DALIA HAVENS

VP OF ENGINEERING @ REPLICATED

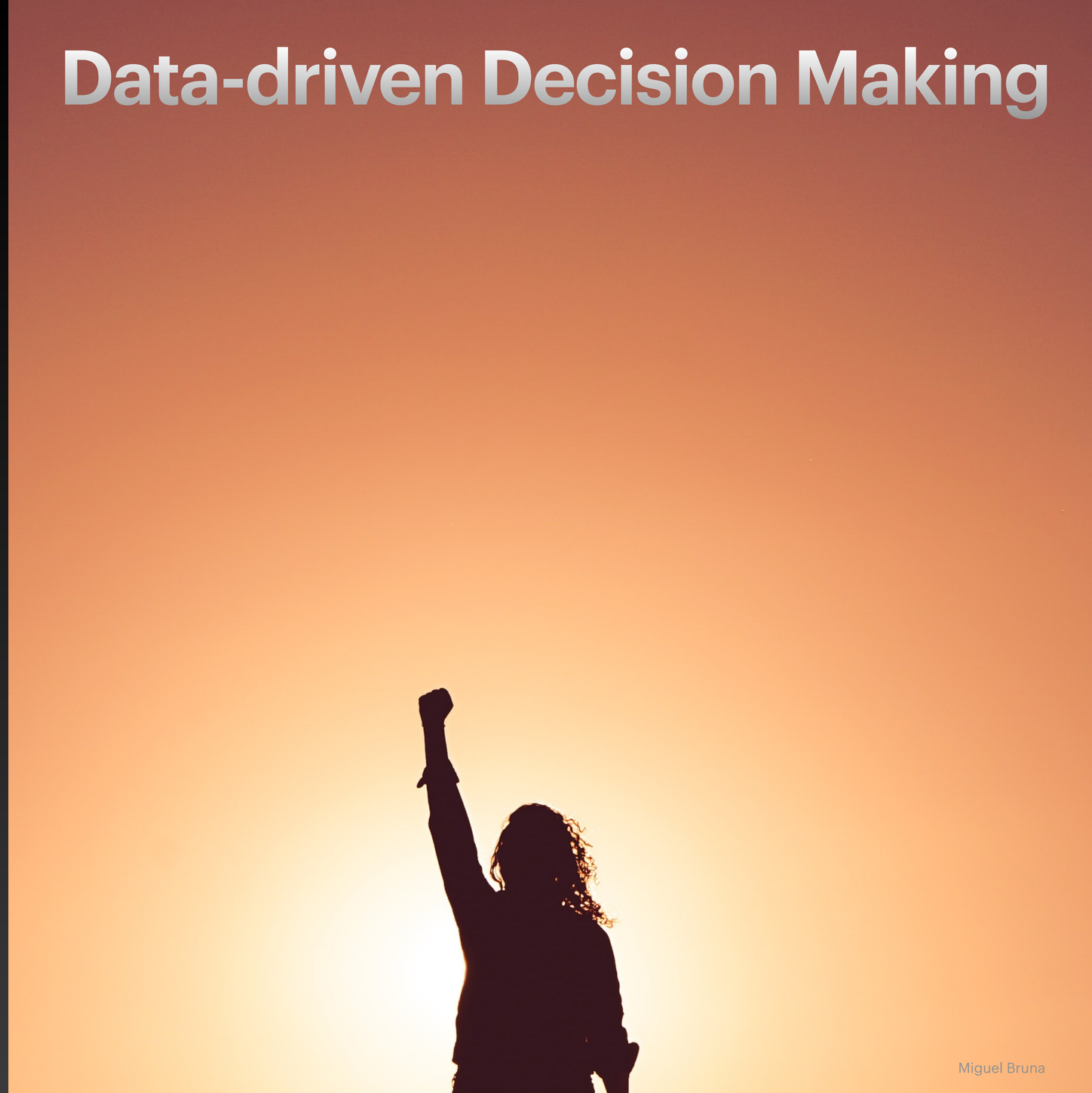
Empower your teams to do their
best work

Data-driven Decision Making

2 key categories of metrics

Team Dashboards

Principles for driving focus



Miguel Bruna

Includes Eli Goldratt's, "Standing on the Shoulders of Giants."

