Lesson 2.3: The Importance of Iteration and the Evolution of Roles

DEVOPS CULTURE AND MINDSET

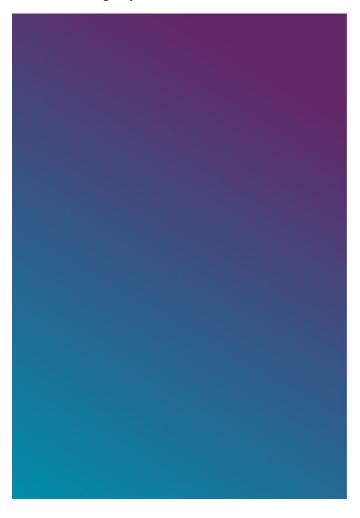
The Importance of Iteration and the Evolution of Roles



Courtney Kissler Vice President Digital Platform Engineering Nike



Slide 1: Learning Objectives



Learning Objectives

Discuss importance of **iteration**

Describe evolution of roles

Explain benefits of DevOps approach

Slide 2: The Value of Starting Small

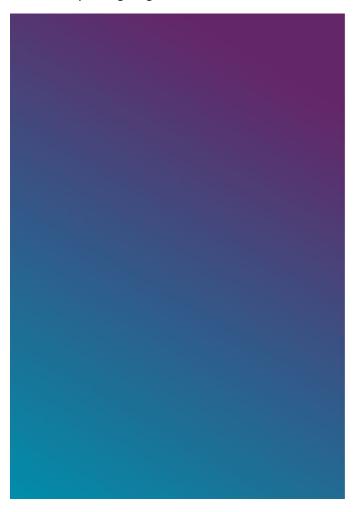


The Value of Starting Small

Learn what works and what does not

Then **scale** to entire organization

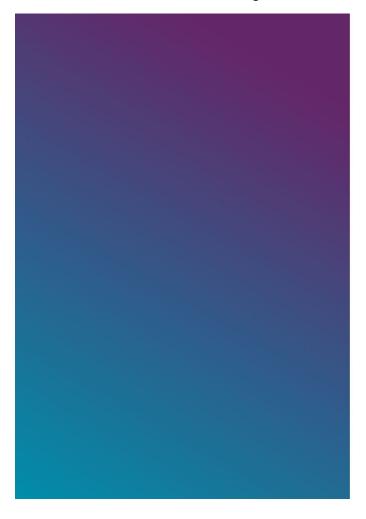
Slide 3: Why not "go big" to start?



Why not "go big" to start?

