

# DevOps

## Breaking through the clouds

*October 2022*

SV7





# Steven Leist

VP, Customer Technology



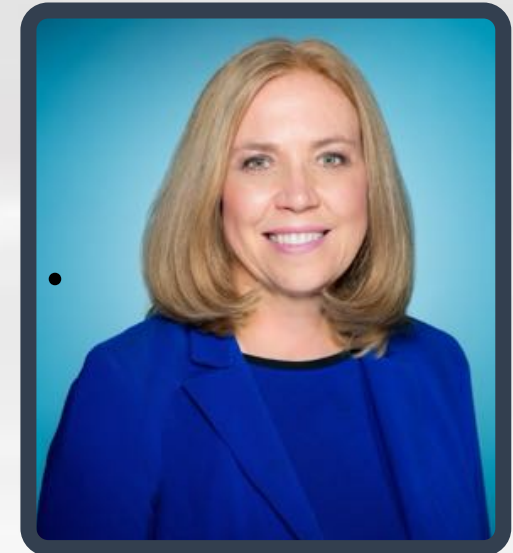
# Ross Clanton

Chief Architect, Managing Director  
Technology Transformation



# Julie Rath

SVP, Airport Operations





500,000+

average daily customers



6,800+

daily departures



365+

destinations served

*ALLOW US TO INTRODUCE YOU TO THE  
**WORLD'S LARGEST AIRLINE***



100,000+

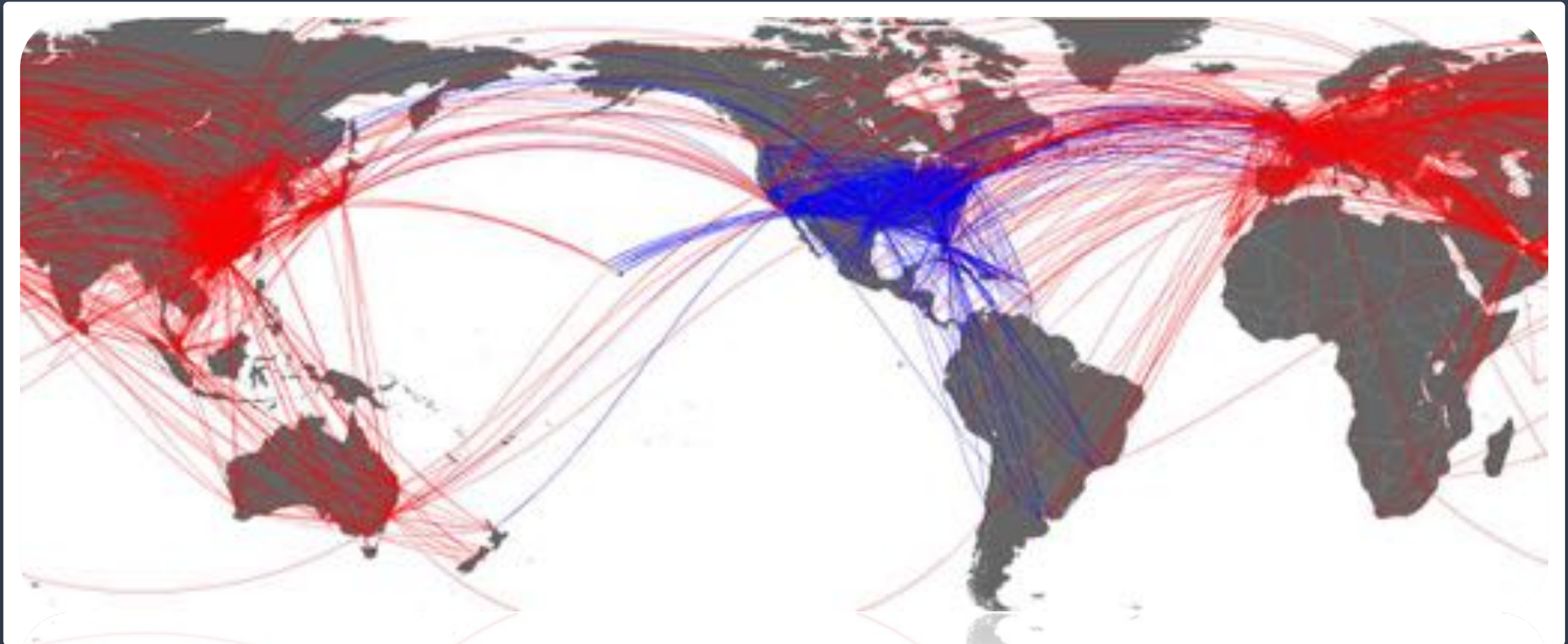
#AATeam members



1,400+

airplanes in our fleet





*...AND THE*

***WORLD'S LARGEST NETWORK***



**“Caring for people on  
life’s journey”**



# Breaking through the clouds



**Where are  
we now?**

How it  
started

How  
Senior  
Leaders  
help

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**2020 | Surviving during a pandemic**

