



# Utilizing Distributed Dojos to Transform a Workforce

**DEVOPS  
ENTERPRISE  
SUMMIT**

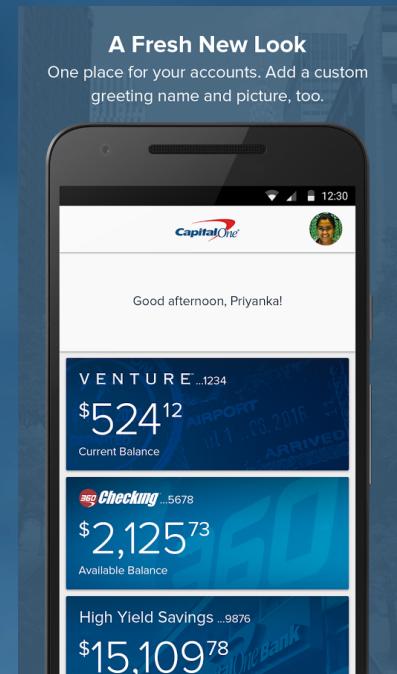
Aimee Bechtle  
Capital One Card Technology  
November 8, 2016



Capital One is a  
innovative  
technology company  
that happens to  
manufacture credit  
cards

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“What’s in your Wallet?”



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Capital One  
is in the middle  
of a massive  
technology  
transformation

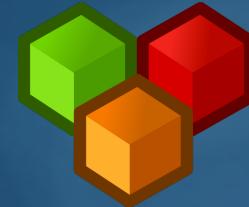
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Public Cloud



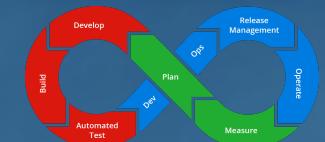
REST APIs



Micro-services



Open-Source



DevOps Culture



# A 2016 Card Technology goal is to accelerate the technology transformation



Grow resiliently



Sustainably well-managed



Always Secure



Invest in our talent



Establish Enabling Organization

In 2015 Card Tech Advanced Engineering was established to support the Capital One and Card Tech Mission



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Early automation  
solves problems  
and reveals  
new opportunities

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Tagging  
Standards



DEV Instance  
Utilization



IP Address  
Consumption



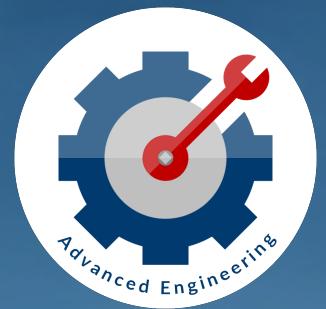
Resource  
Encryption



Best Practices,  
Policies &  
Procedures  
Harness

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Our backlog was growing and our headcount was not.  
We needed to re-think our approach to meet the demand and  
continue supporting the Card Tech mission



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After visiting Target CTAE  
implemented distributed Dojos across our three locations



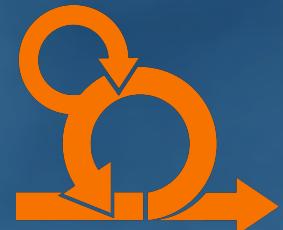
Formed Teams



Divided Intent

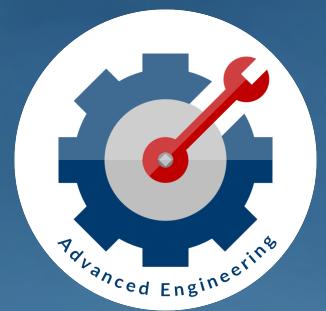


Got Volunteers



Established  
Parallel Cadence

We have completed 4, 8-week Program Increments utilizing the Dojo model and are planning on its indefinite continuation



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The CTAE Dojo  
model has been  
very successful at  
upskilling our  
associates...

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Programming Languages



Cloud Technologies



Version  
Control



Infrastructure  
-As-Code



Containerization

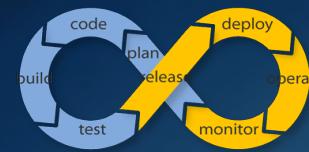


...And at delivering  
solutions...

