

# **From Hero to Zero**

**DevOpsDays Boston 2014**

**Jennifer Davis @sigje**

**Automation Engineer**

**August 18, 2014**

# Goals

- Communication
- Collaboration
- Change

# Agenda

- What and Why - Zero Culture
- Embrace our Mythology
- Describe Success

# Formula for Suc(str)ess

- New job.



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# Formula for Suc(str)ess

- New job.
- Prove self.



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# Formula for Suc(str)ess

- New job.
- Prove self.
- Improve Efficiency.



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# Formula for Suc(str)ess

- New job.
- Prove self.
- Improve Efficiency.
- More responsibility.



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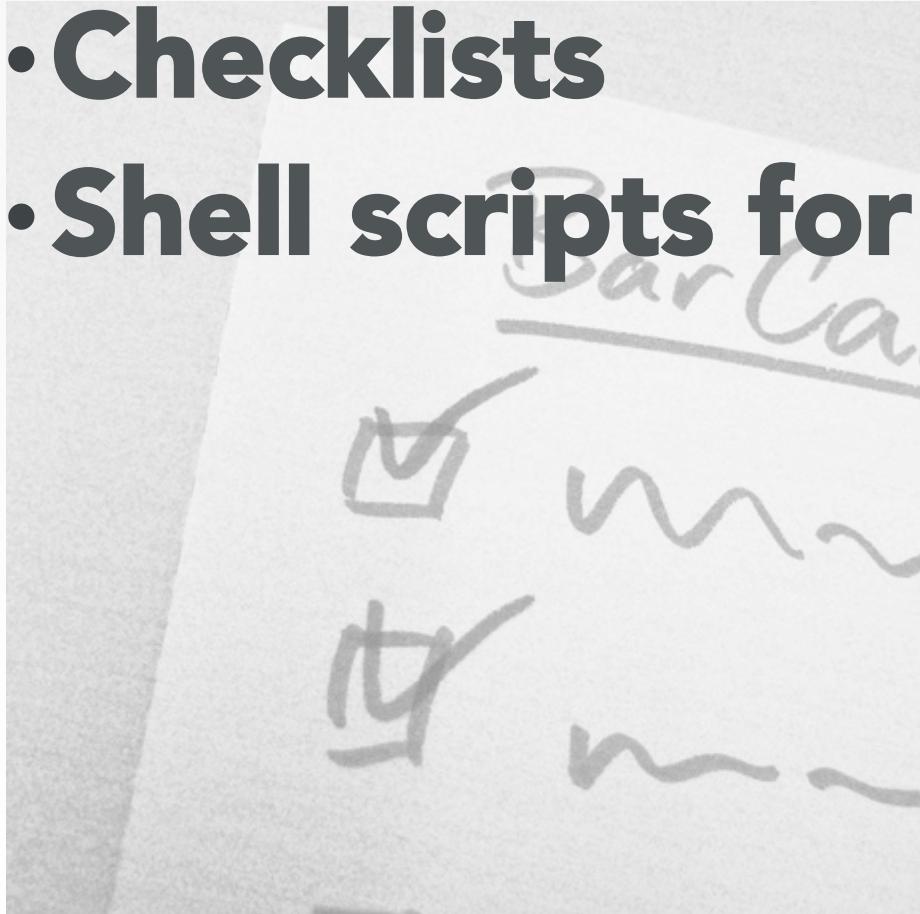
# Formula for Suc(str)ess

- New job.
- Prove self.
- Improve Efficiency.
- More responsibility.
- Expectations built on past performance



# The Cure?

- Documentation
- Checklists
- Shell scripts for situation X



I was wrong.

# SPOF



# Zero to Hero + DevOps

Followed by @nelhage.  
**PagerDuty** @pagerduty · Aug 12  
Stop sleeping through outages. Get a free shirt when you receive your first PagerDuty alert. [pduty.me/1o5O1hs](http://pduty.me/1o5O1hs)

I never sleep through outages.

