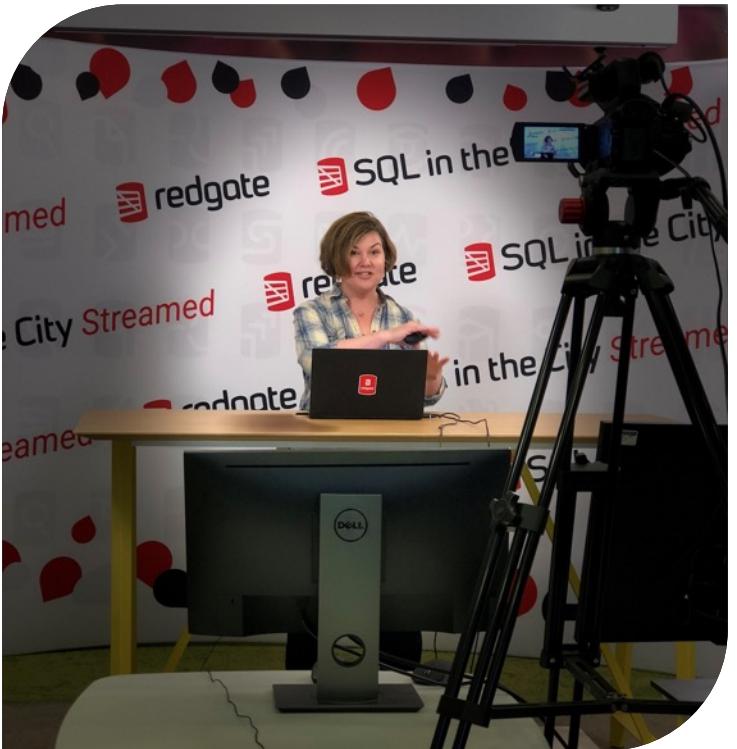


Getting executive buy-in for DevOps – 3 Top Tips

June 2019





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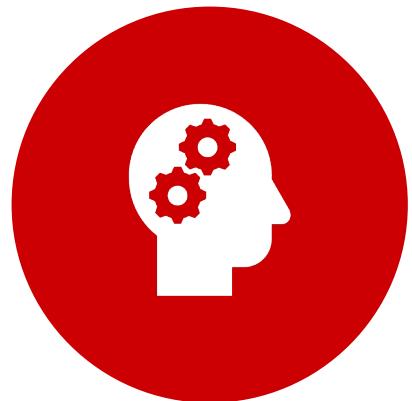
DBA, Consultant,
Speaker

DevOps Advocate
for Redgate

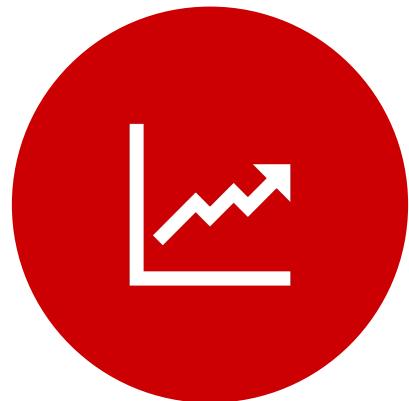
Microsoft MVP,
MCM



3 tips for getting executive buy-in



SHIFT TO A PRODUCT
MINDSET



TIE YOUR PITCH TO BUSINESS
OBJECTIVES



ASK FOR SPECIFIC ACTIONS
FROM AN EXECUTIVE
SPONSOR

1. Shift to a product mindset

Classic DBA mindset

Architect early and rarely

Process rules all

Command & control



DevOps values

Frequent small changes

Emerging requirements

Innovation > rules

Failing early



“You build it, you run it”

What does this mean for
DBAs?



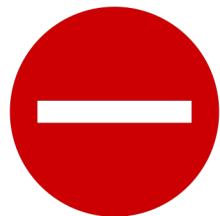
“DevOps is the union of people,
process, and products to
enable continuous delivery of
value to our end users.”

