

PEACH – Predictable End2End Adaptive Chains

Data Driven Coaching
More than a Framework
Philipp Fürdauer

Censored

Intro - Philipp Fürdauer



~ 8 Years RBI


Scrum Master / Agile Coach / Jira Product Owner

M.Sc. Economics

Data Driven Coaching, Flow, Kanban

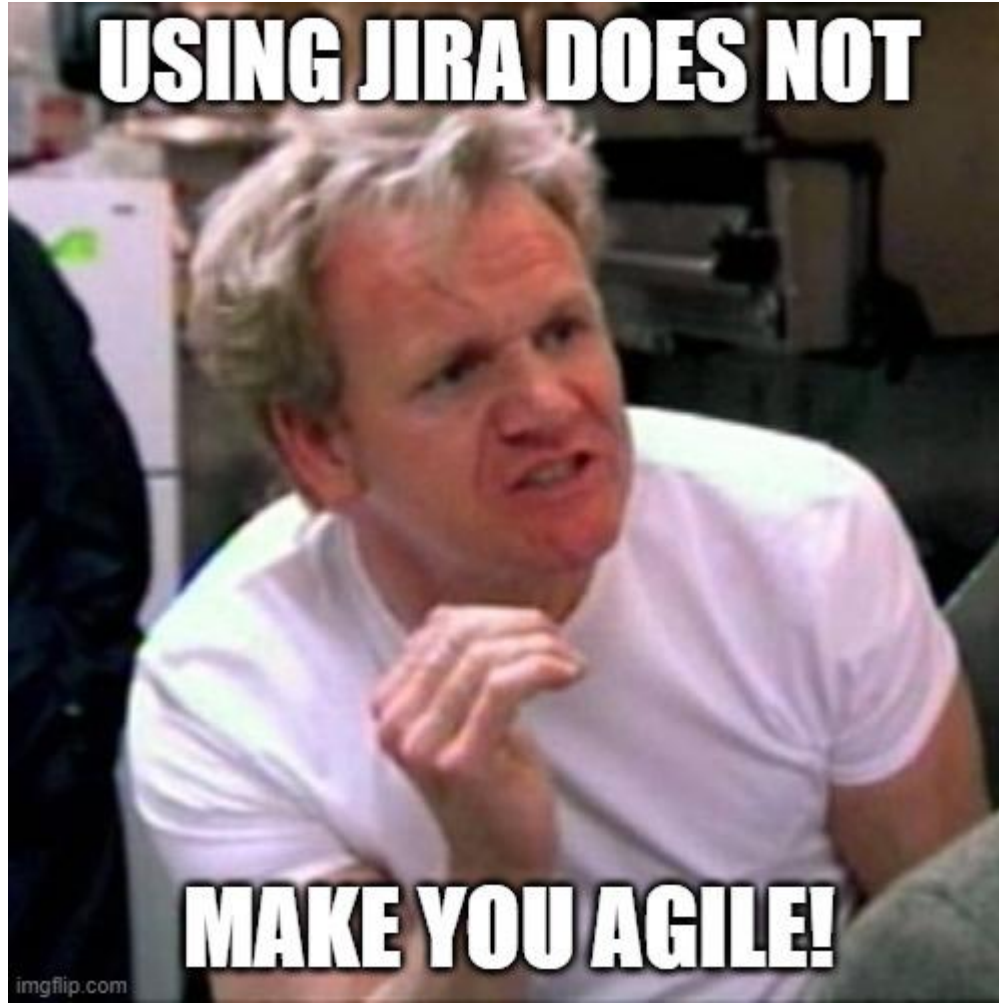
Agenda

- Status Quo & Problems in the „Agile world“?
 - Data Driven Coaching
 - Fake Prioritisation & Cost of Delay
 - Continuous Improvement
 - Jira Analytics
 - Flow Management & Implementation
-

A large, white iceberg with a sharp peak is melting in the ocean. The water is a deep blue, and the sky is a clear, bright blue. The iceberg's reflection is visible in the water. The text is overlaid on the image in a large, bold, black font.

**Dear Agile Community,
is the Iceberg melting?**

Jira



„Classical“ Scrum Board – Or Fake Scrum

SCRUM Boards

Sprint Switch sprint

0 days remaining Complete sprint

QUICK FILTERS:

TO DO 19 OF 65	IN PROGRESS 23 OF 44	REVIEW 11 OF 16	BLOCKED 11 OF 17	DONE 47 OF 49
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- > 1 issue
- > 1 issue
- > 1 issue
- > 2 issues
- > 1 issue
- > 1 issue
- > 1 issue

SCRUM

Sprint Switch sprint

0 days remaining Complete sprint

QUICK FILTERS:

TO DO 10	IN PROGRESS 9	MAX 25	DONE 68
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- > ▲ DONE 9 sub-tasks
- > ▲ DONE 2 sub-tasks
- > ▲ DONE 2 sub-tasks
- > ▲ DONE 9 sub-tasks
- > ▲ DONE 6 sub-tasks
- > ▲ IN PROGRESS 6 sub-tasks
- > ▲ IN PROGRESS 4 sub-tasks FLAGGED
- > ▲ IN PROGRESS 1 sub-task
- > ▲ DONE 10 sub-tasks
- > ▲ IN PROGRESS 11 sub-tasks
- > ▲ DONE 11 sub-tasks
- > Other Issues 5 issues

„Classical“ Kanban Board

Board 

Kanban board

QUICK FILTERS: 

BACKLOG 412 OF 683

TO DO / OPEN 66 OF 97 **MAX 20**

IN ANALYSIS / READY 9 OF 15 **MAX 5**



IN PROGRESS 40 OF 237



BLOCKED 23 OF 106 **MAX 10**



WAITING / PENDING 10 OF 45 **MAX 10**



IN REVIEW / DEPLOYMENT 33 OF 61



DONE 4 OF 11058 [Release...](#)



