Automation, Mastery & Purpose

The New New Transformation Paradigm

Shaaron A Alvares
Senior Agile DevOps
Transformation Coach, T-Mobile

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by CloudBees

Transformation Challenges

The New New Transformation Paradigm

Automation,
Mastery
& Purpose

Shaaron A Alvares

Agile & DevOps Transformation Coach, T-Mobile
Editor, InfoQ
Advocate, The DevOps Institute

What ~250hrs of Retrospectives Taught me About Transformations

DevOps Team Retrospectives

Quarterly Big Room Organizational Retrospectives

#1 – PO/ProdM – Team Misalignment
#2 – Band-aids vs Innovation
#3 – Included in the Big Picture

#1 – Silos & Dependencies
#2 – Business Expectations & Misalignment
#3 – Leadership Disconnect

Common Organizational Transformation Challenges

Silos vs System Thinking Applied to the Enterprise

Legacy Mindsets & Culture

Where to focus Technology Investments

Business & Technology Misalignment: Technology is a Black Box

Disconnect between Developers & Leaders

Frameworks & Tools Fatigue

Organizational Change

Only 5% of Executives grasp
the intertwined relation between
Best-in-Class Tools & Business Performance

Scaled DevOps Challenges

$5.2B

Spent on DevOps Software in 2018

>50%

DevOps time waste on logistics & repeatable tasks

87%

Organizations are disappointed with results of DevOps

GitLab Commit, 2020

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"We transform using **the same mental models** that led to creating the very same challenges that Impede Innovation & Delivery today."

Shaaron A Alvares

Conway & Hamel Based Transformations

"Any organization that designs a system (defined broadly) will produce a design whose structure is a copy of the organization's communication structure."

Melvin Conway, 1968

"Right now, your company has 21st century Internet enabled business processes
Mid 20th century management processes all built
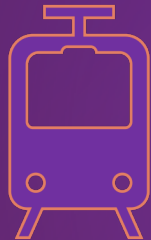Atop 19th century management principles."

Gary Hamel, 2007

Are we Measuring the Right Outcomes?

What's your...

Cost of Delay?	Most important Features' Value?	Most important Value Stream Lead Time?
Value Stream Infrastructure ROI?	Value Stream Customers' NPS?	Team Health & Value Stream NPS?

" **How do we build Organizations that are fit for the Future,**

But also, how do we build organizations that are fit for Human Beings? "

Gary Hamel, 2010

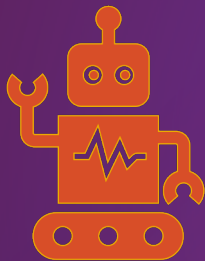# A New New Transformation Paradigm

Automation — **Mastery** — **Purpose**

Dan Pink, The Puzzle of Motivation, 2009
Dan Pink, Why We Do What We Do, 2013

A New New Transformation Paradigm

Automation 🔗 **Mastery** 🔗 **Purpose**

• Modern technologies
• Process & Tools integration
• Platforms
• AI/ ML

• Developer Tools & Experience
• Learning Organizations

• Business Alignment
• Community & Belonging
• Purposeful Roles

Automation

- ✓ Developer Velocity
- ✓ Value Stream Management
- ✓ Integrated & Automated Value Stream Platforms
- ✓ Value Stream Mapping
- ✓ Automate Safety
- ✓ Automate Agile (Not Agility)

"The #1 Driver of Business Performances is Best-In Class Developer Tools".

65% more **Innovation**
47% greater **Developer Satisfaction & Retention**

McKinsey, 2019

Developer Velocity's Organizational Capabilities

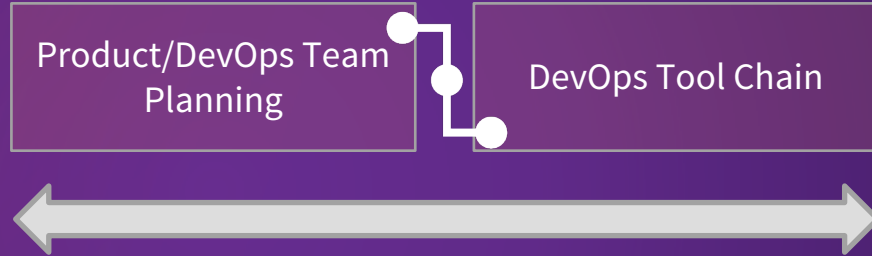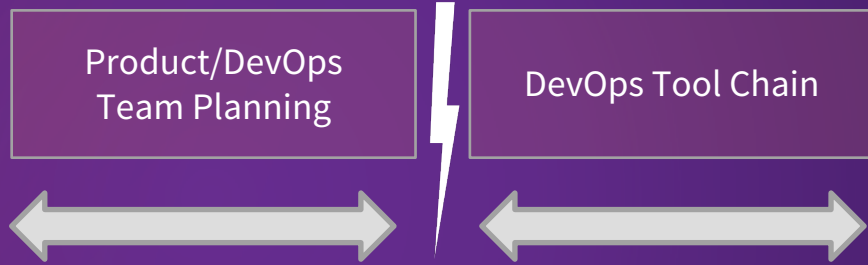| Best-in-Class Integrated & Automated Tools	Product	Culture	Talent
• Planning • Collaboration • Development • DevOps	• Product Capability • Product Telemetry	• Psychological Safety • Collaboration • Knowledge Sharing • Continuous Improvement	• Incentives • Capability Building

