

A Strong Belief, Loosely Held: Bringing Empathy to IT

Nirmal Mehta (@normalfaults)

Nirmal Mehta



9 years Government IT
@BoozAllen

Docker Captain

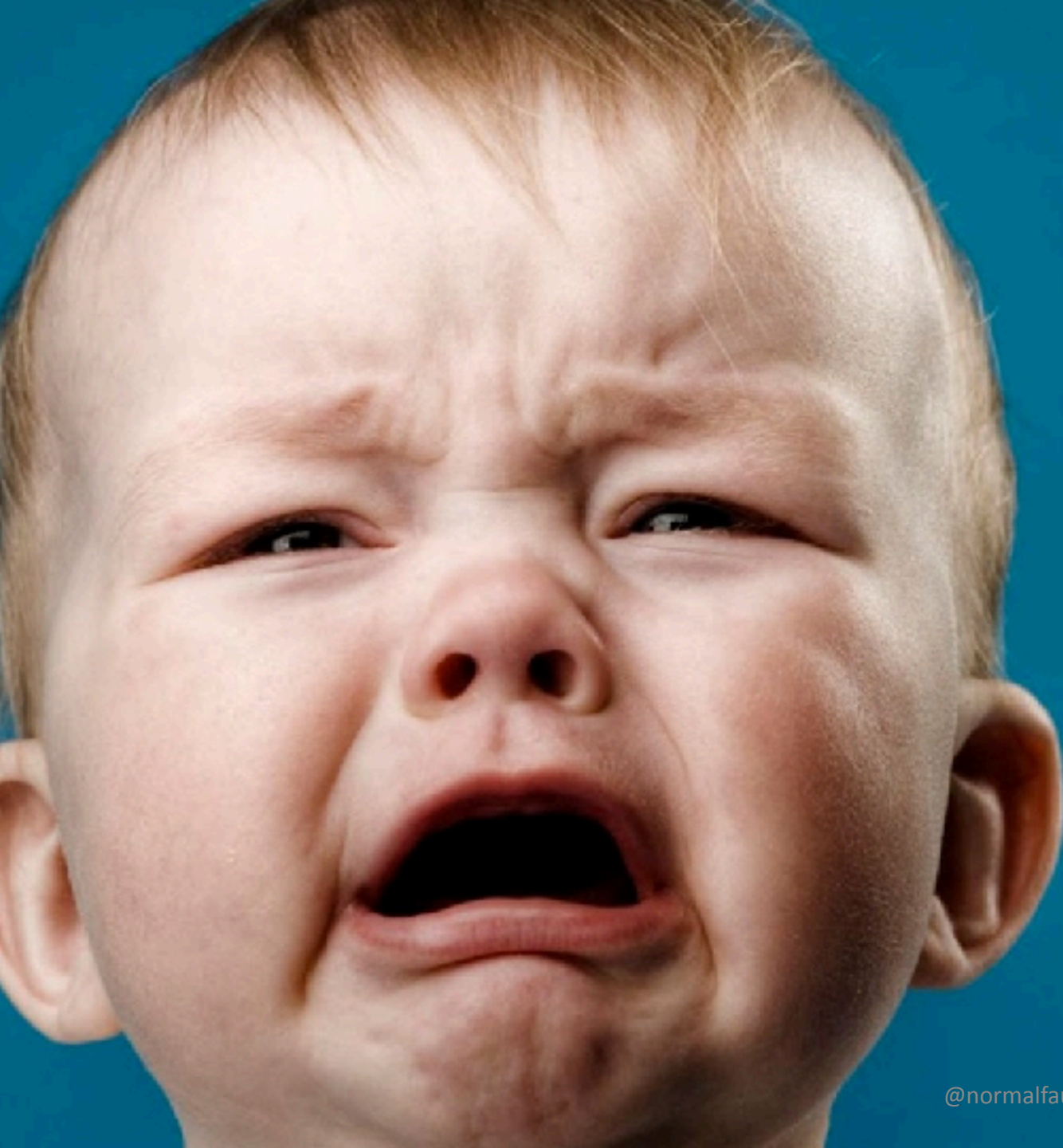
#Devopsallthethings

Find me @normalfaults

Teach me something !



