DevOps for Defense

Release the Cynefin

JD Black
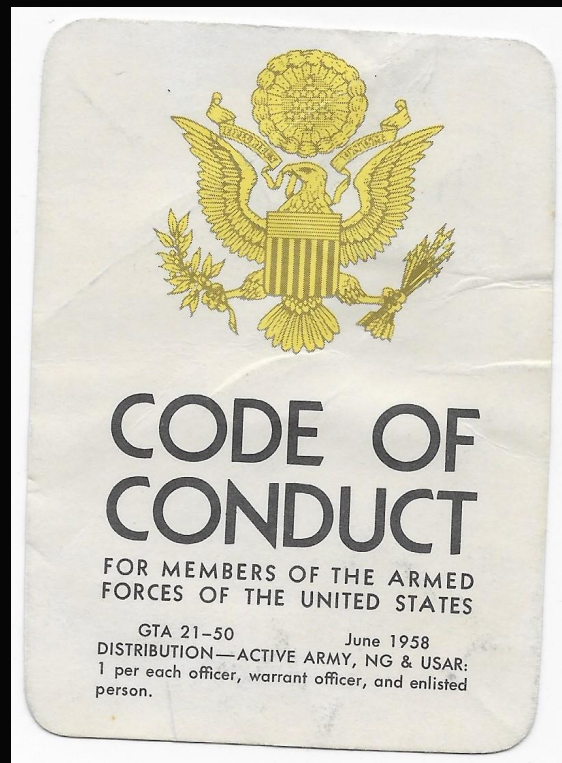April 2021

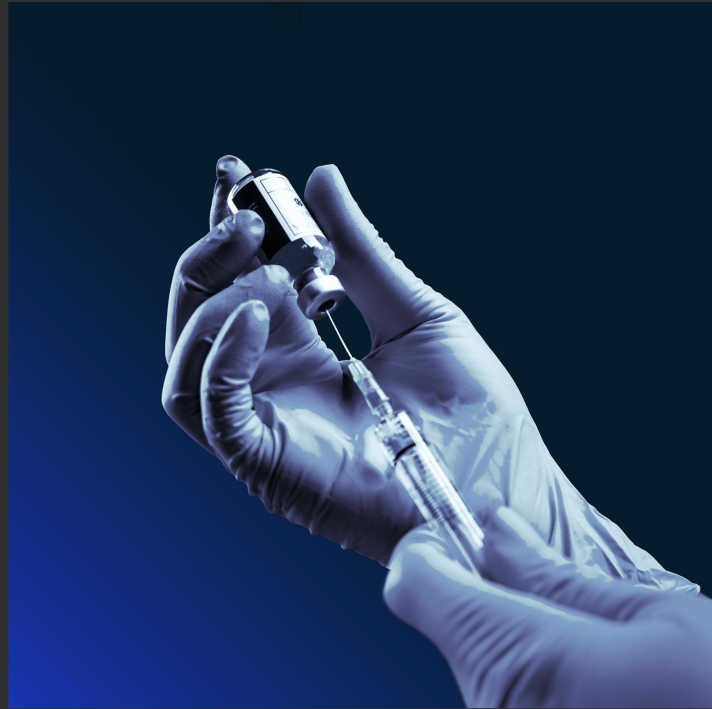https://devopsfordefense.org
https://www.meetup.com/DevOps-for-Defense/
https://github.com/jondavid-black/DevOpsForDefense
devopsfordefense@gmail.com
https://twitter.com/devops4defense

Sponsored by: TEKsystems
Own change

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 mute yourself while others are speaking!

