



#!/ William Collins
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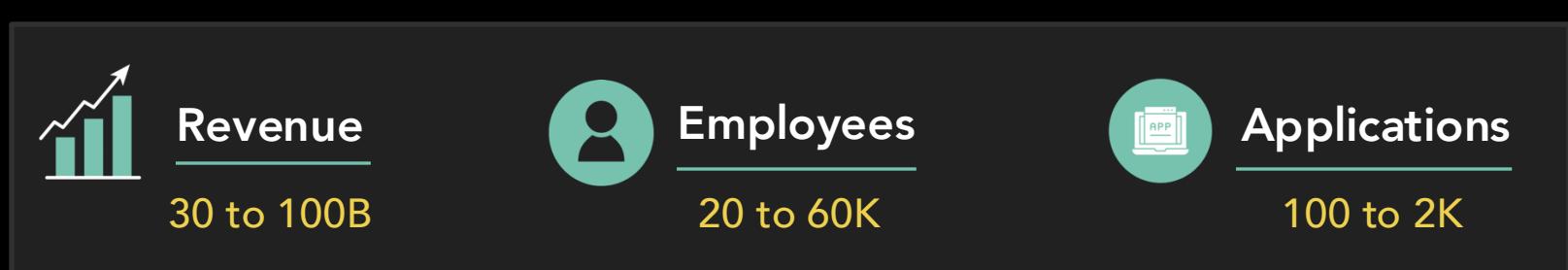
Building the Business Case for Automation

> Using Informal Channels

Agenda

- The Agility of Bicycles VS Trains
- Extending the OSI Model to **Layer 8**
- Building Organizational Influence
- Capitalizing on Opportunity

The Agility of Bicycles VS Trains



The Agility of Bicycles VS Trains



Startup

- Low inertia to overcome; Changes direction in a few feet
- Individual decisions matter; Easy to explore new paths
- Less people, direct communication, and hands-on control



Enterprise

- High inertia to overcome; Takes miles to change direction
- Group consensus required; Follows established routes
- Many stakeholders, complex communication chains, and process-driven control

The Agility of Bicycles VS Trains



Enterprise



“ No matter how hard I work, I can’t seem to make impacting change. Why? ”

“ Why is it that the bad ideas always get across the finish line so easily? ”

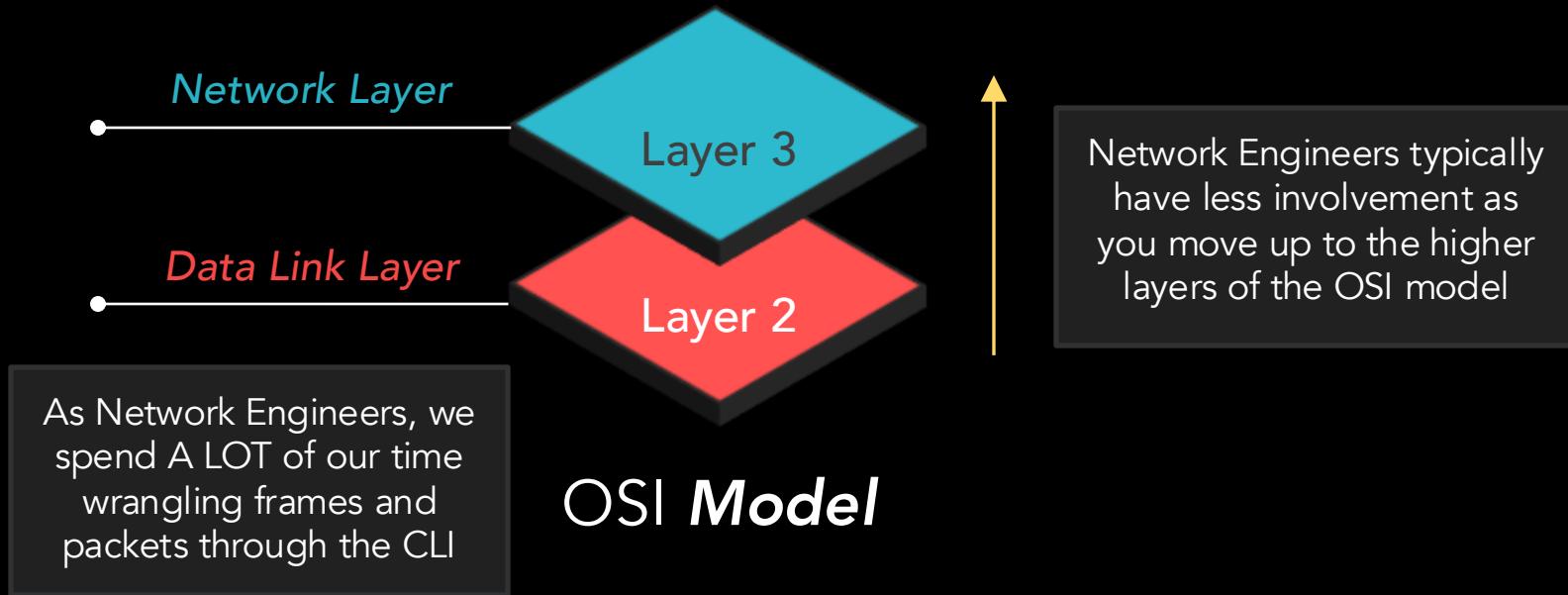
I overcame these perceptions and obstacles, and so can you!

