

# Rethinking Metrics:

## Technical KPIs that Drive Business Decisions



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# About Me

Vice President, Consulting at LitheSpeed,  
Speaker, Educator

25+ years in technology, throughout all  
areas of the SDLC

15+ years in senior technical leadership  
roles (VP, SVP, CIO, CTO) – impact metrics  
really matter

6+ years developing and deploying AI/NLP  
solutions (Product Management, Dev,  
UX/CX) – GenAI can help with defining and  
aligning context-appropriate metrics



**John Halberstadt**

Vice President, Consulting  
PMI NNV VP of Professional Dev...



# AGENDA

The Problem  
with Traditional  
Technical  
Metrics

Business-  
Aligned  
Technical KPIs

Practical  
Implementation

Conclusion and  
Q&A

# Session Context and Objectives

## Session Context:

- Traditional Agile/Lean/DevOps metrics (velocity, cycle time, burndown charts) primarily focus on technical performance
- These metrics often fail to resonate with business stakeholders or demonstrate business impact
- The disconnect between technical metrics and business outcomes creates alignment challenges

## Session Objectives:

- Introduce a new approach to metrics that connects technical KPIs to business goals
- Ensure alignment between executives, customers, developers, and team members
- Provide practical tools for creating shared understanding around what success looks like

# First Things First: Using Metrics Responsibly



## DON'T....

- ... "game" or "cheat" the metrics – they are a mirror
- ... allow metrics to be "weaponized" against the Team or Team members
- ... start with "stretch" goals, e.g. increasing stories per release by 300%, etc. – it's demoralizing
- ... forget the context!

## DO....

- ... start with an understanding of what is known or suspected to be an area in need of quantitative assessment and/or improvement
- ... have counter-balancing metrics, e.g. productivity/throughput balanced with escaped defects/quality
- ... set realistic and valuable goals to metric improvements
- ... baseline metrics before proposing goals

# Why Change?

## The Problem(s) with Traditional Technical Metrics



# Commonly Used Technical Metrics

- Velocity
- Sprint Burndown
- Team Capacity

## Agile Metrics



- Deployment Frequency
- Lead Time
- MTTR
- Change Failure Rate

## DevOps Metrics



- Code Coverage,
- Cyclomatic Complexity

## Technical Debt Metrics





# Limitations of These Metrics?

They measure activity rather than outcomes

They don't translate to business value or customer impact

They create potential for local optimization at the expense of global outcomes

They often incentivize the wrong behaviors





# Real-world Example: Etsy's Deployment Frequency Paradox



Required shift to feature adoption and revenue impact metrics to align teams



Despite technical excellence, they struggled to connect this to business growth



Etsy celebrated high deployment frequency (50+ deployments per day)

# Aligning Technical KPIs to Business Outcomes



# A Balanced Approach



Technical excellence is necessary but not sufficient



Need to connect technical performance to business outcomes



Creating a “metrics bridge” between technical and business worlds

# Customer-Focused Technical KPIs

## Customer Satisfaction

- Feature-specific CSAT scores
- Technical quality impact on NPS
- Customer effort scores for technical interactions

## Feature Adoption Rates

- Usage patterns of new features
- Time to adoption for key capabilities
- Percentage of target users adopting features

## Cost of Delay

- Quantifies the business impact of technical delays
- Measuring opportunity cost of technical decisions
- Prioritization based on business impact

