

DevOps Trends for Success: What, How and Why

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**Do You Know What the
Most Dangerous Question
in IT Is?**

**What Do You
Need?**

Strategic Planning Assumption

Through 2023, at least 80% of DevOps initiatives will not sufficiently scale to meet customer requirements due to nontechnical reasons.

Why it will happen:

• Inability to learn and change
• Failure to change the culture
• Leadership doesn't change
• Failure to automate

Why it won't happen:

- Organizational core competency
- Agility is embraced
- Decision making moved to where information is
- Automation breaks constraints and reinforces learning

Key Issues

What DevOps is and why it is important?

What are the features of successful enterprises?

What will successful enterprises be doing in the future?

DevOps Is a Business-Driven Approach to Rapidly Deliver Solutions Using ...



Agile Methods



Collaboration

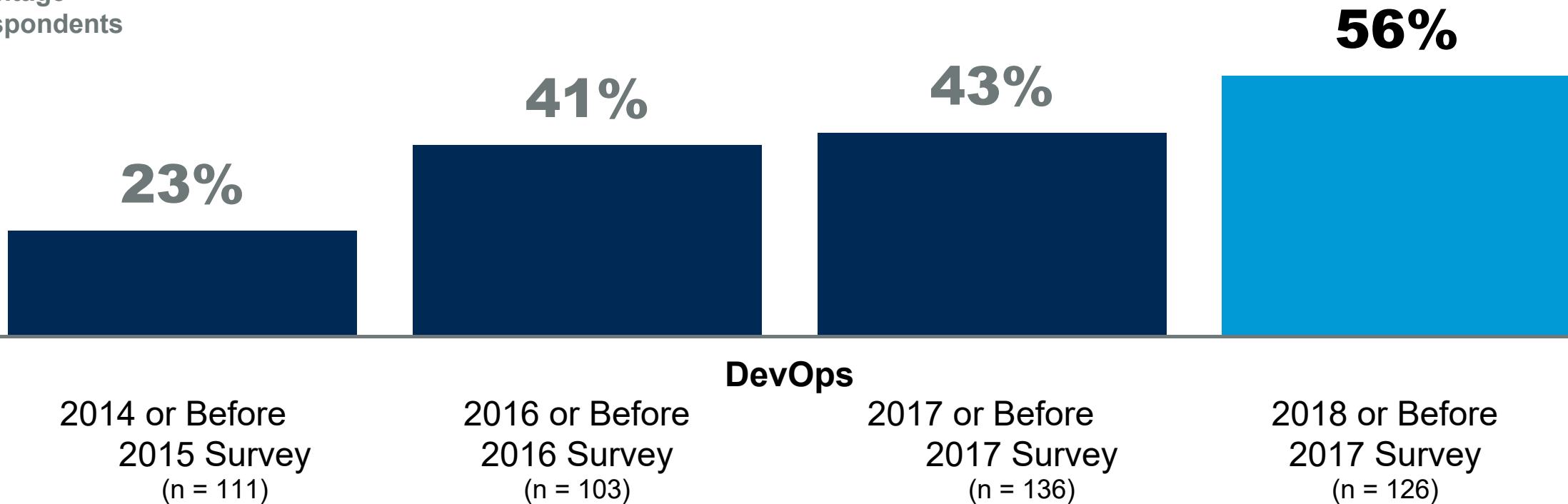


Automation

Successful DevOps Implementations

Enterprise Agile Survey 2018

Percentage of Respondents



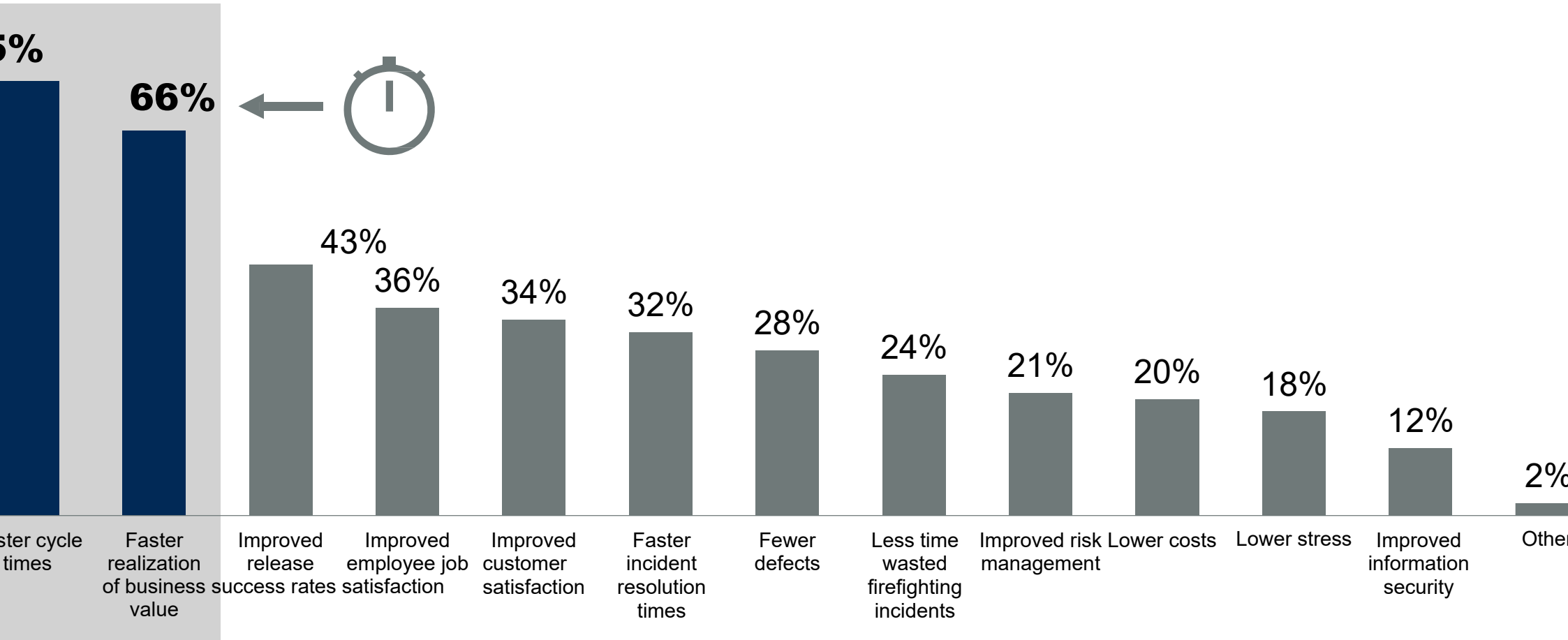
Percentage of Respondents
Gartner Research Circle Members. Some degree of success: From some to highly successful agile development (5 to 7 rating)
When did or will your organization begin to use each of the following agile enterprise practices

