

Meet the Chiefs : Todd Wilson

#1 Open Digital Transformation:

Platform approach to people, process and technology

Series Overview

#1 Open Digital
Transformation:

Platform
approach to
people, process
and technology

#2 Open
Processes:

The happy
marriage
between
governance and
velocity.

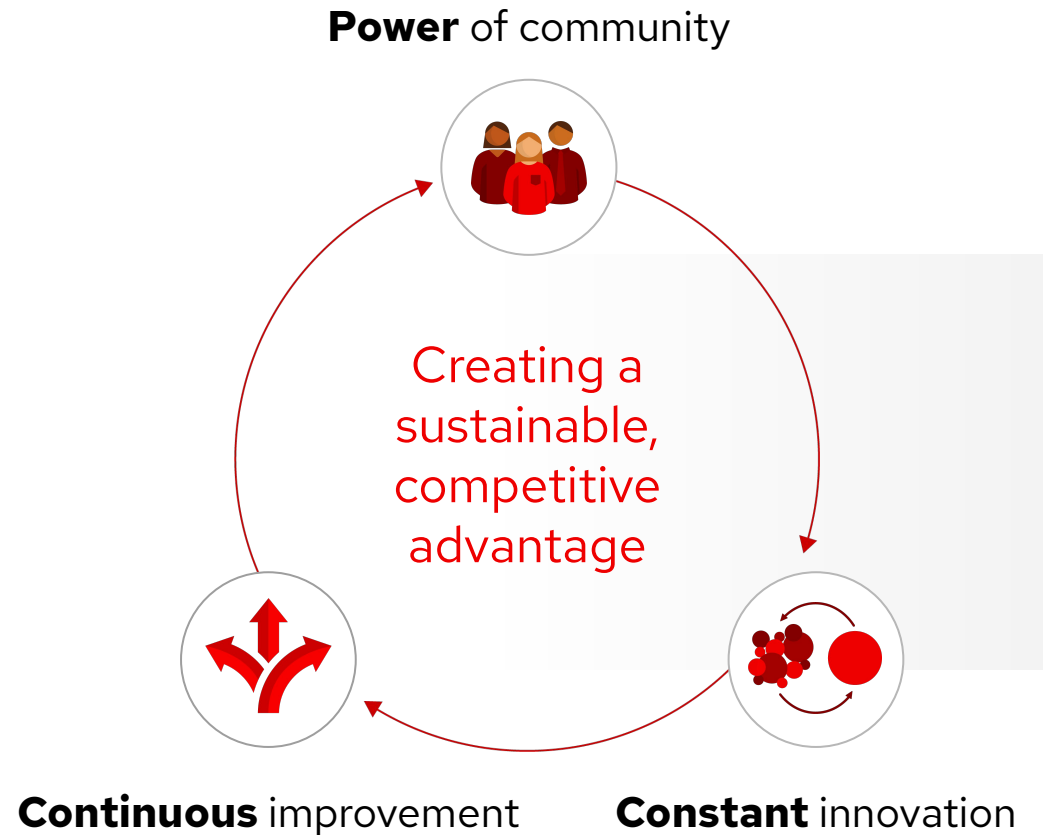
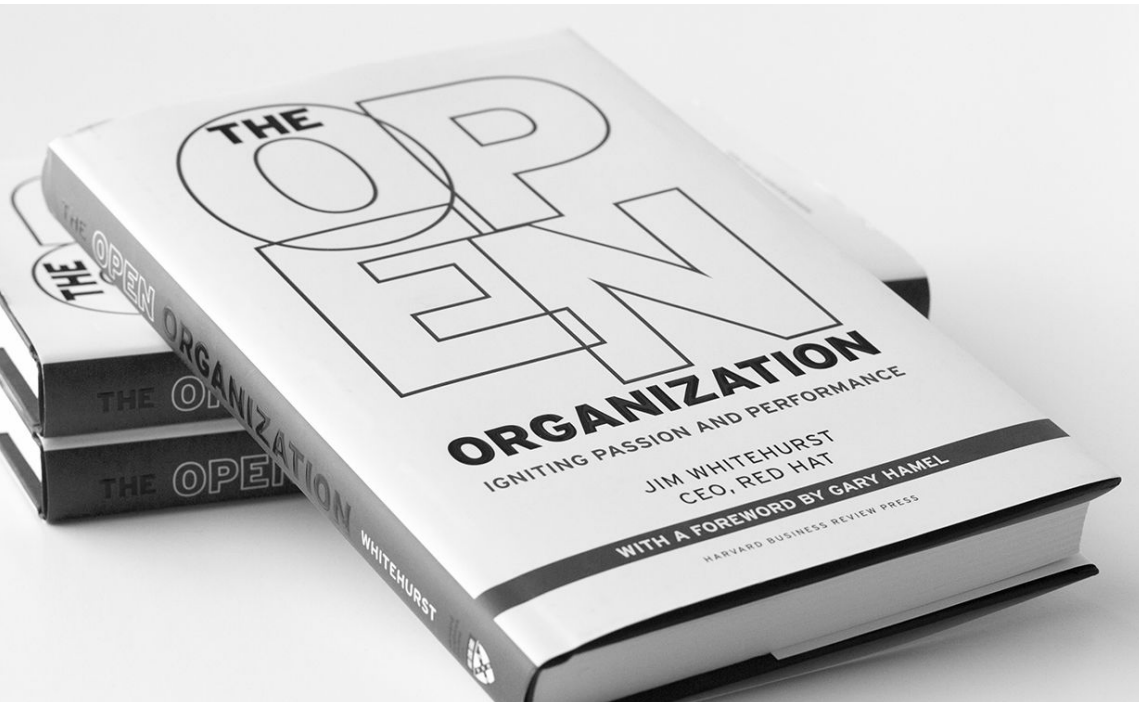
#3 Open
Architectures:

Set the
technology free,
watch it fly.

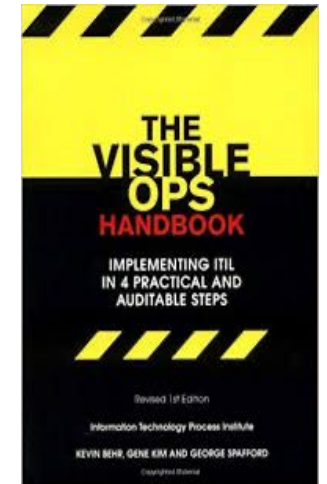
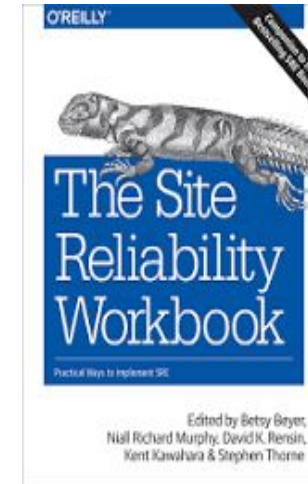
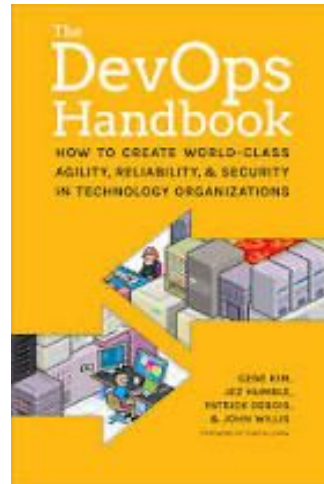
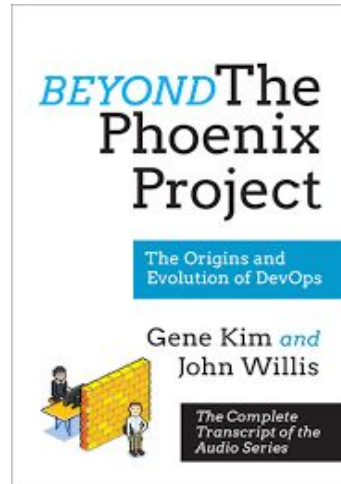
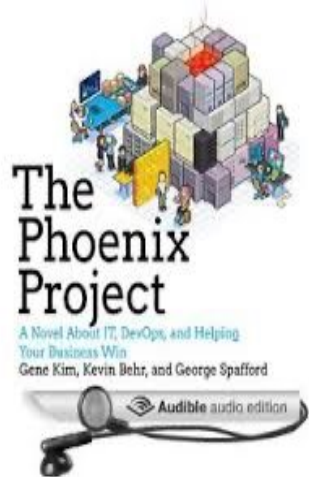
#4 Open
Culture:

The (not so)
secret ingredient
for scale &
sustainability.