Expand Reply Retweet Favorite Instapaper More  
Promoted by PagerDuty Dismiss

Google

## Operations Hero (DevOps Engineer)

Connexity Camarillo, CA

hadoop hbase release linux nosql

### Job Description

#### YOU WILL BE ACCOUNTABLE FOR:

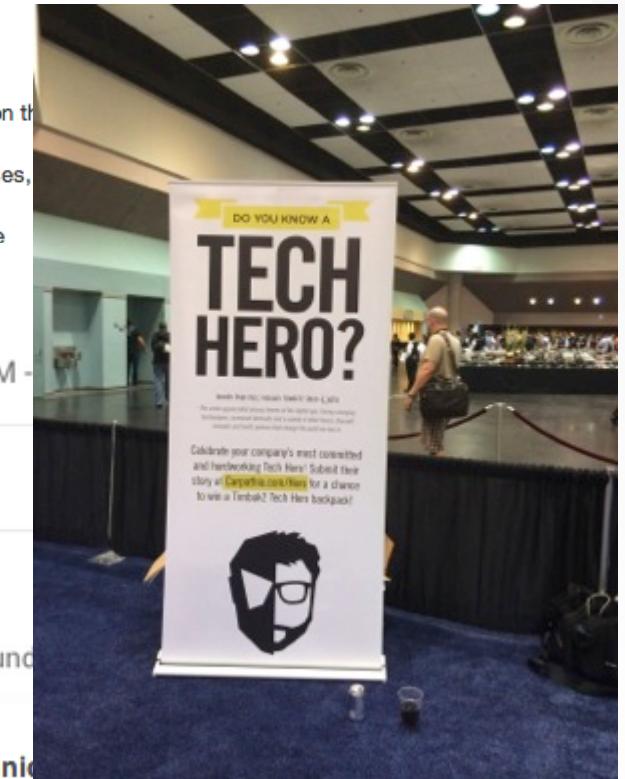
- Troubleshooter Number One - become that person that keeps it humming.
- Implement, administer, and maintain our databases, backups and restores, upgrades, and monitoring
- Consult on overall production system architecture

When Jun 25 2:00 PM -

Where Room 7

Theme Develop

with your next application? This talk will build the founda-

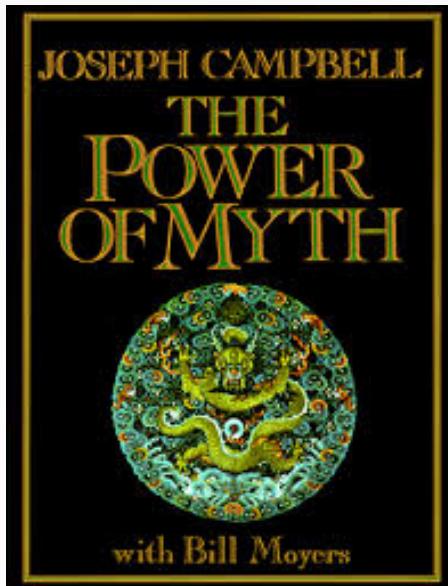


## Superhero DevOps Engineer (Back-End)

Singapore, Singapore | Techni-

*“A hero is someone who has given his or her life  
to something bigger than oneself.”*

Joseph Campbell



# Workplace Usage

- Extra mile
- Late night hacking up a solution
- Spent all weekend
- Completing brain numbing work

# **"Heroism" results in ..**



**• "Used to be"-isms.**

- Image:<http://www.departurememo.com/>

**“Heroism” results in ..**



- Degradation in relationships

I sacrificed my social life over professional life. I regret it now.

I used to have a lot of friends  
before I worked in startups.  
Biggest regret is letting  
relationships go cold and die out



AllFunnyPictures.com

**“Heroism” results in ..**

- Sleep deprivation
  - Degradation of productivity
  - Degradation of creativity
  - Mental acuity
  - Loss of empathy

# Walter Reed Army Institute of Research study

- Sleep deprivation impacts the brain consistent with mild prefrontal lobe dysfunction
- Affects emotional intelligence, self-regard, sense of independence, empathy, quality of interpersonal relationships, positive thinking

# "Heroism" results in ..

- Dissatisfaction with job



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**"Heroism" results in ..**

- Loss of self confidence



# Loss of Self Confidence

- Erin Callan, Lehman Brothers CFO September 2007 – June 2008
- “I did not know how to value who I was versus what I did. What I did was who I was.”
- “drug addiction – except you’re getting tremendous positive reinforcement for what probably is really extremist behavior”



## **"Heroism" results in ..**

- Degradation in relationships
- Sleep deprivation
  - Degradation of productivity
  - Degradation of creativity
  - Mental agility
- Loss of empathy
- Dissatisfaction with job
- Loss of self confidence

**NOT HEROISM!**



© DESPAIR.COM

# BURNOUT

ATTITUDES ARE CONTAGIOUS. MINE MIGHT KILL YOU.

