LEADERSHIP

4-Maps of DevOps

Peter Maddison

BUSINESS IMPROVEMENT CONSULTANT

Who am I?

Peter Maddison

Coach, consultant, founder…

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Talk map

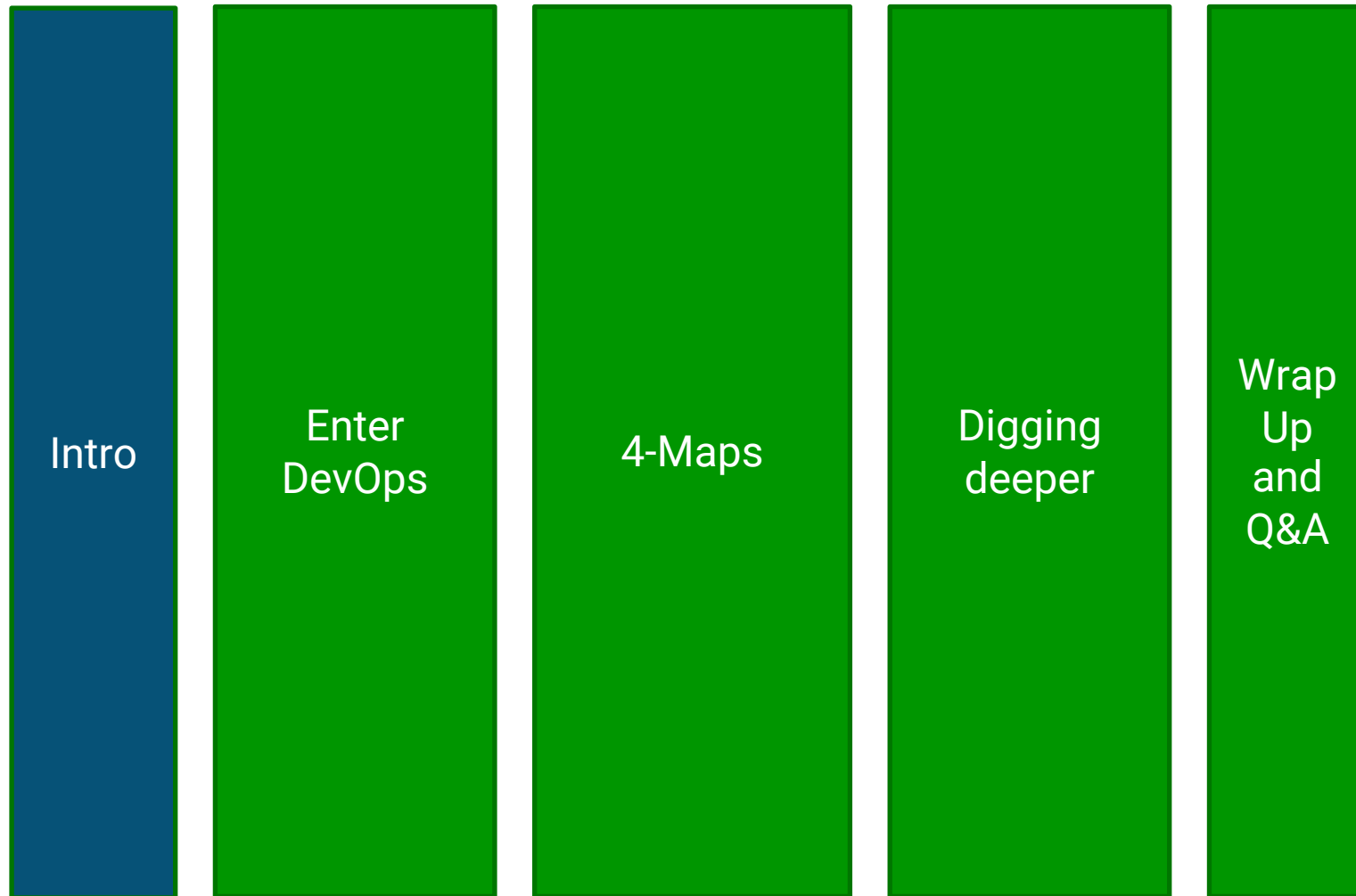| Intro | Enter DevOps | 4-Maps | Digging deeper | Wrap Up and Q&A |

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In our fast-paced world customers demand instant gratification
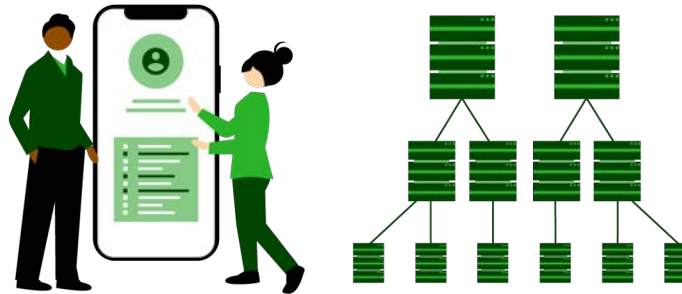
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Moving towards value delivery

1990's and before

1990 to 2020

2020 and beyond

| Driving efficiency | Invest in technology capabilities | Drive immediate customer value |

