

**ENGINEERING  
SUCCESS**



***THE MANAGER'S  
GUIDE TO  
BOOSTING  
DEVELOPER  
PRODUCTIVITY***





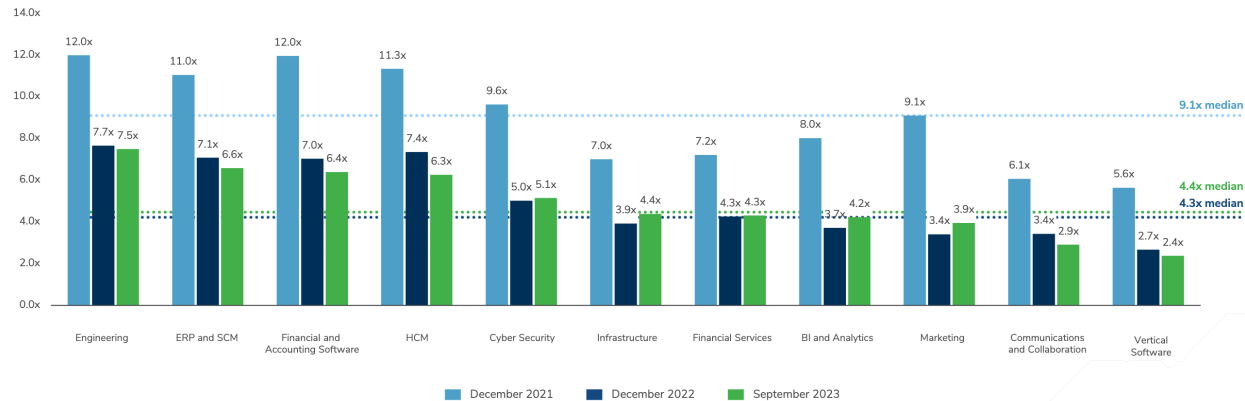


# IT'S HARSH OUT THERE

## Sector Multiples Across Subsectors Have Not Recovered from Significant Decline in 2022

Spread between Highest Valuation Category and Lowest Valuation Category in 2023 Stayed Similar to 2022

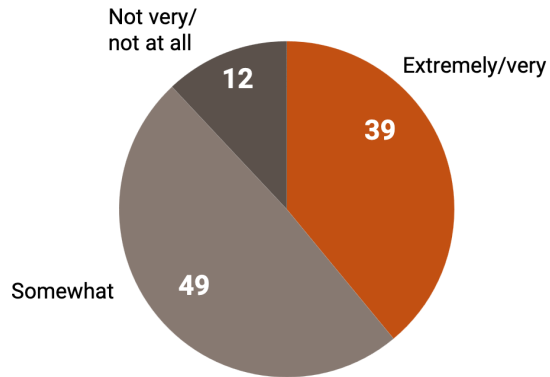
EV/Forward Revenue Multiples, December 2021 vs. December 2022 vs. September 2023



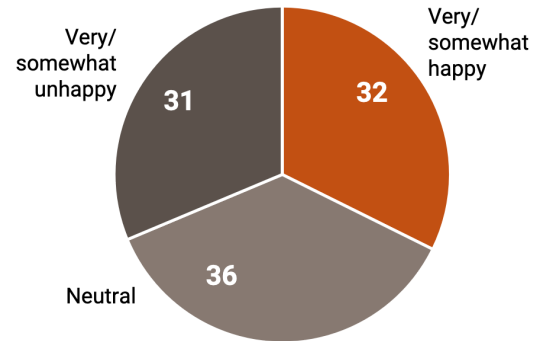
# IT'S HARSH OUT THERE

Overall, how happy are your employees about returning to the workplace?

Comfortable



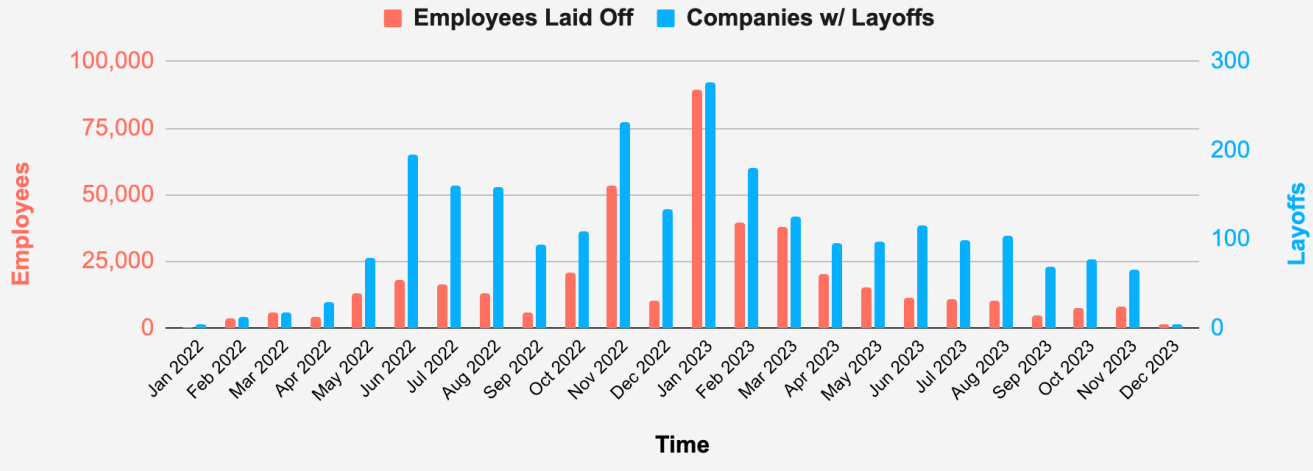
Happy



# IT'S HARSH OUT THERE

## Tech layoffs in 2022-2023

Source: <https://layoffs.fyi>



*Since the layoffs, how would you describe your personal feelings?*

Abandoned Abused Aggressive Agony Alone **Anger**  
**Anxiety** Ashamed Betrayed Brokenhearted Conflicted  
Disengaged Disgusted Dissatisfied Empty **Exhausted** Fear Furious  
**Guilt** Grateful Hopeful Hopeless **Hurt** Ineffective  
Joyless **Lonely** Lucky Nothing Numb  
**Overworked** Pessimistic **Sad** **Upset**  
Worthless

