

CREDITS

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All opinions expressed are
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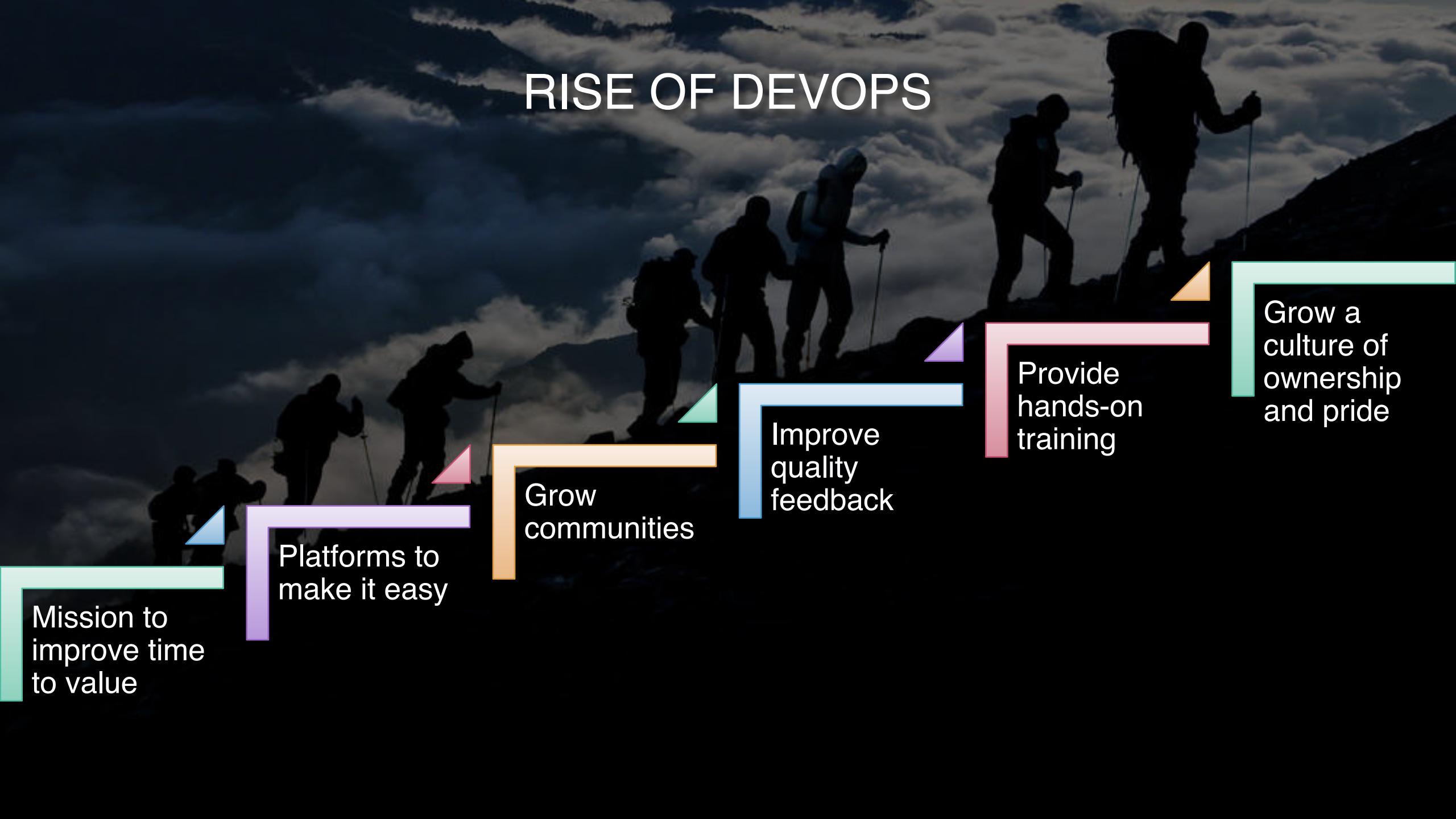
We and our opinions
do not represent our employers

They *may* not even know we are here

The stories are real.
The names have been changed.