Eliyahu M. Goldratt and Jeff Cox

THE GOAL

A PROCESS OF ONGOING IMPROVEMENT

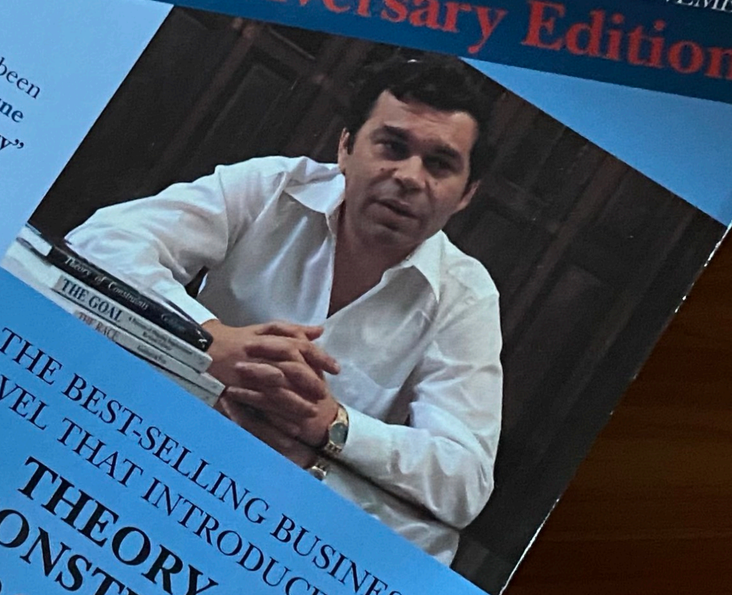
30th Anniversary Edition

Eli Goldratt has been described by **Fortune** as a **"guru to industry"** and by **Business Week** as a **"genius"**. His book, ***The Goal***, is a gripping fastpaced business novel.

"**Goal** readers are now doing the best work of their lives."
Success Magazine

"A factory may be an unlikely setting for a novel, but the book has been wildly effective…"
Tom Peters

Required reading for **Amazon's management.**



THE BEST-SELLING BUSINESS NOVEL THAT INTRODUCED THE

THEORY OF CONSTRAINTS

AND CHANGED HOW AMERICA DOES BUSINESS

OVER 6 MILLION COPIES SOL

Anouk Fotografeert

Julien L

Robin Pierre

Maximum utilization is not the goal

- https://www.tocico.org/page/StandingontheShouldersofGiants

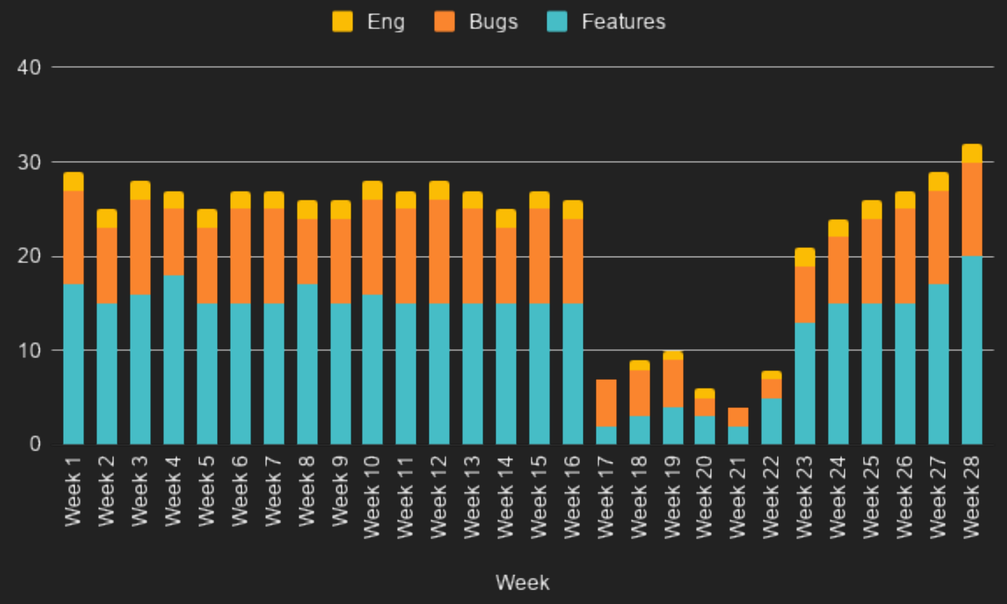
“productivity is the act of bringing a company closer to its goal. Every action that brings a company closer to its goal is productive. Every action that does not bring a company closer to its goal is not productive.”

