

# MEASURING PERFORMANCE

Quantifying the Work of a Scrum Master

Agile Tour Vienna  
14 September 2023



Vienna, Austria



France, Germany, UK, USA



Interim Scrum Master

Agile Coach | Consultant

Change Manager

Trainer & Workshop Facilitator

Organisational Developer

Social Impact Entrepreneur



**Stephanie Gasche**



[www.gasche-consulting.com](http://www.gasche-consulting.com)



[/stephanie-gasche](https://www.linkedin.com/company/stephanie-gasche)

Every Scrum team must have a  
Scrum Master!



This is the impact we are expecting  
from a Scrum Master!

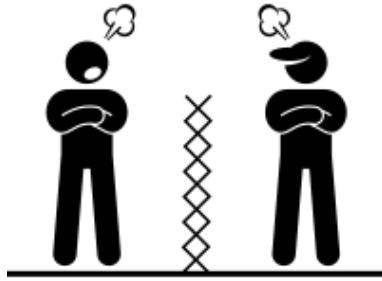


And how would you measure that impact?



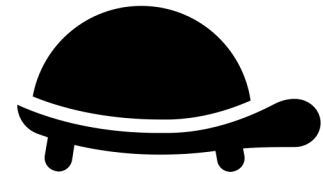


# Why *not measuring impact* is a problem:



wrong person filling the role

Agile Transition not moving forward



good Scrum Masters getting frustrated



„Ilan the Scrum Master“ on YouTube

„accountable for the Scrum Team's effectiveness"

Facilitator



Change Agent

Servant Leader



Facilitator

Metrics 1-5

## Metric #1

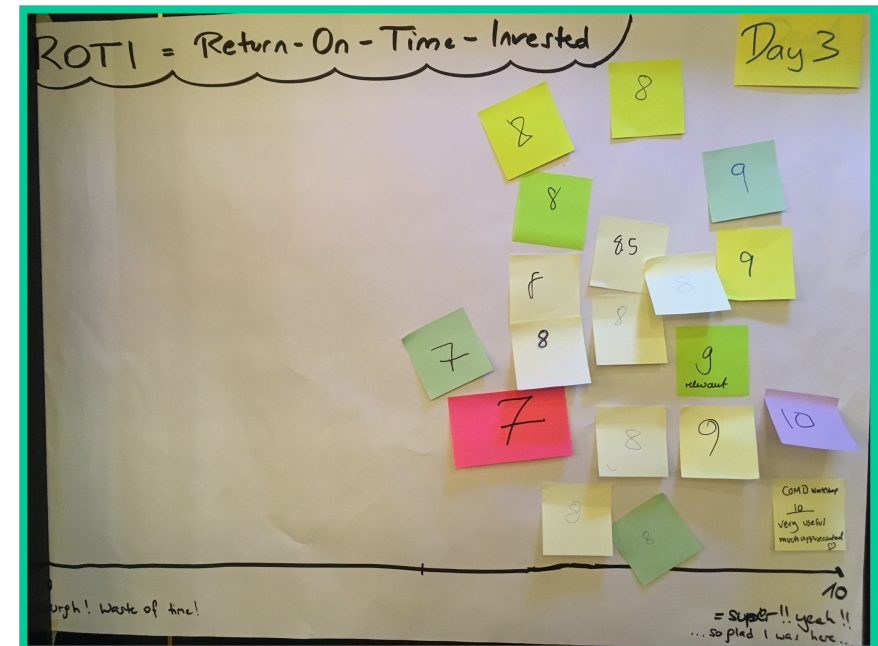
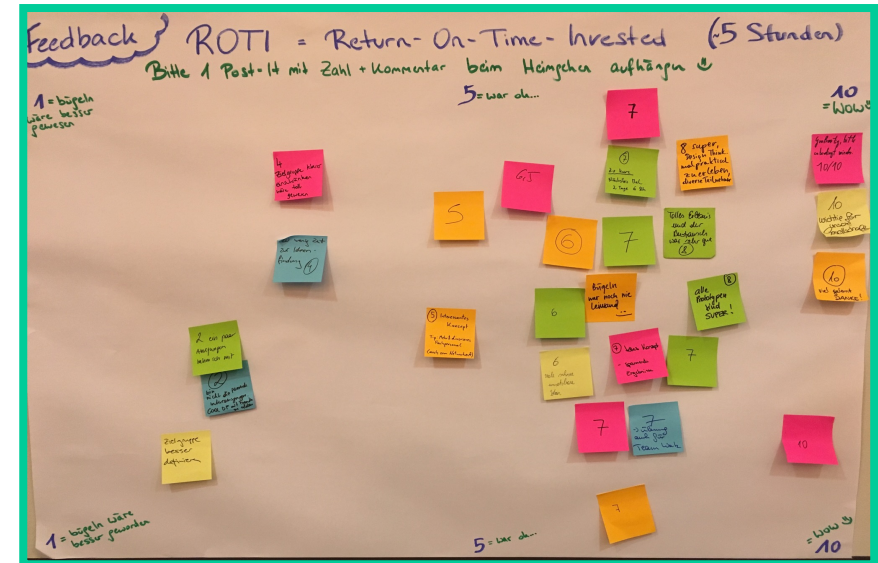
Increase of meeting effectiveness