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DevOps Is a Value

Percent of Respondents



n = 95, Gartner Research Circle Members who use DevOps approach
Which of these outcomes has DevOps created for your organization?

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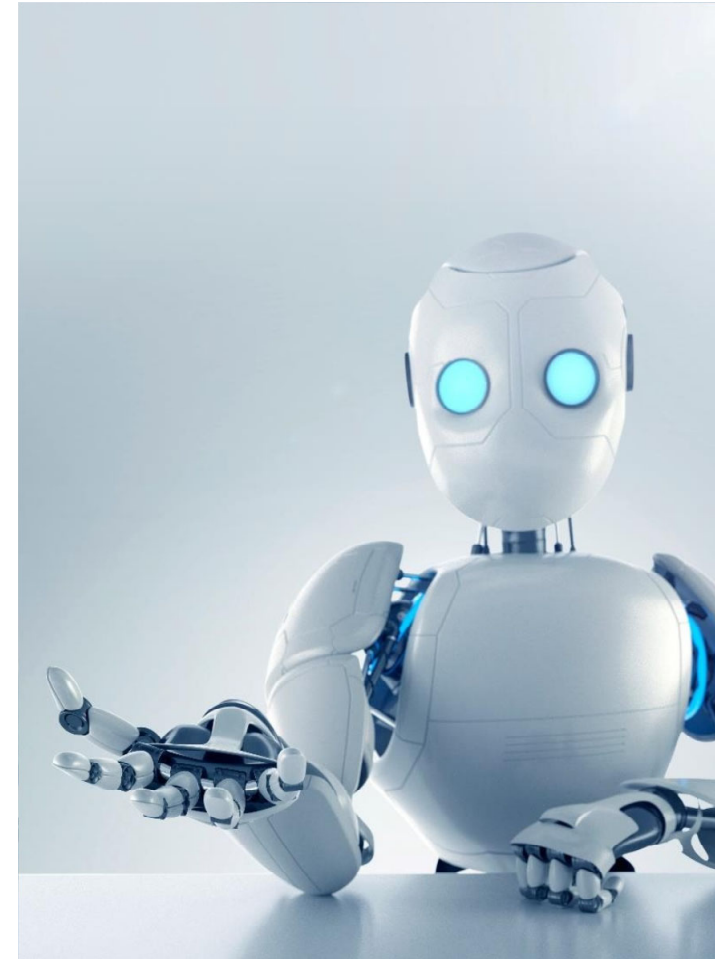
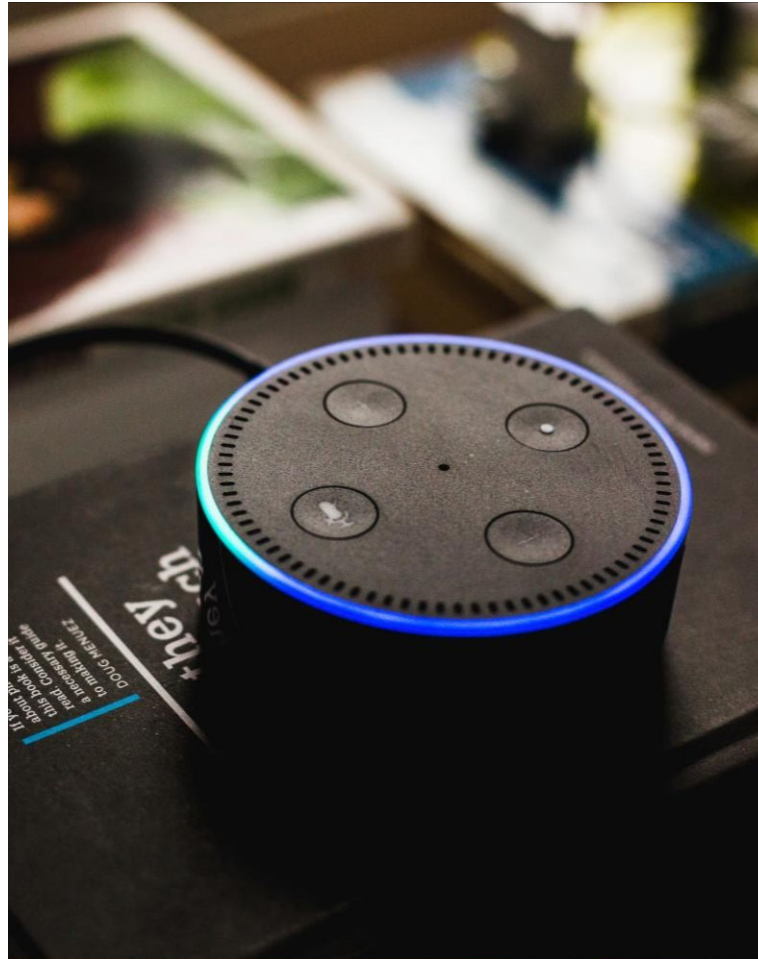
DevOps and Agile

