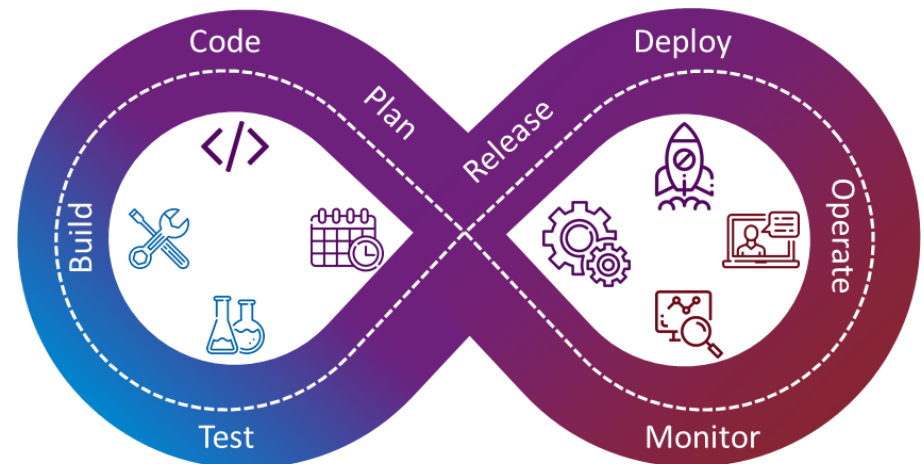


# Bridging the DevOps Chasm at Lincoln Financial Group

**Kevin Drake**  
Enterprise Release Management Lead  
Lincoln Financial Group

**Lisa Wells**  
VP, Product Marketing  
XebiaLabs



# Key DevOps Themes



## Span the Business and Technology divide

- Culture, training, process, tools



## Design your infrastructure for growth

- Lay the groundwork you need to scale
- Design for future needs



## Set clear goals

- Define desired outcomes
- Track the right metrics to get there

# Who Is Lincoln Financial Group?

Premier provider of life insurance, annuities, retirement plan services and group protection

**Founded in 1905**  
**9,000+ employees**



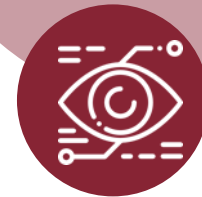
**Ranked #205 on the  
2018 Fortune 500 list  
by revenue**



