# DevOps Counselling

## Or: How to help your developers and sysadmins learn to love each other (again)

TOM SULSTON

### ThoughtWorks®

http://thoughtworks.com @tomsulston





## Counselling?



## Most problems are non-technical

TESCO value

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### Common purpose

TESCO value

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Common purpose

Sharing

TESCO value

MOTIVATIONAL POSTER



Common purpose

Sharing

Helpfulness

**TESCO value** 

MOTIVATIONAL POSTER



Common purpose

Sharing

Helpfulness

Technical rigour

**TESCO Value MOTIVATIONAL POSTER PLEASE BE MOTIVATED** 



Common purpose

Sharing

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MOTIVATIONAL POSTER

PLEASE BE MOTIVATED

Technical rigour

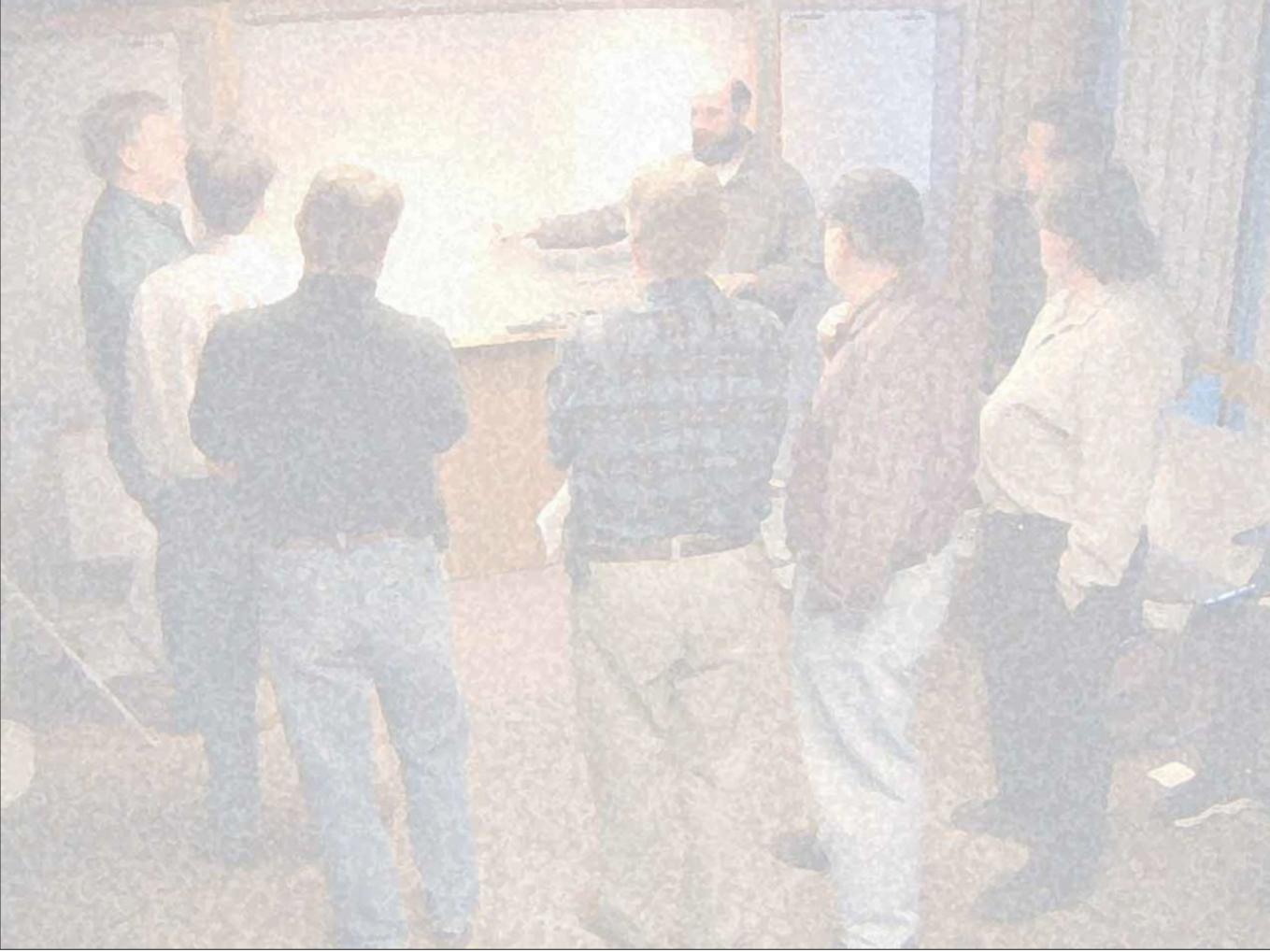
## Rich communication





Wednesday, May 11, 2011

# Top Ten Tips



Good analysis & stories.

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Iterative development + deployment

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Continuous Integration preceeds Continuous Delivery

Good analysis & stories.

Iterative development + deployment

Continuous Integration preceeds Continuous Delivery

Automated testing

Good analysis & stories.

