DevOps Leadership

Topics

- Introduction to DevOps Leadership

- What is Leadership?

- What does it mean to lead?

- Key Principles of DevOps

- Review: What is DevOps?

- The DevOps Full Stack

- Key Principles of DevOps

- 15 Essential DevOps Practices

- Leveraging Technology & Automation

- Leading the Organization through Transformation

- Lewin's Model for Change

- Continual Improvement

- A Clear 20/20 Vision for Transformation

- The 20/20 Change Model

- Clarifying & Aligning the DevOps Transformation to Value Delivery

- Establish the need for urgency for DevOps

- The IT Value Delivery Problem

- Drivers of Change

- Technology Adoption & Change

- Complexity Creates Fragility & Debt

- The Need for Standardization

- Standardization vs. Complexity

- Gleicher's Formula for Change

- Clarifying & Aligning Business Objectives

- Review: What is Business Value?

- What Happens Without Value Alignment?

- The Importance of True North

- Establish True North Values & Principles

- Defining Mission vs. Vision

- Building a True North Alignment System

- Example of Business Objectives

- The Planned Enterprise Backlog

- Unplanned Work & the Team Backlog

- Sources of demand

- Building Visibility into All Work Types

- Case Study of True North

- Planning & Approaching the DevOps Transformation

- Creating a Vision & Strategy for Transformation

- The importance of vision

- The evolution of a DevOps transformation

- Bi-Modal or Variable Speed IT

- Patterns for scaling DevOps Teams

- Communities of Practice to Bridge Silos

- Clarifying your current state

- Systems Thinking

- Iceberg Model

- Example of Current state

- Current State Assessment

- Example of Future state for the DevOps transformation

- Mental models and structures for DevOps

- Identifying & Influencing the Vital Stakeholders

- Map the critical stakeholders in the DevOps transformation

- The stakeholder management process

- Key considerations when identifying different groups of stakeholders during DevOps transformation

- Ways to overcome resistance and influence critical stakeholders to participate fully in developing the vision and strategy for DevOps in your organization.

- Estimating Stakeholder Support

- Engaging & Implementing the DevOps Full Stack

- Leading a Culture of Self-Organized, Cross-Functional Teams

- Breaking Down the Wall of Confusion

- Pathological culture, Bureaucratic culture and generative culture

- Task Specialization vs. Cross-Functional

- The importance of cross-functional teams

- Enabling Self-organization

- Agile Scrum Teams

- Agile vs. DevOps Teams

- Leadership and Team Authority

- The importance of balancing generalists and pure specialists within DevOps teams

- Phases of evolution in DevOps teaming

- The structure of a functional silo with platform and product teams

- Teaming Changes

- Cultural and Structural Changes

- Trust-Ownership Model

- Knowledge and Skills Planning

- Knowledge and Skills

- Workforce & Talent Management

- Skills & Knowledge Matrix Development

- Published IT competence frameworks: ECF and SFIA

- Gathering, Broadcasting & Implementing Feedback

- Inputs for Identifying the Future State

- Value as the VOC & CTQ

- Measuring Critical to Quality

- Variation Indicates Control

- Customer Engagement Roles - Delivery

- Product/Service Owner Considerations

- Role of the Relationship Manager

- Engagement Roles & Build

- Enabling Flow Across the Value Stream

- Complexity Impacts Flow & Time

- The Three Types of Lean Work

- A Strategic Perspective on Standardization

- Complexity & Impact of Unplanned Work

- Value Stream Improvement Phases

- Value Stream Mapping

- Waste in a Process

- Metrics - What Should It Measure?

- Leader's Use of Visual Management

- Examples of Visual Management

- Kanban with Scrum ("Scrumban")

- Making Unplanned Work Visible

- The importance of creating common communication channels

- Communication & Transparency Solutions

- Communication Considerations

- Breaking Work into Iterations to Accelerate Learning & Experimentation

- Agile vs. Waterfall Project Management

- Iterative Product Management

- The Pillars of Agile & Scrum

- Scrum - A Leadership Perspective

- Enabling the Shift Left with Agile XP

- Agile XP Practices

- Visualizing Velocity Improvement

- Leadership for Continuous Delivery

- Requirements for Automation

- Continuous Delivery

- Applying Continuous Delivery at Scale

- Continuous Testing

- Component Testing

- Subsystem or Application Testing

- End-to-End enterprise system testing

- Isolated feature branch

- Continuous Integration

- The importance of Continuous Improvements

- Trunk Management & Gated Commits

- Release & Deployment Cadences

- Trunk Management & Release Strategies

- Blue-Green Deployment

- The importance of understanding the capabilities and role of each tool in the DevOps toolchain

- Features of DevOps Toolchain

- Orchestration & Integration

- Advantages and disadvantages of Open Source software

- The Larger Tool Ecosystem

- Automation & Tooling Strategies

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