A practical guide towards becoming a High Performance Organization

"FUNCTIONALLY SLICING THE TRANSITION"

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A bit about me

Michiel Sens

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- Job (current):
  - Solution Architect & Principal DevOps Consultant @ Xebia
  - DASA "DevOps Fundamentals" co-author and master trainer
  - DevOps Trainer @ Xebia
- Main area of expertise
  - Continuous Delivery, DevOps and Automation (the whole spectrum)
- Previous
  - In IT industry as of 1996, background in Java Development since 1999
  - In 2004 move towards architecture
  - Managing Consultant / People Manager @ IBM
- Key working areas:
  - Assessments, value stream analysis, hands-on-delivery, architecture, conferences, presales and the whole shebang

Donovan Brown – Principal DevOps Manager
Microsoft's Cloud Developer Advocacy team
https://twitter.com/donovanbrown
#LoECDA

"DevOps is the union of people, process and products to enable continuous delivery of value to our end users"

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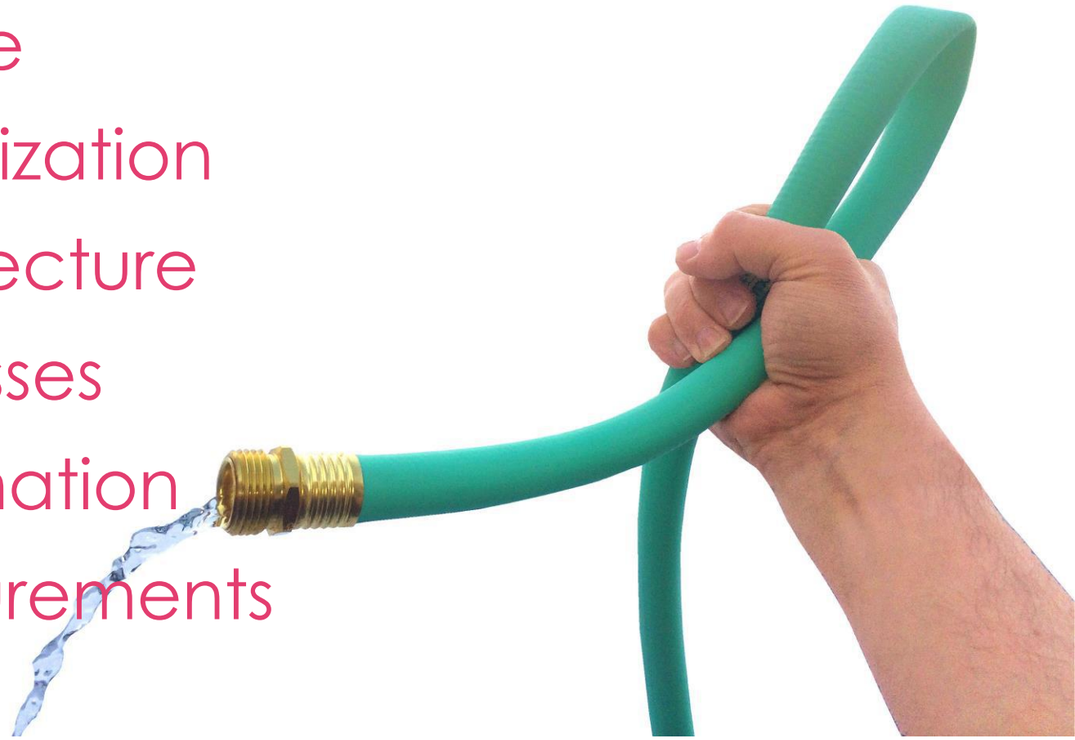
While a lot of products have been developed in the automation space ....

You'd typically like to strike a balance between other topics as well ...

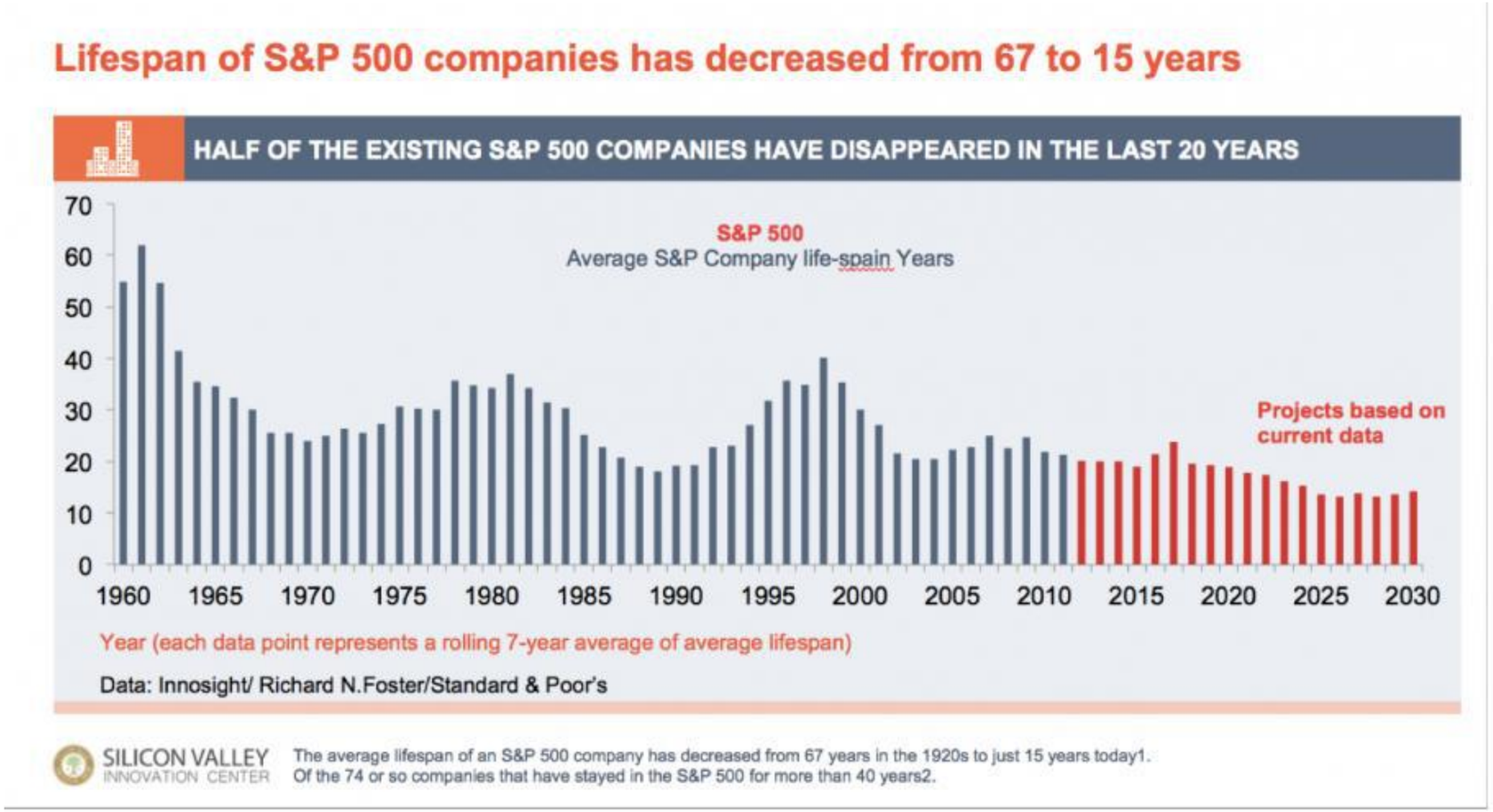
To really benefit, we need the 'right' mix of..

- Culture
- Organization
- Architecture
- Processes
- Automation
- Measurements



Often, the focus is only on this!!

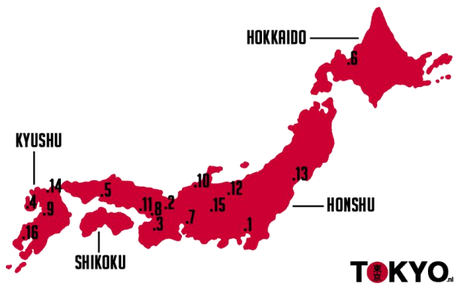
Technology provides the customer with alternatives



Who will be the next Kodak in your area of operation?

- **Many companies are ‘trapped’ inside their own success ..... <u>the horizon 1 dilemma</u>**

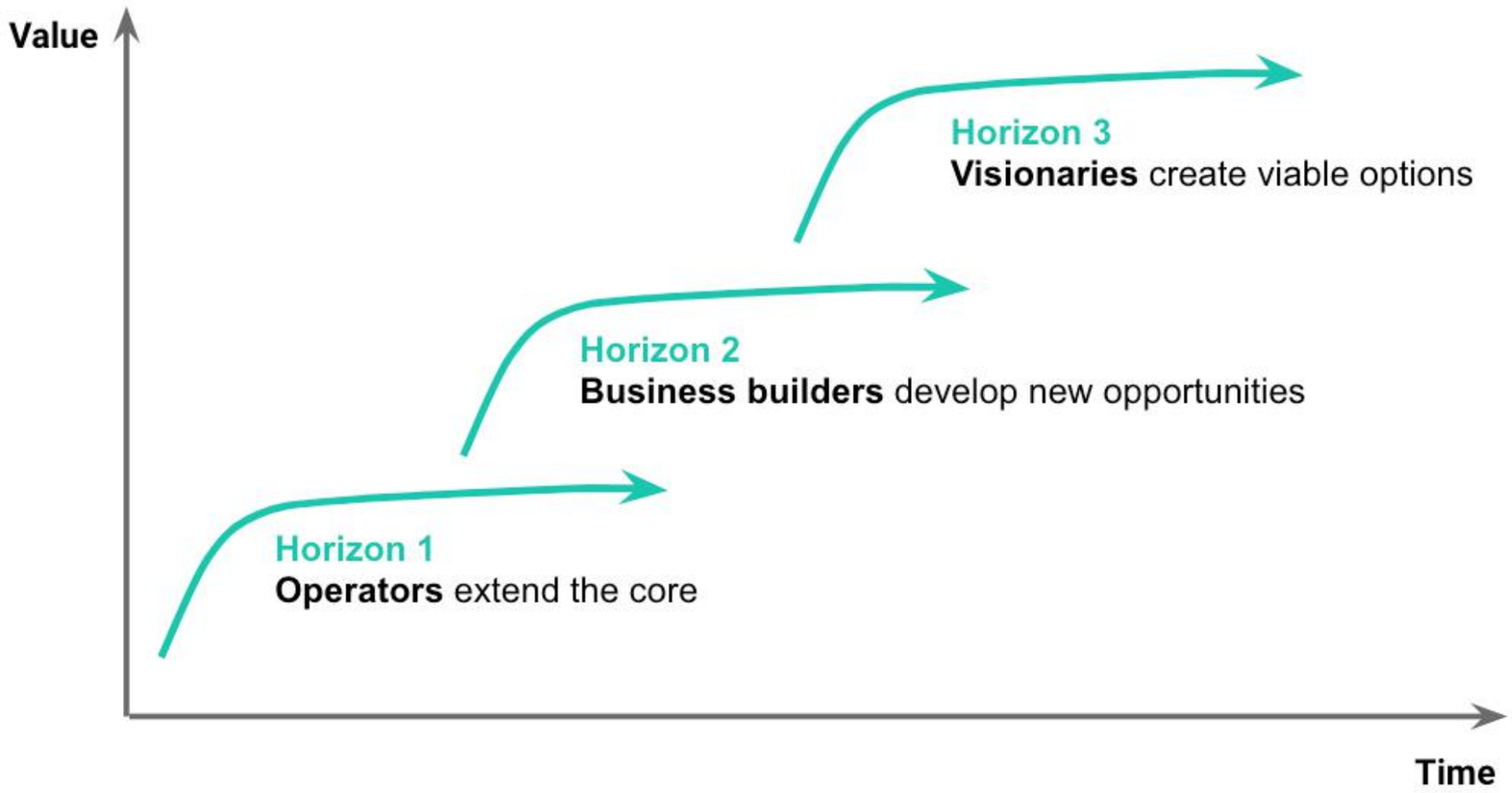
FUJIFILM



SONY

Source: https://www.adformatie.nl/design/wie-wordt-de-kodak-jouw-branche

In essence, each Product follows the Three horizons model



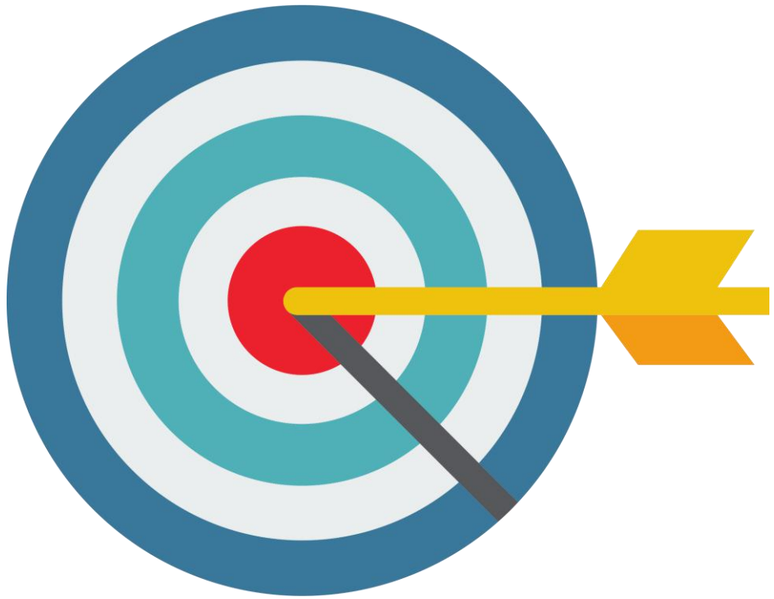
1. EXPERIMENT
2. GROW
3. OPERATE

It's no longer just about the product, it's about *the garden* of products ...

