Red Hat Summit

Connect

The Power of Platforms

Enabling the global landscape on a global platform

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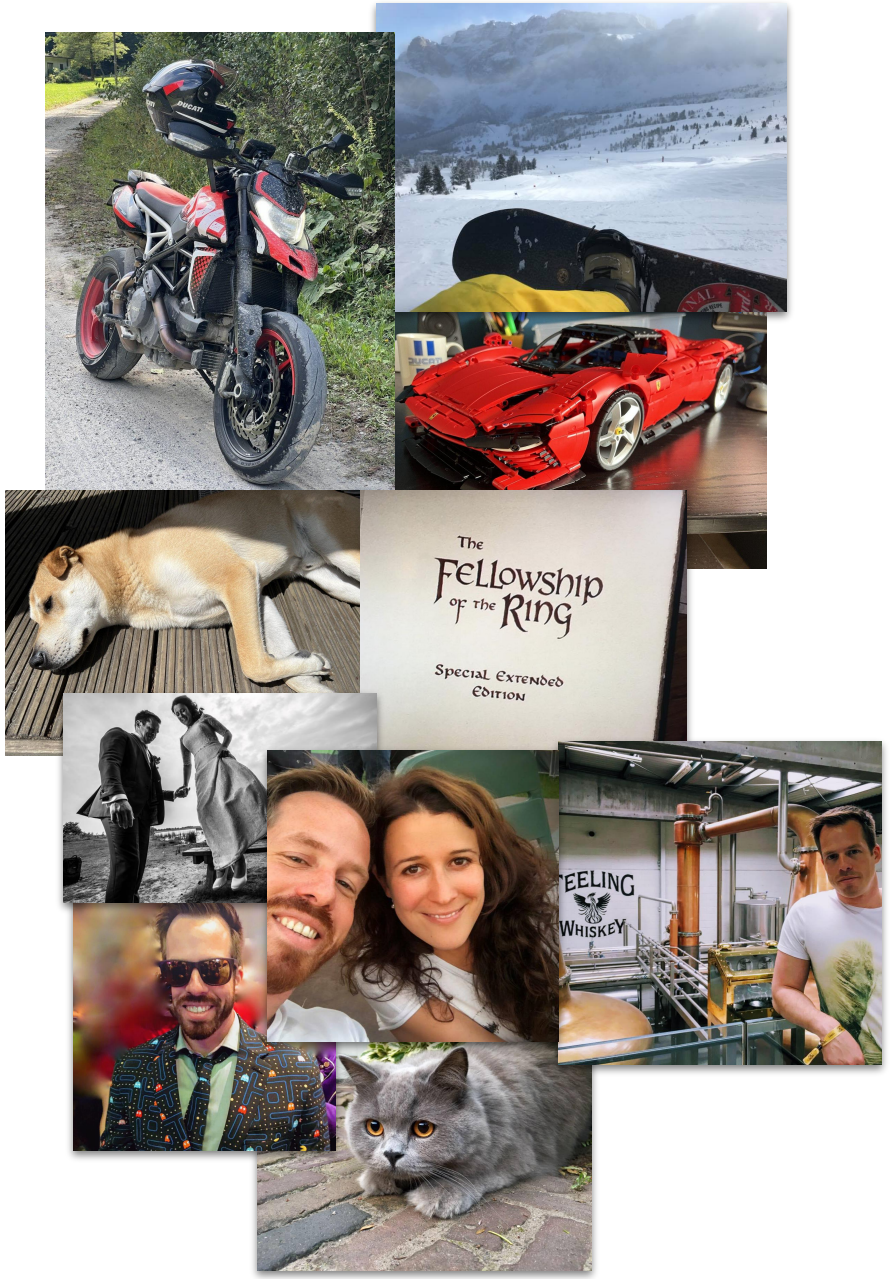
Studied Computer Science
Former CTO Managed Services company
5+ years at Red Hat
Red Hat Chairman's Award winner
Married, 4 pets, motorbikes, fitness



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Leading Change

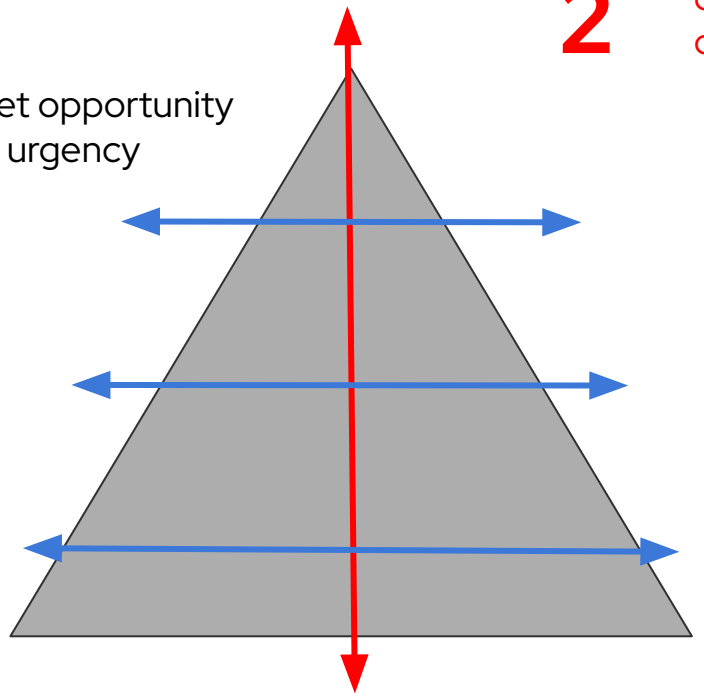
Developer Experience

Open Organization

Platform as a Product

1

Start with a market opportunity leads to sense of urgency



2

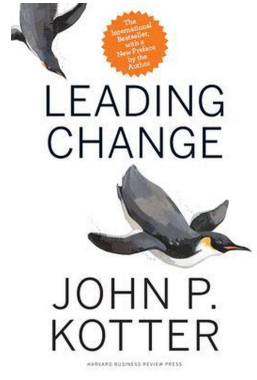
Build a guiding coalition cross organization understanding sense of urgency and build vision

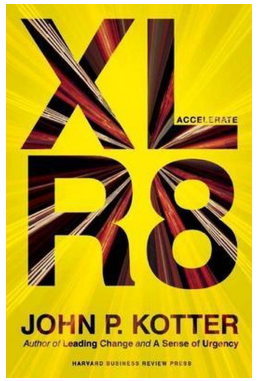
3

Build an army of volunteers, followers of your visions via peer-level conversation removing barriers

4

Success early + often
Sustain acceleration
Institute change





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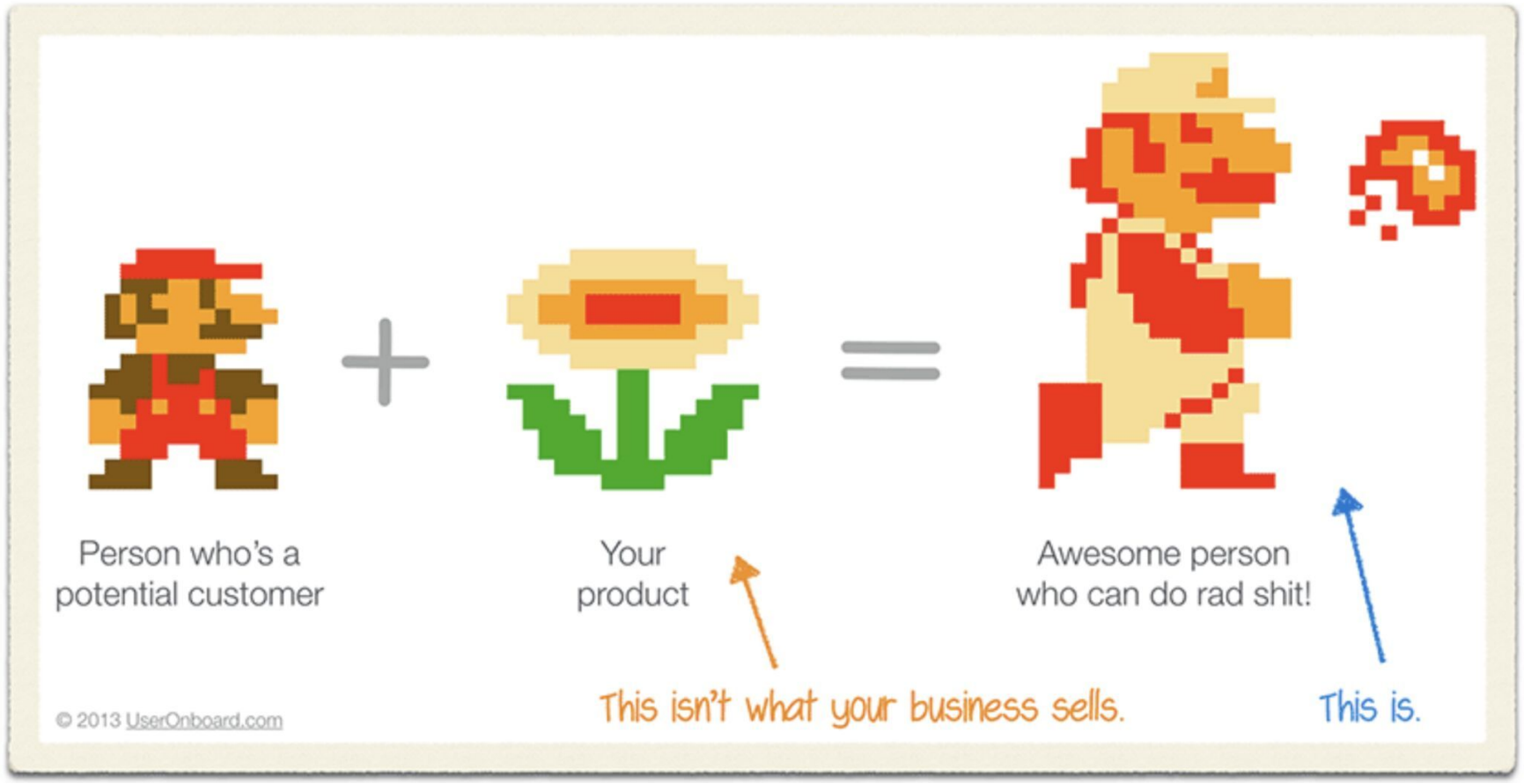

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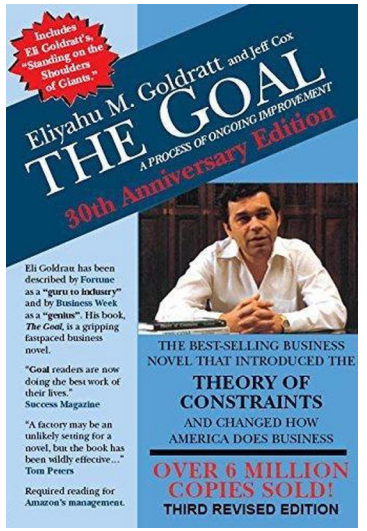
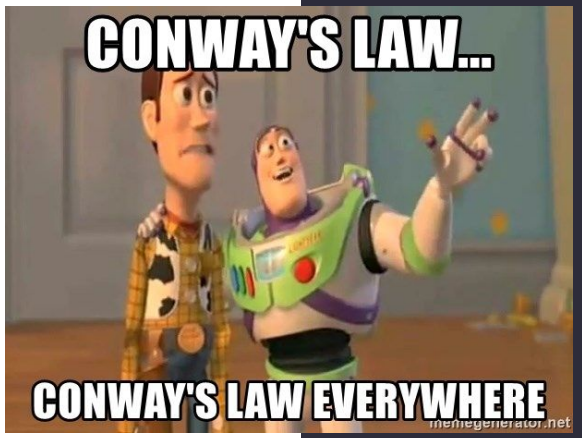
If you can agree that your customer is the constraint and you can accept that you can't move faster than the speed of your constraint you will immediately understand that the way you organize yourself around your customer directly impacts your own success.



Source: Stefan (me) after having read “Theory of Constraints”

"Organisations which design systems are constrained to produce designs which are copies of the communication structures of these organisations."

Melvin Conway, 1967



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"Organisations which design systems are constrained to
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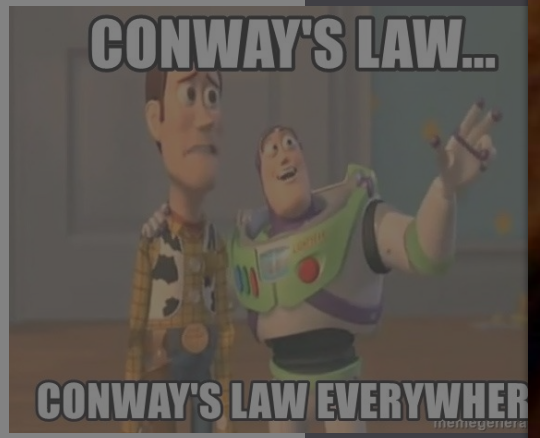

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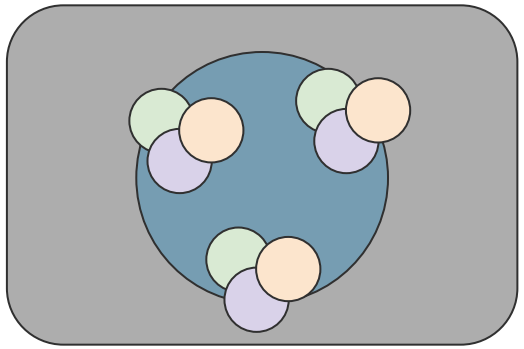
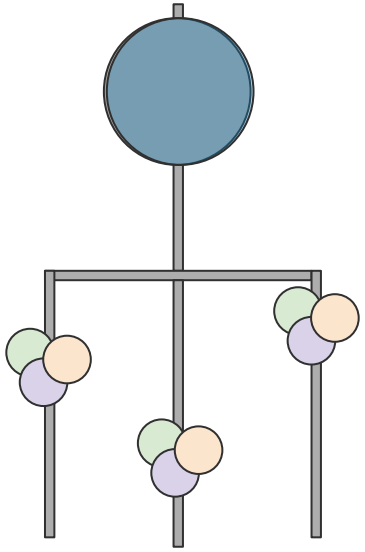
1

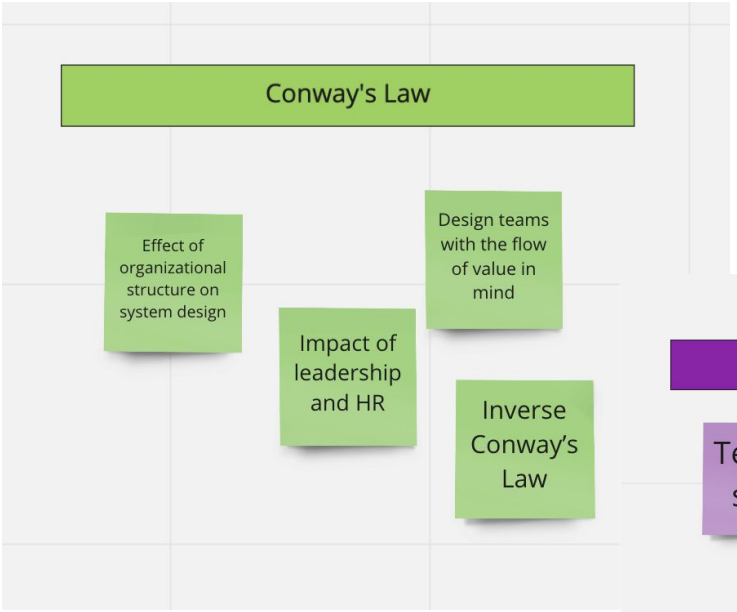
Product Market Fit and Organizing for customer success

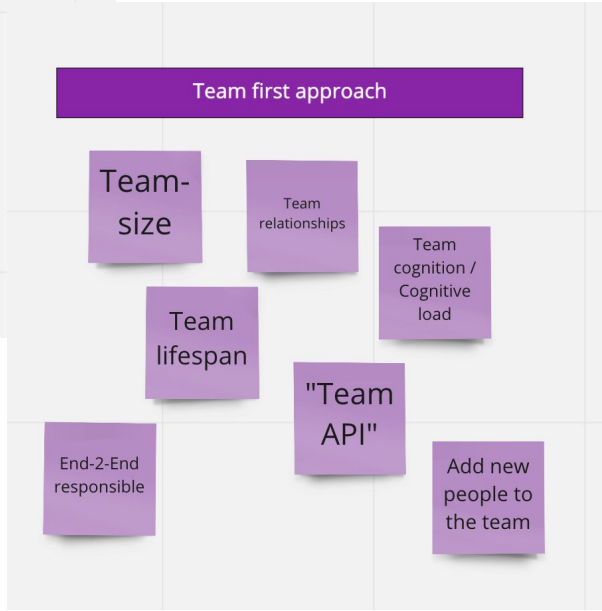


2

Customer centricity + Having a plan = Joint success + Everybody happy







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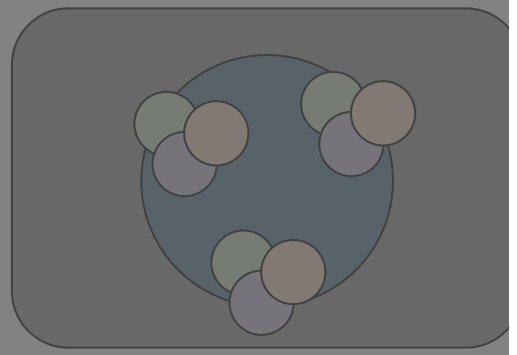
1