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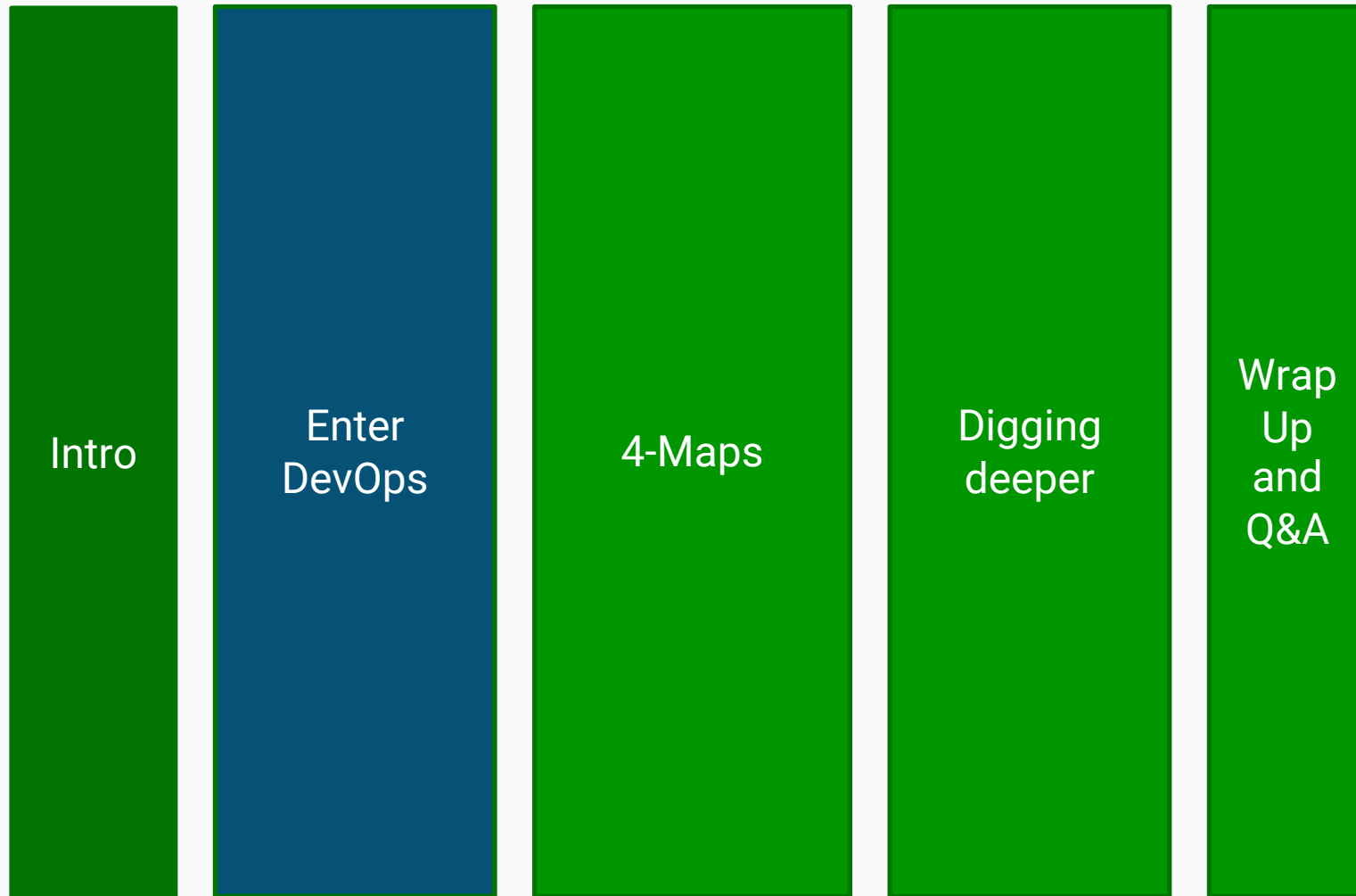# Tools accelerate your Value Delivery

Efforts Fail From Lack of Clarity, Not Tools

- Micromanagement
- Lack of Capability
- DevOps Team Silos
- Not Taking a Holistic Approach
- Doing Without Learning
- Lack of Shared Ownership
- Broken-Window Syndrome
- Fear of Failure
- Lack of Psychological Safety
- Lack of Valuable Measurement
- Lack of Vision
- Lack of Visibility

- Unspoken Disagreements
- Failure to Scale Pilots
- Unrealistic Expectations
- Overlooking Organizational Change
- Governance Inconsistency
- Automation Without Value
- Ineffective Measurement
- Ignoring Existing Process
- Ignoring Lean and Agile Principles
- Imbalanced Top-Down/Bottom-Up Approach
- Neglecting Stakeholders Beyond Dev / Ops
- Lack of Incentive and Governance Adaptation

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"*People, processes and tools working together to enable rapid and continuous delivery of value to customers.*"
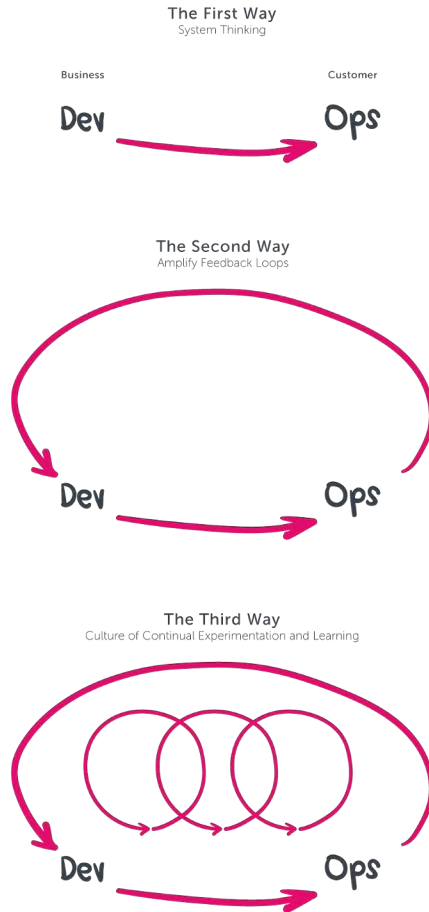
- A bunch of people

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Introducing change

"This year, I resolve to stay away from unnecessary risks."

3 Ways and 5 Ideals!

The First Way
System Thinking

Business   Customer

Dev   Ops

The Second Way
Amplify Feedback Loops

Dev   Ops

The Third Way
Culture of Continual Experimentation and Learning

Dev   Ops

The Five Ideals
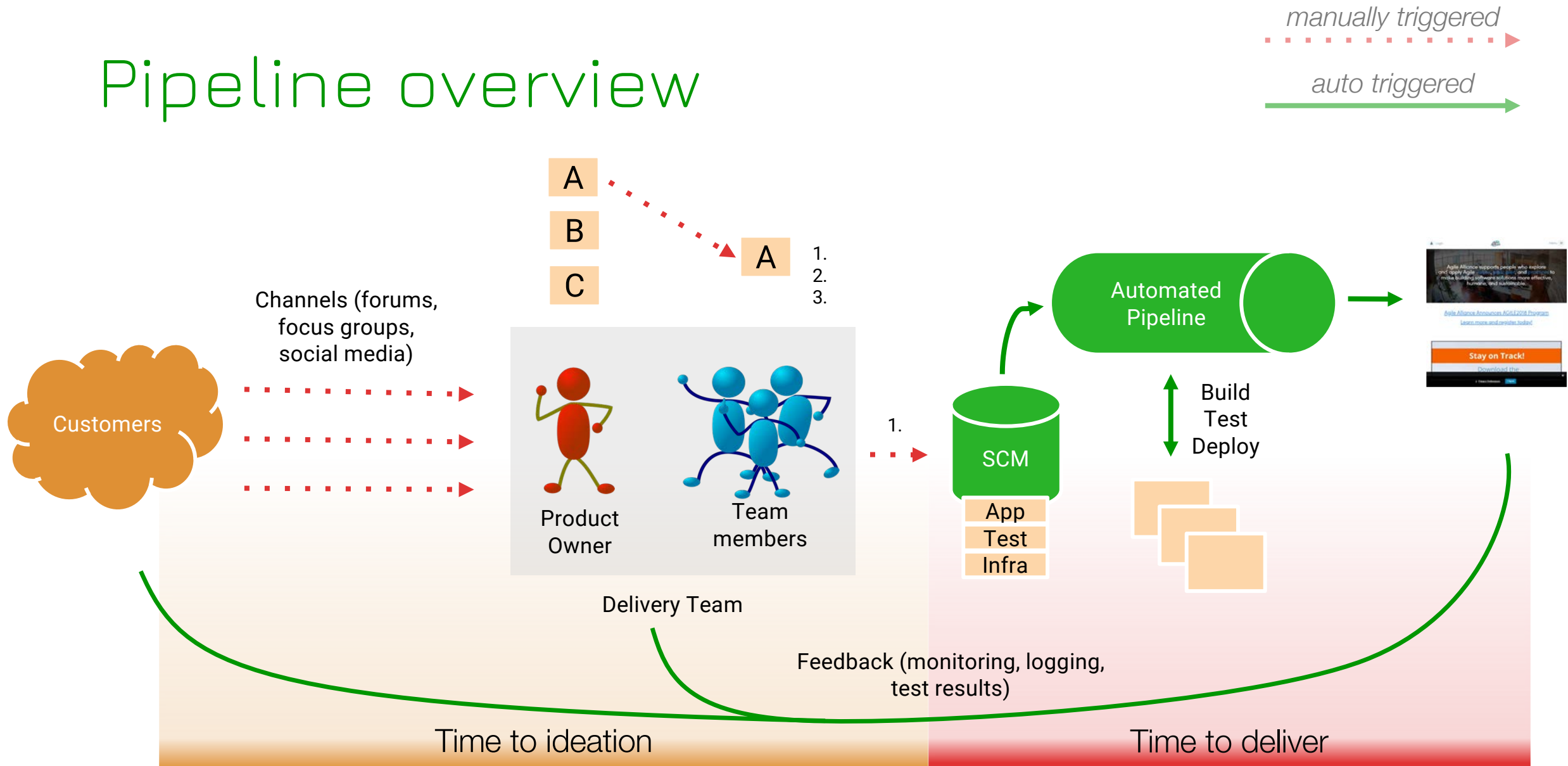
THE FIRST IDEAL: Locality and Simplicity

