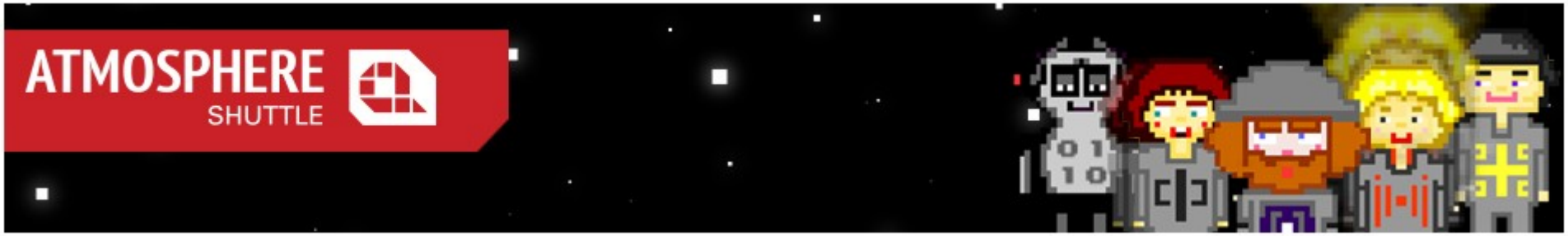


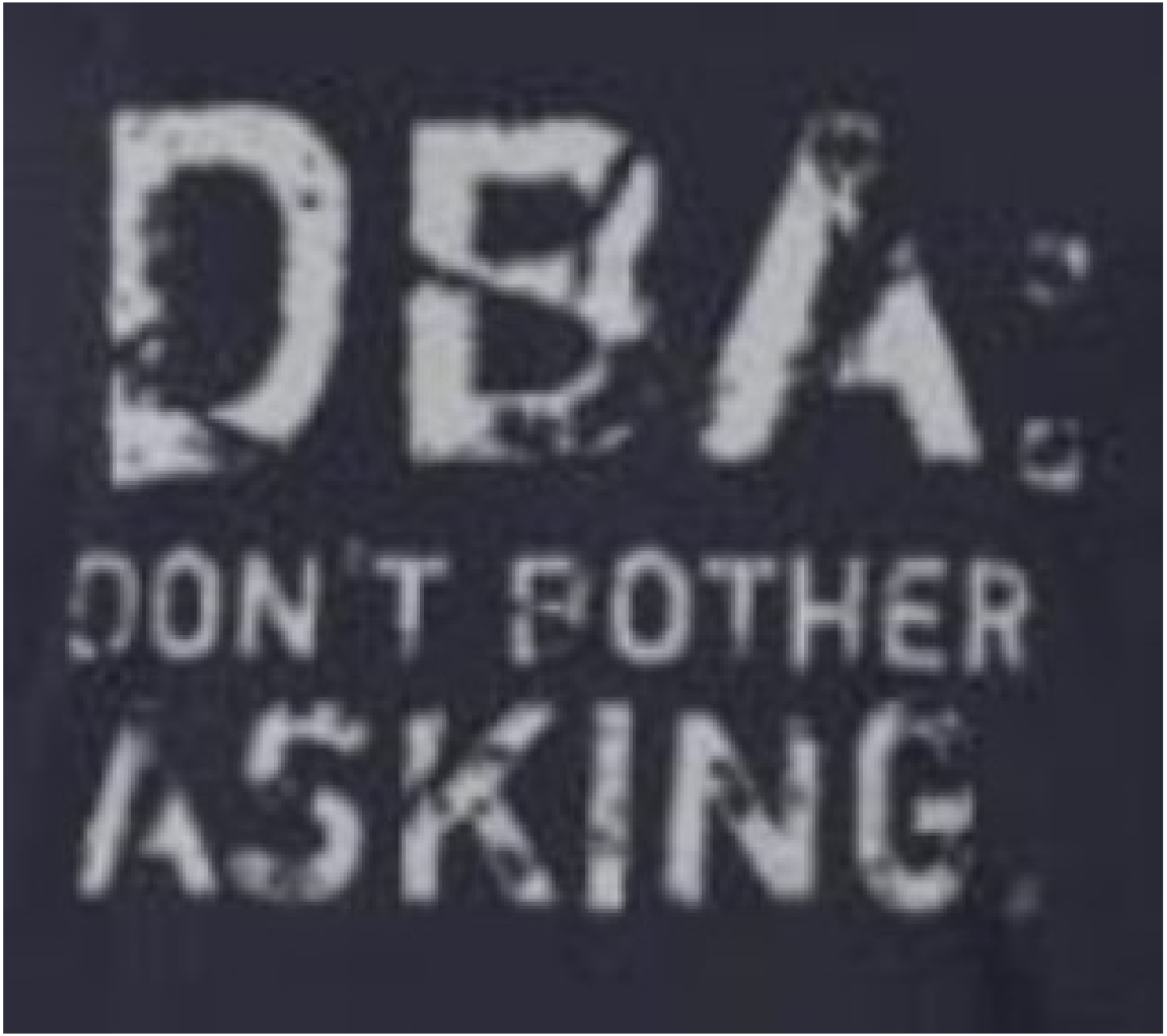
About cultural change w/Devops

Maciej Lasyk

Atmosphere Shuttle #01 – Kraków

2015-03-26

Is there a need for change?


DEA
DON'T BOTHER
ASKING

Is there a need for change?

“agile” and “cloud”:

→ focus on delivery

→ close collaboration

→ lightweight environment and components

Conway's law (1968)

organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations

http://en.wikipedia.org/wiki/Conway%27s_law

Ruth Malan (2008)

if the architecture of the system and the architecture of the organization are at odds, the architecture of the organization wins.

