DevOps Practices Are Easy, Changing the Culture is the Tricky Part!

Sascha Schärich | DevOps Enterprise Summit Las Vegas | 10/05/2023

T · · **LIFE IS FOR SHARING.**
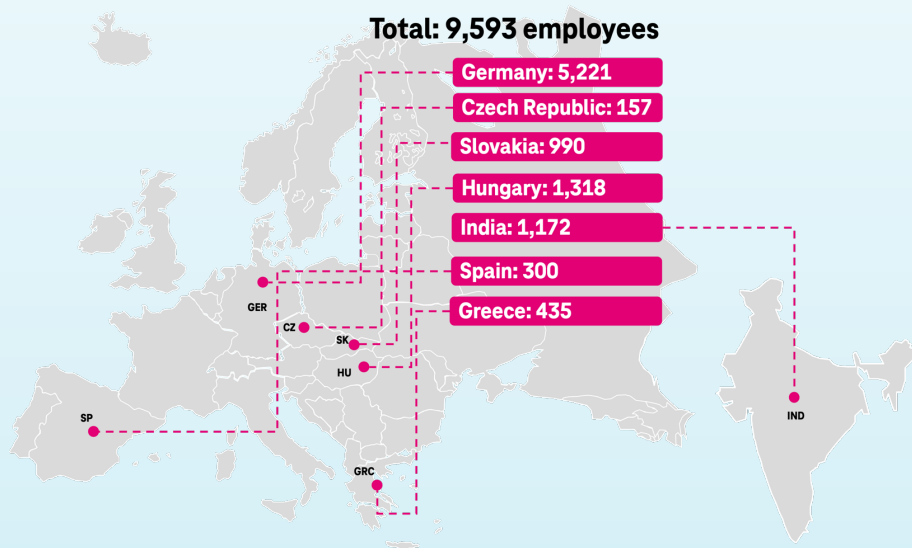
We are the internal IT Service Provider of Deutsche Telekom

LIFE IS FOR SHARING.

Deutsche Telekom IT in Numbers

Total: 9,593 employees

- Germany: 5,221
- Czech Republic: 157
- Slovakia: 990
- Hungary: 1,318
- India: 1,172
- Spain: 300
- Greece: 435

