

Not actually a DevOps Talk

Or, beyond “survival is not mandatory”

@cote

September 2017

Hello!



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**It is not necessary to change.
Survival is not mandatory.**



~~It is not necessary to change.~~
~~Survival is not mandatory.~~

Survival is optional. No one
has to change.



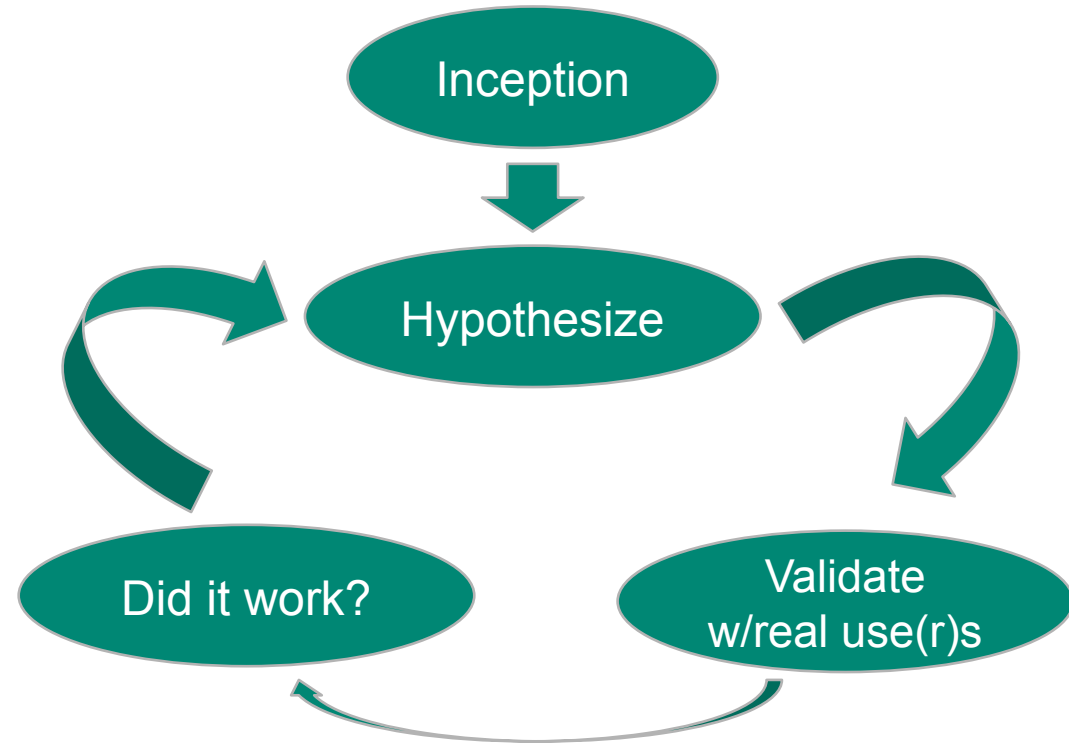
*What's in the
box?*

*Digital
transformation.*



Goal: deliver value, weekly reliably, with small batches

“We did an analysis of hundreds of projects over a multiyear period. **The ones that delivered in less than a quarter succeeded about 80% of the time, while the ones that lasted more than a year failed at about the same rate.** We’re simply not very good at large efforts.”



Large financial institution

Sources: [“Good Software is a Series of Little Failures,”](#) Coté, April 2016; [The Lean Startup](#), Eric Ries, 2011. [The Lean Enterprise](#), Barry O’Reilly, Jez Humble, and Joanne Molesky. See [also overview of this approach at the IRS from Dec 2015](#). [“Application Modernization, Ser vice By Microservice,”](#) Kurt Bittner and Randy Heffner, Forrester, Dec 2015; [“Best Practices For Agile-Plus- Architecture,”](#) Randy Heffner, Forrester February, 2015.

