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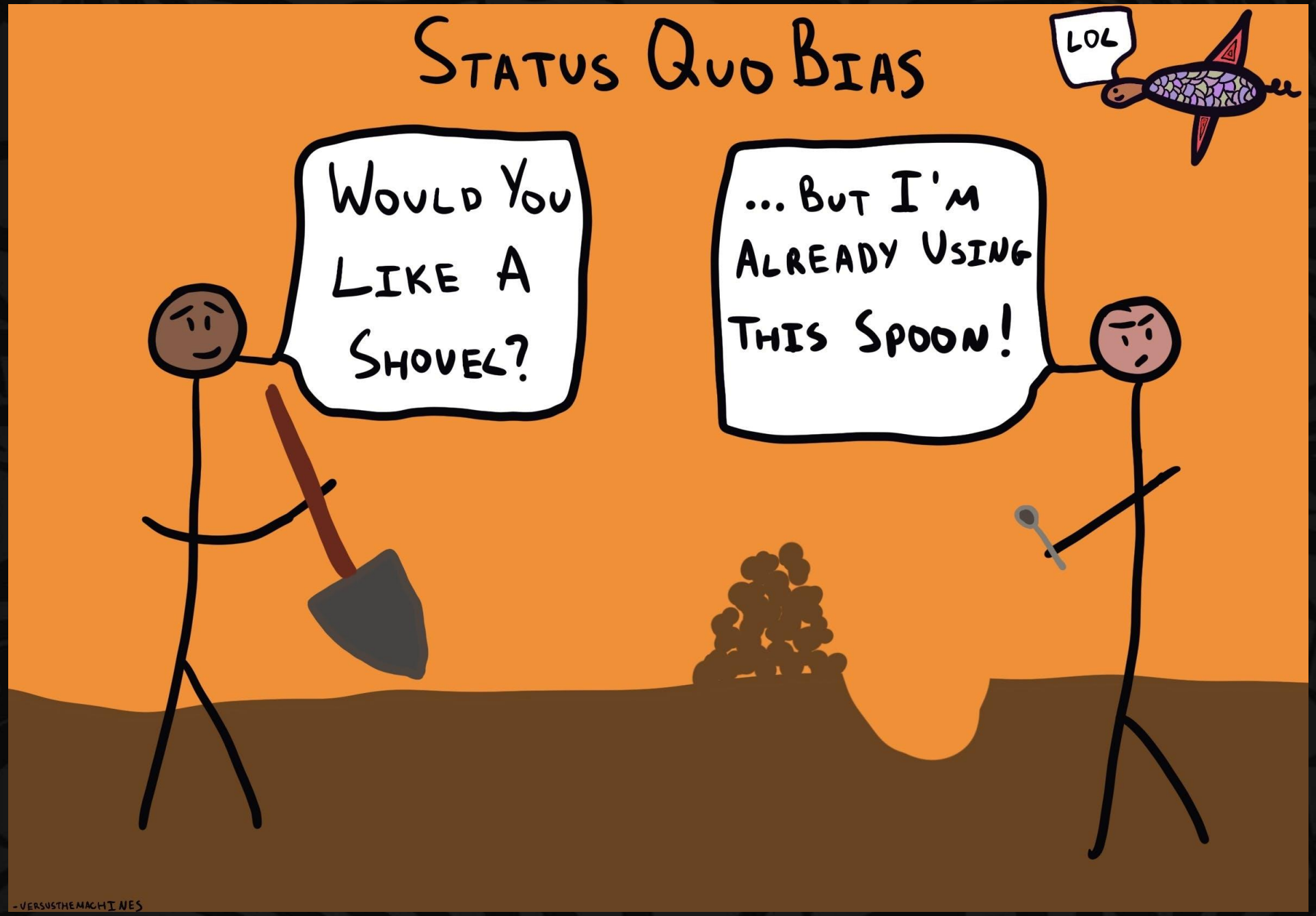
MIND MATTERS

THE IMPORTANCE OF CULTIVATING A DEVOPS MINDSET

RENÉ VAN OSNABRUGGE
@RENEVO

Competing For The Future by Gary Hamel and C. K. Prahalad

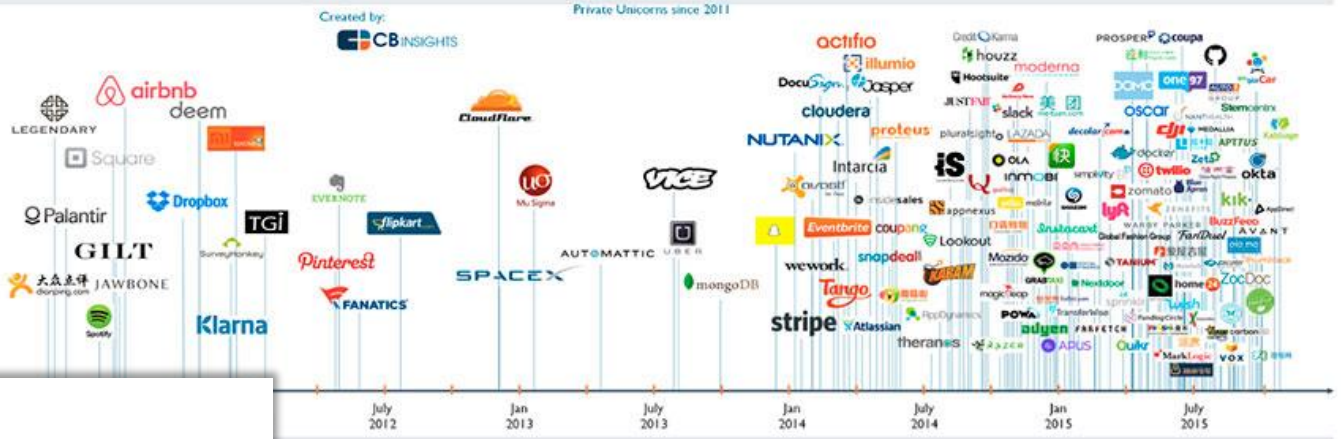

STATUS QUO BIAS
WOULD YOU LIKE A SHOVEL?
... BUT I'M ALREADY USING THIS SPOON!
LOL
-VERSUSTHEMACHINES

WHY DEVOPS?

New technology innovators are disrupting established industries and the rate of disruption is growing

EXPONENTIAL GROWTH OF UNICORNS

Number of new Unicorns[3] per year



corns (96 of 186) are in ecommerce, Internet, Fintech and Healthcare sectors.
s are from United States, 42 from China, 8 from India and 7 from UK.

