

ThoughtWorks®

#LKNA18 | @mattphilip

THE SERVICE-DELIVERY REVIEW

The Missing Agile Feedback Loop



LeanKanban Week

North America 2018

WHAT'S YOUR FAVORITE PART?

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas

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"SENSE AND RESPOND"

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“CONTINUOUSLY FIT”



Matt Philip

@mattphilip

Helping software-delivery organizations
and teams continuously become fit for
their purpose @thoughtworks

📍 St. Louis, USA

🔗 mattphilip.wordpress.com

📅 Joined June 2008



WHAT DO YOU VALUE?



What do you value about the experience of buying a coffee?

038



What kind of business is Starbucks?

0 4 7

Product

 6 %

Service

 9 %

both

 81 %

neither

 4 %

SPECIAL ANNIVERSARY EDITION

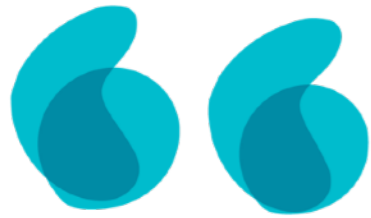
WITH A NEW FOREWORD BY THE AUTHOR

"One of the great seminal works of the last half century and also...the next half century."—Manuel Castells

Daniel Bell

The Coming
of
Post-Industrial
Society

A VENTURE IN SOCIAL FORECASTING



*Service providers must make promises about **listening** and **responding** as much as making and delivering.*

— Jeff Sussna, *Designing Delivery*



THE KANBAN LENS

The Kanban Lens: a way to see



By Andy Carmichael · February 26, 2018

The Kanban Lens is a way to see your work. Specifically it asks us to see:

- work as flow
- workflow as knowledge discovery steps
- knowledge work as a service ←
- organizations as networks of services ←

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

IS THIS SATISFACTORY?

[redacted]@thoughtworks.com>

10:03 AM (2 hours ago) ☆



to John, Matt ▾

Hi John,

Sorry for the late reply- I did send this over to design and [redacted] can work on it next week- she had some other projects she needed to do this week.

best,

John [redacted]

12:06 PM (56 minutes ago) ☆



to [redacted], Matt ▾

Great. We are trying to have Chad line up a conversation with [redacted] next week. If the timing works out, it would be great to use the version that [redacted] creates.

Sent from my iPhone



[redacted]@thoughtworks.com>

12:08 PM (54 minutes ago) ☆

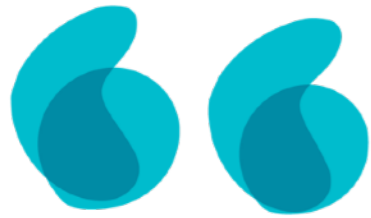


to John, Matt ▾

Well, she said she can work on it early next week, and she's pretty fast.

**WHAT'S THE
PROBLEM?**



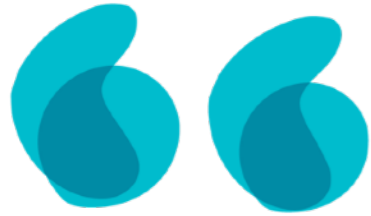


In the absence of any quantitative feedback about the performance of our service delivery, arbitrary due dates and artificial boundaries are always going to persist.



QUANTITATIVE FEEDBACK?

Client	Project	Delivery Person	Overall Status	Plan	Team Mix	Dependencies	Technical	Commercial	Legal	CD	InfoSec	Change
		Teo	Green	Green	Green	Green	Green	Green	Green	Red	Green	Flat
			Amber	Amber	Green	Amber	Green	Amber	Amber	Green	Unknown	Flat
		Srinivas	Green	Green	Green	Green	Green	Green	Green	Green	Amber	Flat
	web platform	Clare	Green	Green	Green	Green	Green	Green	Green	Amber	Red	Flat
	Delivery Phase 1	Matthew	Amber	Amber	Amber	Red	Green	Green	Green	Red	Amber	Flat
	Cloud Services	Amelia	Green	Green	Amber	Green	Amber	Green	Green	N/A		New
	Data Services	Mike	Green	Green	Green	Green	Green	Green	Green	N/A		New
		Simon	Green	Green	Green	Green	Green	Green	Green	N/A	Red	Better
	Agile & DevOps Framework Set	Claire	Amber	Amber	Red	Green	Green	Green	Green	Red	Amber	Worse
	Agile Transformation	Julian I	Green	Green	Green	Green	Green	Green	Amber	N/A		Flat
		Varsha	Green	Green	Green	Green	Green	Green	Green	Green	Amber	Better
	Platform	Matt	Green	Green	Amber	Green	Green	Green	Green	Green	Red	Flat
	CI/CD Enablement	Mark	Amber	Amber	Green	Amber	Amber	Green	Green	Red	Green	Flat
	Delivery Leadership	Mark	Red	Red	Red	Red	Green	Green	Amber	N/A	Green	Worse
	Feature Team	Mark	Green	Green	Green	Green	Green	Green	Green	Green	Green	Better
	Machine Learning	Mark	Green	Green	Green	Green	Green	Green	Amber	Red	Green	Flat
	Architecture		Amber	Amber	Amber	Amber	Amber	Green	Green	N/A	Green	Flat
	Customer Acquisition	Tom	Amber	Red	Amber	Green	Green	Green	Green	Red	Red	Flat
	Roadmap	Lisa	Amber	Green	Amber	Green	Green	Amber	Green	N/A		Worse
		Jill	Green	Green	Amber	Green	Green	Amber	Green	Green	Green	Flat
	Database Remedy	Paul	Red	Red	Green	Amber	Green	Green	Green	Amber	Red	Flat
	Services	Nick	Green	Green	Green	Green	Green	Amber	Green	Green	Green	Flat
	Product Backbone	Tracey	Amber	Amber	Amber	Green	Amber	Amber	Green	Amber	Green	Worse
	Partner Gateway	Tracey	Amber	Amber	Amber	Amber	Green	Amber	Red	N/A		Worse
	Core Transformation Team	Matt	Amber	Amber	Green	Green	Amber	Green	Amber	N/A	Red	Flat
	Agile Coaching	Matt	Green	Green	Green	Green	Green	Green	Green	N/A	Red	Flat
	Recommendations	Matt	Green	Amber	Amber	Amber	Green	Green	Green	Green	Red	Better / Worse
	Assessment Platform	Nicki	Amber	Amber	Red	Green	Green	Green	Green	Amber	Green	Flat
	Space Planning	Katie	Amber	Amber	Amber	Green	Green	Amber	Amber	N/A		Worse
	Distributed Services	Katie	Amber	Green	Green	Amber	Amber	Green	Amber	Red	Amber	Flat
	Identity	Katie	Amber	Green	Green	Green	Green	Amber	Amber	Red	Amber	Flat
		Katie	Amber	Red	Red	Green	Green	Amber	Amber	Amber	Amber	Worse
	Profile	Mark	Green	Green	Green	Green	Green	Green	Green	Green	Amber	Flat

