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COMPUTING
FOUNDATION

Cloud Native Strategy

Jamie Dobson, February 22nd, 2017

Introduction

- Jamie Dobson, CEO of Container Solutions.
- Twitter Handle: @JamieDobson
- Container Solutions Help Companies Succeed with Cloud Native Computing.

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Agenda

- Strategy - A Definition.
- Can We Apply This To Cloud Native?
- The Problem Space.
- Iterating Through The Space.
- Guidelines and Conclusions.

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Strategy

When To Use Strategy?

- Transcends Organisational Boundaries.
- The Organisation Is Lacking Key Capabilities.
- Creates Winners and Losers. (And Therefore Resistance.)

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Agenda

Work is in the public domain. More information at: https://commons.wikimedia.org/wiki/File:The_Sirens_and_Ulysses_by_William_Etty,_1837.jpg.

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Elements

- Goals Built into a Larger Narrative.
- Situational Awareness.
- Now and the future.
- Coalitions.
- Self-Supporting Actions.
- Risk.
- Courage.

A strategy is a way through a difficulty, an approach to overcoming an obstacle, a response to a challenge.

Rumelt, *Good Strategy/Bad Strategy.*

Applying This to Cloud Native

The Goose and the Golden Eggs

- Microservices.
- Highly available.
- Two pizza teams.
- Auto-Scaling.
- Load Balancing.

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Lesson #1 - Don’t Steal Ideas
But Rather

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Lesson #2 - Steal The Processes That Created Those Ideas

Which Brings Us Neatly Back To

- Situational Awareness.
- Capabilities.
- Self-Supporting Actions.

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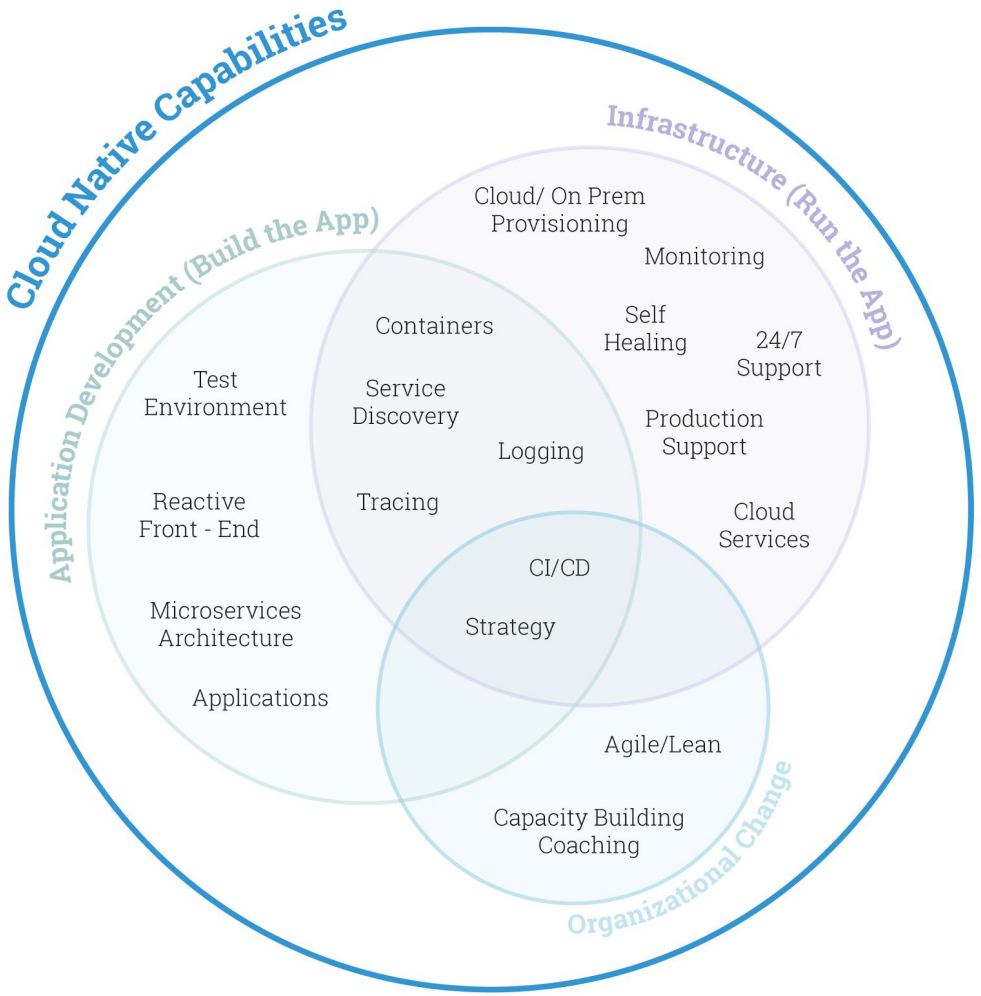
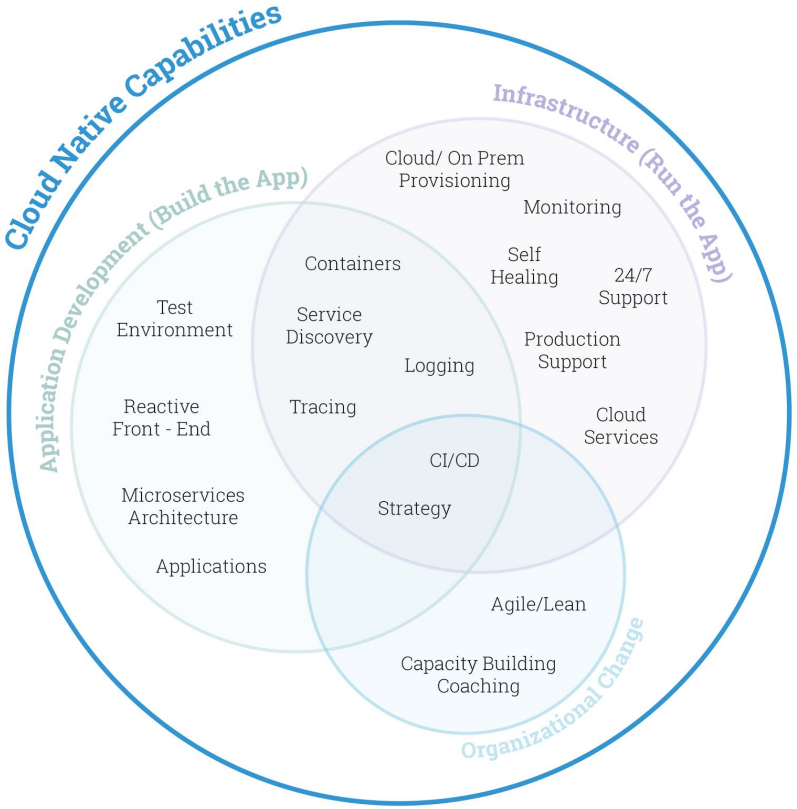
Lesson #3 - Define the Problem You Are Trying to Solve

The Problem Space



The Problem Space



- Infrastructure is Programmable.
- System ‘Shape’ == Organisational Shape.

