

devops is a reorg

Kris Buytaert  
@krisbuytaert

# Kris Buytaert

- I used to be a Dev,
- Then Became an Op
- CTO and Open Source Consultant @inuits.eu
- Everything is a freaking DNS Problem
- Evangelizing devops
- Organiser of #devopsdays, #cfgmgtcamp, #loadays, ...

What's this devops  
thing anyhow ?

# C(L)AMS

- Culture
- (Lean)
- Automation
- Measurement
- Sharing

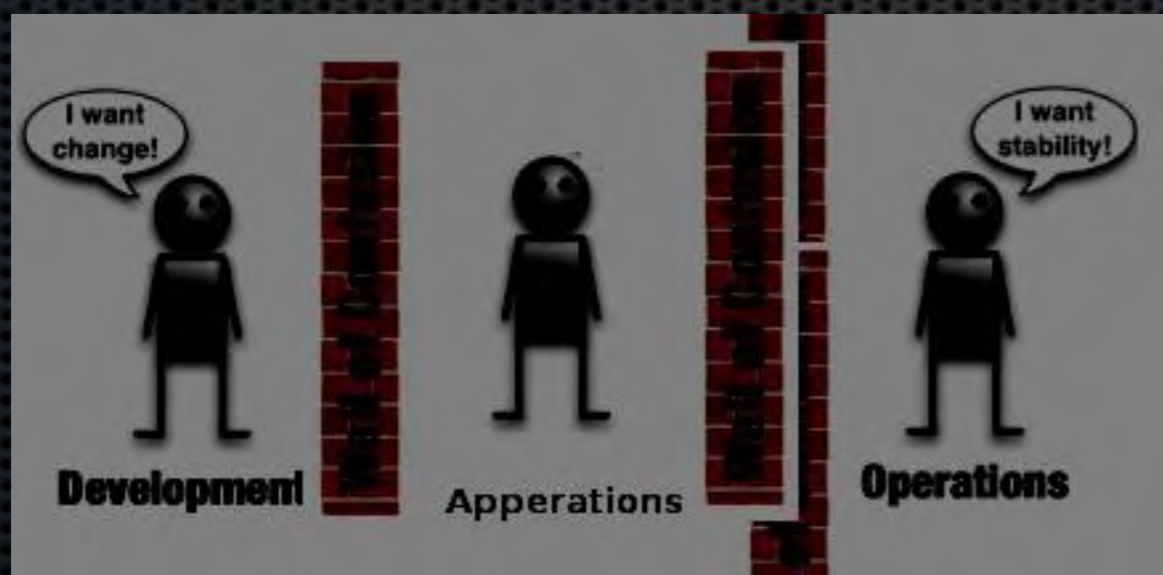
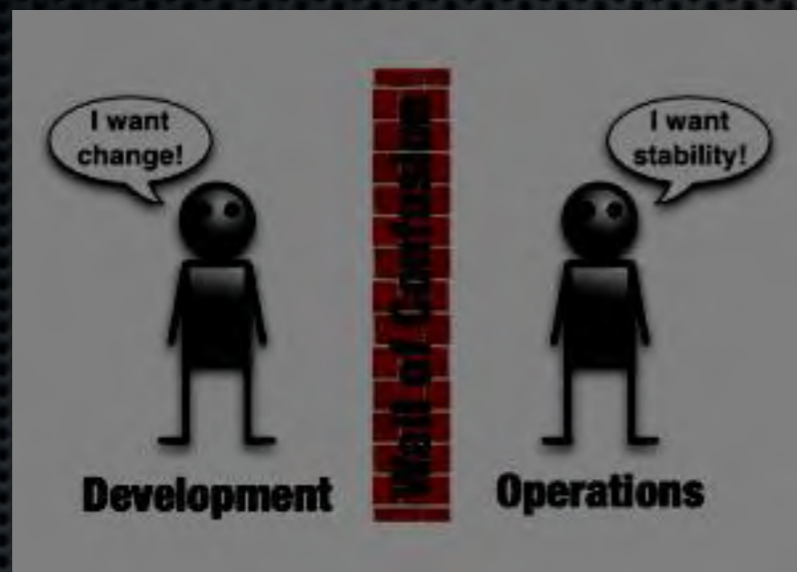


