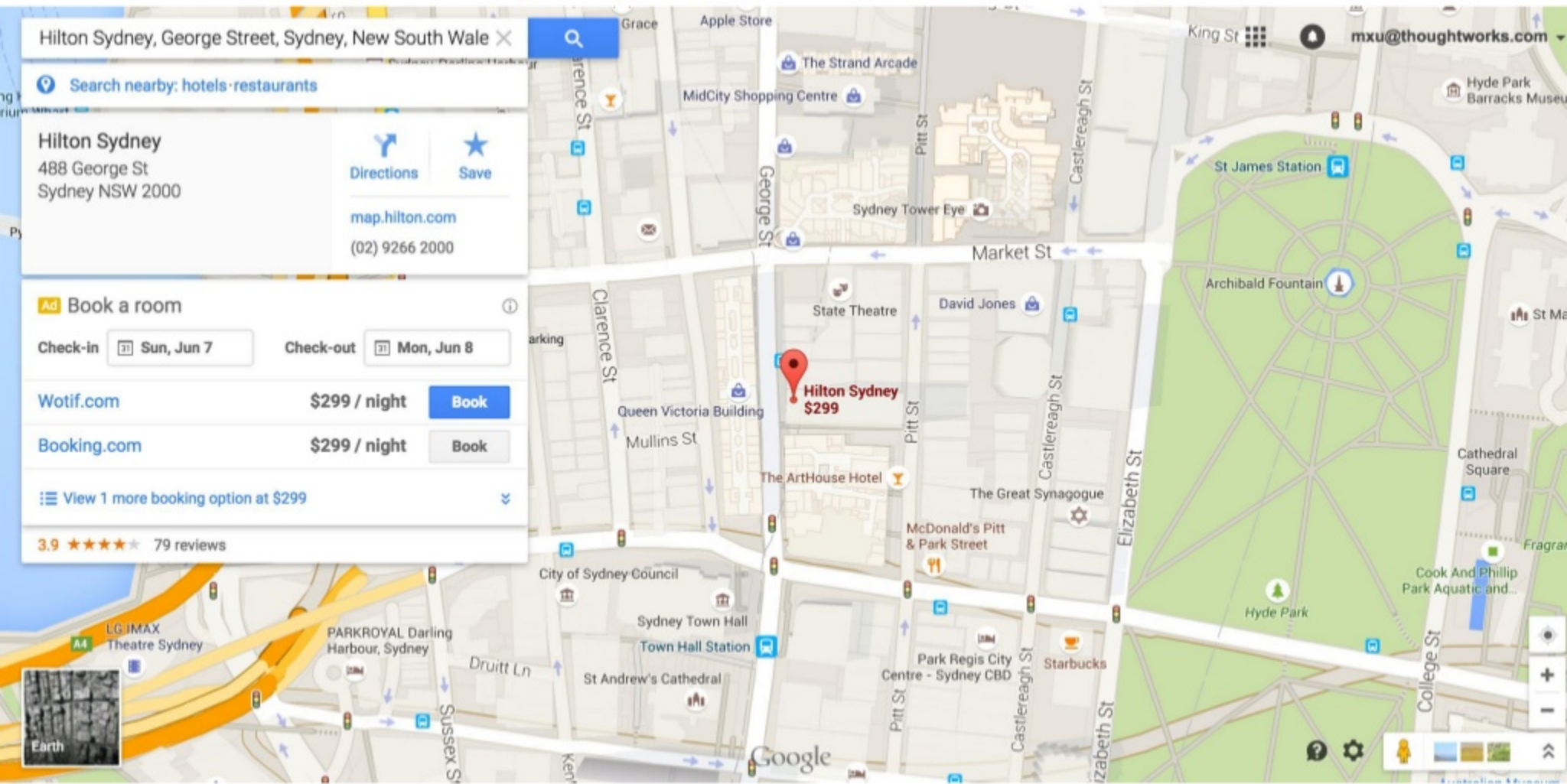**Thought**Works®

WHEN ENTERPRISE MEETS DEVOPS

May Xu

@may_ping_xu

WHAT TO EXPECT FROM THIS SESSION

- Business Challenges

- Enterprise Snapshot

- DevOps Adoption Model

- Case Study & Learning

- Takeaways

BUSINESS CHALLENGE

Faster, Cheaper, Be amazing

HOW COULD AN ENTERPRISE SUCCEED WITH...