THE SECOND IDEAL: Focus, Flow, and Joy

THE THIRD IDEAL: Improvement of Daily Work

THE FOURTH IDEAL: Psychological Safety
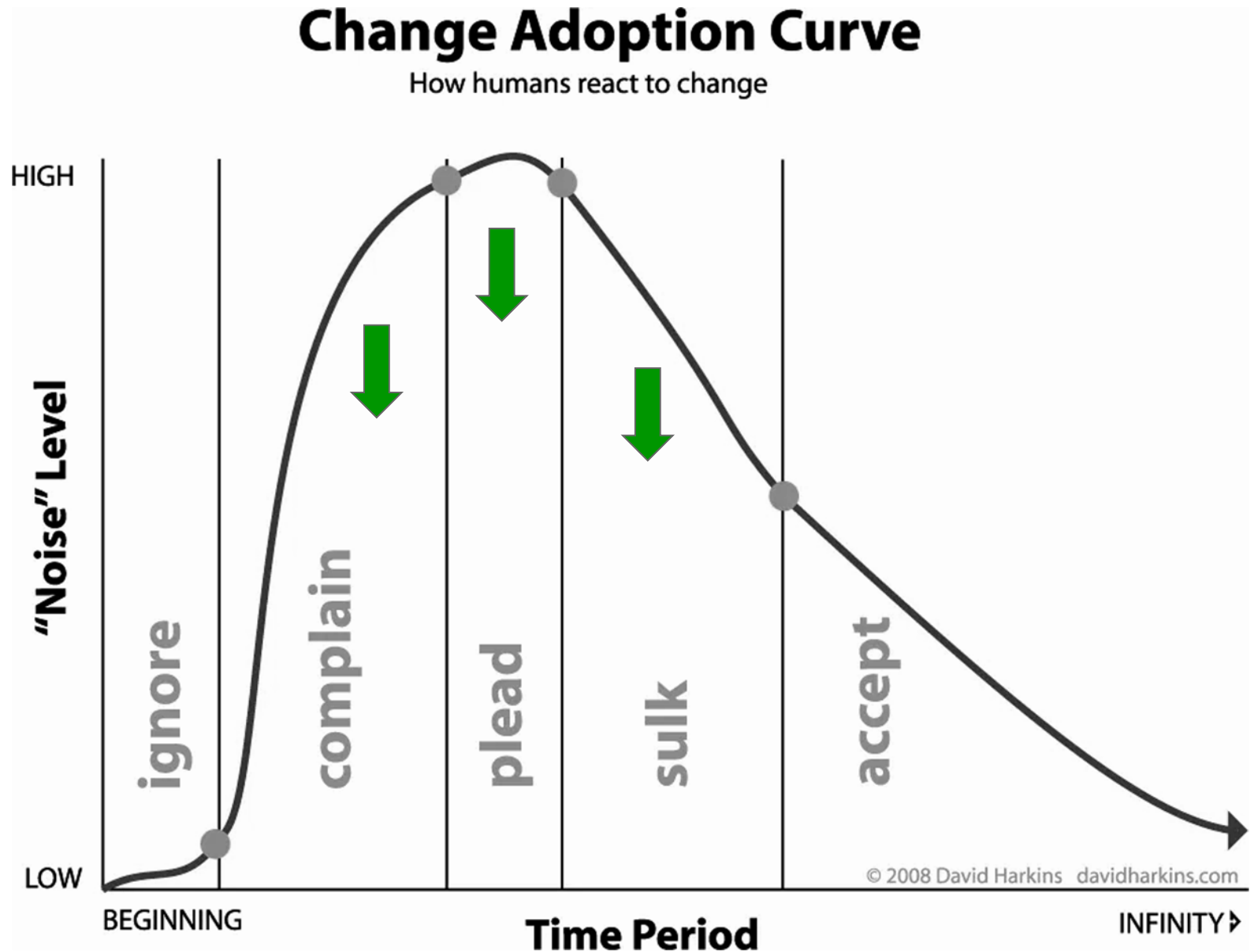
THE FIFTH IDEAL: Customer Focus

