



DevOps Quadrants Webinar Series - Part #2:

Mapping and Measuring Your Journey to DevOps

Brian Dawson, CloudBees
DevOps Evangelist and Jenkins PMM
@brianvdawson
bdawson@cloudbees.com

Tom McGonagle, CloudBees
Sr. DevOps Consultant
@mcgonagle
tmcgonagle@cloudbees.com



Agenda

- Review Quadrants Model
- Measuring and Mapping Example
 - Discover
 - Define
 - Map
- Transformation Strategies
- Next in the Series

...Gain inspiration on how to drive your DevOps transformation



Introduction

Background:

- QA, Development, Sys Admin, Development Management, etc
- Software development optimization
 - 1990s
 - Graphics pipeline optimization
 - Tools and middleware
 - Early 2000's
 - OSS practices
 - Late 2000's
 - Process consulting
 - CI, CD, and DevOps transformation practice
- Knowledge redistribution = IT Socialist



Poll Question #1

- What do you consider your role to be?



Review of the DevOps Maturity Quadrants

Quadrants



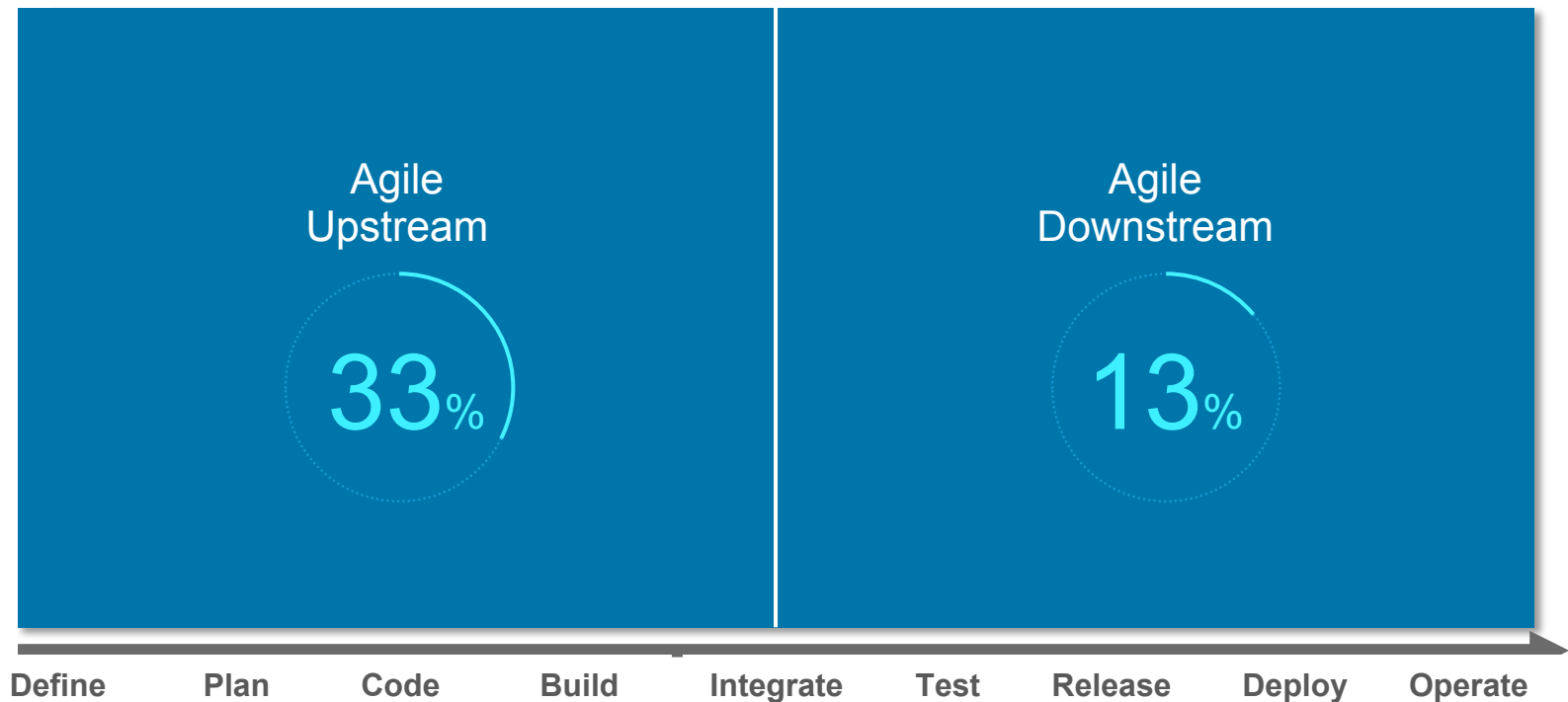
CloudBees®



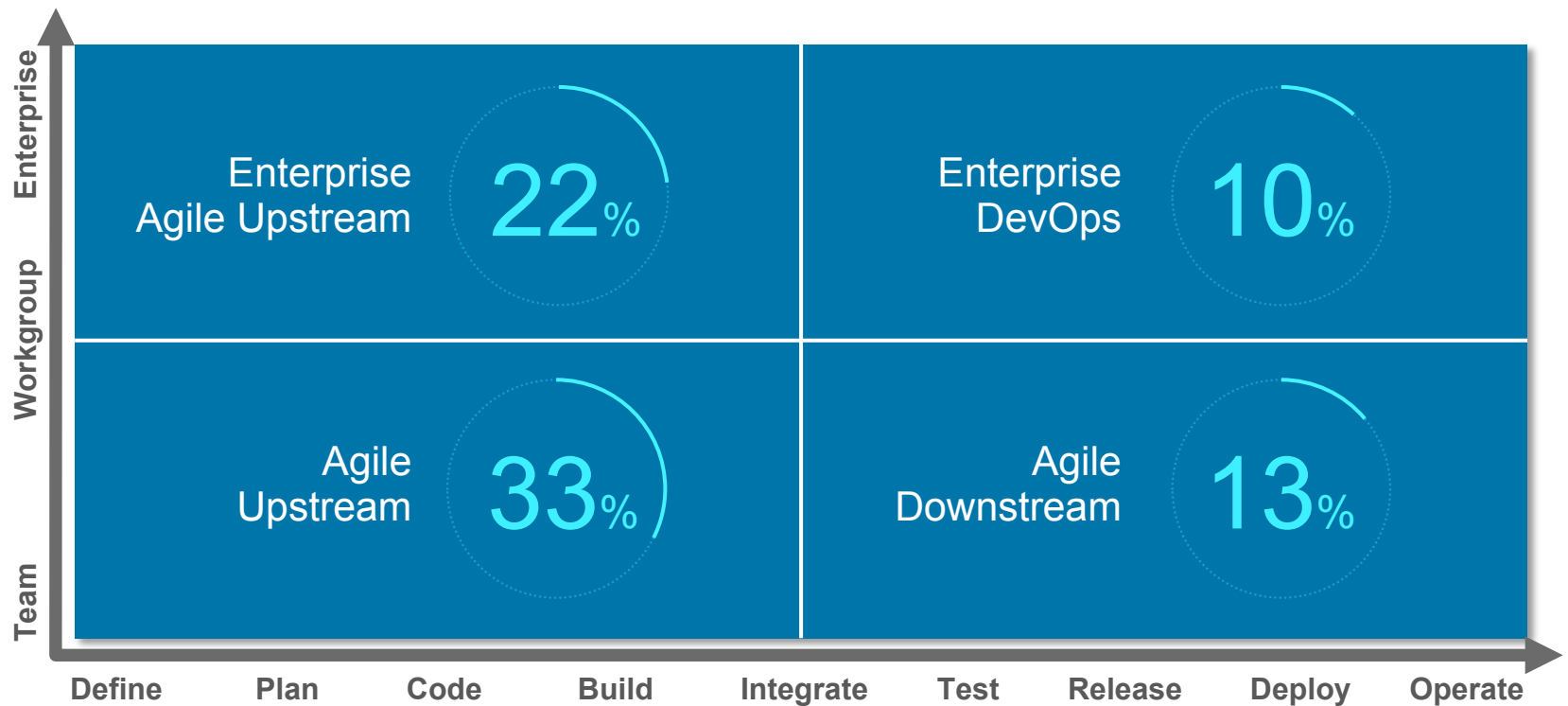
The Quadrants Model

- Simplified model for assessing, and discussing DevOps transformations
- Derived from and applied in real-world DevOps transformations
- Flexible vs rigid, allows for subjective definition of maturity
- Extensible as method of driving, monitoring and measuring transformation

