

DEVOPS CULTURE AND MINDSET

Organizational Models in DevOps: Matrix, Full Stack,
and Cross Functional Structures



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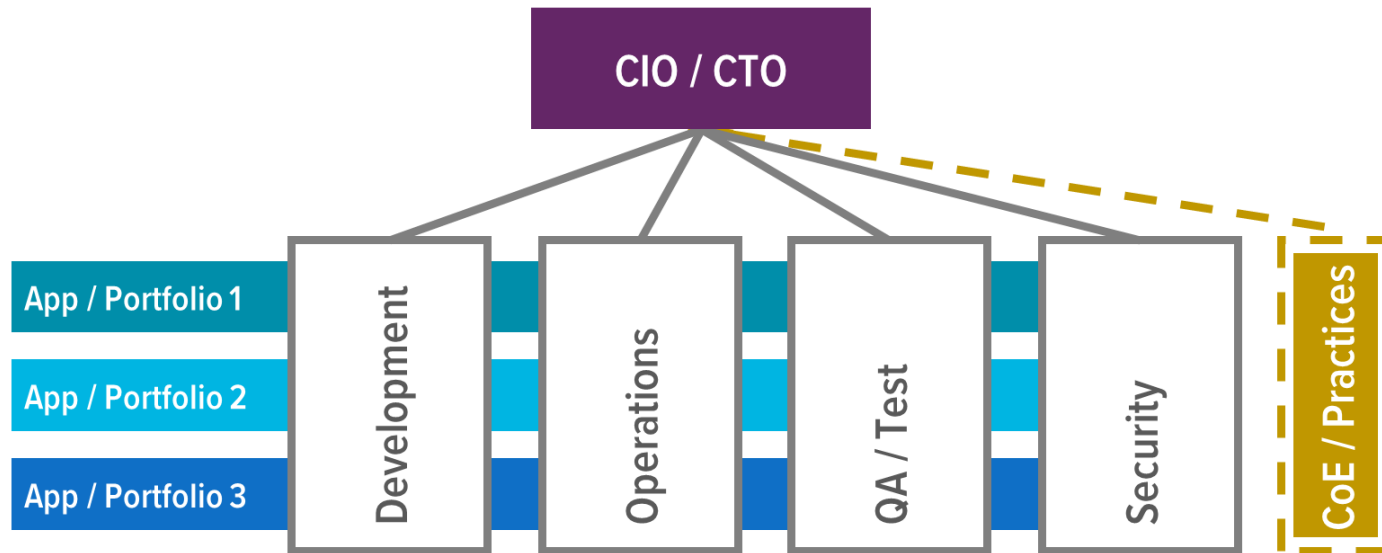
Learning Objectives