Lifespan of S&P 500 companies has decreased from 67 to 15 years

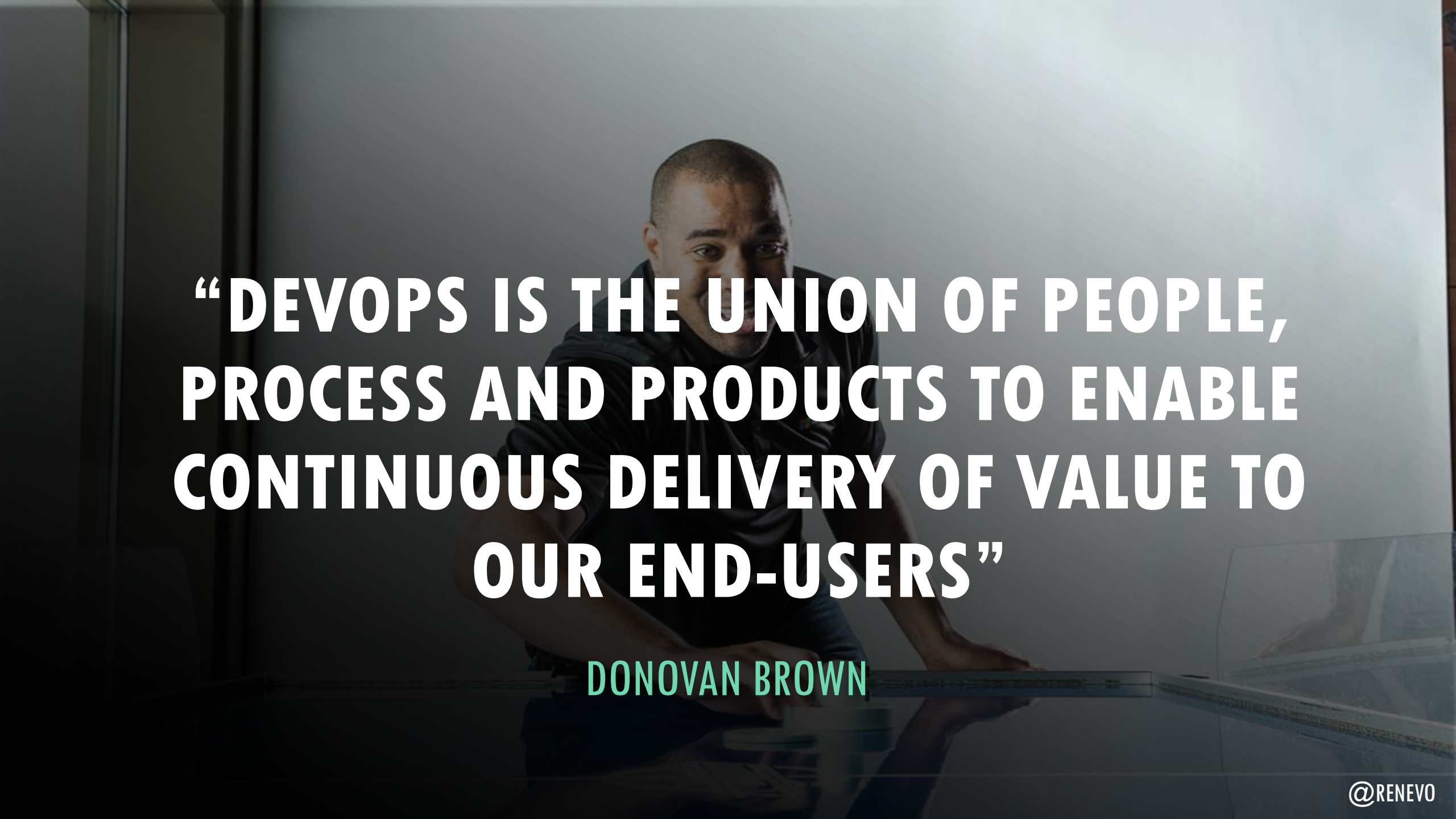
HALF OF THE EXISTING S&P 500 COMPANIES HAVE DISAPPEARED IN THE LAST 20 YEARS

Data: Innosight/ Richard N.Foster/Standard & Poor's

SILICON VALLEY INNOVATION CENTER

The average lifespan of an S&P 500 company has decreased from 67 years in the 1920s to just 15 years today1.
Of the 74 or so companies that have stayed in the S&P 500 for more than 40 years2.

BOARDROOM DEVOPS


“DEVOPS IS THE UNION OF PEOPLE, PROCESS AND PRODUCTS TO ENABLE CONTINUOUS DELIVERY OF VALUE TO OUR END-USERS”
DONOVAN BROWN
@RENEVO

DEV VERSUS OPS

@RENEVO

WHAT WE HEAR FROM DEV

“We do not launch big changes, this is just a flag flip”

“This is a hotfix!”

“This is just a UI change... No big thing”

“Only a 20% experiment.”

WHAT WE HEAR FROM OPS

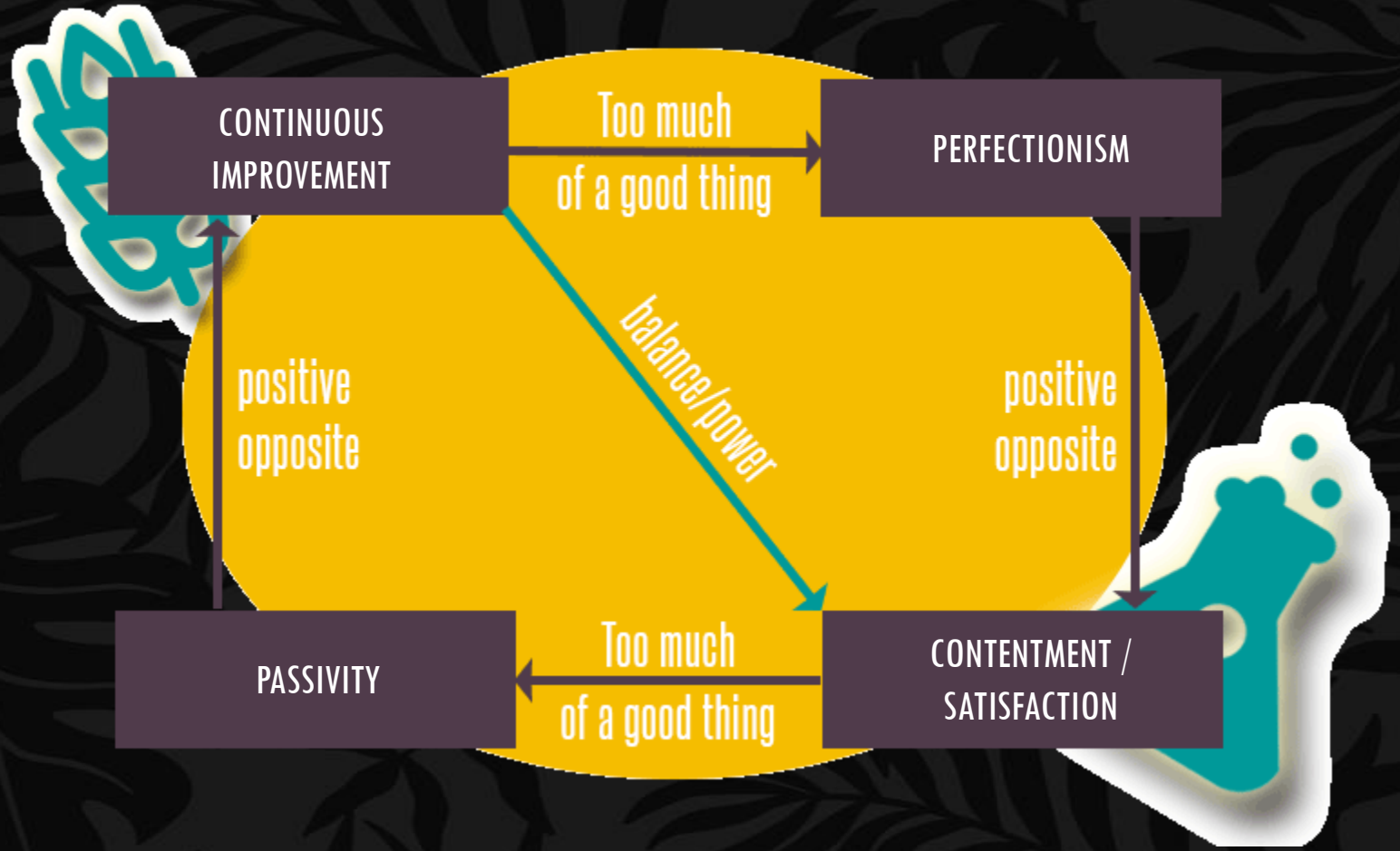
"We need to have a launch review!"

"Please let the CAB approve first"

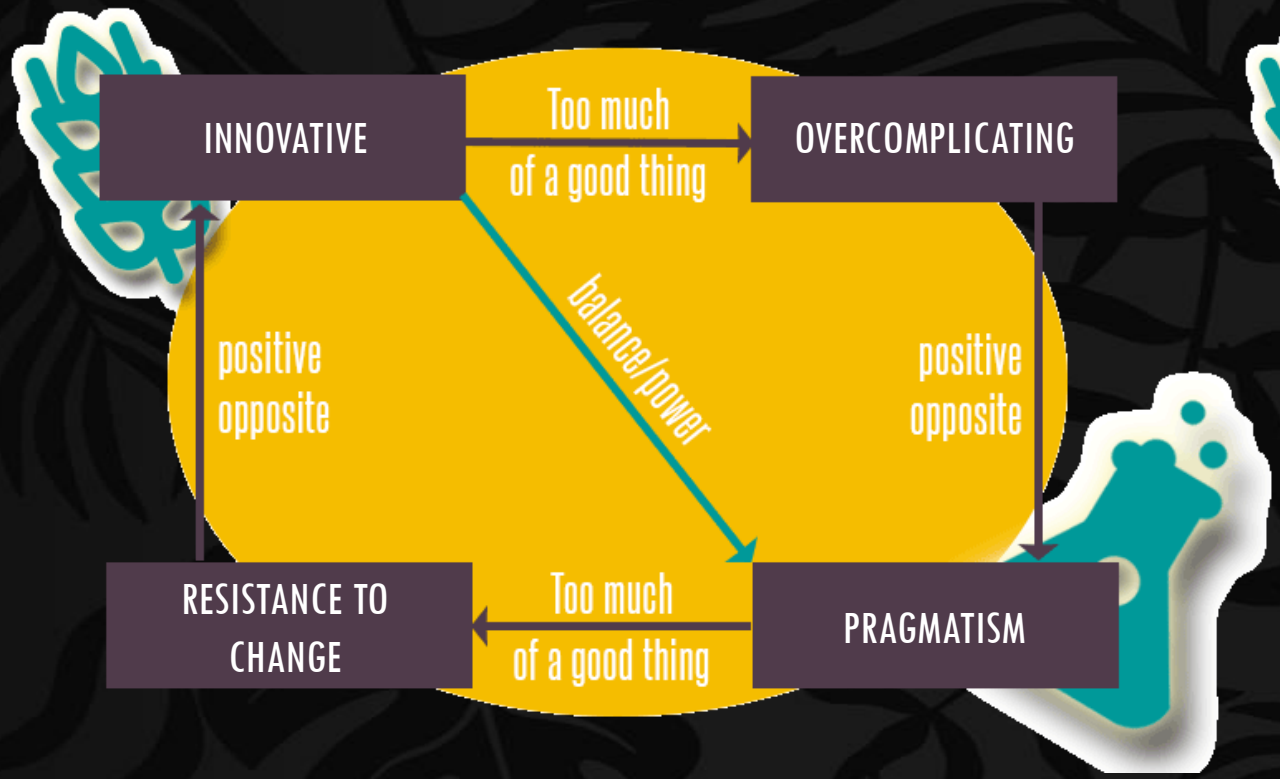
"This is our change management checklist"

