

Abstract

How to unleash the creativity and problem-solving potential of your people? We needed it badly at Keylane, working more than contract hours to fulfill our duties. We explored five crucial ingredients to include the entire workforce. We were able to turn the tide, get employee engagement rising, and the business metrics turning to healthy levels.

Description

Last year the DevOps department was overburdened with work. We are too busy working on improvements, and where to begin? A primary source of pressure was the release process taking too long and laborious while transcending multiple departments. That was not the DevOps promise!

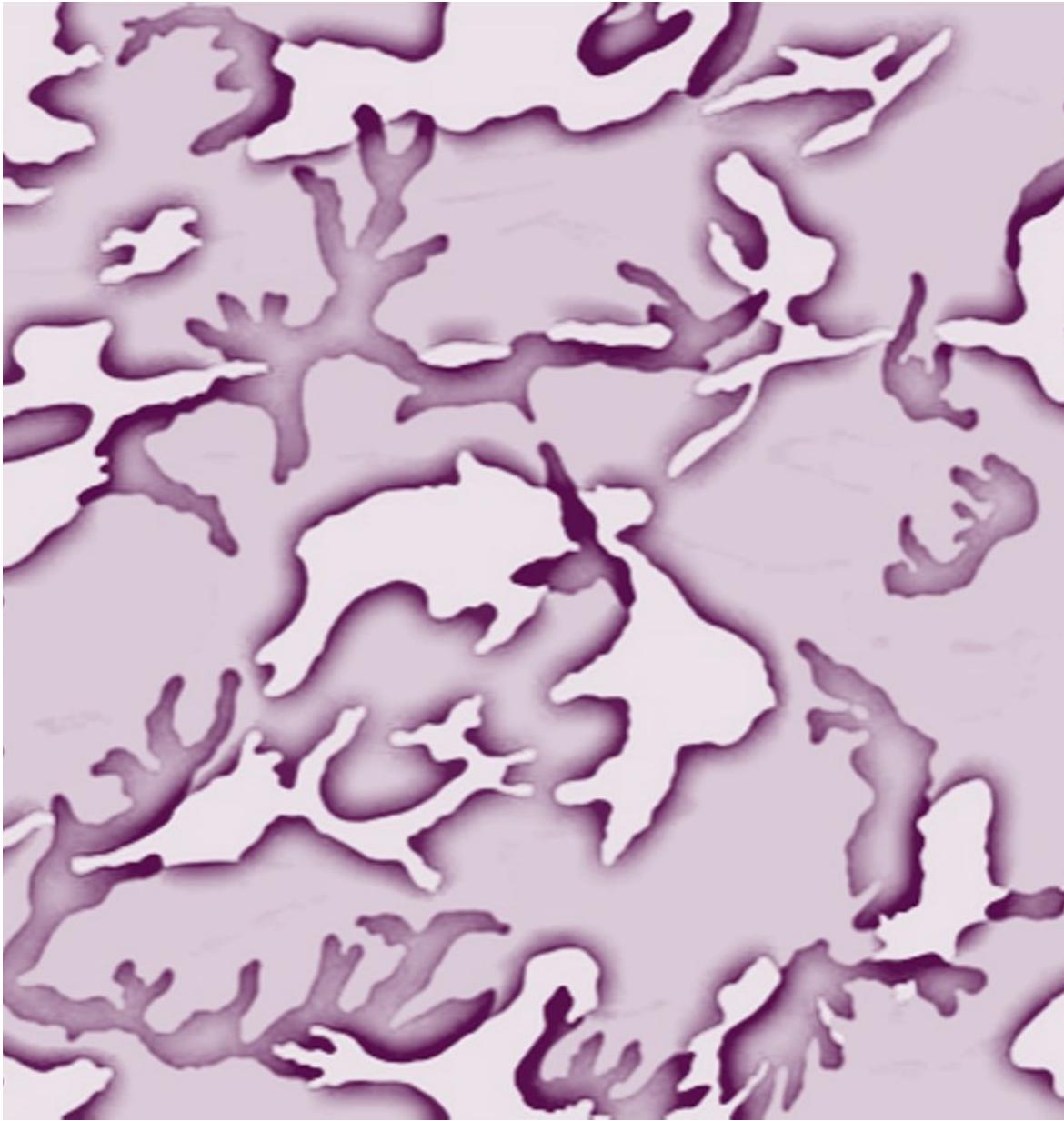
And with all those customer requests, how can we cope? The customer was complaining.

Finding people in the labor market takes work. And yesterday, a good colleague left us. And people of adjacent departments did not envy joining us. How can we get out of these trenches?

Bernie acknowledged that a continuous improvement culture should become integral to work. But it felt tough from the situation. Therefore, he requested Xebia to support them with it, to optimize the time needed from their professionals, and to have focus and guidance. We believe that we need all bright minds and take their perspective seriously. Which nurtures the retention of great people and relieves frustrations.

How we can start making improvements with small investments of their time:

1. Share diagnoses and leave solutions space
2. Breeding places for ignition
3. Give all people a chance to influence the solution direction
4. Make following up easy
5. Build bridges over organizational boundaries



