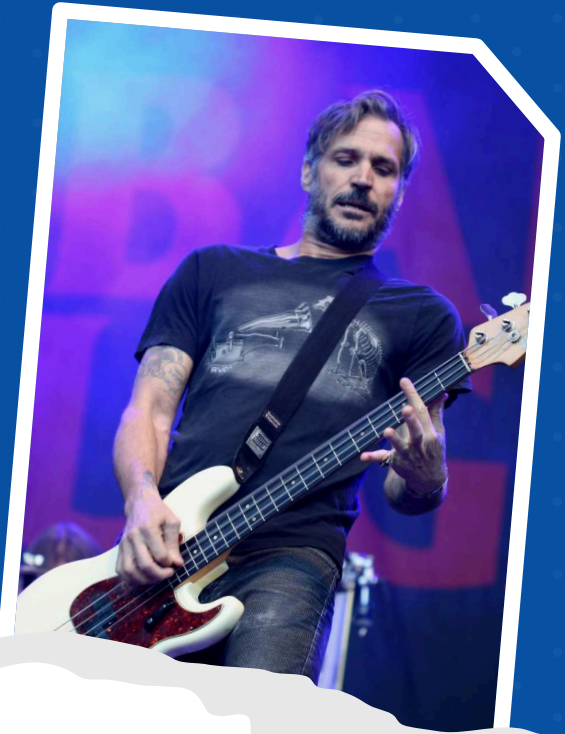


Zero Trust

**Is For Networks
Not Your Teams**



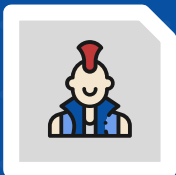
**What's the
hardest thing
about DevOps?**

DevOps was about **BREAKING DOWN SILOS**

BUT WE MADE NEW ONES



Hi, I'm Matty



**Punk
Music**



Improv



Dogs



Aiven

Resilience is a verb

Resilience

REBOUND

ROBUSTNESS

GRACEFUL EXTENSIBILITY

SUSTAINED ADAPTABILITY



Rebound

Returning to “normal” after a surprise or incident.
Work done ahead of time.



Robustness

The ability to withstand and absorb well-modeled disturbances
“Known knows”



Graceful Extensibility

The ability to stretch with challenges to operational boundaries
As opposed to brittleness.



Sustained Adaptability

Recognizing and managing adaptive capabilities over long
timescales

**These are
socio-technical
systems**

BLUNT END / SHARP END



Removed from
experience
Upstream decision
makers

BLUNT END



People directly
engaged in the work
“Chop wood, carry
water”