Hopefully we will not be sacked

Presenting...



RISE OF DEVOPS

Mission to
improve time
to value

Platforms to
make it easy

Grow
communities

Improve
quality
feedback

Provide
hands-on
training

Grow a
culture of
ownership
and pride

FALL OF DEVOPS

Complacency and loss of improvement focus



The mission falters and quality suffers



Regression to Change Boards with multiple approval levels



Mandated after hours installations



Culture change causes brain drain



The organization is worse than when it started

WHY SO FRAGILE?

Not “baked in” to the culture

Insufficient focus on training for leadership

“DevOps Toolchains” without the quality processes to back them up



A BETTER DEVOPS TOOLCHAIN



"Since the strength of the chain is determined by the weakest link, then the first step to improve an organization must be to identify the weakest link."

— Eliyahu M. Goldratt, *The Goal*



“Productivity is meaningless unless you know what your goal is”

— Eliyahu M. Goldratt, *The Goal*



CRAPPY MISSIONS

Improve DORA metrics!

All teams should use ML!

100% utilization!

MISSION ALIGNMENT

- Focused on the business
- Defined goals
- Clearly communicated value
- Teams understand their value to the mission
- Grass roots communities

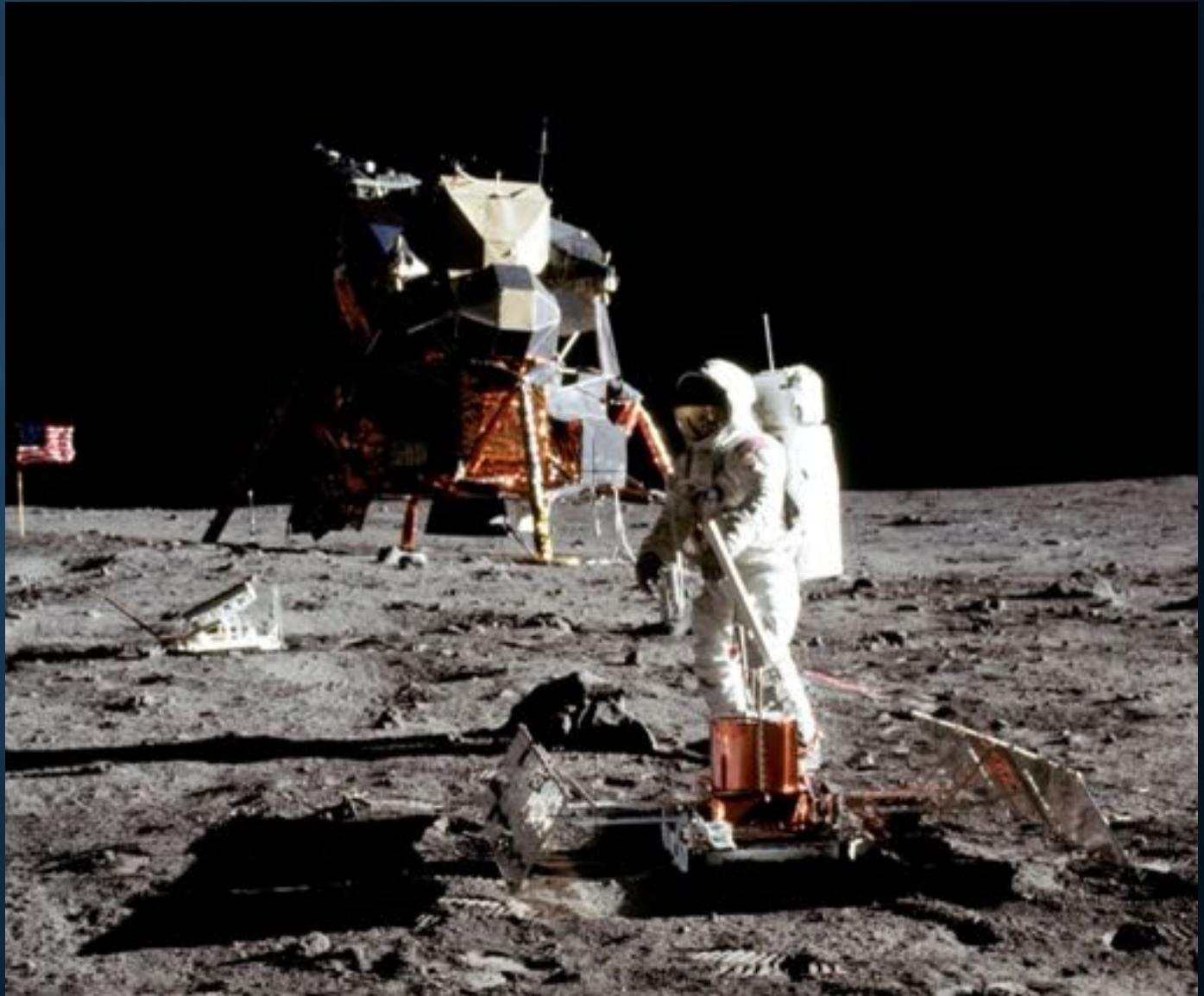


“We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard;...”

“~~ZERO DEFECTS!~~”

