



Looking to Drive Efficiency? Don't Forget About the Hearts & Minds

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What's the Problem?

9/23/15

- Schedule created by date-driven development (someone told you when to have it done, irrespective of the complexity)
- In order to make the date, developers cut corners to finish development before incurring the wrath of the schedule police (you never wanted to be that guy)
- Software testers were expected to test quality into the release with what little time remained

What's the Problem?

9/23/15

- Teams endure 8 hour (up to full weekend) implementations, often fraught with manual instructions that never failed to be executed out of sequence
- Project managers demand more Red/Yellow/Green status reports because they can't tell what's happening with the release.
- The project team spends the first week (or more) of the new release schedule fixing the last implementation in Production
- CIO gets mandate to “do more with less”

Sheer Genius Diagnosis

- IT – How bad are we doing?
 - #Defects released to Production
 - Overall cycle time
 - % successful builds
 - Change speed
 - Mean time to repair (MTR)
 - Test coverage (Dev, Test, UAT, etc.)
 - Release Size
 - Release Frequency
- Execs – Doing Right Things Right?
 - Is TF Mission & Strategy clear to all?
 - Have we ID'd those items that are vital to the satisfaction, motivation or interests of our customers, employees and financial backers?
 - Are we behaving according to our values?
 - Have we developed key performance measures in order to ID improvement?
- Business Partners – What's the root of the problem?
 - Are there specific customers I can talk to?
 - How is capital allocated for projects?
 - Features
 - Alignment with TF strategy
 - Project Vetting Process
 - How are release dates committed? (D³)
 - What are the features we need ASAP to be competitive?
 - In what order?
 - Are you willing to roll up your sleeves to look at a more efficient way of doing business?

Find Efficiency Through DevOps

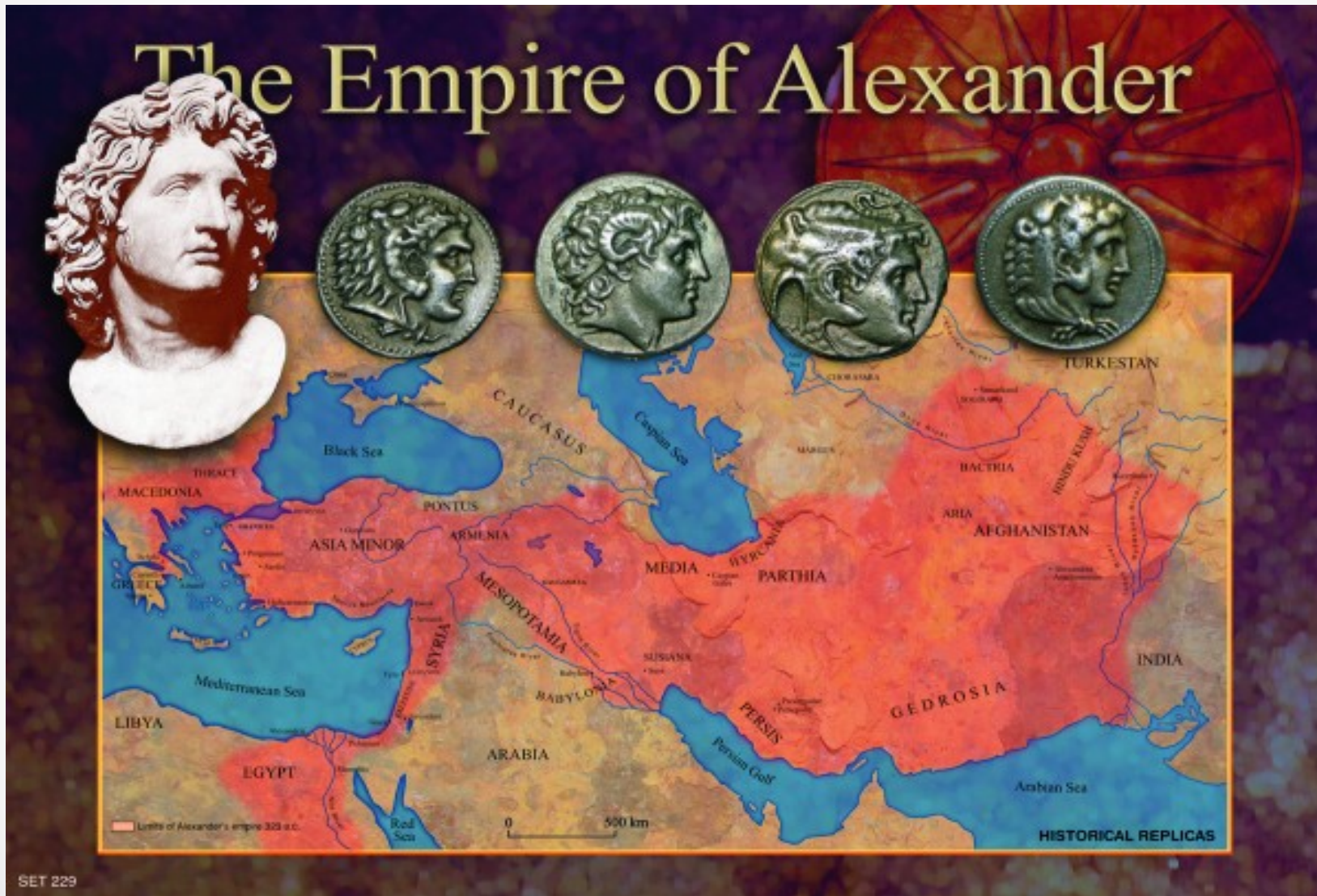
DevOps = \int (Continuous Delivery + Hearts & Minds)