Red Hat wrote the book on open...



...and continues to define this space



Kevin Behr
Co-Author 'The Phoenix Project',
'Visible Ops',
CTO/CIO



John Willis
Author 'The DevOps Handbook', 'Beyond The Phoenix Project',
Serial Entrepreneur
(sold to Docker)



Andrew Clay Shafer
Co-Founder Puppet,
Pivotal Leadership,
Authored foreword
for 'SRE Handbook'



Jabe Bloom
Co-Founder
PraxisFlow, PhD
Carnegie Mellon
Transition Design



5 Year mission



Background

- Agile Delivery Teams
- DevOps Culture
- Agile Procurement & Policy
- Open Source Development
- Community Driven Standards
- Collaborative by Default

plat·form

/ˈplɑtˌfɔrm/

noun

1.
a raised level surface on which people or things can stand.
"there are viewing platforms where visitors may gape at the chasm"

Digital
Headaches
!

Shared Services are slow and limited

Can't find staff/contractors!

Budget Crunches

Too much focus on keeping legacy systems up

Vendor Lock in!

Monolithic Architectures

Complex Charges and Funding models

Spoiler Alert!

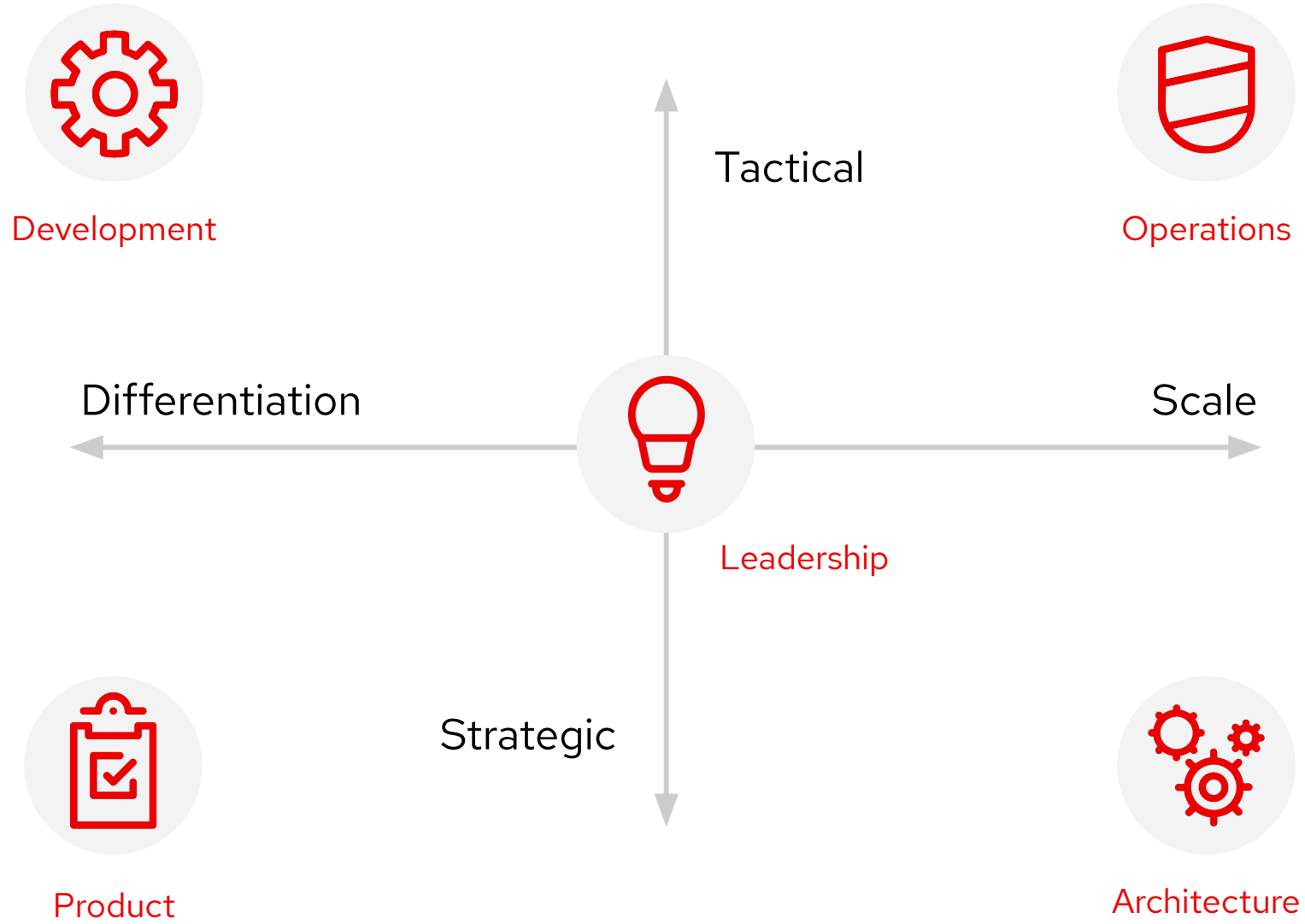
By focusing on creating, accelerating and sustaining cross functional development teams, your ability to deliver on a digital transformation increases exponentially.

What if you
treated Dev
teams like
customers?

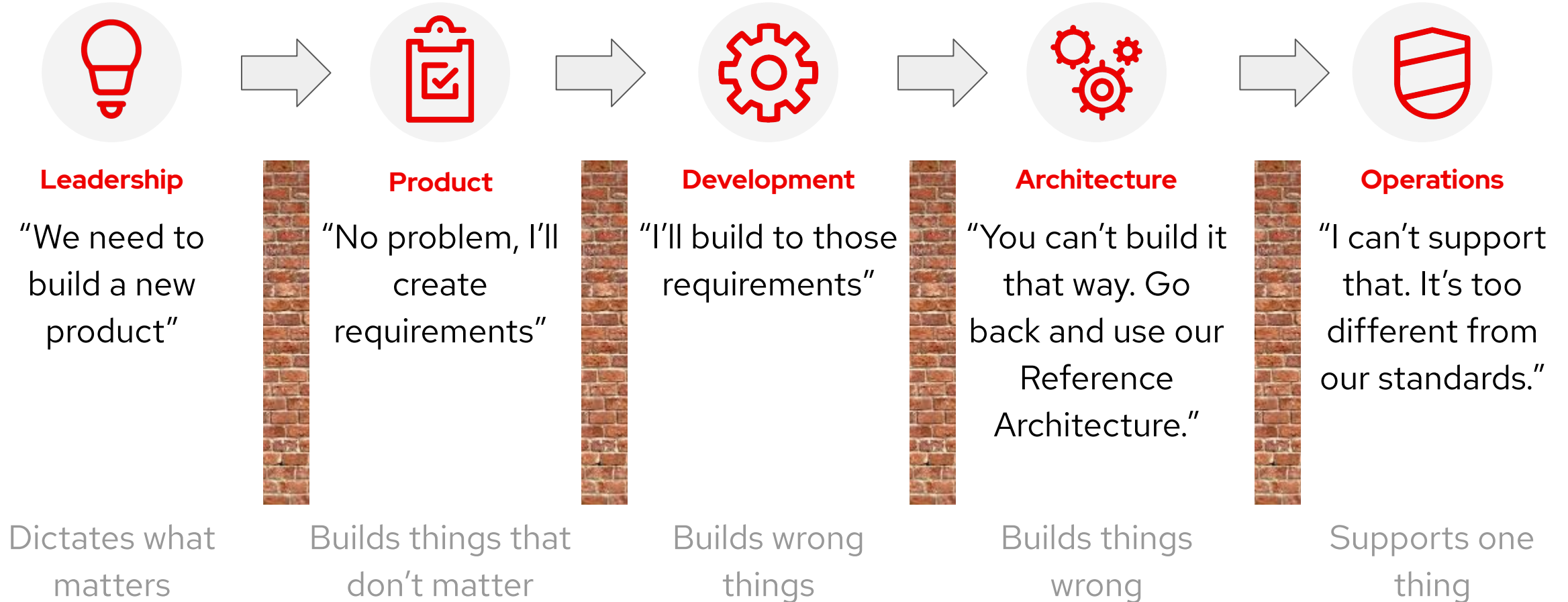
What if you
made platforms
for Dev teams as
your product?