# 6 Areas resulting in Burnout

- Work overload
- Lack of control over work
- Insufficient rewards
- Workplace community problems
- Lack of fairness – inequality of pay, promotions or workload
- Conflict between personal values and requirements of job.

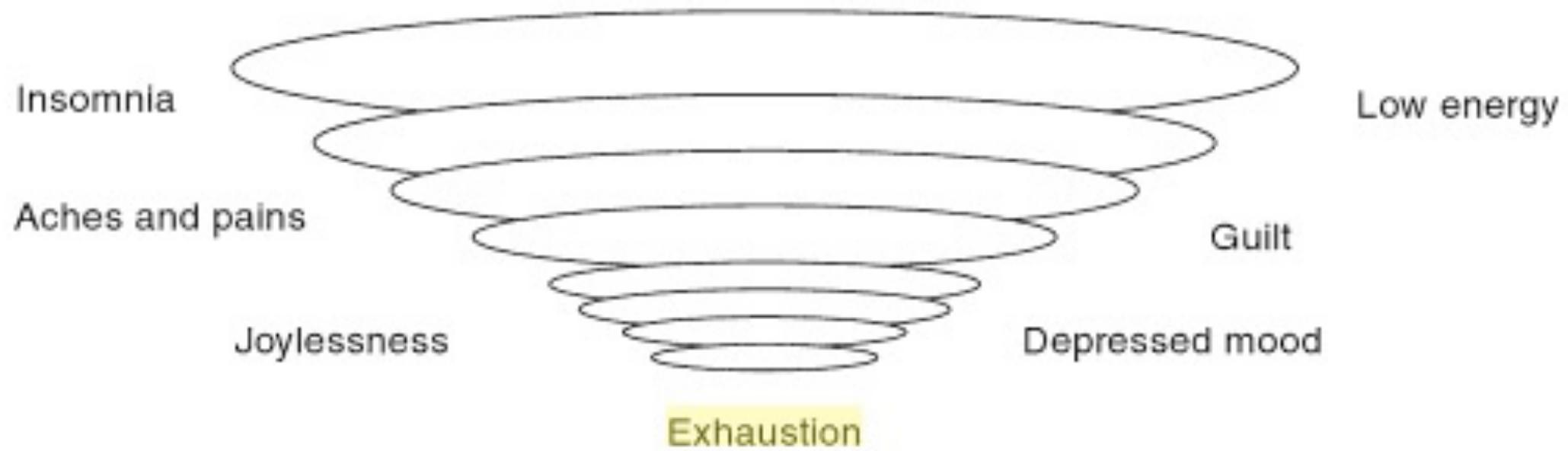


Sources: Christina Maslach, Ph.D. Professor of Psychology UC Berkeley,  
Michael Leiter, Ph.D., Director of the Centre for Organizational Research &  
Development