@starla.abbey



Technology is easy

Culture is hard

Answers are hard.

This presentation will raise more questions than answers
(and thats okay!)

Let it be a start of a conversation

Yoda on IT Culture: Fear

“I love controlling the IP address allocation excel spreadsheet. I’m not too sure about this DEV-operations automation stuff”



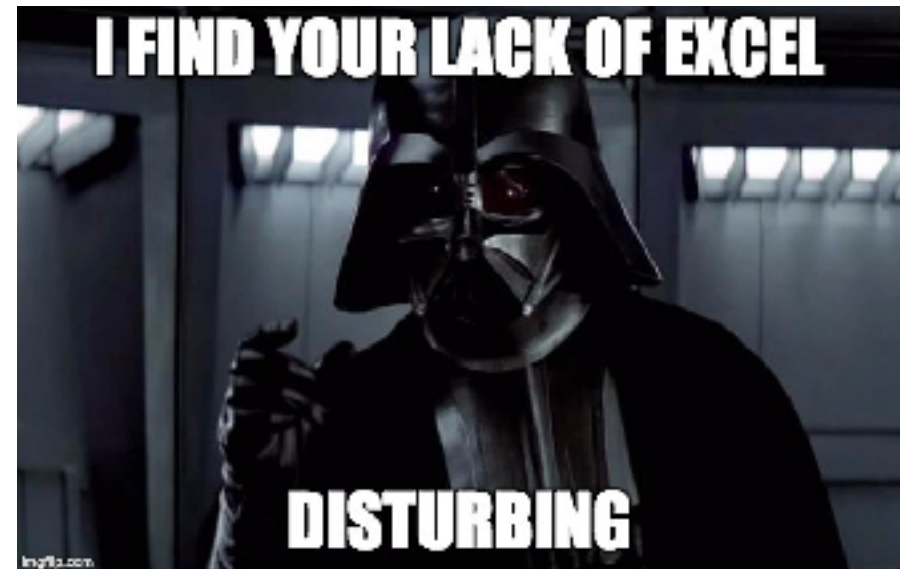
Yoda on IT Culture: Anger

“Why do we have to change this process?!? I don’t like it when I don’t have control.... aarrrgghhh”



