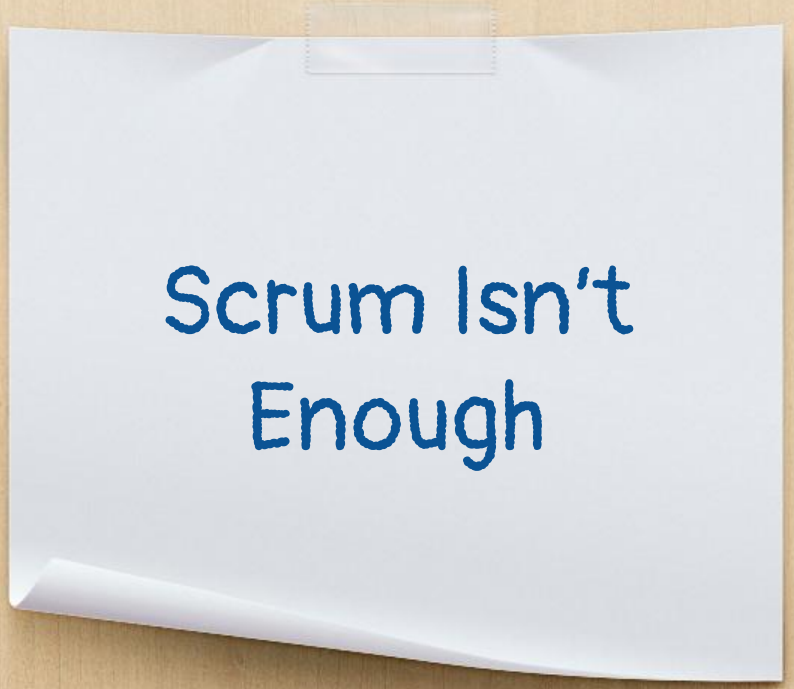

Scrum Isn't
Enough

Scrum Isn't Enough

Why DevOps is Essential for Agile Success

Presented by Jonathan Hall
jonathan@jhall.io
https://jhall.io/
@DevOpsHabits

Agile Holland DevOps Mini-Conference
04 February, 2020

Hello!

I am Jonathan Hall

Working at Lana (https://lana.xyz/)

Formerly of Bugaboo, Teamwork, Booking.com & eFolder

Enough about me...

Raise your hand if...

- ✗ Your team uses agile development practices to manage business demands

Raise your hand if...

- ✗ Your team has a mature DevOps mindset

Raise your hand if...

- x Your team wants to adopt DevOps principles

Raise your hand if...

- x You want to convince your team to use DevOps

Raise your hand if...

- x You're here to learn what DevOps is

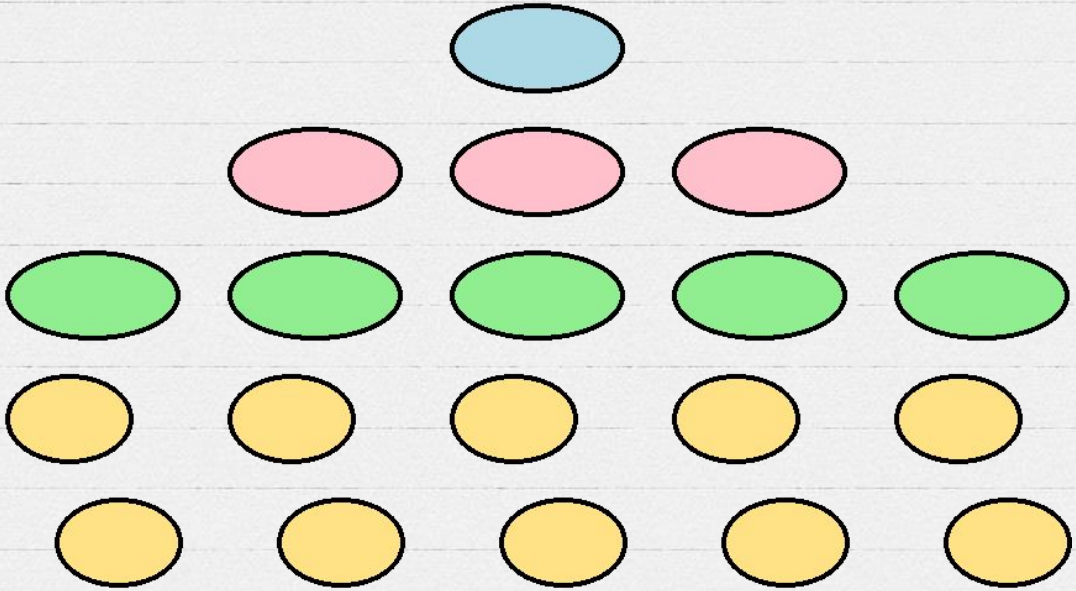
Before I dive in...

