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Troy Magennis - Data Driven Coaching

Premise

Team data and dashboards can be misused and cause more pain than results. Having the team run blind to its historical data though is often worse, with solely opinions and gut-feel driving process change. Helping your teams see and understand a holistic balance of their data will give your coaching advice context and encourage team constant improvement through experiments and reflection. Coaching dashboards are about balancing trade-offs. Trading something your team is great at for something they want (or need) to improve. Having the team complete the feedback loop and confirm than an experiment had the intended impact, will process improvement be continuous and sustainable.

This session shows how to expose data to teams in order for them to retrospect productively, determine if a process experiment is panning out as expected, and to vigorously explore process change opportunities. Recent research shows strong relationships of certain metrics to process and practices, and this session demonstrates how these metrics have and can be tied to timely coaching advice.

The real-world dashboards demonstrated in this session show most common problems and how to avoid them with before and after shots and quotes from the teams impacted by them. In this session you will – Learn how you can not only gather data, but use it to improve the process, with examples! Learn how your can tie data insights to coaching advice (data driven coaching) Learn how you can detect, predict and avoid data gaming and dashboard misuse Learn from my mistakes, and mistakes I've seen others with real examples of Agile coaching dashboards (good and bad) Learning Outcomes: How to reliably expose team data for process improvement How to tie data to coaching advice (data driven coaching) How to avoiding data gaming and dashboard misuse Real examples of Agile coaching dashboards (good and bad)

Summary

- Content rating (0-no new ideas, 5 - a new ideas/approach, 9-new ideas): 7
- Style rating (0-average presentstion, 5 - my level, 9-I learned something about presenting): 5

Action / Learning

- Quote "Make a difference, not a point" - Troy
- See Windyty.com
- Quote "Never show data unless you show it compared to something else" - Edward tufte
- Quote "If anyone adjusts a stable process , the output that follows will be worse than he had left the process alone" - Deming. You can do more harm than good. Don't panic

- Check out Leankit
- Checkout Jumpplot.com
- See Bit.ly/ThroughPut
- Capability matrix - management job
- Bring in the quadrant thinking for retro - start date, end date, and type
- Find out about tableaux (product to visualize data?)
- See paper bit.ly/14eYFM2 - need to understand this better

Presentation

Presentation at: https://submissions.agilealliance.org/attachments/2394

My copy: data_driven_coaching_-_agile_2016_troy_magennis_.pdf

Also

- To understand what you can do with start and stop date (cycle time graphs): http://bit.ly/Throughput
- To understand a way to develop people - capabilities matrix: http://bit.ly/CapabilityMatrix

Notes

See duck / rabbit slide See something different

Metrics - watch for the behavior that you don't expect

People worry about being blamed / judge Don't embarrass - this results in poor data

Make a difference, not a point Only do it when you know you can make a difference

Use data to tell a story What to do next Not talking about the past This is a recording of the past

Without a story, data is boring

Windyty.com

Why do good charts work Answers - compared to what, compared to me (as long as I am driving when I see it) About trends

"Never show data unless you show it compared to something else" - Edward tufte

Ok want personal information But allow someone to select themselves

Makeover chart

Crowd sourcing stories - Twitter

What questions do we ask And then work on "compare to what"

"If anyone adjusts a stable process , the output that follows will be worse than he had left the process alone" - Deming You can do more harm than good Don't panic

For visualization work need to do as group See things differently Want to make sure people are seeing the same

Allow people to drill down into detail Explore their own data during retros etc Navigation metaphor

Jumpplot.com Height of curve is cycle time Under line is "going back"

It's too hard and we don't have the data

What could I do with just start and complete date Bit.ly/ThroughPut

MVP

Mvp vs win championship 24%

Capability matrix Ready to learn, doers, can teach other Rather quit, maybe willing to learn, yes willing to learn

Use this to build a bench Skill deficit

Managers job is to grow people

Print it out, Fill it out, don't put your name on it Anonymous gives better data

Find balance Help teams understand trade offs Think ahead Ready for future

Coaches job is to find balance Measure 4 things Quality, responsiveness, productivity, predictability - Larry macherone Have at least at one measure per quadrant Normalize by team size

Always show the four metrics together As working trade offs

Team only view of data?

Cannot be excellent in all four levels

It's about the team Divide by team size Divide by average (helps normalize for SD)
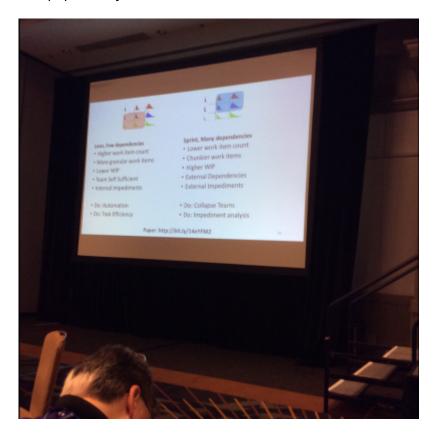
Quality If our entire did nothing else but fix bugs at our historical rate we would have X days of work Goal to keep within 10 days (or else we help you)

Compare your teams with other teams Your team highlight / rest dark No vertical axis as not important Then took away messy lines and just put in company average Allows people to see Trade some throughput to improve defect or predictability, for example

Change coaching advise See panel

Given shape of curve is there is coaching advice we can make

See paper bit.ly/14eYFM2

Message - stop telling people what they can't do Need to understand this better

~~LINKBACK~~ ~~DISCUSSION~~

[Forecast](), [Conference](), [Agile2016](), [Team](), [Data]()