

Mobbing

for Value

Skylar Watson & Jason Hobbs

@SkylarRWatson

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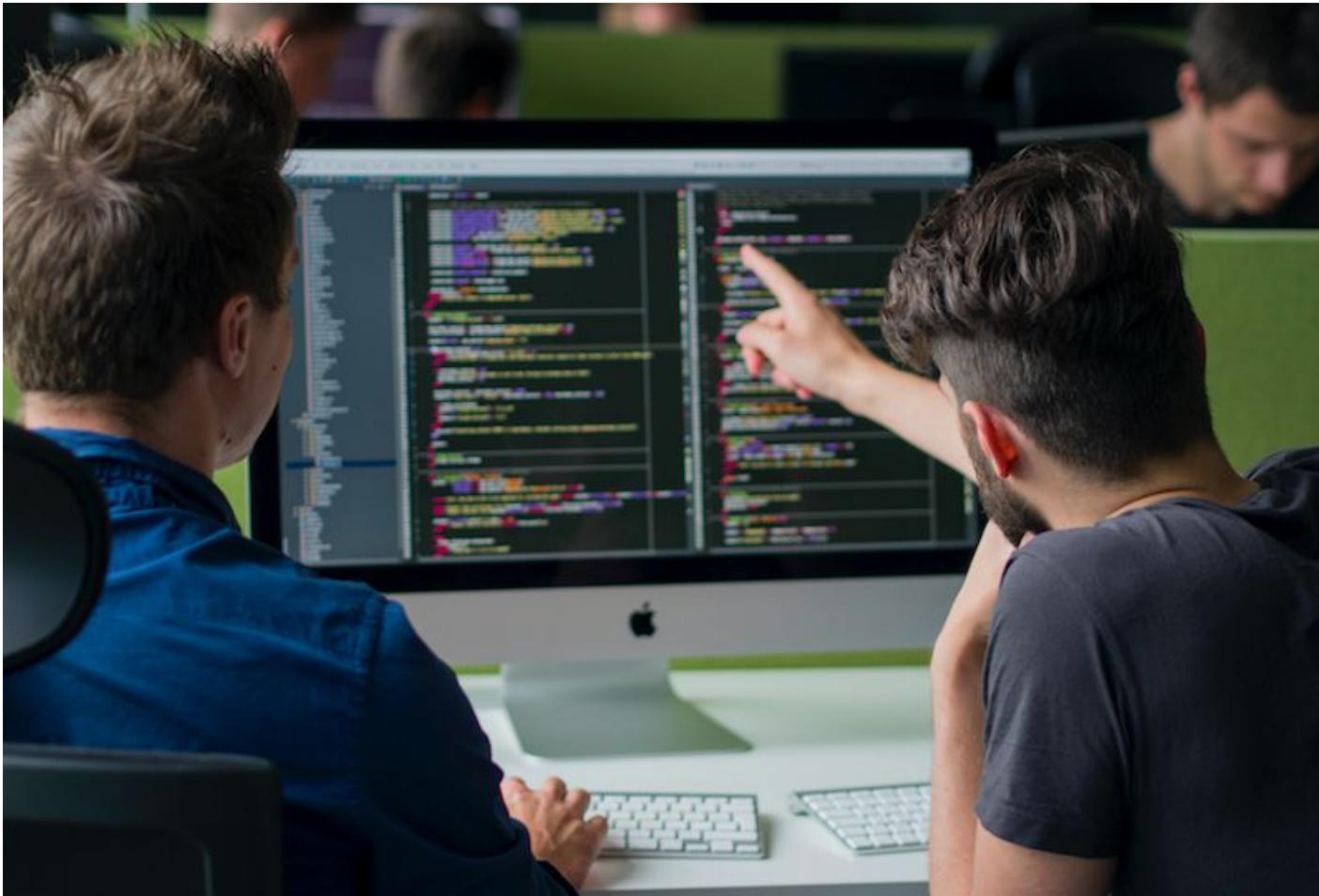
@SkylarRWatson

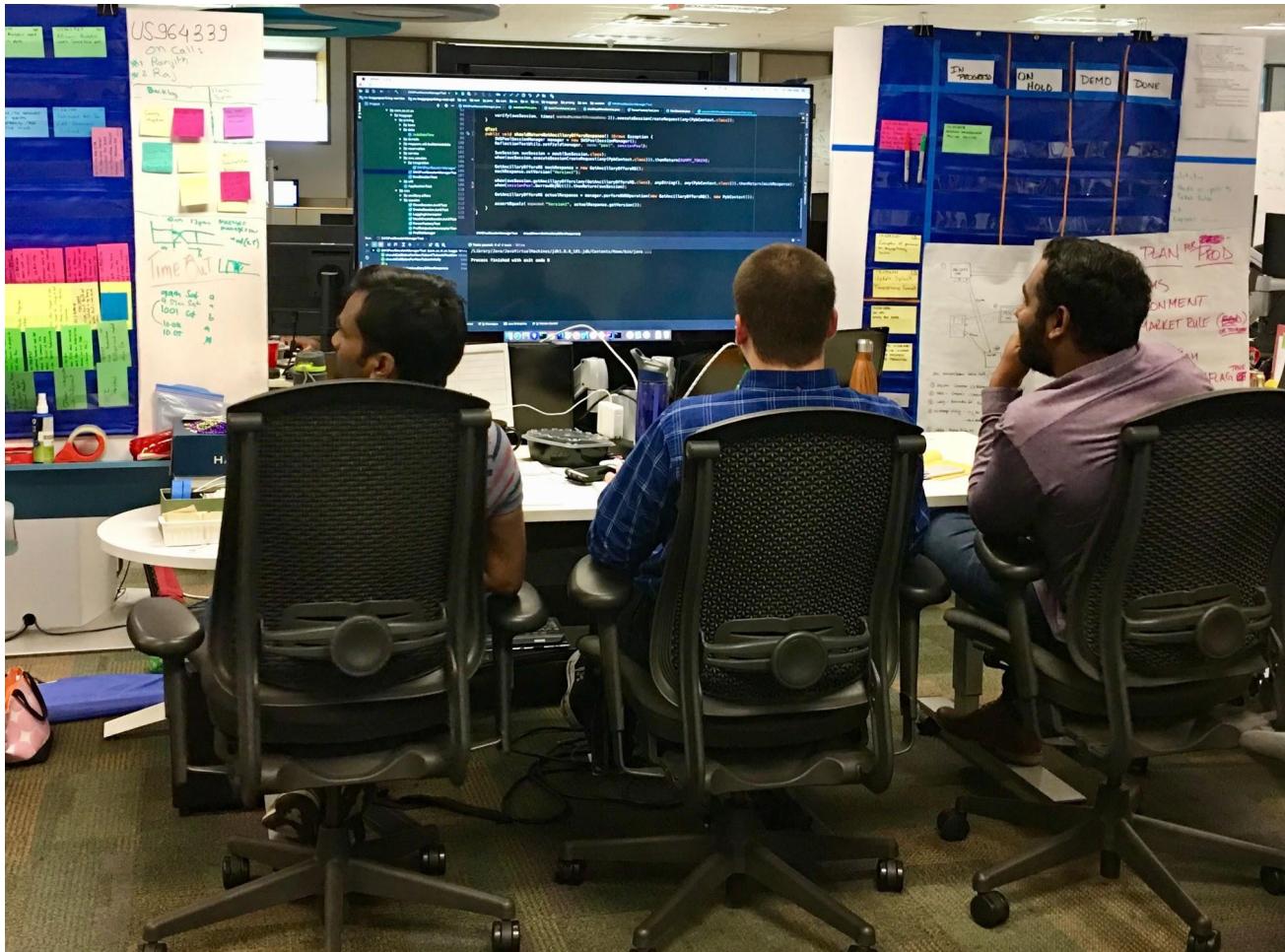
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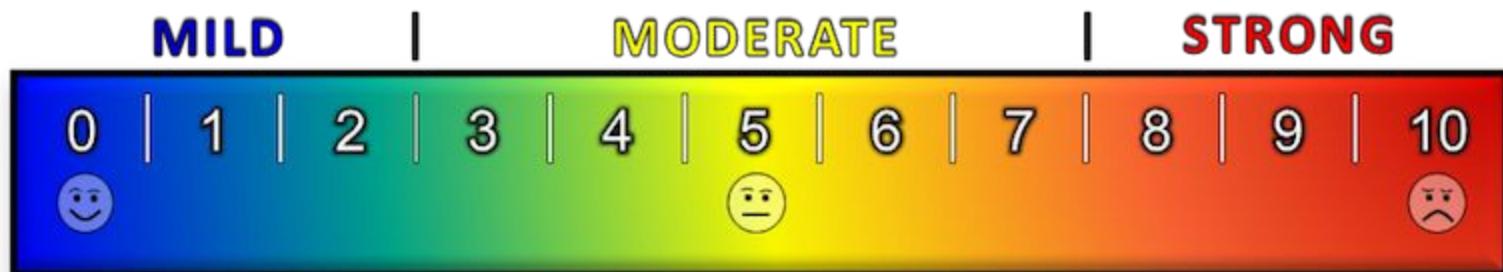


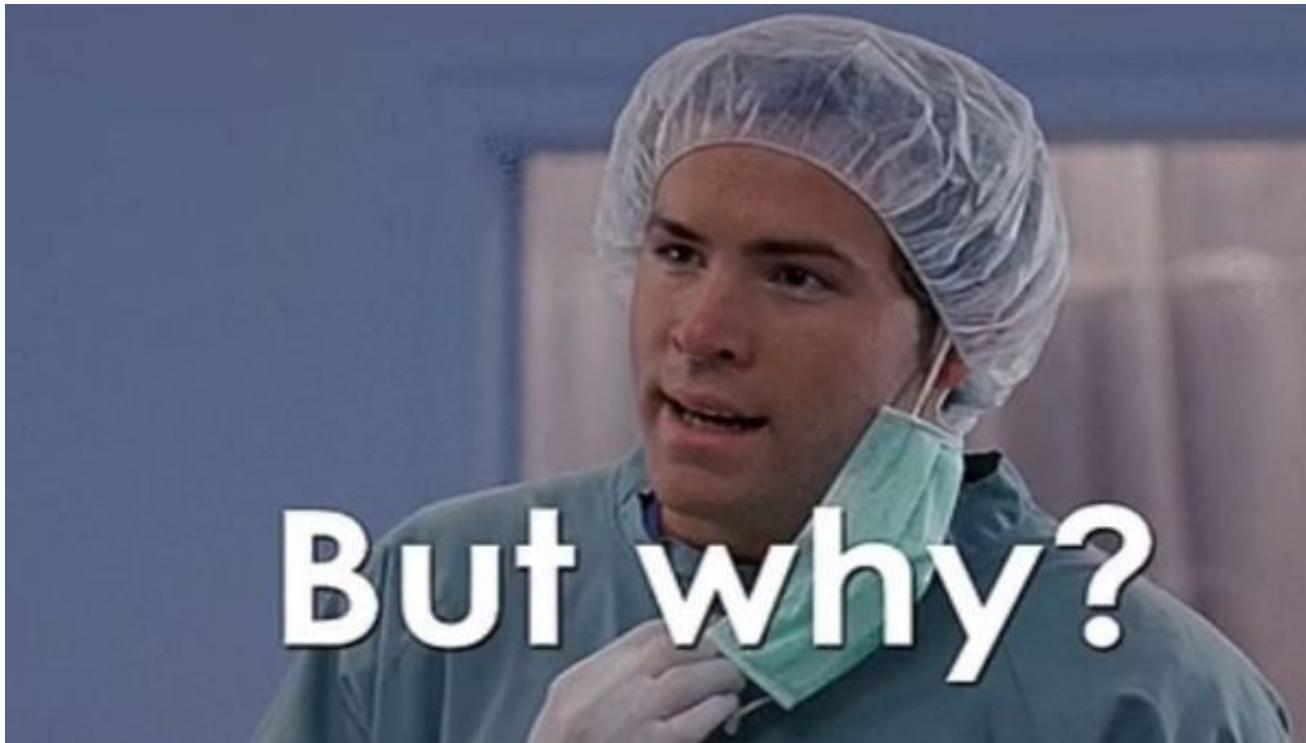
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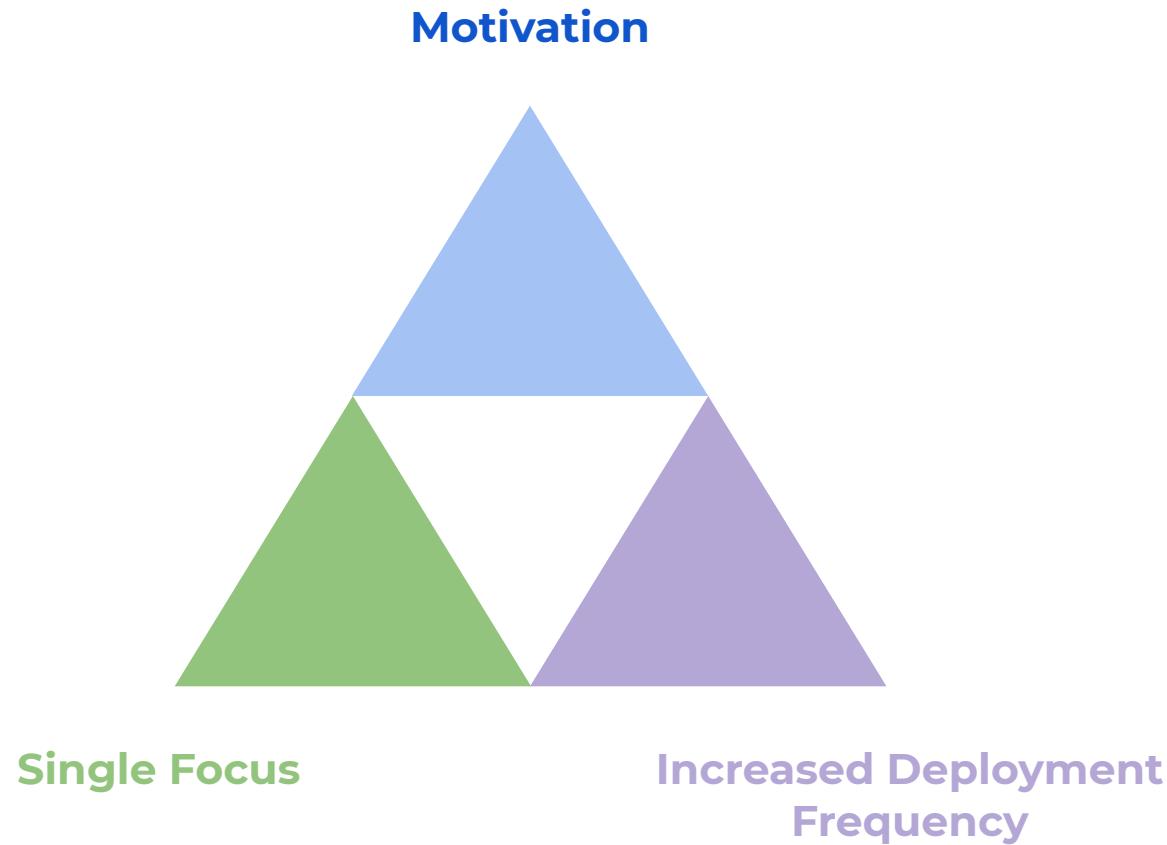
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How Uncomfortable are you with Mobbing?