● *Damon Edwards and John Willis*

*Gene Kim*

Historical Organisations 101

# The walls of Confusion



# Opposing Goals

## Development

- New releases
- New Features
- New platforms
- New architectures
- Functional Req

## Operations

- Stable Platform
- No Downtime
- Scalable Platform
- Non Functional Req

# Traditional Organisation

- Bureacracy
- Rules
- Traditions
- Lack of Freedom
- Lots of Managers
- Exodus of Engineers



# Careers in Tech

.People trying to make themselves relevant

.Peter principle:

Promoted beyond their competence

.Tech folks are forced into management, not supported to grow technically

. “Architects”

# Adopting a Devops:

- Mindset

- Lifestyle

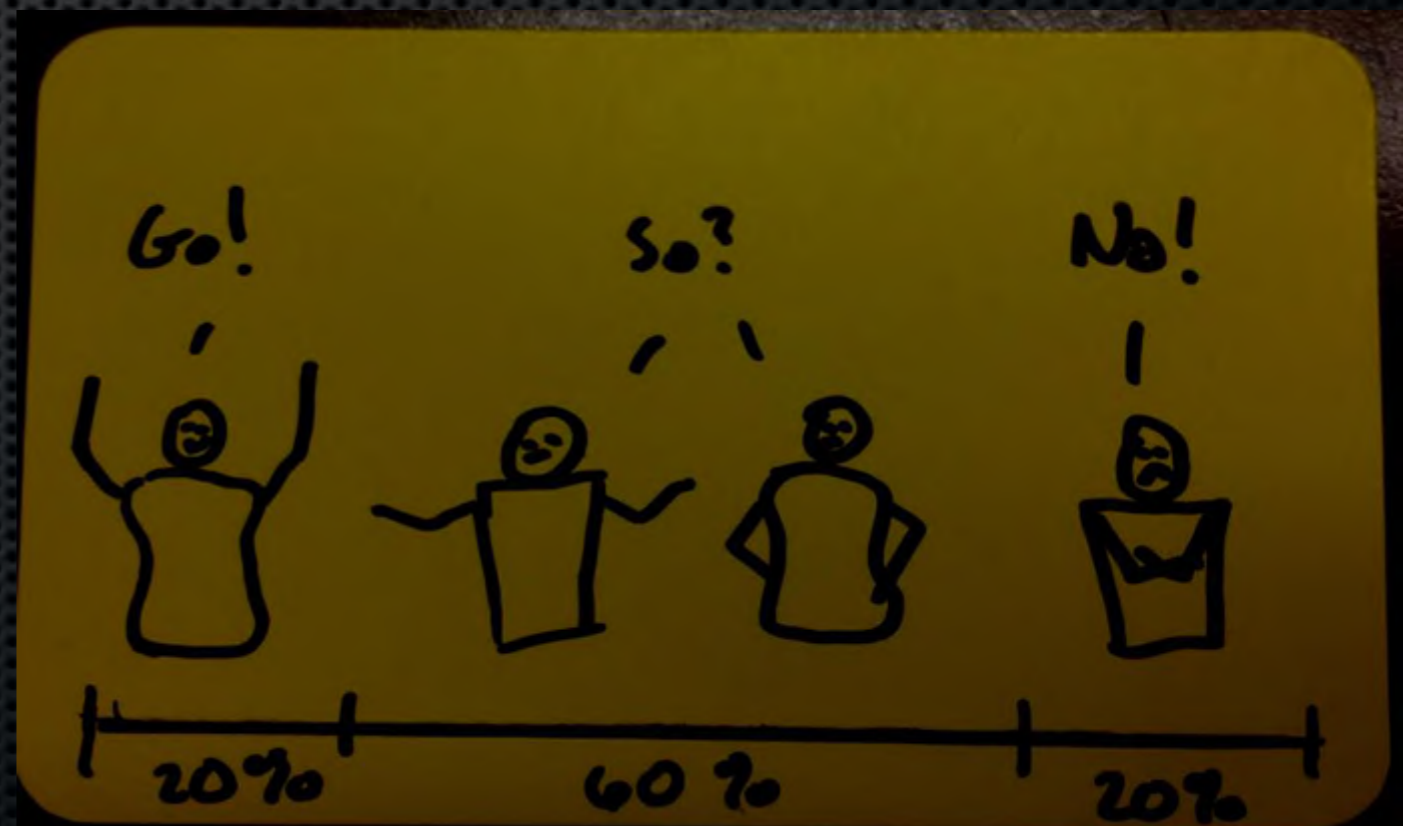
- Vision

# Spoiler

Your real problem is most probably not technical

# Change Management & Resistance

- 20 - 60 - 20
- 20% Early adopters , find your peers
