

# Trust

Stakeholders Conscious Culture Conscious Leadership Purpose over Profit Boundaries Reliability Accountability Vault Integrity Nonjudgment Generosity Clarify Expectations Practice Accountability Listen First keep Commitments Extend Trust Conscious Capitalism Global View of Stakeholders Conscientious Culture Conscientious Leadership Transparency Show Loyalty Deliver Results Get Better Confront Reality Clamp

Demonstrate Over Profit Boundaries Reliability Accountability Vault Integrity Nonjudgment Generosity Clarify Expectations Practice Accountability Listen First keep Commitments Extend Trust Conscious Capitalism Global View of Stakeholders Conscientious Culture Conscientious Leadership Transparency Show Loyalty Deliver Results Get Better Confront Reality Clamp  
Integrity Intent Capabilities Talk Straight Demonstrate Respect Create Transparency Right Wrongs Show Loyalty Deliver Results Get Better Confront Reality Measurements Integrity Intent Capabilities Talk Straight Demonstrate Respect Create Transparency Right Wrongs Show Loyalty Deliver Results Get Better Confront Reality Clamp



## **Building Trust Through DevOps**

Kyle Jenkins – [kyle.jenkins@improving.com](mailto:kyle.jenkins@improving.com)

Steven R. Covey – The Speed of Trust

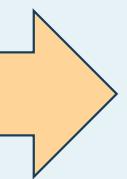
Self

Relationship

Organization

Market

Societal



## **My Bold Statement**

No IT Team is  
**Intentionally**  
**Untrustworthy**

## **My Bold Statement**

We will focus on  
**Intentionally becoming  
Trustworthy**

# *Why?*

- ✳️ **106% more energy at work**
- ✳️ **76% more engagement**
- ✳️ **50% higher productivity**
- ✳️ **74% less stress**
- ✳️ **40% less burnout**
- ✳️ **29% more satisfaction with their lives**
- ✳️ **13% fewer sick days**

Zak, P. J. (2017). The neuroscience of trust. *Harvard Business Review*, 95(1), 84–90

Build projects around motivated individuals.  
Give them the environment and support they need,  
and **trust** them to get the job done.