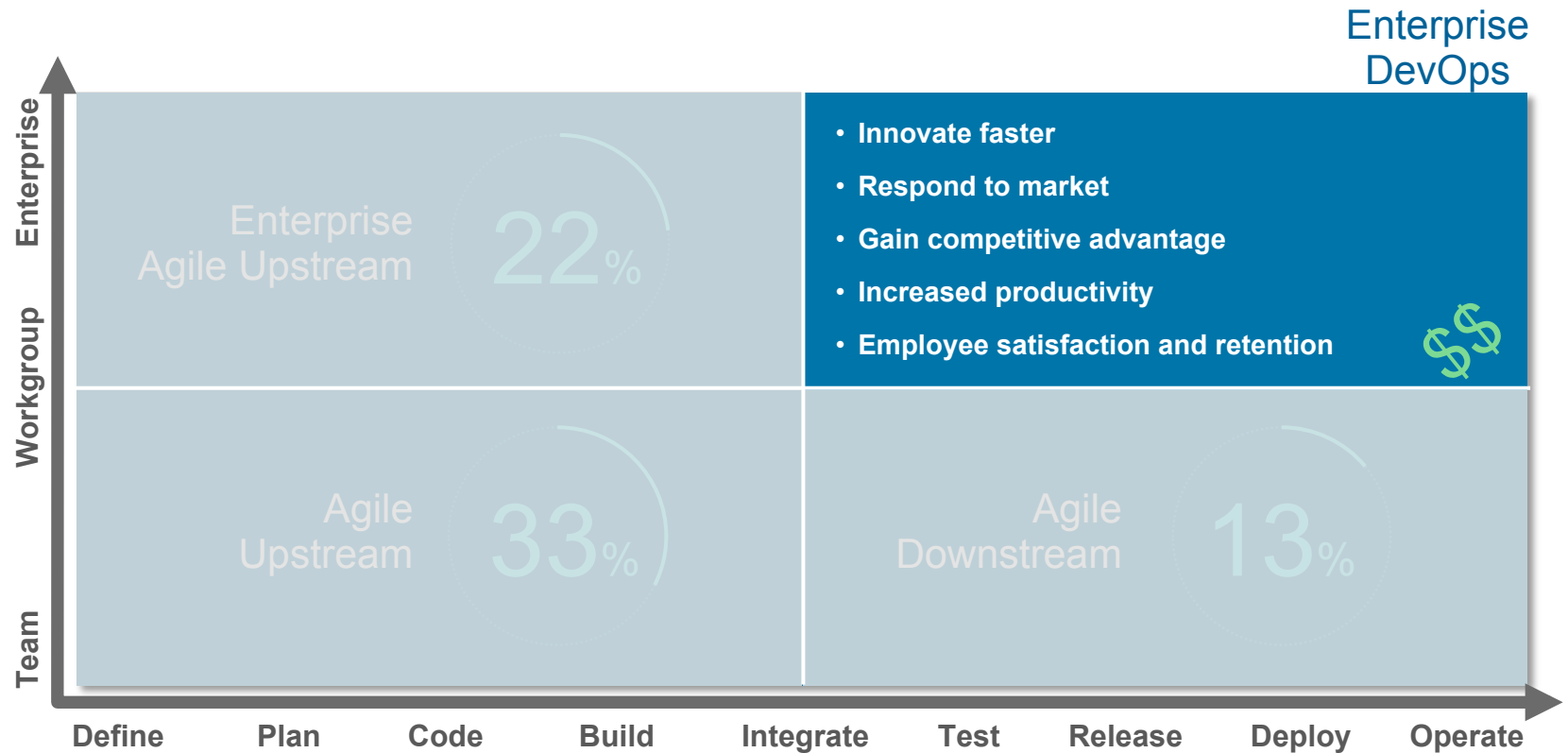
X-Axis: SDLC Phases



Y-Axis: Levels of adoption

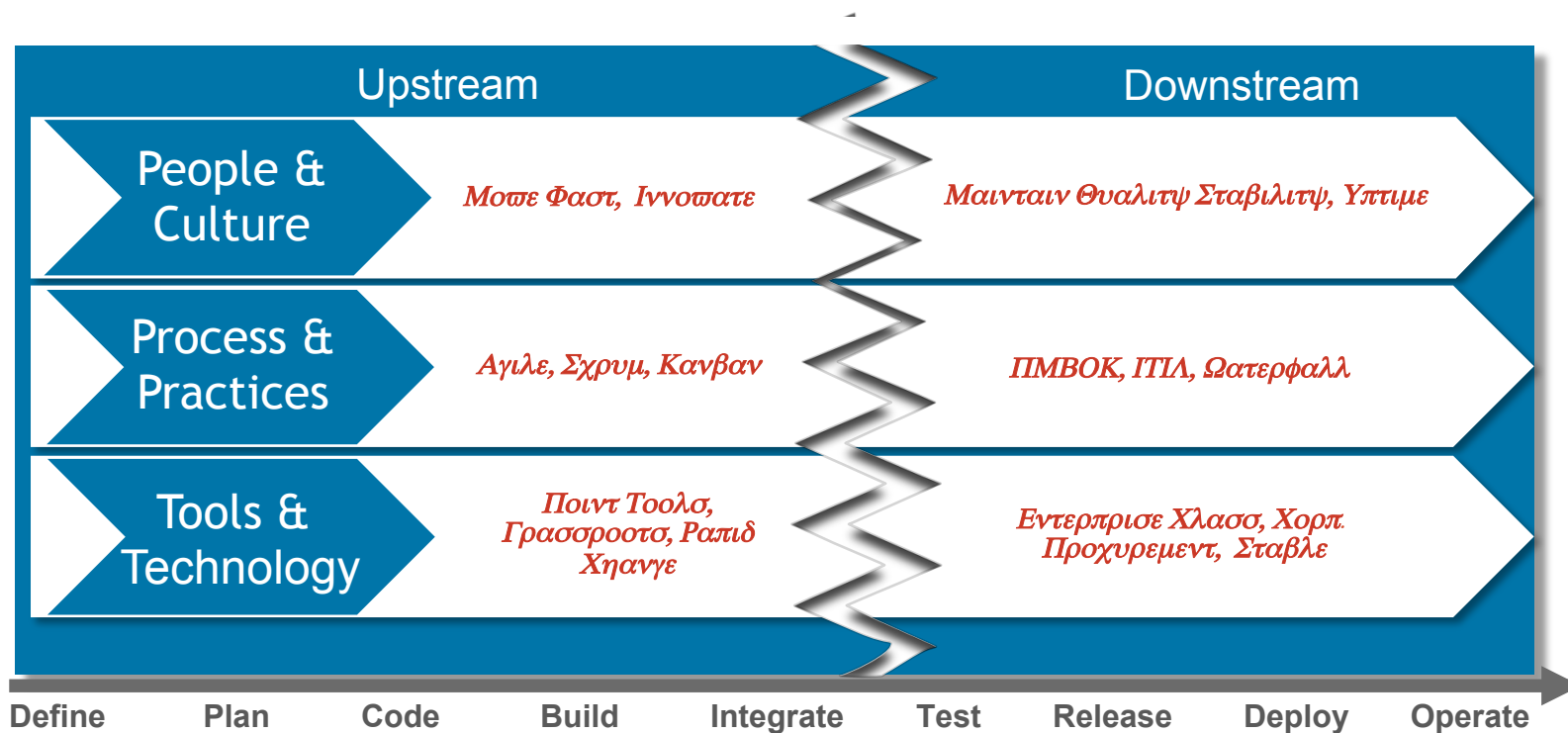


The Destination



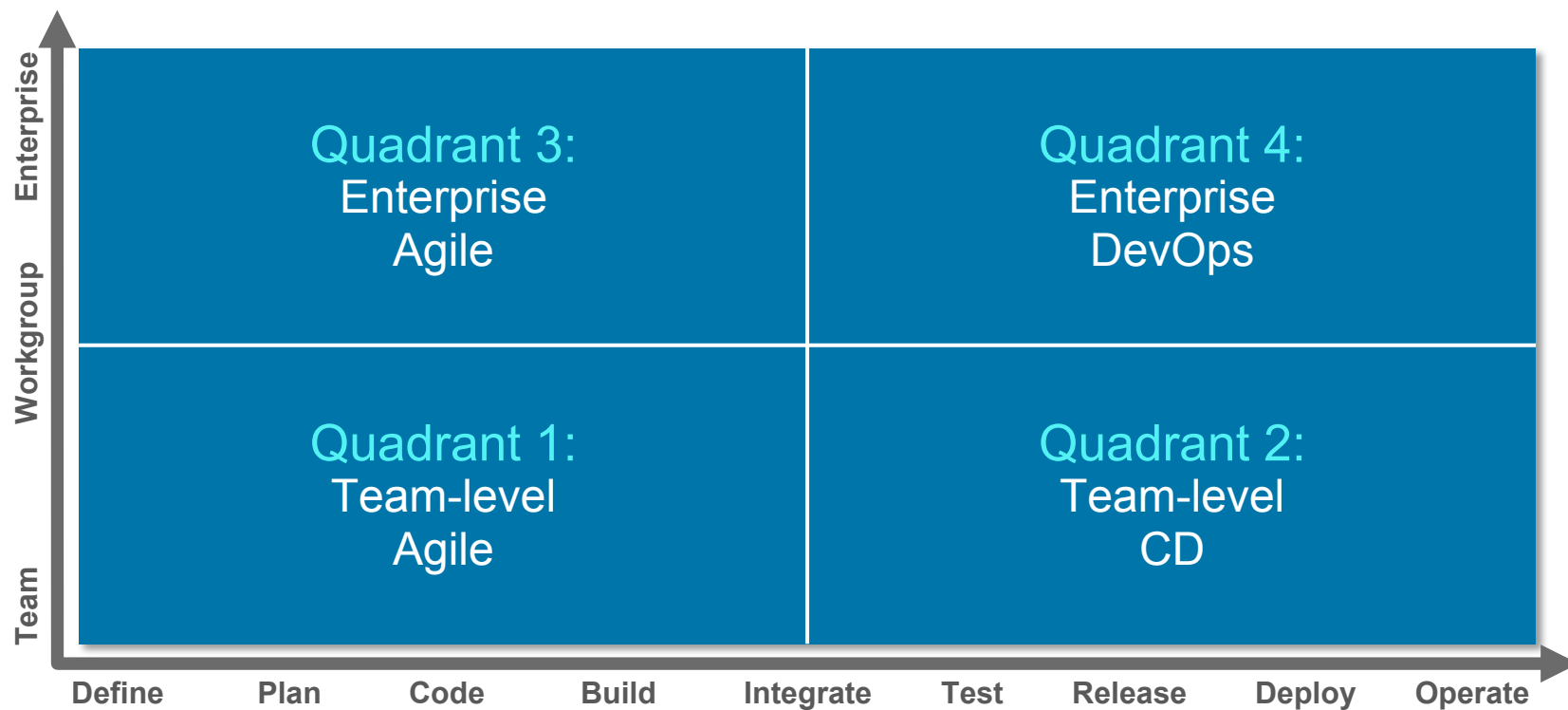


The Chasms





The Quadrants





Poll Question #2

- Which quadrant are you in?





Poll Results

Which do you practice?

Poll Results:

Agile	82%
Continuous Integration	68%
Continuous Delivery	34%
DevOps	45%
None of the above	8%

Where are you on the DevOps Journey?

Poll Results:

Investigating	16%
Planning our route	37%
We are on it now	37%
We have arrived	7%
None of the above	3%

Which Quadrant are you in?

Poll Results:

Quadrant #1 - Team-Level Agile	43%
Quadrant #2 - Team-Level CD	28%
Quadrant #3 - Enterprise Agile	9%
Quadrant #4 - Enterprise DevOps	10%
None of the above	10%

Measuring and Mapping Example





