

WE DEFINE  
FUTURE IMPACT

TECHNOLOGY  
SOFTWARE  
CONSULTING

Agile@P3

**P3** BUSINESS  
AS UNUSUAL

## The 99 Metrics Collection

Some basic insights in the way we are working and how we create long lasting value for our customers, especially in term of agile Metrics.

### Created for:

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Agile Tour Vienna 2024

### Created by:

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## What we bring to the table.

01 | P3 at a glance

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03 | The P3 Agile METRIKS Model Framework

04 | Some Exercises with Metrics

05 | Q&A – Final Discussion



**AGENDA**  
AGENDA  
AGENDA  
**AGENDA**  
AGENDA  
AGENDA



The background is a complex, abstract composition of white, three-dimensional geometric shapes. These shapes, including spheres, cylinders, rectangular blocks, and various angular planes, are scattered across a light grey to white gradient. The lighting is soft, creating subtle shadows and highlights that give the objects a sense of depth and volume. The overall aesthetic is clean, modern, and architectural.

**#1 – P3 at a glance**

BUSINESS AS UNUSUAL IMPLIES

13

INNOVATION

MEETS

TRADITIONAL

PROCESSES



## "Business as unusual" as a guiding principle.

We **combine consulting expertise with technological thought leadership and work** with our clients to create innovative approaches to specific business requirements and product developments.

Our role goes beyond traditional consulting. As **doers, implementers and supporters**, we work side by side with our clients to transform their visions into tangible results.

**"Business as unusual"** is our guiding principle, which drives us to think outside the box and redefine the standard. For us, the future is not something abstract, but what **we are passionate about shaping every day.**



