

Mainstreaming Agile and DevOps at Lockheed Martin

Using the Overton Window to Augment Adoption

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Who am I?

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Speaker at 2023 DOES



Agile and DevOps at Lockheed Martin

- Pre merger Lockheed was founded in 1926-almost 100 years of existence
- Our digital transformation journey is different from some of our digital only counterparts/Agile native space companies
- We have been successful with Waterfall for many years

One size fits all?

- Are DevOps implementations “One size fits all”?
- Should you take the same approach to every team?

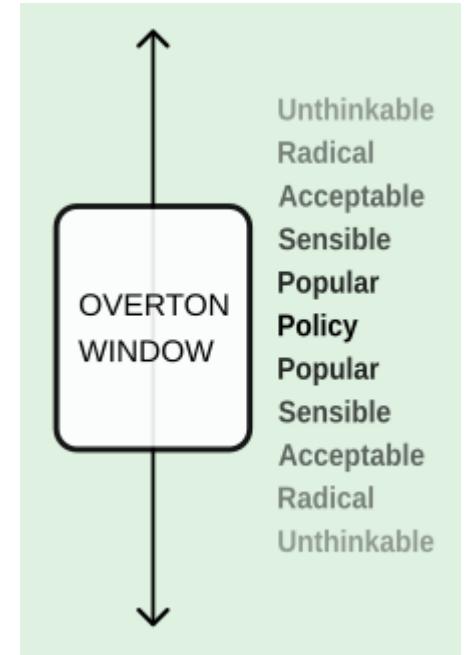


What is the Overton Window?



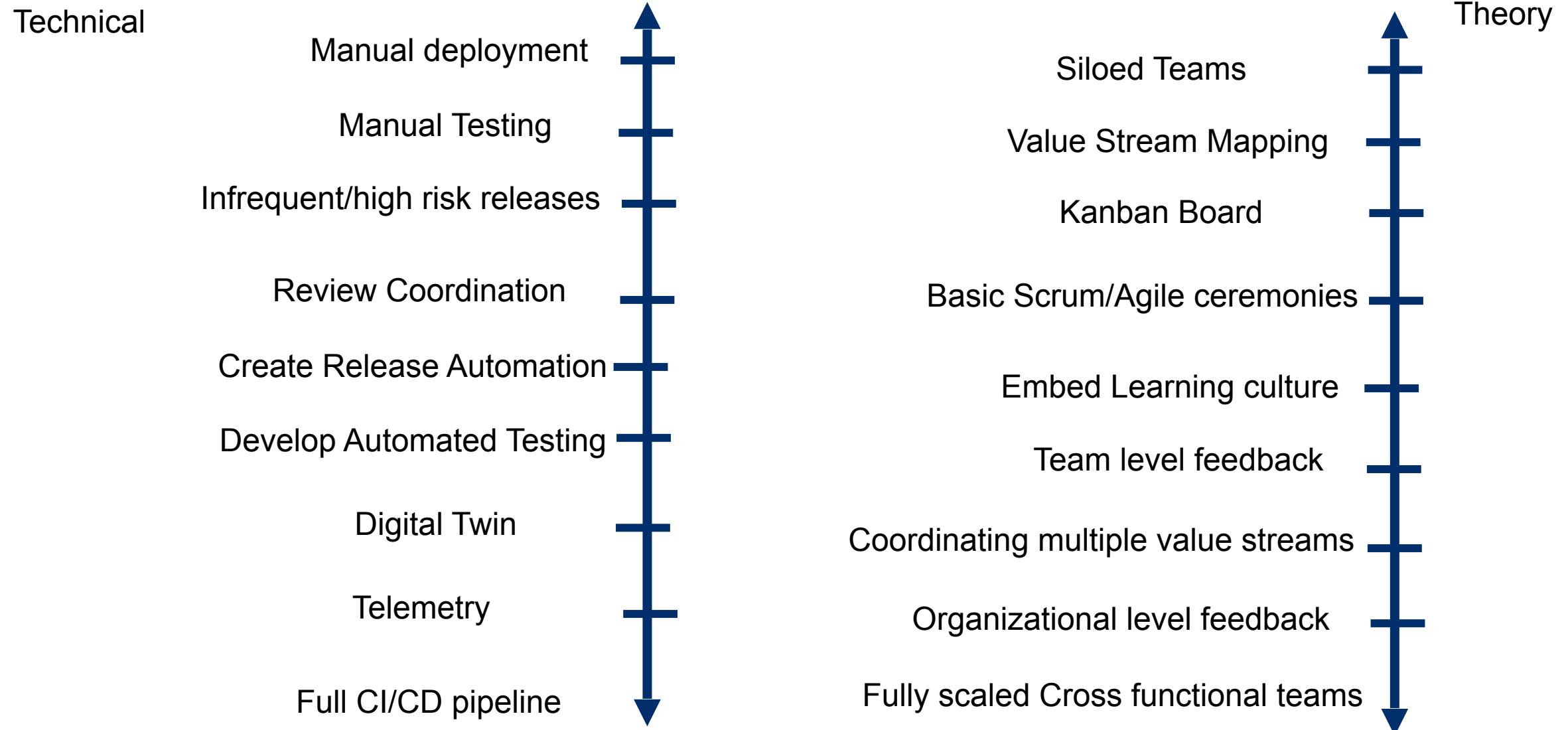
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- A political concept that attempts to show how to identify successful political policy on a sliding scale of acceptability
- https://en.wikipedia.org/wiki/Overton_window
- Think about how different laws are between cities, states, and countries- DevOps implementations are very similar
- Have you ever seen a politician's views shift over time? That's because the windows shift.



