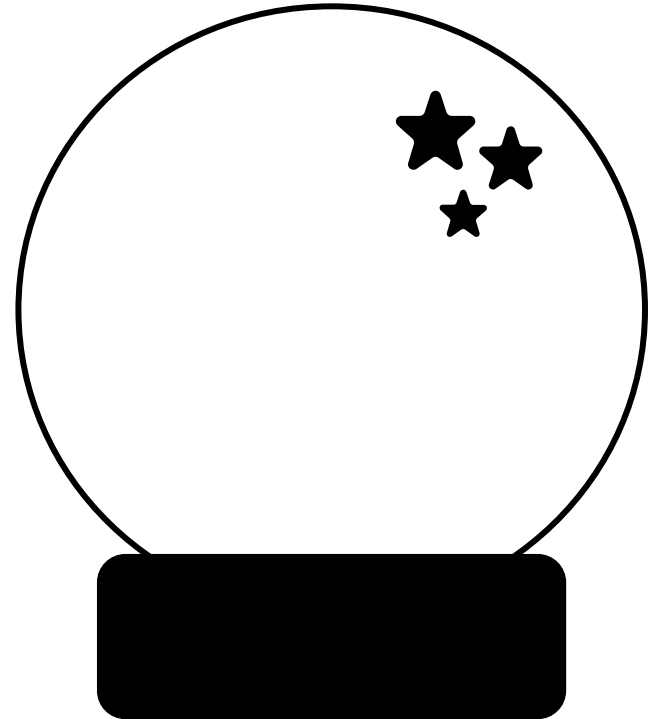


# DevSecOps, Unleashed!

## Leading Teams Through Transformation

Jill Ronk, Goran Micanovic  
Thrivent



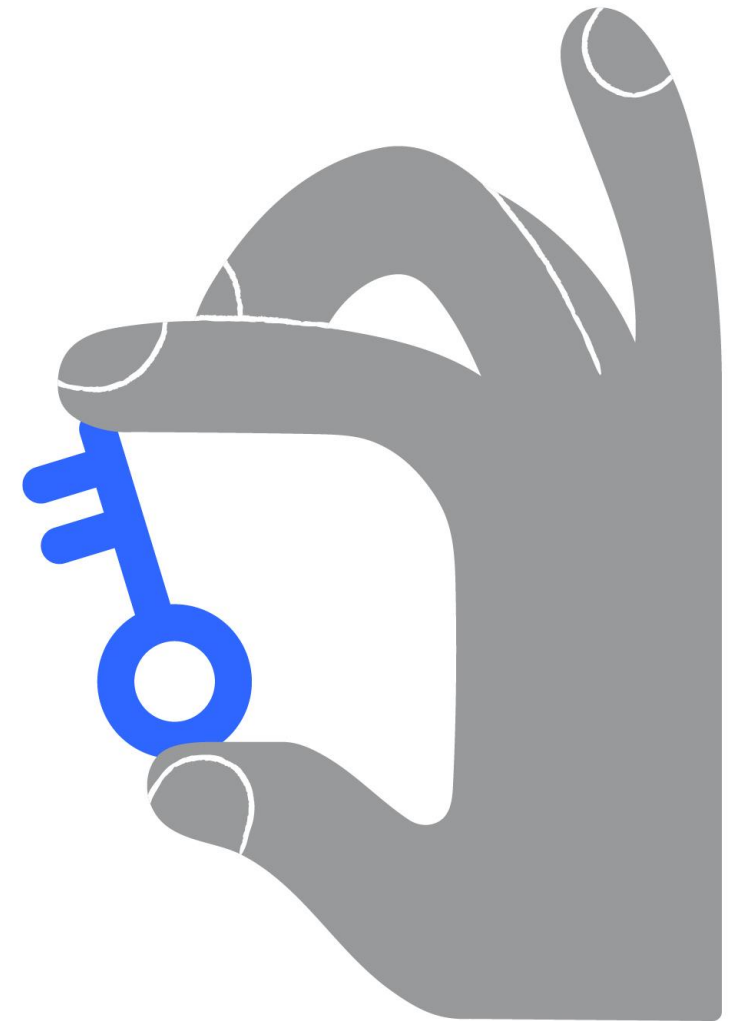


# Who we are



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

**ETHISPHERE®  
WORLD'S MOST  
ETHICAL  
COMPANIES®  
2012 - 2022**

**Serving 2.3  
million clients\***

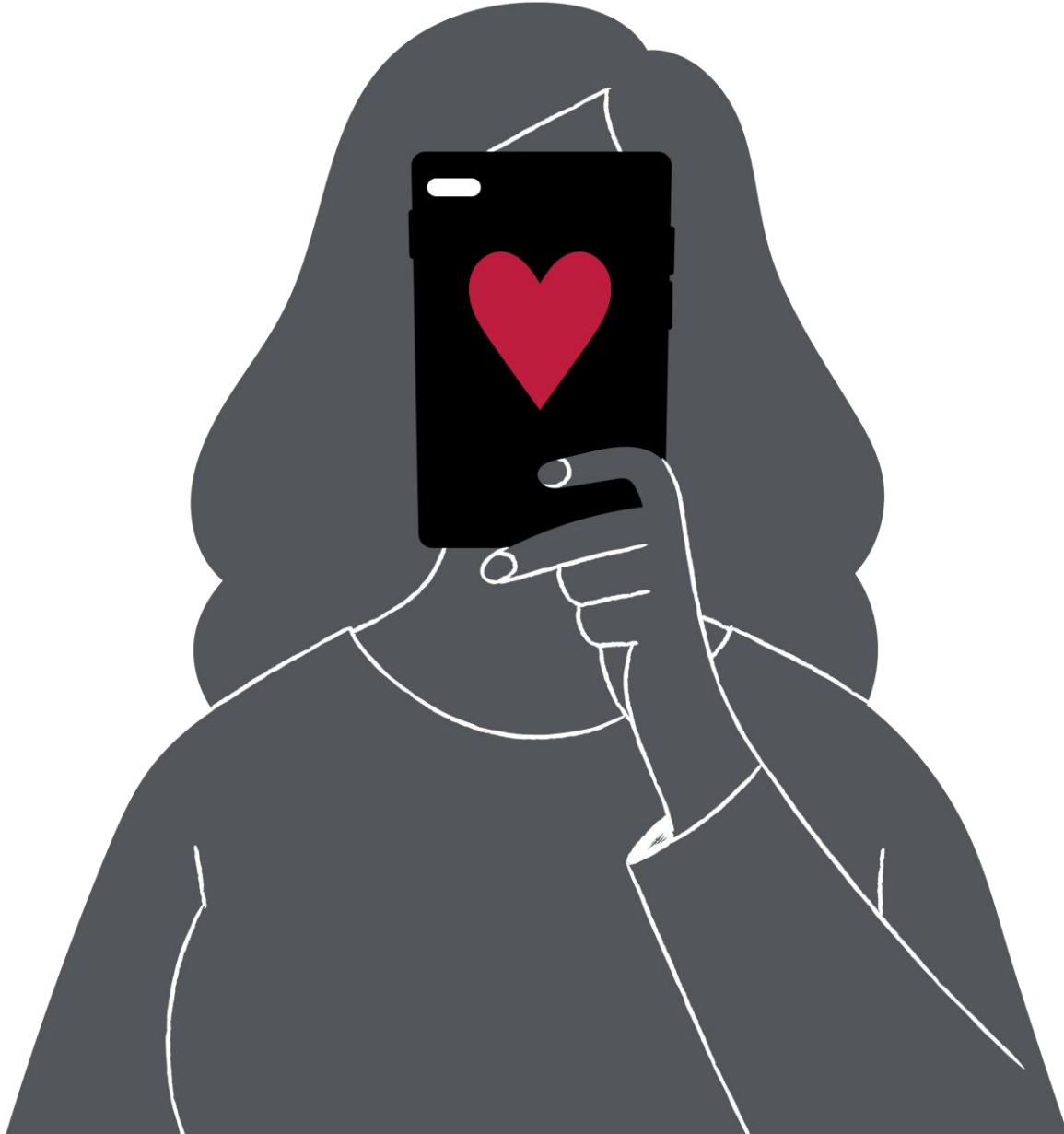
**\$189 billion  
assets under  
management/  
advisement\***

\*As of Dec. 31, 2021.