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Pipeline overview

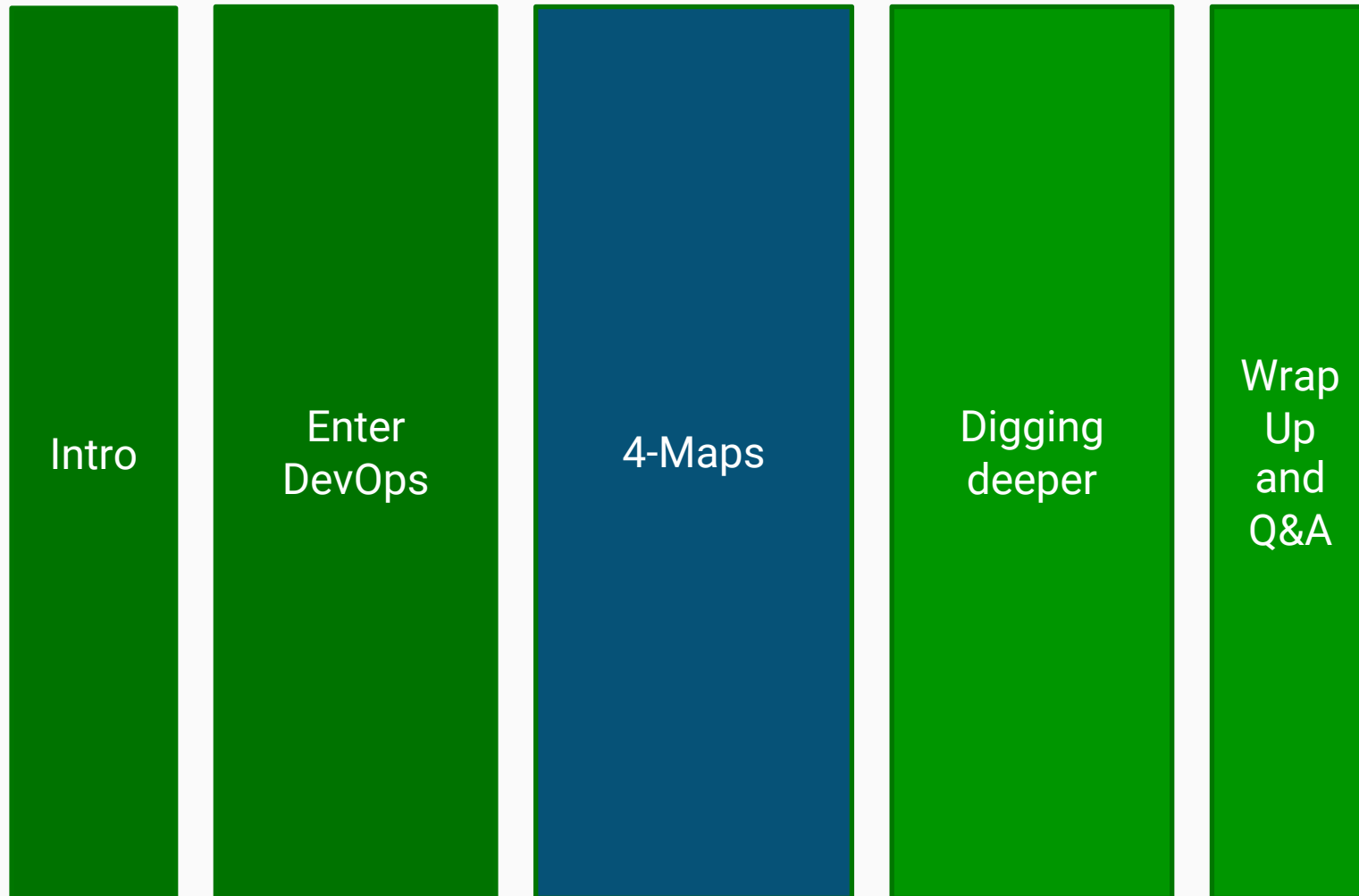

manually triggered

auto triggered

A
B
C

A
1.
2.
3.

Channels (forums, focus groups, social media)

Customers

Product Owner

Team members

Delivery Team

1.

SCM

App
Test
Infra

Automated Pipeline

Build
Test
Deploy

Stay on Track!

Feedback (monitoring, logging, test results)

Time to ideation

Time to deliver

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Introducing:

- New paradigms

- New ways of working

- New knowledge

All while meeting any obligations to existing commitments

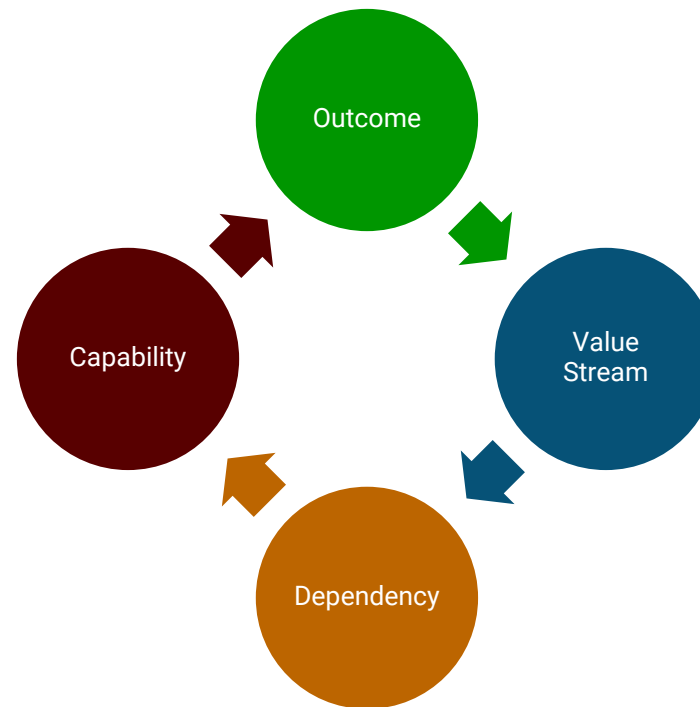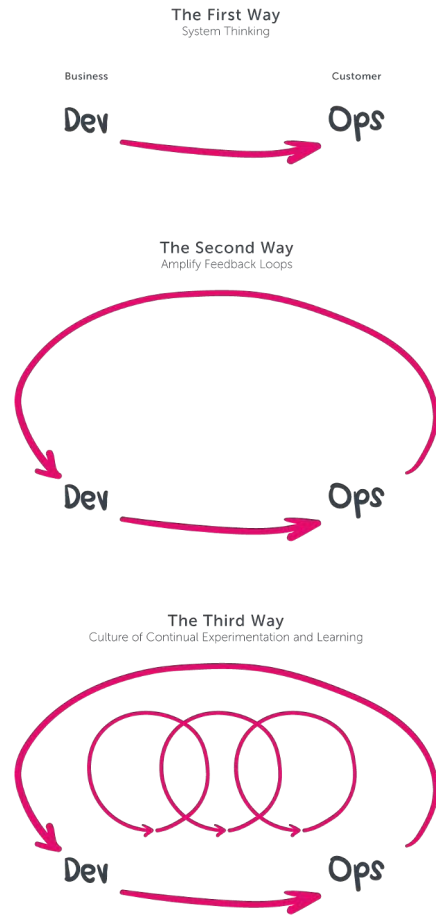**Change Adoption Curve**
How humans react to change

© 2008 David Harkins   davidharkins.com

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3 Ways, 5 Ideals and… 4 Maps

The First Way
System Thinking

Business — Customer

Dev ➝ **Ops**

The Second Way
Amplify Feedback Loops

Dev ➝ **Ops**

The Third Way
Culture of Continual Experimentation and Learning

**Dev** ➝ **Ops**

Outcome

Value Stream

Dependency

Capability

The Five Ideals

THE FIRST IDEAL: Locality and Simplicity

THE SECOND IDEAL: Focus, Flow, and Joy

THE THIRD IDEAL: Improvement of Daily Work

THE FOURTH IDEAL: Psychological Safety

THE FIFTH IDEAL: Customer Focus

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The core of Flow Engineering is 4 Maps

