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ALL DAY DEVOPS

NOVEMBER 6, 2019

Kaslin Fields

Geek's Guide to DevOps Cultural Transformations

Kaslin Fields

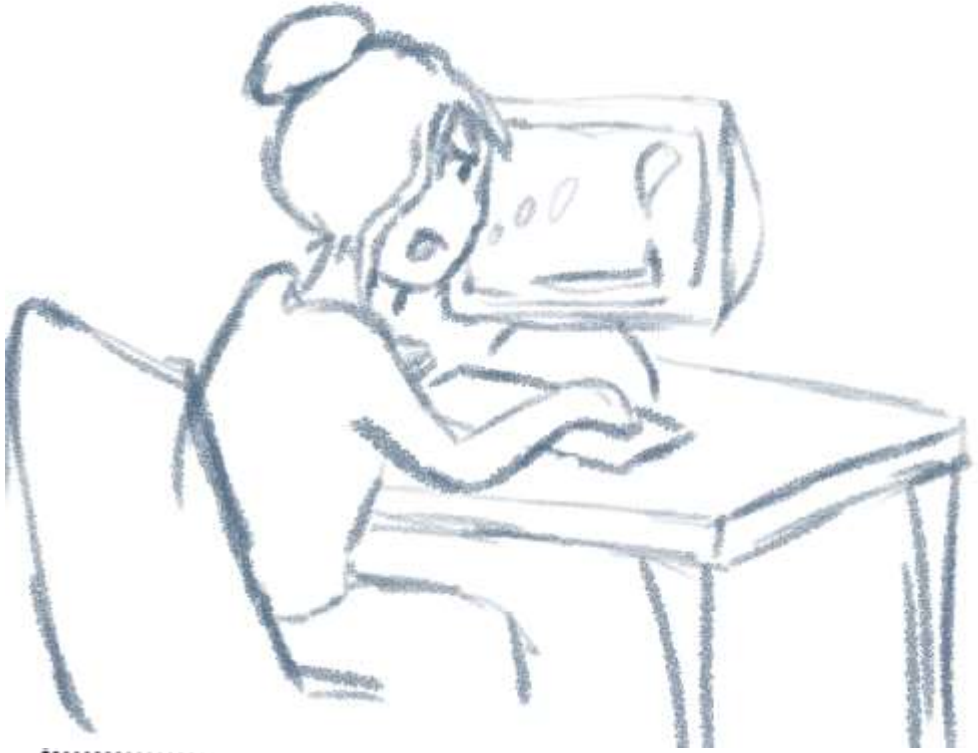
- Cloud Advocate at Oracle
- CNCF Ambassador
- Cloud Native, DevOps, Kubernetes
- Tech Comic Creator
  - https://kaslin.rocks
- Customer Meetings

kaslinfields

How can I help customers going through “DevOps Transformations”?

- What questions do they have?
- What roles are involved?
- What tools do they need?
- Who’s asking?

Solving Problems



Breaking it Down

- Chronological – what is the timeline of a DevOps transformation?
- By Skill – what are the skills an individual needs to be successful on this journey?
- By Role – what are the unique challenges an individual faces in a DevOps transformation based on their role in the organization?

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How do DevOps Transformations Happen?

How do Enterprises transform?

- Slowly
- In fits and starts
- Unevenly

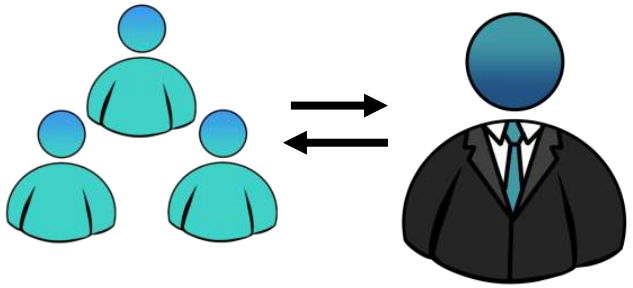
DevOps *CULTURAL* Transformation

The Tools for the Job – Psychology and Neuroscience.

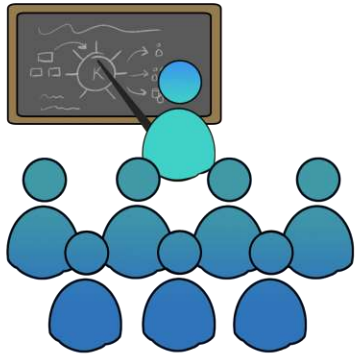
- **Psychology** – "scientific discipline that studies mental states and processes and behaviour in humans and other animals." (Encyclopedia Britannica)
- **Neuroscience** – "any or all of the sciences, such as neurochemistry and experimental psychology, deal with the structure or function of the nervous system and brain."

https://www.britannica.com/science/psychology
https://www.lexico.com/en/definition/neuroscience

What Does a DevOps Transformation Look Like? (Simplified)