Donovan Brown - Principal DevOps Manager, Microsoft

Guardrails, not guidelines



Communicate
boundaries



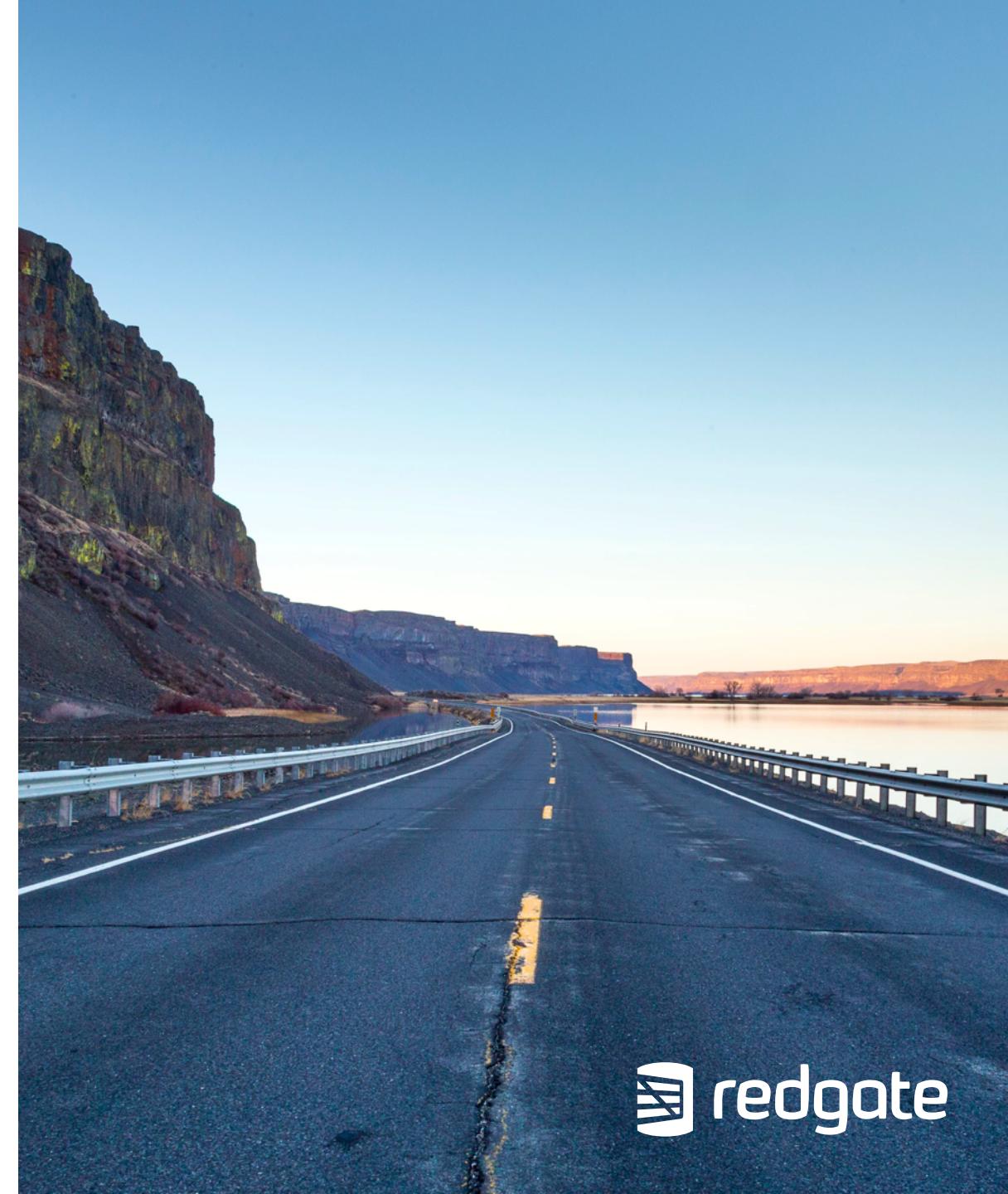
Not prescriptive



Include outcomes &
measurements

Guardrails example

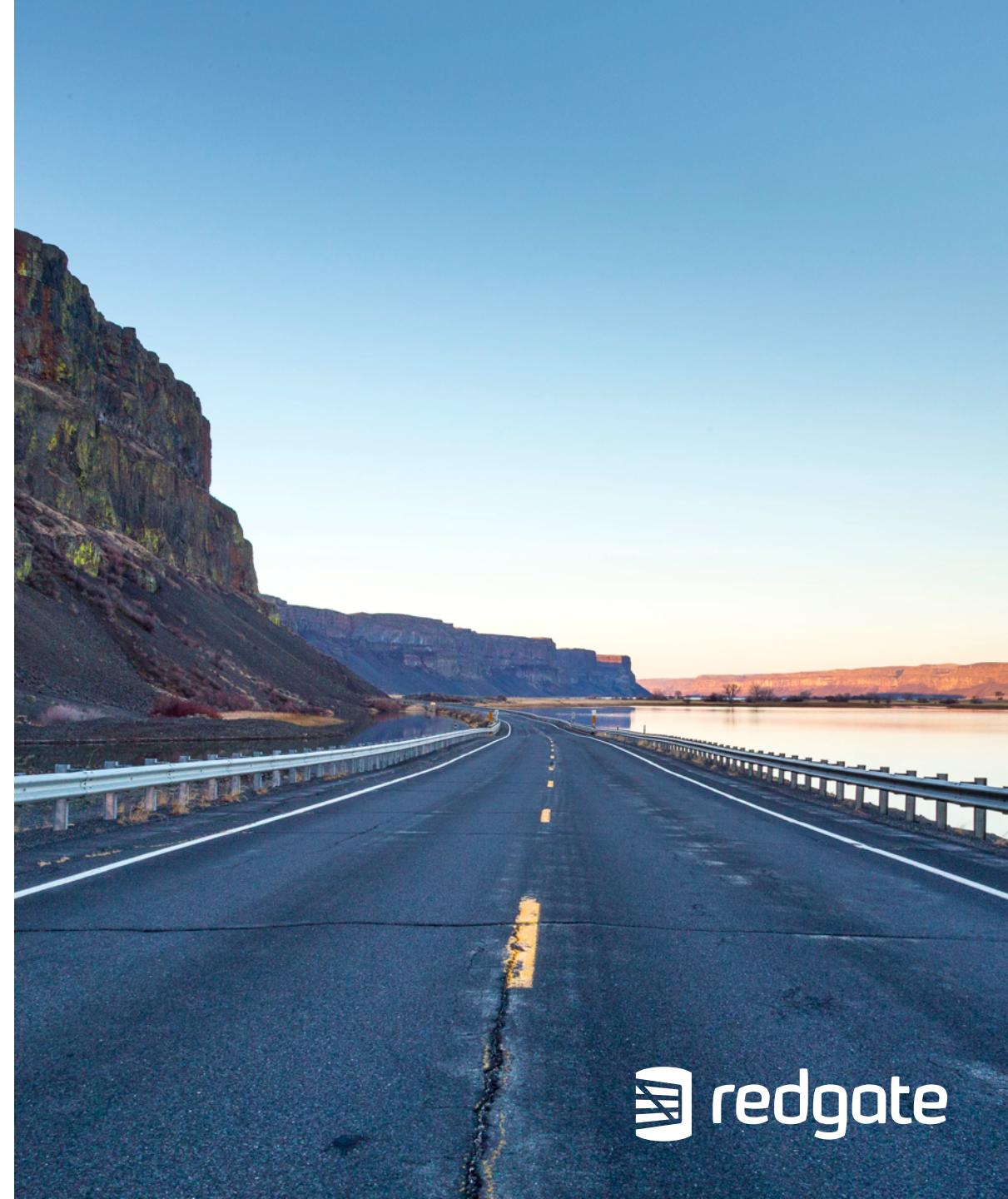
We believe that using X
will result in Y, and we
know that it's working
when Z.



