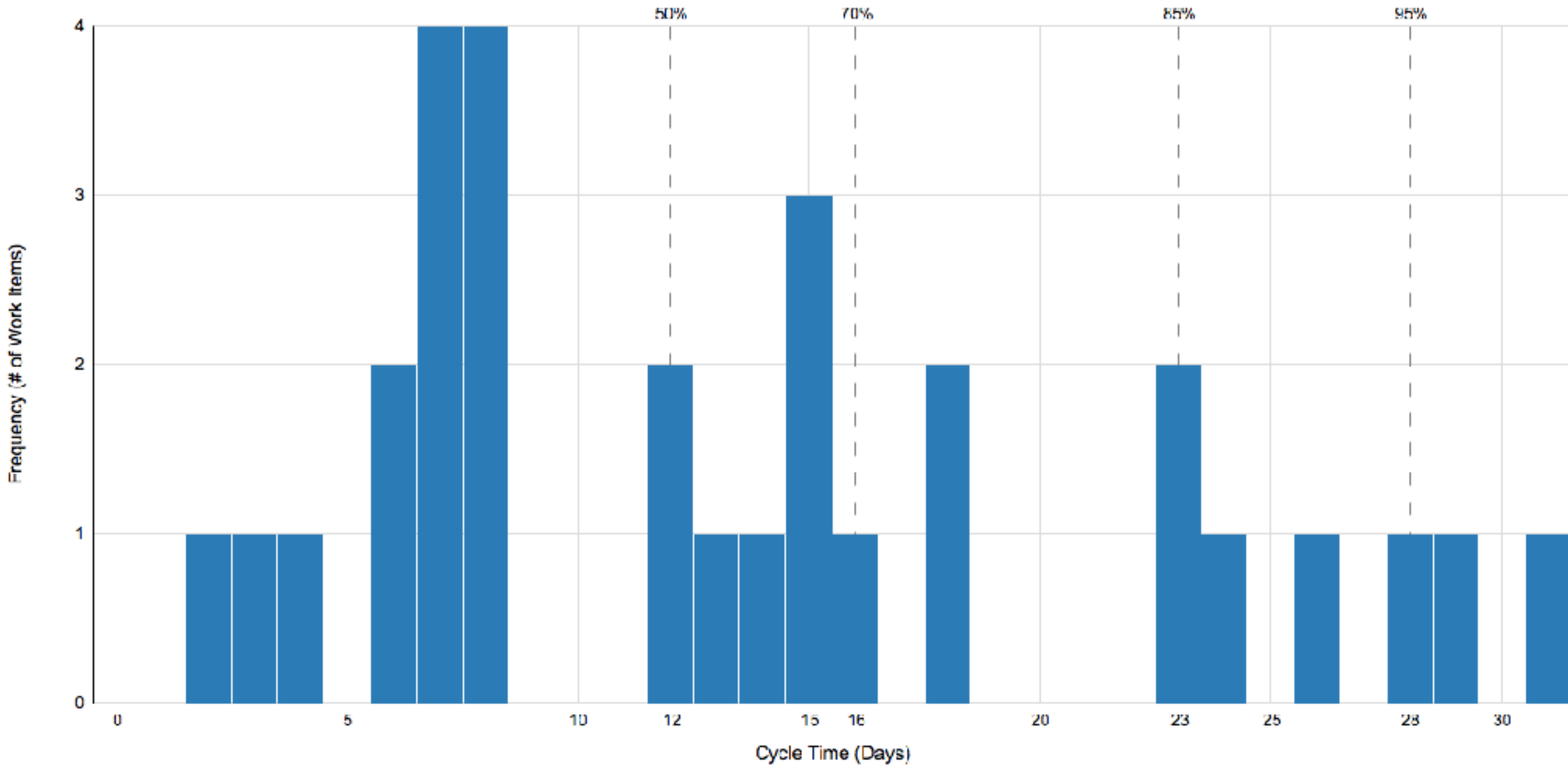
POSSIBLE TOPICS

- Delivery times and distribution
- Service-delivery expectations (e.g., 85th %ile)
- Value-demand ratio (value-add or failure demand)
- Due-date performance (fixed-date misses)
- Policy changes
- Results of fitness surveys (e.g., F4P Box Score)
- “What obstacles stand in the way of our service-delivery expectations?” (e.g., blocker clustering)