Iterative development + deployment

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Automated testing

Bigger fish to fry



Communication as a factor of distance

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ONI

Make time to talk

Communication as a factor of distance

ONF

Make time to talk

Have open channels

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Talk to individuals

Wednesday, May 11, 2011

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#### COPENHAGEN INTERNATIONAL SOFTWARE DEVELOPMENT

CONFERENCE 201

#### raining: May 9-10 // Conference : May 11-13





#### Rebecca Parson Jez



#### David Anderson Patrick Copeland Cameron Pur

## COPENHAGEN

CONFERENCE 201

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Rebecca Parson Jez



David Anderson Patrick Copeland Cameron Pure

## OPENHAGEN Don't create knowledge silos

[raining: May 9-10/// Conference : May 11-13





Rebecca Parson Jez



David Anderson Patrick Copeland Cameron Purc

#### COPENHAGEN INTERNATIONAL SOFT Dopt Elegreate knowledge silos

### Have special interest groups





Rebecca Parson Jez



David Anderson Patrick Copeland Cameron Purc

## INTERNATIONAL SOFT Don't create knowledge silos

Have special interest groups Training: May 9-10 // Conference : May 11-13

### Encourage people to try 'irrelevant' groups

teve Freemann Dan North

Rebecca Parson Jez Humb

David Anderson Patrick Copeland Cameron Purd

## Have special interest groups

sort Don't create knowledge silos



www.gotocph.com

### Exploit Conway's Law

## Have special interest groups

sort Don't create knowledge silos



Steve Freemann Dan North

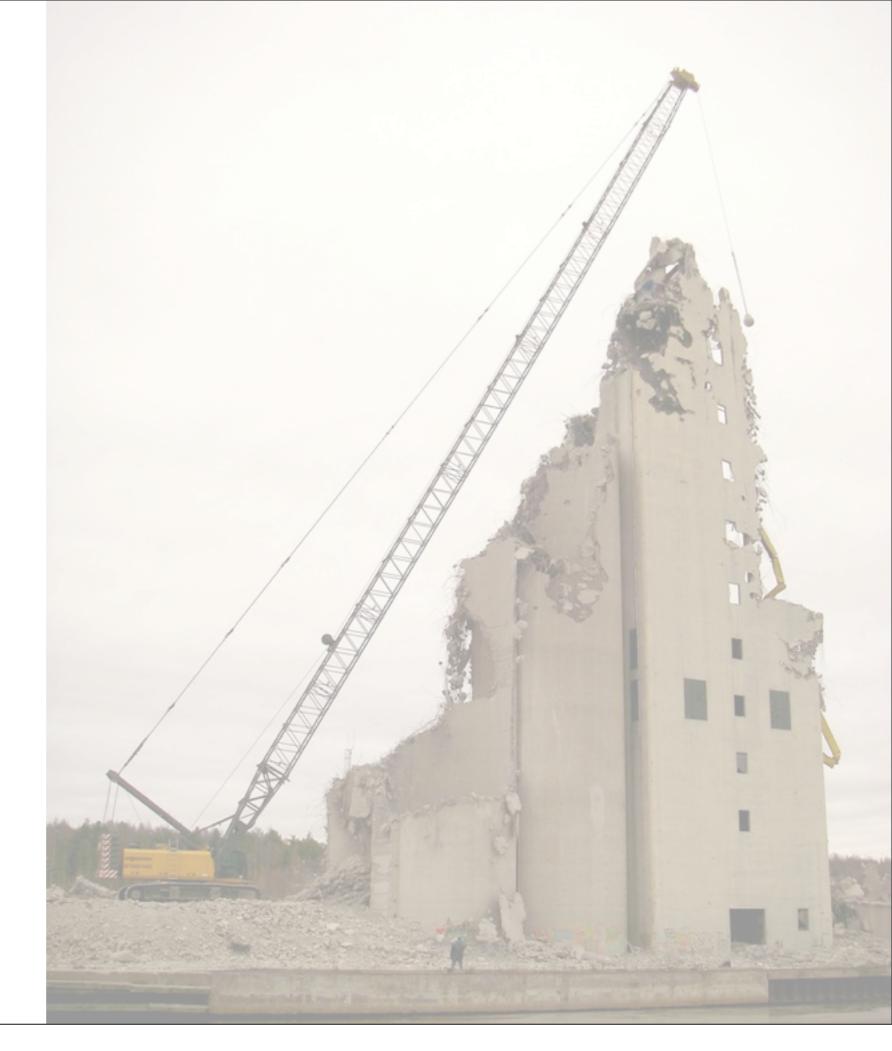
Rebecca Parson Jez Hu

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### Exploit Conway's Law

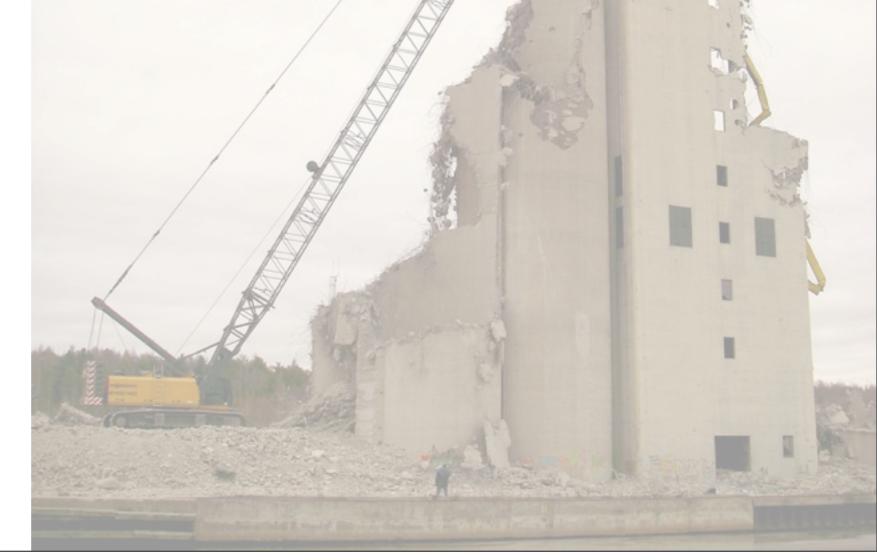
Wednesday, May 11, 2011



# Don't tear down the silos (yet!)

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Give individuals time to work in their area



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Reduce silo'd work

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Don't have big central services teams

