

Creating a generative DevOps culture

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State of DevOps Report 2023

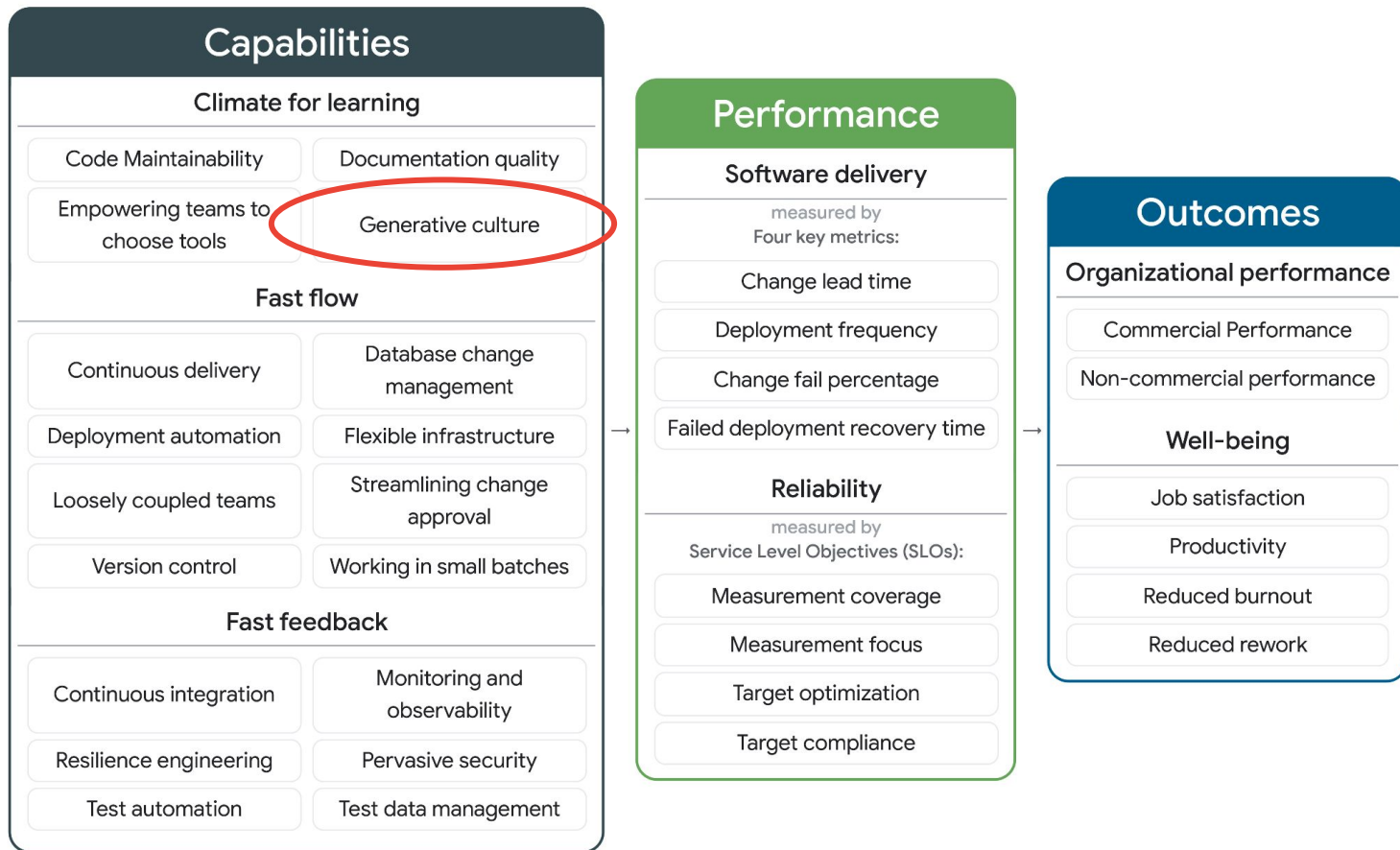


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- Establish a healthy culture
- Build with users in mind
- Unlock software delivery performance with faster code reviews
- Amplify technical capabilities with quality documentation
- Increase infrastructure flexibility with cloud
- Balance delivery speed, operational performance, and user focus
- Distribute work fairly



