# BUILDING BRIDGES WITH EFFECTIVE DEVOPS

Katherine Daniels - @beerops devopsdays Amsterdam 2017







Effective DevOps

BUILDING A CULTURE OF COLLABORATION INITY, AND TOOLING AT SCALL

Jennifer Davis & Katherine Daniels

### Katherine Daniels

@beerops Temporarily Unemployed Ops Witch





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



(Hewlett et al., 2008)



## WHO ARE WE INCLUDING?



## DEVOPSDAYS AMS





## DISCONNECTION OF

(Dr. Christina Maslach, 2000)



Workload Control Rewards Fairness Values Community



## DSCONNECTION OF



Workload Control Rewards Fairness Values Community Industry Self



# DSCONNECTION -> BURNOUT



### Lack of efficacy - Increased cynicism - Exhaustion







## CONNECTION -> ENGAGEMENT

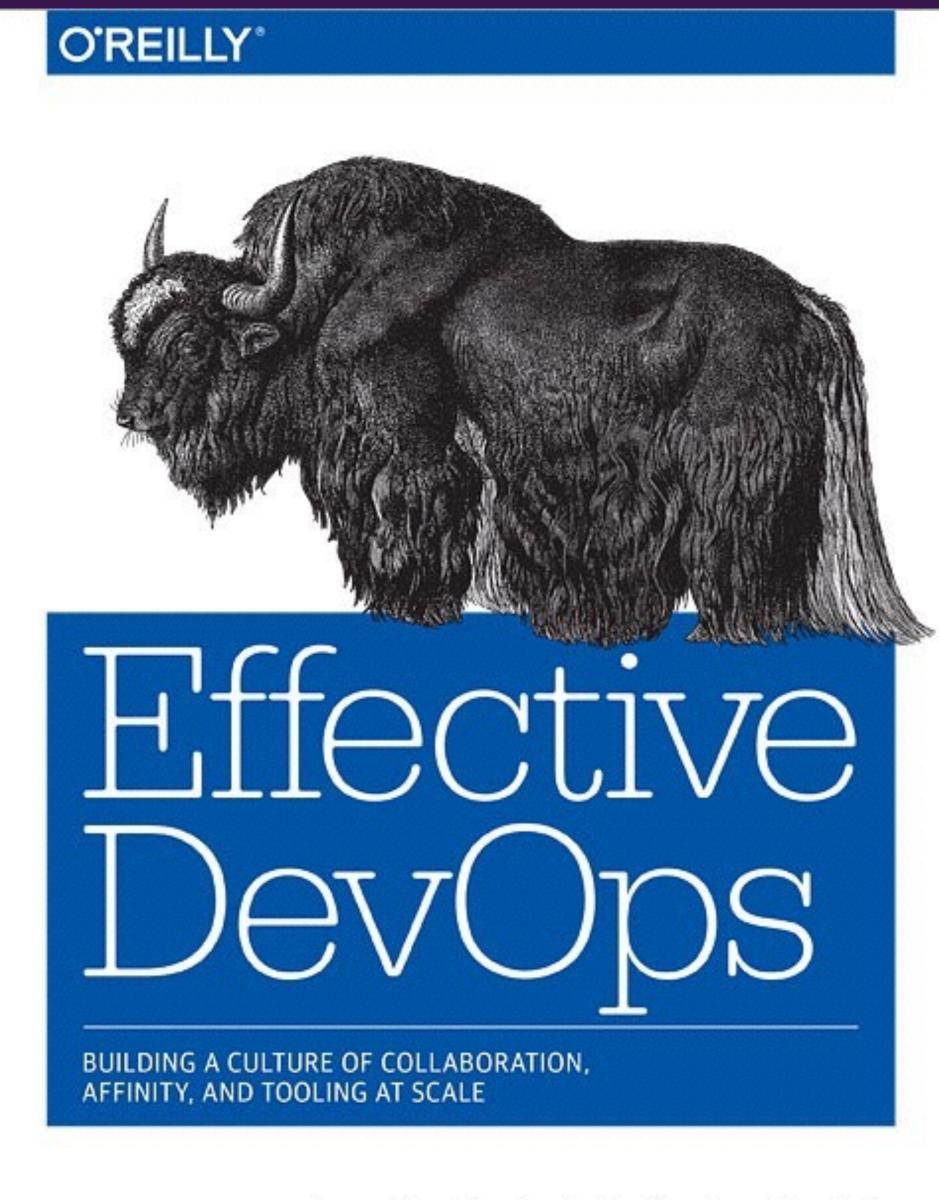
### Effectiveness - Optimism - Energy



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# Devops is about CREATING CONNECTIONS