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

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

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

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

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

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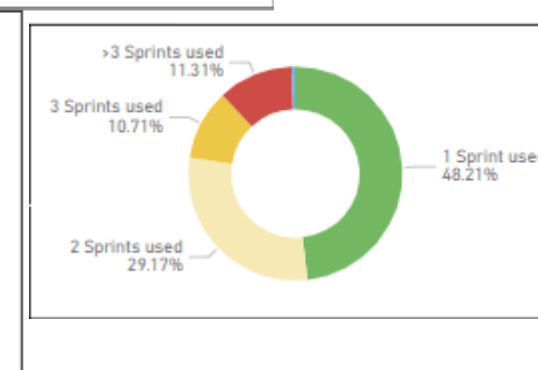
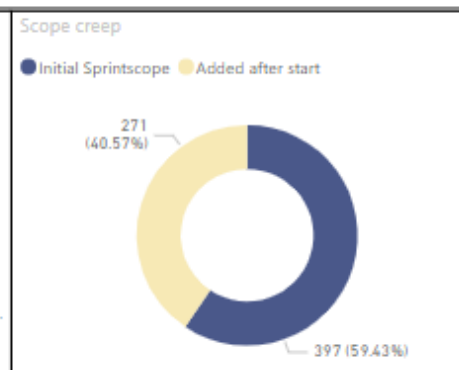
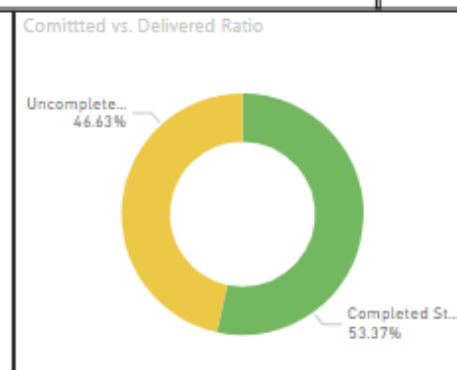
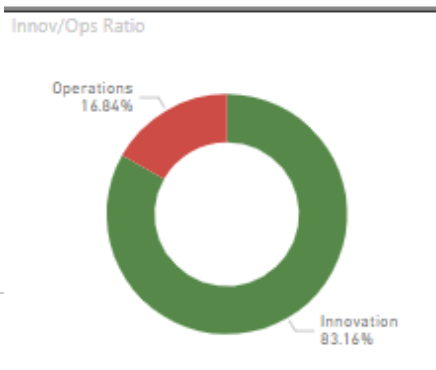
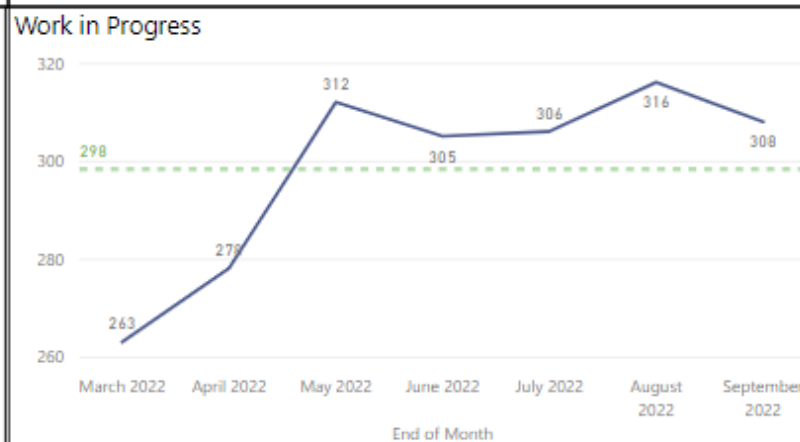
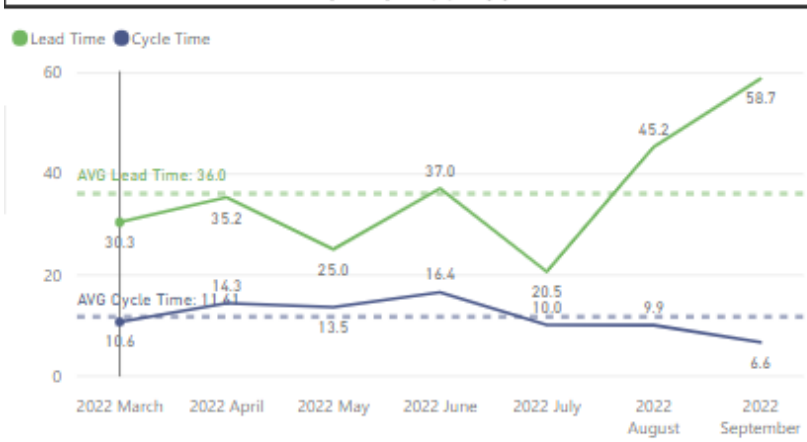
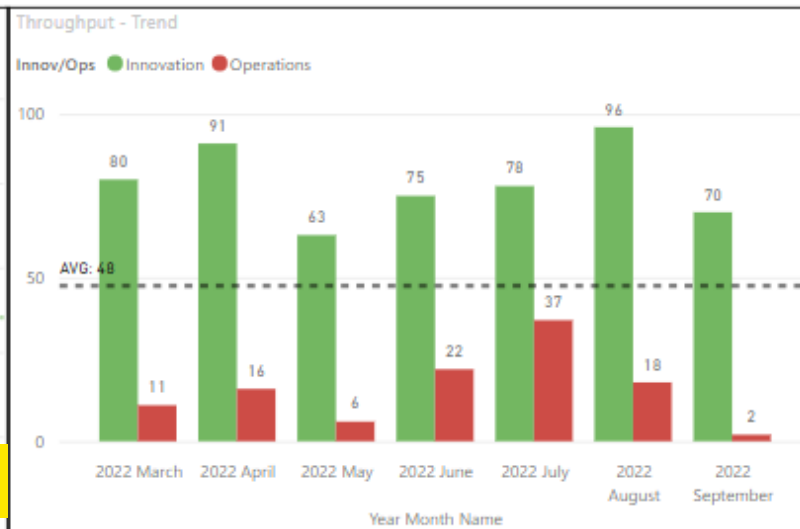
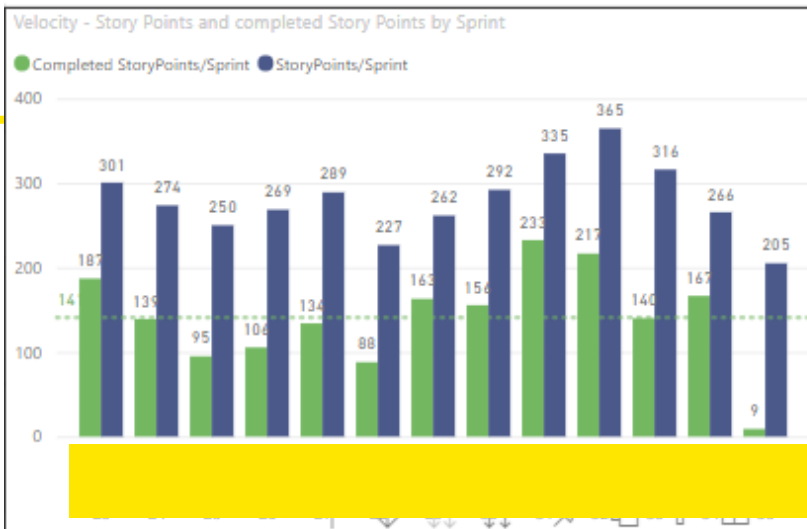
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We're only showing recently modified issues.
[Looking for an older issue?](#)

Advanced Overview last 6 months

Problems?



Problem Statement – What are our actual Problems?

