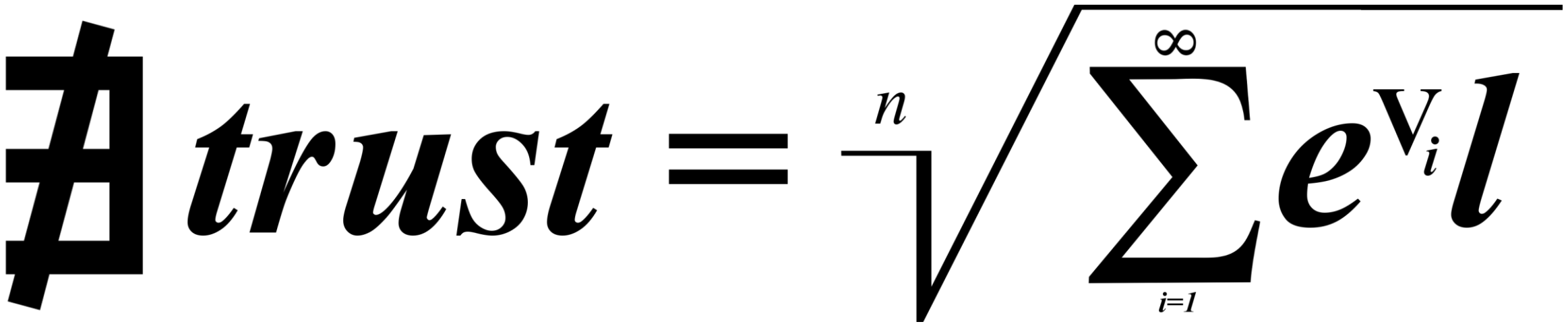
Trust as Foundation of DevOps

Dirk Lehmann, SAP
April 15th, 2020

THE BEST RUN SAP



$$\#trust = \sqrt[n]{\sum_{i=1}^{\infty} e^{V_i} l}$$

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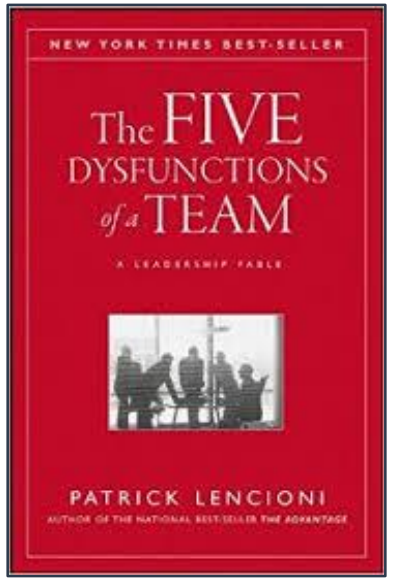

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Trust – Definition

„The state of readiness for unguarded interaction with someone or something.“

„A construct of Trust“ 1993 – Dr. Duane C. Tway Jr.

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Trust – Definition

„The state of readiness for unguarded interaction with someone or something.“

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- **The capacity for trusting**
- **The perception of competence**
- **The perception of intentions**

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How to measure trust?

confidence
respect
trust = speed
faith
hope

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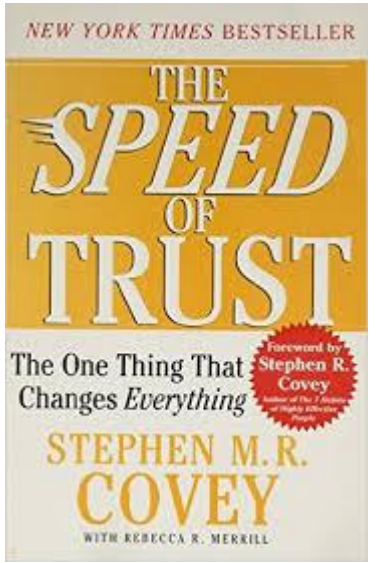

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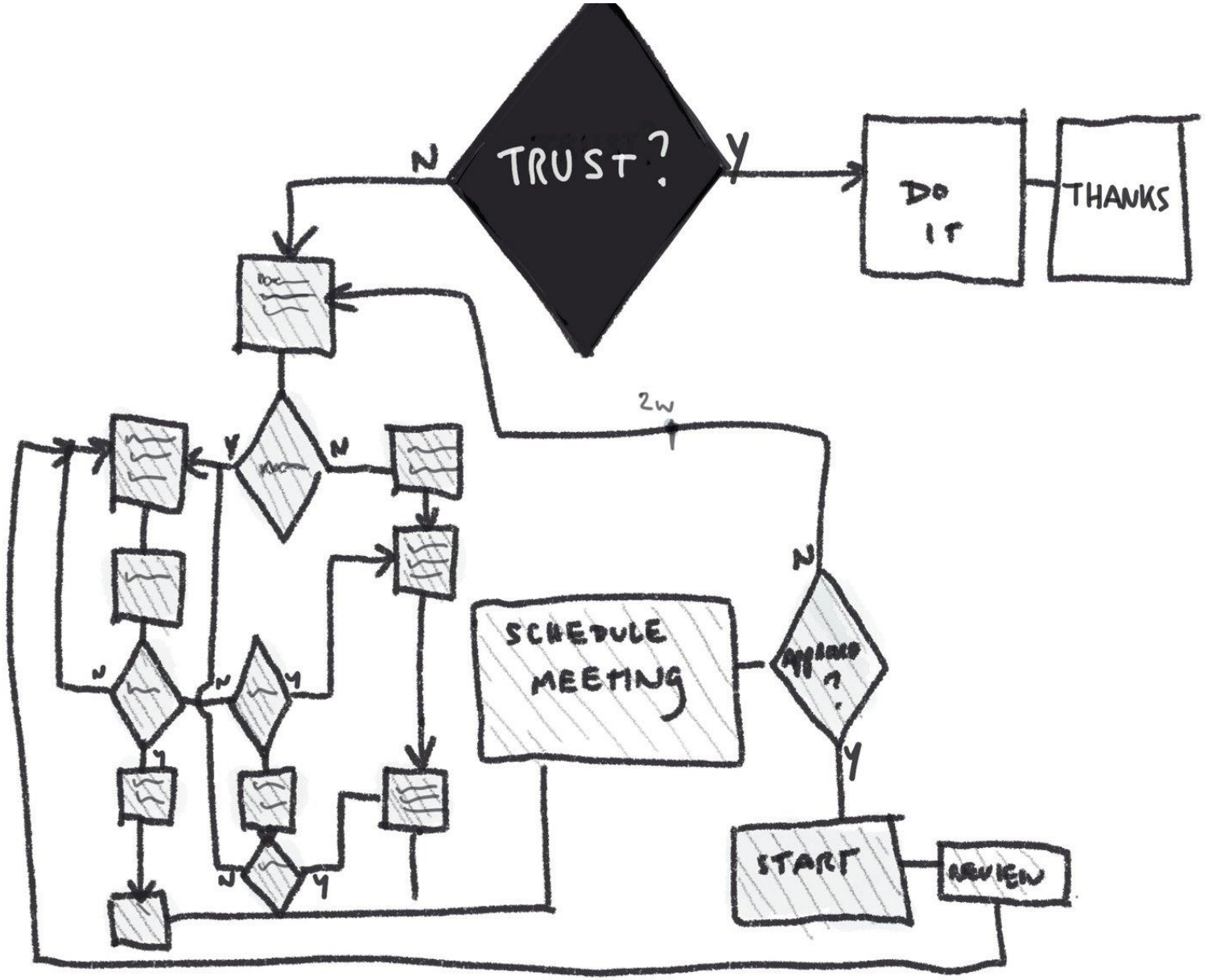