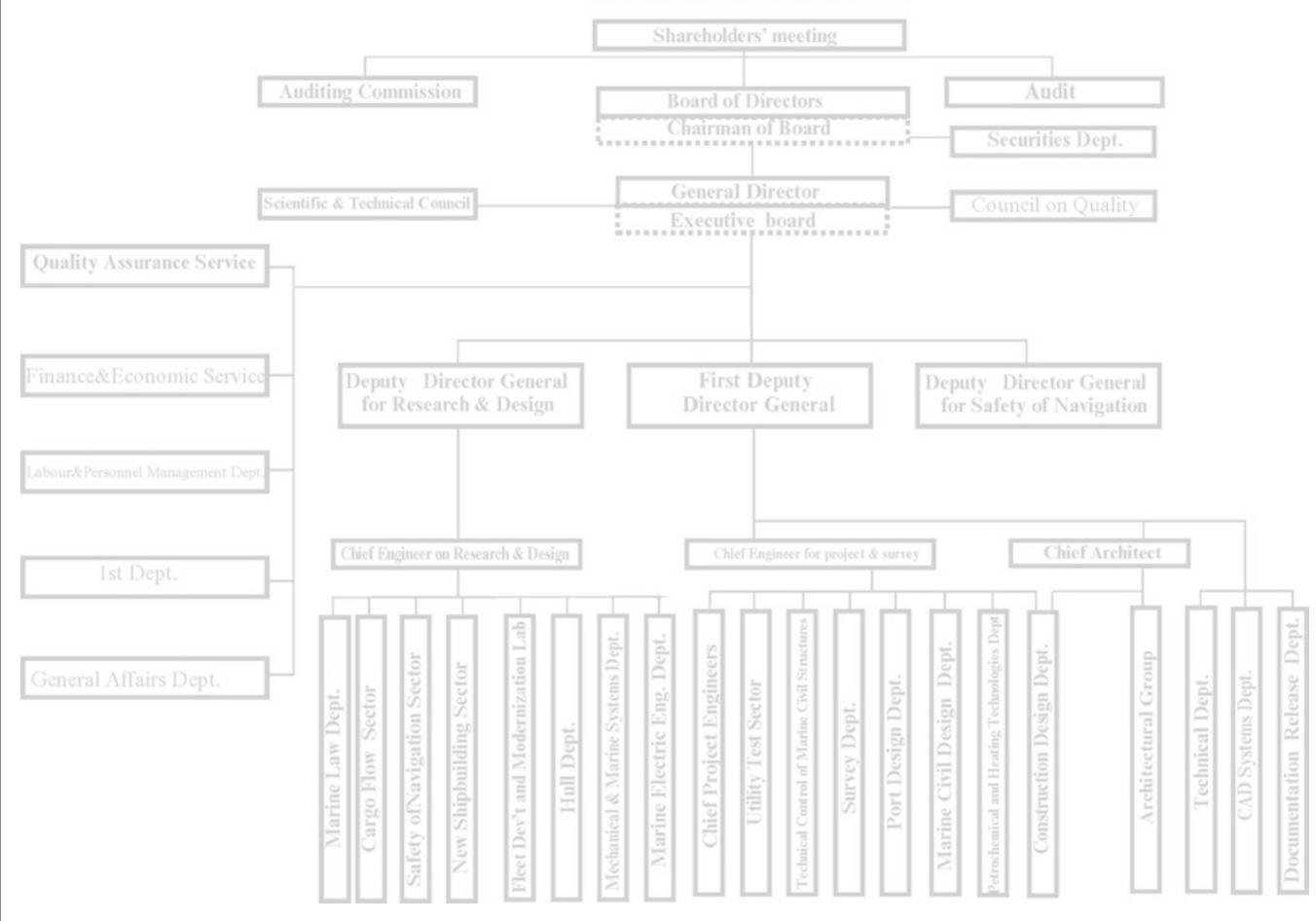
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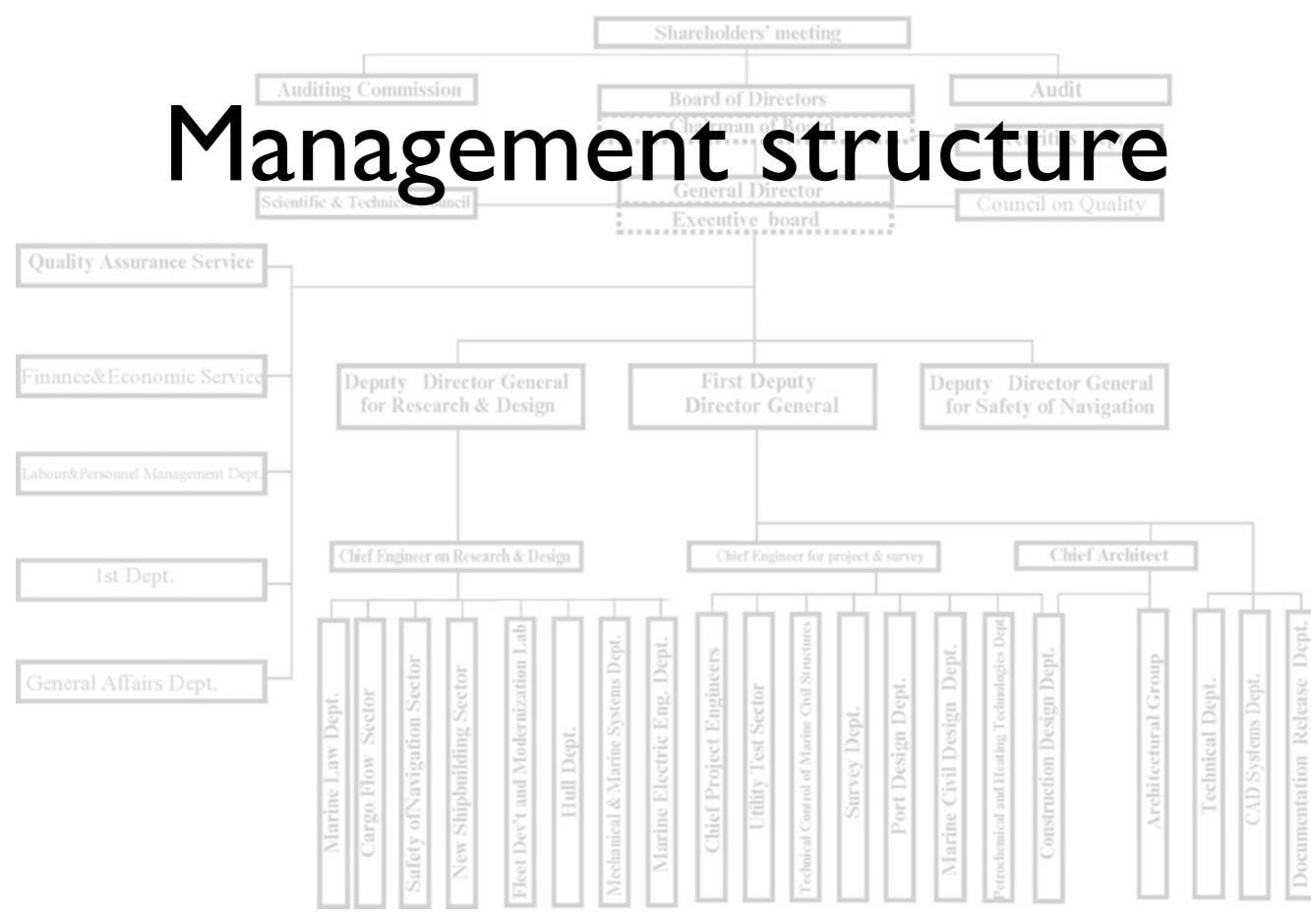
