Zero Trust

Is For Networks

Not Your Teams

@MATTSTRATTON

aiven

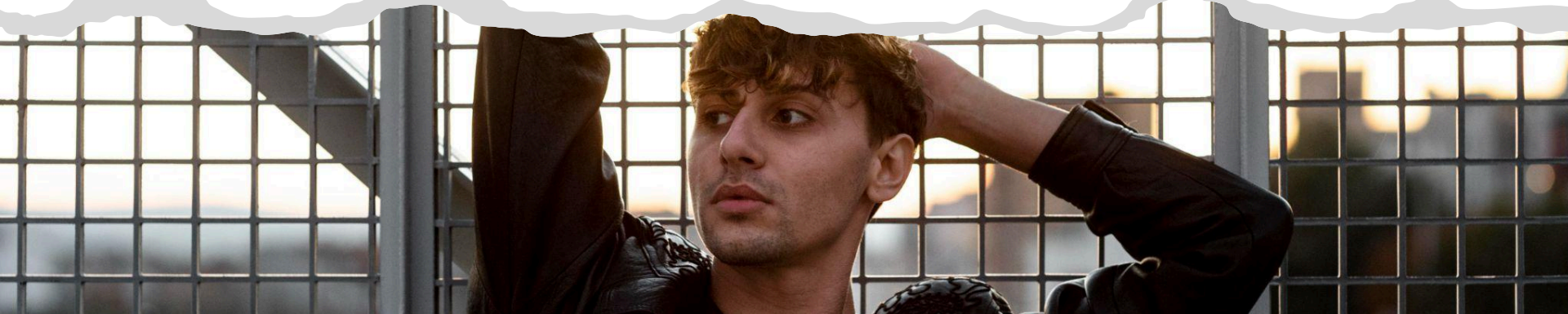
What's the hardest thing about DevOps?

aiven

DevOps was aBout

BREAKING DOWN SILOS

BUT WE MADE NEW ONES



Hi, I'm Matty

Punk Music

Improv

Dogs

Aiven

@MATTSTRATTON

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 knowns”

Graceful Extensibility

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

Sustained Adaptability

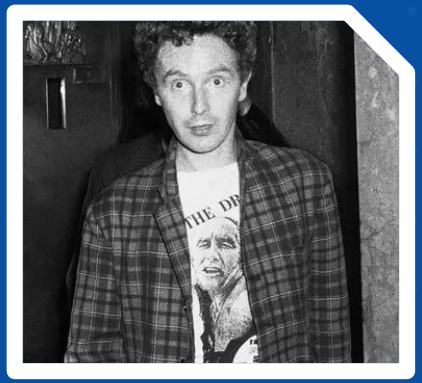
Recognizing and managing adaptive capabilities over long timescales

