

BUILDING BRIDGES WITH EFFECTIVE DEVOPS

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devopsdays Amsterdam 2017



Katherine Daniels
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Temporarily Unemployed Ops Witch

10 YEARS

The “mid-career” point, by which 56%
of women have left the tech industry

(Hewlett et al., 2008)

WHO ARE WE INCLUDING?

A fluffy orange and white cat sits on a dark rock in the foreground, looking towards the camera with its eyes closed. In the background, a traditional building with a dark tiled roof and decorative eaves is visible against a bright, hazy sky. The scene is bathed in warm, golden light from the setting sun.



@BEEROPS

DEVOPSDAYS AMS

DISCONNECTION OF

{ Workload
Control
Rewards
Fairness
Values
Community

(Dr. Christina Maslach, 2000)

DISCONNECTION OF

Workload
Control
Rewards
Fairness
Values
Community
Industry
Self

DISCONNECTION → BURNOUT

Lack of efficacy - Increased cynicism - Exhaustion

CONNECTION → ENGAGEMENT

Effectiveness - Optimism - Energy

Devops is about
**CREATING
CONNECTIONS**



O'REILLY®



Effective DevOps

BUILDING A CULTURE OF COLLABORATION,
AFFINITY, AND TOOLING AT SCALE

Jennifer Davis & Katherine Daniels

The Four Pillars of
**EFFECTIVE
DEVOPS**

COLLABORATION

COLLABORATION

Individual people working together,
with shared interactions and input,
building towards a common goal.

AFFINITY

AFFINITY

Building inter-team relationships,
empathy, and trust in support of shared
organizational and business goals.

TOOLS

TOOLS

Accelerators of culture that, if used effectively, can enhance and support a culture of collaboration and affinity.



TOOLS WILL NOT FIX A
BROKEN CULTURE.

SCALING

SCALING

Applying the considerations of collaboration, affinity, and tooling throughout the various inflection points of an organization's lifecycle.

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~~EFFECTIVE~~
~~DEVOPS~~
CREATING
CONNECTIONS

How can we more effectively

CREATE CONNECTIONS?

BOOTCAMPS

BOOTCAMPS

- New employees working on other teams when they start
- 1-6 weeks, 1-3 different teams
- Learning about and contributing to other teams
- Building relationships, empathy, and understanding

YEARLY ROTATIONS

YEARLY ROTATIONS

- Current employees can work on other teams once a year
- Month-long projects
- More meaningful relationships, contributions, and understanding
- Greater engagement and retention

INTER-TEAM RELATIONSHIPS

INTER-TEAM RELATIONSHIPS

- **Dedicated** - Dedicated to work 100% on a given team/project
- **Designated** - Designated point of contact (with other responsibilities)
- **Embedded** - Working as a full member of a given team

INTER-TEAM RELATIONSHIPS

- Identify relevant concerns early
- Proactive identification and completion of work
- Increased shared understanding/domain knowledge

INTER-TEAM RELATIONSHIPS

- Sharing knowledge both ways
- Increased visibility and communication between teams
- Greater collaboration and empathy between people

TRANSPARENT CULTURE

TRANSPARENT CULTURE

- Open planning meetings
- Open architecture/operability reviews
- Open post-mortems
- Open email lists/Slack channels

Connecting the

ENTIRE BUSINESS

SUPPORT ROTATIONS

SUPPORT ROTATIONS

- Engineers spend time working on customer support
- A few hours to a day (quarterly)
- Help out with basic tasks
- Grow understanding of other parts of the business (and customers!)

SHARED TOOLS AND PROCESSES

SHARED TOOLS AND PROCESSES

- Shared chat systems
- Shared ticketing/work tracking tools
- Shared (review, documentation, post-mortem, etc) processes

FOCUS ON THE
CUSTOMERS

Empathy allows **software makers**
and **operators** to help each other
deliver the best possible
functionality and operability on
behalf of **their customers**.

Jeff Sussna, *Empathy: The Essence of Devops*, 2014

Empathy allows **organizations** to
help each other deliver the best
possible **solutions** on behalf of
their customers.

Me, 2017



DEV/OPS



ENG/NON-ENG

Create connections throughout the

ENTIRE ORGANIZATION

Create connections to build an

INCLUSIVE INDUSTRY

It's easy to say
that inclusivity
isn't a problem
when you're already
being included.

Empathy allows **people** to help
each other create the most
inclusive industry on behalf of
everyone working in it.

Me, also 2017

Difference must be not **merely tolerated**, but seen as a fund of necessary polarities between which our **creativity** can spark like a dialectic.

Audre Lorde

Use differences to

ENHANCE CREATIVITY



How do we solve problems?

WHAT PROBLEMS ARE WE SOLVING?

Technology is a means to an end.

SOLVING PROBLEMS
IS THE END GOAL.

Devops creates

EFFECTIVE ORGANIZATIONS

by building bridges

BETWEEN TEAMS

Devops creates

EFFECTIVE SOLUTIONS

by building bridges

BETWEEN PEOPLE

DEVOPS USES EMPATHY TO
CREATE AND ENHANCE
CONNECTIONS
BETWEEN US



BE INCLUSIVE.

BREAK DOWN SILOS.

BUILD BRIDGES.



THANK YOU!