

GRACE HOPPER CELEBRATION



ANITA
B.ORG

How High Performing Companies Achieve Digital Transformation

Two women, 30+ years of tech experience, 200+ companies. Learn from the consolidated success and failures of top enterprises as they navigated the rough path to Digital Transformation

about us



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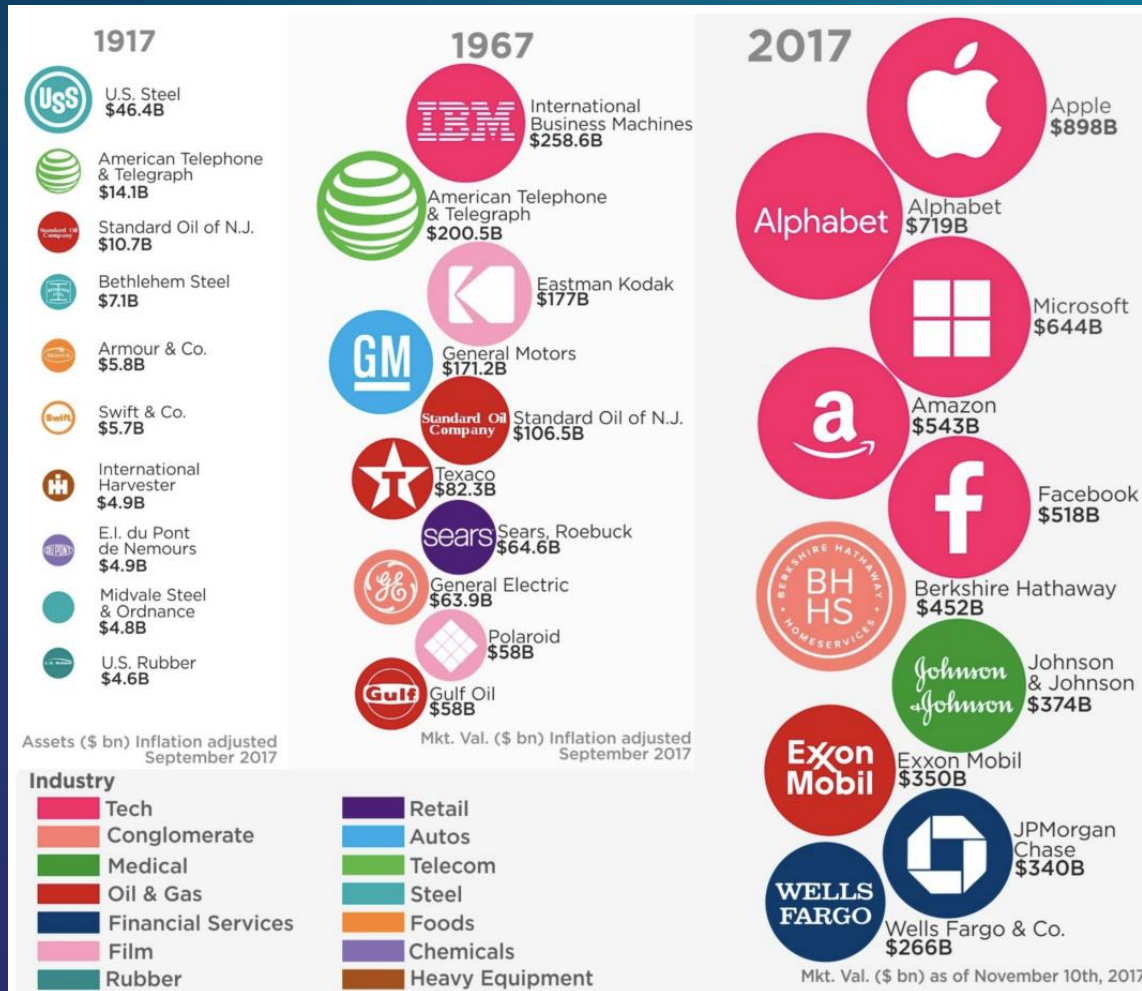
agenda

- Transform or Die
- Transformation Equation
- Technology
- Culture
- Process
- Fortune 100 Transformation Story
- Questions / Open Discussion

Transform or Die: Digital Darwinism

It is not the strongest of the species that survives, nor the most intelligent, but the most responsive to change.

