

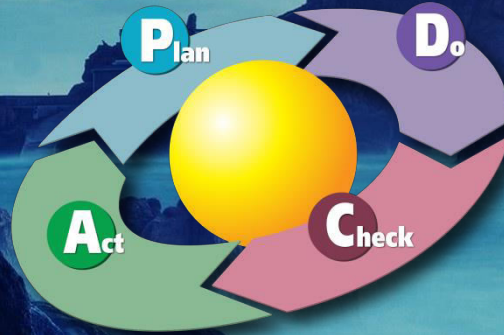


Agile and DevOps @ Rabo

*15th of June 2016, Erik Peet
Rabobank Nederland*

Demystifying DevOps - Part 0

Introduction Erik Peet



Index



Introduction

What's happening out there?

Experience from events and visits

Act or ...

The Agile Journey @ Rabo

- 2010: Scrum
- 2015: DevOps

What's happening out there?





V

21 april 2015

Miss Etam en Promiss failliet

BLOKKER



22 november 2014

Bedrijfsresultaat Blokker meer dan gehalveerd in 2014



V&D

VD.nl
click & collect



27 maart 2015

Nieuwe V&D topman vindt dat bedrijf te lang heeft gewacht

A photograph of a multi-story building with a light-colored brick facade. Large, blue, three-dimensional letters spelling 'Imtech ICT' are mounted on the roofline. Several windows are visible on the building's facade.

Imtech ICT

V

19 maart 2014

**Imtech moet bloeden voor grote
fraude in Polen en Duitsland**



2 oktober 2015

Volkswagen zet 6,5 miljard euro opzij voor dieselschandaal



26 oktober 2015

NOS

Rabobank onderzocht voor witwassen Mexicaans drugsgeld



V

14 juli 2015

Nieuwe start voor schoenenwinkels na faillissement



V

12 februari 2015

Webwinkel Zalando boekt voor het eerst jaarwinst

GEWOON, DOEN.
Elke dag een beetje beter.



21 april 2015

**Coolblue meest klantgerichte
retailbedrijf van Nederland**



V

21 mei 2015

Airbnb, Uber: ze hebben maling aan alles



EUROPEAN CENTRAL BANK

EUROSYSTEM



AFM

Autoriteit Financiële Markten

BUSINESS SOLUTIONS

DYNAMIC LOGISTICS



PERSONALIZED SOCIAL CRM



MOBILE BANKING



SMART ENERGY



SUPPLY CHAIN COLLABORATION



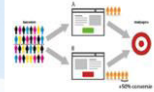
INNOVATIVE HEALTHCARE



INTELLIGENT RETAIL



DIGITAL A/B TESTING



SMART ENVIRONMENT



CONNECTED HOMES



E GOVERNMENT



TECHNOLOGISCHE GAMECHANGERS

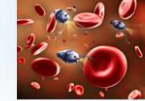
M2M



CLOUD



NANO TECHNOLOGIE



SOCIAL MEDIA



VIRTUAL REALITY



3D PRINTING



MOBILE



DATA



CARRIERS

INTERNET OF EVERYTHING



ALWAYS ON & REALTIME



DATA DRIVEN SOCIETY



SELF SERVICE & AUTOMATION



INVISIBLE ANALYTICS



TOPICS VOOR IT-ORGANISATIES

MINDSET



AUTONOMICS



SECURITY



COMPLIANCE



WoW



MICRO SERVICES



DATAMGT



CONNECTIVITY





CALENDAR
75 YEARS



CALENDAR
38 YEARS



CALENDAR
13 YEARS



CALENDAR
4 YEARS



CALENDAR
3.5 YEARS



CALENDAR
3 YEARS



CALENDAR
2.5 YEARS



CALENDAR
50 DAYS

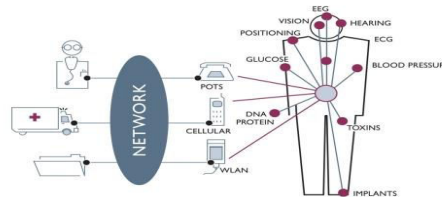


CALENDAR
35 DAYS

SNEL & WENDBAAR

Reaching 50 Million users

It took about 75 years for the telephone to connect 50 million people. Today a simple iPhone app like Draw Something can reach that milestone in a matter of days. In the past 10 years the rate of adoption of new technologies has accelerated at a dizzying speed. Can we keep up with it all?



