



**“We only innovate our  
technology, not our  
organisation.”**





# HackDays...???...Profit



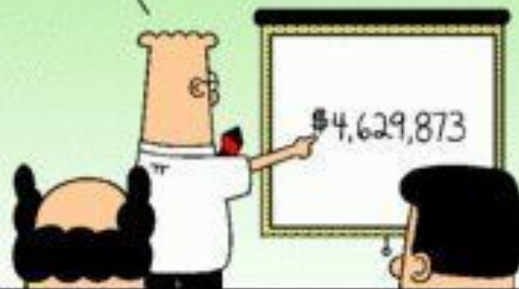
**Yet Another Way to Tell  
You that Stuff Depends on  
Other Stuff and You're the  
One Who Knows Best**





**Here are some numbers  
and facts you can use.**

I DIDN'T HAVE ANY  
ACCURATE NUMBERS  
SO I JUST MADE UP  
THIS ONE.



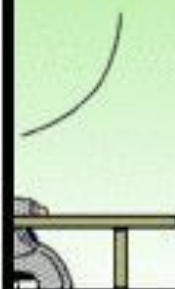
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STUDIES HAVE SHOWN  
THAT ACCURATE  
NUMBERS AREN'T ANY  
MORE USEFUL THAN THE  
ONES YOU MAKE UP.



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HOW  
MANY  
STUDIES  
SHOWED  
THAT?



EIGHTY-  
SEVEN.





**There are three types of metrics:  
metrics, damned metrics, and KPIs.**







THE

TYRANNY



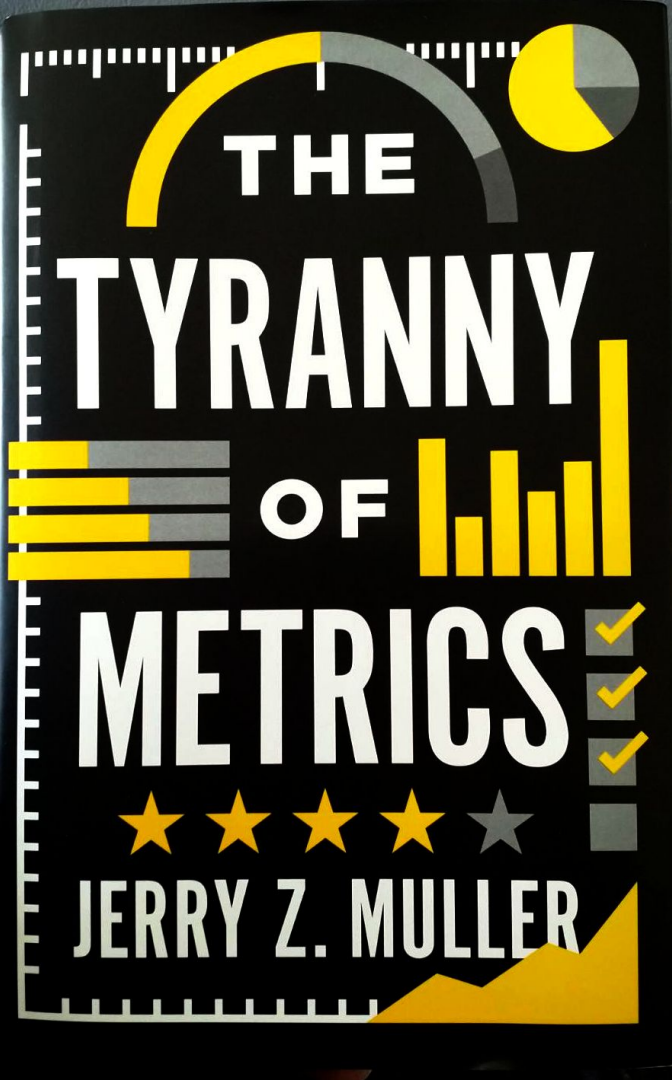
OF

METRICS



JERRY Z. MULLER





# THE TYRANNY OF METRICS

JERRY Z. MULLER

measured performance. The cost of this tactic is that patients at greater risk for a failed surgery are left to an almost certain death without surgery.