Old fashioned complex systems with many integration points?

Heavily regulated environment?
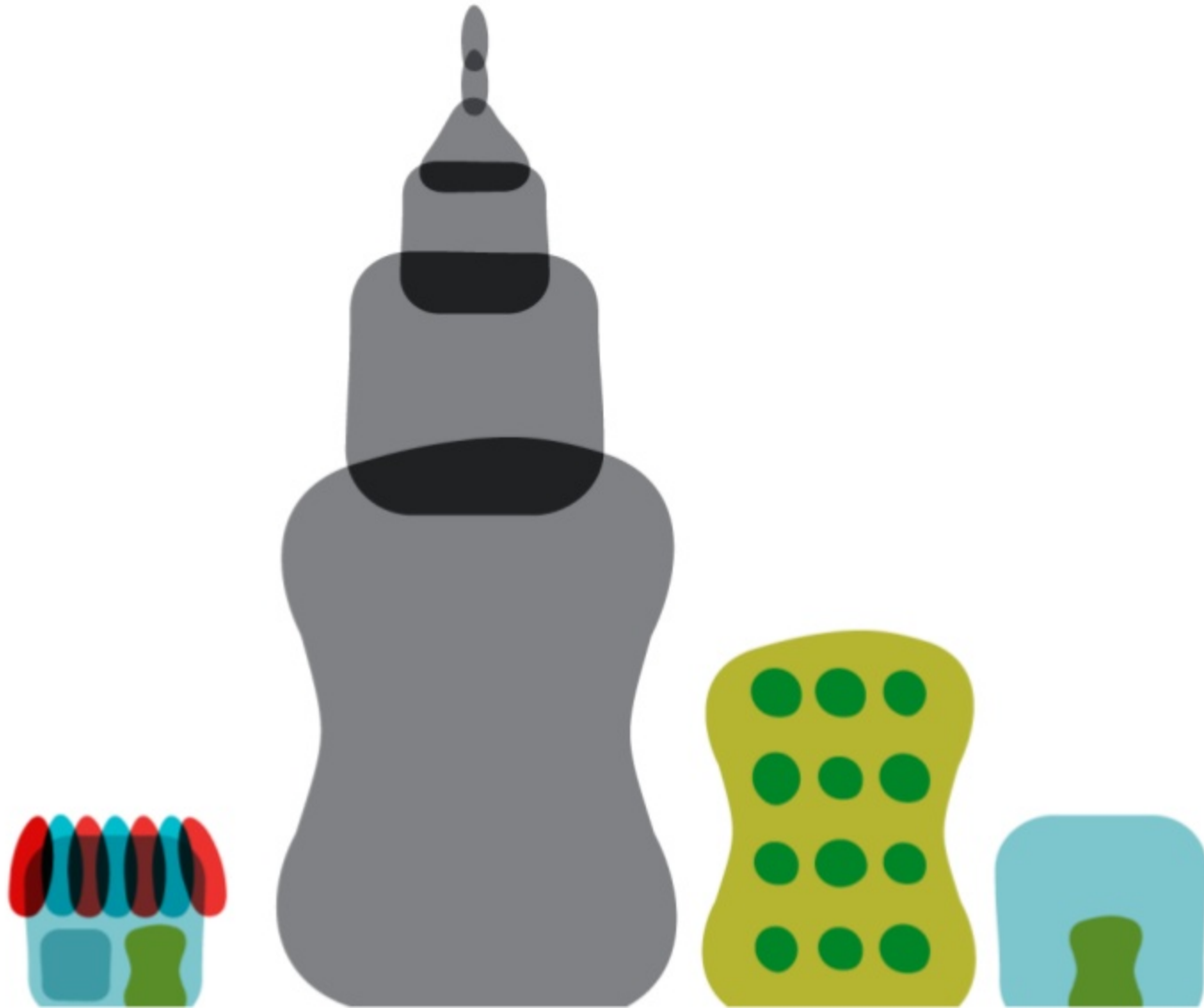
Risk adverse?

