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# Essay – Analysis of Chapters 5-8

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The focus of chapter 5 was on using the proper value stream for organizations. A value stream represents the series of steps that an organization uses to build solutions that provide continuous flow of value to a customer. The book went through some examples of different organizations DevOps transformations. One example mentioned was Nordstrom’s DevOps. Nordstrom’s had a process that only released software updates two times a year and consistently had negative reviews. There were not any plans for fixes to be released ahead of the updates. Their future goals were to have on-demand releases and timely responses to customer feedback. Nordstrom’s created a product team which supported their mobile application by testing, implementing and delivering value to the customer. Later data showed that they identified problems, reduced deployment lead times and also reduced production incidents substantially. The chapter also talked about expanding DevOps and that it is important to identify who in the organization is an innovator or early adopter. It also talked about building a critical mass and a silent majority with those who are not the most visible or influential group so they are also onboard with the changes and a bandwagon effect can be culminated. Other groups to be aware of and identify with are the ‘holdouts’ or people that are less inclined to be supportive. If the support of the silent majority is supportive – then this group will eventually support as well.

Chapter 6 described how value streams were applied and delivered to customers. Identifying teams to support value streams is the first step. It is nearly impossible for any one person to know all of the work created to bring value to the customer. By having different teams they are able to focus on different areas. A value stream map is created following the selection of teams. The map shows how work is going to be performed and how it will be documented. Transformation teams are created to make sure there is a clearly defined and measurable system level result. It is also recommended that a communication tool be selected to reinforce desired team behavior and increase productivity among team members. By using the same tools, it allows for prioritization of projects, and the sharing of knowledge and goals.

In chapter 7, different organizational archetypes such as, functional, matrix and market are explained. Functional organizations respond quickly to customer needs since they are optimized and structured for their expertise, they divide up the work and help to reduce costs. Functional organizations are made by having cross-functional disciplines. Matrix organizations combine both the function and market orientations. If teams are grouped only by specialty versus cross-functional it often will lead to longer lead times. When optimizing for speed it will enable market orientation. Smaller teams can work safer and be independent and are able to deliver value to the customer quickly. Teams should be cross-functional so they can develop features, test, secure and deploy within the project’s life cycle. Shared goals are a must when teams are working together. The Two-Pizza rule is introduced here as well. The Two-Pizza rule makes sure that teams are smaller in size so there are shared and clear goals. By adhering to this rule, it enables autonomy and allows for growth, learning and leadership among team members.

Chapter 8 emphasizes creating centralized platforms and tools that can be used by development teams. Developers can spend more time on building functionality if they have centralized platforms allow for production-like environments, deployment pipelines, and automated testing tools. Integrating operations into daily work will allow for greater outcomes. Some examples of this would be creating shared services to increase developer productivity, embedding ops engineers into service teams, or by assigning an ops liaison to each service team. Kanban boards are helpful as well and make relevant ops work visible on shared Kanban boards.

Value stream processes are very important and can determine if a company will be successful. Organizations should utilize and re-evaluate the value stream as goals change. This process can be repeated as many times as needed and then applied to different aspects of the organization.

**References:**

Kim, G., Debois, P., Willis, J., Humble, J., & Allspaw, J. (2017). *The DevOps handbook: how to create world-class agility, reliability, and security in technology organizations*. Portland, OR: IT Revolution Press, LLC.