

# DEVOPS CULTURE AND MINDSET

## Organizational Models in DevOps: Seven Characteristics



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## Learning Objectives

**Discuss** 7 characteristics of organizational models conducive to DevOps workflows

**List** these 7 important characteristics

**Describe** each of these 7 characteristics



## Mechanics & Goals of a DevOps Approach

Must support and promote mechanics and goals of Dev Ops approach

Does it support **shortening** lead times?

Can it support **generating** rapid feedback?

Can teams be **autonomous** & **empowered**?

## Communication

Organization must **encourage communication** and the **free flow of information**

**Face-to-face** and **ad hoc communication** better than formal documentation

Avoid operating in cliques, and work to **collaborate between silos**

## Share Accountabilities

Organization must **share accountabilities**

Supports goal of delivering **high-quality**  
and **impactful software**

**Empowered** teams given **responsibility**  
for a goal

Can you measure **handoffs**?

Do you have approval processes that  
impact flow?

## Evaluate Risk Mitigation, Compliance, & Auditability

Must be able to evaluate mechanisms related to **risk mitigation**, **compliance**, and **auditability**

Does the organizational structure **establish controls** required by compliance activities?

In DevOps, **security** and **compliance** become part of **product** and **delivery**

High-performing organizations have **security automated** within their pipelines



## **Capital One is a Good Example**

Learn more from video resources

See talks from DevOps Enterprise Summit

Read article: How Capital One is Embracing Open Source



## Distribution of Burdens

Must Allow for **humane** and **fair distribution of burdens**

Dev team **should not** “toss its product over the wall” to Ops team

Ops team **should not** constrain dev team so it's unable to meet users' goals





## Value in Individuals

Must recognize value in the **voice of individuals**

**Empower** those closest to the action to use their **own judgment**

Does the structure require layers of approval before actions are taken?

Is the feedback of individual contributors regularly solicited?



## Continuous Improvement

Must be flexible enough to support  
**continuous improvement**

Can the organization easily **reconfigure  
itself** based on **learning** and **experience**?



## Summary

Organizational structure is not only factor that encourages these 7 characteristics

But organizational structure can certainly be an obstacle to them

Review 7 characteristics until they're very familiar

We will build on them in future lessons