



# Surviving DevOps

No-one left behind

# About me



- ▶ 12 years consulting: ITSM, IT management, governance, strategy
- ▶ DevOps strategic transformational consultant in Wellington
- ▶ Anticryptoequinologist: horses not unicorns
- ▶ Co-organiser: Wellington DevOps Meetup
- ▶ Instructor :DevOps Foundations, DevOps Test Engineering, Agile Service Management, The Phoenix Project
- ▶ The IT Skeptic
- ▶ Not a tech (any more): I Saw Jenkins once

# Feedback from transformation

- ▶ NZ Ministry of Social Development
- ▶ NZ Inland Revenue
- ▶ Westpac New Zealand
- ▶ The Walt Disney Company
- ▶ CSG International



# Humane IT

- ▶ Lift everyone
- ▶ Exit gently
- ▶ Avoid waste of institutional knowledge and expertise
  
- ▶ Moving on
- ▶ Bringing them along



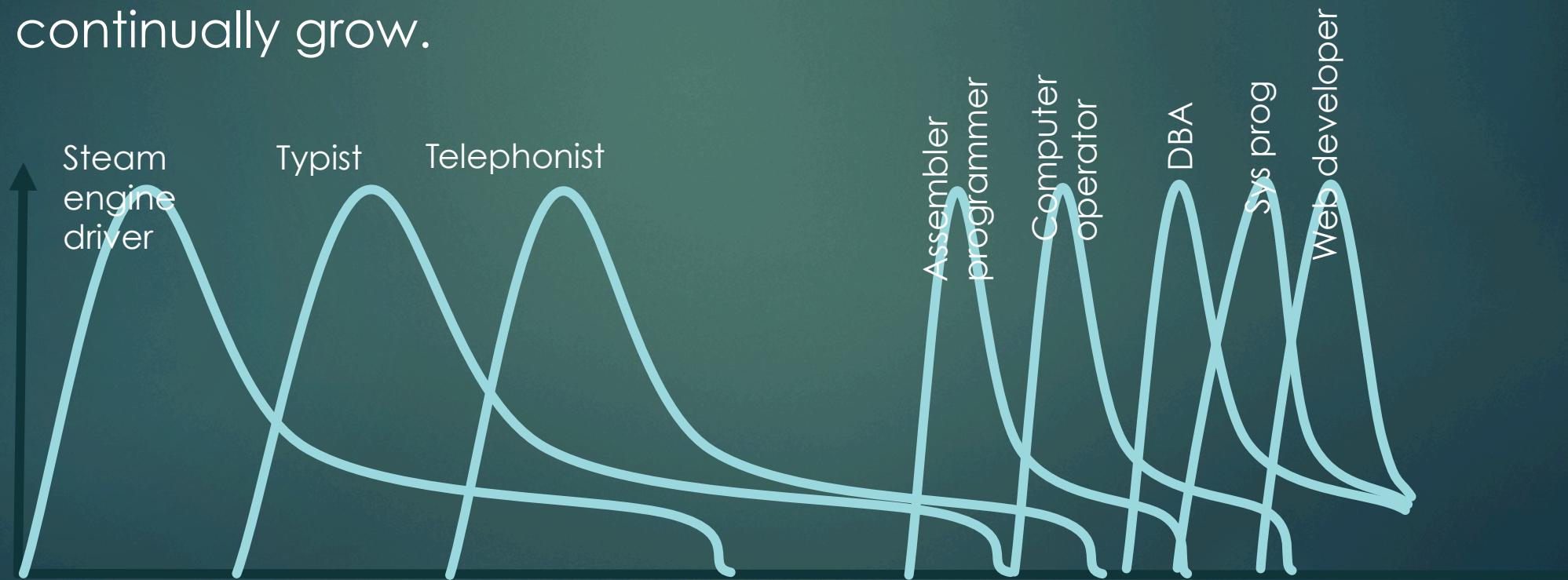
# Moving on

Our work is changing



# Moving on

- ▶ All of us must continually refresh our careers.
- ▶ Learning to move with the times, pick the wave, continually grow.