Removing the barriers to delivery with integrated teams





Why New Products Fail



Two Opposing Forces in the Enterprise



Differentiation

Accelerate Creation of Value

Accelerate

Speed and direction. Getting fast feedback from customers

Novelty

Create opportunities for disruptive innovation

Niche

Fast feedback to get product fit

Experiment

Fail fast continuous experimentation

Incubate

Invest in disruptive solutions with significant potential impact



Scale



Operational Excellence & Efficiency

Regulate

Regulate velocity

Reduce

Variety and Variability

Resilience

Build resilience into the system

Reuse

Reuse of components

Consolidate

Consolidate infrastructure

The Platform empowers differentiation at scale

Translating efficiency between the difference and scale economies



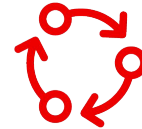
Recommoning

Move common asset ownership to platform



Reuse

Shared assets increase in value the more they are used



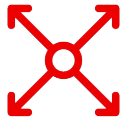
Resilience

Assets from platform limits operational complexity



Differentiation

Enables Velocity, Variability and Variety



Scale

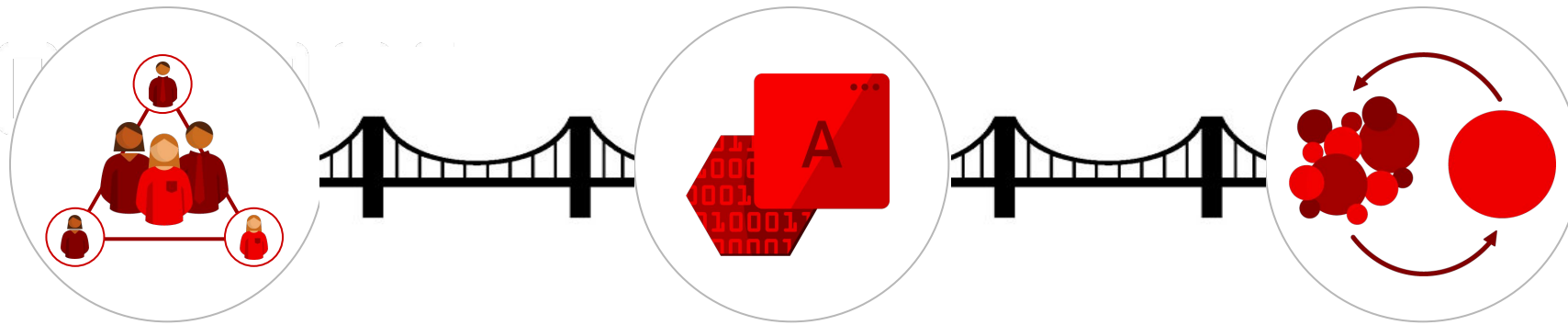
Controls Velocity, Variability and Variety



Platform

Platforms provide people the space to practice Growth together

Empower building the right things, the right way with less time and effort



People

Behavior Change
Motivated & Engaged
Shared Understanding

Platforms

Community
Shared Purpose
Center for Innovation & Scale

Practices

Open & Transparent
Collaborative
Customer-centric

Are we not digital?

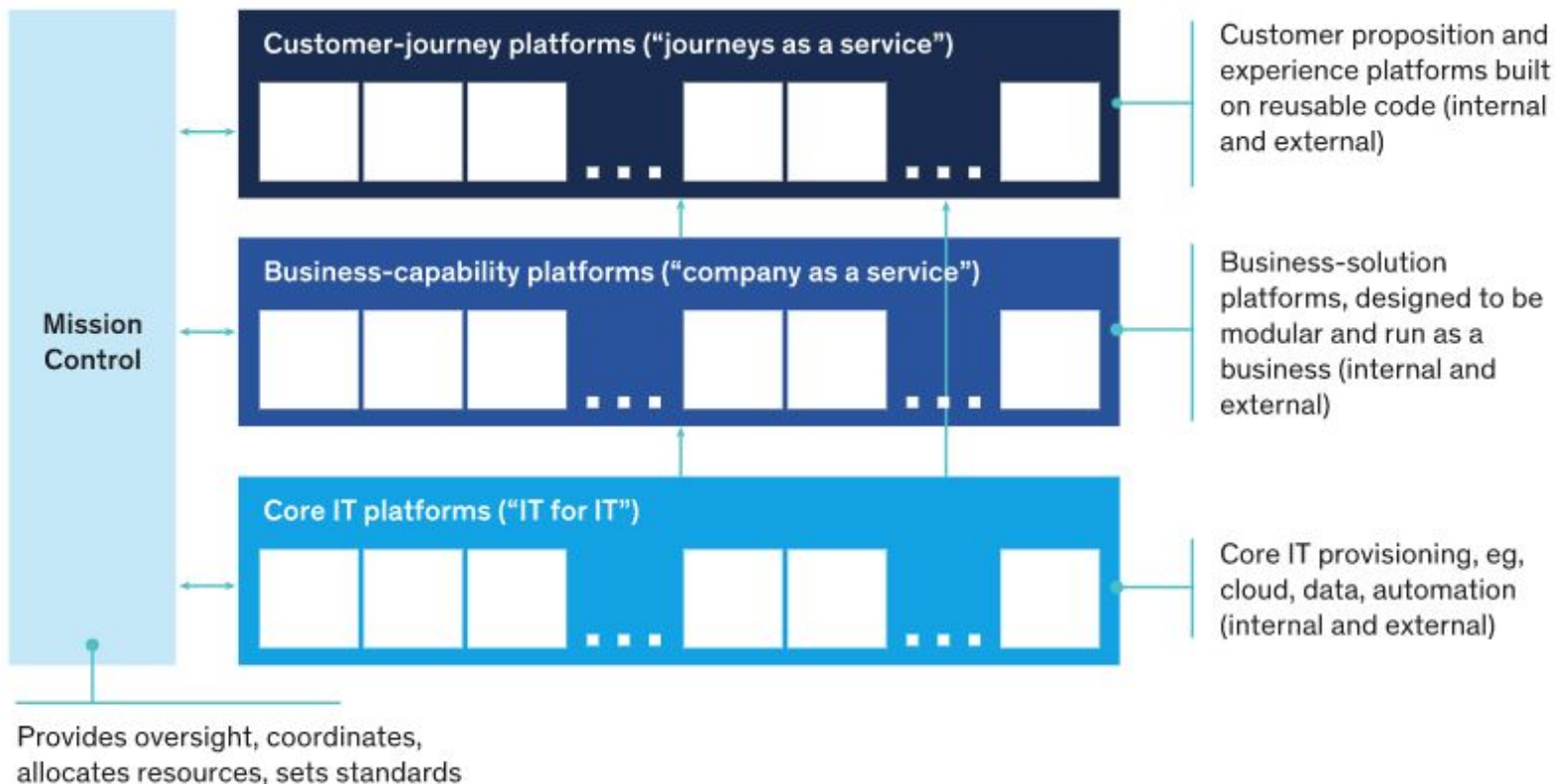
“To some extent it’s all about culture, but that’s not where you start. **Culture is an output of leadership, processes, and systems.** Change the leaders, and leader’s roles, change the processes and systems. **Spend at least as much time thinking about how you unleash your people’s potential to act in the moment, to apply judgement and creativity,** because the winners in the 21st century are those who can pivot and react to change.”

