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	Agility / Roadmap	<p>How far ahead is the roadmap planned?</p> <p>How often is it changed?</p> <p>What type of data goes into decisions to change it?</p>	<ul style="list-style-type: none"> <li>- The roadmap is defined no more than 3-4 months ahead, and contains targeted outcomes (such as learning objectives, impact on user engagement or acquisition goals), not a list of features.</li> <li>- Outcomes are a measurable change in customer behavior (for example the number of times they repeat a workflow that provides them value in the product).</li> <li>- Anything further off than that should be discussed as ideas or high level strategy.</li> </ul>	<ul style="list-style-type: none"> <li>- Frequent mid sprint changes of dev work is an indication of a lack of high level strategy.</li> <li>- A startup that actually manages to achieve all its planned roadmap is either not setting ambitious enough goals, or isn't learning from what they do</li> <li>- A roadmap that is planned too far out is an indicator the team isn't leaving room for learning</li> <li>- Disconnect between management and team members on how feature progress ties in to the big picture roadmap.</li> </ul>
	Velocity	<p>How fast is the build-measure-learn cycle? How often is customer feedback received, and how quickly can changes be made accordingly?</p>	<ul style="list-style-type: none"> <li>- Frequent releases (2 weeks or less, Continuous release is ideal) that enable fast learning cycles</li> <li>- High cadence of early adopter communications (5+ meetings a week)</li> </ul>	<ul style="list-style-type: none"> <li>- Very slow release cycles (1 month or more) that hinder the ability to iterate quickly on customer feedback.</li> <li>- Ad hoc, infrequent early adopter communications lead to a lengthy process for incorporating and learning from feedback</li> </ul>
	Data Driven Mindset	<p>How does the company measure success of delivered features?</p> <p>What percentage of delivered features achieves expected outcomes?</p>	<p>The team sets KPIs for features and is able to measure them.</p> <p>They are able to state the percentage of features that achieve their goal- it is totally fine for the team not to achieve their expected outcomes, but the fact they are measuring that means they are able to learn and improve in the future.</p>	<ul style="list-style-type: none"> <li>- No KPIs</li> <li>- Measurement of vanity metrics such as number of logins</li> <li>- No way to tell how many features achieve expected outcomes</li> </ul> <p>Companies that are just "throwing features over the fence" without measuring their actual outcomes, are generating waste, moving slowly, and losing opportunities to deliver something meaningful.</p>