

Life isn't a fairytale.

If you lose your shoe at
midnight you might
want to slow down
on the tequila.



JUMBO
Hallo World!

Hello, I'm Joep Piscaer
Technical Pathfinder

@jpiscaer
#DODR2018
#DevOpsDaysRiga



Bloomington
High Flyers
Trapeze Troupe

Nov 5, 2016

Ada Port
Swinging





Autonomous & multidisciplinary Teams

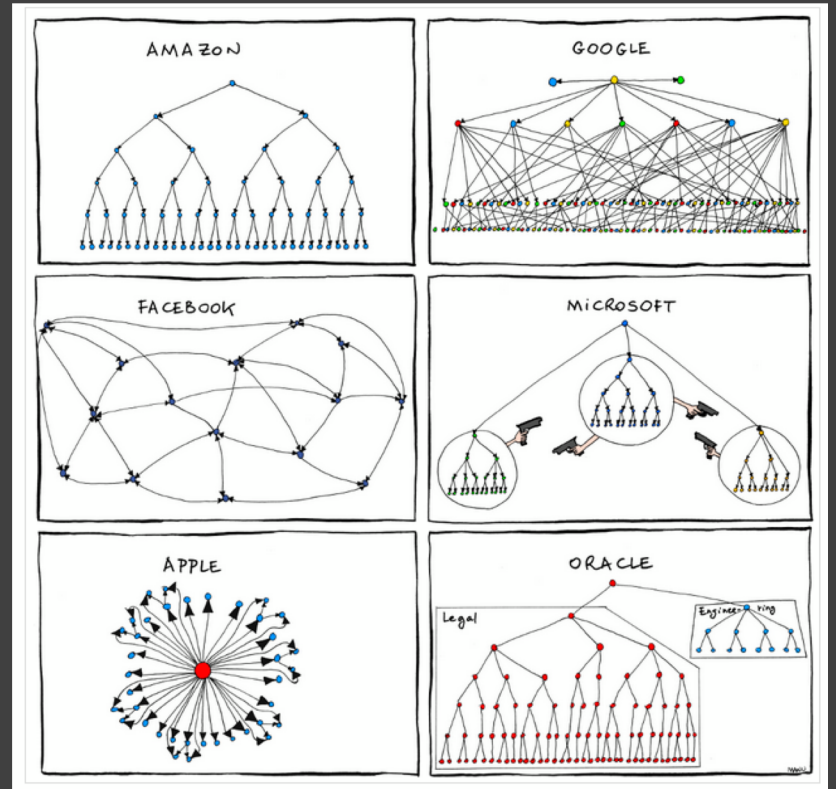
- Independently develop and release into production
- Have all the skills, roles and tools to reach team goal and mission
- Don't hide behind cultural inertia and defense mechanisms
- Operate outside comfort zone
- Responsible for a business outcome, not a business function



CATS : ALL YOUR BASE ARE BELONG
TO US.

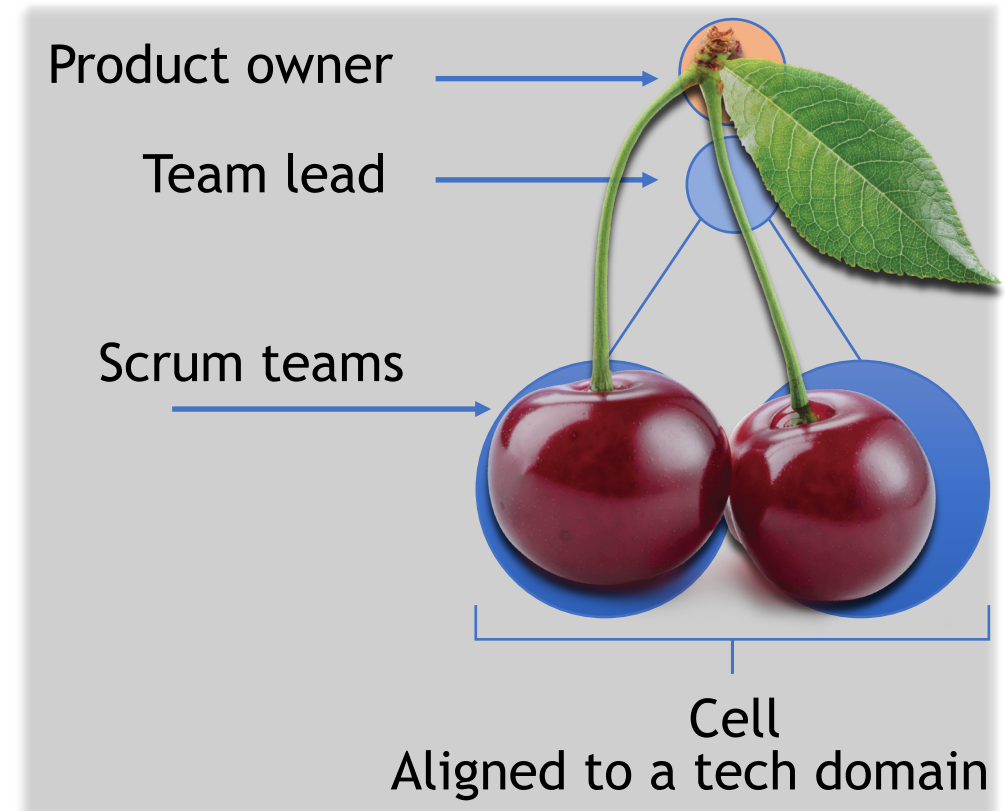
Align tech systems along
organizational boundaries

