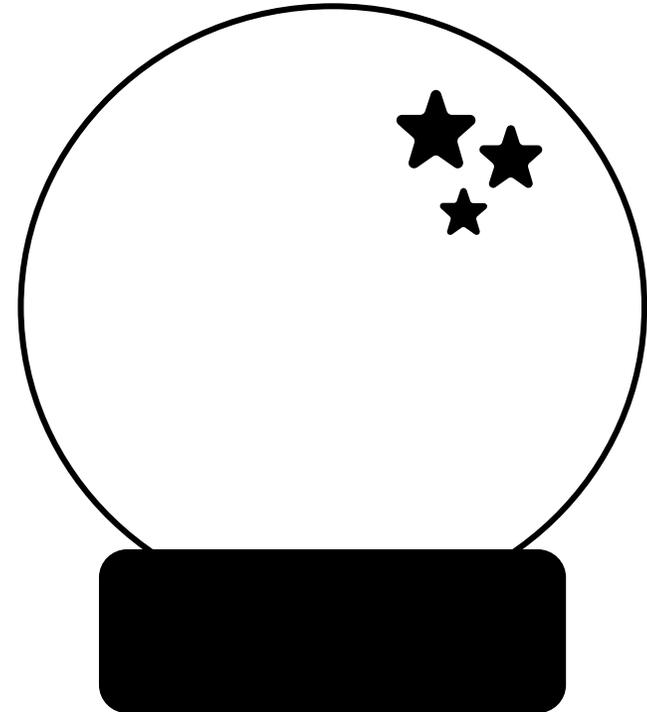


DevSecOps, Unleashed!

Leading Teams Through Transformation

Jill Ronk, Goran Micanovic
Thrivent



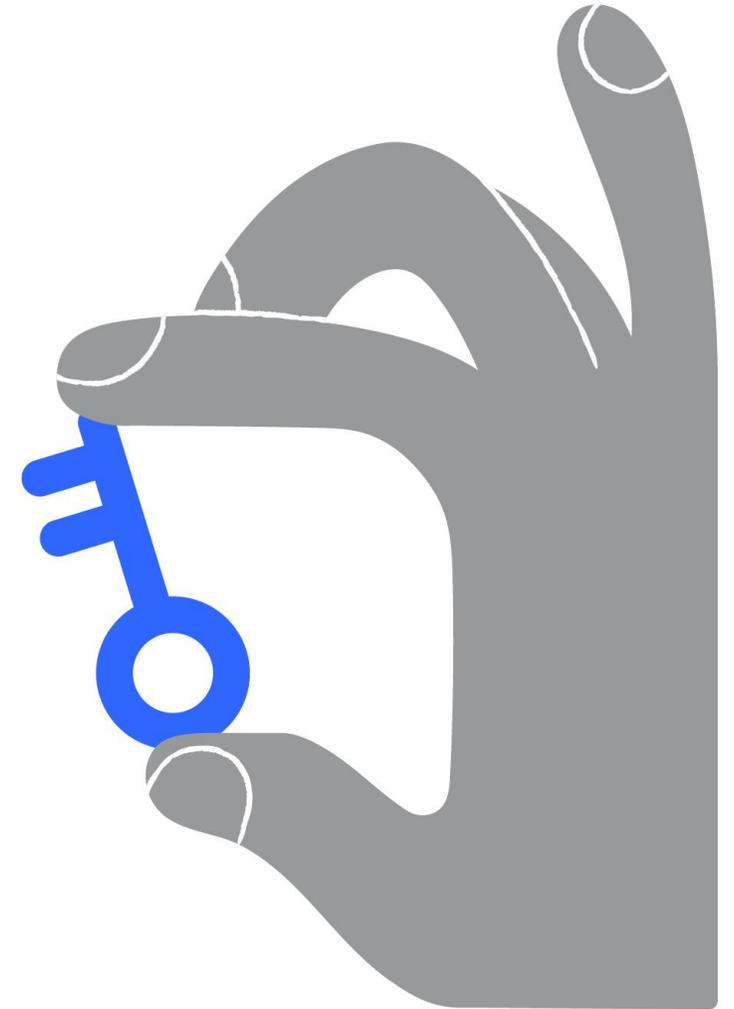


Who we are



We help people achieve financial clarity

Thrivent is a holistic financial services organization providing advice, investments, insurance, banking and generosity programs and solutions to help people make the most of all they've been given.



Strong and stable

For over 100 years, Thrivent has helped people build their financial futures and live more generous lives. Today, we're a Fortune 500 company, offering a full range of expert financial solutions, serving more than 2 million clients, as well as the communities in which they live and work.

**A++ (Superior)
AM Best**

Highest of
16 rating categories

**Aa2 (Excellent)
Moody's Investors
Service**

Third highest of
the agency's
21 rating categories

**AA+ (Very Strong)
S&P Global Ratings**

Second highest of
the agency's
20 rating categories

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**Serving 2.3
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New Operating Model



Client First → Digital First

Stand on the shoulders of giants

Product, Agile, and DevOps!

Op Model Pillars in Action

Product

- Staffing, funding, and operating model shift from project to product
- New role of Product Manager; Blending business and tech talent together
- New metrics of success – value to customer

Agile

- Organization of work
- New roles of Scrum Master and Product Owner
- New metrics of success – MTTY (Mean Time to Thank You)!

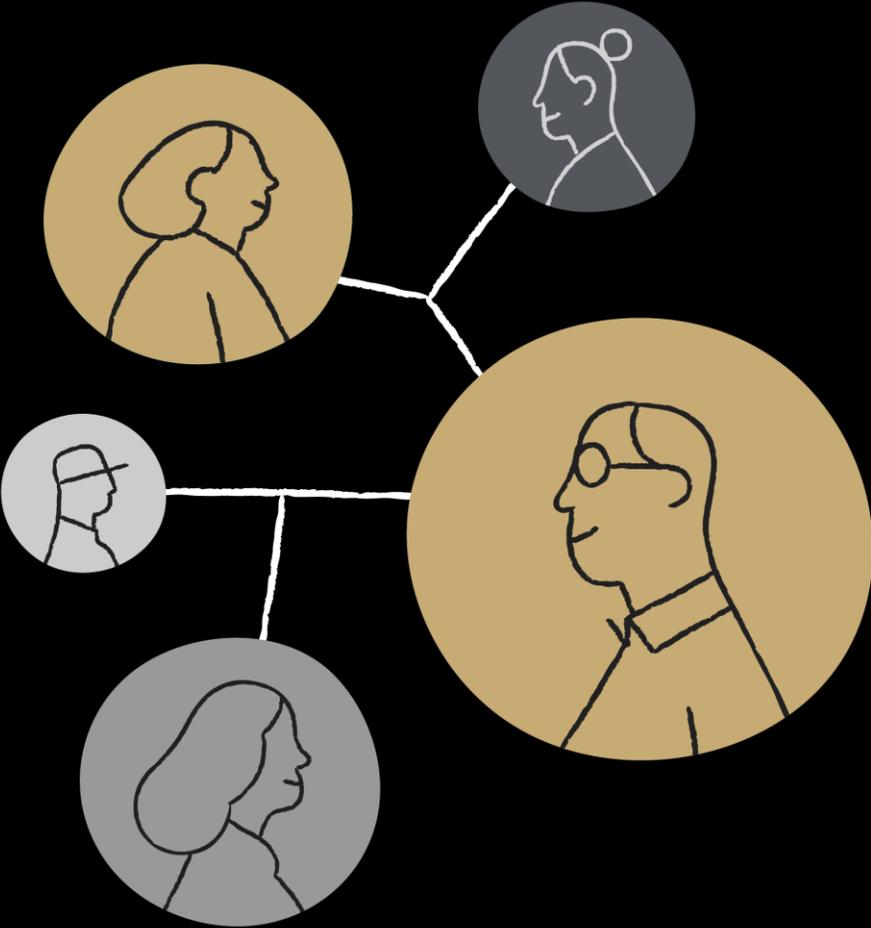
DevSecOps

- Team ownership over SDLC, dev role expansion, and capability evolution
- New metrics of success – DORA 4; Accelerate with Quality!