Template by Pieter Lindeque

Guardrails example

We believe that masking data in non-production environments will result in reduced risk of data breaches for our customers, and we know that it's working when we simulate a data breach.



Product mindset

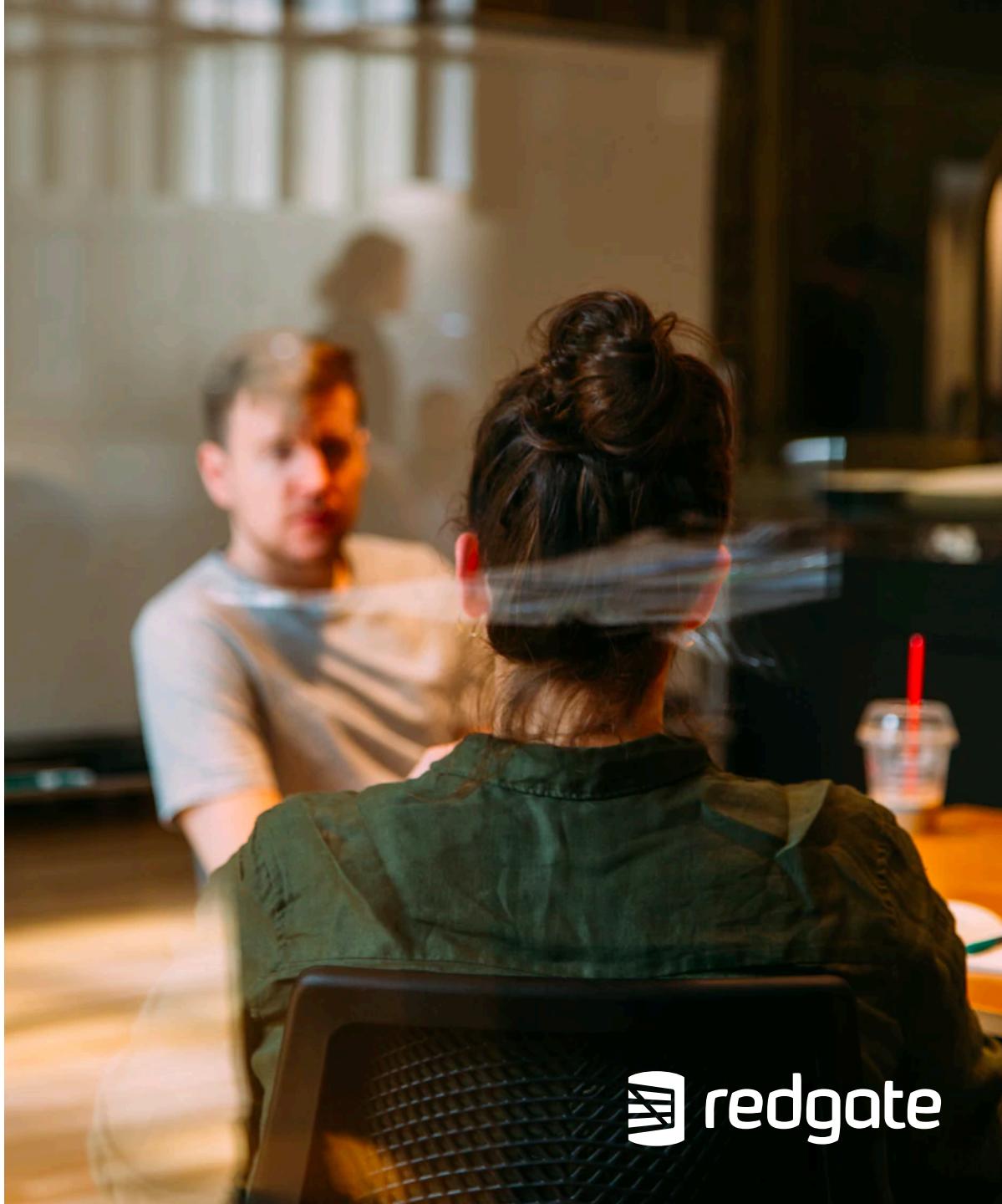
~~“Command and control”~~

Coaches & mentors

