

Influencing DevOps Without Authority:

How Even a "DevOps Engineer"
Can Advance Real DevOps

**DEVOPS
WORLD**
by CloudBees







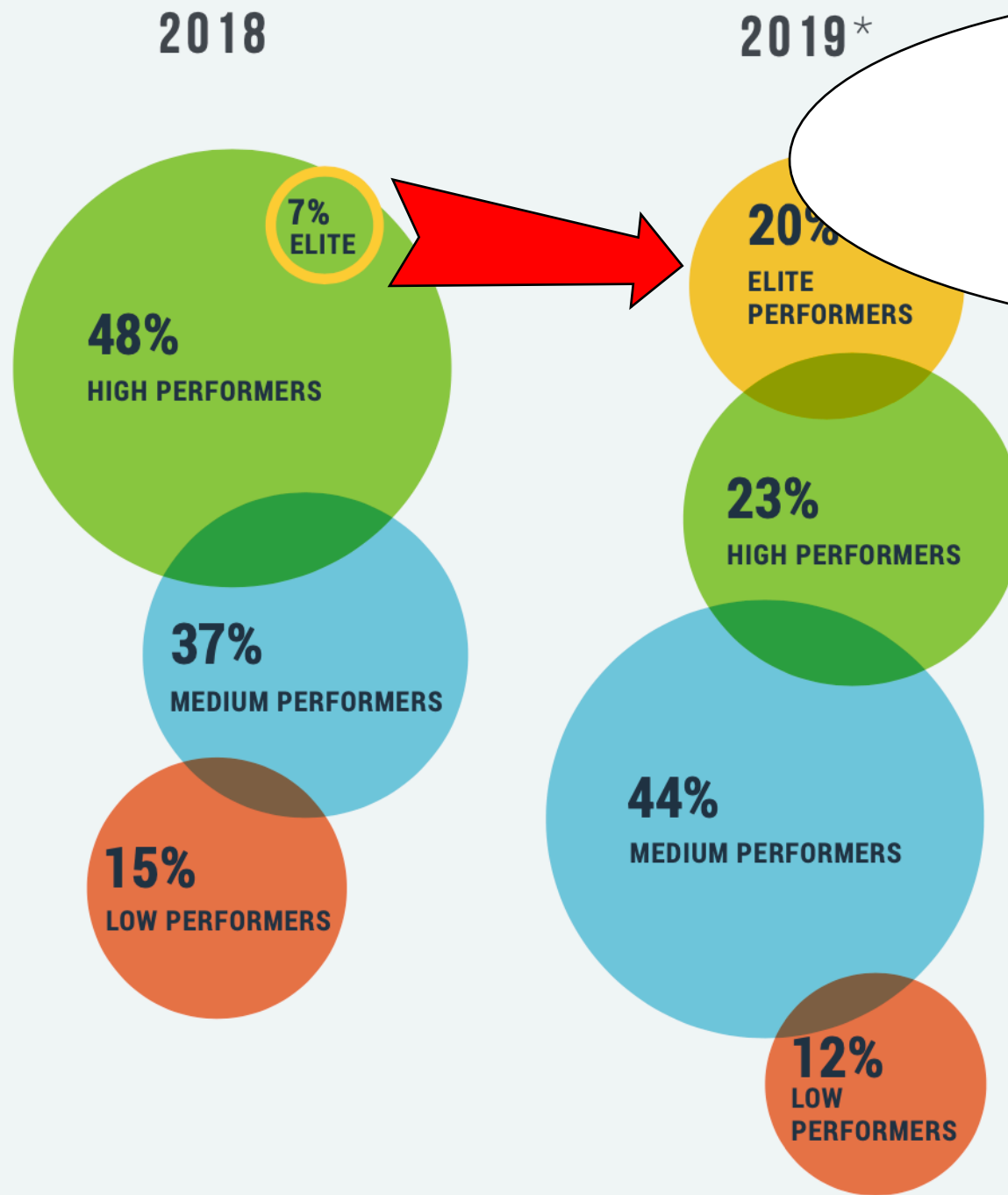




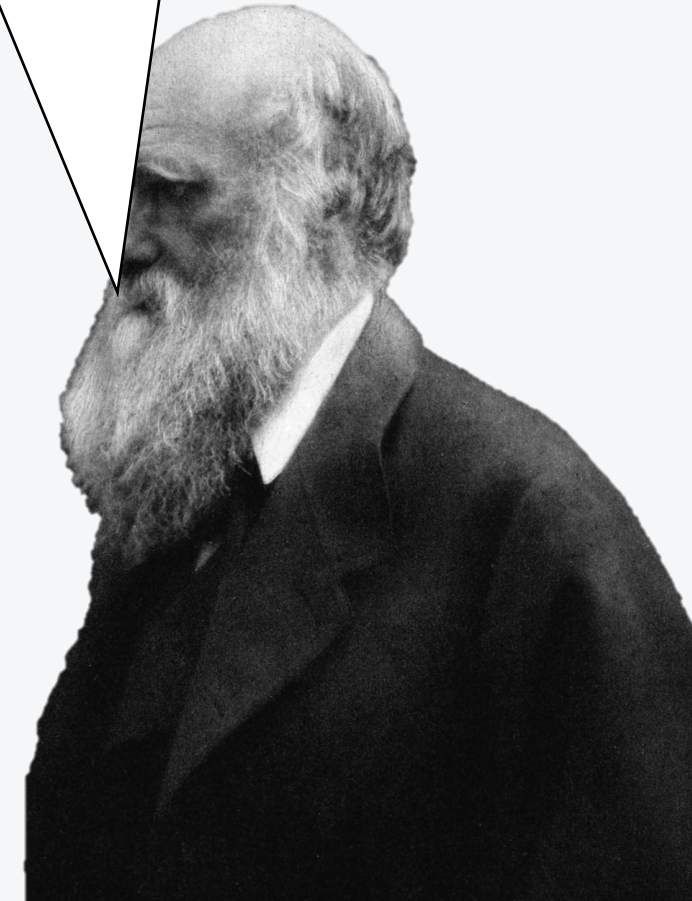


ACCELERATE

State of DevOps



Evolutionary Pressure!





LEONID IGOLNIK

@ligolnik

SaaS Engineering leader

SignalFX, CA Technologies, Taleo

Angel investor

Mentor

BARUCH SADOGURSKY

CHIEF STICKER OFFICER

(ALSO 🎩 OF DEVELOPER ADVOCACY)



JBARUCH@JFROG.COM



@JBARUCH



+1(408)890-9281



[HTTPS://JFROG.COM/SHOWNOTES](https://jfrog.com/shownotes)



SLIDES



VIDEO



LINKS



COMMENTS,
RATINGS



RAFFLE



LEARN, LEARN, AND LEARN!

With New Chapters on Gender and Distance

ALLAN R. COHEN | DAVID L. BRADFORD

FOREWORD BY AARON LEVIE, CEO, AND DAN LEVIN, COO, BOX, INC.

INFLUENCE *WITHOUT* AUTHORITY

THIRD EDITION OF THE MANAGEMENT CLASSIC

GET WORK DONE IN TODAY'S ORGANIZATIONS

INFLUENCE YOUR BOSS, PEERS, CLIENTS,
AND STAKEHOLDERS EVERYWHERE

BUILD RELATIONSHIPS AND CREATE ALLIES

WILEY

The Cohen-Bradford IWA Model



The Cohen-Bradford IWA Model





LET'S ALL BE FRIENDS!