Ratings are based on Thrivent's financial strength and claims-paying ability but do not apply to investment product performance.

"World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC. For details, visit [ethisphere.com](https://ethisphere.com).

# 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)!

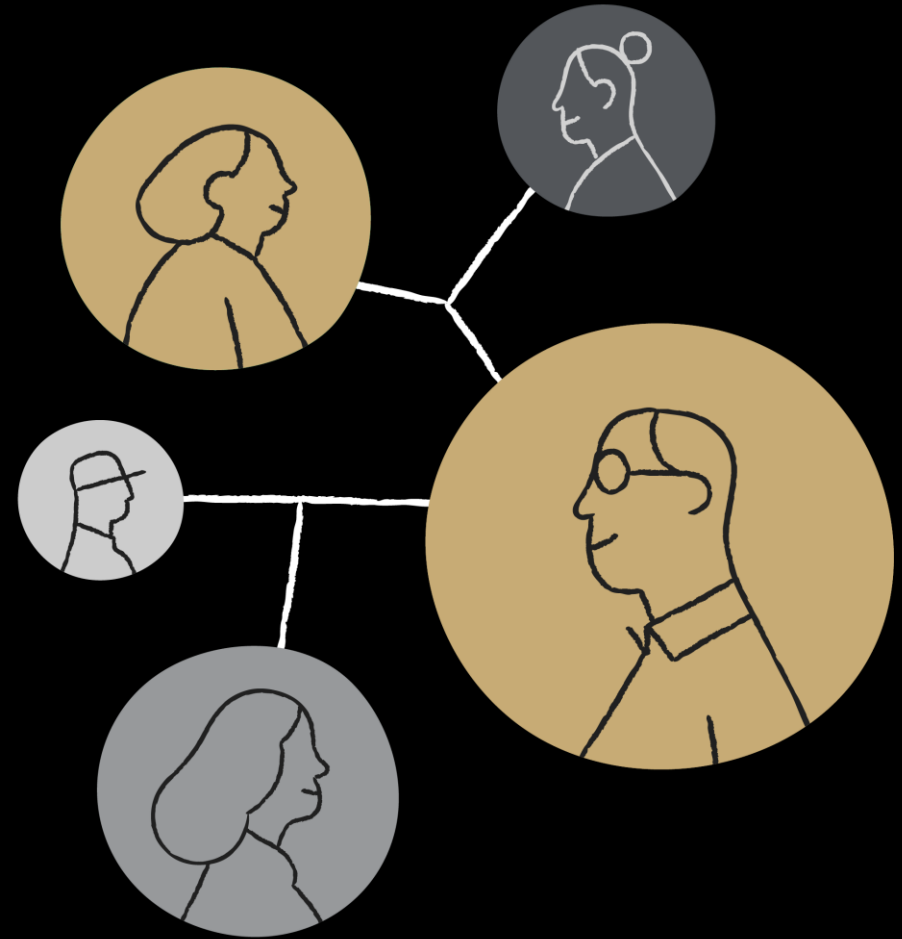