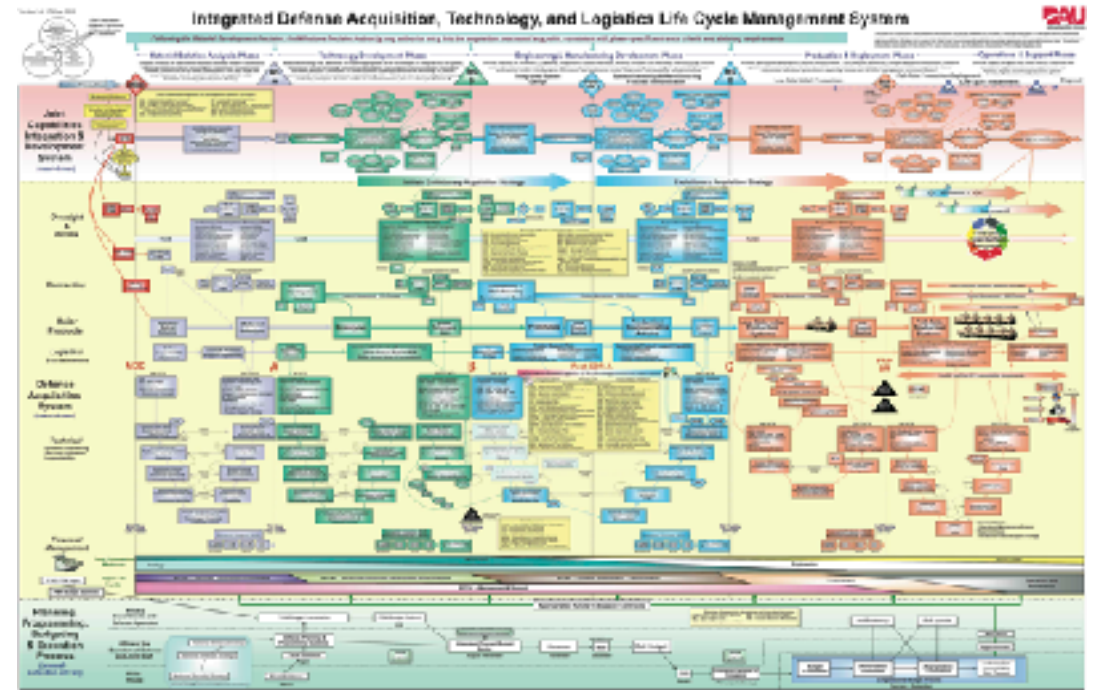
Yoda on IT Culture: Hate

“How are we supposed to keep track of all our ip addresses now!?!”



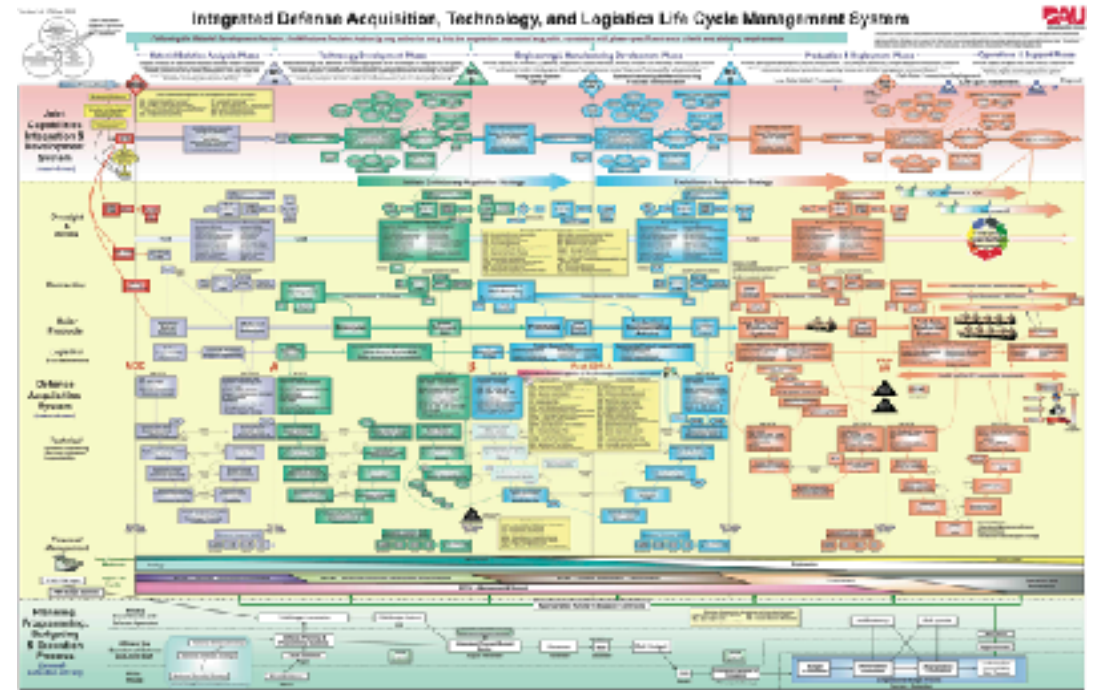
Yoda on IT Culture: Suffering

*Why does it take 100 days
to get a VM?*



Yoda on IT Culture: Suffering

*Why does it take 100 days
to get a Container?*



“Breaking Bad” Equilibrium

John Willis

Twitter: **botchagalupe**

GitHub: **botchagalupe**



About John Willis

<https://github.com/botchagalupe/my-presentations>

One of the founding members of “Devopsdays”

Co-author of the “Devops Handbook”.

Author of the “Introduction to Devops” on Linux Foundation edX.