A man in a dark suit is standing on a white step ladder, facing away from the camera. He is pointing his right hand towards a bright, glowing star-like shape on a blue grid background. The background is a dark blue grid with glowing blue lines and some faint, out-of-focus light sources. The text is overlaid on the image in white and orange.

BUSINESS BEREIKT DOELEN NIET
IT GEEN ENABLER MAAR VOELT ALS REMMEND

BUSINESS ONTEVREDEN
IT DOET NIET DE JUISTE DINGEN

BUSINESS GEEN WAAR VOOR HAAR GELD
IT RENDEERT ONVOLDOENDE

BESTAANSRECHT IT-AFDELING?

Experience from events and visits



Agile Consortium



**SCHUBERG
PHILIS**

ING





The background of the slide is a photograph of the Aurora Borealis (Northern Lights) in a dark, starry sky. The aurora appears as vibrant green and blue streaks and curtains of light. Below the sky, the dark silhouettes of mountains are visible, and a body of water reflects the light from the aurora and the stars.

SCHUBERG
PHILIS

Dashboards

\ more awesome
100 %

Build in compliance

Automate Ops

DNA



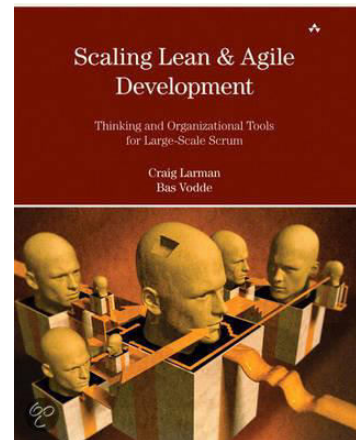
Agile Consortium

Agile Scaling event with Craig Larman

1. Craig Larman presents his LeSS framework.
2. Key note speaker Edgar van Zoelen will take you through the Agile transformation journey within Philips.
3. Jan Vlietland presents the Scrum Chain Framework (SCF).



Belastingdienst





Voorjaarseminar

Heeft het vak Projectmanagement toekomst?

De impact van DevOps en Agile Delivery op het vakgebied Projectmanagement

Dit voorjaarseminar staan drie verhalen centraal:

- **Enterprise DevOps en projectmanagement**, door Jan de Vries
- **Demystifying DevOps @Rabobank**, door Erik Peet
- **Optimaliseren van de IT Value Cycle**, door Jan Buurman

ING



ING Visit – 20 mei

DevOps Transformation on all management levels

Lose project managers, risk managers and budget controllers

Make the WoW visible everywhere: scrum boards, transformation, dashboards

Two roles left: Dev engineer and Ops engineer (with specialization, T-shaped)

Hypothesis driven development



**Agile transformation within Philips:
3 years, 7 people fulltime, CEO involved, video's,
training, events, games, ...**

Apple
Bank





THE WORLD BANK

Google™

Atom bank





30 september 2015



Bij nieuwe bank bunq werken geen bankiers maar IT-nerds

Met bunq betaal je je vrienden real time en
het kost je helemaal niets.