Courtesy of John Cutler (@johncutlefish)

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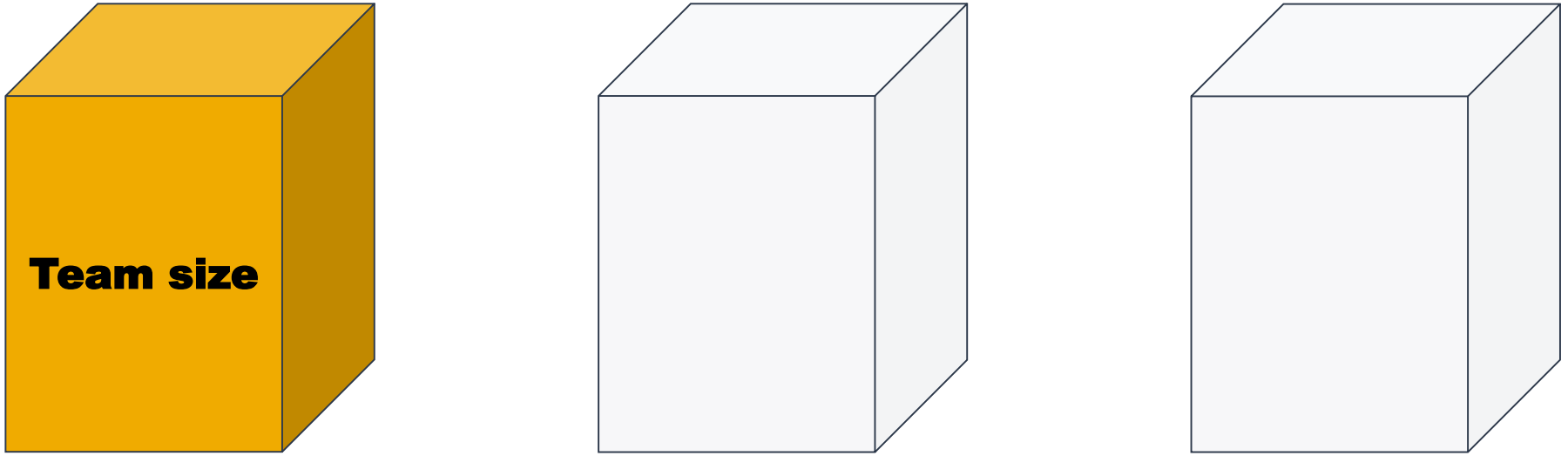
How to build trust?



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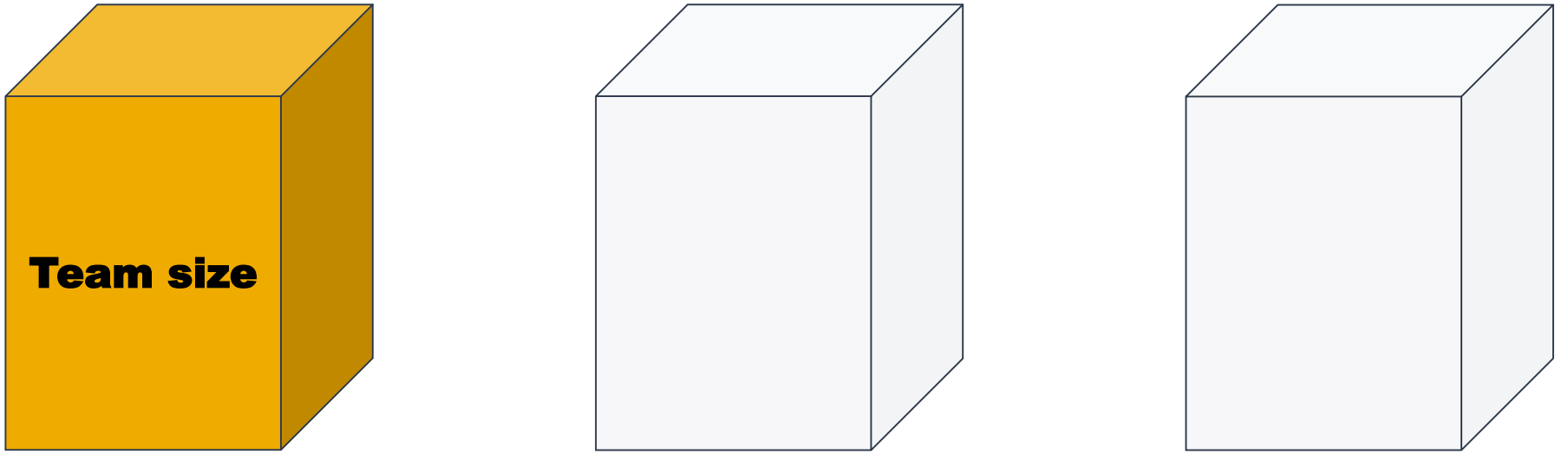
How to ~~build~~ foster trust?



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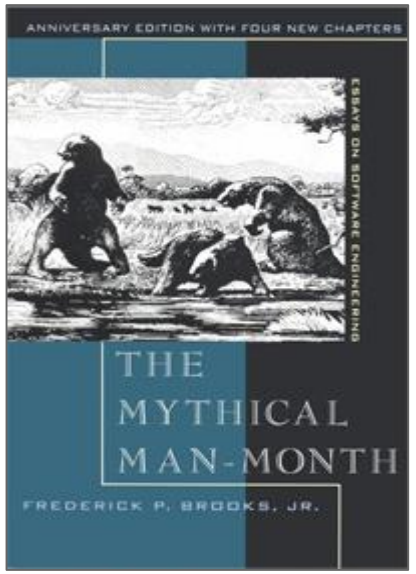
Team size has a direct impact on team communication

“Adding manpower to a late software project makes it later.”

- Fred Brooks, 1975



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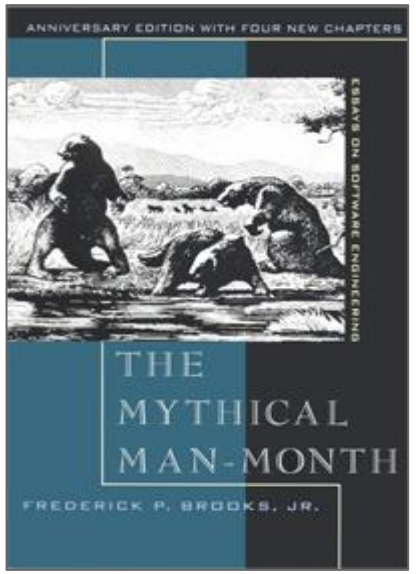
Intercommunication formula: n(n-1)/2



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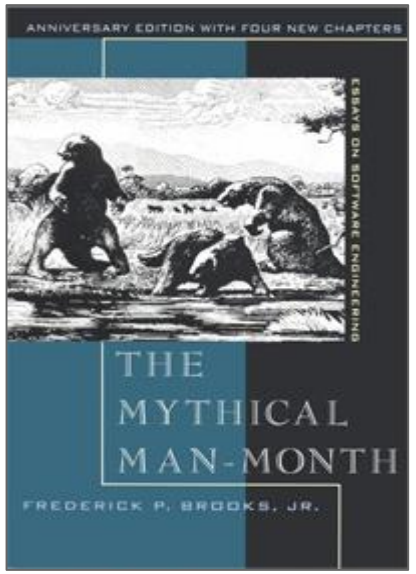
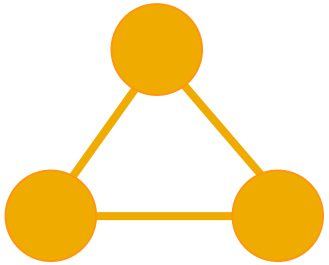