Motivation



Single Focus

Increased Deployment
Frequency

How “Elite” are YOU?

	ELITE	HIGH	MEDIUM	LOW
Deployment Frequency	Multiple per day	1x per day to 1x per week	1x per week to 1x per month	1x per month to 2x per year
	ELITE	HIGH	MEDIUM	LOW

	ELITE	HIGH	MEDIUM	LOW
Lead time for Changes	< 1 day	1 day to 1 week	1 week to 1 month	1 month to 6 months
	ELITE	HIGH	MEDIUM	LOW

*Accelerate: State of DevOps 2019
<https://cloud.google.com/devops/state-of-devops/>

Motivation



How “Elite” are YOU?

	ELITE	HIGH	MEDIUM	LOW
Time to Restore Service	< 1 hour	< 1 day	< 1 day	1 week to 1 month
	ELITE	HIGH	MEDIUM	LOW

	ELITE	HIGH	MEDIUM	LOW
Change Failure Rate	0 - 15 %	0 - 15 %	0 - 15 %	46 - 60 %
	ELITE	HIGH	MEDIUM	LOW

*Accelerate: State of DevOps 2019
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Motivation



Westrum Culture Typology

Pathological (Power-Oriented)	Bureaucratic (Rule-Oriented)	Generative (Performance-Oriented)
Low cooperation	Modest cooperation	High cooperation
Messengers “shot”	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to inquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

Motivation

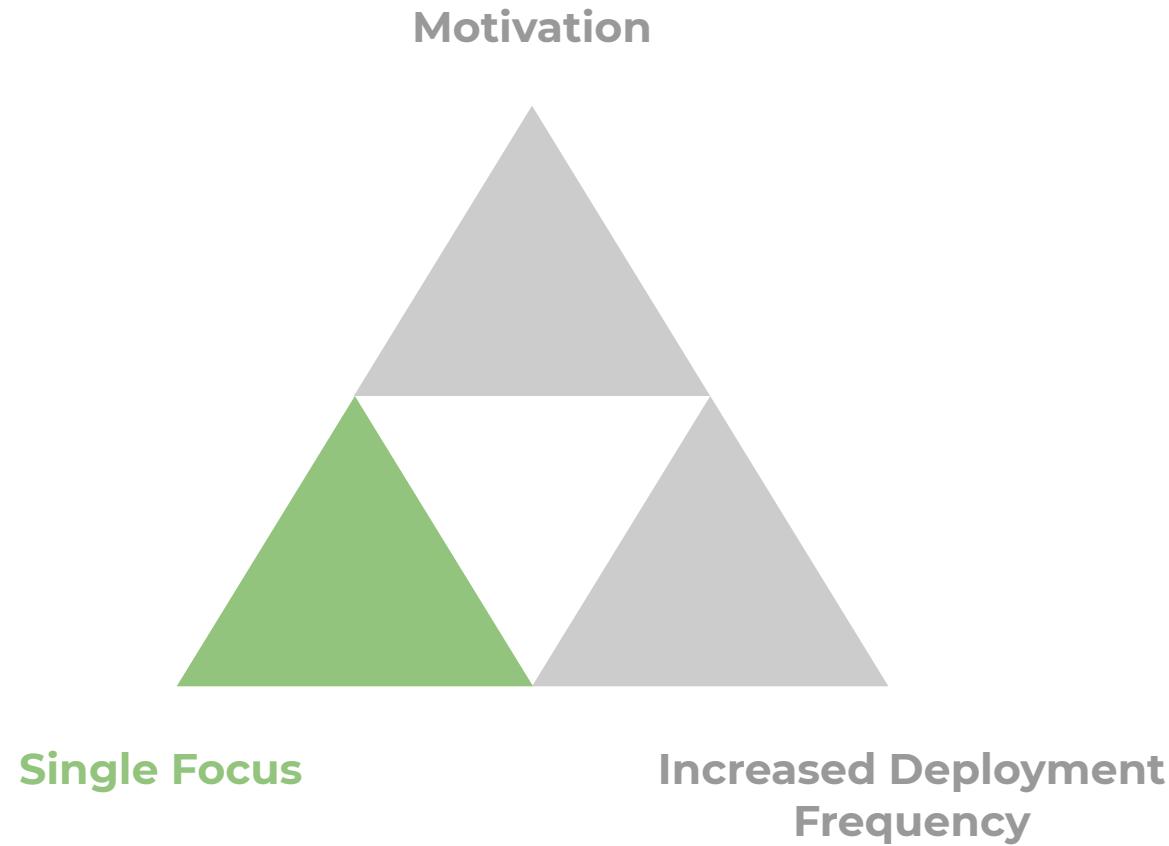


Motivation



Single Focus

Increased Deployment
Frequency





Single Focus

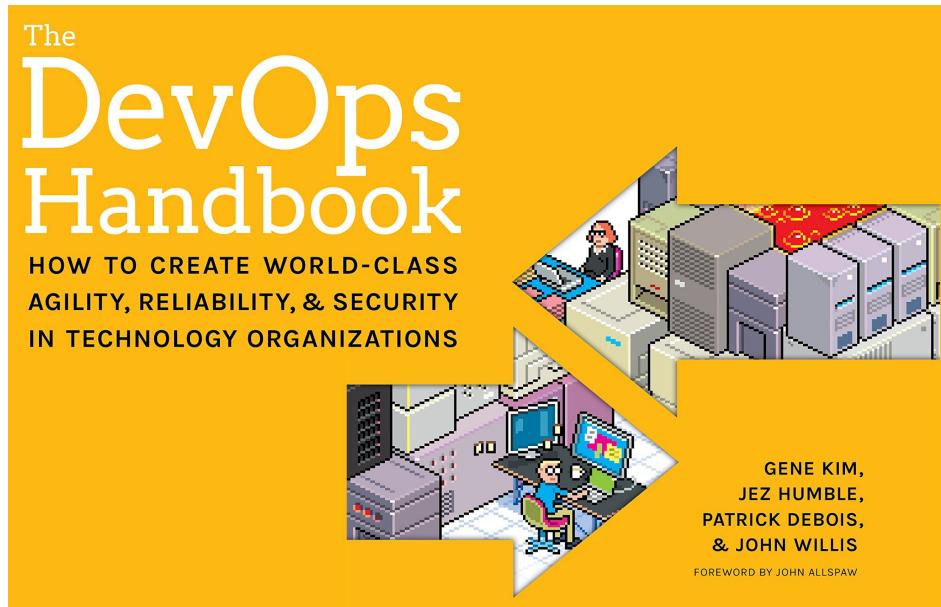


You want it ALL?

- Add new feature
- Estimate upcoming changes
- Fix an annoying bug
- Update a dependent utility in the library
- Resolve items from PCI audit
- Update to latest version of service used
- Answer usage questions
- Triage customer experience

Single Focus





The Three Ways: The Principles Underpinning DevOps -- Gene Kim
<https://itrevolution.com/the-three-ways-principles-underpinning-devops/>

