

# Key Takeaways from DOES17

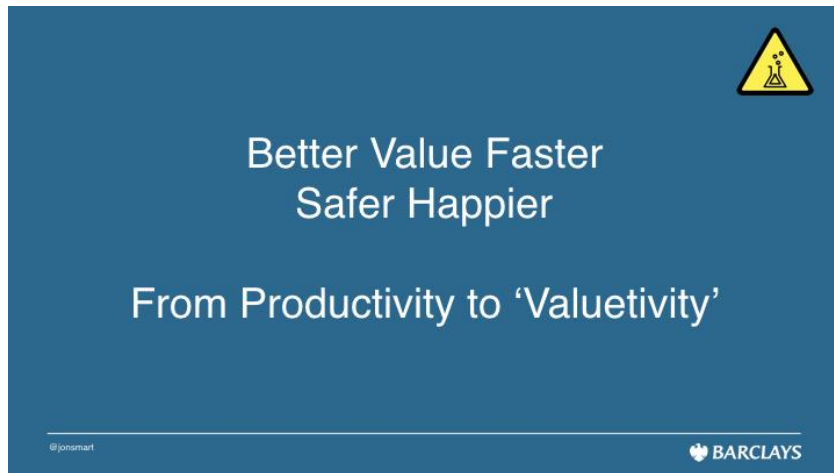
Austen Constable  
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# Transformation should be value driven

Agile and DevOps can put off people who are not technically inclined and are a means to an end.

Barclays calls it “Better Value Faster”



# It's critical to visualise work

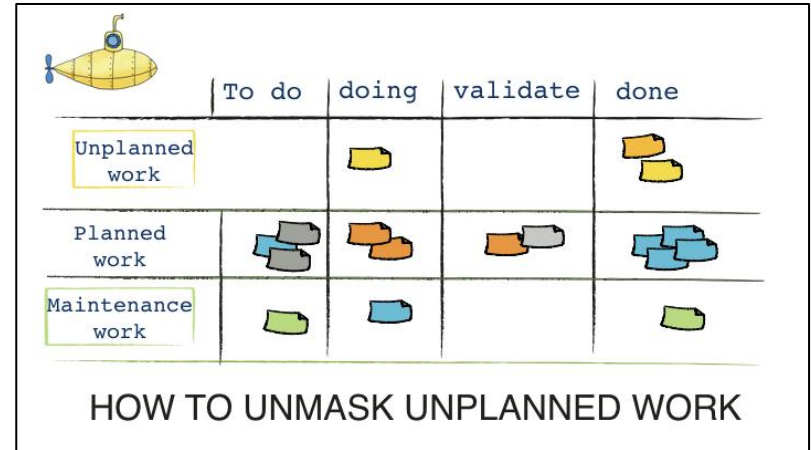
## Obeya rooms

At its core, “**obeya**” (Japanese for “big **room**” or “great **room**”) is a lean manufacturing tool, in which a dedicated **room** is set aside for employees to meet and make decisions about a specific topic or problem.



Unmask work to manage unplanned work and achieve flow

People take on more work than they have capacity to give. Unmask WIP, unplanned work and dependencies to achieve flow.

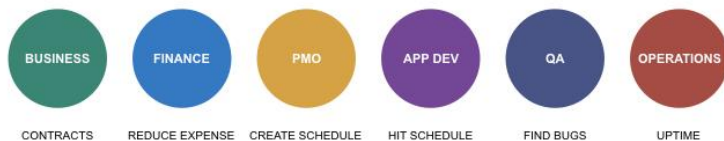


# Organise your teams to maximise outcomes

From Silos

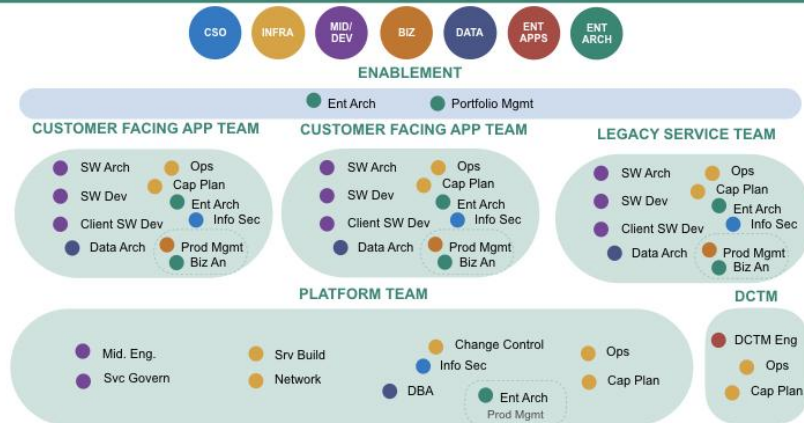
To small teams able to deliver end-to-end value

