DEVOPS IS DEAD

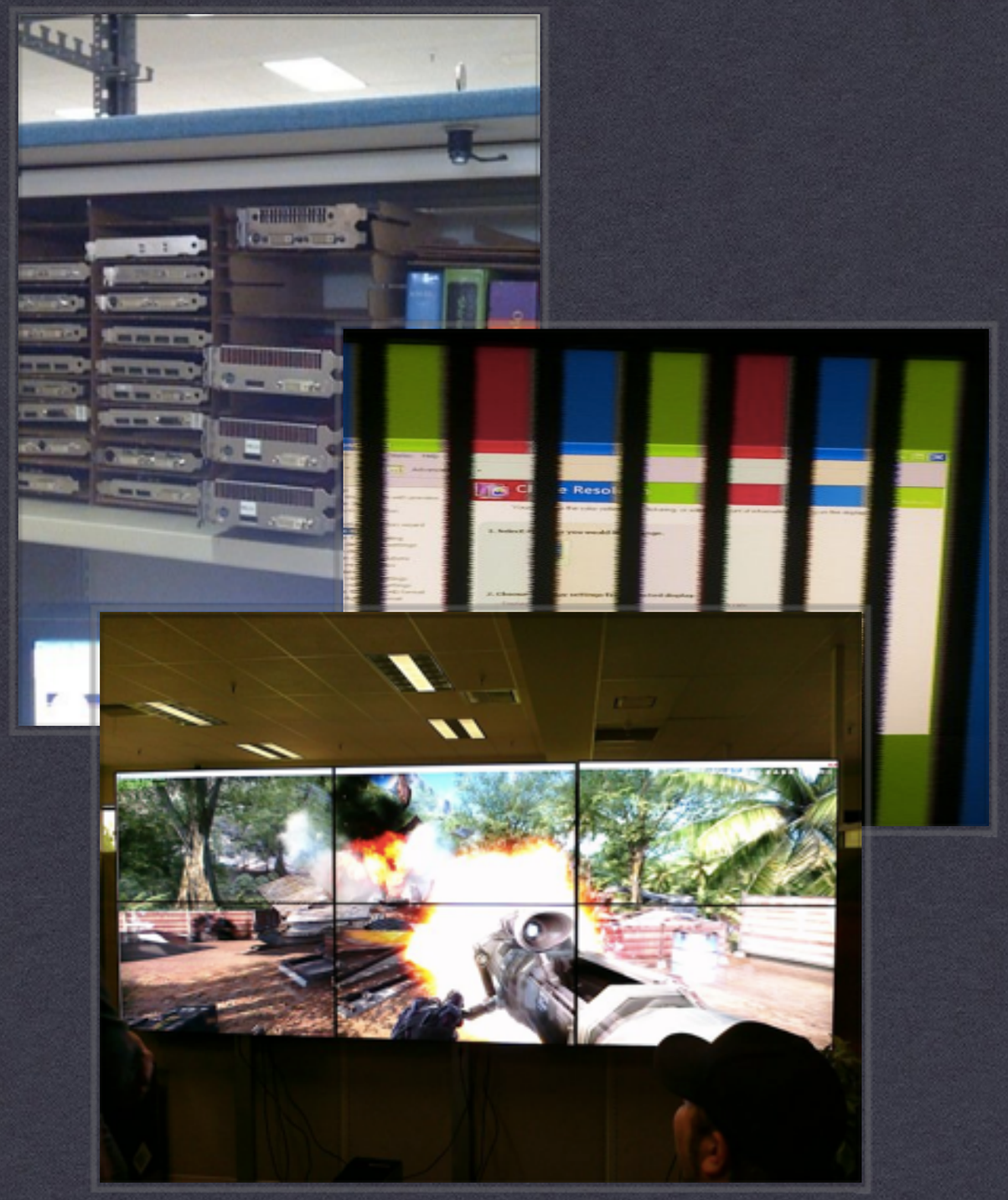
(LONG LIVE DEVOPS)

KATHERINE DANIELS

COMPUTER SCIENCE

~~COMPUTER SCIENCE~~

R&D (NOT EVEN CLOSE TO DEVOPS)