Today I will cover...

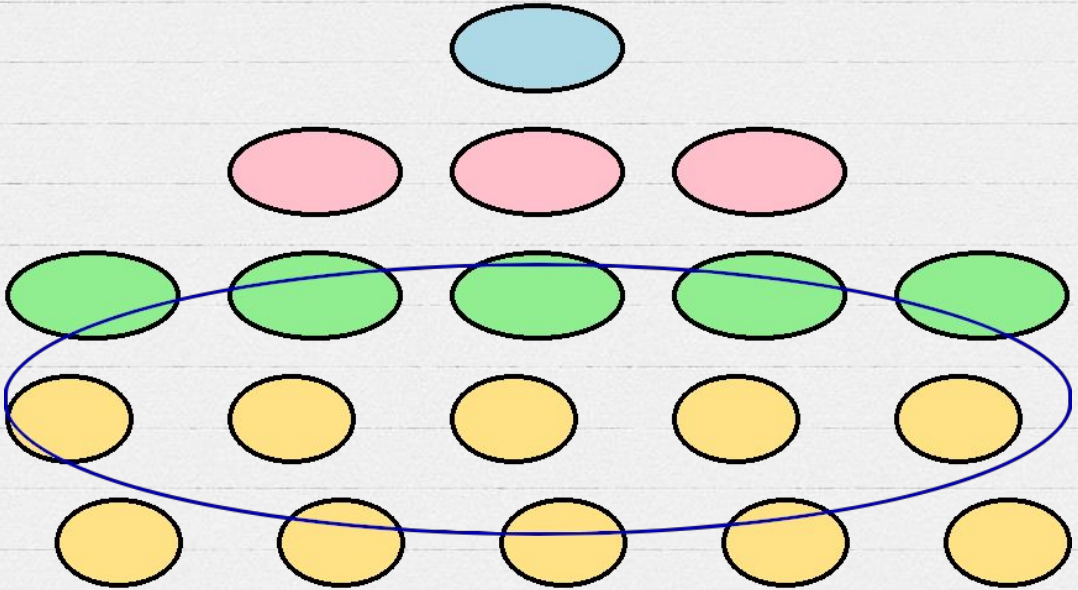
- ✗ Where Scrum* falls short
- ✗ How DevOps fills a vital gap
- ✗ What DevOps is and isn't
- ✗ How to begin adopting DevOps in your organization
- ✗ Q & A