Source: **LEADERSHIP IQ**



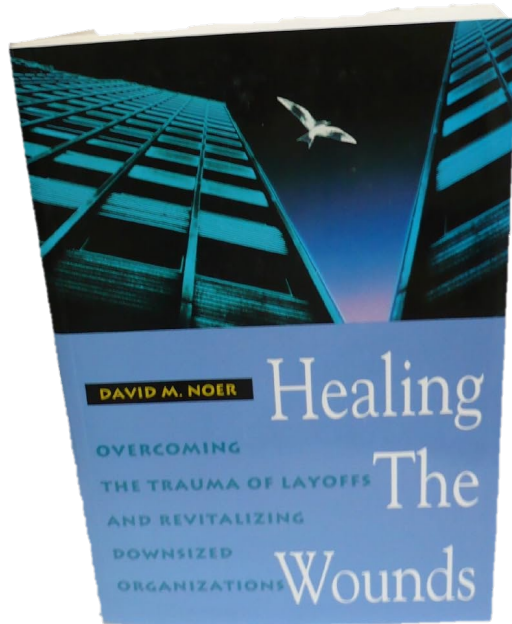


Survivor guilt or survivor's guilt (but also survivor syndrome, survivor's syndrome, survivor disorder and survivor's disorder) is a mental condition that occurs when a person believes they have done something wrong by surviving a traumatic or tragic event when others did not.

W Wikipedia  
[https://en.wikipedia.org › wiki › Survivor\\_guilt](https://en.wikipedia.org/wiki/Survivor_guilt) ⋮

Survivor guilt - Wikipedia





***LAYOFF  
SURVIVOR  
SICKNESS***



Data from a survey conducted by BizReport on November 22–27 of 2162 decision-makers in layoffs, layoff victims, and layoff survivors

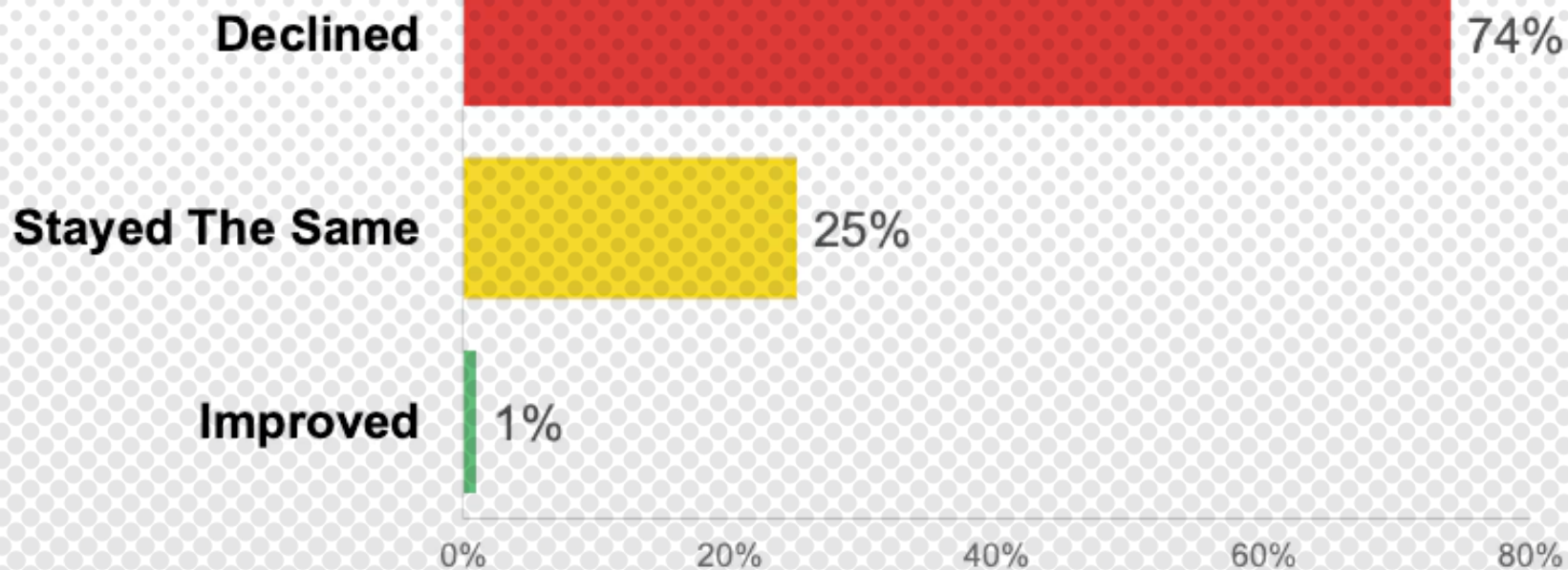


# 71%

of layoff survivors say their work motivation has declined since the layoff.