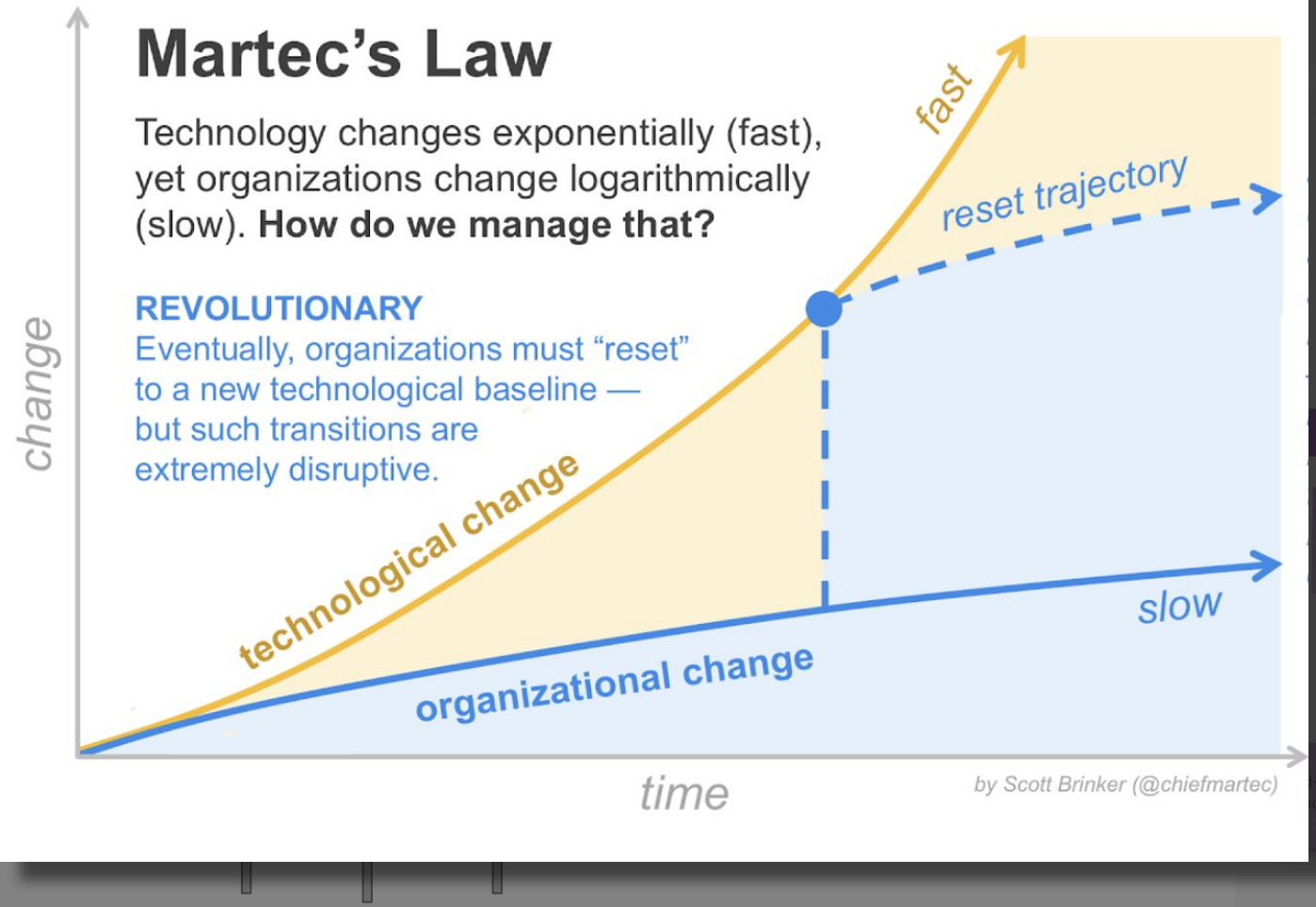
Product Market Fit and Organizing for customer success

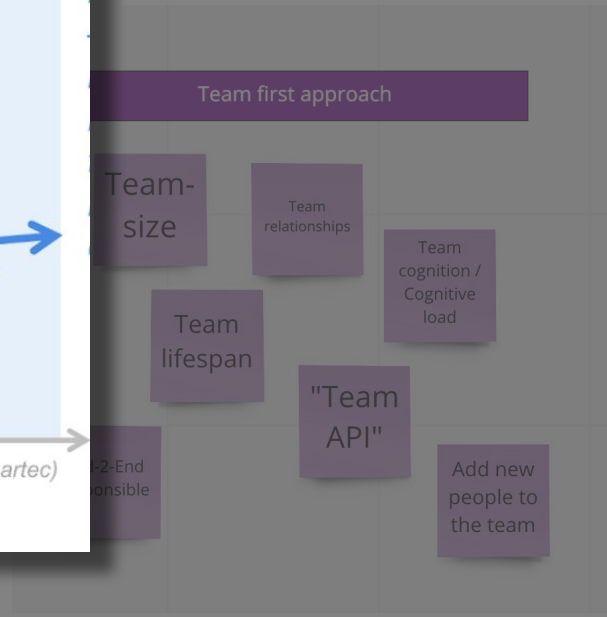


Martec's Law

Technology changes exponentially (fast), yet organizations change logarithmically (slow). **How do we manage that?**

REVOLUTIONARY
Eventually, organizations must "reset" to a new technological baseline — but such transitions are extremely disruptive.





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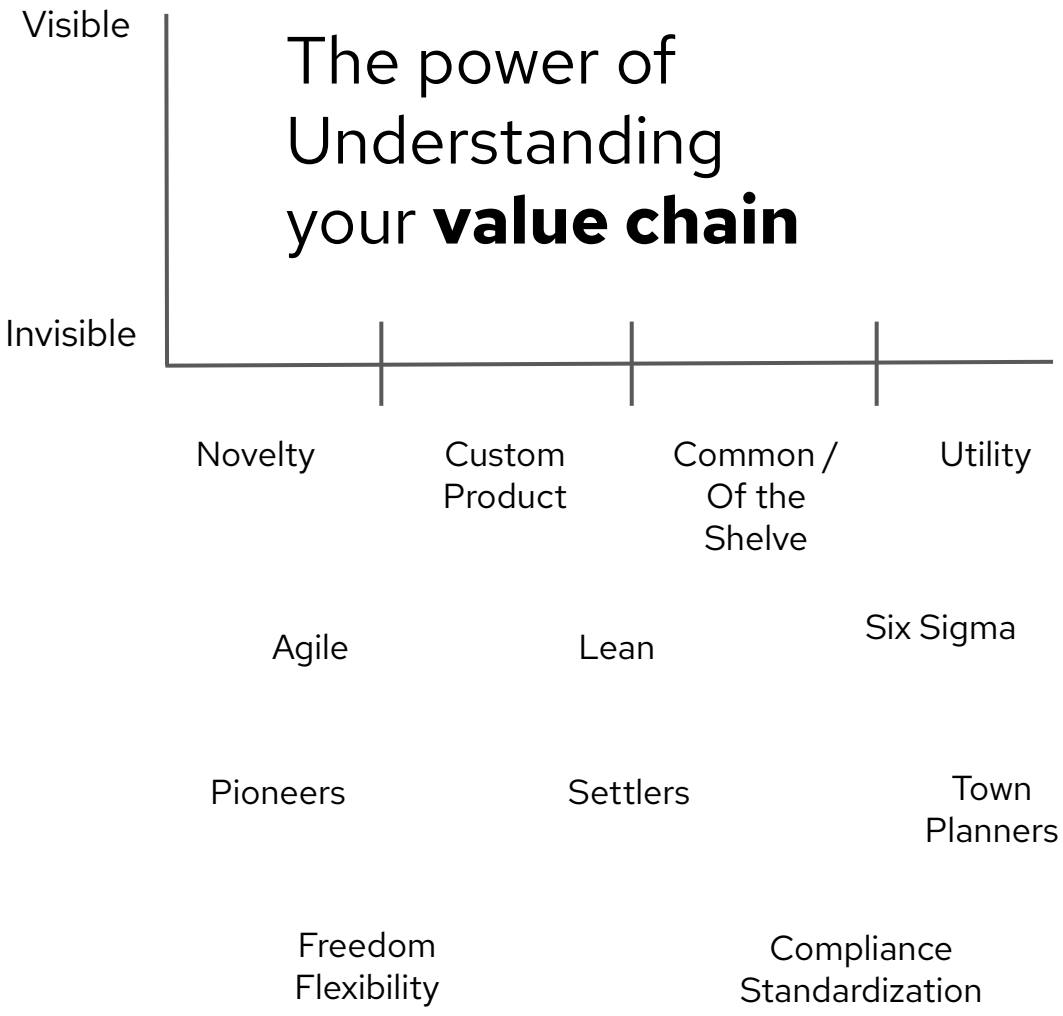
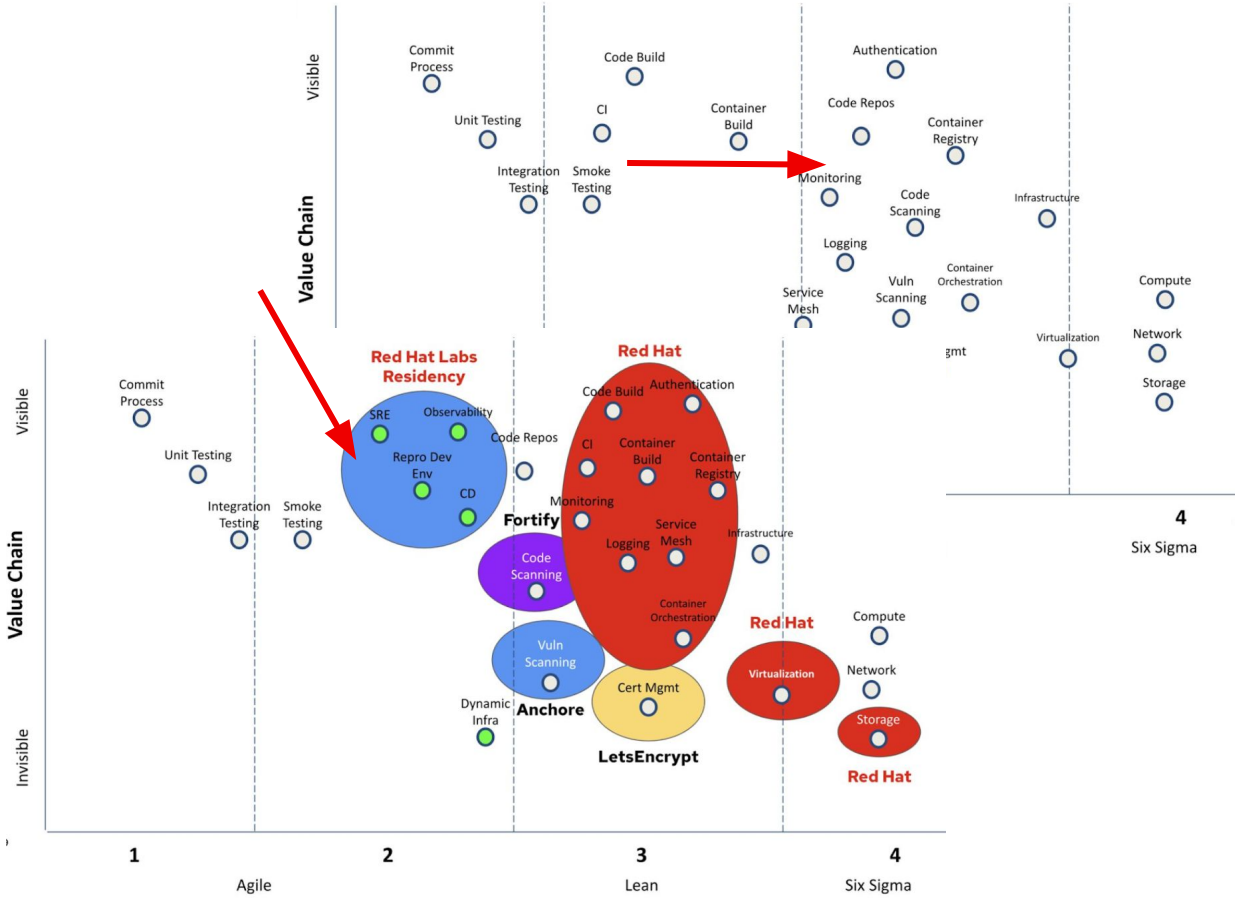
The power of Understanding your **value chain**





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<Your amazing vision goes here>

Your unfair advantage

No distractions allowed!

Standardize, automate to remove variation

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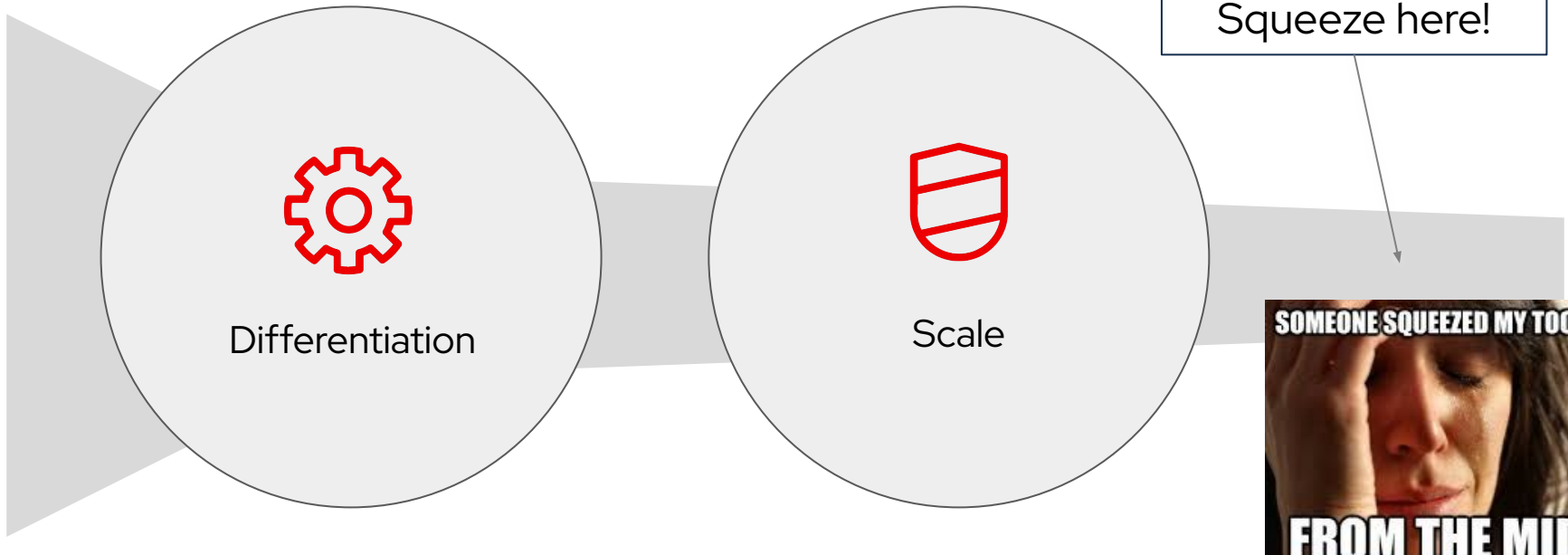
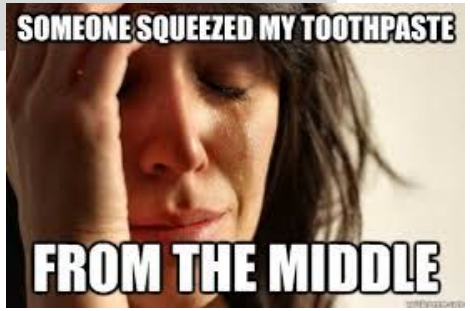
Squeezing the tube for high flow and low turbulence

… so you can do more experimentation here!

Increased # of strategies



Squeeze here!



Make sure to remove variation to focus on what differentiates you here …

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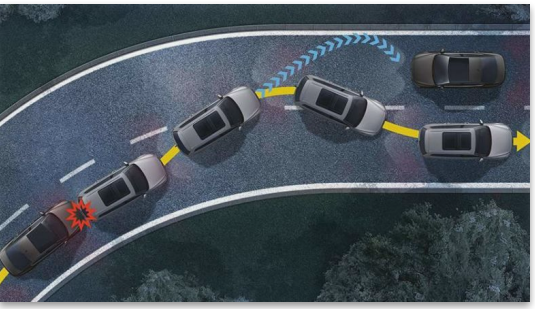
No compromise



Safety without speed

Safety:

- User experience
- Standards
- Secure
- Compliant
- Stable / Available
- Trust / Reliable

Speed:

- Freedom
- Flexibility
- Stay in flow
- Cutting edge
- Advantage
- Innovative

What you/we want to deliver to the customer!