Extending the **OSI Model** to *Layer 8*

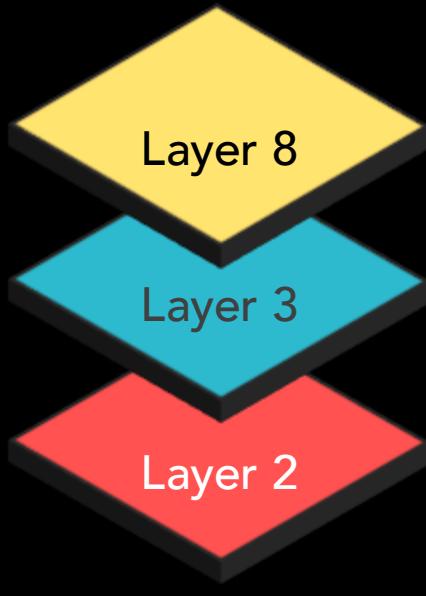
“ Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win

- Sun Tzu, *The Art of War*

Extending the OSI Model to *Layer 8*



Extending the OSI Model to Layer 8



OSI Model

Human Layer (*The Enterprise Cheat Code*)

Layer 8 - Protocols and Rules

- **Protocols:** Organizational Politics
- **Interfaces:** Cross-Team Interactions
- **Encapsulation:** Package ideas for different audiences
- **Addressing Scheme:** Knowing who to talk to