Why Scrum* isn't enough

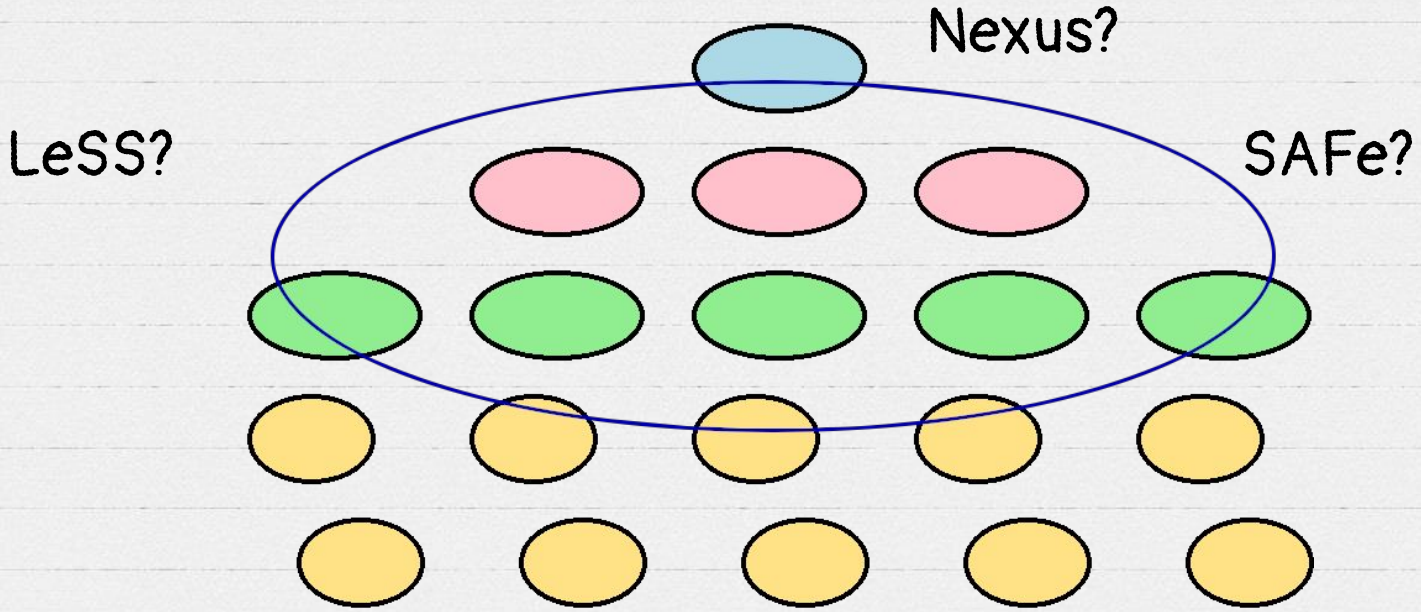
A standard org chart



How does Scrum fit in?



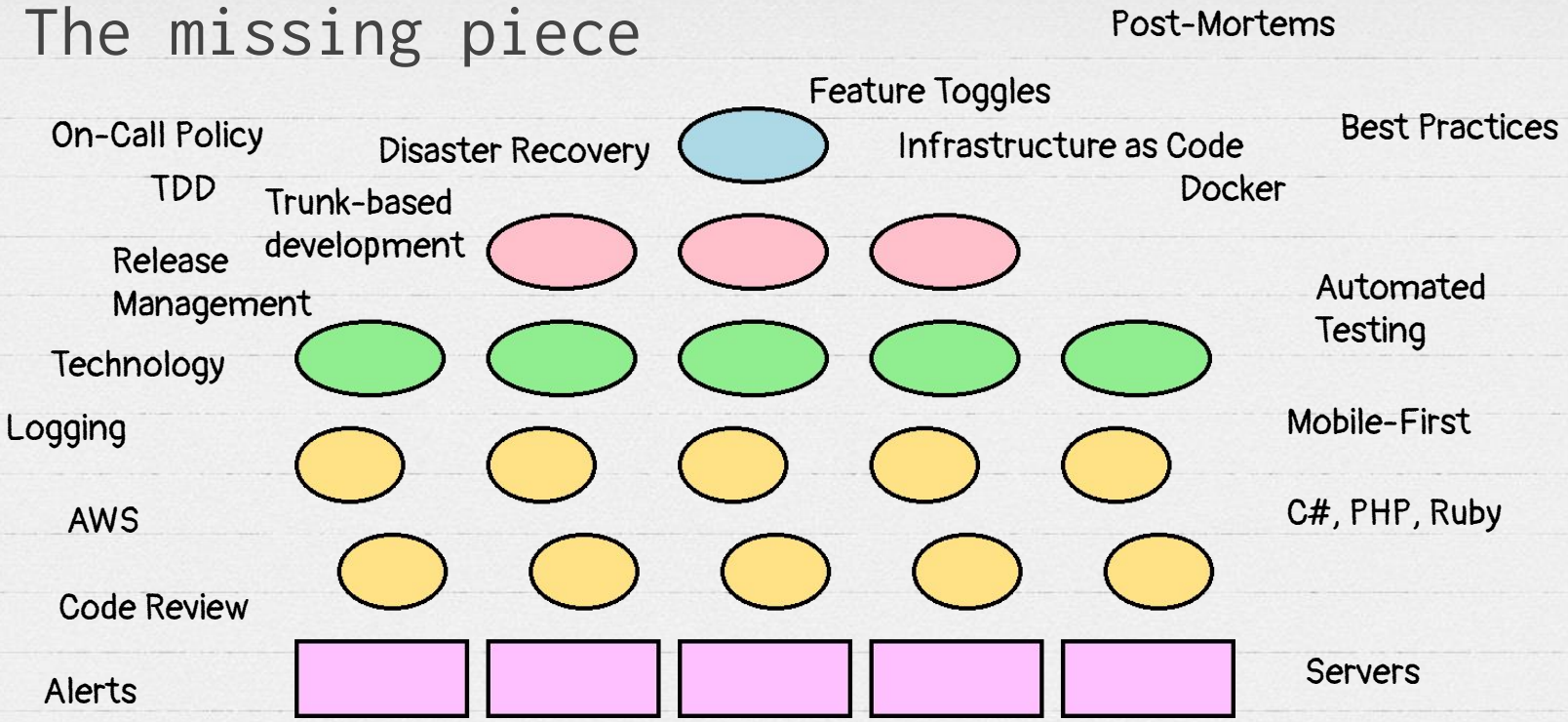
What's missing, then?