# Fatigue Syndrome – Marie Asberg



# Exhaustion Funnel

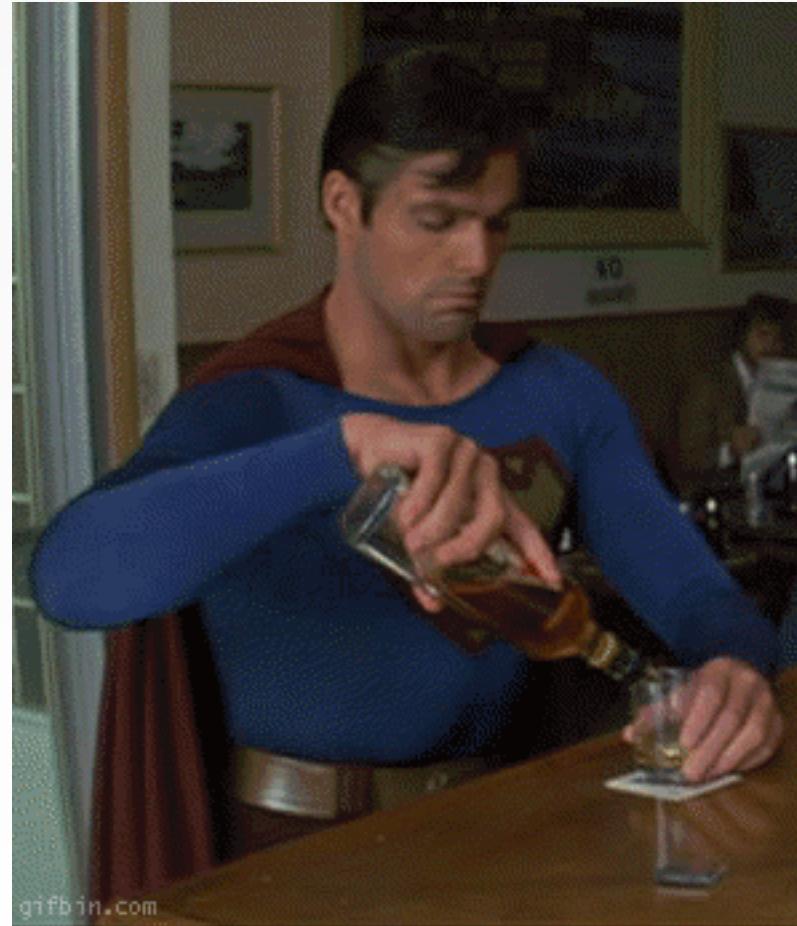


Marie Asberg  
Senior Professor, Karolinska Institute in  
Stockholm



# Metrics of Fatigue Syndrome?

- # of bottles of hard alcohol/week purchased

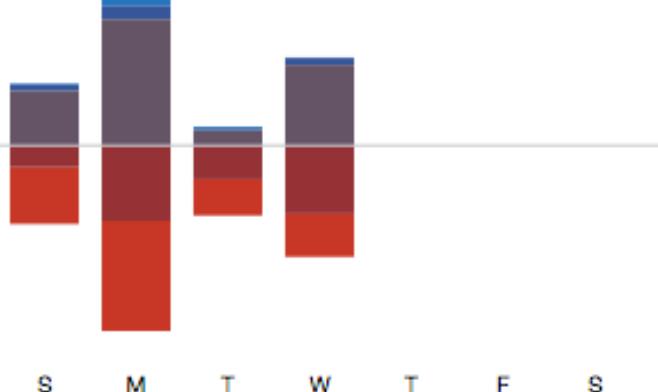


# RescueTime – Successful Vacation!

7h 7m

Logged this week  
37.9h less than the week before

time by day



productivity pulse



37% Social Networking

16% Communication & Scheduling