The Feelings, the Facts, and the Future

Leading a Transformation –

A Story of a Team Leader



The Feelings - Impact to Team



Transformation
Shmansformation

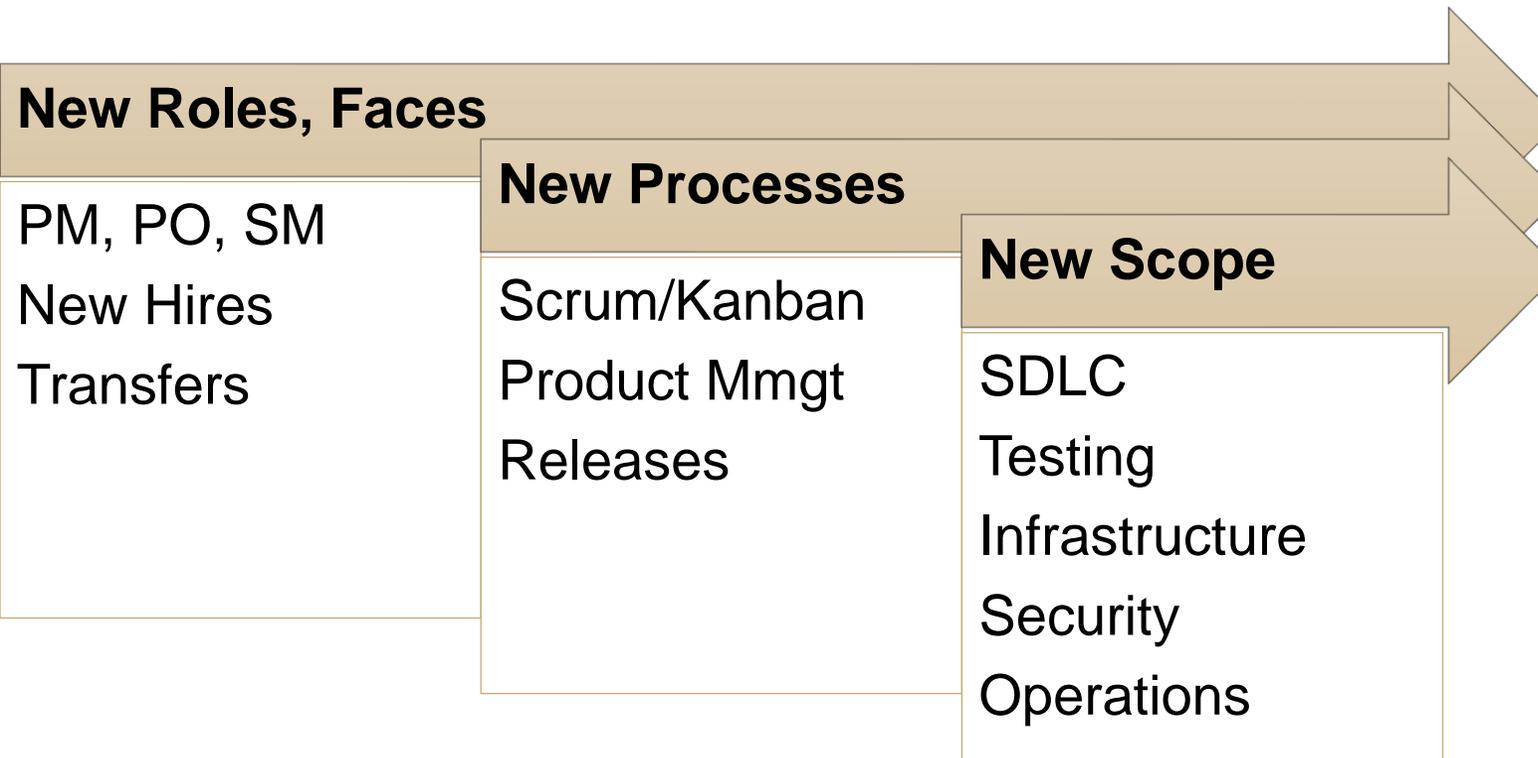


Imminent
Chaos

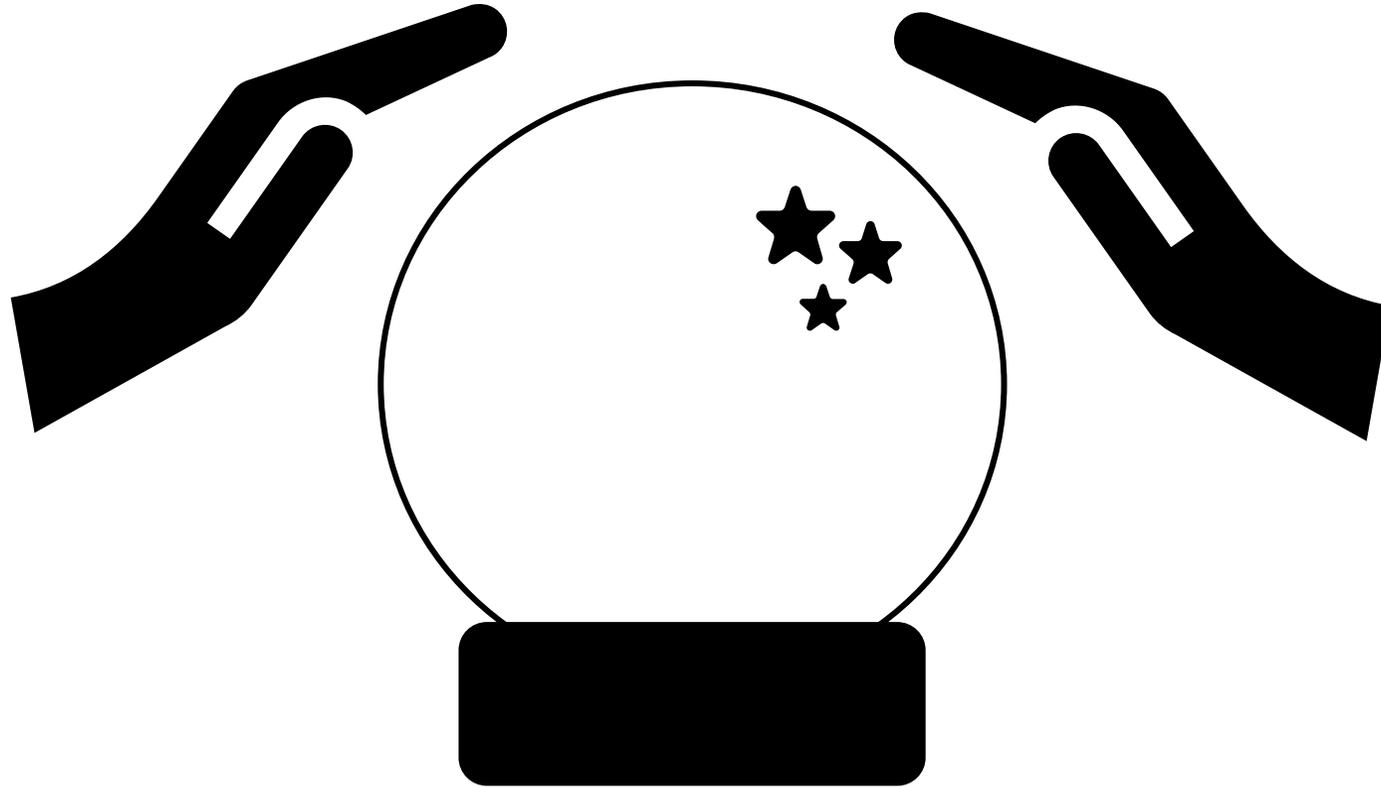
The Feelings - Impact to You



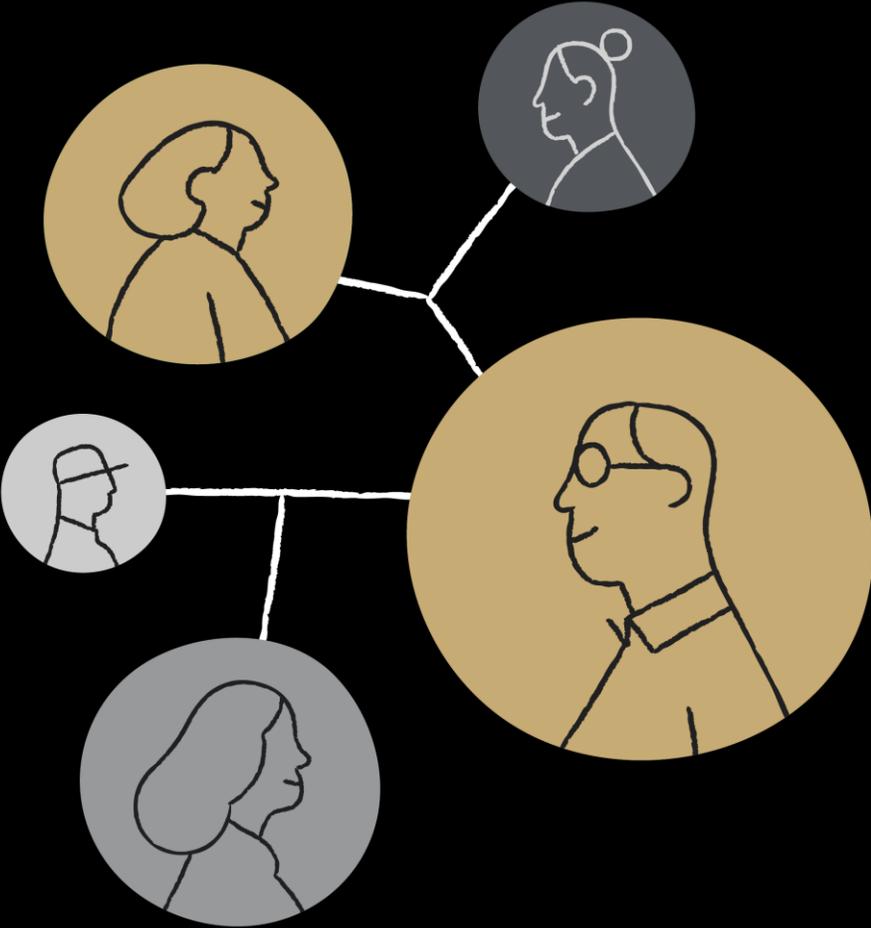
The Facts



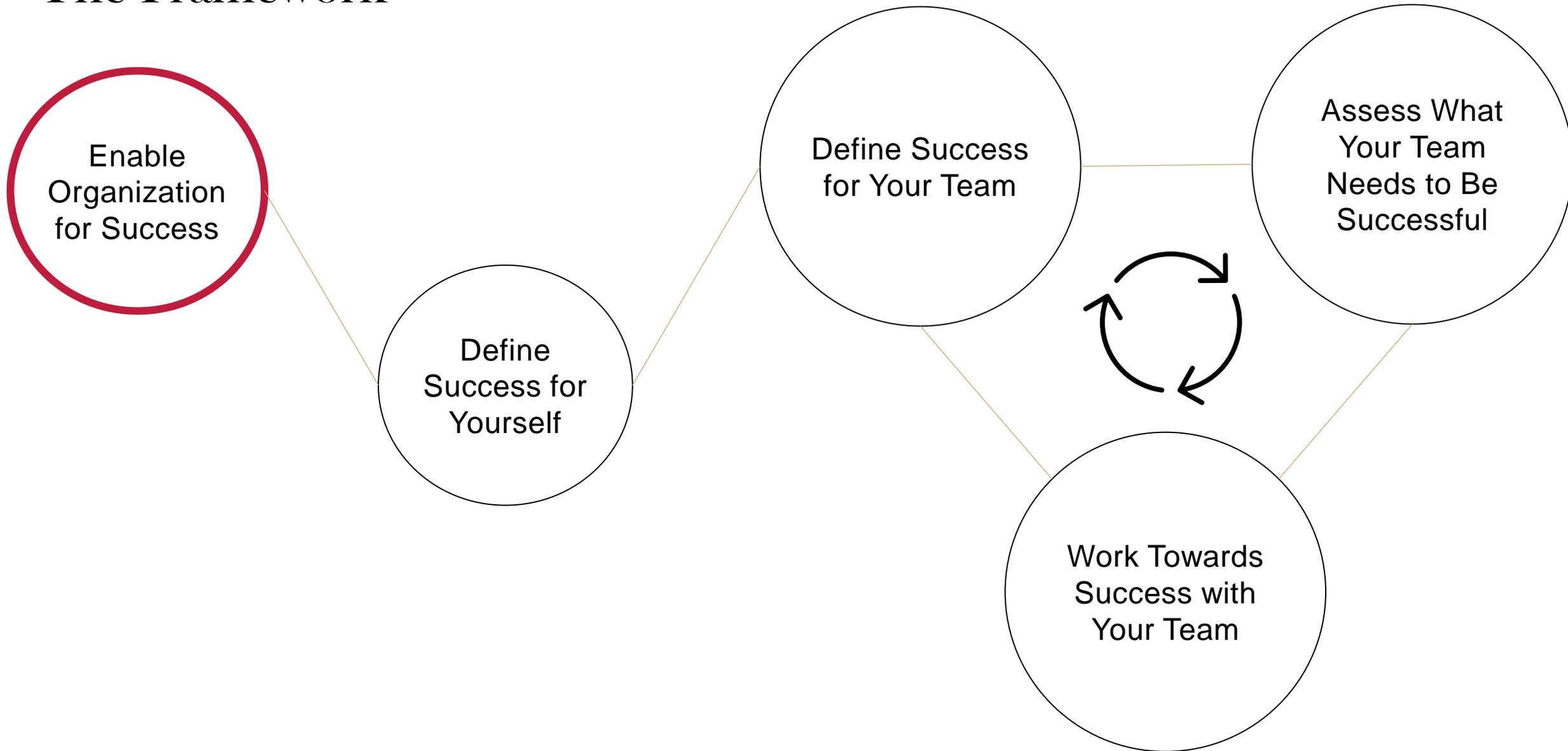
The Future



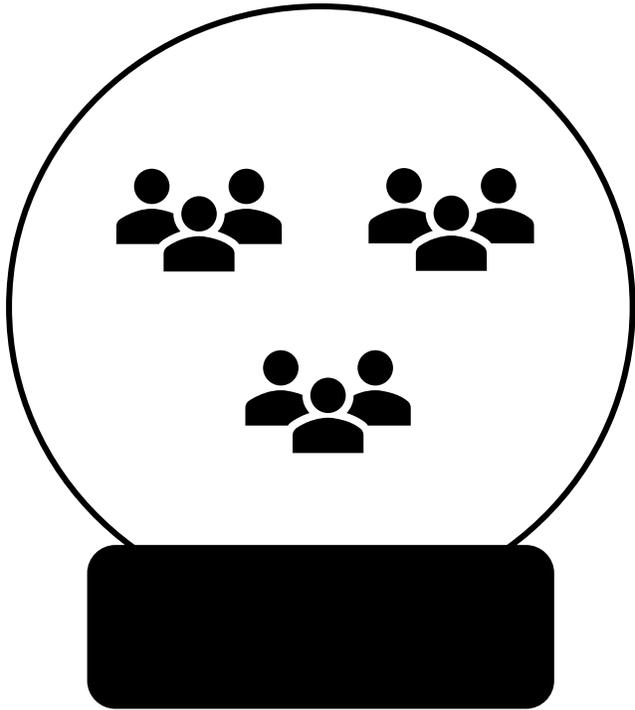
The Framework



The Framework

