

Flow, value, culture, delivery – measuring agility at ASOS.com

Nick Brown | nick.brown@asos.com | 2nd October 2024

asos

AGILE
CAMBRIDGE



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Search for items and brands

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Clothing

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PSST! NEW HERE? Get 10% off almost everything!*
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MEN

Home > Men > New In

New In: Men's Clothing & Accessories

Looking for something new? Discover emerging trends, the latest clothing for men and ...

NEW IN: TODAY

NEW IN: CLOTHING

NEW IN: SPORTSWEAR

NEW IN: ACCESSORIES

NEW IN: FACE + BODY

NEW IN: SHOES

Sort

New in date

Category

Product Type

Style

Brand

Colour

Body Fit

Size

Price Range

1,965 styles found

Ad

Puma Palermo Vintage trainers in black

£75.00

Puma Palermo Vintage trainers in blue

£75.00

Ad

ASOS DESIGN jersey lounge short in grey marl

£12.00

ASOS DESIGN jersey lounge short in black

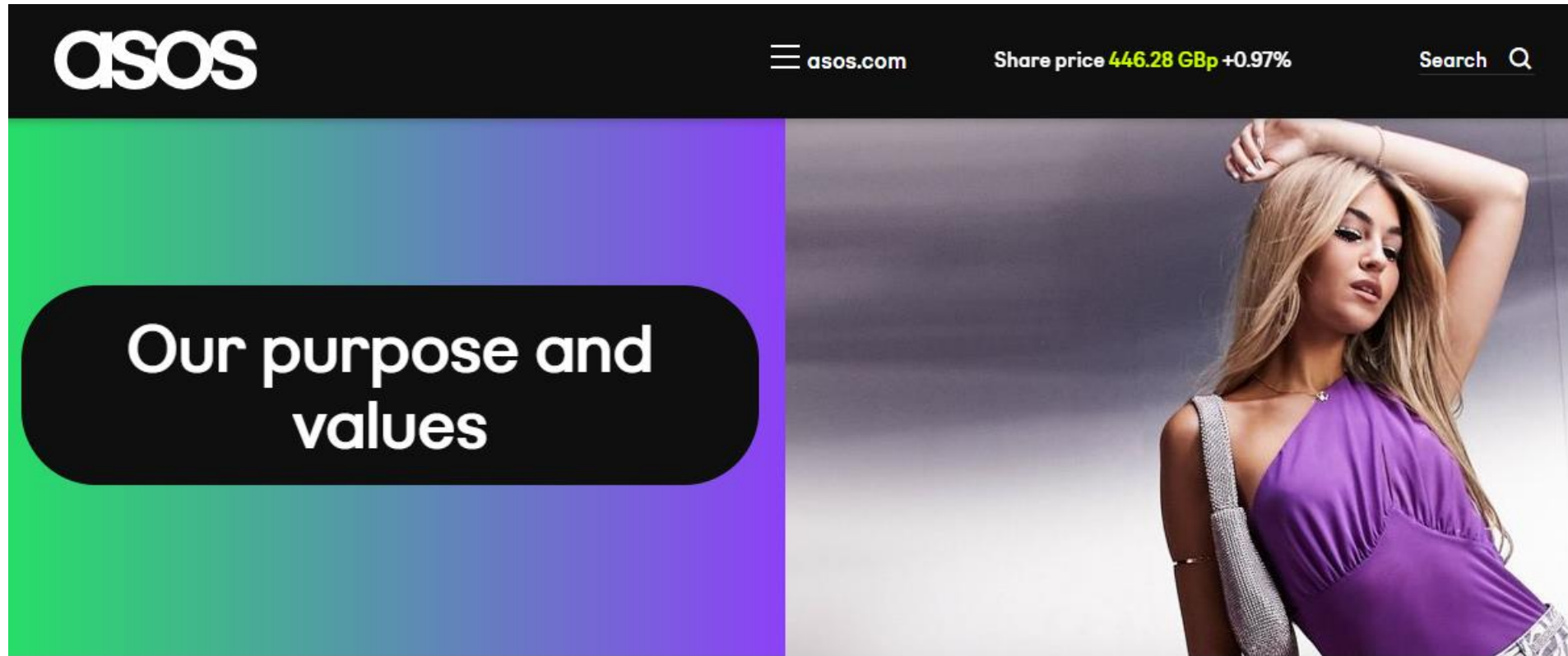
£12.00

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ASOS

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About ASOS.com



[Home](#) / [This is ASOS](#) / [Our purpose and values](#)

Our vision is to be the world's number one fashion destination for fashion-loving 20-somethings.

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Why care about measuring agility?

Technology

Capital One scraps 1,100 tech positions - source

By Reuters

Why Companies Fire Agile Coaches:
Are We Witnessing the
End of the Agile Era?

Forbes

FORBES > INNOVATION > CYBERSECURITY

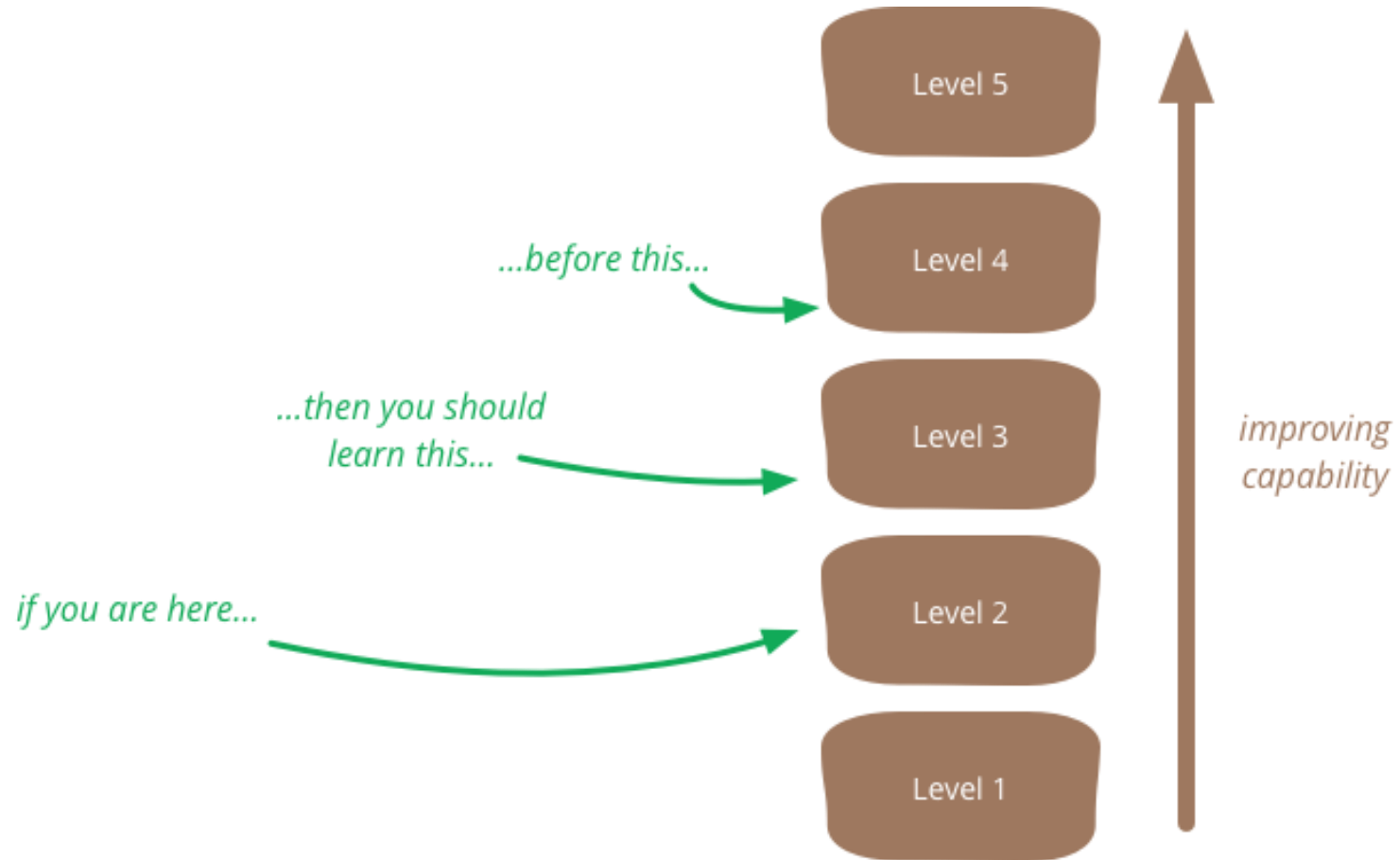
The Great Tech Reset: Unpacking The Layoff Surge Of 2024



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Maturity models



[Martin Fowler – Maturity Model](#)



Maturity Models don't work

GET TOGETHER.
GO FASTER.
DEVOPS ENTERPRISE SUMMIT

LONDON
JUNE 25-26, 2018
@DOES_EUR
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AN IT REVOLUTION EVENT

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 DORA
DEVOPS RESEARCH & ASSESSMENT





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Such as this...

AGILE MATURITY ASSESSMENT QUESTIONNAIRE

		CHOSEN LEVEL	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Evaluate the statements below on a scale of 1 to 5			– 1 –	– 2 –	– 3 –	– 4 –	– 5 –
PLANNING, REVIEWS, & TRACKING	We conduct daily stand-up meetings		Can't be agile if you don't do daily stand-ups?				
	We use estimation for sprint planning		Is that the point of sprint planning? Also, agile = sprints?				
	We use story size for estimation		Only one estimation approach?				
	We base work on user stories		Can't be agile if you don't use user stories?				
	We host stakeholder reviews		Stakeholders could not turn up / turn up and give no feedback?				
	We track efforts and output through metrics		Output not outcome? Could track and not take action?				
	We hold retrospectives		Can have retros but never identify/action improvements?				

[Smartsheet – The complete guide to agile maturity](#)



**Maturity models tell us
technology is a checklist to be
completed and not an exciting
journey to continually explore
and improve.**

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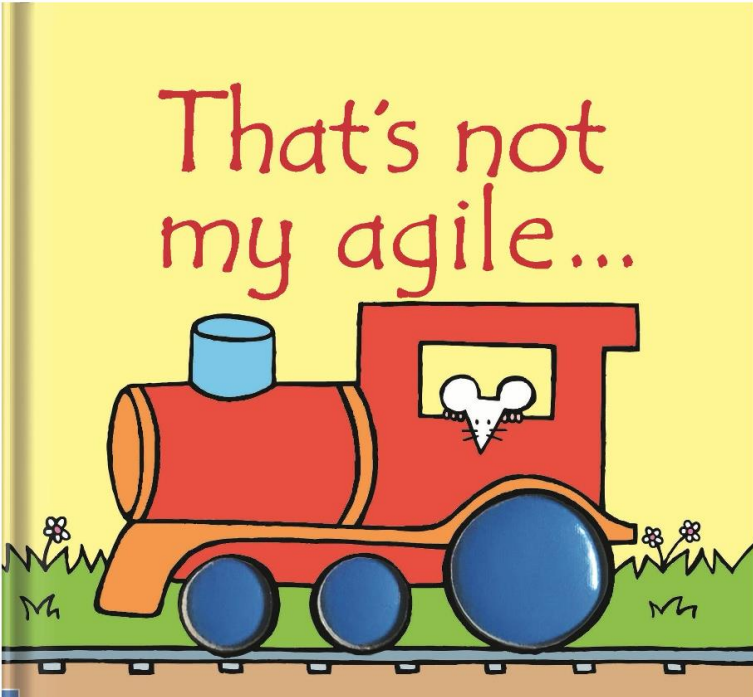
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<https://www.flickr.com/photos/pebb/42467336382>



Maturity model or agile compliance?

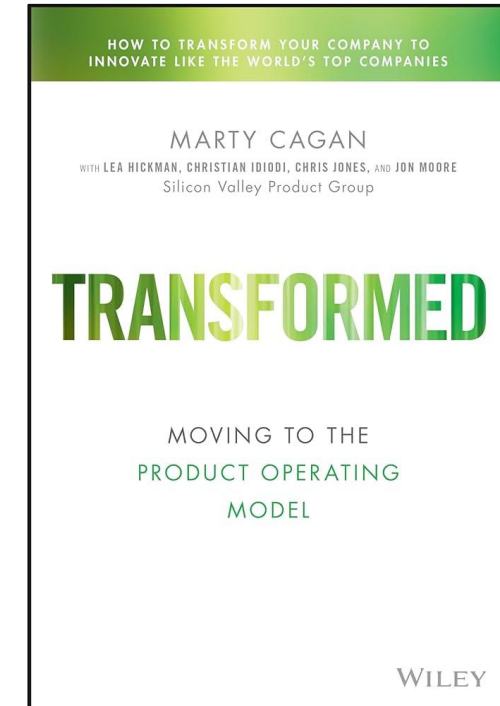
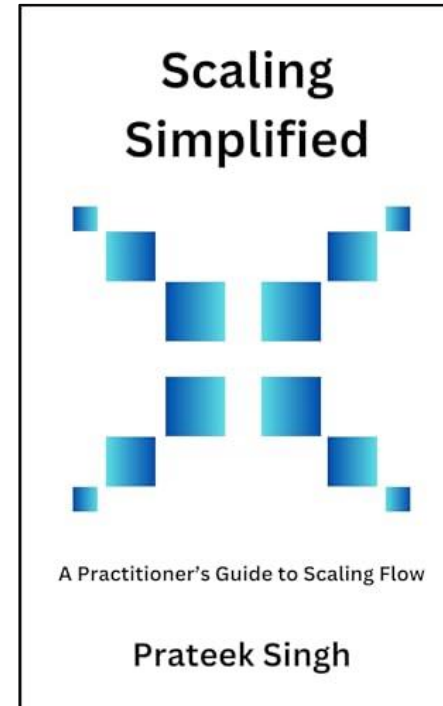
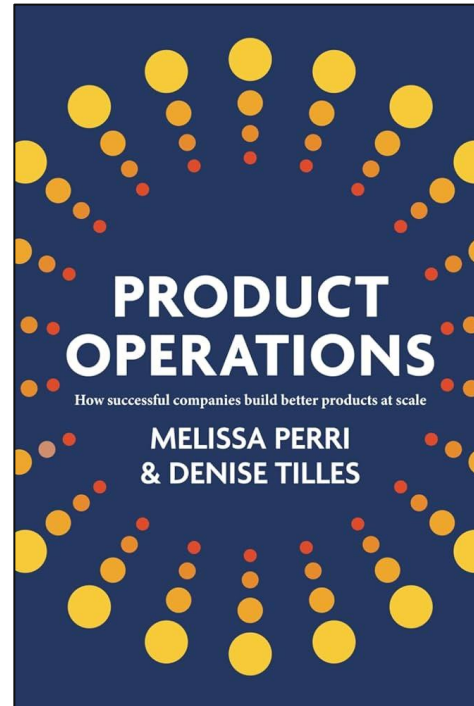
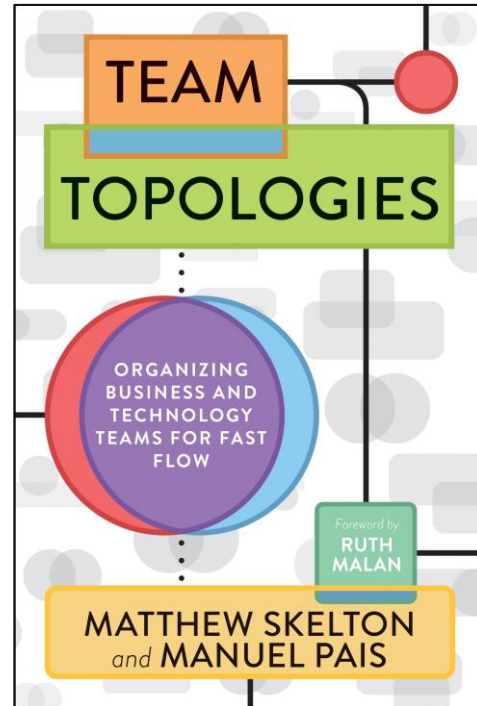
Practice	No Agile Values or Practices	Basic Agile	Doing Agile	Producing in an Agile Manner	Being Agile
Project User Stories	Not used				All projects use user stories.
Workloads Estimated	Done occasionally or outside the team.				The entire team uses story points all the time.
Backlogs Groomed	Teams start work on stories before stories are completed.				Teams have a surplus of stories.
Daily Scrums	No daily scrums	Regular daily scrums.	Most of the team participates in daily scrums.	Scrums happen daily and teams run them on their own.	Daily standups are short and effective.

Problems we were trying to solve – aligning on what agility is (and is not)



"We have evidence that you may be breaking the Agile laws. Here's the warrant which allows us to search for and impound any requirements documents, comprehensive designs, and project plans."

Problems we were trying to solve – aligning with industry trends



Problems we were trying to solve – framework agnostic

Principle 3.1

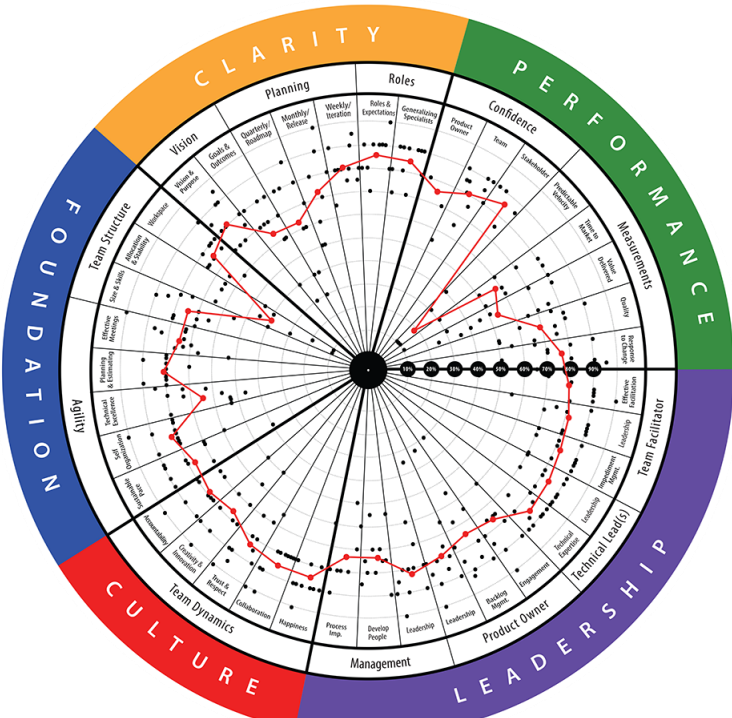
#BVSSH

One Size Does Not Fit All:
Organizations are complex adaptive
systems; You have a unique VOICE;
If the path ahead is clear, you're
on someone else's path.

