THE ONLY GOOD QUALITY METRIC IS MORALE

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HI I'M JENNY!

- Test Lead at Willowtree
  - Yes, we're hiring!
- Human interfacing is my favorite thing
- Testing is also my favorite thing
- Two cats—Dante and Dax
  - Ask me for a sticker later!
  - Yes, they're also my favorite things
- My pronouns are she/her

IT'S STORY TIME!

Me, probably

SERIOUSLY

THIS QUESTION HAS PLAGUED ME FOR MY ENTIRE CAREER

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SO, LET'S TALK ABOUT IT

- Less effective metrics
- What do you actually want to measure?
- The case for morale as a metric
- Measuring morale

BABY DON'T HURT ME

DON'T HURT ME NO MORE

LESS EFFECTIVE METRICS

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ASK YOURSELF THIS:

WHO DO YOUR METRICS HURT?

ASK YOURSELF THIS:

WHAT IS THE CONTEXT FOR YOUR METRICS?

LESS EFFECTIVE METRICS – WHAT ARE THEY

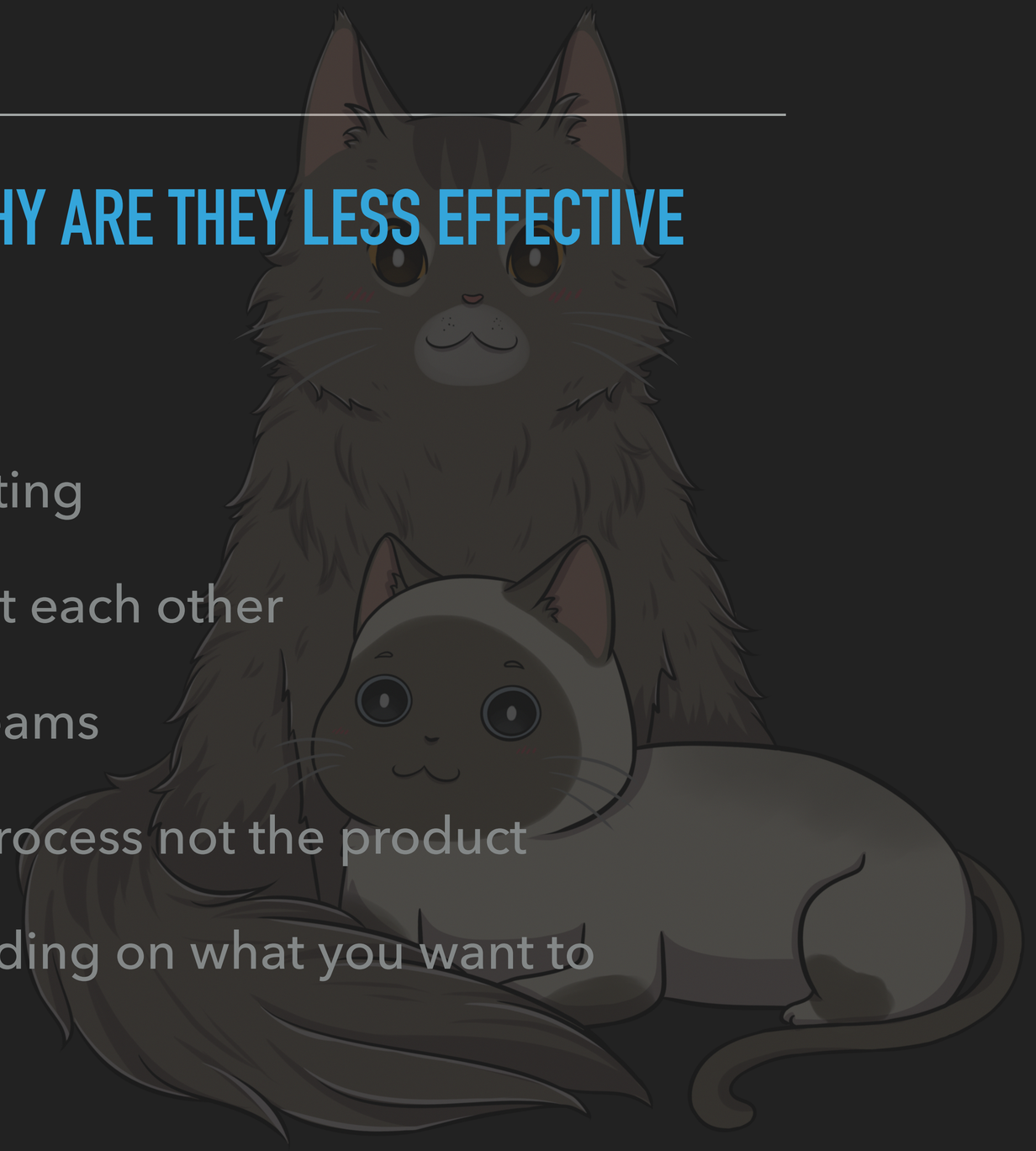
- Test cases executed
- Bugs found
- Bugs resolved
- Deferred defects
- X of Y completed