Small batches & taxes

Before

Overview by Year			
YEAR	STATUS	AMOUNT	
2014	Balance Due	\$644	>
2013	Taxes Paid	\$685	>
2012	Refund/Applied	\$100	>
2011	No Information Available	--	

After

Overview by Year	
YEAR	BALANCE DUE
2014	\$644.00 >
2013	\$0.00
2012	\$0.00
2011	No Return on File >

It's actually working in mainstream, large shops



40%+ productivity/cost, rebooted member facing app



From 30% time coding to 90%



3+ week to 3 days, 50% reduction in incidents



Vitality drove engagement from 3% to 30%+



40% policy strike rate, vs. 20% industry average



Delivered 3x features year/year

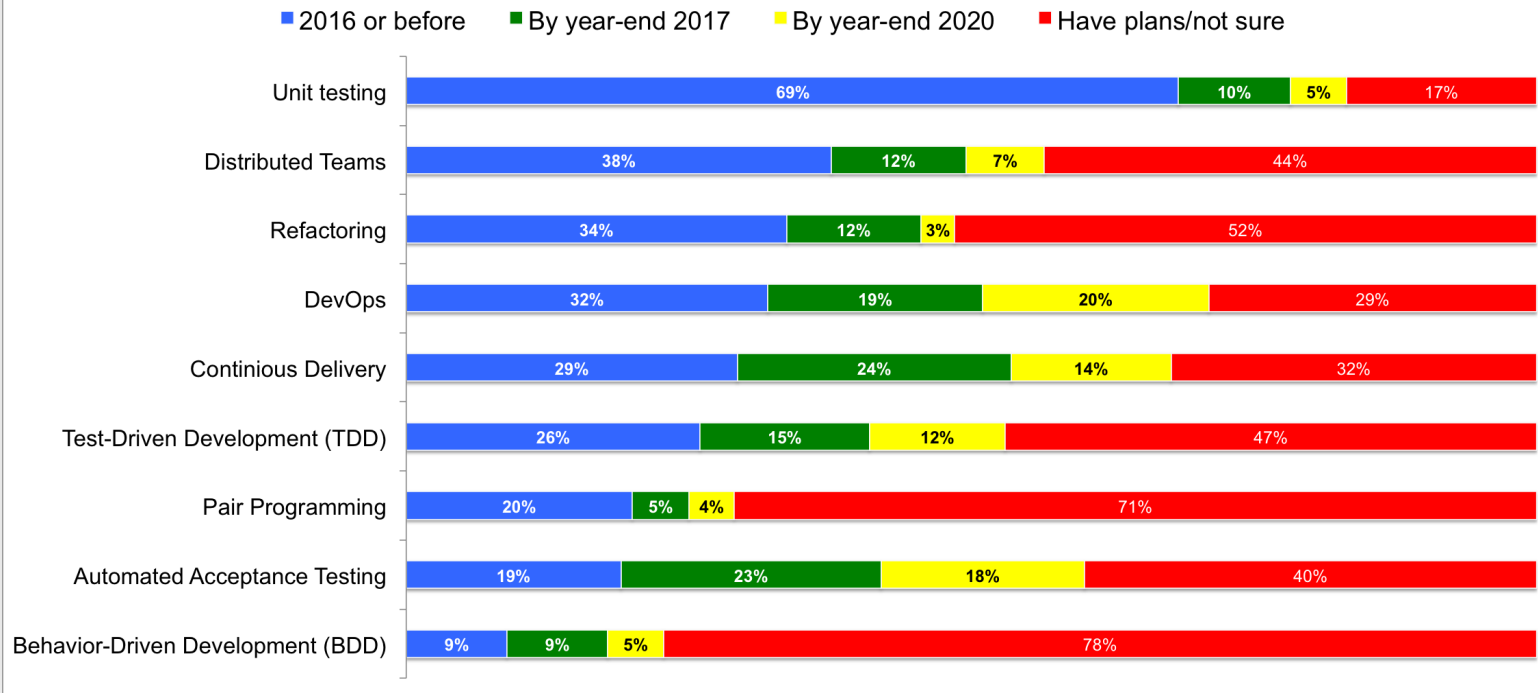
Sources: [Crafting your cloud-native strategy](#), Winter 2016/2017, Coté; [Humana keynote, CF Summit 2015](#); ["From Commit to Production in 10 Minutes at a Century Old Insurance Company"](#), Liberty Mutual, David Ehringer; [Mojgan Lefebvre, Liberty Mutual](#), June, 2017.



“We’ve been doing AGILE since vacuum tubes.”

When did or will your organization begin to use each of the following agile enterprise practices?

Base: n=176 Gartner Research Members, survey conducted Oct. 2016



Source: “Survey Analysis: Agile Now at the Tipping Point - Here's How to Succeed,” Mike West, Gartner, June 2017; [“Pair programming – you’ll never guess what happens next.”](#) Coté, Oct 2016.

~~SPREAD~~
~~ANARCHY~~

DON'T Tell Me
What To Do!!

