

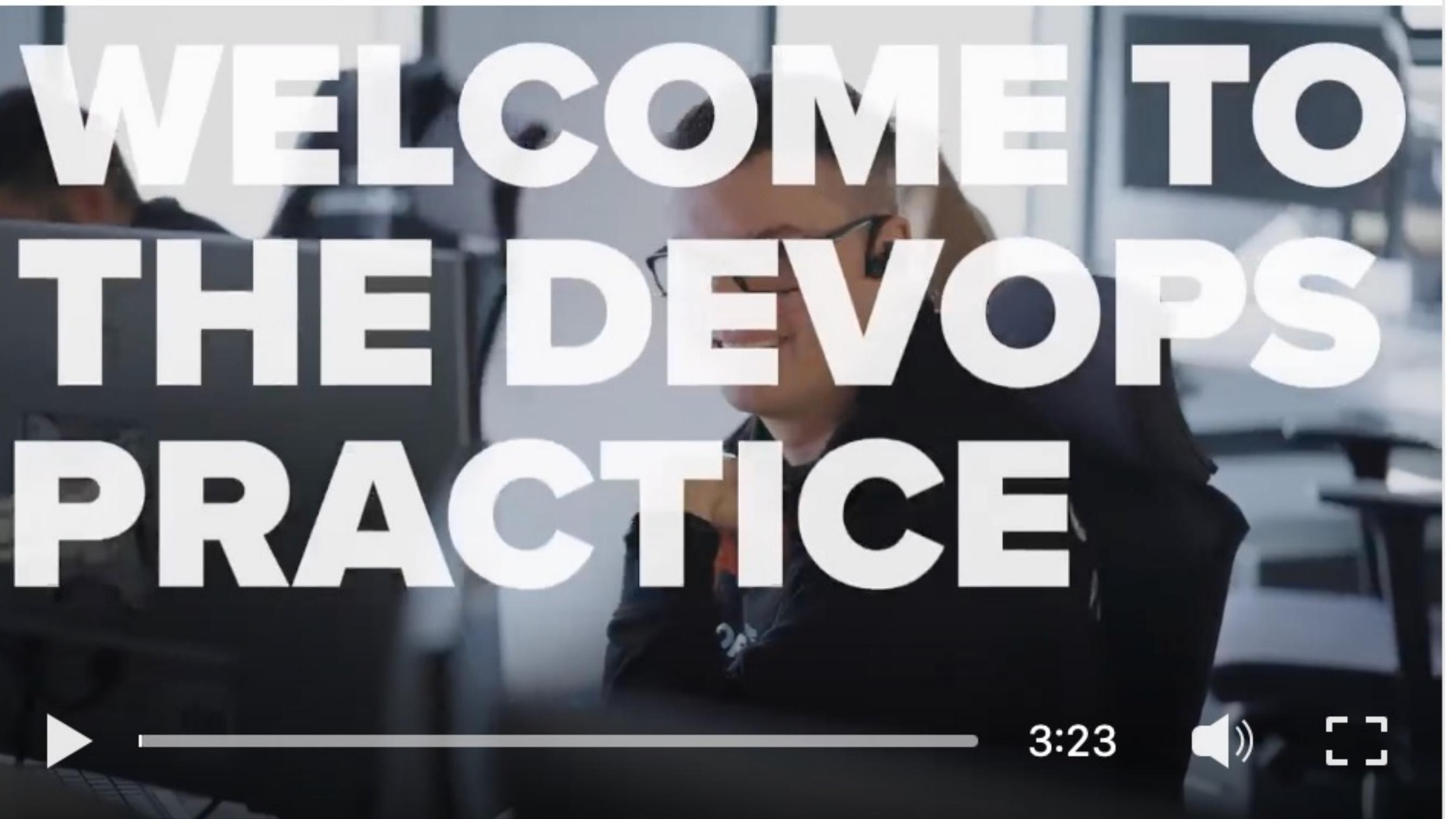
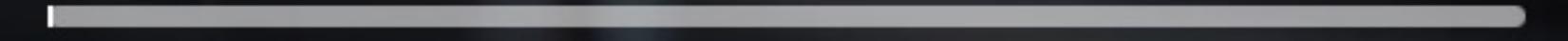
DEVOPS PRACTICE

Growing future Tech Leaders...
A story of 0 to 100 DevOps Continuous
Learning Org



Łukasz Niedzwiedzki

WELCOME TO THE DEVOPS PRACTICE

A black and white photograph of a person from the chest up. They are wearing dark-rimmed glasses and a dark, possibly black, hoodie. Their hands are visible, resting on a laptop keyboard. The background is slightly blurred, suggesting an office or workshop environment.

3:23



WHO ARE WE?

softserve

MERITOOCRACY



12,000+

associates worldwide

30 YEARS

across multiple industries

20,000+

projects for customers

80 NPS

industry benchmark—41

98%

customer retention



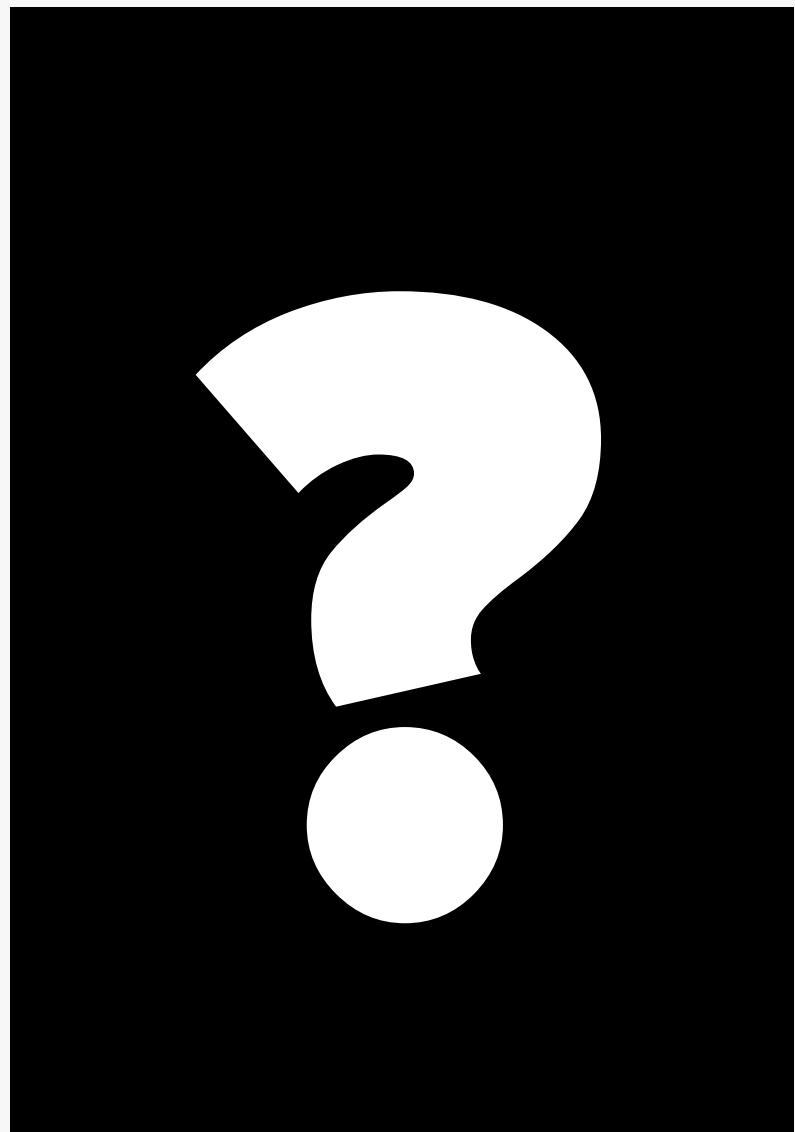
SOLUTIONS

IT Advisory, Software Architecture and Development, RPA, Performance Testing, and other

RESEARCH & DEVELOPMENT

Technology Incubation, PoC Engineering, Emotional intelligence, R&D Innovation, Feasibility Study, R&D as a Service, Deep Tech Research, Advanced AI, Tech Commercialization

MERITOCRACY?



MY DEFINITION:

An organization where data driven
results matter...

... not politics.



**YOU HAVE A PLAN
AND KNOW HOW
TO IMPLEMENT?**

COME AND SHOW US!