## Silos



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@cdavisafc Pivotal



@cdavisafc Pivotal

# The iron triangle is now broken (if we follow 3 ways)

CAMS/The Three Ways

Iron triangle can be broken

## Devops Taxonomies

- CAMS



- Culture
- Automation
- Measurement
- Sharing



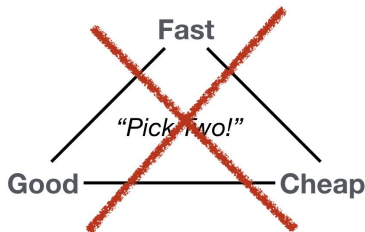
- The Three Ways



- The First Way
- The Second Way
- The Third Way

## Conventional Wisdom

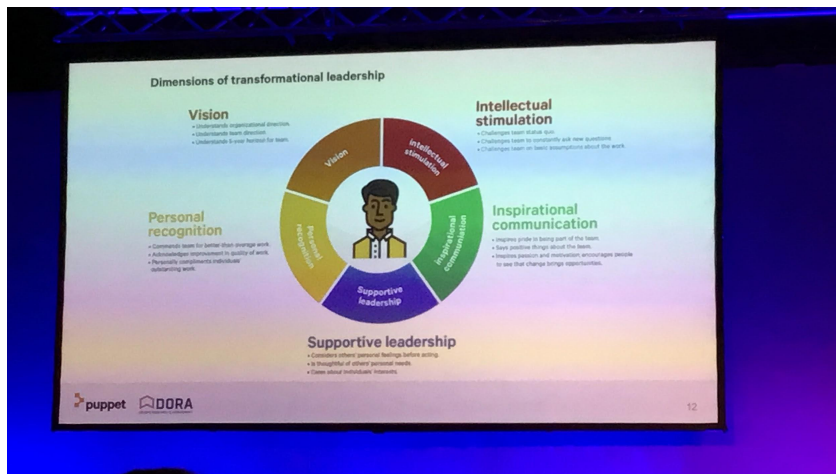
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# Leadership is key but they can't do it alone

Leaders need to exhibit new types of behaviour

But don't forget the team



**Leadership Matters**

- Teams with the least transformational leaders (the bottom third) were one-half as likely to be high IT performers
- Leaders cannot do it alone! Teams with the top 10% of transformational leaders performed no better than the median

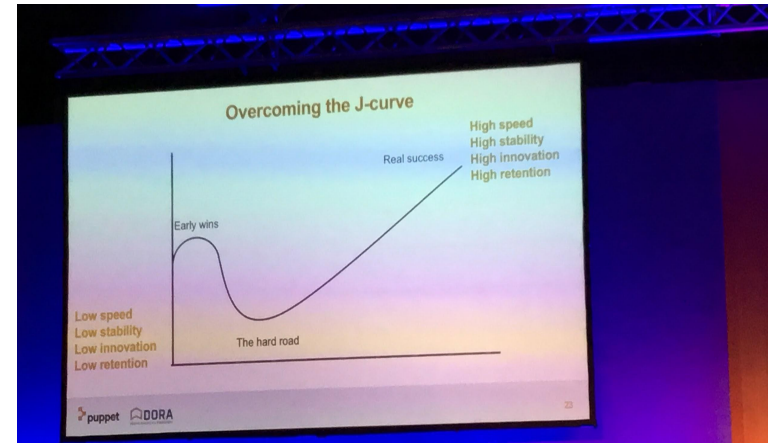
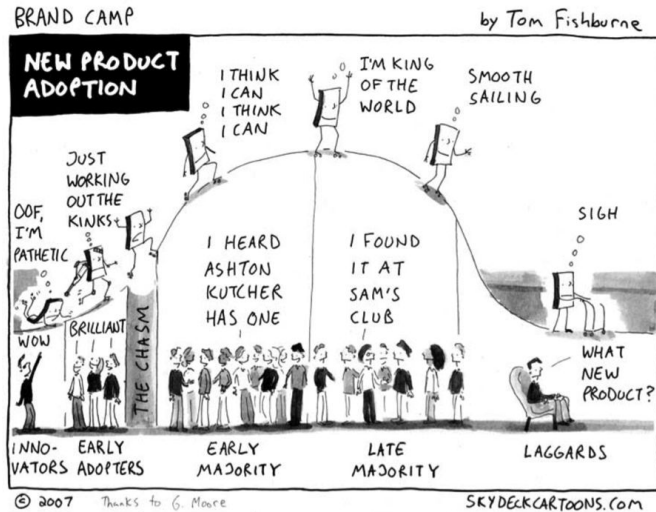
puppet DORA 13