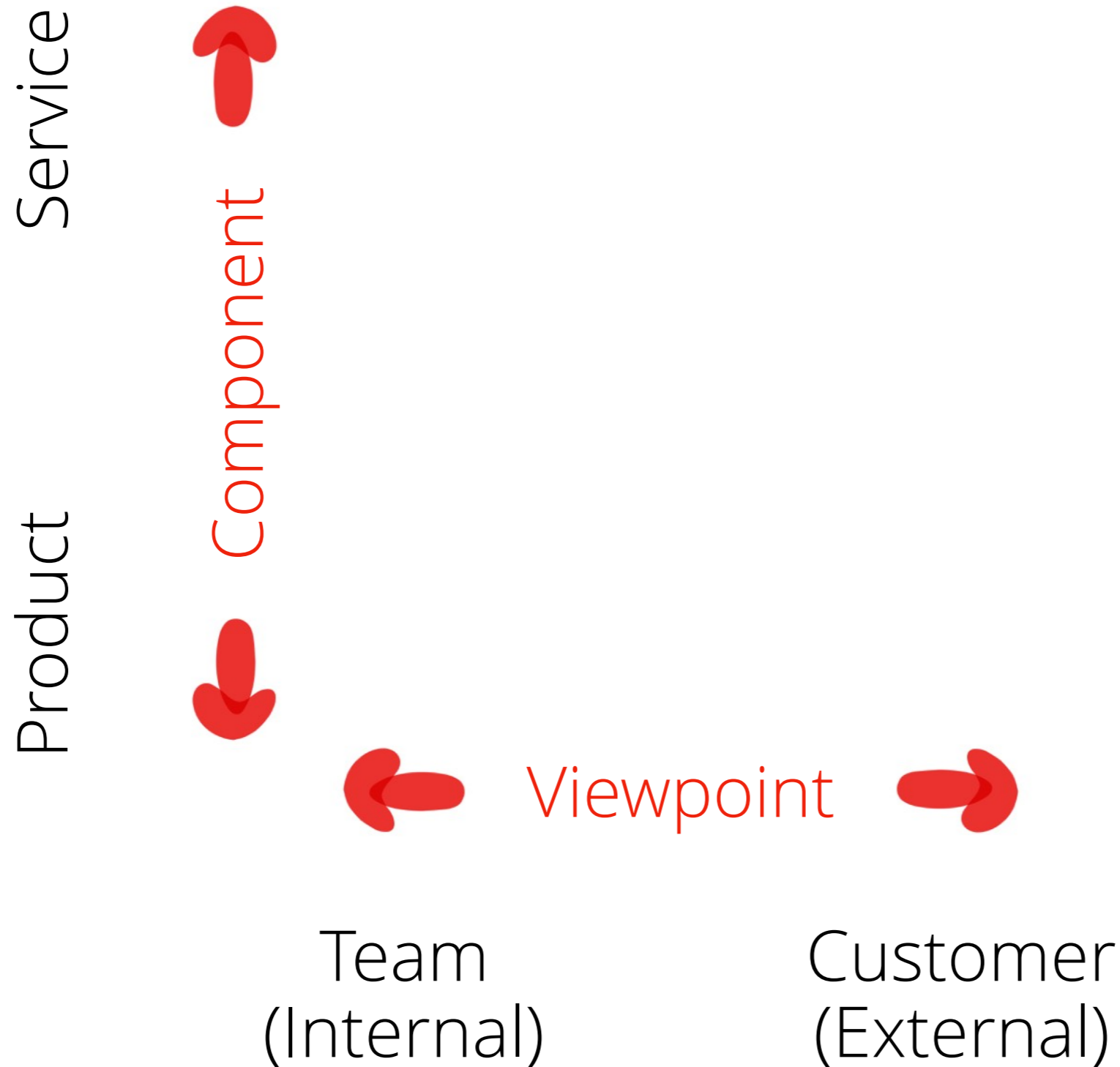


9% of employees said their teams had clear and measurable goals.

— Gallup (Buckingham and Coffman)



DELIVERY CONCERNS



FEEDBACK NEEDS

Service

Is our team healthy?

Is our service delivery fit for its purpose?

Product

Is our product healthy?

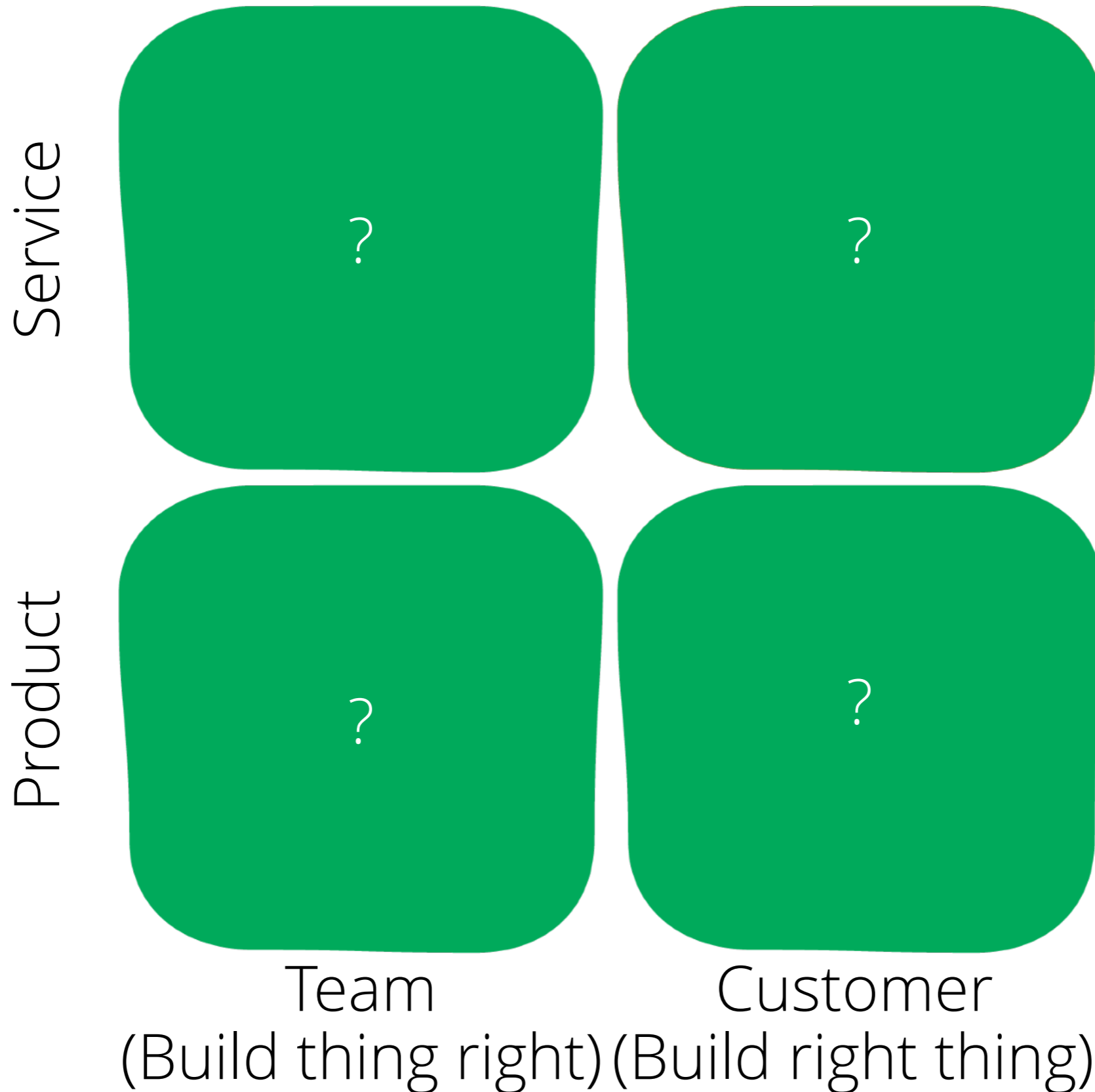
Is our product fit for its purpose?

