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Avoiding the *Infamous* DevOps Team!

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about veracity solutions

- Veracity Solutions helps organizations plan, build and launch successful software solutions from conception through adoption.
- Companies solve their stubborn and unique challenges at the core by relying on our expert advice, coaching and staff.
- We can help you solve your critical business goals and lift your team in the process.

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What was your biggest regret or mistake in your DevOps transformation?
"I created a DevOps Team!"
DevOps Days SLC 2017...

DevOps is a set of principles and practices.

DevOps is not a team (or group or person)!

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Signs of a DevOps Team

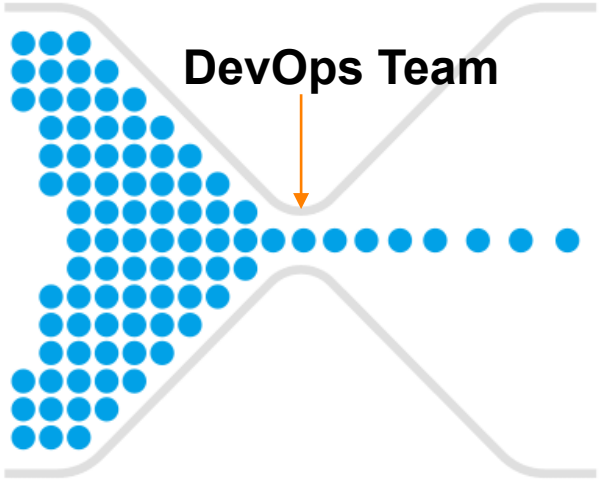
A team (centralized group) named "DevOps"

"We don't (or can't) do DevOps. They do."

Siloes of responsibility, accountability. Massive handoff waste.

No longer a platform provider or enabling team, but actually flow value themselves.

They become what you were trying to eliminate—a bottleneck!



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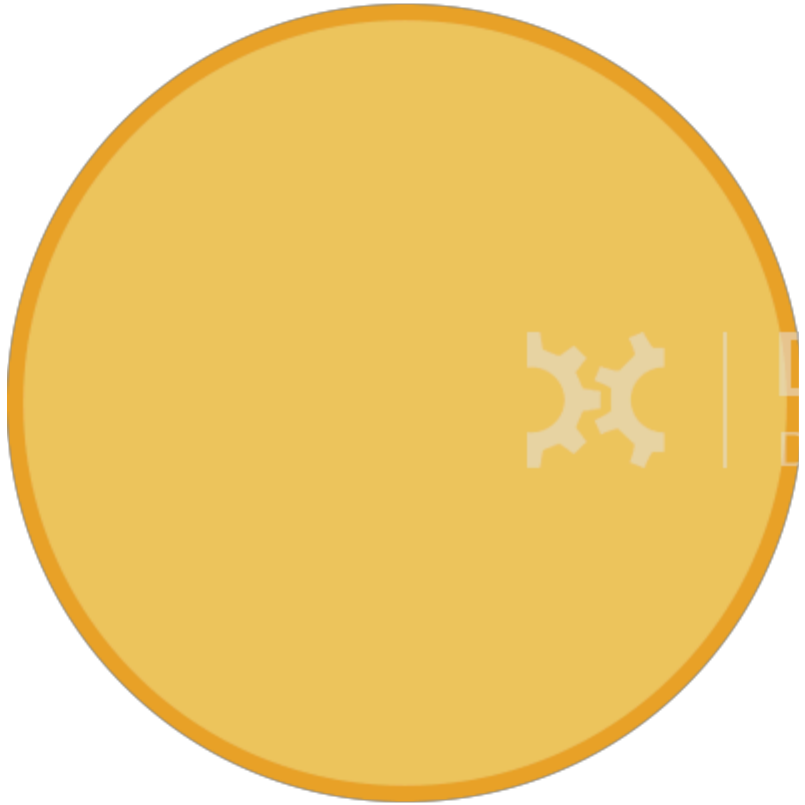

