Open Source and Open Community at a 100-Year-Old Company
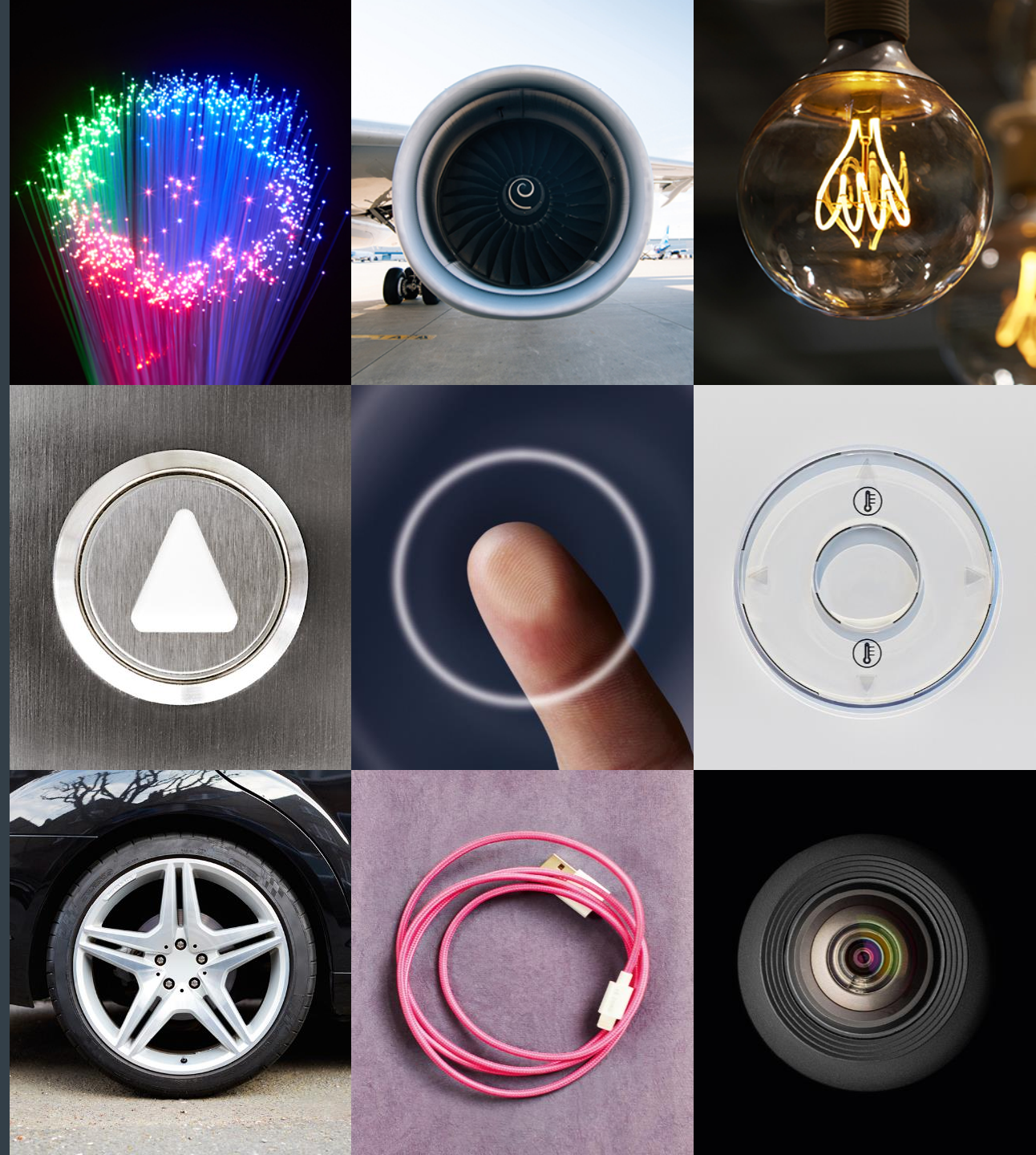
Donnie Berkholz
