

# CATALYZING CULTURAL CHANGE

How to adopt a DevOps culture in government



## DIGITAL TRANSFORMATION

changes organizations inside and out.

**91%** agree technological developments are altering the operations of organizations and industries.<sup>1</sup>

“Your ability to win in the digital future may be more decided by your legacy human resource practices than by your legacy technology architecture.”

**VENKAT VENKATRAMAN,**  
Author, *The Digital Matrix*<sup>2</sup>

1 Red Hat blog, "Red Hat releases 2017 Open Source Culture Survey results." November 6, 2017 [https://www.redhat.com/en/blog/red-hat-releases-2017-open-source-culture-survey-results]

2 Venkatraman, Venkat. *The Digital Matrix: New Rules for Business Transformation Through Technology*. Lifetree Media, 2017.



## CHALLENGES GOVERNMENT AGENCIES FACE

Government agencies are transforming to evolve their mission capabilities. People expect to get information in real time and access services quickly and easily.

**85% (and growing)** of U.S. citizens expect the same or more from government digital services compared to commercial digital services.

"Agile IT delivery: Imperatives for government success." NASCIO, 2017. [https://www.nascio.org/Portals/0/Accenture\_NASCIO\_Agile\_Report\_2017\_FINAL.pdf]

**78.5%** of the US\$95B IT budget is spent on legacy system maintenance.

"Analytical perspectives: Budget for the U.S. government." Office of Management and Budget, Whitehouse.gov. [https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/budget/fy2018/ap\_16\_it.pdf]

**74%** of civilian agencies have cybersecurity programs that are at risk or high risk of cyber incidents.

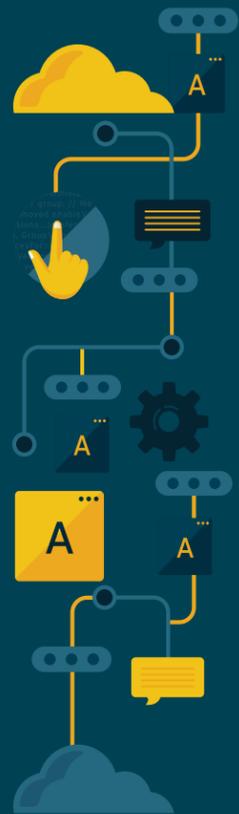
"Release of the federal cybersecurity risk determination report and action plan to the President of the United States." CIO.gov. 2018. [https://www.cio.gov/2018/05/30/Risk-Report/]

The process for **technology refresh** takes **8-10 years** from planning to implementation.

"Defense Innovation Board ten commandments of software" Defense Innovation Board, 2018. [https://media.defense.gov/2018/Apr/22/2001906836/-1/-1/0/DEFENSEINNOVATIONBOARD\_TEN\_COMMANDMENTS\_OF\_SOFTWARE\_2018.04.20.PDF]

The IT workforce grew significantly during that period [from 2007 to 2017], expanding from about **65,200 employees in 2007 to more than 84,400 in 2017**.

Corrigan, Jack. "The government's struggle to hire young tech talent is worse than you thought." Nextgov.com. 2017. [https://www.nextgov.com/cio-briefing/2017/12/governments-struggle-hire-youngtech-talent-worse-you-thought/144225/]



## CULTURE AND TECHNOLOGY ARE CYCLICAL.

Technology crystalizes habits and customs.

Customs impact boundaries and parameters on technology use...

Influencing how we work together to get things done.

## Barriers to digital transformation

Percentage of respondents who said each of the following was a significant challenge to their organization's digital transformation efforts:



"Reassessing digital transformation." Harvard Business Review, 2018. [https://hbr.org/sponsored/2018/11/reassessing-digital-transformation]



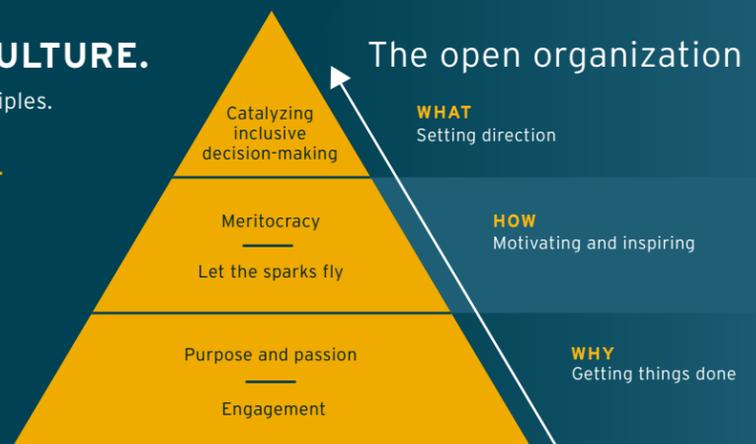
## OPTIMIZING WITH OPEN CULTURE.

Competitive advantage is built on open principles.

**Transparency + adaptability + inclusivity + collaboration + community**

Organizations choose to adopt open technology and practices because:

- ▶ Open values radically change business practices and business culture.
- ▶ Open technology provides renewable competitive advantage.



McLean, Asha. "Heritage bank touts Red Hat Innovation Lab as a key to transformation success." ZDNet.com. 2018. [https://www.zdnet.com/article/heritage-bank-touts-red-hat-innovation-lab-as-key-to-transformation-success/]



## CREATE SPACE TO INNOVATE AND GET THINGS DONE, TOGETHER.

Culture matters when encouraging innovative behaviors. Software powers innovation.

Open organizations create sustained competitive advantage

Open technology + open culture



**Open people and organizations**

Unleashes innovation and competitive advantage



**Open process and culture**

Creates methods, strategies, and tactics to solve problems



**Open technology**

Shapes the future and accelerates effort



Collaboration  
Transparency  
Inclusivity  
Adaptability  
Community



New delivery models and revenue streams



Faster time to market



New ecosystem of innovations



Cultural transformation



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