



Metrics, KPIs & Developer Experience

**Rethinking Measurement for High-
Performing Teams**

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THE PLAN

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“a plan is just a starting point... you have to be ready to pivot when necessary” – Shonda Rhimes

Metrics ≠ Strategy

Collecting data is easy – using it to lead is the hard part

🚫 What we often do

📊 Track what's easy to measure

📈 Build dashboards to “show progress”

📉 Report metrics upwards without context

🙏 Hope the numbers will surface insight

✅ What we should do

🎯 Define the problems we're trying to solve

🕒 Tie metrics to decision points at each leadership level

🔍 Use data to evaluate impact and identify bottlenecks

🔄 Make metrics part of how we adapt, not just how we report

"What are your metrics actually helping you solve?"

tldr: collecting metrics without a clear strategy leads to noise, not insight – measure to inform decisions, not just to report

When Metrics Fall Short: 3 Patterns to Watch For

What metrics should help us unlock at org and team level

● Company X

🕒 Struggles to deliver strategic outcomes on time

📊 Busy teams, but little visibility on value delivered

🔧 **Fix:** Connect delivery to strategic outcomes (e.g. cycle time on priority work, % aligned to OKRs)

● Company Y

🔄 Struggles to adapt ways of working to team needs

🧱 One-size-fits-all processes cause friction

🔧 **Fix:** Combine delivery and DevEx signals to inform team-specific agility

● Company Z

🕒 Engineering is a black box to leadership

👥 No clarity on ownership or accountability

🔧 **Fix:** Introduce metrics that surface visibility, dependencies and unplanned work

"Where is your organisation starting to feel the cost of unclear metrics?"

tldr: when metrics don't reflect reality, teams drift, delivery derails & leadership loses line of sight

What Traditional Metrics Miss

Strong delivery metrics don't always mean healthy teams

What We Track

 Velocity - *work completed per sprint*

 Story Points - *relative effort estimate*

 Cycle Time - *time from start to release*

 Deployment Frequency - *how often we ship to prod*

What We Don't See

 Are we working on the right things?

 Are we reworking or getting blocked repeatedly?

 Do developers feel focused, trusted, and supported?

 Is our current delivery pace actually sustainable?

"What are your metrics actually helping you solve?"

tldr: collecting metrics without a clear strategy leads to noise, not insight — measure to inform decisions, not just to report

Data-Driven Engineering Excellence

What metrics should help us unlock at org and team level

 Derive ROI from Engineering Investment

Are we getting meaningful outcomes from the budget we commit?

 Adapt Ways of Working by Team

Can we evolve how teams work based on their actual needs and constraints?

 Identify and Scale Best Practices

Which teams are thriving – and why? How do we replicate that?

 Remediate Sub-Optimal Patterns

Which teams are blocked, overburdened or misaligned – and how do we fix it?

 Enable Transparency & Agility

Can we see across the org clearly enough to respond, shift or support at the right time?

**"What would it look like
if metrics helped us
lead, not just report?"**

tldr: metrics should drive strategic clarity – not just track delivery, but improve how we lead, plan & grow

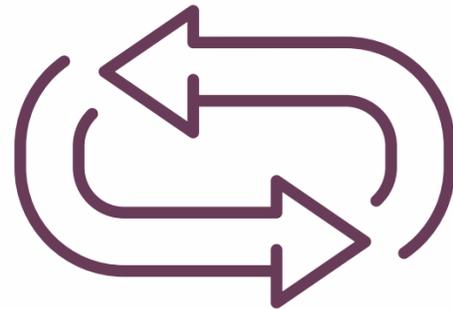
Smarter Frameworks, Practical Signals

Use frameworks that capture both outcomes and what drives them

 Outcome Metrics
(*What's Delivered*)

DORA

- Deployment frequency
- Lead time for changes
- Change failure rate
- Time to restore



 Experience Drivers
(*What Enables Delivery*)

SPACE

- Satisfaction
- Performance
- Activity
- Communication
- Efficiency

“Is your delivery performance telling the full story?”

tldr: the right metrics balance output and experience — helping you steer delivery and culture without over-measuring

From Insight to Action

Real-World Metrics in Motion

 Signal	 Insight	 Action
 Spike in cycle time on key initiatives	Teams are stuck in review queues and juggling too much work-in-progress	Rebalanced WIP limits, streamlined reviews, and re-sequenced priorities
 Drop in team satisfaction scores	Burnout risk linked to constant context switching and noisy work environment	Introduced focus time, adjusted workload, and reduced meeting load
 High % of unplanned/reactive work	Fragile systems and lack of platform investment dragging teams into firefighting	Carved out ops budget, invested in resilience, and redefined on-call ownership



tldr: metrics become powerful when they trigger action — not just visibility, but better decisions and stronger outcomes

Your Next Step

Audit one metric you rely on. What is it really telling you? And who is it serving?

- Is it helping your team improve?
- Is it aligned to your business goals?
- Is it reinforcing the culture you want to build?

tldr: don't just track what's measurable — measure what moves your teams forward

**tldr: metrics should be more than
performance indicators – they
should drive clarity, action &
culture...**

**measure what matters to your
teams, your strategy & your
outcomes.**



Hey Sarah

 let's continue the conversation 

