DevOps for Defense

June 2019

Leadership

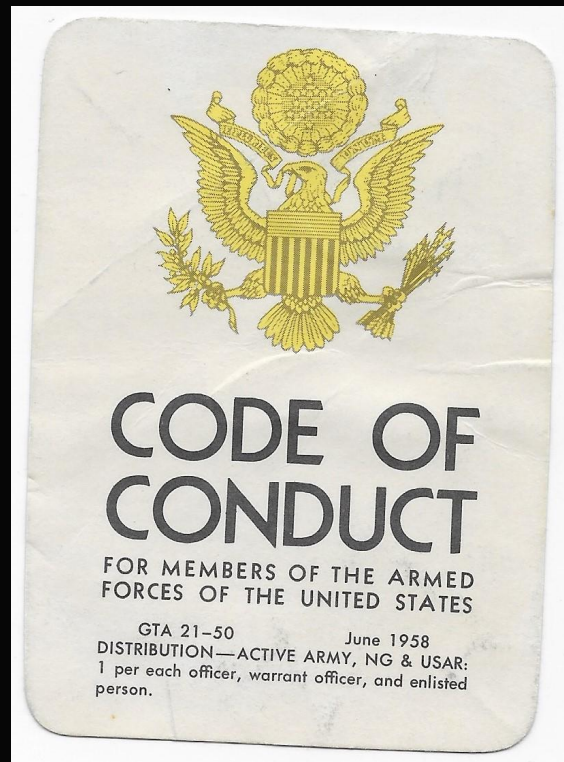Megan Ford

Sponsored by: TEKsystems *Own change*

https://www.meetup.com/DevOps-for-Defense/
https://github.com/jondavid-black/DevOpsForDefense
devopsfordefense@gmail.com
https://twitter.com/devops4defense

DevOps for Defense Meetup: Code of Conduct

➢ UNCLASSIFIED ONLY!!!!
➢ Treat each other with respect and professionalism.
➢ Do not talk about private, sensitive, or proprietary work.
➢ Do talk about your experiences, needs, desires to improve work in our domain.
➢ Do share your thoughts.
➢ Do learn from others.
➢ Do respect & tip your bartenders!

CODE OF CONDUCT

FOR MEMBERS OF THE ARMED FORCES OF THE UNITED STATES

GTA 21-50   June 1958
DISTRIBUTION—ACTIVE ARMY, NG & USAR:
1 per each officer, warrant officer, and enlisted person.

Be Heard!

What would you like to do in future months?

Presentations:
- Write a topic on a card & add it to the table in the Presentation area.
- If you'd like to volunteer to present the topic, add "Volunteer: [**YOUR NAME**]".

Books:
- Write the title & author on a card & add it to the table in the Book Club area.

Activities:
- Write a short name & description of the activity on a card & add it to the table in the Activity area.
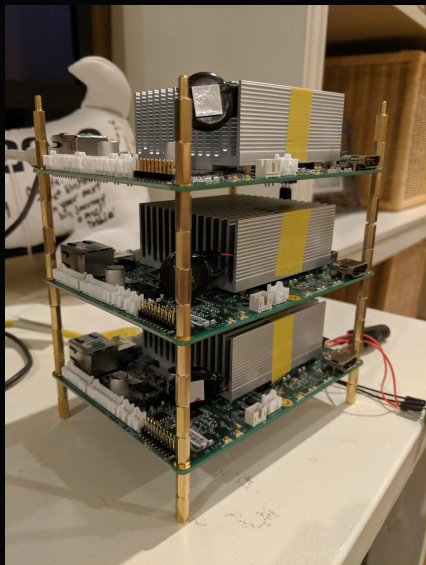
Please be an Active Part of our Meetup Success!

Announcements!