THE SHORT STORY IS…

ANYTHING THAT IS A STRICT COUNT CAN BE LESS EFFECTIVE

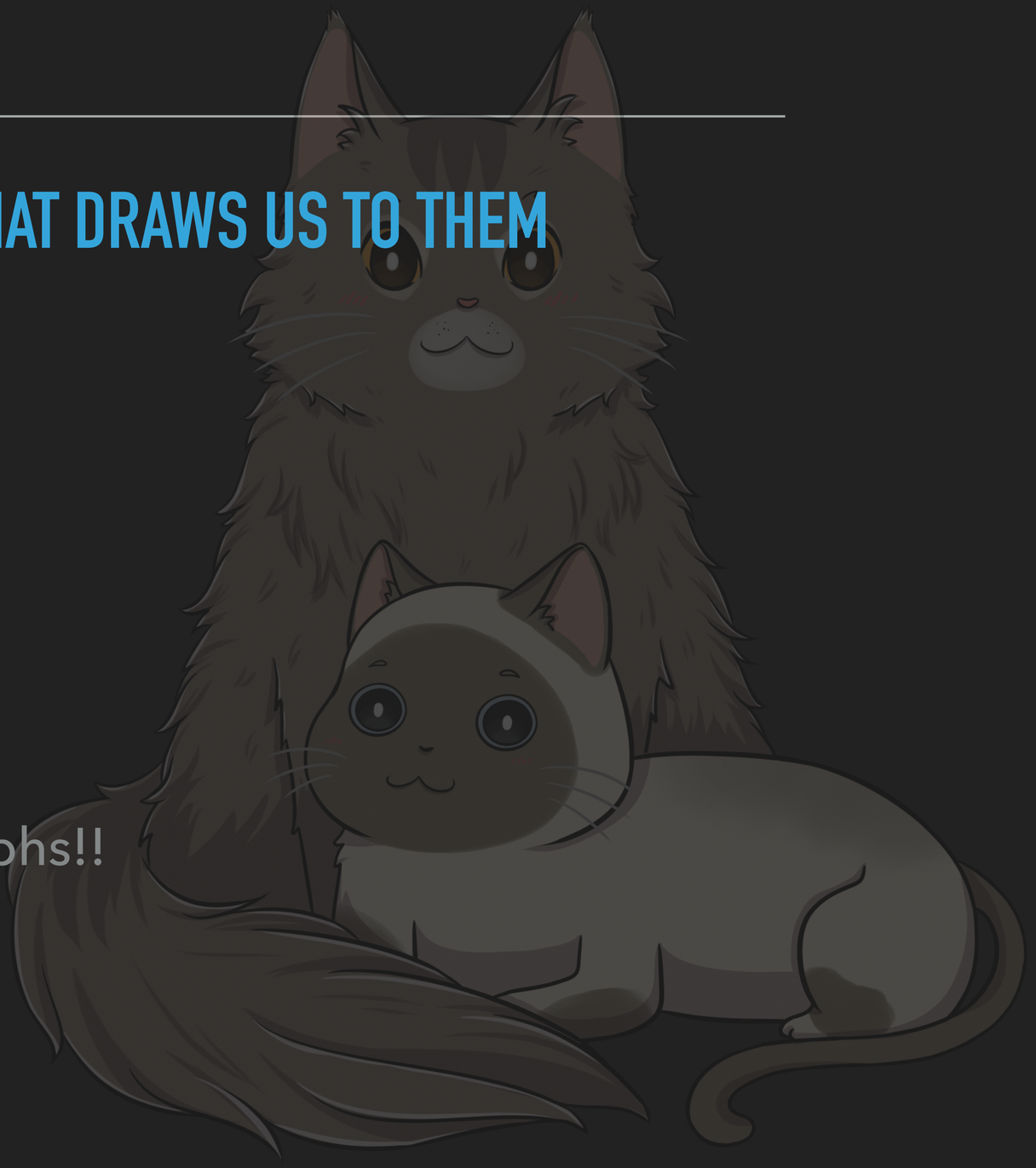
LESS EFFECTIVE METRICS – WHY ARE THEY LESS EFFECTIVE

- Very game-able
- Encourages dishonest reporting
- Pit parts of your team against each other
- Enhances toxic patterns in teams
- Most of them measure the process not the product
- They are inaccurate…depending on what you want to measure



LESS EFFECTIVE METRICS – WHAT DRAWS US TO THEM

- Easy to count
- Easy to measure
- Easy to compare
- Easy to explain
- Graphs!! Everyone loves graphs!!

