

# Fear Does Not Exist In The Dojo: A DevOps Journey With A Competitive Twist





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# We are Verizon.

Verizon delivers the promise of the digital world.

- Fortune 500 rank: #14
- \$31.7 B in third-quarter revenue (2017)
- 160,100 employees

## For third-quarter 2017:

### Wireless leadership

LTE covers more than 98% of U.S. population

115.3 M retail connections

LTE Advanced covers 470 markets

### Largest all-fiber Fios network

5.8 M Fios internet and 4.6 M Fios video connections

Fios Gigabit downloads as fast as 940 Mbps and uploads as fast as 880 Mbps.

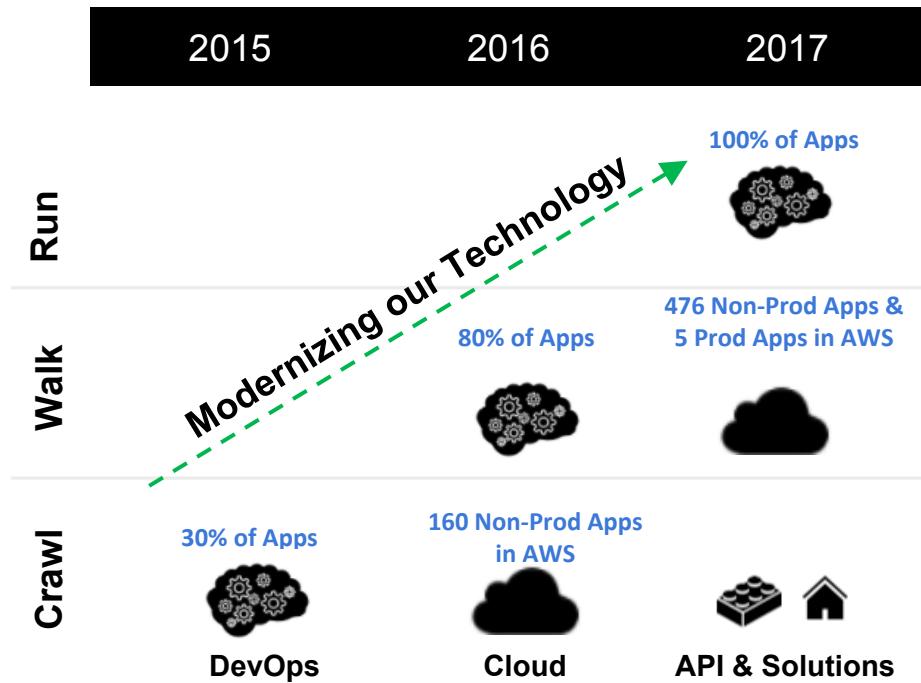
### Global IP network

99% of Fortune 500 customers

### Media and technology

Innovating in entertainment, digital media, the Internet of Things and broadband service

We've focused on modernizing our technology to accelerate overall time to value.



**Currently, we are focusing on 4 key areas to further accelerate.**



**Enable technology  
excellence through  
foundational platforms  
and patterns.**

verizon<sup>✓</sup>

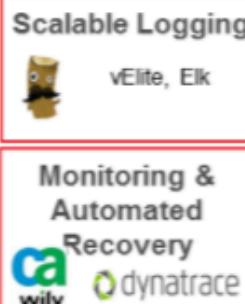
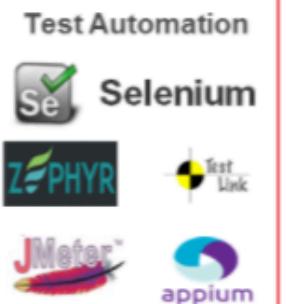


# A familiar toolchain, operated at scale...

## SDLC Automation Results

2017

Automated test runs	2M+
Automated code builds	1.2M+
Code check-ins	56K / month
Agile practicing apps in platform	3,297
Agile Jira tasks	1.9M
Agile sprints	20K+



Deploy Orchestration Jenkins

# We are aggressively moving to the public cloud

- Accelerate innovation
- Maximize business benefits
- Reduce cost and complexity
- Right-size infrastructure