## DevSecOps

- 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



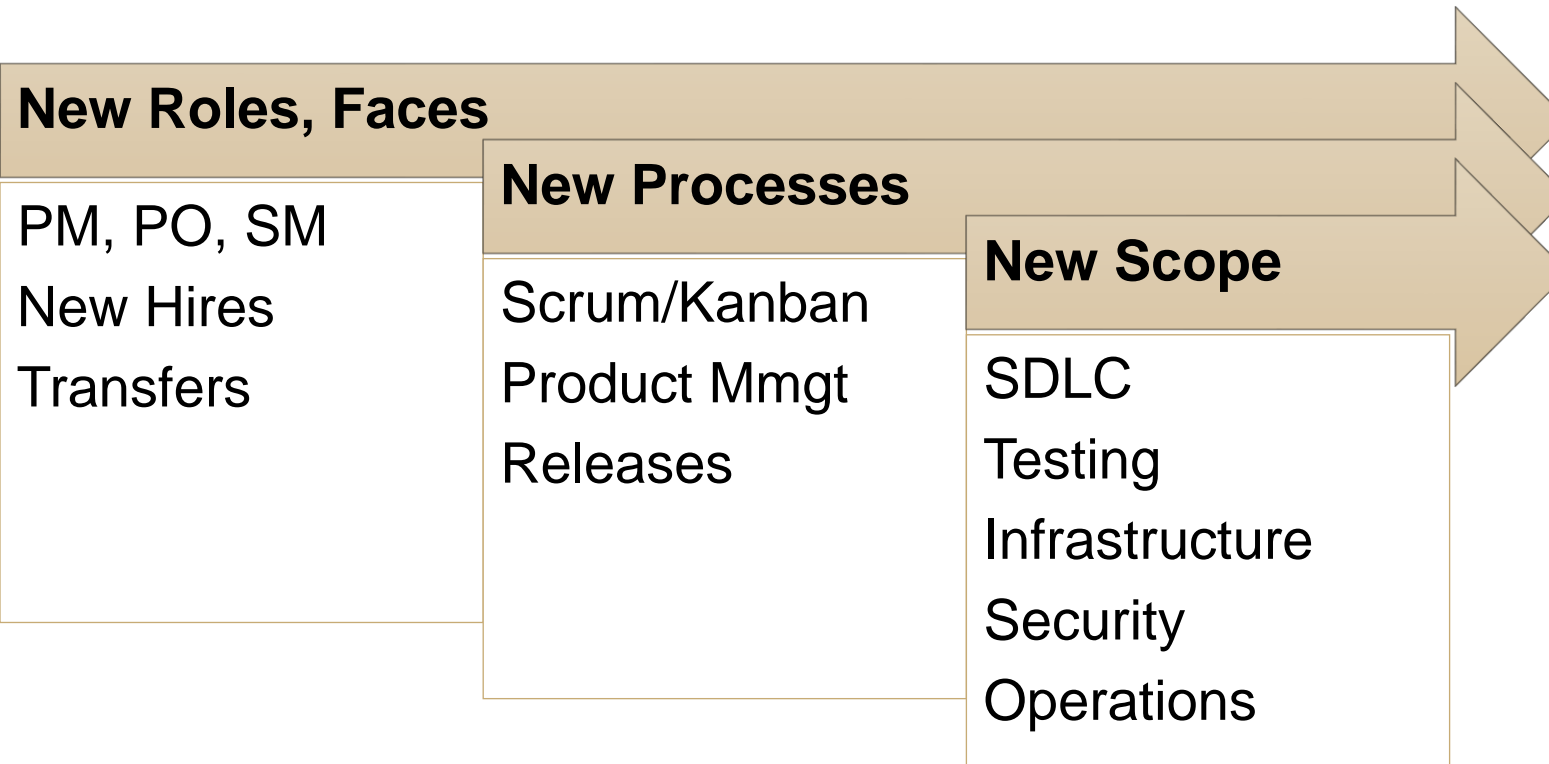
Imminent  
Chaos



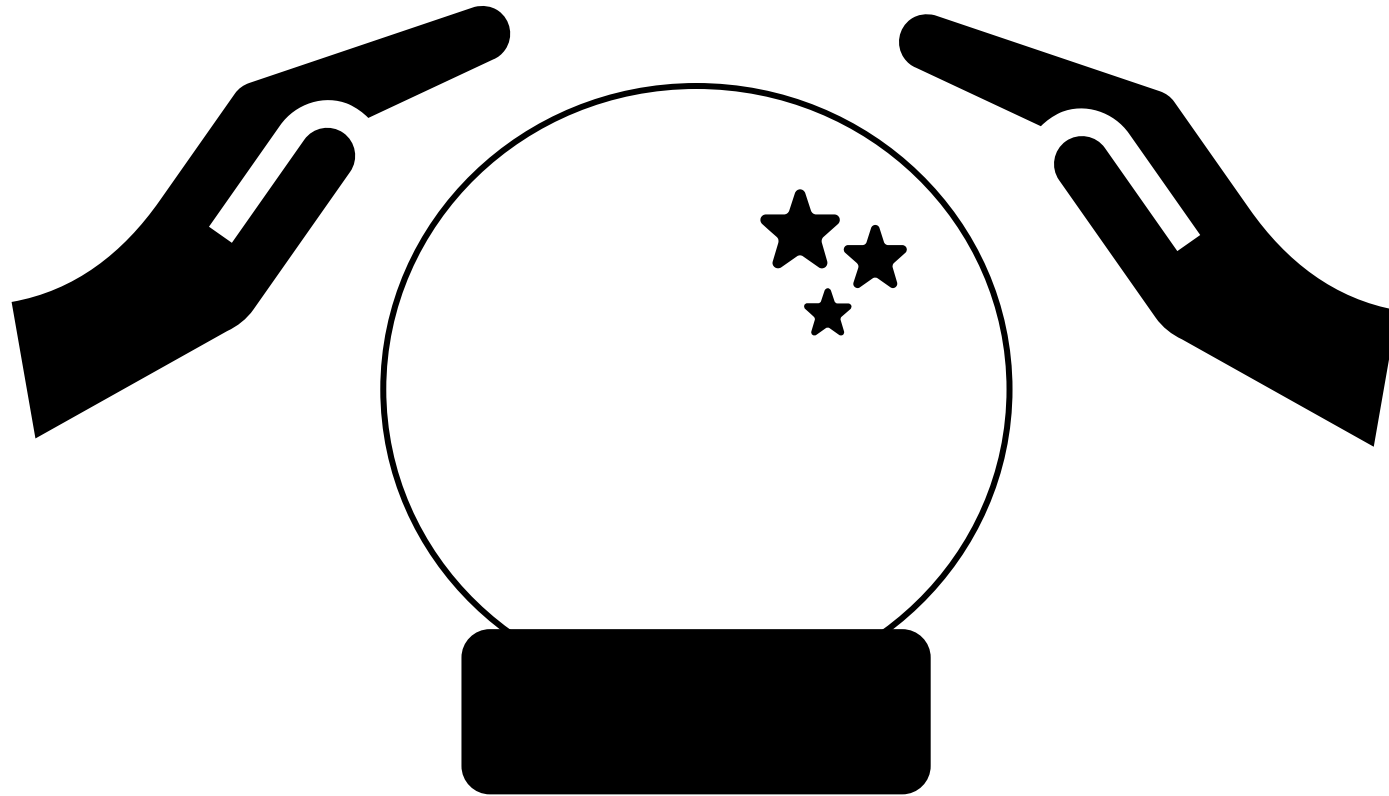
# The Feelings – Impact to You



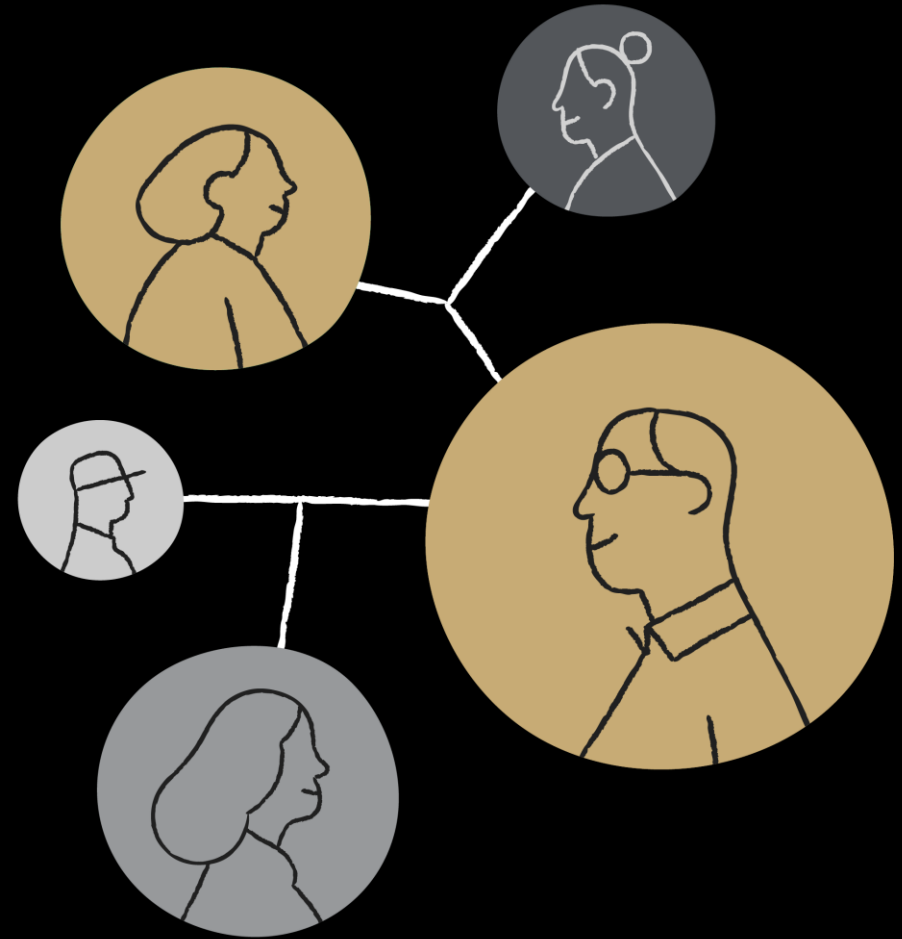
# The Facts



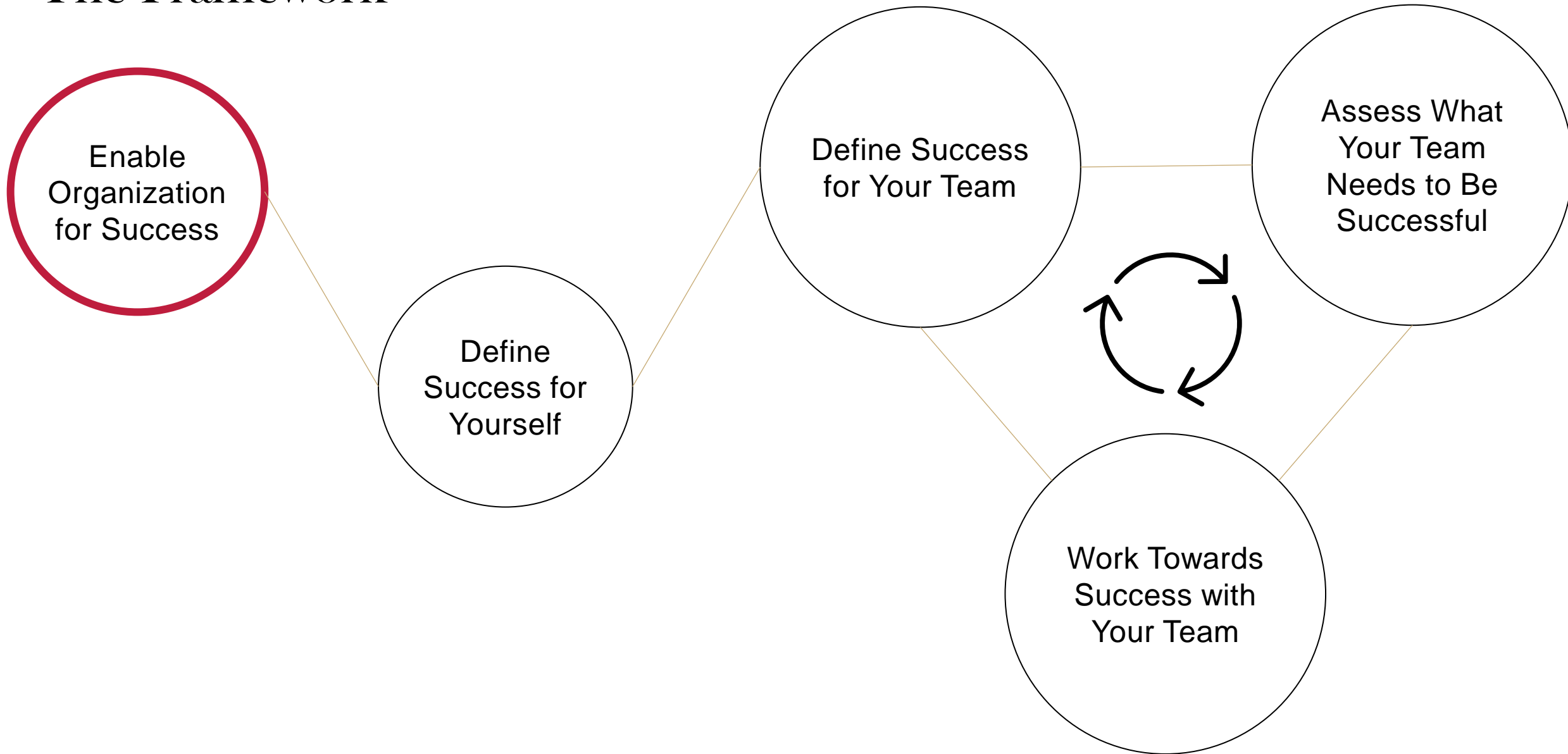