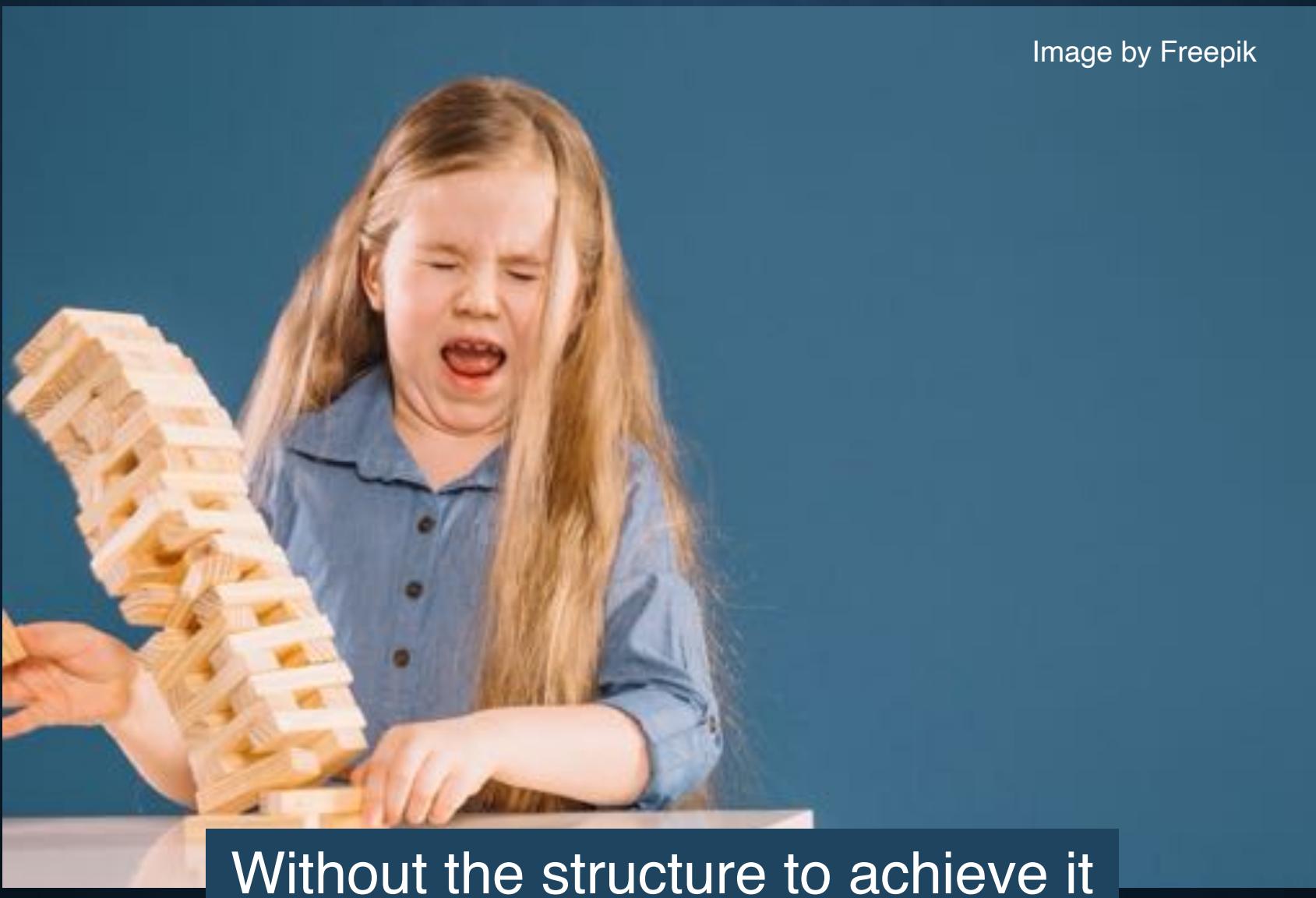
Deliver business value daily

“...because that goal will serve to organize and measure the best of our energies and skills...”



A MISSION IS JUST A DREAM...

Image by Freepik



Without the structure to achieve it