14% Reference & Learning

13% Uncategorized

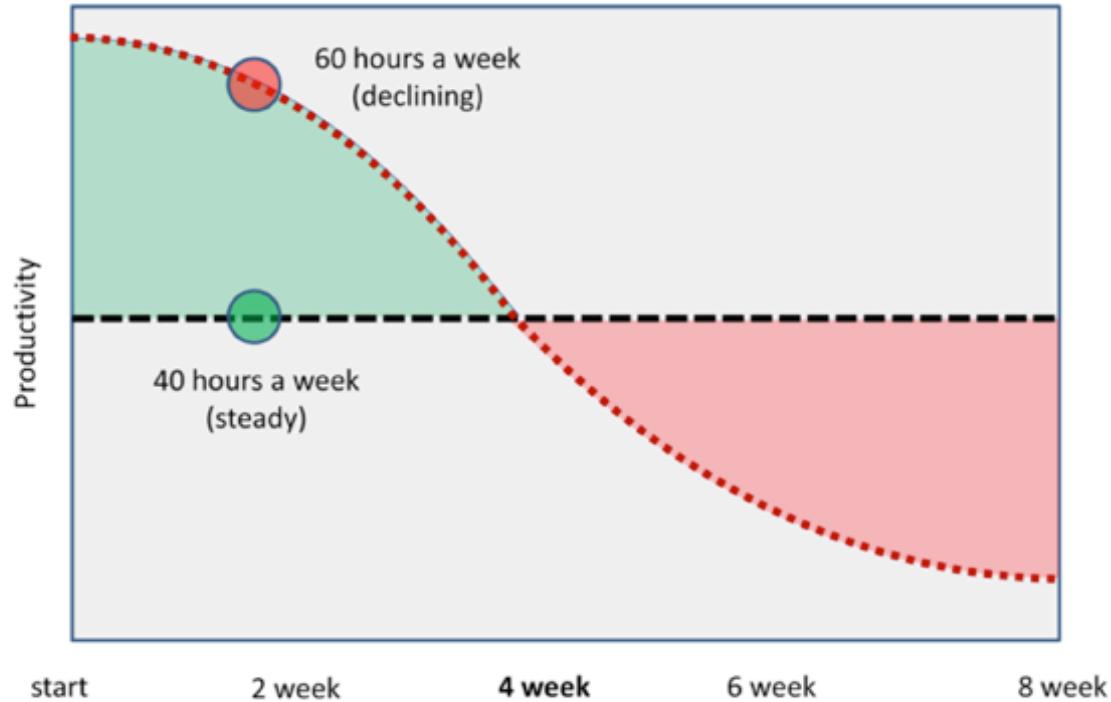
10% News & Opinion

# 35-40 hour work week.

- “8 for work, 8 for sleep, 8 for what we will”
- 12 years of experimentation by Henry Ford
- <40 hours people weren’t working enough
- >60 hours gives a small productivity boost in short term
- Source: Laws of Productivity, 8 Productivity Experiments you don’t need to repeat. <http://lunar.lostgarden.com/Rules%20of%20Productivity.pdf>

