

ACCELERATE **CHICAGO**

Craft software with confidence in 2026



AI as an Amplifier

State of AI-Assisted Software
Development







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Research into the capabilities that enable technology-driven teams and organizations to thrive.

Get better at getting better.

**More than a
decade of
research**

**DO
RA**

Performance

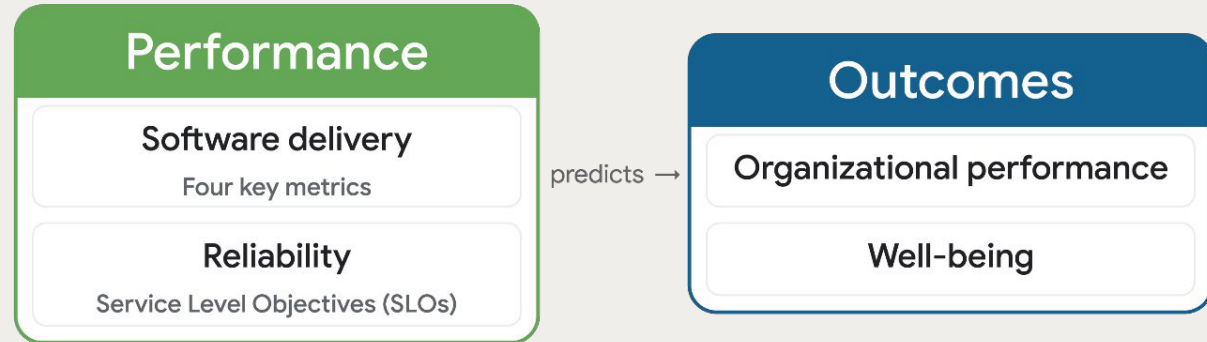
Software delivery

Four key metrics

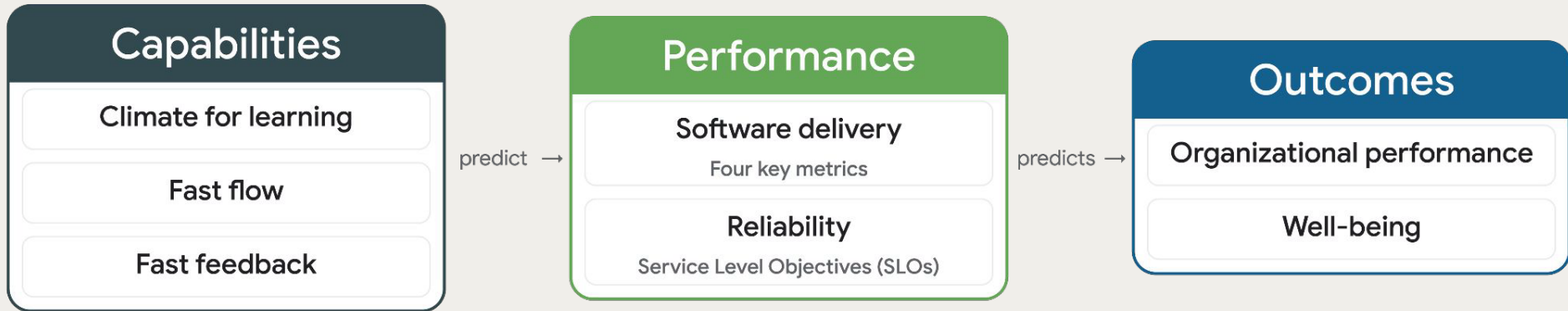
Reliability

Service Level Objectives (SLOs)

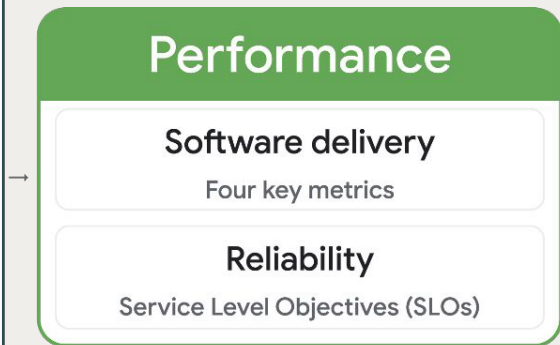
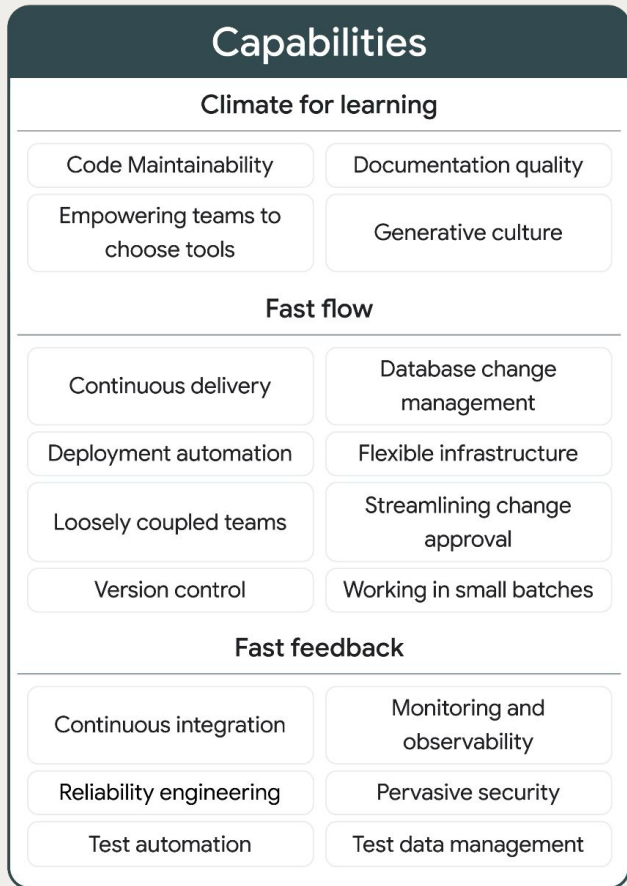
dora.dev/research



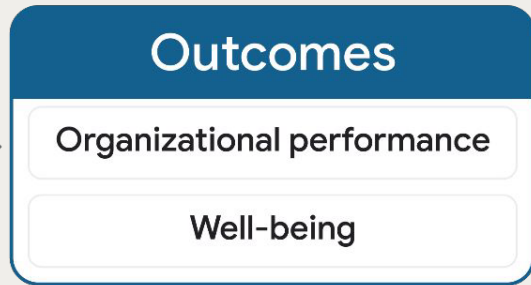
DORA Core model v2.1.0

**DO
RA** Core Modeldora.dev/research

DORA Core model v2.1.0



predicts →



dora.dev/research

DORA Core model v2.1.0

2025 Research

DORA's research is based on input from technology professionals from around the world.

- Nearly 5,000 survey responses*
- More than 100 hours of qualitative data



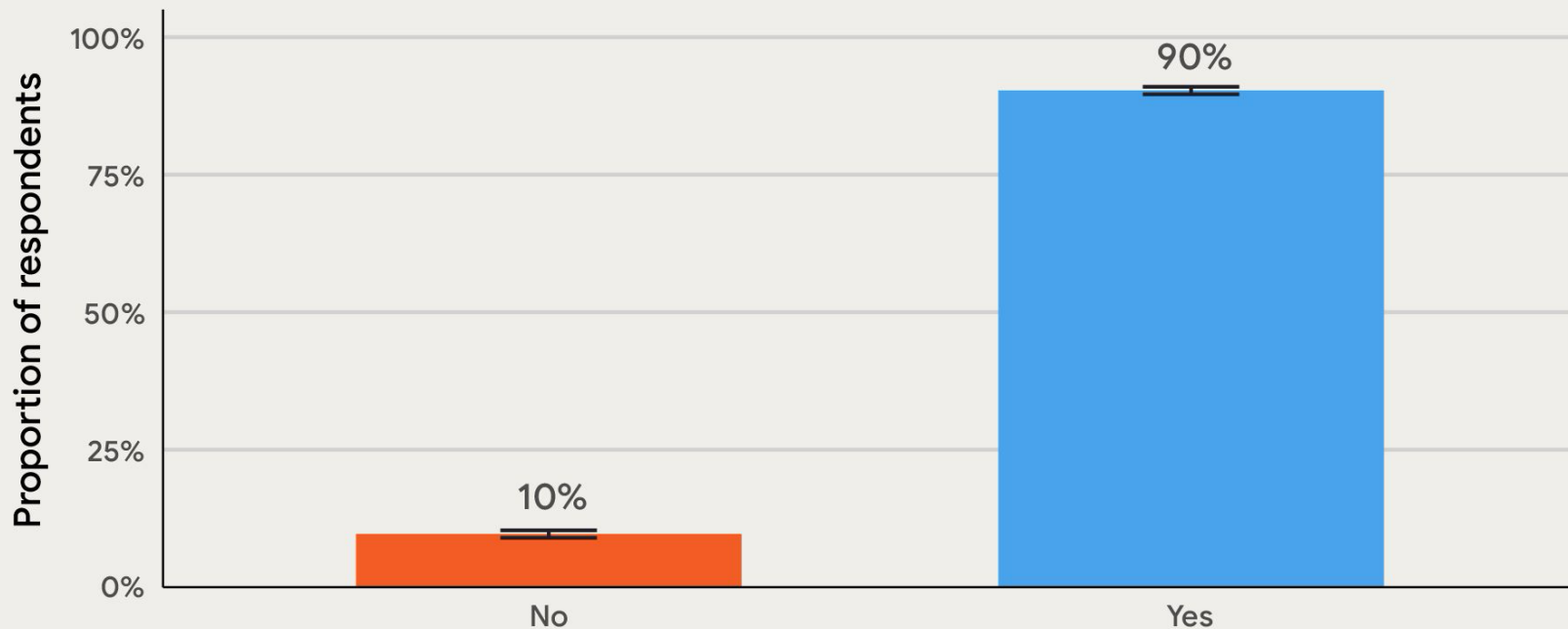
* The global survey was conducted between June 13 and July 21, 2025.