Describe organizational structures other than traditional silo

Relate these to 7 characteristics for DevOps-minded organizational structures

Explain benefits of each structure

Matrix Structure





Considerations with a Matrix Structure

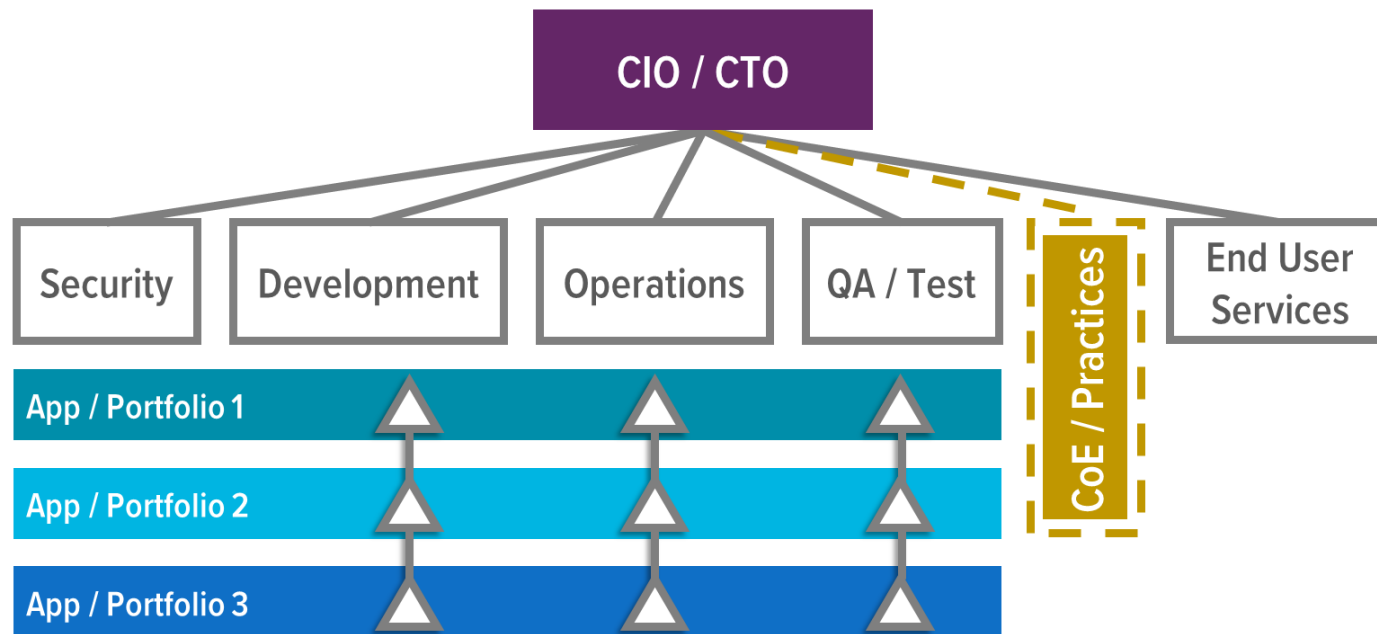
Helps **optimize** for **efficiency**

Can be challenging if multiple products need same – scarce – skill sets

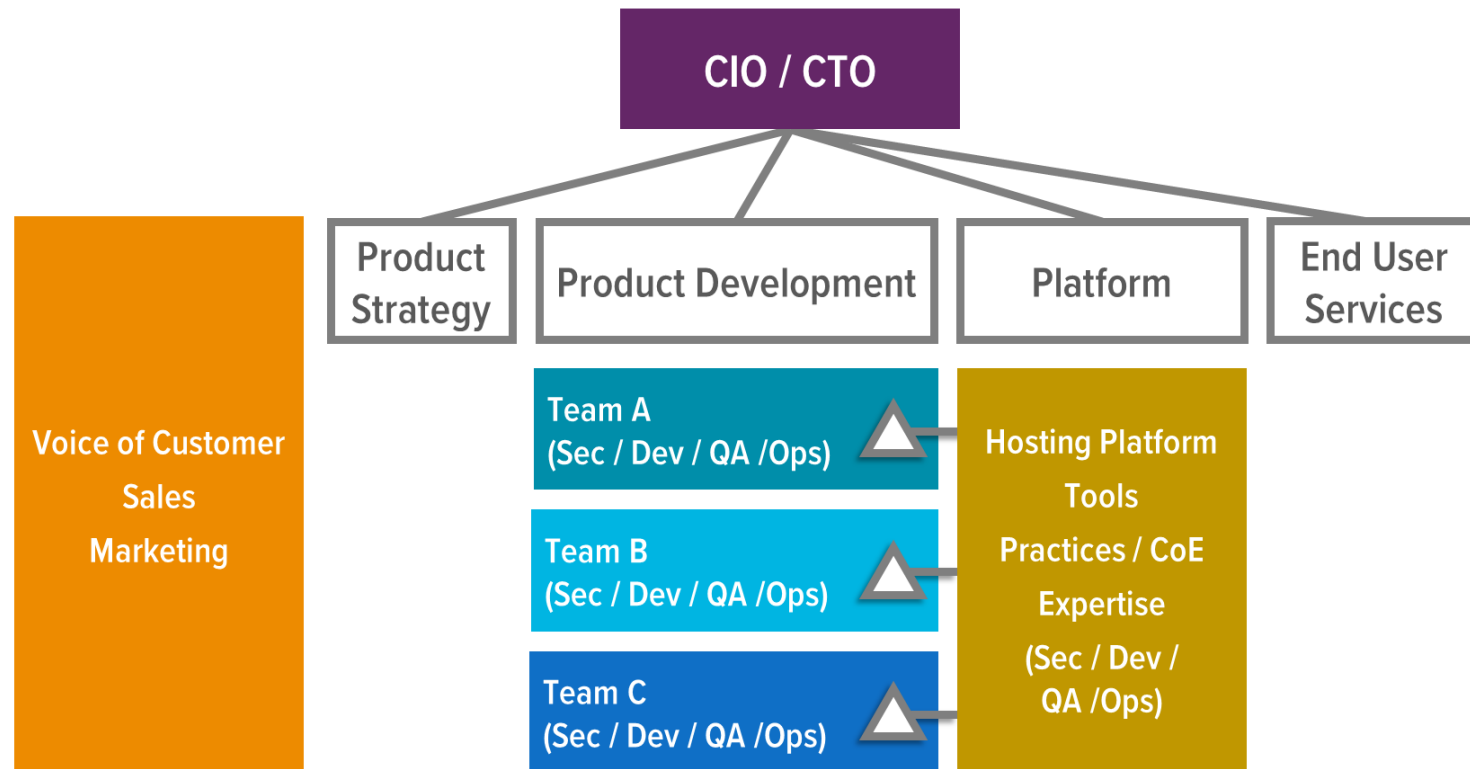
Can lead to disagreements on priorities

Plan to reconcile competing priorities

An Embedded Model



A Product and Platform Structure (Full Stack)





What belongs in the Platform Organization?

