

How to Not Do DevOps

from the Forum Committee on Organizational Design



Left Honorable Mark Peterson of Nordstrom



Right Honorable Ross Clanton of Target

Implementing *Enterprise DevOps* can be *hard*.

*To improve odds of success,
avoid these
common mistakes ...*

DevOps Forum Committee Members



Mark Peterson



Ross Clanton



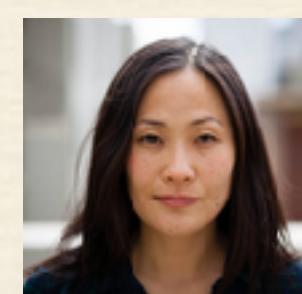
Mustafa Kapadia



Christine Hudson



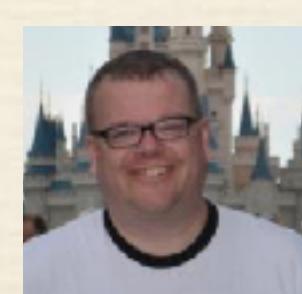
Elizabeth Wittg



Alanna Brown



Jeff Raffo



Brent Nelson



Ignore customer satisfaction & needs

“Really, what do they know?”



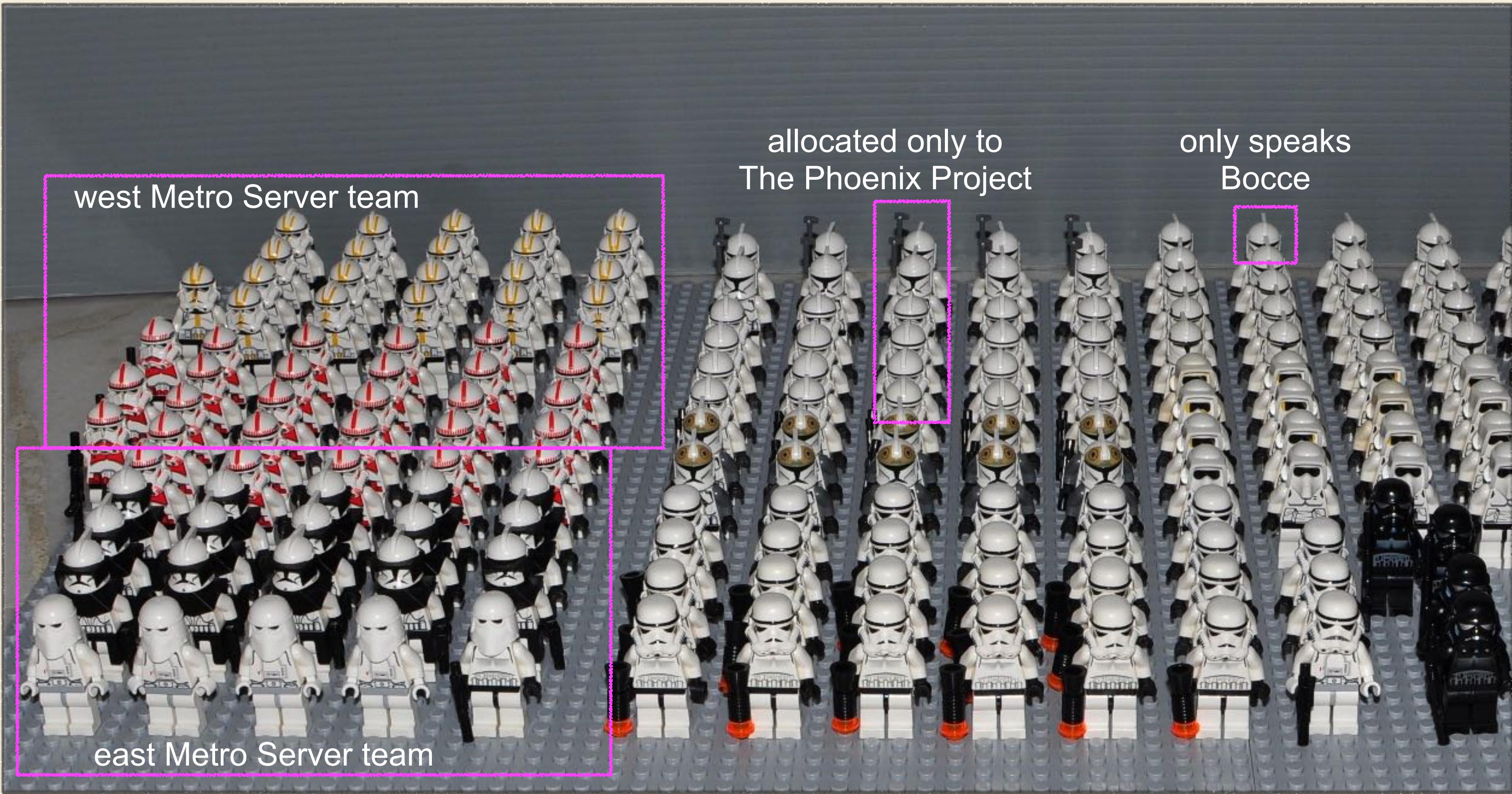
Remain functionally siloed

BONUS - Create siloed labor pools for Shared Services



Limit communication & collaboration

BONUS - Provide physical separation of key roles by location



Focus on Local Optimization, Cost Focused

BONUS - Hire no one with end-to-end, lean systems thinking view

<input type="checkbox"/> To do - Priority	<input checked="" type="checkbox"/> Discoveries / Insights
<input type="checkbox"/> To do - Task Completion Items	<input checked="" type="checkbox"/> Quotations
<input checked="" type="checkbox"/> To do - Done	<input checked="" type="checkbox"/> Thought Trees
<input checked="" type="checkbox"/> To do - Progress	<input checked="" type="checkbox"/> Circulate This Idea
<input checked="" type="checkbox"/> To do - deleted	<input checked="" type="checkbox"/> Distribute/Discussion
<input checked="" type="checkbox"/> To Do - deferred (Date)	<input checked="" type="checkbox"/> Dialogue
<input checked="" type="checkbox"/> To Do - delegated (Person/ ^{Person} Date)	<input checked="" type="checkbox"/> Websites
<input checked="" type="checkbox"/> To do - but tools needed	<input checked="" type="checkbox"/> Music To enjoy
<u>DATE AND TIME EVERYTHING</u>	
<input checked="" type="checkbox"/> Address Book	<input checked="" type="checkbox"/> Films To WATCH
<input checked="" type="checkbox"/> Wow Thought	<input checked="" type="checkbox"/> TV Shows To Investigate
	<input checked="" type="checkbox"/> Meeting Notes