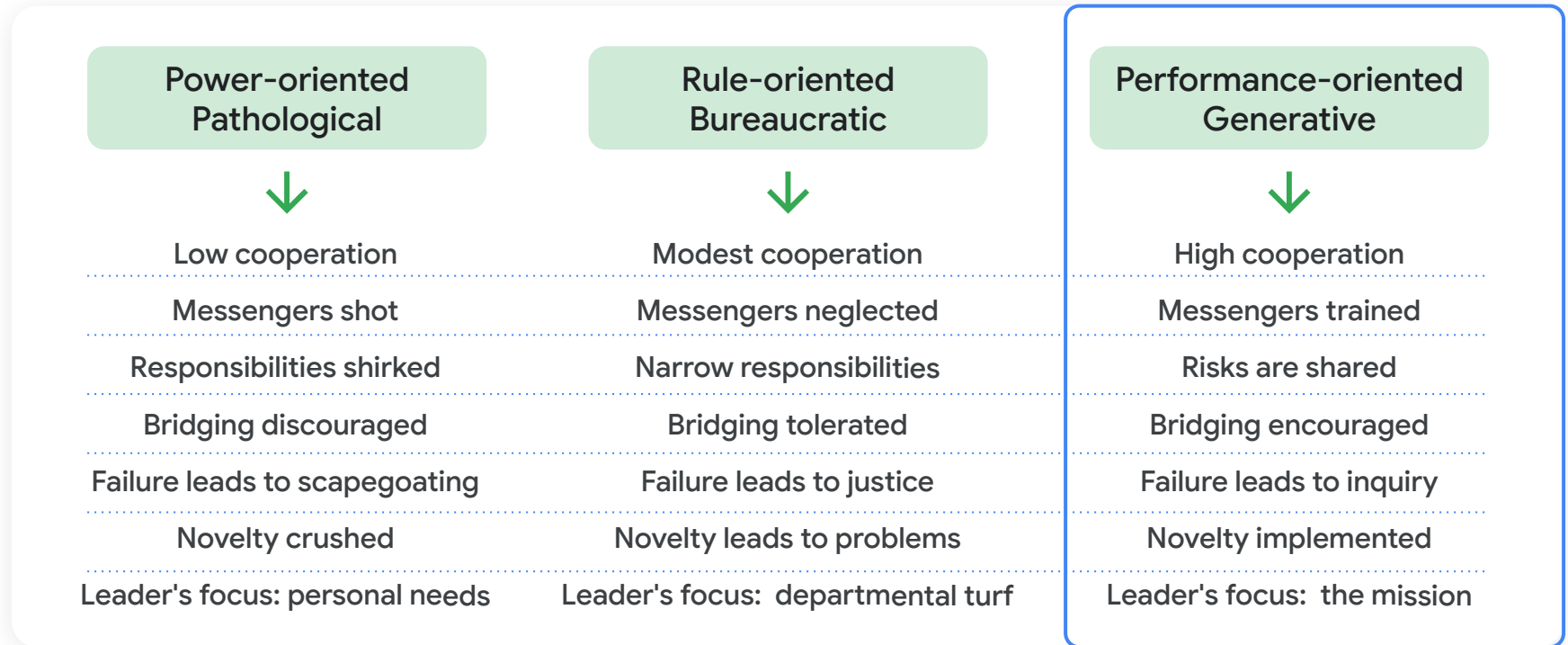


Culture is defined as the organization's pattern of response to the problems and opportunities it encounters.

Westrum, R., A typology of organisational cultures. *BMJ Quality & Safety* 2004;13:ii22-ii27.

