

# Night of the Living Donkeys

Frog-boiling management

November, 2015

@cote

Slides: <http://cote.io/frog-donkeys>

# Conclusions

- Organizations are craving faster, more agile IT that creates better product
- Our would be hero: DevOps wins! Adoption is growing, going mainstream
- But, we need to fix the meatware problems or it'll be donkey carnage
- Mainstream IT is failing – you can lead a donkey to water, but...
- Cheering up donkeys:
  1. The goal is continuous delivery
  2. There is no talent shortage
  3. Avoid the accidental platform
  4. Management creates the game, hopefully they're a good DM
  5. Actively manage your portfolio or it'll manage you
  6. Be successful at a small series of projects with small teams

# Hello!



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# Know your equestrian metaphors



## Unicorns

- Flies around in clouds doing magic
- Streams things & doesn't seem to need money
- Gets most of the attention
- Stuff of legend



## Horse, destrier class

- Makes lots of money
- Has (and needs) lots of resources
- Ridden by kings - market makers



## Donkey

- Hard working beast of burden
- Gets no respect
- Has to do more with less
- Most of us

Sources: [“Getting away from unicorn job descriptions”](#); [“About Stranger”](#); [out of stock t-shirt](#). See also, [“Continuous Delivery Among the Donkeys.”](#) Feb 2015.

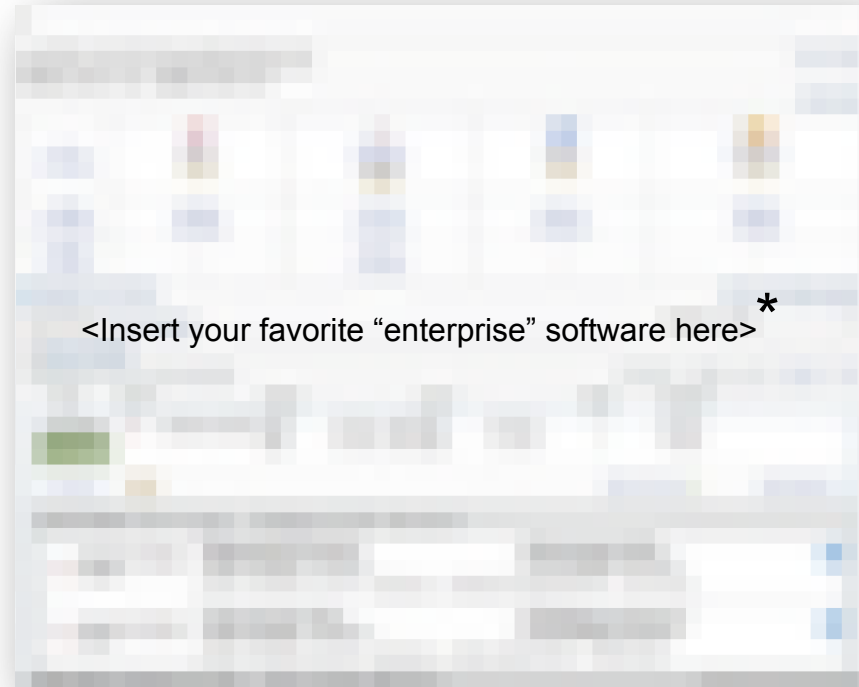
# Fear of nerds



“Silicon Valley is coming....  
We are going to work hard to make our services as seamless and competitive as theirs.”