- 60% Will wait , but adopt slowly
- 20%



# Wild project plans !

Can you make your change journey a traditional project with milestones and

- .We are a new org on may 1st.

- .Bold move, or Just luck ?

- .Old Management Style to install a new Culture

# Do not call it a #devopsteam

- It's not the team running tooling
- It's not the team in charge of delivery
- It's not yet another silo between devs and ops



# Do not call them #devops engineers

- It's not a job title.
- Is it a developer ?
- Is it an ops engineer ?
- Is it a system engineer writing code ?
- Is it a developer running operations ?

# Crossfunctional Team

- Build a project team with skills from all over

- .Development

- .Continuous Integration

- .Testing

- .Infrastructure (HA/ Scale/ Performance)

- .Deployment

- .Measurement

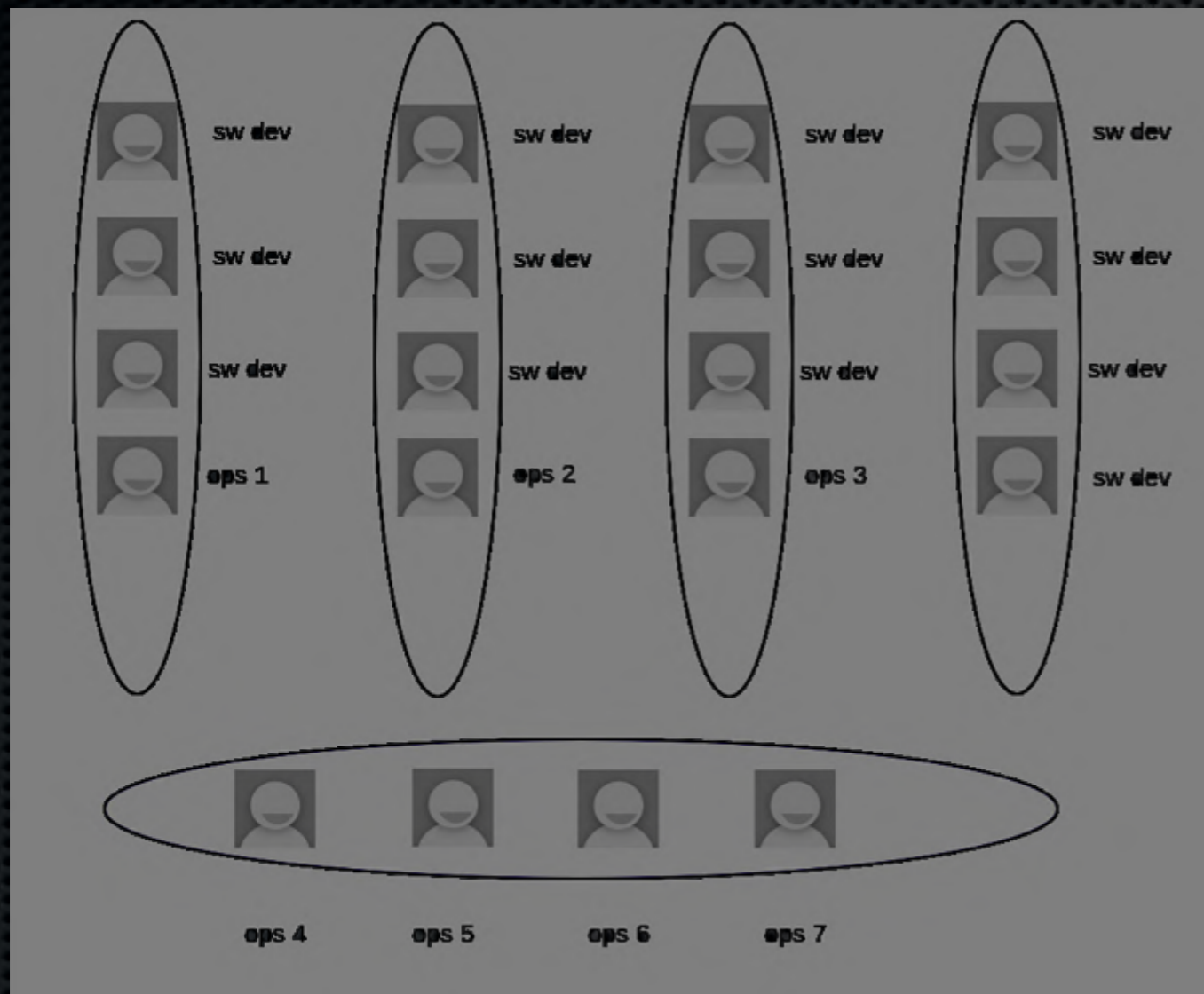
- Seat them together !