IT Budget
1.68 bn. €

Internal employees
9.590

Applications
800

Servers
10,000

Managed e-mail accounts
216,000

IT workplaces
134,000

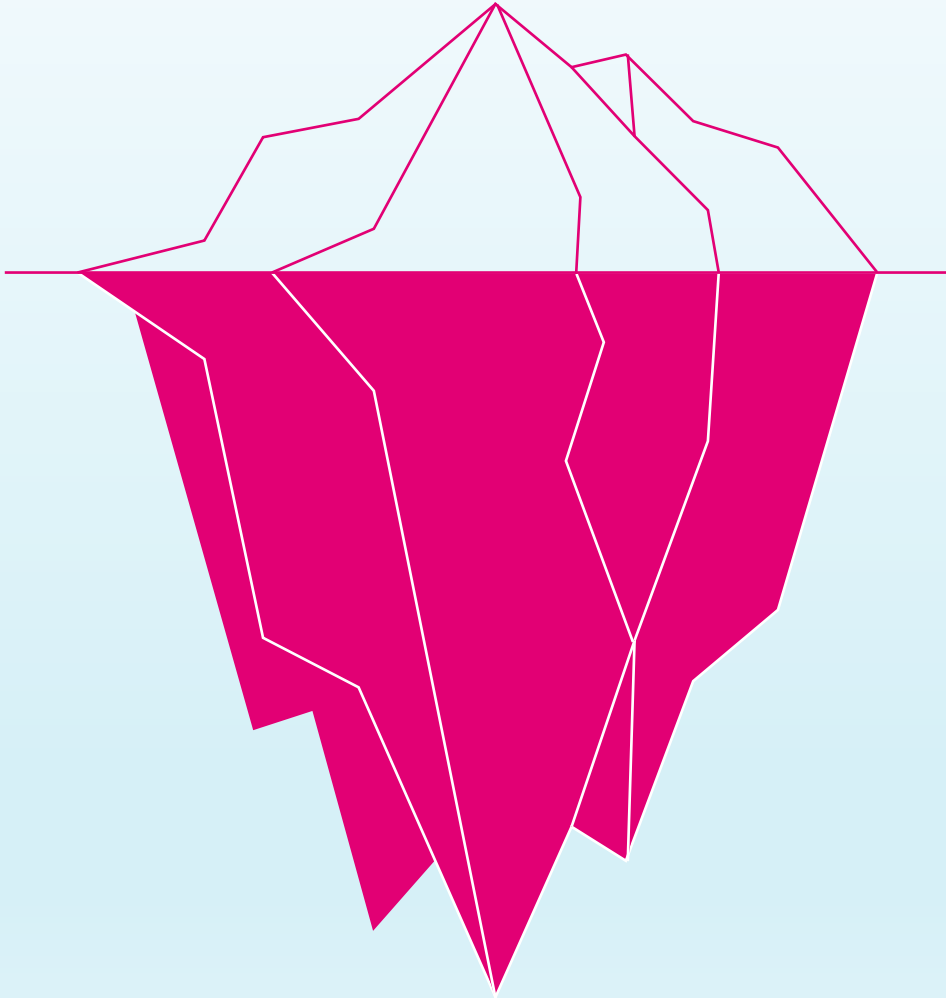Managed mobile devices
90,000

Customers in our CRM system
35 mil.

DevOps: It's all about the Culture!

Technical Practices

Mindset & Culture

Start small – and scale!

Hub 1

Team A
Team B
Team C
Team
Team
System Team
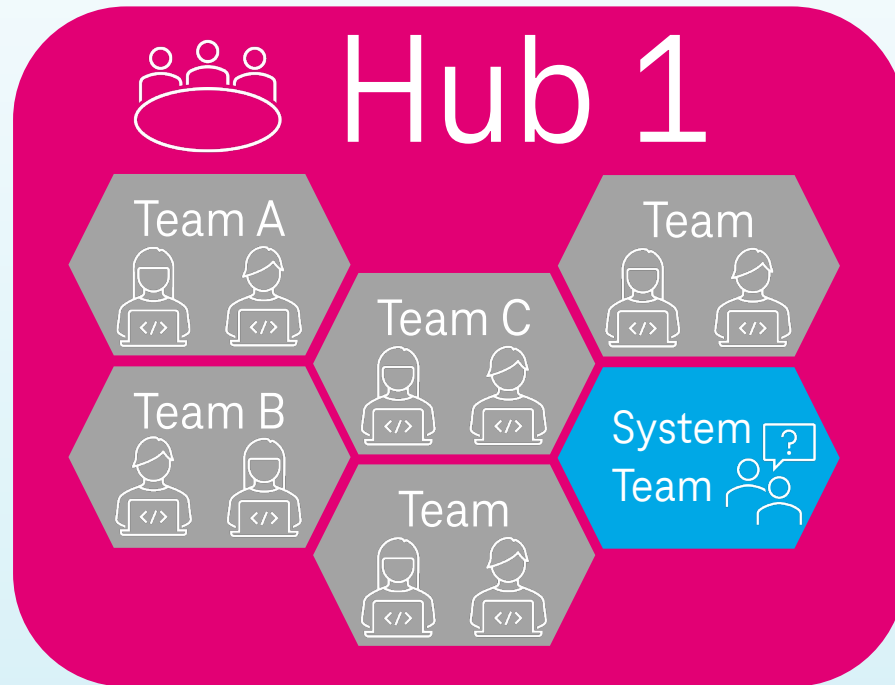
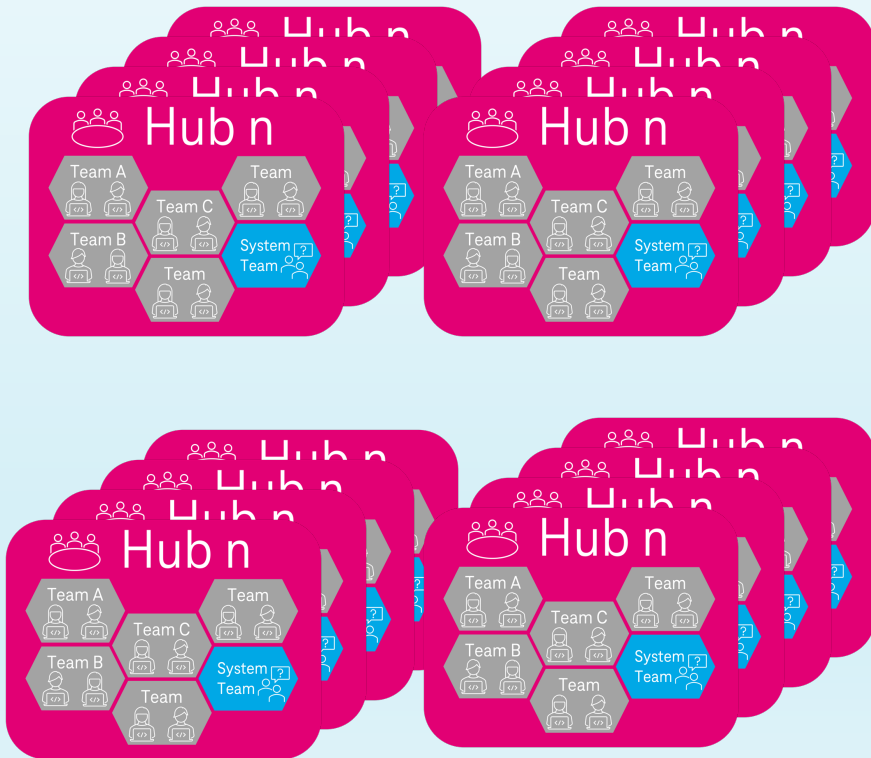## Agile Hub-Pilots in 2018

