Metrics - a Primer

Smruti Patel, Head of Engineering, Data Platform, Stripe

"I don't understand the impact of my work"

"Leadership has lost faith in us"

"I'd like to switch teams!"

"Why does it take so long?"

"Didn't we ship this already?!"

Thinking in Systems

🧑🏽‍💻 **Individual**

INTRINSIC MOTIVATION

OODA LOOP

FEEDBACK

OBSERVE

ORIENT

DECIDE

ACT

🏙 **Business**

opportunity cost

Measuring Success

- Precision 🎯
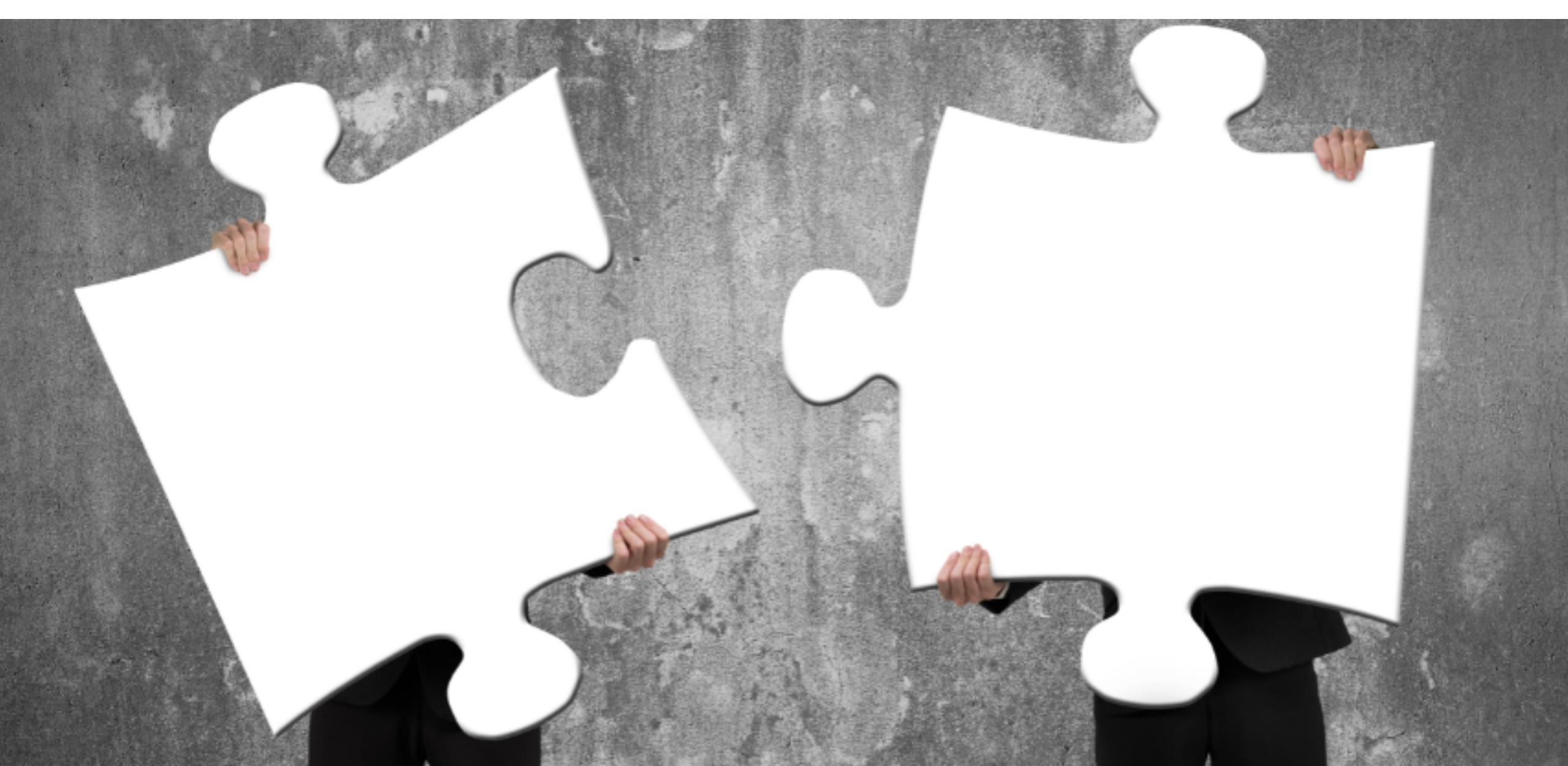- Speed ⚡
- Quality ✅
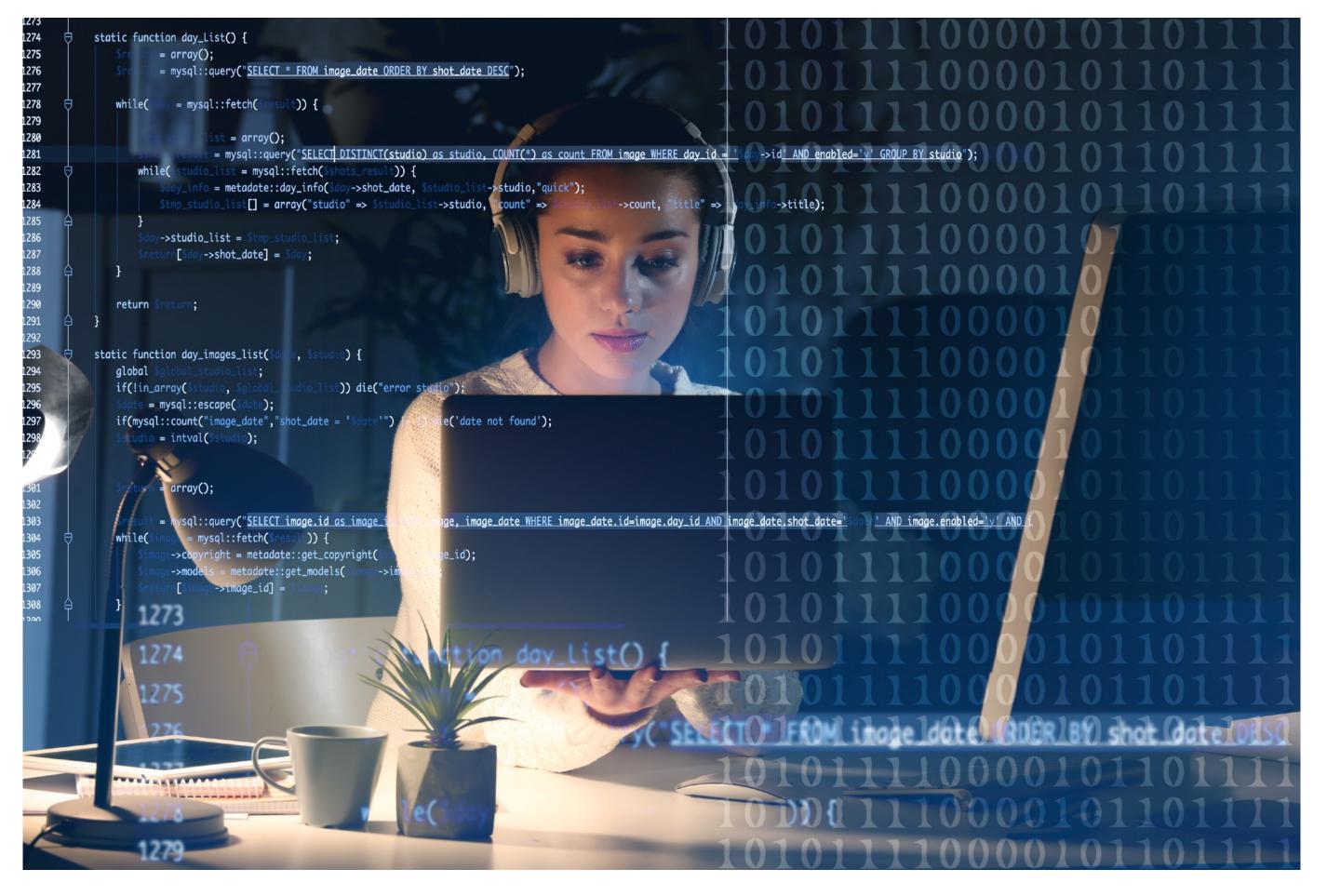- Impact 🤩