Intercommunication formula: n(n-1)/2

3 Persons
3 Connections



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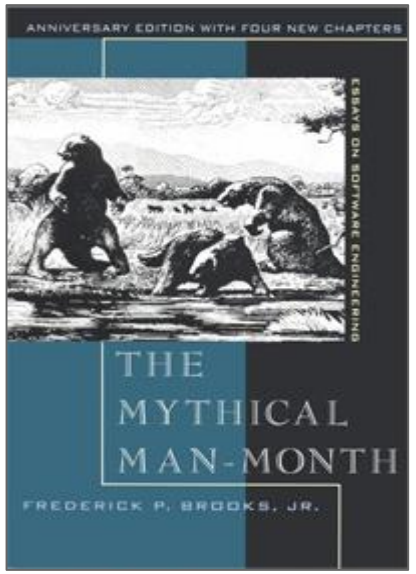
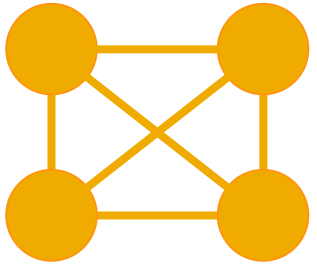


Intercommunication formula: n(n-1)/2

4 Persons
6 Connections



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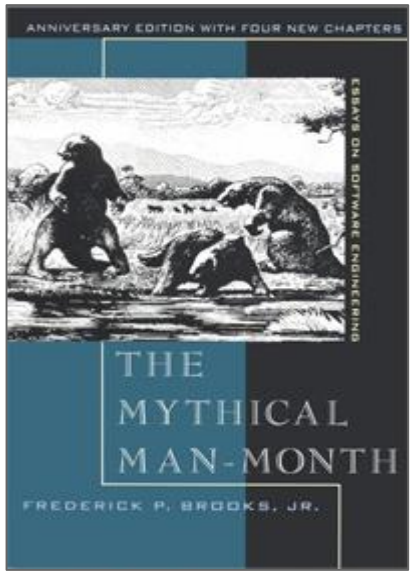
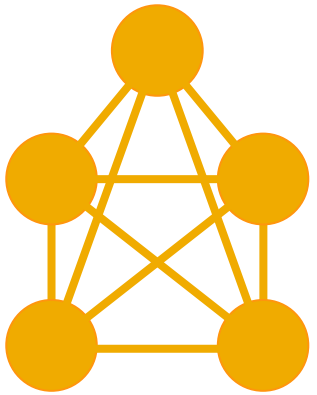


Intercommunication formula: n(n-1)/2

5 Persons
10 Connections



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How many social relationships can you maintain?

Dunbar's number

“...is a suggested cognitive limit to the number of people with whom one can maintain stable social relationships”

WIKIPEDIA
The Free Encyclopedia

Source:
https://en.wikipedia.org/wiki/Dunbar%27s_number

Robin Dunbar
Anthropologist and evolutionary psychologist

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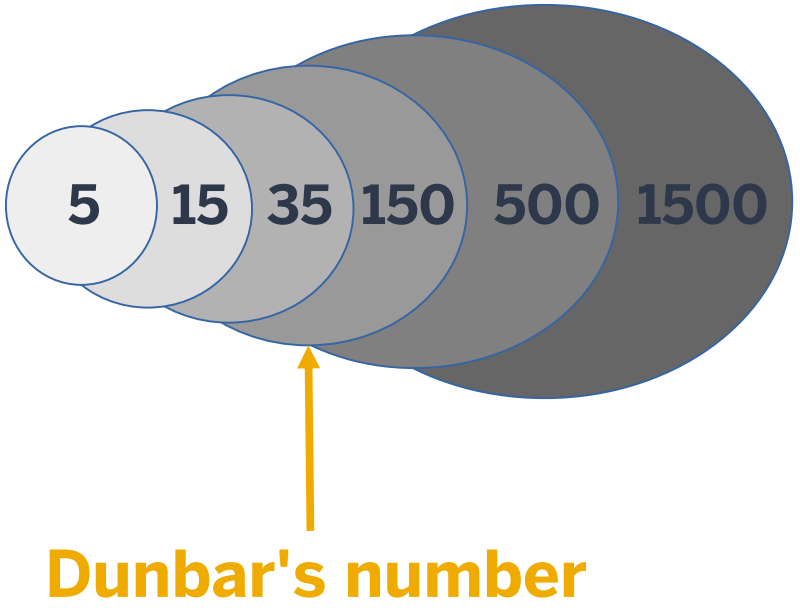

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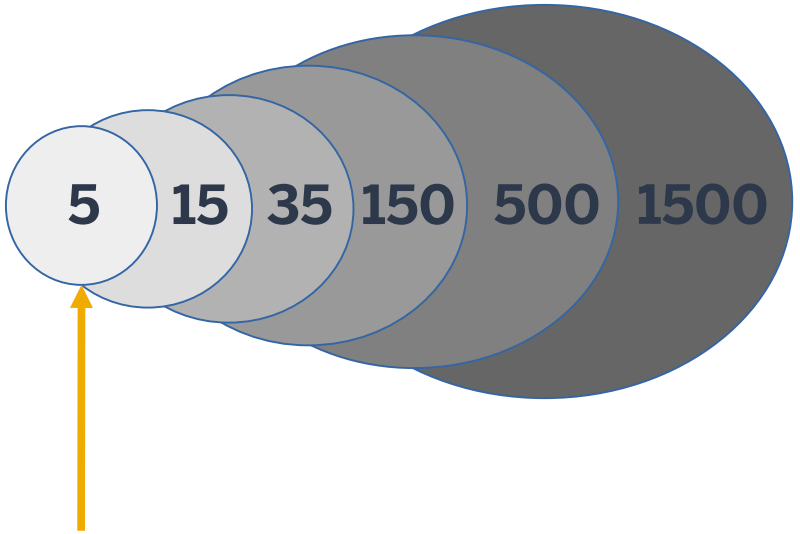

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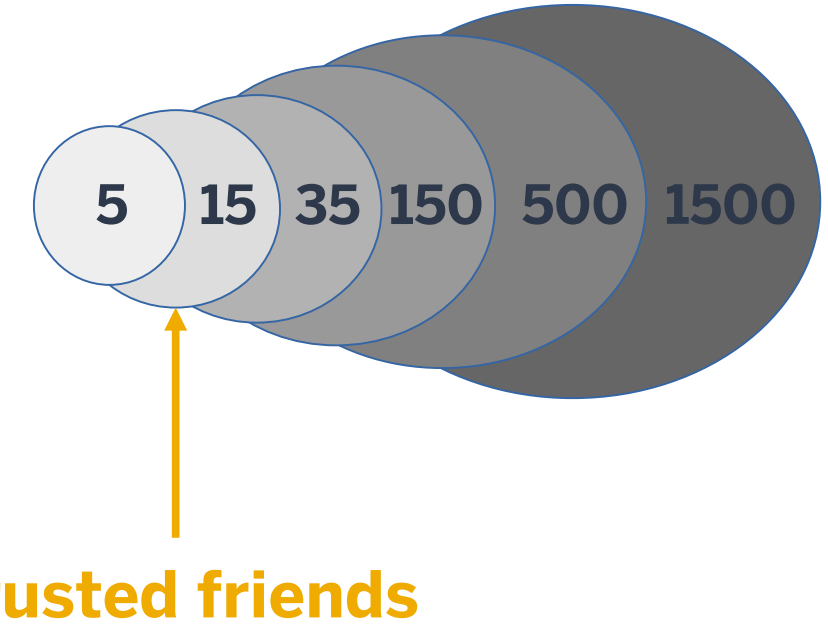

