
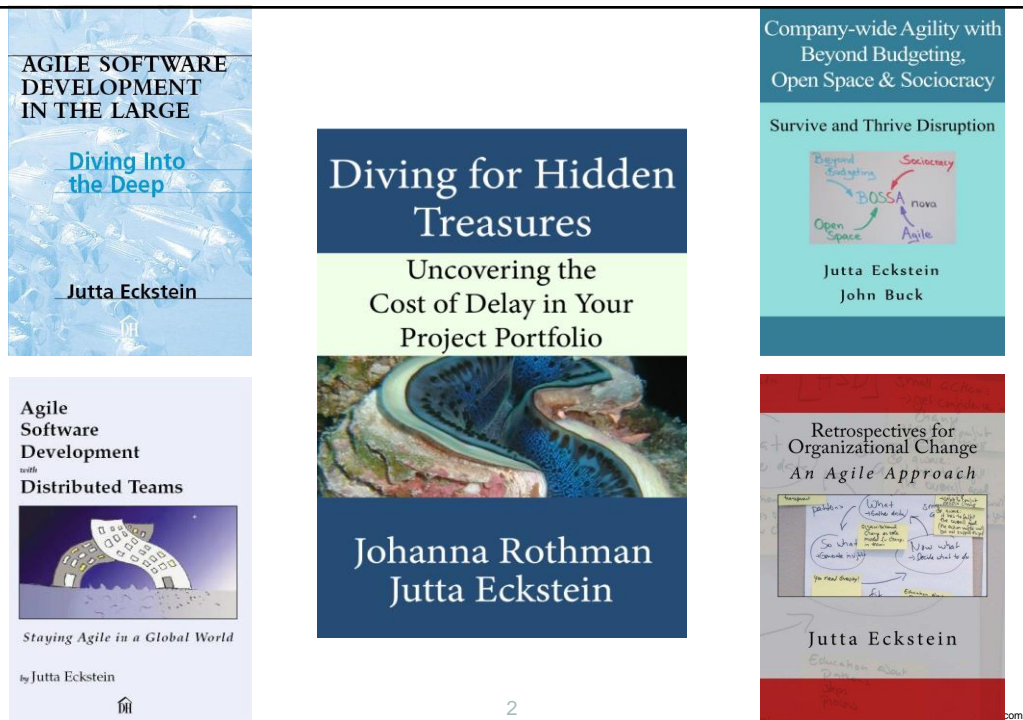


# Increasing Productivity by Uncovering Costs of Delay

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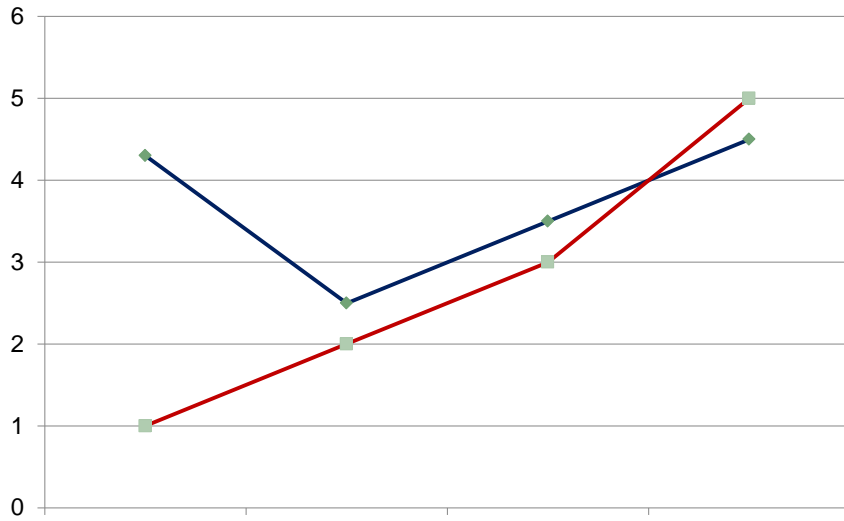
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## Agenda

- Context
- Metrics
- Analysis of costs of delay

## CONTEXT

## Measuring Productivity



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## Transparency without Trust