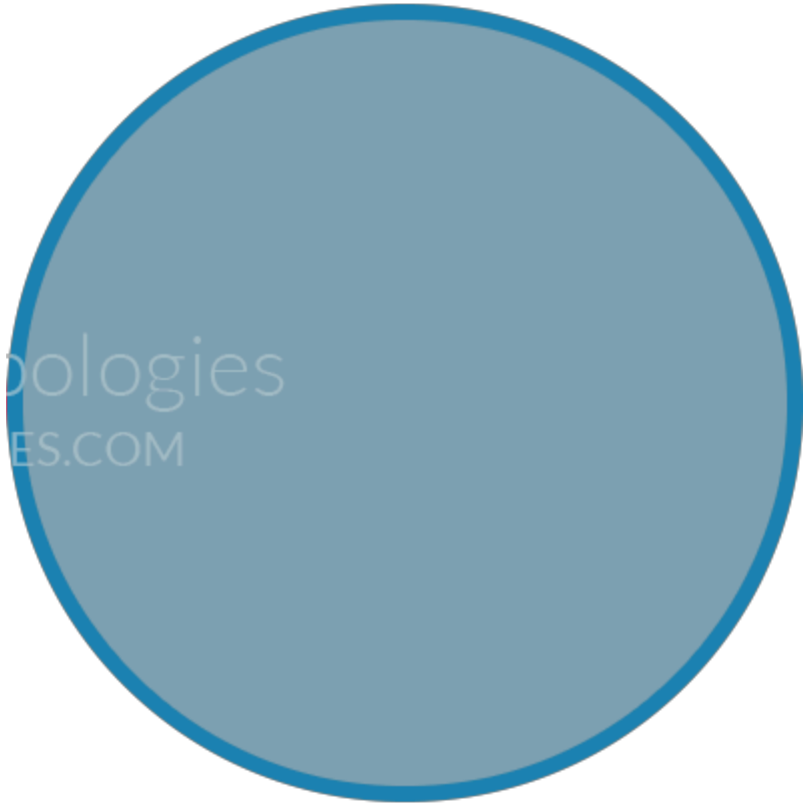

- Dev
- Ops

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What causes DevOps teams to form?

If DevOps really describes a cultural context with practices and tools, why do DevOps teams form and persist?

- **Renaming an existing team, e.g. Release Engineering to DevOps**

- **Most common: Create a new team called DevOps**
  - **"We need a new team" New work -> New team**
  - **New people**
  - **New skills, mindset, tools**
  - **Innovation work (vs. ongoing, existing work)**

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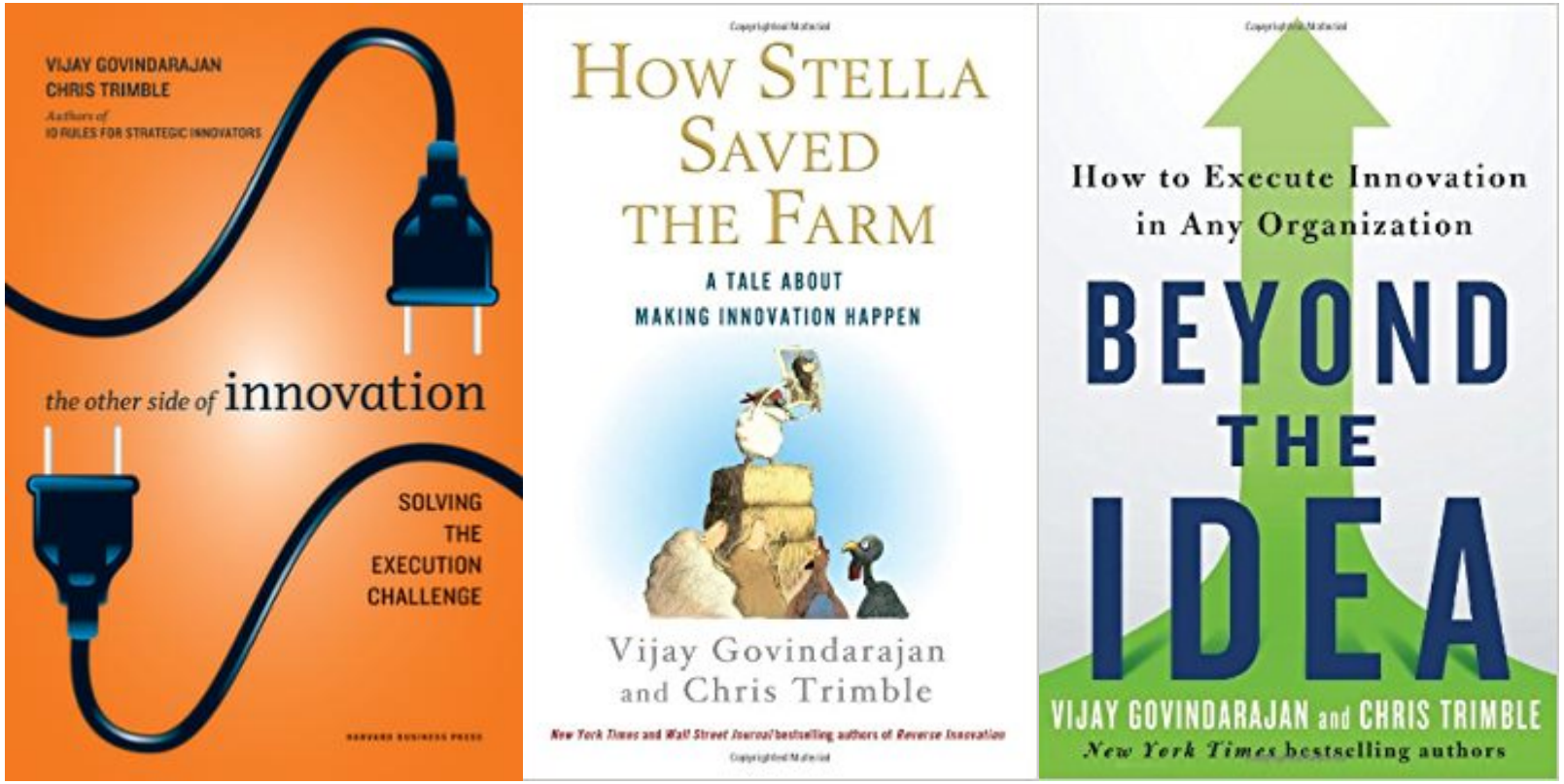