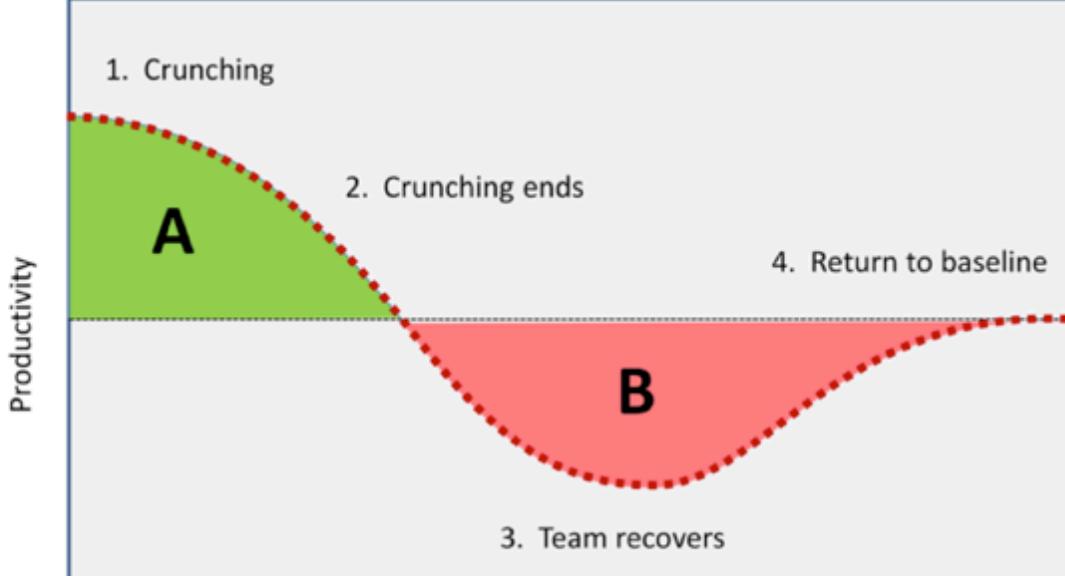
# Productivity over Time

## Graphing productivity and overtime



# Crunching

## Graphing recovery from crunch

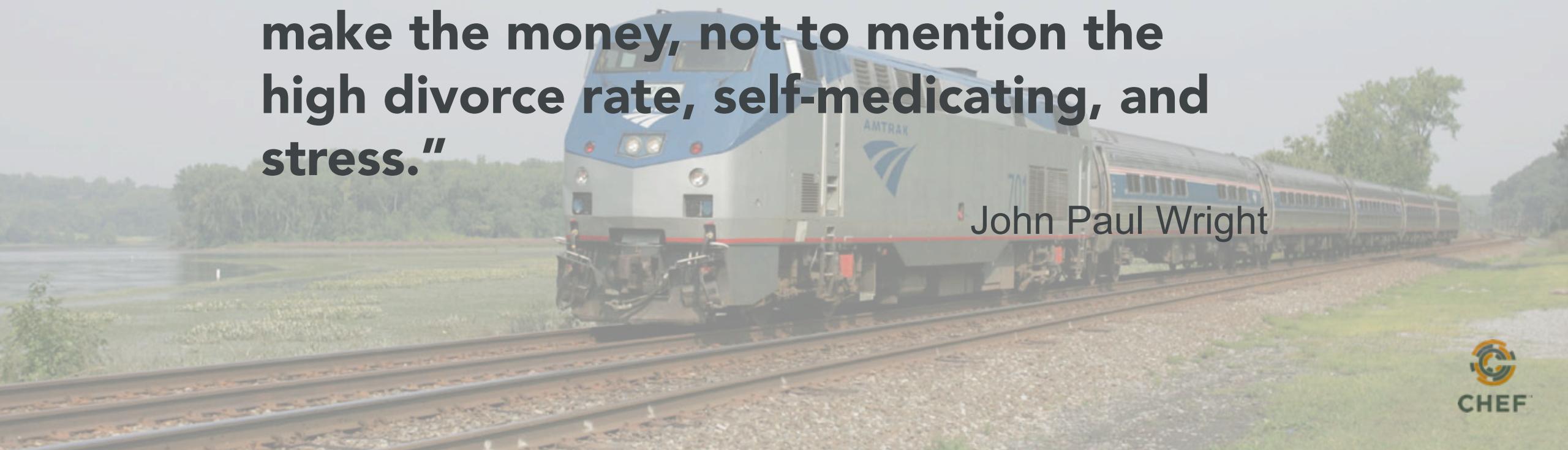


Typically  $A \leq B$

# Workplace Environment

**"The biggest issue with railroad workers is fatigue, not pay. We are paid very well. But we sacrifice our bodies and minds to work the long hours it takes to make the money, not to mention the high divorce rate, self-medicating, and stress."**

John Paul Wright



# NTSB Asiana Airlines Flight 214

Why did this airplane crash while executing a visual approach on a clear day?

- Increased Complexity
- Reliance on automation
- Lack of understanding

<http://www.ntsb.gov/news/speeches/hart/hart140624o.html>

# Celebrate being Wrong

- It's human. No need for humiliation.
- De-escalation of all our holy wars.
- Freedom to experiment.
- Shared experiences.

# Rites of passage – Junior to Senior

- Ability to listen.
- Freedom to speak.
- Creation of open and transparent environments.
- Encourage everyone to have a voice.