€10,00



30 sep. 2015



Mw F Hegger
Betaling ontvangen

10,00

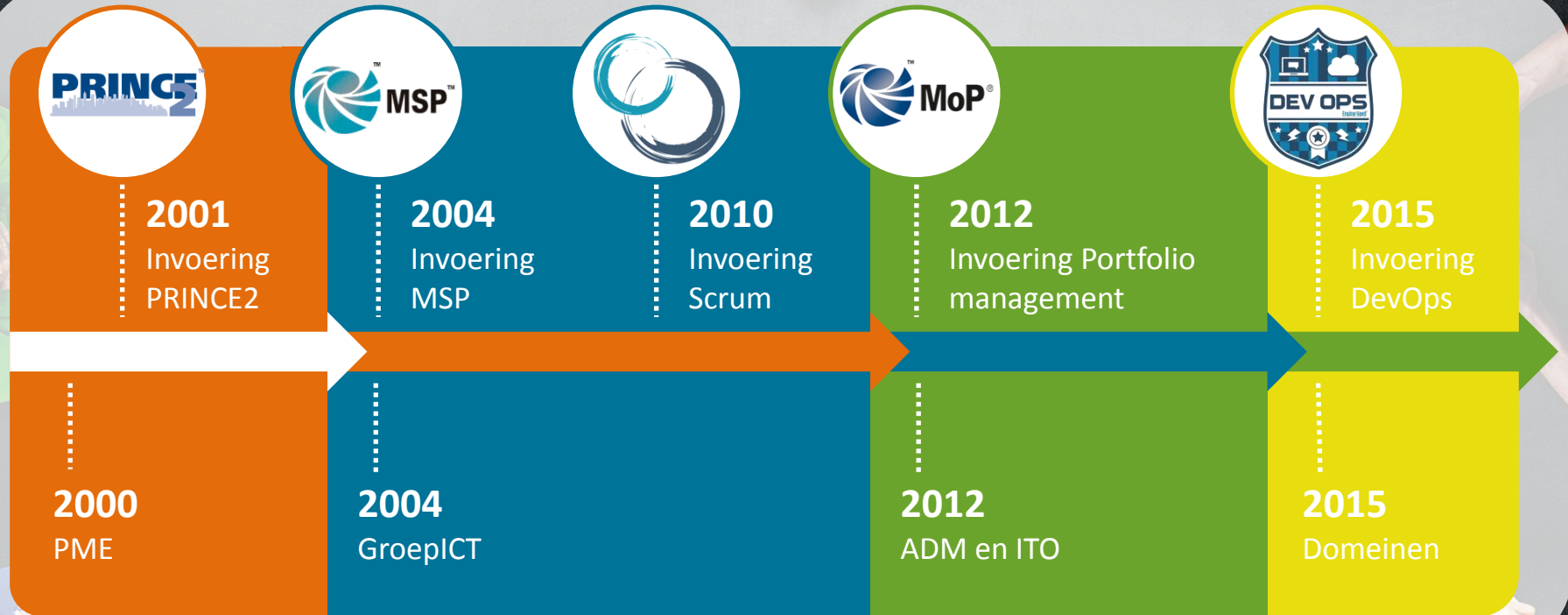


30 september 2015

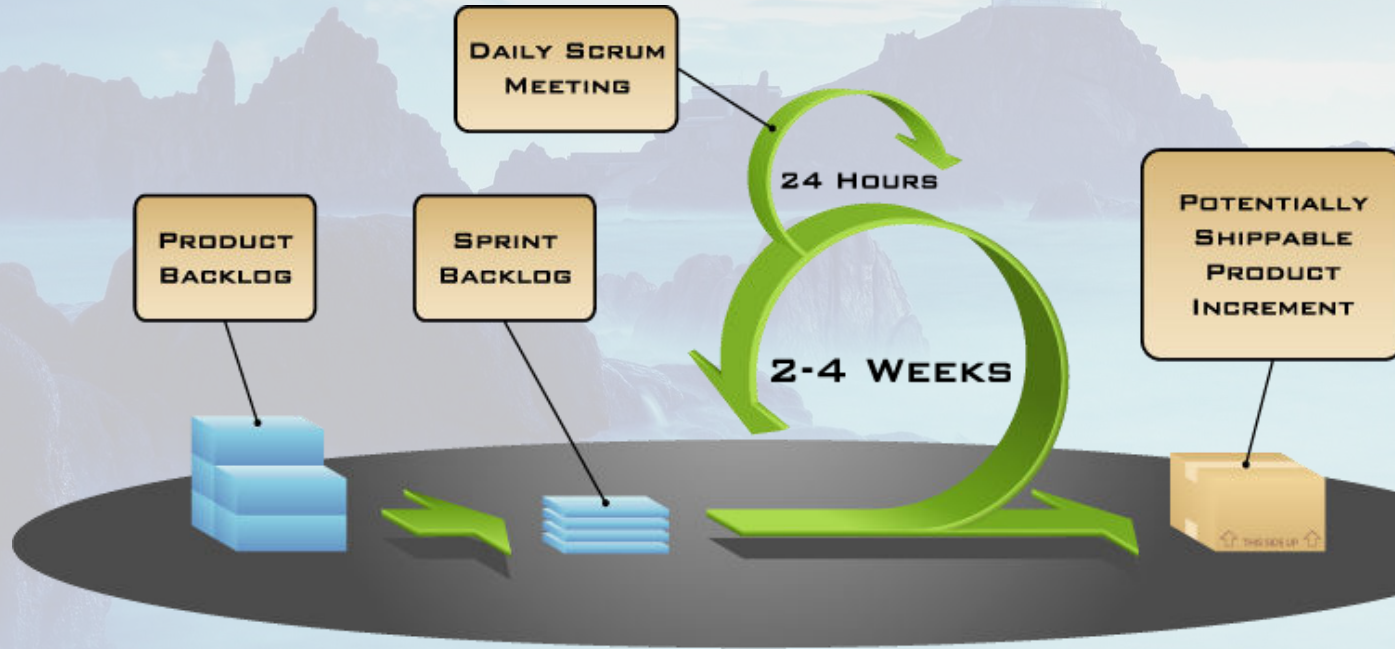
**Nieuwe betaaldienst bunq voor
hippe jongeren wil vooral geen
bank genoemd worden**



