DEVOPS CULTURE AND MINDSET

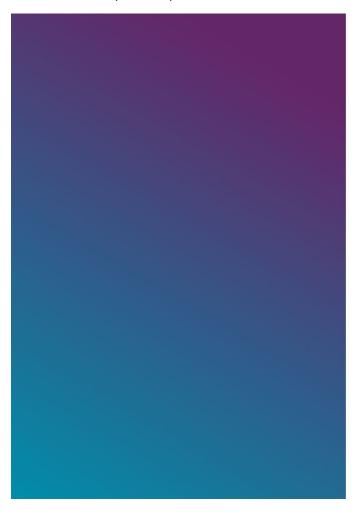
Leadership Philosophies



Courtney Kissler Vice President Digital Platform Engineering Nike



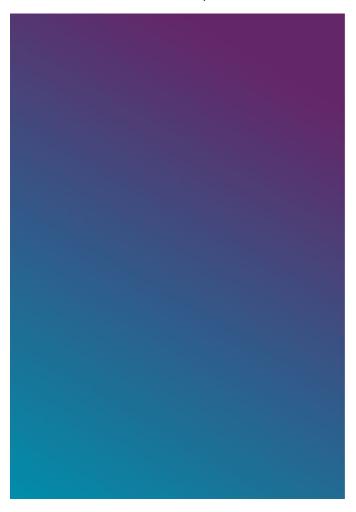
Slide 1: Leadership Philosophies



Leadership Philosophies

Based on experience and exposure to DevOps and Lean

Slide 2: Honor and Extract Reality

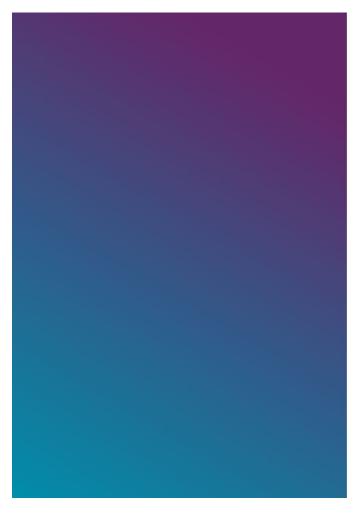


Honor and Extract Reality

Honor reality, but also **extract** reality

Focus on the path forward

Slide 3: Extracting Reality



Extracting Reality

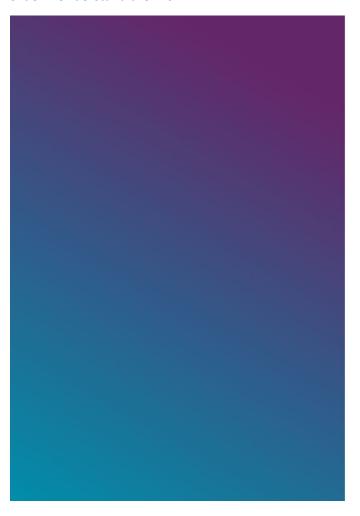
Leaders respond negatively by "shooting" the messenger

Build trust to make team feel safe

Use "how" instead of "who"

Ask, "How can I help?"

Slide 4: Understand the Work



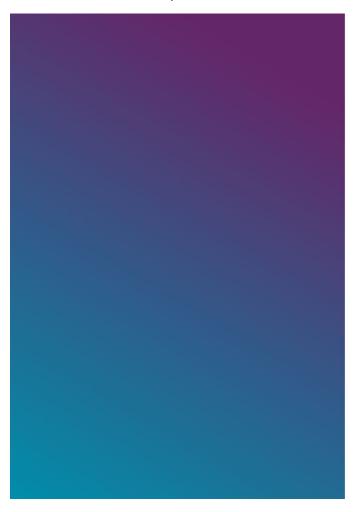
Understand the Work

Concept of **gemba**: Japanese term meaning "**the actual place**"

Purpose is to "go see" not to "go tell"

Demonstrate commitment to **learning** and **problem-solving** with the team

Slide 5: Root Cause Philosophies



Root Cause Philosophies

Human error is not a root cause

No single root cause

Ask, "How could we **learn** from this?"

Slide 6: Working with Complex Systems



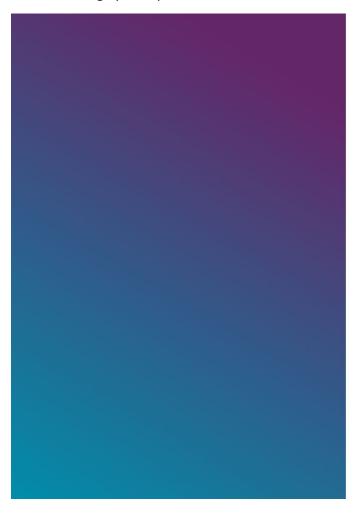
Working with Complex Systems

Multiple contributing factors

Focus on **learning** vs. finding root cause

Encourage a learning environment

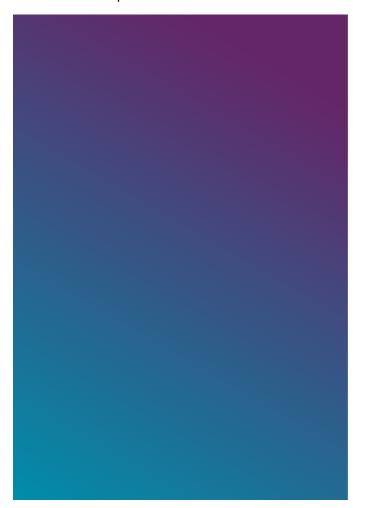
Slide 7: Leading by Example



Leading by Example

Make sure actions match your words

Slide 8: Leadership is Accountable



Leadership is Accountable

Provide strategic direction, prioritization, focus, and discipline

Encourage a **learning** environment = empower teams and individuals

Provide intent, context, and accountability

Slide 9: Lifelong Learner



Lifelong Learner

Be active in the **community** and learn from others

New experiences give additional knowledge and build resilience

Slide 10: Organization's #1 Asset: People



Organization's #1 Asset: People

Lean is all about **RESPECT** for people

Foundation in all leadership philosophies

Create high **trust** and a **generative** culture