**“Keep the airline in  
business”**





**2021 | Generating focus**

**“Build the best Global  
Network”**

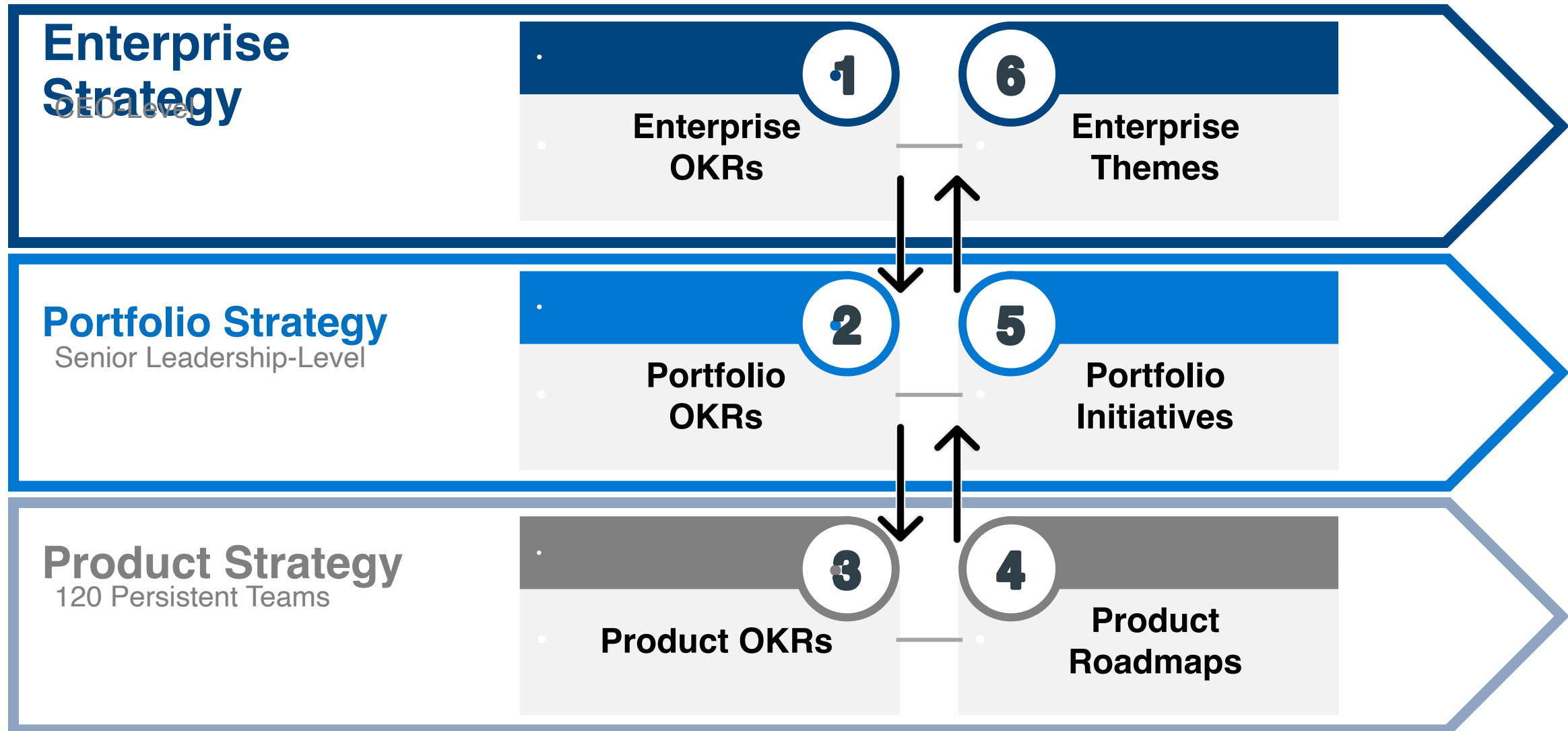


**2022 | Accelerating transformation**

**“Return to profitability and  
Run a reliable operation”**



# ‘U’ Model: How we prioritize technology initiatives





# Effectively scaling planning and prioritization

450

Active Objectives

750

Active Key Results

425

Product OKRs aligned to  
Portfolio OKRs



# Improving Developer Experience



App creation from **weeks** to **minutes!**

# Agility results

Two-year results from 2020 to 2022

**+35%**

9,500 more deployments

**-55%**

-100K fewer minutes of  
customer-impacting  
problems





# Breaking through the clouds



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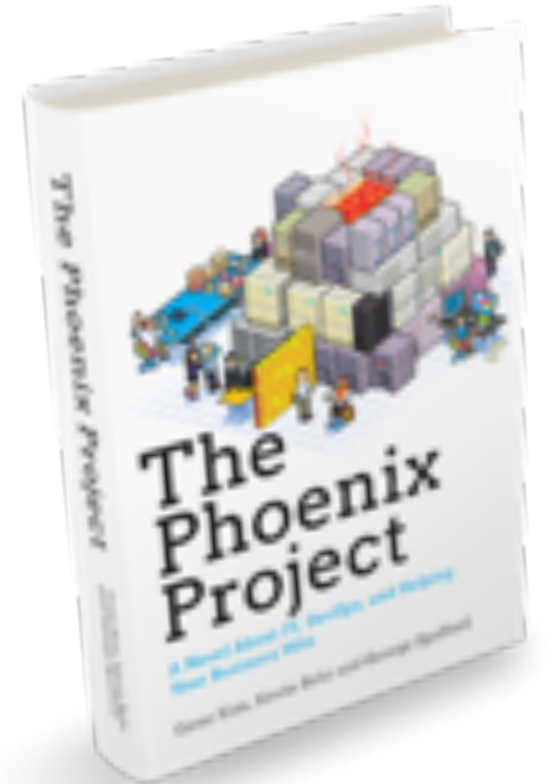
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# Frustration