Intuitive & collaborative

Team as a center of
knowledge

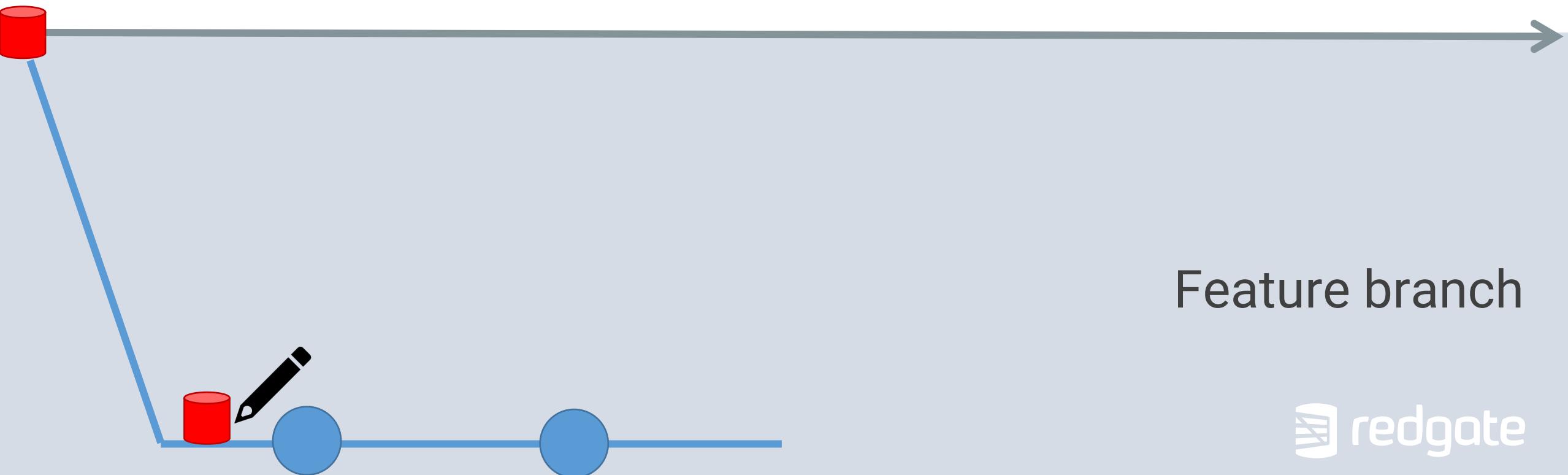
Insights from Gartner's Saul Brand



**“How do you improve
database code
quality in devops?”**

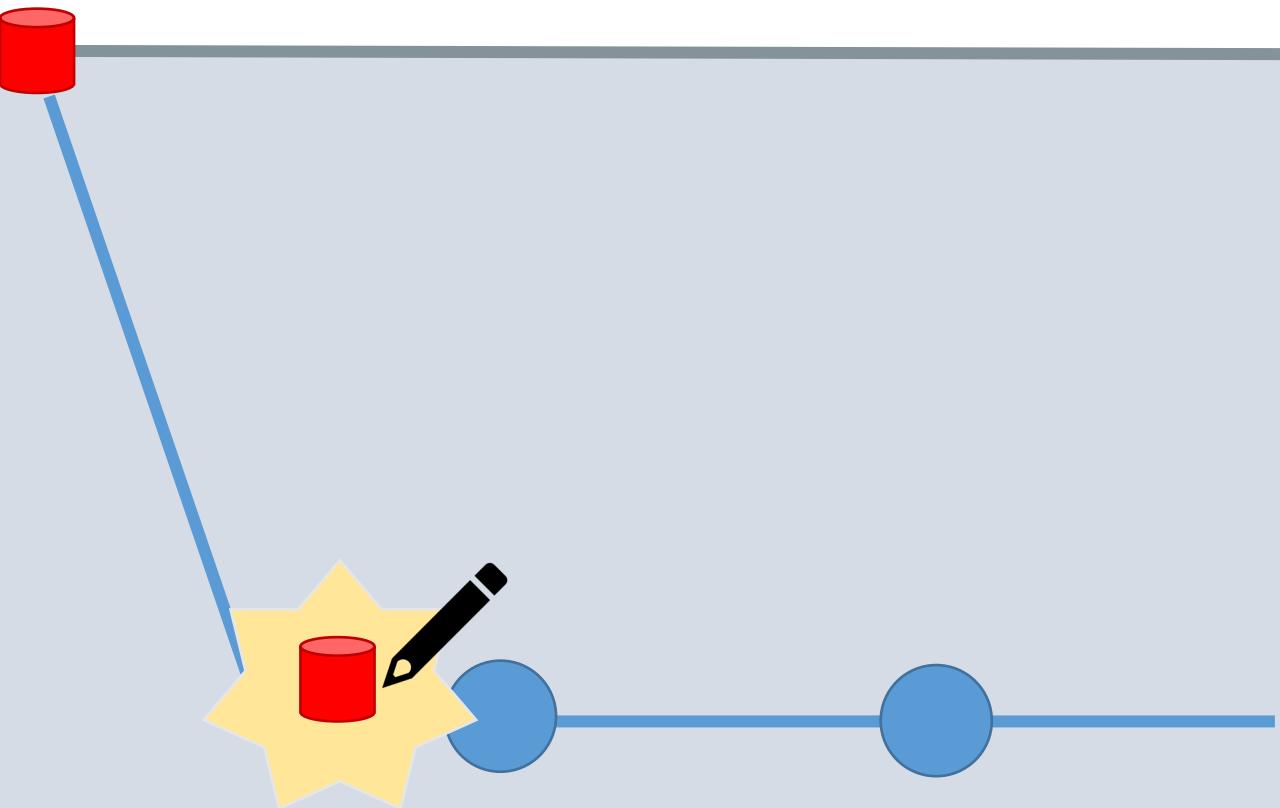


Working in dev: branching



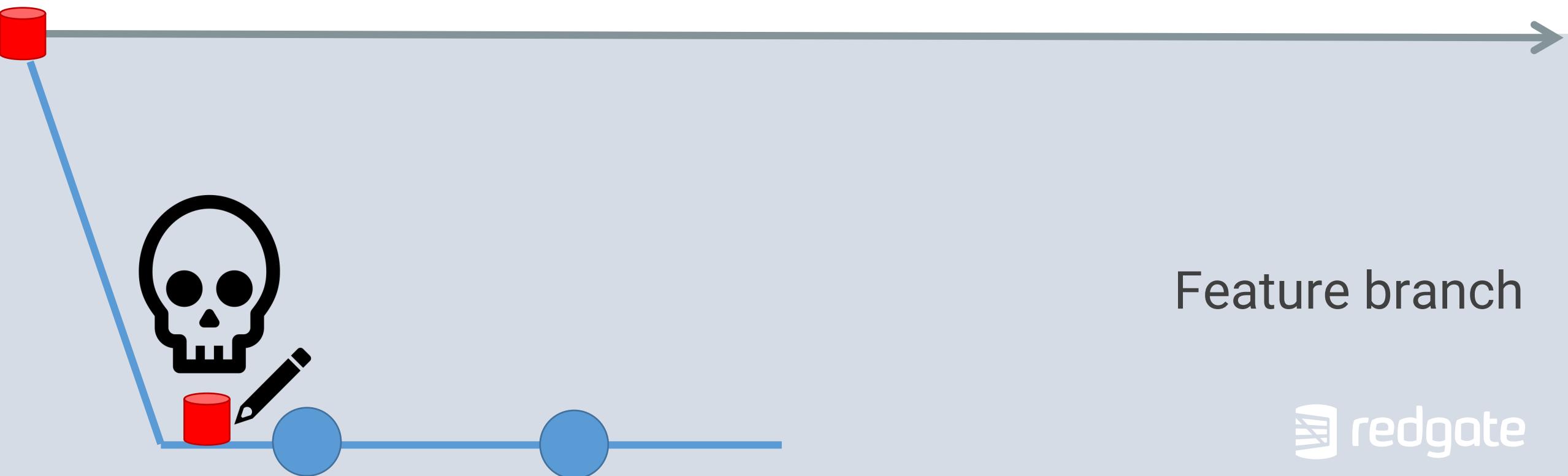
What should this database be like?