[-Jamie Dimon, CEO@JPMC,  
2015 letter to shareholders](#)

# If fear doesn't motivate you, how about pride in your craft?

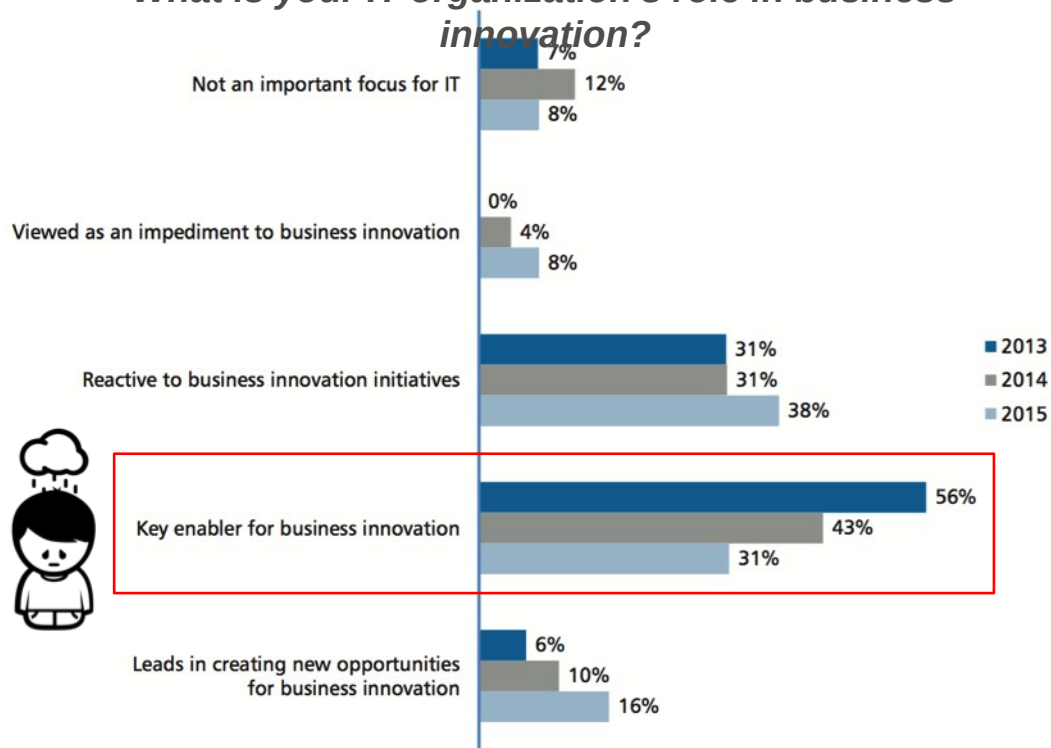


\* I work at a software vendor, so potential customers have been anonymized to protect my paycheck.

# An IT capabilities apocalypse is coming

By 2015, 75% of applications supporting digital businesses will be “build” vs “buy”

## What is your IT organization's role in business innovation?



# CLOUD & DEVOPS WILL SAVE US!



## How to draw an owl



1. Draw some circles



2. Draw the rest of the owl



“We estimate that, by 2018, 90 percent of I&O organizations attempting to use DevOps without specifically addressing their cultural foundations will fail.”

- [Ian Head, Gartner, April 2015](#)

