OUTCOMES OVER OUTPUTS

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My Mission: To leave you better than I found you with each encounter
LEARNING OBJECTIVES

Learning Outcomes:

• Recognize the difference between outputs (what we produce) and outcomes (the impact we want)
• Identify the desired outcomes and outputs of Scrum events
• Develop effective and measurable outcomes with user stories
OUTPUTS

The amount of something produced by a person, machine, or industry

In Scrum Practice:

The ceremonies we do and what we produce as a result of them.
OUTCOMES

The consequence of doing something

In Scrum Practice:
What we want to happen as a result of what we do.
SIMPLE EXAMPLES

• Making a Meal
  • Output: Food
  • Outcomes: Nutrition, good taste, social setting, experimentation, cultural learning, etc.

• GPS in Mobile Phones
  • E911: Output is Position and Speed outcome is being able to locate someone in an emergency
  • Turn-by-Turn navigation: output Position and Velocity outcome ability to monetize location based services such as turn by turn navigation
SCRUM EXAMPLE – DAILY STANDUP

• Daily Stand Up
  • Refinement of Sprint plan to enhance probability of meeting sprint commitment (outcome)
    • Status – answers to the three questions (output)
    • Gauge how we well we are moving toward meeting our sprint commitment (output)
    • Propose changes to our sprint execution to better meet that commitment (output)
  • Impediments do not hinder the team’s progress (outcome)
    • Identification of impediments (output)
    • Action plan(s) to remove impediments (output)
  • More successful sprint/feature execution this sprint and over time (outcome)
ACTIVITY

YOU FIND THE OUTCOMES AND OUTPUTS
OUTCOMES EXAMPLES: BACKLOG REFINEMENT

• Backlog Refinement
  • The work brought into the sprint is understood to increase probability of success (outcome)
    • Stories meet the team’s definition of ready (output)
  • Team is clear on value of the story (outcome)
  • Team is clear on the success/acceptance criteria (outcome)
  • Team has reached consensus on the complexity of the story (relative sizing) (outcome)
  • Understand the problem or opportunity they are trying to solve/take advantage of (outcome)
OUTCOMES EXAMPLES: SPRINT PLANNING

- Sprint Planning
  - Team understanding of the sprint goals (outcome)
  - Team understanding what work they will be doing to meet the sprint goal (outcome)
  - Balance between probability of successfully meeting the sprint commitment and willingness to stretch and improve (outcome)
    - Sprint plan (output)
    - Sprint goal (output)
OUTCOMES EXAMPLES: SPRINT REVIEW/DEMO

• Sprint Reviews/Demos
  • Stakeholder partnership and alignment (outcome)
    • Feedback on the increment produced in the sprint (output)
    • Updated backlog that better reflects the needs and feedback of the stakeholders (output)
  • Understanding the state of the planned release (outcome)
  • Agreement on changes to scope or timeline of the planned release (outcome)
  • Agreement on next priorities (outcome)
    • Backlog prioritization changes (output)
OUTCOMES EXAMPLES: RETRO

• Retros
  • Continuous Improvement (Outcome)
    • (output) Identify issues of concern and an action plan for addressing them
    • (output) Identify team wins to celebrate in order to increase team’s state of mind, enthusiasm, etc.
    • (output) Reflection on previous issues to ensure they are being worked/”fixed”
FOCUSING ON OUTCOMES WHEN IMPROVING

• What needs to improve?
• Why does it need to improve?
• What improvement experiments will you try?
• What outcomes do you expect from the experiment?
• How will you know when you have succeeded?
HYPOTHESIS USER STORY FOR IMPROVEMENTS

We believe that <this experiment>
Will result in <this outcome>
We will know we have succeeded when <we see this measurable condition>
We Believe *that increasing the size of car images on the search page* will result in *improved customer engagement and conversion*. We will know we have succeeded when:

- **Within 3 months after release**
- **We see a 15% increase in customers who review car images on the search page**
- **We see a 5% increase in customers who convert to purchase within 48 hours of viewing car images on the search page**
HYPOTHESIZE TEAM IMPROVEMENTS

We believe that *decreasing the size of our user stories* will result in *our ability to be more predictable in our delivery of work*. We will know we have succeeded when:

- *By the end of this quarter (5 sprints)*
- *The average carry over reduces from our current average of 28%*
- *Our average predictability falls between 80-95%*
HYPOTHESIZE SCRUM CEREMONY IMPROVEMENTS

We believe that *adopting the walk the wall method in our daily scrum* will result in *increased focus and full team ownership of the sprint backlog*. We will know we have succeeded when:

- *Measure results over the next 6 sprints (Q2)*
- *WIP is reduced from our current WIP of one story per developer*
- *Focus on finishing stories rather than starting new stories becomes the norm*
- *We see no more than one started but incomplete feature at the end of the quarter*
WRITE YOUR OWN HYPOTHESIS USER STORY FOR YOUR TAKE-AWAY IMPROVEMENTS

We believe that <this experiment>
Will result in <this outcome>
We will know we have succeeded when <we see this measurable condition>
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