THE CHALLENGE...
2022

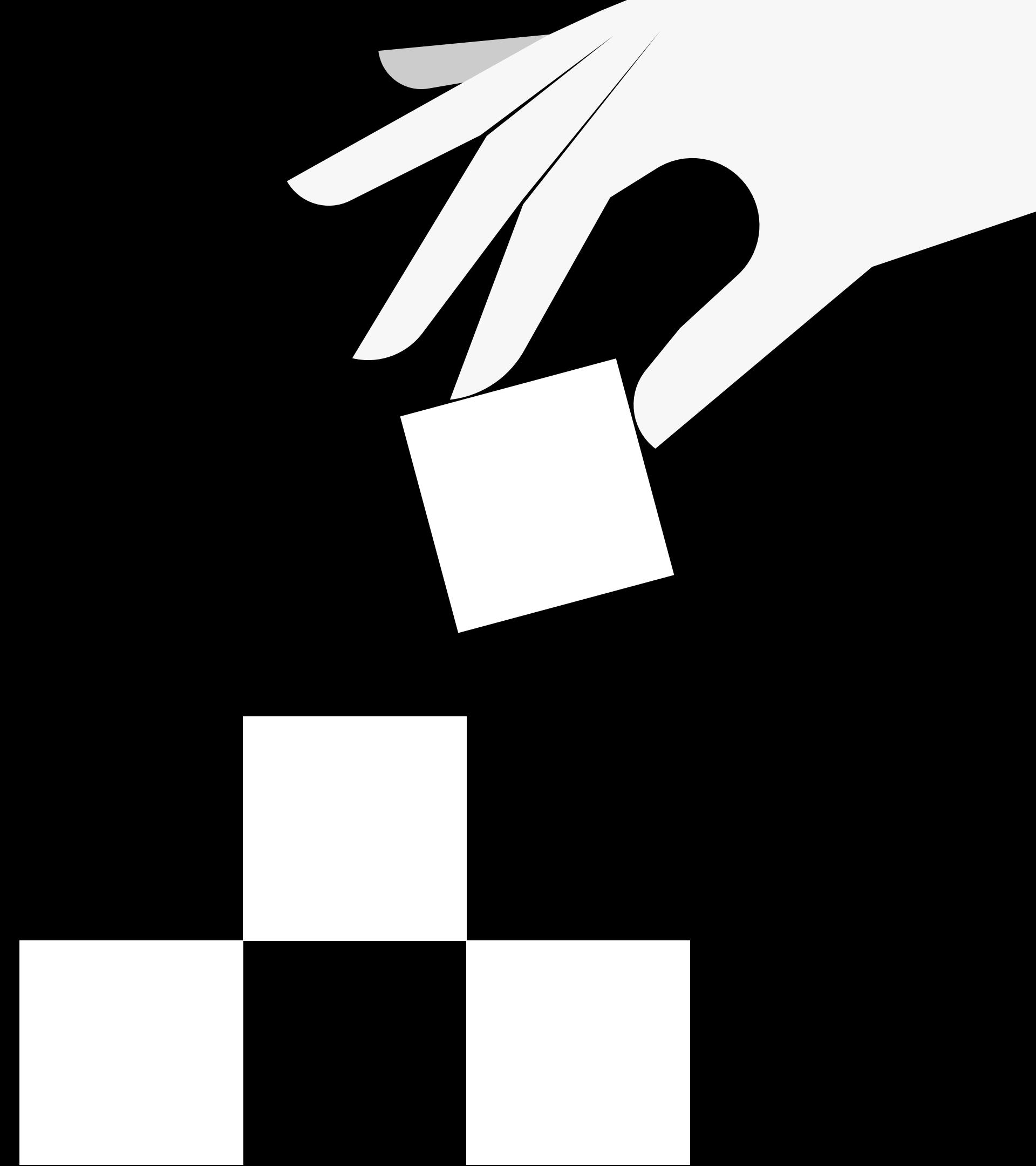


**FIGHT
FOR TALENT...**

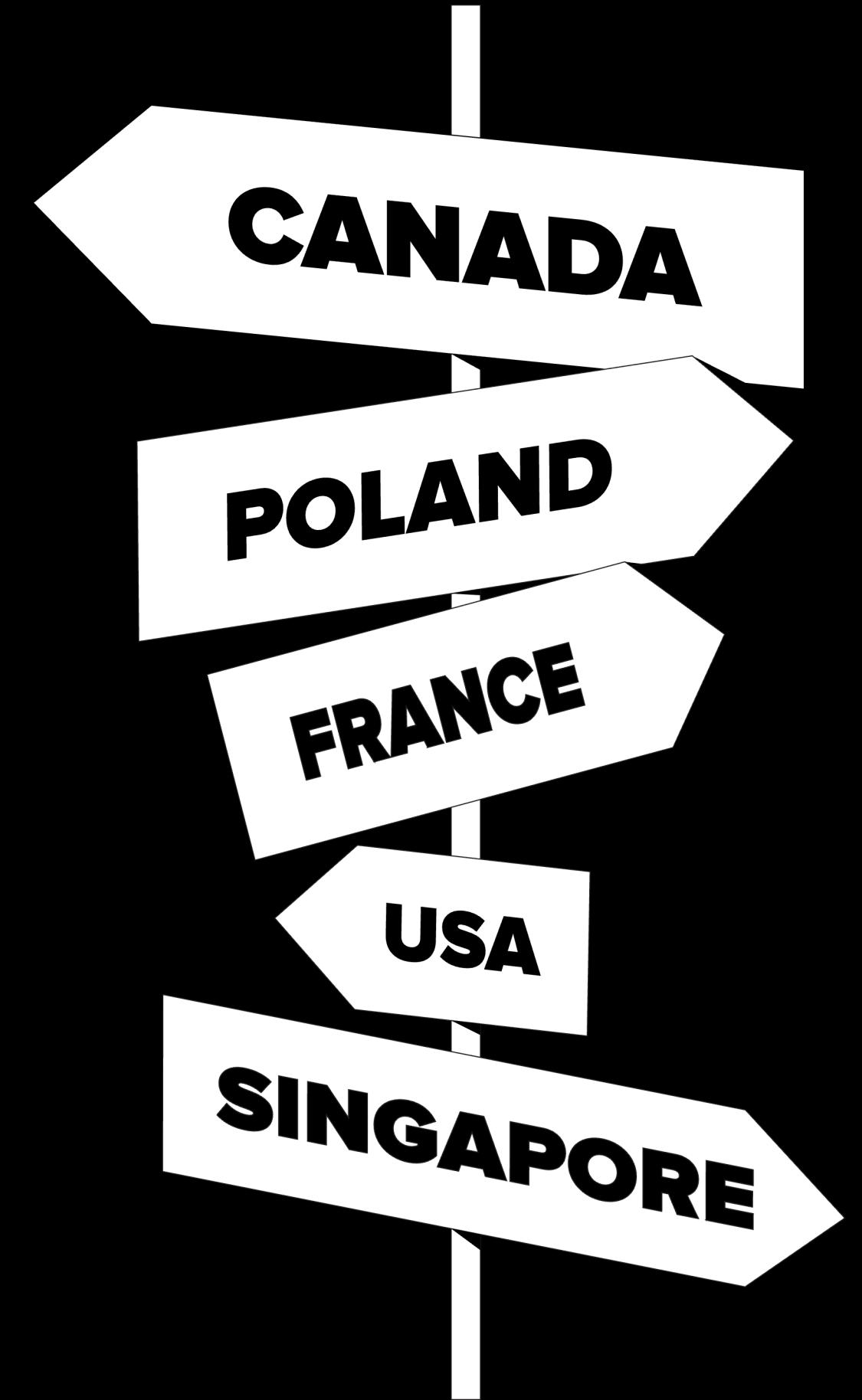


**LACK OF SKILLS
AND
