

DevOps 是什么不是什么

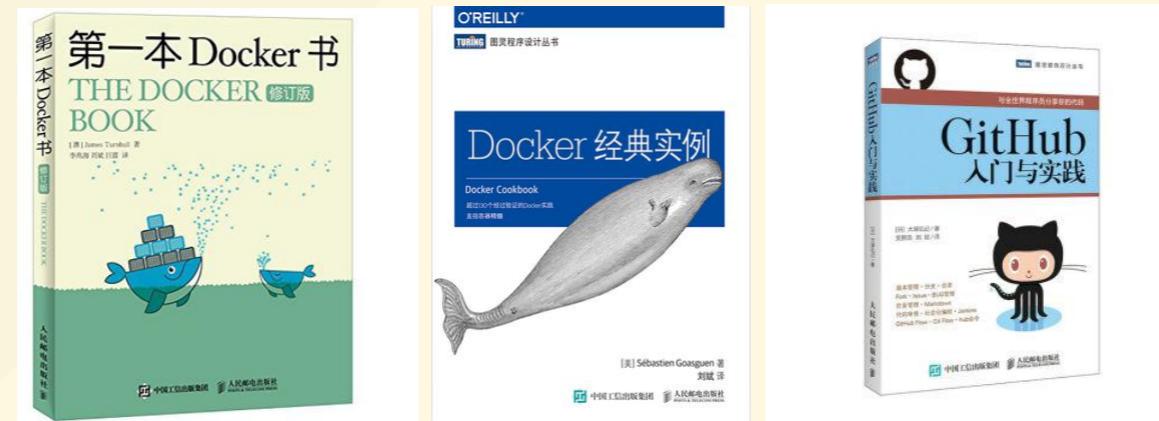
-- 给研发人员的另类管理入门课

Bin Liu@alauda

2017.4.23 node-party #21

<http://github.com/liubin/node-party-21>

自我介绍

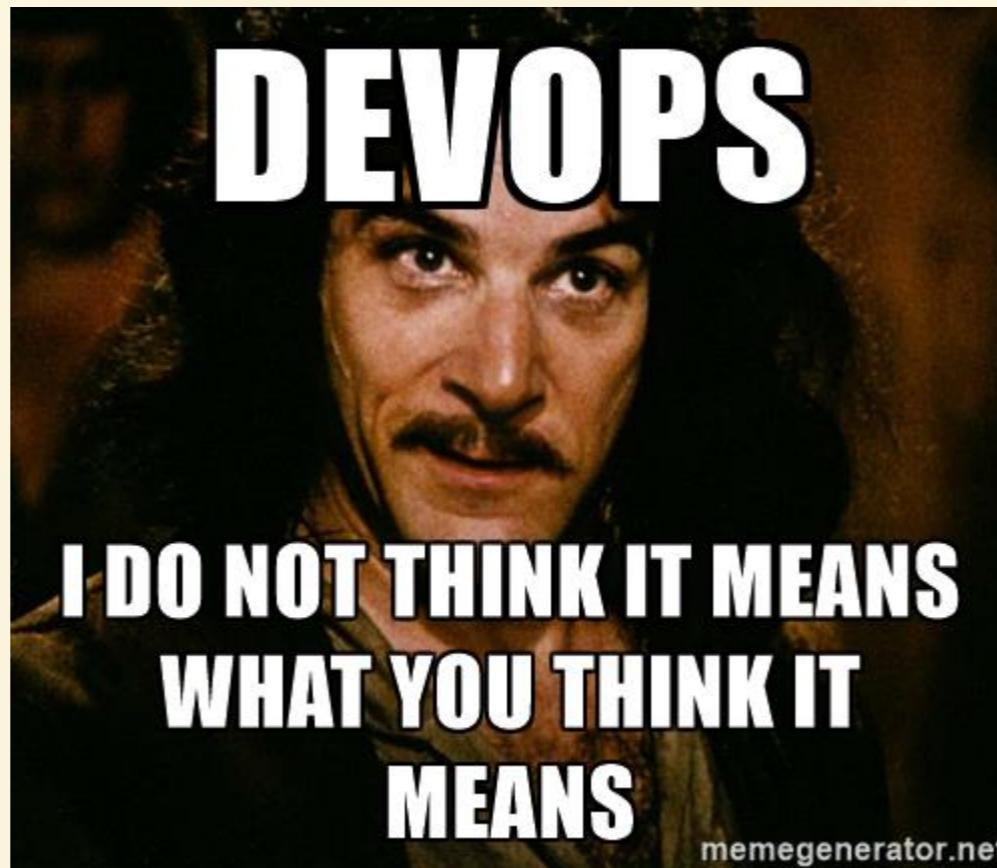


Agenda

1. 什么是 DevOps , DevOps 发展史
2. DevOps 中的管理哲学
3. DevOps 之道
4. 支撑 DevOps 的工具链

1. 什么是 DevOps

What's DevOps



DevOps 是什么？

- 一个职位？
- 一个部门？
- 一套工具？
- 基础设施自动化？
- 敏捷？
- 你理解的 DevOps ?

无数人眼中有无数个定义
你认为的 DevOps ?

“ DevOps is about minimizing the challenges of shipping, rapidly iterating, and securing software applications.

-- HashiCorp

”

“ **DevOps is an enterprise capability for continuous (software) service delivery that enables clients to seize market opportunities and reduce time to customer feedback.**

-- IBM

”

“ DevOps is a **methodology** that **combines what used to be the separate and sequential processes of development and operations into a continuous process** of understanding a market need, refining an application or service to meet that need, and testing and deploying the solution.

