

What Dashboards Don't Tell You

about team performance & productivity



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**Team performance
dashboards try to tell us
a lot of things.**

of PRs

of deploys



99.999%



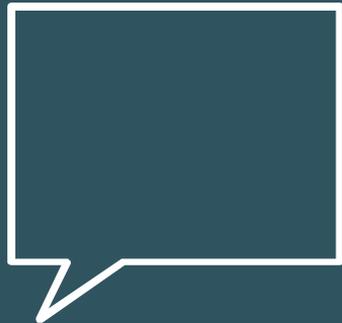
DORA
Metrics



“We’re moving sooooo slow.”

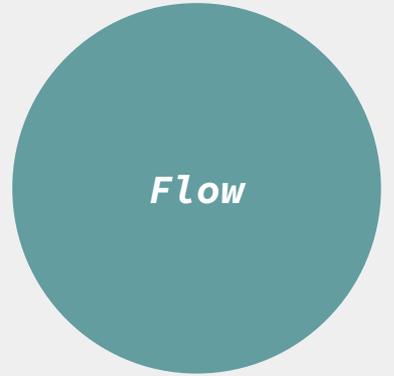


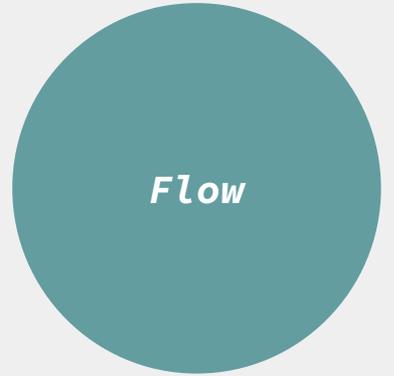
“I think we move pretty fast.”



Same metrics
Different perception

**Performance and productivity
are multi-dimensional**





SELF-PERCEPTION

Self-reported metrics

XOR

Measures of activity

Self-reported metrics AND Measures of activity

**Self-perception matters a lot
more than we think it does.**

Dashboards don't tell you this.

**How many of you would like to
work with a mandatory time
tracker?**

Yeah, *no.*

Surveillance



Adam Leventhal

@ahl

A friend's org (at bigco) has decided to track these metrics to track IC productivity:

- number of jira tickets closed
- number of changes pushed
- number of comments on code review

I predict a round of promotions for some very simple python scripts

10:20 PM · Jan 24, 2021 from San Francisco, CA · Twitter for iPhone

Silly



99.999%



Goodhart's Law

When a measure becomes a target, it ceases to be a good measure.



Surveillance

Empowering

???



