

Worksheet 13-2: Metric Symptoms Assessment

Trap	Symptom	Green	Yellow	Red
#1: Lack of Management Commitment	• Management opposes measurement.			
	• Management doesn't provide input into metrics program design.			
	• Management doesn't require people to report data.			
	• Management doesn't drive program deployment.			
	• Management doesn't share data with other stakeholders.			
#2: Measuring Too Much, Too Soon	• A long list of metrics is selected initially.			
	• It's not clear why some metrics are being collected.			
	• Participants resist because collecting data takes too much time.			
	• You get more data than you can analyze.			
	• Stakeholders are overwhelmed with charts and reports.			
#3: Measuring Too Little, Too Late	• Data collected doesn't provide enough information.			
	• Participants change their behavior to optimize what is being measured.			
	• Managers don't get the data they need.			
	• Reluctant practitioners don't report all required data.			
	• Data is reported much later than requested.			
#4: Measuring the Wrong Things	• Metrics don't relate to business success strategies.			
	• Managers don't get information they need to manage projects and people.			
	• You can't tell if process changes are working.			
	• Inappropriate surrogate measures are used.			
#5: Imprecise Metrics Definitions	• Individuals interpret the definitions to mean different things.			
	• People ask many questions about metrics definitions.			
	• People measure the same things but get different results.			
	• Data is hard to interpret because of different local measurement conventions.			

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#6: Using Metrics Data to Evaluate Individuals	<ul style="list-style-type: none"> Metrics data is used for performance evaluations. 			
	<ul style="list-style-type: none"> Developers are ranked based on their productivity or other results. 			
	<ul style="list-style-type: none"> People fake or conceal the data to avoid being hurt. 			
	<ul style="list-style-type: none"> Managers can attribute all data to individuals. 			
	<ul style="list-style-type: none"> People fear the metrics program. 			
#7: Using Metrics to Motivate, Rather than to Understand	<ul style="list-style-type: none"> Managers say, “We can use metrics to drive desired behaviors.” 			
	<ul style="list-style-type: none"> Public tracking charts are labeled as being good or bad. 			
	<ul style="list-style-type: none"> Managers try to get “the numbers” where they want them. 			
	<ul style="list-style-type: none"> The project results aren’t consistent with desired goals. 			
	<ul style="list-style-type: none"> People change their behavior to avoid being penalized by data. 			
#8: Collecting Data That Isn’t Used	<ul style="list-style-type: none"> Data is reported, but no one learns how it is used. 			
	<ul style="list-style-type: none"> Charts aren’t shared with the team. 			
	<ul style="list-style-type: none"> Practitioners don’t have access to the public metrics repository. 			
	<ul style="list-style-type: none"> Management doesn’t seem to care if they have the data or not. 			
#9: Lack of Communication and Training	<ul style="list-style-type: none"> Participants don’t understand what is expected of them. 			
	<ul style="list-style-type: none"> There is confusion about what and how to measure and what to do with the results. 			
	<ul style="list-style-type: none"> You hear much opposition to the program. 			
	<ul style="list-style-type: none"> People are afraid the data will be used against them. 			
#10: Misinterpreting Metrics Data	<ul style="list-style-type: none"> Small blips in charts lead to overreactions. 			
	<ul style="list-style-type: none"> Trends warning of problems are not taken seriously. 			
	<ul style="list-style-type: none"> Trend changes are attributed to the wrong root causes. 			
	<ul style="list-style-type: none"> Calculations or analyses based on metrics data lead to erroneous conclusions. 			