Example: Financial Services Company

- Large accounting platform, 65% and growing SaaS business
- Practiced Scrum in Development (2 week sprints)
- Practiced waterfall in Operations and QA teams
- 6 month releases with monthly maintenance releases
- Virtual machine farm, gated by Operations and requested via help desk
- Development, QA, and Operations have dedicated non-integrated tools
- Excessive firefighting and burnout in Operations
- High number of Severity 1 production issues



Order of Operations



Discover: Determine current state and maturity



Define: Establish objectives



Map: Journey through the quadrants

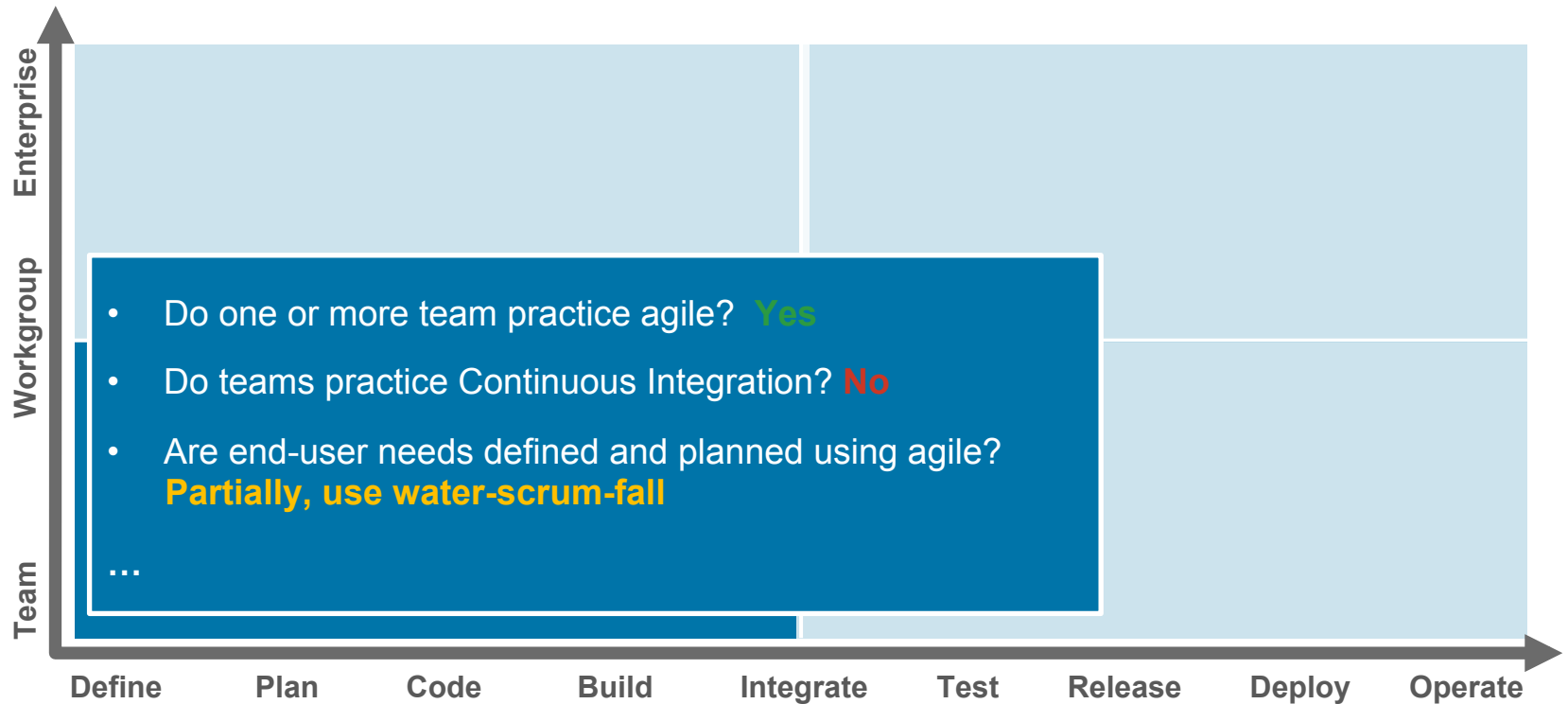


Cross chasms, connect quadrants, continuously improve

*Involve and align **key stakeholders** at start of transformation and communicate with them frequently.*