The organizational divides are going to drive the true seams in the system.

http://traceinthesand.com/blog/2008/02/13/conways-law/

tightly-coupled vs loosely coupled

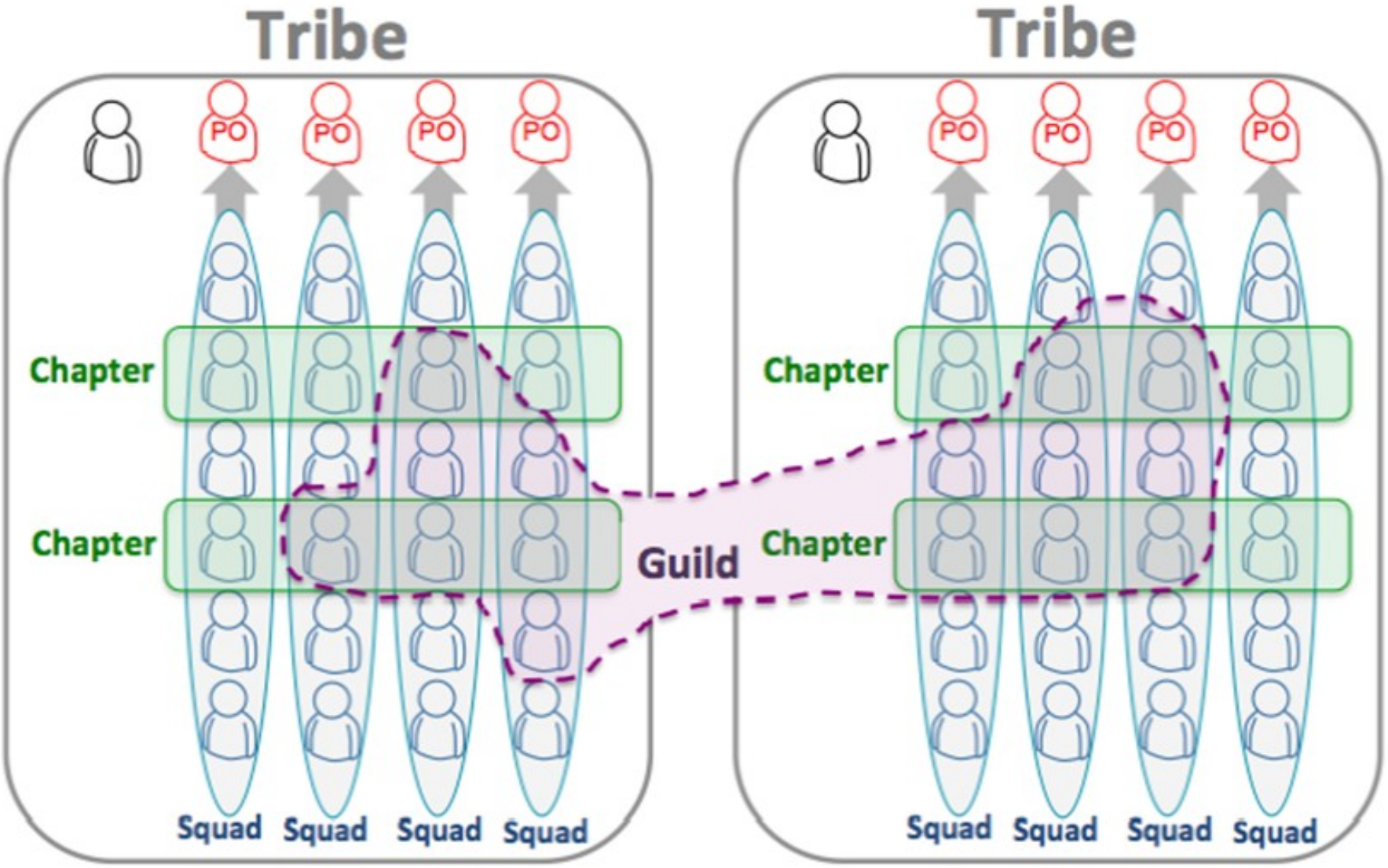
lack of face2face embraces modularity

Scaling Agile @ Spotify

with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson

Oct 2012



cultural change

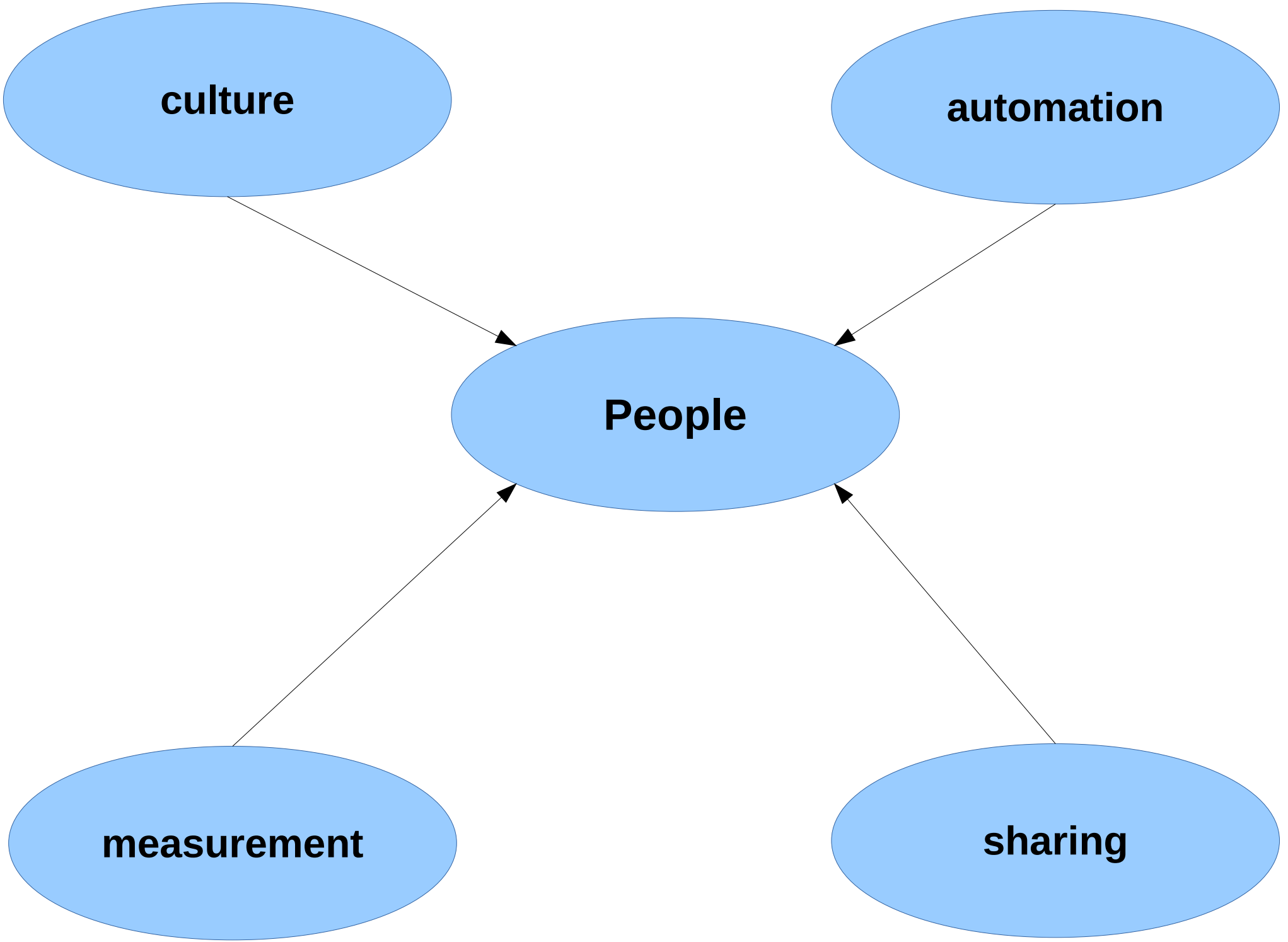
modification of a society through innovation, invention, discovery, or contact with other societies

