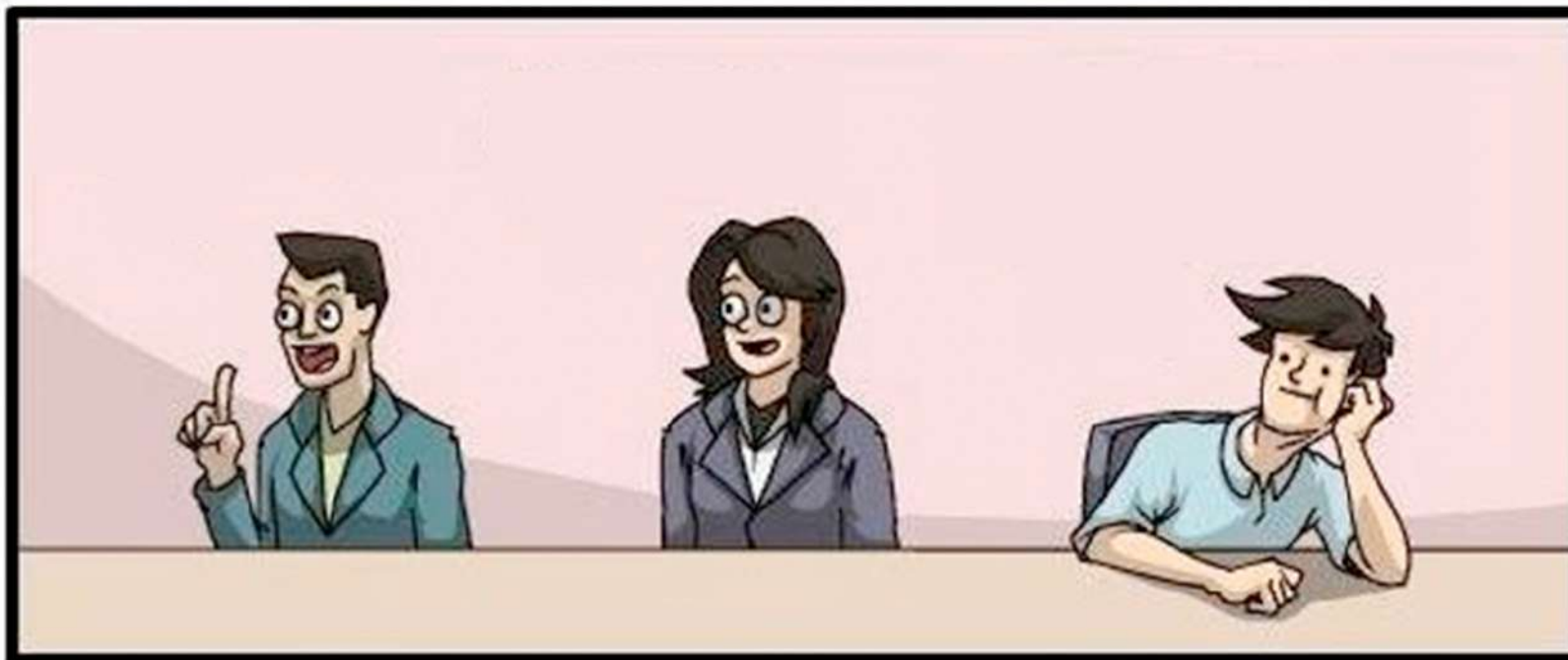


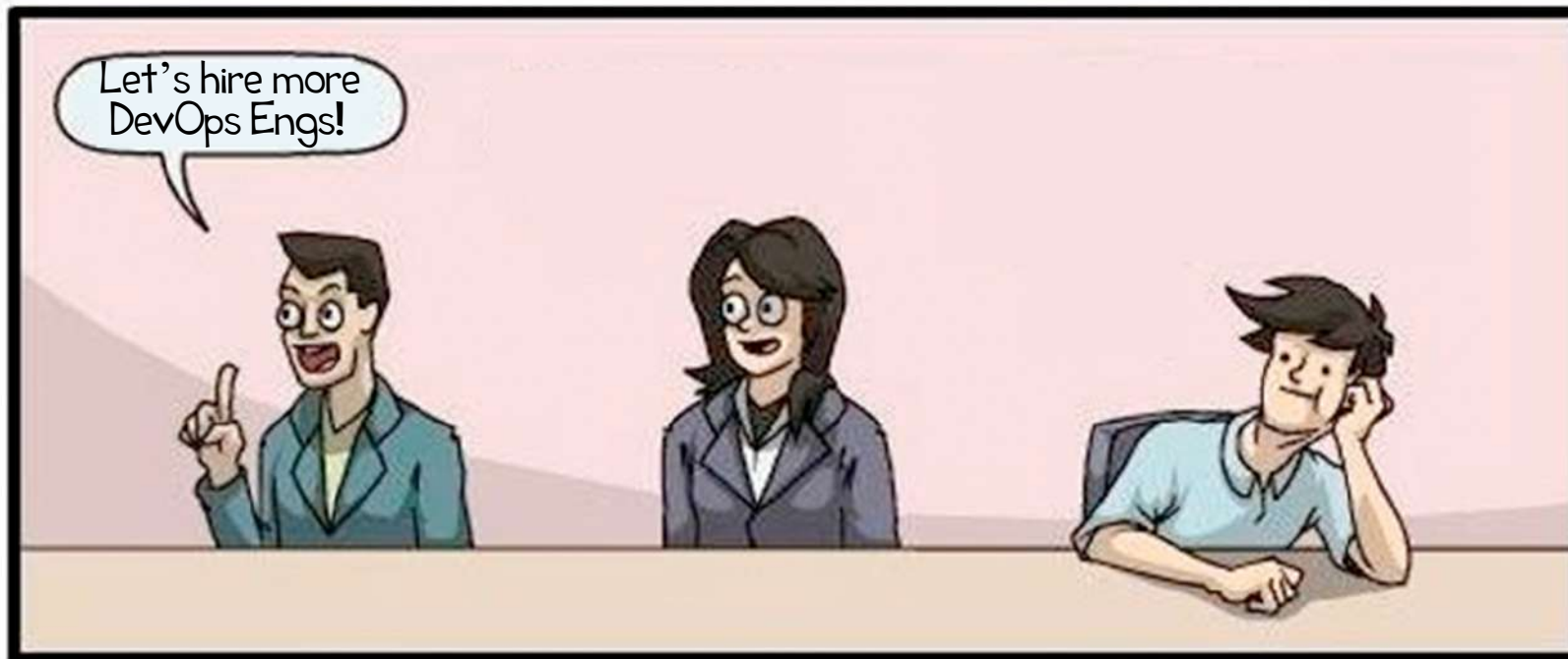
# Influencing DevOps Without Authority:

How Even a "DevOps Engineer"  
Can Advance Real DevOps

**DEVOPS  
WORLD**  
by CloudBees



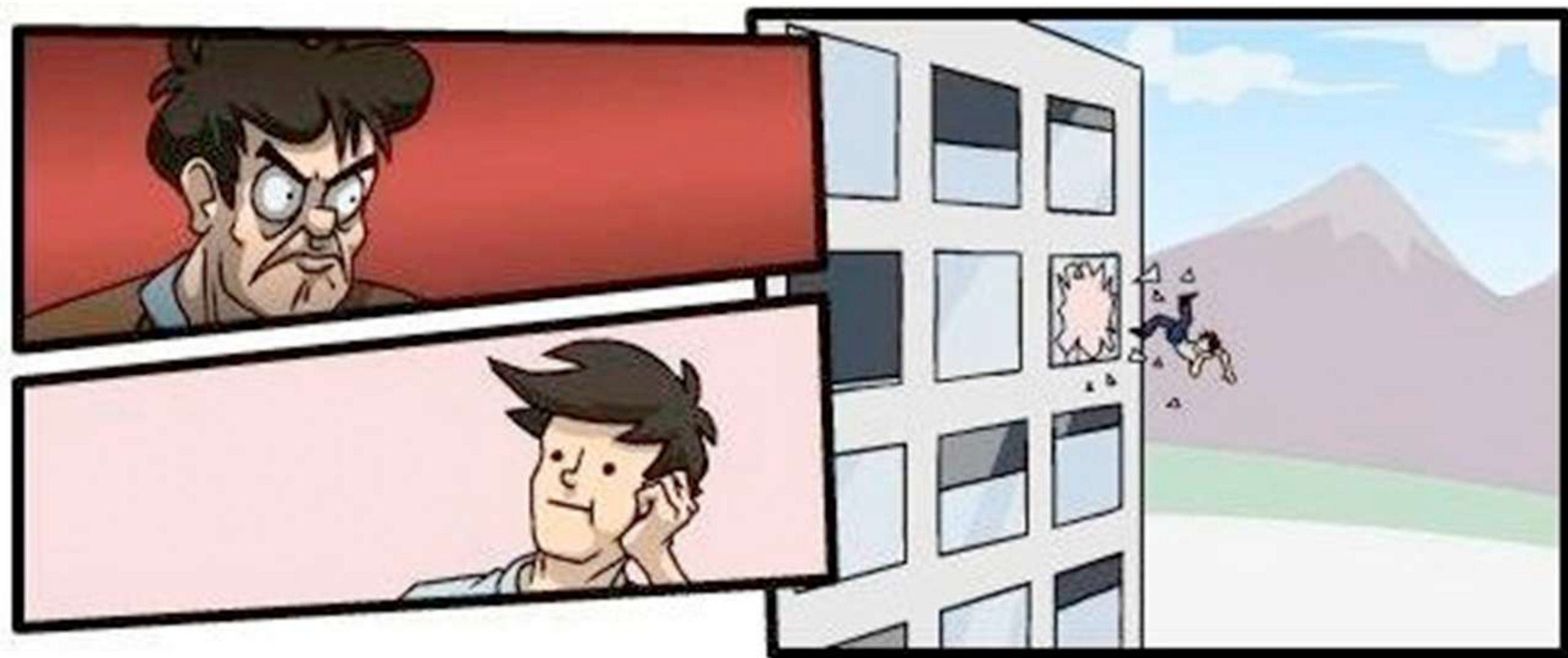










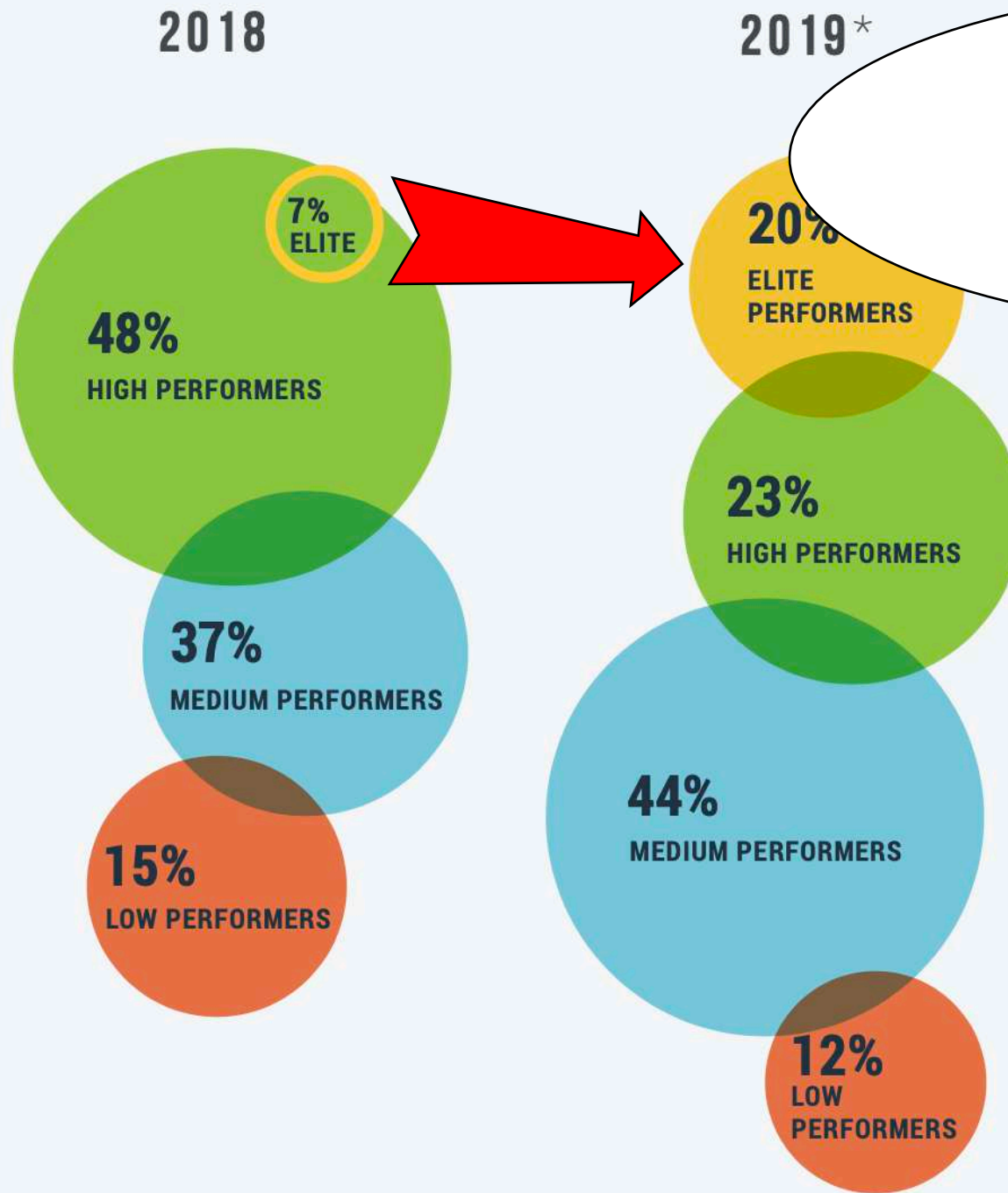


Methodology and culture  
related decisions

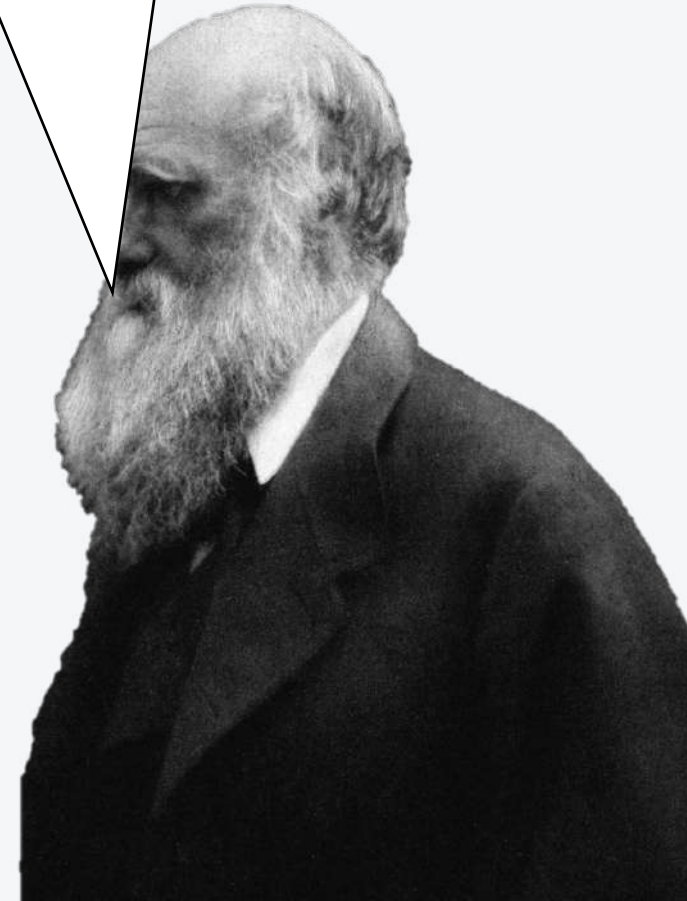


ACCELERATE

# 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

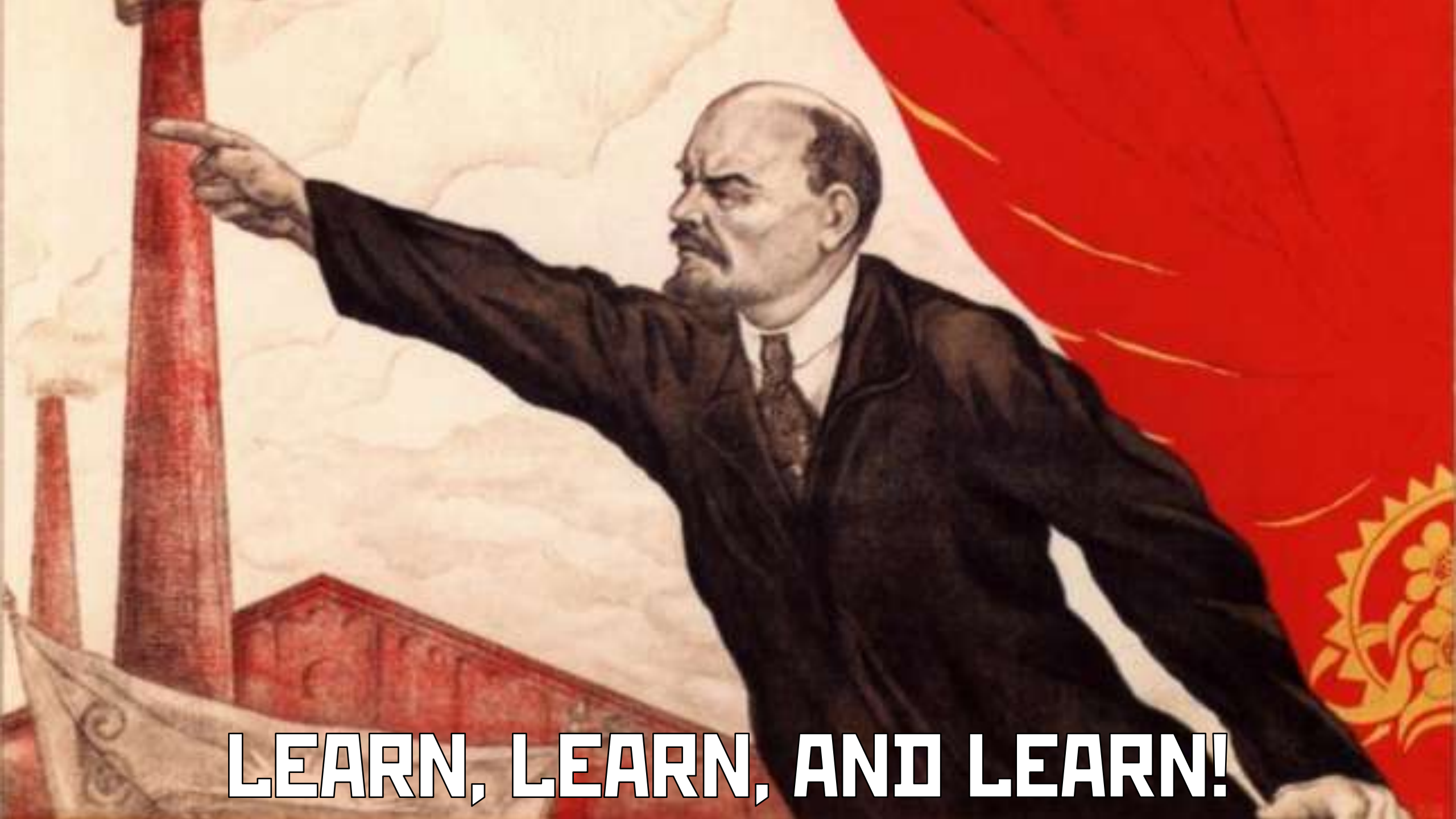


COMMENTS,  
RATINGS



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!

