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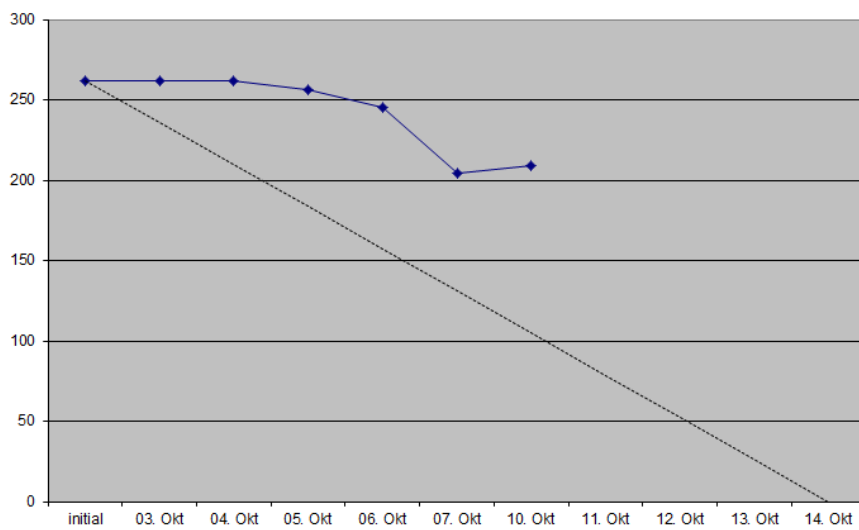
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# METRICS

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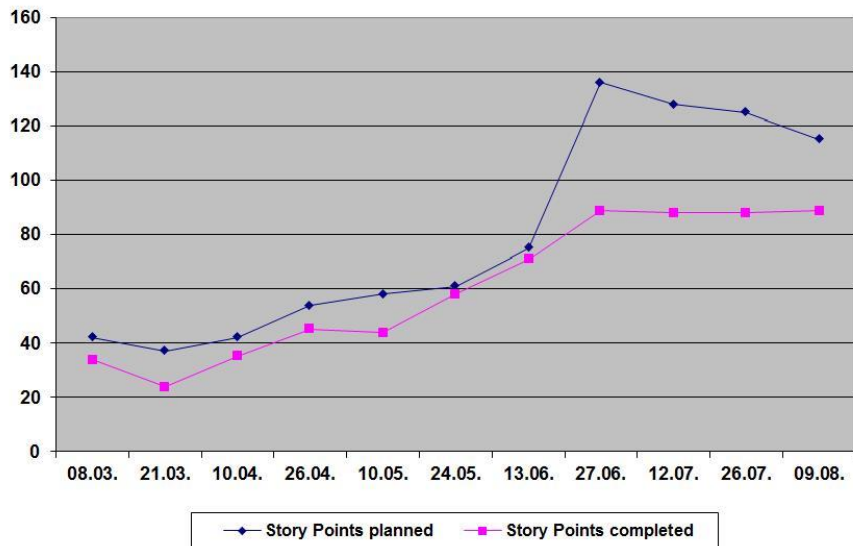
# Burndown



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## Velocity ≠ Productivity



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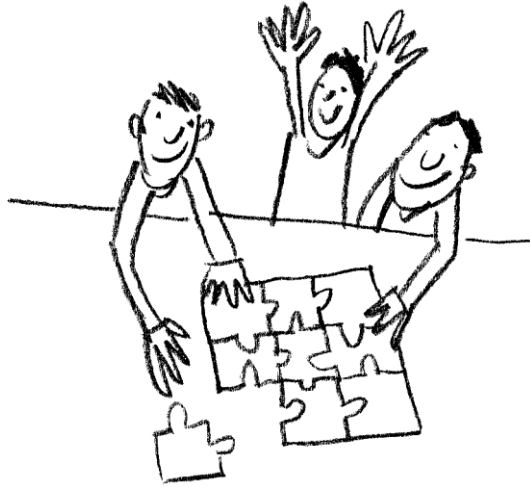
## Average Cycle Time