Single Focus



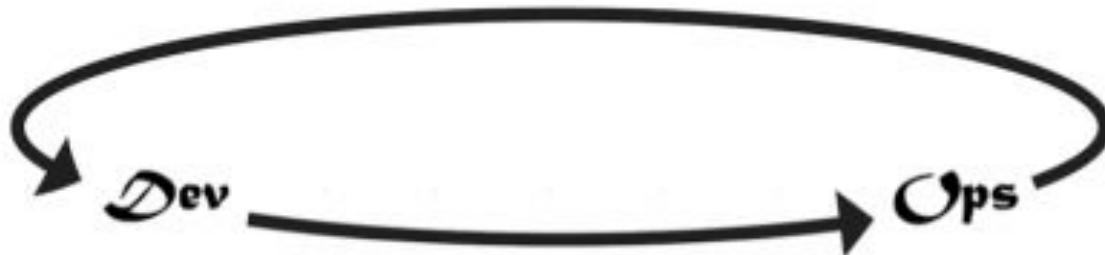
The First Way: Systems Thinking



Single Focus



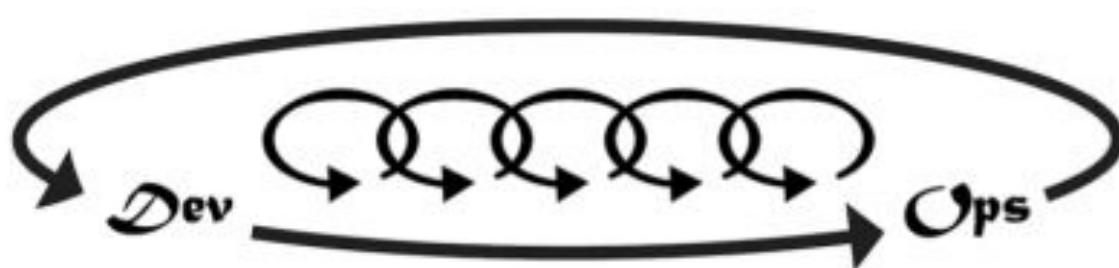
The Second Way: Amplify Feedback Loops



Single Focus



The Third Way: Culture Of Continual Experimentation And Learning



Single Focus



LOCAL

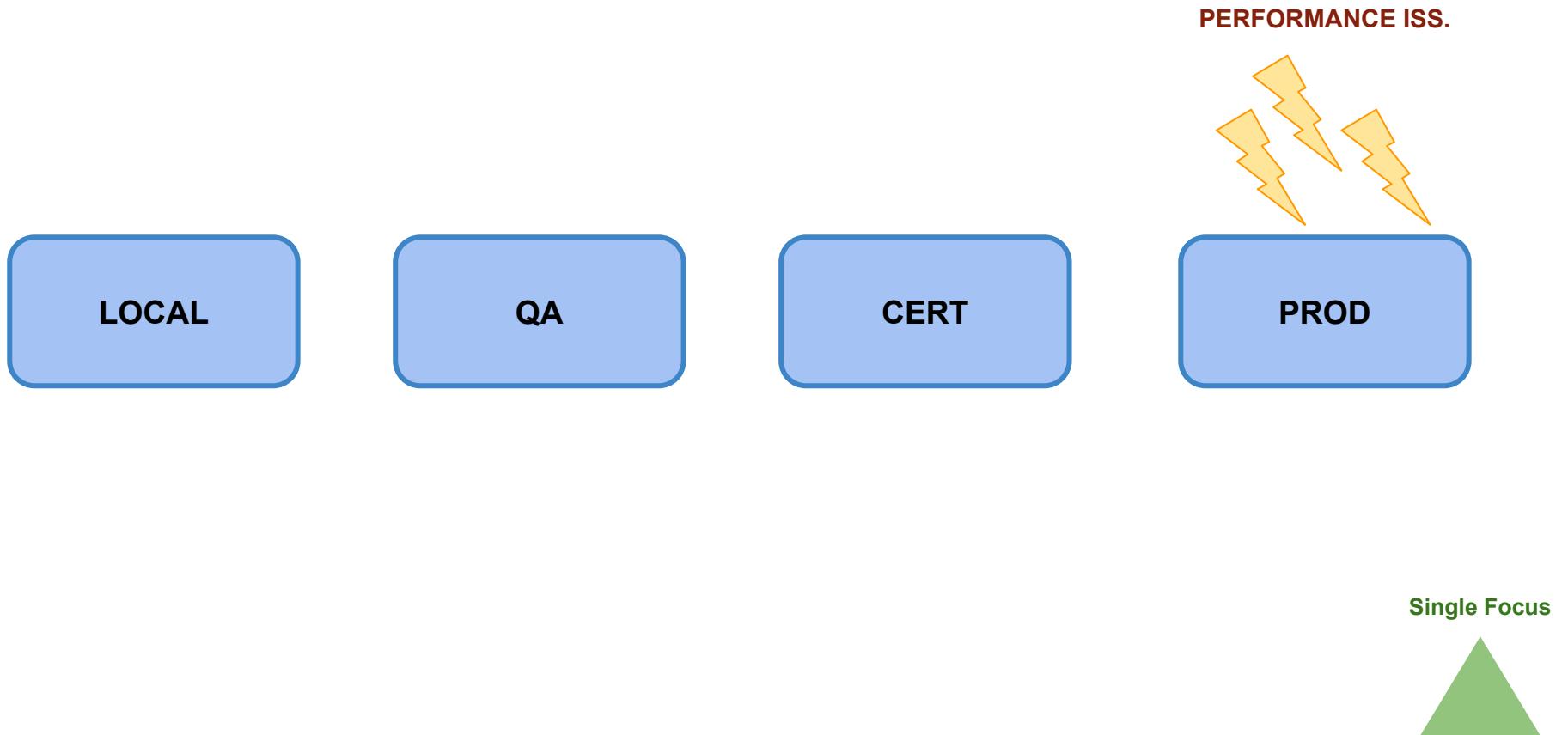
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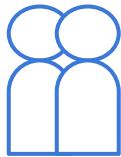
CERT

PROD

Single Focus







#1 PRIORITY
EXPERIMENTING W/ PROD PERFORMANCE

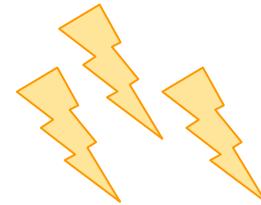
LOCAL

QA

CERT

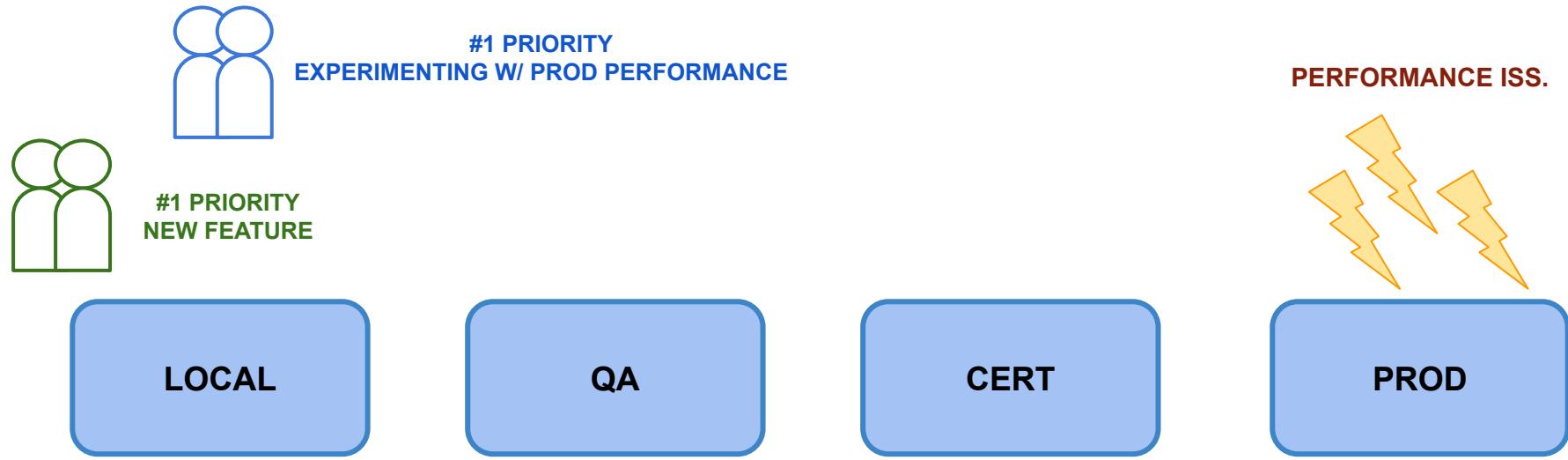
PROD

PERFORMANCE ISS.