Production-like data, fast to create & reset

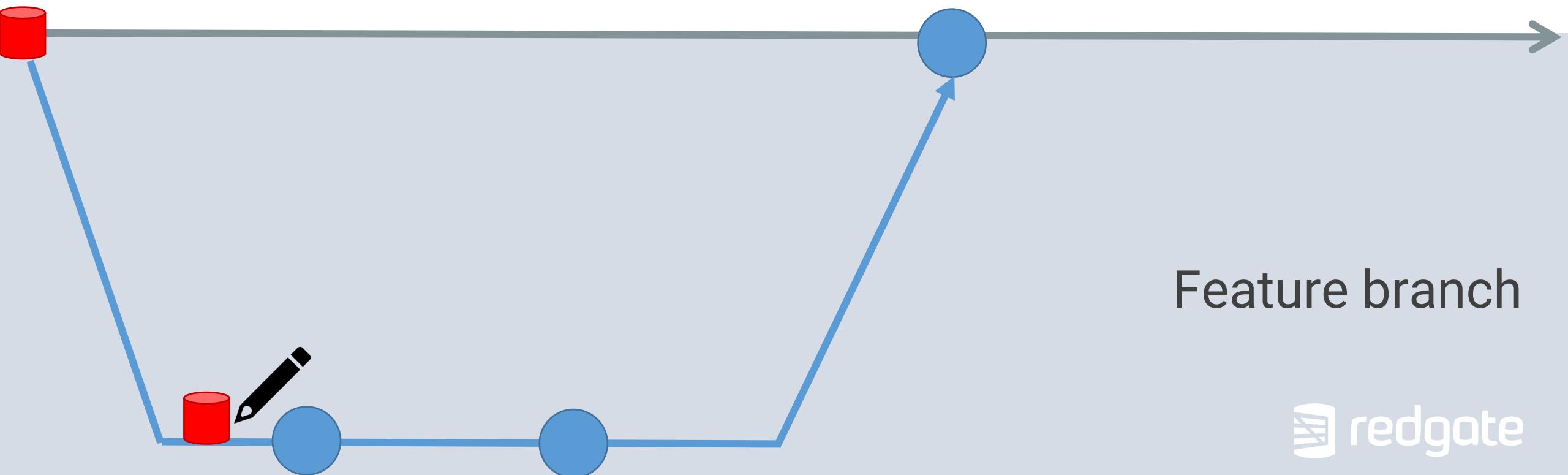


Feature branch

Beware copying sensitive data to dev

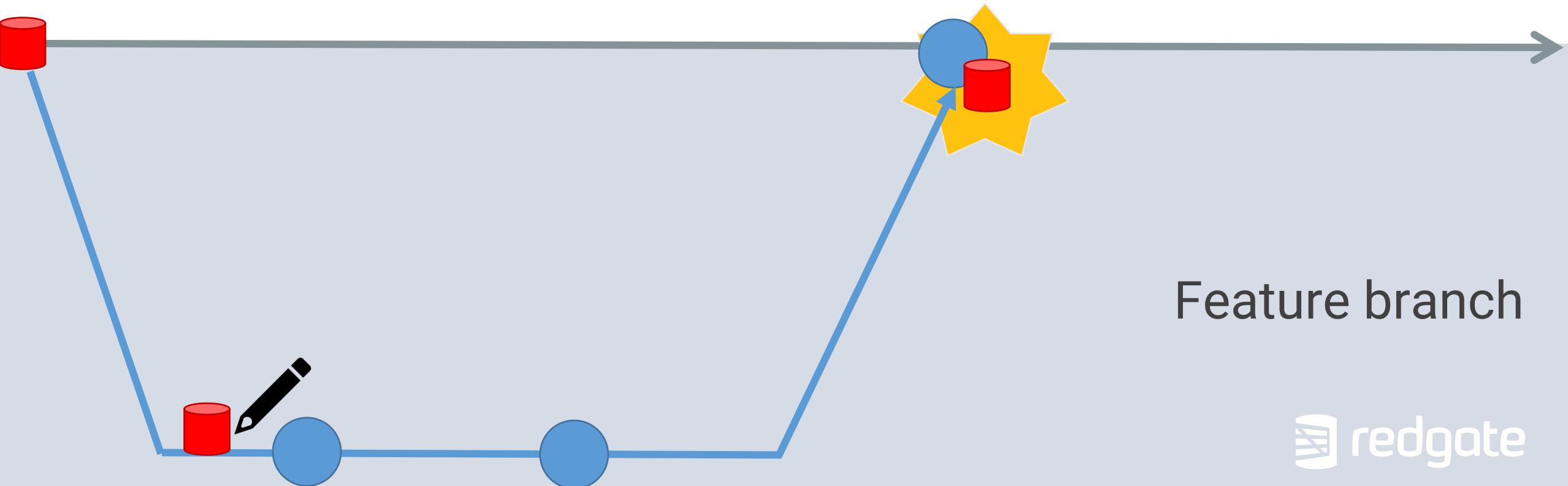


Ready for review: pull request time!



Automation supports quality review

Build, clone, and deploy prior to review



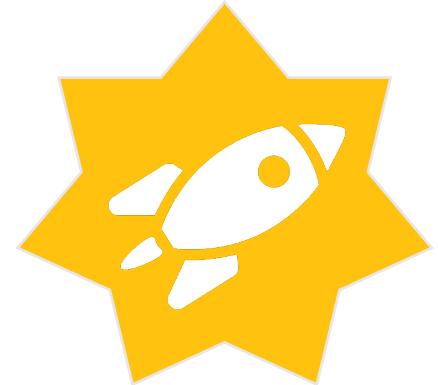
Pull request approved? Test time!



Feature branch

Tests passed? On through the pipeline

Your pipelines merit a product mindset, too



Feature branch

2. Tie your pitch to
business objectives



Elevator pitch template:

“We are doing _____ so that _____.”

**What are the biggest benefits the change
will bring to *your* organization?**