# Exploring Our Myths

# Superman



# Flash



# Hulk



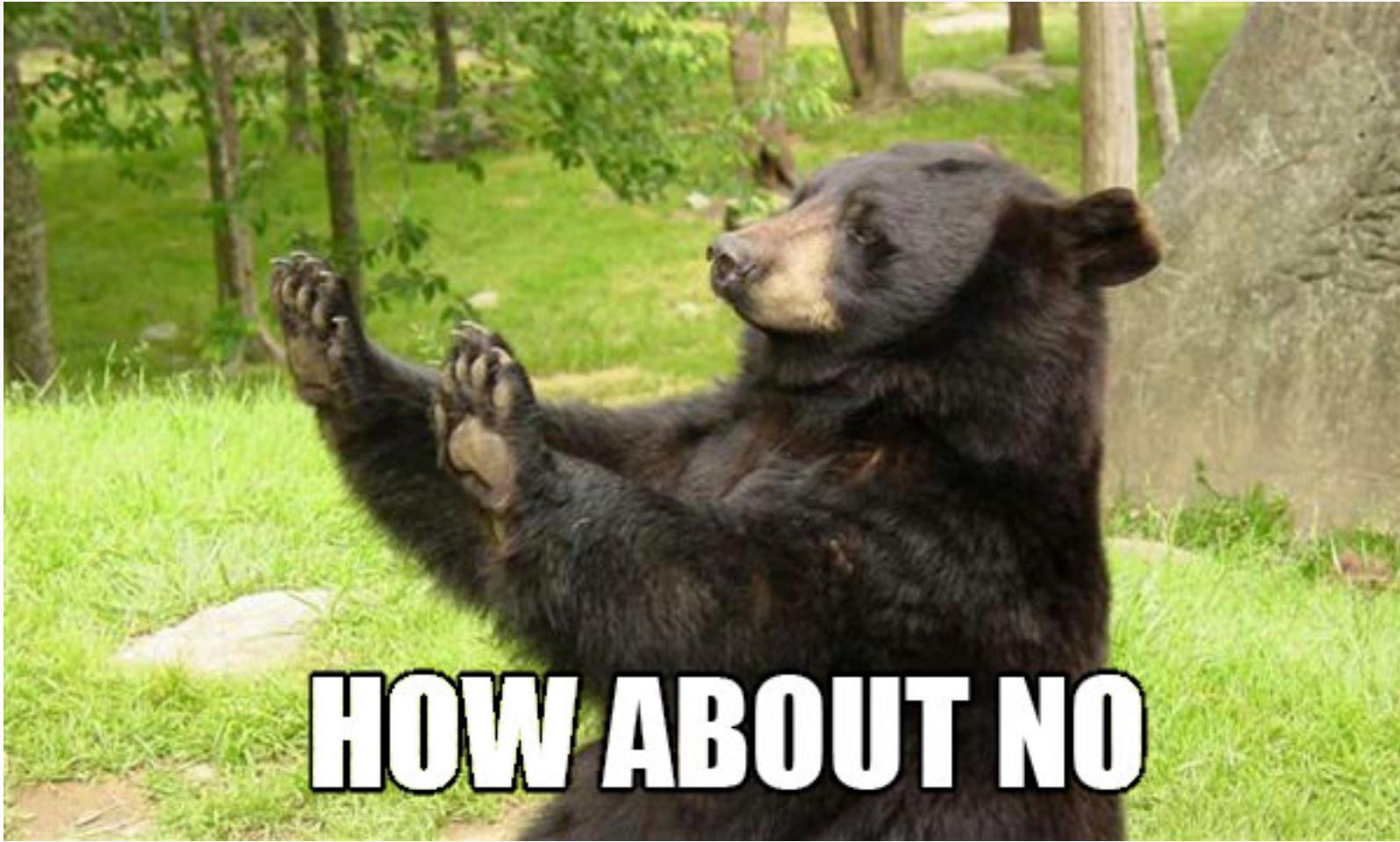
# Steel



# Batman



Michael Donovan:<https://www.flickr.com/photos/johnmcnab/5499490056/>



**HOW ABOUT NO**

# EMPTY





**STOP**

KEEP OUT

EXPERIMENT

IN

PROGRESS

- Relating through role.
- Defining a person by a role.
- Handing off expectations.
- Siloing!



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# Our Path

# 5 conditions of “happy” work environment

- Freedom
- Challenge
- Education
- Positive atmosphere
- Personally meaningful contribution

“Follow your Bliss”: A process for Career Happiness Sheila J Henderson

<http://www.angelpersonnel.com.au/assets/Uploads/HendersonFollowyourbliss.pdf> Journal of Counseling and Development Summer 2000 Volume 78

# The Path



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# Communication – Identify your Team

- Common goal.
- Different roles.
- Diversity of views.
- Same objective.
  - Have you evaluated options?
  - EVERYONE on the same page?

# Vision or Mission Statement

- Clear statement about the problem
  - Direction
  - Identity management
  - Team cohesion

[https://www.flickr.com/photos/victor\\_lee/51041504](https://www.flickr.com/photos/victor_lee/51041504)

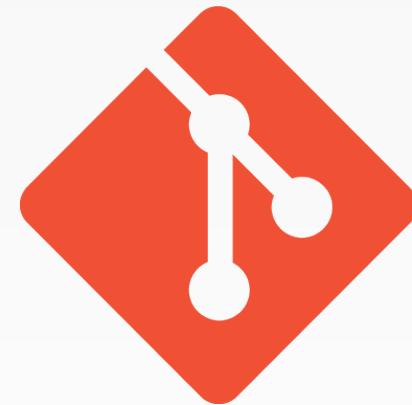
# Kanban

- Work Visualization
  - Method of tracking work
  - Communicate status
  - Measure progress
  - Identified boundaries