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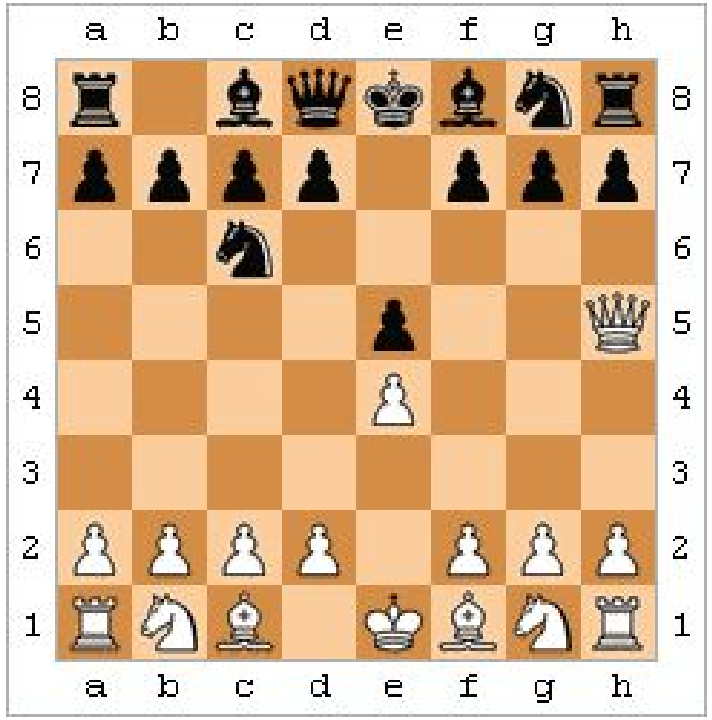
Crossing the River by Feeling The Stones

- Risk and Uncertainty.
- Current Advantage.
- Potential Actions.



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Available from: https://commons.wikimedia.org/wiki/File:Scholars_mate_animation.gif.

Lesson #4 - In Great Uncertainty
Take Smaller Steps

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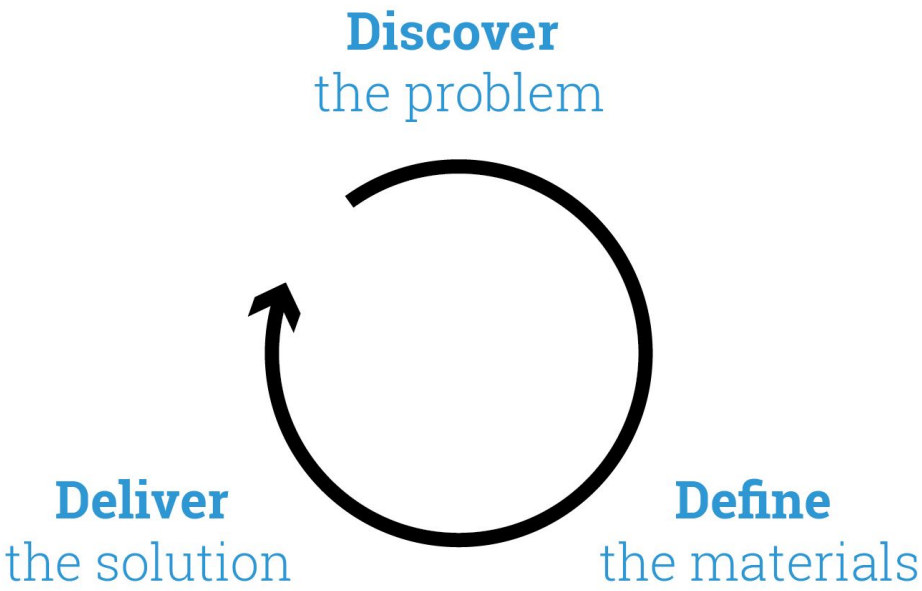
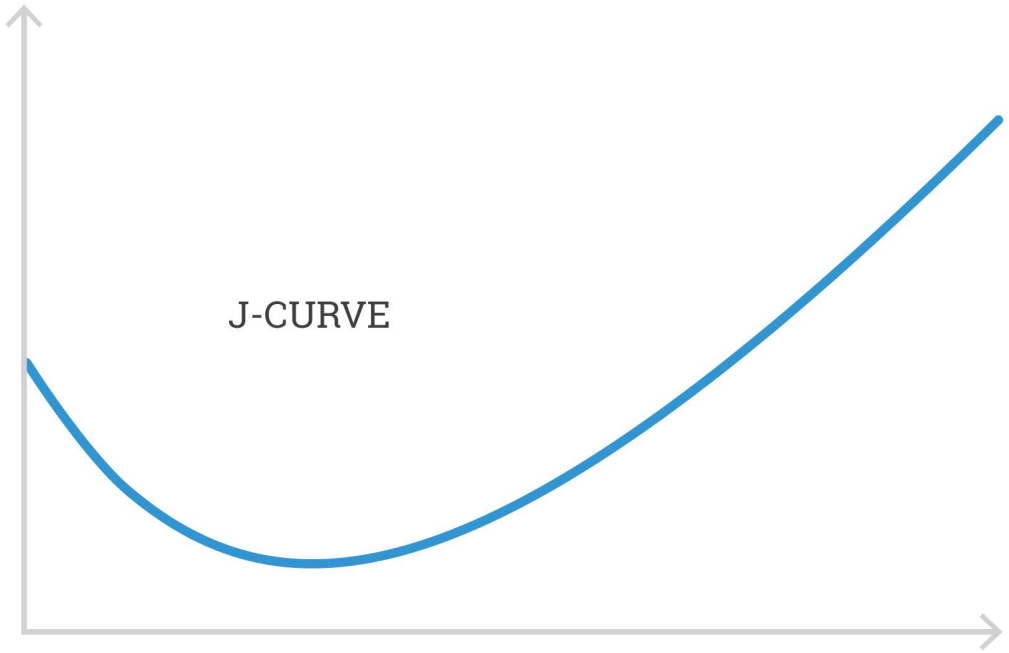
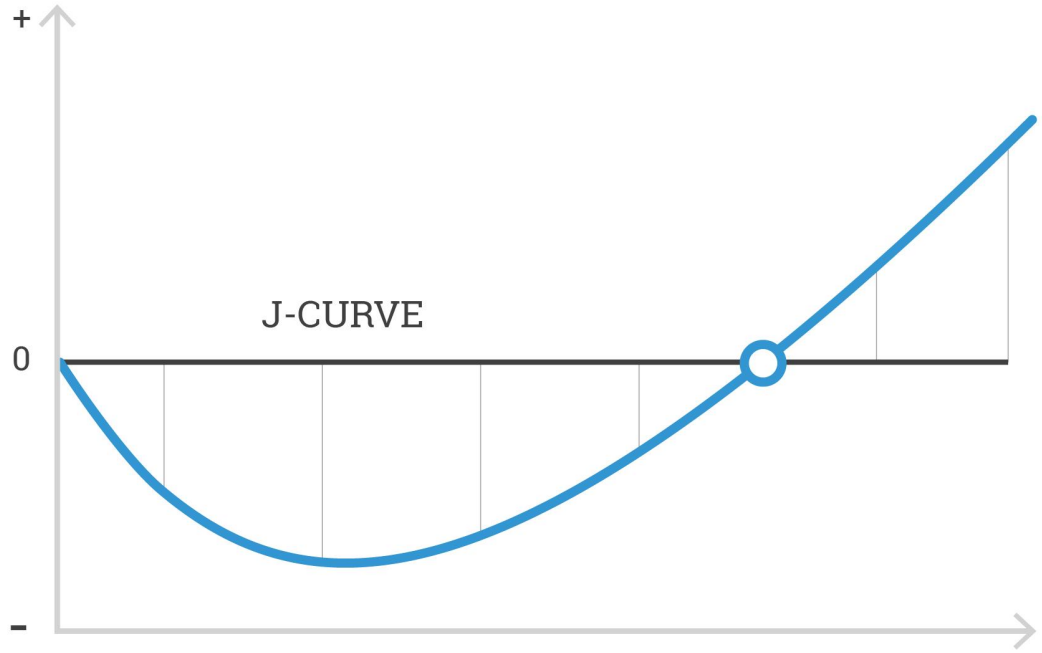
Triple D