- *Principles behind the Agile Manifesto, agilemanifesto.org*

## The challenge

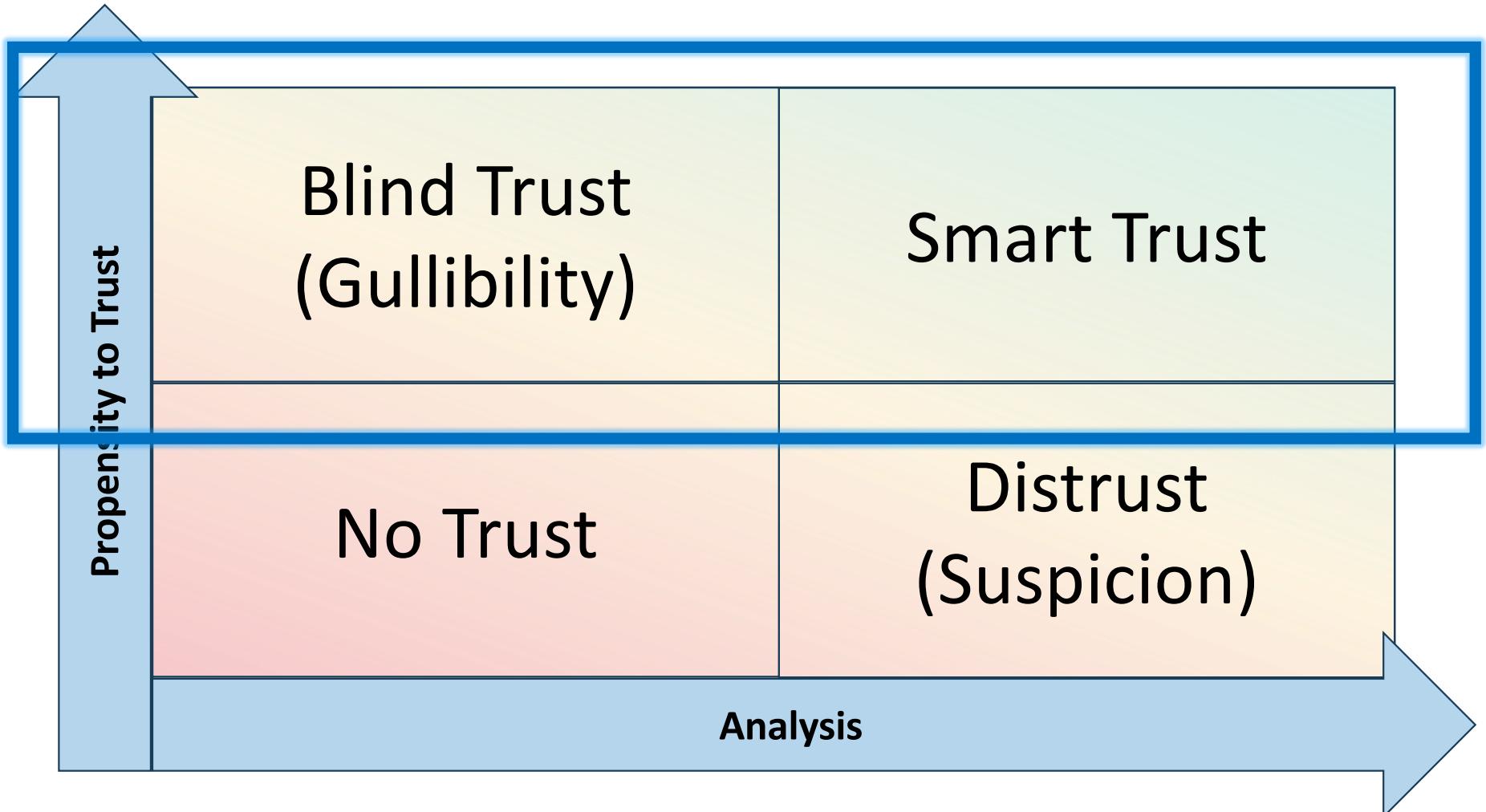
Trust is built on  
perception

# Measurements



## Smart Trust Matrix

Steven R. Covey – The Speed of Trust



# Measurements Have a Bad Reputation

Bad measurements are manipulatable | Assumptions are made

Lines of Code

# of tickets

# of bugs

# of commits

# of pull requests

Code Coverage

# of Tests

# of Degrees

# of Certifications

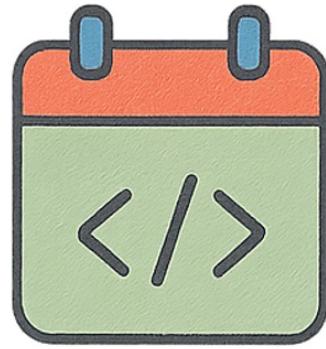
Velocity



What  
measurement?