Jim Whitehurst, Past President and CEO, Red Hat



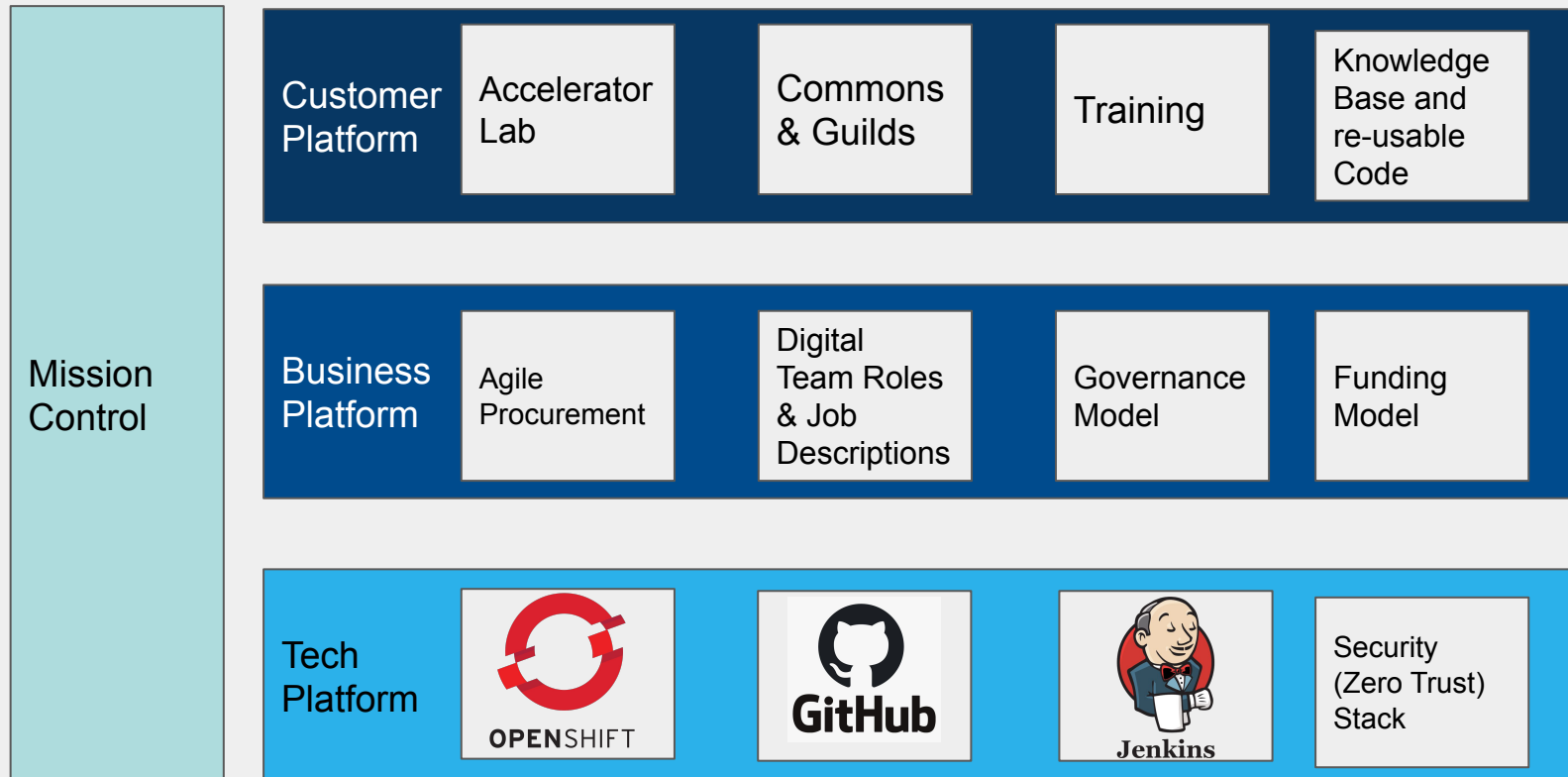
The Platform(s)

Platforms are grouped into three broad areas.



[The platform play: How to operate like a tech company](#)

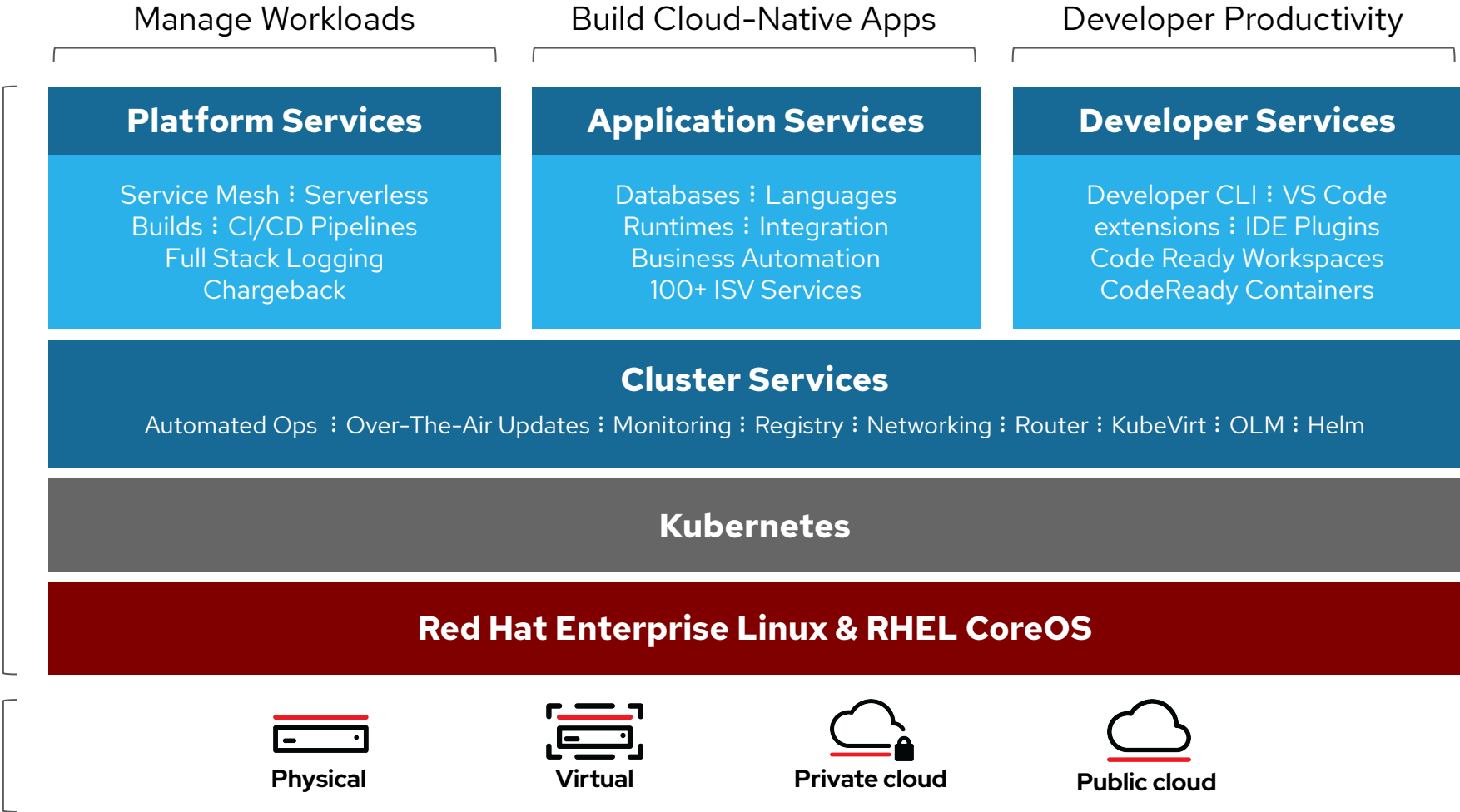
The BC DevExchange Platform(s)