- To be responsive to continuous change, we need our garden to **facilitate speed** in delivery – in this is where **DevOps** comes into play

Source: https://www.adformatie.nl/design/wie-wordt-de-kodak-jouw-branche

What we need to achieve

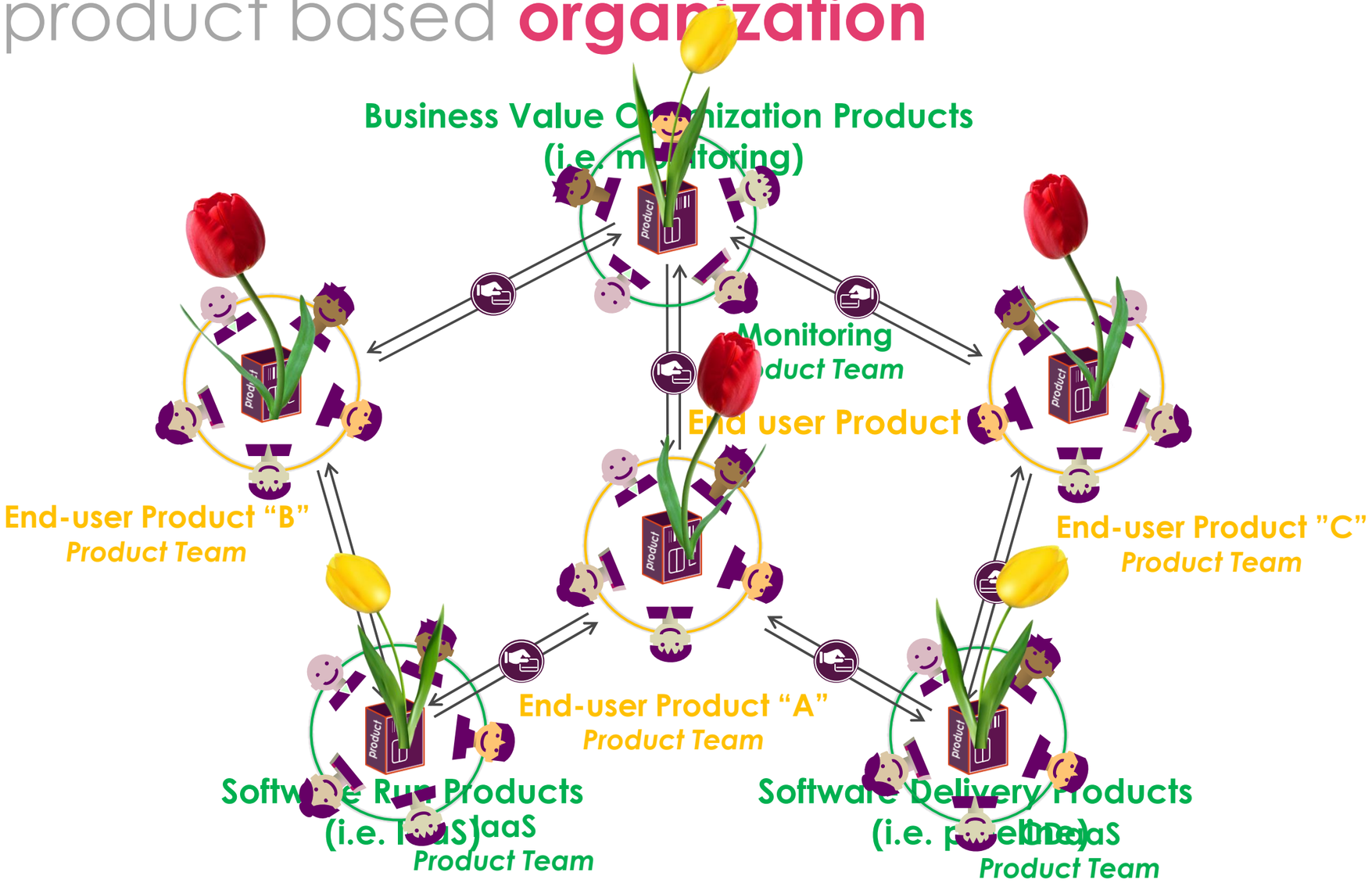


Topics to address

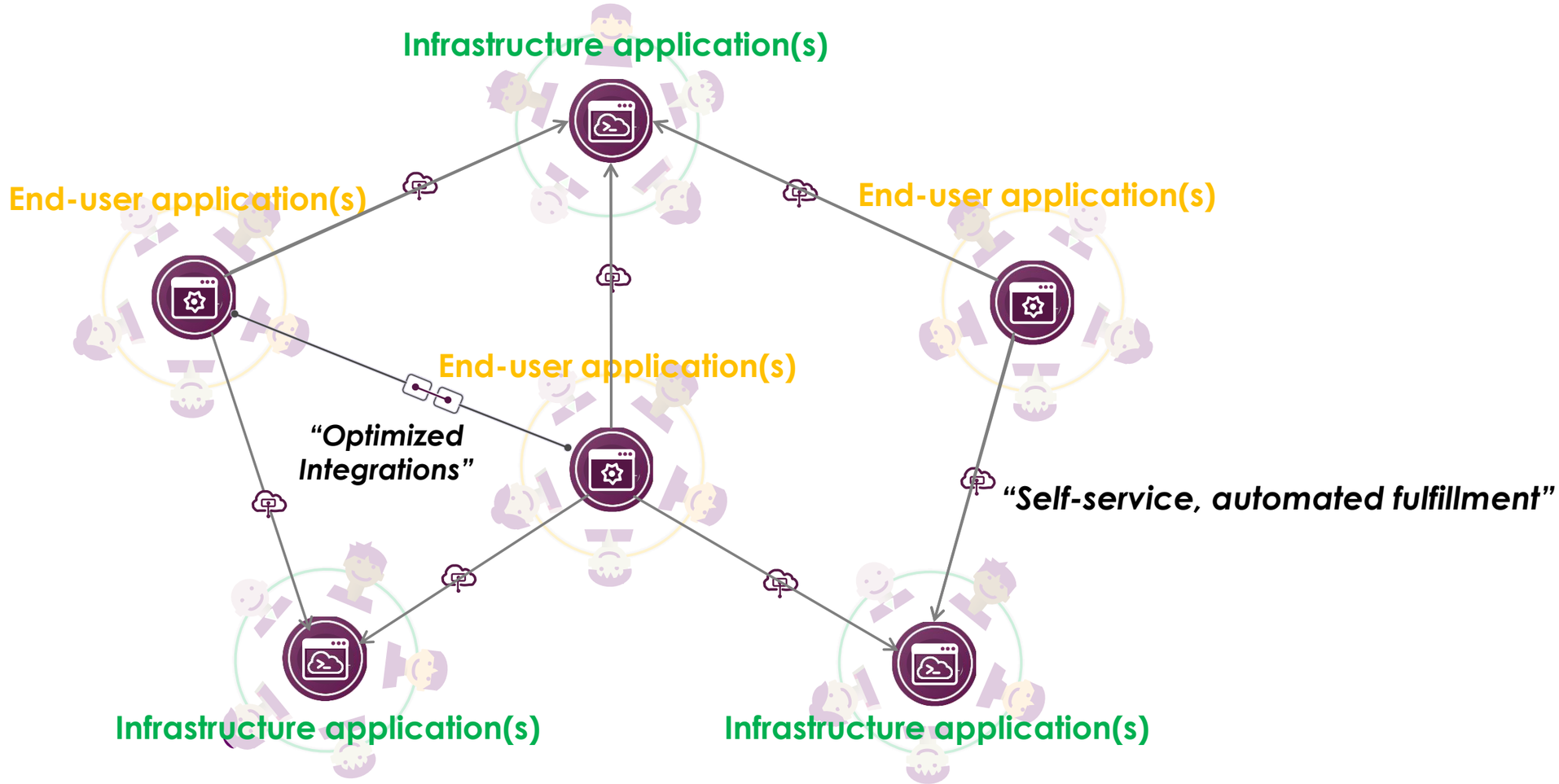
- Culture
- Organization
- Architecture
- Processes
- Automation
- Measurements

A high performance **culture**

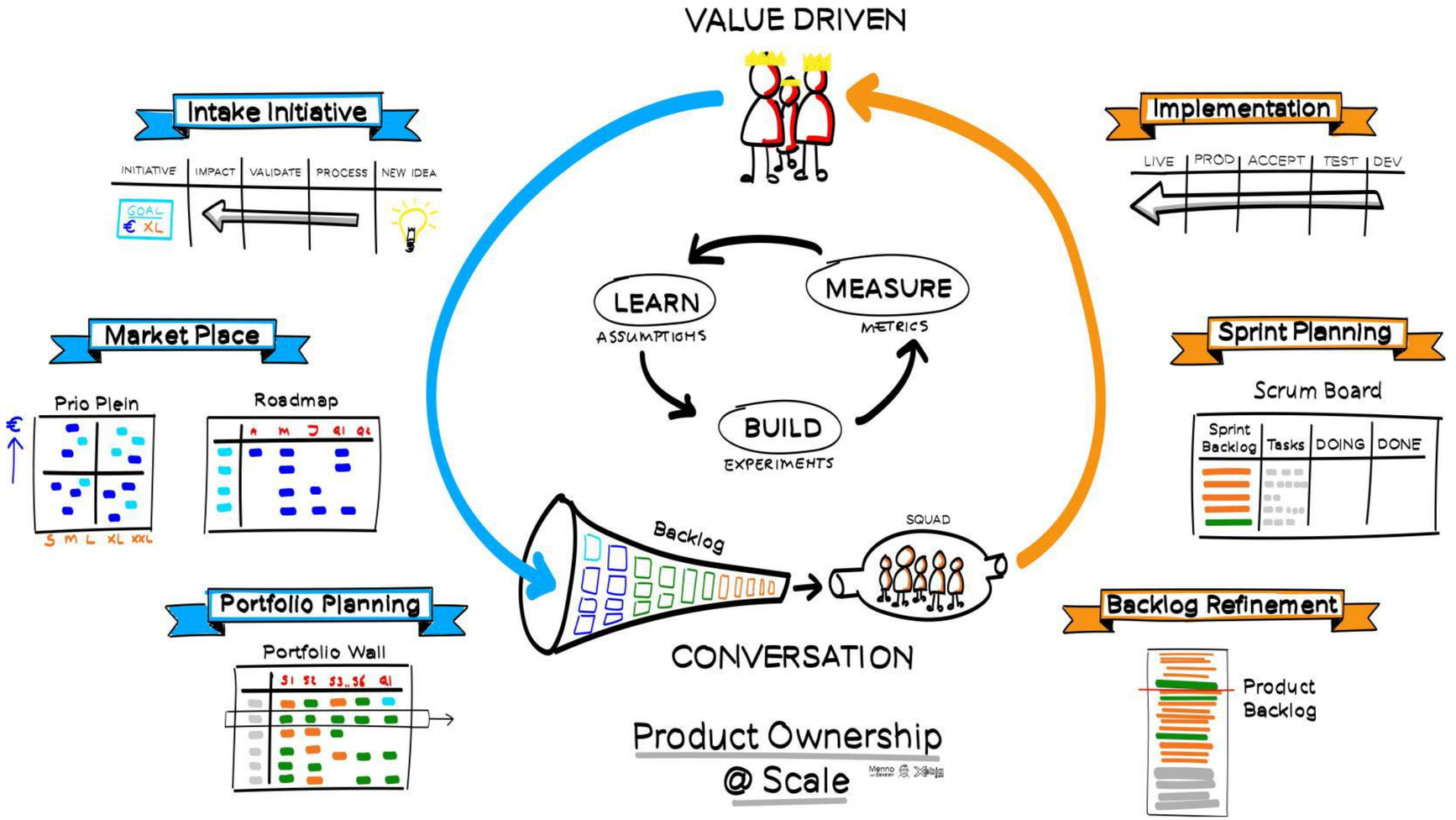
A product based **organization**



An **architecture** driving team autonomy



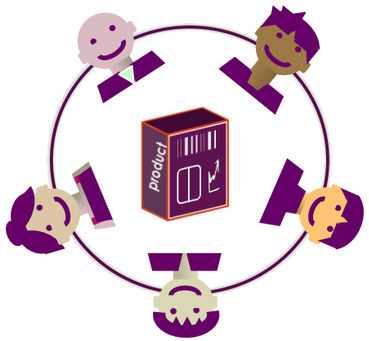
Processes which support speed of delivery