<http://bmj.co/1BRGh5q>

Westrum's organizational cultures



**Culture drives
performance**

**Teams with generative
cultures have**

30%

**higher organizational
performance than
teams without.**

Ekvall's Climate for Creativity and Innovation

Challenge	Employees are motivated, happy, and work is meaningful.
Freedom	Individuals have autonomy.
Idea Support	Ideas are welcomed. Feedback is constructive.
Trust	People feel supported to take initiative. Communication is open.
Liveliness	Organization is dynamic and change-friendly.
Playfulness	An atmosphere of fun and enjoyment.
Debate	Many voices are heard.
Conflicts	Is there unresolved tension or good conflict management?
Risk Taking	Does the organization tolerate uncertainty or failure?
Designated Time for Ideas	Support for novelty.

Building a generative culture using restorative practices



Handshake by Aidan Jones CC BY 2.0 <<https://creativecommons.org/licenses/by/2.0>

What is Restorative Practices?

A field within the social sciences that studies how to strengthen relationships between individuals as well as social connections within communities.



<https://www.iirp.edu/restorative-practices/explained>

Restorative practices helps

- Reduce crime, violence, and bullying
- Improve human behavior
- Strengthen civil society
- Provide effective leadership
- Restore relationships
- Repair harm

from “Defining Restorative” by Ted Wachtel, IIRP Founder

Is Restorative Practices Effective?

- Findings from criminal justice and schools correlate to reductions in misbehavior and suspensions.
- Used proactively, it may influence happiness and engagement.
- Evidence suggests improvements in shame management, self-esteem, and reduced rates of revictimization.
- May have a positive impact on relationships.
- Use is novel in the workplace.

Foundational competencies of restorative practices

Emotional Intelligence Domains and Competencies

Self-awareness	Self-management	Social awareness	Relationship management
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation		Conflict management
	Positive outlook	Organizational awareness	Teamwork
			Inspirational leadership

Source: More Than Sound, LLC, 2017

Key Concepts

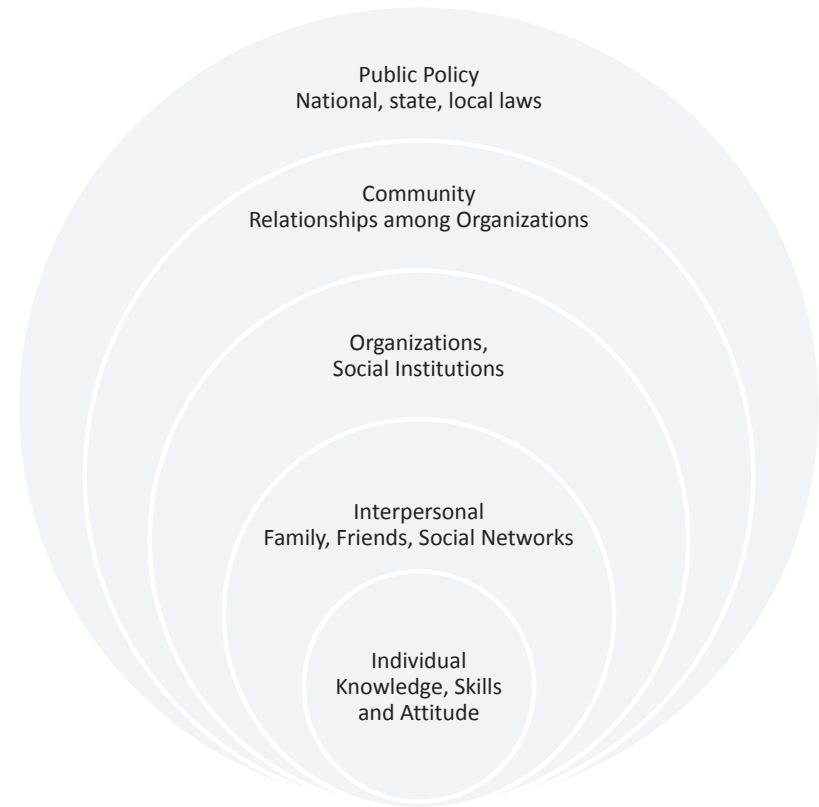


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Social-Ecological Model for Prevention

- Restorative Practices operates in each sphere. Their combination determines outcomes.
- Most important: intrapersonal restorative relationship

Social-Ecological Model:
A framework for community based programs



The Nine Affects

Humans are motivated by the Central Blueprint:

1. Maximize positive affect.
2. Minimize negative affect.
3. Minimize the inhibition of affect.
4. Maximize the ability of the previous 3.

