

In order to adopt DevOps, organizations must fully embrace openness, experimentation, innovation, and collaboration. While you might feel pressure to introduce DevOps into your project, what if your company culture isn't ready? This eGuide rounds up a collection of resources to help you get started on your DevOps journey, which entails creating a generative culture and optimizing processes in a way that will ultimately lead to business success.

## In this DevOps eGuide

### Making DevOps Evolution Happen

It takes effort to evolve an organization's culture, processes, and technology to optimize performance for a DevOps environment, and it all comes down to the people. Large-scale mobilization requires a focus on people at all levels, empowering them to discover and make the changes that will help them most. Here's how.

### You're Ready for DevOps—but Is Your Workplace?

In order to adopt DevOps, organizations need to be able to embrace the openness it requires, encourage experimentation and innovation, and work across departmental silos. You may be ready to encourage collaboration and communication to reap the benefits, but what if your company culture isn't? Here's how you can influence your organizational dynamics to lay the groundwork for DevOps.

### 7 Ways to Change the Culture for DevOps Success

The hard part of successful DevOps isn't implementing the technology; it's ensuring you have the right culture in your organization. You need to break down silos and align competing priorities and individual incentives to gain real benefits from DevOps. Move beyond thinking about technology alone and look at the people side of the equation. Here are seven ways to create a successful team that delivers the benefits of DevOps.

### DevOps in the Trenches: Get Started with Metrics

DevOps initiatives often start with one silo seeking to be more collaborative with others. This "DevOps in the trenches" isn't ideal, but it is a way to get DevOps bootstrapped and begin seeing benefits. Here are some tips for how to get started doing DevOps based on what role you're in, with key metrics to help.

### How Continuous Testing Is Done in DevOps

DevOps does speed up your processes and make them more efficient, but companies must focus on quality as well as speed. QA should not live outside the DevOps environment; it should be a fundamental part. If your DevOps ambitions have started with only the development and operations teams, it's not too late to loop in testing. You must integrate QA into the lifecycle in order to truly achieve DevOps benefits.

### Shifting Right Offers New Possibilities for Agile and DevOps Teams

The shift-right concept originates from testing. But agile and DevOps teams also can use it to improve their systems and service to the client. However, there is a complicating factor: Different people have different explanations for what shifting right is. Let's look at the different forms of shifting right, what the potential benefits are, and who should ideally be involved in your shift-right process.

### Embedding Performance Engineering into Continuous Integration and Delivery

In the world of continuous integration and continuous delivery, the importance of ensuring good performance has increased immensely. While functional and unit testing are relatively easier to integrate into these processes, performance engineering has typically raised more challenges. Here's how you can mitigate them.

### Making DevOps Evolution Happen: A Conversation with Helen Beal

Helen Beal, DevOpsologist at Ranger4, chats with TechWell community manager Owen Gotimer about making your DevOps evolution happen, micro-bonus programs, and the neuroplasticity of squirrels.

### TechWell Hub Takeovers

Each month a thought leader joins the TechWell Hub for a Slack Takeover. These chats give our community members an opportunity to ask questions, share challenges, and grow as software professionals by having conversations with an expert. Here's a sample of some of the questions and answers from a few of our DevOps-oriented Slack Takeovers.

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# Making DevOps Evolution Happen

*By Helen Beal*

The world is in a state of digital disruption. The World Economic Forum says we are in the Fourth Industrial Revolution, typified by AI and the blurring of lines between human and technology. Carlota Perez thinks we are at the turning point of the Fifth Industrial Revolution: the precipice of a Golden Age. Organizations all over the planet are transitioning their ways of working from project to product to ensure their position in the new order.

And they are all finding it's a constant race to keep up; in some cases, they feel they are sprinting to stand still. It takes effort to evolve an organization's culture, processes, and technology to optimize performance for a DevOps environment, and it all comes down to the people.

Our people need to unlearn behaviors and practices some have spent several decades mastering. We need to unpick onerous processes designed to protect us and break dependencies in order to operate at the speed demanded of us.

We have to reframe failure as an improvement opportunity, build dynamic learning and safety cultures, distribute authority, and expect our leaders to enlighten us to be empowered and autonomous. We must train ourselves to think of end-to-end value streams and to constantly inspect, adapt, and shorten them, elevating value-adding activities above all else. We also need to automate, from idea to the moment value is realized, and ensure we use customer feedback to inform our next iteration in the best way possible.

It's all a very big ask. We know where we are now, but it's hard to see how to disentangle ourselves from the strangulating processes and bureaucracy we've spent years developing for the right reasons.



Our human and technology systems are highly complex and frequently fragile, and we can't expect to reach our long-term DevOps goals overnight. If it were easy, everyone would have already done it.

Every organization looks similar, but different—like a fingerprint. The same

patterns appear over and over: governance, regulations, compliance, and security hamstringing us, the impossibility of prioritizing technical debt over much-needed functional changes, and financial models that drive undesired behaviors. The same patterns to solve these challenges also appear over and over.

The key is to not be dismayed or disoriented by the scale of the tasks ahead of us. How do you eat an elephant? One piece at a time.

Large-scale mobilization requires a focus on people at all levels, empowering them to discover and make the changes that will help them most; showing them the long-term vision but enabling them to aim for their next target condition; and experimenting with improvements, not just swimming against a tide of work.

Think evolution, not transformation. Think power of the people, not of the board. Think daily, constant improvement and adaptation, not one big bang. You are not thinking the impossible. This is the art of the possible, supported by science.