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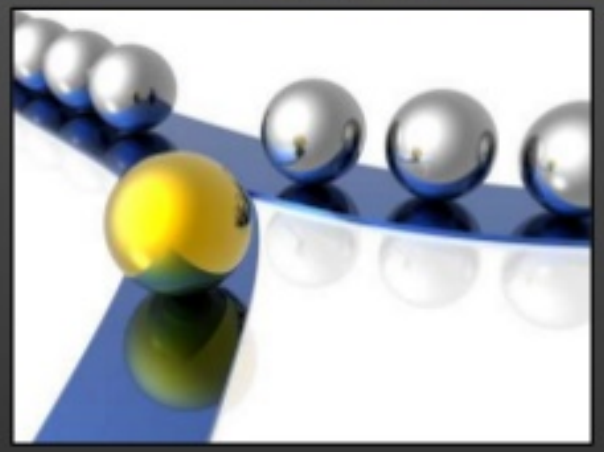
Address Fundamental Incompatibilities



Ongoing Operations

Repeatable and Predictable

Innovation

Nonroutine and Uncertain

Innovation Leaders Must Think Differently About Organizing and Planning

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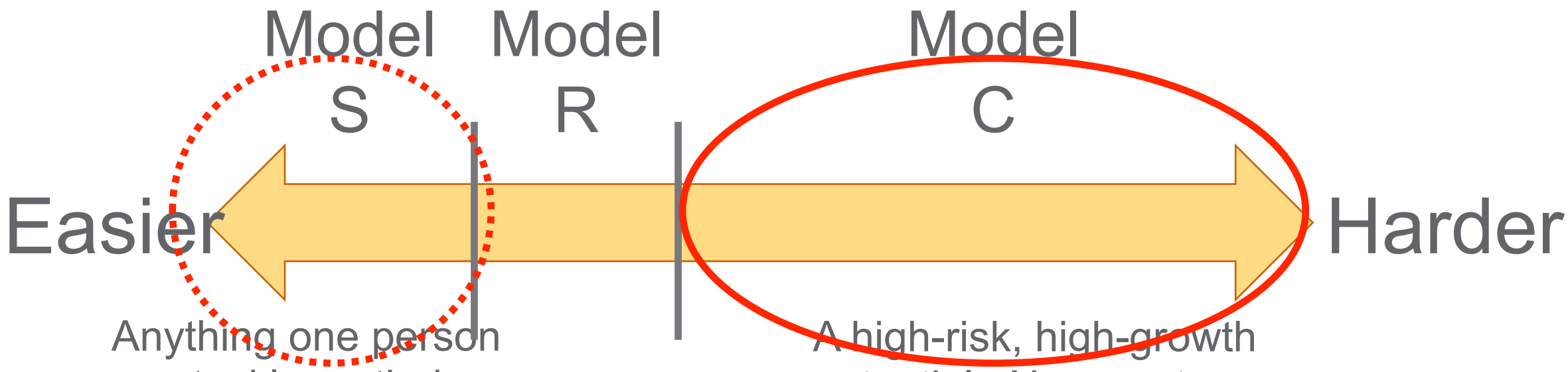
The Innovation Model Spectrum



Anything one person can tackle on their own initiative and in their free time. (INCREMENTAL/ LINEAR)

A high-risk, high-growth potential. New venture, process, technology, etc. (DISTRUPTIVE/NON-LINEAR)