**Scaling engineering  
practices, bootstrapping  
learning across the  
company...**



# The Dojo:

## Creating an intentional learning environment...

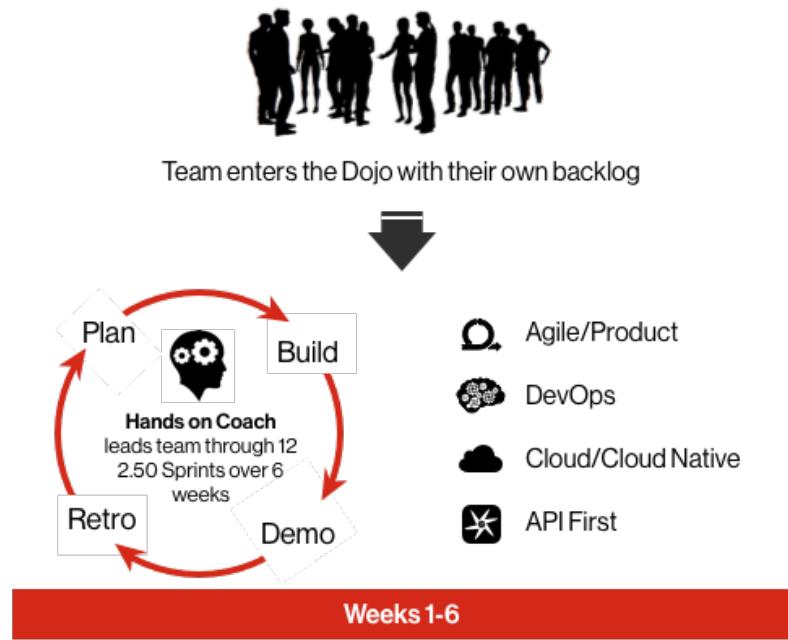




# An immersion center where teams dedicate for 6 weeks to accelerate learning modern engineering practices.



*"The dojo has transformed the way I work by creating a process where we work as a team, rather than the silos we typically work in. Our quality has increased because we are all openly sharing our thoughts."*  
- Dojo participant



- ★ Improved tech skills
- ★ Ability to move to full-stack outcome-based teams
- ★ Faster time to value

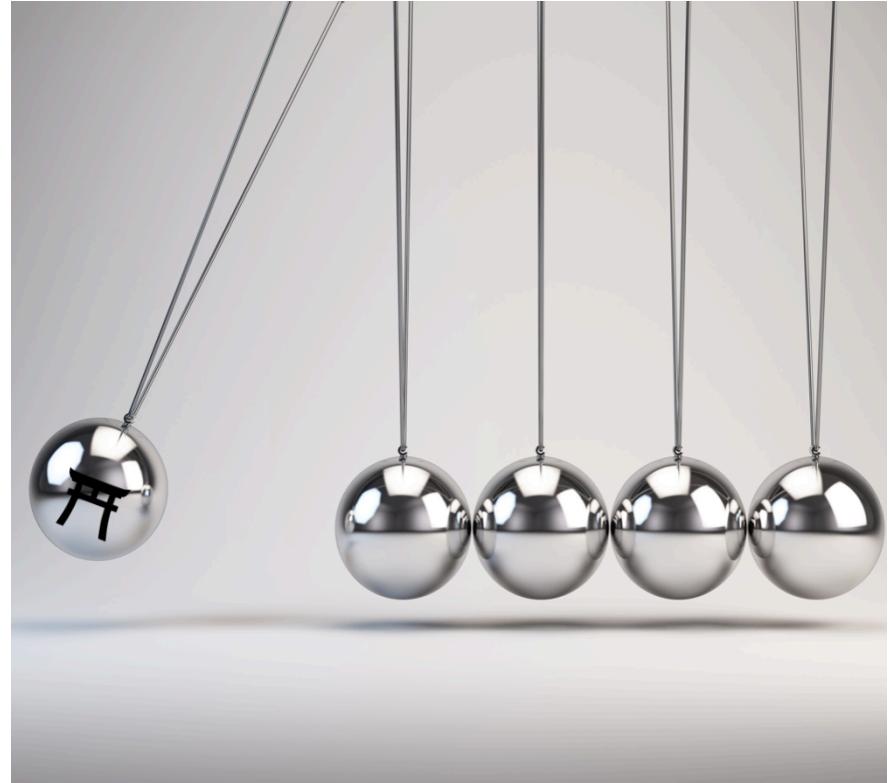
## Dojo Results:

Driving learning and speed  
to value improvement  
through completed Dojo  
challenges.