VP, Service Delivery – Enterprise IT
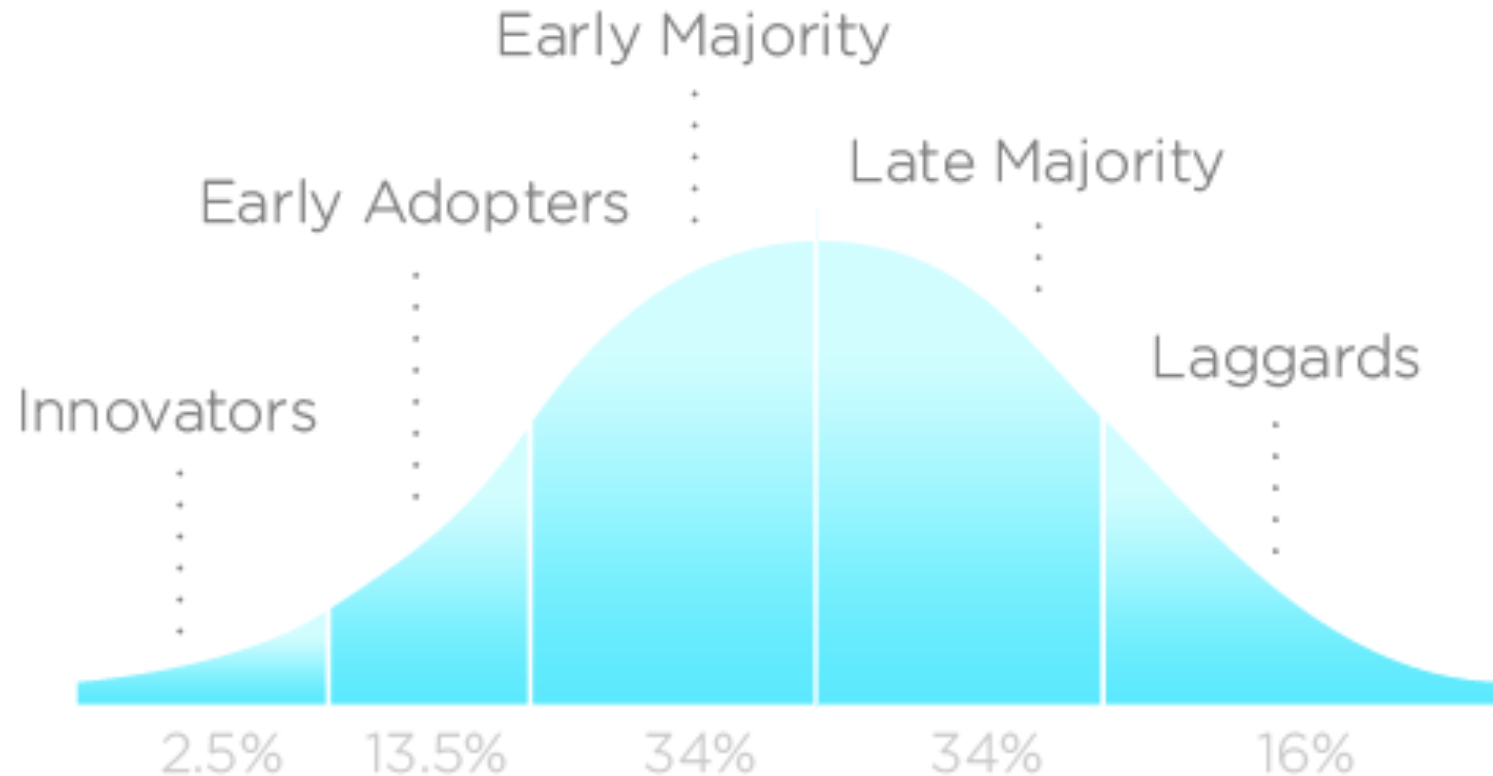
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CWT 1.0