-- CA

”

“ **DevOps is an approach to bridge the gap between agile software development and operations.**

-- agileweboperations.com

”

“ DevOps is a term used to refer to a set of practices that emphasize the collaboration and communication of both software developers and information technology (IT) professionals while automating the process of software delivery and infrastructure changes. It aims at establishing a culture and environment where building, testing, and releasing software can happen rapidly, frequently, and more reliably.

-- Wikipedia

”

“ **Devops is not a methodology or framework, but is a set of principles to break down silos**

”

“ DevOps 是 IT 价值流中应用精益理论
的结果

-- 《凤凰项目》

”

DevOps 是？

- rapidly、frequently、reliably
- continuous service delivery
- methodology、practices
- business (customer、market)
- break down silos(collaboration、communication)
- automating
- culture



- 第一代运维?
- 自动化
- 云计算

Ops ?

- System engineers
- System administrators
- Operations staff
- Release engineers
- DBAs
- Network engineers
- Security professionals
- IT

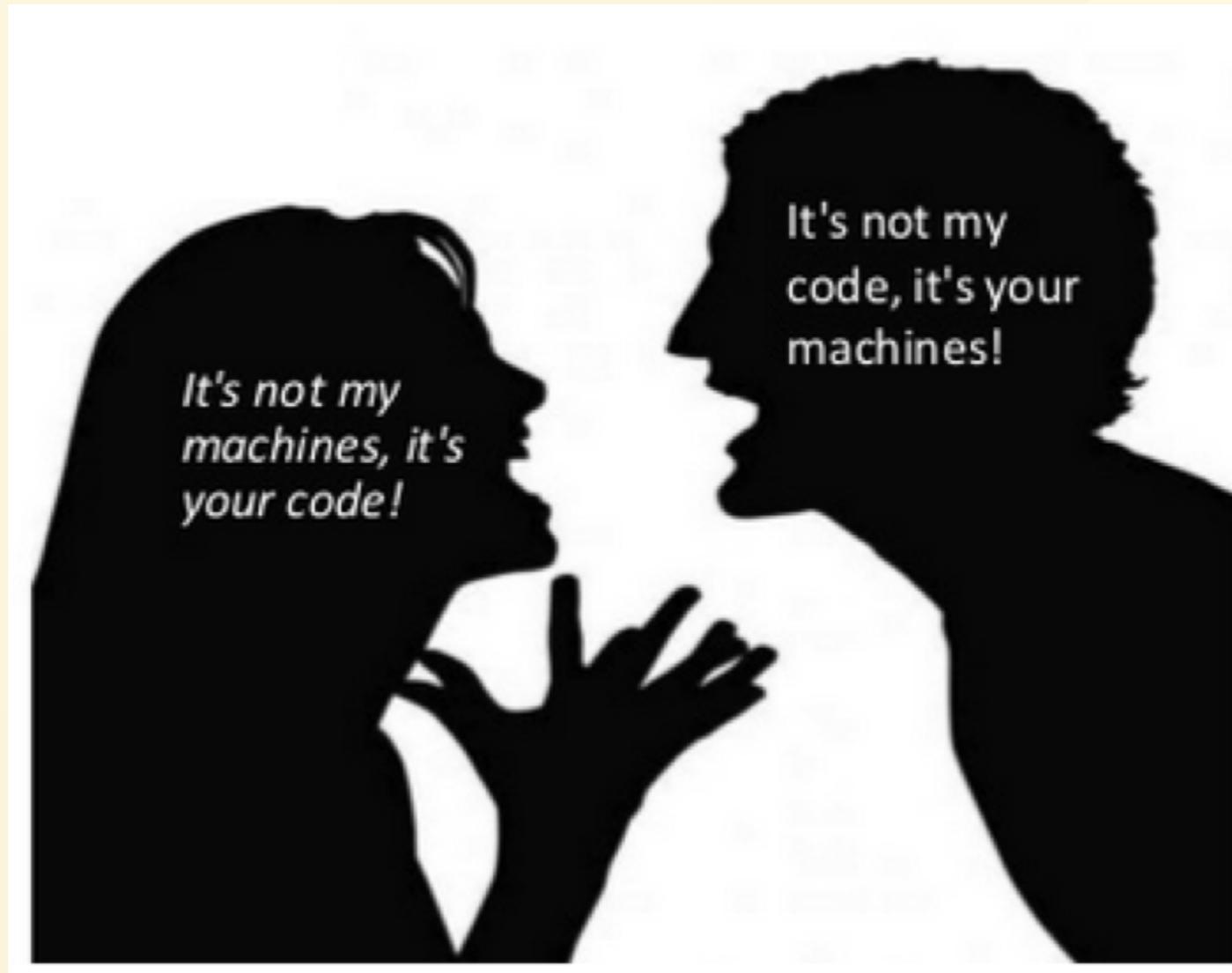
DevOps 产生背景

- 快速变化的市场、需求和竞争
 - 快速
 - 频繁
- 应用程序架构的演进
 - Cloud (IaaS/PaaS/Lambda)
 - 单体到微服务
 - Cloud Native Application
- 敏捷开发

