Business agile?

Devops is not enough

乔梁@百度 . 项目管理部

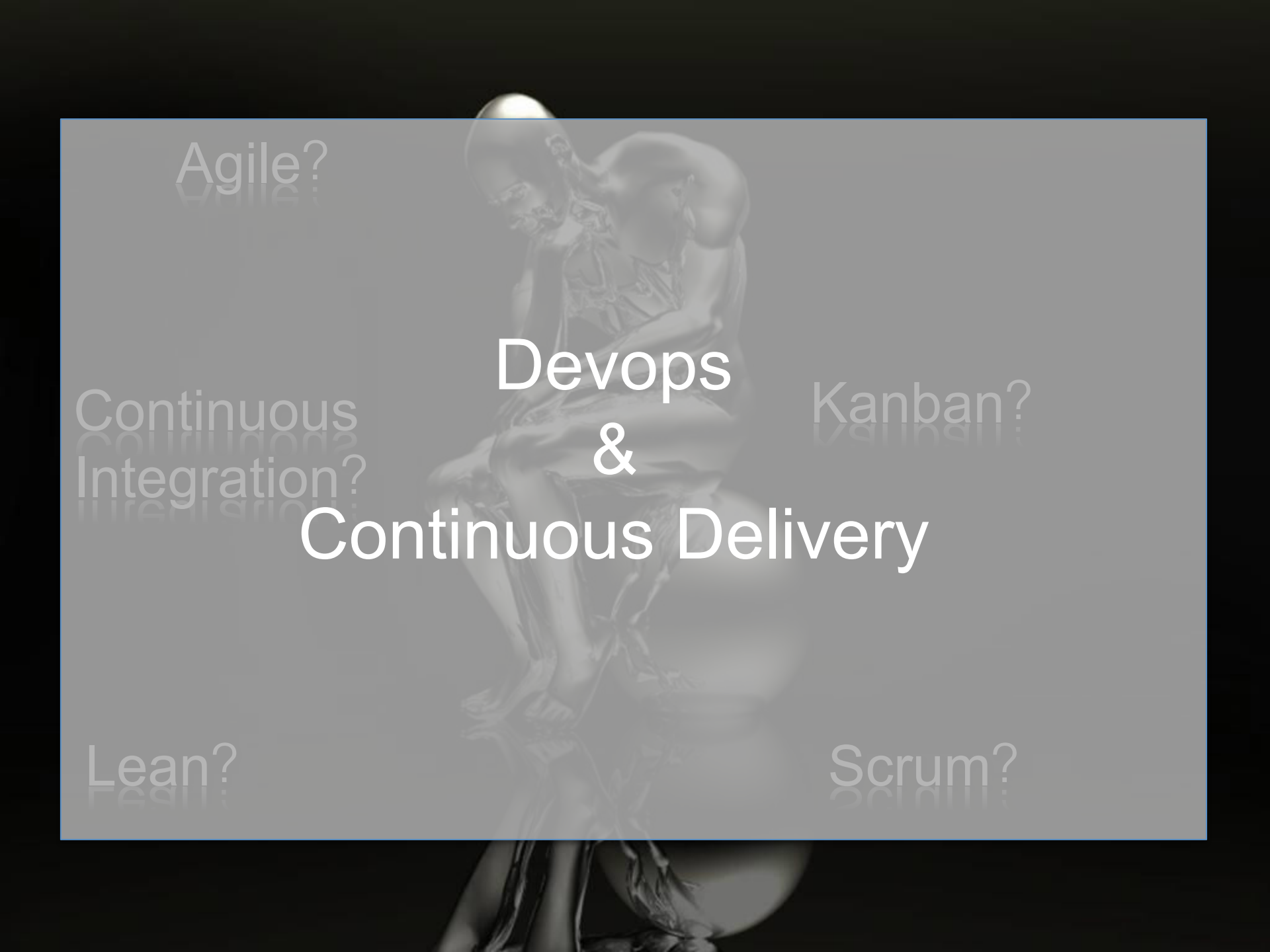
Agile?