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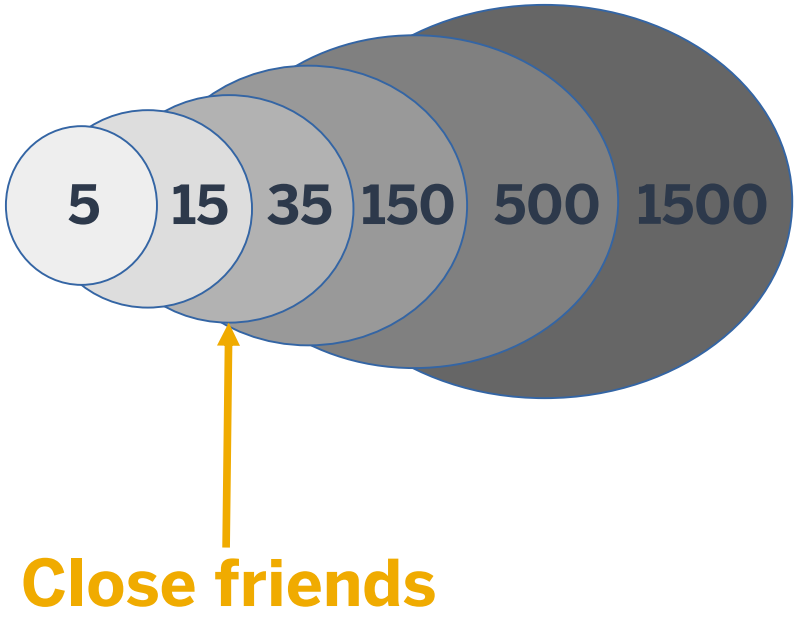

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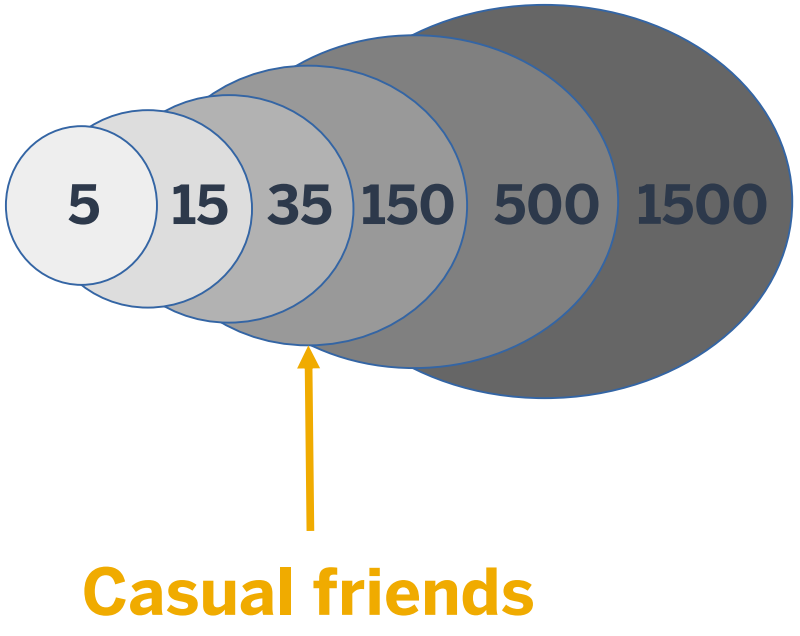

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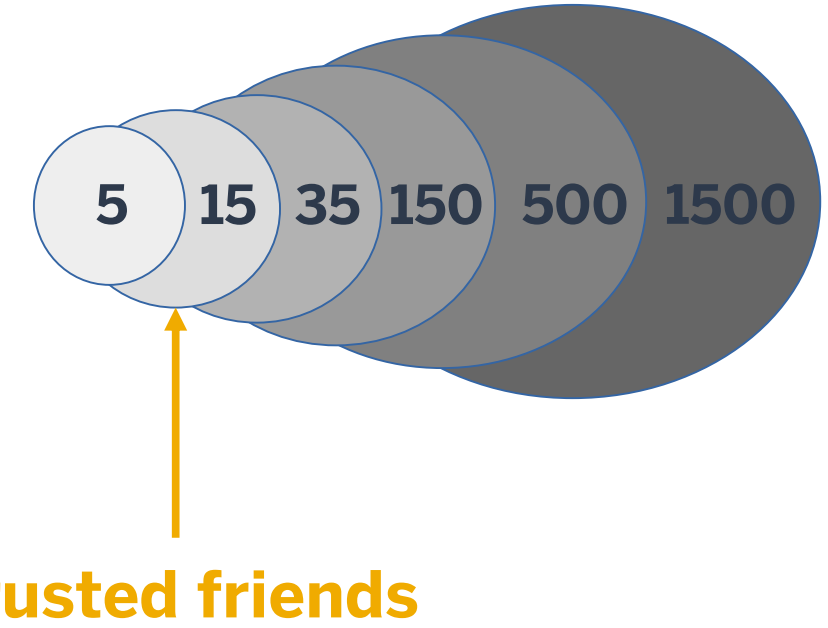

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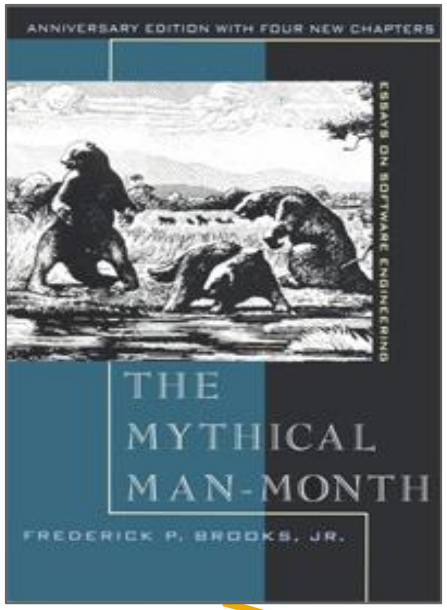
What I'm trying to say is...Team size matters!



If you don't have a trusted relationship with every member of your team, your team is probably too big

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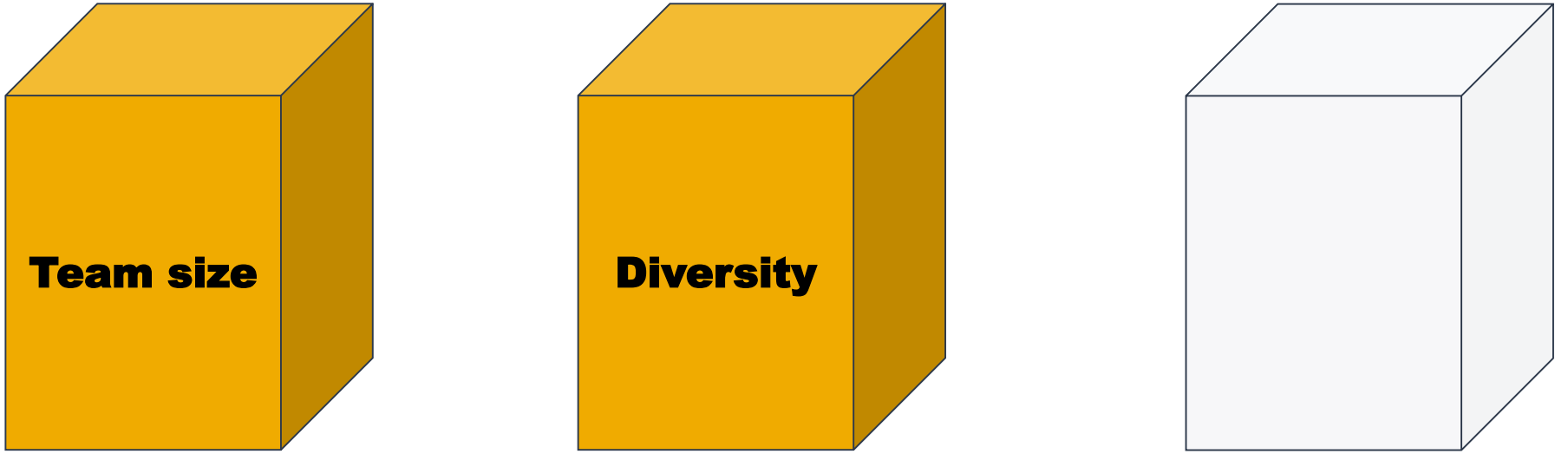
How to foster trust?