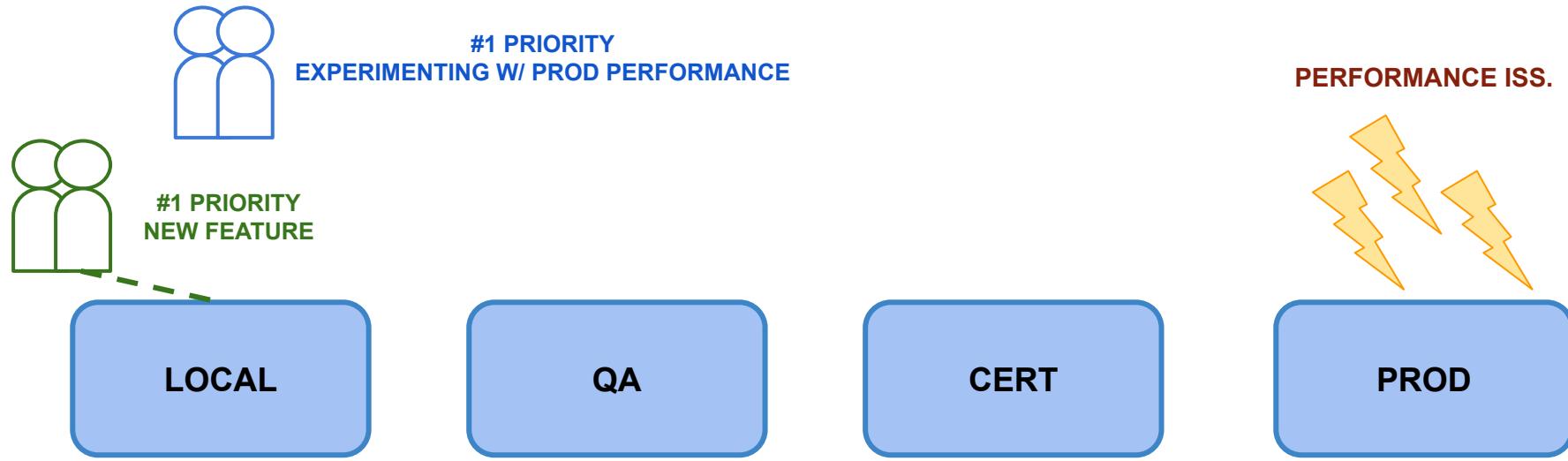
Single Focus

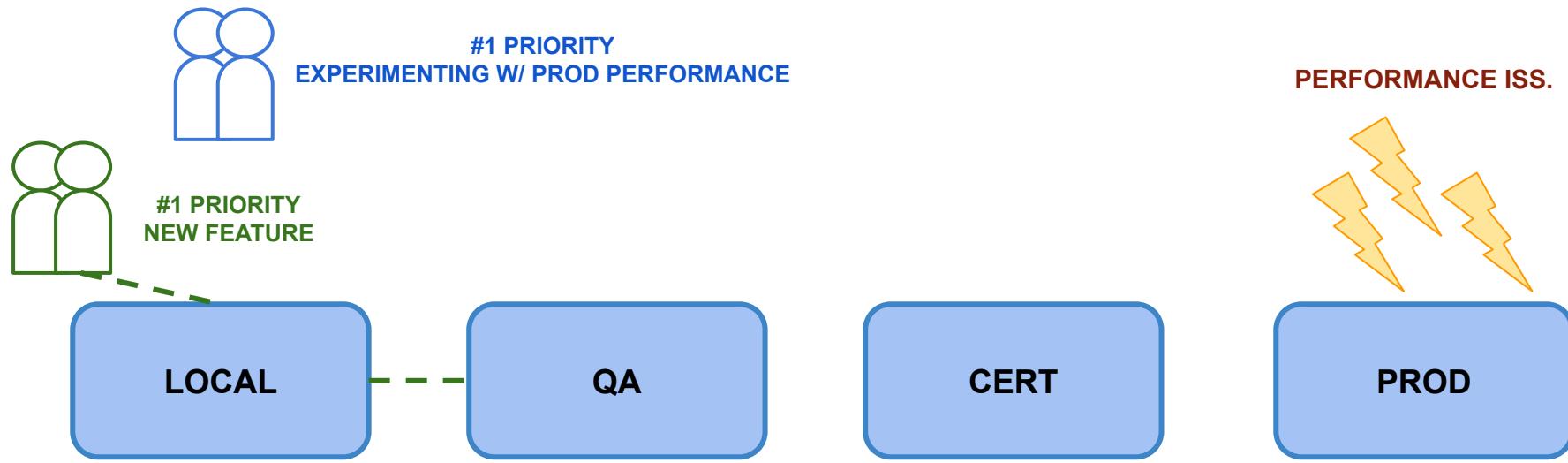




Single Focus

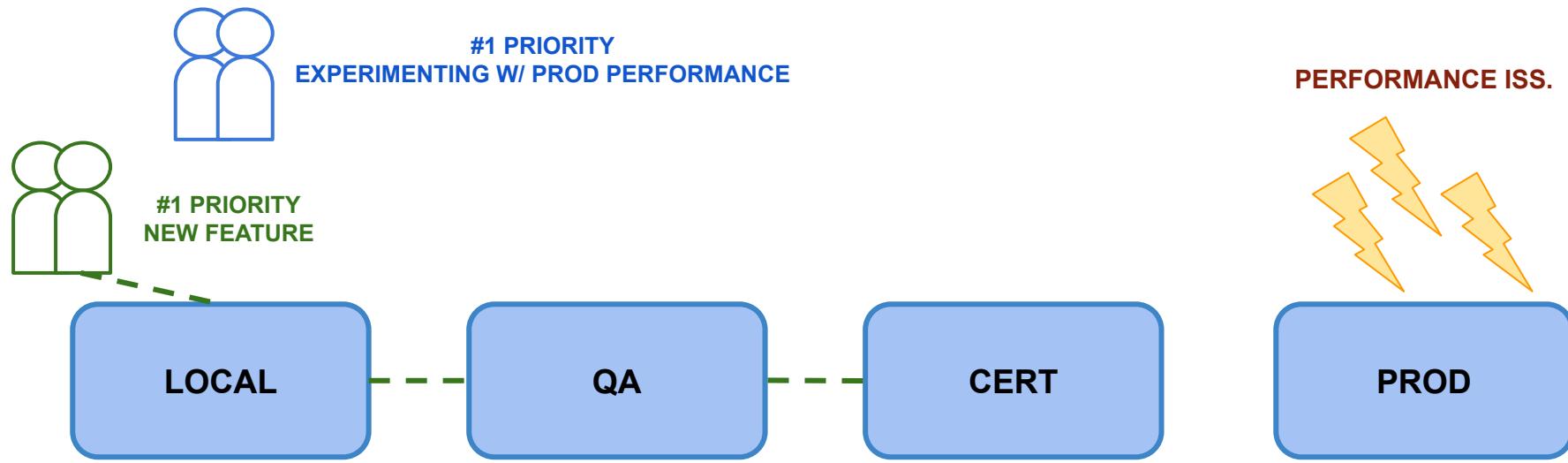






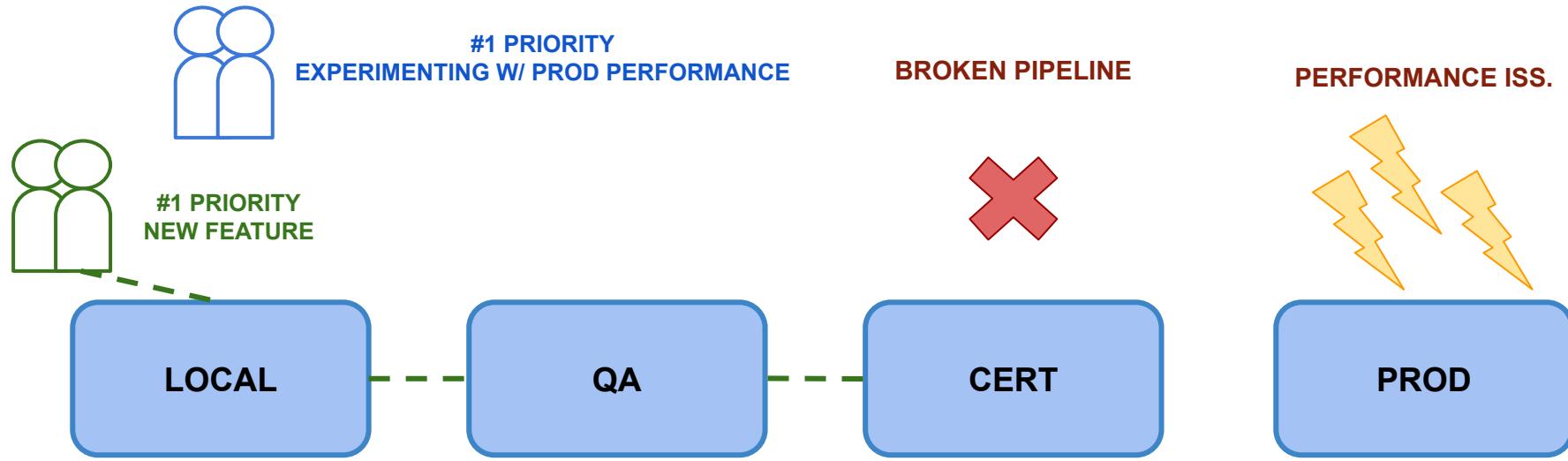
Single Focus





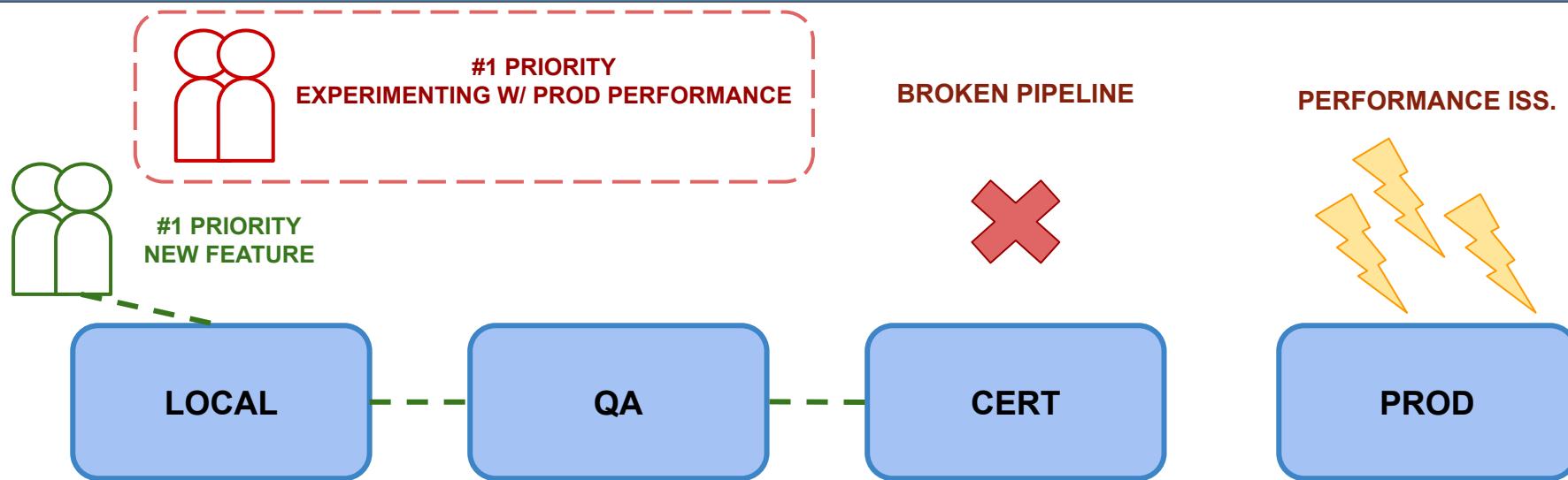
Single Focus





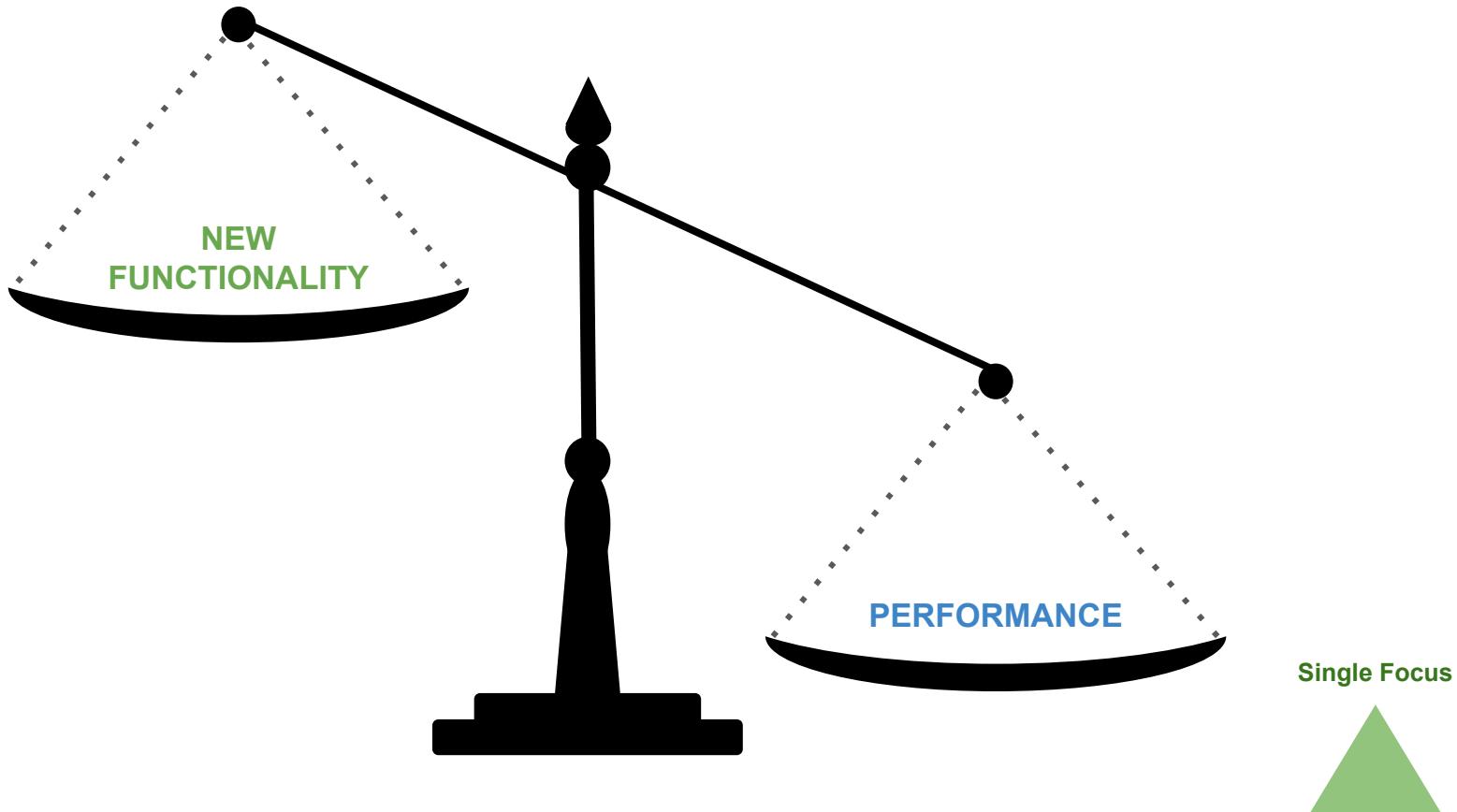
Single Focus





Single Focus





Do You **React** to
Failures?



Do You **React** to
Failures?



OR

Do You **React** to
Failures?

Do You **Respond**
to Failures?

OR



RUBRIC

Single Focus



01

PRODUCTION OUTAGE / ISSUE

- Product Issue / Undesirable State
- Imminent risk to product operation
 - Could be immediate team or neighbor

Single Focus



01	PRODUCTION OUTAGE / ISSUE	<ul style="list-style-type: none">• Product Issue / Undesirable State• Imminent risk to product operation<ul style="list-style-type: none">◦ Could be immediate team or neighbor
02	"FACTORY" OUTAGE / ISSUE	<ul style="list-style-type: none">• Current inability to deploy change• Imminent risk to ability to deploy change• Pipeline required (imminent) update

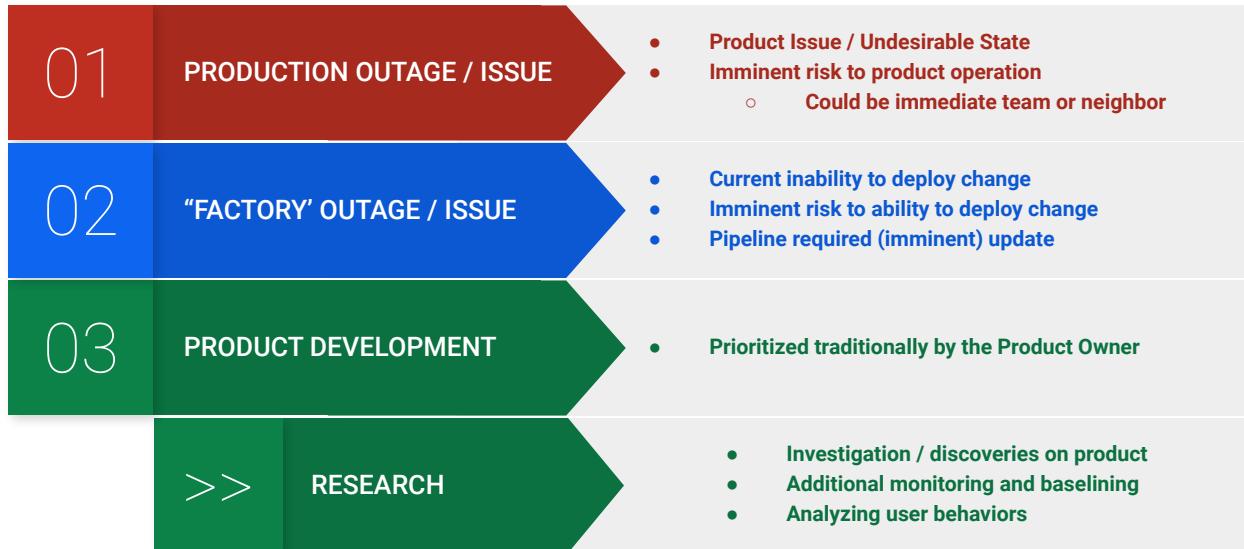
Single Focus



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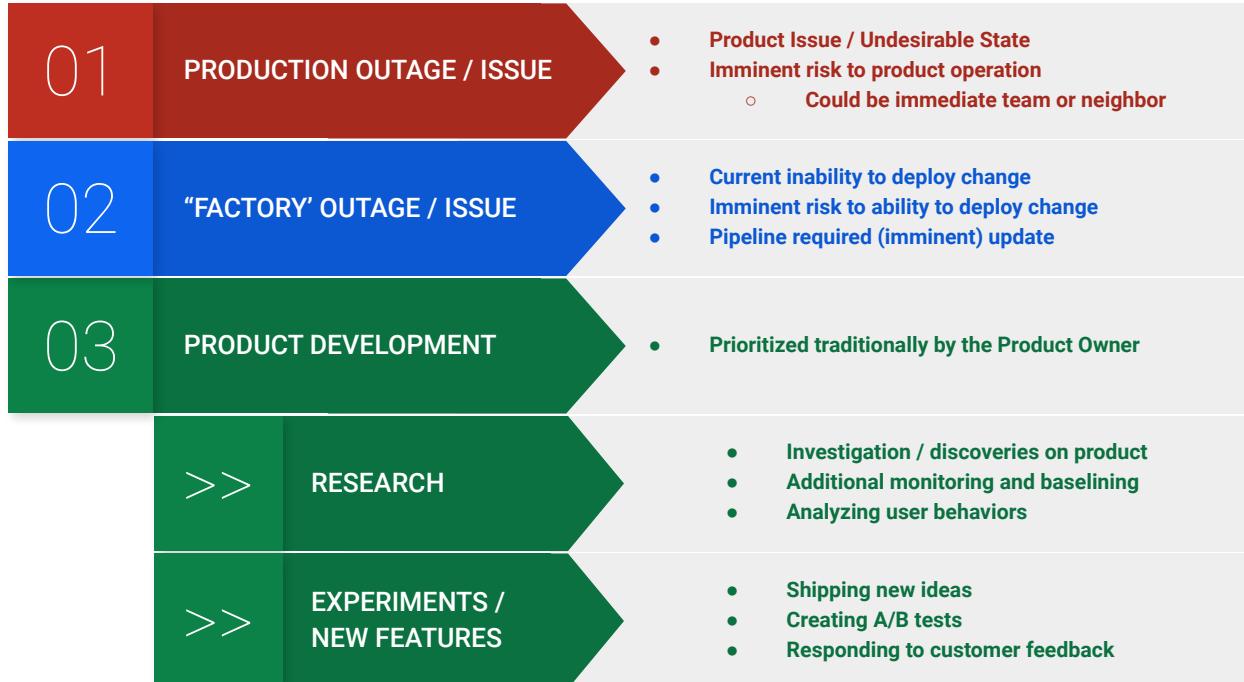
Single Focus





