Agenda

1. WHY IS IT SO HARD TO FUND (SOME) DEVOPS PROJECTS?
2. ELEMENTS OF A BUSINESS CASE
3. WALK THROUGH AN EXAMPLE
4. TIPS AND TRICKS
5. Q & A
Kathryn Kuhn

Based on the San Francisco Bay Area

Been doing this Agile thing since 1998

The usual Agile certifications meant to impress you
Christine Hudson

Based in Fort Collins, Colorado

Started career as developer (agile!) in 1999

Career dedicated to bridging business & IT
Frame the Problem Space
Terminology Level Set

Product Development

Quality Assurance

Operations

The Goal
Why is This Such a Problem?

Rock Stars

Builders

Janitors
Agile@Team can help and yet.....

Elements of a Good Business Case
Know Your Customer

Understand the Cost of Delay (and WSJF)

Without a sense of urgency, desire loses its value – Jim Rohn
Let’s Talk About Value(s)

WSJF = Cost of Delay / Duration

SAFe® version of WSJF: (User or Business Value + Time Value + Risk Reduction or Opportunity Enablement) / Job Size

Value for “DevOps” is tougher in classic IT
- For products, “easy” to look at lost sprint/PI/month cost
- For R&D IT DevOps, can associate with the same
- For IT projects outside of product cases... need to rely on proxy for revenue/profits, or something close to it
Walk Through an Example
Example: R&D IT Dev


https://www.flickr.com/photos/gemsling/338391145
Rally Examples

- Moving to continuous deployment: go faster, first
  - We need faster delivery & feedback: change from 8 week to 2 week release cycle
  - We need to **not** spend weekends here every release
  - Most issues caused by lack of standardization/automation in deployment

- In general successful business cases have been in terms of
  - Higher up time, faster MTTR
  - Lower defect rate
  - Performance increase – faster apps have higher retention rates
Tips and Tricks
1. Be crisp in your ask

If you can’t explain it simply, then you don’t understand it well enough.

- Albert Einstein
2. Embrace Quarterly Planning

- Create DevOps Epics using an Epic Template
- Volunteer to present
- Attend Feature preview sessions prior to Quarterly Planning
- Estimate the Cost of Delay of your Epics!
3. Don’t assume your executives “just get it”
4. Working Software over Documentation – Duh!
Common Pitfalls
Top 3 Pitfalls or Traps

- Outlasting the Buzz
- One and Done
- My Priorities = Your Priorities
The Big Takeaway
The Big Takeaways

1. Agile @ Scale + DevOps = AWESOME!
2. Cost of Delay
3. Know Your Audience
Q&A