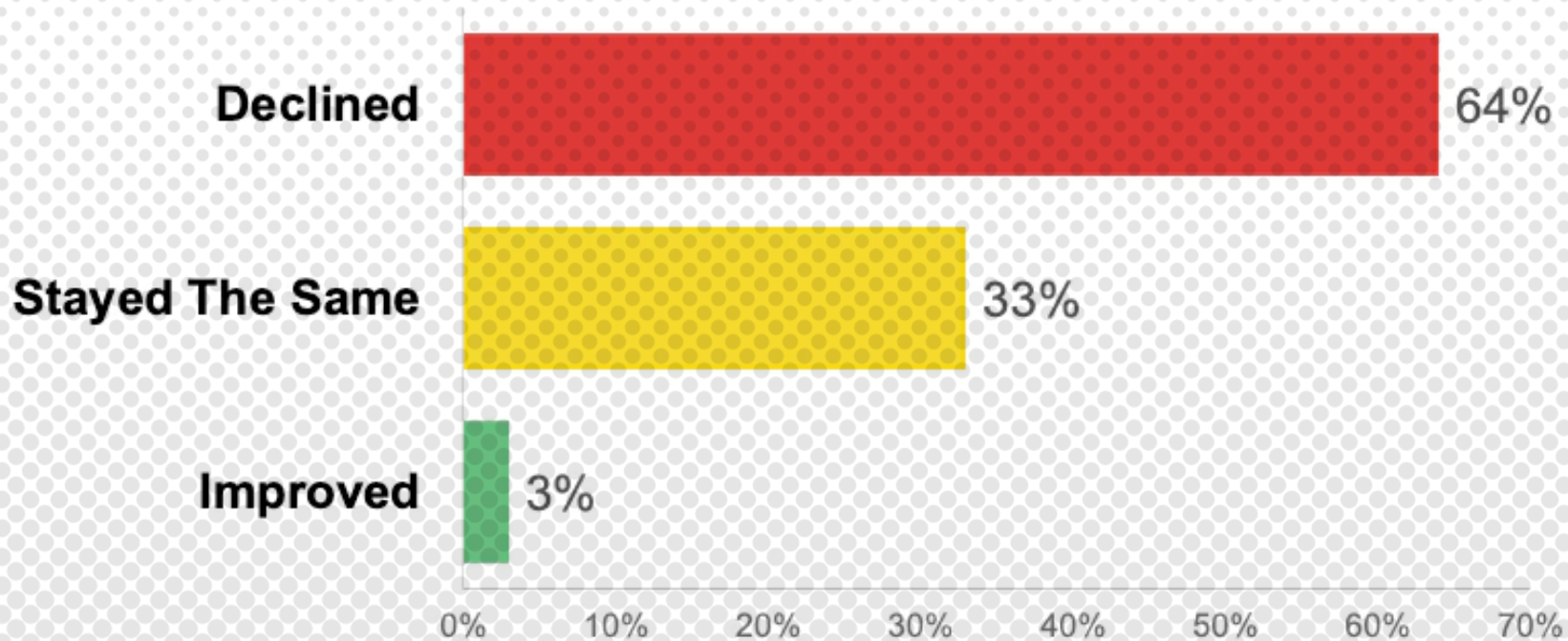
## *Since the layoffs, my personal productivity has...*



Source: **LEADERSHIP IQ**



*Since the layoffs, from what I've seen, the productivity of my coworkers has...*



Source: **LEADERSHIP IQ**





65%

of layoff survivors say they are  
overworked since the layoff.



## **Spotify's Share Price Jumps 7.5% On Layoff News**

The company's announcement that it would cut 17% of its global workforce added \$2.6 billion to the streaming giant's market capitalization.





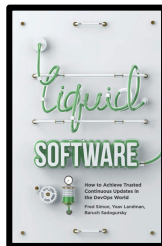
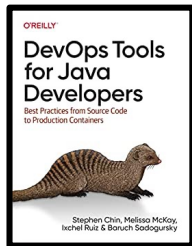
***HAPPINESS OR  
PRODUCTIVITY?***

Pick two.



# ***BARUCH SADOGURSKY - @JBARUCH***

- × Developer Productivity Advocate
- × Gradle Inc
- × Development → DevOps → #DPE



## ***SHOWNOTES***

- × [speaking.jbaru.ch](https://speaking.jbaru.ch)
- × Slides
- × Video
- × All the links!



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***#DPE***

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#DPE

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# ***FIVE WAYS TECH DEBT COMPROMISE YOUR BUSINESS***



**Customer  
experience**



**Operational  
costs**



**Revenue  
leakage**



**Talent  
retention**



**Brand  
reputation**





***ANALYSIS  
PARALYSIS***



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# Builds and Tests are Slow!

90% of surveyed IT organizations experienced challenges with too much time spent waiting on build and test feedback.



✓ Validated

Published: Sep. 25, 2023 TVID: AE3-632-6FE

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**#TIS**

**#DPE**

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TechValidate  
by SurveyMonkey

# Development Pains are Widespread

Which of the following challenges or pain points did your organization experience prior to implementing Developer Productivity Engineering?

Too much time spent waiting on build and test feedback either locally or during CI

84%

Inability to easily troubleshoot and determine the root cause of build, test and CI failures including flaky tests

65%

Insufficient observability of analytics on build and test performance and regressions, failure trends, and productivity bottlenecks

