



Pivotal.

The Culture is a Lie

Or

How I learned to stop worrying and love the
toxic culture.

Paul Czarkowski
@pczarkowski



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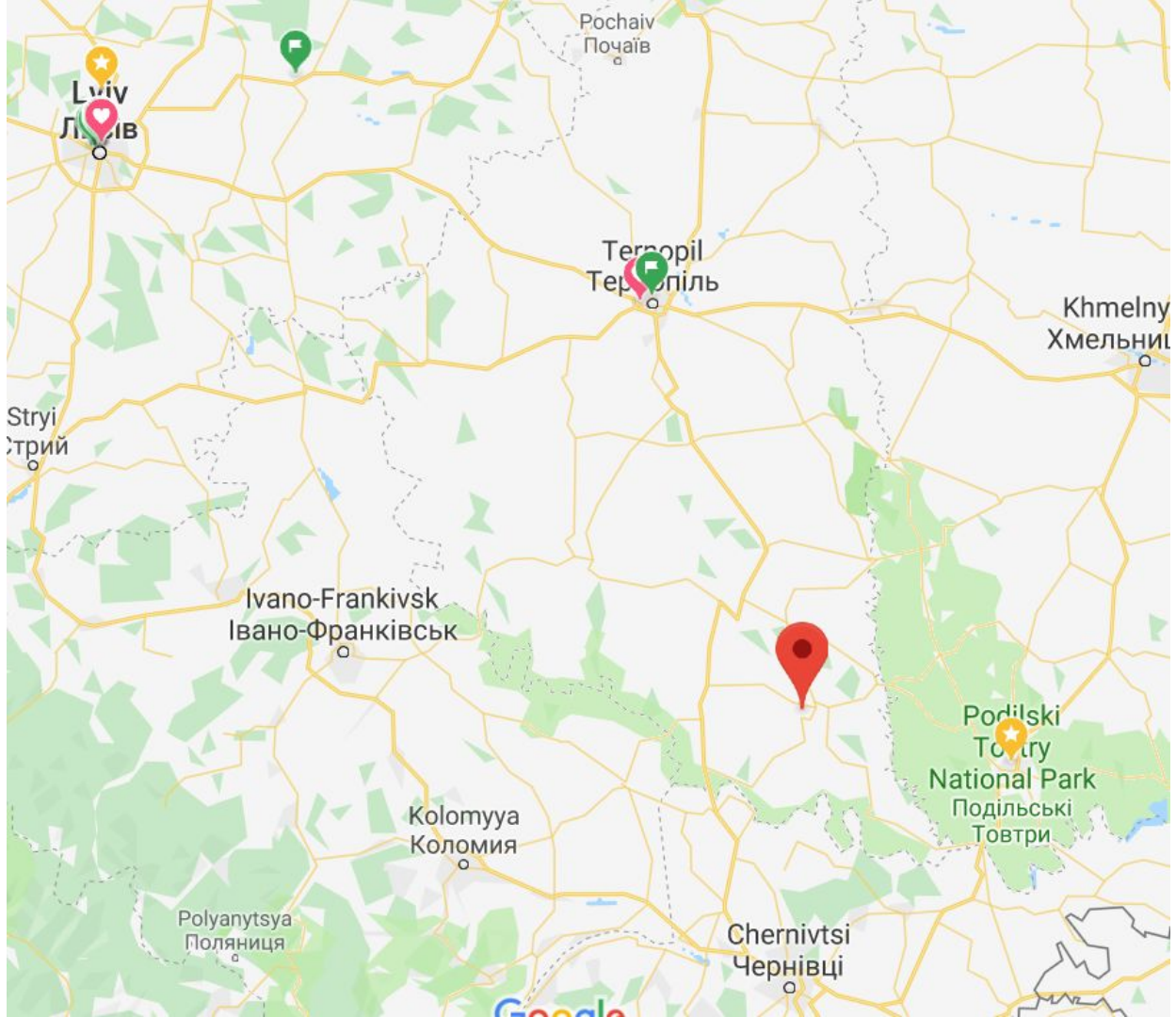




PHOTO



Vysichka









Culture

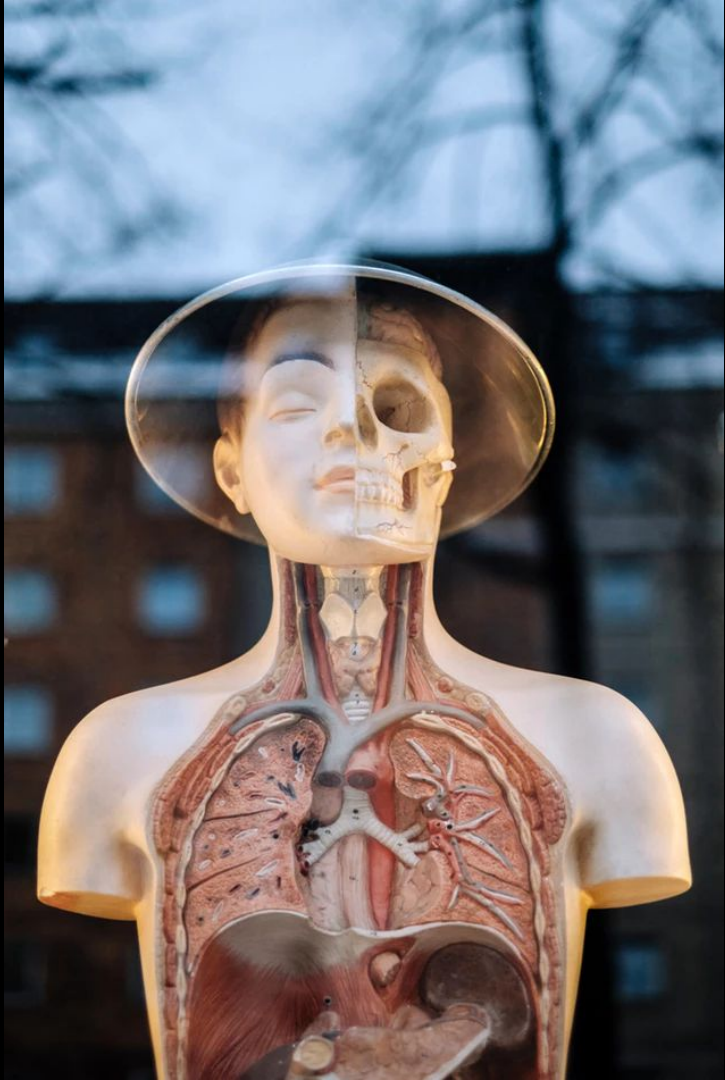
Automation

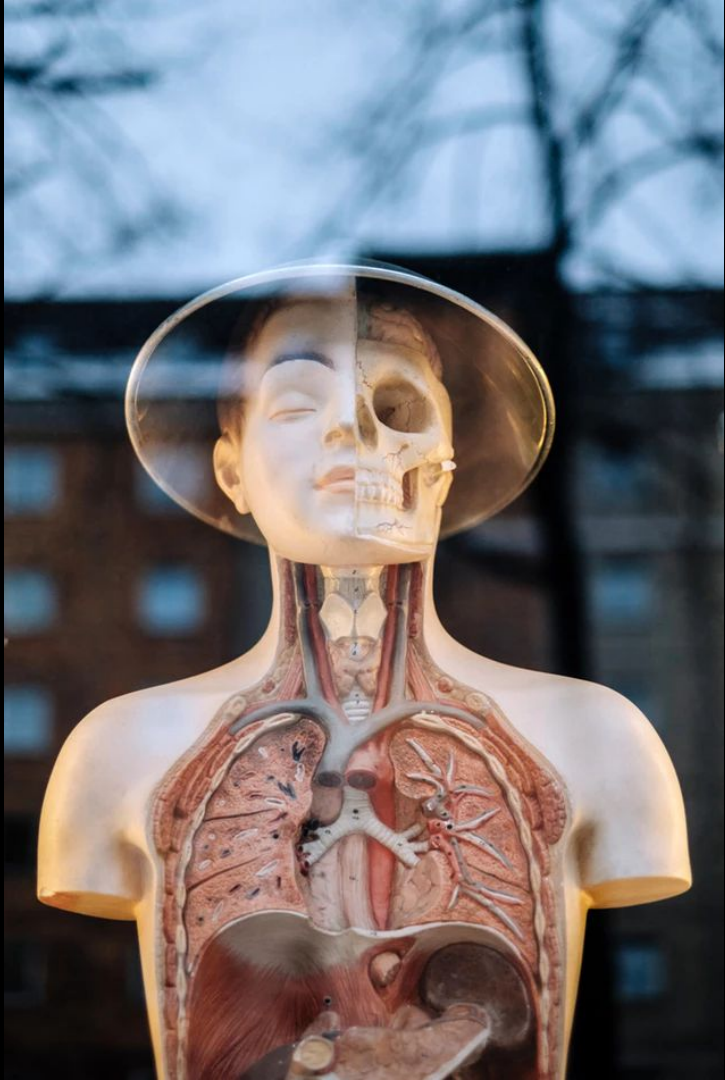
Lean

Measurement

Sharing

Culture





Culture is driven by behavior

Behavior is driven by incentive

Incentive is driven by leadership

Leaders were put in place by the existing culture.