# Fatalities:  
0

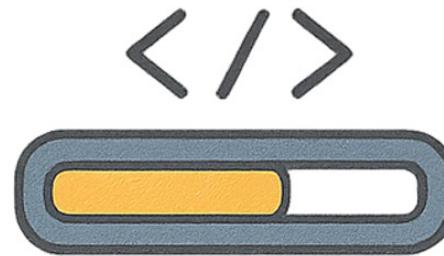
## DORA Metrics – Accelerate



**RELEASE  
FREQUENCY**



**MEAN TIME  
TO RECOVERY  
(MTTR)**



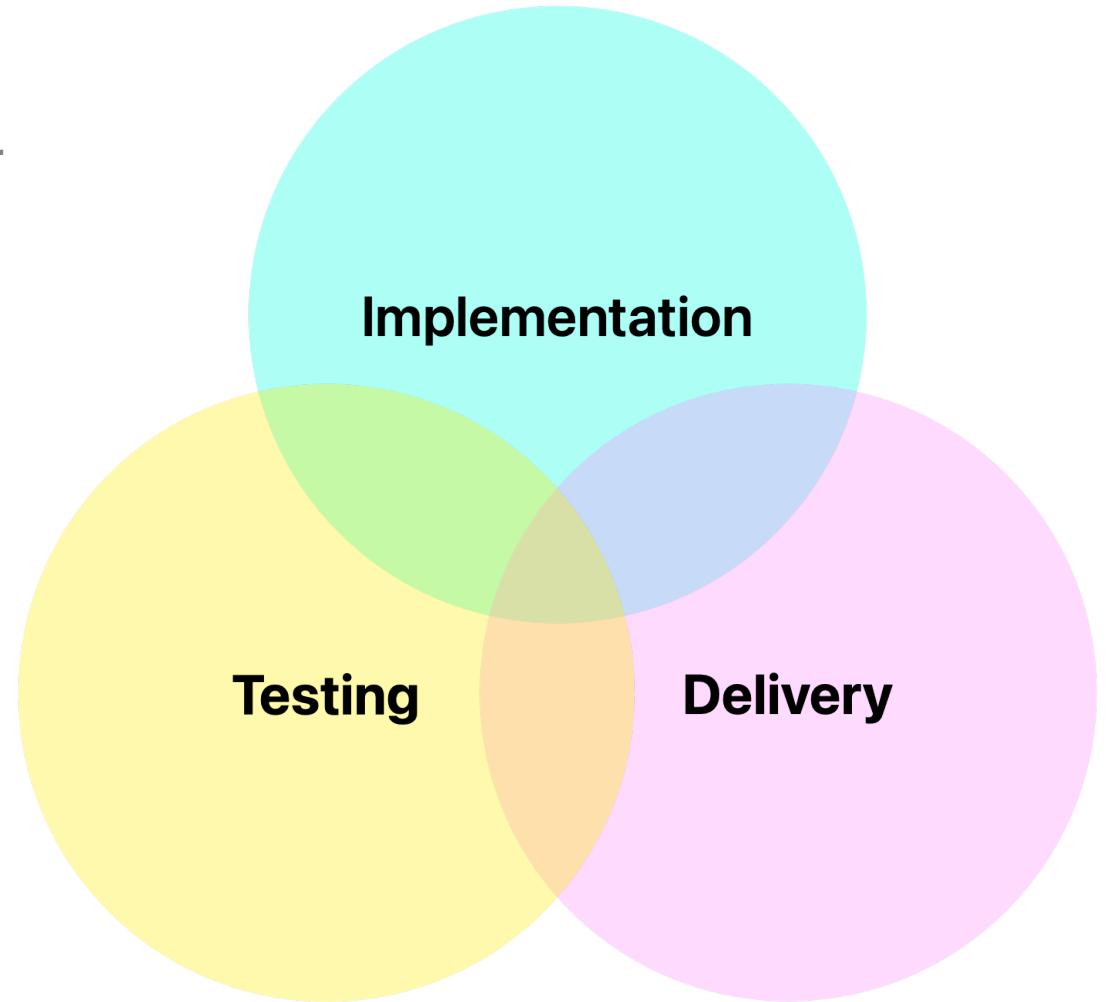
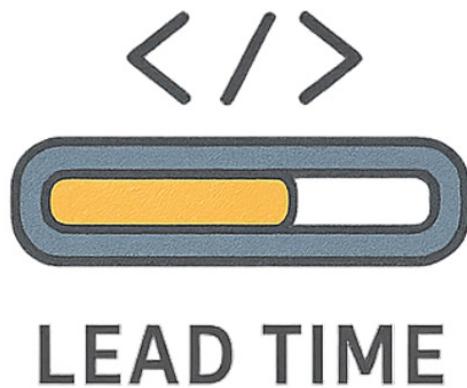
**LEAD TIME**

