



DevOps Institute

DEVOPS LEADER®

31 Jan 2021

Tell Us a Little About Yourself

- Please let us know who you are
 - Name, organization and role
 - DevOps leadership experience
 - Why you are attending this course
 - What you expect to learn



What makes a good leader in times of change?

DevOps Leader Course Goals

- Learn about DevOps Leadership
- Understand its core vocabulary, principles, practices and automation
- Hear and share real life scenarios
- Have fun!



Pass the DevOps Leader Exam

- 40 multiple choice questions
- 60 minutes
- 65% is passing
- Accredited by DevOps Institute
- Get your digital badge

About Bloom's Taxonomy



Bloom's Taxonomy is used to categorize learning objectives and, from there, assess learning achievements.

About DevOps Institute



DevOps Institute is dedicated to advancing the human elements of DevOps success. As a global member association, DevOps Institute is the go-to hub connecting IT practitioners, industry thought leaders, talent acquisition, business executives and education partners to help pave the way to support digital transformation and the New IT.

DevOps Institute helps advance careers and professional development within the DevOps community through recognized certifications, research and thought leadership, events and the fastest-growing DevOps member community.

DevOps Leader Course Content

Day 1		Day 2	
Hello! Course & Class Welcome		Warming Up Game	
Module 1	DevOps and Transformational Leadership	Module 5	Measure to Improve
Module 2	Unlearning Behaviors	Module 6	Target Operating Models & Organizational Designs
Module 3	Becoming a DevOps Organization	Module 7	Articulating and Socializing Vision
Module 4	Measure to Learn	Module 8	Maintaining Energy and Momentum
Sample Examination Review		Examination Time	

Module 1

DEVOPS AND TRANSFORMATIONAL
LEADERSHIP

Module 1: DevOps and Transformational Leadership

- Current Definitions of DevOps
- Benefits of DevOps
- Transformational Leadership
- Soft Skills
- The Golden Circle
- Lean Strategic Change Canvas

Component	Module 1 Content
Video	Techno-Economic Paradigm Shifts
Case Story	Royal Bank of Scotland
Discussion	Leadership Types and Styles
Exercise	Using the Strategic Change Canvas

Current Definitions of DevOps



“The architecture, technical practices, and cultural norms that enable us to: increase our ability to deliver applications and services; quickly and safely, which enables rapid experimentation and innovation, and the fastest delivery of value to our customers; while ensuring world-class security, reliability and stability so that we can win in the marketplace.”

Gene Kim

According to Amazon



“DevOps is the combination of cultural philosophies, practices, and tools that increases an organization’s ability to deliver applications and services at high velocity: evolving and improving products at a faster pace than organizations using traditional software development and infrastructure management processes. This speed enables organizations to better serve their customers and compete more effectively in the market.”

In Short

Better value outcomes,
faster and more safely

Benefits of DevOps

DevOps Improves Throughput AND Stability

According to the 2019 State of DevOps Report, elite-performing organizations have:

- **208** times more frequent code deployments
- **106** times faster lead time from commit to deploy
- **2604** times faster time to recover from incidents
- **7** times lower change failure rate

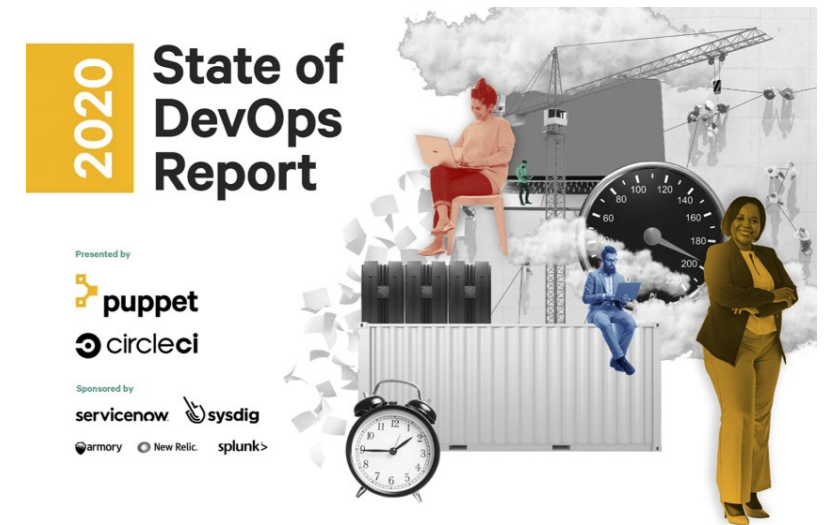
“Our research continues to show that the industry-standard Four Key Metrics of software development and delivery drive organizational performance in technology transformations. This year’s report revalidates previous findings that it is possible to optimize for stability without sacrificing speed.”