STORY TIME

EA



<https://dilbert.com/strip/2009-10-09>



<https://dilbert.com/strip/2009-10-09>



<https://dilbert.com/strip/2009-10-09>

DevOps Team

Anyways...

Meritocracy

Meritocracy

Meritocracy is
the opposite of
Diversity

"Every selection of one is a
rejection of many."

- Michael Dunlop Young

Culture

Culture

I died on the
culture hill

I died on the
culture hill
Twice.

Don't die on
hills.

Give up?

Grant me the serenity to accept
the things I cannot change,
Courage to change the things I can,
And wisdom to know the difference.

And wisdom to know
the difference.

"Change your job, or
change your job" -
Some Famous Devop

"Accept your job, or
change your job" - Me

"The grass is NOT
Greener on the
Other side"

Every Company
Is a tirefire.

Westrum Topology Culture

Pathological (power-oriented)	Bureaucratic (rule-oriented)	Generative (performance-oriented)
Low cooperation	Modest cooperation	High cooperation
Messengers shot	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to enquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

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ITIL
CHANGE
CONTROL

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ITIL
CHANGE CONTROL
AGILE
SCRUM
SAFE

Westrum Topology Culture

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**YOU ARE
HERE**



“Don't fight stupid,
Make more awesome!”
- Jesse Robbins

<https://www.slideshare.net/jesserobbins/devops-change/>

Culture

Automation

Lean

Measurement

Sharing

Empathy

Automation

Lean

Measurement

Sharing

“We judge ourselves by our
intentions and others by their
behaviour.” — Stephen M.R. Covey,