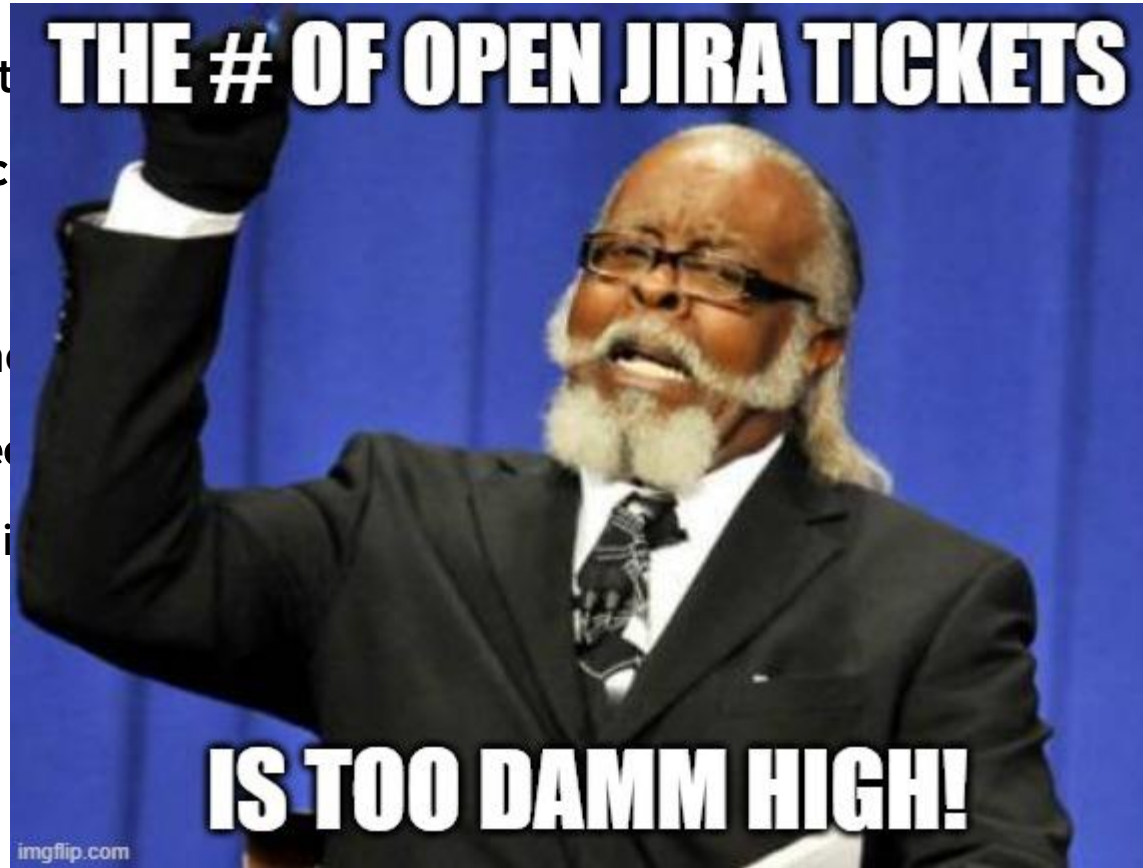
„Provocative“ assumption

Commitment, Focus

Flow Management is not

Result => busy people

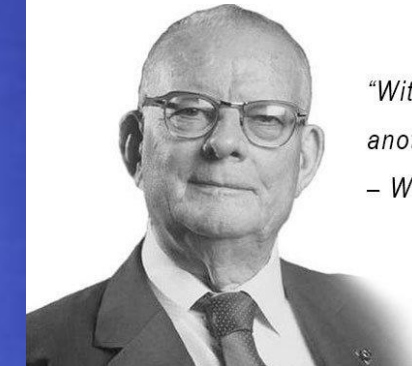
Work in Progress is



ing is important & urgent

November 2020

inish



“Without data, you’re just another person with an opinion.”
– W. Edwards Deming

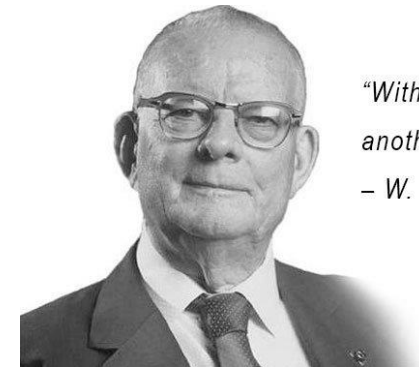
Problem Statement – What are our actual Problems?

Transparency, Predictability and Awareness is essential – but Lacking

Teams don't know what they „really“ can deliver and if they are continuously improving

„Pushing“ that new „Features“ will get startet, creates exactly the Wrong trend! => **overcommitting**

Management should expect & accept stable delivery (Velocity/Throughput) from teams



*“Without data, you're just
another person with an opinion.”
– W. Edwards Deming*

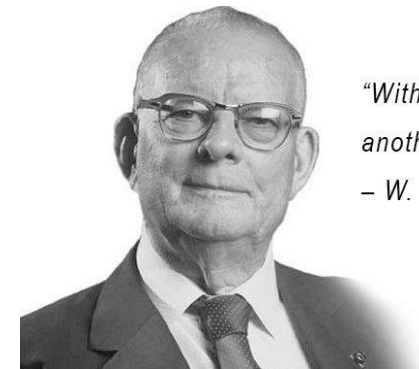
Problem Statement – What are our actual Problems?

Lack of Data/Metric driven decisions – „can we even get this done?“ Is replaced by „When is it done?“

Upskilling of Management, Teams & Stakeholders to understand value of Metrics

Lag Goals – normally we only focus on lack goals (e.g. Go Live) and then realize that we did not reach the Goal

Focus on Lead goals to move in small steps towards a „Lag Goal“ – continuous feedback



*“Without data, you’re just
another person with an opinion.”
– W. Edwards Deming*