*“Every system is perfectly designed to get
the results it gets”*

— Paul B. Batalden, MD, Senior Fellow, IHI

COMMUNICATION STRUCTURE

Accidental Outcomes?



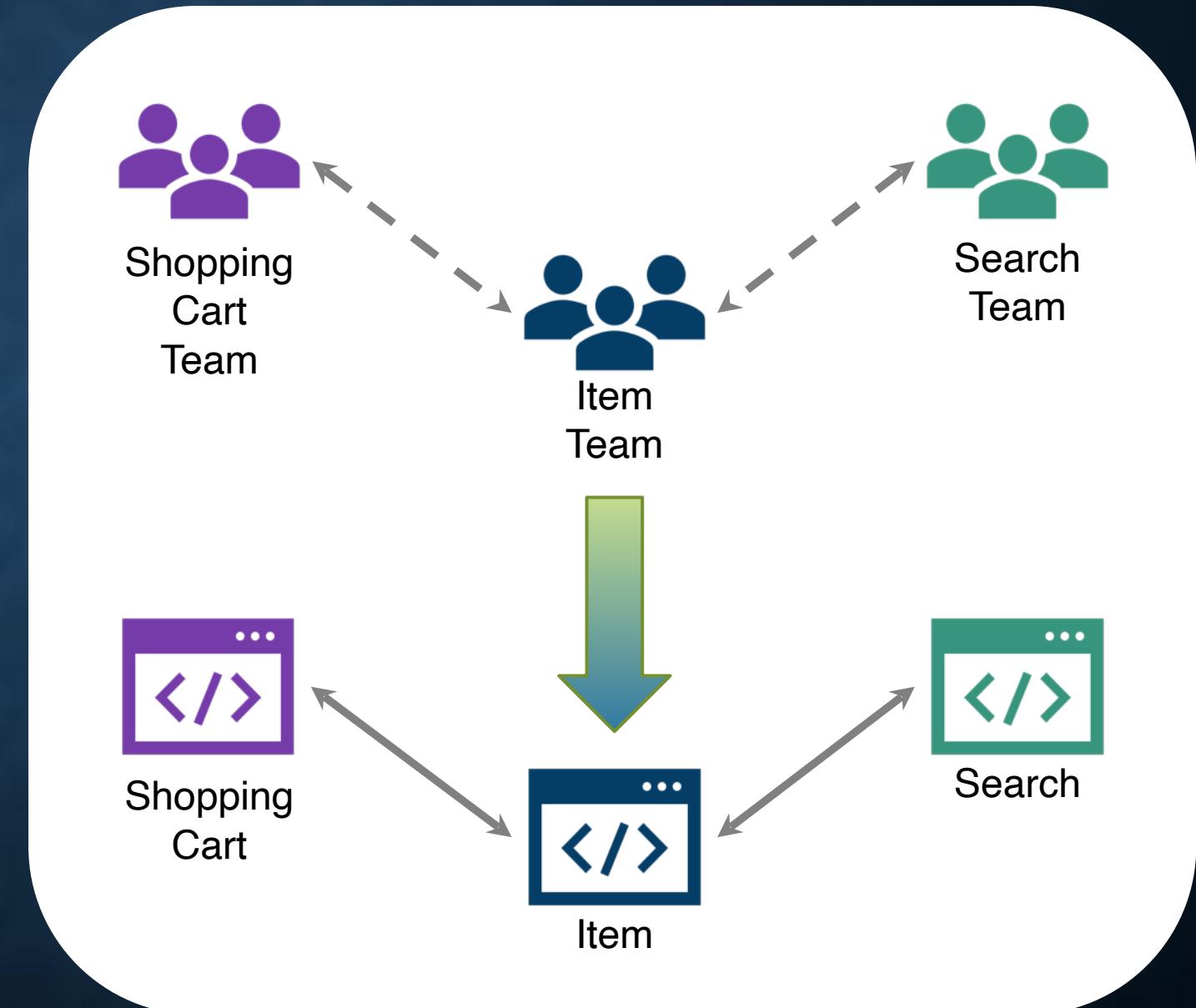
Deliberate Outcomes?