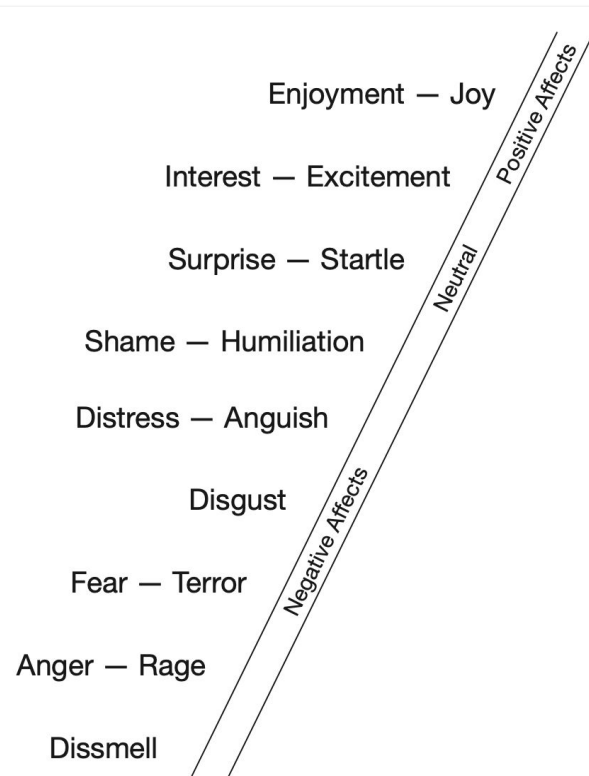


Figure 4. The Nine Affects
(adapted from Nathanson, 1992)

The Compass of Shame

- Shame occurs when positive affect is interrupted.
- Unresolved shame interferes with relationship.

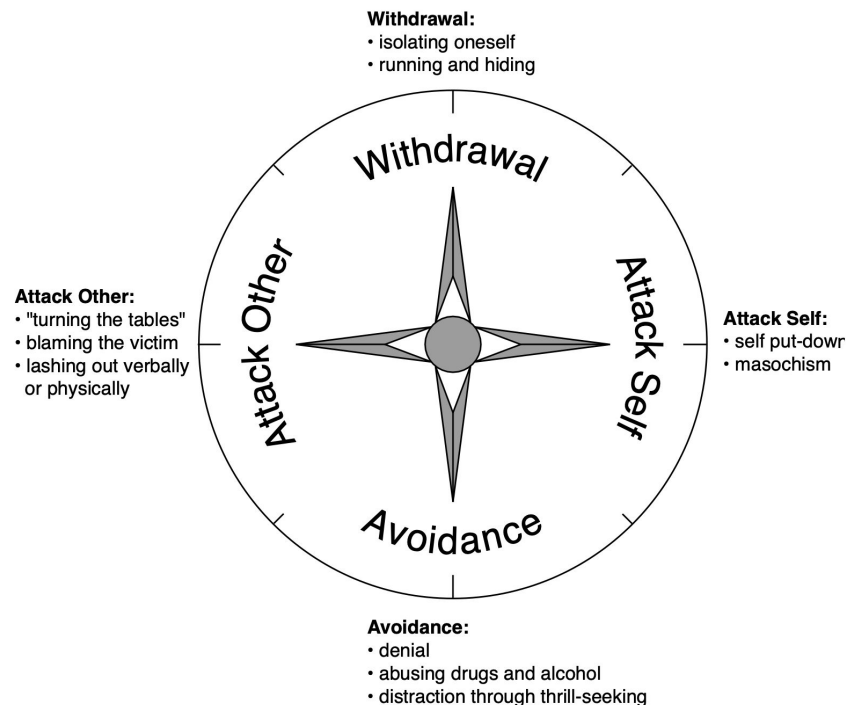


Figure 5. The Compass of Shame
(adapted from Nathanson, 1992)

Relationship Window

- People are happier when you work **with** them instead of doing things **to** them.
- Treat people as subjects, not objects.