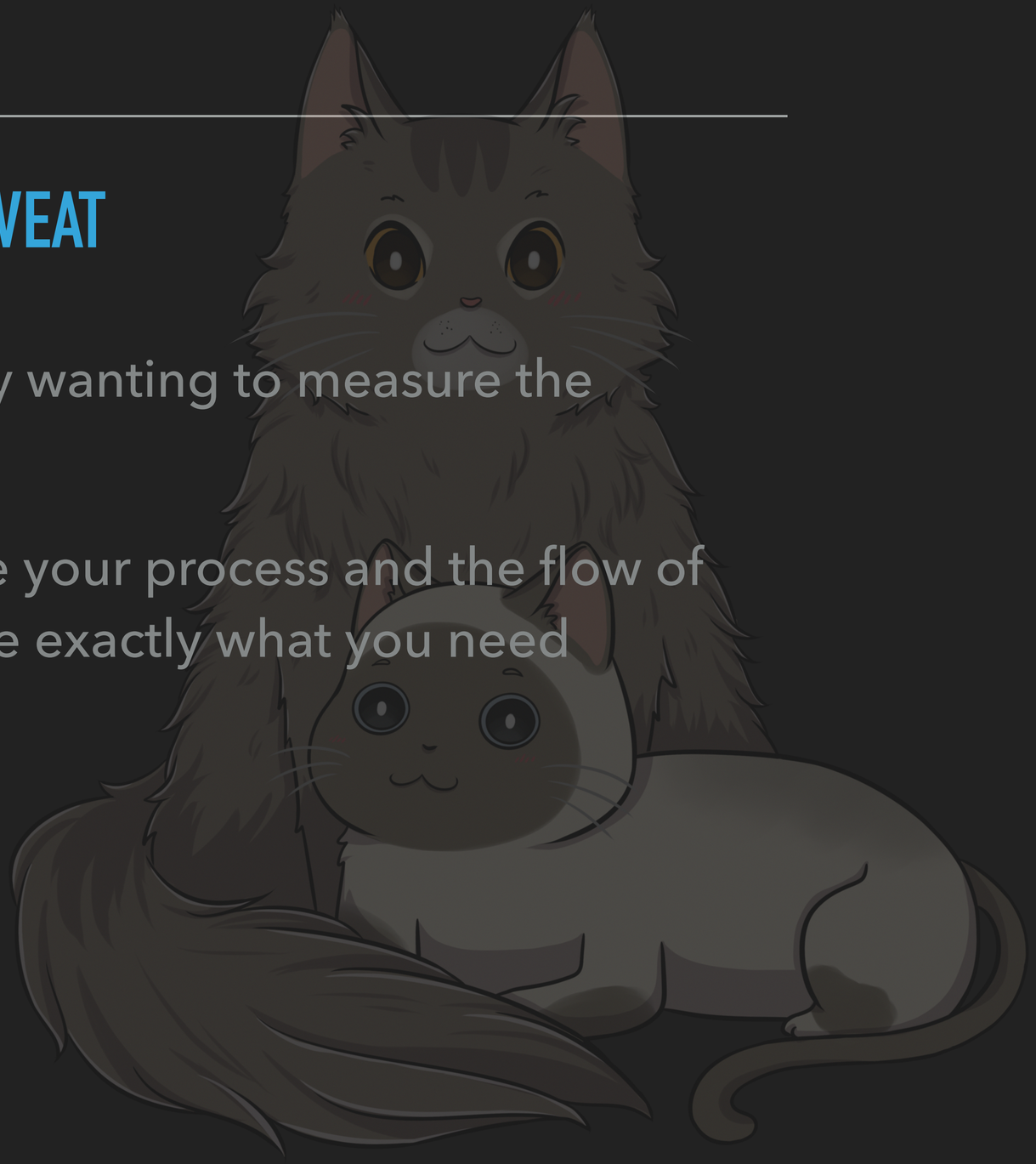


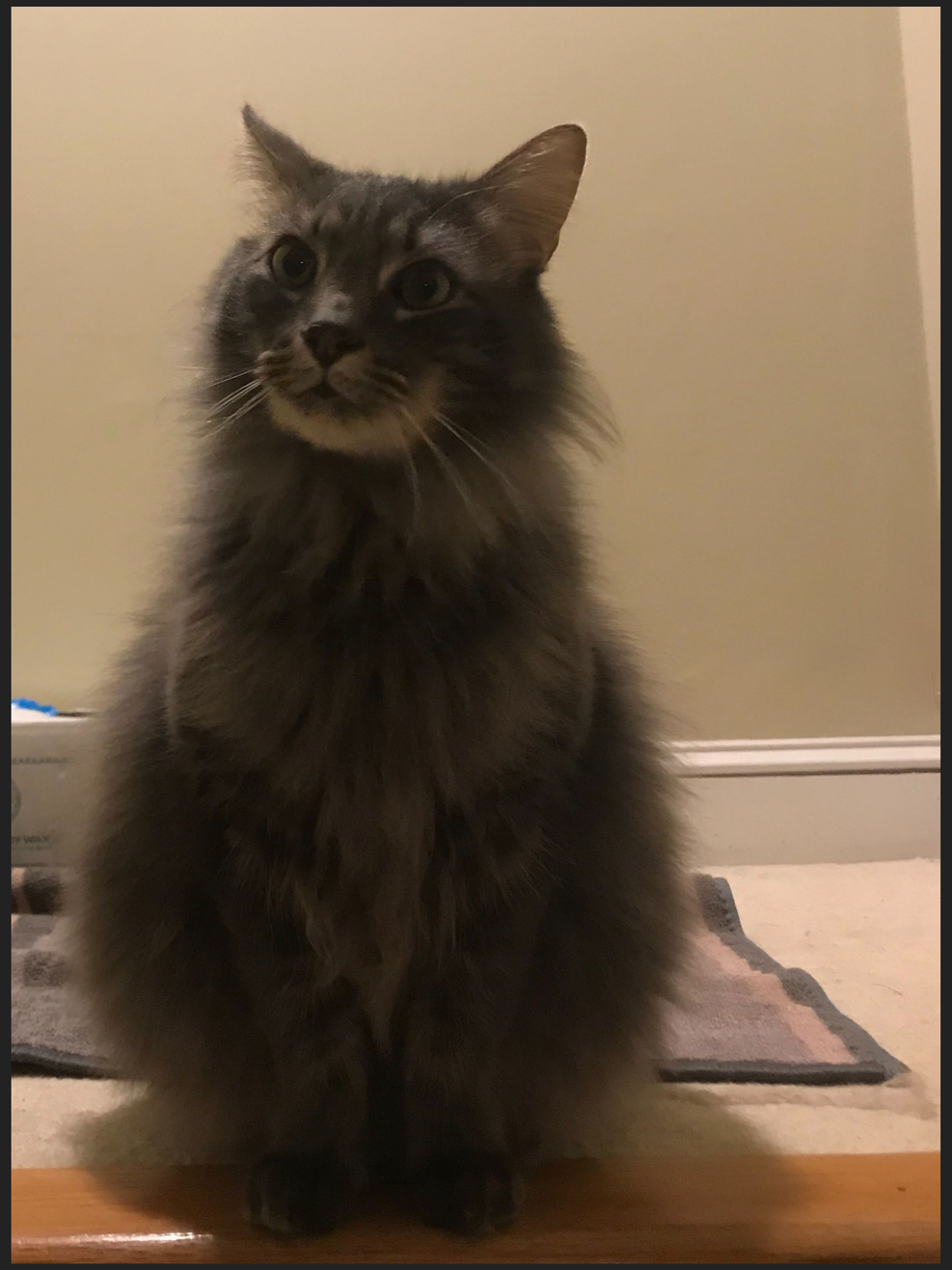
IN THE END…

WE ARE CONDITIONED TO ACCEPT THESE AS VALID MEASURES OF OUR EFFECTIVENESS

LESS EFFECTIVE METRICS – CAVEAT

- This assumes you're primarily wanting to measure the product and the people
- If you are looking to measure your process and the flow of defects, these metrics may be exactly what you need
- So…





YOU MEAN I HAVE TO CHOOSE??