Empowers a
Venture Capital
Mindset

Accelerates
Value
Mean Time to Value

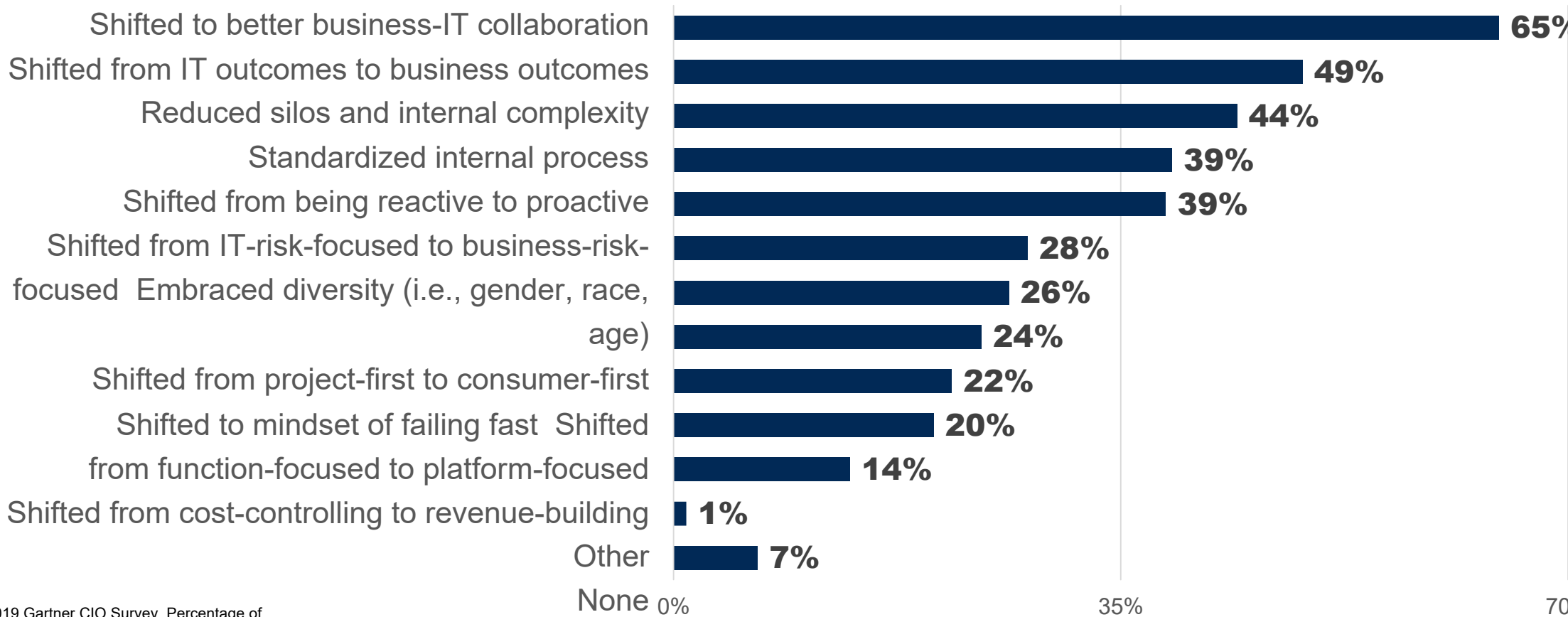
Increases Value
and Reduces Risk

The Digital Society Is the Fourth Industrial Revolution



Leaders Prioritize Value Over Future-Preparation Actions **Cost**

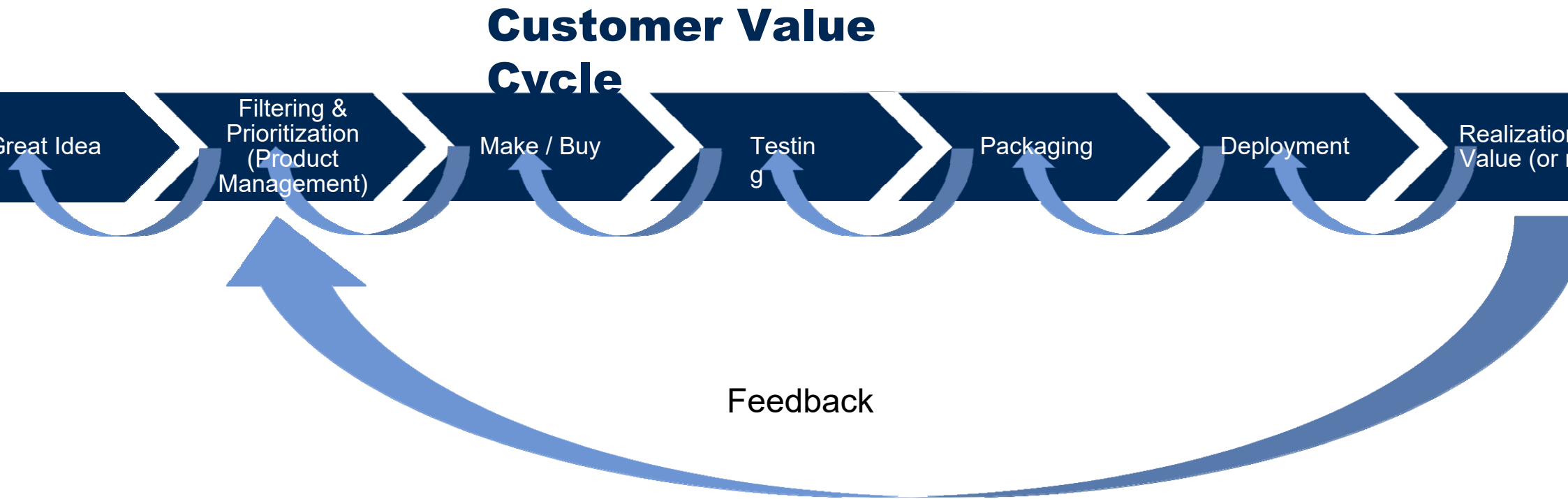
In the last 24 months, which of these actions has your organization undertaken to create a digital-at-scale-ready future-state organization (regardless of whether it is completed)?