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Foster personal interactions

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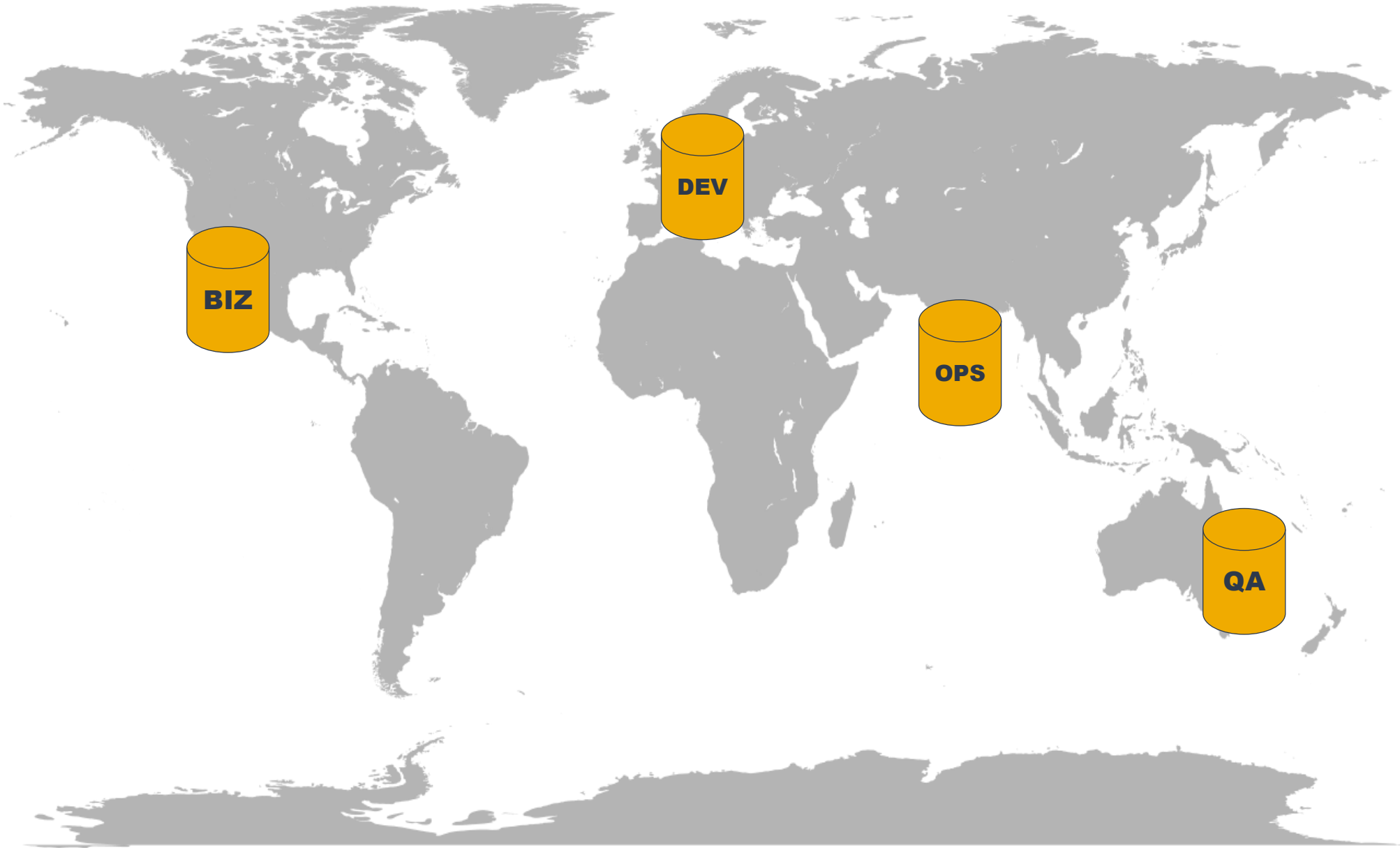

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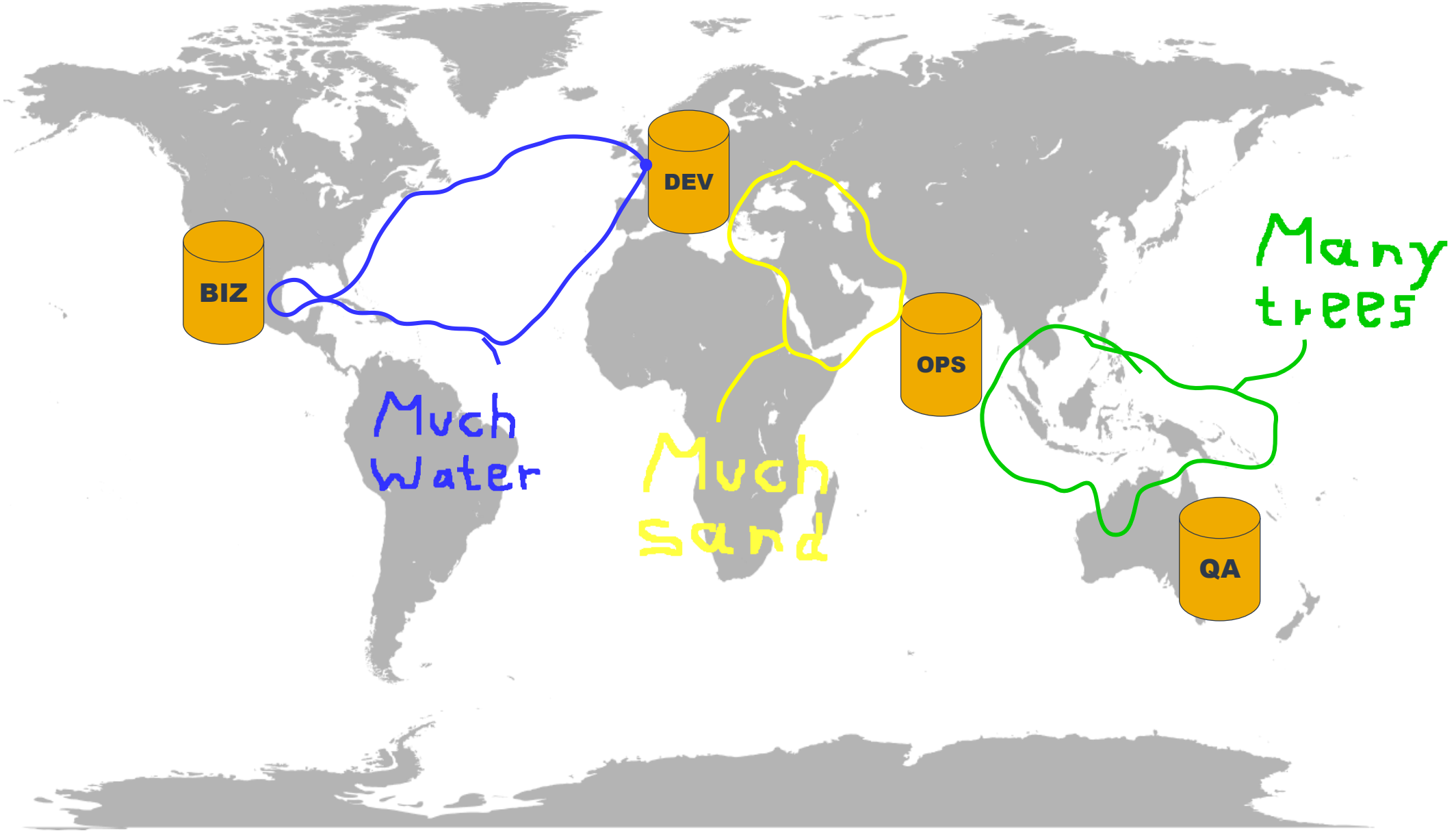