## Revenue Per Feature

- Directly connects technical work to revenue generation

# Case Study: Intuit's "Follow Me Home" Program



Resulted in 20% increase  
in feature adoption and  
customer satisfaction



Used direct customer  
observation to inform  
technical priorities



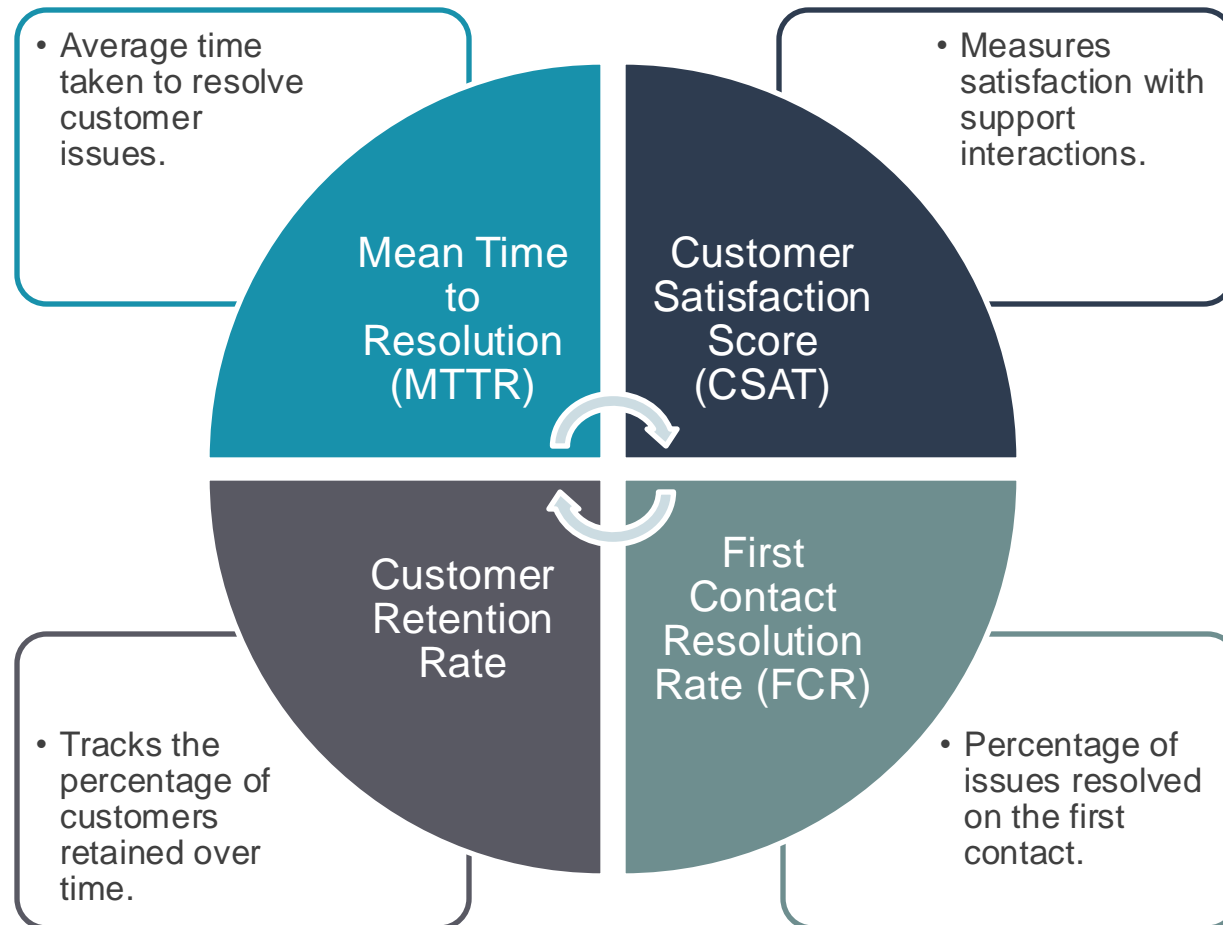
Connected technical  
metrics to actual  
customer usage patterns

# Some Common Scenarios



# Improve Customer Service Level Quality

**Business Need:** often customer service organizations are challenged both with establishing and maintaining a high level of efficiency AND effectiveness.



# Sample Prompt

"Act as a support process analyst.

Analyze our customer support data to identify common issues and suggest improvements to our support process.

Provide recommendations for reducing response times and increasing FCR rates.

Present this in the form of a structured report with actionable insights."

## Customer Support Process Analysis Report

### Executive Summary

This report analyzes our customer support data to identify common issues and provide recommendations for improving our support process, reducing response times, and increasing First Contact Resolution (FCR) rates.