The 4 Key Maps define direction, align stakeholder perspectives and guide decisions
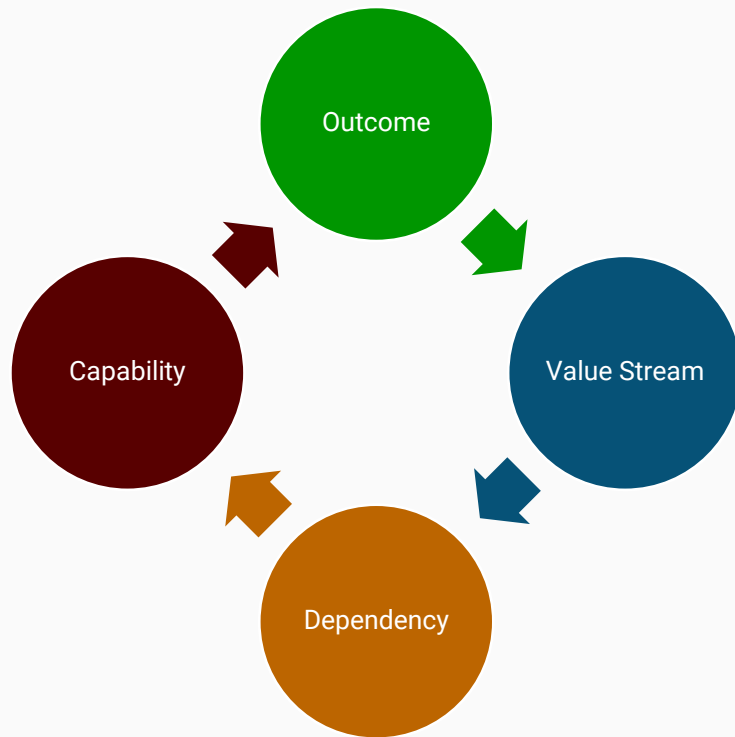
Outcome: Define and clarify outcomes

Value Stream: Identify and address flow constraints

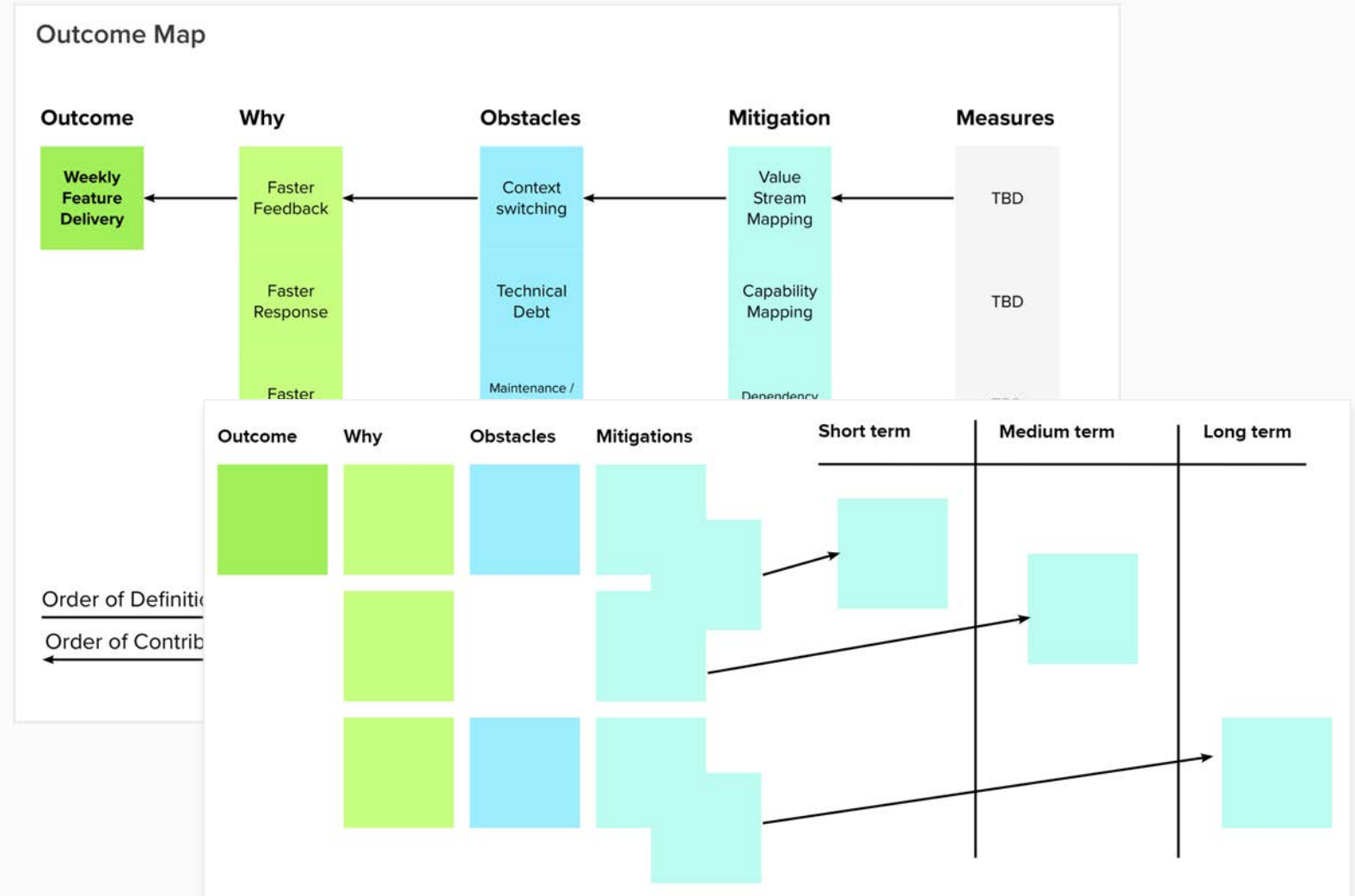**Dependency:** Visualize and address external needs

Capability: Measure and address internal needs

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Flow Engineering Starts With Outcomes

"Begin with the end in mind"

By first focusing on outcomes, we create clarity of vision.

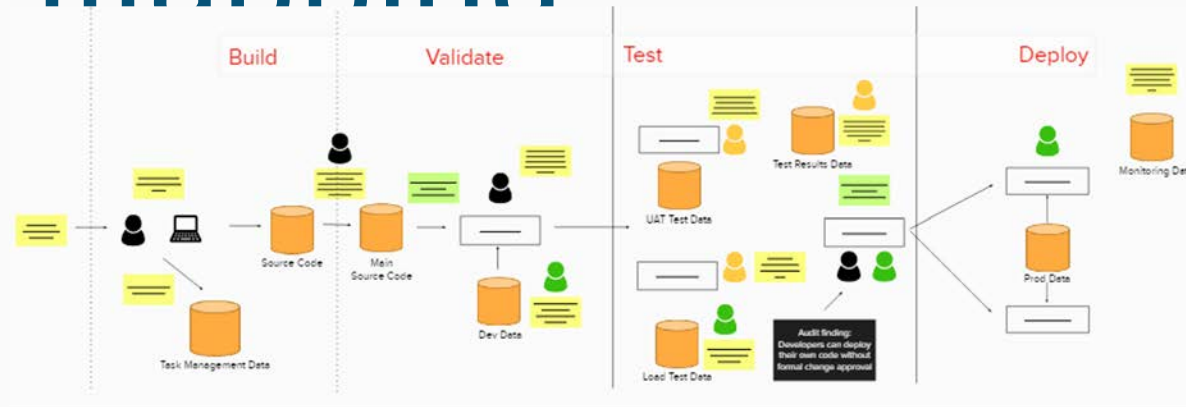By working as a team, we create alignment.