BUSINESS  
BUSINESS  
BUSINESS  
BUSINESS



**DO  
IMPLEMENT  
SUPPORT**

BU  
BU  
BU  
BU  
BU  
BU

UAL  
UAL  
UAL  
UAL  
UAL  
UAL  
AS UNUSUAL  
AS UNUSUAL  
AS UNUSUAL

# Facts, figures & data to the point.

> **1800**

Employees from  
70 nations



**19**

Subsidiaries  
within the P3



**28**

years of experience  
in Europe, Asia and America



**32**

Locations on  
4 continents

> **70%**

Our employees are  
engineers & software developers

**100%**

Ready for  
any challenge

# At home in the outside world.

## ■ Europe

### Germany

Stuttgart

Munich

Wolfsburg

Düsseldorf

Berlin

Hamburg

Osnabrück

### France

Paris

Toulouse

### Denmark

Copenhagen

### Poland

Wroclaw

## ■ Asia

### China

Peking

Shanghai

Shenzhen

### Serbia

Belgrade

Subotica

### Romania

Cluj-Napoca

### Greece

Athens

### Czech Republic

Prague

### Bulgaria

Sofia

Gabrovo

### Korea

Seoul

### Thailand

Bangkok

## ■ North & South America

### Mexico

Mexico City

Puebla

Querétaro

San Luis  
Potosi

### Colombia

Cali

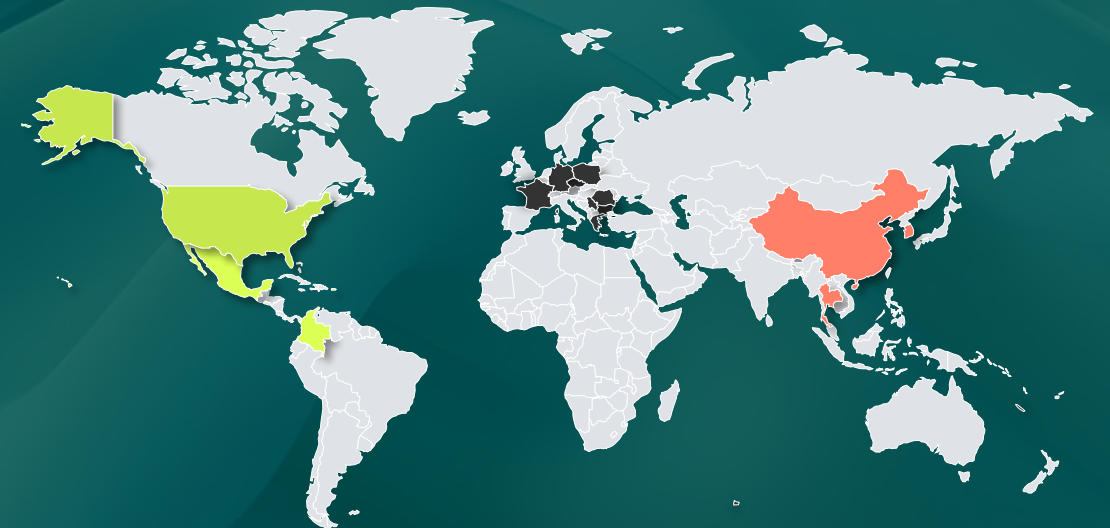
### USA

Charleston

Detroit

Greenville

Dallas

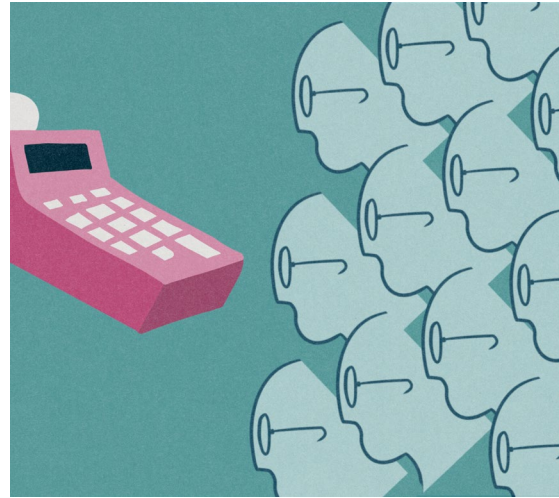


## What did we learn from the traditional industries?



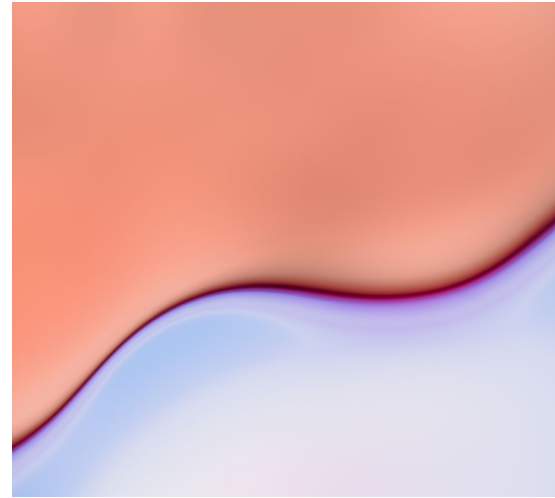
At first, agility seems like an attractive **bubble**, illuminated from above, activating positive fantasies.

The **motivation** of a few is quite high: initial pilots are launched with great confidence, and a fresh stream of oxygen invigorates the effort.



It often comes down to a question of **budget**: Do we really want to spend real money on this? Who is going to sponsor it?

The **downside**: the powerful individuals in the organization get what they want, but agility could achieve more.



Adoption comes in **waves**: initially, it's all about software and digitalization. Later, it spreads to almost every department.

This shows the **versatility** of agile principles, benefiting the entire organization over time.



The old organization and existing hierarchy must be addressed, making the **empowerment** of business and executive owners a significant issue.

Successful agility transformation depends on their **active** involvement and support.



## But there was one thing that seemed to be a reoccurring pattern...

When the colleagues did not look for **proper agile metrics**, the agile transformation did not really take off...



