High Performing Cloud Architects

"Creating high-perfoming teams with devops behavior"

Peter Nijenhuis & Dave van Herpen

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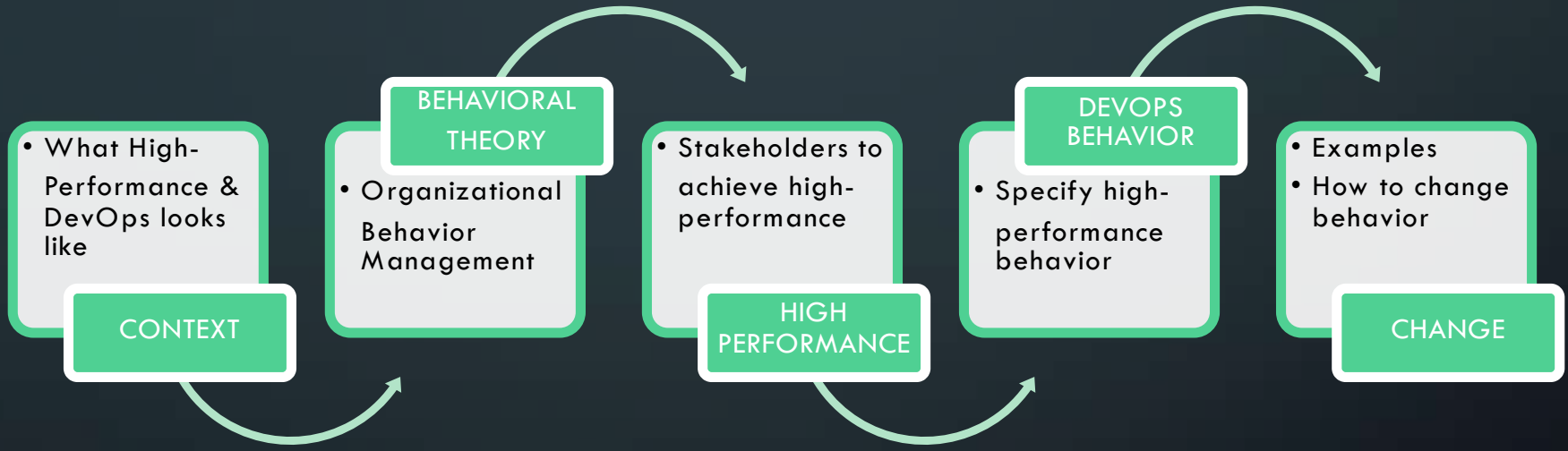
CREATING HIGH-PERFORMING TEAMS WITH DEVOPS BEHAVIOR

CLOUD ARCHITECT ALLIANCE

PETER NIJENHUIS

DAVE VAN HERPEN

TODAY'S PIPELINE



WHAT DO DEVOPS & HIGH-PERFORMANCE LOOK LIKE?

Imagine you are starting in your new job……

Behavioral science: OBM

WHAT IS OBM?

Organizational Behavior Management

Scientific approach improve (team)performance

Addresses the “HOW” of organizational change

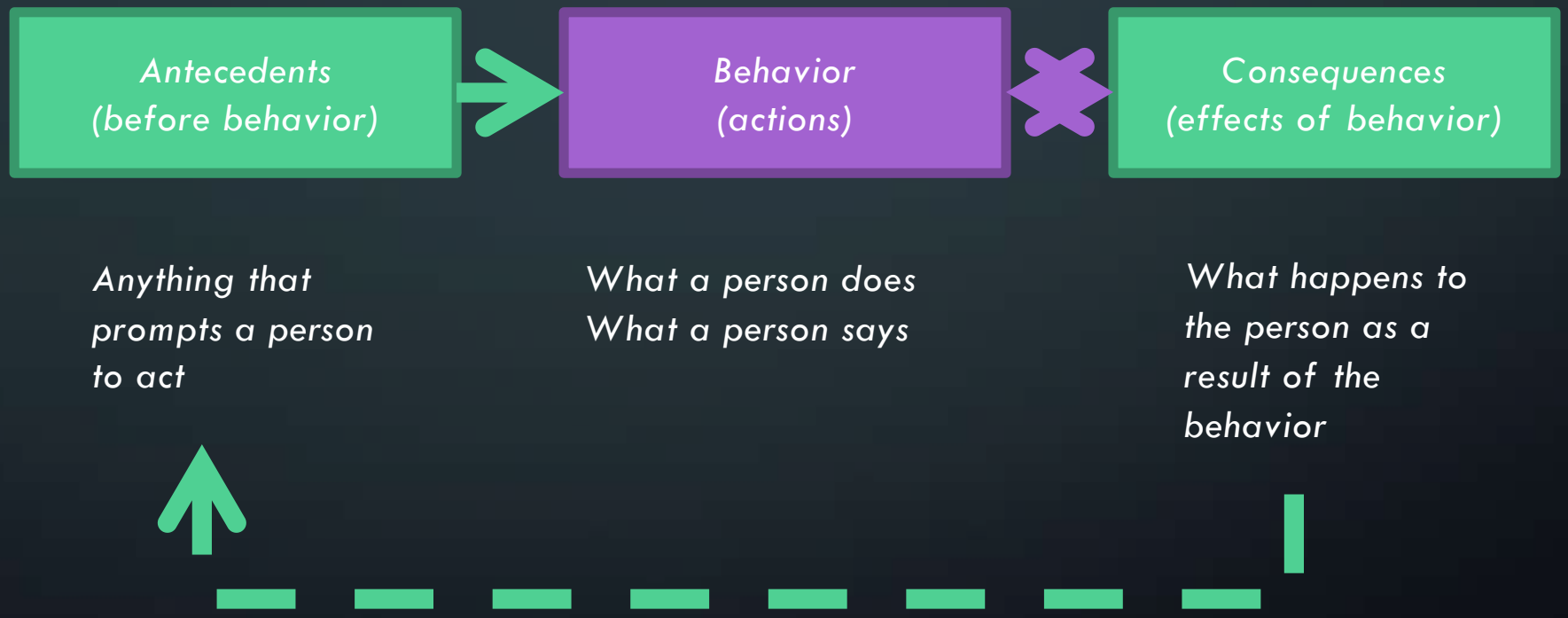
- Applied Behavior Analysis
  - B.F. Skinner
  - B. Sulzer-Azaroff
  - A.C. Daniels