Data Driven Coaching

“Safely turning team data into coaching insights” ©Agile Alliance

Data Driven decisions instead of gut feeling

Main Goal => help teams to inspect and identify areas for improvement

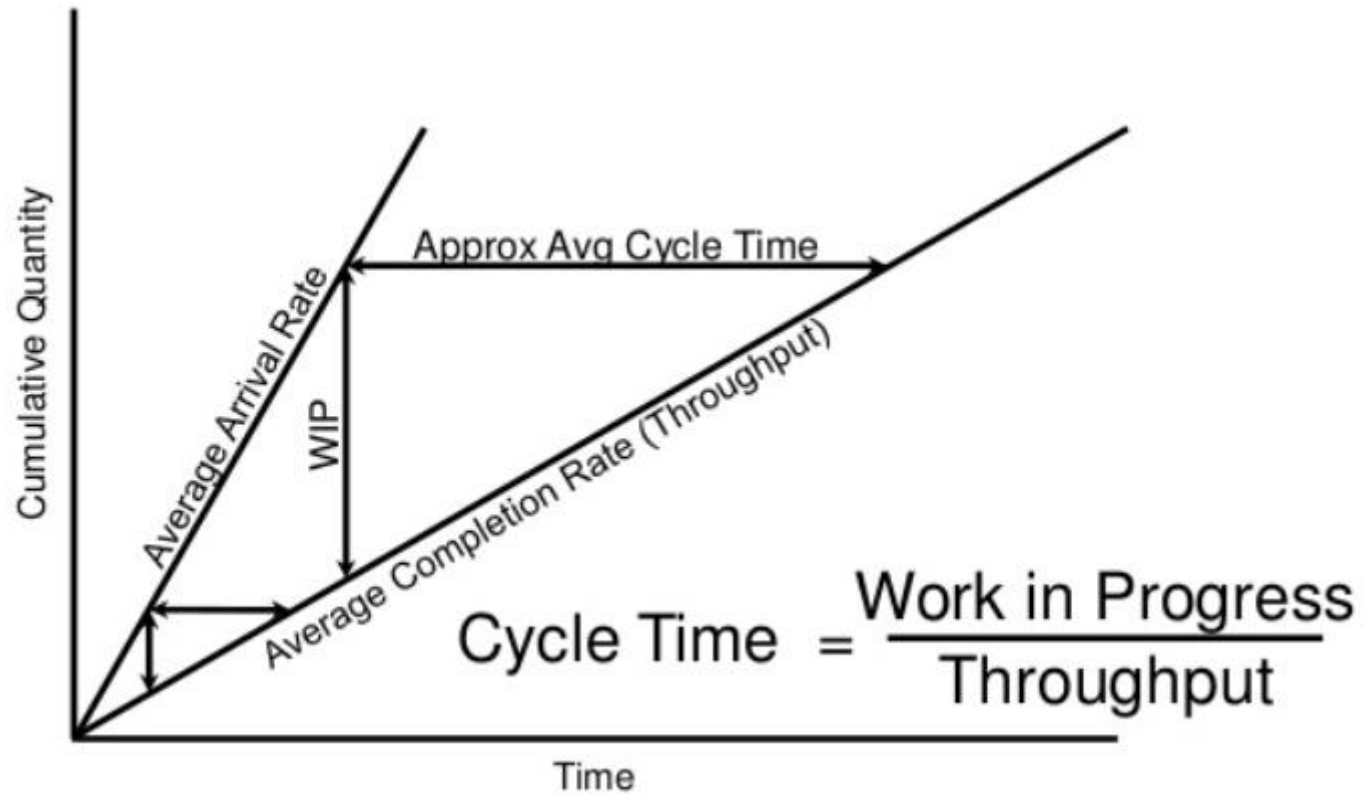
We as „Coaches“ need to understand our Data

Collect, Learn, understand and Explain

Trends > single Metrics (no Focus on e.g. Velocity)

Which Questions & Conclusions are we able to ask based on Data?

Little's Law – Flow Metrics



Focus on trends over time! **Data driven decisions instead of gutt feeling**

Can we answer those questions? – We want to become better

When will it be done?

How much does it cost?

Which Value does it bring?

Can we quickly validate an assumption?

Are we track? Do we Win?



BETTER WAS...

FASTER

CHEAPER

MORE DELIVERIES

FEWER DEFECTS

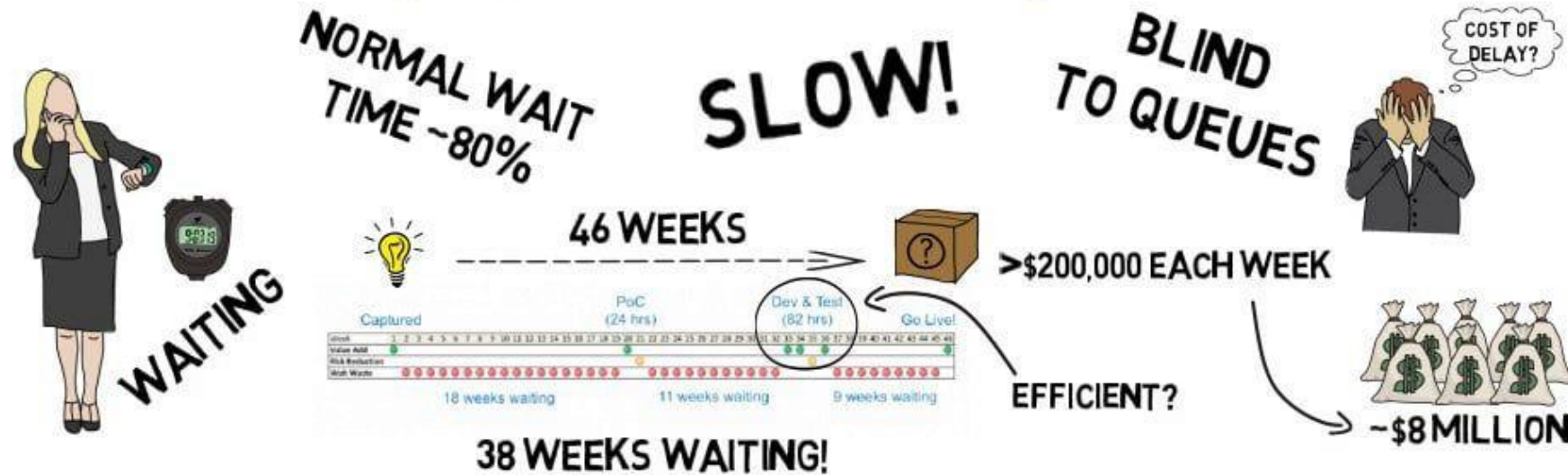
LESS RISKY

⇒ **FAKE Agile = „Slow“ + Real Costs**

⇒ **So Stop wasting Money!**

Fake Prioritizing leads to Cost of Delay

UNDERSTANDING COST OF DELAY:



1. DECISION-MAKING



2. PRIORITIZATION



3. FOCUS



COST OF DELAY IS A WAY OF COMMUNICATING VALUE AND URGENCY

BLACKSWANFARMING.COM

Why is balancing your Work in Progress so essential?

Do you calculate

= Flow?

Investment:

6 FTE = $200 \times 6 \Rightarrow 1200$ PDs $\Rightarrow 100$ PDs / Month (Costs ~ € 100.000 / Month)

Return:

1 Story € 10.000 $\Rightarrow 10$ Stories / Month \Rightarrow € 100.000

How can we qu

12 Stories / Month \Rightarrow € 120.000

If the whole tea

20% higher ROI

= Busy People

Every Item in th

8 Stories \Rightarrow € 80.000 = Loss

Costs money

How will the Return on Investment Change?

We want \Rightarrow Reduced Average Cycle Time / Issue \Rightarrow Lower Cost per Issue (Epic/Story/...)