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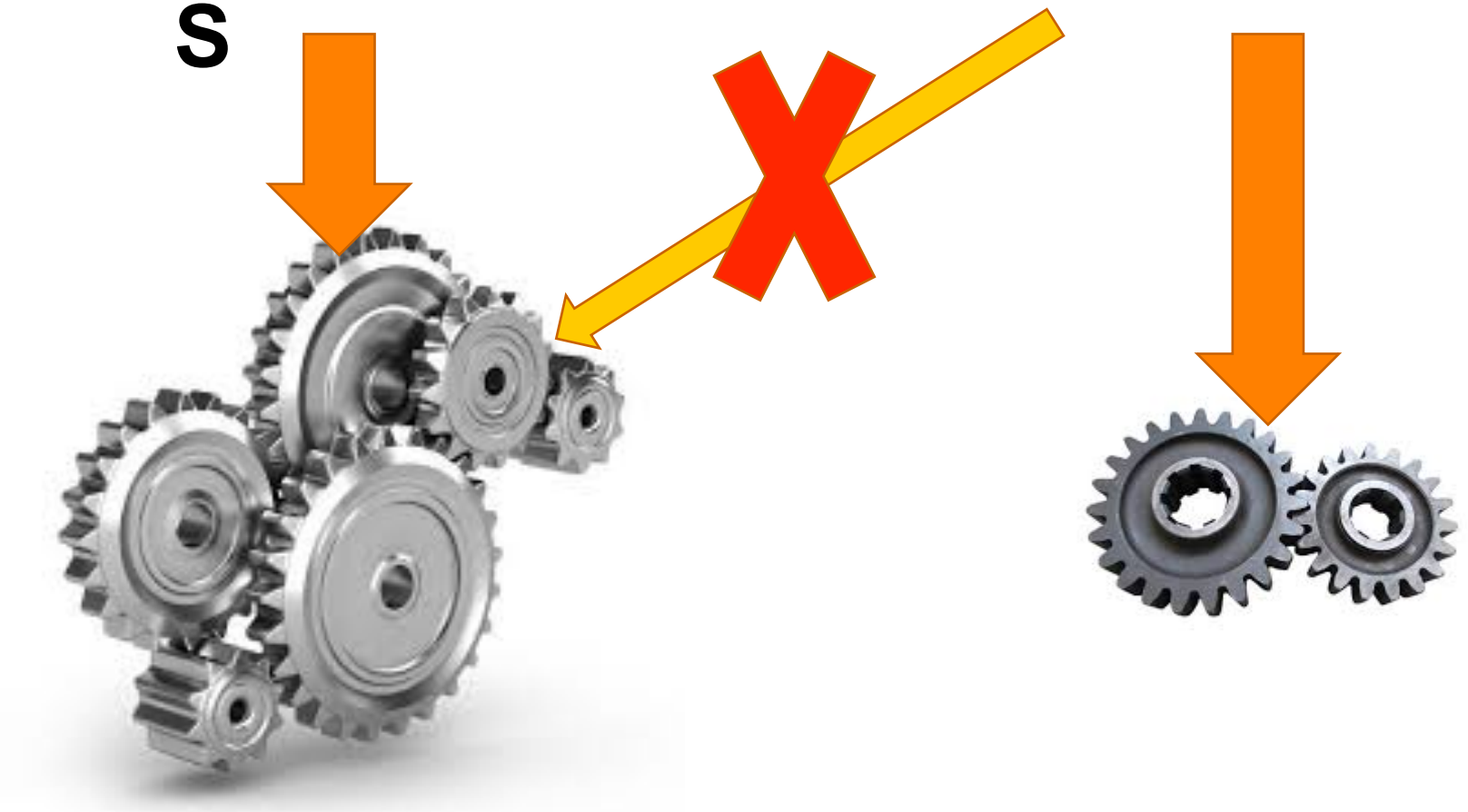
Model S

Model C



Performance Engine (Core)

Innovation Team

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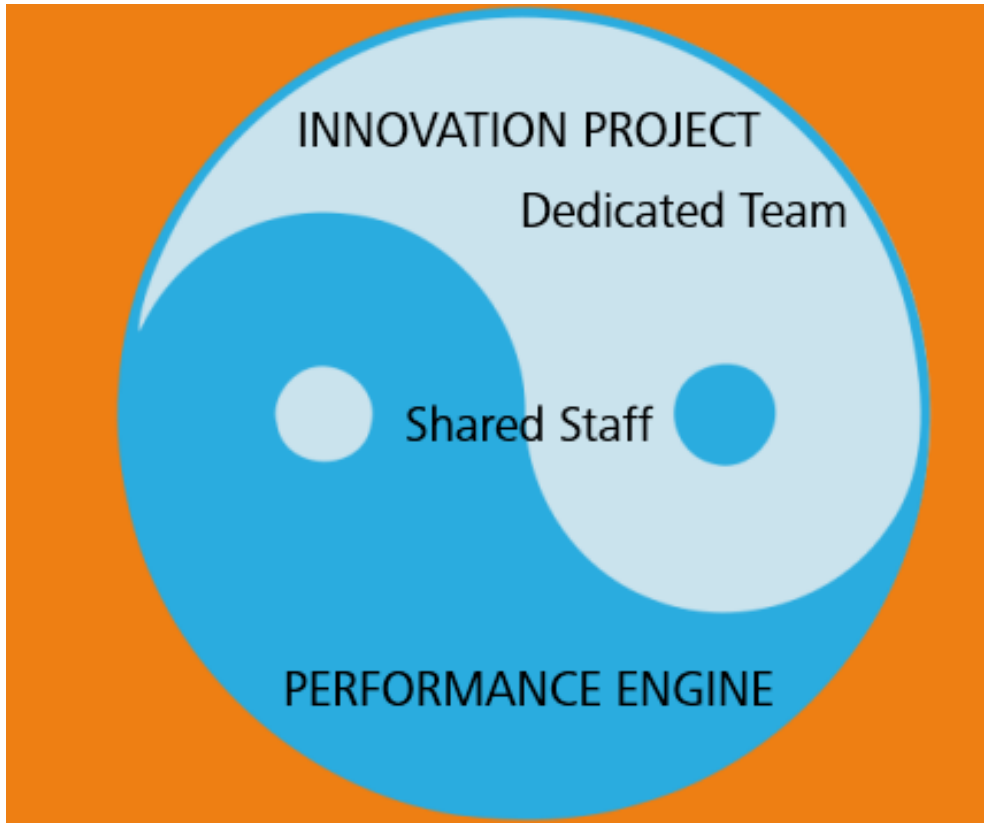
Executing Model C Innovations

Build a dedicated team with a special plan.