Hierarchical organizational structure?

Annual budget plan /project based?

Centralized functional team?

Outsourcing /partnership?

SAME PRINCIPLE, WHETHER THE COMPANY IS SMALL OR BIG

ENTERPRISE DEVOPS ADOPTION MODEL

What kind of problem are we trying to solve?

How can we develop people?

VALUE/PURPOSE

Continuously deliver customer value in a sustainable way with improved lead time, resilience and quality

PRINCIPLE

1. Self-directed team Over Command and Control
2. Course correction over Perfection
3. Automated over Manual

MANAGEMENT FRAMEWORK

1. People first
2. Organizational structure
3. Capability development
4. Budget
5. Risk management
6. Asset management
7. Change management
8. Security management

PRACTICES

1. Infrastructure as code
2. Dashboard
3. Working backwards
4. Open source
5. DevOps skill matrix
6. Audit automation
7. Self service
8. And etc.

How can we improve the work

ENVIRONMENT:

People, Organization, Laws, Regulations, Culture, Competitors

— *May Xu*

PICK A FOCUSED AREA AND START ACTION

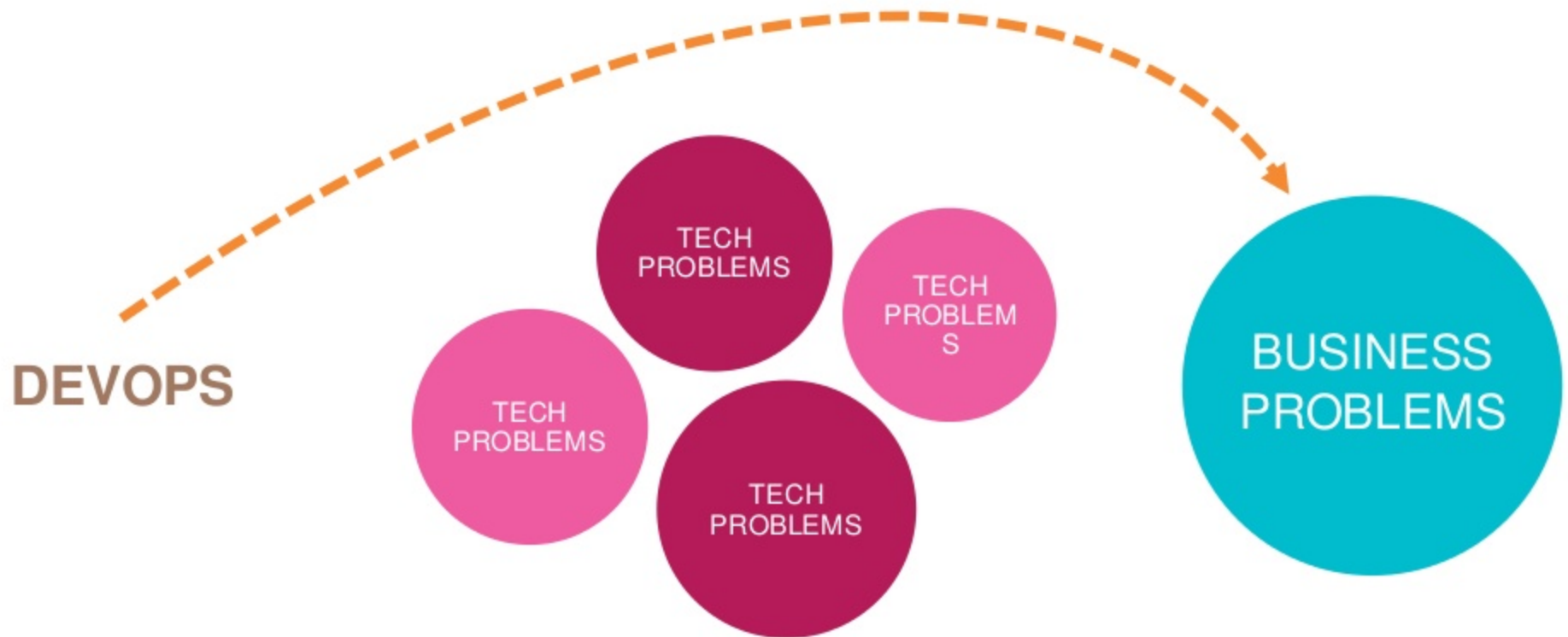| 1	2	3	4	5
Identify the goal	Understand the environment, people and organization	Develop the pillars	Celebration of success, show it!	Keep iterating, continuous improving