DevOPS ?== CAMS

(culture, automation, measurement, sharing)

DevOPS !== CAMS

DevOPS === people!


culture
automation
People
measurement
sharing

So how do you hire new people?

→ demo days?

→ dedicated HR processes?

→ dedicated HR systems?

→ where do you look for people?

Dead sea effect

→ most talented evaporates

→ the residue

→ maintenance experts & bus factor == 1

http://brucefwebster.com/2008/04/11/the-wetware-crisis-the-dead-sea-effect/

Dead sea effect

→ most talented evaporates

→ the residue

→ maintenance experts & bus factor == 1

there is a solution...

http://brucefwebster.com/2008/04/11/the-wetware-crisis-the-dead-sea-effect/

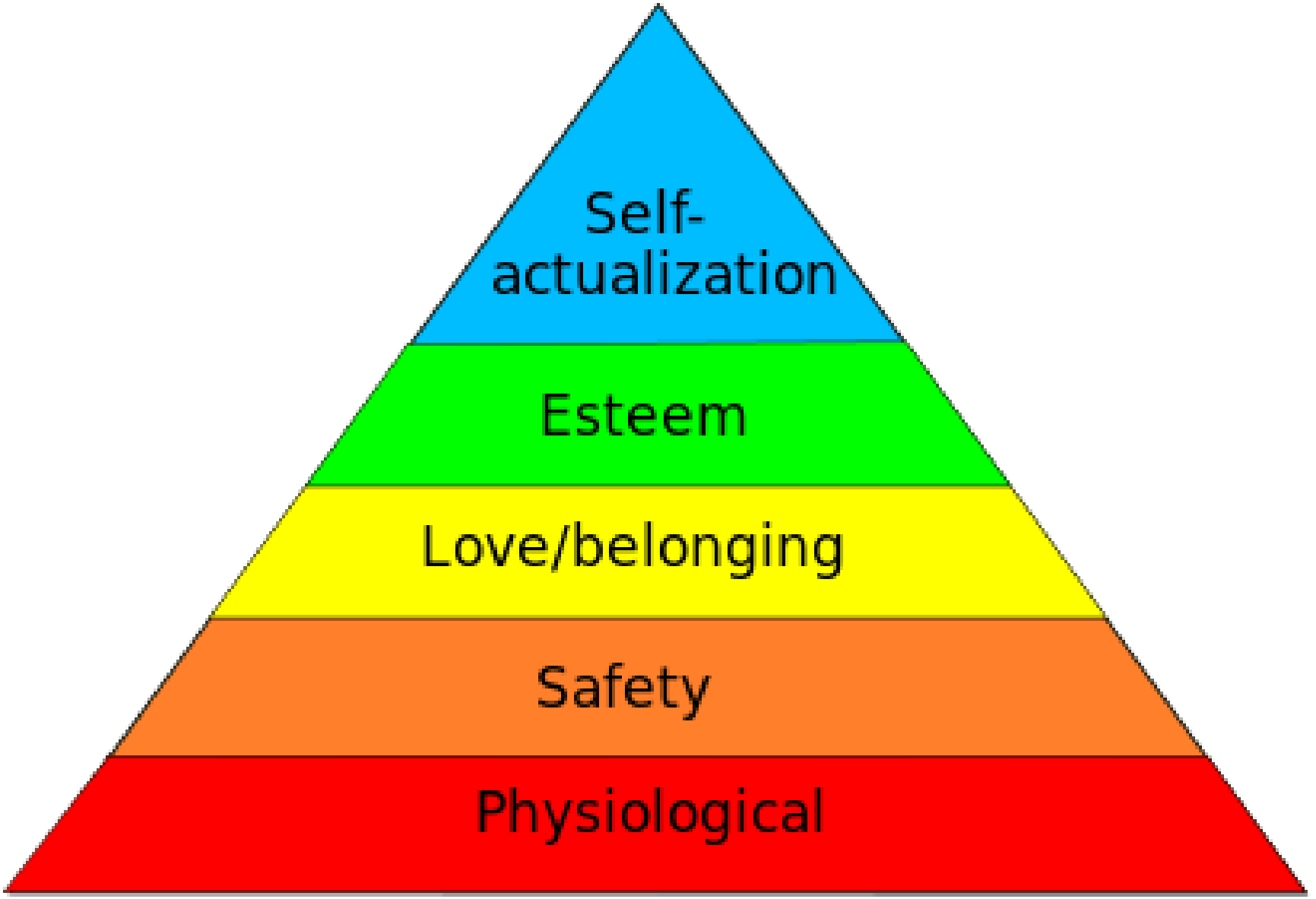
How do you keep people motivated?

