



**“We only innovate our
technology, not our
organisation.”**





HackDays...???...Profit



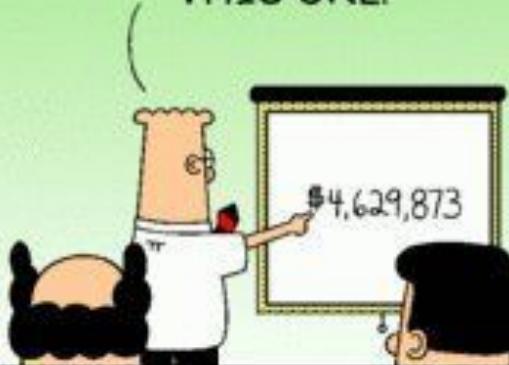
Sanja Bonic, Senior Technical
Program Manager @ Red Hat

**Yet Another Way to Tell
You that Stuff Depends on
Other Stuff and You're the
One Who Knows Best**



**Here are some numbers
and facts you can use.**

I DIDN'T HAVE ANY
ACCURATE NUMBERS
SO I JUST MADE UP
THIS ONE.



STUDIES HAVE SHOWN
THAT ACCURATE
NUMBERS AREN'T ANY
MORE USEFUL THAN THE
ONES YOU MAKE UP.

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HOW
MANY
STUDIES
SHOWED
THAT?

EIGHTY-
SEVEN.