Planning

- Alignment
- Prioritization

Planning: Alignment

Planning: Prioritization

- Sample users
- Measure CSAT
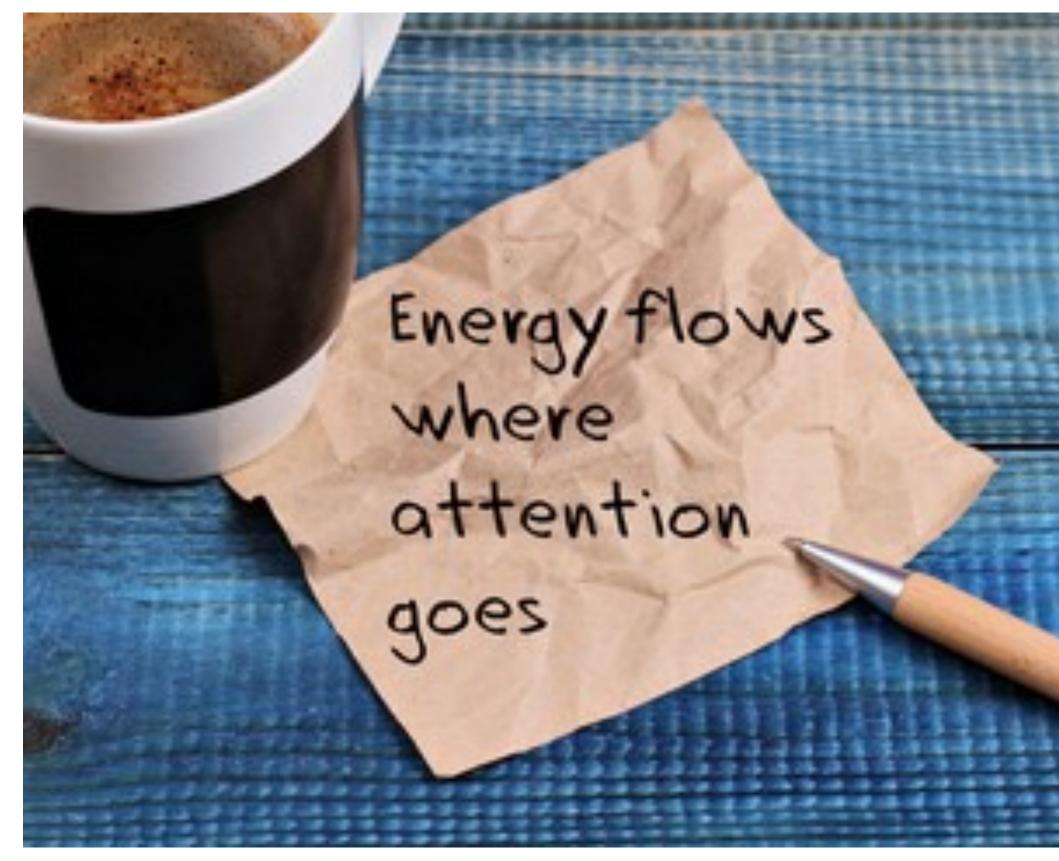- Pick cohort
- Seek alignment
- Shed scope