Manage the partnership.

Merge innovation back into performance engine.



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Recommendations

- DO NOT name a team or group “DevOps”
  - Unless it is an evangelist group (e.g. the DevOps COE or a DevOps Dojo).
  - Name teams for what they **build**, not their goal.
- Select a long-term team topology strategy and execute the DevOps innovation with that in mind.
  - See *web.devopstoplogies.com*
- Create innovation teams for new services (platforms) and absorbe into Dev or Ops **organizations** respectively!
- Execute cultural & behavioral changes as “type S” into the performance engine.

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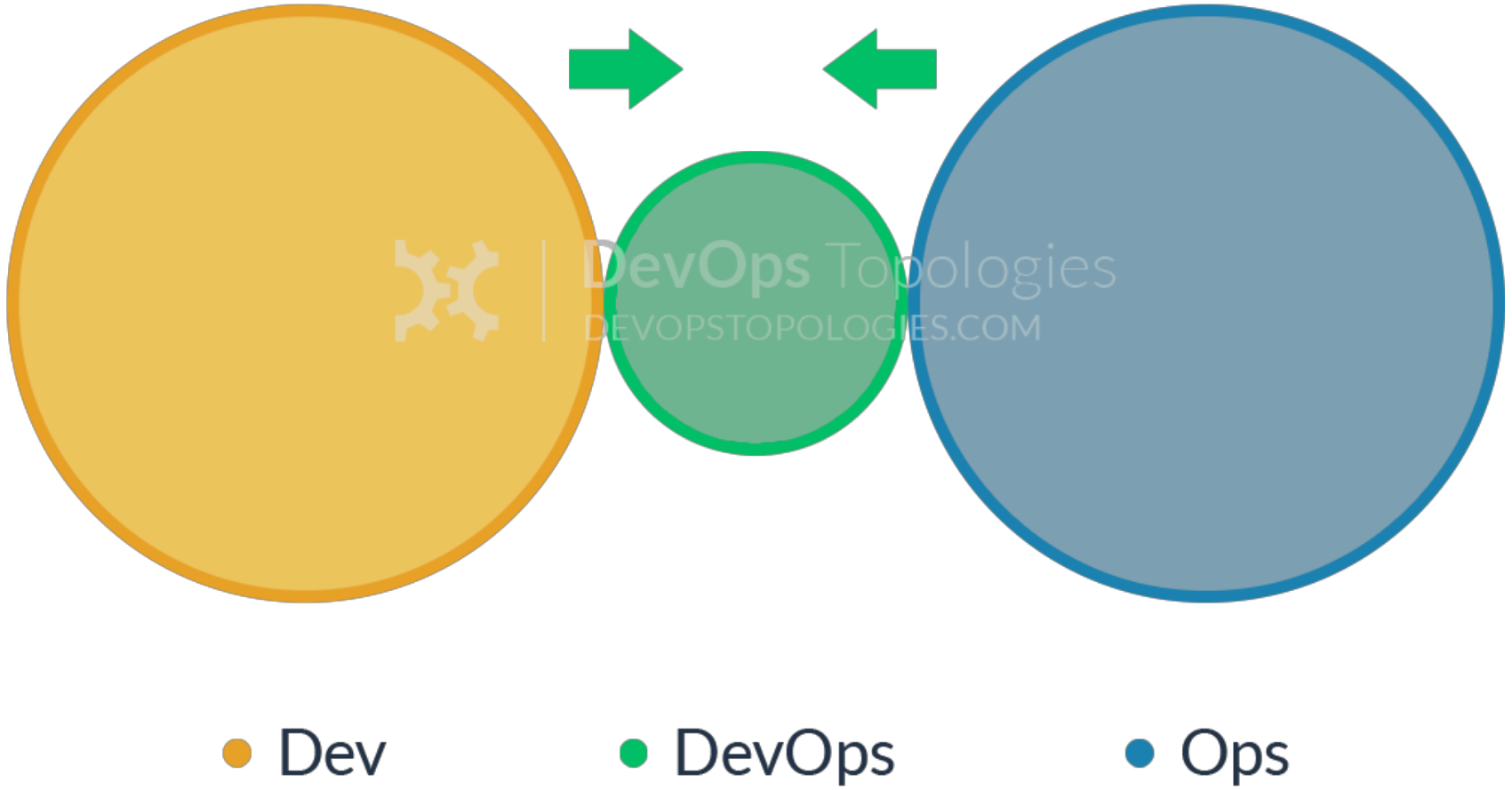
Team with Expiration Date (careful!!)



