



PETRONAS

Making an Elephant Dance

Our journey towards an Agile and DevOps culture

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Agenda

- 1. Me in 60 seconds**
I'll tell you who I am
- 2. Why did we do it?**
Why DevOps is important to us (it wasn't always)
- 3. DevOps in my company**
Our trials and tribulations implementing this thingy
- 4. Looking back**
Is there anything I'd do differently?



Me in 60 seconds



Lisa Chan

Zero education in technology related areas. Did my Bachelor's degree in Politics, Philosophy and Economics from the University of York. Then did my Master's degree in Management from the London School of Economics. Spent 10 years in consulting – I love fixing things. Spent 5 years in IT – still love fixing things!

I only started coding a year ago, but I lead a multi-disciplinary team of 30 people that does everything in our power to drive new ways of working, help people learn, destroy red tape, and introduce cool tools!

Work Experience:

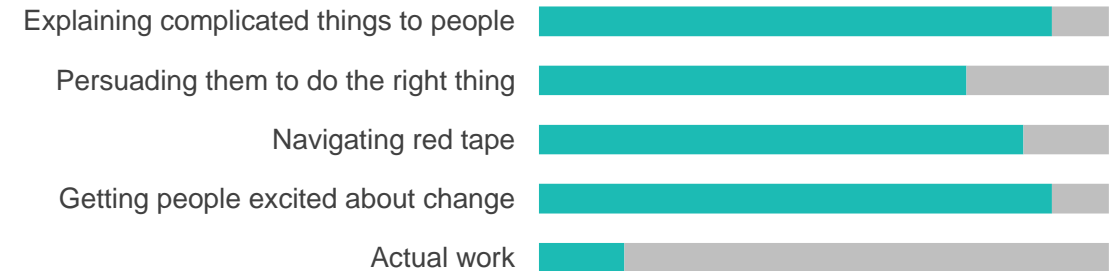
2015 ~ present: **PETRONAS**

We make apps for the company and introduce new ways of working so that we can keep making apps (just better).

2005 ~ 2015: **Accenture**

Management Consulting; mostly in Oil & Gas. Primarily in areas of operational excellence and talent management.

What I really do at work:



Why DevOps?





**A day in the
life...**

What is it?

It's a mindset and way of working that allows us to accelerate the technology value stream

The what??



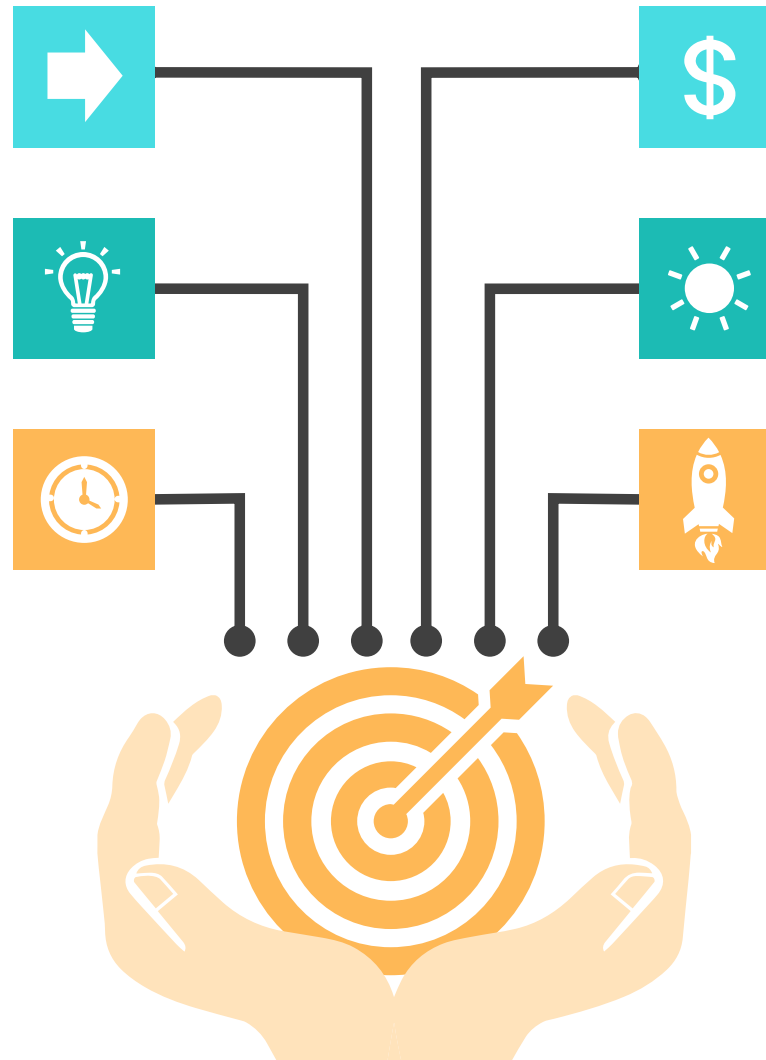
The “stream” that turns a business hypothesis into a technology enabled service or product so that customers can enjoy value as quickly as possible

