# DevOps Kaizen:

## Practical Steps to Start & Sustain an Organization's Transformation

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DevOps Consulting

Operational Improvemen

#SimplifyOps

RUN DECK

Tools

Symantec. emdeon EQUIFAX

salesforce GUARDIAN at&t omgeo

Adobe barclaycard ticketmaster TD intuit.

WILLIAMS-SONOMA CapitalOne

zynga U.S. Citizenship and Immigration Services LOYAL3

RESTORATION HARDWARE bwin.party digital entertainment D&B

RMS LinkedIn BT CCP

vmware digby Cisco webex

RueLala backcountry ING TransUnion

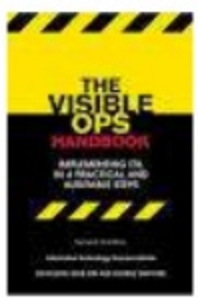
Nextdoor E*TRADE FINANCIAL Fidelity INVESTMENTS

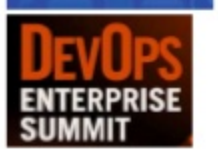
Gene Kim

Practices & Behaviors

High Performing Companies

… but WHY are they different?





**The ability to improve.**

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**The unique trait of high-performing companies is that they are good at learning fast.**

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# Improvement already has a well known recipe: Plan - Do - Study - Act (PDSA)

*Other variants:*
*PDCA*
*OODA*

**W. Edwards Deming - 1950**

© The Deming Institute

## Why are so many organizations unable to improve?

1. The work isn't visible
2. People are working out of context
3. Inertia is pulling your org out of alignment

(Silo Effects)

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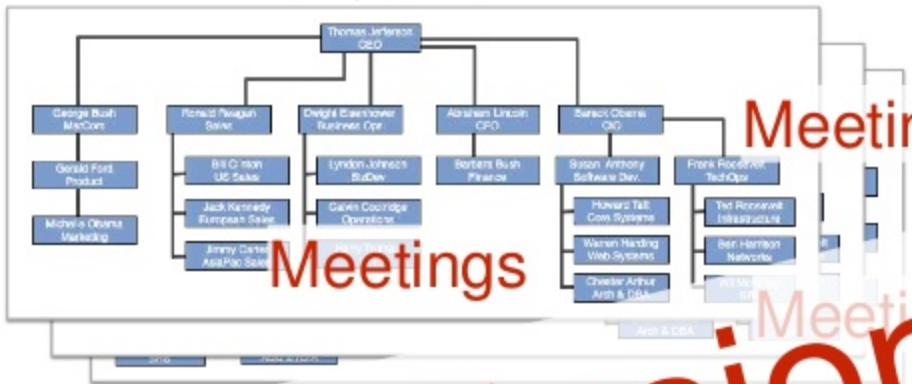
# Traditional “Visibility” For Technology Managers