矛盾5要素

- 速度
- 质量
- 成本
- 安全
- 体验

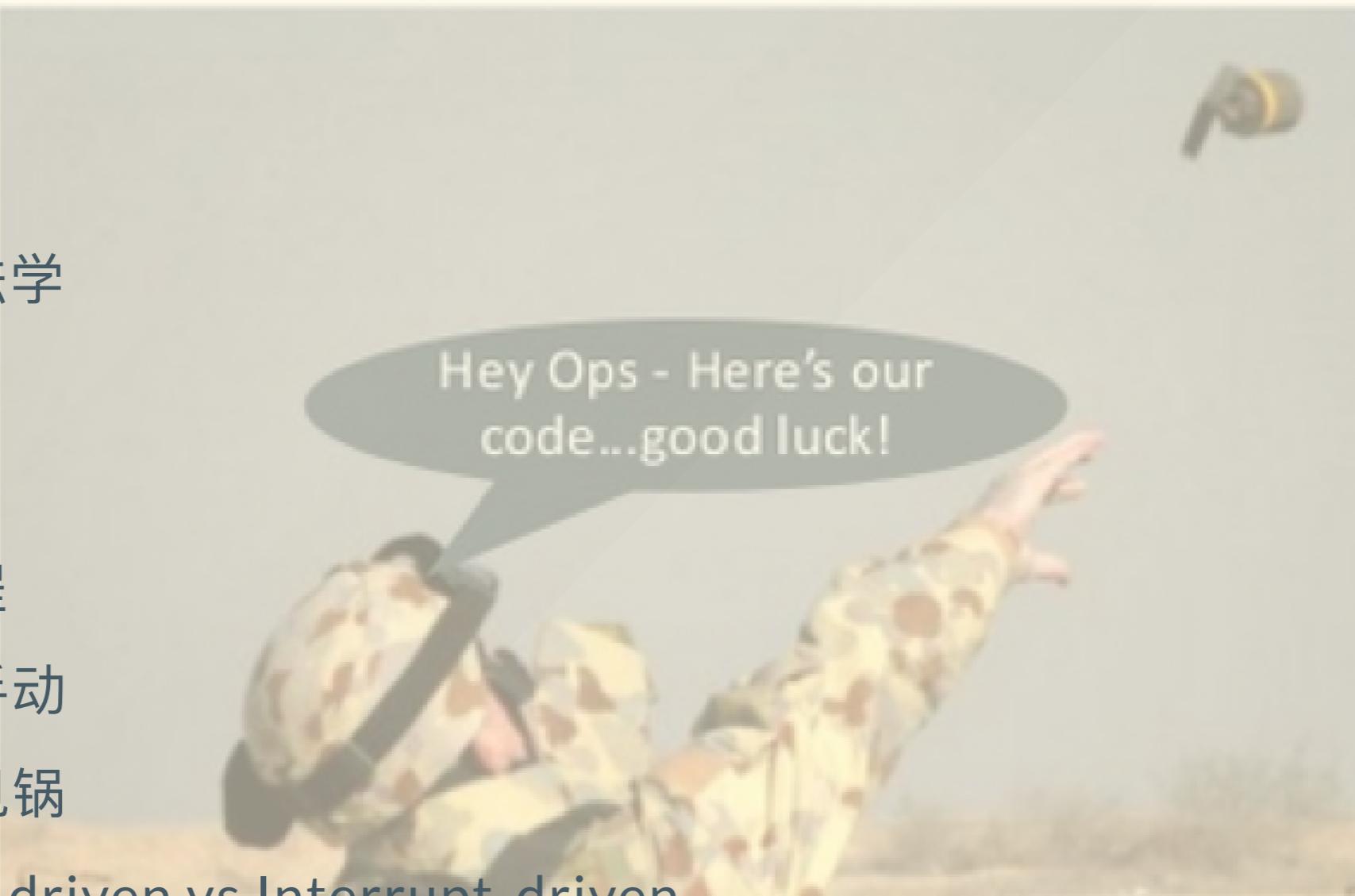
Dev vs Ops vs Else



同一个梦想，不一样的手段

鸿沟

- 理论/方法学
- Mission
- 考核指标
- 工具/流程
- 自动 vs 手动
- 合作 vs 甩锅
- Function-driven vs Interrupt-driven



DevOps 的出现

- [Agile Infrastructure & Operations](#) , agile 2008, Patrick Debois
- [10+ Deploys per Day: Dev and Ops Cooperation at Flickr](#) , Velocity 2009, Flickr
- DevOpsDays, 2009
- #devops

工具

- 自动化基础设施
- 共享版本控制
- 一步构建和部署
- Feature flags
- 共享的 Metrics
- IRC 和 IM 机器人

文化

- 尊重
- 信任
- 正视失败
- 避免责备

推进 DevOps 的目的

- Dev 和 Ops 的合作 47%
 - 并行跨平台部署 41%
 - 进入新市场或者满足客户需求的TTM 41%
 - 提高用户体验 39%
 - 在云中开发、部署应用 31%
 - 混合云的复杂化 28%
 - 降低IT成本 16%
- *What Smart Businesses Know About DevOps*

DevOps 收益（实际效果）

- 提高部署频率 53%
- 加强部门间的协作 48%
- 降低开发和运维的成本 46%
- 提高部署的应用的质量 42%
- 提高用户数 35%
- 降低TTM 35%
- 降低投入人员数量 38%
- 实现跨平台 45%
- 增加收入 28%

