

How to Misuse and Abuse DORA Metrics

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Defense Unicorns

WHY CAN'T WE
RELEASE EVERY
DAY?

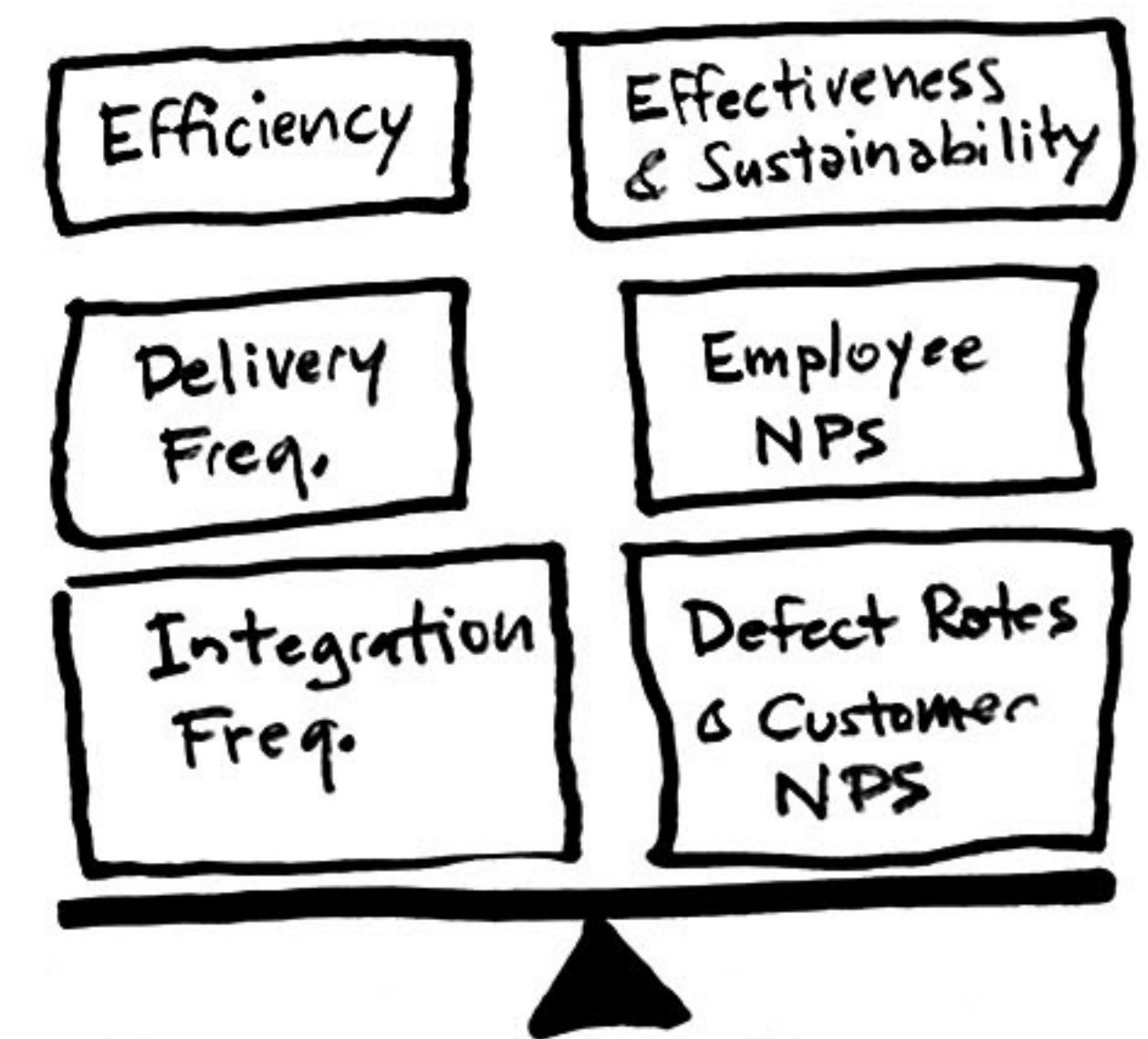
- Aligned teams to business domains
- Loosely coupled architecture
- Created CD platform team

LESSONS LEARNED

- Decoupled system scaled better, got better outcomes
- "Why can't we deliver today?" uncovered organizational issues
- CD improves outcomes & morale
- We need better metrics

METRICS NEED BALANCE

- o Smaller batches uncover pain
- o Quality is a guardrail against prioritizing speed
- o Team feedback is a guardrail against burnout