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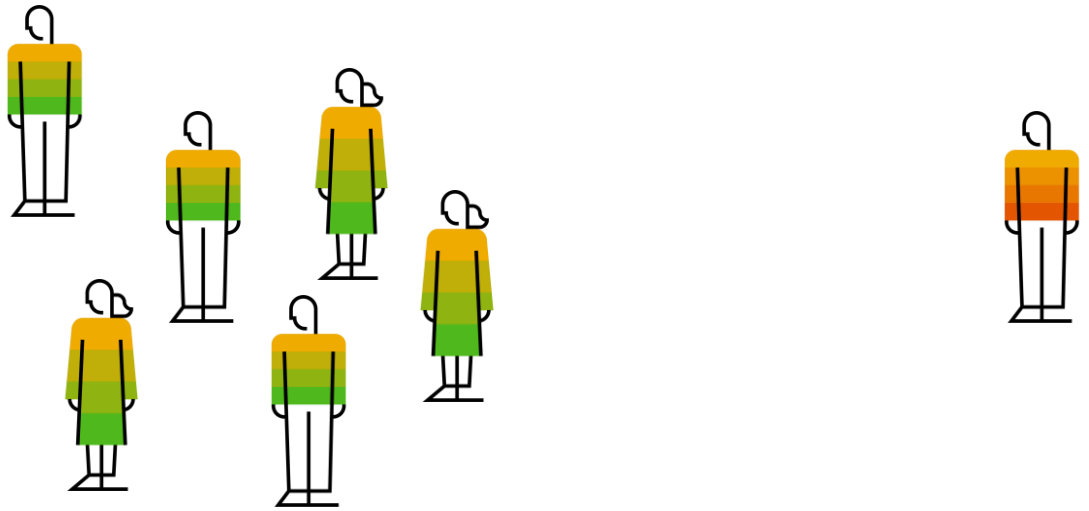
Groups

„...simple categorization into groups seems to be sufficient reason for people to dispense valued rewards in ways that favor in-group members over those who are 'different'"

- Social Identity and Intergroup Behavior, 1974

Henri Tajfel

Social psychologist



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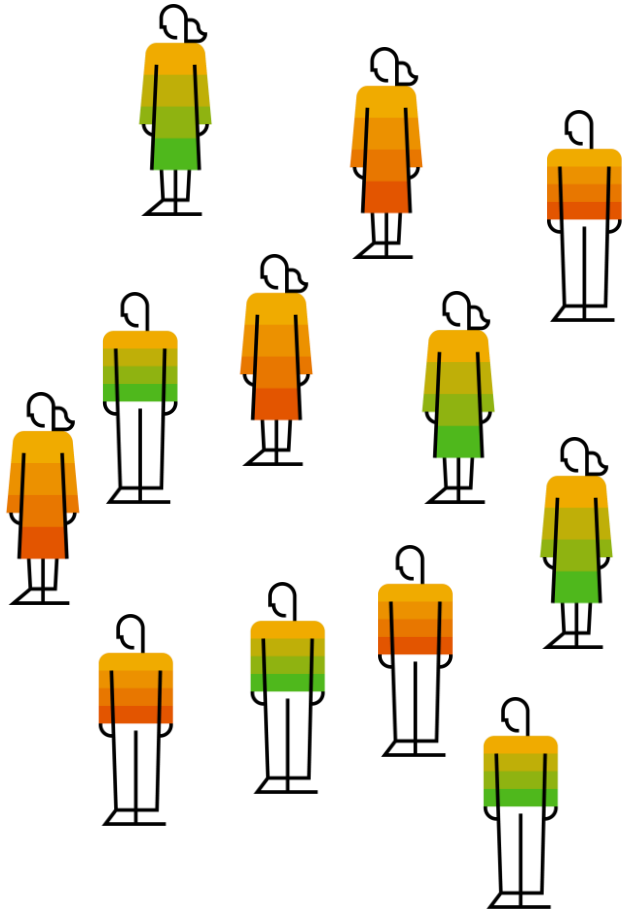
Minimal Group Paradigm

Make a choice

a) **The ingroup and outgroup get 100€ each**

b) **The ingroup gets 60€ and the outgroup gets 40€**



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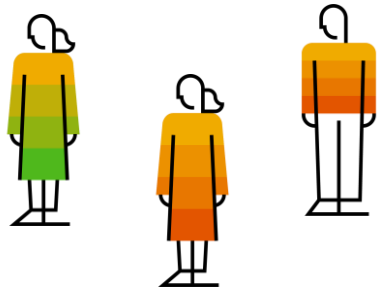

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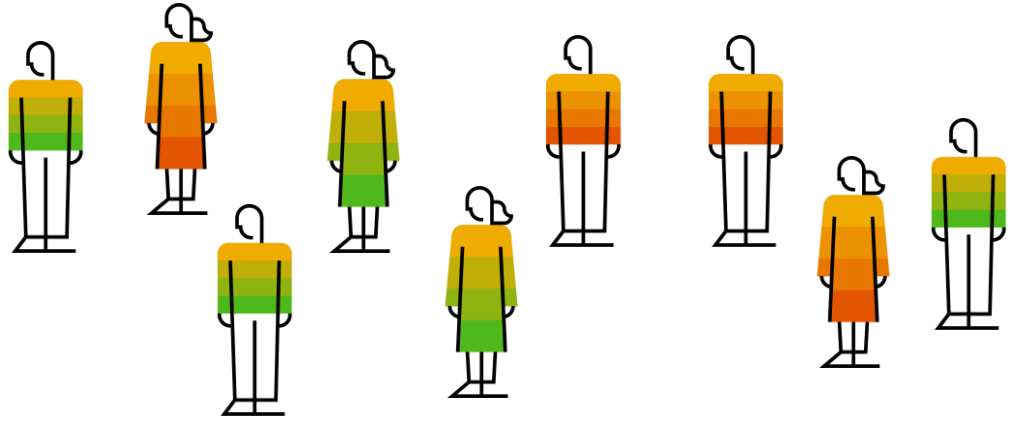