[SoonerSaferHappier.com](https://www.SoonerSaferHappier.com)

Problems we were trying to solve – keeping it lightweight

	AREA	CURRENT LEVEL (0 – 4)	TARGET LEVEL (0 – 4)
AGILE TEAM DYNAMICS	APPLYING AGILE	0	4
	TEAMWORK / MORALE	4	4
	SUSTAINABLE DEVELOPMENT PACE	0	4
	TEAM WORKING AGREEMENT	3	4
AGILE TEAM ENVIRONMENT	AGILE TEAM SIZE	0	4
	DEDICATED TEAM	2	4
	CONTINUITY	0	4
	CROSS-FUNCTIONAL	1	4
	COLLOCATION	0	4
	SELF-ORGANIZATION	2	4
	BLOCKERS	0	4
PRODUCT	SHIPPING	3	4
	PRODUCT MANAGEMENT APPLYING AGILE	0	4
	DEV CYCLE TIME	4	4
	PRODUCT PLANS	0	4
	DEFINITION OF DONE	3	4
	STORY SIZE	0	4
	BACKLOG "GROOMING"	2	4
	VERTICAL SUCING	0	4
	DAILY STANDUPS / SCRUMS	1	4
AGILE PROCESS MECHANICS	RETROSPECTIVES	0	4
	EFFORTS BASED ON USER STORIES	2	4
	ESTIMATION	0	4
	PROGRESS TRACKING	3	4
	REVIEWS	0	4
AGILE DEVELOPMENT PRACTICES (SOFTWARE)	ARCHITECTURE	4	4
	TIMELINESS OF TESTING	0	4
	CODE REVIEWS	3	4
	HOLISTIC TESTING	0	4
	TEST AUTOMATION	2	4
	CONTINUOUS INTEGRATION	0	4
	UNIT TESTING	1	4
	REFACTORING	0	4

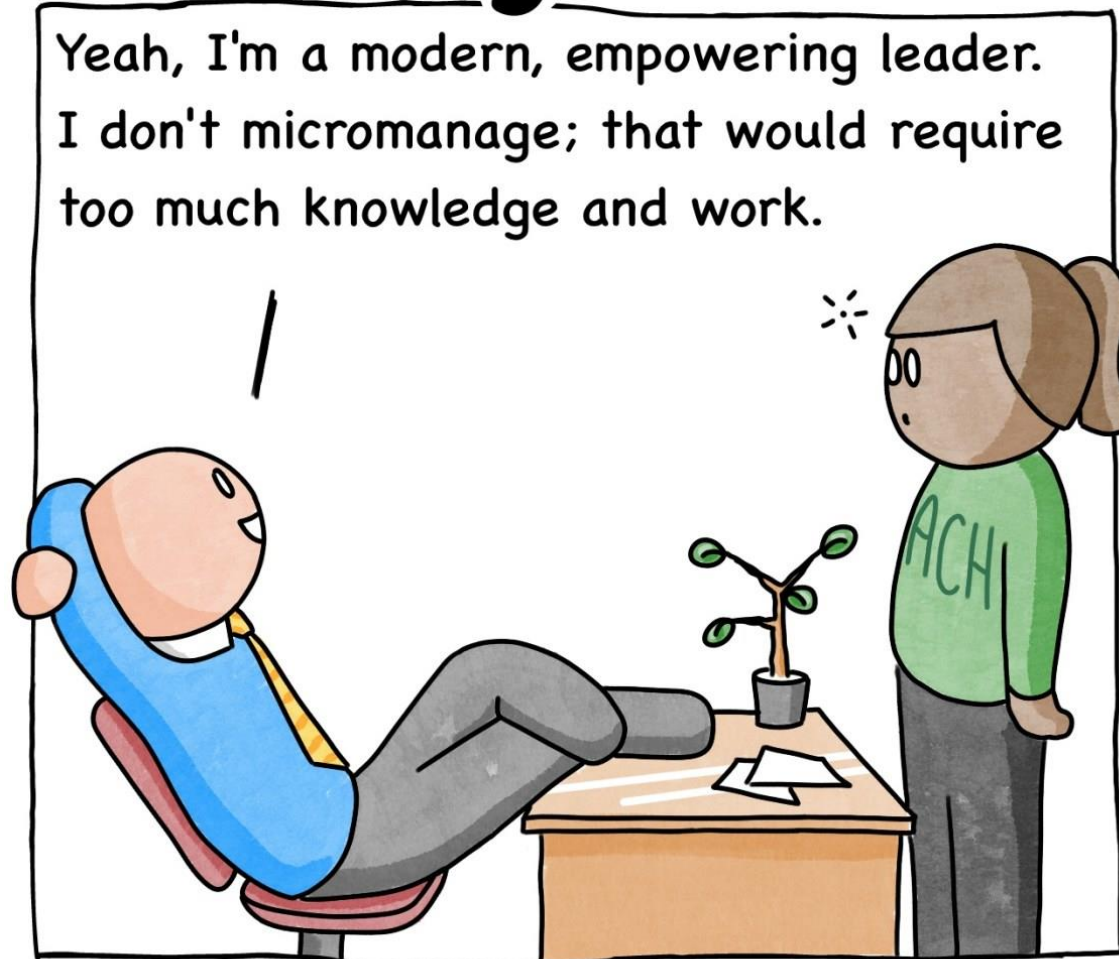


Evaluate the statements below on a scale of 1 to 5

PLANNING, REVIEWS, & TRACKING	We conduct daily stand-up meetings
	We use estimation for sprint planning
	We use story size for estimation
	We base work on user stories
	We host stakeholder reviews
	We track efforts and output through metrics
PRODUCT & OUTCOMES	We hold retrospectives
	We frequently release work in progress
	We align team efforts with product strategy
	The time to value (TTV) is acceptable
	The team understands the product vision
	We have a definition of done
COLLABORATION & AGILE INTERACTIONS	We have work-in-progress limits and adjust them as needed
	The entire team participates in backlog grooming
	Team sizes range from 3-9 people
	Each team member dedicates time to the project
	The team is stable with limited turnover
	Each team member has different competencies
AGILE MINDSET	The team is co-located or has collaboration tools
	The team is self-organized and makes its own work decisions
	The team feels comfortable about voicing problems
	The team has a working agreement
	We are being Agile
	We can maintain our work pace without incurring overtime
	We work to support and learn from each other

Problems we were trying to solve – leaders know how to help

Comic Agilé www.comicagile.net



Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

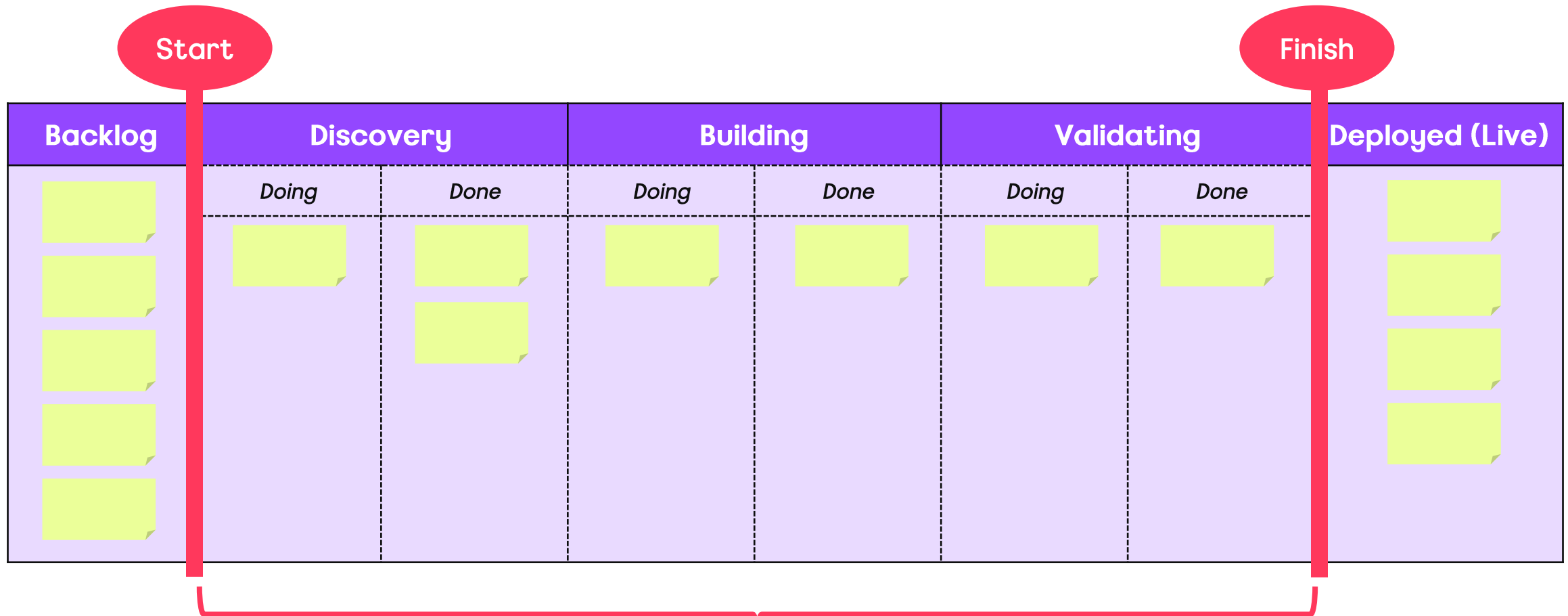
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ASOS

Theme: Flow

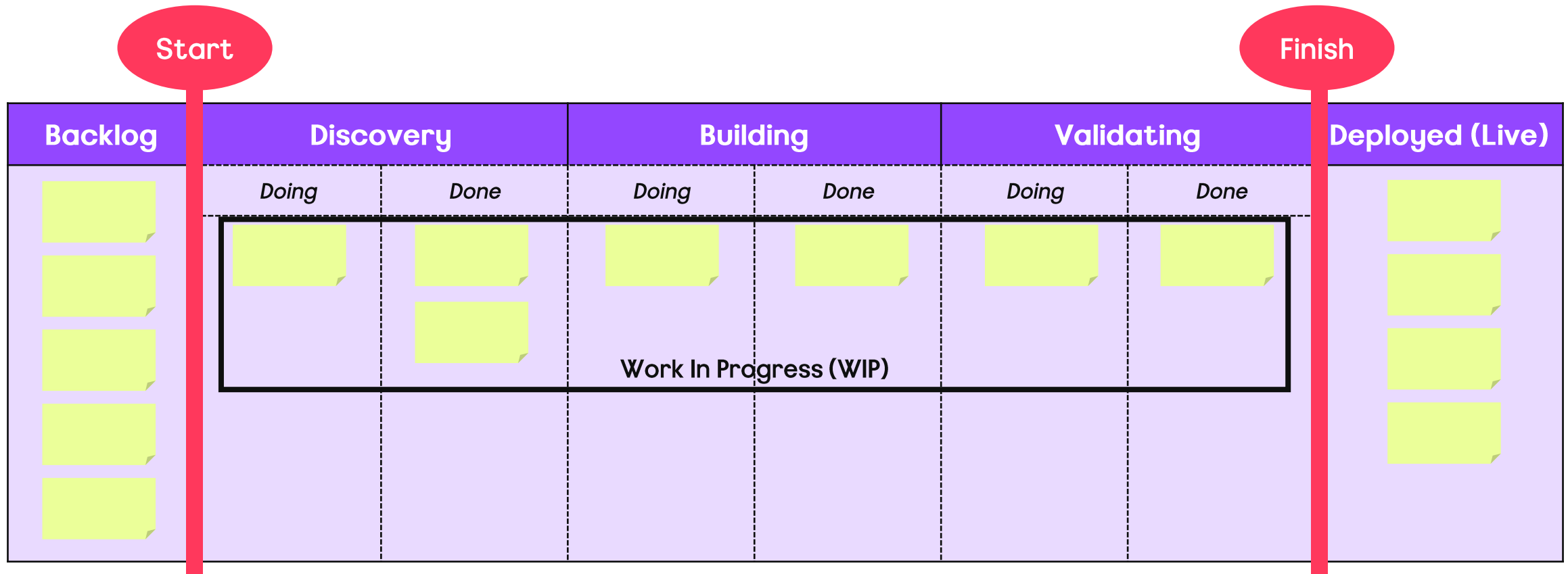
Theme	Red	Amber	Green
Flow <i>The movement of work through a teams' workflow/board.</i>	A team dashboard exists with a combination of flow metrics in place.	85th percentile cycle time is $\leq$ 30 days (over the last 6-12 weeks) OR The team has improved (reduced) cycle time compared to their previous self-assessment.	Team 85th percentile cycle time is $\leq$ 21 days (over the last 6-12 weeks) AND No "in progress" items have a work item age > 30 days.

What do we mean by Cycle Time?



Cycle Time - the amount of elapsed time (in calendar days) between when an item started and when an item finished.

What do we mean by Work Item Age?

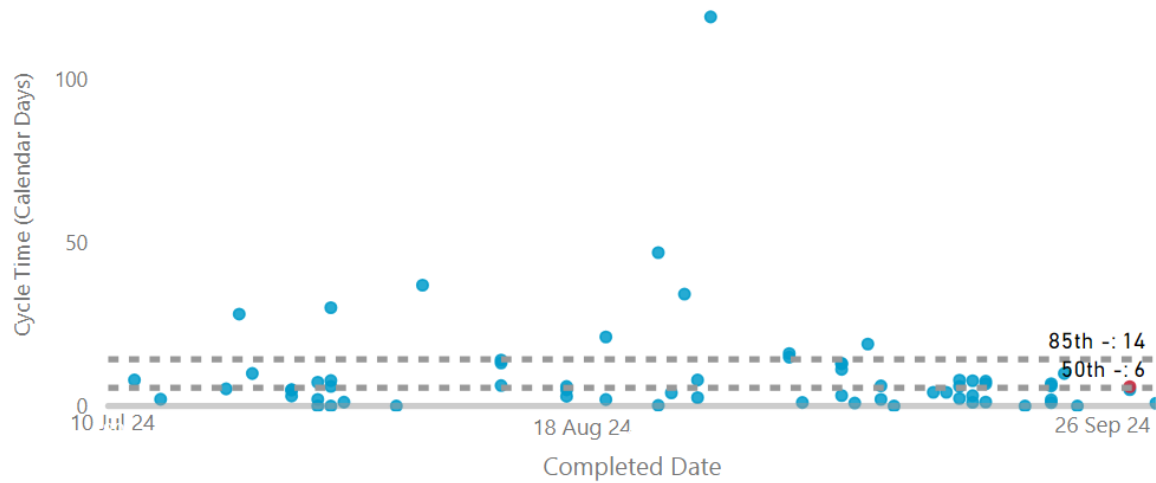


Work Item Age - The amount of elapsed time between when a work item started and the current time.

Where teams go to view it

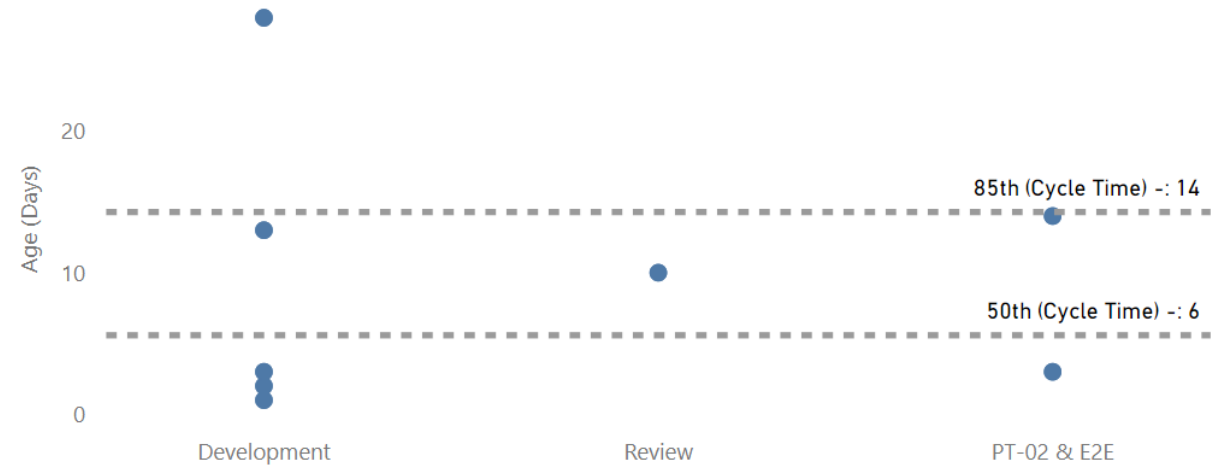
Cycle Time Scatter Plot

How long (in calendar days) did an item take to complete once started.



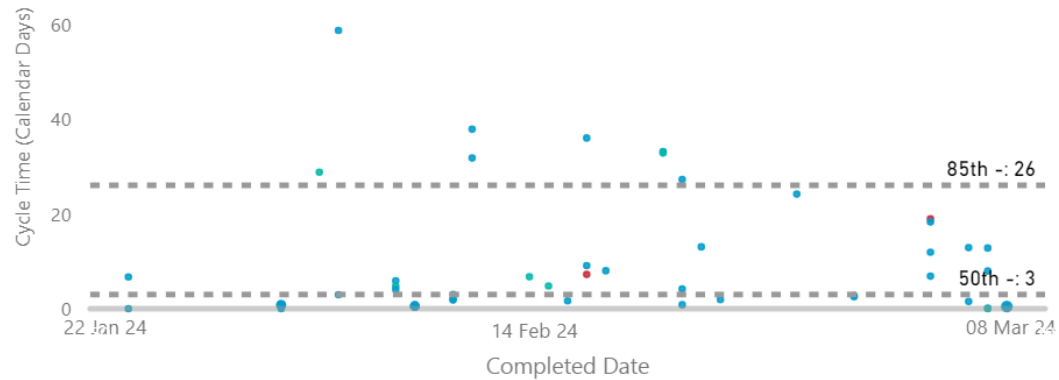
Work Item Age

How many days an individual work item (represented by a dot) has been in-progress for. Please ensure you filter on a team first if viewing for multiple teams in a project.

