

Latency, Load, & Leadership

Building a Team Nervous System

KPIs & what they miss

Story Points → Cognitive Load

Pull Requests → Team Energy & Morale

Cycle Time → Communication Friction

Deployment Frequency → Silent Burnout

When things go wrong

LATENCY

sluggish responses

+

quiet standups

LOAD

simple mistakes

+

irritability

+

working late

LEADERSHIP

missed spikes



lack of proactive remediation

How we can track these signals



RAG Status



Energy Load Monitoring



Silent Markers

Implement feedback loops



**Safe to be
“Amber”**



Structured 1-on-1s

- RAG check-in
- Priorities & blockers
- Support
- Career growth & feedback



Team Health Checks

When someone reports amber or red

DATA

Active outside work hours, increased PR turnaround, lots of WIPs, high revision requests

GOAL

Reduce load ASAP

ACTION

Look into which tasks can be taken off their plate

When energy check in shows downward trend

DATA

Focus time blocks, meeting load per week, urgent requests from outside stakeholders

GOAL

Address the systemic issue of interruptions

ACTION

Acknowledge and implement corrections, such as no-meeting days

When silent metrics show low engagement & collaboration

DATA

Lowering reaction and response rate in Slack, lowered social channel interactions, average time it takes for a team member to get an answer to a question

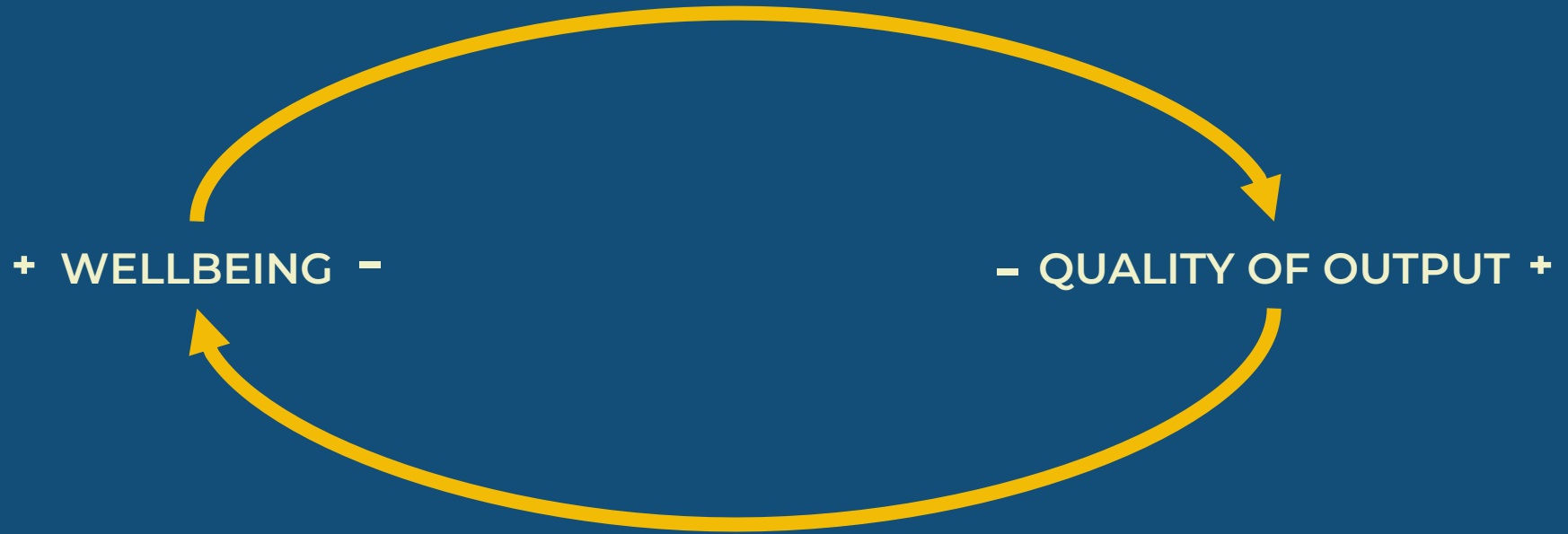
GOAL

Rebuild connection, which will reduce latency

ACTION

Include more non-work-related team activities that are inclusive and enjoyable by all

It's all connected



Steps to implement these frameworks

1. Track the subtle signals to spot the stress early

RAG CHECK-IN

ENERGY MONITORING

SILENT MARKERS

2. Set up feedback loops and ensure communication flows

SAFE TO BE AMBER

STRUCTURED 1-ON-1S

3. Address issues early and intervene

REDUCE LOAD AND SYSTEMIC ENERGY DRAINS

Thank you!