~ Charles Darwin, 1809



- Progressed from Industrial Era -> Hardware Era -> Platform Era
- Companies that haven't adapted no longer exist: Polaroid & Kodak
- Companies must constantly innovate to gain competitive advantage
- The space between customer and company has decreased

Transform or Die: What's the solution?

Data proves that **Devops** is key to achieving the speed and quality required to compete in today's market

Elite Performers vs Low Performers have

46x

more frequent code deploys
*i.e. multiple times per day vs.
once a week or less*

2555x

**faster lead-time from
commit to deploy**
*i.e. less than an hour vs.
more than a week*

2406x

**faster time to recover from
downtime**
*i.e. less than an hour vs.
weeks*

1/7th

as likely that changes will fail
*i.e. fail 0-15% of the time vs. 46-
60%*

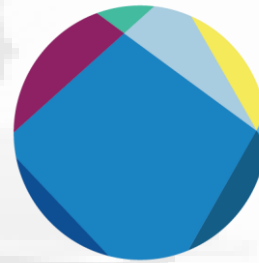
Transformation Equation

DevOps is key to driving Speed & Quality



TECHNOLOGY

Tech Push vs. Tech Pull
Implement Adoption Plan



CULTURE

Impact-First; Fail-Fast
Celebrate Successes

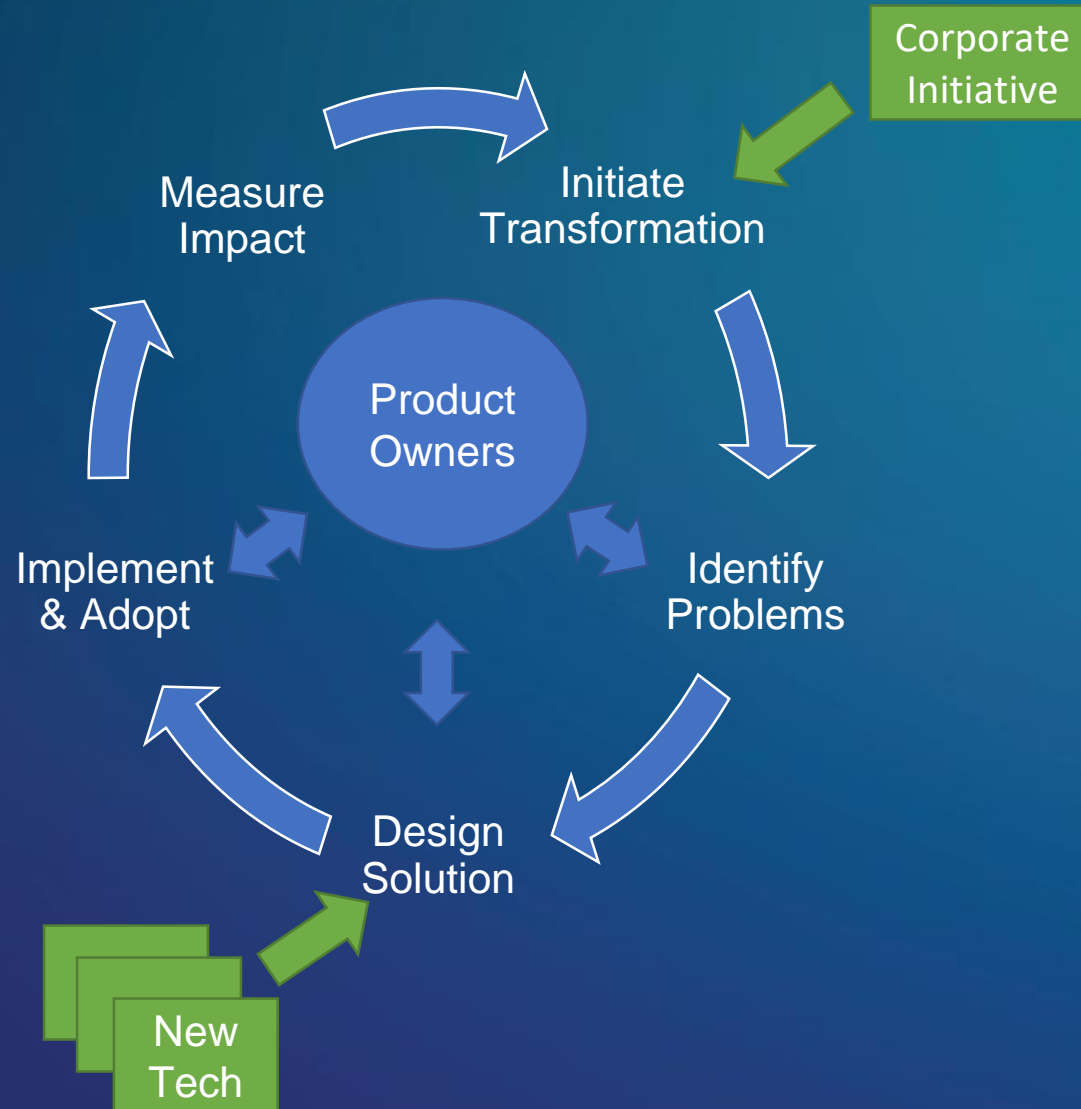


PROCESS

Compliance vs. Autonomy
Measure Business Impact

Technology : Push vs. Pull

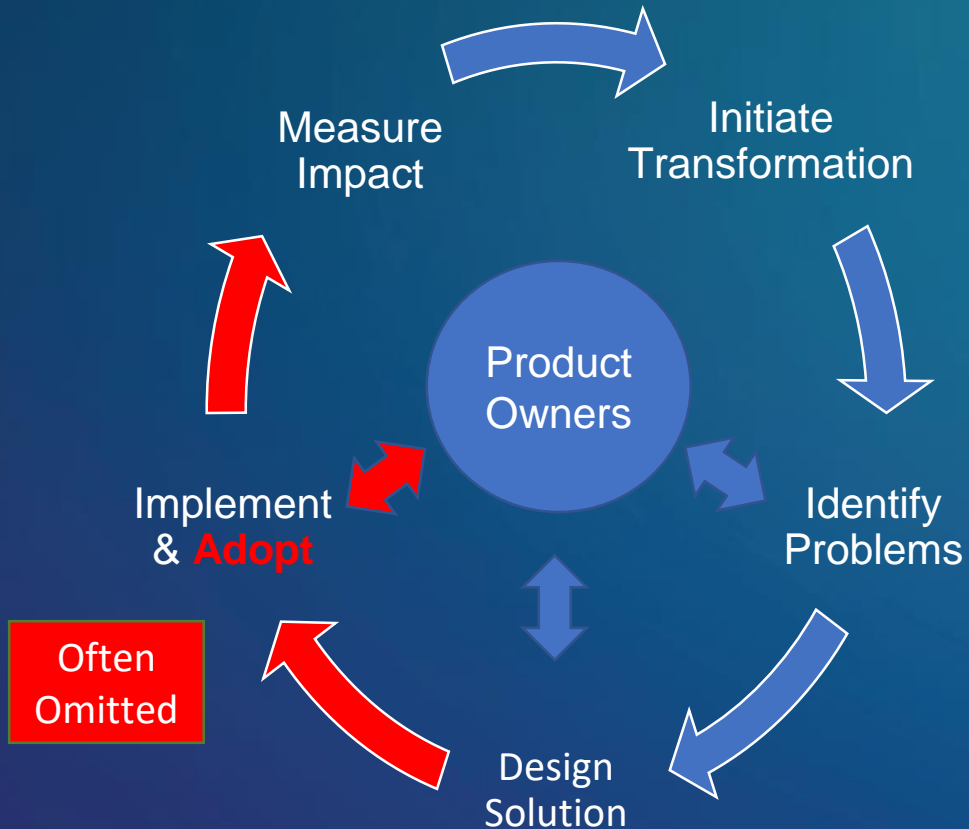
Critical ingredient to achieve transformation but not a panacea



- Utilize a joint model of Tech-Push & Tech-Pull when choosing & adopting tech
- Ensure corporate goals, business outcomes & customer needs **push** tech decisions
- Allow technologist to **pull** solutions into design to support business goals

Technology : Adoption

If you build it, they will come. Will they?