Discover
the problem
Define
the materials
Deliver
the solution

Lesson #5 - The Quicker The Cycle Time The Quicker You Learn


J-CURVE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Goals and Actions

Goals

- Two Pizza Teams.
- Microservices.
- Continuous integration.
- Community leaders.
- A/B Testing.
- Customer Centric.

Actions

-
-
-
-
-
-

Anti-Pattern #1 - Goal Heavy, Action Light

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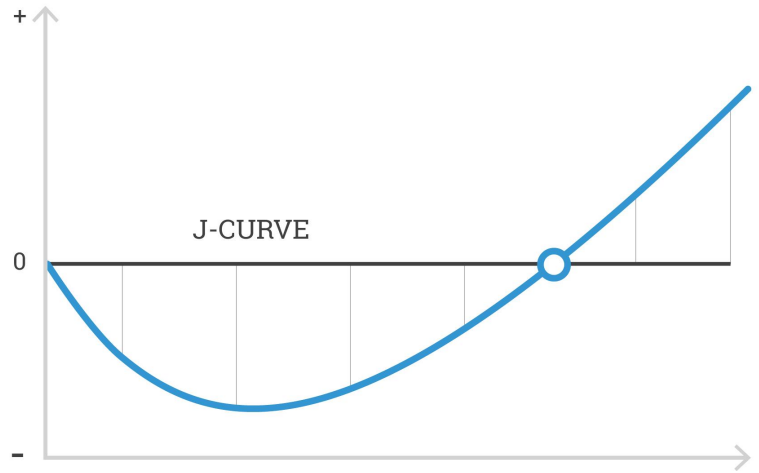
Better Goals and Actions

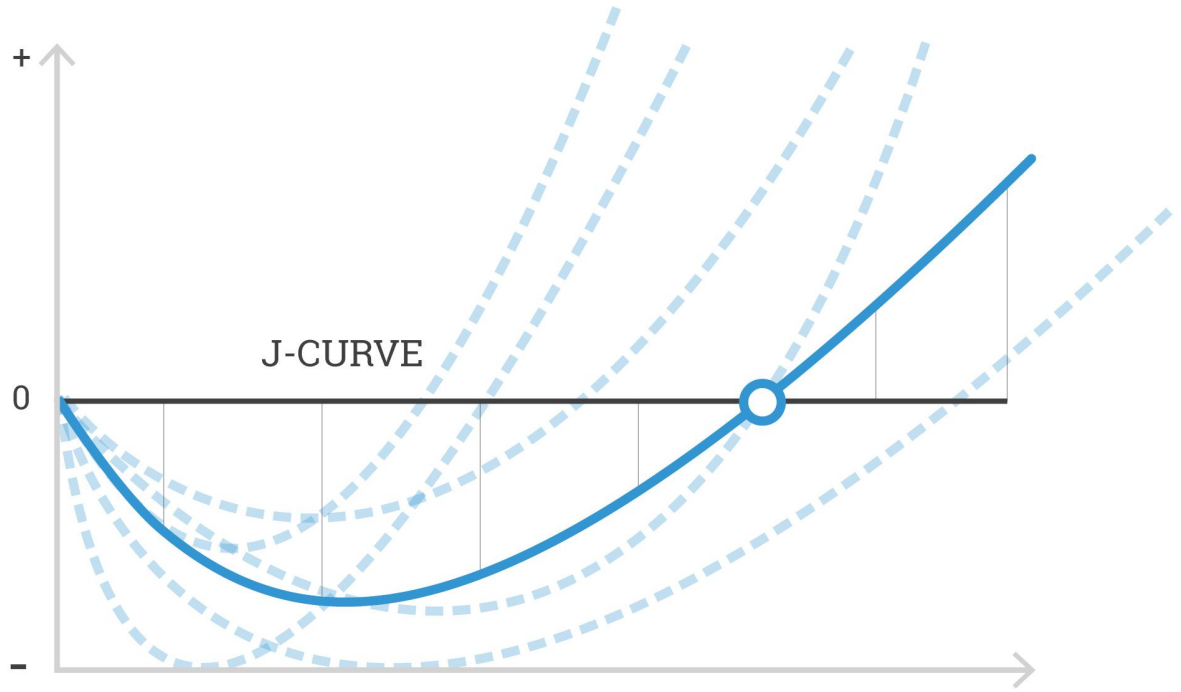
Goals

- ~~Two Pizza Teams.~~
- ~~Microservices.~~
- ~~Continuous integration.~~
- ~~Community leaders.~~
- ~~A/B Testing.~~
- ~~Customer Centric.~~
- ~~Hire 15 Consultants.~~
- Create Map.