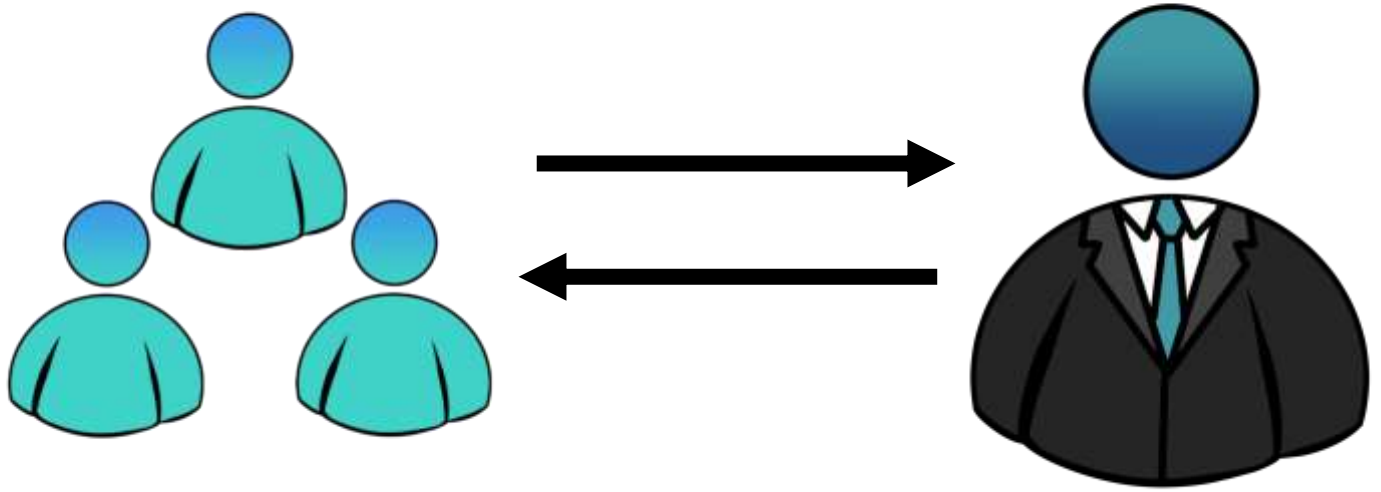
Step 1



Step 2

Step 3

Step 1: The Power of Persuasion



“How do I convince X that we need to embrace DevOps?”

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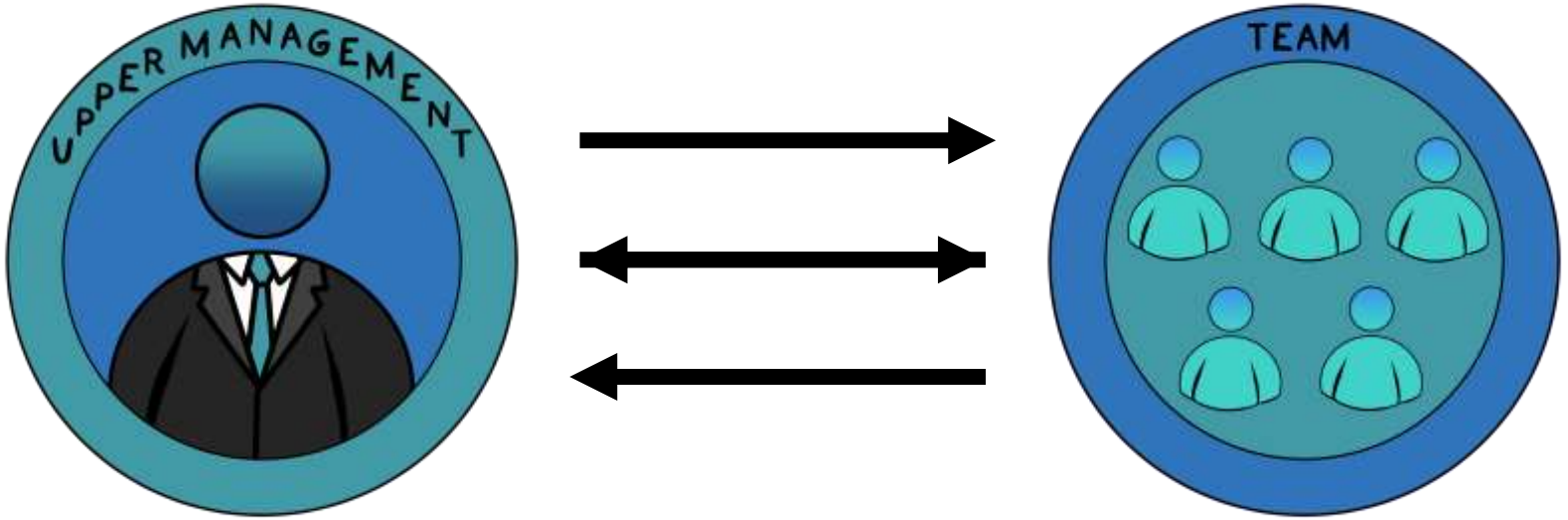


Persuasion in Psychology

- Persuasion in Psychology
  - Well studied for decades
  - Textbooks, best-selling books, and research papers
  - “Influenced, The Psychology of Persuasion” by Robert Cialdini (1984)

Persuasion in Neuroscience

- Persuasion in Neuroscience
  - Relatively new
  - Often rather specific
  - "The neuroscience of persuasion: A review with an emphasis on issues and opportunities" –by John T. Cacioppo , Stephanie Cacioppo and Richard E. Petty