## Yesterday I found this...



**Mike Goitein**



@michaelhgoitein

I've never seen Agile Transformations touch three key things:

1. Org structures
2. Funding
3. Success metrics

Business agility depends on these 3, not process

158 73 Kommentare • 17 direkt geteilte Beiträge



Gefällt mir

Kommentar

Direkt teilen

Senden



## #2 – The 99 Agile Metrics Project

## So I started some months ago...

A collection of agile metrics, and I was wondering how much there are out there?

One simple method to do this is the ALPHABETH. You learn it at Kindergarden, but there was no concise list of metrics out there in alphabetical order....

... so I created the first list in a long night before a call with a client with almost 50 metrics...

(consultants never sleep ;-)

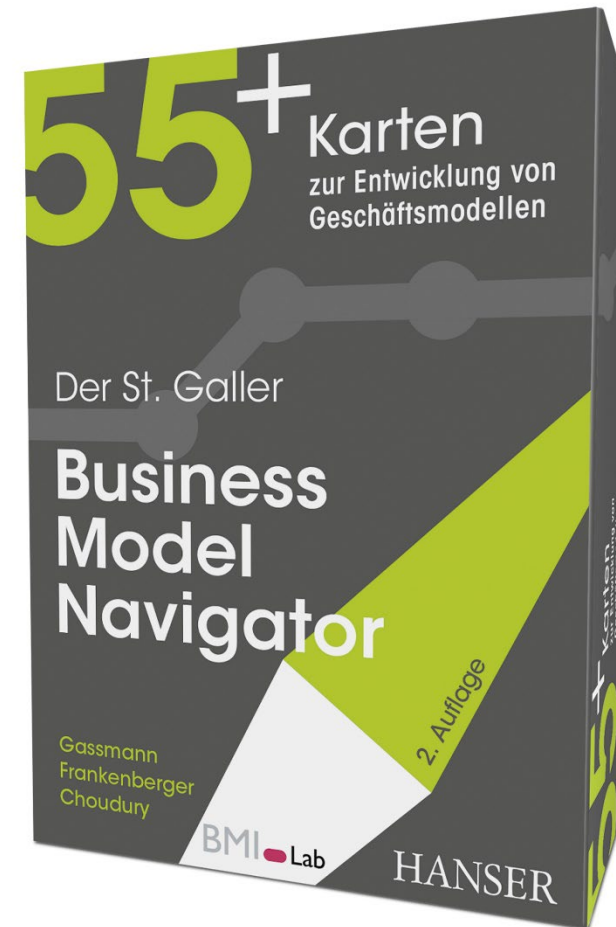


"Dieses Foto" von Unbekannter Autor ist lizenziert gemäß [CC BY-SA-NC](https://creativecommons.org/licenses/by-sa/4.0/)



... and I was curious where we would settle

This here seemed to be an interesting, product. Maybe we could find 66 agile metrics...



... but this was there already!

Maybe 77 ??



... the result was a bit disappointing!

Holy Crab!



## ... an even 88 was no a solution...

... because everyone I asked had a very clear association, this time the ALPHABETH turned against me, because „88“ refers to „HH“ and this was the abbreviation for this devastating guy to the right...





... and this is why we finally came to



Quite a lot, but still manageable. And my private collection was clearly above this number in the meantime!

... and we could trough away the bad ones!

But, wait a minute. Wouldn't you be interested to get to know some of them?



## BTW, are there good and bad metrics?

### **Velocity** –

Can be misleading as it may be gamed or misunderstood, leading to inflated story points and pressure for faster results.

vs.

### **Focus Factor** –

It's a more reliable metric, comparing actual productive time to available time for a clearer view of team focus.

### **Story Points Completed** –

Can be manipulated and focuses on effort estimation rather than value delivered.

vs.

### **Business Value Delivered** –

Tracks the actual value or impact of completed work for the customer performance over time.

### **Utilization Rate** –

Encourages overwork and doesn't account for effectiveness or team well-being.

vs.

### **Flow Efficiency** –

Measures the ratio of productive work time to total time, promoting efficiency and eliminating waste.

### **Defects Closed** –

Rewards fixing problems rather than preventing them in the first place.

vs.