# Questions to get people moving

1. Will your work be better in a year? Better results? Better enjoyment?
2. Are you working sustainably? Can you keep working the way you are indefinitely without accruing technical or cultural debt?
3. Does IT deliver value faster than the business is ready for it? Or is IT a constraint?
4. What does a great day at work look like?
5. How would your behaviour change when you trust me or someone else?

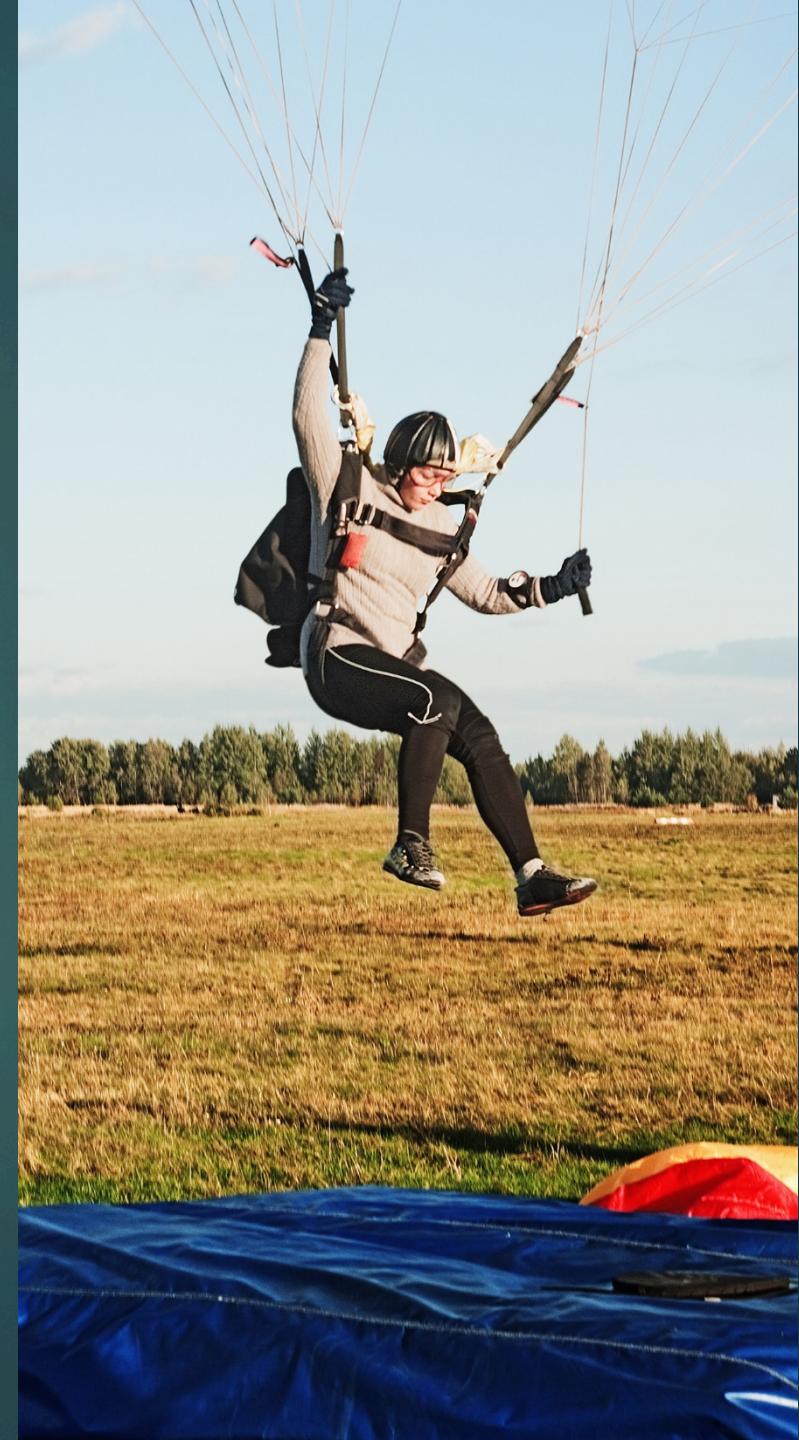
# What's in it for me

- ▶ A better life
  - ▶ Pride in results
  - ▶ More respect
  - ▶ More predictability
  - ▶ Normal work hours
  - ▶ Treated like a grownup
- ▶ Personal growth
  - ▶ New things to learn
  - ▶ Better culture
  - ▶ New ways of working
- ▶ Job opportunity
- ▶ Align with the future