Single Focus





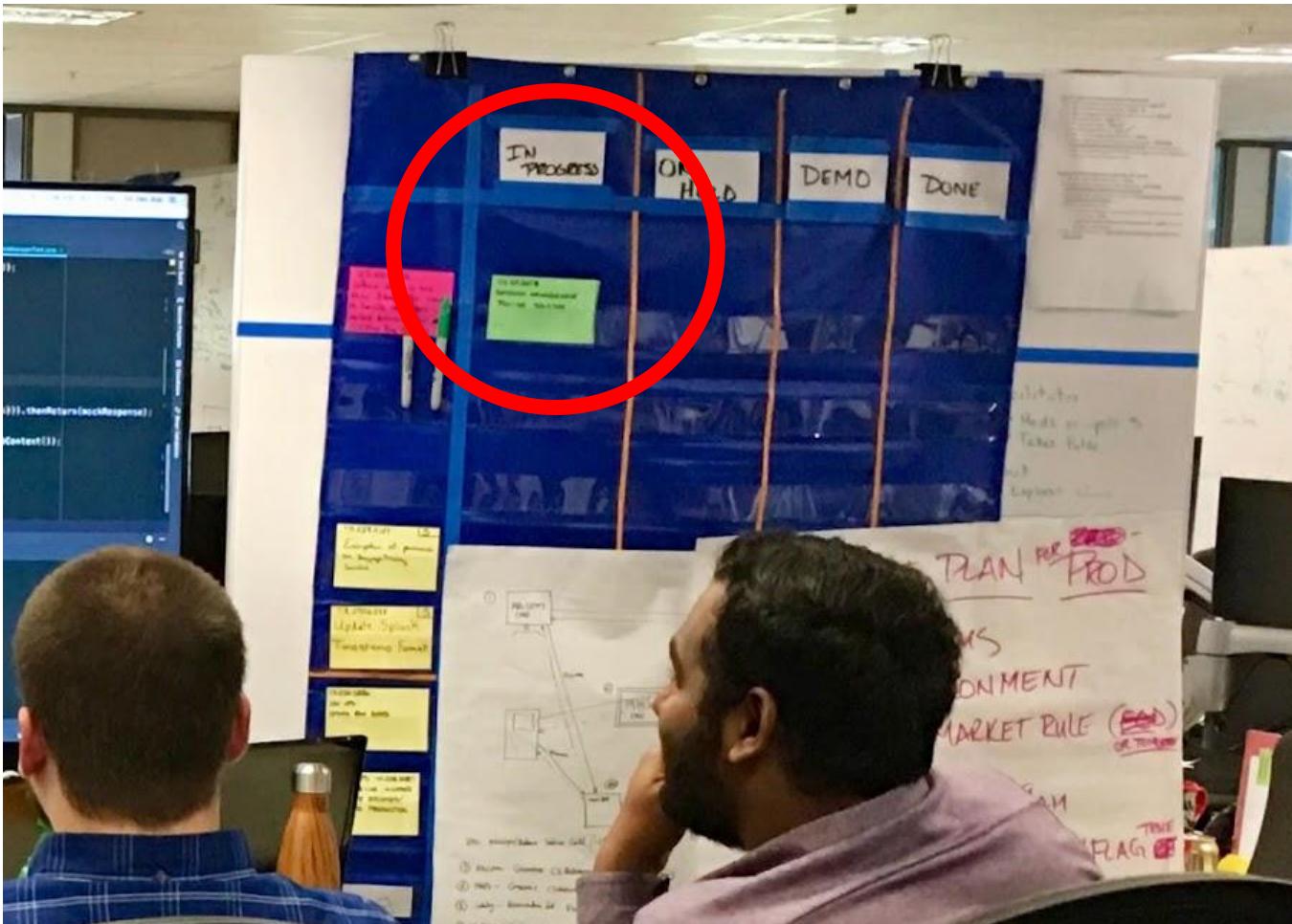
Single Focus



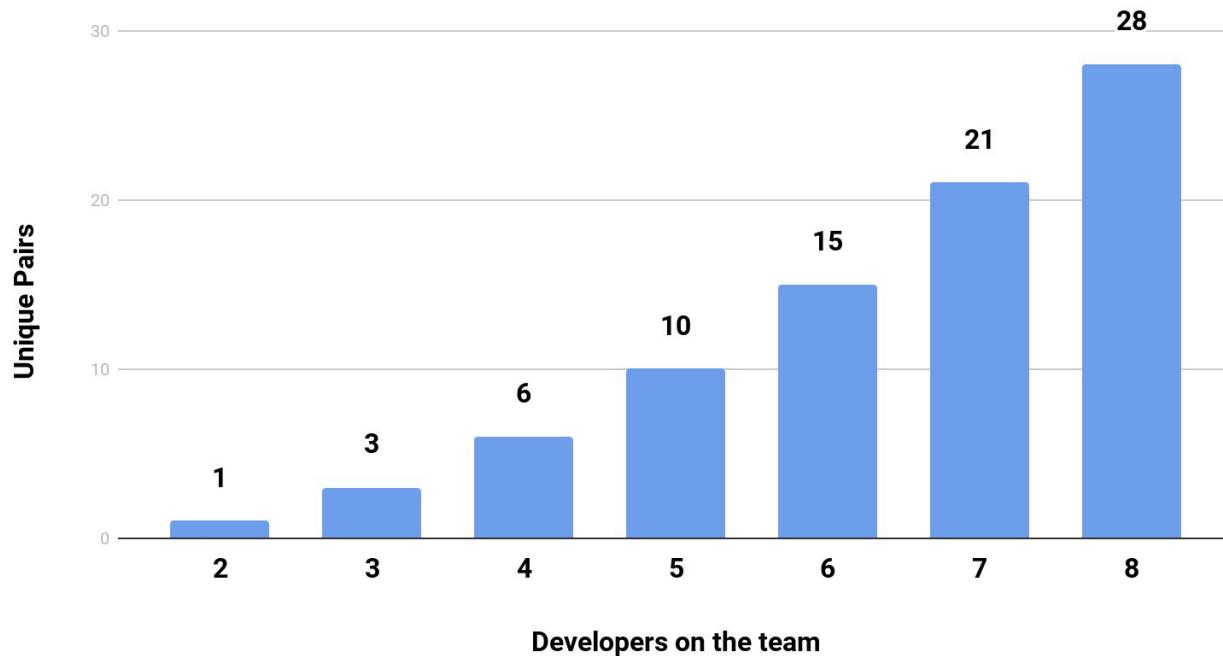
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02	"FACTORY" OUTAGE / ISSUE	<ul style="list-style-type: none">• Current inability to deploy change• Imminent risk to ability to deploy change• Pipeline required (imminent) update
03	PRODUCT DEVELOPMENT	<ul style="list-style-type: none">• Prioritized traditionally by the Product Owner
>>	RESEARCH	<ul style="list-style-type: none">• Investigation / discoveries on product• Additional monitoring and baselining• Analyzing user behaviors
>>	EXPERIMENTS / NEW FEATURES	<ul style="list-style-type: none">• Shipping new ideas• Creating A/B tests• Responding to customer feedback
>>	ESTIMATIONS / ADMINISTRATIVE	<ul style="list-style-type: none">• Estimating future work• Attending meetings• Participating in monolithic releases

Single Focus



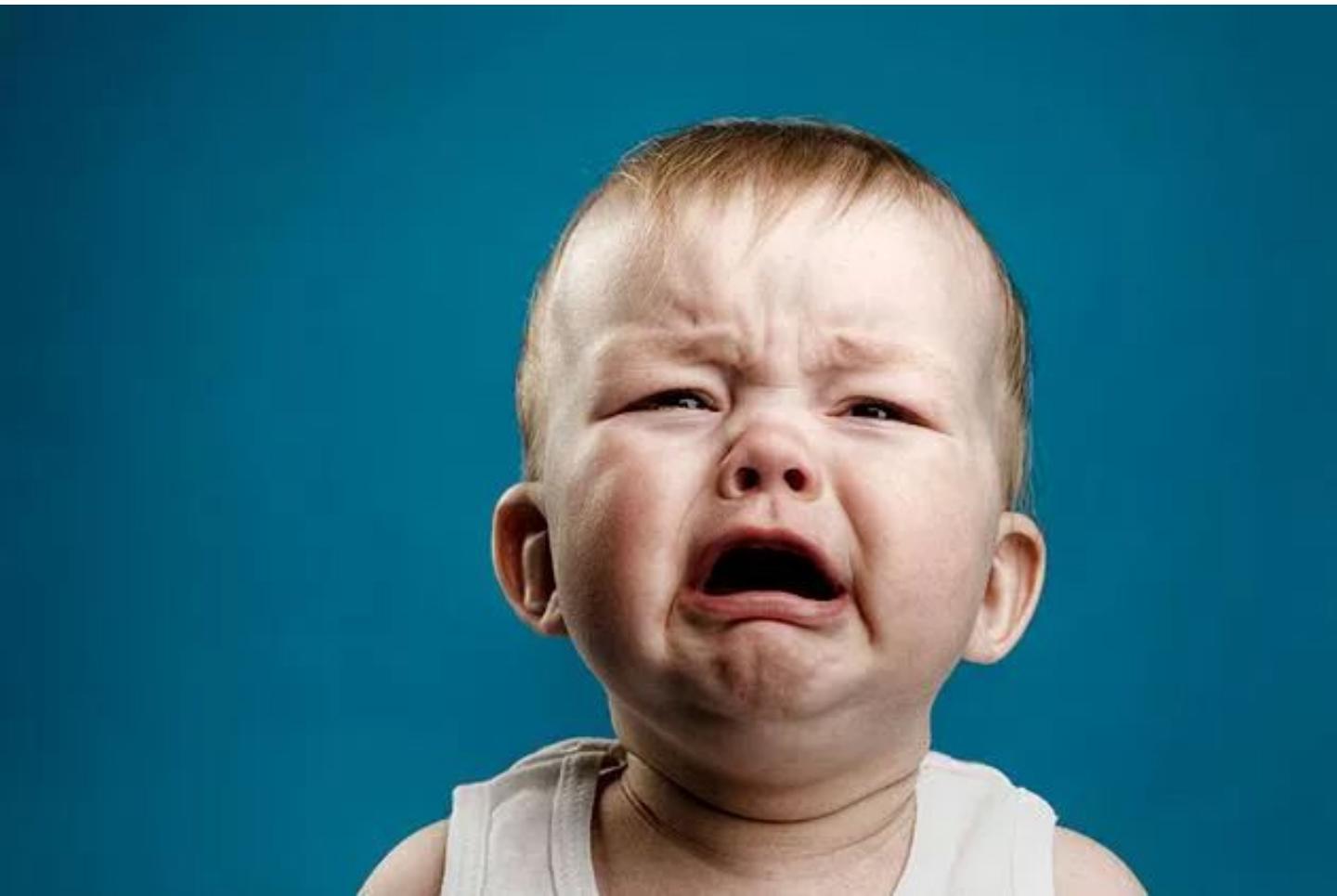


Learning to Pair: Unique experiences?