"We should validate first in Test and Pre-Prod"

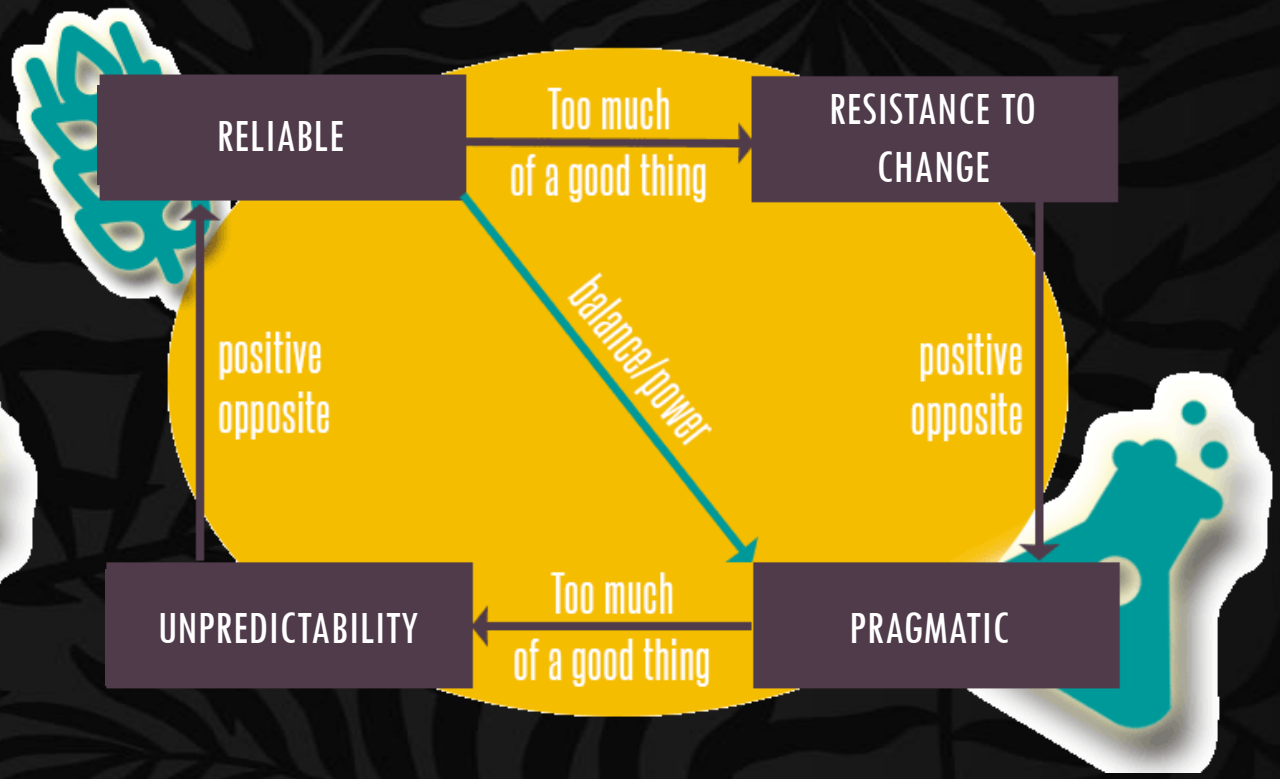
CORE QUADRANT THEORY – DANIEL OFMAN



CORE QUADRANT THEORY



DEV



OPS

INDIVIDUAL
TEAM
ORGANIZATION

2 SIDES OF THE SAME COIN

MINDSET

CHANGE AGENT

CHANGE SUBJECT

CHANGE MANAGEMENT

HOW ABOUT YOU?

EXERCISE

EXERCISE

INSIDEQUEST.COM
GROWTH MINDSET
CAROL DWECK

THE TWO MINDSETS

	Fixed Mindset	Growth Mindset
Goal	Looking smart	Learning & improving
View of effort	Negative	Positive
Challenge-seeking	Avoids challenges	Seeks challenges
Change represented as	Threat	Challenge
Respons to setbacks	Helpless	Resilient
Response to criticism	Defensive	Learning-oriented
Views others' success	As threats	As lessons & inspiration
Attributes wrong-doing to	Fixed traits	Situations & motivations
Response to wrong-doing	Punish, retaliate	Educate, compromise
Upon life challenges	Higher depression	Higher resilience

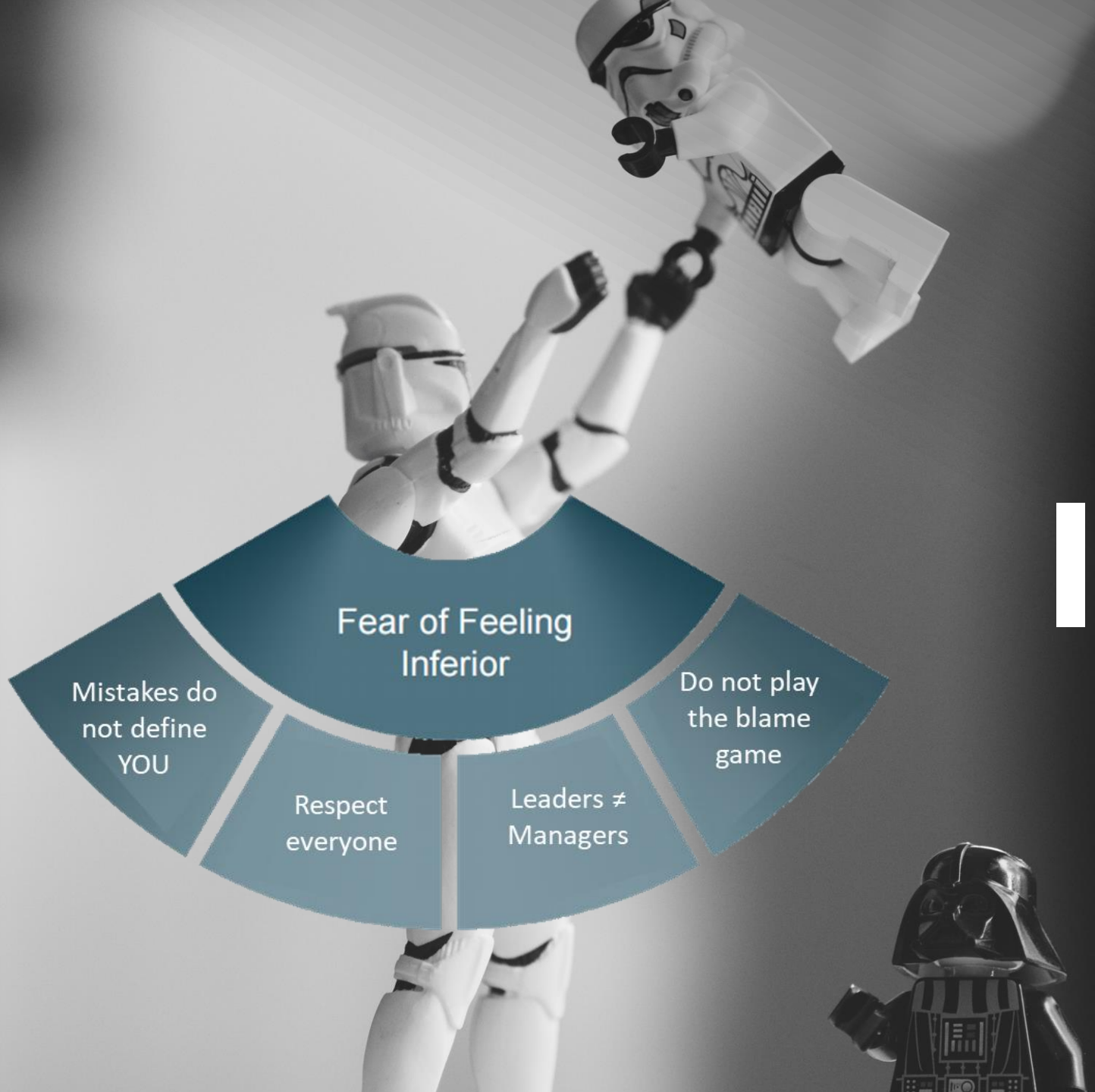
OVERCOME YOUR FEARS

FEAR IS THE PATH TO THE DARK SIDE. FEAR LEADS TO ANGER, ANGER LEADS TO HATE, AND HATE LEADS TO SUFFERING.