The Speed of Trust: The One
Thing that Changes Everything

EMPATHY



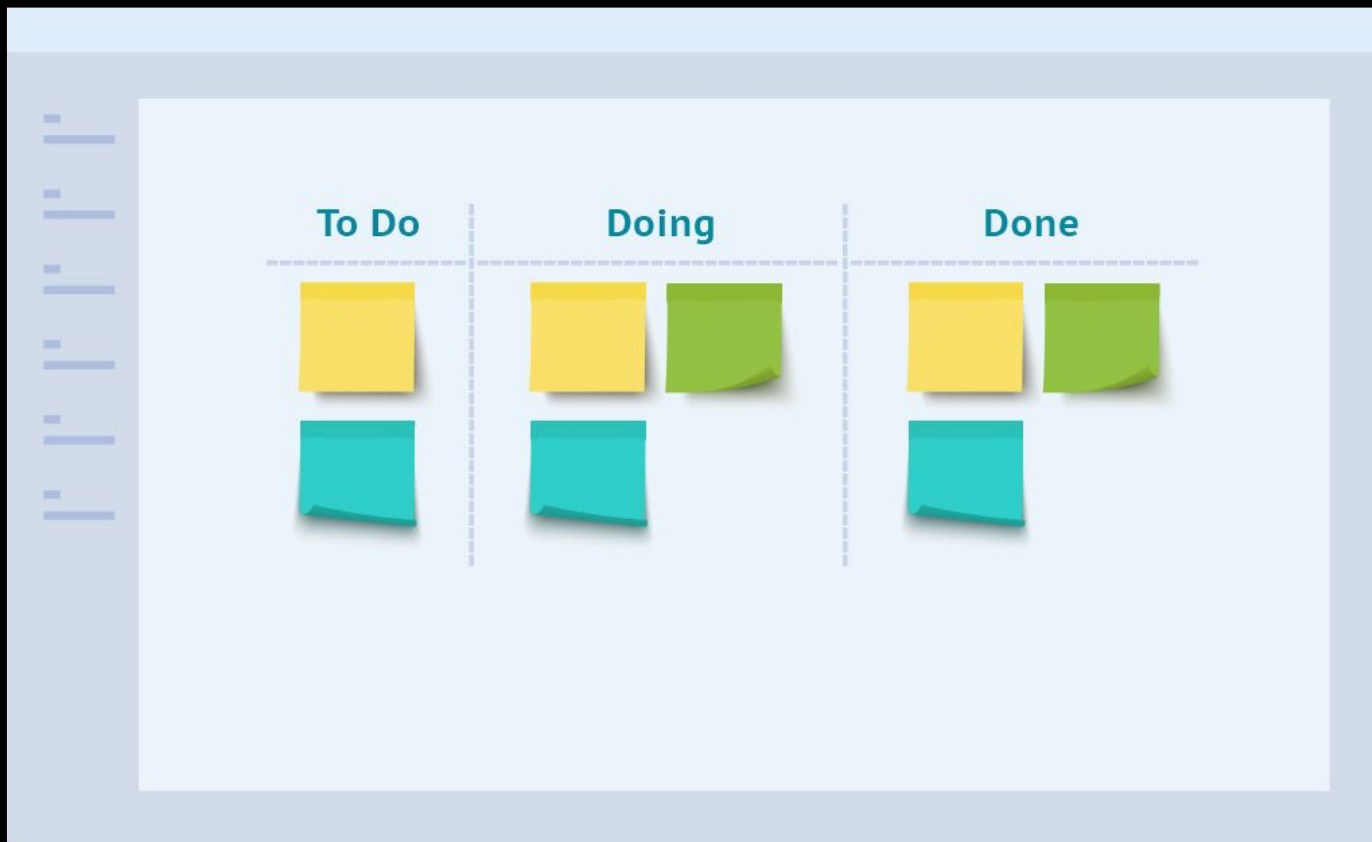


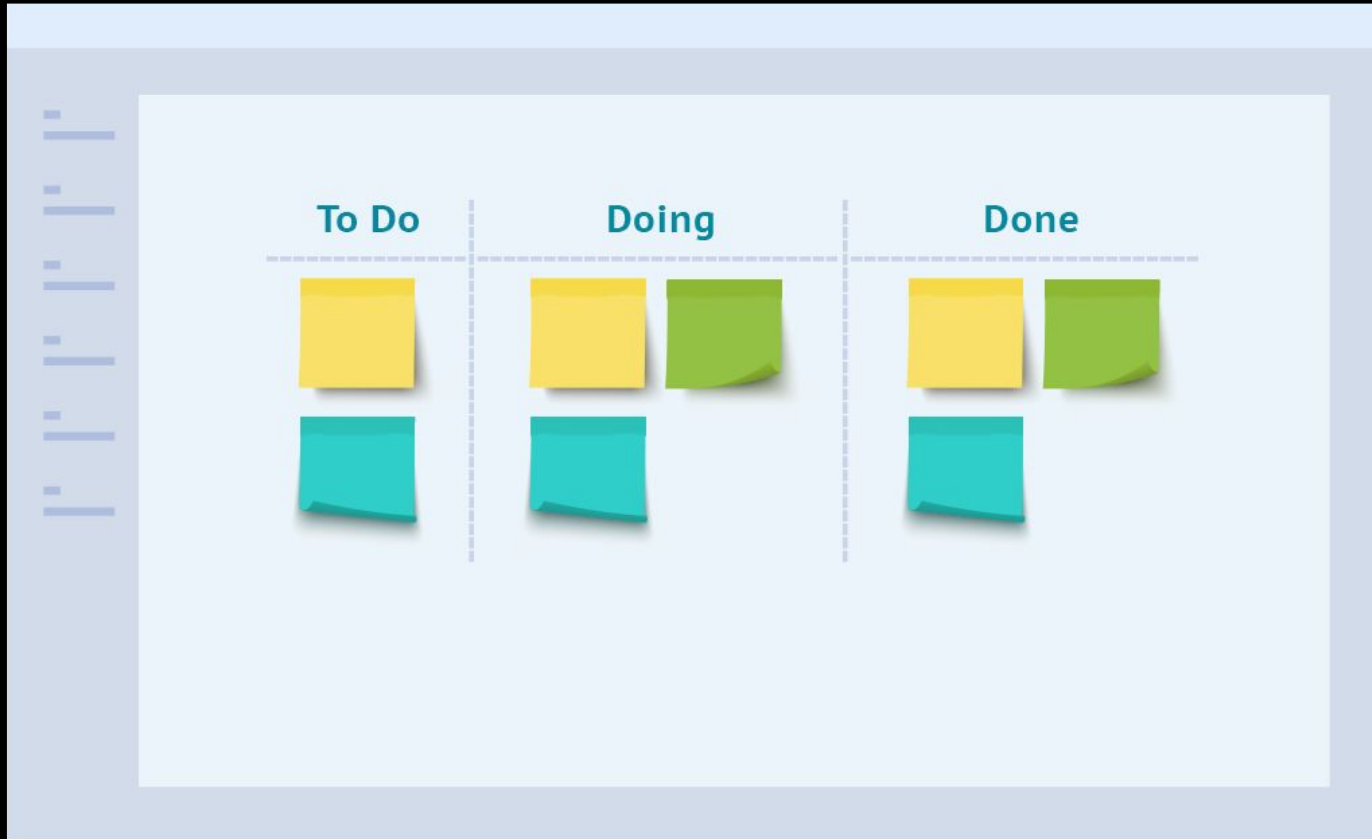
LEAN

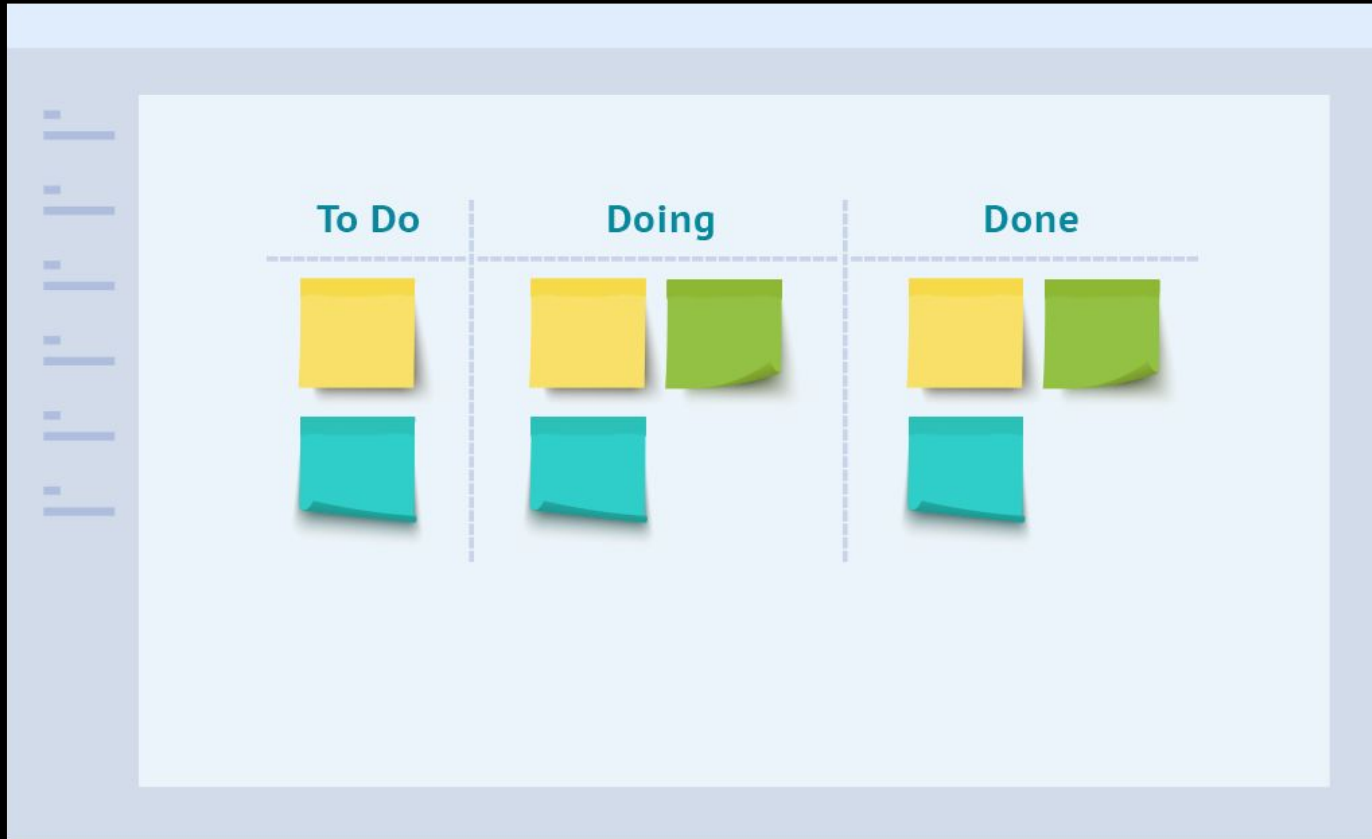
LEAN != Agile

KANBAN

KANBAN









Jérôme Petazzoni

@jpetazzo

Following



I wrote about my experimentations to recover productivity when struggling with depression, using kanban boards and emoji:

[jpetazzo.github.io/2017/12/24/pro ...](https://jpetazzo.github.io/2017/12/24/productivity-depression-kanban-emoji/)



