

How a culture of freedom and autonomy became
a success factor in

Our DevOps Journey

Ronnie Hilmersson, *Scrum Master, WirelessCar*
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Founded in 1999, our quest has been to bridge the gap between automotive and software/ telecom and to lead the automotive industry into the digital society.

WirelessCar

10,800,000 connected cars across 100 countries.

700,000 messages/minute

750 staff – 500+ in Delivery and Product Development



WirelessCar Solutions and Services

We offer purpose-fit, cloud-based products that bring economy of scale and speed for our customers' mobility solutions.

Connected Car Essentials



Subscription Management



Call Center Services



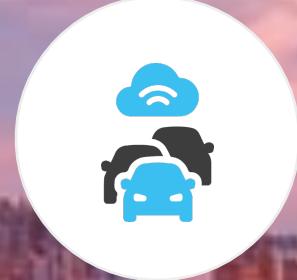
Position & Journey



Smart EV Routing



Fleet Essentials



Our customers



WirelessCar works with some of the biggest and most well-known automotive companies.

Automotive is a highly-regulated industry.

Our customers produce physical products, and we all need to work within the limitations this imposes.



SEAT

LYNK & CO



Mercedes-Benz

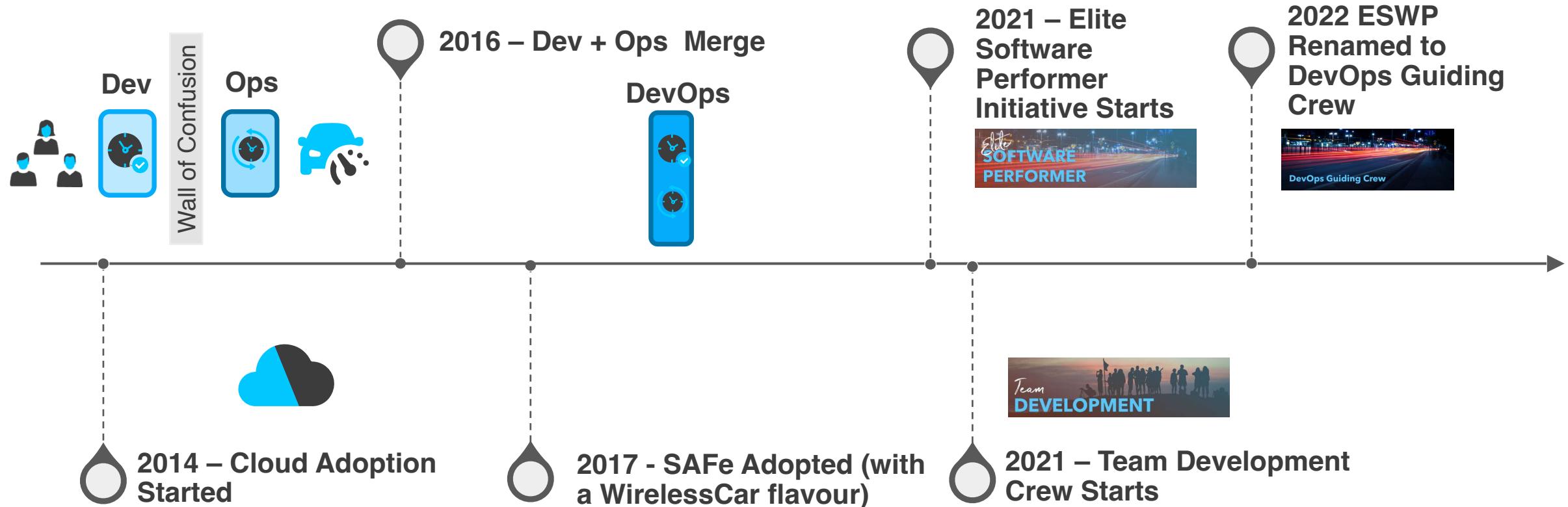


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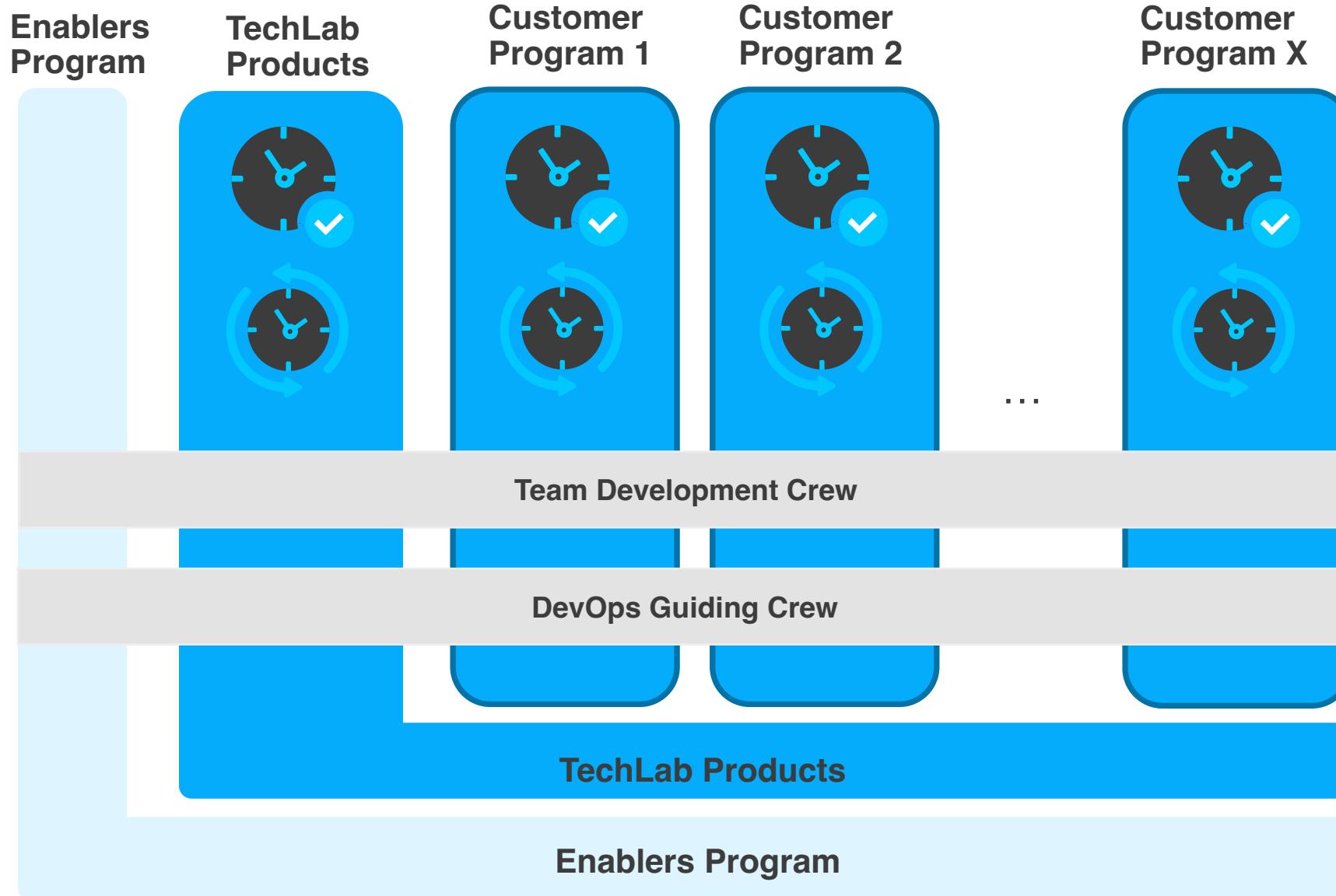


Why and Where We Started

WirelessCar's DevOps Journey



Our Delivery and Product Development Org.