Robert Cialdini's 6 Principles of Persuasion

- Reciprocity
- Scarcity
- Authority
- Consistency
- Liking
- Consensus

https://www.influenceatwork.com/principles-of-persuasion/

Robert Cialdini's 6 Principles of Persuasion

- **Principle: Authority**
  - "This is the idea that people follow the lead of credible, knowledgeable experts."
- **Action: Demonstrate Your/Your Group's Authority**
  - Area of Expertise
    - If switching to DevOps affects your area, then you should use authority to describe why that would be a positive change.
  - Prototyping/Demos
    - A picture's worth a thousand words

https://www.influenceatwork.com/principles-of-persuasion/

Robert Cialdini's 6 Principles of Persuasion

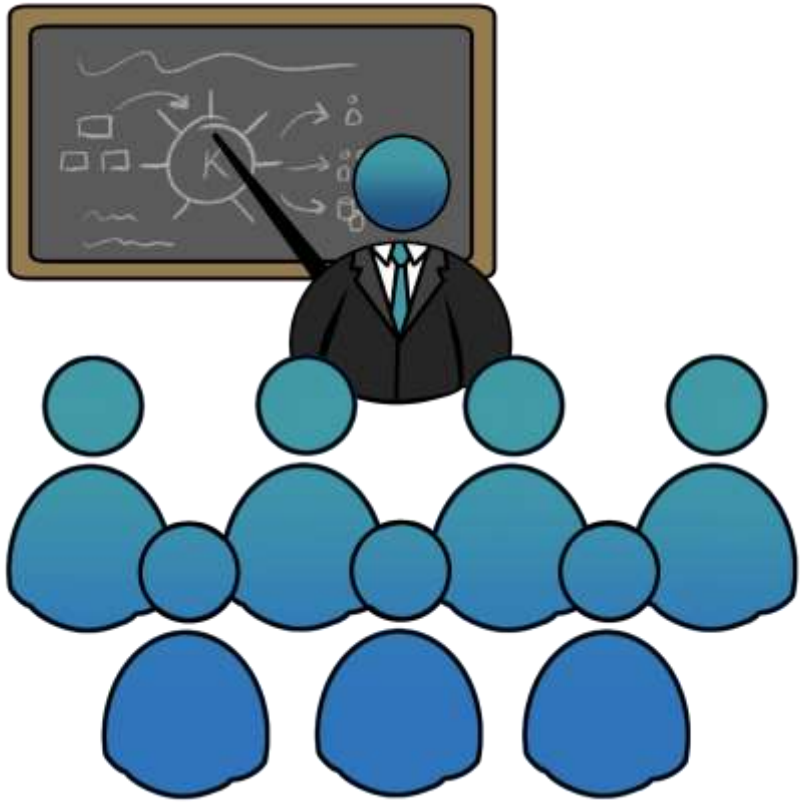
- **Principle: Liking**
  - "People prefer to say yes to those that they like."
  - "We like people who are similar to us, we like people who pay us compliments, and we like people who cooperate with us towards mutual goals."
- **Action: Teamwork Makes the Dream Work**
  - "People who are similar to us" – We all work together at the same company toward the same goals
  - Be Complimentary – don't bash old approaches for the heck of it.
  - Show how the team will have greater success through DevOps, furthering your mutual goals.

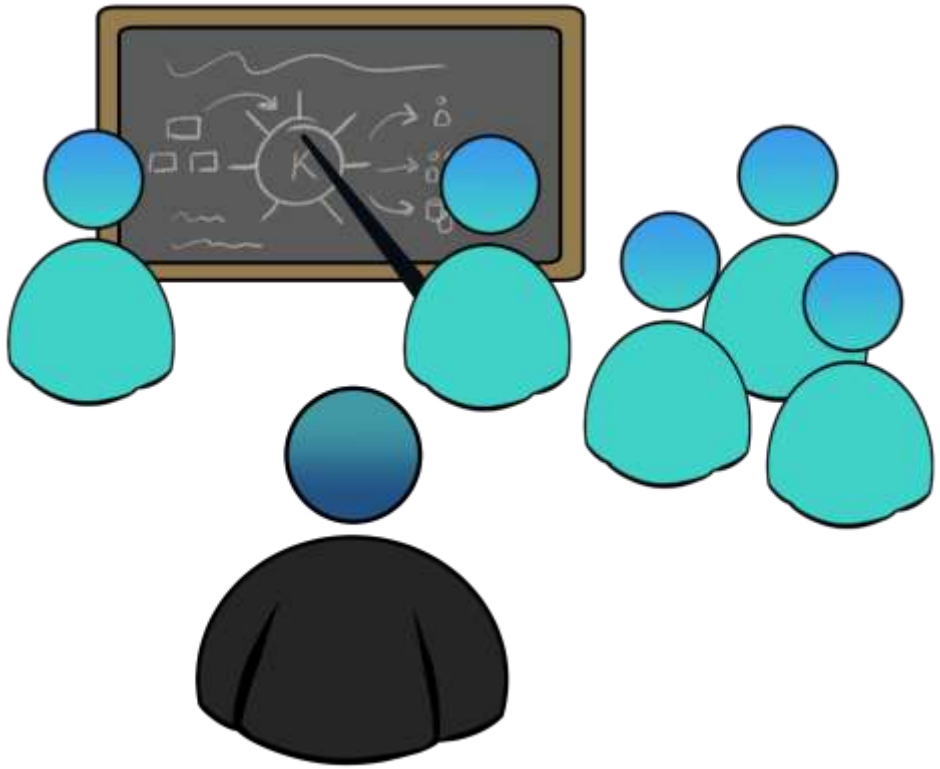
https://www.influenceatwork.com/principles-of-persuasion/

