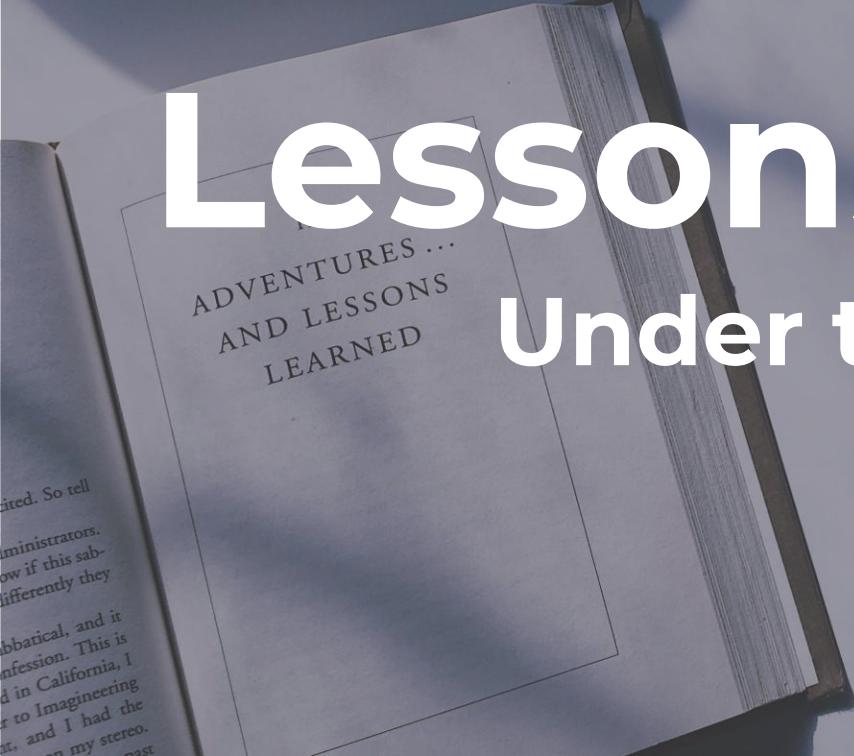


# Lessons learned Under the big tent





# Hello!

**My name is Thierry Carrez**  
I work for the OpenStack Foundation.  
You can find me at @tcarrez on Twitter  
And ttx on IRC

A wide-angle photograph of a vast, open field, likely a soccer pitch, under a hazy, overcast sky. In the far distance, another soccer goal stands alone. In the middle ground, a single goal is positioned on the right side. The grass is dry and brownish-yellow.