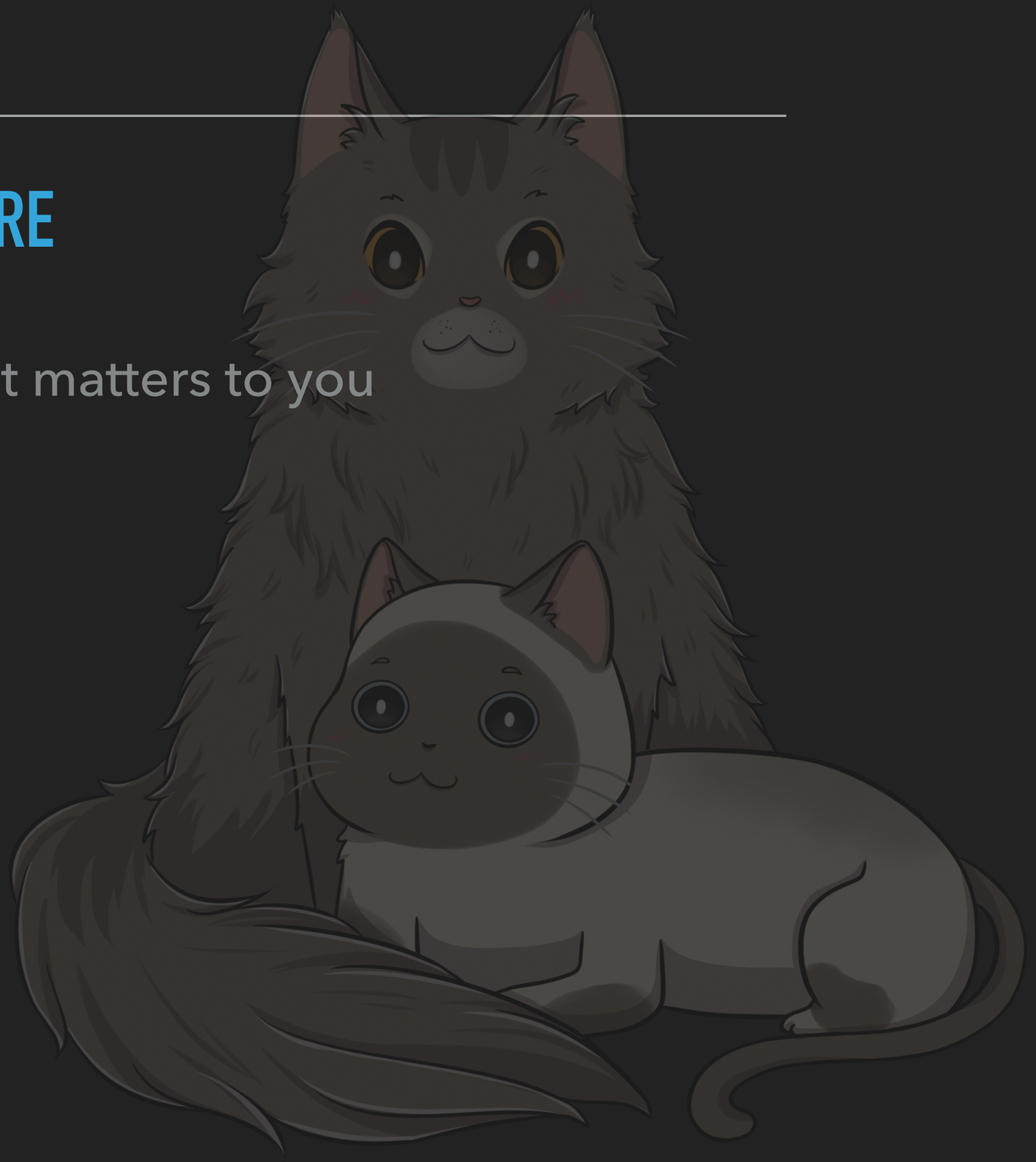
WHAT DO YOU WANT TO MEASURE?

WHAT DO YOU WANT TO MEASURE

- Numbers?
- Work done?
- Quality of…?
- Satisfaction?
- Compliance
- Performance
- Your process?
- Just want some pretty graphs

WHAT DO YOU WANT TO MEASURE

- Take time to think about what matters to you
- What supports that?
- How can you quantify it?
- Metrics are hard



REMEMBER:

METRICS ARE HARD

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REMEMBER:

YOU GET WHAT YOU MEASURE

NOT MORELS
OR MORALS

THE CASE FOR MORALE

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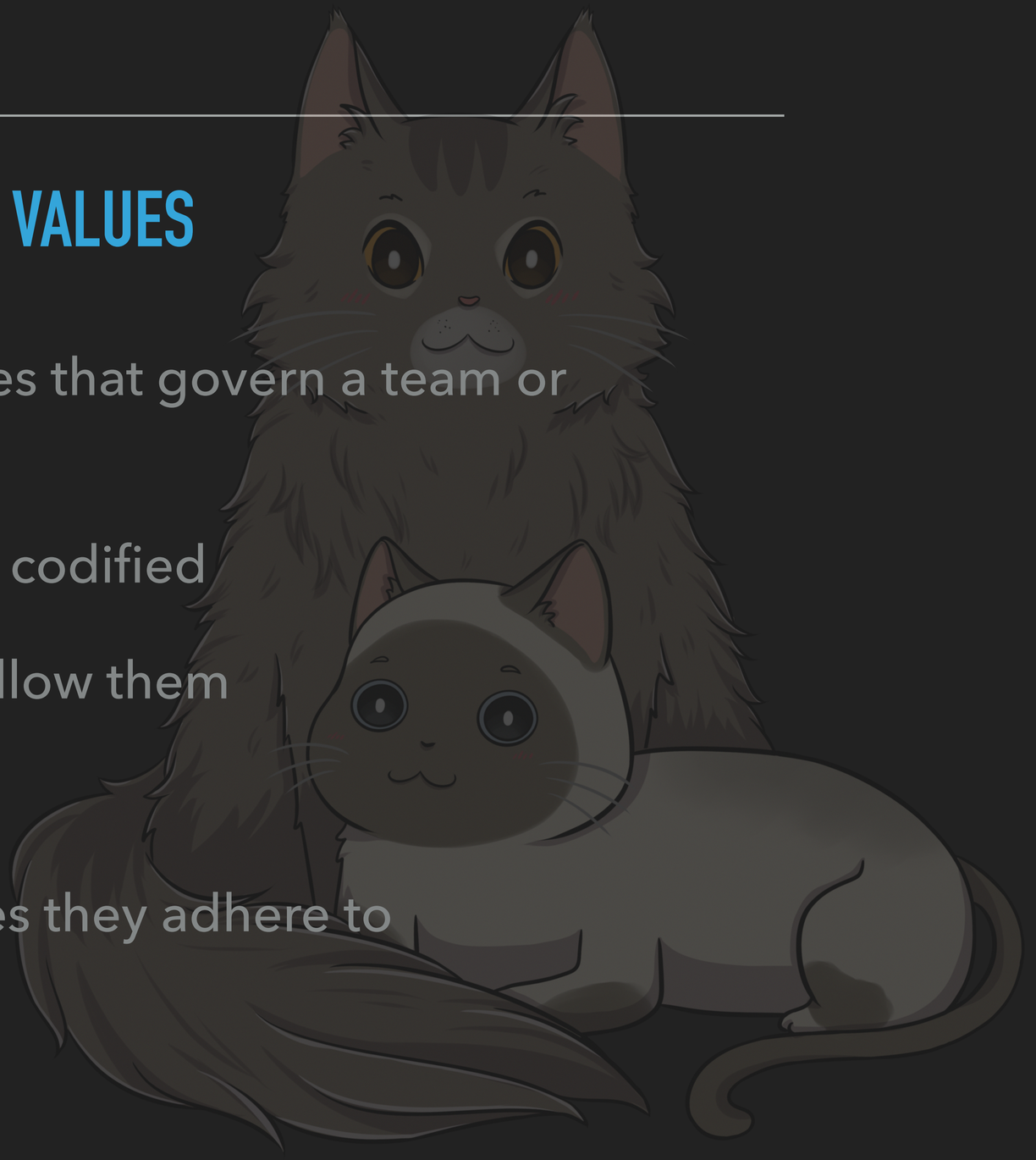
THE CASE FOR MORALE – WHAT IS IT

- Psychological safety
- Emotional health
- Contentedness
- Delight
- Pride
- Core Values