Develop Velocity
Integrated
Organizational Capabilities
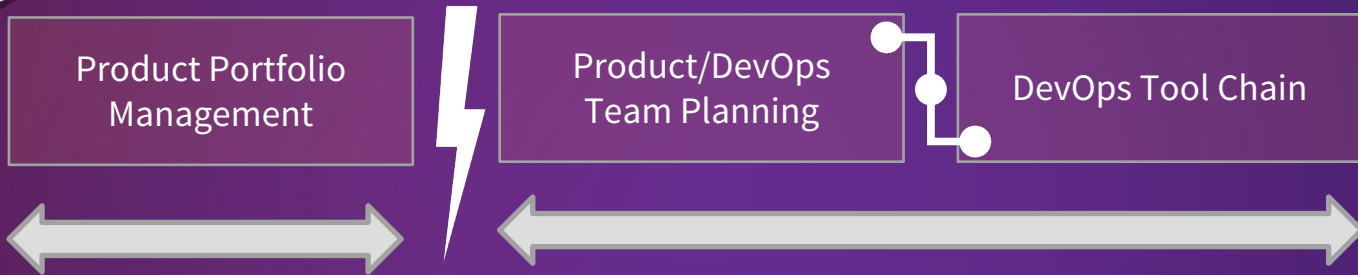
Product Value Stream End To End Integrated & Automated Platforms
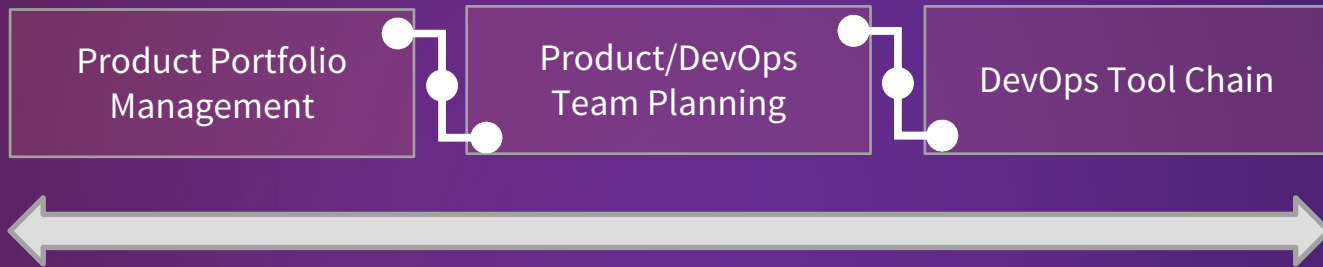
Product/DevOps Team Planning

