THE SERVICE-DELIVERY REVIEW

The Missing Agile Feedback Loop
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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Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas
WHAT DO YOU VALUE?
Daniel Bell

The Coming
of
Post-Industrial
Society

A VENTURE IN SOCIAL FORECASTING

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

— Jeff Sussna, Designing Delivery
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
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
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."
<table>
<thead>
<tr>
<th>Client</th>
<th>Project</th>
<th>Delivery Person</th>
<th>Overall Status</th>
<th>Plan</th>
<th>Team Mix</th>
<th>Dependencies</th>
<th>Technical</th>
<th>Commercial</th>
<th>Legal</th>
<th>CD</th>
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<tr>
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</table>
9% of employees said their teams had clear and measurable goals.

— Gallup (Buckingham and Coffman)
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

(Build thing right)

Customer

(Build right thing)
FEEDBACK LOOPS

- Service
- Product
- Team (Build thing right)
- Customer (Build right thing)
FEEDBACK LOOPS

- Service
  - Retrospective
  - Standup/Flow-planning meeting

- Product

- Team
  - (Build thing right)

- Customer
  - (Build right thing)
FEEDBACK LOOPS

- Service
  - Retrospective
  - Standup/Flow-planning meeting

- Product
  - Automated build/tests/CI
  - Code metrics
  - Performance monitors

- Team
  - (Build thing right)

- Customer
  - (Build right thing)
FEEDBACK LOOPS

Service
- Retrospective
- Standup/Flow-planning meeting

Product
- Automated build/tests/CI
- Code metrics
- Performance monitors

Team
(Build thing right)

Customer
(Build right thing)

Demo
- A/B tests
- Usage metrics
- Money!

ThoughtWorks
@mattphilip #itSDFI
FEEDBACK LOOPS

Service
- Retrospective
- Standup/Flow-planning meeting

Product
- Automated build/tests/CI
- Code metrics
- Performance monitors

Team (Build thing right)

Customer (Build right thing)
- Demo
- A/B tests
- Usage metrics
- Money!
A POSSIBLE SOLUTION

Service
- Retrospective
- Standup/Flow-planning meeting

Product
- Automated build/tests/CI
- Code metrics
- Performance monitors

Team
(Build thing right)

Customer
(Build right thing)

Service-Delivery Review
- Demo
- A/B tests
- Usage metrics
- Money!
SERVICE-DELIVERY REVIEW
"A regular, quantitatively-oriented discussion between a customer and delivery team about the fitness for purpose of its service delivery."
“INTRODUCE FEEDBACK LOOPS”

Operations Review
(monthly)

Service-Delivery Review
(biweekly)

Standup/Kanban
(daily)
Designing for service and not just software focuses IT on its purpose rather than on technical implementations.

— Jeff Sussna, Designing Delivery
POSSIBLE TOPICS

- Delivery times of recent work, distribution
- Blocker-clustering results and remediations
- Work-type mix (% allocation to work types)
- Classes of service/service-delivery expectations
- Value-demand ratio (value-add or failure demand)
- Due-date performance (fixed-date misses)
- Policy changes
- Input from fitness surveys (e.g., F4P Box Score), front-line staff reports, social media
- “What obstacles stand in the way of our service-delivery expectations?”
FEEDBACK METRICS

Team health
Engagement
Flow efficiency

Delivery time
Throughput
Mean time to restore service
Due-date performance

Mean time to restore build
Code health
Performance

Revenue
Usage metrics
App-store rating

Team (Build thing right)
Customer (Build right thing)

ThoughtWorks®
I hired your team because of their amazing velocity.

— No customer, ever
Data Platform Team

Select your rating

Your review helps others learn about great local businesses.

Please don't review this business if you received a freebie for writing this review, or if you're connected in any way to the owner or employees.

Post Review
Read our review guidelines
# Service-Delivery Review Canvas

**“Is our service delivery fit for its purpose according to our customer?”**

**Service Team (single kanban):**

<table>
<thead>
<tr>
<th>SERVICEx WE PROVIDE</th>
<th>FITNESS CRITERIA METRICS</th>
<th>PARTICIPANTS IN REVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which service requests / work items types do we accept? What are the service level expectations of each work item type?</td>
<td>What does our customer value about our service? e.g. Predictable delivery, quality, delivery-time expectation at 85th%</td>
<td>E.g., Flow manager, coach, exec sponsor, Product owner, customer(s), external stakeholders, delivery team reps</td>
</tr>
</tbody>
</table>

## Inputs

<table>
<thead>
<tr>
<th>DUE-DATE PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well did we do with on-time delivery of fixed-date items?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPEDITE PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well did we do with delivery of expedite items?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STANDARD-URGENCY PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well did we do with on-time delivery of standard-urgency items?</td>
</tr>
</tbody>
</table>

Service-level expectation:

- 85th percentile:
- 50th percentile:

<table>
<thead>
<tr>
<th>BLOCKER CLUSTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Express largest clusters by type, count and total days blocked</td>
</tr>
</tbody>
</table>

## Outputs

<table>
<thead>
<tr>
<th>OPTIONS TO REDUCE RISK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Or system-design changes to improve capability vs. expectations (e.g., reduce WIP)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on delivery times, our expectation that we will complete remaining work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IMPROVEMENT DRIVERS AND HYPOTHESES</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe that &lt;change&gt; will result in &lt;outcome&gt; and we'll know because of &lt;signal&gt;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POLICY CHANGES</th>
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</thead>
</table>
Value-Demand Ratio = Value-Added Demand / Total Demand
PROBABILISTIC FORECAST

Monte Carlo (10K Trials)

Date When 42 Items Complete

Aug 2017

Sep 2017

Oct 2017

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
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

- **Fixed-Date Performance**

<table>
<thead>
<tr>
<th>Period</th>
<th>Last Review</th>
<th>This Review</th>
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</thead>
<tbody>
<tr>
<td>7-day</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>14-day</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>All-time</td>
<td>94%</td>
<td>94%</td>
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</table>
AGING WORK IN PROGRESS

As of 20170825

This is the last enabled workflow stage. Work items that have reached this stage are classified as done and are shown in the Scatterplot chart.

ThoughtWorks®
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 *

For Reason 1 *
Your answer

For Reason 2
Your answer

For Reason 3
Your answer

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

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

Reason 1 *
Your answer

Reason 2
Your answer

Reason 3
Your answer

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

- My expectations were exceeded
- 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
- Reason 2
- Reason 3

Submit

https://t.co/H53EzHVNRa
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!
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

- [www.djaa.com/kanban-cadences](http://www.djaa.com/kanban-cadences)
- [https://www.slideshare.net/agilemanager/kanban-cadences-information-flow](https://www.slideshare.net/agilemanager/kanban-cadences-information-flow)
- [https://mattphilip.wordpress.com/2017/05/24/service-delivery-review-the-missing-agile-feedback-loop/](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](https://leanpub.com/whenwillitbedone))
- [http://kanbanize.com/](http://kanbanize.com/)
- [https://actionableagile.com/](https://actionableagile.com/)
- Fit for Purpose by Anderson and Zheglov
- Designing Delivery by Jeff Sussna
THANK YOU

Questions?