Openly  
developed

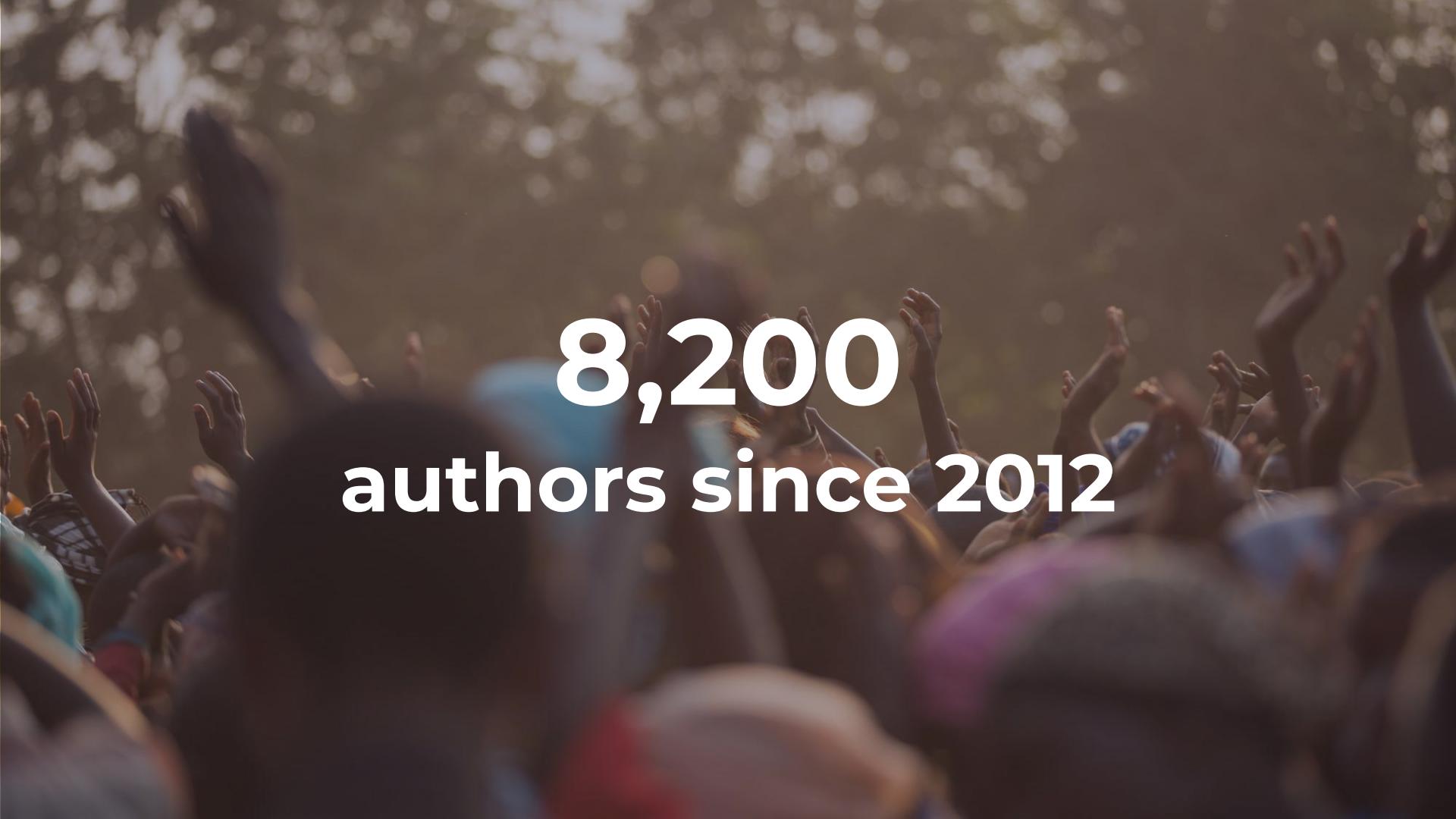
A dark, high-angle photograph of several skyscrapers in a city skyline. The buildings are mostly dark grey or black, with some windows glowing with light. The perspective is looking up at the tops of the buildings.

# Massive

?

An aerial photograph of a dense urban area featuring a complex multi-level highway interchange. The roads are filled with numerous cars, and the surrounding landscape includes residential buildings with red roofs and large patches of trees showing vibrant autumn colors of orange, yellow, and green. The perspective is from directly above, looking down at the intricate network of roads.