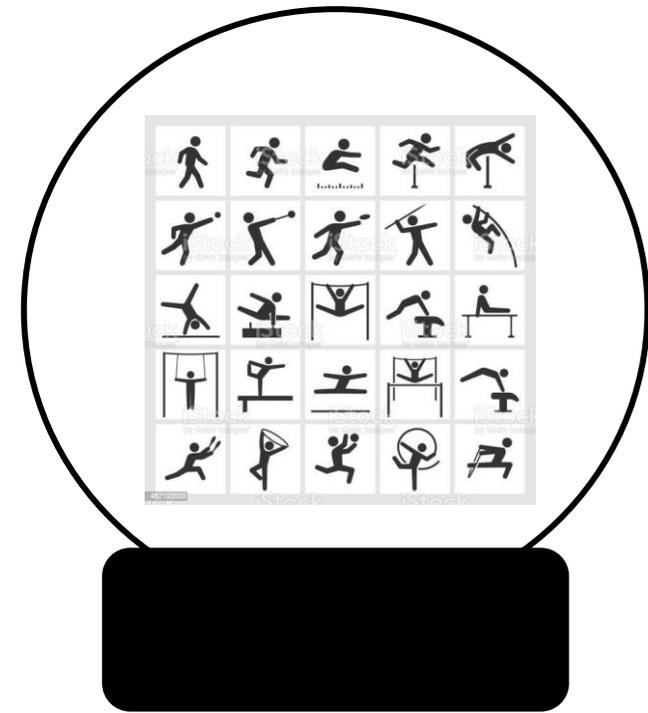
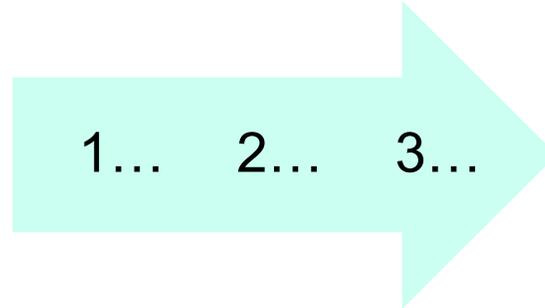
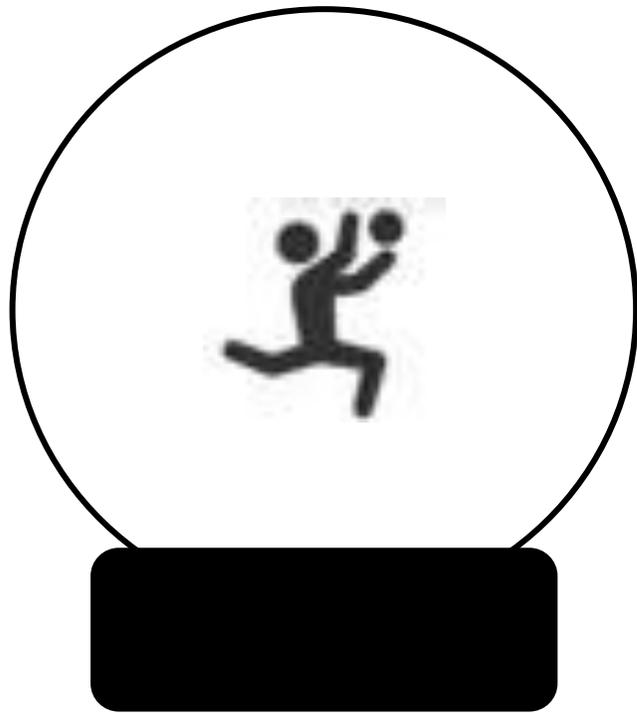


Coaching for Success



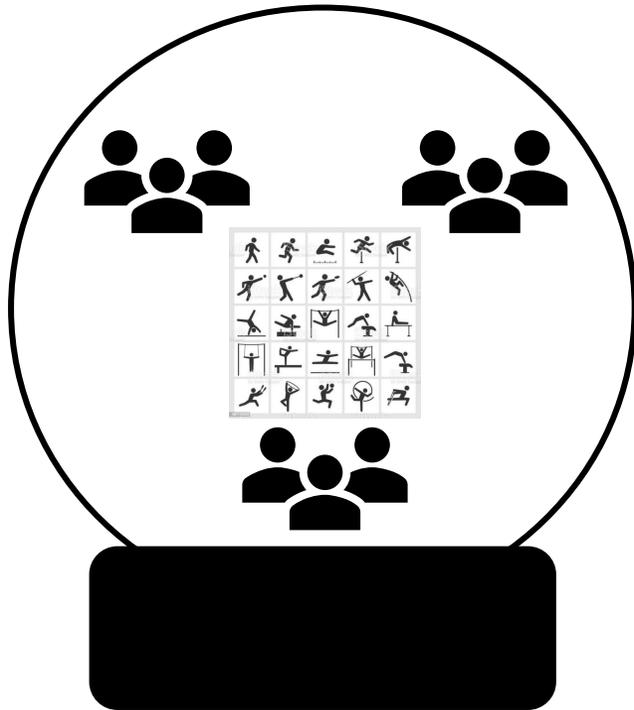
Coaching will help get your teams familiar with the concepts.

Coaching helps, but...



Turning 700+ “single sport athlete” engineers into world-class “multi-sport athletes” could take years!

Enable Organization for Success, Part 1



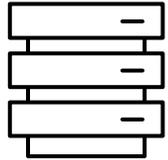
Assist business focused delivery teams in maturing into the DevSecOps model over time by introducing dedicated **local DevSecOps champions**

Enable Organization for Success, Part 2

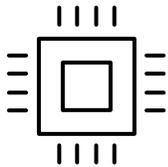


DevSecOps Automation that Scales

3 key DevSecOps needs for every development team



Self-service Infrastructure: Quickly provision the required infrastructure without manual hand-offs



Automating Builds and Deployments: Deliver all types of changes safely and quickly in a sustainable way