~~COMPUTER SCIENCE~~

~~R&D (NOT EVEN CLOSE TO DEVOPS)~~

SYSTEM ADMINISTRATOR

~~COMPUTER SCIENCE~~

~~R&D (NOT EVEN CLOSE TO DEVOPS)~~

~~SYSTEM ADMINISTRATOR~~

DEVOPS ENGINEER

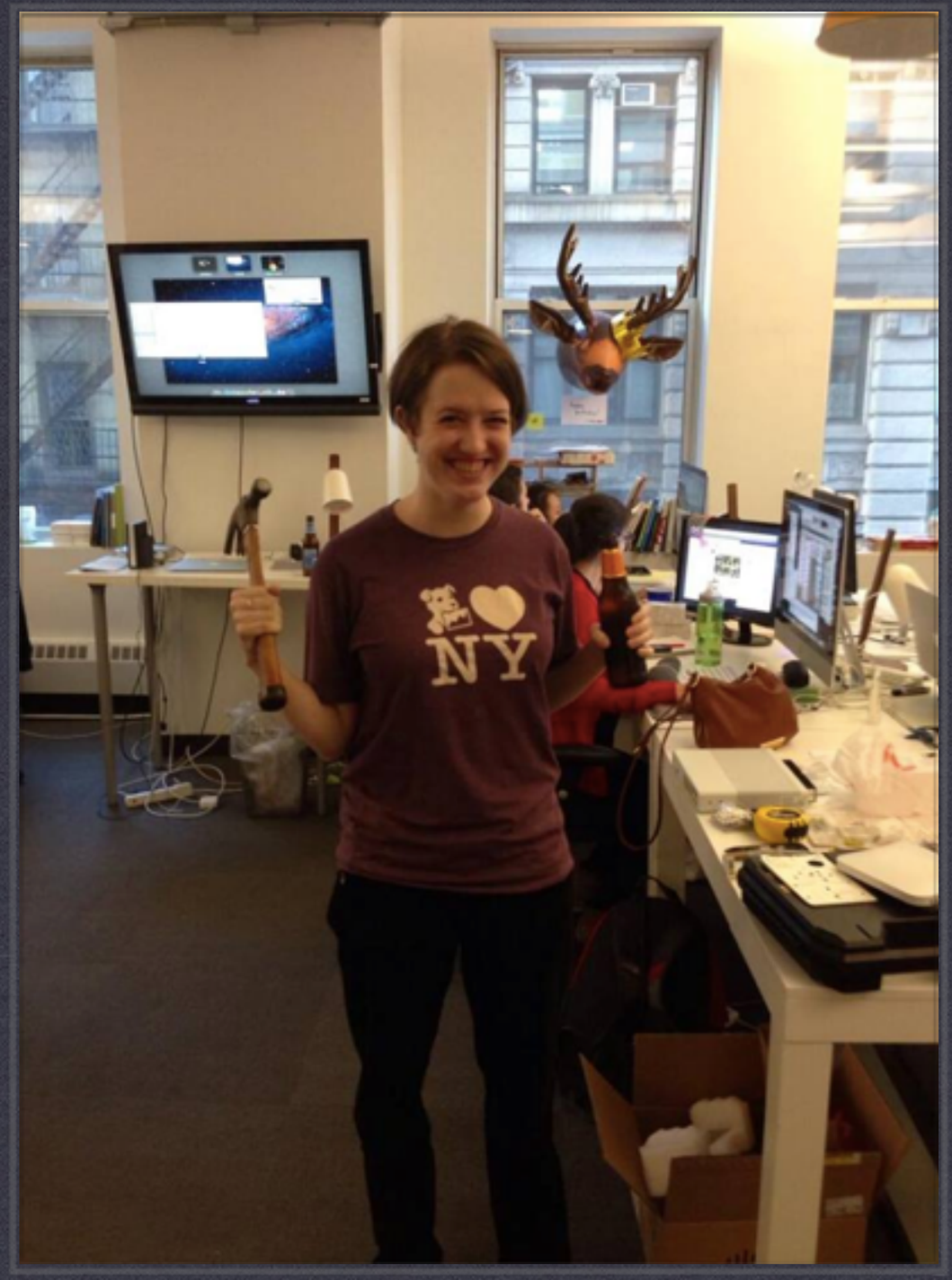
~~COMPUTER SCIENCE~~

~~R&D (NOT EVEN CLOSE TO DEVOPS)~~

~~SYSTEM ADMINISTRATOR~~

~~DEVOPS ENGINEER~~

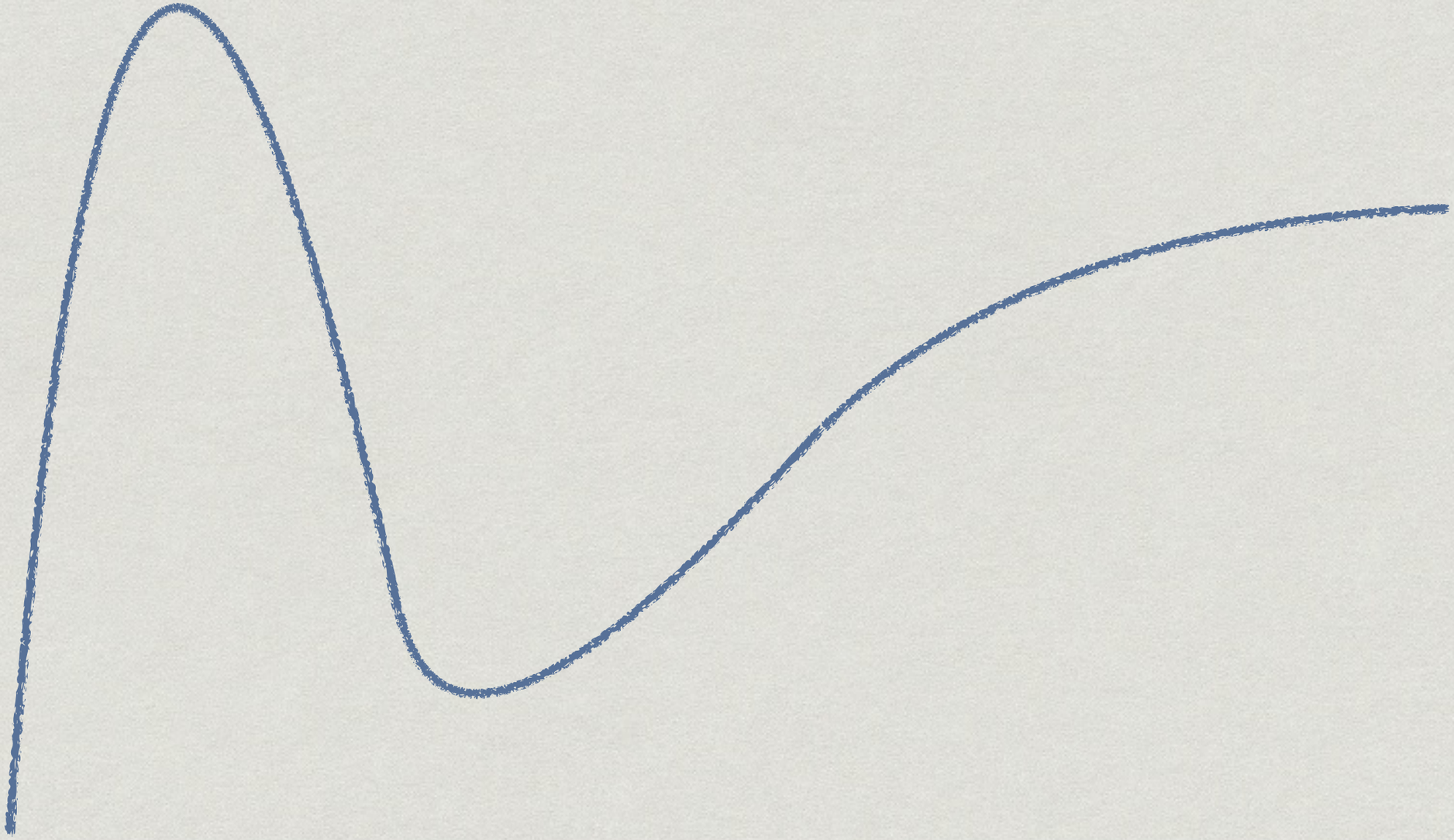
OPERATIONS ENGINEER

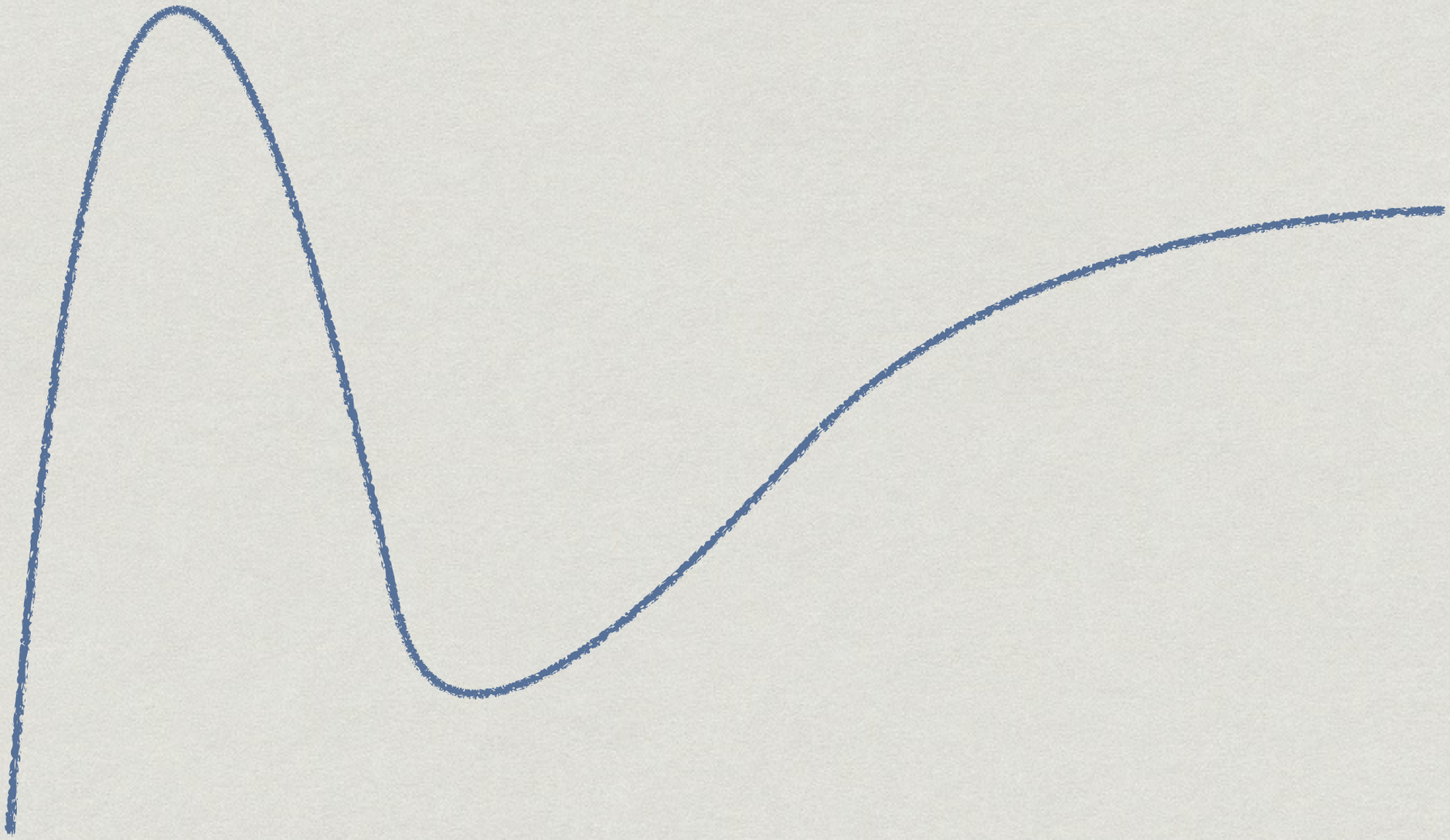


WHY AM I SAYING

DEVOPS IS DEAD?

HYPE CYCLE





TRIGGER

The conference that brings development and operations together.

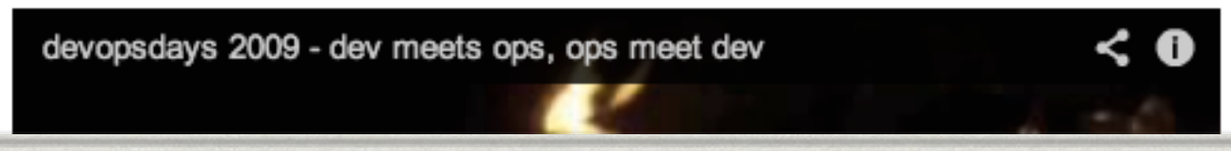
Home Contact Events Presentations Blog

Devopsdays Ghent 2009

welcome program reactions speakers participants

This is how the first devopsdays was announced:

The first devopsdays happened in Belgium - Ghent and was a great success. Have a look at the reactions is created and the presentations that were held. See you next time!



Tweets

devopsdays MSP
@devopsdaysmsp
Best price for tickets to @devopsdaysms
more days - get 'em while they're hot!
devopsdays.org/events/2014-mi… #de
#devopsdays
Retweeted by Jason Beranek
Expand

Claire Hunsaker
@chunsaker
My Cloud Marketing 101 presentation fr
DevOpsDays Austin is live
ustream.tv/recorded/47175… (dang tha
Retweeted by Chris R. Larson

Compose new Tweet…

“I'LL BE HONEST, FOR THE PAST FEW YEARS, WHEN I WENT TO SOME OF THE AGILE CONFERENCES, IT FELT LIKE PREACHING IN THE DESERT. I WAS KINDA GIVING UP, MAYBE THE IDEA WAS TOO CRAZY: DEVELOPERS AND OPS WORKING TOGETHER.

BUT NOW, OH BOY, THE FIRE IS REALLY SPREADING.”

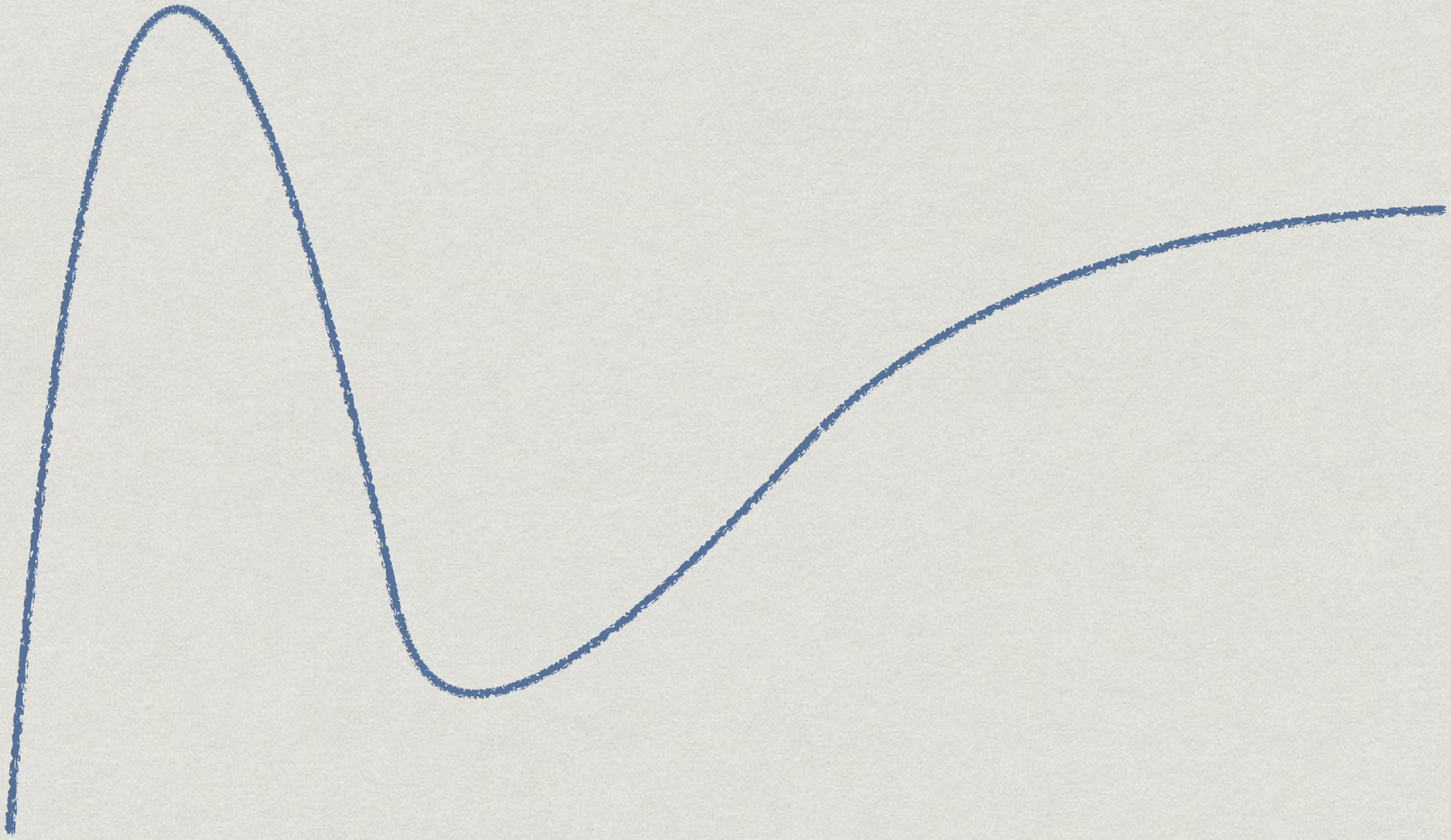
WORKED FINE IN DEV
OPS PROBLEM NOW
quickmeme.com