BEHAVIOR

any activity of a living creature

PERFORMANCE

ABC-MODEL: OVERVIEW



THE RELATIONSHIP BETWEEN A AND B

SETTING EVENT

RESPONSE

Anything that prompts a person to act

What a person does
What a person says

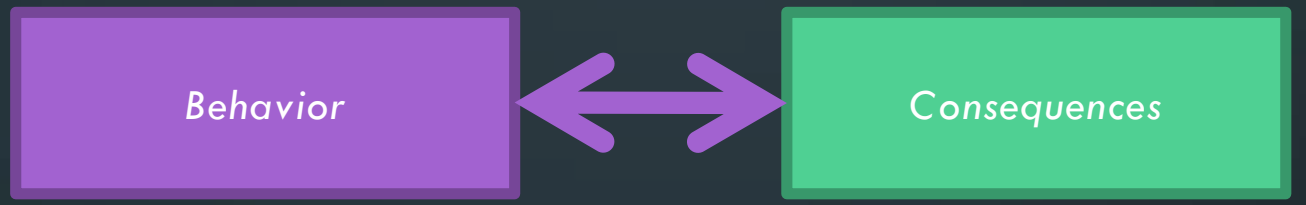
events, objects, something you hear, feel, see, even time passing by…

reflex or
trained response: HABITS

THE RELATIONSHIP BETWEEN B AND C

RESPONSE

EFFECT



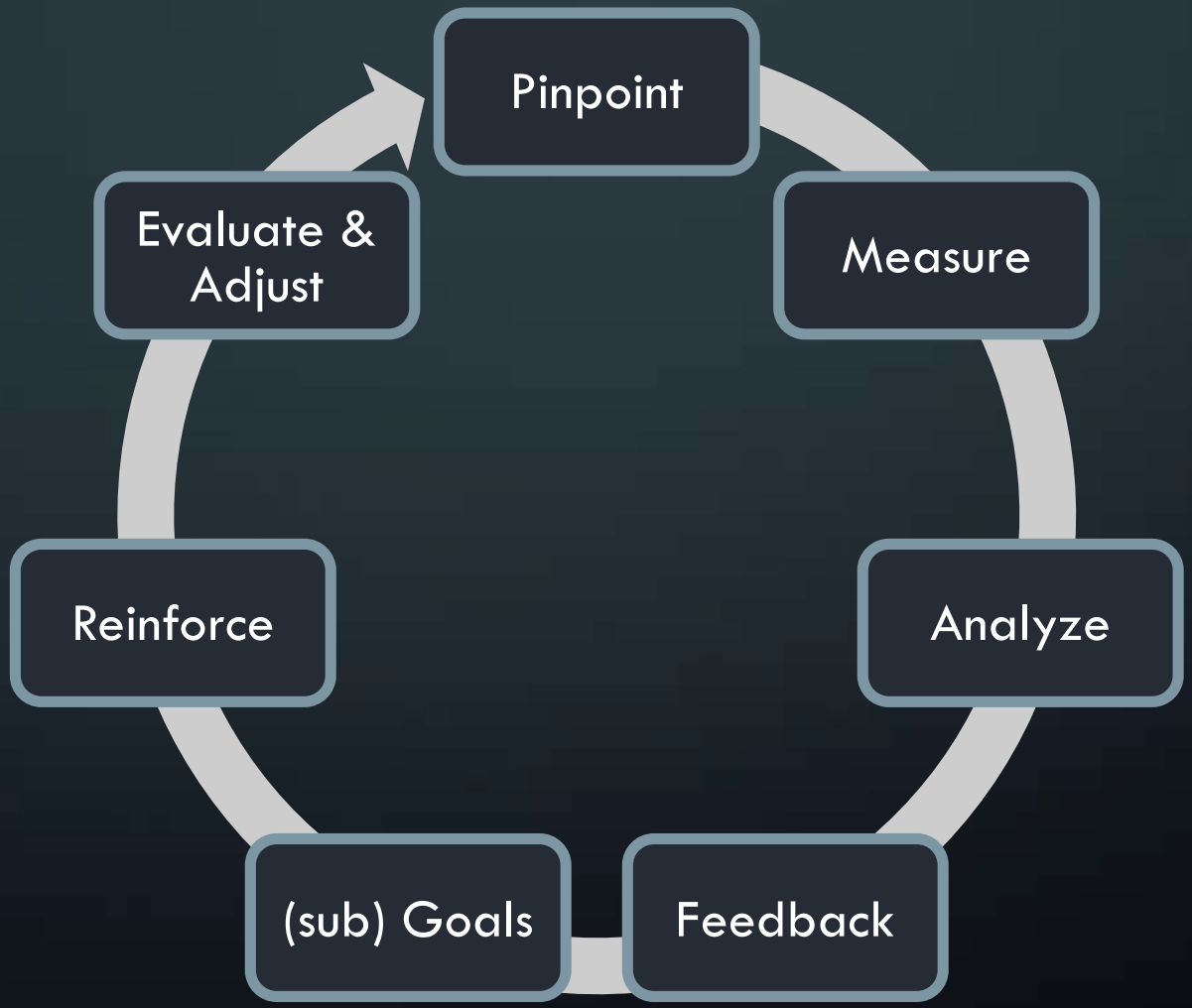
What a person does
What a person says

What happens to the person as a result of the behavior

RESPONSE ALWAYS HAS SOME EFFECT

EFFECTS OF RESPONSE CONTROL FUTURE RESPONSES

OBM: PROTOCOL FOR BEHAVIORAL CHANGE



High performance

STAKEHOLDERS:

AS A CLOUD ARCHITECT, WHO ARE YOUR MAIN STAKEHOLDERS IN CREATING A HIGH-PERFORMANCE ENVIRONMENT?

SOURCES FOR HIGH-PERFORMANCE & DEVOPS BEHAVIOR?

- **Values (Agile Manifesto):**
  - individuals and interaction OVER process and tools
  - customer collaboration OVER contract negotiation
- **Principles (Agile Manifesto):**
  - welcome changing requirements, even late in development
  - simplify: maximize the amount of work not done
- **The Three Ways (DevOps Handbook):**
  - Systems Thinking
  - Amplify feedback loops
  - Culture of Continual Experimentation and Learning

HIGH-PERFORMANCE BEHAVIOR

- High-performance teams have a DevOps mindset, visible through behavior
- Per team: 1 stakeholder group
- Per stakeholder group: define 5-10 desired behaviors