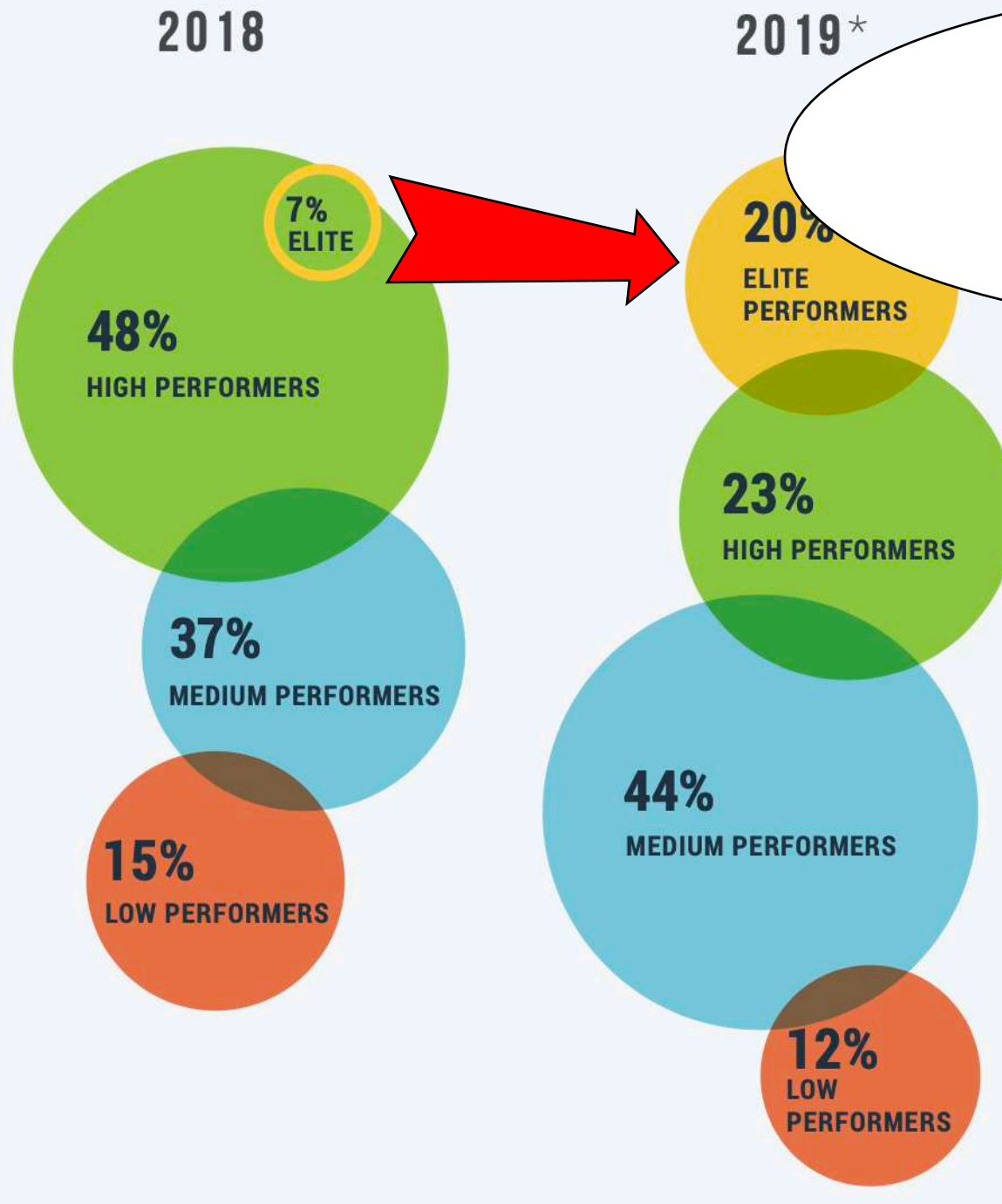


## The Cohen-Bradford IWA Model

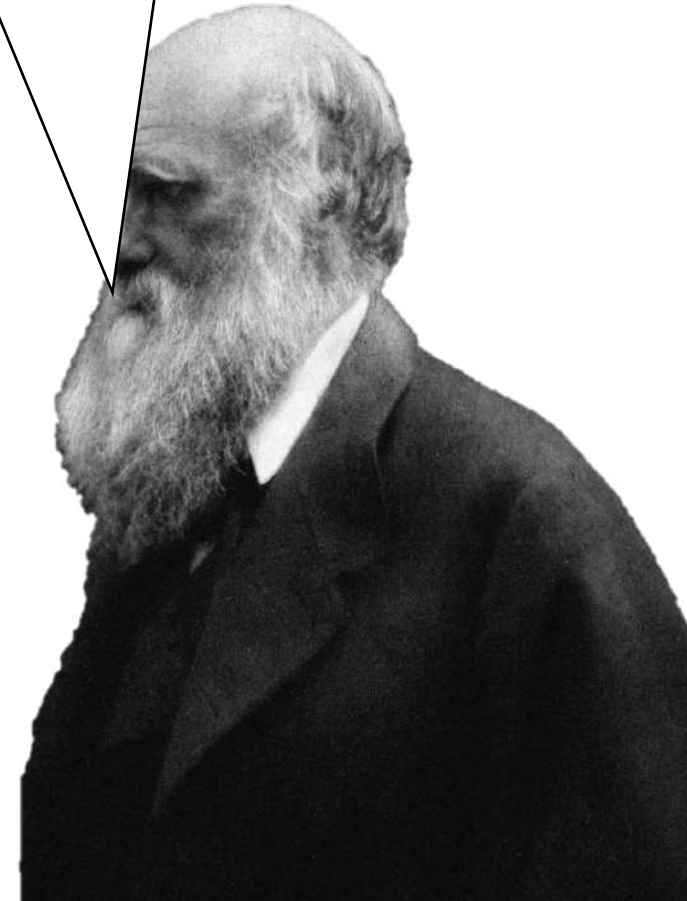


ACCELERATE

# State of DevOps



Evolutionary  
Pressure!









*The passionate, functional, micro-serviced approach*



*Expert*

# Resumé Driven Development

@jbaruch

@ligolnik **ONLY?**

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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 letter 'i' is lowercase and features a small red dot. A light gray shadow of the word is cast below it. A small, stylized gray figure of a person is shown climbing the vertical stroke of the letter 'V'.

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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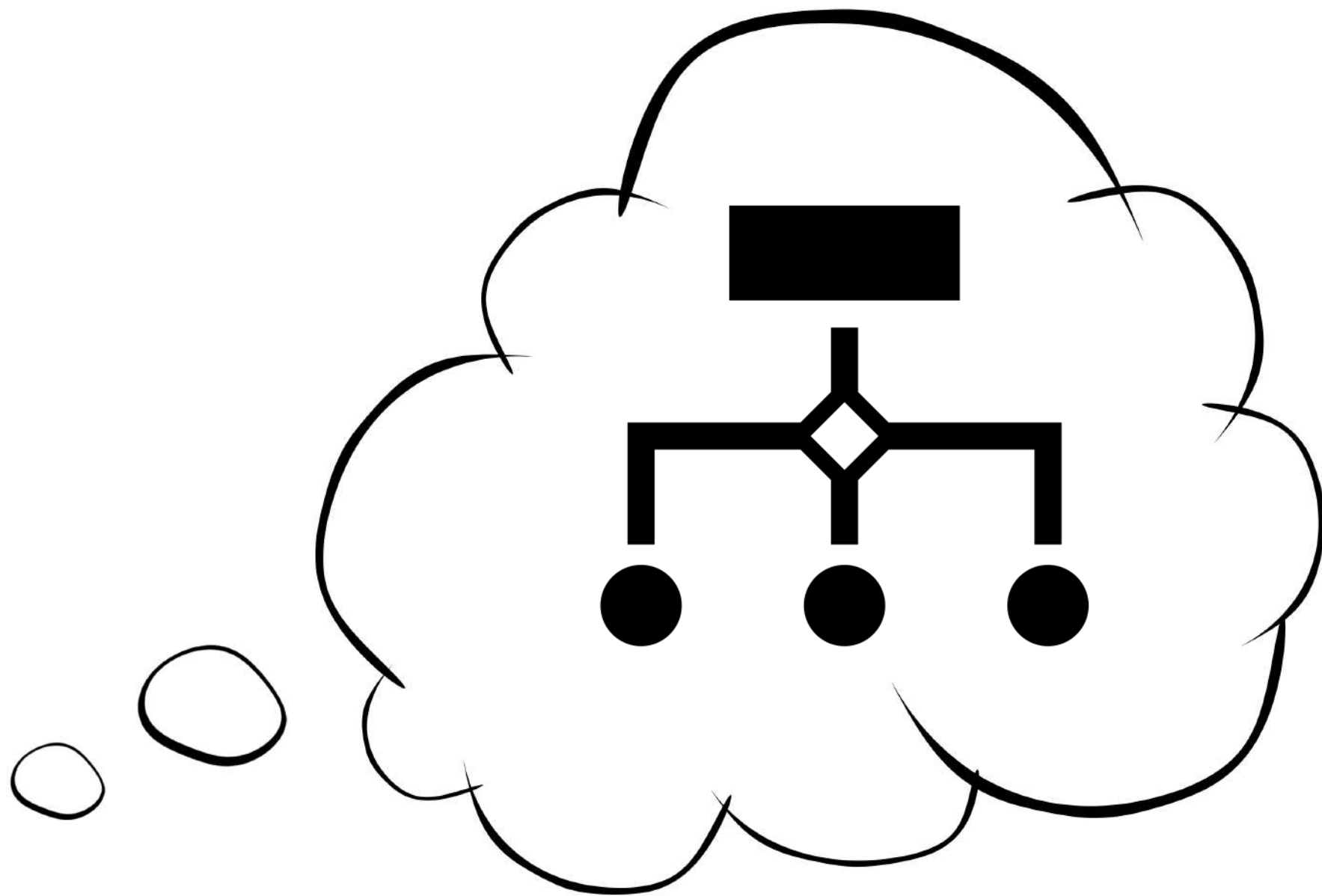


@ibaruch

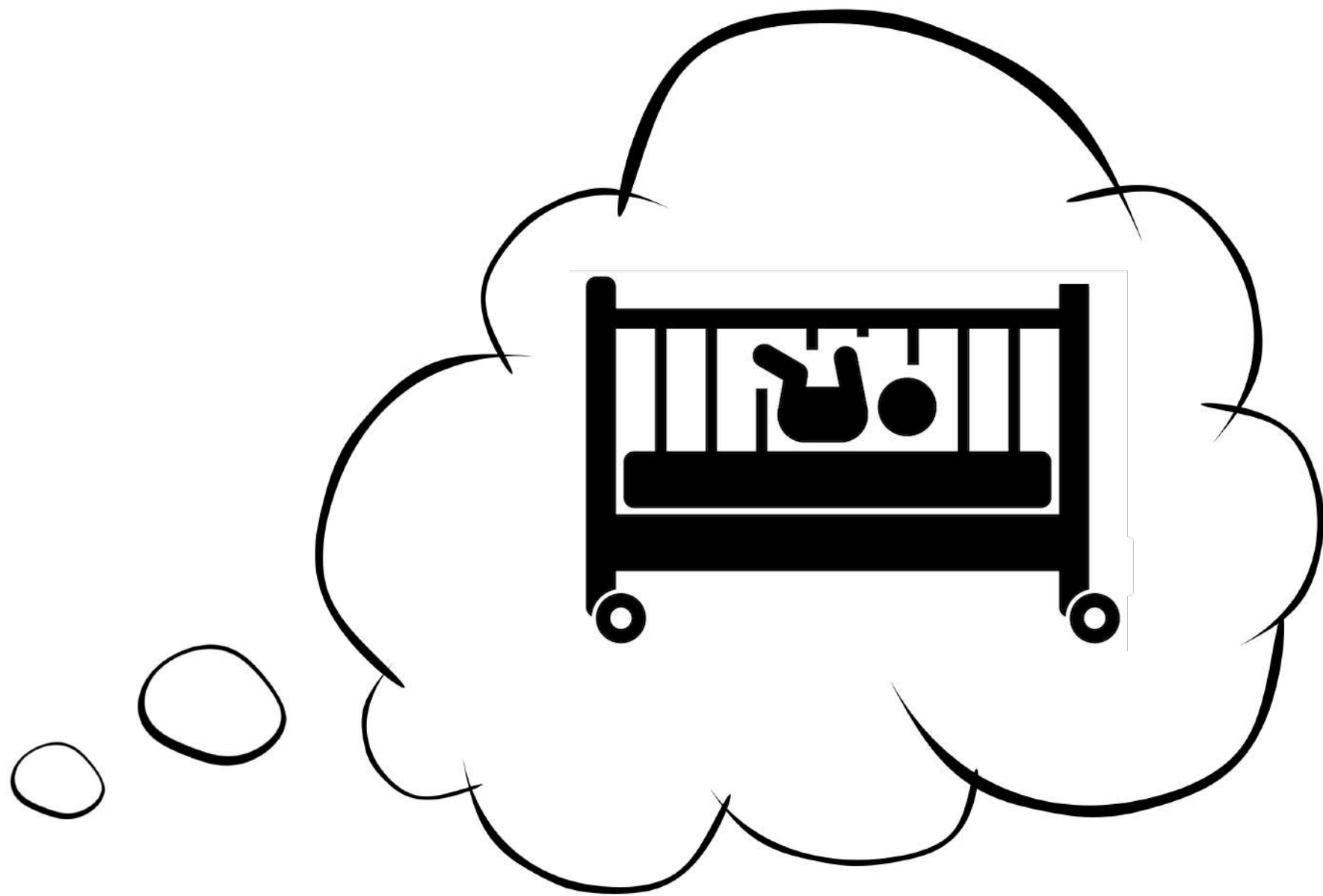
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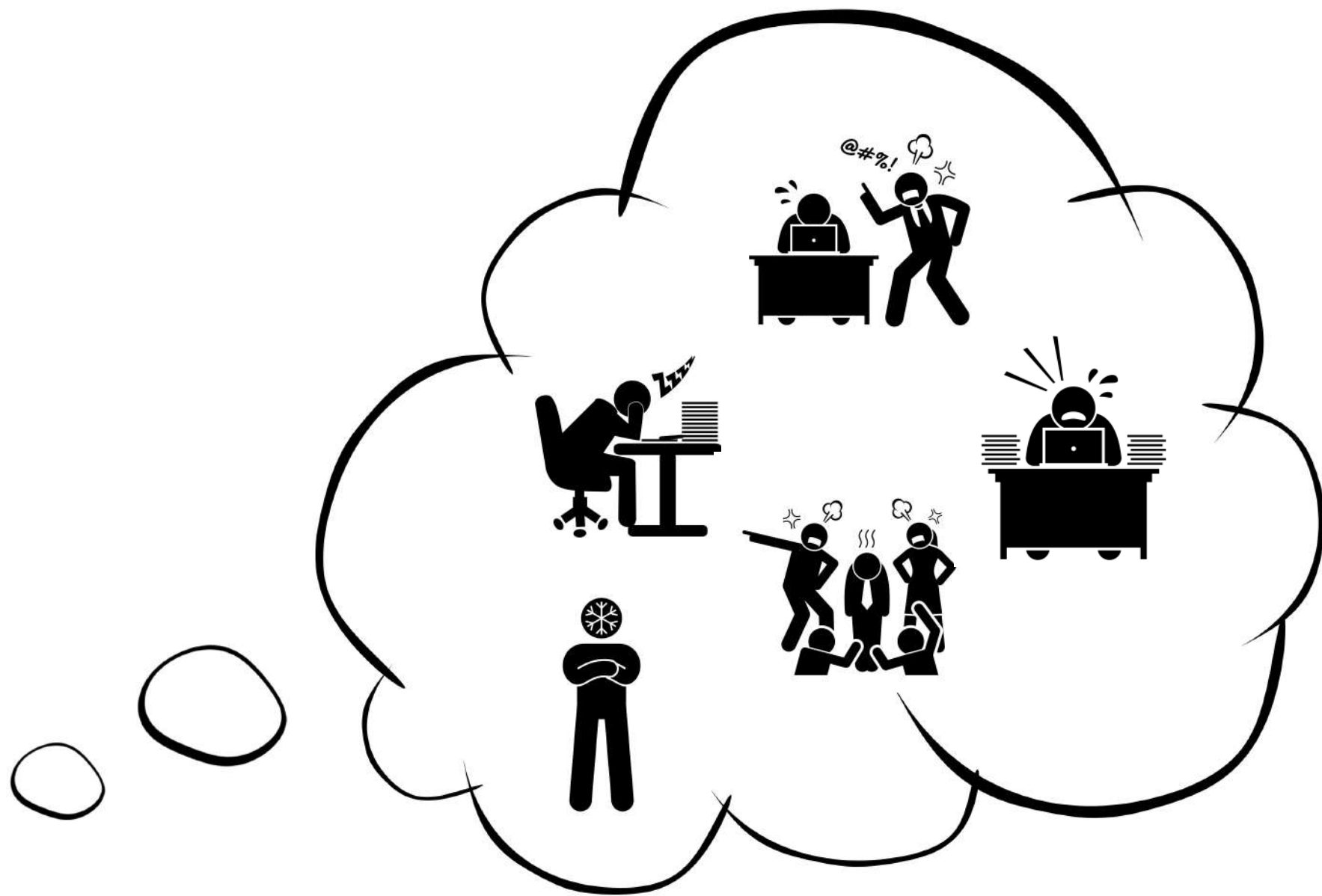


