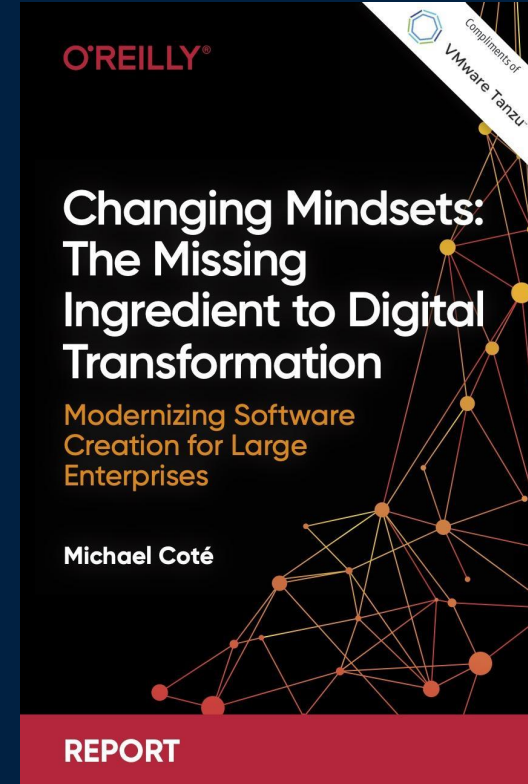
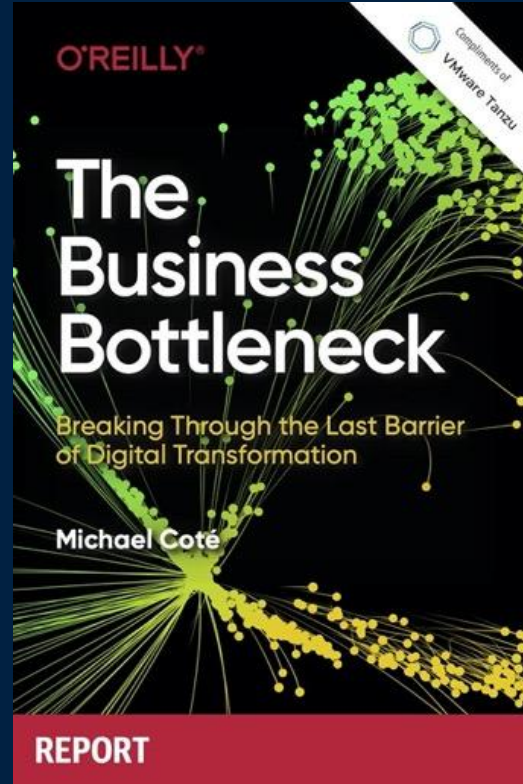