“The Accelerate State of DevOps Report represents six years of research and data from over 31,000 professionals worldwide. It is the largest and longest-running research of its kind, providing an independent view into the practices and capabilities that drive high performance. The results let us understand the practices that lead to excellence in technology delivery and powerful business outcomes.”



Puppet Labs 2020 State of DevOps Report

- Highly evolved firms are six times as likely to report high use of internal platforms as firms at a low level of DevOps evolution
- Highly evolved firms are nearly three times as likely to have highly effective change management as firms at a low level of DevOps evolution
- A product mindset is key to scaling DevOps and your platform. Highly evolved firms are nearly twice as likely to be highly product-oriented as firms in the middle of their DevOps evolution
- Higher levels of DevOps evolution mean more self-service offerings for developers. Highly evolved firms offer a wide range of self-service capabilities





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The New Rules of Leadership with Simon Sinek How To: Academy 82K views



Most leaders don't even know the game they are in - Simon Sinek Simon Sinek 1.9M views



Frank Abagnale: "Catch Me If You Can" | Talks at Google



Techno-Economic Paradigm Shifts with Carlota Perez (18:47)

How DevOps Differs

	Dimensions	Traditional IT	DevOps
Planning & Structure	Batch Size	Large	Micro
	Organization	Skill-centric silos	Autonomous, dedicated cells
	Scheduling	Centralized	Decentralized and continuous
Performance & Culture	Release	High risk event	“Like breathing.”
	Information	Disseminated	Actionable
	Culture	Do not fail	High trust, fail early
Measure	Metric	Cost and capacity	Flow (value and time)
	Definition of Done	“I did my job.”	Value outcome realized

Adapted from an original article by Mustafa Kapadia

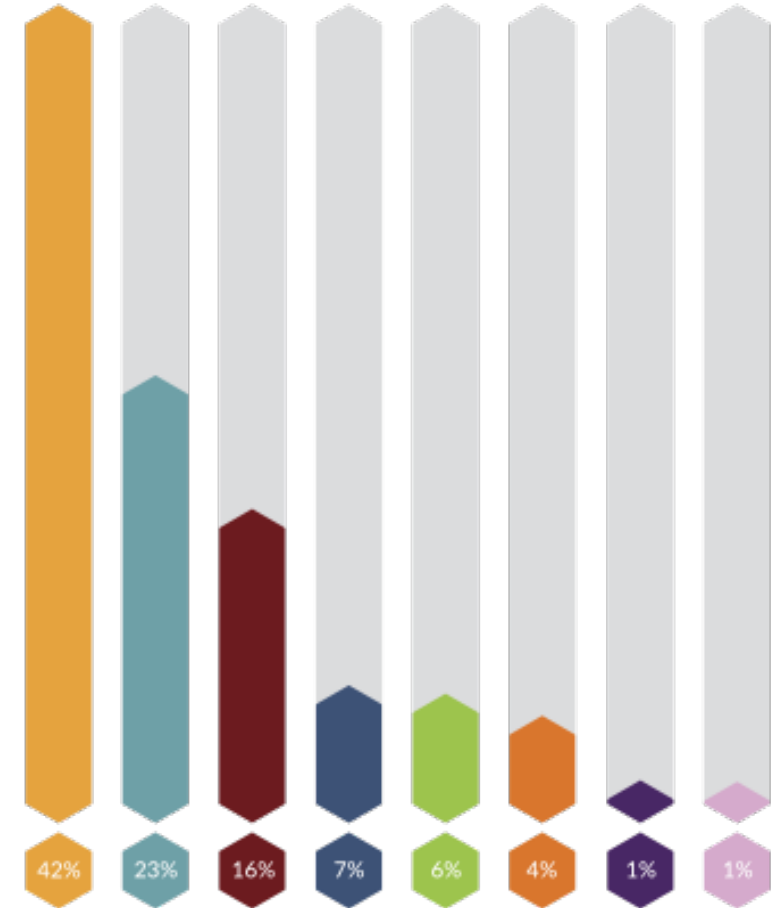
The Current State of DevOps

Figure 21: The 2020 State Of Global DevOps Adoption

Q Which of the following best describes the DevOps journey within your company today?