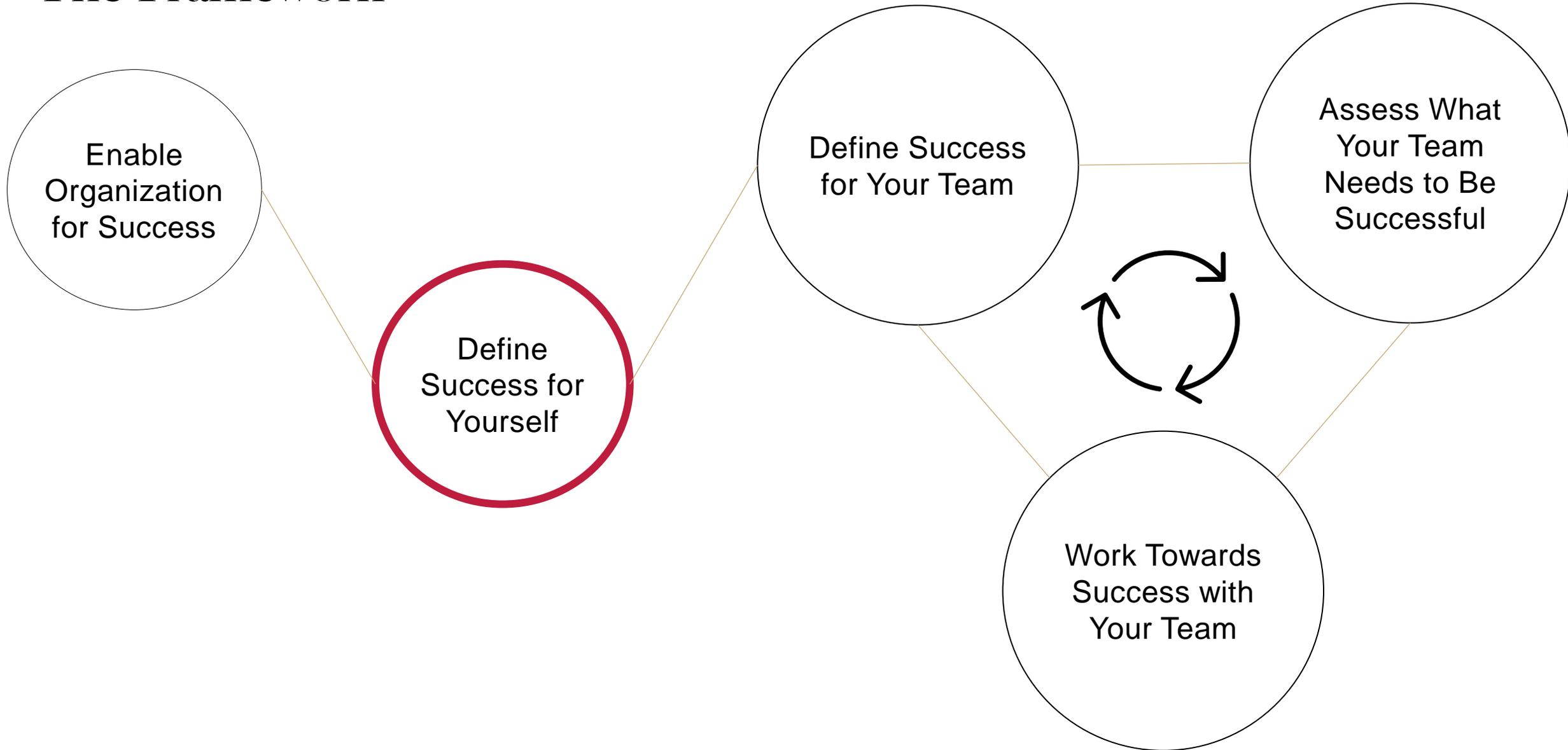


Optimizing and Monitoring Performance: Troubleshoot production application problems

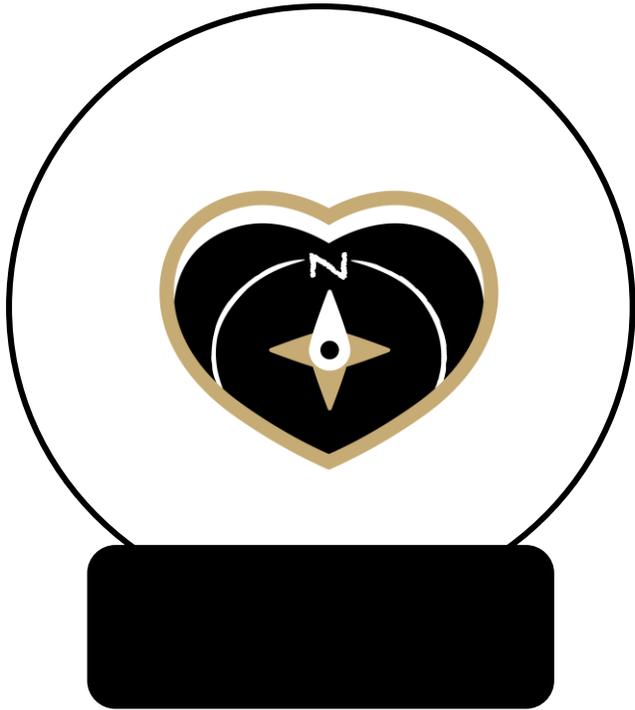
DevSecOps is about removing barriers. These essential functions can help developers take ownership of their apps.

Speed | Quality | Awareness

The Framework

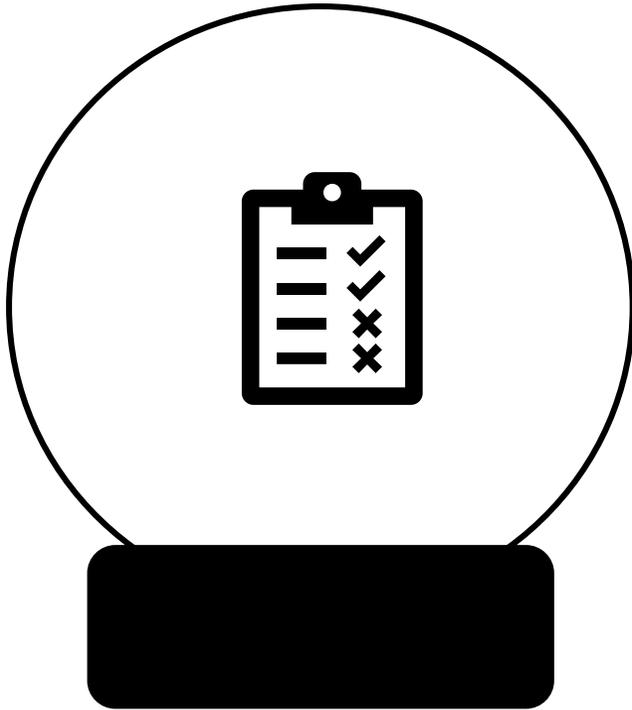


Define Success for Yourself



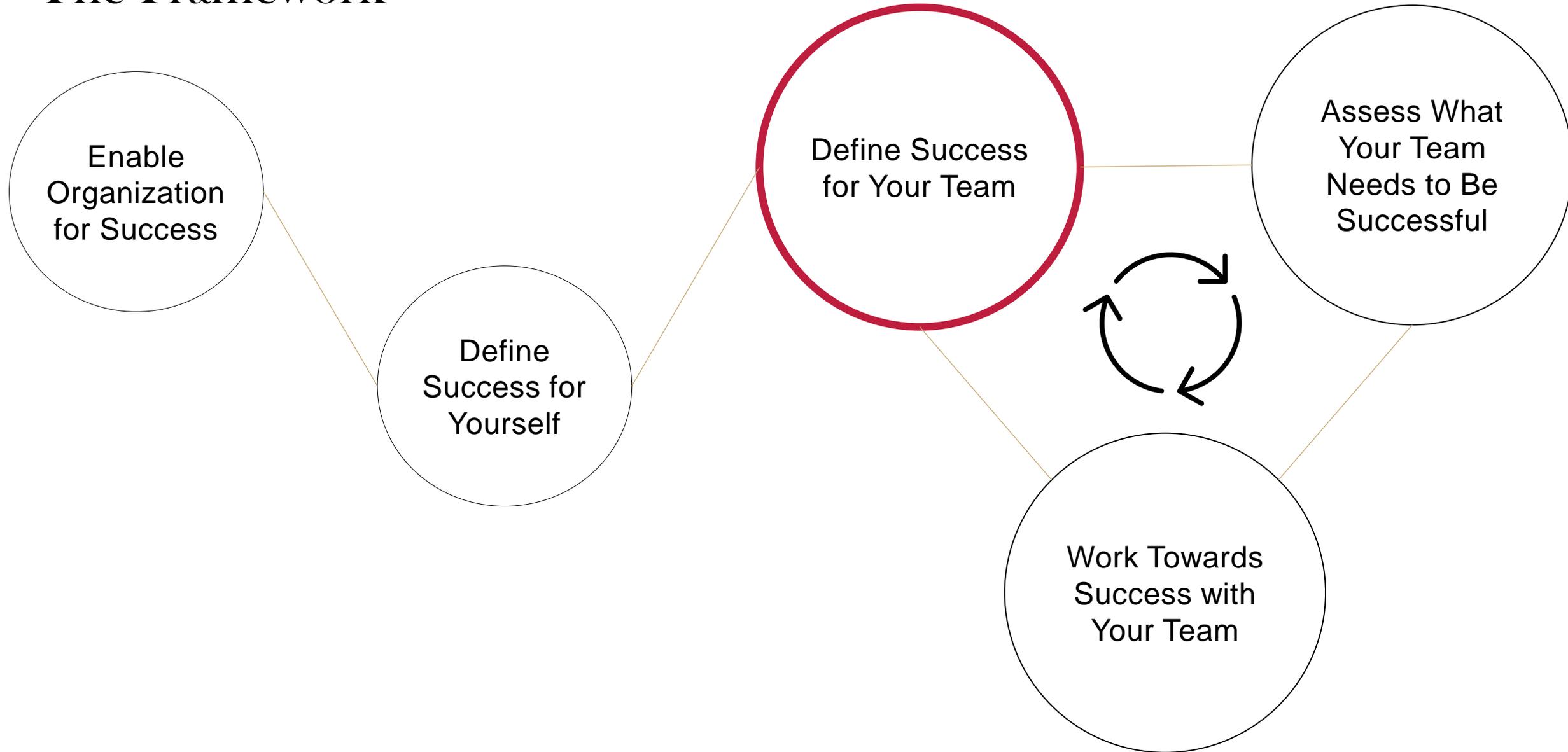
Team-level leaders are still accountable for their team's success.