Management will be the first to fail



“I can’t tell you what having a leader stand-up in front of an organization with a hoodie and t-shirt does to cultural change. It all the sudden makes it OK for everyone within that organization to participate in change.”

-[Matt Curry, Allstate](#)

The organization supports the product teams

ENABLEMENT

● Ent Arch ● Portfolio Mgmt

CUSTOMER FACING APP TEAM

● SW Arch ● Ops
● SW Dev ● Cap Plan
● Client SW Dev
● Data Arch ● Prod Mgmt
 ● Biz An

CUSTOMER FACING APP TEAM

● SW Arch ● Ops
● SW Dev ● Cap Plan
● Client SW Dev
● Data Arch ● Prod Mgmt
 ● Biz An

LEGACY SERVICE TEAM

● SW Arch ● Ops
● SW Dev ● Cap Plan
● Client SW Dev
● Data Arch ● Prod Mgmt
 ● Biz An

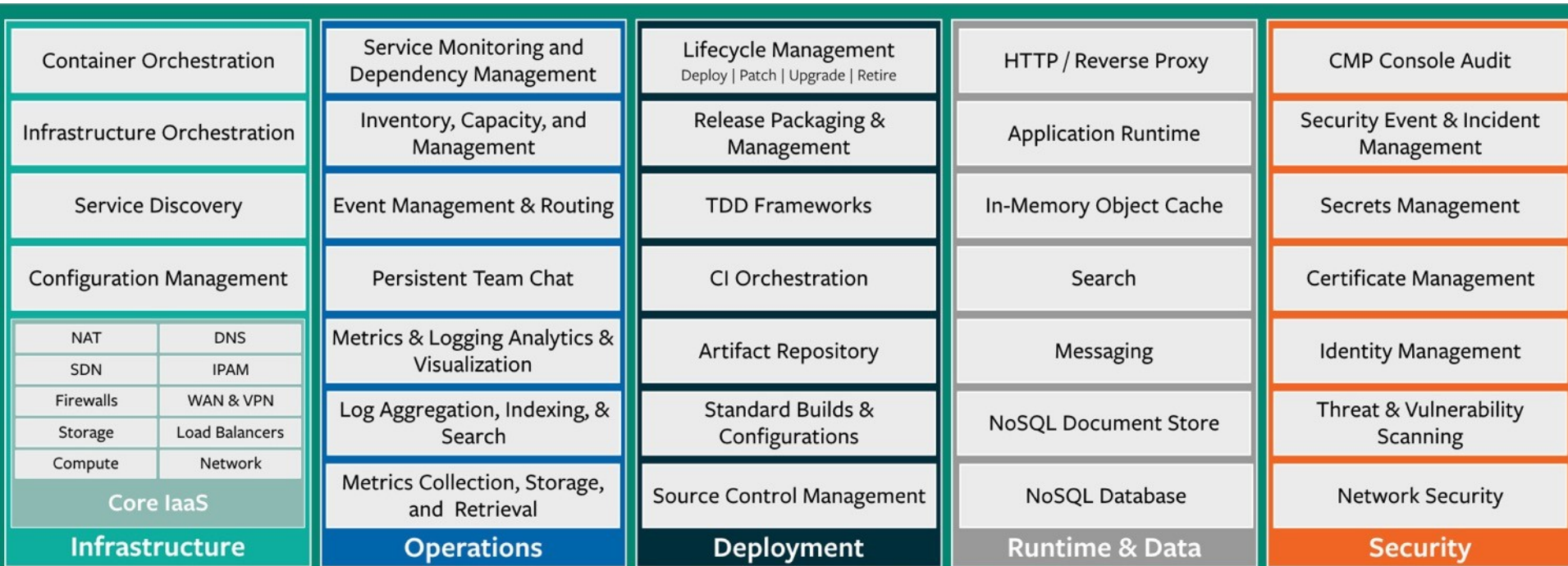
PLATFORM TEAM

● Middleware Engineering ● Service Engineering ● Change Control ● Ops/SRE
● Service Governance ● Network management ● Info Sec ● Capacity Planning
 ● DBA

Product teams focus on user experience & biz inovation



Standardize on a platform: special snow flakes are slow, expensive, & error-prone