Robert Cialdini's 6 Principles of Persuasion

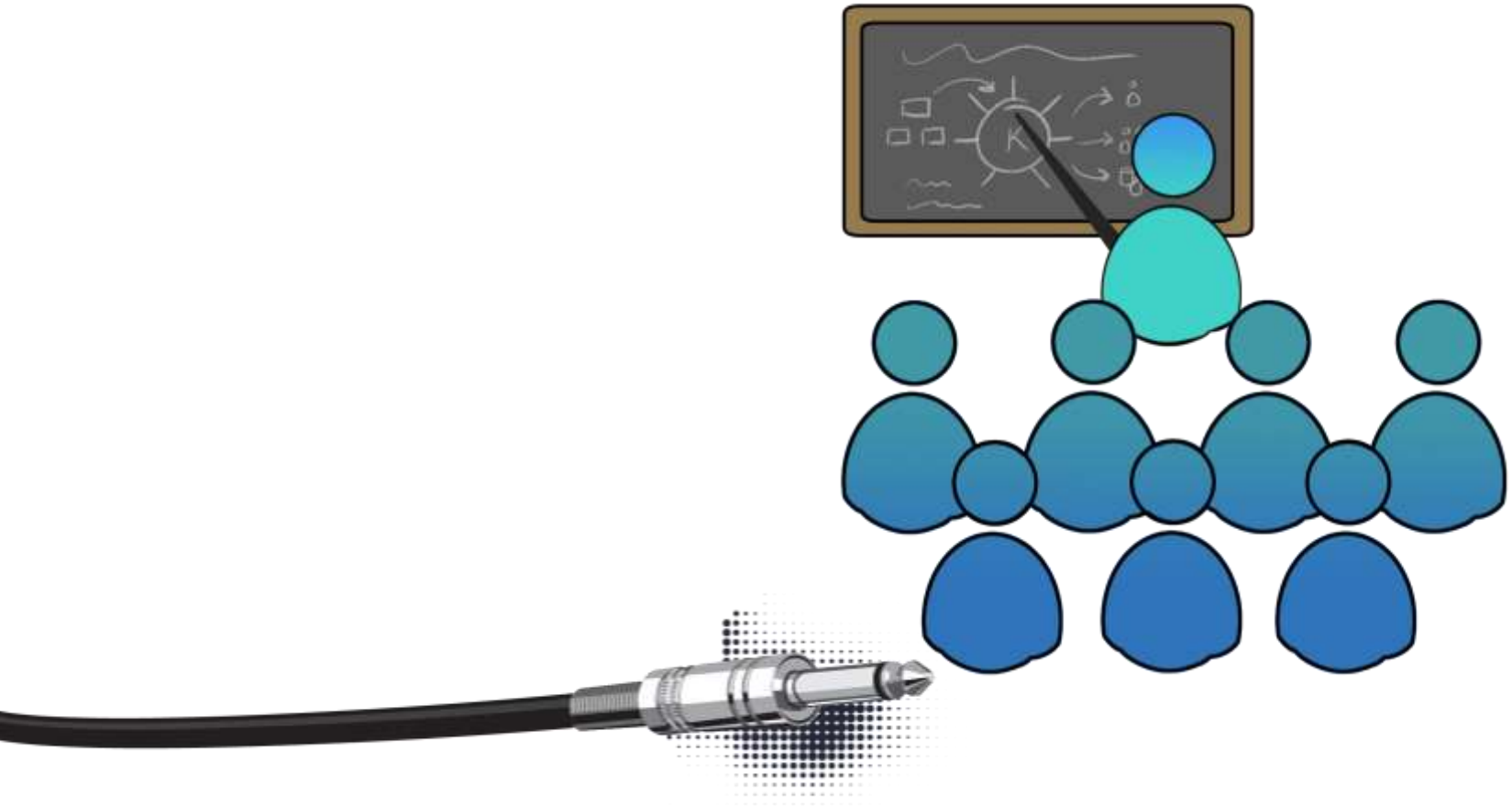
- **Principle: Consensus**
  - "Especially when they are uncertain, people will look to actions and behaviors of others to determine their own."
- **Action: There's Safety [and Power] in Numbers**
  - Trying to convince one powerful exec – or a stubborn team? Try convincing less powerful people or related first, then use those examples to improve your argument