What we wanted

Foster a culture of shared accountability to “shift left” and never pass issues further down the line – to maintain a fast one-directional flow of value

Open up a plethora of different career opportunities (through self-learning, continuous improvement); as opposed to being stuck in a very narrow traditional IT role

Improve the lives of our IT professionals who have to work on weekends or graveyard hours to perform deployments (that can take hours or days even!) or kill themselves working 24/7 trying to fix issues



What our users heard

Cheaper!

Better!!

Faster!!!

A snapshot of what we do

700+ Ongoing Projects

Anything and all things IT related. From networking, cloud computing, technology refresh, upgrades, cybersecurity, application development and support

Are we doing too much?

2000+ Applications

Some in-house developed, some COTS, some alive, some dead, some zombies...

Is this too many?

1800+ Employees

Developers, project managers, product owners, scrum masters, server admins, service desk, field support, data center, enabler functions

A big family!

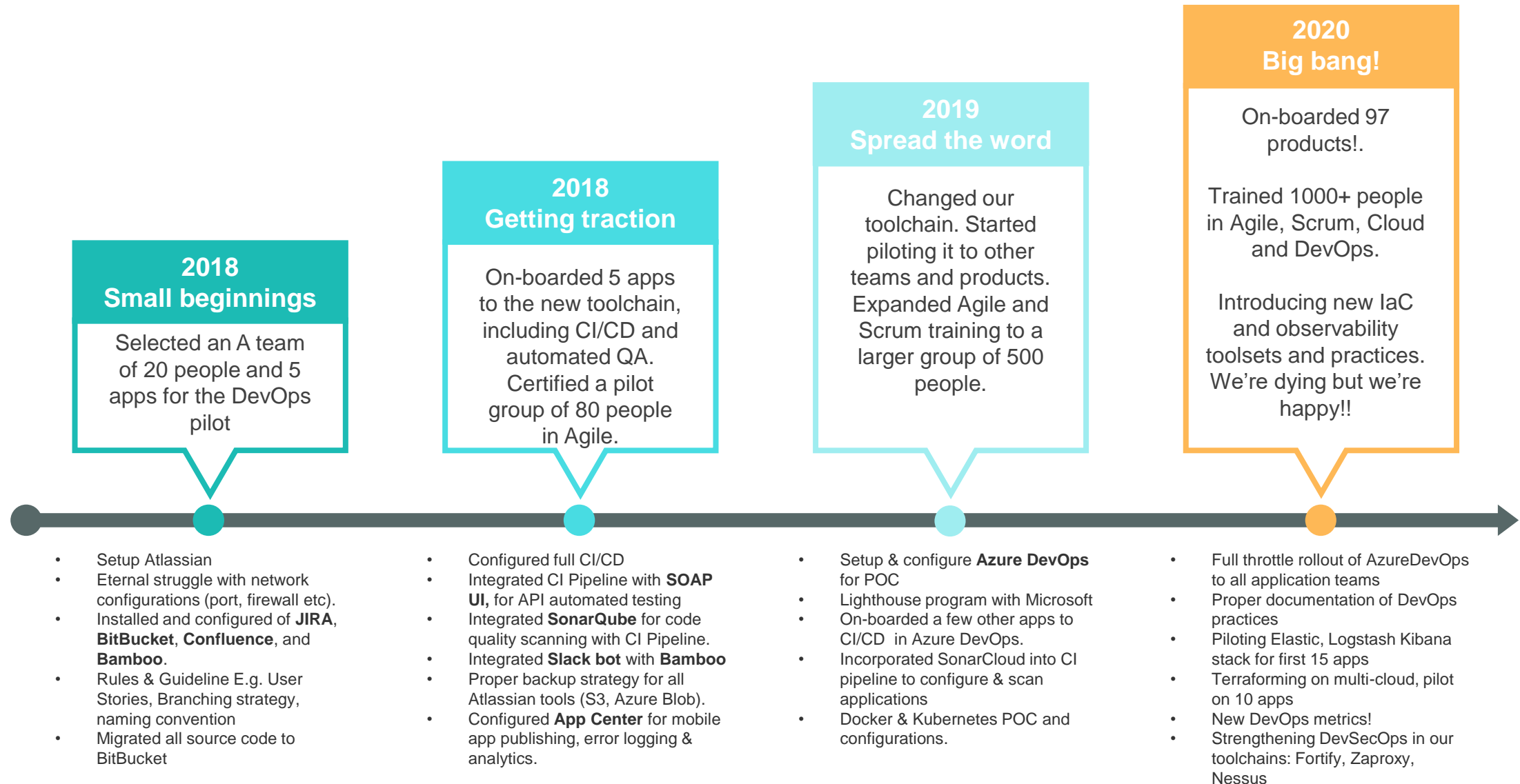
18,000+ tickets a month

Incident tickets covering all IT services and application support issues.

Is this crazy or what?