SHARP END

Sharp End

Constantly building and destroying systems

Strong signaling

Improve systems based on strain

Will do so naturally if given ownership

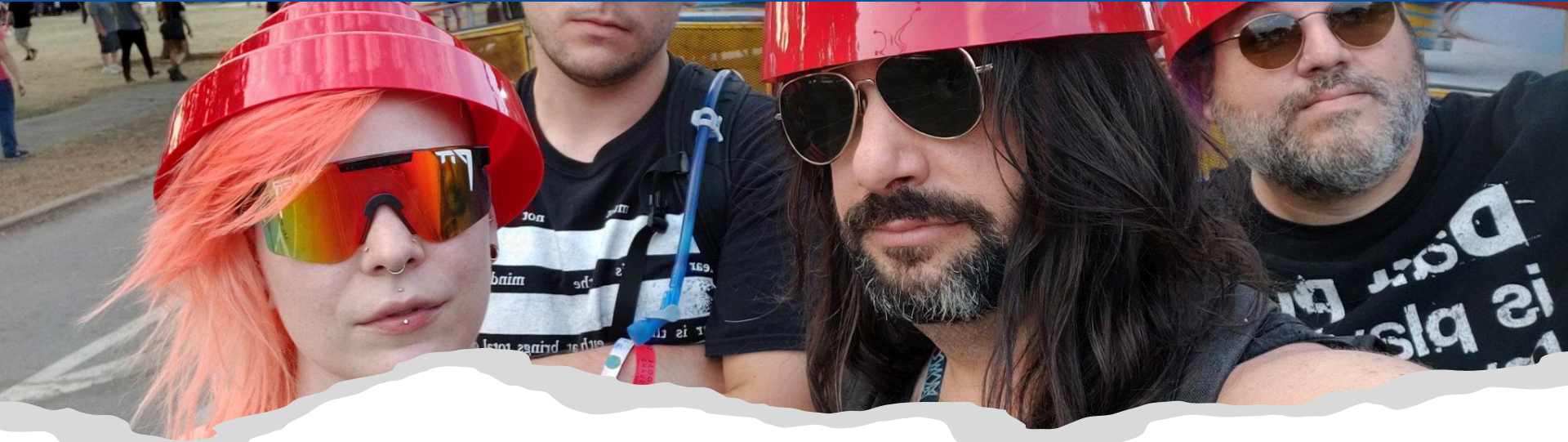




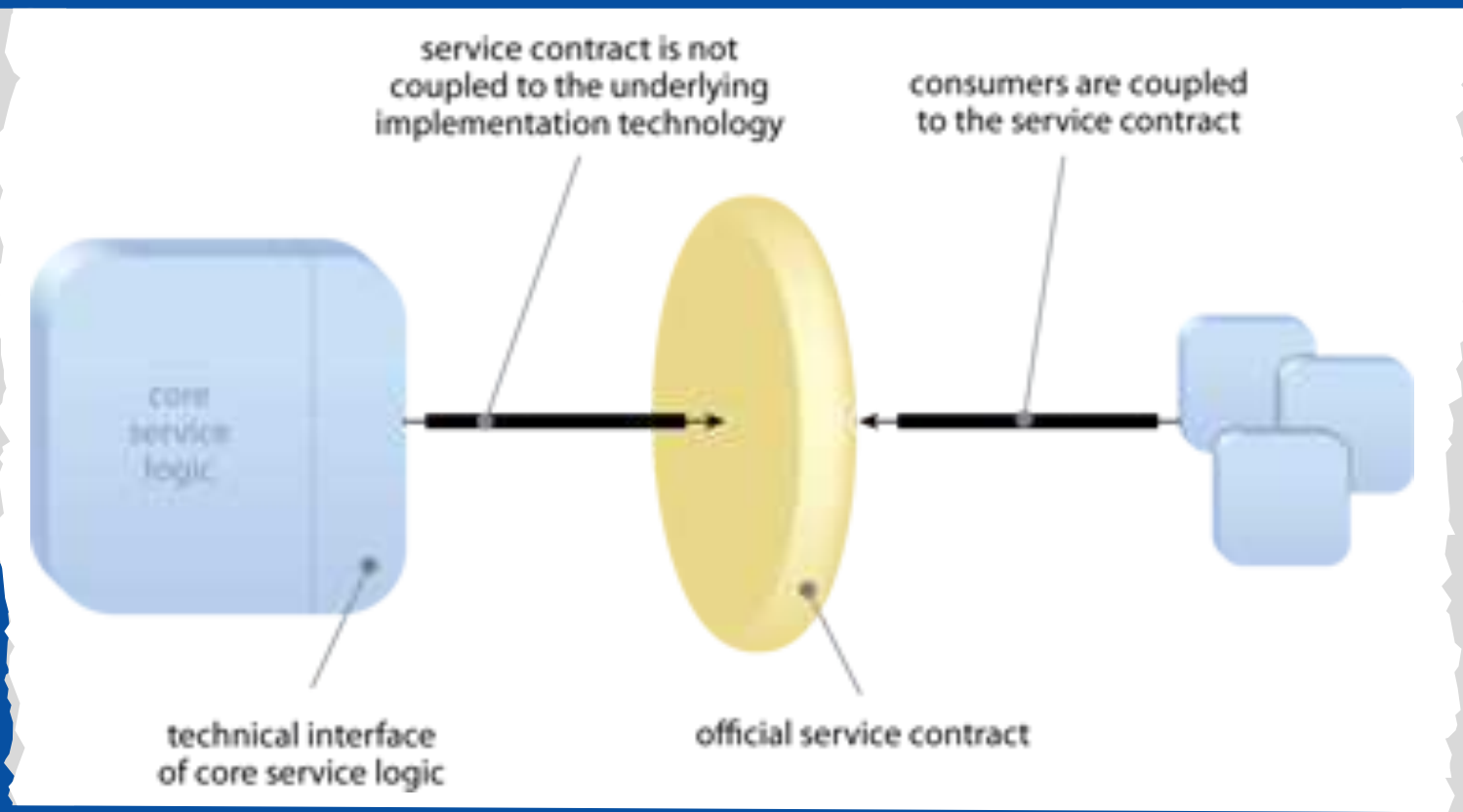
Command and Control is a Fallacy

Conway's Law

**let's flip conway's
law around**



Service Design as a metaphor for teams





“Our analysis found that this culture of psychological safety is predictive of software delivery performance, organizational performance, and productivity”

- Accelerate State of DevOps Report

What is **PSYCHOLOGICAL SAFETY?**



“[Psychological safety is] a sense of confidence that the team will not embarrass, reject, or punish someone for speaking up.”

-Amy Edmondson Professor, Harvard Business School

Psychological safety and accountability

The four zones of team performance



Low psychological safety...