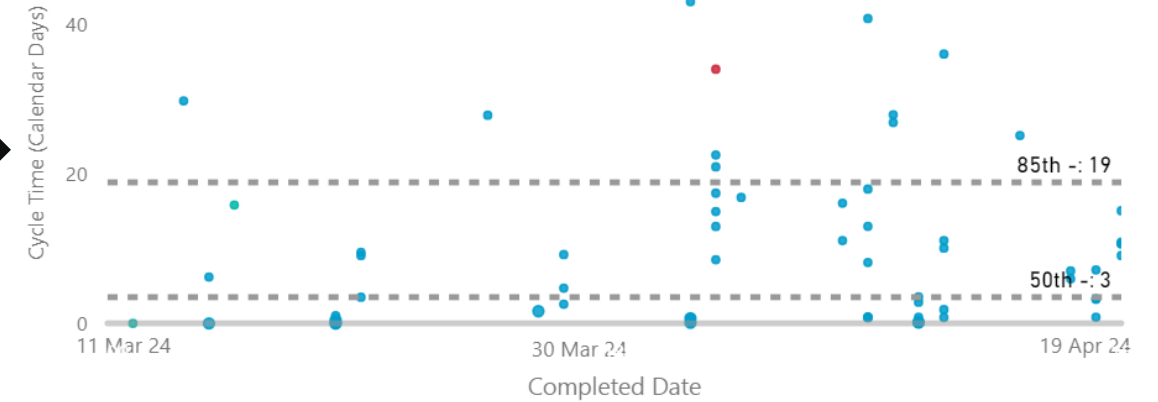


Visualizing improvements – from 'Amber' to 'Green'

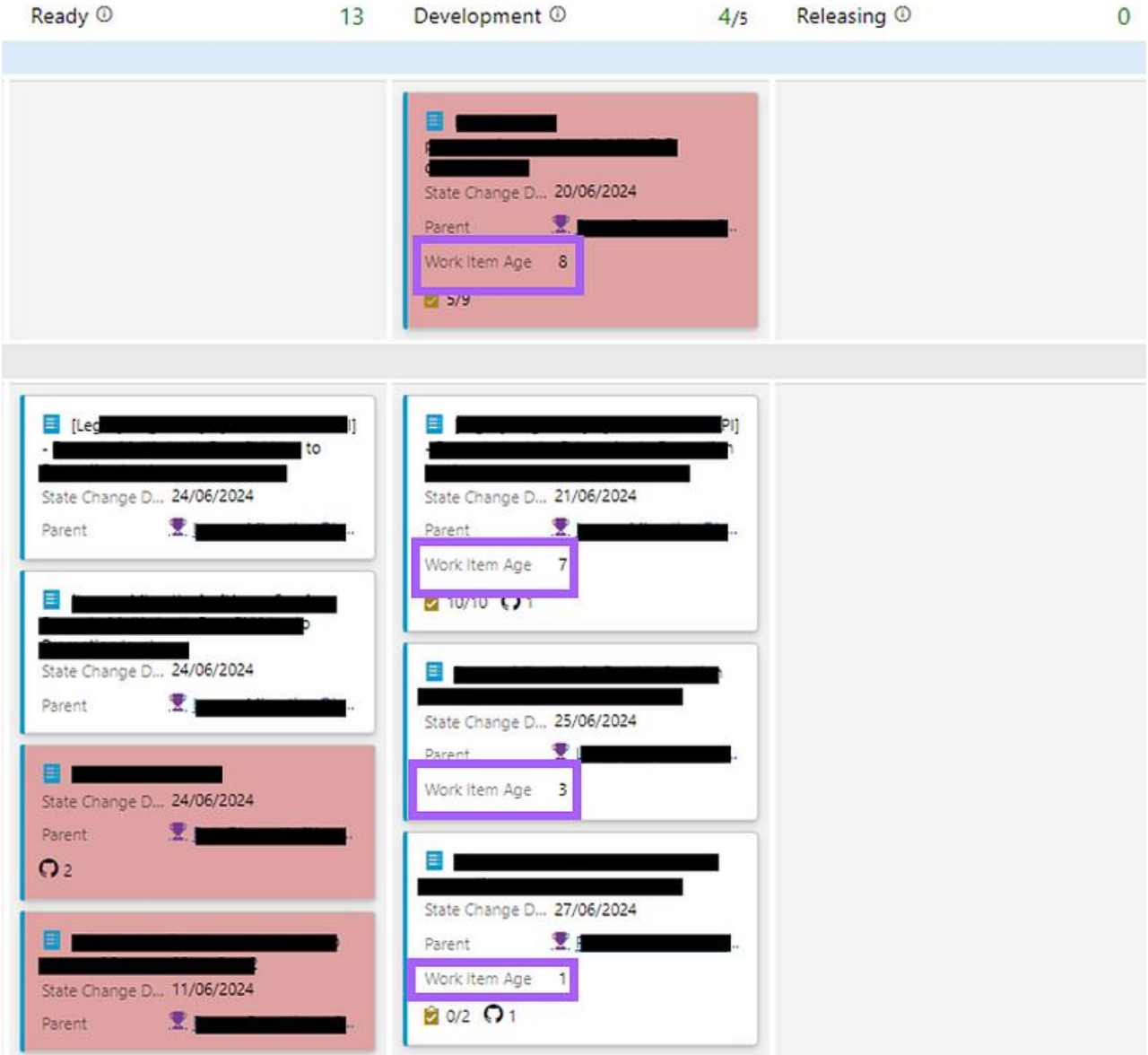
85th percentile cycle time is ≤ 30 days
(over the last 6-12 weeks)



85th percentile cycle time is ≤ 21 days
(over the last 6-12 weeks)



What do our 'green' teams do?



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Portfolio alignment

ASOS Tech Portfolio

Domain or Platform

Platform or Team or Product Feature or Tech Enablers

Team

Portfolio Epic

Epic

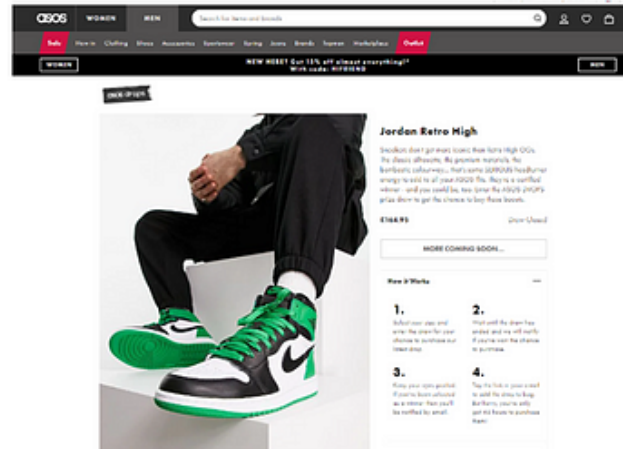
Feature

User Story/PBI

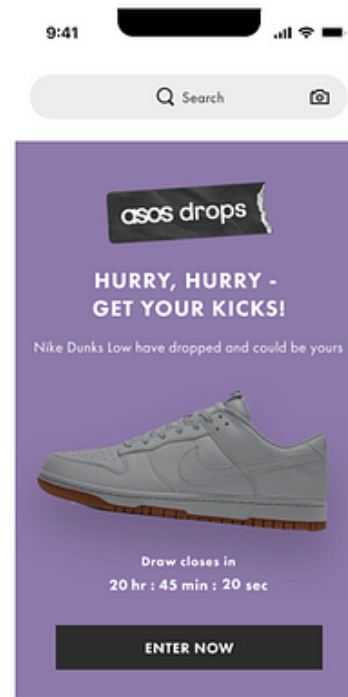
Example

Portfolio Epic: ASOS Drops

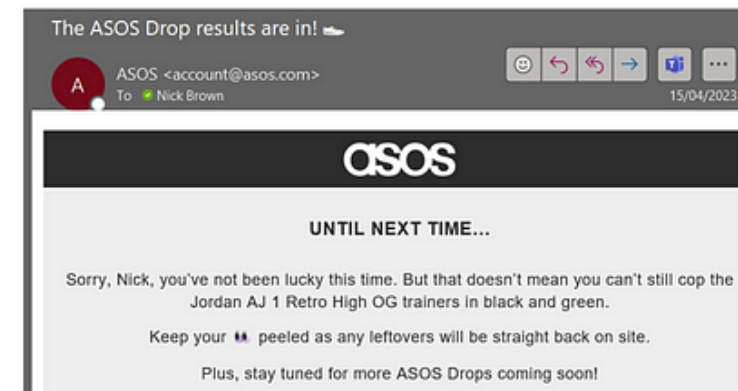
Epic: Web – ASOS Drops



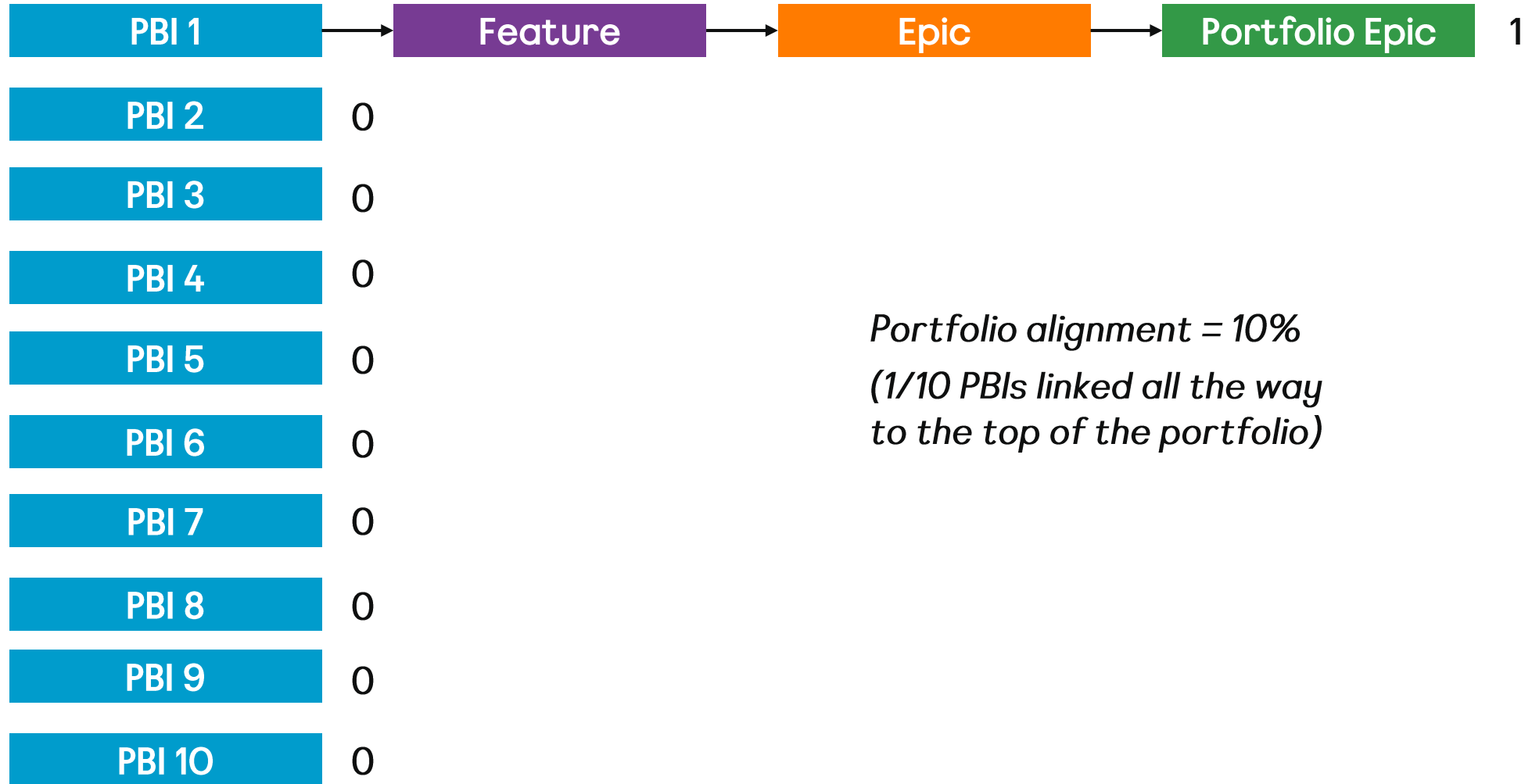
Epic: Apps – ASOS Drops



Epic: Notifications – ASOS Drops

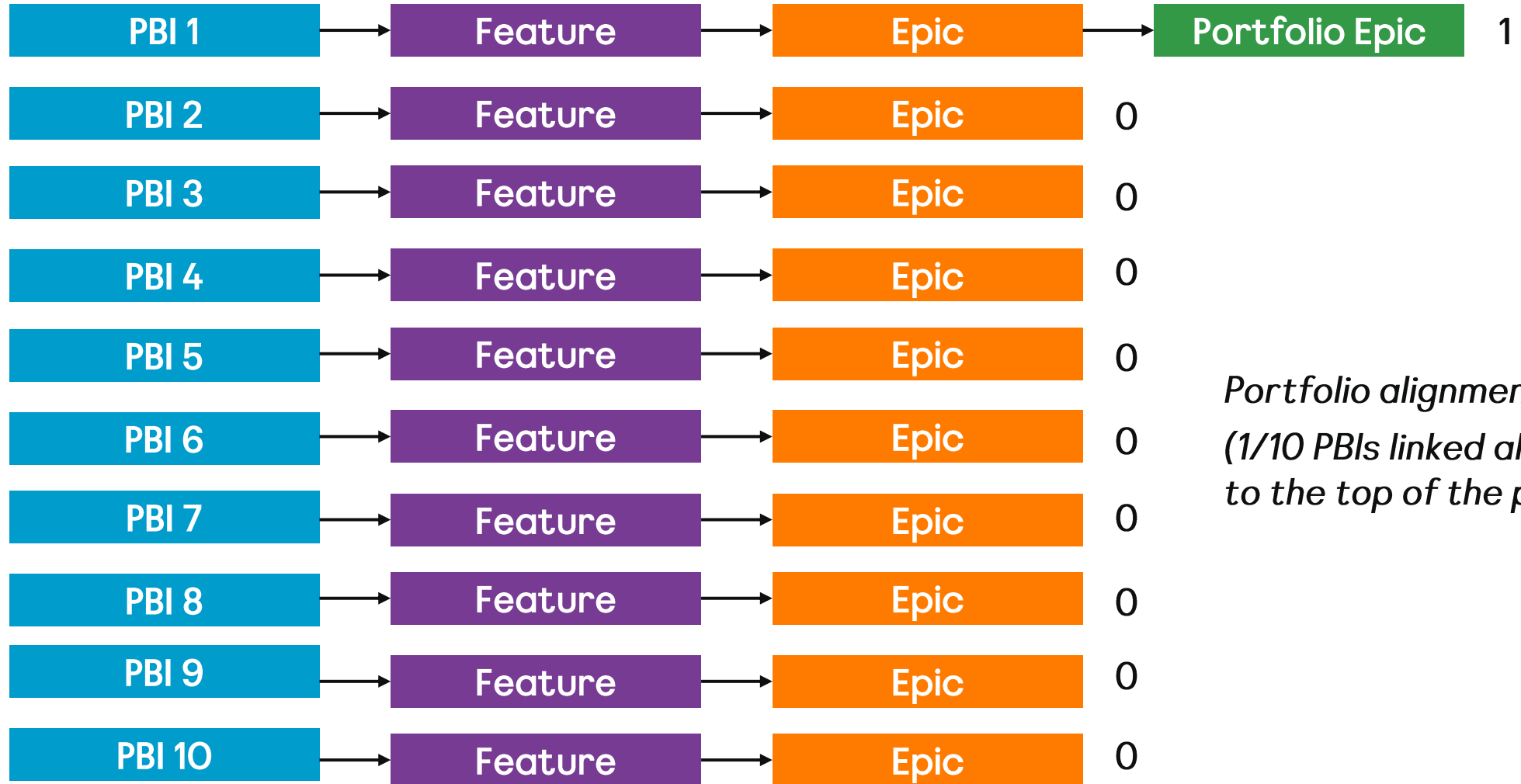


Portfolio alignment measured



Portfolio alignment = 10%
(1/10 PBIs linked all the way to the top of the portfolio)

Portfolio alignment measured



*Portfolio alignment = 10%
(1/10 PBIs linked all the way
to the top of the portfolio)*

Portfolio alignment measured



Range

Last

12

Weeks

Last Refresh

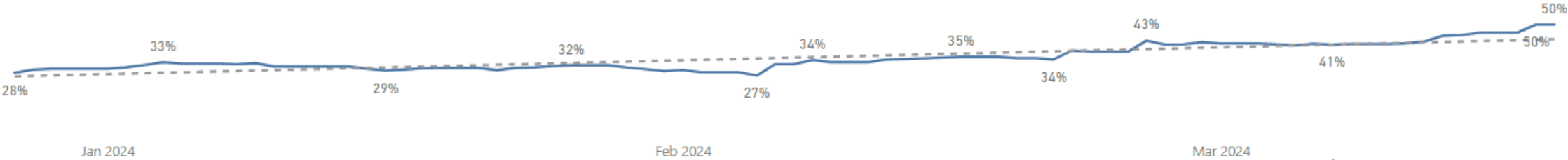
19-Mar-24 1:15

27/12/2023 - 19/03/2024

Team backlog to Portfolio backlog alignment over time

Average backlog alignment
35%

Percentage Alignment



[ASOS Tech Blog – Measuring value through portfolio alignment](#)

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Portfolio alignment measured



Range

Last

12

Weeks

27/12/2023 - 19/03/2024

Last Refresh

19-Mar-24 1:15

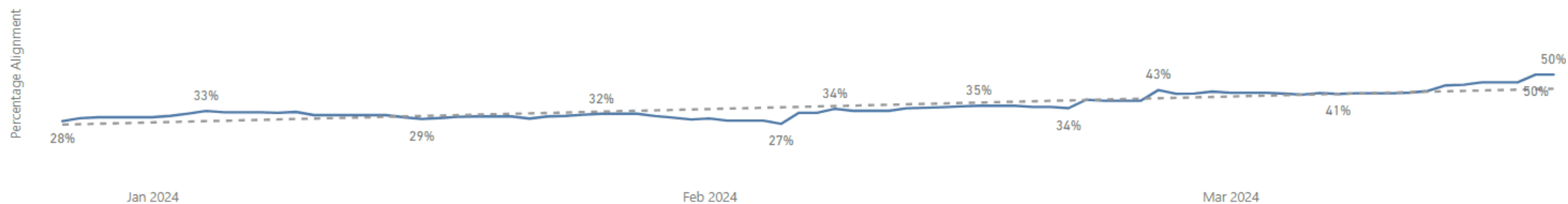
☒ All items

☐ In flight items

Team backlog to Portfolio backlog alignment over time

Average backlog alignment

35%



[ASOS Tech Blog – Measuring value through portfolio alignment](#)