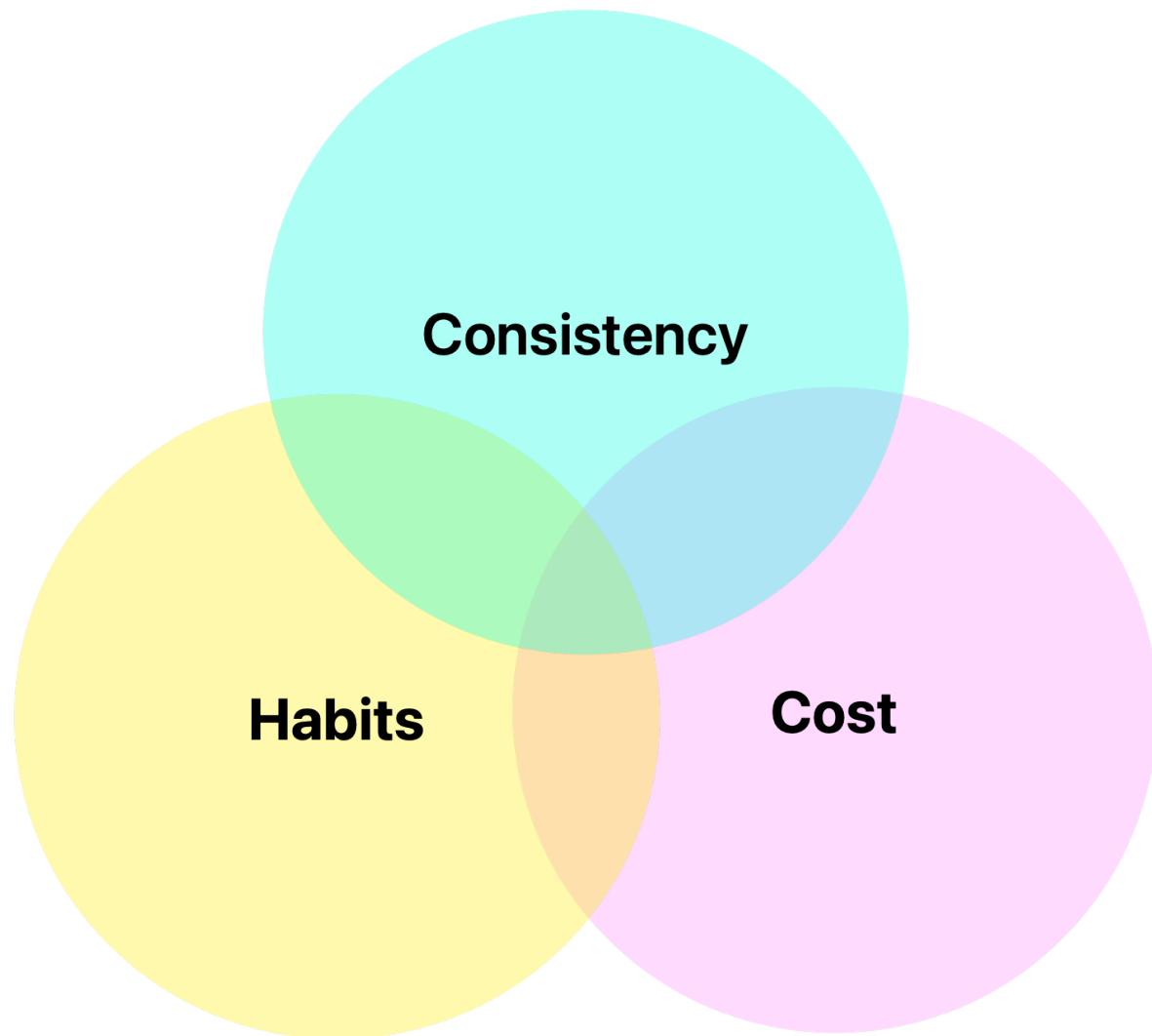


**FAILURE  
RATE**

# **Lead Time (Delivery)**

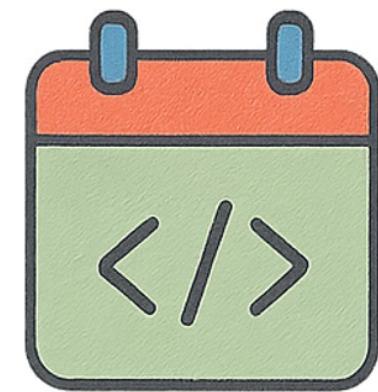
How long implement, test, and deliver





## Release Frequency

How often are you releasing?