[The platform play: How to operate like a tech company](#)

Platform is the Foundation of a Modern Architecture

Shared Services Reuse across Hybrid Clouds



Hybrid Cloud

The BC DevExchange Platform(s)

BC DevExchange:
Platform

Mission
Control

- Outside of existing org structure
- Low barrier to platform entry
- Flexible consumption
- Teams Self service
- Customizable offerings
- Grow expertise organically
- Physical space
- Accessible technology
- Partnership & relationship driven
- Processes optimized for speed

Where the Change Starts

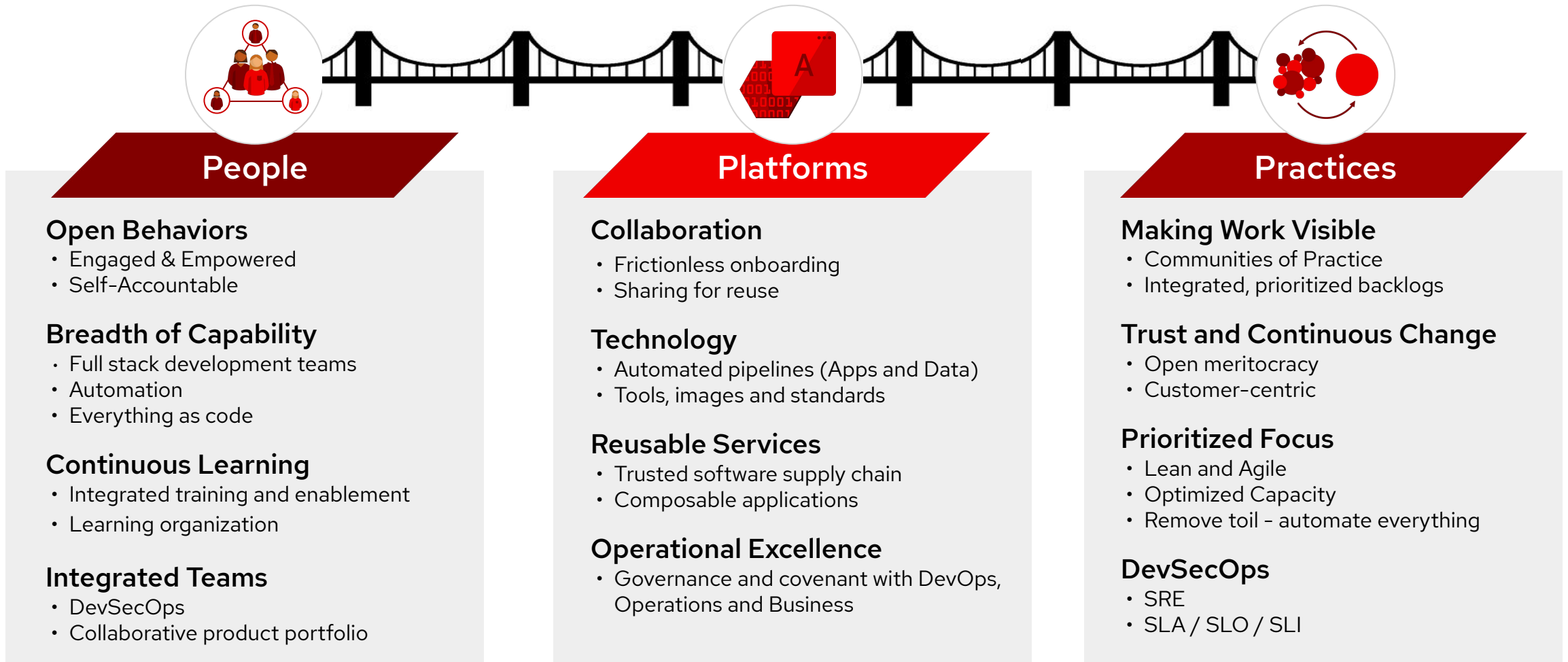
The challenge lies in shifting the role of the executive **from change agent in chief to change enabler in chief**. This means devoting leadership attention to the creation of an environment where deep, proactive change can happen anywhere—and at any time—and **inspiring the entire organization to swarm the most pressing issues**.

Gary Hamel and Michele Zanini

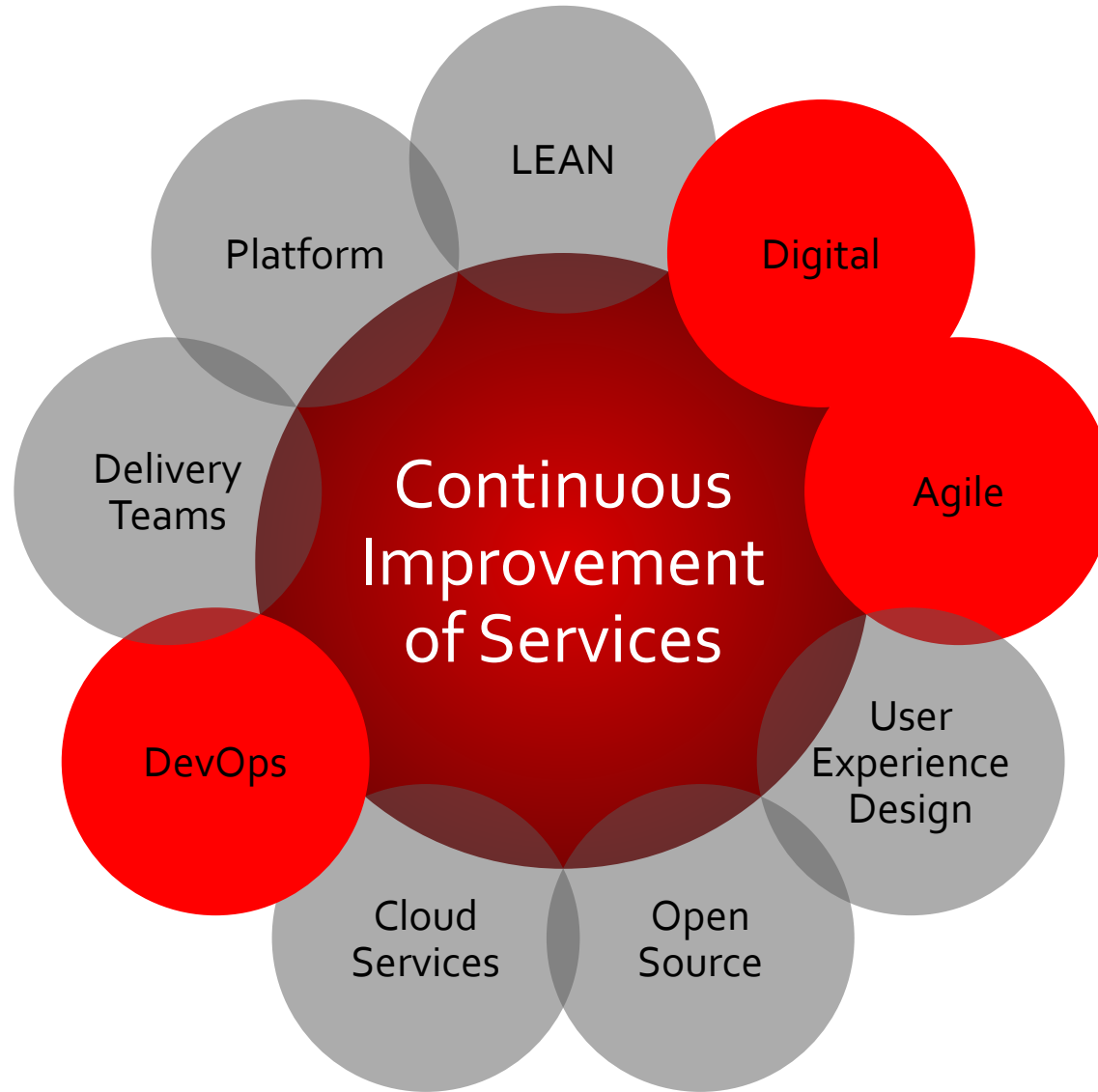
Create Platforms, Not Programs or Projects!