— Eliyahu M. Goldratt, The Goal: A Process of Ongoing Improvement

2 Key Categories

Operational Metrics

Danil Shostak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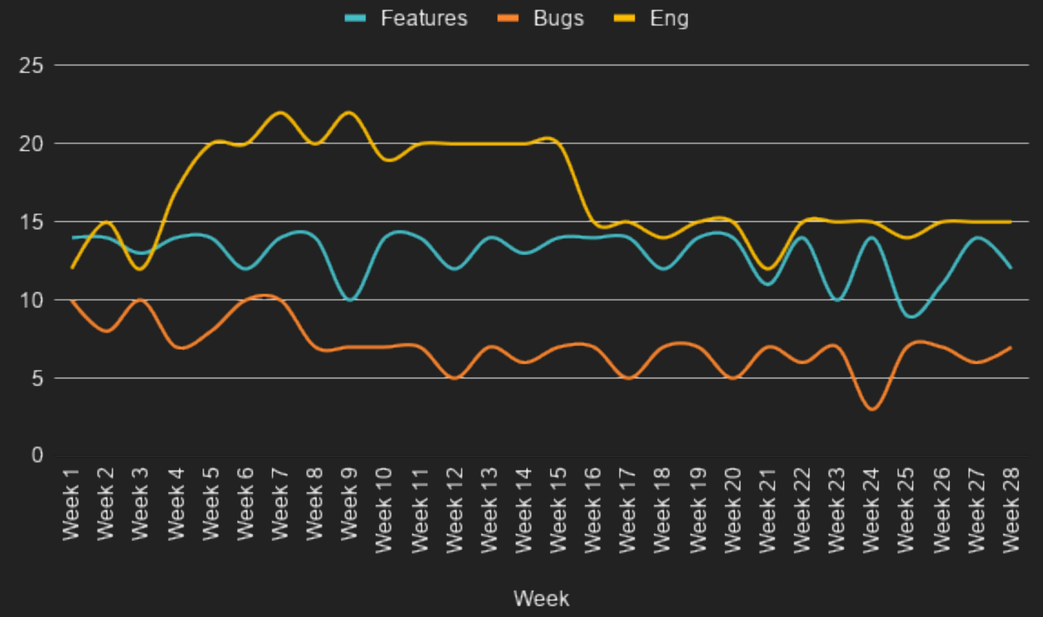
