DevOps as Disruptive Innovation

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I am passionate about creating high-performance organizations.

Especially creating high-performance IT organizations.
High Performance

- Cost
- Time to Market
- Quality
- Productivity
- Dependability
- Innovation
- Adaptability
High Performance IT Organizations
"Every company is an IT company regardless of what business they think they are in." -Chris Little
“If there’s anything all horses hate, it’s hearing stories about unicorns.” – Chris Little
DevOps is the Pixie Dust!
What is DevOps?

- Mindset
- Values
- Principles
- Practices
- Methods
- Tools
...but transformation is very difficult.
...a disruptive innovation!
Theory of Disruptive Innovation

“Companies fail not because they do bad things, but because they keep doing better the things that made them great.”

Clayton Christensen, Harvard, #1 Thinkers50

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Disruptive Innovation

1. Organizations and firms are aware of threatening innovations (new products, efficiency improvements, etc.)

2. The firm’s *value network* places insufficient value on an innovation to pursue them.
   a) Marginal Cost Thinking
   b) Diverts resources

3. Firm is disrupted by competitor
Disruptive Innovation

- Types: Disruptive vs. Sustaining & Efficiency
- Marginal cost thinking causes you NOT to do what you should do.
- Growth is an input to sustain success; Growth inhibits marginal cost thinking and facilitates adoption of disruptive innovations.
- Disruption cannibalizes existing business, entities, or systems.
- Disrupting yourself from within is impossible (at least VERY difficult). Set up a separate group to develop and nurture the disruptive innovation.
Disruptive Innovation Execution

Mindset - Leader & Leader Support - Dedicated Team - Integrate & Strangle
Transformational Model

Level One - The Output
Tiger teams, special teams, fires, on-demand work this way...

Level Two - The Process
Scrum, Kanban, ITIL, policies, etc.

Level Three - The Organizing System
Supporting systems, rewards, metrics, recognition, management

Level Four - Mindset: The Way We Think
Thoughts, behaviors, culture

Most effective: We often work this way... Need to work this way...
Adopt a Lean-Agile mindset as the foundation for change.
## Leader & Leader Support

### The Leader

- Strong Vision
- Courage
- Patience
- High influence across the organization
- Trusted
- Ability to Execute

### Leadership

- Bought in from top
- Things will go wrong
- Wide support across organization
- Politics & Turf Wars
Dedicated Team

• Free from current constraints & systems
• Dedicated resources; first-class citizens
• Business support and funding
• People: Mix of New and Existing
Dedicated Team

Enterprise Ops  "DevOps"
Dedicated Team

Enterprise Ops

"DevOps"
Old Org

Development

Operations

Transforms to

“DevOps” Org

DevOps Development

DevOps Platform

DevOps Infrastructure

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Integrate: The DevOps Disruption Becomes the New Value Network

The Strangler Pattern: “Gradually create a new system around the edges of the old, letting it grow slowly until the old system is strangled.” – Martin Fowler
DevOps enables IT to become a strategic, competitive asset if we are willing to make the courageous choice to disrupt and transform ourselves.
Thank You.
Q&A