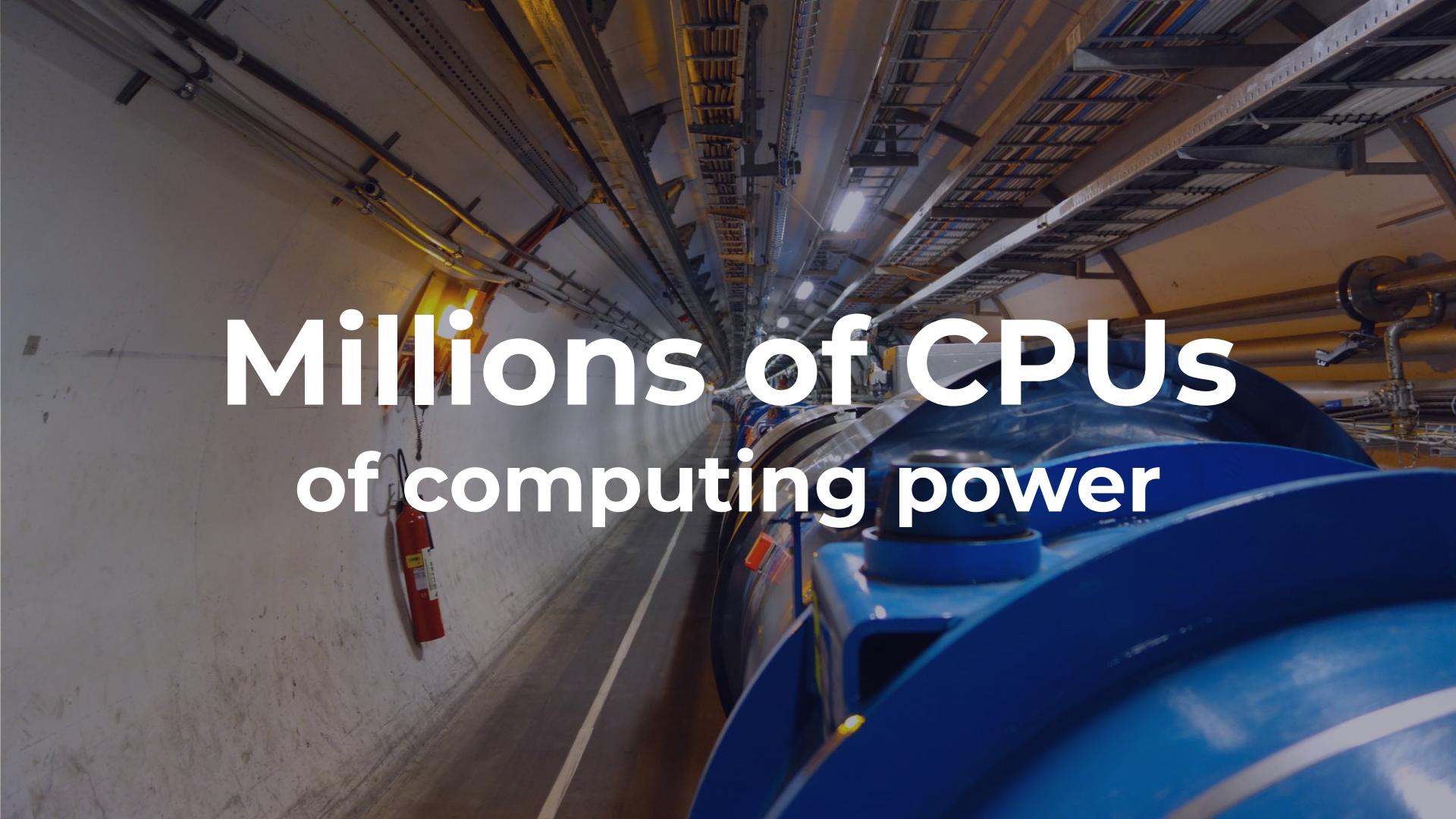
762  
git repositories



**8,200  
authors since 2012**



**48,000**  
**changes merged last year**



# Millions of CPUs of computing power

A photograph of several Highland cattle in a lush green field. In the foreground, a dark brown cow with long, shaggy hair and large, curved horns is grazing. Behind her, a light-colored bull with similar features stands looking towards the camera. Another light-colored cow is partially visible behind the first. The background is filled with more cattle and a dense forest of tall, thin trees.

A wild  
ride

# Lessons ♦



III  
ADVENTURES ♦  
AND LESSONS  
LEARNED

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on my stereo.  
ast



Ignore  
the haters



**swardley** @swardley · 26 oct. 2012

En réponse à [@b6n](#)

[@b6n](#) : **OpenStack** is a **dead** duck, it won't last 2 yrs and those involved will be dragged down by it.