Define Success for Yourself

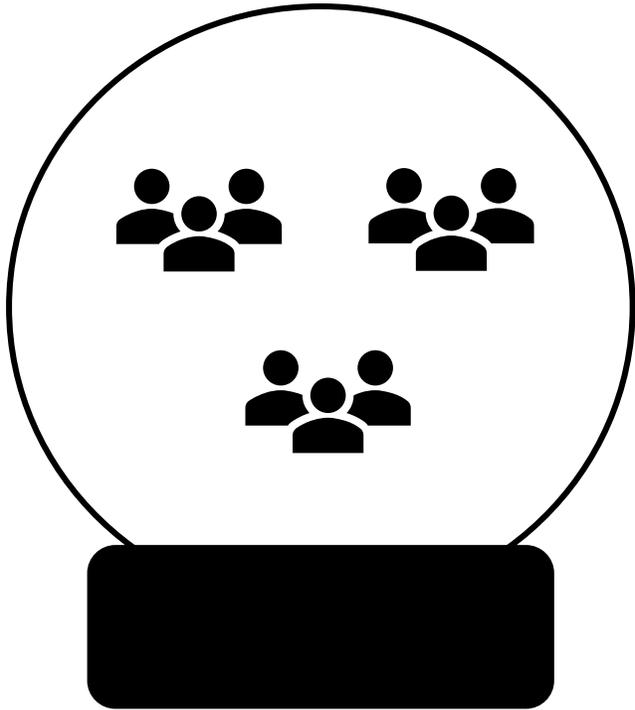


Team-level leaders may experience shifts in responsibility.

The Framework

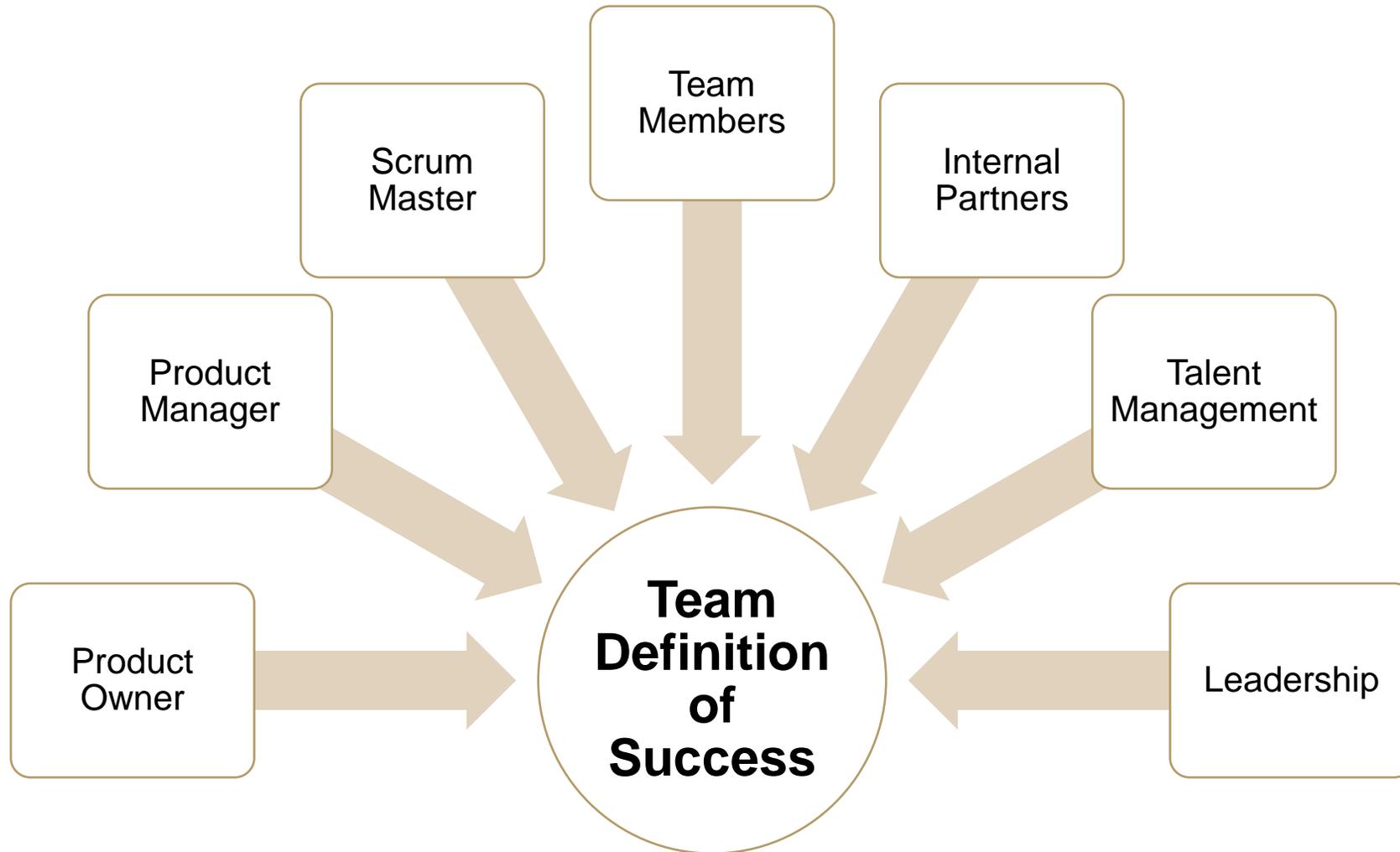


Define Success for Your Team

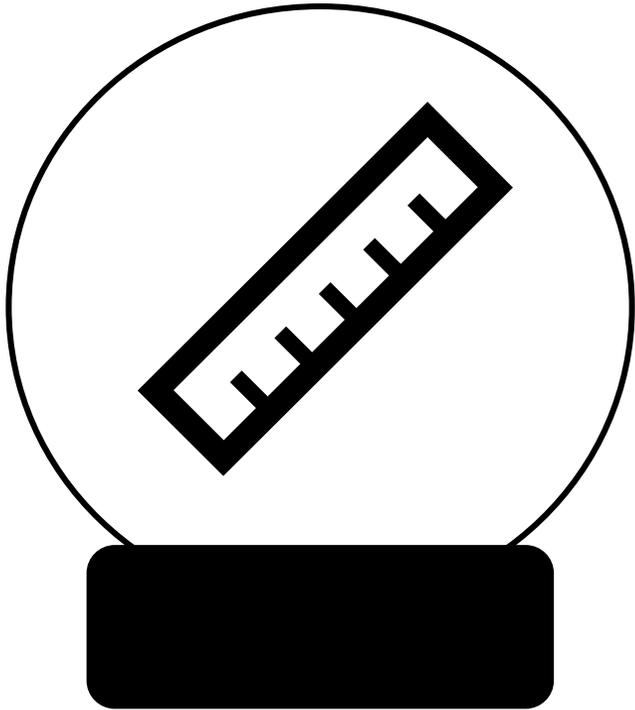


There are a lot more people with thoughts on how your team should define success.