### **Defect Escape Rate** –

Measures how many defects escape into production, promoting quality upfront.

### **Lines of Code Written** –

Encourages writing more code, which can increase complexity, rather than solving problems efficiently.

Vs.

### **Code Simplicity** –

Tracks how maintainable and efficient the codebase is, favoring clean solutions over complexity.

### **Number of Features Delivered** –

Emphasizes quantity over quality and doesn't ensure the right features are built.

vs.

### **Customer Satisfaction** –

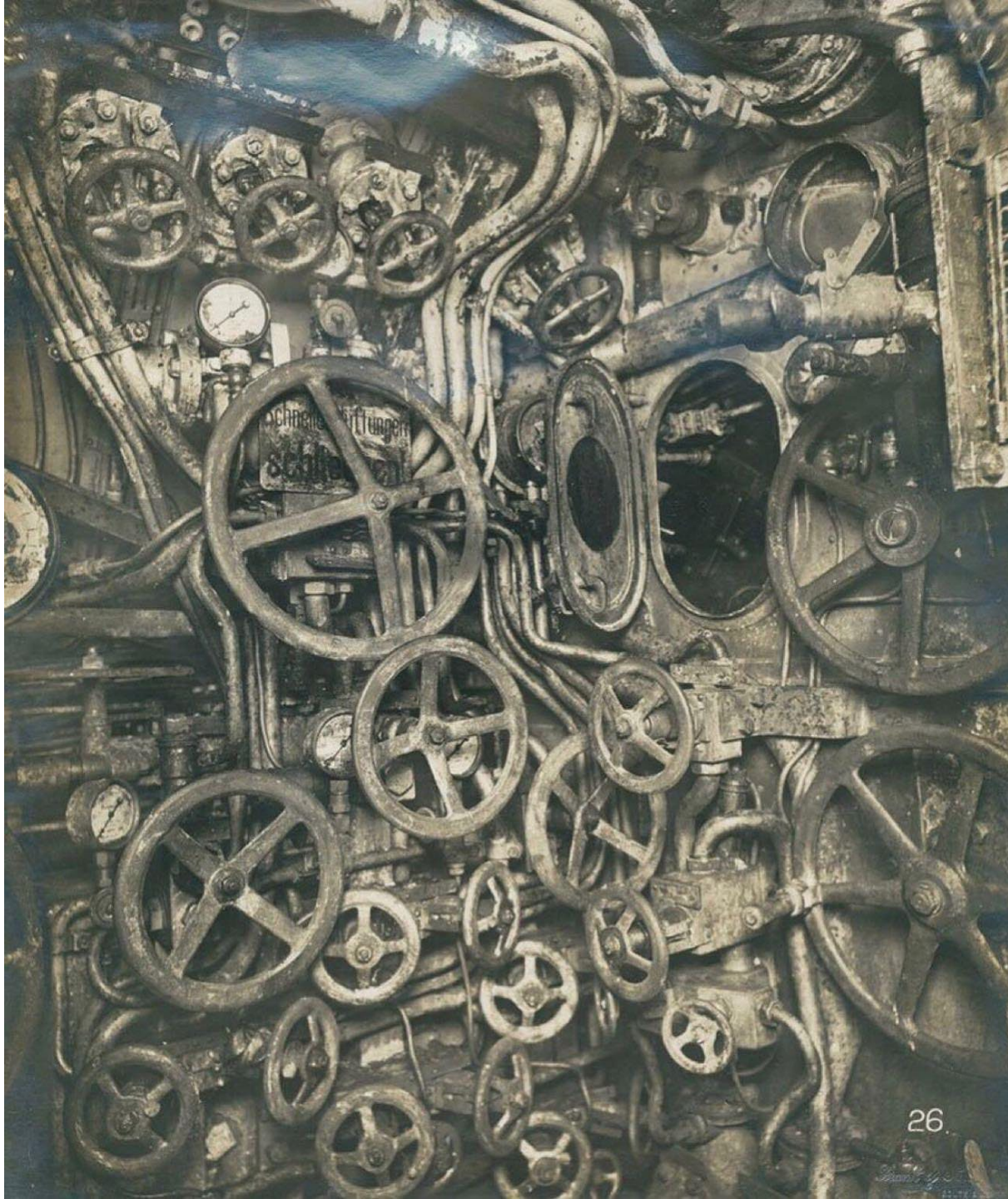
Focuses on whether delivered features meet user needs and expectations.