Organizations vary on how this is defined

Some include **best practice** creation sharing and coaching

Slide 7: An Example of Product and Platform Structure at Nike

An Example of Product and Platform Structure at Nike



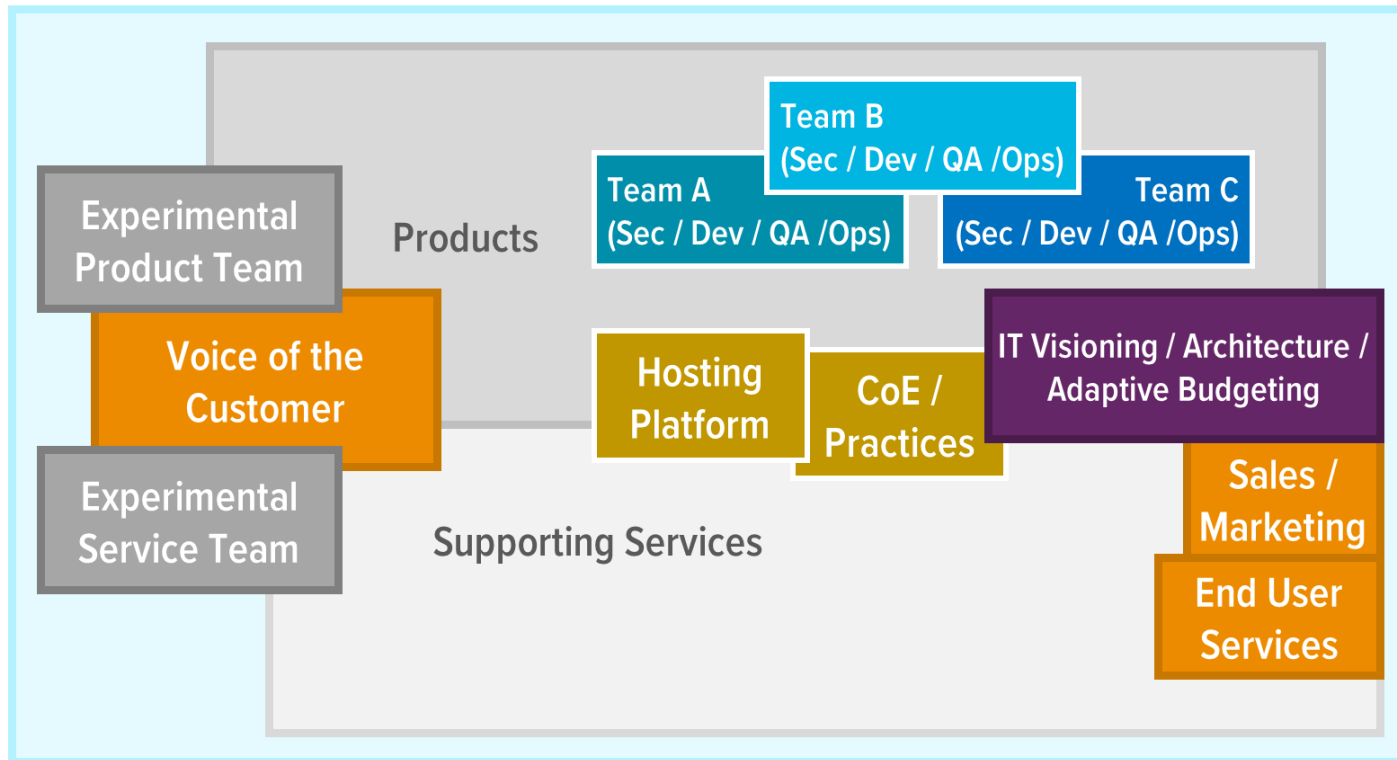


One Drawback of a Product and Platform Structure

It can be challenging to adapt

Must plan to minimize disruption
to current product

An Adaptive Structure



An Adaptive Structure

Organic and **dynamic**

Adjusts/reconfigures
itself as needed

Less focus on control
& decision making

More focus on **vision**,
culture, and **people**





An Adaptive Structure is Fundamentally Different

Product teams **accountable**
and **responsible**

They own the mission, staying aligned,
and delivering value

Able to generate and retire structures
to meet **real-time needs**

Best chance to optimize for
speed and **mobilization**



Adaptive Structure is the Most Unusual

Few examples of this in practice

Conceptually there are drawbacks

Hard transition for teams used to clear
management authority structures



The Value of Starting Small

Learn what works and what does not

Then **scale** to entire organization



Adopting DevOps Practices

Tend to **evolve** gradually to new approach

Agrees with emphasis on **experimentation**
& continuous **improvement**

A change in structure may help align
to DevOps principles & practices

Slide 15: Thinking Environments



Thinking Environments



Evaluating Organizational
Models for DevOps
to Accelerate Business
and Empower Workers

DevOps Enterprise Forum 2016



Summary

Don't take changing organizational structure lightly

Explain why an organizational change will **improve** outcomes and value

Focus first on changing culture

Allow objectives to **drive** organizational adjustments