**Option 1:** measure the trend in Return-On-Time-Invested (ROTI)

Option 2: keep a tally counting the participation of each team member

## Facilitation of meetings and learning impact

NEED OTHERS



Scrum Master

Metric #2

## What?

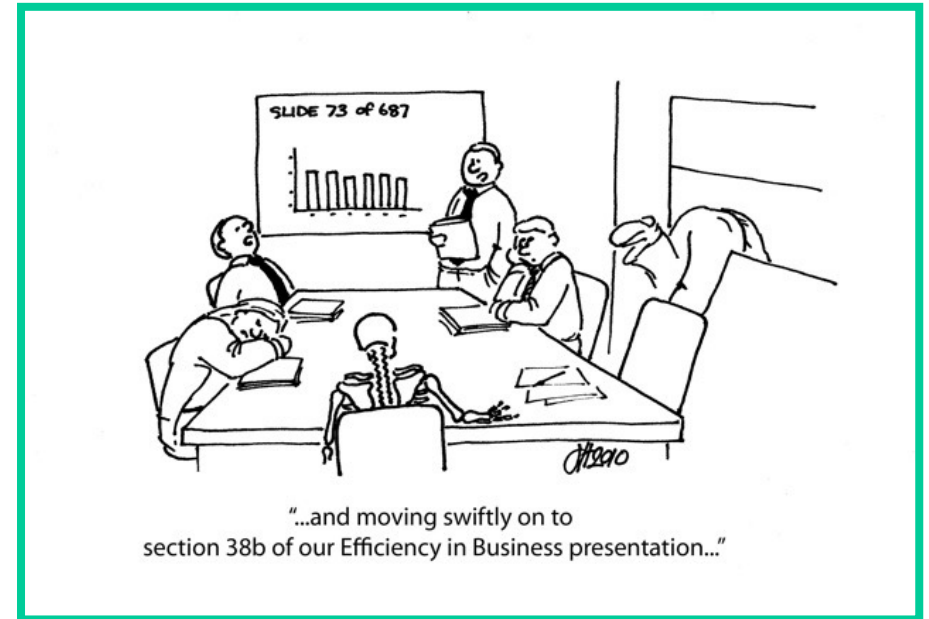
Increase of meeting efficiency

## How?

Cost of the average team member \* minutes saved due to more focused meetings

## Why?

Shows how much money the Scrum Master is saving the organisation by facilitating meetings



DO IT YOURSELF

NEED OTHERS

## Scrum Master

### Metric #3



**What?** Rise in the team's bus factor

**How?** Watch the increase of knowledge on the team's Skills Matrix over a dedicated time period

**Why?** Impact of facilitation of know-how transfer and learning

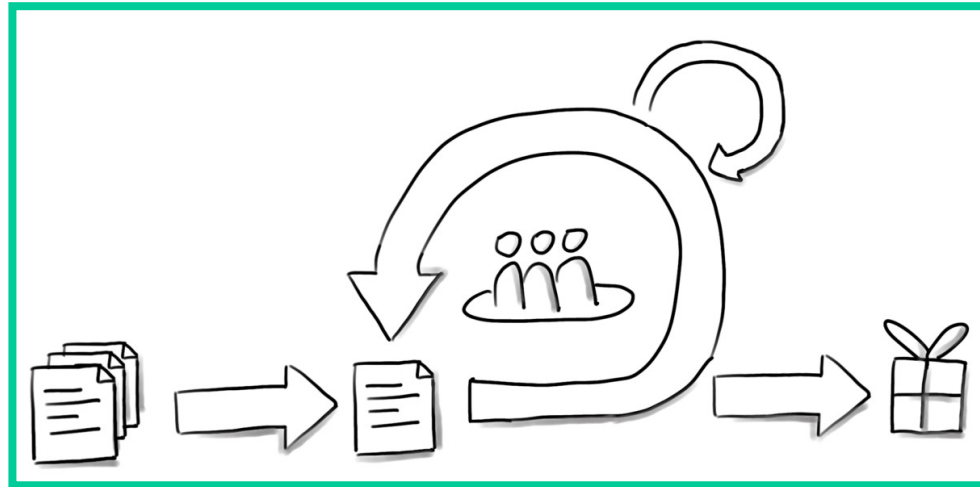
Team Competency Matrix (Example)