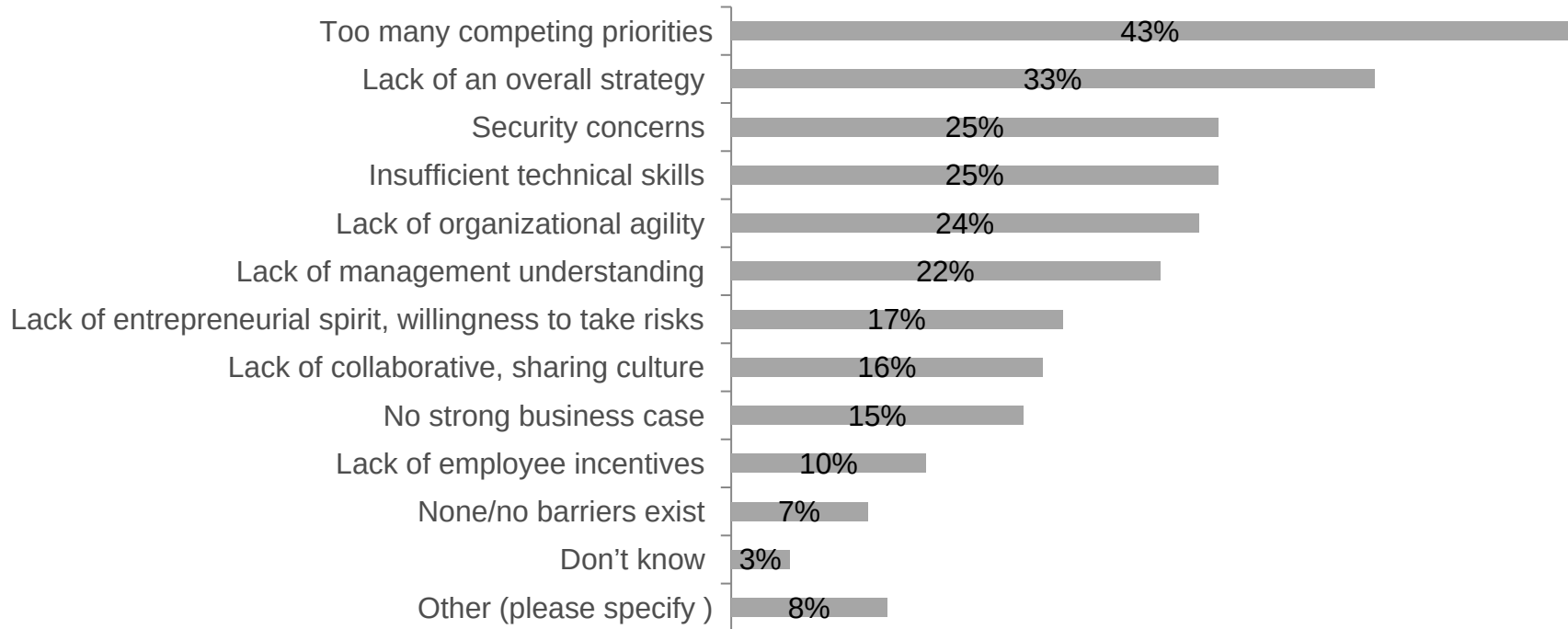
# Obligatory Slide Break



# Saving the donkeys

# Most problems are in the meatware

What barriers are impeding your organization from taking advantage of digital trends? (select up to three)

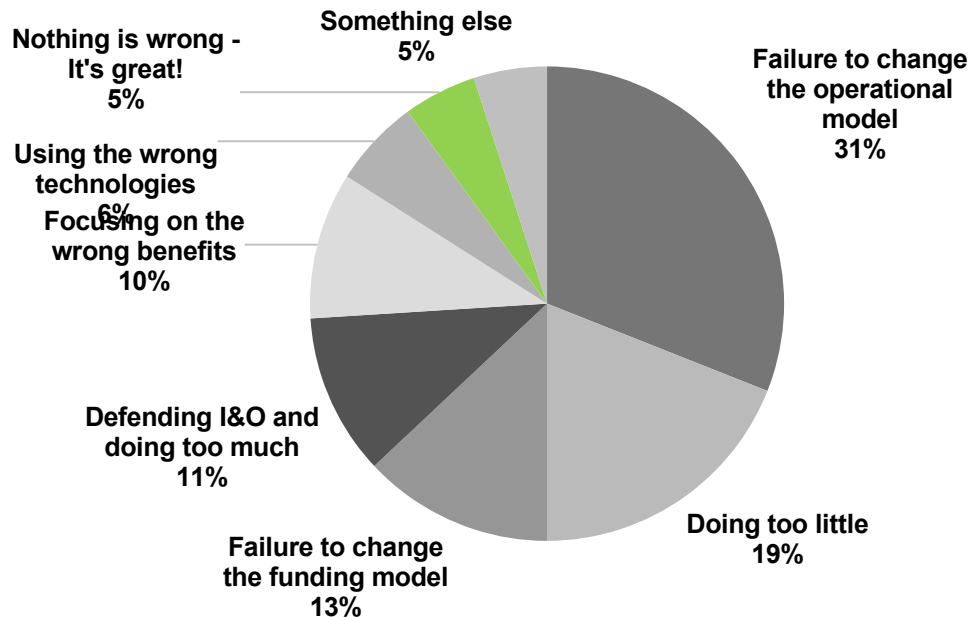




\* This story has a lot of problems, but it makes my point, so cut me some slack. Urinals courtesy of [Columbus Renaissance hotel, 3<sup>rd</sup> floor](#). See also [Plumbing: Design and Installation](#).