10:03 AM - 9 Jan 2018

75 Retweets 268 Likes



20



75

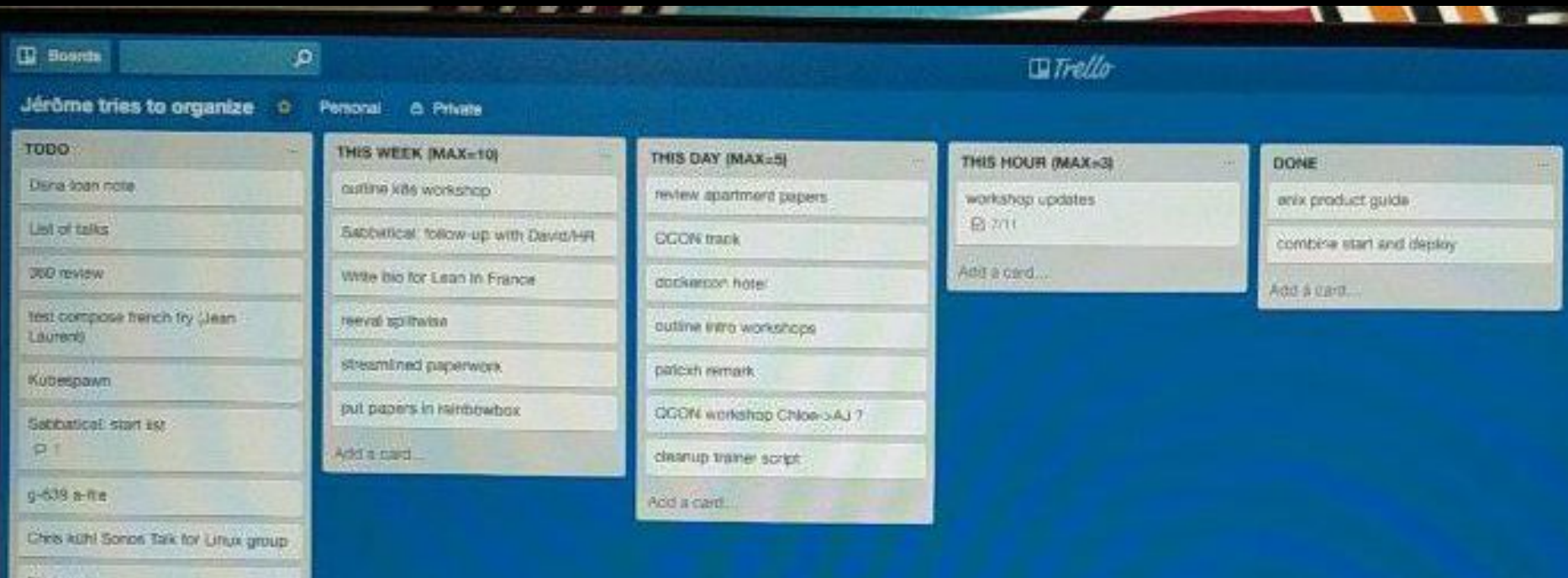


268

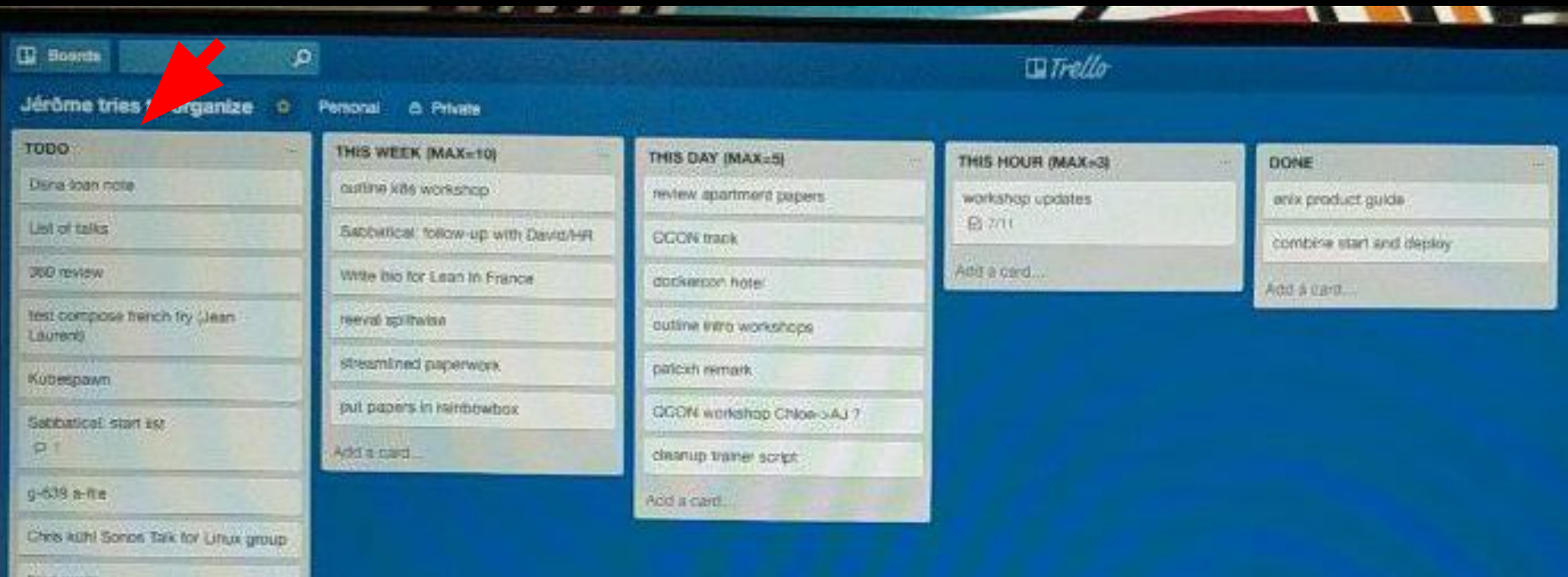


<https://jpetazzo.github.io/2017/12/24/productivity-depression-kanban-emoji/>

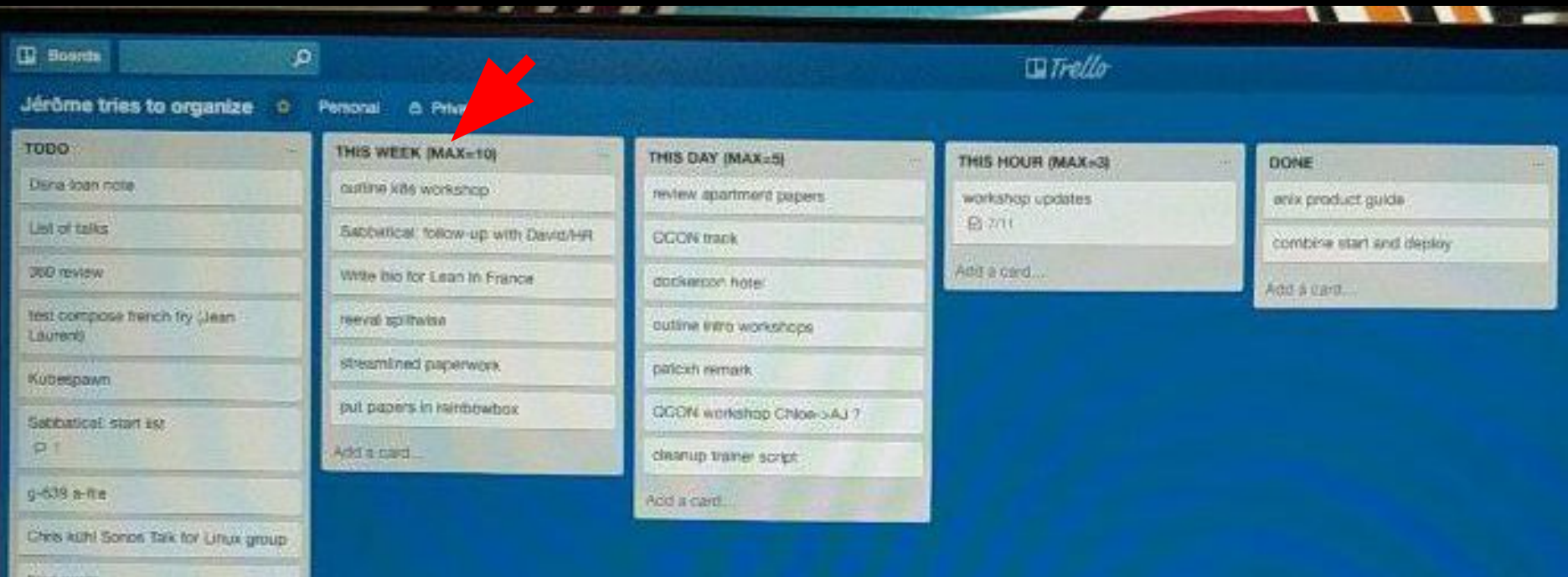
**"THE SECRET TO MULTI-TASKING:
DO ONE THING AT A TIME"
– JÉRÔME PETAZZONI**



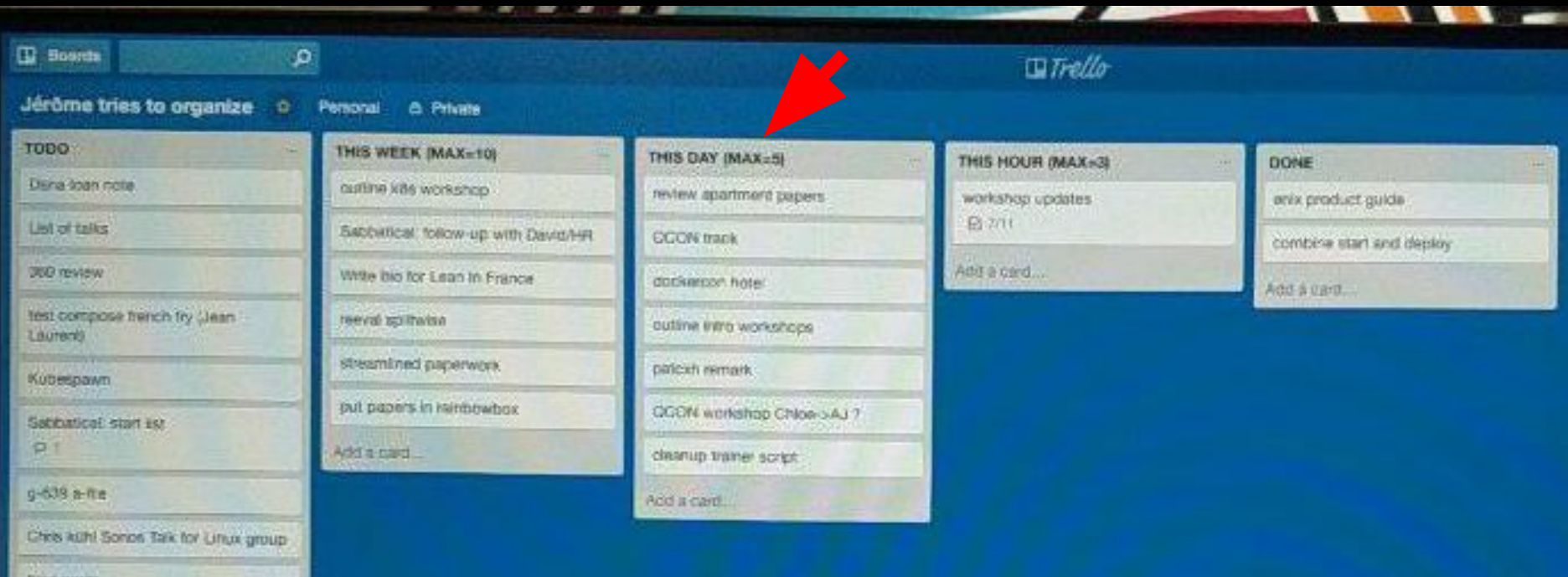
<https://jpetazzo.github.io/2017/12/24/productivity-depression-kanban-emoji/>



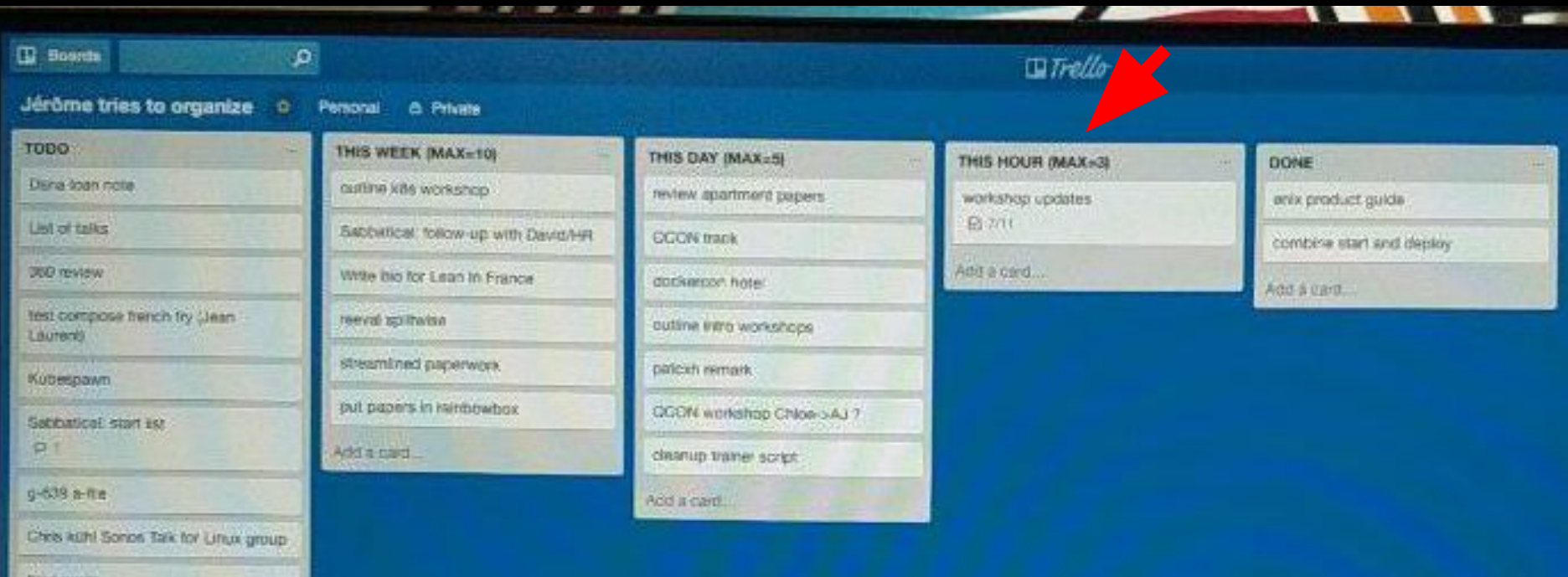
<https://jpetazzo.github.io/2017/12/24/productivity-depression-kanban-emoji/>



