## **Thought**Works®

# WHEN ENTERPRISE MEETS DEVOPS

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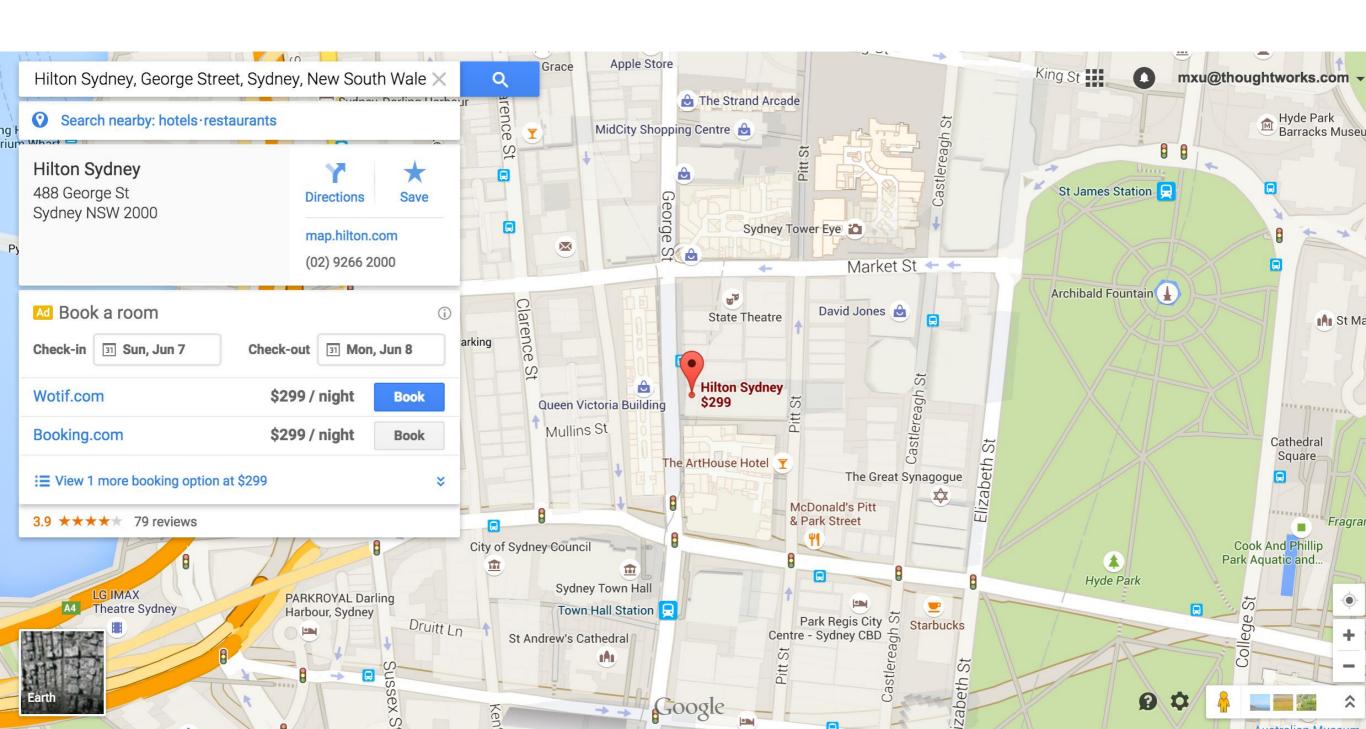
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### WHAT TO EXPECT FROM THIS SESSION

- Business Challenges
- Enterprise Snapshot
- DevOps Adoption Model
- Case Study & Learning
- Takeaways

### **BUSINESS CHALLENGE**

Faster, Cheaper, Be amazing



## How could AN Enterprise succeed with ...

Old fashioned complex systems with many integration points?

Heavily regulated environment?

Risk adverse?

Hierarchical organizational structure?

Annual budget plan /project based?

Centralized functional team?

Outsourcing /partnership?

## SAME PRINCIPLE, NO MATTER THE COMPANY IS SMALL OR BIG



### ENTERPRISE DEVOPS ADOPTION MODEL

How can we develop people?