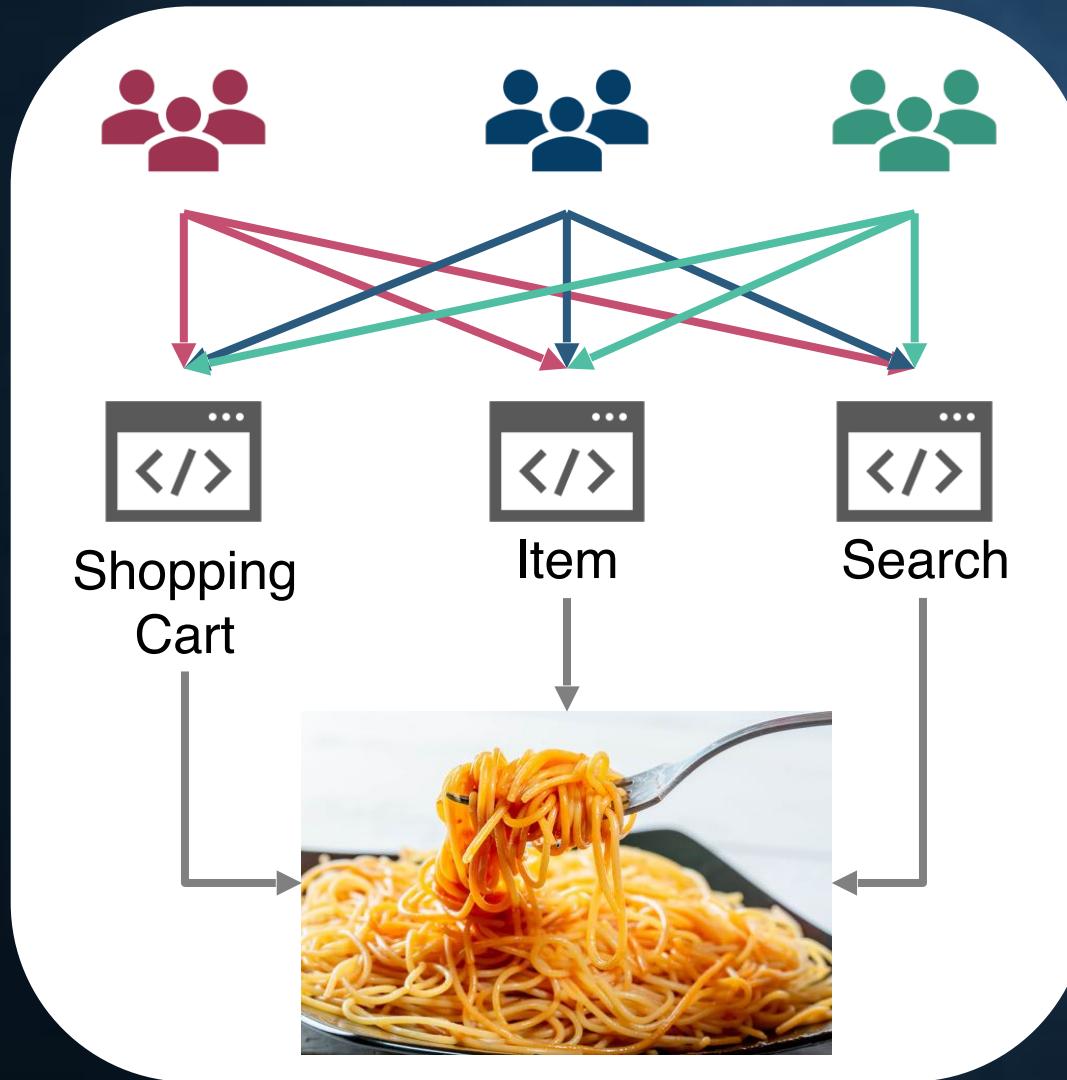
OR

DELIBERATE DESIGN

- Resilient, stable, full-stack teams
- Aligned to business capabilities
- Supported by platform teams
- Independently deployable



ACCIDENTAL STRUCTURE → ACCIDENTAL ARCHITECTURE



Feature Teams

Functional Silos

Individual Responsibility

DELIBERATE COMMUNICATION STRUCTURE MATTERS!

Align teams to capabilities to build ownership



“When a team takes ownership of its problems, the problem gets solved.”

— Jocko Willink & Leif Babin, Extreme Ownership

HOW TO DESTROY OWNERSHIP

Dictate process

Individual ownership

Ignore domain expertise

People as resources

QUALITY: THE OUTCOME OF OWNERSHIP



OWNERSHIP OF QUALITY FEEDBACK



OWNERSHIP DOESN'T MEAN OWNING EVERYTHING

I do not think “DevOps” means what you think it means.



Provide platforms to make delivering value easy



“Make the right things easy.

Make the wrong things painful.”

— Bryan Finster

CENTRALIZED DEVELOPMENT PLATFORM

Gatekeeper to delivery?



Empower better outcomes?

OR





PLATFORM FAILURES

- No customer focus
- Enforcers, not enablers
- Not scalable
- Designing for the status quo



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DELIVERING SOLUTIONS, NOT TOOLS

- Product mindset
- Self-service
- Security & compliance as a service
- User centered design



Reduce the average level of unhappiness

PLATFORMS CHANGE EVERYTHING



You must unlearn what you have learned!



“Long-term commitment to new learning
and new philosophy is required of any
management that seeks transformation.”

— W. Edwards Deming, *Out of the Crisis*

FOCUSED LEARNING

Collect certifications?