Actions

- Two-Day Training
- Intense off site.
- Repeat.

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Anti-Pattern #2 - Doing Two Things At Once

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Anti-Pattern #3 - Not Finishing What You Start

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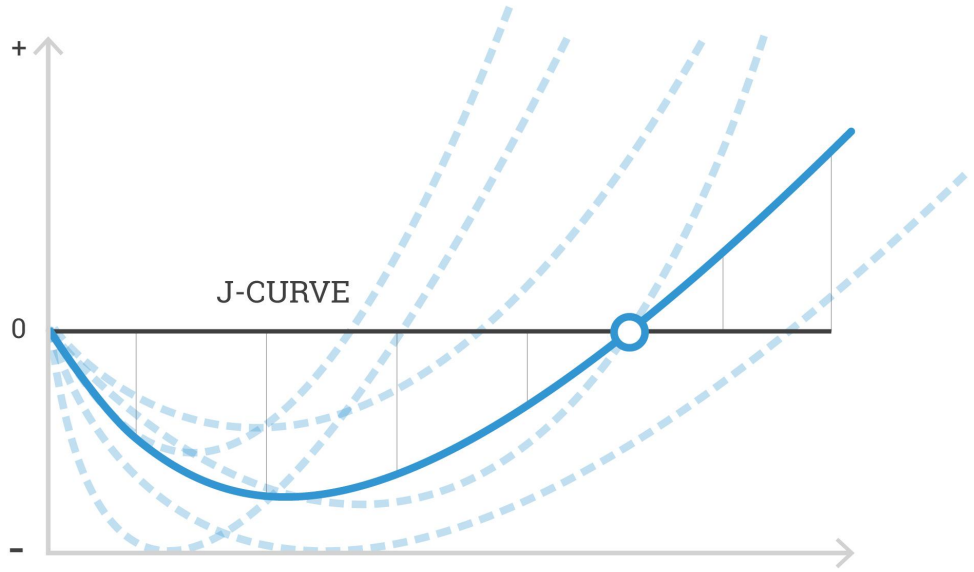
Learning From...



Startups

- Small Steps.
- Get Out Quickly.

Enterprises

- Buy Knowledge.
- Seek a Wider Coalition.

Lesson #6 - In Times of Great Uncertainty
Buy Knowledge

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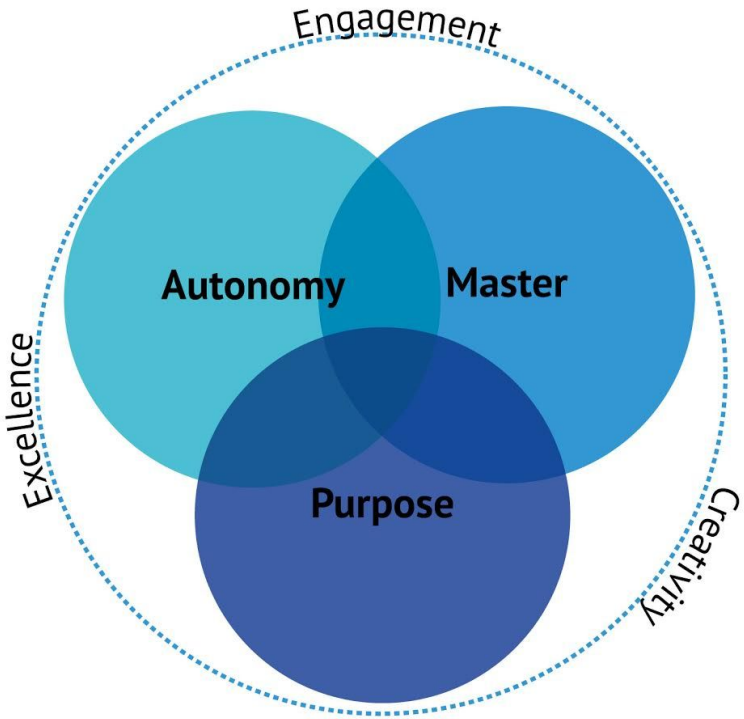
Conclusion

Lessons

- Lesson #1 - Don’t Steal Ideas.
- Lesson #2 - Steal The Processes That Created Those Ideas.
- Lesson #3 - Define the Problem You Are Trying to Solve.
- Lesson #4 - In Great Uncertainty Take Smaller Steps.
- Lesson #5 - The Quicker The Cycle Time, The Quicker You Learn.
- Lesson #6 - In Times of Great Uncertainty, Buy Knowledge.
- Lesson #7 - Knowing When To Use Strategy.

Anti-Patterns

- #1 - Goal Heavy, Action Light
- #2 - Doing Two Things At Once.
- #3 - Stealing People's Ideas. AKA Being Extremely Stupid. And Unoriginal.

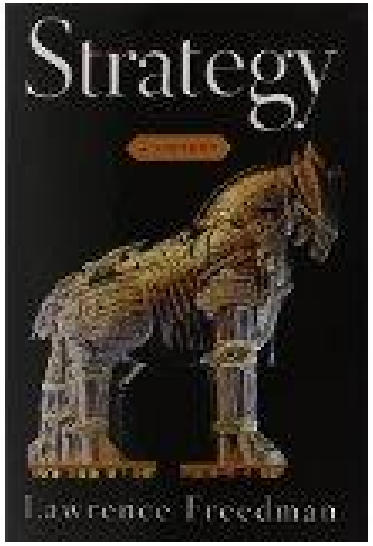


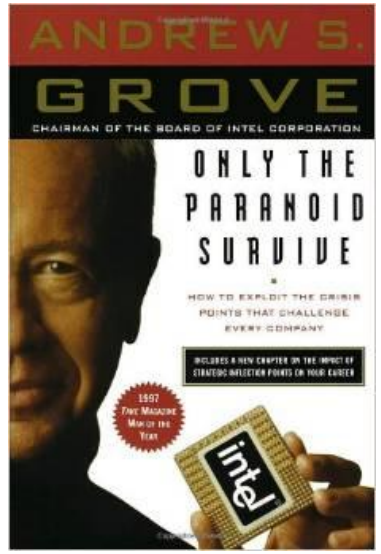
Visualisation of findings in Daniel Pink's *Drive.* Available here: https://www.amazon.co.uk/Drive-Surprising-Truth-About-Motivates/dp/184767769X/.

