

The Balanced Flow Chart Exercise

PURPOSE: To discover what Lead time, Throughput, Change failure Rate (CFR) and Percentiles are and what they can reveal by performing them by hand. This exercise measures one metric trend in four different areas and is based off of work done by Troy Magennis, Focused Objective, <http://focusedobjective.com/team-metrics-right/>.

- How fast
- How productive
- How good
- How predictable

It's fairly easy to game a single metric. It's important to measure the impact of change in one metric by showing the other metrics. Teams can observe negative impacts to metrics when one metric changes.

MATERIALS:

Flow time spreadsheet data
Blank Balanced Flow Chart sheet
Pen

INSTRUCTIONS: Manually plot and calculate the four metrics listed above.

1. Create a legend for the different symbols used to mark the different work item types. Note example chart legend.
2. Using the data in the Flow time spreadsheet, mark the flow time of each work item. The first one is done for you.
3. Create a histogram at the top of the chart by totaling the number of work items completed per week. First week done for you.
4. Calculate the average Flow time per week. Draw a horizontal line to mark each weeks average Flow time.
5. Calculate the 90th percentile for all business requests done per week.
6. Review the set of four metrics. Discuss how each metric could be gamed.



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