Team

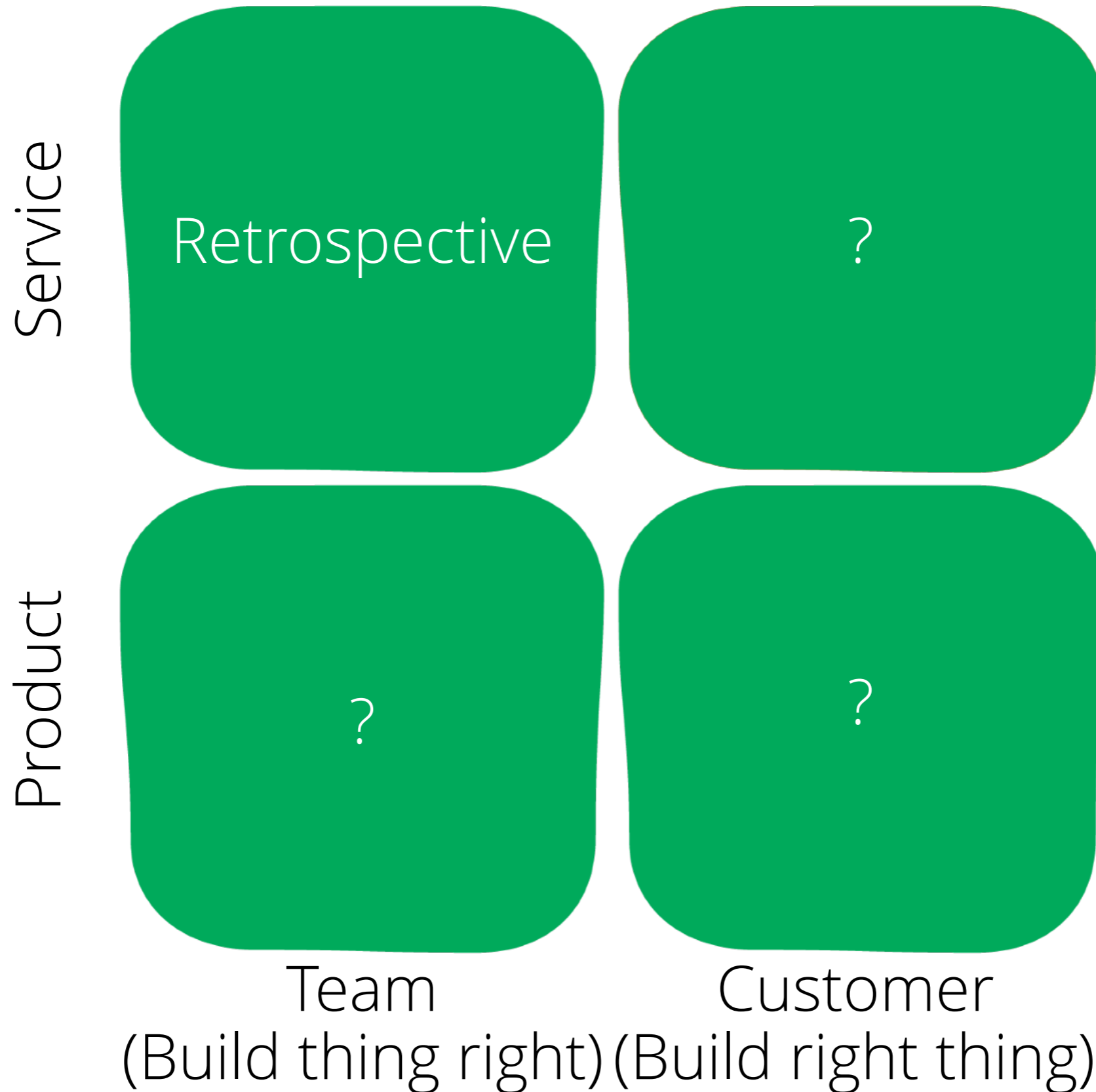
Customer

(Build thing right) (Build right thing)