1st Thursday of July == 4th of July
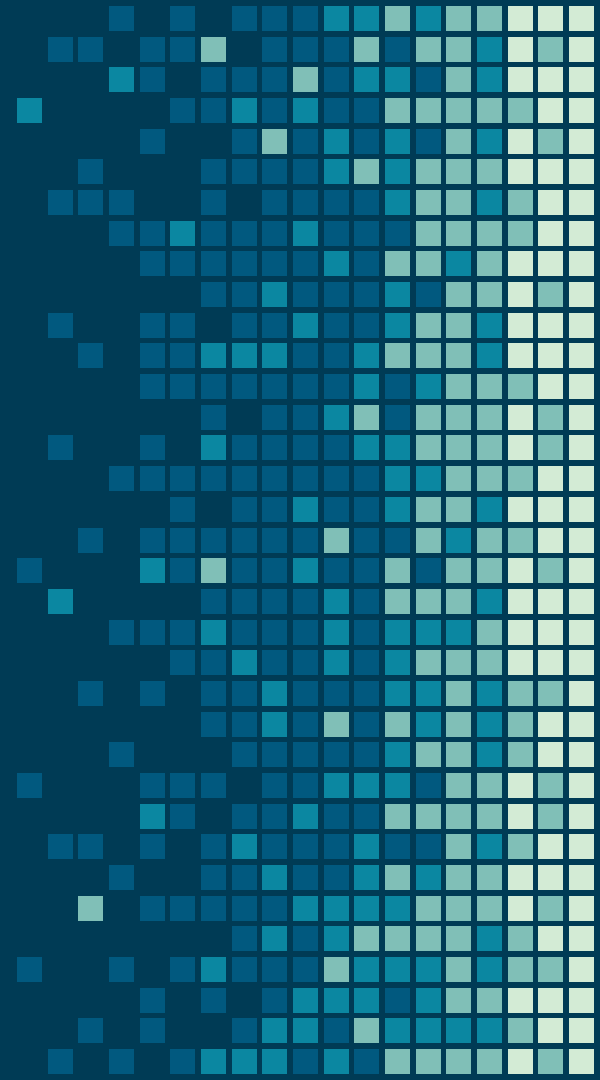- DevOps for Defense will <u>move to July 11th</u>
- Enjoy your Holiday!!!

New series starts in July - The Software Factory
- Explore what OSD is pushing us to do
- Examine how to create a Software Factory
- More live demos…creating the "Micro-Factory"
- All open source, using only open source

Turn The Ship Around!
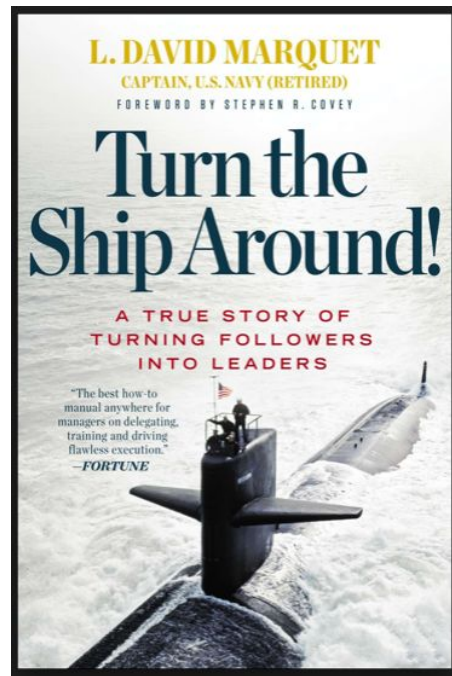## Ties to DevOps

Megan Ford

Turn the Ship Around!

A True Story of Turning Followers into Leaders

Written by L. David Marquet, Captain U.S. Navy (retired)

- **True story about a U.S. Navy Captain implementing real change in his command**
- **From leader-follower to leader-leader**
- **Several ties to DevOps!**

The Story of the USS Santa Fe

Under Leader-Follower...

- **Last in performance**
- **Last in retention**
- **Last in promotions**
- **Bad safety record**

After implementing Leader-Leader...

