DASA
DEVOPS AGILE SKILLS ASSOCIATION

GETTING READY FOR SUCCESS IN THE DIGITAL ERA

How Leadership, Strategy, Business, Culture & Technology Help Leaders and Businesses Achieve Digital Readiness

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INTRODUCTION

All organizations and individuals are increasingly pressed to adapt to the new changing world of business and digitalization. How to undertake that path successfully, however, is far from self-evident. Thankfully, there are two key sources of inspiration and knowledge to look into as a first step in the journey towards digital readiness.

One of the sources we'll be looking into is the book "Your Guide to Digital Readiness" in which the authors Kasem Chahrour and Johan Beijar present the Digital Readiness Model. We'll explore the model and how its two levels help identify the four main organizational capability areas, the twelve guiding stars for direction and movement as well as the ten differential organizational capabilities for each organization.

The second source is provided by the DevOps Agile Skills Association (DASA). DASA developed a DevOps competence model focused on four skill areas and eight knowledge areas that help you prepare for the new IT way of working with a focus on the value and potential of DevOps.

Complementing the Digital Readiness Model with the DASA DevOps competence model can help you understand how to proceed and become fit for success in the digital era. We'd like to show you how.

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ADAPTING AND INNOVATING IN A CHANGING DIGITAL WORLD

The world is changing at an ever more rapid pace. Competition is draconian with new ways, tech-solutions, uses of data, and business models arising constantly. Customer behavior and expectations are in constant reshape. This has led to previously stable and sound business models being severely disrupted.

Modern organizations must not only have the capability to adapt and handle change but also to identify and take advantage of new possibilities. Only then can they be among those who drive change and create new solutions for different problems and challenges in society and business.

To survive and prosper as an organization in this climate, new and/or enhanced organizational capabilities in the entire organization are needed. The authors developed the Digital Readiness Model to help organizations to define direction, build needed capabilities and move toward sustainable success in the digital era.

Bold visionary leaders and organizations challenge themselves to improve their strengths and capabilities to not only act in a reactive way to change. They aim to create new proactive models, possibilities, and value to customers and society.

The most important thing is not to stand still, but to create a overarching vision and strategy. Only then can the correct capabilities be strenghtened so as to take advantage of and prosper in the digital age.

The Digital Readiness Model is about much more than technology, though technology, plays a fundamental role.
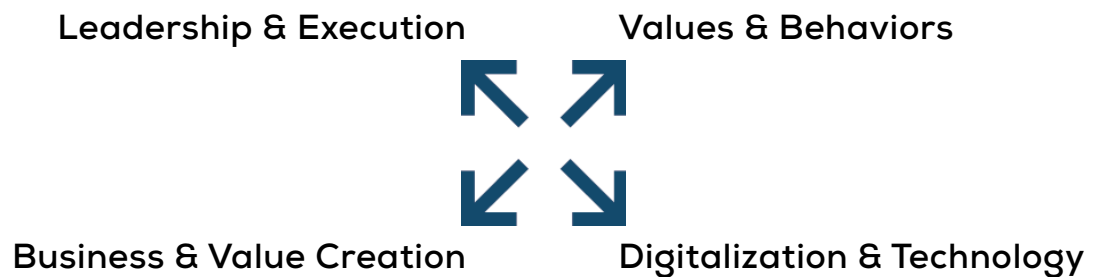
THE DIGITAL READINESS MODEL