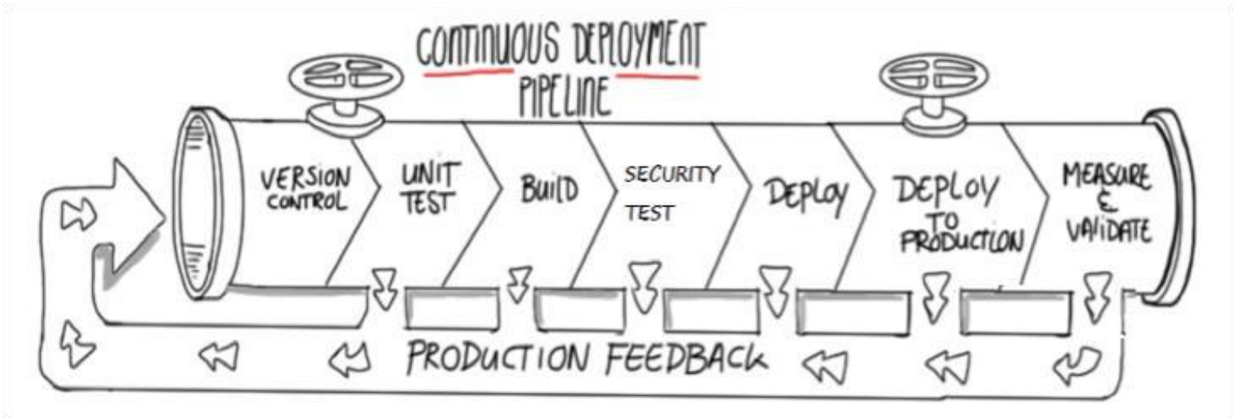


Do the *right* things!

Do the things *right*!

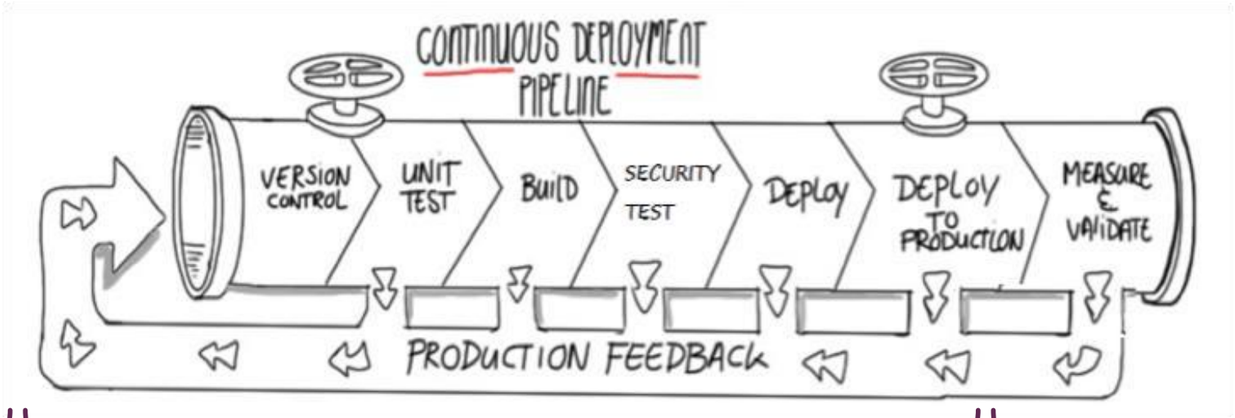
Every manual step **automated**





Automated (delivery of) IDE **Automated delivery process** **Automated infrastructure**

Everything **measured** for effectiveness



- Employee Satisfaction
- DevOps Maturity

- Deploy frequency
- Lead time for changes
- Change Failure Rates
- Mean Time to Recover

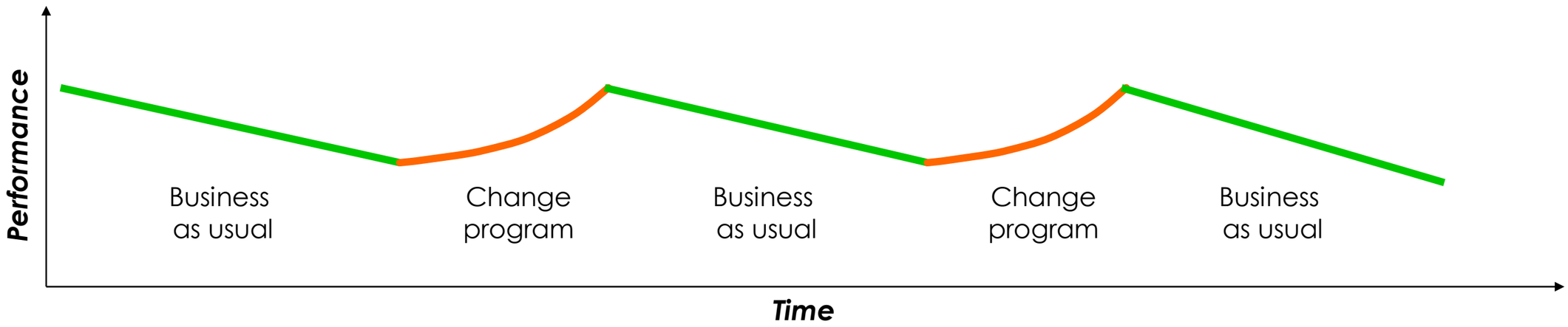
- Actual Value ($$$)
- Customer satisfaction (NPS, ...)

Continuous Improvements ***Strategic Direction***

Transformation

SO ... HOW TO GET TEHRE?

Do not treat this as a ‘change program’



Do not transform in isolation

"Business"

Transformation 1 ***value***:
"new scope of work!"
"new culture!"

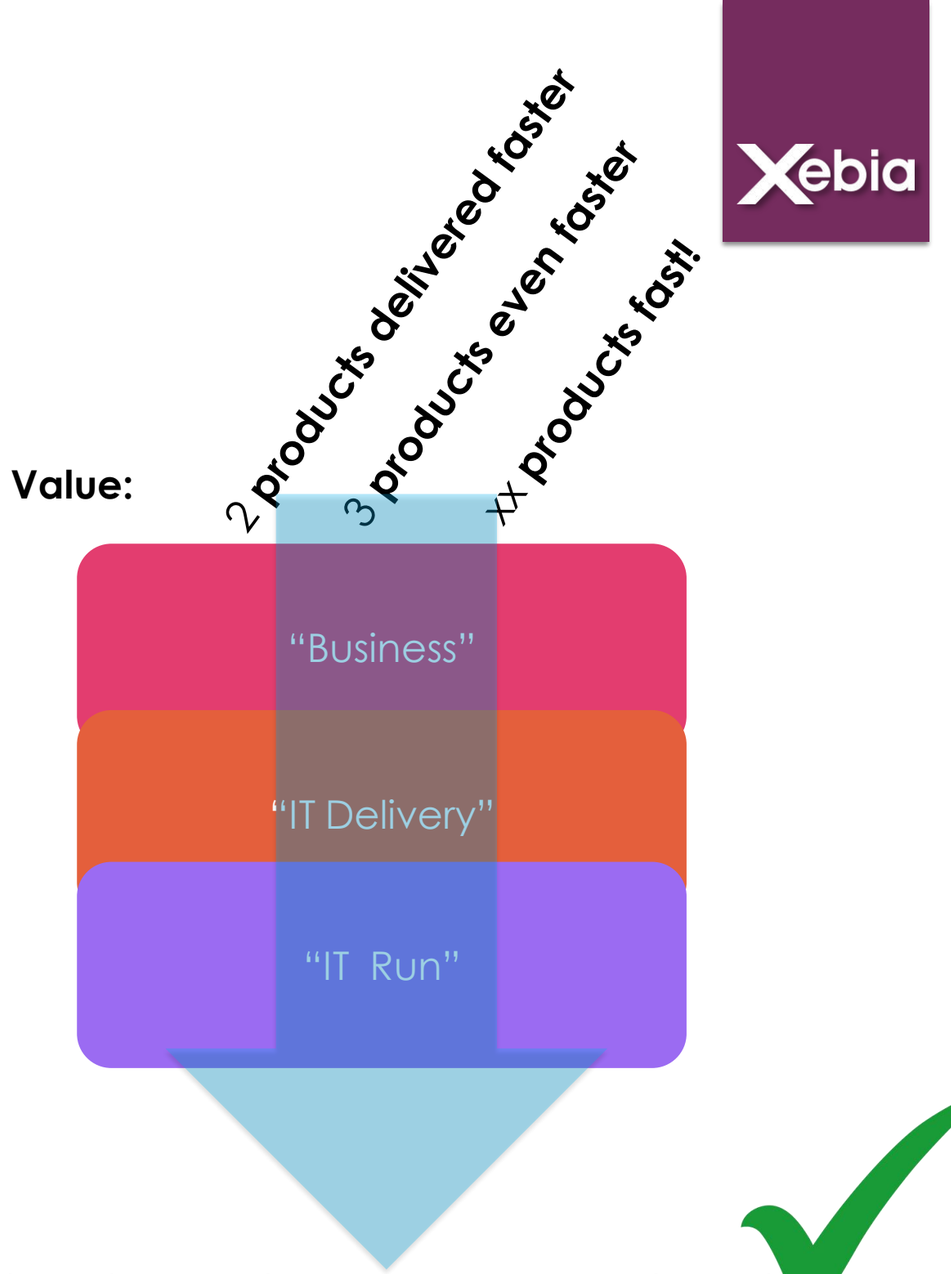
"IT Delivery"

Transformation 2 **value**:
"new processes!"
"new architecture!"

"IT Run"

Transformation 3 **value**:
"new systems!"
"new platform!"