EXPLORE BUSINESS VALUE

DEVOPS

TECH PROBLEMS

TECH PROBLEMS

TECH PROBLEMS

TECH PROBLEMS

TECH PROBLEMS

BUSINESS PROBLEMS

DevOps solves business problem, not technical problem

DON'T TALK TO BUSINESS USING TERMS LIKE…
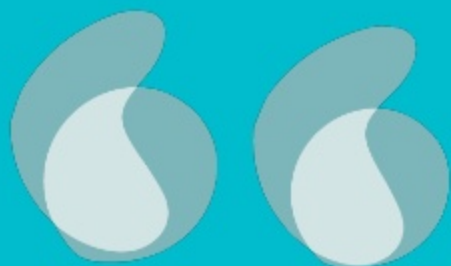
DevOps

Continuous Delivery
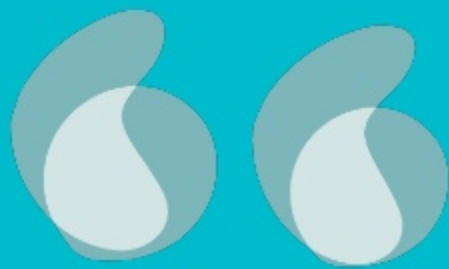
Automation

Configuration Management

Continuous Integration

Test Driven Development

Infrastructure As Code

DO TALK ABOUT...

Reduce Time to Market

Reduce Lead Time

Improved Quality

Improved Resilience

DevOps is not a goal,
but a process of continuous improvement

UNDERSTAND THE ORGANIZATION, PEOPLE AND ENVIRONMENT

DevOps is not a recipe, work out your own flavor

GETTING BUY IN IS HARD
BUT ACHIEVABLE

TURN NO INTO *YES*

✓ Shared goal

✓ Transparency

✓ Collaboration

✓ Trust the people

✓ Show progress

✓ Choose your mistakes

DEFINE PILLAR OF PRINCIPLE

Automated over Manual

Course correction over Perfection

Self-directed team over Command and Control

PRIORITIZE PILLAR OF PRACTICES

ESSENTIAL	ADVANCED	CUSTOMIZED
Collaboration	Monitor and audit everything	DevOps skill matrix
Build for failure	Operational Matrix	Working backwards
Continuous Integration	Infrastructure As Code	Audit automation tool
Version control	Continuous delivery	Asset management automation
Change control	Dashboard everything	Open source internally
Testing Automation	Visualization	Sharing both failures and success