**AI adoption
and use**

AI adoption

Proportion of respondents who use AI at work

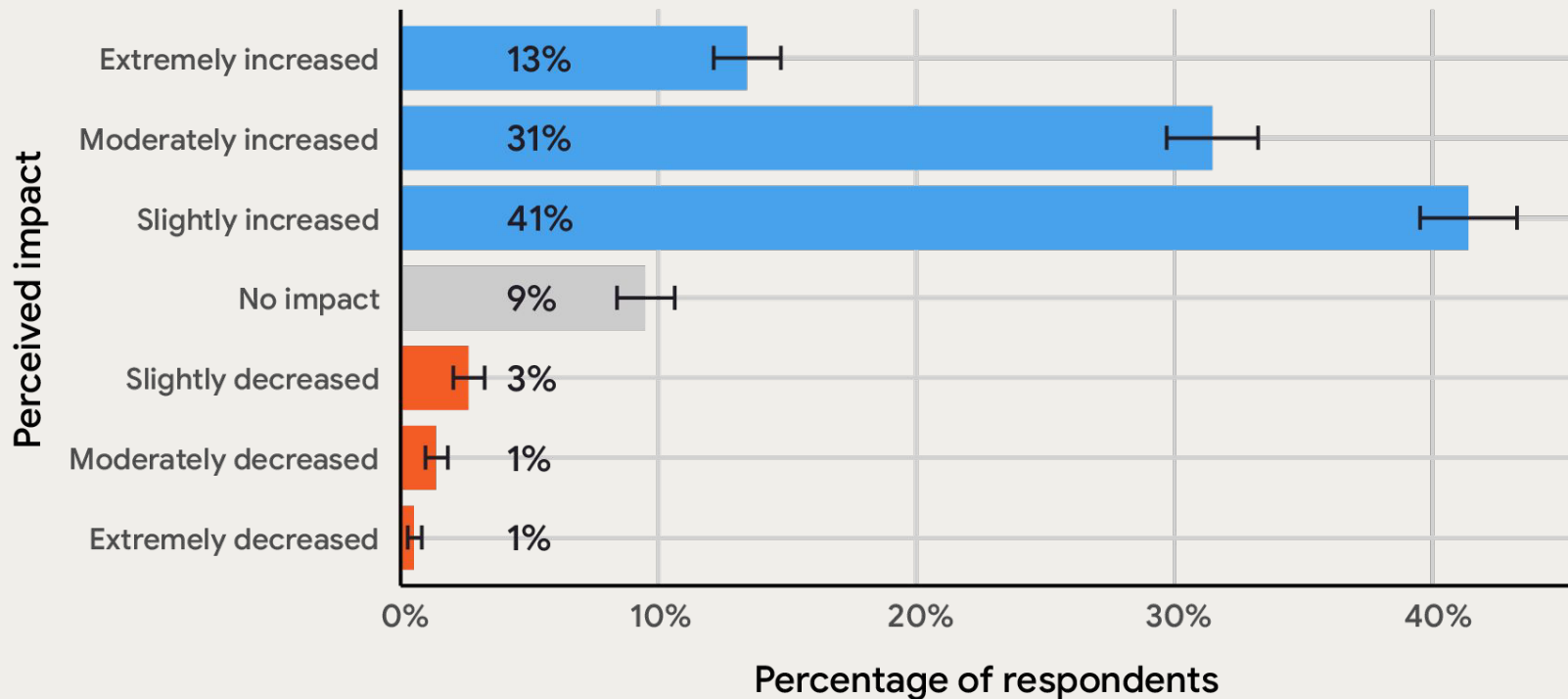


Error bars show the 89% credible interval.

Perceived impact on individual productivity

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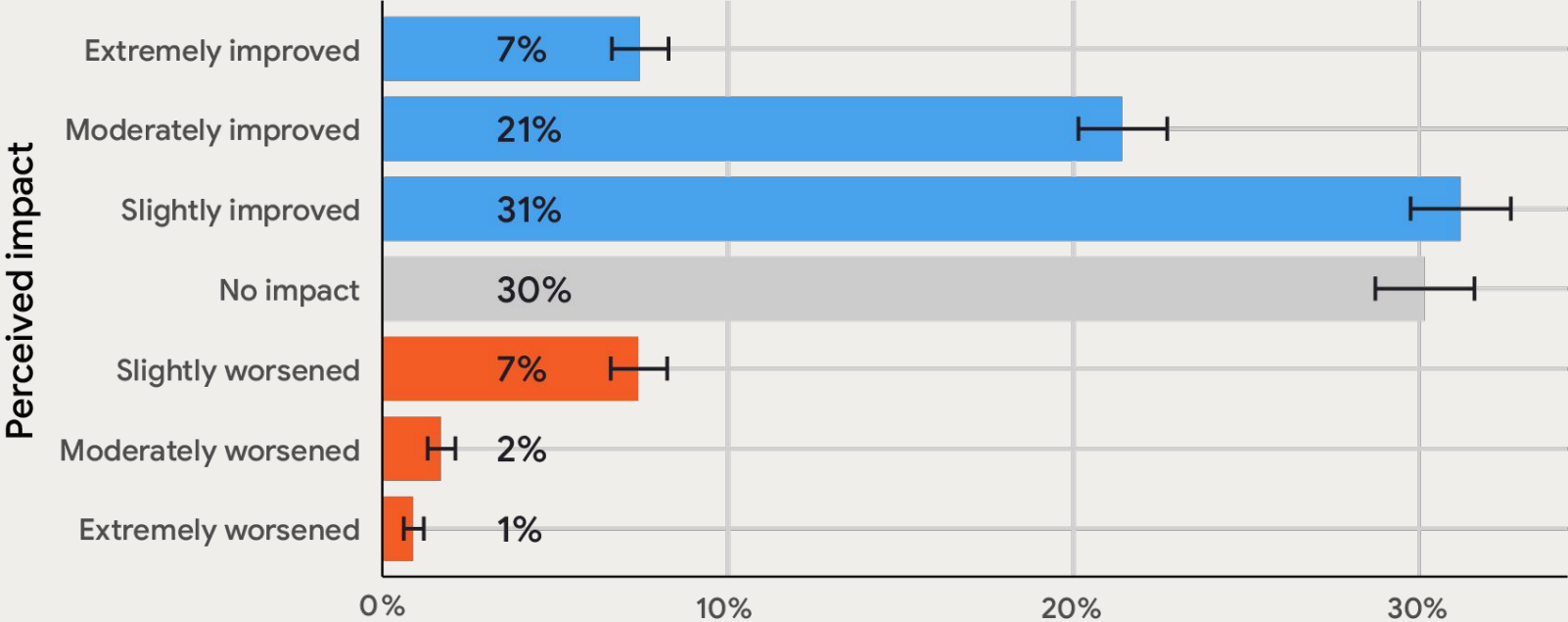
Respondents' assessment of how AI affects their productivity



Error bars show the 89% credible interval.