# Exemplars

- ▶ Hire in, parachute in.
  - ▶ Get expertise and seed it into teams.
  - ▶ Or move exemplary people from an ace team to a beginner one
- ▶ Hold up exemplars as models.
- ▶ Performance review people against exemplars working near them.



# Leadership

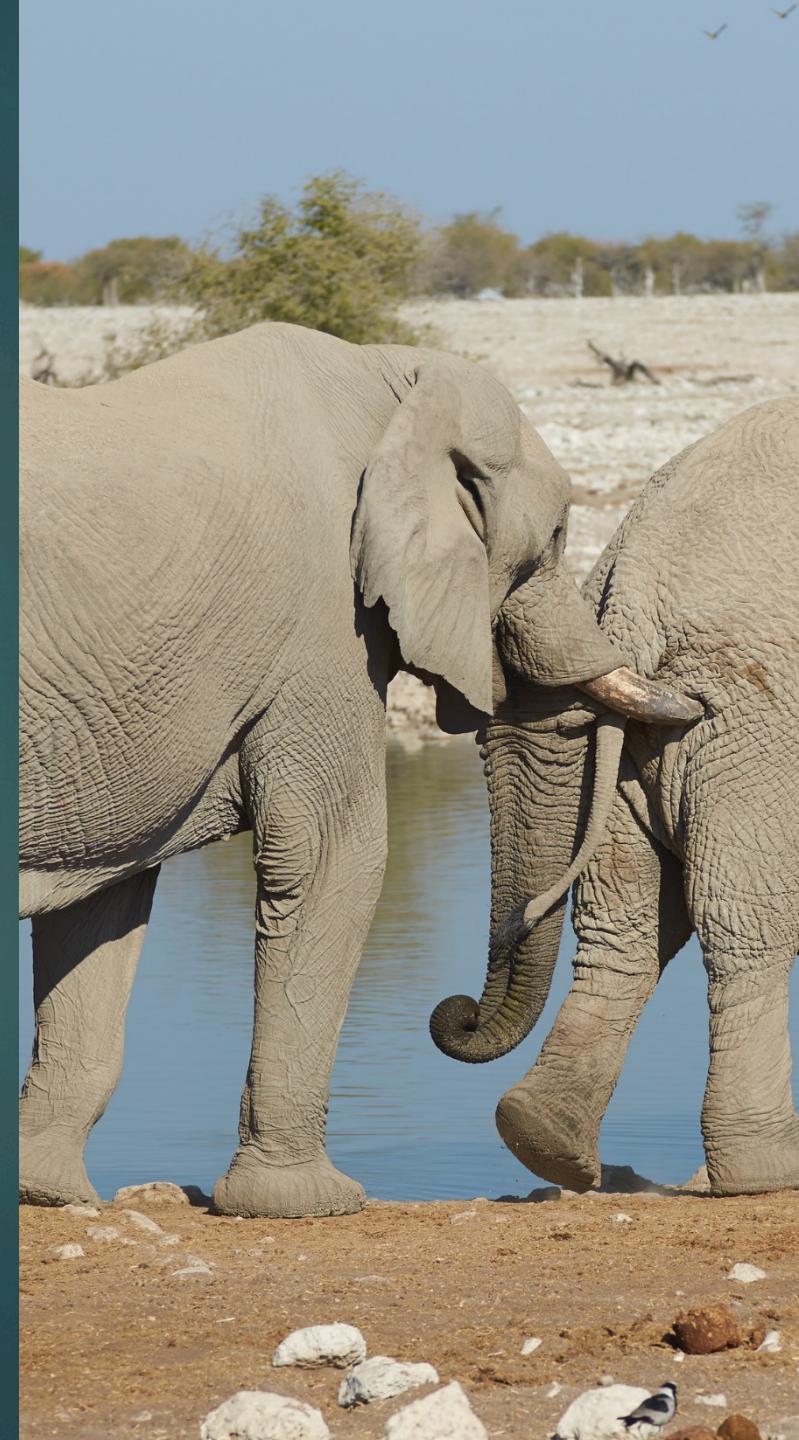
- ▶ A new leader can change an organisation drastically within a year.
- ▶ Negative change is easier than positive: entropy, tear down vs build.
- ▶ Empower teams to devise change. You can't provide a packaged answer.
- ▶ Turn up, be present. Join the movement.
- ▶ Reorg when teams tell you to, crowdsource change.