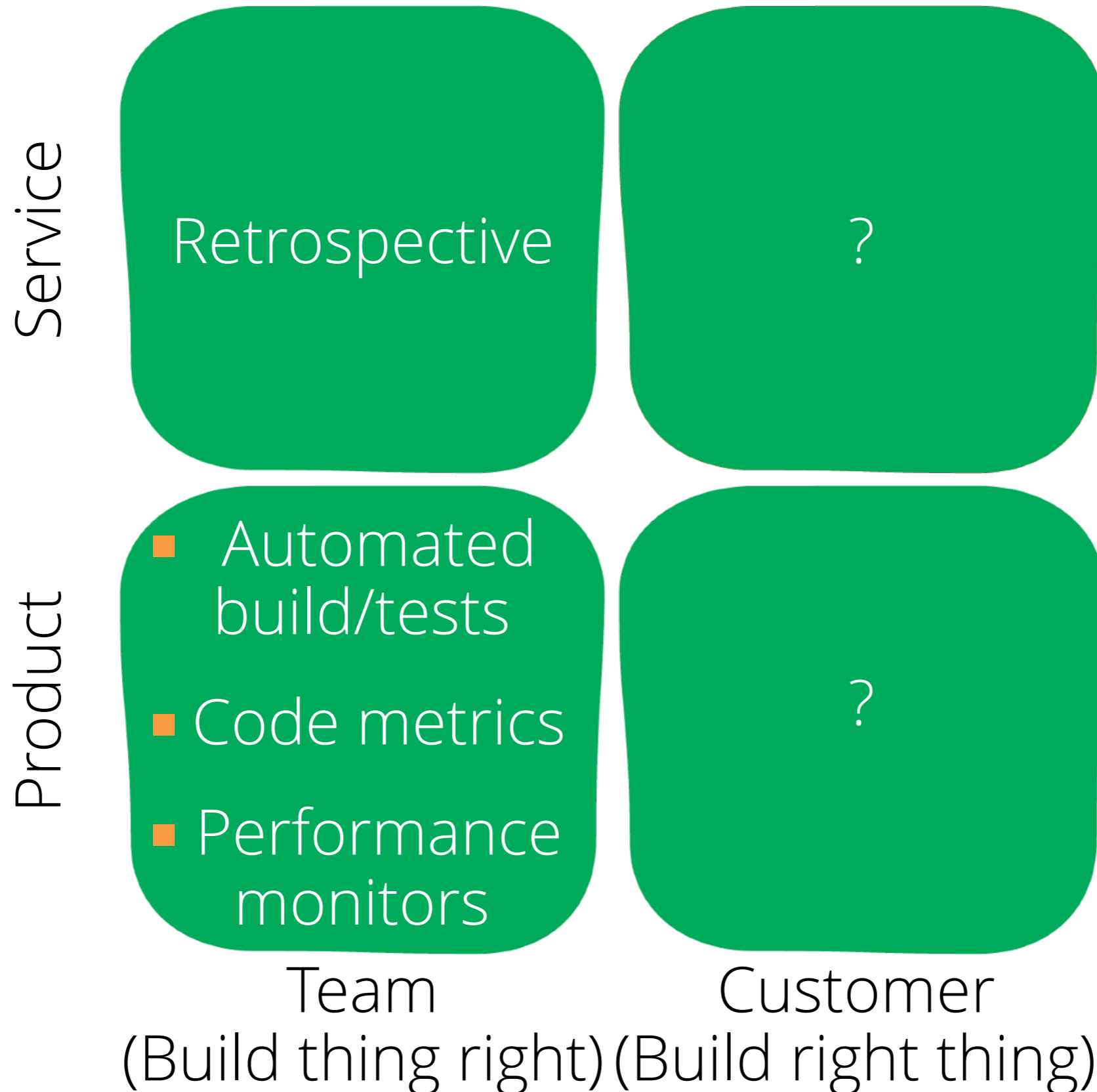
FEEDBACK LOOPS



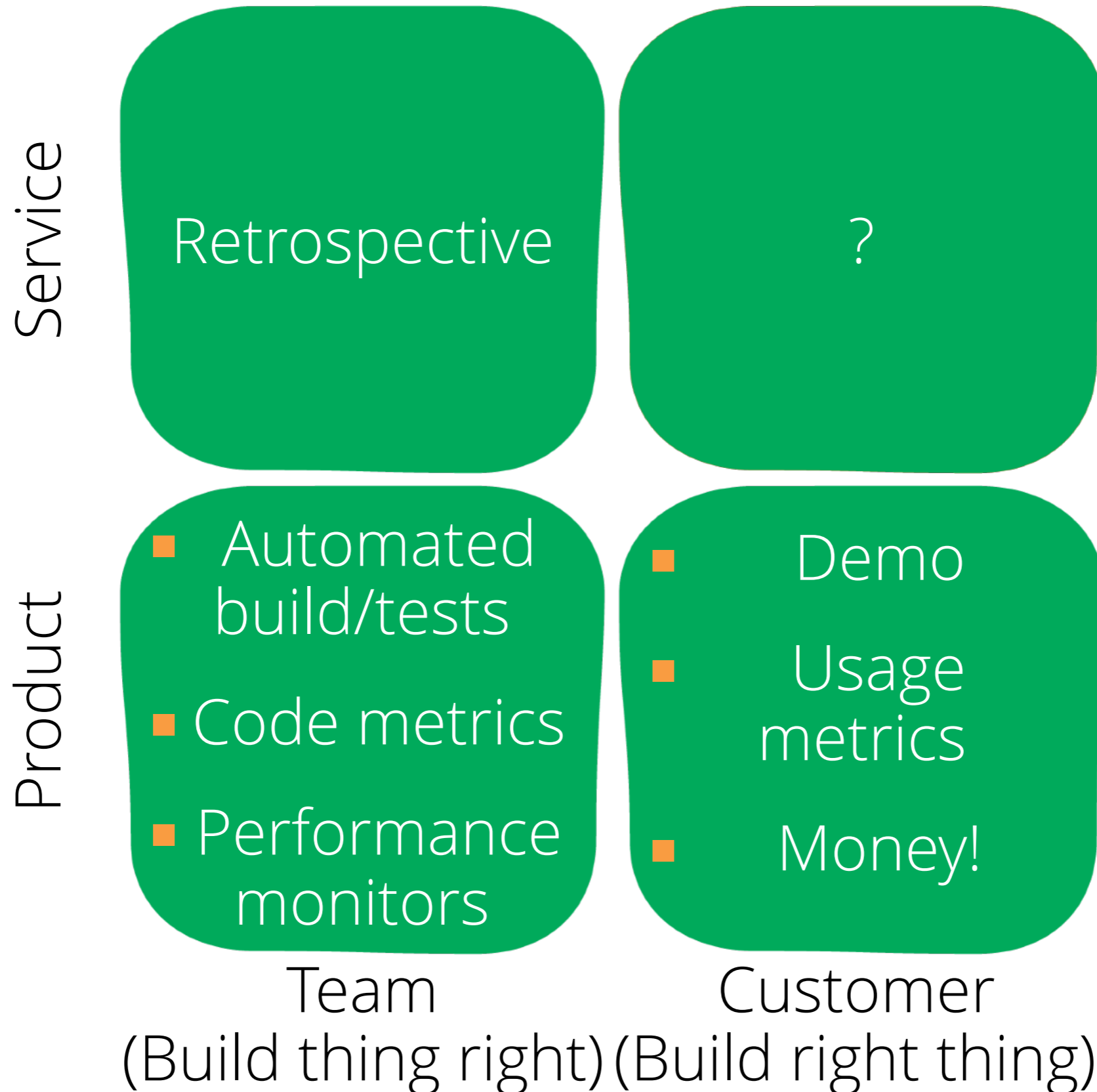
FEEDBACK LOOPS



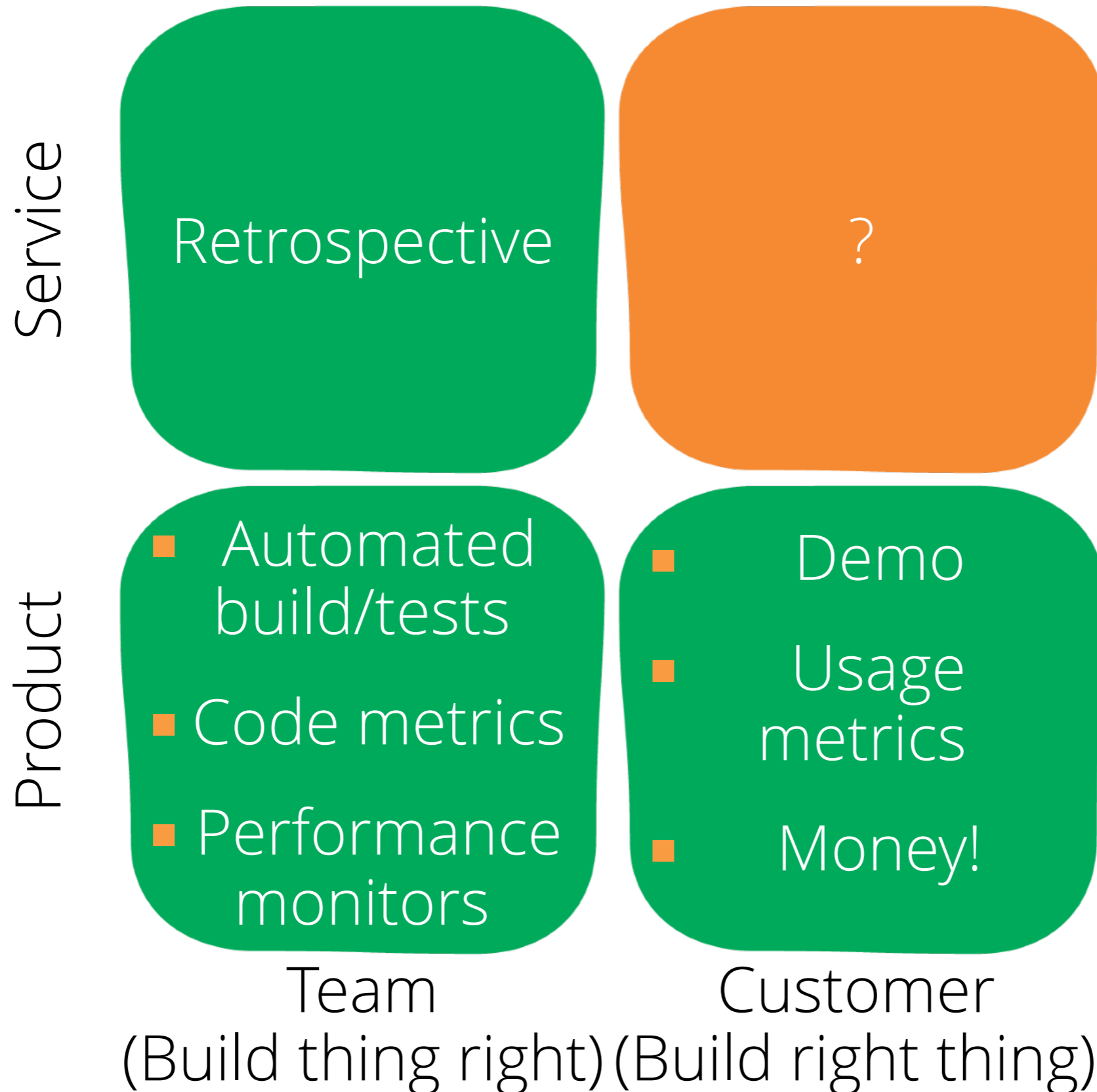
FEEDBACK LOOPS



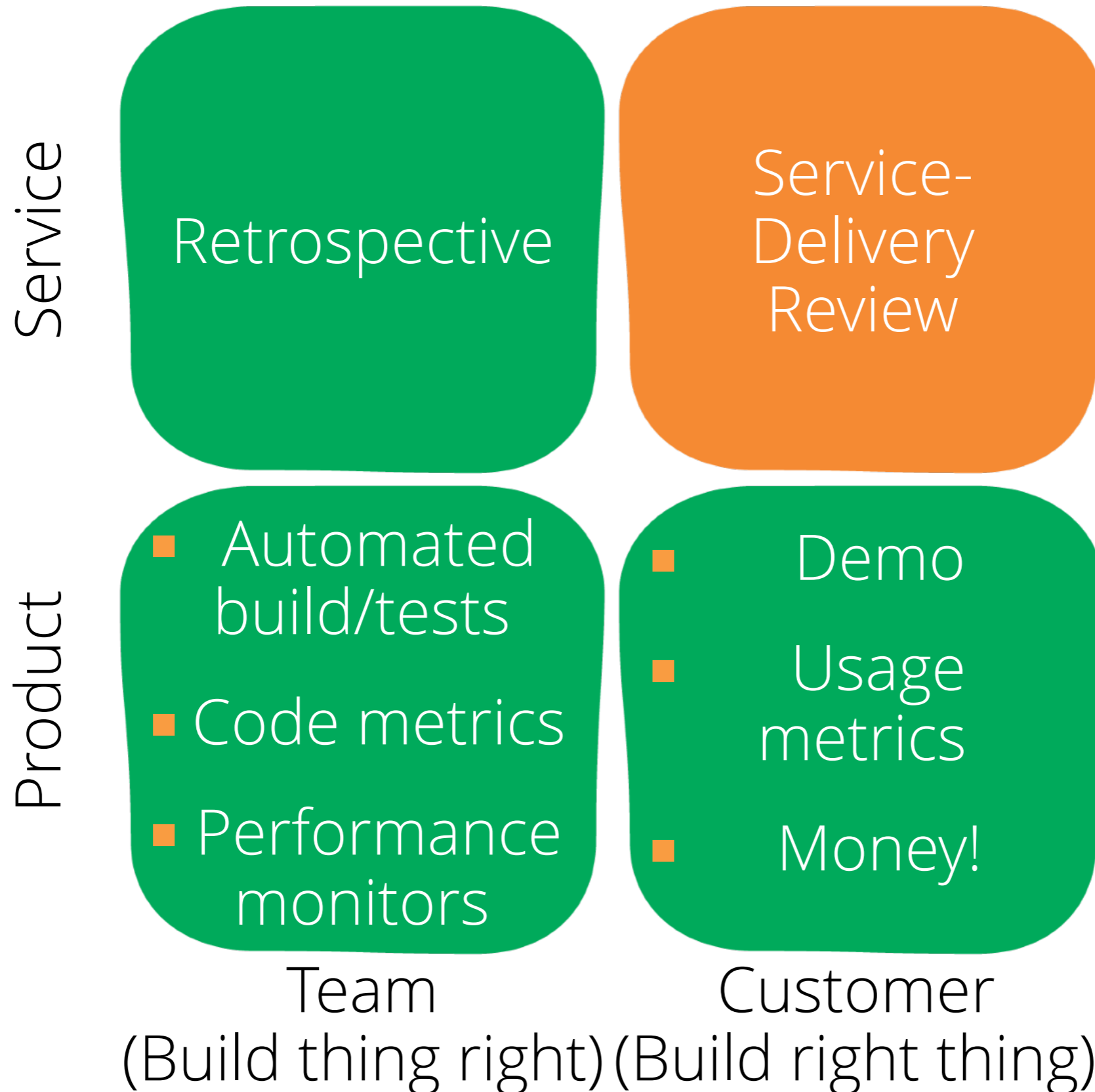
FEEDBACK LOOPS



FEEDBACK LOOPS



A POSSIBLE SOLUTION

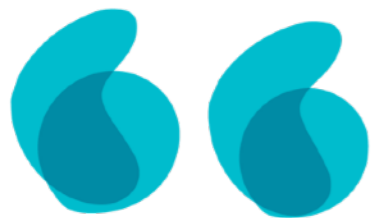




SERVICE-DELIVERY REVIEW

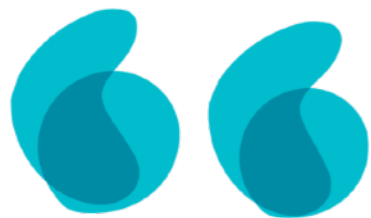
"INTRODUCE FEEDBACK LOOPS"





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





Is our service fit for its purpose?