## Do you like historic photographs?

Just imagine you would  
have to steer a German  
submarine in the year 1918...



What metric  
is the right one?



**Let's have another one....**

Imagine you wanted to give  
direction to an ALWEG MONORAIL  
TRAIN in the year 1952...

1952

What metric  
would you look for  
to come closer  
to success?





## One last historc photo...

Just imagine you wanted to find an appropriate metric to measure, if this man is doing his job in a right way...

1975

How to measure the success of this guy?

What to look for when thinking about a metric to improve?



Instagram  
New.old.photos



**But sometimes...**

...things can be quite easy

## TESLA for example...

What metric would you chose for the success of Tesla?



## TESLA for example...

Number of „Electric Vehicles“  
produced ever (!)



**We wanted to find out how to make it easy...**

...to define and use appropriate Agile metrics.

And there was nothing we could use.



This is why we created the  
P3 METRIKS Model.

# #3 – The P3 Agile METRIKS Model





## The P3 Agile METRIKS Model

**M**

→ **Measure:** Determine which metrics to measure.

**E**

→ **Evaluate:** Collect the necessary data.

**T**

→ **Transparency:** Make the data and metrics transparent.

**R**

→ **Reflect:** Analyze and reflect on the results.

**I**

→ **Implement:** Implement improvements based on the insights.

**K**

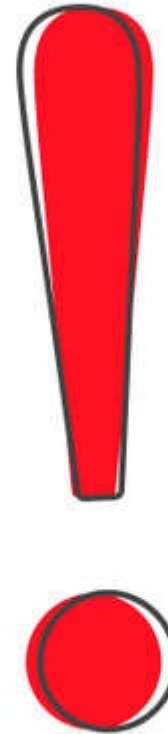
→ **Keep Monitoring:** Continuously monitor the implementation and metrics.

**S**

→ **Scale:** Scale successful practices to other teams or projects.

## Every of the seven steps are useful...

... BUT most of the teams  
don't manage to be successful with  
STEP #1  
Determine which metric to measure.



## Making decisions on basic things...

There are **three** questions connected to his step, and it's all about making a decision on basic things...



# Determine which metric to measure – Decision making part

#1

## How many metrics should be measured?

This question helps decide whether to track just one, a few or multiple ones at once (e.g., should we focus on one or two core metrics, or measure a wide range of metrics across the team's performance?)

***KIASAP -> Keep It As Simple As Possible!***

Start with one metric, and then go on with a few. Don't take too many, this would demotivate you and our team – definitively!

#2

## How should the metrics be measured (count or estimate)?

This asks whether precise counting or rough estimation is more appropriate (e.g., should we count exact story points completed, or can we estimate ranges like 1 to 10 to get a sense of team performance?).

***IJD -> It Just Depends!***

The basic rule here is: if you can count something, then do so!

#3

## How often should the metric be measured?

This focuses on the cadence of measurement (e.g., should we track these metrics daily, at the end of each sprint, or on a quarterly basis?)

***TMTB -> The More, The Better!***

Most of the times, it's helpful to have a long history of data or estimates.