### Key Findings

#### 1. Common Issues:

- Long response times for complex technical queries
- Lack of context in user journey leading to multiple interactions
- Inconsistent data across support systems

#### 2. Process Bottlenecks:

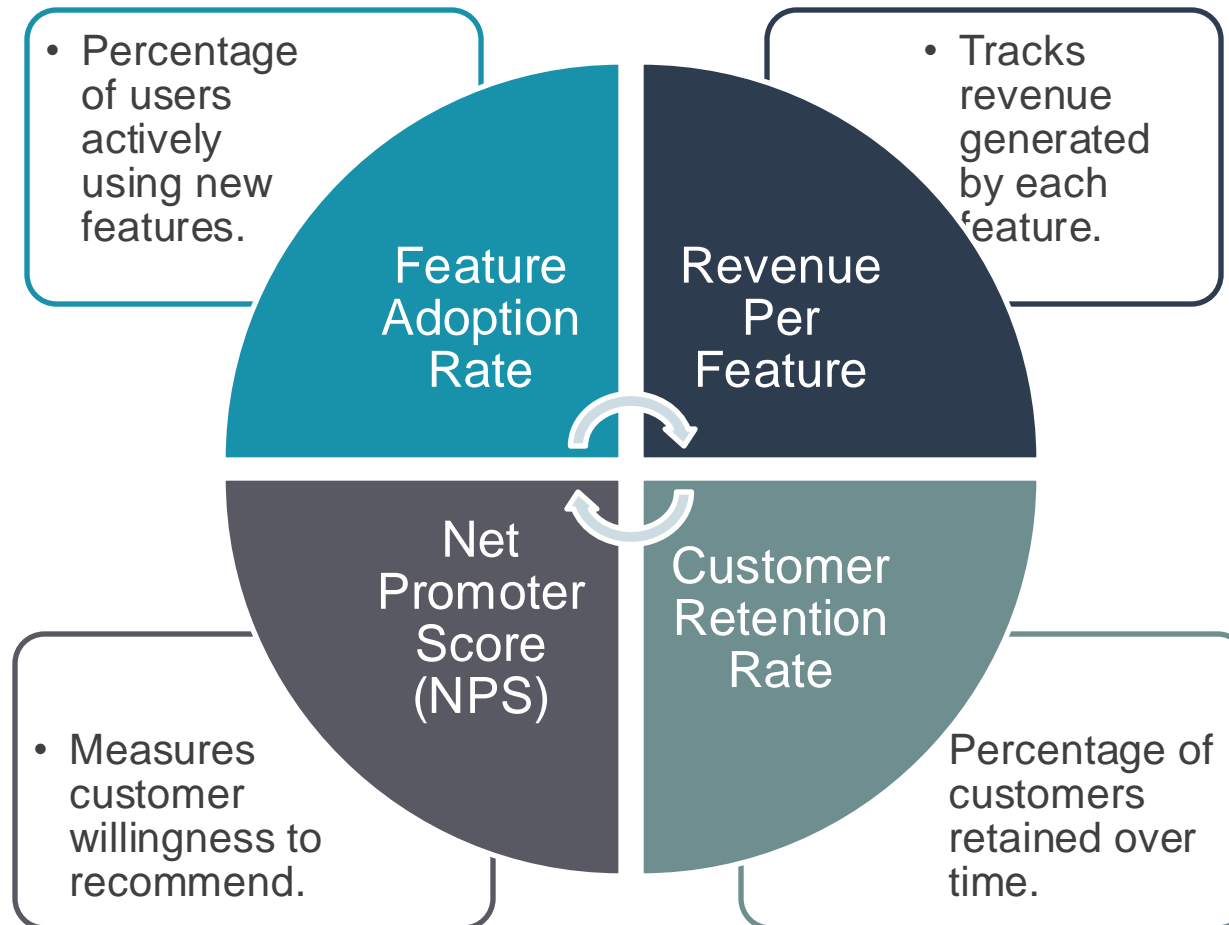
- Inefficient ticket routing
- Inadequate self-service resources
- Limited agent empowerment

