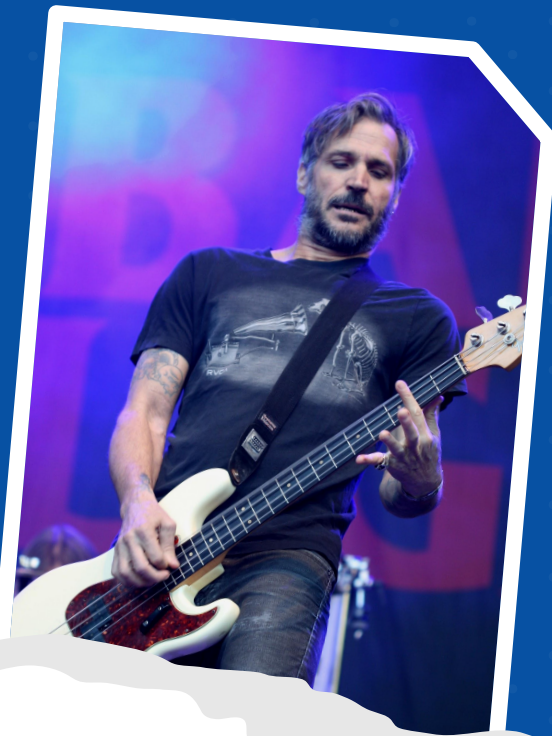


Zero Trust

**Is For Networks
Not Your Teams**



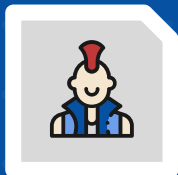
What's the hardest thing about DevOps?

DevOps was aBout **BREAKING DOWN SILOS**

BUT WE MADE NEW ONES



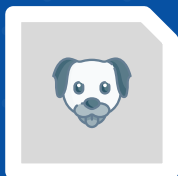
Hi, I'm Matty



**Punk
Music**



Improv



Dogs



Aiven

Resilience is a verb

Resilience

REBOUND

ROBUSTNESS

GRACEFUL EXTENSIBILITY

SUSTAINED ADAPTABILITY

A stylized graphic of a mountain range with jagged peaks in shades of gray and blue, set against a white background.

Rebound

Returning to “normal” after a surprise or incident.
Work done ahead of time.

The background of the slide features a stylized mountain range. The mountains are represented by a jagged, grey silhouette against a white sky. Below the mountains, the entire lower portion of the slide is a solid blue field. This blue field is covered with a subtle, repeating pattern of small, light-blue dots, creating a textured effect.

Robustness

The ability to withstand and absorb well-modeled disturbances
“Known knowns”

A stylized silhouette of a mountain range with several peaks of varying heights, rendered in a light gray color against a white background.

Graceful Extensibility

The ability to stretch with challenges to operational boundaries
As opposed to brittleness.

A stylized graphic of a mountain range with jagged peaks in shades of gray and blue, positioned at the top of the slide.

Sustained Adaptability

Recognizing and managing adaptive capabilities over long
timescales

**These are
socio-technical
systems**

BLUNT END / SHARP END



Removed from
experience
Upstream decision
makers

BLUNT END



People directly
engaged in the work
"Chop wood, carry
water"