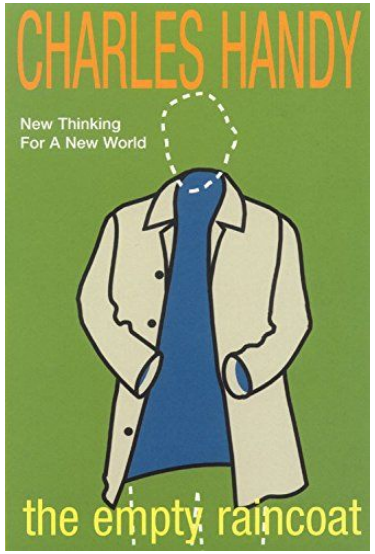
Acknowledgements

ZONE TO WIN
ORGANIZING TO COMPETE IN AN AGE OF DISRUPTION

RICHARD RUMELT
GOOD STRATEGY
BAD STRATEGY
The Difference and Why it Matters

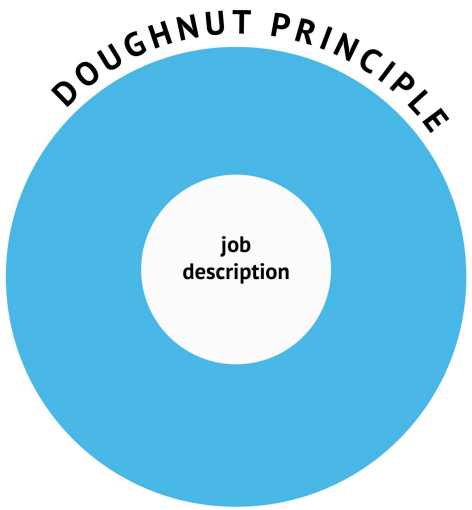

Strategy
Lawrence Freedman

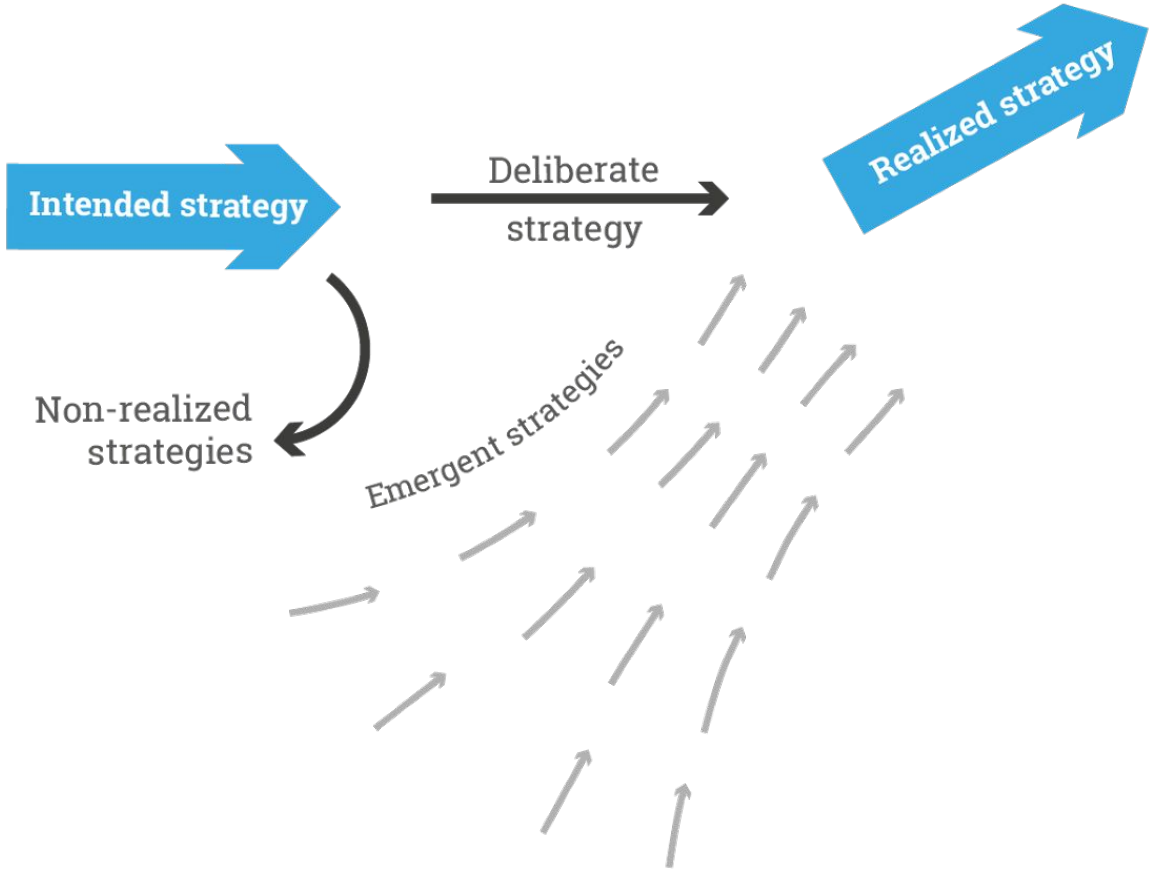

ANDREW S.
GROVE
CHAIRMAN OF THE BOARD OF INTEL CORPORATION
ONLY THE PARANOID SURVIVE
intel


CHARLES HANDY
New Thinking For A New World
the empty raincoat

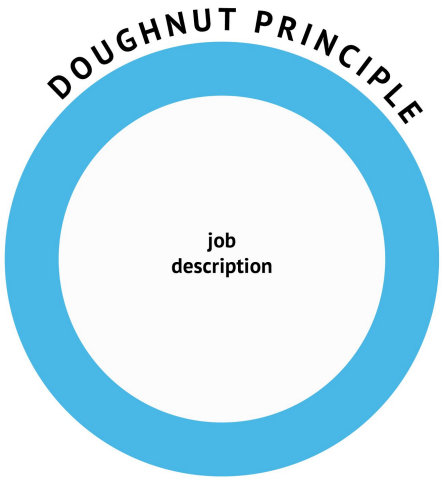
Appendix - Other Useful Models

Doughnuts




Intended strategy
Deliberate strategy
Realized strategy
Non-realized strategies
Emergent strategies

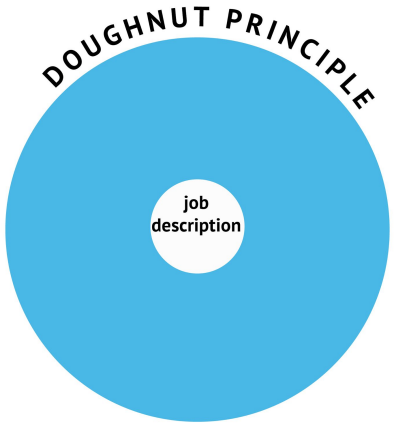
Too Much



How’s that working out for you,

How’s that working out for you, dickead?