## Org Charts




Meetings

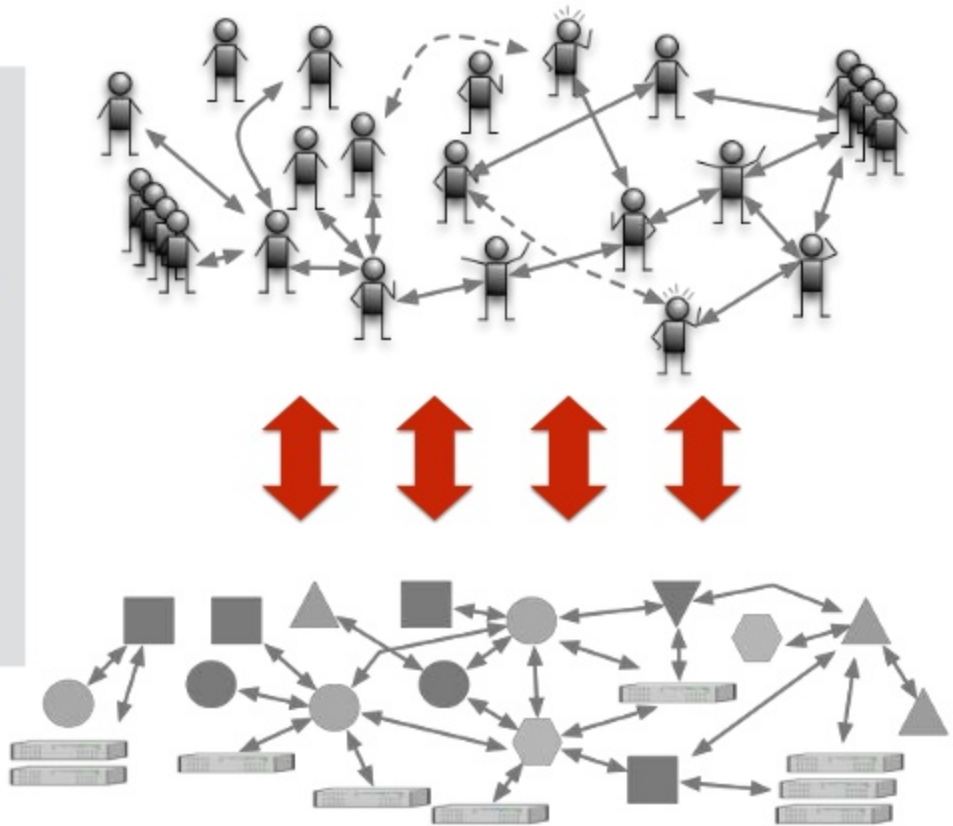
Meetings

Meetings

# It's a complex system

No wonder…

1. The work isn't visible
2. People are working out of context
3. Inertia is pulling your org out of alignment



Complex System

interacting with

Complex System