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## Outcome vs. Output



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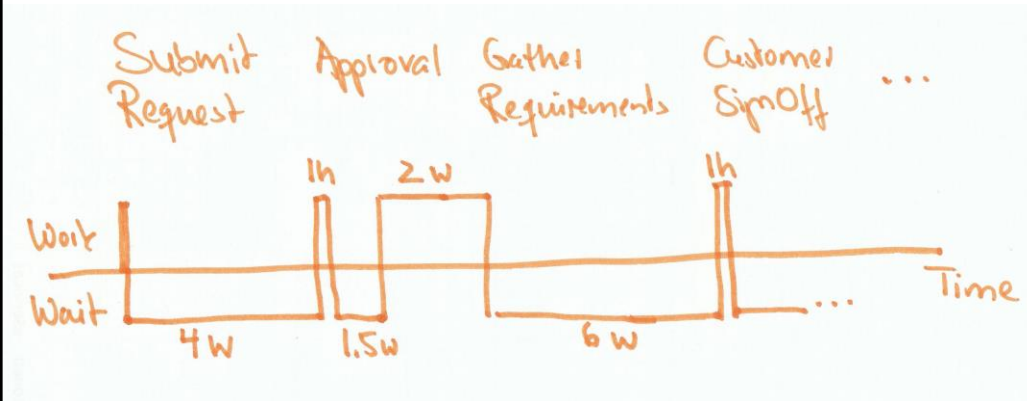
## Perspective of the User



12

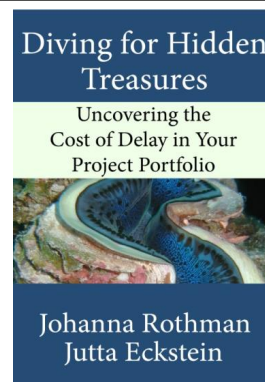
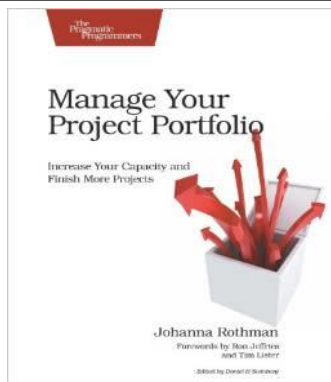
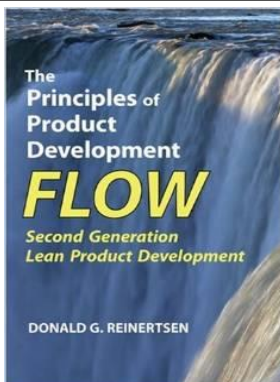
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## Analysis of the Value Stream



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## ANALYSIS OF COSTS OF DELAY

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## Definition: Cost of Delay



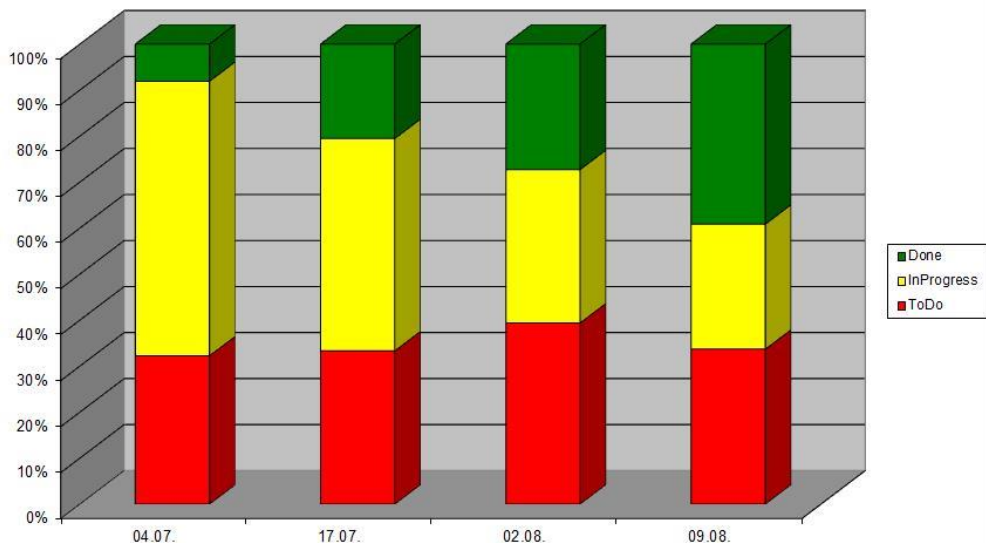
***It's the way to think about the revenue you can lose plus the cost of continued development.***