@MATTSTRATTON

aiven

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

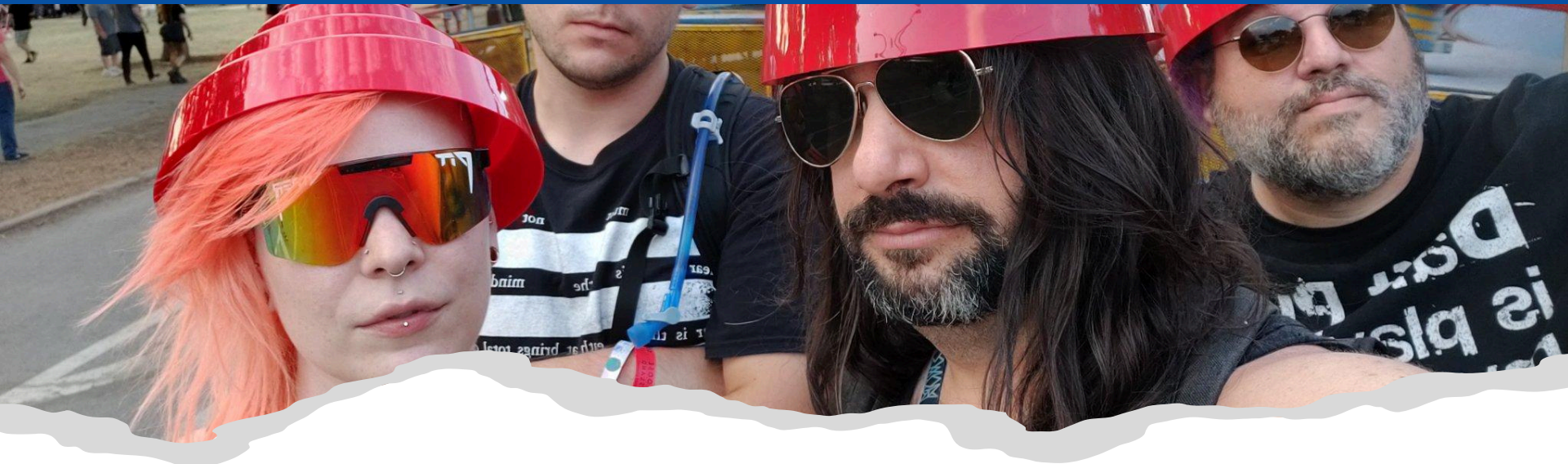
Command and Control is a Fallacy

@MATTSTRATTON

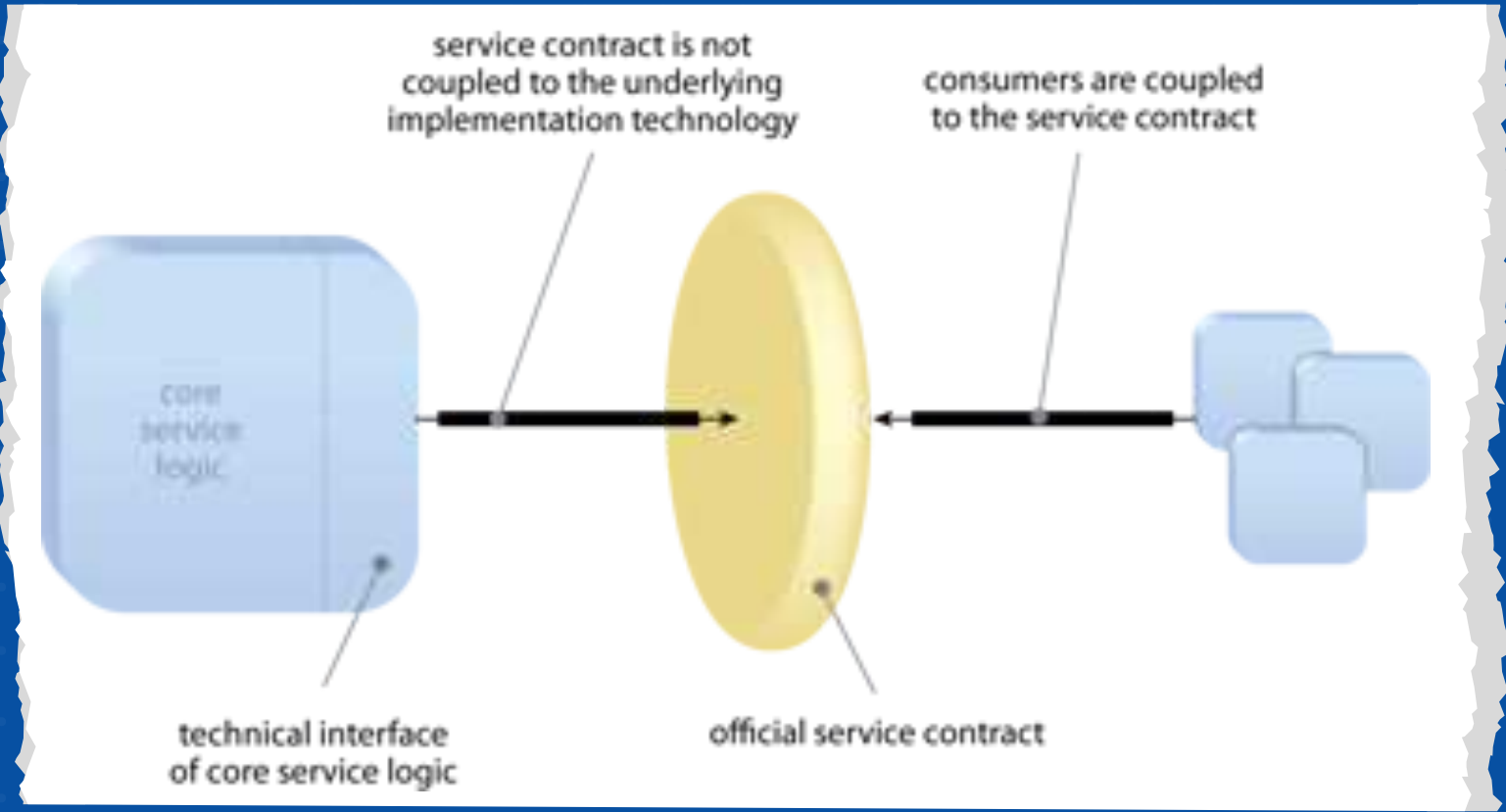
aiven

Conway's Law

let's flip conway's law around



Service Design as a metaphor for teams


service contract is not
coupled to the underlying
implementation technology
consumers are coupled
to the service contract
core
service
logic
technical interface
of core service logic
official service contract

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

- Accelerate State of DevOps Report

aiven

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 EdmondsonProfessor, Harvard Business School

Psychological safety and accountability

The four zones of team performance