À l'origine en anglais

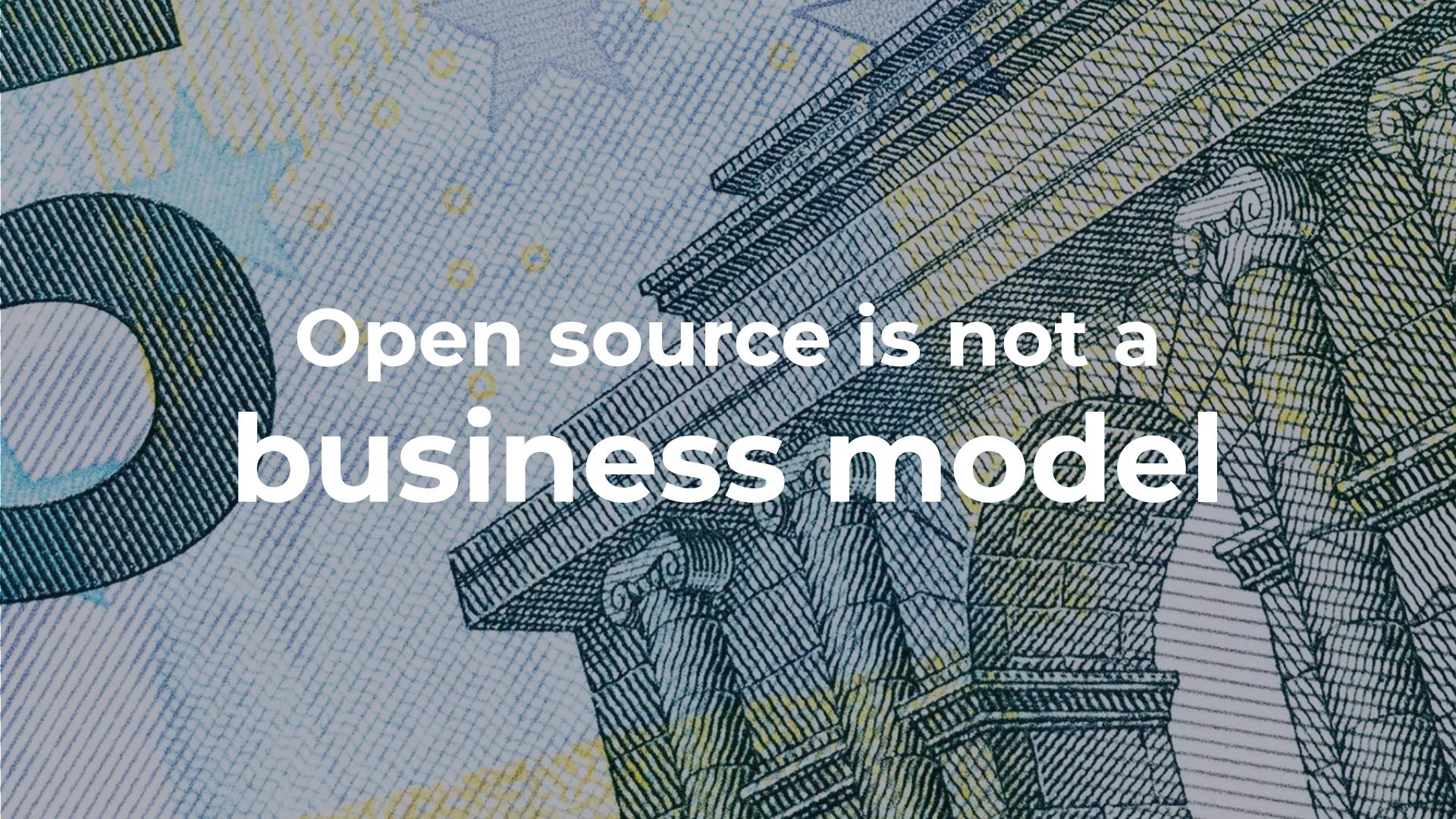
4

11

4

A photograph of a roller coaster track against a dark, overcast sky. The track is made of dark steel beams and features several loops and turns. Two roller coaster cars are visible, one on a high loop and another on a lower section of the track. The overall mood is dramatic and intense.