Good starting conditions:
- Mainly greenfield
- „young" people pulled to the pilot phase
- High level of focus on 7 pilot hubs

Also difficulties:
- Surrounding legacy processes
- No real understanding of DevOps (yet)
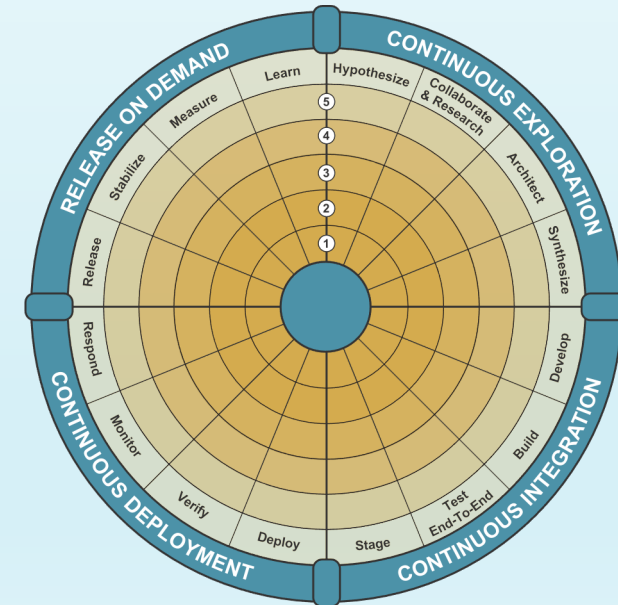- CICD tools?

