

# DEVOPS CULTURE AND MINDSET

## Leadership Philosophies



Courtney Kissler  
Vice President  
Digital Platform Engineering  
Nike

**UCDAVIS**

Continuing and Professional Education



## **Leadership Philosophies**

Based on experience and exposure to  
DevOps and Lean



## Honor and Extract Reality

**Honor** reality, but also **extract** reality

Focus on the path forward



## 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?”



## 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



## Root Cause Philosophies

Human error **is not** a root cause

No **single** root cause

Ask, “How could we **learn** from this?”



## Working with Complex Systems

Multiple contributing factors

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

**Encourage** a learning environment



## **Leading by Example**

Make sure actions match your words





## Leadership is Accountable

Provide strategic direction, prioritization, focus, and discipline

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

Provide intent, context, and accountability



## Lifelong Learner

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

New experiences give additional **knowledge** and build **resilience**



## Organization's #1 Asset: People

Lean is all about **RESPECT** for people

**Foundation** in all leadership philosophies

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