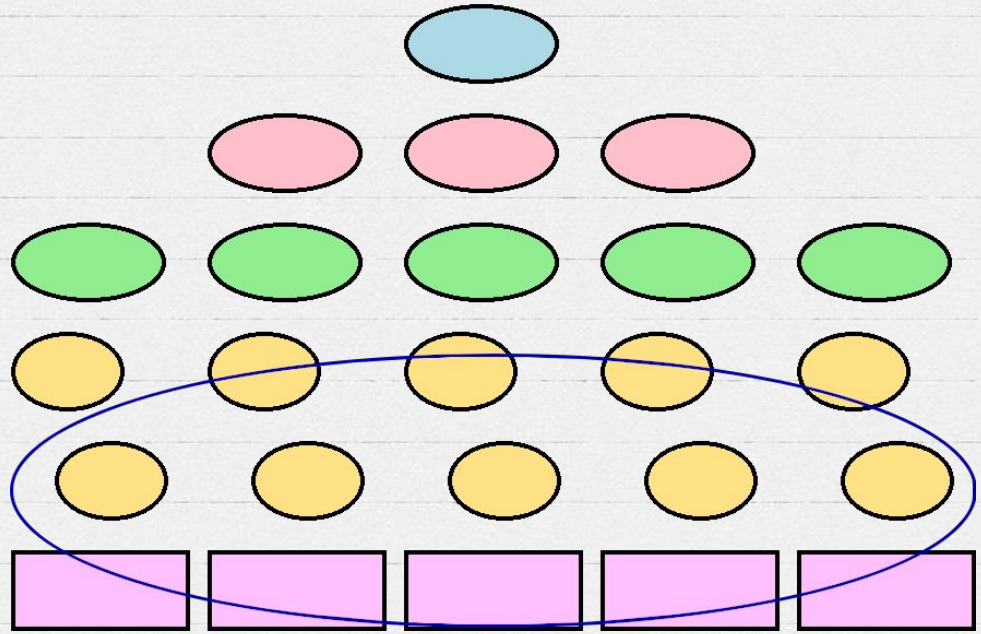
How to scale Agile?

… that’s a different presentation

The missing piece



How DevOps fits in



DevOps also isn't
enough

DevOps compliments Scrum

Scrum

- ✗ Focuses on the relationship between business and development

DevOps

- ✗ Focuses on the relationship between development and operations

DevOps compliments Scrum

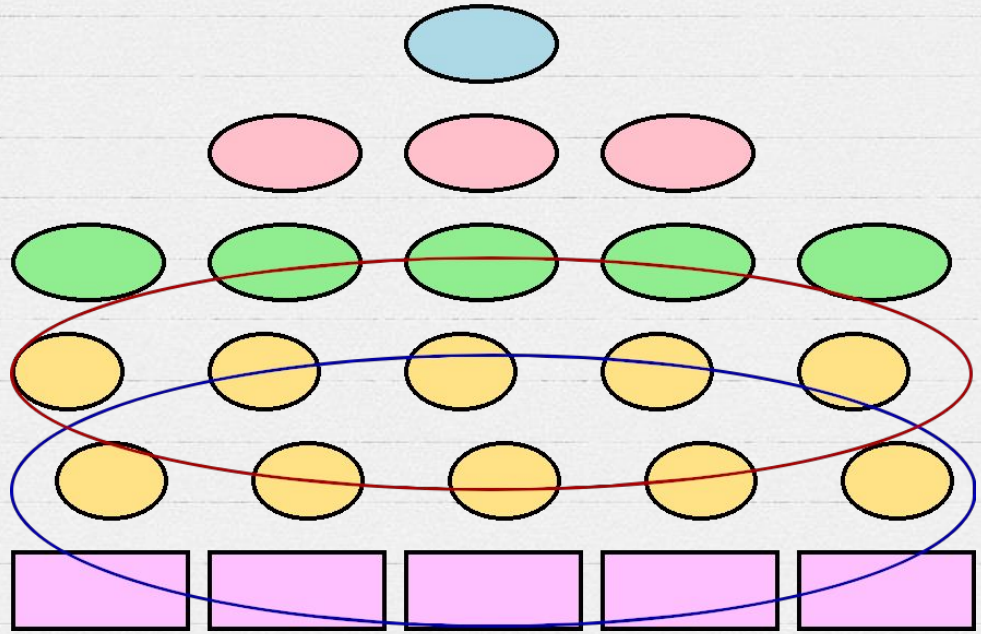
Scrum

- ✗ Aims to improve human relationships and interactions, while allowing for technical excellence