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# PERFORMANCE METRICS



## SOFTWARE DEVELOPMENT

Lead Time

Deployment Frequency



## SOFTWARE DEPLOYMENT

Change Fail

Time to Restore



## SERVICE OPERATION

Availability

FOUR KEY METRICS

Aspect of Software Delivery Performance*	Elite	High	Medium	Low
<b>Deployment frequency</b> 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
<b>Lead time for changes</b> 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
<b>Time to restore service</b> 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 <sup>a</sup>	Less than one day <sup>a</sup>	Between one week and one month
<b>Change failure rate</b> 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% <sup>b,c</sup>	0-15% <sup>b,d</sup>	0-15% <sup>c,d</sup>	46-60%



# WHERE TO LOOK FOR DATA



OKRS

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BACKLOGS

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PRESENTATIONS

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SOCIALIZING

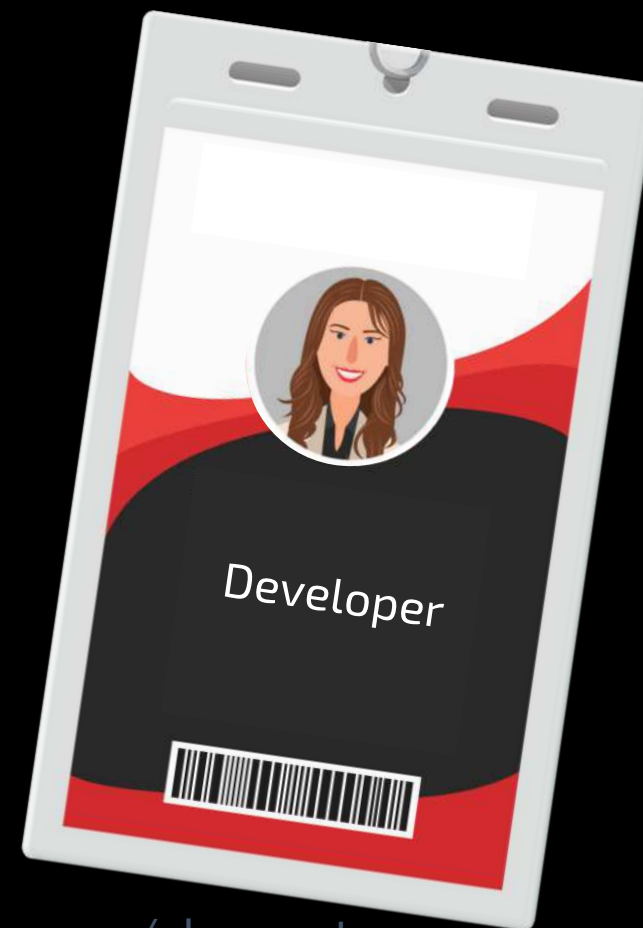
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	Autonomy	Mastery	Purpose	Fear
Dev	~~~~~			~~~~~
Ops		~~~~~		
QA		~~~~~		
Security	~~~~~		~~~~~	
Product		~~~~~		~~~~~
...				

**WORLD OF  
OTHER  
PERSON**

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

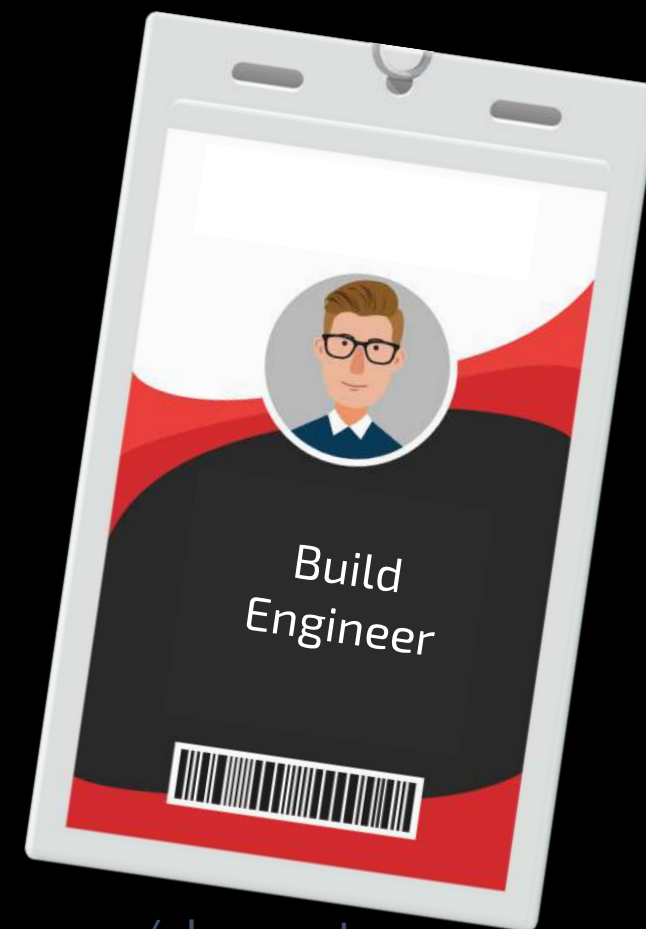
## AUTONOMY OF DEVELOPERS





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

**MASTERY  
OF OPS**



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

## PURPOSE OF TESTERS

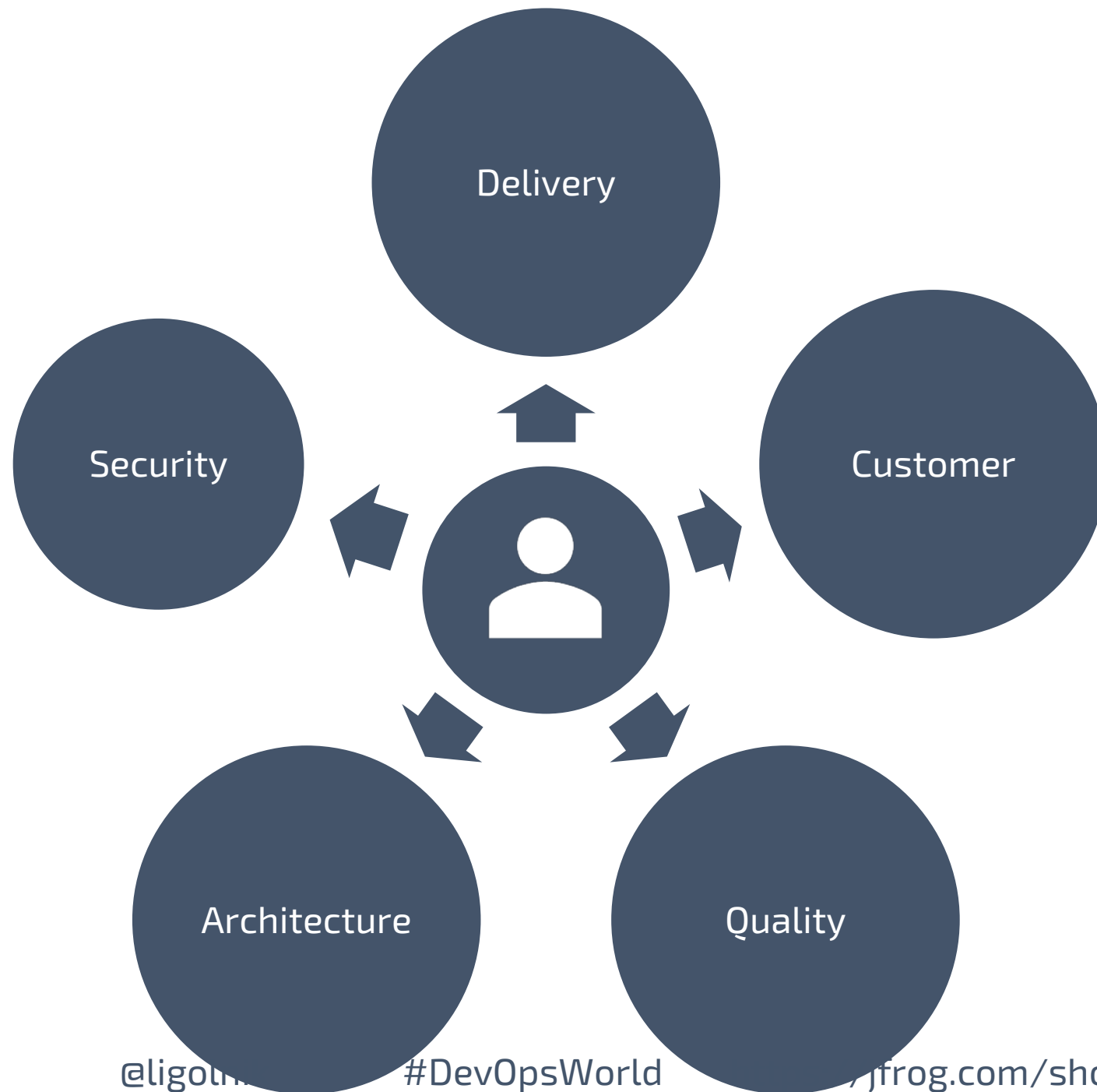


	Autonomy	Mastery	Purpose	Fear
Dev	~~~~~			~~~~~
Ops		~~~~~		
QA		~~~~~		
Security	~~~~~		~~~~~	
Product			~~~~~	~~~~~
...				

