Open Source and Open Community at a 100-Year-Old Company

Donnie Berkholz
VP, Service Delivery – Enterprise IT
CWT 1.0

Travel manager

Business travelers
The road to change is slow and uneven

INNOVATION ADOPTION LIFECYCLE

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
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 activities.
- 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.
- Physically mapping your "current state" while also focusing on your "future state" blueprint.
But we needed to open up for success

- Open *source*
- Open *community*
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
Collaborating around code!
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
Results

- Published open-source software guidelines with 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
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