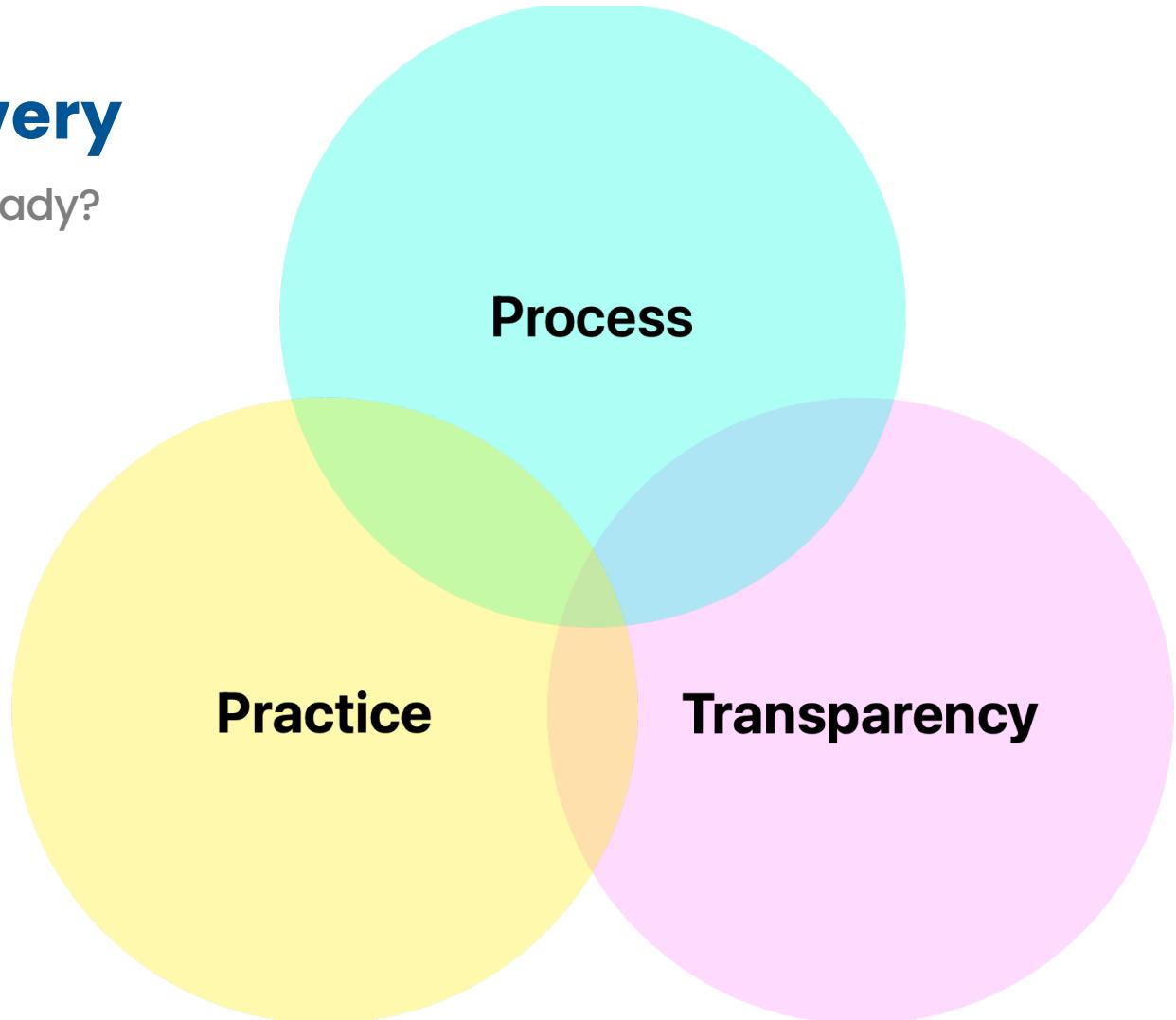
**RELEASE  
FREQUENCY**

# Mean Time to Recovery

Things will go wrong... are you ready?



**MEAN TIME  
TO RECOVERY  
(MTTR)**



# Failure Rates

How often does it just not work?



**FAILURE  
RATE**

# Killed by Google

Search

All (297)



2016 - 2024

App

## Google Jamboard

Killed 7 months ago, Google Jamboard was a web and native whiteboard app that offered a rich collaborative experience. It was about 8 years old.



2017 - 2024

Hardware

## Jamboard

Killed 10 months ago, Jamboard was a digital 4K touchscreen whiteboard device that allowed to collaborate using Google Workspace services. It was over 7 years old.



## Chromecast

2013 - 2024  
Hardware

Killed 12 months ago, Chromecast was a line of digital media players that allowed users to play online content on a television. It was about 11 years old.



2020 - 2024  
Service

Service

## VPN by Google One

Killed about 1 year ago, VPN by Google One was a virtual private network service that provided users encrypted transit of their data and network activity and allowed them to mask their IP address. It was over 3 years old.



2009 - 2024  
Hardware

## DropCam

Killed over 1 year ago, Dropcam was a line of Wi-Fi video streaming cameras acquired by Google in 2014. It was about 15 years old.