Identify business objectives



Raise customer satisfaction



Faster time to market



Greater innovation than competitors



More productive use of engineer time



Improve employee retention



Lower risk of data breaches

Elevator pitch example:
“We should standardize database
code and automate deployments to
reduce feature time to market.”

Elements of a proof-of-concept pitch

- Executive Summary
- Business Need
- Proposed Solution
- Success Criteria and Long Term Gains
- Prerequisites
- Schedule
- Team
- Risks

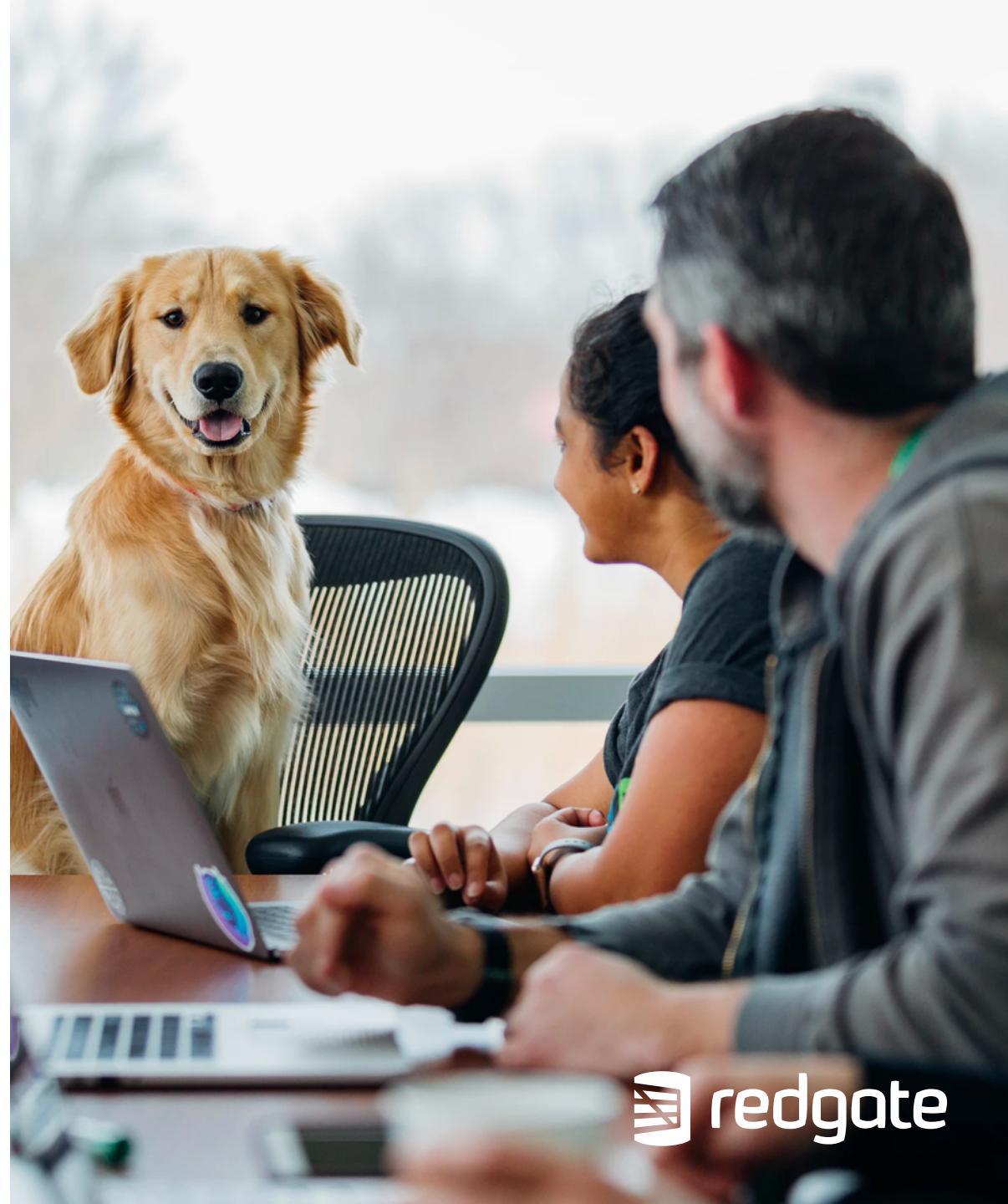
Executive Summary

A bit longer than an elevator pitch

Why do you need to act?