Find friction with Value Stream Mapping
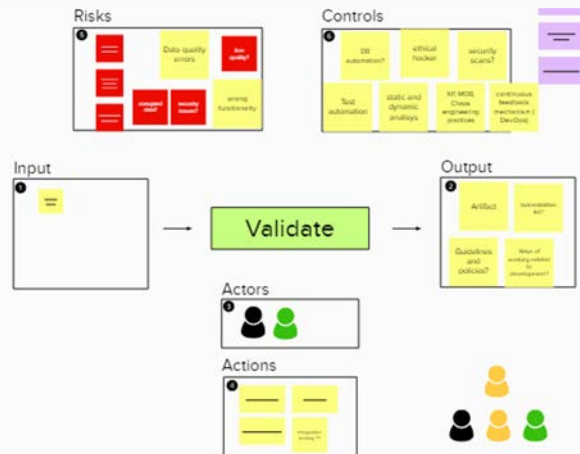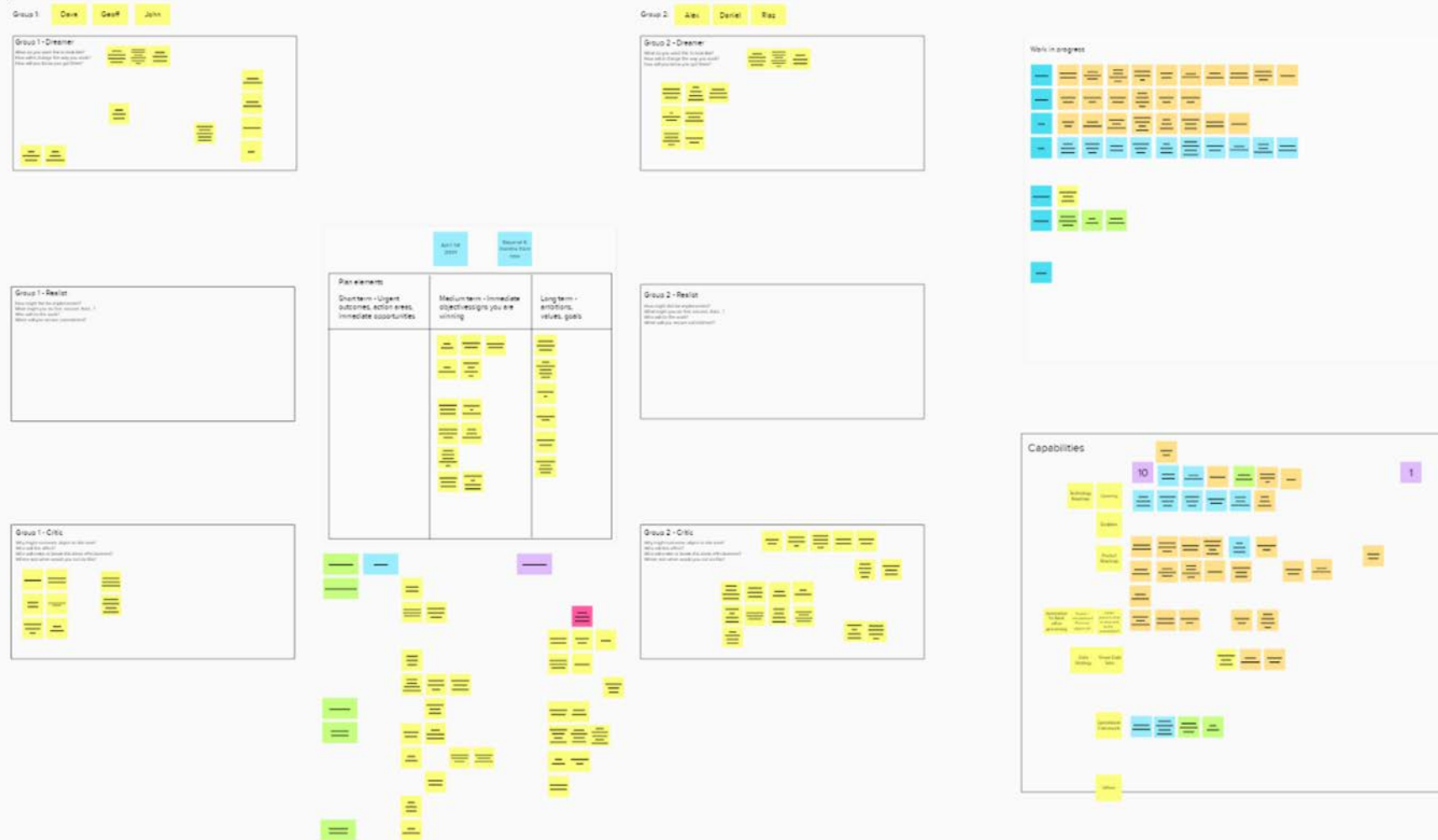
Look outside with dependency mapping

Who else influences our value stream?

What regulations and compliance do we need to ensure is built into our process?