# Making decisions on basic things...

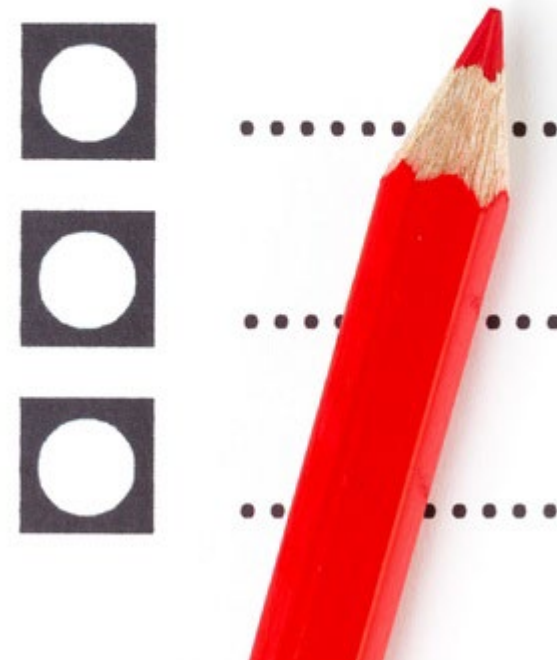
Example of a Checklist

Metric Name 

Count/Estimate 

How often? 

# CHECKLIST





## And then there is the creative part...

BUT there are **soooo many** metrics,  
HOW can I pick **the right one** ???

The answer is simple:

There **is no right or wrong!** Think about some, talk to the team, pick the best for the moment, and try it out. Then improve...

It's like **sailing**. There is not on perfect direction to go. Normally you are heading for a direktion, the make a tack („Wende“) or a jibe („Halse“), and then you look for the next best direction to go...



## Determine which metric(s) to measure – Creative Part

### **Basic Metrics (1-20)**

These are straightforward, easy-to-understand metrics offering a simple snapshot of a team's performance and progress.

### **Advanced Metrics (21-40)**

These metrics provide deeper insights helping teams identify trends and optimize performance over time.

### **Technical Metrics (41-60)**

Technical metrics are ensuring basically that technical excellence is enhanced, maintained or recovered.

### **Scaled Metrics (61-80)**

Used in large-scale agile environments, these metrics track the performance across multiple teams or ARTs, focusing on alignment and coordination.

### **Fun Metrics (81-99)**

Fun metrics are light-hearted measures that uncovers to how actively and openly a team communicates, serving as an indicator of engagement and teamwork.

### **Team & Process Metrics (100+)**

These metrics focus on both team dynamics and the effectiveness of agile processes, helping improve both team cohesion and process efficiency.

# Metrics as unusual.

## BASIC METRICS

- FOCUS FACTOR
- PAIRING INDEX
- SPRINT BURNDOWN
- SPRINT GOAL SUCCESS RATE
- DEFINITION OF DONE COMPLIANCE
- DAYS SINCE LAST (DSL)
- PLANNED VS. ACTUAL STORIES COMPLETED
- TASK COMPLETION RATE
- SPRINT RETROSPECTIVE FEEDBACK
- WORK ITEM AGE

## ADVANCED METRICS

- LEAD TIME
- CYCLE TIME
- THROUGHPUT
- FLOW EFFICIENCY
- CUMULATIVE FLOW DIAGRAM
- WORK IN PROGRESS (WIP)
- BLOCKER CLUSTERING
- FAILURE LOAD
- BACKLOG HEALTH
- FORECASTS VS. ACTUAL RELEASE DATES

## TECHNICAL METRICS

- CODE COVERAGE
- CODE CHURN
- DEFECT DENSITY
- TECHNICAL DEBT
- CONTINUOUS INTEGRATION FREQUENCY
- ACTIVE BUGS
- BUILT SUCCESS RATE
- MEAN TIME TO...
- DEFECT RESOLUTION TIME
- STATIC CODE ANALYSIS ISSUES

# Metrics as unusual.

## SCALED METRICS

- PI OBJECTIVES ACHIEVEMENT
- SOLUTION TRAINING PROGRESS
- FEATURE COMPLETION RATE
- SOLUTION TRAIN PROGRESS
- RELEASE TRAIN PROGRESS
- ART PREDICTABILITY MEASURE
- DEPENDENCY MANAGEMENT EFFECTIVENESS
- SOLUTION-LEVEL LEAD TIME
- PORTFOLIO VALUE STREAM METRIC
- LARGE SOLUTION COORDINATION