Yoda

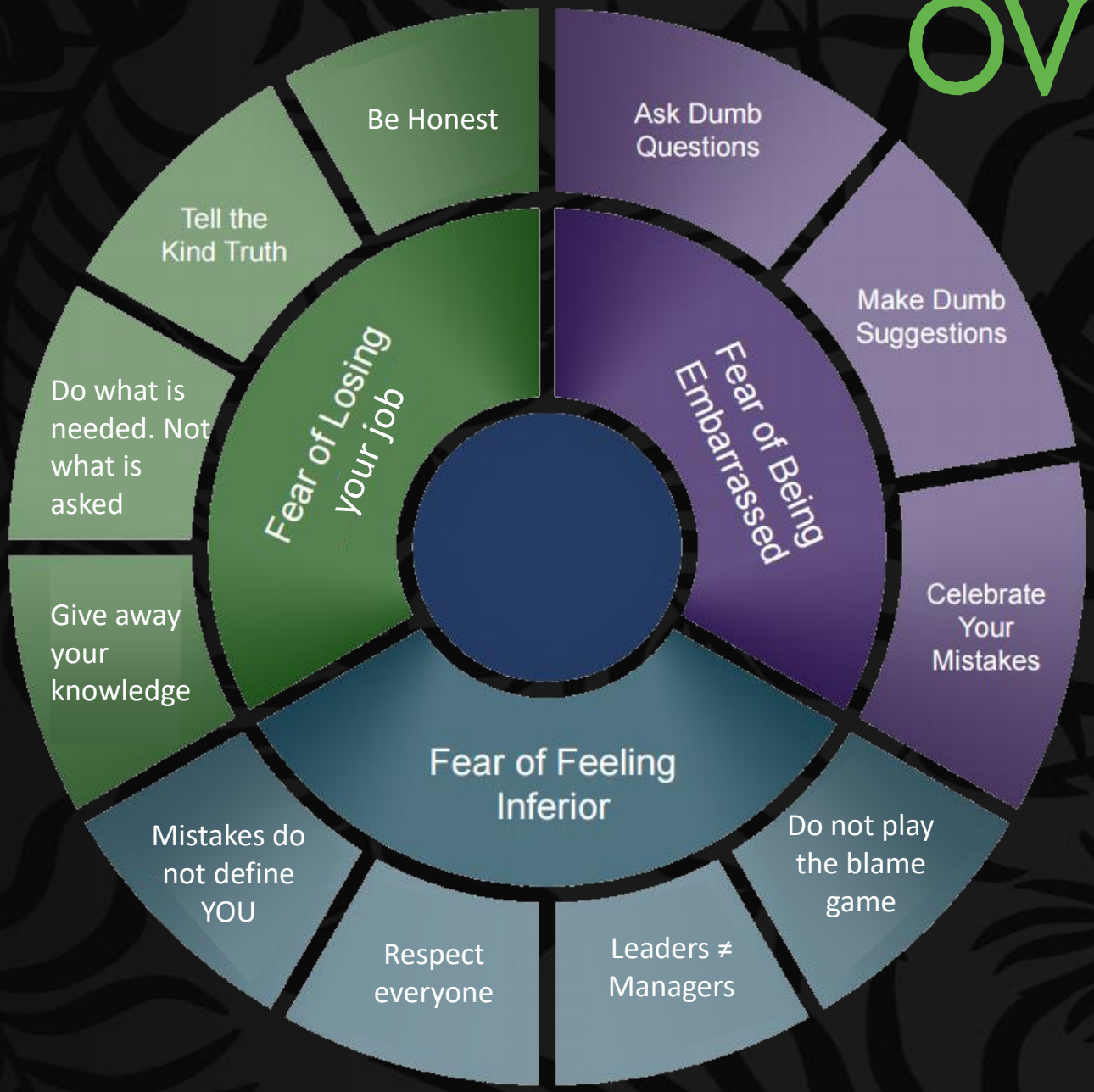
FEAR OF BEING EMBARRASSED

FEAR OF FEELING INFERIOR



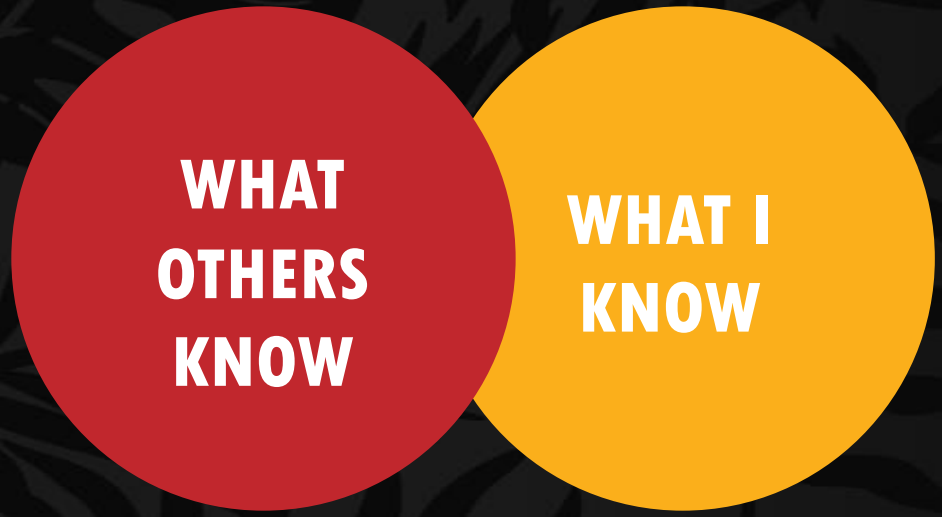
FEAR OF LOSING YOUR JOB

OVERCOME YOUR FEARS



IMPOSTER SYNDROME

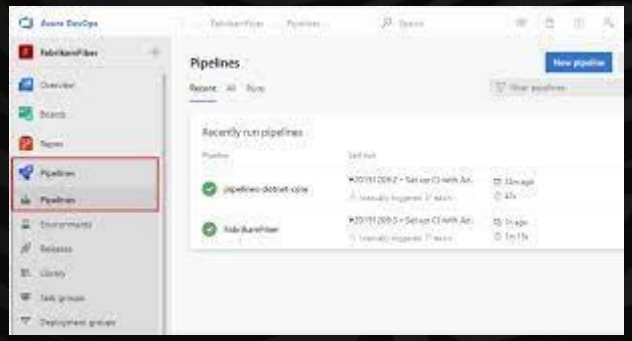
ASSUMPTION

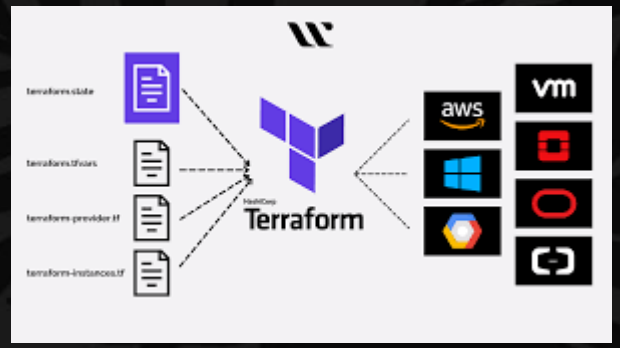


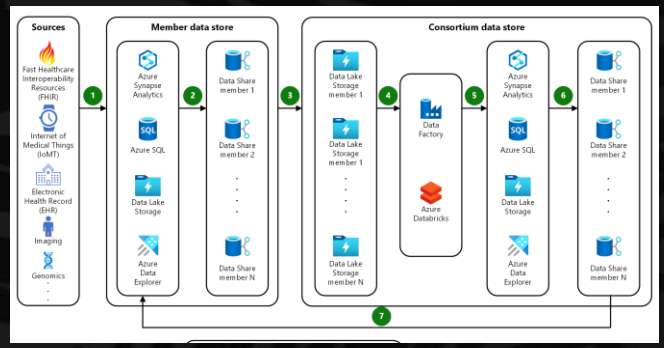
REALITY

BEING A CHANGE AGENT

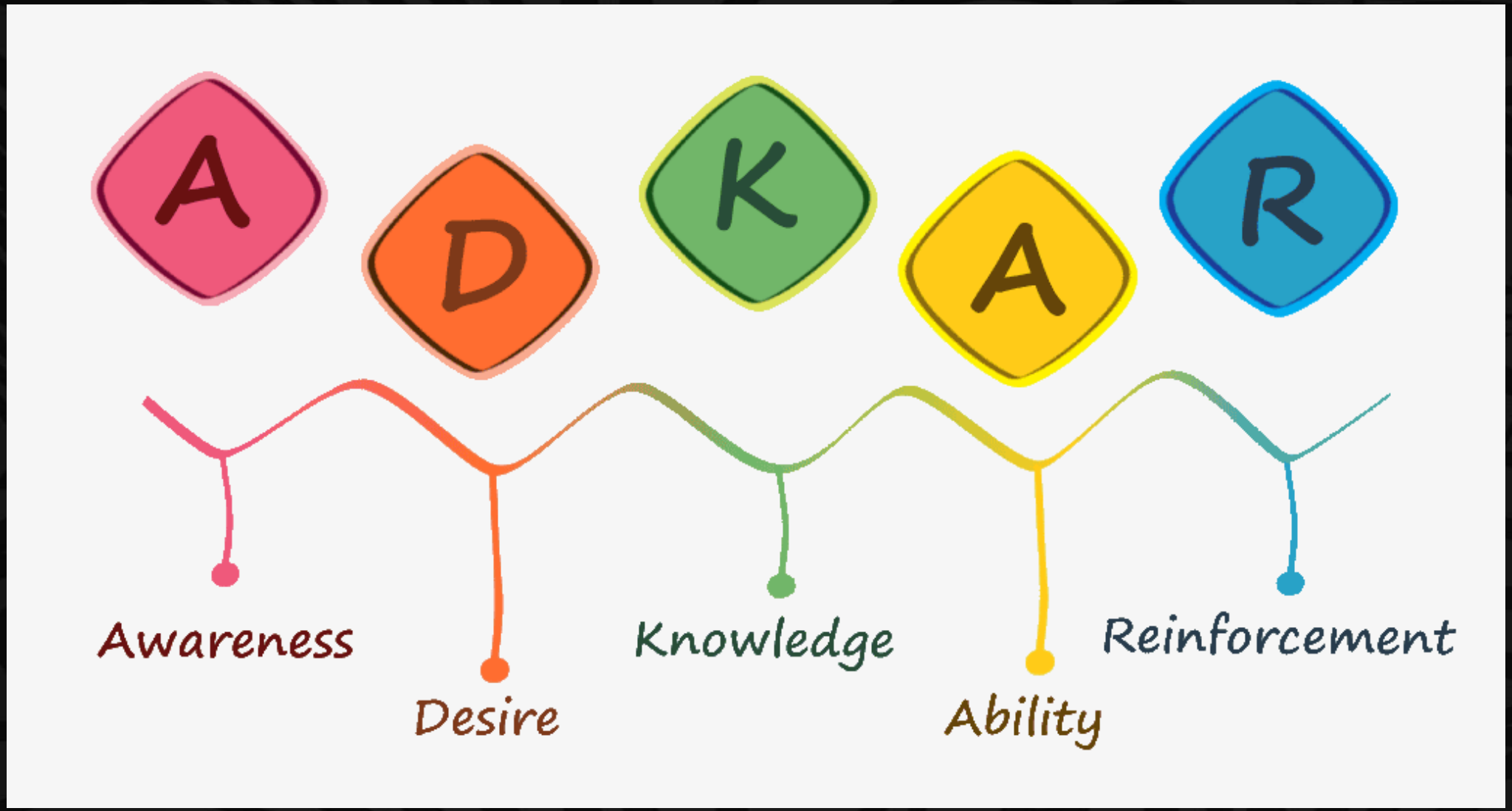
WHAT USUALLY HAPPENS



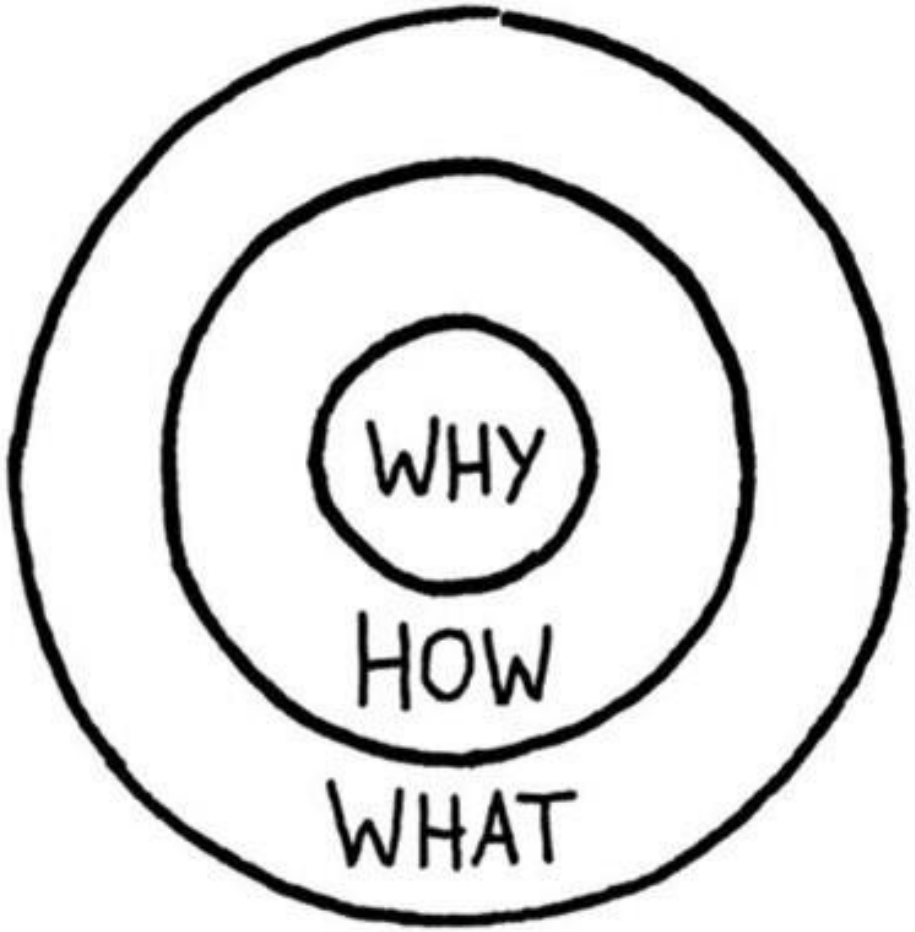




ADKAR MODEL



START WITH WHY



Why = The Purpose
What is your cause? What do you believe?

Apple: We believe in challienging the status quo and doing this differently

How = The Process
Specific actions taken to realize the Why.

Apple: Our products are beautifully designed and easy to use

What = The Result
What do you do? The result of Why. Proof.

Apple: We make computers

5 TIMES WHY

- Why do you need to implement DevOps?
  - We need to be cheaper
- Why do you need to be cheaper?
  - Because our competitor has better value for money
- Why does your competitor has better value for money?
  - Because their product has more features
- Why does their product has more features?
  - They can deliver features faster
- Why can they deliver faster?
  - Because their engineering process is more advanced