#### **VALUE/PURPOSE**

Continuously deliver customer value in a sustainable way with improved lead time resilience and quality What kind of problem are we trying to solve?

#### **PRINCIPLE**

- Self-directed team Over Command and Control
- Course correction over Perfection
- 3. Automated over Manual

#### **MANAGEMENT FRAMEWORK**

- 1. People first
- 2. Organizational structure
- 3. Capability development
- 4. Budget
- 5. Risk management
- 6. Asset management
- 7. Change management
- 8. Security management

#### **PRACTICES**

- 1. Infrastructure as code
- 2. Dashboard
- 3. Working backwards
- 4. Open source
- 5. DevOps skill matrix
- 6. Audit automation
- 7. Self service
- 8. And etc.

How can we improve the work

#### **ENVIRONMENT:**

People, Organization, Laws, Regulations, Culture, Competitors

## PICK A FOCUSED AREA AND START ACTION

1

Identify the goal

2

Understand the environment, people and organization

3

Develop the pillars

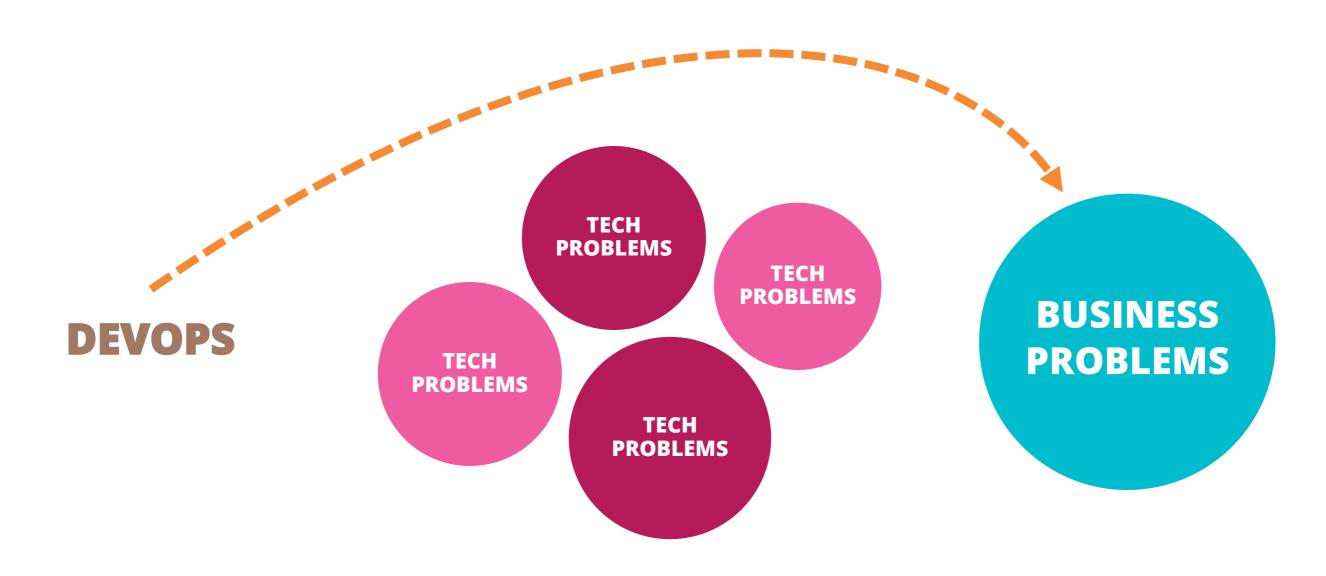
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Celebration of success, show it!