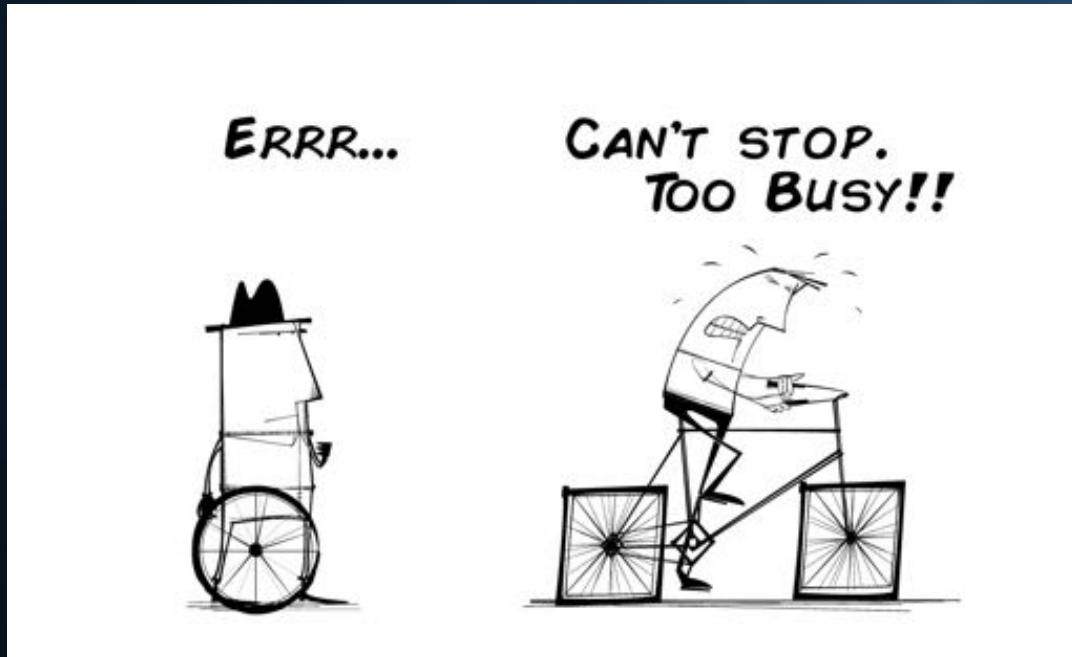


Improve value delivery?

OR



HOW TO SCREW IT UP



- Doing work instead of learning to do work better
- Learning is not aligned to goals
- Learning tech for tech's sake
- Expecting developers to be security and quality hobbyists

UNLEARNING OLD WAYS



- Delivering when the product is complete
- Inspecting for quality & security at the end
- Compliance via audit

PRIORITIZE LEARNING

- Onboard new hires to the mission
- Align learning at all levels to business goals
- Improve engineering excellence
- Train our customers for new expectations



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New tools and new expectations require new methods

LEARN FROM PROBLEMS, DON'T HIDE THEM



Transparency requires trust



“A Team is a group of people who trust each other”

