

CO_t.AT

(Cultural Obstacles to Agile Transformation)



Ryan Sheldrake
Principal SE - Lacework &
DevOps Ambassador - DevOps Institute

**What is
Culture?**

Many facets



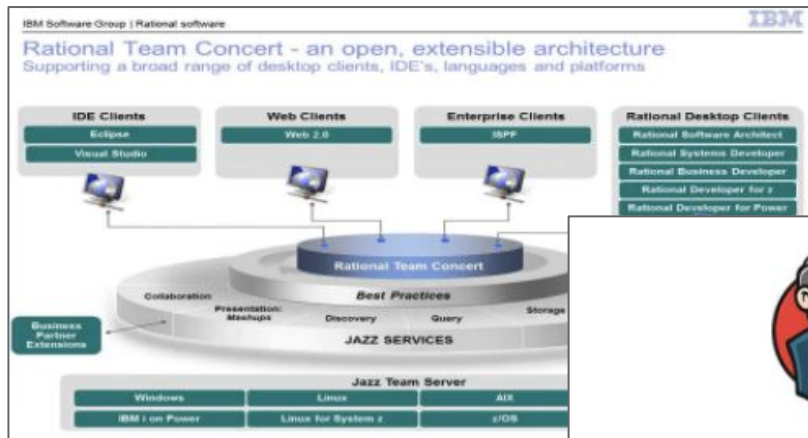
Agile

Xformation

→ **DevOps** (3 parts)

1) The Easy bit..... Tools

All the tools - Good and Bad



Principles of GitOps



The entire system is described **declaratively**



The canonical desired system state is **versioned** in git



Approved changes can be **automatically applied** to the system



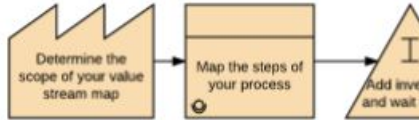
Software agents ensure correctness and alert (diffs & actions)

2) The Less Easy

bit.....

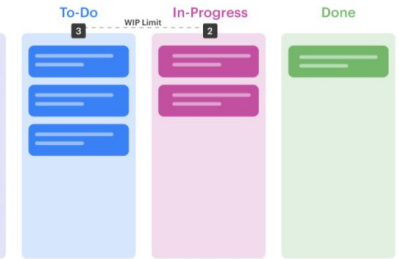
Process

VSM and Flow



Success

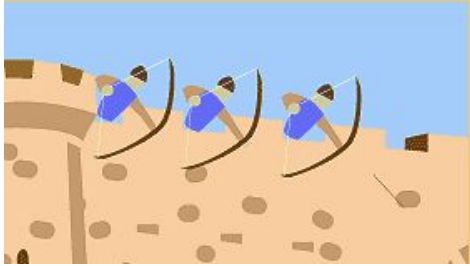
Accurate information sharing and just in time delivery



**3) The Difficult
bit.....**

Culture

Kingdoms/Silos & Turf Wars



Waiting/WIP

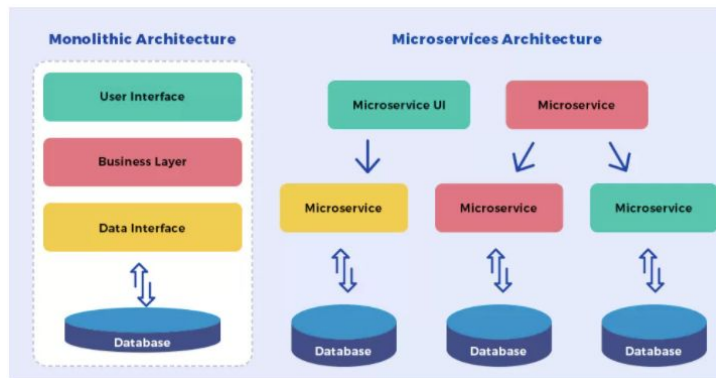
“The road to hell is paved with works-in-progress”*

- Implementing limits on work in process (WIP) to increase speed
- Analyzing productivity data from your Kanban board every week as a team - keep improving!
- Reducing the number of team members involved in a particular process

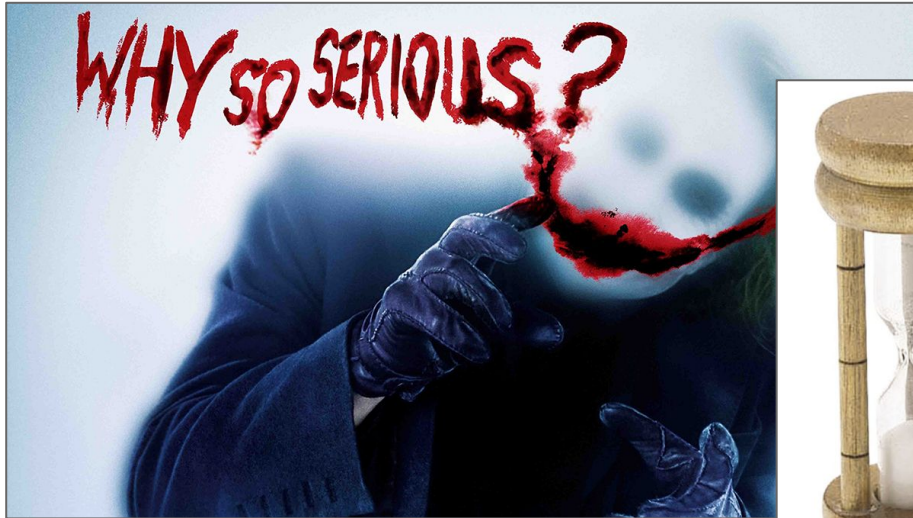
When is communication a bad thing?

Any organization that designs a system will produce a design whose structure is a copy of the organization's communication structure.

— Melvin E. Conway



Why so serious?



Love the deviants!



MY bonus/Win as a TEAM



Keep Going and LEARN

- This can be a long haul.....months, years?
- Learn as you go
- Talk to people = this means actually talking, not slack ;)
- Use sli.do, use NPS (regularly as a temp check)
- Invite people to safe spaces in smaller groups, 1-2-1 drop in sessions
- Live the values as a leadership team

Be bold

- **16%** of people won't make it
- If you can't change the people, change the people



Helen Beal - Chief Ambassador - DevOps Institute
Mission: bringing joy to work.

A hint of what GREAT looks like!

- Hire the Best People
- Bring people together as a team
- Enable people to do their best work
- Create an environment that people like
- Constant learning
- Celebrate Diversity
- Innovation everywhere
- No JERKS!
- WIN as a team



David "hat" Hatfield - CEO Lacework

Suggested Reading