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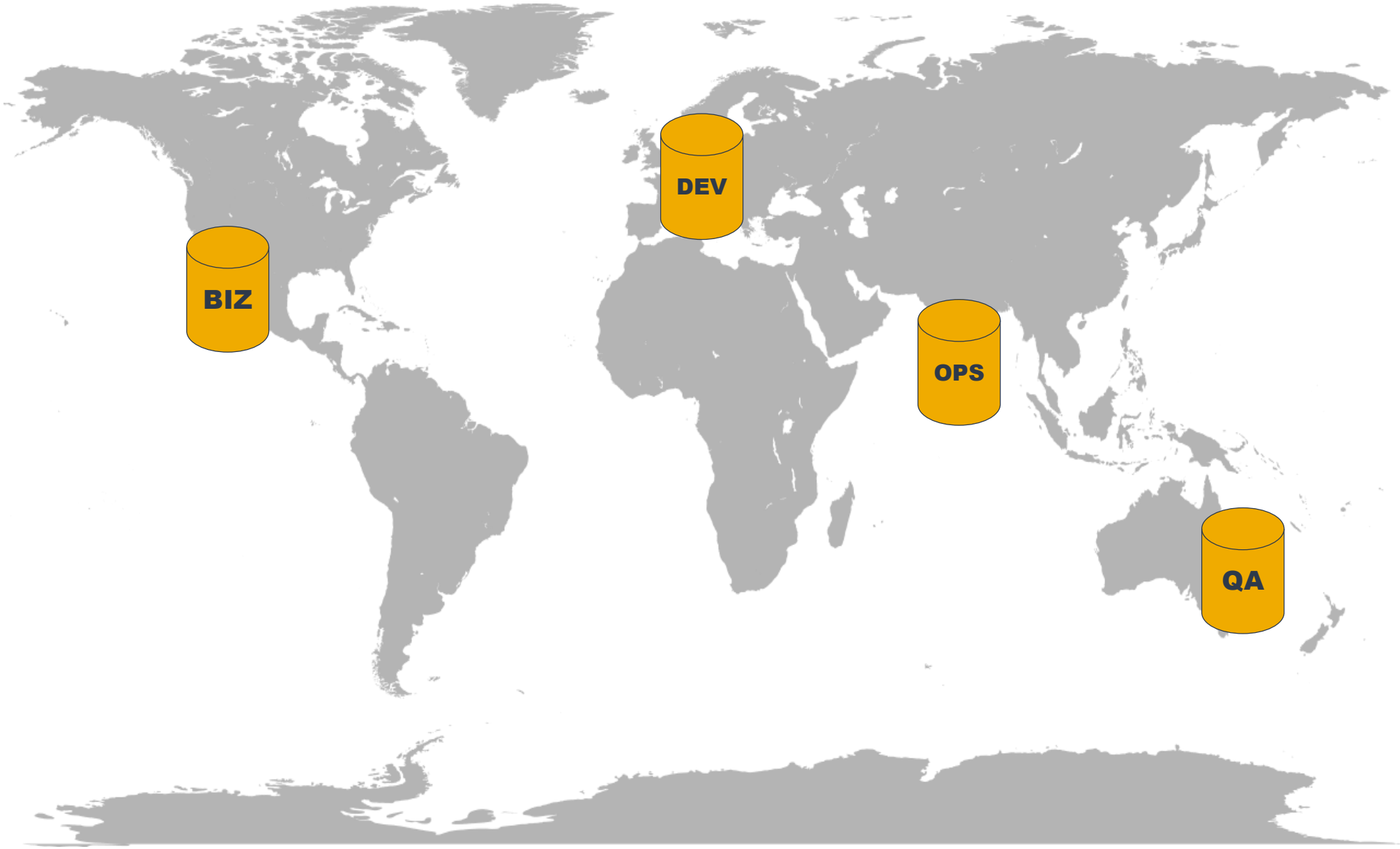

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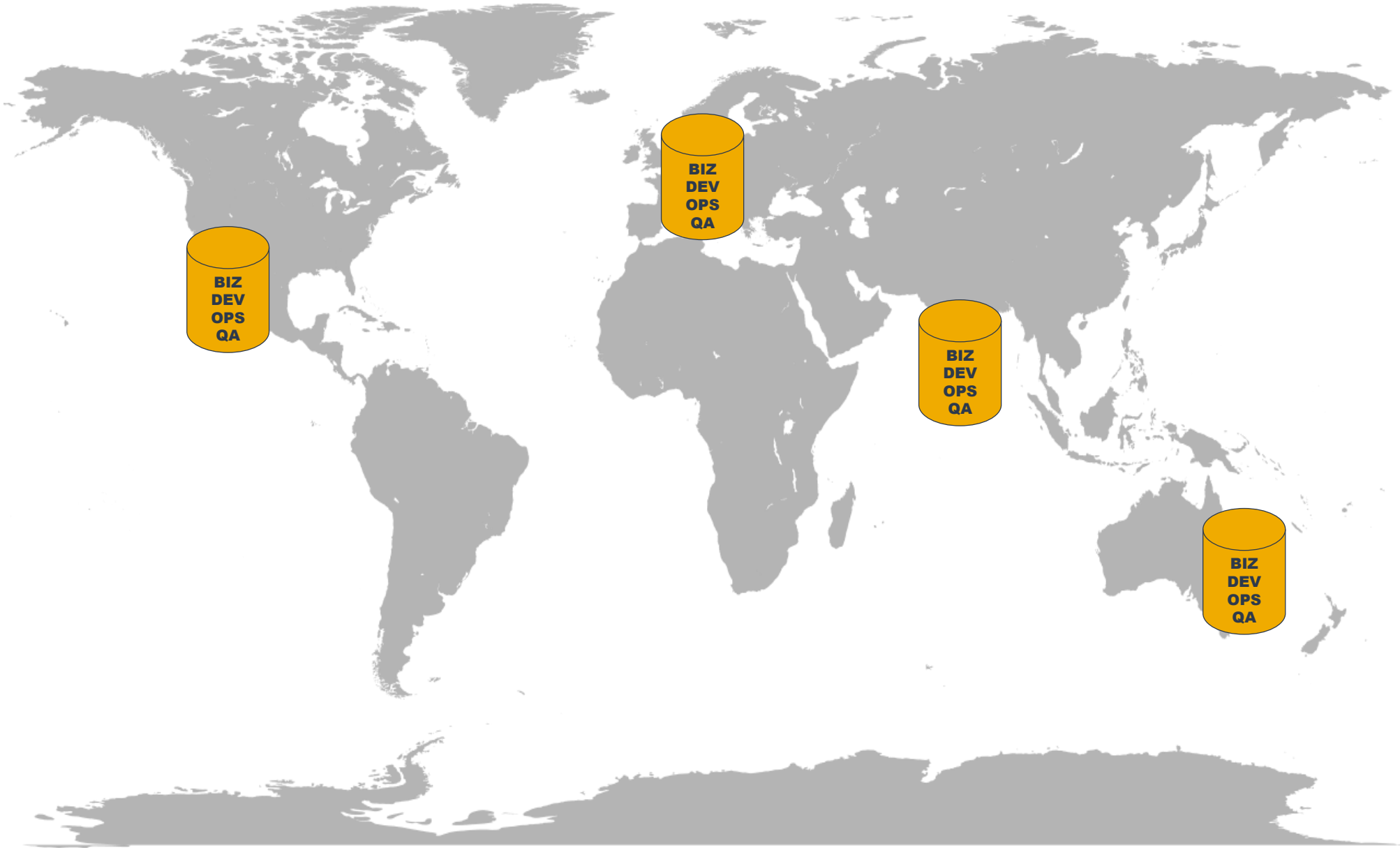

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Great teams are heterogeneous