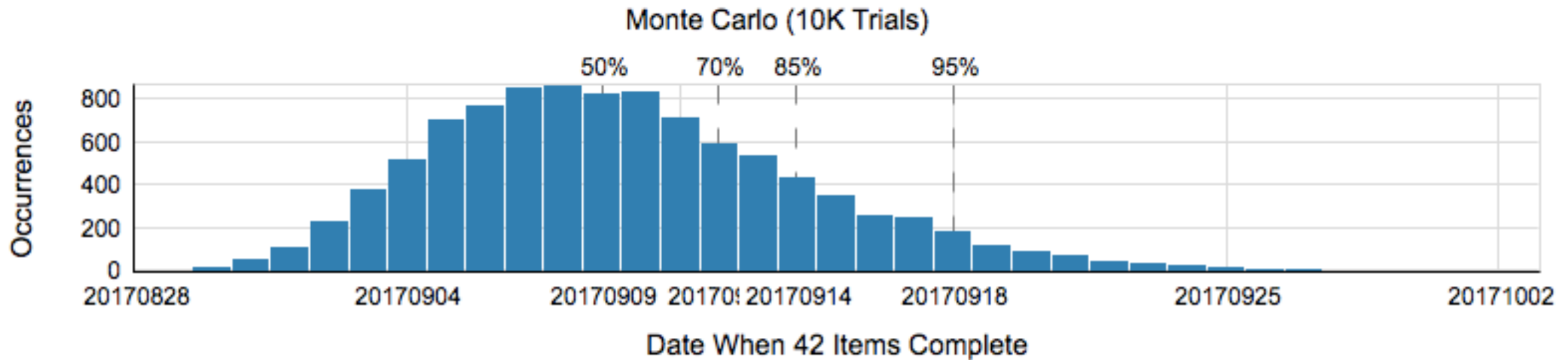
DELIVERY-TIME SCATTERPLOT



DELIVERY-TIME HISTOGRAM



PROBABILISTIC FORECAST



Aug 2017

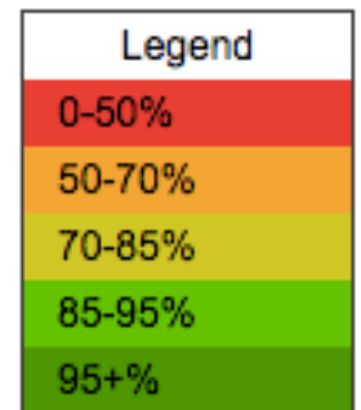
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6	7	8	9	10	11	12
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20	21	22	23	24	25	26
27	28	29	30	31		