DevOps Tool Chain

Product/DevOps
Team Planning

DevOps Tool Chain

Product Portfolio Management

Product/DevOps Team Planning

DevOps Tool Chain

Product Portfolio Management

Product/DevOps Team Planning

DevOps Tool Chain
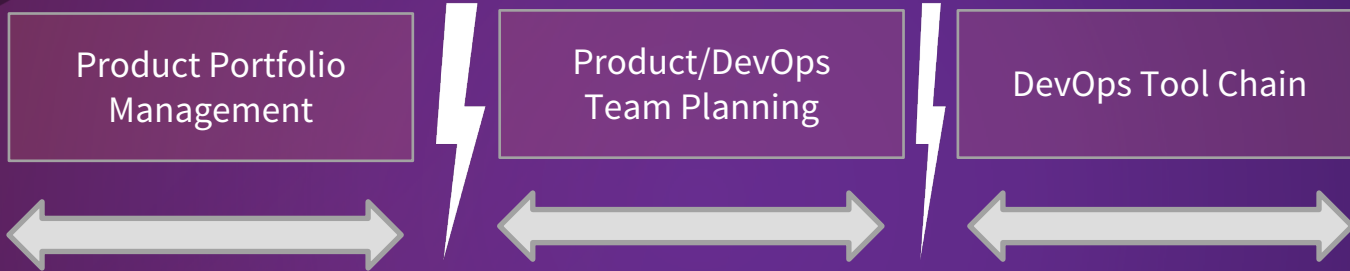
How 100 Teams Created 100 Silos
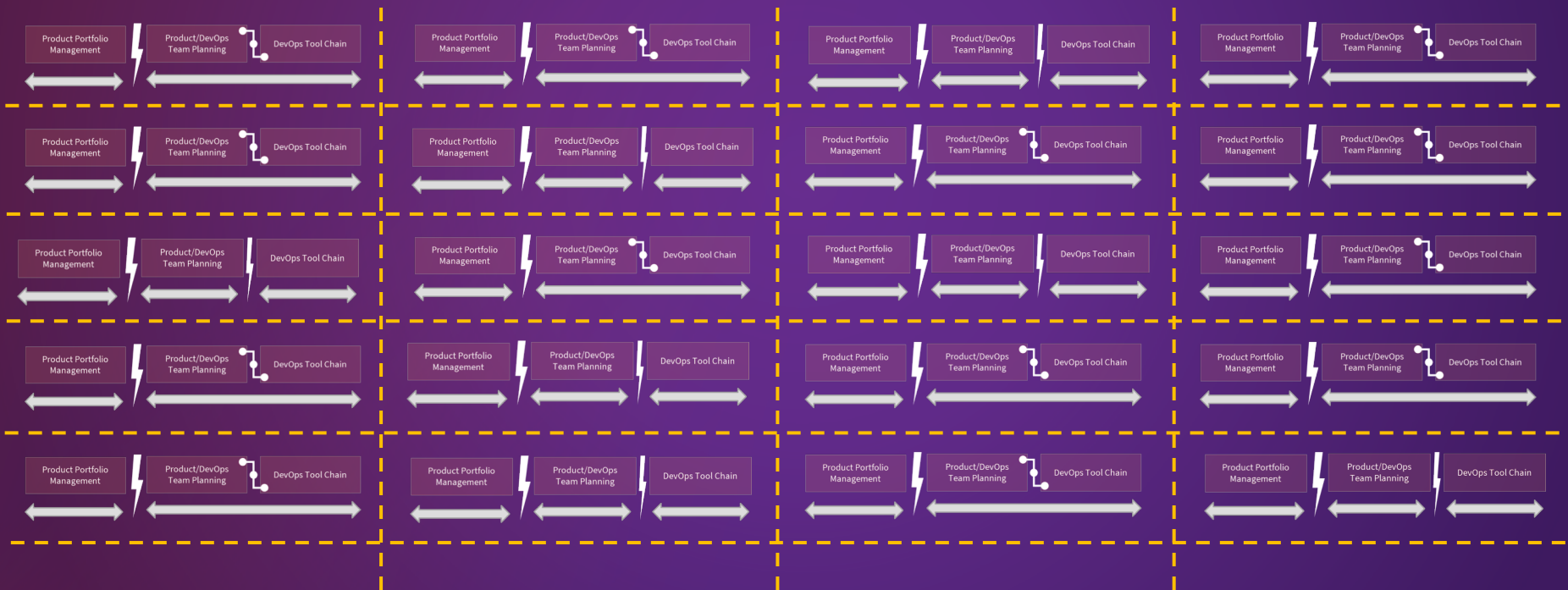
Value Stream Management Platform