DevOpsDays '09

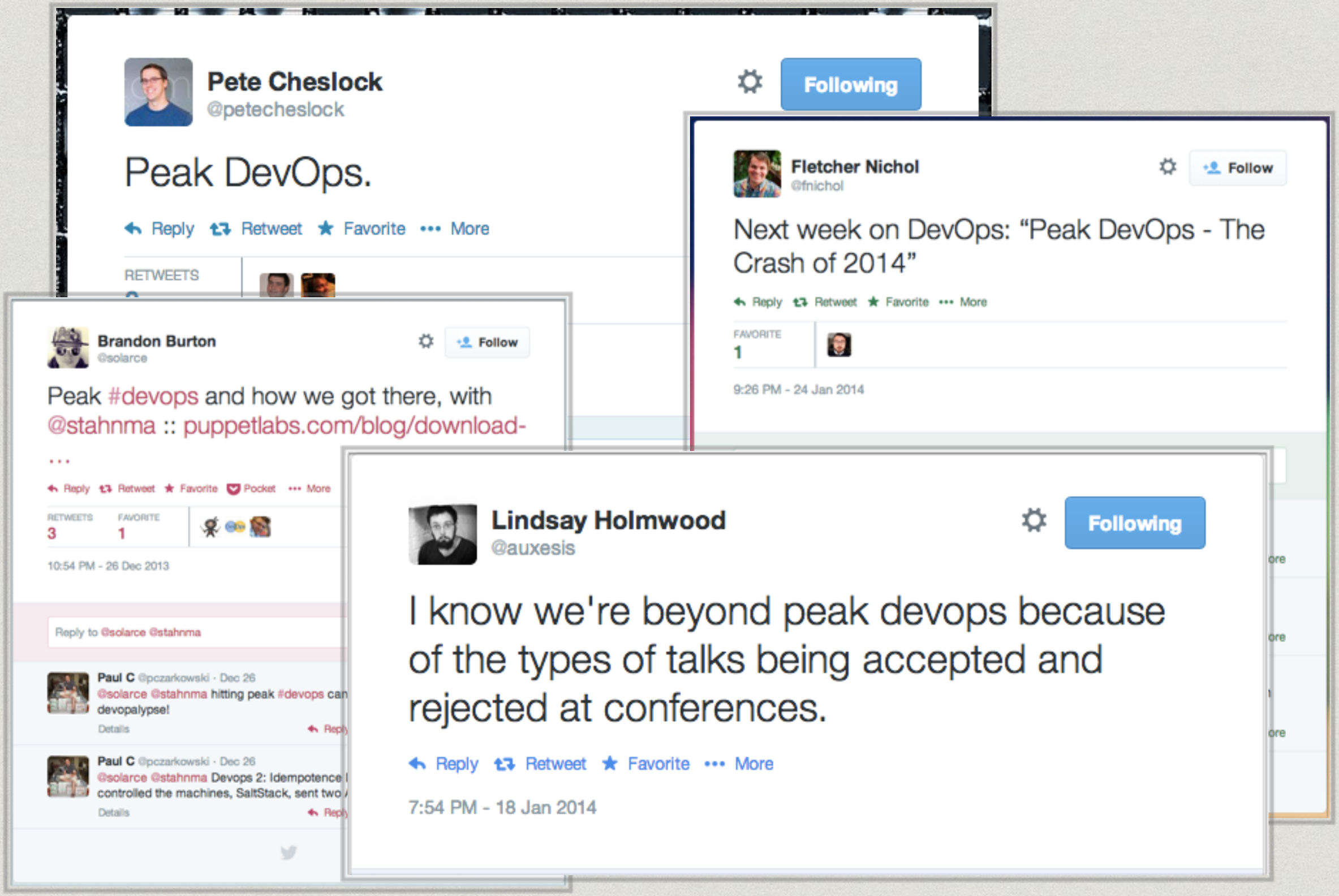
“TO TACKLE THE PROBLEM, DEVOPS ENCOURAGES CROSS-SILO COLLABORATION CONSTANTLY, NOT ONLY WHEN THINGS FAIL.”[1]

“A FUNDAMENTAL ASSUMPTION OF DEVOPS IS THAT ACHIEVING BOTH FREQUENT, RELIABLE DEPLOYMENTS AND A STABLE PRODUCTION ENVIRONMENT IS NOT A ZERO-SUM GAME.”[2]

PEAK OF
INFLATED
EXPECTATIONS



TRIGGER


Pete Cheslock
@petecheslock
Following
Peak DevOps.
Reply Retweet Favorite More
RETWEETS
Fletcher Nichol
@fnichol
Follow
Next week on DevOps: “Peak DevOps - The Crash of 2014”
Reply Retweet Favorite More
FAVORITE
1
9:26 PM - 24 Jan 2014
Brandon Burton
@solarce
Follow
Peak #devops and how we got there, with @stahnma :: puppetlabs.com/blog/download-
Reply Retweet Favorite Pocket More
RETWEETS
3
FAVORITE
1
10:54 PM - 26 Dec 2013
Reply to @solarce @stahnma
Paul C @pczarkowski · Dec 26
@solarce @stahnma hitting peak #devops can
devopalypse!
Details
Paul C @pczarkowski · Dec 26
@solarce @stahnma Devops 2: Idempotence
controlled the machines, SaltStack, sent two
Details
Lindsay Holmwood
@auxesis
Following
I know we're beyond peak devops because of the types of talks being accepted and rejected at conferences.
Reply Retweet Favorite More
7:54 PM - 18 Jan 2014

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Kforce Inc - $95,000 - $110,000
1 days ago

DevOps Engineer - Linux, PUPPET, SaaS
CyberCoders - $110,000 - $160,000
1 days ago

DevOps Engineer
Amazon
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Senior DevOps Engineer 6780-2514
ZanderMax
1 days ago

Sr. Software Engineer (DevOps/Clou
OneTenTech
1 days ago

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job title, keywords or company

"where" box to show

Jobs 1 to 10 of 3,421

seeking a **DevOps**
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a key player on the

rbal and written
a...

es installing and

CAREERS 2.0
by stackoverflow

home | search jobs | con

117 jobs | 35 company pages

117 jobs for "devops" sort by: Search relevance

★ **DevOps Lead** 2 weeks ago
Taulia - *San Francisco*
About TauliaImagine a company with the vision of fundamentally changing the pace with which money ...
puppet chef aws mysql docker

★ **DevOps Engineer** 4 weeks ago
KIXEYE - *San Francisco, CA*
KIXEYE is looking for Senior Ops and Development Engineers with a passion for DevOps culture, tools,...
linux php java mysql sysadmin