Source: 2019 Gartner CIO Survey. Percentage of respondents. All answering, excluding "don't know," n = 2,883. Multiple responses allowed.

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Improve Mean Time to Value (MTTV)



Key Issues

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Marketing Is Critical to DevOps and Agile

Who Is Your
Customer?

What Do They
Value?

You Must:

Identify | Anticipate | Satisfy

Value > Cost and
Risk



Customer

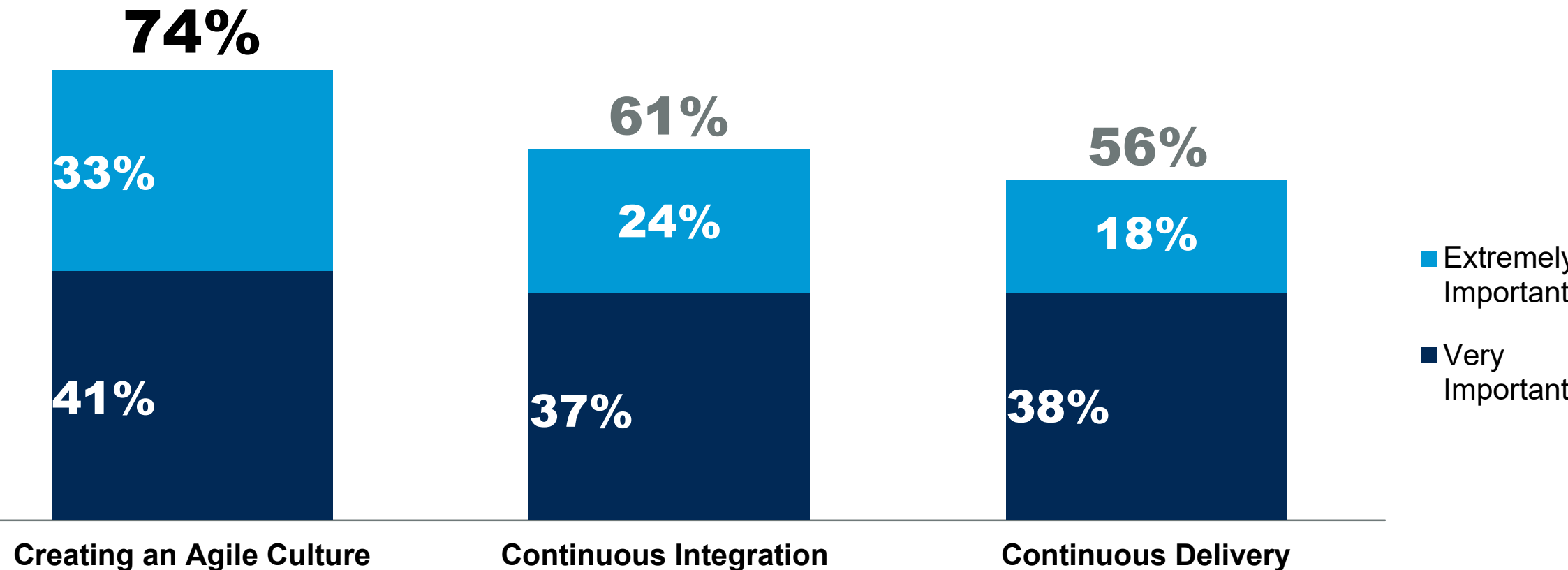
Value



Agile Culture Is Critical to DevOps Implementation

Importance of Methods and Concept to Effective and Efficient DevOps Implementation

Percentage of Respondents



Base: n = 95 Gartner research circle members who use DevOps approach.

Q. Rate the following methods and concepts based on how critical they have been to the effectiveness and efficiency of your organization's DevOps implementation.

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Cultural Change Can't be Forced!

**Motivate, educate, and
empower teams & leaders
to embrace change**

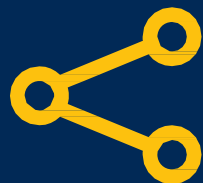


Organization Learning

Business Outcomes



Creation



Transfe
r



Retention



Unlearning

Focus on People With the Right Behaviors

Core Values

- ✔ Cohesive team player
- ✔ Trustworthy
- ✔ Motivated
- ✔ Accountable
- ✔ Good user experience
- ✔ Smart
- ✔ Experienced
- ✔ Communicator
- ✔ Understands risks
- ✔ Drives automation
- ✔ Life-long learning
- ✔ Evangelist mindset
- ✔ Collaboration
- ✔ Lean thinking

Anti-Patterns to Avoid

- ✘ Brilliant, but awful with people
- ✘ Knowledge hoarder
- ✘ Narcissistic
- ✘ Followers
- ✘ Sacred of change
- ✘ Irrational risk-takers
- ✘ Mediocrity

**DevOps and Agile
Can't Scale
If We Need Every Team
to Have Experts in
Everything Always!**

DevOps and Agile Teams

Drawn from departments
(formal vs. matrixed teams)

**Assembled to deliver
value at speed — avoid
wait states**

Composition varies

Leadership Styles Must Also Change

Corporate Command and Control Doesn't Work!