Focus solely on projects

BONUS - Leave fixing defects to those low-cost support people



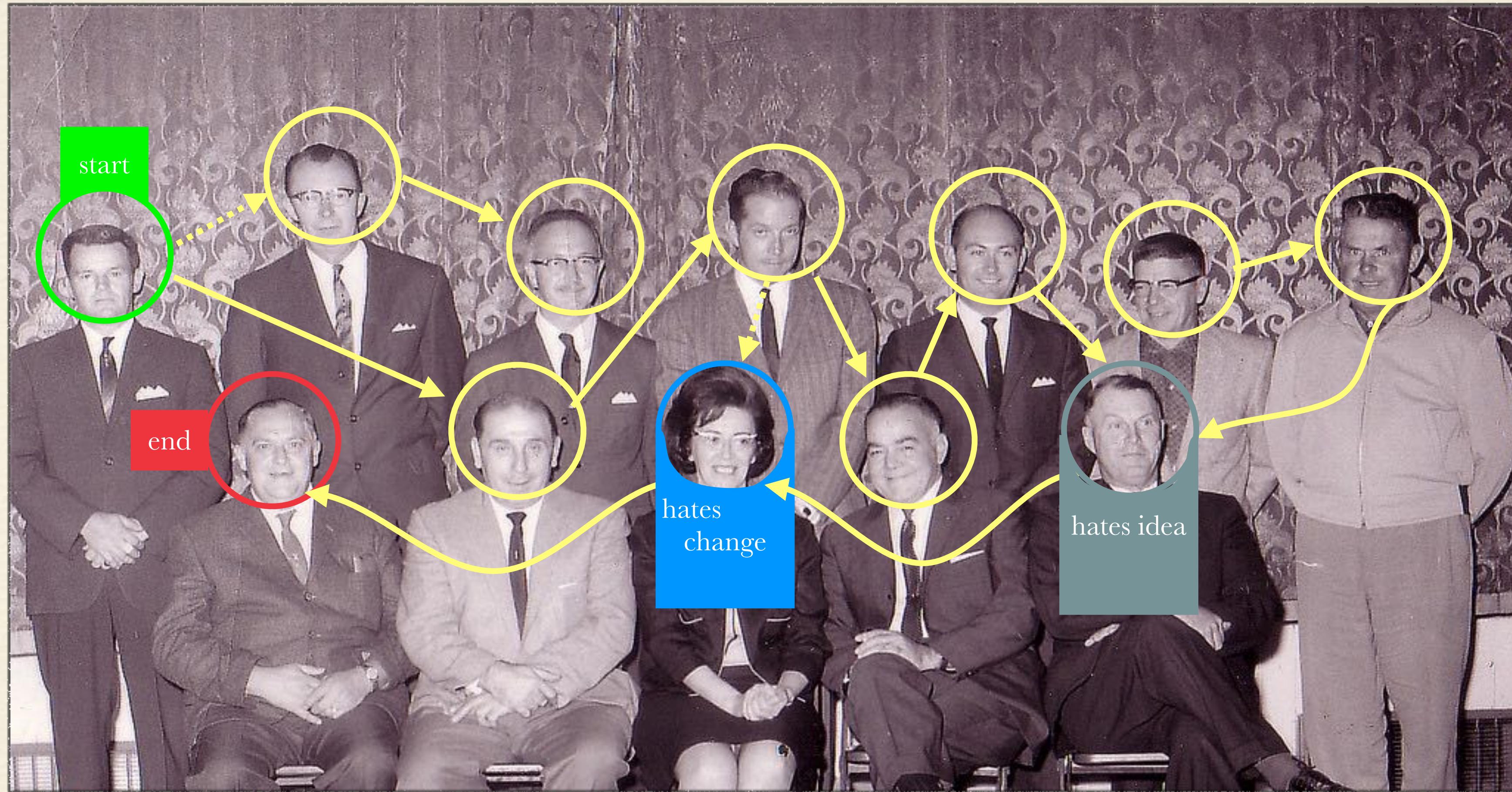
Hire for all Hyper-specialized roles