https://www.influenceatwork.com/principles-of-persuasion/





Step 2: Learning Together



DevOps

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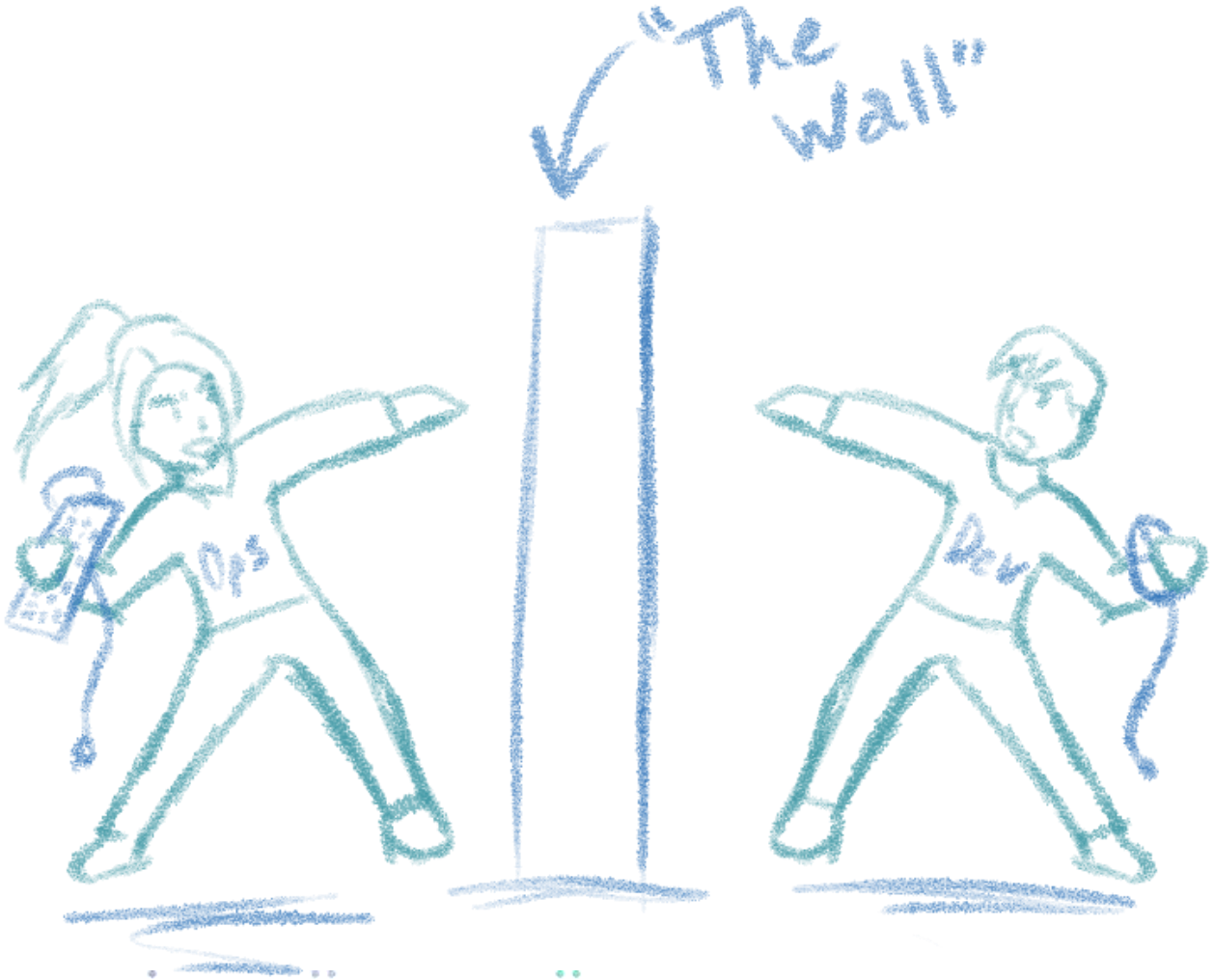
Dev + Ops