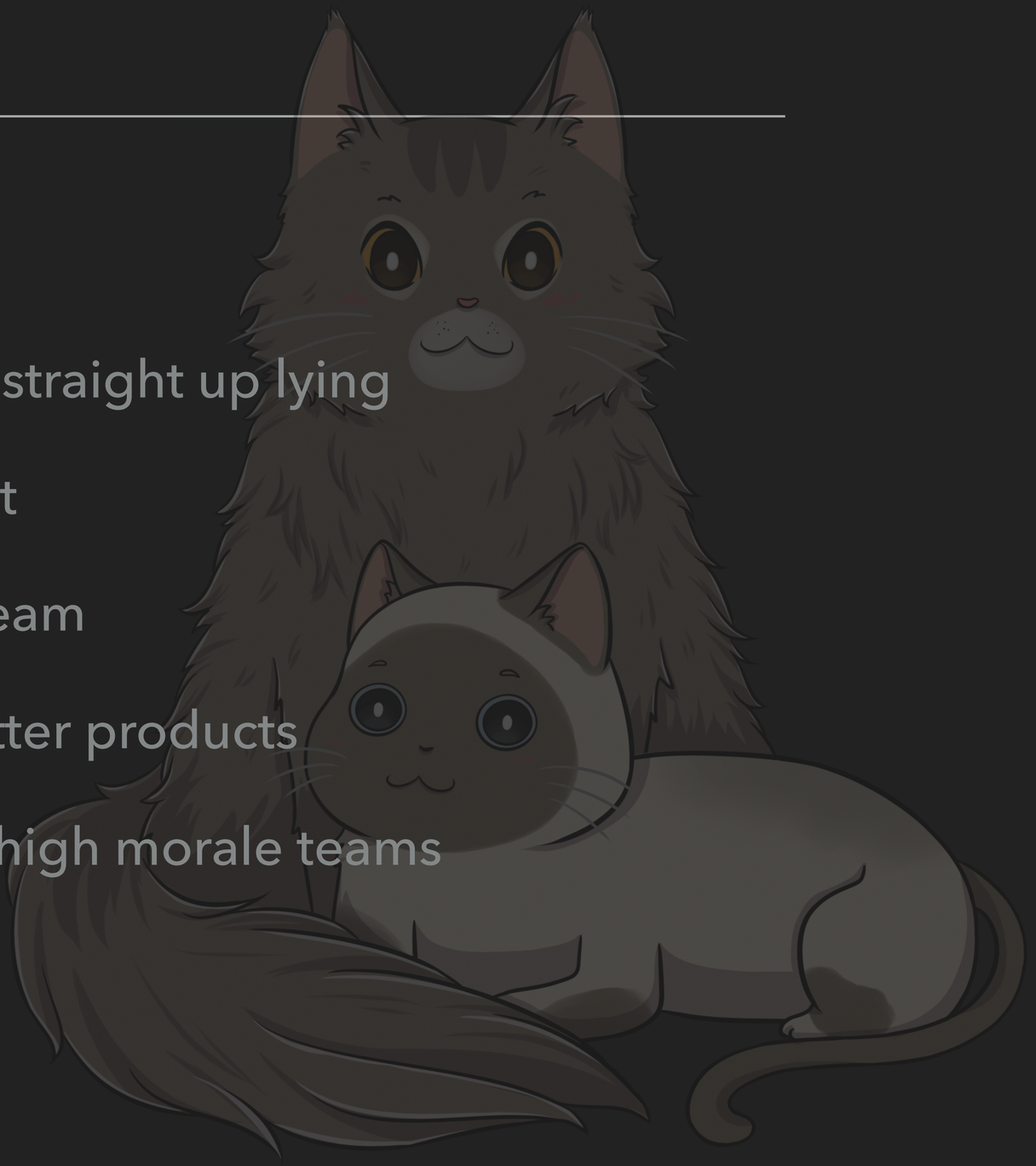
THE CASE FOR MORALE – CORE VALUES

- Core Values are a set of values that govern a team or company
- Some companies have these codified
  - Sometimes they actually follow them
  - Sometimes they don’t
- Each team should have values they adhere to



THE CASE FOR MORALE - WHY

- Not as easy to game without straight up lying
- One person is not singled out
- Describes the health of the team
- Happy, safe teams makes better products
- Retention is much higher on high morale teams