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## The Four Pillars of













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





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

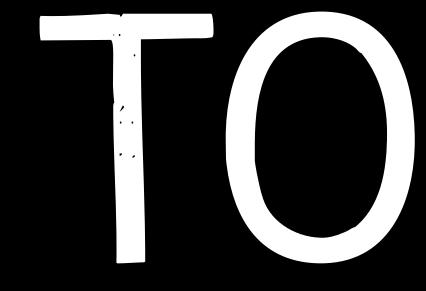




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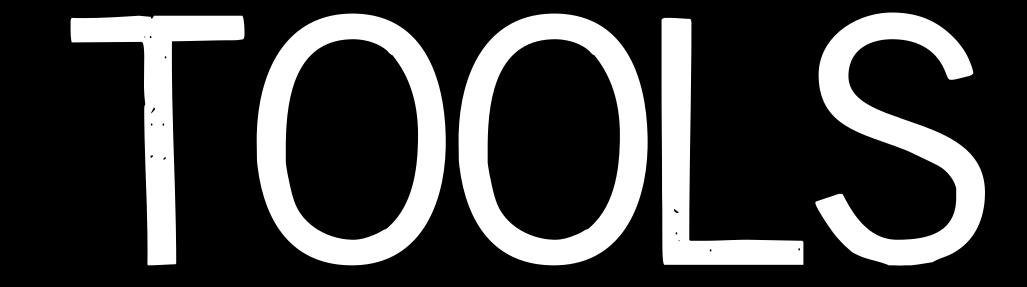






Accelerators of culture that, if used effectively, can enhance and support a culture of collaboration and affinity.