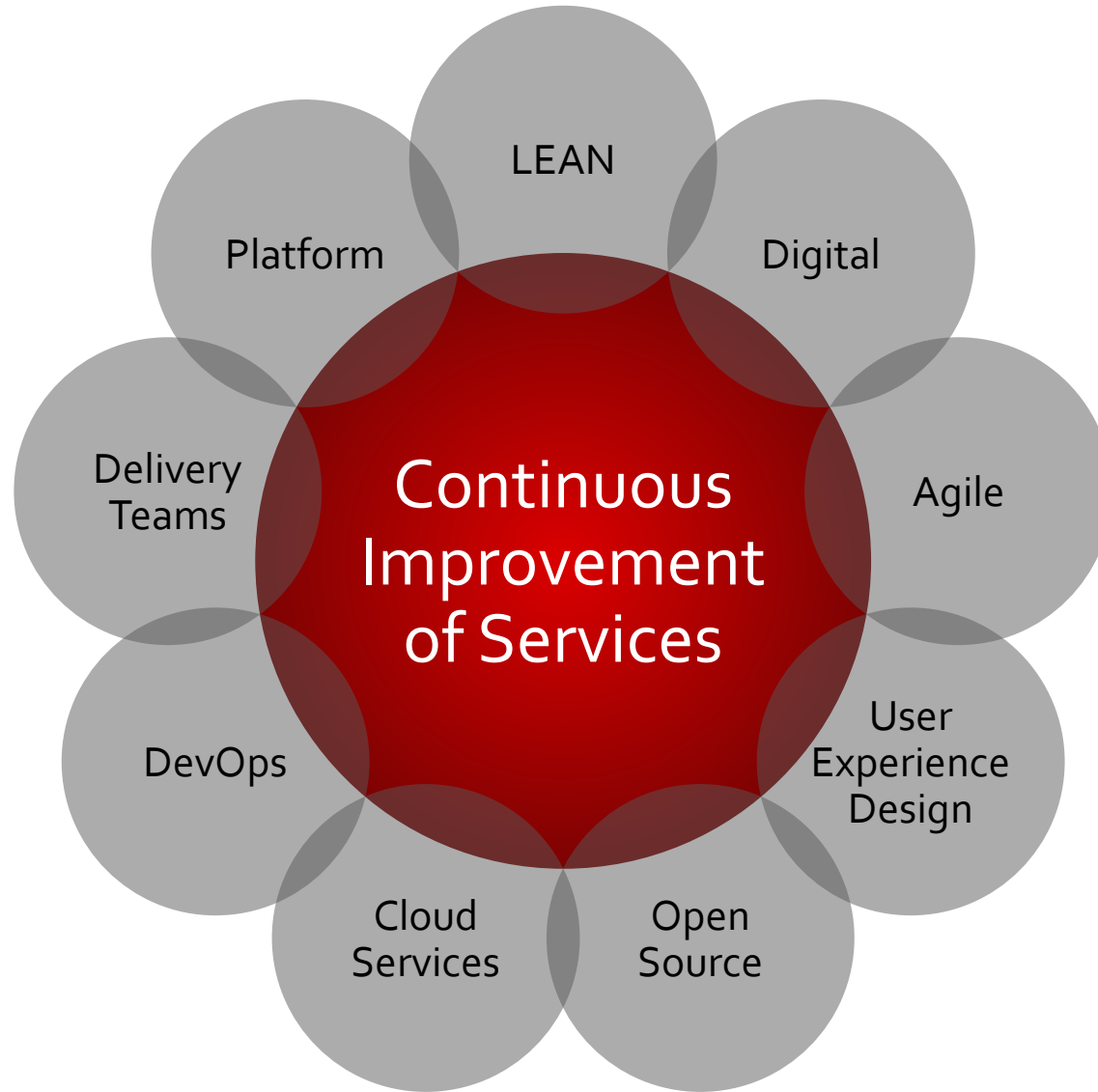
Reframing what's important



What we
really
wants

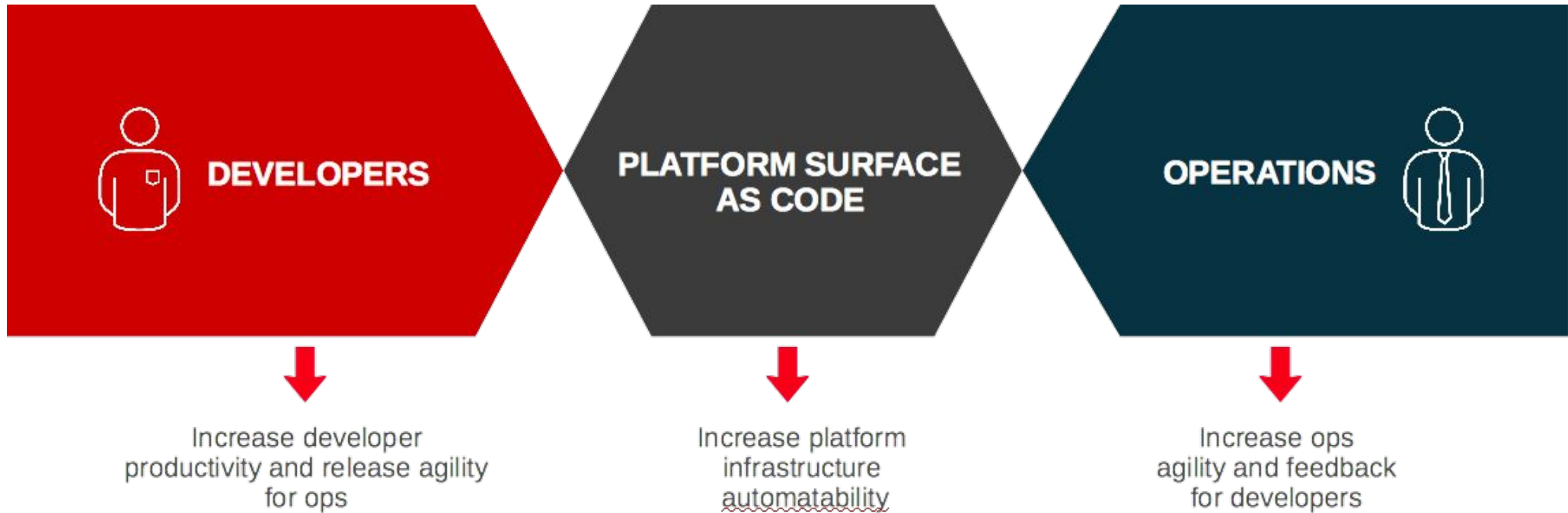


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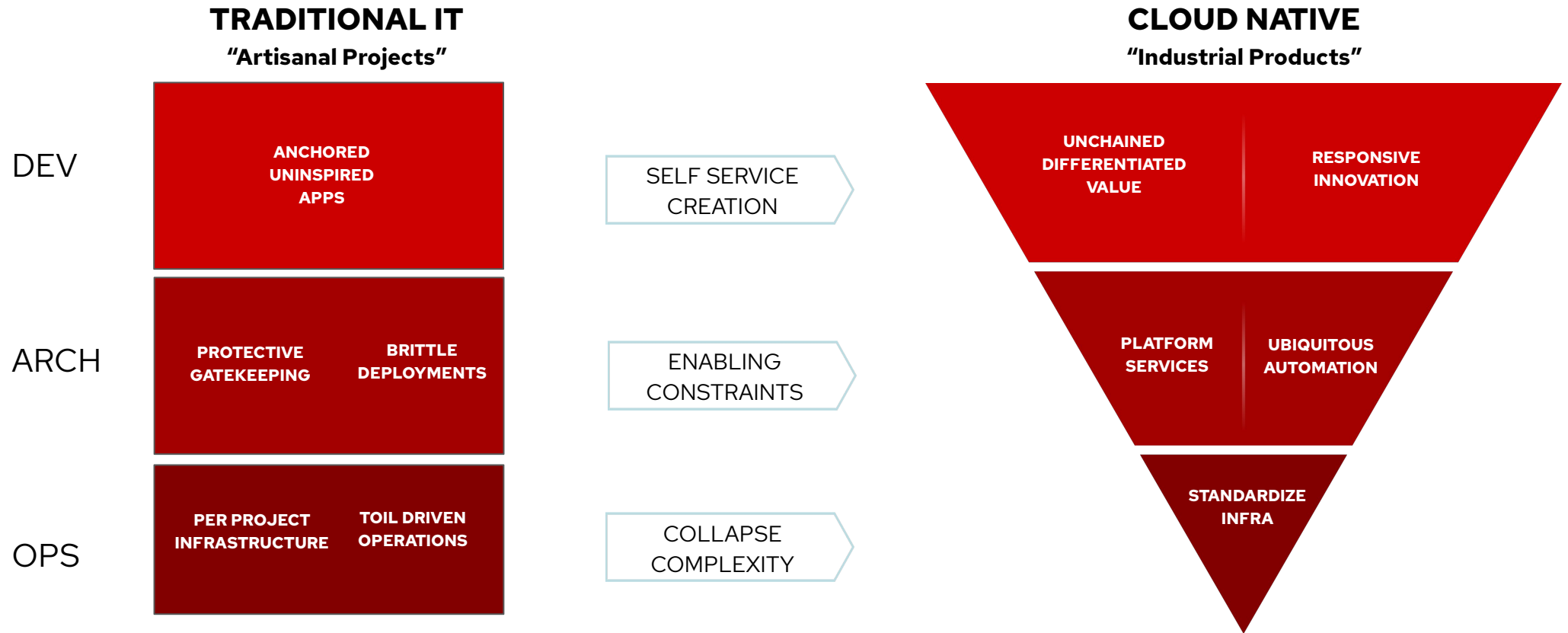


