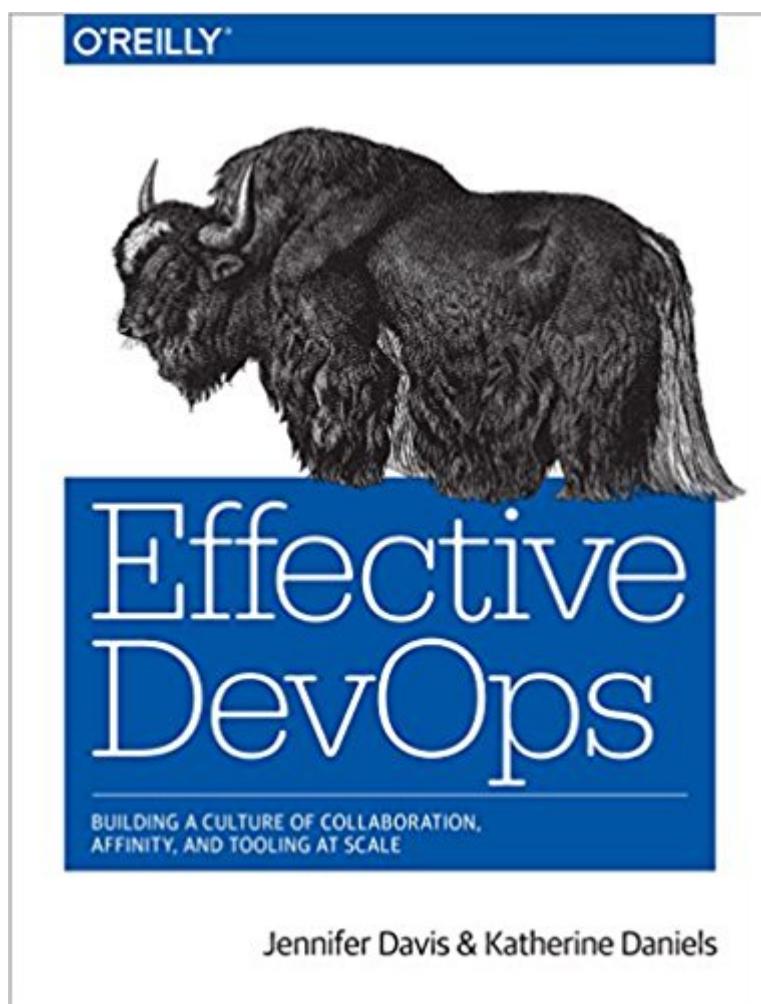


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# Effective DevOps: Building A Culture Of Collaboration, Affinity, And Tooling At Scale



Jennifer Davis & Katherine Daniels



## Synopsis

Some companies think that adopting devops means bringing in specialists or a host of new tools. With this practical guide, you'll learn why devops is a professional and cultural movement that calls for change from inside your organization. Authors Katherine Daniels and Jennifer Davis provide several approaches for improving collaboration within teams, creating affinity among teams, promoting efficient tool usage in your company, and scaling up what works throughout your organization's inflection points. Devops stresses iterative efforts to break down information silos, monitor relationships, and repair misunderstandings that arise between and within teams in your organization. By applying the actionable strategies in this book, you can make sustainable changes in your environment regardless of your level within your organization. Explore the foundations of devops and learn the four pillars of effective devops: Encourage collaboration to help individuals work together and build durable and long-lasting relationships; Create affinity among teams while balancing differing goals or metrics; Accelerate cultural direction by selecting tools and workflows that complement your organization; Troubleshoot common problems and misunderstandings that can arise throughout the organizational lifecycle; Learn from case studies from organizations and individuals to help inform your own devops journey.

## Book Information

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ÃƒÂ¢Ã  ¬Ã  Ã“DevOpsÃƒÂ¢Ã  ¬Ã  Ã•? We have had many discussions over the capitalization

(or lack thereof) of the term “devops.” A simple online poll showed overwhelming support for “DevOps.” We also found a focus on the “DevOps” and “Ops” within organizations. This has lead to the creation of “DevSecOps” and “DevQAOps,” as “DevOps” implies an exclusivity of just “DevOps.” Ultimately, this is why we chose “devops” throughout the text of this book to reflect our view that this is an inclusive movement, not an exclusive one.

**Who This Book Is For**  
This book is aimed primarily at managers and individual contributors in leadership roles who see friction within their organizations and are looking for concrete, actionable steps they can take towards implementing or improving a devops culture in their work environment. However, individual contributors of all levels who want practical suggestions for easing some of the pain points they face will find actionable takeaways. The audience is made up of a mix of professional roles, as devops is a professional and cultural movement that stresses the iterative efforts to break down information silos, monitor relationships and repair when misunderstandings arise between teams in an organization. Many may be leaders within their organizations who have worked closely with developers, or operations engineers. The book covers a wide range of devops skills and theory, including an introduction to the basic ideas and concepts. It is assumed that you will have heard of the term devops and perhaps have a rudimentary understanding of devops, tools and processes used in the field. After reading this book you will have a solid understanding of what having a devops culture means practically for your organization, how to encourage effective collaboration to help individual contributors from different backgrounds and teams deal with different goals and working styles to work together productively, how to help teams collaborate to maximize value between them while increasing employee satisfaction and balancing conflicting organizational goals, and how to choose tools and workflows for your organization that complement your organization. This book is broken down into several parts, starting with an introductory chapter and then covering each of the pillars of devops.