DevOps 所需技能

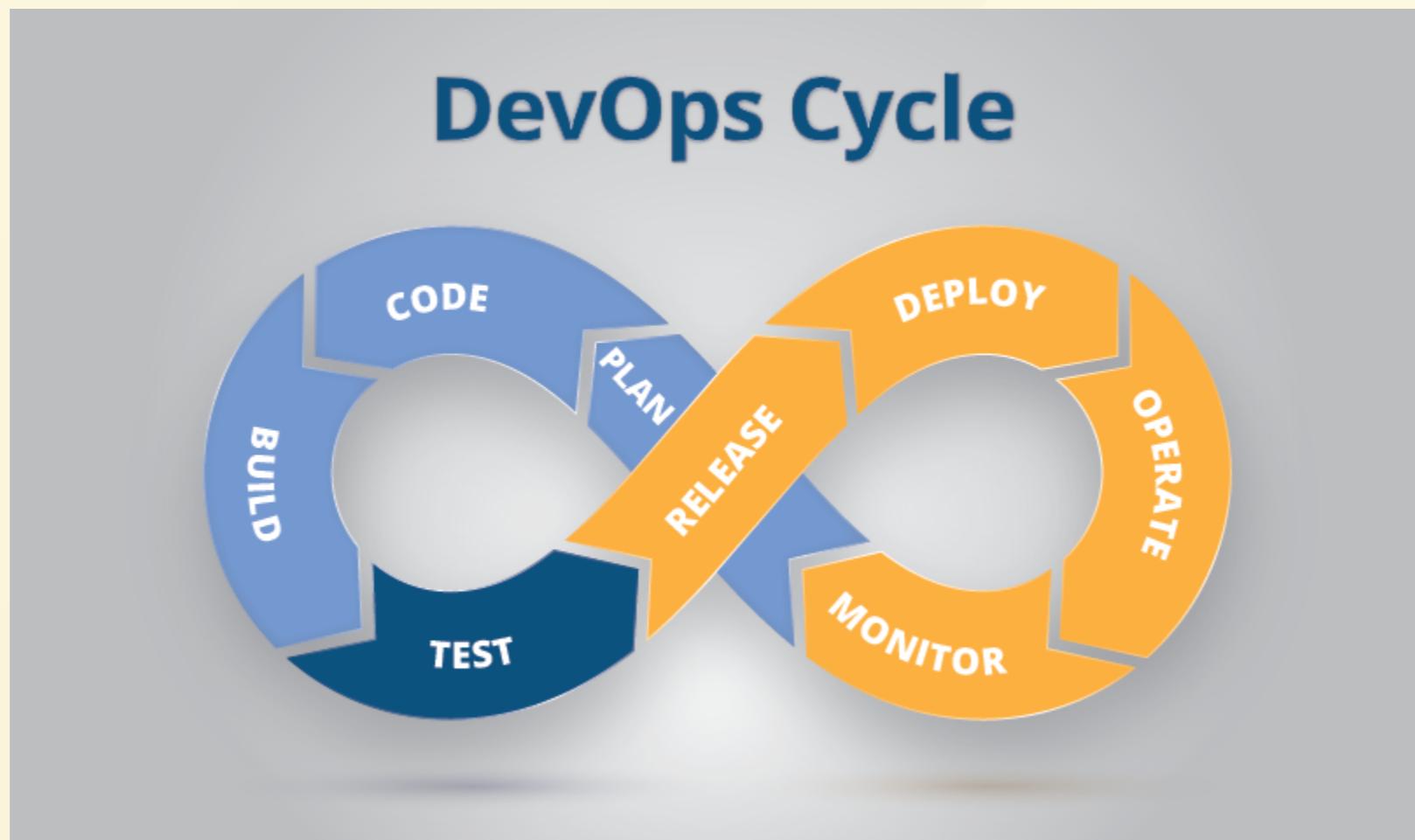
- 对商业优先级、战略和度量的知识 47%
- 了解当前商业流程 42%
- 沟通技巧 36%
- 流程重构技巧 33%
- 项目管理技巧 30%
- 个人技能 30%
- 编程能力 24%
- 质量保证和测试技能 19%

2. DevOps 中的管理哲学

从敏捷开发说起

SDLC

Software Development Life Cycle



Agile 价值观

- 个体和互动 高于 流程和工具
- 工作的软件 高于 详尽的文档
- 客户合作 高于 合同谈判
- 响应变化 高于 遵循计划

Agile 原则

- 持续不断 地及早交付有价值的软件。
- 欣然面对需求变化， 敏捷过程掌控变化。
- 以 较短的周期 交付可工作的软件， 相隔几星期或一两个月。
- == 业务人员和开发人员必须相互合作== 。
- 激发个体的斗志， 以他们为核心搭建项目。
- 传递信息效果最好效率也最高的方式是 面对面的交谈 。

Agile 原则

- 可工作的软件是进度的首要度量标准。
- 敏捷过程倡导 **可持续** 开发。
- 坚持不懈地追求技术卓越和良好设计，敏捷能力由此增强。
- 以 **简洁为本**，它是极力减少不必要工作量的艺术。
- 最好的架构、需求和设计出自 **自组织团队**。
- 团队 **定期地反思** 如何能提高成效，并依此调整自身的举止表现。

Extreme Programming

核心价值观

- 沟通 (Communication)
- 简单 (Simplicity)
- 反馈 (Feedback)
- 勇气 (Courage)
- 谦逊 (Modesty)