**30-50%**  
Cycle Time  
Improvement

**\$0.4M**  
Saved /team

**280**  
Engineers  
Upskilled



# We've learned a lot...

- Remote & distributed team members
- Integrating global staff
- Aligning the purpose of the dojo
- There is no common 'baseline' of skill amongst our teams
- Tech debt is pervasive



**Transform operating  
model to put the focus on  
value, not a date.**



# Organizing to support business agility & outcomes.

- Historically, our organization has been siloed and oriented around **activities**.
- Going forward, we are organizing in product teams to support **valuable business outcomes**.



# Our plan for operating model transformation



Make changes to budget & prioritization process



Define our product taxonomy



Approach for organizational change management



Create our future state architecture

**Foster culture by  
inspiring curiosity and  
excitement about new  
ways of working.**



# VZ DevOps Days:

**“Great spirit. Very different from all other ‘corporate’ events.”**

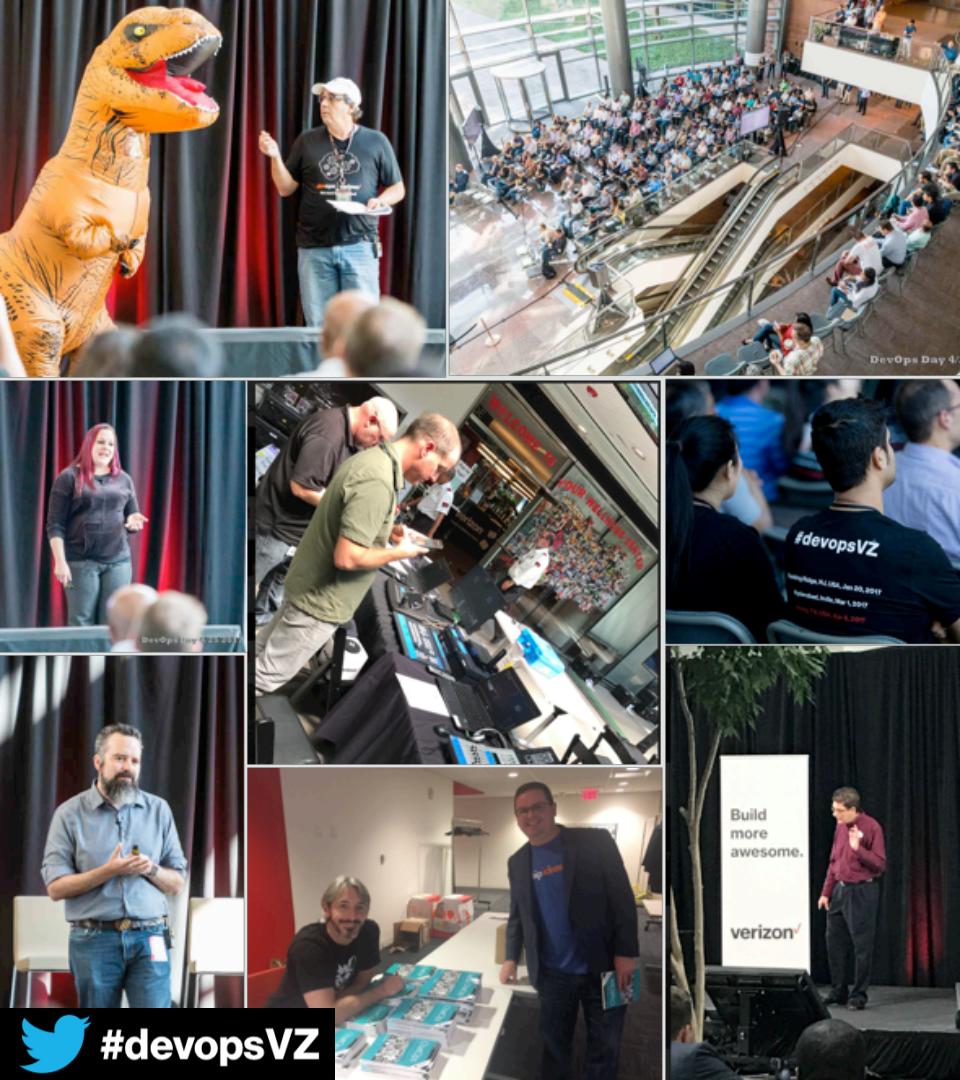
**5**

Global Events

**7,200**  
Attendees

**86**  
Speakers  
16 External  
70 Internal

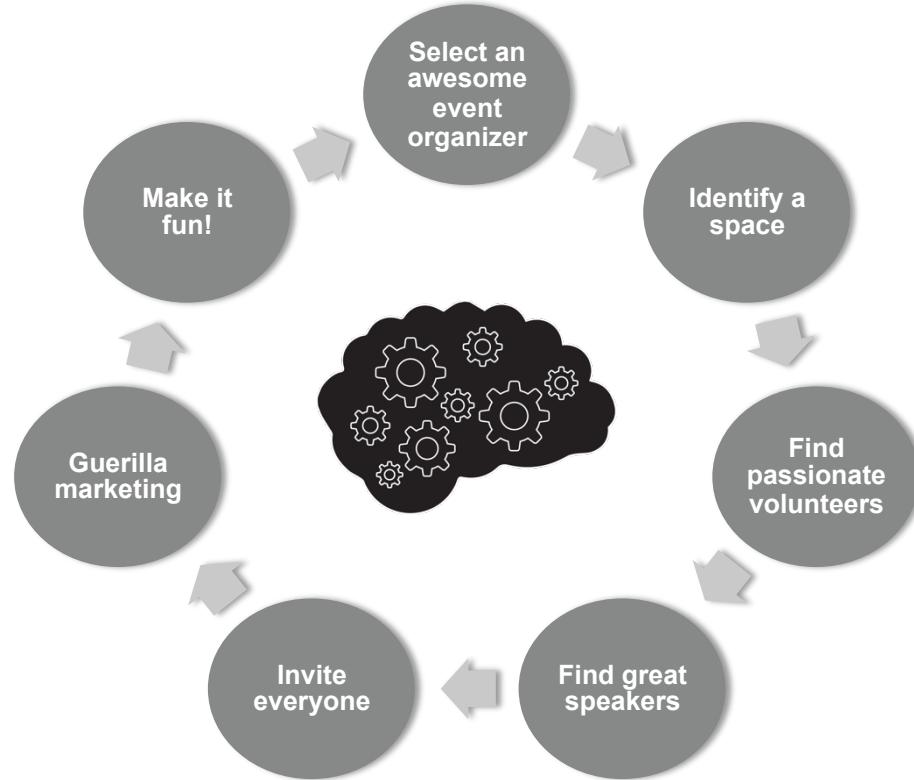
**416K**  
Twitter  
Impressions



#devopsVZ

# How to run your own internal devops conference.

- ✓ **BUILD** internal community
- ✓ **SHARE** Devops practices
- ✓ **ENABLE** learning organization