Transformative Leader

Must move decision making to where the information is

Visionary Goals

Adaptive

Motivating

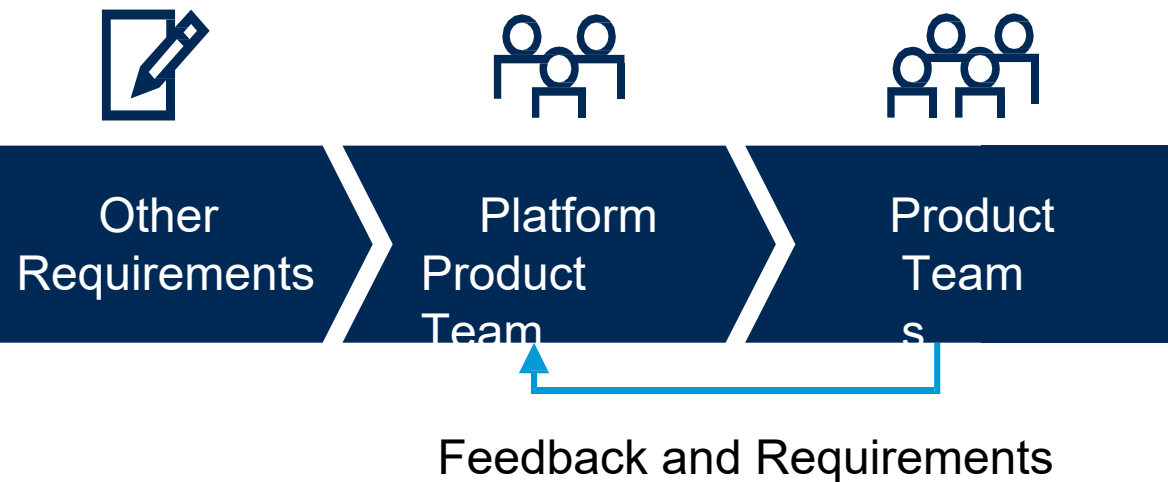
Accountable

Empowerment

The Platform Is an Agile Product

Need the Right Resources to Deliver Value at

Need
Platform Team Servicing
Product Teams



Think about platform teams and product teams:

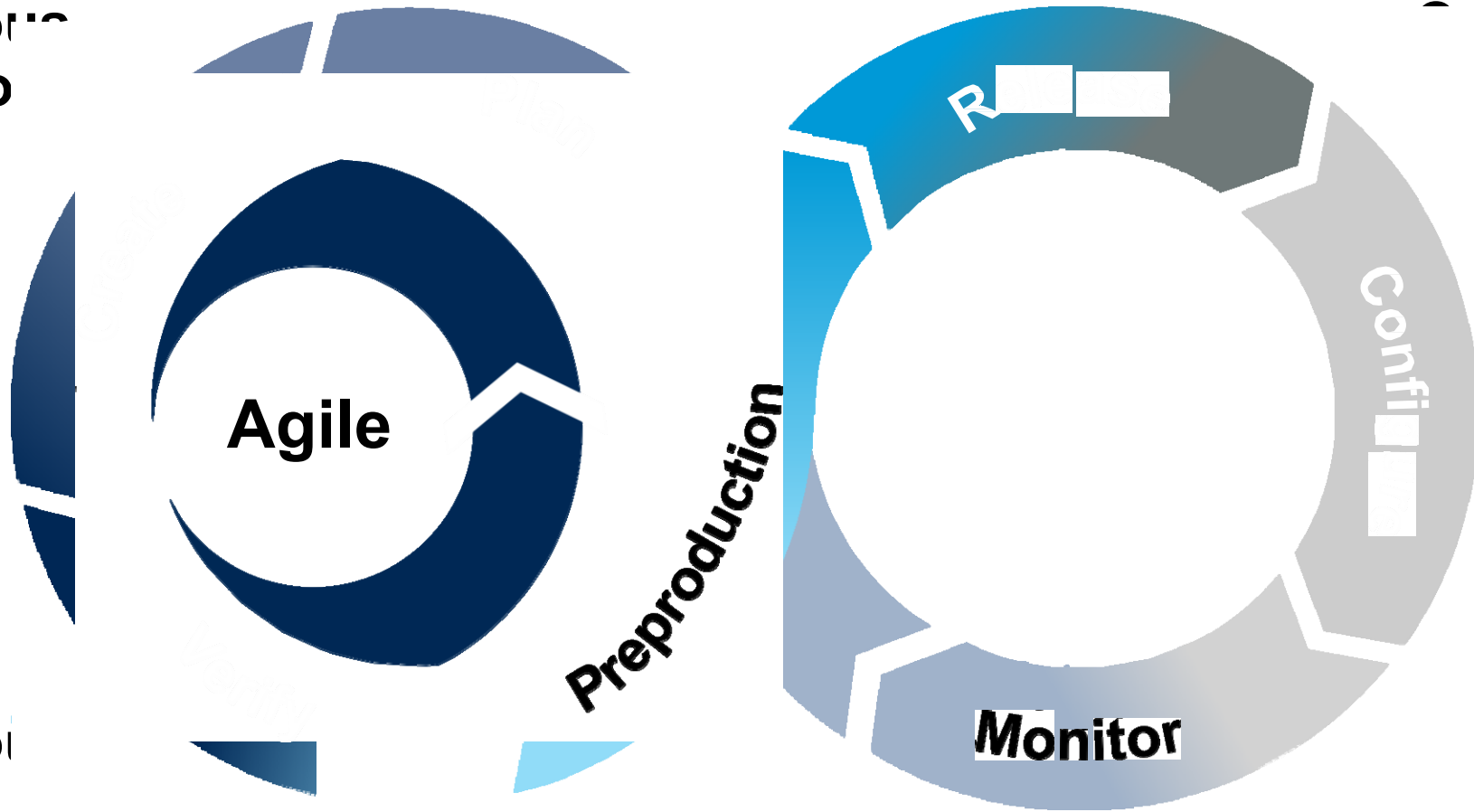
- The platform is a product and must be managed
- Platform uses agile methods
- Don't want variation and unmanageable complexity to grow explosively
- Codify, automate and transfer knowledge
- Save specialists for new/unique situations