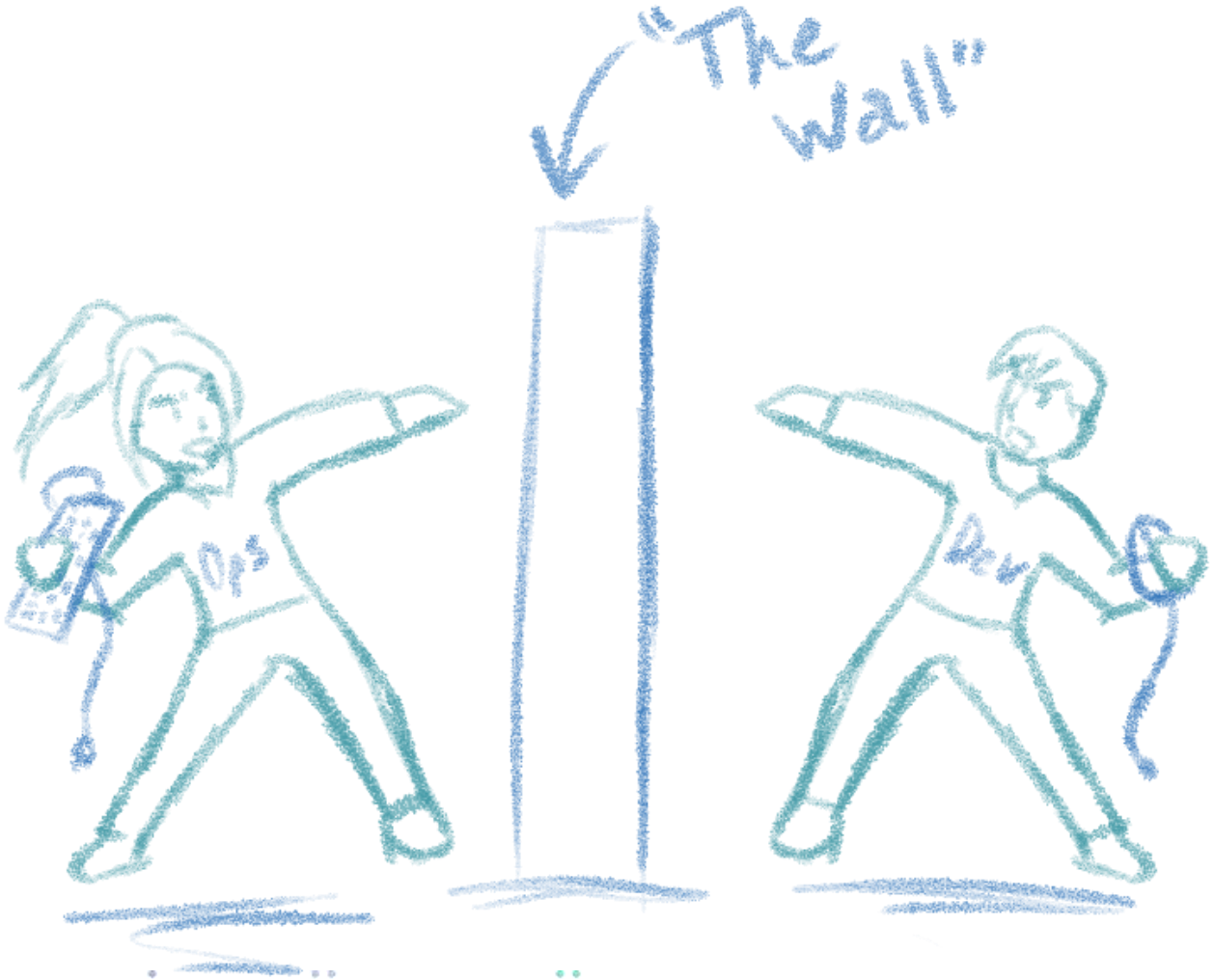

"The Wall"
Ops
Dev

Art from:
"Welcome to the Doggy Daycare: Containers to a System Engineer"
http://kaslin.rocks/container-primitives-comic/

Why Inspiring Stories Make Us React: The Neuroscience of Narrative
Paul J. Zak, Ph.D

- Team with more than a decade of research on the effect of oxytocin on the human brain
- Oxytocin produces "prosocial" behaviors
- Emotional narratives produce oxytocin

Zak, Paul J. "Why inspiring stories make us react: the neuroscience of narrative." *Cerebrum : the Dana forum on brain science* vol. 2015 2. 2 Feb. 2015


"The Wall"
Ops
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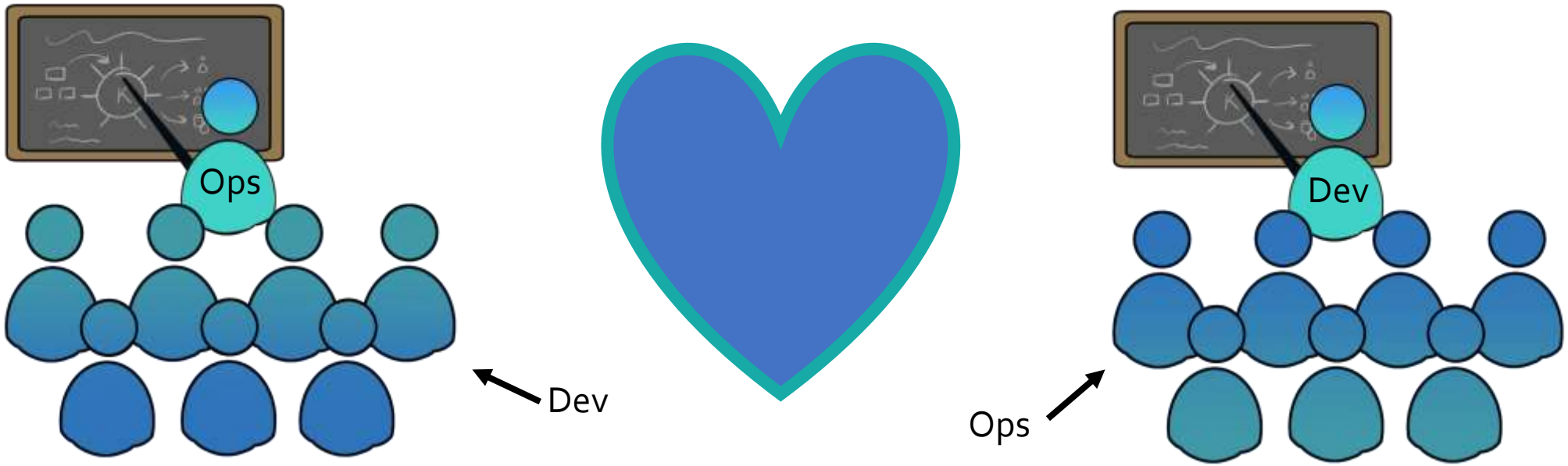
The Challenge: Avoid Blame