- First in performance
- Bump in retention
- First in promotions
- Good safety record

Implementing Leader–Leader

Three principles

- **Control**
    - **Divest control and distribute it**

- **Competence**
    - **Ensure that all levels are competent enough to be successful**

- **Clarity**
    - **Ensure that all levels know what the organizational goals are**

**Each principle has several mechanisms to implement it!**

Ties to DevOps

Communication

Transparency

DevOps Culture

Trust
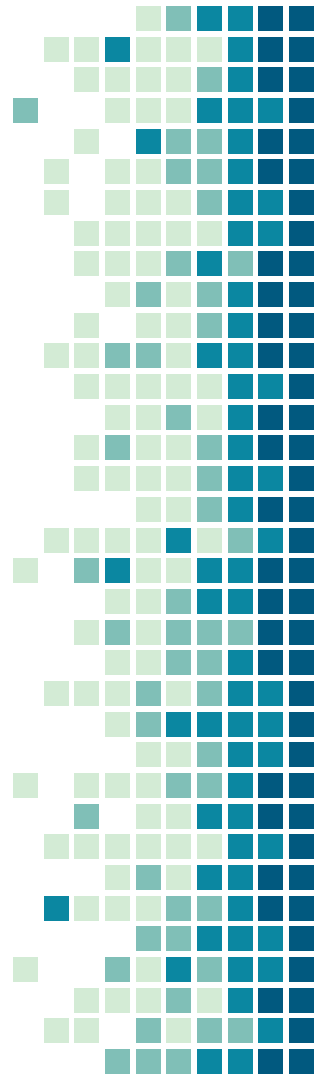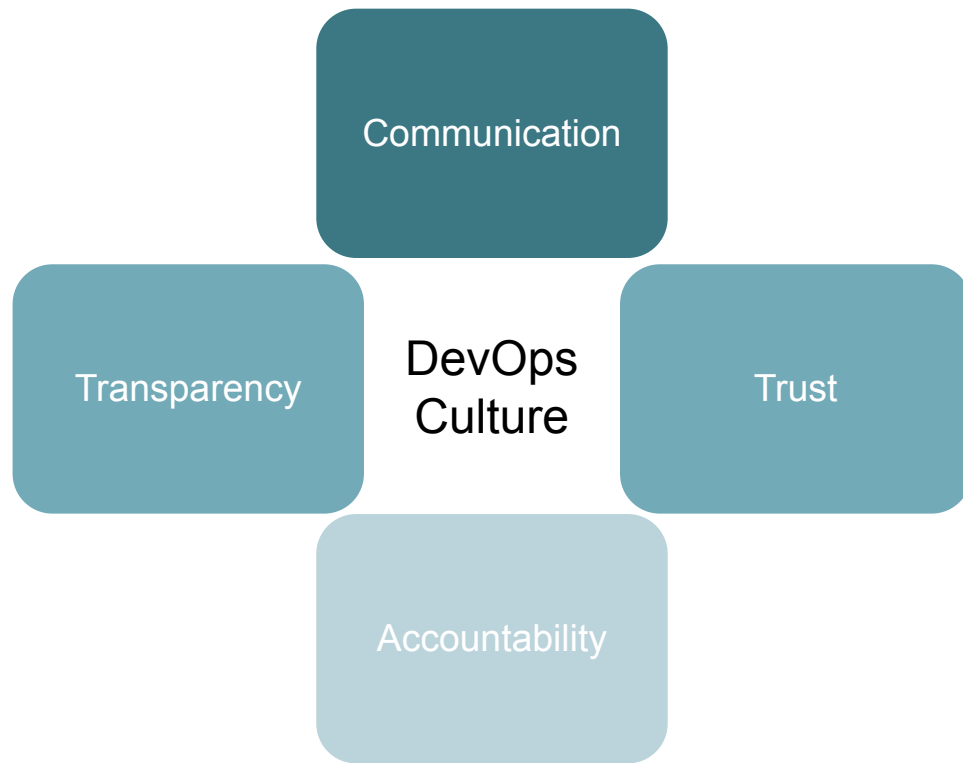
Accountability

Accountability

"Don't move information to authority,
move authority to the information."