A Strategic Integrated DevOps Toolchain

Continuous
Integration

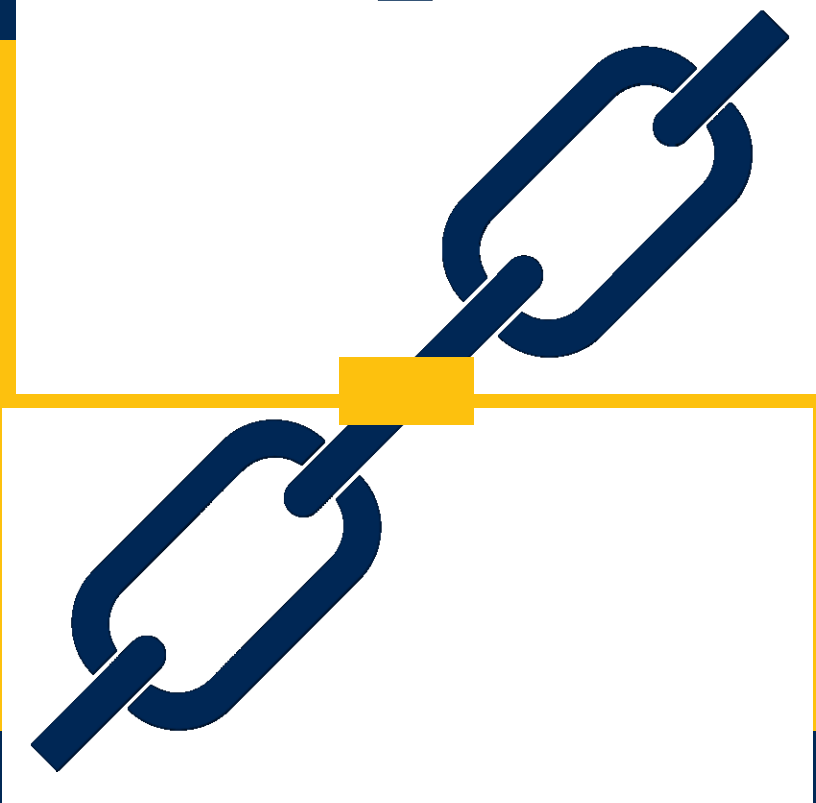
Continuous
Deployment

Continuous
Delivery



Avoid Using Tools to Define the Process

- Dictates the process
- Dictates the execution
- Limits flexibility



Increasing Throughput — Products Flow

Frequent releases

Automate everything:

- Infrastructure as code

Eliminate waste

Fail:

- Fast
- Frequently
- Small
- Visibly

Jidoka:

- “Stop the line”!



**Do Not Fear or
Sink Under
Technical Debt.
Manage It!**



Key Issues

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Scale DevOps Along With Enterprise Agile

There Are Paths to Follow

Enterprise Agile Frameworks

Scaled
Agile
Framework
(SAFe)

Large-Scale
Scrum
(LeSS)

Disciplined
Agile Delivery
(DAD)

Agile and DevOps Must Scale Together



oftware Engineering (SWE)

Everything Is Becoming Programmatic

Four Strategies Emerging

Hire SWE
for I&O roles

Train I&O
staff on SWE

Hire SWE
to work with
I&O people

All of these

Site Reliability Engineering (SRE)

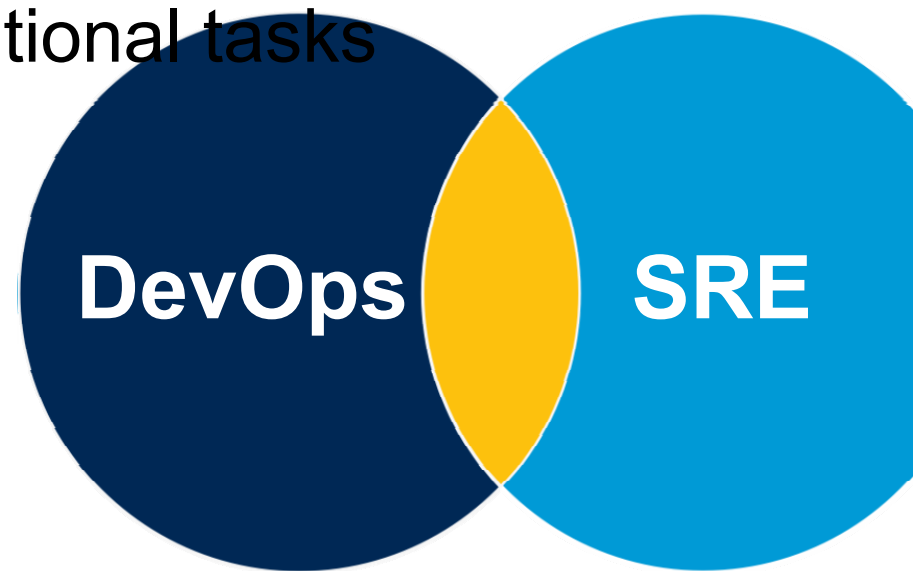
Unreliable Systems Create a Massive Demand for Support:
You can't scale!