What are you going to do?

What do you expect the result to be?



Long term gains

Baseline relevant metrics

Set targets for driving these down

Use specific time frames

Example metrics:

- Human time spent deploying
- Wait to refresh environments
- Lag time for deployments



Other potential long term gains

- Establish database coding patterns for zero and minimal downtime database deployments
- Standardize a release process that raises the visibility of database changes in the wider organization
- Measure tempo and stability across all application and database code releases and drive improvements in these numbers

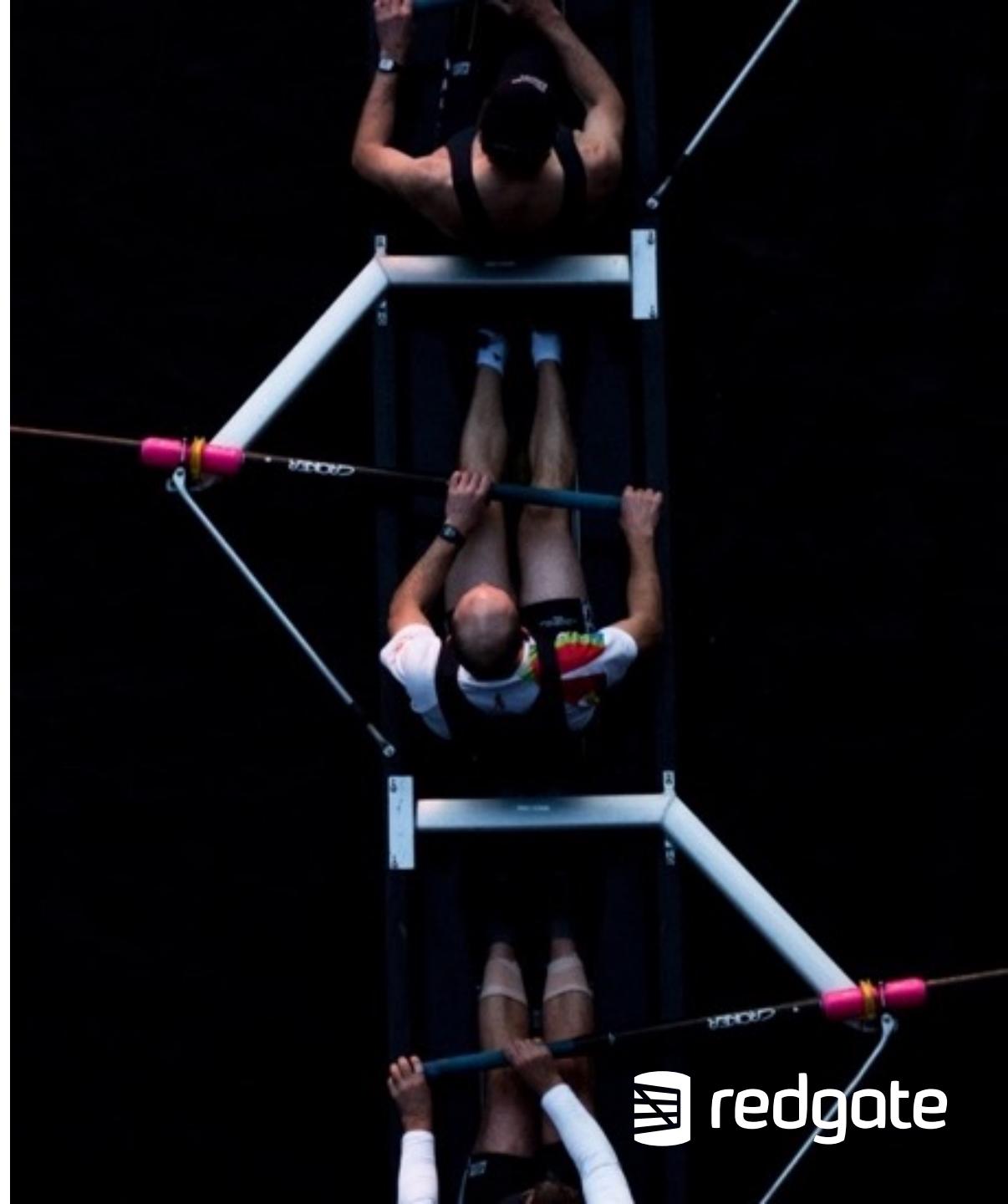
Accelerate by Nicole Forsgren

POC schedule

Keeps your team moving in sync

Helps key stakeholders understand

- Target duration
- Key milestones
- Proof of concept schedule and core meetings



Key team members

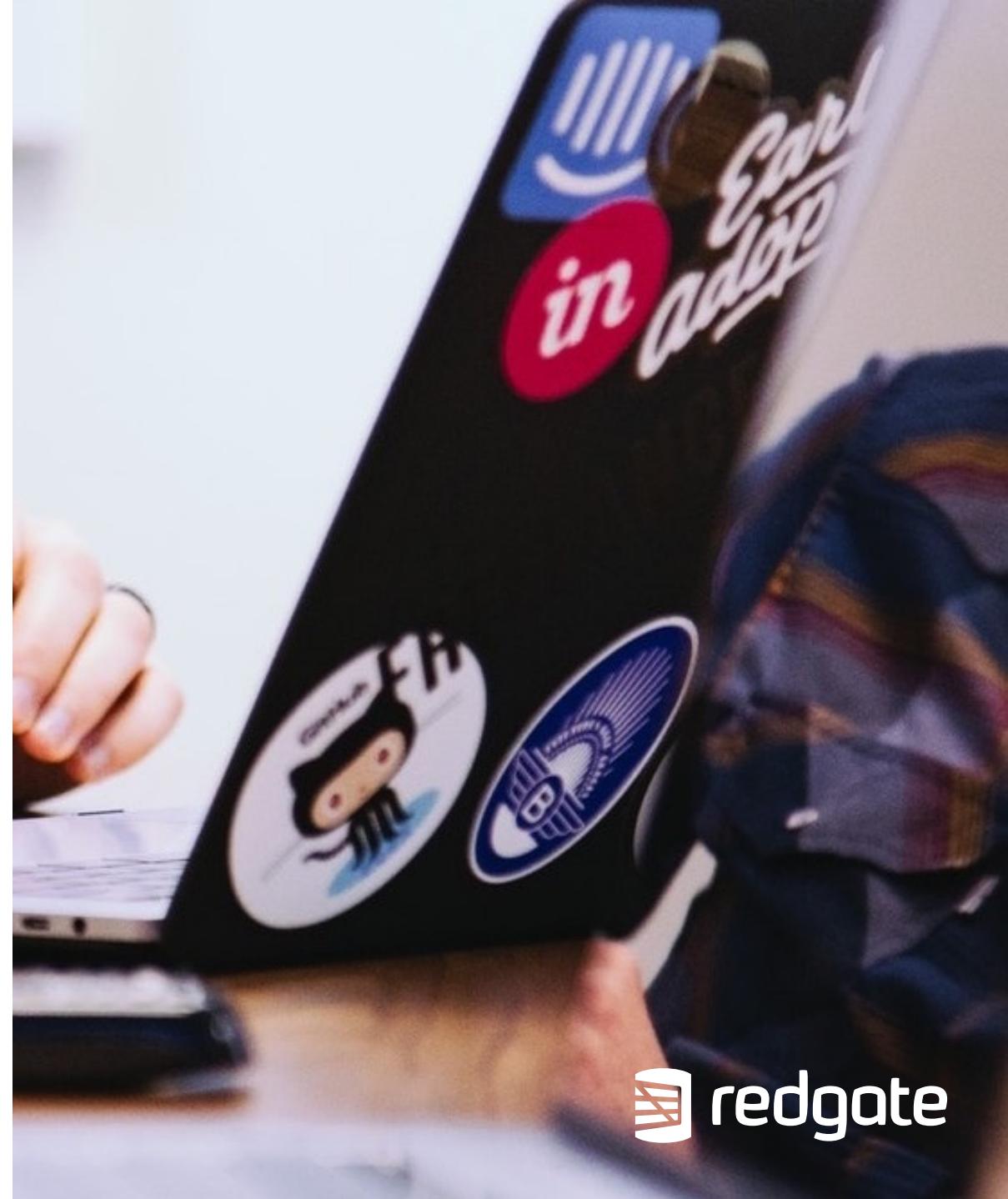
Executive sponsor

Development representative

Architect representative

Infrastructure sponsor /
representative (build setup,
firewalls, etc.)