Speed without safety

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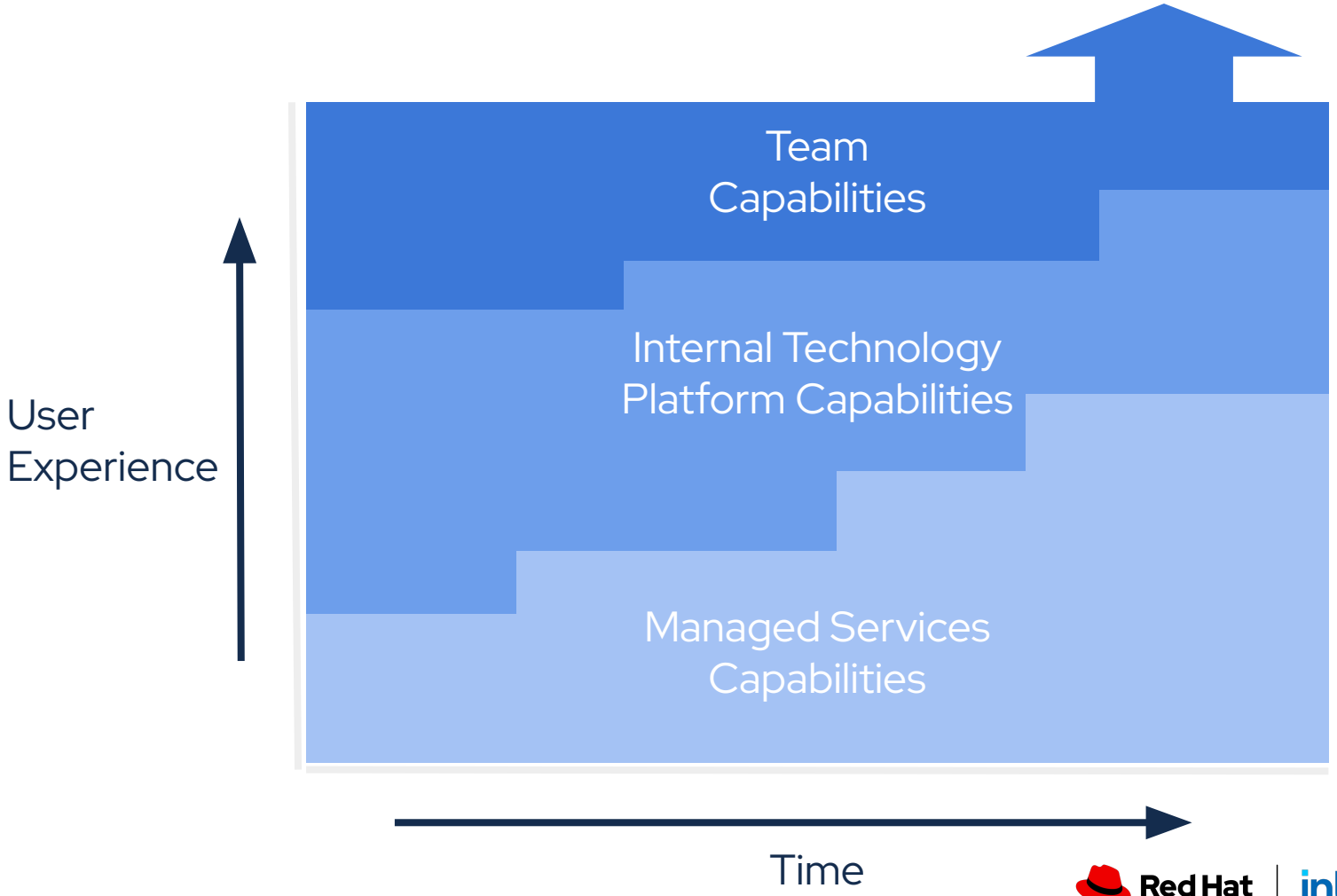
"A digital platform is a foundation of self-service API's, services, knowledge and support which are arranged as a compelling product."
Evan Bottcher



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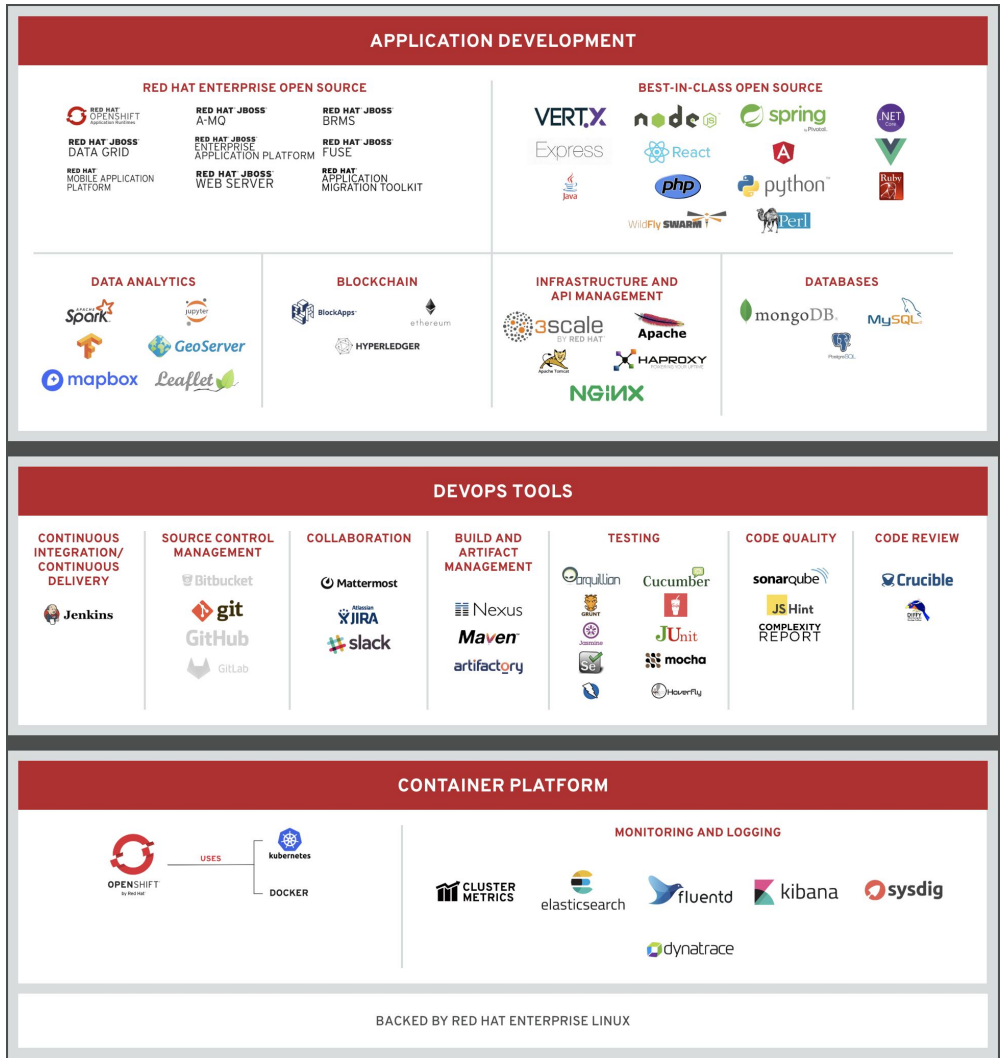

"Constraints that Enable Innovation"

Alicia Juarrero

Autonomy

Flow

Self-service

Speed

Cadence

Decoupled

Frictionless

Source: [Red Hat Open Innovation Stack]
[Ubiquitous Journey GitOps approach on Github]

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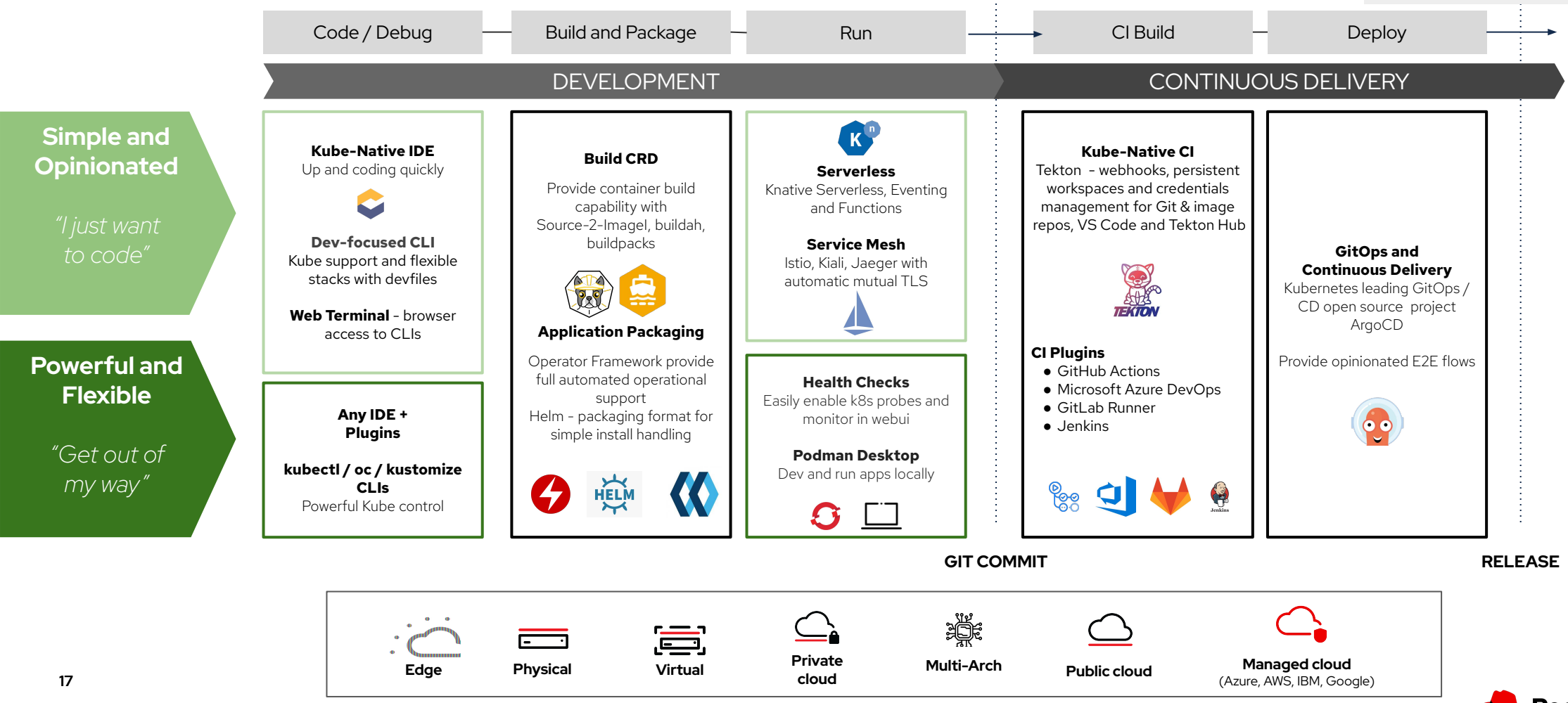
Building blocks for your IDP golden paths



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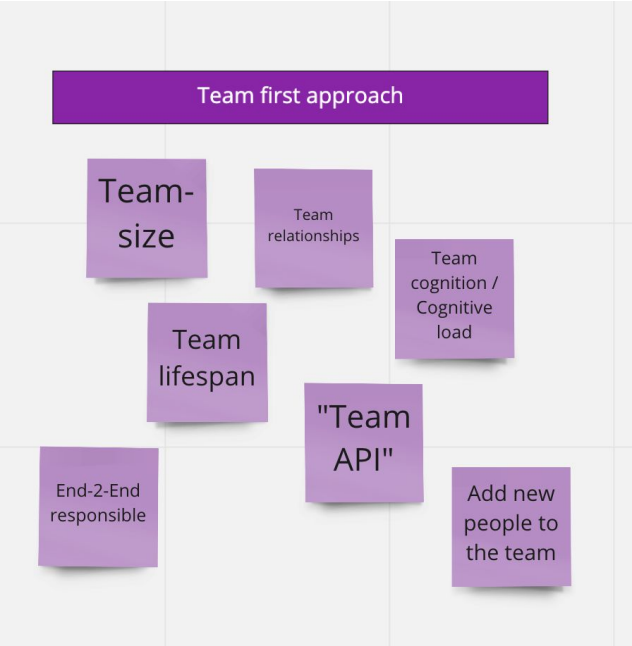
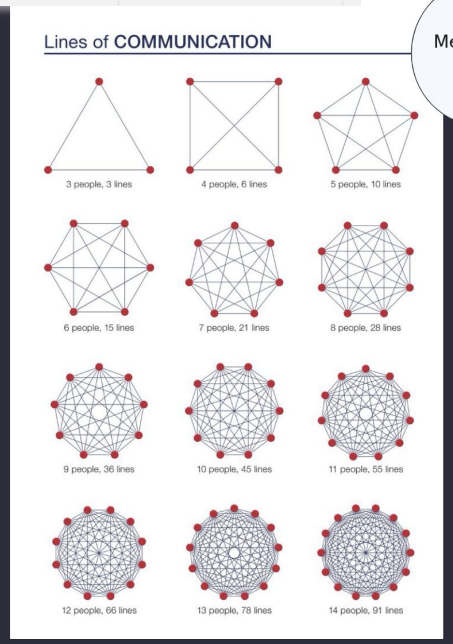
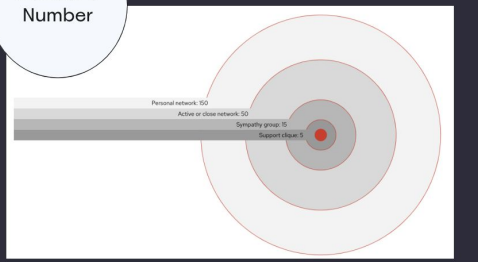


Team Size

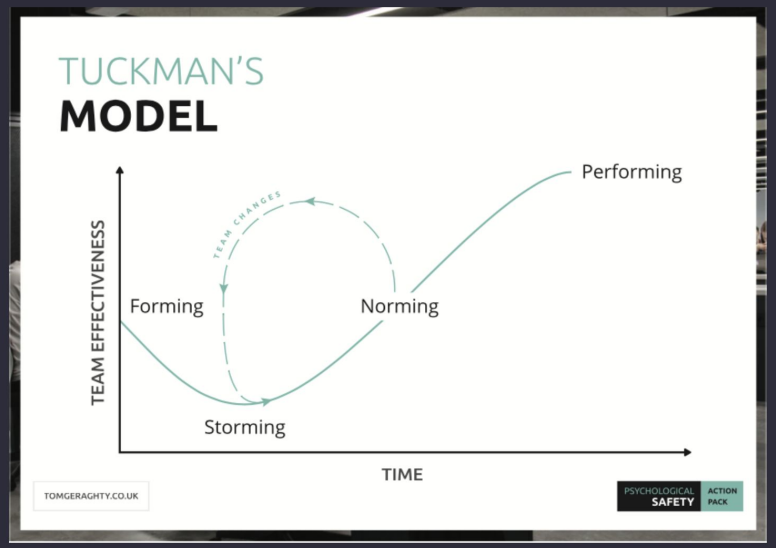


Metcalfe's law

Dunbar's Number



Team Longevity



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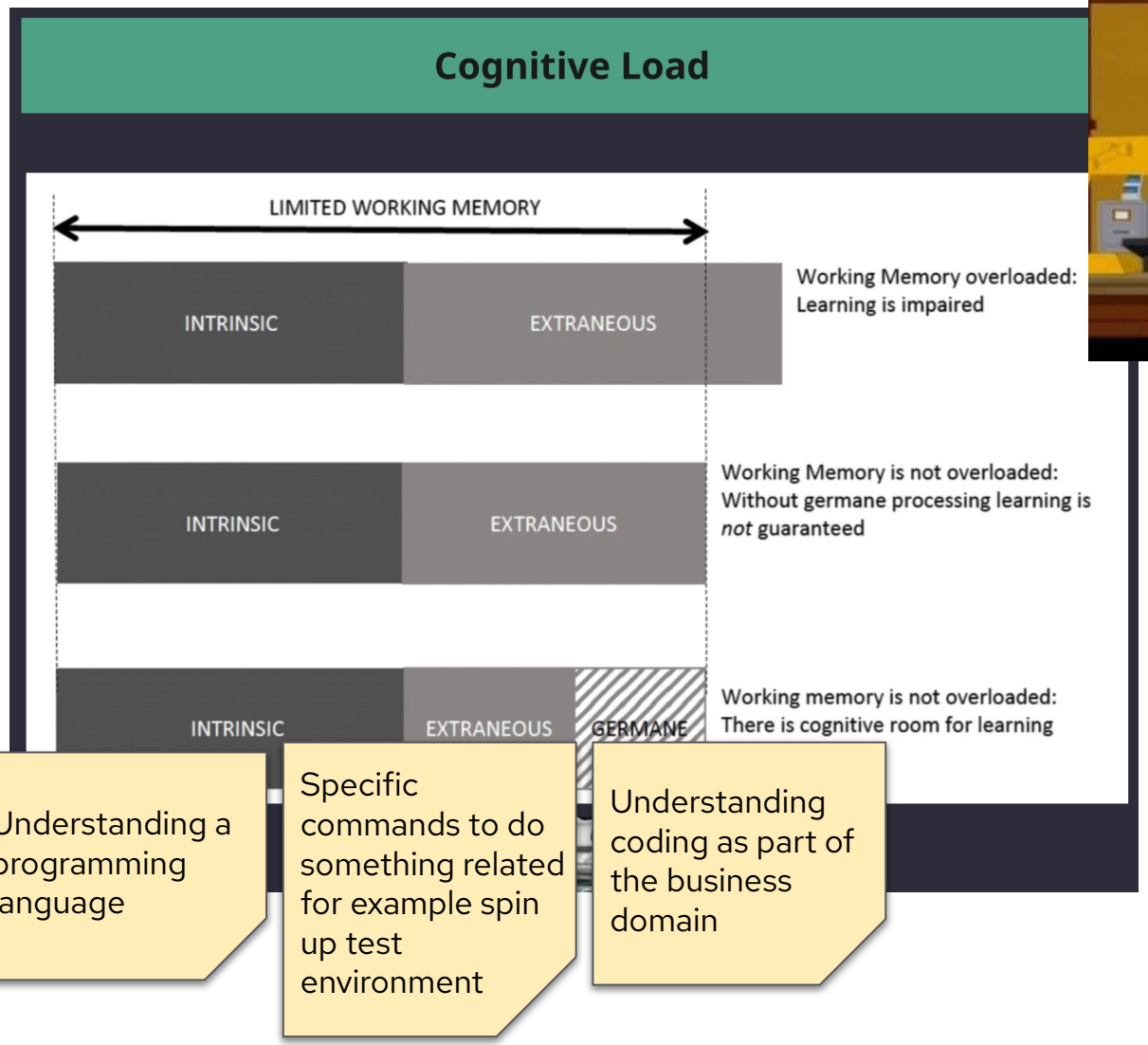
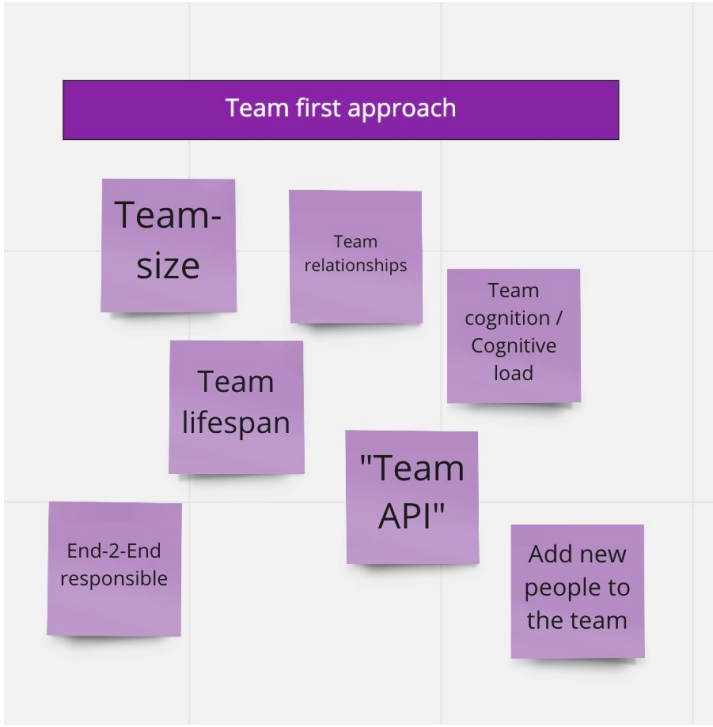


Understanding a programming language

Specific commands to do something related for example spin up test environment

Understanding coding as part of the business domain



Source: Fraser, K. et al. (2018) "Cognitive Load Theory for debriefing simulations: implications for faculty development", Advances in Simulation, 3(1). doi: 10.1186/s41077-018-0086-1.