- IT too slow
- Nothing finished
- Half-hearted adoption

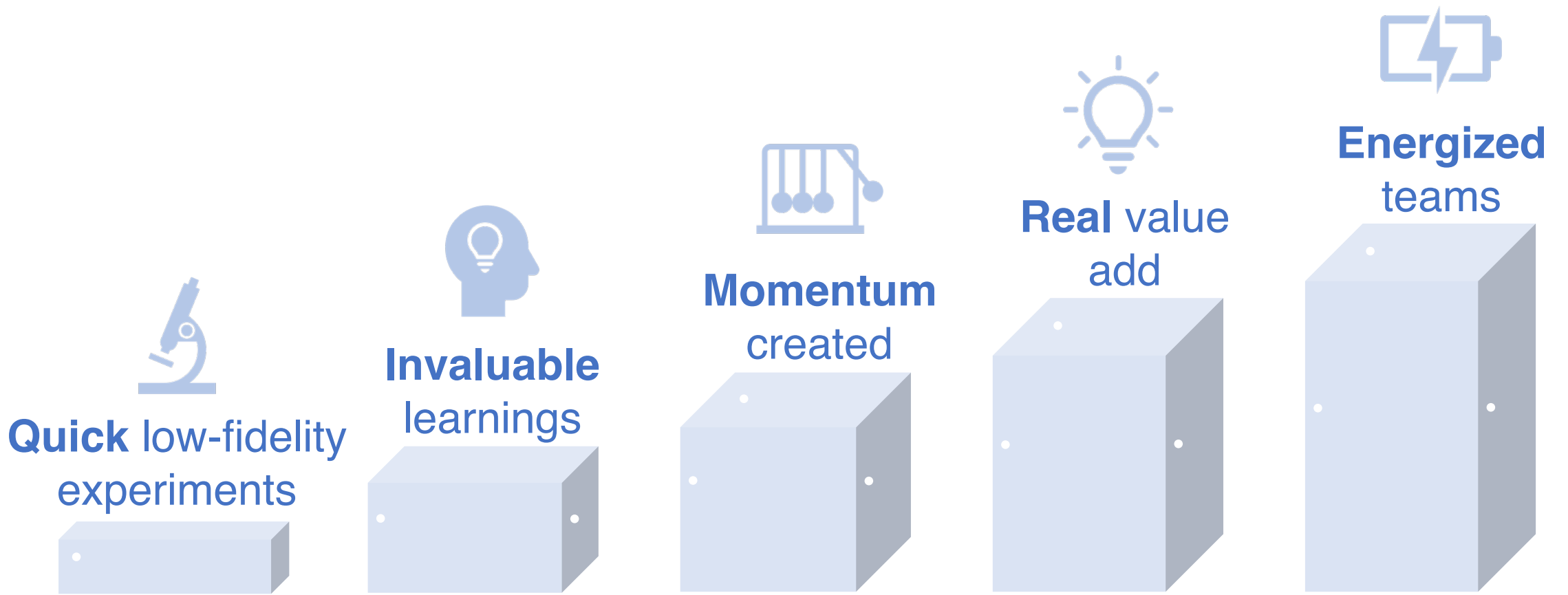


# Breaking Point



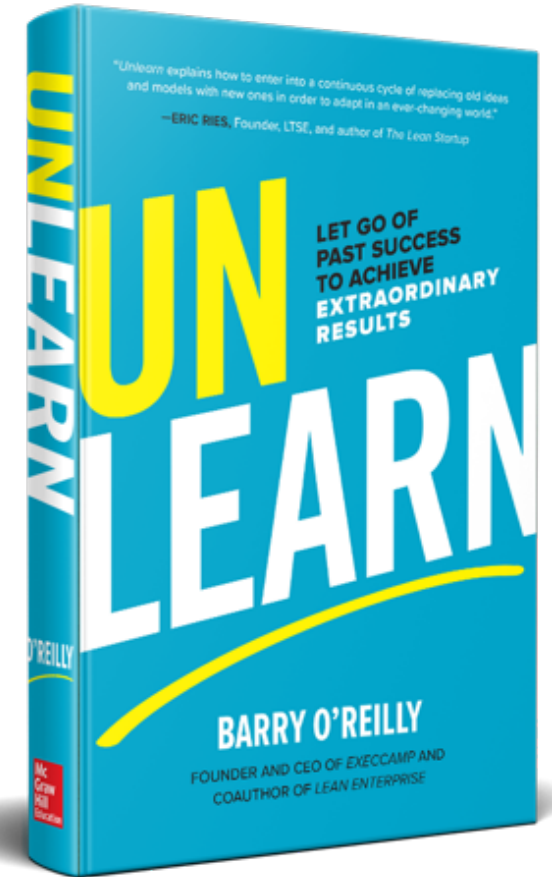


# Immediate Impact



# How did we scale?

- Restructured around **product**
- Adopted **DevOps** mindset
- Invested in **early training** for leaders
- Implemented **playbacks** for frequent feedback
- **Braced** for turbulence
- Marshalled **public support** from Senior leadership



# Covid Response



Super Bowl 2020  
weekend – 1st  
Gov't mandate  
(8 hours)



Distinct country testing  
requirements



Vaccine  
mandates



Refunds/credits spike



Touchless  
kiosks/App Clips  
(10 days)



New forms of credit/  
no change fees





# Current Focus



Getting better at  
OKRs



Saying "no" to  
good ideas to focus  
on "great" ideas



Reducing the cost  
of dependencies



Doubling down on  
our investment in  
Engineering