**\$14.257B in  
revenue as of  
2017**

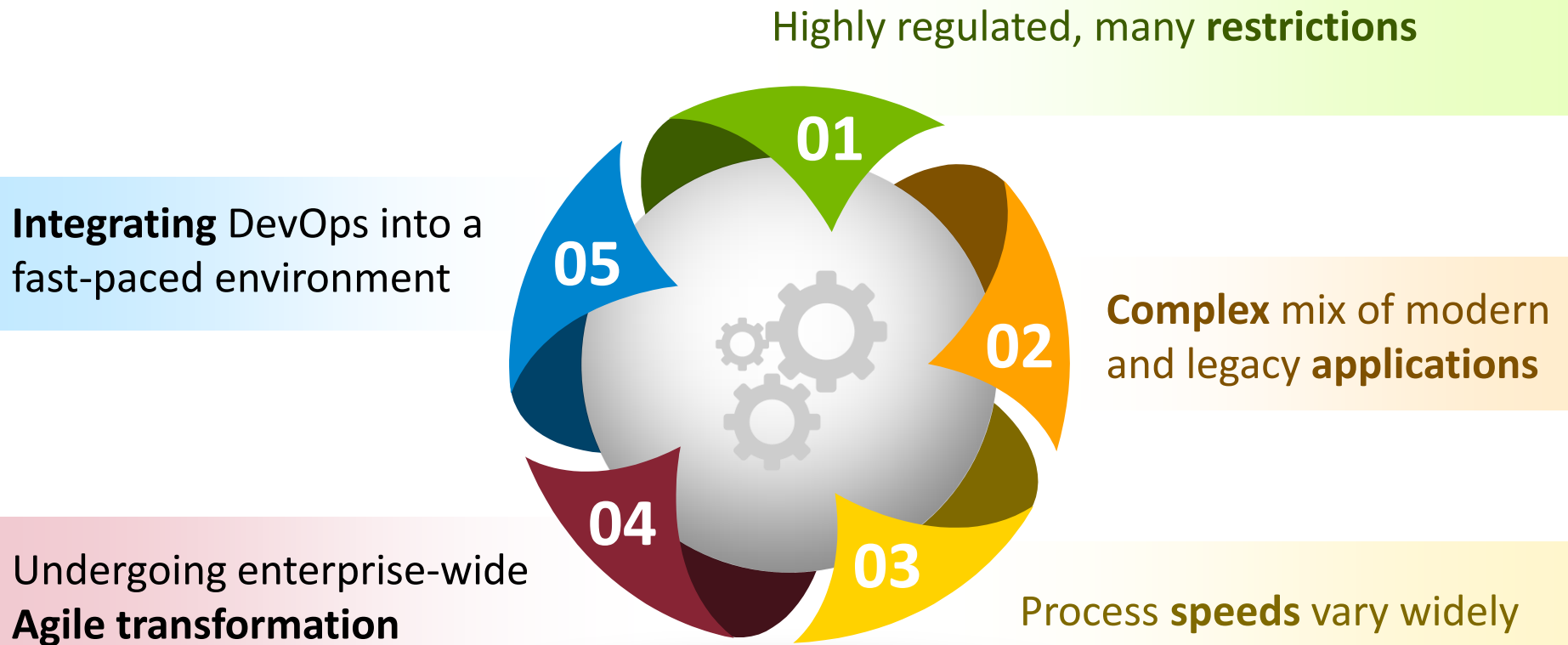


**\$256B in assets  
under management  
as of June 2018**

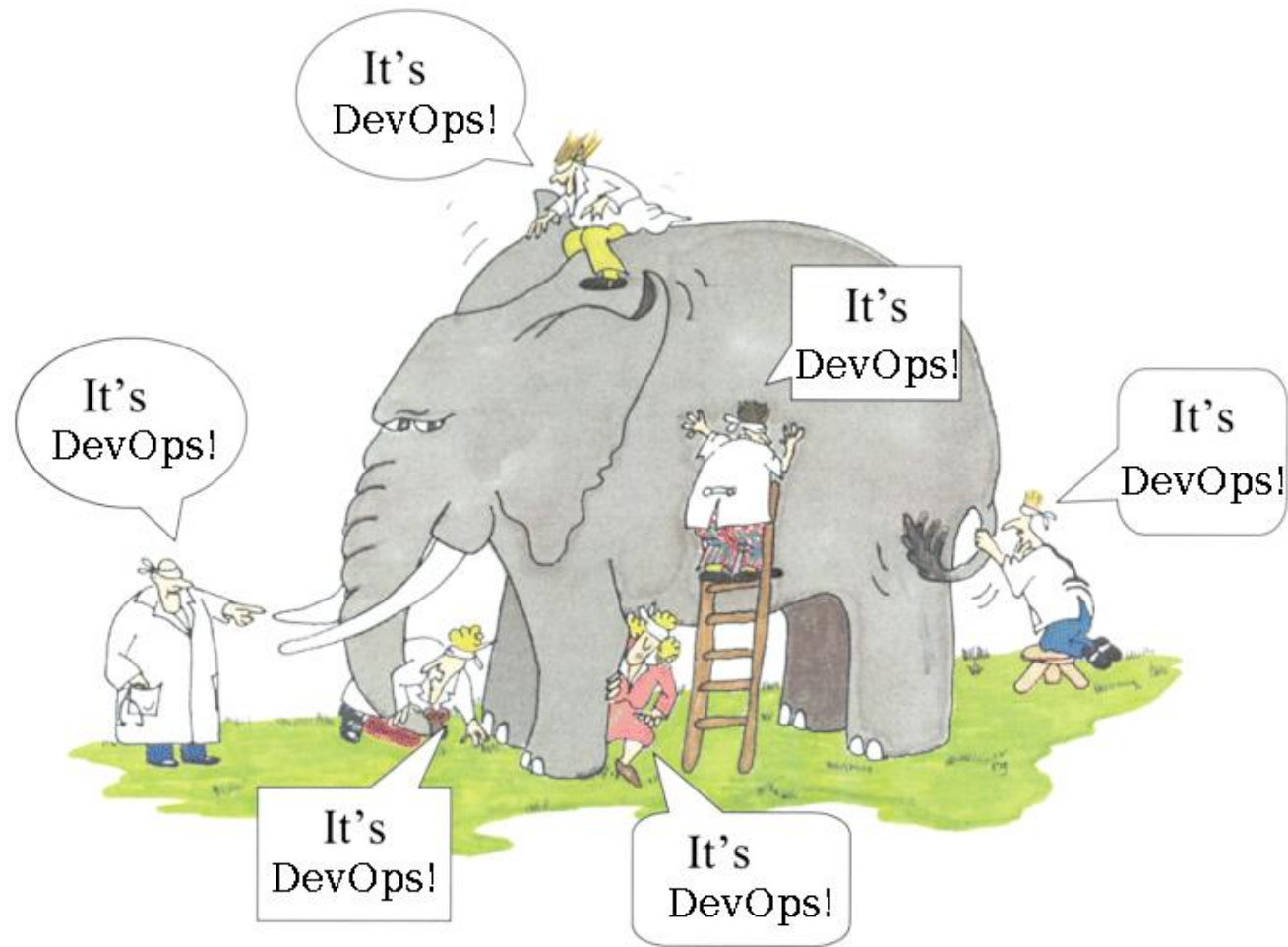


*Focused on enhancing people's lifestyles and retirement outcomes*

# Challenging Environment



# DevOps – The Elephant In The Room



# DevOps Is A Culture Change

*Changing culture to deliver high quality working software faster*



...a philosophy where teams are **accountable** for everything required to get their **code developed, tested and deployed** to production, while shared service teams provide the **automation and tools** to enable them.