- LACK OF DIVERSITY OF EXPERIENCE**
- UNEQUIPPED TO PREVENT FAILURE**
- KNOWLEDGE SILOS**
- INDIFFERENCE AND DISENGAGEMENT**

We need to have trust

WITHIN TEAMS

AND ALSO OF TEAMS



Trust within teams



David Shackelford

@dshack



Replying to [@mattstratton](#)

You can pause things with force, but it's hard to make meaningful progress until people feel heard. There is a palpable, sometimes physical relaxation response when someone believes their point of view has actually been understood and acknowledged (even if not agreed with)

**approach conflict
as a collaborator**

**not as an
adversary**



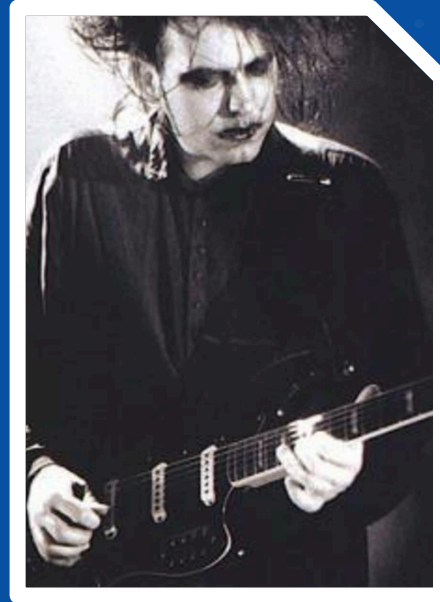
**Speak human to
human**

**“just like
me”**



**replace blame
with curiosity**

**you don't
have all the
facts**



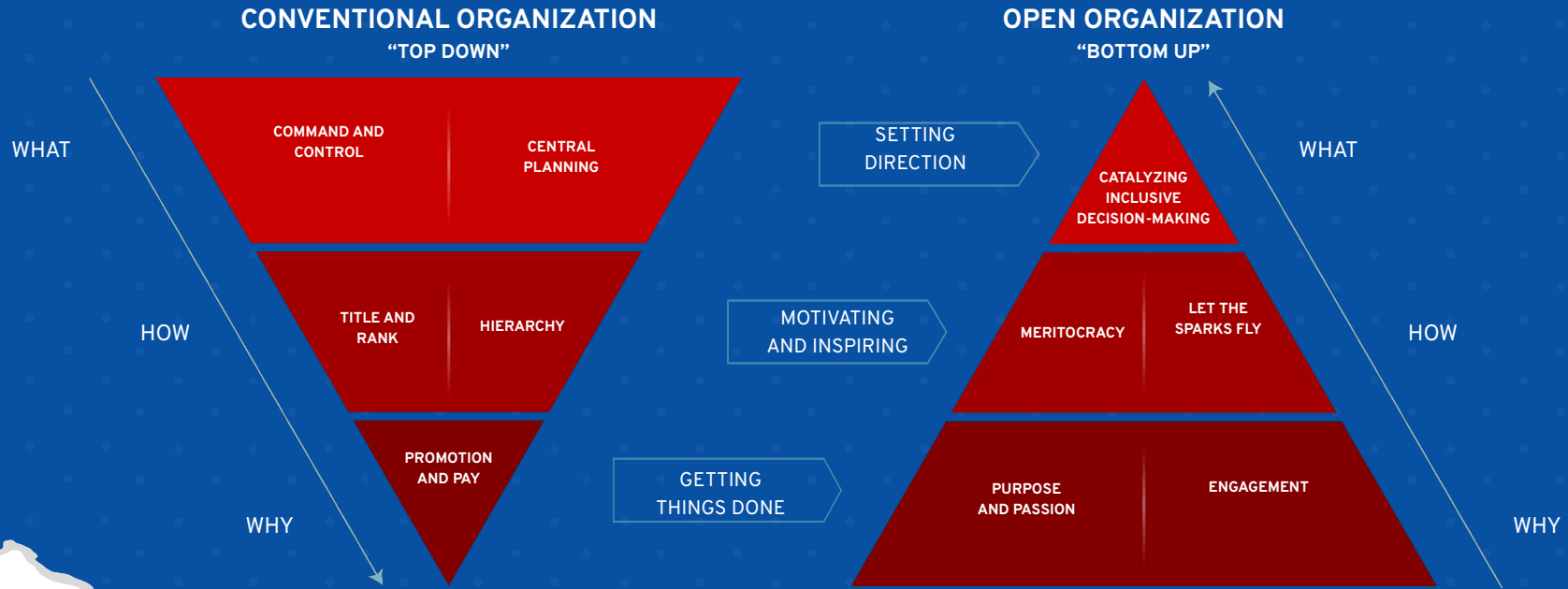
**model
vulnerability**

**create
emotional
bonds**

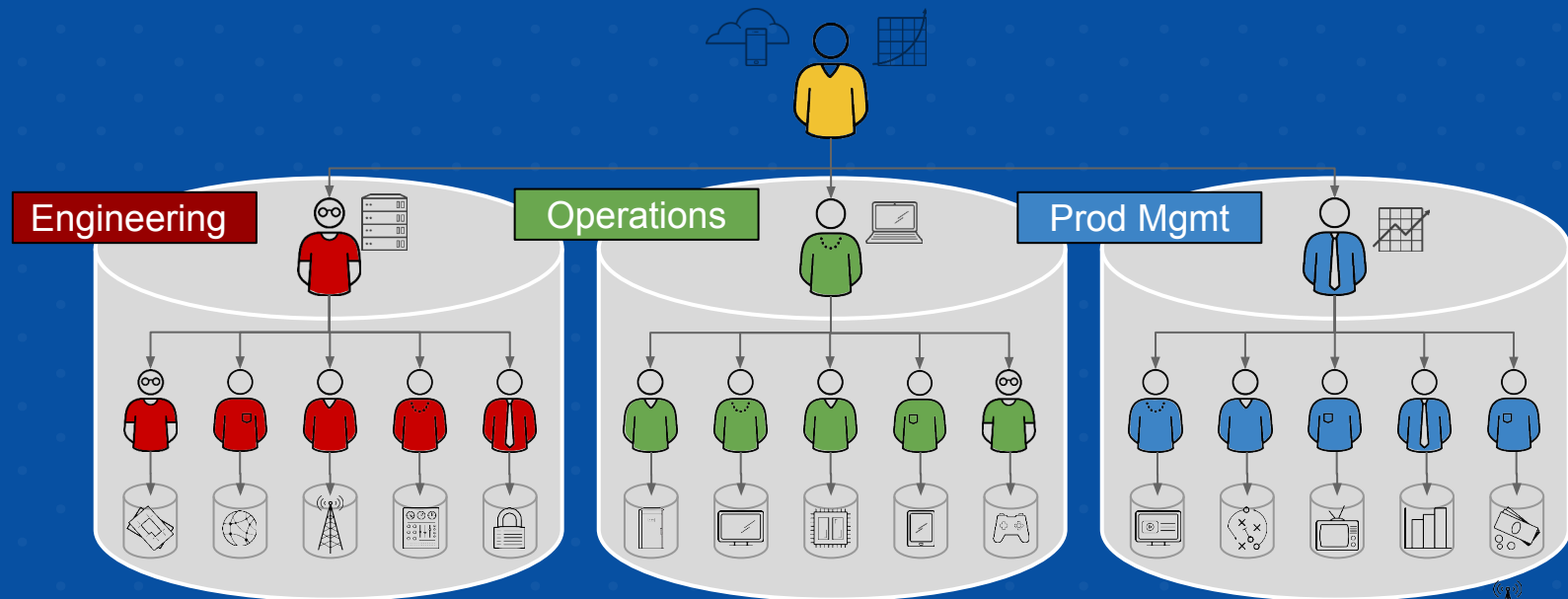


Trust of teams

The Open Organization

