DevOps Needs Leaders

Ideation

Integration

Validation

Operation

Realisation

KEEP CALM I'M THE MANAGER

The Iceberg Of Ignorance

4%   **Problems known to Executives**

9%   **Problems known to Team Managers**

Problems hidden from senior management

74%   **Problems known to Team Leaders**

100%   **Problems known to staff**
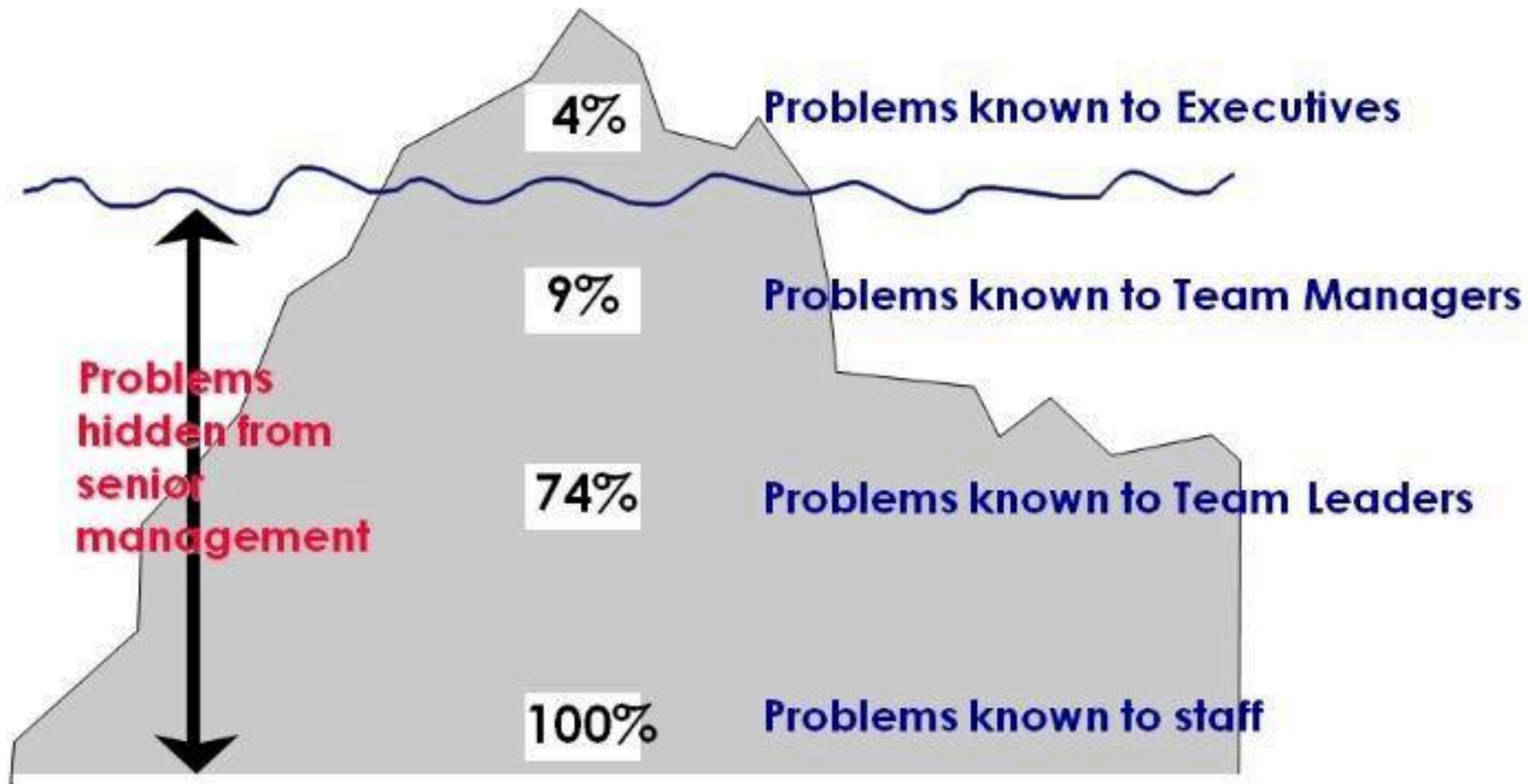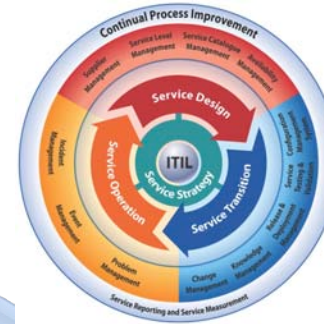
Adapted from
"Quality Improvement and TQC Management at Calsonic in Japan and Overseas"
Sydney Yoshida