Adapted from *How Psychological Safety Affects Team Performance*

Low psychological safety...

- → Lack of diversity of experience
- → Unequipped to prevent failure
- → Knowledge silos
- → Indifference and disengagement

aiven

We need to have trust

WITHIN TEAMS

AND ALSO *OF* TEAMS

Trust within teams

David Shackelford
@dshack

Replying to @mattstratton

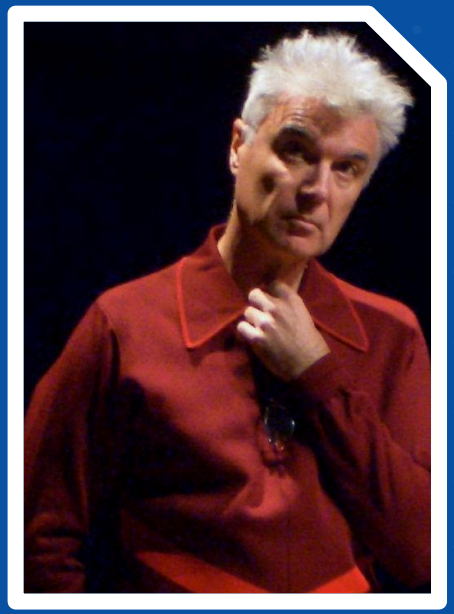
You can pause things with force, but it's hard to make meaningful progress until people feel heard. There is a palpable, sometimes physical relaxation response when someone believes their point of view has actually been understood and acknowledged (even if not agreed with)

approach conflict as a collaborator

not as an adversary

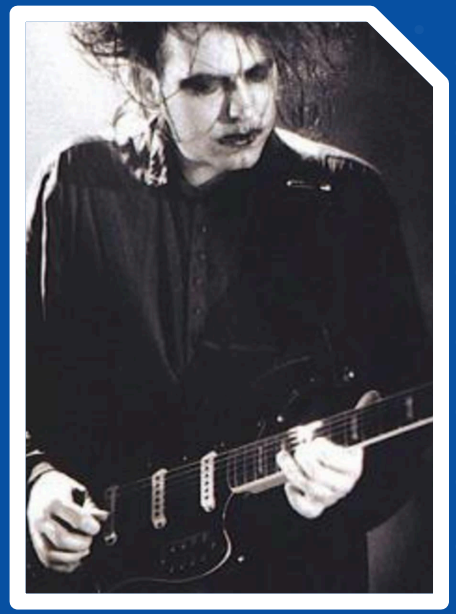
speak human to human

"just like me"