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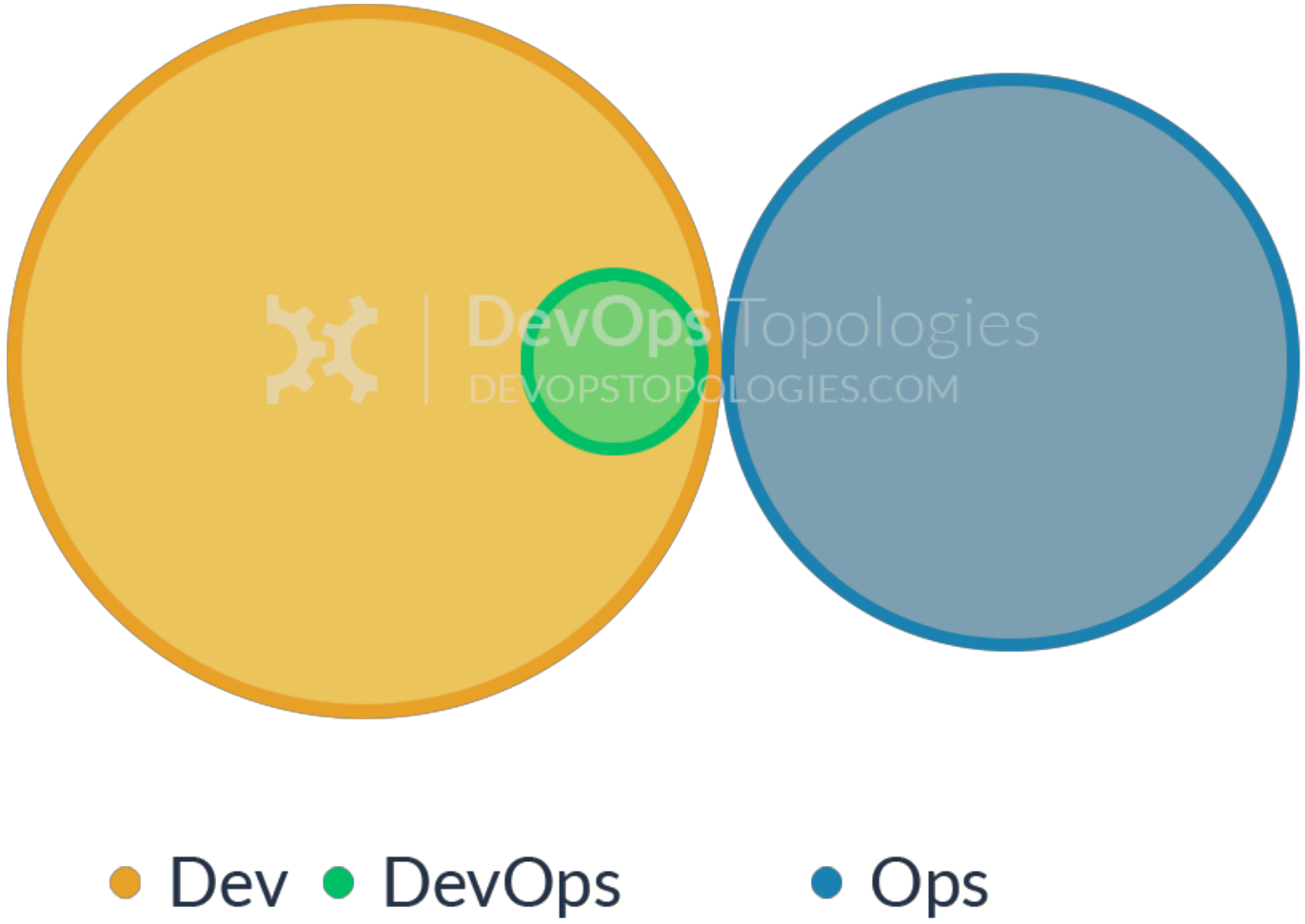
Ops as PaaS / IaaS