SHARP END

Sharp End

Constantly building and destroying systems

Strong signaling

Improve systems based on strain

Will do so naturally if given ownership

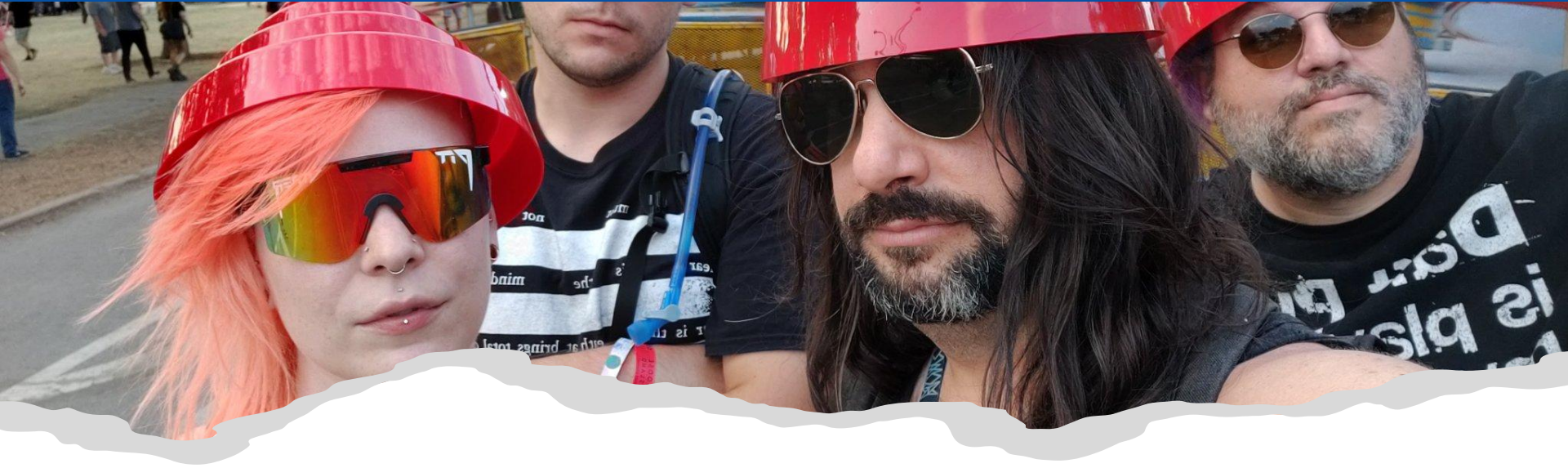




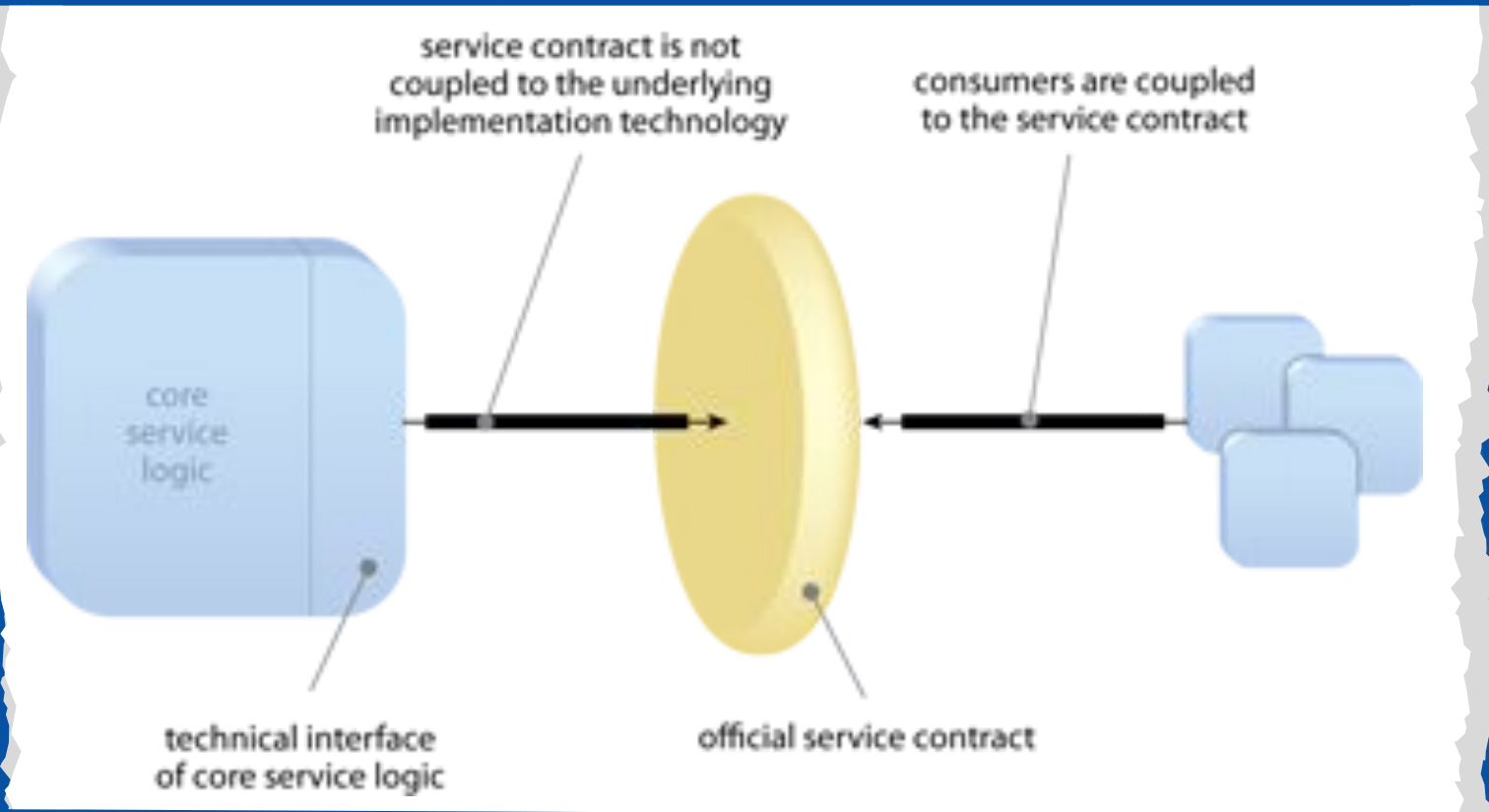
Command and Control is a Fallacy

Conway's Law

**let's flip conway's
law around**



**Service Design as a
metaphor for teams**





**“Our analysis found
that this culture of
psychological safety is
predictive of software
delivery performance,
organizational
performance, and
productivity”**

**- Accelerate State of
DevOps Report**

What is **PSYCHOLOGICAL SAFETY?**

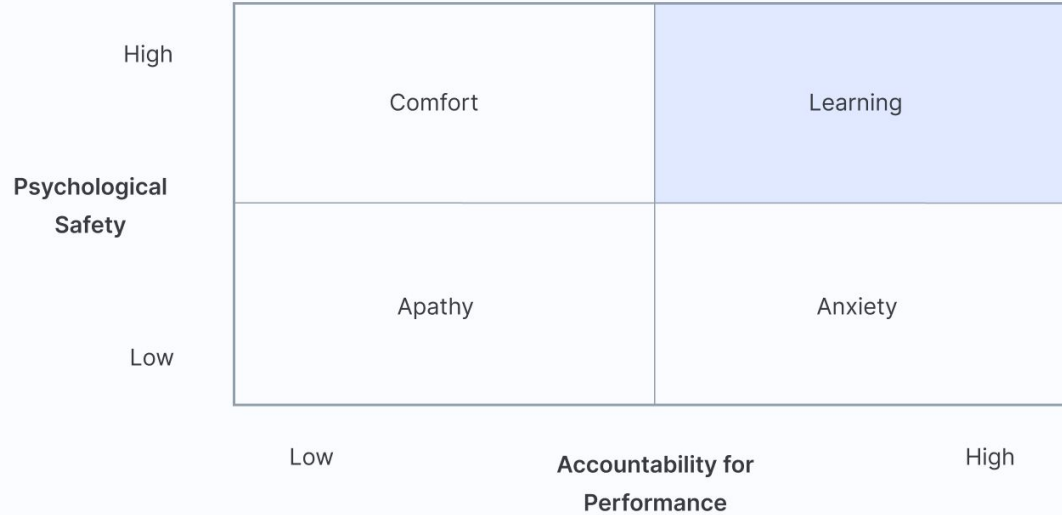


“[Psychological safety is] a sense of confidence that the team will not embarrass, reject, or punish someone for speaking up.”

-Amy Edmondson Professor, Harvard Business School

Psychological safety and accountability

The four zones of team performance



Low psychological safety...

- LACK OF DIVERSITY OF EXPERIENCE**
- UNEQUIPPED TO PREVENT FAILURE**
- KNOWLEDGE SILOS**
- INDIFFERENCE AND DISENGAGEMENT**

We need to have trust

WITHIN TEAMS

AND ALSO OF TEAMS



Trust within teams



David Shackelford

@dshack



Replying to [@mattstratton](#)

You can pause things with force, but it's hard to make meaningful progress until people feel heard. There is a palpable, sometimes physical relaxation response when someone believes their point of view has actually been understood and acknowledged (even if not agreed with)