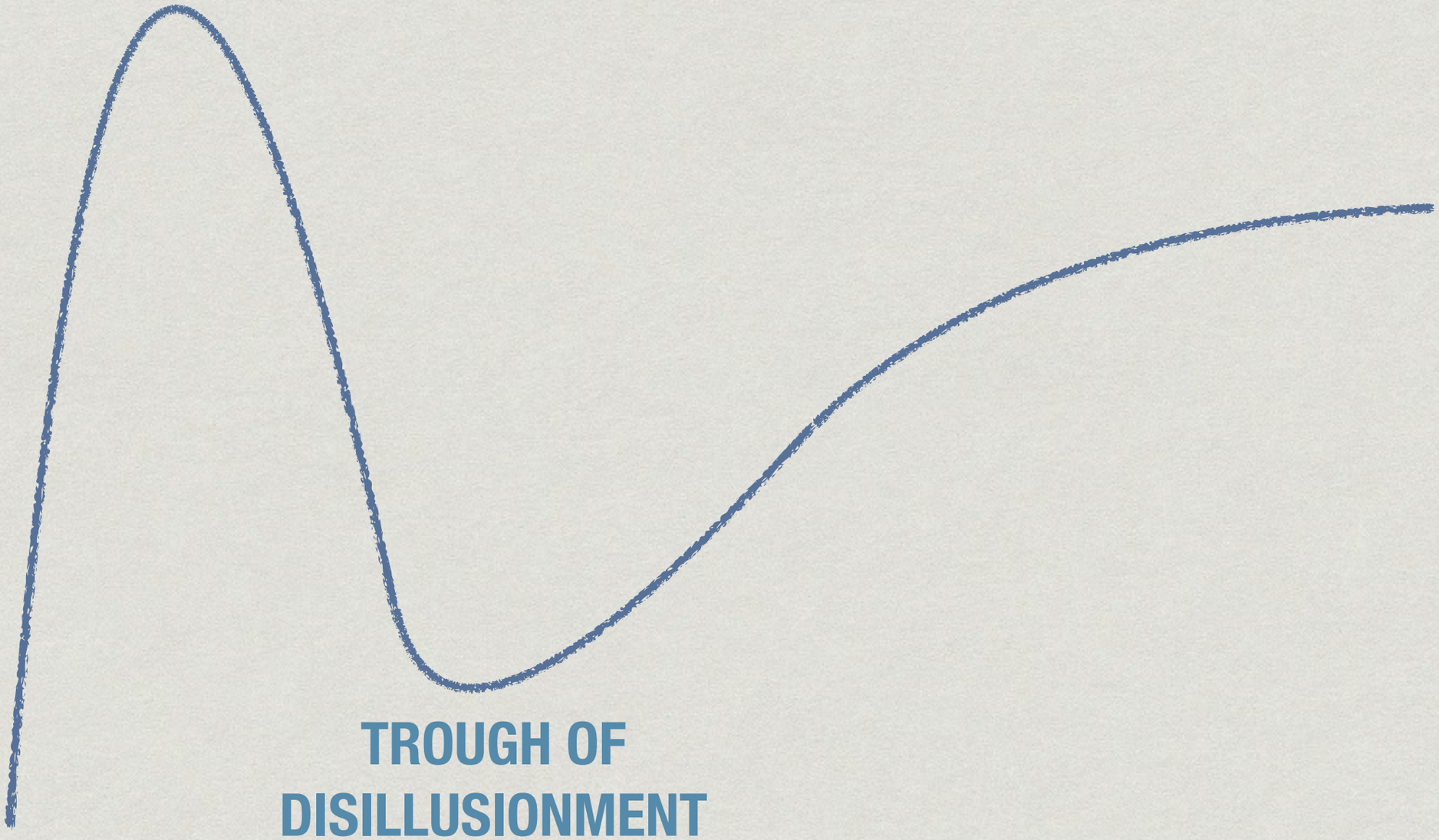
★ **DevOps Engineer** 5 days ago
London Trust Media - *Los Angeles, CA*
Seeking a DevOps engineer in Los Angeles. The DevOps Engineer will be tasked with developing,...

★ **Senior Software Engineer, DevOps** 21 hours ago
Blizzard Entertainment - *Irvine, CA (relocation offered)*
Blizzard Entertainment is looking for a software engineer to join our very small l33t DevOps squad, as...
html5 css javascript java apache

★ **DevOps Engineer @ TextMarks** 3 weeks ago
TextMarks - *Pasadena, CA*
Things have been booming for TextMarks recently, and we need the help of a dependable DevOps En...

Jennifer
@sigje FOLLOWS YOU
Awesomenator! Sparkly devops princess.
SF Bay Area
@beerops
Sparkly devops princess @GCSports, hot saucerer,
bourbonista, pythonista, climber, violinist, aspiring
Brooklyn · beerops.org
Pete Cheslock
@petecheslock
I'm a Sparkly Devops Princess.
pic.twitter.com/eelBQ6ZRAv
Reply Retweet Favorite Pocket More

PEAK OF
INFLATED
EXPECTATIONS



TROUGH OF
DISILLUSIONMENT

TRIGGER

“YOU ARE NOT A DEVOP”[3]

“THERE IS NO SUCH THING AS A DEVOPS TEAM”[4]

“DEVOPS IN YOUR JOB TITLE IS DOING YOU HARM”[5]

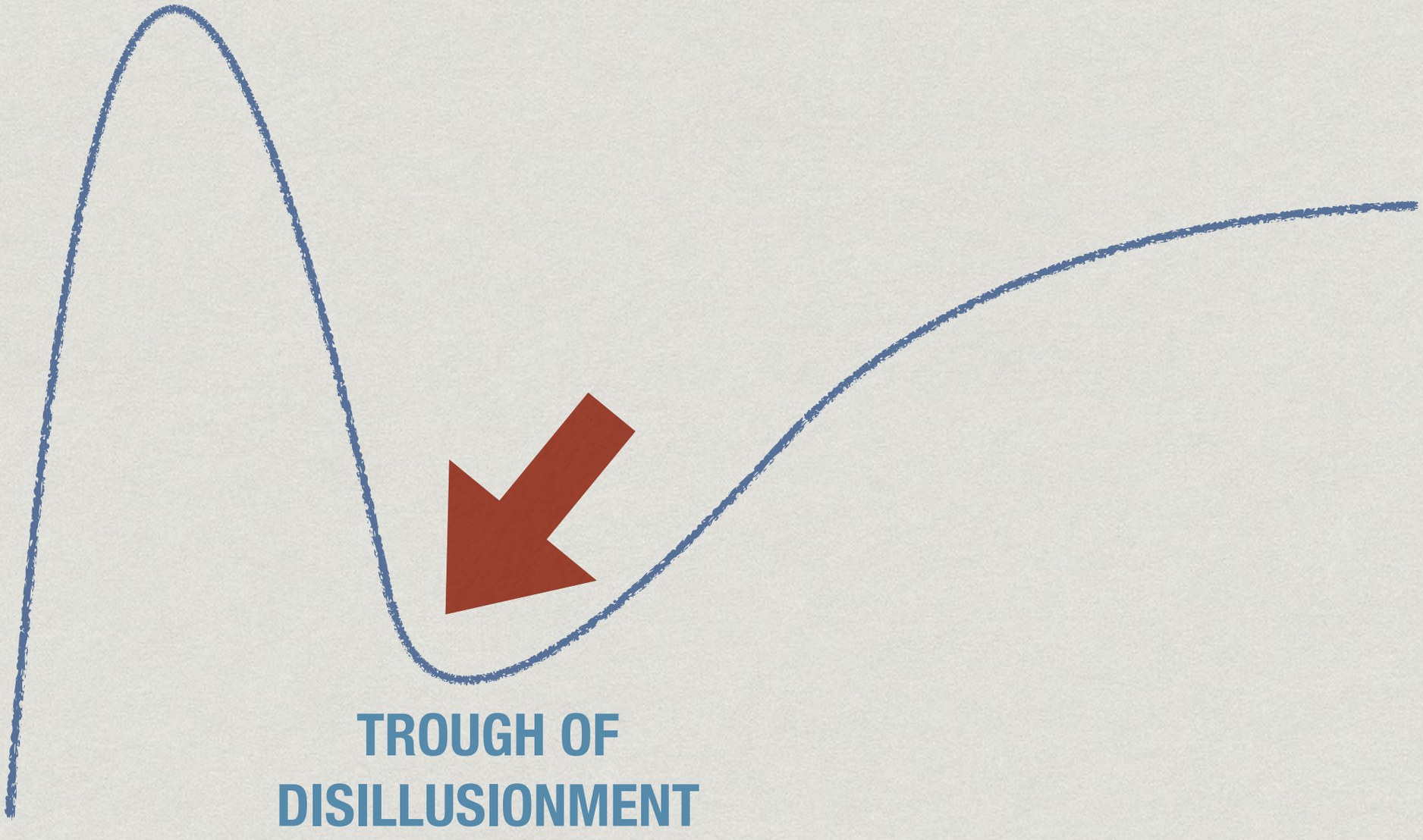
“VP OF DEVOPS WILL BE RESPONSIBLE FOR…”

Hm. I think creating siloed organizations. He may also require chief buck-passing skills and blamestorming experience.

“WE ONLY USE THIS IN DEVOPS, WE USE A DIFFERENT TOOL IN PRODUCTION.”[6]

Maybe it means they collaborate and try to serve business needs only in non-production environments.

PEAK OF
INFLATED
EXPECTATIONS



TROUGH OF
DISILLUSIONMENT

TRIGGER

Configuration Management

Configuration Management

RELEASE MANAGEMENT

Continuous deployment

Configuration Management

RELEASE MANAGEMENT

version control

Continuous deployment

Configuration Management

RELEASE MANAGEMENT

AGILE

Configuration Management

version control

Continuous deployment

RELEASE MANAGEMENT

AGILE

Configuration Management

version control

Continuous deployment

RELEASE MANAGEMENT

tag clouds

AGILE

Configuration Management

Continuous Deployment

version control

ninja rockstar

RELEASE MANAGEMENT

tag clouds

AGILE
Configuration Management
Continuous Deployment
RELEASE MANAGEMENT
continuous integration
tag clouds

