Lesson 1.9: Changing Metrics: Shifting from Outputs to Outcomes

DEVOPS CULTURE AND MINDSET

Changing Metrics: Shifting from Outputs to Outcomes



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Slide 1: Learning Objectives



Learning Objectives

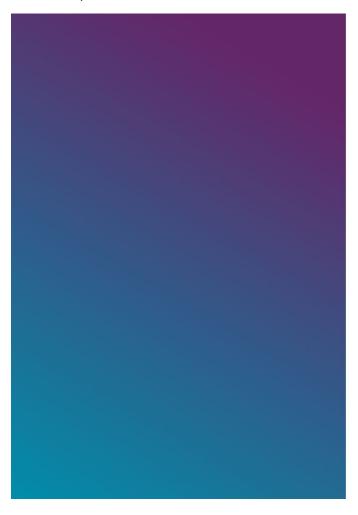
Differentiate between **outputs** and **outcomes**

Discuss the **importance of outcomes**

Explain two major business outcomes

Define **key metrics** used to measure outcomes

Slide 2: Outputs vs. Outcomes



Outputs vs. Outcomes

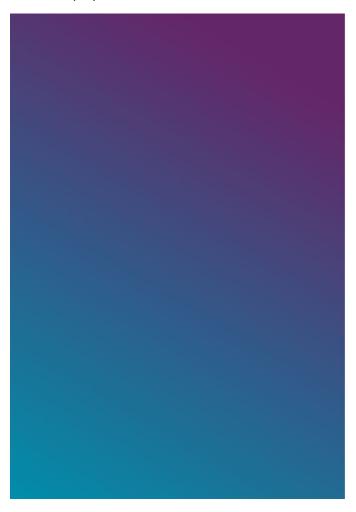
Output = what we **deliver**

Outcome = what we **gain** from output

Focus on the outcome

Outcome #1: Increasing Revenue Outcome #2: Improving Efficiency Many metrics used to measure outcome

Slide 4: Deployment Pain



Deployment Pain

Measures difficulty of code deployment into production

Indicates how **high-performing** an organization is

Can also be an indicator of employee burnout and culture

Slide 5: Deployment Pain: Example



Deployment Pain: Example

Release to production was extremely high deployment pain = **not sustainable**

Team focused on strategies to alleviate production deployment

Focused on **automation** and breaking releases to smaller batches

Slide 6: Change Failure Rate



Change Failure Rate

Change sent to production failed

High-performing organizations have low failure rate = 0% - 15%

Focus on deploying smaller changes more frequently

Make "roll back" easy and leverage feature flags

Slide 7: Deployment Frequency



Deployment Frequency

High-performing organizations deploy **on demand** and multiple deploys per day

Directly correlated with deployment pain

Slide 8: Deployment Frequency: Example



Deployment Frequency: Example

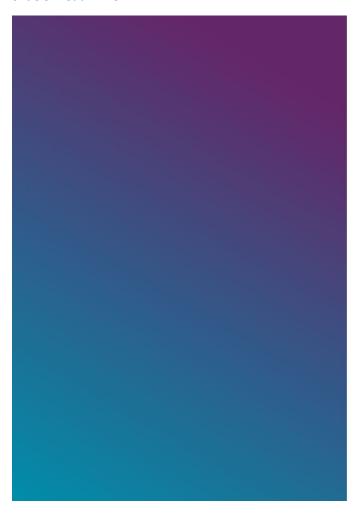
Migrating to the cloud

Low-risk and great learning experience

Validated changes before taking them live

Test, learn, and respond to market needs

Slide 9: Lead Time



Lead Time

Length of time it takes identified change to be integrated and in customer's hands

High-performing organizations = lead time is **less than an hour**

Slide 10: Mean Time to Restore Service (MTTR)



Mean Time to Restore Service (MTTR)

Length of time it takes to identify issue, fix the problem, and restore service (average)

High-performing organizations MTTR = less than an hour

Slide 11: Unplanned Work



Unplanned Work

Key indicator of organizational performance

Frequent disruption keeps from delivering project on time

Important to see how much is going on in organization

Slide 12: Employee Net Promoter Score (eNPS)



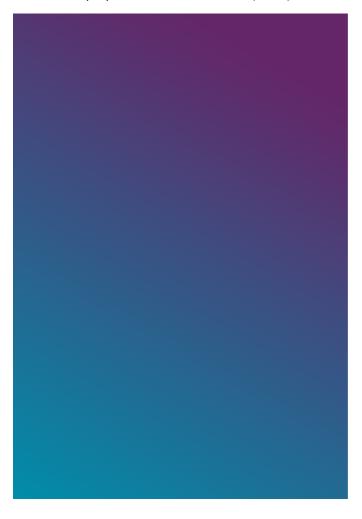
Employee Net Promoter Score (eNPS)

"How likely you would be to refer someone to your team?"

"How likely would you be to refer someone to the overall organization?"

Culture is extremely important within a team and organization

Slide 13: Employee Net Promoter Score (eNPS)



Employee Net Promoter Score (eNPS)

Outcome based teams = highest eNPS

Output based teams = low eNPS

Good indicator of culture and capabilities



Differentiated between outputs and outcomes

Discussed the importance of outcomes

Explained key metrics used to measure organization's performance