

Culture Shift

**How DevOps changed
the way we think about IT**



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Culture-bound syndrome

From Wikipedia, the free encyclopedia

In [medicine](#) and [medical anthropology](#), a **culture-bound syndrome**, **culture-specific syndrome** or **folk illness** is a combination of psychiatric and somatic [symptoms](#) that are considered to be a recognizable disease only within a specific society or [culture](#). There are no objective biochemical or structural alterations of [body organs](#) or functions, and the disease is not recognized in other cultures. The term *culture-bound syndrome* was included in the fourth version of the *Diagnostic and Statistical Manual of Mental Disorders* (American Psychiatric Association, 1994) which also includes a list of the most common culture-bound conditions (DSM-IV: Appendix I). Counterpart within the framework of ICD-10 (Chapter V) are the *culture-specific disorders* defined in Annex 2 of the *Diagnostic criteria for research*.^[1]

More broadly, an [epidemic](#) that can be attributed to cultural behavior patterns or [suggestion](#) is sometimes referred to as a **behavioral epidemic**. As in the cases of [drug](#) or [alcohol](#) abuse or smoking, [transmission](#) can be determined by [communal reinforcement](#) as well as by person-to-person interactions. On [etiological](#) grounds, it can be difficult to distinguish the causal contribution of culture in disease from other [environmental factors](#) such as [toxicity](#).^[2]

Part of a series on

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Paris syndrome

From Wikipedia, the free encyclopedia

For the novel by Tahir Shah, see [Paris Syndrome \(novel\)](#).

Paris syndrome (**French**: *Syndrome de Paris*, **Japanese**: パリ症候群, *Pari shōkōgun*) is a transient psychological disorder encountered by some individuals visiting or vacationing in [Paris](#), [France](#) or elsewhere in Western Europe. It is characterized by a number of psychiatric symptoms such as acute [delusional](#) states, [hallucinations](#), feelings of [persecution](#) (perceptions of being a victim of [prejudice](#), [aggression](#), or [hostility](#) from others), [derealization](#), [depersonalization](#), [anxiety](#), and also [psychosomatic](#) manifestations such as [dizziness](#), [tachycardia](#), [sweating](#), and others.^[1] Similar syndromes include [Jerusalem syndrome](#) and [Stendhal syndrome](#).

There is a 24 hour help line run by the Japanese embassy to help Japanese tourists suffering from this condition. The embassy reports that on average twelve people suffer from this disorder annually.^[2] The condition is commonly viewed as a severe form of [culture shock](#).

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The Eiffel Tower, Paris

Susceptibility [\[edit\]](#)

Japanese visitors are observed to be especially susceptible.^{[3][4]} It was first noted in *Nervure*, the French journal of [psychiatry](#) in 2004.^[5] From the estimated six million yearly visitors, the number of reported cases is not significant: according to an administrator at the Japanese embassy in France, around twenty Japanese tourists a year are affected by the syndrome.^[6] The susceptibility of Japanese people may be linked to the popularity of Paris in Japanese culture, notably the idealized image of Paris prevalent in Japanese advertising.



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Jerusalem syndrome

From Wikipedia, the free encyclopedia

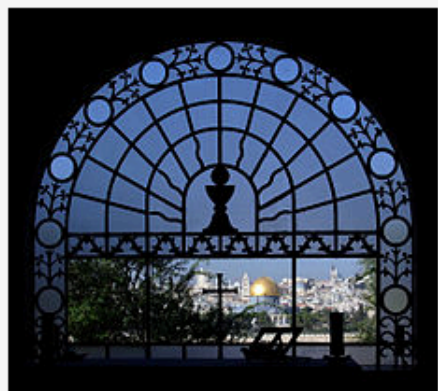
Jerusalem syndrome is a group of mental phenomena involving the presence of either religiously themed **obsessive** ideas, **delusions** or other **psychosis**-like experiences that are triggered by a visit to the city of **Jerusalem**. It is not endemic to one single religion or denomination but has affected **Jews**, **Christians** and **Muslims** of many different backgrounds.