Project, program and portfolio management @ Rabo



Agile Scrum



Best IT enabled bank

Wij helpen de bank haar klanten het beste te bedienen door het slim toepassen van ICT



Maximaal waarde toevoegen
voor klanten, banken en de Groep



Naadloos realiseren
van de businessdoelen



Innovatie in alles
wat we doen



Mensen en manier van werken
zijn sleutel van het succes

The Agile Manifesto

Individuals and interactions	<i>over</i>	processes and tools
Working software	<i>over</i>	comprehensive documentation
Customer collaboration	<i>over</i>	contract negotiation
Responding to change	<i>over</i>	following a plan

“While there is value in the items on the right,
we value the items on the left *more*”

change software
Individuals Working
processes and collaboration
contract negotiation tools
Customer plan following Responding
interactions comprehensive
documentation to



Kosten
Time to market
Risico management

Maximaal waarde toevoegen



Agile is een enabler
voor innovatie en
lean

Innovatie in alles wat we doen



Business aan het
stuur
Vroege feedback

Naadloos realiseren business doelen



Inspirerend
werkklimaat = FUN
Multidisciplinair
team

Onze mensen en werkwijze zijn
de sleutel tot ons succes

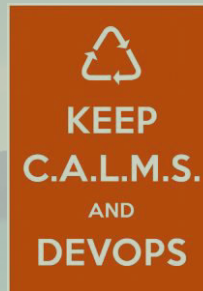
What is DevOps?