BONUS - your Java folks don't make coffee scripts



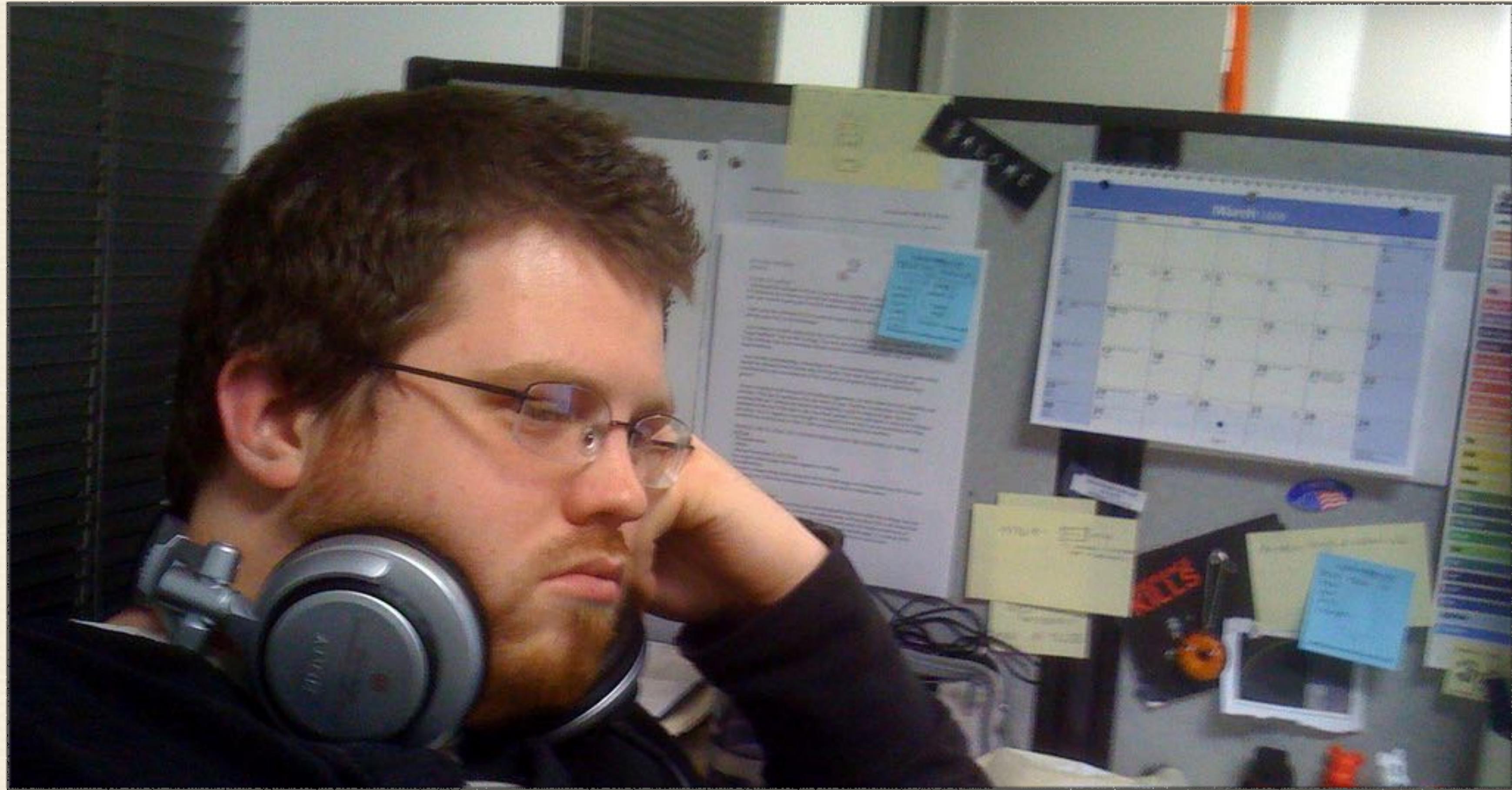
Choose only big batches of work

“If it doesn’t take 3 days to compile, is it really worth it?”