POSSIBLE TOPICS

- Delivery times of recent work, distribution
- Blocker-clustering results and remediations
- Work-type mix (% allocation to work types)
- Classes of service/expectations of each work type
- 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), front-line staff reports
- “What obstacles stand in the way of our service-delivery expectations?”

FEEDBACK METRICS

Service

- Team health
- Engagement
- Flow efficiency

- Delivery time distribution
- Throughput
- Due-date performance

Product

- Mean time to restore
- Code health
- Performance

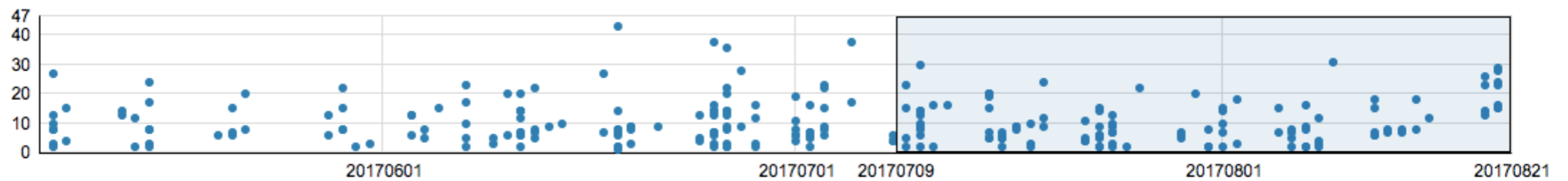
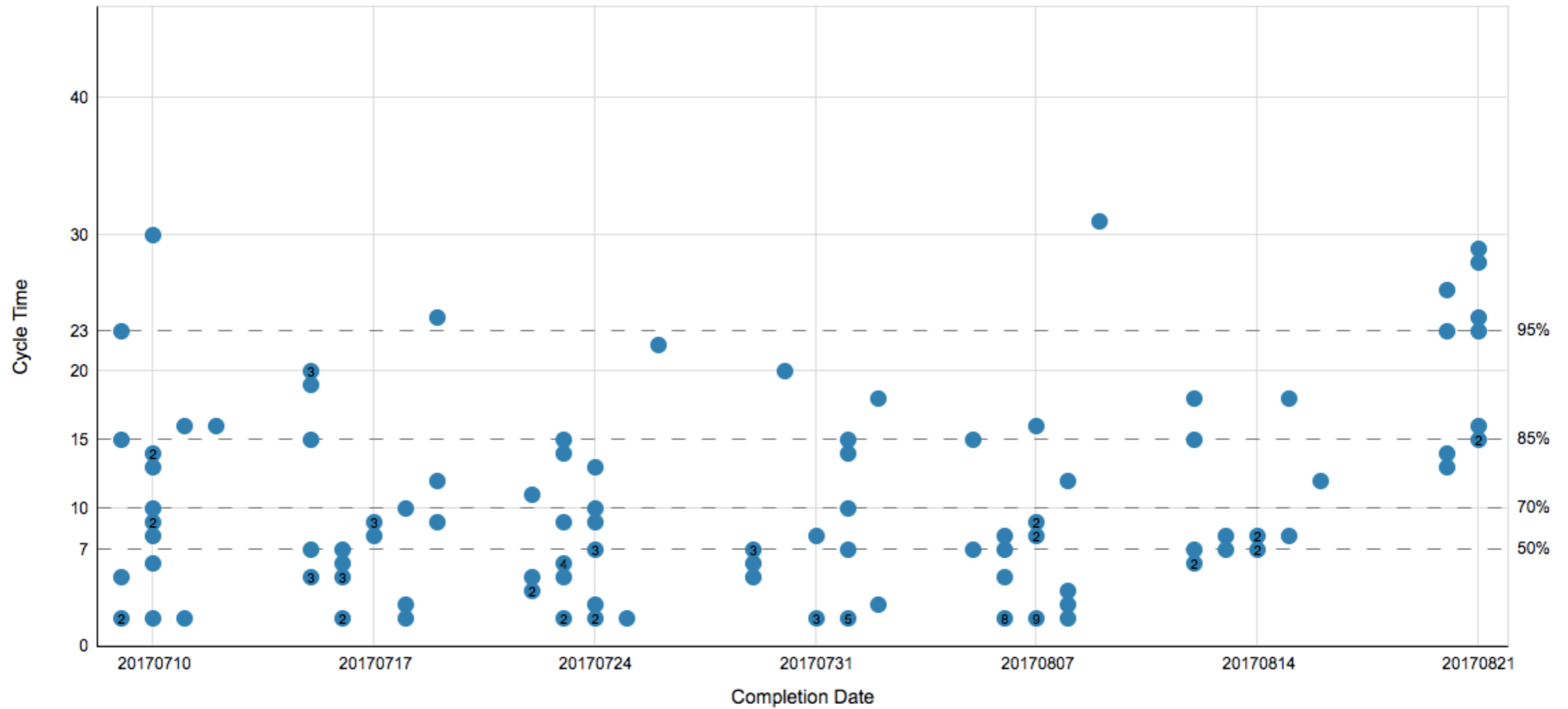
- Revenue
- Usage metrics
- App-store rating