Podcaster at devopscafe.org

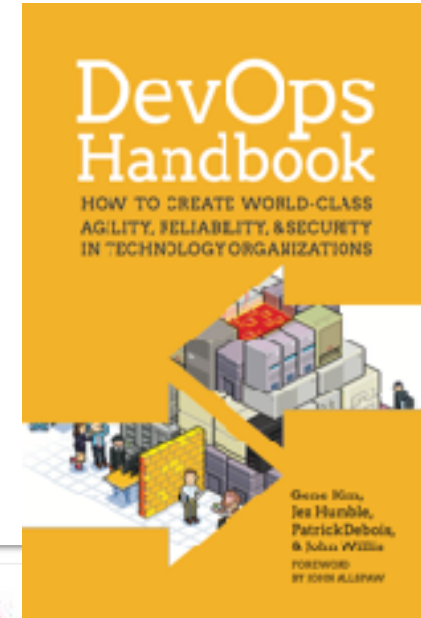
Devops Enterprise Summit - Cofounder

Nine person in at Chef (VP of Customer Enablement)

Formally Director of Devops at Dell

Found of Socketplane (Acquired by Docker)

10 Startups over 25 years



Game Theory

Bad Equilibrium

It's a strategy that all the players in the game can adopt and converge on, but it won't produce a desirable outcome for anyone.



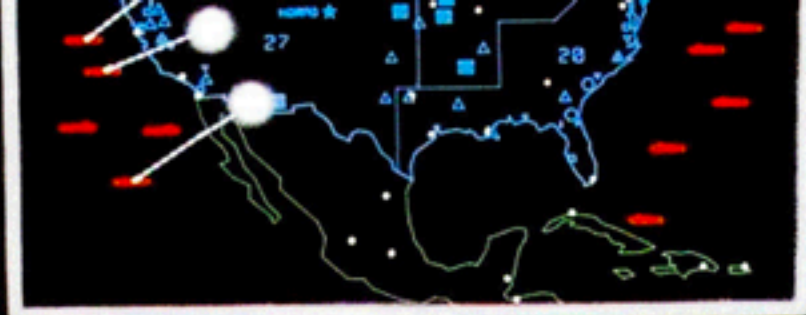
80/20

Pareto Efficiency

Is a state of allocation of resources in which it is impossible to make any one individual better off without making at least one individual worse off.