Agile Team



Infrastructure



Architecture



Production  
Support



Shared Services  
(Ex. Performance Testing,  
Security Testing)



# DevOps Strategy and Execution Approach

## Automation and Agility enable DevOps

### GO DEEP THEN BROAD

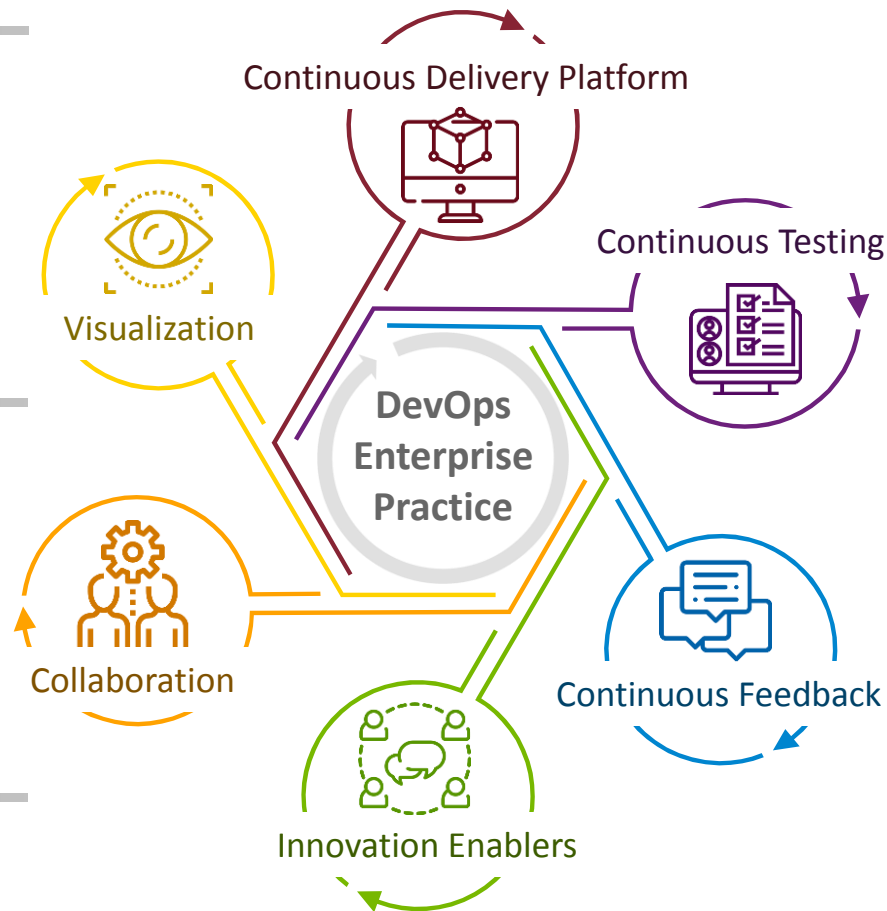
- Early Adopter Business Unit
- Initial Focus on Agile Pods
- Document Learning

### MAINFRAME & DEVOPS

- Specialist MF DevOps Skills
- Partner with a vendor with MF DevOps experience
- Start small