# Versioned Software Releases

- Source Control
- Artifact Repository

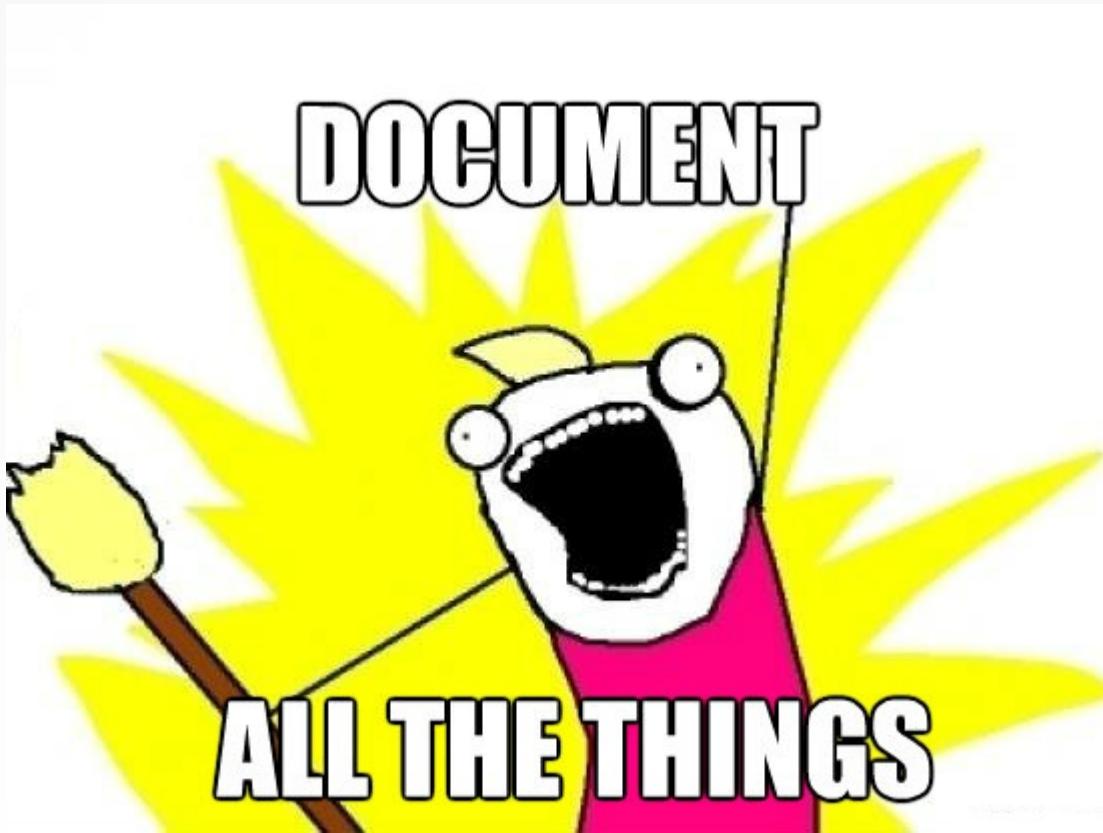


git

# Infrastructure as code

- Subject Matter Expert?
- Bus number?

# Documentation as Code



Evan Goer

<https://www.youtube.com/watch?v=mEvvc80ZYU8>

# Local Development

- Vagrant
- VMWare, VirtualBox, OpenStack
- Chef (or configuration management of choice)?
- Team enabled

# Testing? Monitoring?

# Pipeline

- Local development
- Tested locally
- Commit only\_if works
- Jenkins (or other continuous integration software)

# **Individuals empowered to do work and understand consequences.**

- Freedom
- Challenge
- Education
- Personal meaningful contribution
- Positive environment



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# Your app makes me fat

*“My goal for Serious Pony is to help all of us take better care of our users. Not just while they are interacting with our app, site, product, but after. Not just because they are our users, but because they are people.”*

Kathy Sierra

<http://seriouspony.com/blog/2013/7/24/your-app-makes-me-fat>

# EMPATHY



# Summary

# Review

- What and Why - Zero Culture
- Embrace our Mythology
- Describe Success

# Thank You

- Linda Laubenheimer
- Dave Dash
- Greg Connor
- Adele Shakal
- Matthew Messana
- DevOpsDays Pittsburgh, Velocity, DevOpsDays Silicon Valley

# Thank You!

Twitter: @sigje

Email: sigje@getchef.com

# More Presentations

- Jeff Hackert “There I fixed It – Building Humane Automation Systems” Chef Conf 2014
- Adam Jacob Keynote – Chef Conf 2014
- Evan Goer – Thinking of Documentation as Code  
<https://www.youtube.com/watch?v=mEvvc80ZYU8>
- Laura Thomson – Minimal Viable Bureaucracy  
<https://speakerdeck.com/lauraxt/minimum-viable-bureaucracy-june-2014-edition> - Velocity Santa Clara 2014

# References - Books

- Being Wrong: Adventures in the Margin of Error Kathryn Schulz
- What makes a Hero? The surprising Science of Selflessness
- Sources of Power: How People Make Decisions Gary Klein
- The Hard Thing About Hard Things: Building a Business Ben Horowitz
- Thrive: The Third Metric to Redefining Success and creating a life of well-being, wisdom, and wonder Arianna Huffington

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- Is there Life After Work? Erin Callan  
[http://www.nytimes.com/2013/03/10/opinion/sunday/is-there-life-after-work.html?smid=pl-share&\\_r=0](http://www.nytimes.com/2013/03/10/opinion/sunday/is-there-life-after-work.html?smid=pl-share&_r=0)
- Former Lehman CFO Erin Callan's Never Going Back. Sheelah Kolhatkar  
<http://www.businessweek.com/articles/2013-09-12/former-lehman-cfo-erin-callans-never-going-back>
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<http://psychclassics.yorku.ca/Munster/Industrial/chap17.htm>
- Departure Memo - <http://www.departurememo.com/>



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