AGILE

Configuration Management

THE CLOUD

version control

Continuous Deployment

ninja rockstar

RELEASE MANAGEMENT

continuous integration

tag clouds

Agile

webscale

version control

THE CLOUD

Continuous Deployment

ninja rockstar

Configuration Management

RELEASE MANAGEMENT

continuous integration

tag clouds

Agile

webscale

THE CLOUD

version control

Continuous Deployment

thought leadership

ninja rockstar

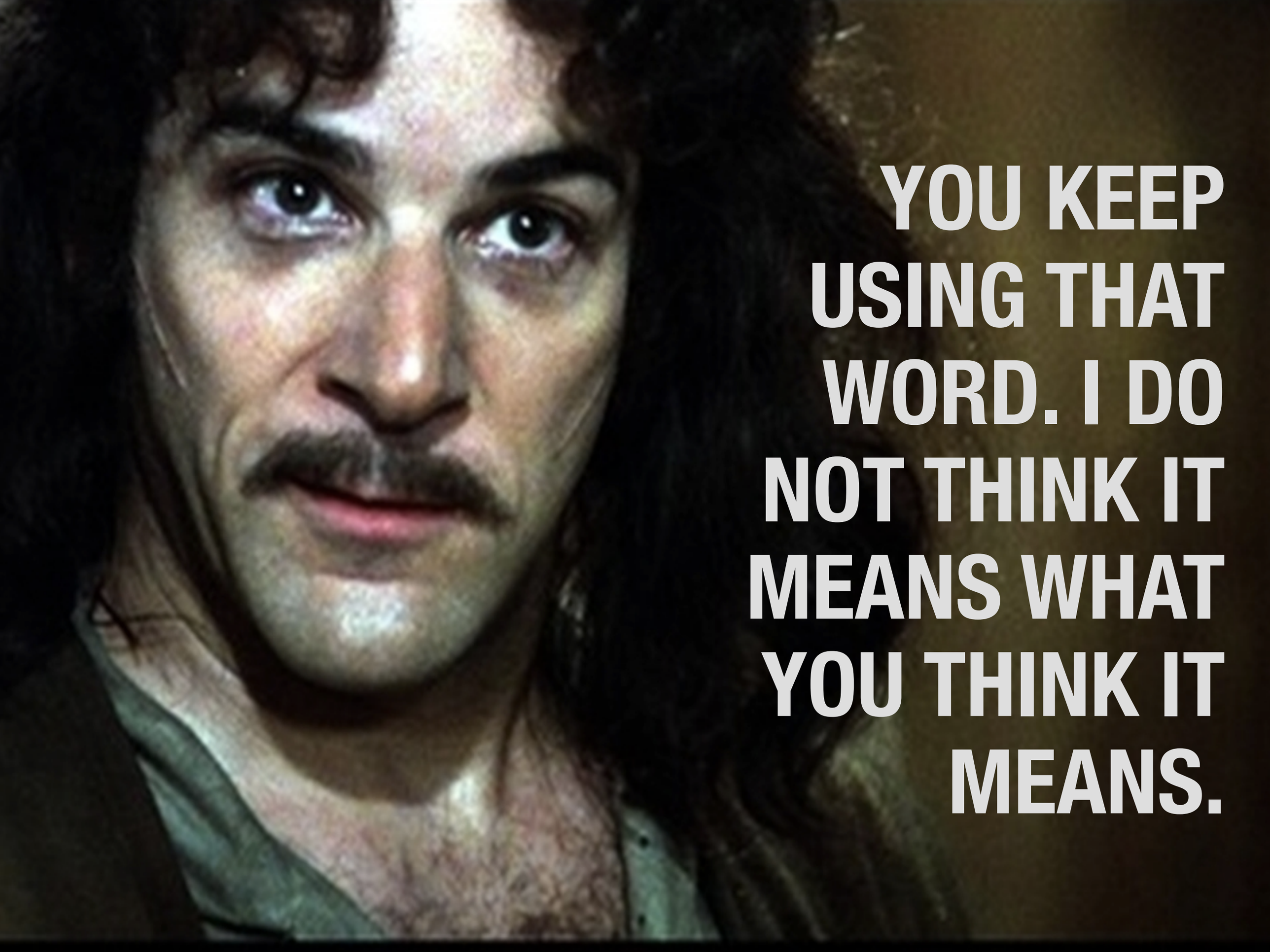
Configuration Management

RELEASE MANAGEMENT

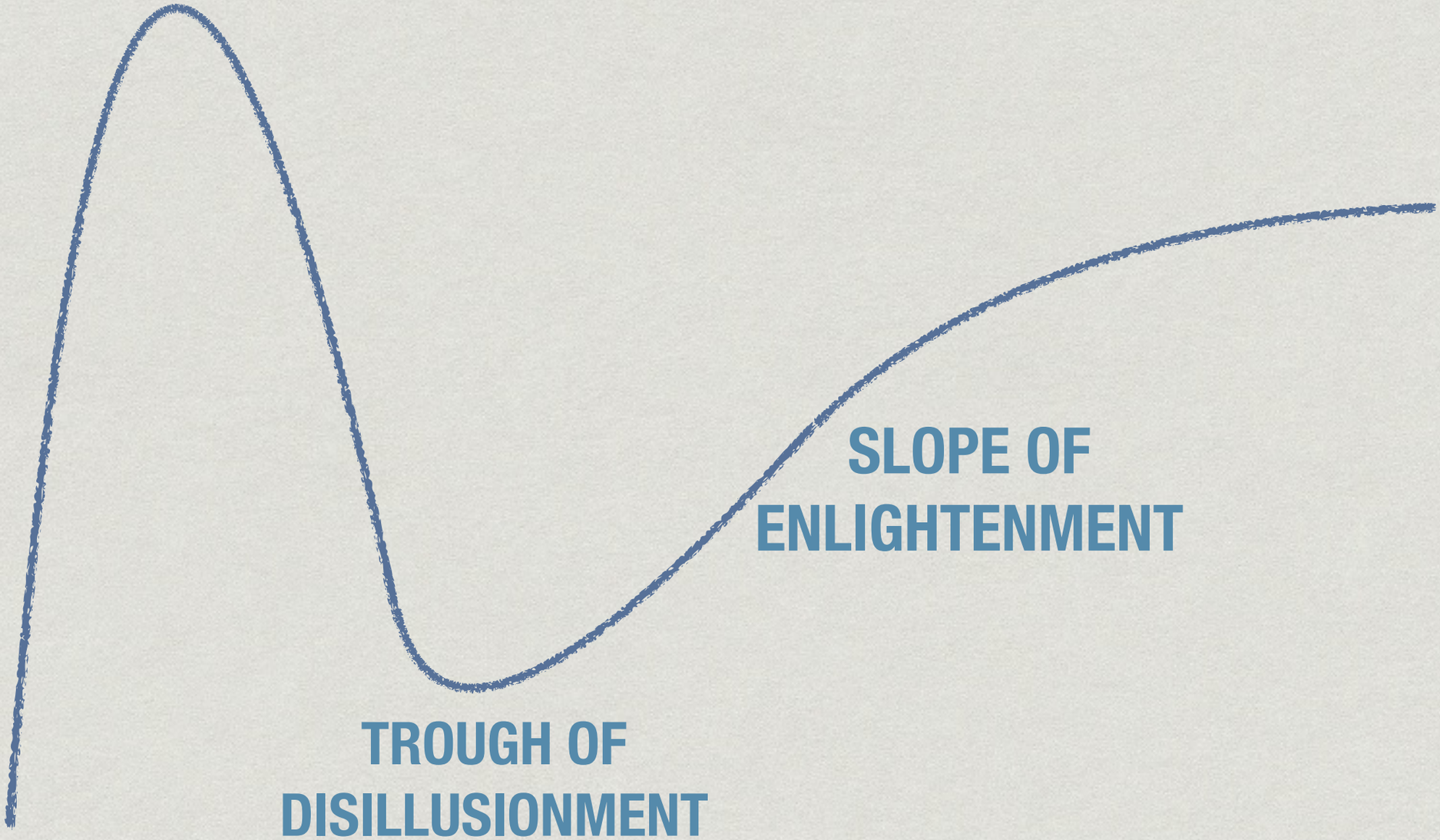
continuous integration

tag clouds

DEVOPS


YOU KEEP USING THAT WORD. I DO NOT THINK IT MEANS WHAT YOU THINK IT MEANS.

PEAK OF
INFLATED
EXPECTATIONS



SLOPE OF
ENLIGHTENMENT

TROUGH OF
DISILLUSIONMENT

TRIGGER

~~DEVOPS~~

EMPATHY

“EMPATHY ALLOWS SOFTWARE MAKERS AND OPERATORS TO HELP EACH OTHER DELIVER THE BEST POSSIBLE FUNCTIONALITY AND OPERABILITY ON BEHALF OF THEIR CUSTOMERS.”[7]

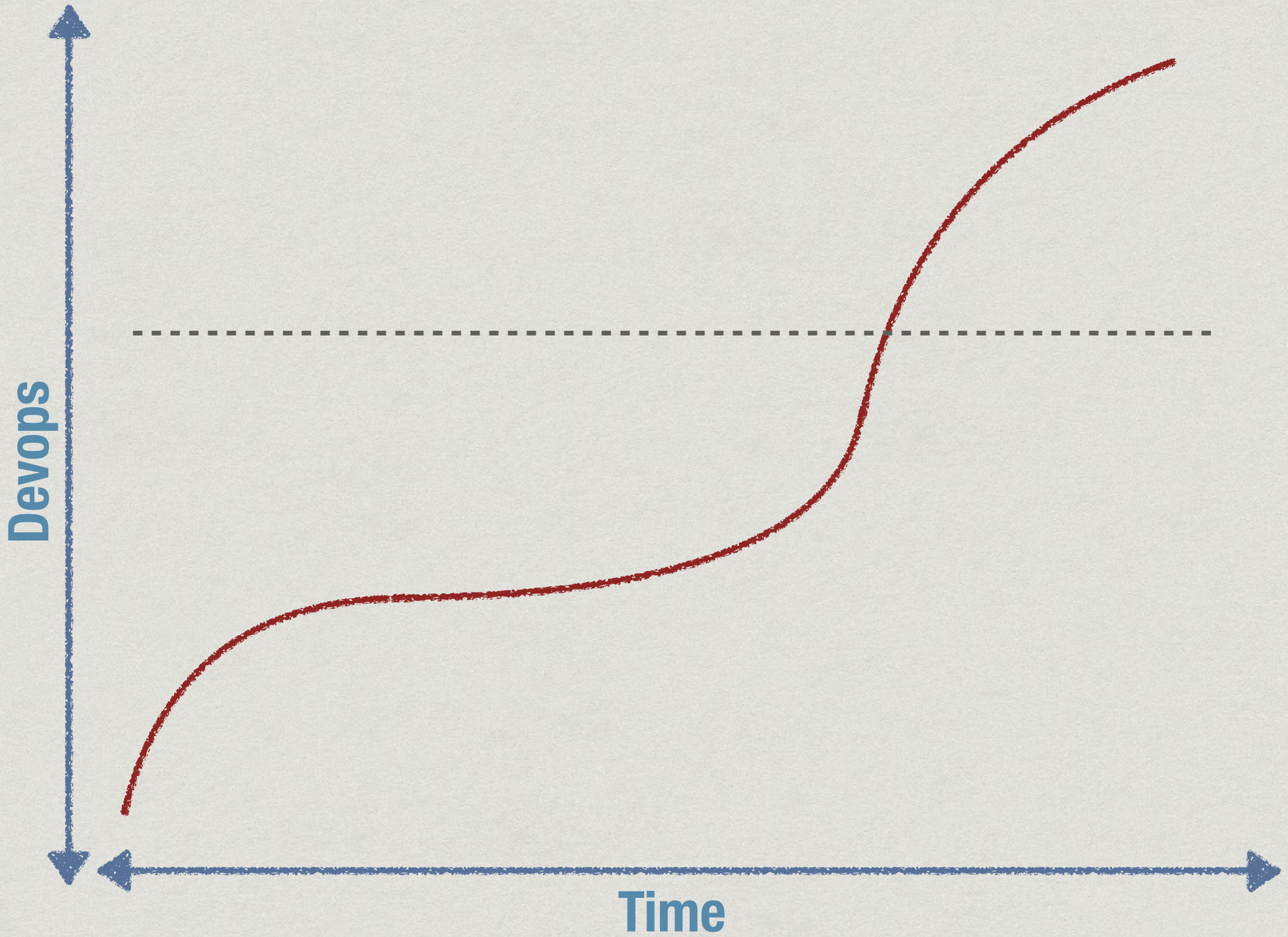
“YOU CAN’T DESIGN ANYTHING TRULY USEFUL UNLESS YOU UNDERSTAND THE PEOPLE FOR WHOM YOU’RE DESIGNING.”[7]

MIZUNO
Patrik's
THREE

“A COMPANY THAT MAKES A POSITIVE DIFFERENCE IN ALL OUR LIVES AND THE LIVES OF OUR CUSTOMERS.”