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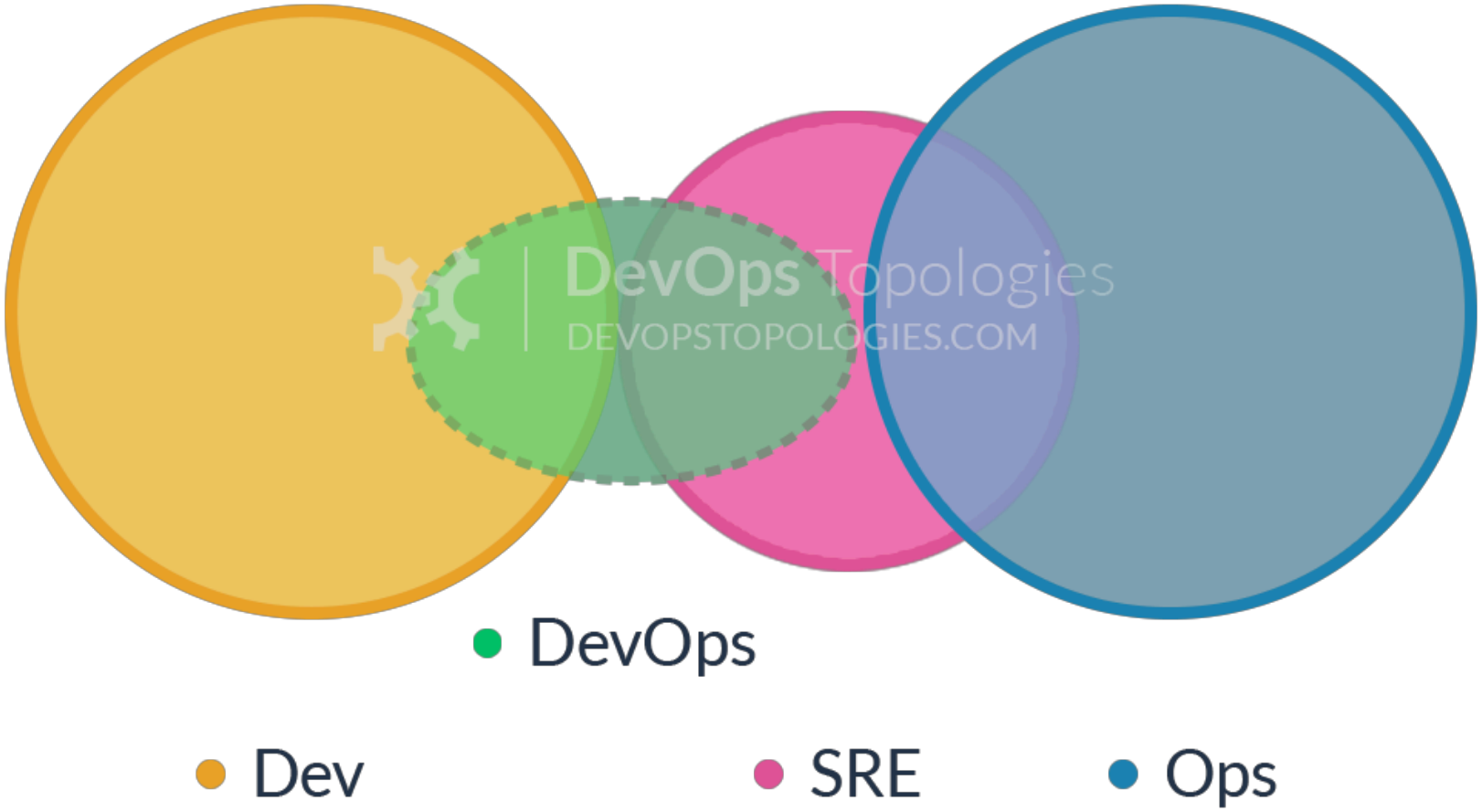
SRE Model



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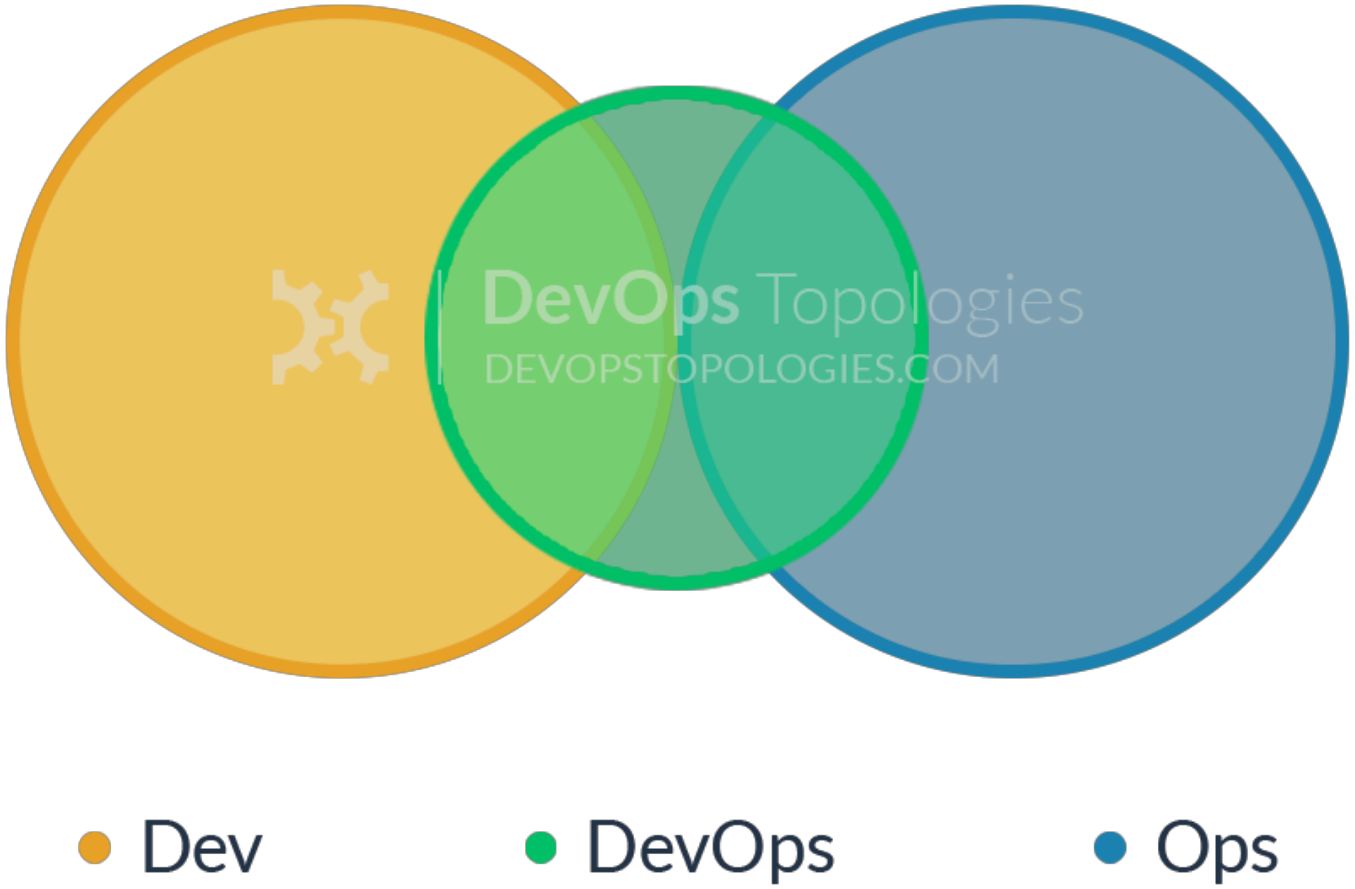
Evangelist / Dojo Model



