## TIP People and Process Update – February 2017

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## Project Group Kick Off

The TIP People and Process project group as launched at the TIP Summit in November.

As part of the launch, Facebook contributed four whitepapers describing how Facebook Infrastructure's culture, leadership and work practices enable open collaboration, organizational transformation and innovation. These papers also provide getting started outlines for organizations interested in shifting their cultures to a people driven, continuous change approach.



**Open Culture** - Describes how an open culture empowers Facebook to solve high impact problems quickly. The social and cultural aspects of open leadership and collaboration are explored. Facebook's approach to open source software and hardware is also outlined. Cultural and process learnings are provided along with discussion questions and a Getting Started playbook.



Cultural Transformation - Summarizes how Facebook transformed the culture and work practices of its Site Reliability Operations team from a traditional issue monitoring and escalation break-fix model to a software engineering-centric, Production Engineering approach based on personal responsibility, competence and collaboration. Transformation examples are provided along with learnings and a Getting Started playbook for organizations looking to leverage Facebook's transformation approach.



**Culture of Innovation** - Analyzes how Facebook's Be Bold culture encourages and enables creativity, risk taking and invention. The cultural facets of innovation leadership, "hacker mentality" and blameless failure are explored. Facebook's approach is described in the context of a "Big Bet" reimagining of how data centers and servers are designed and built. Leadership and cultural learnings are provided along with discussion questions and a playbook for fostering and managing innovation.



Continuous Deployment - Outlines how Facebook's "Move Fast" mindset informs and accelerates its ability to release new product features and code to customers on a daily push cadence. The culture, process and tooling aspects of Facebook's Release Engineering team are explored. Web and mobile release cycle examples are provided along with learnings and an appendix of culture topics and automation tooling examples.

A People and Process discussion panel was held as part of the general sessions on day one of the TIP Summit. The panel was attended by Pedro Canahuati of Facebook (moderator), Michael Sahota of Agilitrix, Jean Francois Cote of Bell Canada, Rahul Bajpai of Deloitte, Ian Wood of Telstra and Guenia Gawendo of Telefonica. A video of the panel discussion is available here



The People and Process project group held its first membership meeting on day two of the TIP Summit. Thirty-four members attended, represented by seven network operators, four consultancies and Facebook.

At the meeting, the members collaboratively defined and prioritized three work streams: Cultural Framework for Next Generation Operators lead by Telefonica and Facebook, Talent Development for Operator Transformation lead by Bell Canada and Employee Incentives for Next Generation Operators lead by Telstra.





By the end of the day, the membership had defined a set of problem statements for each work stream and agreed to collaboratively develop case studies and solution approaches based on the collective experience of the membership.

## Weekly Collaboration

Following the summit, the sub teams met weekly by scheduled video conference and collaborated online using Facebook discussion groups.

Each team leveraged the problem statements developed at the TIP Summit to share learnings, failures and successful approaches. Through sustained weekly collaboration, case studies and playbooks for cultural change, talent development and employee incentives took shape.



Talent Development Facebook Group

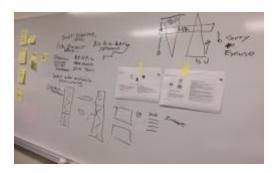
#### **Onsite Collaboration**

During the third week in January, Facebook hosted a two-day people and process onsite collaboration. The goal of this event was to complete development of the case studies and playbooks in preparation for contribution at Mobile World Congress. Members from network, human resources and corporate strategy attended.

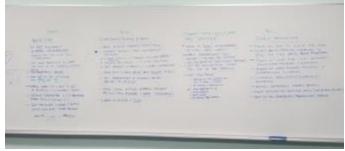
The event included three presentation sessions. Facebook presented its approaches to Performance Management and Recruiting – Hiring. Each Facebook presentation was followed by group collaboration sessions to adapt the presented approaches for implementation by network operators.

On day two, Bell Canada provided an overview of its organization's transformational journey to network 3.0. This session was followed by a group collaboration to develop a playbook for accelerating change within operator environments, based on Bell Canada, Facebook, Telefonica and the other member's experiences.

The team also outlined potential validation pilots for improving performance management and talent development.



Performance Management Pilot Design



Accelerating Cultural Change Playbook Development

At the end of the event, the attendees cited measuring impact over KPI driven results, peer review, role based team interviewing and the playbook for accelerating cultural change as key

takeaways. The membership agreed to merged the Culture, Talent and Incentives sub teams into a single stream, focused on the implementation of cultural change and people development.

#### Validation Pilots

Immediately after the onsite, Bell Canada, NBN and Airtel agreed to launch pilots



Introducing a Technical Career Track: Implement technical leadership alongside people management



Performance Feedback: Encouraging continuous feedback and coaching through the introduction of 360-type performance feedback for leaders



Measuring Impact: Shifting mindset from measuring effort and KPIs to impact through changes to the performance management process

## Mobile World Congress Contribution

After the onsite, the group focused on completing multiple playbooks and case studies for formal contribution at MWC.

#### Collaboratively Developed Playbooks



Continuous Change Cultures Accelerate Impact An executive summary



Implementing Continuous Change Cultures
Proven practices from the TIP People and Process membership

#### Member Contributed Case Studies



Measuring Employee Engagement
Real Time "Mood-O-Meter" Pulse App Case Study



Bell Canada's Network 3.0 Journey
An Organizational Transformation Case Study

Agile Wireless Network Deployment @ Bell Accelerating Network Coverage and QOS Case Study



Valley Approaches to Recruiting and Hiring A Playbook for Attracting and Retaining Talent

Performance Management @ Facebook Incentivizing and Rewarding Impact



## Leading Cultural Change from the C-Level A study in change leadership

# Next Generation Product Development & Engineering Common Patterns of the Valley Approach

#### **Technical Process Work Stream**



With the cultural work stream taking shape and moving to pilot stage, members from Accenture, Bell Canada, Deutsche Telekom, Facebook, Hewlett Packard Enterprise, NBN, Telstra and TIM discussed the need to collaborate on a technical process work stream.

Though online discussion, it was decided to kick off a new work stream focused on DevOps for Software Defined Networks. An outline of this work stream was shared and approved with the full P&P membership and received commitments to support from additional members including Deloitte and Deutsche Telekom.

The members agreed that this work stream will develop and share real-world implementations using open source and vendor supplied components.

#### What's Next – Everyone is Welcome

The TIP People and Process project group will continue to collaborate on cultural change through additional member contributions and implementation pilots at multiple operators.

We'll also invest time and energy to make the DevOps for Software Defined Networks, impactful to the operator community.

The TIP People and Process project group is open to all. Join and get involved!