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**The only way to fix a sufficiently complex system is to create the conditions for the system to fix itself.**

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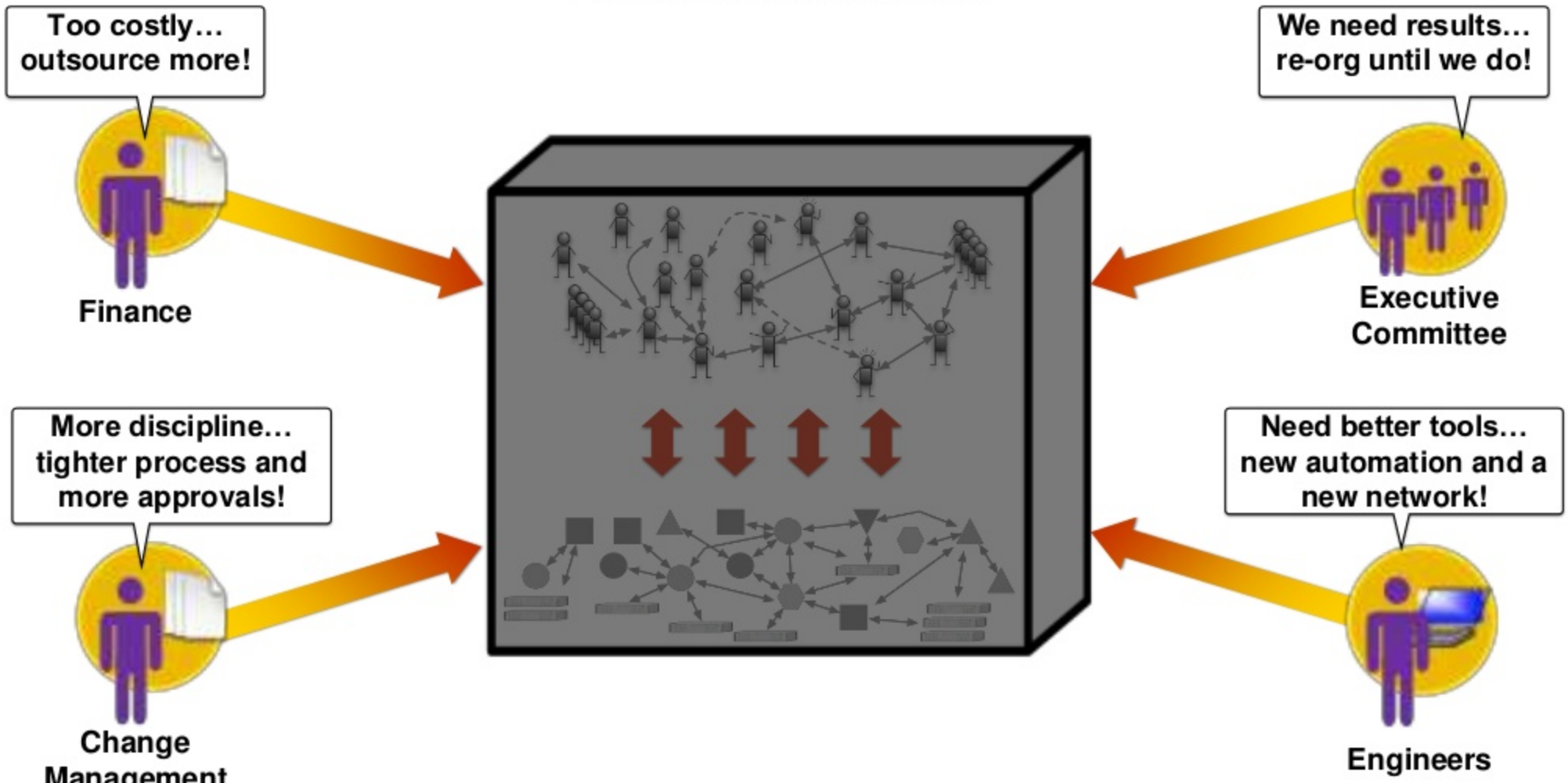
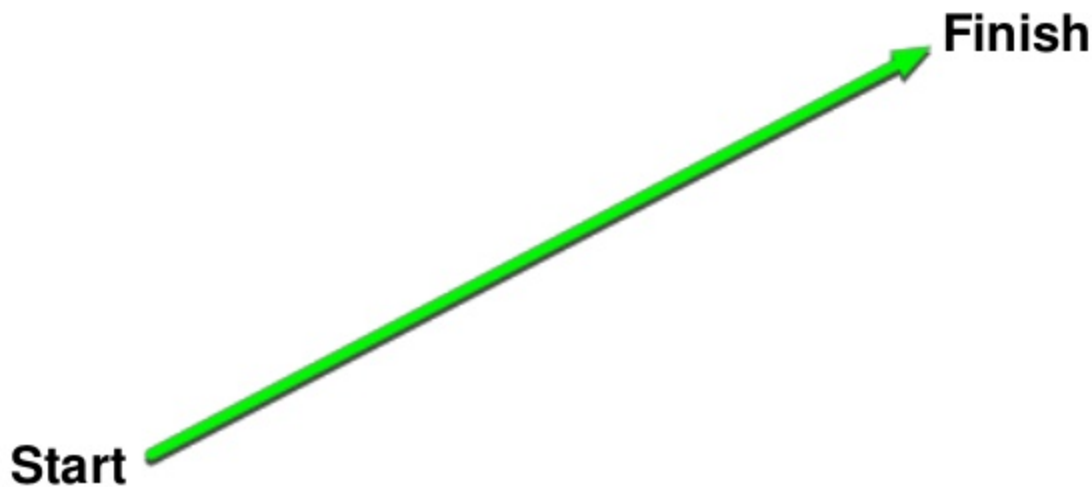
*"I know the answer!…"*