Perceived impact on code quality

Respondents' assessment of how AI affects their code quality



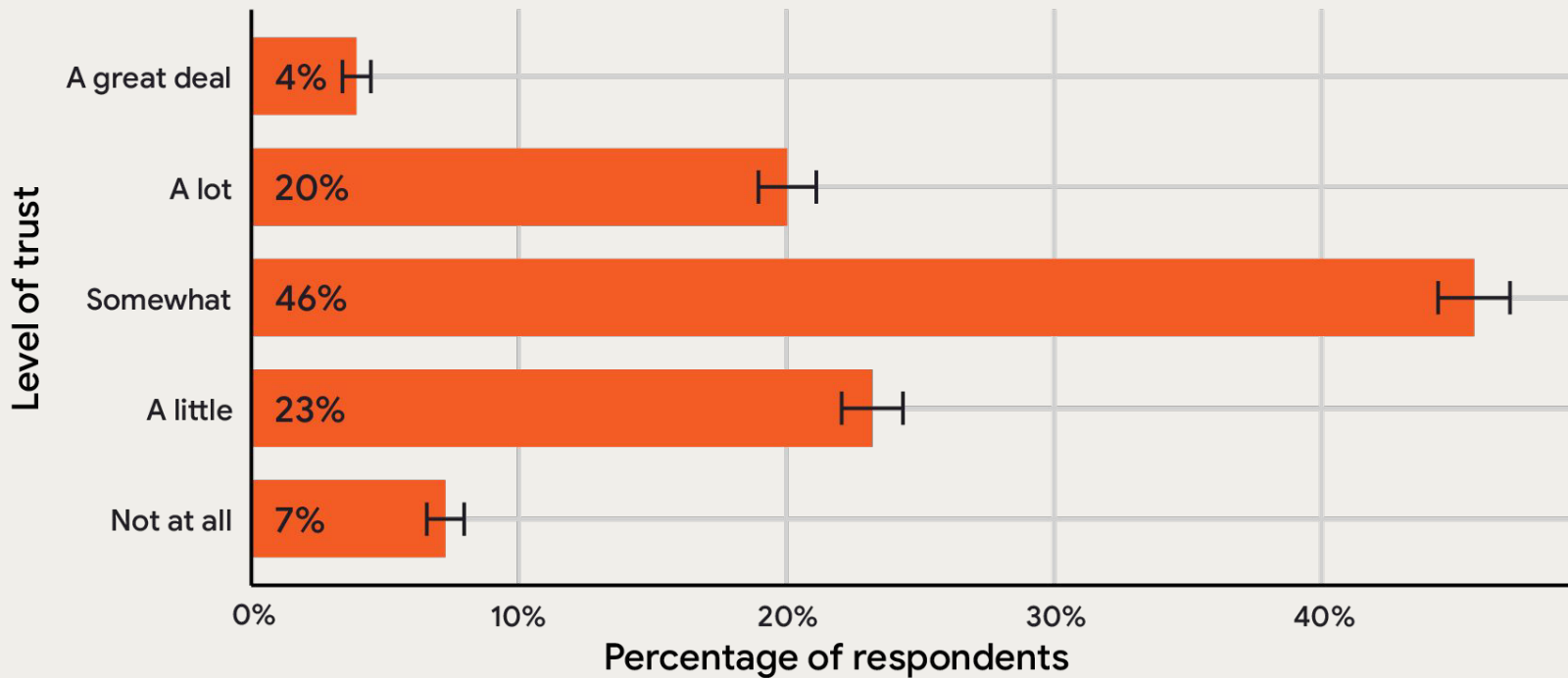
Percentage of respondents

Error bars show the 89% credible interval.

Trust in the quality of AI-generated output

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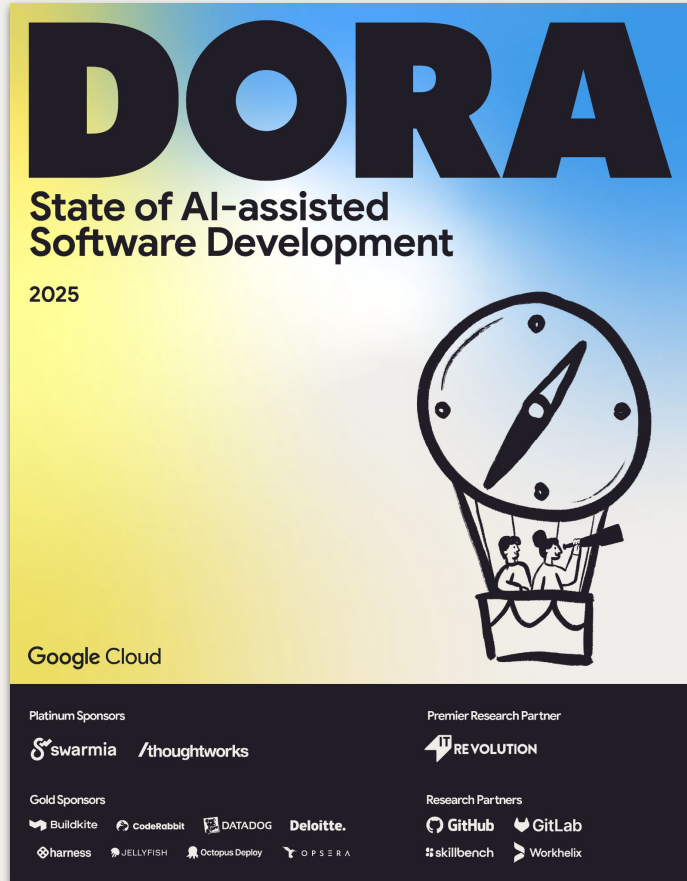
Distribution of trust levels among respondents



Error bars show the 89% credible interval.

Download the report

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dora.dev/dora-report-2025





**AI's primary role in
software development
is that of an amplifier.**

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**The greatest returns on
AI investment come
from a strategic focus
on the underlying
organizational system.**

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**Without this
foundation, AI creates
localized pockets of
productivity that are
often lost to
downstream chaos.**

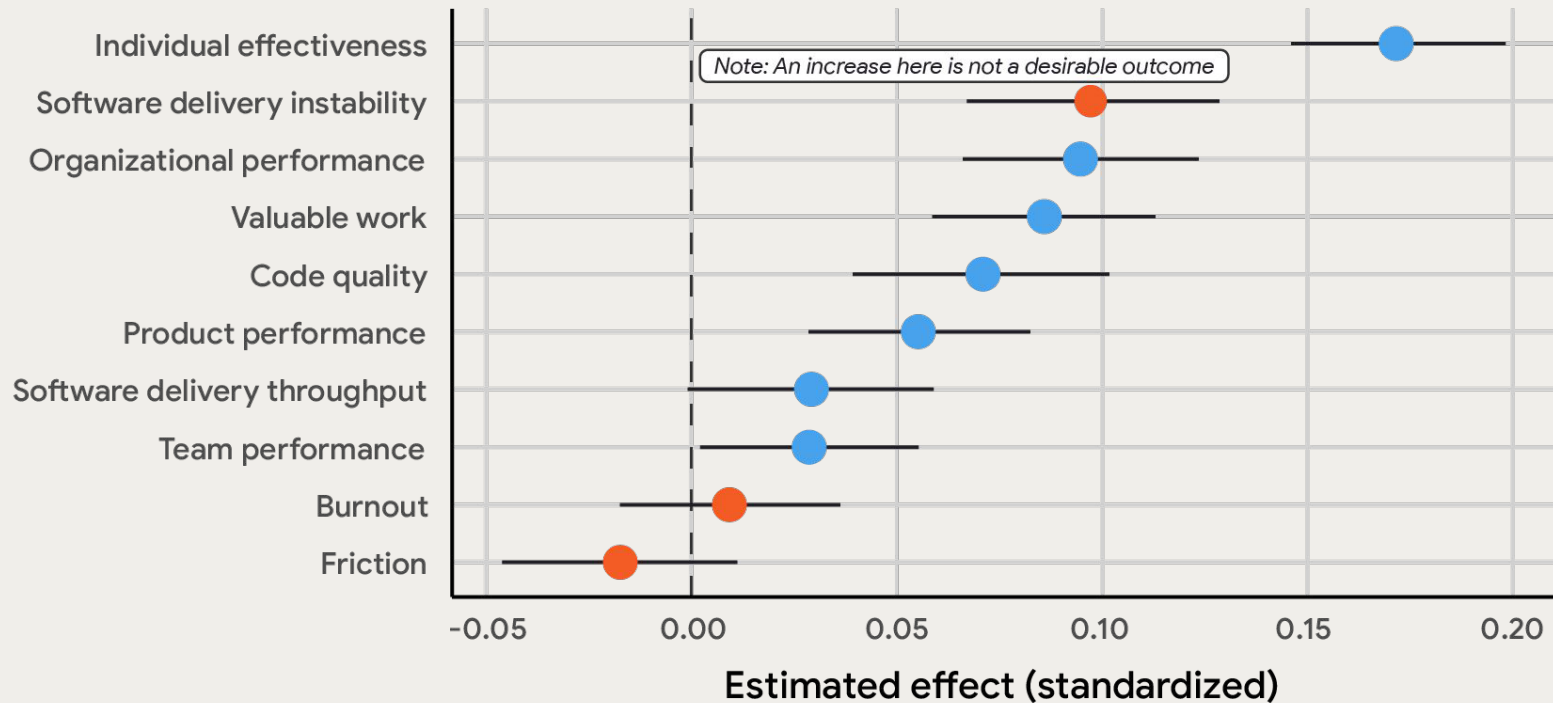
**DO
RA**



**Exploring AI's
relationship to
key outcomes**

AI's impact

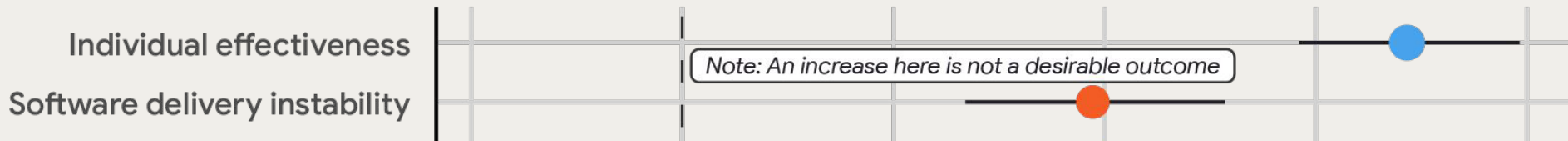
Estimated effect of AI adoption on key outcomes, with 89% credible intervals



For outcomes in orange (e.g., Burnout), a negative effect is desirable.