The Journey

$$DX^2 + OX^2 = 10(UX)$$

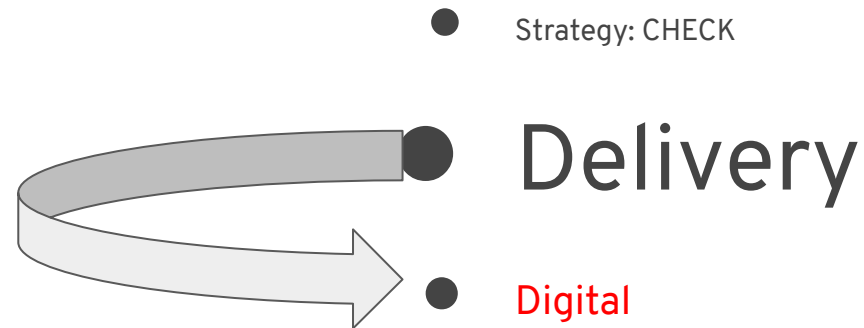


The Cloud Native Organization

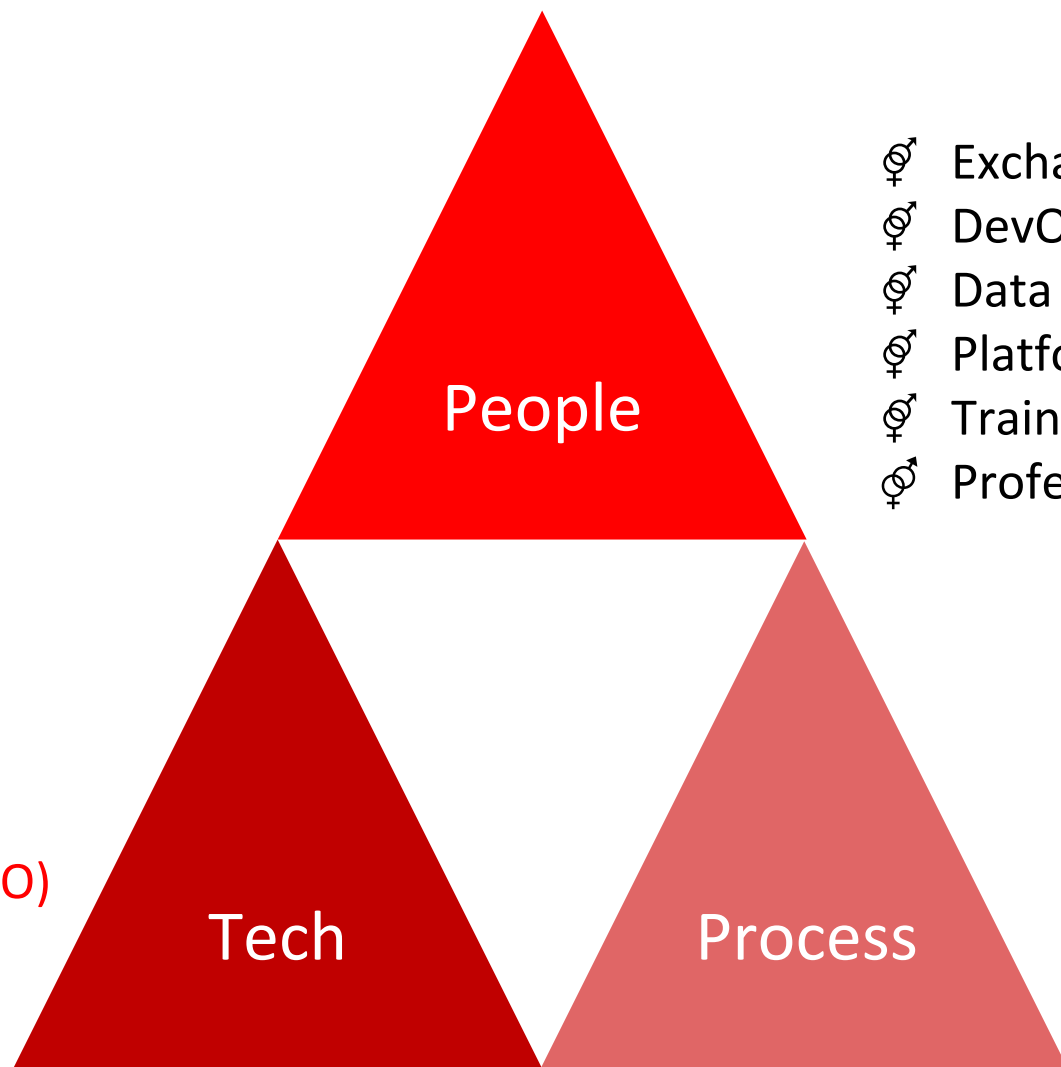
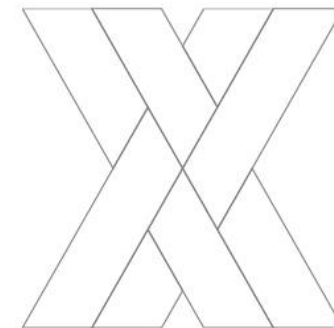