# Agile ?

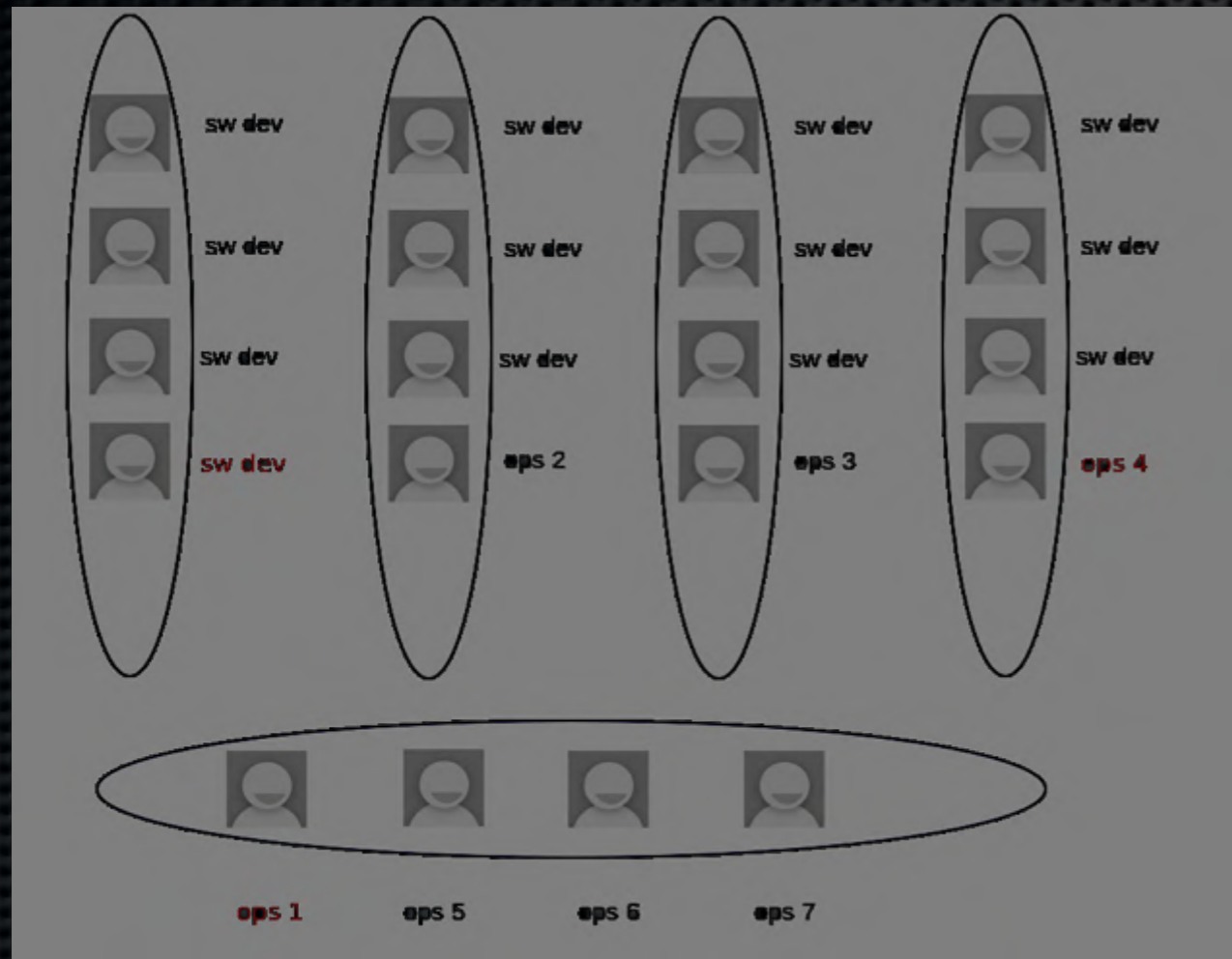
- Waterfall
- Watermill
- SAFE
- Scrum
- Kanban