# The Future



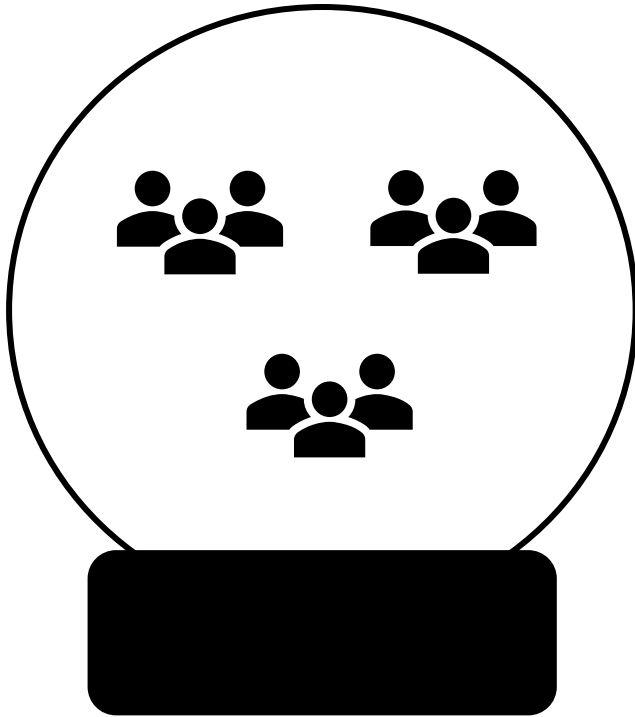
# The Framework



# The Framework

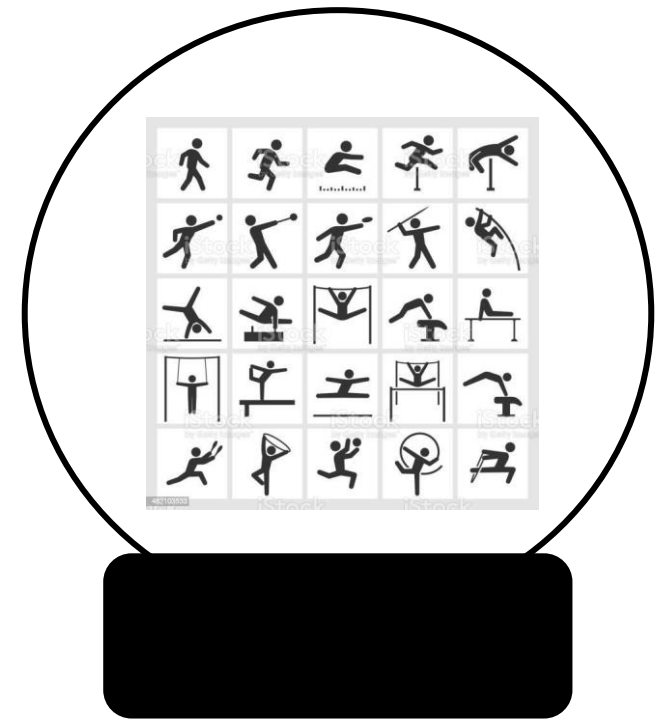
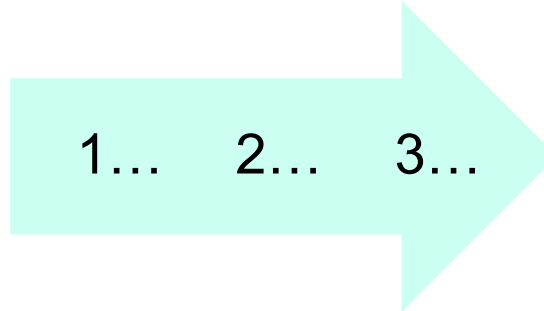
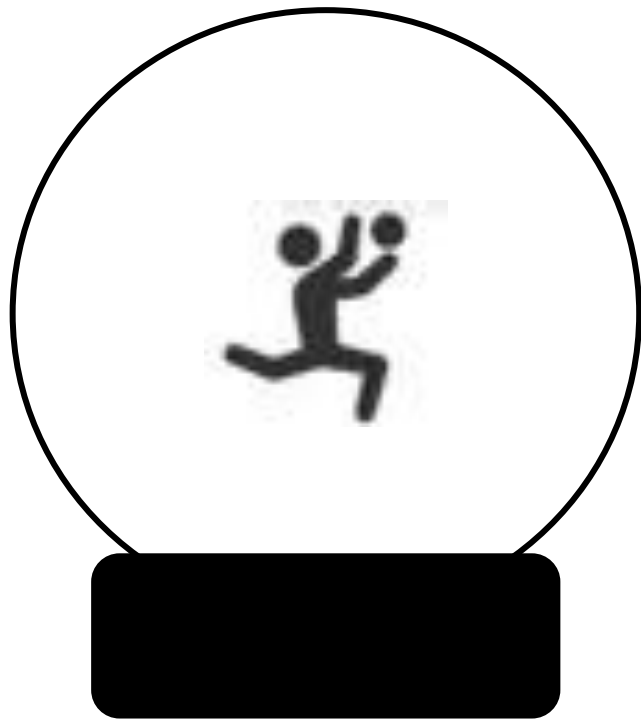


# Coaching for Success



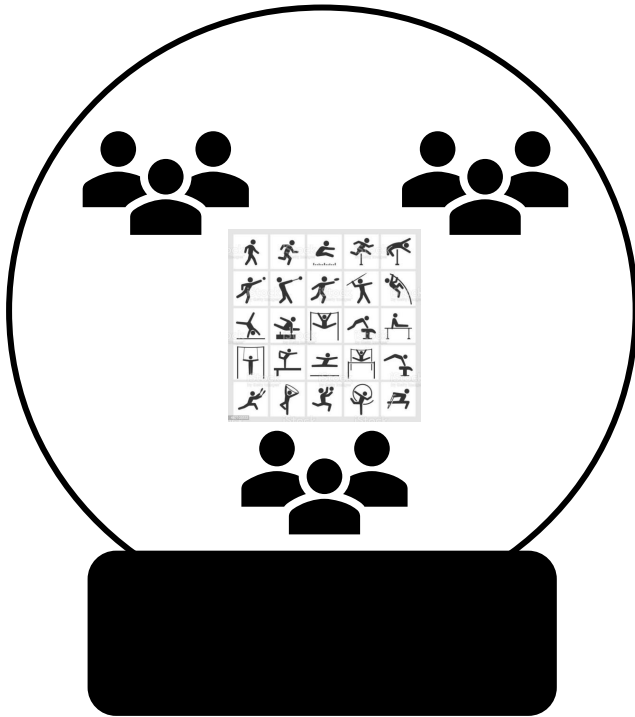
Coaching will help get your teams familiar with the concepts.