# Nudge

Run to the fire  
- Meg Whitman, HP

- ▶ New tools as a driver for change
- ▶ Management decree
- ▶ Expose people to other worlds, create disaffection, pull for change
- ▶ Deep-ending: push them in the pool
- ▶ Change the policy and rules, and the related measurements
- ▶ Formal re-organisation to destabilise resistance



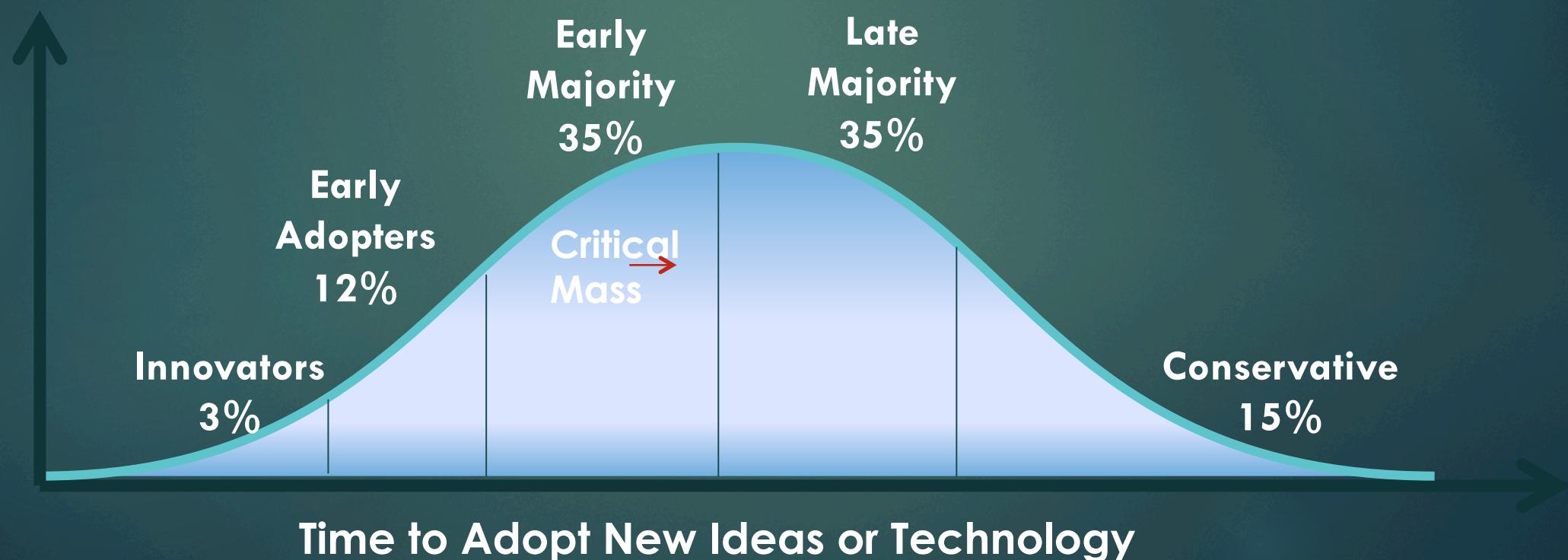
# Bringing them along

- ▶ No-one under the bus



# Patience

- ▶ Human rate of change
- ▶ Normal distribution
- ▶ Embrace diversity



# Evolution not revolution

If you have to reboot it is an  
order of magnitude harder