## FUN METRICS

- NUMBER OF UNFORCED WORDS
- COFFEE CONSUMPTION RATE
- LAUGHTER FREQUENCY
- TEAM LUNCH COUNT
- POSITIVE FEEDBACK COUNT
- HIGH FIVE COUNT
- CELEBRATION OCCURENCIES
- DAILY STAND-UP FUN FACTOR
- NOISY NEIGHBER EFFECT
- CAT MEMES SHARED

## TEAM & PROCESS

- TEAM HAPPINESS & MOTIVATION
- ...
- 
- 
- 
- 
- 
- 
- 
-

## #4 – Some Exercises with Agile Metrics





## Exercise #1 – Why basic metrics? Well, getting started is key...

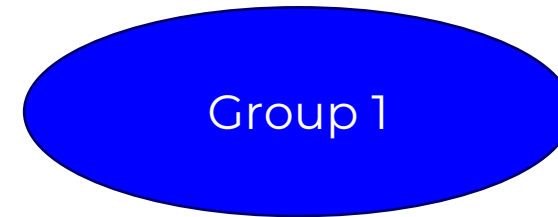
Try to use following DSL-Formula in a creative way.

**DAYS SINCE LAST (DSL) ... ???**

What could be interesting to measure here?  
What makes sense for your Agile team?

Let's have a first group working session here.

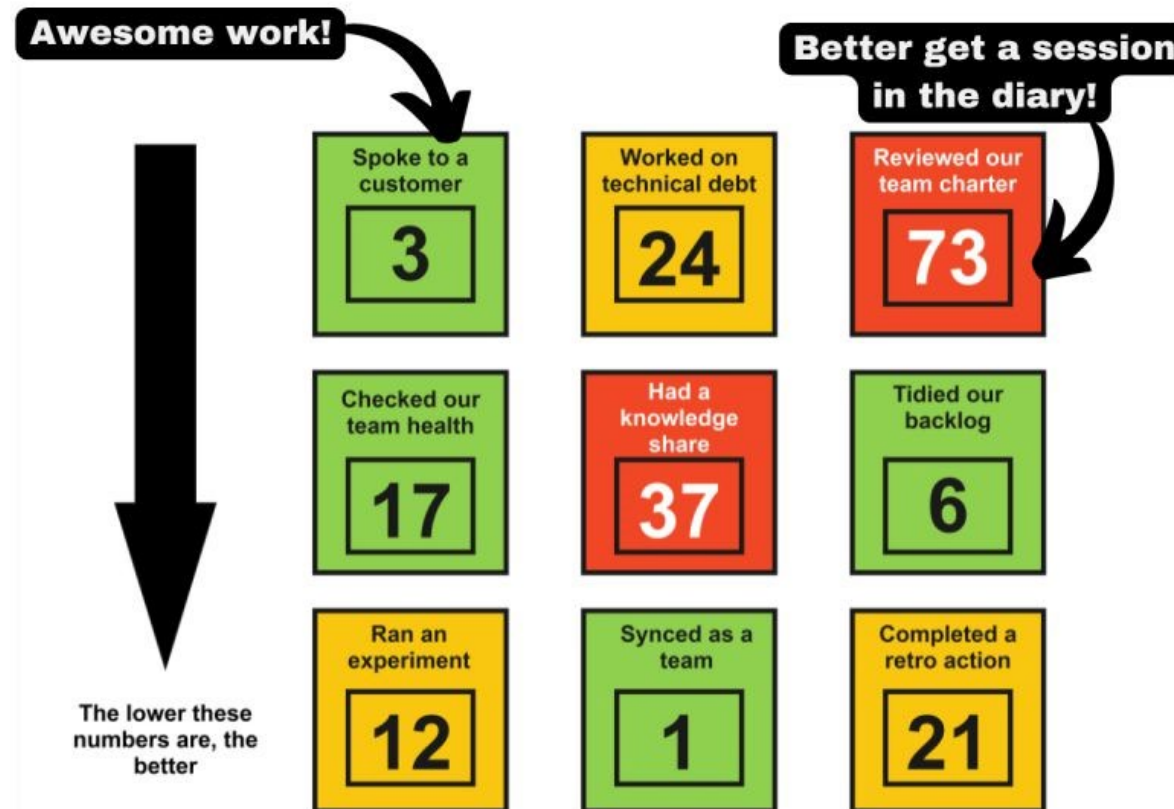
**Find** at least **five things** you could put in here for the three dots and then **make a ranking** afterwards: What would be most helpful or interesting to try out in your agile team?