Management impediments

ITSM
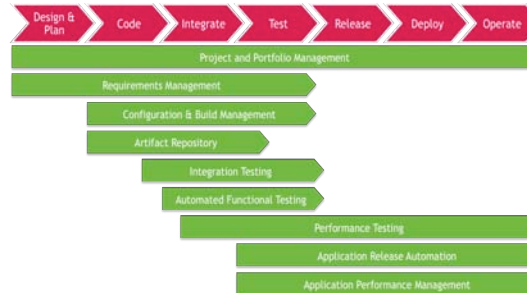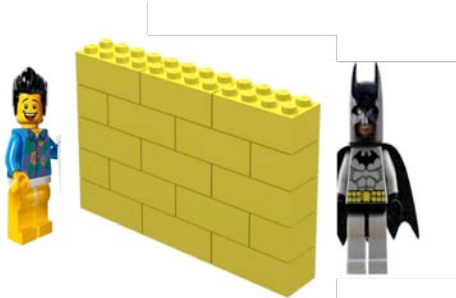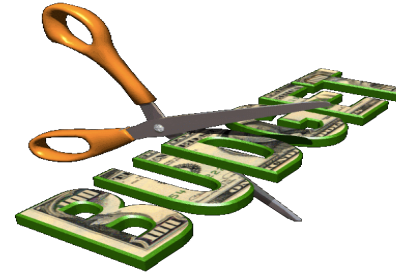
Best Practices Framework – Strategy, Design, Transition, Operations, CSI

DevOps

Lean

Agile
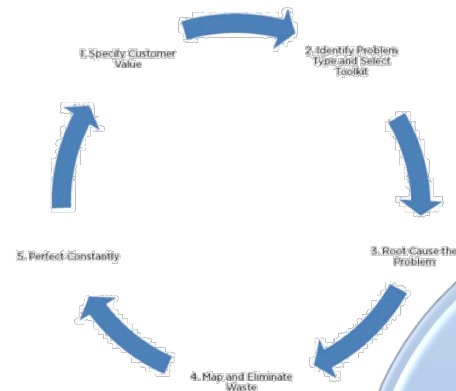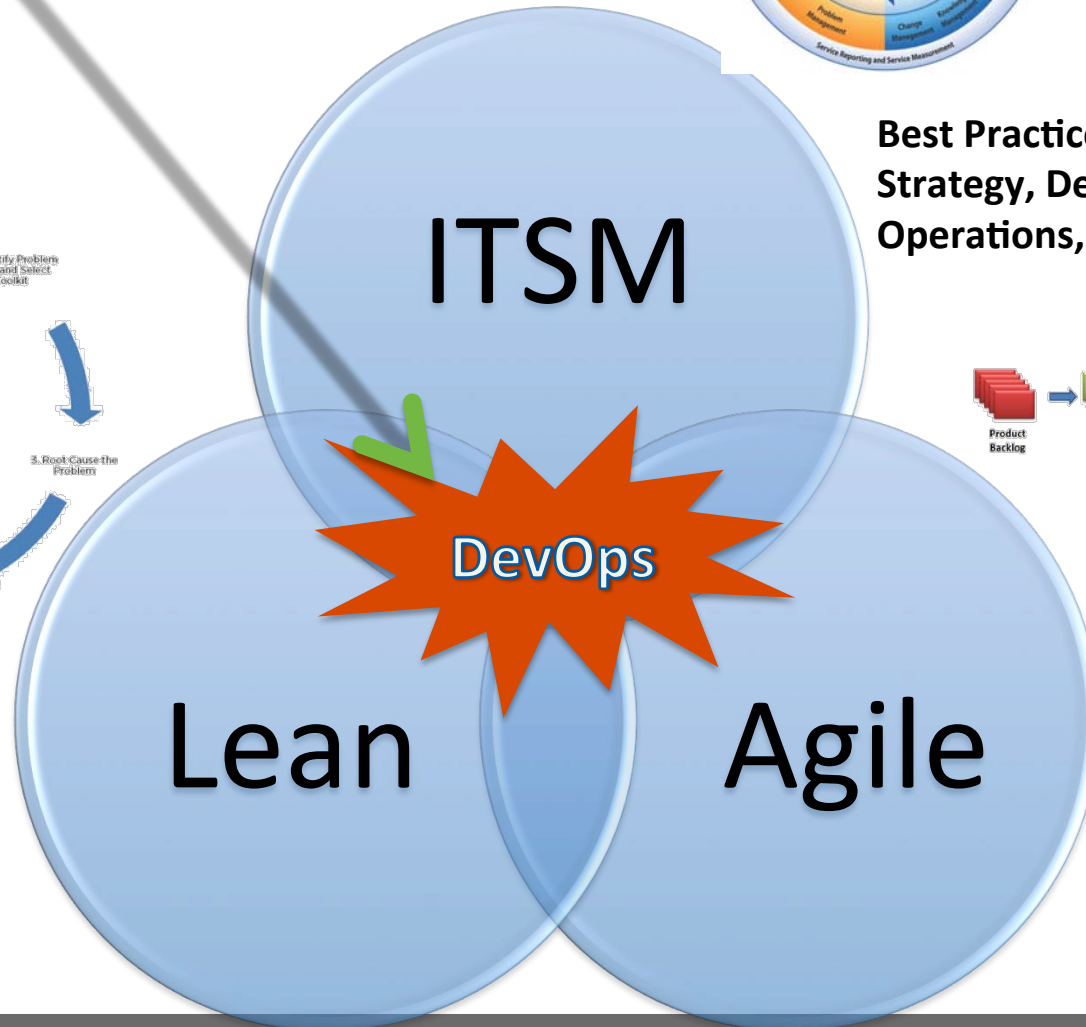
Customer Quality
Value Streams
Flow
CPI
Problem Solving
Respect for People
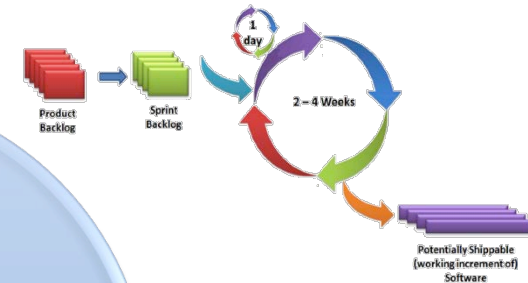
Iterative Dev.
End-User VOC
Teams
Bus. Ownership
PM execution