Movement
Philosophy
Community



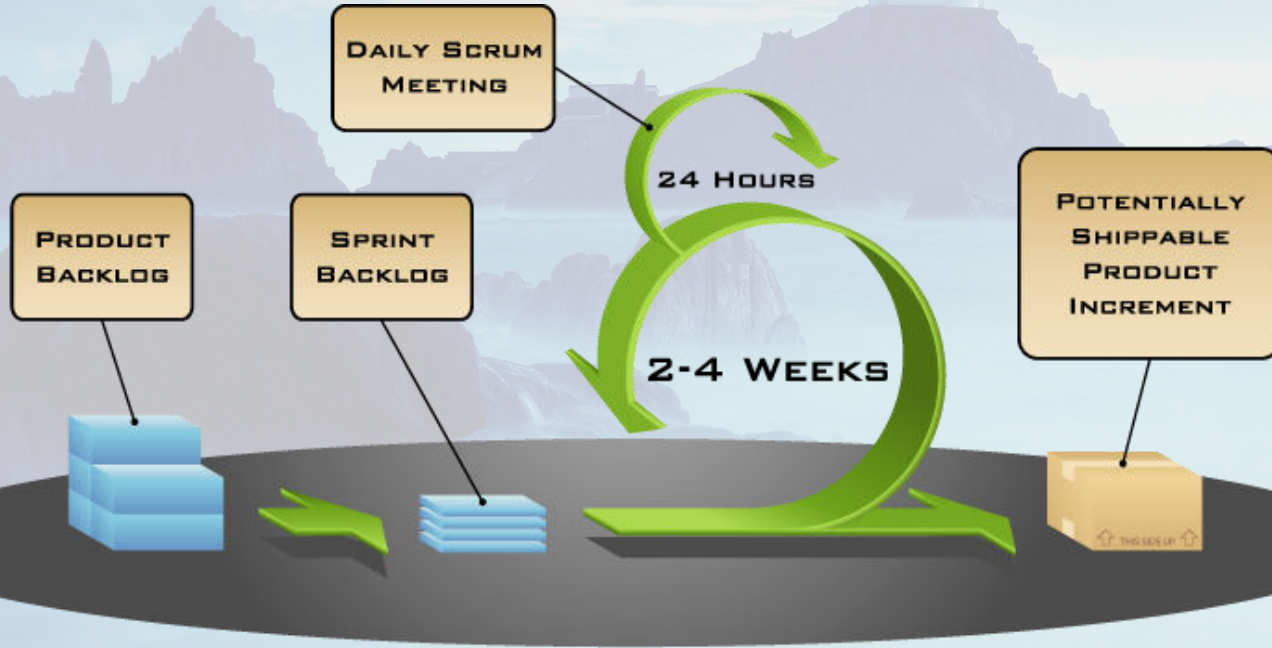
Collaboration
Multidisciplinary
Dev + Ops + ...
Resilience