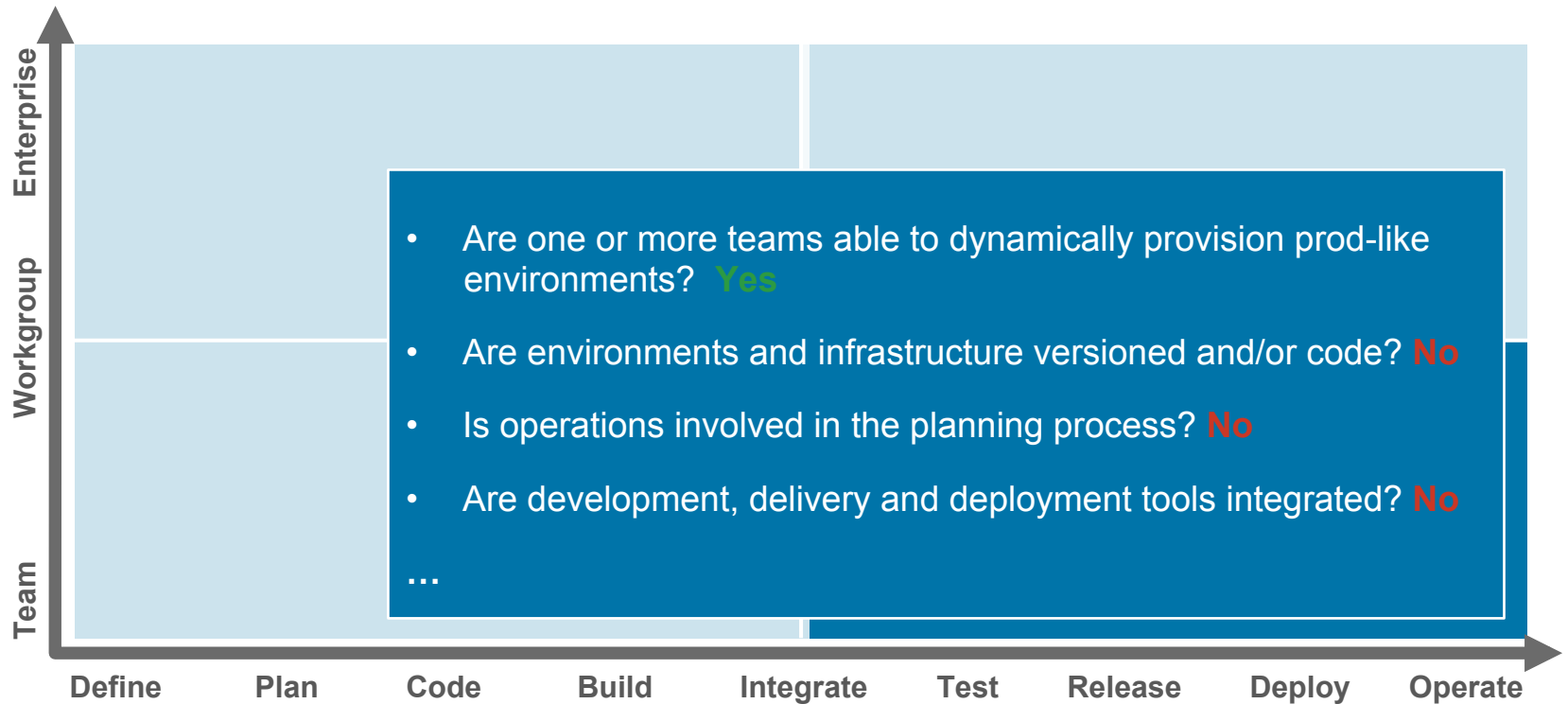


Discover: Q1 Team-Level Agile



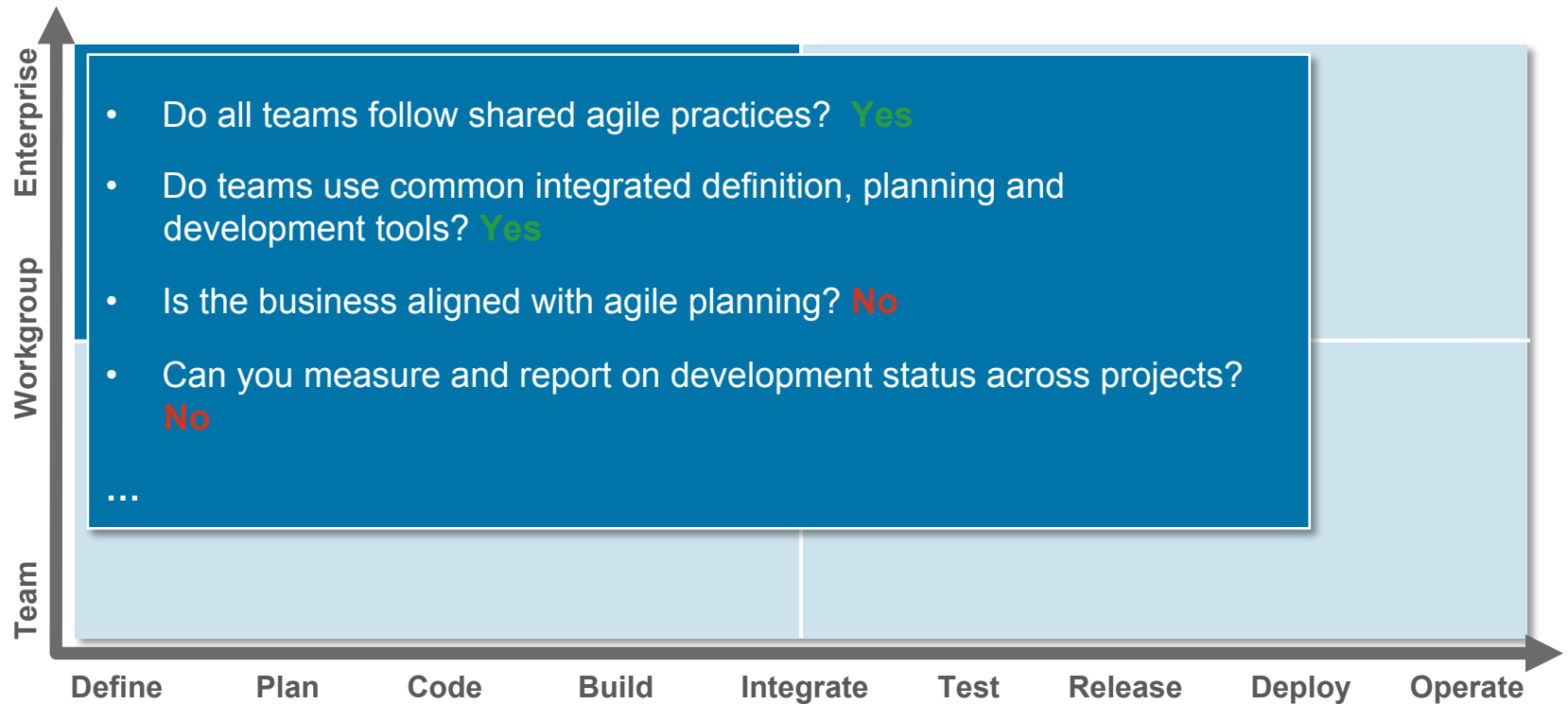


Discover: Q2 Team-Level CD



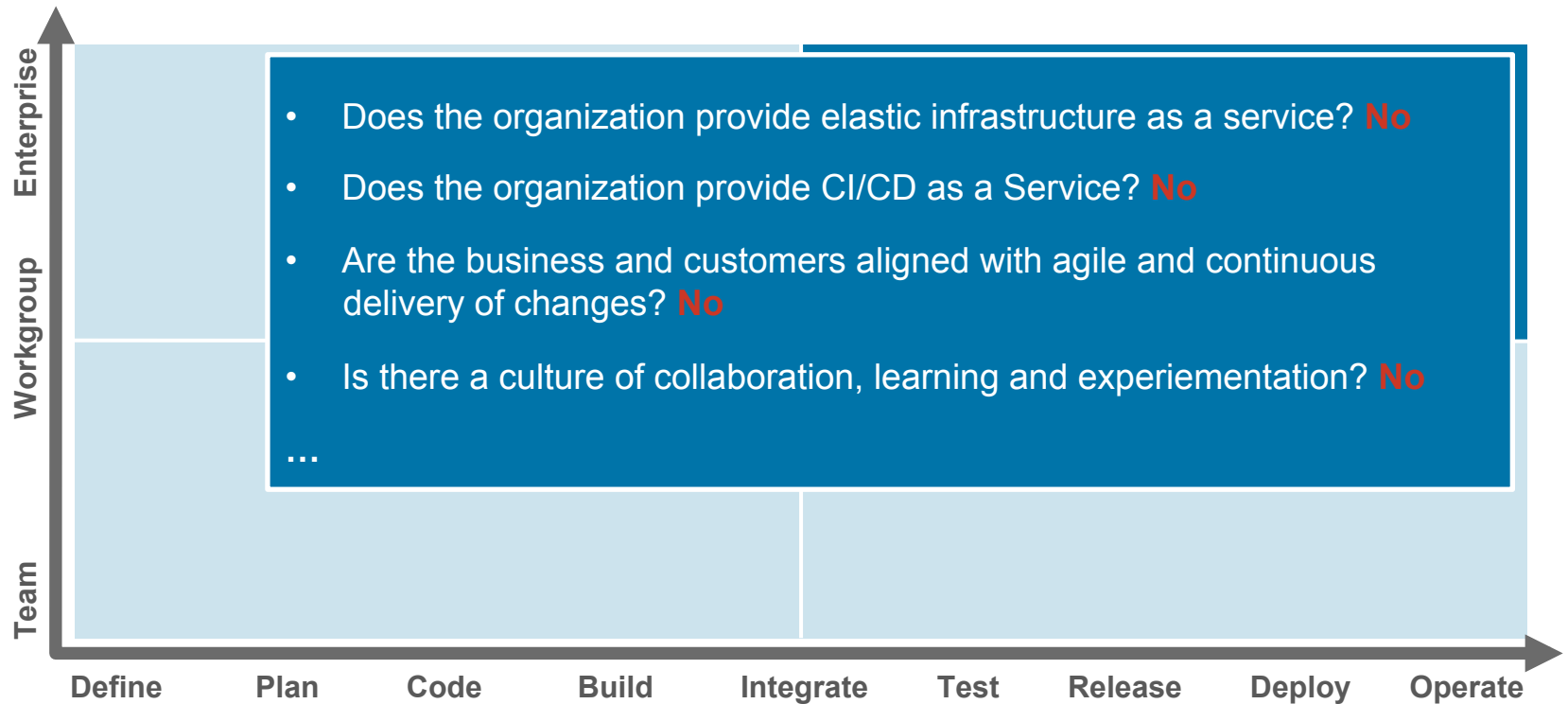


Discover: Q3 Enterprise Agile





Discover: Q4 Enterprise DevOps

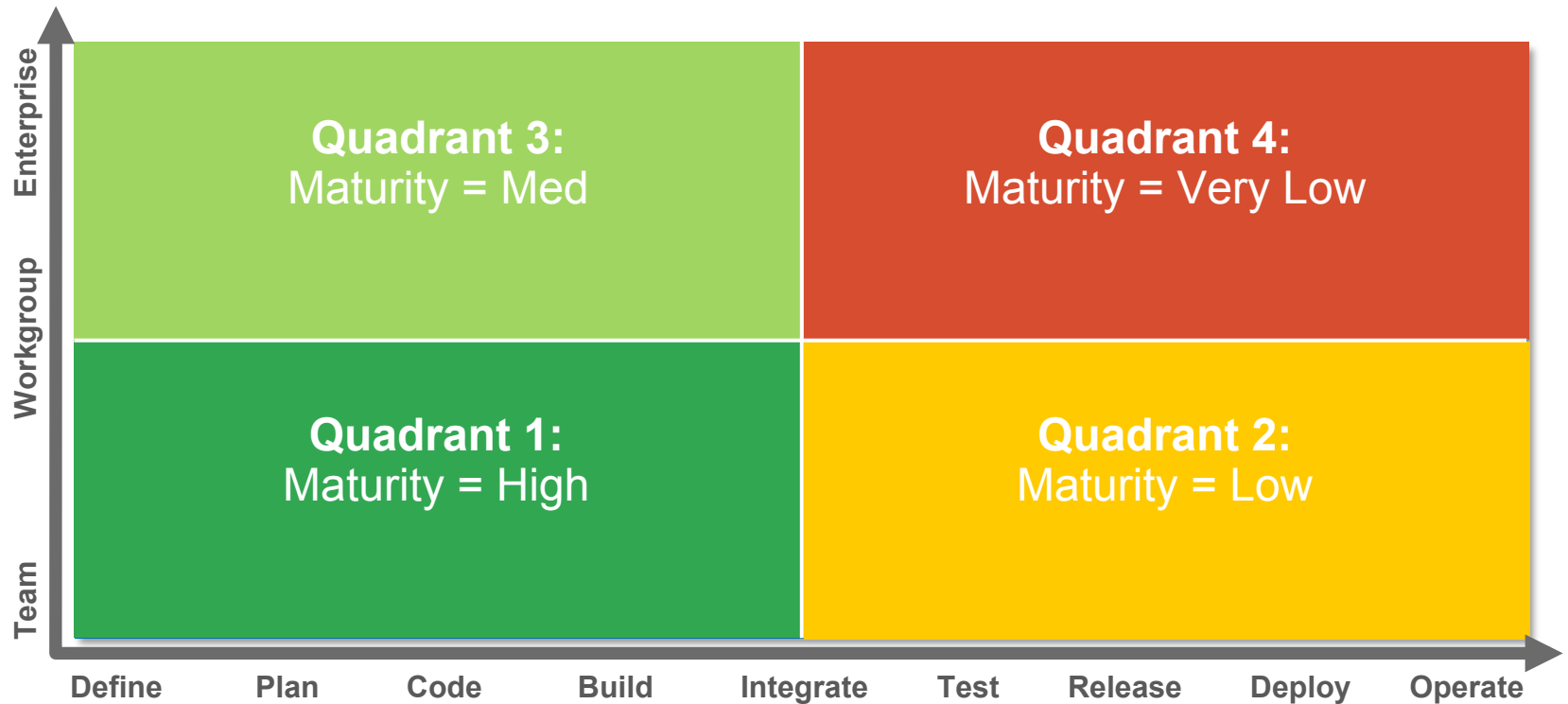




YOU ARE
HERE



Discover: Current State by Quadrant Maturity



Modern DevOps practices can be applied to **Hybrid or Bi-modal** organizations which have a mix of legacy “systems of records” and modern “systems of innovation.” i.e. Accounting vs Mobile.



Define: Establish Objectives

Long term/Strategic:

- All applications released every 2 weeks
- Reduce Severity 1 defects by 100%
- Reduce all defects by >50%
- Reduce operations and developer "overtime" by 80%
- Reduce IT costs
- Increase responsiveness to customer



Define: Establish Objectives

Short term/Tactical:

- Establish shared Continuous Delivery as a Service platform
- Implement automated testing for all applications
- Form cross-functional teams
- Foster collaborative culture

*Objectives should be based on **Shared Priorities**, those which can be translated to benefits to all stakeholders, to encourage “buy-in”*



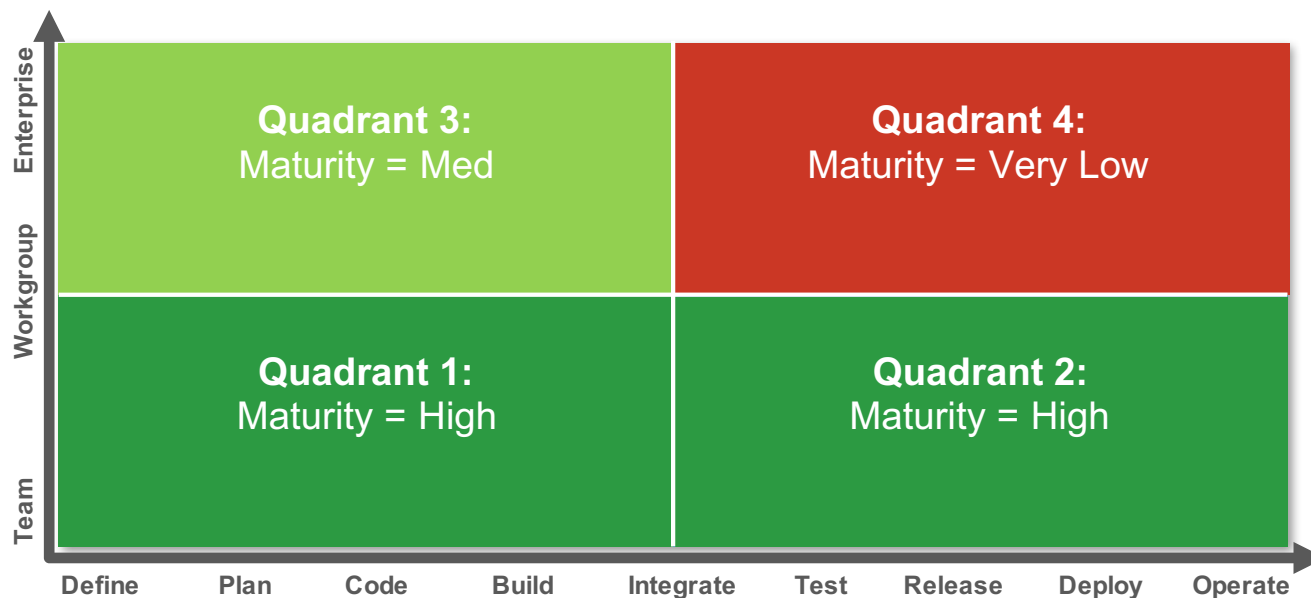
HOW DO WE
GET THERE?