Breaking the Trenches: Nurturing a Continuous Improvement Culture in DevOps

May 2023

Bernie van Welt & Irene de Kok

VP DevOps

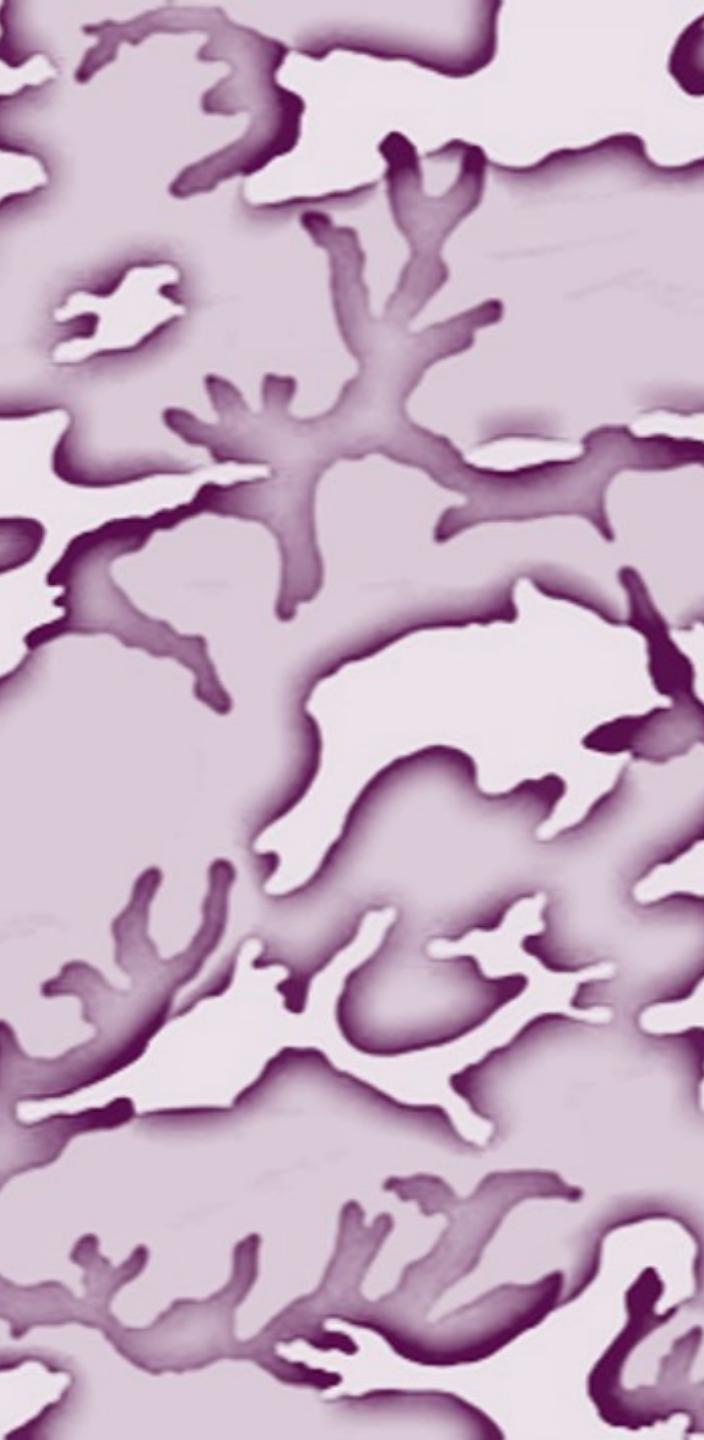
Sr Agile consultant



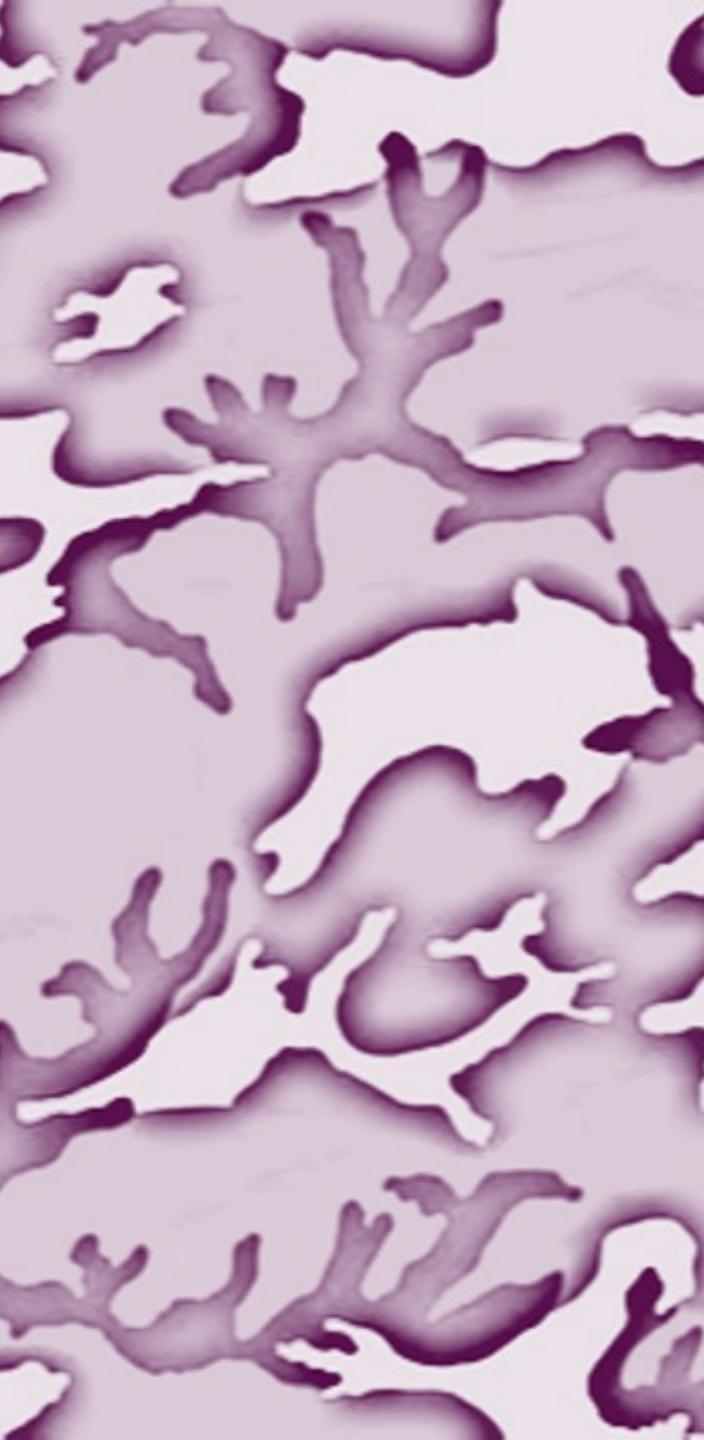
→ Keylane



