



# Concise and effective feedback

Applying the learnings of DORA4 to  
communication



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**DORA**

# Performance Metrics (DORA4)

Software delivery performance metric	Low	Medium	High
<b>Deployment frequency</b> For the primary application or service you work on, how often does your organization deploy code to production or release it to end users?	Between once per month and once every 6 months	Between once per week and once per month	On-demand (multiple deploys per day)
<b>Lead time for changes</b> For the primary application or service you work on, what is your lead time for changes (i.e., how long does it take to go from code committed to code successfully running in production)?	Between one month and six months	Between one week and one month	Between one day and one week
<b>Time to restore service</b> For the primary application or service you work on, how long does it generally take to restore service when a service incident or a defect that impacts users occurs (e.g., unplanned outage or service impairment)?	Between one week and one month	Between one day and one week	Less than one day
<b>Change failure rate</b> For the primary application or service you work on, what percentage of changes to production or released to users result in degraded service (e.g., lead to service impairment or service outage) and subsequently require remediation (e.g., require a hotfix, rollback, fix forward, patch)?	46%-60%	16%-30%	0%-15%

**“A key goal of continuous delivery is changing the economics of the software delivery process so the cost of pushing out individual changes is very low.”**



**— Nicole Forsgren, Accelerate: The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations**



**Feedback**

# Feedback Metrics

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- Time since you last gave feedback

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- Time since you last received feedback
- % of feedback that is actioned on
- Recovery time for poor feedback

**“The most important characteristic of high-performing teams is that they are never satisfied: they always strive to get better. High performers make improvement part of everybody’s daily work.”**



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- Add feedback to your regular 1:1s
- Work with your reports to encourage more feedback
- Make sure feedback leads to beneficial outcomes
- Be diligent about working through difficult feedback





**Thank you**