## Google Podcasts

2018 - 2024  
App

Killed over 1 year ago, Google Podcasts was a podcast hosting platform and an Android podcast listening app. It was almost 6 years old.



2020 - 2024  
App

## Keen

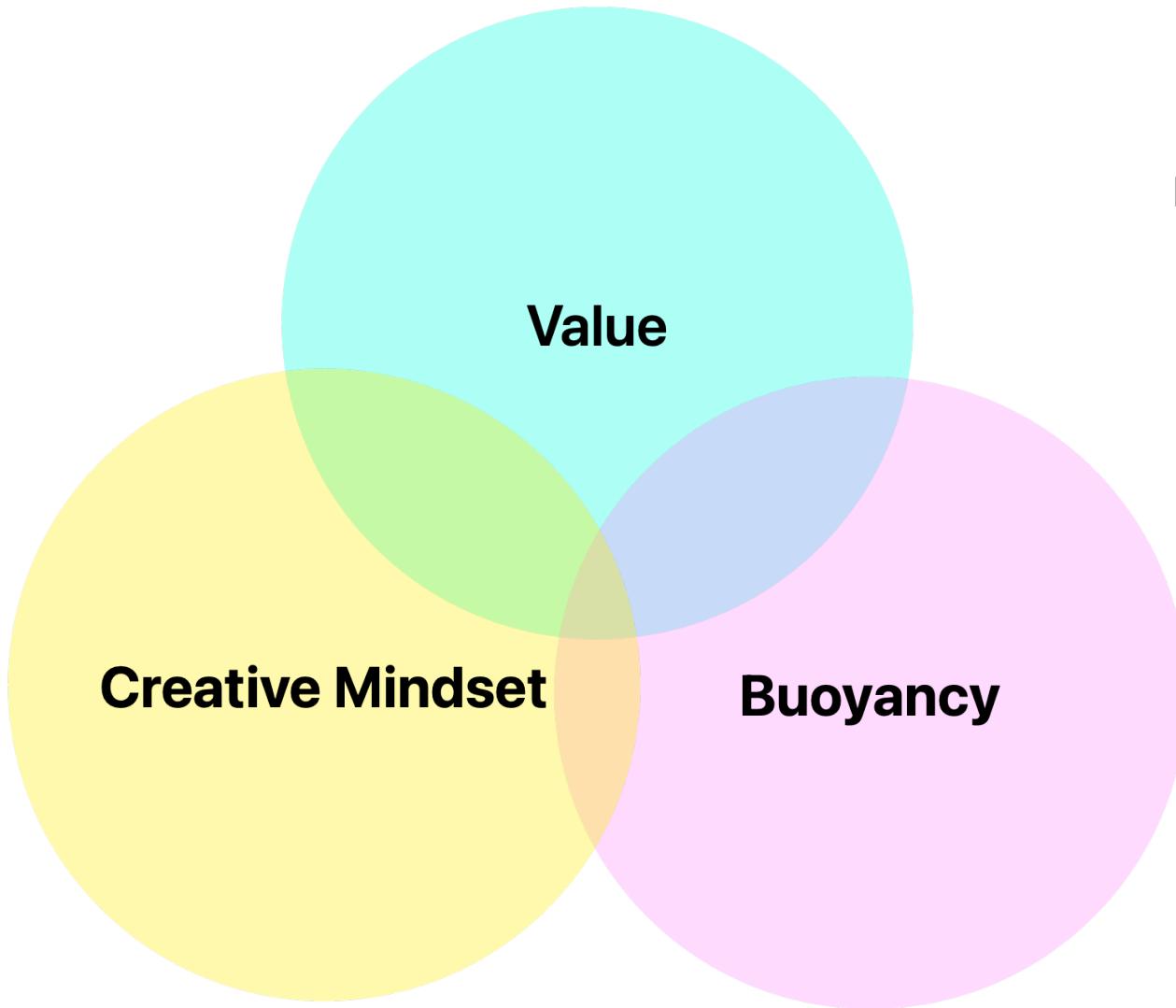
Killed over 1 year ago, Keen was a Pinterest-style platform with ML recommendations. It was almost 4 years old.



2000 - 2024  
Service

## Google Cache

Killed over 1 year ago, Google Cache was a tool to view cached/older versions of a website. It was one of the oldest products. It was almost 24 years old.