CODE OF CONDUCT

FOR MEMBERS OF THE ARMED FORCES OF THE UNITED STATES

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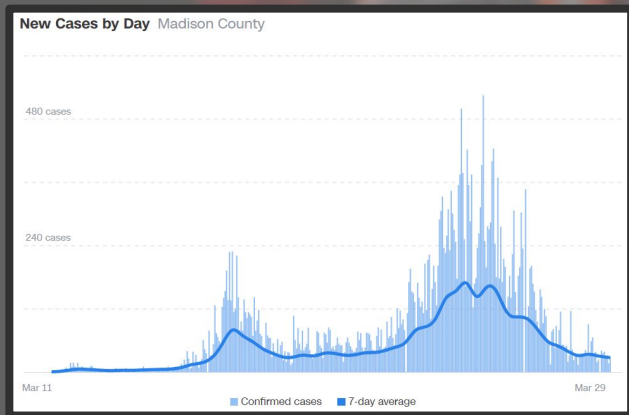1 per each officer, warrant officer, and enlisted person.

Public Service Announcement!

COVID Vaccines are Available

➢ National Defense engineers who need to work in a Closed Area should be able to get an "Essential Worker" letter from their employer to schedule an appointment.

➢ May 1st vaccines should be available to everyone in AL (check your local info)

➢ Pharmacies you can check:
  ○ Walmart, CVS, Kroger

➢ There are more appointments available in more rural areas...take a 45 minute drive!

➢ Alternatively you can ask to be put on the "waste list" and get a call if there's extra doses or cancellations
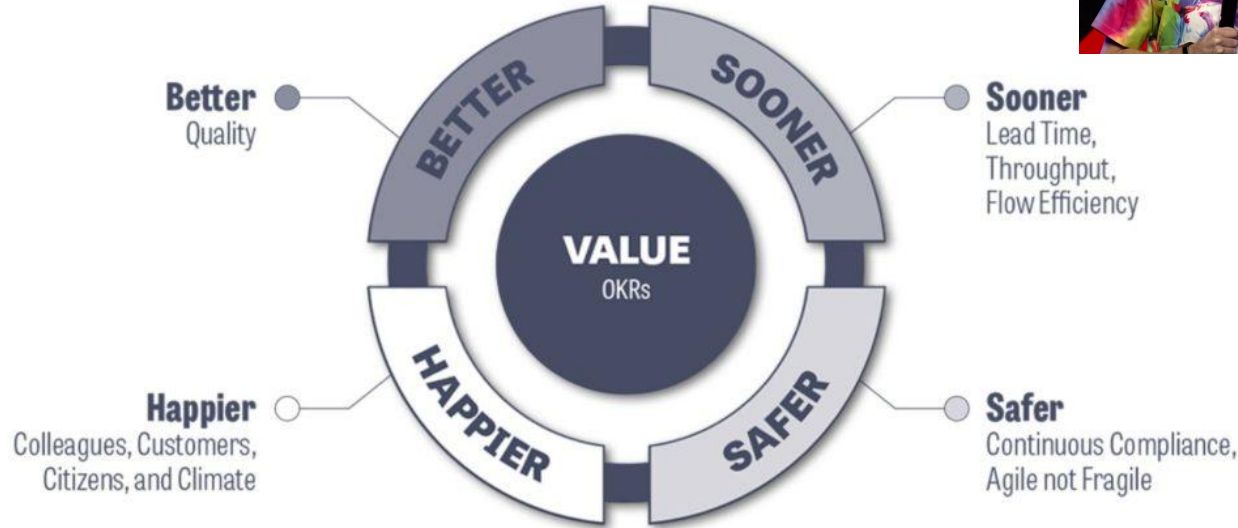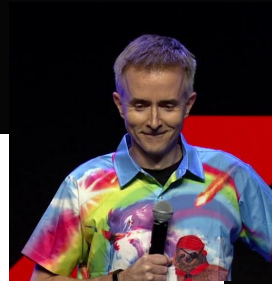
What's up with the Rona?