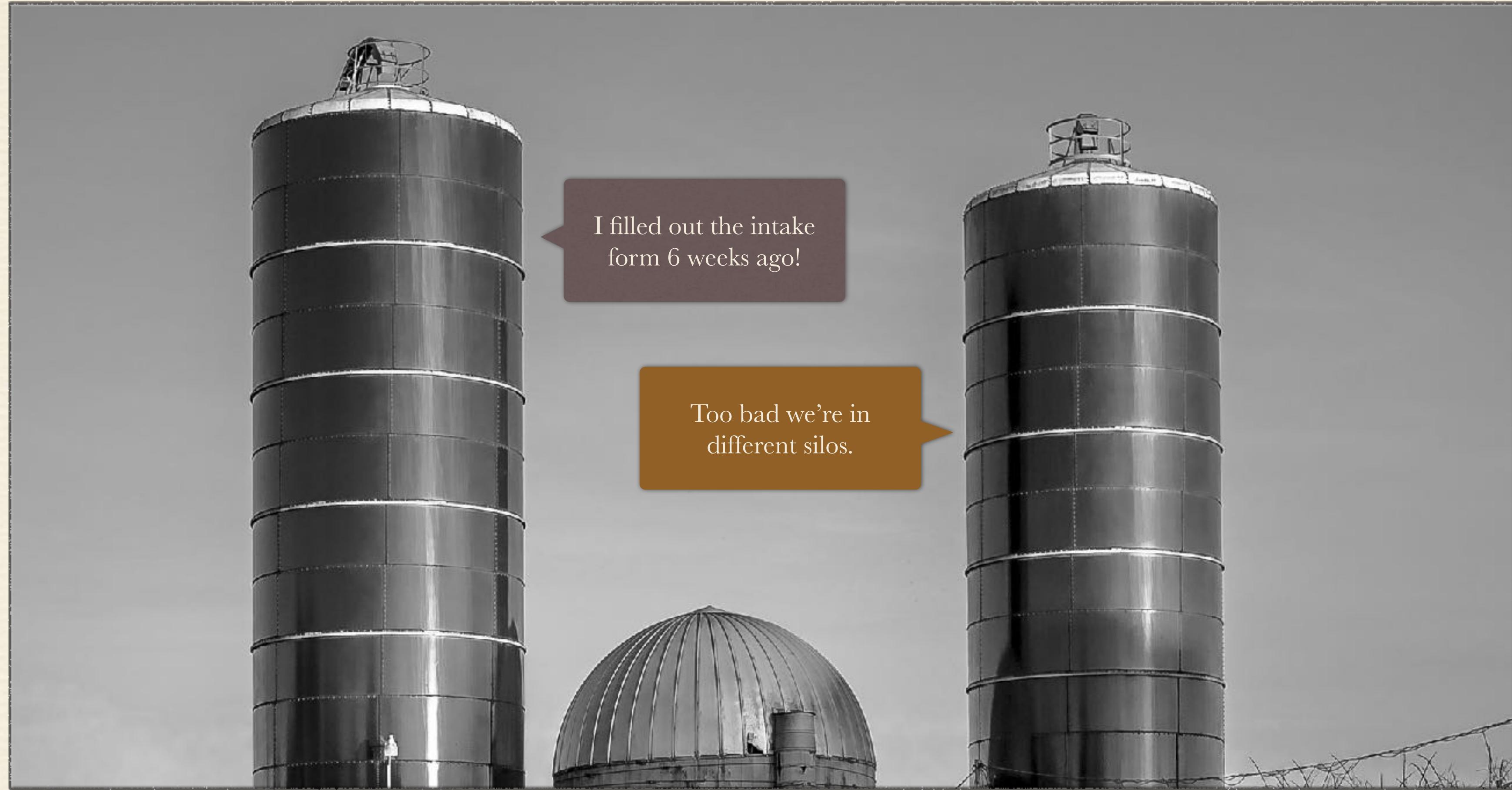
Create a lengthy approvals process!

BONUS - Approvers should be biased, incented to maintain status quo.



Don't learn from Lean & Agile history

“Seriously ... history is soooooooooooooo yesterday.”