# Bad meatware spoils IT

"What is going wrong with your private cloud?"



Sources: ["Problems Encountered by 95% of Private Clouds,"](#) Gartner, Feb 2015. See also [451 commentary on cloud for net-new applications](#) and [survey data on cloud pain points](#).

It's not much of an IT department, but I'm sorta attached to it...



# Obligatory Slide Break

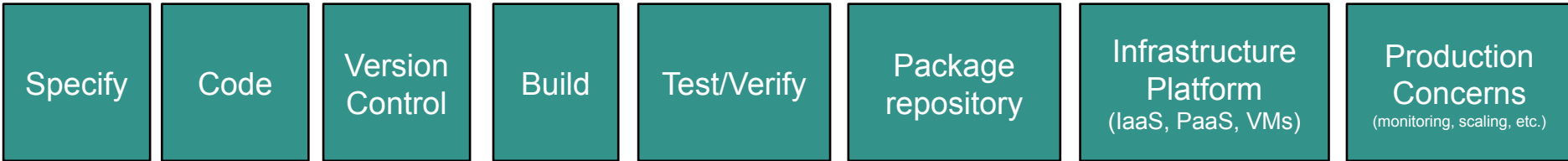
**IT WORKED FINE IN TEST**

**OPS PROBLEM NOW**

# Cheering up donkeys

# DevOps == continuous delivery

(More or less)