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Cognitive Load

LIMITED WORKING MEMORY

INTRINSIC

INTRINSIC

INTRINSIC

Understanding a programming language

Specific
commanc
somethin
for example spin
up test
environment

domain

oach

Team cognition / Cognitive load

eam
PI"

End-2-End responsible

Add new people to the team

Subjective Cognitive Load Scale

inspired by Team Topologies

by Fabio Pereira and Jorge Galdino

1 - I can **focus** get things done and still have time to **learn**

5 - I feel soooo **overloaded,** tired, cannot focus

Source: Fraser, K. et al. (2018) "Cognitive Load Theory for debriefing simulations: implications for faculty development", Advances in Simulation, 3(1). doi: 10.1186/s41077-018-0086-1.

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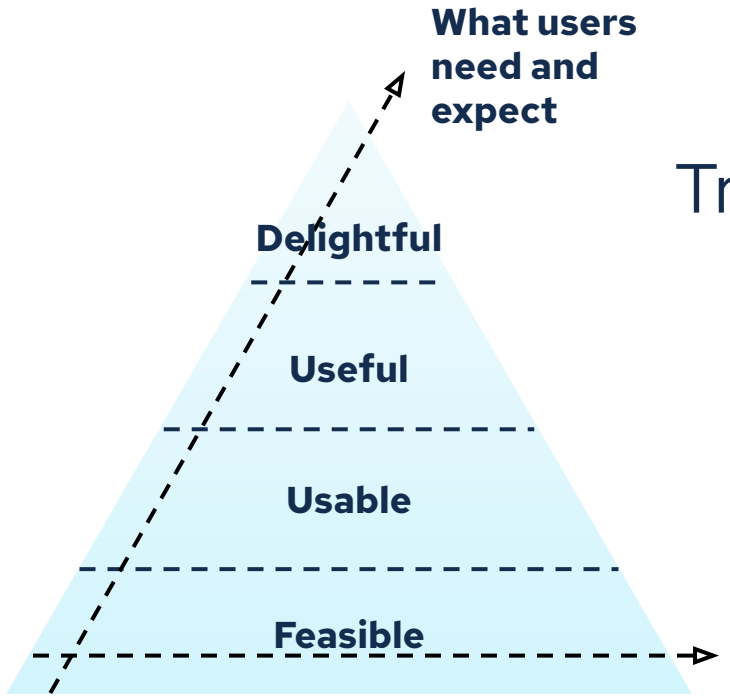
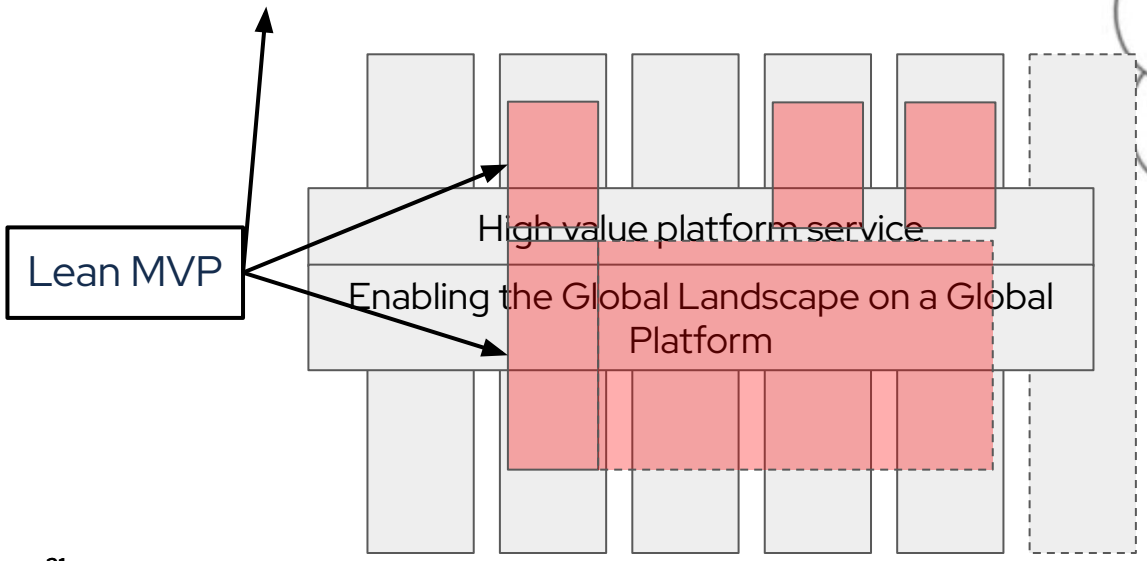
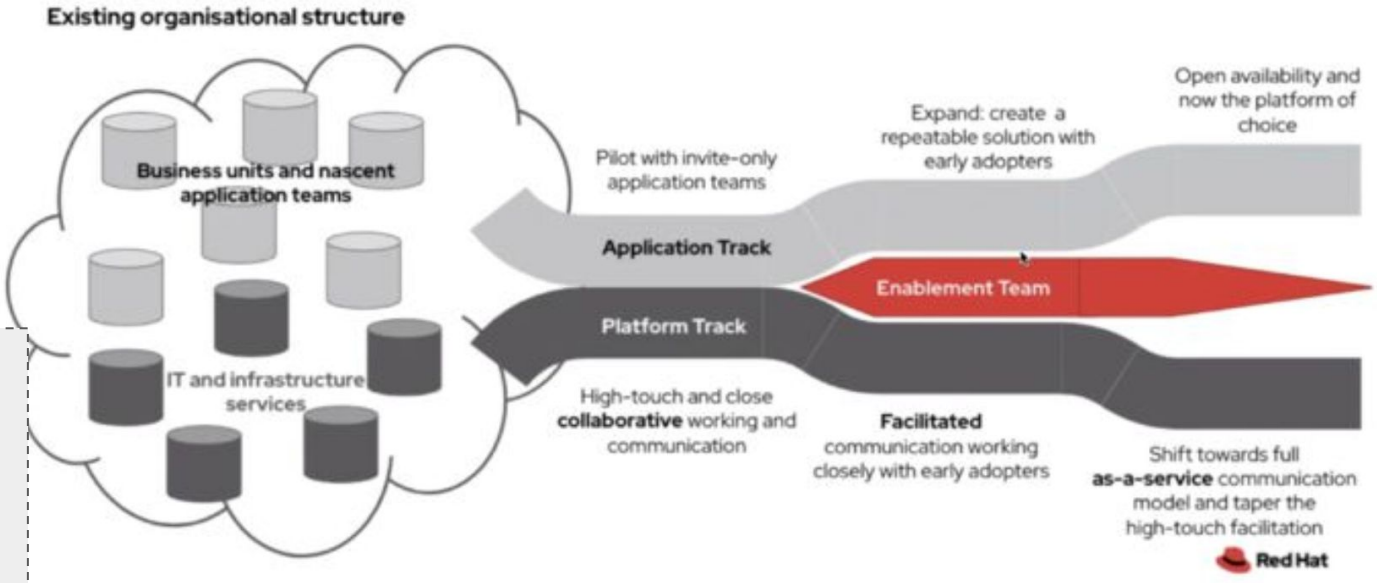
Transition using an enabling team







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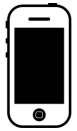
Producers
Delivers content
& Products

(Includes partners and competitors)

Platform Economy



Consumers
Consumes
platform services

Application Layer

Your business platform services facilitating the platform economy:
Ecosystem, personalized user experience, full-self-service for participants

Platform Layer

Technology Platform:

- Reusable services and standardized consumption patterns
- Success of the platform measured by the success of the teams using the service
- Automated Governance (Security, compliance, integral parts of everything we do…)
- Full-self-service for teams with closed feedback loops for continuous improvement
- Understand position in value chain; provide relevant high order services, be boring!

Infra Layer (Hybrid Cloud)

Physical

Virtual

Private cloud

Public cloud

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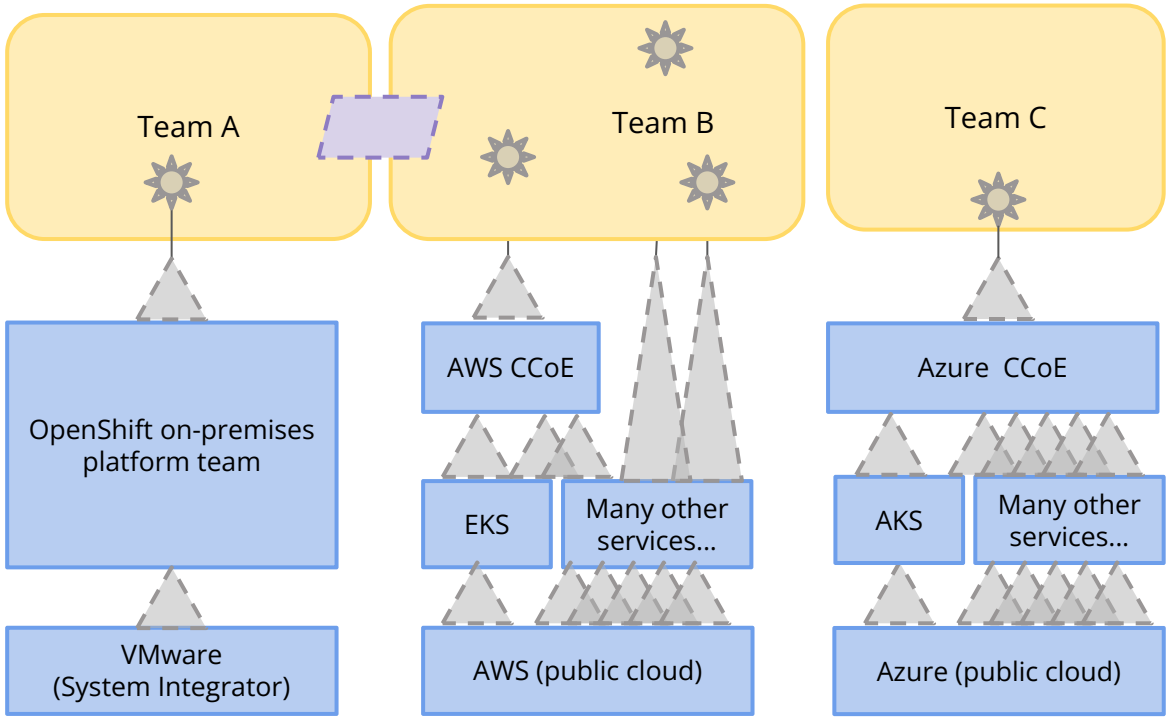
In-house led and/or led by external party

In-house led (supported by external experts)

Managed Services



Undifferentiated, heavy lifting, cognitive overload

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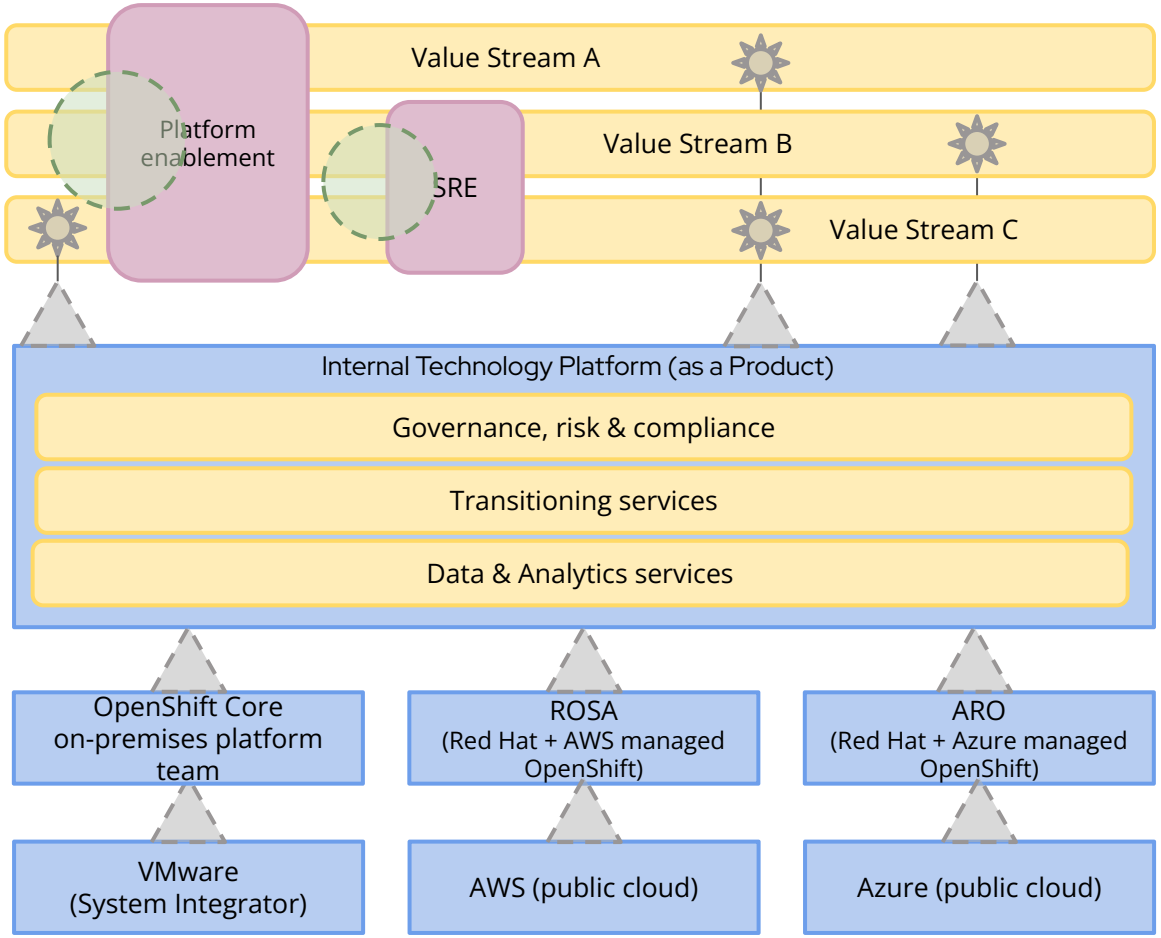
Managed cognitive load: happy teams, happy customers

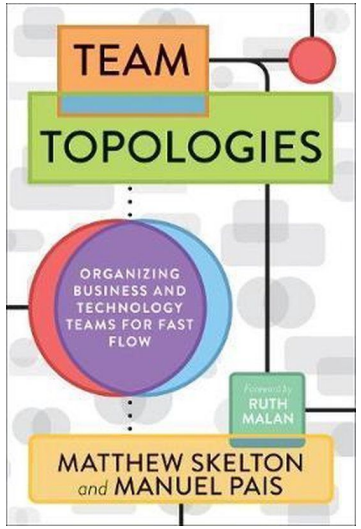
In-house led (supported by external experts)

In-house led (supported by external experts)