Let HR structure dictate how you collaborate

BONUS - Have experts refer people to an 'Ask an Expert' form



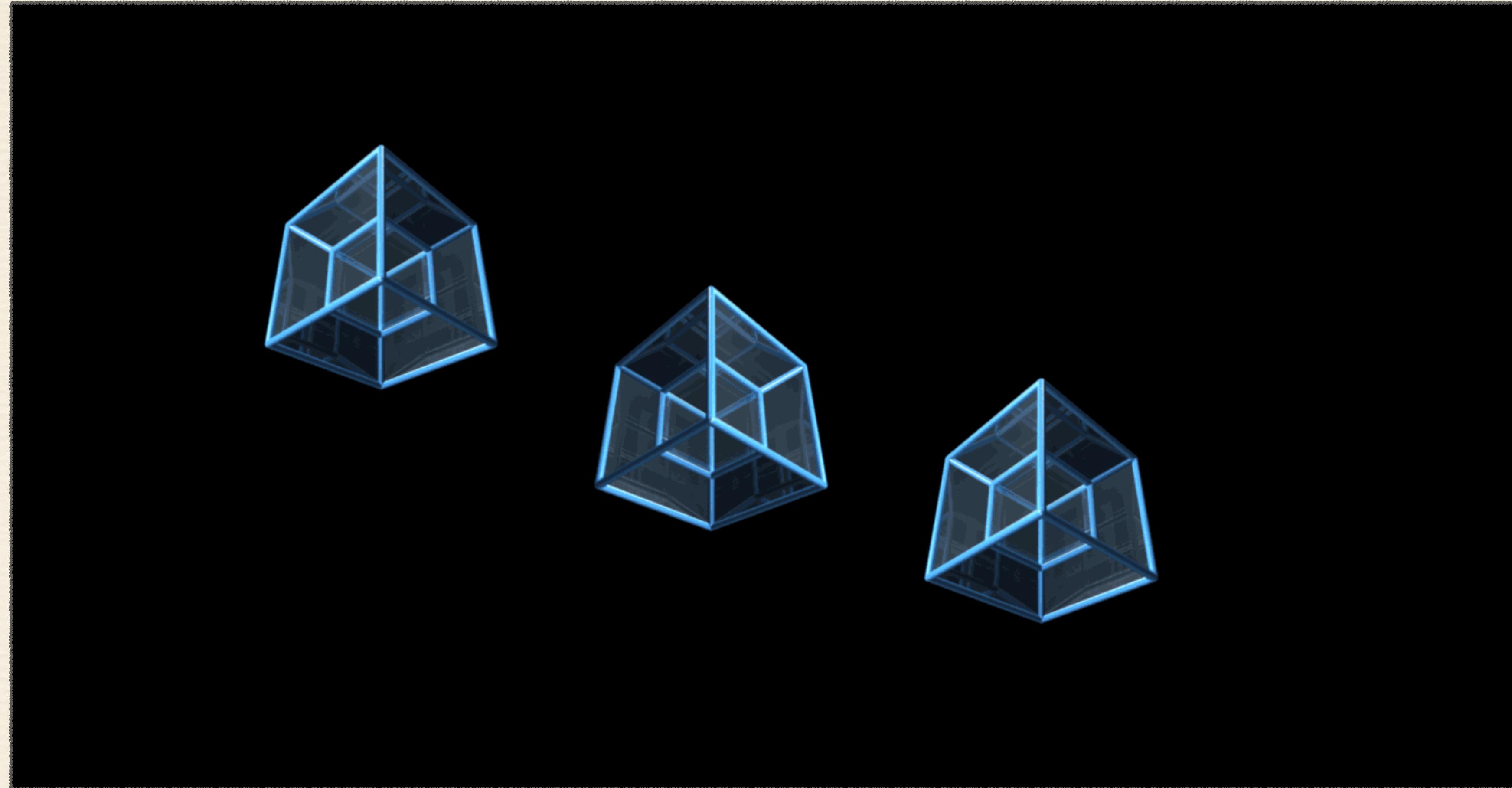
Give Leadership Opposing Incentives

BONUS - Assure fragmented accountability (e.g., multiple product owners, etc.)