Accountability

- Problem: The "Whatever they tell me to do" attitude

- Answers:

  - Push accountability to the lower levels

  - Avoid monitoring systems, tracking systems

  - Avoid systems in which senior person what junior personnel should do

- Pushing accountability to lower levels combats "Turned off Brain" syndrome
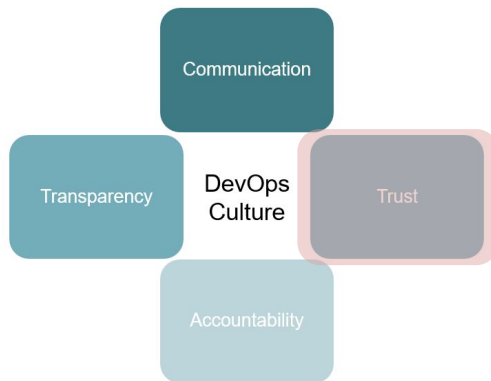

Communication

Transparency   DevOps Culture   Trust
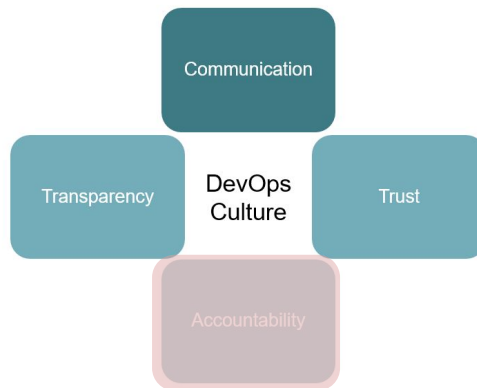
Accountability

Trust

"Had they not believed I was doing everything I could for them, it would have been a lot tougher when I asked them to work so hard."

Trust

- Pushing accountability to all levels only works if there is trust between all levels

- Resist the urge to provide solutions

- Create a space for open discussion by the entire team

- Specify goals, not methods

Communication and Transparency

"If all you need your people to do is follow orders, it isn't important that they understand what you are trying to accomplish."

Communication and Transparency

- Organizational Clarity is key
  - People need to know what the goal is
- Continually and consistently repeat the message
- Short, early conversations allows for early feedback
- Encourage a questioning attitude
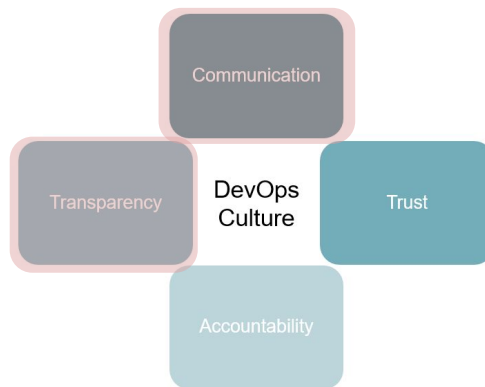
Leader–Leader and DevOps Go Together

Control

- Don't let authority and accountability accumulate at the top

- Every person is accountable for their work

- Recognize all levels for a job well-done

Competence

- Combat the "brained turned off" syndrome by pushing accountability across all levels