In-house led + Managed Services

Managed Services





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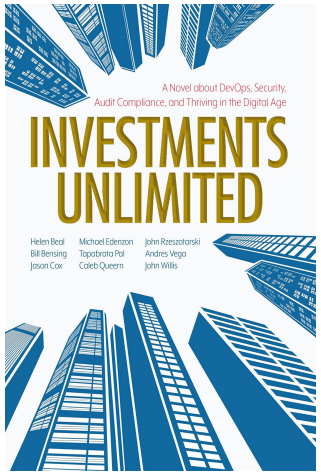
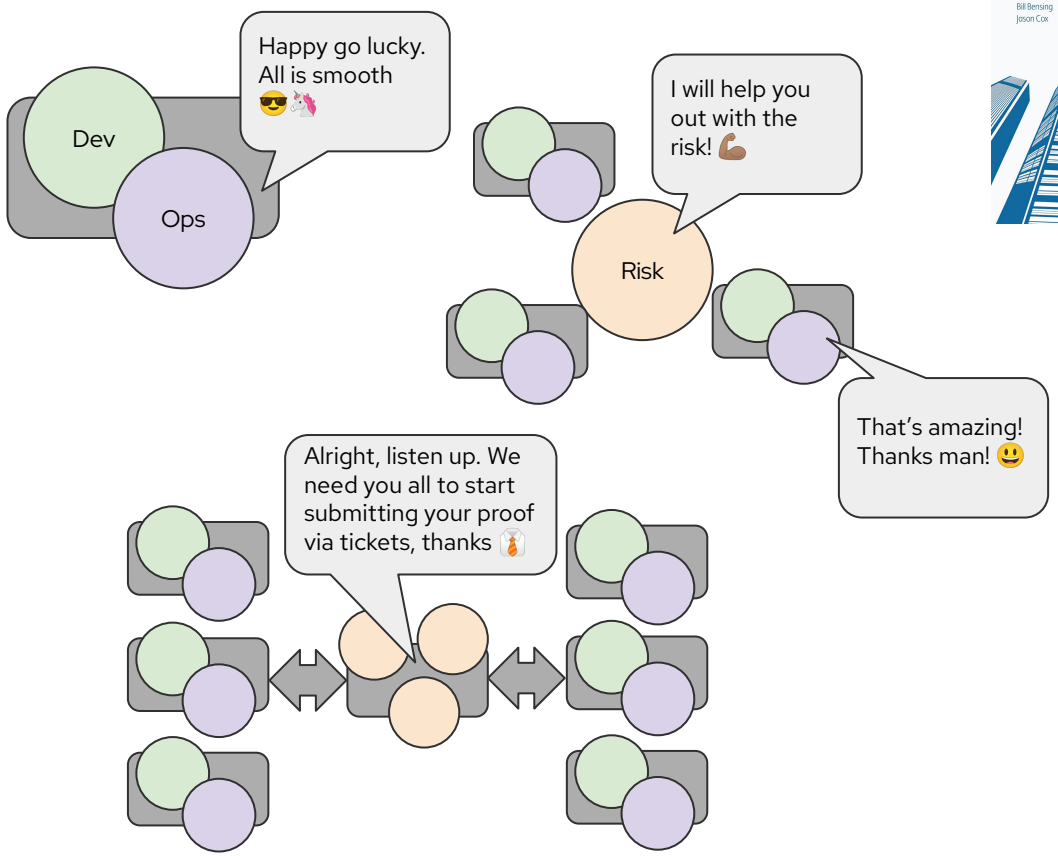
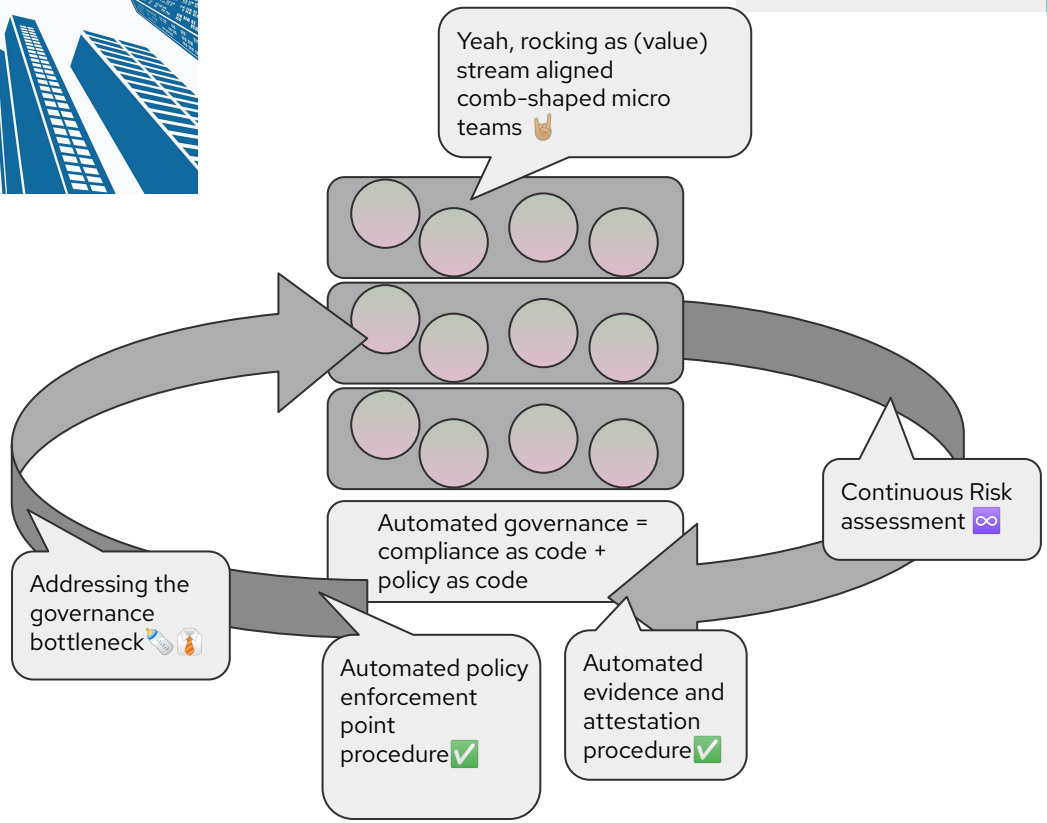
Birth of the Silo!







Removing walls of confusion!

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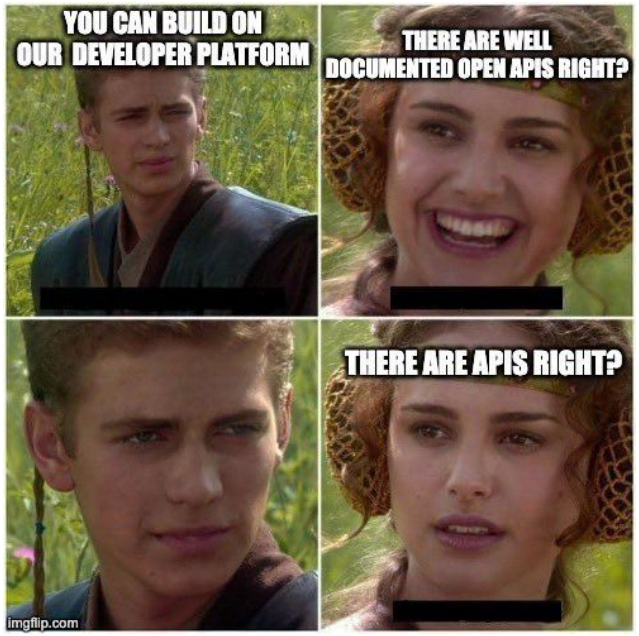
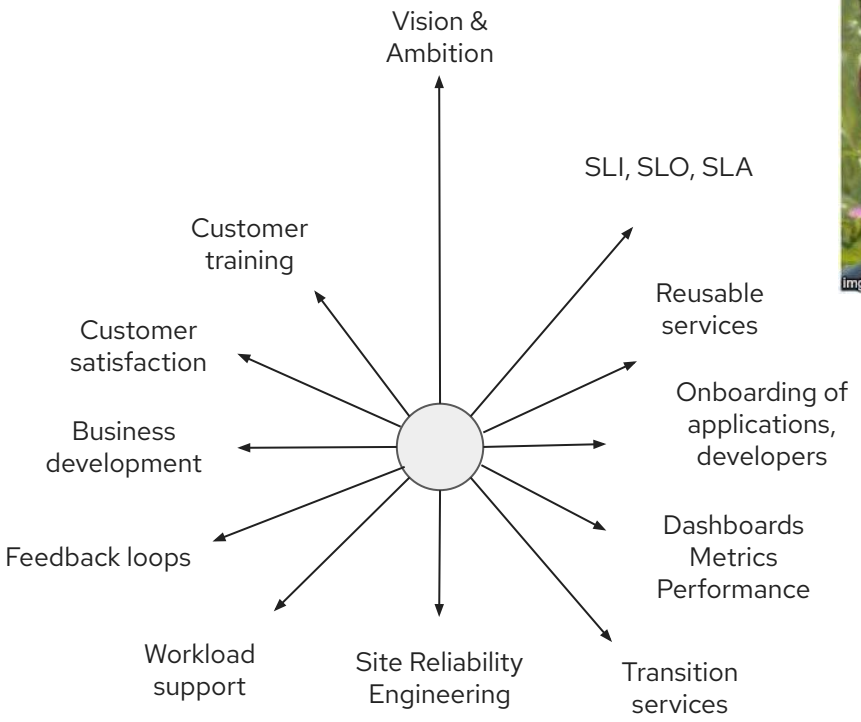
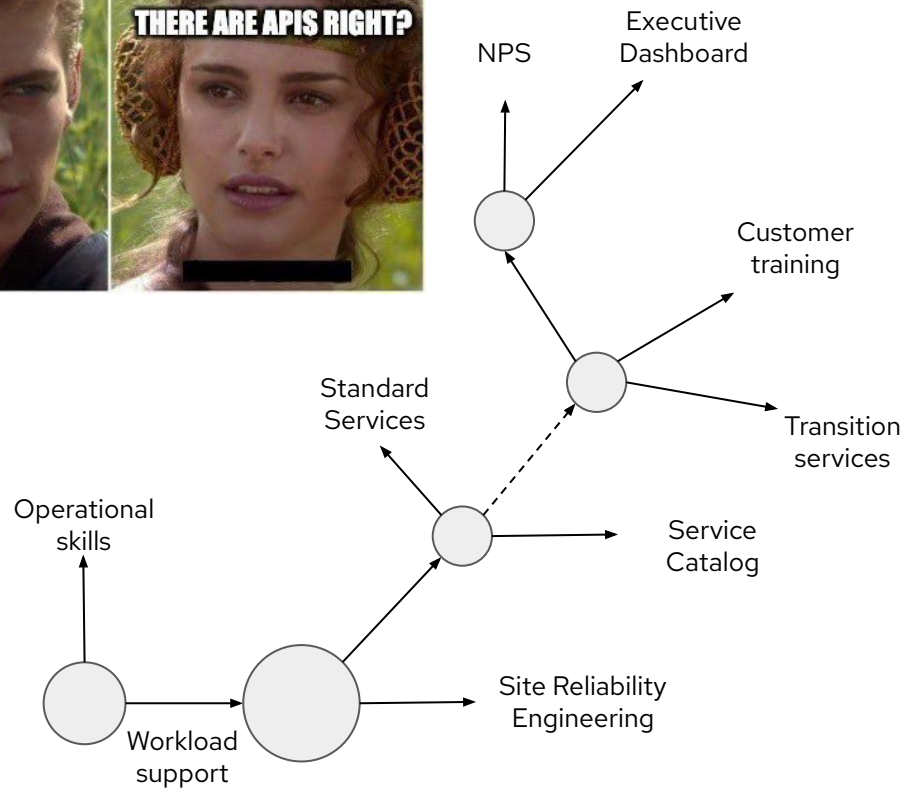




Leading (“Leiden”)



Being lead (“Lijden”)

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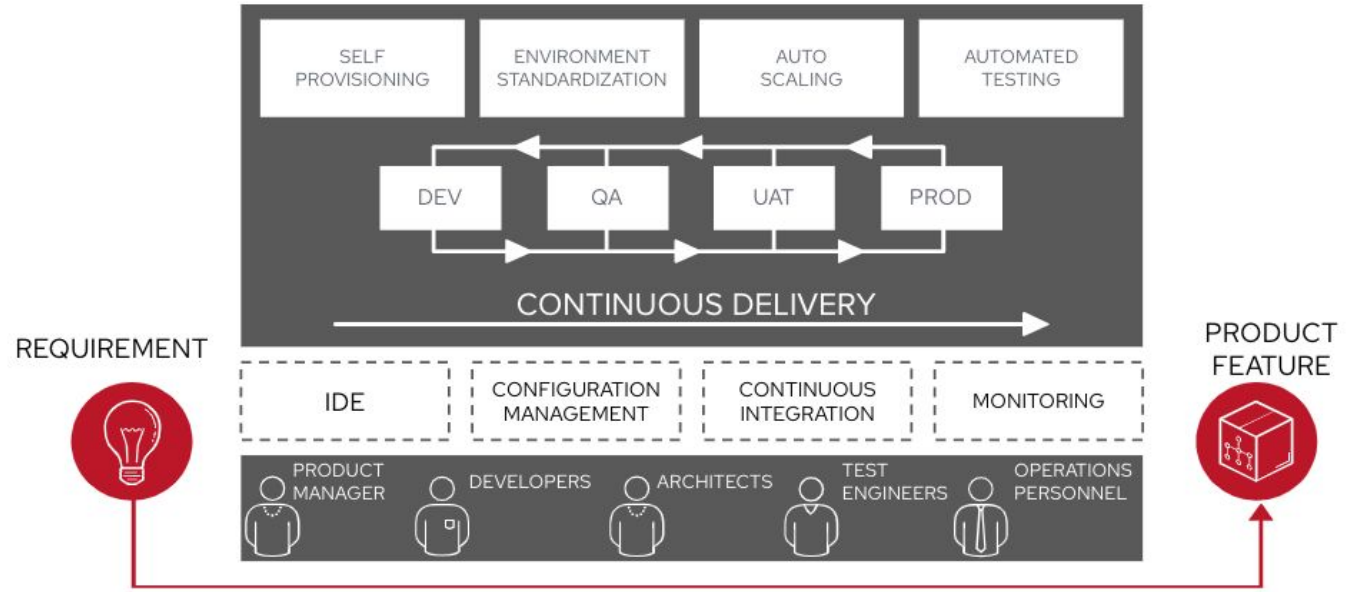

- Platform team work with Adoption Core Team and candidate App team to develop new significant feature in sandbox environment

  Demonstrable & Testable

- Feature is developed with operational considerations into a supportable service

  Candidate app team first to use this feature with a real-world example

- Onboarding process and guidance for use (for example reference arch, best practices, etc) developed with more application teams, but small scale.

- Published onboarding process promoted, and service is made available to all application teams (if needed).
  Techniques to market service vary from announcements to hackathons

Minimal Viable Product → Minimal Viable Release → Onboarding & Reference → Marketing & Promotion

The amount of self-service functionality available on the platform is a key measure of platform maturity

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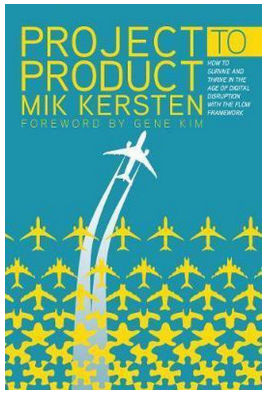

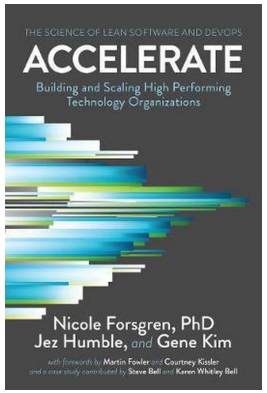

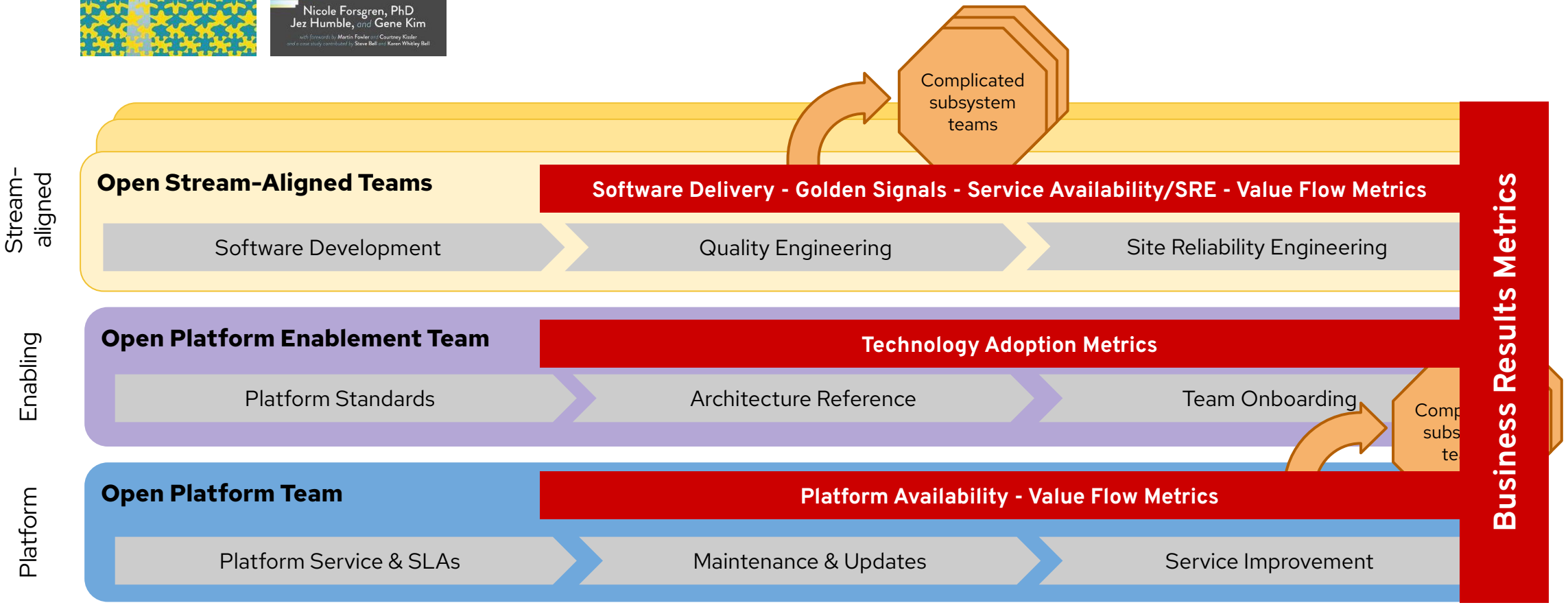

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```
OpenOrganization.java — Sources
OpenOrganization.java
NavigatingThe > OpenOrganization.java
```