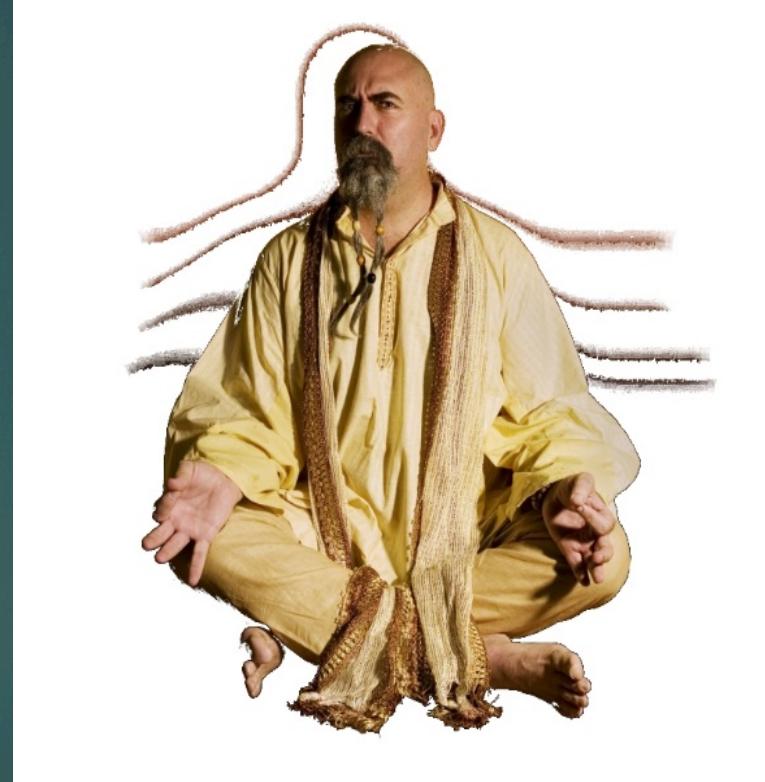
- Jason Cox, Disney

- ▶ Iterative
- ▶ Exploratory
- ▶ Incremental



# DevOps is hippy, man

- ▶ Make people feel good.
- ▶ Peace and love.
- ▶ Be subversive.
- ▶ **DevOps Is Different.**
  - ▶ Make it easy to buy in.
  - ▶ Available. Free.
  - ▶ Accessible. Open.
  - ▶ Inclusive. No cliques.



# On the bus

Change has to be pulled  
not pushed

- Dawie Oliver, Westpac

- ▶ Modulate the level of disruption.
- ▶ Don't get ahead of the teams.
- ▶ Give them space and time.
- ▶ Circle back constantly, Check in with teams, MBWA.
- ▶ Check your passion.



