

How to Deliver True Outcomes with DEVSECOPS

The New Imperative

The modern battlefield is one where you must show up software enabled if you expect to win.

On this digital battle field, your advantage is your **cycle time** :
the time it takes to go from the next important mission need
to accredited, functional software,
in the hands of the Warfighter,
affecting the actual mission.

If you want to show up on the modern battlefield prepared to win,
your cycle time to deliver the next most important capability
must be measured in days.



“The speed of delivery is the most crucial aspect of getting capabilities into our warfighters hands. The faster we are able to deliver the faster we are able to test our hypothesis and develop better products for our customers. The platform that these applications are delivered on is the key to making delivery faster every day.”



Our work informed the DIB SWAP Study and Guide to Detecting Agile BS

Why Companies Do “Innovation Theater” Instead of Actual Innovation

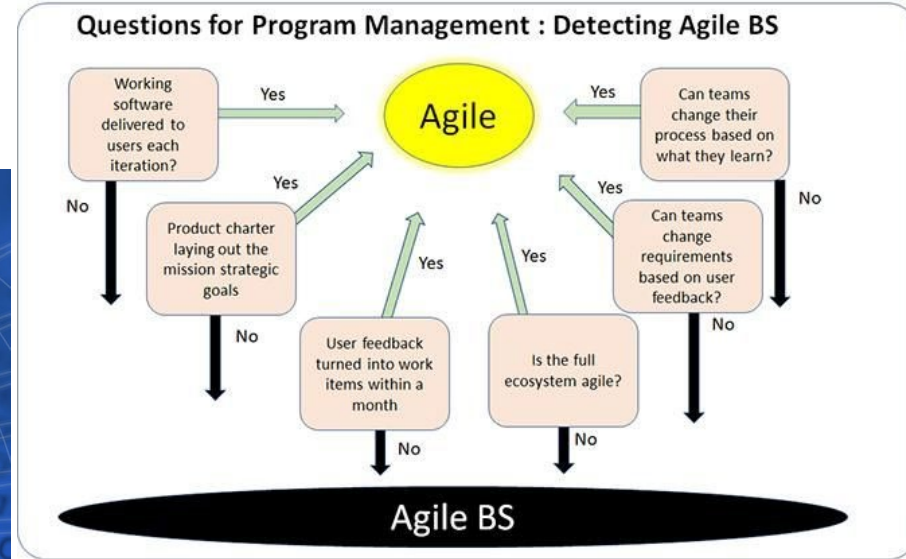
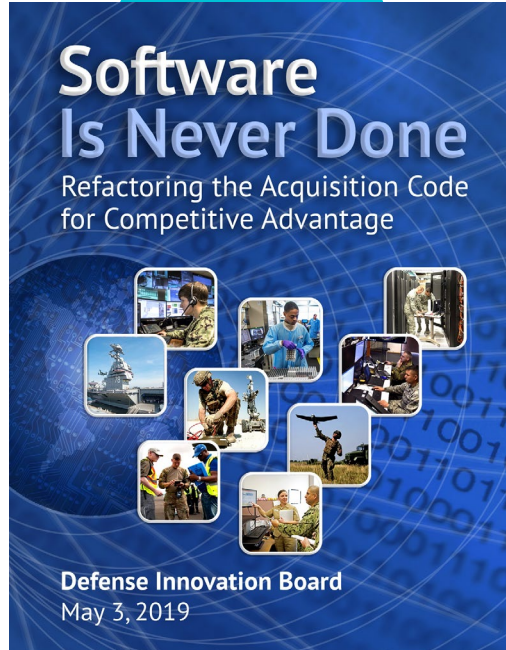
by Steve Blank
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The type of disruption most companies and government



What does “good” look like?

2019 Accelerate State
of DevOps Report

Elite				
Aspect of Software Delivery Performance*	On-demand (multiple deploys per day)	High	Medium	Low
Deployment frequency For the primary application or service you work on, how often does your organization deploy code to production or release it to end users?		Between once per day and once per week	Between once per week and once per month	Between once per month and once every six months
Lead time for changes For the primary application or service you work on, what is your lead time for changes (i.e., how long does it take to go from code committed to code successfully running in production)?	Less than one day	Between one day and one week	Between one week and one month	Between one month and six months
Time to restore service For the primary application or service you work on, how long does it generally take to restore service when a service incident or a defect that impacts users occurs (e.g., unplanned outage or service impairment)?	Less than one hour	Less than one day ^a	Less than one day ^a	Between one week and one month
Change failure rate For the primary application or service you work on, what percent of changes to production or released to users result in degraded service (e.g., lead to service impairment or service outage) and subsequently require remediation (e.g., require a hotfix, rollback, fix forward, patch)?	0-15% ^{b,c}	0-15% ^{b,d}	0-15% ^{c,d}	46-60%

Simple questions you can ask:

1. Are you **fully accredited** and **in production** ?
2. Is your software **fully adopted** by mission users?
3. Is your software **moving the needle on the mission** ?
4. What is your **cycle time** from real user feedback to your next fully-accredited production release that addresses that feedback?

If answers to these questions is anything other than “Yes” and “Days” than it is “innovation theater” or just bad software delivery.

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VMware Tanzu

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<https://tanzu.vmware.com/>