

## 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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## Learning Objectives

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

Discuss the **importance of outcomes**

Explain two major **business outcomes**

Define **key metrics** used to measure outcomes



## Outputs vs. Outcomes

Output = what we **deliver**

Outcome = what we **gain** from output

**Focus** on the outcome

Slide 3: Outcomes

Outcome #1: Increasing Revenue

Outcome #2: Improving Efficiency

Many metrics used to measure outcome



## 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



## 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

## 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**



## Deployment Frequency

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

Directly correlated with deployment pain





## 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



## 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**



## 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**



## **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



## **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



## **Employee Net Promoter Score (eNPS)**

Outcome based teams = highest eNPS

Output based teams = low eNPS

Good indicator of culture and capabilities



## Summary

Differentiated between outputs and outcomes

Discussed the importance of outcomes

Explained key metrics used to measure organization's performance