People

Travel manager

Business travelers

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CWT 3.0

People
& technology

Travel manager

Business travelers

CWT Meetings&Events

CWT AnalytIQs

CWT To Go

CWT Portal

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3

The road to change is slow and uneven

Innovation Adoption Lifecycle

Innovators 2.5% — Early Adopters 13.5% — Early Majority 34% — Late Majority 34% — Laggards 16%

e.g. Crossing the Chasm by Geoffrey Moore

No overnight success

John Kotter's principles of change management

1. Create a sense of urgency

2. Build a guiding coalition

3. Form a strategic vision & initiatives

4. Enlist a volunteer army

5. Enable action by removing barriers

6. Generate short-term wins

7. Sustain acceleration
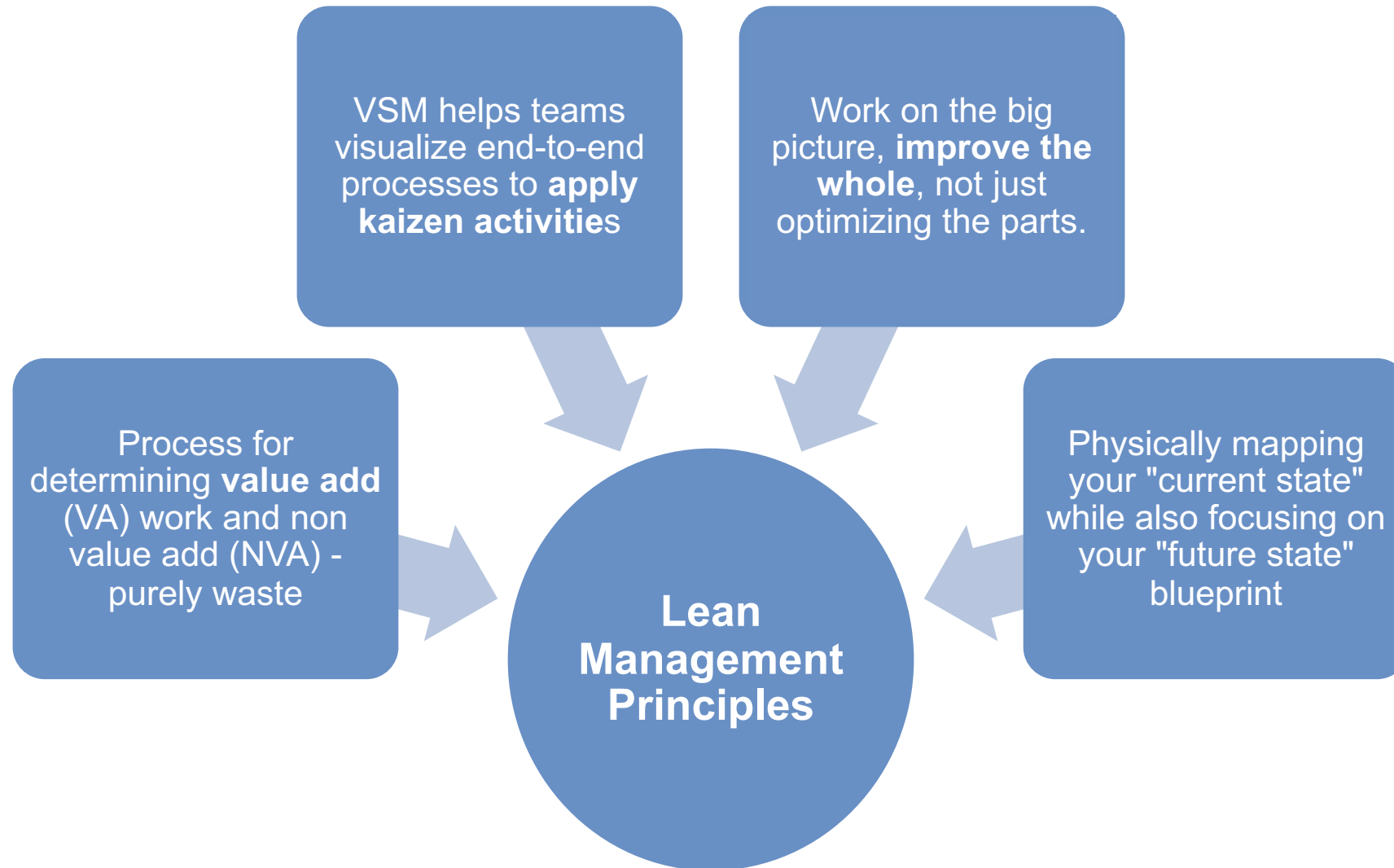
8. **Institute change**

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I thought I was doing DevOps

- Culture

- Automation

- Lean

- Measurement

Lean: Value Stream Mapping

VSM helps teams visualize end-to-end processes to **apply kaizen activitie**s

Work on the big picture, **improve the whole**, not just optimizing the parts.