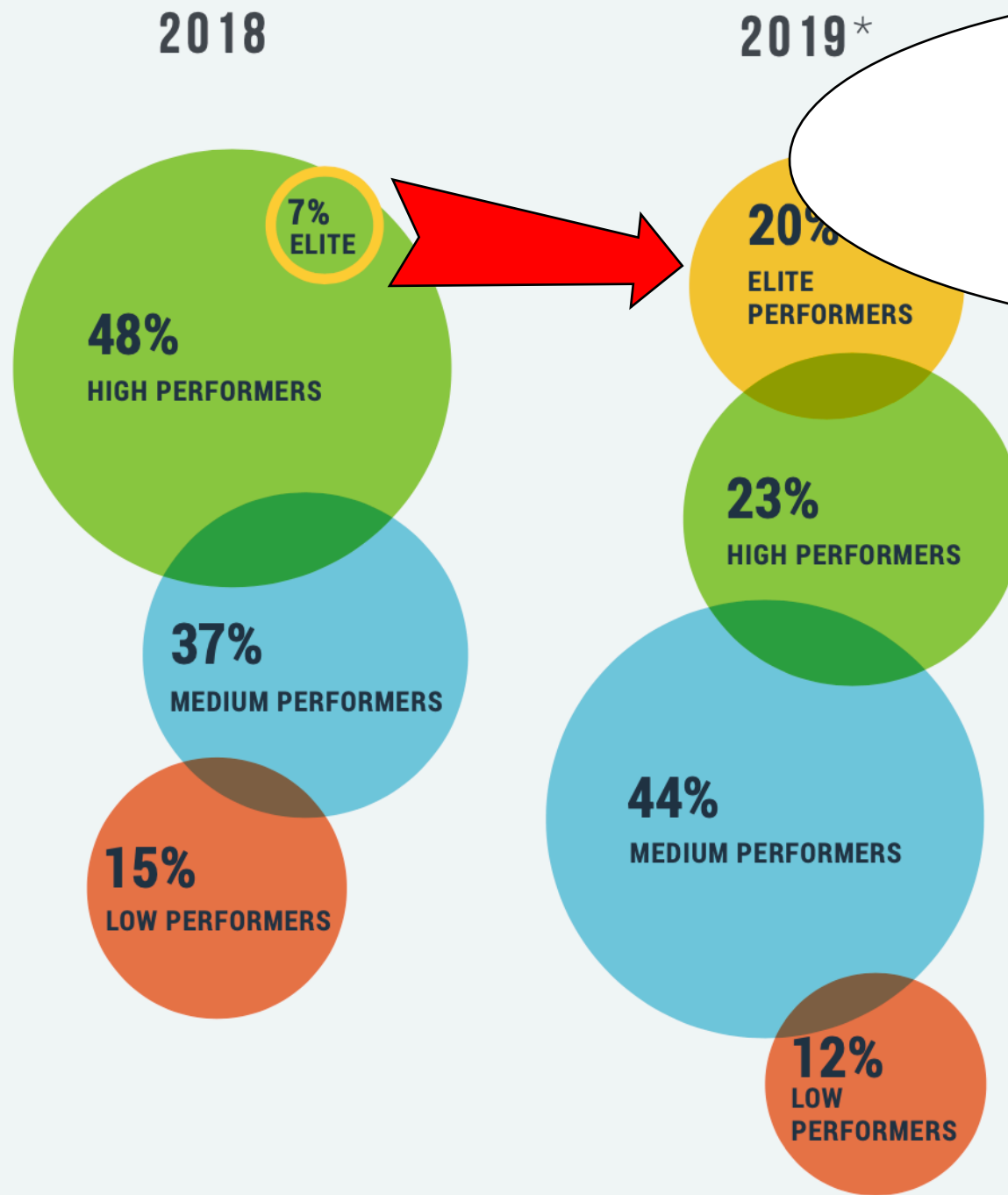


The Cohen-Bradford IWA Model

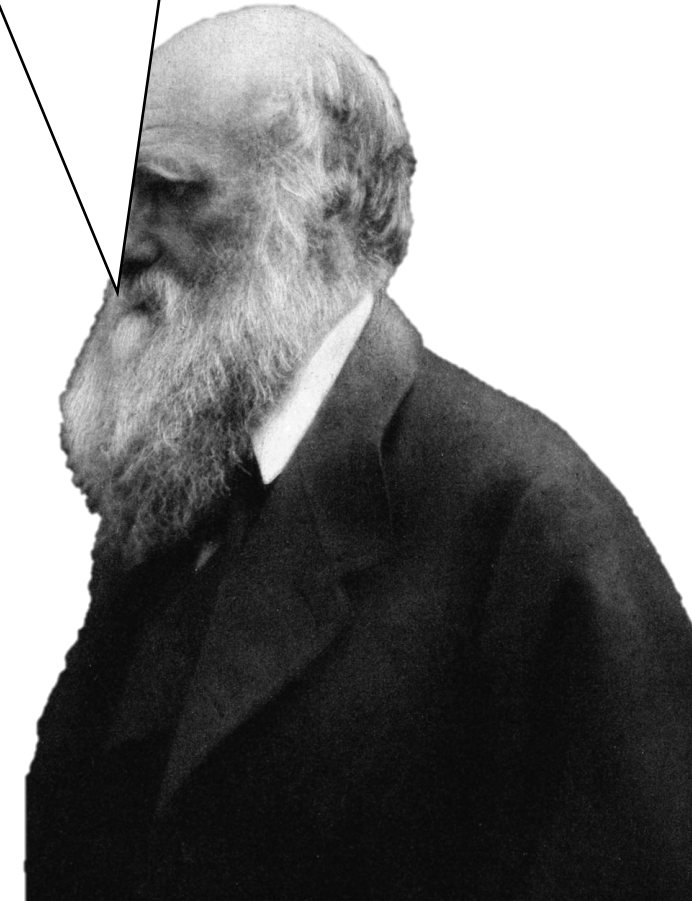


ACCELERATE

State of DevOps



Evolutionary Pressure!





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The passionate, functional, micro-serviced approach



Expert

Resumé Driven Development

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@ligolink **ONLY?**

#DevOpsWorld @ThePracticalDev

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The Cohen-Bradford IWA Model



The passionate, functional, micro-serviced approach



Expert

Resumé Driven Development

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NEW YORK TIMES BESTSELLER

"Provocative and fascinating." —MALCOLM GLADWELL

Daniel H. Pink

author of *A Whole New Mind*

DRiVE

The title 'DRiVE' is rendered in a large, bold, red sans-serif font. The letters have a slight 3D effect with a light gray shadow beneath them. A small, stylized gray figure of a person is shown falling or jumping from the shadow of the letter 'i'.

The Surprising Truth
About What Motivates Us

3 FACTORS LEAD TO BETTER
PERFORMANCE & PERSONAL
SATISFACTION...

AUTONOMY
MASTERY
PURPOSE



NEW YORK TIMES BESTSELLER

REVISED AND
EXPANDED EDITION



PREDICTABLY IRRATIONAL

"Sly and lucid. . . . Revolutionary." —*New York Times Book Review*

*The Hidden Forces That
Shape Our Decisions*

DAN ARIELY

AUTHOR OF *THE UPSIDE OF IRRATIONALITY*



SWAY

THE IRRESISTIBLE
PULL OF IRRATIONAL
BEHAVIOR

ORI BRAFMAN AND
ROM BRAFMAN



CIO Your Legacy Awaits

walk me

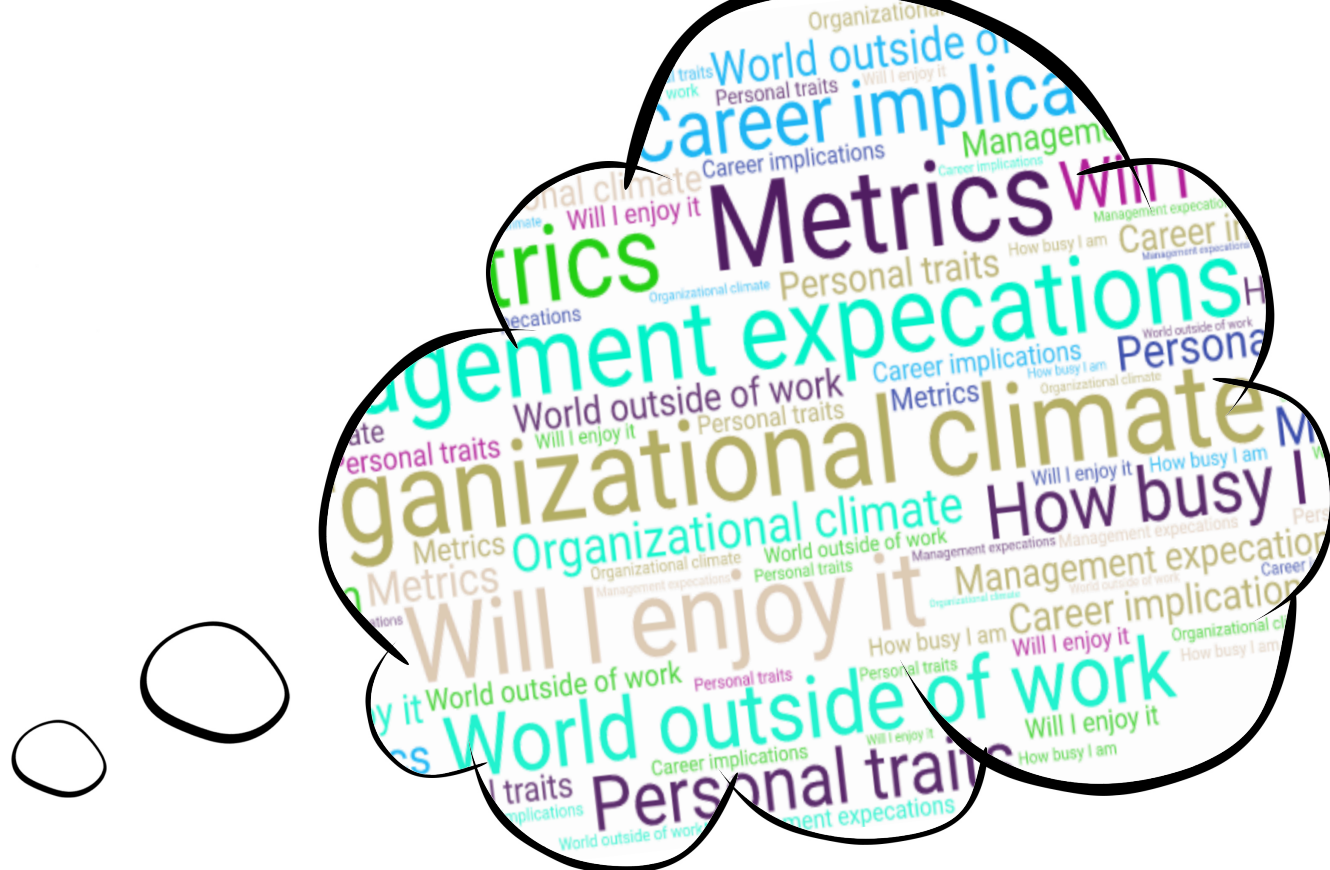


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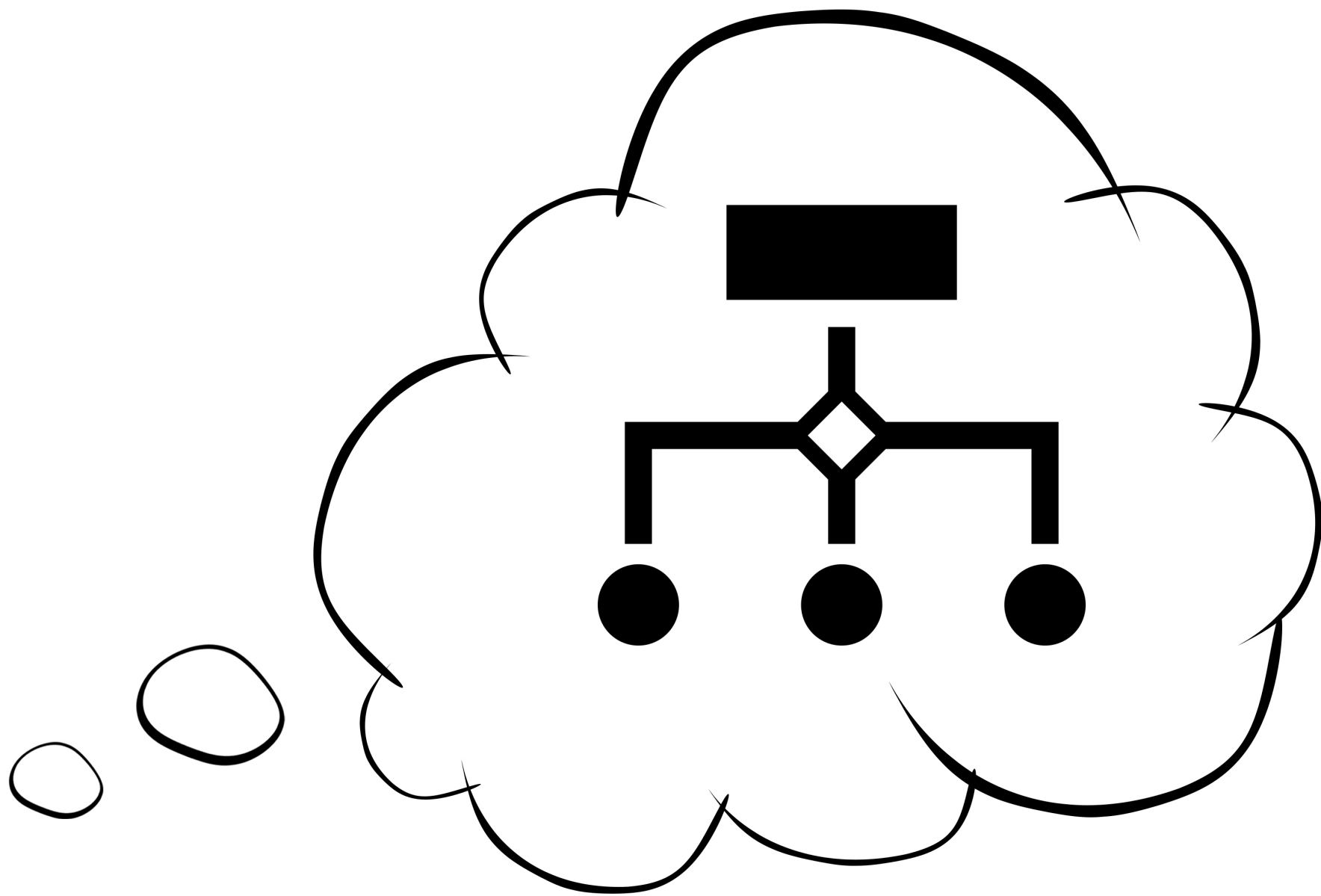