Hype  
goes up and down



**Open source is not a  
business model**

A dark, curved tunnel interior. The ceiling and walls are made of concrete and are covered with various pipes, cables, and structural supports. A speed limit sign is visible on the right side of the tunnel, showing the number "40".

Boring  
is good



You're not  
the last thing



Technology is  
additive



**Engage outside  
your communities**

A photograph of a massive, layered rock formation standing tall in a vast, icy landscape. The rock is composed of numerous horizontal layers of sedimentary rock, ranging in color from light beige to deep reddish-brown. It is partially covered in snow and ice, particularly at its base and along its edges. The background shows a flat expanse of broken ice floes stretching to the horizon under a clear, pale sky.

Massive is still  
fragile



0 10 20 30 40 50 60 70 80 90 100

1000

500

0



Some roles are just  
hard to fill



**Write down  
your culture**

A close-up photograph of a small green seedling with a thin stem and a few leaves, growing out of a piece of brown, dried, textured bark. The background is blurred, showing more of the same bark pieces.

Grow next-generation  
**stewards**



**Trust  
cannot be scaled up**



Conway's law  
will bite you



Not everything in the  
same bucket



# ◊ Axioms ◊



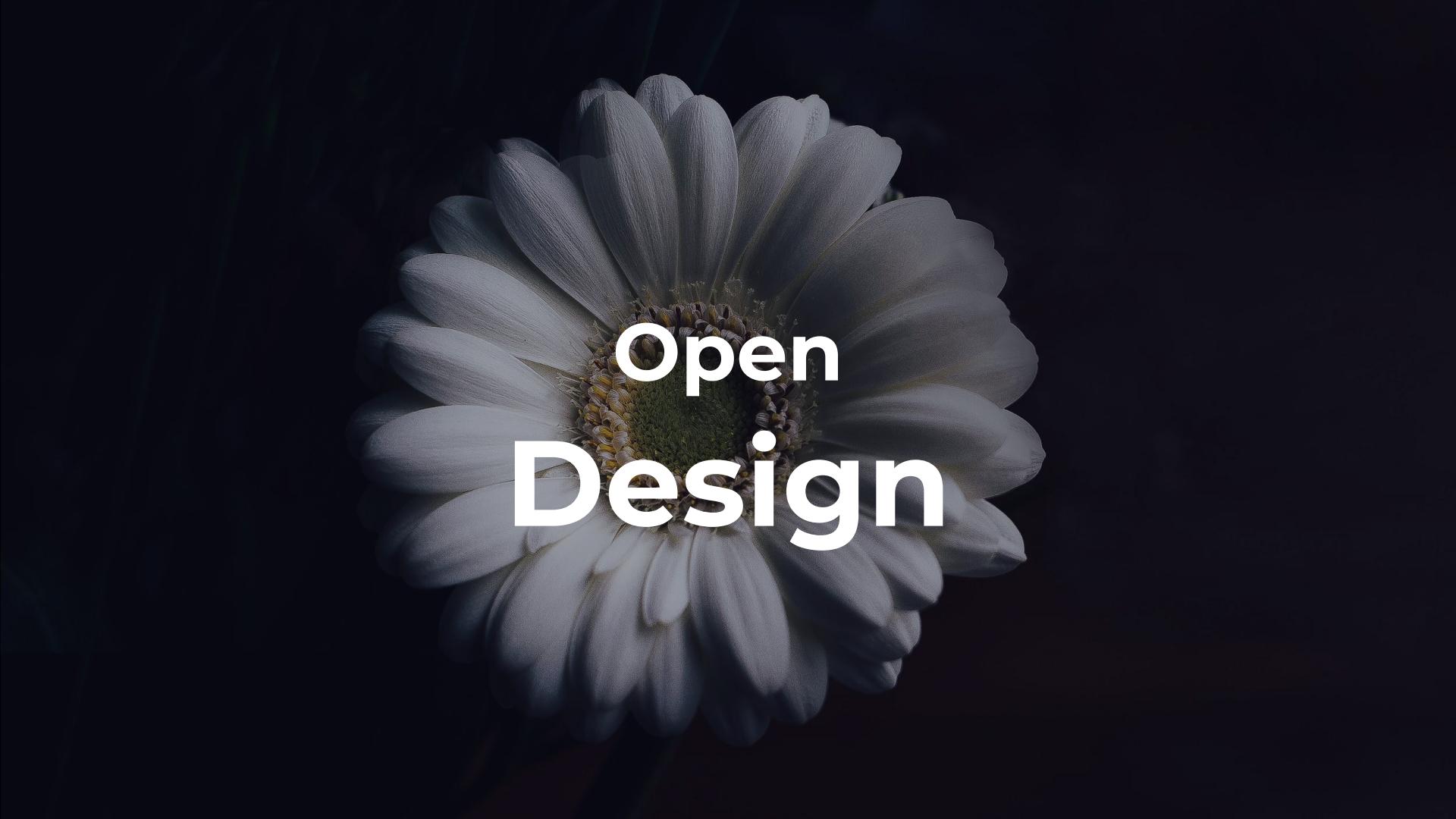
Four opens  
are necessary

A close-up photograph of a white daisy flower with many petals, centered against a dark, almost black, background. The flower's yellow center is visible through the petals.

Open  
Source



Open  
Development

A close-up photograph of a white daisy flower with many petals, centered against a dark, almost black, background. The flower's yellow center is visible through the petals.

Open  
Design

A close-up photograph of a white daisy flower with many petals, centered against a dark, almost black, background. The flower's yellow center is visible through the petals.

Open  
Community