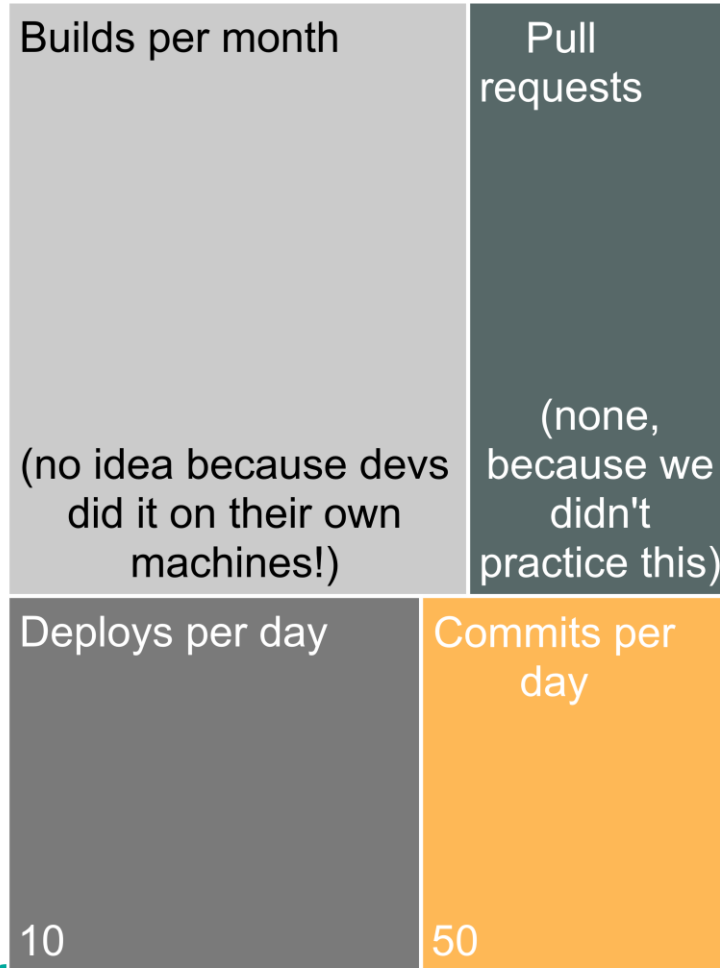


Our journey to DevOps

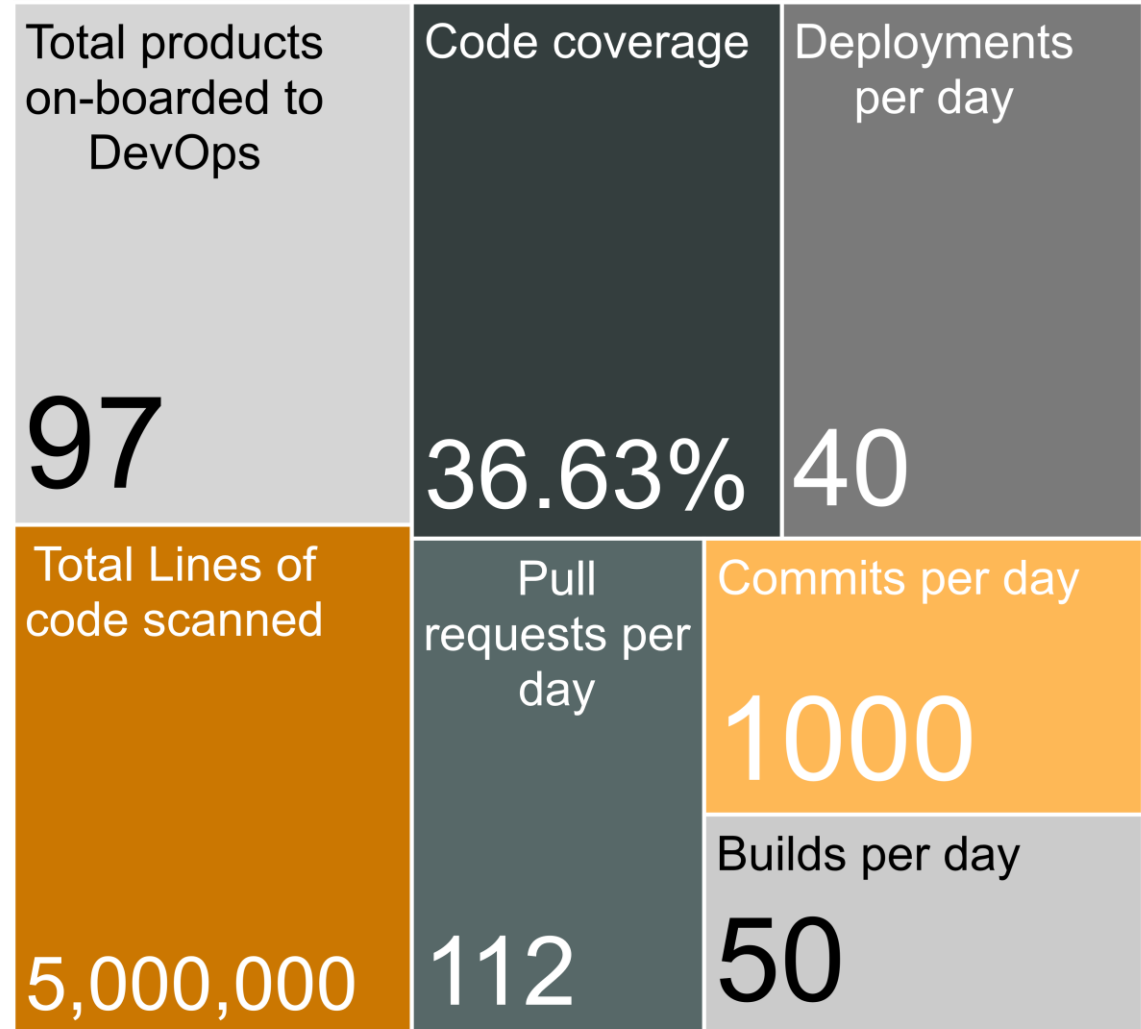


DevOps now!

We went from not doing much DevOps at all back in 2018...



To doing a whole lot of it!