## FEARS OF INFOSEC









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# 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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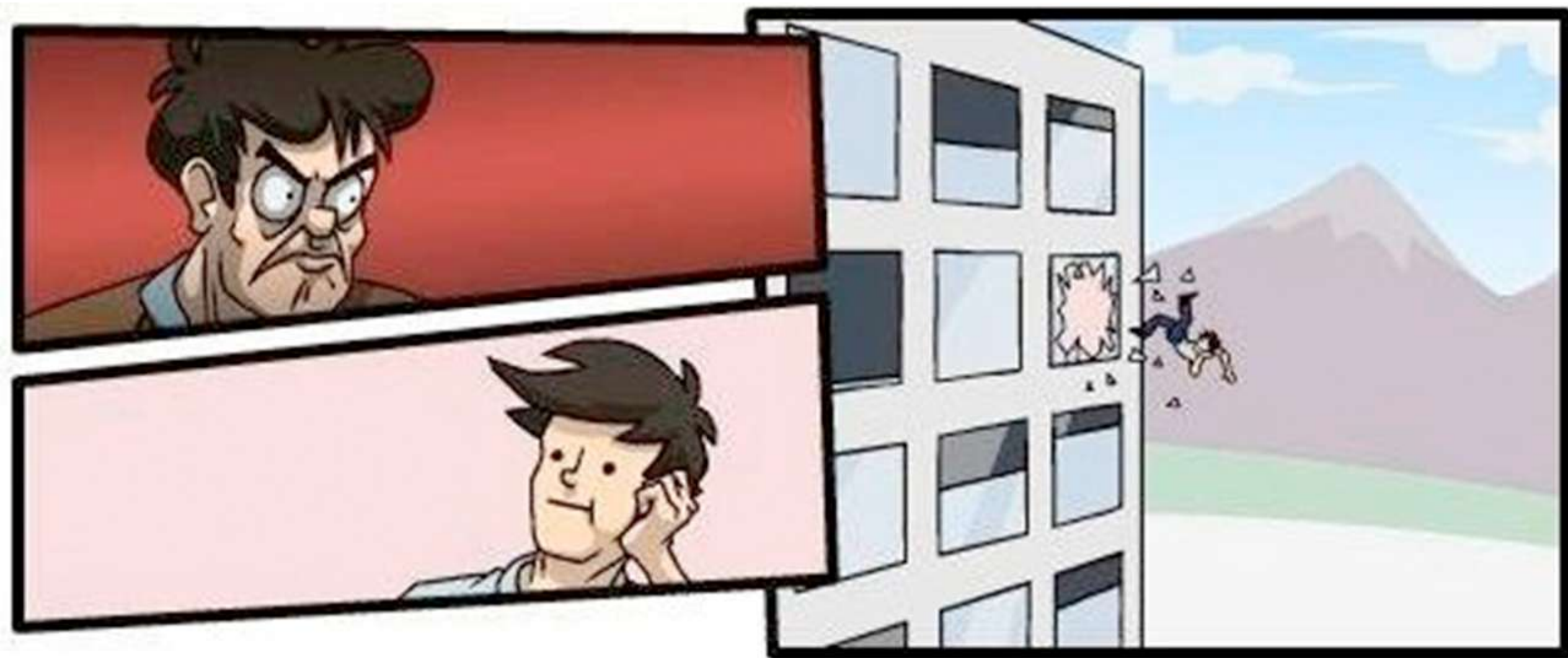
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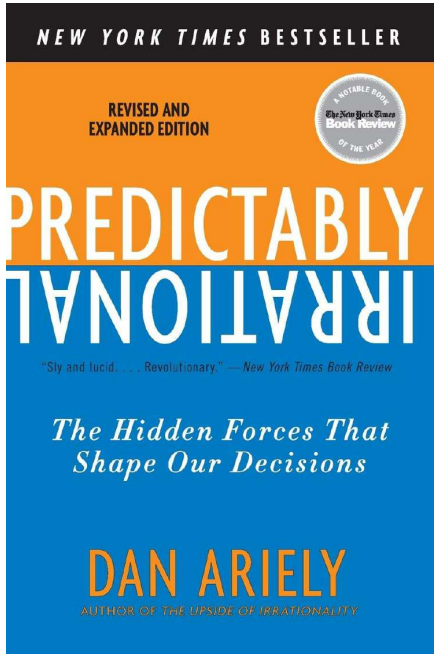
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## The Cohen-Bradford IWA Model

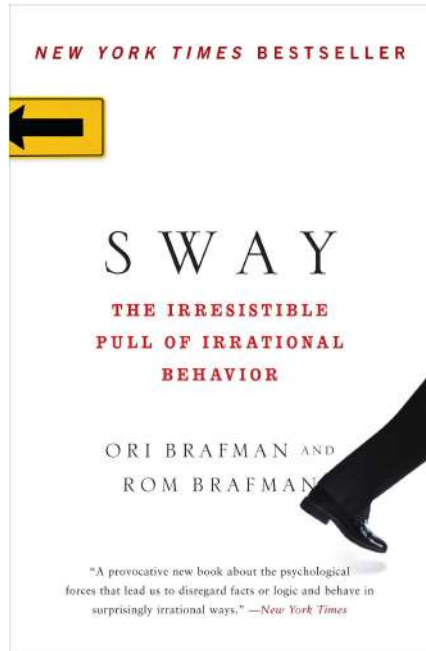




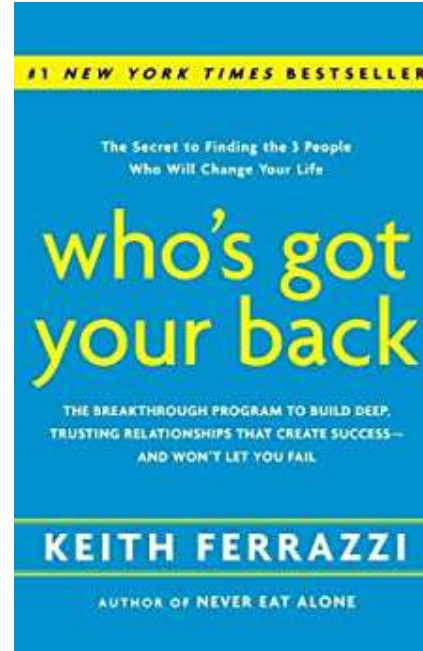




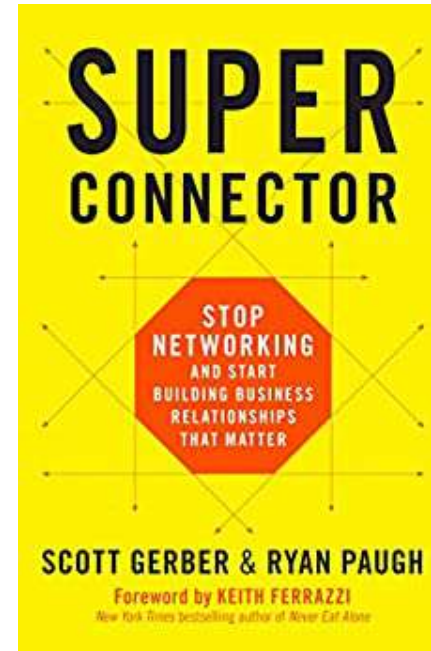
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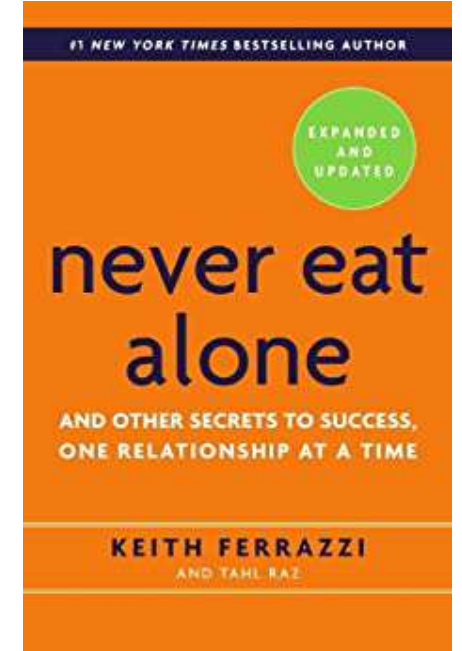
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## The Cohen-Bradford IWA Model



**quiddity** /kwɪd-ɪ-ti/ *n.*  
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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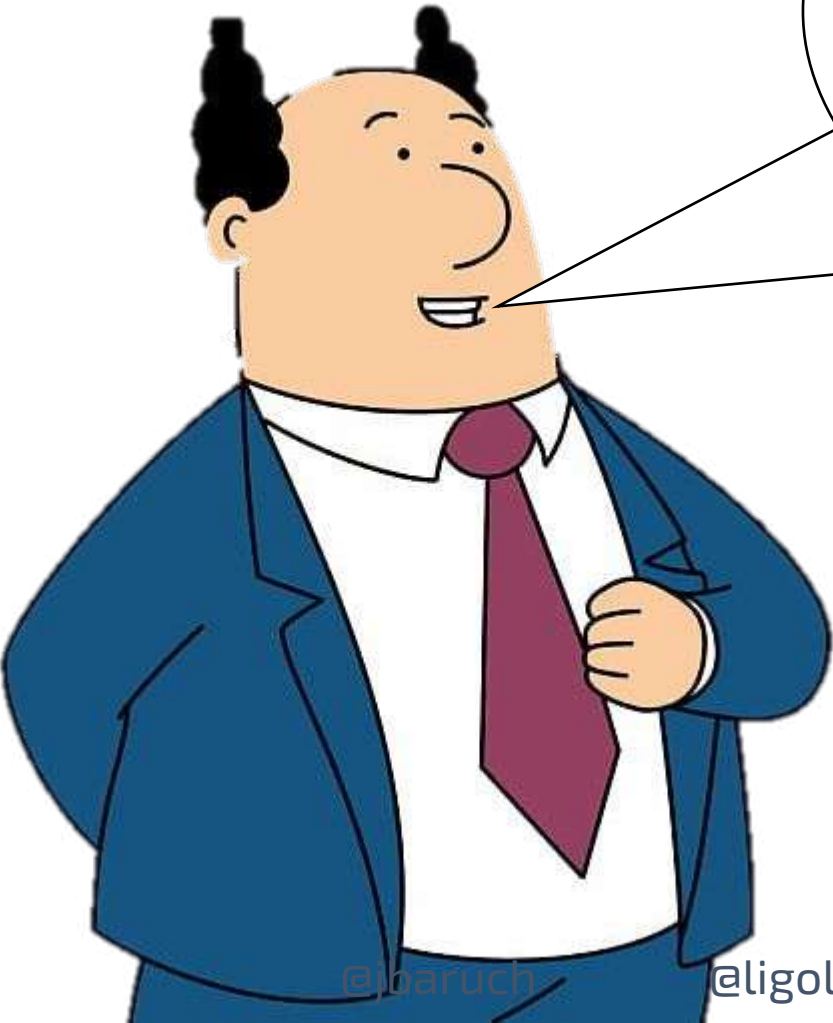
On-call is not  
my job!