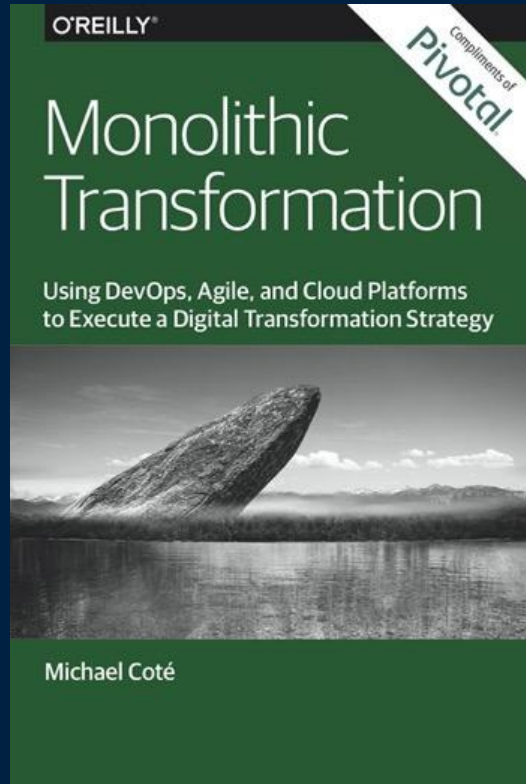
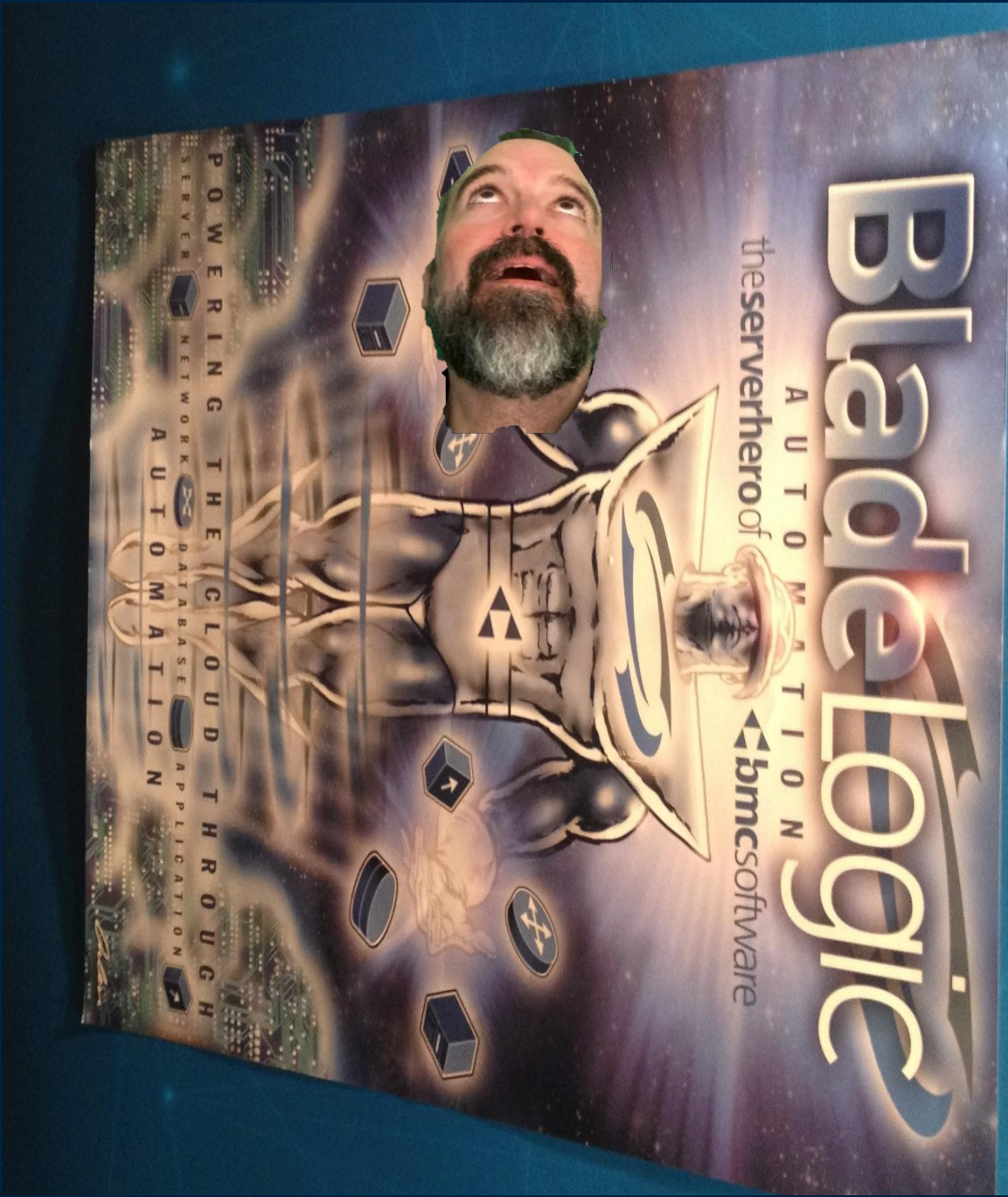