PROBLEM:

- Often DevOps Engineers set best practice, tools, and platforms that go unused.
- Developer templates, tools, and platforms are published but not enforced, leaving grass-roots method of adoption.
- Developers want control.

SOLUTION:

- Develop a clear implementation and adoption plan with clear **commitment** to outcomes and robust **communication** plans
- Measure, measure, measure

Culture

Great culture drives transformation quickly; Bad culture kills it quicker

Culture Builders

- **Fail-fast** mentality that allows for experimentation
- **Impact-first** culture where decisions are based on outcomes
- Reward innovation, partnership, and accountability above outcome
- Measure and benchmark outcomes & don't fear or hide the truth, use it to adjust
- Cross-functional empowered teams
- Agility != lack of planning. You must plan, but be willing to shift when your plan is wrong.

Culture Destroyers

- No experimentation - nail down all details first
- Engrained legacy processes. Risk Aversion
- Reward on stability and not experimentation. Harsh public consequence on Failure
- Show the good news, hide the bad. Focus on siloed metrics hiding the downstream effect.
- Departments silos
- Belief that Agility = lack of planning

Process : Autonomy vs. Compliance

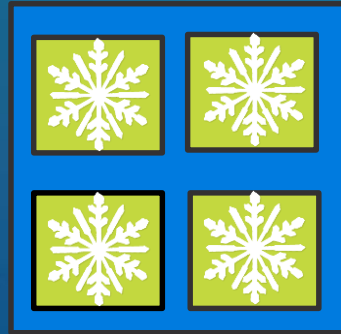
Balance your level of Risk and Empowerment

Determine the balance that is right for your company (**Autonomy vs. Compliance**)

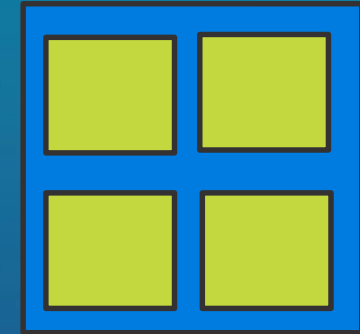
- Embed controls that provide confidence that risk is minimized while still allowing for autonomy
- Support multiple modes for individualistic needs
- From 2018 State of DevOps Report: Empowered teams contribute to better IT performance.



Snowflaked



Federated



Centralized

Autonomy

Compliance

Process: Measure Business Impact

Four key ingredients

Business Drivers

Uncover **business drivers** behind your CI/CD transformation

Common Drivers:

- Increased Customer Satisfaction
- Gain Competitive Advantage
- Increase Operational Efficiency
- Security, compliance, best practice

01

Business KPIs

02

Understand **KPIs** & how to calculate impact

Common KPIs:

- NPS
- Retention
- New Markets
- Unit Cost
- Process Time
- Pricing Accuracy
- Recall Rate

Benchmarks

Baseline and **benchmark** as-is state to understand full impact of your transformation

Common Benchmarks:

- Deployment Frequency
- Mean Lead Time
- Mean Time to Recovery
- Change Failure Rate

03

Visibility

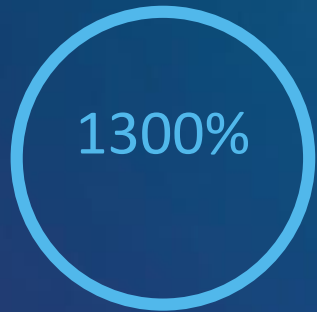
04

Increase **visibility** into your transformation efforts so outcomes can be measured and monitored on an ongoing basis

Democratize data so everyone has awareness on current state

Fortune 100 Transformation Story

Leading bank brings highly-customized financial products to market faster with the power of DevOps.