What We Set Out to Achieve



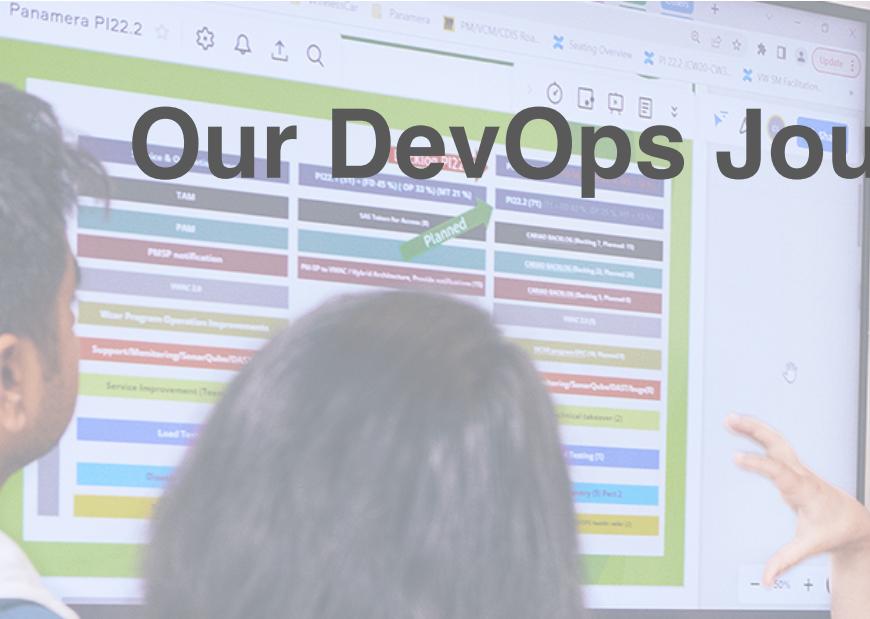
Strengthen the understanding of DevOps

Adoption of more DevOps practices and metrics

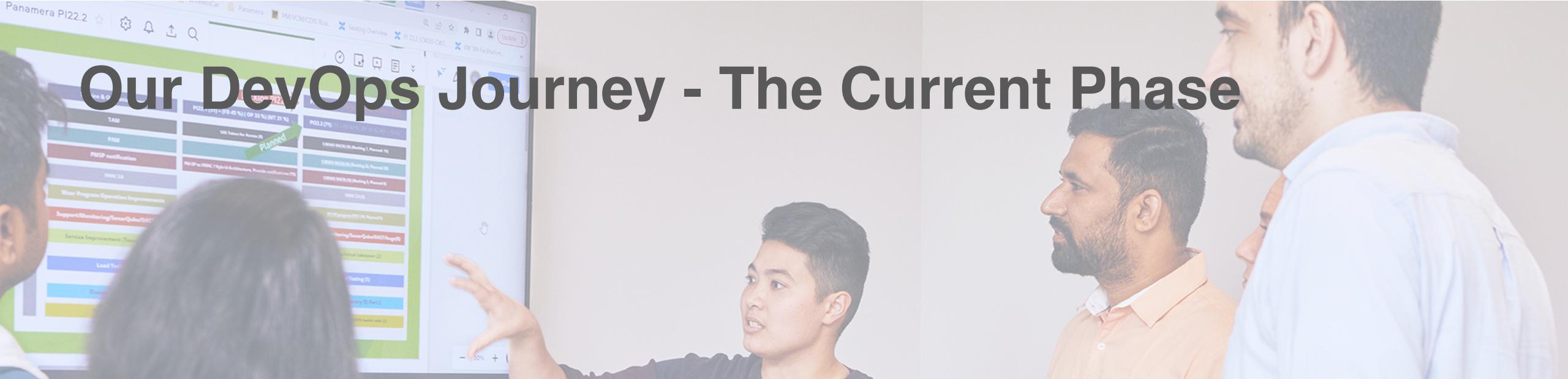
Create tools to help our teams

Understand Our Value Streams and Processes

Freedom and Autonomy as a Success Factor



Our DevOps Journey - The Current Phase



Team Development Crew

- Creating the conditions for high-performing teams
- Certified Group Development Questionnaire (GDQ) Coaches
- Supporting Scrum Masters and their teams

DevOps Guiding Crew

- DevOps culture, mindset, and practices
- DORA and Flow Metrics
- Value Streams
- DevOps Coaching
- Supporting teams and individuals at all levels.

How We Work Across the Organisation



Work With the WirelessCar Culture



Enable People With Knowledge



Inspire, Support, Guide and Coach

Work With Our Culture



Work With the WirelessCar Culture

- **Freedom**
- **Autonomy**
- Ownership
- ‘Dare to do it’
- Scrum Master Engagement
- Provide teams with organization support and guardrails.



Enable People With Knowledge



Inspire, Support, Guide and Coach

Enable People With Knowledge



Work With the WirelessCar Culture



Enable People With Knowledge

- Training
- The DevOps Podcast
- Enabling DevOps Toolbox



Inspire, Support, Guide and Coach

Inspire, Support, Guide, and Coach



Work With the WirelessCar Culture



Enable People With Knowledge



Inspire, Support, Guide and Coach

- Workshops
- Lunch Talks
- Coaching
- Buddy Teams

Tools and Measures

We measure the things that matter to WirelessCar

For Teams

- DORA Metrics
- GDQ Results
- DevOps Health Radar
- Enabling DevOps Toolbox
- Team Development Toolbox

For Delivery and Product Development

- Service Level Agreements for Availability and Resolution Time
- Committed vs Delivered Program Increment Objectives
- Employee Net Promoter Score (eNPS)
- Staff rating on: Autonomy, Satisfaction, Team Spirit, Work Situation

Learnings

Fail, Learn and Improve

- Not every team can adopt DevOps in the same way, at the same pace, and have the same goal
- DevOps is a journey for our *customers* as well
- Write contracts with delivery and our way of working in mind



Meet the Teams

Team Scirocco – “Support Ninjas”

“My team created the concept "support ninjas".

By rotating two people to work with direct support and to work with the service, there is always capacity to work with operations.

The way of working gives the opportunity to work with features and the service itself without it becoming too complex.”



Team California – "20+ Deploys Per Week"

"Through three pillars of testing, service architecture, measuring and monitoring we are able to achieve on average 20+ deploys per week to production."



Team Mate – “Shared Maintenance”

“In my team we have two rotating Maintenance Hat roles.

QA activities and on-call is shared between team members.

Services are very stable and have very few bugs.”



Team Master Data – "Focus on innovation"

- We focus a lot on Innovation, always aiming to self-innovate and give the freedom for the developers to explore new areas.
- We dedicate around 40 % of our capacity to Ops and maintenance related tasks, in order to ensure high quality and fast support to our stakeholders.
- We regularly perform DevOps evaluations to keep up with the latest trends and ways of working.



Insights

- Team autonomy and freedom is a success factor in our journey.
- Teams need organizational support and guardrails.
- Team Development is a key component.
- Knowledge empowers.
- Trust and enable teams and programs- they know their situation and journey best.



Here are the challenges that remain

- Fast growing organization
- Different customers with different requirements
- Different challenges in different customer programs
- Solutions in different stages of the lifecycle

A large, stylized, handwritten-style text 'Thank you' in blue ink, with a slight shadow effect, centered on the slide.

Feel free to talk to us!