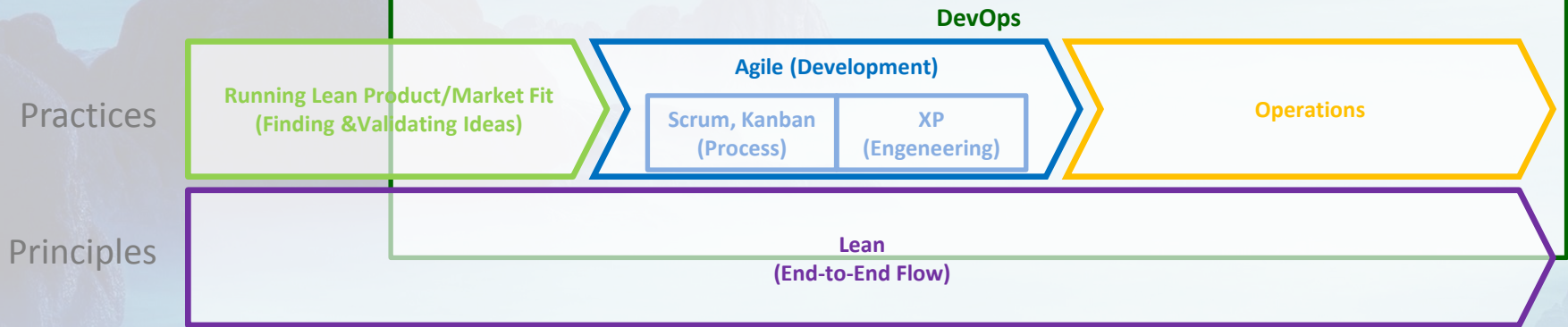
Culture
Automation
Lean
Metrics
Sharing



Omission Scrum

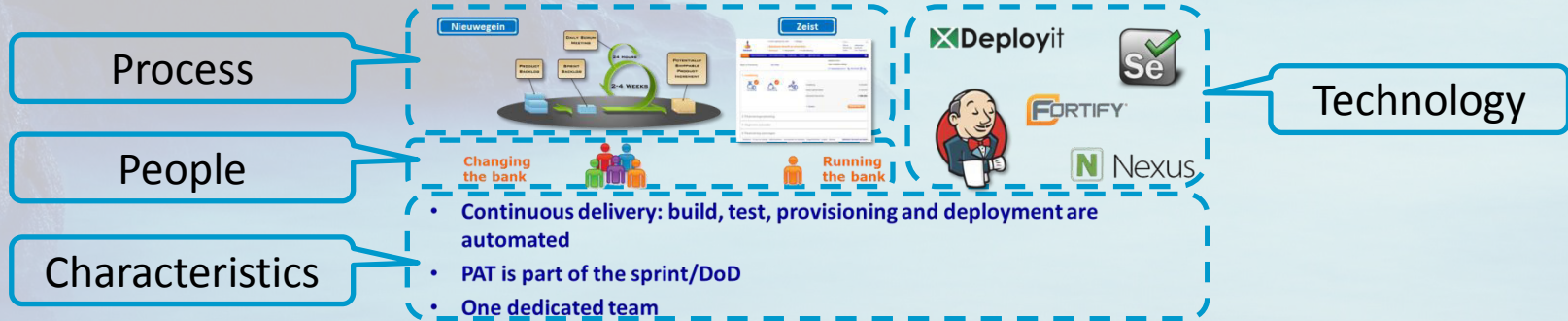


DevOps – LEAN - Agile

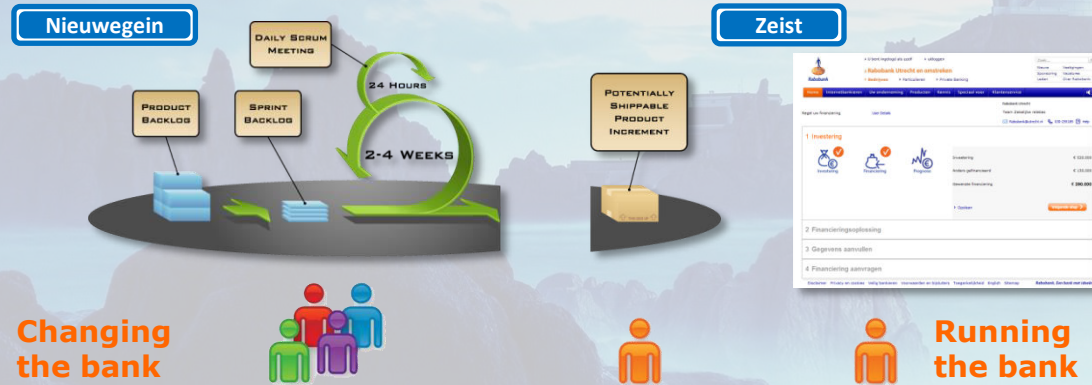


Introduction to DevOps

- Business is important part of the process but focus here is on DevOps
- Two story lines:
 - Interventions
 - Structure of slides on phasing DevOps: people, process, tools and characteristics



DevOps phase 1: two separate worlds



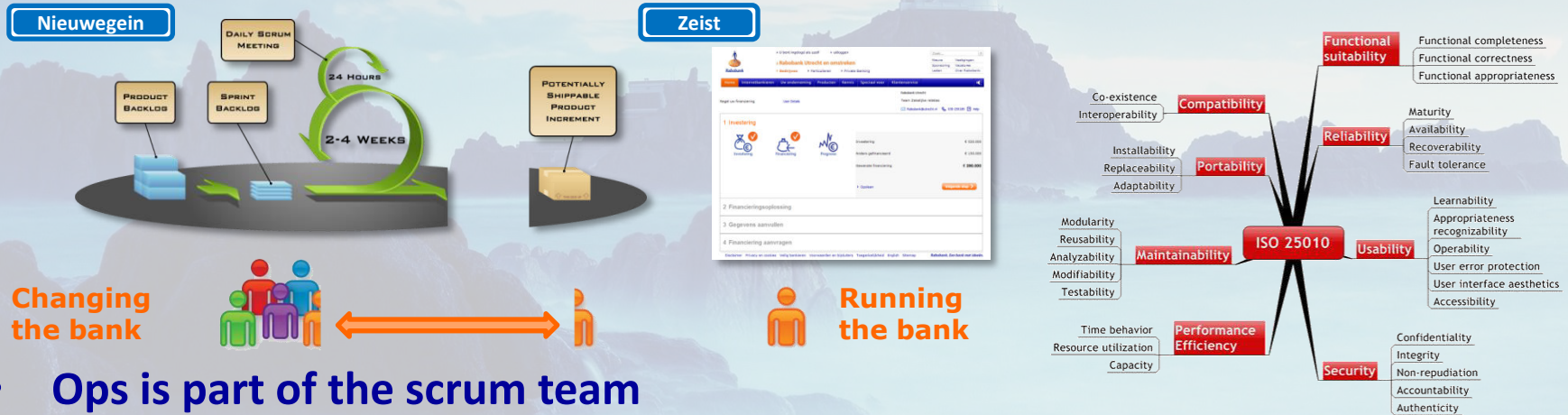
- Conflicting interest and KPI's: dev change, ops stability
- Ops comes in at the end of the project: no ops requirements, PAT in a squeeze
- Working from different locations
- Working from different departments

Intervention #1

Experiment!