Numbers are Down
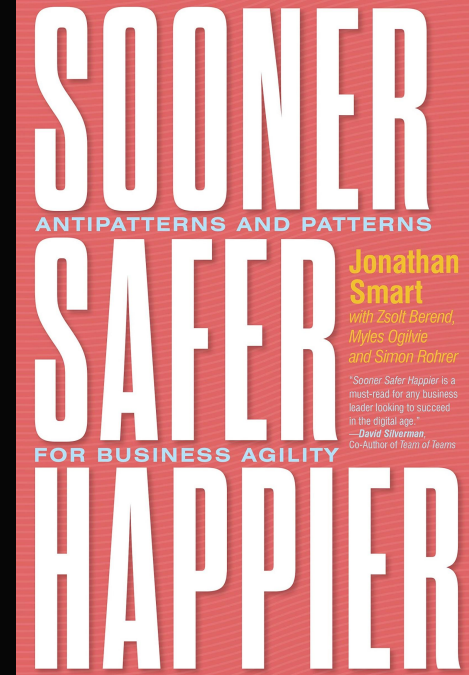
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Vaccines are Available

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Let's Do a Meetup Next Month (Non-Virtual / Hybrid)

Not Back to Normal...Just More Normal-ish
(If you're healthy and comfortable with it please join us at Rocket Republic)

So I was reading a new book...

...and wanted to share this with you.

Release the Cynefin (kuh-NEV-in)

COMPLEX
probe-sense-respond

EMERGENT PRACTICE

COMPLICATED
sense-analyze-respond

GOOD PRACTICE

CONFUSED

CHAOTIC
act-sense-respond

CLEAR
sense-categorize-respond

NOVEL PRACTICE

BEST PRACTICE
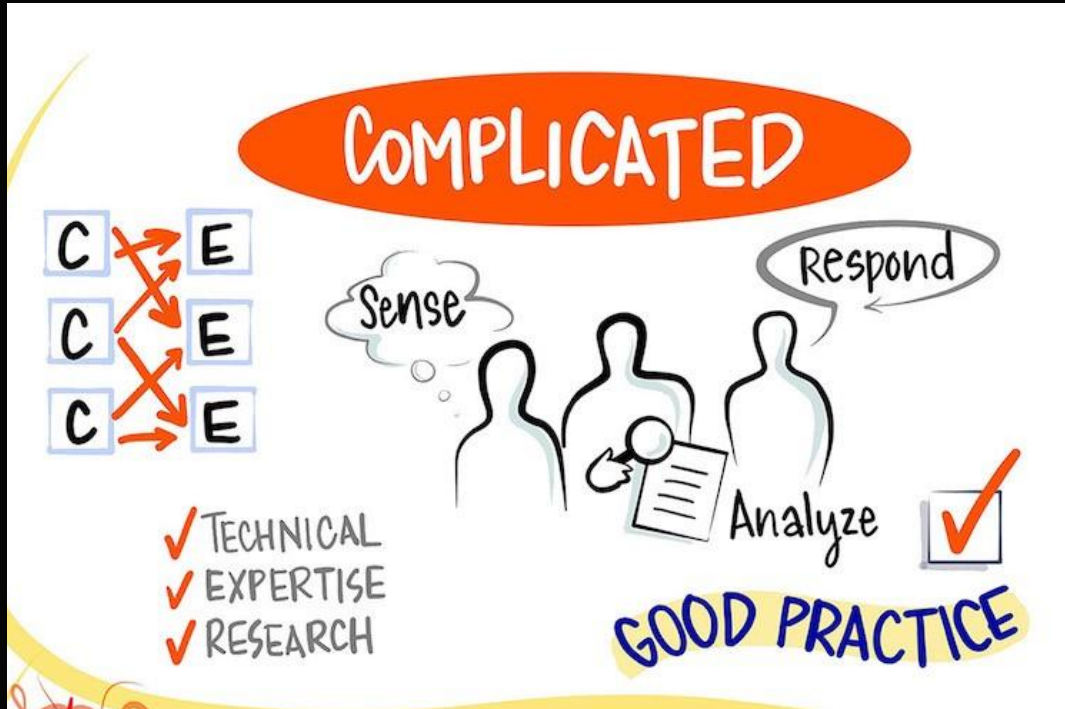
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- A "sense making model" not a "characterization model"
- Useful to understand and respond to your situation
- There are 3 types of systems: Ordered, Complex, & Chaotic
- "Ordered Systems" (right side) may be subdivided into "clear / simple" or "complicated / non-obvious"