AI's impact

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Team performance

A look at seven team profiles

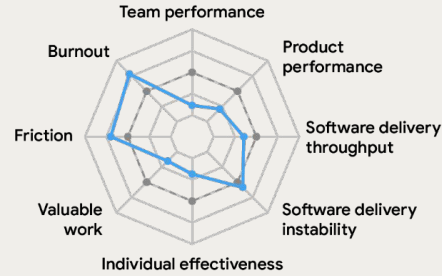
Look beyond software delivery performance

- Team performance
- Product performance
- Software delivery throughput
- Software delivery instability
- Individual effectiveness
- Time doing valuable work
- Friction
- Burnout

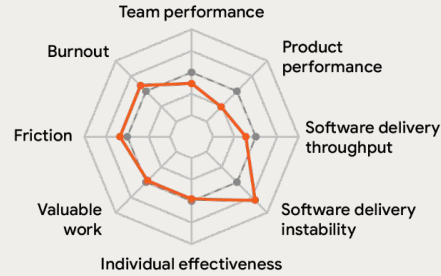
Seven unique team profiles

1. Foundational challenges (10%)
2. Legacy bottleneck (11%)
3. Constrained by process (17%)
4. High impact, low cadence (7%)
5. Stable and methodical (15%)
6. Pragmatic performers (20%)
7. Harmonious high-achievers (20%)

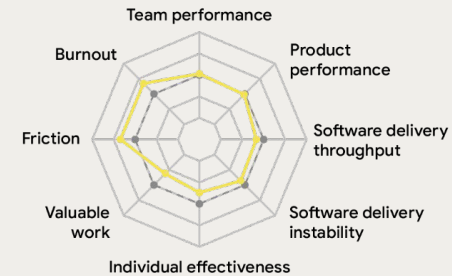
Cluster 1:
Foundational challenges



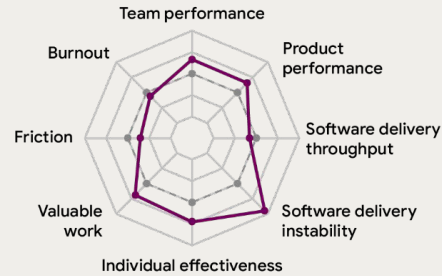
Cluster 2:
The legacy bottleneck



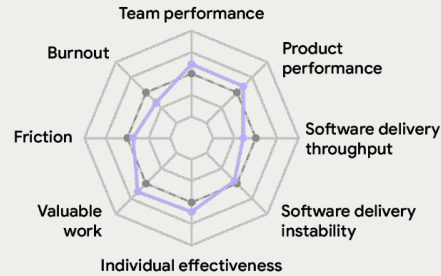
Cluster 3:
Constrained by process



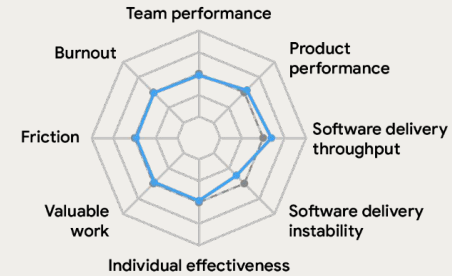
Cluster 4:
High impact, low cadence



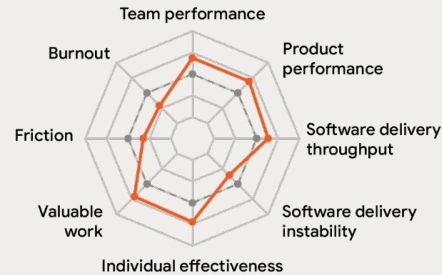
Cluster 5:
Stable and methodical



Cluster 6:
Pragmatic performers



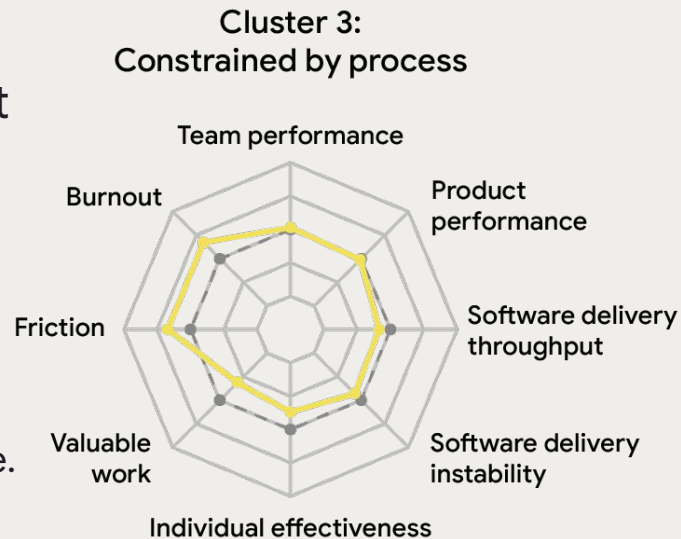
Cluster 7:
Harmonious high-achiever



Constrained by process

Teams are running on a treadmill. Despite working on stable systems, their effort is consumed by inefficient processes, leading to high burnout and low impact.

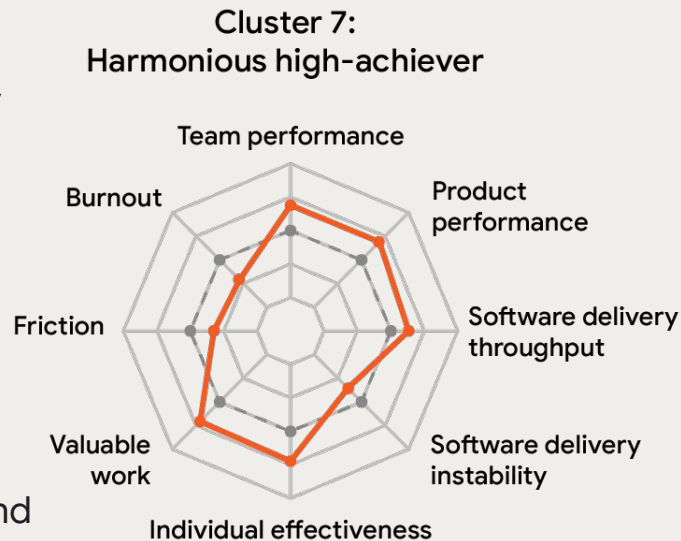
- 17% of respondents
- Low effectiveness and the creation of limited customer or business value.
- High reported levels of both burnout and friction.
- Software and operational environments are stable and reliable.



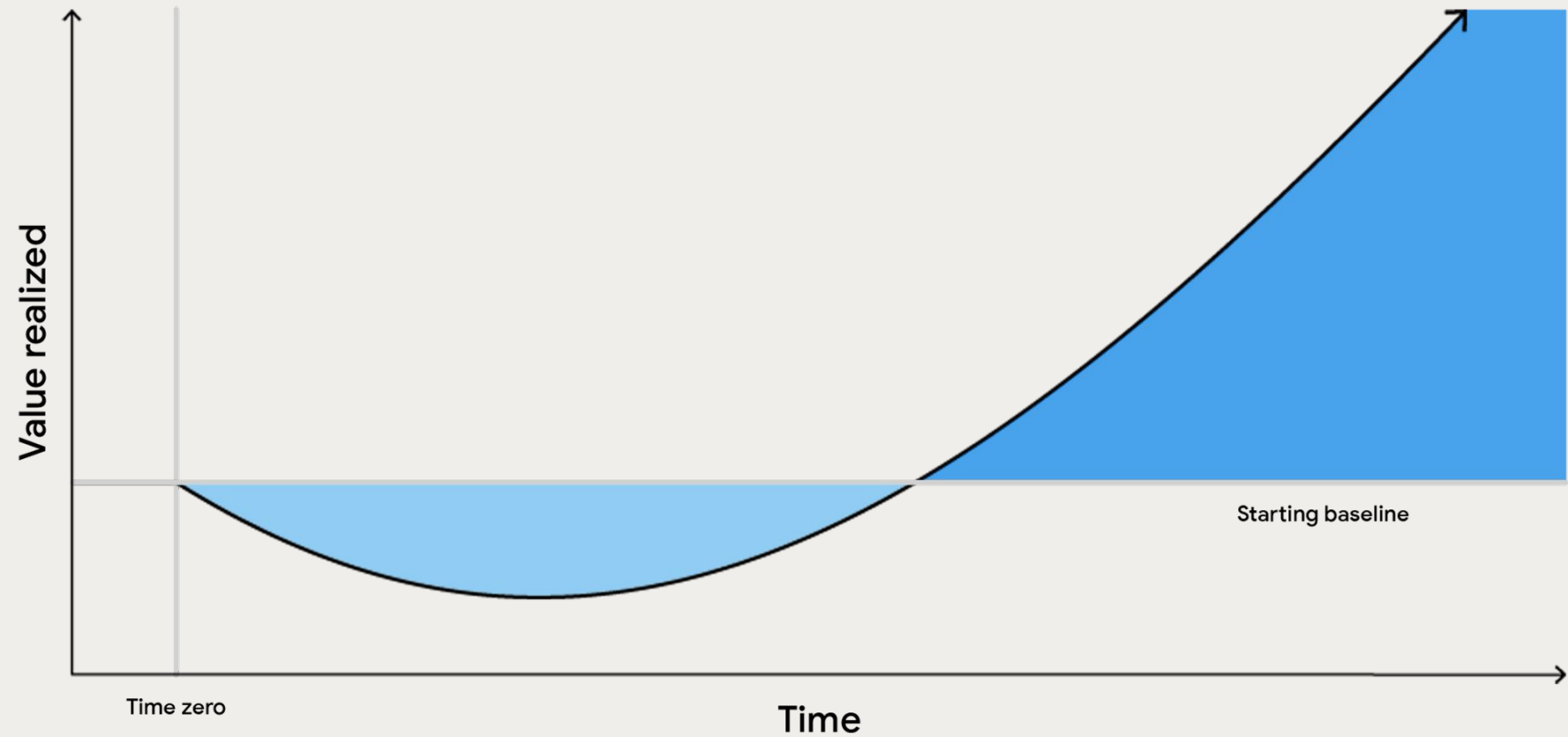
Harmonious high-achievers

A virtuous cycle where a stable, low-friction environment empowers teams to deliver high-quality work sustainably and without burnout.