Separated organizations
-> This drives three ***local*** KPIs



Organization with shared objectives
-> This drives ***end-2-end*** KPIs

Starting point: (ambitious) KPIs

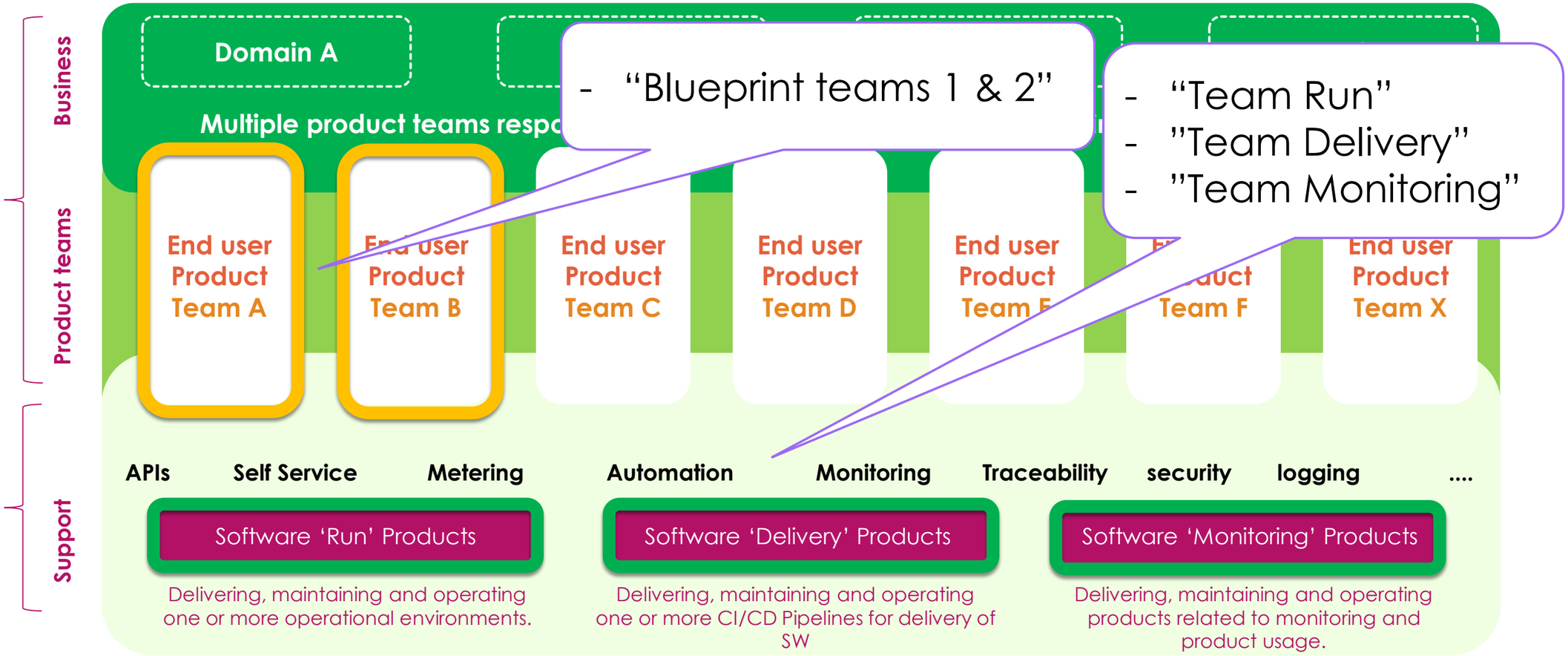
Category	What to measure	High Performer	Low Performer
Speed (SW to Ops)	Deployment frequency	"On demand"	1/wk. – 1/month
	Lead time for changes	Less than an hour	1 month – 6 months
Stability (when live)	Mean time to Repair (MTTR)	Less than an hour	1 week – 1 month
	Change failure rate	Between 0% and 15%	± 60%

* DORA, DevOps Research and Assessment "state of DevOps" report: https://devops-research.com/

Target – end 2 end responsible teams

Business teams with core goal to support the customer

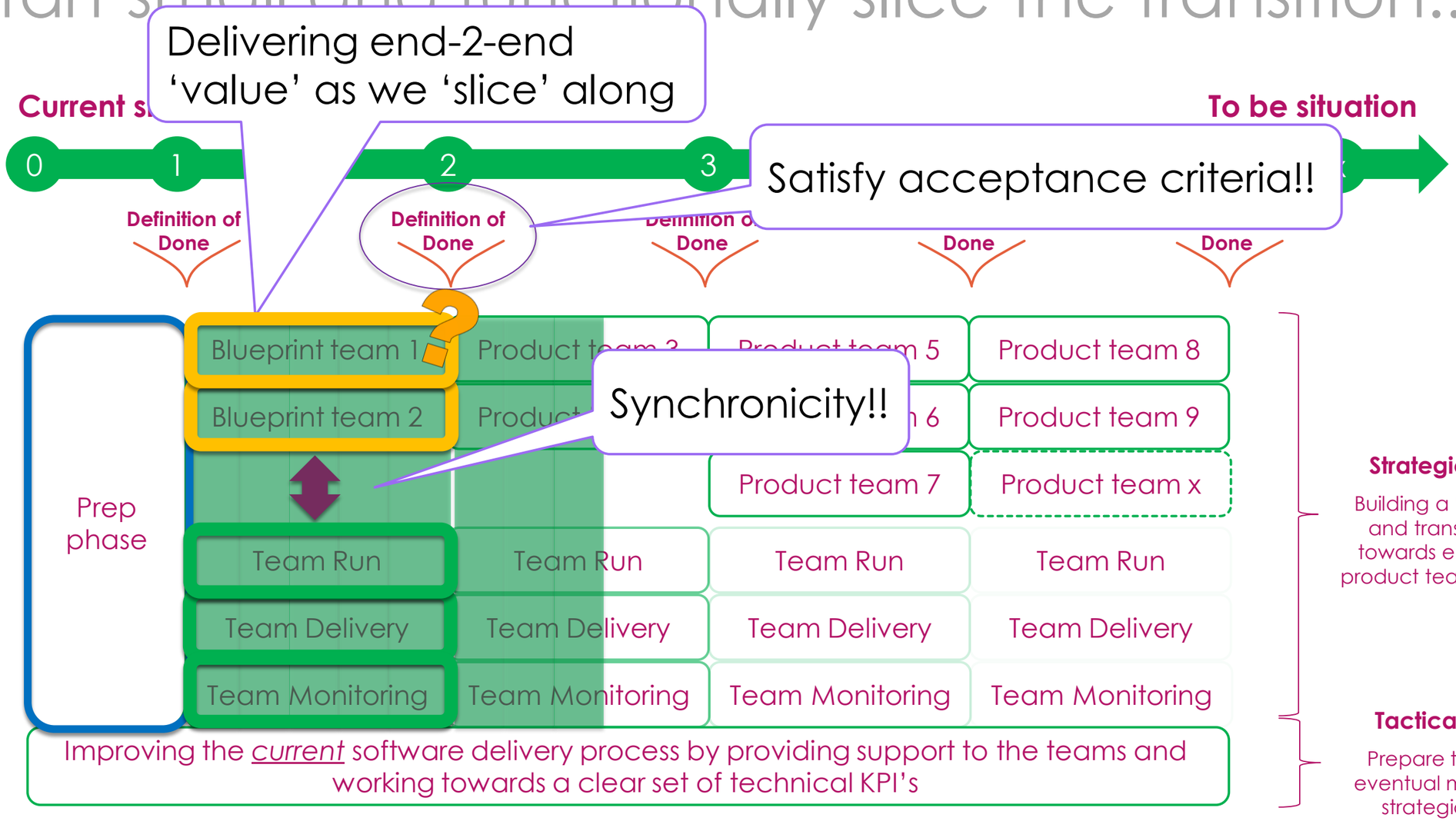
Platform teams with core goal to support the product teams



Where each Product Team ...

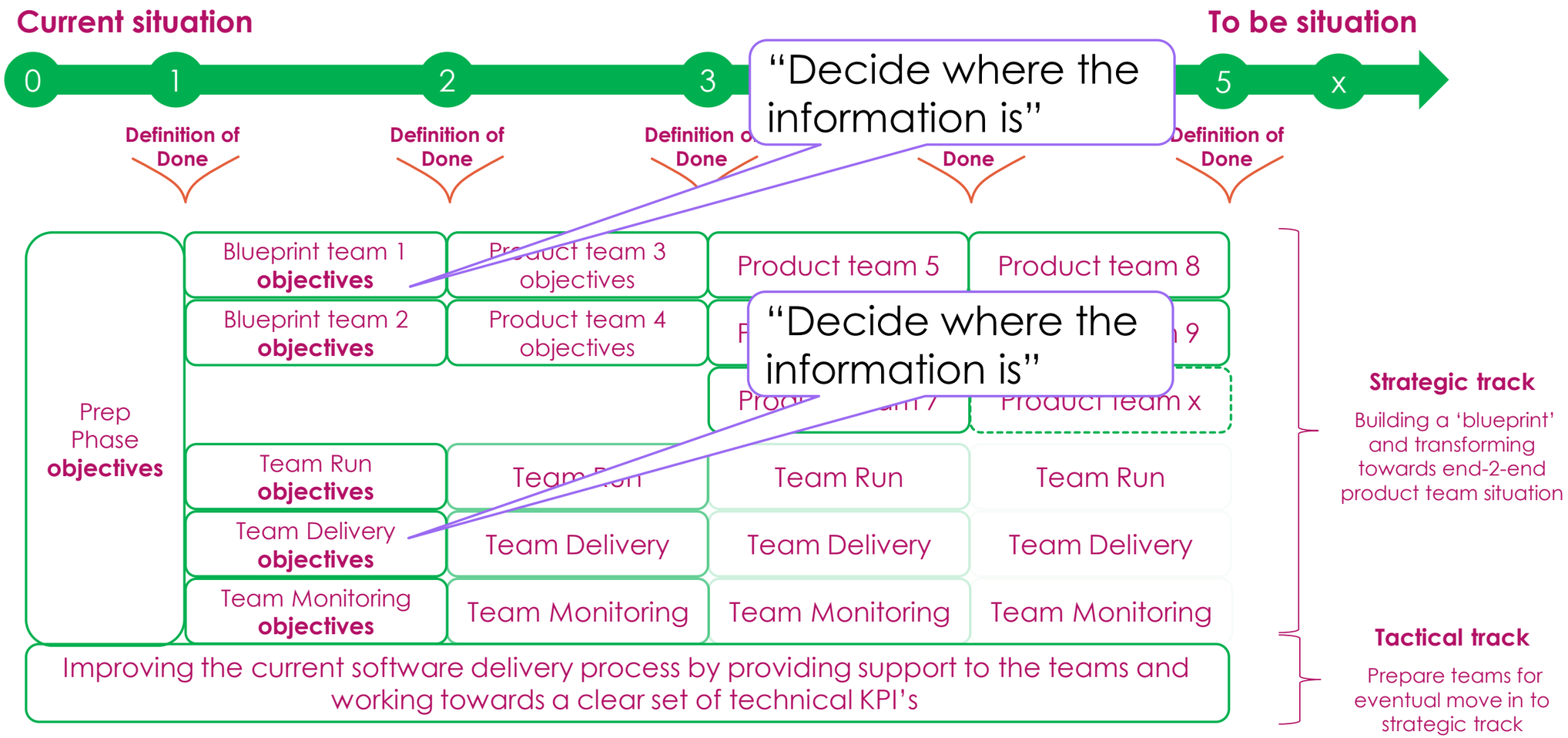
- ☑ Is End to End responsible,
- ☑ Is cross-functional in nature
- ☑ Operates *value* driven (mission command),
- ☑ Strives for autonomy,
- ☑ Focusses on automation, everything as code!
- ☑ Applies measurements to improve **product** and **process**

Start small and functionally slice the transition....

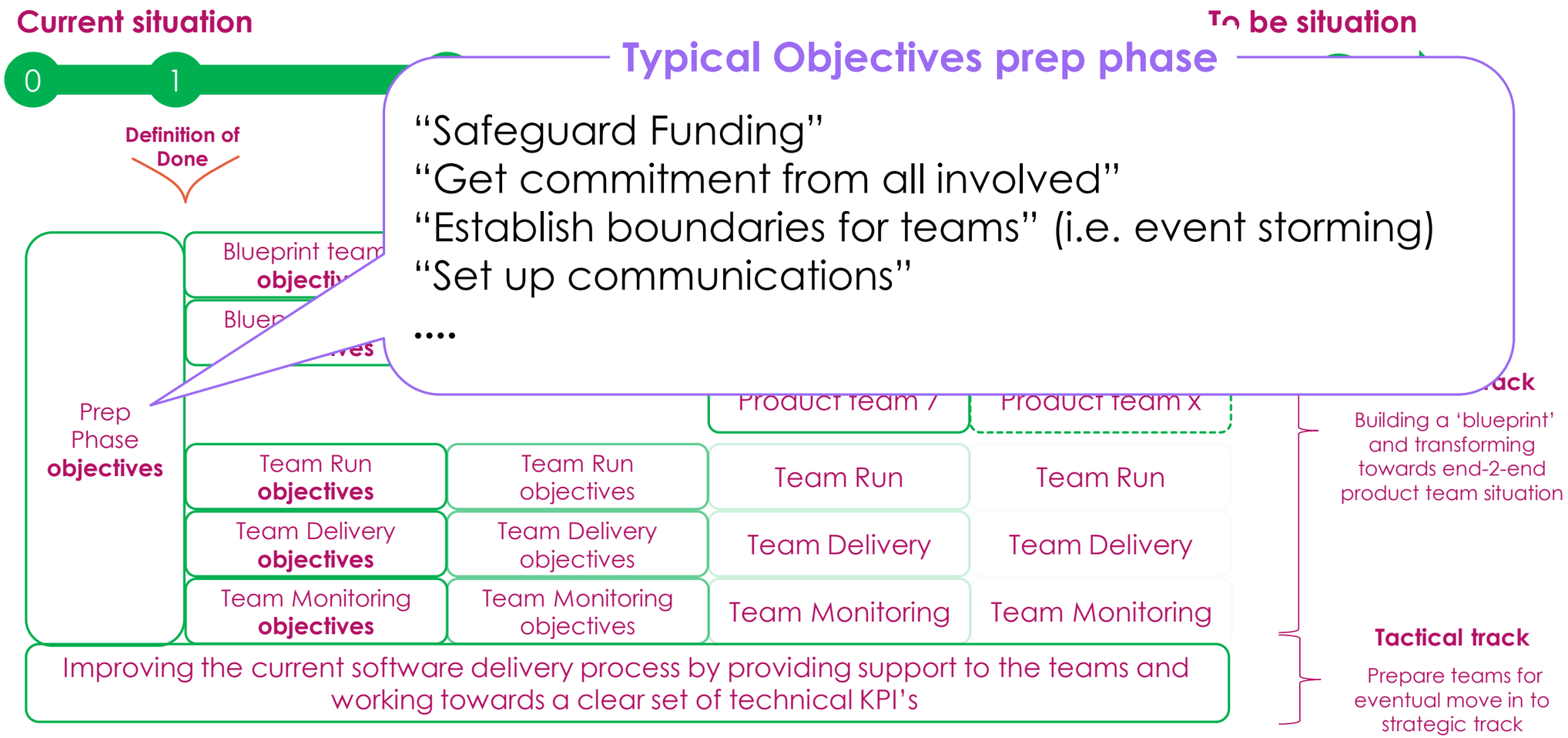


Optional:

Steer by objectives - mission command



Steer by objectives - mission command



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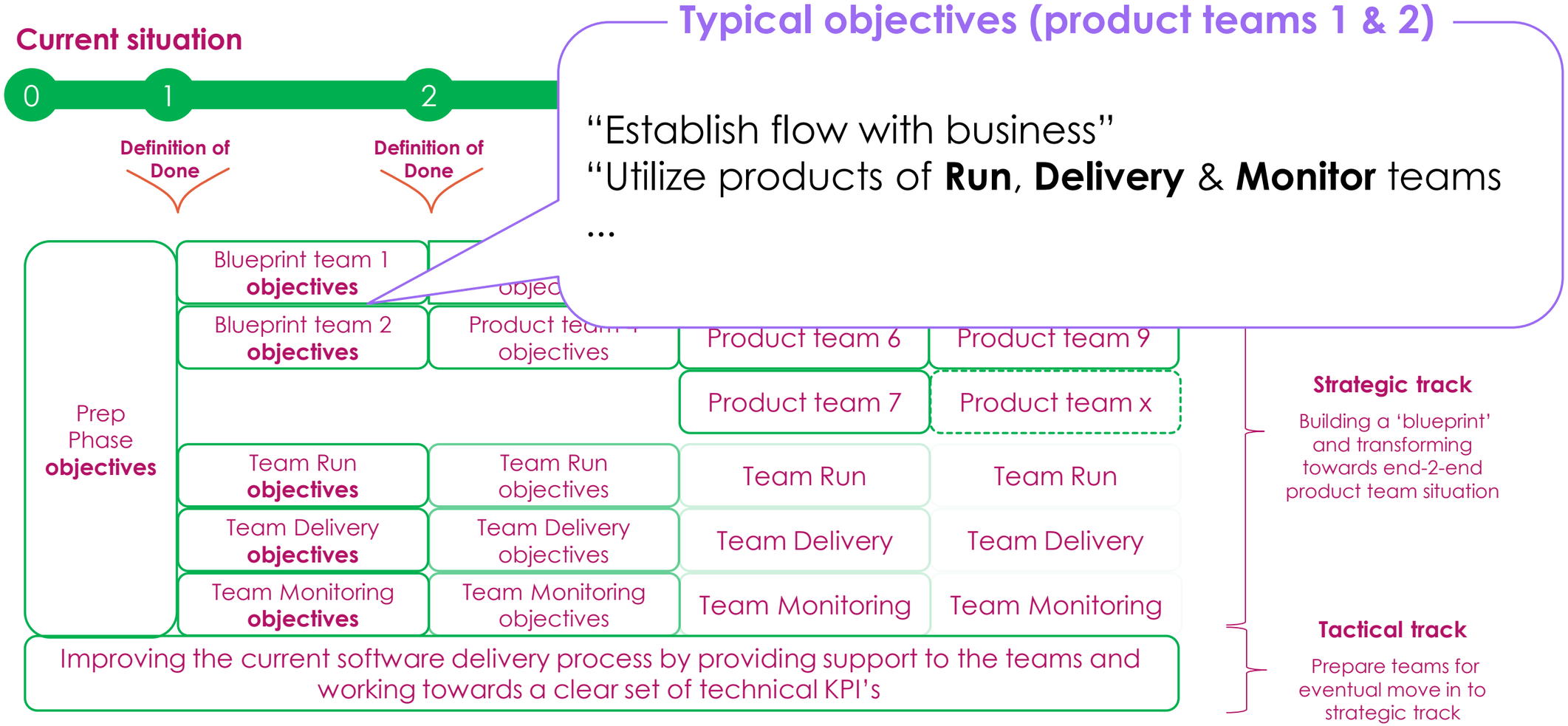

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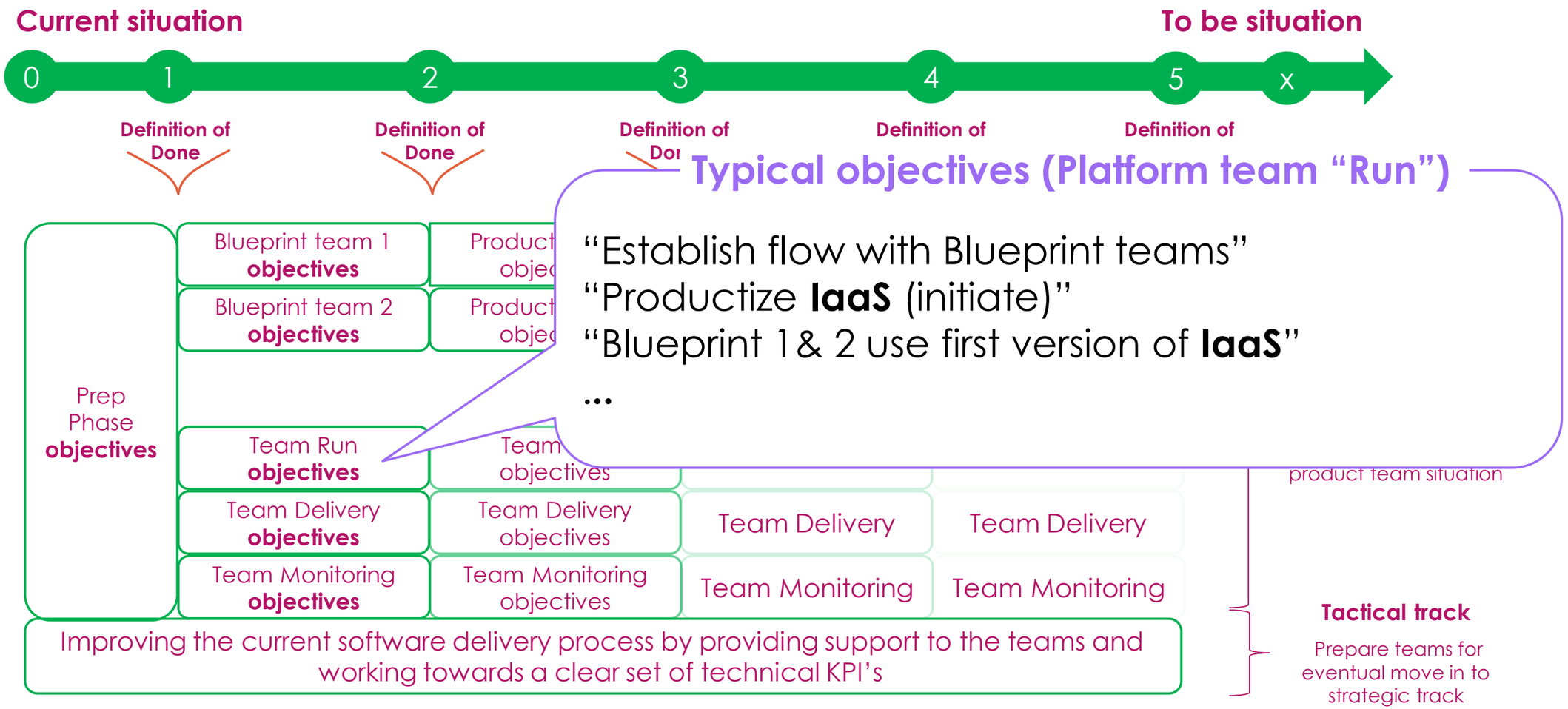