# 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**

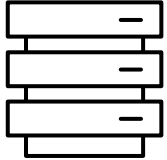


# Enable Organization for Success, Part 2



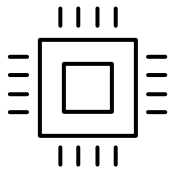
## DevSecOps Automation that Scales

# 3 key DevSecOps needs for every development team



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

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

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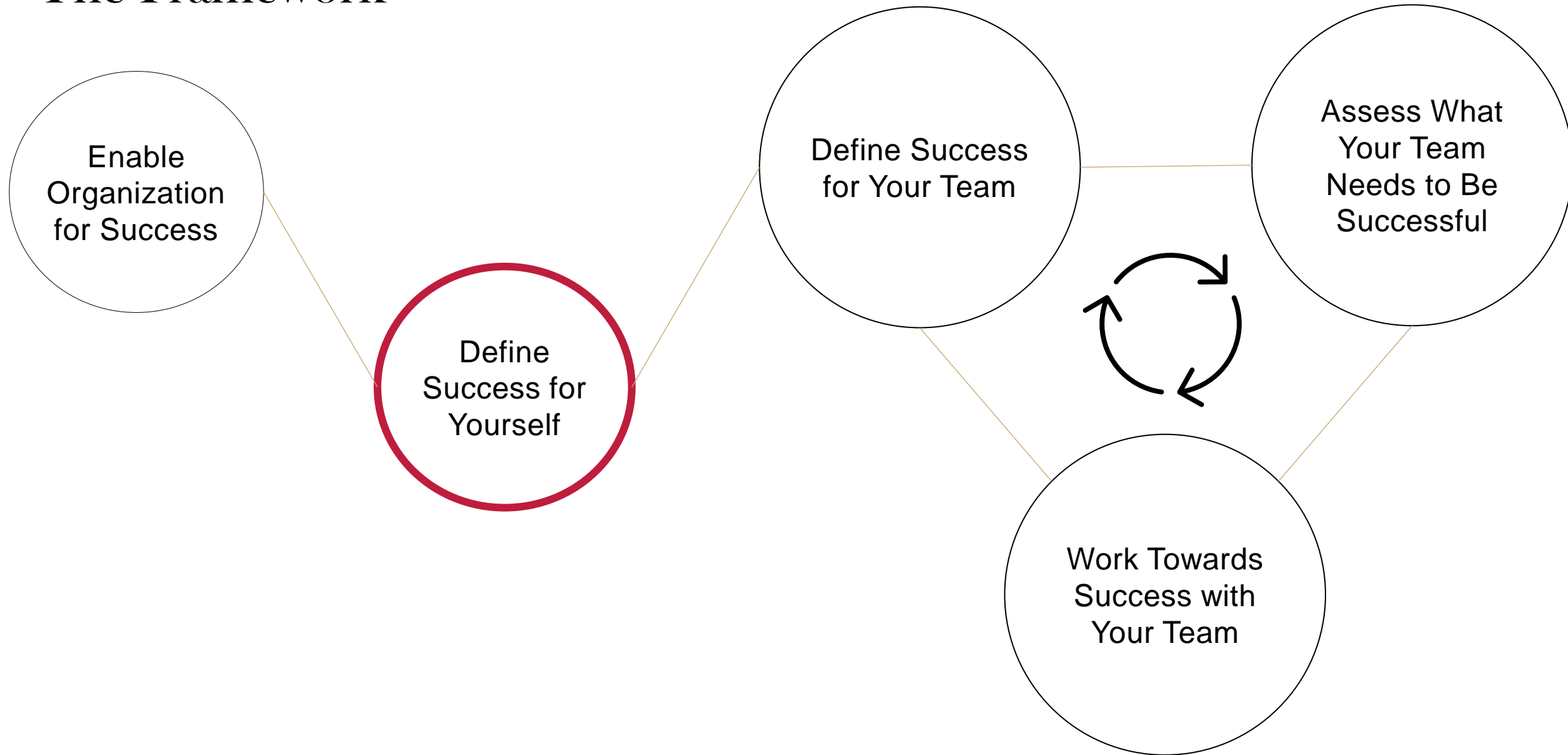


**Optimizing and Monitoring Performance:** Troubleshoot production application problems

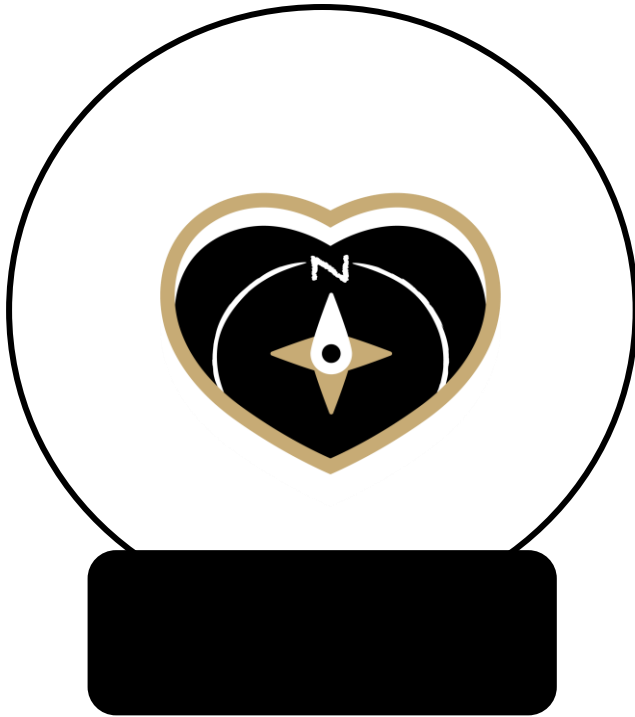
DevSecOps is about removing barriers. These essential functions can help developers take ownership of their apps.

Speed | Quality | Awareness

# The Framework

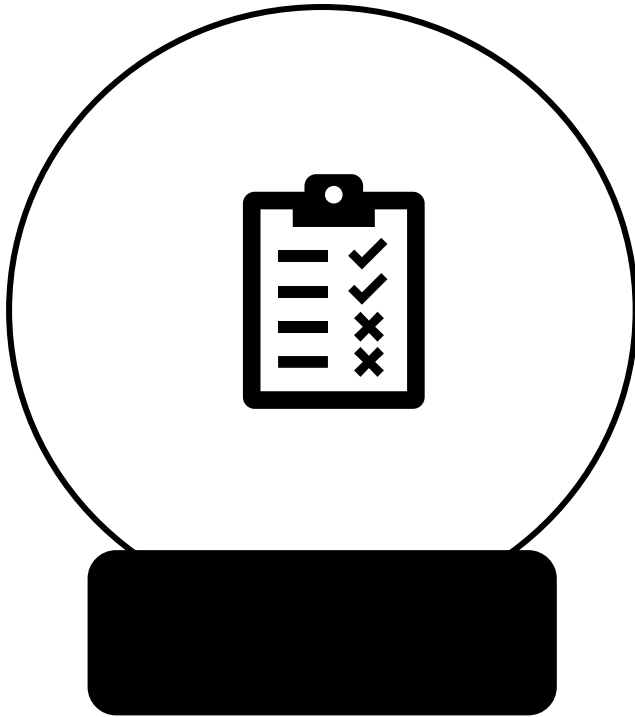


# Define Success for Yourself



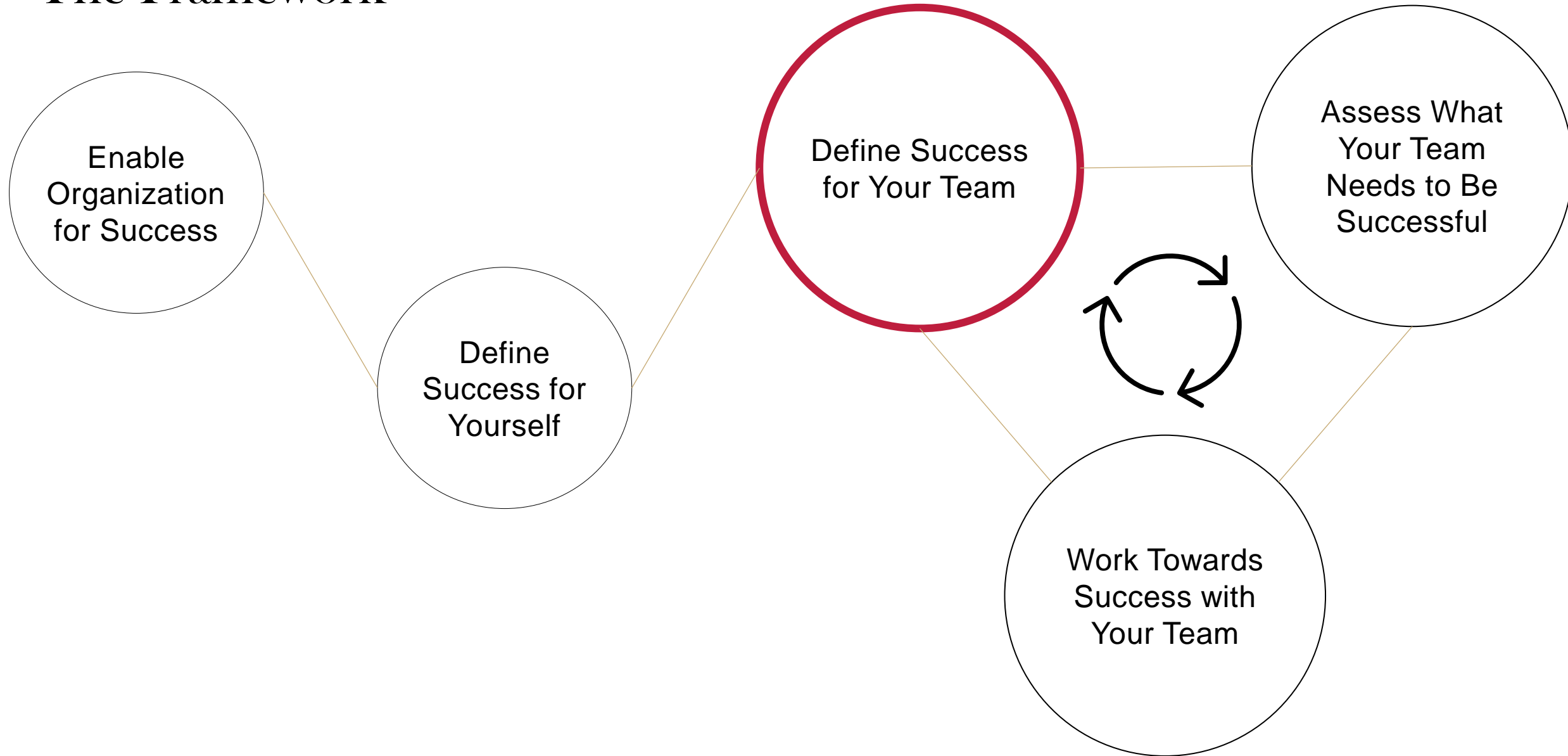
Team-level leaders are still accountable for their team's success.