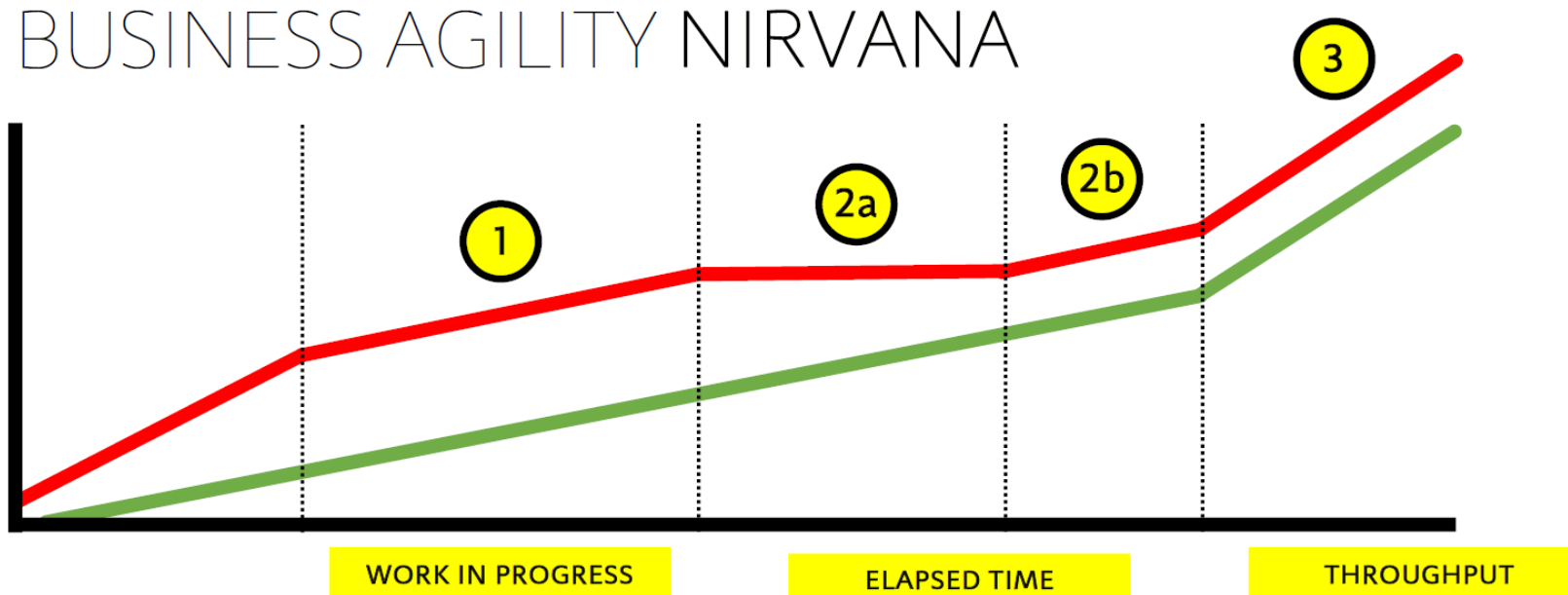
We need to shift from „Busy FTE“ \Rightarrow towards „Delivering Teams“

Continuous Improvement – Journey

We need to understand and ensure continuous flow - We need to work on continuously improving our flows

Looking at your „Cumulative Flow Diagram“ will tell you at which „stage“ you are currently

You start where you are – at „Level 0“ and improve Step by Step (1 – 2 – 3)

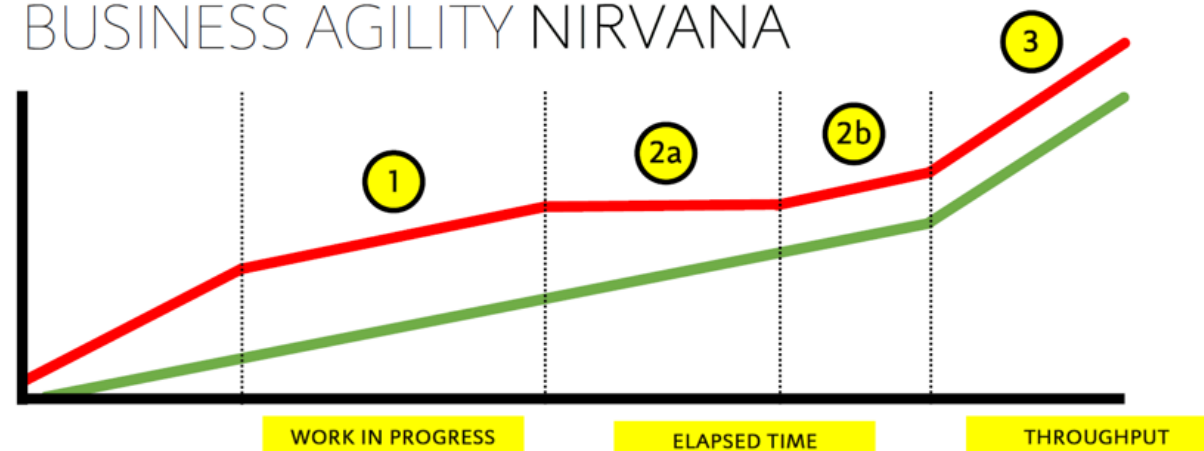


BUSINESS AGILITY TAKES A LONG TIME TO EMERGE
REMEMBER WHAT PHASE YOU ARE IN & MAINTAIN FOCUS

Focus Areas & Key Metrics

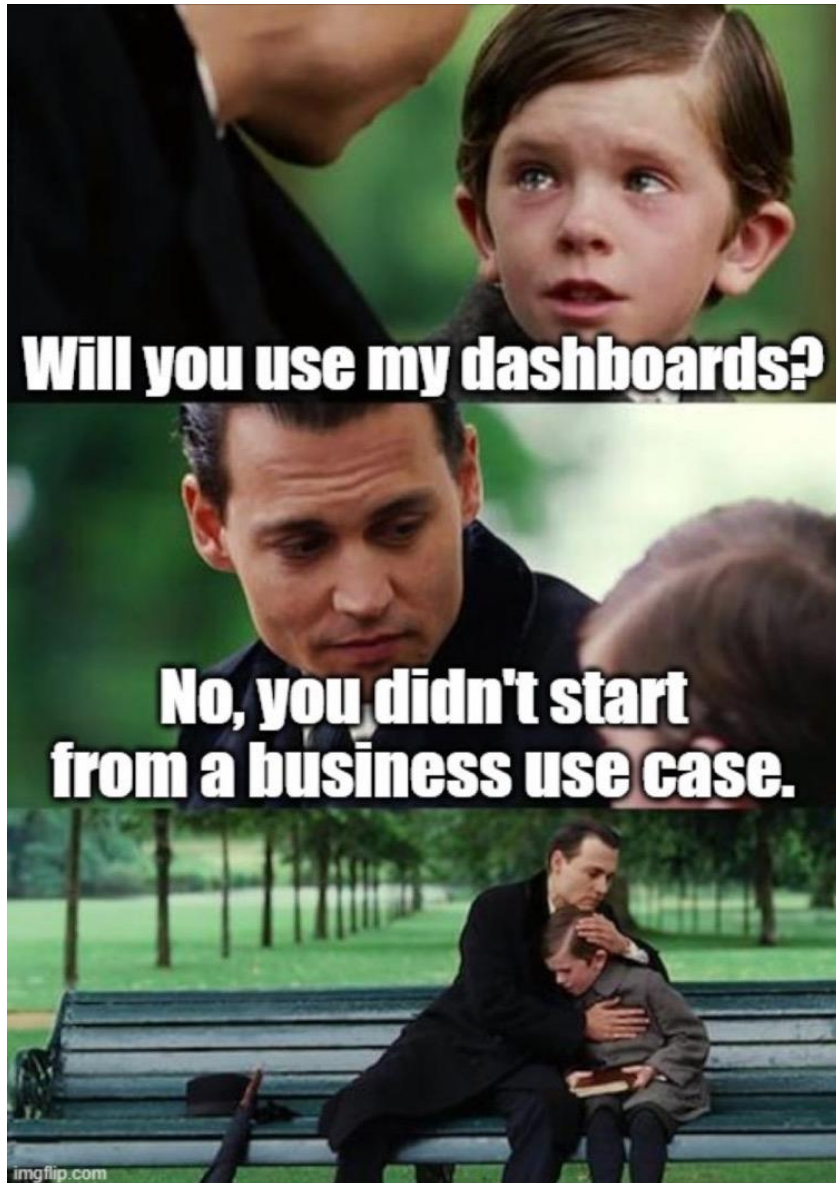
Focus Area	No Focus	Stability	Process	Capability
Key Metric	None	Work in Progress	Cycle Time	Throughput
CFD*	0 - opens up	1 - parallel	2 - narrower	3 - steeper
Level	Zero	Basic	Advanced	Expert