Map: Journey through Quadrants

Quadrant 1 to Quadrant 2

- Establish team-level CD
 - Shared platform, dynamic provisioning, automated testing
- Form cross-functional team
 - Open communication, shared knowledge

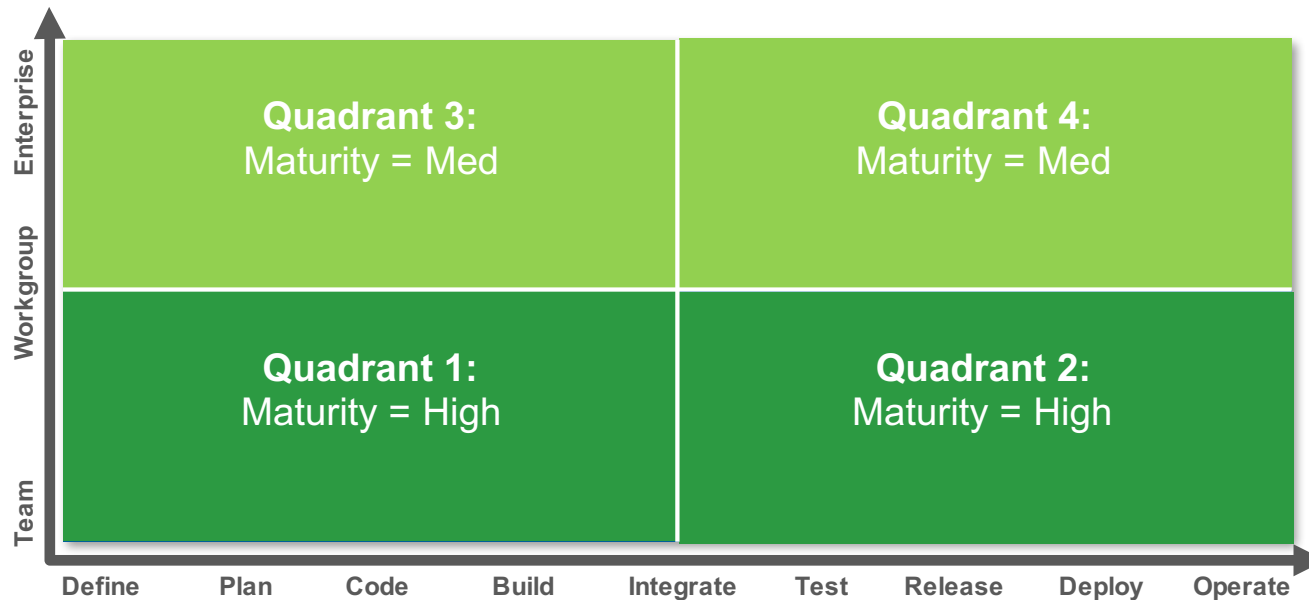




Map: Journey through Quadrants

Quadrant 2 to 3* and 4

- Establish shared project management and development tools and process
 - Have common, "connecting" process parts but support deviation outside of those
- Adopt enterprise infrastructure and CD as a Service strategy
 - Connect common development tools to enterprise solution





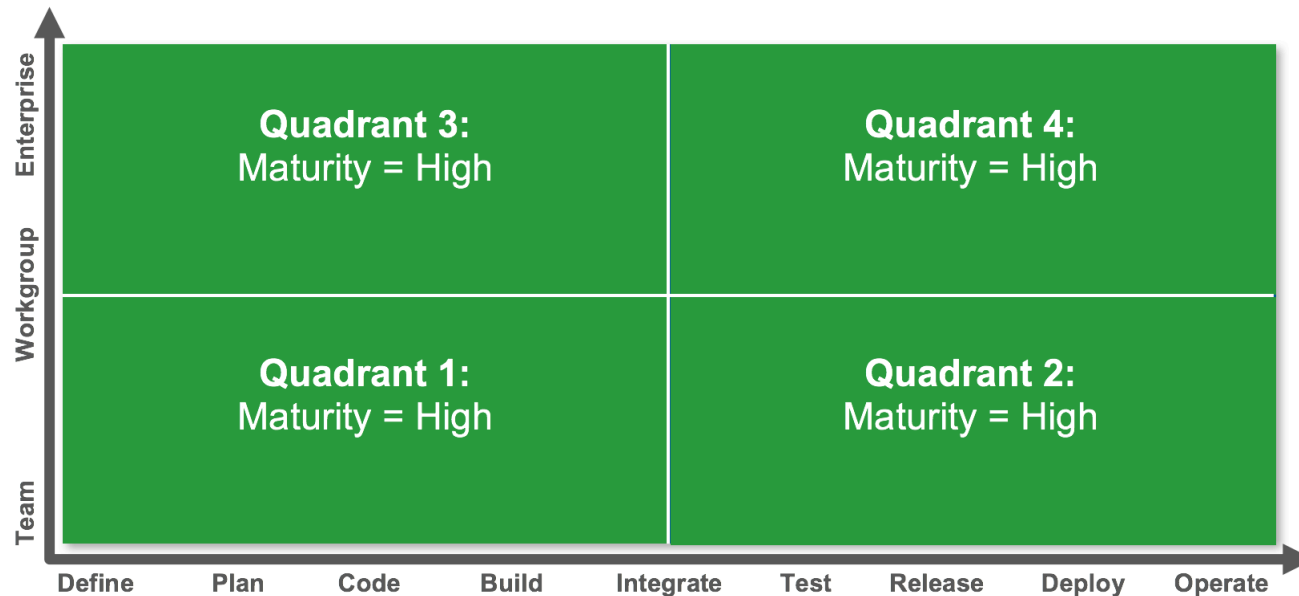
HOW DO WE
GET THERE?



Map: Journey through Quadrants

Quadrant 2 to 3 and 4*

- Build DevOps Center of Excellence based on lessons from “red” team
 - Central, cross-functional team. Service oriented but with authority
- Onboard new teams and extend common tools and processes
 - Continuously, pragmatically refine to balance team needs with enterprise needs





Poll Question #3

- Where did/would you start with your DevOps transformation?:
 1. Culture
 2. Process
 3. Tools and Technology
 4. None of the Above





Transformation Strategies

- Identify pilot project
- Form cross-functional "red" team
- Adopt unifying technologies
- Establish plan with measurable KPI's and milestones
- Go!
- Measure, document report, refine

*A **red team** is a group that explicitly challenges a company's strategy, products, and preconceived notions... is motivated by innovation ...and can lead other teams*



Next in the Series

- Part 1: Introduction to the 4 Quadrants of DevOps Maturity
 - May 4th, 2016 - Watch at: <https://goo.gl/9KsAvt>
- Part 2: Mapping and Measuring Your Journey to DevOps
 - Today - Recording to follow
- Part 3: Crossing the DevOps Chasms with Tools & Technology
 - July 7th, 2016 - Register at: <https://goo.gl/mk7y4r>

Questions?