Execution

- Focus
- Speed
- Quality

Lead Time | Change rate | Failure rate | MTTR

Execution: Focus

- Reduce WiP

- Goals per Sprint or Story points

- Thematic coloring

Metric: *Lead Time*

Execution: Quality

Metric: *Failure Rate, Mean Time to Recover*

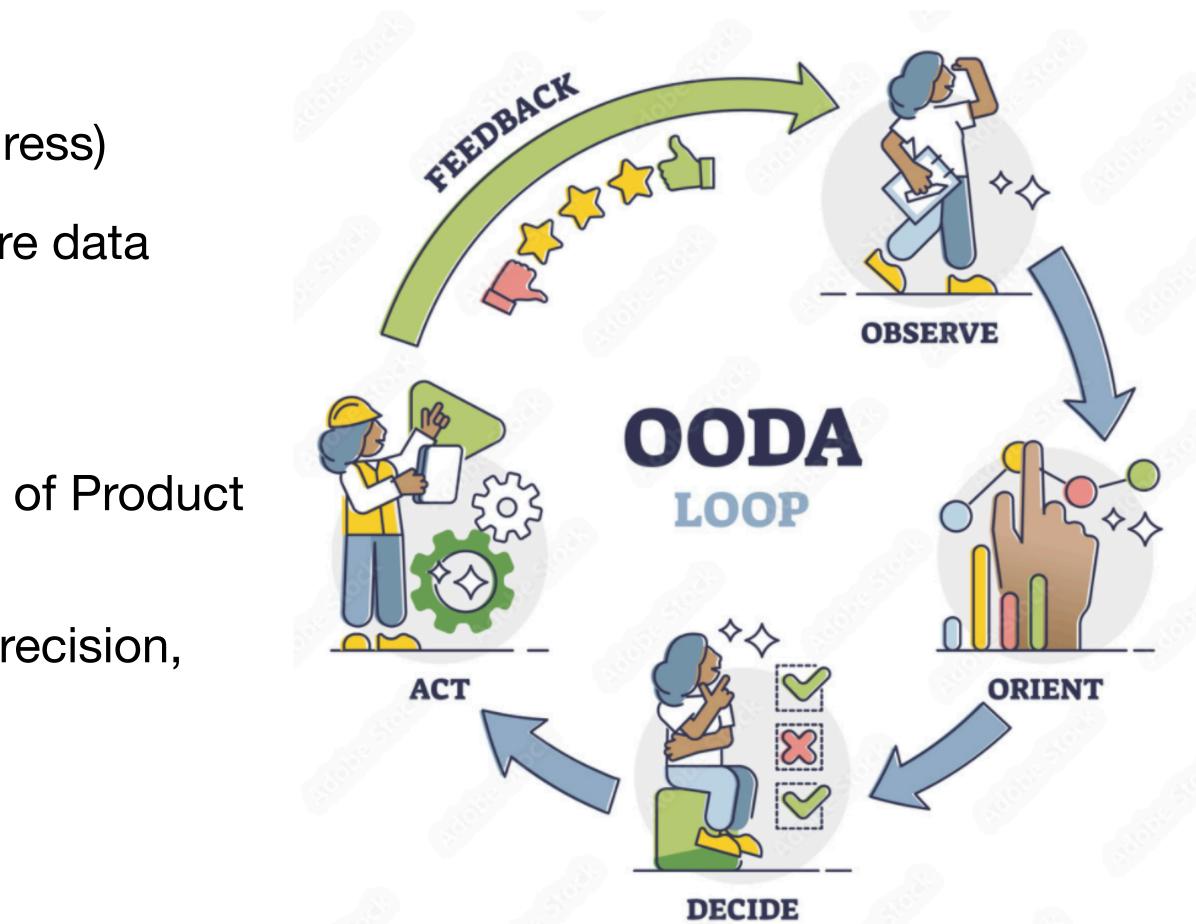# Delivery

- Measure
- Market

Operations & Maintenance

Health: Systems | Software | People

Metrics - A recap

- Charter (evergreen) or Operational (interim progress)

  - Eg: Time to onboard new customer, #insecure data accesses from system X

- Team, Organization & Business level

  - Eg: p99.9 latency of service x, p99.9 latency of Product Y, p99.9 latency for merchant Z

- Qualitative & quantitative (S.M.A.R.T) to drive Precision, Speed, Quality & Impact

  - Eg: CSAT, Cloud efficiency

- Tech, tools or team

  - Eg: uptime, latency, developer productivity, employee satisfaction

Metrics - A primer

- Set expectations and drive alignment

- Drive Prioritization & focus

- Determine tradeoffs and optimization functions

- Feedback loops to pivot & restrategize or validate & reinforce

- Establish trust and credibility

Thank You!

Smruti Patel @smrutirp