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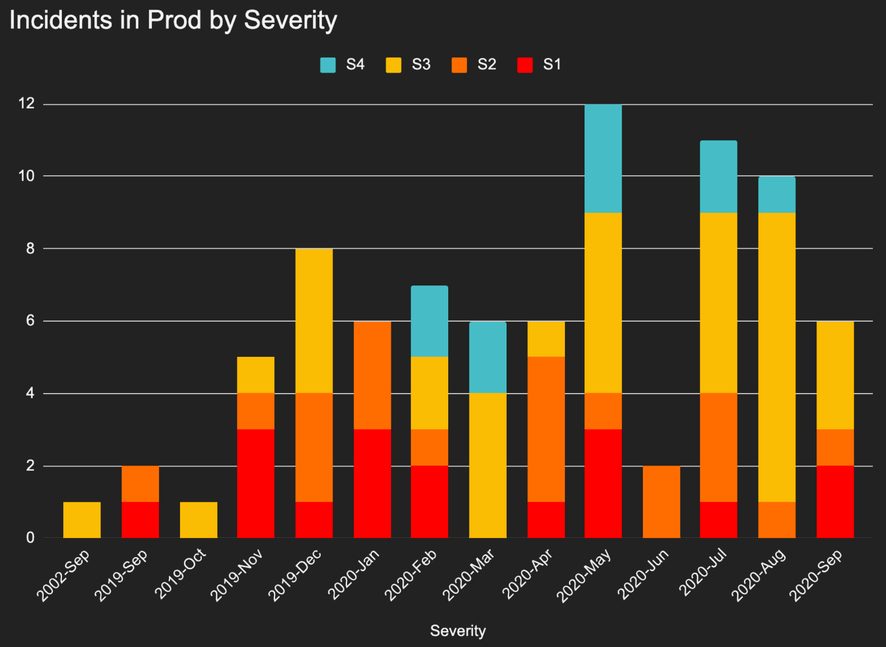
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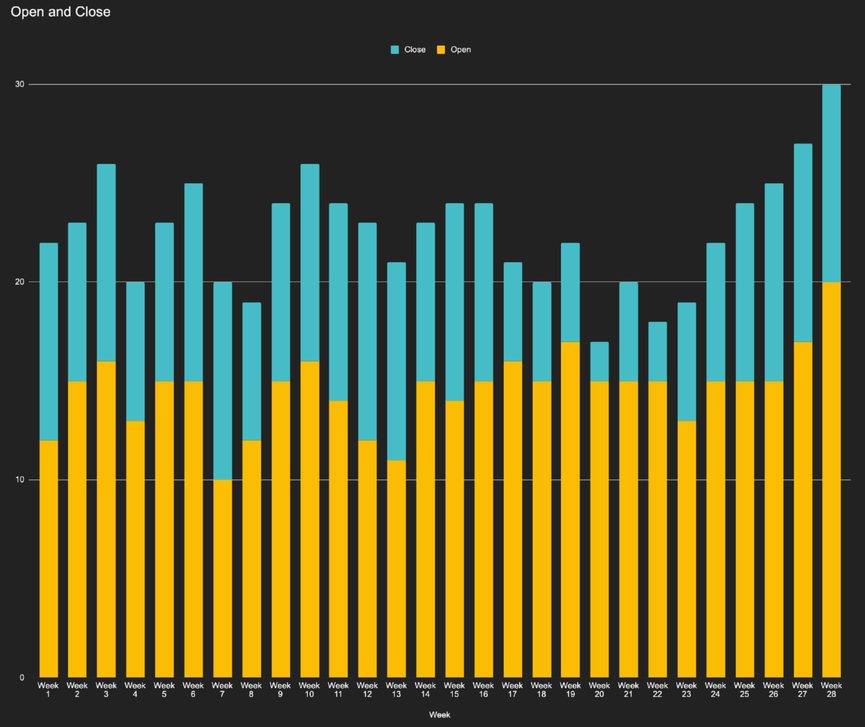
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@an_ku_sh

