

DEVOPS CULTURE AND MINDSET

The Westrum Model for Improving Organizational Culture



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Culture

DevOps is all about **culture**

If culture is not **supportive**,
organizations will not be
high-performing



Learning Objectives

Define **Westrum typology**

Describe **pathological**, **bureaucratic**,
and **generative** organizations

Discuss **positives** related to
a generative culture



Westrum Model

Ron Westrum researched human factors in system safety

Led to development of typology of organizational cultures in 1988

Slide 4: Typology of Organizational Cultures

1

Pathological: Large amounts of fear and threat

2

Bureaucratic: Rule-oriented

3

Generative: Performance-oriented



Organizational Culture Predicts Information Flow

3 characteristics of good information:

Answers provided

Timeliness

Presented in such a way to be effective



Organizational Culture Predicts Performance Outcomes

Data shows that culture can **predict** software delivery performance

Slide 7: Organizational Cultures

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

Slide 8: Culture Enables Information Processing

1

Effective collaboration, higher level of trust

2

Mission emphasized, personal issues put aside

3

Hierarchy plays less of a role



What Does a Good Culture Look Like?

Trust and **cooperation** across the organization

Indicated **high-quality** decision making



Generative Culture Team

Better information is available
to make decisions

Team is **open** and **transparent**

Culture predicts **performance**