EXPERIANCE...**

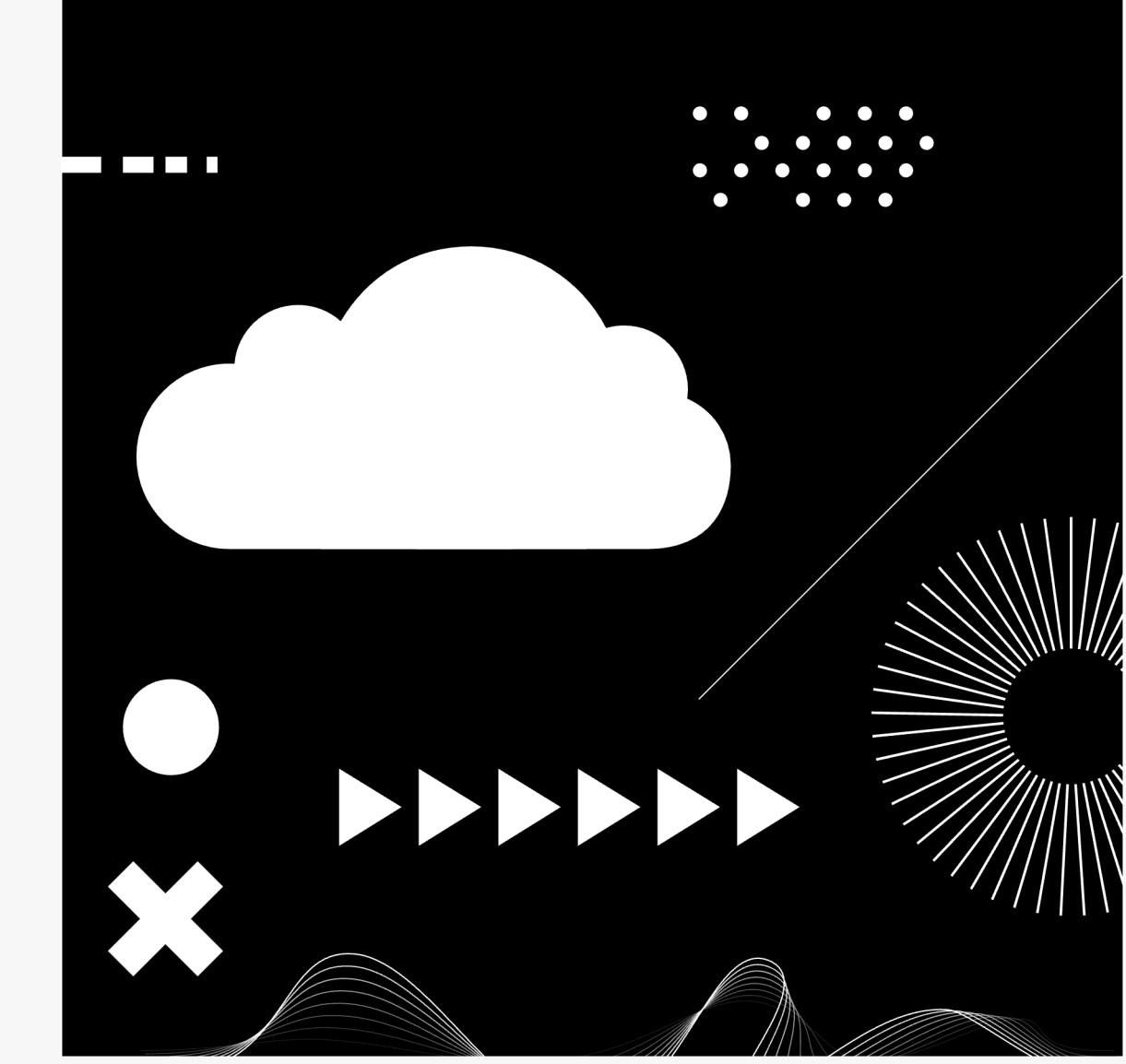
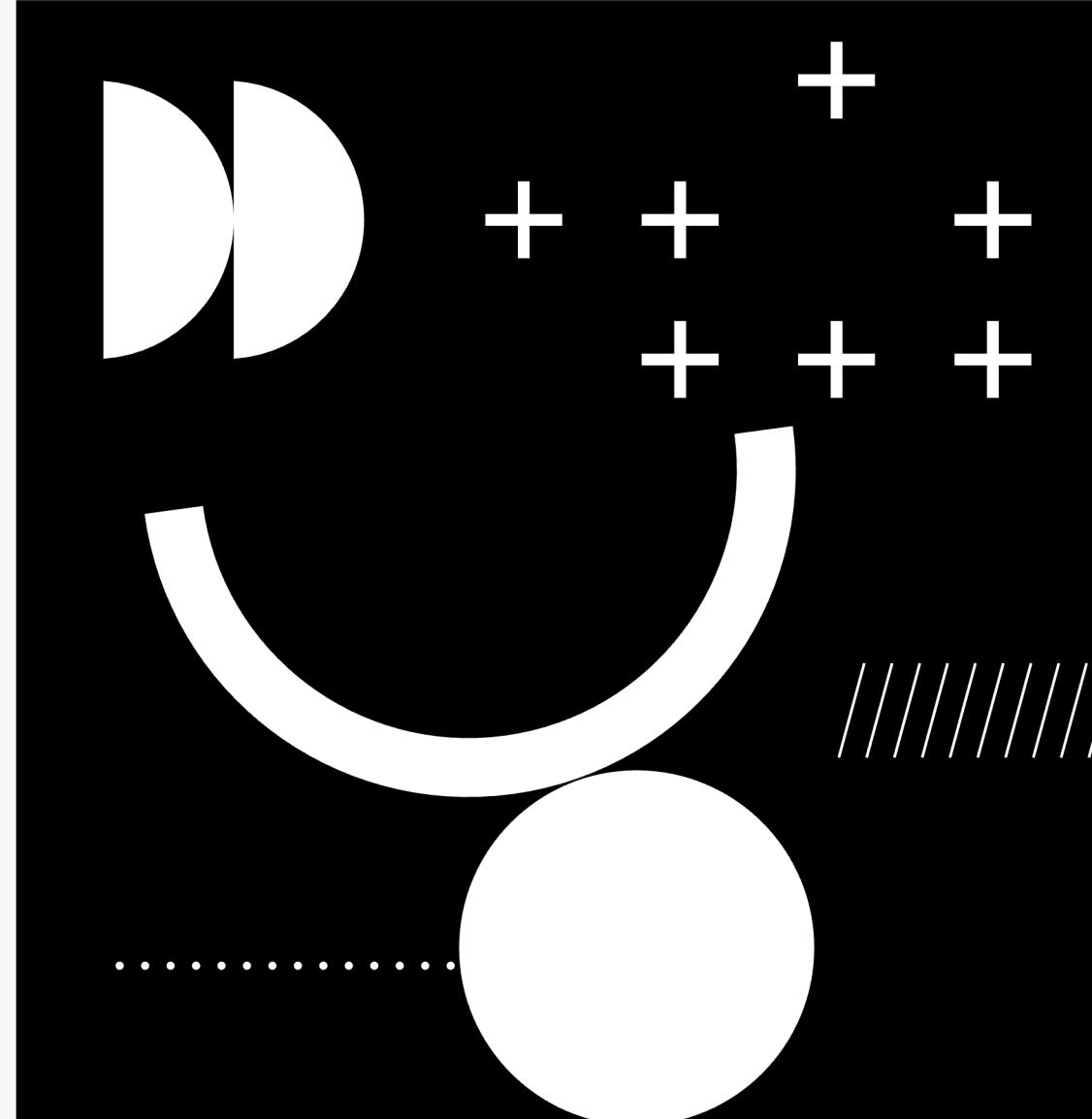
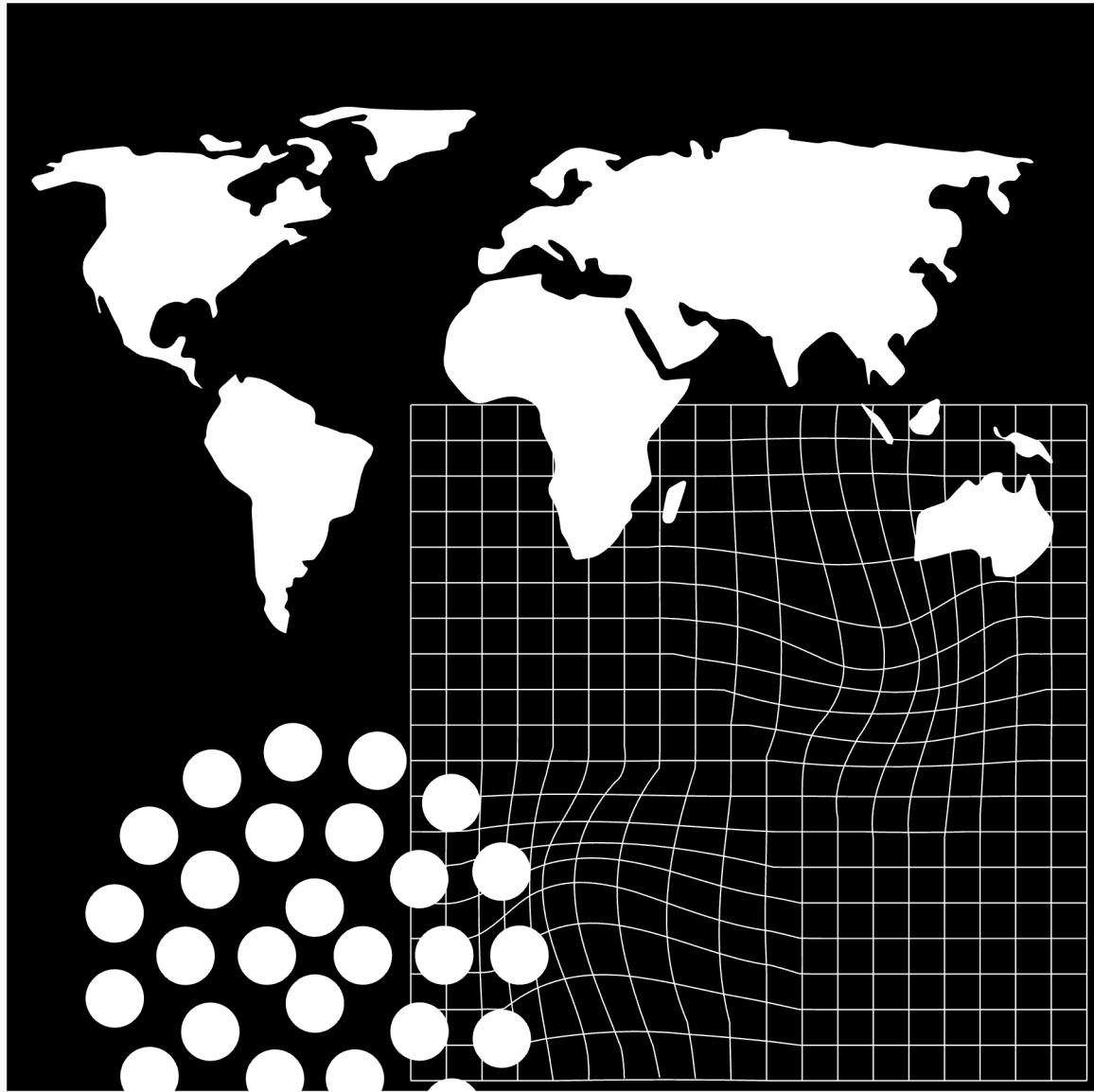
GLOBAL GROWTH...