Surveillance

Empowering

Self-perception



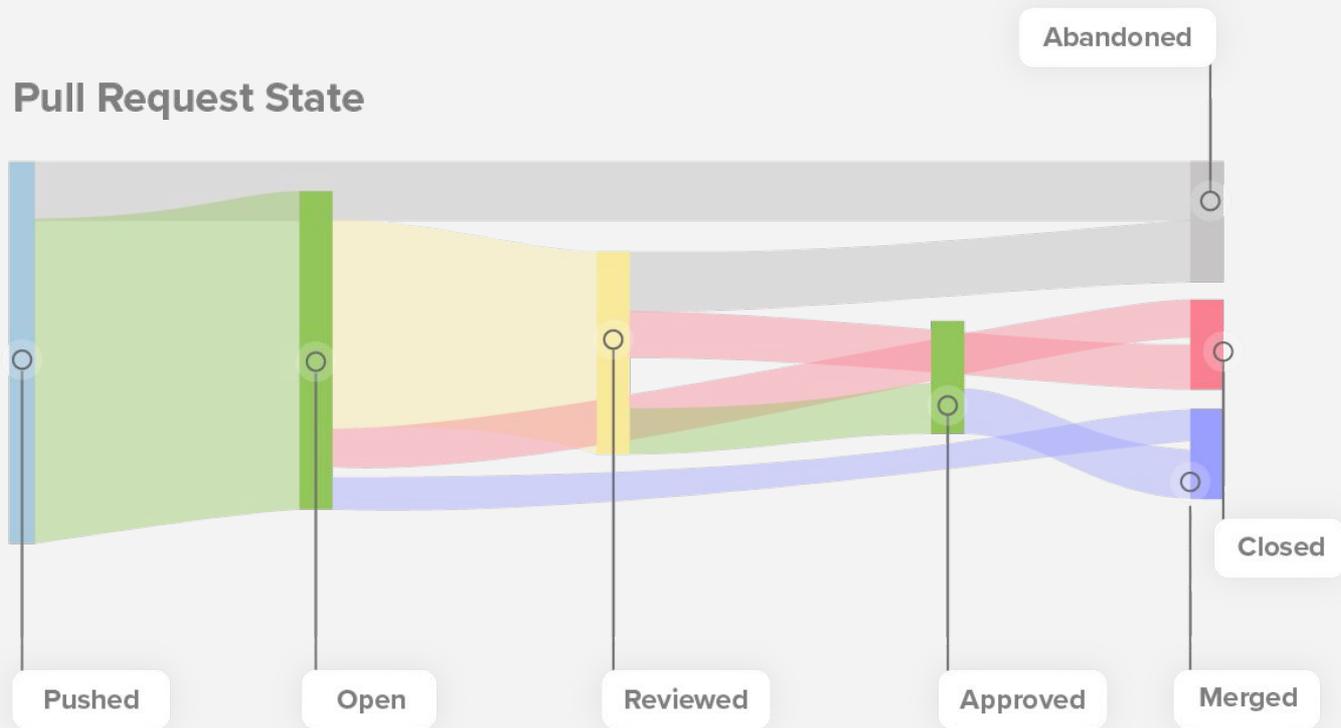
Surveillance

Empowering

CONSULTED

not informed

Pull Request State



What dashboards don't tell you is

self-perception

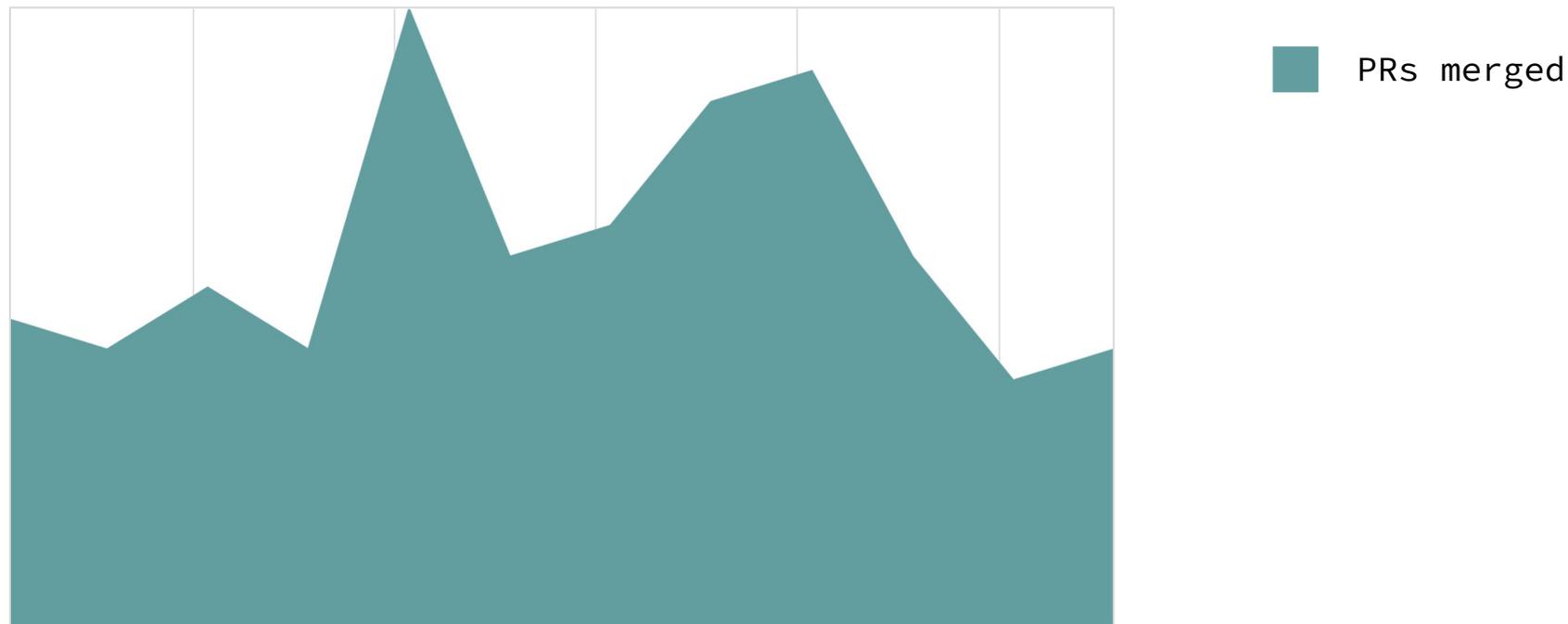
which matters a lot more than we
think it does