## Exercise #1 – Why basic metrics? Well, getting started is key...

# THE SIMPLE **METRIC** MOST TEAMS DON'T KNOW ABOUT

## DAYS SINCE LAST (DSL)



## The Magic 5:1 Ratio

The "magic ratio" of 5 to 1 suggests that **for every negative interaction during a conflict**, a stable and happy marriage experiences **five or more positive interactions**. This balance helps maintain a **healthy, supportive relationship** even through challenging times.



In Business the 5:1 magic ratio suggests that **for every instance of negative feedback or challenging interaction**, a high-performing team should experience **at least five positive interactions**. This balance of praise and constructive feedback nurtures trust, fosters resilience, and strengthens collaboration, ultimately enhancing overall team performance.

## Task #2: Find some more fun metrics

This is why we believe in fun metrics, it goes together perfectly with high performing agile teams.

Let's have a **group working session** here also. We have 2 groups again.

What could you imagine to use as a fun metric within your team?

Find **some funny examples** for good fun metrics (at least 5) and then try to rank them in your group



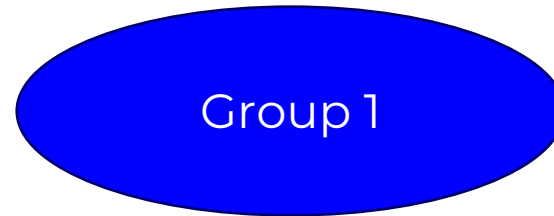
Group 1



Group 2

## Task #3 – How to make use of concepts that are similar but not equal

Injected Work



Scope Change

## Task #1 – How to make use of concepts that are similar but not equal

Injected Work Metric:

The **amount of unplanned or additional work** added to the sprint or iteration after it has started, indicating disruptions or changing priorities.

Scope Change Metric:

Tracks the **changes in the total scope** (features, tasks, or requirements) over the course of a project or sprint, reflecting how much work has been added or removed from the original plan.



## Task #3 – How to make use of concepts that are similar but not equal?

Cycle Time



Lead Time

## Task #3 – This is not easy: Make use of concepts that are similar but not equal

Cycle Time Metric:

Measures the **duration it takes to complete a task** from the moment work starts on it until it's finished, highlighting the team's work efficiency.

Lead Time Metric:

Captures the **total time from when a task is requested to when it's delivered**, encompassing both waiting and working time.

# #5 – F&A – Final Discussion



**What did you find exciting?**

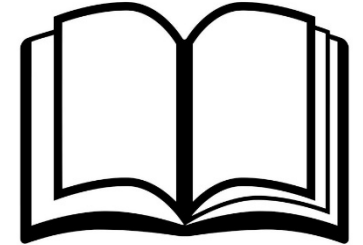
**What would you like to follow up on?**

**Where do you still have questions, suggestions, ideas?**

Coming soon – Carl Hanser Verlag –Spring 2025

**Agile Metriken:**  
**Den Weg zum Erfolg messen und gestalten**  
Ziele erreichen, Fortschritt sichtbar machen und  
kontinuierlich besser werden

*>>> Yes, that's German at first hand,  
but international versions are planned... <<<*



Further Information about the 99 metrics project or  
assistance with your metrics? Let's get connected!



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