Define Success for Your Team



Define Success for Your Team

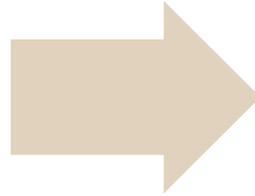


Metrics of success are changing.

Define Success for Your Team

Legacy

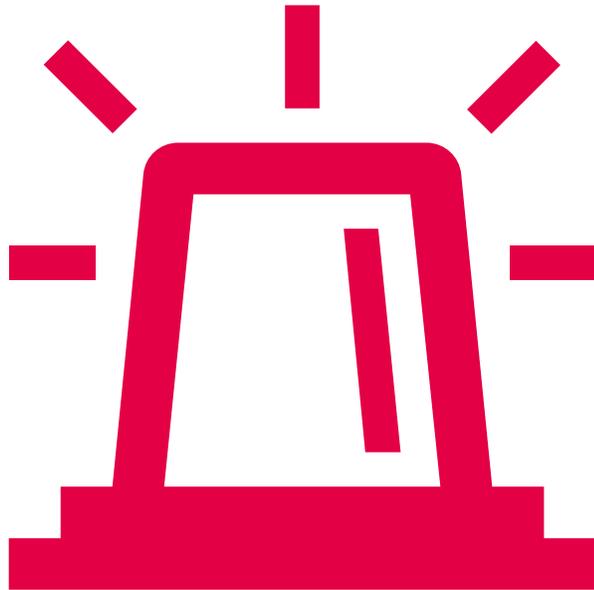
- **Project metrics**
 - Cost
 - Time
 - Scope
 - Progress on milestones
- **Amount of work**
 - # of tickets closed
 - # of projects completed
- **Speed of service**



Future

- **Value of work to customer**
 - OKRs
- **Predictability of sprint**
 - Velocity
- **Improved software delivery**
 - MTTR
 - Change failure rate
 - Lead time
 - Frequency of deploy
- **Reliability**
- **Efficiency gain, toil reduction**

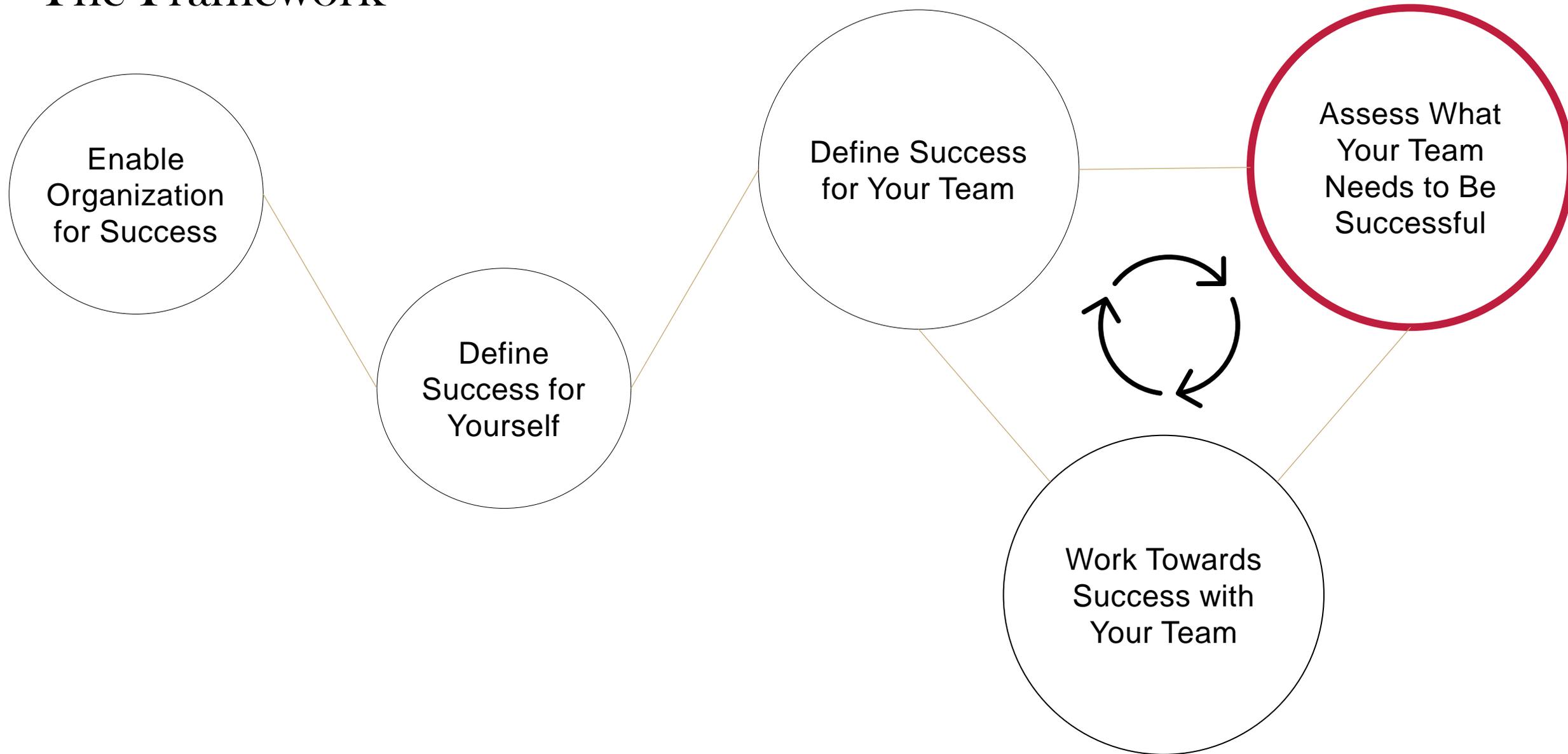
Define Success for Your Team



Future

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 - OKRs
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- **Efficiency gain, toil reduction**

The Framework



Assess What Your Team Needs to Be Successful

Staffing

Training

Ownership and
empowerment

Succession
planning

Technical debt
management

Tools and skills

Feedback loops

Leadership
pipeline

Partner and
stakeholder
relationships

Knowledge
transfer

Fun

Space

Innovation

Recognition

Culture

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Assess What Your Team Needs to Be Successful

- Does your team have a Tech Debt Champion? Do you have a process for managing and executing on technical debt investments? How's it working today?
- What percentage of your capacity are you setting aside for Tech Health?