**Johanna Rothman**

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## Work in Progress

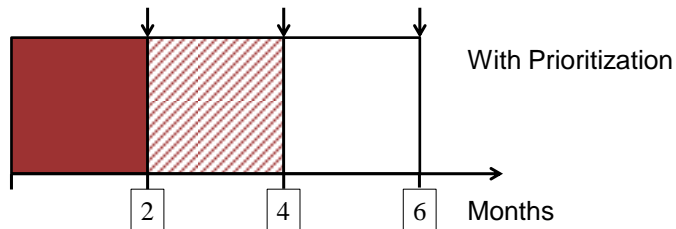
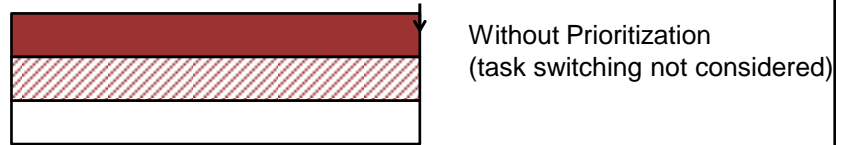


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## Multi Projecting



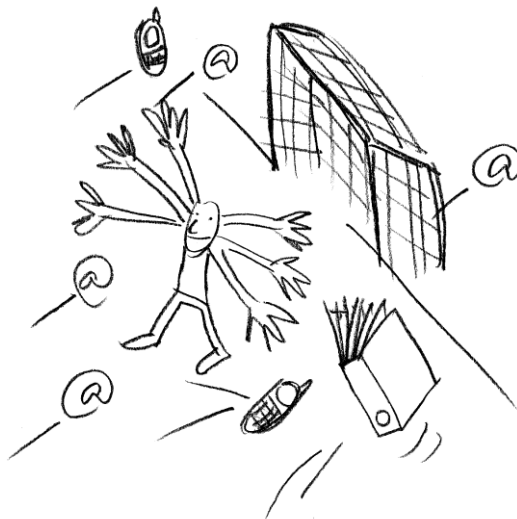
■ Project 1 ■ Project 2 □ Project 3

↓ Earliest possible return-on-investment

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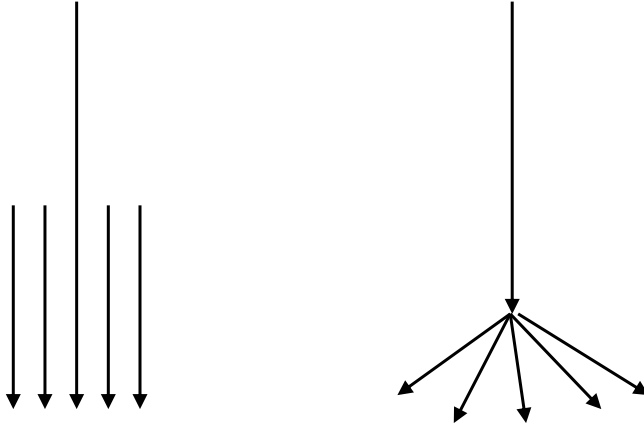
## Multi-Tasking



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## Experts



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## Quality



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## Perfection



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## Not Starting



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## Repeating Mistakes



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## WRAPPING UP

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## Lessons Learned

- Metrics only reliable in trustworthy environment
- Measure the creation and growth of the value
- Analyze and eliminate costs of delay

## Final Thought



***You have to release it,  
or no one can use it,  
and you can't realize  
any revenue at all.***

**@jlottsen**

## Find out more:

<http://leanpub.com/divingforhiddentreasures/c/AgilePortugal>

### Diving for Hidden Treasures

Uncovering the Cost of Delay in Your Project Portfolio



Johanna Rothman  
Jutta Eckstein

Discount for Agile Portugal Participants!

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## Thanks!

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