Too Little



Personal Balance

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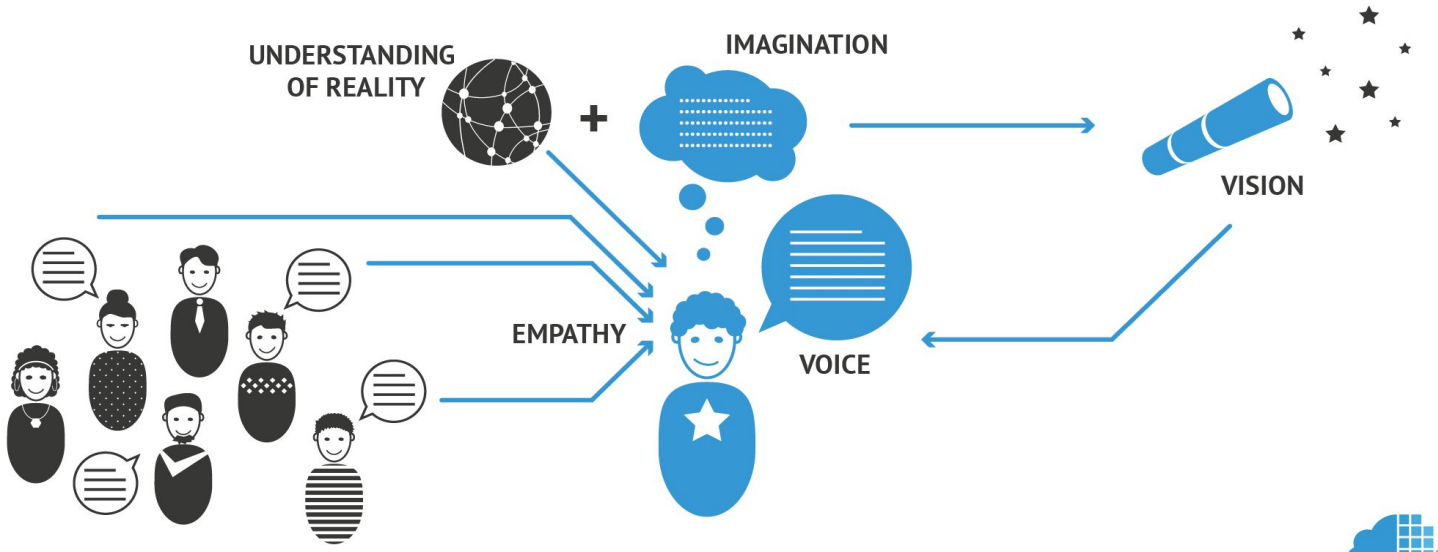
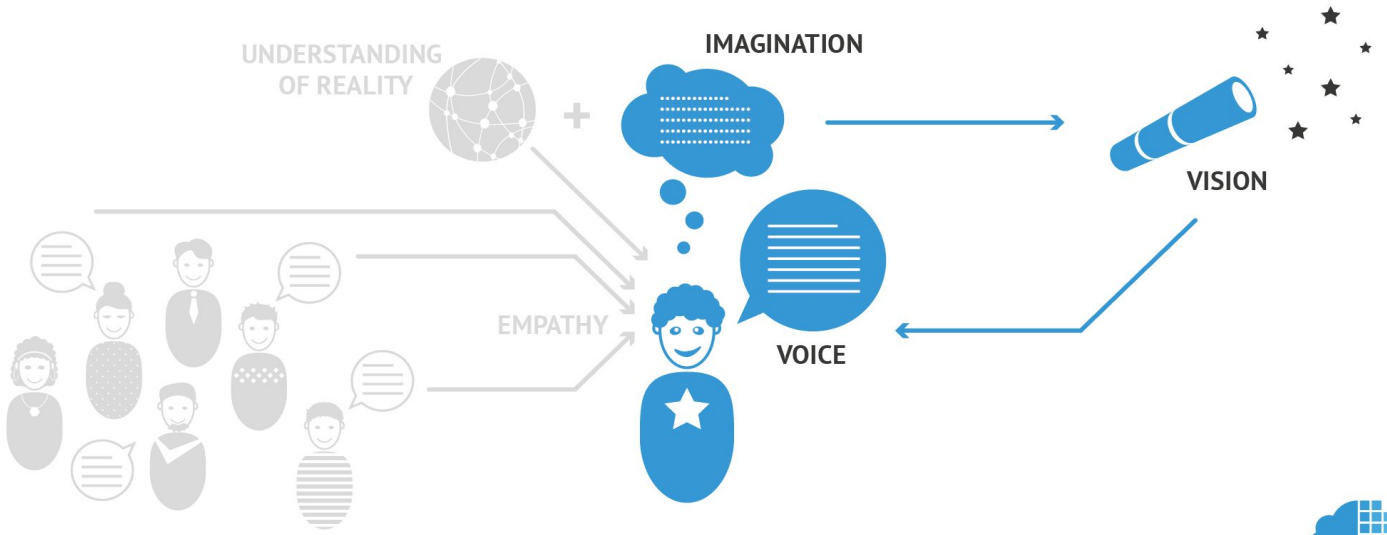
THE STRATEGIST