# Sprint 0



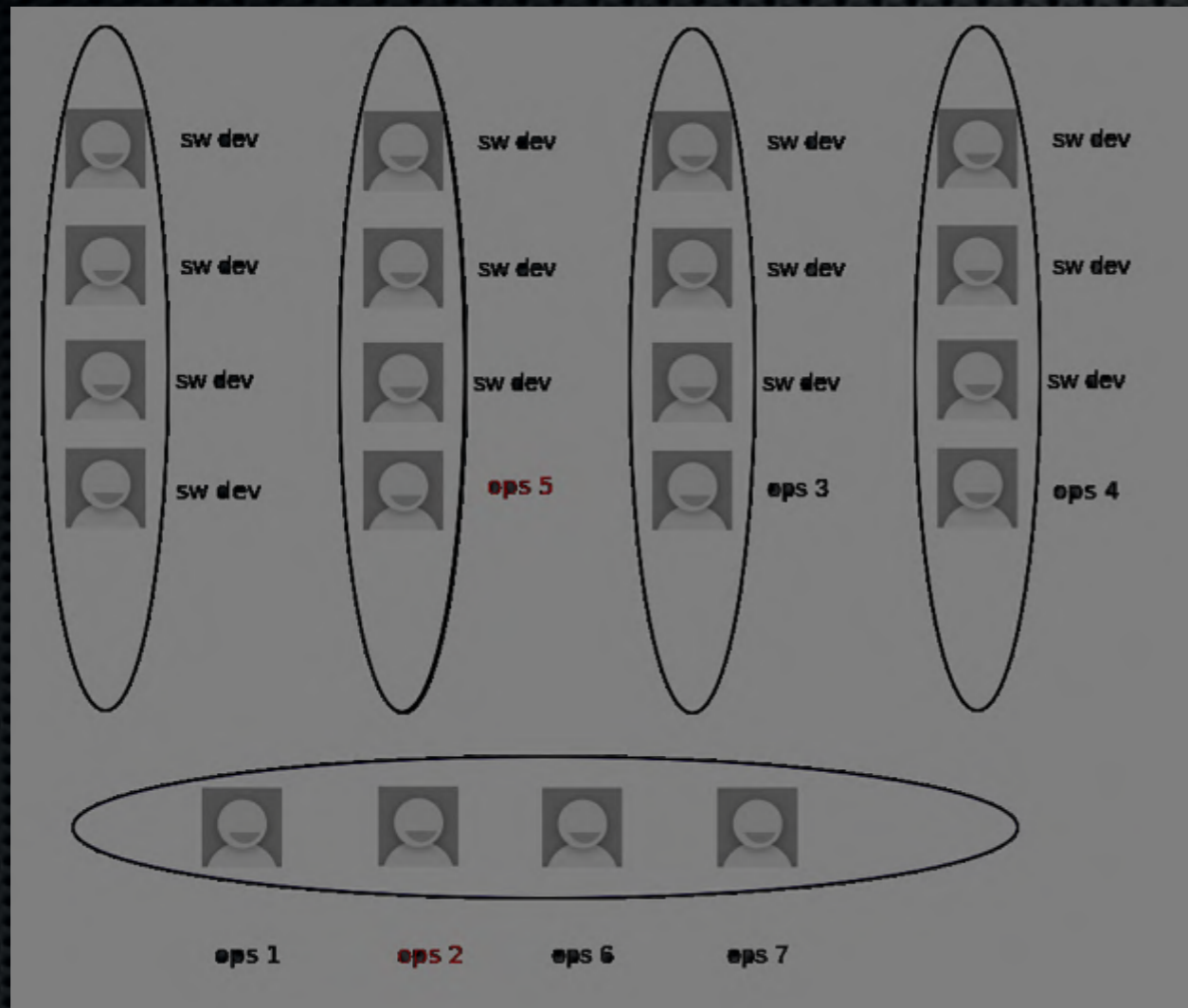
- Daily Ops does KanBan
- Development does Scrum
- Ops 1 is helping Team 1
- Ops 2 is helping team 2
- Ops 3 is helping team 3
- Ops 4-7 are running daily operations