Process for determining **value add** (VA) work and non value add (NVA) - purely waste

Lean Management Principles

Physically mapping your "current state" while also focusing on your "future state" blueprint

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But we needed to open up for success

- Open **source**
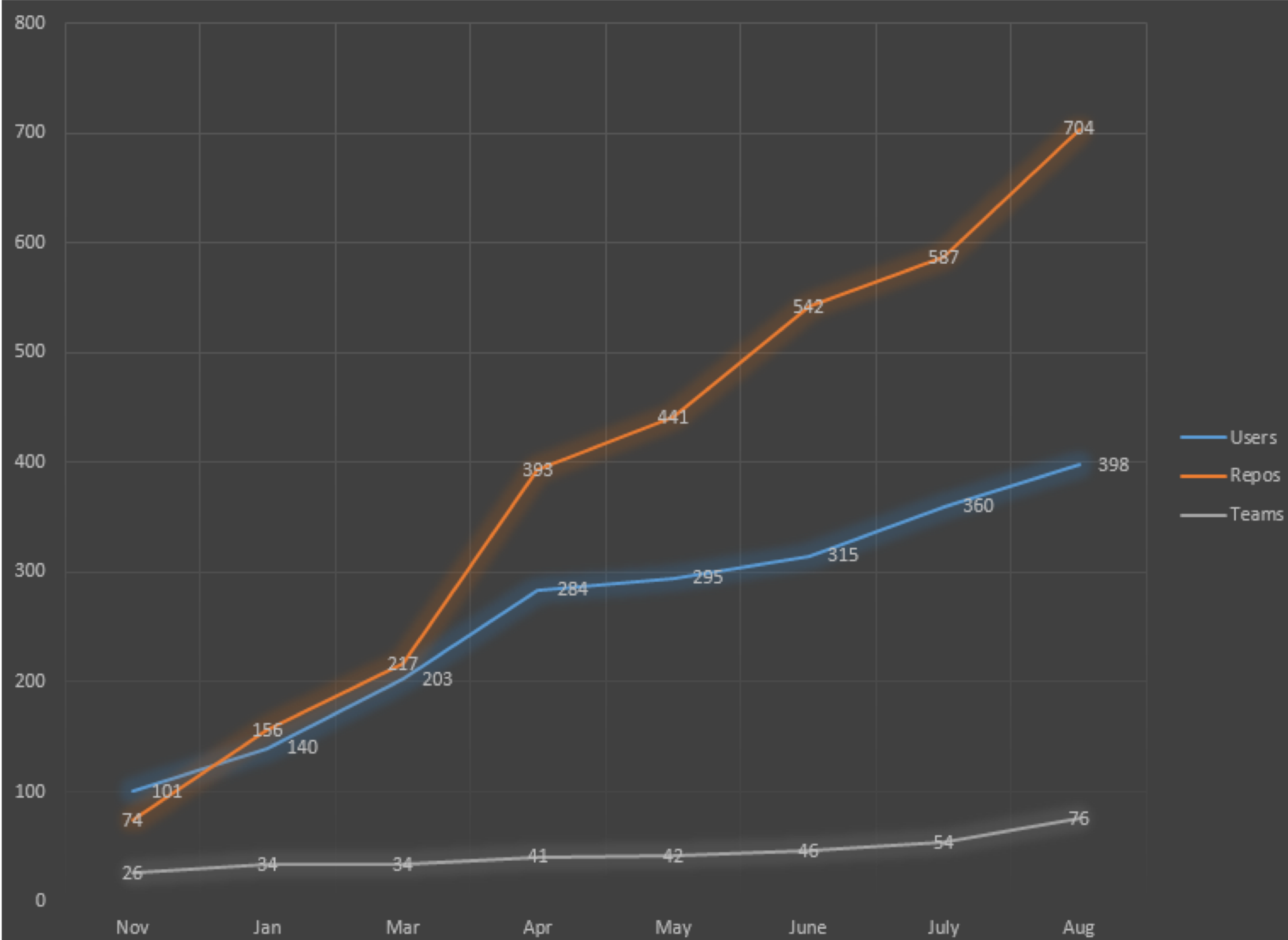- Open **community**

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Making the case:
Business value

1. Dollars: $$ comes in two flavors
   a) Revenue
   b) Efficiency
2. Time to market / iteration time
3. Lower risk
4. Strategic value