Soup

My Take

Nuts

Hearts & Minds



Plans

- Hearts & Minds
 - Morale
 - Our take on the problem
 - Right people in right places?
 - Responsibility at the right level?
 - Create desire to do better (vision of the future)
 - Create systems thinkers
- Technology
 - Audit and assess repository, build, test & delivery tools
 - Investigate cloud providers for software as infrastructure
 - Prioritize replacements based on value
- Process
 - Map process from ideation to post-production
 - Include all players
 - ID bottlenecks
 - ID cycle time (wait vs. work)
 - Incrementally reduce NVA steps
 - Capture all of our configurations
 - Review how we provide infrastructure
 - Test automation
 - Revisit portfolio management with business partners
 - Introduce Continuous Delivery through pilot project

Create a Compelling Vision



IT Ops

Elimination of 8 hour (or longer) releases



Development

A return to, well, developing software



Software Test / QA

No major defects introduced into Production



Project Management

No inquiries required to learn project details



Business Partners

Executing strategy instead of day-to-day issues



Customers

They're ecstatic – more value, more often

DevOps Principles

**The First Way:
Systems Thinking**



<http://itrevolution.com/the-three-ways-principles-underpinning-devops/>

DevOps Principles

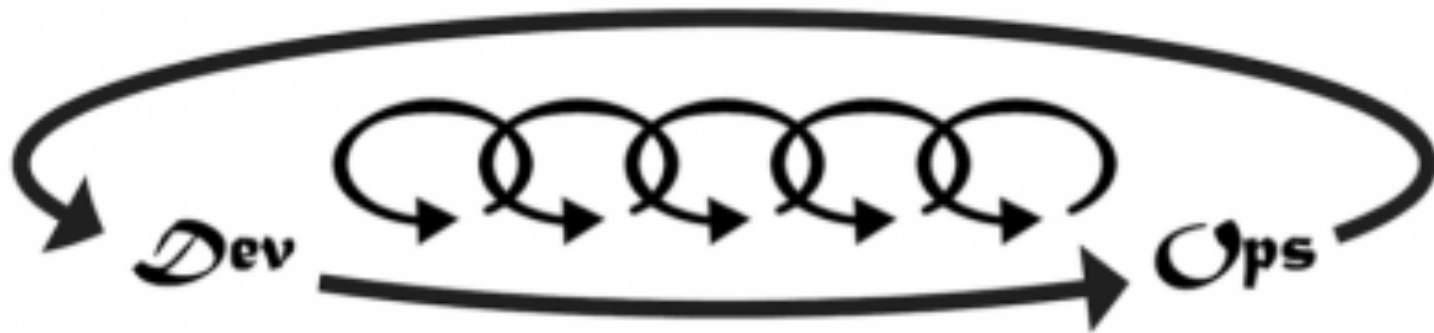
**The Second Way:
Amplify Feedback Loops**