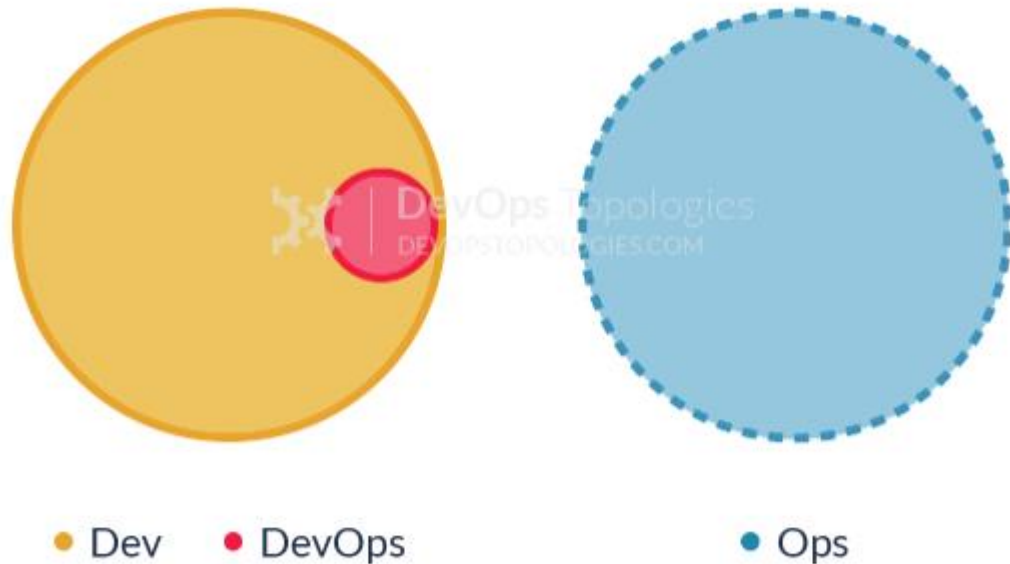


Fragile, not Agile. So many people to train!

“we were basically doing waterfall faster”

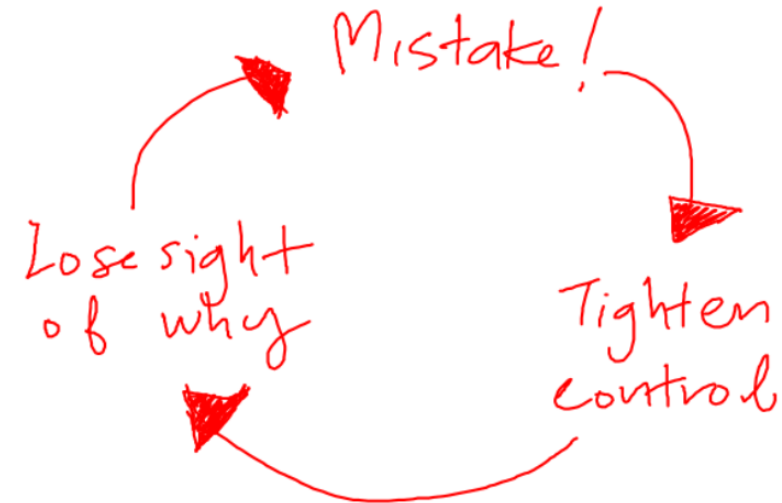
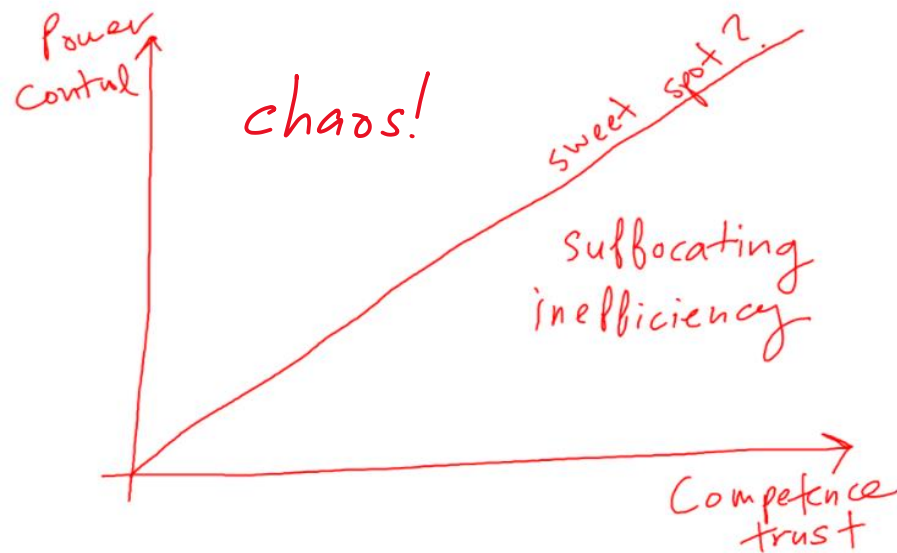


Anti-Type C: Dev Don't Need Ops



- Much of the DevOps activities are still being driven by the dev side of the equation
- Ops still exists as organizationally separate
- Ops involvement is informal, rather than by design
- Big bottlenecks and multiple handoffs still exist between various silos
- But the mindset is changing (slowly)