- Putting people on the defensive releases cortisol and adrenaline – fight or flight
- Oxytocin brings people together

https://hbr.org/2013/02/break-your-addiction-to-being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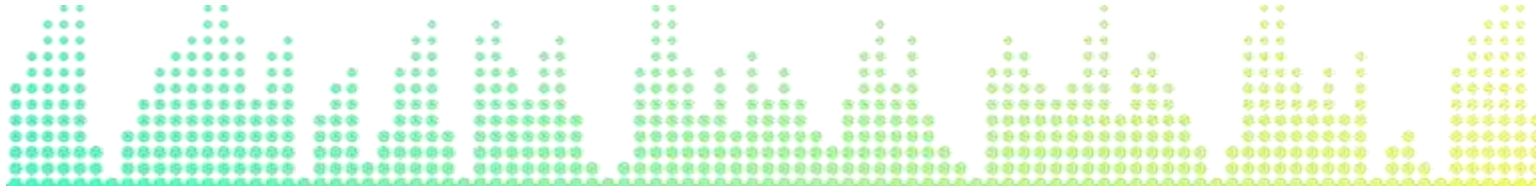
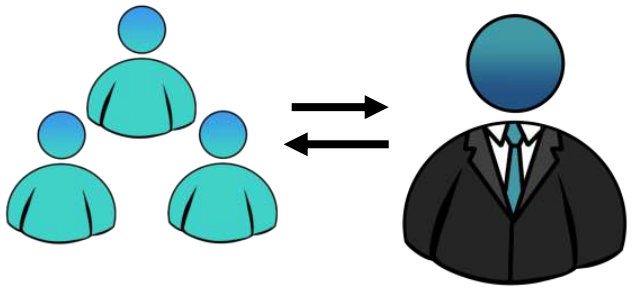
"After years of experiments, I now consider oxytocin the neurologic substrate for the Golden Rule: If you treat me well, in most cases my brain will synthesize oxytocin and this will motivate me to treat you well in return." – Paul J Zak, Ph.D.

Why Inspiring Stories Make Us React: The Neuroscience of Narrative
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4445577/

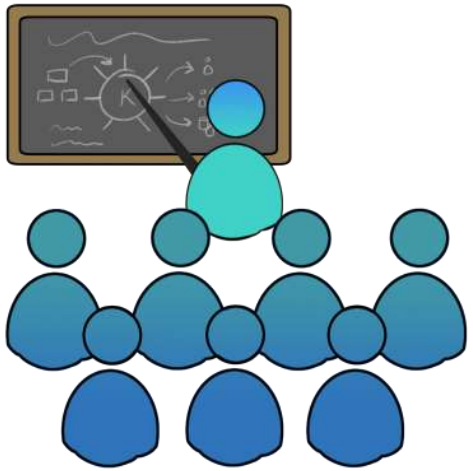


Step 3: Let's DevOps!