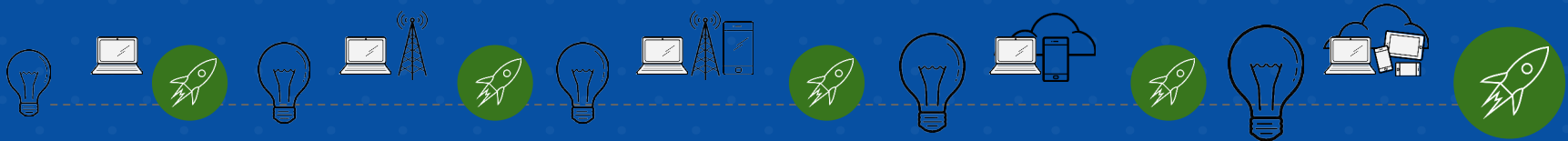


Siloed for Protection



The Open Organization

BOTTOM-UP, COLLABORATIVE, CONTINUOUS INNOVATION, AGILE





@MATTSTRATTON

 aiven

**Be Chris Farley.
Not Michael Scott**



**“Improv is like driving
while only looking in
the rear view mirror”**

- T. J. Jagodowski

Bring a brick

Not a cathedral



Improv for DevOps

- TRUST IN YOUR PARTNER
- THERE ARE NO MISTAKES
- THE TEAM IS GREATER THAN ALL OF US
- THE FUN LIES ON THE OTHER SIDE OF “YES”

**Players in a
scene are the
Sharp end**



“If we treat each other as if we are all geniuses, poets, and artists, we have a better chance of becoming that on stage”

- Del Close

Four things to do right now

- ESTABLISH RULES OF ENGAGEMENT
- CREATE SPACE FOR OPEN COMMUNICATION
- MEASURE *CONSISTENTLY* FOR LONG-TERM IMPROVEMENT
- PROVIDE GUARDRAILS (BUOYS NOT BOUNDARIES)



Thank You!

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