Coté

@cote | <http://cote.io>





Use metrics to manage and build trust

DevOps/Technical

Are we doing it right? Does the software work? Can we troubleshoot & restore?

1. Deployment frequency
2. Lead time for changes
3. Time to restore service
4. Change failure rate

Also, SRE: latency, traffic, errors, saturation.

Business

Are we achieving the non-IT goals we're here for? (What even are those goals?)

1. Sales/workflow completion
2. Use
3. Costs – time, money
4. Cost per transaction
5. Customer experience and satisfaction

Culture

Are the executives building the right system?

1. Employee NPS (eNPS)
2. Staff belief in leaders, mission, and strategy
3. # of experiments, learning
4. Staff retention and churn rate

From 37% availability to \$440m in back taxes

Before

Overview by Year		
YEAR	STATUS	AMOUNT
2014	Balance Due	\$644 >
2013	Taxes Paid	\$685 >
2012	Refund/Applied	\$100 >
2011	No Information Available	--

After

Overview by Year	
YEAR	BALANCE DUE
2014	\$644.00 >
2013	\$0.00
2012	\$0.00
2011	No Return on File >

Only 37% of calls answered, shrinking budgets

From 2 year to 9 week releases

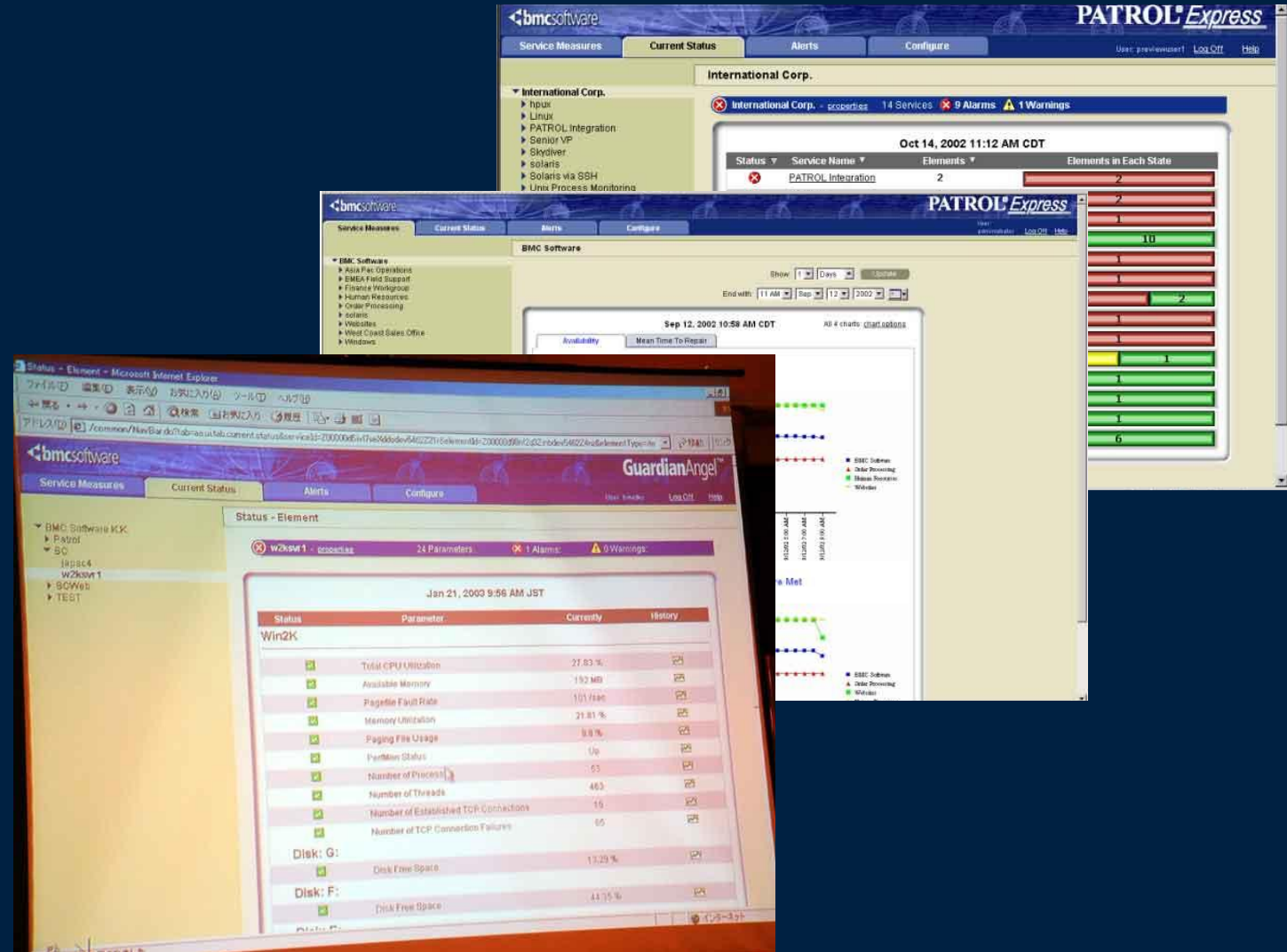
2m+ users paid \$440m in taxes

DevOps/Technical

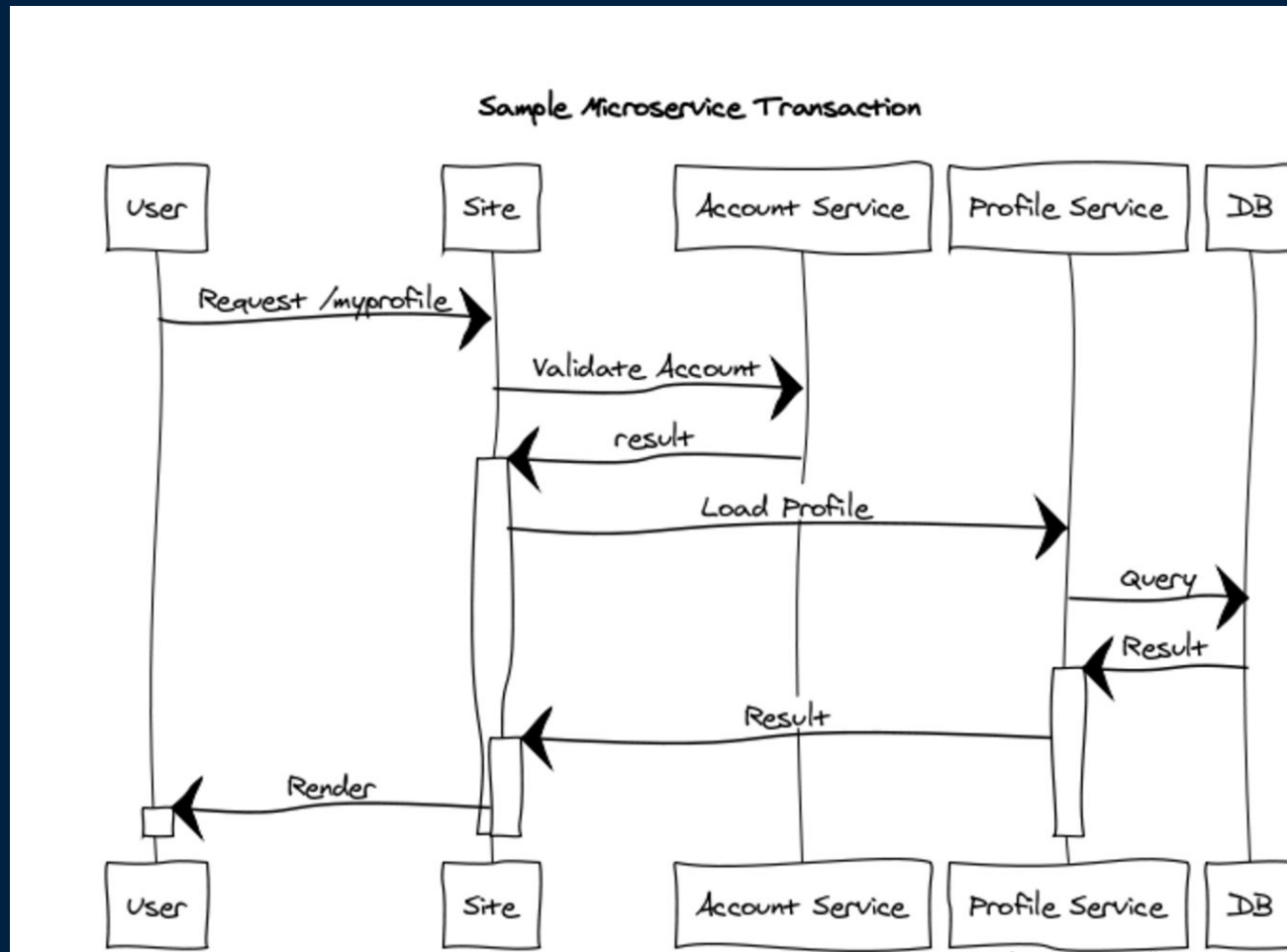
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Tracing – programmers can now add instrumentation



Origination ID	Span ID	Activity
abc123	span1	User Requests the page /myprofile
abc123	span1	Page calls account service
abc123	span2	Account service handles request
abc123	span1	Page calls profile service
abc123	span3	Profile service handles request
abc123	span3	Profile service queries database
abc123	span1	Render requested page

Business

Are we achieving the non-IT goals we're here for? (What even are those goals?)

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Just 24% of devs
measure their success
in terms of business
value metrics

“Most of our software development is supporting legacy capabilities that are in-house and don’t provide a competitive advantage, which is opposite of what I would want to have.”

CIO at US Retail Company

- **76%** of executives said they are **too invested in legacy applications** to change.
- **69%** of executives say **high technical debt is very or extremely important to overcome** to improve apps.
- **48%** say it has been **more than a year since they made improvements** to their application portfolios.

Culture

Are the executives building the right system?

1. Employee NPS (eNPS)
2. Staff belief in leaders, mission, and strategy
3. # of experiments, learning
4. Staff retention and churn rate

How to draw an Owl.

"A fun and creative guide for beginners"



Fig 1. Draw two circles



Fig 2. Draw the rest of the damn Owl

Metrics Build the Trust Needed to Change Culture

- Showing progress
- Feedback on what works
- Transparency





Thanks!

<http://cote.io> | cotem@vmware.com | @cote