From BOFH to Just Another Person in the Standup

Surviving the migration to DevOps

Jamie Riedesel
DevOps Engineer
@sysadm1138
A  Service Organization

Do things for other parts of the organization, at the direction of those other parts.

Experts charged with keeping things running, but have to ask others to approve any improvements.

B  Generative Organization

Create a product, continually make it better, in collaboration with the entire product group.

Experts working in a group to keep things running, and continually improve them.
Psychological Safety

Nichole this morning. Google, earlier this year.

And a lot of people since then.

Even me.
<table>
<thead>
<tr>
<th><strong>Pathological (power)</strong></th>
<th><strong>Bureaucratic (rules)</strong></th>
<th><strong>Generative (performance)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Low cooperation</td>
<td>Modest cooperation</td>
<td>High cooperation</td>
</tr>
<tr>
<td>Messengers blamed</td>
<td>Messengers ignored</td>
<td>Messengers trained</td>
</tr>
<tr>
<td>Responsibilities avoided</td>
<td>Narrow responsibilities</td>
<td>Risks are shared</td>
</tr>
<tr>
<td>Bridging discouraged</td>
<td>Bridging tolerated</td>
<td>Bridging encouraged</td>
</tr>
<tr>
<td>Failures lead to scapegoats</td>
<td>Failure leads to justice</td>
<td>Failure leads to inquiry</td>
</tr>
<tr>
<td>Novelty crushed</td>
<td>Novelty is a problem</td>
<td>Novelty implemented</td>
</tr>
</tbody>
</table>

**Westrum Typology**

The DevOps Report likes this chart a lot

Keeping sane in a pathological environment is radically different than keeping sane around bureaucrats.
Little makes for a toxic environment faster than being highly trained, with professional standards, and no one listens to you.

Microaggressions. OMG Microaggressions.
Being in IT is like riding a bike ... Except you're on fire.
The bike is on fire.
And you're in hell.
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4:18 AM - 26 Jan 2016
Being inIT is like riding a bike ... Except you're on fire.
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Willful Ignorance From Management

Being in IT is like riding a bike ... Except you're on fire.
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4:16 AM - 26 Jan 2016
My Team is Awesome

We are the thin line between the duct-taped infrastructure and the chaos monkeys that will wreck it.

@sysadm1138
Identify Business Need

Identify Suppliers

Qualify Suppliers

Obtain Mgmt Permission

Select Supplier

Deliver to IT for Deployment

Profit!

Service Oriented Architectures -- For Humans!
Service Oriented Architectures -- For Humans!

Identify Business Need
Identify Suppliers
Qualify Suppliers
Select Supplier
Obtain Mgmt Permission
IT Review
Deliver to IT for Deployment
Profit!
Reflexive Change
Resistance

Mad Chad Taylor, chainsaw juggler
Fear of change not initiated by me, or my team of awesome.

By pitching a fit, we can sometimes affect positive change. Maybe involve us earlier next time.
PSYCHOLOGICAL SAFETY METHODS

2. Intentional Deinvestment

To be used when pitching a fit doesn’t work.

To save my sanity, I no longer care how this turns out.
I see you’re getting steamrolled by management.

You have my sympathies.

To save my own sanity, I won’t help people outside of my Team of Awesome.
Pain shared is pain divided.

Bonding through negativity
Bonding through negativity

BOFH
Stupid User Tricks
(L)users
Pointy Haired Boss
To better reflect our workflow the kan ban board now only has two columns:

- Stalled
- On Fire

"Let's deploy Openstack!" from the group with other popular comedy hits such as

"MySQL is a database"

and:

"I know what I'm doing"

Our hiring acceptance has declined since we had the bright idea of showing candidates our deploy scripts during interviews.

Dev: "It works on my machine, just not on the server." Me: "Ok, backup your mail. We're putting your laptop into production."
Negativity: Pain shared is pain divided.

Not just IT types.
Police
Fire-fighters
ER Professionals
Animal Control officers
TRADITIONAL IT

Service Organization
Toxic cesspit of disrespect and things I hate.

SMALL TEAM AGILE

Generative Organization
Wonderland of promise and not hating my job.

@sysadm1138

HelloSign
Wait, what?
No.
We can’t do this, we don’t know how.
"If you go in with a problem you are a nuisance. If you go in with a solution you are an asset."

👋🏼 @wiredferret #wsc2016conf
What challenges are you seeing?

Let’s make some user-stories about that.

Can you work with #{person} to make a list?
Comes from having an initiative denied.

Re-engage them, find out why they shut off.
Everyone loves a good stupid-user story…

I got lots.
Check that shit

Signpost your office culture. This is not acceptable.

Even you, Upper Midwesterners. This conflict is worth it.
“DON’T BE AN ASSHOLE

Word Choices

Body Language

Always Encouraging

Recognize your biases

Do not be condescending”

https://speakerdeck.com/durhamka/becoming-a-mid-two-perspectives-on-leveling-up
Stop hurtful negativity

In a generative environment, it does not reinforce psychological safety. In fact, it *hurts* it.

Check that shit.

Fire the assholes who don’t adapt.

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1 **Redirect**

Turn the reflexive negativity into an opportunity to provide feedback.

Teaches that they can provide feedback without excessive verbal elbow.

2 **Reengage**

If they retreat after a loss, look at it as another opportunity for feedback.

Teaches them that they are not a service, they are a person; and you know that.

3 **Stop hurtful negativity**

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