5

Keep iterating, continuous improving

### **EXPLORE BUSINESS VALUE**



DevOps solves business problem, not technical problem

## Don't Talk to business using terms like ...



**DevOps** 

**Continuous Delivery** 

**Automation** 

**Configuration Management** 

**Continuous Integration** 

Test Driven Development

Infrastructure As Code



### Do talk about ...



Reduce Time to Market

Reduce Lead Time

Improved Quality

Improved Resilience



DevOps is not a goal, but a process of continuous improvement

## UNDERSTAND THE ORGANIZATION, PEOPLE AND ENVIRONMENT



DevOps is not a recipe, work out your own flavor

## GETTING BUY IN IS HARD BUT ACHIEVABLE

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### TURN NO INTO YES

- ✓ Shared goal
- ✓ Transparency
- ✓ Collaboration
- ✓ Trust the people
  - ✓ Show progress
- ✓ Choose your mistakes

### DEFINE PILLAR OF PRINCIPLE

Automated | over Manual

Course correction | over Perfection

**Self-directed team** over Command and Control

### PRIORITIZE PILLAR OF PRACTICES

#### **ESSENTIAL**

Collaboration

Build for failure

Continuous Integration

Version control

Change control

Testing Automation

#### **ADVANCED**

Monitor and audit everything

Operational Matrix

Infrastructure As Code

Continuous delivery

Dashboard everything

Visualization

#### **CUSTOMIZED**

DevOps skill matrix

Working backwards

Audit automation tool

Asset management automation

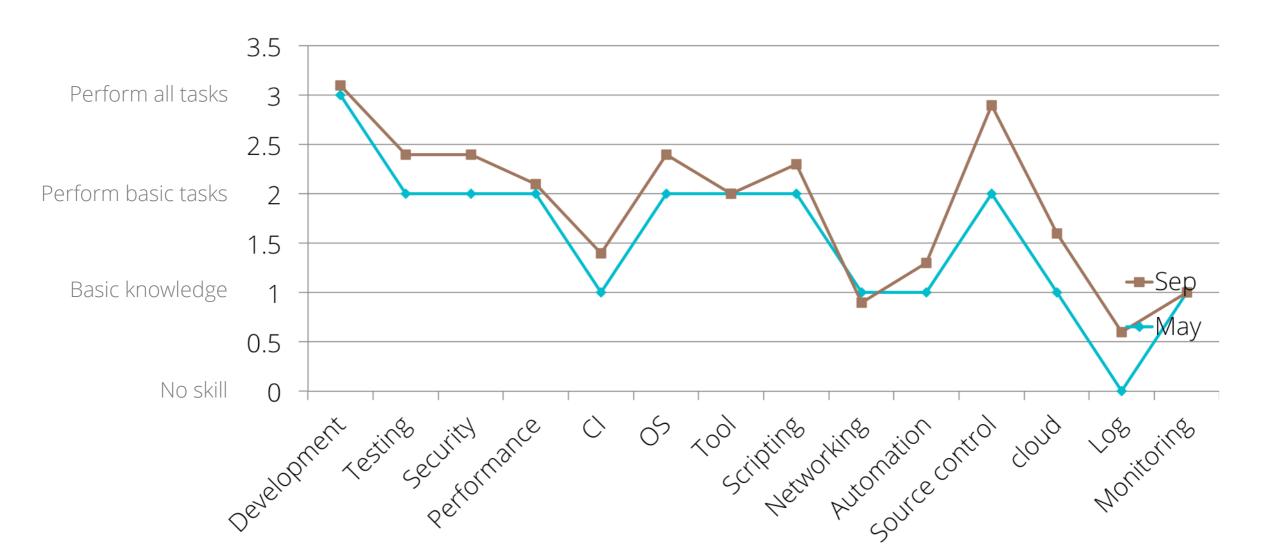
Open source internally

Sharing both failures and success

## DEVELOP CORE COMPETENCY TO ONGOING SUCCESS

People are #1 asset!