4 Metrics

- Lead time
- Deployment Frequency
- Mean time to restore
- Change Fail %

It's not helpful if it's not sustainable

METRIC RELATIONSHIPS

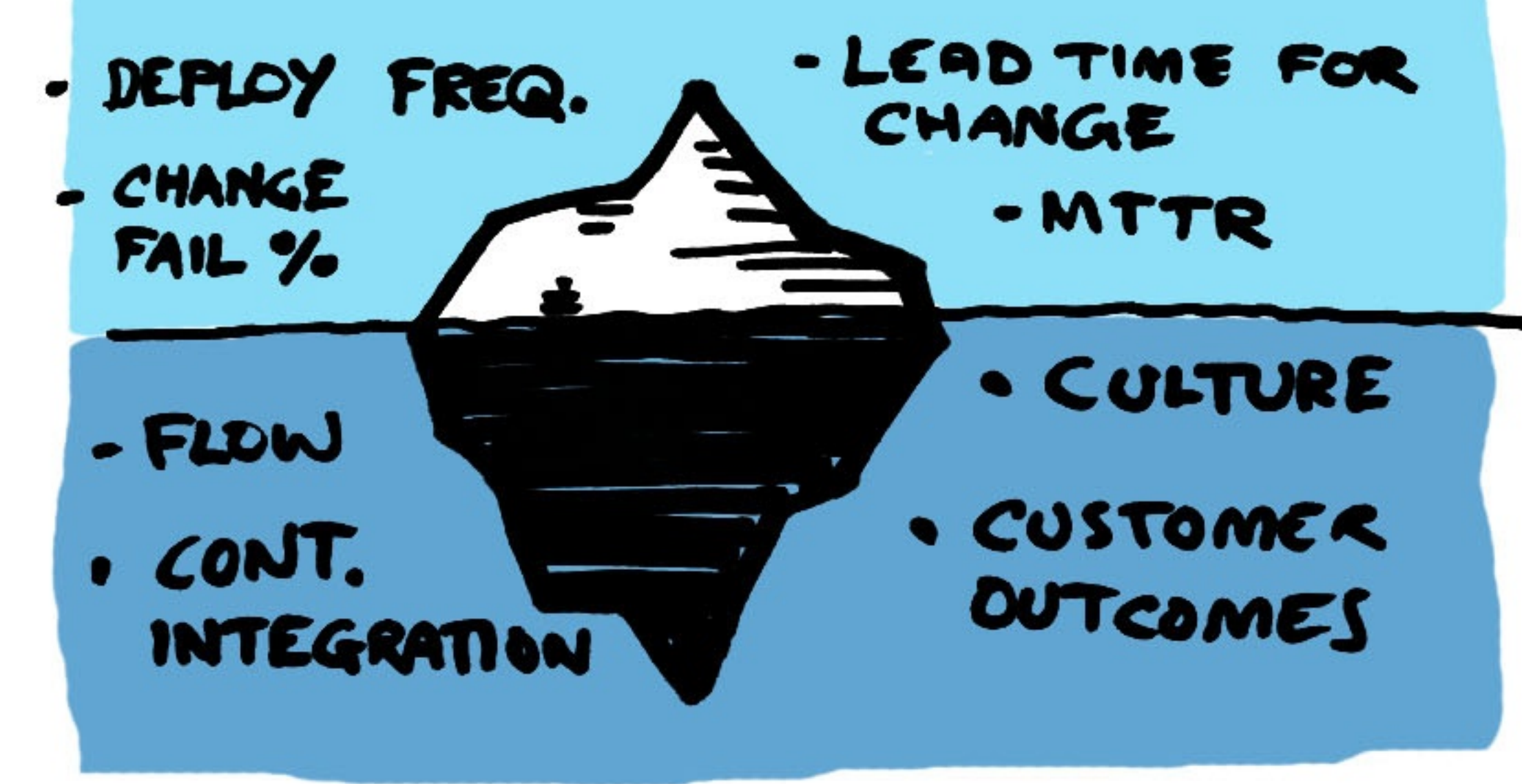
- ★ BUSINESS & CUSTOMER VALUE
- ★ OBJECTIVES
- ★ FLOW
- ★ CONT. DELIVERY (DORA)
- ★ CONT. INTEGRATION

METRICS ARE HEALTH INDICATORS:

- DO THEY HELP US:
- Reduce batch size?
 - Improve quality?
 - Reduce toil?
 - Accelerate feedback?
 - Make happier customers?
 - Make happier teams?



MORE THAN FOUR METRICS



IN CLOSING:

- > Metrics are critical, but:
 - o We cannot measure our way to improvement
 - o We use them to monitor and inform the next improvement
- > Don't measure people, invest in them