- 20% of respondents
- Positive metrics across multiple areas, including team well-being, product outcomes, and software delivery.
- Work environment is characterized by low reported levels of burnout and friction.
- A stable technical foundation that supports both the speed and quality of their work.



J-Curve



Driving AI adoption

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I used AI

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Shekhar Bardwaj, Senior Software Engineering Manager, Capital One

I used AI but...

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Shekhar Bardwaj, Senior Software Engineering Manager, Capital One

I used AI but...

- *"Just for scaffolding. I wrote all the real logic."*

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- *"Just for scaffolding. I wrote all the real logic."*
- *"Claude helped with tests, but I designed the architecture."*

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- *"I rewrote most of it anyway."*

I used AI but...

- *"Just for scaffolding. I wrote all the real logic."*
- *"Claude helped with tests, but I designed the architecture."*
- *"I rewrote most of it anyway."*
- *"I could have done it myself. It just saved time."*

Shame

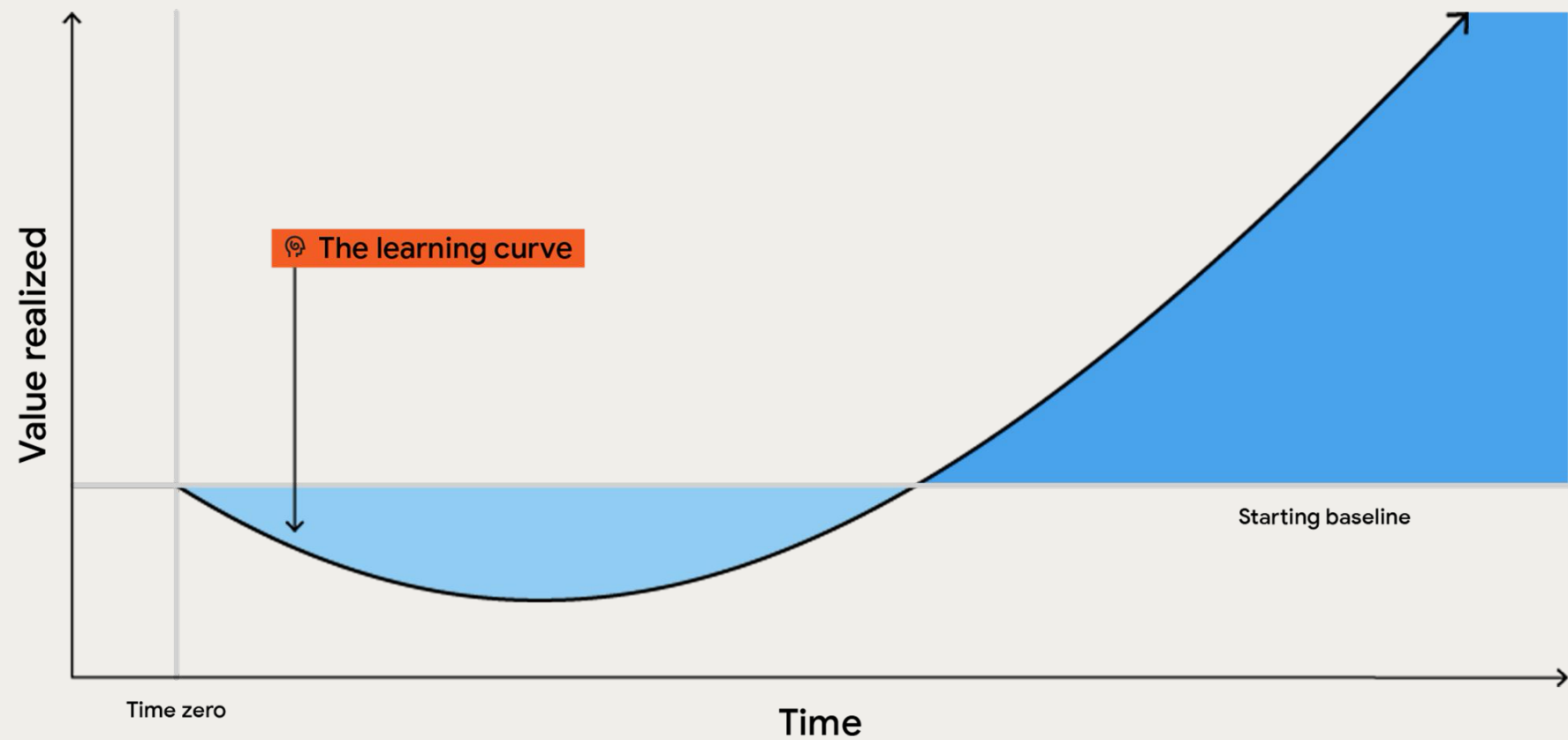
That feeling—the need to justify the tool, to prove you're still real —it has a name. It's shame. And shame has a cost.

This is not a technology problem.

Shame is the most expensive bug in your codebase.

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It is easier to ***act*** your way into a new way of ***thinking*** than it is to ***think*** your way into a new way of ***acting***.

Token leaderboards

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Token leaderboards

- Learn by doing
- Social proof
- Identify patterns
- Amplify leaders
- Encourage AI-hesitant developers

Token leaderboards

- Learn by doing
- Social proof
- Identify patterns
- Amplify leaders
- Encourage AI-hesitant developers
- Knowledge hoarding
- Individual performance review
- Wasteful consumption
- Goodhart's law

Token leaderboards

Brilliance

- Learn by doing
- Social proof
- Identify patterns
- Amplify leaders
- Encourage AI-hesitant developers

Dysfunction

- Knowledge hoarding
- Individual performance review
- Wasteful consumption
- Goodhart's law



DORA AI
capabilities
model

DORA AI capabilities

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Clear and
communicated
AI stance