59%



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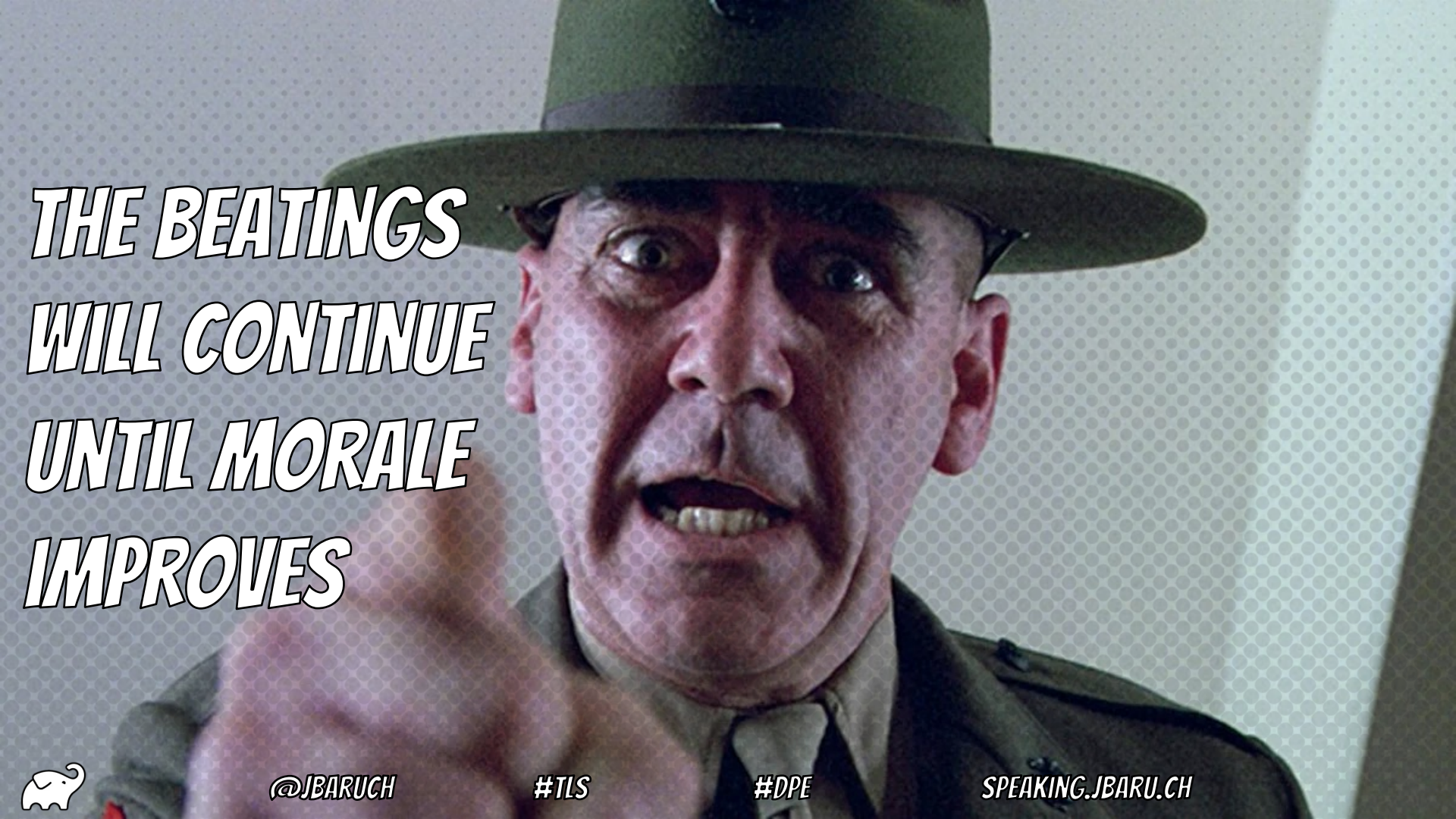
#TSL

#DPE

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# Bungie Devs Say Atmosphere Is 'Soul-Crushing' Amid Layoffs, Cuts, and Fear of Total Sony Takeover

Along with the recent layoffs, this has resulted in a massive decay in morale within the company, according to IGN's sources, one of whom told us that the mood within the studio has been "soul-crushing" over the last month. And it doesn't sound like management is making any significant efforts toward improving the atmosphere, either. According to those still with the company, employee frustration and sadness in the days and weeks following the layoffs was met with a surprising amount of indifference or even outright flippancy or hostility from management. Several people we spoke to told us that leaders had reiterated, across multiple meetings, that they couldn't guarantee there wouldn't be more layoffs, with two specifically [confirming previous reports](#) that chief people officer Holly Barbacovi outright stating that layoffs were a "lever" the company would pull again.

A close-up photograph of a man in a military uniform, wearing a green campaign hat. He has a wide-eyed, shocked, or intense expression on his face, with his mouth slightly open. The background is a plain, light-colored wall with a subtle grid pattern.

***THE BEATINGS  
WILL CONTINUE  
UNTIL MORALE  
IMPROVES***



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*THE CARROT AND  
THE STICK  
CLASSIC!*

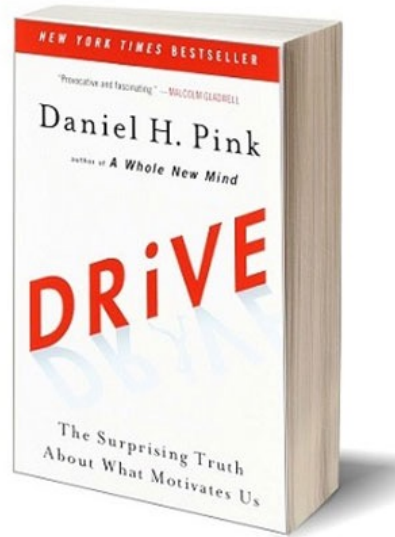


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3 FACTORS LEAD TO BETTER  
PERFORMANCE & PERSONAL  
SATISFACTION...