		John	Emma	Liz	Matt	Sue
Cocktails	1 1	●	●	●	●	●
Customer Service	0 5	●	●	●	●	●
Cooking	2 1	●	●	●	●	●
NVC	5 0	●	●	●	●	●
Book-keeping	1 1	●	●	●	●	●

	Component 1	Component 2	Component 3
Person 1	■	■	■
Person 2	■	■	■
Person 3	■	■	■
Summary	2 0 1	1 1 1	1 2 0

Scrum Master

Metric #4



DO IT YOURSELF

**What?** Increase of the understanding of Scrum

**How?** Keep a tally of the amount of times per sprint that the Scrum Master has to discuss *why* and *that* the Scrum Events and Artifacts are important...

...within the team

...to people outside of the team

**Why?** According to the Scrum Guide: "The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide."



## Scrum Master

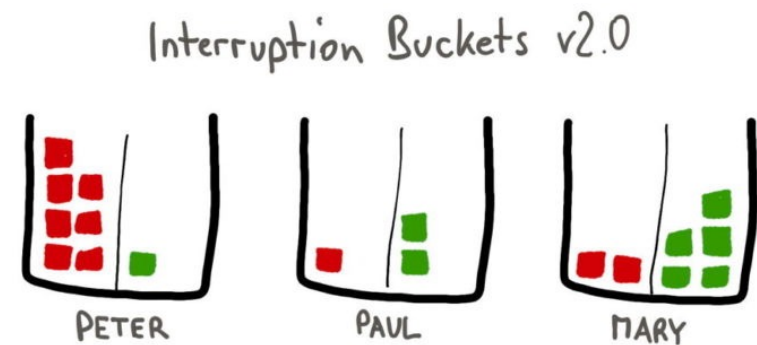
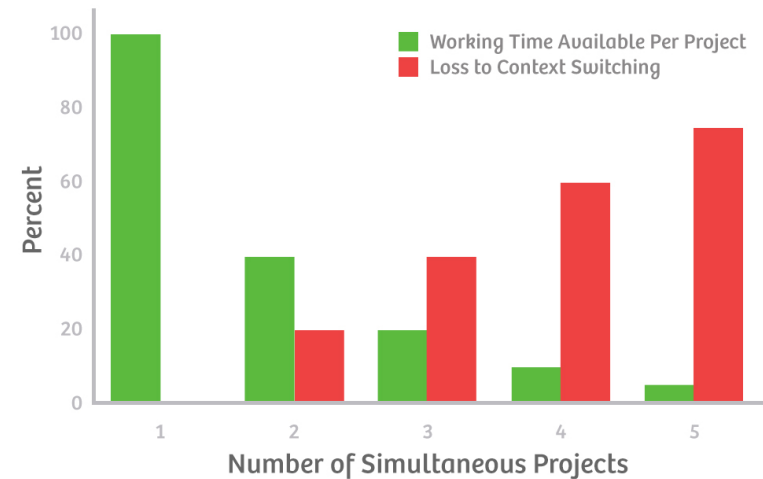
### Metric #5

**What?** Decrease in the amount of time and money lost to context switching.

**How?** Keep a tally on every interruption from outside the team (or even within the team) that had not been planned for in this sprint.

**Why?** Improve on living the Scrum values i.e. focus

NEED OTHERS



© Stefan Wolpass 2018 · Age-of-Product.com

Servant  
Leader

Metrics 6-10

## Scrum Master

### Metric #6

## What?

Increase of individual and team happiness

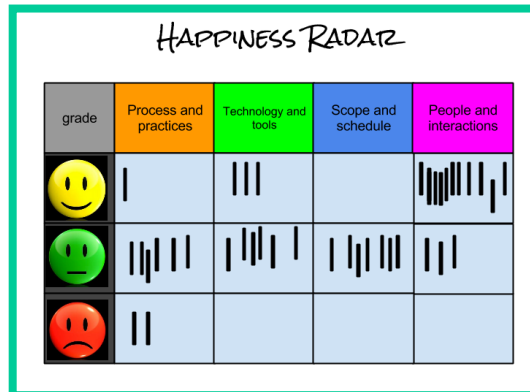
## How?