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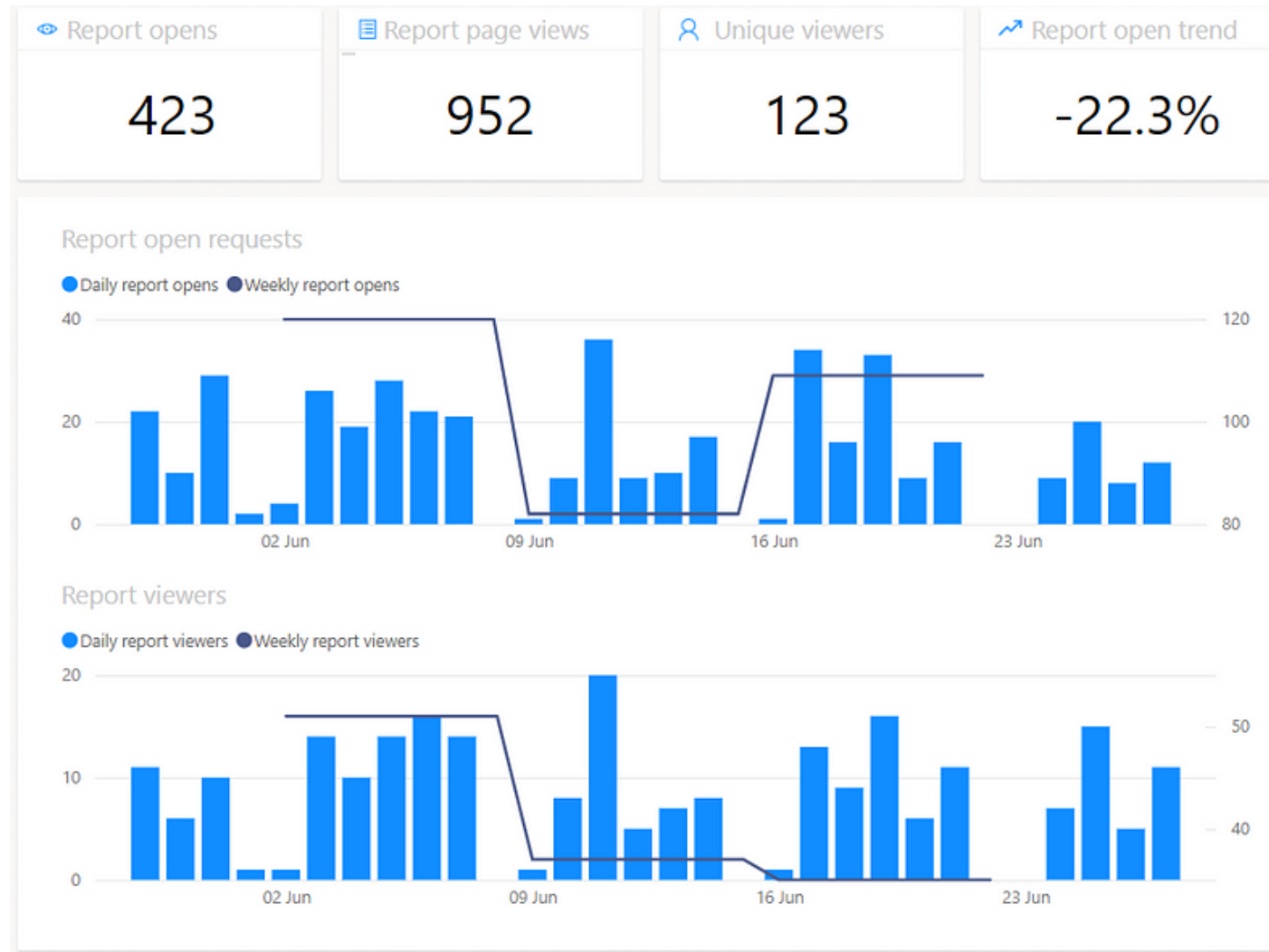
Measuring impact – customer facing teams

	Unique Visits	Visits	Add to Bag Rate	Save for Later Rate	Conversion Rate	Average Basket Value
Month ↓	11,628,108	295,020,825	7.99%	6.68%	4.04%	£78.07
Page: 1 / 1 Rows: 51	ut of 11,628,108	of 295,020,825	out of 7.99%	out of 6.68%	out of 4.04%	out of £78.07
1. Dec 2022	3,436,149	23,438,119	7.06%	5.74%	3.58%	£74.44
2. Nov 2022	3,783,718	28,391,754	8.57%	5.82%	4.41%	£81.89
3. Oct 2022	3,361,563	23,352,509	8.38%	6.56%	4.00%	£80.31
4. Sep 2022	3,246,649	21,700,650	8.15%	6.71%	3.94%	£81.61
5. Aug 2022	3,281,627	22,078,544	8.18%	6.70%	4.06%	£78.95
6. Jul 2022	3,448,248	23,736,150	8.33%	6.46%	4.27%	£76.18
7. Jun 2022	3,528,064	24,371,406	8.33%	6.71%	4.28%	£77.89
8. May 2022	3,617,535	25,575,174	8.04%	6.76%	4.40%	£84.30
9. Apr 2022	3,670,654	25,323,871	7.87%	7.00%	4.02%	£77.84
10. Mar 2022	3,758,574	24,902,052	7.56%	7.16%	3.79%	£76.63
11. Feb 2022	3,735,240	24,488,251	7.56%	7.14%	3.86%	£73.61
12. Jan 2022	3,956,223	27,687,642	7.75%	7.22%	3.81%	£71.67

#agilecam

ASOS

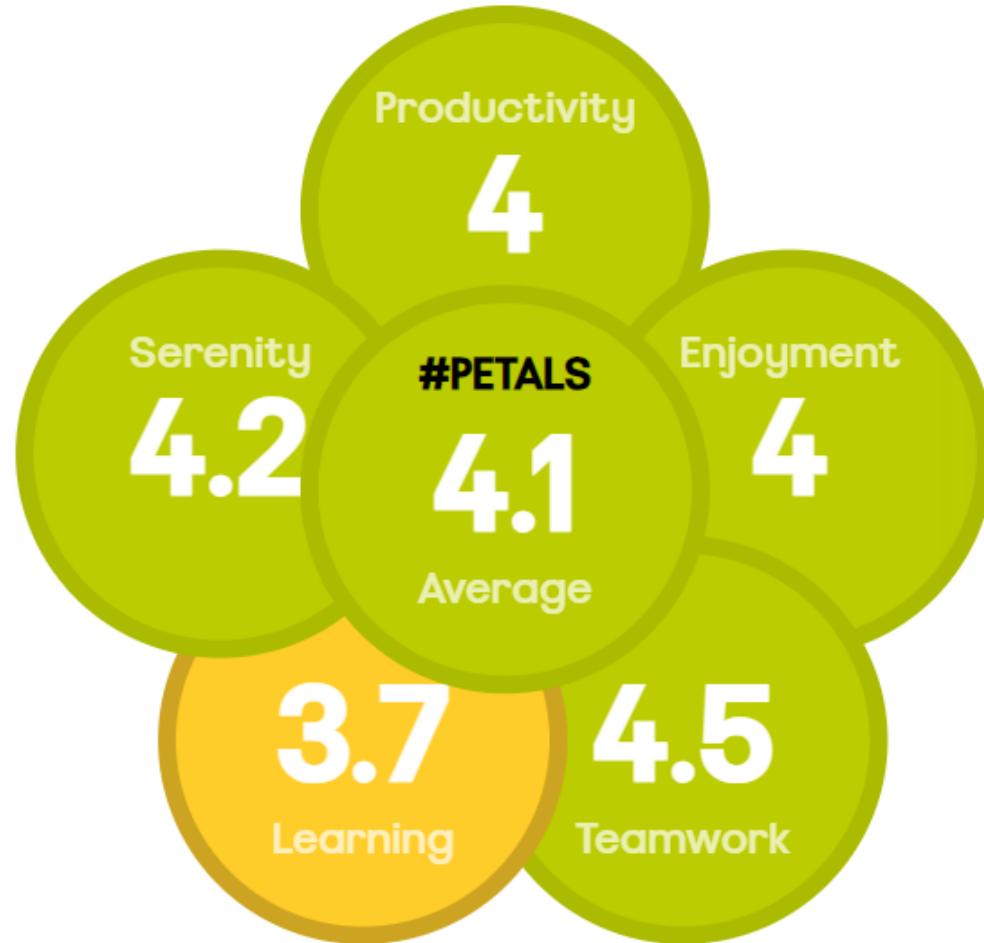
Measuring impact – internal teams



Theme: Culture

Theme	Red	Amber	Green
<i>Culture</i> <i>The mindset and behaviours we expect around teamwork, learning and continuous improvement.</i>	The team regularly gets together and reflects on how to improve their way of working.	Team can provide at least 1 experiment they have tried recently to improve their way of working. OR Team actively tracks team health (e.g. using tools like PETALS, Health Checks, etc.)	Team can explain the tangible impact recent experiment(s) have had (e.g. improved cycle time, team happiness, team health score, etc.) on their way of working. AND Team actively tracks team health (e.g. using tools like PETALS, Health Check, etc.)

Our main team health tool - PETALS



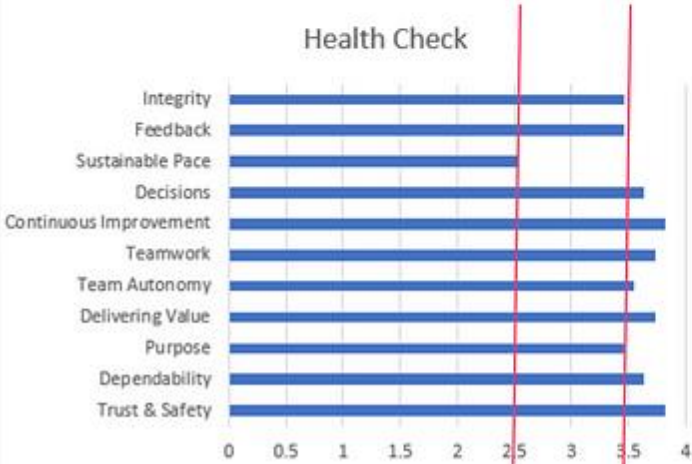
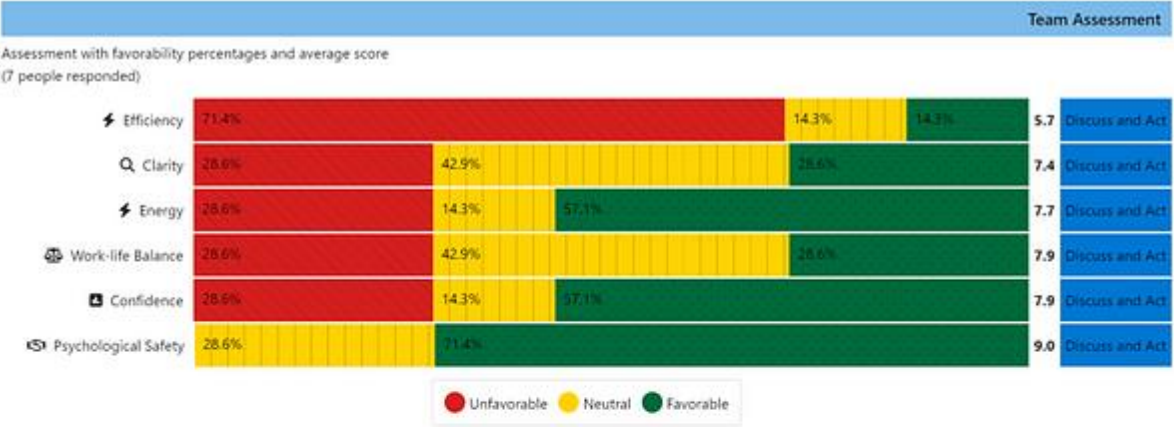
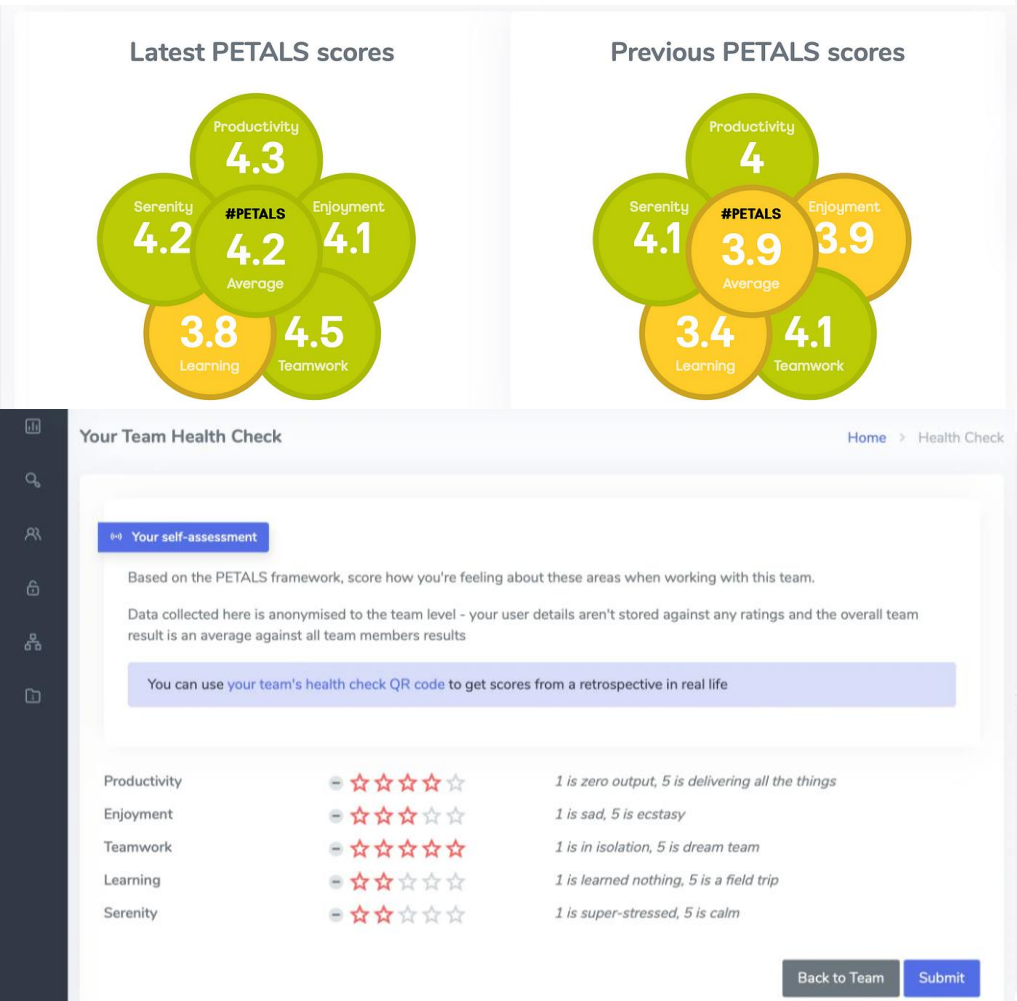
[ASOS Tech Blog - How you can grow a healthy team culture like Ted with PETALS](#)

Our main team health tool - PETALS

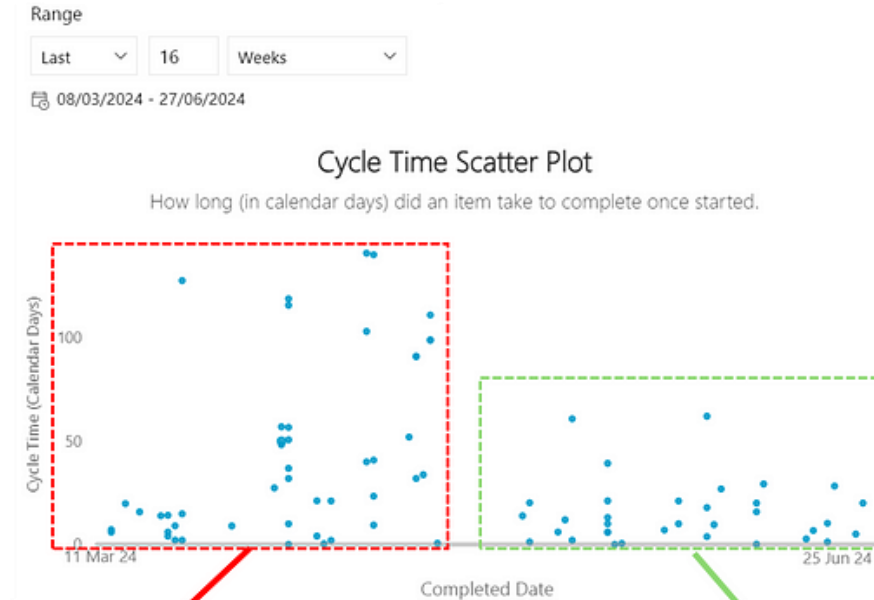


[ASOS Tech Blog - How you can grow a healthy team culture like Ted with PETALS](#)

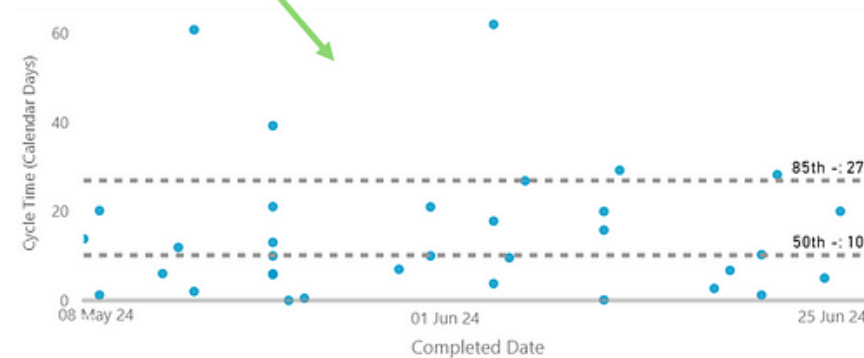
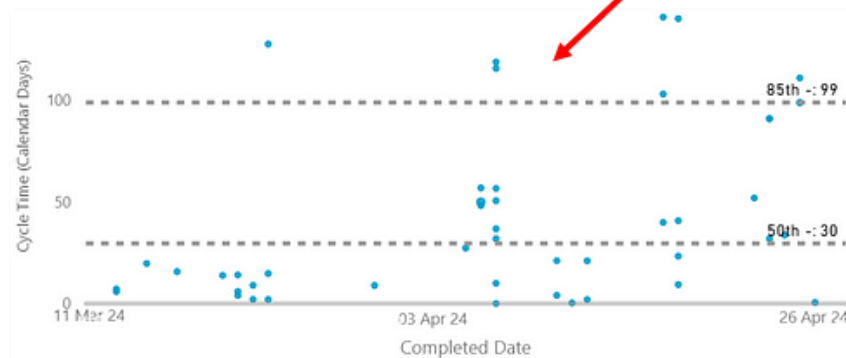
All tools are welcome!