BUSINESS AGILITY NIRVANA



*Cumulative Flow Diagram

My mistake / mistakes



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Jira Power BI Analytics & Prediction Dashboard

Pages
File Export Share Chat in Teams Get insights Subscribe Edit
🔄 📄

Navigation	Data Driven Coaching - in a Data Driven Organisation	Contact Persons	Data Refresh
Start by filtering before entering the next pages:	JIRA Analytics & Prediction	Philipp Fürdauer Alexander Sattler Hannes Nirnberger	Refresh is done daily over night
Project All	Purpose: Turning Data into Coaching Insights	What is in it for you?	Introduction & Manual
Stream/Team All	Help your team to identify areas for Improvement , but avoid just looking at only one Metric. Observing Trends is key, only one number will not be your answer to any question. We measure teams and not Individuals.	Stakeholders expect Teams to become faster, cheaper, more delivery, fewer defects and less risk. Famous questions like "When is it done?" "How much does it cost?" arise - Basically all replies will be guessing or huge Estimation Effort. What they actually mean with this - they would like to have a stable Team or System which is Predictable!	Please find more Information here! Data Driven Coaching - Introduction Data Driven Coaching - Good Habits Here you can find a Manual for the Reports. Videos for the specific Reports will be available soon!
Application System All	How do I start?		
	The best way to start with Data Driven Coaching is to get your Jira Data up to date. For this purpose the "Aging Work in Progress" chart is very helpful. Integrate the Chart in your Daily or Planning to benefit. Make it a Habit!		
Continuous Improvement	PEACH – Predictable End2End Adaptive Chain	Going Beyond	Adaptive Settings
The Continuous Improvement Journey starts with Focus on Work In Progress. We need to establish a stable Velocity / Stable Throughput first. Reduce the amount of items you work on in parallel to speed up your System!	Little's Law will provide us here Guidance how to manage your Flow! $Average\ Cycle\ Time = Average\ Work\ in\ Progress / Average\ Throughput$ Using the Metrics below you can improve your Process significantly! On the Scatterplot you can see how predictable you are, by using the Percentiles.	After Improving your Process it becomes clear that the focus should shift towards Upskilling, Prediction, Capabilities and technological Improvements. Increasing the Throughput is the final stage of the Continuous Improvement Journey	Agile Delivery
This is the Foundation of Data Driven Coaching! Without this your Team is not predictable and Forecasts not reliable!	On the Advanced Level we Focus on Cycle Time		Cleanup
			Those Charts support in cleaning up Jira. You can check if there are still issues open in an Epic, Release & Backlog
Basic	Advanced	Expert	Backlog Review
Work in Progress	Trends	Throughput	Epic View
Scatterplot	Status Aging	Little's Law	Release View
	Overview	Aging Work in Progress	Backlog View

