

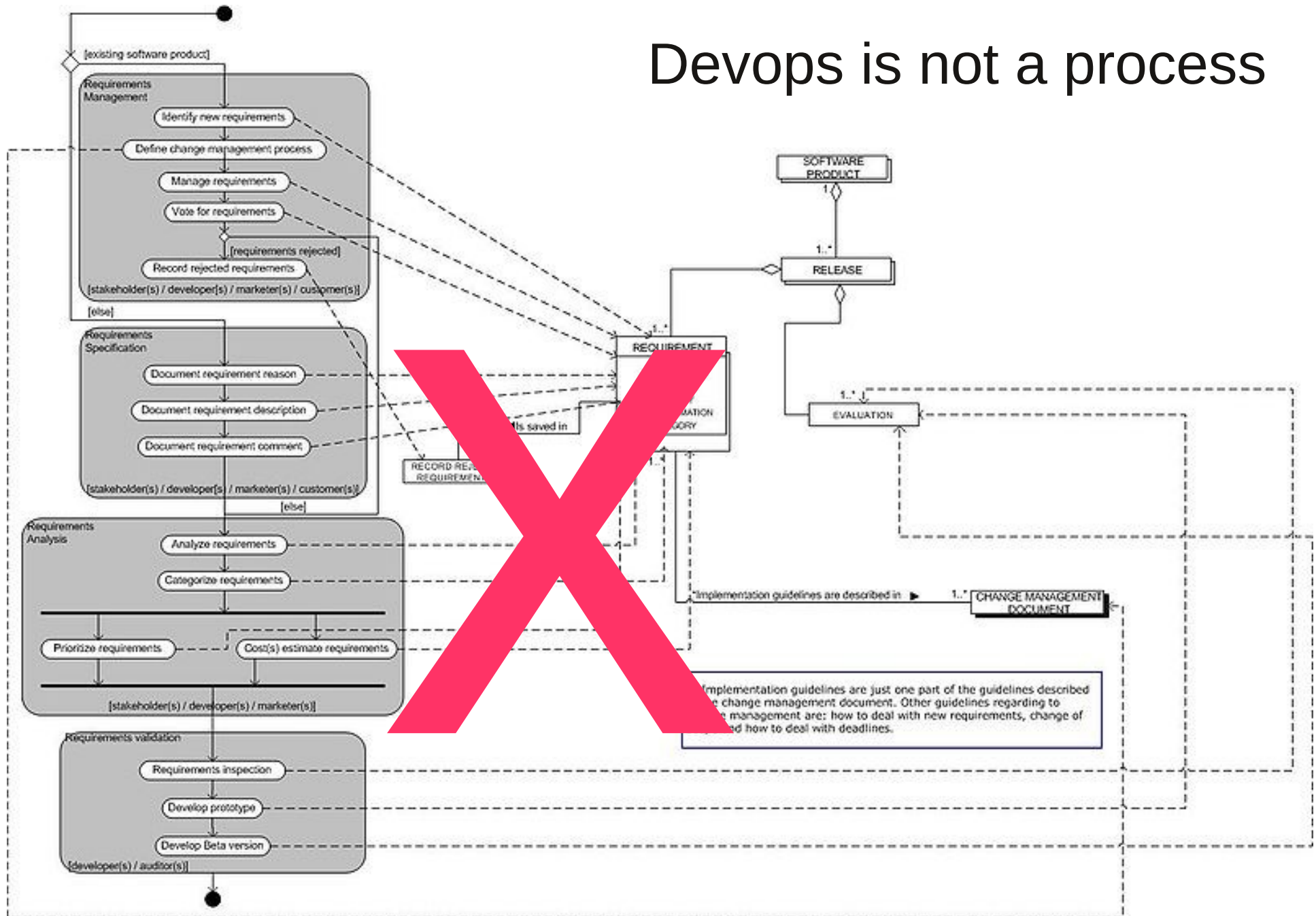
# Devops In The Wild



Really not about the technology



# Devops is not a process



# Culture



# How do I ...?

- Implementing cultural change is hard.
- It requires everyone involved to change the way they think and behave.
- Change is HARD.
- Not changing is fatal.

# Carrot and stick

- Carrots?
  - More money?
  - More reputation?
  - More “value”?
  - Does a suitable carrot even exist?
    - Not that I know of

# A stick which works!

- Have everyone talk to customers.
  - This view isn't likely to make me popular.
  - But in my experience, people who deal with customers actively embrace the principles behind devops

# Stuff which has worked

- Escalate customer service requests to developers
- Make developers responsible for handling some monitoring system alerts
- Make it really easy for developers to follow operations policies when deploying
  - Packaging
  - Configuration management
  - Log analysis and reporting
  - Reduce the amount of code they need to write

# Stuff which has not worked for me

- Trying to convince developers to log useful error messages
  - “Stack traces are the only thing we need”
- Trying to convince developers about the value of packaging
  - “Capistrano is easier for us”
- Trying to convince developers that monitoring is important
  - “It isn't high on our priority list”

# Management support?

- It's nice to have.
  - But you can work around lack of support.
  - Get every customer facing team involved.
    - That includes tech support, sales, operations, financials.
  - If you miss out on those people, you don't have much chance.
- Management support is not enough

# Wins

- The idea has grown past the developers, and now involves sales as well.
- Developers turn a lot more responsible for last minute changes they think they want to do.
- Nobody **wants** to release on a Friday evening.

# Caveats

- This isn't a startup, we have a fairly decent operations team.
- This is an environment where developers have been insulated from the results of their code.

