Slide 1: Thinking Environments
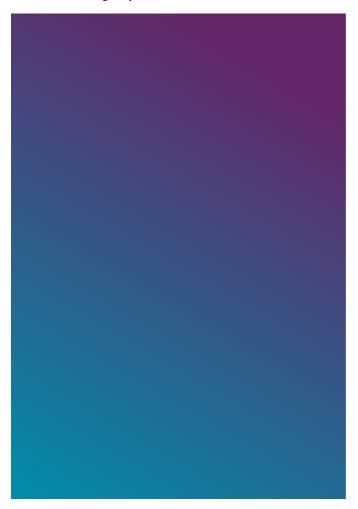

Thinking Environments

Evaluating Organizational
Models for DevOps
to Accelerate Business
and Empower Workers

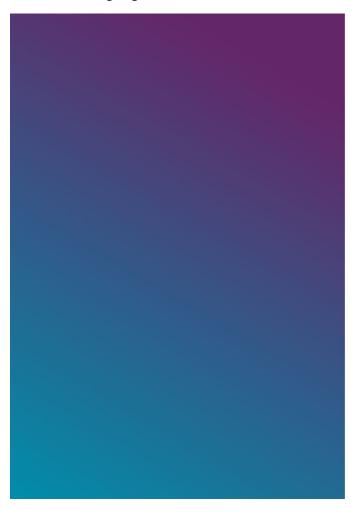DevOps Enterprise Forum 2016

Learning Objectives

Describe organizational structures as:

Traditional Functional Silo

Empowered cross-functional teams

Explain key consideration when choosing an organizational model for DevOps

Assessing Organizational Structures

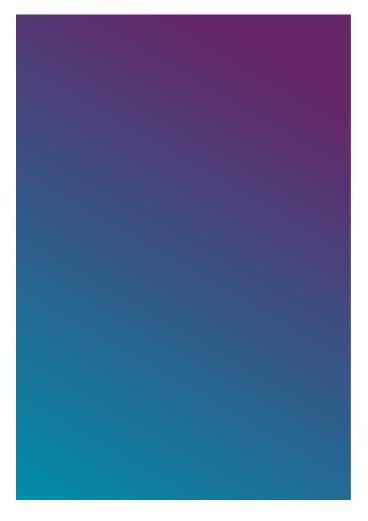Traditional functional silos

Empowered cross-functional teams

Blended

Slide 4: DevOps Practices

1	A way to organize independent teams
2	A humane outcome-based culture
3	A set of Lean principles

4 Fast feedback (including feedback from production)

5 A set of highly-automated practices with continuous delivery

It's **Not** One-Size-Fits-All

"Each organization has embedded in its corporate culture and in its rules and processes, its own understanding of business value and how to best create it."

-- *Mark Schwartz*
The Art of Business Value
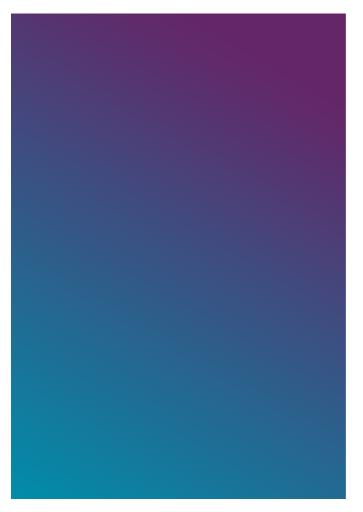
Continuously Refine What Works for Your Organization

Use Agile approach to find org structure

Use the **P**lan > **D**o > **C**heck > **A**ct loop

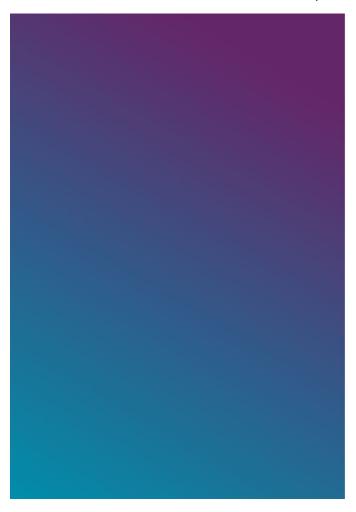All organizational models have pros/cons

Pros/Cons of a Traditional Functional Silo Structure

Optimized for **cost** and **efficiency** in silos

Con: challenging to understand how applications are delivered
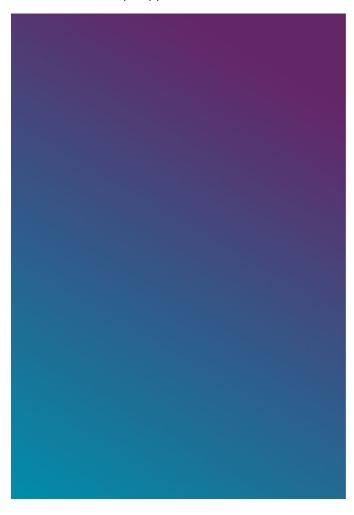
Pro: accountability is clear

Traditional Functional Silos Guarantee Many Handoffs

Lean theory: handoffs = wasted time

The DevOps Approach

DevOps uses Agile / Lean approach

Relies on **cross-functional** delivery teams

High-performing teams require breadth & depth

Skills required: dev, testing, ops, & security

Benefits of a DevOps Approach

Avoids handoffs

Boosts possibilities for **rapid feedback**

Provides feedback from testers, users, and system in production

Questions to Resolve the Tension Between Structures

Don't ask: "Can DevOps be made to fit within traditional organizational structures?"

Do ask: "What characteristics would an organizational structure need to have to align with the DevOps model?"

Do ask: "What outcomes do we seek?"

Summary

Evaluate various proposed organizational structures to see how they fit

Set acceptance criteria for organizational design

Innovate and **experiment** with different models

See how the structure used delivers on requirements