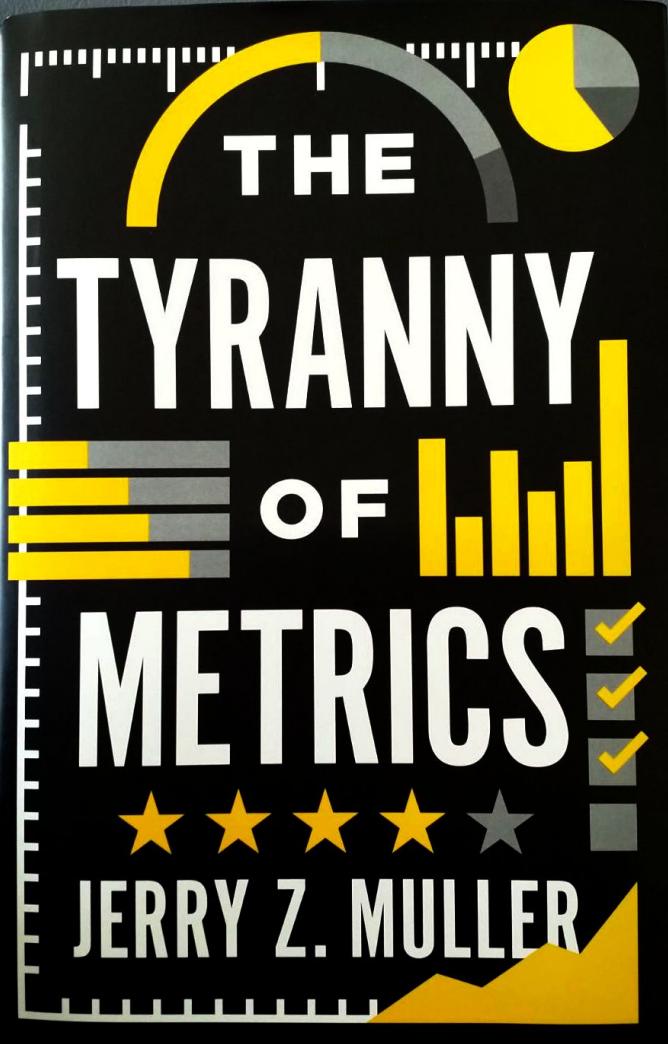


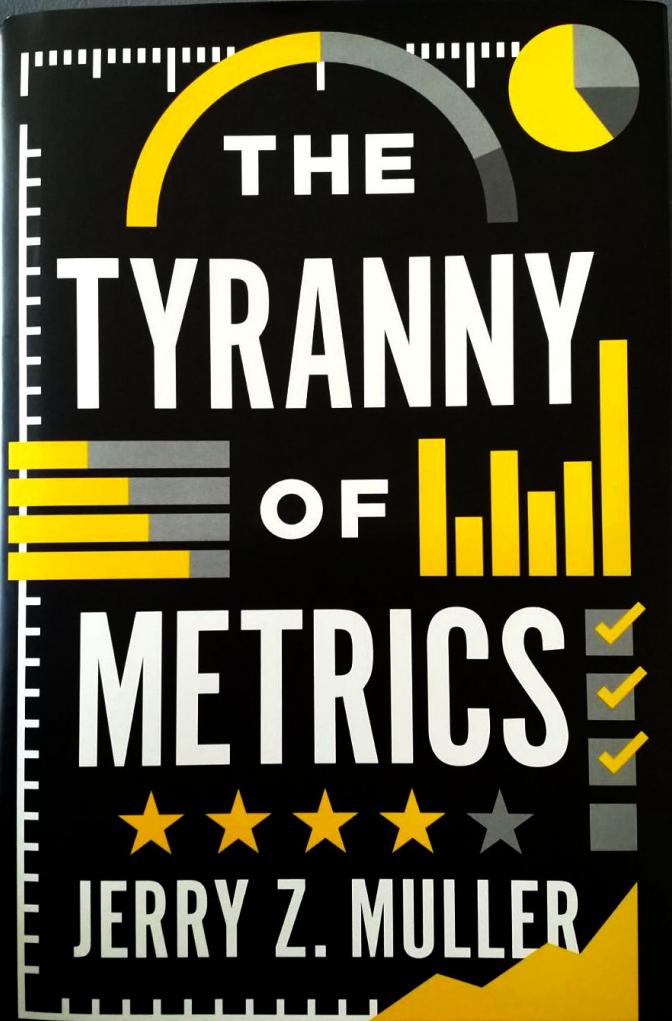
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**There are three types of metrics:
metrics, damned metrics, and KPIs.**







measured performance. The cost of this tactic is that patients at greater risk for a failed surgery are left to an almost certain death without surgery.

Bodies is a medical drama, but the phenomena it depicts exist in the real world. Numerous studies have shown that

when surgeons, for example, are rated or remunerated according to their success rates, some respond by refusing to operate on patients with more complex or critical conditions. Excluding the more difficult cases—those that involve the likelihood of poorer outcomes—improves the surgeons' success rates, and hence their metrics, their reputation, and their remuneration. That of course comes at the expense of the excluded patients, who pay with their lives. But those deaths do not show up in the metrics.

As we'll see, gaming the metrics occurs in every realm: in policing; in primary, secondary, and higher education; in medicine; in nonprofit organizations; and, of course, in busi-

Types of jobs that rely heavily on metrics:

- Community Management,
- Developer Relations,
- Marketing

What kind of metrics?

KPIs

metrics you track and report to your boss after
hoping they worked out in your favour

Predictive Metrics

metrics you track because you think a change will
warn you of something

Regret Metrics

metrics you track to avoid repeating a problem you
had in the past

Campaign Metrics

metrics you track to see whether something you
have initiated is successful

Procrastinated Metrics

metrics you have because the data seems like it
ought to be important but you really have no use for
them

The background image shows a close-up of a yellow toy car and a blue toy truck on a light-colored wooden surface. The toy car is positioned in the upper left corner, while the toy truck is partially visible at the top center. The lighting creates shadows on the wood, emphasizing the texture.

Community health metrics, like any
other data, are all about
interpretation and perspective.

I USED TO THINK
CORRELATION IMPLIED
CAUSATION.



THEN I TOOK A
STATISTICS CLASS.
NOW I DON'T.



SOUNDS LIKE THE
CLASS HELPED.

| WELL, MAYBE.



Department	KPIs	Could also be
HR	applications, interviews, rejections	satisfaction survey results, successful starts
Marketing	social media followers and interactions, impressions, conferences sponsored, CTR, CPC, money spent - very dependent on higher management and field (...)	funnel conversion and cost per new acquisition (CPA)
Community	social media, new and continuous contributors, interaction on the various communication media, content forwarded by the community	social media, sentiment analysis, comparative competitor analysis
Developer Relations	social media, talks and workshops given, content created	customer survey of their acquisition journey
Development	bugs fixed, tickets solved (time to fix as well as absolute numbers), bug rate, test coverage, build times, merges, sprint retrospective	overtime not had (realistic measurement)
Product	features implemented, customer issues resolved (big picture)	technical debt cleared
Customer Service	tickets solved, time to solve	continuous customer survey results

Department	Direct Costs
HR	~ 3 monthly salaries for external recruiters per position
Marketing	mid-level specialist, ads dependent on medium (social media, search engines, specific websites), calculated maximum cost per acquisition versus actual cost per acquisition, booth costs from 5,000 - 150,000 €
Community	swag, travel, infrastructure
Developer Relations	travel, equipment, paid content



**Working on Open Source
Software is a privilege that
many companies do not give
their developers.**



Think of ways how to explain the added value of what you want to achieve.



Measure up the potential average value versus the return of investment for your manager to give you what you want - if it's a match, you'll get what you want.

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Measure up the potential average value versus the return of investment for your manager to give you what you want - if it's a match, you'll get what you want.

Even if it's made up.

Thank you.