Product Value Stream

Continuous Delivery

Product Portfolio/ Value Stream Management

Customers Requests

Teams Agile Product Mgt

Teams DevOps Tools & Platform

Plan

Develop/ Test

Deploy/ Operate

Customer Value

Monitor

Continuous Feedback & Improvement

Atlassian: Jira Align

Atlassian: Jira

GitLab

Value Stream Flow Metrics: TaskTop
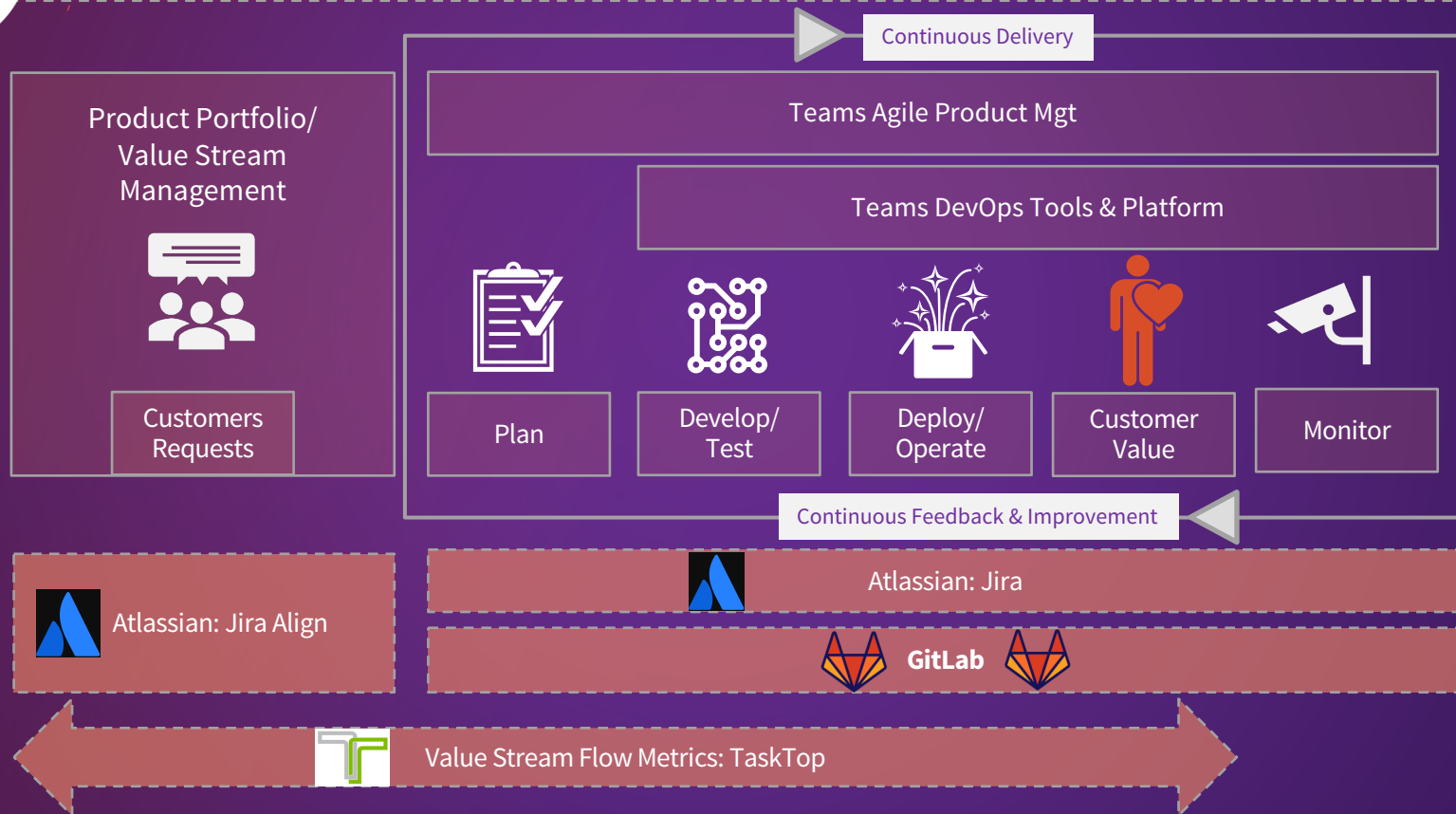
Identify your Value Streams to Prioritize your Technology Roadmap & Investments

Value Stream Mapping as Business & Innovation Accelerator

MAP REALITY

- Identify & Map all Current Flow Steps

MEASURE

- Analyze & Measure Value vs Waste steps
- Challenge the Status Quo

FUTURE STATE

- Eliminate waste: Design Future State

TRANSFORM

- Develop Iterative Transformation Roadmap
- Prioritize Technology Investments

COLLABORATION — **SAFETY** — **TRUST**
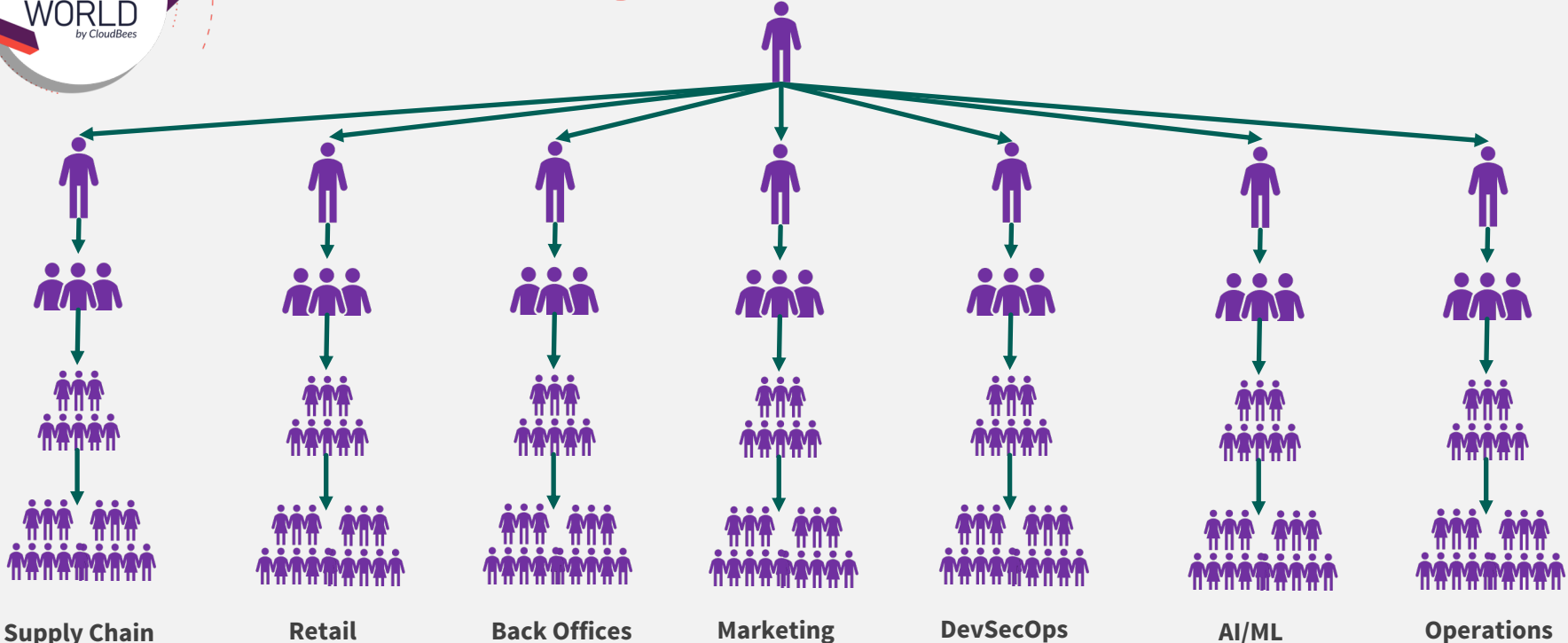
Requires All Stakeholders involved in the Value Stream