FIND THE DESIRES

The starting point of all achievement is desire

Napoleon Hill

ACCEPTING THE STATUS QUO

In here, it takes two weeks to get VPN access…

4210 ⅓ GRA
4210 ⅓ GRA
It's *my* stapler
SILOS AND TURF WARS

CULTURE OF FEAR

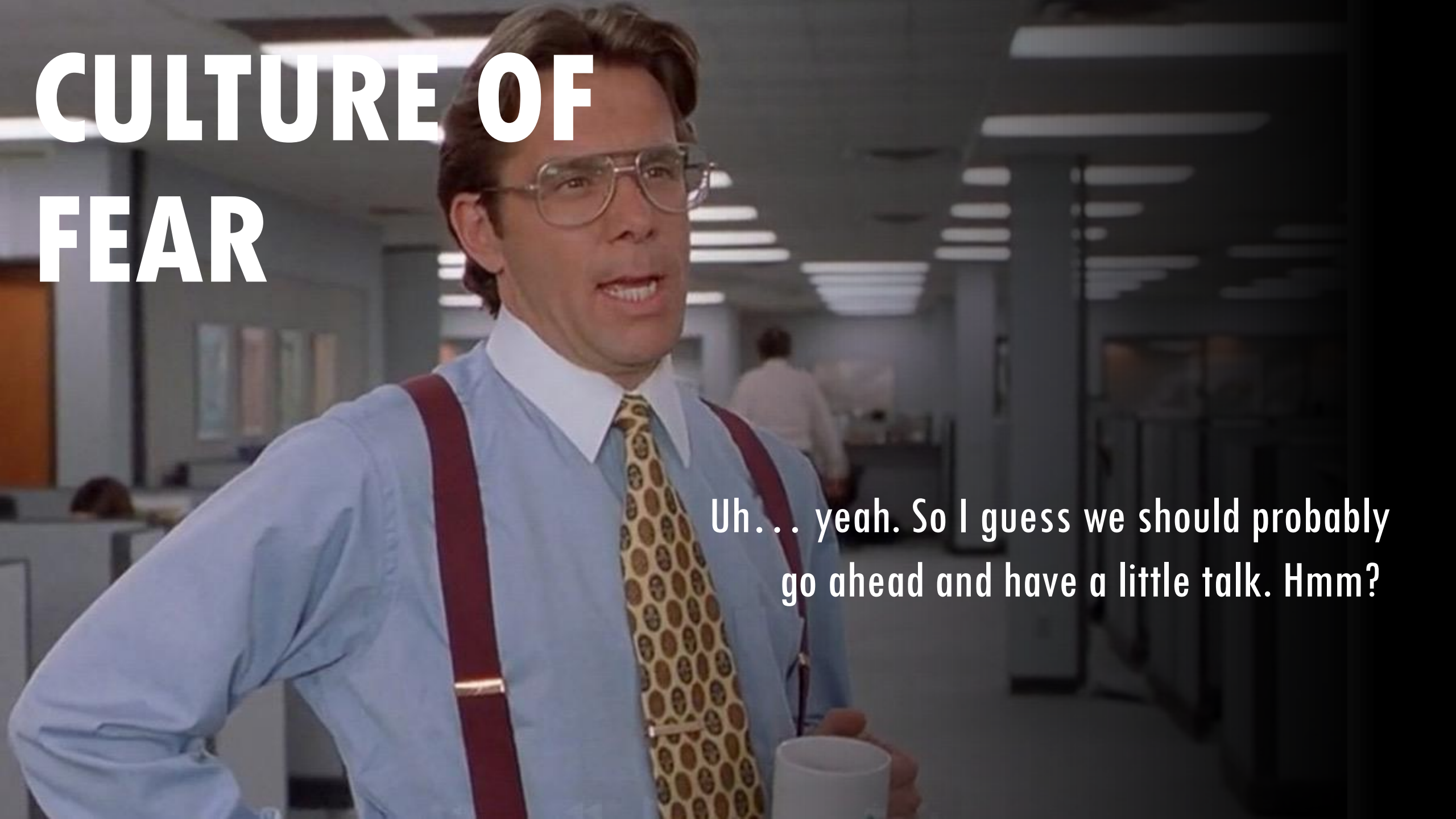


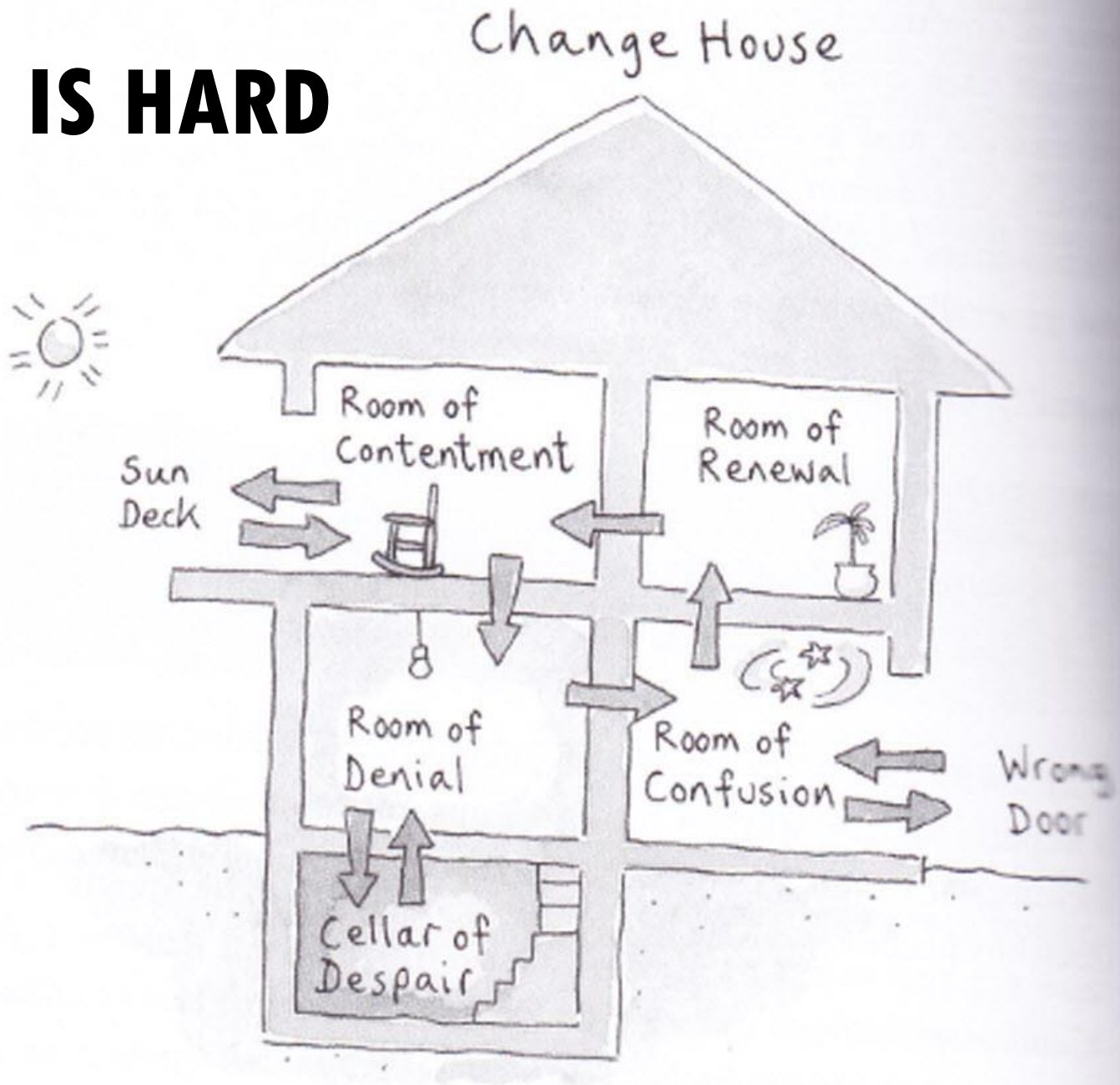
*Image generated with DALL-E

vocal minority

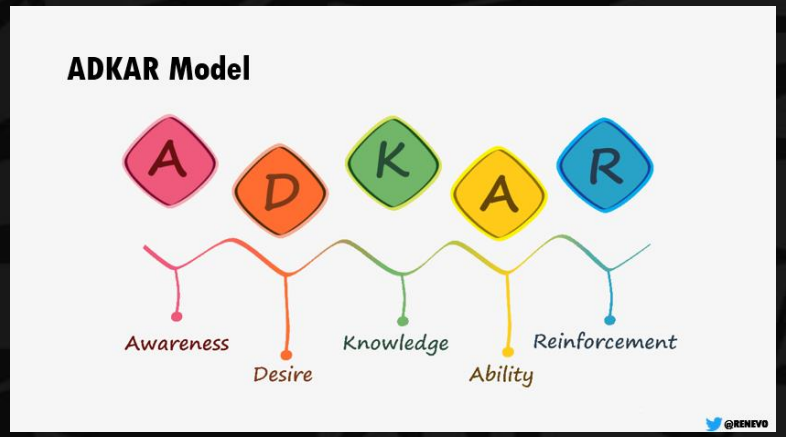
silent majority

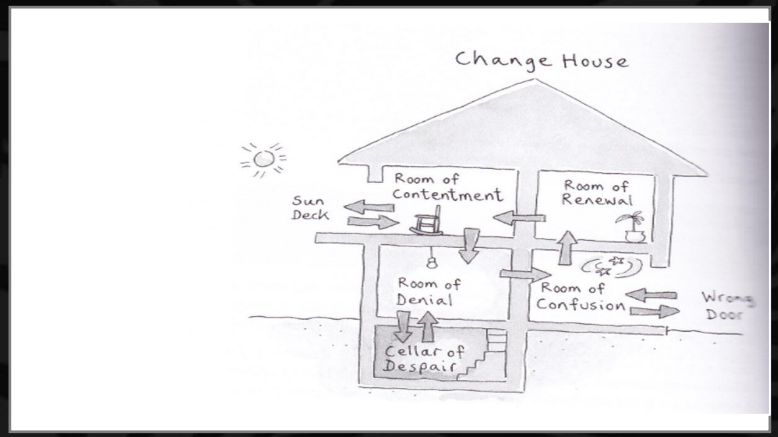
REALIZE THAT CHANGE IS HARD

- 4 rooms of change theory by Claes Janssen
- We are responsible for moving people to another room



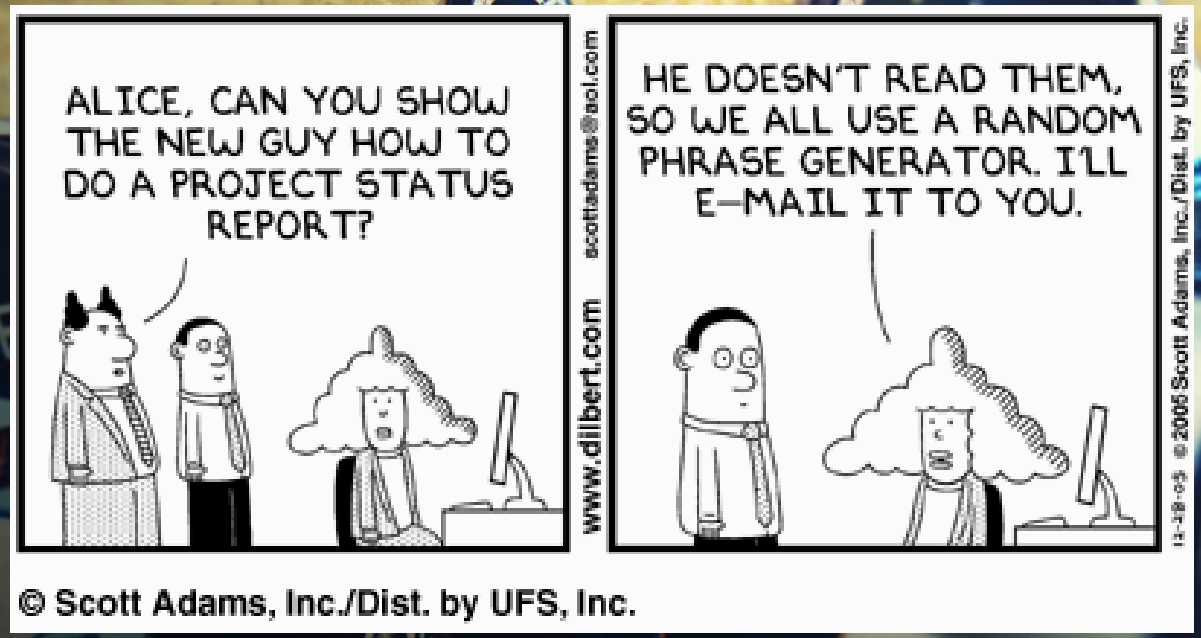
OVERCOME YOUR FEARS


ADKAR Model
A
D
K
A
R
Awareness
Desire
Knowledge
Ability
Reinforcement
@RENEVO


Change House
Sun Deck
Room of Contentment
Room of Renewal
Room of Denial
Room of Confusion
Wrong Door
Cellar of Despair