Teach all tasks



### CONTINUOUS IMPROVEMENT OF THE MANAGEMENT FRAMEWORK

Sustainable success requires both bottom-up practices and top-down management framework support



## EVOLVE THE MANAGEMENT FRAMEWORK

#### **SELF DIRECTED**

- Respect
- Competency
- Collaboration
- Motivation
- Safe to fail
- Continuity
- Continuous improvement

#### **CROSS-FUNCTIONAL**

- Shared goal
- Organization structure
- Knowledge Sharing
- Innovation

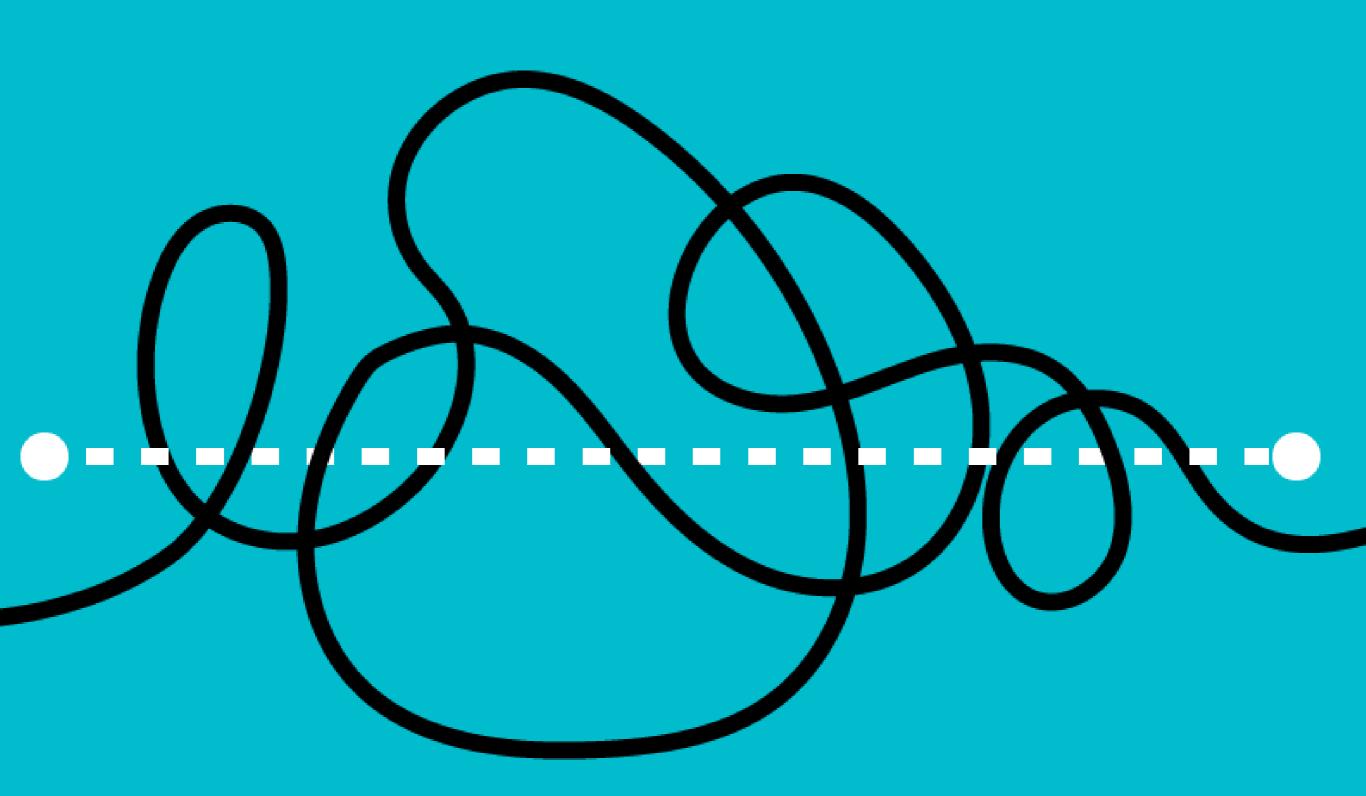
#### END TO END DELIVERY TEAM

- Value
- Reduce hand off rate
- Reduce lead time
- Early feedback

### **KEY TAKEAWAYS**

- People are #1 asset
- DevOps is not a recipe, work out your own flavor
- Start with business, even if you don't have a trust relationship
- Sustainable success requires both bottom-up practices and top-down management framework support
- Enterprise DevOps adoption is not easy, but rewarding

## SHORTEN THE PATH BETWEEN INNOVATION AND VALUE





## THANK YOU

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