Quantifying the impact of improvements



“We moved to pairing and reduced our 85th percentile cycle time by 73%”



Theme: Delivery

Theme	Red	Amber	Green
<i>Delivery</i> <i>The practices we expect that account for the delivery of features and epics, considering both uncertainty and complexity.</i>	Team use data (automated or manual) to forecast Feature delivery.	Team uses data to forecast delivery and communicates this with/considering a percentage confidence. OR Team regularly reviews Feature size (right-sizing) and makes active effort to maintain/improve Feature size.	Team uses data to forecast delivery / semester capacity and considers / communicates this with a percentage confidence. AND Team regularly reviews Feature size (right-sizing) and makes active effort to maintain/improve Feature size.

Using data to forecast delivery?

Release Burndown

2/10/2024 - 9/24/2024

Completed 97%

Average burndown 32

Items not estimated 6

Story Points Remaining 164

Total Scope Increase 26



QQ board

Burnup Chart

Sample Sprint 7

Story Points

How to read this chart

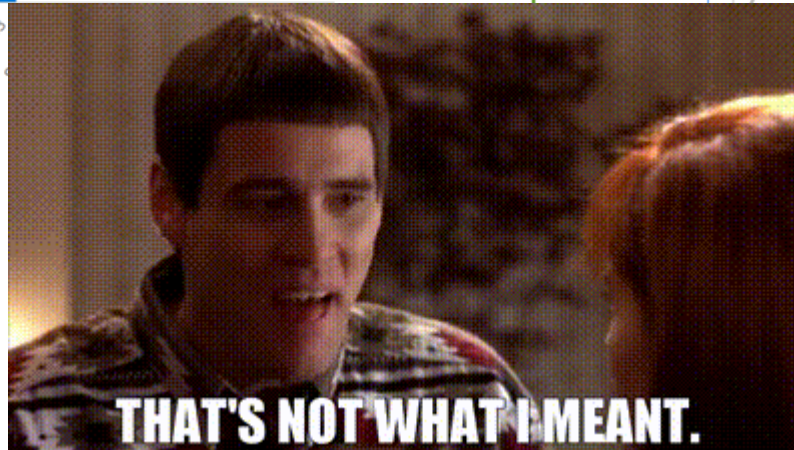
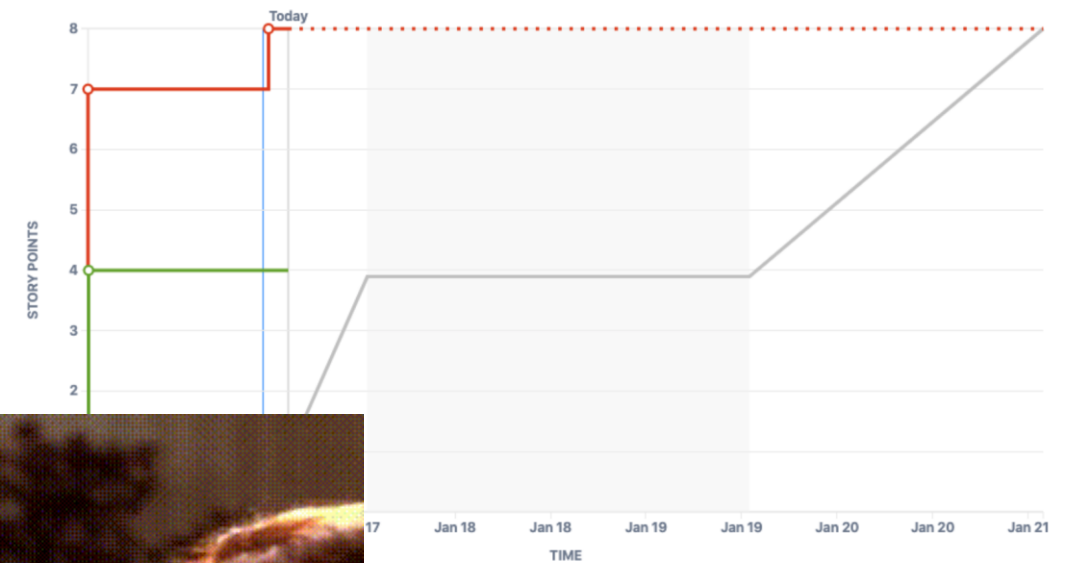
Work scope

Scope projection

Completed Work

Guideline

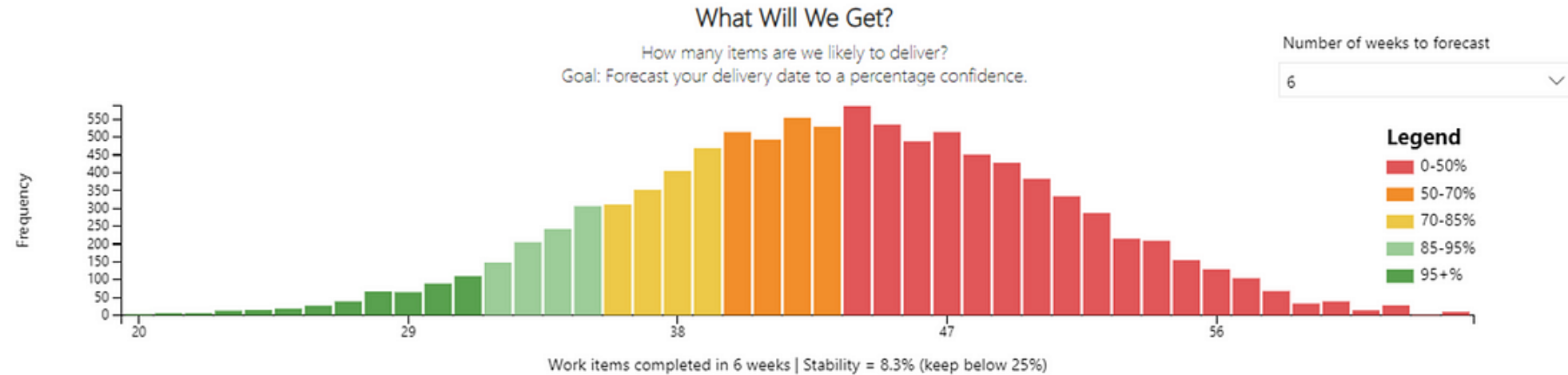
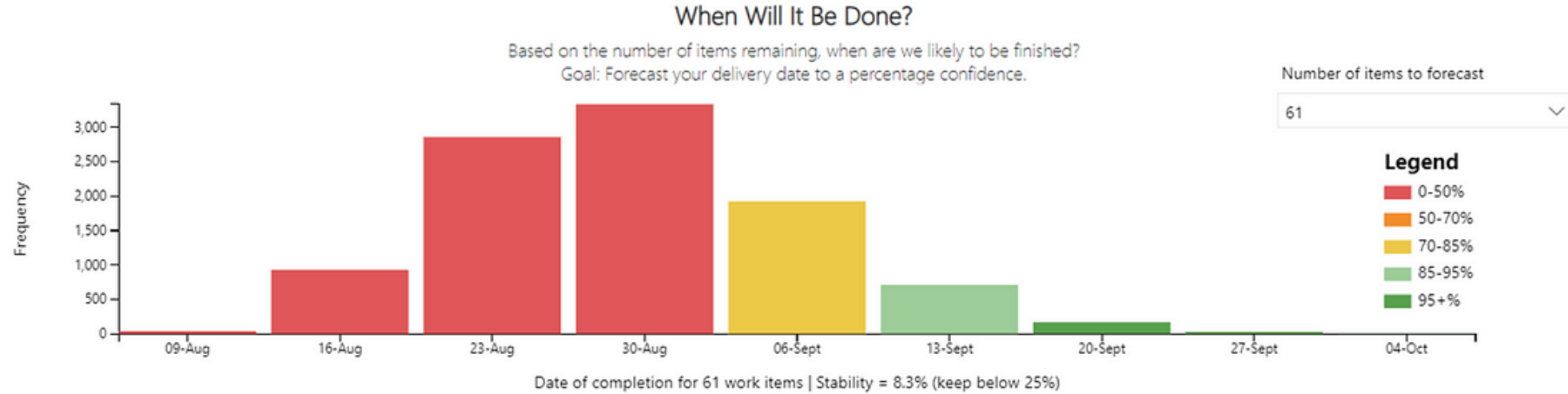
Planned start date



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Using data to forecast delivery



Right-sizing: how to

Range (Completed Date)

Last

12

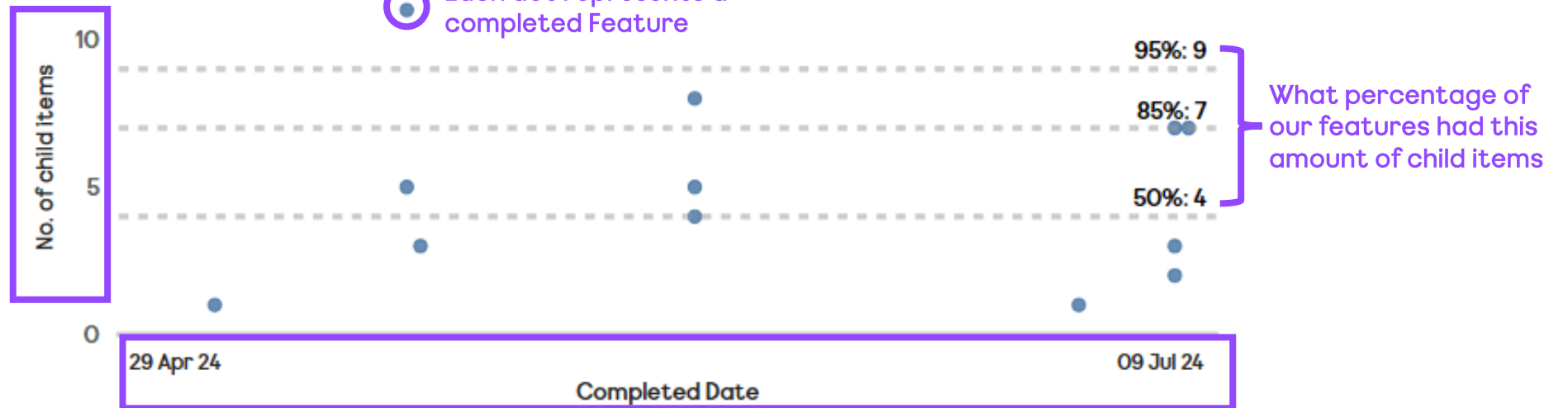
Weeks

19/04/2024 - 11/07/2024

Completed Features w/ child count

Each dot represents a completed Feature

The number of child items in these Features



The date the Feature was completed

Right-sizing: how to

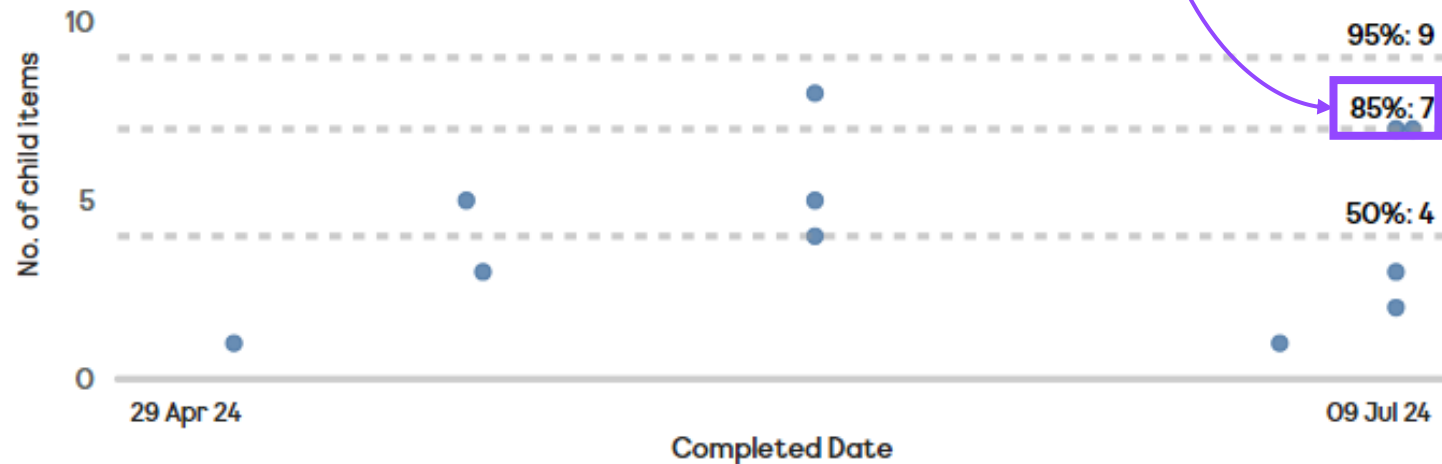
Range (Completed Date)

Last 12 Weeks

19/04/2024 - 11/07/2024

Over the last 12 weeks,
85% of our completed
Features contained 7
child items or less

Completed Features w/ child count



Right-sizing: how to

Range (Completed Date)

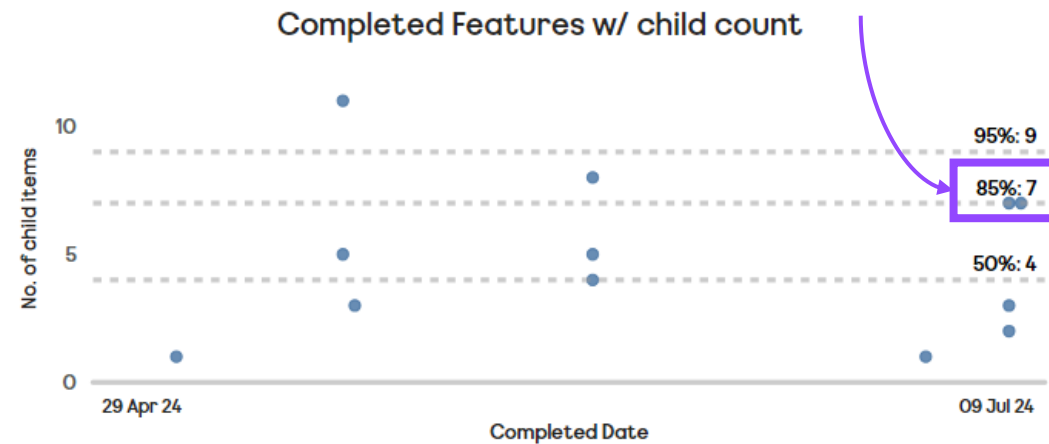
Last

12

Weeks

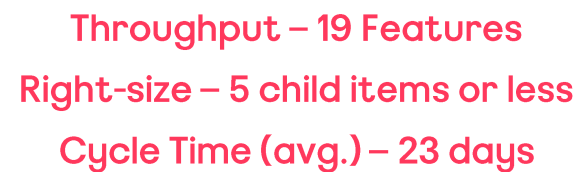
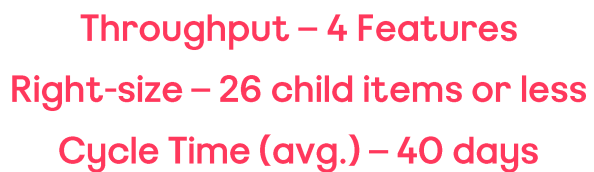
📅 19/04/2024 - 11/07/2024

Over the last 12 weeks, 85% of our completed Features contained 7 child items or less



Open Features w/ child count

Title	No. of child items	Rightsized?
FY24 Q4 Platform Maintenance	16	🚩 Bigger than our right-size
AFS Scaling AFS - Orders - Events subscription and data persistence	11	🚩 Bigger than our right-size
FY24 Q4 BAU & Small Changes	7	⚠️ Same as our right-size
Platform Cost Savings Phase 2	7	⚠️ Same as our right-size
AFS Scaling RoW Support multi-currency	4	✅
Range Selection V3 Core: Stock & Price feed	4	✅
Azure Functions V4, NodeJS and NET 6 Upgrade (Orders)	3	✅
Range Selection - CPT File UI	3	✅ Below our right-size
AFS Scaling Initial product price to RMS	2	✅
Decrease the chance to get Null EAN issues at PF level	2	✅
Move TB ASR to api	2	✅
Peak 2024	1	✅



In case it isn't obvious!