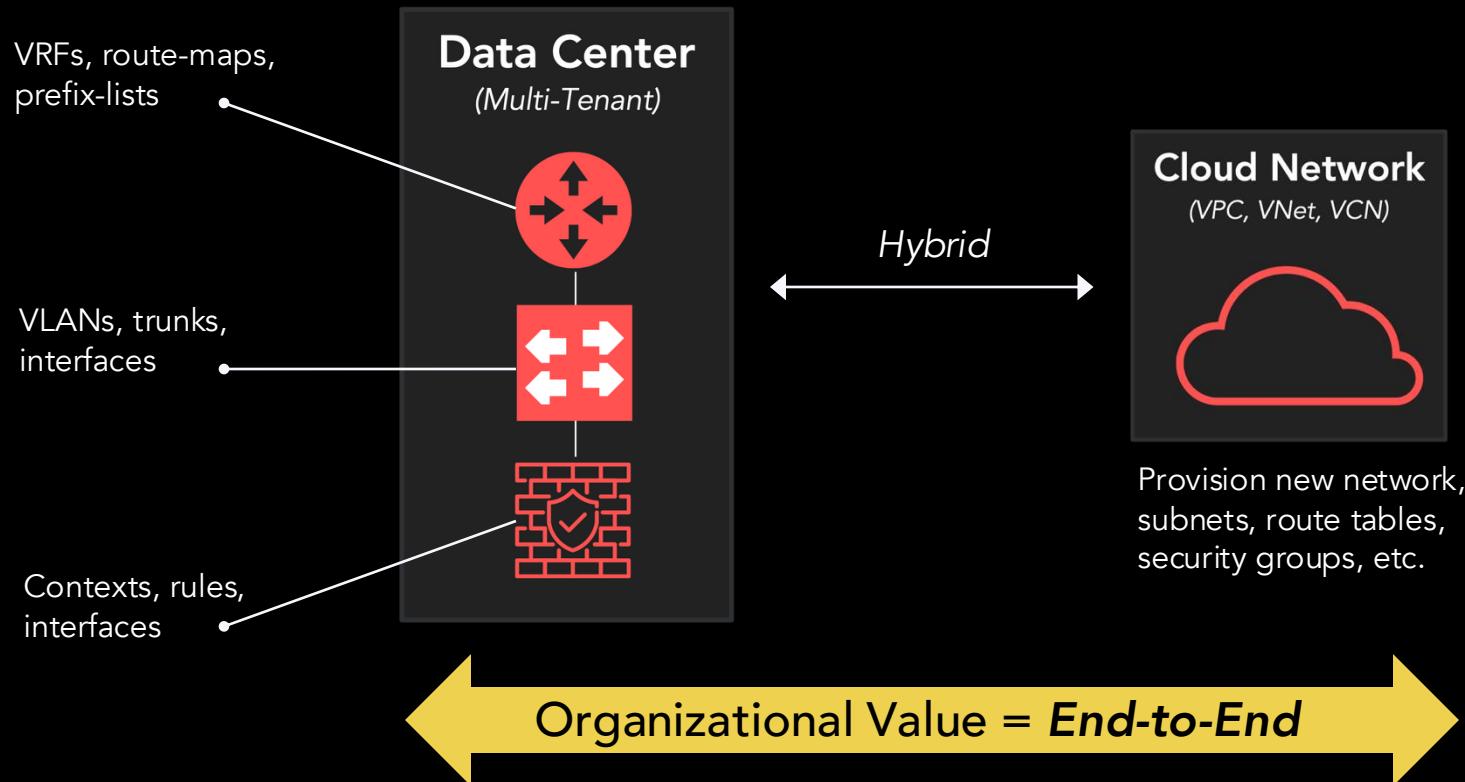
Building Organizational Influence

“ Growth and comfort do not coexist

- Ginni Rometty

Building Organizational *Influence*

Why do you need influence?



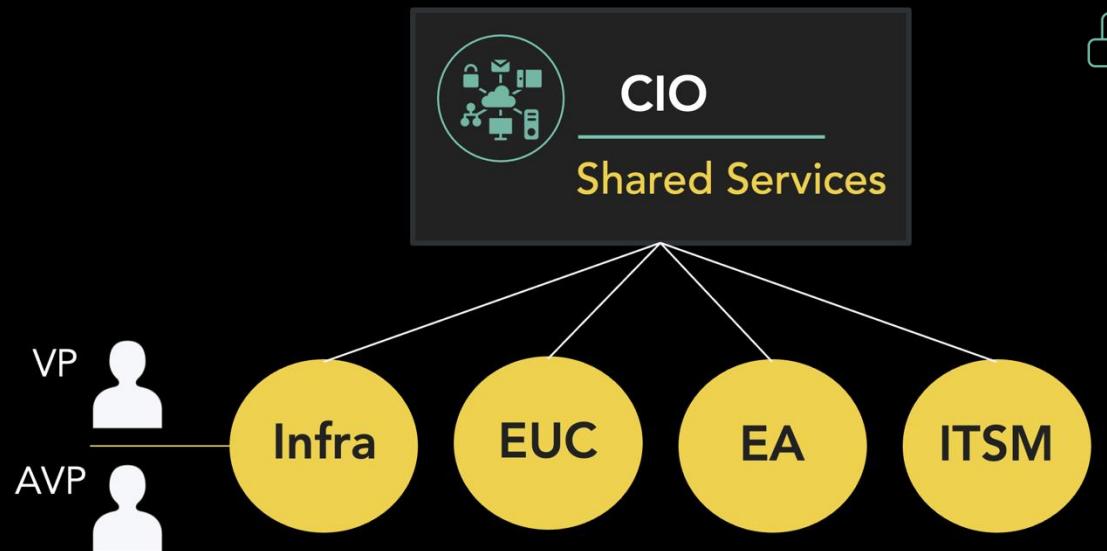
Building Organizational *Influence*

Why do you need influence?

- Good ideas alone can't create change – influence transforms great technical solutions into realities.
- By bridging technical and business perspectives, you have a better shot at translating your technical prowess into organizational impact that is valuable to executives.

Building Organizational *Influence*

Mapping the Org Chart



Formal Hierarchy

What's on paper?