And sometimes go dark till you got something to show

DevOps phase 2: participation

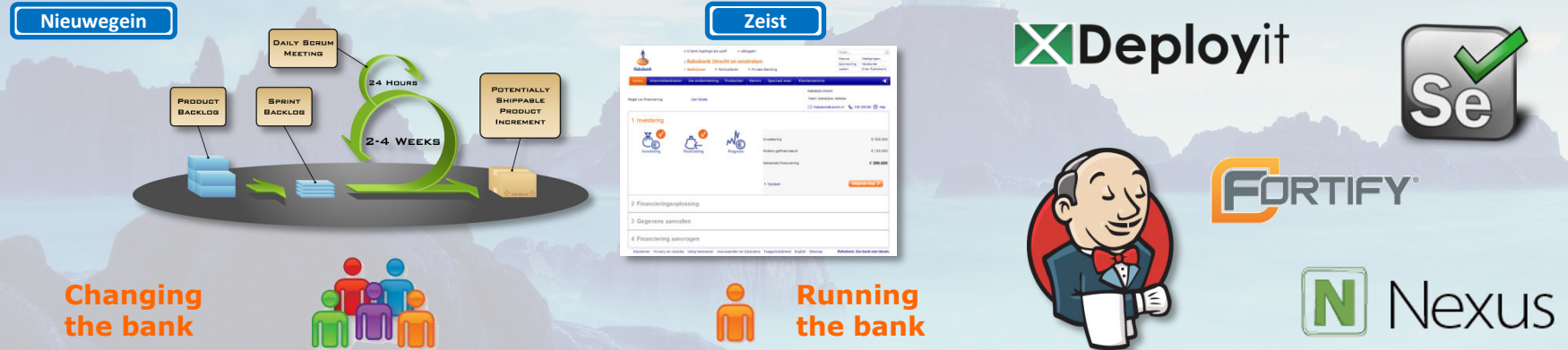


- Ops is part of the scrum team
- Working (parttime) at the same location
- User stories are reviewed against Ops guidelines
- PAT is still not done as part of the sprint

Intervention #2

Automate the hell out of it

DevOps phase 3: automation



- **Continuous delivery: build, test, provisioning and deployment are automated**
- **PAT is part of the sprint/DoD**
- **One dedicated team**

Intervention #3



Measure and improve continuously

DevOps phase 4: closing the loop



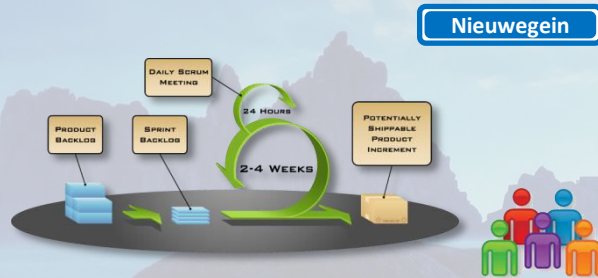
- Monitor and capture the right metrics, continuously improve
- Show it on dashboards, show added value
- 3LS for incidents is handled by the scrum team
- Dev is involved in problem analysis, problems are on the backlog
- Share knowledge, setup communities



Intervention #4



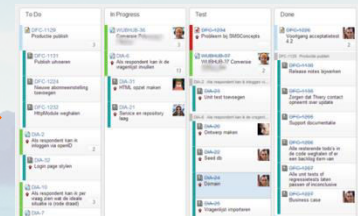
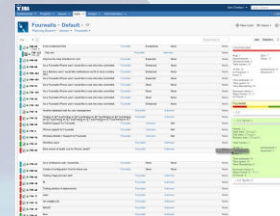
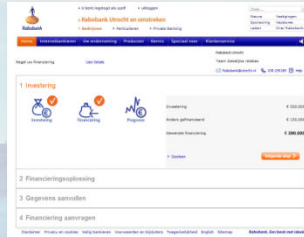
DevOps phase 5: symbiosis