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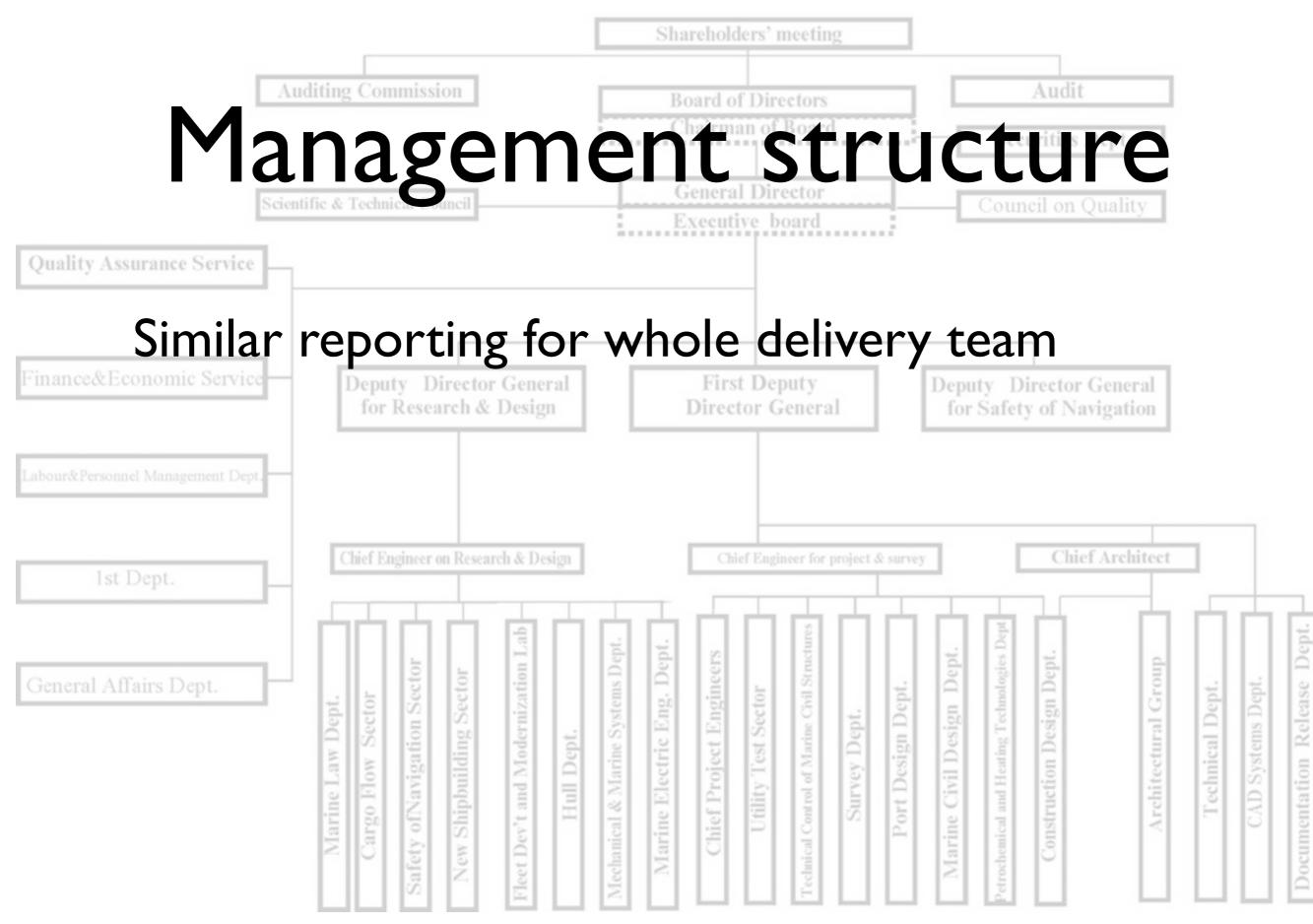




