

# Mastering Digital Disruption with DevOps.

## Design to disrupt 4/4



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"If the rate of change on the outside exceeds the rate of change on the inside, the end is near." - Jack Welch

## Succes in the age of Disruption



The overabundance of digital startups is a sign of the times, or rather: of this age. If you wish to exclude those startups from your market, you require a proper response to that age. What should organizations do to be successful in digitally disruptive times? Organizations like yours, presumably, which were not born in the Web 2.0 age and do not bear names like Spotify or Dropbox. Whether you can truly exclude them is questionable. In any case, you can learn from them and form new combines.

## Three characteristics of Startups

The startups are fast. Their products and services are reaching their peak in the digital age in no time.

1

They are customer obsessive and they are brilliant in terms of SMACIT technology.

2

Their staff is engaged. They are and feel responsible for the end result.

3

## Digital Enterprise

<b>All Digital</b>		Every product or service is digitally enriched.
<b>Experience</b>		Creates a world-class customer experience.
<b>Antifragile</b>		Is equal to market disruptions. End-to-end secure by design. Translates rapidly changing customer wishes into new services in no time.
<b>Data sensitive</b>		Feedback loops of assets and customers (empathic pulses) feed the actions. Facts over guesswork.
<b>Ecosystemic</b>		Creates a world-class customer experience.
<b>Delightful</b>		As-a-service delivery has removed all handovers in the processes.

## The Antifragile Organization

<b>Management Innovation</b> <ul style="list-style-type: none"> <li>▶ Multiply funding for new initiatives</li> <li>▶ Learn from the fringe</li> <li>▶ Community over hierarchy</li> <li>▶ Employees first</li> <li>▶ Kill bureaucracy</li> <li>▶ Think competencies and platforms</li> <li>▶ Honor Web-inspired value</li> <li>▶ Reinvent management</li> <li>▶ Speed</li> </ul>	<b>Lean Startup</b> <ul style="list-style-type: none"> <li>▶ Implement experimentation systems</li> <li>▶ Experiment is a product</li> <li>▶ Instill entrepreneurship</li> <li>▶ Customer first</li> <li>▶ Validated learning</li> <li>▶ Think digital innovation</li> <li>▶ Honor end customer value</li> <li>▶ Self-management</li> <li>▶ Pivot</li> </ul>	<b>DevOps</b> <ul style="list-style-type: none"> <li>▶ Continuous iterative innovation</li> <li>▶ Embrace a culture of 'Fail Fast'</li> <li>▶ Make DevOps teams responsible</li> <li>▶ Empower employees</li> <li>▶ System thinking, crossing silos</li> <li>▶ Innovate digitally</li> <li>▶ Honor end customer value</li> <li>▶ Self-management</li> <li>▶ Flow</li> </ul>
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## Management Innovation

"Management innovation is going to be the most enduring source of competitive advantage. There will be lots of rewards for firms in the vanguard." **Gary Hamel**

Gary Hamel provides three pieces of advice to address the core incompetences of organizations effectively:



Tackle the hierarchy

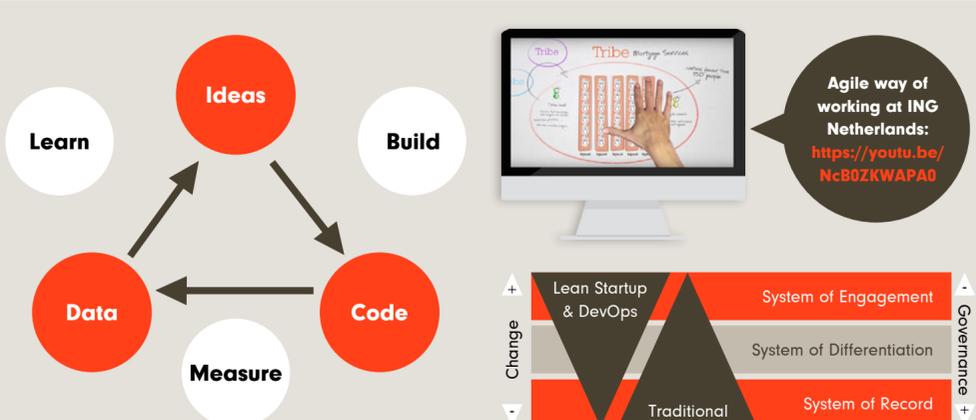


Tackle the culture



Kill bureaucracy

## The Lean Startup



## DevOps: Developing a culture

1. Customer satisfaction by early and continuous delivery of valuable software.
2. Welcome changing requirements, even in late development.
3. Working software is delivered frequently (weeks rather than months).
4. Close, daily co-operation between business people and developers.
5. Projects are built around motivated individuals who should be trusted.
6. Face-to-face conversation is the best form of communication (co-location).
7. Working software is the principal measure of progress.
8. Sustainable development, capable of maintaining a constant pace.
9. Continuous attention to technical excellence and good design.
10. Simplicity – the art of maximizing the amount of work not done – is essential.
11. Self-organizing teams.
12. Regular adaptation to changing circumstances.

Individuals and interactions	Over	Process and tools
Working software	Over	Comprehensive documentation
Customer collaboration	Over	Contract negotiation
Responding to change	Over	Following a plan

### Agile Mindset in the End-to-End Chain

Customer Satisfaction	over	SLA Compliance
Attitude & Collaboration	over	Certification
Control & Results	over	Control on Activities
Adaptivity	over	Procedures

## DevOps devined

CALMS is a brief definition of what DevOps stands for:

<b>C: Culture</b>		Thinking systematically and embracing a 'fail-fast culture'.
<b>A: Automation</b>		The aim is to automate as much of the software process as possible.
<b>L: Lean</b>		Preventing waste with Lean.
<b>M: Measuring</b>		Measuring throughout the chain.
<b>S: Sharing</b>		Accelerated learning by sharing.

## Spotify into DevOps

The ten highlights:

1. Business alignment versus autonomy
2. Focus on staff motivation
3. Making mistakes faster as a mission
4. Experiment-friendly culture
5. Minimum Lovable Product
6. Minimum Viable Bureaucracy
7. Staff Engagement
8. Releasing is easy
9. The employees are the innovators
10. Don't waste time on nonsense

## Mastering disruption with DevOps The conclusions.

- 1 **The age of business disruption has begun.**
- 2 **The digital enterprise as a beacon.**
- 3 **There are no easy fixes: management innovation is unavoidable.**
- 4 **Address the hierarchy and the culture; kill bureaucracy.**
- 5 **Speed, customer obsession and engagement.**
- 6 **DevOps and Lean Startup are forms of applied management innovation.**
- 7 **Disclaimers: DevOps is not going to work if ...**