Range (Completed Date)

21/08/2023

21/10/2023



Completed Features w/ child count



Throughput – 4 Features
Right-size – 26 child items or less
Cycle Time (avg.) – 40 days

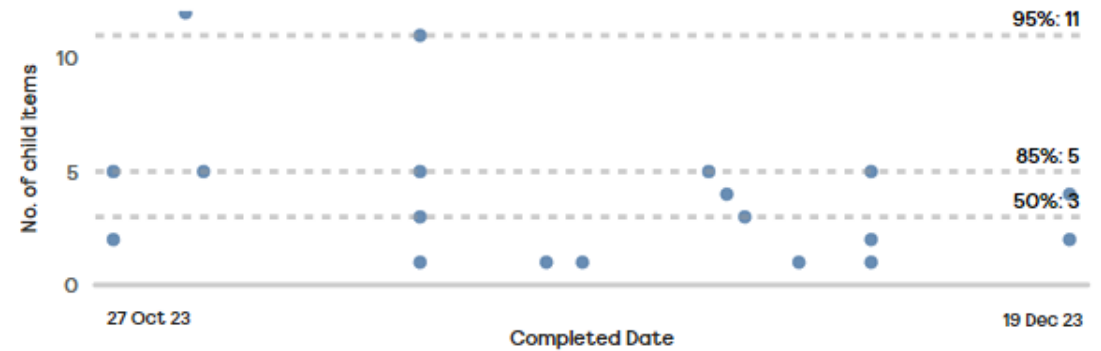
Range (Completed Date)

22/10/2023

22/12/2023



Completed Features w/ child count



Throughput – 19 Features (delivered more)
Right-size – 5 child items or less (in smaller batches)
Cycle Time (avg.) – 23 days (quicker than before)
(of course, assuming these Features are slices of 'value')

Capacity Planning

Feature Capacity Planning

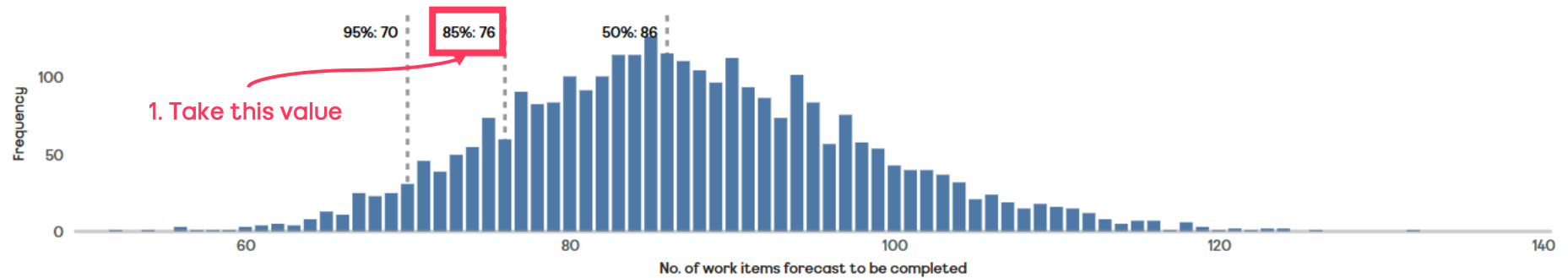
This page helps you understand the number of "right-sized" Features your team has capacity for. Ensure you have checked all the filters before viewing the results.

Number of weeks to forecast

12

What Will We Get?

How many items are we likely to complete in the selected period?



Range (Completed Date)

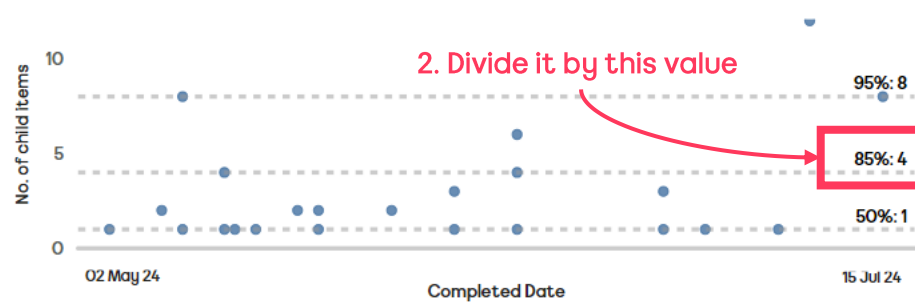
Last

12

Weeks

27/04/2024 - 19/07/2024

Completed Features w/ child count



Number of "rightsized" features this team has capacity for in the selected period

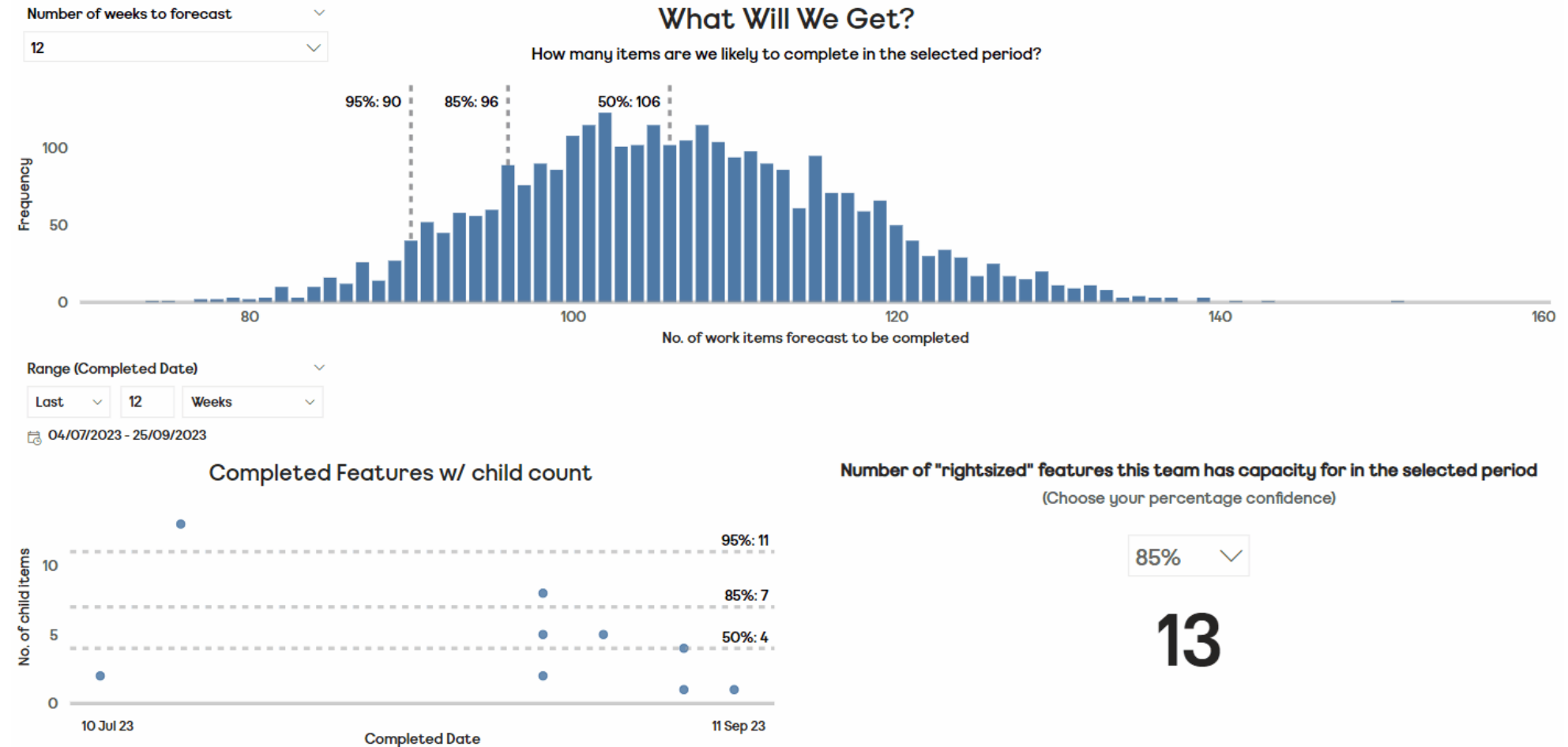
(Choose your percentage confidence)

85%

19

3. Which gives you this value (rounded down)

Capacity Planning



Feature delivery using data

I want to forecast how many Features we will complete in the next weeks (by 16/12/2023) with likelihood and a Feature WIP of

Colour coding aligned to if it will/won't make the date chosen

Legend

- Forecast on or before the selected date
- Forecast up to one week after the selected date
- Forecast MORE than one week after the selected date

Number of remaining (open) child items in that Feature

Feature	Priority	Remaining	Forecast duration (weeks)	Forecasted completion by
1-Click Checkout	1	4	3	25 November 2023
Personalized Product Recommendations	2	2	3	25 November 2023
Virtual Try-On	3	6	6	16 December 2023
Real-Time Inventory Status	4	2	6	16 December 2023
Wishlist Sharing	5	1	7	23 December 2023
Interactive Product Tours	6	2	7	23 December 2023
Inventory Management System	7	2	8	30 December 2023
Fraud Detection and Prevention	8	2	9	06 January 2024
Automated Customer Support	9	1	9	06 January 2024
Performance Analytics Dashboard	10	1	9	06 January 2024
Integrative API for Third-Party Sellers	11	1	10	13 January 2024

'Open' Features

Priority order comes from order/stack rank in Feature backlog

Forecasted duration in number of weeks and when likely to complete by

Feature delivery using data

I want to forecast how many Features we will complete in the next weeks (by 16/12/2023) with likelihood and a Feature WIP of

Legend

- Forecast on or before the selected date
- Forecast up to one week after the selected date
- Forecast MORE than one week after the selected date

Feature	Priority	Remaining	Forecast duration (weeks)	Forecasted completion by
1-Click Checkout	1	4	3	25 November 2023
Personalized Product Recommendations	2	2	3	25 November 2023
Virtual Try-On	3	6	6	16 December 2023
Real-Time Inventory Status	4	2	6	16 December 2023
Wishlist Sharing	5	1	7	23 December 2023
Interactive Product Tours	6	2	7	23 December 2023
Inventory Management System	7	2	8	30 December 2023
Fraud Detection and Prevention	8	2	9	06 January 2024
Automated Customer Support	9	1	9	06 January 2024
Performance Analytics Dashboard	10	1	9	06 January 2024
Integrative API for Third-Party Sellers	11	1	10	13 January 2024

Submitting the results

Agility Self Assessment

Search for tools, help, and more (Alt + Q)

Home Insert Share Page Layout Formulas Data Review View Automate Help Draw

Comments Catch up Editing Share

85th percentile is 5 days. Oldest item is 1870 days old. Team will close item and agree process for moving forward

Date	Team	Platform	Domain	Flow: Rating	Rationale	Value: Rating	Rationale	Culture: Rating	Rationale	Delivery: Rating	Rationale
Monday, June 24, 2024				Amber	85th percentile is 29 days. Oldest work item age is over 60 days.	Red		Red		Red	
Monday, June 24, 2024				Green	Using "Completed" state: - 85th percentile is 14 - Oldest user story is 14 days, 19 days (bug) We have experiments for Flow and look at item age weekly	Amber		Green		Amber	
Monday, June 24, 2024				Green	Using "Resolved" state: 85th percentile is 14 days and oldest Work Item Age is 11 days	Red		Green		Red	
Monday, June 24, 2024				Amber	85th percentile is 25 days and oldest Work Item Age is 41 days.	Amber		Amber		Red	

Visualizing the results – team view



Visualizing the results – team view

ASOS

NAVIGATION

The Four Themes

Tech Wide View

Team View

Notes/actions

Completion Report

Domain			Platform			Team			Last Refresh		
All			All			All			30/07/2024 08:48:58		
Flow			Value			Culture			Delivery		
Team	Rating	Run on	Team	Rating	Run on	Team	Rating	Run on	Team	Rating	Run on
Setanta	●→	25/07/24	Setanta	●→	25/07/24	Setanta	●→	25/07/24	Setanta	●→	25/07/24
Samson	●→	24/07/24	Samson	●→	24/07/24	Samson	●→	24/07/24	Samson	●→	24/07/24
Black Panther	●→	23/07/24	Black Panther	●→	23/07/24	Black Panther	●→	23/07/24	Black Panther	●→	23/07/24
Jaws	●→	23/07/24	Jaws	●→	23/07/24	Jaws	●→	23/07/24	Jaws	●→	23/07/24
Whiplash	●→	23/07/24	Whiplash	●→	23/07/24	Whiplash	●→	23/07/24	Whiplash	●→	23/07/24
Avatar	●→	17/07/24	Avatar	●→	17/07/24	Avatar	●→	17/07/24	Avatar	●→	17/07/24
Birdman	●→	17/07/24	Birdman	●→	17/07/24	Birdman	●→	17/07/24	Birdman	●→	17/07/24
Dark Knight	●→	17/07/24	Dark Knight	●→	17/07/24	Dark Knight	●→	17/07/24	Dark Knight	●→	17/07/24
Frodo	●→	16/07/24	Frodo	●→	16/07/24	Frodo	●→	16/07/24	Frodo	●→	16/07/24
Gandalf	●→	16/07/24	Gandalf	●→	16/07/24	Gandalf	●→	16/07/24	Gandalf	●→	16/07/24
Gollum	●→	16/07/24	Gollum	●→	16/07/24	Gollum	●→	16/07/24	Gollum	●→	16/07/24
Antz	●→	12/07/24	Antz	●→	12/07/24	Antz	●→	12/07/24	Antz	●→	12/07/24
Robocop	●→	12/07/24	Robocop	●→	12/07/24	Robocop	●→	12/07/24	Robocop	●→	12/07/24
Scream	●→	12/07/24	Scream	●→	12/07/24	Scream	●→	12/07/24	Scream	●→	12/07/24
Zodiac	●→	12/07/24	Zodiac	●→	12/07/24	Zodiac	●→	12/07/24	Zodiac	●→	12/07/24
Toronto	●→	10/07/24	Toronto	●→	10/07/24	Toronto	●→	10/07/24	Toronto	●→	10/07/24
Antz Integration	●→	08/07/24	Antz Integration	●→	08/07/24	Antz Integration	●→	08/07/24	Antz Integration	●→	08/07/24
Avengers	●→	08/07/24	Avengers	●→	08/07/24	Avengers	●→	08/07/24	Avengers	●→	08/07/24
Barbie	●→	08/07/24	Barbie	●→	08/07/24	Barbie	●→	08/07/24	Barbie	●→	08/07/24
Batman	●→	08/07/24	Batman	●→	08/07/24	Batman	●→	08/07/24	Batman	●→	08/07/24
Dune	●→	08/07/24	Dune	●→	08/07/24	Dune	●→	08/07/24	Dune	●→	08/07/24
Godfather	●→	08/07/24	Godfather	●→	08/07/24	Godfather	●→	08/07/24	Godfather	●→	08/07/24
Interstellar	●→	08/07/24	Interstellar	●→	08/07/24	Interstellar	●→	08/07/24	Interstellar	●→	08/07/24
Joker	●→	08/07/24	Joker	●→	08/07/24	Joker	●→	08/07/24	Joker	●→	08/07/24
Me, Myself & I	●→	08/07/24	Me, Myself & I	●→	08/07/24	Me, Myself & I	●→	08/07/24	Me, Myself & I	●→	08/07/24
Pulp Fiction	●→	08/07/24	Pulp Fiction	●→	08/07/24	Pulp Fiction	●→	08/07/24	Pulp Fiction	●→	08/07/24
Funnel	●→	05/07/24	Funnel	●→	05/07/24	Funnel	●→	05/07/24	Funnel	●→	05/07/24
Bar	●→	04/07/24	Bar	●→	04/07/24	Bar	●→	04/07/24	Bar	●→	04/07/24
Box Plot	●→	04/07/24	Box Plot	●→	04/07/24	Box Plot	●→	04/07/24	Box Plot	●→	04/07/24
Donut	●→	04/07/24	Donut	●→	04/07/24	Donut	●→	04/07/24	Donut	●→	04/07/24
Goliath	●→	04/07/24	Goliath	●→	04/07/24	Goliath	●→	04/07/24	Goliath	●→	04/07/24
Pie	●→	04/07/24	Pie	●→	04/07/24	Pie	●→	04/07/24	Pie	●→	04/07/24
Rudra	●→	04/07/24	Rudra	●→	04/07/24	Rudra	●→	04/07/24	Rudra	●→	04/07/24
Scatter	●→	04/07/24	Scatter	●→	04/07/24	Scatter	●→	04/07/24	Scatter	●→	04/07/24

Tracking team improvements



NAVIGATION



The Four Themes



Tech Wide View



Team View



Notes/actions



Completion Report

Domain

All

Platform

All

Team

Antz

Last Refresh

30/07/2024 08:48:58

Flow

Value

Culture

Delivery

Team	Rating	Run on	Team	Rating	Run on	Team	Rating	Run on	Team	Rating	Run on
Antz			Antz		12/07/24	Antz		12/07/24			

Current Rating

Rationale



85th percentile Cycle Time is 29 days (30% decrease since last time) and oldest Work Item Age is 156 days.

Previous Rating

Rationale



85th percentile Cycle Time is 38 days (over the last 12 weeks) with oldest work item around 68 days.

