DEVOPS CULTURE AND MINDSET

Managing Workload with a DevOps Mindset



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Slide 1: No Lack of Talent



No Lack of Talent

If talent is not managed, you will struggle with projects

Slide 2: Learning Objectives



Learning Objectives

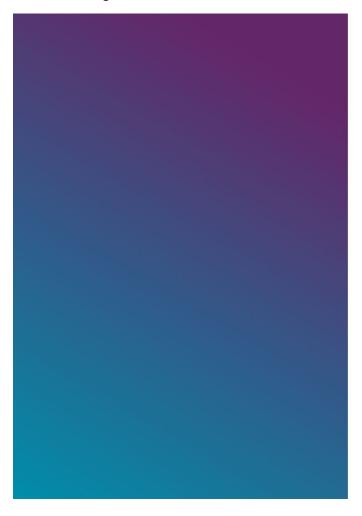
Discuss effectively managing workload with a DevOps mindset

Describe methods to track work

Explain creating feedback loops

Discuss ways to improve team performance

Slide 3: Tracking Work at the Team Level

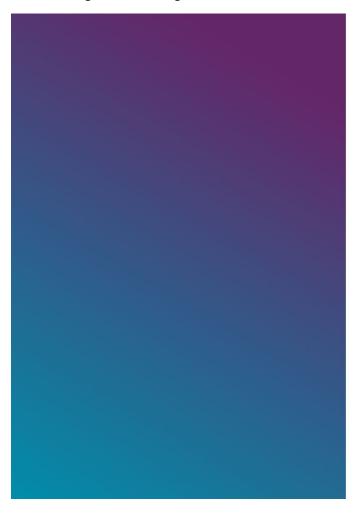


Tracking Work at the Team Level

Engineering capacity is #1 constraint

It's important to track and optimize work at the team level

Slide 4: Categories to Manage Work



Categories to Manage Work

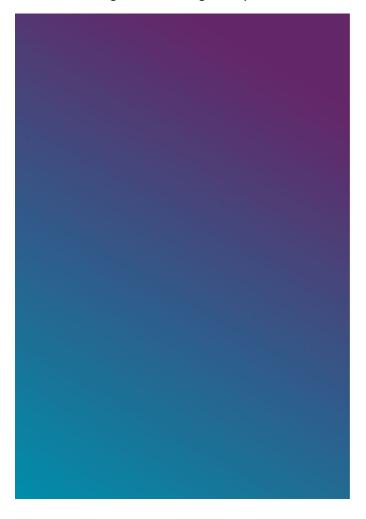
Features

Technical debt

Operational work

Unplanned work

Slide 5: Honoring and Extracting Reality

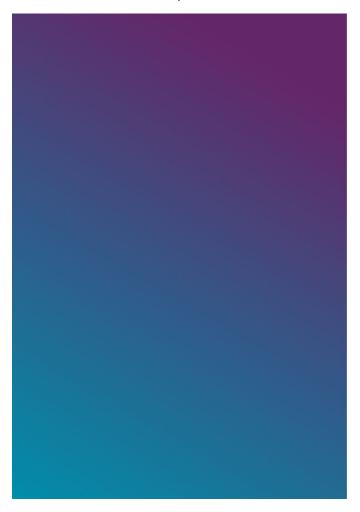


Honoring and Extracting Reality

Understand what's really happening

Create an environment where teams are **comfortable** surfacing reality

Slide 6: What's the Best Way to Solve a Problem?



What's the Best Way to Solve a Problem?

Make it visible!

Connect data to business outcomes

Slide 7: Balance to Prevent Burnout



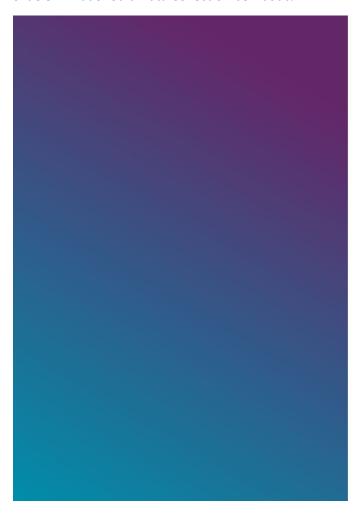
Balance to Prevent Burnout

How does your team **feel**?

Do they have **support** to remove waste?

Do they have **balance** needed to improve?

Slide 8: What Should Data Collection be About?



What Should Data Collection be About?