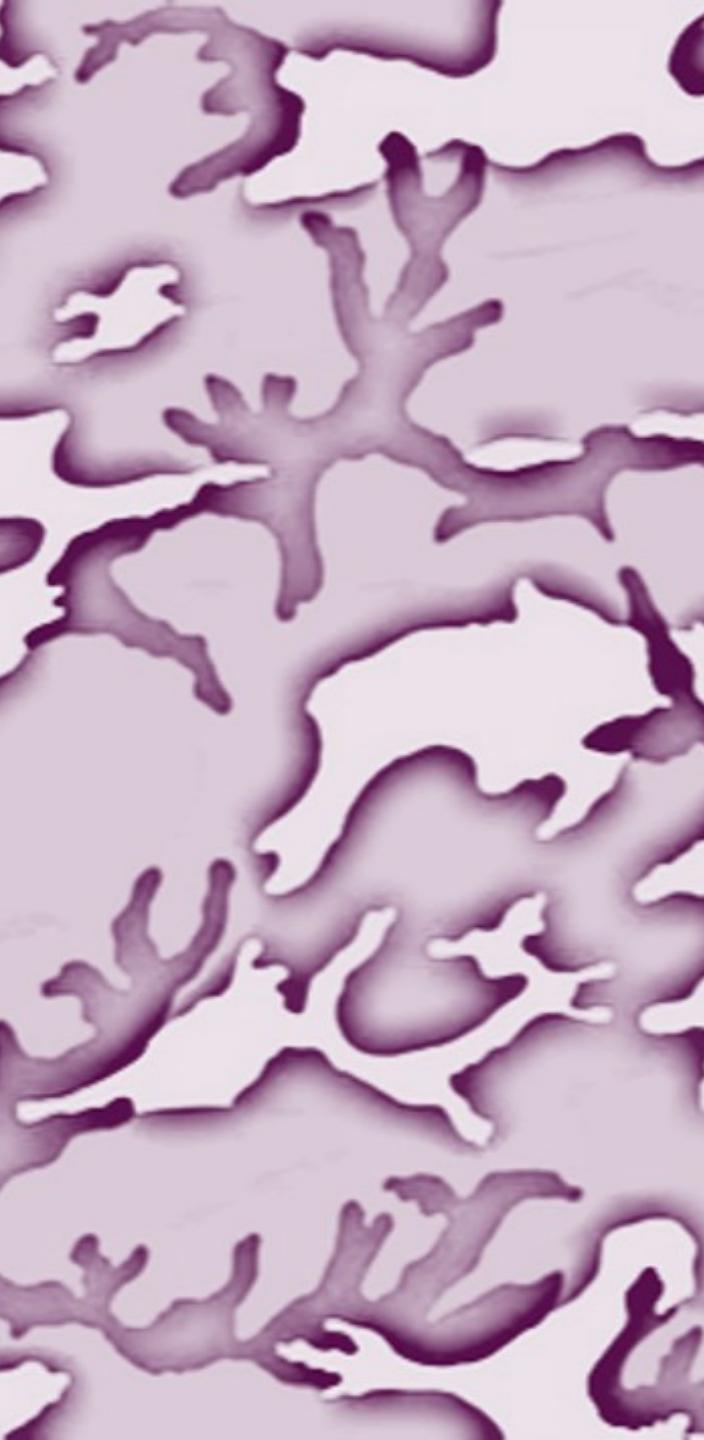
**Working too often
overtime**



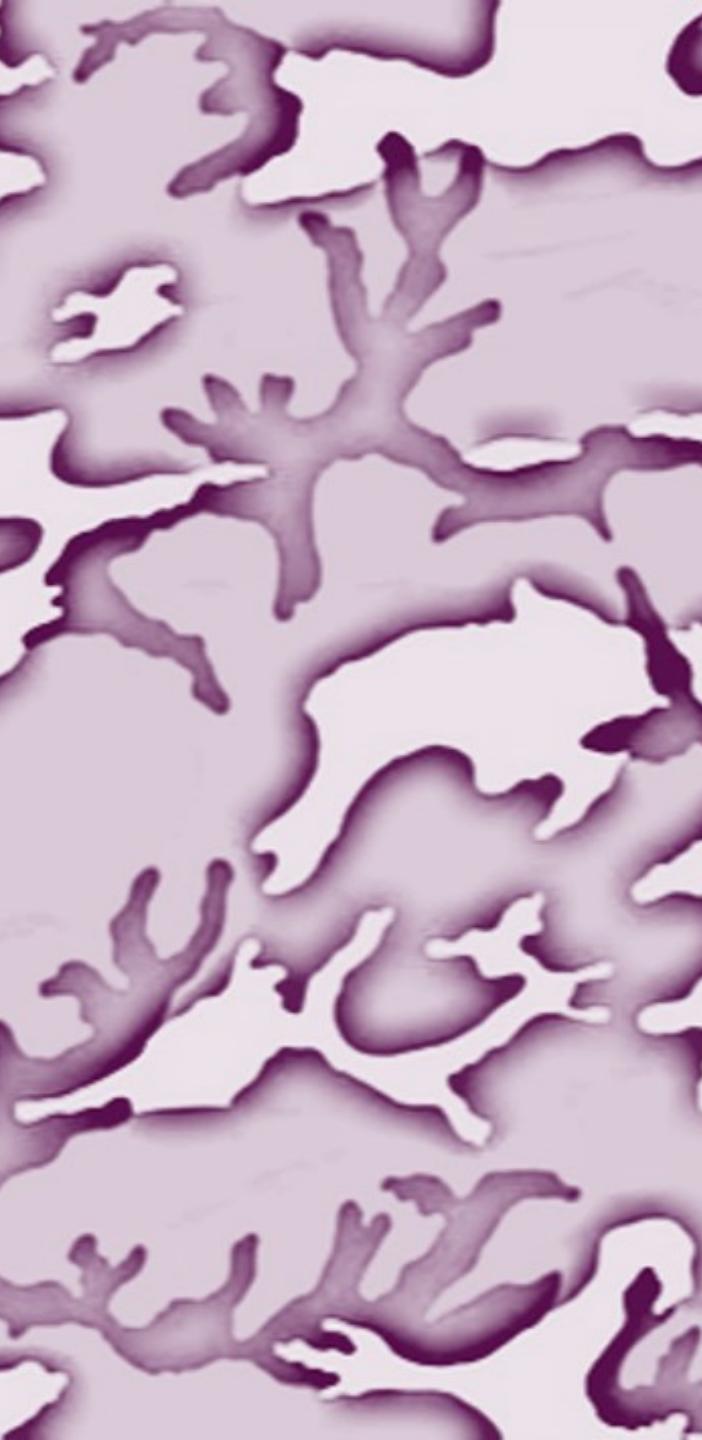
**The number of tickets
(the backlog) keep rising**



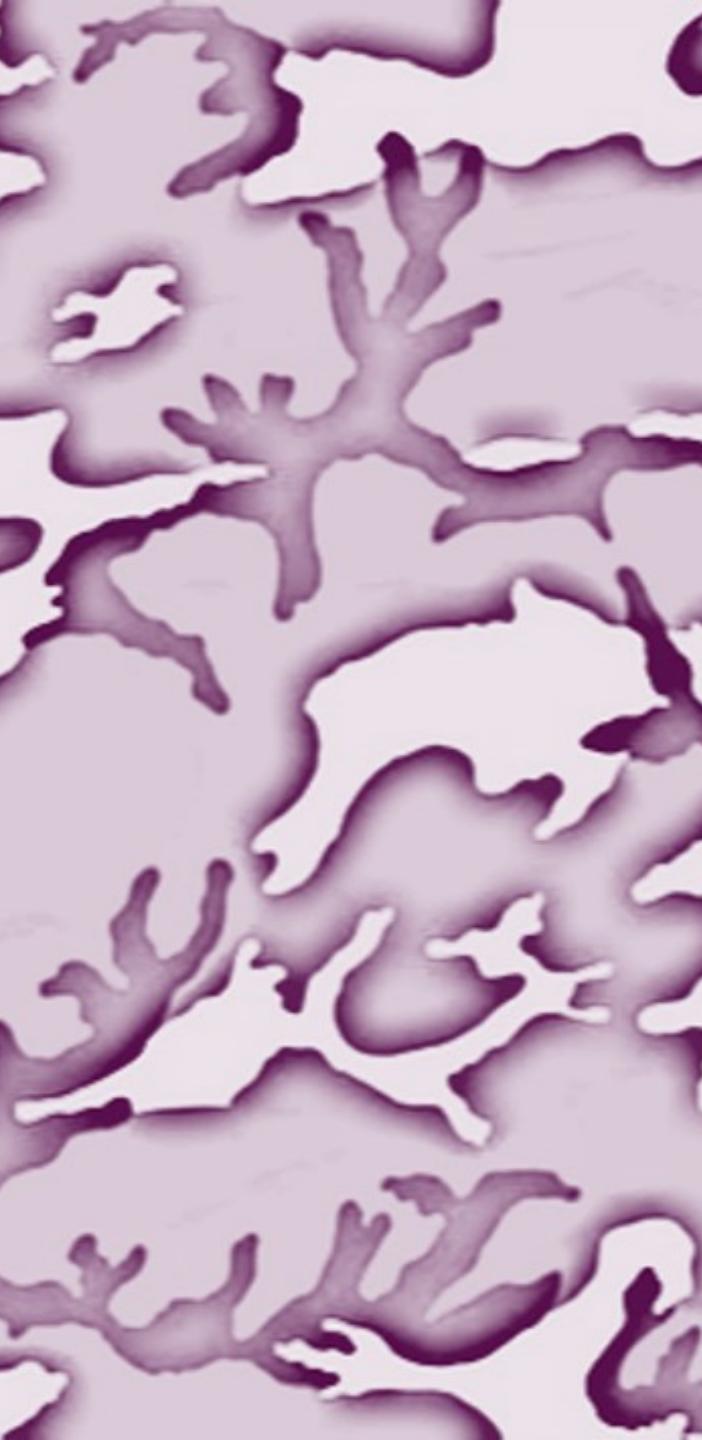
**Being too busy to
implement improvements**