Healthy data
ecosystems



AI-accessible
internal data



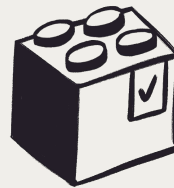
Strong version
control practices



Working in
small batches



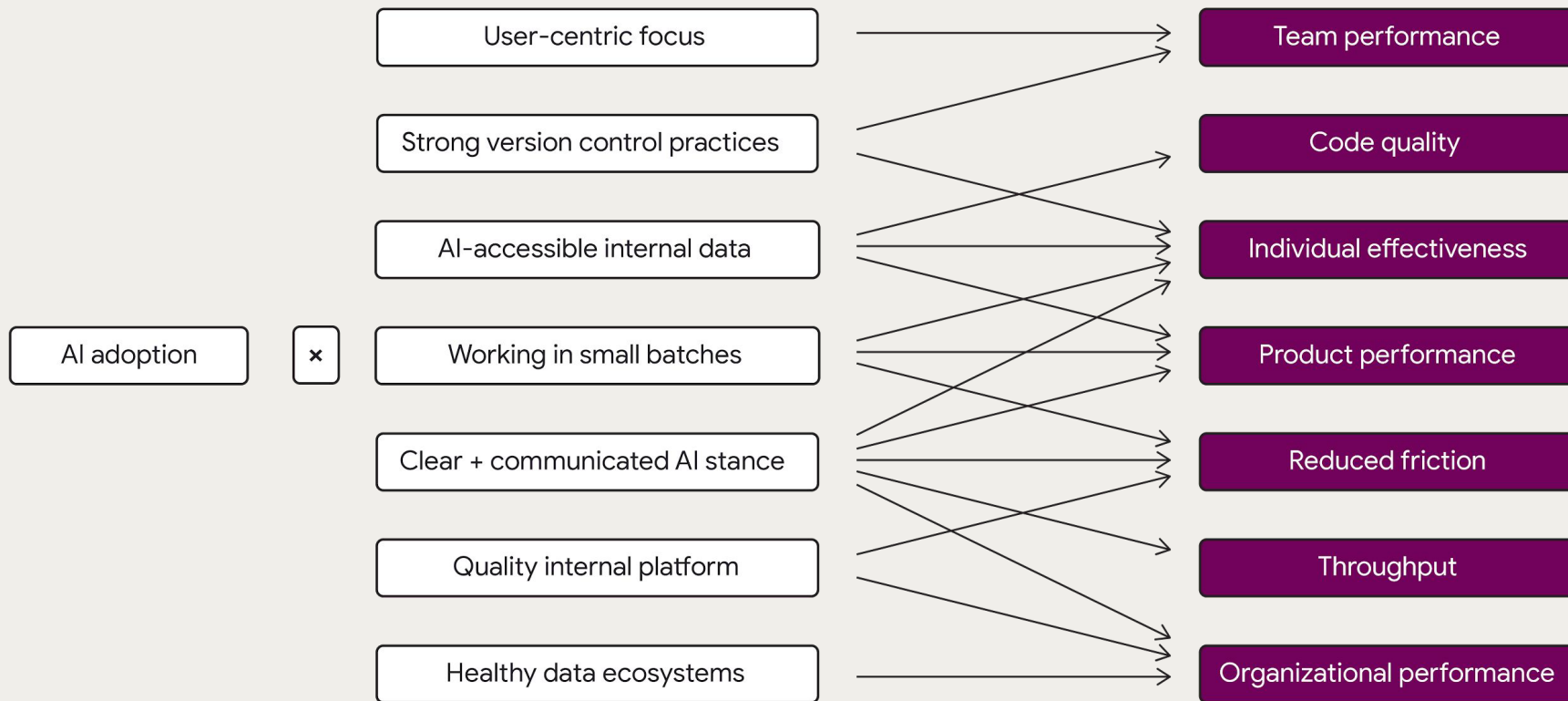
User-centric
focus



Quality
internal
platforms

DORA AI Capabilities Model

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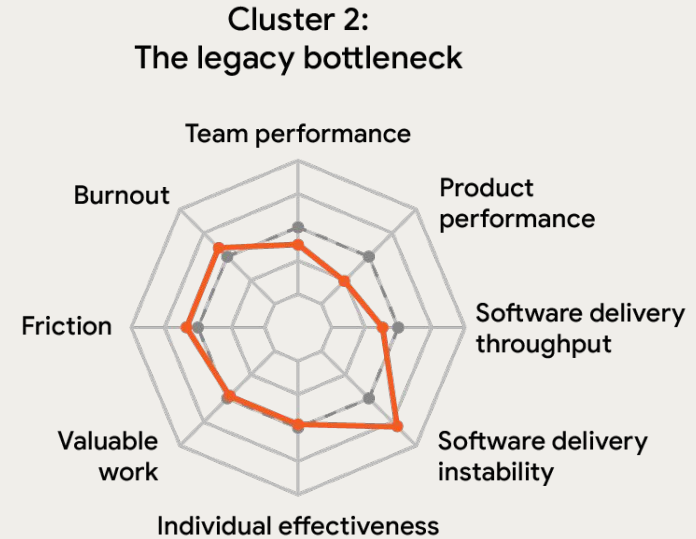
DORA AI
Capabilities
Model in action



Legacy bottleneck

Teams are in a constant state of reaction, where unstable systems dictate their work and undermine their morale.

- 11% of respondents
- Product performance is low. While the team delivers regular updates, the value realized is diminished by ongoing quality issues.
- Elevated levels of friction and burnout.
- Significant and frequent challenges with the stability of the software and its operational environment, leading to a high volume of unplanned, reactive work.



DORA AI Capabilities Model

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Product performance

ai.dora.dev

DORA AI Capabilities Model

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AI adoption

Product performance

DORA AI Capabilities Model

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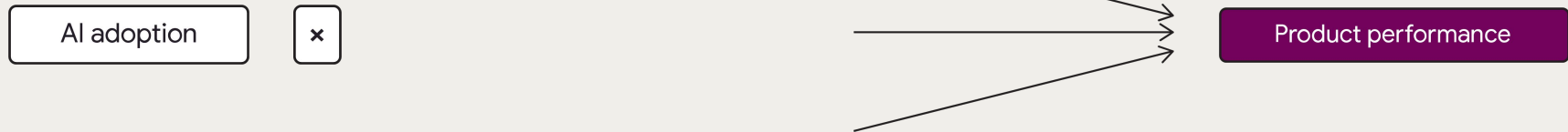
AI adoption