CULTURE DIFFERENCES



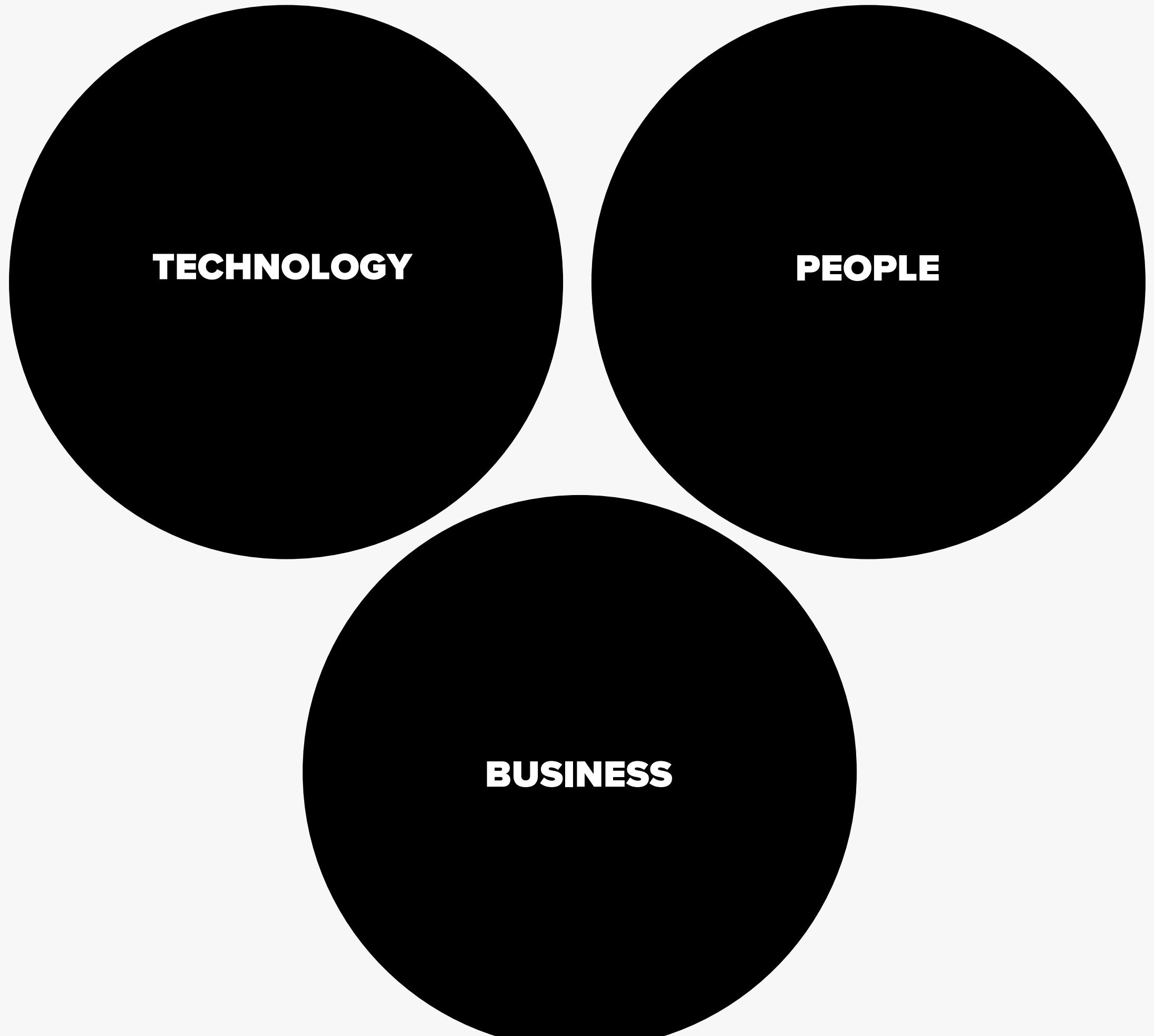
**WHAT
WE HAD...**



**GROWING CLIENT PORTFOLIO
VARIETY OF PROJECTS
(ENTERPRISE AND START-UPS)
GLOBAL PRESENCE**

**MERITOCRACY
MENTORING AND SUPPORT
TALENT SUCCESS LEADS
SOFTSERVE UNIVERSITY
30 YEARS OF EXP**

**CENTERS OF EXCELLENCE
TOP TALENT
CLOUD PARTNERSHIPS
PERFORMANCE REVIEW SYSTEM
UPSKILLING FRAMEWORK**

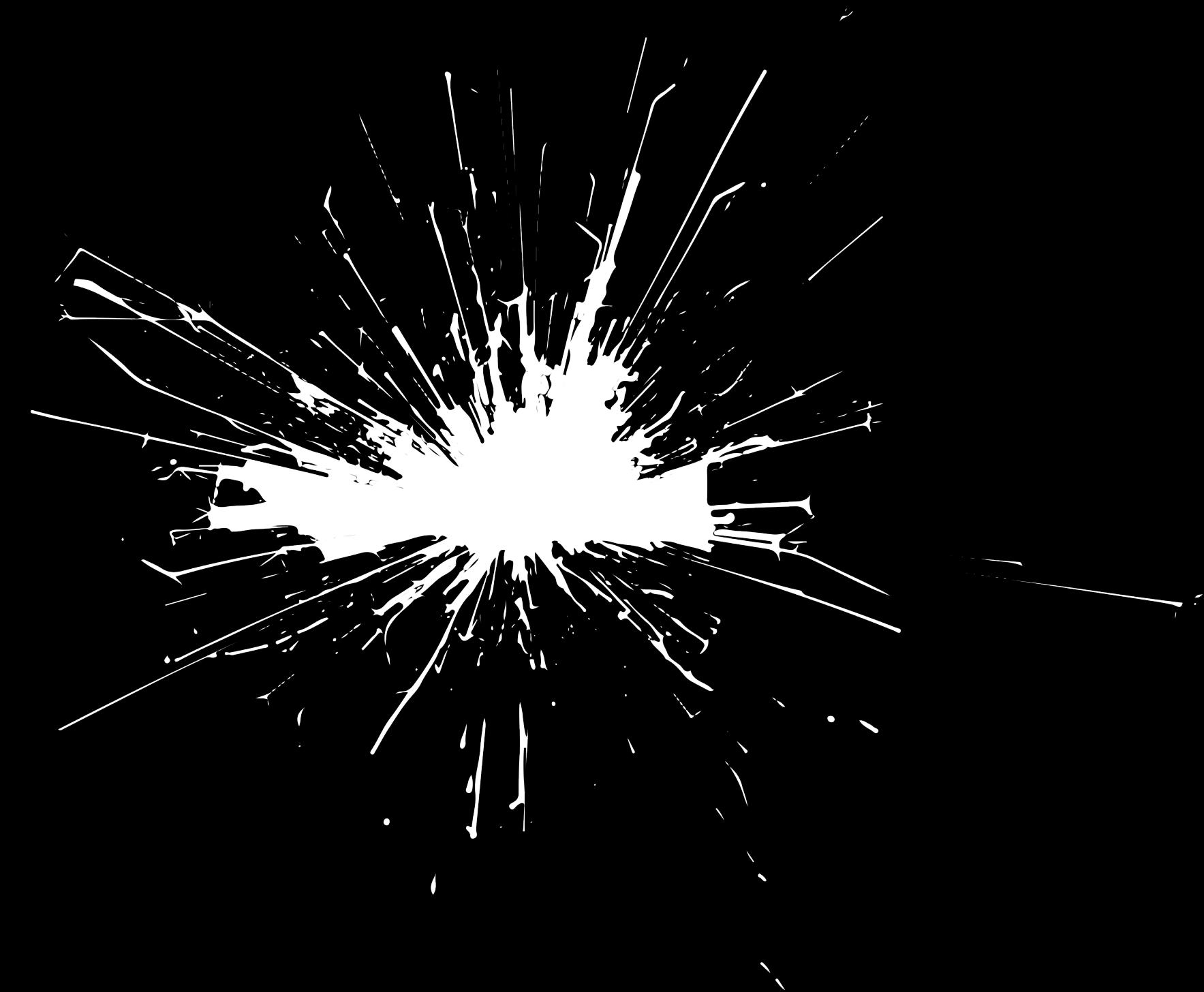


TECHNOLOGY

PEOPLE

BUSINESS

SPARK

