



Process & Org Trump Culture In Enterprise DevOps

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Source: Merriam-Webster

- 1: CULTIVATION, TILLAGE
- 2: the act of developing the intellectual and moral faculties especially by education
- 3: expert care and training <beauty *culture*>
- 4 **a**: enlightenment and excellence of taste acquired by intellectual and aesthetic training
~~**b**: acquaintance with and taste in fine arts, humanities, and broad aspects of science as distinguished from vocational and technical skills~~
- 5 **a**: the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations
b: the customary beliefs, social forms, and material traits of a racial, religious, or social group; *also*: the characteristic features of everyday existence (as diversions or a way of life) shared by people in a place or time <popular *culture*> <southern *culture*>
c: **the set of shared attitudes, values, goals, and practices that characterizes an institution or organization <a corporate *culture* focused on the bottom line>**
d: the set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic <studying the effect of computers on print *culture*> <changing the *culture* of materialism will take time — Peggy O'Mara>
- 6: the act or process of cultivating living material (as bacteria or viruses) in prepared nutrient media; *also*: a product of such cultivation

Without strong leaders that can admit fault, don't fear not having all the answers and can incite the passion of workers any attempt at culture is a folly- Edwin Miller, CEO, 9Lenses

Corporate Culture is “the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments” - MIT Sloan School of Management Professor E. H. Schein

- **Corporate culture differs by geography, geo-political orientation and societal pressures**
 - Corporate culture is very different in the US, France, Germany and Japan
 - When you discuss impacting culture, even isolated instances, such as IT, there are not common attitudes and beliefs
- **Culture requires strong leaders and clearly-defined vision**
 - Of the 100+ CIOs I've spoken with over 15 years I cannot recall one that defined for their staff an IT-specific organizational culture
 - CIO's and IT leadership define objectives and metrics
- **Focus on culture drive homogeneity**
 - New hires model someone that will “fit in”
 - Reduced positive tension

We say that, at its core, DevOps is about culture. We advise IT organizations to colocate Dev and Ops teams, to have them participate in the same standups, go out to lunch together, and work cheek by jowl. Why? Because it creates an environment that encourages empathy. Empathy allows ops engineers to appreciate the importance of being able push code quickly and frequently, without a fuss. It allows developers to appreciate the problems caused by writing code that's fat, or slow, or insecure. Empathy allows software makers and operators to help each other deliver the best possible functionality+operability on behalf of their customers. – Jeff Sussna

- **Which is it?**
 - A) Empathy
 - B) The behaviors and actions taken in the delivery of work product?
 - C) The attitudes of the labor pool

- **For enterprises strapped with legacy systems modernization and transformation requires success with their DevOps**
 - The ideation-to-operate process must be streamlined with minimal human intervention to gain the optimal benefits promised by DevOps
- **There is no single agreed-upon standard model for what culture looks like when DevOps adoption is complete**
- **Every enterprise's challenges are different and the behaviors driving these challenges are different**
 - Business A – meeting scheduled release dates have priority over delivering with quality
 - Business B – the product is never tested in an environment that models the production environment
 - Business C – executive dev group doesn't get along with executive responsible for operations
 - Business D – the business has outsourced parts of the IT organization
- **Businesses need ways to measure if an investment is successful and to foster repeatability**
 - Success is not determined that one team or project has improved or overcome challenges but that the method can be applied across the business with the same results
- **The division between of work between development and operations is an aged concept**

Kumbaya dammit!



How You Really Change Behavior!



- Culture change requires strong leadership and vision
- Culture is impacted by many variables
- Culture is dependent upon trust
- Many enterprises do not incent behaviors that foster trust
- Behavior of a group will reflect the responses to actions taken by members of the group
- Culture change cannot be measured and is not easily repeated or applied to other groups even within the same enterprise

How likely is it that culture is the leading edge of change?

- **Organization**
 - Role changes
 - Shared operations
 - Traditional Ops transitions to technical operations
- **Ideation-to-Operation Process**
 - Limit friction to completion
 - Increased communications flow
 - Incentives driven by peer pressure and reduced pain
 - Individual has control over their own success

Culture will change as a product of what you focus on

**Thank you for your participation
today.**