×

Product performance

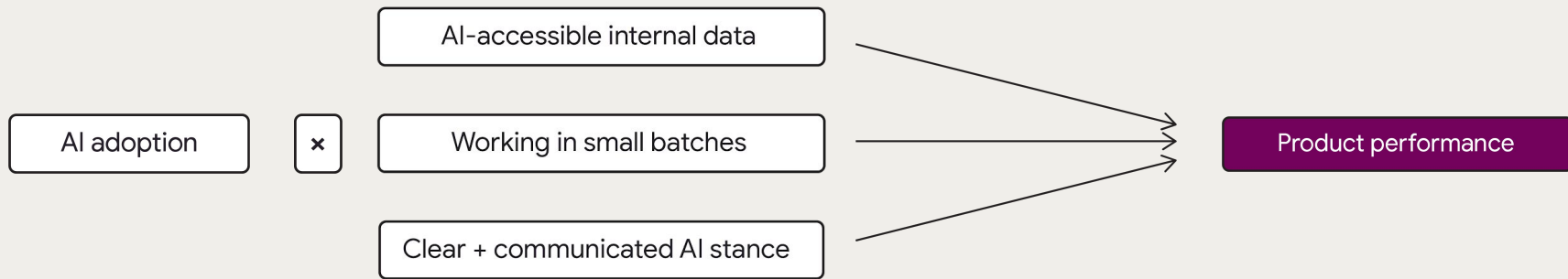
DORA AI Capabilities Model

DORA



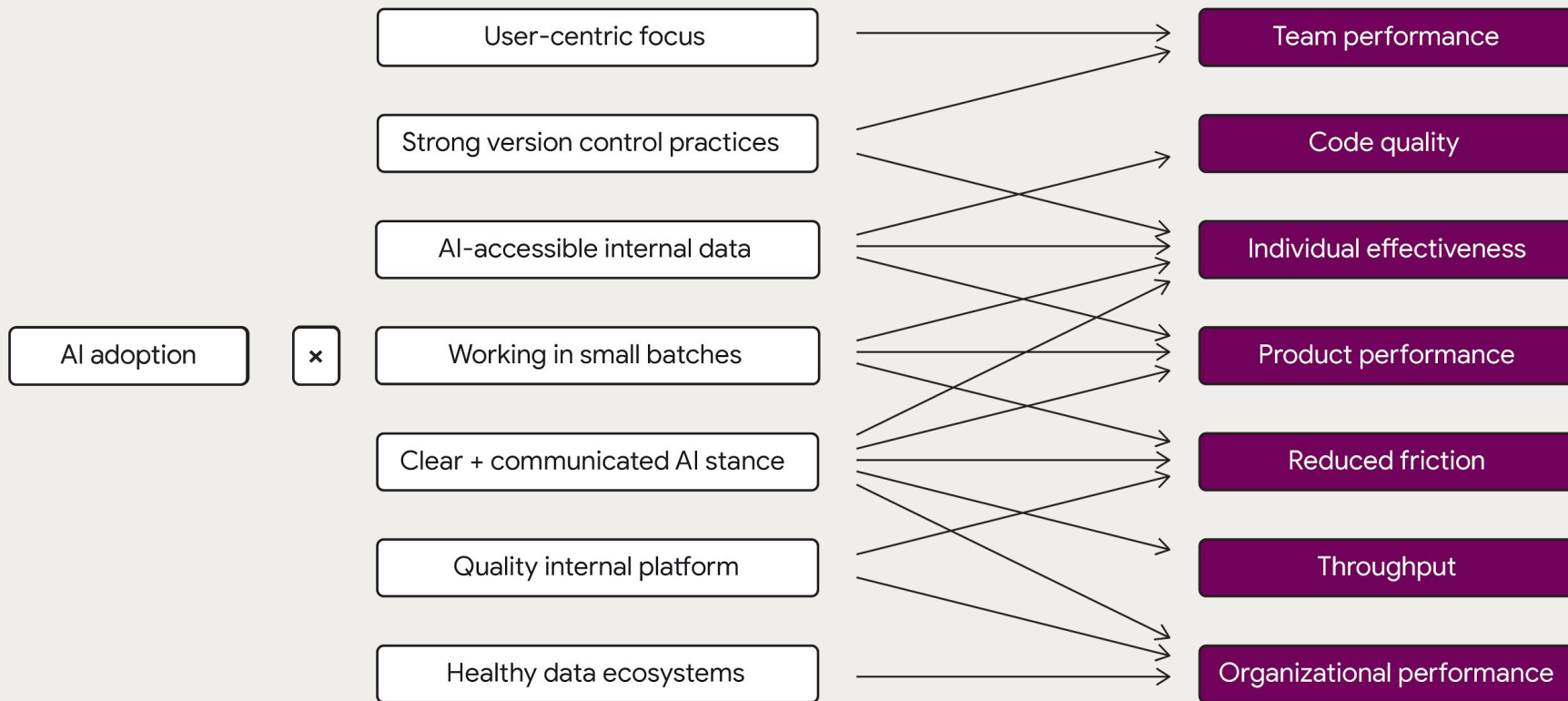
DORA AI Capabilities Model

DORA



DORA AI Capabilities Model

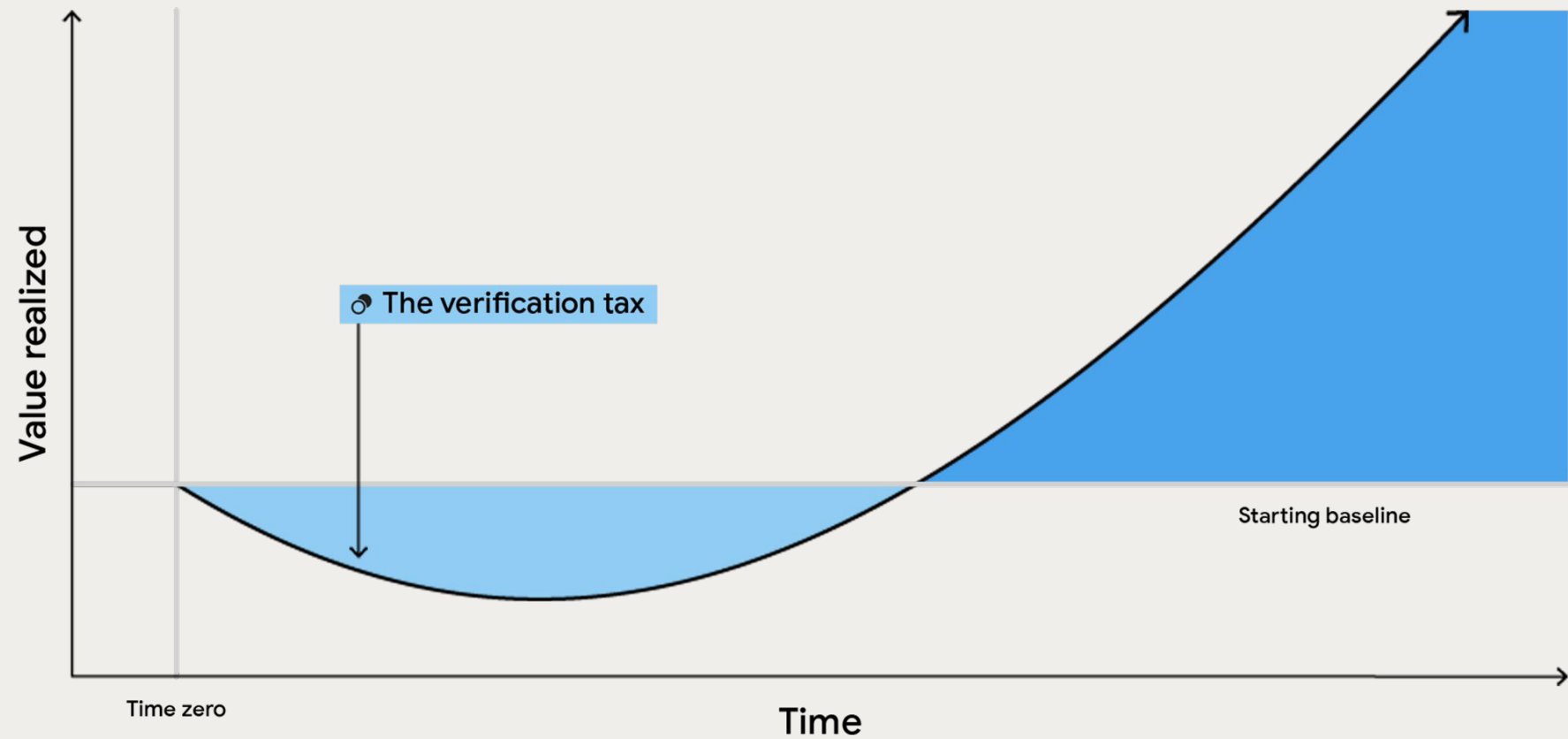
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**Working in
small
batches**

J-Curve





**Work in
process**



Nathen Harvey ✓ • You

DORA Lead and Product Manager at Google Cloud

5d • 🌐



DORA

I'm seeing git worktrees and jj workspaces pop up a lot more. It's really easy to spin up parallel streams of work without touching your main working directory.

Beyond the actual mechanics of how they function, I'm curious about the human element. For those who have integrated them into their daily cycles: how are you finding the experience?

Answer the poll and leave comments about your own experience!

A multitasking power boost or a context switching nightmare?

The author can see how you vote. [Learn more](#)

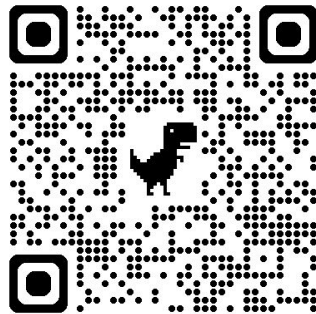
Multitasking power boost

Helpful, but I limit my WIP

Too much context switching

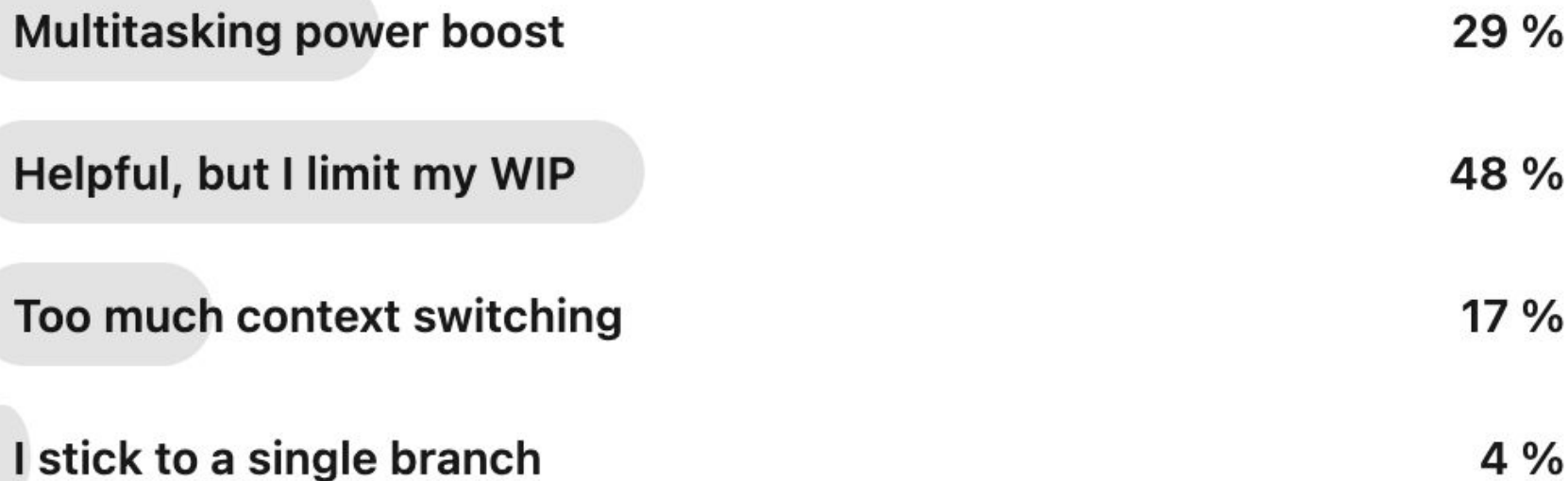
I stick to a single branch

41 votes • 2d left • [Show results](#)



A multitasking power boost or a context switching nightmare?

The author can see how you vote. [Learn more](#)



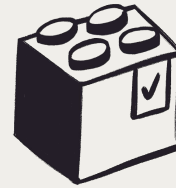
41 votes • 2d left • [Hide results](#)

DORA AI capabilities

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User-centric
focus



Quality
internal
platforms

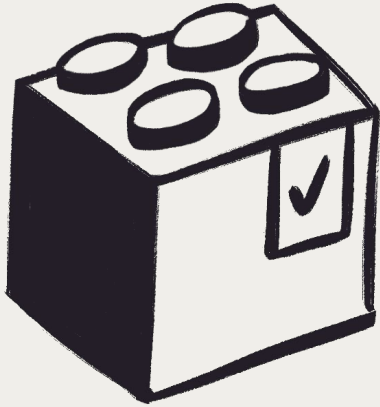
User-centric focus



All software is made for human users. The true worth of any technology, from a highly visible front-end interface to an unseen back-end process, is determined by its usefulness to the individual at the conclusion of the value chain.

- Increased team performance
- Prevention of decreased team performance

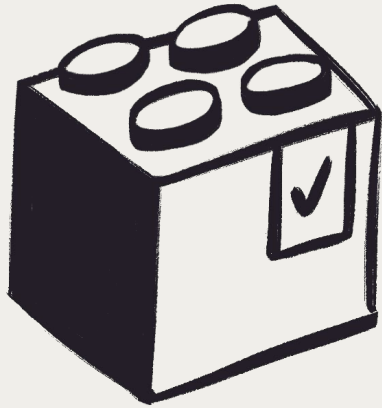
Quality internal platforms



A high-quality internal platform provides the automated, standardized, and secure pathways necessary to turn AI's potential into **systemic, organizational improvements**.

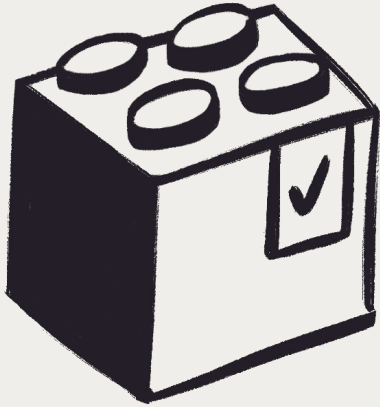
- Increased organizational performance

Proactively reduce cognitive load



A well-architected platform provides essential **guardrails and context.**

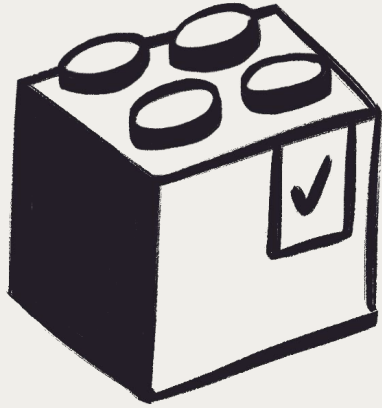
Invest in platform health



High-quality platforms act as the connective tissue for scaling AI value.

Building a user-centric platform **reduces friction** by providing standardized workflows and **self-service capabilities**.

Who are your customers?



Developers

Agents

Builders



**What's
stopping
you...**

From YOLO'ing that solution
into production?