AUTONOMY  
MASTERY  
PURPOSE



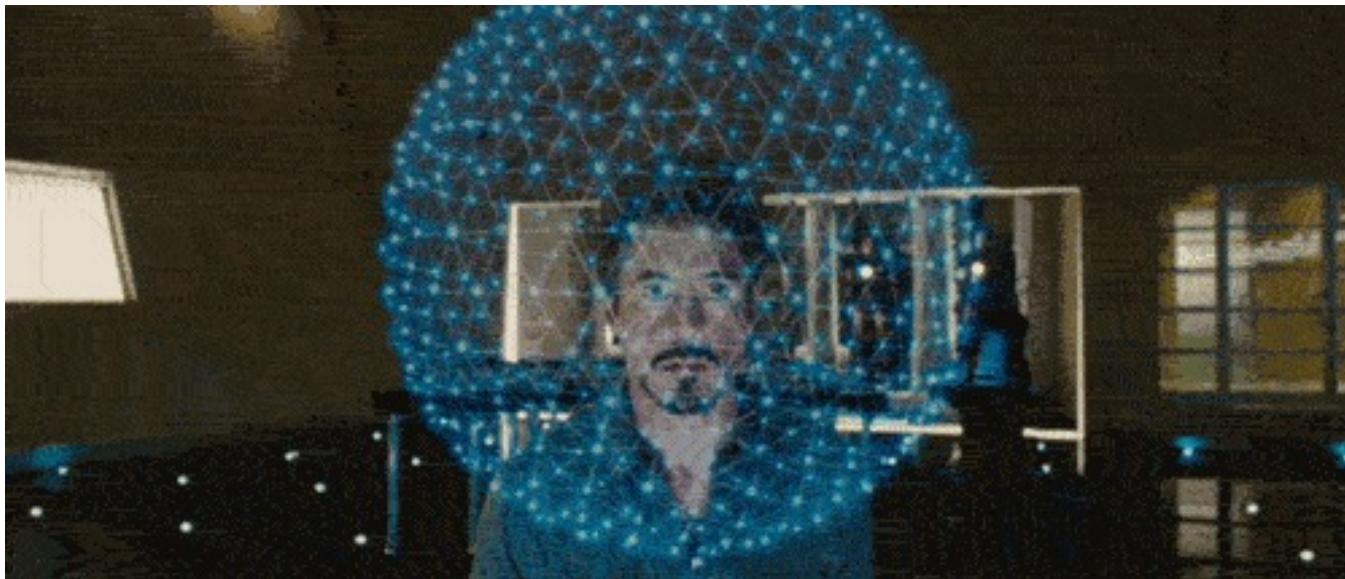
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# ***DEVELOPER PRODUCTIVITY ENGINEERING!***



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# ***DEVELOPER PRODUCTIVITY ENGINEERING***

Foster Faster Feedback

Collaborate through  
Effective Tooling

Embrace Rigorous  
Observability for  
Proactive Improvement

Eliminate Toil for  
Developers

Prioritize Automation  
and Eliminate  
Bottlenecks

Dedicated  
Organizational Mindset

Outcomes Over Output



# ***DEVELOPER PRODUCTIVITY == A/M/P == MOTIVATION***

Autonomy → Tools and people aren't in my way

Mastery → Tools and processes help me to excel

Purpose → I want to be *productive*, i.e. create the product



# ***DEVELOPER PRODUCTIVITY ENGINEERING***

Foster Faster Feedback



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***#DPE***

***SPEAKING.JBARU.CH***

***DON'T RUIN THE FLOW***



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**#TIS**

**#DPE**

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***"THE BUILD TAKES FOREVER, I  
AM DISTRACTED TO DO OTHER  
THINGS AND THE CONTEXT  
SWITCH IS TERRIBLE"***