Shaaron A Alvares, Value Stream Mapping

Mapping the Flow of Value

Supply Chain **Retail** **Back Offices** **Marketing** **DevSecOps** **AI/ML** **Operations**
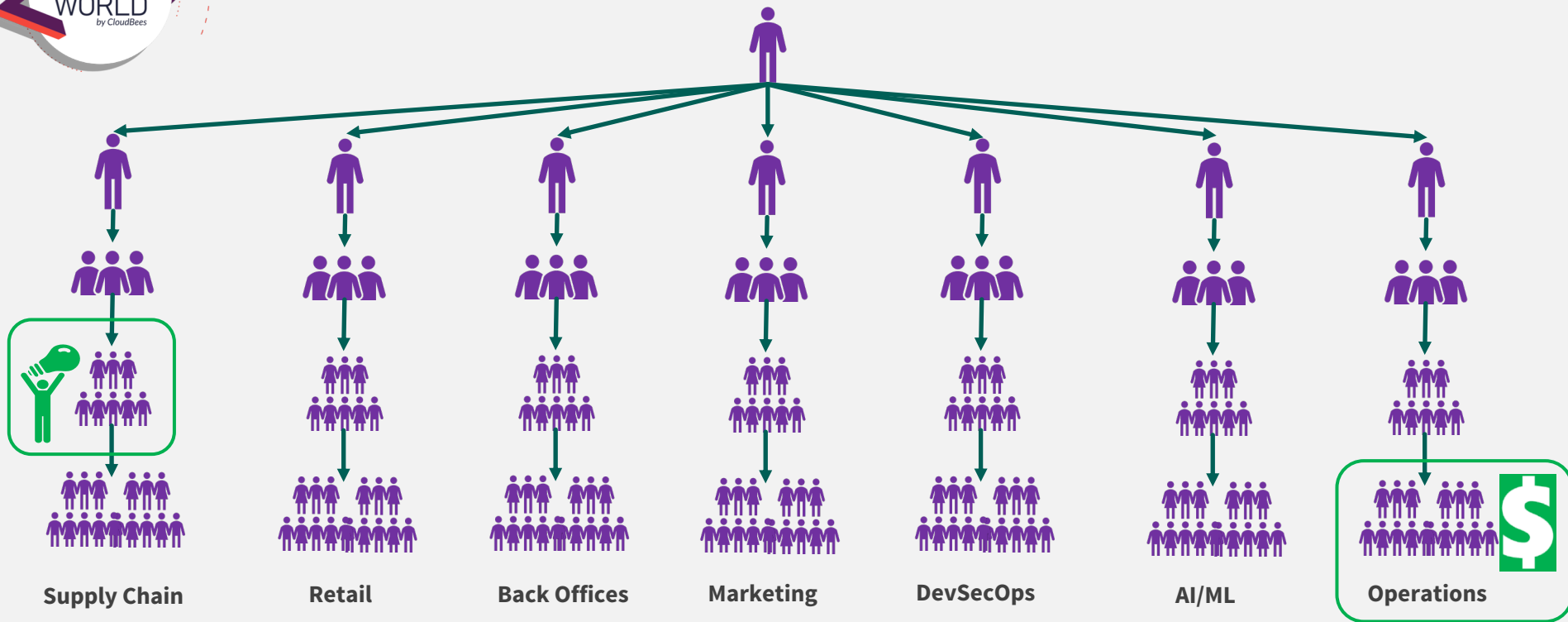
*"Doing DevOps is not difficult, but to really get the full power of it, you need to make changes in how you structure your organization, **how you make the work flow through your organization**.*