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Sliding Scales



What does it have to do with DevOps?

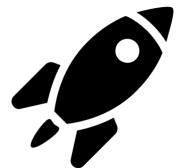


- Different teams have different windows
- Current processes can seem “mainstream” and we have been successful using it for so long
- DevOps can be radical to people comfortable with waterfall

How do I locate my team's window?

Ask questions:

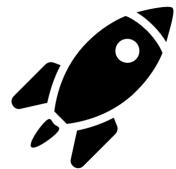
- Software vs. Cyber Physical?
- are there Earned Value Requirements, are there phase gate milestones?
- Has the team been exposed to the concepts?



How do I locate my team's window?

Ask questions:

- Have they had a bad experience in the past?
- Poor understanding of someone's interpretation/expectations?
- Have been thrown into situations with no context/training?



All of these answers can help you get a grasp of where the team is on the scale

How do I locate my team's window?

Technical

Manual deployment
Manual Testing
Infrequent/high risk releases
Review Coordination
Create Release Automation
Develop Automated Testing
Digital Twin
Telemetry
Full CI/CD pipeline



Siloed Teams

Value Stream Mapping
Kanban Board

Basic Scrum/Agile ceremonies

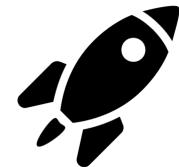
Embed Learning culture
Team level feedback

Coordinating multiple value streams

Organizational level feedback

Fully scaled Cross functional teams

Theory



How do I use the window?

- Once the window has been identified, then you can craft your approach and set policies accordingly.
- Prioritizing fundamentals (start from the foundation and work your way up, and don't forget training)
- How well do you know the materials?
- Lockheed Martin has a wide variety of teams doing a wide variety of things, in both hardware and software realms. Different teams will be more successful with different tools.

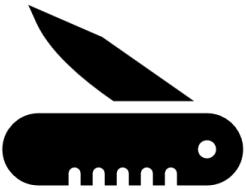


How do I use the window?

- For example, a manufacturing team might not want to use an online ticketing tool. But maybe a physical kanban board with sticky notes to start?
- A maintenance software program might not want Lean UX ideas, but a startup pilot program might
- Learn/teach the fundamentals and understand why. Like a game of telephone as things are construed and you only get someone's interpretation vs the "why"



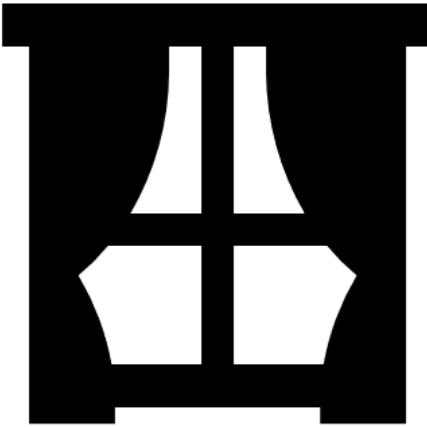
What moves the window?