Option 1: Daily happiness index on the door or happiness radar at end of sprint

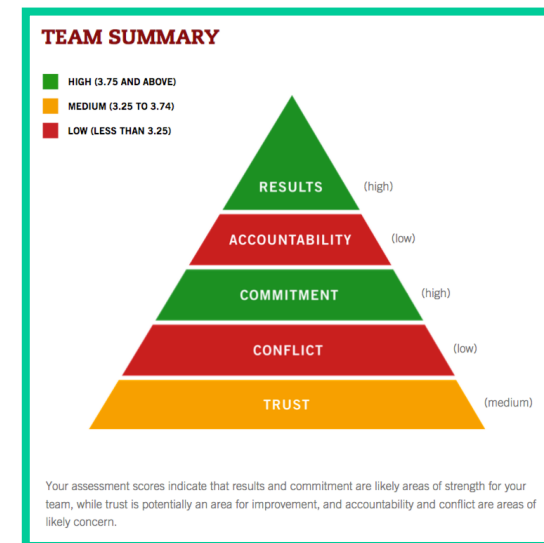
Option 2: Gallup Employee Engagement Survey or 5 Dysfunctions of a Team Check

## Why?

Increase team productivity - happy employees are productive employees (up to 20% more)



NEED OTHERS



Scrum Master

Metric #7

**What?** Raising of team spirit

**How?** Unplanned Overtime Index

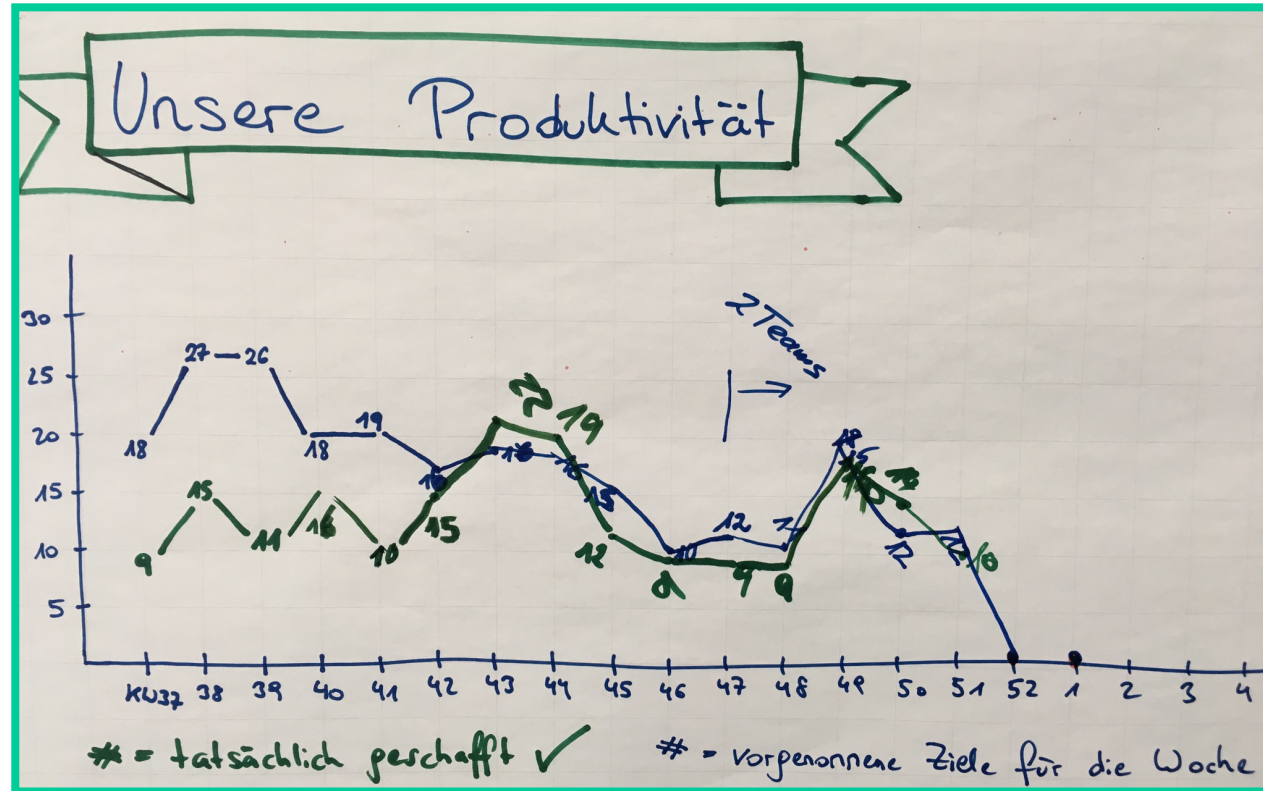
**Why?** Improve on living the Scrum values  
i.e. commitment