Deployment
Frequency
Improvement

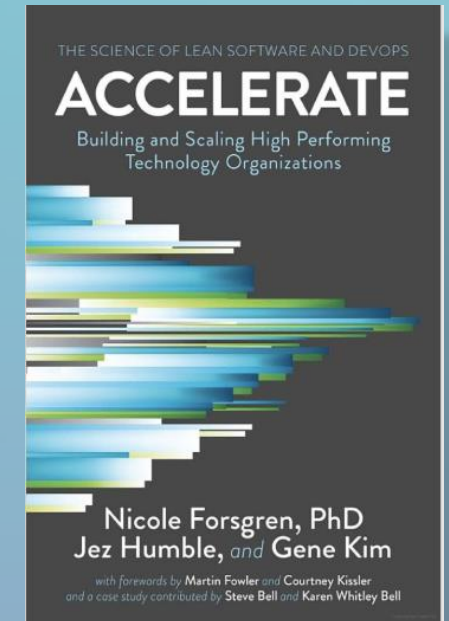
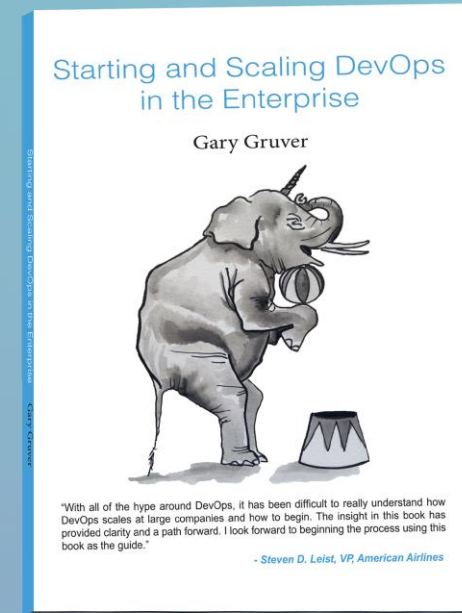
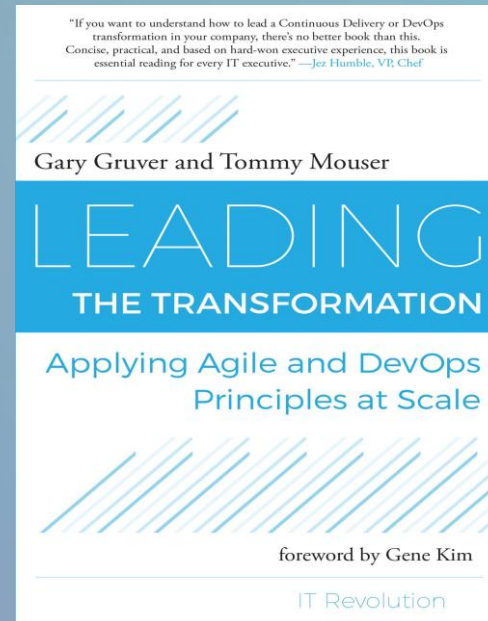
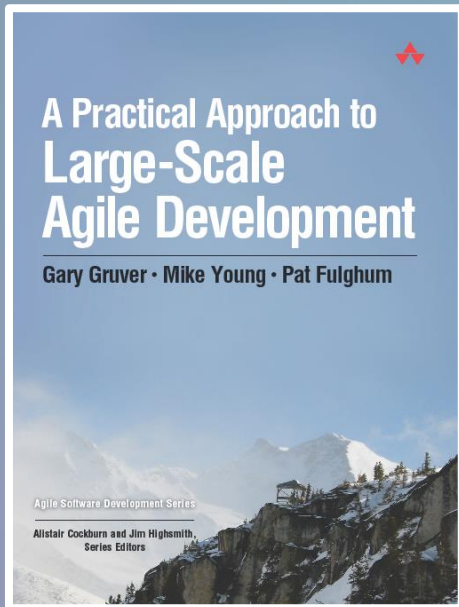


Pipeline
Automation

*“We see numerous advantages to CI and CD with CloudBees Jenkins Platform [now called CloudBees Core], including **shorter time-to-market**, **improved quality** through repeatable processes and a **reduction in the cognitive load on our developer community**, who are now focused more on the software they are creating and less on the pipeline that creates it.”*

- Director Software Engineering

Where can I learn more?



questions?

Please remember to
complete the session
survey in the mobile app.



THANK YOU
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#GHC19