


The Beautiful Lie

Agile, DevOps, and
Missing Promises

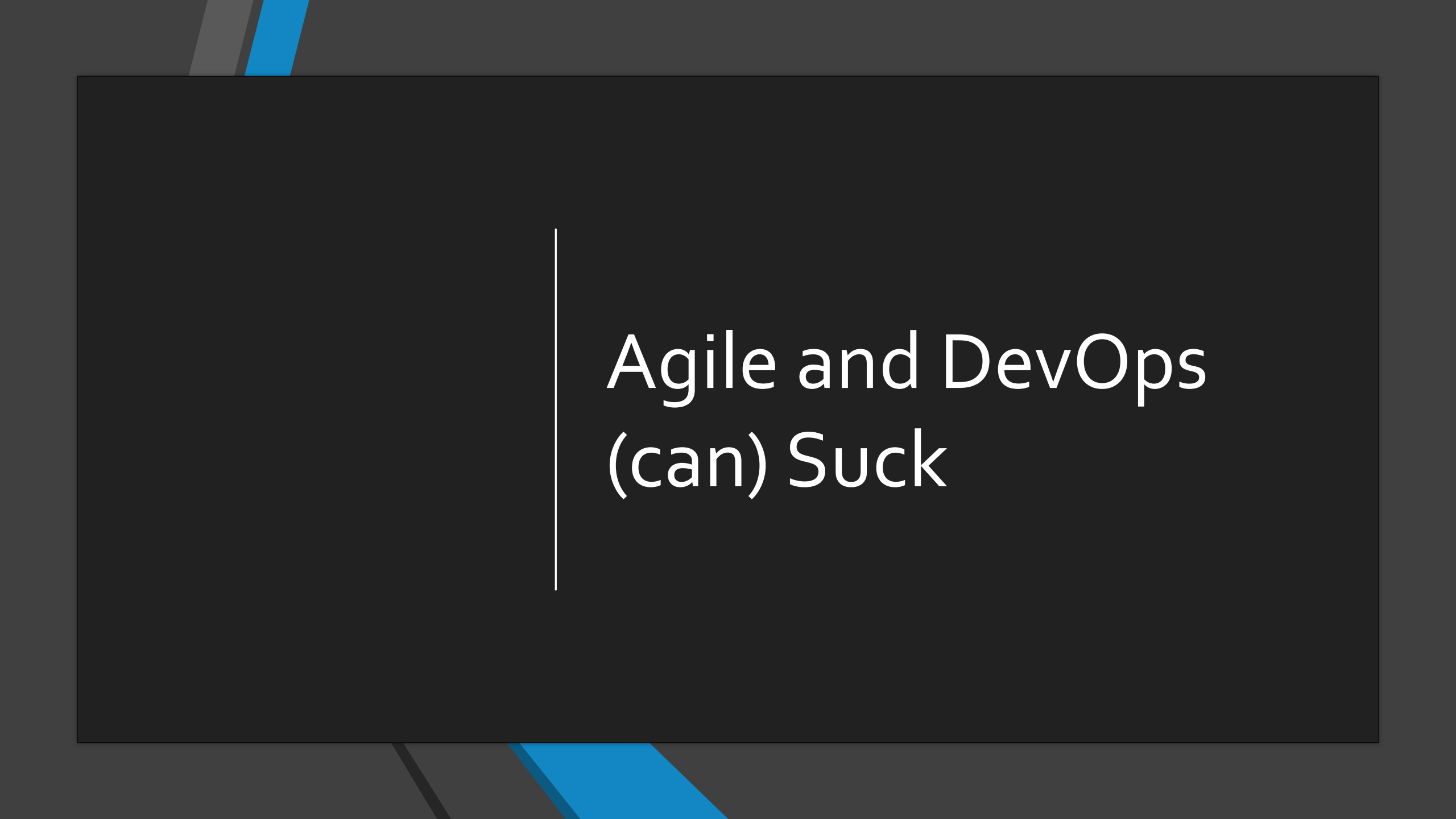
A decorative graphic on the right side of the slide, consisting of a stylized corner or 'L' shape. The inner edge is a bright green line, and the outer edge is a grey line. The shape is composed of two perpendicular segments, one vertical and one horizontal, meeting at a sharp corner.

What Agile Promises Us

- Improved Risk Tolerance
- Improved Reaction to the Needs of the Customer/Market
- Improved Quality

What DevOps Promises Us

- Improved Resilience
- Improved Developer Happiness
- Improved Availability and Resolution



Agile and DevOps
(can) Suck

Everything is about culture

Why Changes Fail

Lack of Consistency

- Culture is who we are, not who we say we are
- Decisions need a good framework

Lack of Direction

- A sense of direction helps us stay moving
- Cargo Cults aren't direction

Lack of Buy-In

- Initiatives cannot be forced
- Consistency leads to belief



Our Toolkit

Understanding Core Ideas

- Read the Agile Manifesto
- Read The Phoenix Project and The Unicorn Project

Ideals

- Locality and Simplicity
- Focus, Flow, and Joy
- Improvement of Daily Work
- Psychological Safety
- Customer Focus

Asking the Right Questions

- Ask why
- Understand Reasons

Listening

- Requires Psychological Safety
- Generative Culture
- Diversity of Background, Experience, and Perspective

Evolution over Revolution

- Minimal Viable Change
- Make changes, evaluate, repeat
- Let your investments in improvement compound

Be Willing to
Lose To Win

- Failure will happen
- Embrace Risk



Examples

Constant Changes to Work

- Burnout
- Bad prioritization or bad design?

CI/CD

- Promotes small changes
- Maintains flow
- Consistent Improvement
- Encourage experimentation and risk-taking
- Faster, safer, and better quality platforms



Wrap-up