Sep 2017

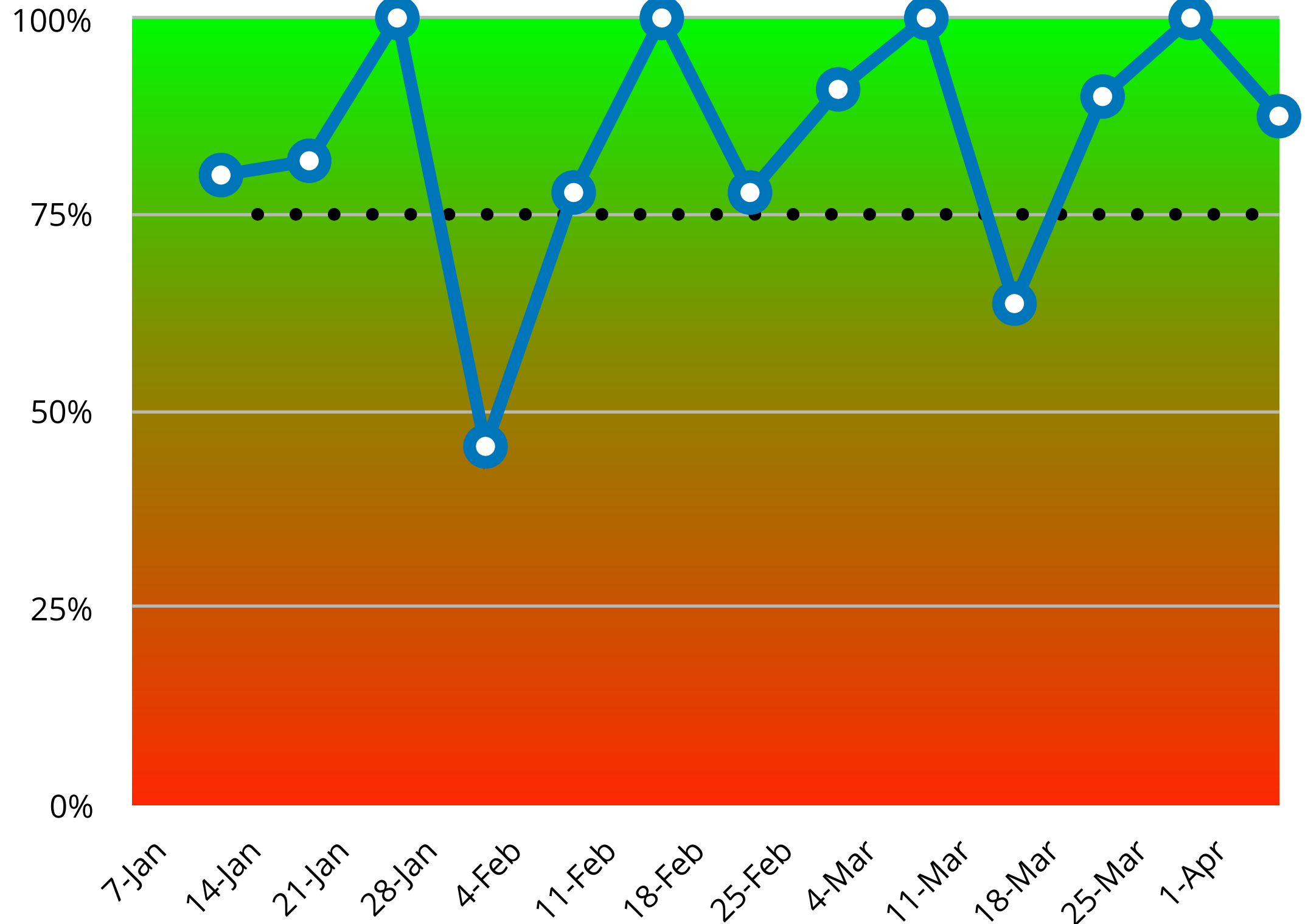
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Oct 2017

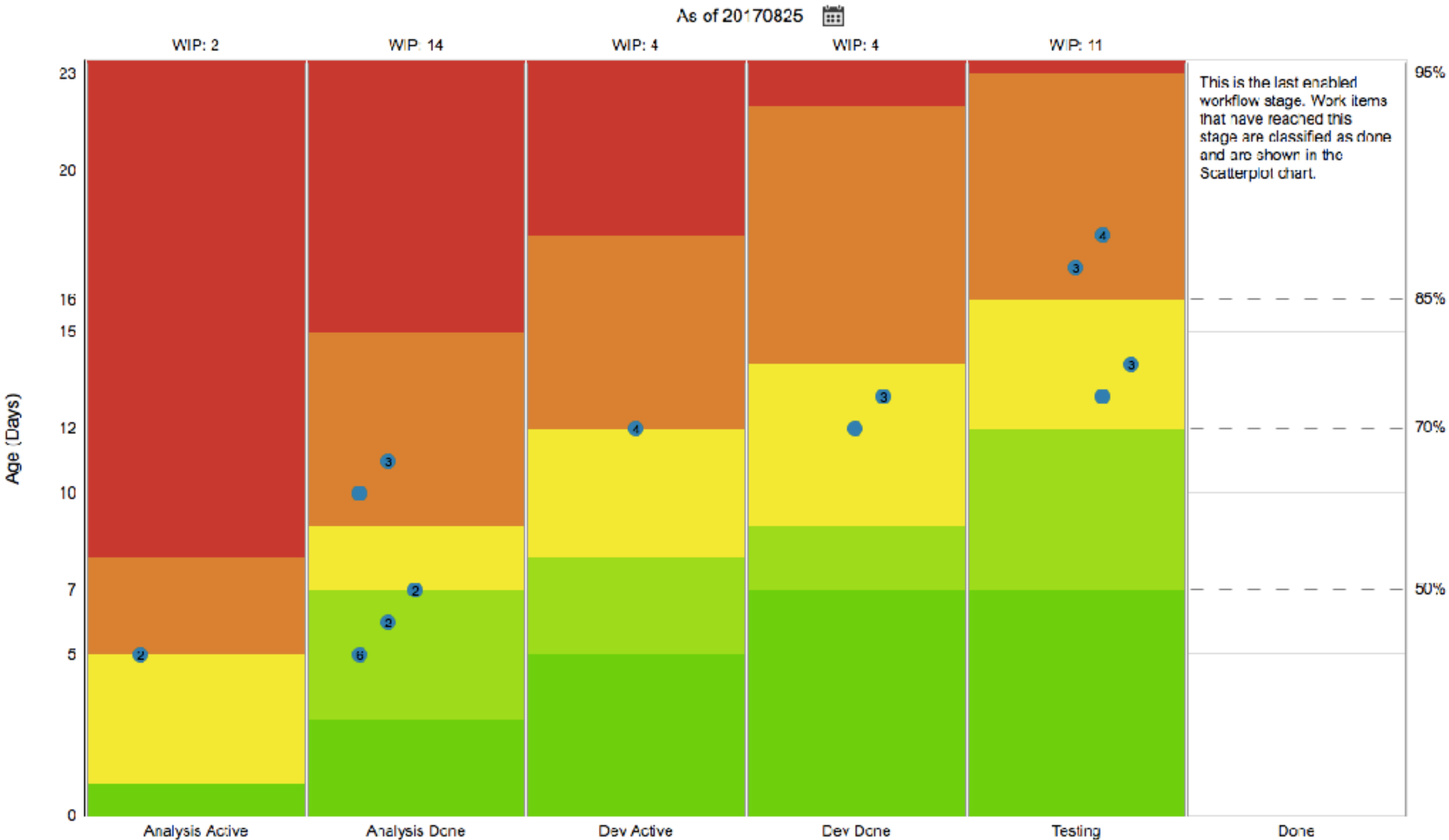
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29	30	31				