Team

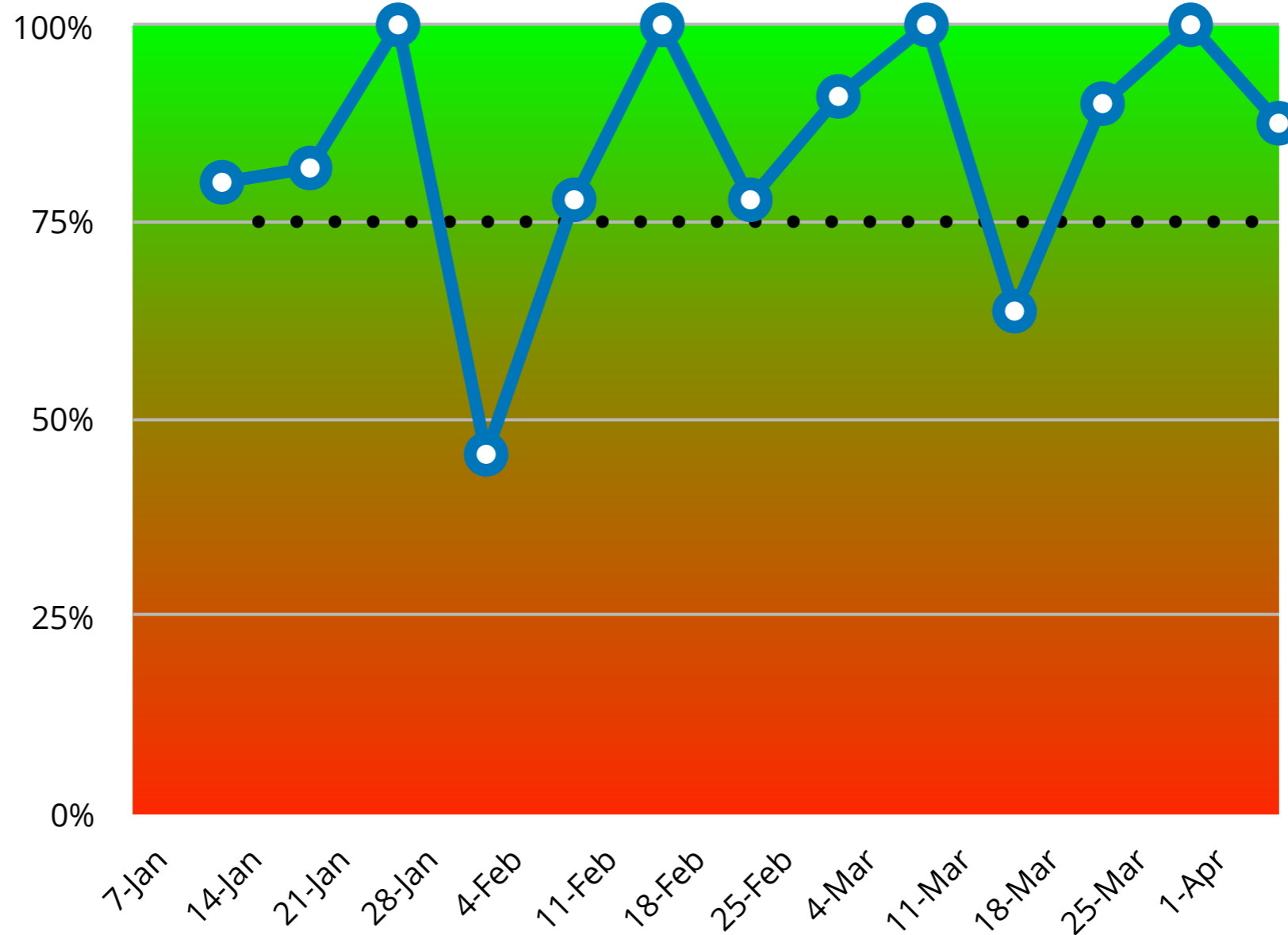
Customer

(Build thing right) (Build right thing)

DELIVERY-TIME SCATTERPLOT

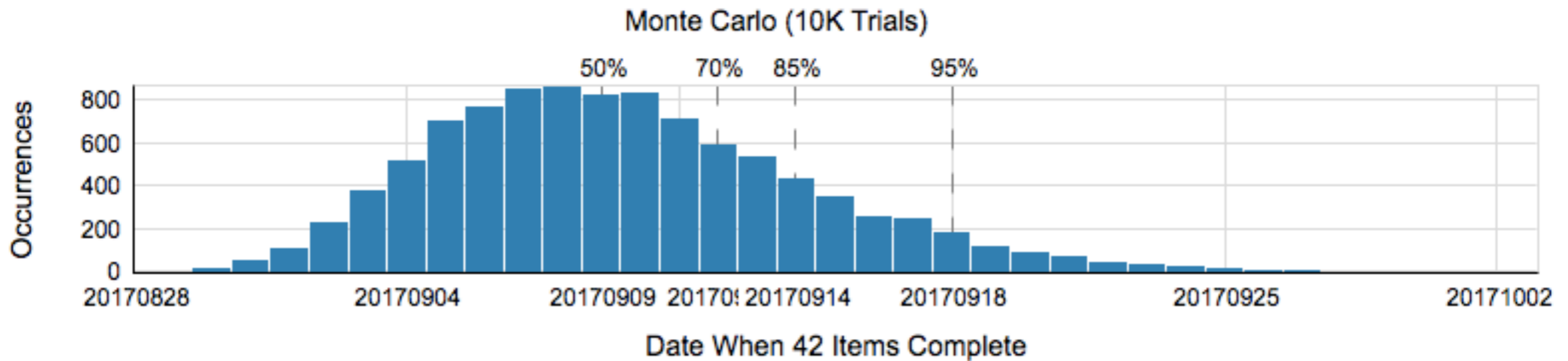


VALUE-DEMAND RATIO



Value-Demand Ratio = Value-Added Demand / Total Demand

PROBABILISTIC FORECAST



Aug 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Sep 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Oct 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Legend

0-50%
50-70%
70-85%
85-95%
95+%

-kanbanize.com



*[Considering alternative future paths]
offsets the tendency for managers to
implicitly assume a single future ... They
become **more perceptive** of changes
in the business environment and **more
responsive** to those changes.*

— Peter Senge, *The Fifth Discipline*



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 delivery of expedite items?

STANDARD-URGENCY PERFORMANCE

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

85th percentile:

50th percentile:

BLOCKER CLUSTERS

Express largest clusters by type, count and total days blocked

CURRENT POLICIES

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 DRIVERS AND HYPOTHESES

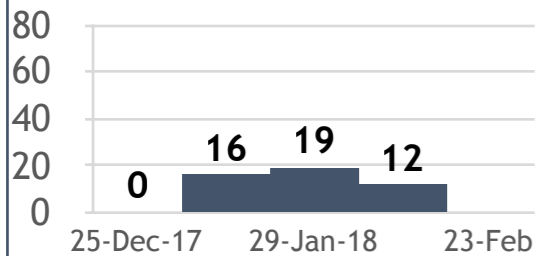
We believe that <change> will result in <outcome> and we'll know because of <signal>

POLICY CHANGES

EXAMPLE

Days Since Last Deployment

8 days



Next Goals

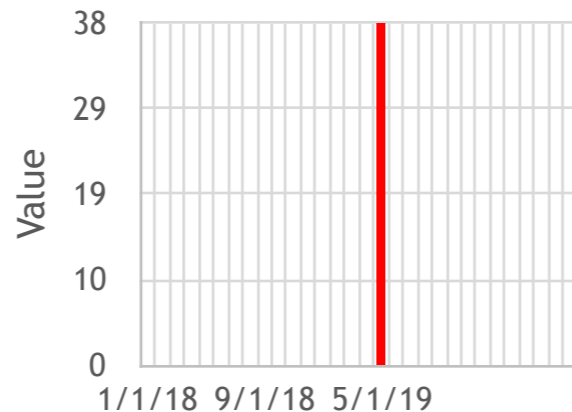
- Login using magic link (anticipated result: fewer login failures)

Recent Wins

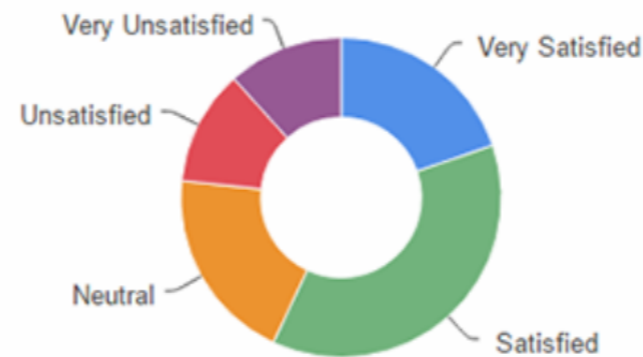
- Whole dev team working together on single issue
- Impact Map for decisions
- Visualizing customer bounce rates from A/B tests

Team KPIs

Daily Active Users



Customer Satisfaction



Feedback from Customer

Worldwide Scores	Score	YOY Change
Ease of Signup	8.30	0.47
Enjoyment of Application	7.79	0.57
Unique Payment Options	7.95	0.49
Would recommend to a friend	7.87	0.40
North America Scores	Score	YOY Change
Ease of Signup	8.14	0.33
Enjoyment of Application	7.60	0.16
Unique Payment Options	7.76	0.28
Would recommend to a friend	7.55	0.09

Risks

Risks	Freq	Impact	Current Mitigation
Testing Environment is Unstable <ul style="list-style-type: none"> • Multiple people changing what endpoints are used • Services (ext and int) are frequently down 	High	High	<ul style="list-style-type: none"> • Investigating separate QA environment for each project using AWS • Tiger team assigned to diagnose internal service outages • Connie is working with service vendors to improve their SLA
Screen text may not fit in non-Unicode languages <ul style="list-style-type: none"> • Have not begun localization efforts • Welcome and payments page already have a large amount of text 	Med	High	<ul style="list-style-type: none"> • Chris is bringing in a localization engineer to work with the team • Jennifer is working with legal to reduce the amount of text needed on payments page.
Mice nesting in the data center <ul style="list-style-type: none"> • Their gnawing teeth may damage our servers • Their cuteness might distract already busy operators who will stop to pet the fluffy little guys 	Low	Med	<ul style="list-style-type: none"> • Sally is brining in her pet snake to help reduce the mice population