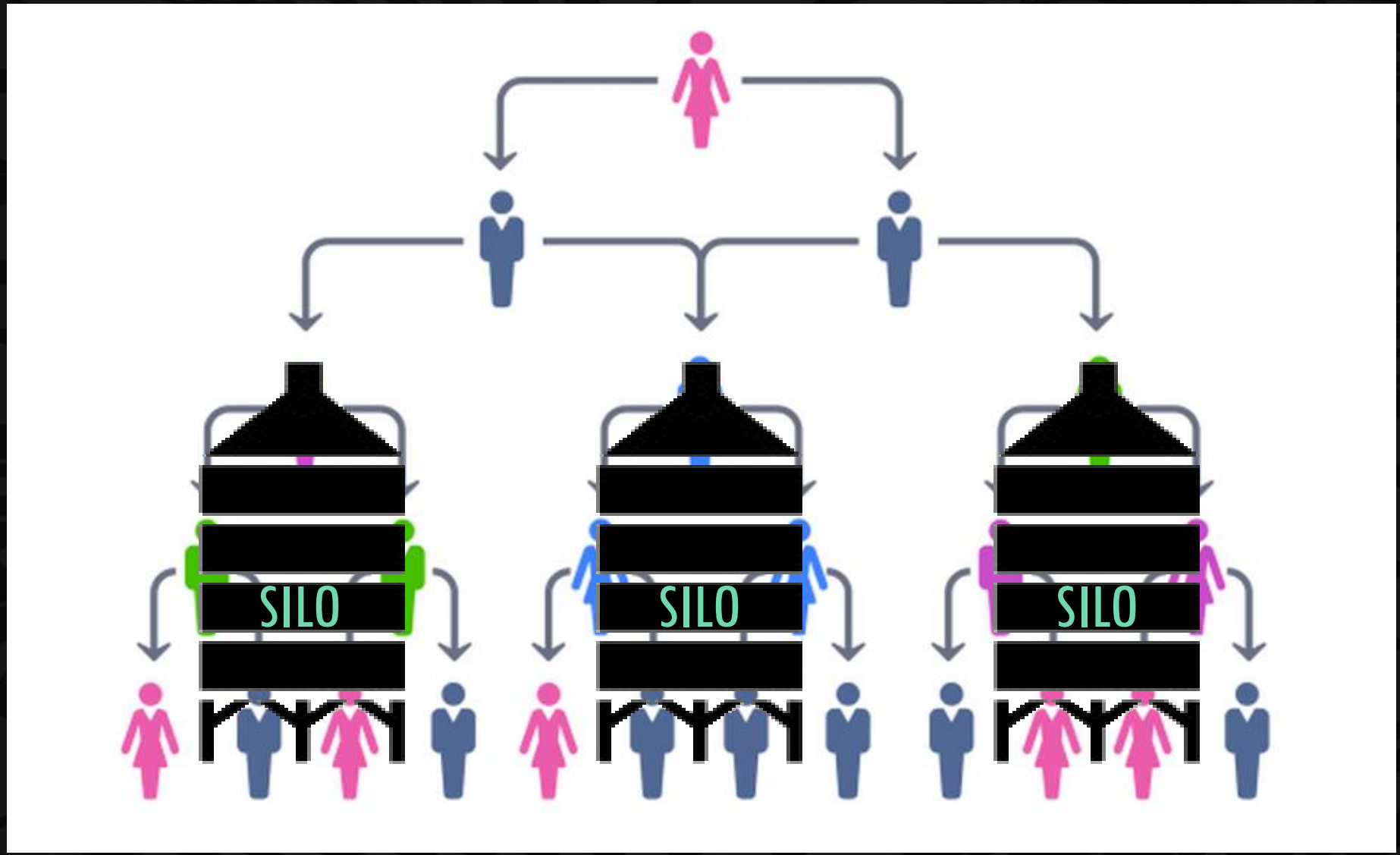
INSIDEQUEST.COM
GROWTH MINDSET
CAROL DWECK