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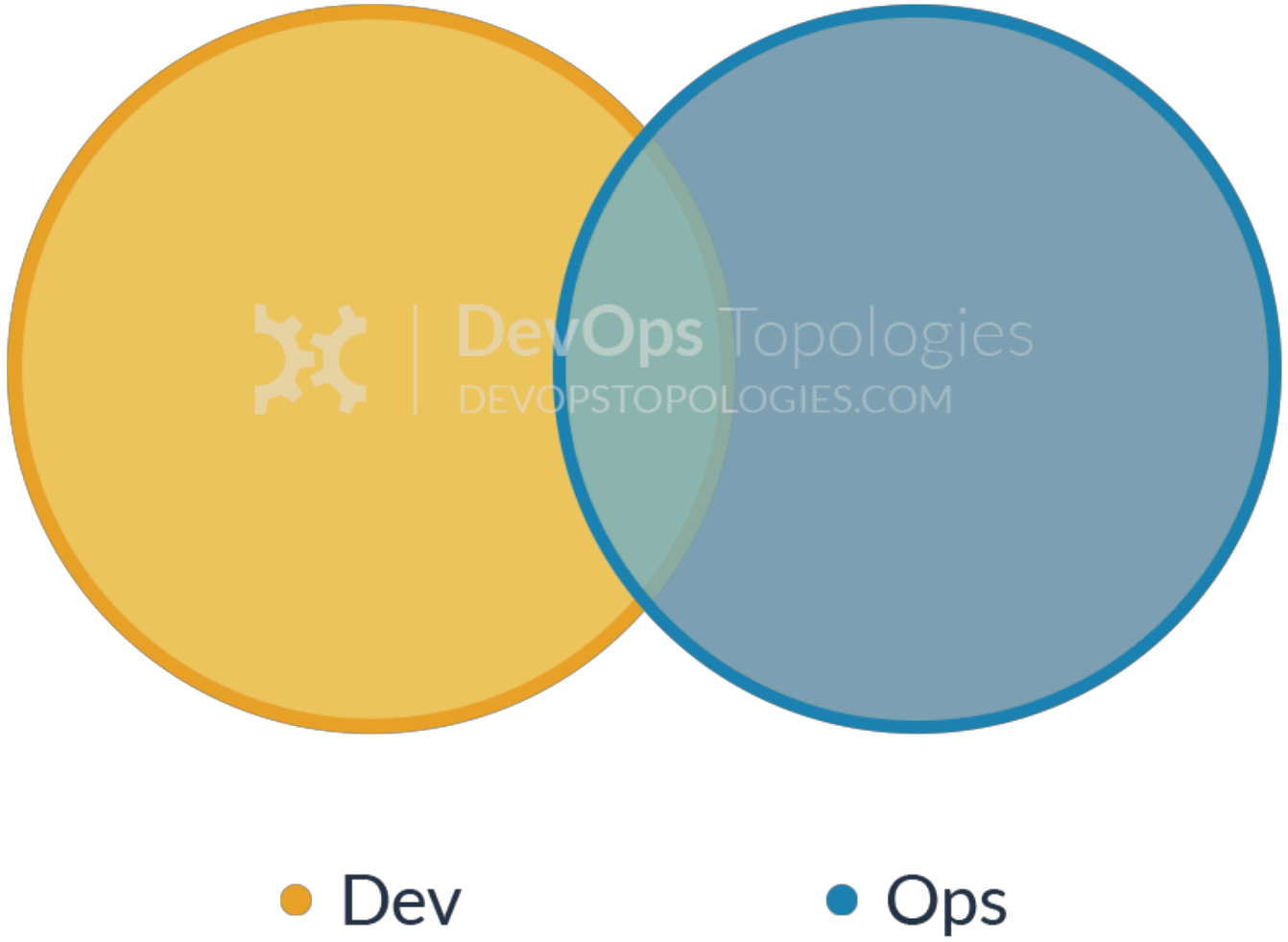
Full Collaboration



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Thank you.