Nieuwegein

Running the changing bank

Product(ion) backlog



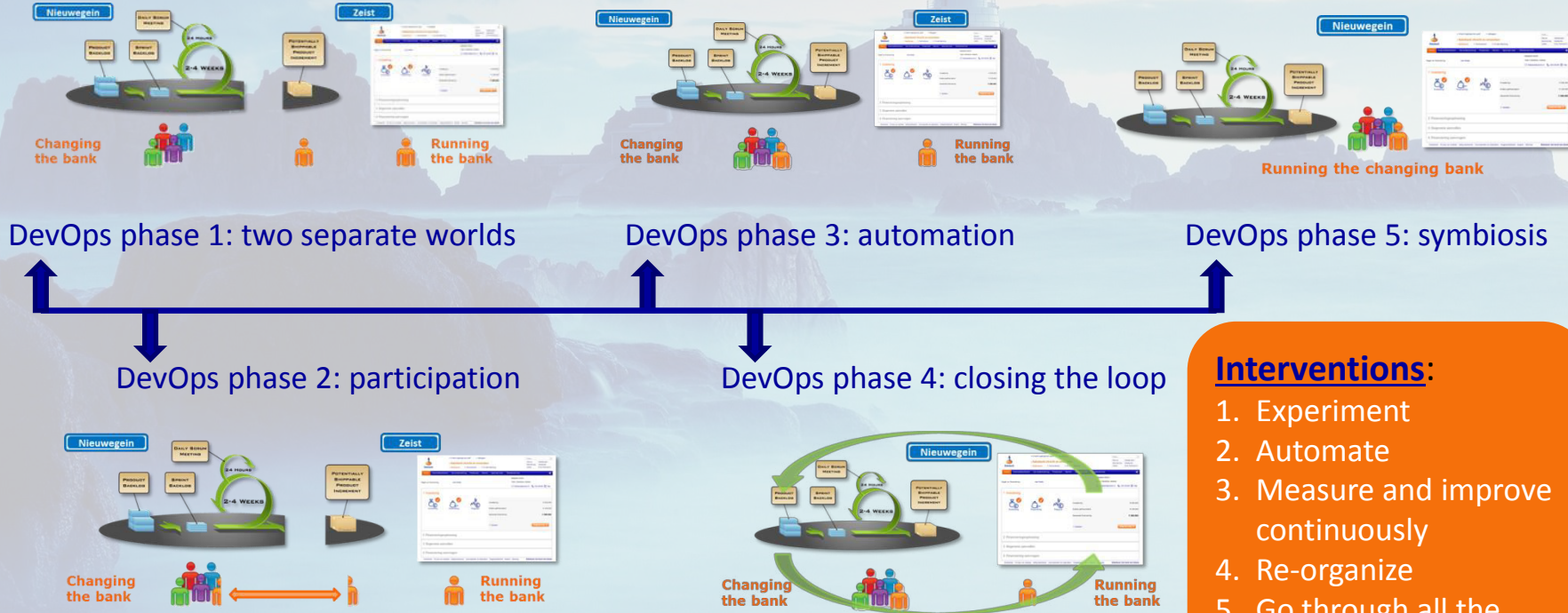
JIRA

- Ops picks up tasks to meet the sprint commitment
- Dev handles incidents and problems
- One set of KPI's
- Shared responsibility for Dev and Ops
- One department

Intervention #5

**You can't cheat
you have to go through all the phases**

Summary DevOps phases & interventions



Interventions:

1. Experiment
2. Automate
3. Measure and improve continuously
4. Re-organize
5. Go through all the phases

A man in blue jeans and no shirt is walking a tightrope across a deep, rocky canyon. The canyon walls are steep and covered in green trees. In the background, there are more mountains and a winding river. A group of people is standing on a rocky outcrop on the left side of the image. The sky is clear and blue.

Just do it
Just take the first step