CULTURE > TOOLS

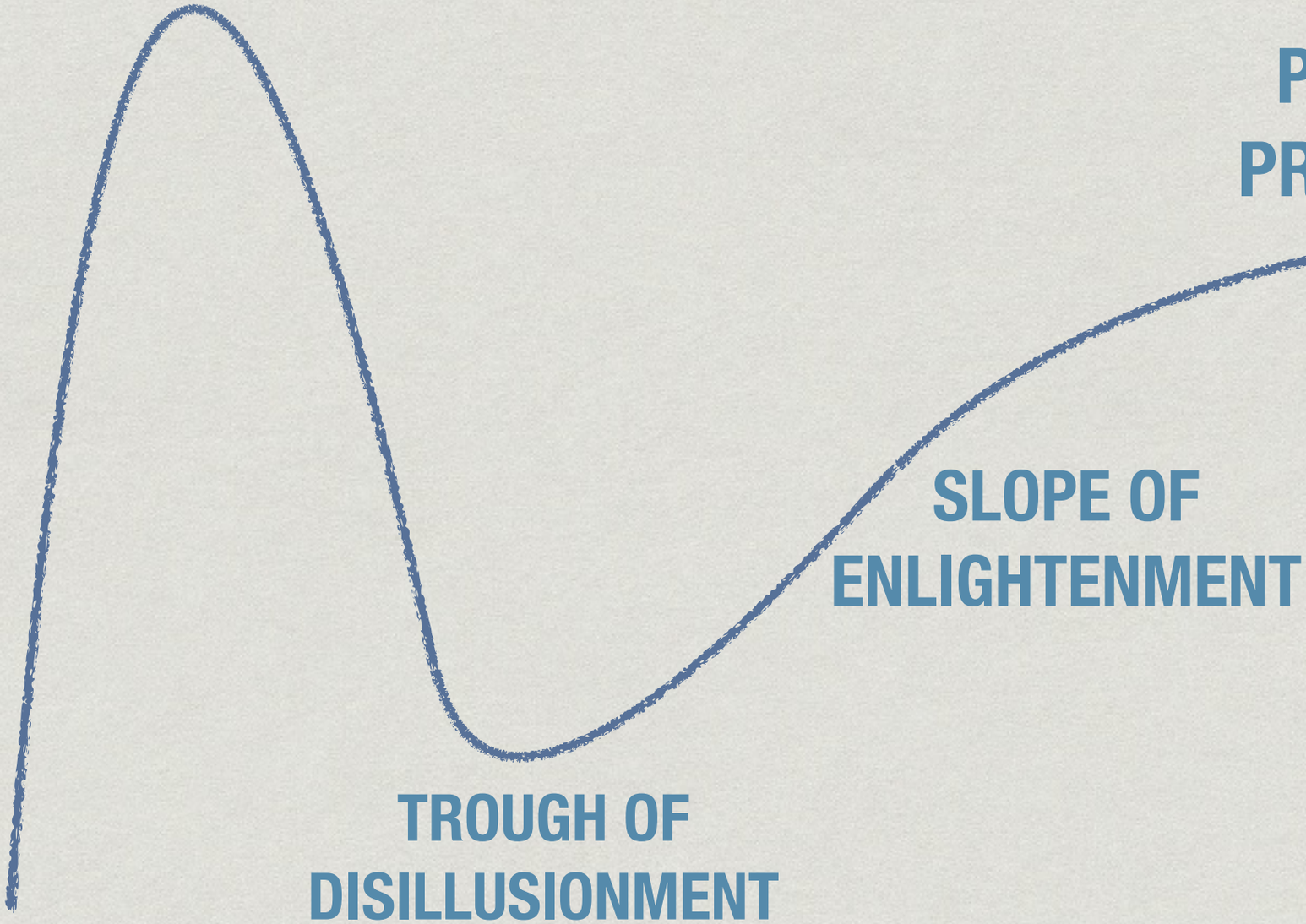
USE TOOLS TO REINFORCE CULTURE


Devops
Time

EMPATHY ALLOWS YOU TO VIEW OTHER TEAMS AS ENABLERS RATHER THAN BLOCKERS

PEAK OF
INFLATED
EXPECTATIONS

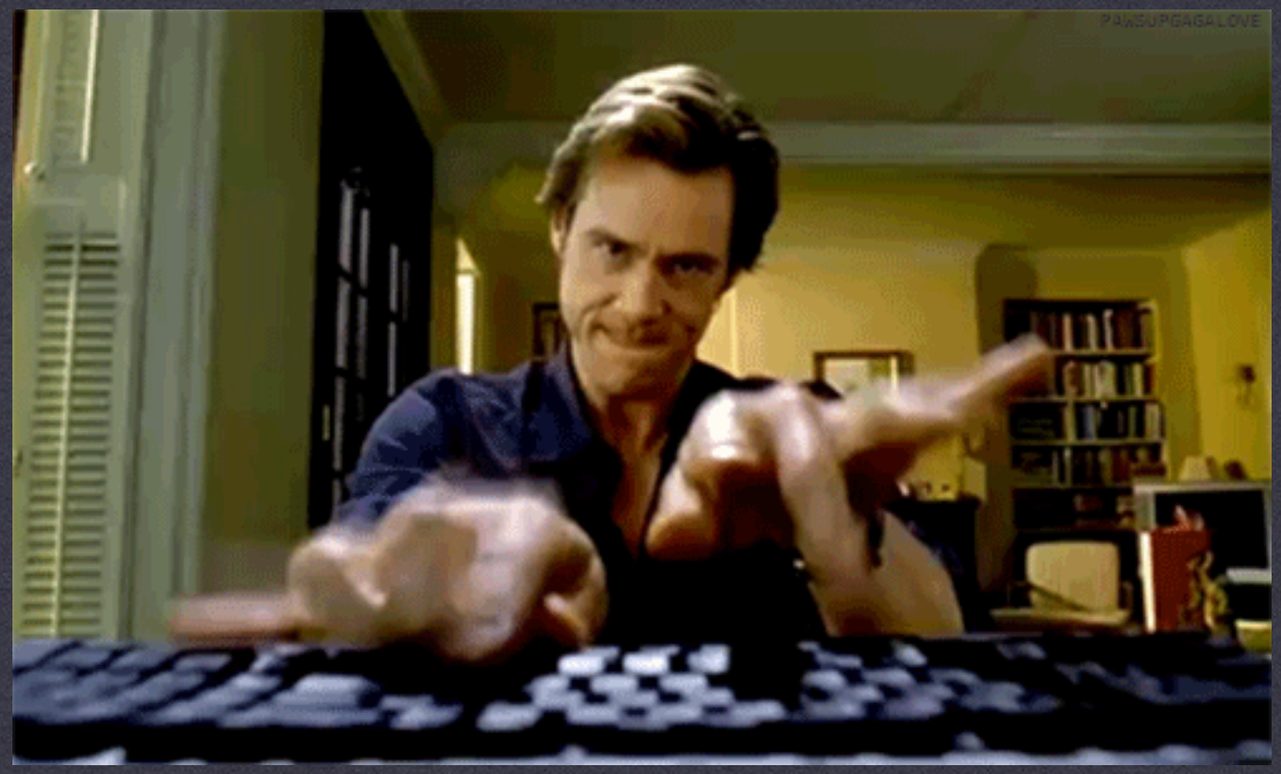
PLATEAU OF
PRODUCTIVITY



SLOPE OF
ENLIGHTENMENT

TROUGH OF
DISILLUSIONMENT

TRIGGER



PRODUCTIVITY!

WHAT CAN WE DO?

A FAILURE OF “DEVOPS” IS EVERYONE’S FAILURE. A SUCCESS IS EVERYONE’S SUCCESS.