What we need to create is:







An **open, sustainable platform & community** focused on **delivery** that drives the value proposition of Digital Transformation











Holistic Platform Concerns; Tactical Execution



-  GitHub.com
-  **OpenShift**
-  Jenkins
-  Rocket.Chat
-  Artifactory
-  **KeyCloak (RH SSO)**
-  Sysdig
-  NetApp Trident
-  Aqua

-  Exchange Lab Accelerator
-  DevOps Commons Community
-  Data Center, OCIO & Vendor Partnerships
-  Platform Services Team
-  Training & Awareness
-  Professional Guilds

-  Open Source Collaboration
-  Agile Procurement
-  Open Policy Development
-  Provisioning Abstraction
-  CI/ CD life cycle
-  Chat Ops
-  Infrastructure as Code
-  DevHub (developer.gov.bc.ca)

Time & Money



- App Environment Set-up Time (effort days)

	VM's	OpenShift
Provisioning	180	1
Patching	28	2
Scale Up/Down	100	0
1st Prod Deploy	300	7
TOTAL:	608 days	10 days

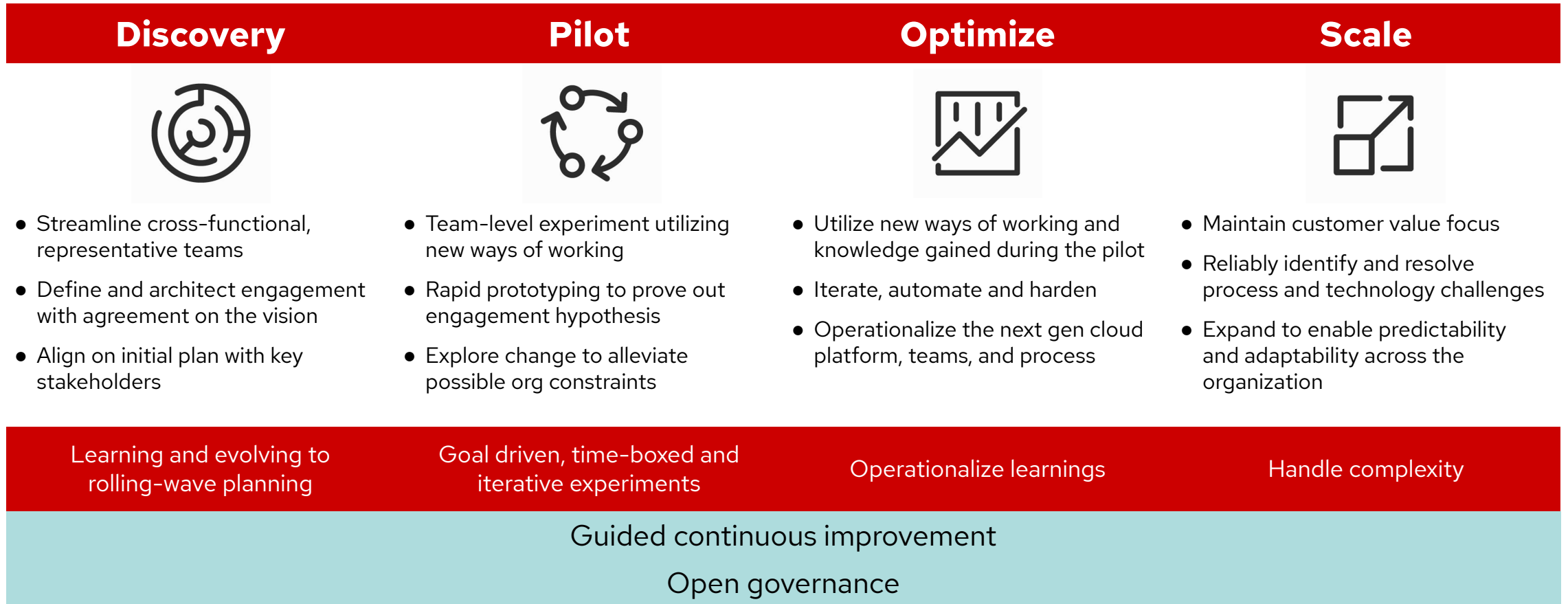
- TCO of average web app: \$/app/year (year 1)

	VM's	OpenShift
Infrastructure/support	75,000	15,000
Licencing	20,000	0
Staff FTE	240,000	4000
TOTAL:	\$335,000	\$19,000

Red Hat Practices & Next Steps in Your Journey

Open platforming framework

Iterative and empirical cycles with a limited batch size to address engagement goals



Call to Action!

“YOU” DX practical



Work in the Open

- Openness and transparency breeds trust and collaboration.
- Lays the ground for the ability to “force multiply” efforts
- A neutral upstream side steps turf wars



Learn By Doing

- Tackle hard problems and knowledge gaps through iterative micro delivery.
- Focus holistically on problems that actually exist, rather than what may happen.
- Leverage new problems to move initiatives in the right direction



Co-Create Everything

- Working with partners and community on everything sets up Win-Win-Win scenario.
- Multiple viewpoint collaboration creates a fulsome product
- Have the difficult conversations early to battle test ideas (fail fast with frienimies)

What's next?



- **Executive & Team Briefing**
Generate alignment across organization; growing support for Open DX practices to drive “time to value”
- **Catalyst Day**
Hands on LEAN product design workshop to create Open DX roadmap customized for your organization
- **Open DX practical Council**
Community of like minded leaders focused on sustainability and scale of Open DX delivery.

Thank you

Red Hat is the world's leading provider of enterprise open source software solutions. Award-winning support, training, and consulting services make Red Hat a trusted adviser to the Fortune 500.

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 twitter.com/RedHat

Create Platforms, Not Programs or Projects!

Change platforms take advantage of social technologies that make large-scale collaboration easy and effective. But they are qualitatively different from the idea wikis and social networks commonly used today. The difference isn't primarily about specific features; rather, it's in the encouragement individuals are given to use the platform to drive deep change. Specifically, effective change platforms:

- *encourage individuals to tackle significant organizational challenges; that is, those that are typically considered beyond an employee's "pay grade" or sphere of influence*
- *foster honest and forthright discussion of root causes and, in the process, develop a shared view of the thorniest barriers*
- *elicit dozens (if not hundreds) of potential solutions rather than seeking to coalesce prematurely around a single approach; the goal is first to diverge, then to converge*
- *focus on generating a portfolio of experiments that can be conducted locally to help prove or disprove the components of a more general solution, as opposed to developing a single grand design*
- *encourage individuals to take personal responsibility for initiating the change they want to see and give them the resources and tools necessary to spur their thinking and imaginations*