MOST OF ALL

MORALE SUPPORTS ALL YOUR MAJOR GOALS

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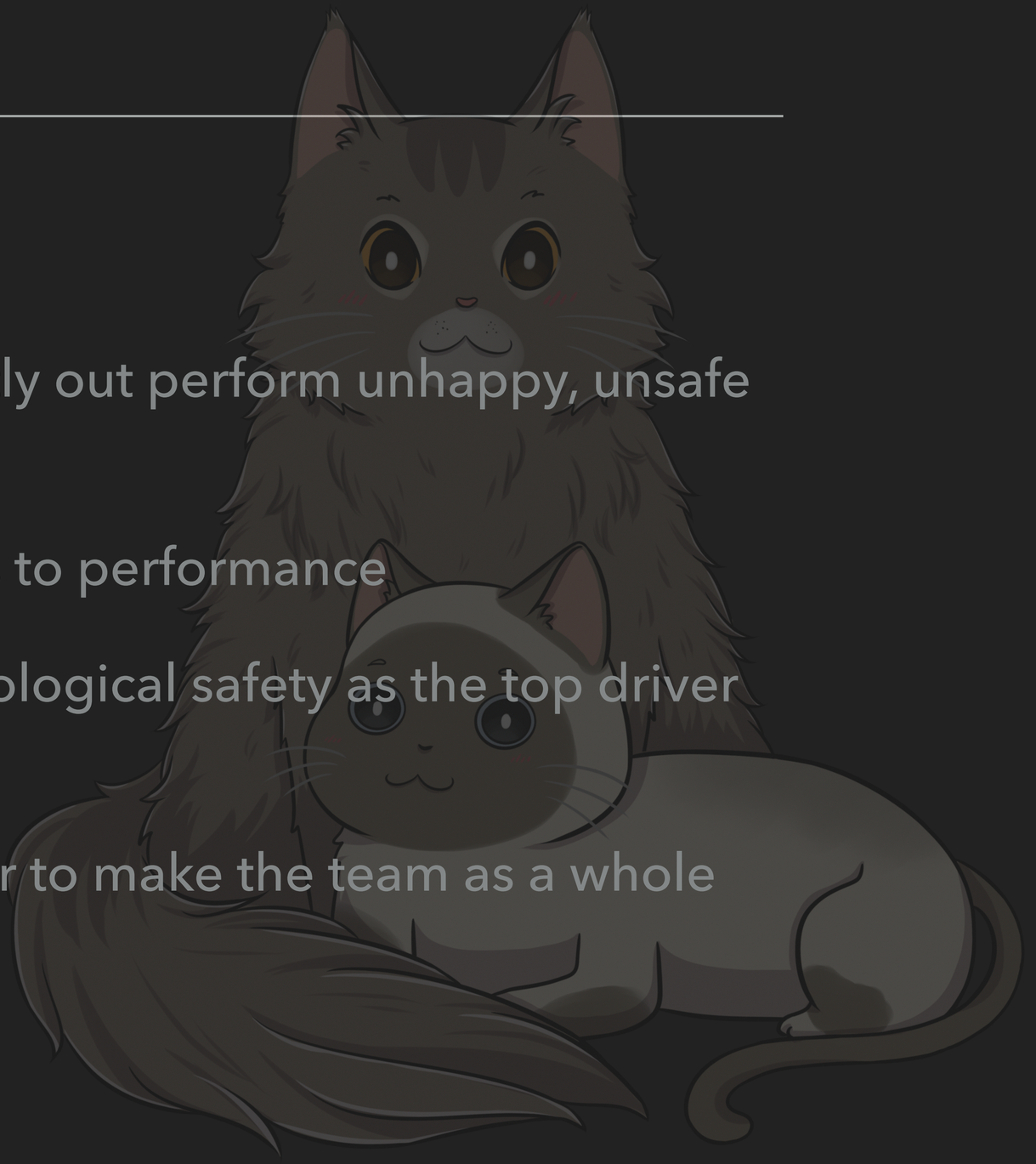
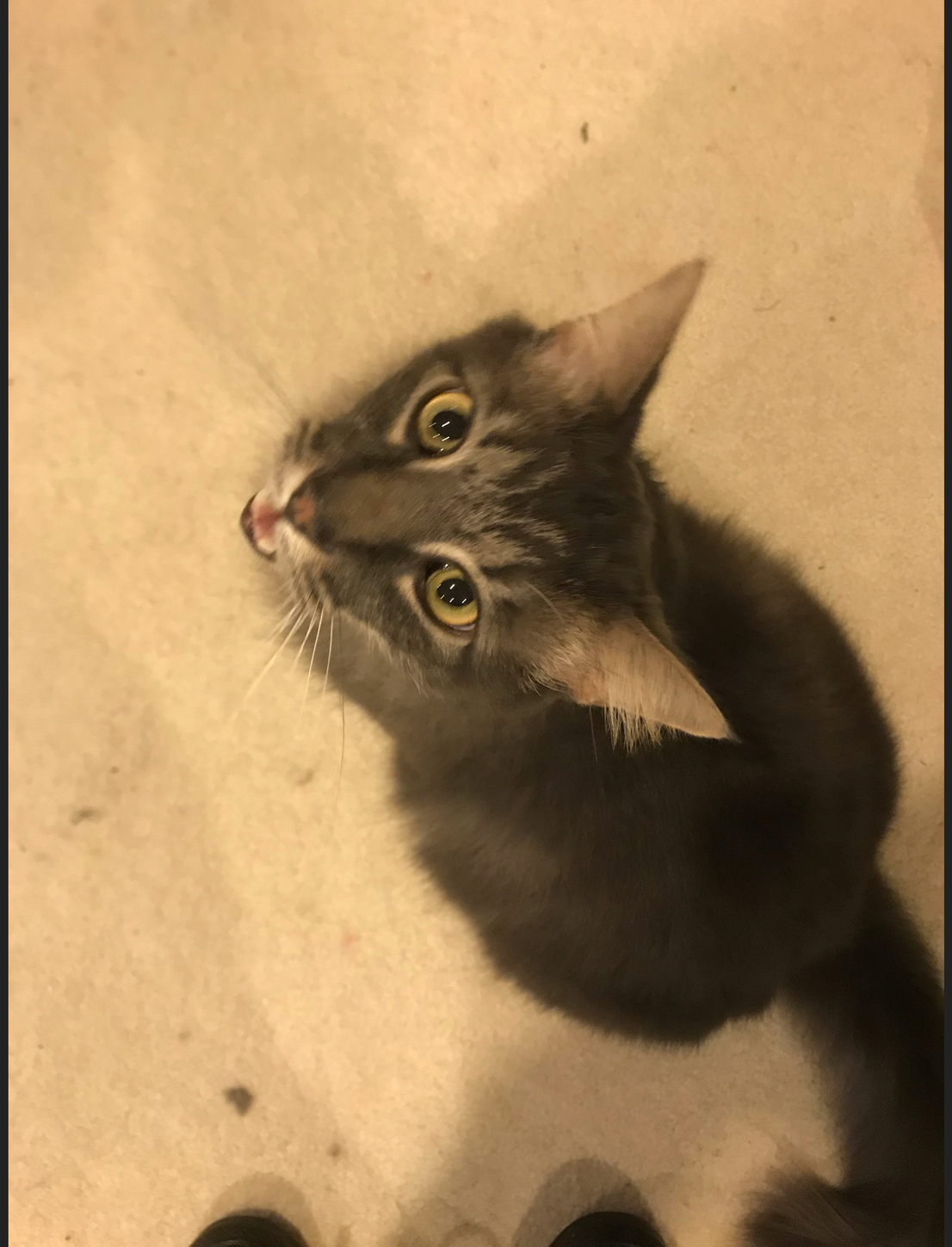
THE CASE FOR MORALE - WHY

- Happy, safe teams consistently out perform unhappy, unsafe teams.
- Health of the team correlates to performance
  - Google study shows psychological safety as the top driver of performance
- Safe teams will work together to make the team as a whole better





WAIT, DIDN'T WE JUST DO THIS?

LET'S TALK MEASUREMENTS

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ASK YOURSELF THIS:

HOW DO YOU MEASURE FEELINGS?

ASK YOURSELF THIS:

HOW DO YOU PUT THEM INTO CONTEXT?