# Sprint 1



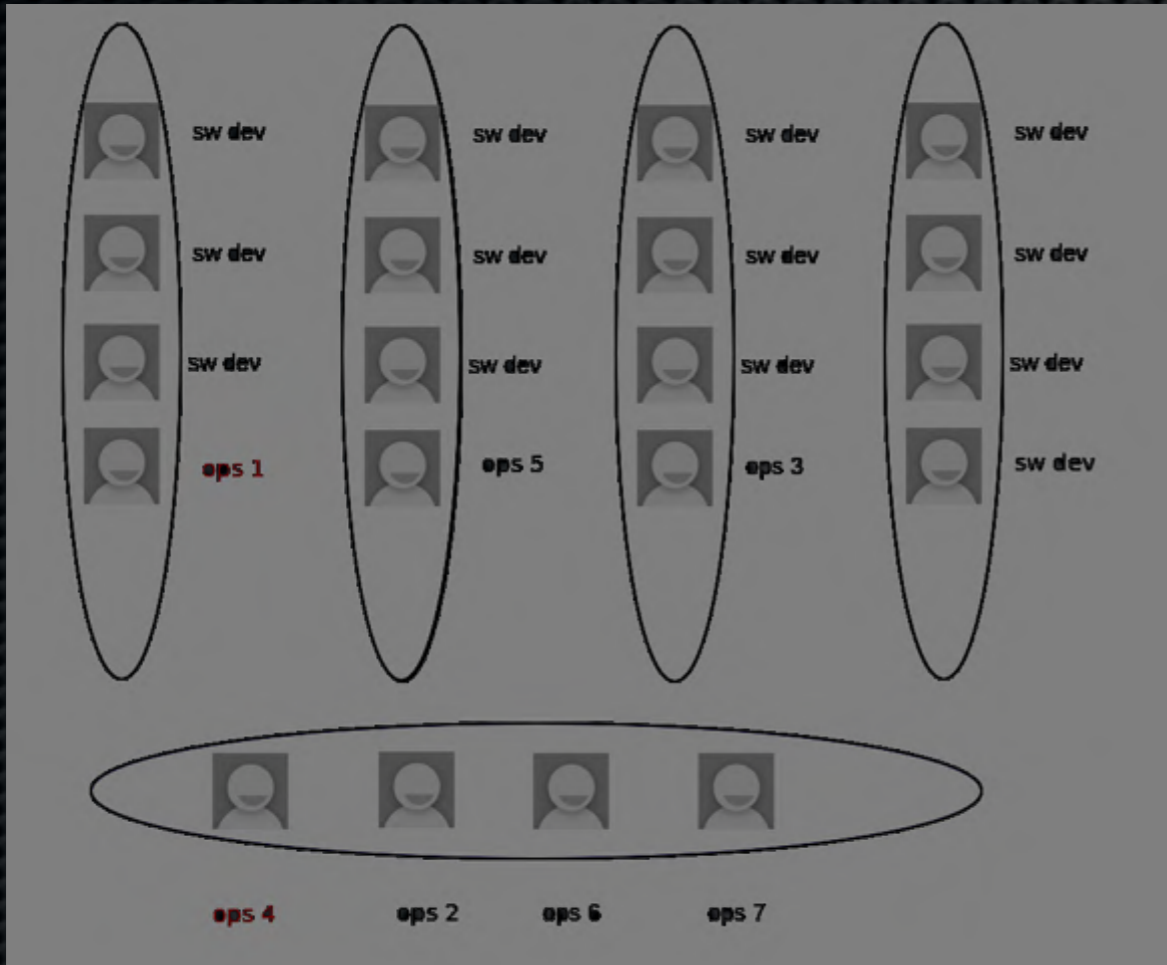
- Ops 1 has finished working with
- Ops 4 moves from ops work to

# Sprint 2



- Ops 5 swaps places with Ops 2 as

# Sprint 3



- Ops 1 moves back to team 1, after
- Ops 4 brings newly build function

Is your organisation agile,  
or just your silo ?

# The Business

- Doesn't care how we run IT
- Doesn't survive if we don't deliver
- Can't adapt their processes
- Is waiting for their features
- Isn't involved in building software
- Is based on software

# Pitfalls Merging Teams

- Don't keep their managers

.Failed scrum

.6 months later 1 less manager

- Management needs to go Agile too

.Side Management of Senior management

- Don't try this on EOL teams



Does your Finance Department Know ?

The people in charge of software acquisition is **not** your purchasing or legal team, it's your engineers.

And they probably don't need a budget, or a different one

# You Outsourced what ?

- SLA
- How can they take responsible ?
- Who is going to point at who ?

# “Side Projects”

- Such as

- Datacenter Migration , Network Upgrade,  
Distribution Upgrade

- Shared Backlog

# ITIL : correct ideas, wrong place

- The last mile
- The men who say no
- Guardians of Production
- Friday at 10 am

Who has Security as part  
of their Job ?

# Earlier in the process

- Start as a team
- . Security Build in
- . No upfront architects
- . No change managers afterwards
- Get Involved people from day0

# Fire your Architects

- If they haven't written a line of code in the past 3 months





# Enterprise Devops

- “You can only change small organisations”
- “You can’t change a large organisation”
  
- It depends
  
- There is much more to change
- It takes longer
- Change does happen !

# Contact

Kris Buytaert [Kris.Buytaert@inuits.be](mailto:Kris.Buytaert@inuits.be)

## Further Reading

@krisbuytaert

<http://www.krisbuytaert.be/blog/>

<http://www.inuits.be/>



Inuits

Essensteenweg 31

Brasschaat

Belgium

891.514.231

+32 475 961221