DevOps

- ✗ Aims to improve technical excellence, while allowing for good human relationships and interactions

How Scrum and DevOps fit together



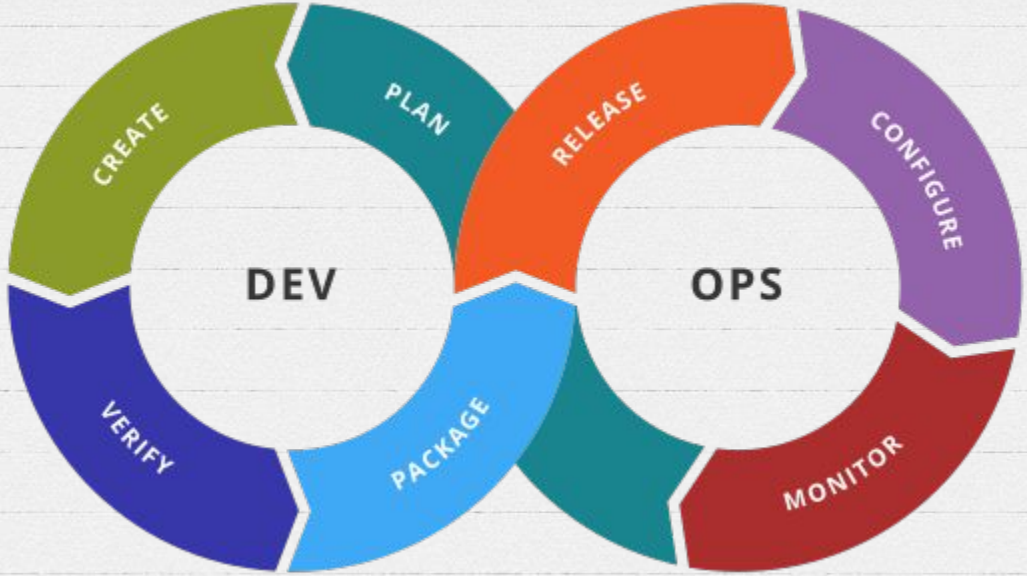
What is DevOps,
exactly?

A brief history of DevOps

- Term coined in 2009 in Belgium; first DevOps Days
- It is a culmination of many older concepts
- Heavily influenced/related to other concepts such as TPS, Kaizen, LEAN, etc.
- The definition is fuzzy, and constantly changing

"DevOps combines software development (Dev) and IT operations (Ops) to shorten the development lifecycle and provide continuous delivery and high quality."

An overview of DevOps practices



PLAN

- x User stories
- x Backlog
- x Prioritization
- x Delegation

CREATE

- x Writing code
- x Extreme Programming (XP)
- x Pair/Mob Programming
- x Test-Driven Development (TDD)
- x SOLID, best practices
- x Other assets: Copy, UI, artwork, etc

VERIFY

- ✗ Code review
- ✗ Continuous Integration
- ✗ Static analysis & linters
- ✗ Automated tests
- ✗ Staging, manual QA

PACKAGE

- Continuous Delivery
- Docker, AMI images
- .deb, .rpm, .zip, .apk files

RELEASE

- Continuous Deployment
- Kubernetes, Heroku
- Upload to App store, FTP site, mail floppy disks, etc

CONFIGURE

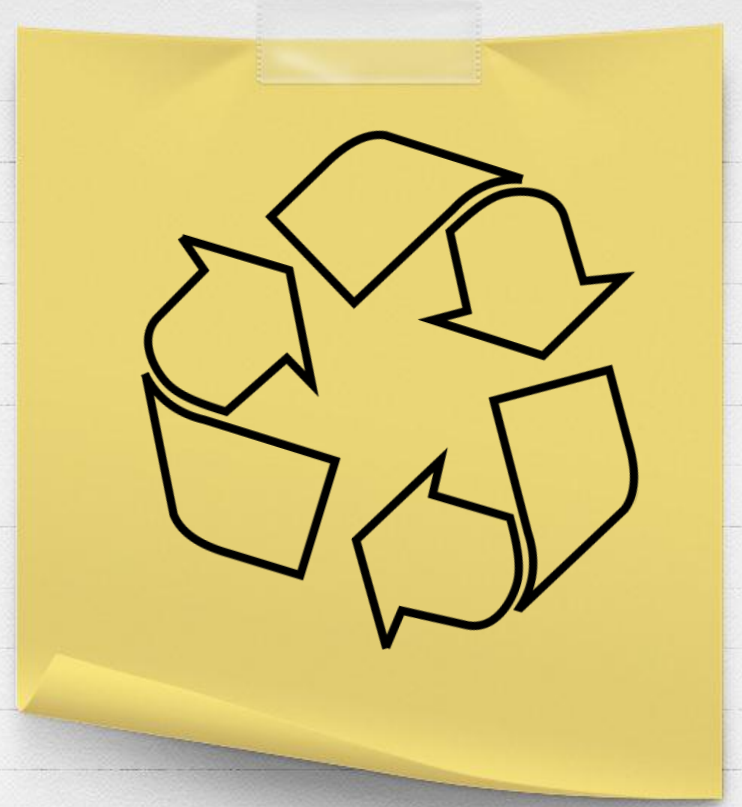
- Conf files, ENV variables
- Chef, Puppet, Ansible
- Kubernetes

