Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate	Ability to Innovate
Innovation Rate	Defect Trends	On-Product Index	Installed Version Index	Technical Debt	Production Incident Count	Active Product (Code) Branches	Time Spent Merging Code Between Branches	Time Spent Context-Switching	Change Failure Rate	Employee Engagement
Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit	Designed by Magdalena Firlit
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A2I	A2I	A2I	A2I	A2I	A2I	A2I	A2I	A2I	A2I	A2I
Innovation Rate	Defect Trends	On-Product Index	Installed Version Index	Technical Debt	Production Incident Count	Active Product (Code) Branches	Time Spent Merging Code Between Branches	Time Spent Context-Switching	Change Failure Rate	Employee Engagement
The percentage of effort or cost spent on new product capabilities, divided by total product effort or cost. This provides insight into the capacity of the organization to deliver new product capabilities.	Measurement of change in defects since last measurement. A defect is anything that reduces the value of the product to a customer, user, or to the organization itself. Defects are generally things that don't work as intended.	The percentage of time teams spend working on product and value.	The number of versions of a product that are currently being supported. This reflects the effort the organization spends support- ing and maintaining older versions of software.	A concept in programming that reflects the extra development and testing work that arises when "quick and dirty" solu- tions result in later remediation. It creates an undesirable impact on the delivery of value and an avoidable increase in waste and risk.	The number of times in a given period that the Development Team was interrupted to fix a problem in an installed product. The number and frequency of Production Incidents can help indicate the stability of the product.	The number of different versions (or variants) of a product or service. Provides insight into the potential impact of change and the resulting complexity of work.	The amount of time spent applying changes across different versions of a product or service. Provides insight into the potential impact of change and the resulting complexity of work.	Examples include time lost to interrup- tions caused by meetings or calls, time spent switching between tasks, and time lost when team members are interrupted to help people outside the team can give simple insight into the magnitude of the problem.	The percentage of released product changes that result in degraded service and require remediation (e.g. hotfix, rollback, patch). For more information, see the DORA 2019 report.	A measure of the degree to which employ- ees are aligned with and bought-in to the organization's goals.
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Current Value	Current Value	Current Value	Current Value	Current Value	Unrealized Value	Unrealized Value	Unrea
Revenue per Employee	Product Cost Ratio	Employee Satisfaction	Customer Satisfaction	Customer Usage Index	Potential Market Share	Customer or User Satisfaction Gap	Desir Exp sa
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CV	CV	CV	CV	CV	UV	UV	Desired Custom
Revenue per Employee	Product Cost Ratio	Employee Satisfaction	Customer Satisfaction	Customer Usage Index	Potential Market Share	Customer or User Satisfaction Gap	
The ratio (gross revenue / # of employees) is a key competitive indicator within an industry. This varies significantly by industry.	Total expenses and costs for the product(s)/system(s) being measured, including operational costs compared to revenue.	Some form of sentiment analysis to help gauge employee engagement, energy, and enthusiasm.	Some form of sentiment analysis to help gauge customer engagement and happiness with the product.	Measurement of usage, by feature, to help infer the degree to which customers find the product useful and whether actual usage meets expectations on how long users should be taking with a feature.	The potential market share that the product might achieve if it better met customer needs.	The difference between a customer or user's desired experience and their current experience.	A measure the that the cust
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Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market	Time-to-Market
Build and Integration Frequency	Release Frequency	Release Stabilization Period	Mean Time to Repair	Customer Cycle Time	Lead Time	Lead Time for Changes	Deployment Frequency	Time to Restore Service	Time-to-Learn Designed by Magdalena Firlit magdalenafirlit.com	Time to remove Impediment	Time to Pivot
T2M Build and Integration Frequency	T2M Release Frequency	T2M Release Stabilization Period	T2M Mean Time to Repair	T2M Customer Cycle Time	T2M Lead Time	T2M Lead Time for Changes	T2M Deployment Frequency	T2M Time to Restore Service	T2M Time-to-Learn	T2M Time to remove Impediment	T2M Time to Pivot
The number of integrated and tested builds per time period. For a team that is releasing frequently or continuously, this measure is superseded by actual release measures.	The number of releases per time period, e.g. continuously, daily, weekly, monthly, quarterly, etc. This helps reflect the time needed to satisfy the customer with new and competitive products.	The time spent correcting product problems between the point the developers say it is ready to release and the point where it is actually released to customers. This helps repre- sent the impact of poor development practices and underlying design and code base.	The average amount of time it takes from when an error is detected and when it is fixed. This helps reveal the efficiency of an organization to fix an error.	The amount of time from when work starts on a release until the point where it is actually released. This measure helps reflect an organization's ability to reach its customer.	The amount of time from when an idea is proposed, or a hypothesis is formed until a customer can benefit from that idea. This measure may vary based on customer and product. It is a contributing factor for customer satisfaction.	The amount of time to go from code-committed to code successfully running in production. For more information, see the DORA 2019 report.	The number of times that the organization deployed (released) a new version of the product to customers/users. For more information, see the DORA 2019 report.	The amount of time between the start of a service outage and the restoration of full availability of the service. For more information, see the DORA 2019 report.	The total time needed to sketch an idea or improvement, build it, deliver it to users, and learn from their usage.	The average amount of time from when an impediment is raised until when it is resolved. It is a contributing factor to lead time and employee satisfaction.	A measure of true business agility that presents the elapsed time between when an organization receives feedback or new information and when it responds to that feedback; for example, the time between when it finds out that a competitor has delivered a new market-winning feature to when the organization responds with matching or exceeding new capabilities that measurably improve customer experience.
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