"DevOps is the merger of the realms of development and operations (and if truth be told elements of product management, QA, and *winces* even sales should be thrown into the mix too)."

James Turnbull, Puppet Labs

It all starts with

Value & Principles
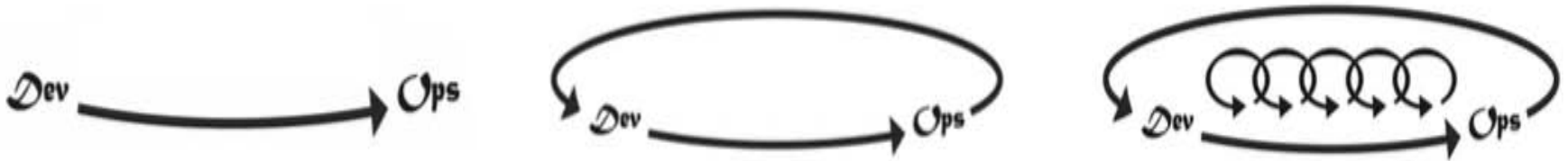
The First Way – Understand and increase the flow of work (left to right)

The Second Way – Shorten and amplify feed-back loops (right to left)

The Third Way – Continual experimentation and learning

Culture	• Focus on people • Embrace change and experimentation
Automation	• "Continuous Delivery" • "Infrastructure as Code"
Lean	• Focus on producing value for the end user • Small batch sizes
Metrics	• Measure everything • Show the improvement
Sharing	• Open information sharing • Collaboration and communication

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Leadership: challenge

Leadership: listen

Leadership: teach

Leadership: support

Leadership: encourage

Therefore encourage one another and build each other up.

1 Thess. 5:5

Leadership: teamwork

Leadership: learn

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Leadership: Walk the walk

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Don't fight stupid - Make more awesome

(Jesse's rule)