BOARDROOM DEVOPS

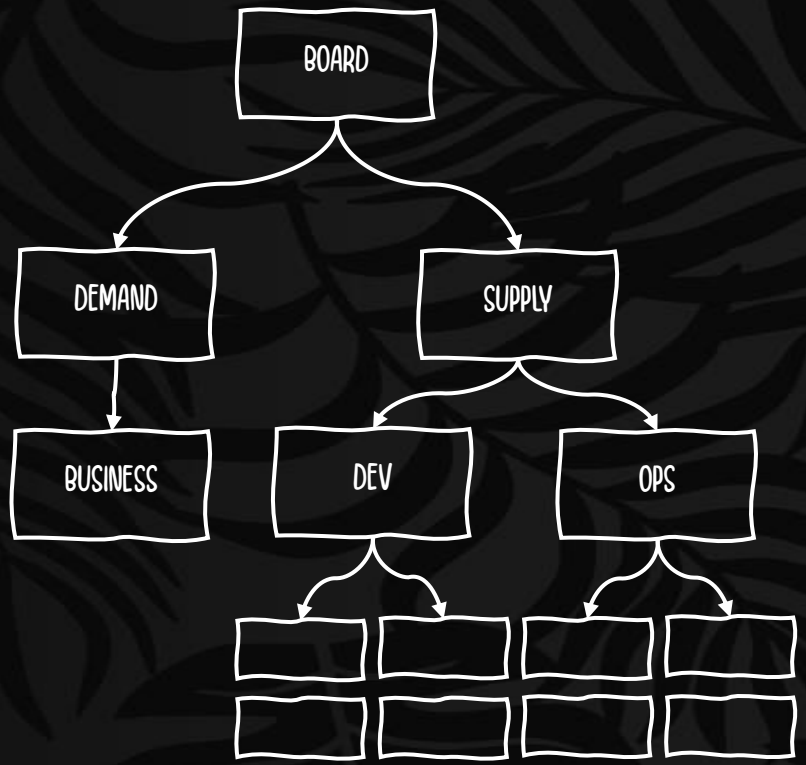


~~KEY~~ KILL PERFORMANCE INDICATORS

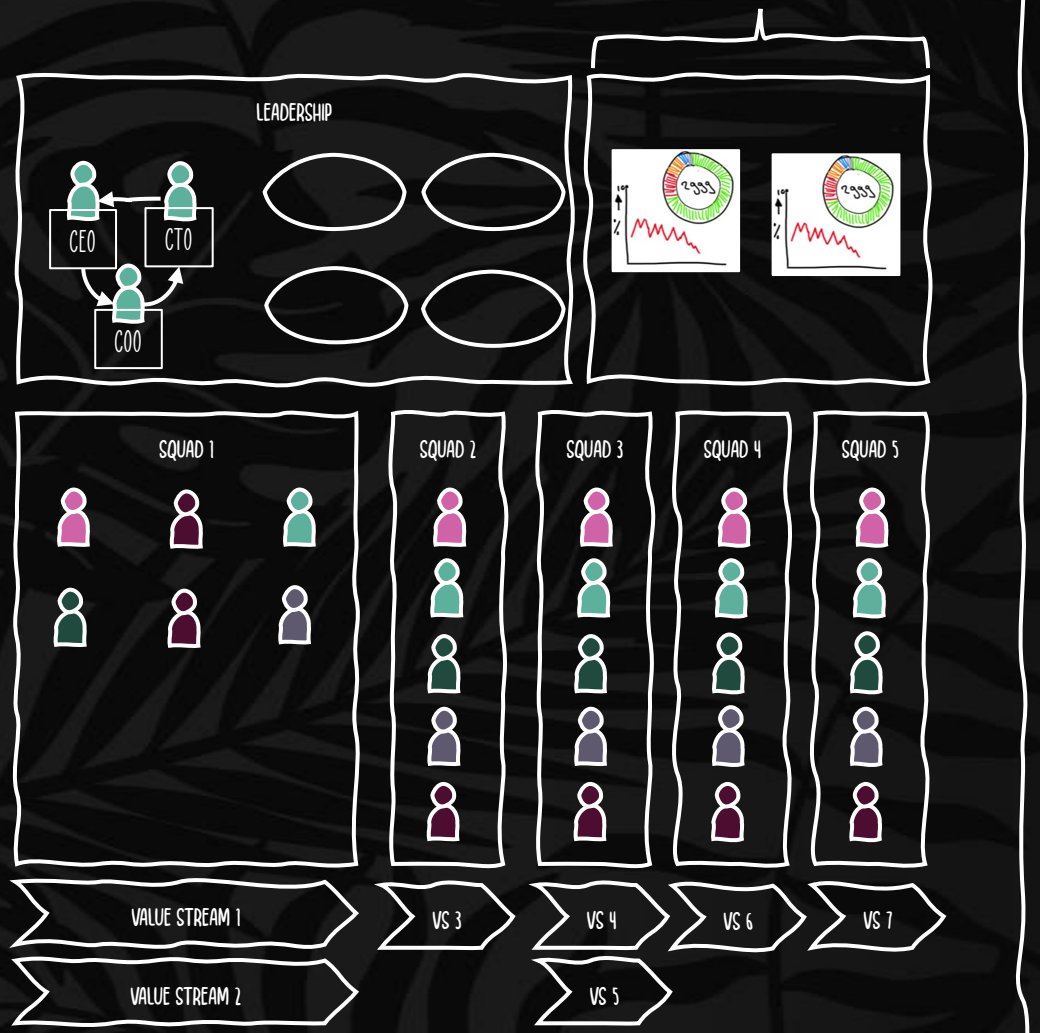
HIERARCHICAL ORGANIZATIONS



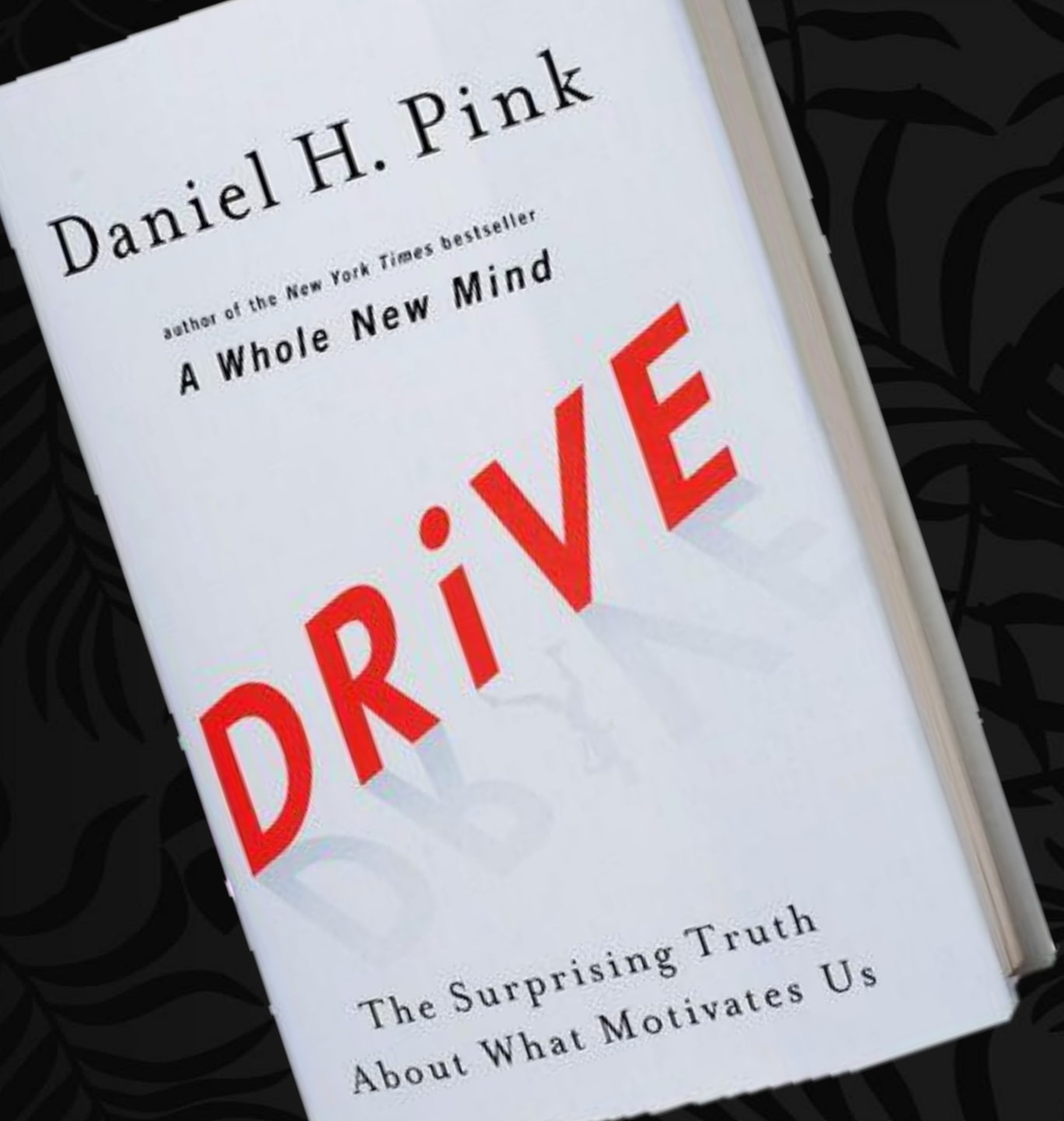
TRADITIONAL



NEW

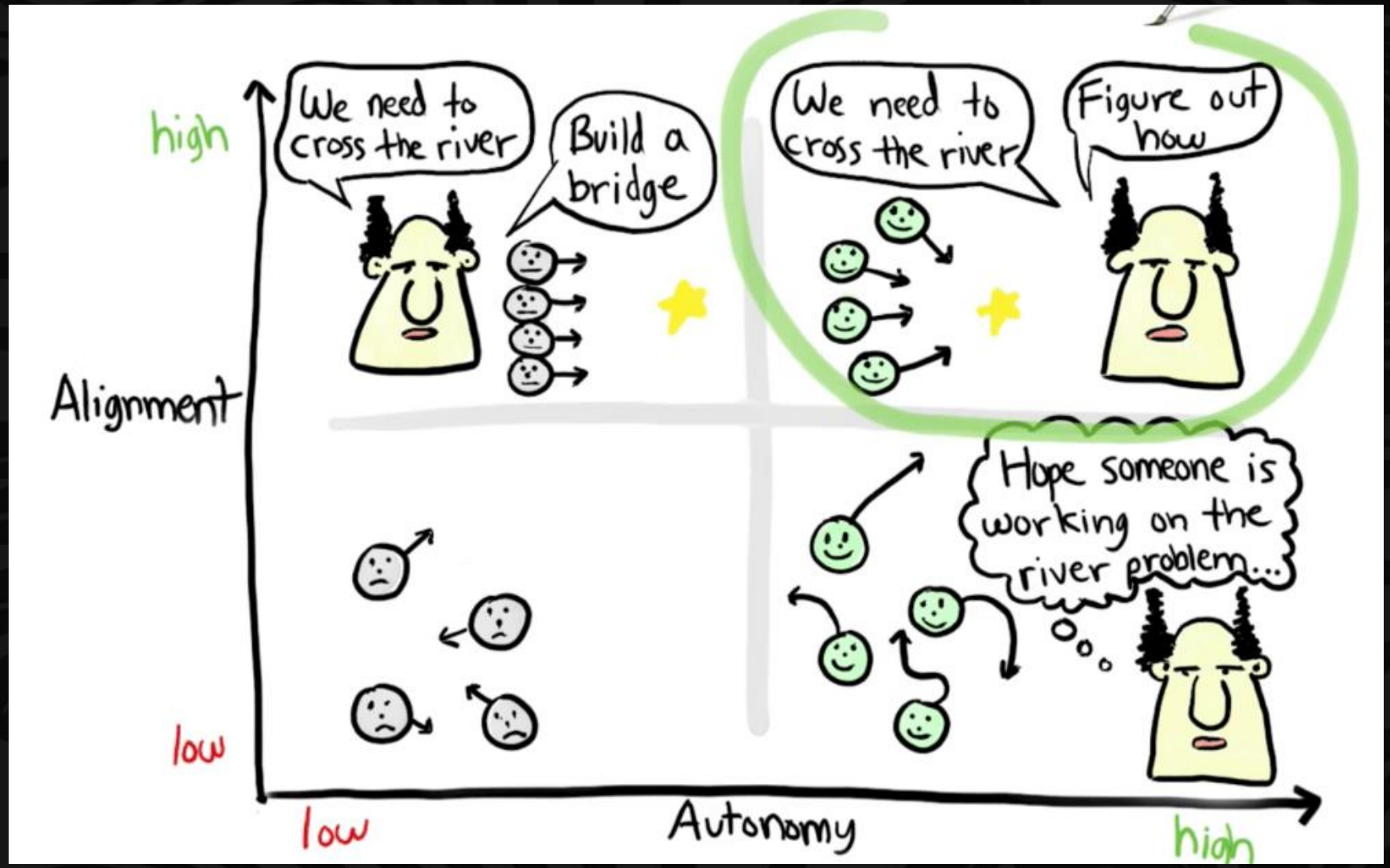


MANAGEMENT STYLES



AUTONOMY
MASTERY
PURPOSE

ALIGNED AUTONOMY



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