# Define Success for Yourself

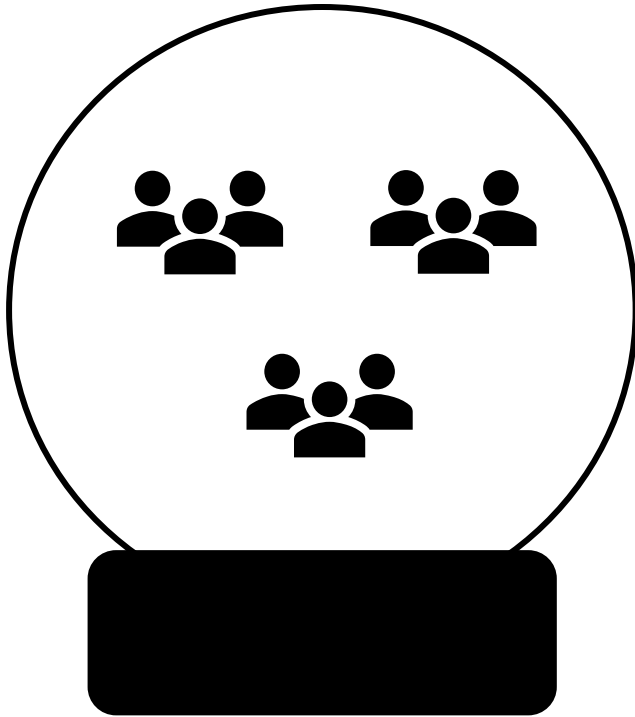


Team-level leaders may experience shifts in responsibility.

# The Framework

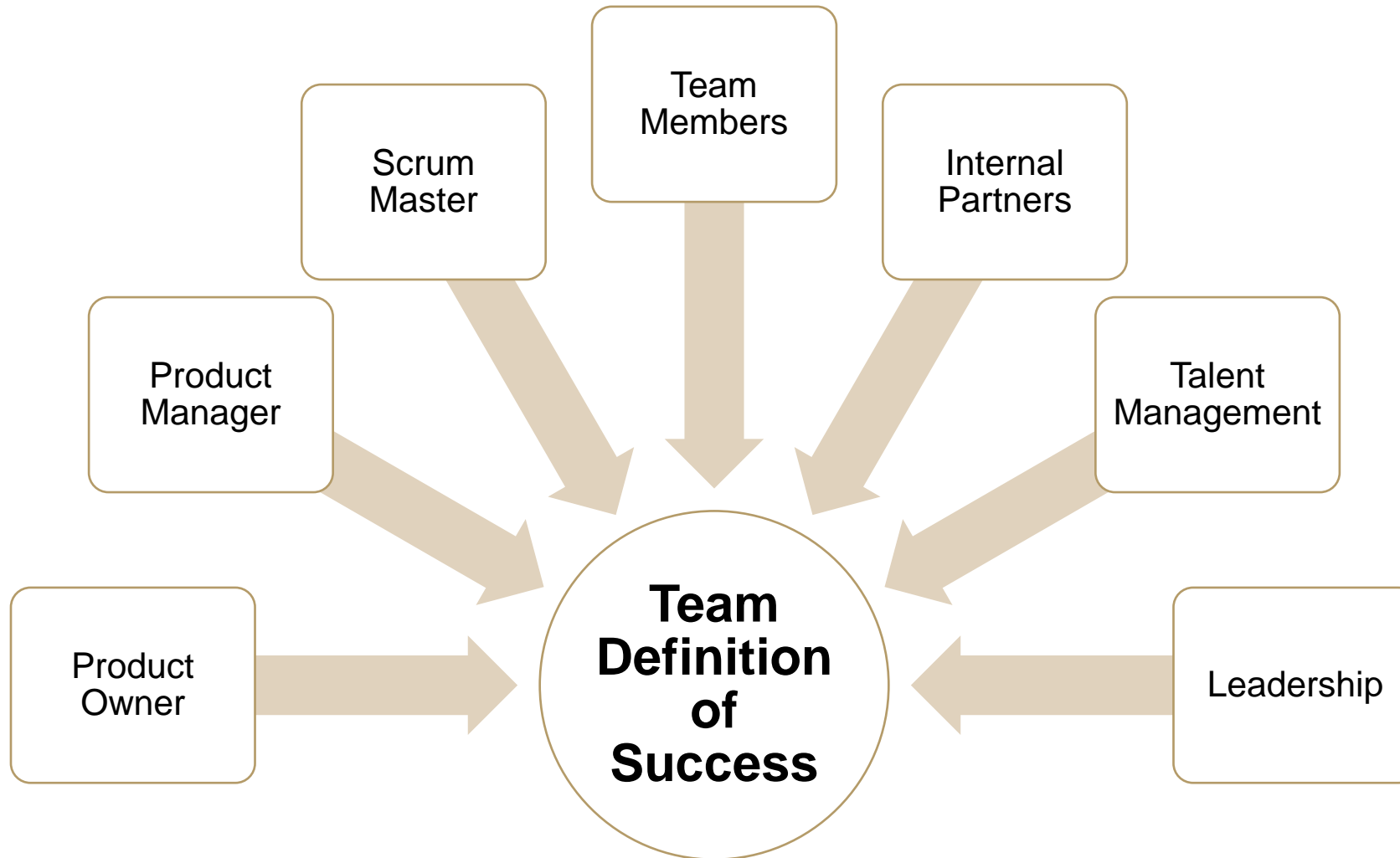


# Define Success for Your Team



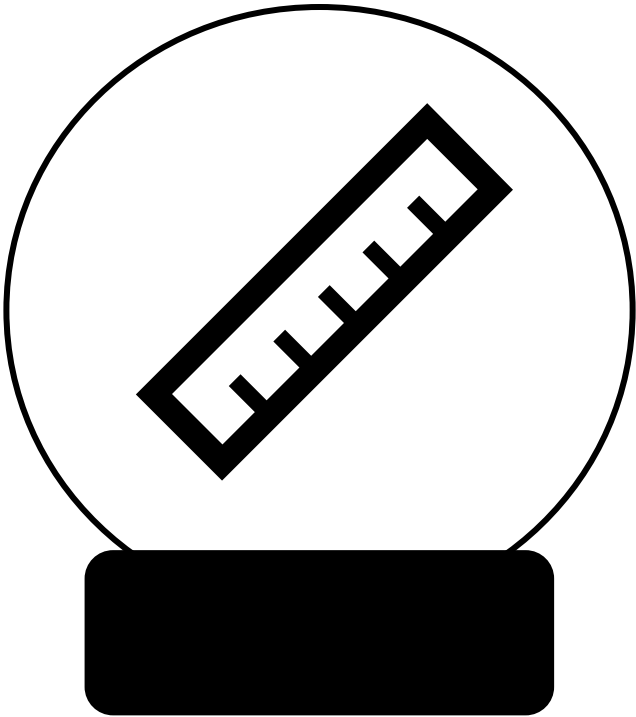
There are a lot more people with thoughts on how your team should define success.