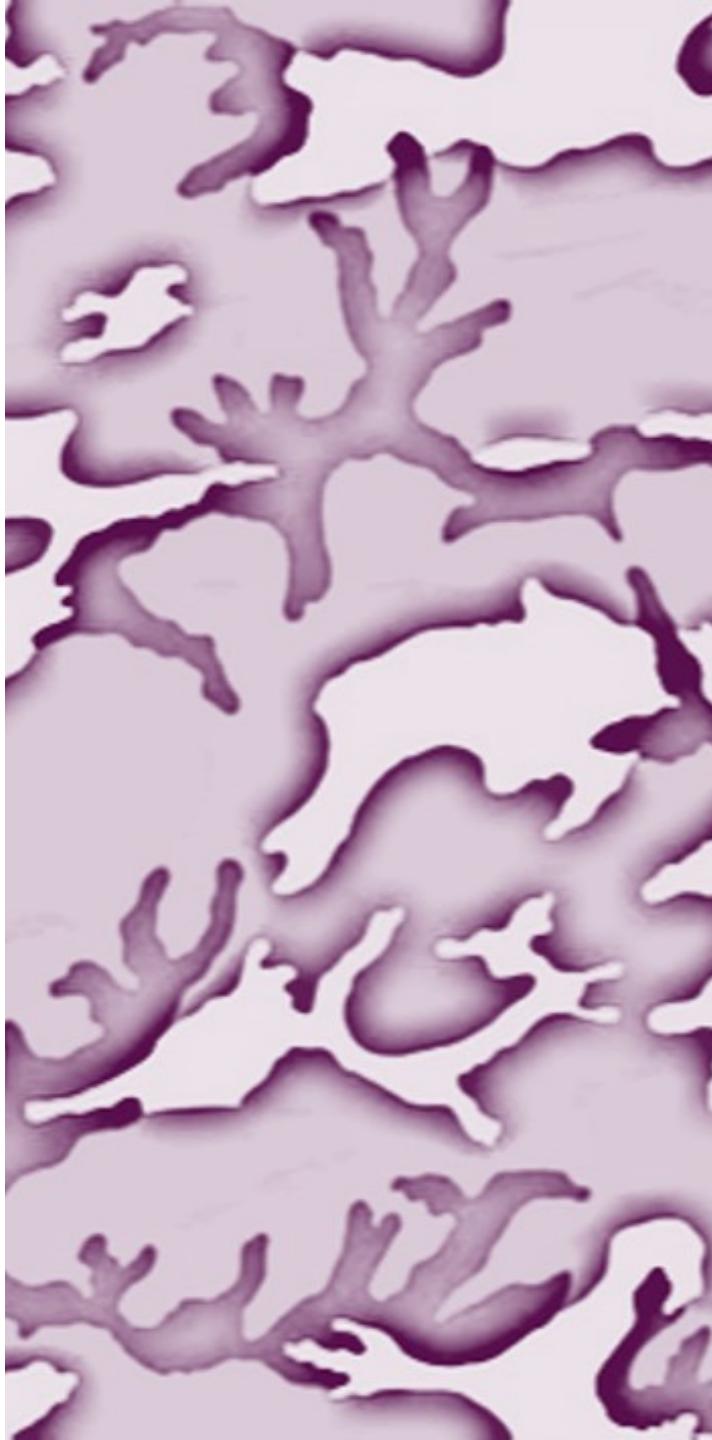
**Applying DevOps by the book
doesn't feel effective**