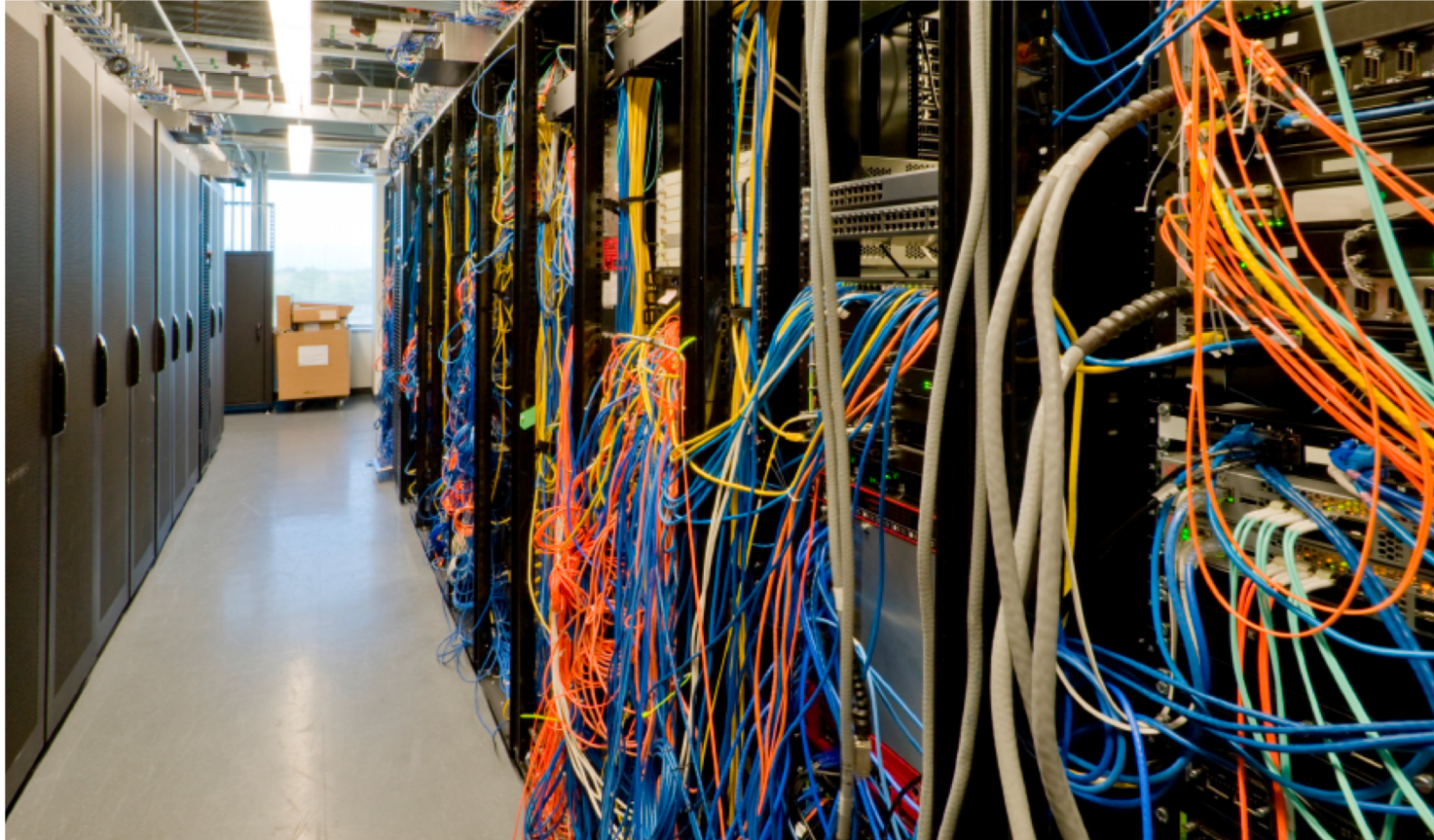
- Align systems with teams
- Take ownership of system
- Break down dependencies
- Loose coupling reduces complexity
- Take advantage of Conway's Law