# Define Success for Your Team



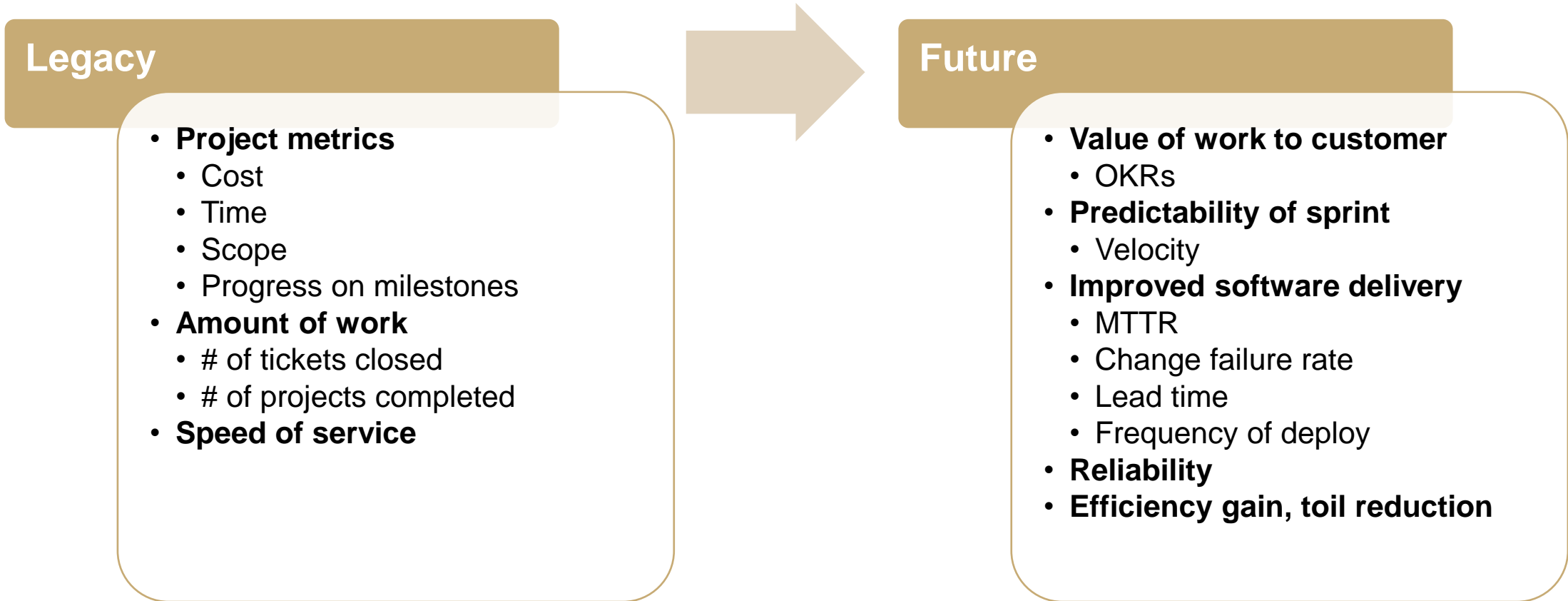


# Define Success for Your Team

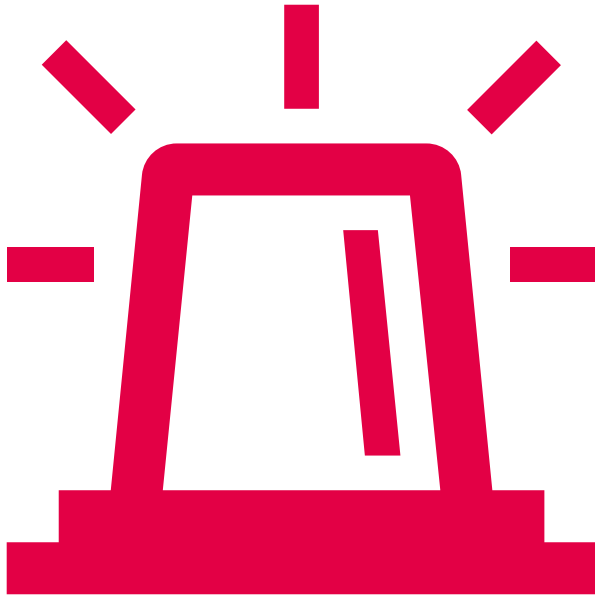


Metrics of success are  
changing.