- If you pick the right initial concepts and tools, you will find success and the window will expand and shift
- More examples you see within the company will help the on different opportunities window shift and take
- If there is competition from other companies, your team might be willing to try different things vs a maintenance contract for example (are they ahead? Is there a competitive downselect)

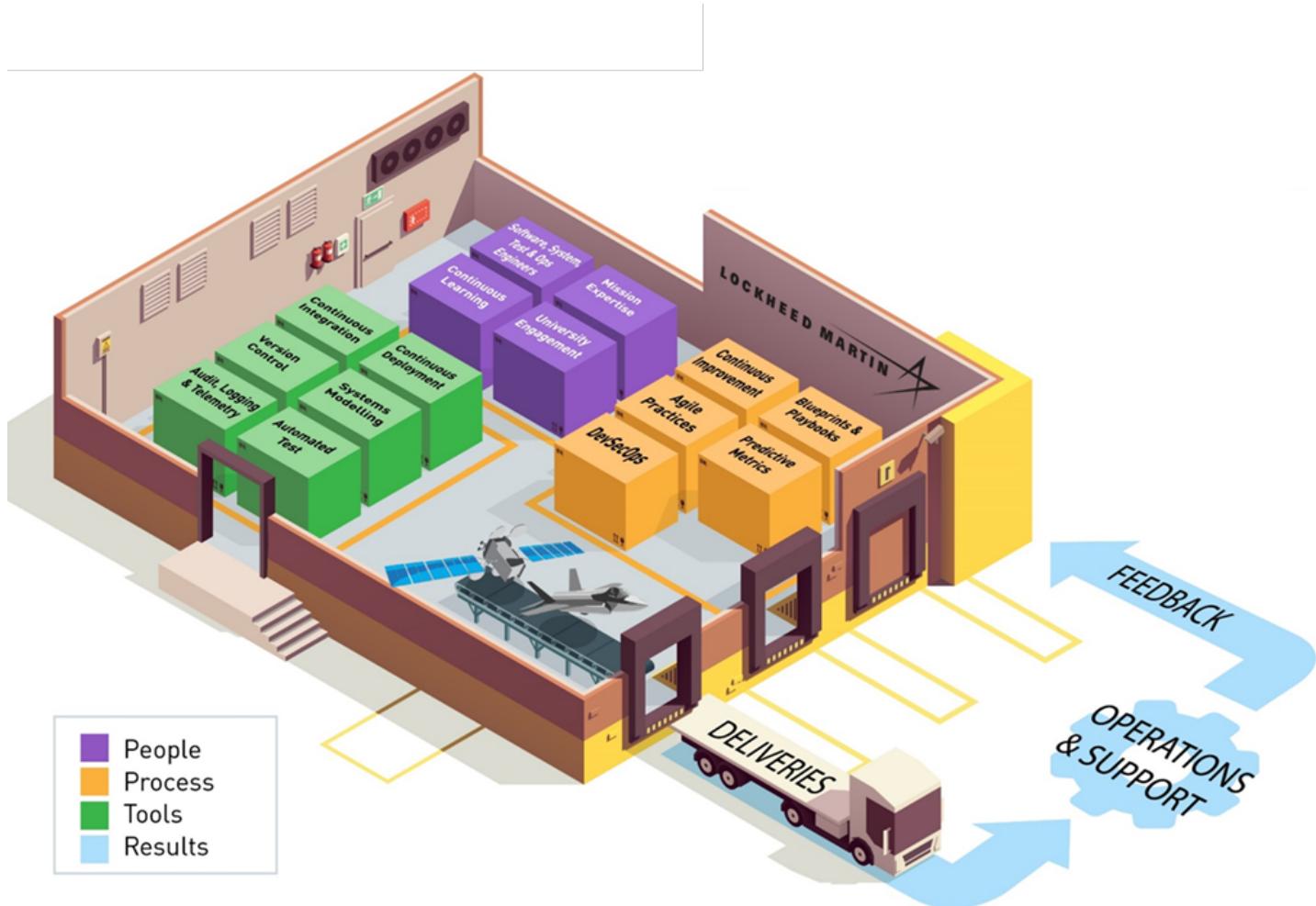


What moves the window

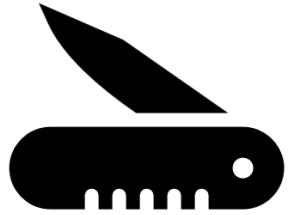


- Is my physical Kanban board showing WIP constraints?
- Empathize with your team-know where they are coming from and what tools will be most helpful
- We want to mainstream DevOps and make leaders and team comfortable with it. That's how the window shifts-just like laws over time.

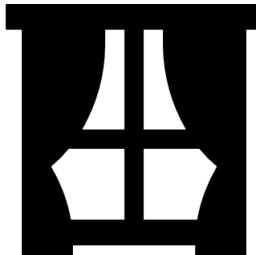
Lockheed Martin Software Factory



Summary



- Remember to find the window
- Use the window to help you find the right tools
- And observe the window shift over time



What are your Overton Windows?

Questions?