### CENTER OF EXCELLENCE

- Knowledge Sharing
- DevOps Evangelists
- Best Practices
- Collaboration



### BUSINESS UNIT SPECIFIC ADOPTION

- Identify Business Unit DevOps Leader
- Conduct Value Stream Analysis
- Create Business Unit Roadmap

### RUN ORG & DEVOPS

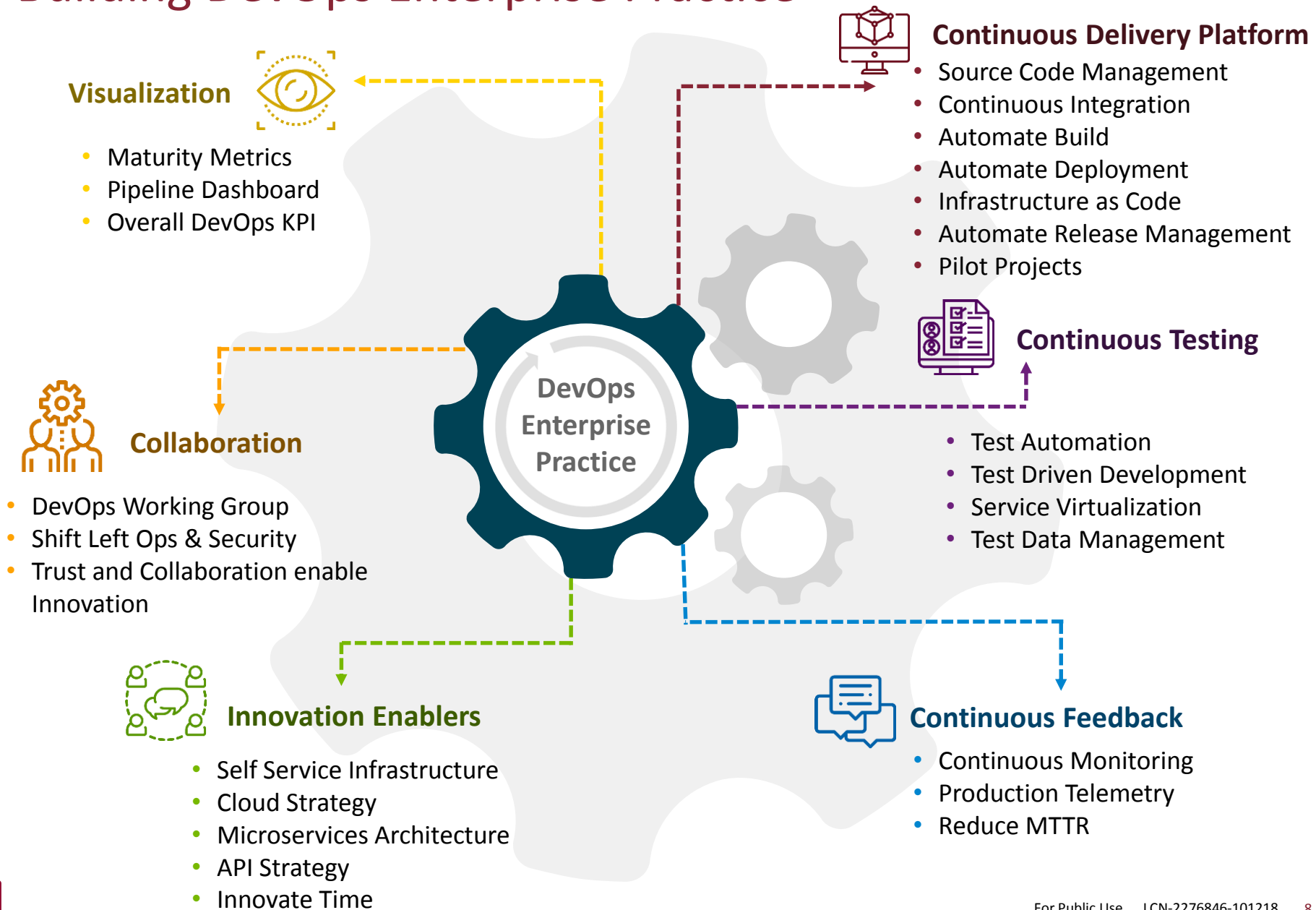
- Pipeline Considerations
- Determine Applicability and include on Business Unit Roadmap