### Recommendations

# Sample Response

# Increase Revenue With New Features

**Business Need:** Increase revenue by enhancing feature adoption/usage rates and improving the overall user experience.



# Sample Prompt

```
"Assume the role of a product analyst.
```

```
Analyze customer feedback and usage patterns to identify  
which features are most valuable to our users.
```

```
Generate a report highlighting opportunities to enhance  
these features and increase adoption rates.
```

```
Include case studies of successful feature enhancements and  
their impact on revenue."
```

## Product Feature Value Analysis Report

Our analysis of customer feedback and usage patterns reveals clear trends in feature value and adoption. This report outlines key opportunities for feature enhancement based on actual user behavior and feedback data.

### Most Valuable Features

Based on engagement metrics and customer feedback, these features drive the highest user value:

#### 1. Collaborative Workspace

- 78% of daily active users engage with this feature
- Mentioned positively in 82% of customer success calls
- Average session time of 37 minutes, 3x higher than other features




#### 2. Automated Reporting

- Used by 65% of enterprise customers weekly
- Cited as "critical" by 71% of customers in recent surveys
- Generates 43% of positive social media mentions

#### 3. Mobile Synchronization

80% of customers use this feature at least once a week

50% of customers use this feature at least once a week

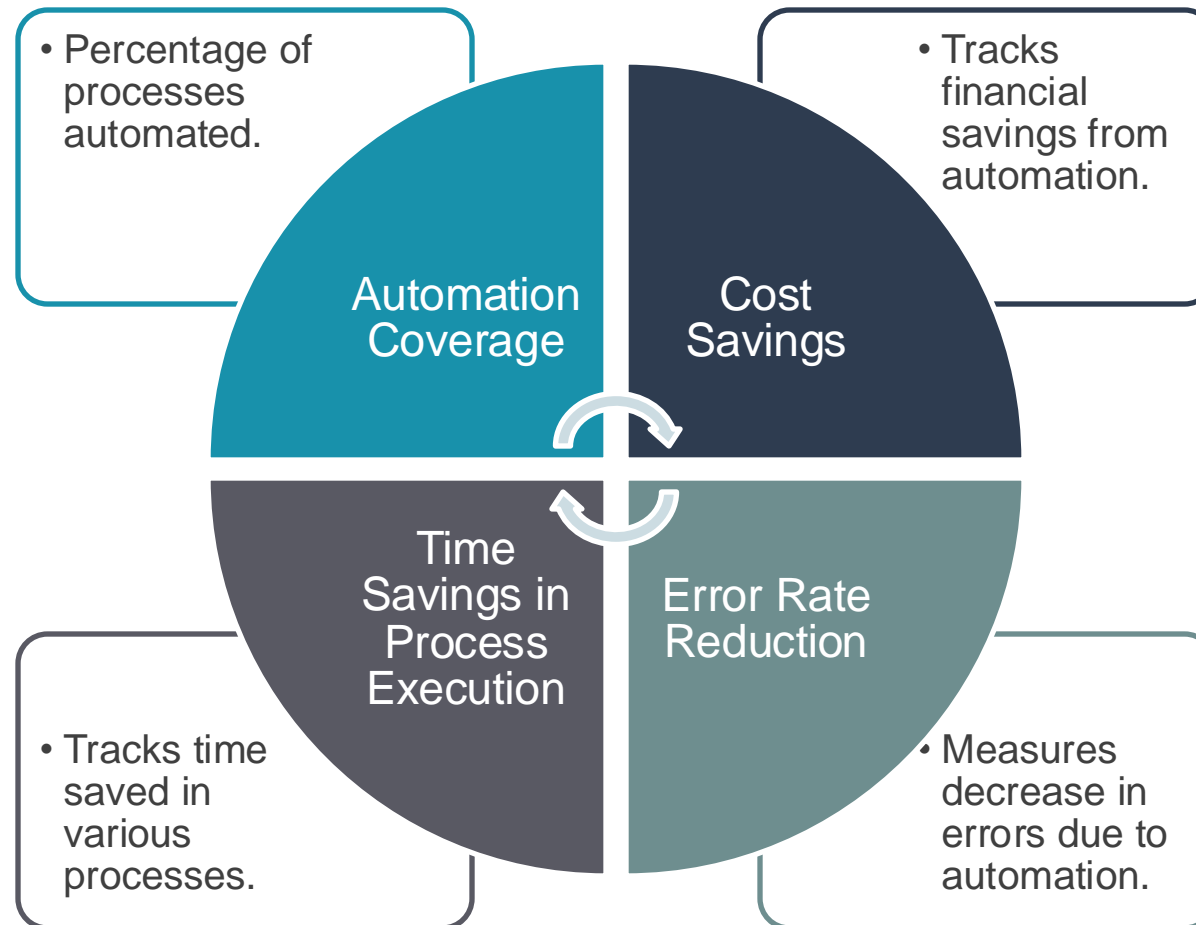
pro Ask follow-up   