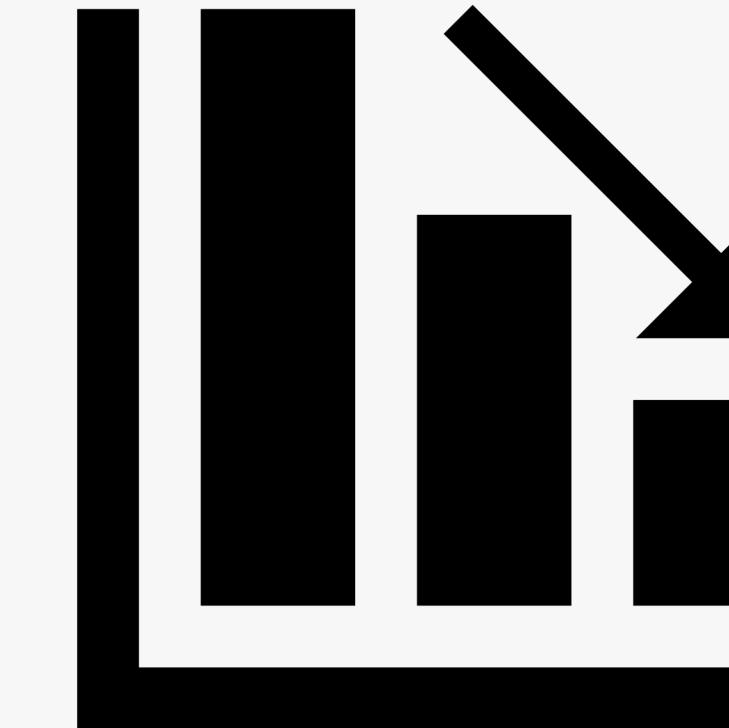


DANGER



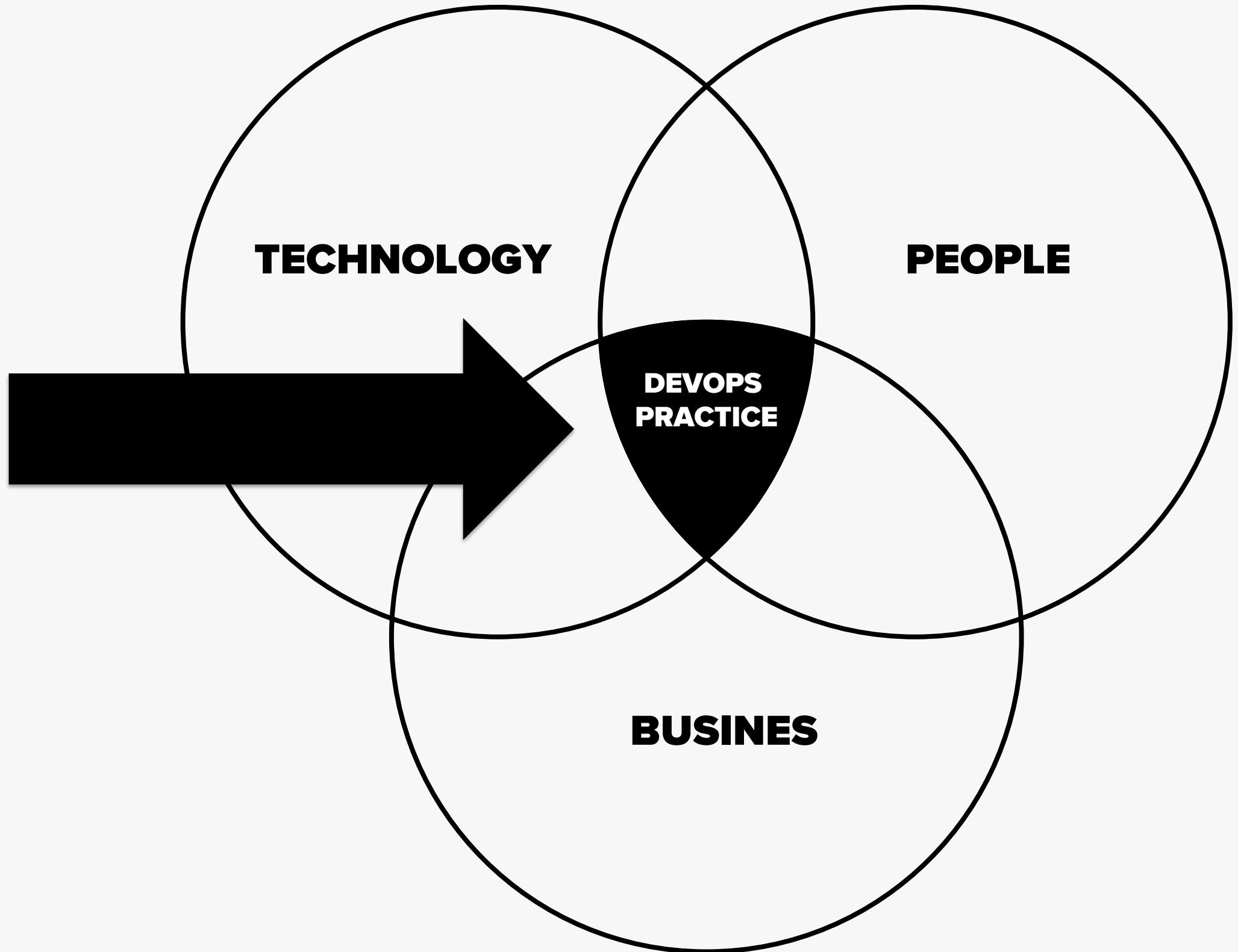
**UNSTABLE CLIFFS
KEEP CLEAR**

UNCERTAIN TIMES



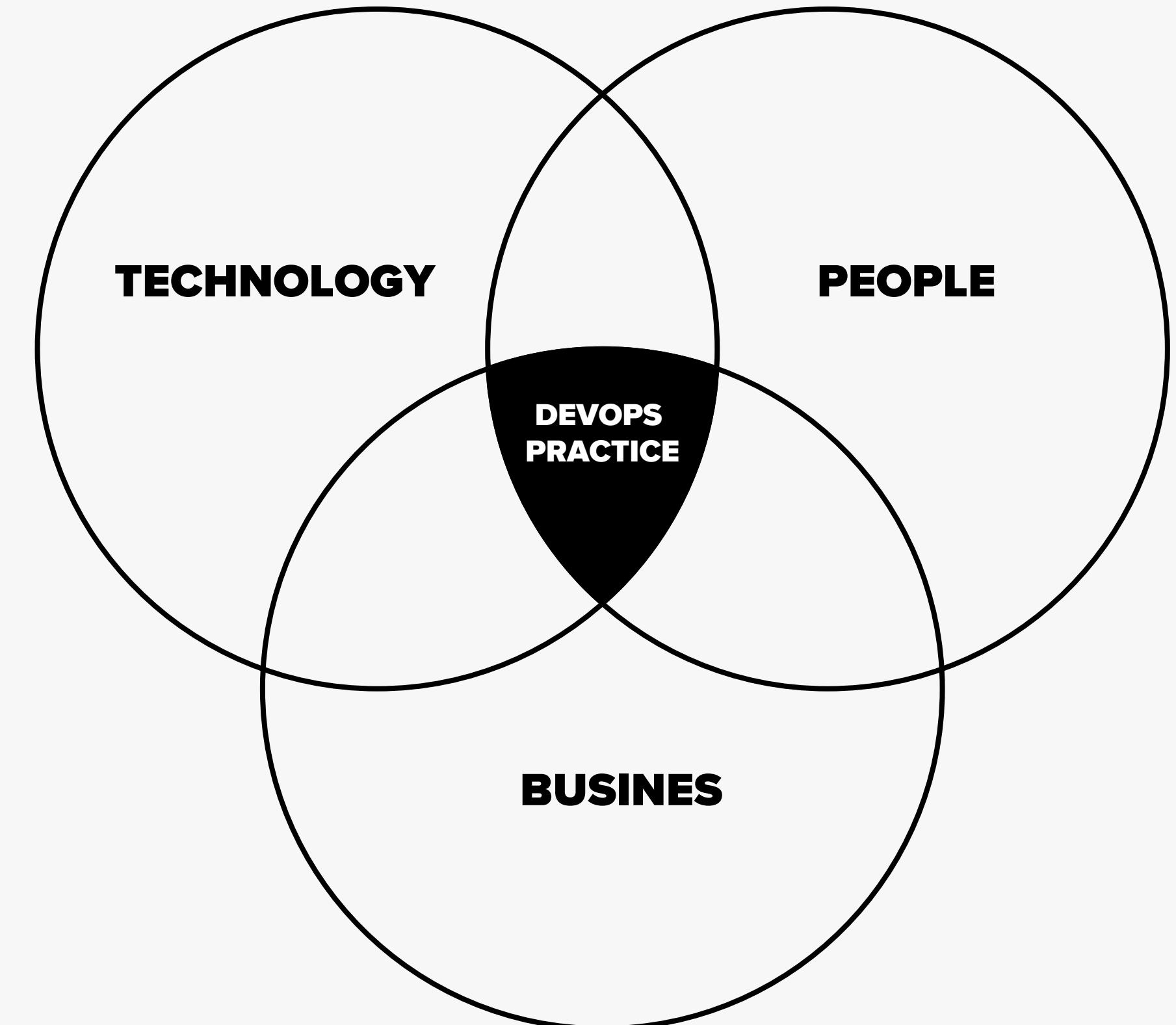
**FAILED
TRANSFORMATIONS**

OUR PRACTICE



OUR PRACTICE

- Own P&L
- Own Revenue/ Utilisation / eNPS / NPS KPIs
- Full people and technological responsibility
- New service models
- Cloud & DevOps competence center
- **Technological Leaders able to meet challenges of tomorrow**