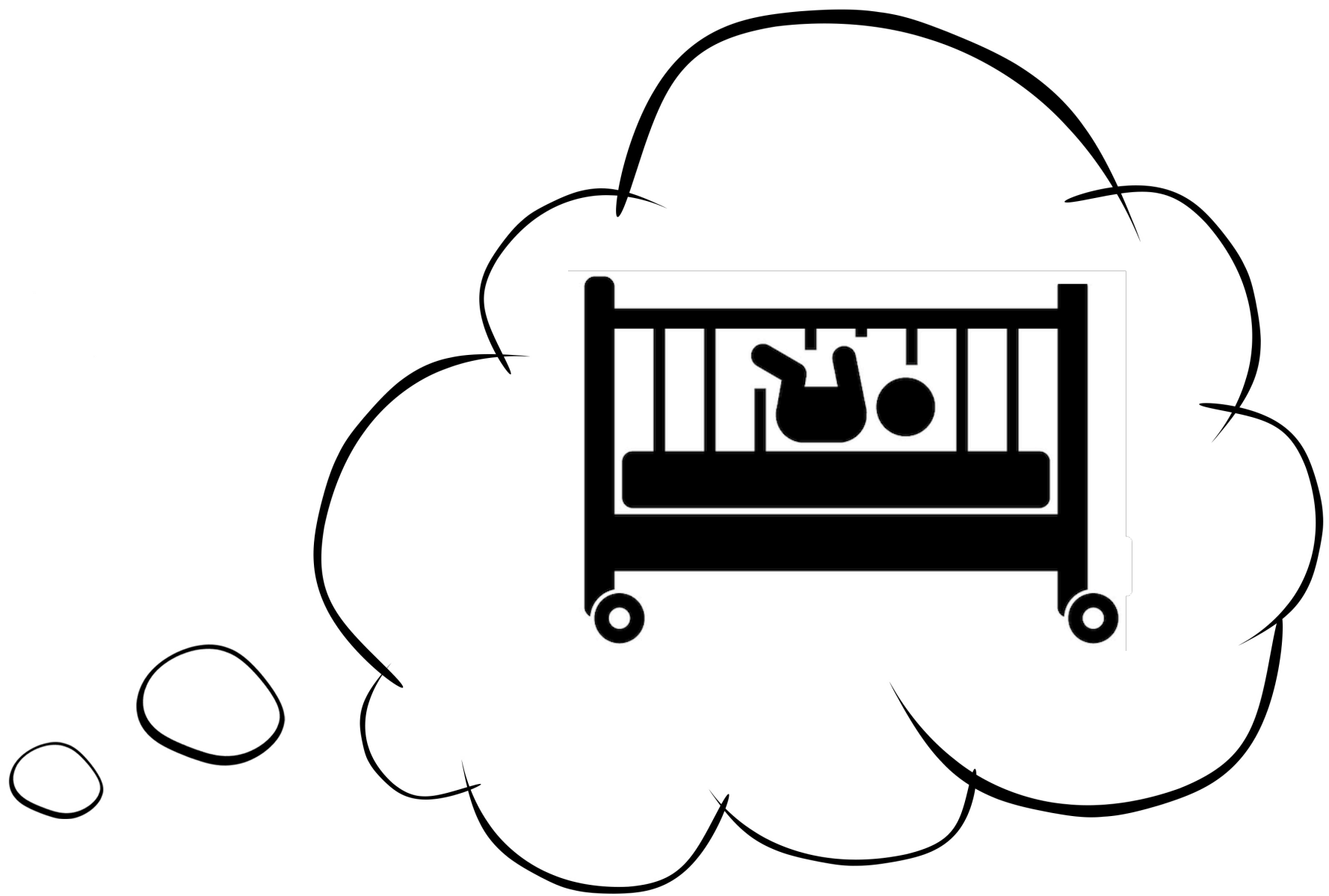
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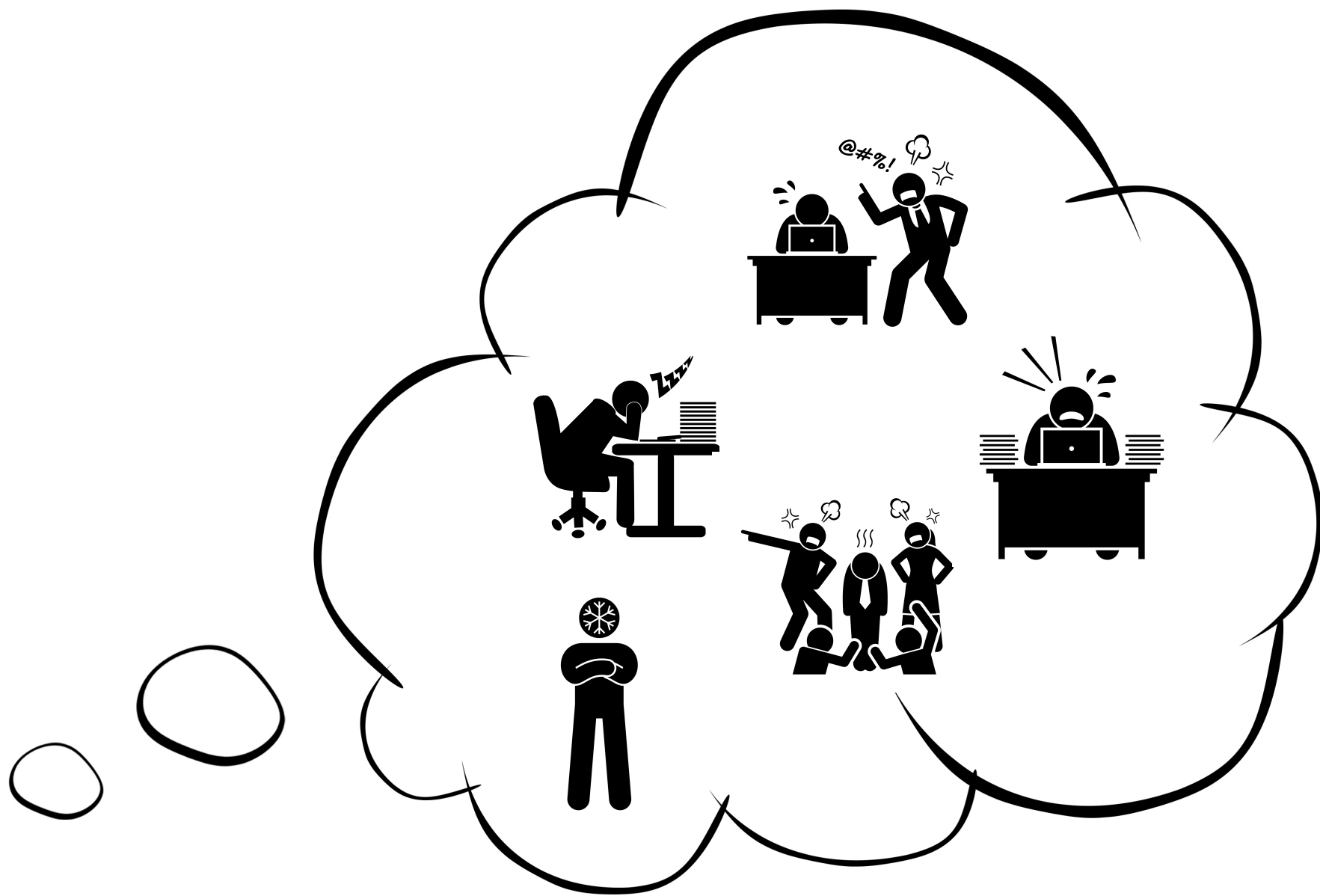


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PERFORMANCE METRICS



SOFTWARE DEVELOPMENT

Lead Time



SOFTWARE DEPLOYMENT

Change Fail




SERVICE OPERATION

Availability

Deployment Frequency

Time to Restore

FOUR KEY METRICS

Aspect of Software Delivery Performance*	Elite	High	Medium	Low
Deployment frequency For the primary application or service you work on, how often does your organization deploy code to production or release it to end users?	On-demand (multiple deploys per day)	Between once per day and once per week	Between once per week and once per month	Between once per month and once every six months
Lead time for changes For the primary application or service you work on, what is your lead time for changes (i.e., how long does it take to go from code committed to code successfully running in production)?		Between one day and one week	Between one week and one month	Between one month and six months
Time to restore service For the primary application or service you work on, how long does it generally take to restore service when a service incident or a defect that impacts users occurs (e.g., unplanned outage or service impairment)?		Less than one day ^a	Less than one day ^a	Between one week and one month
Change failure rate For the primary application or service you work on, what percentage of changes to production or released to users result in degraded service (e.g., lead to service impairment or service outage) and subsequently require remediation (e.g., require a hotfix, rollback, fix forward, patch)?		0-15% ^{b,c}	0-15% ^{c,d}	46-60%

WHERE TO LOOK FOR DATA



OKRS

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BACKLOGS

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PRESENTATIONS

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SOCIALIZING

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	Autonomy	Mastery	Purpose	Fear
Dev	~~~~~			~~~~~
Ops		~~~~~		
QA		~~~~~		
Security	~~~~~		~~~~~	
Product		~~~~~		~~~~~
...				