- Engineer recruitment/retention
- Code reuse
- Silos

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Collaborating with chat

Members ⓘ
913

Weekly Active Users ⓘ
509

Public Channels
414

👤 Active Users

Weekly active users   Daily active users

● Weekly Active Users   ● Weekly Users Posting Messages
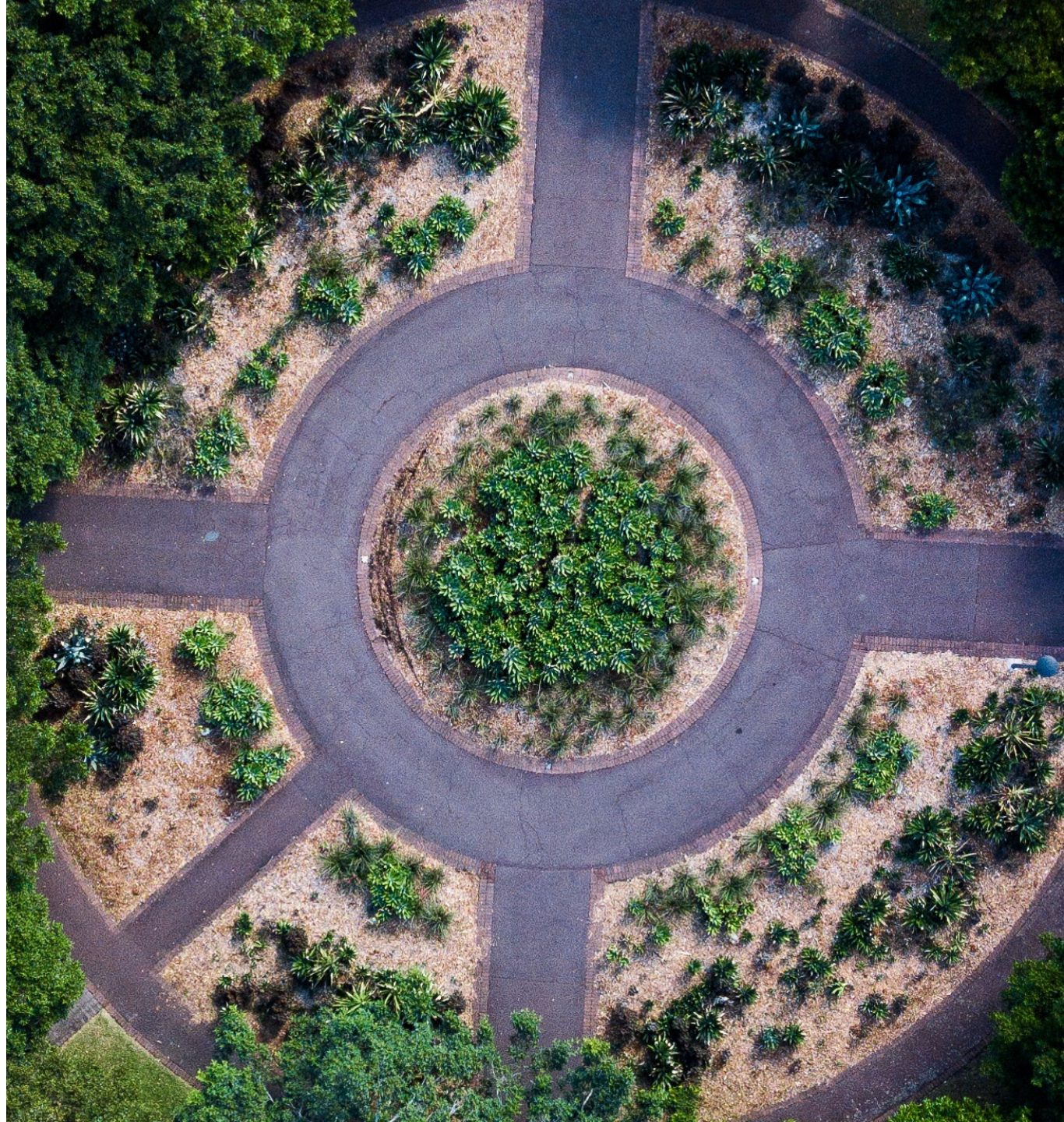
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Results

- Published open-source software guidelines w/ **lean** mindset

- Launched an OSPO with CTO-level (CEO-1) buy-in

- Broke down comms silos between our product groups

  - Momentum with punctuation marks and paragraph breaks

- Built out human-powered process for adoption, compliance & contribution, leveraged for vendor, "community-supported," and WIP for in-house software

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Next steps

- OSPO community engineering
- Automate, automate, automate!
- Giving back at the "right" level
- Evangelism is never done

EASY PAYMENT

HOTELS

MAKE THE WORLD WORK FOR YOU

EVENTS

FLIGHTS