A wide-angle photograph of a rugged mountain landscape. In the foreground, a steep, light-colored snow-covered slope descends from right to left. A long, thin line of approximately 25 climbers in colorful gear is visible, moving along this slope. Above the snow, the mountain is composed of dark, weathered rock and scree. In the background, more mountain peaks rise, some with patches of snow and others with green vegetation. The sky is clear and blue.

Go slower together to  
go farther

The background image shows a complex multi-level highway interchange at night. The roads are illuminated by the headlights of moving vehicles, creating bright white streaks against the dark asphalt. The interchange features several curved ramps and straight sections, all interconnected by various levels of overpasses. The surrounding area appears to be a mix of urban development and greenery. The overall atmosphere is one of a busy, modern infrastructure at night.

**Collaboration leads to  
scope creep**



**Metrics will fail due to  
Goodhart's law**

A photograph showing a group of people from behind, sitting at a long wooden table. They are all writing in notebooks with pens. The setting appears to be a bright room with large windows in the background.

Face-to-face  
time is necessary

A photograph of a narrow slot canyon with layered rock walls, illuminated by warm light from a narrow opening at the top, creating a dramatic play of light and shadow.

◊ Best practices ◊



The background of the slide is a blurred photograph of a lively event, likely a concert. Numerous hands are raised in the air, some holding up smartphones to take pictures. The scene is bathed in warm, colorful stage lights in shades of red, orange, and yellow, creating a festive and energetic atmosphere.

Just enough  
governance

# Inclusive community processes



A photograph of a group of people sitting around a wooden table in a restaurant. They are looking at a smartphone on the table. The background shows a window with a view of the outside and some framed pictures on the wall.