**WORLD OF
OTHER
PERSON**

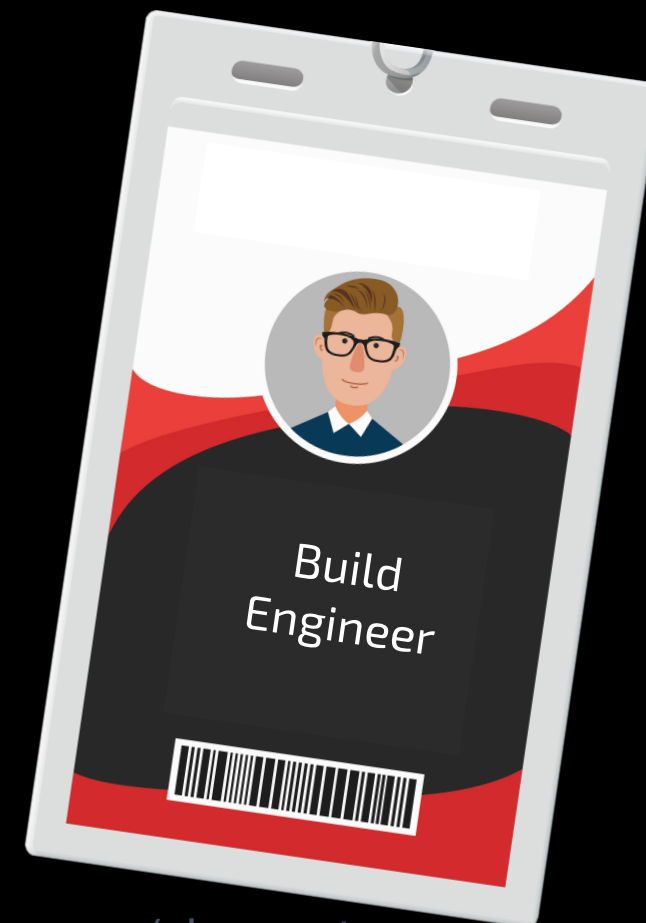
	Autonomy	Mastery	Purpose	Fear
Dev	~~~~~			~~~~~
Ops		~~~~~		
QA		~~~~~		
Security	~~~~~		~~~~~	
Product			~~~~~	~~~~~
...				

AUTONOMY OF DEVELOPERS



	Autonomy	Mastery	Purpose	Fear
Dev	~~~~~			~~~~~
OPS		~~~~~		
QA		~~~~~		
Security	~~~~~		~~~~~	
Product			~~~~~	~~~~~
...				

**MASTERY
OF OPS**



	Autonomy	Mastery	Purpose	Fear
Dev	~~~~~			~~~~~
Ops		~~~~~		
QA		~~~~~		
Security	~~~~~		~~~~~	
Product			~~~~~	~~~~~
...				

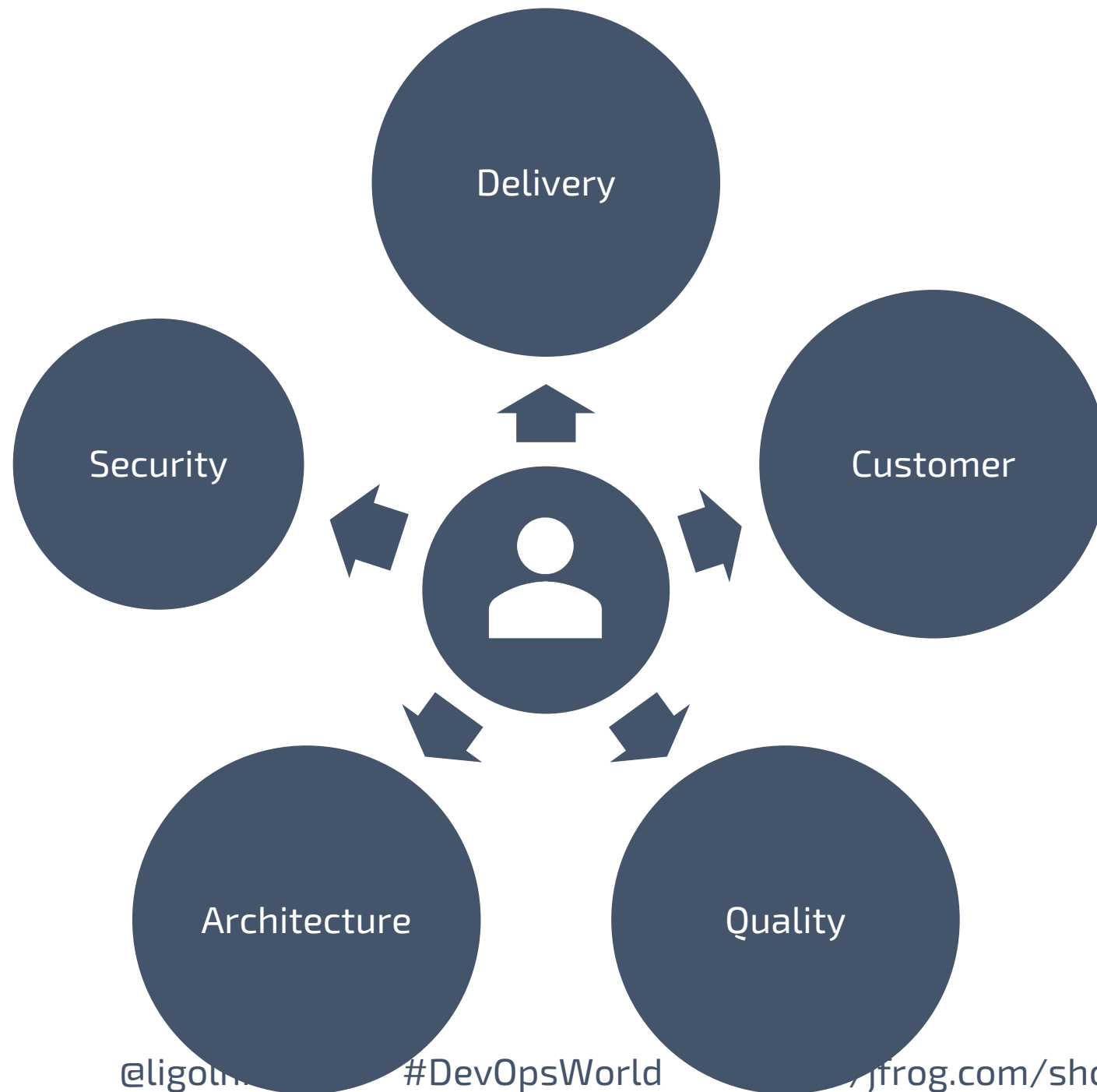
PURPOSE OF TESTERS

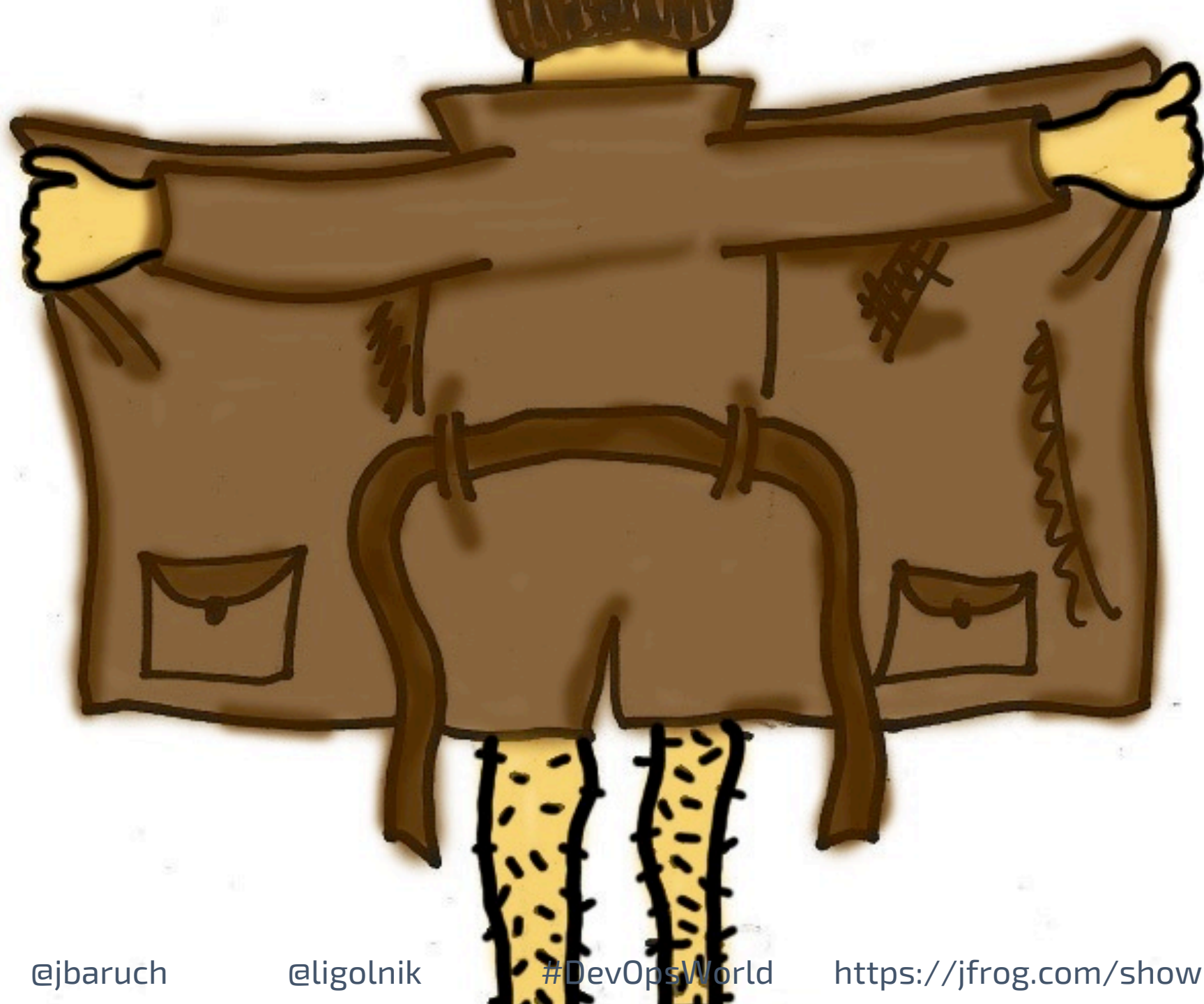


	Autonomy	Mastery	Purpose	Fear
Dev	~~~~~			~~~~~
Ops		~~~~~		
QA		~~~~~		
Security	~~~~~		~~~~~	
Product			~~~~~	~~~~~
...				

FEARS OF INFOSEC









Range

How Generalists Triumph
in a Specialized World

David Epstein

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The Cohen-Bradford IWA Model



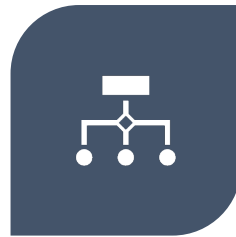
TYPES OF CURRENCIES



INSPIRATION
RELATED



TASK RELATED



POSITION
RELATED



RELATIONSHIP
RELATED



PERSON
RELATED



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HEY, DUDE

COME TO OUR HACKATON!