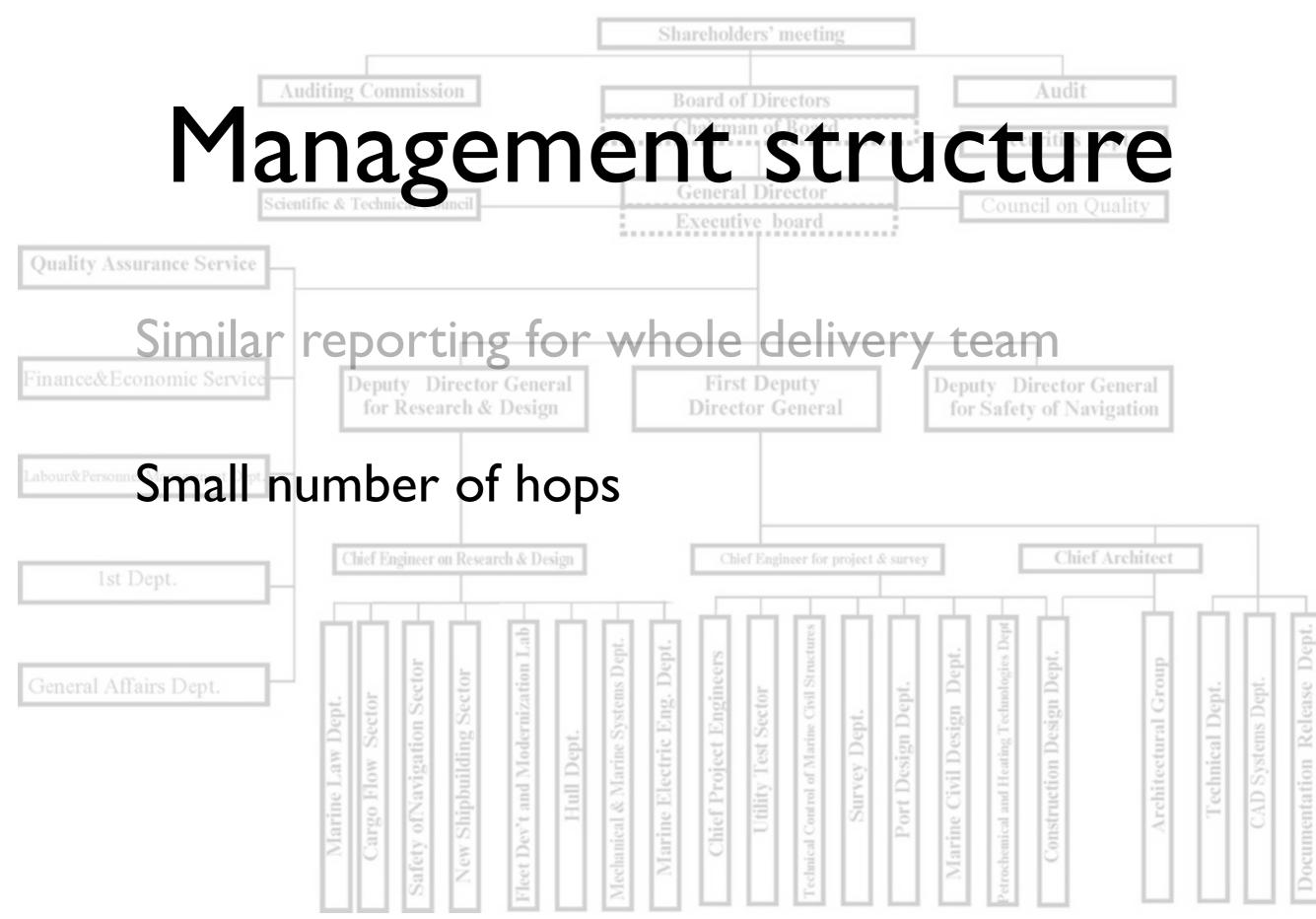




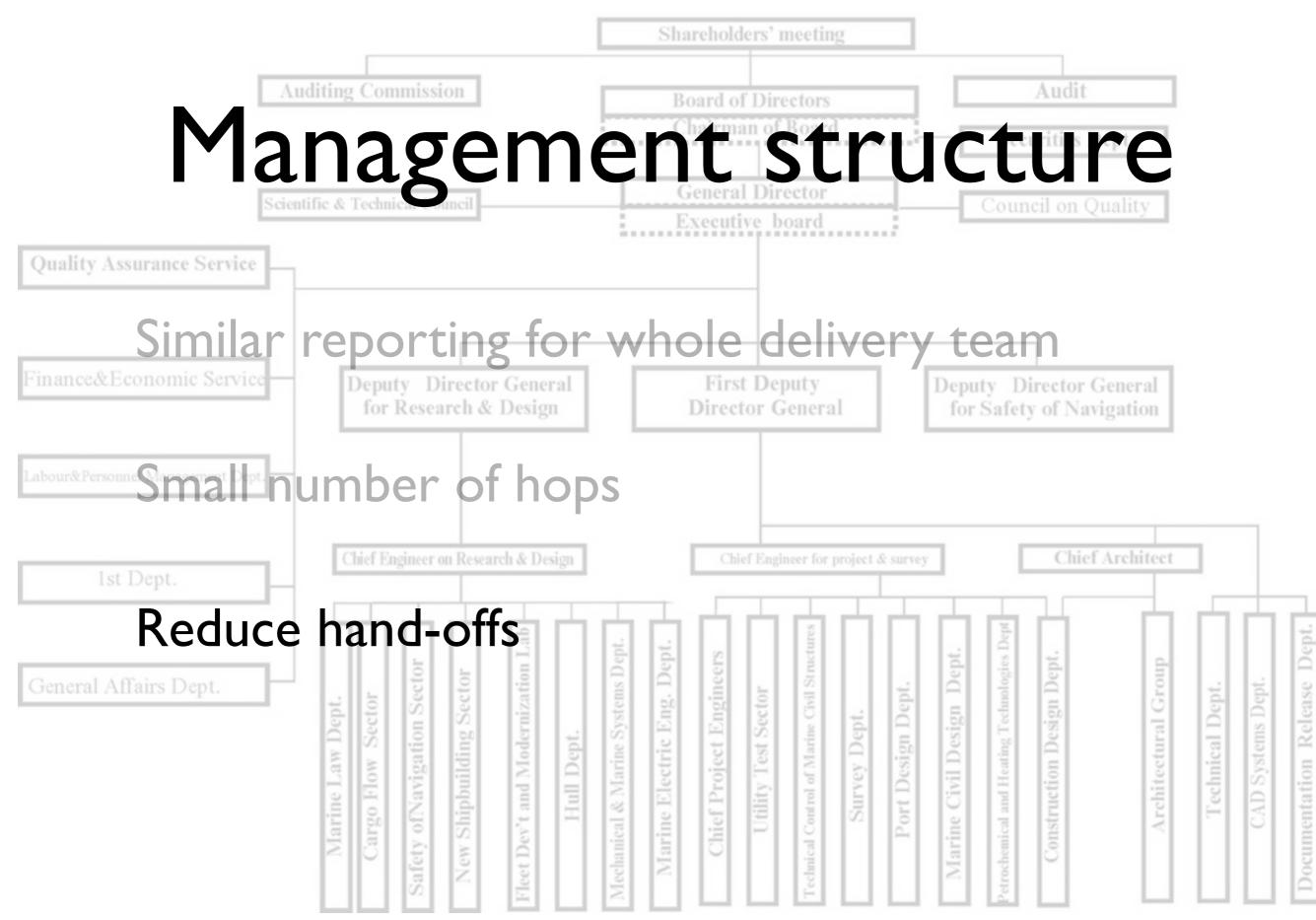




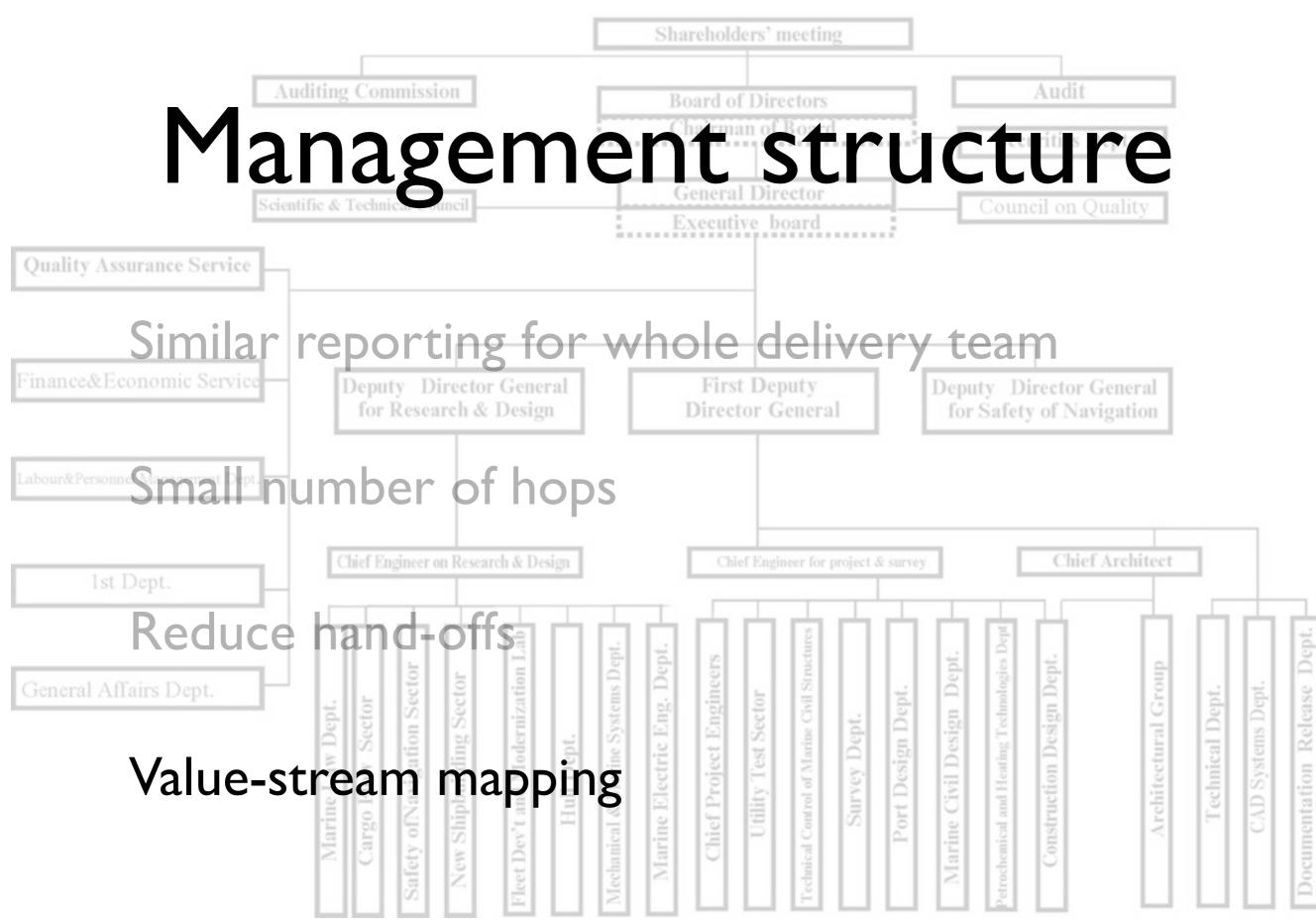