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



A cartoon illustration of a man with a large head, wearing a blue suit, white shirt, and red tie. He is looking upwards and to the right with a questioning expression. A speech bubble originates from his mouth.


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

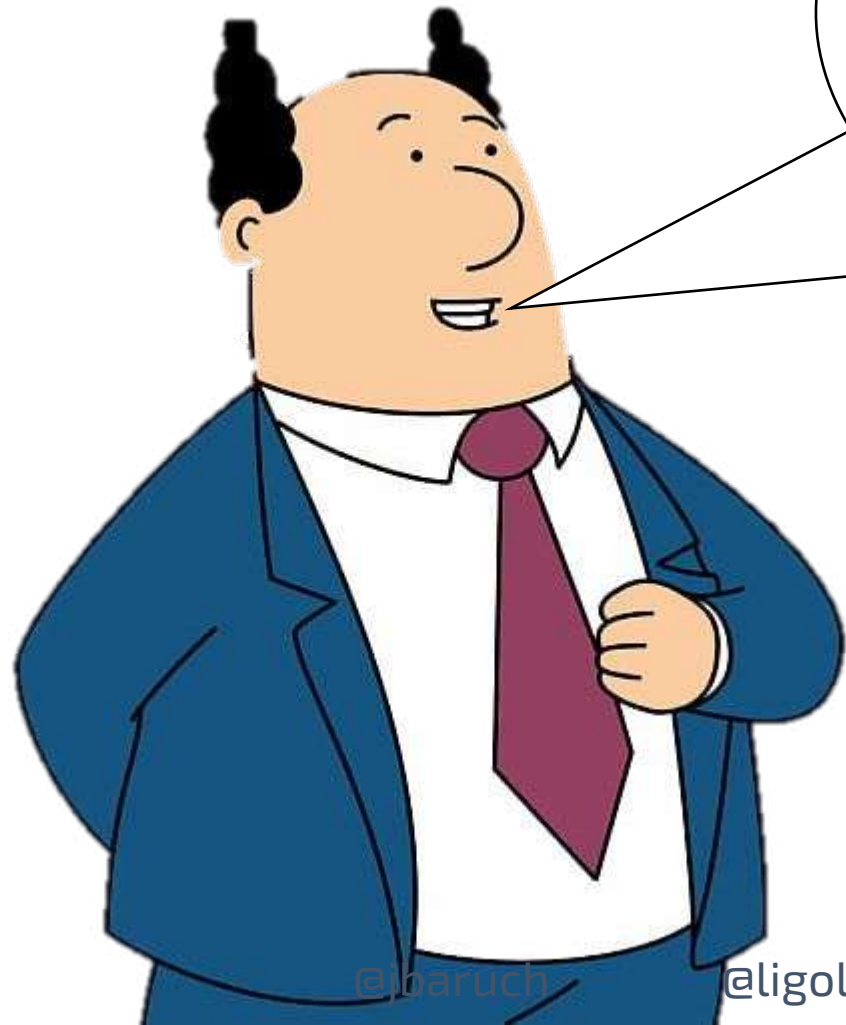
43  SHARE ▼

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.

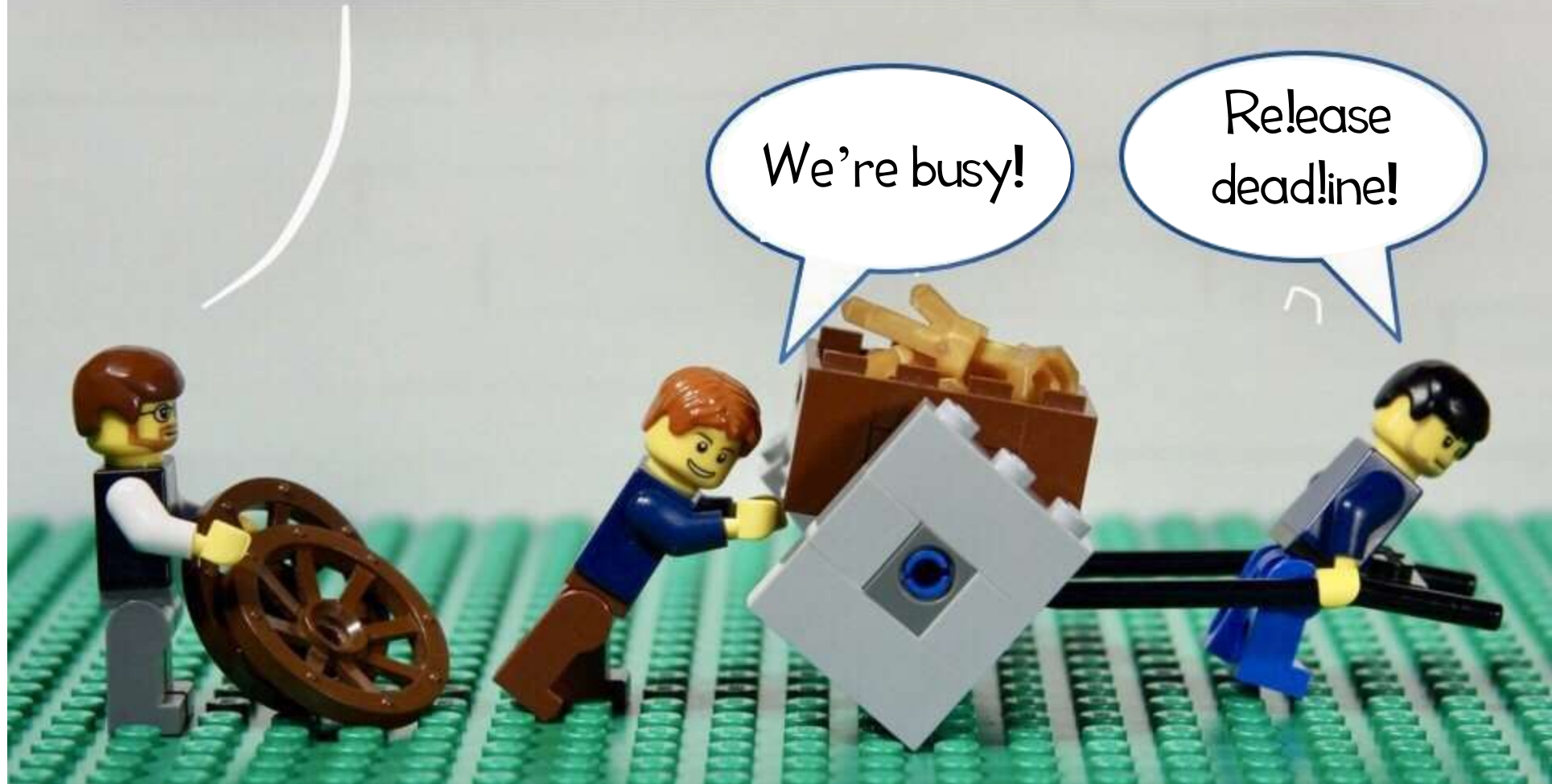
Smith will not collect his annual bonus, according to his [agreement](#) with Equifax. He will be on hand for the next 90

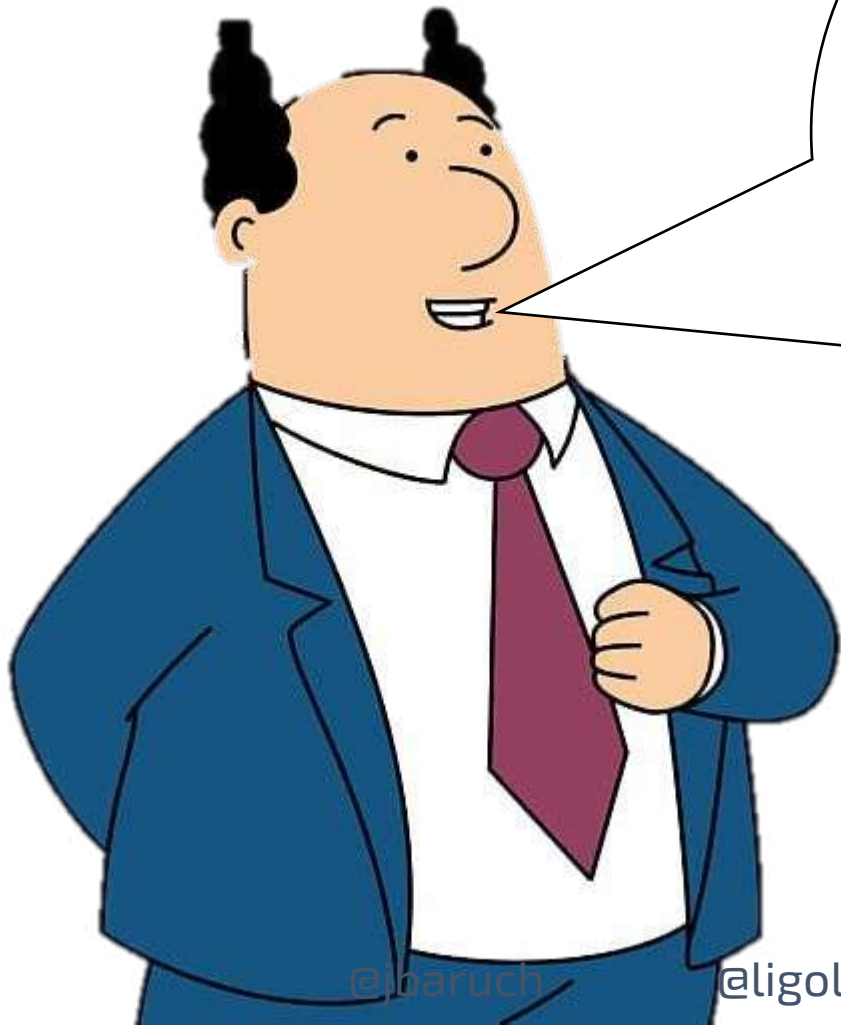




No time!  
Everybody are  
over!oaded!