XP的 13 个核心实践

- 完整团队 (Whole Team)
- 计划游戏 (The Planning Game)
- 结对编程 (Pair programming)
- 测试驱动开发 (Testing-Driven Development)
- 重构 (Refactoring)
- 简单设计 (Simple Design)
- 代码集体所有权 (Collective Code Ownership)

XP的 13 个核心实践

- 持续集成 (Continuous Integration)
- 客户测试(Customer Tests)
- 小型发布 (Small Release)
- 每周40小时工作制 (40-hour Week)
- 编码规范 (Code Standards)
- 系统隐喻 (System Metaphor)

我们的定义

DevOps = Agile(SDLC)

阿姆达尔法则

- 设计一个高性能的组织就像设计一个高性能的应用
- 理论上生产能力（ throughput ）由串行延迟决定
- 输出受限于串行协调（ serial coordination ）
- 鼓励个体独立工作可以提高生产能力

康威定律

“ **A system's design is a copy of the organization's communication structure.**

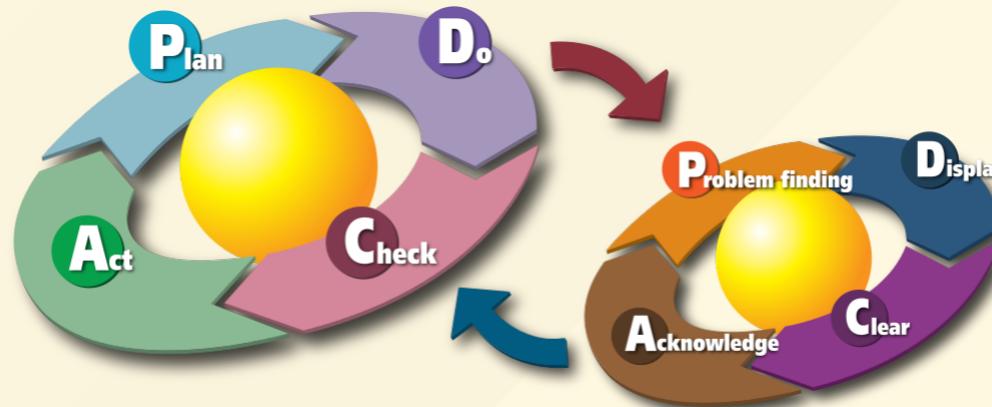
-- Melvin Conway, 1967

”

先解决沟通的问题

- 扁平化
- 自治（小而美）
- 2个披萨

PDCA



- Plan (What/Who/Why/When/Where/How)
- Do
- Check
- Act (改善)
- P-P-P-P or D-D-D-D

OODA

- Observe
- Orient
- Decide
- Act
- F-86 vs MiG-15 (视野、响应时间)
- OO-OO-OO

精益 (LEAN)

Goal: 持续可能的最短 Lead Time

TPS(Toyota Production System)

Philosophy of continuous improvement



Lean 7 条原则

- 消除浪费
- 质量内建
- 创造知识
- 推迟决定
- 迅速提供
- 尊重个人
- 全体优化

生产	软件	浪费示例
库存	未完成工作	未 review 的设计、未测试的代码
加工	和进度、质量无关	申请、签字
动作		不产生附加价值、不合理、效率不高：手工
过度制造		用户不需要的功能、不会执行的代码
搬运	交付无关	任务切换、本职工作以外；人员变动
待工	等待依赖	硬件到位、UI 设计完成、人员到位
不合格品	Bug	Bug

Value Stream Mapping

- 创造价值相关的“材料”和“信息”的可视化和共享。
- Process & Lead Time
- 关键路径 in SW

3. DevOps 之道

我们的定义

工具辅助流程

跨职能部门

Dev/Ops/QA/Sec/Product/Market/HR/Fin

DevOps 要素

- IT自动化 52%
- 敏捷开发 47%
- 开发和运维之个人之间的团队合作 45%
- 服务虚拟化 42%
- 加速的应用程序测试 32%
- 持续发布 32%
- 一致的开发运维流程 25%

from: TechInsights Report: What Smart Businesses Know About DevOps

Operation as a Feature

The Three Ways

- Gene Kim - 《凤凰项目》作者
- System Thinking (系统思考、强调全局优化，缩短 Lead Time)
- Amplify Feedback Loops (放大、及时的反馈回路)
- Culture of Continual Experimentation And Learning (持续实验、学习和改善) 。

CALMS

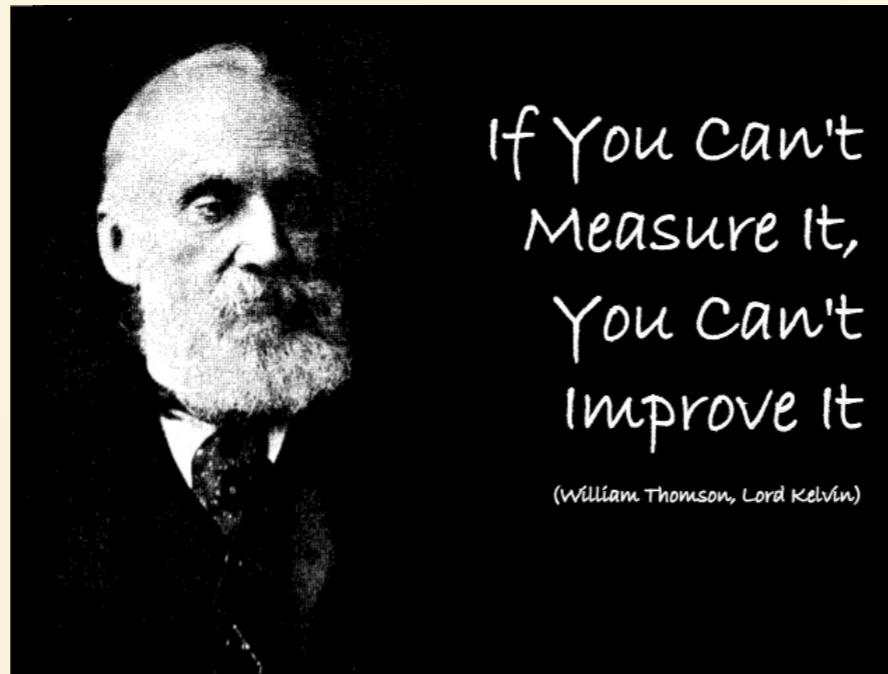
- Jez Humble - 《持续交付》作者
- Culture - People / Process
- Automation
- Lean
- Metrics
- Sharing - Collaboration/Feedback