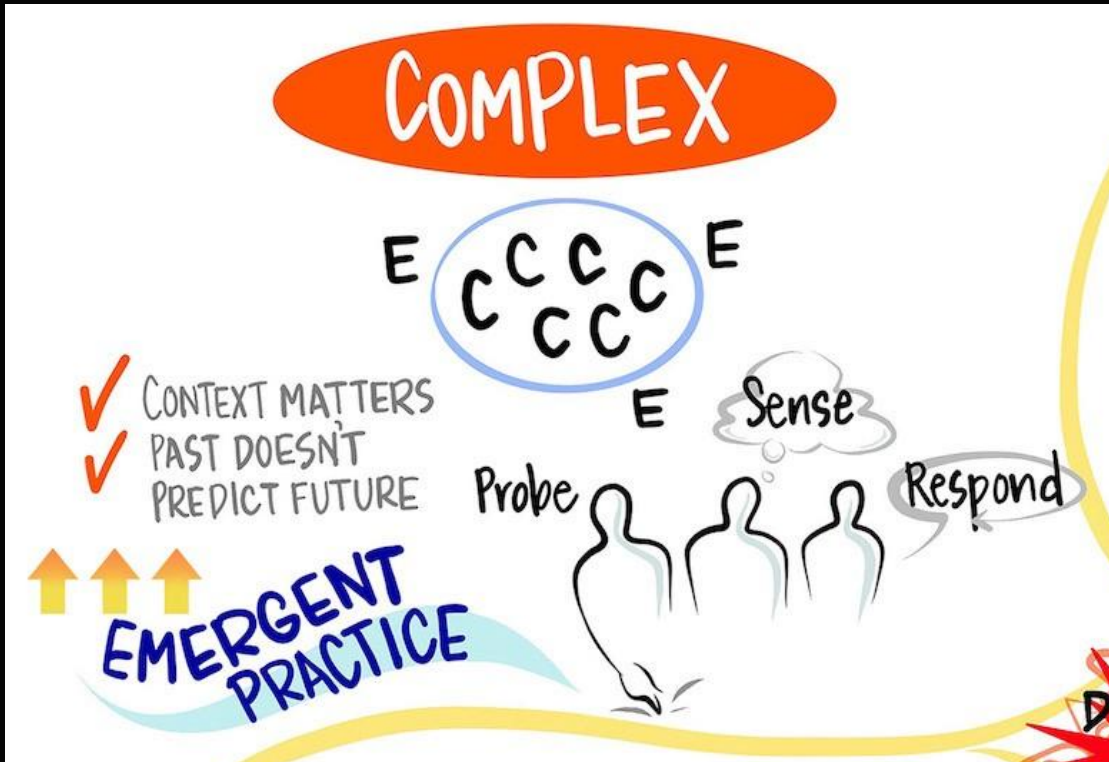Cynefin framework developed by Dave Snowden

Clear

- Cause and Effect relationships exist, are predictable, and repeatable
- How you work in this area should be obvious
- Apply **Best Practice** (i.e. the right way)

- Avoid adding unnecessary complexity
- Avoid believing all failure is a failure of process