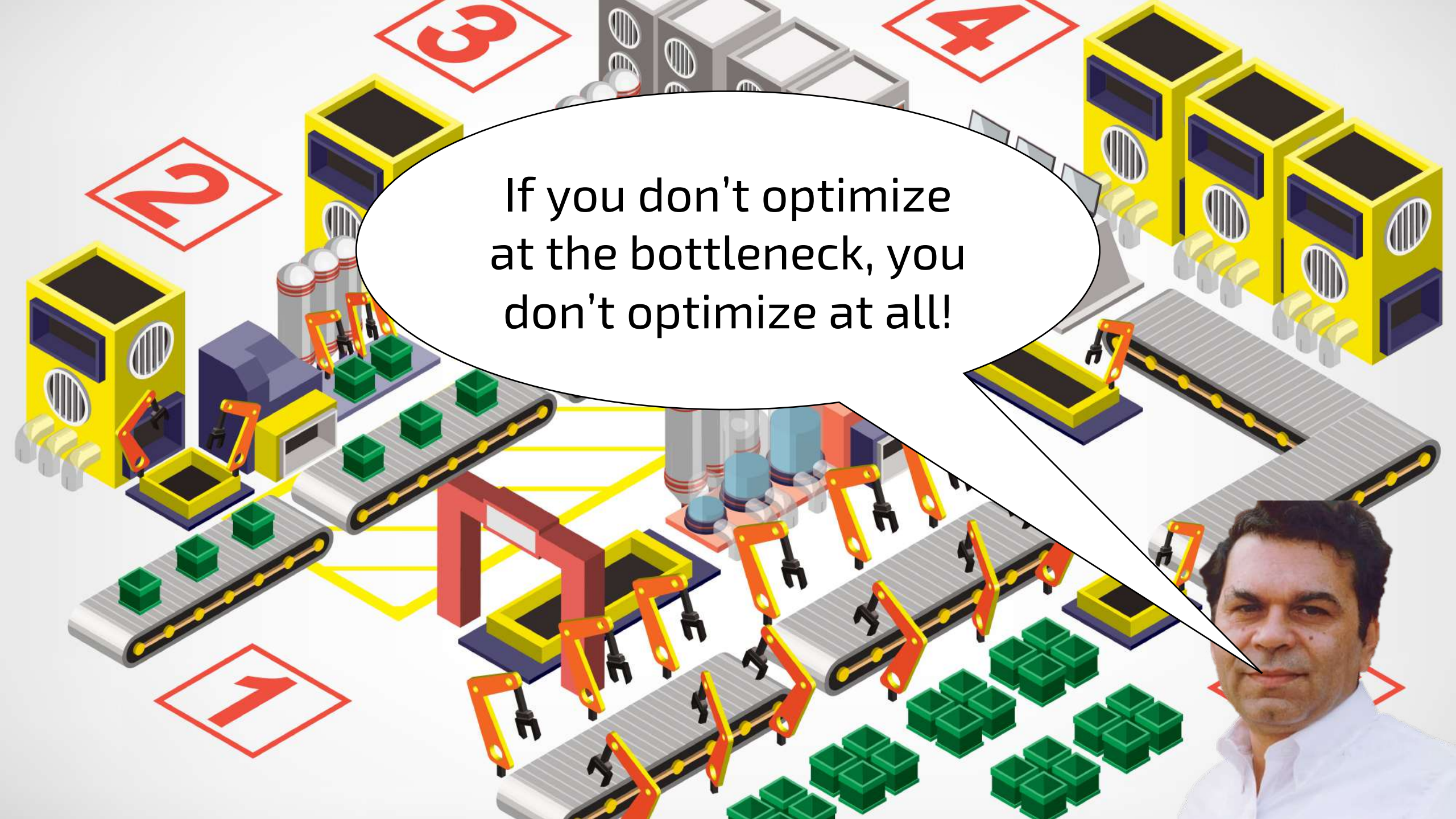
# Should we try DevOps?





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

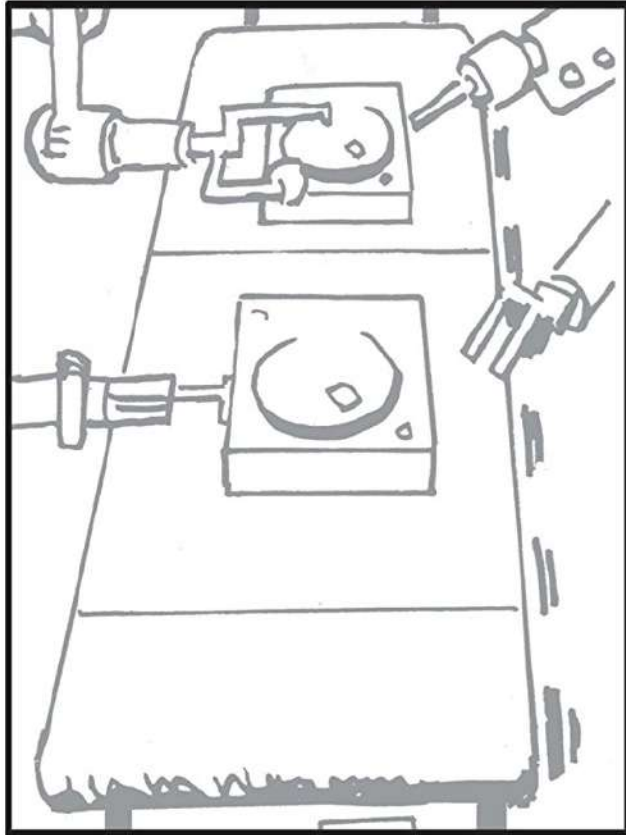




If you don't optimize  
at the bottleneck, you  
don't optimize at all!

# ELIYAHU M. GOLDRATT'S THE GOAL

A BUSINESS GRAPHIC NOVEL



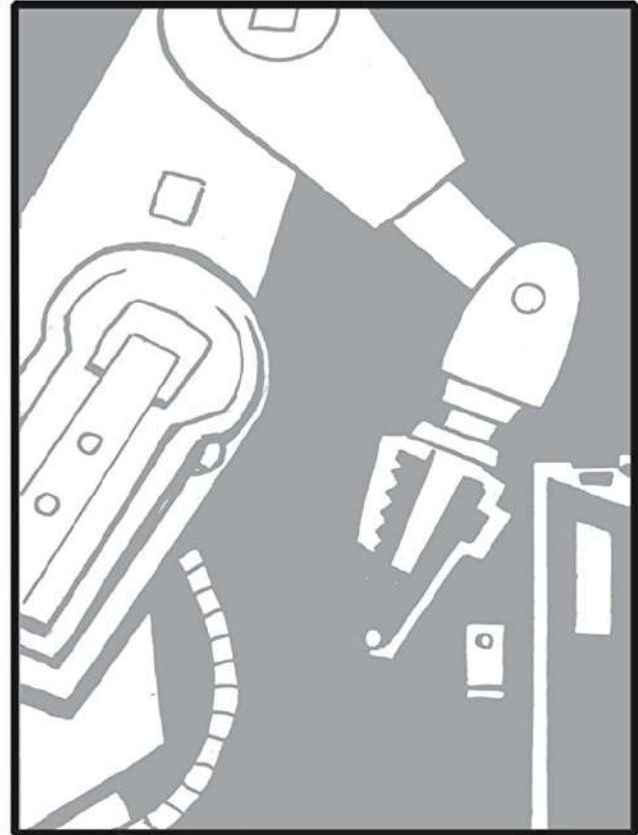
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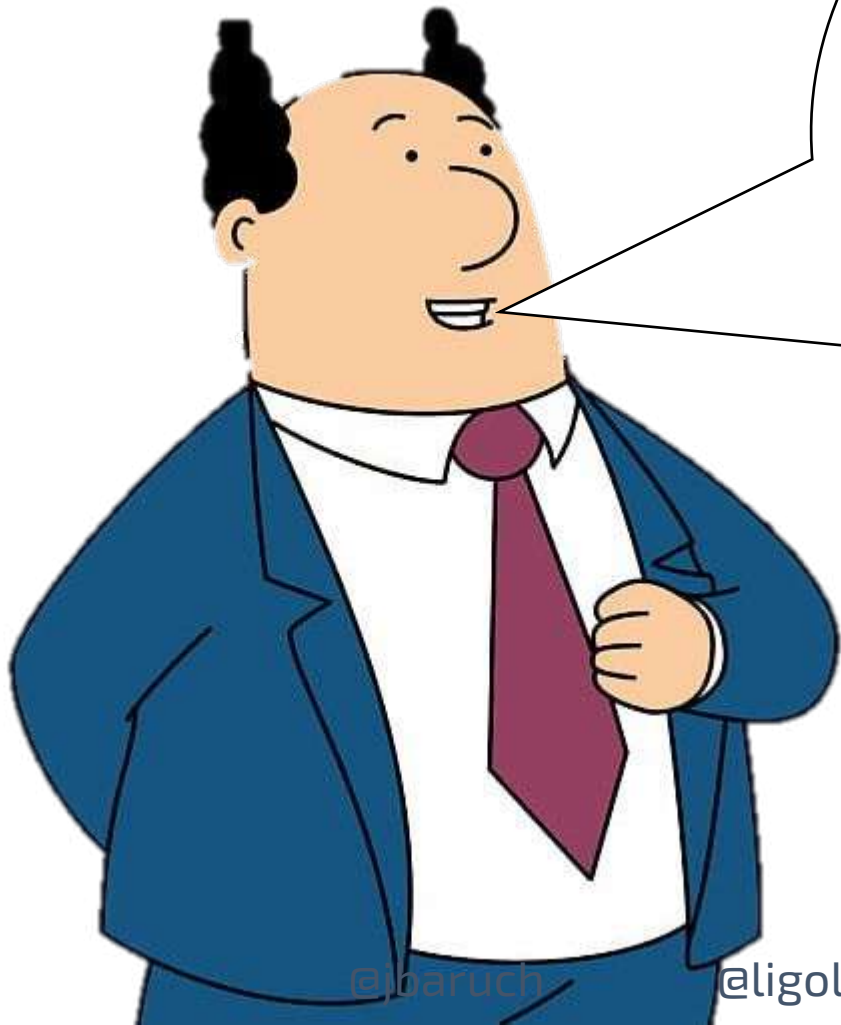