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The Cohen-Bradford IWA Model



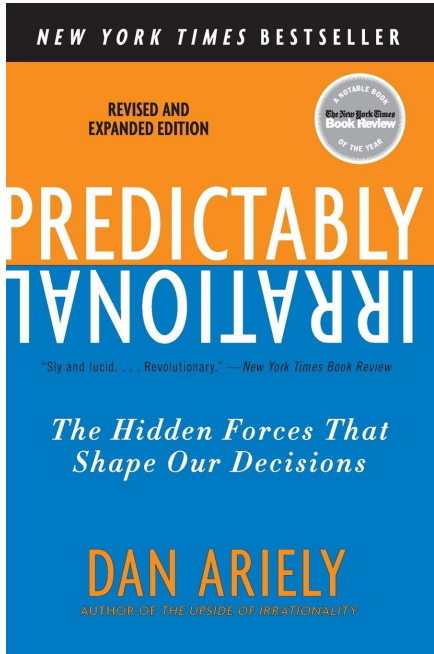


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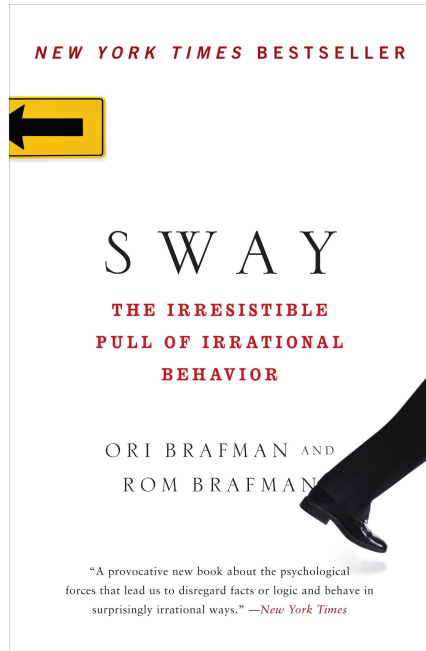
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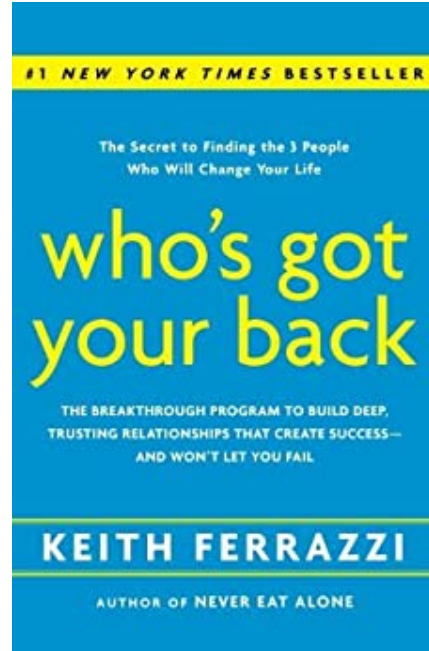
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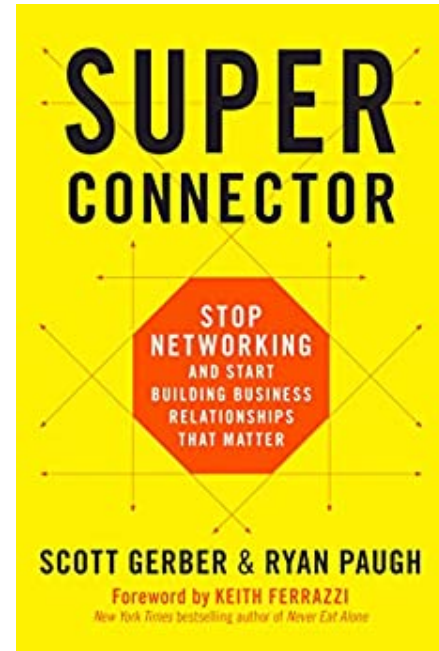
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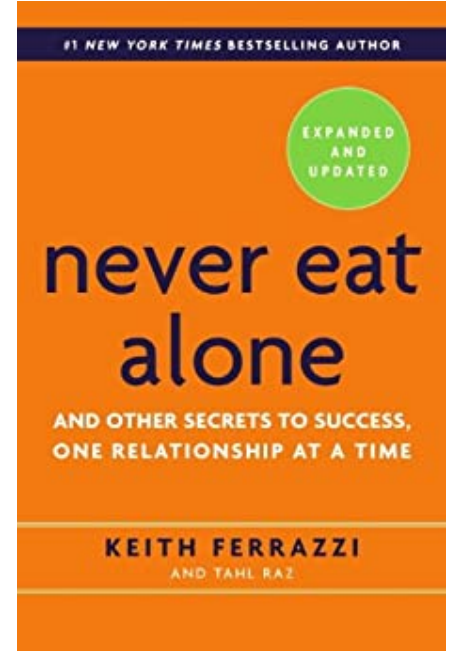
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The Cohen-Bradford IWA Model



quiddity /kwɪd-ɪ-ti/ *kwid-ee-ti*
the essential nature of a
– ORIGIN Latin *quidditas*.

quid pro quo /kwɪd pro
quid pro quos) a favour
for something.

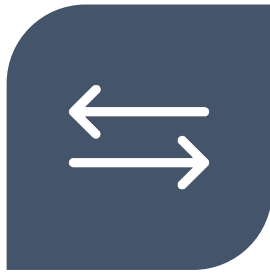
– ORIGIN Latin, 'something
thing'.

quiescent /kwi-ess-uhns-
or period of in-

TYPES OF EXCHANGE



INTEREST
ALIGNMENT



BARTER



OWE A FAVOR



CALL IN A
FAVOR



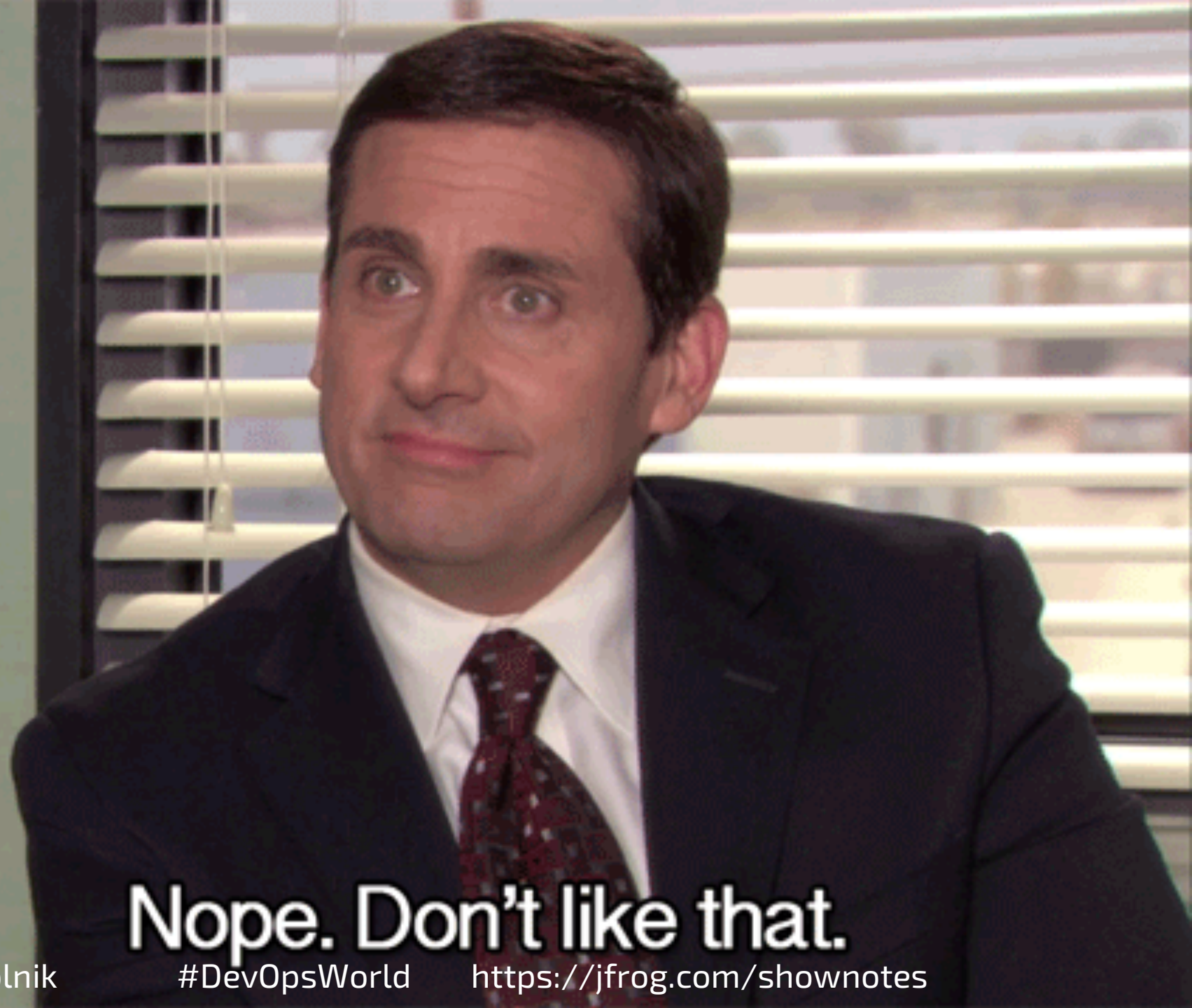
THE END.

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Nope. Don't like that.