ZERO SUM

MISSILE WARNING



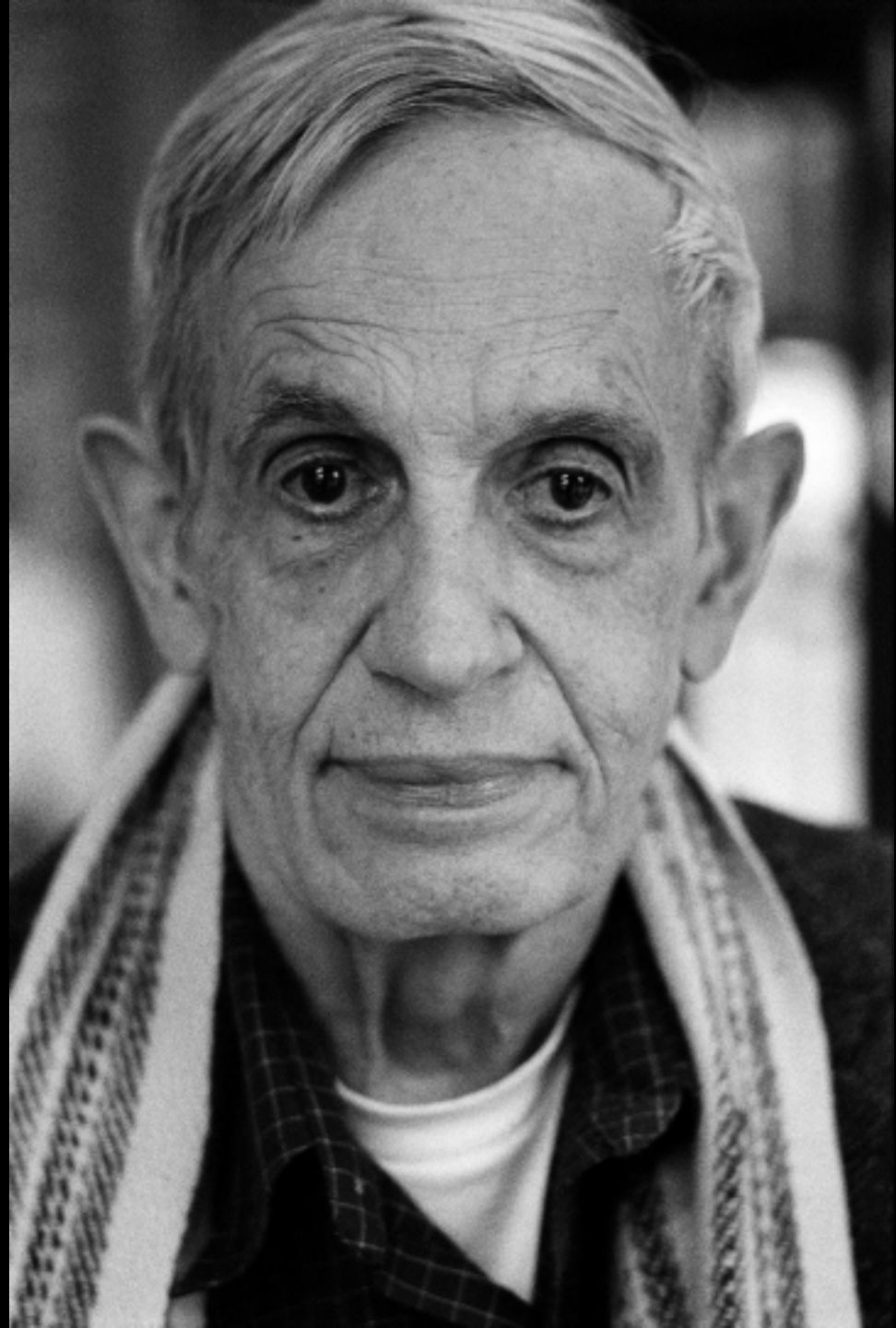
MISSILE WARNING

MISSILE WARNING



Pareto Inefficiency

A situation is inefficient if someone can be made better off even after compensating those made worse off.



Nash Equilibrium

A concept of game theory where the optimal outcome of a game is one where no player has an incentive to deviate from his chosen strategy after considering an opponent's choice.



£100,150 Split or steal?



Sarah

Split

Steal

Split

Steven

Steal

50%	100%
50%	0%
100%	0%
0%	0%

**Nash
Equilibrium**

Pareto Inefficient Nash Equilibrium

A Bad Equilibrium

A Pareto Inefficient Nash Equilibrium gives you permission/proof to change the game...

HELLO

A STRANGE GAME.
THE ONLY WINNING MOVE IS
NOT TO PLAY.

HOW ABOUT A NICE GAME OF CHESS?



golden balls. the weirdest split or steal ever!