DM: @brianvdawson
Email: bdawson@cloudbees.com
Or: info@cloudbees.com





CloudBees[®]
The Enterprise Jenkins Company

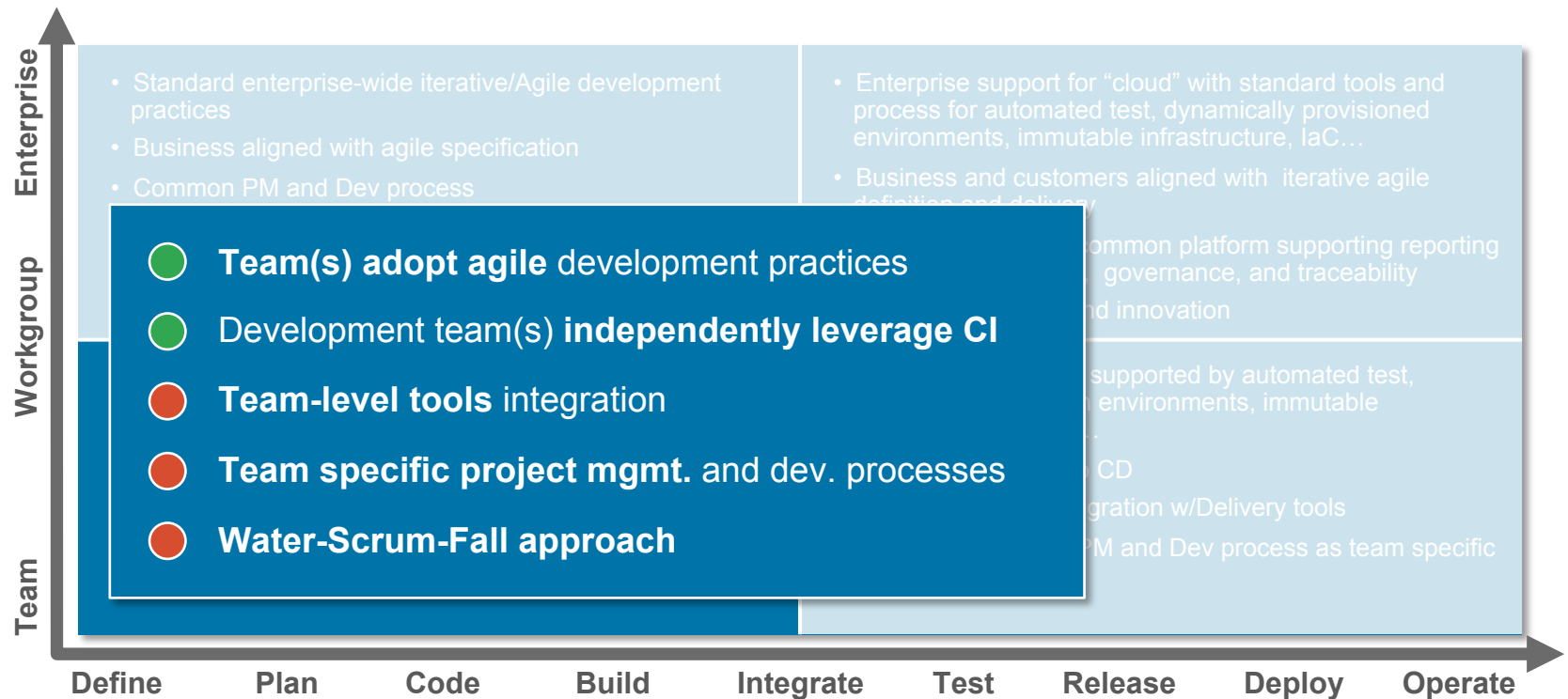
Thank You
Thank You



CloudBees[®]