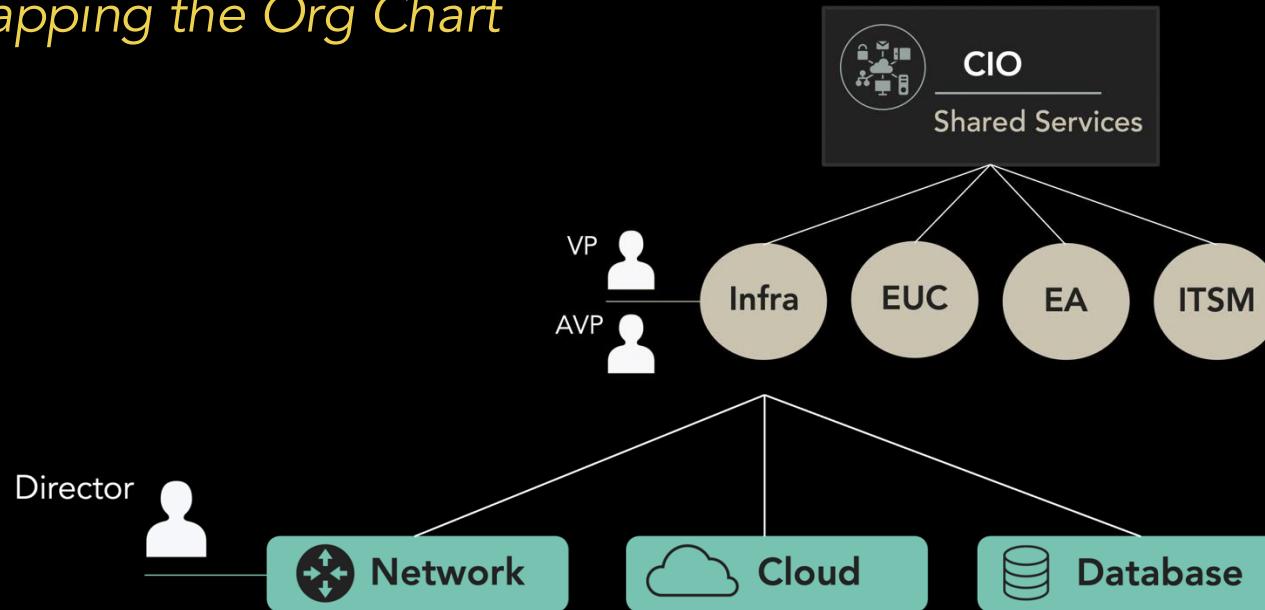


Informal Hierarchy

Who are the real *Power Brokers*?