How to DevOps



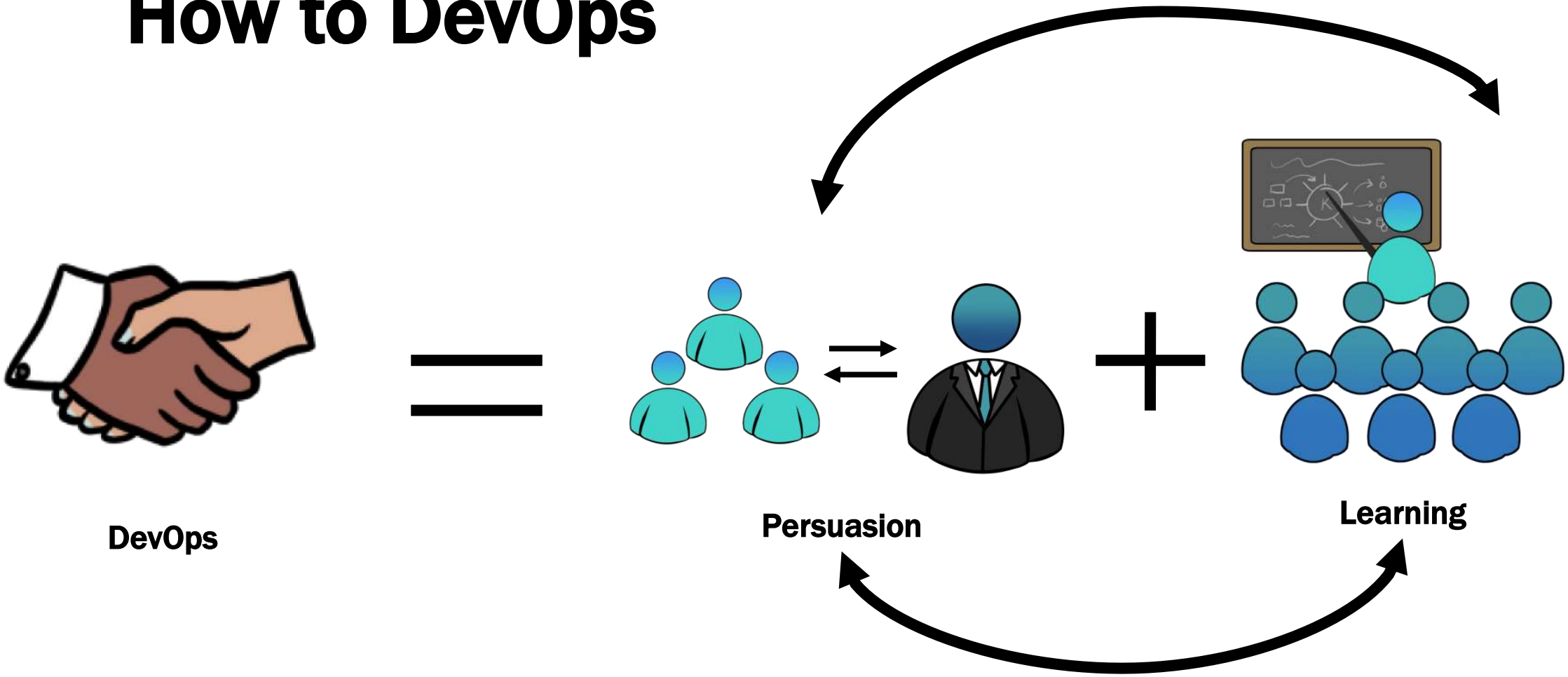
Persuasion



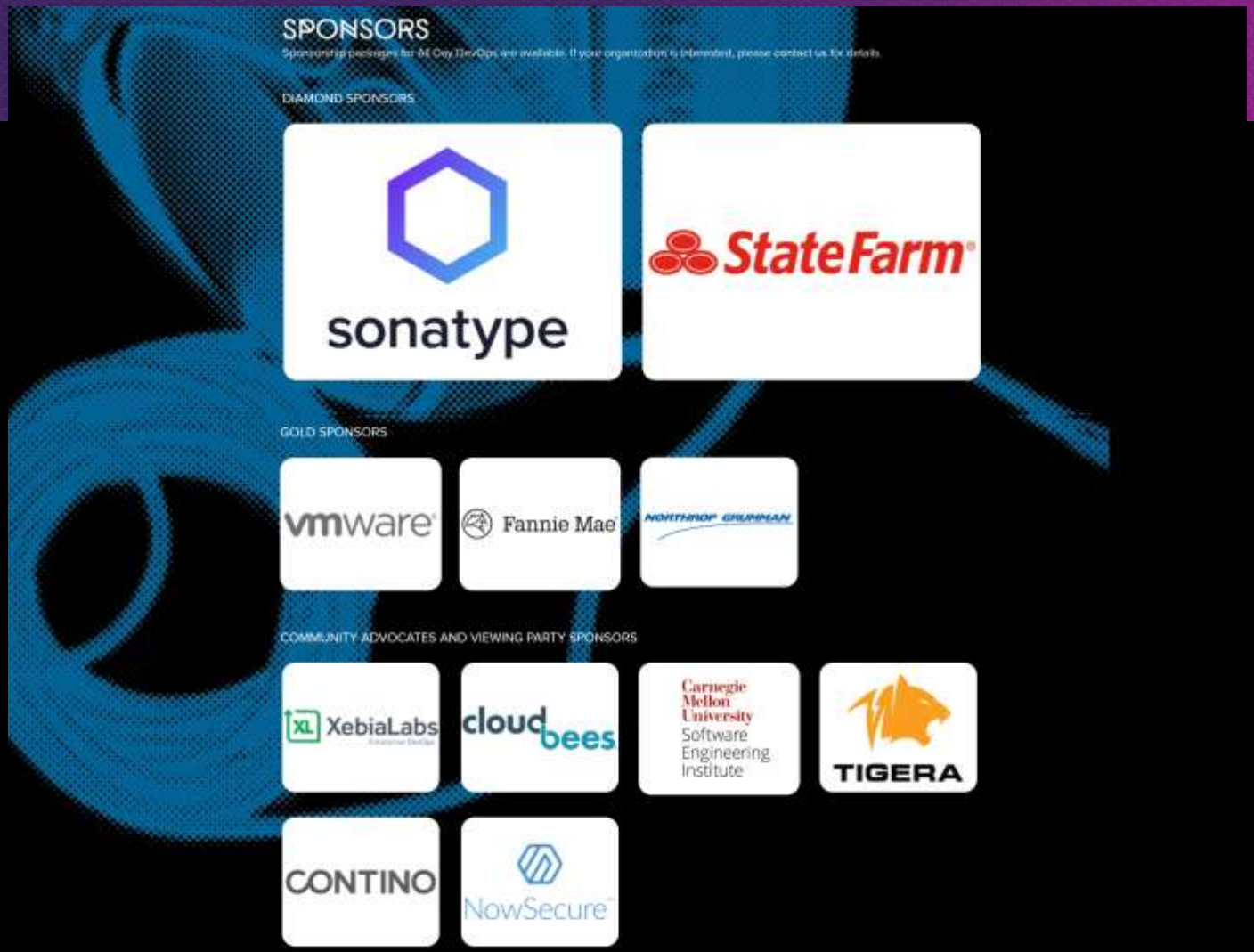
Learning

DevOps

How to DevOps



"When you want to motivate, persuade, or be remembered, start with a story of human struggle and eventual triumph. It will capture people's hearts – by first attracting their brains." – Paul J Zak, Ph.D.

Why Your Brain Loves Good Storytelling
https://hbr.org/2014/10/why-your-brain-loves-good-storytelling

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