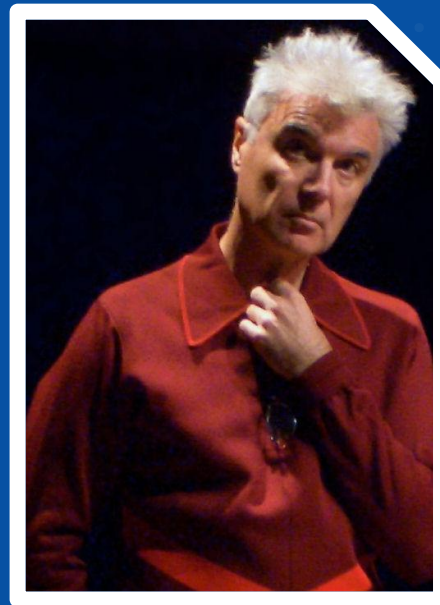
**approach conflict
as a collaborator**

**not as an
adversary**



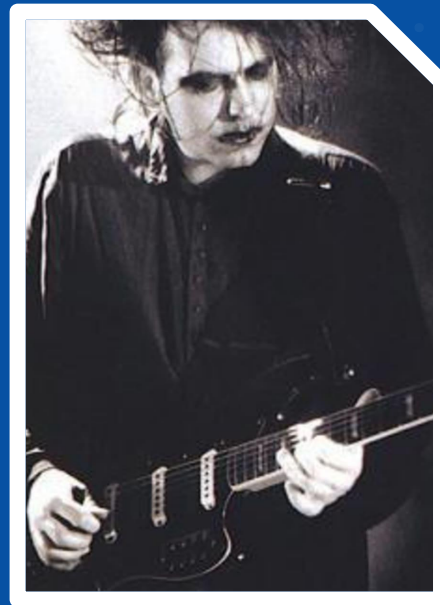
**speak human to
human**

**“just like
me”**



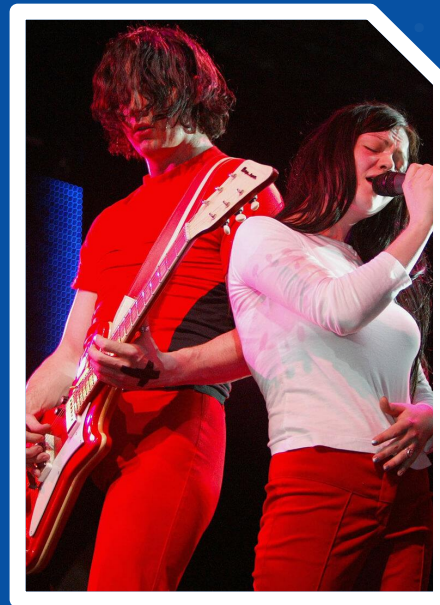
**replace blame
with curiosity**

**you don't
have all the
facts**



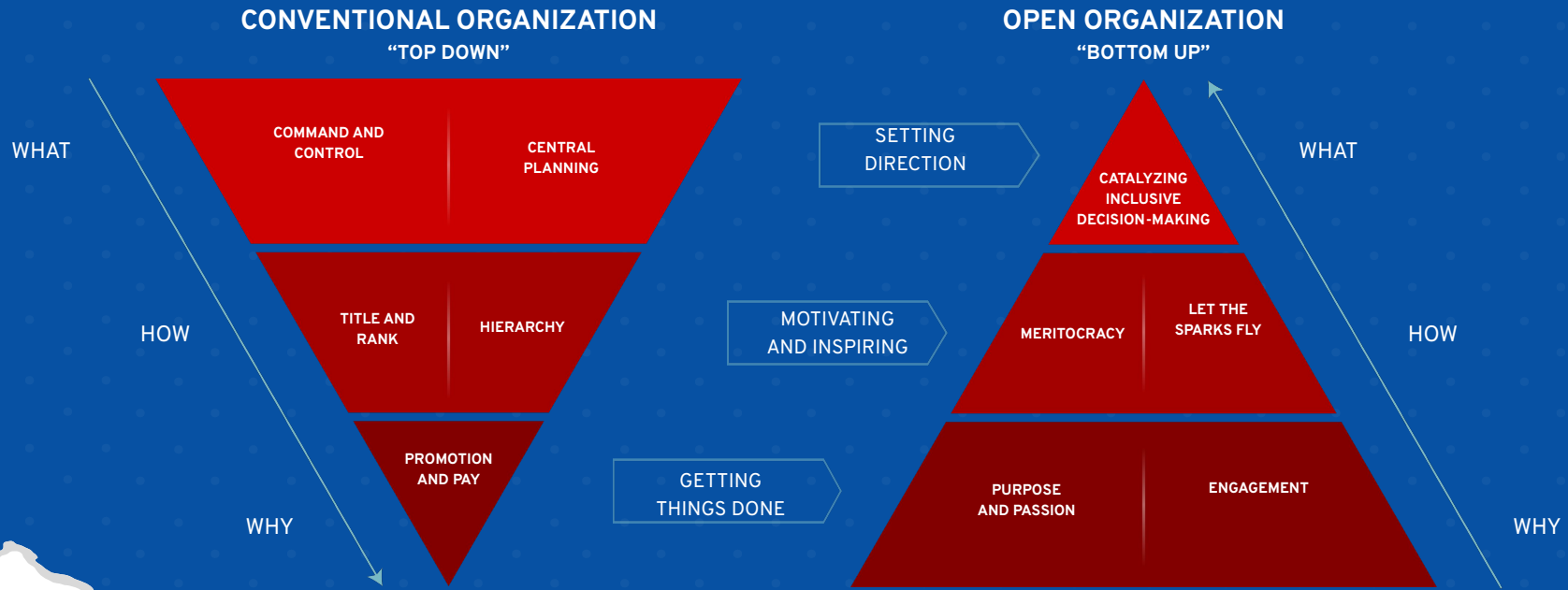
**model
vulnerability**

**create
emotional
bonds**

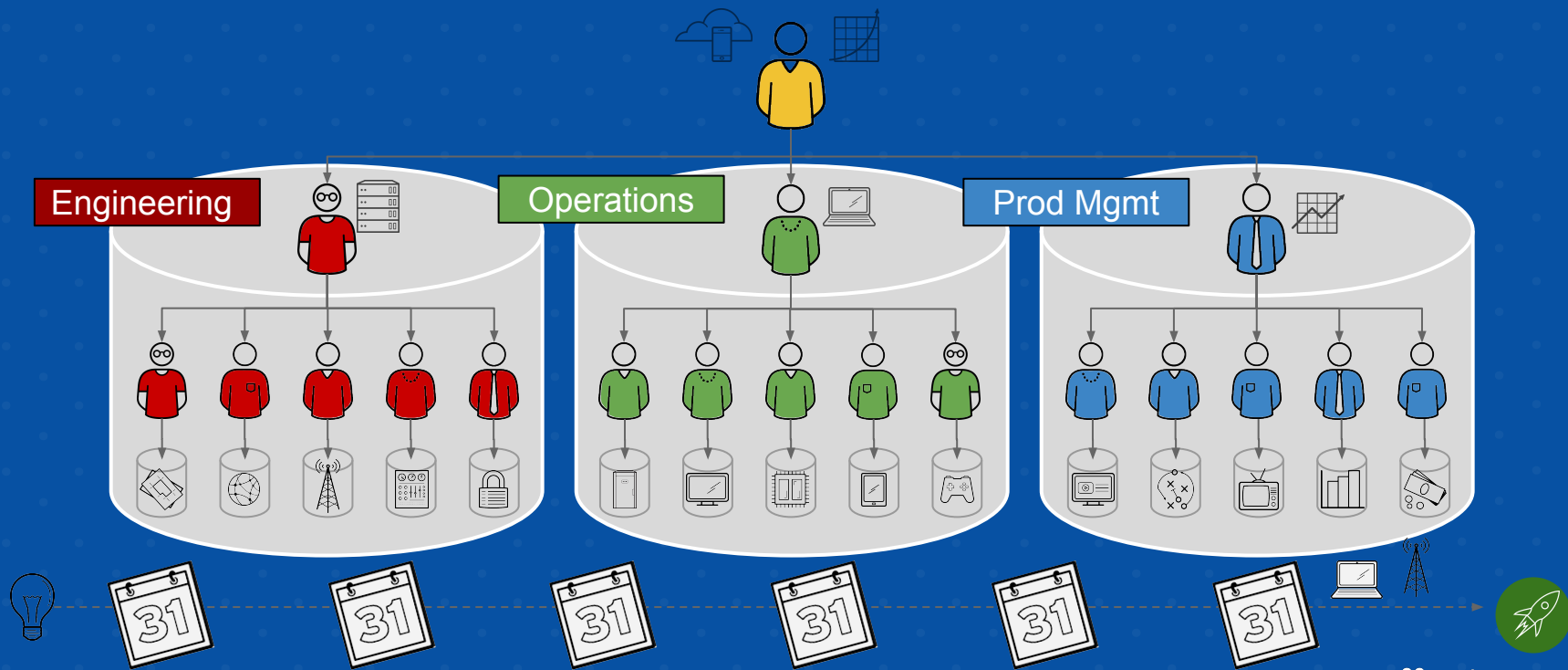


Trust of teams

The Open Organization

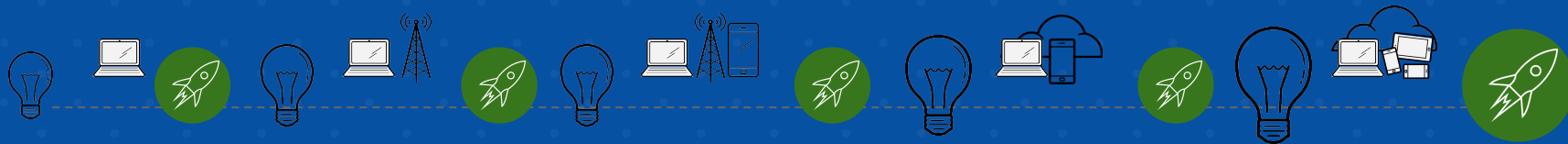