Operations / production
management representative



When something works

- Measure results
- Shout about it
- Identify another place to implement
- Shout about it more



3. Ask for specific actions from an executive sponsor

Actions for a sponsor

- Be visible to employees
- Help build a coalition of managers and peers
- Communicate about the change with the team

<https://www.prosci.com/resources/articles/change-sponsor-checklist>



“Employees want to hear about the change from two people in the organization: the person they report to and a leader at the top.”

<https://www.prosci.com/resources/articles/importance-and-role-of-executive-sponsor>



Sponsor messages

Face-to-face

Answer questions about
the business issues

- “Why is this change happening?”
- “What is the risk of not changing?”

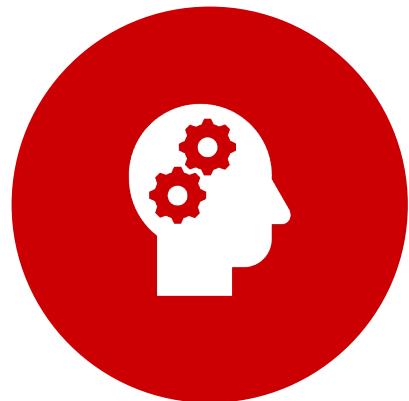
<https://www.prosci.com/resources/articles/change-management-communication-checklist>



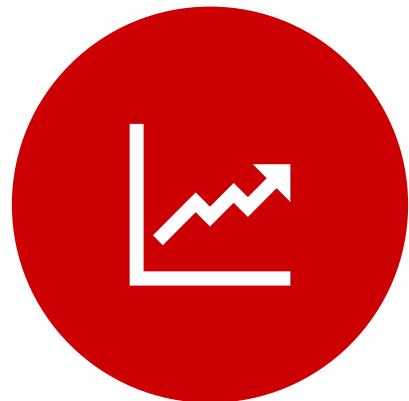
**Great leaders are
catalysts, not
commanders**



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