# The “Big Bang” Transformation Dream

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# The “Big Bang” Transformation Reality

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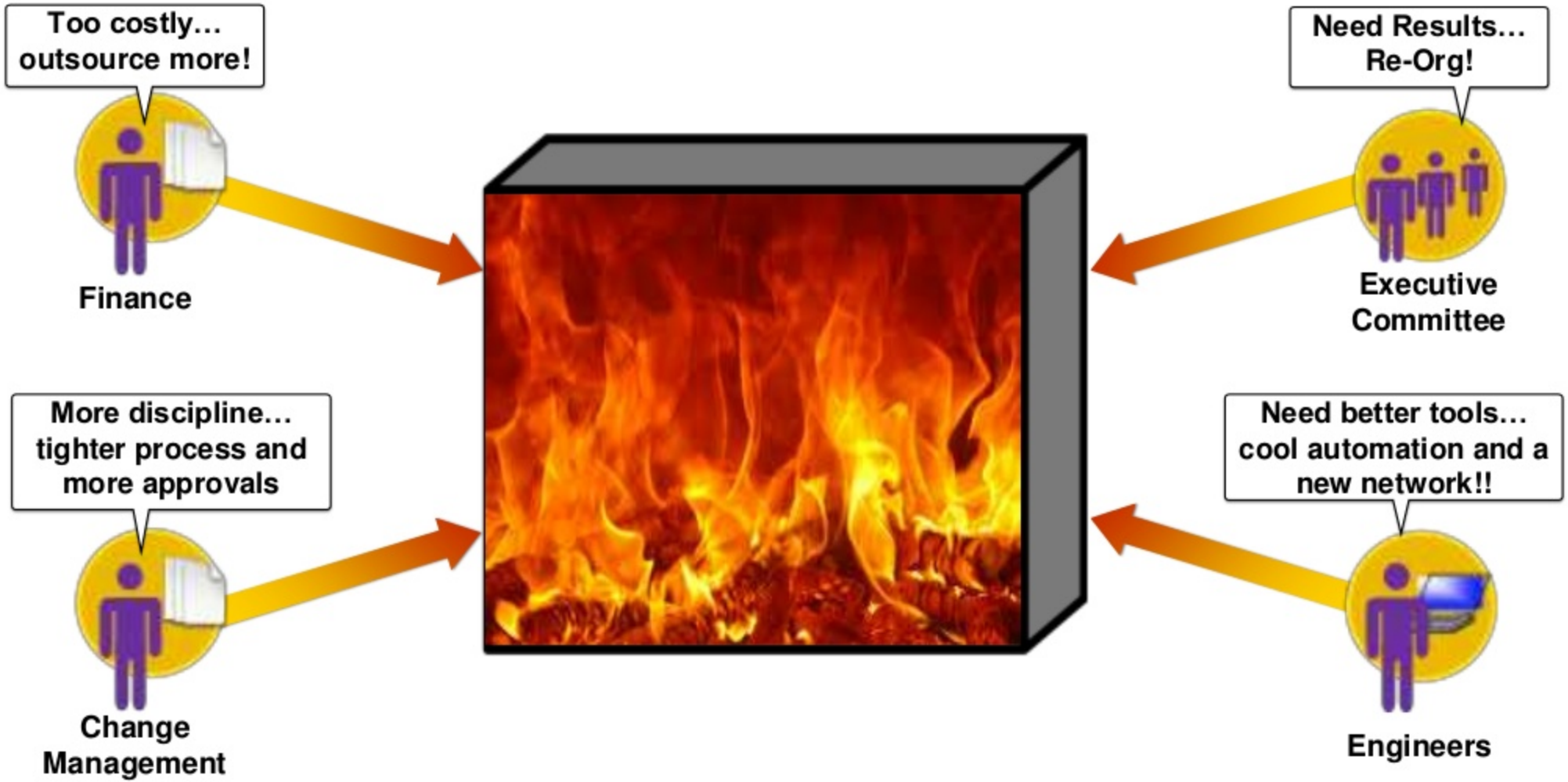
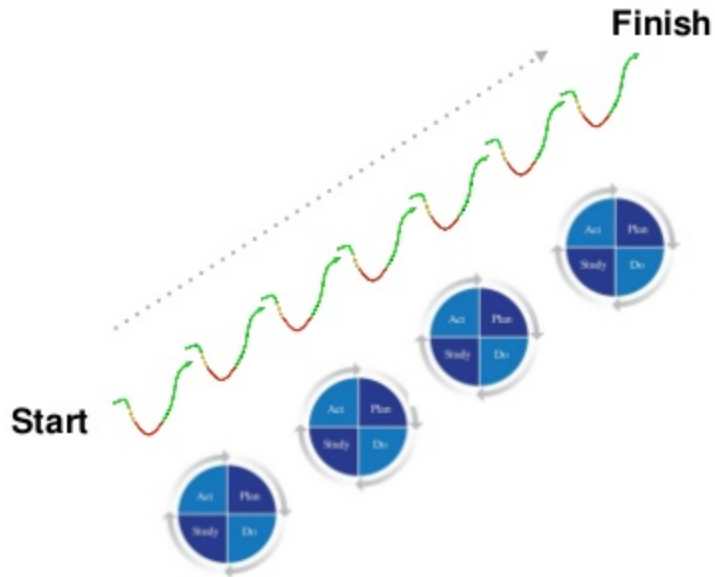

Too costly… outsource more!
Finance
More discipline… tighter process and more approvals
Change Management
Need Results… Re-Org!
Executive Committee
Need better tools… cool automation and a new network!!
Engineers

# How to teach an organization to fix itself: "Little J's" instead of "Big J"

"Big Bang"




Continuous Improvement

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## Turn Continuous Improvement into an enterprise program

***You are going to have to…***

- **Keep improvement efforts aligned**
- **Scale quickly**
- **Span multiple organizational boundaries**
- **Work with substantial numbers of legacy technologies**
- **Develop your existing staff in mass**
- **Be self-funding after initial seed investment**

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**Remember what you are up against….**

1. The work isn't visible
2. People are working out of context
3. Inertia is pulling your org out of alignment

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# “DevOps Kaizen”

- Kaizen: Japanese word for improvement
- Modern business context:
  - Continuous improvement
  - Systematic, scientific-method approach
  - Total engagement of the workforce
  - Valuing small changes as much as large changes (outcome is what matters)
- DevOps context:
  - Continuously improve the flow of work through the full value stream in order to improve customer outcomes

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# “DevOps Kaizen”

**Proven Lean Techniques**

**+**

**DevOps Context**

*“If I have seen further, it is by standing on the shoulders of giants.”*
*-Sir Isaac Newton*

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# Elements of a DevOps Kaizen Program

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