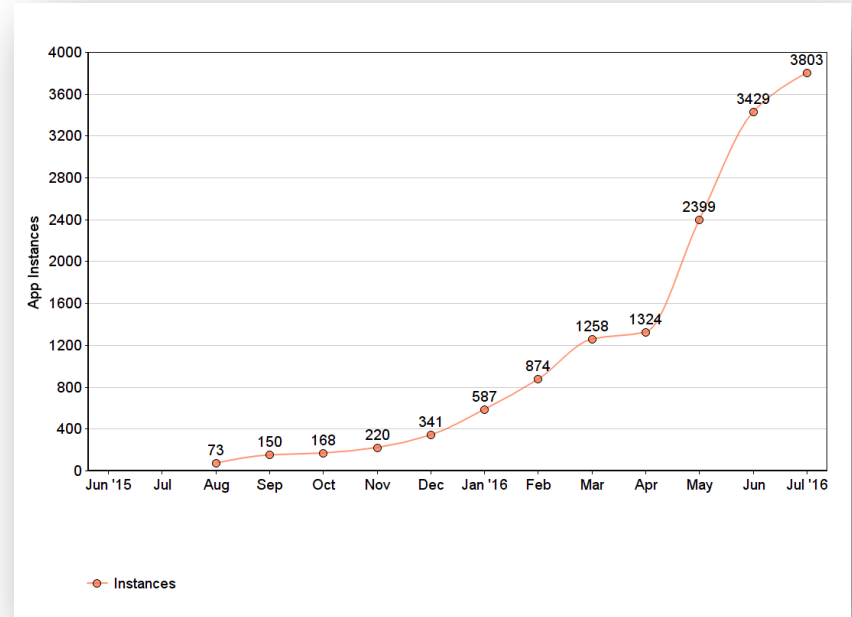
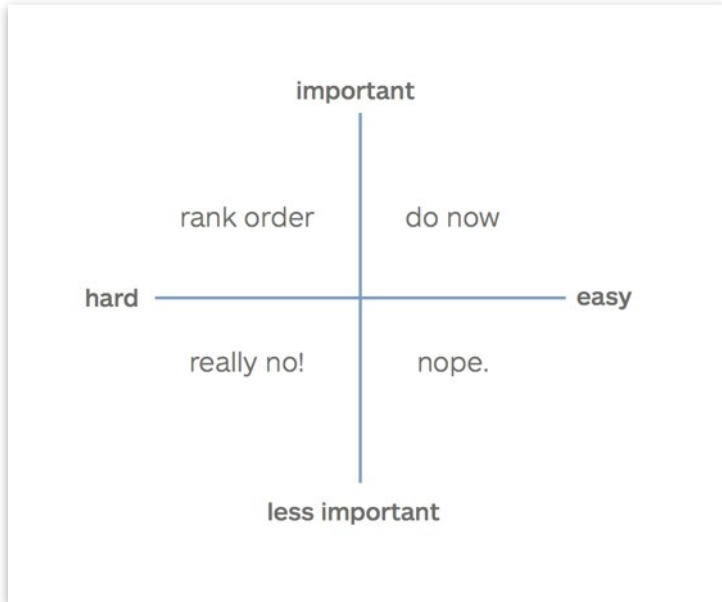


Reference Architecture for Cloud-Native Platforms

Source: [“The Upside-Down Economics of Building Your Own Platform,”](#) Jared Ruckle and Matt Walburn, 2017. Also, [“DevOps Who Does W hat,”](#) Cornelia Davis, June, 2017; [“How Platforms Work,”](#) Casey West, August, 2016.

Ramping up: “Pilot low-risk apps, and ramp-up”

Picking your initial apps, according to Comcast, Humana, Ford, & Home Depot



Sources: [Home Depot meetup, Oct 2015](#); [Humana at CF Summit 2015](#); EU payday loan company; Pivotal Labs on large auto company; [“Getting started.”](#) Coté, Oct 2016; [Comcast’s Christopher Tretina at SP1 2016](#); [“Cloud-Native at Home Depot, With Tony McCulley.”](#) Number of AI’s equates to ~130 apps composed on ~900 services. See also a general pattern [applied to analytics from BCG, July 2016](#).

Internal marketing: everything, frequently



Pairing: across roles, geographies, rotating



Rule 1: Don't go to meetings. Rule 2: See rule 1.

A always

B be

C coding

A

ation

A pair of silver-rimmed glasses is resting on a stack of papers and a laptop keyboard. The background is a soft-focus office setting with a yellow sticky note visible at the top.

“You can type anything you want in a Word document!” *Mark Ardito, HCSC*

Crafting Your Cloud-Native Strategy

by Michael Coté

Pivotal

EBOOK

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“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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