CROSS-FUNCTIONAL TEAMS (NOT FUNCTIONAL SILOS)

RESPONSIBILITY,
NOT BUCK-PASSING

Zenoss CORE | DASHBOARD | EVENTS | INFRASTRUCTURE | REPORTS | ADVANCED

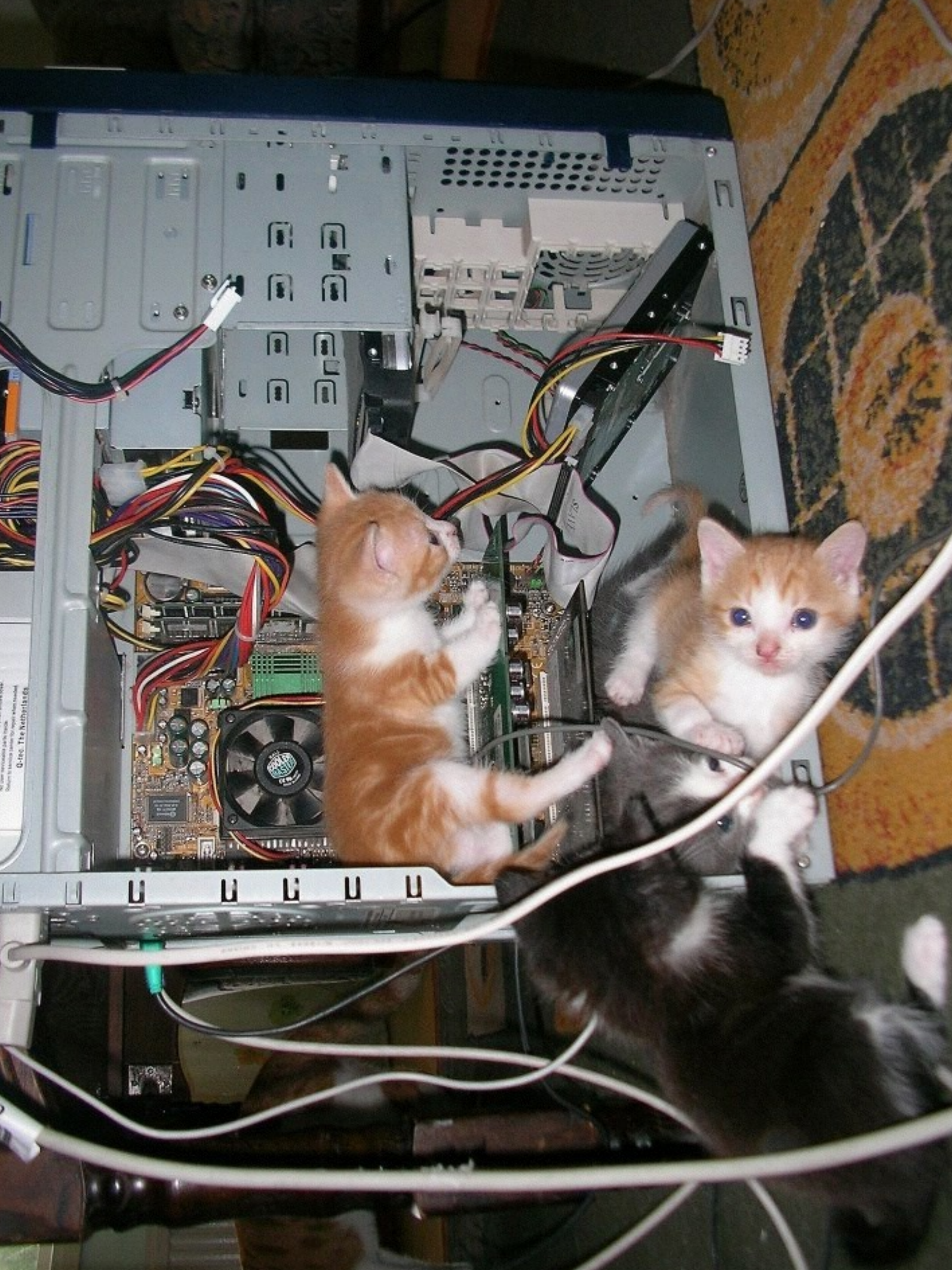
Event Console | History | Event Classes | Event Manager

Select | Export | Configure

atus	Severity	Device	Component	Event Class	Summary
...	...				
	!!	zenoss	Redis mast...	/Cmd/Fail	ERROR: value of stats.timers.redis.production rdb_changes_since_last_save.mean is 145337826.12
✓	!!	zenoss	Redis downl...	/Cmd/Fail	ERROR: value of *.timers.redis.production. .download_queue_error.upper is 7722.00
	!!		sar_stats	/Cmd/Fail	SNMP problem - No data received from host
	!!		sar_stats	/Cmd/Fail	SNMP problem - No data received from host
	!!		check_sch...	/Cmd/Fail	ERROR: value of stats.timers.gearman.production. .scheduler_broadcast_crashqueue_length.upper is 15175.95
	!!		DVlabs ban...	/Cmd/Fail	CRIT: DVlabs bandwidth usage is 6.96 Gbps.
	!!		10G EDGE	/Cmd/Fail	Please enable Wowza Edge - Connection count is 3837.
	!!		snmp	/Status/Snmp	SNMP agent down
	!!		snmp	/Status/Snmp	SNMP agent down
✓	!!		snmp	/Status/Snmp	SNMP agent down
	!!		/var/mysql	/Perl/Filesy...	disk space threshold: 91.4% used (3.6GB free)
	!!		/var/mysql/...	/Perl/Filesy...	disk space threshold: 85.5% used (27.5GB free)
	!!		/mnt/statsd...	/Perl/Filesy...	disk space threshold: 85.4% used (27.6GB free)
	!!		/	/Perl/Filesy...	disk space threshold: 87.2% used (35.3GB free)
	!!		Mobile_wo...	/Cmd/Fail	Test iphone/nyc failed against , check that channel is online/mobile-capable.
	!!		Isilon Clust...	/Perl/Snmp	threshold of Cluster Critical exceeded: current value 89.00
	!!		Isilon Disk...	/Perl/Snmp	threshold of Diskpool Nearline Critical exceeded: current value 91.00
	!!		Cron checker	/Cmd/Fail	SNMP CRITICAL - ""CRITICAL, 2 failed jobs, last message """
✓	!!		java	/Cmd/Fail	No process matching java found : CRITICAL
✓	!!		Wowza 3 R...	/Cmd/Fail	CRIT: Test failed against
✓	!!		Wowza Pro...	/Cmd/Fail	ERROR: Process name table : No response from remote host
✓	!!		Wowza 3 R...	/Cmd/Fail	CRIT: Test failed against
✓	!!		Wowza 3 R...	/Cmd/Fail	CRIT: Test failed against
✓	!!		Cron checker	/Cmd/Fail	SNMP CRITICAL - "No Such Object available on this agent at this OID"
✓	!!		Cron checker	/Cmd/Fail	SNMP CRITICAL - "No Such Object available on this agent at this OID"
✓	!!		Office cam ...	/Cmd/Fail	Connection timed out
	!!		isilon_stats	/Perl/Snmp	threshold of Percent Used Critical exceeded: current value 99.00
	!!		isilon_stats	/Perl/Snmp	threshold of Percent Used Critical exceeded: current value 99.00
	!!		Wowza_JM...	/Cmd/Fail	ERROR: Java Process unresponsive in the last 10 minutus on 7 Wowza Servers [
✓	!!		Downloader...	/Cmd/Fail	Cmd: $ZENHOME/libexec/ /get_graphite_datapoint.py -d 'sumSeries(stats_counts.nodejs.production.api.*.combined.video_wo
✓	!!			/Status/Ping	ip is down
✓	!!			/Status/Ping	ip is down
✓	!!			/Status/Ping	ip is down
✓	!!		Gearman S...	/Cmd/Fail	Cmd: $ZENHOME/libexec/ 'get_graphite_datapoint.py -d 'stats.timers.gearman.production. .smsqueue_length.upper
✓	!	zenoss		/Status/PyD...	Could not fetch data from source
	!	zenoss	curated_ev...	/Cmd/Fail	Command timed out on device : '$ZENHOME/libexec/ /check_wowza3_curated_events.py -s HLS'
✓	!	zenoss	Process Ulimit	/Cmd/Fail	CRIT: The following ulimits on are too low: mysql:10000, mysql:10000, mysql:10000, mysql:10000, mysql:10000, mysql:100
	!	zenoss		/Cmd/Fail	Cmd: $ZENHOME/libexec/ - Code: 2 - Msg: Misuse of shell builtins

DOING IT WRONG

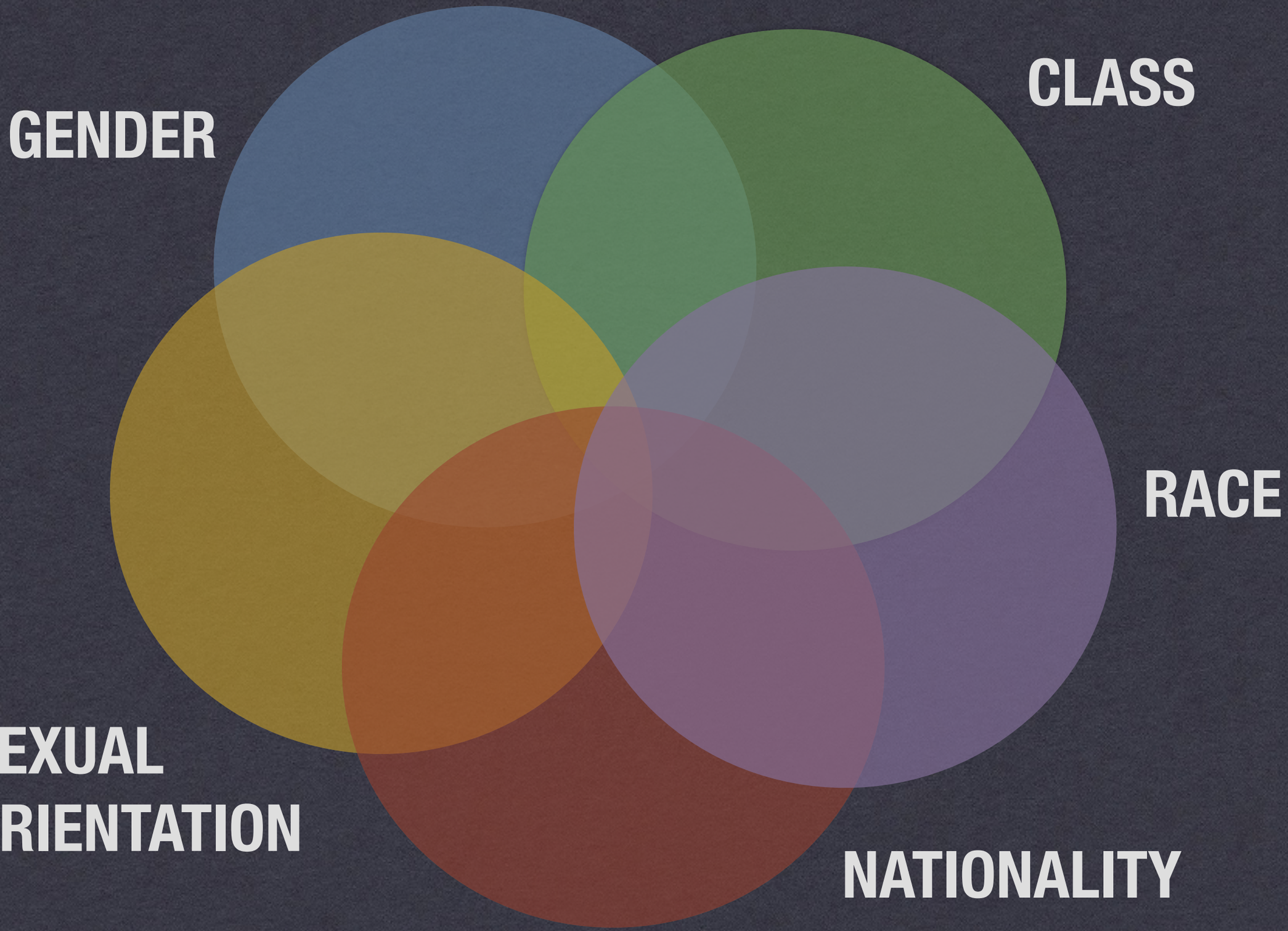
“CREATING SILOS IS A RATIONAL RESPONSE TO THE HISTORICAL EXPENSE OF COMPUTING RESOURCES AND THE HIGH TRANSACTION COST OF PUTTING OUT A RELEASE.”[8]