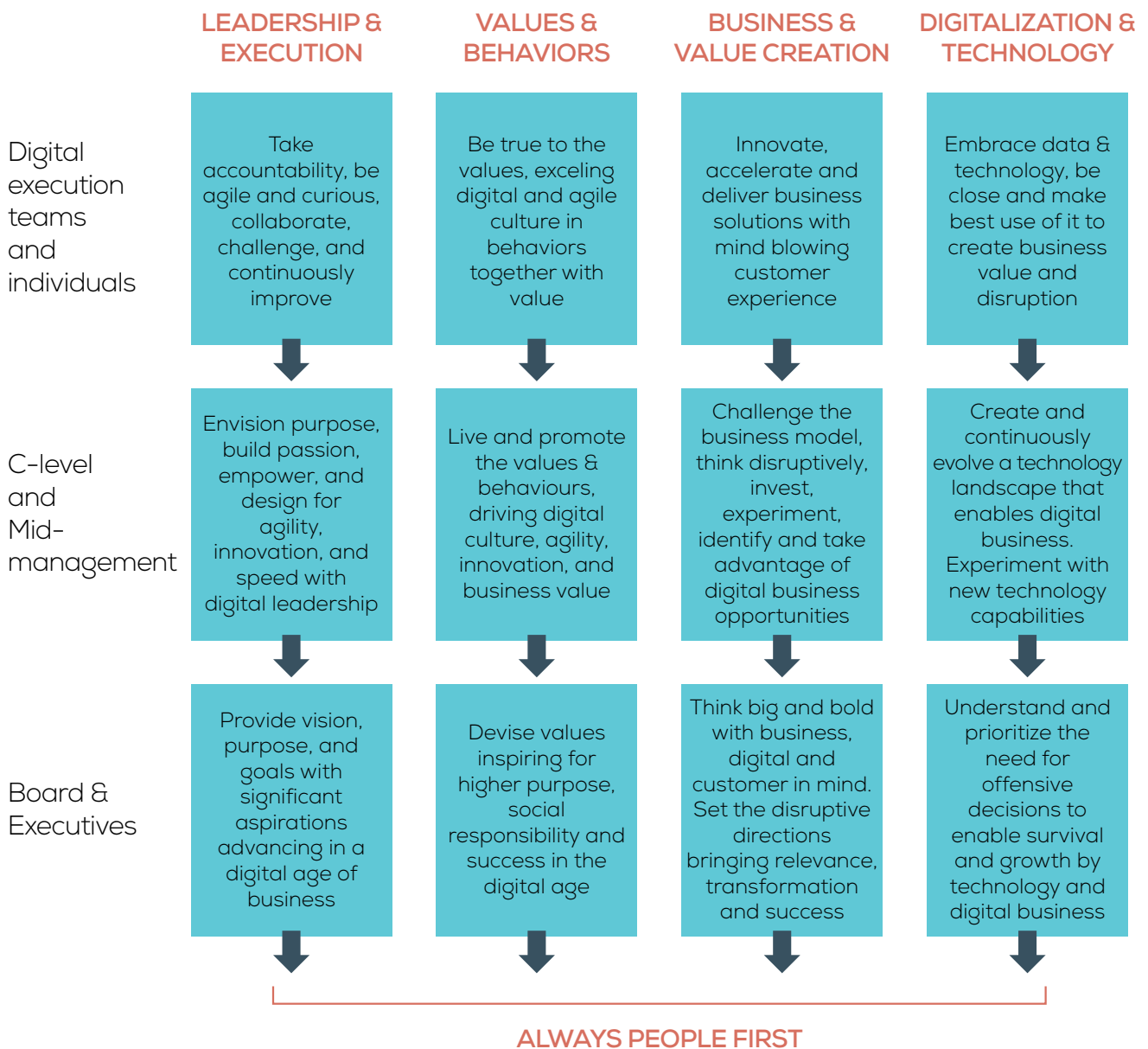|	LEADERSHIP & EXECUTION	VALUES & BEHAVIORS	BUSINESS & VALUE CREATION	DIGITALIZATION & TECHNOLOGY
Digital execution teams and individuals	Take accountability, be agile and curious, collaborate, challange, and continuously improve	Be true to the values, exceling digital and agile culture in behaviors together with value	Innovate, accelerate and deliver business solutions with mind blowing customer experience	Embrace data & technology, be close and make best use of it to create business value and disruption
C-level and mid-management	Envision purpose, build passion, empower, and design for agility, innovation, and speed with digital leadership	Live and promote the values & behaviors, driving digital culture, agility, innovation, and business value	Challenge the business model, think disruptively, invest, experiment, identify and take advantage of digital business opportunities	Create and continuously evolve a technology landscape that enables digital business. Experiment with new technology capabilities
Board	Provide vision, purpose, and goals with significant aspirations advancing in a digital age of business	Devise values inspiring for higher purpose, social responsibility and success in the digital age	Think big and hold with business, digital and customer in mind. Set the disruptive directions bringing relevance, transfor-mation and success	Understand and prioritize the need for offensive decisions to enable survival and growth by technology and digital business
Always People First!				