How do you keep people motivated?

The answer is in psychology!

And it lays there since 1954...

Maslow's hierarchy of needs



Maslow's hierarchy of needs: physiological

Let's say that until it's North Korea than it's ok ;)

Maslow's hierarchy of needs: safety

→ family

→ $$$

→ job security

Maslow's hierarchy of needs: <3 and belonging

→ friendship?

→ is your team your family?

→ do you find yourself in your company?

Maslow's hierarchy of needs: Esteem

→ are you respected?

→ do u need the fame and glory?

→ what about your recognition?

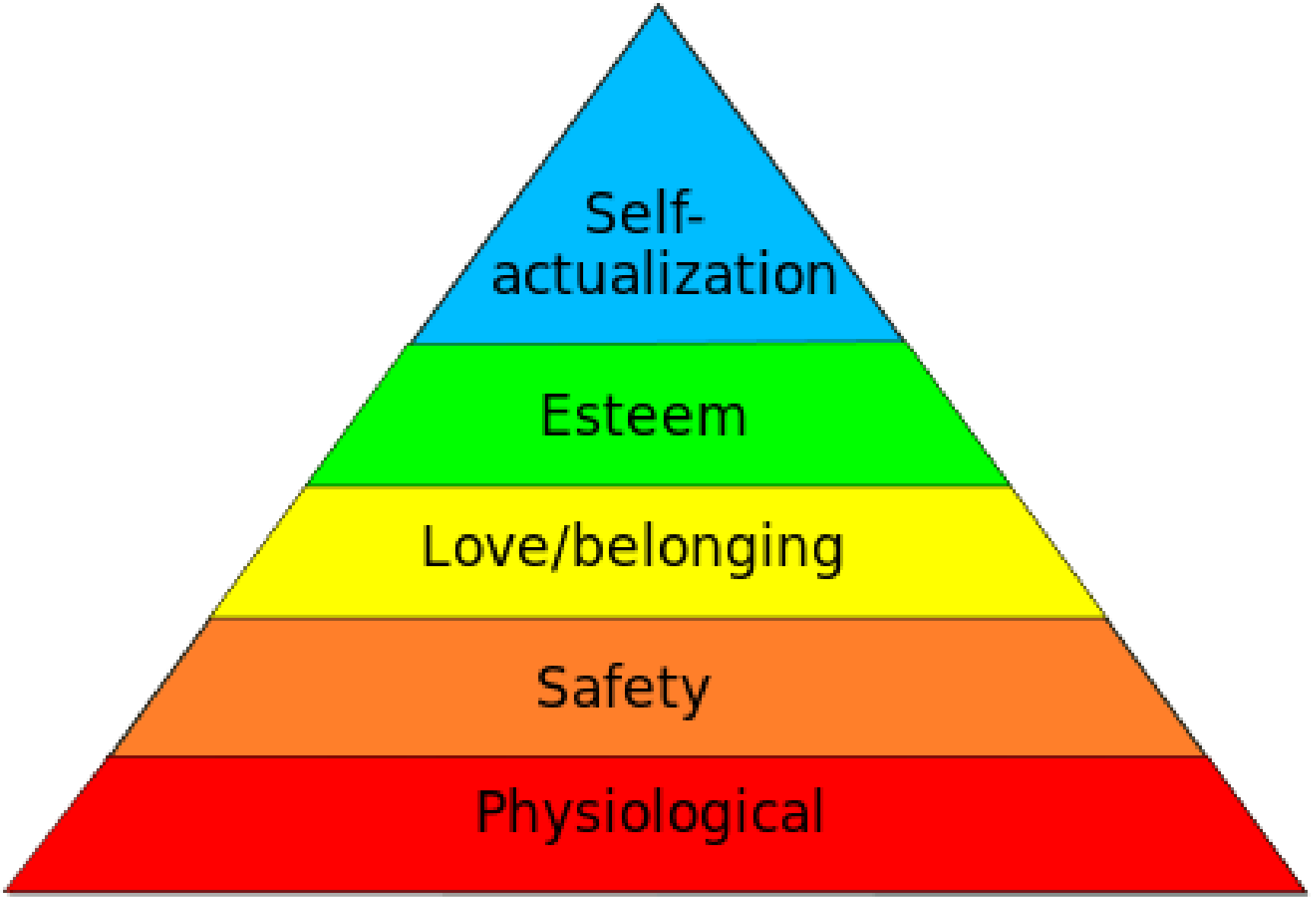
Maslow's hierarchy of needs: self - actualization

→ is your job aligned w/ur interests?

→ do u feel fulfilled?

→ do you find time for self – development?

Maslow's hierarchy of needs



How do you keep good people in company?

people don't leave companies; they leave leaders

How do you keep good people in company?

people don't leave companies; they leave leaders

or just one of the most popular reasons...

most popular reasons.. to leave your company

→ Frustration with the inversion of meritocracy (“organization stupidities”)

→ Simple boredom

→ Perception that current project is futile/destined for failure accompanied by organizational powerlessness to stop it

→ Lack of a mentor or anyone from whom much learning was possible

→ Promotions a matter of time rather than merit

→ No obvious path to advancement

→ Fear of being pigeon-holed into unmarketable technology

→ Red-tape organizational bureaucracy mutes positive impact that anyone can have

→ Lack of creative freedom and creative control (aka “micromanaging”)