Understanding current condition

Setting **new targets**

Continuous improvement

Slide 9: Kata Defined



Kata Defined

Kata: (literally "form") a Japanese word for a detailed choreographed pattern of movements

Slide 10: Leader's Role



Leader's Role

Be supportive

Resolve team needs that surface

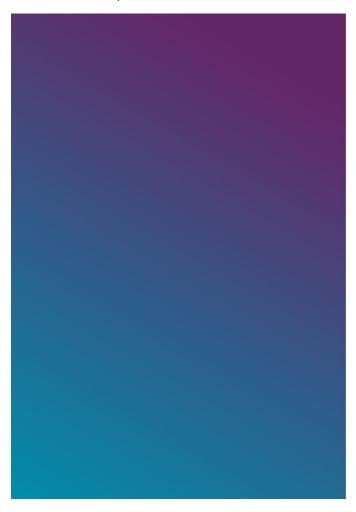
Slide 11: Implement Feedback Loops



Implement Feedback Loops

Especially for "unhealthy" products

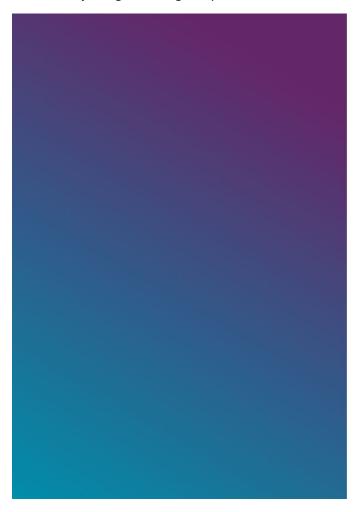
Slide 12: An Example from Nordstrom



An Example from Nordstrom

A feedback loop would have allowed for **prioritization** of operational work

Slide 13: Adjusting in the Digital Space



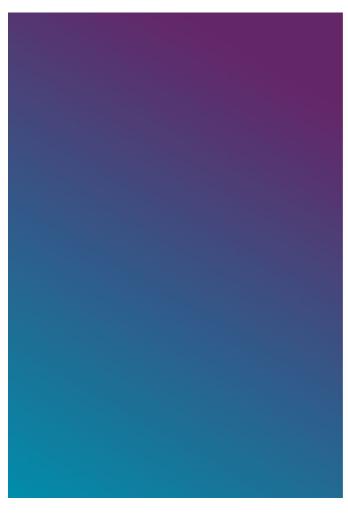
Adjusting in the Digital Space

Changed how product was delivered

Changed **expectations**

Had team **build**, **own**, and **improve** entire product

Slide 14: Redefining "Features"



Redefining "Features"

Resilience

Performance

Health of the product

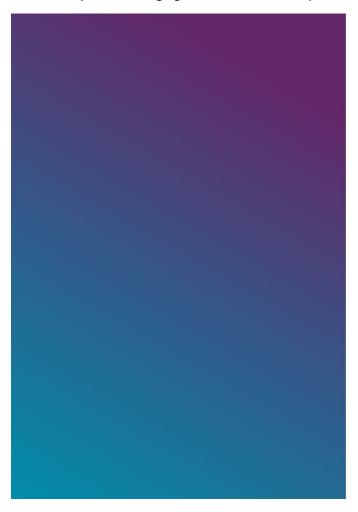
Slide 15: Making Data Visible



Making Data Visible

Let stakeholders see operational challenges

Slide 16: Payoff of Managing Workload with DevOps Mindset



Payoff of Managing Workload with DevOps Mindset

Improved crash rates

Upswing in team **ownership** and **accountability**

Everybody was **happier**

Fewer complaints

Slide 17: An Example from Starbucks



An Example from Starbucks

Improved team performance

Shortened vital feedback loop

DevOps mindset paid off

1. Would you recommend your organization as a place to work to a friend or colleague?

2. Would you recommend your team as a place to work to a friend or colleague?

Slide 19: eNPS Paid Off at Nordstrom



eNPS Paid Off at Nordstrom

Mobile App Team had an 89% eNPS

Among rest of the organization, **40% was** the *highest* eNPS

Slide 20: Dig Deeper to Find the Why

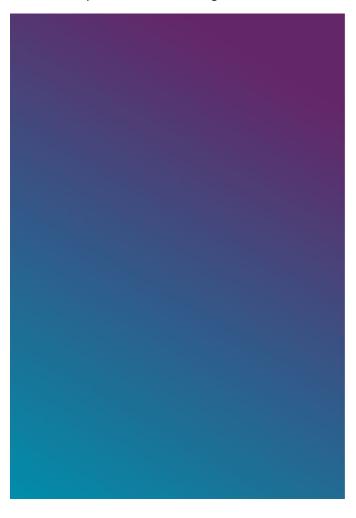


Dig Deeper to Find the Why

Seek to understand low eNPS score

Investigate to learn from a high eNPS score

Slide 21: Reap the Benefits of a High eNPS



Reap the Benefits of a High eNPS

High performing teams are more likely to **recommend** their workplace and team

Employee **engagement** drives business outcomes

Slide 22: What Leads to Happy Teams?



What Leads to Happy Teams?

Seeing **connection** between work and impact on customers

Ability to **visualize** flow of work from development to the customer

Identification with company values and goals