GE



Nick

Split

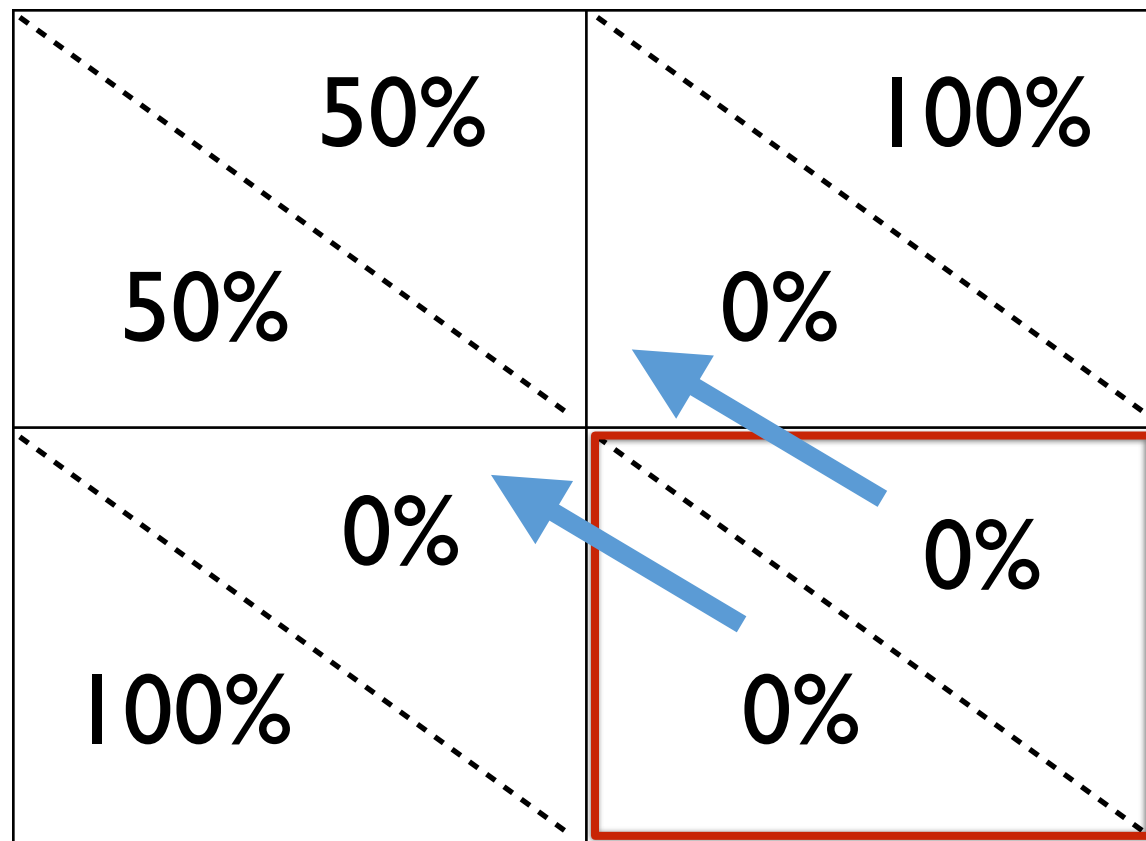
Steal

Split

Ibrahim

Steal

		Nick	
		Split	Steal
Ibrahim	Split	50% 50%	100% 0%
	Steal	0% 100%	0% 0%



**Nash
Equilibrium**

Nick

Split

Steal

Split

**Promise to Split
after the show!**

Ibrahim

(Risky but better than 0%)

Steal

<div>100%</div> <div>>0%</div>	
<div>0%</div> <div>0%</div>	

**New
Nash
Equilibrium**

Nick

Split

Steal

Split

Ibrahim

Steal

		Nick	
		Split	Steal
	Split	50% 50%	100% 0%
	Steal	0% 100%	0% 0%

Developers

Responsibility

Not my problem

Responsibility

Operations

Not my problem

50%	100%
50%	0%
0%	0%
100%	0%

**Nash
Equilibrium**

An aerial photograph of a vast field covered in dense yellow wildflowers, likely buttercups. A narrow, light-colored dirt path or track winds through the field, starting from the top left and curving towards the bottom center. The overall scene is a natural, open landscape.

organizational
scar tissue
– Adrian Cockcroft

Developers

Changed
Organization

Responsibility

Not my problem

Responsibility

Operations

Not my problem

<div>50%</div> <div>50%</div>	<div>100%</div> <div>0%</div>
<div>0%</div> <div>100%</div>	<div>0%</div> <div>0%</div>

The background of the image is a detail from Raphael's fresco 'The School of Athens'. It depicts the philosophers Plato and Aristotle. Plato is shown as an older man with a white beard, wearing a white robe, pointing his right index finger towards the sky. Aristotle is shown as a younger man with a dark beard, wearing a red robe, gesturing with his right hand palm-down towards the earth. They are surrounded by other figures in a classical setting with arches and statues in the background.