TIME:
30 minutes (during entree)

PINPOINTING

1. **Specify behavior needed for result:**
   - MACRO: Measurable, Active, Controllable, Observable, Reliable
2. **Avoid VGAS**
   - Values: honest, open
   - Generalities: professional, creative, teamwork
   - Attitude: quality-minded, customer-oriented, cost-aware
   - Status: wear glasses, sleep, sit
3. **Do the Dead Man's test**

EXAMPLE BEHAVIORS

Prioritization:

" The PO and TMs jointly discuss at least once per sprint the prioritization of the work on both functional and non-functional work items "

Multidisciplinary:

" Team members actively pick up each other's tasks when they see a team member is too busy or unavailable "

Improve:

" Every severe incident is followed by a blameless postmortem, where everyone involved shares ideas & opportunities for improvement "

Fail safe:

" All managers openly reward the identification ánd resolution of errors "

Transparency:

" The team publishes real-time progress reports on the floor monitors "

Applications in practice:
- Rules of engagement visibly on board
- Part of regular events (retrospective)
- Humble leadership
- Collaboration mechanism between teams
- Facilitating impactful discussions

BEWARE OF FAKE CHANGE

BEHAVIOR IS
EVERYONE'S BUSINESS

DON'T STOP AT
'IT'S A MINDSET'

DEFINE DESIRED BEHAVIOR,
GROW IN SMALL INCREMENTS

EXPERIMENT TOMORROW,
REFINE LATER

FEEDBACK?

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