CREATING SOLUTIONS FOR PEOPLE

CONSIDER ACCESSIBILITY

DIVERSITY

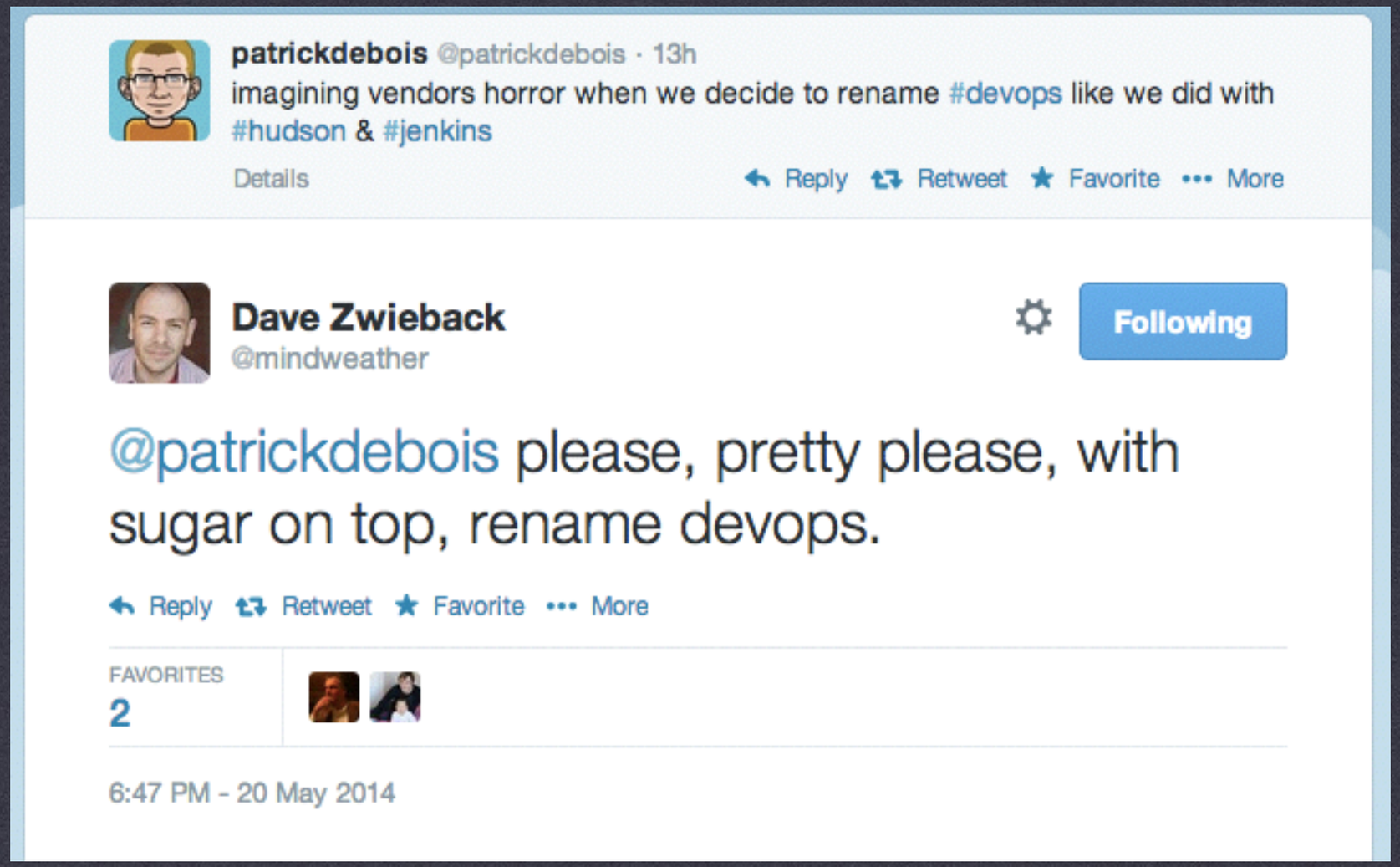

GENDER
CLASS
RACE
SEXUAL ORIENTATION
NATIONALITY

CONTINUOUS IMPROVEMENT,
OR,
THERE IS NO “DONE DONE”

(BLAMELESS)
CULTURAL POST-MORTEMS

BE LIKABLE AND APPROACHABLE AND GET THINGS DONE.[9]

WHAT CAN WE DO?


patrickdebois @patrickdebois · 13h
imagining vendors horror when we decide to rename #devops like we did with #hudson & #jenkins
Details
Reply
Retweet
Favorite
More
Dave Zwieback
@mindweather
Following
@patrickdebois please, pretty please, with sugar on top, rename devops.
Reply
Retweet
Favorite
More
FAVORITES
2
6:47 PM - 20 May 2014

LONG LIVE DEVOPS.

LONG LIVE DEVOPS.
LONG LIVE EMPATHY.

THANK YOU.

kd@gc.com

kdaniels

@beerops

QUESTIONS?

kd@gc.com

kdaniels

@beerops

FURTHER READING

1. PATRICK DEBOIS, OPENING STATEMENT, HTTP://WWW.CUTTER.COM/PROMOTIONS/ITJ1108/ITJ1108.PDF
2. JEZ HUMBLE AND JOANNE MOLESKY, WHY ENTERPRISES MUST ADOPT DEVOPS TO ENABLE CONTINUOUS DELIVERY, HTTP://WWW.CUTTER.COM/PROMOTIONS/ITJ1108/ITJ1108.PDF
3. NATHEN HARVEY, YOU ARE NOT A DEVOP, HTTPS://SPEAKERDECK.COM/NATHENHARVEY/YOU-ARE-NOT-A-DEVOP
4. JEZ HUMBLE, THERE IS NO SUCH THING AS A DEVOPS TEAM, HTTP://CONTINUOUSDELIVERY.COM/2012/10/THERES-NO-SUCH-THING-AS-A-DEVOPS-TEAM/
5. PETE CHESLOCK, DEVOPS IN YOUR JOB TITLE IS DOING YOU HARM, HTTP://BLOG.PETECHESLOCK.COM/2013/05/03/DEVOPS-IN-YOUR-JOB-TITLE-IS-DOING-YOU-HARM/
6. MIKE STAHNKE, ‘DOWNLOAD THE DEVOPS’ AND OTHER WINCE-WORTHY FAUX PAS, HTTP://PUPPETLABS.COM/BLOG/DOWNLOAD-DEVOPS-AND-OTHER-WINCE-WORTHY-FAUX-PAS
7. JEFF SUSSNA, EMPATHY: THE ESSENCE OF DEVOPS, HTTP://BLOG.INGINEERING.IT/POST/72964480807/EMPATHY-THE-ESSENCE-OF-DEVOPS

EVEN FURTHER READING

8. JEZ HUMBLE, ORGANIZE SOFTWARE DELIVERY AROUND OUTCOMES, NOT ROLES, HTTP://CONTINUOUSDELIVERY.COM/2011/12/ORGANIZE-SOFTWARE-DELIVERY-AROUND-OUTCOMES-NOT-ROLES/
9. JOHN ALLSPAW, DEVOPS: THESE SOFT PARTS, HTTP://WWW.AGILEWEBOPERATIONS.COM/DEVOPS-THESE-SOFT-PARTS
10. NOAH SUSSMAN, CONTINUOUS IMPROVEMENT, HTTP://WWW.SLIDESHARE.NET/NOAHSUSSMAN/CONTINUOUS-IMPROVEMENT-DEVOPS-DAY-MOUNTAIN-VIEW-2012
11. JOEL SPOLSKY, THE JOEL TEST: 12 STEPS TO BETTER CODE, HTTP://WWW.JOELONSOFTWARE.COM/ARTICLES/FOG0000000043.HTML
12. TOM LIMONCELLI, OPS REPORT CARD, HTTP://WWW.OPSREPORTCARD.COM/
13. TED DZIUBA, DEVOPS IS A POORLY EXECUTED SCAM, HTTP://WEB.ARCHIVE.ORG/WEB/20120115112631/HTTP://TEDDZIUBA.COM/2011/03/DEVOPS-SCAM.HTML
14. JOHN ALLSPAW, BLAMELESS POST-MORTEMS AND A JUST CULTURE, HTTP://CODEASCRAFT.COM/2012/05/22/BLAMELESS-POSTMORTEMS/
15. ADAM VACCARO, WHY DIVERSE TEAMS CREATE BETTER WORK, HTTP://WWW.INC.COM/ADAM-VACCARO/DIVERSITY-AND-PERFORMANCE.HTML