We have started to use the data to better understand/improve ways of working

08-Apr

16-May

12-Jul



Domain

Platform

Payments

Refunds

Team of teams (of teams) view



NAVIGATION



The Four Themes



Tech Wide View



Team View



Notes/actions



Completion Report

Domain

All

Platform

Fraud Detection & Prevention

Team

All

Last Refresh

30/07/2024 08:48:58

Flow			Value			Culture			Delivery		
Team	Rating	Run on	Team	Rating	Run on	Team	Rating	Run on	Team	Rating	Run on
Casablanca	● ↗	10/06/24	Casablanca	● →	10/06/24	Casablanca	● →	10/06/24	Casablanca	● →	10/06/24
Jumanji	● ↓	10/06/24	Jumanji	● →	10/06/24	Jumanji	● →	10/06/24	Jumanji	● →	10/06/24
Ratatouille	● →	10/06/24	Ratatouille	● →	10/06/24	Ratatouille	● ↘	10/06/24	Ratatouille	● →	10/06/24

Team of teams (of teams) improvement view



NAVIGATION

-  The Four Themes
-  Tech Wide View
-  **Team View**
- Notes/actions**
-  Completion Report

Domain	Platform	Team	Last Refresh
All	Fraud Detection & Prevention	All	30/07/2024 08:48:58
Team	Thing(s) we plan to do differently		
Casablanca	Flow - team is moving to sprints which should further improve cycle time		
Jumanji	Delivery - team is starting to look at feature slicing to leverage right-sizing/monte carlo		
Ratatouille	Culture - team is looking to improve learning through Azure AKS training		

Tech wide view



NAVIGATION



The Four Themes



Tech Wide View



Team View



Notes/actions



Completion Report

No. of teams who have self-assessed

77

Domain

All

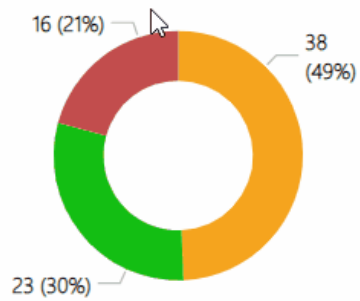
Platform

All

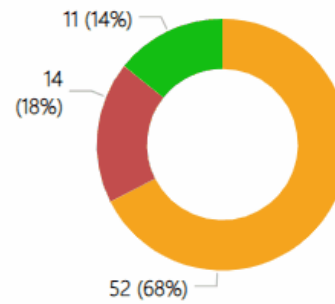
Last Refresh

7/29/2024 2:02:47 PM

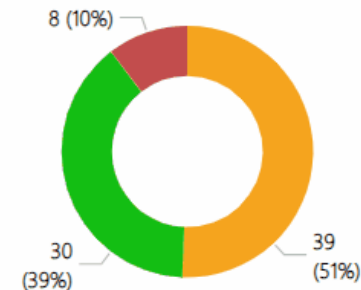
Flow



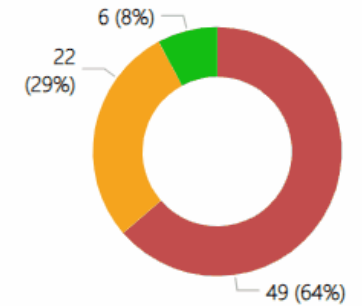
Value



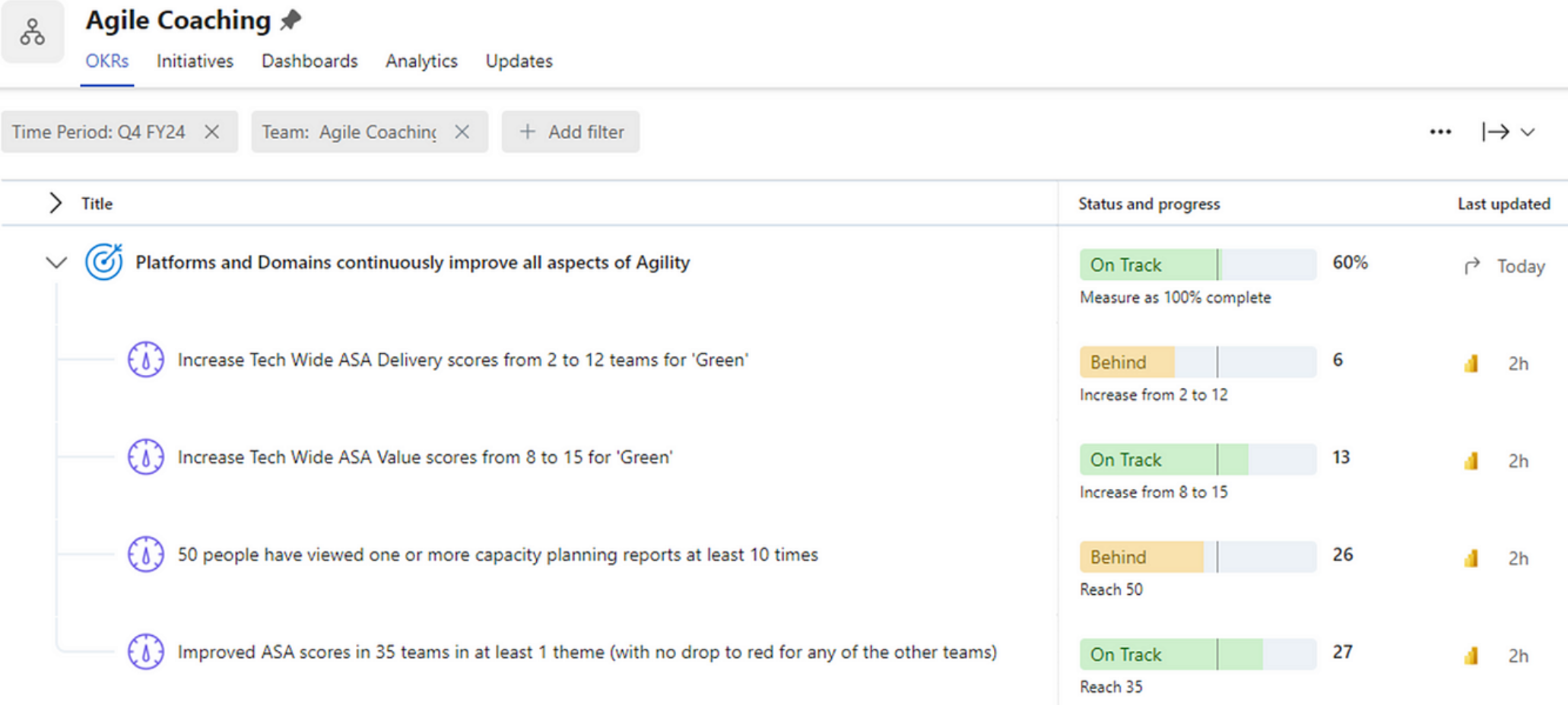
Culture



Delivery

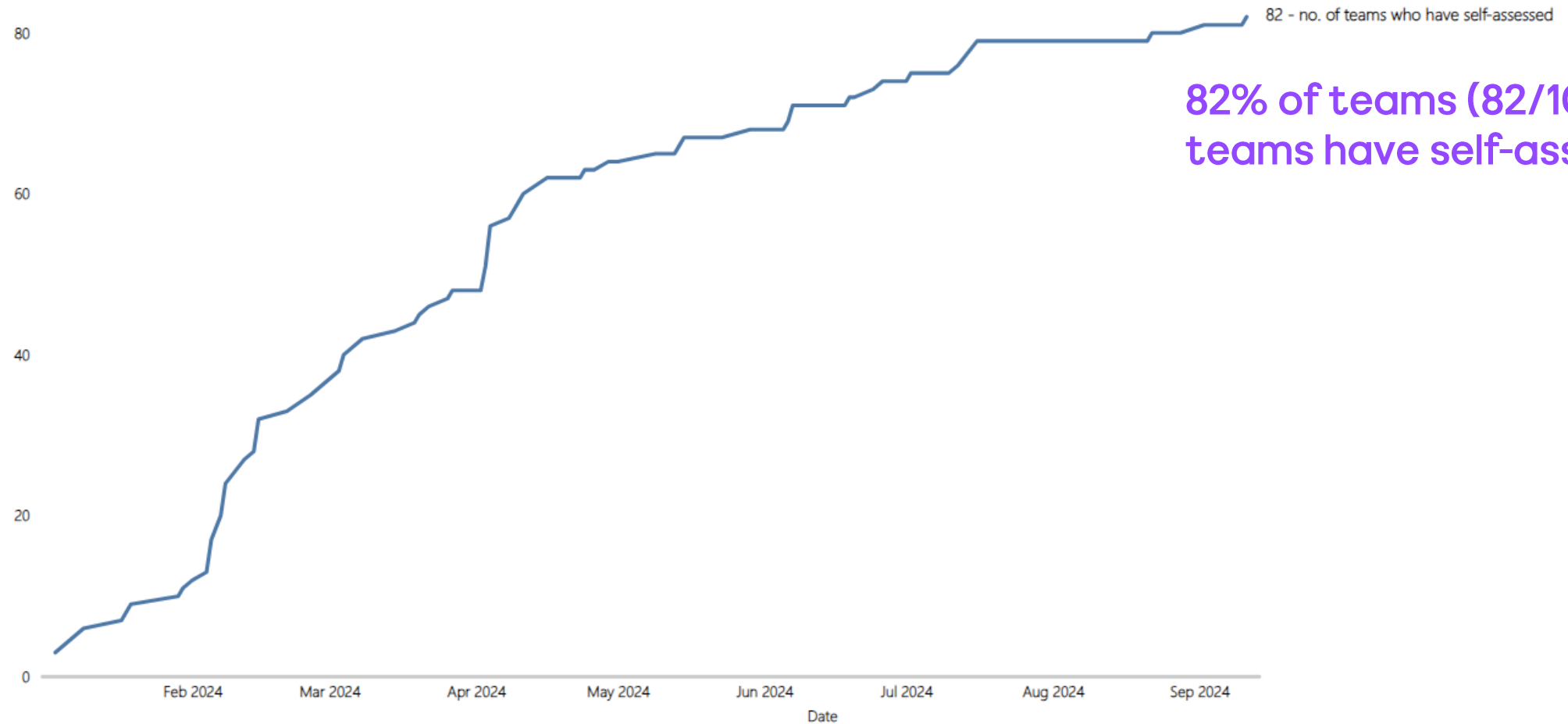


How we factor this into our Agile Coach OKRs



Rollout

Self-assessment Adoption and Impact

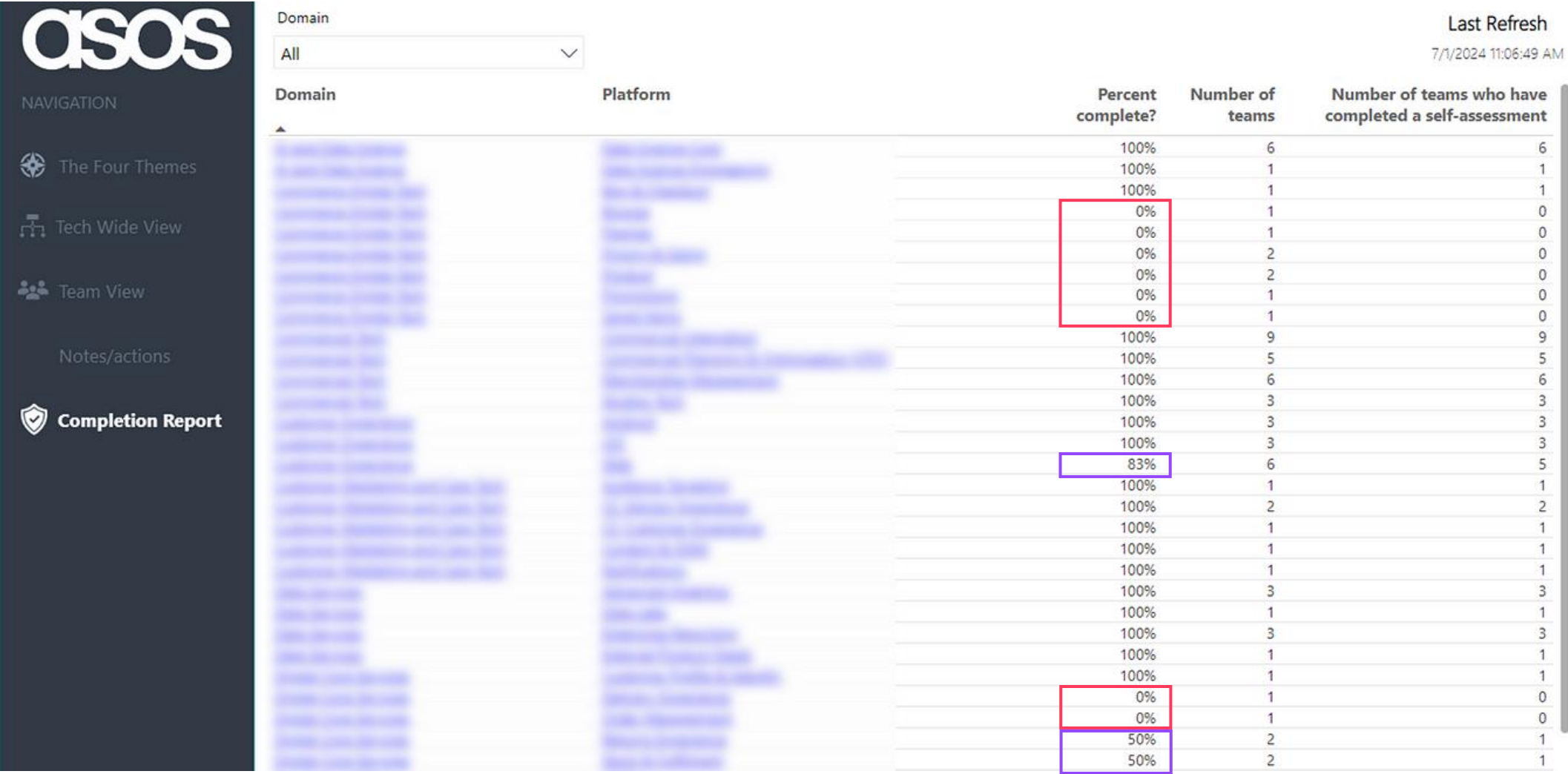


82% of teams (82/100)
teams have self-assessed

#agilecam

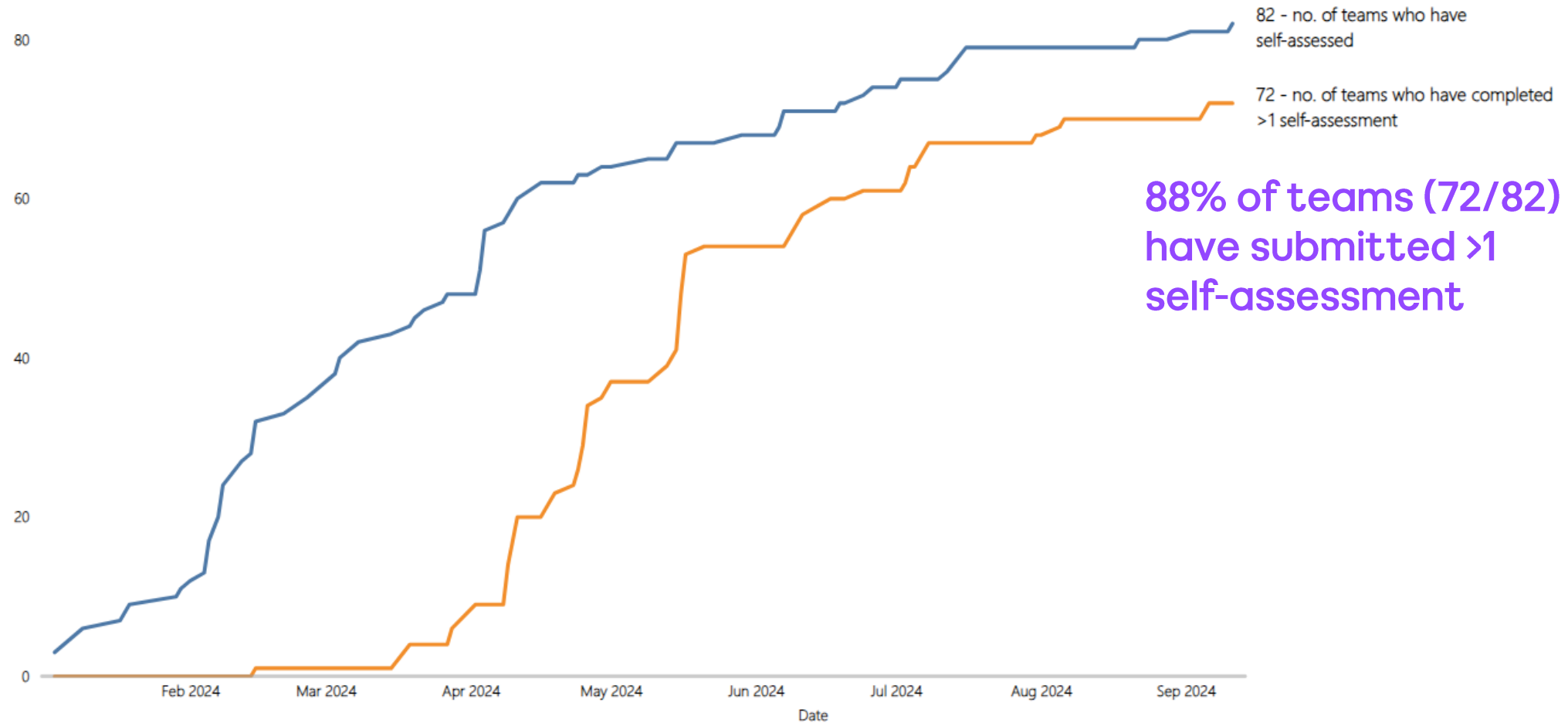
ASOS

Breakdown of adoption by area



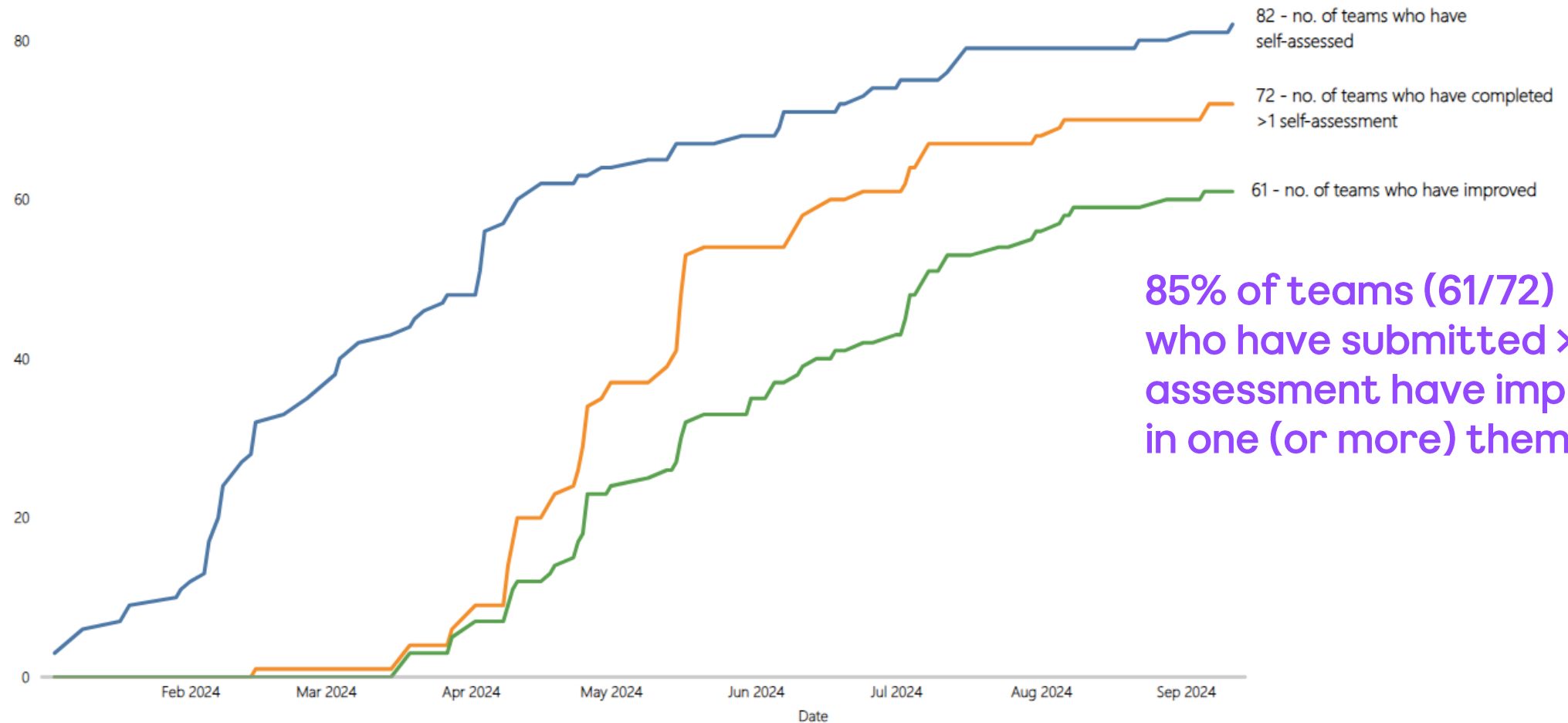
Repeat usage

Self-assessment Adoption and Impact



Teams improving

Self-assessment Adoption and Impact



85% of teams (61/72) who have submitted >1 assessment have improved in one (or more) theme

Learnings along the way

1

Invite over inflict

Do not mandate completion!