Meaningful Empowerment



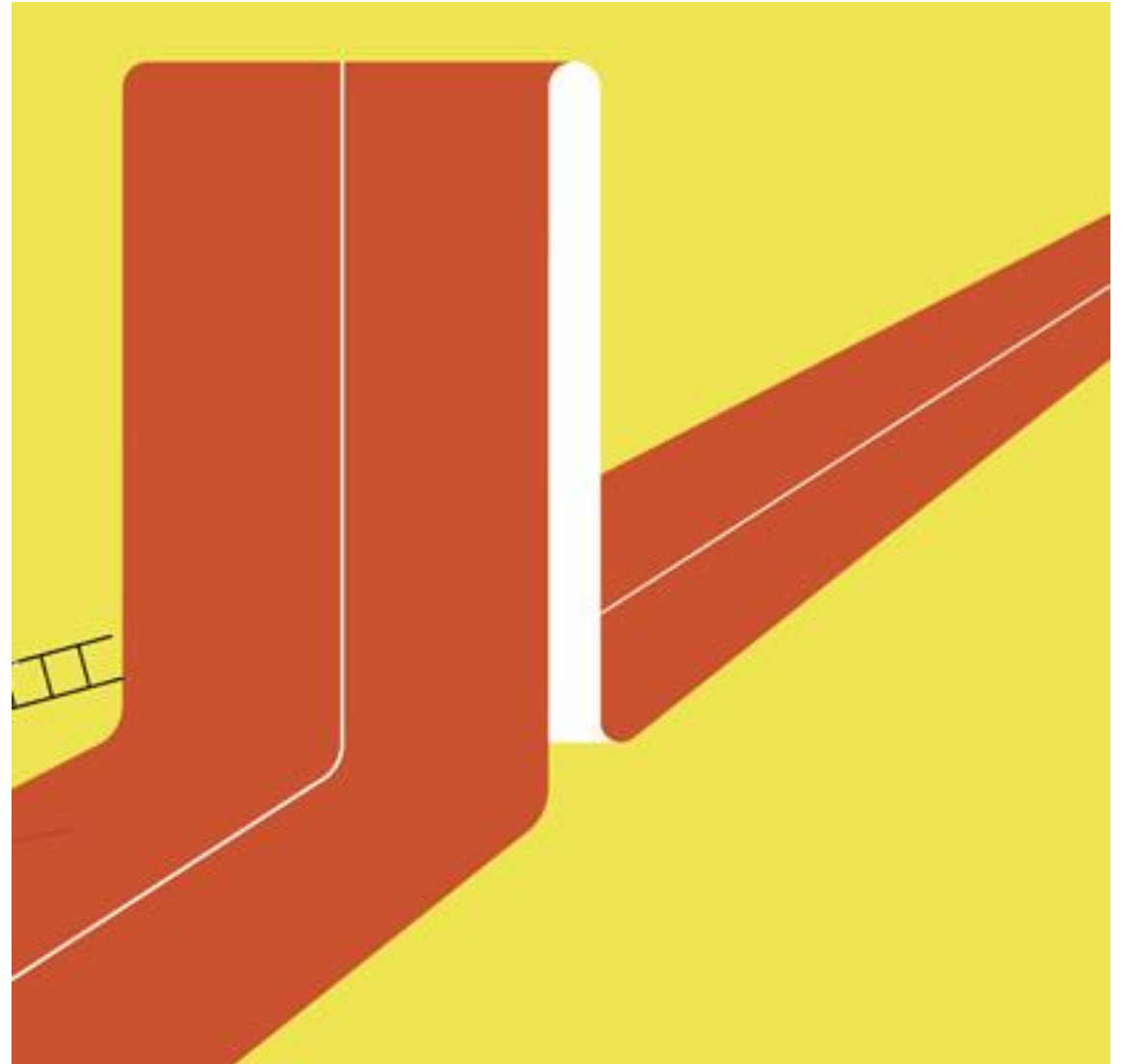
- Control without competence is chaos
- There is a tendency to err on the side of caution
- Blameless post-mortems are key
- More controls are introduced to “avoid mistakes”

Summary: Our biggest challenges

- Fragile, not agile
- Many people to upskill
- Anti-pattern type C (Dev doesn't need Ops)
- Meaningful empowerment

But we have:

- Great leadership support
- A supportive partner ecosystem
- Hungry learners



It's a wrap!

Thank you!

Feel free to add me on LinkedIn. I hope you enjoyed the session!

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Thank you for your passion!



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