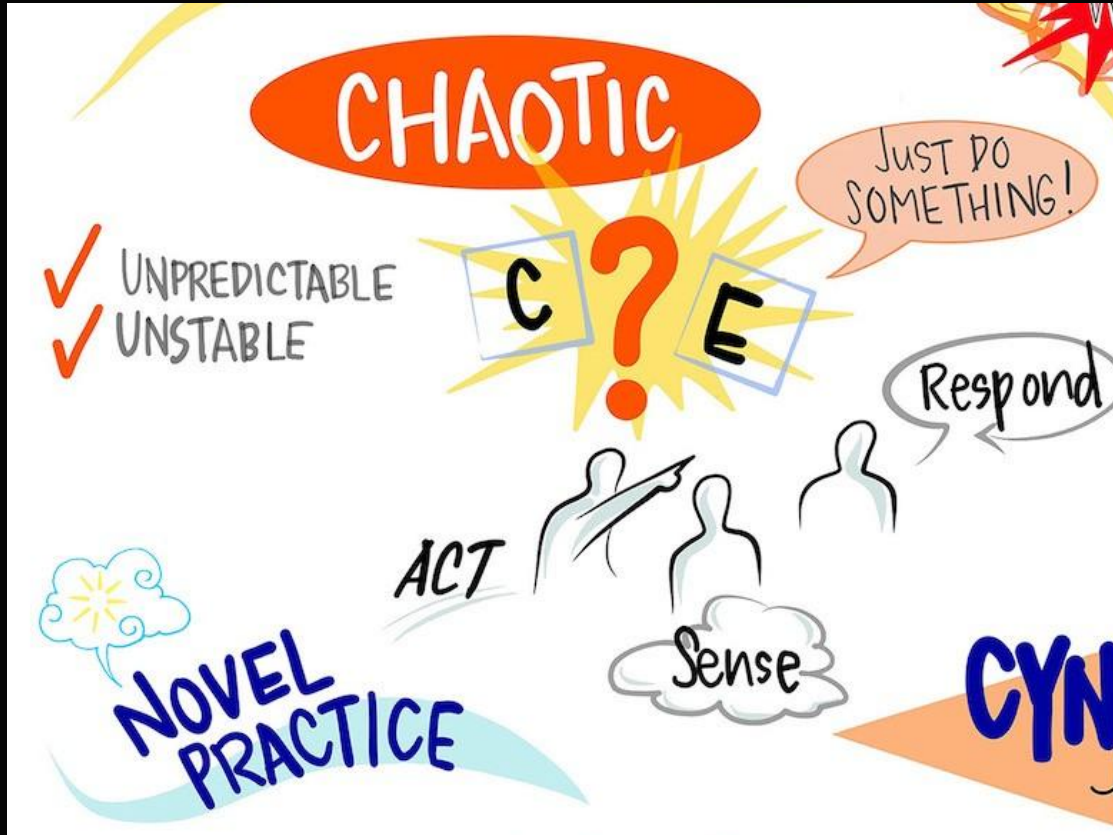- **Sweet spot for Bureaucracy**

Complicated

- Cause and Effect relationships exist, but are not self-evident and require expertise
- How you work in this area should be nuanced, varied, or situational
- Applying analytical methods and **Good Practice**
  (i.e. a number of "right ways")

- Avoid oversimplification
- Avoid applying Best Practice
- Avoid belief that failure is result of insufficient resources
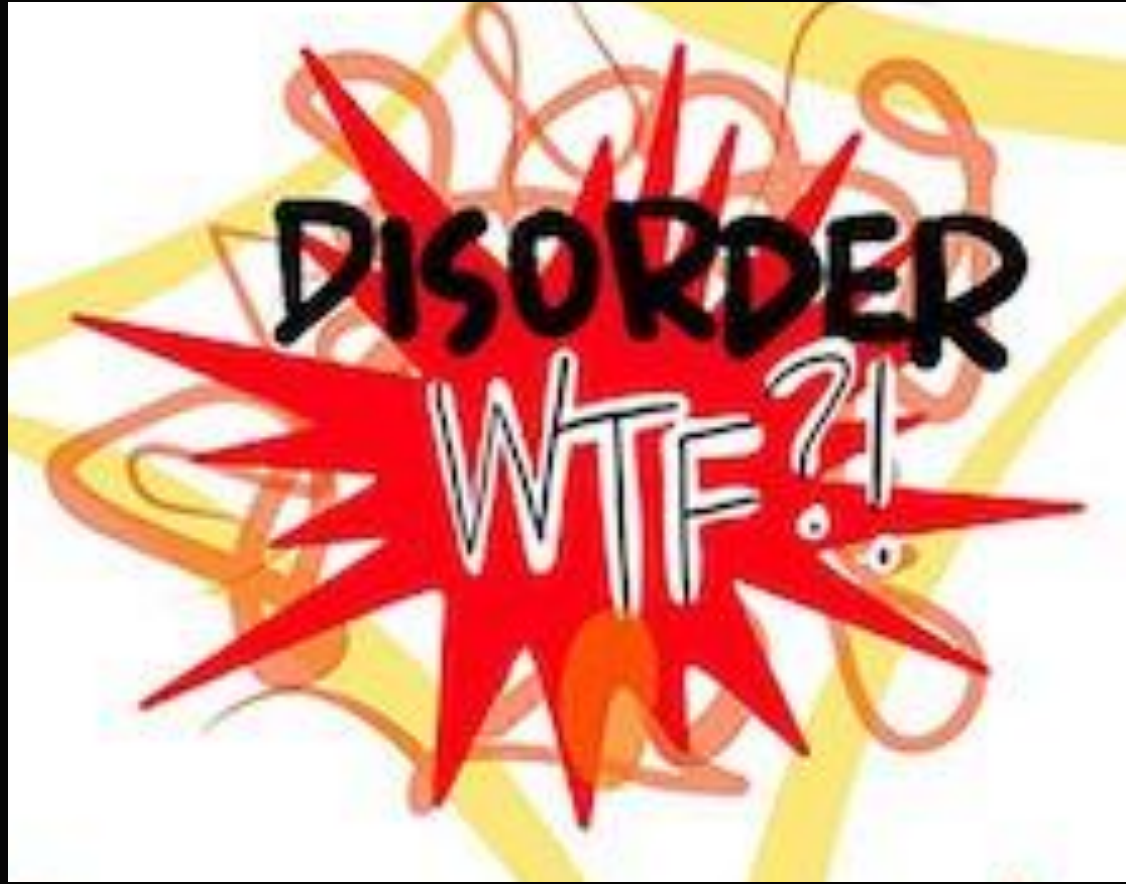
- **Sweet spot for Lean**