Learning #1: invitation over infliction

Principle 3.2

#BVSSH

Invite over Inflict:
Invite participation with intrinsic motivation and empowerment; The words “resist” or “convince” should not enter the vocabulary.

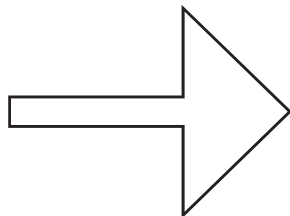
SoonerSaferHappier.com

Learnings along the way

1

Invite over inflict

Do not mandate completion!



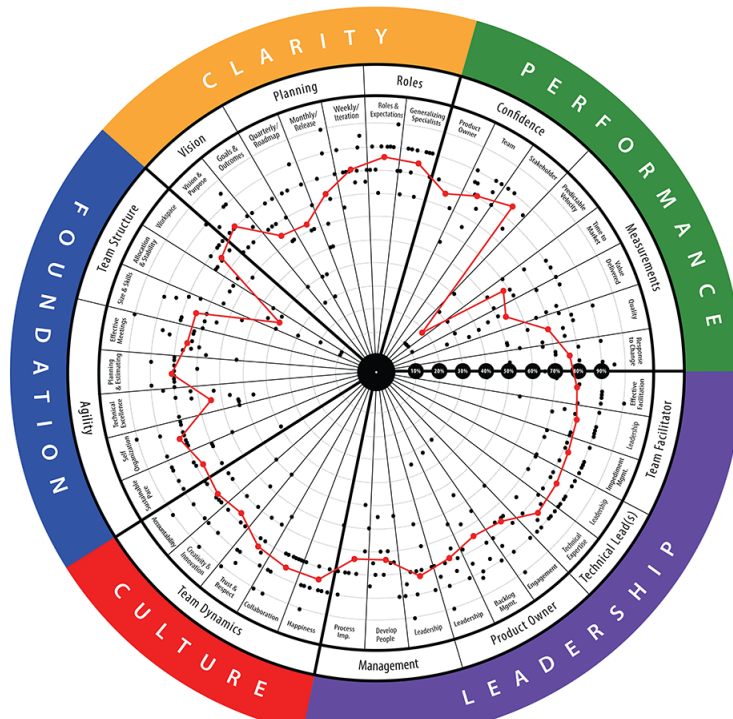
2

Lightweight but clear

Few themes and helpful documentation is key

Learning #2: keep it lightweight but clear

	AREA	CURRENT LEVEL (0-4)	TARGET LEVEL (0-4)
AGILE TEAM DYNAMICS	APPLYING AGILE	0	4
	TEAMWORK / MORALE	4	4
	SUSTAINABLE DEVELOPMENT PACE	0	4
	TEAM WORKING AGREEMENT	3	4
AGILE TEAM ENVIRONMENT	AGILE TEAM SIZE	0	4
	DEDICATED TEAM	2	4
	CONTINUITY	0	4
	CROSS-FUNCTIONAL	1	4
	COLLOCATION	0	4
	SELF-ORGANIZATION	2	4
	BLOCKERS	0	4
PRODUCT	SHIPPING	3	4
	PRODUCT MANAGEMENT APPLYING AGILE	0	4
	DEV CYCLE TIME	4	4
	PRODUCT PLANS	0	4
	DEFINITION OF DONE	3	4
	STORY SIZE	0	4
	BACKLOG "GROOMING"	2	4
	VERTICAL SUCING	0	4
	DAILY STANDUPS / SCRUMS	1	4
AGILE PROCESS MECHANICS	RETROSPECTIVES	0	4
	EFFORTS BASED ON USER STORIES	2	4
	ESTIMATION	0	4
	PROGRESS TRACKING	3	4
	REVIEWS	0	4
AGILE DEVELOPMENT PRACTICES (SOFTWARE)	ARCHITECTURE	4	4
	TIMELINESS OF TESTING	0	4
	CODE REVIEWS	3	4
	HOLISTIC TESTING	0	4
	TEST AUTOMATION	2	4
	CONTINUOUS INTEGRATION	0	4
	UNIT TESTING	1	4
	REFACTORING	0	4



Evaluate the statements below on a scale of 1 to 5

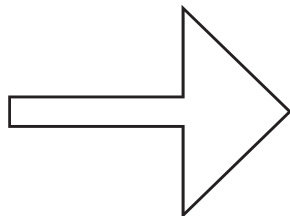
PLANNING, REVIEWS, & TRACKING	We conduct daily stand-up meetings
	We use estimation for sprint planning
	We use story size for estimation
	We base work on user stories
	We host stakeholder reviews
	We track efforts and output through metrics
PRODUCT & OUTCOMES	We hold retrospectives
	We frequently release work in progress
	We align team efforts with product strategy
	The time to value (TTV) is acceptable
	The team understands the product vision
	We have a definition of done
COLLABORATION & AGILE INTERACTIONS	We have work-in-progress limits and adjust them as needed
	The entire team participates in backlog grooming
	Team sizes range from 3-9 people
	Each team member dedicates time to the project
	The team is stable with limited turnover
	Each team member has different competencies
AGILE MINDSET	The team is co-located or has collaboration tools
	The team is self-organized and makes its own work decisions
	The team feels comfortable about voicing problems
	The team has a working agreement
	We are being Agile
	We can maintain our work pace without incurring overtime
	We work to support and learn from each other

Learnings along the way

1

Invite over inflict

Do not mandate completion!



2

Lightweight but clear

Few themes and helpful documentation is key

3

Shared learning

And cadence for a rhythm of improvement

Learning #3: shared learning and cadence

asos

NAVIGATION

The Four Themes

Tech Wide View

Team View

Notes/actions

Completion Report

Domain

All

Platform

Fraud Detection & Prevention

Team

All

Last Refresh

30/07/2024 08:48:58

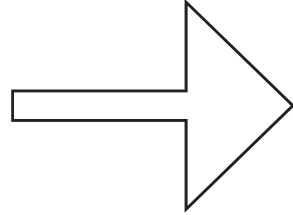
Team	Thing(s) we plan to do differently
Casablanca	Flow - team is moving to sprints which should further improve cycle time
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Ratatouille	Culture - team is looking to improve learning through Azure AKS training

Learnings along the way

1

Invite over inflict

Do not mandate completion!



2

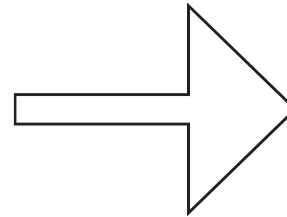
Lightweight but clear

Few themes and helpful documentation is key

3

Shared learning

And cadence for a rhythm of improvement



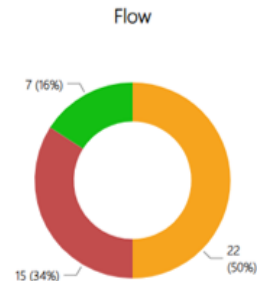
4

Set a high bar

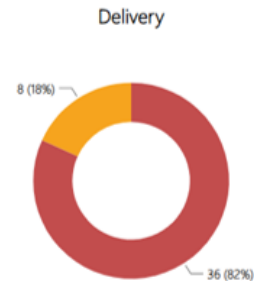
Don't compromise on what 'good' looks like

Learning #4: set a high bar

The data doesn't look great, or does it?



- We are setting a very high standard in comparison to many tech organisations
- Over half of our teams can complete most of their work (85%) within 30 days or less
- 15% of teams are completing most of work in 21 days or less and have no open item older than 30 days.



- Capacity planning and Feature Right-sizing are new concepts to ASOS
- For many teams this is the first time they have managed a backlog at Feature level
- Visualising this allows us to actively prioritise and work towards improving it

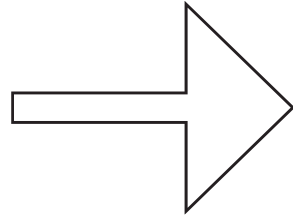


Learnings along the way

1

Invite over inflict

Do not mandate completion!



2

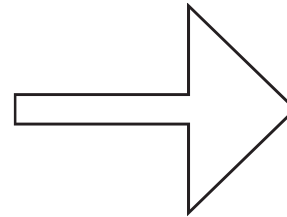
Lightweight but clear

Few themes and helpful documentation is key

3

Shared learning

And cadence for a rhythm of improvement



4

Set a high bar

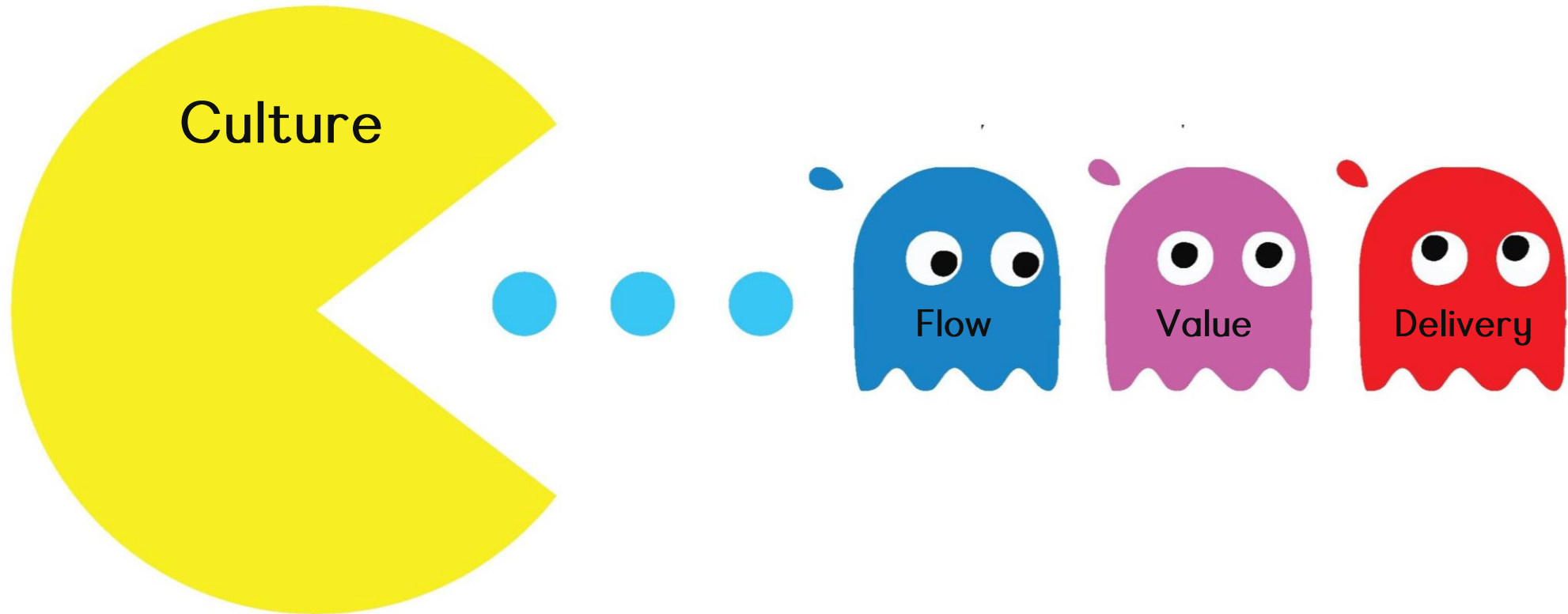
Don't compromise on what 'good' looks like

5

Culture trumps all

Don't sacrifice it over other themes

Learning #5: culture trumps all when it comes to improvement

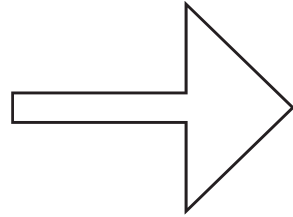


Learnings along the way

1

Invite over inflict

Do not mandate completion!



2

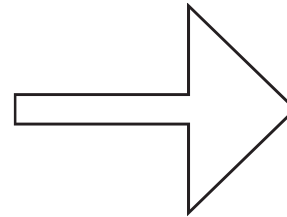
Lightweight but clear

Few themes and helpful documentation is key

3

Shared learning

And cadence for a rhythm of improvement



4

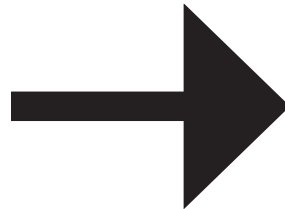
Set a high bar

Don't compromise on what 'good' looks like

5

Culture trumps all

Don't sacrifice it over other themes



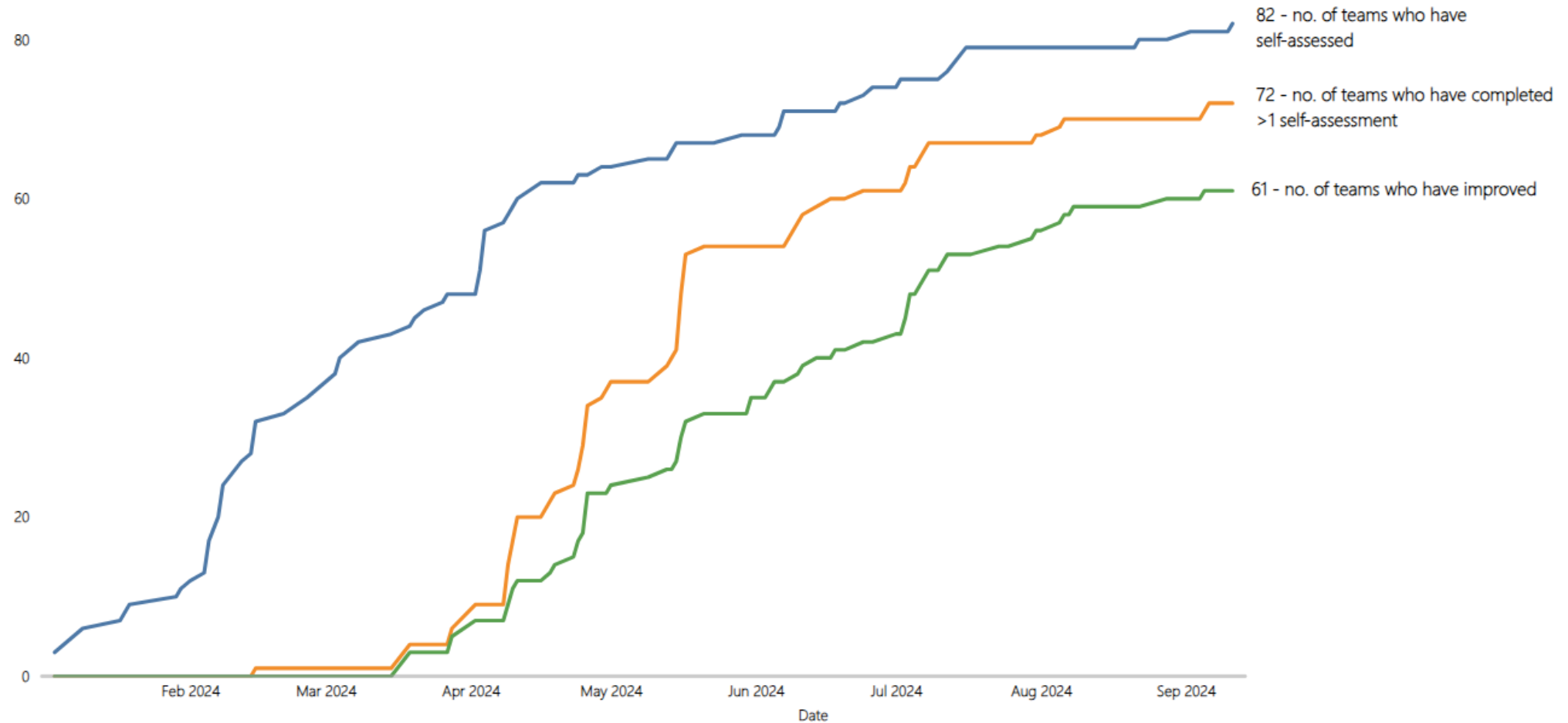
6

Measure the impact

To show the value it adds to the organisation

Learning #6: measure the impact

Self-assessment Adoption and Impact



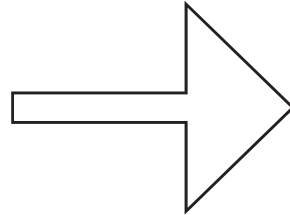
Flow, value, culture, delivery – measuring agility at ASOS.com

Thank you – any questions?

1

Invite over inflict

Do not mandate completion!



2

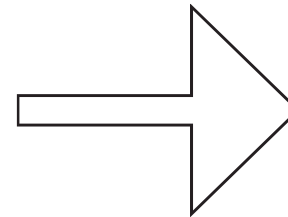
Lightweight but clear

Few themes and helpful documentation is key

3

Shared learning

And cadence for a rhythm of improvement



4

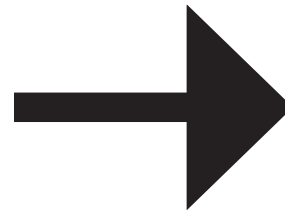
Set a high bar

Don't compromise on what 'good' looks like

5

Culture trumps all

Don't sacrifice it over other themes



6

Measure the impact

To show the value it adds to the organisation



#agilecam