http://www.daedtech.com/how-to-keep-your-best-programmers

The real role of 1:1s

→ this is time for your guys

→ this is not a status update

→ make sure you always have time for your guys

Ok let's DEVOPS

Ok let's DEVOPS

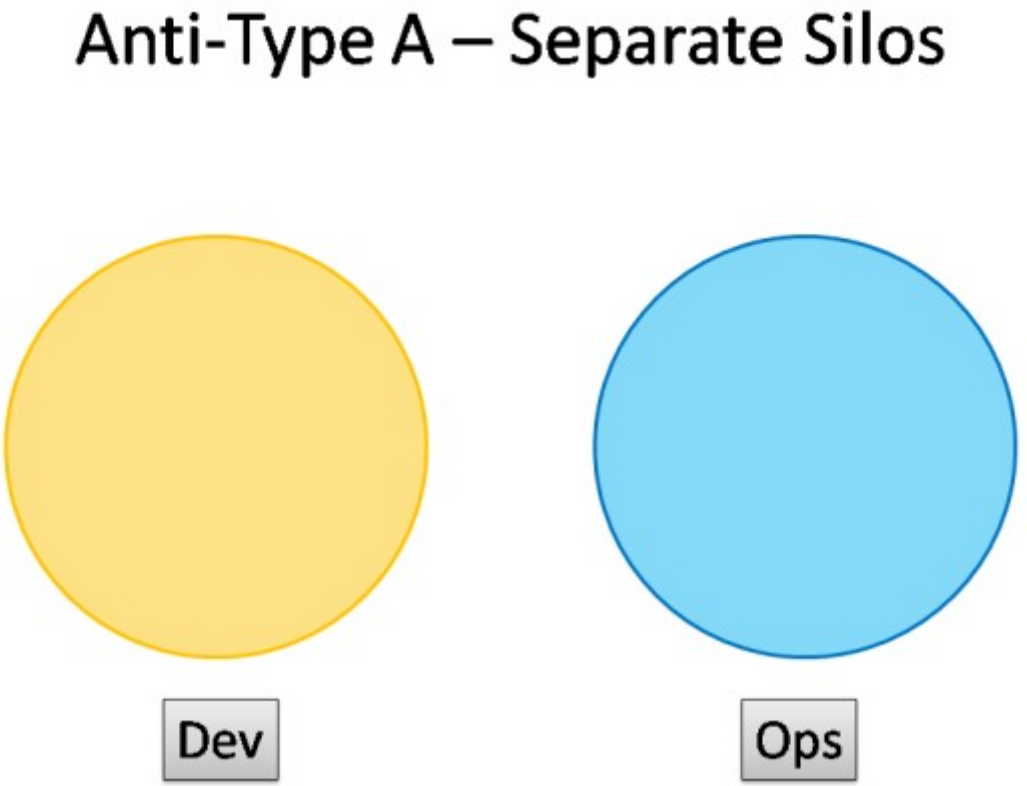
(originally: “Before diving into the legacy code” / devopsreactions)

DevOps Anti-Types & patterns

This is a copy/paste from http://blog.matthewskelton.net/ w/my comments included

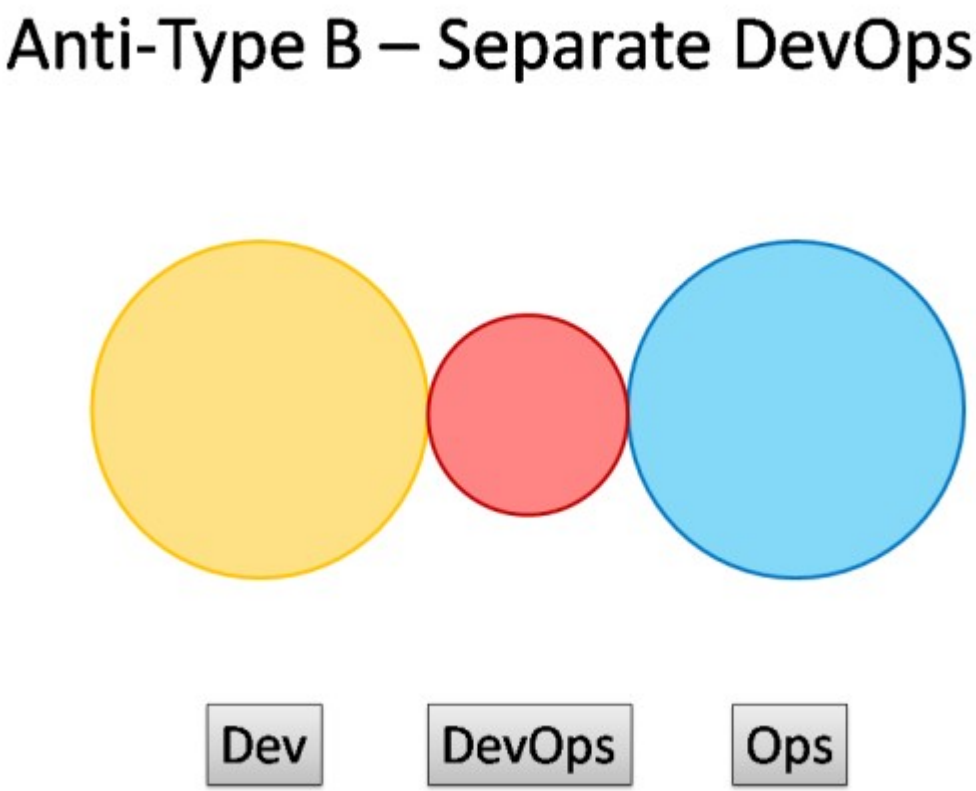
Great job Matthew! Thanks!

DevOps Anti-Types



http://blog.matthewskelton.net/2013/10/22/what-team-structure-is-right-for-devops-to-flourish/

DevOps Anti-Types



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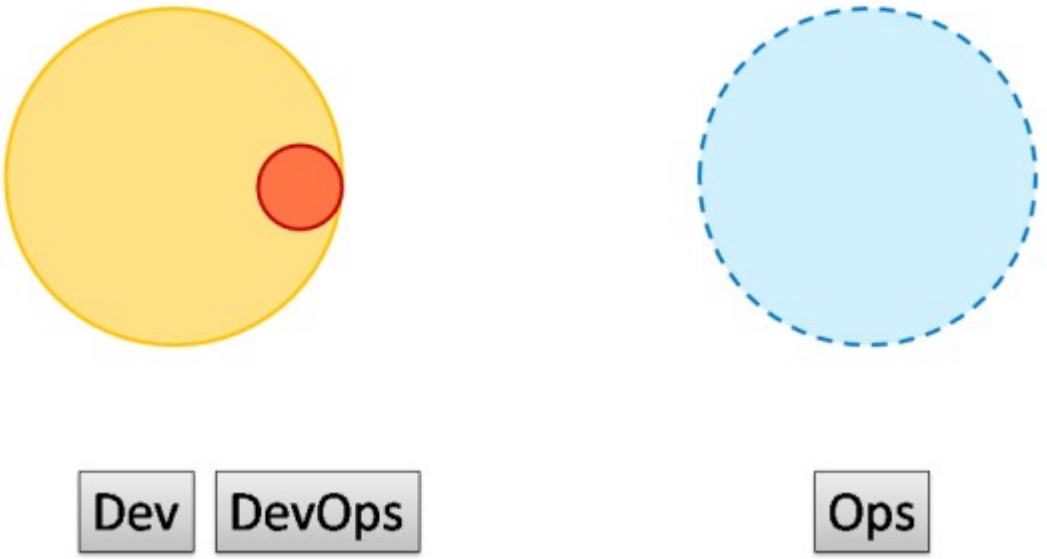
DevOps Anti-Types

