

# BUILDING BRIDGES WITH EFFECTIVE DEVOPS

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**Katherine Daniels**

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Temporarily Unemployed Ops Witch

# 10 YEARS

The “mid-career” point, by which 56%  
of women have left the tech industry

*(Hewlett et al., 2008)*



WHO ARE WE INCLUDING?









DISCONNECTION OF {  
Workload  
Control  
Rewards  
Fairness  
Values  
Community

*(Dr. Christina Maslach, 2000)*



DISCONNECTION OF



Workload

Control

Rewards

Fairness

Values

Community

**Industry**

**Self**



# DISCONNECTION → BURNOUT

Lack of efficacy – Increased cynicism – Exhaustion



# CONNECTION -> ENGAGEMENT

Effectiveness - Optimism - Energy

Devops is about  
**CREATING  
CONNECTIONS**





O'REILLY®



# Effective DevOps

BUILDING A CULTURE OF COLLABORATION,  
AFFINITY, AND TOOLING AT SCALE

Jennifer Davis & Katherine Daniels

## The Four Pillars of EFFECTIVE DEVOPS

# COLLABORATION



# COLLABORATION

Individual people working together,  
with shared interactions and input,  
building towards a common goal.

# AFFINITY



# AFFINITY

Building inter-team relationships,  
empathy, and trust in support of shared  
organizational and business goals.



# TOOLS



# TOOLS

Accelerators of culture that, if used effectively, can enhance and support a culture of collaboration and affinity.





TOOLS WILL NOT FIX A  
BROKEN CULTURE.



# SCALING

# SCALING

Applying the considerations of collaboration, affinity, and tooling throughout the various inflection points of an organization's lifecycle.



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The Four Pillars of

~~EFFECTIVE~~  
~~DEVOPS~~

CREATING  
CONNECTIONS

How can we more effectively

CREATE CONNECTIONS?



# BOOTCAMP

# BOOTCAMPS

- New employees working on other teams when they start
- 1-6 weeks, 1-3 different teams
- Learning about and contributing to other teams
- Building relationships, empathy, and understanding



# YEARLY ROTATIONS

# YEARLY ROTATIONS

- Current employees can work on other teams once a year
- Month-long projects
- More meaningful relationships, contributions, and understanding
- Greater engagement and retention



# INTER-TEAM RELATIONSHIPS

# INTER-TEAM RELATIONSHIPS

- **Dedicated** – Dedicated to work 100% on a given team/project
- **Designated** – Designated point of contact (with other responsibilities)
- **Embedded** – Working as a full member of a given team



# INTER-TEAM RELATIONSHIPS

- Identify relevant concerns early
- Proactive identification and completion of work
- Increased shared understanding/domain knowledge

# INTER-TEAM RELATIONSHIPS

- Sharing knowledge both ways
- Increased visibility and communication between teams
- Greater collaboration and empathy between people



# TRANSPARENT CULTURE

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- Open planning meetings
- Open architecture/operability reviews
- Open post-mortems
- Open email lists/Slack channels



Connecting the

ENTIRE BUSINESS

# SUPPORT ROTATIONS



# SUPPORT ROTATIONS

- Engineers spend time working on customer support
- A few hours to a day (quarterly)
- Help out with basic tasks
- Grow understanding of other parts of the business (and customers!)

# SHARED TOOLS AND PROCESSES

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- Shared chat systems
- Shared ticketing/work tracking tools
- Shared (review, documentation, post-mortem, etc) processes



FOCUS ON THE  
CUSTOMERS

Empathy allows **software makers  
and operators** to help each other  
deliver the best possible  
**functionality and operability** on  
behalf of **their customers**.

Jeff Sussna, *Empathy: The Essence of Devops*, 2014

Empathy allows **organizations** to  
help each other deliver the best  
possible **solutions** on behalf of  
**their customers.**

Me, 2017



# DEV/OPS

A black and white photograph of a farm scene. On the left, two tall, cylindrical metal silos with conical roofs stand prominently. To their right is a large, dark wooden barn with a corrugated metal roof. The background is filled with a dense line of bare trees, suggesting a winter or late autumn setting. The overall tone is somber and industrial.



# ENG/NON-ENG





Create connections throughout the

ENTIRE ORGANIZATION



Create connections to build an

# INCLUSIVE INDUSTRY

It's easy to say  
that inclusivity  
isn't a problem  
when you're already  
being included.



Empathy allows **people** to help  
each other create the most  
**inclusive industry** on behalf of  
**everyone working in it.**

Me, also 2017

Difference must be not **merely**  
**tolerated**, but seen as a fund of  
necessary polarities between  
which our **creativity** can spark  
like a dialectic.

Audre Lorde



Use differences to

# ENHANCE CREATIVITY





How do we solve problems?

WHAT PROBLEMS  
ARE WE SOLVING?

Technology is a means to an end.

SOLVING PROBLEMS  
IS THE END GOAL.



Devops creates

EFFECTIVE ORGANIZATIONS

by building bridges

BETWEEN TEAMS

Devops creates

EFFECTIVE SOLUTIONS

by building bridges

BETWEEN PEOPLE





DEVOPS USES EMPATHY TO  
CREATE AND ENHANCE  
CONNECTIONS  
BETWEEN US



BE INCLUSIVE.

BREAK DOWN SILOS.

BUILD BRIDGES.



THANK YOU!