```
try
{
    Assert(OrgCapabilityPresent.Transparancy);
    Assert(OrgCapabilityPresent.Inclusivity);
    Assert(OrgCapabilityPresent.Collaboration);
    Assert(OrgCapabilityPresent.Community);
    Assert(OrgCapabilityPresent.Adaptability);
}
catch (OrgCapabilityPresent)
{
    #region YourOrganization
    while (true)
    {
        character.Eyes.ForEach(eye =>
        eye.Open().Orient(Direction.YourselfAndOthers).See()
        );

        if (self.DesireToBeTransparant = true &&
            self.DesireToBeInclusive = true &&
            self.DesireToCollaborate = true &&
            self.DesireToWorkAsCommunities = true &&
            self.DesireToBeAdaptable = true)
        {
            if (self.BeWhoYouWantToBe == Interessant.GO &&
                self.GreatIdeasCanComeFromEverywhere == Interessant.Go &&
                self.OpenToOthersPerspectives == Interessant.Go &&
                self.ValueDifferences == Interessant.Go &&
                self.CelebrateSuccessTogether == Interessant.Go)
            {
                switch (AllowedToBeYourself)
                {
                    case self.RaiseTheBar:
                    case self.DareToInnovate:
                    case self.GoForQualityEveryDay:
                    default:
                        self.SoundsLikeYouAppreciateTheOpenOrg = true;
                        self.Congratulations = true;
                        Please.ReachOutToLearnMore();
                    break;
                }
            }
        }
    }
    #endregion
}
```

```
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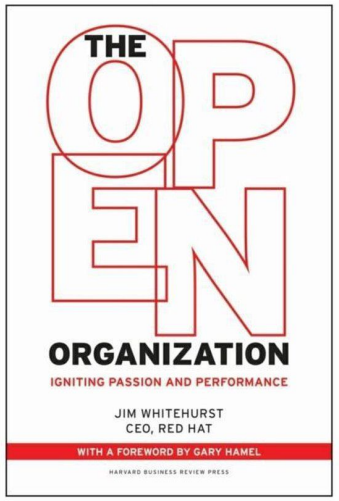

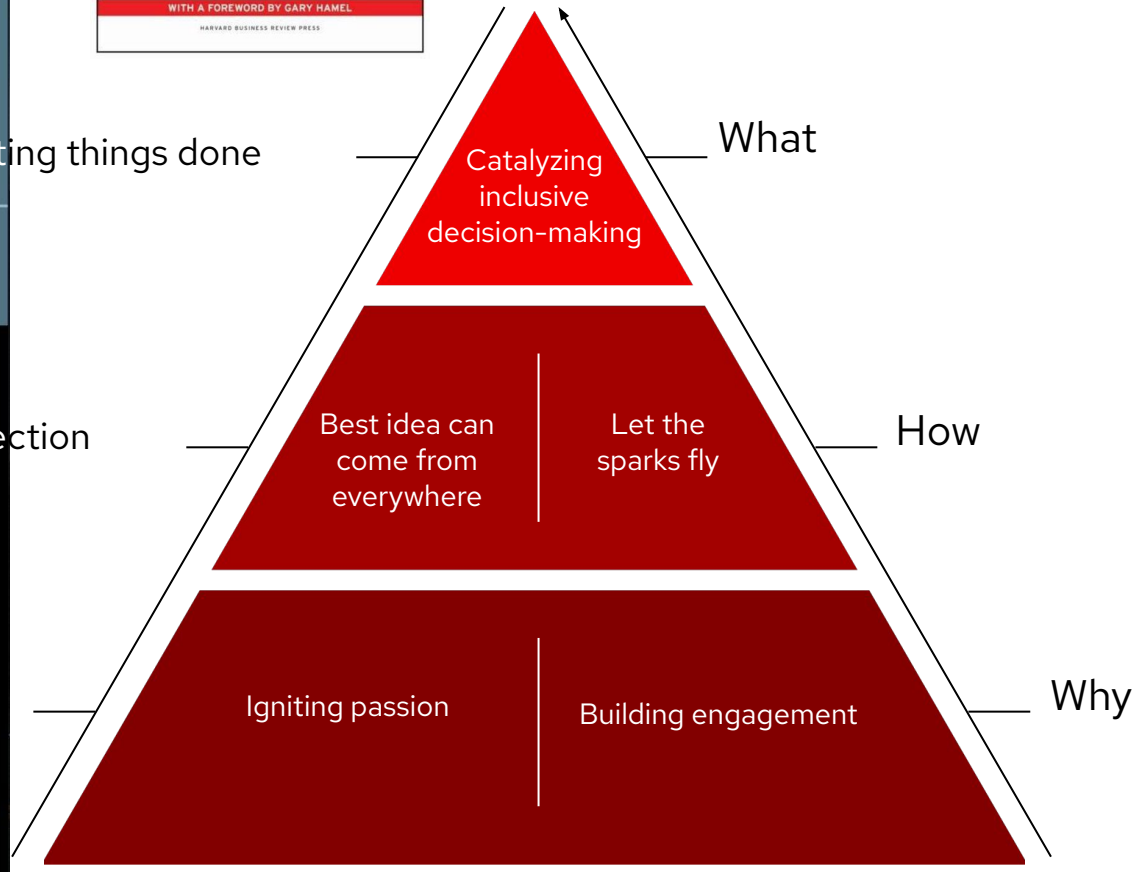

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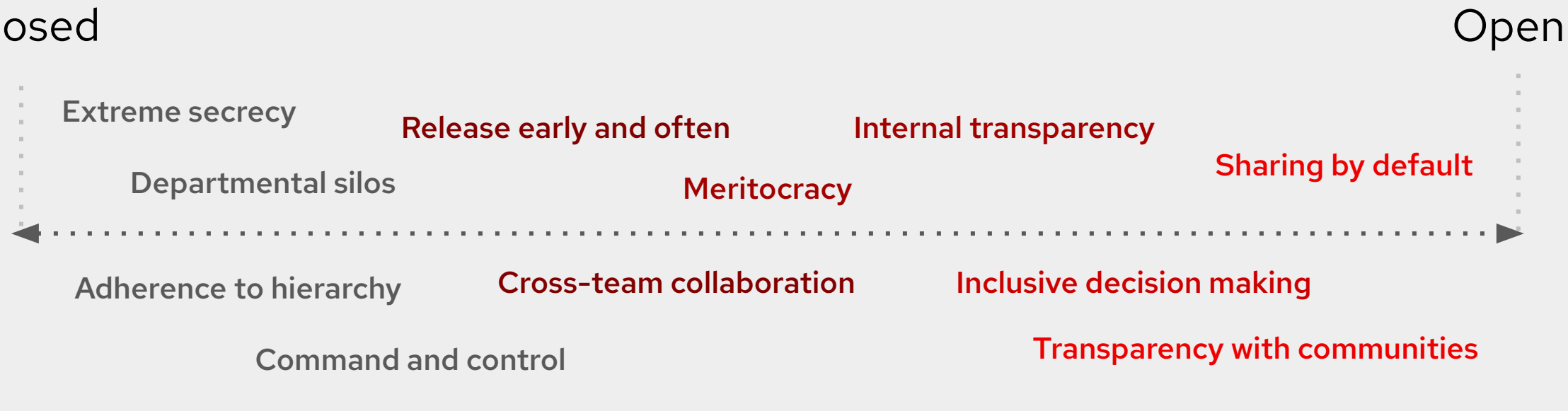
A continuum



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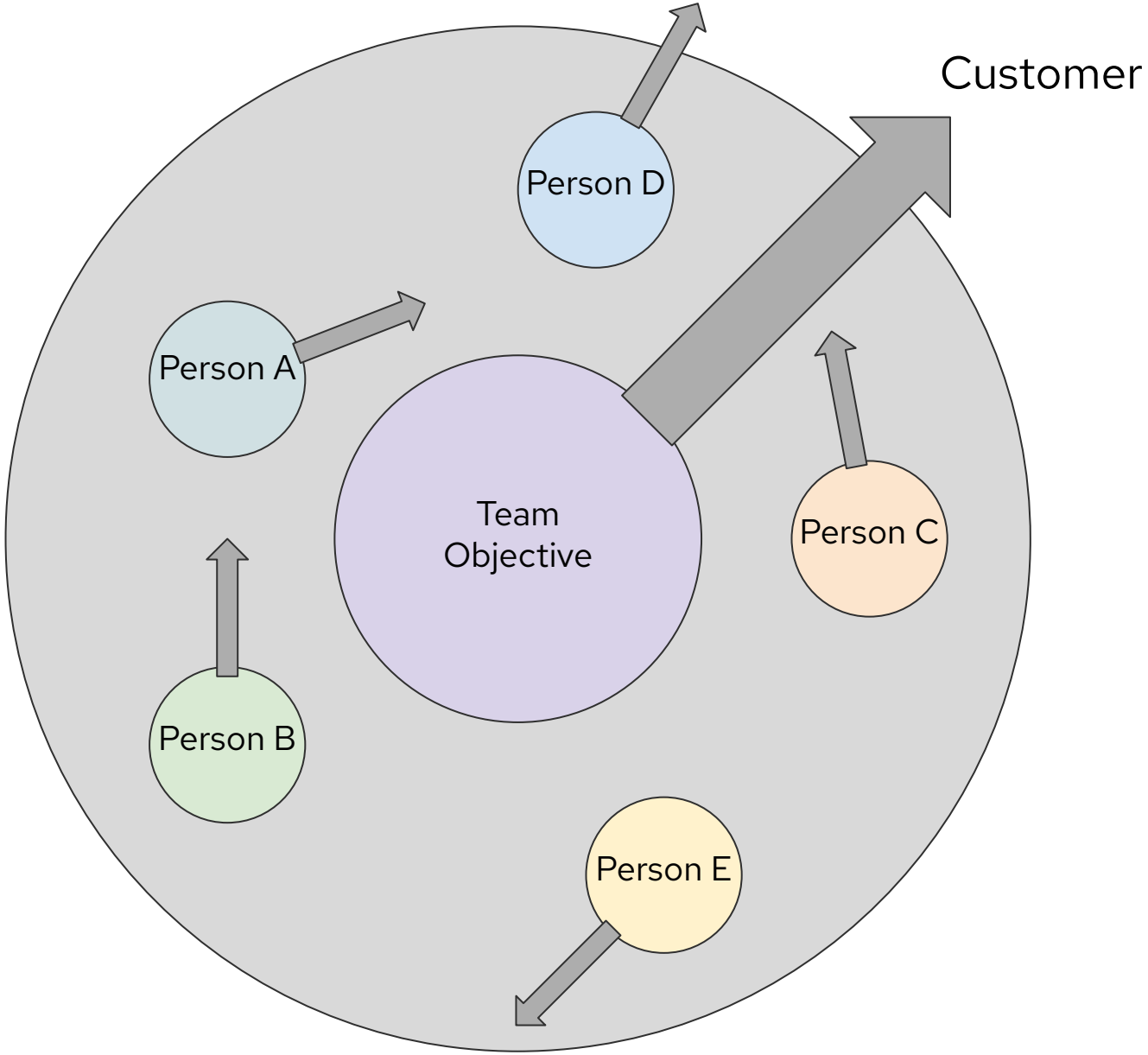

Understanding the aspirations, goals, concerns and measurable objectives of all your team members enables you to form long lasting relationships, harmonize and collaborate on joint objectives dedicated to customer success.

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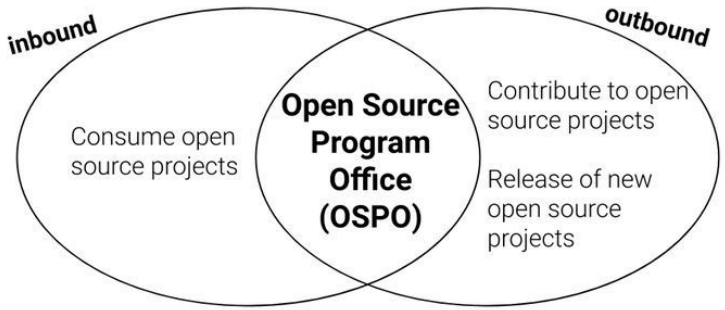
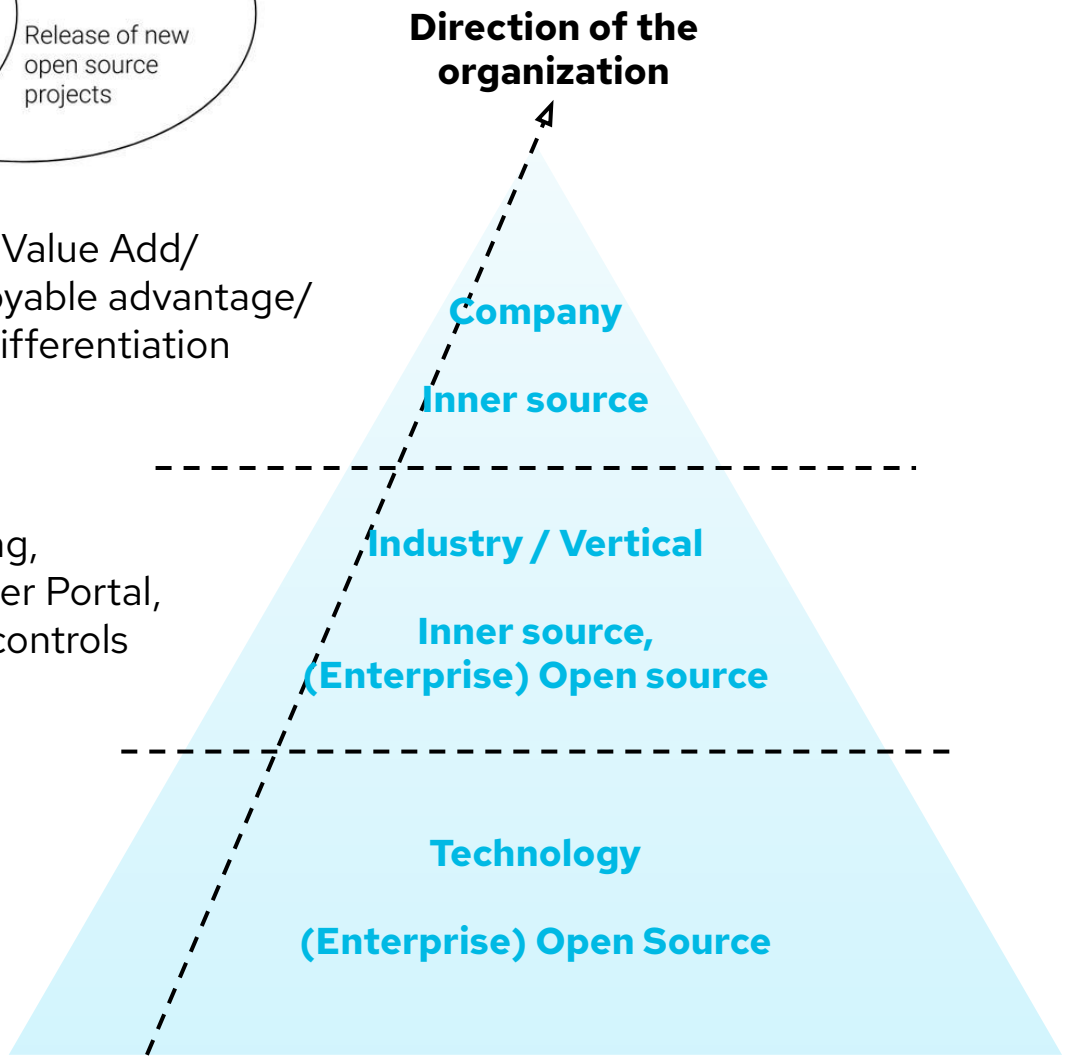


Adopt Open Source Principles / Way of Working

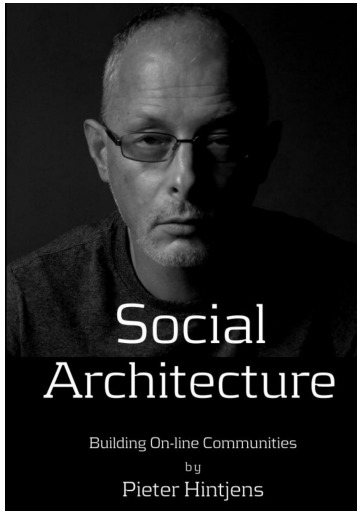
Value Add/
Uncopyable advantage/
Differentiation

KYC, Core-Banking,
(Open banking) Developer Portal,
Checks for regulatory controls

