

Scrum Metrics for Hyperproductive Teams

How They Fly Like Fighter Aircraft

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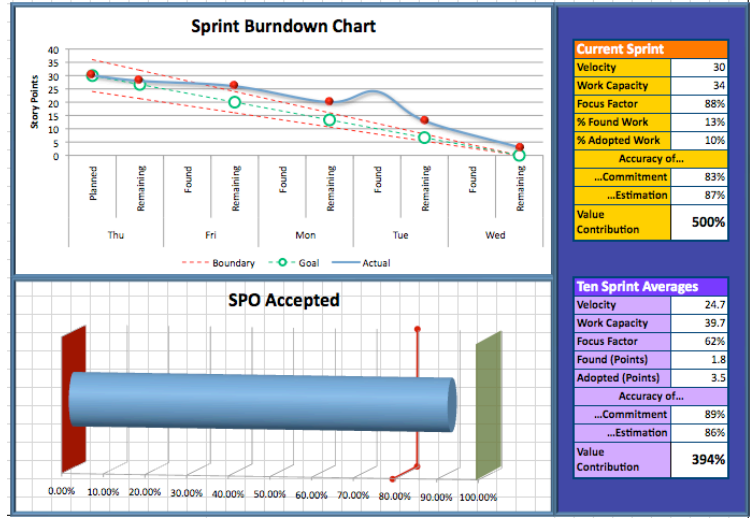
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Abstract—Scrum teams use lightweight metrics like story points, the burndown chart, and team velocity. The inventor of Scrum was a fighter pilot and used the Scrum burndown chart to help teams land a sprint properly. Recent work with hyperproductive teams shows they are like modern jet fighters in two ways--they have two engines that produce velocity--alignment of the team, and team spirit. Even more interesting, they use careful measurement of certain aspects of performance and prioritization to make slight adjustments in flight. Failing to watch these metrics and trim the flight of the team can result in a hyperproductive crash into waterfall performance, typically 5-10 times slower than Scrum. Just as modern jet fighters are inherently unstable without computers to fine tune flight parameters, hyperproductive teams require daily adjustment based on key metrics.

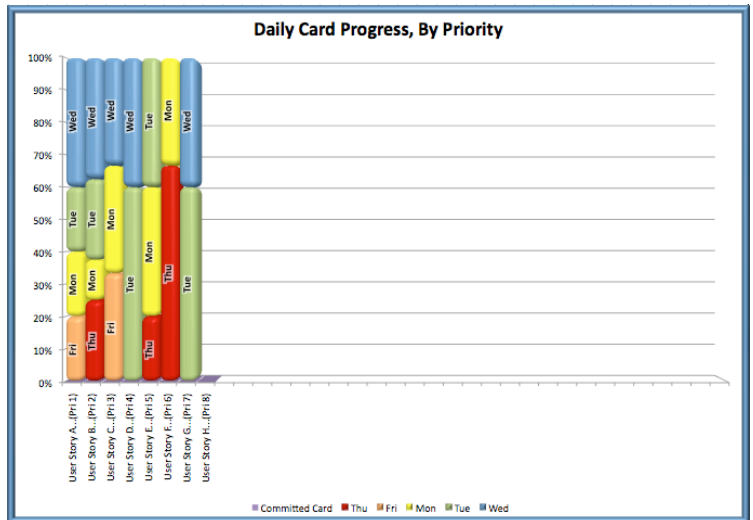
Here we provide a comprehensive, yet minimal set of team metrics used in an environment where hyperproductive teams are the norm, along with an Excel spreadsheet that can be used by any Scrum team to improve performance. Velocity, story completion by priority, work in progress, story acceptance rate by product owner, unplanned work, and trending accuracy of estimates all appear to be essential to determine the altitude, velocity, angle of attack, and attitude of a hyperproductive team. Slight adjustment of these parameters on a daily basis keeps the team on target.

Keywords-scrum; management; transparency; self-organization

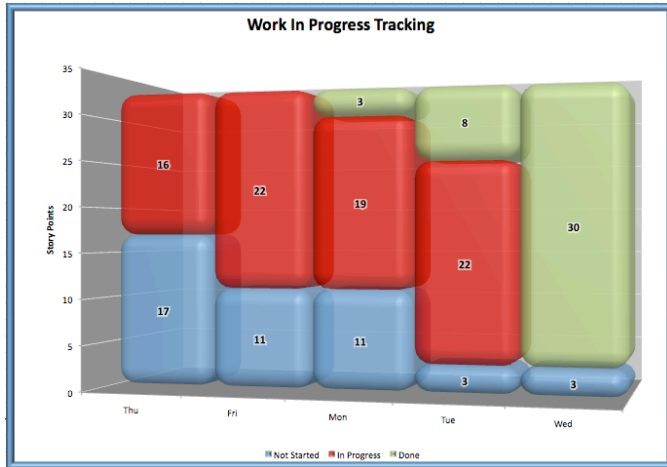
SPRINT BURNDOWN



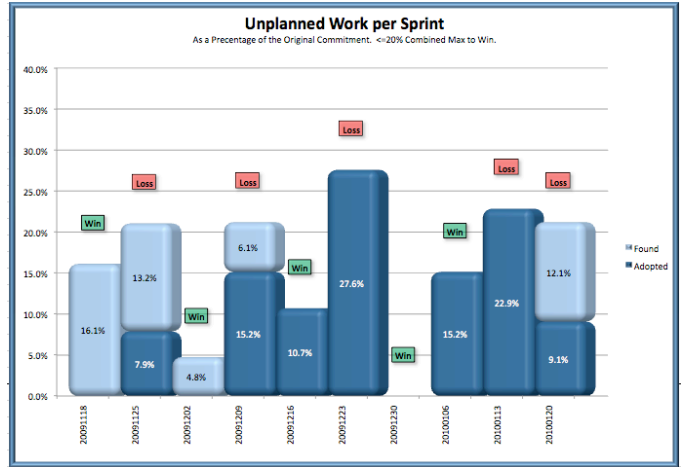
I. DAILY CARD PROGRESS



II. WORK IN PROGRESS



III. UNPLANNED WORK



IV. REFERENCES

V. ESTIMATE ACCURACY