- “**values and behaviours** that contribute to the unique social and psychological environment of an organisation.”
- “Culture is basically a **reflection of how and why people go about their jobs**”

Infrastructure as Code

- 减少手工
- 版本化
- 持续集成
- 自动化（测试、部署）
- 可重现
- 可审计

Metrics-driven development



“ The use of real-time metrics to drive rapid, precise, and granular software iterations.

”

Metrics-driven development

- “Moving Fast at Scale” - Etsy
- 发现性能瓶颈
- 定位问题
- 提高稳定性
- 降低成本
- Metrics as a Feature

Continuous Integration

“ Continuous Integration is a software development practice where members of a team integrate their work frequently, usually each person integrates at least daily - leading to multiple integrations per day. Each integration is verified by an automated build (including test) to detect integration errors as quickly as possible

– Martin Fowler

”

Continuous Delivery

“ Continuous delivery is a software engineering approach in which teams produce software in short cycles, ensuring that the software can be reliably released at any time. It aims at building, testing, and releasing software faster and more frequently. The approach helps reduce the cost, time, and risk of delivering changes by allowing for more incremental updates to applications in production.

from Wikipedia “Continuous delivery”

”

Continuous Delivery

- Also Provisioning & Configuration
- TDD
- Code Review
- CI
- 打包、部署
- 集成测试（功能、性能）自动化
- 持续改进

Continuous Deployment

Continuous Everything

- Continuous Integration
- Continuous Delivery
- Continuous Deployment
- Continuous Learning
- **Continuous Kaizen**
- Continuous Everything

Pipeline

一个演示

但是

Meetup 三大魔咒

1. 拖堂

2. 话筒

3. 演示

我们的方案是？

录像

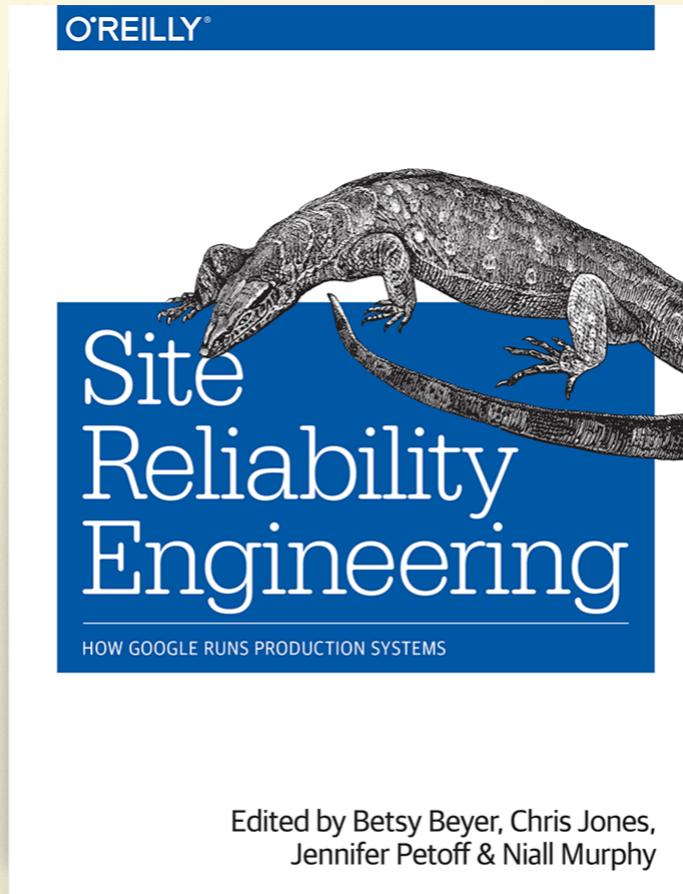
SRE

“ **Fundamentally, it's what happens when you ask a software engineer to design an operations function** ”

- 运营时间大于开发（产品团队）时间
- 贯穿整个软件生命周期（从需求开始）
- 用户体验、安全
- 自动化、主动出击（50% 开发时间）

SRE

- LCE: Launch Coordination Engineering
- PRR (Production Readiness Review)
 - 架构、依赖
 - 性能、预测
 - 高可用、备份恢复、监控、安全
- Error Budget
- Postmortem
- ICS (Incident Command System , 危机管理)



Site Reliability Engineering: How Google Runs Production Systems, 中文版

《SRE: Google运维解密》

DevOps 对应用架构的影响

- Container、Microservice、Function
- Cloud Native Application
- Feature flags
- Blue/green deployment
- Canary release
- Immutable infrastructure
- Golden Image