Work in Progress – Down 😊

Work In Progress - WIP Run Chart

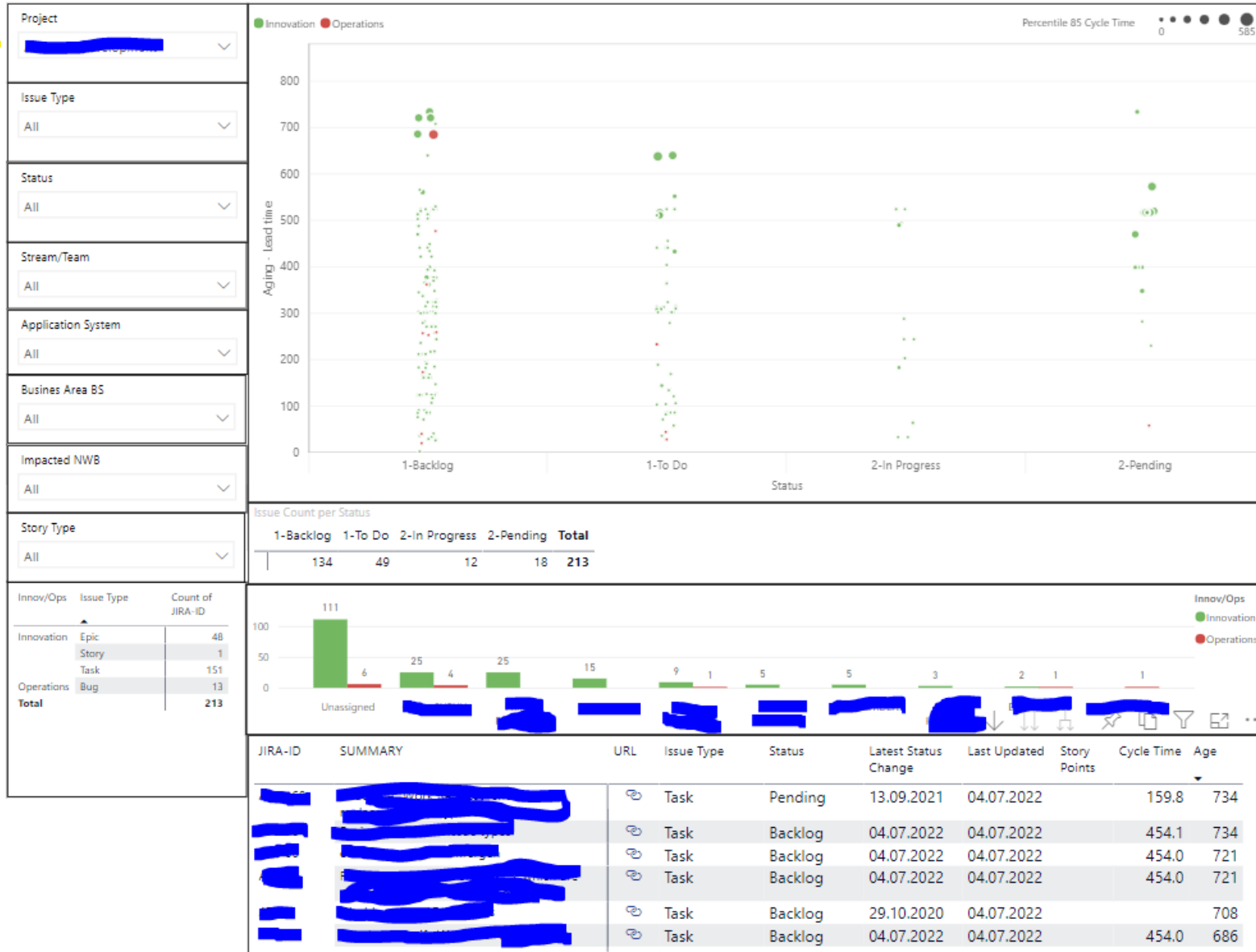
Count Project

99



Aging

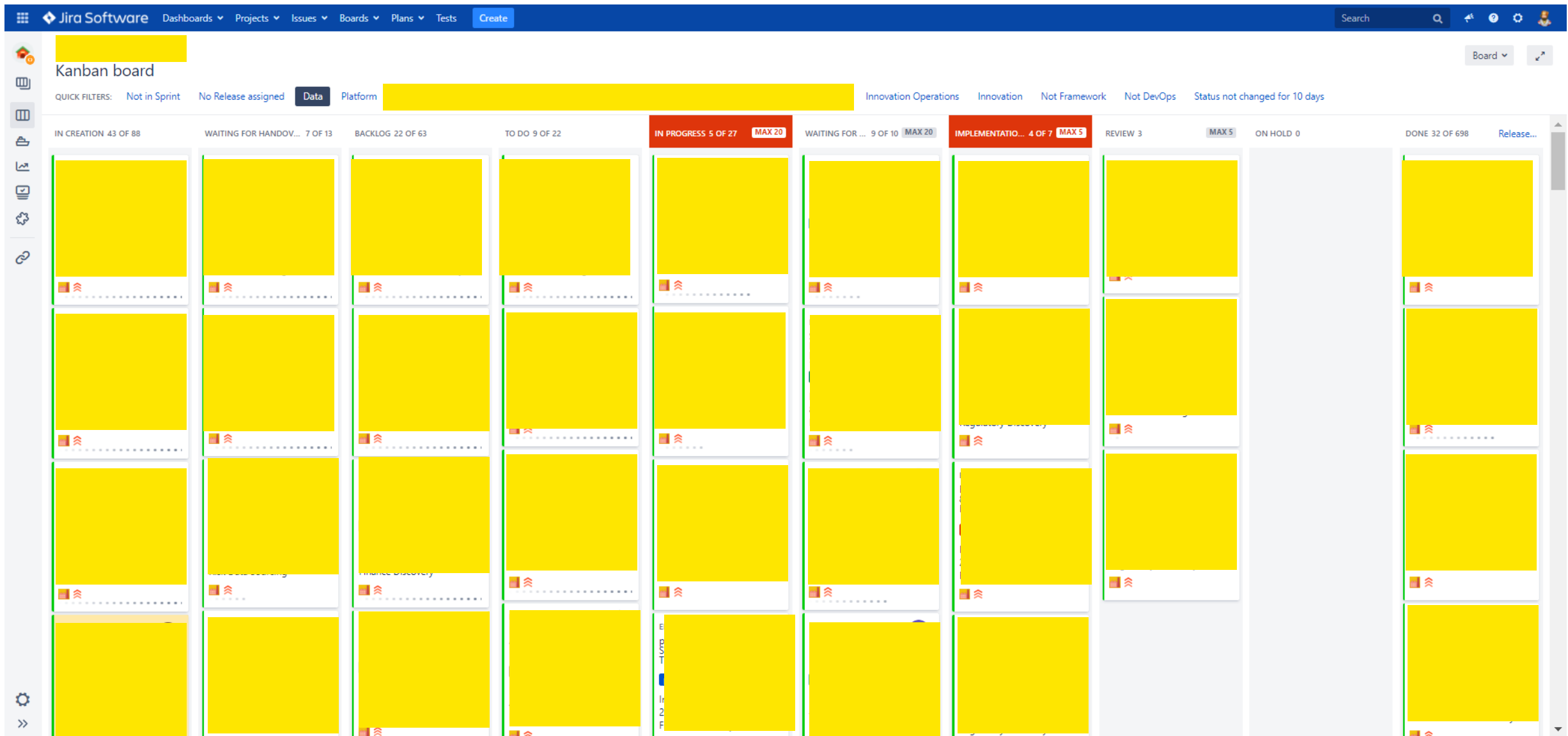
Aging Work in Progress



Peach – Implementation aka Optimisation for Flow

Learning Organisation	Throughput	Capabilities	Habits	Reflect your Data	Understand Data	Use Data
		Power BI	Governance	Definition of Done	Team Agreement	Impediments Backlog
Flow	Cycle Time	Process	Delivery Boards	Story Boards	Epic Boards	Flow Boards
		Visualisation	WIP „Balance“	Jira Quickfilters	Jira Card Layout	Improvement Backlog
Transparency	Work in Progress	Stability	Jira Workflows	Status Harmonisation	Active / Passive	Categories
		Jira	Data Quality	Issue Types	Innovation	Operation
Peach Pillars		Focus Area	Rules	Doing		
Key Metric		Tool				

So far the Theory, but how can we apply PEACH now?



The screenshot shows a Jira Kanban board with the following workflow stages and item counts:

- IN CREATION: 43 OF 88
- WAITING FOR HANDOV...: 7 OF 13
- BACKLOG: 22 OF 63
- TO DO: 9 OF 22
- IN PROGRESS: 5 OF 27 (MAX 20)
- WAITING FOR ...: 9 OF 10 (MAX 20)
- IMPLEMENTATIO...: 4 OF 7 (MAX 5)
- REVIEW: 3 (MAX 5)
- ON HOLD: 0
- DONE: 32 OF 698 (Release...)

Quick filters include: Not in Sprint, No Release assigned, Data, Platform, Innovation Operations, Innovation, Not Framework, Not DevOps, Status not changed for 10 days.

Optimize for Flow - Flow Efficiency



Can we answer those questions? – We want to become better

BETTER WAS... FASTER
CHEAPER
MORE DELIVERIES
FEWER DEFECTS
LESS RISKY

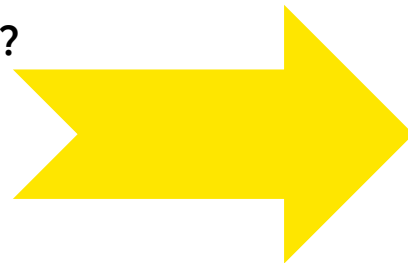
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Do you know if your Team performs better?

How do you know if we improved?

Is the Team busy or are they „delivering“?