A SRE is limited to 50% of time on operational tasks

No more than two incidents/shift

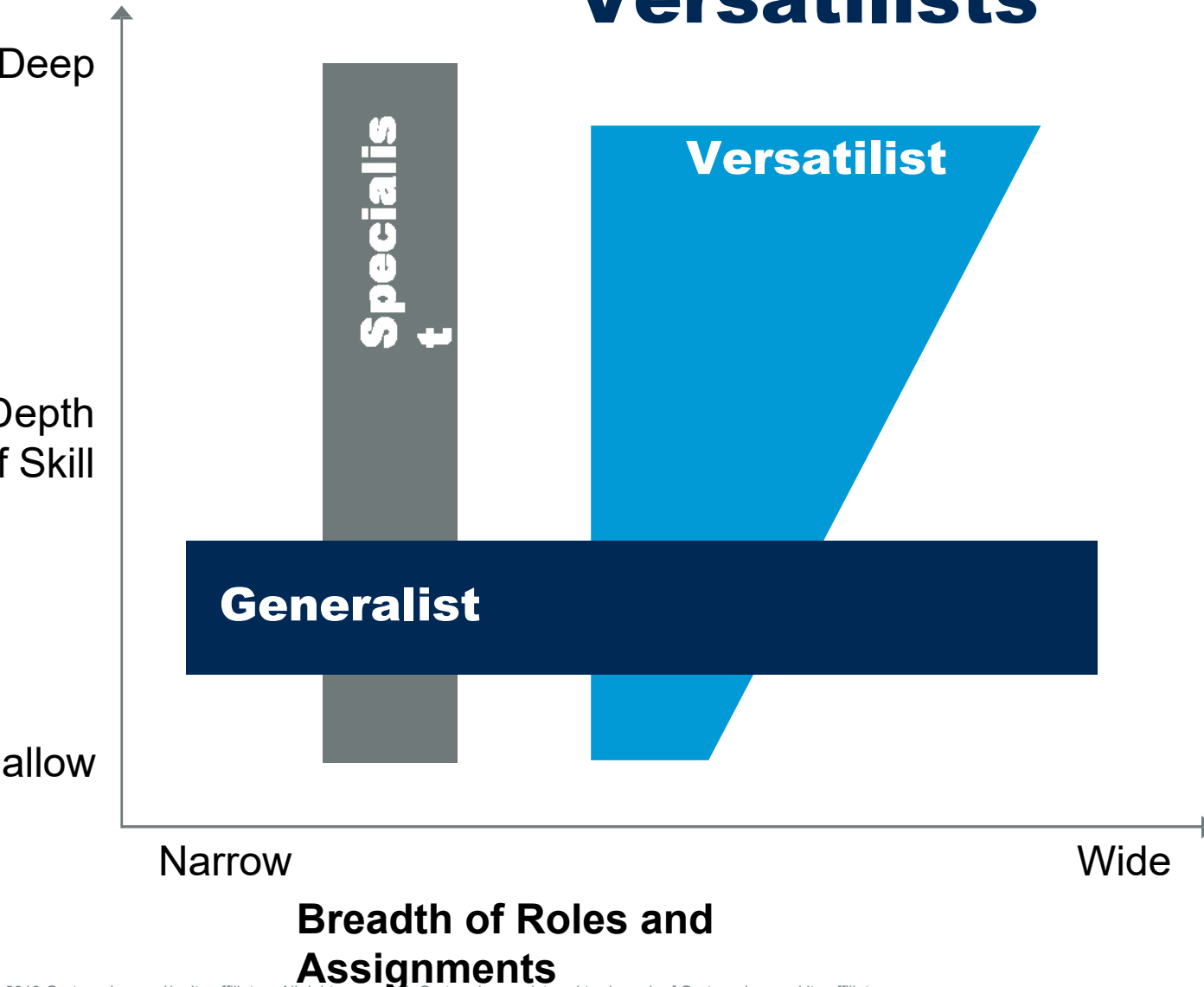
Can reject a poorly built
system/app

Need to automate everything



DevOps and SRE
are **complementary**

DevOps and Agile Teams Need Versatilists



Specialist

- Deep Skills
- Narrow Scope
- Peer-Recognized
- Unknown Outside Domain

Generalist

- Broad Scope
- Shallow Skills
- Quick Response
- Others Lack Confidence

Versatilist

- Deep Skills
- Wide Scope of Roles
- Broad Experience
- Recognized in Other Domains