# Significant effort to bridge the chasm of adoption

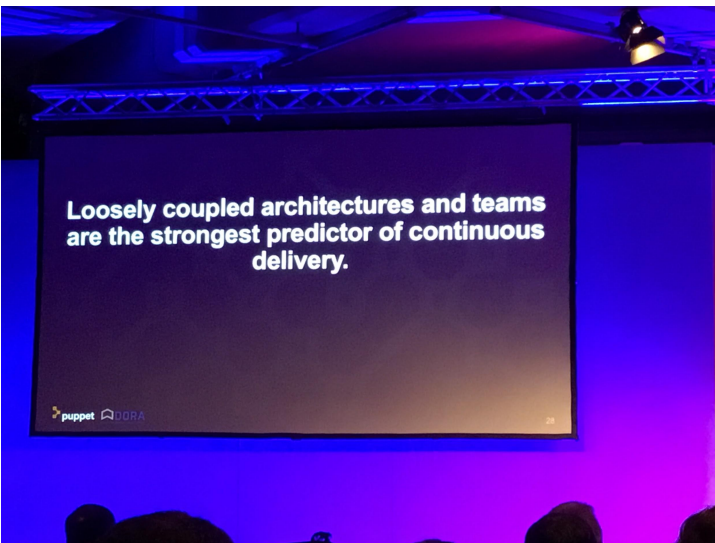
Sustained engagement required to move from early adopters to early majority

