DevOps and Agile recipes for blowing up the waterfall

The Anarchist Cookbook

Arnoud Vermeer - Senior DevOps Infra Architecture Specialist
About LeaseWeb

• Founded in 1997.
• ~350 people working at LeaseWeb.
• ~100 in our Engineering Department.
• 70000 servers in 14 locations.
LeaseWeb before

• Constantly shifting priorities.
• Not delivering what the business is asking for.
• Business priorities based on who screams loudest.
• Developers had no ‘control’ over work.
• Split between Ops and Dev.
LeaseWeb Agile

• Development department was working with Scrum.

• All in different ‘levels’ of make your own scrum.

• All in different sprint numbers.
LeaseWeb Goals

• Fully autonomous teams that are empowered.

• Predictable development.

• Priorities based on value for the company.

• Transparency on development / roadmap.

• Responsive organization based on market needs.
How to empower?

• Boost creativity by organising a quarterly hackathon.

• 2 days of ‘build whatever you want’.

• Demo’s at the end of the 2 days.
Empowerment

• Team is responsible for their own product.

• Engineer On Duty On Call Rotation within the teams.

• Eat your own dogfood.
Measure the maturity of the team

- How far along the ‘agile’ roadmap are they?
- First get to ‘standard’ level.
- Mastery
- Evolving the standards.
Four categories

- Culture & People
- DevOps Agility
- Business Value
- Automation & Tooling
Measure the maturity of the team

- http://blog.leaseweb.com/2016/05/30/maturity-model-devops-teams/
- https://github.com/LeaseWeb/devops-maturity-model
Scrum teams

• Product owner: defines the priorities of the team

• Scrum master: in charge of the scrum process (coach)

• DevOps: Development and Operations in one team.
Training

• First training scrum masters, product owners

• Then stakeholders (owners, sales, support, etc)

• Help from Prowarness
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Business cases

- Change based on value
- Business writes the business case
- Cost calculated by engineering
Roadmap sessions

• Collaboration with stakeholders, discuss business case.

• Get all ideas on stickies.

• Define Minimal Viable Product from that.

• Find dependencies on other teams.

• Find priority of the (refined) business cases.
Predictable development

• Refine, plan, execute with scrum.

• 2 week sprints.

• Whole company in the same heartbeat.
Refinement

• With the scrum team.
• 2 x 1 hour a week time boxed.
• Turn sticky notes into ‘user stories’.
• Go into technical detail.
• Give ‘story points’ to ‘user stories’.
Story points

• A number based on complexity of the story.

• Keeping in mind the definition of done.
Definition of ready

• When is a user story ‘refined enough’?

• Stakeholders, description, story points, acceptance criteria, dependencies, small enough

• INVEST
Invest

- I - Independent
- N - Negotiable
- V - Valuable
- E - Estimable
- S - Small
- T - Testable
Definition of done

• The team defines when a story is done.

• Does it have?
  • monitoring
  • logging
  • measurements
  • dashboard
  • documentation
  • successful build

• Is it deployed?
Team velocity

• Established overtime.

• Amount of story points a team can take on each sprint.
Cost of the business case

• Story points of business case / team velocity = # of sprints

• From that, you can calculate development costs.

• Value - Cost = priority DESC
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Product management

• Identify trends in the market.

• Write business cases to ‘respond’ to the market.

• Responsible for non-development tasks.

• Marketing, sales, procurement, strategy, profit / loss.
Product steering committee

- Overview from the board of directors
- Product owners present their roadmap
- Owners have Veto, but rarely enforced.
- Create trust and visibility with the management.
Roadmap

• The next 4 sprints are presented to the committee (board).

• After the ‘Product Steering Committee’ approves:

• Teams start development.

• Also present delays, impact etc.
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Business cases per team

• How important / understaffed is a team?

• Scale teams according to backlog and value.
Show cases

- Business shows up for this presentation.
- Present (some of) the newly released features/products.
- Make it fun, celebrate achievements!
Team retrospective

• What is going well, what isn’t?

• Action items on what we are going to change.

• Measure (anonymous) happiness with a google form.
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<th>Rating</th>
<th>Change</th>
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Validate the feature/product

• How much times was feature X used

• How much time/money has it saved.

• Based on the results of the MVP, decide to invest or not.
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We are hiring

• Arnoud Vermeer
• @funzoneq
• a.vermeer@tech.leaseweb.com
• leaseweb.com/jobs