How to we create and maintain a culture of safety as we scale?
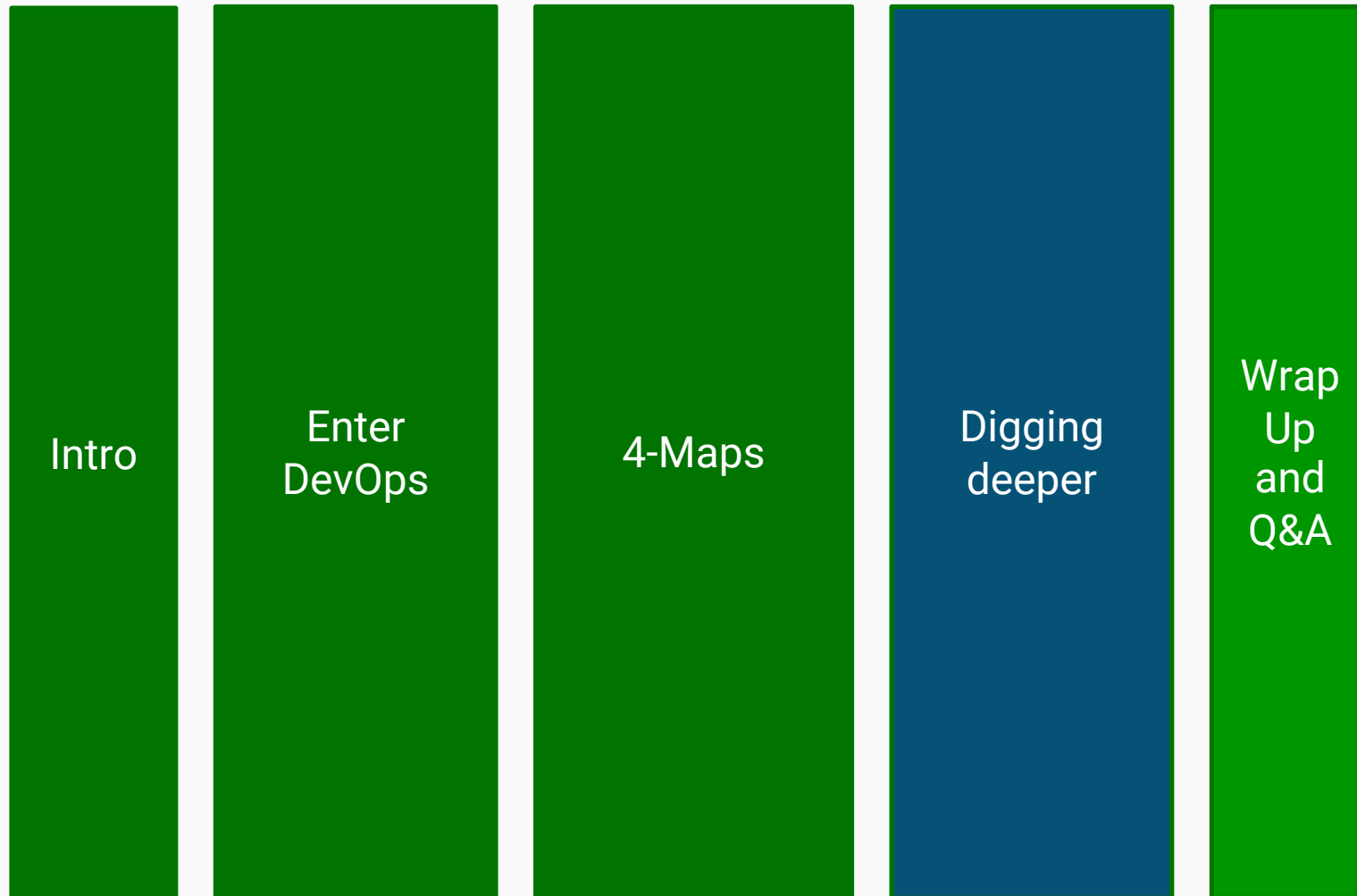
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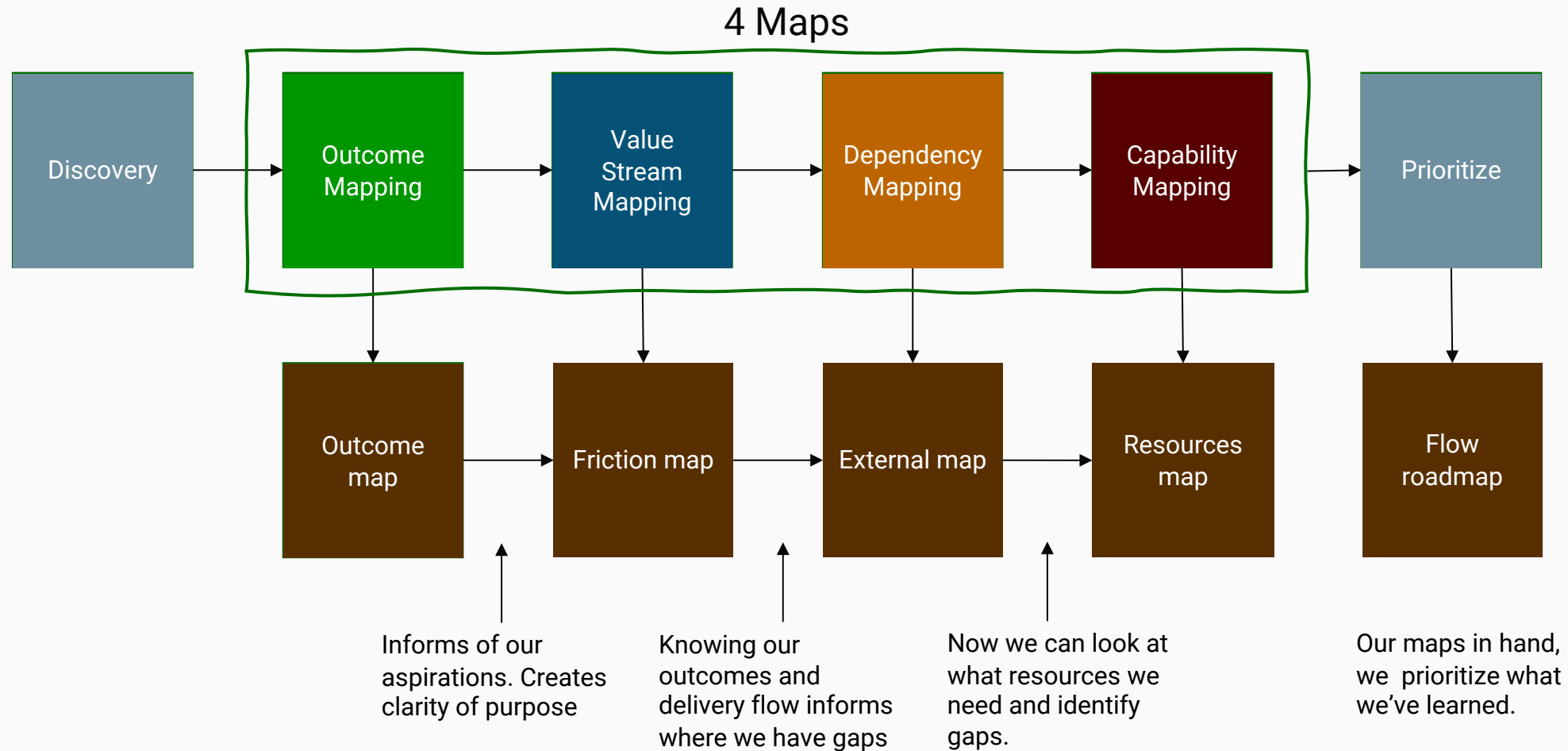# And looks into capability

What do we have?

What are we missing?

What will prevent us reaching our goals?

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Order and context

4 Maps

Discovery → **Outcome Mapping** → **Value Stream Mapping** → **Dependency Mapping** → **Capability Mapping** → Prioritize

Outcome map → Friction map → External map → Resources map   Flow roadmap

Informs of our aspirations. Creates clarity of purpose

Knowing our outcomes and delivery flow informs where we have gaps

Now we can look at what resources we need and identify gaps.

Our maps in hand, we prioritize what we've learned.

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Example

Outcomes

Improve customer and employee satisfaction

Conquer North American market

Value Stream

15 min	15 min	15 min	5 days
ev/Test Lab nvironment	Azure DevOps	Test environment	Setup pipelines (Artifactory, Sonar integration, primitives and entities pipes etc.)