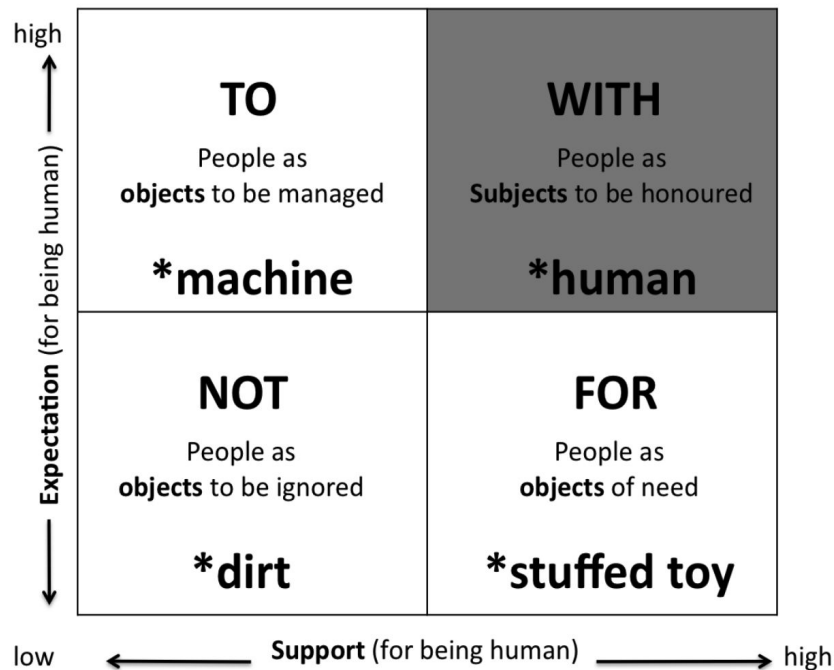


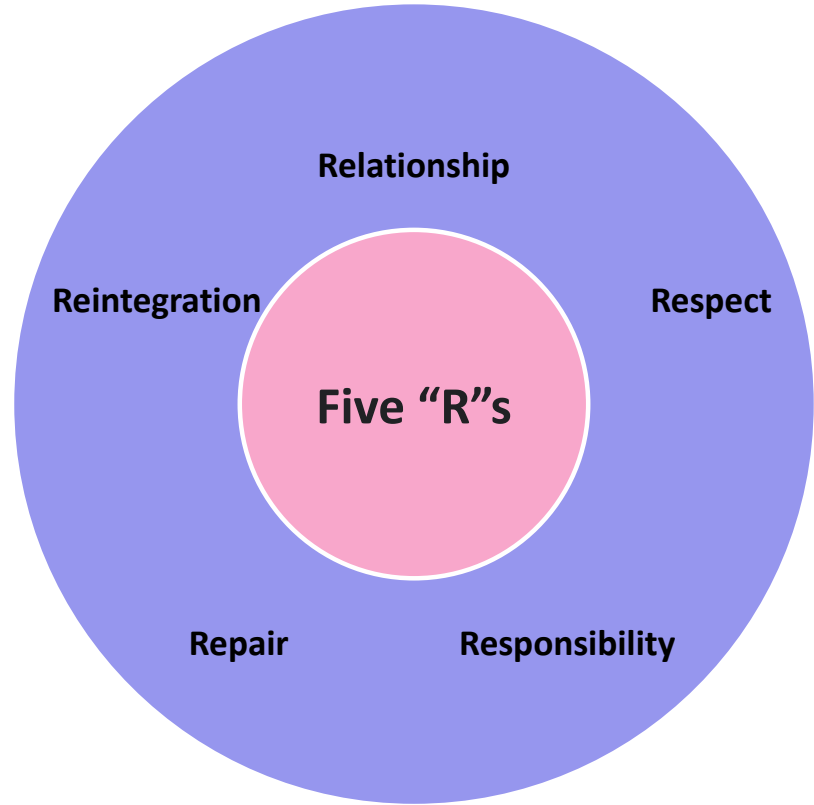
Figure 4: Relationship Window (relationship analogies)

