Developer Thriving:
Why developers deserve more than satisfaction

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Developer Satisfaction \[\rightarrow\] Developer Productivity

E.g. Storey et al., 2021
## Developer Satisfaction

### What we *Want* it to Mean
- I feel motivated!
- I belong here!
- This is fulfilling!

### What it *Actually* Means
- This is fine... I guess
- I like this enough.
- I am happy here

### How companies increase it
- Magically happens
- Swag
- Gamification
Developers deserve better.
What is developer thriving?
Developer • Thriving • Scale

**Agency**
Have a voice in how contributions & success are measured & defined.

**Belonging**
Feel accepted for who I am & supported to grow

**Learning Culture**
Feel like learning, including mistakes, is celebrated and can be shared with others

**Self-Efficacy & Motivation**
Perceived ability to work, succeed, and solve problems; Able to see tangible progress
Why aim for developer thriving?
Aim for Developer Thriving

- Directly increases productivity
- Improve retention
- Help your team and others see their value

\[ F(1, 559) = 128.5, \ R^2 = .19, \ \beta = .44, \ p < .001 \]
How do you increase developer thriving?
Visibility & Value

When developers feel like their work is seen, recognized, and valued, they experience greater thriving.

“[in a feature demo] the credit was always given [to me as the engineer] and I think that gave me a huge sense of not only like ownership, but it's also quite empowering...” - IC
Healthy • Metrics

Tracking performance in a team-driven way using metrics that work for that team’s context

“...along gender lines ... I've heard [people] talk about how the metrics have been equalizers for them compared to past development environments that they've been in.” - IC
Serial Mediation Model

Visibility & Value → Developer Thriving (.65***)
Healthy Metrics Use → Visibility & Value (.32***)
Healthy Metrics Use → Developer Productivity (.13**)

Developing Thriving → Developer Productivity (.24***)

*p ≤ .05
**p ≤ .01
***p ≤ .001

β = .16***
Serial Mediation Model

Healthy Metrics Use → Visibility & Value → Developer Thriving

Healthy Metrics Use → Developer Productivity

Visibility & Value → Developer Thriving

Developer Thriving → Developer Productivity

Correlation Coefficients:
- .32***
- .65***
- .12**
- .14*
- .24***
- .13**

Significance Levels:
- *p ≤ .05
- **p ≤ .01
- ***p ≤ .001
Serial Mediation Model

Visibility & Value → Developer Thriving

Healthy Metrics Use → Developer Productivity

Healthy Metrics Use → Visibility & Value

Visibility & Value → Developer Thriving

Developer Thriving → Developer Productivity

β = .05***

*p ≤ .05
**p ≤ .01
***p ≤ .001
DARE to do more

Diagnose for gaps in thriving

Agree on how you define and measure performance

Recognize and reward work and effort

Explore our report for more insights