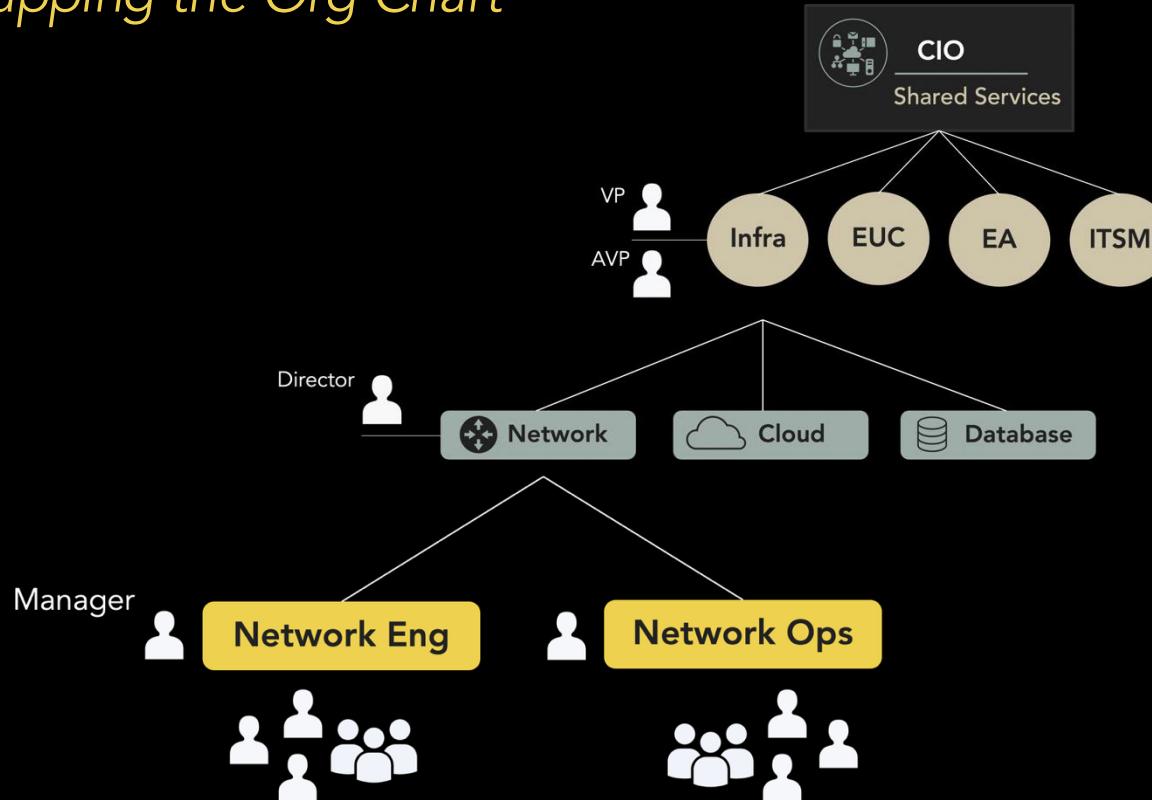
Building Organizational *Influence*

Mapping the Org Chart



Building Organizational *Influence*

Mapping the Org Chart

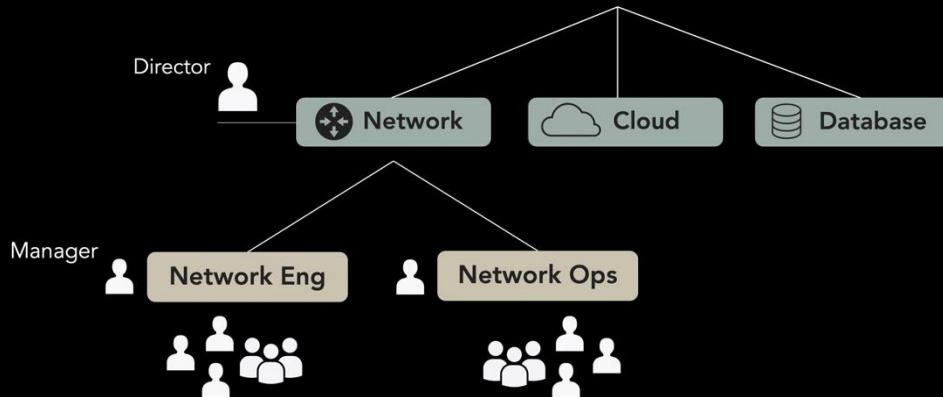
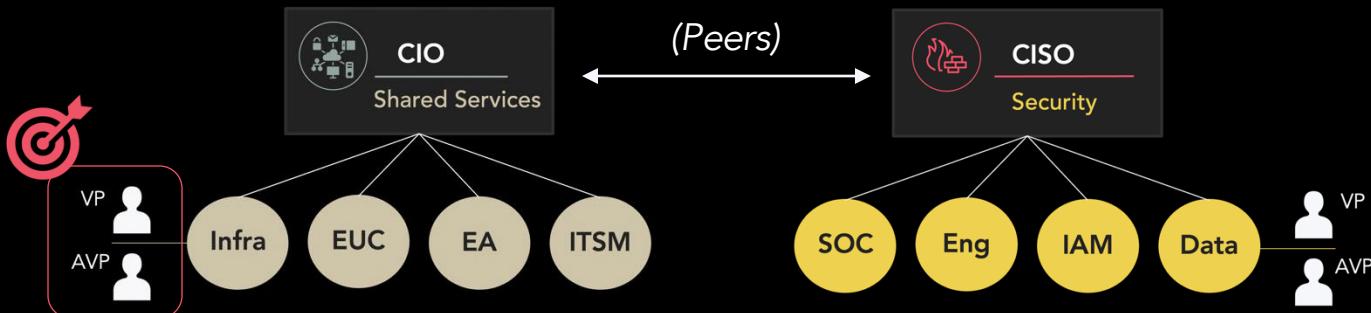


Building Organizational *Influence*

Mapping the Org Chart

The Target

Getting network automation on the VP level roadmap means it's real



How do I get "buy-in" from a person that is five levels up the org chart, to add network automation to a roadmap?