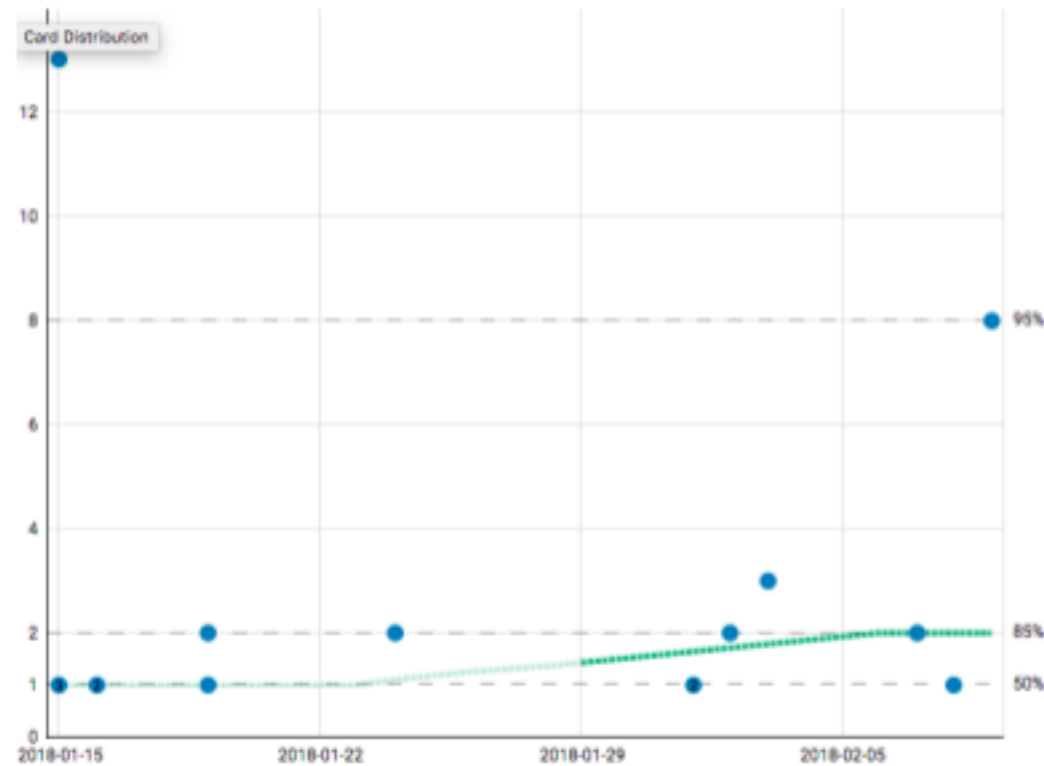
EXAMPLE

Feb 12, 2018: Review Period: Jan 30-Feb 12

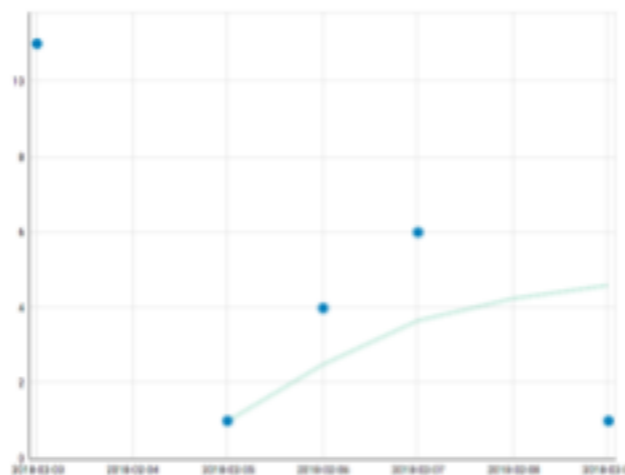
Policy Changes Today

- Updated risk tolerance pull lead-times: Aggressive (1 day), Moderate (4), Conservative (5)

Scatterplot: Standard Urgency (including To Do)
 30-day reporting with 14-day trendline interval
 85th%: 2 days (trending from 1 to 2 days)

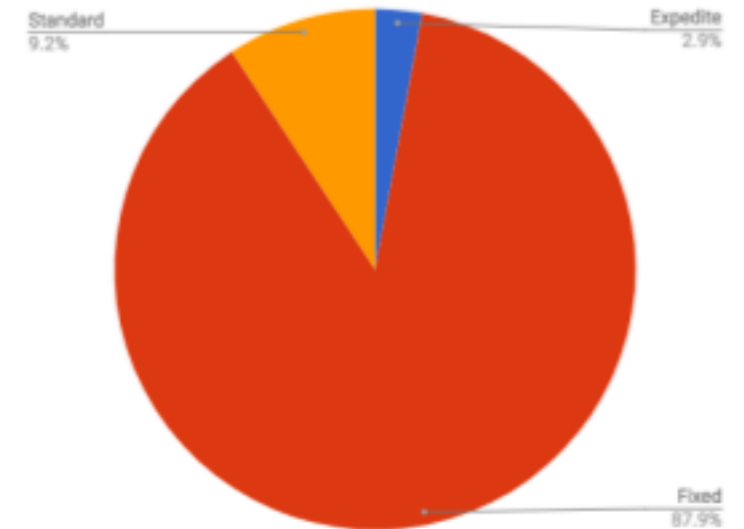


Delivery Scatterplot: Expedite
 14-day trendline interval
 85th%: NA (80th%: 6 days)



Delivery Scatterplot: Fixed Date (All Risk Tolerances)
 95th%: 5 days
 85th%: 4 days (up 1 day from 3)
 50th%: 1 day

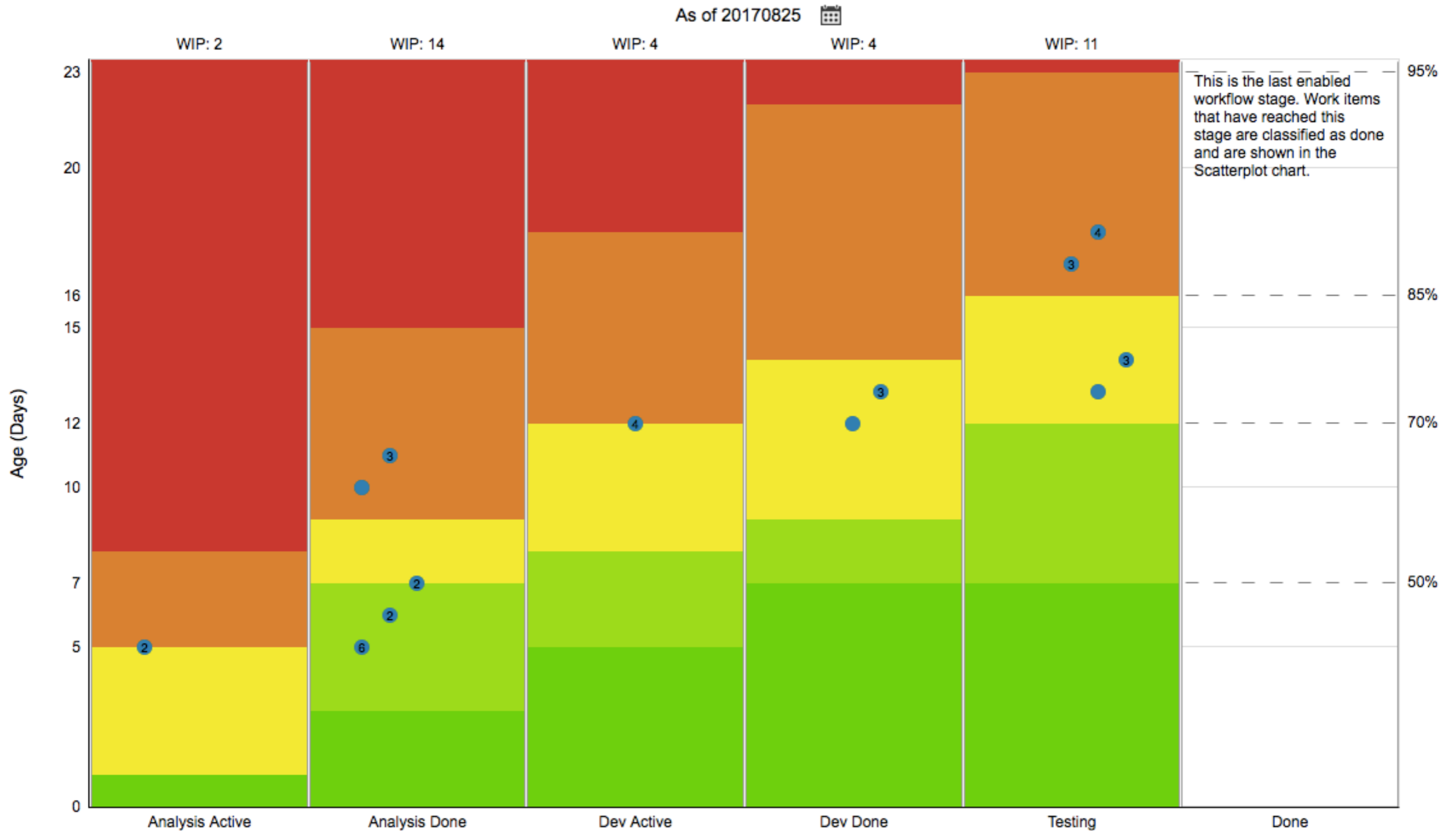
Class Mix (last 30 days)



Fixed-Date Performance

Period	On-Time Performance	
	Last Review	This Review
7-day	100%	100%
14-day	99%	100%
All-time	94%	94%

AGING WORK IN PROGRESS



FITNESS FOR PURPOSE CARDS

Fitness for Purpose Card

Would you please fill out this card? This will help us to better tune our services to our customers' needs.