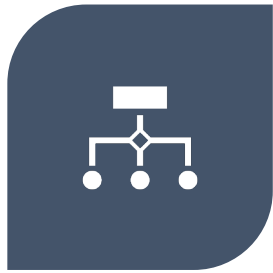
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BARRIERS TO INFLUENCE: EXTERNAL



POWER
DIFFERENTIAL



DIFFERENT
GOALS



INCOMPATIBLE
MEASUREMENTS



RIVALRY

BARRIERS TO INFLUENCE: INTERNAL



LACK OF
EXPERIENCE



BLINDING
ATTITUDE



FEAR OF FAILING



FEAR OF
REACTION

BEST ALTERNATIVE TO NEGOTIATED AGREEMENT





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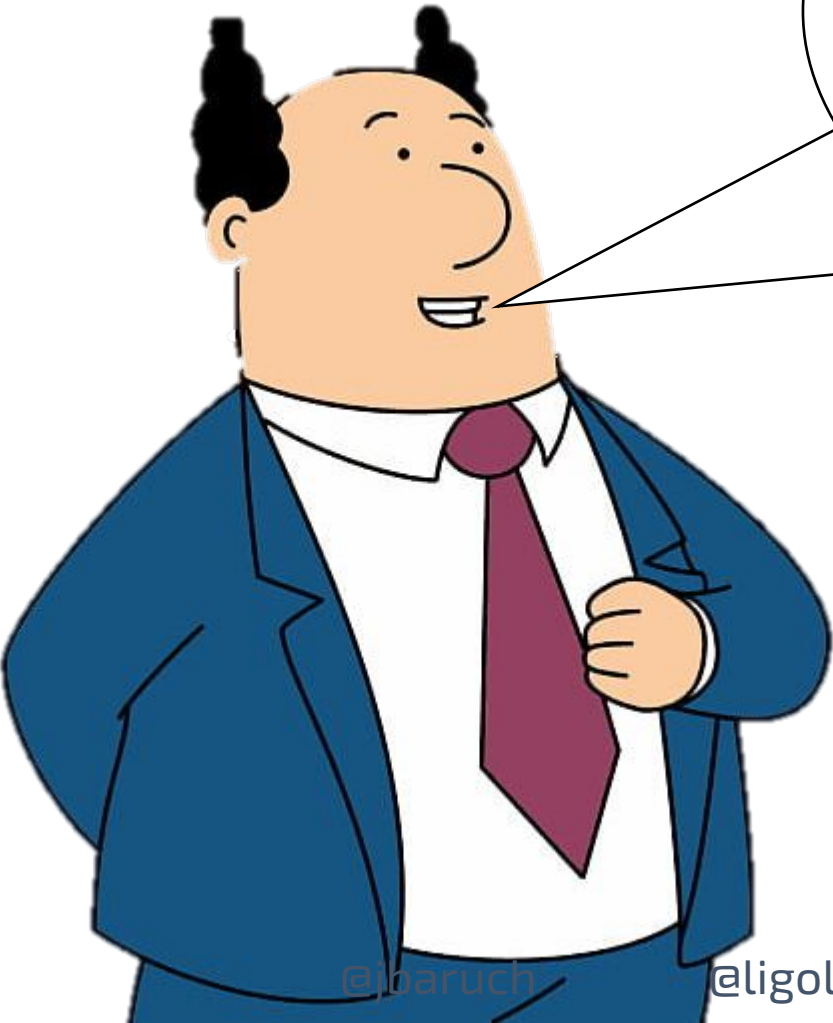
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On-call is not
my job!



DEVOPS FOR DEVELOPERS
... OR MAYBE AGAINST THEM?!



A cartoon illustration of a man with a large head, wearing a blue suit, white shirt, and maroon tie. He is looking upwards and to the right, with a speech bubble coming from his mouth. The speech bubble contains the text 'What's wrong with what we are doing now?'.


What's wrong
with what we are
doing now?

{* SECURITY *}

Equifax CEO falls on his sword weeks after credit biz admits mega-breach

Well, what else could he do?

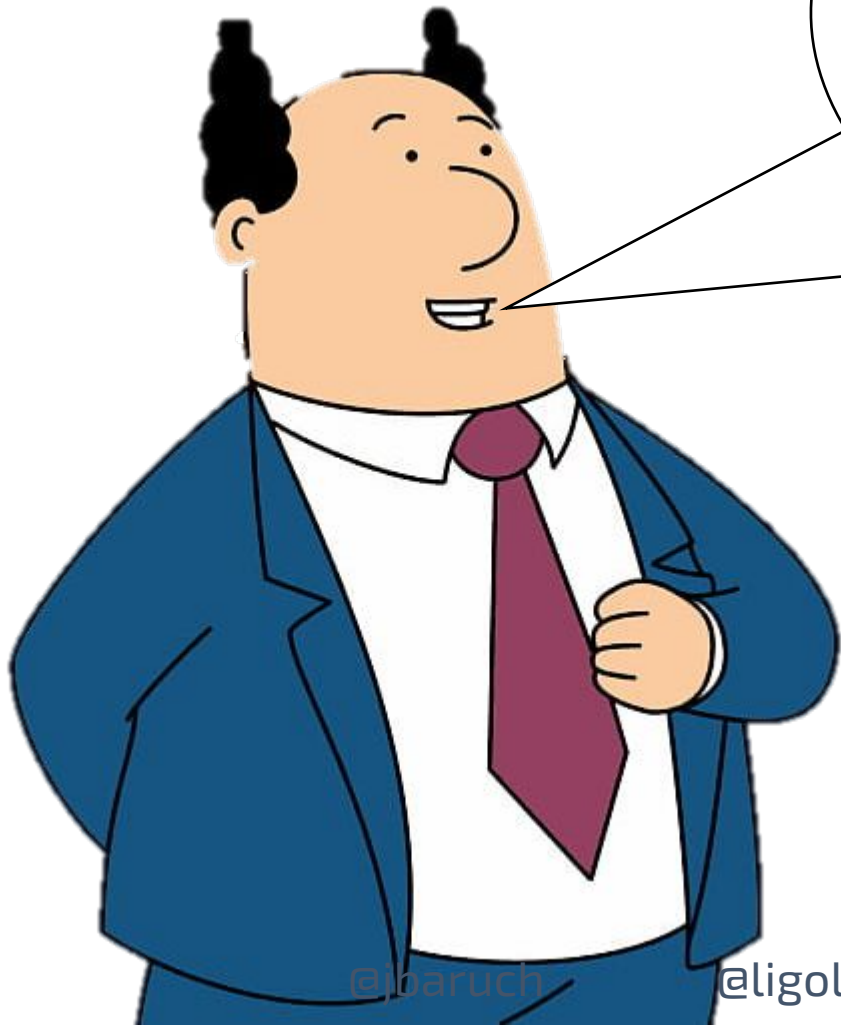
By [John Leyden](#) 26 Sep 2017 at 15:35

43  SHARE ▼

Equifax's chairman and chief exec today resigned, weeks after the consumer credit reporting agency admitted a massive security breach.

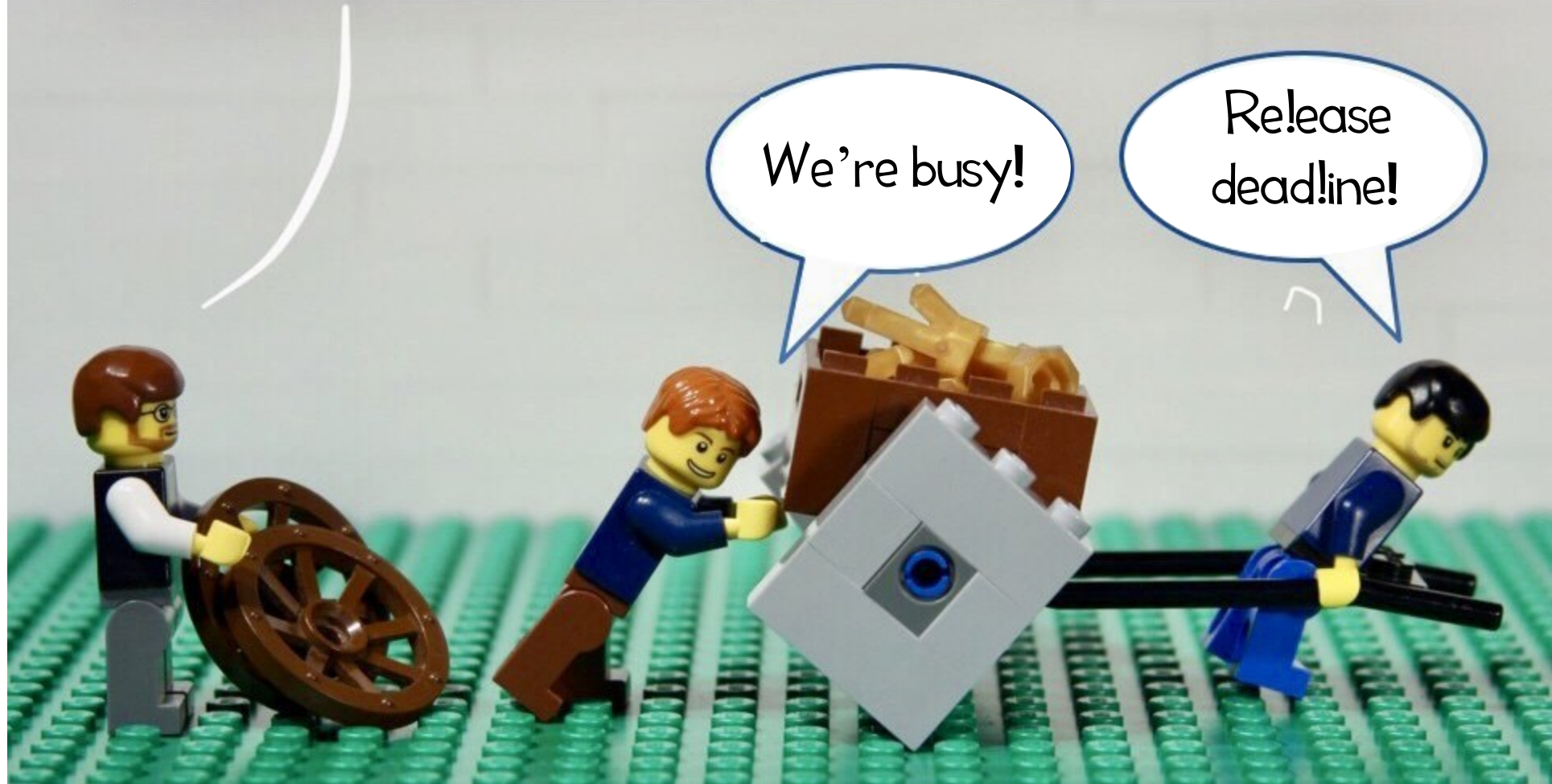
Richard Smith, who "retires" with immediate effect, has joined a growing list of senior people that exited Equifax in the wake of the mega leak that affected in excess of 100 million consumers.