It's also a key component in making these measurements feel empowering and less like Big Brother.

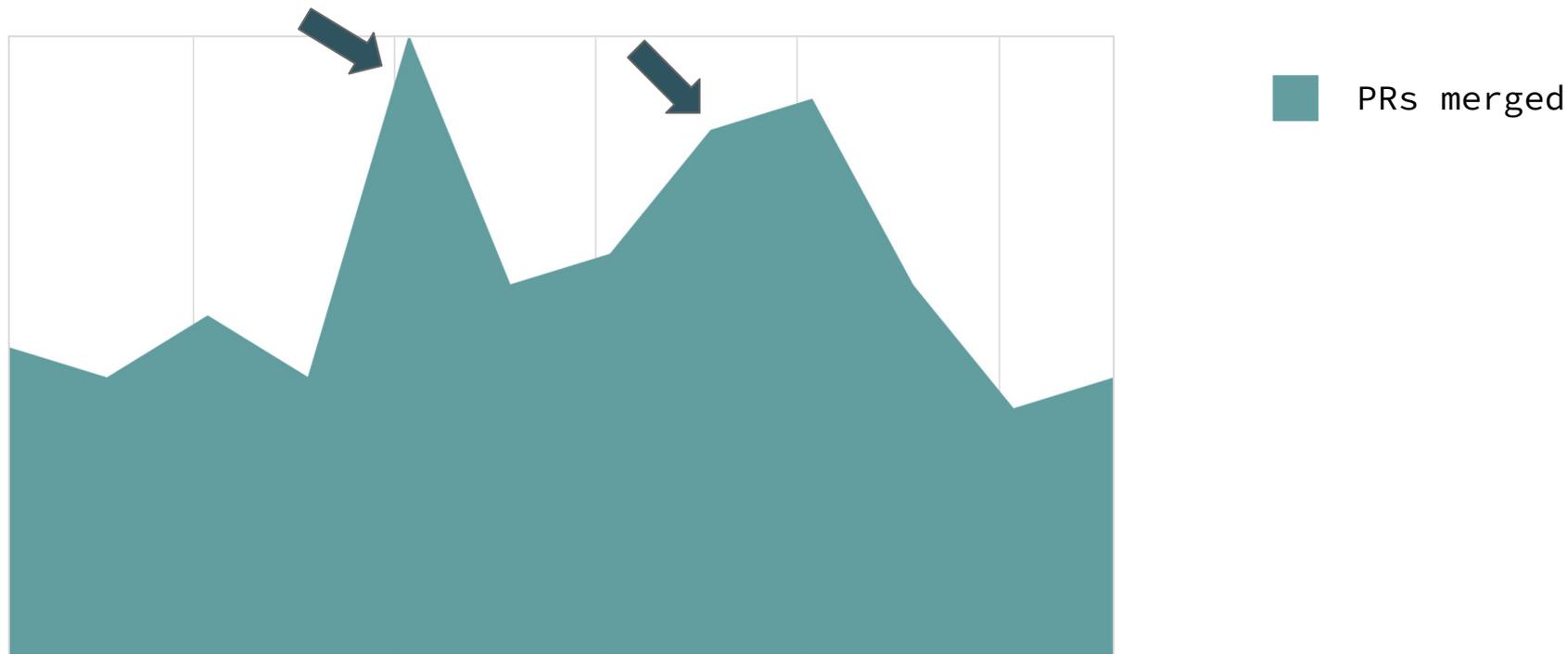
VANITY METRICS

Metrics without meaning

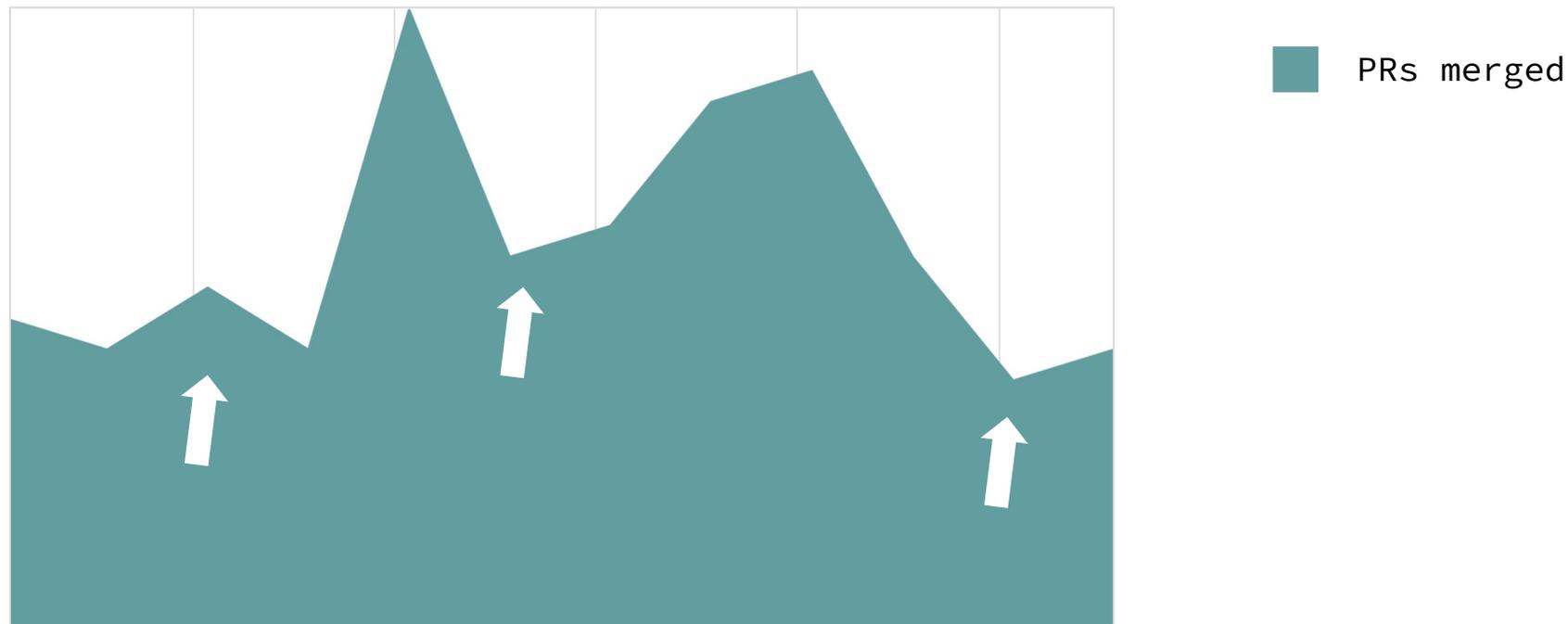
Pull Request Activity



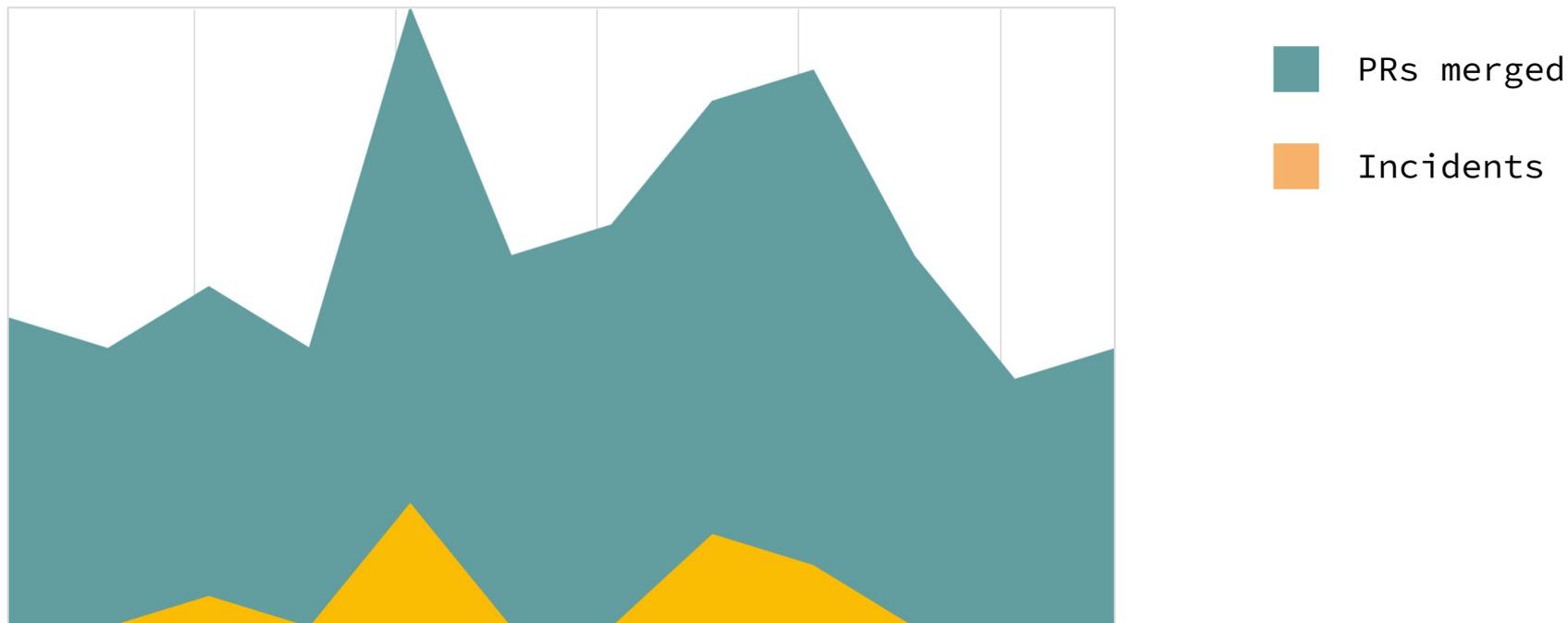
Pull Request Activity



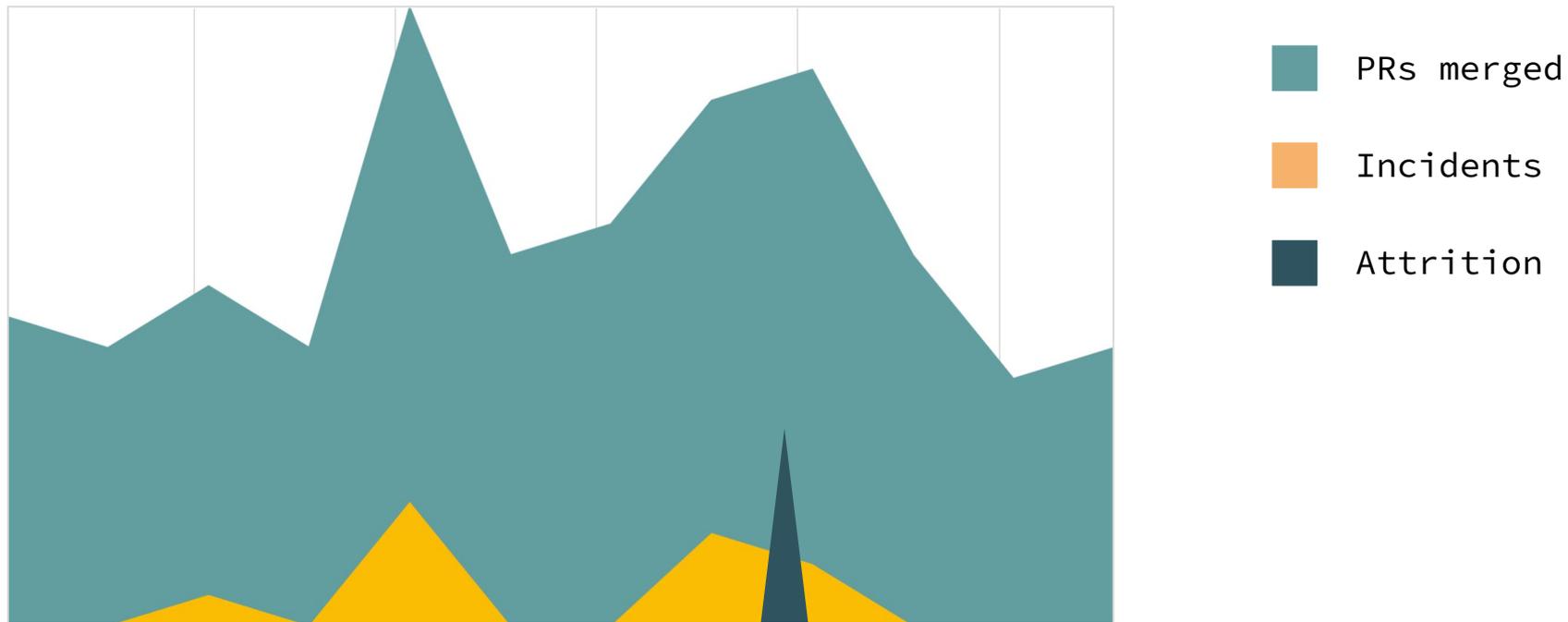
Pull Request Activity



Pull Request Activity



Pull Request Activity



Avoid vanity metrics with
tension



*Speed
Activity*

*Quality
Reliability
Satisfaction*

Okay, so what do I do?

THE source of
productivity and
performance

ONE source of
productivity and
performance

Start with
self-perception

Take your team with you

**You might also have to take
execs with you**

3 great papers you can use to help educate them:

The SPACE of Developer Productivity

Nicole Forsgren, Margaret-Anne Storey, Chandra Maddila, Thomas Zimmermann, Brian Houck, Jenna Butler

Mind the Gap: On the Relationship Between Automatically Measured and Self-Reported Productivity

Moritz Beller, Vince Orgovan, Spencer Buja, Thomas Zimmermann

How to Misuse & Abuse DORA Metrics

Brian Finster

Let experts help you

Measuring Performance Workshop

 bit.ly/lauratacho

Apply DORA and SPACE to your teams. Get templates, guided practice, and live coaching.

DX

 getdx.com

The only tool designed to measure self-perceptive metrics for engineering teams.

**Results are impossible
to ignore**

**“I feel like I can do my best
work here.”**





*Speed
Activity*

*Quality
Reliability
Satisfaction*

Self-reported metrics AND Measures of activity

**Without tension between the metrics,
the whole thing falls apart.**



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