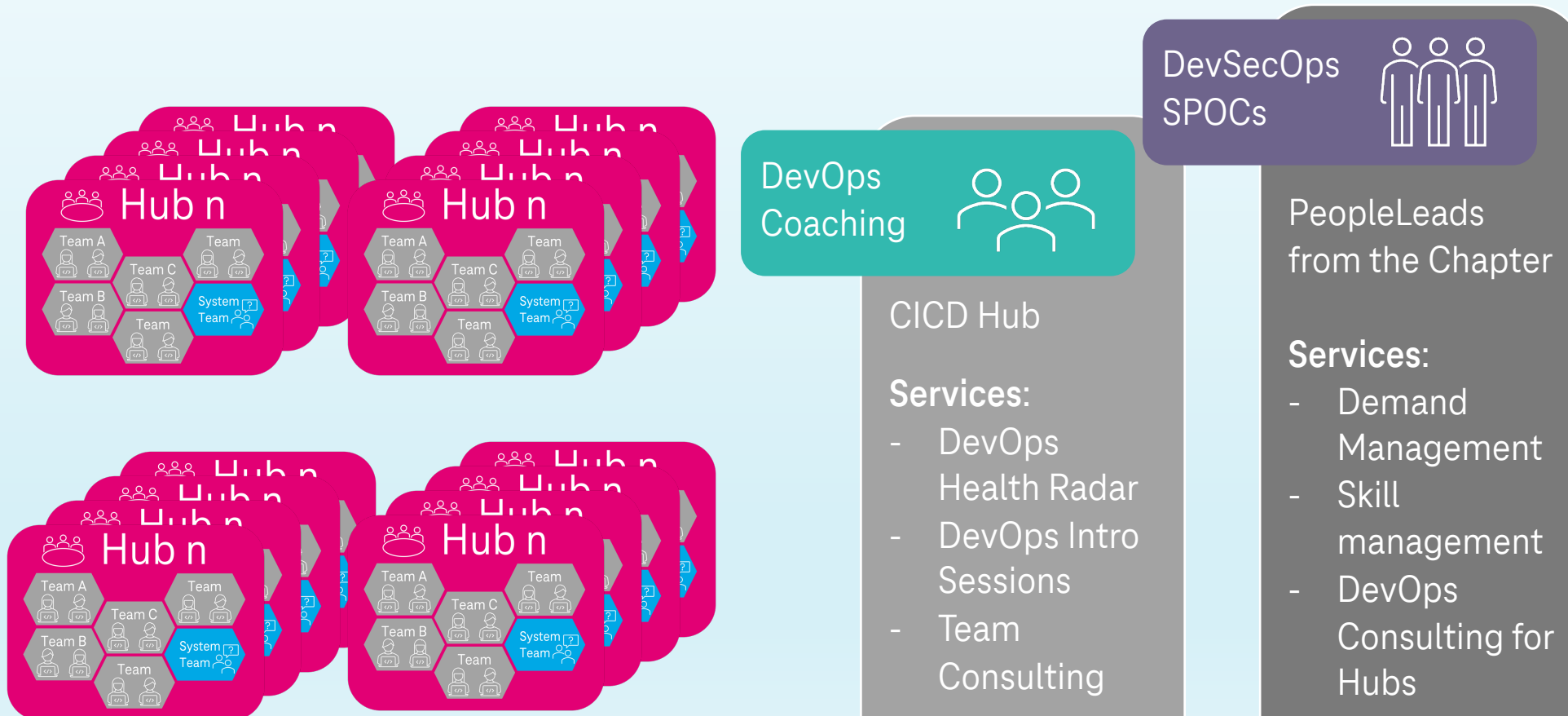# Scaling – part 1: DevOps Coaching Team

DevOps Coaching

CICD Hub

Services:
- DevOps Health Radar
- DevOps Intro Sessions
- Team Consulting

Scaling - part 2: Skill-based chapters

DevOps Coaching

CICD Hub

Services:
- DevOps Health Radar
- DevOps Intro Sessions
- Team Consulting

DevSecOps SPOCs

PeopleLeads from the Chapter

Services:
- Demand Management
- Skill management
- DevOps Consulting for Hubs

Scaling – part 3: A council to help them all

Leadership
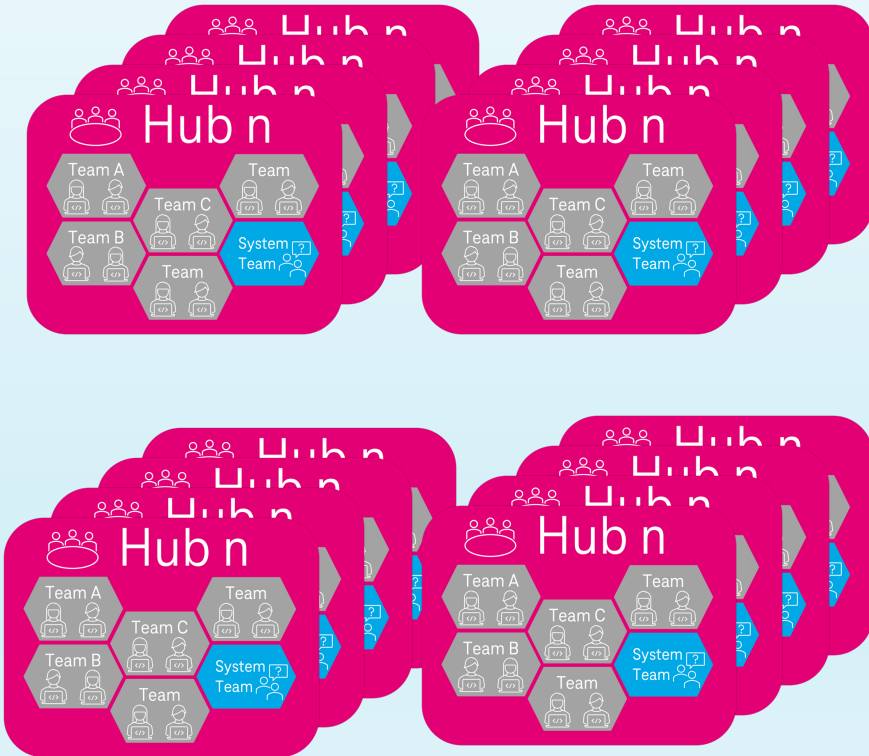
Hub n (multiple)
- Team A
- Team B
- Team C
- Team
- Team
- System Team

DevOps Coaching

CICD Hub

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DevOps Expert Council

Joint Venture of IT LT, Chapter, Delivery

Services:
- Change Agents
- External Exchange
- SRE Piloting
- DevOps Maturity Score

"We aimed to create better software and reduce "time to market" through DevOps. Yes, we now release software 9 times faster, but the profound cultural shift was even more impactful. Being a large telco, headquartered in Germany and burdened with legacy is not an excuse not doing DevOps."

— Örs Cseresnyes
SVP Operations&DevSecOps Chapters, Deutsche Telekom IT

We could always use help!

Things we are still struggling with:

- Bringing Flow Metrics to life

- Increasing trust in metrics

- Bridging the gap between business and IT

Do you have a similar organizational setup?

Is your business side aware of "your" DevOps transformation?

Have you learned how to deal with "legacy mindsets"?

How did you break the silos? Dedicated teams?

Thank you!

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