*Bodies* is a medical drama, but the phenomena it depicts exist in the real world. Numerous studies have shown that when surgeons, for example, are rated or remunerated according to their success rates, some respond by refusing to operate on patients with more complex or critical conditions. Excluding the more difficult cases—those that involve the likelihood of poorer outcomes—improves the surgeons' success rates, and hence their metrics, their reputation, and their remuneration. That of course comes at the expense of the excluded patients, who pay with their lives. But those deaths do not show up in the metrics.

As we'll see, gaming the metrics occurs in every realm: in policing; in primary, secondary, and higher education; in medicine; in nonprofit organizations; and, of course, in busi-

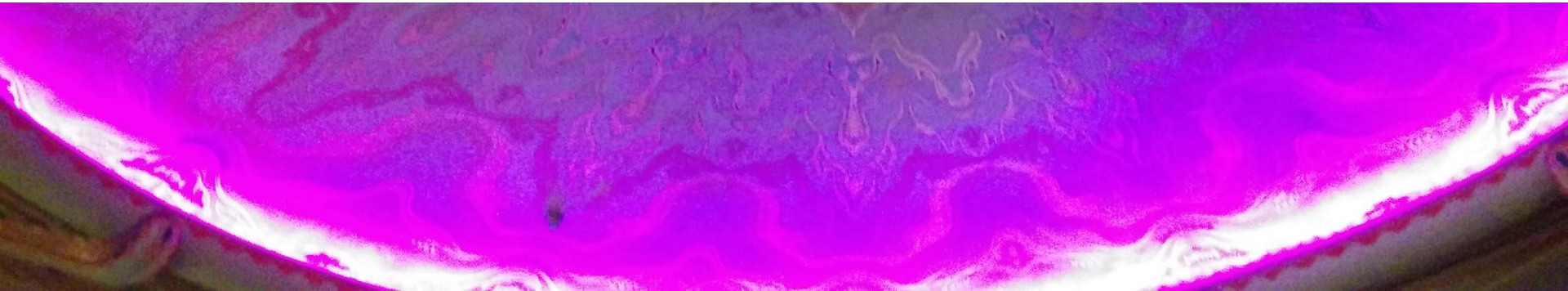


# Types of jobs that rely heavily on metrics:

- Community Management,
- Developer Relations,
- Marketing



**What kind of metrics?**



# KPIs

metrics you track and report to your boss after  
hoping they worked out in your favour



# Predictive Metrics

metrics you track because you think a change will  
warn you of something

# Regret Metrics

metrics you track to avoid repeating a problem you  
had in the past

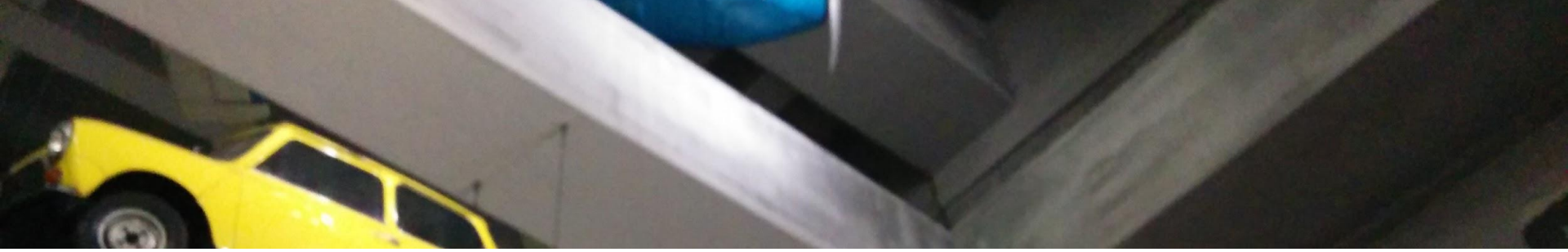
# Campaign Metrics

metrics you track to see whether something you have initiated is successful



# Procrastinated Metrics

metrics you have because the data seems like it ought to be important but you really have no use for them



**Community health metrics, like any other data, are all about interpretation and perspective.**



I USED TO THINK  
CORRELATION IMPLIED  
CAUSATION.