**ROME WAS NOT
BUILT IN A DAY...**



PHASE 1 – POC

BUY-IN OF KEY STAKEHOLDERS



TEAM



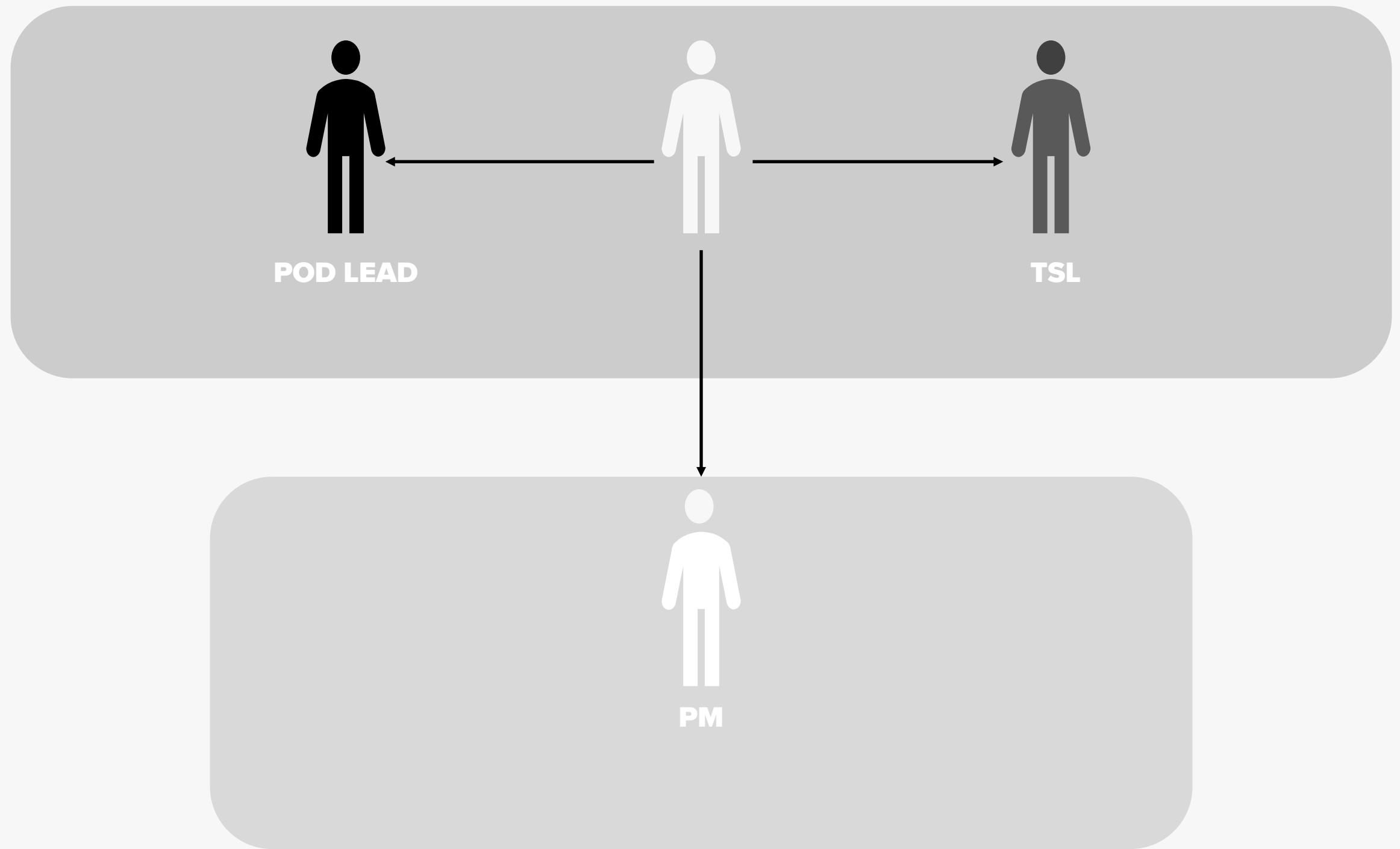
CREATE BUSINESS VALUE



PHASE 2 – SYNERGY / GROWTH / LEADERSHIP

1 DEVOPS PLATFORM

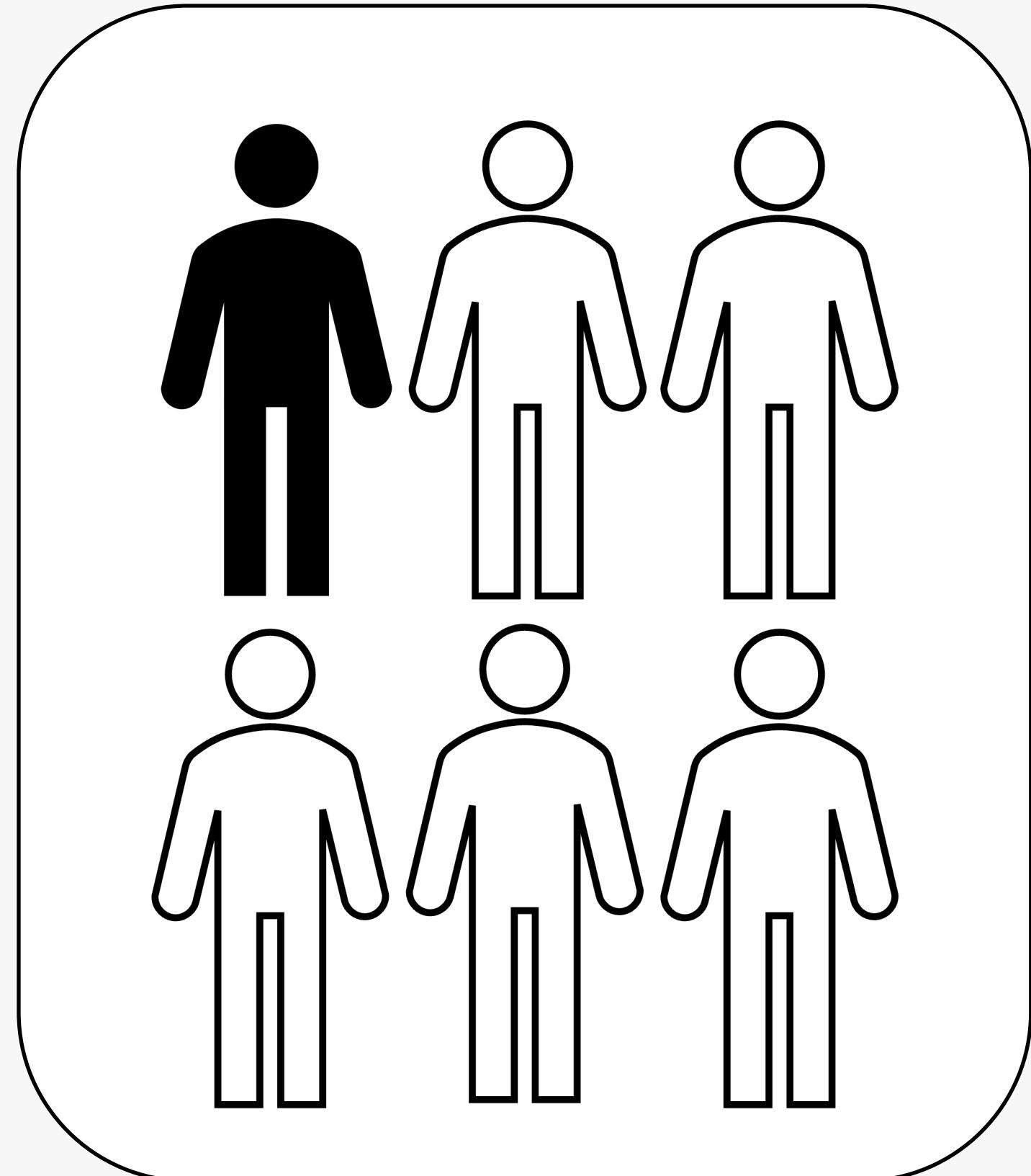
DEVOPS PRACTICE



PROJECT

PODs

- Consists between 3-10 People
- Tech Lead / Senior acting as POD lead
- Mix Of Expertise & Skillset
- Ideally should also group people in growth needs
- POD is Organizational UNIT



LEADERS



SUCCESS ALGORITHM



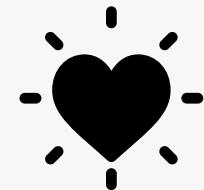
70%
MOTIVATION



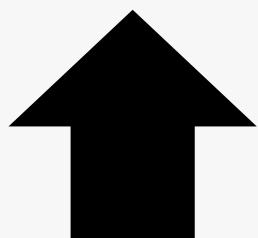
20%
PERSONAL RESPONSIBILITY



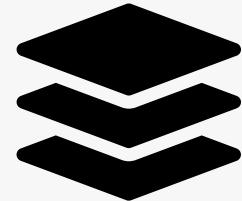
5%
TALENT



5%
LUCK



RULES AND BASICS



CLEAR CRITERIA FOR COOPERATION AND GROWTH

Career paths based on evidence and tasks
(measurable and available to all)



GOAL ORIENTED COOPERATION

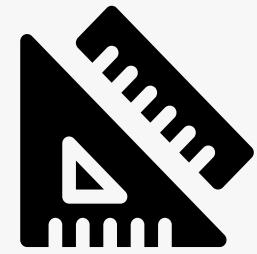
Based on 3 dimensions
(People/Technology/Business)



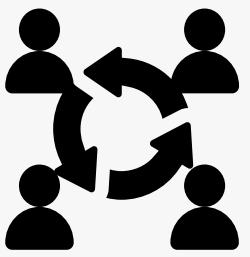
ACCOUNTABILITY

Leaders are present from recruitment and take full responsibility

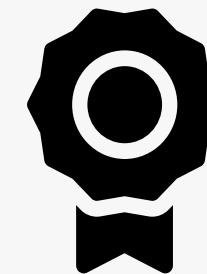
MINDSET



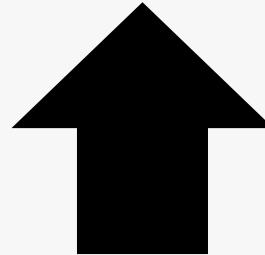
People over process
(simple but hard)