Anti-Type C – “We Don’t Need Ops”



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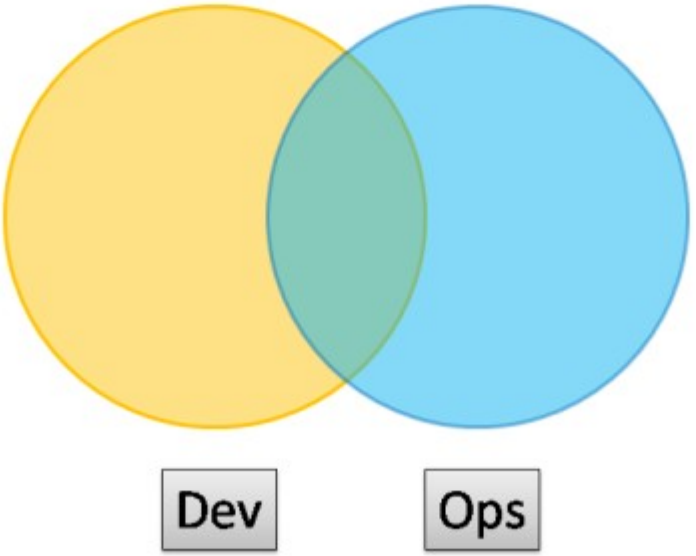
DevOps Patterns

Type 1 – Smooth Collaboration



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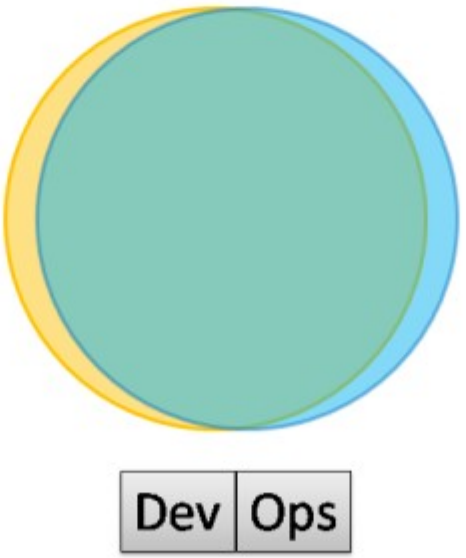
DevOps Patterns

Type 2 – Fully Embedded



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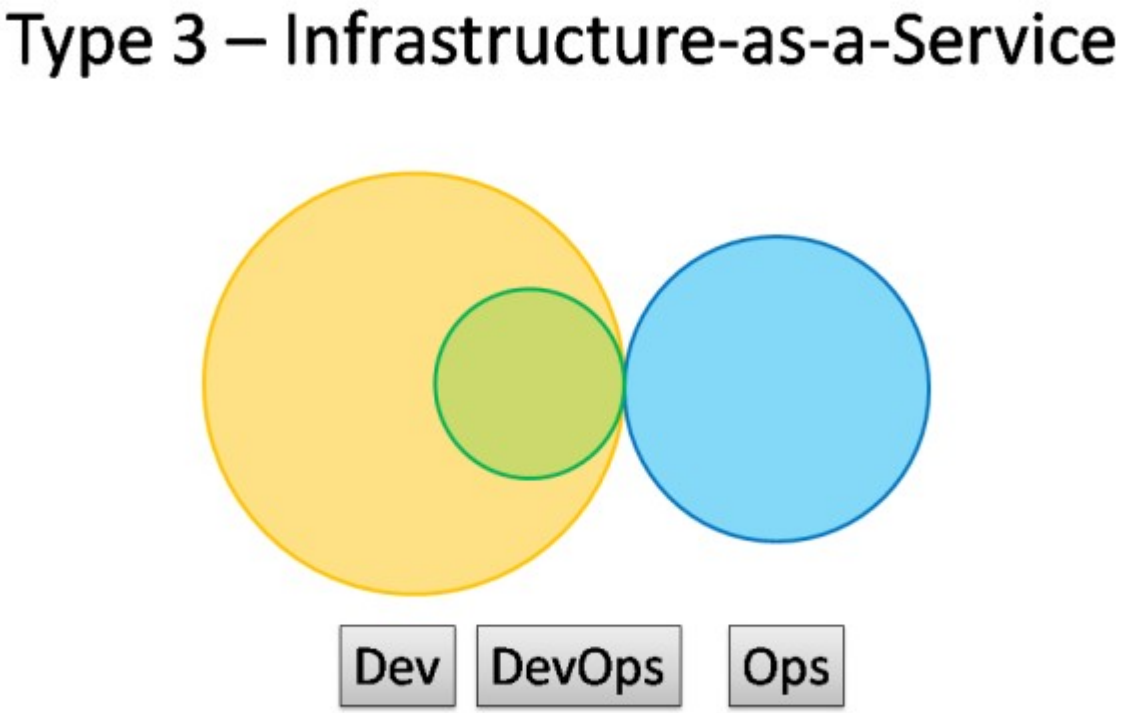
DevOps Patterns