Complex

- Cause and Effect relationships are only obvious in hindsight, with unpredictable, emergent outcomes
- How you work in this area should is to conduct "safe / failed experiments" amplifying success and damping failure

- Avoid "fail-safe design"

- **Sweet spot for Agile**

Chaotic

- No Cause and Effect relationship can be determined
- You may choose to enter to drive innovation
- If you enter accidentally, immediately work to stabilize

- Avoid extended time here
- Avoid fear / desperation
- Avoid authoritarianism

- **Sweet spot to be Bold and Act Fast**

Disorder…not knowing which space you're in.

My Cynefin "Light Bulb" Moments

1. We must purposefully think and act differently depending on which Zone you're in.
2. Spending too much time in a Zone can make us believe everything is like that Zone.
3. Do no apply a "one size fits all" approach common in management theory and training.
4. In reality, we spend most of our time in Disorder and we interpret situations according to personal preference for action.
5. Our value streams should / must seamlessly traverse different Zones.

Disorder: Home Sweet Home

Group Exercise: Virtual Lean Coffee

1. The facilitator creates a new board on http://agile.coffee and shares the link in the Zoom chat with everyone.
2. The facilitator has a short introduction.
3. Everyone makes cards with questions or topics for discussion on the subject.
4. Everyone votes on each question or topic by clicking the thumbs up button on the corner of the card. 5 votes per person.
5. Cards with most votes goes first. Set a timer for 5 minutes and discuss.
6. After 5 minutes, either vote (thumbs up/down in your Zoom window) to keep going or move on to the next card.
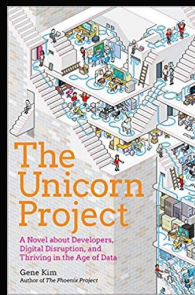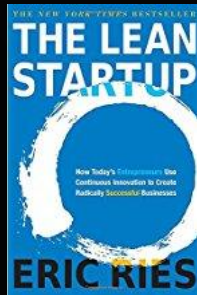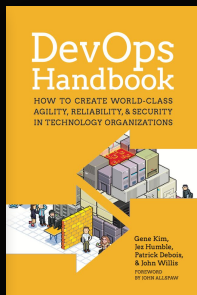
Suggested Topics: "Escaping Disorder", "Living in the Zones"

DevOps Resources

https://devopsfordefense.org/resources/

Books / Publications:

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