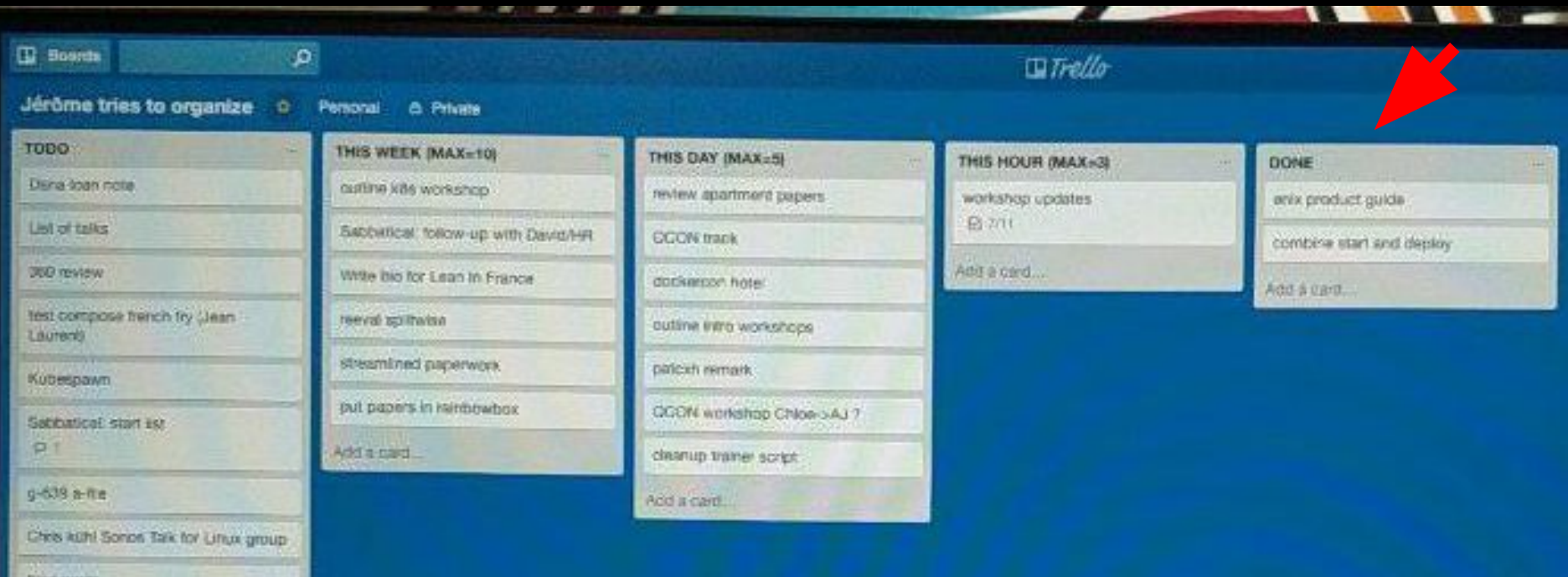
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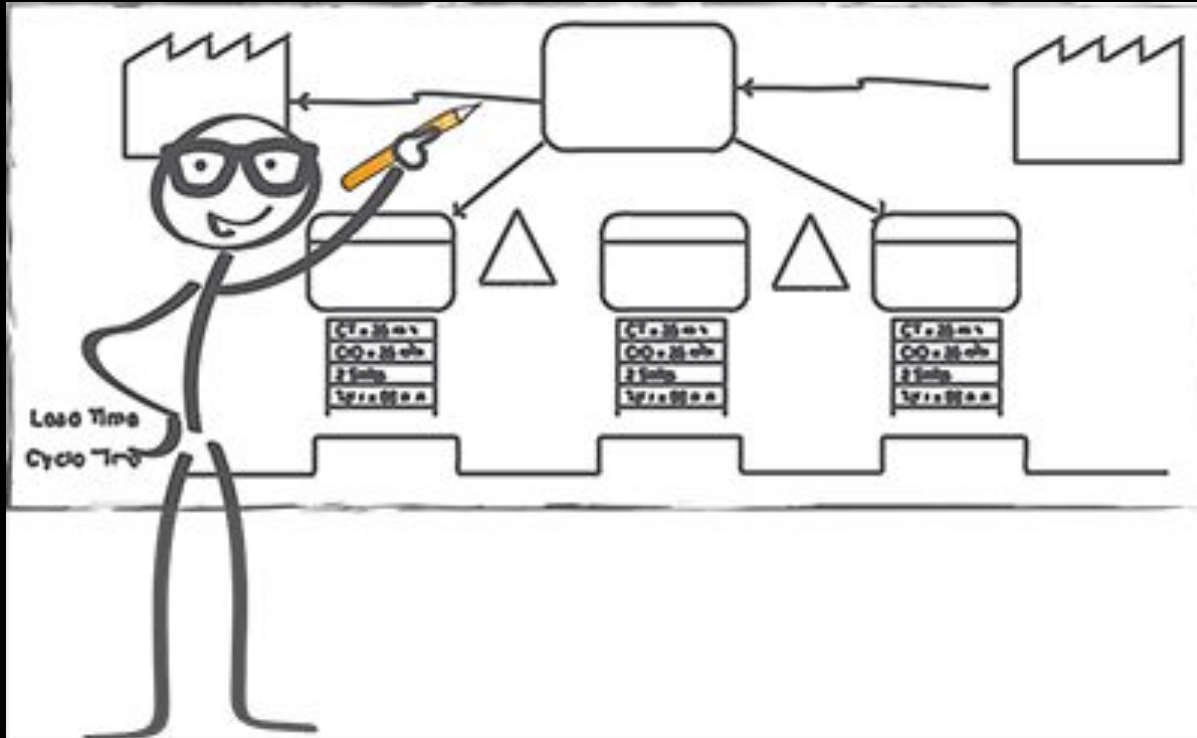
<https://jpetazzo.github.io/2017/12/24/productivity-depression-kanban-emoji/>