– Simon Sinek, Start With Why

TRUST IS FRAGILE

Destroy trust

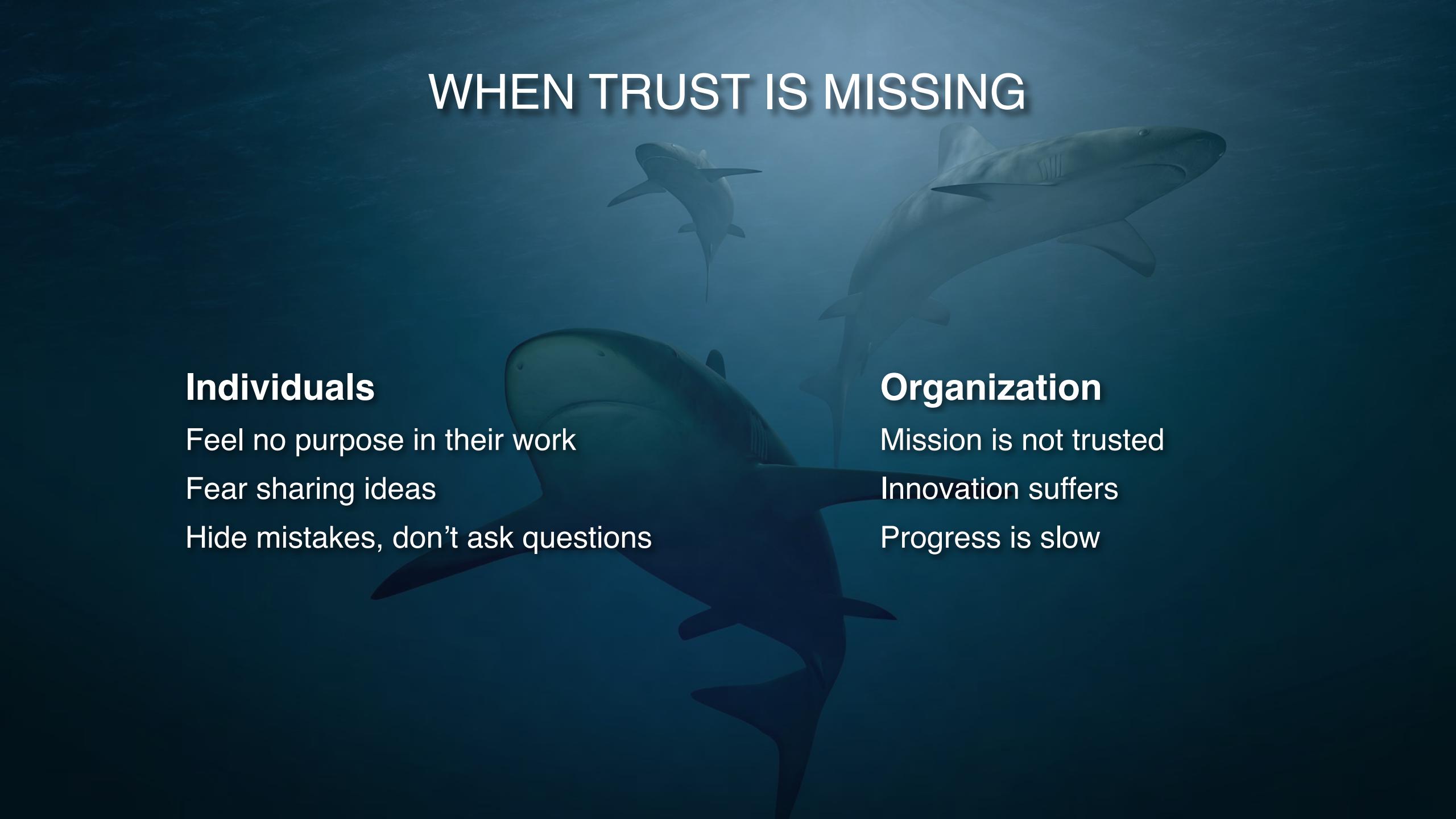


Inspire greatness



OR

WHEN TRUST IS MISSING



Individuals

- Feel no purpose in their work
- Fear sharing ideas
- Hide mistakes, don't ask questions

Organization

- Mission is not trusted
- Innovation suffers
- Progress is slow



HOW TO SCREW IT UP

- Command and Control
- Individual productivity metrics
- Arbitrary deadlines
- Stretch goals

COMMON GOALS GROW TRUST

- Focus on outcomes
- Share hardships
- Consistent communication
- Measure business goals
- Fix the system, not the people



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AVOID BROKEN LINKS

MISSION not aligned to business value

STRUCTURE not aligned to delivery goals

Accountable without **OWNERSHIP**