Feedback Loop

# There is no talent shortage

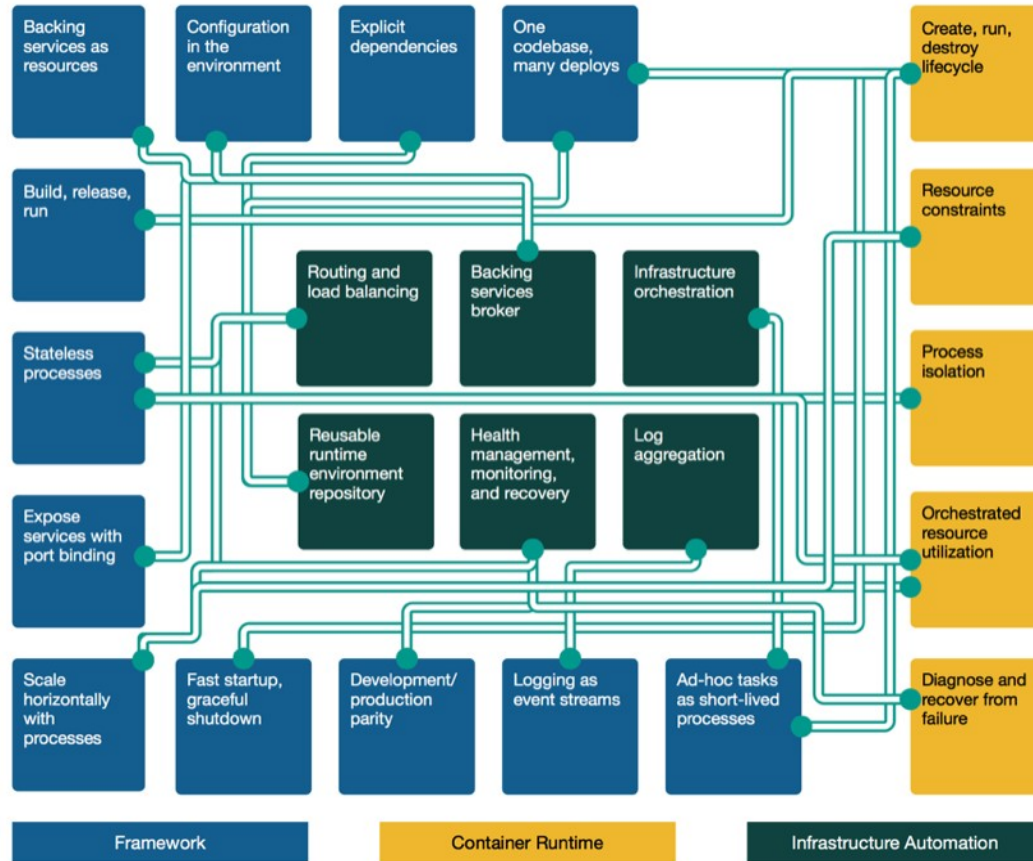
**F100 CTO:**

“But Netflix has a superstar dev team, we don’t!”

**@adrianco:**

“We hired them from you.”

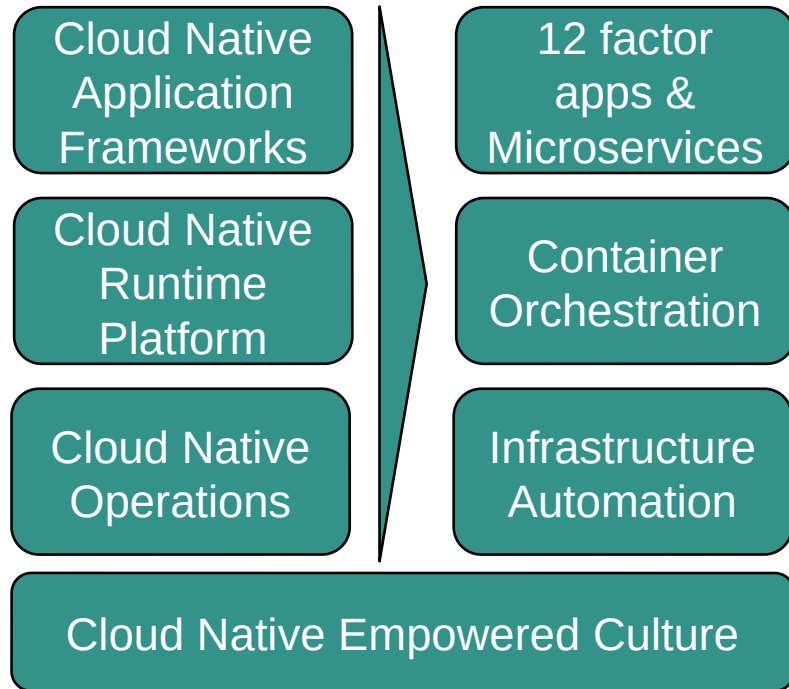
# Avoid the accidental platform, plan your platform



by @caseywest of @pivotal @cloudfoundry

Source: [Casey West's cloud native piece in O'Reilly Radar](#), August 2015. See also Wikibon's recent report, "[Technical Dive into Cloud Native Application Platforms](#)," September, 2015.

# Avoiding “now you have two problems”



*“Cloud Native  
Platform”*

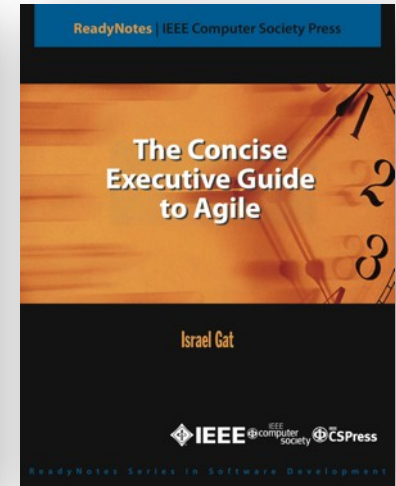
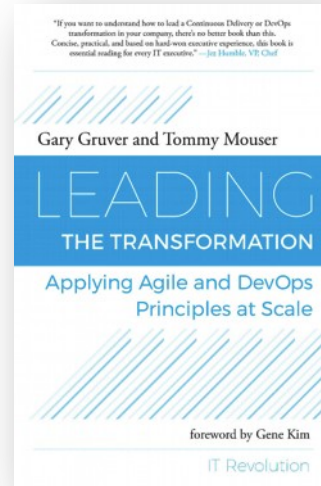
Well defined contract between each layer