NEED OTHERS



## Scrum Master

### Metric #8



**What?** Improvement of predictability

**How?** Commitment during Sprint Planning  
vs. finished deliverables at the end of the Sprint

**Why?** Improve on living the Scrum values i.e. commitment

DO IT YOURSELF

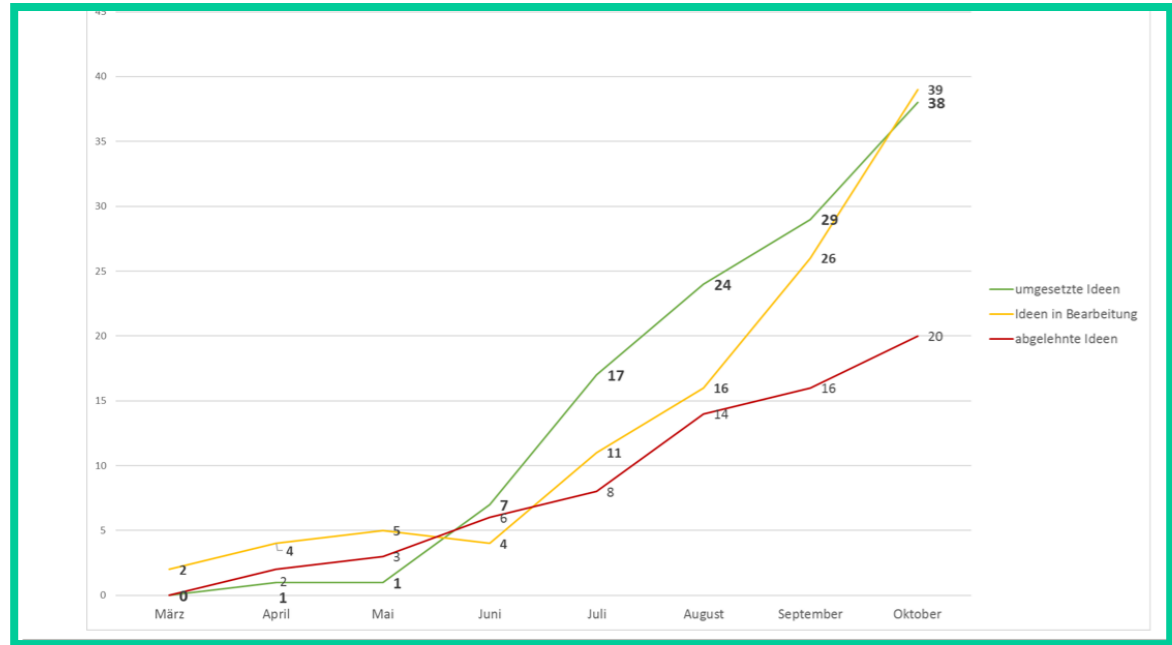


## Scrum Master

### Metric #9

before Agile: 4-6 per month

since Agile: 10-12 per month



**What?** Increase of self-reflection of the team

**How?** Increase in the number of impediments (or ideas for continuous improvement) voiced by the team itself

**Why?** Foster self-organisation & mindset of continuous improvement

DO IT YOURSELF

NEED OTHERS

Scrum Master

Metric #10

**What?** Increase in satisfaction of the Scrum Master's main stakeholder: the Scrum Team

**How?**

**Option 1:** Ask the Scrum team: „How much money from your budget would you spend on your Scrum Master?“ (à la Merit Money)

- What would make it worth the investment and why?
- What would you spend the money on instead and why?