VALUE-DEMAND RATIO



AGING WORK IN PROGRESS



SERVICE-DELIVERY REVIEW CANVAS

“Is our service delivery fit for its purpose according to our customer?”

Delivery Team (single kanban):

Date:

SERVICES WE PROVIDE

*Which service requests / work items types do we accept?
What are the service level expectations of each work item type?*

FITNESS CRITERIA METRICS

*What does our customer value about our service? e.g.
Predictable delivery, quality, delivery-time expectation at 85th%*

PARTICIPANTS IN REVIEW

*E.g., Flow manager, coach, exec sponsor, Product owner,
customer(s), external stakeholders, delivery team reps*

INPUTS

DUE-DATE PERFORMANCE

How well did we do with on-time delivery of fixed-date items?

EXPEDITE PERFORMANCE

How well did we do with on-time delivery of expedite items?

STANDARD-URGENCY PERFORMANCE

*How well did we do with on-time delivery of expedite items?
Service-level expectation:*

85th percentile:

50th percentile:

BLOCKER CLUSTERS

Express largest clusters by type, count and total days blocked

ACHIEVEMENTS AND SHORTFALLS VS. EXPECTATIONS

OUTPUTS

OPTIONS TO REDUCE RISK

Or system-design changes to improve capability vs. expectations (e.g., reduce WIP)

FORECAST

Based on delivery times, our expectation that we will complete remaining work

IMPROVEMENT HYPOTHESES

We believe that <change> will result in <outcome> and we'll know because of <signal>

FEEDBACK METRICS

Service

- Team health
- Engagement
- Flow efficiency

- Delivery time distribution
- Throughput
- Due-date performance

Product

- Mean time to restore
- Code health
- Performance

- Revenue
- Usage metrics
- App-store rating

Team
(Build thing right)

Customer
(Build right thing)

BENEFITS OF A SERVICE-DELIVERY REVIEW

- ❑ Forces you to focus on customers and become fit for the purpose for which they chose you
- ❑ Sets clear standards and achievement
- ❑ Generates feedback with (meaningful) data
- ❑ Helps you understand why you fail and then align improvement efforts
- ❑ Builds customer trust and loyalty
- ❑ Improve your relationships!



93%, my love.





*Delighting customers
doesn't build loyalty;
reducing their effort—
the work they must do
to get their problem solved
—does.*



TAKEAWAYS FOR TOMORROW

- Identify and involve your customer
- Ask the “fitness” question (What do you value...?)
- Discover your services
- Establish service-delivery expectations
- Keep doing the other useful feedback loops
- Consider fitness as way to measure “agile adoption”

THANK YOU

Questions?

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