MONITOR

- Logging
- Resource utilization
- Business metrics
- Alerting

PLAN

- Output feeds next planning session



What DevOps isn't

~~A set of tools~~

- DevOps, like art is a mindset
- DevOps, like artists uses tools
- The tools don't make DevOps, or the artist

~~No specialists~~

- ✗ DevOps doesn't make all Devs and Ops equal in role or skill
- ✗ Dedicated devs and ops are okay
- ✗ DevOps means Dev and Ops work together, not in silos

~~No rules~~

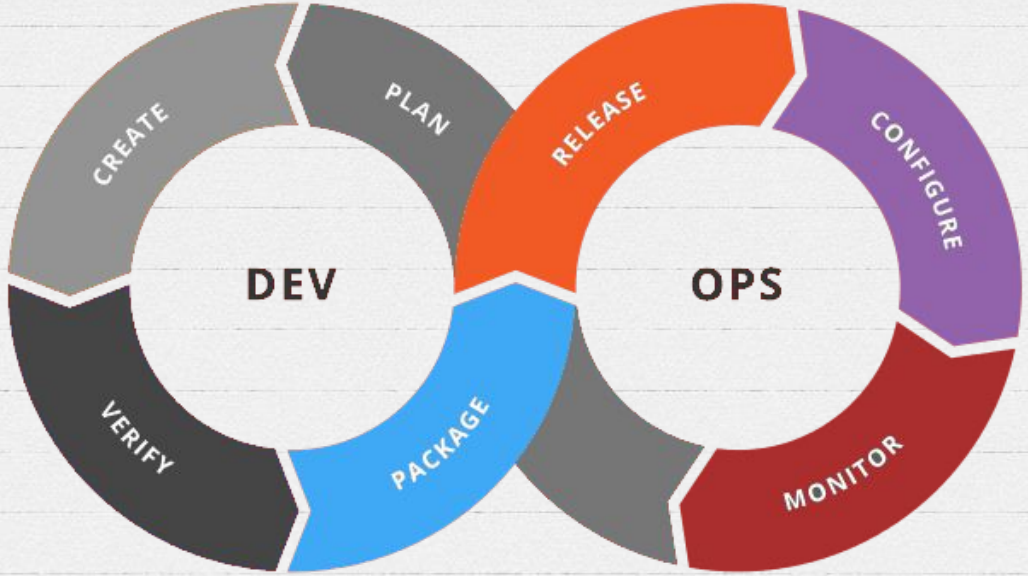
- ✗ DevOps doesn't mean production is a free-for-all for devs
- ✗ DevOps may well mean *more* rules, but more consistent & automated enforcement
- ✗ Proper rules provides greater freedom to developers, not less

~~A job title~~

"DevOps Engineer" is an oxymoron.

- ✗ DevOps is a mindset, not a role
- ✗ Relegating "DevOps" to a title puts it back in a silo
- ✗ "DevOps Engineer" usually means "Ops Engineer"

Responsibilities of a “DevOps Engineer”



~~A job title~~

"DevOps Engineer" is an oxymoron.