# Think Big, Start Small, Learn Fast



Company buy in



Least expected places



Celebrate wins



Safe place to learn



Product Owners becoming  
Next Generation Leaders



# Breaking through the clouds

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# Culture attributes

Passionate

Bring it



Selfless

Share it



Accountable

Own it



# The Ideal Senior Leader

## Accountable

- Advocates for building things “right” vs forcing teams into dates
- Provides clarity of mission
- Focused on outcomes

## Human

- Caring
- Embraces learning/failure
- Celebrates wins



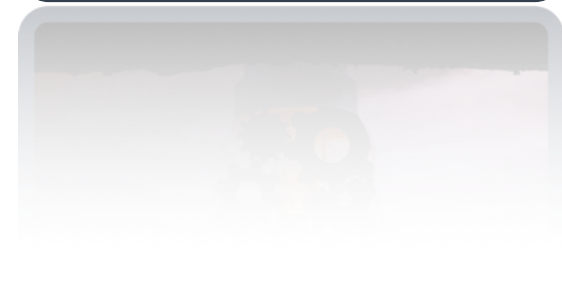
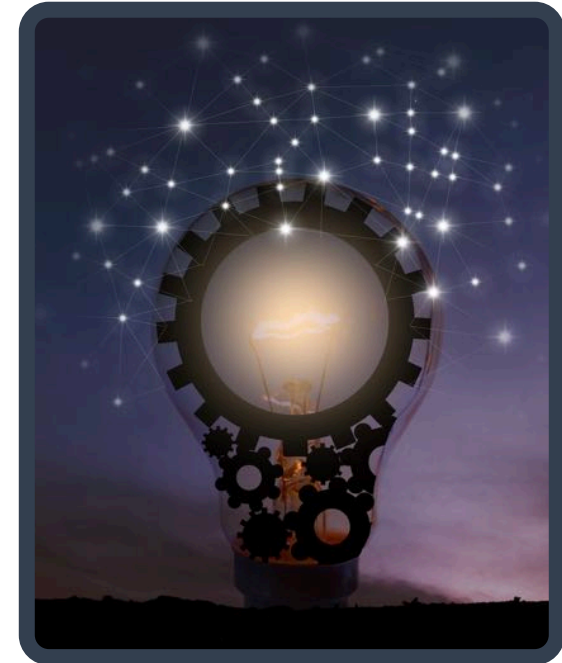


# Senior Leader Role Models



# What do we need help with?

**We need the best and  
brightest minds to help  
navigate what will be the  
best transformation in the  
industry!!!!**



# Thank you!

DevOps: Breaking through the  
clouds

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