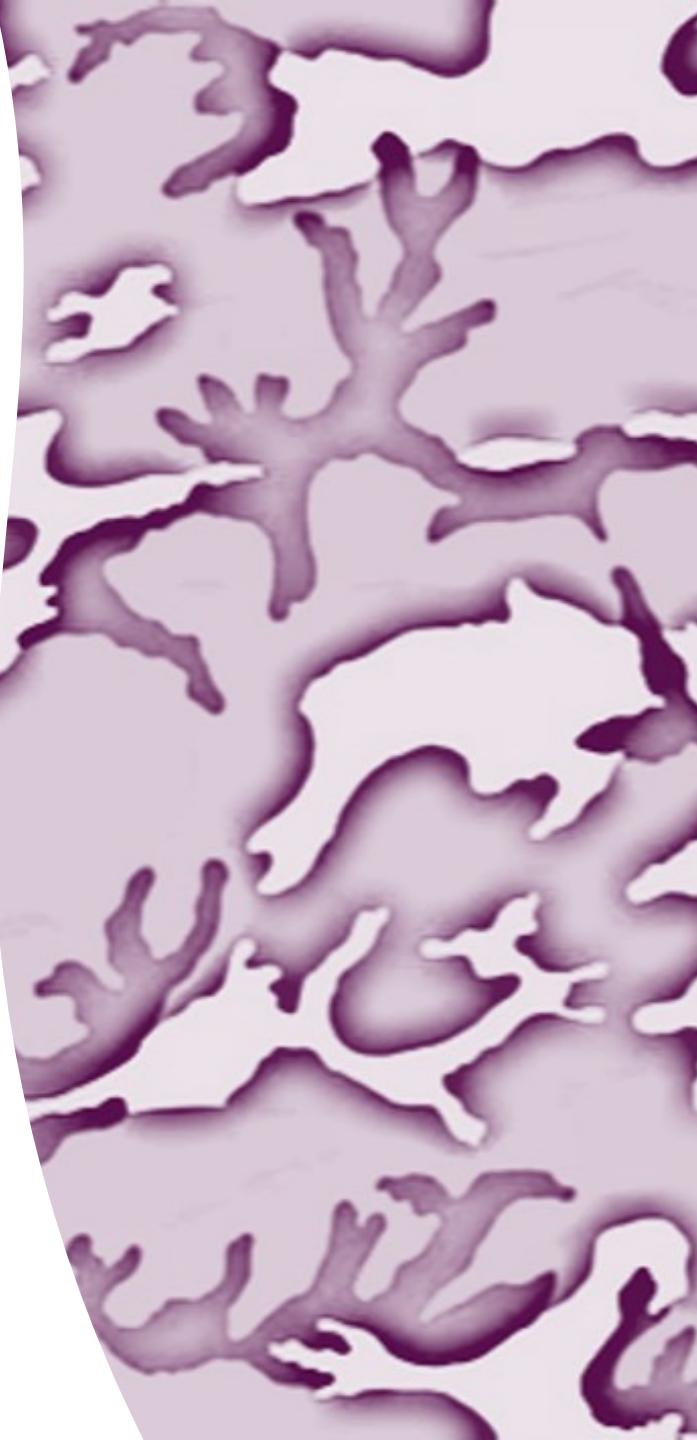
Losing great employees



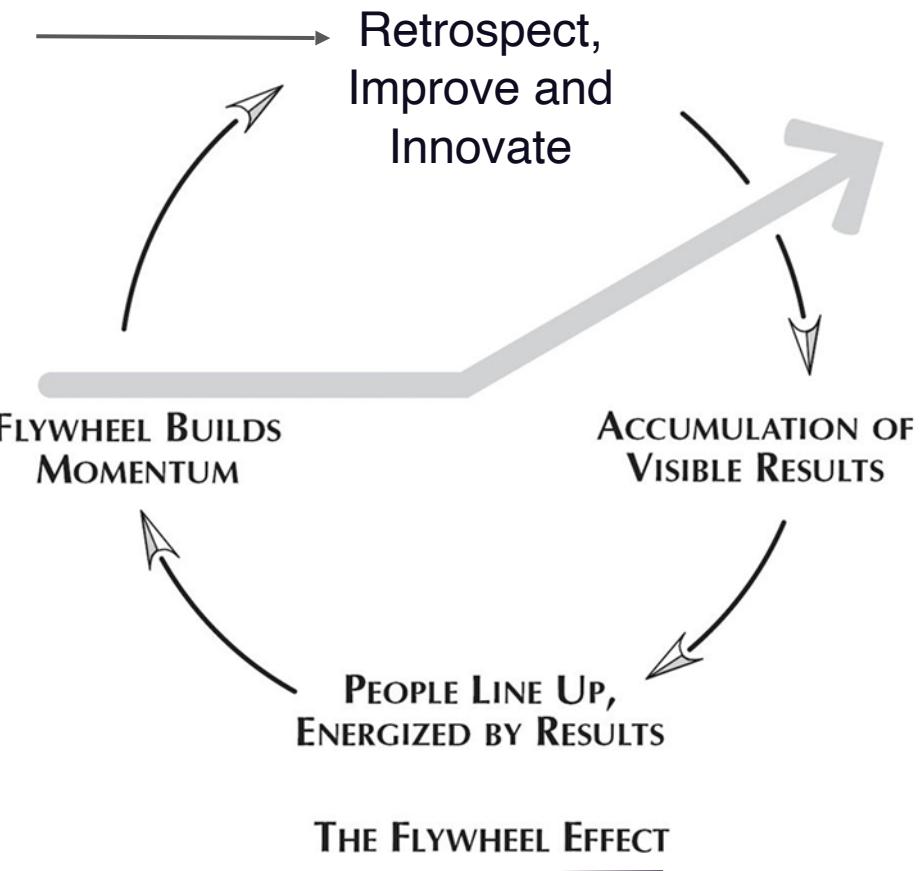
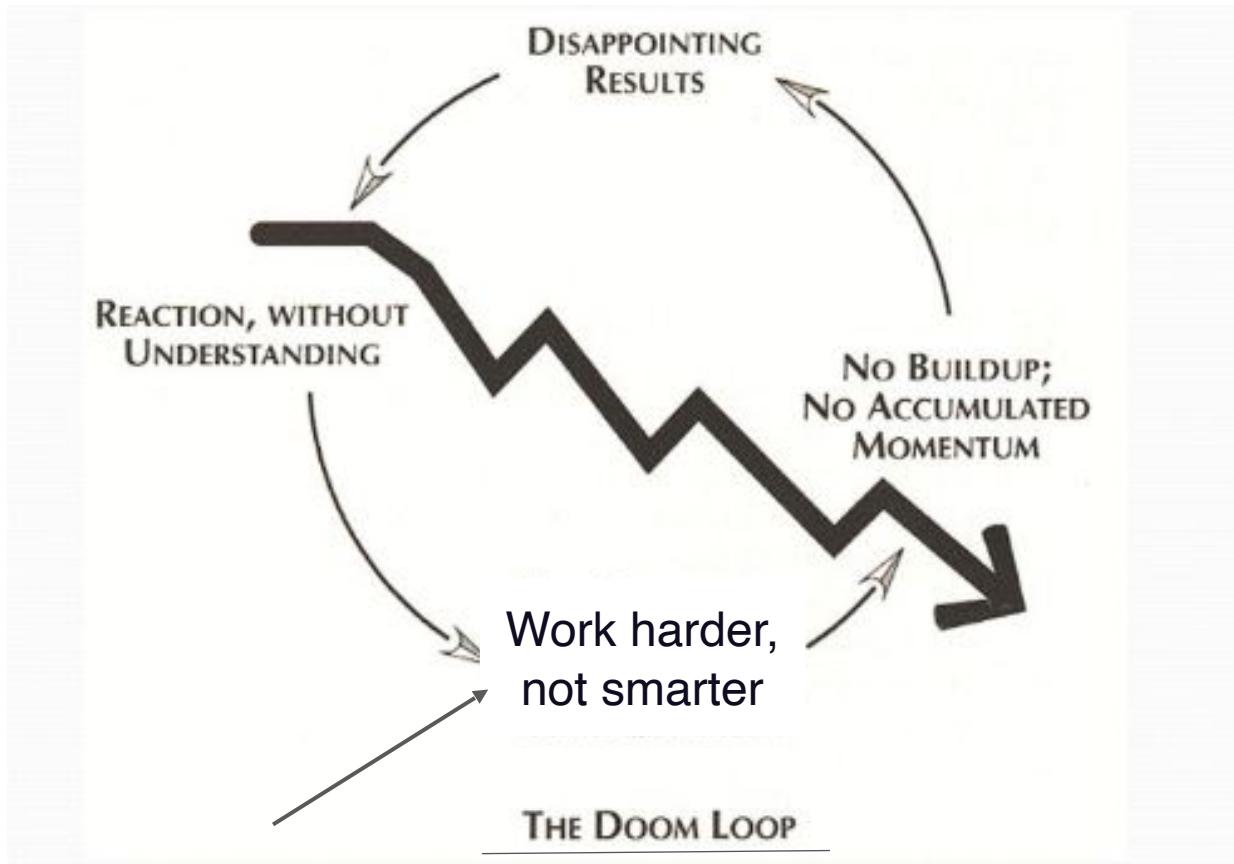
**Multiple DevOps teams
living on their islands**