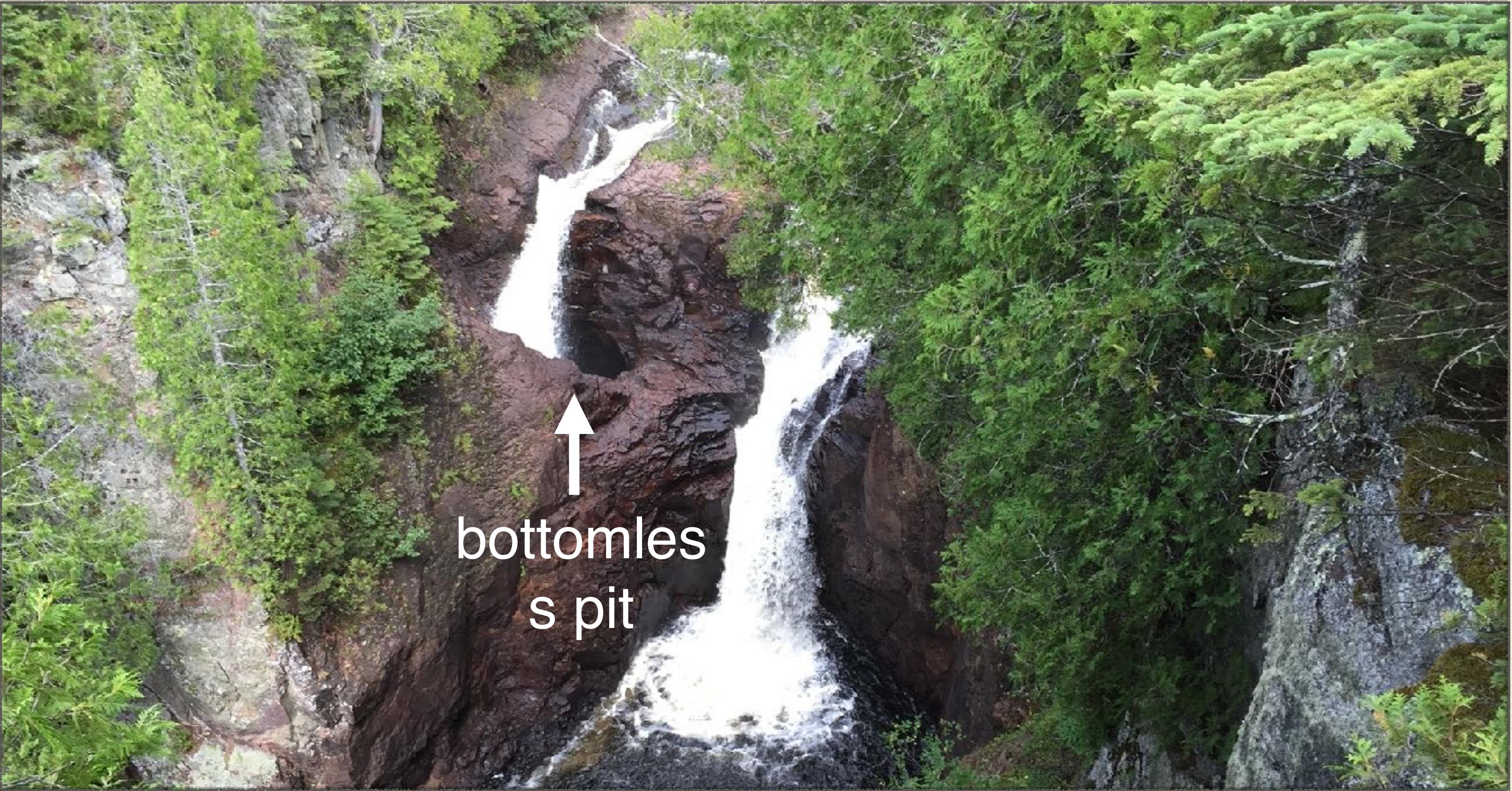
When all else fails ... throw money at it!

BONUS - Throw more people at it too!



Equate motion with work

BONUS - incentivize motion over results



Rely on cascade messaging to change your culture

Bonus - Execute using waterfall project methodology



If at first you don't succeed,
keep doing the same thing over and over until you do!



“Are we there yet?”

“Not even close.”

Focus only on how long the journey is



Encourage creation of one-of-a-kind works of art

BONUS: Avoid consistency of system configuration



Limit risk by avoiding change agents

to find out *how* to do DevOps join us

- *Forum Committee on Organizational Design Panel*
 - 10/20 @ 2:15 in Exhibit Hall



facilitated by
Mustafa Kapadia, **IBM**
NA DevOps Service Line Leader



Scott Prugh **CSG International**



Jeff Raffo **Nordstrom**



Jason Cox **Disney**



Kathryn Kuhn **Rally/CA**



Jim Penney **IBM**



Jeff Einhorn **Target**