

# DEVOPS CULTURE AND MINDSET

## Managing Workload with a DevOps Mindset



Courtney Kissler  
Vice President  
Digital Platform Engineering  
Nike

**UCDAVIS**

Continuing and Professional Education



## **No Lack of Talent**

If talent is not managed, you will struggle with projects



## 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



## Tracking Work at the Team Level

Engineering capacity is **#1 constraint**

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



## **Categories to Manage Work**

Features

Technical debt

Operational work

Unplanned work



## Honoring and Extracting Reality

**Understand** what's really happening

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



## What's the Best Way to Solve a Problem?

Make it **visible!**

**Connect** data to business outcomes



## Balance to Prevent Burnout

How does your team **feel**?

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

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





## What Should Data Collection be About?

Understanding **current condition**

Setting **new targets**

Continuous **improvement**



## Kata Defined

**Kata:** (literally “form”) a Japanese word for a detailed choreographed pattern of movements



## Leader's Role

Be **supportive**

**Resolve** team needs that surface



## Implement Feedback Loops

Especially for “unhealthy” products



## An Example from Nordstrom

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



## Adjusting in the Digital Space

Changed how product was delivered

Changed **expectations**

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



## Redefining “Features”

Resilience

Performance

Health of the product



## Making Data Visible

Let stakeholders see operational  
**challenges**





## Payoff of Managing Workload with DevOps Mindset

Improved crash rates

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

Everybody was **happier**

Fewer complaints



## **An Example from Starbucks**

Improved team performance

Shortened vital feedback loop

**DevOps mindset** paid off

Slide 18: Consider Employee Net Promoter Score (eNPS)

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?



## eNPS Paid Off at Nordstrom

Mobile App Team had an **89% eNPS**

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



## Dig Deeper to Find the Why

Seek to **understand** low eNPS score

**Investigate** to learn from a high eNPS score



## Reap the Benefits of a High eNPS

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

Employee **engagement** drives business outcomes



## 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**