Chapter 1, What is Devops    Chapter 2, Collaboration:

## Building a Culture of Collaboration, Affinity, and Tooling at Scale

Jennifer Davis is a global organizer for devopsdays and a local organizer for devopsdays Silicon Valley, and the founder of Coffeeops. She supports a number of community meetups in the San Francisco area. In her role at Chef, Jennifer develops Chef cookbooks to simplify building and managing infrastructure. She has spoken at a number of industry conferences about devops, tech culture, monitoring, and automation. When she's not working, she enjoys hiking Bay Area trails, learning to make things, and spending quality time with her partner, Brian, and her dog, George. Katherine is an infrastructure operations engineer working at TravisCI. They have taken their love of automation and operations and turned it into a specialization in monitoring, configuration management, and operational tooling development. Katherine has spoken at numerous industry conferences, including Velocity, devopsdays and Monitorama, about subjects such as infrastructure automation, scaling monitoring solutions, and cultural change in engineering. Katherine wants to help organizations bring modern development practices and human-first culture design to their ops teams to make engineering practice more effective, efficient, and fun. They live in Brooklyn with a perfectly reasonable number of cats and in their spare time can often be found powerlifting, playing cello, or handcrafting knitted server koozies for the data center.

I was confused about why so many reviewers view the title as misleading, or the content as not technical enough. This just shows you how diluted terms get by technical marketing departments trying to sell you their wares. The book itself best summarizes what DevOps actually is: "a professional and cultural movement that stresses the iterative efforts to break down information silos, monitor relationships, and repair misunderstandings that arise between teams within an organization." It's about culture, it's about practice, process, beliefs, and tooling... to run IT services with increased agility and reliability. This is of enormous importance to fix our widespread broken siloed organizations and processes, to form a culture of mutual respect and trust even at scale. The highest performing organizations can do this, this book provides a practical set of questions, answers, and stories to help your team on this journey.

The subtitle says it all. This book has an extremely strong emphasis on the cultural aspects for

creating an atmosphere suitable for the development of a solid devops practice. It has a liberal focus on the presumed importance of team (and workforce) diversity (ethnic background, race, gender, sexuality, age, etc.) and its centrality to creating a devops culture. This belief sets the mood of the entire book, from the topics, to the tone, to the writing style. It's difficult to find a page where this theme isn't drilled home in one way or another - sometimes plainly, sometimes more subtlety. For example, there is a sidebar section describing the personal challenges of a deaf (female) developer. While the story was surely interesting, I couldn't help but feel that it was out of place. This kind of thing is everywhere in this book, to the point of being distracting. If you are expecting advice or direction on hardcore tooling or technology, this is definitely not the book for you. It is much more in line with HR and management-themed books on building diverse teams, handling conflicts, building collaboration, and then applying everything at scale. The authors even point out that people might be surprised by the apparent lopsided emphasis, especially when compared to just about every book in this space. You could change the word "Devops" in the title to just about any corporate practice you wanted to and much of the book could stay as is. The authors make a strong and compelling case for devops as a cultural change - for them it is far less about the tools, processes, and technologies associated - it's about the people. This rings true with my own experiences in this space. However, I do not believe they made the case for such a strong emphasis on diversity as a requirement for success in that change. This premise so strongly permeates the book that one wonders if they were trying to convince themselves of its centrality. It's as if they believe a typical IT organization (which they point out is staffed mostly by white, cisgender males) couldn't possibly be successful at making the cultural transformation. Still, the down-to-earth tips they present are tried-and-true. I found the chapter on collaboration particularly useful. All-in-all it's a practical, worthy addition to your bookshelf.

We do DevOps to deliver high-quality products to our customers while making the workplace, where those products are made, a sustainable place to work in. Tools are just accelerators of the culture we're trying to build.

Good introduction to DevOPs, real world insight into companies doing DevOps well such as Etsy makes this worth a read. Authors clearly are clearly writing from real world experience not just academic theories.

The book is an outstanding exploration of the connection between culture and tools in implementing

DevOps, in particular it highlights how all the expensive, fancy technical tools in the world will not make you successful if your organization has a poor culture. Technical skills and cultural skills cannot be considered mutually exclusive, nor are they things that can be addressed separately. Jennifer Davis and Katherine Daniels have written a fantastic resource for technologists, managers, and those who have only heard about this "devops thing." I highly recommend this book!

Truly about DevOps, as a cultural and organizational movement. Everything espoused here aims to bring about the high performance and happiness of teams and organizations. This is no different in value than The Phoenix Project. Want books on tools and tech? They are a dime a dozen. But true organizational excellence for technical teams is something that you can't put a price tag on.

Really enjoyed the story-based writing. The authors obviously have a good amount of useful experience.

Pretty good. Fairly informative. Still trying to figure out how to apply to my org.

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