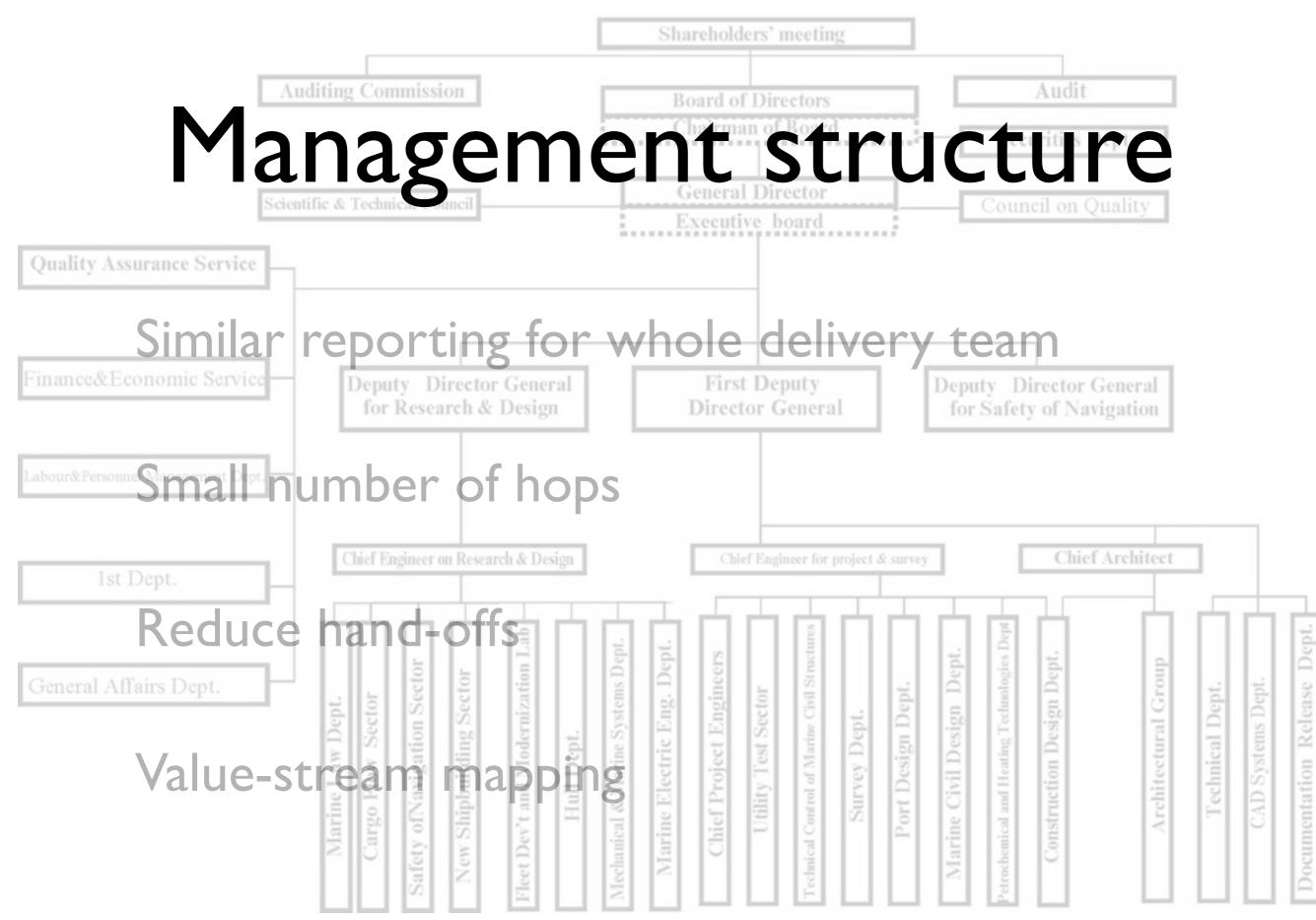














Are your incentives helping or hurting?