<https://jpetazzo.github.io/2017/12/24/productivity-depression-kanban-emoji/>

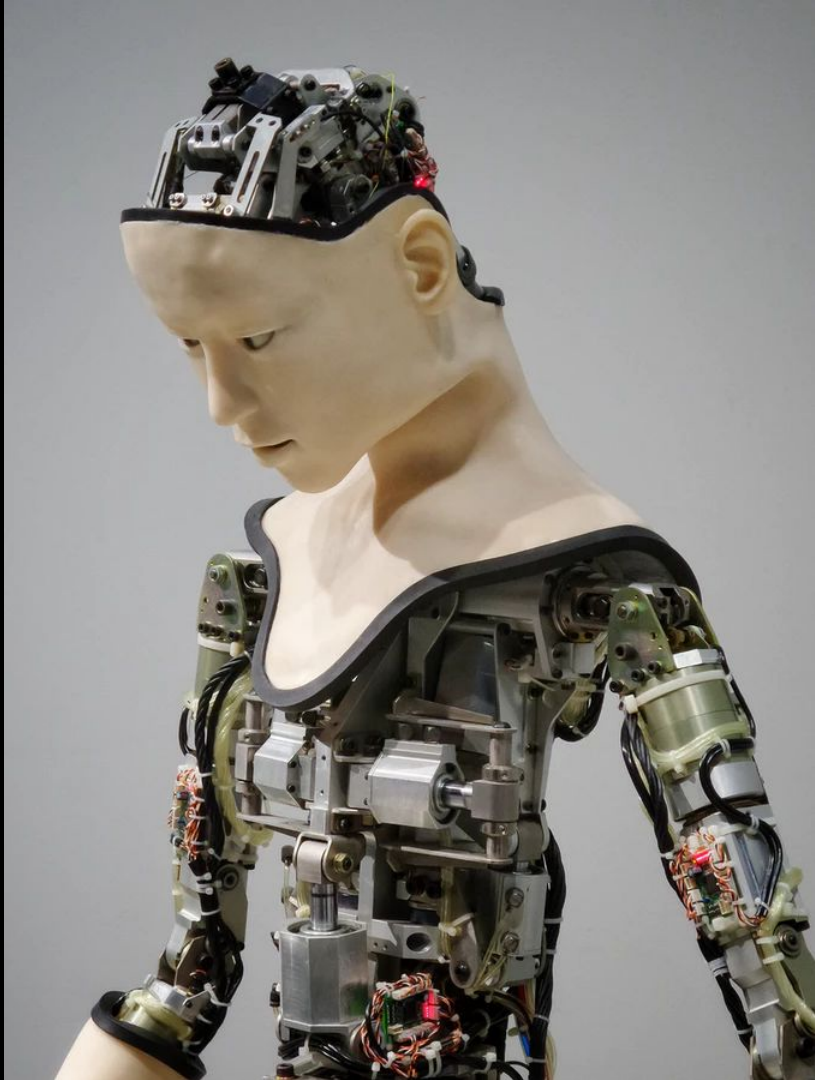


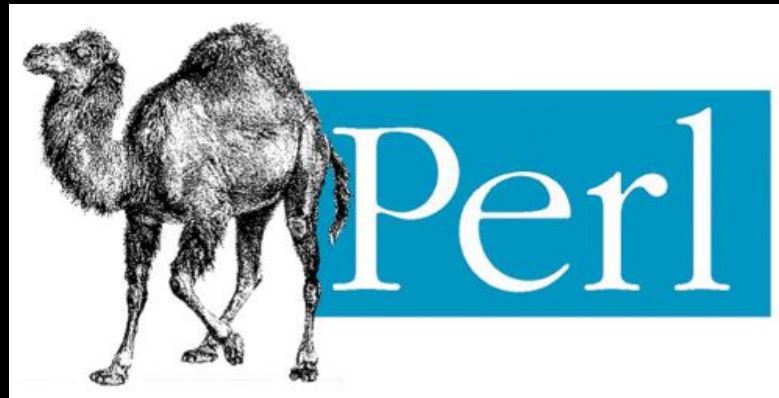
<https://jpetazzo.github.io/2017/12/24/productivity-depression-kanban-emoji/>



<https://falconfastening.com/lean-learning/supply-chain/inventory-management-thru-value-stream-mapping-1-of-6-vsm/>

AUTOMATION





```
#!/bin/bash
for server in $(cat hostnames.txt); do
ssh root@$server rm -rf /
done
```



CZnative @ home

@pczarkowski



any tool can be a devops tool with enough disregard for your own sanity.

8:39 AM - 4 Apr 2019

10 Retweets 38 Likes



The Goal of Automation
is to reduce
toil.

The more you
automate, the more
time you have
To automate.

Automation: Adding Value
Toil: Costing Money

Sharing

Measurement

~~Culture~~ Empathy

Automation

Lean

Measurement

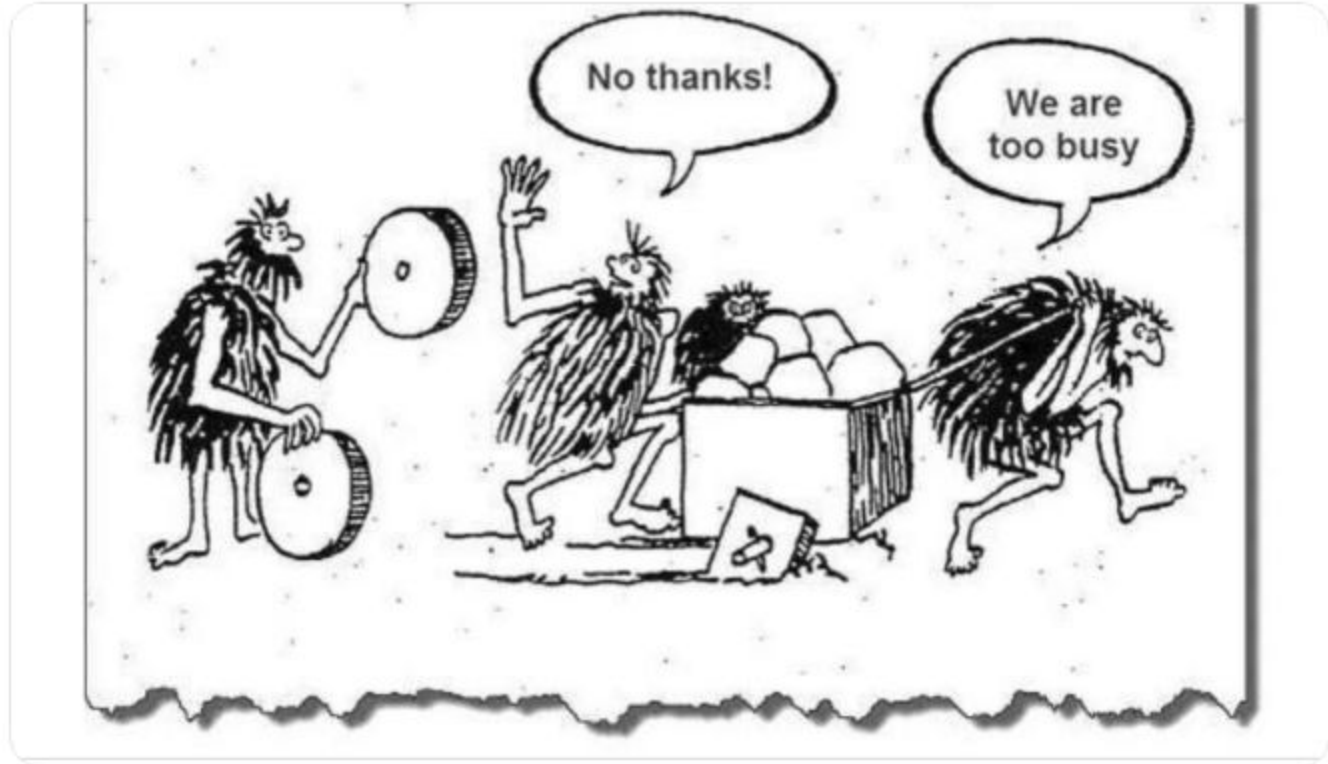
Sharing

🔄 You Retweeted



Nora Jones @nora_js · 1h

I love this cartoon (not sure who originally drew/conceptualized it)