AI Soot

“Since the strength of the chain is determined by the weakest link, then the first step to improve an organization must be to identify the weakest link.”

- Eliyahu M. Goldratt, The Goal: A Process of Ongoing Improvement

Directional Metrics

- # of sign-ups per day
- Time to live
- Feature adoption rate
- Growth metrics
  - Acquisition
  - Expansion
  - Conversion
  - Retention

**Make sure you balance product metrics with service level objectives*

Carlos Muza

Service Level Objectives (SLOs)

An SLO (service level objective) is an agreement within an SLA (Service Level Agreement) about a specific metric like uptime or response time.

-https://www.atlassian.com/incident-management/kpis/sla-vs-slo-vs-sli

Myriam Jessier

Team Dashboard

Engineering Metrics

- Throughput
- Cycle Time
- Meantime to recover
- Incidents by severity

Product Metrics

- Northstar metric
- Key Indicators
- Leading Indicators

Service Level Objectives (SLOs)

Holistic* Decision Making

**Holistic: characterized by comprehension of the parts of something as intimately interconnected and explicable only by reference to the whole.*

- Eliyahu M. Goldratt, Beyond the goal

Tamas Tuzes-Katai

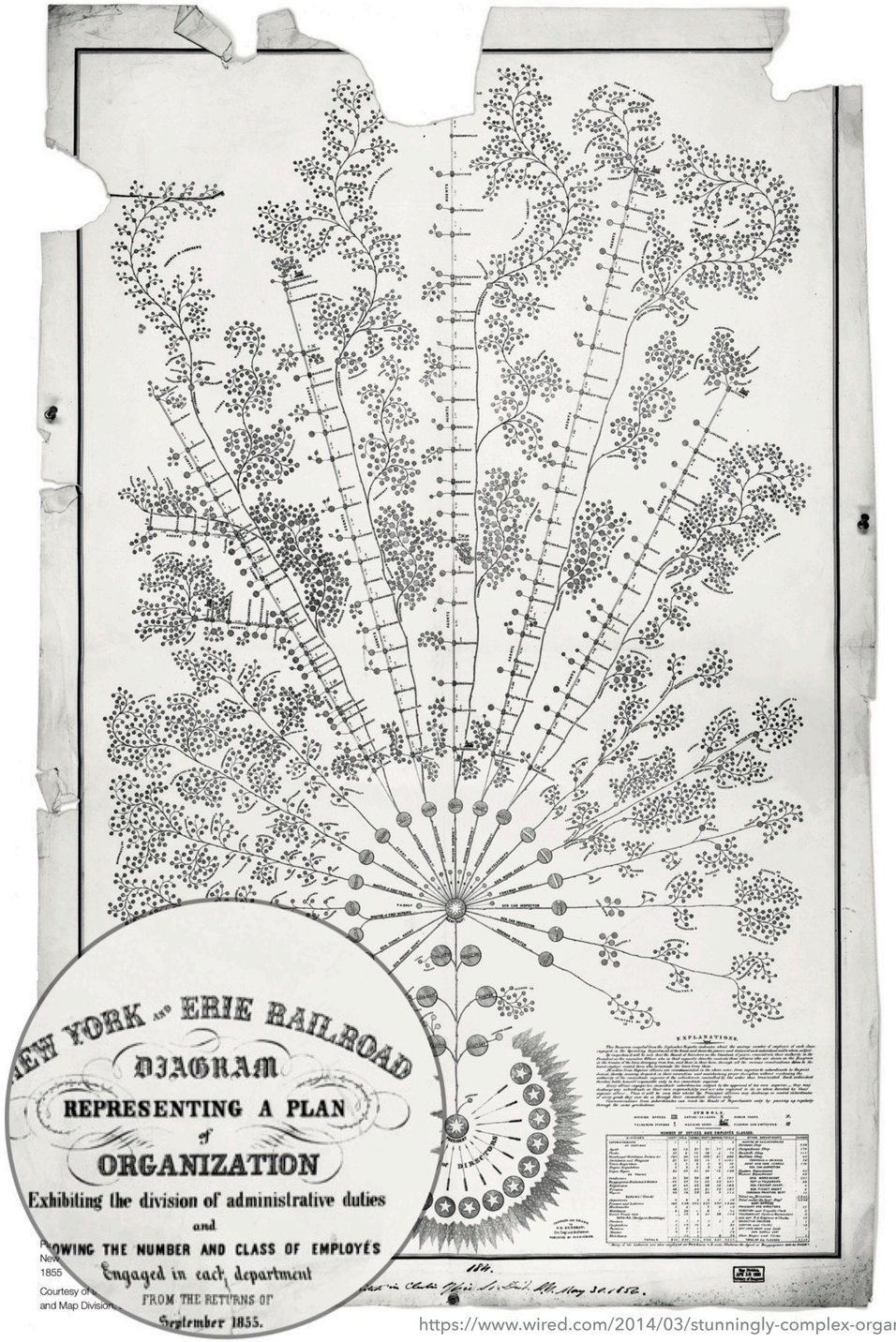
You need to change the rules

Friday Releases

50/50

Product/Engineering

Less estimation - More iteration



Pr
New
1855
Courtesy of
and Map Division

https://www.wired.com/2014/03/stunningly-complex-organization-chart-19th-century/#slide-id-441901

In a world where we talk so much about empowerment, a top down approach does not align.

Thank You!