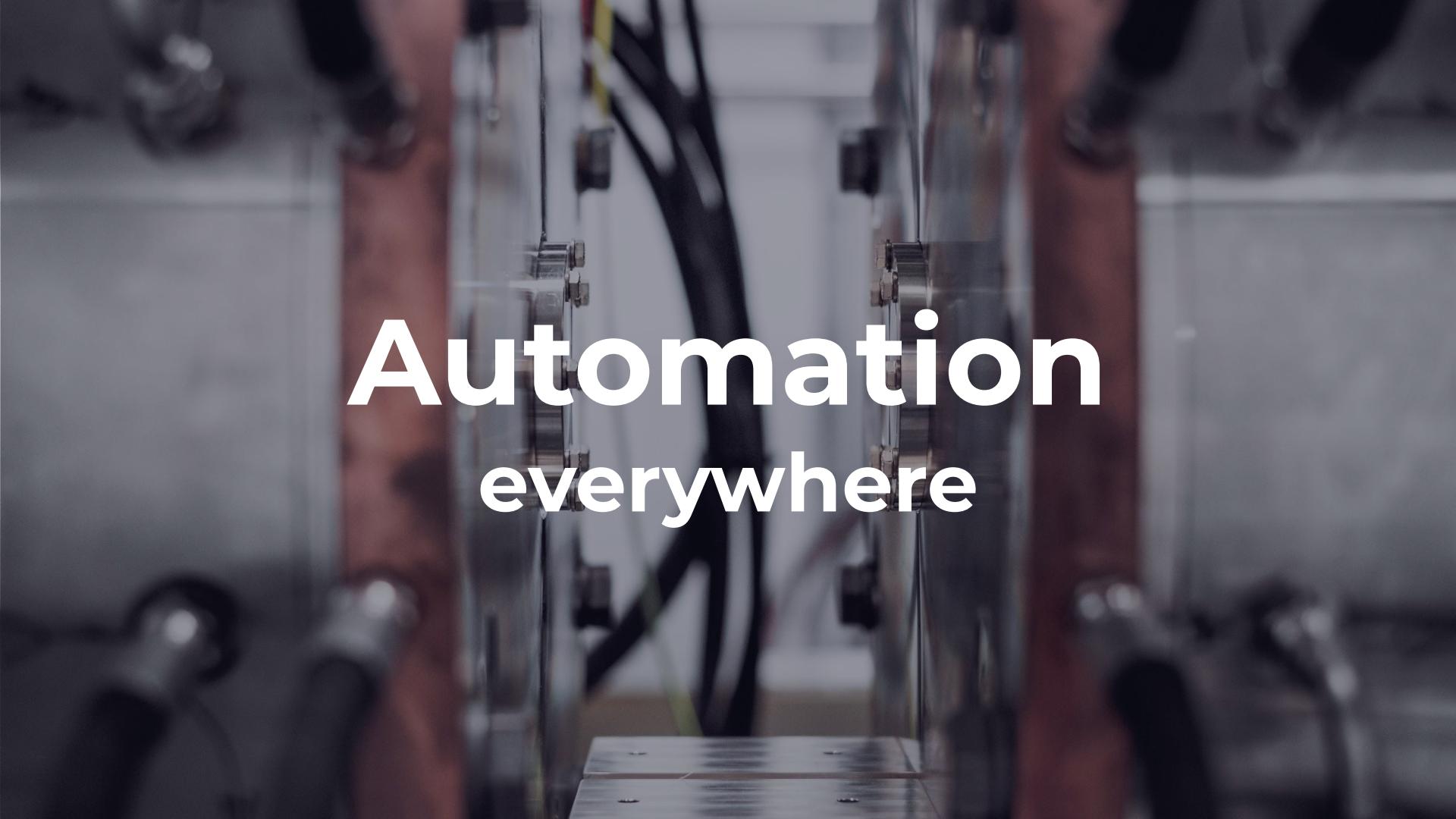
Include  
your users



Test-driven  
code gating



# Time-based releases



Automation  
everywhere

# Thanks!

**Additional questions?**

You can find me at [@tcarrez](mailto:@tcarrez) & [thierry@openstack.org](mailto:thierry@openstack.org)

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