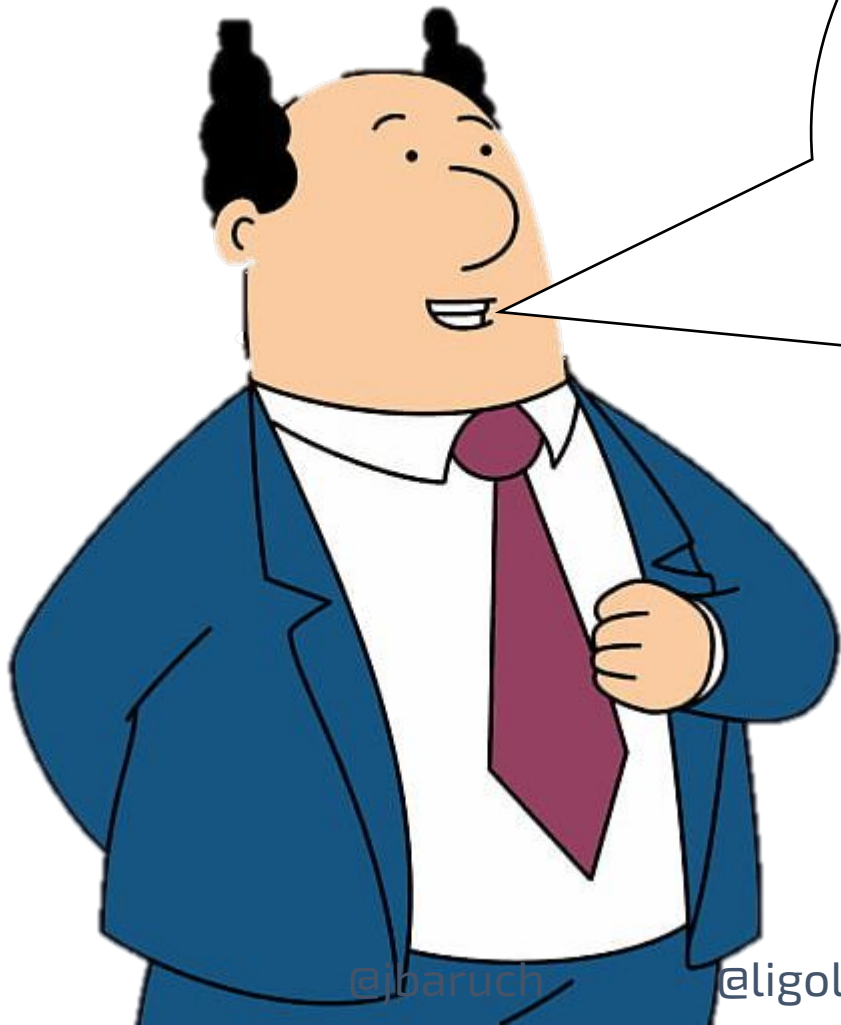
Smith will not collect his annual bonus, according to his [agreement](#) with Equifax. He will be on hand for the next 90



No time!
Everybody are
over!oaded!

Should we try DevOps?





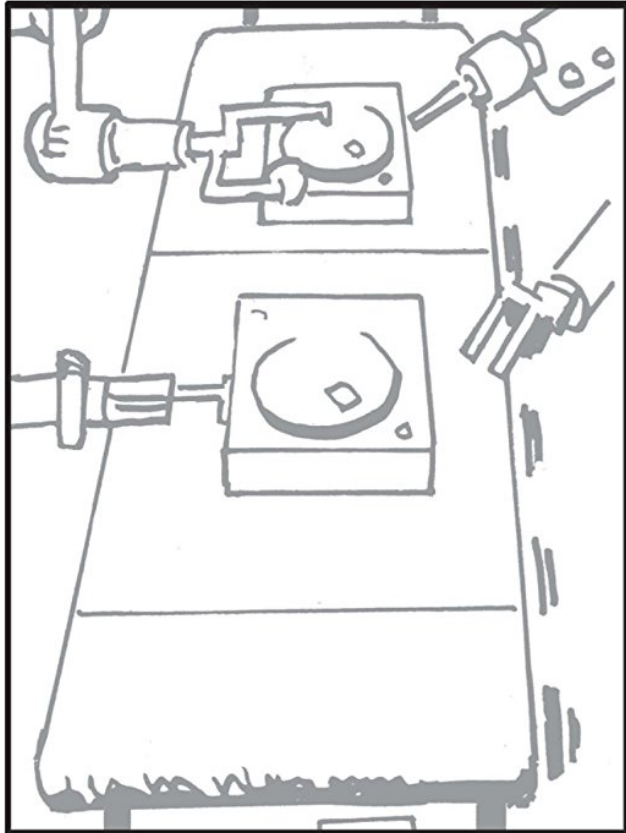
Si!os are good,
they promote
special!ization!



If you don't optimize
at the bottleneck, you
don't optimize at all!

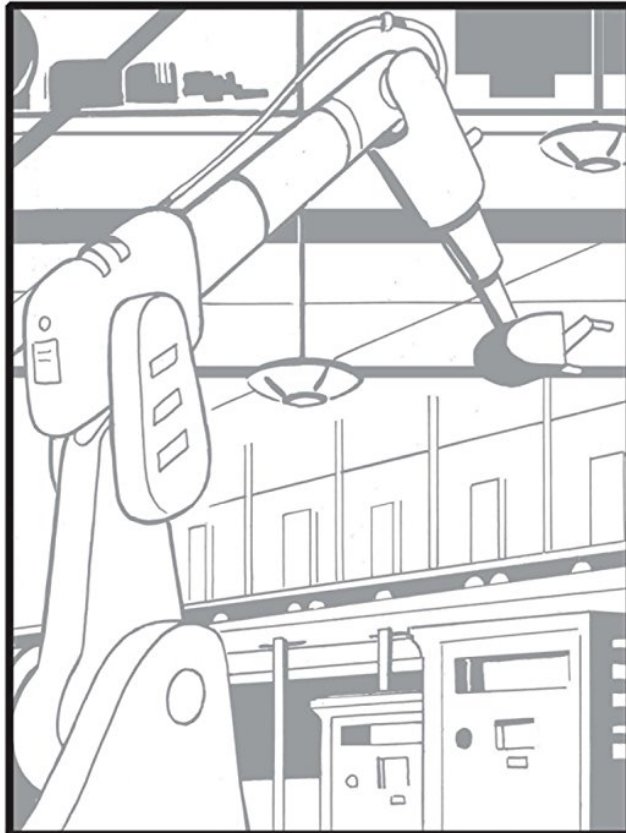
ELIYAHU M. GOLDRATT'S THE GOAL

A BUSINESS GRAPHIC NOVEL



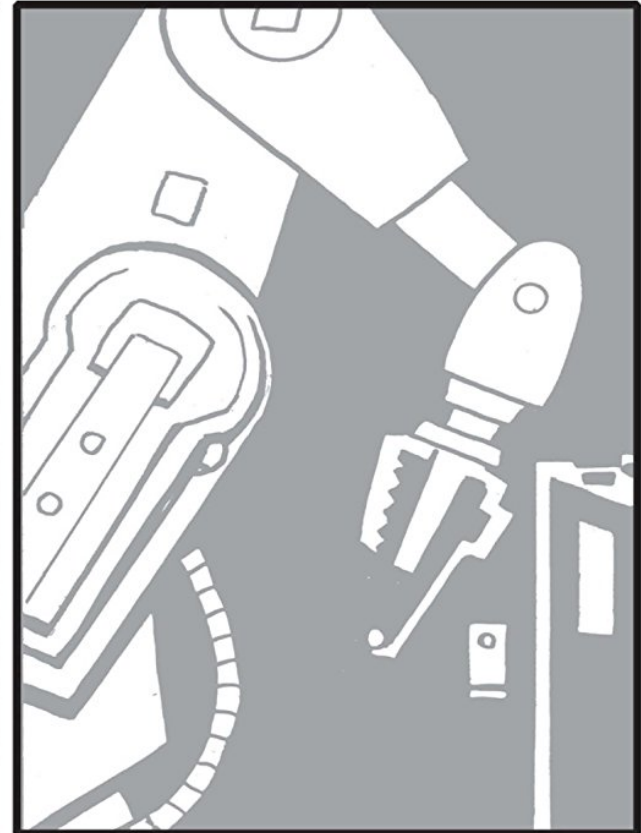
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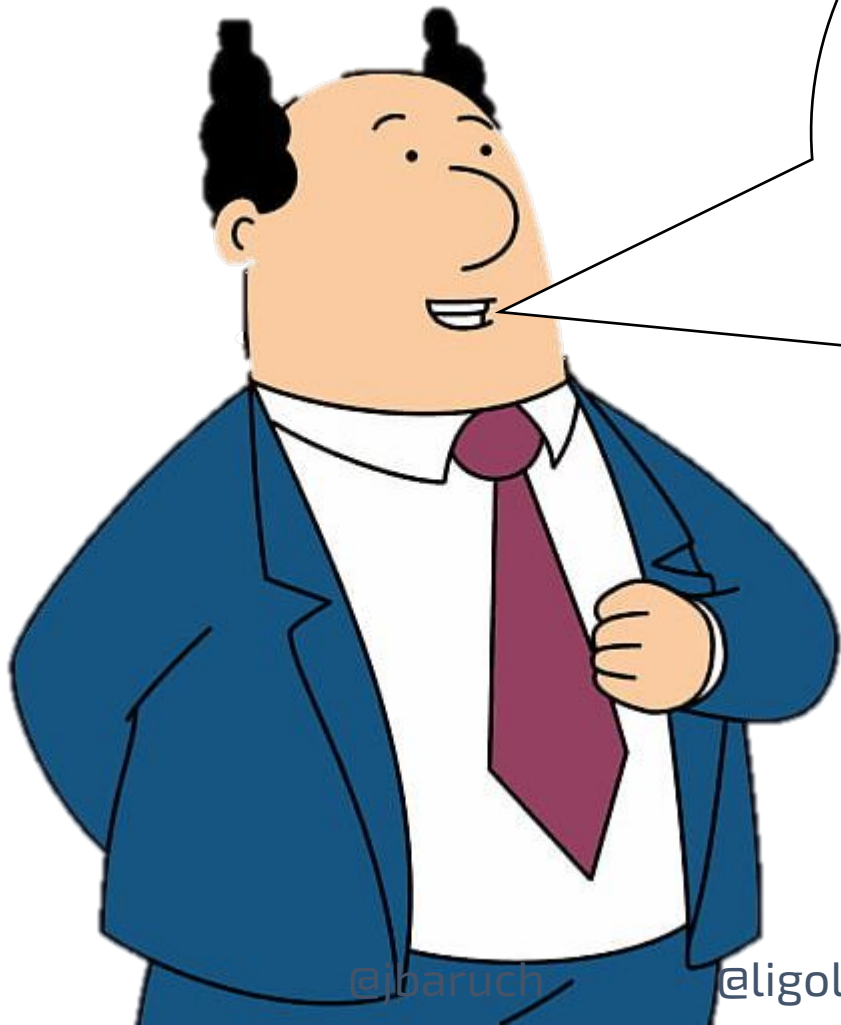
@ligolnik