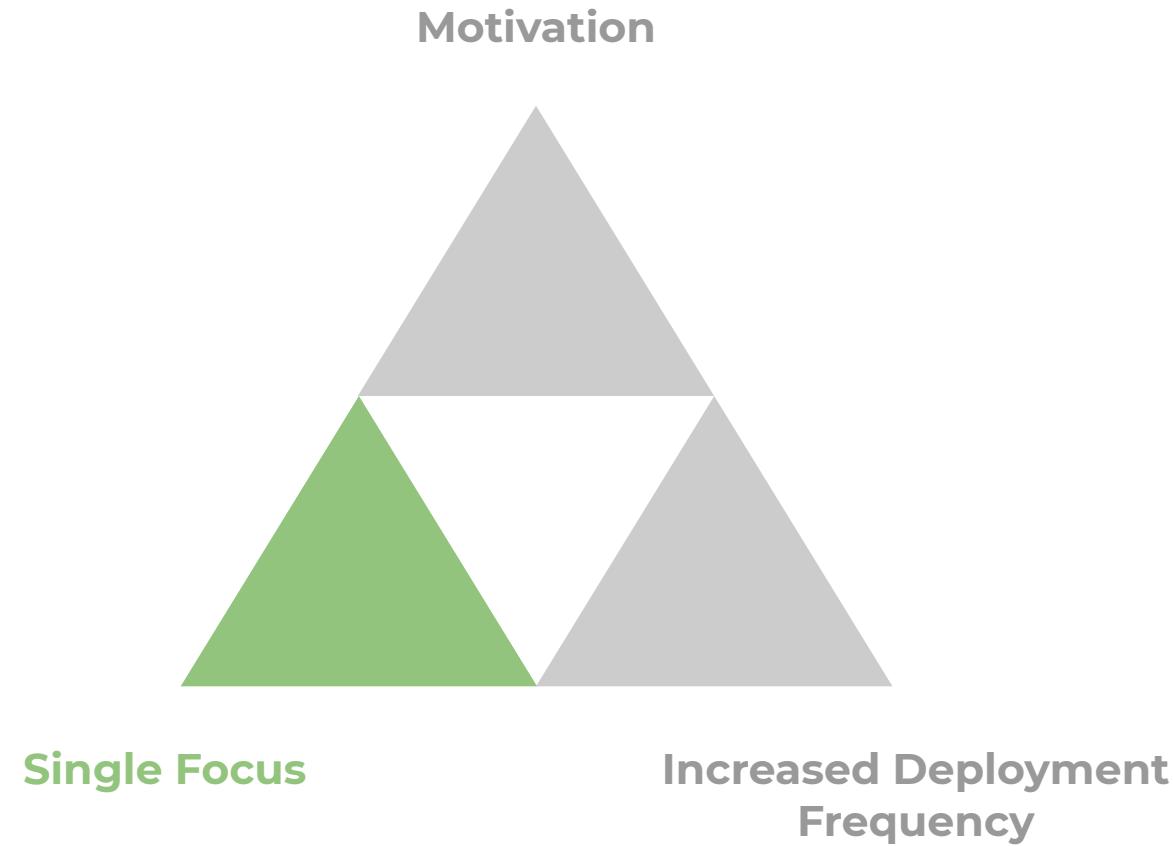
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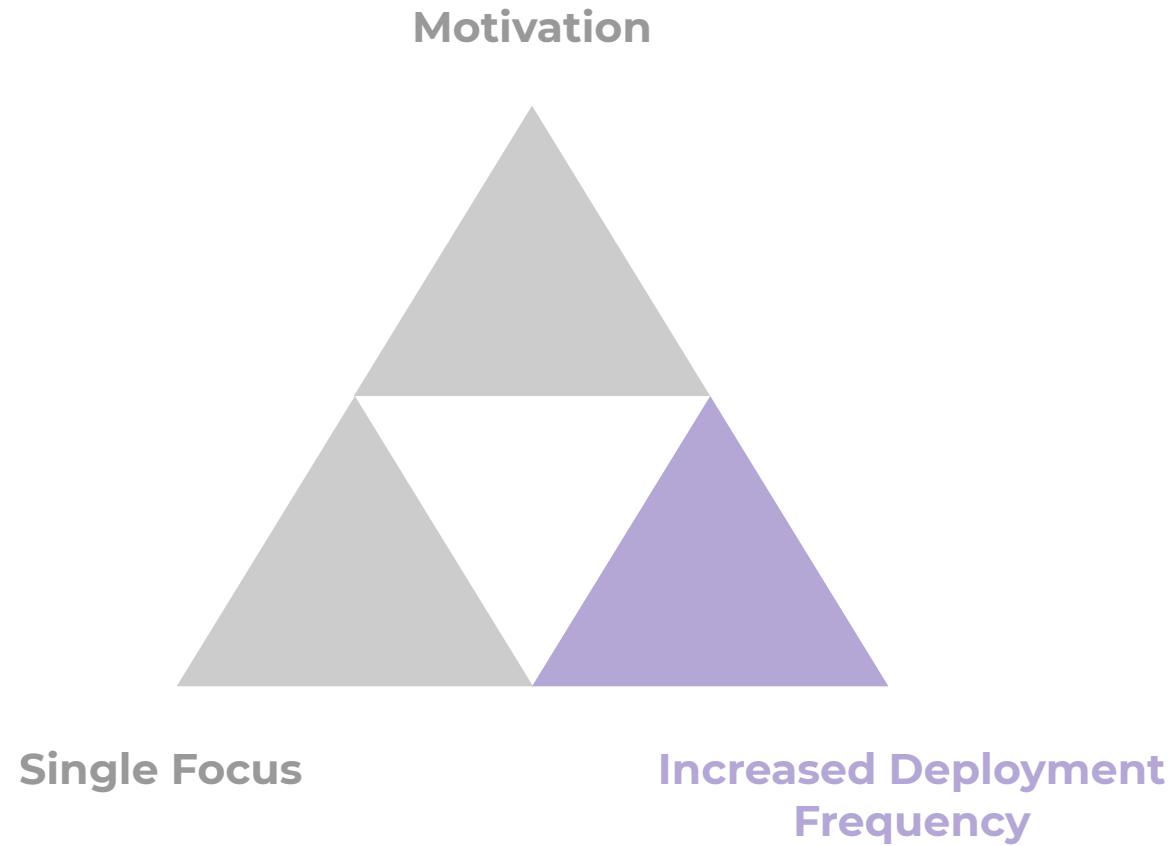
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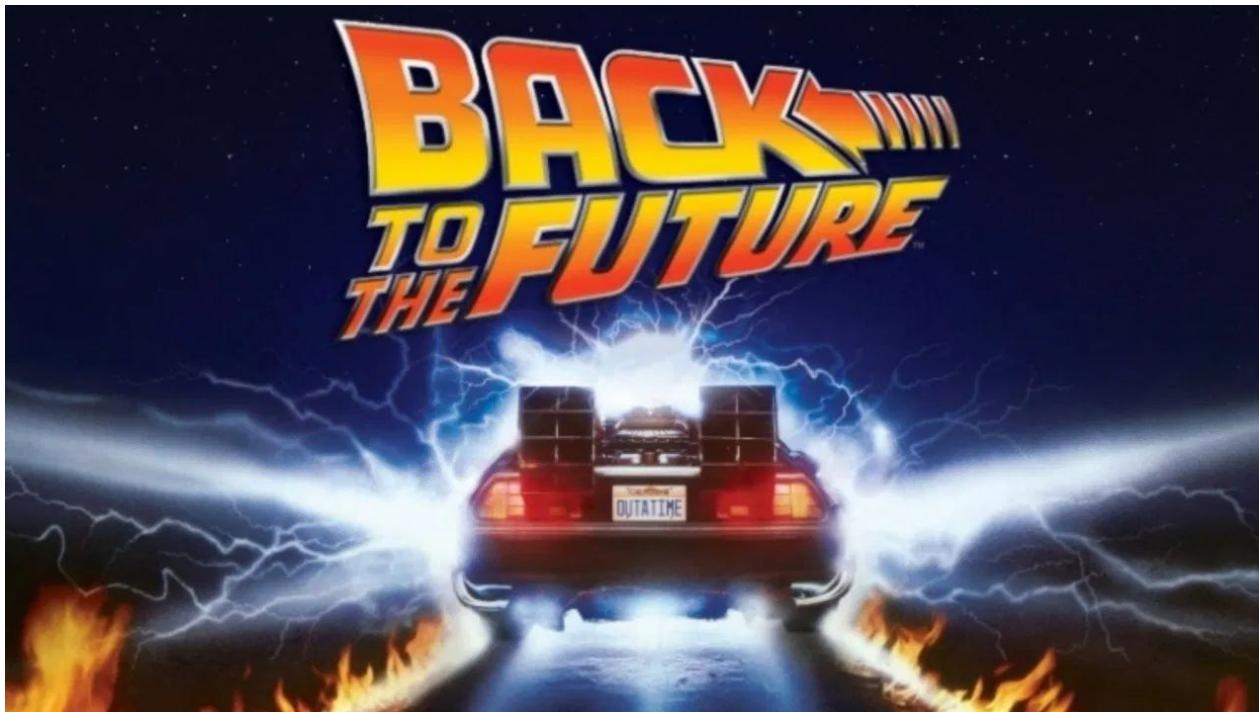
Single Focus







Ceremonies - A thing of the past?



Increased
Deployment
Frequency





Increased
Deployment
Frequency



Stand-up



Increased
Deployment
Frequency



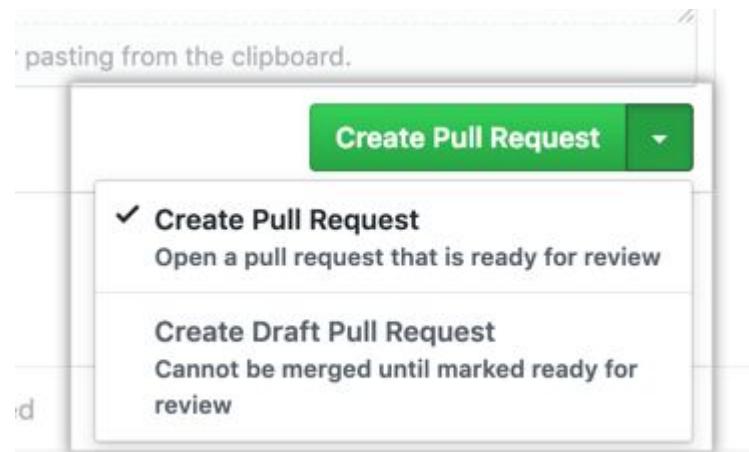
Backlog Refinement & Sprint Planning



Increased Deployment Frequency



Pull Requests



12 → 14

Increased
Deployment
Frequency

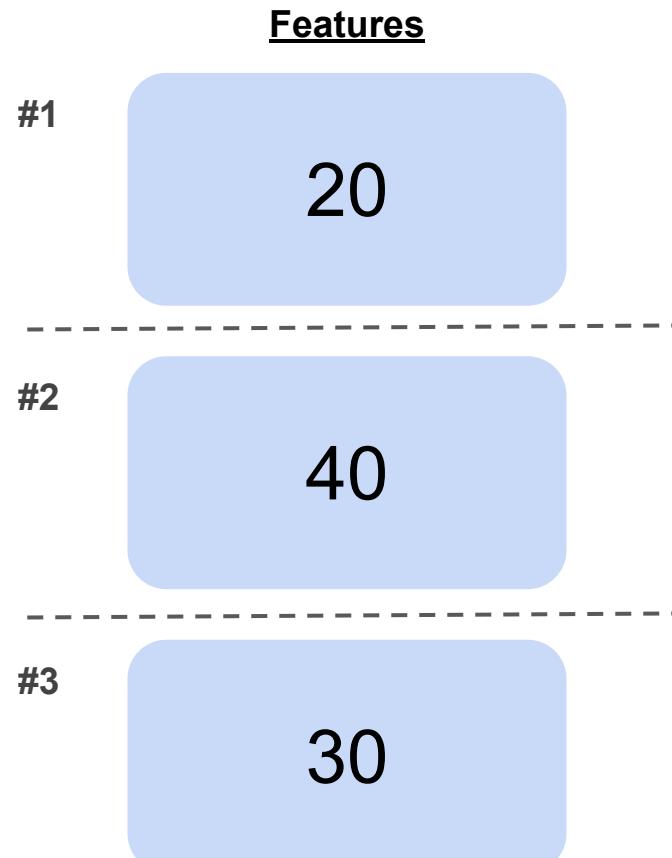


Reducing Team Dependencies (Hand-Offs)