**And now we're going to  
talk a bit about some  
friendly competition...**



**Why gamification?**

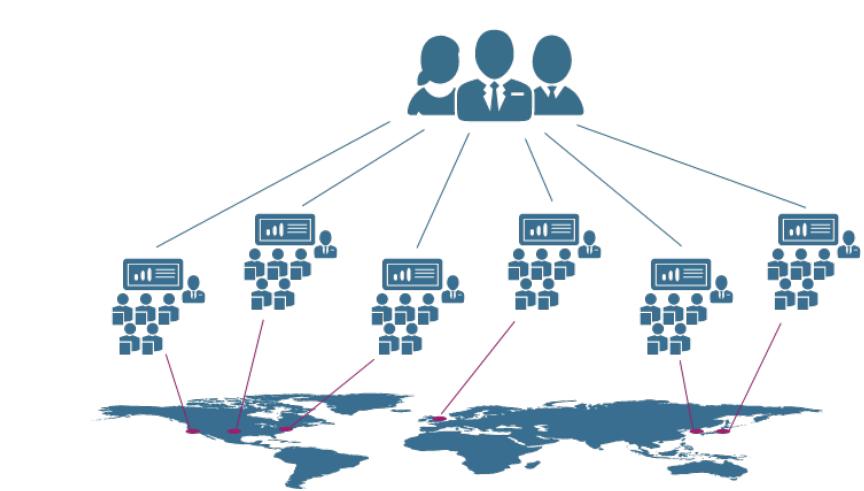
**What changed?**

**How you can use this model?**



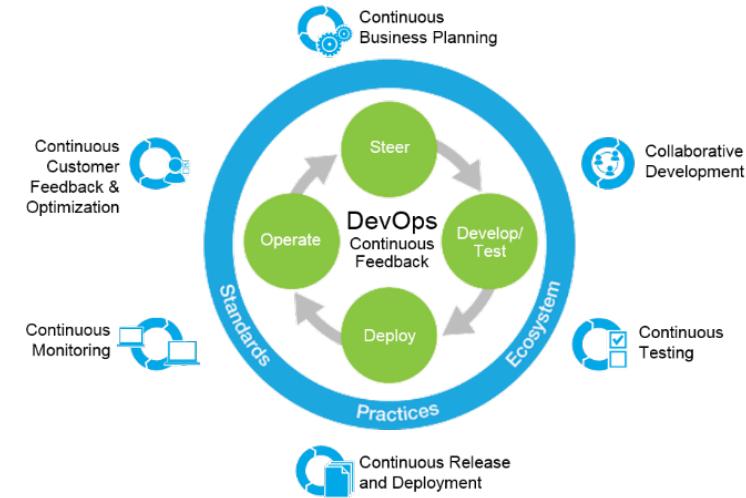
# Why gamification?

**Global knowledge vs.  
pockets of excellence**



# Why gamification?

**It's about the practices,  
not the tools**



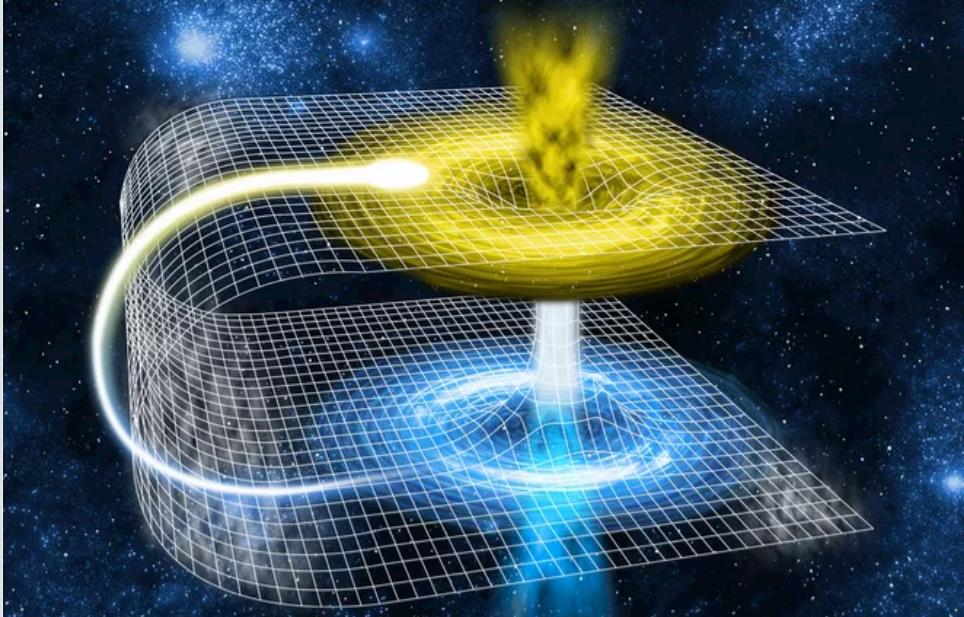
# Why gamification?