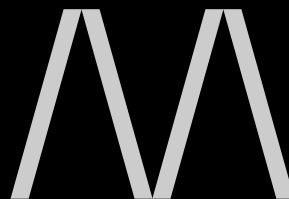


🔄 10

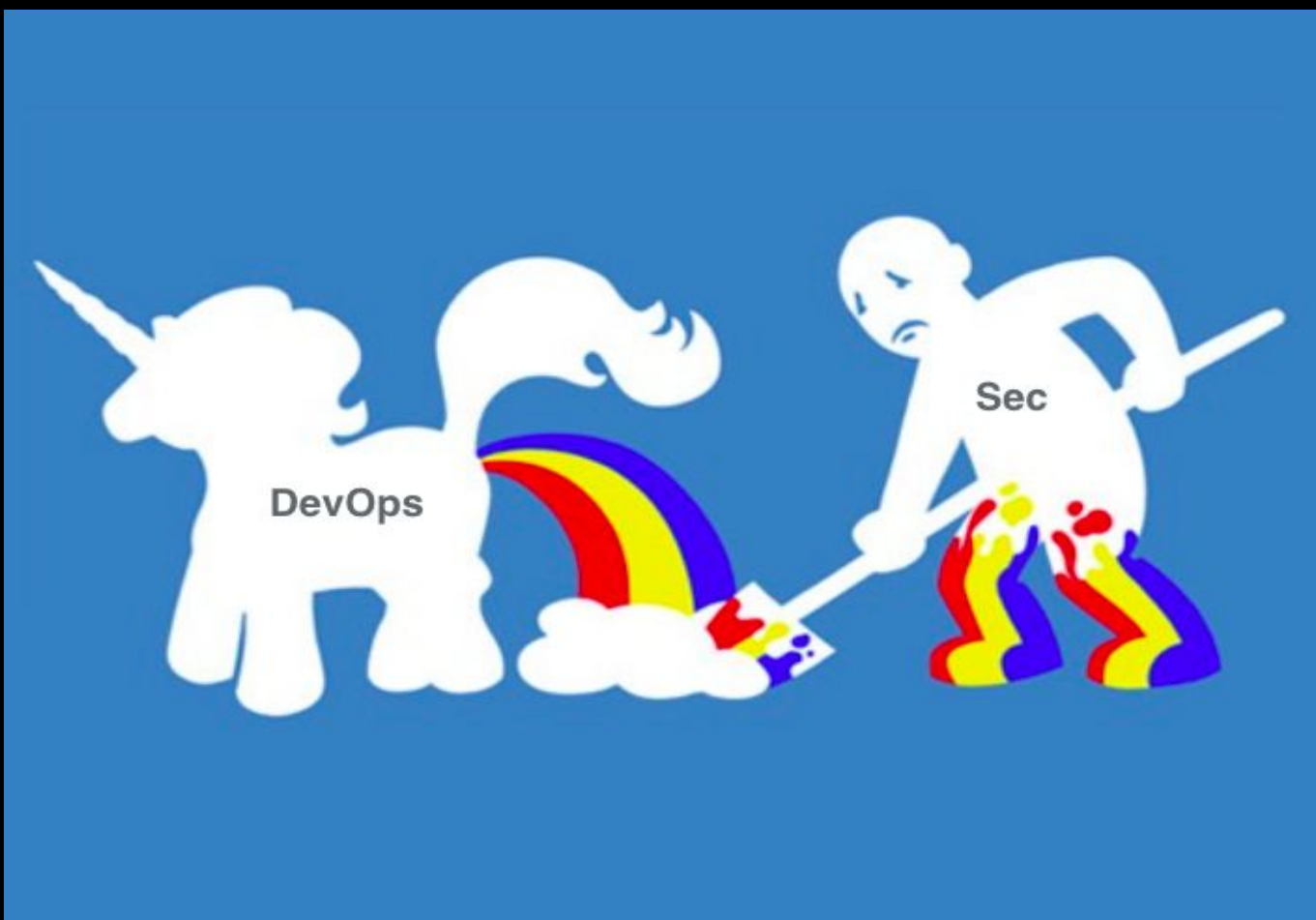
❤️ 37

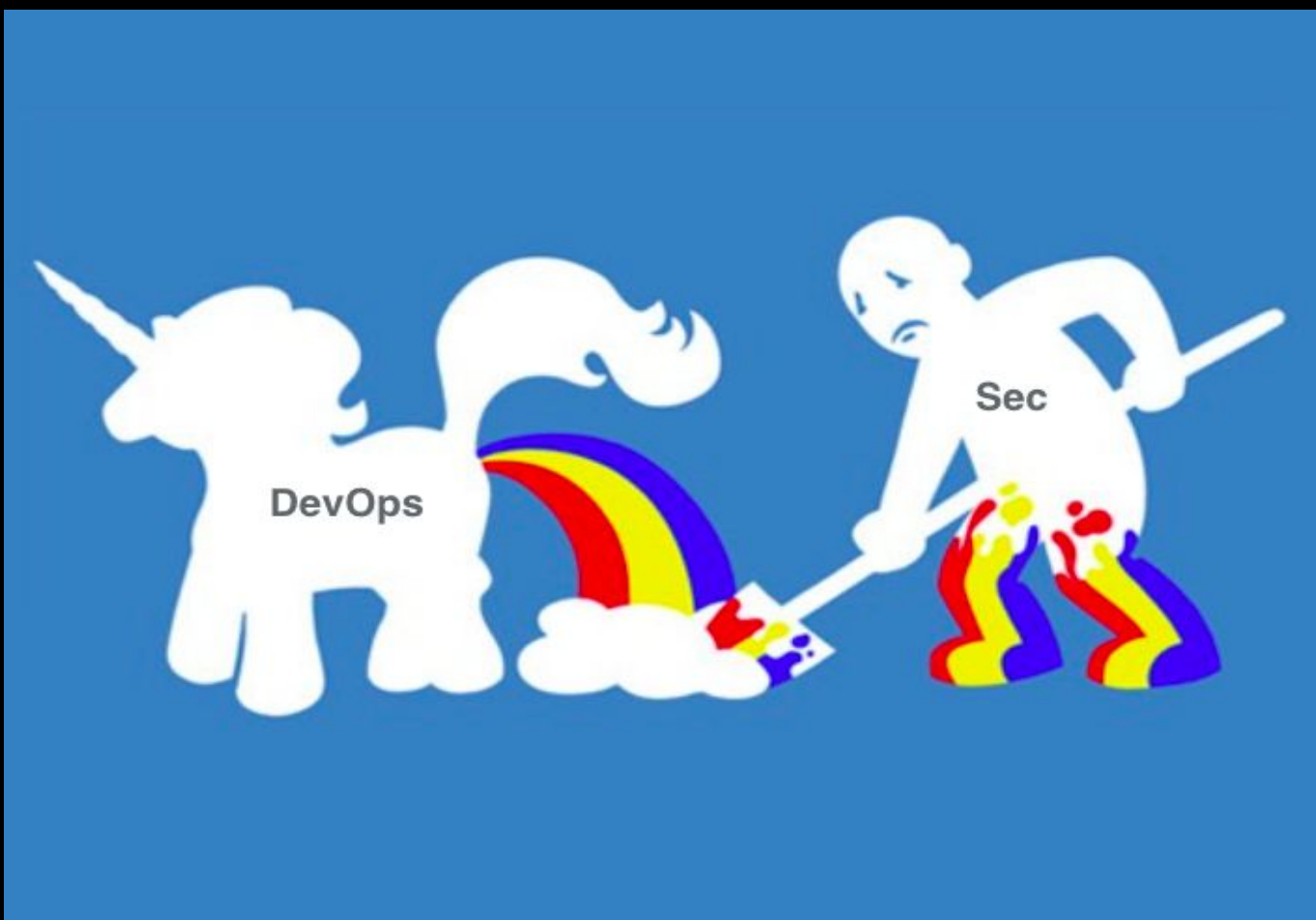


STORY TIME



Requirement ID or Process ID or S	Foundation (TIN)	Section #	Section Heading	System Value/Parameter	Description	Recommended Value	Initial Value	Agreed to Value	SS Value	Change Date (YYYYMMDD)	"added" if this is a new parameter, "u" for "updated" if a value for an existing parameter has been changed
	Y	BBB.1.1.0	Password Requirements	No requirements in this category	No requirements in this category	No requirements in this category	None	No requirements in this category			
S	Y	BBB.1.2.1	Logging	logpath=<path> # log file path logappend=true # Set to true to add new entries to the end of the logfile rather than overwriting the content of the log when the process restarts.	above two parameter should be in mongo DB's config file	logappend = true logpath = /var/log/mongo/mongod.log	logappend = true logpath = /var/log/mongo/mongod.log		root@qint-lon02-c1-# cat /etc/mongod.conf grep ^log logpath=/var/log/mongod/mongod.log logappend=true		
	Y	BBB.1.2.2	Logging	N/A	No requirements in this category	No requirements in this category	None	No requirements in this category			
	Y	BBB.1.2.3	Logging	N/A	No requirements in this category	No requirements in this category	None	No requirements in this category			
	N	BBB.1.2.4	Logging	N/A	No requirements in this category	No requirements in this category	None	No requirements in this category			
	Y	BBB.1.3.0	Anti-Virus	No requirements in this category	No requirements in this category	No requirements in this category	None	No requirements in this category			
	N	BBB.1.4.0	System Settings	No requirements in this category	No requirements in this category	No requirements in this category	None	No requirements in this category			
	N	BBB.1.4.0	Network Settings	No requirements in this category	No requirements in this category	No requirements in this category	None	No requirements in this category			
	N	BBB.1.7.0	Identity and	No requirements in this category	No requirements in this category	No requirements in this category	None	No requirements in this category			
S	N	BBB.1.0.1	Protected Users Resources ? OSRs	config file : /etc/mongod.conf db file mount point : /varlib/mongo/ encrypted db file as eCryptfs: Ausr/mongo eCryptfs's passphrase_passwd_file:/varlib/mongo/passwd_file.txt	1.config file para in mongo db start command, which contain config parameter for mongo db. 2. db file directory contain all mongo db related files and sub-directories 3. encrypted db file as eCryptfs, will mount on db file directory 4. the passphrase_passwd_file for mount eCryptfs	config file: /etc/mongod.conf owner is root, 644 db file directory: /varlib/mongo/ owner is mongod, directory is 755, related files is 600 (except mongod.lockfile, which is generated during mongod running, it has 755) eCryptfs related configuration data: Key type: passphrase Passphrase: passphrase_passwd_file /varlib/mongo/passwd_file.txt Cipher: ecryptfs_cipheraes Key bytes: ecryptfs_key_bytes:16 Plaintext passthrough: ecryptfs_passthrough:n Filename encryption: ecryptfs_enable_filename_crypto:n Add signature to cache: no_sig_cache:y ecryptfs_sig="" the encrypted file will be under Ausr/mongo directory	(root@par01cd002cc056 -)# ls -l /etc/mongod.conf -rw-r--r-- 1 root root 286 Dec 19 16:57 /etc/mongod.conf (root@par01cd002cc056 -)# ls -l /var/lib/ grep mongo dwxr-xr-x 4 mongod mongod 4096 Feb 3 09:11 mongo (root@par01cd002cc056 -)#	root@qint-lon02-c1-# ll /etc/mongod.conf -rw-r--r-- 1 root root 1754 Sep 10 16:33 /etc/mongod.conf root@qint-lon02-c1-# ll /var/lib/ grep mongo dwxr-xr-x 4 mongod mongod 4096 Sep 17 06:43 /mongo/			
	N	BBB.1.8.1	Privileged Resources	N/A	No requirements in this category	No requirements in this category	None	No requirements in this category			
	N	BBB.2.0.0	Privileged Resources	No requirements in this category	No requirements in this category	No requirements in this category	None	No requirements in this category			
	N	BBB.2.1.1	Encryption	N/A	No requirements in this category	No requirements in this category	None	No requirements in this category			
S	N	BBB.2.1.2	Encryption	database file encryption	database file encryption is needed since it contain financial related data	MongoDB using an encrypted file system like eCryptfs to store confidential data	(root@par01cd002cc056 -)# cat /etc/fstab grep mongo (root@par01cd002cc056 -)#				
	N	BBB.2.1.3	Encryption	N/A	No requirements in this category	No requirements in this category	None	No requirements in this category			
	Y	BBB.5.0.0	Privileged Authorization/Users	Note	Description of privileged ids : The rows in section 5 below describe the list of UserIDs or groups that have Privileged authority.	No value to be set	No value to be set				
	Y	BBB.5.0.1	Privileged Authorization/Users	UserID: mongod group: mongod	No requirements in this category	No requirements in this category	None	No requirements in this category			