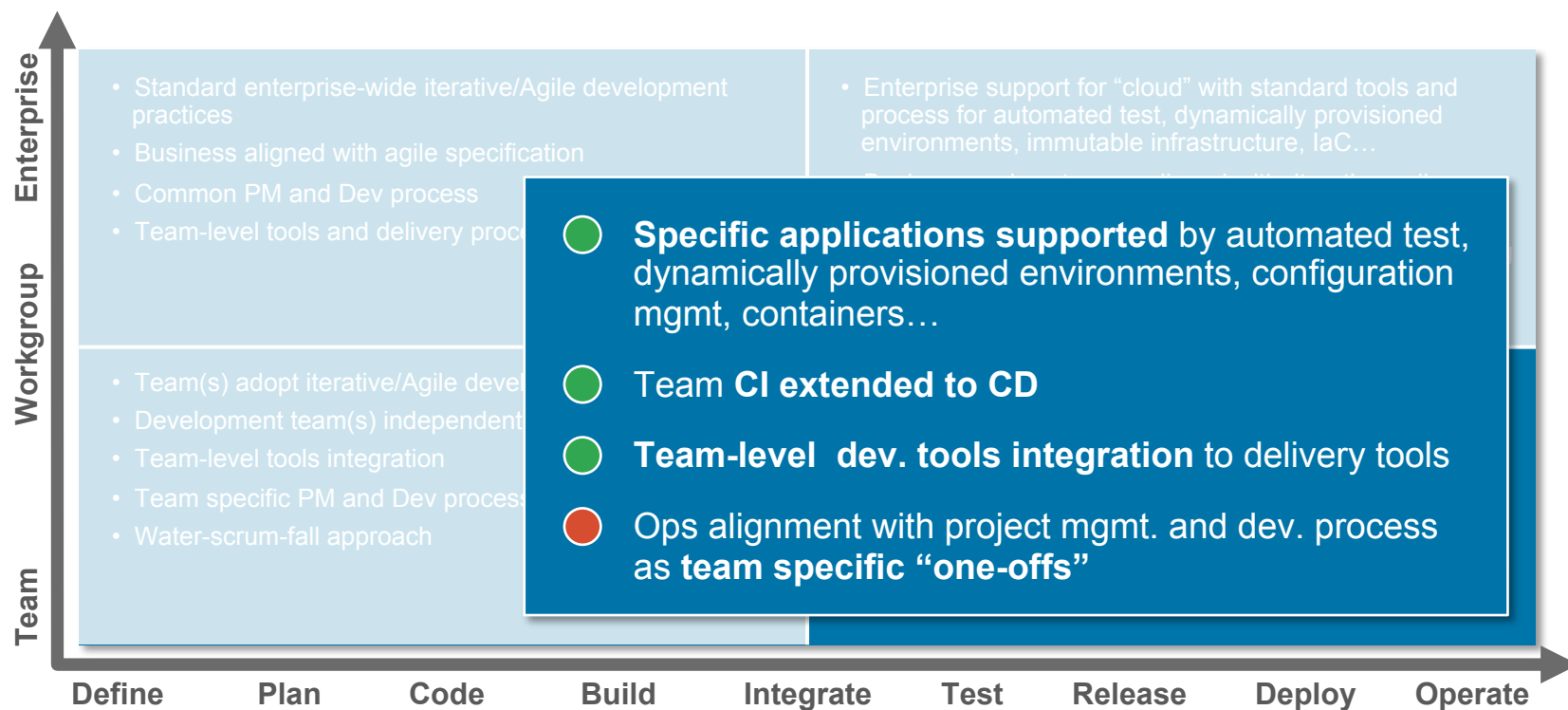
The Enterprise Jenkins Company

Quadrant 1: Team-Level Agile



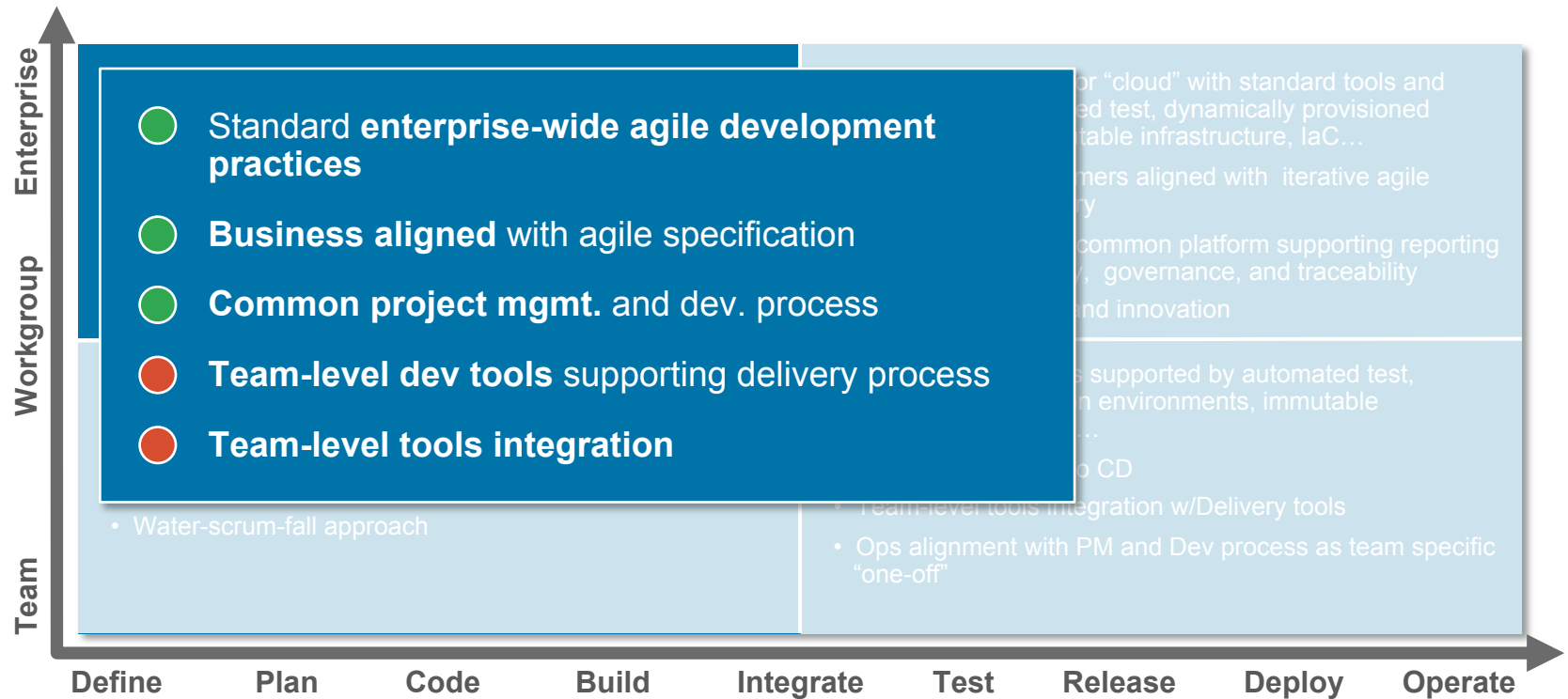


Quadrant 2: Team-Level CD



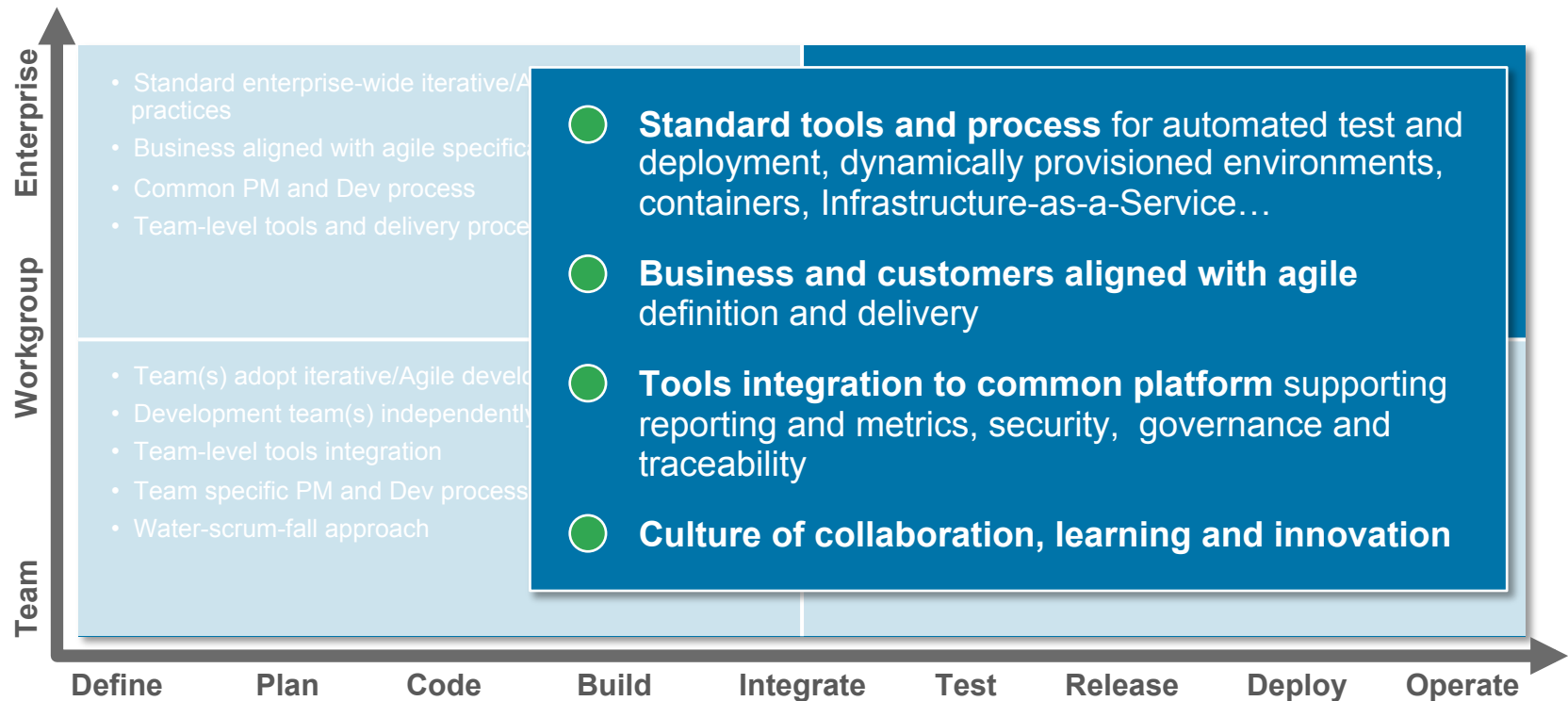


Quadrant 3: Enterprise Agile



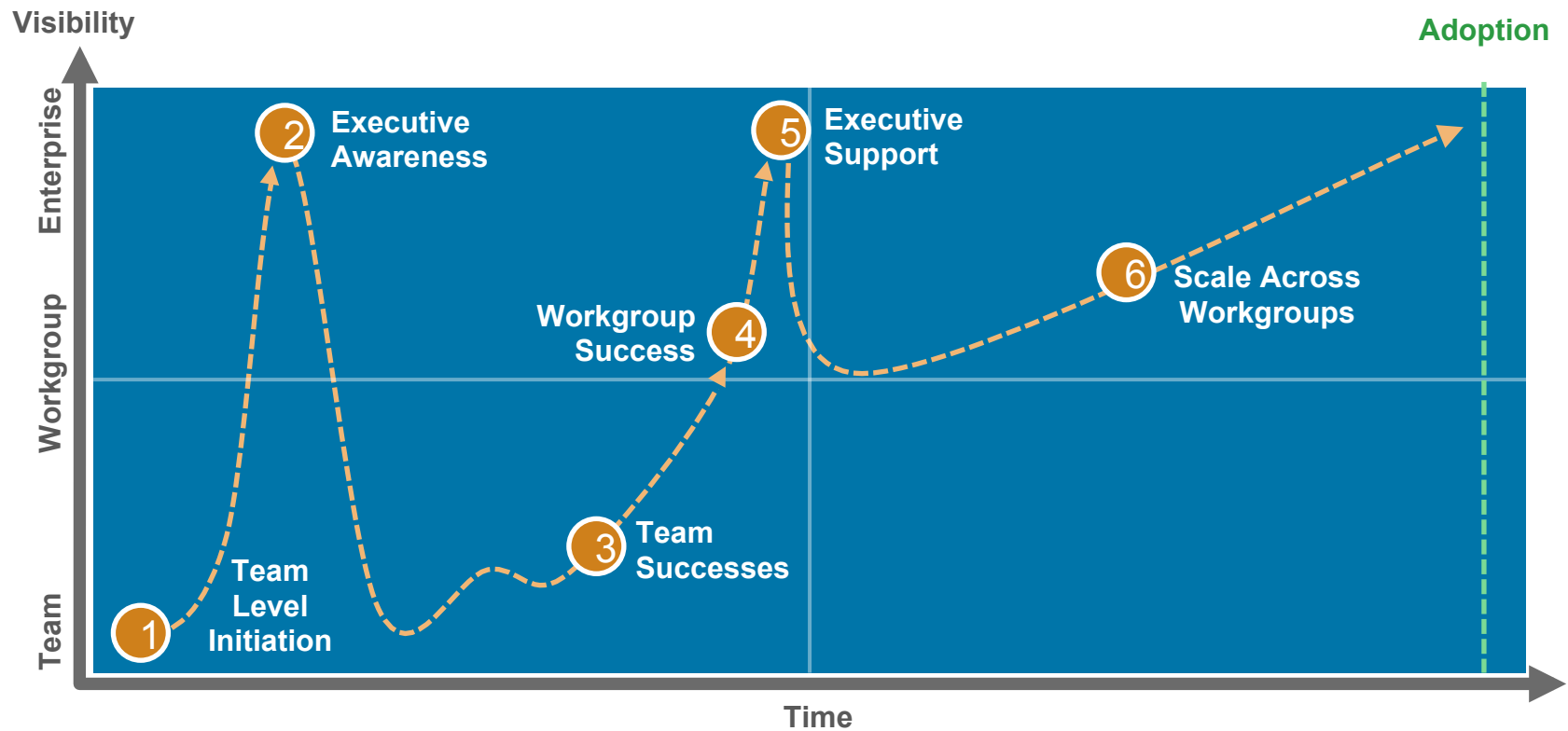


Quadrant 4: Enterprise DevOps





Adoption Cycles: Bottom-Up





Adoption Cycles: Top-Down