**Community driven vs. top-down direction enhances engagement**



# Why gamification?

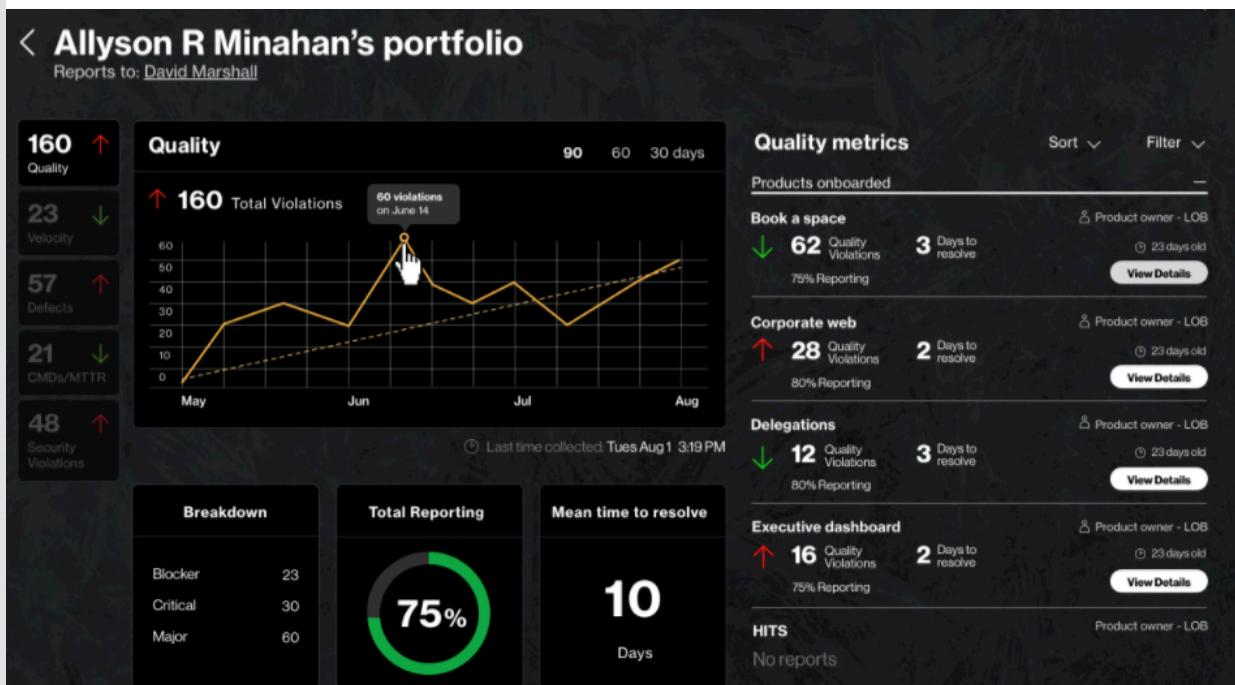
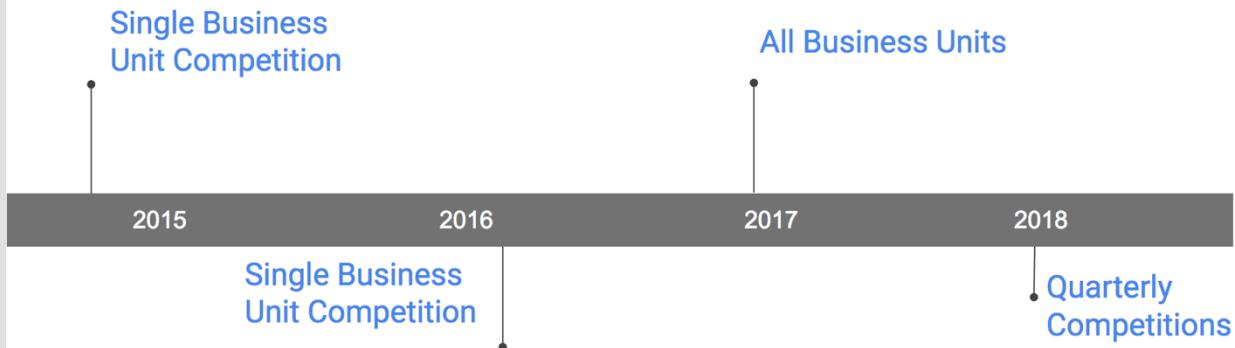
Collapsing time to achieve  
these outcomes



# What Changed?

## Journey at Scale

### Insights at Scale



# What Changed? Visualizing DevOps: Hygieia

Cloud Compliance

MTTR

Pipeline View

Production Release

Code Coverage

Build Success

Security

Test Automation



# Cup Experience

Emphasize Collaboration  
Online & Local Tech Fair  
External Judges



# Accelerating with Gamification



## Engineering Practices

Code Coverage

Deployment Frequency

Security Scans



## Technology Excellence

Well-Architected Framework

Cloud Compliance

Cost Optimization



## Events

Flashbuilds

Tech Bytes

Tournament of Champions

- 1. Adopting Product Based  
Operating Models**
- 2. Measuring and Gamifying  
Engineering Productivity and  
Collaboration**
- 3. Accelerating Public Cloud  
Transformation at Scale**



# Thank You