Organize in cherries

- Building block of the agile organization
- Technologically adjacent teams form tribes
- Work and solve similar issues together reduce ripple effect to smaller, less complex scale
- Teams are small, 5-8 members
- Do by-the-book scrum





Ownership gives freedom

- Freedom gives bottom-up choice
- No forced usage of central IT resources (infrastructure, software)
- Choose your own resources
- Different teams choose differently

Low-friction Infrastructure & Public Cloud

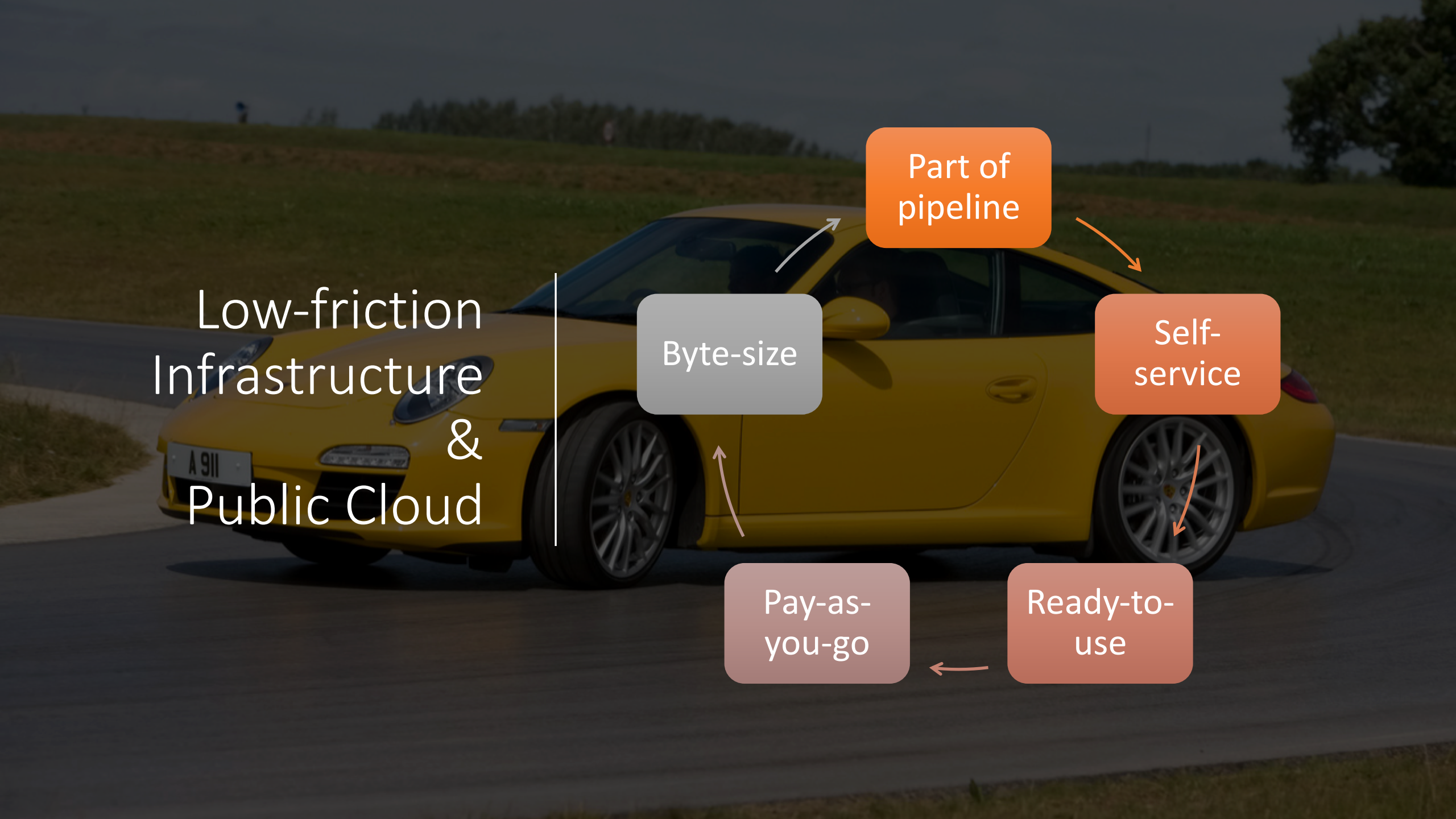
Byte-size

Part of
pipeline

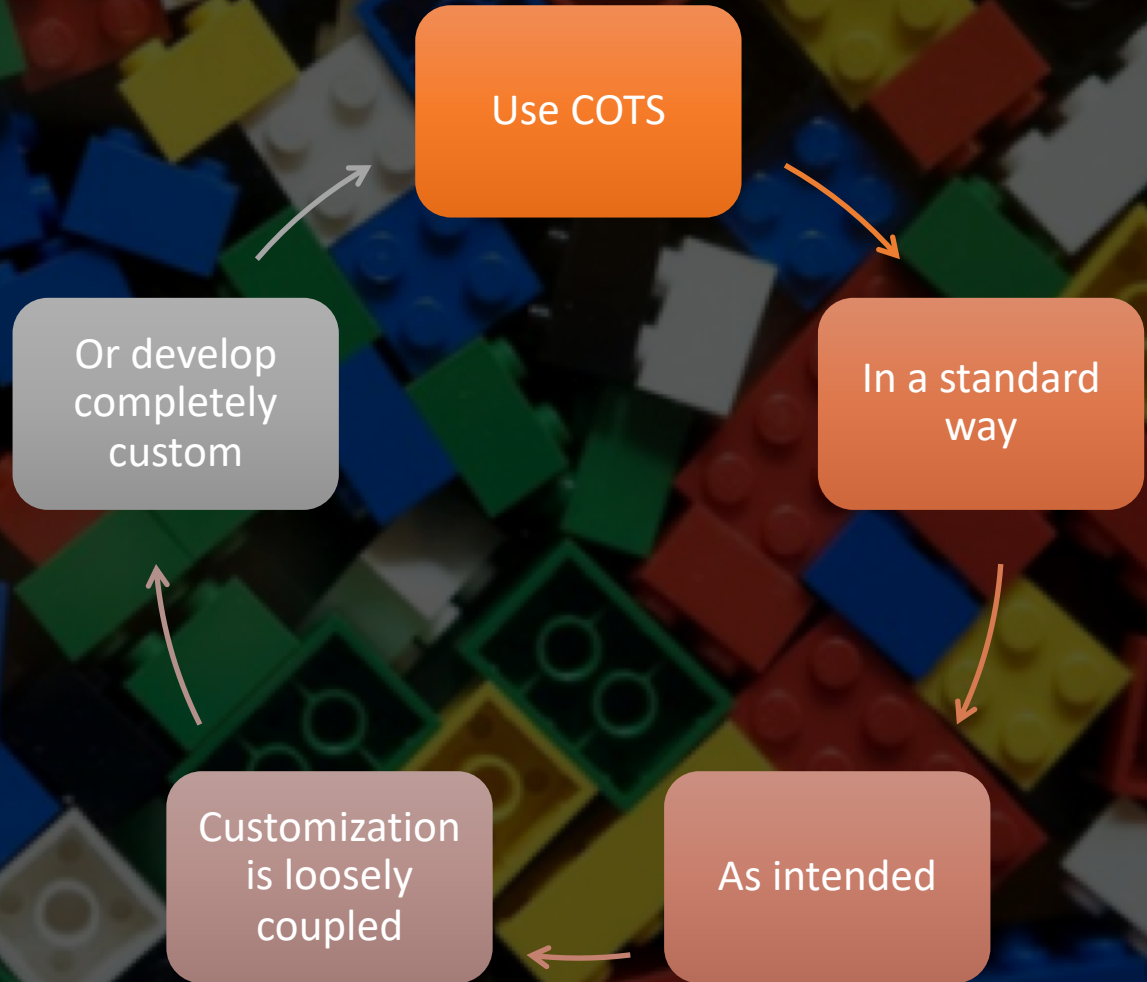
Self-
service

Pay-as-
you-go

Ready-to-
use



Software: Buy or Build?