Building Organizational *Influence*

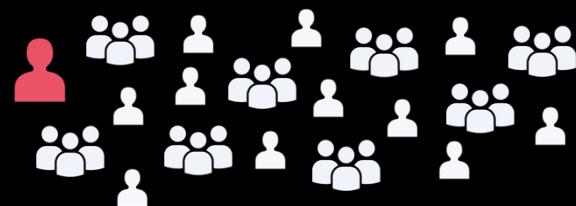
Establishing Alliances



Interfaces: Cross-Team Interactions



Individual contributors with influence and decision-making power exist up and down the org chart. You just have to find them!



Building Organizational *Influence*

Establishing Alliances

✓ Technical

Interfaces: Cross-Team Interactions

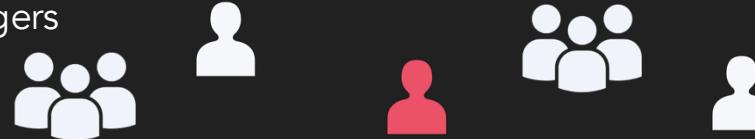
✓ Tactical

Addressing Scheme: Knowing who to talk to

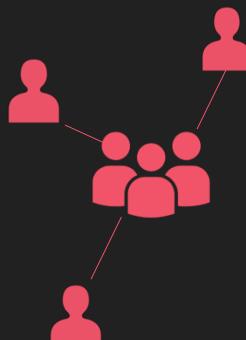
Directors



Managers



Champions



 Network

 Cloud

 Security



Capitalizing on Opportunity

“ I say luck is when an opportunity comes along,
and you're prepared for it

- Denzel Washington

Capitalizing on Opportunity

Packaging Ideas for Different Audiences

Engineers, Architects



Understand: BGP, IPsec, APIs, Git, Python, Ansible, Terraform, Pipelines, etc.

CIO, CISO, VP

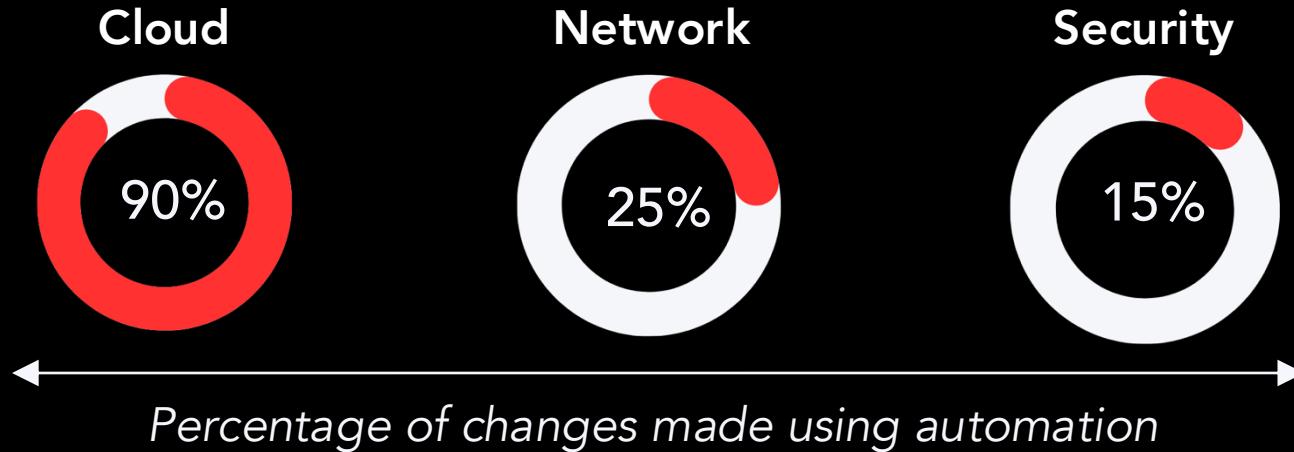


Understand: Data, Budget, Spreadsheets, PowerPoints, ROI, Risk, Compliance, etc.

↓ How do you translate your technical expertise and ideas into executive speak?

Capitalizing on Opportunity

Preparation meets Timing



1.

Data
Gathering

2.

Story
Telling



Opportunity



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The Cloud Gambit