**You are either building a
learning organization...**

**or you will be losing to
someone who is...**

Andrew Clay Shafer

How can we help foster DevOps Culture?

Use the Force!

How can we help foster DevOps Culture?

Empathy

(And some Behavioral Economics)

How can we help foster DevOps Culture?

Group Selection Bias

Have people from various backgrounds and perspectives on delivery teams

The more perspectives and diversity the better

Create teams that are cross cut of functions versus “Network team” or “Security Team”

How can we help foster DevOps Culture?

Incentives

If the change is captured as Infrastructure as Code and there are good tests then it automatically goes through Change Control Board

Otherwise it will be a 2 week review!

Create positive incentive paths for the behavior the organization needs and wants

How can we help foster DevOps Culture?

Empowering Change

Give folks the ability and authority to change the environment

Otherwise amplifications of power differences will create a negative cycle

Innovation is constantly needed to break negative process

How can we help foster Empathy?

Strong Opinions Loosely Held

Active Listening

Avoid Assumptions

Incentivize Teaching

Incentivize Learning

Turn Failure into Understanding

Recognize the Stress Levels of Others

(<https://itrevolution.com/karojisatsu/>)

(<https://www.youtube.com/watch?v=E84vWVJyi30>)

Recognize burnout waves (We are more alike!)

Geek Whispers : HAPPINESS AT WORK WITH LORINDA BRANDON – EPISODE 138



- If you're going to have a tough conversation, always bring a snack
- Can't necessarily separate your careers from our lives
- Misery at work comes home with you – pay attention to how they're connected
- You have a choice everyday to find a thing that makes you happy
- Something easy for us to do could be impossibly difficult – and make them incredibly happy
- Never underestimate the power of human connections
- Assume people have positive intent
- Alternatively, assume people are telling the truth and hold them responsible for it
- How you train your mind to be positive and see happiness available
- Everything is solvable
- Leaning on quotes of inspiration
- Events shape you. Don't let something negative twist you though.

<http://www.lorindabrandon.com/>

http://geek-whisperers.com/2017/09/happiness-at-work-with-lorinda-brandon-episode-138/?utm_campaign=twitter&utm_medium=twitter&utm_source=twitter

Be a champion for Empathy

What do you need to understand from the other side?

Obtain full context of situation

What are the fears?

Do you know anyone else that has the same challenges?

Become an active member of **your**
Devops Community!

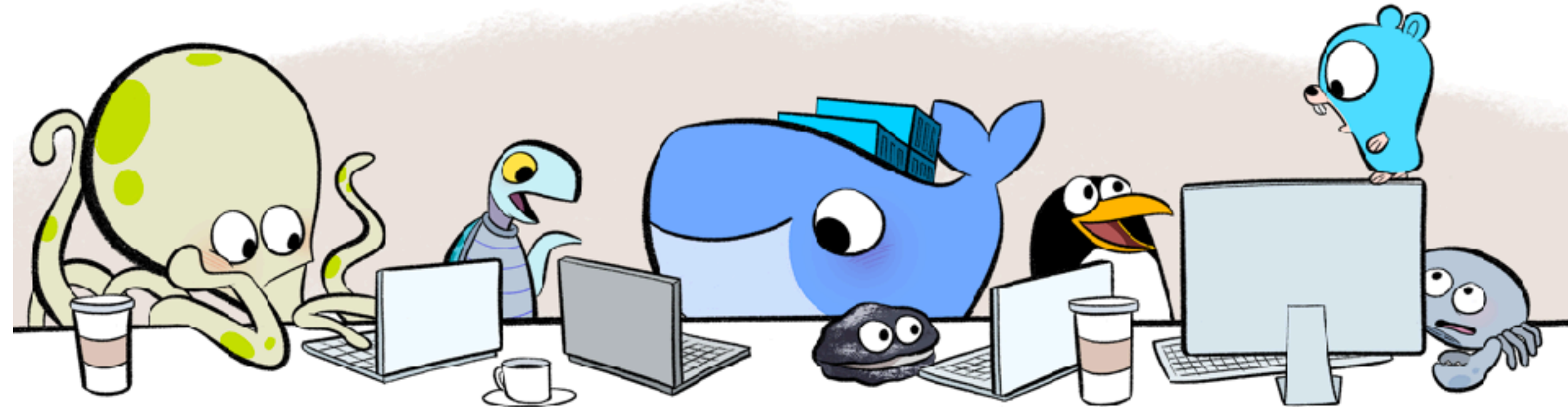
Speak up!