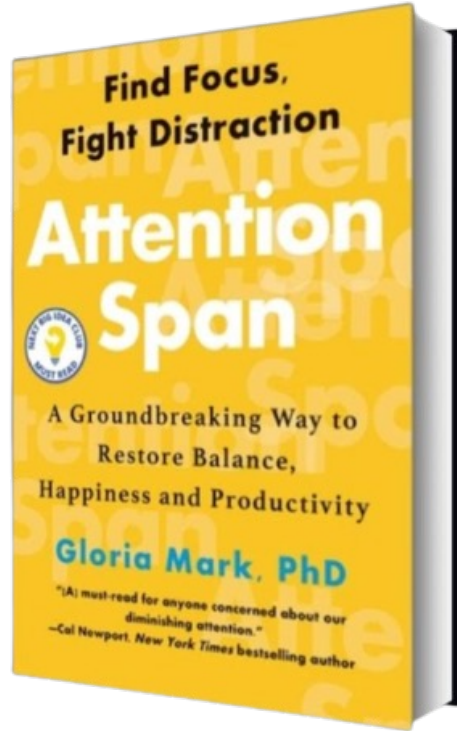


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***#TIS***

***#DPE***

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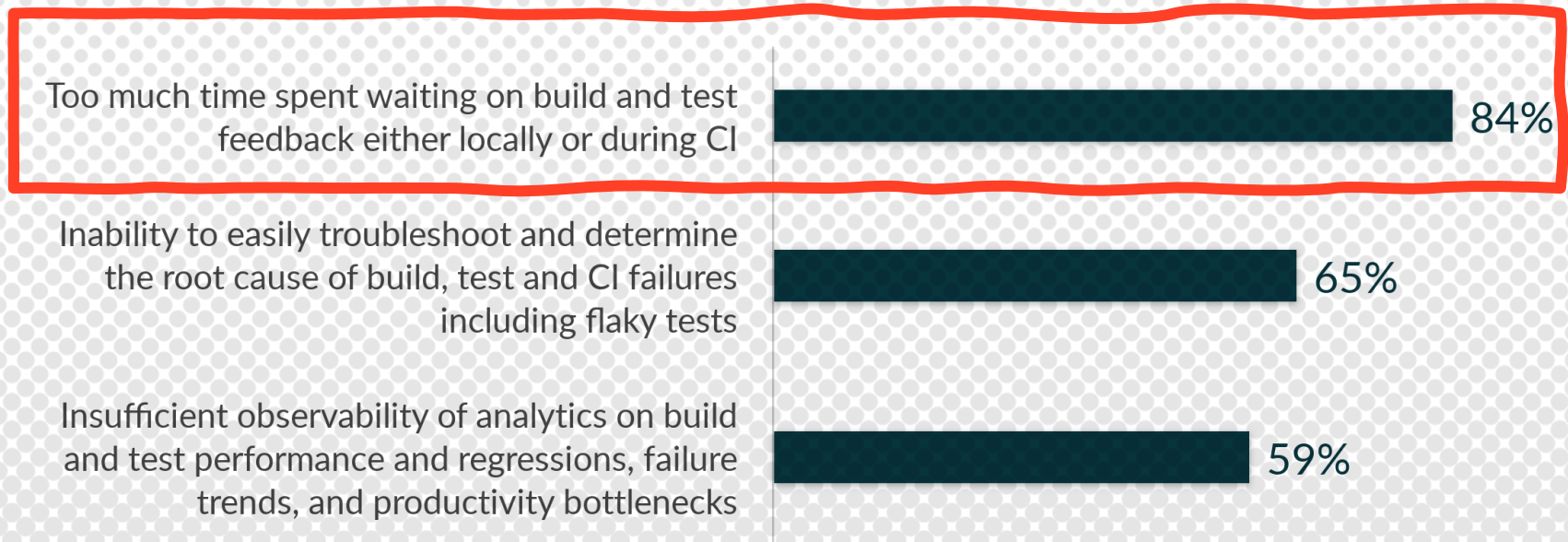
Is **email** stealing your focus?  
The average person checks their email  
**77 times** a day.

Our attention span has dwindled  
to about **47 SECONDS**  
on any screen.

It takes **25 minutes** to return focus  
to a task after interruption.

# Development Pains are Widespread

Which of the following challenges or pain points did your organization experience prior to implementing Developer Productivity Engineering?



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# ***DEVELOPER PRODUCTIVITY ENGINEERING***

Eliminate Toil for  
Developers

Prioritize Automation  
and Eliminate  
Bottlenecks



# ***DON'T FRUSTRATE THE DEVELOPERS***



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***"WE HAVE A FLAKY TEST, IT IS  
IRRELEVANT 99.5% OF THE  
TIME, BUT IT ALWAYS RUNS AND  
IT IS LAST IN THE SUITE"***



**@JBARUCH**

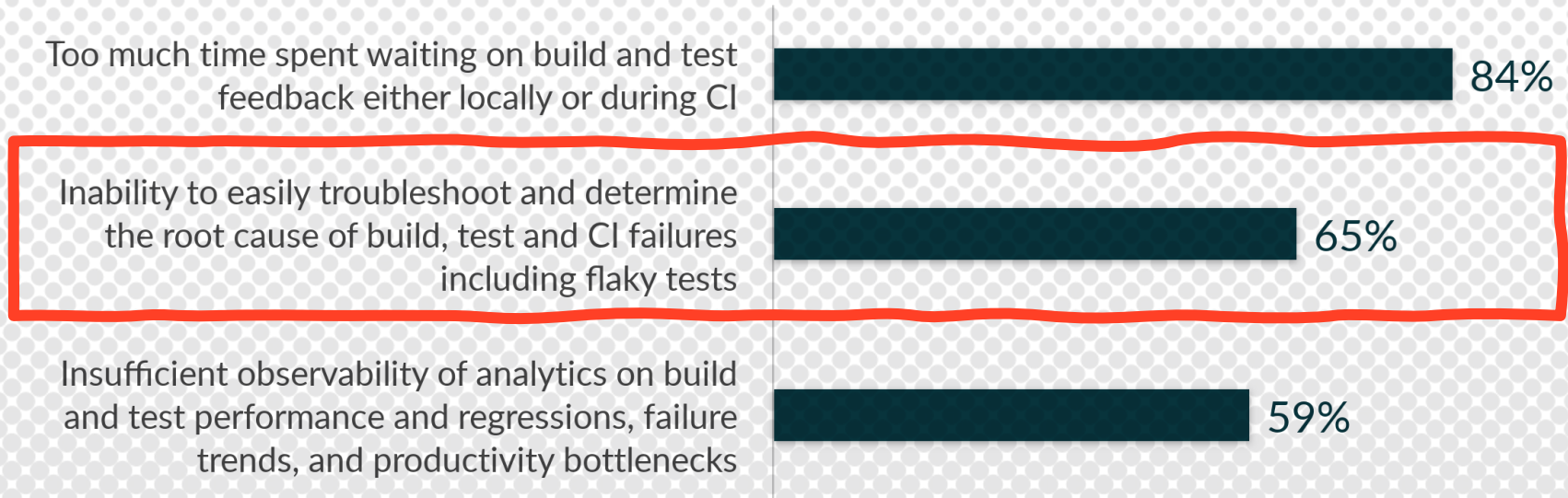
**#TLS**

**#DPE**

**SPEAKING.JBARU.CH**

# Development Pains are Widespread

Which of the following challenges or pain points did your organization experience prior to implementing Developer Productivity Engineering?



# ***DEVELOPER PRODUCTIVITY ENGINEERING***

Embrace Rigorous  
Observability for  
Proactive Improvement

Outcomes Over Output



***DON'T BOIL THE FROG***



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#DPE

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***"I HAVE A FEELING THAT  
EVERYTHING IS SLOWER  
SOMEHOW..."***

***@JBARUCH***

***#TIS***

***#DPE***

***SPEAKING.JBARU.CH***



# Development Pains are Widespread

Which of the following challenges or pain points did your organization experience prior to implementing Developer Productivity Engineering?