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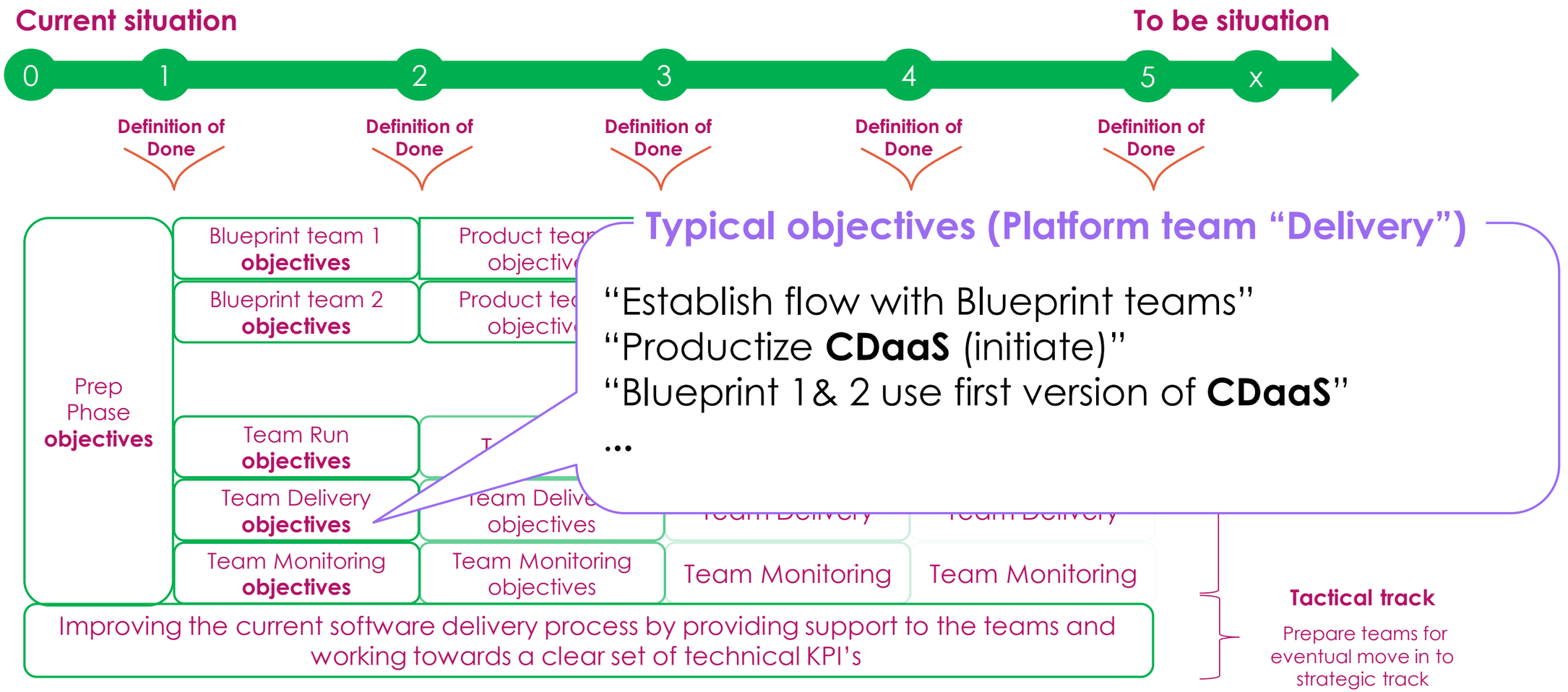
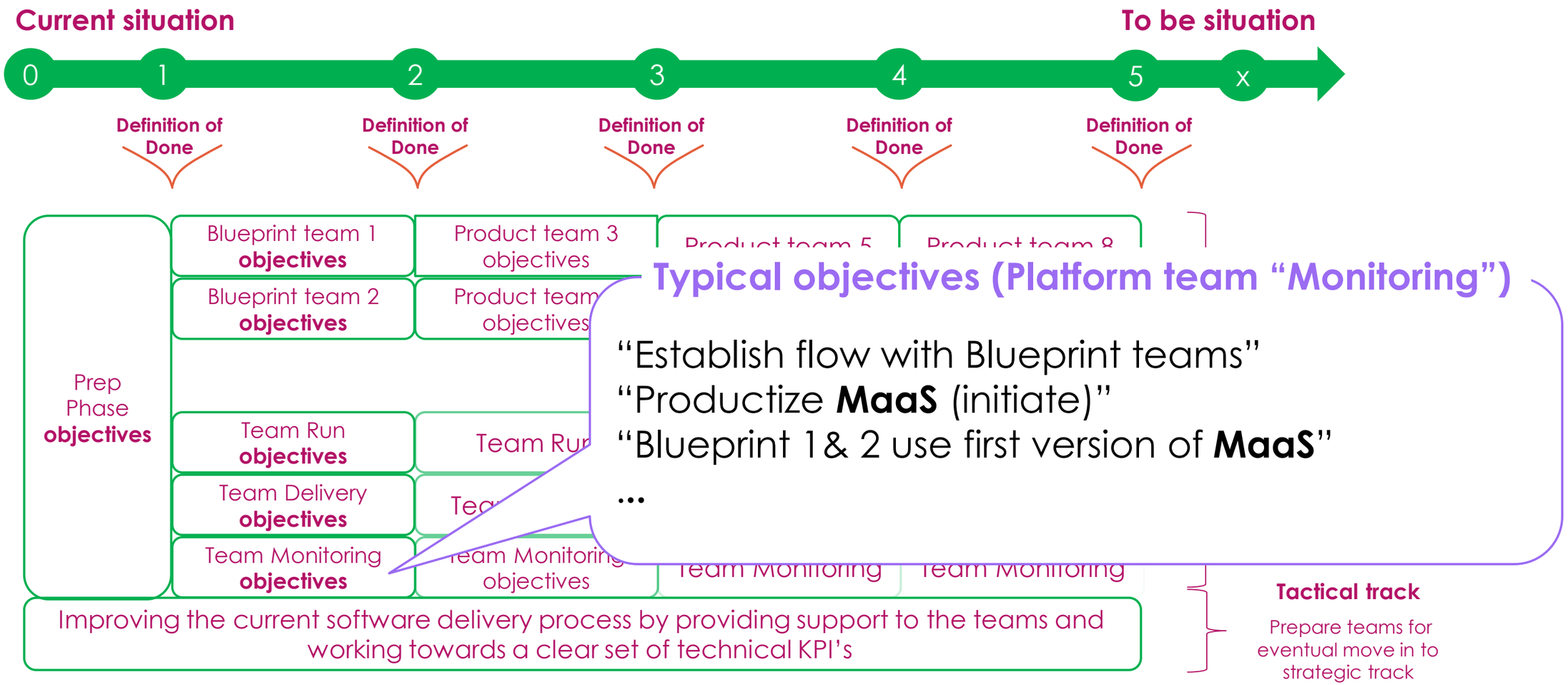
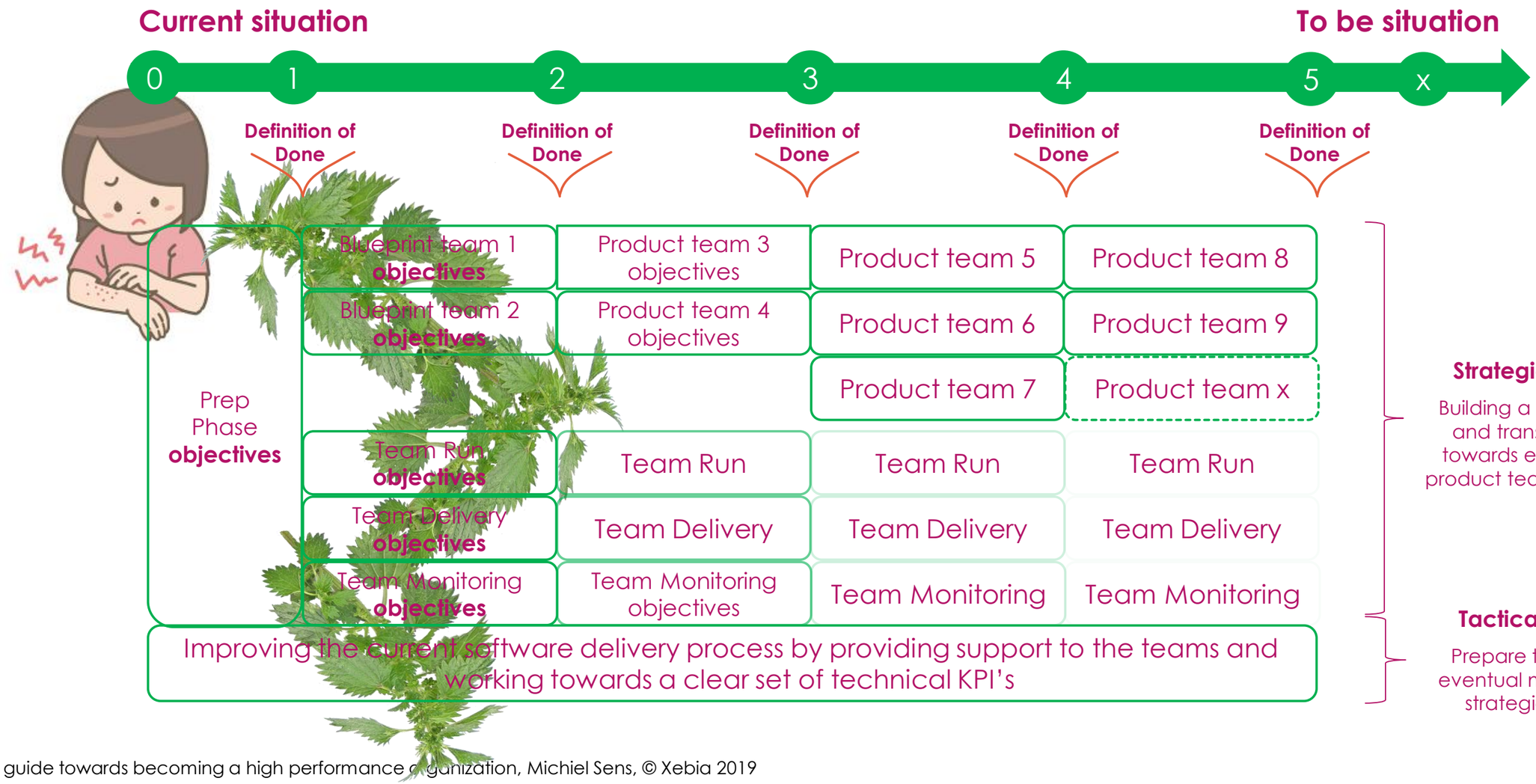