# TOOLS WILL NOT FIX A BROKEN CULTURE.





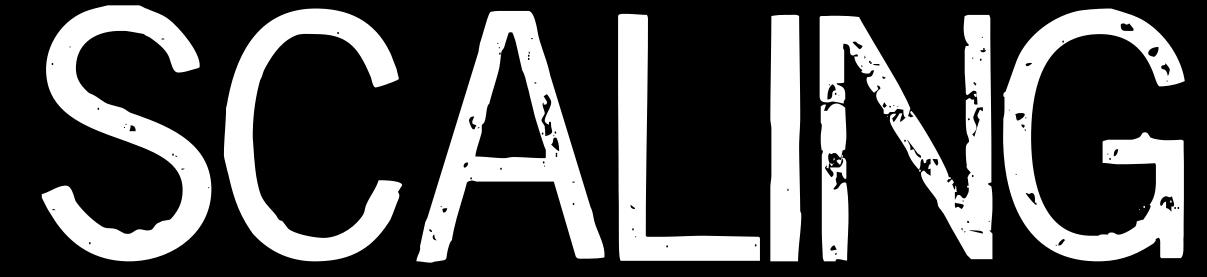




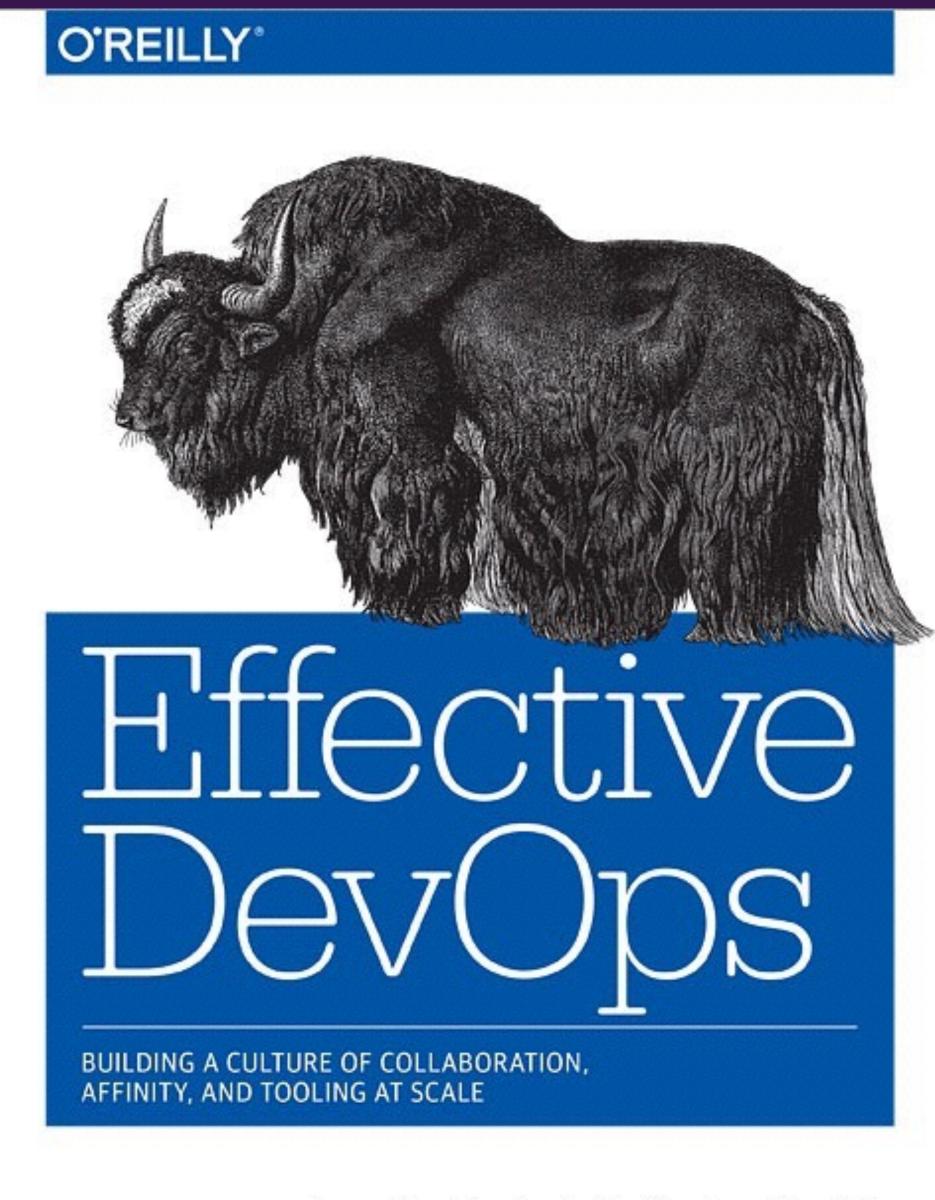


Applying the considerations of collaboration, affinity, and tooling throughout the various inflection points of an organization's lifecycle.









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# The Four Pillars of



### How can we more effectively

## CREATE CONNECTONS?

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# BOOTCANDS

- start
- •1-6 weeks, 1-3 different teams
- •Learning about and contributing to other teams
- •Building relationships, empathy, and

understanding



### •New employees working on other teams when they











# YEARLY ROTATIONS

- a year

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- •Month-long projects
- and understanding
- Greater engagement and retention

### • Current employees can work on other teams once

•More meaningful relationships, contributions,



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## 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











- Open planning meetings
- Open architecture/operability reviews
- Open post-mortems

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• Open email lists/Slack channels





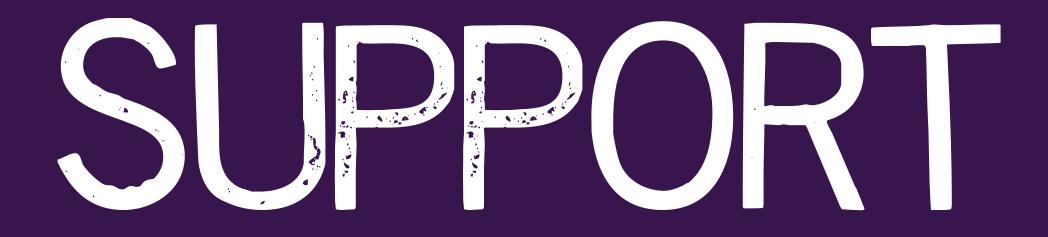




### Connecting the

# ENTRE BUSINESS







# SUPPORT ROTATONS



- 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!)



# SUPPORT ROTATIONS



## SHARED TOOLS AND PROCESSES





## SHARED TOOLS AND PROCESSES

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











# CUSTOMERS



Empathy allows software makers



#### DEVOPSDAYS AMS

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

## behalf of their customers.

# functionality and operability on

### deliver the best possible

## and operators to help each other



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



Me, 2017







#### Create connections throughout the





# ENTRE ORGANZATON





## Create connections to build an INCLUSVE NDUSTRY







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

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#### How do we solve problems?

## WHAT PROBLEMS ARF WF SOLVING?





## SOLVING PROBLEVIS STHE END GOAL.



#### Technology is a means to an end.



## Devops creates EFFECTIVE ORGANIZATIONS

## by building bridges BETWEEN TEAMS





## Devops creates EFECTIVE SOLUTIONS

## by building bridges





#### DEVOPS USES EMPATHY TO CREATE AND ENHANCE CONNECTIONS BETWEEN US

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## BREAK DOWN SIOS.



## BE NOLUSVE.

## BULD BRDGES.



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