

ADD0

ALL DAY DEVOPS

NOVEMBER 6, 2019

MAKE JUST CULTURE JUST YOUR CULTURE

It's not what we believe, it's what we do,
that defines our culture.

@barkerd427

Dan Barker
Chief Architect - RSA Archer



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Background

A just culture is a culture of trust, learning and accountability. - Sidney Dekker

- **Retributive**

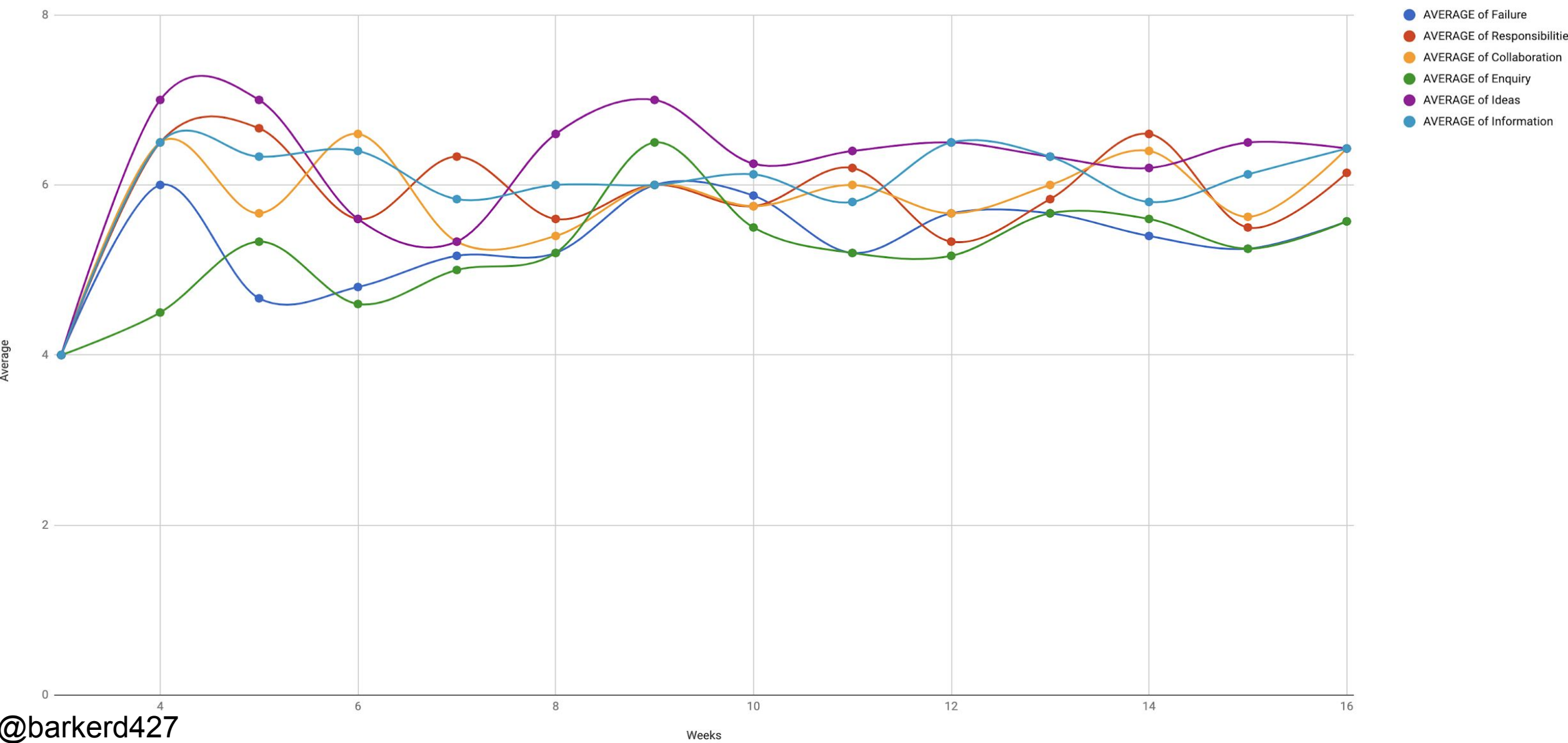
- What happened and who did it?
- Who should have stopped this?
- Blaming

- **Restorative**

- What needs exist?
- Who's going to be accountable
- Learning

Pathological	Bureaucratic	Generative
Power oriented Low cooperation Messengers shot Responsibilities shirked Bridging discouraged Failure→scapegoating Novelty crushed	Rule oriented Modest cooperation Messengers neglected Narrow responsibilities Bridging tolerated Failure→justice Novelty→ problems	Performance oriented High cooperation Messengers trained Risks are shared Bridging encouraged Failure→inquiry Novelty implemented

Culture over time



How Complex Systems Fail

Always in a state of failure



There is no “root cause”

Change creates new failure modes

All actions are gambles

Humans are the solution

**“Safety is not the
absence of
accidents. Safety is
the presence of
defenses”**

Todd Conklin

- A constant concern about the possibility of failure
- Deference to expertise regardless of rank or status
- An ability to adapt when the unexpected occurs
- An ability to both concentrate on a specific task while having a sense of the bigger picture
- An ability to alter and flatten hierarchy as best fits the situation

“Start where you are.
Use what you have.
Do what you can.”



Arthur Ashe



Change your language

**I should have -> I
did x and
expected y, but
saw z**

Blameless Postmortems

Timeline, Just the Facts, Learning

Feedback

Information Transparency

Asynchronous Decisions

Collaboration Tools

Record Meetings

Empower Others to Learn

How Complex Systems Fail, Westrum Model, Just Culture

Role Rotations

Etsy Mixer

Cross-functional Goals

Don't Blame When Failure Occurs

Where will you fail?

Patience

Grace

**If you can't
change your org,
then change your
org.**

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- <http://sidneydekker.com/wp-content/uploads/2018/12/RestorativeJustCultureChecklist.pdf>
- <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1765804/pdf/v013p0ii22.pdf>
- <https://web.mit.edu/2.75/resources/random/How%20Complex%20Systems%20Fail.pdf>
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