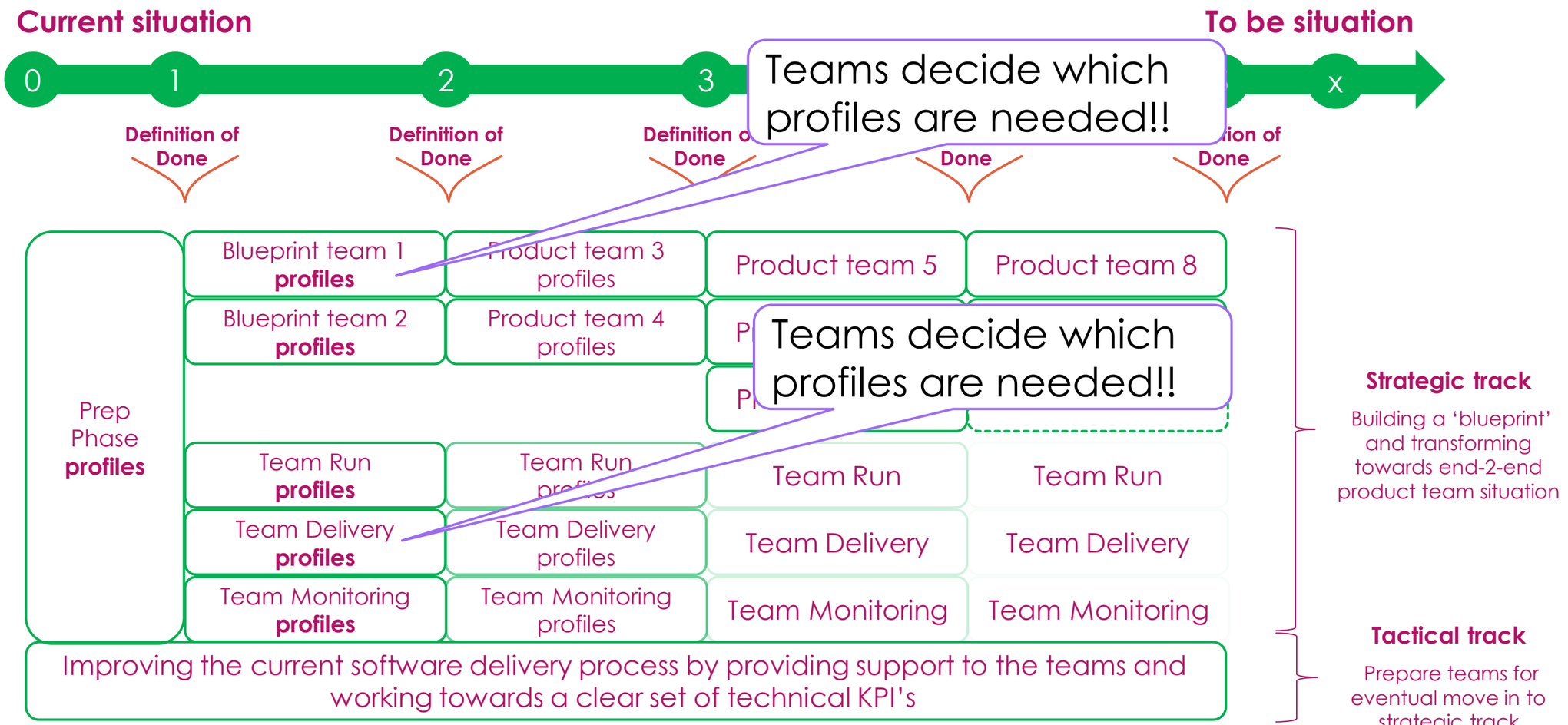
Steer by objectives - mission command



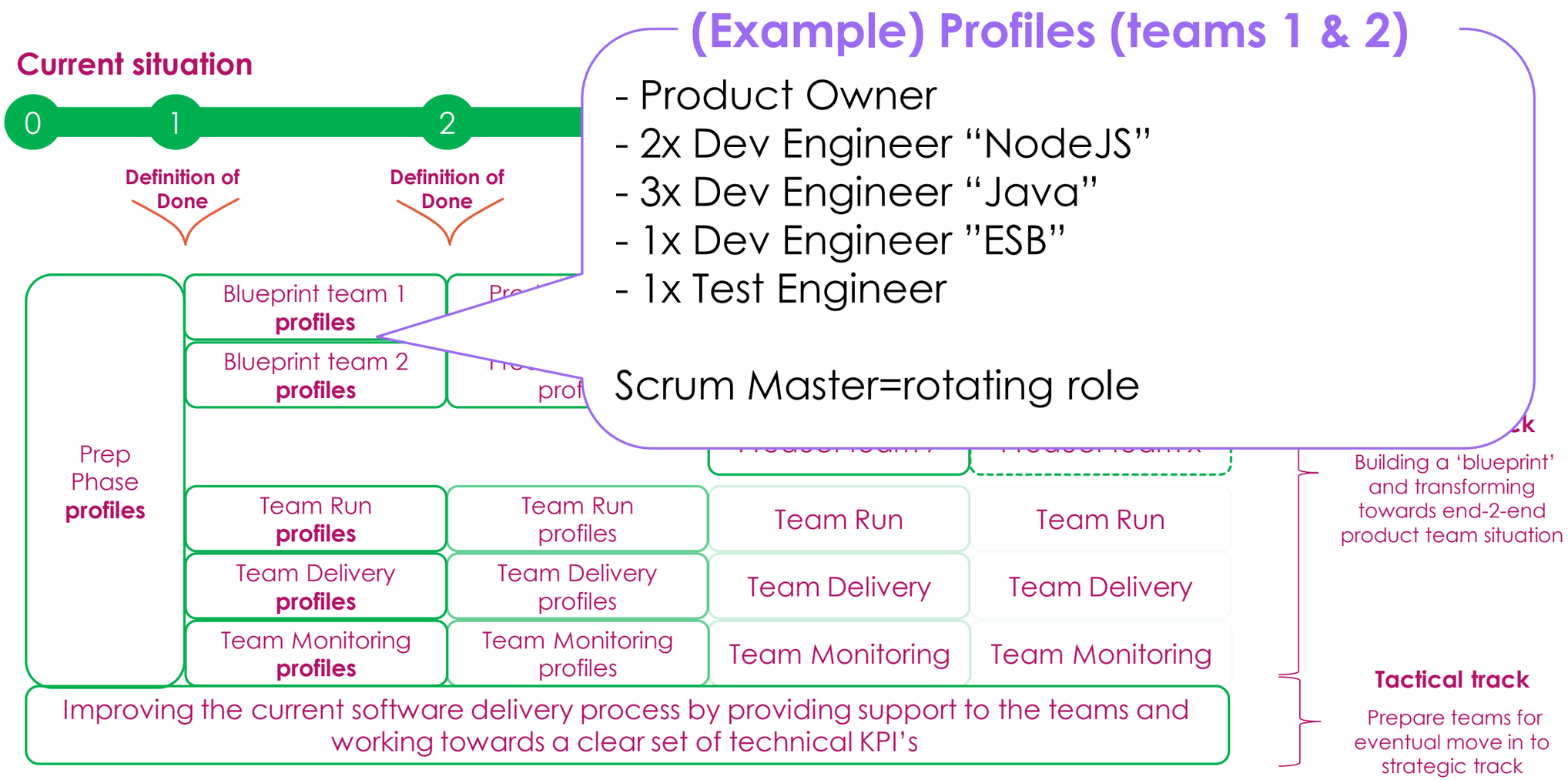
Talking about "*pulling the pain forward*"



Team profiles



Team profiles



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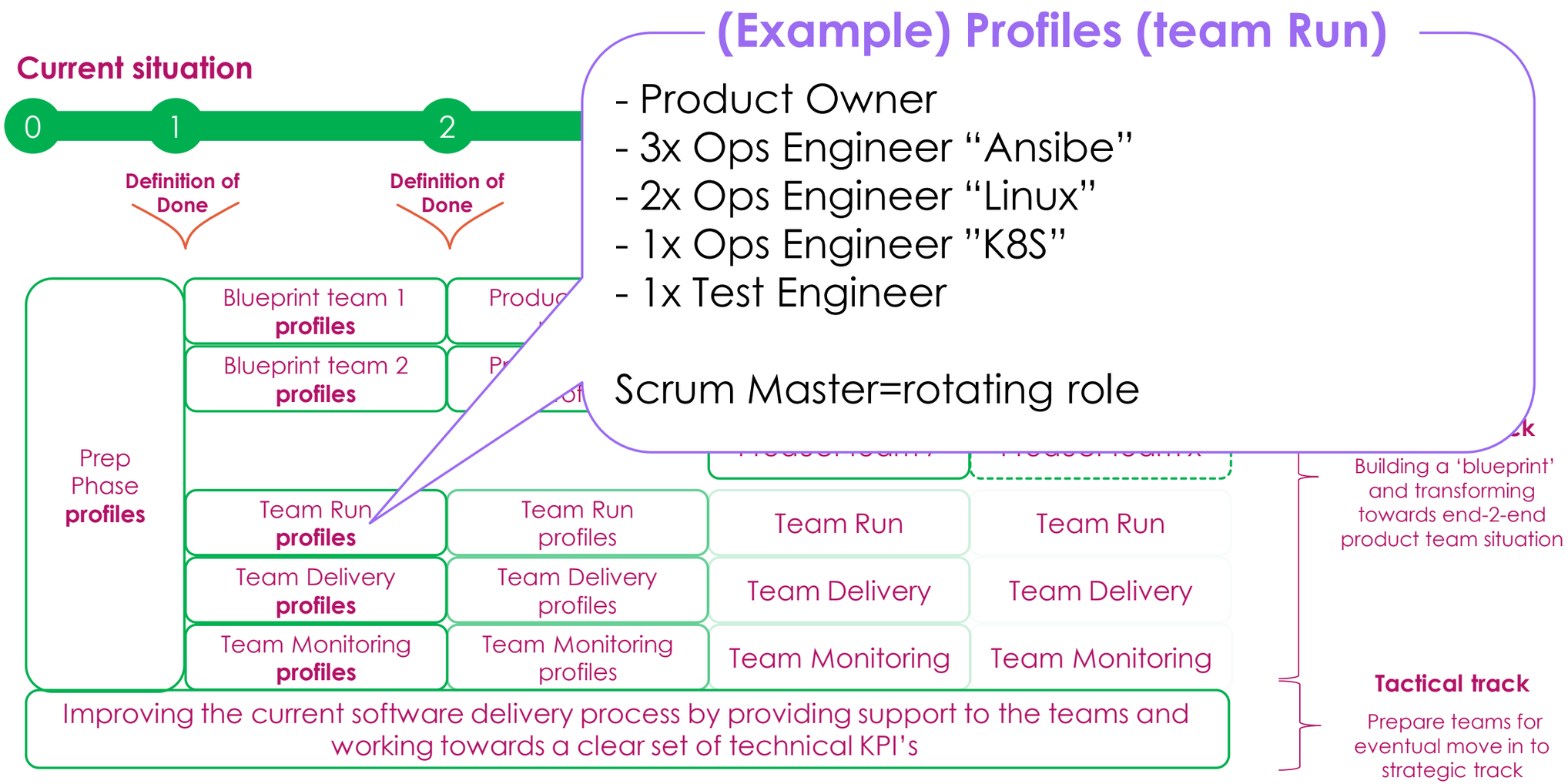

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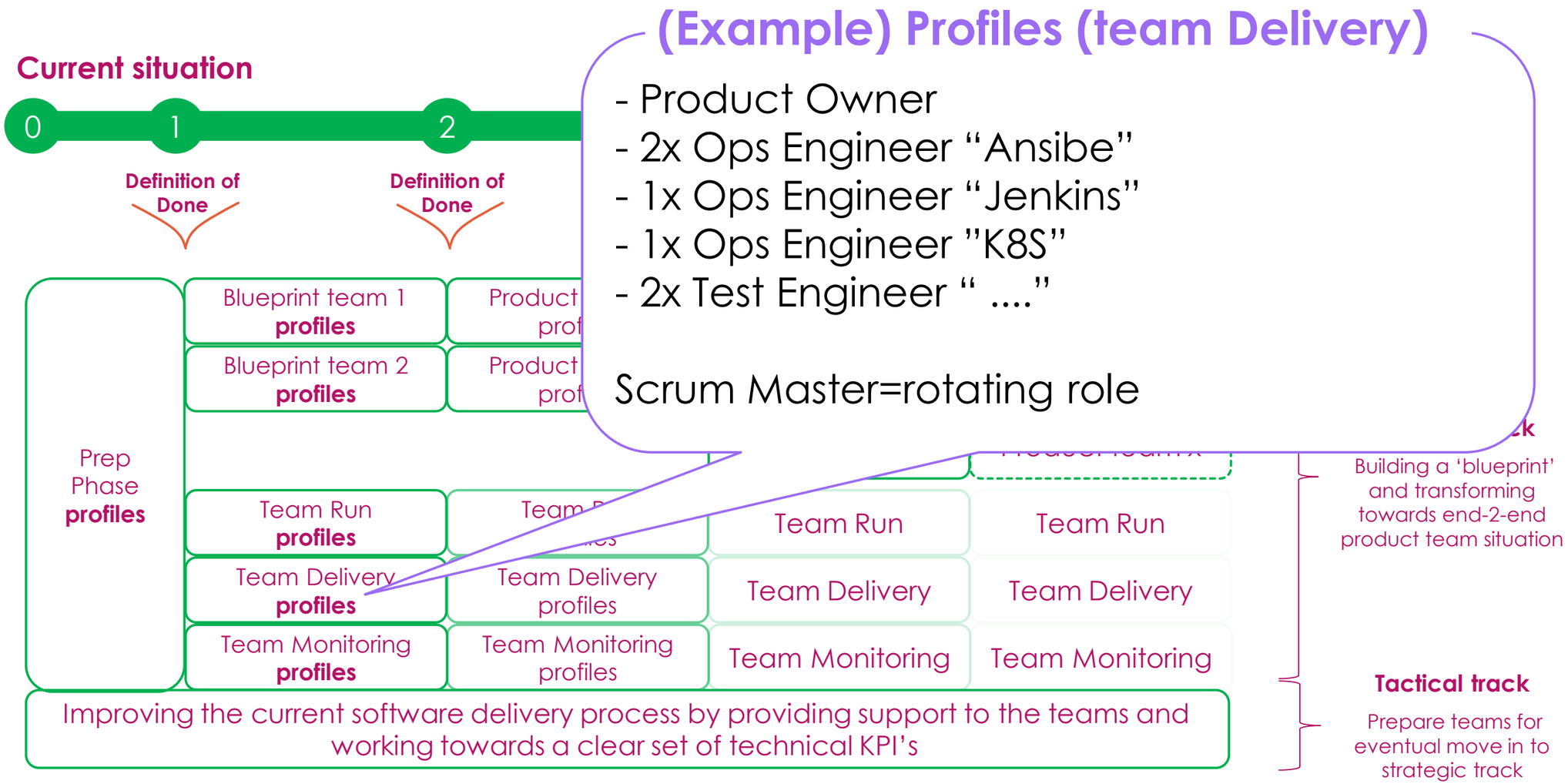
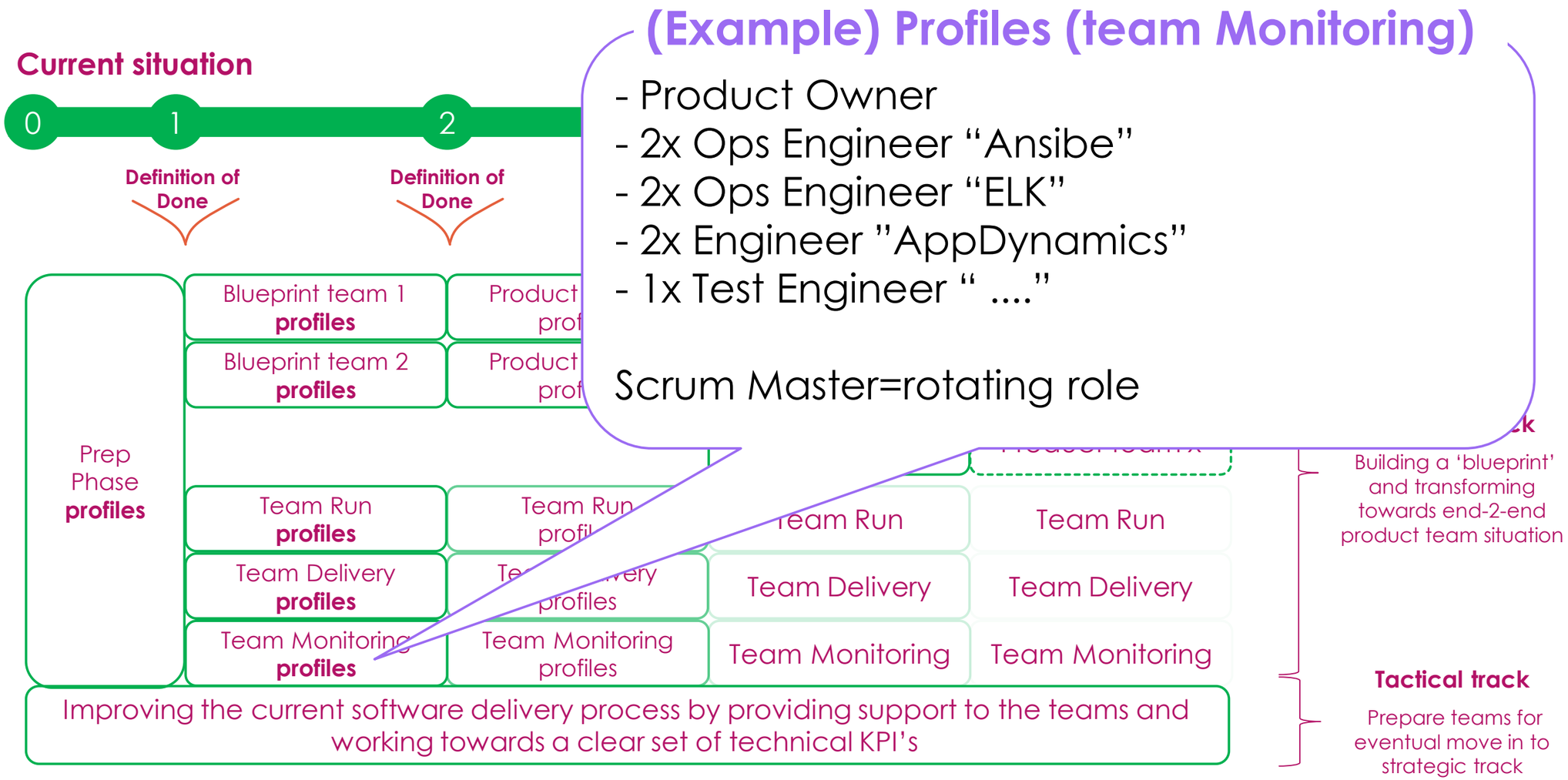
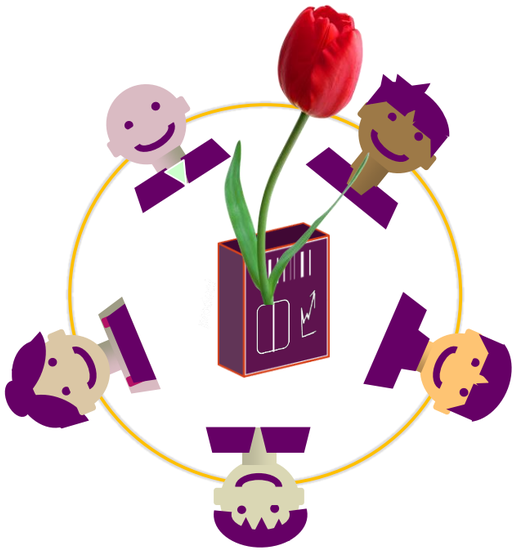
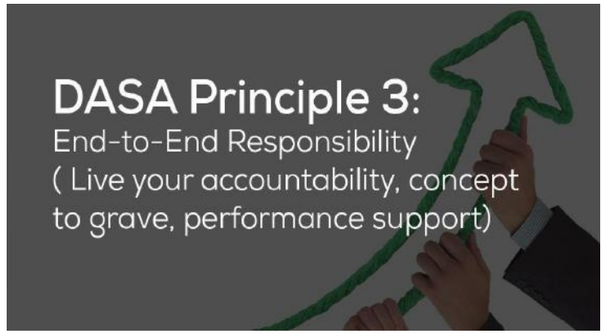