Continuous Integration?

Kanban?

Lean?

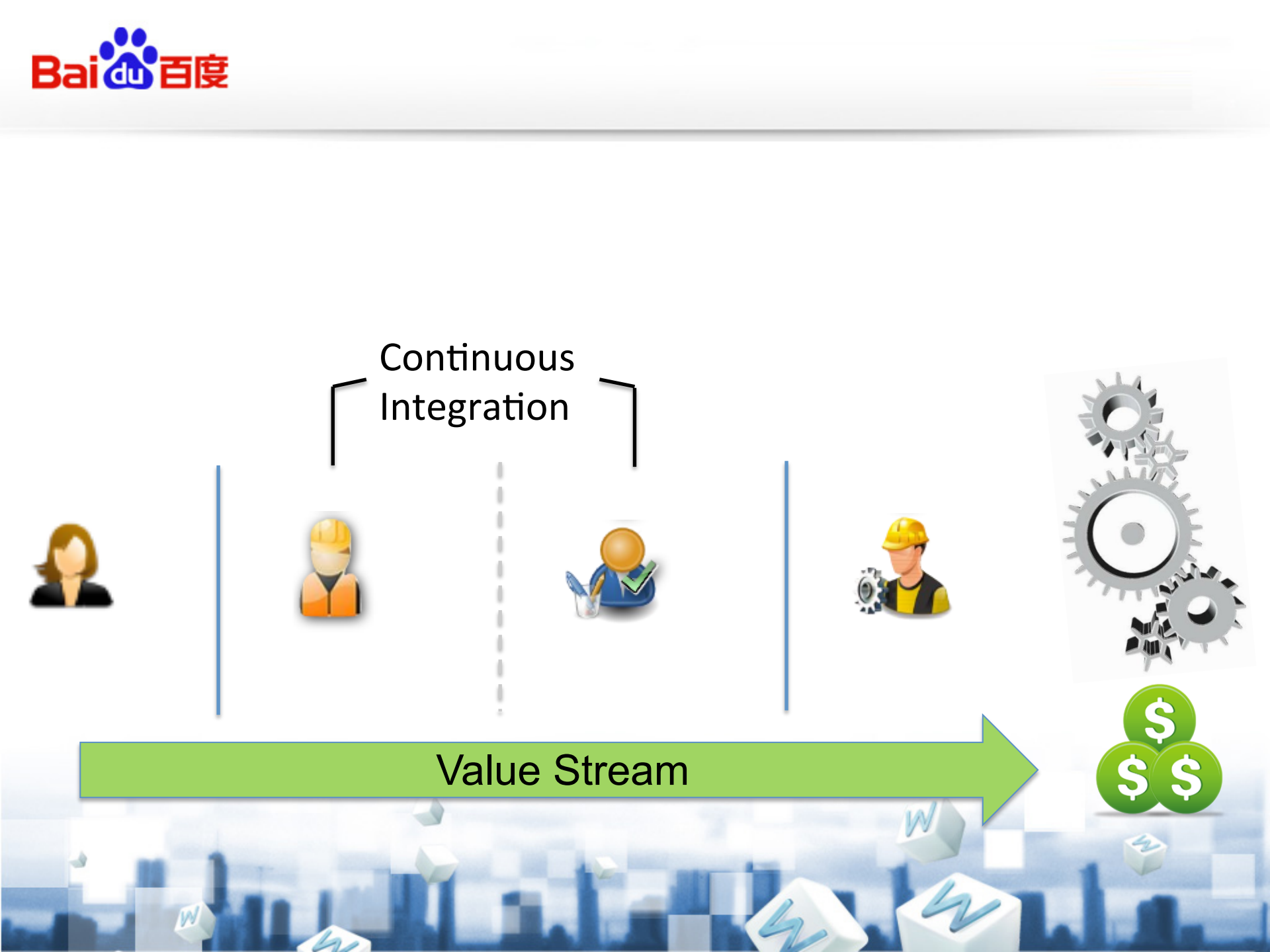
Scrum?