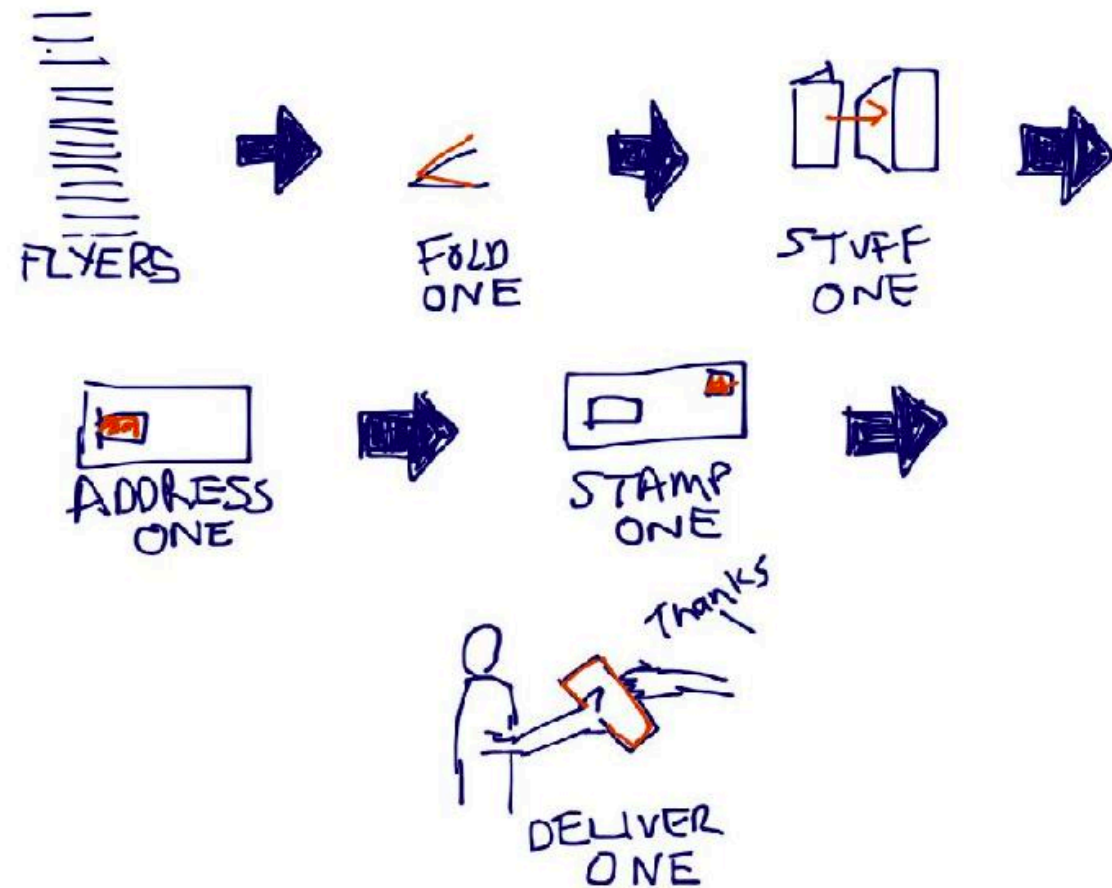
Infrastructure in the value stream

- Cloud and Infra expertise embedded in the value stream
- Infra is not the biggest bottleneck in the pipeline anymore
- Work on business outcome (speed, value), not 'central IT' function (cost control)
- Unfit infrastructure, wasteful handovers, bureaucratic ticketing system and slow approval gates annihilated



Think small

- Single unit flow through the pipeline
- Short feedback loop with immediate result
- No batch processing of commits
- Minimal amount of work-in-progress
- No code waiting to go to production
- Nothing stuck in the pipeline
- No unused artifacts produced
- No context switching for developer
- No loss of information during handover
- But only where it makes sense