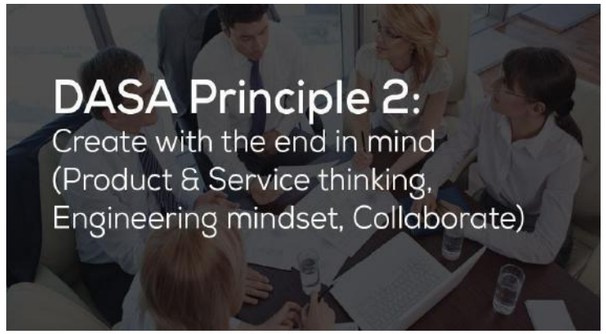
Team profiles

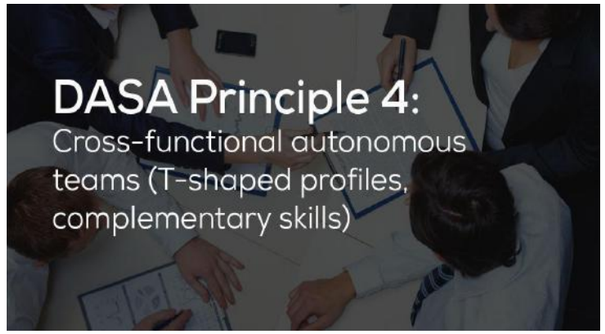


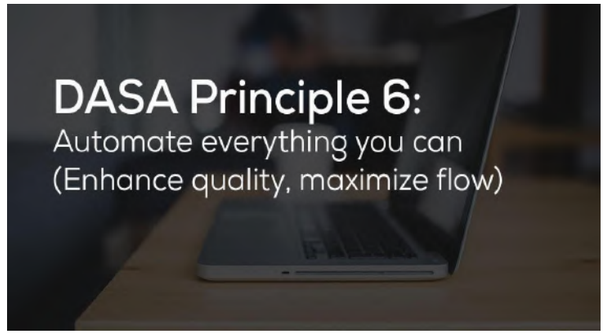
In the process, each product team aims to establish “the right” team dynamics









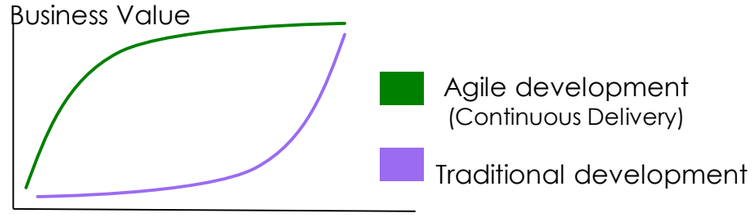


Source, DASA. For more information on DASA: https://www.devopsagileskills.org/

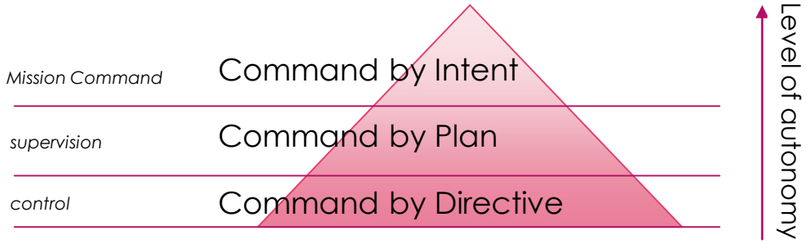
Now what I like about the approach...

Approach from multiple angles
(process, culture. Organization, architecture, automation, measuring)

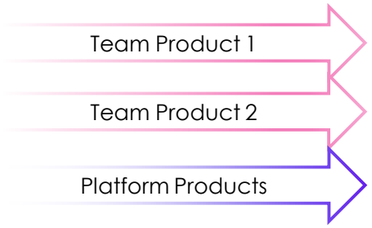
Low risk, by starting small
(allowing the organization to learn!)



Delivers value straight away
(by applying vertical slicing of initiatives)



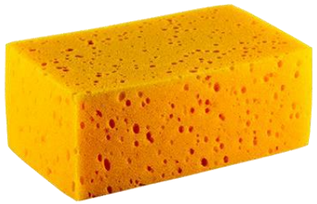
Taking responsibility as of day 1
(mission command, decide where the information is, concentrate on the objectives instead of mechanics of how to achieve it)



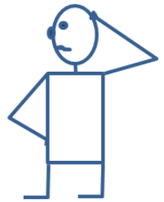
Synchronicity helps collaboration
(takes a critical success factor like the alignment of requirements from business for defining a platform as a prerequisite)

Small enough to be treated as innovation
(can be started separately and be funded separately from day to day operational budget (BCG horizon 2/3)

And as always … there are pitfalls as well !!

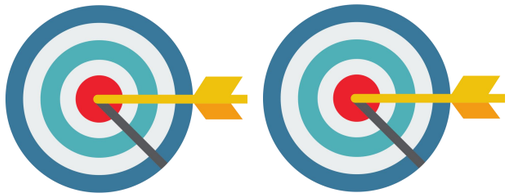


A lot to absorb for one team
(process, culture. Organization, architecture, automation, measuring)



Uncertainty for teams not part of first batches
(teams not part of first batch might feel left out)

Initial teams might grow large
(as initially we need to work wit I-profiles, not yet being T-Profiles)



Investment in team & process will slow down "regular" product development
(changing way of working, investing in process will slow down regular product development for team)

A certain level of seniority required
(As a starting point seniority in teams is required to induce and spark a new way of working)

Collaboration as of day 1
(blueprint teams 1 & 2 + Platform teams might not be Used to working alongside one another)

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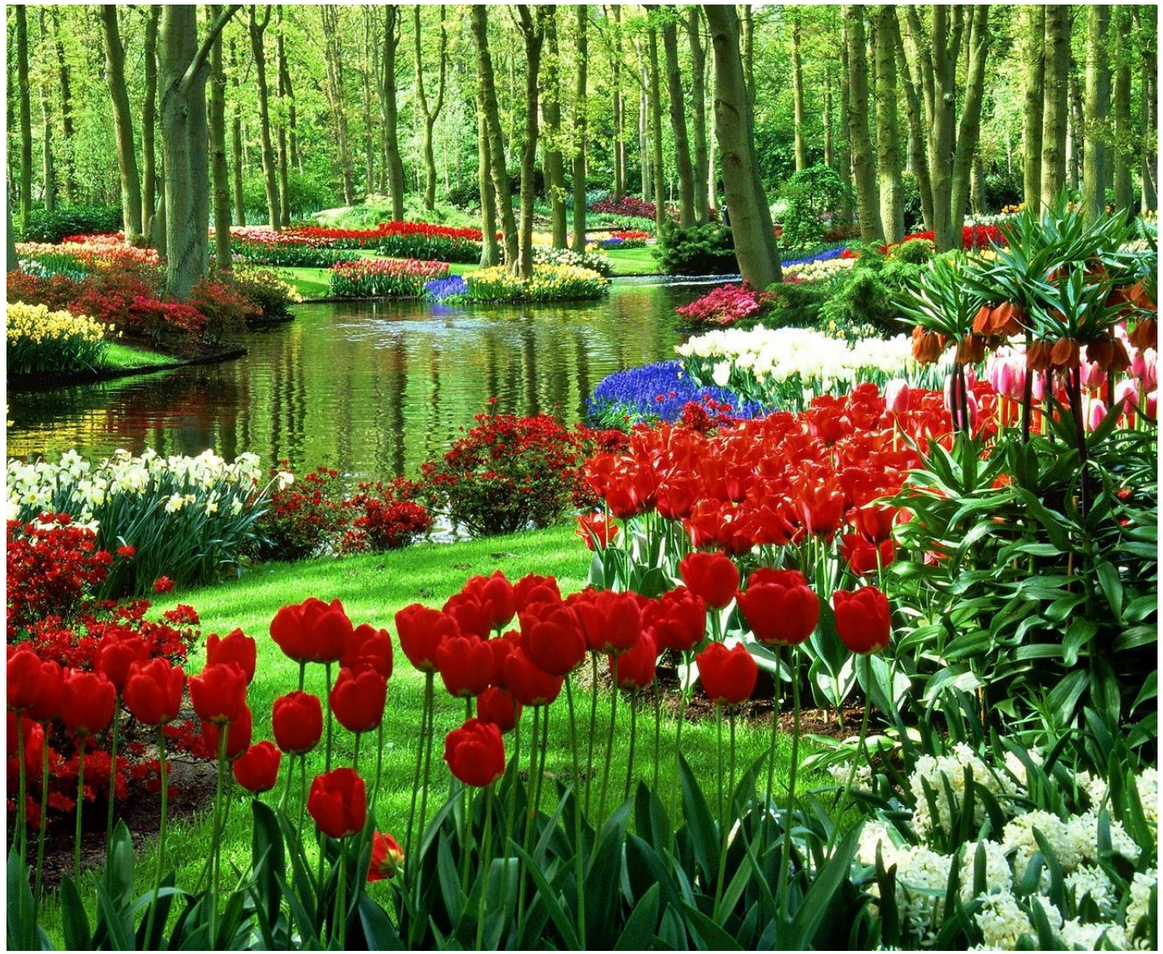
A final thought

The aim for DevOps is about establishing a "**garden**" in which products can come and go at a healthy and controllable pace...

For this garden we need **technology**, but also the **people** and **attitude** that respects and treats the soil of this **garden** as a **first class citizen** as well.



Thank you!
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