– Mark Schwartz on <u>DevOps and Bureaucracy</u>

From Idea to Production Feedback

Supply Chain

Retail

Back Offices

Marketing

DevSecOps

AI/ML

Operations

We Map The Flow of Value …

Supply Chain   Retail   Back Offices   Marketing   DevSecOps   AI/ML   Operations
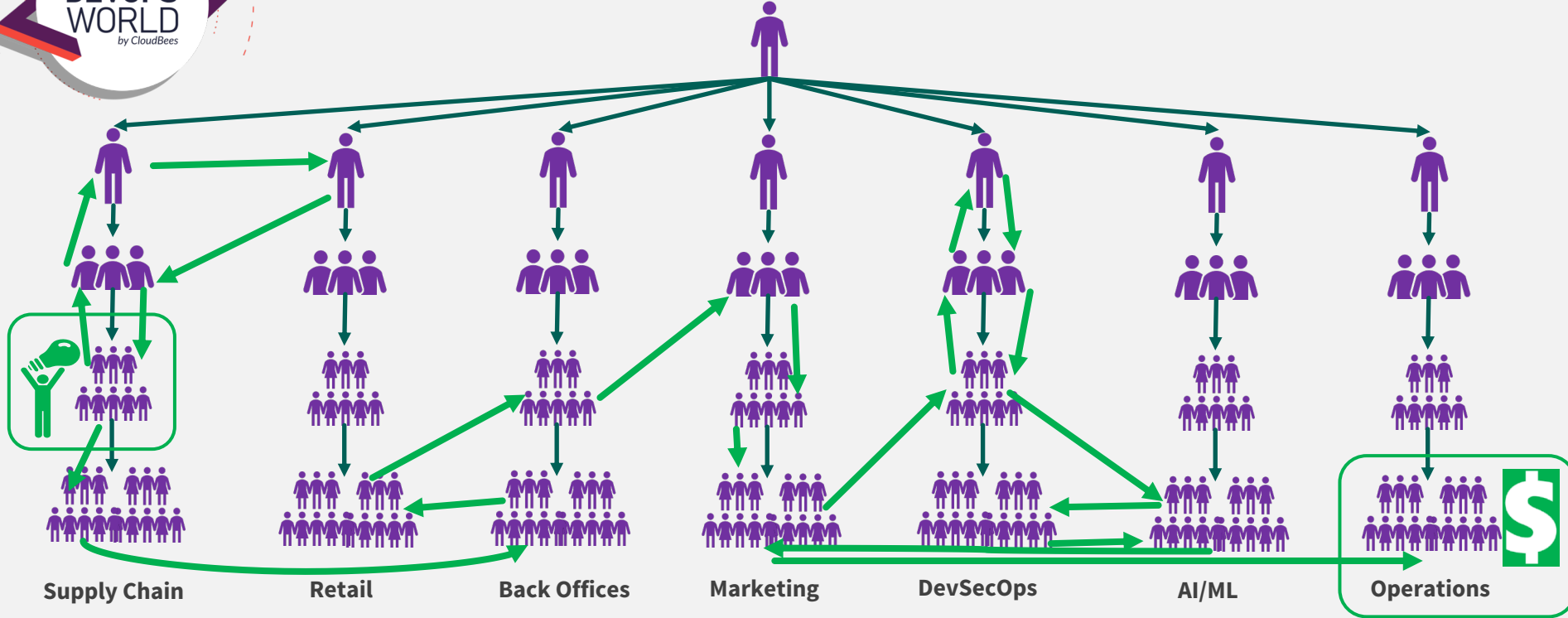
… And Wasteful Activities