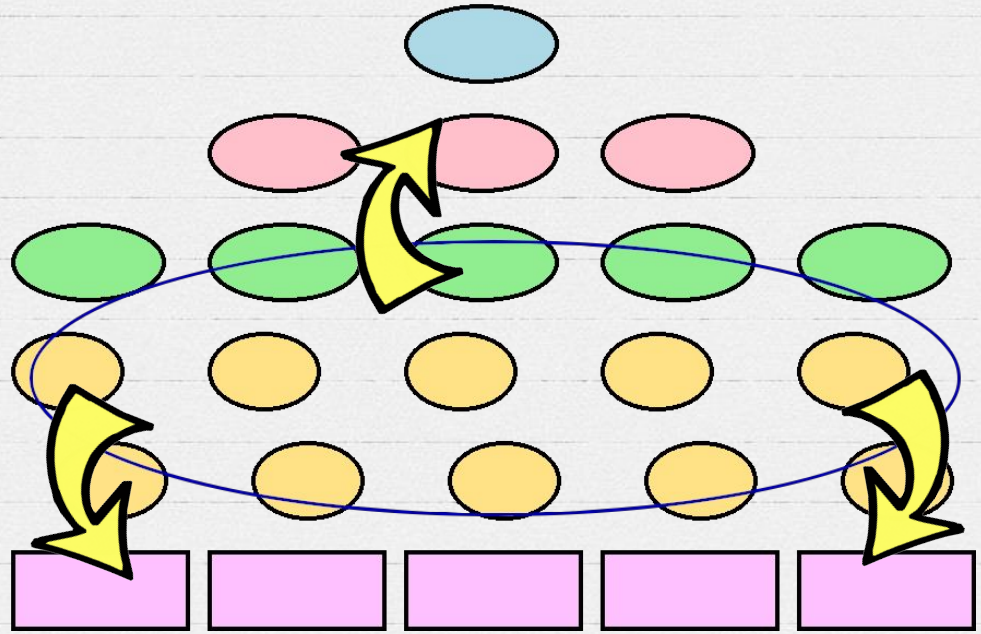
- ✗ "DevOps" is a mindset, not a role
- ✗ Relegating "DevOps" to a title puts it back in a silo
- ✗ "DevOps Engineer" usually means "Ops Engineer"
- ✗ I prefer "Site Reliability Engineer" or similar

~~Agile~~

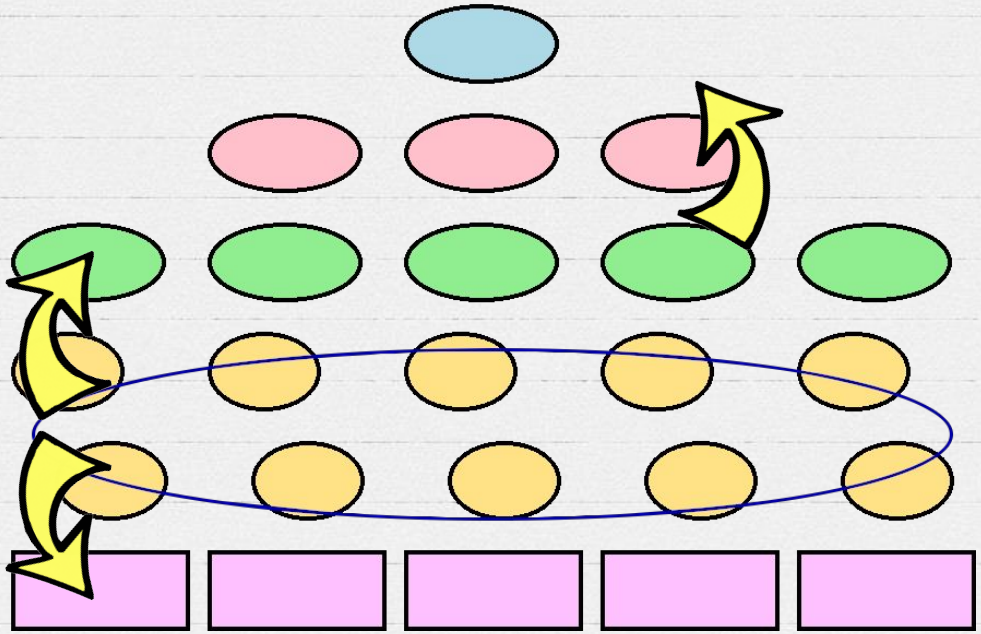
- ✗ DevOps won't make you agile
- ✗ DevOps can work on traditional (waterfall) projects
- ✗ DevOps is essential for agile software development