Co-Development



Talent attraction/retention



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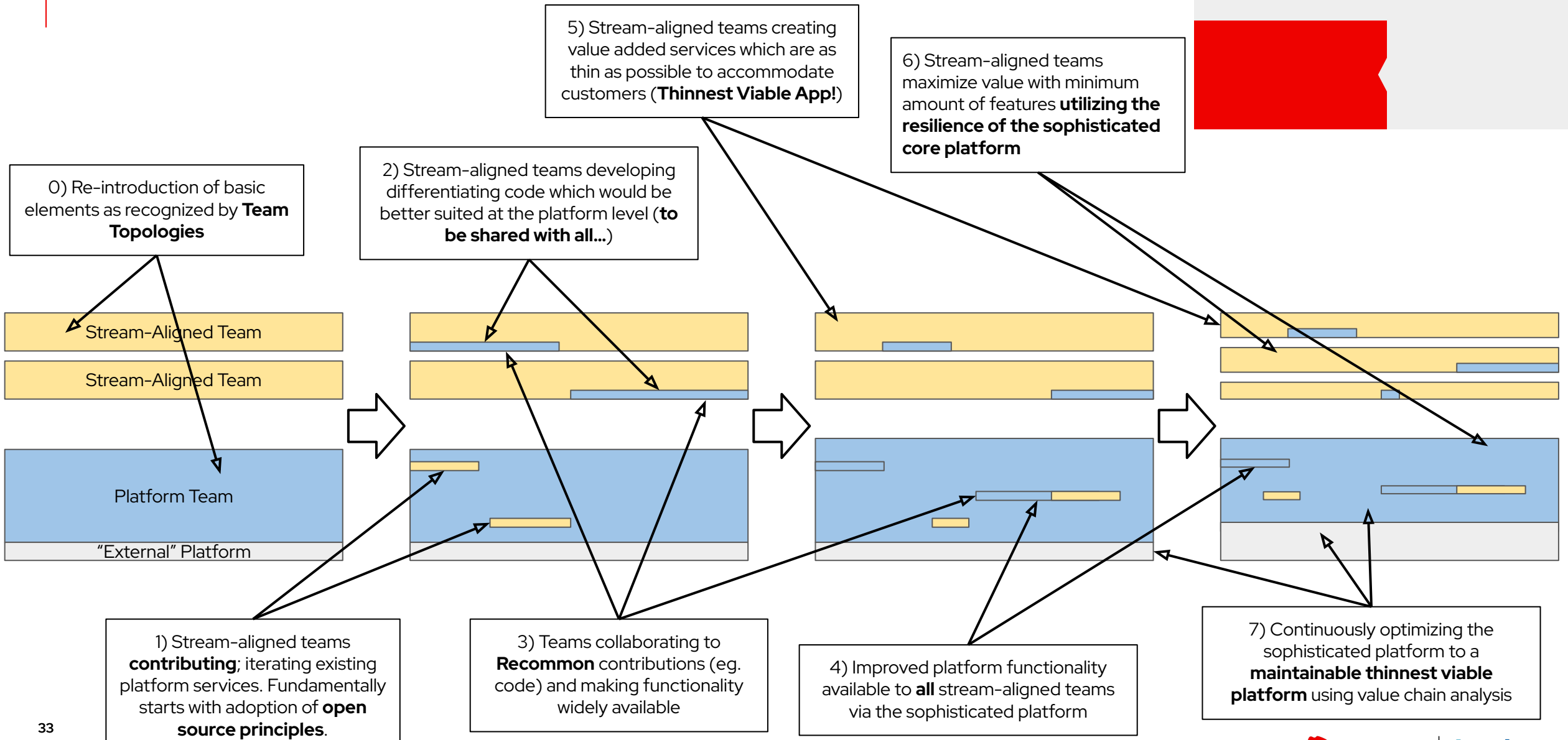

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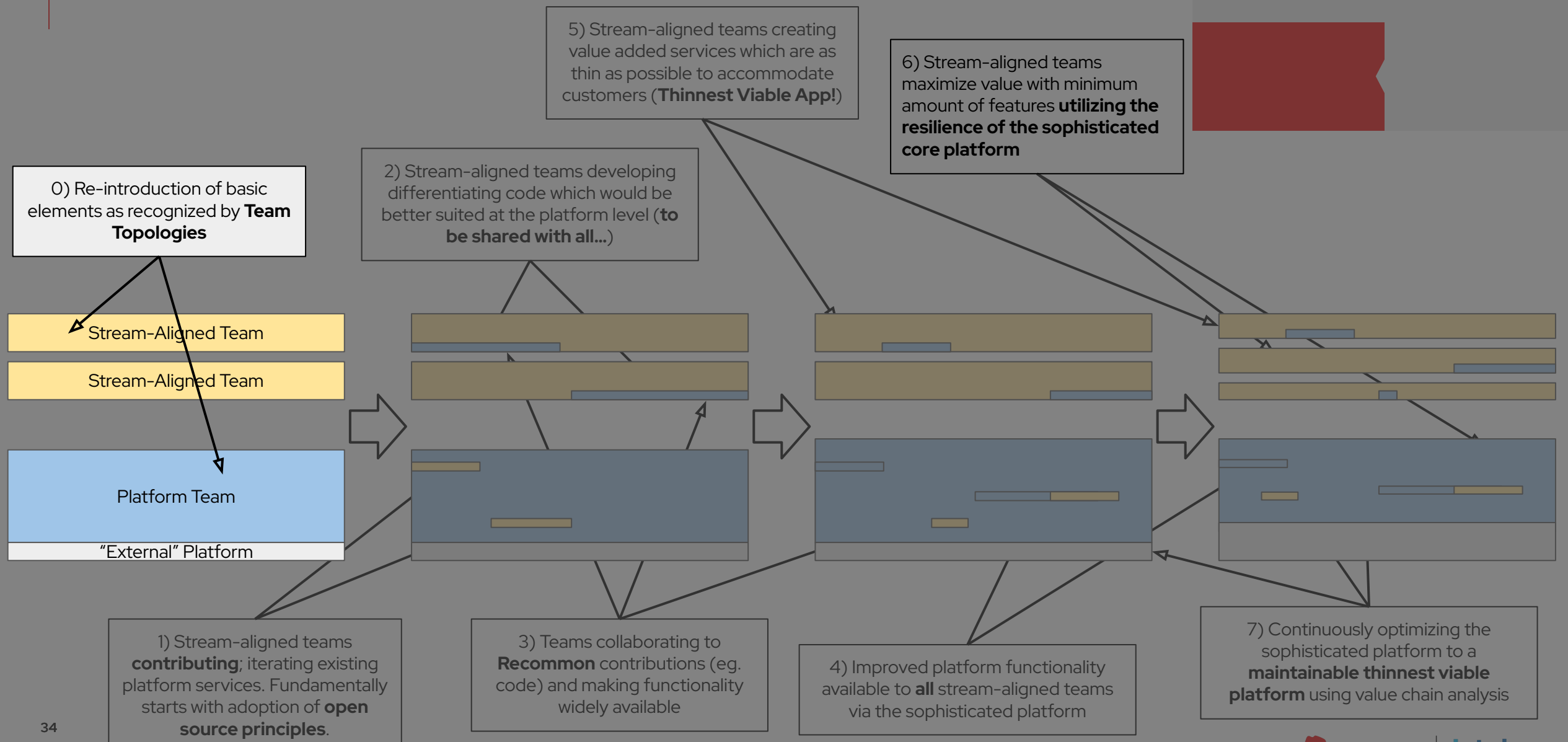

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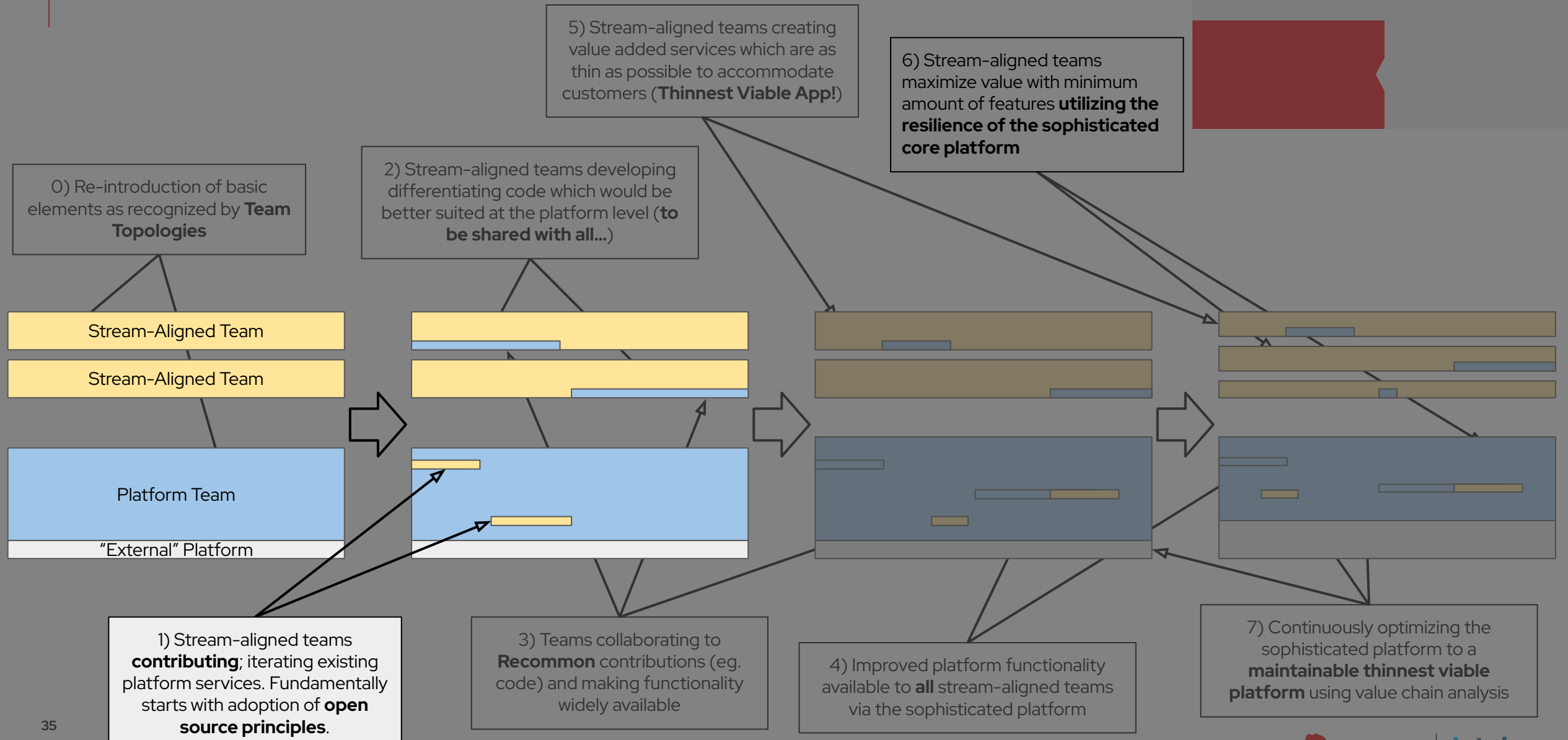

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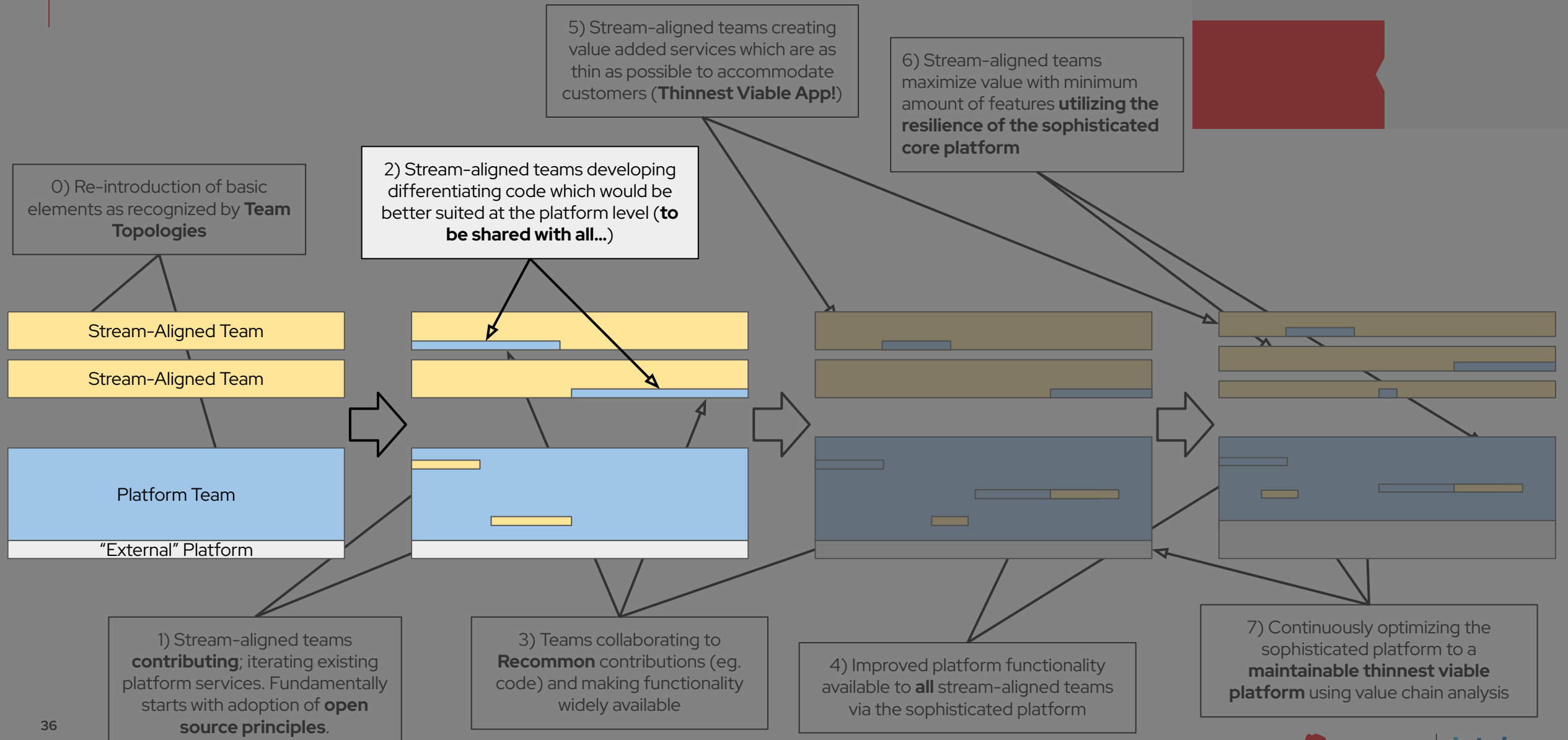

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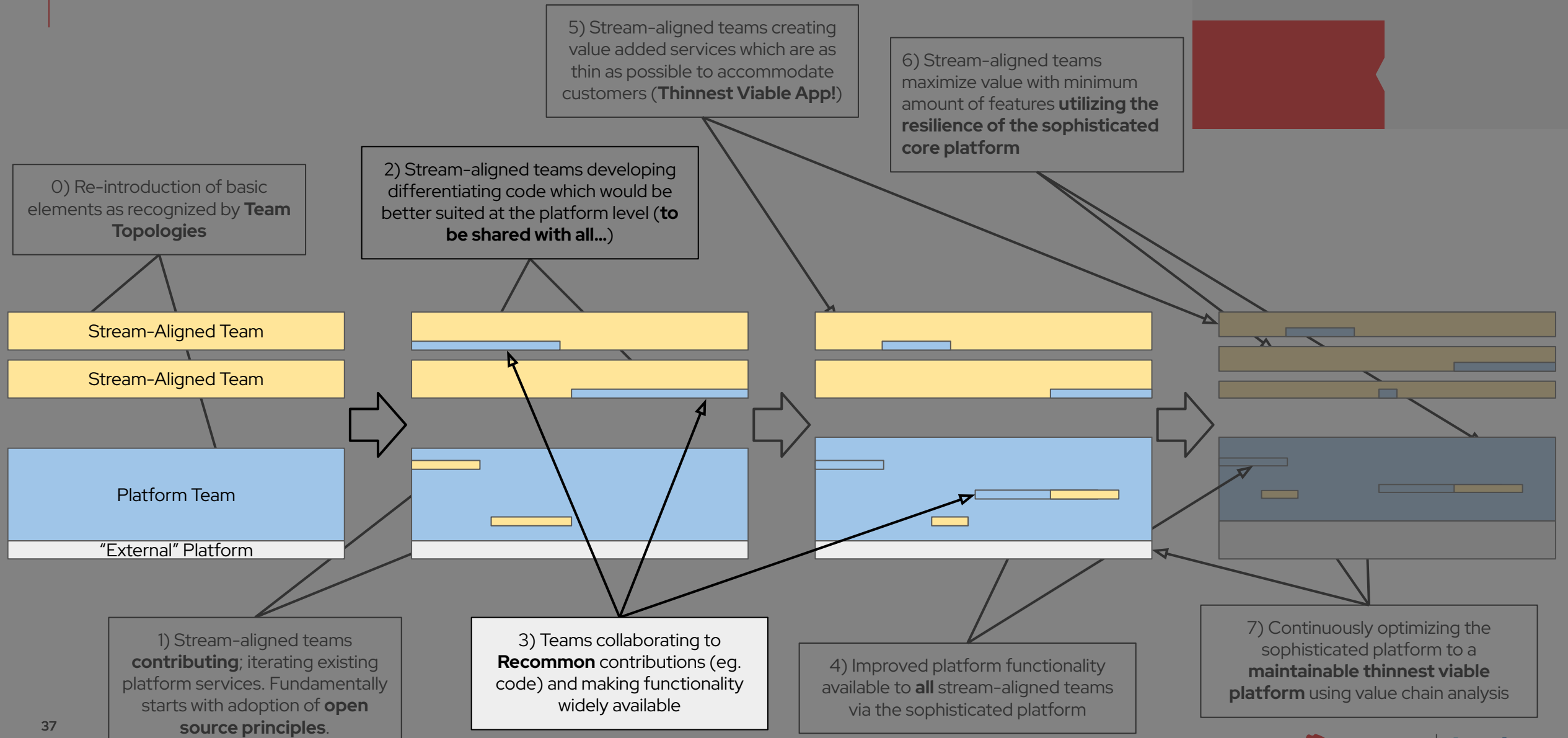