Help out!

Learn Together!

I thought this was a Docker Talk??

Docker is a tool to foster empathy in your organization



Developers

Empathy as Code !

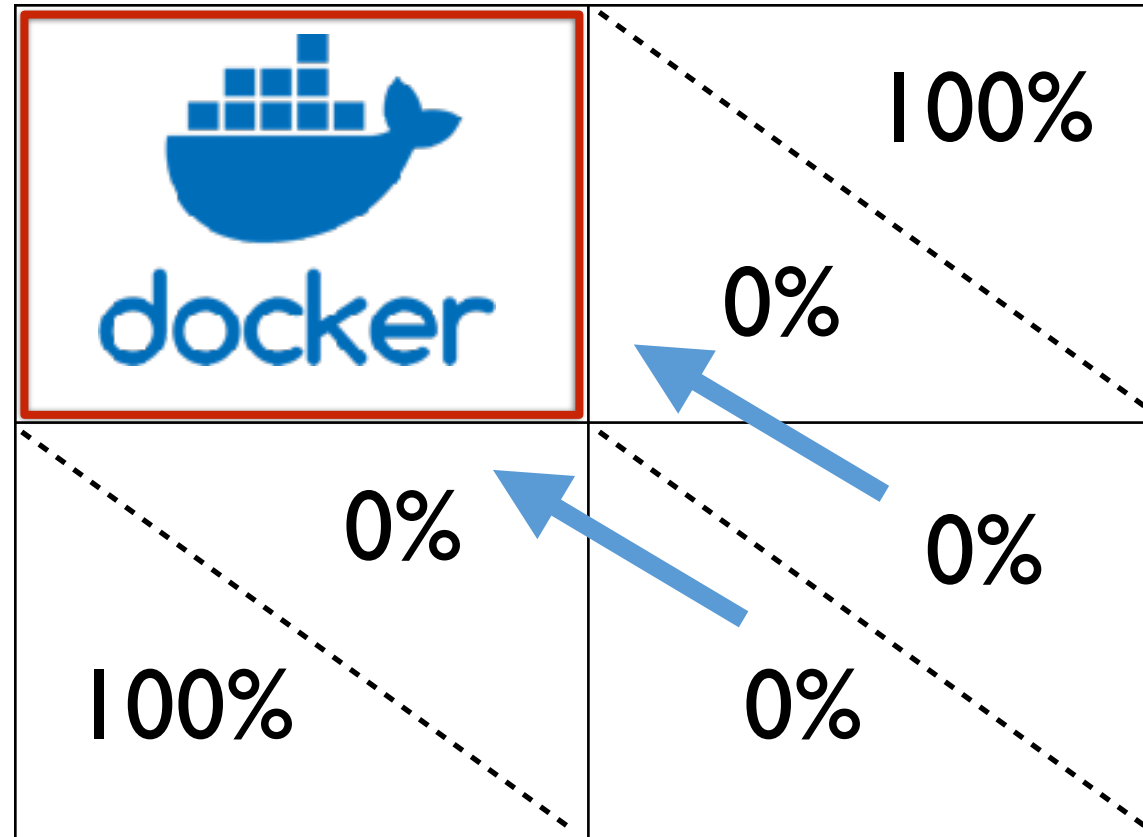
Responsibility

Not my problem

Responsibility

Operations

Not my problem



Empathy



The Core of Devops is Empathy



@starla.abbey



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and ask questions.**





Please

**Remember to
rate this session**

Thank you!



goto;
chicago



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