Continually Pursue Knowledge

Provide opportunities — not just talk, make it happen

People learn best by doing

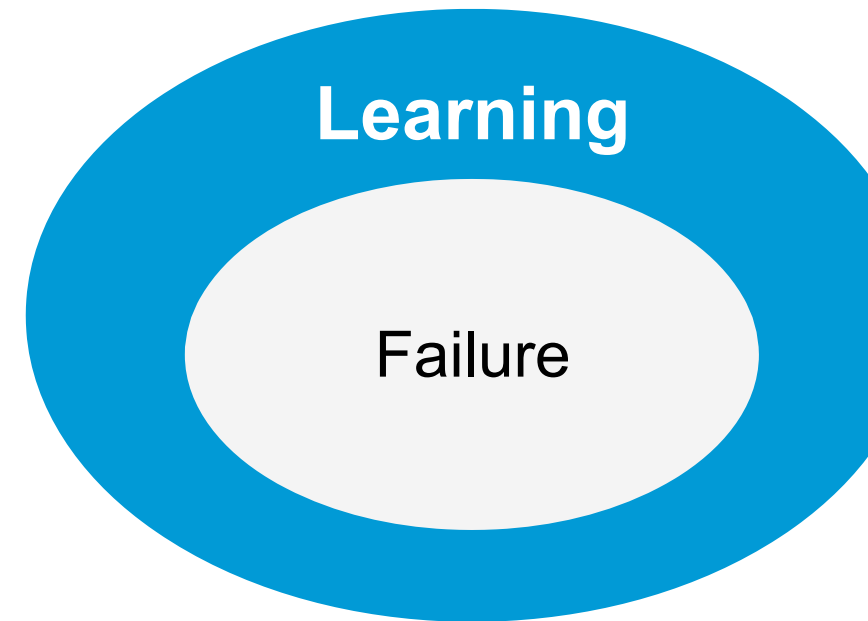
Let people try new ideas

Understand skills gaps and address

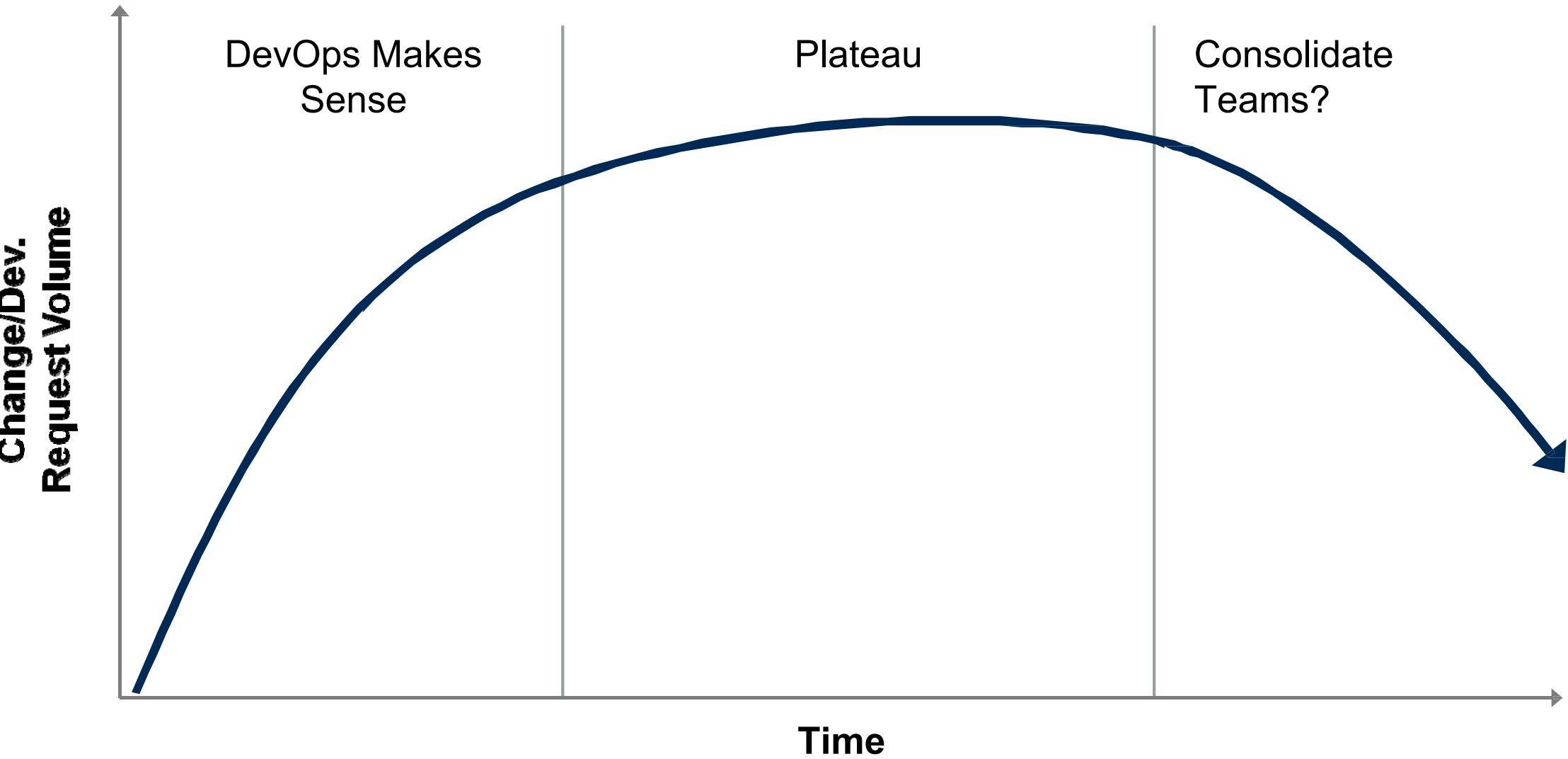
Simulations

If it hurts do it more

Code knowledge in automation



lan for the Future



Action Plan — All IT Leaders

When You Return to the Office:

Establish if the potential benefits matter to your customers.

Identify your first mover.

Next 90 Days:

Create your DevOps target state vision.

Identify the first DevOps team.

Next 12 Months:

Design adaptive practices that balance exploit vs. explore for each product/service.

Automate and *bring* best practices through communities of practice.

Make the infrastructure and toolchain platform a truly agile product.

Decide your enterprise's role in the digital society.

Continually learn and improve.

Recommended Gartner Research

[DevOps Primer for 2019](#)

George Spafford, Manjunath Bhat, Joachim Herschmann and Others (G00375713)

[How to Navigate Your DevOps Journey](#)

Daniel Betts and Christopher Little (G00373486)

[Top SRE Practices Needed by Teams Scaling DevOps](#)

George Spafford, Christopher Little and Mark Jagers (G00358184)

[How DevOps Can Deliver Continual Customer Value Faster](#)

Christopher Little, Daniel Betts and Katherine Lord (G00384515)

[How to Scale DevOps by Building Platform Teams](#)

Daniel Betts and George Spafford (G00382537)

[Avoid Failure by Developing a Toolchain That Enables DevOps](#)

Christopher Little and Joachim Herschmann (G00342329)

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Obrigada!

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