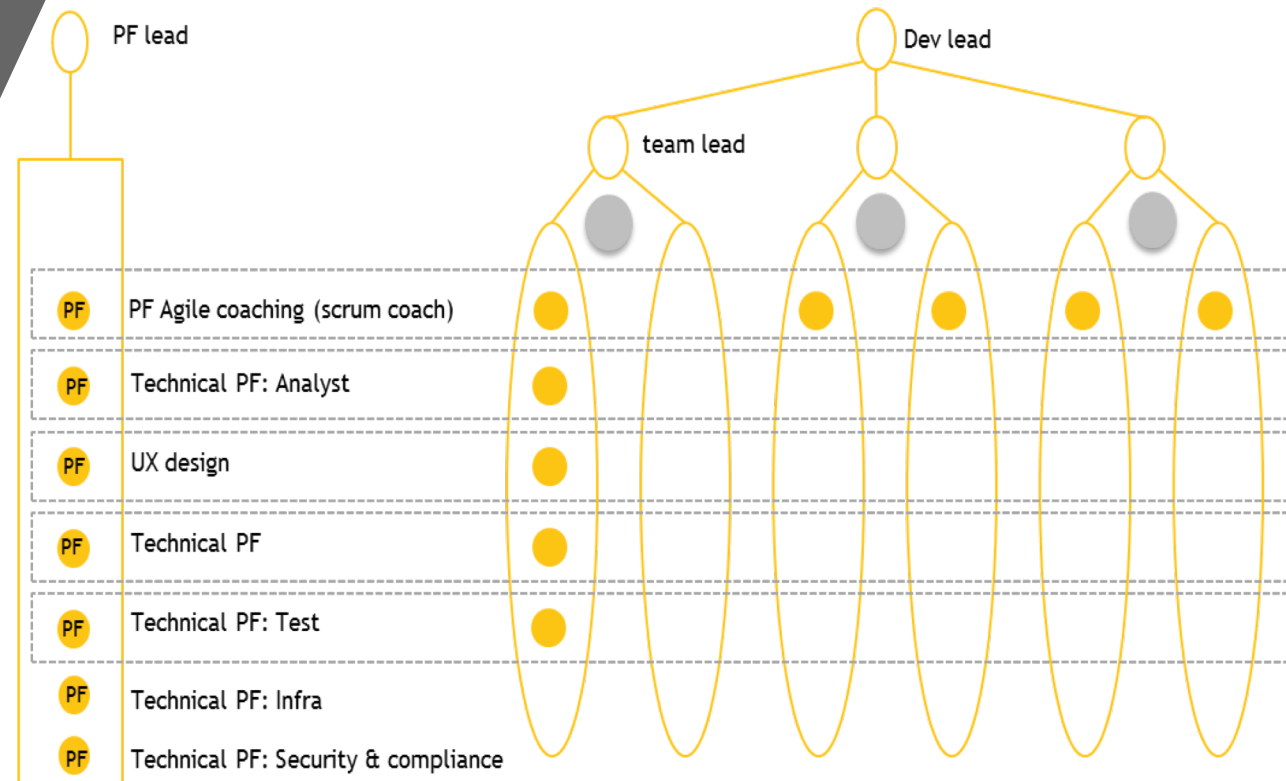
A large industrial fire at night, with thick smoke and bright orange flames. The fire is burning in a large structure, possibly a warehouse or factory, and is spreading to the ground. The scene is dark, with the fire providing the main source of light.

Preventing re-work fail small and learn immediately

- Team is responsible for running code in production
- All operational aspects, maintenance, roadmap
- Code is tested thoroughly before release
- Team does investigation, mitigation and post-mortem
- Feedback into pipeline to prevent and improve
- Incentivizes 'first time right' and quick remediation