**Option 2:** Ask the Scrum team at the end of the Sprint: „On a scale from 1 to 10 - how supported did you feel by your Scrum Master in this sprint and why?“

**Why?** Foster self-organisation & a culture of feedback

Change Agent

Metrics 11-15

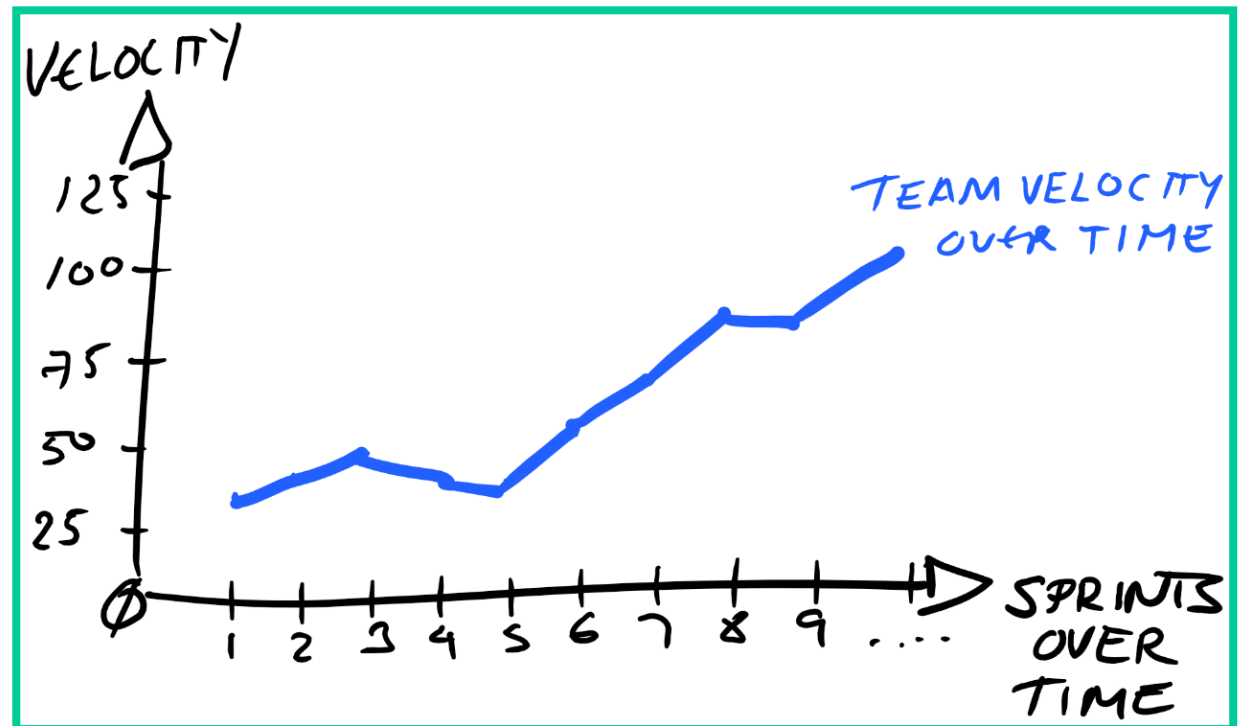
## Scrum Master

### Metric #11

**What?** Decrease of internal costs

**How?** € per story point = costs per sprint / amount of story points achieved

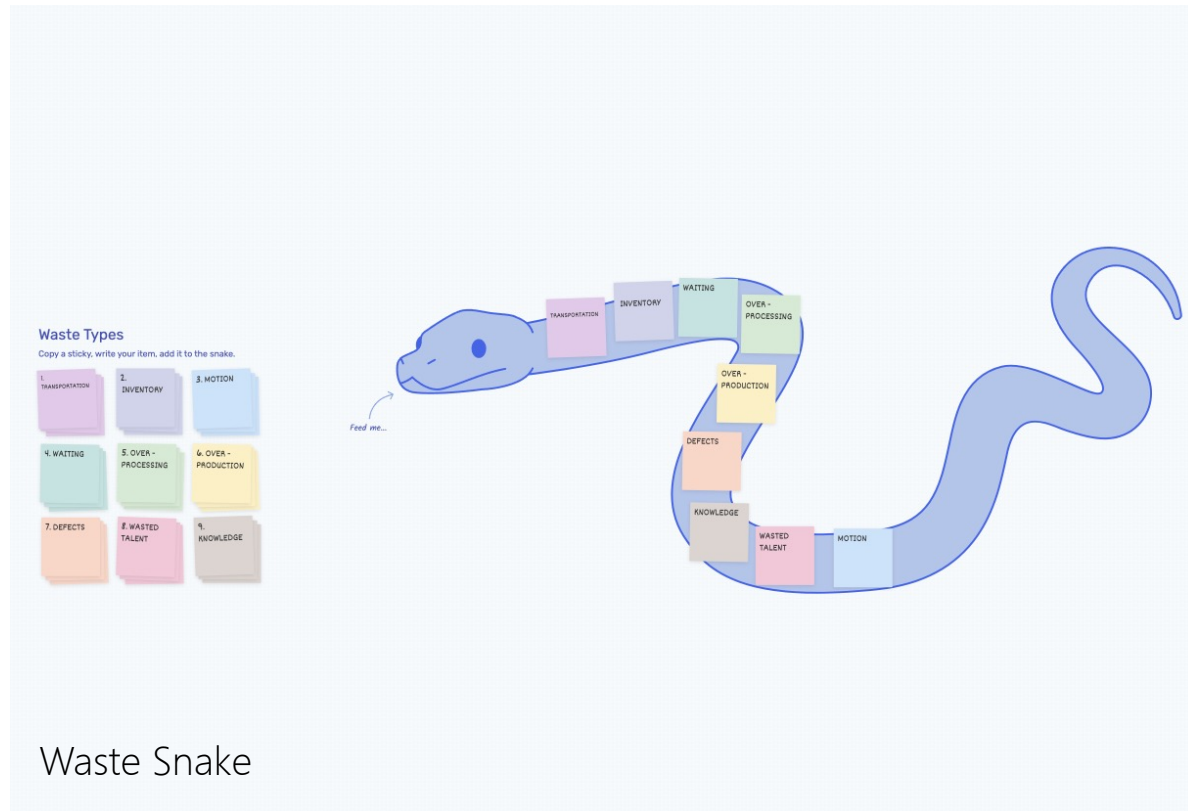
**Why?** Increase the productivity of the Scrum team