The best known, although not the most prevalent, manifestation of Jerusalem syndrome is the phenomenon whereby a person who seems previously balanced and devoid of any signs of **psychopathology** becomes **psychotic** after arriving in Jerusalem. The psychosis is characterised by an intense religious theme and typically resolves to full recovery after a few weeks or after being removed from the area. The religious focus of Jerusalem syndrome distinguishes it from other phenomena, such as **Stendhal syndrome**, which is reported in **Florence, Italy**, or **Paris syndrome**, which has been reported predominantly in **Japanese** individuals.

In a 2000 article in the *British Journal of Psychiatry*, Bar-El *et al.*^[1] claim to have identified and described a specific syndrome which emerges in tourists with no previous **psychiatric** history. However, this claim has been disputed by M. Kalia and E. Witztum.^{[2][3]} Kalia and Witztum stressed that nearly all of the tourists who demonstrated the described behaviours were mentally ill prior to their arrival in Jerusalem. They further noted that, of the small proportion of tourists alleged to have exhibited spontaneous **psychosis** after arrival in Jerusalem, Bar-El *et al.* had presented no evidence that the tourists had been well prior to their arrival in the city. Jerusalem syndrome is not listed or referenced in the **DSM IV**, nor in the **DSM 5**.

Jerusalem syndrome

Classification and external resources



Jerusalem, holy city for Jews, Christians and Muslims

Contents [hide]

1 History

2 Types

2.1 Type I

Adam Mikeal — Texas A&M University — EDUCAUSE 2016

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Culture Shift

**How DevOps ~~changed~~ changes
the way we think about IT**

Roadmap

- 1. Why Culture?**
- 2. Some Context**
- 3. Meet DevOps**
- 4. DevOps, meet Academia**
- 5. Open Discussion**

Culture

The outlook, attitudes, values, morals, goals, and customs shared by a group.

Culture (more simply)

Culture is the way you think, act, and interact

The Context

The College of Architecture at Texas A&M

College of Architecture

- **4 departments**
- **8 research centers and institutes**
- **500 employees**
- **10,000 (3,000) students**
- **locations across Texas and the globe**