PLATFORM as infrastructure service desk

LEARNING not focused on system improvement

Culture of fear & bureaucracy, not **TRUST**



FORGE A STRONG ORGANIZATION



Align on a meaningful **MISSION**

Reduce delivery friction with deliberate **STRUCTURE**

Give teams **OWNERSHIP** to deliver better outcomes

Centralize **PLATFORM** solutions to make the right things easy

Improve the system by continuously **LEARNING** and un-learning

Build a generative culture of **TRUST** by collaborating on a common
MISSION

HELP!

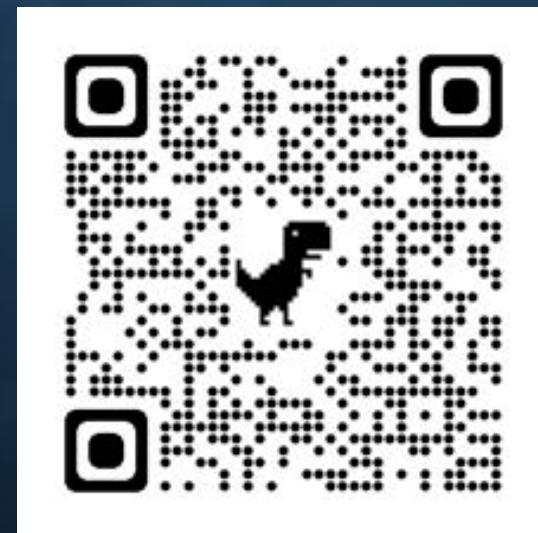
How are you gathering the information needed to recognize that people are excelling or struggling while maintaining trust?



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Resources.RiseAndFallOfDevOps.com