- Implements STIG controls via Ansible playbooks
- Opensource project started at Rackspace
- Plays well with existing config management
- Easily override problematic controls

The SSH daemon must be configured to use only the SSHv2 protocol.

Overview

Finding ID	Version	Rule ID	IA Controls	Severity
V-38607	RHEL-06-000227	SV-50408r1_rule		High

Description

SSH protocol version 1 suffers from design flaws that result in security vulnerabilities and should not be used.

STIG

[Red Hat Enterprise Linux 6 Security Technical Implementation Guide](#)

Date

2017-03-01

Details

Check Text (C-46165r1_chk)

To check which SSH protocol version is allowed, run the following command:

```
# grep Protocol /etc/ssh/sshd_config
```

If configured properly, output should be

Protocol 2

If it is not, this is a finding.

Fix Text (F-43555r1_fix)

Only SSH protocol version 2 connections should be permitted. The default setting in "/etc/ssh/sshd_config" is correct, and can be verified by ensuring that the following line appears:

Protocol 2

```
- name: Adjust ssh server configuration based on STIG requirements
  blockinfile:
    dest: /etc/ssh/sshd_config
    state: present
    marker: "# {mark} MANAGED BY ANSIBLE-HARDENING"
    insertbefore: "BOF"
    validate: '/usr/sbin/sshd -T -f %s'
    block: "{{ lookup('template', 'sshd_config_block.j2') }}"
  notify:
    - restart ssh
  tags:
    - high
    - sshd
    - V-38607
```

...

...

...



- Extends RSPEC for Compliance testing
- Similar to Serverspec, but better.
- Easy to go from serverspec to inspec
- Inspec-STIG is all of STIG already written into inspec tests.

```
title 'V-38607 - The SSH daemon must be configured to use only the SSHv2 protocol.'

control 'V-38607' do
  impact 1.0
  title 'The SSH daemon must be configured to use only the SSHv2 protocol.'
  desc 'SSH protocol version 1 suffers from design flaws that result in security vulnera
  tag 'stig','V-38607'
  tag severity: 'high'
  tag fixtext: 'Only SSH protocol version 2 connections should be permitted. The defa
  tag checktext: 'To check which SSH protocol version is allowed, run the following c

  describe sshd_config do
    its('Protocol') { should eq '2' }
  end
end
```

```
control 'MYSQL005' do
  impact 1.0
  title 'Strict permissions for my.cnf to prevent unauthorized
  desc 'strict permissions(644) and ownership (root user and gr
  tag 'production','development'
  tag 'mysql'
  tag remediation: 'ansible-playbook site.yml --tags=MYSQL005'
  tag documentation: 'http://e.corp/MYSQL005'
  if File.file?('/etc/my.cnf')
    describe file("/etc/my.cnf") do
      its('mode') { should cmp '0644' }
      its('group') { should eq 'root' }
      its('owner') { should eq 'root' }
    end
  end
end
```





🔔 SERVERSPEC-CHECK

action	create
auto_resolve	true
command	sudo /etc/sensu/plugins/check-serverspec.rb -d /etc/serverspec -s warning
duration	4.744
executed	2016-10-14 15:22:20
handle	true
handlers	default
history	1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1
interval	3600
issued	2016-10-14 15:22:20
name	serverspec-check
occurrences	1920
output	CheckServerspec WARNING: 286 examples, 1 failure
	FAILED: os_spec.rb:42, File /etc/adduser.conf should contain ^DIR_MODE=700
standalone	true
status	1
total_state_change	0
type	standard

serverspec

58 hrs

logstash-YYYY.MM.DD

Selected Fields

? _source

Available Fields

Popular

cluster_name

customer_id

host

message

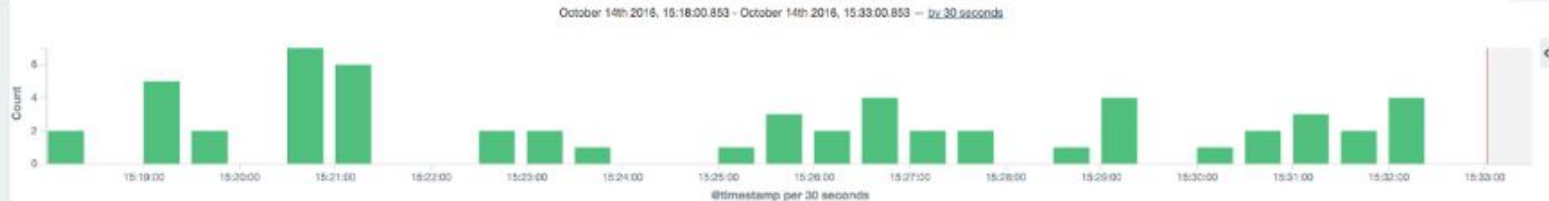
@timestamp

@version

_id

_index

_score



```

Time --
      _source
* October 14th 2016, 15:32:25.000 message: sensu : TTY=unknown ; PWD=/ ; USER=root ; COMMAND=/etc/sensu/plugins/check-serverspec.rb -d /etc/serverspec -s warning syslog_message: sensu : TTY=unknown ; PWD=/ ;
  USER=root ; COMMAND=/etc/sensu/plugins/check-serverspec.rb -d /etc/serverspec -s warning @version: 1 @timestamp: October 14th 2016, 15:32:25.000 type: syslog file: /var/log/au
th.log host: ds0098 offset: 9757112 cluster_name: uot-sjc customer_id: 00001 tags: outh syslog_timestamp: Oct 14 20:32:25 syslog_hostname: ds0098 syslog_program: sudo
received_at: 2016-10-14T20:32:26.624Z syslog_severity_code: 5 syslog_facility_code: 1 syslog_facility: user-level syslog_severity: INFO _id: AVfESVYv7Xn0KW3Ht5o8 _type: sys

```









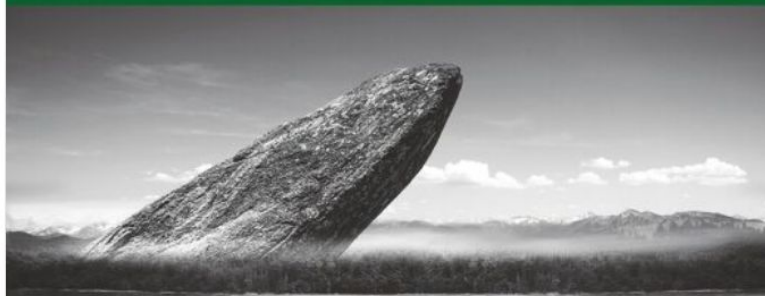


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Monolithic Transformation

Using DevOps, Agile, and Cloud Platforms
to Execute a Digital Transformation Strategy



Monolithic Transformation: Using
DevOps, Agile, and Cloud Platforms
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Customers Transformations are Real



100x

faster infrastructure
service delivery

6x

increase in
server utilization

Nearly
1,000

developers delivering
hundreds of apps to PCF



>400

microservices with daily
code releases to
production

37%

increase in developer
productivity

Over
1,200

developers, just 7
platform operators



4x

the release
velocity

60%

reduction in
infrastructure costs

Over
1,500

developers, just 8
platform operators

The background of the slide is a teal-colored image of the Golden Gate Bridge, viewed from a low angle looking up at the tower and cables.

Pivotal®

Transforming How The World Builds Software

Paul Czarkowski
@pczarkowski

The background of the slide is a teal-colored image of the Golden Gate Bridge, viewed from a low angle looking up at the suspension towers and cables.

Paul

Helping you sleep at night

Paul Czarkowski
@pczarkowski