实施 DevOps 的障碍

- 组织结构太复杂，太多人、部门和依赖 35%
- Dev 和 Ops 之间的角色、责任不一致 38%
- 安全或监察顾虑 35%
- 对整个开发生命周期认识不足 24%

from: TechInsights Report: What Smart Businesses Know About DevOps

DevOps 象限

成熟度模型

- Change agent(s)
- Grass roots
- Top down
- Scale

4. 支撑 DevOps 的工具链

沟通工具

- Mail
- IM
- JIRA/Trello/Bugzilla
- Slack/Bearychat
- IFTTT

Provisioning toolchain

- Bootstrapping
 - AWS/Azure/Vmware/Vagrant/OpenStack
 - Container
- Configuration
 - Puppet/Chef/Ansible
 - AWS OpsWorks
- Orchestration
 - Mesos/K8s/Swarm

Docker

- Build, ship, run
- Docker Image
- Network/Storage
- Docker Hub
- Docker Cloud

Orchestration

- Mesos
- K8s
- Swarm

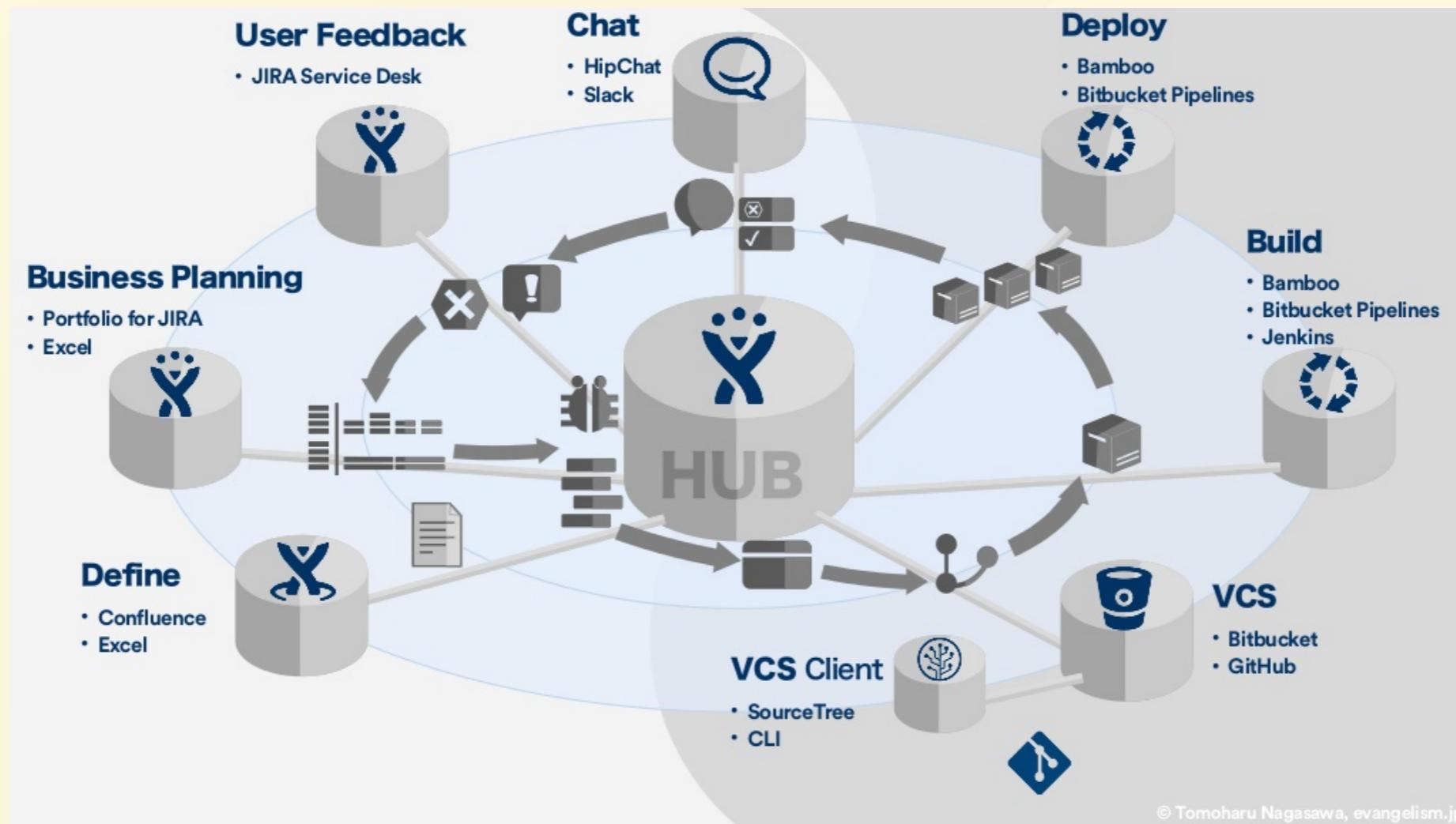
ChatOps

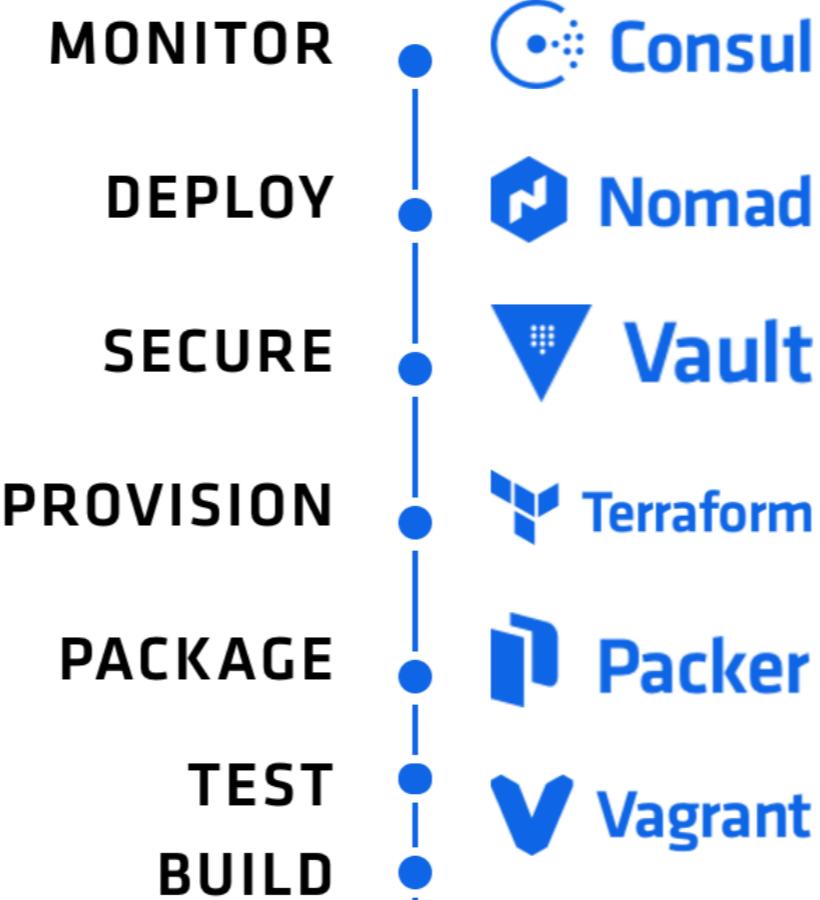
- 沟通工具
- Hubot
- 自动化工具
- 连接人、工具、服务
- HipChat/Slack/Bearychat

AWS

- CloudFormation
- OpsWorks
- CodePipeline
- CodeCommit、CodeBuild、CodeDeploy
- Lambda
- Elastic Container Service
- X-Ray
- Elastic Beanstalk

Atlassian





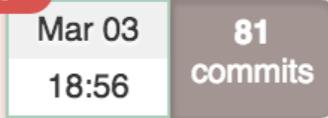
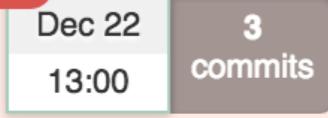
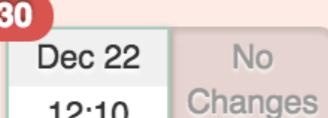
Defined | Delivered

Hashicorp

Terraform

```
resource "github_repository" "example-repo" {
  name          = "example-repo"
  description   = "New repository for use with Terraform"
}
```