Agile mindset
not agile theory



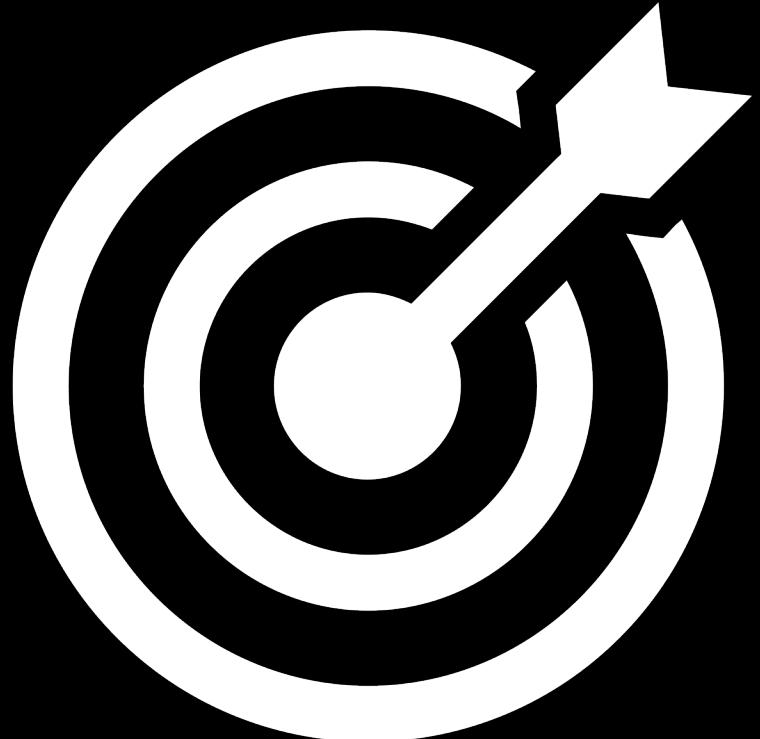
Empowerment



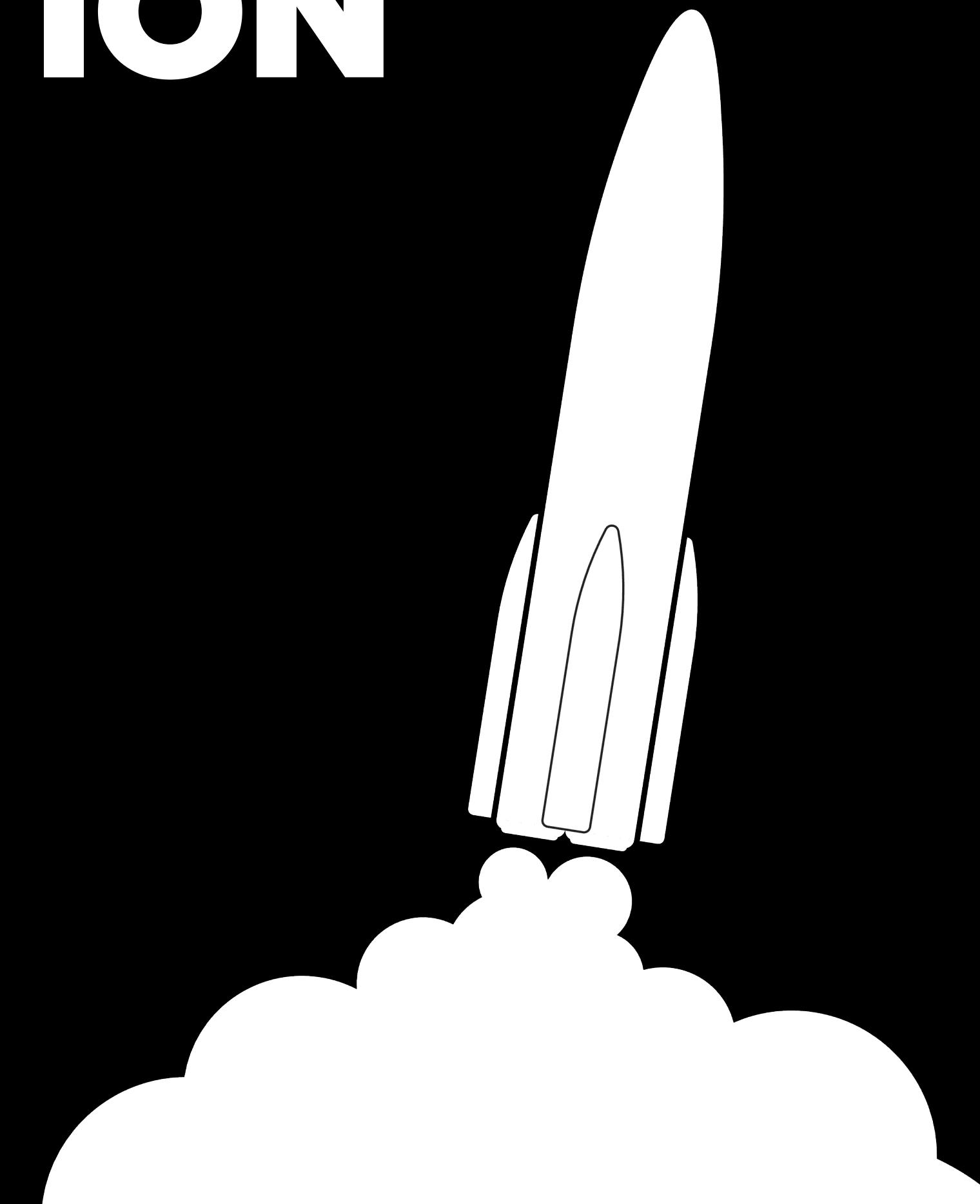
MENTORING

- All leaders get that option
- Dedicated session (1-2h each)
- Mentees decide when they are ready
- Film / Article / Experience – our materials

- Key areas:
 - Being a true leader
 - Innovation
 - Ecosystem
 - Authenticity
 - Succession
 - Culture differences
 - Value driven org



ACCELERATION



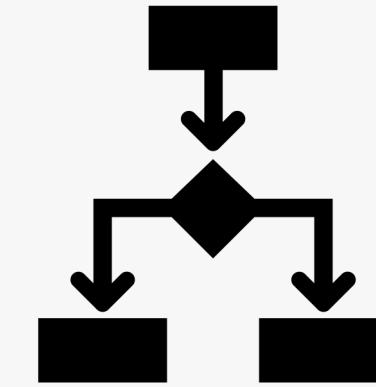
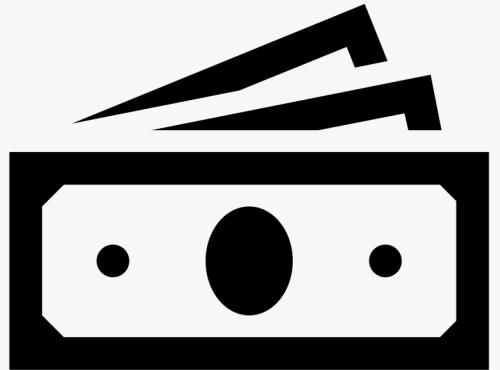
WE, THE DEVOPS PRACTICE...