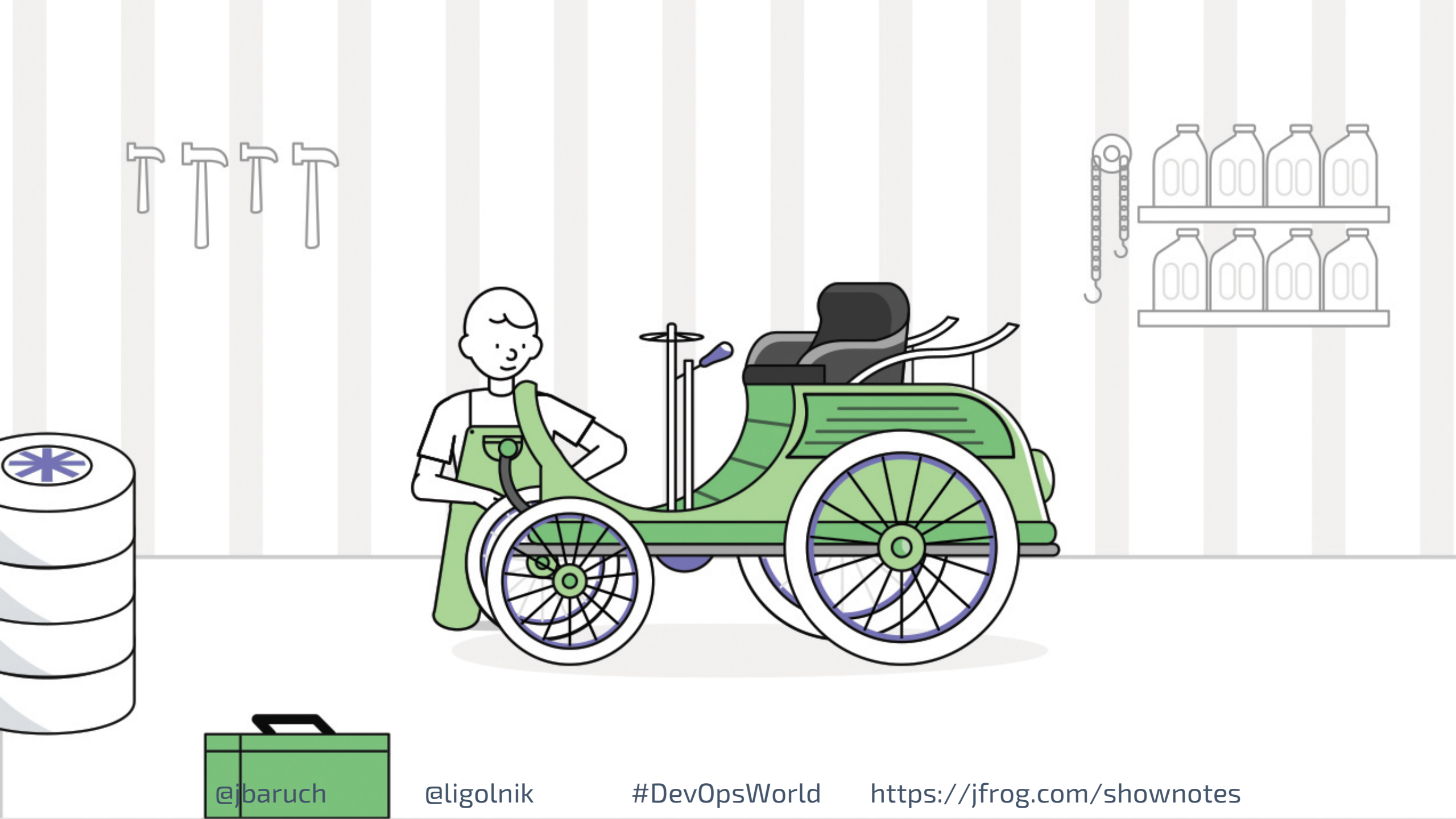
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We have
regulations on our
neck, they won't
allow that

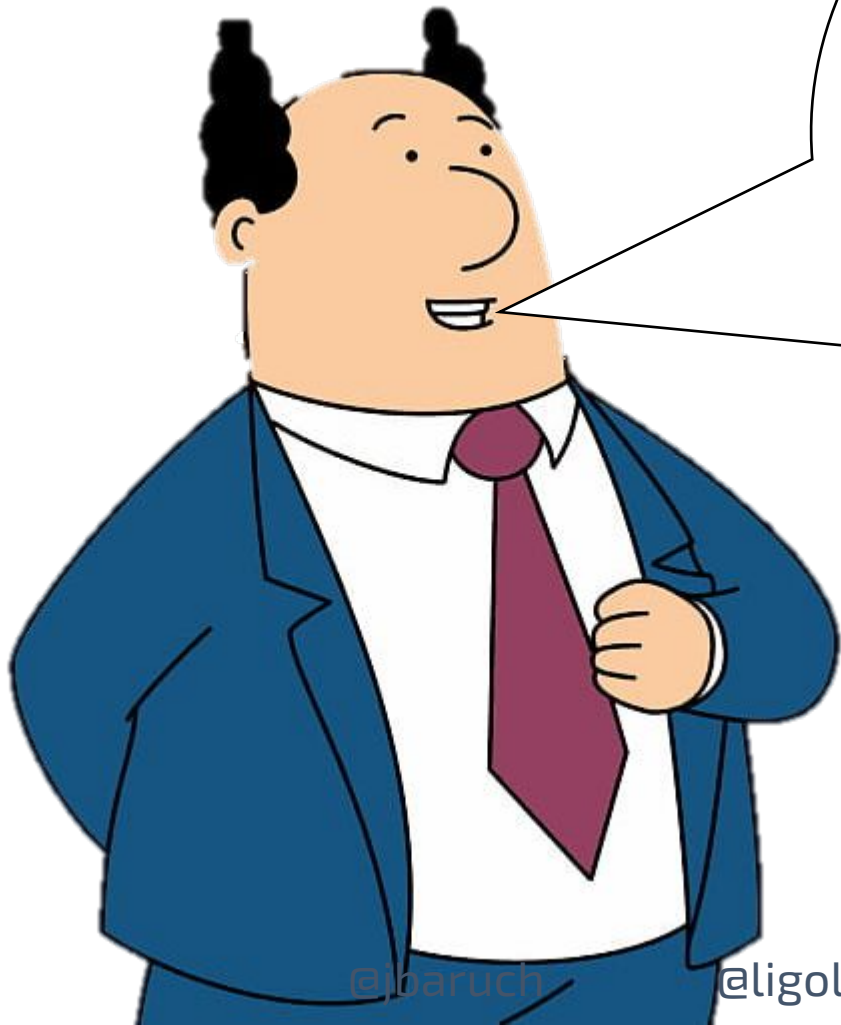


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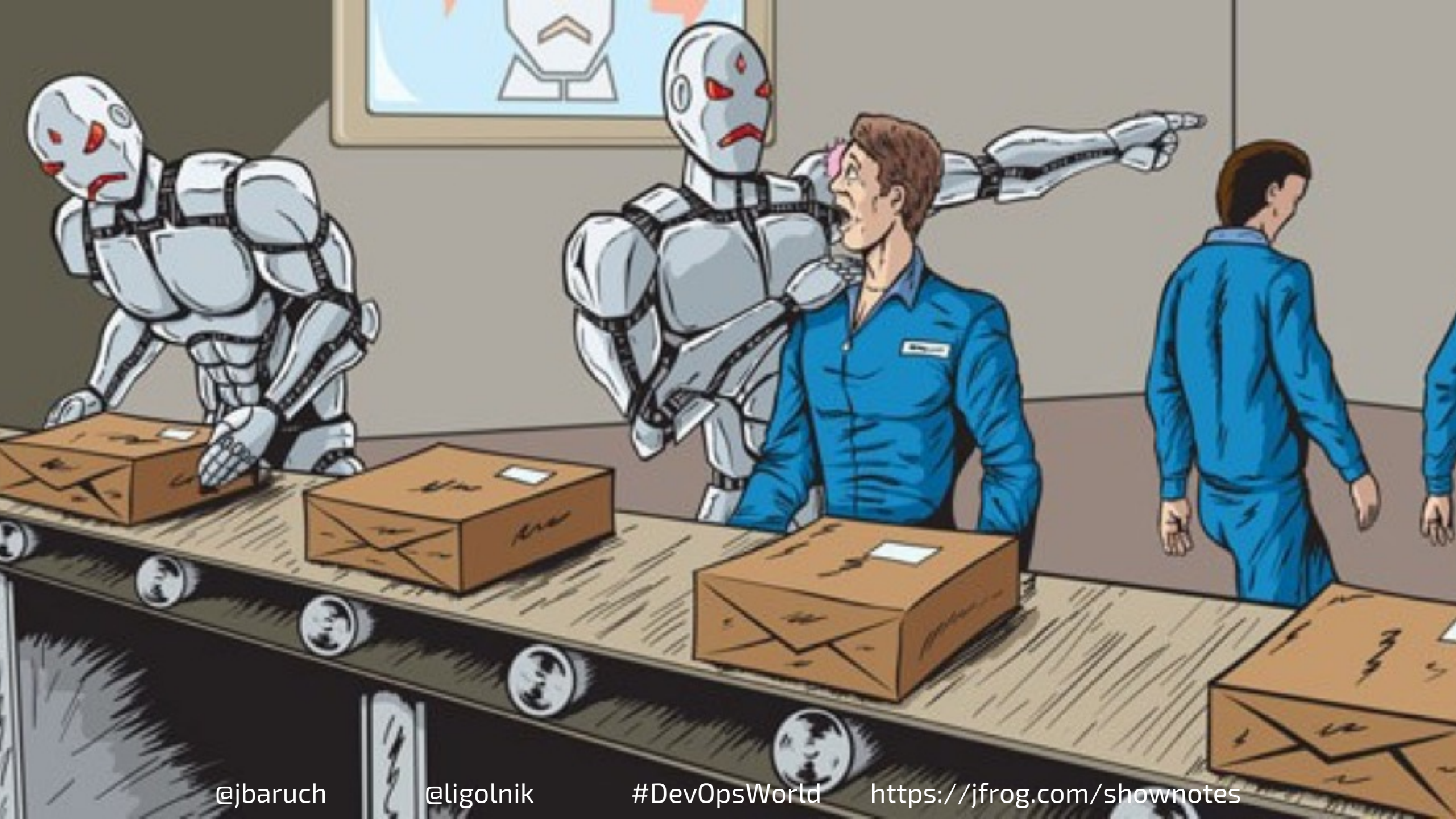
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We can't release
faster; we need
to check for
 $\${\text{concern of the day}}$



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The Cohen-Bradford IWA Model



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Q&A AND TWITTER ADS

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