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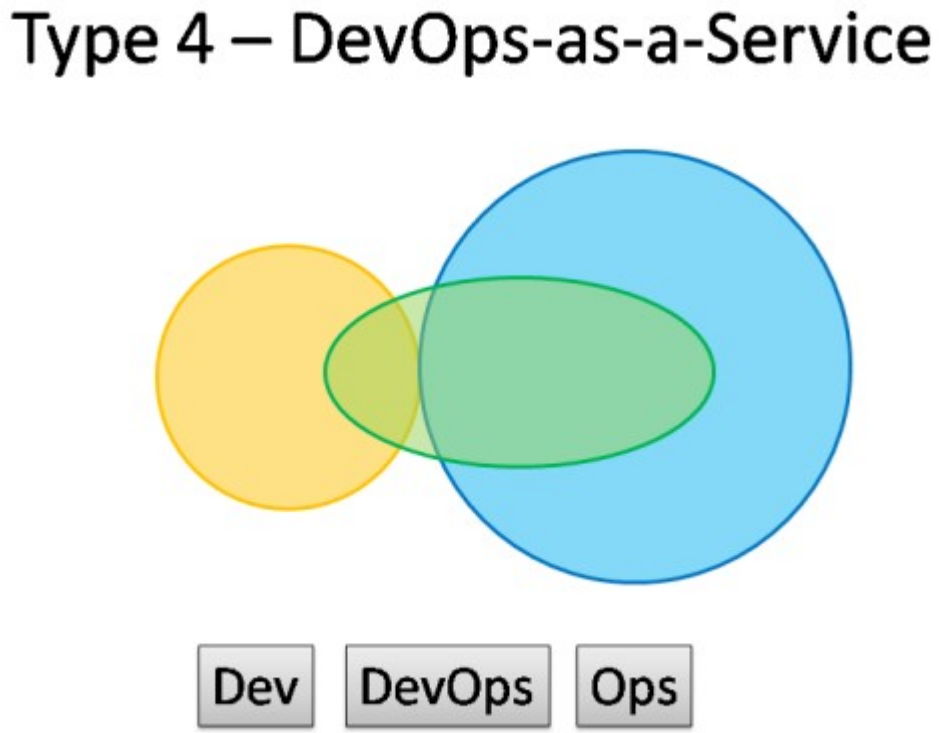
DevOps Patterns



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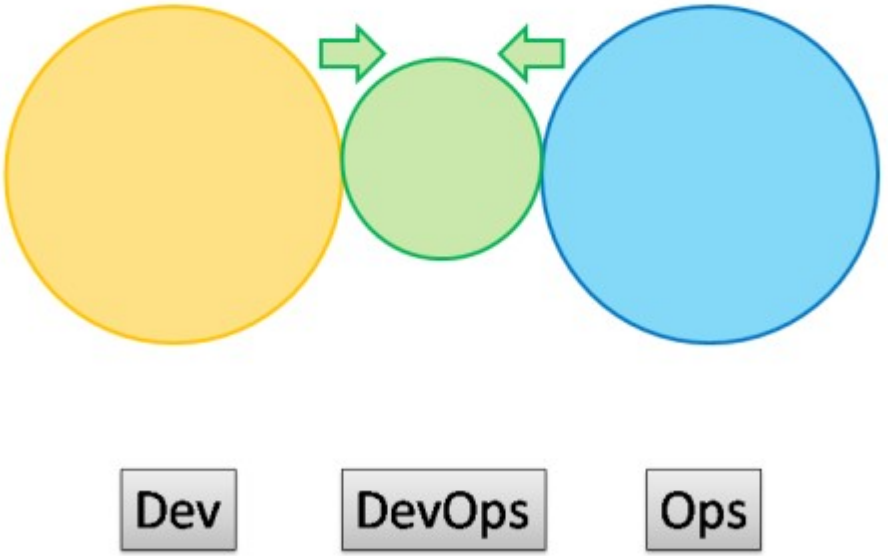
DevOps Patterns

Type 5 – Temporary DevOps Team



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Ok let's CAMS

So – what about non – functional reqs?

Do we know who “owns” those?

→ backups
→ monitoring
→ HA
→ scalability
→ security
→ deployment
→ upgradability
→ testability

