### **DEVOPS CULTURE AND MINDSET**

The Westrum Model for Improving Organizational Culture



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Slide 1: Culture



#### **Culture**

DevOps is all about **culture** 

If culture is not **supportive**, organizations will not be high-performing

Slide 2: Learning Objectives



### **Learning Objectives**

Define Westrum typology

Describe **pathological**, **bureaucratic**, and **generative** organizations

Discuss **positives** related to a generative culture

Slide 3: Westrum Model



#### **Westrum Model**

Ron Westrum researched human factors in system safety

Led to development of typology of organizational cultures in 1988

Slide 4: Typology of Organizational Cultures

Pathological: Large amounts of fear and threat Bureaucratic: Rule-oriented Generative: Performance-oriented

Slide 5: Organizational Culture Predicts Information Flow



## Organizational Culture Predicts Information Flow

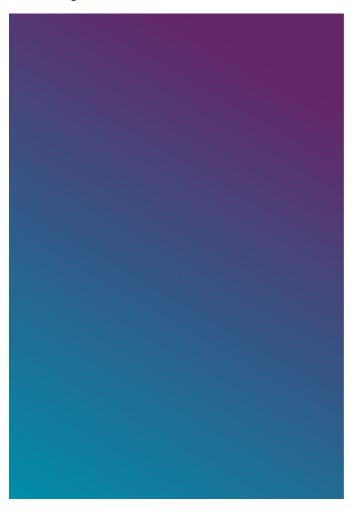
3 characteristics of good information:

Answers provided

Timeliness

Presented in such a way to be effective

Slide 6: Organizational Culture Predicts Performance Outcomes



### Organizational Culture Predicts Performance Outcomes

Data shows that culture can **predict** software delivery performance

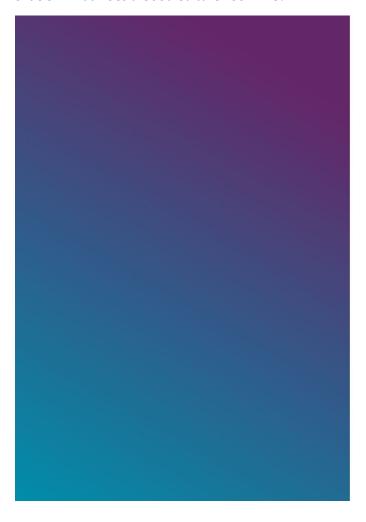
Slide 7: Organizational Cultures

Pathological	Bureaucratic	Generative
Power-oriented	Rule-oriented	Performance-oriented
Low cooperation	Modest cooperation	High cooperation
Messengers shot	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to inquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

Slide 8: Culture Enables Information Processing

Effective collaboration, higher level of trust Mission emphasized, personal issues put aside Hierarchy plays less of a role

Slide 9: What Does a Good Culture Look Like?



# What Does a Good Culture Look Like?

**Trust** and **cooperation** across the organization

Indicated **high-quality** decision making

Slide 10: Generative Culture Team



#### **Generative Culture Team**

Better information is available to make decisions

Team is **open** and **transparent** 

Culture predicts performance