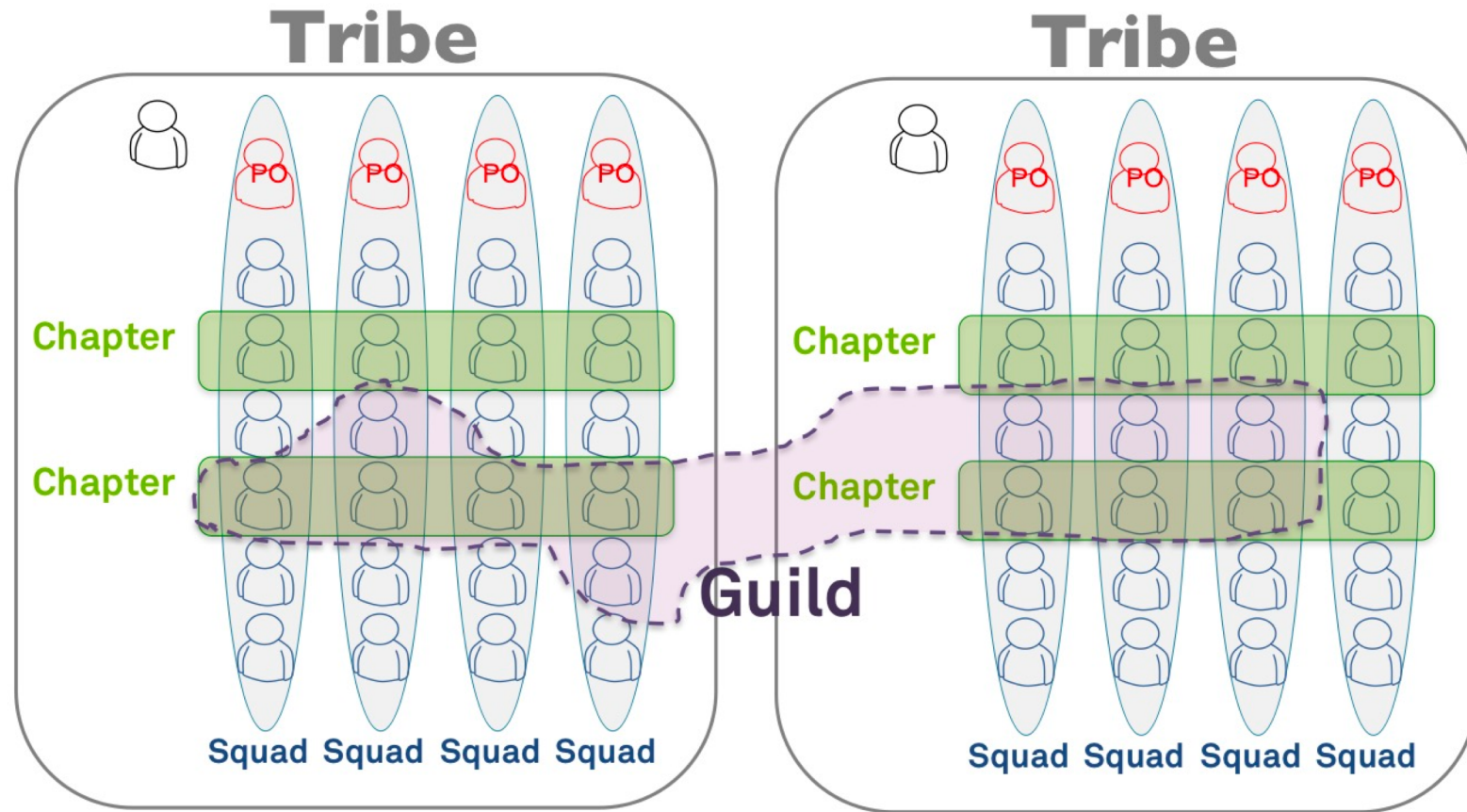
Expertise in Chapters

- Could call them Pathfinders
- Experts in their field
- Coaching and Learning as primary output
- Team Leads gravitate to soft skills
- Pathfinders gravitate to hard skills
- Pathfinders lead Guilds and Chapters
- Are not HR-responsible
- Play a big part in technical overview ('architecture')
- Lead the bigger initiatives



‘Central IT’ is a decentralized guild

- Manage the end-to-end collection of connected simplicities (‘architecture’)
- Standardize design patterns and cloud consumption across teams (‘operation’)
- Safeguard non-functional aspects
 - Cost optimization (buy as a group)
 - Identity & Access Management
 - Observability & Monitoring
 - Security, compliance
 - Performance
 - Reliability
 - Risk management (lock-in)



Pick one or two to take with you

Build autonomous & multidisciplinary Teams in 'Cherry' structure

That are responsible for a business outcome, not a business function

Who'll align tech systems along organizational boundaries

break down dependencies and think small

Have infra & cloud expertise embedded in the value stream

Who will not use unfit infrastructure, wasteful handovers, bureaucratic ticketing system and slow approval gates

Because they are responsible for running code in production

And want minimal re-work and errors ('first time right' and 'fail small')

'Central IT' is a decentralized guild
Pathfinders lead Chapters

Which manages architecture as a collection of connected simplicities

Help standardize design patterns and cloud consumption across teams

And safeguard non-functional aspects

Tweet me your fairytale story @jpiscaer