Agile?
Continuous Integration?
Devops
&
Continuous Delivery
Kanban?
Lean?
Scrum?

“The main obstacles to improved business responsiveness are slow decision-making, conflicting departmental goals and priorities, risk-averse cultures and silo-based information.”

---- Economist Intelligence Unit：”Organisational agility: How business can survive and thrive in turbulent times”

Value Stream


Continuous
Integration
Value Stream

Agile

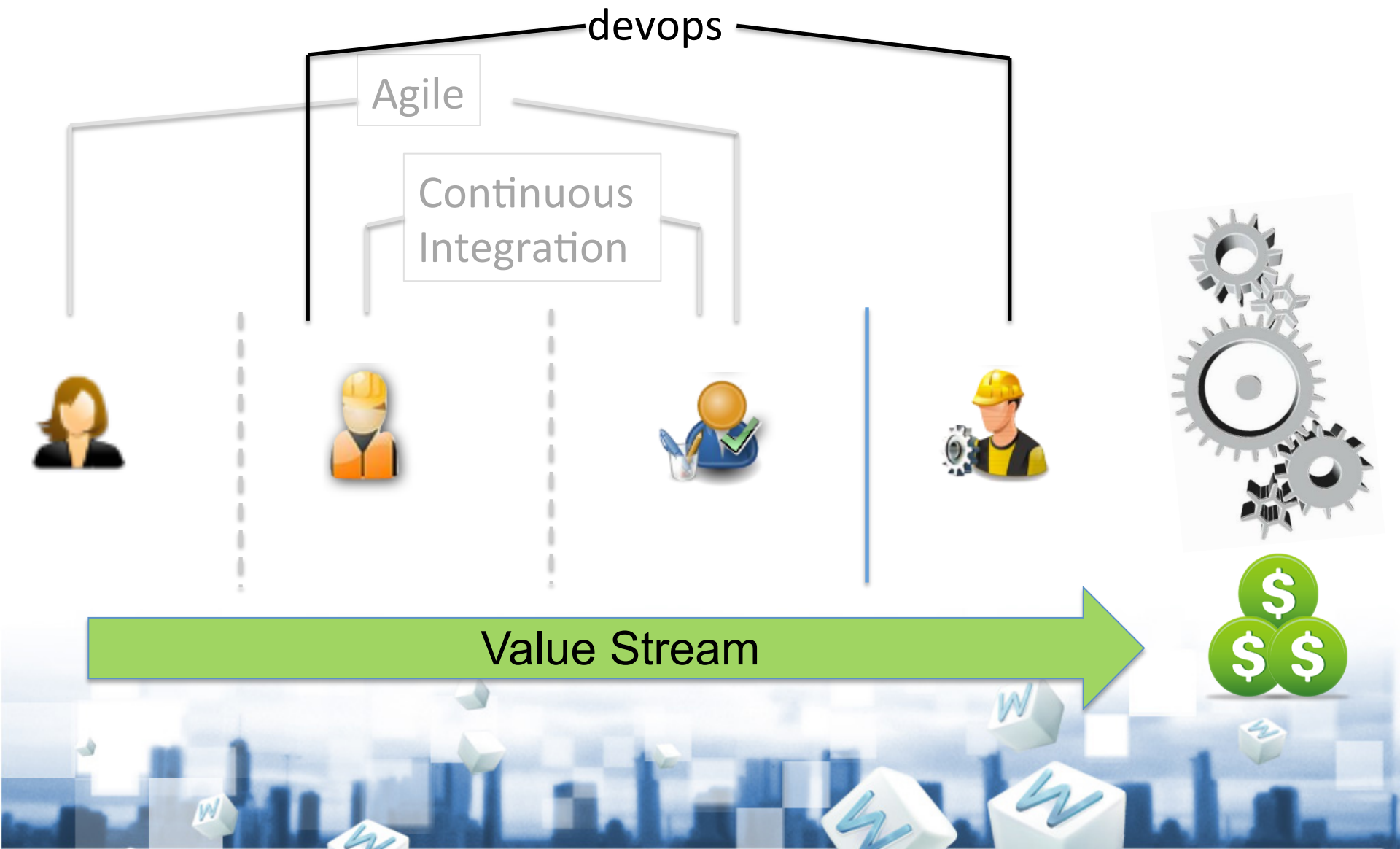
Continuous Integration

Value Stream

“last mile”issue

Dev Completed

Release & Operations

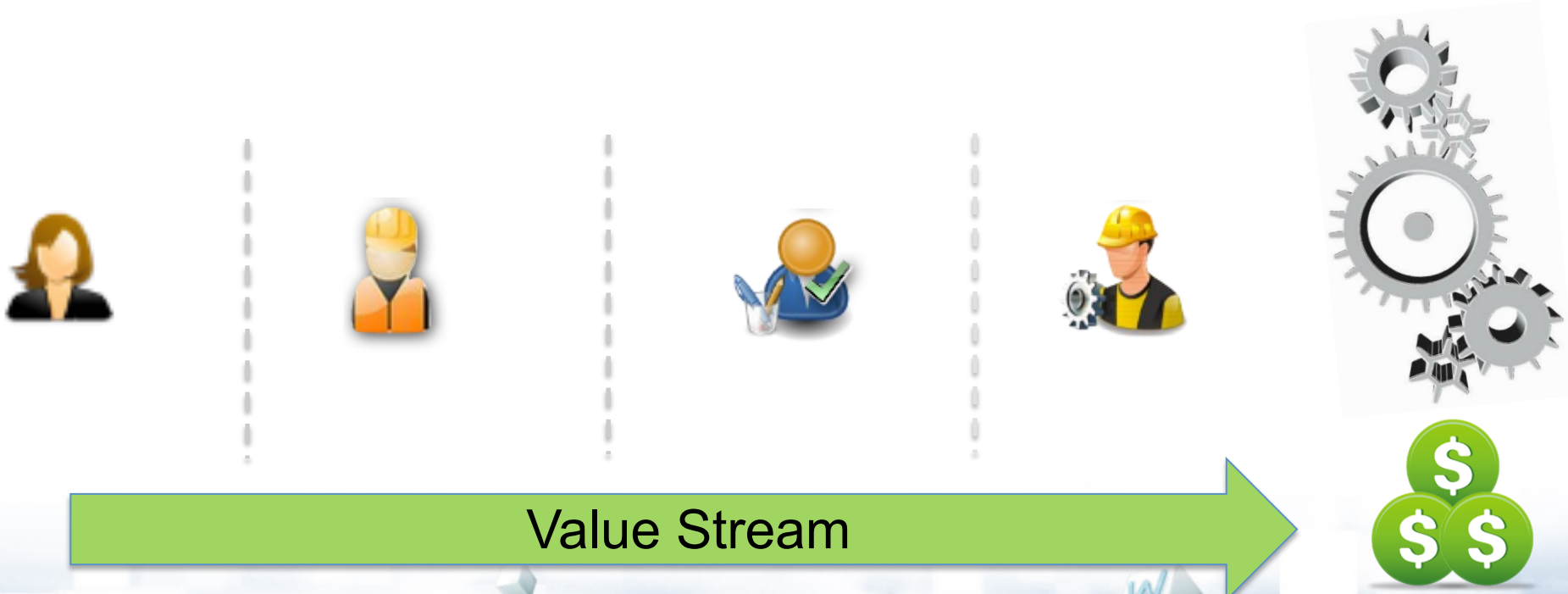

devops
Agile
Continuous Integration
Value Stream

DevOps = Culture + Tools

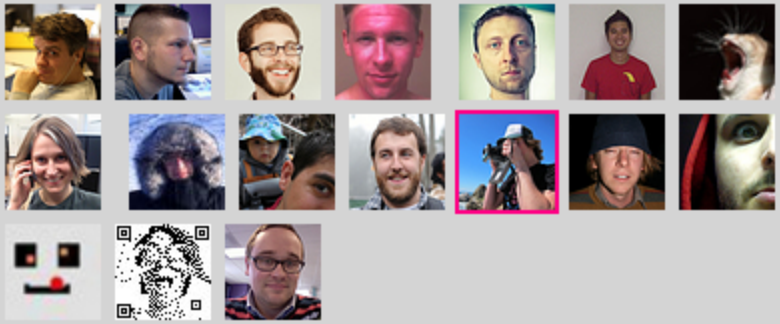
- ✓ ops involved in inception, showcases, retrospectives