## Failure Rates

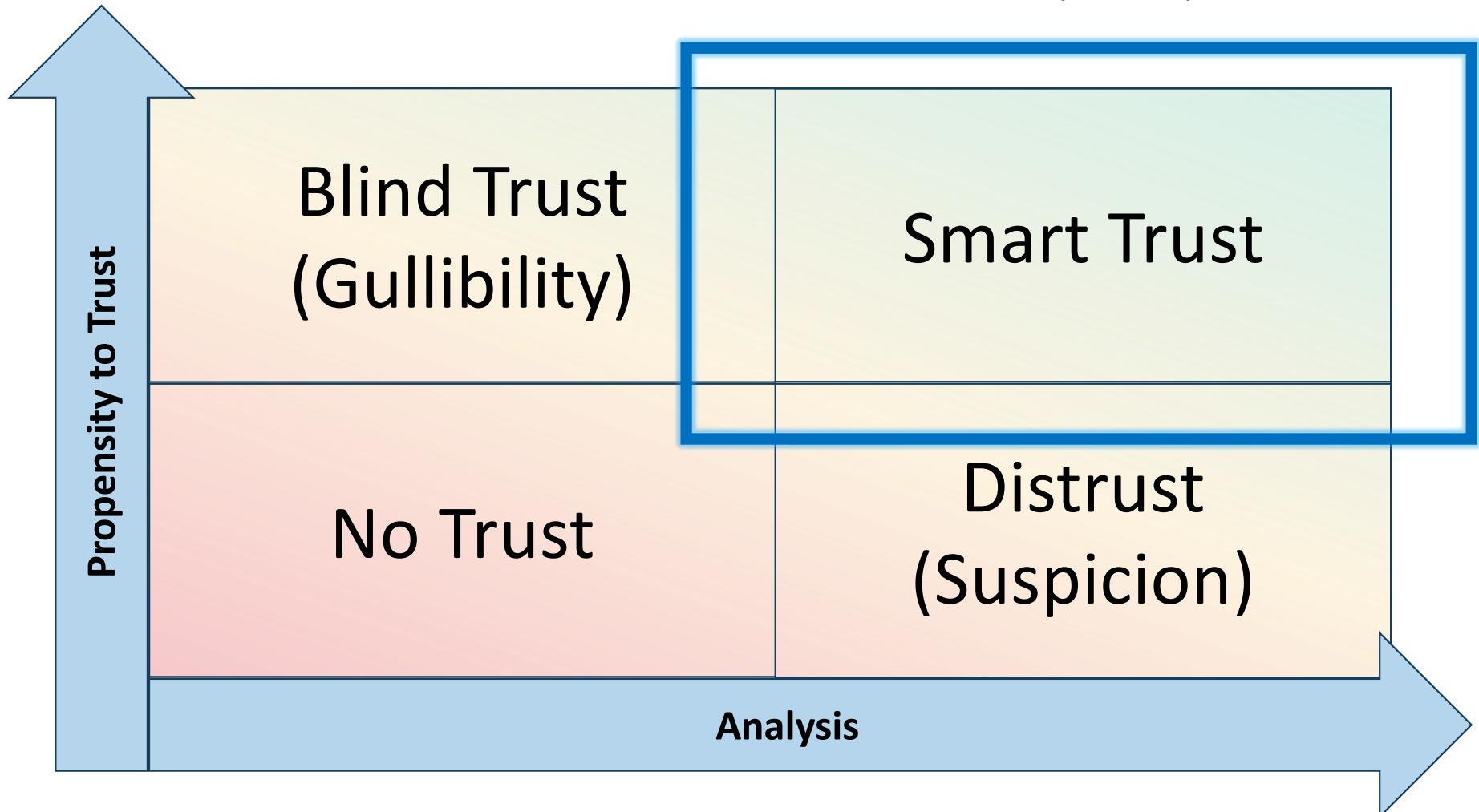
How often does it just not work?