DO IT YOURSELF

## Scrum Master

### Metric #12



**What?** Reduction of waste in the organisation

**How?** Decrease in amount of wastes or time lost due to waste

**Why?** Increase productivity of the team and value flow within the organisation

NEED OTHERS



## Scrum Master

### Metric #13

**What?** Decision-making power of the Scrum team

**How?** # of impediments that have to be escalated because they can't be solved by the Scrum Master or the Scrum team

**Why?** Foster self-organisation

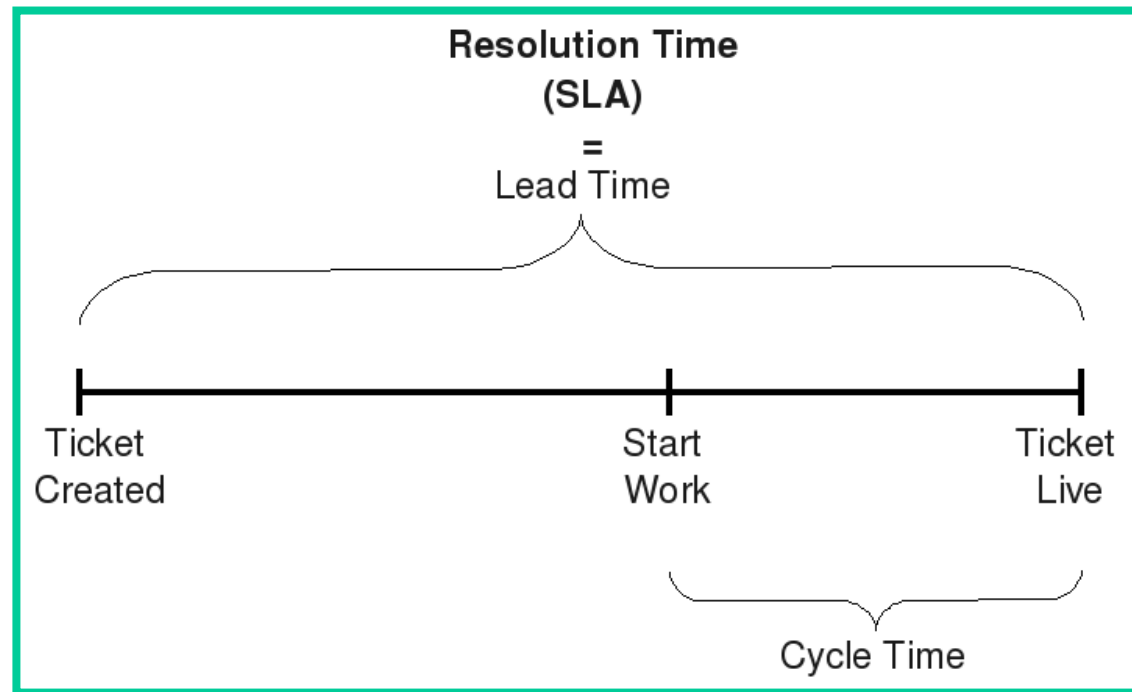
#### Levels of impediment management



DO IT YOURSELF

## Scrum Master

### Metric #14



**What?** Speeding up the value flow to the customer

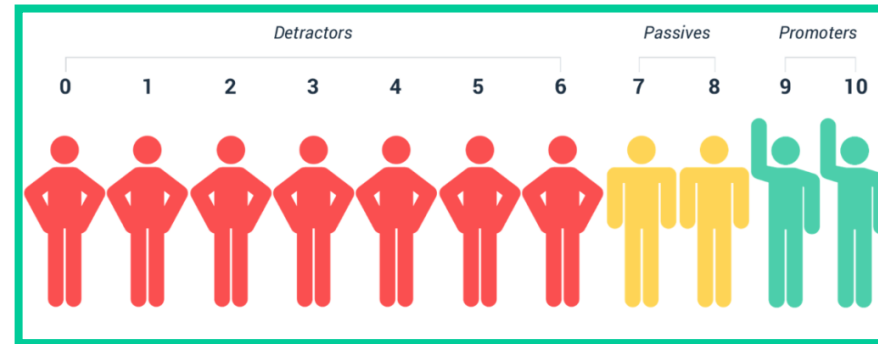
**How?** Decreasing the Lead Time

**Why?** Foster focus on customer satisfaction

DO IT YOURSELF

Scrum Master

Metric #15



NEED OTHERS

**What?** Increase in customer value

**How?**

**Option 1:** Net Promoter Score

**Option 2:** Stakeholder feedback in Sprint Review:

„On a scale from 1 to 10, how satisfied are you with collaboration...value creation...delivery ... quality...speed...[fill in your own]...and why?“

**Why?** Foster feedback culture & focus on customer satisfaction





**alright, what's our next move?**  
**nobodies.**

# Use this for continuous self-reflection as a Scrum Master:

- What do you want to achieve with Scrum?
- What does your organisation want to achieve by doing Scrum?
- How do you want your team to be different in \_\_\_ time? What habits need changing?
- Where can you add most value for the team?
- How would you define yourself as having been a good Scrum Master?

... *and what would good metrics be to support these reflections?  
How would you measure your progress?  
How do they pay into the overarching organisational goal?*



# Use your metrics as grounds for conversation:

- clarify expectations surrounding the Scrum Master role from and towards team, management and other stakeholders
- create coaching assessments with your Agile Coach or Scrum Master buddy i.e. „On a lever from now to high performance team, what would be great to reach?“