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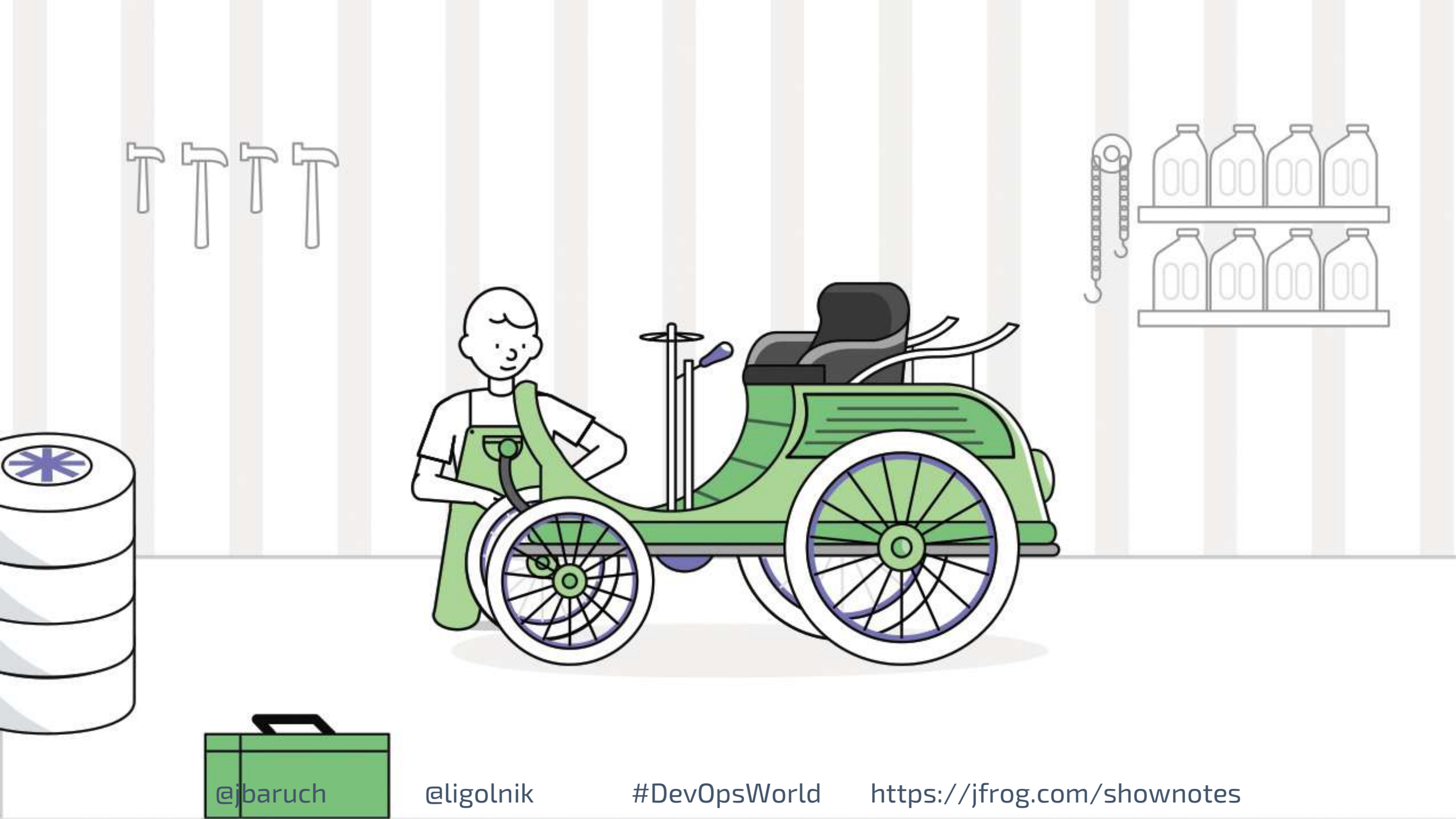






We have  
regulations on our  
neck, they won't  
allow that



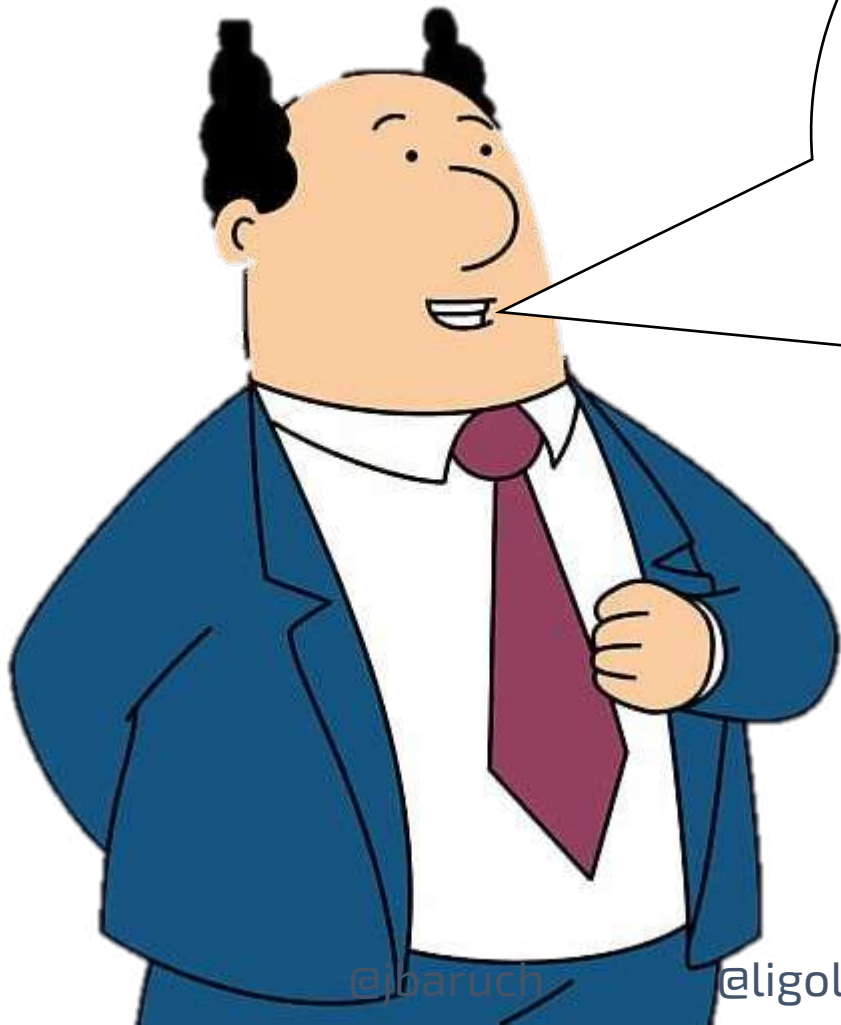


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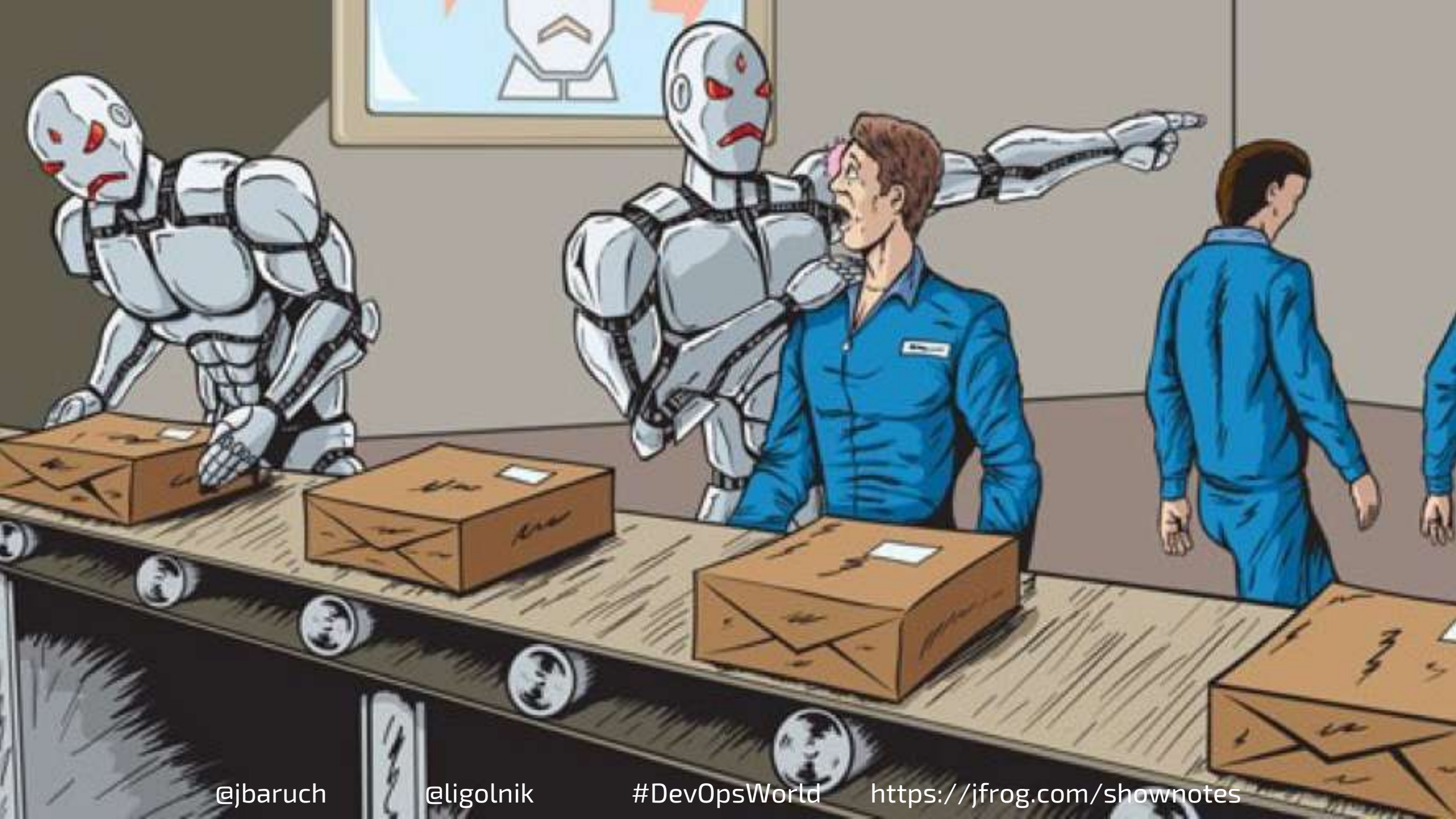
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We can't release  
faster; we need  
to check for  
 $\{\text{concern of the day}\}$





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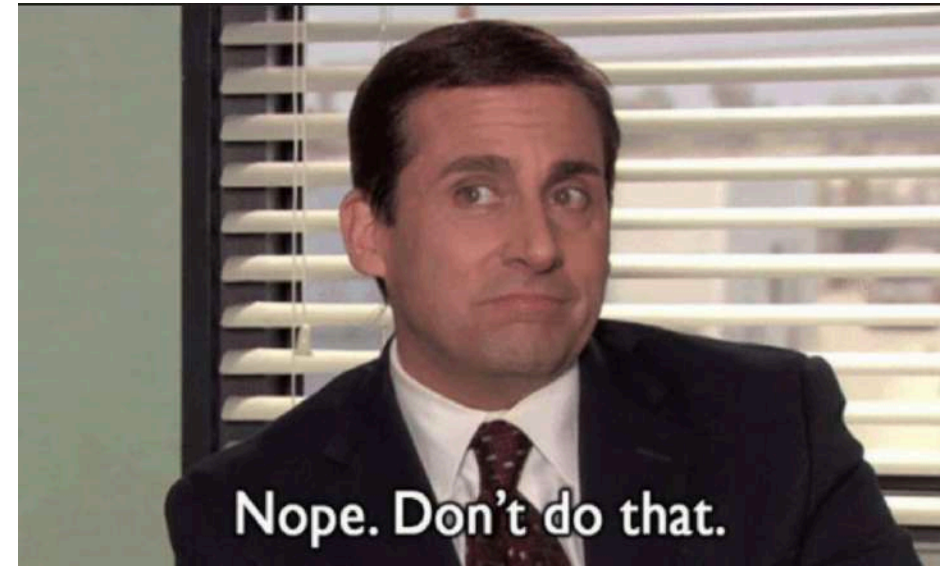
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### The Cohen-Bradford IWA Model



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# Q&A AND TWITTER ADS

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