- Encourage continuous learning

- Collaboration helps all members grow

Clarity

- The team needs to know what the organizational goal is

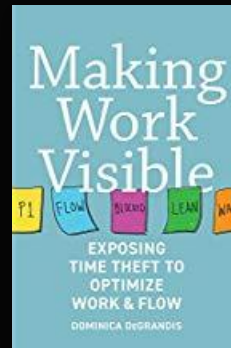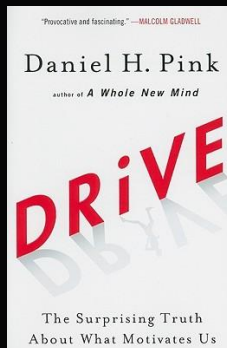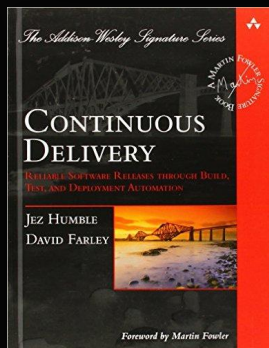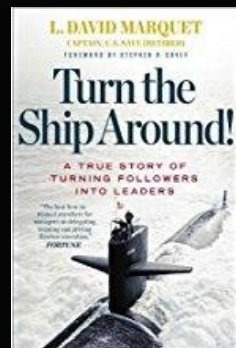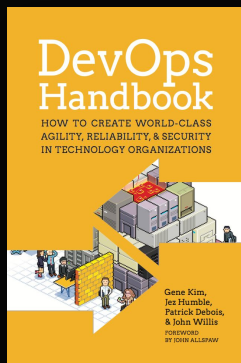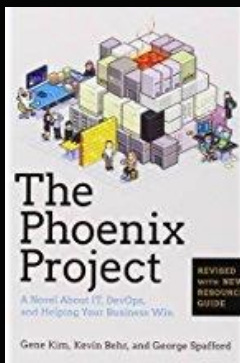- Everyone needs regular feedback to grow
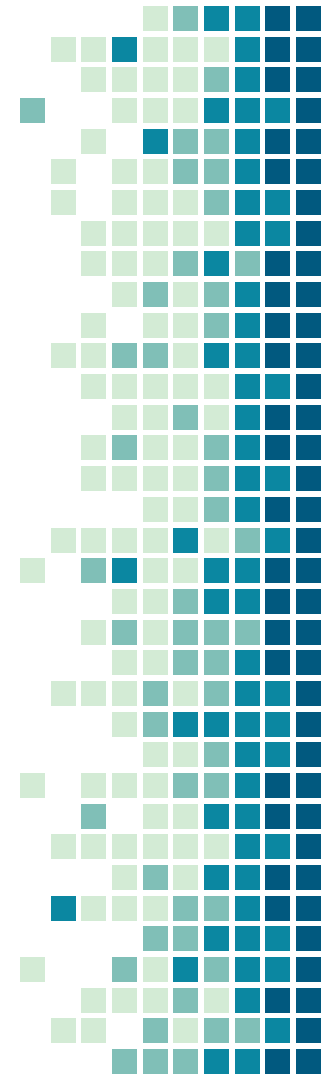
THANKS!

Any questions?

References

- Marquet, L. David. *Turn the Ship Around!* Penguin Group, 2012.

DevOps Resources

Books / Publications:
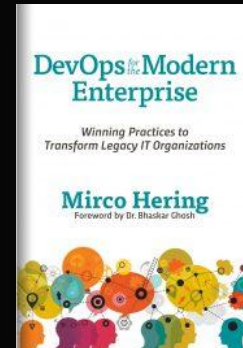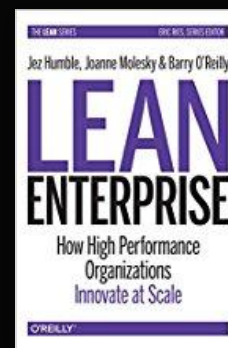
Conference Presentations (YouTube):
- DevOps Enterprise Summit (DOES)
- IT Revolution
- Velocity
- GoTo

Group Exercise: Lean Coffee & Book Club

Book Club:
- **"Turn the Ship Around" - Capt David Marquet**

1. Each table has a facilitator.
2. The facilitator has a short introduction.
3. Everyone write down questions or topics for discussion on the subject. Place them in the middle of the table.
4. The group votes on each question or topic by placing a dot on the card. 3 votes per person.
5. Cards with most dots goes first. Set a timer for 5 minutes and discuss.
6. After 5 minutes, either vote (thumbs up/down) to keep going or move on to the next card.

Topics: "Trust in DevOps", "Accountability in DevOps"