- ✓ devs go to weekly ops stand-ups
- ✓ devs rotate through ops
- ✓ organize your incentives (Hawthorne Effect)
- ✓ celebrate success together

- ✓ automation
  - Build/test/release
  - Infrastructure as code
  - Deployment and data migration
- ✓ end2end metrics
  - business metrics
  - ops metrics
  - root cause analysis

But it is not enough to enable business goals.



FEATURING



Flickr was last deployed 8 hours ago, including 14 changes by 2 people.

In the last week there were 54 deploys of 625 changes by 20 people.

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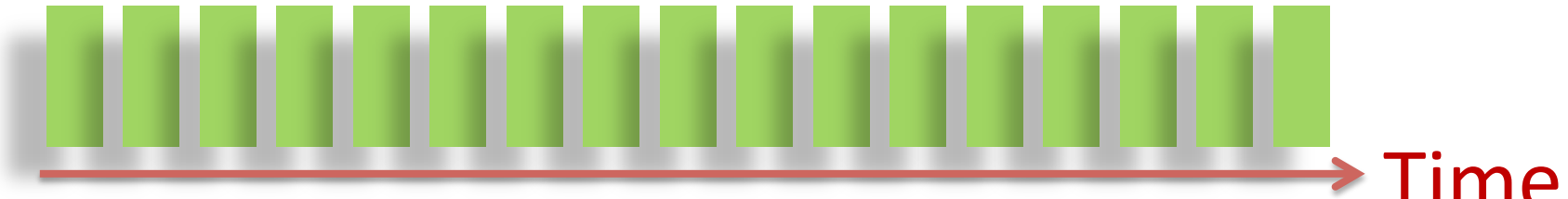
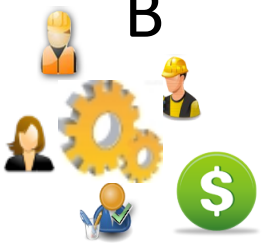


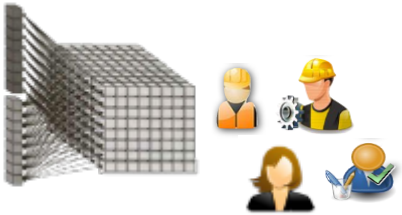
Constant flow of new features into production

- Build the right thing
- Ability to move quickly
- Better aligned people
- Reliability & stability

Products/Services



Infrastructure
As a service



Service Desk

Story Time

Context

Context

- ✓ 7 Devs + 2 QA
- ✓ 7+ Module
- ✓ 10 years C++ legacy code
- ✓ Few automation-test for a single Module

- ✓ Three months big-bang release
- ✓ A lot of hot-fix and argent requests

Business results

- ✓ Three weeks-based release
- ✓ Few hot-fix

Where we started

Value stream mapping

What we did

Deployment pipeline

What behind the pipeline

- ✓ Trunk Development, branching for release
- ✓ Everything is under version control
- ✓ Almost everything is automated
- ✓ Multiple environments are as similar as possible
- ✓ Build quality in

谢谢！

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