# Sample Response



# Enhance Operational Efficiency

**Business Need:** Improve operational efficiency by automating repetitive tasks and reducing manual errors.



# Sample Prompt

“Act as an automation specialist.

Identify repetitive tasks in our operational workflows and suggest ways to automate them using available tools and technologies.

Provide a cost-benefit analysis for each automation opportunity.

Present this in the form of a detailed proposal with recommendations for implementation.”

“Act as an automation specialist. Identify repetitive tasks in our operational...”

Pro Search Sources 71

6 steps ↗

## Operational Workflow Automation Proposal

### Executive Summary

This proposal identifies key repetitive tasks across your operational workflows that are prime candidates for automation. By implementing targeted automation solutions, your organization can significantly reduce manual effort, minimize errors, and achieve substantial cost savings while redirecting employee focus toward higher-value strategic work.

### Identified Repetitive Tasks & Automation Opportunities

#### 1. Data Entry & Processing

##### Current Challenge:

Manual data entry across systems consumes significant time and introduces errors, particularly when managing multiple sales channels.

##### Automation Solution:

Implement Robotic Process Automation (RPA) tools like UiPath or Automation Anywhere to create digital workers that can extract, transform, and load data between systems.

##### Cost-Benefit Analysis:

- **Implementation Cost:** \$15,000-30,000 (depending on complexity)