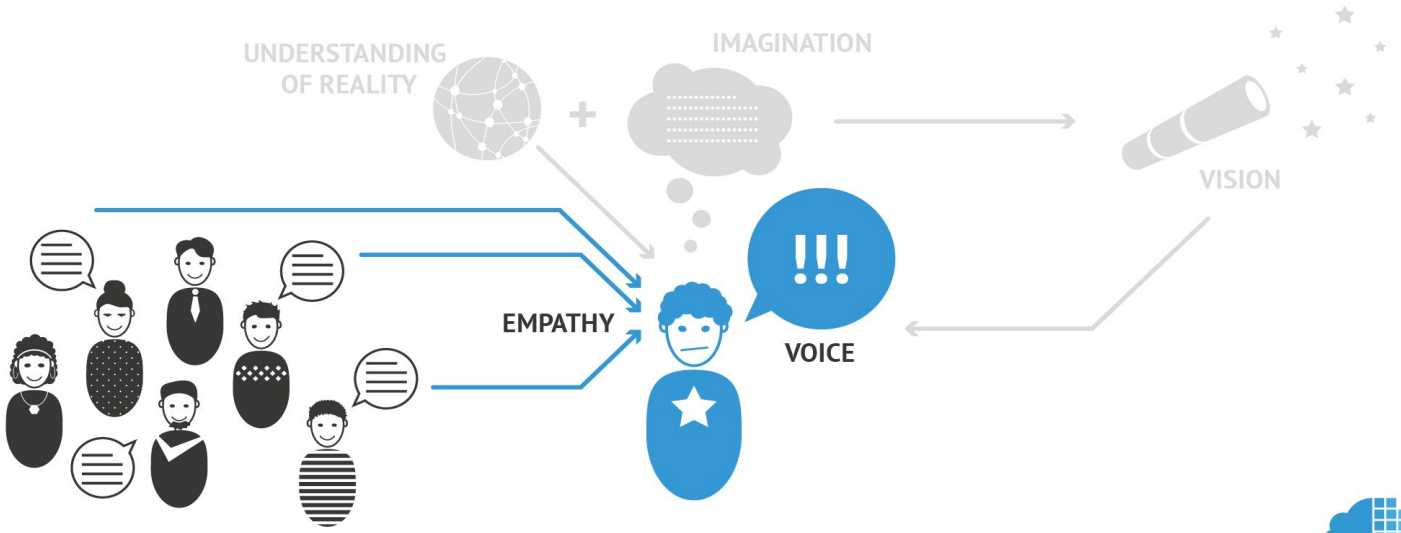
ContainerSolutions

THE FANTASIST



ContainerSolutions

THE ANGRY ENGINEER



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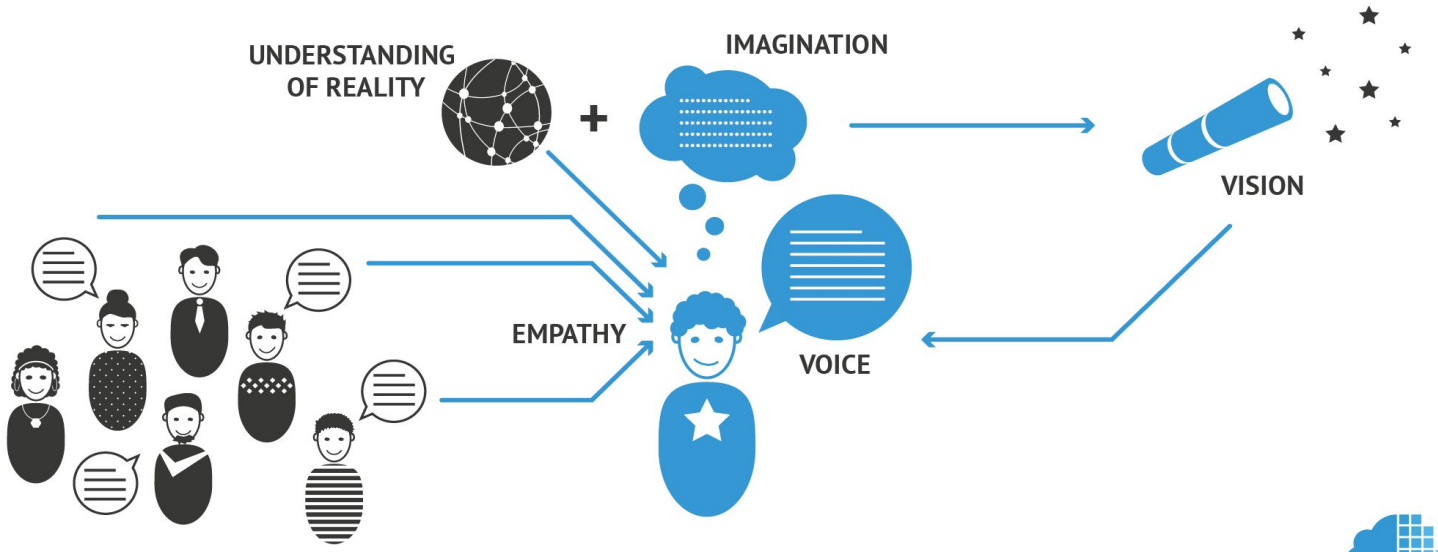