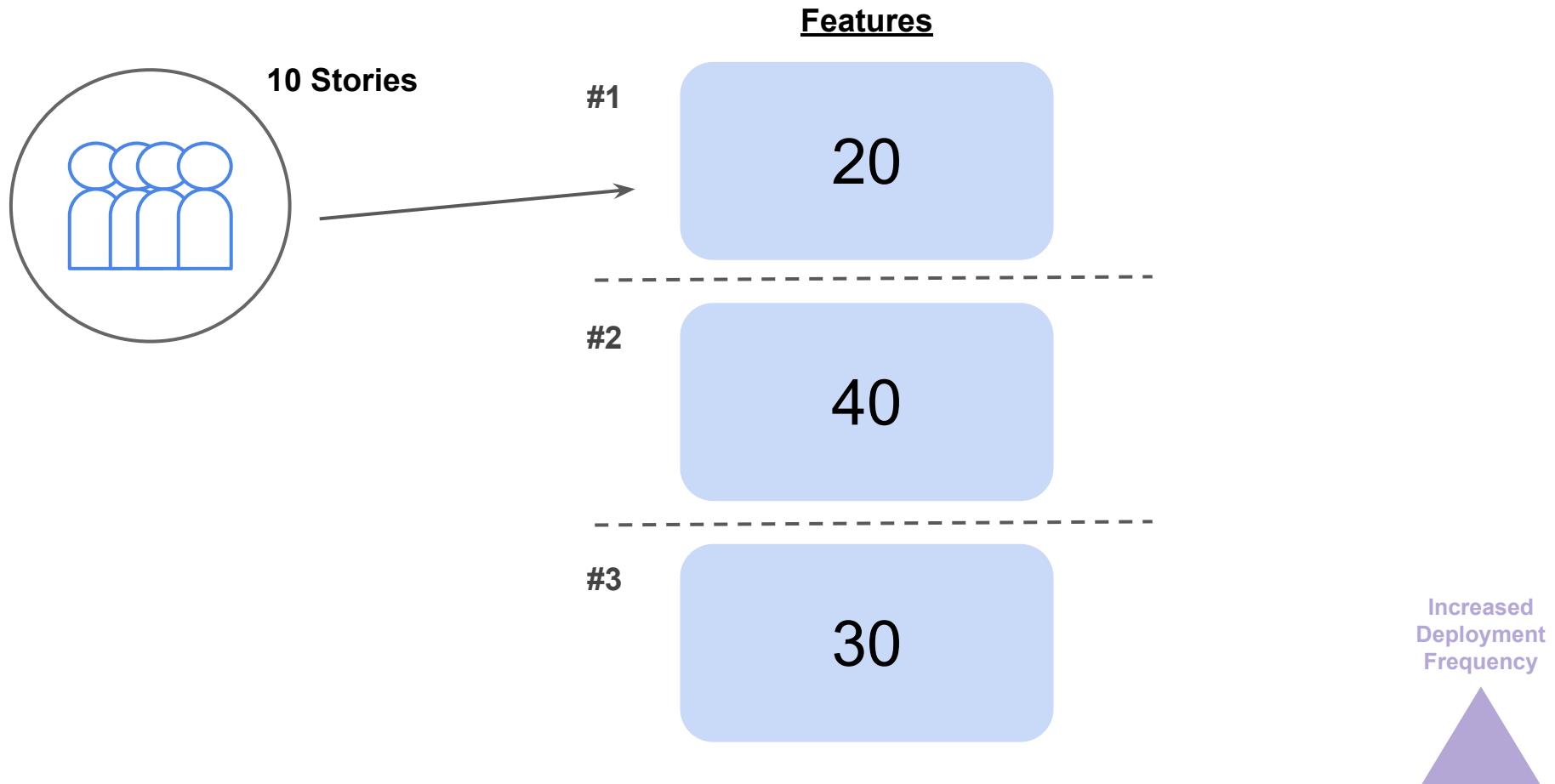
Increased
Deployment
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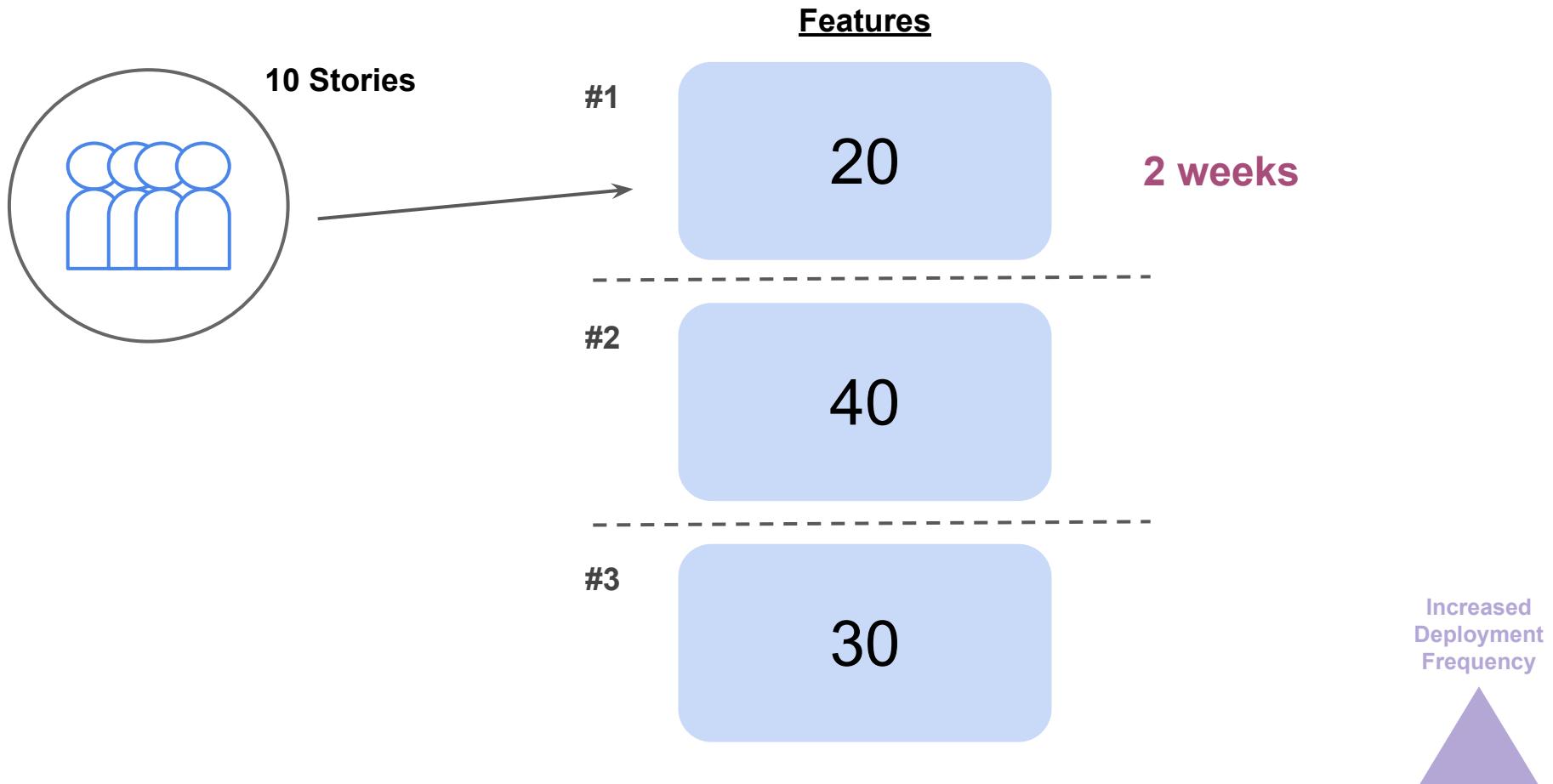


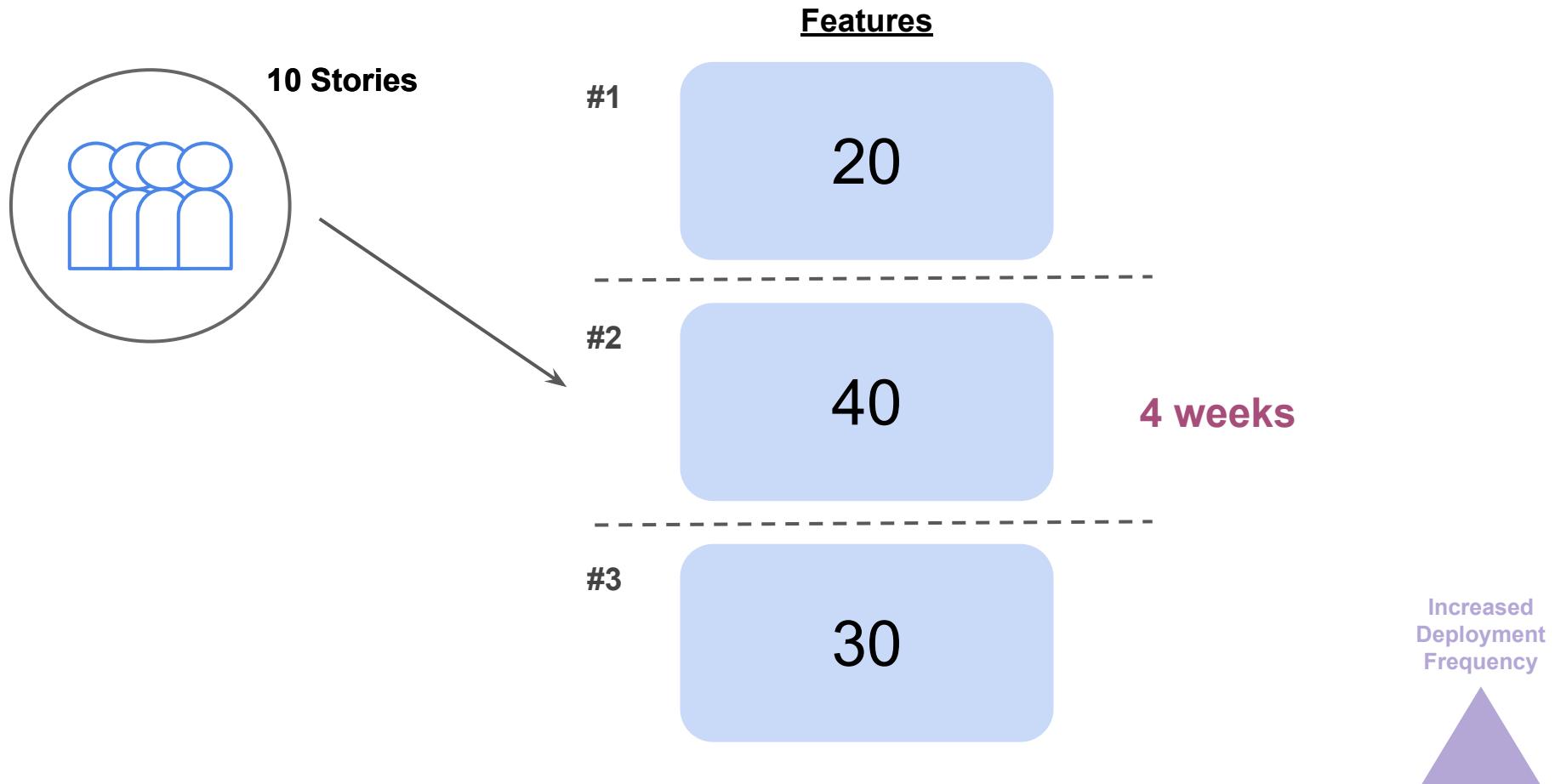


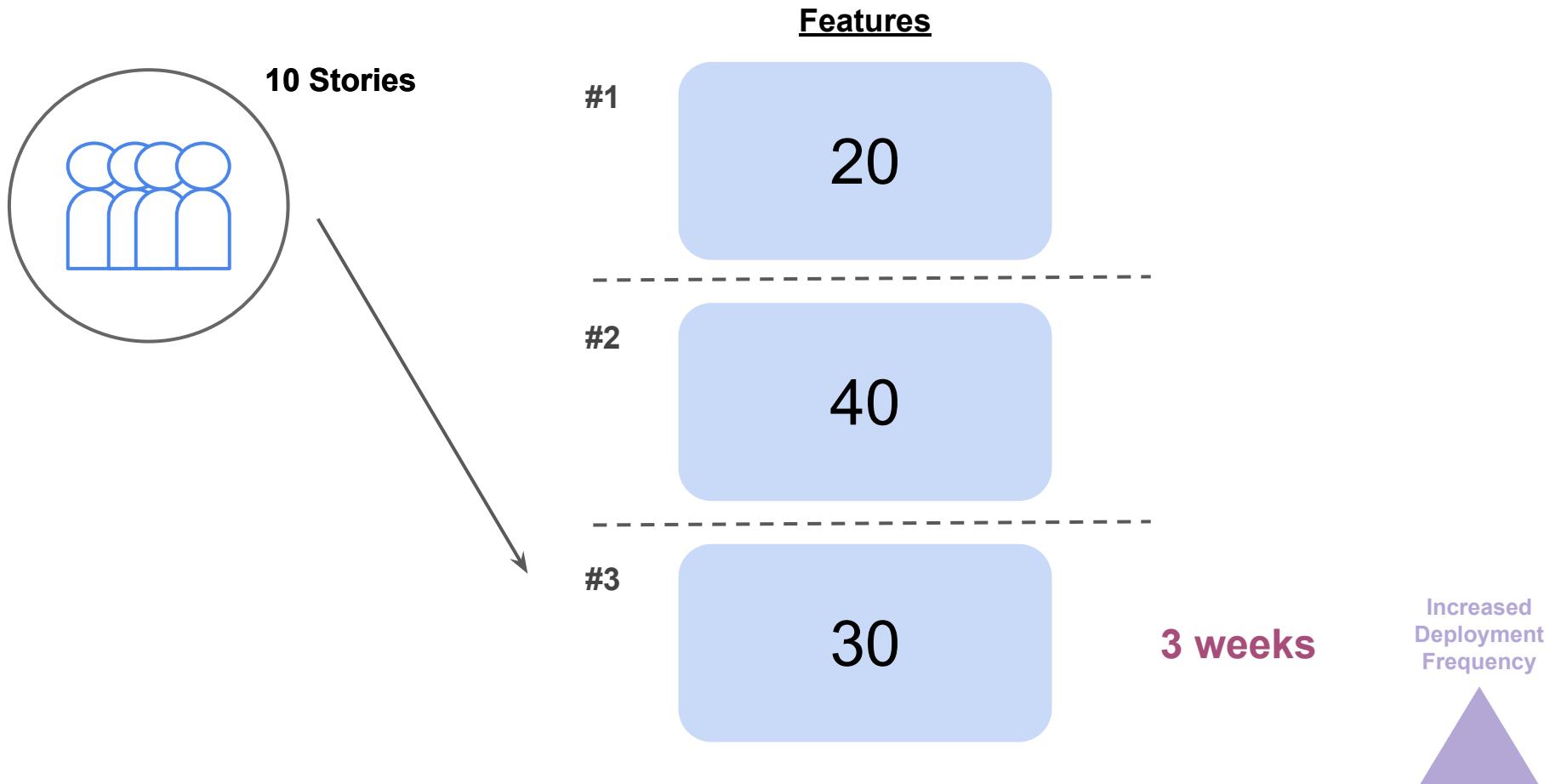
Increased
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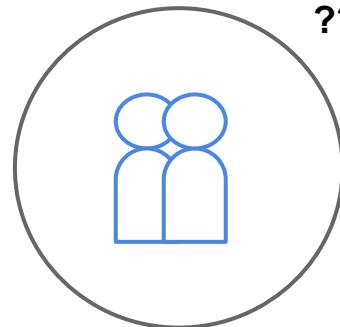