7 days → 1 day → 1 day

Dependencies

| ct PM | PMO | Third party MSP for cloud | Release Manager/ DevOps | IT Service desk | Digi deliv tea |

Capabilities

Client qualification

Test automation
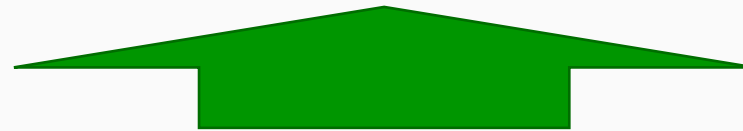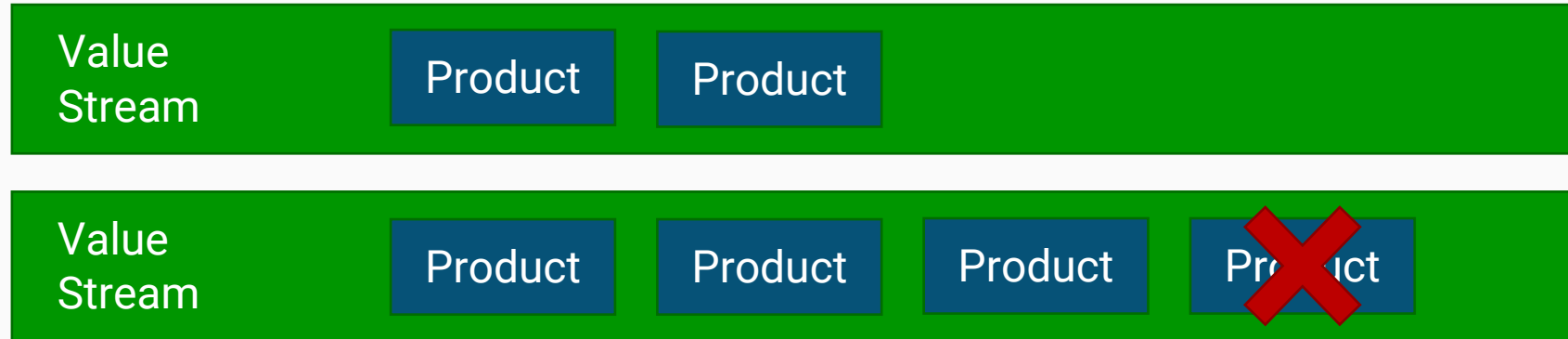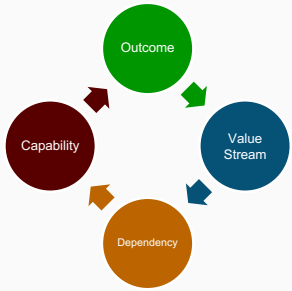
Immediate impact:
- Stopped trying to improve everywhere all at once
- Focus on biggest impact
- Halved environment creation and reduced initiation weeks to hours

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A word on scaling

Flow Enablement Team

- Provide guidance on introduction of new practices
- Coaching development
- Flow Engineering

Great, I'm convinced, now what?

Flow Engineering in the wild:
https://xodiac.ca
https://visible.is

Join the community:
https://flowcollective.org/

Agendashift:
https://www.agendashift.com/

BVSSH:
https://soonersaferhappier.com/opt-in/

May 2021

A Flow Collective Publication

VALUE DELIVERY AND ENABLING FLOW

"A key ingredient for success in finding this balance is that platforms must be compelling to use" - Martin Fowler

By Steve Pereira and Peter Maddison

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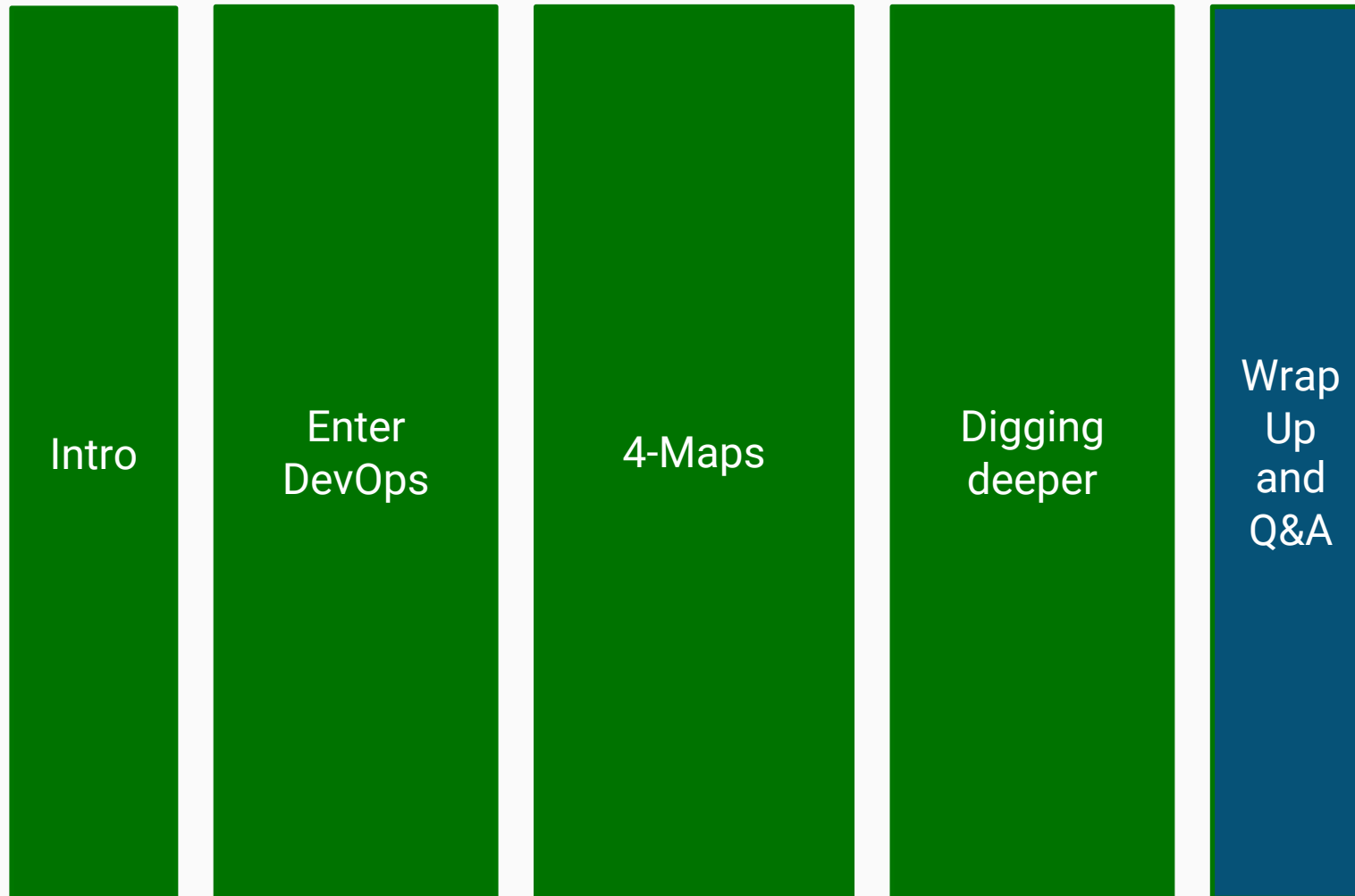
4-Maps of DevOps

- Start with outcomes not solutions

- Plan for small, incremental changes

- The value is in the mapping not the map

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making every team thrive

Fill out the (really, really) short feedback survey and join our e-mail list for access to more info and resources:

https://forms.xodiac.ca/4-maps-of-devops

Thank you!

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