RESULTS

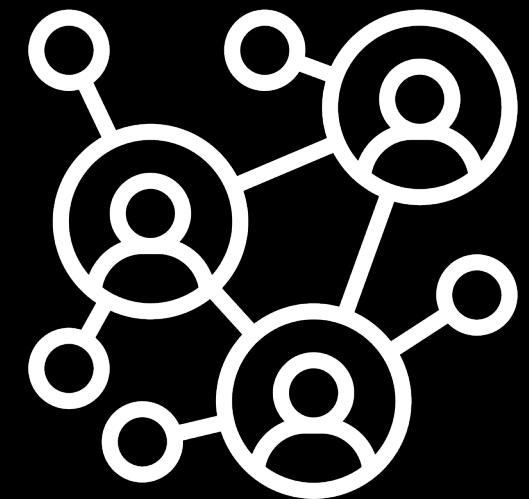
2022

BUSINESS



**~5M USD REVE 2022
2023 ~1M USD/ RUN RATE**

NEW SERVICE MODELS

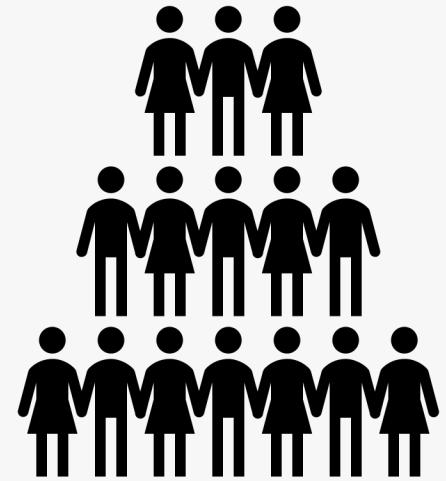


~34 CLIENTS/~76 PROJECTS



**GLOBAL MODEL
– EXPORTED TO ALL LOCATIONS**

PEOPLE



**~100 ENGINEERS
W DEVOPS PRACTICE**

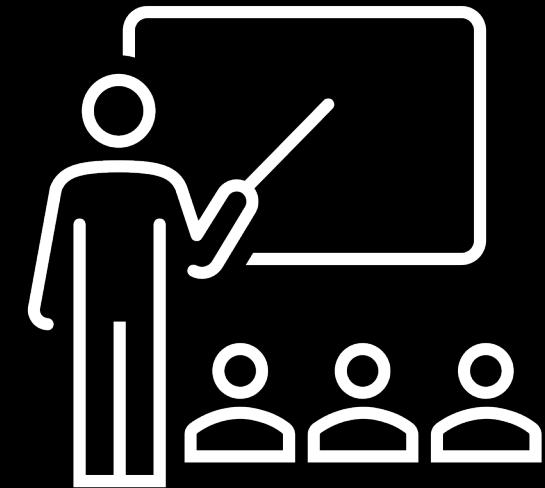


**LEADERSHIP TEAM
(~13 TECH/4 PEOPLE/4 BIZ)**

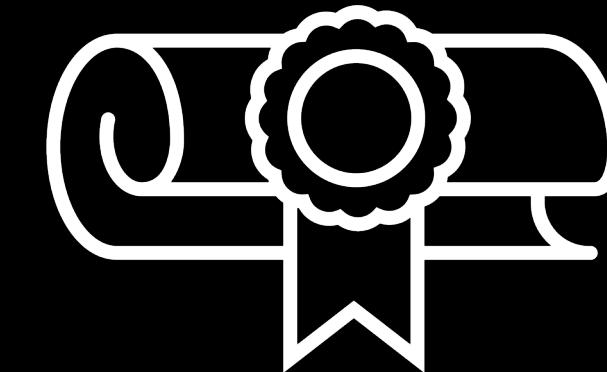


**84/100 (9,3/10)
ENPS**

TECHNOLOGY



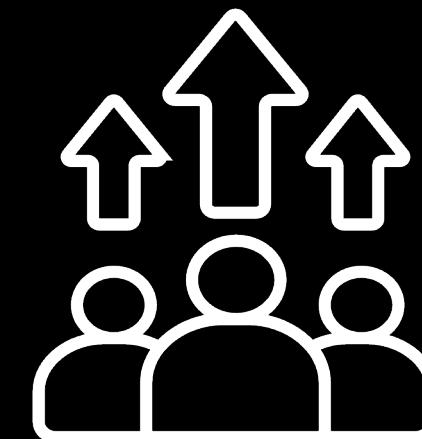
NEW RE-SKILL PROGRAMS



**~120 CERTS IN
CLOUD AND DEVOPS**

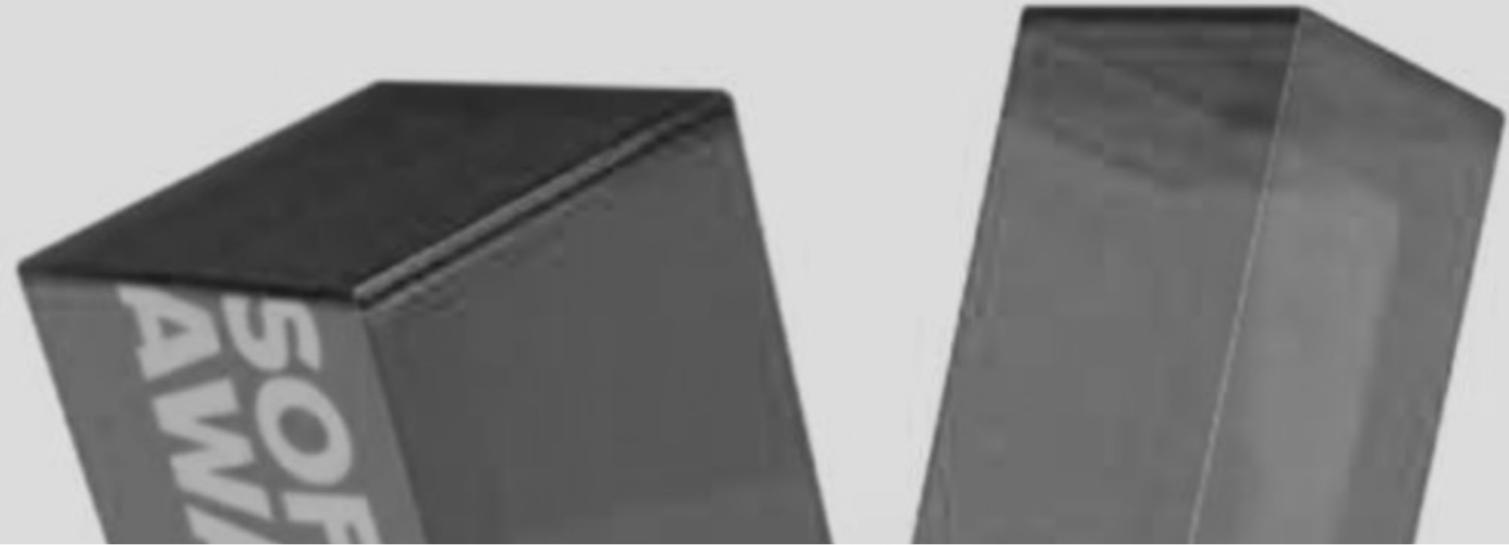


**50+ PRACTICAL
LEARNING TASKS**



CONTINUOUS LEARNING

WINNERS 2022



GAME CHANGERS



LUKASZ NIEDZWIEDZKI

DevOps & Cloud
Associate Practice Director
EU & LATAM



SZYMON ZIOLKOWSKI

DevOps & Cloud
Associate Practice Lead
Poland

IT MANAGER
OF TOMORROW
AWARDS



Let'sManageIT

IT MANAGER OF TOMORROW

OT Tomorrow



**WHAT'S NEXT:
SCALE**

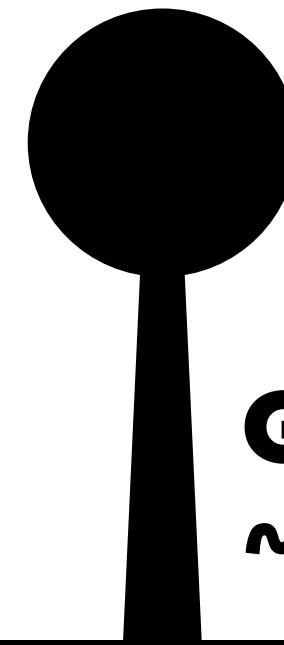
GLOBAL



**COLOMBIA
& CHILE**

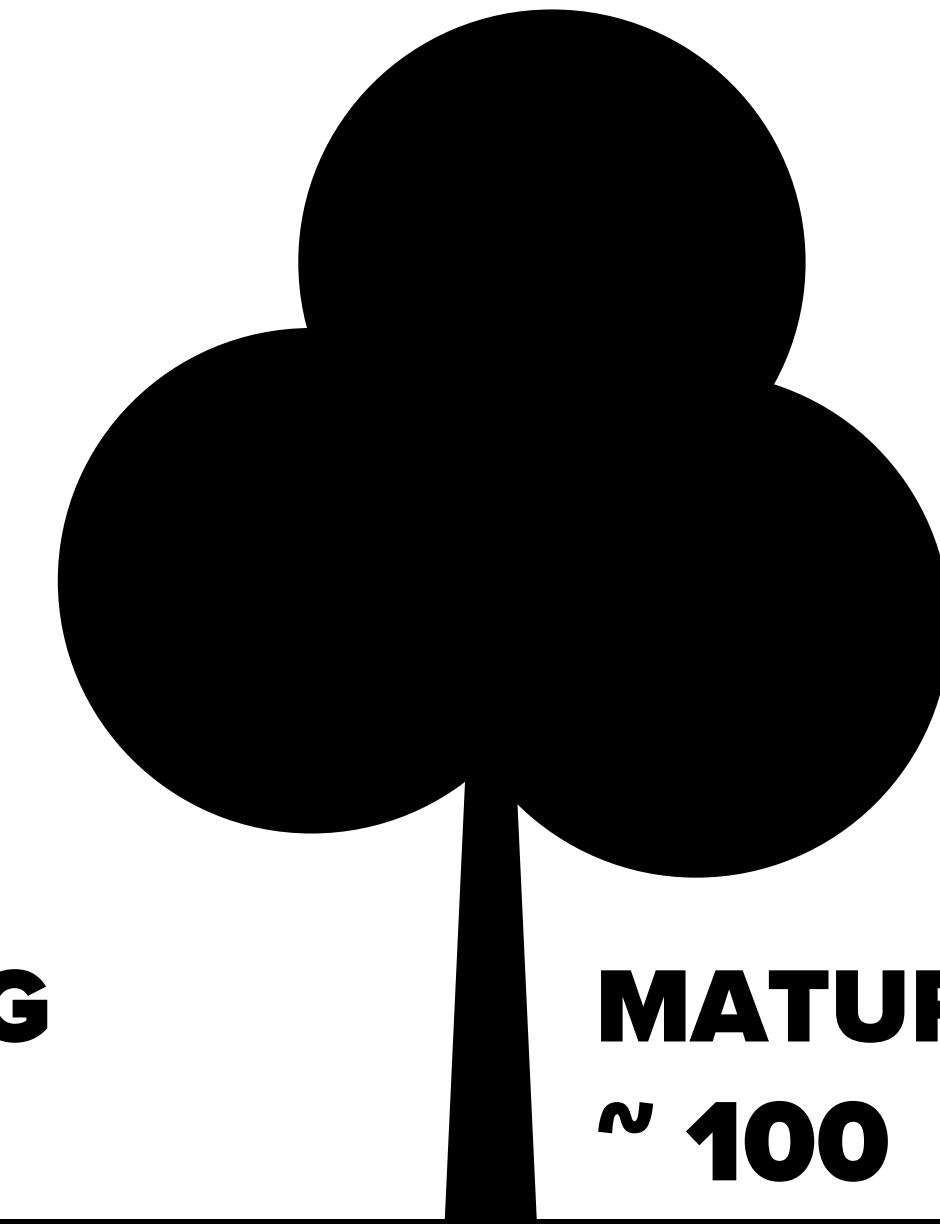
STARTING

**MEXICO
& ROMANIA**



GROWING
~ 10

POLAND



MATURE & SCALING
~ 100

THANK YOU

Łukasz Niedzwiedzki