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Focus on delivery

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Reward everyone fairly

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Focus on delivery

Reward everyone fairly

Don't get gamed

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Reward everyone fairly

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Come on!



Come on!

Include everyone



Come on!

Include everyone

Be thoughtful



Come on!

Include everyone

Be thoughtful

Celebrate failure



Come on!

Include everyone

Be thoughtful

Celebrate failure



#### laughingsquid.com

2008

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Everyone has RW to Puppet/Chef

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Share the pain when breakages happen

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0715 Plat 4 LONDON EUSTON	0715 Plat 8A FOUR OAKS	0717 Plat 5B CHESTER	0718 Plat 3A		DEPARTUR
	Caling at Duddeston, Aston, Gravelly Hill, Erdington, Chester Road, Wylde Green, Sutton Coldfield, FOUR OAKS.	Caling at: Welverhampton, Bilbrook, Codsall, Albrighton, Cosford, Telford Central, Wellington (Shropshire), Shrewsbury, Gobowen, Chirk, Ruabon, Wrexham General,	COVENTRY Calling at Birmingham International, Hampton-in-Arden, Berkswell, Tile Hill, Carley, COVENTRY.		
	On Time				
irst Class at Front lestaurant onboard for 1st	Central Trains				
724 Plat 11B ONGBRIDGE	0725 Plat 8A LICHFIELD TRENT VALLEY	0727 Plat 5A WALSALL	0730 Plat 2 LONDON EUSTON	0730 Plat 108 CARDIFF CENTRAL	
	LICHFIELD TRENT VALLEY Calling at Aston, Gravelly Hill, Erdington, Chester Road, Wylde Green, Sutton Coldfield, Four Oaks,	WALSALL Calling at: Duddeston, Aston, Witton, Perry Barr, Hamstead,		0730 Plat 108 CARDIFF CENTRAL Calling at: Cheltenham Spa, Gloucester, Newport, CARDIFF CENTRAL	Time         Drigen         Pia           0659         Crewe         1//           0711         Four Oaks         11           0714         Longbridge         8/           0715         Northampton         3           0719         Lichfield         City         11           0723         Longbridge         8/           0724         Wolverhampton         2           0727         Nottingham         10
ONGBRIDGE alling at we Ways, niversity, elly Oak, ournville, ngs Norton, orthfield,	LICHFIELD TRENT VALLEY Calling at: Aston, Gravelly Hill, Erdington, Chester Road, Wylde Green, Sutton Coldfield,	WALSALL Calling at: Duddeston, Aston, Witton, Perry Barr	LONDON EUSTON Calling at: Birmingham International, Coventry,		Time         Drigen         Part           0659         Crewe         1//           0711         Four Oaks         11           0714         Longbridge         8/           0715         Northampton         3           0719         Lichfield         City         11           0723         Longbridge         8/           0724         Wolverhampton         2

#### Information-sharing

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Intral Trains	Central Trains	Central Trains	Con Time First Class at Front	Central Trains	0745 Great Malvern 9/ Time Now 07:1

### Information-sharing

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#### SAs should see new features coming

0724 Plat 11B ONGBRIDGE	0725 Plat 8A LICHFIELD TRENT VALLEY	0727 Plat 5A WALSALL	0730 Plat 2 LONDON EUSTON	0730 Plat 108 CARDIFF CENTRAL	
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Intral Trains	Central Trains	Central Trains	Con Time First Class at Front	Central Trains	0745 Great Malvern 94 Time Now 07:1

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0715 Plat 4 LONDON EUSTON Caling at Birmingham International, Coventry, LONDON EUSTON. Plat 8A FOUR OAKS Caling at Duddeston, Aston, Gravelly Hill, Erdington, Chester Road, Wylde Green, Sutton Caldfield, FOUR OAKS.	of 17 Plat 5B 0718	At 3A MANCHESTER Piccabilly Caing at Wolverhampton, Stafford, Stoke-on-Trent, Congleton, Macclesfield, Stockport, MANCHESTER PICCAbilly.	DEPARTURE Two Destination Part 0703 Bournemouth 1A 0712 Stafford 6A Via Walsall and Hedr 0714 Redditch 11B 0715 London Euston 4 0715 Four Oaks 8A 0717 Chester 58 Via Shrewsbury 0718 Coventry 3A
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0715 LONDON EUSTON Calling at: Birmingham Internat Coventry, LONDON EUSTON	Gravelly Hill, Cods Erdington, Albrig Chester Road, Costo Wylde Green, Telfor Sutton Coldfield, Wellin FOUR OAKS. Shree	TOTIC Plat 5B OT 18 Plat 3A <b>SASASSASSASSASSASSASSASSASSASSASSASSASS</b>	A Manchester Piccabilly Caling at Wolverhampton, Stafford, Stoke-on-Trent, Congleton, Macclesifield, Stockport, MANCHESTER PICCADILLY.	DEPARTURE Two Destruction Proceedings 0703 Bournemouth 1A 0712 Stafford 6A Via:Walsall and Hode 0714 Redditch 118 0715 London Euston 4 0715 Four Oaks 8A 0715 Four Oaks 8A 0717 Chester 58 Via:Shrewsbury 0718 Coventry 3A 0718 Illanchester Pic 58
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# Information-sharing

0715 LONDON EUSTON Calling at: Birmingham Internat Coventry, LONDON EUSTON	Calling at Duddeston,	or 17 Plat 58 <b>System 58</b> <b>System 58</b> <b>System 58</b> <b>Plat 58</b> <b>System 58</b> <b>Plat 58</b> <b>Plat 58</b> <b>Plat 58</b> <b>Plat 58</b> <b>System 58</b> <b>Plat 58</b>	718 Plat 3A <b>PADS</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b>Pads</b> <b></b>	218 Plat 58 HANCHESTER PICCADILLY Caling at Wolverhampton, Stafford, Stoke-on-Trent, Congleton, Macclesfield, Stockport, MANCHESTER PICCADILLY.	DEPARTURE Two Beatration Par 0703 Bournemouth 1A 0712 Stafford 6A Via-Walsall and Hedr 0714 Redditch 118 0715 London Eusten 4 0715 Four Oaks 8A 0715 Four Oaks 8A 0717 Chester 58 Via-Shrewsbury 0718 Coventry 2A 0718 Manchester Pic 58
inst Class at Front testaurant onboard f	Developers sho n Time Central Trains	ould know a on Time	On Time	uction On Time Quiet Coach - Coach F Vrgin Voyager	
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alling at ve Ways, niversity, elly Oak, purnville, ngs Norton, arthfield, DNGBRIDGE.	Big Caling at: Aston, Growely II. VISIBLE disp Wylde Green, Sutton Coldfield, Four Oaks, Butlers Lane, Blake Street,	Duddeston, Bi Aston, C		Calling at: Cheltenham Spa, Gloucester, Newport, CARDIFF CENTRAL.	0659 Crewe1A0711 Four Oaks110714 Longbridge8A0715 Northampton30719 Lichfield City110723 Longbridge8A0724 Wolverhampton20727 Nottingham100730 Lichfield T V110733 Redditch8A
entral Trains	Go to each oth Time Central Trains	ner's meeting On Time Central Trains	S On Time rst Class at Front	Central Trains	0735 Derby 10 0742 Four Oaks 11 0743 Longbridge 8A 0745 Southampton C 68 0745 Great Malvern 9A Time Now 07:11