Leadership Outcomes

Culture & Climate

Flexible Processes

Improved Technology

Collaborative People

WHY, oh WHY- do we do this?
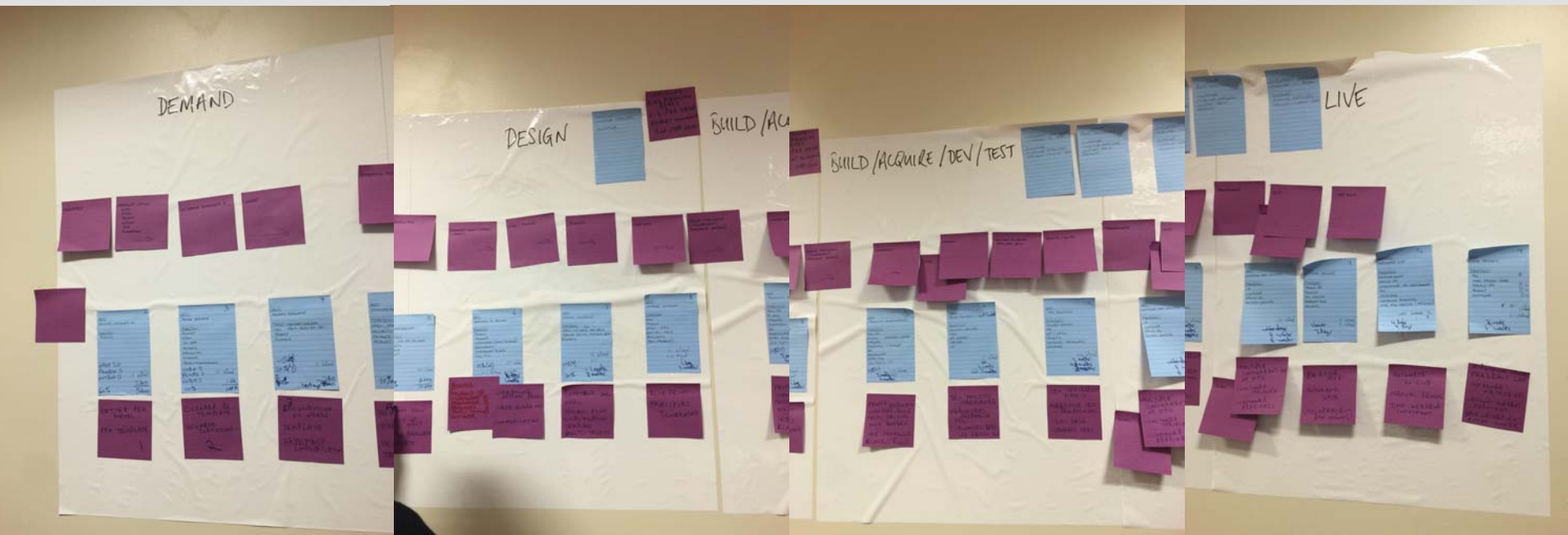
55 people to review and sign off a business case of £1m

364 days lapsed working days (72 working weeks) days and 191 productivity days (38 weeks) to deliver a project with hardware & software

268 internal employees and 20 externals are involved in delivering the project – *that's circa 25% of the whole of the company*

All about Behaviour

Eliyahu M. Goldratt

"Tell me how you measure me, and I will tell you how I will behave"

DevOpstastic

CALMS	Culture	Automation	Lean	Measurement	Sharing
All right we got this!!! ☺	Desired elements of the culture are identified, ingrained and sustainable – " the way we work here" Continually enhancing the employee and customer experience.	Self-service automation, self-learning using analytics and self-remediation	Autonomous habit Full empowerment External learning Customer & Supplier engagement	Measure to customer value	Effective knowledge sharing and individual empowerment
Learning & getting better, faster, safer	Culture viewed as an asset to be managed. Ability to adapt to changing business needs.	Collect and analyse metrics of the automated process and measure against business goals	Driven deployment Majority involvement X-process learning Management coaching	Monitor using business and end-user context	Collaboration based processes are measured to identify bottlenecks and inefficiencies
Think we have a plan & pilot	Cultural traits that support business strategies have been identified. Ability to analyse trends in culture and predict issues.	Central automated processes across the application lifecycle	Goal orientated Selected team Value stream learning	Monitor resources consistently	Collaboration, shared decision making and accountability
Beginning introduction	Aware of aspects in culture that may help or hinder. Programs implemented to address specific issues.	Siloed automation, no central infrastructure	Formal structure Only specialists Team learning	Measure to project metrics	Managed Communication, some shared decision making
Ok not really started	Culture developed organically Lack of awareness as to how culture is impacting day-to-day business. Culture misaligned to goals	No automation	Reactive approach Little/no involvement Ad-hoc learning	No monitoring or metrics collection	Poor, ad-hoc communication and coordination

2015 State of DevOPS Report

Measurable improvements to processes or services

Financial benefits gained from improvements

Improved customer satisfaction ☺

celebrate

Value on Investment

Regulatory compliance

Increased organisation competencies

Maintain competitive edge

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Questions??

Based on concepts from Lead with Respect by Michael and Freddy Balle