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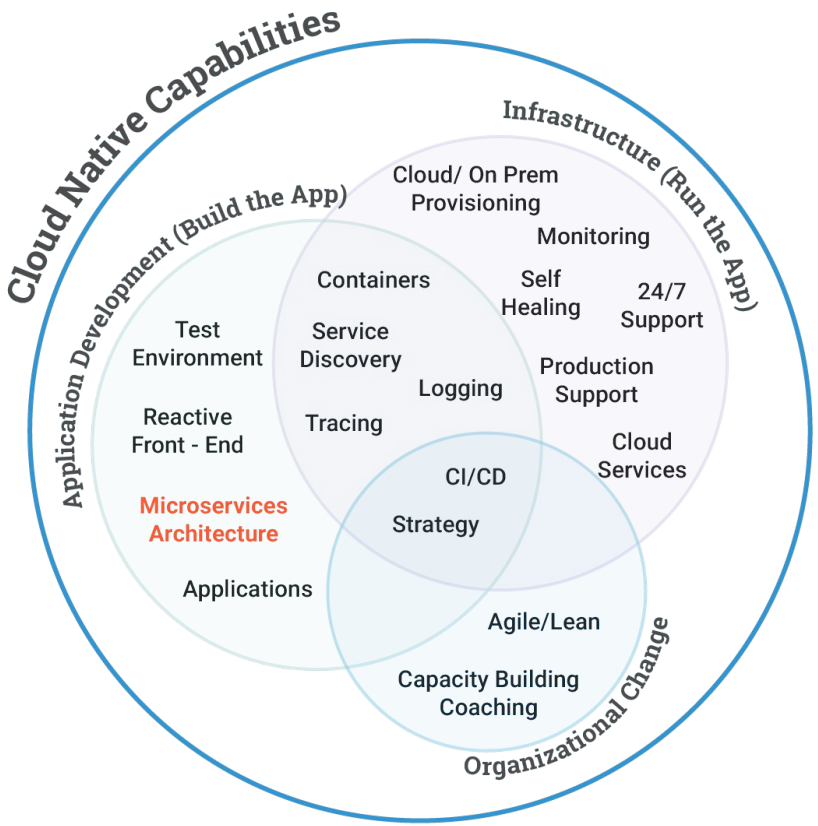
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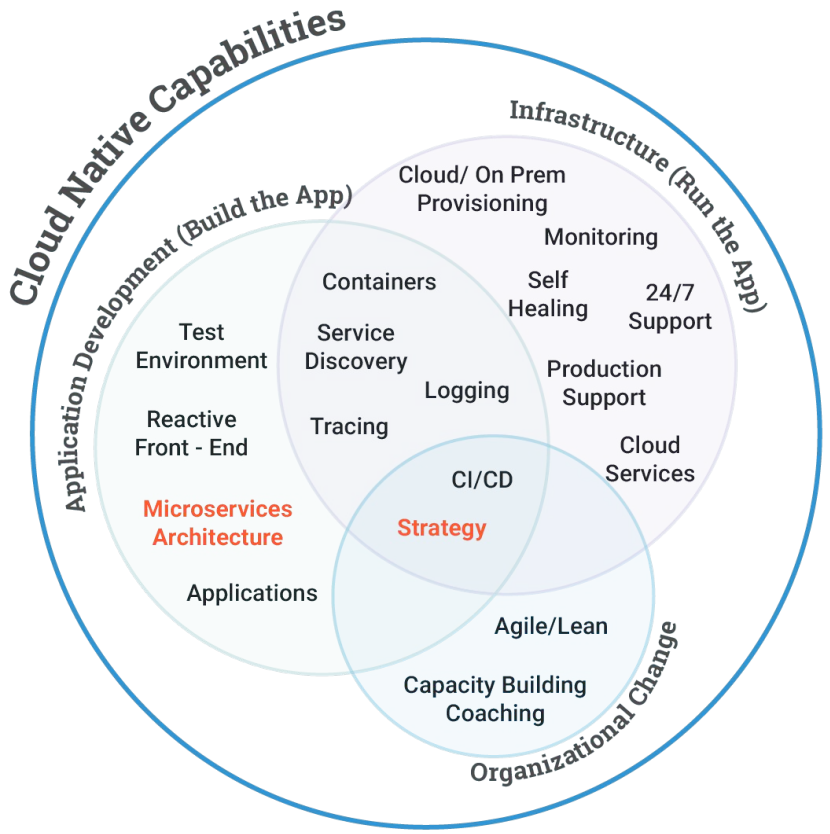
Infrastructure (Run the App)
Organizational Change
Cloud/ On Prem Provisioning
Monitoring
Containers
Self Healing
24/7 Support
Test Environment
Service Discovery
Production Support
Logging
Reactive Front - End
Tracing
Cloud Services
CI/CD
Microservices Architecture
Strategy
Applications
Agile/Lean
Capacity Building Coaching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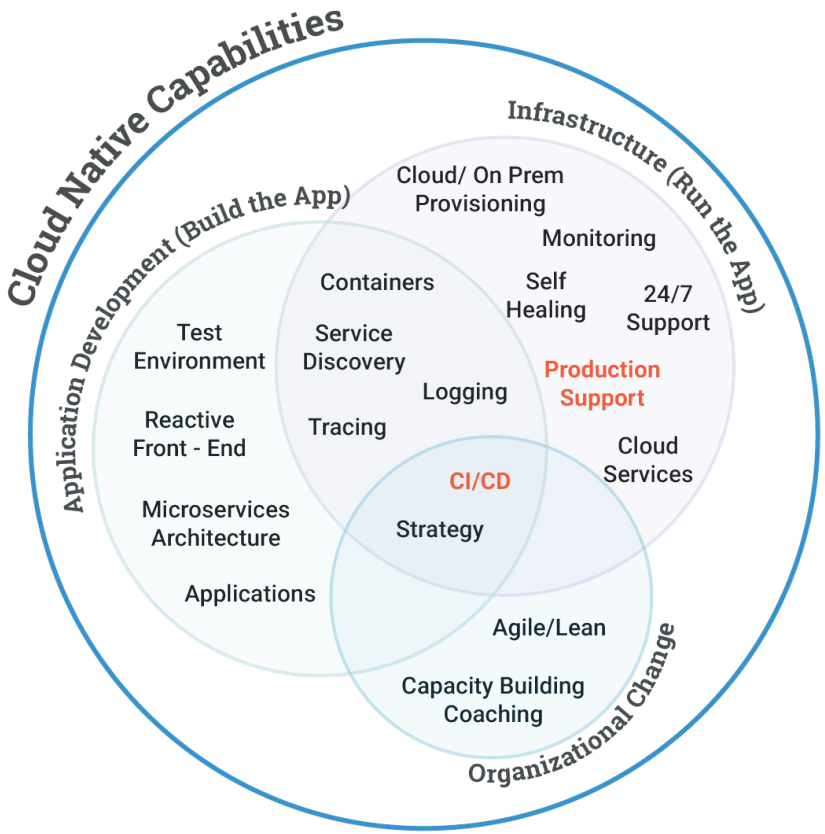
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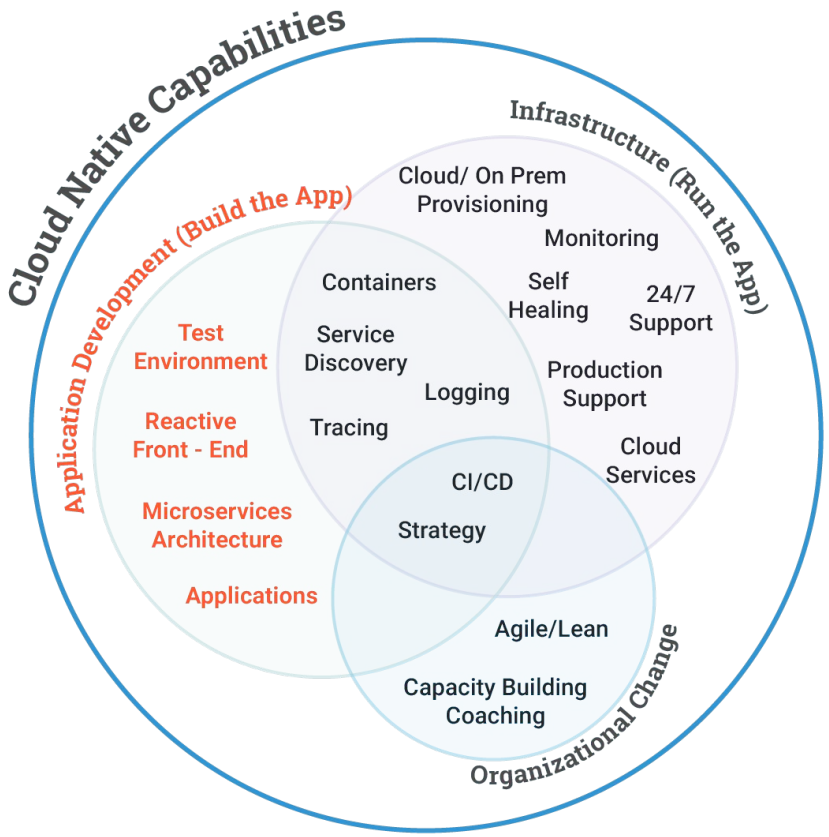
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