**FAILURE  
RATE**

## Smart Trust Matrix

Steven R. Covey – The Speed of Trust



## The Trust Stuff

Integrity	Intent	Capabilities
Results	Talk Straight	Create Transparency
Right Wrongs	Deliver Results	Get Better
Confront Reality	Clarify Expectations	
Practice Accountability	Keep Commitments	
Reliability	Smart Trust	Infinite Mindset
Global view of stakeholders		

# Retrospectives and Team Autonomy

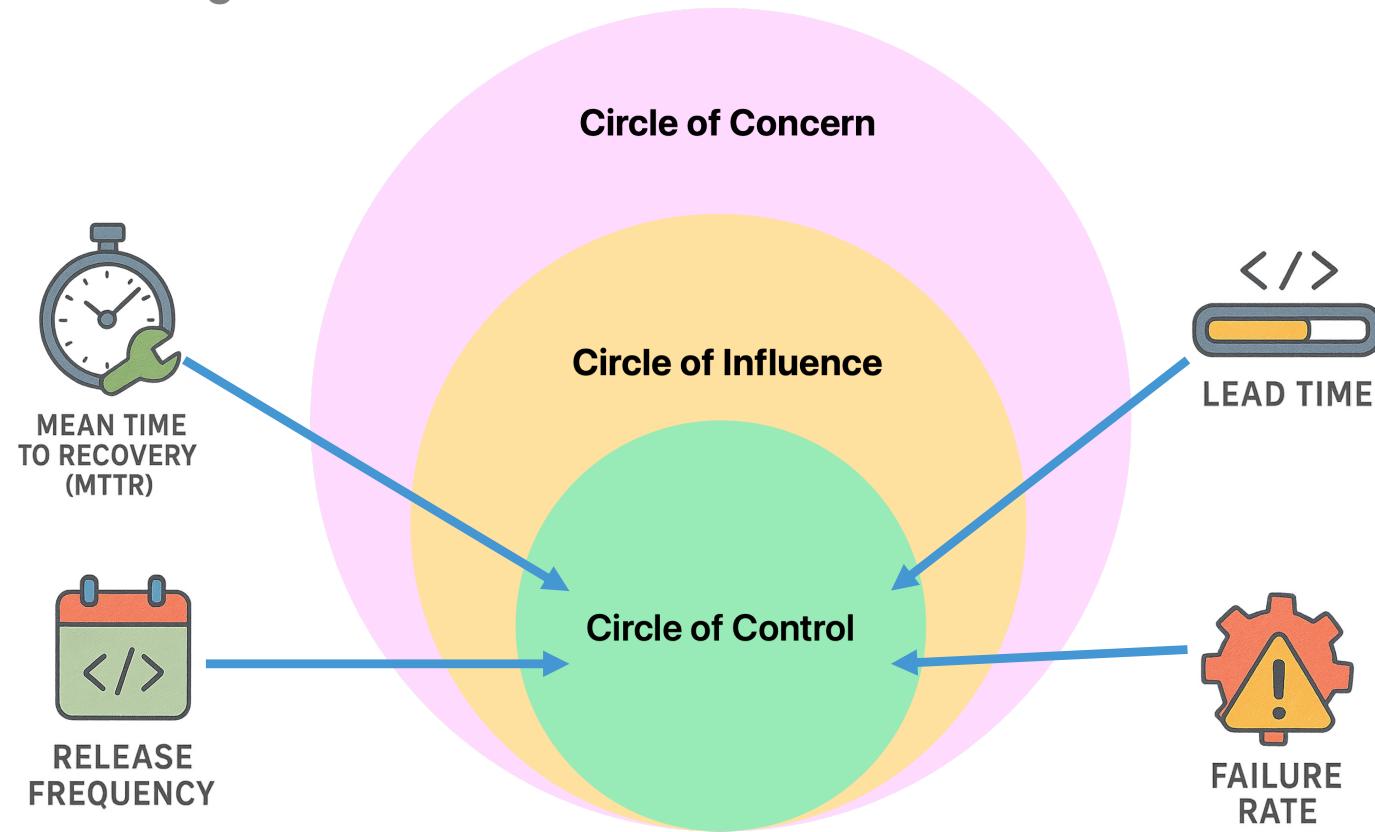
The DevOps Challenge: Team Enablement

Enabling all teams to capable of improving those 4 metrics is the key to organizational trust



# Retrospectives and Team Autonomy

The DevOps Challenge: Team Enablement



## What about the “other” measurements

Assume good intentions

- Lines of Code
- # of tickets
- # of bugs
- # of commits
- # of pull requests
- Code Coverage
- # of Tests
- # of Degrees
- # of Certifications
- Velocity

# How do we measure trust itself?

360 Assessments

Core Values

Agile Principles

Trust Behaviors



# Can I ... ?

# How can I ... ?