Getting started with DevOps

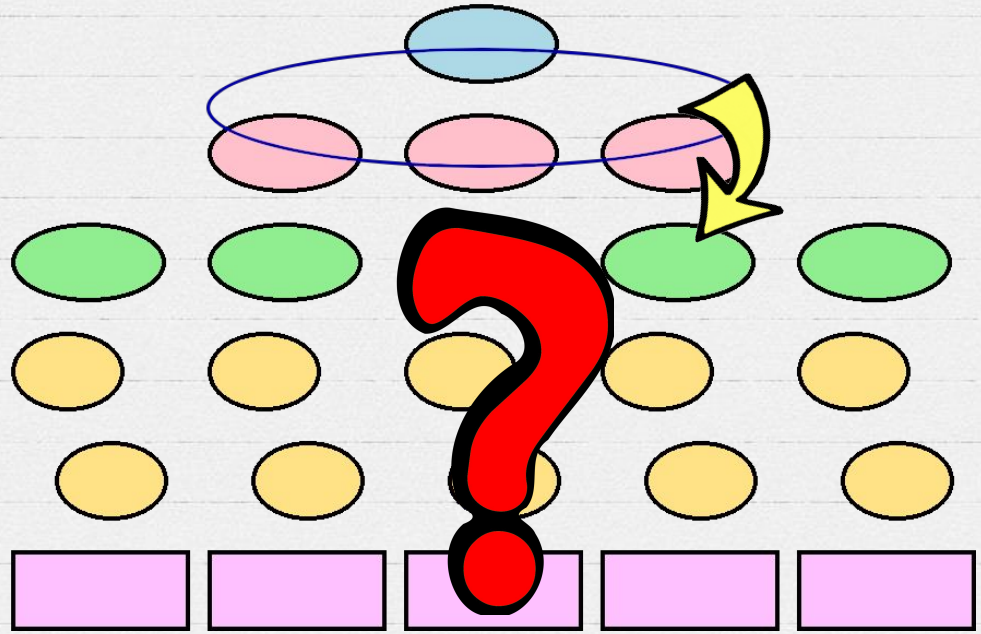
Project-Driven agile adoption

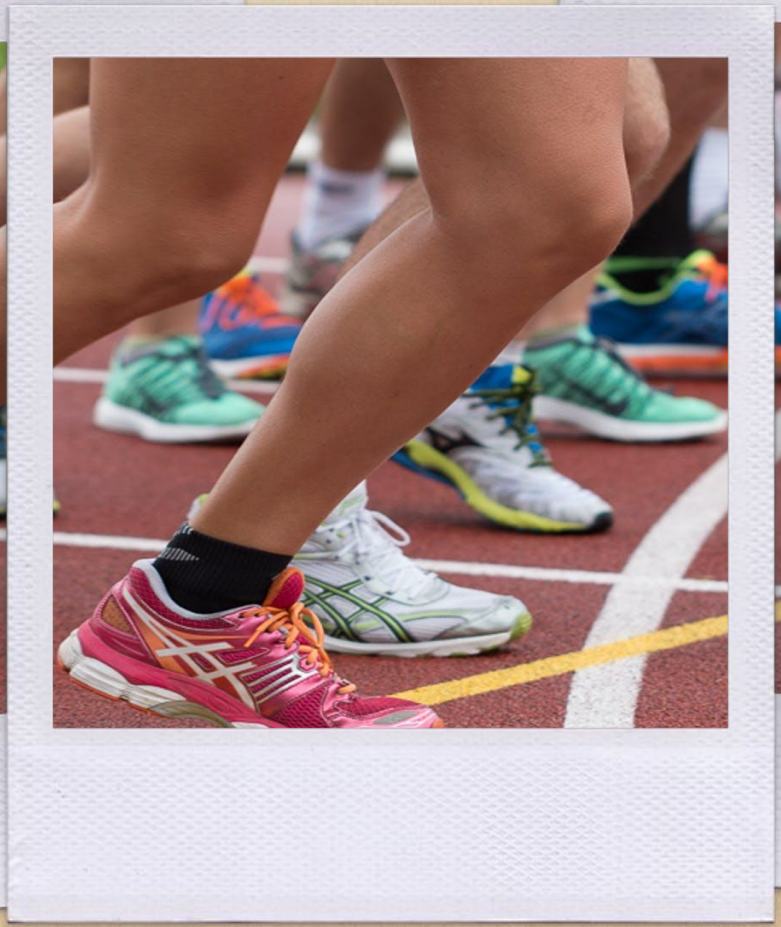


Practice-Driven agile adoption



Management-Driven agile adoption





Resources

Recommended Books

The Phoenix Project by Gene Kim, Kevin Behr, et al.
https://amzn.to/2UvDS4H

The Goal by Eliyahu M. Goldratt
https://amzn.to/20o4Sz1

Site Reliability Engineering by Betsy Beyer, Chris Jones, et al.
https://amzn.to/36R9t35
https://landing.google.com/sre/books/

Extreme Programming Explained by Kent Beck
https://amzn.to/36P8v7r

Thanks!

Any questions?

You can find me at:

- jonathan@jhall.io
- https://jhall.io/
- @DevOpsHabits

jhall.io/posts/scrum-isnt-enough

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