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Getting company buy-in for
Implementing CD

Introduction

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Question

* How much do you know about Continuous Delivery?

CD is an umbrella term

Continuous Delivery Definition

Continuous delivery is an approach to delivering software that reduces the cost, time, and risk of delivering incremental changes to users. You're doing continuous delivery when:

- Your software is releasable throughout its lifecycle;
- Your team prioritizes keeping the software releasable over working on new features;
- Anybody can get fast, automated feedback on the production readiness of your systems any time somebody makes a change to them;
- You can perform push-button releases of any version of the software on demand.

Real world Example #1

- * “They don't need a deployment pipeline, they need to talk to each other much more” - Client employee leaving the project

Real world Example #2

* CD stories were around 25% of scope

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Selling CD to the
Development Team

Recapture the start-up spirit

We need an engaged team.

Recapture the start-up spirit

* Work as a single unit across functions

Recapture the start-up spirit

* Team responsible for project success

Increase confidence in what we're building

In order to go faster we need better and faster feedback.

Increase confidence in what we're building

* Automate almost everything

Increase confidence in what we're building

- * Need high quality tests at all levels (unit, integration, acceptance)

Increase confidence in what we're building

* Tests are owned by the whole team (not just QAs)

Increase confidence in what we're building

* Build system executes tests on every check in

Increase confidence in what we're building

* Build failures are fixed as a matter of priority

Validate production readiness early and often

Late integration is the cause of many late deliveries and failed projects.

Validate production readiness early and often

* Everyone should develop on the Mainline (trunk)

Validate production readiness early and often

* Use feature toggling instead of feature branching

Validate production readiness early and often

- * Test system integration in a production like environment early and often

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Selling CD to the
Operations & Central Functions

Be part of the delivery team

The only way we can insure we build a quality product, quickly, is to work together.

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Be part of the delivery team

* Central functions are represented in the delivery team

Be part of the delivery team

* Knowledge and skills are cross-pollinated

Be part of the delivery team

* Aligned goals

The team is responsible for the delivery

* “You build it, you run it” - Werner Vogels (Amazon CTO)

Repeatable and reliable deployments

We need to reduce the cost and increase reliability of deployments.

Repeatable and reliable deployments

* Review your current deployment process

Repeatable and reliable deployments

* Automate almost everything (e.g. no “snowflakes”)

Repeatable and reliable deployments

- * Use the same process in all environments

Repeatable and reliable deployments

* Version control everything

Real world Example #3

* Dev teams using the same tools as operations

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Selling CD to the
Business

Putting the business into the driver's seat

In order to retain/gain the role of market leader we need to innovate and experiment faster than our competitors.

Putting the business into the driver's seat

* Introduce concept of MVPs (minimum viable products)

Putting the business into the driver's seat

* Frequent delivery to real users

Putting the business into the driver's seat

* Use customer's feedback to reprioritise

Putting the business into the driver's seat

* Don't be afraid to "pivot"

Putting the business into the driver's seat

* The art of NOT doing things

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Selling CD to the
Management

IT needs to regain the role of trusted advisor

Our IT organisation needs to be a differentiator and an enabler for the organisation

IT needs to regain the role of trusted advisor

* Focus on business value

IT needs to regain the role of trusted advisor

* Business stakeholders are an integral part of the delivery team

IT needs to regain the role of trusted advisor

* IT playing the role of trusted advisor

Organise around delivery teams

A single team with a single focus has a much higher chance of success.

Organise around delivery teams

- * Form service teams around a single goal or responsibility

Organise around delivery teams

* Focus on adding business value

Organise around delivery teams

* Scale by building more single focus teams

Organise around delivery teams

* Every team needs well defined customers

Visibility instead of rigid control

Simple, transparent, semi-automated processes will give us a faster more compliant platform.

Visibility instead of rigid control

- * Reduce the number complex, manual processes

Visibility instead of rigid control

* Increase visibility and accountability for actions

Visibility instead of rigid control

- * Understand the true requirements from compliance/regulation

Conclusion

* Gaining buy-in is the hard part

Conclusion

* Focus on most painful things

Conclusion

* It helps if you have a plan

Conclusion

* Easier when the message comes from outside

The inconvenient truth

* Sometimes people have to leave before change can happen

The inconvenient truth

* If all else fails use the power of chocolate