It has a certain appeal

Slide 4: Benefits of Pilots and A/B Testing

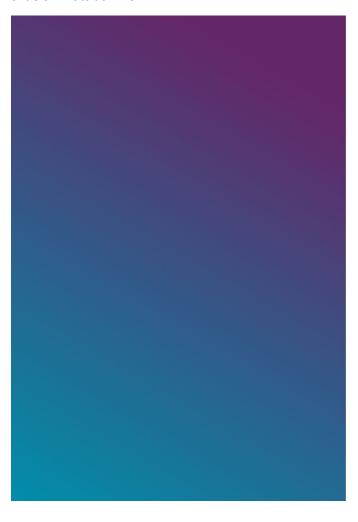


Benefits of Pilots and A/B Testing

Make sure it works

Incorporate learning as you go

Slide 5: Pilots at Nike

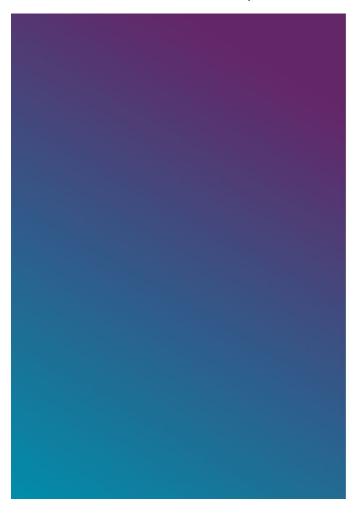


Pilots at Nike

Focusing on just 6 pilot teams

Once we figure things out, then we'll scale to **hundreds of teams**

Slide 6: Start Small with Feature Delivery



Start Small with Feature Delivery

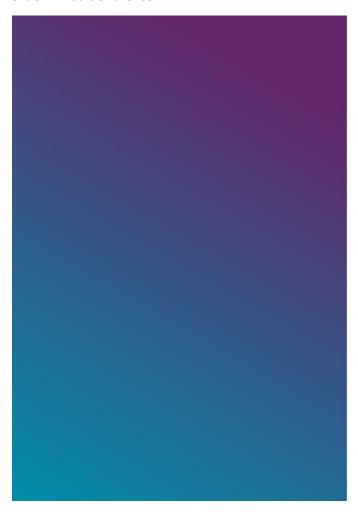
Start small

Get immediate feedback

Learn fast

Adjust

Slide 7: Traditional Silos



Traditional Silos

Dev Team

QA Team

Operations

Slide 8: Benefits of an Integrated Team



Benefits of an Integrated Team

Able to be **proactive**

Fix code before testing

Fast feedback loops

Slide 9: Rolling Out Organizational Change



Rolling Out Organizational Change

Starting small & running pilots saves:

Time

Money

Effort

Slide 10: Product Owner Role



Product Owner Role

Let **business systems analysts** take on product owner role within development teams

Product owner role is most critical

Day-to-day decision maker

Slide 11: Evolution of Developers



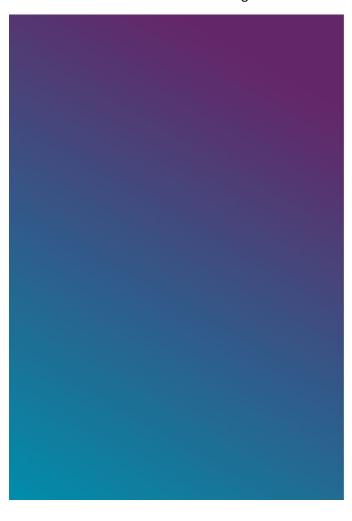
Evolution of Developers

Change mindset to: **Developer/Engineer**

Accountable for **development**, **quality**, **security**, and **non-functional requirements**

Important to help developers see the **bigger picture**

Slide 12: Lines around Roles are Blurring



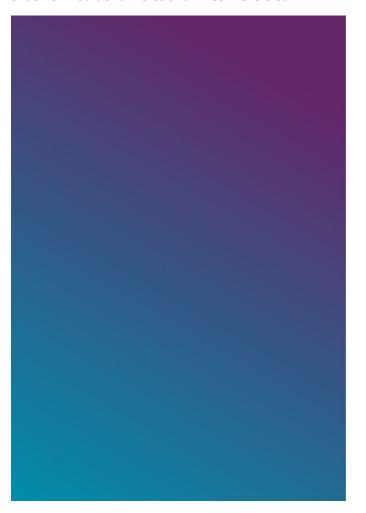
Lines around Roles are Blurring

Development

Quality Assurance

Operations

Slide 13: Traditional Roles and Lines Were Clear



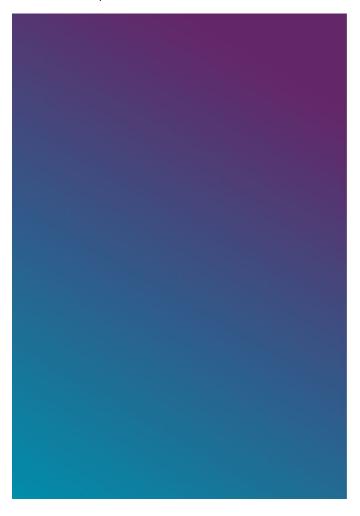
Traditional Roles and Lines Were Clear

Business analyst wrote requirements

Developer wrote code

QA tested and assured quality

Slide 14: DevOps and Lean Culture

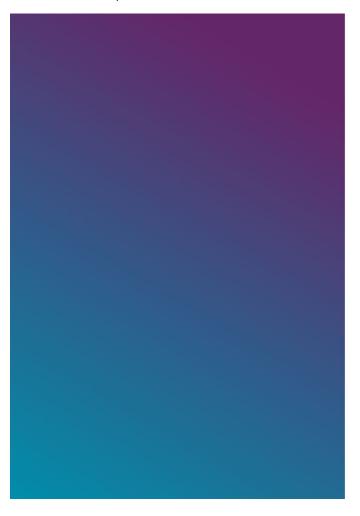


DevOps and Lean Culture

Team members play multiple roles

To effectively **deliver value** to customer

Slide 15: An Example from Nordstrom



An Example from Nordstrom

Moved all needed roles into 1 team

CI/CD pipelines built together

Product feedback built into the process

Slide 16: An Example from Nordstrom



An Example from Nordstrom

Quickly delivered value

Identified and resolved issues in hours

Driving a ton of revenue



DevOps requires people to re-evaluate

Change their roles

Shift their thinking