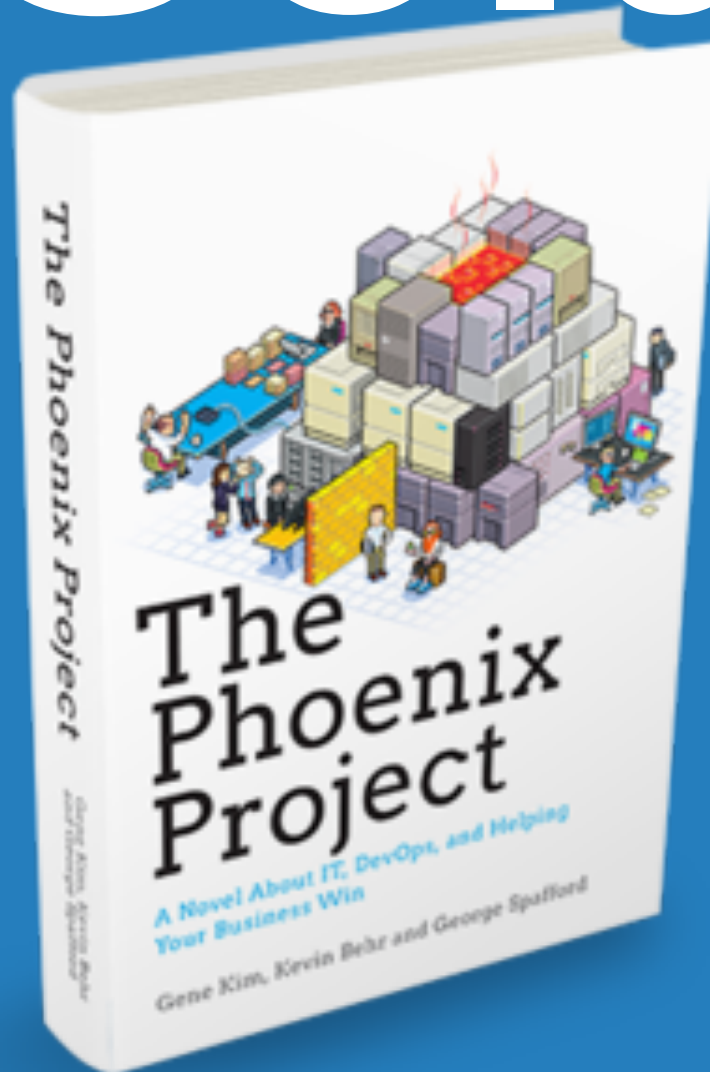


The Problem

Do we have a problem?

IT has always been like this

The Solution



The Phoenix Project

A management fable in the style of E. Goldratt's *The Goal*.

Theory of Constraints — Systems management

What is DevOps?

DevOps is a service delivery concept that stresses communication, collaboration, and integration between software developers and IT professionals.

DevOps, from Wikipedia

What is DevOps (alternative edition):

Developers need to understand infrastructure. Operations people need to understand code. People need to fking work with each other and not just occupy space next to each other.**

— John Vincent

DevOps - the Title Match from blog dot luis

DevOps : Operations :: Agile : Development

DevOps seeks to maximize:

- **predictability**
- **efficiency**
- **security**
- **maintainability**

DevOps emphasizes:

- **automation whenever possible**
- **infrastructure as code**
- **continuous integration / delivery**
- **collaborative teams with shared responsibility**

Infrastructure as Code

So our systems are not defined like this

—

wikis.arch.tamu.edu/display/Systems/VM+-+ACCTMGMR

College of Architecture Spaces People Browse Create

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- > Maintenance
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- > Services
- > Virtual Infrastructure
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 - > Linux Staging Cluster
 - > Research Cluster
 - > Windows Production Cluster
 - **VM - ACCTMGMR**
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 - VM - CAS1
 - VM - CAS2
 - VM - CRS-Transition
 - VM - DC1
 - VM - DC2
 - VM - DHCP
 - VM - IDF-Console
 - VM - License
 - VM - Mail1
 - VM - Mail2
 - VM - MDID-Transition
 - VM - Print
 - VM - SCCM
 - VM - Sophos
 - VM - vCenter
 - VM - WSUS
 - > Windows Test Cluster


Installation Instructions

Active Directory

1. Server Manager
2. Select **Features**
3. Select **Add Features**
4. Add Features Wizard
 - a. Expand **Remote Server Administration Tools, Role Administration Tools, AD DS and AD LDS Tools, AD DS Tools**
 - b. Select **AD DS Snap-Ins and Command-Line Tools**
 - c. Select **Next**
5. Confirmation
 - a. Select **Install**
6. Results
 - a. Select **Close**

Python 2.7

1. Downlad and run <http://python.org/ftp/python/2.7.5/python-2.7.5.msi>
2. Python 2.7.5 Setup
 - a. Select **Install for all users**
 - b. Select **Next**
3. Select Destination Directory
 - a. Please select a directory for the Python 2.7.5 files: ***C:\Python27***
 - b. Select **Next**
4. Customize Python 2.7.5
 - a. Select **Next**
5. Completing the Python 2.7.5 Installer
 - a. Select **Finish**
6. Python 2.7.5 Setup
 - a. Select **Yes**

 C:\Python27 should be added to the PATH environmental variable after reboot

PyWin32

1. Download and run <http://sourceforge.net/projects/pywin32/files/pywin32/Build%20218/pywin32-218.win32-py2.7.exe/download>
2. Setup pywin32-218
 - a. Select **Next**
3. Setup
 - a. Python Directory: ***C:\Python27***
 - b. Installation Directory: ***C:\Python27\Lib\site-packages***