replace blame with curiosity

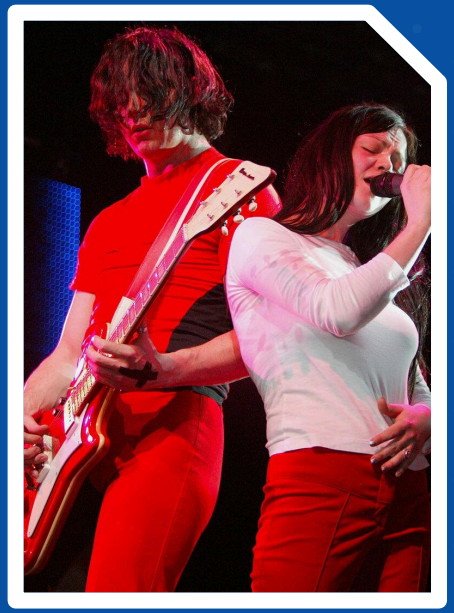
you don't have all the facts



aiven

model vulnerability

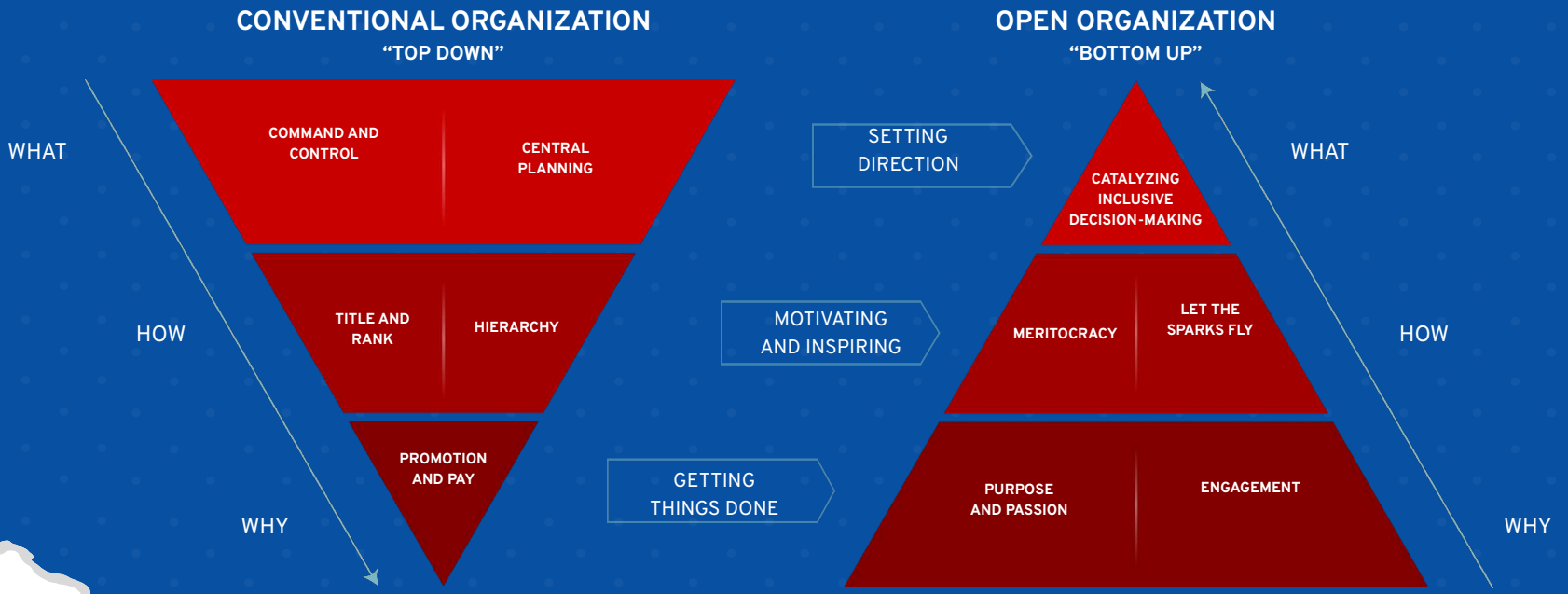
create emotional bonds



aiven

Trust of teams

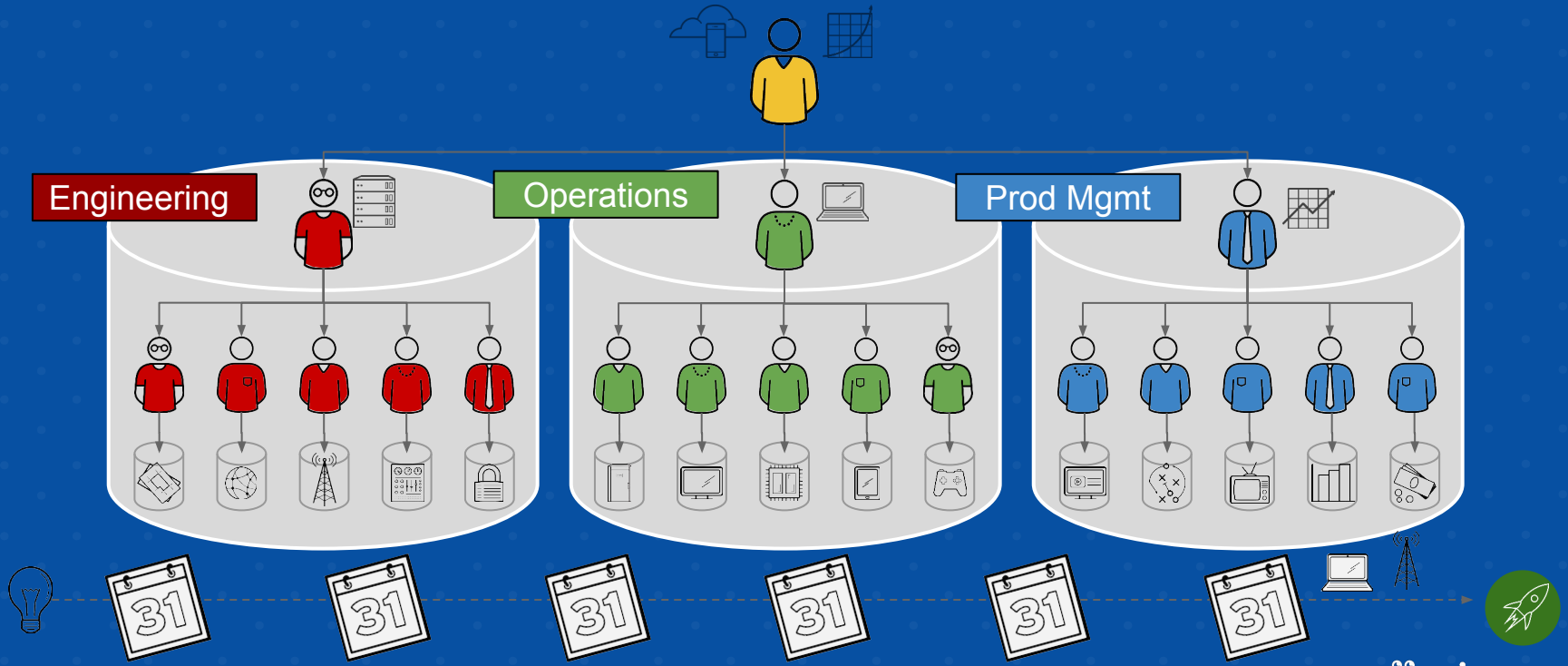