These were our trenches



Get out of the Doom Loop, start the Improvement Flywheel



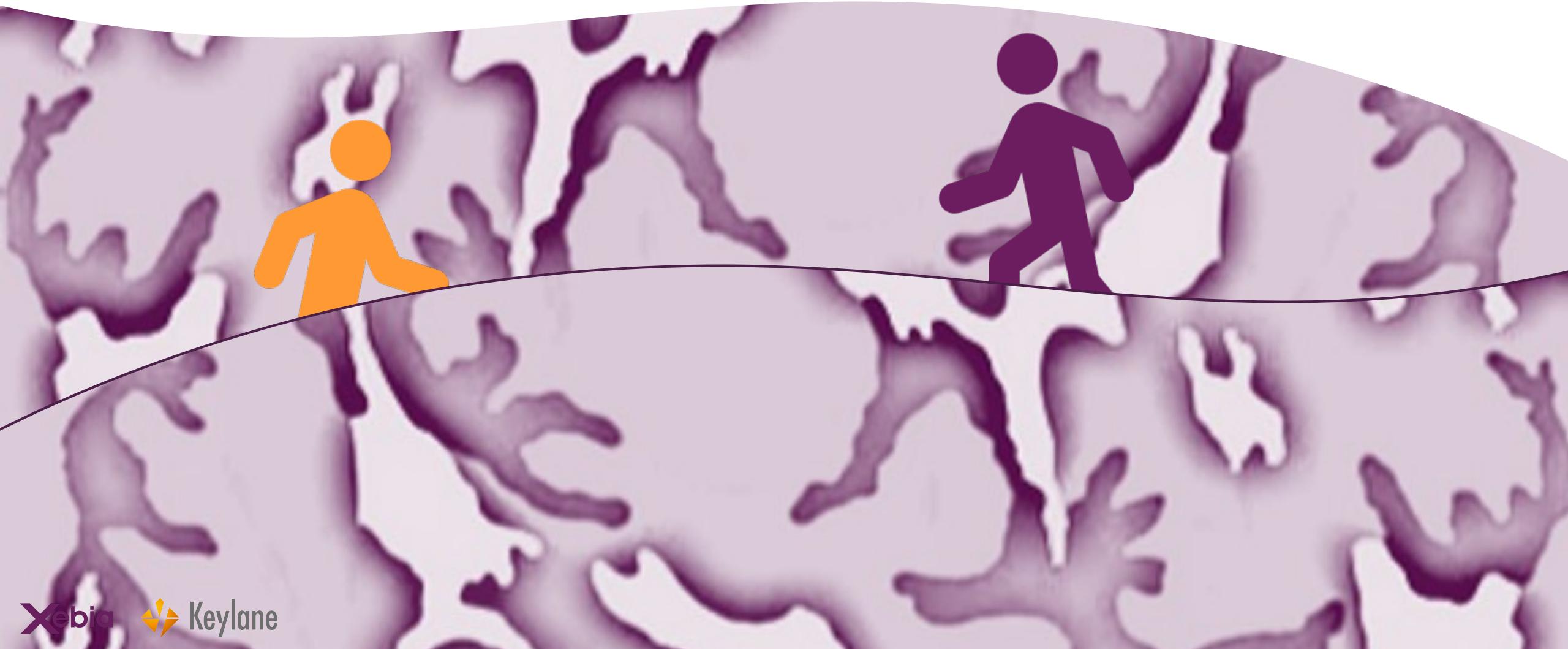
Source image | Jim Collins, good to great

Break the doom loop, get into the improvement flywheel, measure your success and share it, often !

Observable metrics and results with a year:

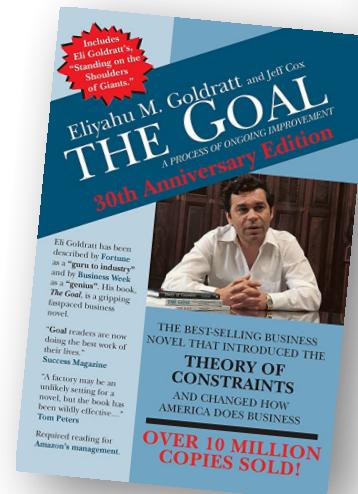
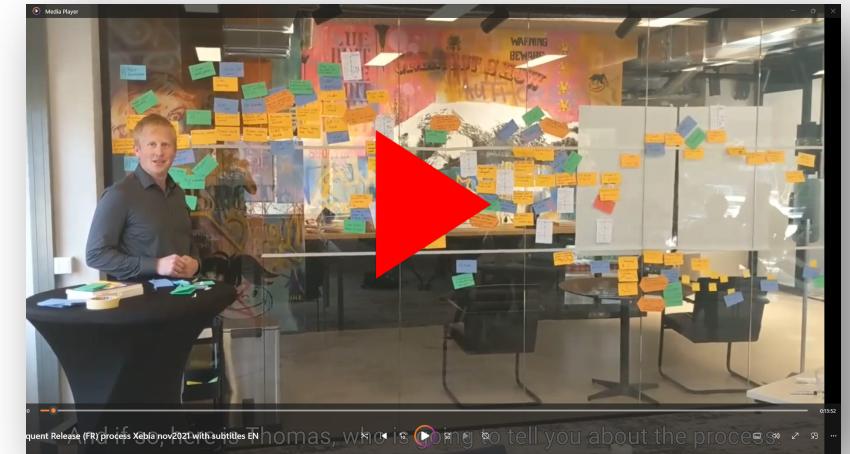
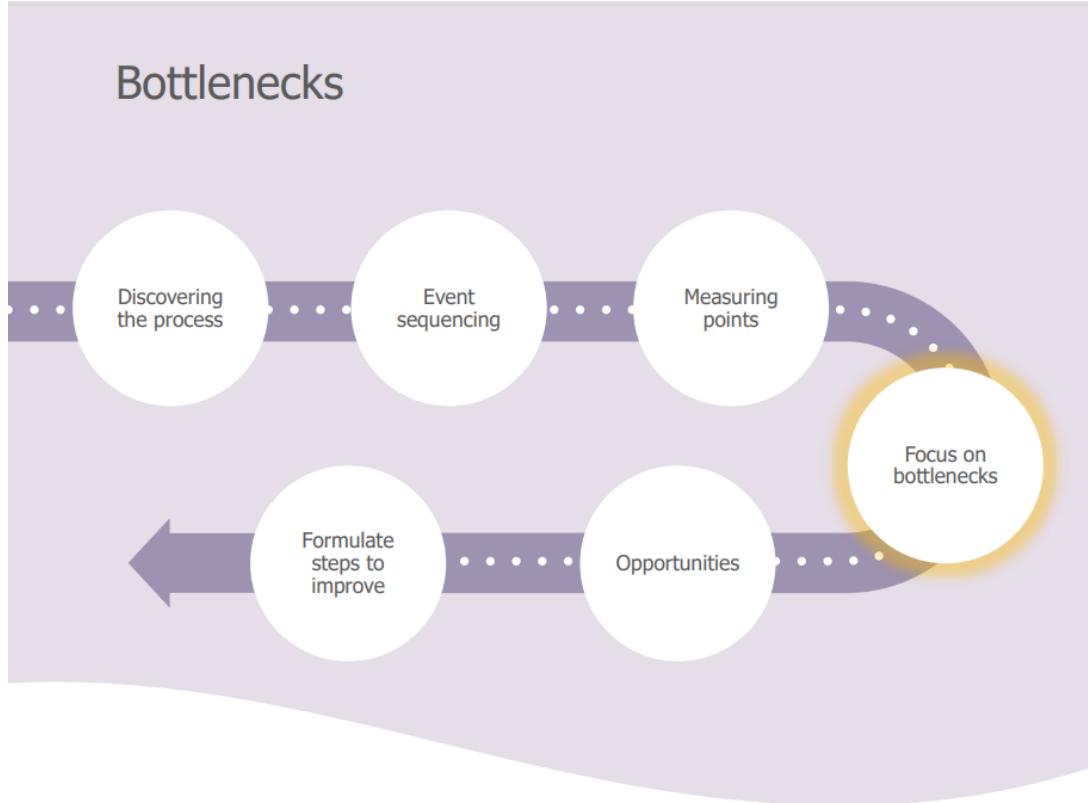
1. **Normal working hours**
2. **Improved Ticket Count**
3. **Lower attrition**
4. **Higher Employee Happiness**
5. **Better Customer NPS**