Applying the concepts



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Five Rs: Principles of Restorative Justice



Fair Process

Represents the “with” box of the Relationship Window

Fair Process != outcome fairness or consensus

Positive outcomes can be rejected without process fairness.

Impacts our ability to influence.

Engagement

1



Explanation

2

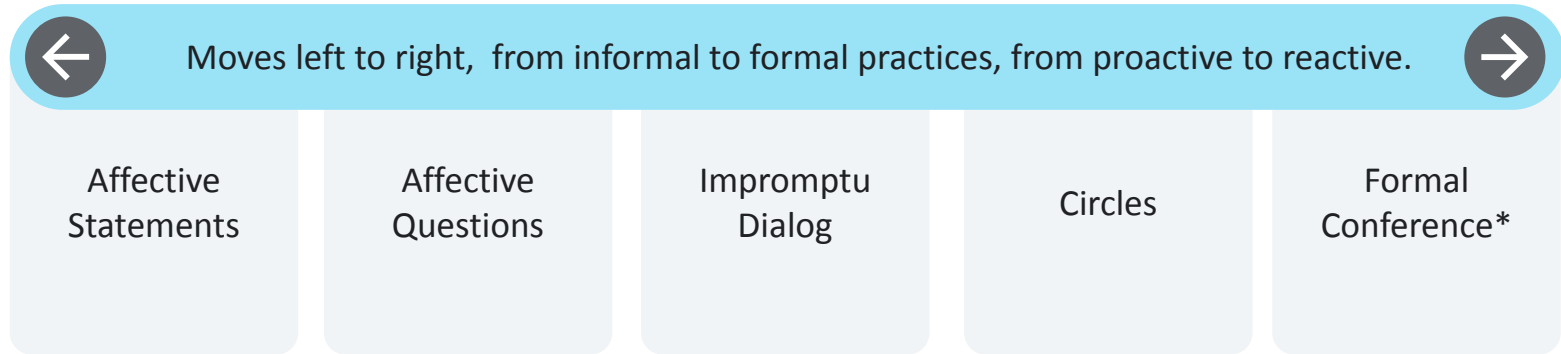


Expectations

3



The Restorative Continuum



*Out of scope. This is primarily used when formal mediation is required.

Affective statements/questions with active listening

- Use “I” statements or ask questions about feelings.
- Avoid “why” questions, which imply judgement.
- Use Active Listening and Nonviolent Communication
- Avoid giving advice.
- Turn into an impromptu group dialog.



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Feeling examples

Adding “I feel...” to a statement is not a feeling

Happy	Sad	Angry	Scared	Confused
Admired	Alienated	Agitated	Afraid	Ambivalent
Appreciated	Ashamed	Annoyed	Anxious	Baffled
Cheerful	Crushed	Disgusted	Fearful	Flustered
Confident	Depressed	Displeased	Doubtful	Hesitant
Enthusiastic	Disappointed	Exasperated	Guarded	Puzzled

Restorative Questions

When challenging behavior:

- What happened?
- What were you thinking of at the time?
- What have you thought about since?
- Who has been affected by what you have done?
- In what way have they been affected?
- What do you think you need to do to make things right?

To help those affected:

- What did you think when you realized what had happened?
- What impact has this incident had on you and others?
- What has been the hardest thing for you?
- What do you think needs to happen to make things right?

Circles

- Structured use of affective statements/questions.
- Principles of participation, equity, and vulnerability.
- Turns negative affect into positive affect.
- You can also use virtual circles.



Thank you



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