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59%



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*#TLS*

*#DPE*

*SPEAKING.JBARUCH*



# ***DEVELOPER PRODUCTIVITY ENGINEERING***

Collaborate through  
Effective Tooling

Eliminate Toil for  
Developers

Outcomes Over Output



# ***COLLABORATE EFFECTIVELY***



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***"PEOPLE SEND ME  
SCREENSHOTS OF EXCEPTION  
MESSAGES"***

***@JBARUCH***

***#TLS***

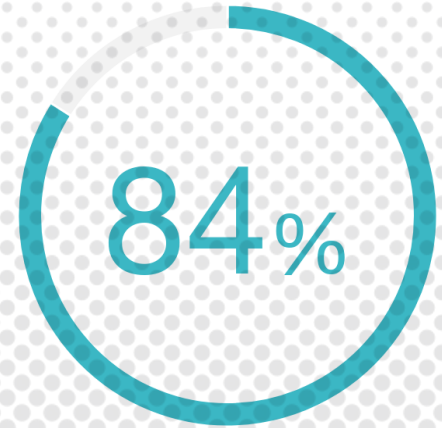
***#DPE***

***SPEAKING.JBARU.CH***



# DPE Dramatically Improves Productivity

Almost every surveyed IT organization agreed that “Since integrating Developer Productivity Engineering into our development process, the time savings we experienced on build and test cycle times have dramatically improved developer productivity.”



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#TIS

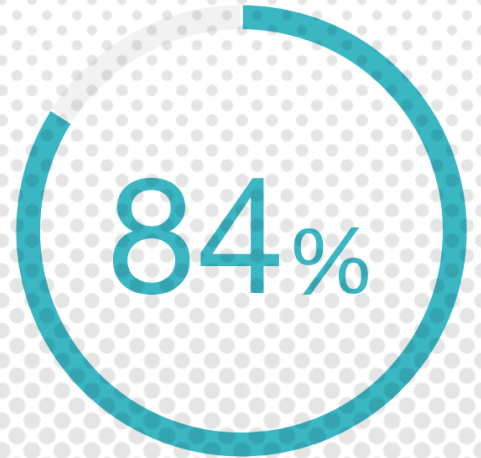
#DPE

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TechValidate  
by SurveyMonkey

# DPE Fosters Developer Joy

84% of surveyed users agree that DPE's impact on their toolchain makes their job more enjoyable.



✓ Validated

Published: Sep. 25, 2023 TVID: 930-05A-A5F

TechValidate  
by SurveyMonkey



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*#TIS*

*#DPE*

*SPEAKING.JBARUCH*

# ***DEVELOPER PRODUCTIVITY ENGINEERING***

Dedicated  
Organizational Mindset

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*#TLS*

*#DPE*

*SPEAKING.JBARU.CH*



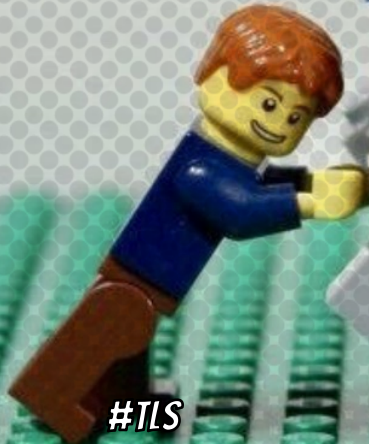
# Should we try DPE?

Hiring freeze!

Budget cuts!



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#TIS



#DPE

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# Should we try Agile and DevOps?

Hiring freeze!

Budget cuts!



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#TLS



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# AGILE/DEVOPS VS DPE

	<i>AGILE/DEVOPS</i>	<i>DPE</i>
<i>OUTCOME</i>	The product	More productive work
<i>URGENCY</i>	On everybody's minds	Slips away
<i>ORG STRUCTURE</i>	Organizational culture	Specialized team





***THE BEST DPE ORGANIZATIONS  
BUILD FOCUSED TEAMS***




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***#TIS***

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[HOME](#)
[BROWSE JOBS](#)
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[LIFE AT SNOWFLAKE](#)

## ENGINEERING MANAGER - DEVELOPER PRODUCTIVITY ENGINEERING


San Mateo, California, USA  
 Engineering 2500

[LinkedIn](#) Careers
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## Productivity & IT


Build and refine the technology, tools, and systems our employees need to succeed. Our Productivity and IT team includes Developer Productivity and Enterprise Productivity.

[See team jobs](#)





## Senior Software Engineer - Platforms and Engineering Productivity

Microsoft · Mountain View, CA (Remote) · 1 day ago · 58 applicants

 \$112,000/yr - \$238,600/yr (from job description) · Full-time

 10,001+ employees · Software Development

 79 connections work here · 1 company alum works here · 59 school alums

 Skills: Continuous Delivery (CD), Customer-Focused Selling, +8 more

 View verifications related to this job post. [Show all](#)


## How We Improved Developer Productivity for Our DevOps Teams


 August 27, 2020  
 Published by Maria Jernström and Jason Palmer

Spotify R&D




Across Spotify, our teams diligently strive to fulfill our mission to “unlock the potential of human creativity by giving millions of creative artists the opportunity to live off their work, and billions of fans the opportunity to enjoy the music they love.”