Remove variability as you go down

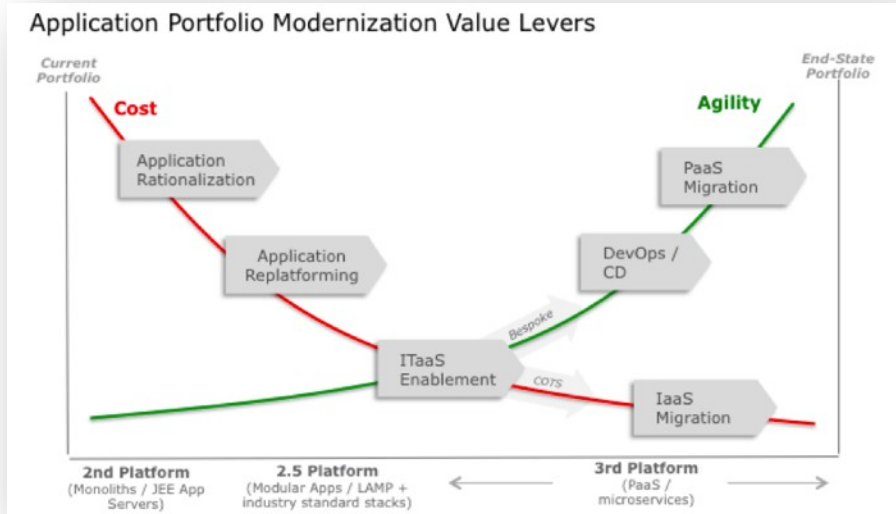
New technology, new behavior

# Management creates the game, hopefully they're a good DM

- Leading change management
- Gradual organization change
- Communicating your strategy, principals
- Setting, communicating, tracking goals
- Converting “failure” to “learning”