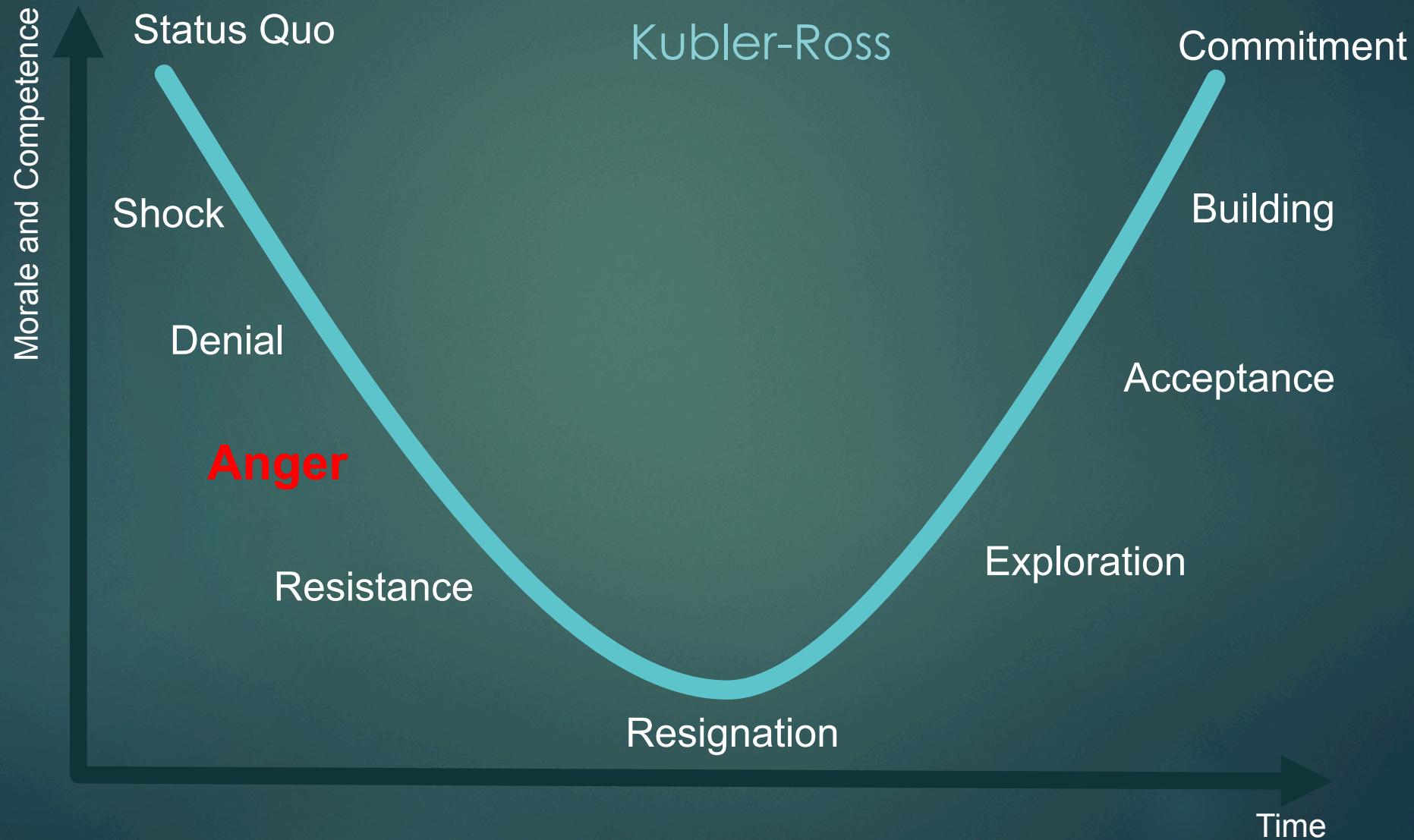
# Triune: The Lizard Brain

- ▶ Talk
- ▶ Break bread
- ▶ Feel safe

“this hypothesis is no longer espoused by the majority of comparative neuroscientists in the post-2000 era”



# Anger



# People blossom

- ▶ Permission, empowerment, safe
  - ▶ It is ok to experiment, to fail, to take initiative, to lead.
- ▶ Victims of the system
  - ▶ Unreasonable systems create unreasonable people
- ▶ What are they like outside work?



# Duty of care

- ▶ As few people left behind as possible.
  - ▶ 5%-20% don't make it.
- ▶ Management's role is to coach, develop, offer opportunities.
  - ▶ Don't lose valuable skills and knowledge.
- ▶ People are on the bus or off the bus, but don't let anyone go under the bus.
- ▶ Identify, support and welcome those who don't want to come along.
  - ▶ Make their exit graceful.
- ▶ Ensure enough cultural change programmes and staff training.
  - ▶ Ensure inclusion and investment.

Make work safe and healthy

Eliminate chaos

- Scott Prugh, CSG

# Surviving DevOps

DevOps doesn't enable  
just learning, but also joy.  
- Gene Kim

- ▶ Work is always moving on.
- ▶ Make sure no-one goes under the bus.
- ▶ Let people blossom.



# Some questions

- ▶ How do you keep hope alive until an organisation feels ready to change?
- ▶ What are the best patterns/models for the transformation engine (the system that drives the culture change)?

[rob.england@twohills.co.nz](mailto:rob.england@twohills.co.nz)

@theitskeptic