### STEERING COMMITTEE

- Governance
- Prioritization
- Decision Making
- Overall DevOps Roadmap



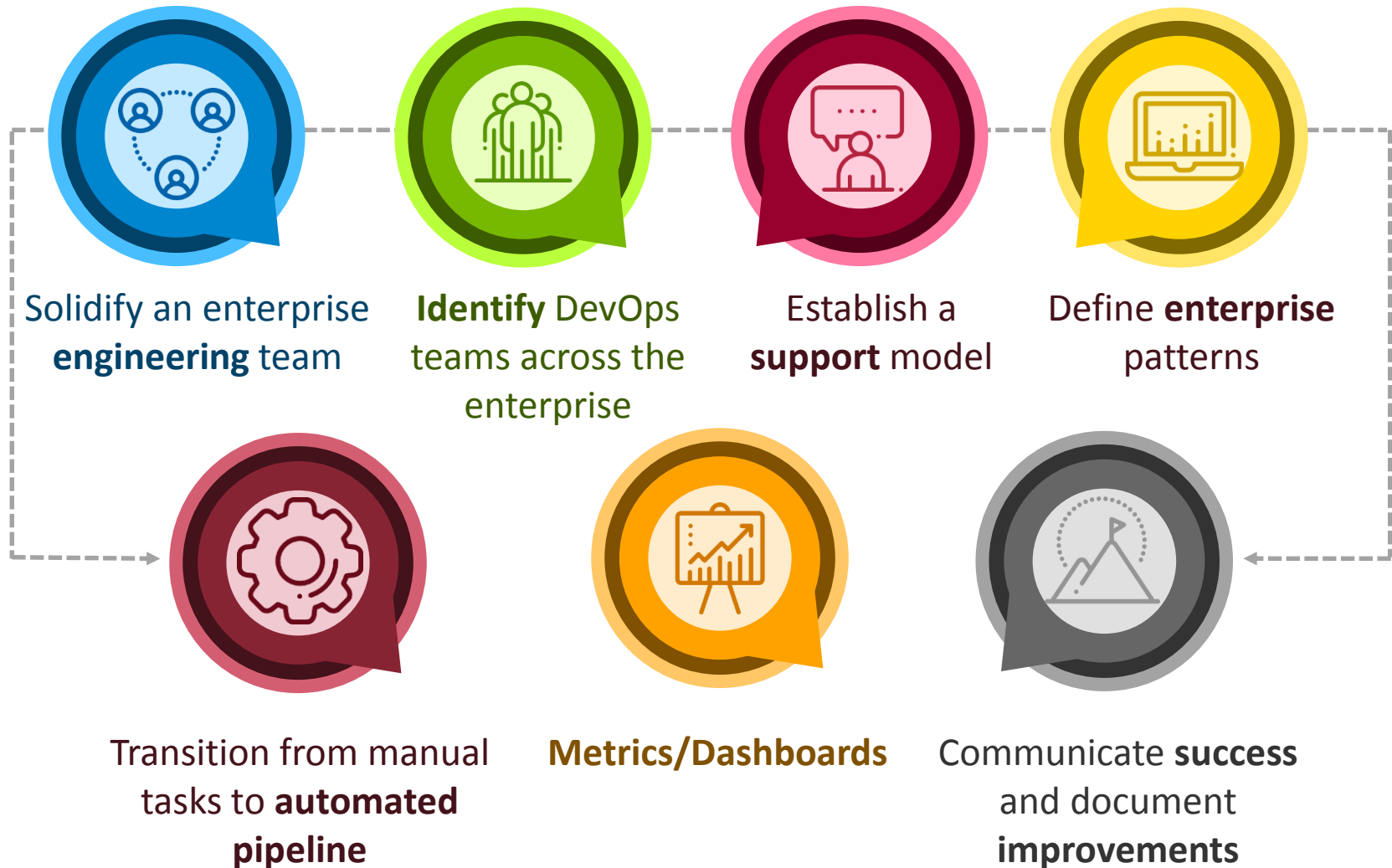
# Building DevOps Enterprise Practice





# Key Steps

In addition to our DevOps practice, Enterprise Release Management played a pivotal role in laying the foundation for Lincoln's DevOps journey...from Pilot to Enterprise Adoption