# Define Success for Your Team



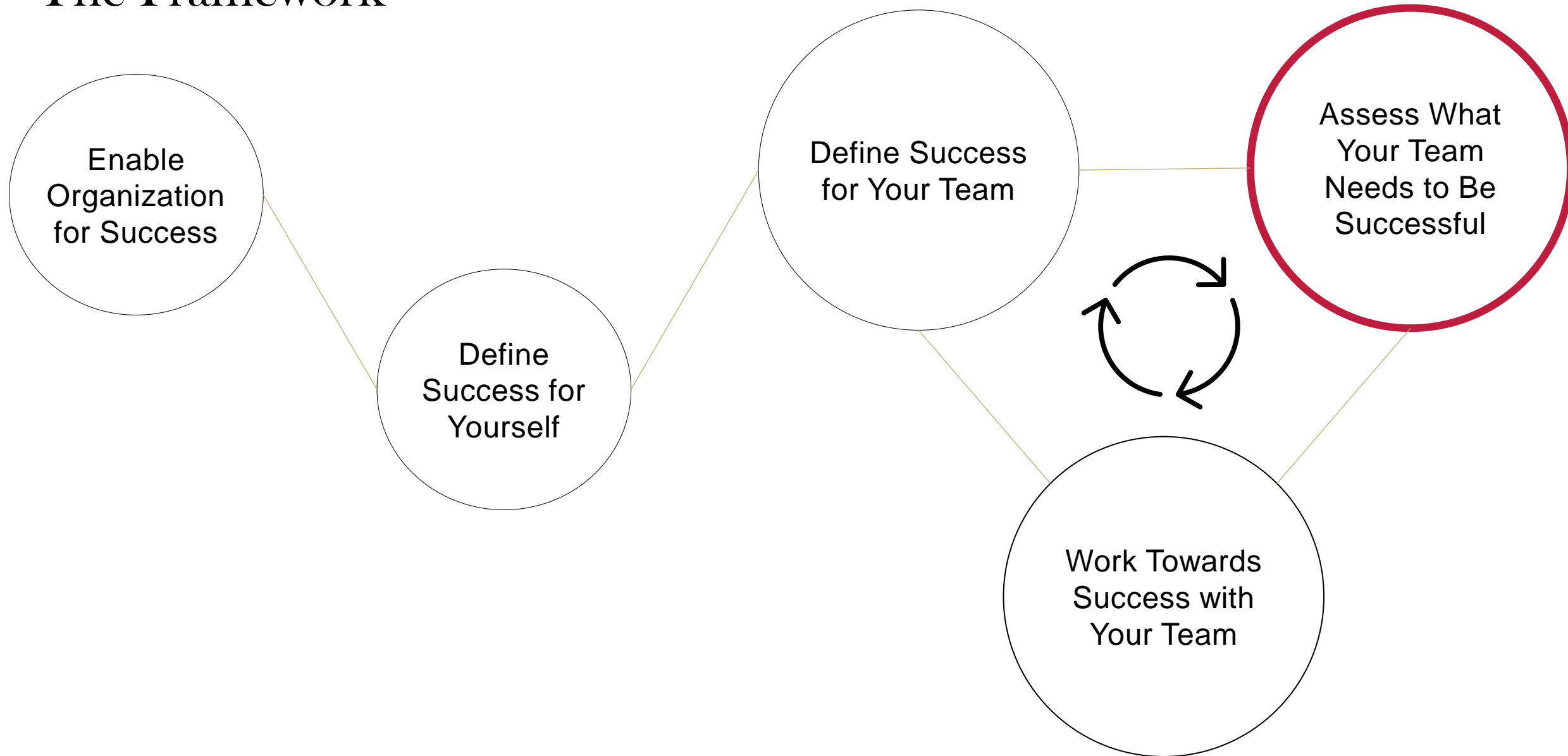
# Define Success for Your Team



## 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**

# 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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Culture

# 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

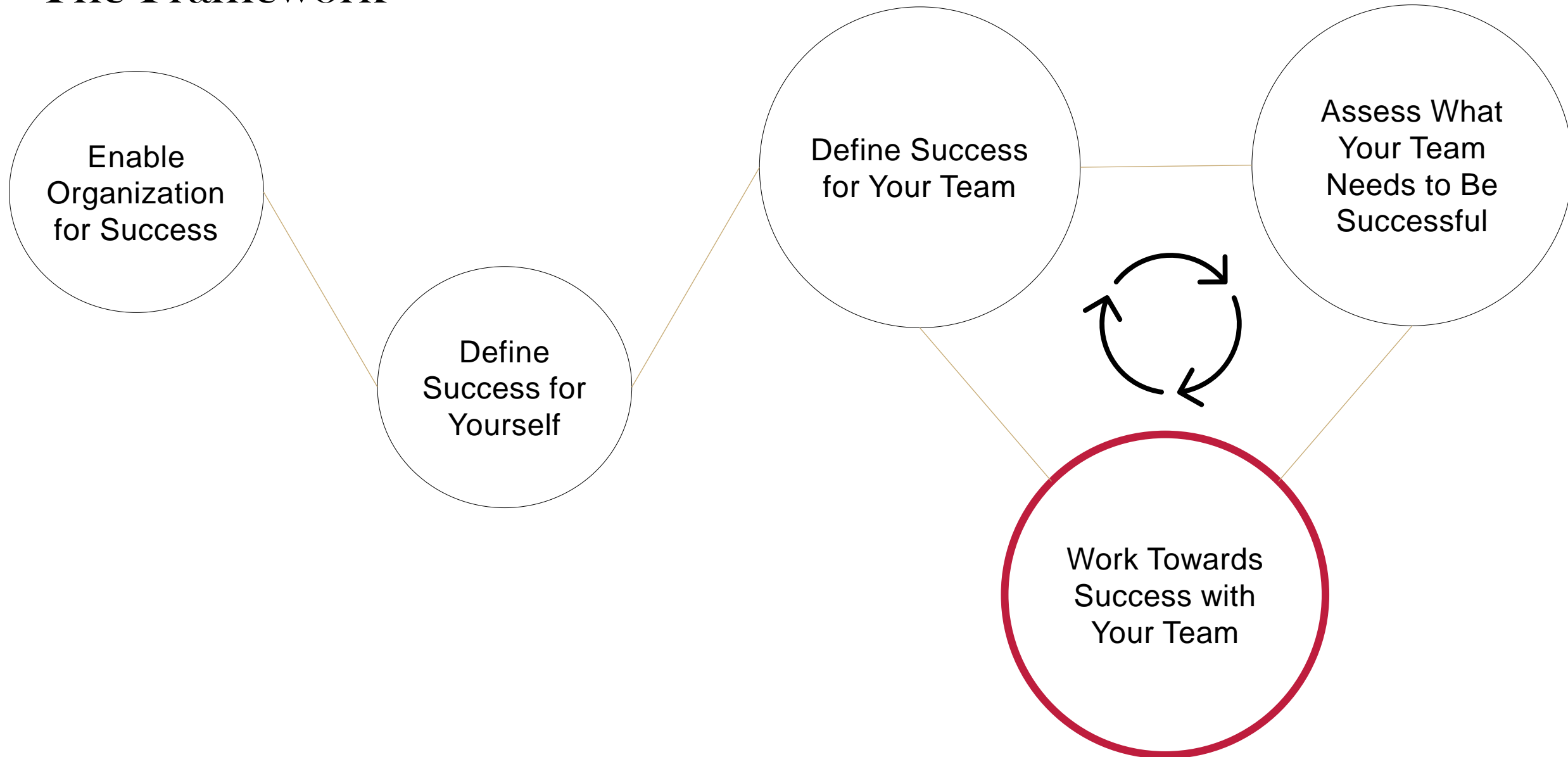
## Tools and Skills

- 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





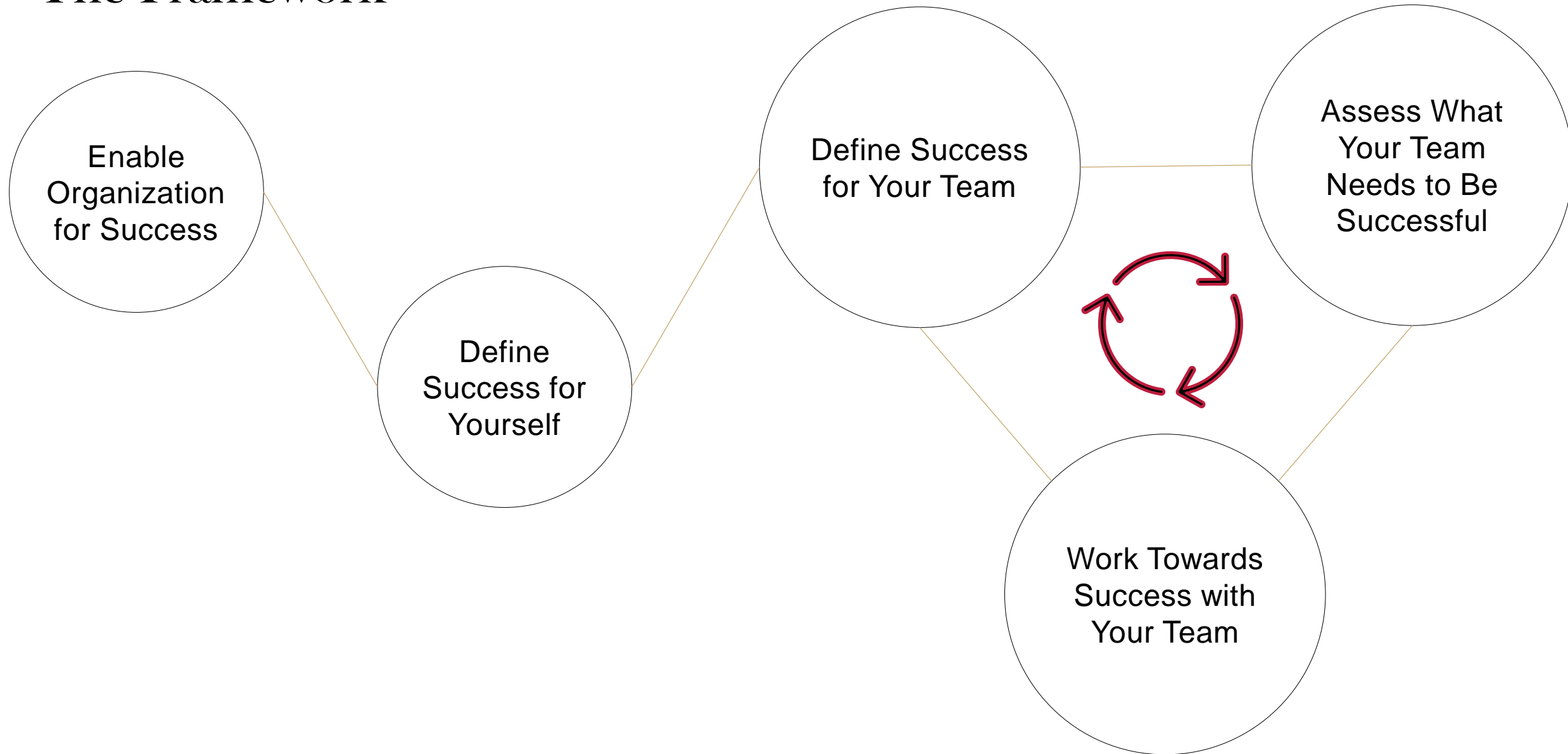
# Work Towards Success with Your Team

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

# Work Towards Success with Your Team



# The Framework



# Thank you