4 steps we took to get out of the trenches

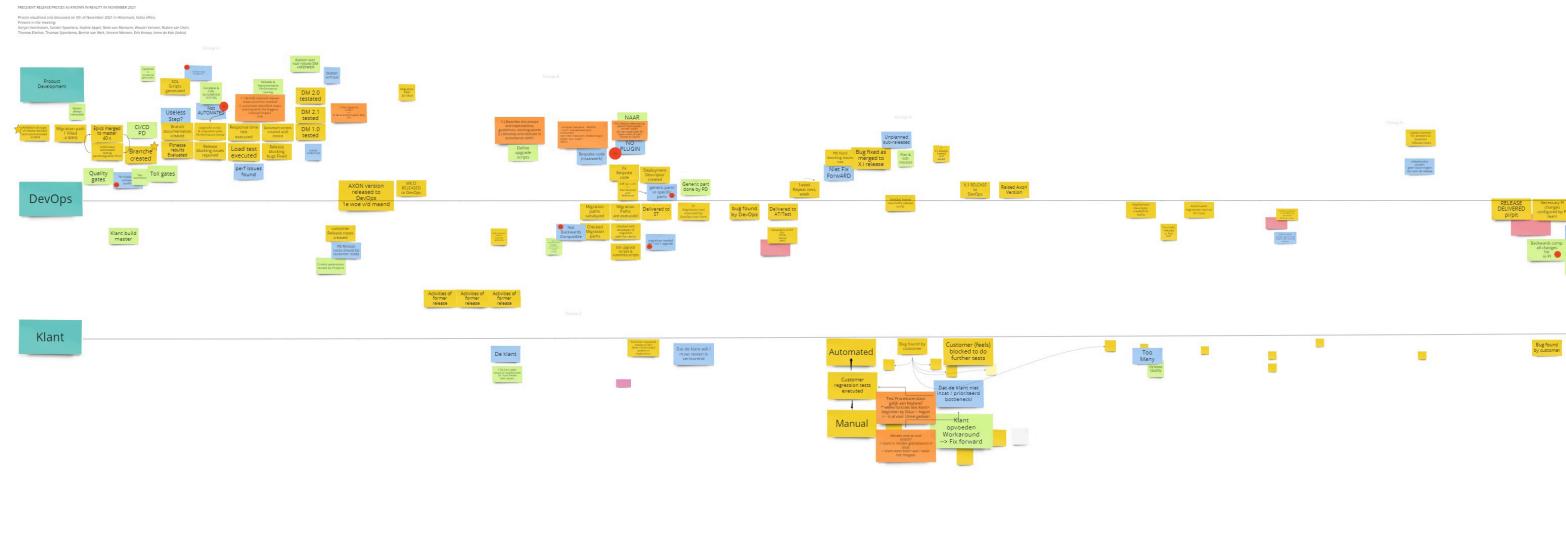


Step 1 in our War Plan

Mapping where the bottlenecks are



Getting perspective of all steps of the release process



→ choose focus
→ propose solution directions



Step 2 in our War Plan

Create and Foster a Psychological Safe environment



Nurturing Safety !

Our mantra's



Trust over
control

Dare to ask
Dare to give

Errors are OK
yet not two times
the same

DO something
with the outcomes
of the Retrospective

Start pulling
the car 
instead of hanging
behind (complain)

Share diagnose
of the problem
yet leave enough
solution space

If people complain
What did
you do?

मन्त्र
Mantra

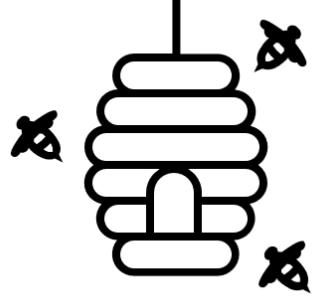
Pronounced "MUHN-truh"
NOUN

1. A tool used to focus the mind.
2. Sacred utterance.
3. A word or phrase used in a repetitive manner.



1 minute

Share with your neighbor:
**What are your mantra's
which nurture psychological safety**



Step 3 in our War Plan

Create breeding places for Improvements (ignition)