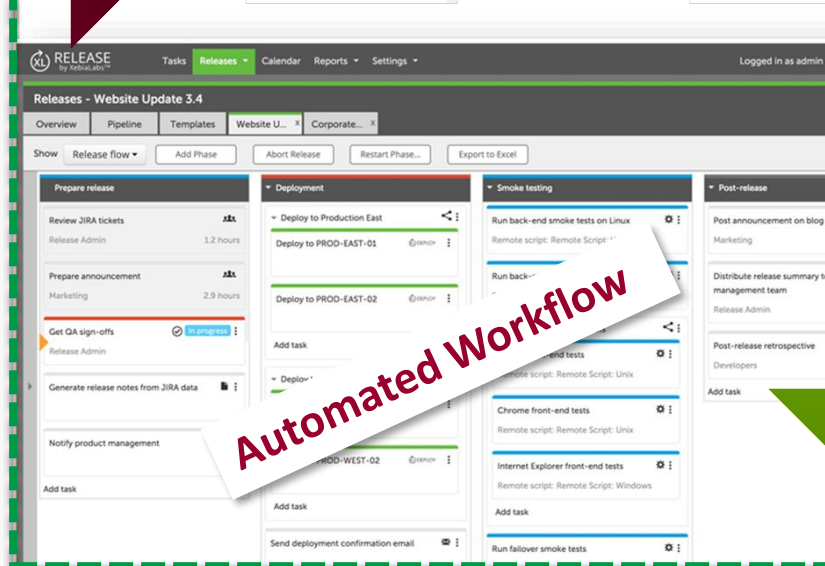
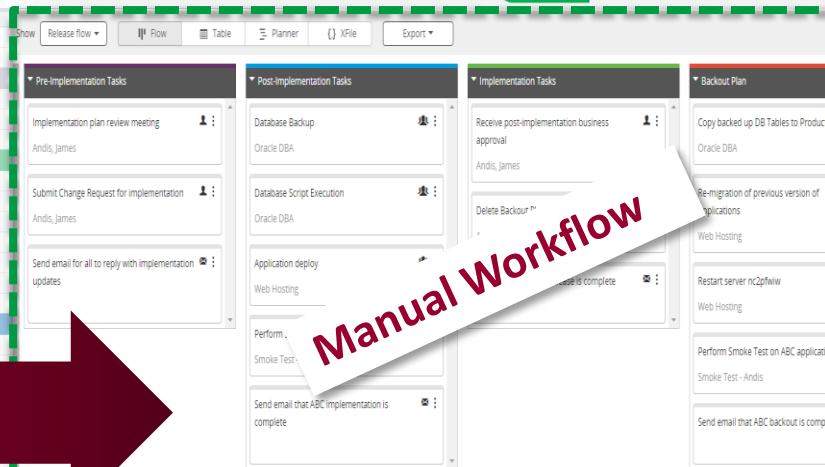
# XL Release: Manual & Automated Workflow Strategy

**Former State** = spreadsheet, doc, etc.

**Current State** =  **Xebia Labs RELEASE**

A	B	C	D	E	F
Task #	ABC Release - 12/9/17 production release date	Start Date	Start Time	Duration	Team Assignment
1	Pre-Implementation Tasks				
2	Implementation plan review meeting	12/1/17		1 hr	assign to yourself
3	Submit Change Request for implementation	12/4/17		15 min	assign to yourself
4	Send email for all to reply with implementation updates	12/5/17		15 min	assign to yourself
5	Implementation Tasks				
6	Database Backup	12/9/17	6:00 AM	15 min	Oracle DBA
7	Database Script Execution	12/9/17		30 min	Oracle DBA
8	A application deploy	12/9/17		10 min	Web Hosting
9	B application deploy	12/9/17		10 min	Web Hosting
10	C application deploy	12/9/17		10 min	Web Hosting
11	Perform Smoke Test on ABC applications	12/9/17		30 min	Smoke Test - last name
12	Send email that ABC implementation is complete	12/9/17		15 min	assign to yourself
13	Post-Implementation Tasks				
14	Receive post-implementation business approval	12/9/17		15 min	assign to yourself

**Phase 1:**  
Spreadsheet to organized, largely manual



**Phase 2:**  
Based on learnings, identify and automate

## Phase 1: Manual Workflow (Production Only)

- **Repeatability** in the release process
- Auditing
- Reporting
- **Visibility** into progress of actual releases **across all teams**

## Phase 2: Automated Workflow (Dev → Prod)

- Consistent, **less manually-intensive** releases
- Less error prone
- Better **visibility across all tools** in your release process



# What Our Release Community Is Saying

**“It gave a clear picture of active tasks and ongoing tasks which seems beneficial to me”**



**“Tasks are now more organized”**

**“I can concentrate on coordinating the release tasks more now that the status communications are automated & automatic”**

**“One of the tasks was missed and it showed release progress less than 100%, so we came to know a task is still pending”**