Supply Chain

Retail

Back Offices

Marketing

DevSecOps

AI/ML

Operations
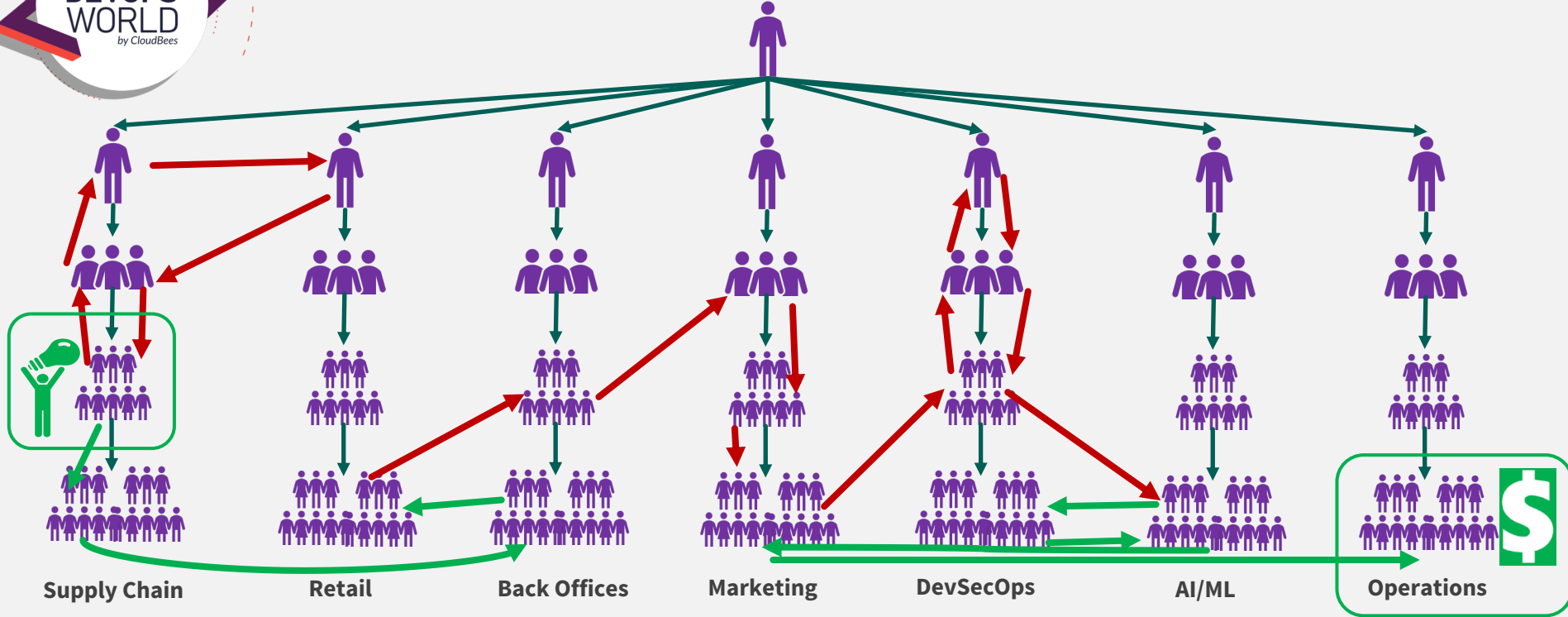
Future State Flow of Value

Supply Chain

Retail

Back Offices

Marketing

DevSecOps

AI/ML

Operations

VALUE STREAM: FROM IDEA TO CASH & FEEDBACK LEAD TIME

VSM as an Organizational & Cultural Capability

Culture and Org Fit	Challenge the status quo & current cultural patterns
Silos: What's best for me & my team	Big picture: Cross-Organizational collaboration
Culture of hierarchy & followers	Everyone's a Leader
Org divides & individual business goals	Shared Purpose and Outcomes
SMEs, Role and growth boundaries	Upskilling, Scaling Roles & Knowledge Sharing

Accelerate Your Culture of Innovation with Value Stream Mapping, Shaaron A Alvares

Automating Psychological Safety

➢ Safety is paramount for Developer Velocity & Innovation

➢ Companies with highest Developer Velocity also invest in Automating Safety:

- ✓ Development Safeguards: Controlled releases, feature flag, automated rollbacks, etc.
- ✓ AI & ML integrated Developer Tools & Platforms

Automating Agile (Not Agility)

The Agile Manifesto & the Scrum Guide Mirrored
& Perpetuated Organizational Silos

Agile forgot to Be Agile …

Modernizing & Automating Agile (Not Agility)

Automating Agile Product Management
➤ Automated Artifact status updates across all Artifacts lifecycle
➤ Feature Value management & automated prioritization and planning
➤ Integrated view of dependency vs Feature value

Scrum Master / Agile Coach Roles
➤ Role transition into Value Stream process & tools scaled roles

Summary

- ❑ Tools & Automation are Culture Enablers

- ❑ Know your Developers & your Develop Velocity

- ❑ Establish Value Stream mapping as a mean to manage your transformation Roadmap and Prioritize your Tools & Platform Strategic Investments

- ❑ Automate your valuable Agile Flow Processes

- ❑ Invest in Safety – Psychological & Technological

Mastery

- ✓ Road To Mastery
- ✓ Developer Experience
- ✓ Learning Organization

"
Mastery:
People's desire to get better and better at something **that matters to them** so that they can **fulfil their potential.**
"

" Organizations & Teams Learn at the Speed of Delivery. "

Automation is the #1 Must-Have Skill

DevOps Institute Enterprise Skill Report 2019

Developer Velocity is directly related to Developer Experience through:

#1 Best-in-Class Tools

- Best of Breed Technology (Tools, Platform, AI/ML)
- Internal & External Communities:
  - Open-Source & Inner-Source

#2 Learning Organizations

- Incentives
- Ongoing Training Programs
- Learning & Stretch Opportunities
- Knowledge Sharing
- Experimentation
- Engineering Career Paths
- Deliberate measure of Team Health

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Purpose

- ✓ Align Developer Experience with Customer Experience
- ✓ Create Communities of Purpose
- ✓ Create Value Stream Roles

" An organization's Purpose & **Belonging** are built when every single Employee perceives **their Contribution as essential to the Whole … and Beyond.** "

" Without Great Developer Experience
You Can Forget Great Customer Experience. "