# Actively manage your portfolio or it will manage you



## Key transformation effects:

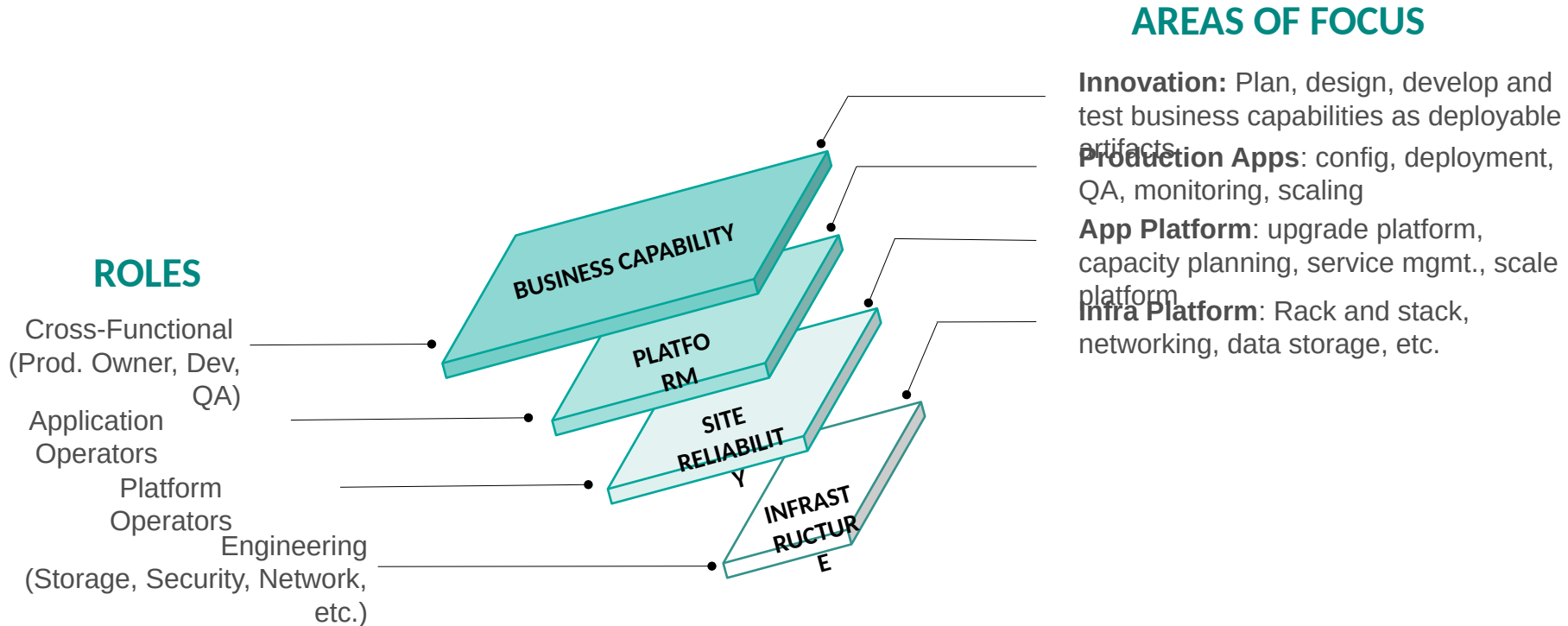
- Reduce costs to run “legacy” systems
- Free resources (time, money, attention) for “innovation”
- Waste elimination: cloud platform automates infrastructure management & “paperwork”

# Be successful at a small series of projects with small teams



- Vitality drove engagement from 3% to 30%+
- Second project, MyHealth
- Cue Apple Watch app in 5 weeks

# Map your organization to what has business value



# Obligatory Slide Break



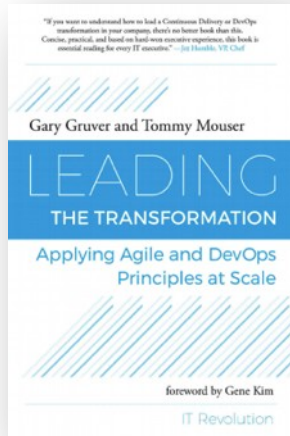
(But, really, we are hiring: <http://pivotal.io/careers>)

# More details...



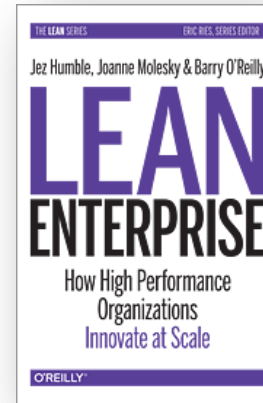
## Cloud Native Journey Series

Covers tactics for new and legacy projects, and IT dept. transformation.



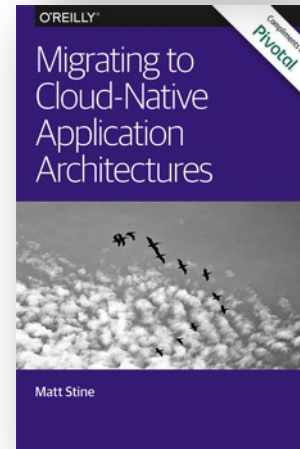
## Leading the Transformation (2015)

Excellent overview of goals and management tactics for doing Agile and DevOps in larger organizations



## Lean Enterprise

Great omnibus of transforming how your organization uses IT, full of tactics, sources, and examples.



## Migrating to Cloud-Native Application Architectures (2015)

Covers how architects and developers change in this world. Free!

“We are uncovering better ways of developing software by doing it and helping others do it.”

- [The Agile Manifesto](#), 2001

Thanks!

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