Continued engagement is important to support teams along the hard road

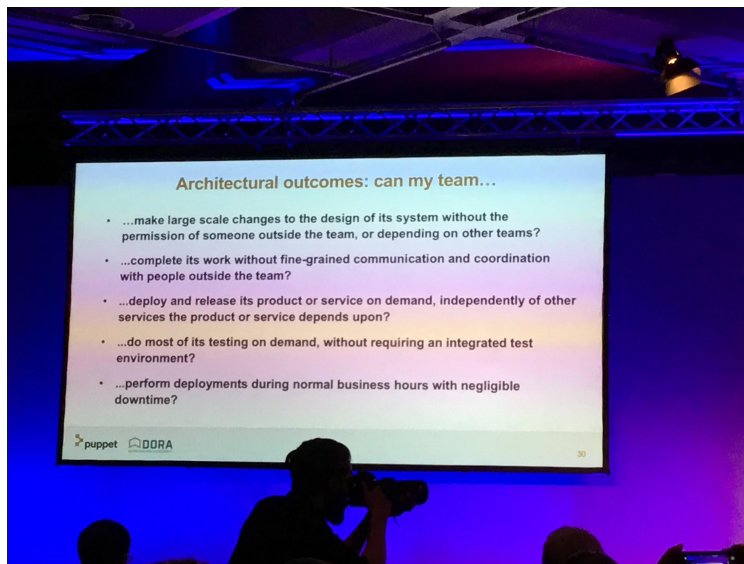


# Invest in architecture to unlock speed and stability

Loosely couple



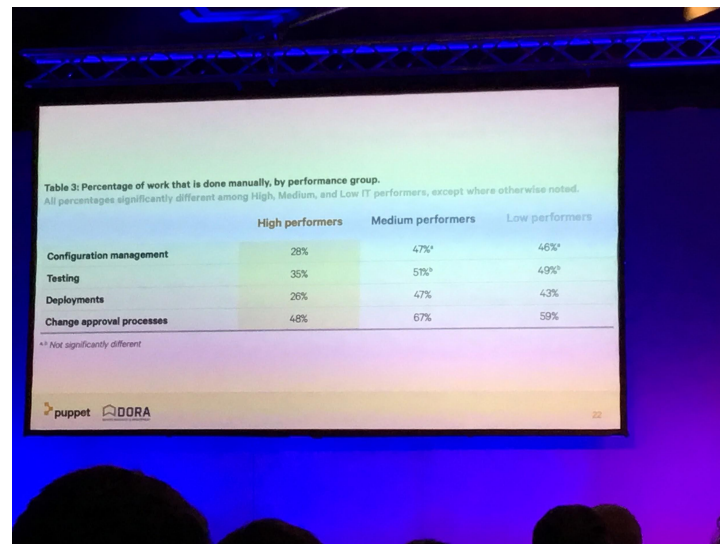
Architectural outcomes: can my team...





# Measure and follow a hypothesis driven approach

Measure so that you understand the impact of your changes



# ITIL should be applied value first

## Common ITIL anti-patterns

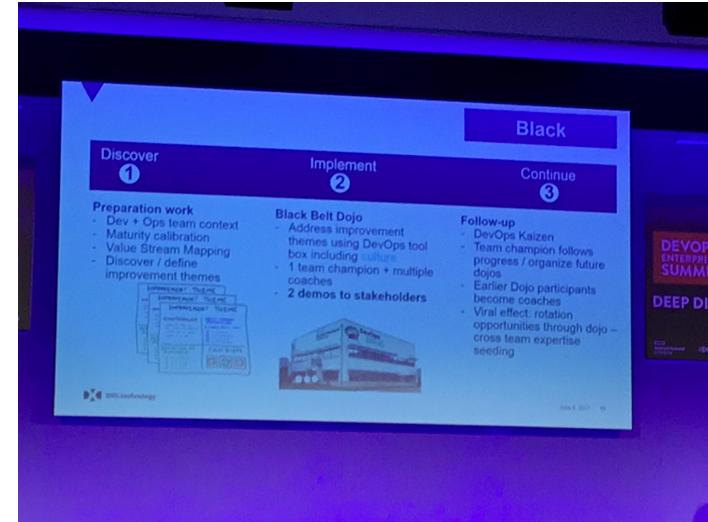
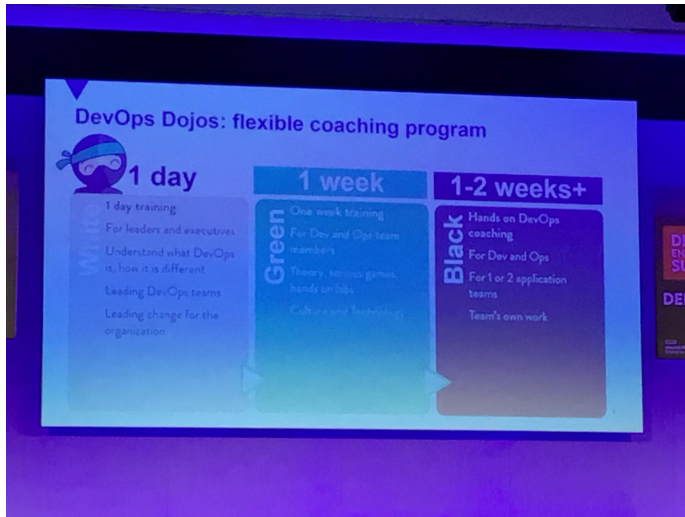


## Value first ITIL



# Consider creating dojo to immerse teams

White, Green and Black belts for different audiences



# One piece of advice

1. Nigel Kersten - Don't adopt automated tools that push crap to prod. Quality will take a hit. Focus on delivering value.
2. Nigel Kersten - COTS - use a whole systems approach. Keeps COTS as vanilla as possible. That allows for deployments to happen simply and quickly through the pipeline.
3. Nicole Forsgren - Measure, keep track and take an experimental/hypothesis driven approach.
4. Jez Humble - There's no longer a trade off between cost, speed and quality. Build high quality software faster and cheaper. Invest in architecture and culture over tooling and cloud!