	Build the sudo images for installation	Basic Test: running from repo with preinstalled libs	Basic Test: running from setup.py install	Basic Test: pip develop mode install
Average stage times: (Average <u>full</u> run time: ~27y 220d)	19s	1min 50s	1min 40s	1min 29s
#34 	1min 34s  master failed			
#33 	17s	1min 54s  master failed		
#32 	15s	1min 35s	1min 38s	1min 29s
#31 	16s	1min 40s	1min 42s	1min 29s
#30 	15s	2min 11s		

DevOps geeks



Gene Kim

Website: www.realgenekim.me

The Phoenix Project、The DevOps Handbook

DevOps geeks

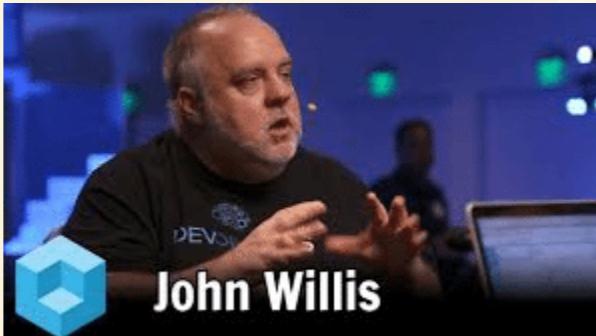


Jez Humble

Website: <https://continuousdelivery.com>

Continuous Delivery、The DevOps Handbook

DevOps geeks



John Willis

Website: <https://blog.docker.com/author/john-willis/>

The DevOps Handbook、CALM

DevOps geeks



Patrick Debois

Website: <http://www.jedi.be/>

DevOpsDays、 The DevOps Handbook

DevOps geeks



James Turnbull

Website: <https://jamesturnbull.net>

Puppet Labs、Docker Inc

Terraform/Consul/Docker/Monitoring/Puppet/Nagios/Logstash/Linux

Conclusions

- 不是一个部门或者一个职位
- 也不是自动化或者 Docker、Ansible
- 是一套方法论、最佳实践、组织管理学
- 消除浪费和隔阂
- 没有终点的长征
- DevOpsSec? 安全和审计



**THEY WANTED MORE AGILITY,
SO WE SOLD THEM \$2M IN TOOLS**



Don't just do DevOps, be DevOps.

Thank you for listening

We are hiring

alauda.cn