-  Applying DevOps at Project Level or Multiple Projects
-  Applying DevOps Across Our Enterprise
-  Planning Stage and/or Initial Stage for Our Enterprise (Planning Horizon Within the Next 12 Months)
-  We Have Not Engaged in DevOps
-  Plan to Leverage DevOps in the Future (Planning Horizon Longer than 12 Months Out)
-  Other (Please Specify)
-  Consciously Avoiding DevOps
-  Previously Attempted and Failed

23% Are in Planning Stage
7% Have Not Adopted DevOps



UPSKILLING 2020 Enterprise DevOps Skills Report
DevOps Institute




Transformational Leadership

“If you want to teach people a new way of thinking, don't bother trying to teach them. Instead, give them a tool, the use of which will lead to new ways of thinking.”
Buckminster Fuller

Tools for DevOps Leaders Included in This Course

Tools and Techniques

- Dimensions of Transformational Leadership
- Goleman's Six Styles of Leadership
- The Golden Circle (also in DevOps Foundation)
- Lean Strategic Change Canvas
- Project Aristotle's Key Characteristics of High-Performing Teams
- Bateson Stakeholder Map
- Kolb's Learning Styles
- Value Stream Mapping
- Training from the Back of the Room
- World Café, Conversation Café
- Cumulative Flow Diagram
- StoStakee and other fun retros
- Change Leader Development Model
- Wilber's Quadrants
- Karpman Drama Triangle
- SCARF Model
- Lean Business Case

Tools are not always applications that can perform automation and become part of a toolchain: in this context a tool is an artifact that can be used to advance thinking and collaboration.

Inspirational DevOps Leaders



Who do you know in your community? Who do you follow online?
Who have you seen speak? You'll meet more during this course!

Leadership Correlates with Organizational Performance

- A transformational leader's influence is seen in their support of their teams' work, both in technical practices and in the teams' product management capabilities
- The positive (or negative) influence of leadership flows all the way through to IT performance and organizational performance



“High-velocity managers are not in place to command, control, berate, intimidate, or evaluate through a contrived set of metrics, but to ensure that their organizations become ever more self-diagnosing and self-improving, skilled at detecting problems, solving them, and multiplying the effect by making the solutions available throughout the organization.”
Dr. Stephen Spear

Teams that reported the least transformative leaders were half as likely to be high performers. (2017)

Dimensions of Transformational Leadership

Vision

- Understands organizational direction.
- Understands team direction.
- Understands 5-year horizon for team.

Intellectual stimulation

- Challenges team status quo.
- Challenges team to constantly ask new questions.
- Challenges team on basic assumptions about the work.

Personal recognition

- Commends team for better-than-average work.
- Acknowledges improvement in quality of work.
- Personally compliments individuals' outstanding work.

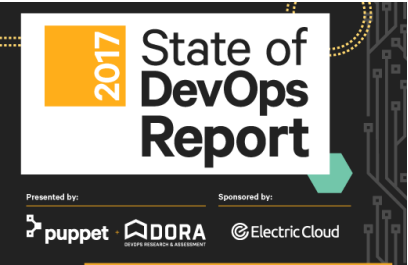
Inspirational communication

- Inspires pride in being part of the team.
- Says positive things about the team.
- Inspires passion and motivation; encourages people to see that change brings opportunities.



Supportive leadership

- Considers others' personal feelings before acting.
- Is thoughtful of others' personal needs.
- Cares about individuals' interests.



CASE STORY: Royal Bank of Scotland

"Our staff are telling us it's hard to work here. Some of those symptoms are caused by too much work in progress. We didn't blame process or technology but identified it was the management that wasn't allowing for the change. The treatment was to test and learn and to learn about tolerating failure. The greatest leverage is the mindset change; this is really uncomfortable. We set a loose set of guide rails; we basically told them what we don't want them to do. We asked them to measure and work out what the next thing is they need to learn. They said we weren't doing anything and asked us what to do, and we said: "No. You tell us what you want to do." This is a journey of learning and unlearning."

"You cannot force people to join an empowerment programme."



Jennifer Wood
Head of Performance &
Business Management

Benefits

- A 14 week deployment cycle has become hours
- Have blue/green deployments
- Freed people up to do what they want to do

DISCUSSION

Leadership Types and Styles