- **Annual Savings:** \$40,000-60,000

- **Additional Benefits:** 78% reduction in errors, 65% time savings 2 3

# Sample Response

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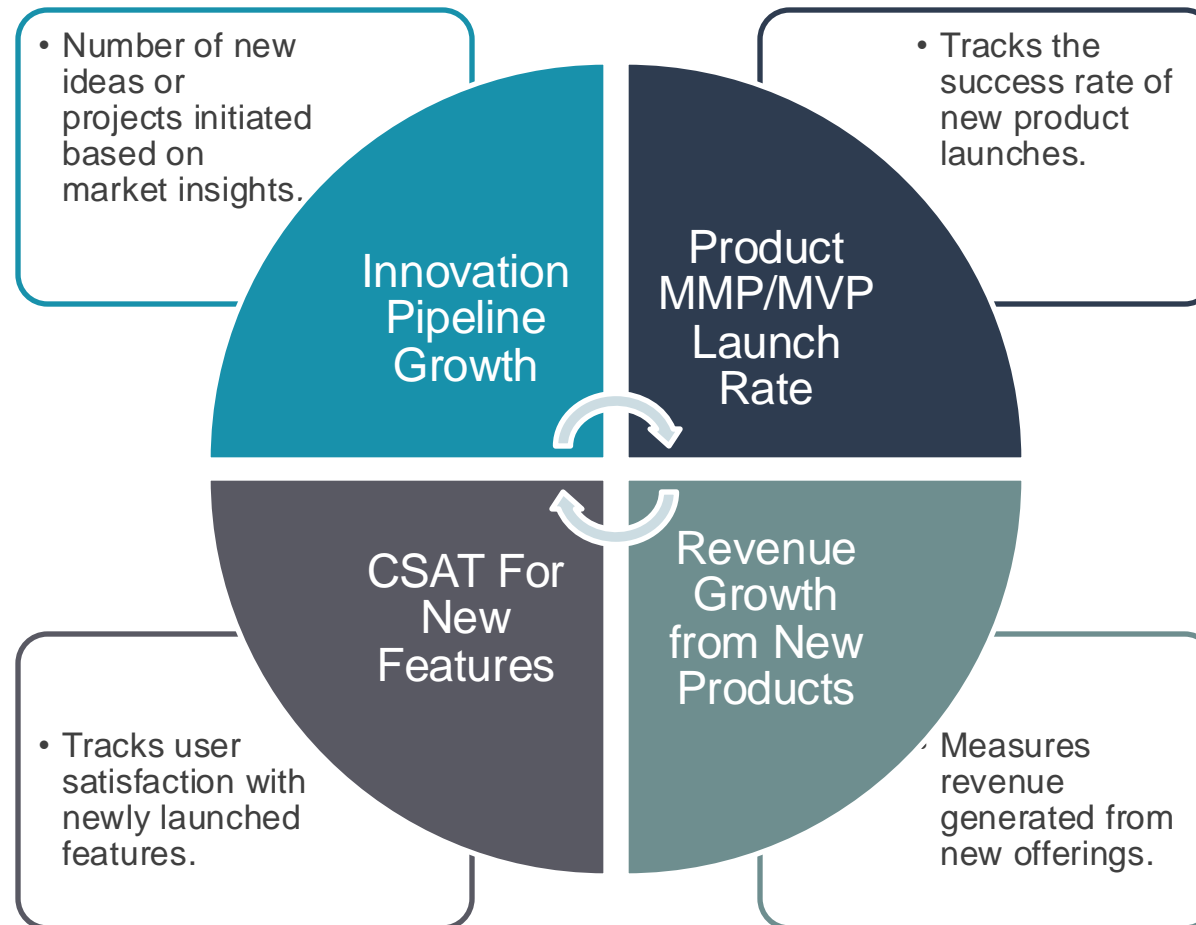


Ask follow-up



# Become More Innovative

**Business Need:** Drive innovation by analyzing market trends and identifying emerging opportunities for growth.



# Sample Prompt

“Assume the role of a market analyst.

Analyze current market trends in our industry and identify emerging opportunities for growth.

Generate a strategic report outlining potential innovations and their feasibility based on market demand and competition.

Include recommendations for resource allocation and timelines for implementation.”

# Sample Response

## Strategic Market Analysis Report: Growth Opportunities for Regional Credit Unions in 2025

### Executive Summary

This analysis identifies key market trends and growth opportunities for regional non-profit credit unions based on current industry dynamics. The report outlines strategic innovations with implementation recommendations to capitalize on emerging member behaviors, technological advancements, and competitive landscapes shaping the credit union industry in 2025.

### Current Market Landscape

#### Dominant Industry Trends

The credit union market in 2025 is characterized by several transformative forces reshaping member expectations and operational models:

##### 1. Digital Transformation Imperative

- Legacy core banking systems remain a significant obstacle for credit unions seeking to enhance digital capabilities
- Members increasingly expect seamless online banking, real-time payments, and mobile...

pro



Ask follow-up



60% of members now prefer online or mobile banking over in-person interactions



# Practical Implementation Techniques

# Getting Started With Getting Started...



Identify what business impact or outcomes are most important



Start with just 1-2 metrics that connect technical work to business outcomes



Focus on metrics that are easy to collect and understand



Ensure an approach has been defined about how to implement the metrics, both technically and procedurally