Developers want to be part of the Big Picture

Align Teams with business objectives

Enable Teams to engage with End-Users

Teams measure business metrics that matter to the End-Users

Allow Teams to Make Business Feature decisions

Create Communities of Purpose

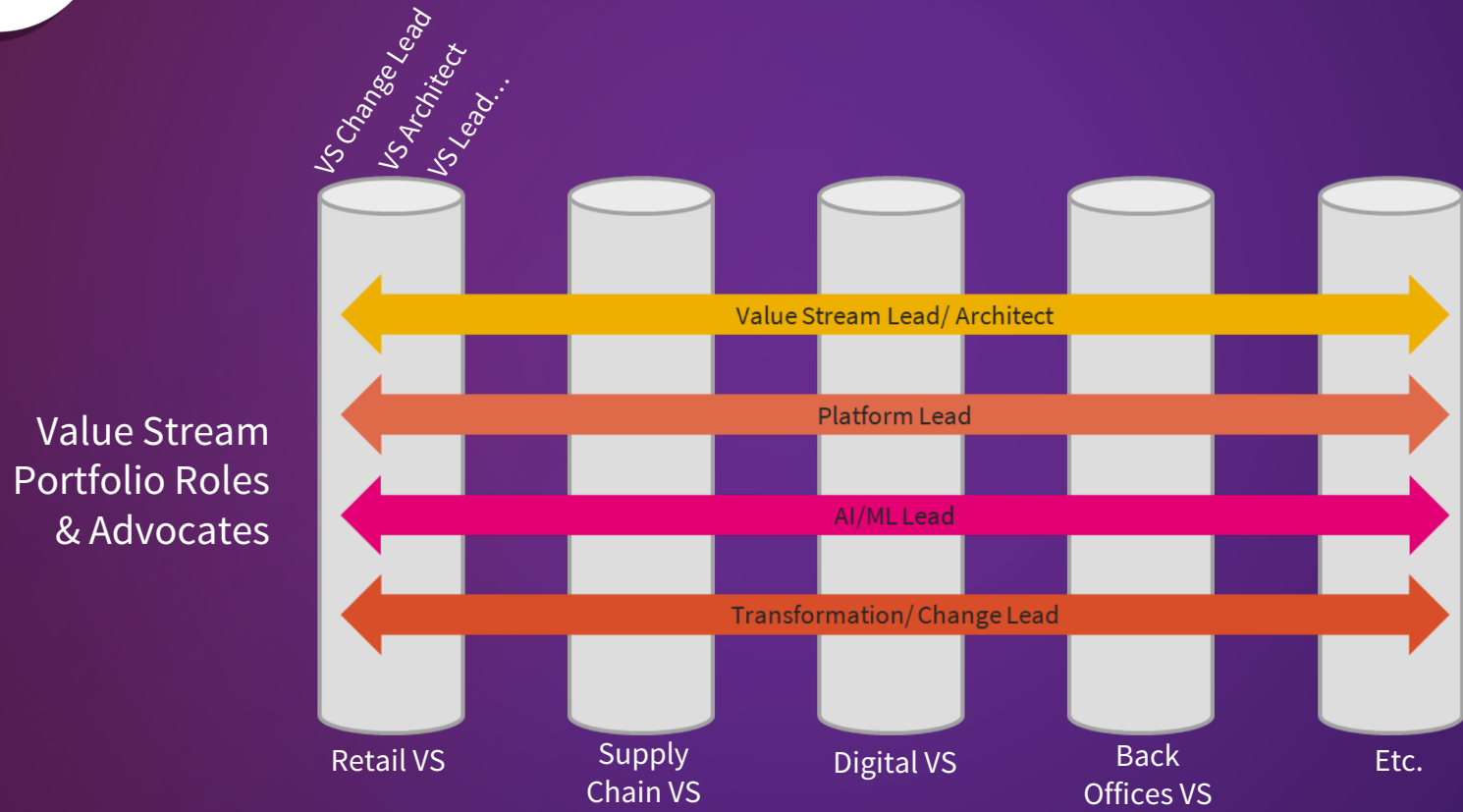Open-source & Inner-Source Accelerate Innovation & Developer Velocity

Contributing
Sharing & Learning
Engaging with End-Users
Remaining Competitive

Transparency
Empowerment

Purpose

Belonging

Open Source Benefits to Innovation and Organizational Agility

Creating Purposeful Organizational Roles

Value Stream Portfolio Roles & Advocates

VS Change Lead
VS Architect
VS Lead…

Value Stream Lead/ Architect

Platform Lead

AI/ML Lead

Transformation/ Change Lead

Retail VS

Supply Chain VS

Digital VS

Back Offices VS

Etc.

How You Can Help

Five Key Takeaways

1. **Open Space your Transformation**: Inclusive & Collaborative

2. **"Velocity is Your Currency"**: Invest in Developer Velocity

3. **Establish VSM** at the heart of your Transformation & Technology Investments based on whole Teams' Reality

4. Treat your Value Stream **as a Community**

5. Invest in Developers' **Road to Mastery**

Commit to Building Trust

Commit to Building Dev & Human-Centered Communities

Commit to Value Stream Mapping

Commit to the Future

Commit to Automation, Mastery & Purpose