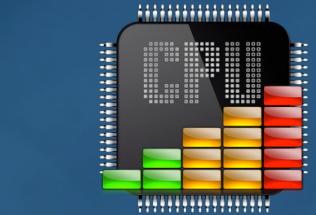
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Reference  
Implementations



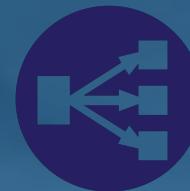
Security Group  
Automation



Instance Right-  
Sizing



Maturity  
Dashboard



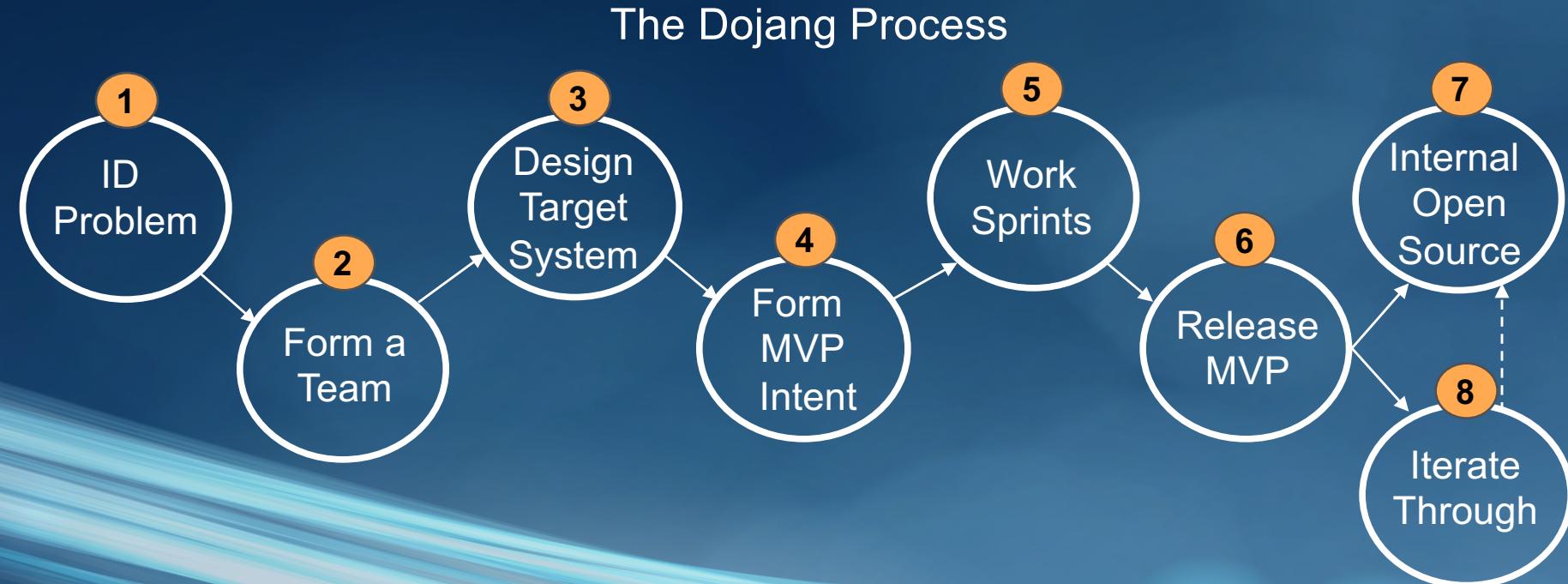
Orphan ELBs



AMI  
Compliance

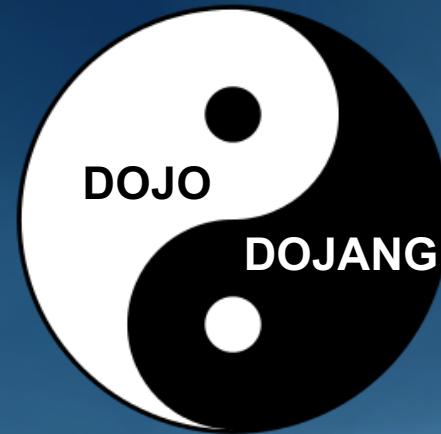
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...And creating more opportunities. The Dojang is a problem-solving model useful when working in an economy of scale



# The Dojo and the Dojang are the Yin and Yang of our Card Tech Transformation

- Japanese “place of the way”
- Strategy Fulfillment
- Skills transformation
- Continuous Operation



- Korean “place of the way”
- Problem resolution
- Existing skillset
- Ephemeral Operation

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We are  
still learning  
and we are  
leveraging the  
lessons learned  
from each  
Dojo and Dojang

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Learning >=  
Delivering



Team Building &  
Tooling

~100%  
Dedication



Onboarding  
Checklist



Recognition,  
Praise...Support!

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# The CTAE strategy is effective in supporting our technology transformation



Enabling  
organization



Skilling  
Talent



Automation  
Strategy



Dojos &  
Dojangs

“The best place to start is to start”

At Capital One  
we aren't just  
consumers of  
open-source  
we are also  
contributors

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<https://developer.capitalone.com/open-source/>





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