The Open Organization



@MATTSTRATTON

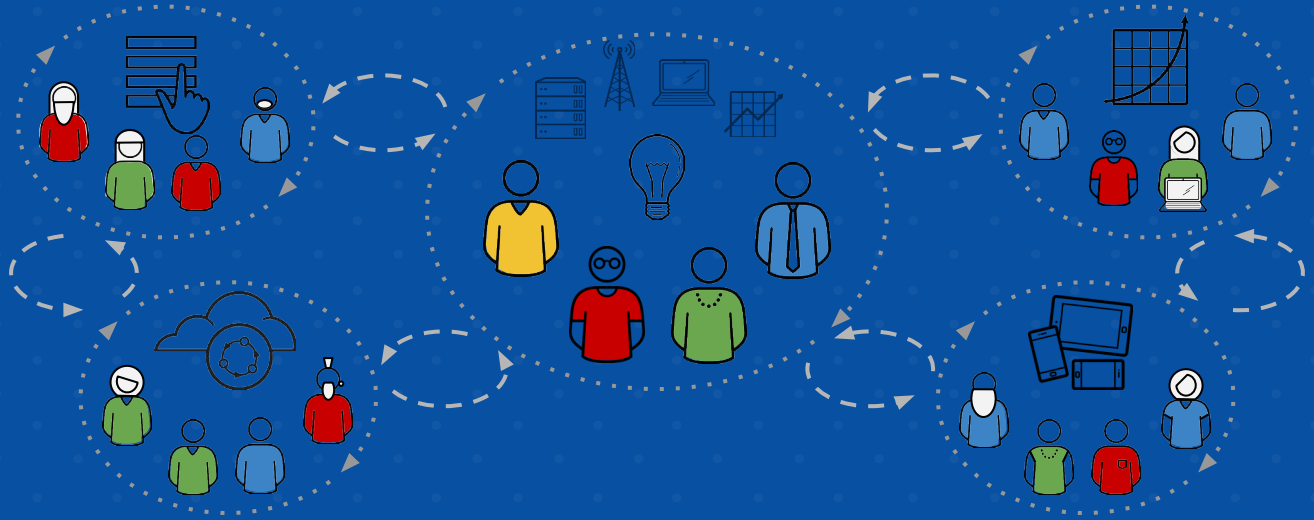
aiven

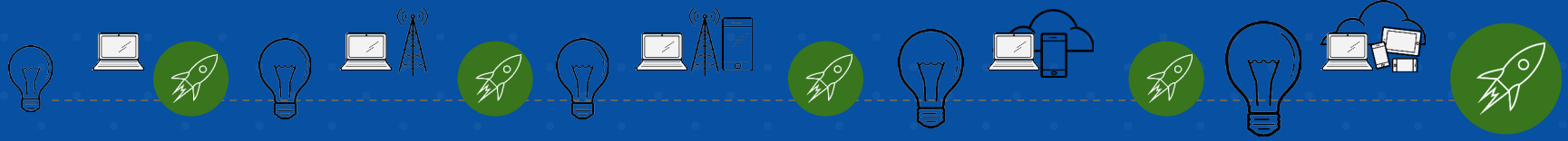
Siloed for Protection



The Open Organization

BOTTOM-UP, COLLABORATIVE, CONTINUOUS INNOVATION, AGILE





THAT WAS AWESOME

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

aiven

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!

TWITTER - @MATTSTRATTON
MASTODON - @MATTSTRATTON@HACHYDERM.IO
BLUESKY - @MATTY.WTF
GITHUB - MATTSTRATTON
SLIDES - SPEAKING.MATTSTRATTON.COM
LINKEDIN - LINKEDIN.COM/IN/MATTSTRATTON

aiven