Songs in "Rolling Stone 500 Greatest Songs of All Time"

US Crude Oil Field Production, Lower 48 States (1,000 barrels)

Greatest Songs of All Time" Greatest Songs of All Time" Greatest Songs of All Time" US Crude Oil Field Production,

Lower 48 States (1,000 barrels

#### Greatest Songs in "Rolling Stone 500 Greatest Songs of All Time" Greatest Songs of All Time" US Crude Oil Field Production

US Crude Oil Field Production, Lower 48 States (1,000 barrels

What happens at release time?

### Greatest Songs in "Rolling Stone 500 Greatest Songs of All Time" Gather metrics US Crude Oil Field Production

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US Crude Oil Field Production, Lower 48 States (1,000 barrels

What happens at release time?

How can we measure the system?

### Greatest Songs of All Time" Gather metrics US Crude Oil Field Production

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US Crude Oil Field Production, Lower 48 States (1,000 barrels

Songs in "Rolling Stone 500

What happens at release time?

How can we measure the system?

Evidence-based decision making.

### Greatest Songs in "Rolling Stone 500 Greatest Songs of All Time" Gather metrics US Crude Oil Field Production

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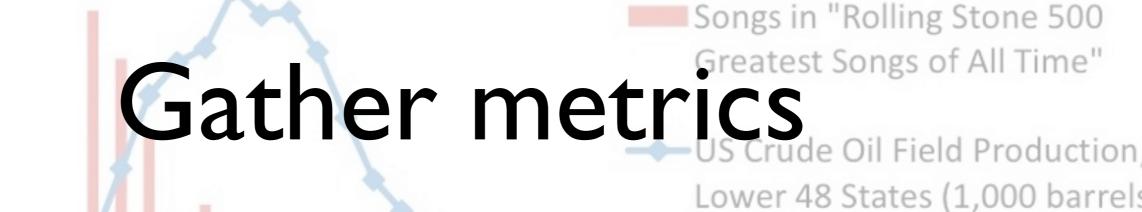
US Crude Oil Field Production, Lower 48 States (1,000 barrels

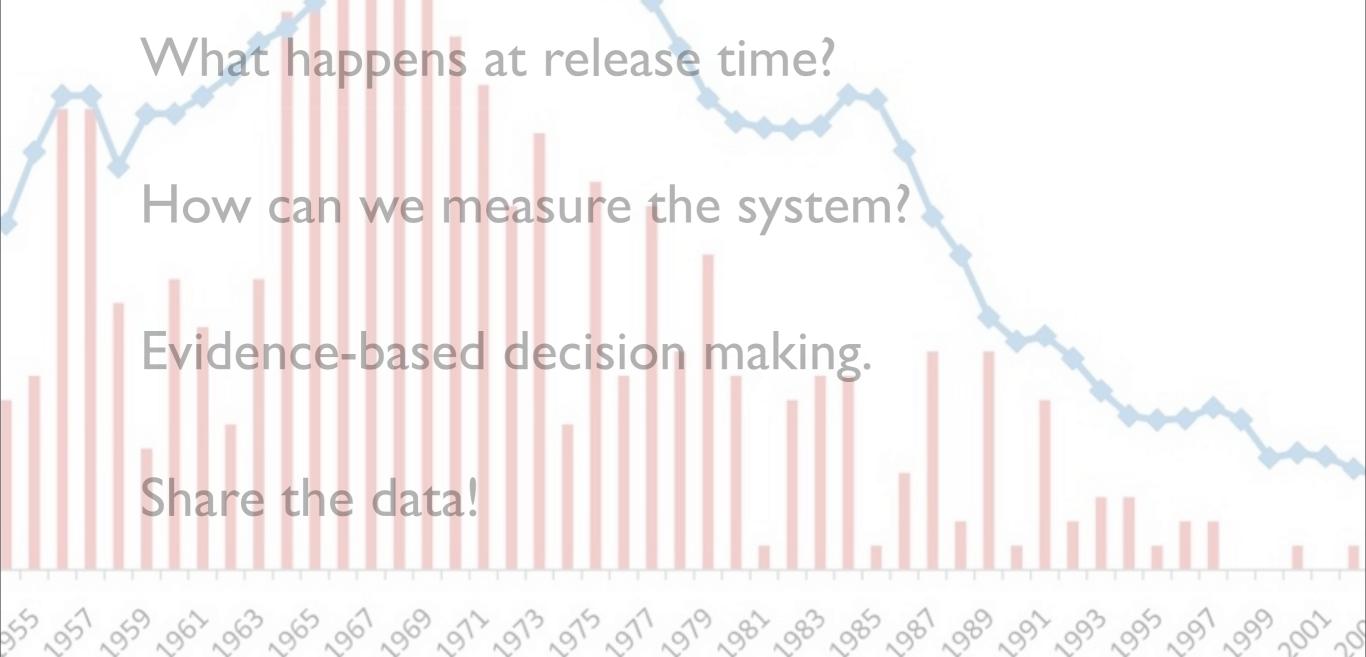
What happens at release time?

How can we measure the system?

Evidence-based decision making.

Share the data!









### Go and make friends

Go and make friends

### Stir things up

Go and make friends

tir things

Break existing organisational boundaries

Go and make friends

Stir things u

Break existing organisational boundaries

Internal or external?

Go and make friends

Stir things u

Break existing organisational boundaries

Internal or external?

# How about you?

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