Technical debt management

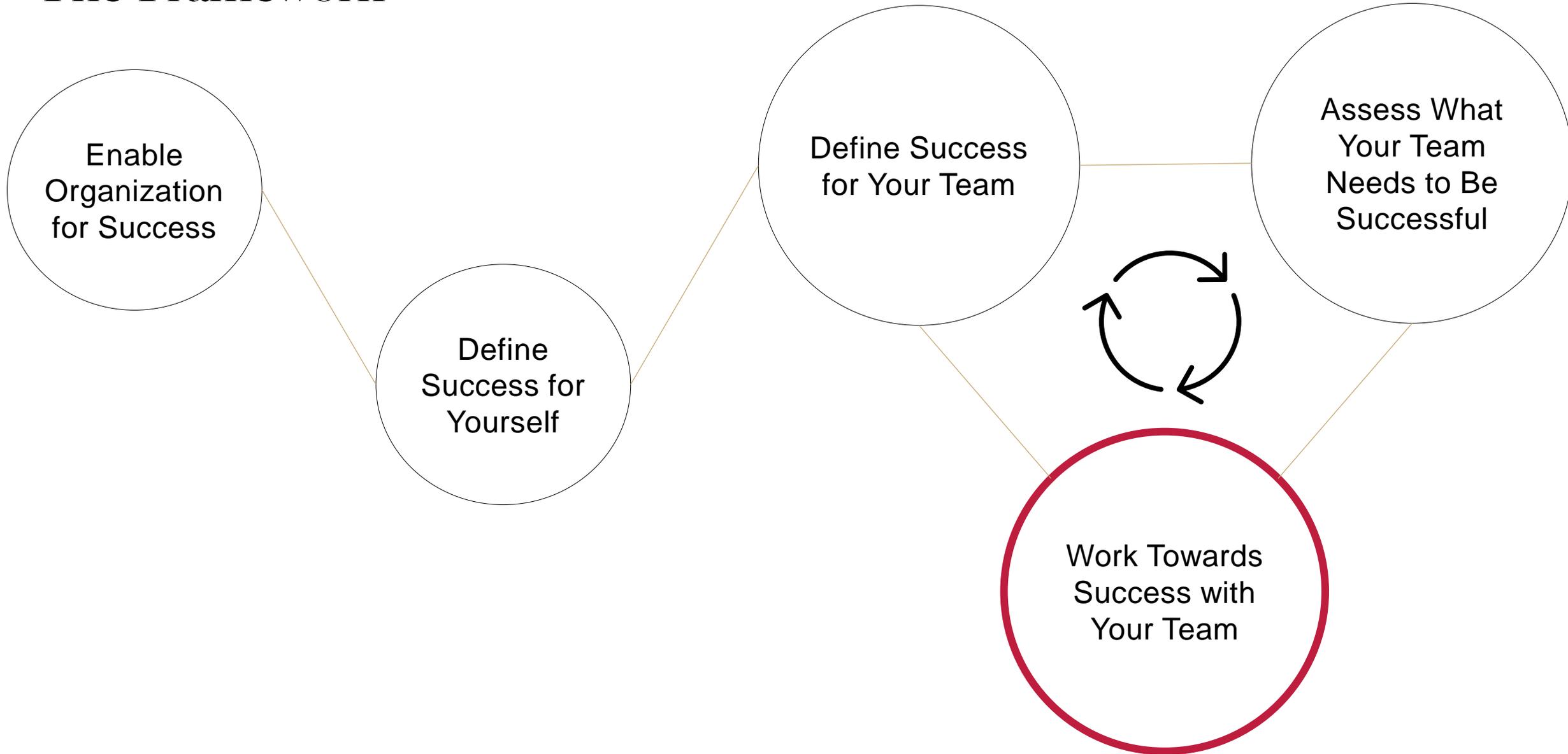
Tools and Skills

- Do you have a Tech Radar with strategic dispositions for platforms, languages, CI/CD tools, messaging, monitoring, vulnerability scanning, testing, DBMS's, etc.
- Have you assessed your team's skills against the Tech Radar? What next?

- Do you know who are your key business partner change agents? Find them.
- Do your business partners see you as an ally? Convince them (remember MTTY).
- Do you have access to key decision makers? Build it. Your team depends on it.

Partner and stakeholder relationships

The Framework



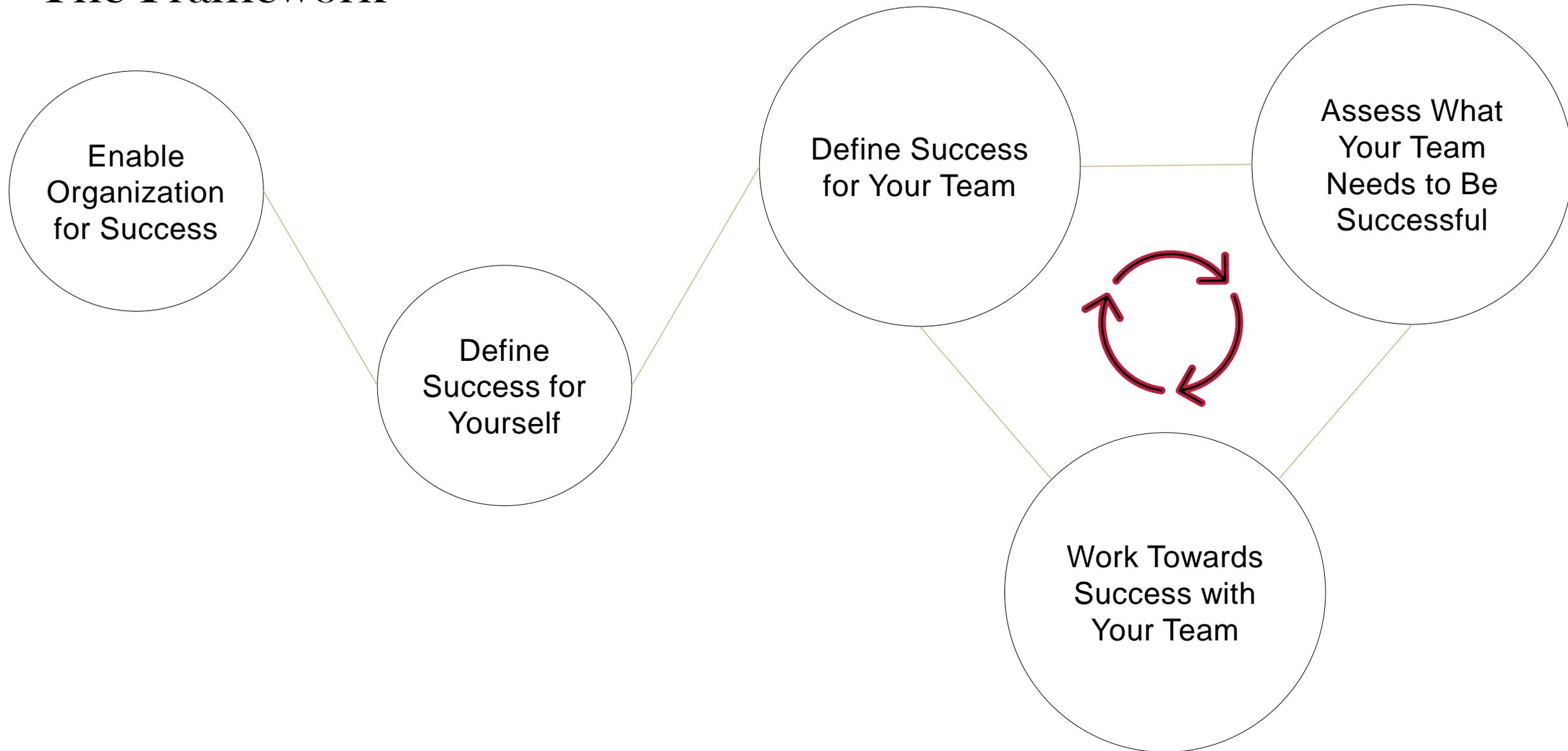
Work Towards Success with Your Team

Stop	Start	Continue
<ul style="list-style-type: none">• Using team member 1:1s as status reports• Scheduling standing meetings and meeting with no specific agenda in mind• Requiring your attendance at every meeting• Trying to solve every problem	<ul style="list-style-type: none">• 1:1s with new roles on your team (SM, PO, etc.)• Leveraging timely huddles for relevant topics• Holding 1:1s with partners and change agents your team depends on• Attending sprint events at a balanced cadence; focus on listening	<ul style="list-style-type: none">• 1:1s with direct reports focused on professional development, team health, and info sharing• Managing relationships with external partners your team depends on; build bridges• Focusing on continuous improvement• Working as a collaborative member of a larger organization

Work Towards Success with Your Team



The Framework



Thank you