THEN I TOOK A  
STATISTICS CLASS.  
NOW I DON'T.



SOUNDS LIKE THE  
CLASS HELPED.

WELL, MAYBE.

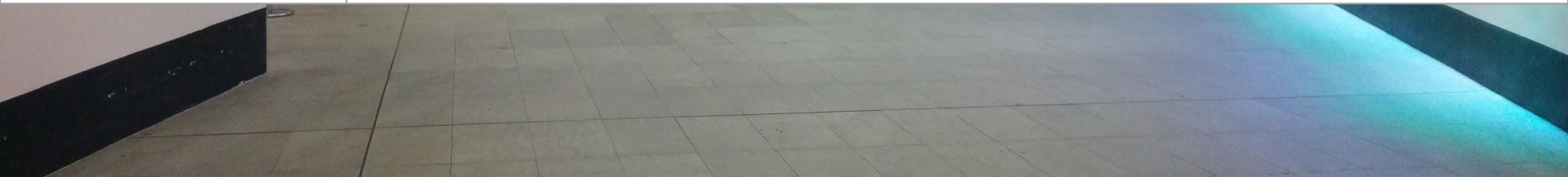




Department	KPIs	Could also be
HR	applications, interviews, rejections	satisfaction survey results, successful starts
Marketing	social media followers and interactions, impressions, conferences sponsored, CTR, CPC, money spent - very dependent on higher management and field (...)	funnel conversion and cost per new acquisition (CPA)
Community	social media, new and continuous contributors, interaction on the various communication media, content forwarded by the community	social media, sentiment analysis, comparative competitor analysis
Developer Relations	social media, talks and workshops given, content created	customer survey of their acquisition journey
Development	bugs fixed, tickets solved (time to fix as well as absolute numbers), bug rate, test coverage, build times, merges, sprint retrospective	overtime not had (realistic measurement)
Product	features implemented, customer issues resolved (big picture)	technical debt cleared
Customer Service	tickets solved, time to solve	continuous customer survey results

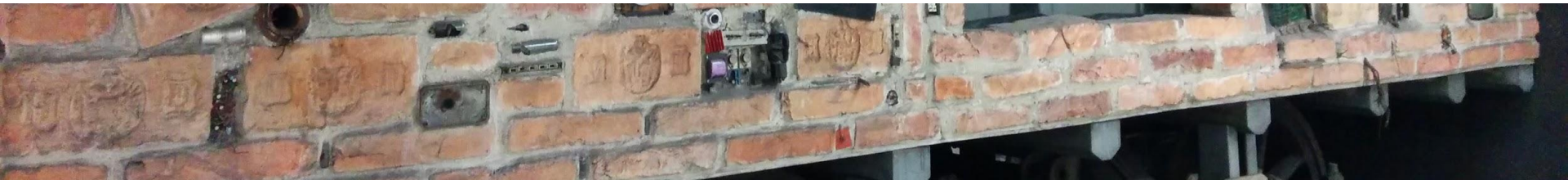


Department	Direct Costs
HR	~ 3 monthly salaries for external recruiters per position
Marketing	mid-level specialist, ads dependent on medium (social media, search engines, specific websites), calculated maximum cost per acquisition versus actual cost per acquisition, booth costs from 5,000 - 150,000 €
Community	swag, travel, infrastructure
Developer Relations	travel, equipment, paid content





**Working on Open Source  
Software is a privilege that  
many companies do not give  
their developers.**



**Think of ways how to explain the added value of what you want to achieve.**



**Measure up the potential average value versus the return of investment for your manager to give you what you want - if it's a match, you'll get what you want.**

**Think of ways how to explain the added value of what you want to achieve.**



**Measure up the potential average value versus the return of investment for your manager to give you what you want - if it's a match, you'll get what you want.**

**Even if it's made up.**



**Thank you.**