WHAT COMPANIES
REALLY WANT IS A MORE
PREDICTABLE
PROCESS THEY CAN TRUST

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PEACH – Predictable End2End Adaptive Chain

Make Teams Predictable & stable by using Flow Management and Kanban Metrics

Why are we using Agile Frameworks? – We want to become „better“

Peach aims for „Performance“ improvements, to increase ROI through Focus and shorter cycles times

Peach makes impediments transparent – unblocking teams is essential to enable their potential

Peach has three Core Pillars – Brutal Transparency / Managing Flow / Learning Organisation

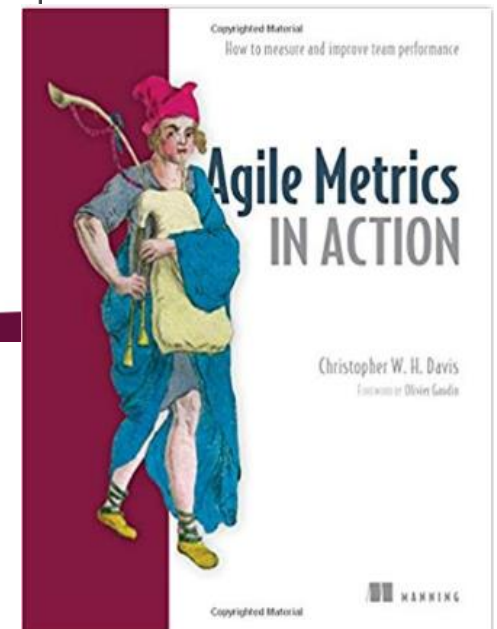
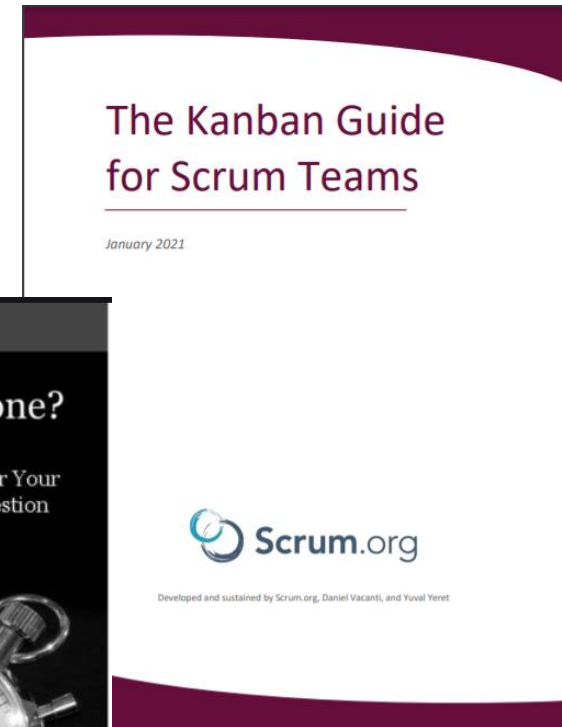
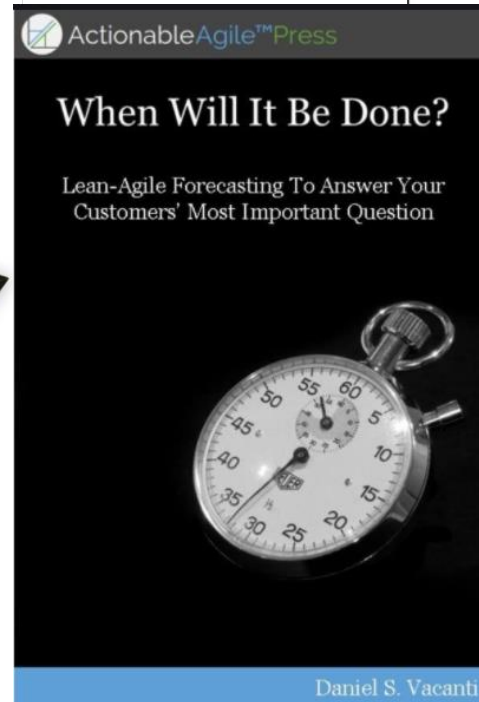
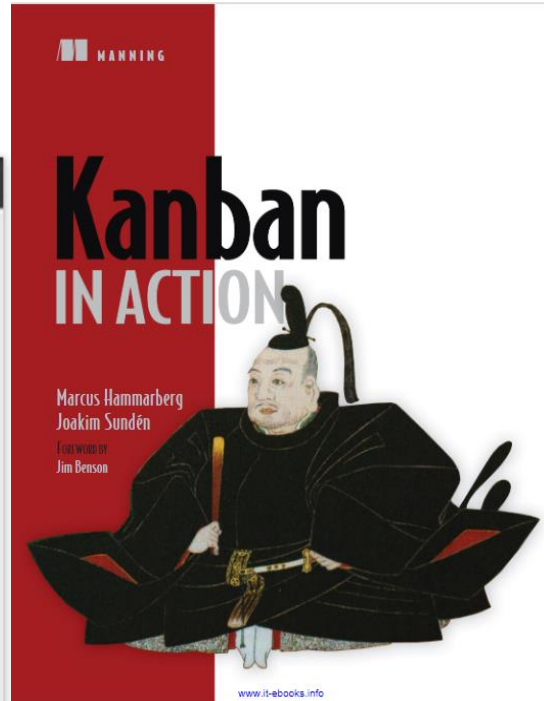
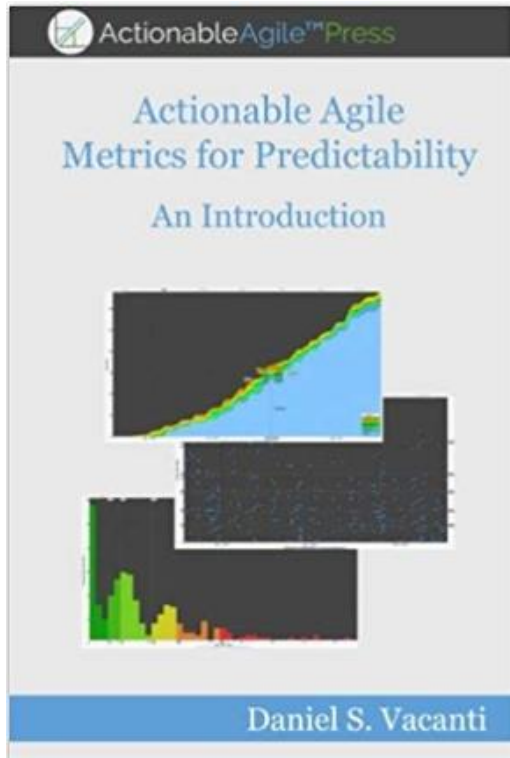
Transparency - Jira Analytics Power BI Dashboard + Jira Visualisation of your Work (Unplanned Work, Waiting times)

Manage the Flow – start finishing, unblock teams impediments and enabling their potential

Learning Organisation - Peach aims for fact based continuous Improvement

Goal – increase Focus, reduce Work in Progress & Improve Delivery

Further Reading



<https://www.scrum.org/resources/suggested-reading-professional-scrum-kanban>

CHANGE THE BANK



WE MUST!

Thank you
