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**D O P 2 0 7 - R**

# Driving change and building a high-performance DevOps culture

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Transformational change can be driven from anywhere in an organization

What's essential are passion, commitment, vision, and a willingness to take on challenges

# Positional view

	Advantage	Disadvantage
Top-down	Organizational power and a platform for communicating	Far from the action
Middle	Span of control that allows for POCs, skunkworks, coordination, and innovation	Limited span of control and limited control over resources
Bottom-up	Hands-on ability to make change and builder mentality	No authority or control over resources

Three scary words

Politics

Sales

Bureaucracy

# Leading from the top down

- Set a strong vision and goals aligned to it
- Remove impediments
- Change incentives
- Connect and coordinate
- Manage relationships up and across
- Assume all risk

# Mitigating the problem of distance

- Set up feedback loops
- Walk around
- Encourage fast escalation ... nuclear option
- Manage through Big Hairy Audacious Goals

# Leading from the middle

- Do what is possible within scope of influence
- Free up resources for prototyping/POCs/reference architectures
- Create a skunkworks (don't be sneaky)
- Get small wins constantly
- Forge alliances
- Sell up and across



# Leading from the bottom up

- Go ahead and make changes
- Start small and work incrementally
- Use changes to improve your own productivity
- Create concrete benefits (e.g., reduce deployment errors)
- Lower risk by making it clear you are invested and POCs
- Find collaborators, and share good practices

# How to sell

- Know what you are asking for
- Frame your ideas in terms of how they will lead to success
- Provide actual evidence (like a POC)
- Mitigate risk for the “buyer”
- Think carefully about the language you use

# Let's try it

- We have a backlog that gets groomed by the product owner
- We encourage people to fail fast
- We have a sprint review every two weeks
- We don't use Gantt charts or deliver on a schedule
- There is a scrum master and a product owner
- We will use an agile/DevOps approach

# What do executives want?

They **do not** care about sprints, backlogs, microservices, technical debt, or even the cloud

They **do** care about revenues, costs, risks, competitive positioning

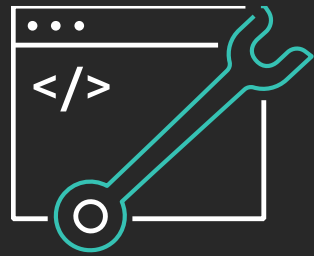
Today's big concerns:

- Have a growth story (revenue)
- Be future-ready to avoid disruption
- Manage today's risks (compliance, security, etc.)
- Unlock the value in their databases

- ✓ You can transform, and you can do it today—stop making excuses
- ✓ Change can be driven from anywhere in the organization
- ✓ It always involves influencing other people

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# Thank you!

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