**“XL Release is so easy to use”**

**“Great visibility into releases across the enterprise”**

**“The tool is enabling more automation”**



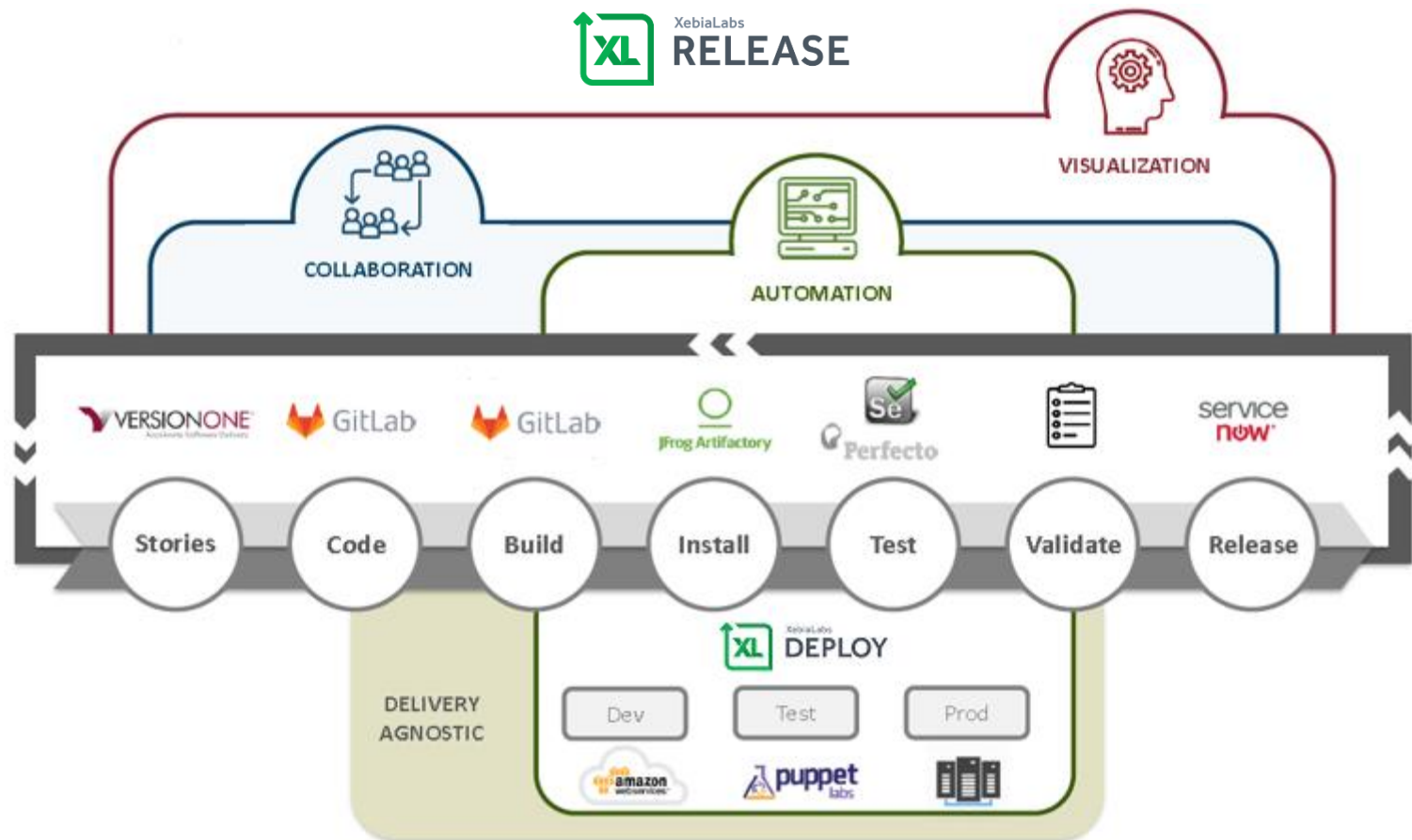
**“Scheduling is a bit easier”**

**“As a Release Manager my time spent preparing for a release has decreased because of XL Release”**



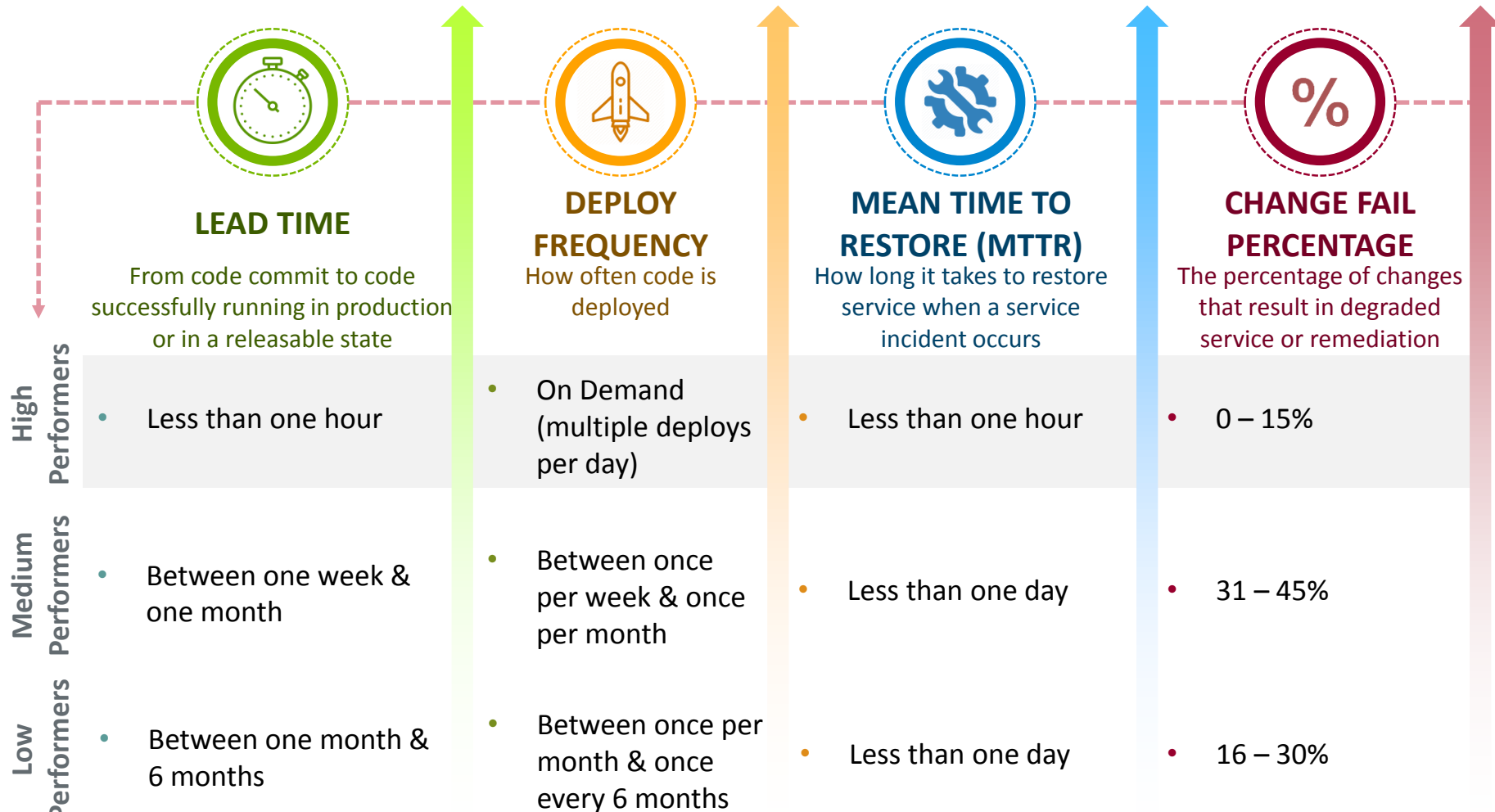
# Initial Results

- Defined DevOps Enterprise Patterns
- Defined DevOps Tools and Processes
- DevOps Focused Value Stream Analysis
- Integrated/Customized Tools



# Defining Delivery Performance

Delivery performance predicts higher organizational performance, measured in terms of **productivity, profitability & market share**.



# Key Takeaways

1. Address the **culture change** first – before doing **anything else**
2. **Agile & DevOps** aren't separate – bring the processes **together into one!**
3. Equip your **release management team** to build a **bridge from DEV to PROD** – culture, tools, training
4. **Run pilots** to see what does/doesn't work - this approach also helps discover/**solidify your requirements**
5. **Think ENTERPRISE** – one offs won't allow you to **scale**
6. Create an **enterprise release automated pipeline** – this is your **enterprise pattern** which **all teams** will leverage
7. Define **relevant metrics** for delivery performance – **track them!**



# QUESTIONS?



# THANK YOU







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