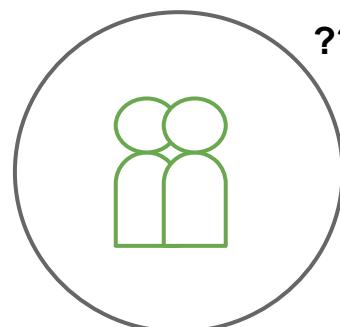




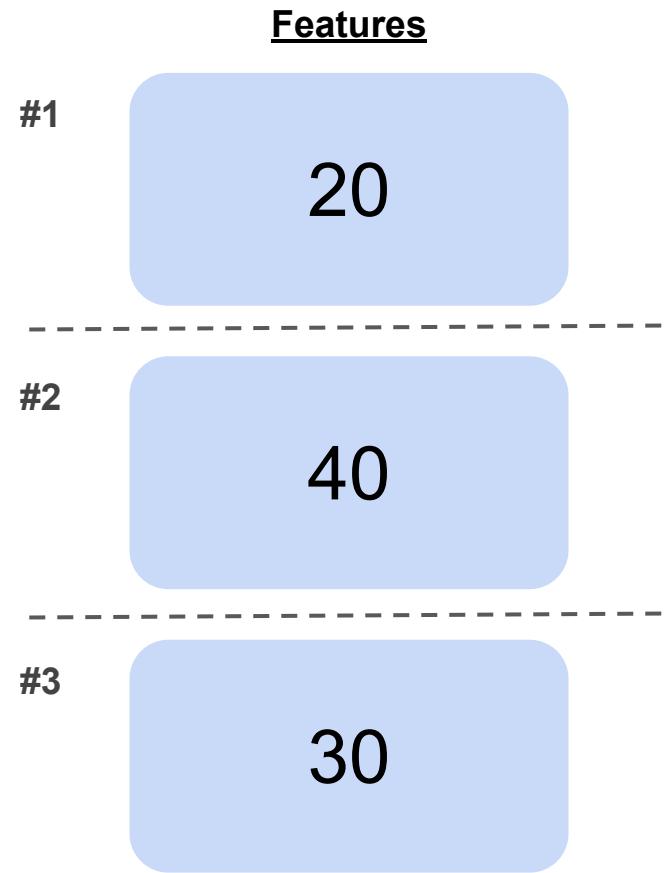




?? Stories

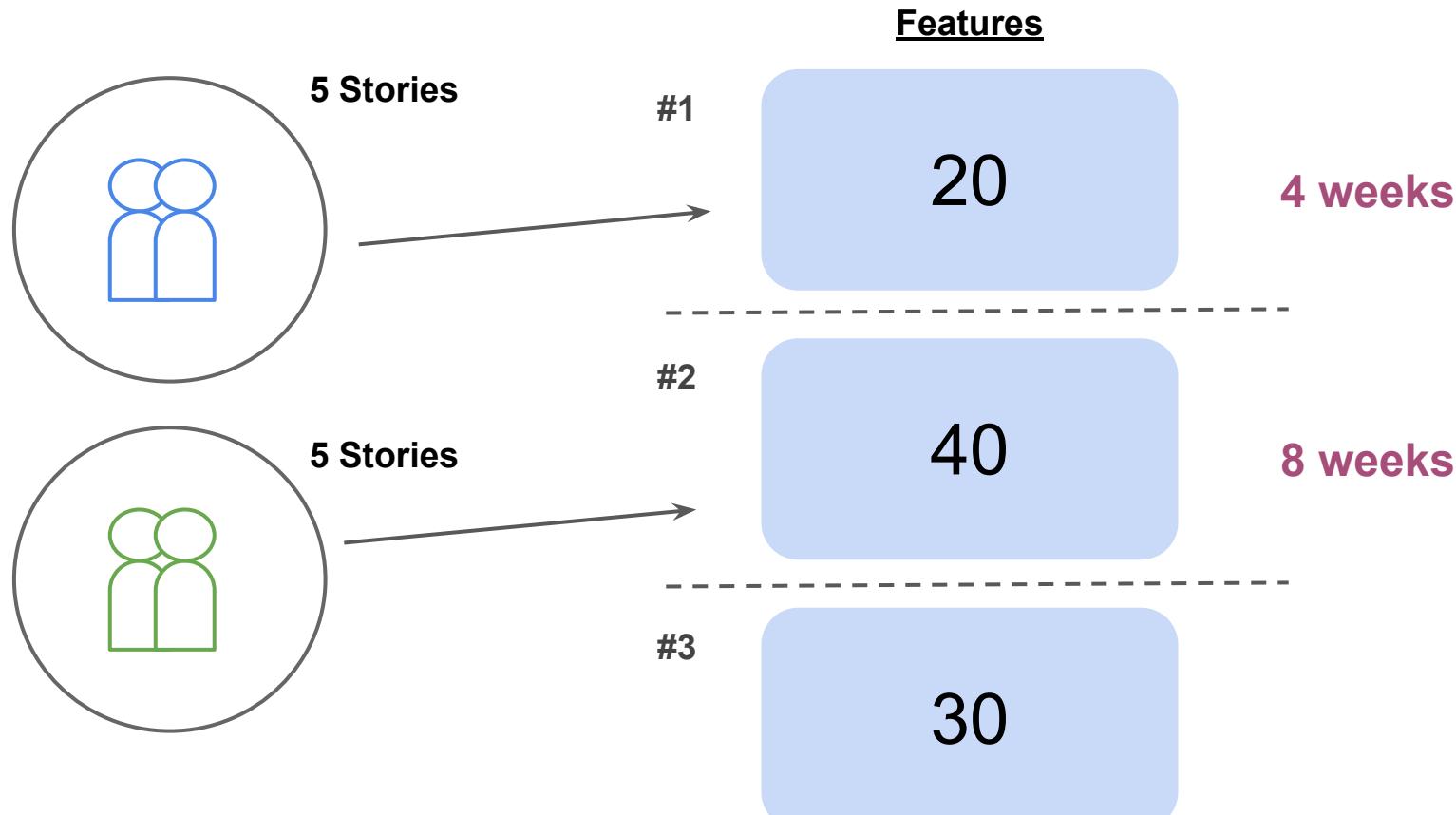


?? Stories



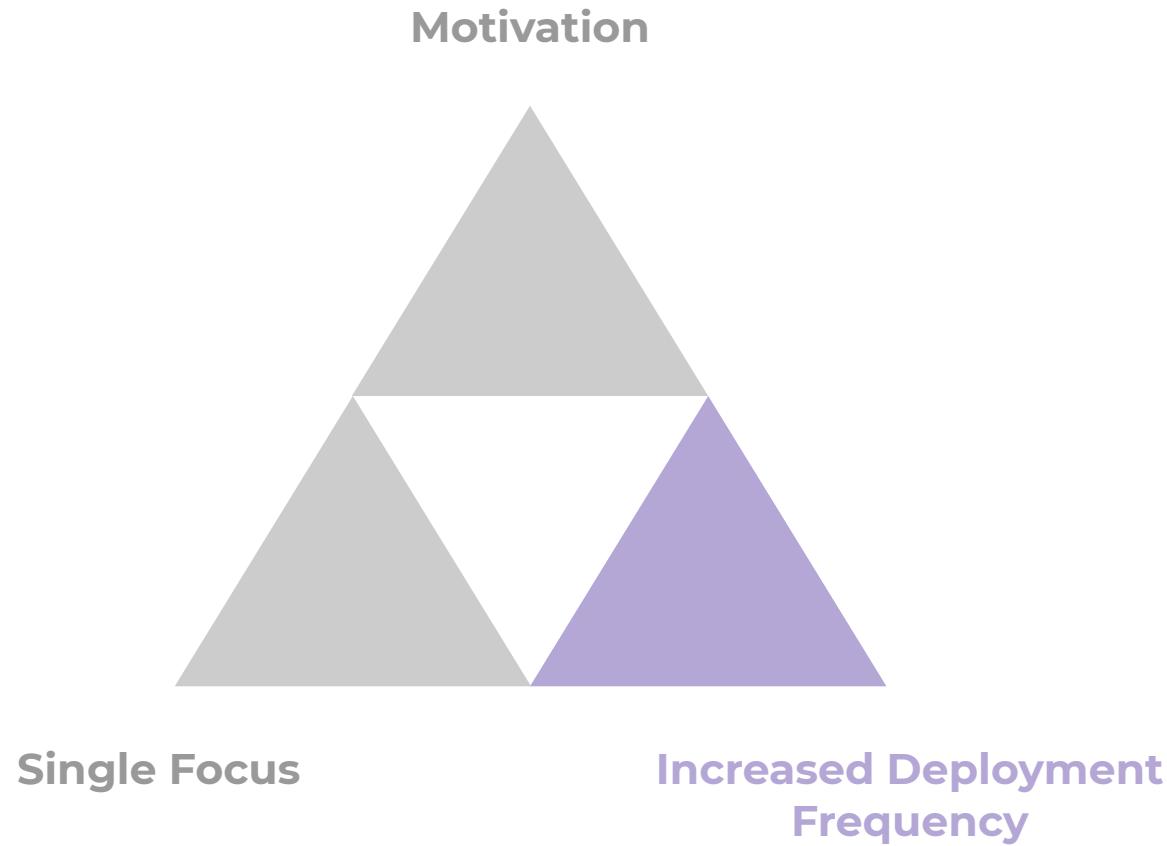
Increased
Deployment
Frequency





Increased
Deployment
Frequency







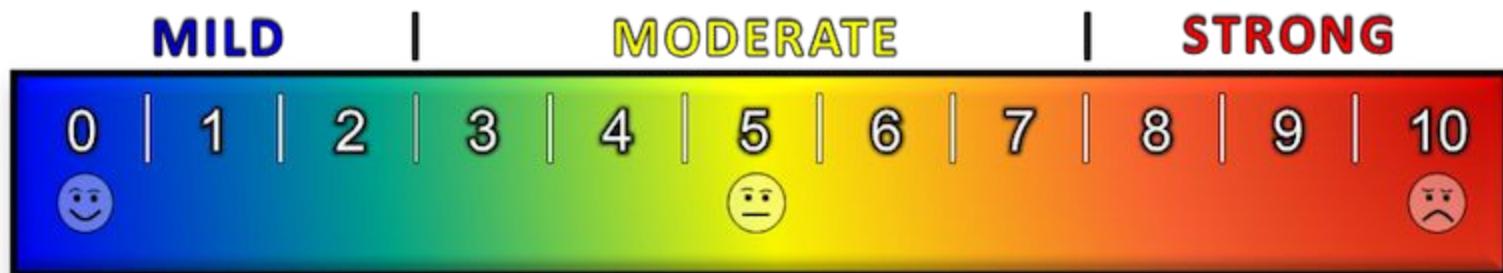
Jason Hobbs
@telnetdoogie

My team has been _exclusively_ mobbing for 2-3 months now. A comment from a non-dev on the team today:

"Since we've been mobbing and focusing on 'one thing', the team has delivered more, high quality changes into production faster than ever before" [@skylarrwatson](#)

[@WoodyZuill](#)

How Uncomfortable are you with Mobbing?



Q & A



**Thank
You!**

Some Useful Resources:

GOTO 2017 · **Mob Programming: A Whole Team Approach** · Woody Zuill

<https://www.youtube.com/watch?v=SHOVVnRB4h0>

Modern Agile - **Mob Programming Cheat Sheet**

<http://modernaqile.org/#learnMore>

Accelerate

The Science of Lean Software and DevOps:

Building and Scaling High Performing Technology Organizations

<https://itrevolution.com/book/accelerate/>

The DevOps handbook:

How to Create World-Class Agility, Reliability, & Security in Technology Organizations

<https://itrevolution.com/book/the-devops-handbook/>