C for Culture

→ talk. often. and get along

→ take responsibility - from beginning to the end

→ continuous improvement. seriously

→ be brave. don't be silent

→ it's better to be unpolite l/German than polite l/Englishman

A for Automation

→ it has to be simple. Ansible ftw

→ don't reinvent the wheel. don't fabric

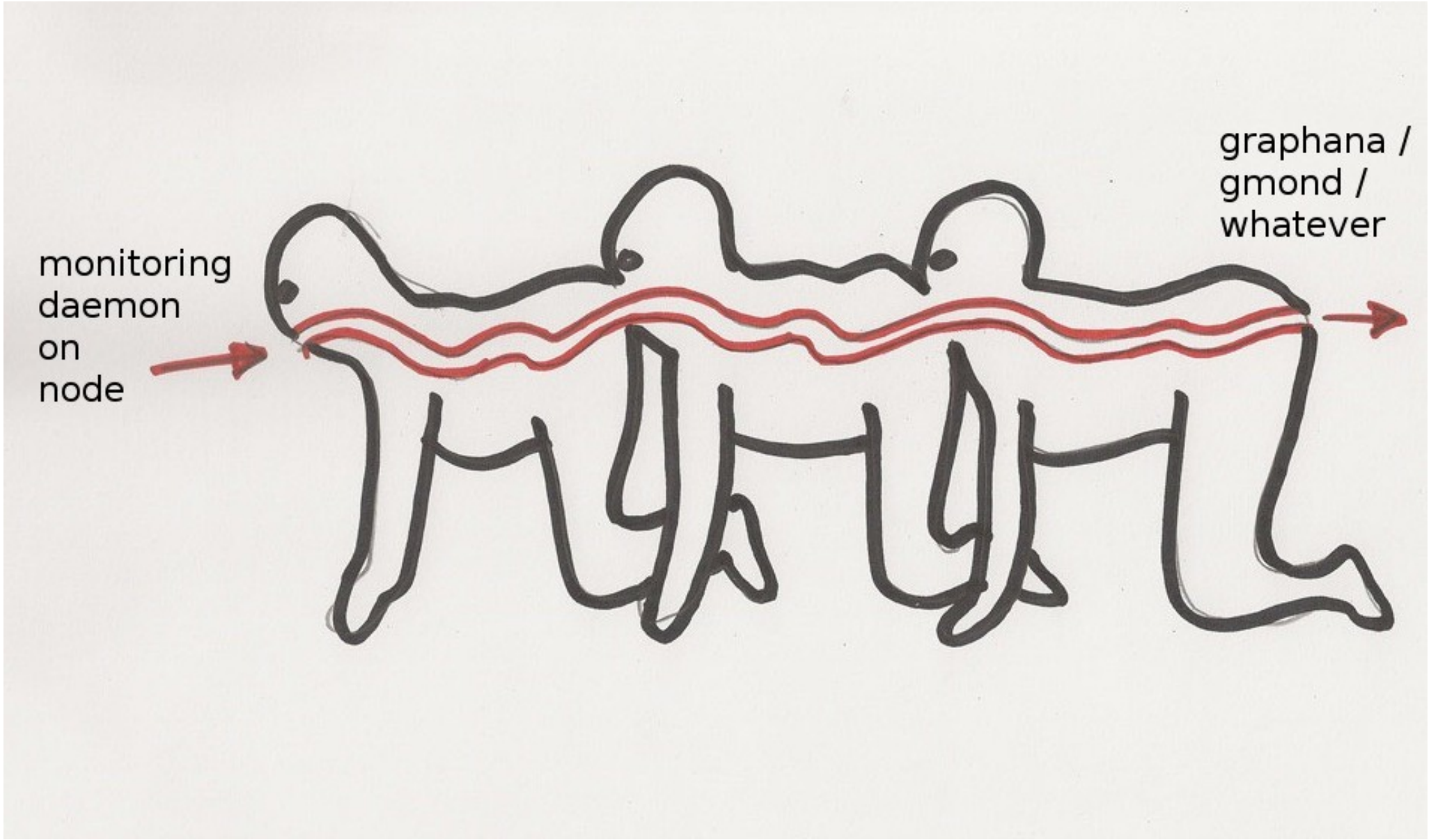
→ don't rebuild the world from scratch

→ imperativeness vs declarativeness

→ automate from very beginning. devs - automate

M for Measurement

M for Measurement



M for Measurement

→ KISS

→ don't be a hoarder!

→ RRD vs InfluxDB

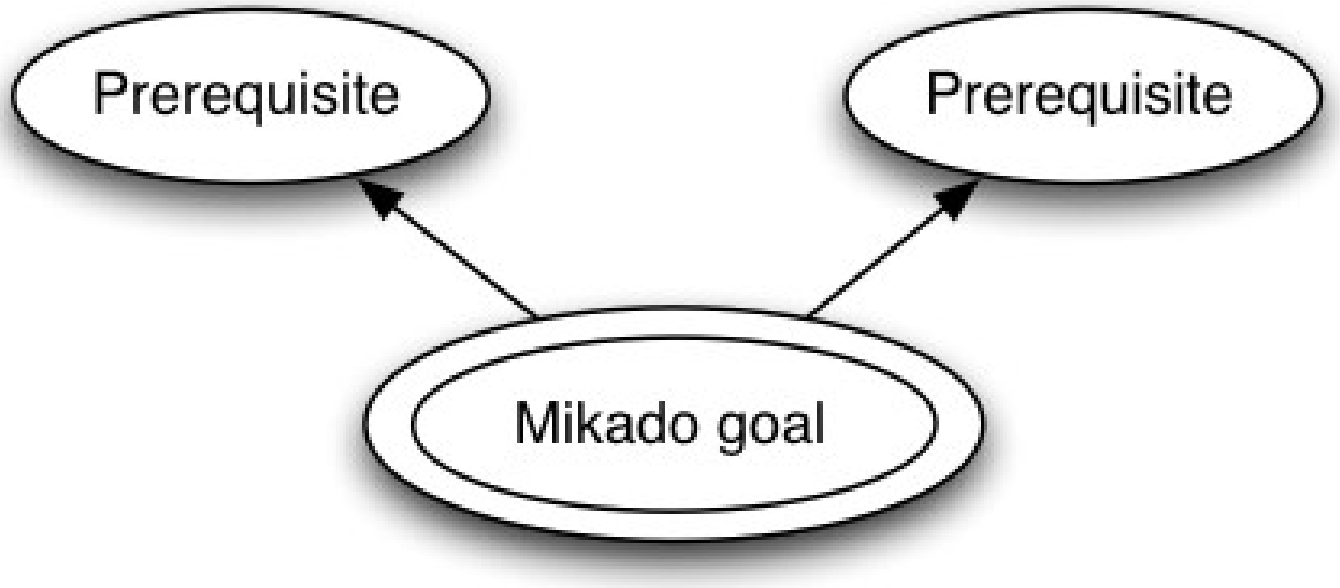
→ visualize all the things

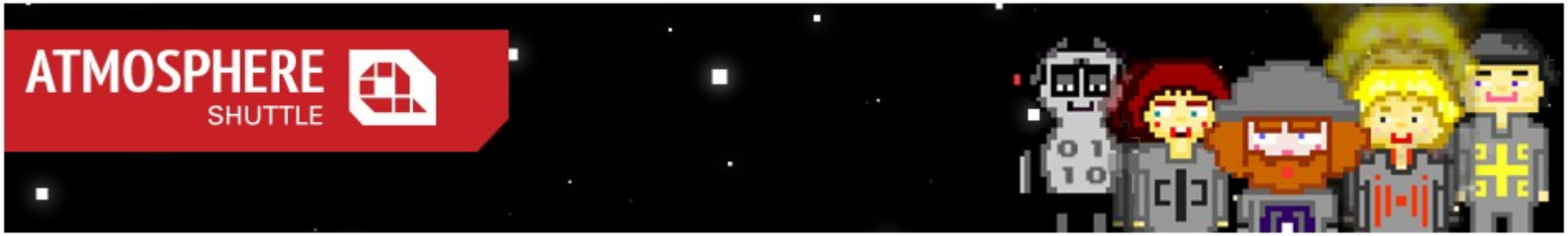
→ teach teams how to query

S for Sharing

Ah what about archaeology tools?

use Mikado!





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