Powered by Atlassian Confluence 5.10.6 · Report a bug · Atlassian News

The screenshot shows a web browser window displaying a Confluence page. The browser's address bar shows the URL `wikis.arch.tamu.edu/display/Systems/VM+-+ACCTMGMR`. The page has a dark red header with navigation links: College of Architecture, Spaces, People, Browse, Create, and a search icon. A left sidebar contains a search bar and a tree view of the site's structure, including categories like Maintenance, Physical Infrastructure, Services, Virtual Infrastructure, and Windows Production Cluster. The main content area is divided into two sections: 'Set acctmgmr as Administrator' and 'Server Setup'. The first section lists steps to configure user permissions in Windows. The second section lists steps to install a Python script, with the final step showing a command prompt output that searches for and downloads a file from a repository.

Set acctmgmr as Administrator

1. Open **Server Manager**
2. Expand **Configuration, Local Users and Groups, Groups**
3. Select **Administrators**
4. Administrators Properties
 - a. Select **Add**
 - b. Select Users, Computers, or Groups
 - i. Enter the object names to select: **Acctmgmr**
 - ii. Select **Check Names**
 - iii. Select **OK**
 - c. Select **OK**

Server Setup

1. Open **Start Menu, All Programs, Accessories, Command Prompt**
2. Enter:


```
C:\Users\Administrator>mkdir c:\accounts
```
3. Enter:


```
C:\Users\Administrator>mkdir c:\accounts\logs
```
4. Enter:


```
C:\Users\Administrator>mkdir c:\accounts\conf
```
5. Enter:


```
C:\Users\Administrator>C:\Python27\Scripts\easy_install.exe --index-url https://deployment:<password>@pypi.arch.tamu.edu/
Searching for tamu.coa.accounts.windows
Reading https://deployment:<password>@pypi.arch.tamu.edu/s
imple/tamu.coa.accounts.windows/
Best match: tamu.coa.accounts.windows 12.1.1
Downloading https://deployment:<password>@pypi.arch.tamu.edu/media/dists/tamu.coa.accounts.windows-12.1.1-py2.7.egg#m
2798bf1cf4ea11
```

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But rather, like this—

```
include_recipe 'nginx'  
include_recipe 'git'
```

```
directory '/var/www' do  
  action :create  
  owner  'www-data'  
  group  'www-data'  
end
```

```
git node['magic']['directory'] do  
  user  'www-data'  
  group 'www-data'  
  reference 'master'  
  repo  'git://github.com/TAMUArch/magic'  
end
```

...

Main lessons from The Phoenix Project

There are 4 types of work

Work-in-progress is the silent killer

Unplanned work accrues technical debt

Bottlenecks constrain work

Four types of work

- 1. Business projects**
- 2. Infrastructure projects**
- 3. Changes**
- 4. Unplanned work**

The Three Ways

- 1. Systems thinking**
- 2. Amplify feedback loops**
- 3. Culture of continual experimentation and learning**

Related emphases

Business value

Collaboration requires empathy and trust

Blame-free thinking

Back to Culture

**Changes we made in
Architecture were mostly
about culture**

Caveats

No silver bullet

Staying the course is hard

Need commitment from the *whole* team

More reading

On DevOps and organizational culture:

Empathy: The Essence of DevOps

<http://blog.engineering.it/post/72964480807/empathy-the-essence-of-devops>

DevOps Culture (Part 1)

<http://itrevolution.com/devops-culture-part-1/>

Continuously Deploying Culture: Scaling Culture at Etsy

<http://www.slideshare.net/mcdonnps/continuously-deploying-culture-scaling-culture-at-etsy-14588485>

More reading

On DevOps methodologies:

The Phoenix Project: A novel about IT, DevOps, and helping your business win (IT Revolution Press)
<http://itrevolution.com/books/>

Where To Learn More About Concepts In "The Phoenix Project" (Part 1)
<http://itrevolution.com/learn-more-about-concepts-in-phoenix-project/>

About me

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Open discussion