DEVELOP CORE COMPETENCY TO ONGOING SUCCESS

People are #1 asset!
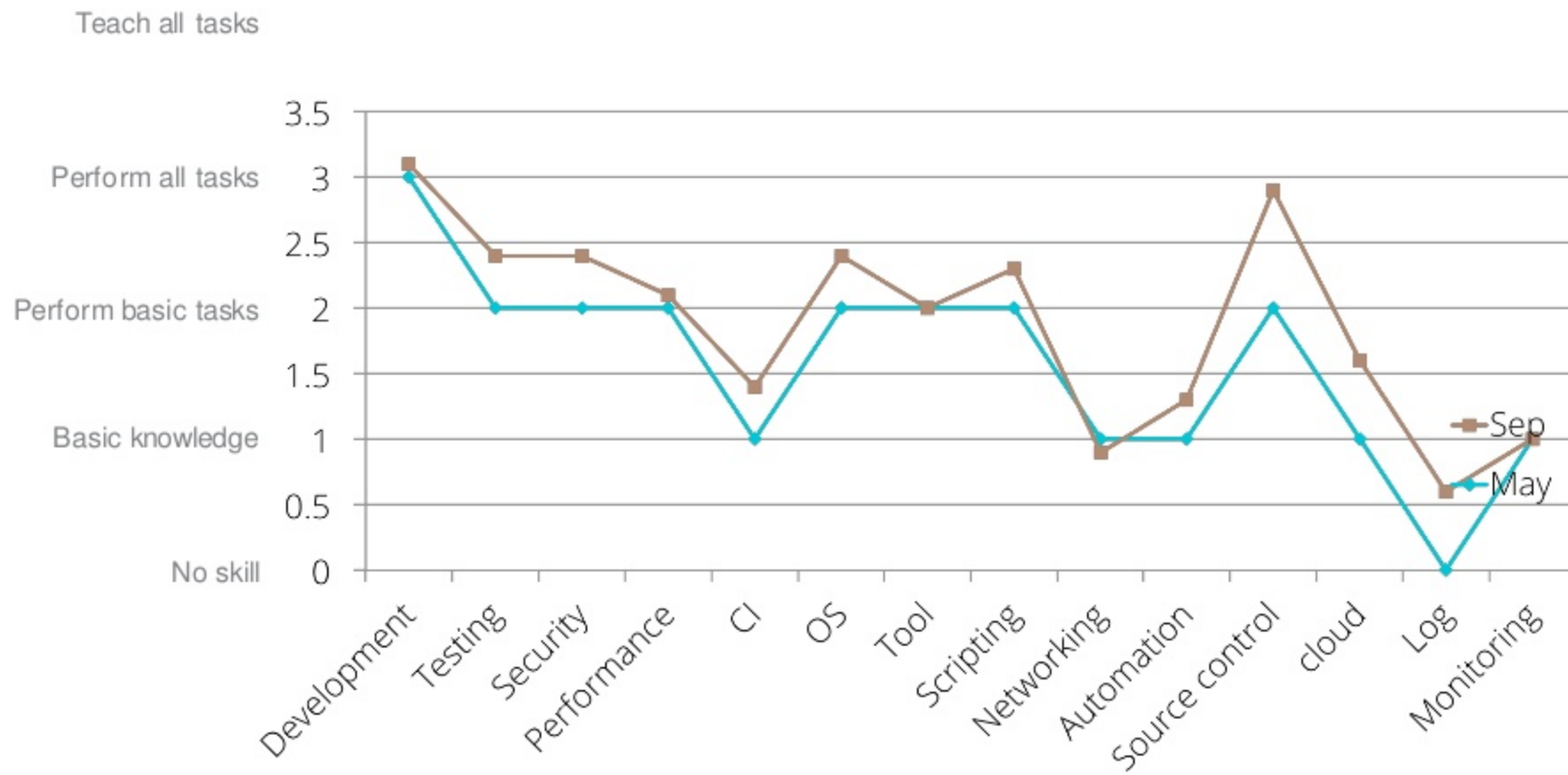
CONTINUOUS IMPROVEMENT OF THE MANAGEMENT FRAMEWORK

Sustainable success requires both bottom-up practices and top-down management framework support

Budget

Project Management

Change Management

PEOPLE

Security Management

Asset Management

Organization Structure

Risk Management

Capability development

EVOLVE THE MANAGEMENT FRAMEWORK

SELF DIRECTED

- Respect
- Competency
- Collaboration
- Motivation
- Safe to fail
- Continuity
- Continuous improvement

CROSS-FUNCTIONAL

- Shared goal
- Organization structure
- Knowledge Sharing
- Innovation

END TO END DELIVERY TEAM

- Value
- Reduce hand off rate
- Reduce lead time
- Early feedback

KEY TAKEAWAYS

- People are #1 asset

- DevOps is not a recipe, work out your own flavor

- Start with business, even if you don't have a trust relationship

- Sustainable success requires both bottom-up practices and top-down management framework support

- Enterprise DevOps adoption is not easy, but rewarding

SHORTEN THE PATH BETWEEN INNOVATION AND VALUE