- ask for empowerment - what do you need to have an even larger impact and thus help the organisation achieve its goals?
- use the metrics as an argument for your next pay rise
- compare your job description to reality and thus learn how far your organisation actually is on its journey towards Agility



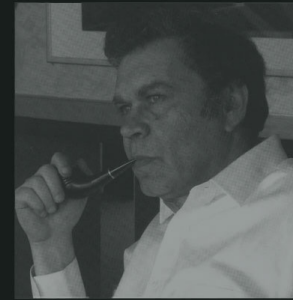
## When working with metrics...

1. The chosen metrics should be sustainable. Don't just measure Quick Wins.
2. Make sure to use a variety of metrics. Play around with them and try out different ones.
3. Be aware that you are working in a complex environment – the results might not be linear. The direction is what's important.
4. Think about whether you want to tell your team. Experiment with only telling them once you have some valuable data to include them in the solution-finding process.
5. Always measure in relation to the past.
6. Continuously change metrics to trick the system.

# When working with metrics...

“Tell me how you  
measure me and I'll  
tell you how I  
behave”

- Eliyahu M. Goldratt



1. Don't use the same metrics too often. The metrics evolve as the team evolves and your organisation evolves.
2. Always look behind the numbers to understand them.
3. Don't abuse the data that you collect.
4. Don't compare teams or Scrum Masters.
5. Don't annoy your team. Gamify or simplify measuring.

## Call to Action for Scrum Masters:

1. Think about how you want to measure yourself. How will you notice improvement?
2. Start measuring.
3. Gather the data, analyse it and take it as grounds for conversation
  1. with your team
  2. with your management
  3. with other important stakeholders
4. Re-start at Step #1

## Call to Action for Non-Scrum Masters:

Talk to your Scrum Master.

# What and how do you measure?



[www.gasche-consulting.com](http://www.gasche-consulting.com)



[stephanie@gasche-consulting.com](mailto:stephanie@gasche-consulting.com)



[/stephanie-gasche](https://www.linkedin.com/company/stephanie-gasche)



Stephanie Gasche

Dankeschön!