Siloed for Protection



The Open Organization

BOTTOM-UP, COLLABORATIVE, CONTINUOUS INNOVATION, AGILE





**Be Chris Farley.
Not Michael Scott**



**“Improv is like driving
while only looking in
the rear view mirror”**

- T. J. Jagodowski

Bring a brick

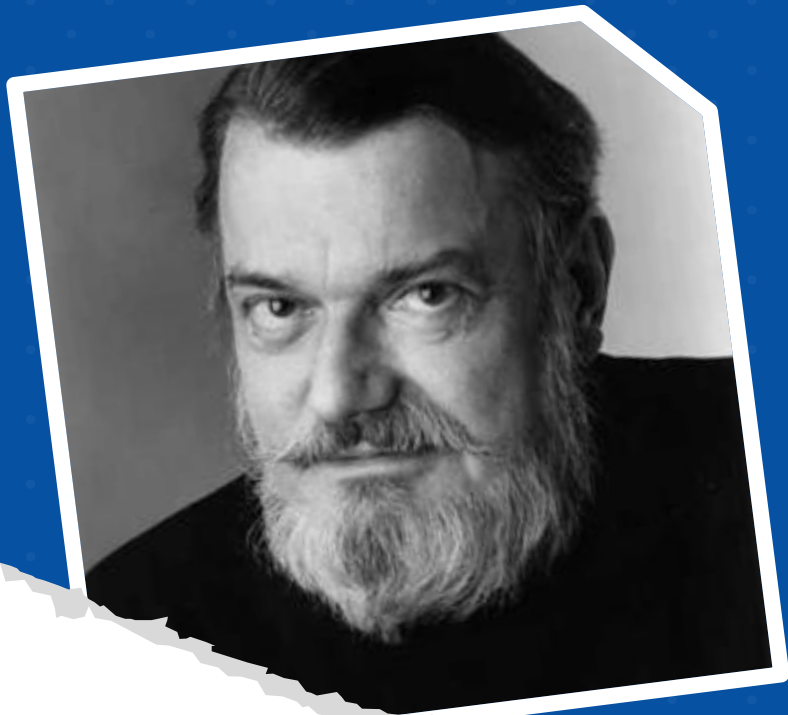
Not a cathedral



Improv for DevOps

- TRUST IN YOUR PARTNER
- THERE ARE NO MISTAKES
- THE TEAM IS GREATER THAN ALL OF US
- THE FUN LIES ON THE OTHER SIDE OF “YES”

**Players in a
scene are the
Sharp end**



**“If we treat each
other as if we
are all geniuses,
poets, and
artists, we have
a better chance
of becoming that
on stage”**

- Del Close

Four things to do right now

- ESTABLISH RULES OF ENGAGEMENT
- CREATE SPACE FOR OPEN COMMUNICATION
- MEASURE *CONSISTENTLY* FOR LONG-TERM IMPROVEMENT
- PROVIDE GUARDRAILS (BUOYS NOT BOUNDARIES)

Thank You!

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BLUESKY - @MATTY.WTF

GITHUB - MATTSTRATTON

SLIDES - SPEAKING.MATTSTRATTON.COM

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