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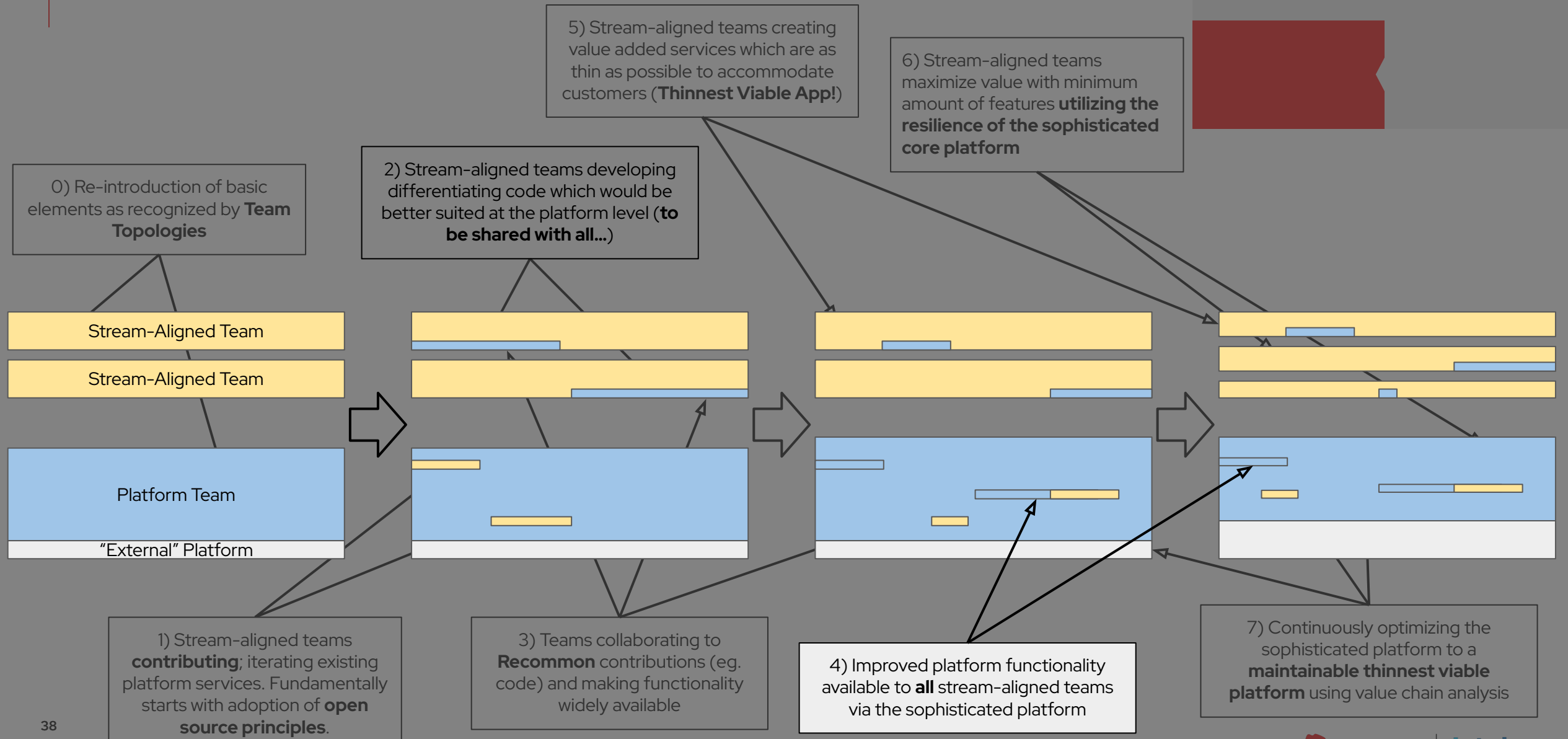

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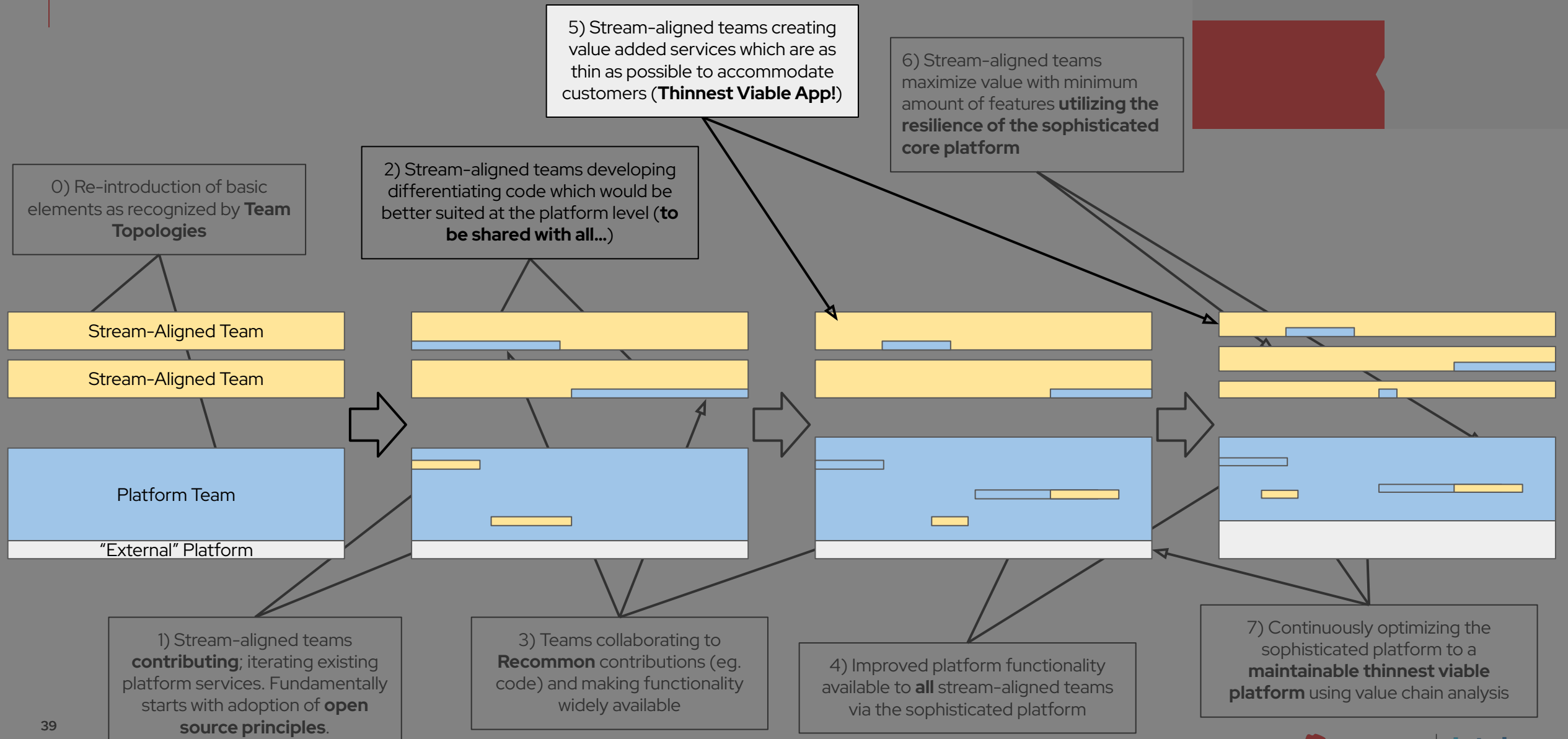

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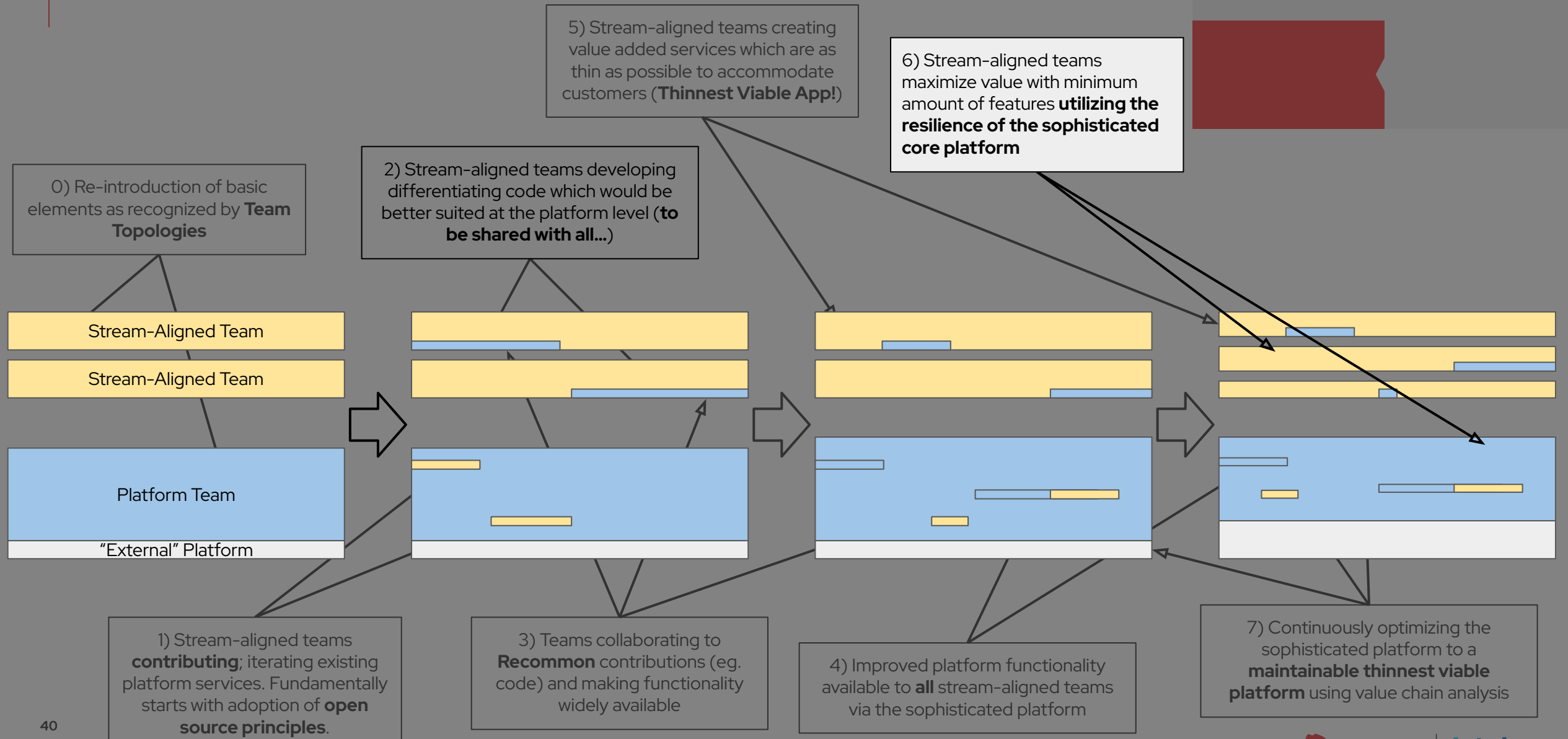

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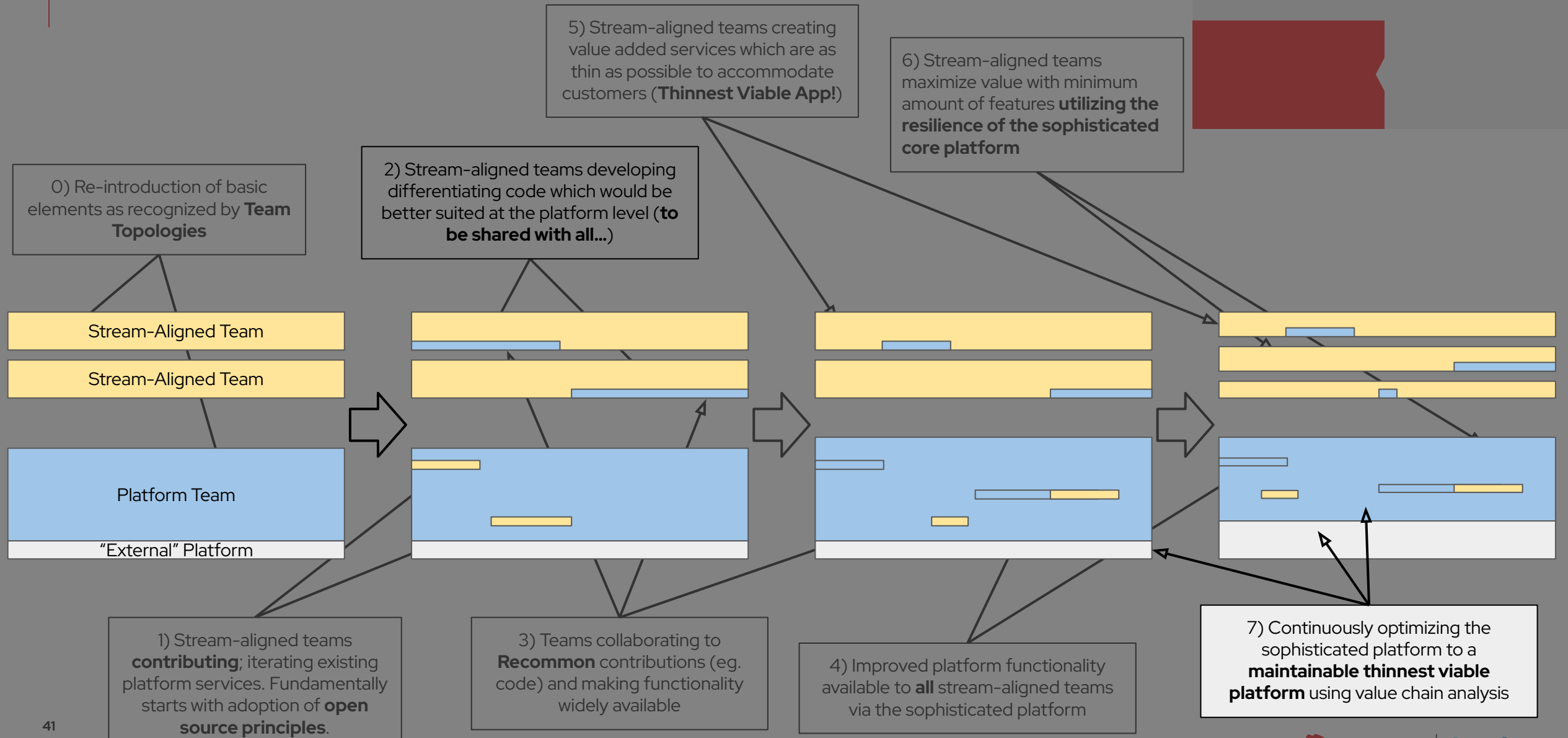

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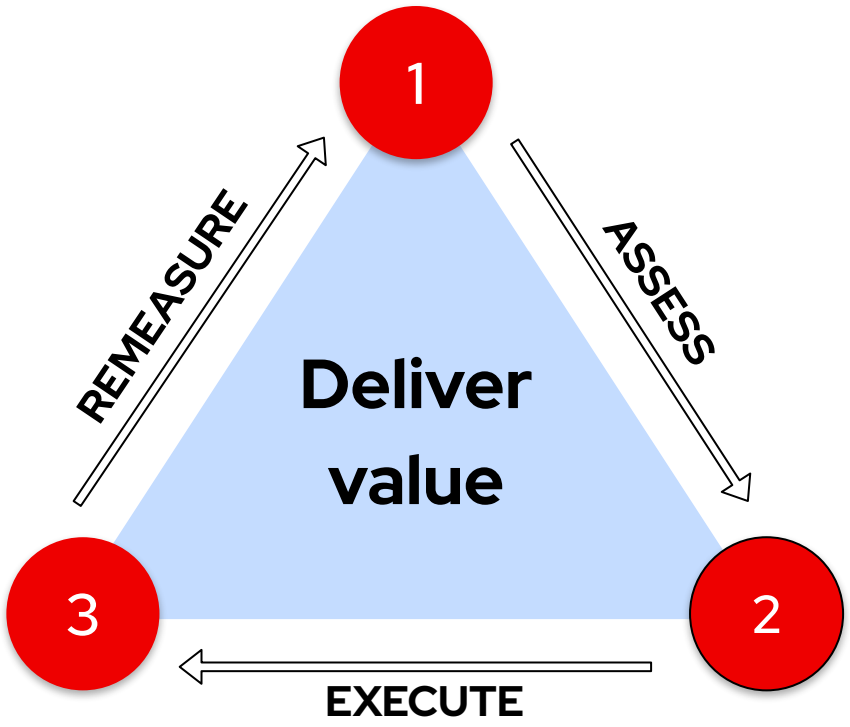
START HERE.

Collect baseline



OPEN PRACTICE LIBRARY

Open practices used:

0
- Social contract
- Metrics-based process mapping

1
- Target outcomes
- Stakeholder map

2
- Impact mapping
- Value slicing

3
- Continuous delivery
- Everything-as-code

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Leading Change

Developer Experience

Open Organization

Platform as a Product

Create the conditions
that make
transformation possible...

...create conditions
that make
transformation **inevitable**

Red Hat Summit

Connect

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