# Implementation Steps

Assess current metrics to identify gaps in alignment with business objectives



Define SMART goals that connect technical performance to strategic priorities



Create simple dashboards that show both technical and business metrics

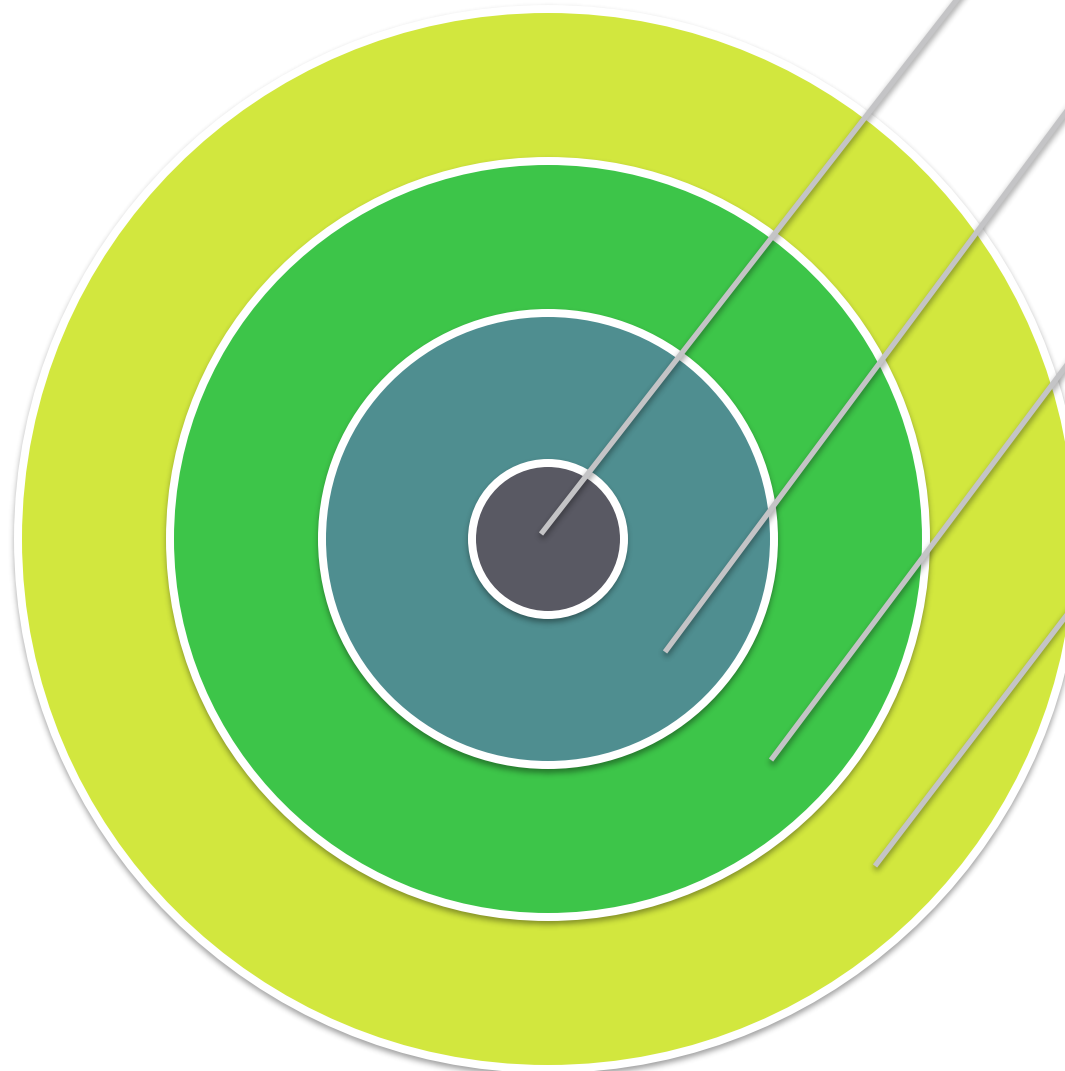


Use generative AI to help interpret and communicate the business impact

# Conclusion and Q&A



# Key Takeaways



Start small, experiment and iterate

Focus on metrics that directly connect to current opportunities

Ensure collaboration with technical and business leaders and stakeholders to prioritize

Ensure counter-balancing metrics to ensure a holistic view





Questions?



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