* Required

Date *

Date

mm/dd/yyyy

Customer Name

Your answer

Service *

- Option 1
- Option 2
- Option 3

Why did you choose our service? List up to three reasons.

Reason 1 *

Your answer

Reason 2

Your answer

How well did our service fulfill your expectations for each reason?

	My expectations were exceeded	My expectations were fully met	My expectations were mostly met but a few minor concerns remained	Some significant needs were unaddressed	I got some value, but most of my expectations were unmet	I found nothing useful
Reason 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reason 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reason 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why did you give the scores in the previous question?

For Reason 1 *

Your answer

For Reason 2

Your answer

For Reason 3

Your answer

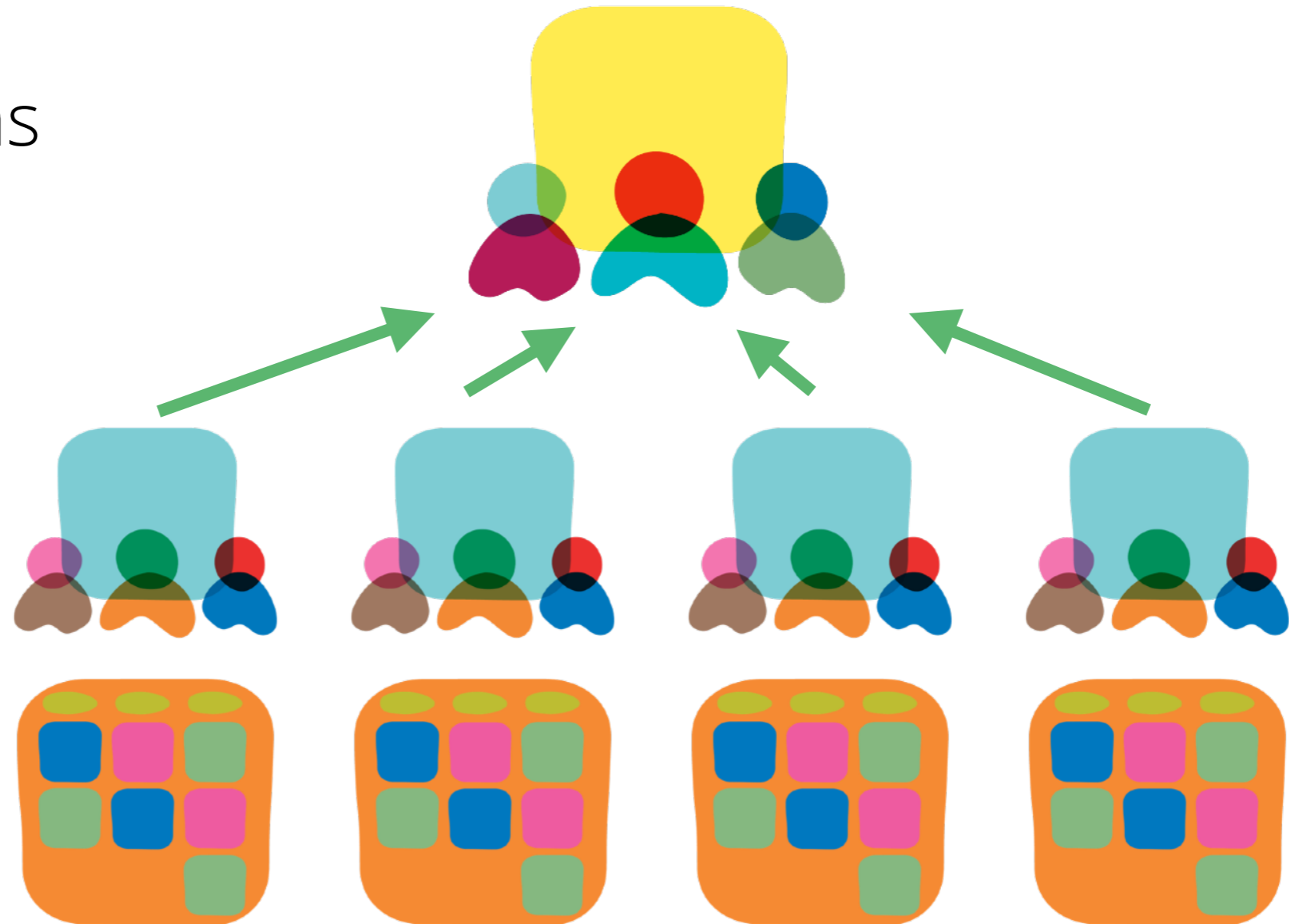
SUBMIT

SCALE WITH OPERATIONS REVIEW

Operations Review

Service-Delivery Review

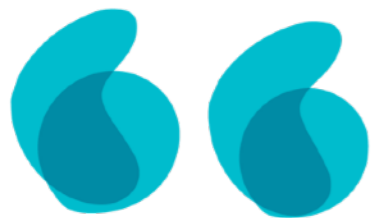
Team (Kanban)



TOP CUSTOMER SERVICE-DELIVERY EXPECTATIONS

- Be accessible
- Treat me courteously
- Be responsive to what I need and want
- Do what I ask promptly
- Provide well-trained and informed employees
- Tell me what to expect
- Meet your commitments and keep your promises
- Do it right the first time
- Follow up
- Be socially responsible and ethical

-Brad Cleveland, International Customer Management Institute



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



BENEFITS OF A SERVICE-DELIVERY REVIEW

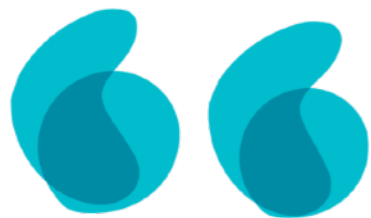
- ❑ Forces you to *focus on customers* and become fit for the purpose for which they chose you
- ❑ Sets clear standards and achievement
- ❑ Generates feedback with (meaningful) data
- ❑ Helps you understand why you fail and then align improvement efforts
- ❑ Builds customer trust and loyalty
- ❑ Improve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



Kanbanize @KanbanizeInc

2d

"Without having the understanding of what customer values, teams are going to turn to vanity metrics " –

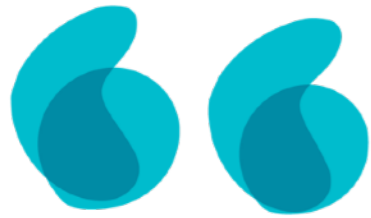


~~93%~~ 95%, *my love.*



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
- Reduce/combine meetings rather than add new
- Consider as way to measure “agile adoption”



The tighter you make your feedback loops, the greater agility you can exhibit as a business, the faster you can sense and respond.



— Anderson and Zheglov, *Fit for Purpose*

REFERENCES AND FURTHER EXPLORATION

- <http://www.djaa.com/kanban-cadences>
- <https://www.slideshare.net/agilemanager/kanban-cadences-information-flow>
- <https://mattphilip.wordpress.com/2017/05/24/service-delivery-review-the-missing-agile-feedback-loop/>
- When will it be done? by Dan Vacanti (<https://leanpub.com/whenwillitbedone>)
- <http://kanbanize.com/>
- <https://actionableagile.com/>
- <https://hbr.org/1988/07/the-power-of-unconditional-service-guarantees>
- <http://www.icmi.com/Resources/Customer-Experience/2015/10/Ten-Customer-Expectations-and-How-They-Are-Changing>
- <https://hbr.org/2010/07/stop-trying-to-delight-your-customers>
- <http://xprocess.blogspot.fr/> (Andy Carmichael)
- Fit for Purpose by Anderson and Zheglov
- Designing Delivery by Jeff Sussna

THANK YOU

Questions?

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