Turn those fears into your roadmap

Harness engineering with both **feedforward** and **feedback** mechanisms:

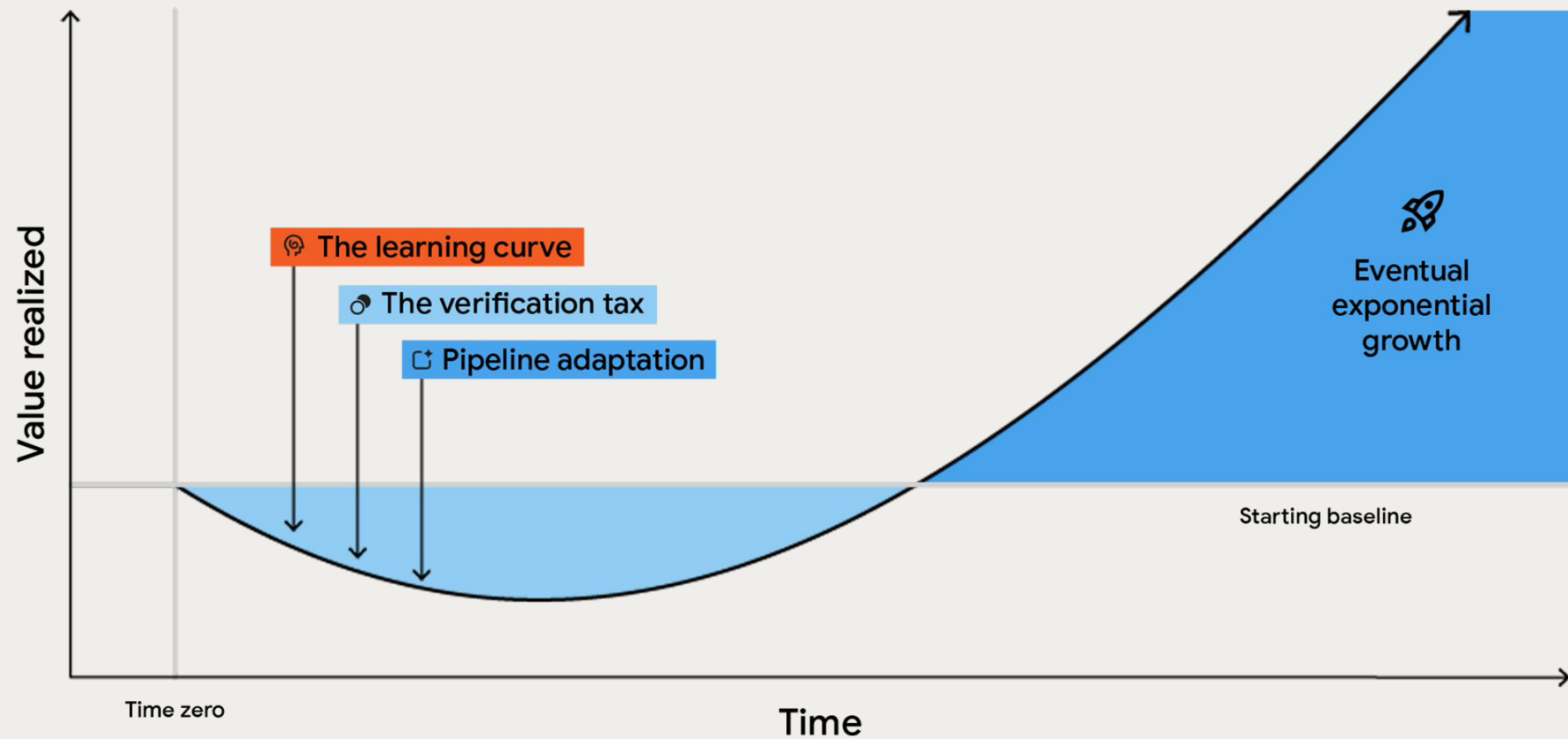
- Trust
- Experience
- Governance and compliance
- Accelerated, quality feedback
- Observability



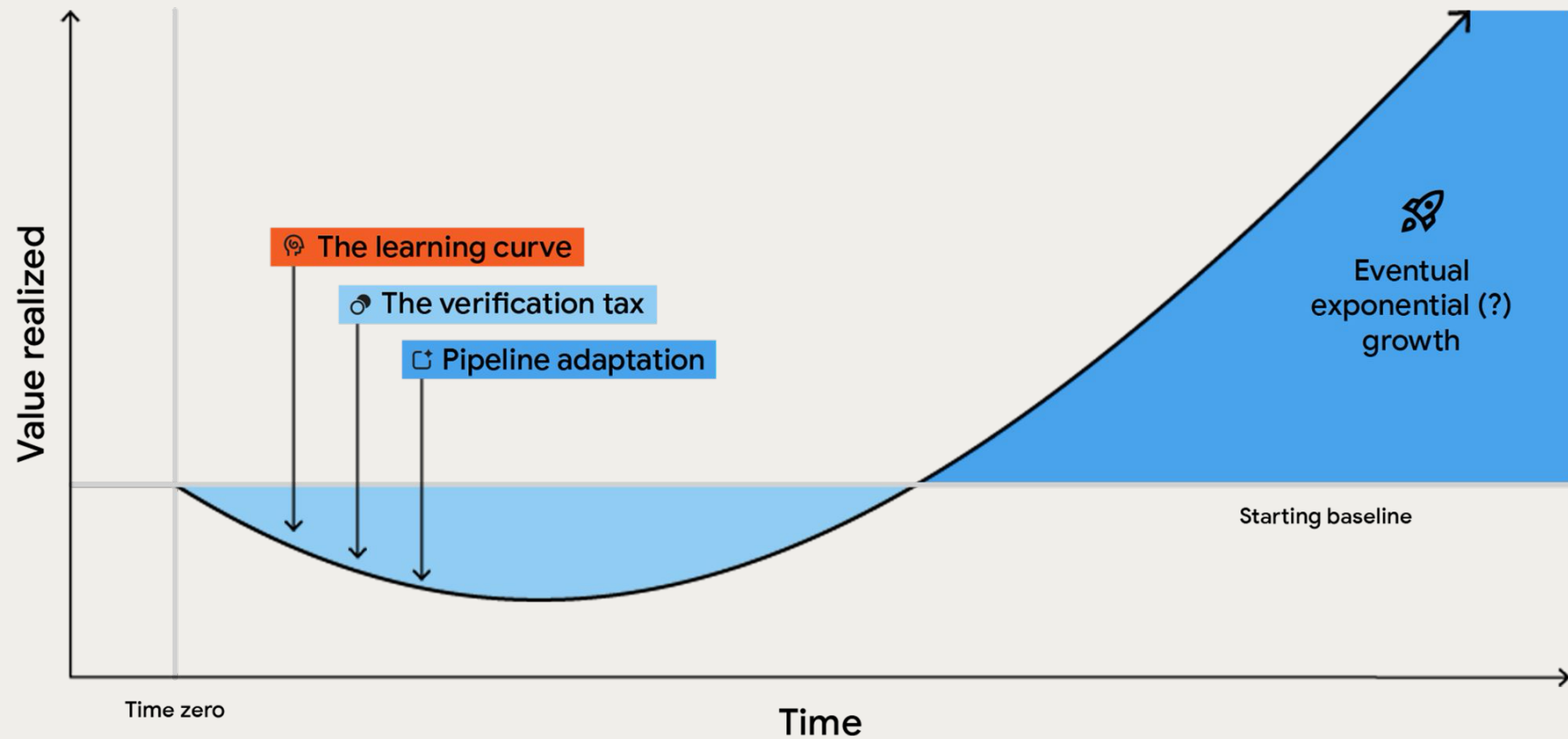
**Stop building
features!**



J-Curve



J-Curve





Final thoughts

From insight to action

***"A bad system
will beat a good
person every
time"***

- W. Edwards Deming

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Build a sustainable system

Have the courage to protect platform engineering capacity.

The goal is to build an environment where AI's output can actually survive the trip to production without burning out the team.



**Get better
at getting
better**

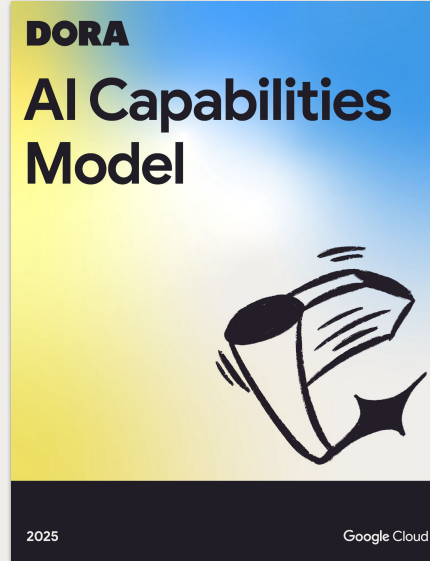
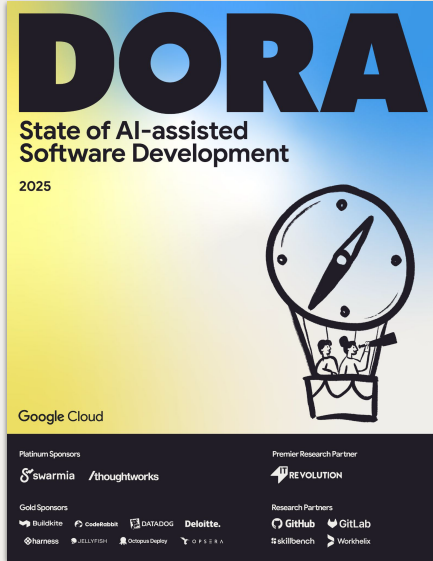
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Thank you.