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DevOps Principles

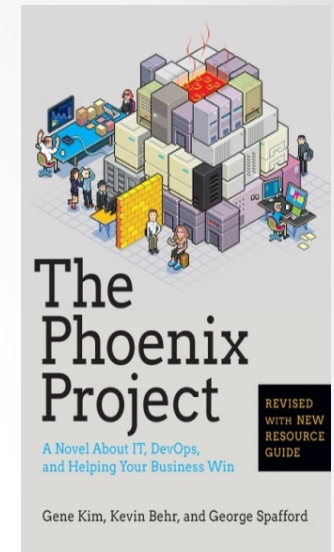
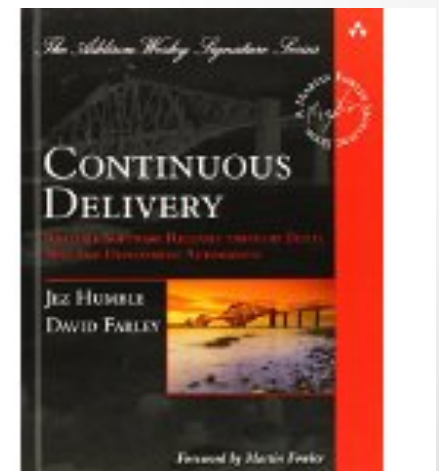
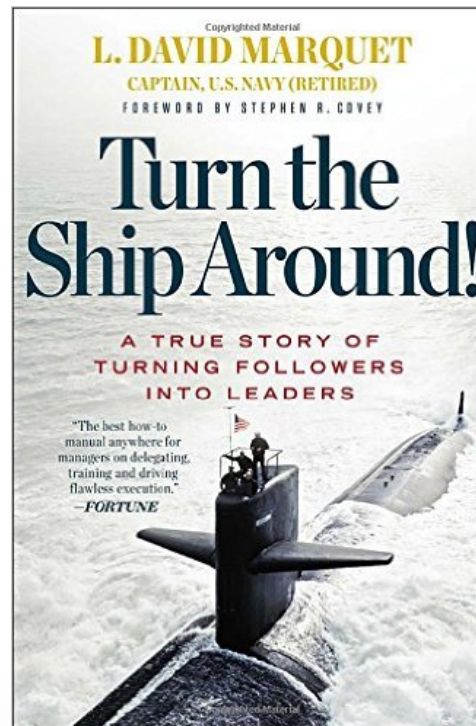
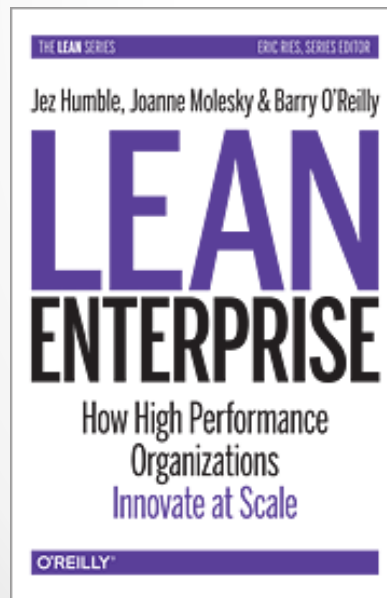
**The Third Way:
Culture Of Continual Experimentation And
Learning**

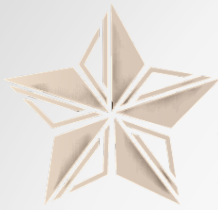


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Continuous Improvement

- Create a compelling vision of the transformation
- Employ systems thinking to understand impacts to clients
- Empathy goes a long way
- Be able to measure and communicate progress
- Iterative feedback loops rock





Breakout Questions

1. Were you ever in peril of losing a deal or a client relationship over a bad hearts & minds campaign?
2. What's an example of a time where you created that "compelling vision of the future" for your client (and their staff)?
3. How do you convince clients today to make big changes in the name of efficiency?
4. What are some tools you can add to your technique to address WIIFM?