ACCELERATE STATE OF DEVOPS

DORA DEVOPS RESEARCH & ASSESSMENT | **Google** Cloud

KEY FINDINGS

1 The industry continues to improve and those who execute on key capabilities excel.

2 Fast, reliable software delivery leads to profitability, productivity, and customer satisfaction.

3 Best strategies to scale DevOps create community structures at both low and high levels.

4 Executing on 5 essential cloud characteristics reaps benefits of speed, stability, and availability.

5 Smart investments to support productivity improve work/life balance and reduce burnout.
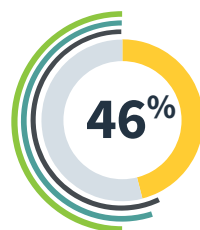
6 Heavyweight change approval processes such as CABs negatively impact speed and stability.
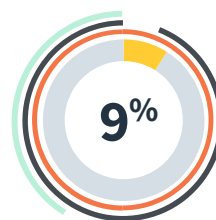
SCALING STRATEGIES OF HIGH & ELITE PERFORMERS

The highest performers focus on structural solutions that build community, such as Communities of Practice and Proofs of Concept (PoC).
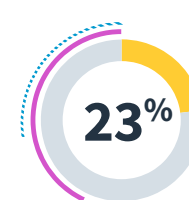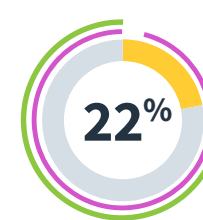
Community Builders — 46%

University — 9%

Emergent — 23%

Experimenters — 22%

High & Elite Performers

TRANSFORMATION STRATEGIES
- Communities of Practice
- Centers of Excellence
- Grassroots
- DOJO
- PoC
- Big Bang
- PoC but Stall
- Mash Up

RETAILERS EXCEL OR DIE

For the first time, industry matters. These characteristics drive performance:

A/B Testing
Robust technical solutions provide a powerful feedback loop

Efficiency & Automation
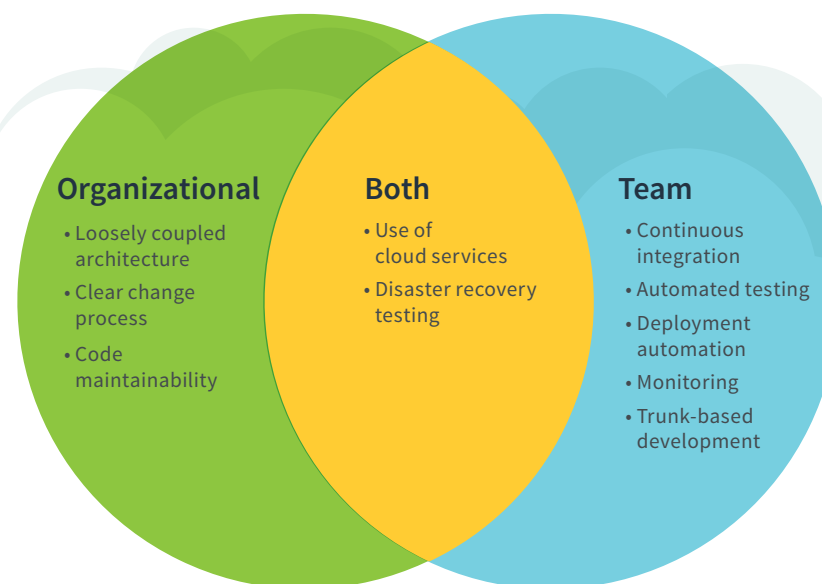Slim margins require fast response and scalability

Leverage the Cloud
Cloud scales capacity to meet dramatic demand swings

No Excuses
Regulation isn't an excuse to delay technology adoption

EXECUTE FOR MAXIMUM EFFECT

Concurrent efforts at team and organization levels become a force-multiplier. We identify specific strategies for each.

Organizational
- Loosely coupled architecture
- Clear change process
- Code maintainability

Both
- Use of cloud services
- Disaster recovery testing

Team
- Continuous integration
- Automated testing
- Deployment automation
- Monitoring
- Trunk-based development

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NEW, STRATEGIC ROLE OF THE CAB

Peer review & automation

CAB enables automation to detect, prevent, and correct changes early, making peer review repeatable, scalable, and auditable.

Risk-based approvals

CAB establishes levels of review required for specific types of changes, weighing in on changes that impact strategic business decisions.

Information beacon

CAB becomes a hub for understanding the interconnected nature of what is happening organization-wide and sharing information.
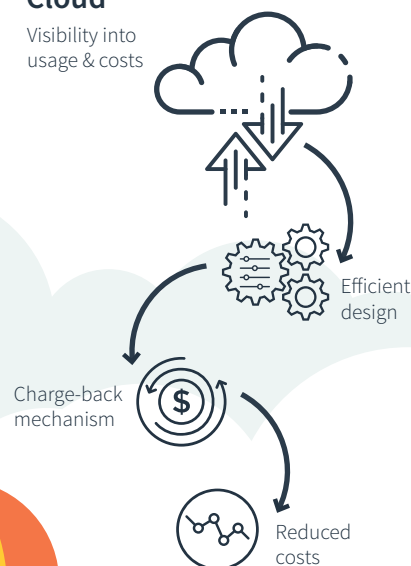
CLOUD

IF IT'S NOT WORKING ▶ YOU'RE DOING IT WRONG
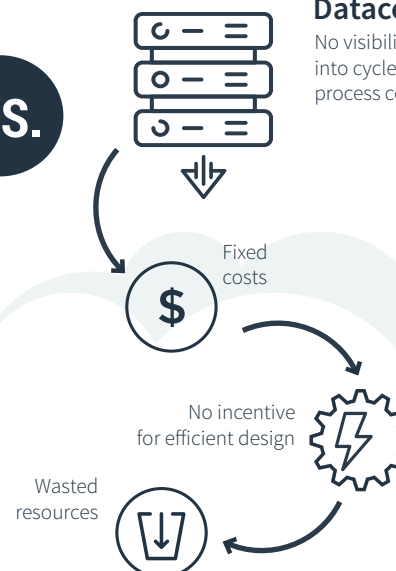
HERE'S HOW

BLACK BOX VS. TRANSPARENCY

Cloud
Visibility into usage & costs

Efficient design

Charge-back mechanism

Reduced costs

VS.

Datacenter
No visibility into cycle & process costs

Fixed costs

No incentive for efficient design

Wasted resources

NIST'S 5 ESSENTIAL CLOUD CHARACTERISTICS

1. On-demand self-service
2. Broad network access
3. Resource pooling
4. Rapid elasticity
5. Measured service

DOWNLOAD THE FULL REPORT

for details on these and more, at https://cloud.google.com/devops/