Retrospectives



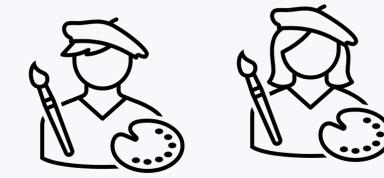
1,5 hour
each month

Focused
bottleneck
mitigation
workshops

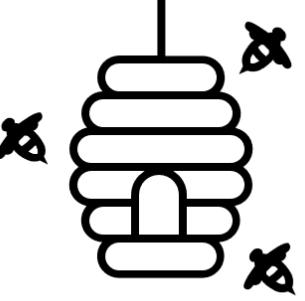


4 hours

Guilds



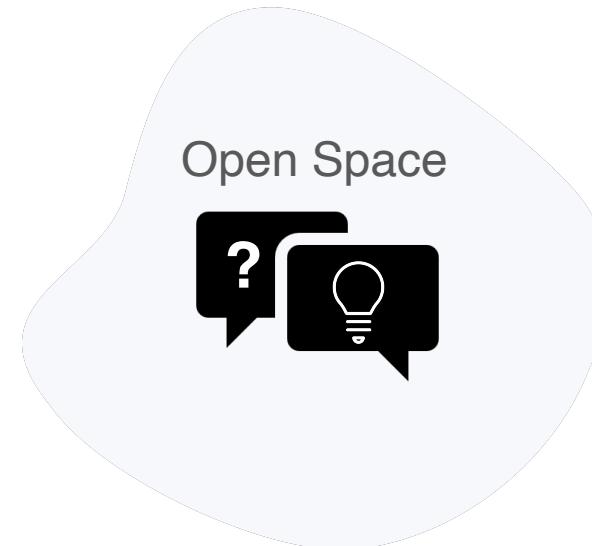
3 hours
4 times a year



Step 4 in our War Plan

Create breeding places for Innovation: Open Spaces

**Cross Functional
Cross Team
Cross Departments**

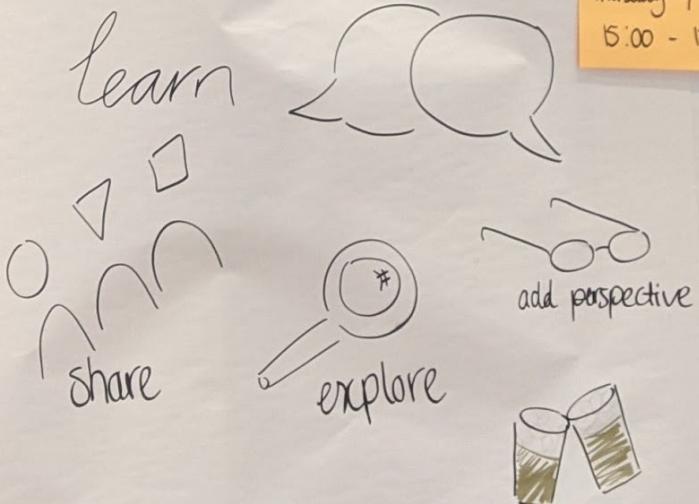


3 office hours
3 to 4 times a year

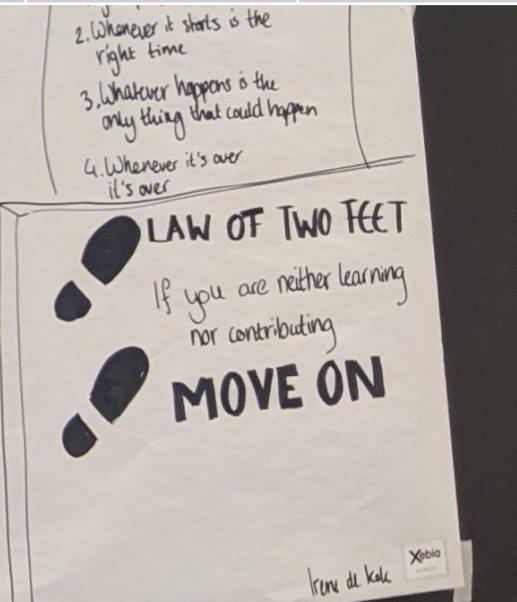
Welcome at the OPEN SPACE



here
Thursday 7th July
15:00 - 17:00



	Near stairs	Long table	Tree table	Bar	Kitchen
Session 1	Problem A	Subject B	Technology C	Idea	Challenge E
Session 2	Subject F	Problem G	Challenge I	Subject J	Idea K
Session 3	Idea L	Dilemma M	Idea N	Problem O	Shredder committee



Open Spaces

- People from different departments can (should) join: Everyone is welcome !
- Any issue is ok !
- People choose what to talk about (or not)
- Share insights at the end

The term Open Space is first mentioned by [Harrison Owen](#), but used and shared in various forms like done by [OpenSpace.org](#)

Open challenge(s)

Goldplating

Overdocumenting

Seniors are still too much in the lead

Start innovating

Summary / Closing



Is it rocket Science ? **NO**

But most people forget to do it !

Our advice: JUST DO IT, TRY IT !

Thank you all so much for listening!

Watch or Read more about the Keylane story

<https://customers.xebia.com/devops-reboot-secures-keylanes-customer-and-employee-satisfaction>



Customer Story

DevOps Reboot Secures Keylane's Customer and Employee Satisfaction

Dutch insurance and pension SaaS provider Keylane revives DevOps and Kanban practices and significantly reduces the number of outstanding tickets and their turnaround time, resulting in happier customers and employees.



Mission

> Authority

Values

- > People First
- > Sharing Knowledge
- > Quality Without Compromise
- > Customer Intimacy

Business Principles

- > Responsibility
- > Entrepreneurship and Innovation
- > Sense of Urgency
- > Results

Purpose

We create digital leaders and build resilient organizations at any scale. Our passion for people, technology and sharing knowledge makes us uniquely qualified to do so.

Facts

Founded: 2001

People: 5000 +

Offices: Americas, Europe, India, APAC, Middle East



Creating Digital Leaders

Transformation**Data and AI****Cloud Solutions****Software Technology****Low Code****Microsoft Solutions**

Program Management

Agile Consulting and Transformation

Architecture Consulting

Organization (DevOps and SRE)

Strategy and Solutions

Data Science Data Engineering

Insights

Managed Services

Strategy, Migration and Transformation

Architecture, Engineering and Security

Cloud Health and Cost Optimization

Cloud Managed Services

Software Platform and Solutions

Functional Programming

New Product Strategy and Development

Quality Engineering and Improvement

Managed Services

Low Code Platform Consulting

Low Code Implementations

Standard Low Code Components

Azure Cloud Migration and Transformations

DevOps and Managed Services

Cloud Native Software Development

Application Modernization

Internet of Things

Technology Alliances and Solution components

Industry Alliances and Solutions

Academy

This is Keylane

Keylane is a leading European supplier of robust, highly configurable, and customer-centric SaaS platforms to the insurance and pension industry.

Keylane offers SaaS solutions that optimize today's business processes and unburden and empower companies to be future-fit and agile. With a proven track record in successful implementations, Keylane's dedicated experts, supported by capable partners, work to deliver an ecosystem of emerging technologies that enable its clients to deliver innovative services and products.

Headquartered in Utrecht in the Netherlands, Keylane employs over 675 people and delivers services to over 225 insurance and pension companies across the Netherlands, Belgium, Germany, Denmark, Norway, Switzerland, and the Netherlands Antilles.



www.keylane.com