 JOBS




## Senior Fullstack Software Engineer, Developer Productivity

Remote, United States   Remote, United States  
 Partnership


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## Cloud - Tech Lead, Engineering Productivity

[Apply](#)



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***BUT WE REALLY  
DON'T HAVE THE  
BUDGET FOR IT!***



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#DPE

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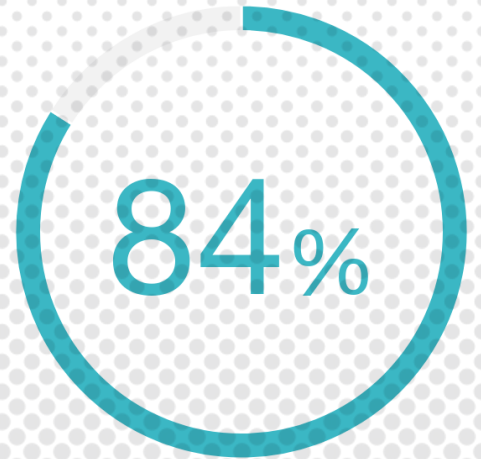
## ***NON-PRODUCT (A.K.A. INFRASTRUCTURE TEAMS)***

- × “DevOps Team”
- × “Platform Team”
- × “Core Services Team”
- × “Infrastructure Team”
- × “Build, CI/CD and Release Team”



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by SurveyMonkey



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**HOW ABOUT**

**NEW TEAM NAME:**

**"DEVELOPER JOY TEAM"**



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***OK, MAYBE...  
BUT HOW DO  
WE MEASURE?!***



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#DPE

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March 6, 2021

**Volume 19, issue 1**



# The SPACE of Developer Productivity

**There's more to it than you think.**

**Nicole Forsgren, GitHub**  
**Margaret–Anne Storey, University of Victoria**  
**Chandra Maddila, Thomas Zimmermann, Brian Houck, and Jenna Butler, Microsoft Research**

Developer productivity is complex and nuanced, with important implications for software development teams. A clear understanding of defining, measuring, and predicting developer productivity could provide organizations, managers, and developers with the ability to make higher–quality software—and make it more efficiently.

Developer productivity has been studied extensively. Unfortunately, after decades of research and practical development experience, knowing how to measure productivity or even define developer productivity has remained elusive, while myths about the topic are common. Far too often teams or managers attempt to measure developer productivity with simple metrics, attempting to capture it all

**@JBARUGH** eric that matters **#TIS**

**#DPE**

**SPEAKING.JBARUGH**



## ***MEASURING PRODUCTIVITY AND JOY (GOOD LUCK)***

- × Satisfaction
- × Performance
- × Activity
- × Communication/Collaboration
- × Efficiency and Flow



# MEASURING PRODUCTIVITY AND JOY (GOOD LUCK)

Table 4: How ICs and managers define productivity. The differences with how they defined productivity in terms of performance (P) and activity (A) are statistically significant (\*).

	ICs define own productivity	Managers define team's productivity	
S	■ 8%	■ 9%	
P	■ 35%	■ 67%	(*)
A	■ 50%	■ 21%	(*)
C	■ 24%	■ 33%	
E	■ 38%	■ 45%	



# ***QUANTITATIVE AND QUALITATIVE METRICS***



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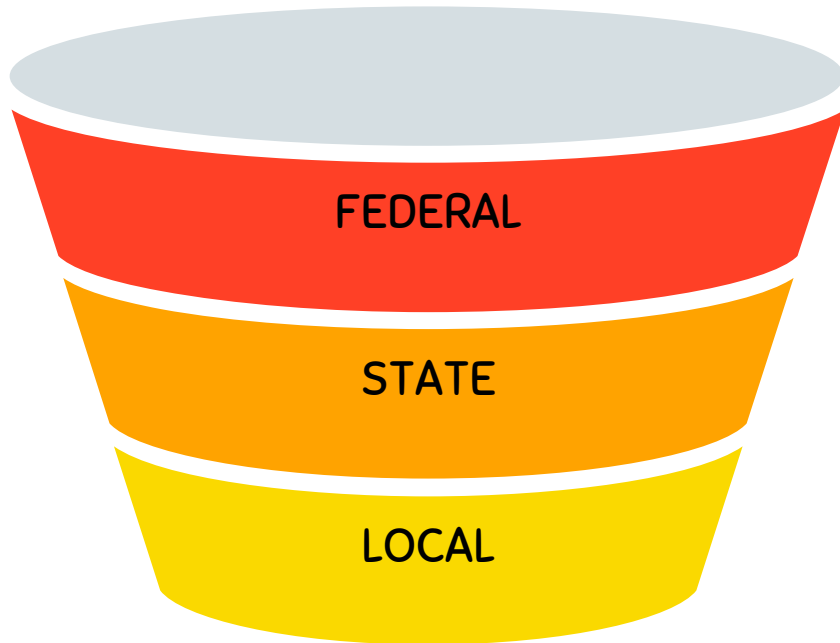
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## ***DPE METRICS***

- × The biggest problem with measuring productivity is defining productivity
- × Different types of developers have different workflows and tooling needs
- × Different types of problems can and should be solved on different levels





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# **METRIC-BASED DPE IMPLEMENTATION**



## ***ENGINEER YOUR ENGINEERS' SUCCESS WITH DPE***

- × It improves morale
- × It covers productivity gaps
- × It's the right thing to do for both the employees and the business
- × But it requires an organizational mindset and a dedicated effort!
- × It's hard to measure because it's a human problem





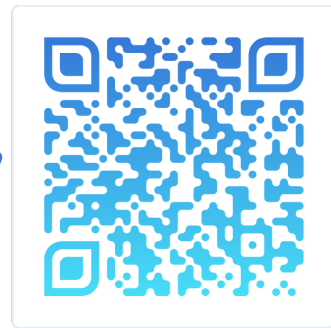
## ***ENGINEER YOUR ENGINEERS' SUCCESS WITH DPE***

- × Ask your developers
- × Define scope
- × Prioritize and don't try to boil the ocean
- × Use existing infrastructure resources
- × Use small wins to promote the cause



## ***LEARN MORE AND TRY IT TODAY!***

- × Take the Gradle/Maven Speed Challenge!
- × Be DPE Agent of Change!
- × Read the DPE Handbook!
- × Watch the DPE Summit videos!



*Scan me*

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***#DPE***

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# Q&A AND SOCIAL ADS



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- × #TLS
- × #DPE
- × SPEAKING.JBARU.CH