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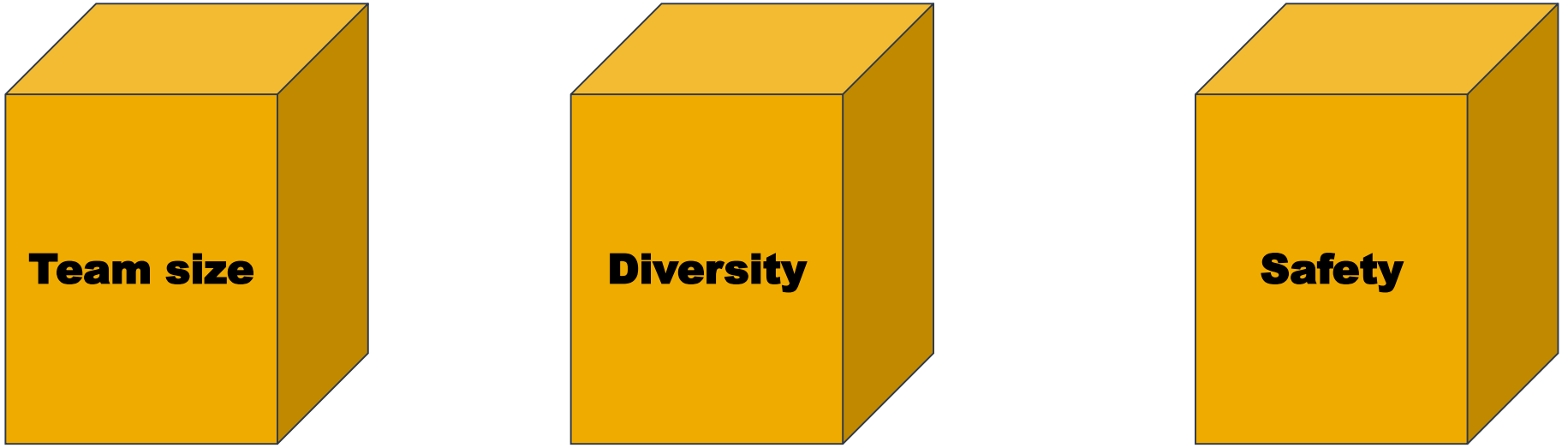
How to foster trust?



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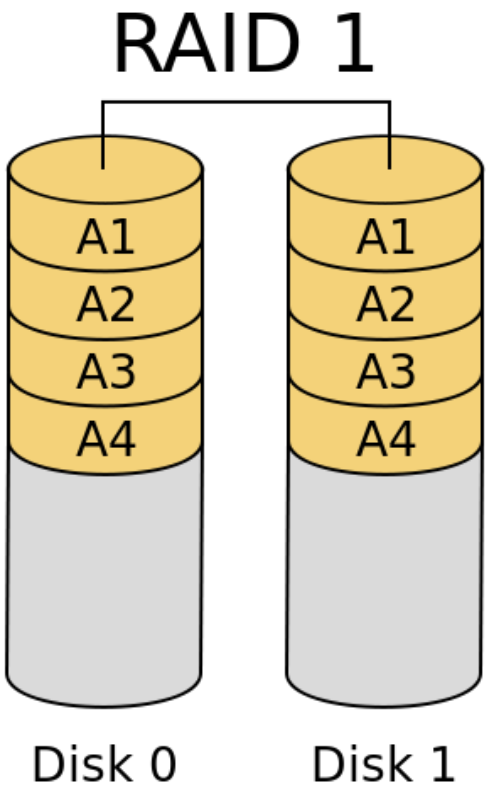
Failure tolerance or failure culture?



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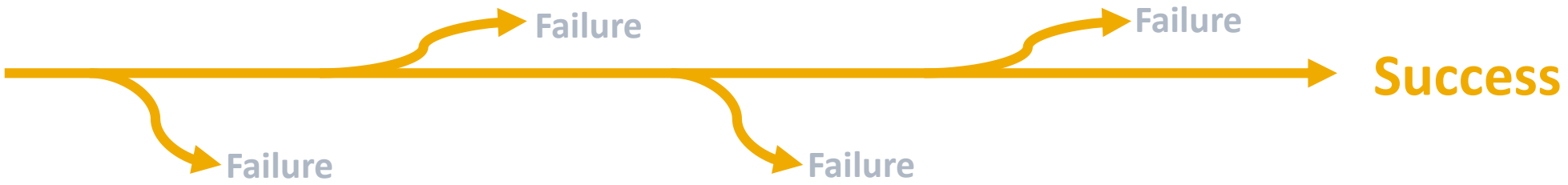
Success

What most people think:



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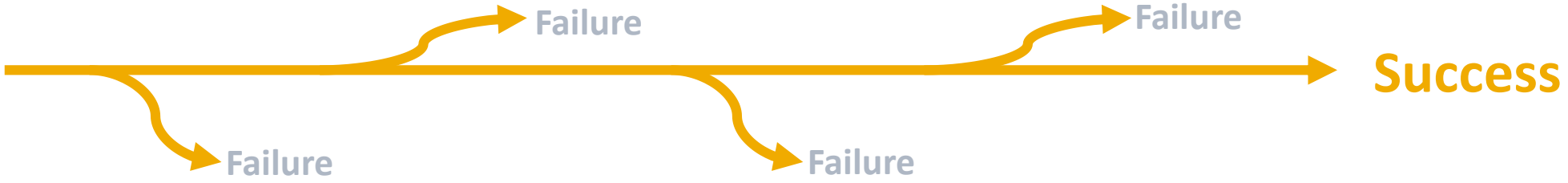
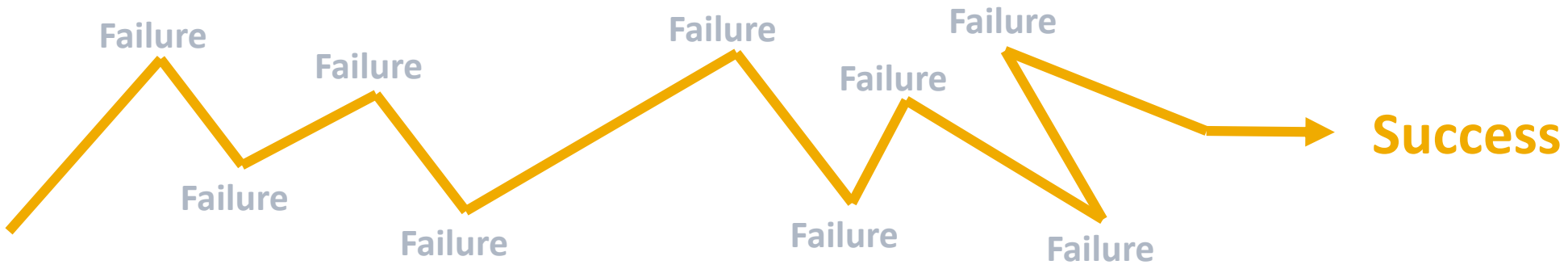


How success really works:



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Psychological Safety

"...Google's data indicated that psychological safety, more than anything else, was critical to making a team work."

"...to feel 'psychologically safe', we must [...] share the things that scare us without fear of recriminations."

Source: https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?smid=tw-share

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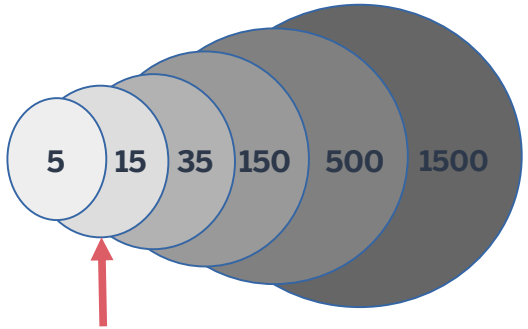

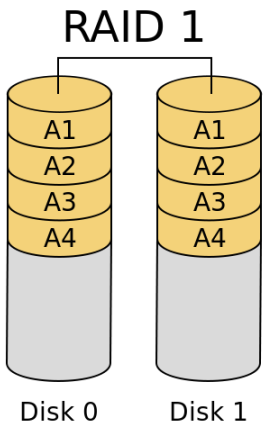

Team size

Diversity

Safety

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Thank you!

Contact information:

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Chief Development Architect

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dirk.lehmann@sap.com

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