THE CASE FOR MORALE - CONTEXT

- Pay attention
- One-on-ones
- That One Person
- Company wide initiatives
- Glassdoor

TASK:

CURATE SAFE SPACES

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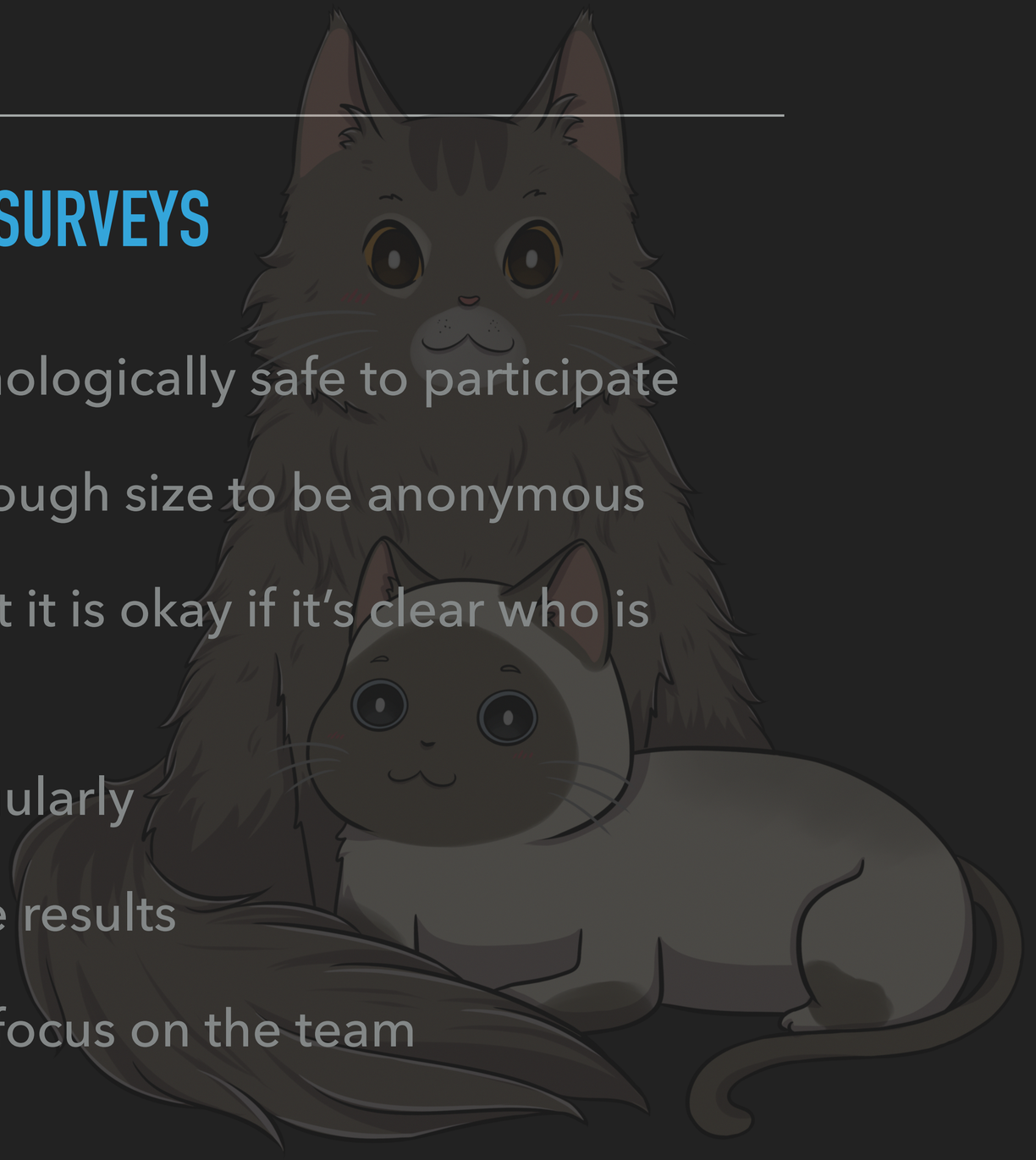
TASK:

FORM A SURVEY

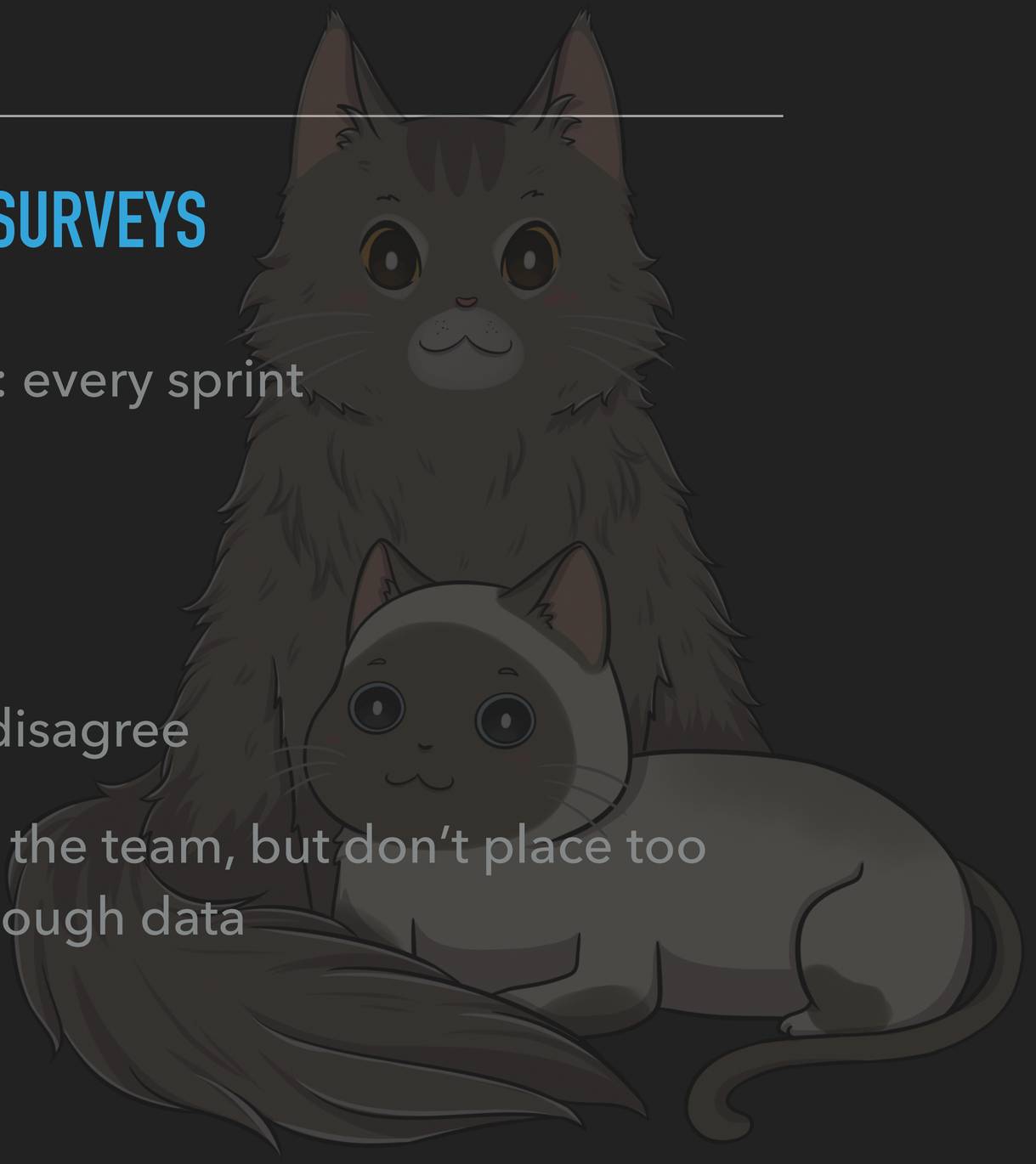
LET'S TALK MEASUREMENTS – SURVEYS

- Your team needs to be psychologically safe to participate
- You need a team of large enough size to be anonymous
  - Or agree with the team that it is okay if it's clear who is answering
- Surveys need to be done regularly
- Actions must be taken on the results
- Do not focus on individuals, focus on the team



LET'S TALK MEASUREMENTS – SURVEYS

- Run the surveys regularly - ie: every sprint
- Score questions consistently
  - 1-5, 1-7
  - Strongly agree to strongly disagree
- Keep an eye on the trends of the team, but don't place too much stock until you have enough data

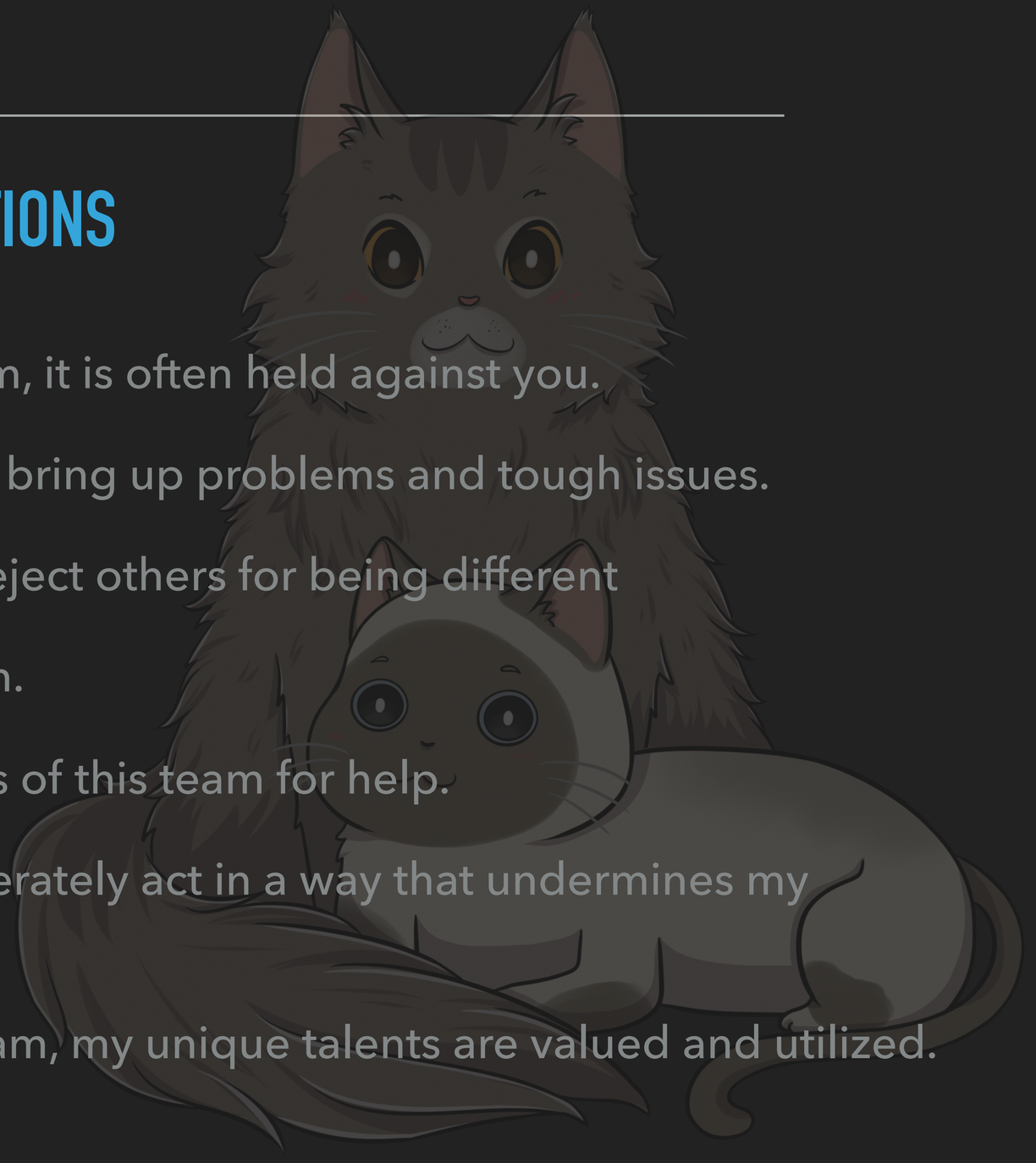


OKAY, SO…

WHAT DO YOU ASK?

SURVEYS - THE GOOGLE QUESTIONS

- If you make a mistake on this team, it is often held against you.
- Members of this team are able to bring up problems and tough issues.
- People on this team sometimes reject others for being different
- It is safe to take a risk on this team.
- It is difficult to ask other members of this team for help.
- No one on this ream would deliberately act in a way that undermines my efforts.
- Working with members of this team, my unique talents are valued and utilized.



SURVEYS – OTHER QUESTIONS/PHRASINGS

- I am comfortable asking for help within my team.
- I feel I can fail openly without being shamed by my team.
- I can express ideas that might be contrary to the rest of the team.
- I like my team.
- I am not comfortable giving or asking for constructive feedback with my team

SURVEYS – OTHER QUESTIONS/PHRASINGS

- We can brainstorm together or in front of each other.
- My team has a shared purpose or goal.
- We understand how we work together as a team.
- The team collaborates well together.
- My team has strong communication.
- No one is left out of the team.

SO HOW DOES THAT

RELATE TO QUALITY?

DERP

ANY QUESTIONS?

FIND ME ONLINE!

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