4 MAIN ORGANIZATIONAL CAPABILITY AREAS

All organizations need a desirable and fit-for-purpose product or service to deliver to their customers. If we assume that there is such service or product, what else is required to become an organization able to build for a volatile and continuously changing future and not just survive the here and now? This is a simple question that demands a complex answer with many internal and external dependencies.

Leadership & Execution   **Values & Behaviors**

Business & Value Creation   **Digitalization & Technology**

On level 1, The Digital Readiness Model highlights four main organizational capability areas to focus on together with 12 guiding stars to aim for the different leadership and organizational levels. These are key capabilities needed to create a Digital Ready, sustainable and resilient organization, able to cope with both internal and external challenges and grasp essential opportunities in the digital age.

THE 12 GUIDING STARS

	LEADERSHIP & EXECUTION	VALUES & BEHAVIORS	BUSINESS & VALUE CREATION	DIGITALIZATION & TECHNOLOGY
Digital execution teams and individuals	Take accountability, be agile and curious, collaborate, challenge, and continuously improve	Be true to the values, exceling digital and agile culture in behaviors together with value	Innovate, accelerate and deliver business solutions with mind blowing customer experience	Embrace data & technology, be close and make best use of it to create business value and disruption
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Board & Executives	Provide vision, purpose, and goals with significant aspirations advancing in a digital age of business	Devise values inspiring for higher purpose, social responsibility and success in the digital age	Think big and bold with business, digital and customer in mind. Set the disruptive directions bringing relevance, transformation and success	Understand and prioritize the need for offensive decisions to enable survival and growth by technology and digital business

ALWAYS PEOPLE FIRST

Digital Readiness Model - Level 1

10 DIFFERENTIAL ORGANIZATIONAL CAPABILITIES

The level two of the Digital Readiness Model consists of 10 differential organizational capabilities. These capabilities are key for any organization, independent of industry, size, or geographical market.

01 Clear & enticing vision incorporating a higher purpose

02 Strong and vibrant culture

03 Deep business, society, and technology knowledge with customer-centricity at the core

04 Embraced and articulated Digital Leadership

05 Agility in minds and business development in the entire organization

06 Digital technology & data is available, secure, and used for business value, CX and disruption

07 Curiosity, exploration, speed, and innovation as a strong part of the culture

08 Product and service design of organization with outcome-oriented empowered autonomous teams

09 Digital HR with continuous competence management, talent attraction and development

10 Organization, tools, and processes fit for digital and agile

Digital Readiness Model - Level 2

Organizations that embrace and truly prioritize these capabilities are likely to attain digital readiness. They will be able to continuously evaluate and reshape their skills in order to innovate and transform any business.

These capabilities are named "differential" because they are used to differentiate multiple kinds of organizations in the digital era. Organizations which focus on the ten capabilities outlined in the Digital Readiness Model have much better chances of surviving or thriving.

CREATING STANDARDS AND INSPIRING IT PROFESSIONALS

As the world continuously changes at a rapid pace, digital and new business models are intensely driving traditional IT to transform. Old waterfall approaches are no longer fit for the purpose and organizations are looking for alternatives such as Agile and DevOps to run their digital domain and development.

This has raised many questions:

- What does DevOps mean for my IT organization?

- Are my people ready for DevOps?

- Do my teams have the right skills to work in an Agile and/or DevOps environment?

DevOps Agile Skills Association (DASA) has been addressing these and other concerns regarding the development of high-performing DevOps teams since 2016. This a fast-growing global DevOps movement believes in the power of T-shaped professionals possessing the necessary skills to build and run systems independently and as a team.

By bringing people together to talk about DASA's unique team-based approach to DevOps, and the offering of thought leadership, DASA has defined the roles and created the standards required for successful digital transformation.

At the core of this, is the DASA DevOps Competence Model. This tool helps individuals and teams to determine how ready they are for DevOps, and if the team has the right set of skills and capabilities to achieve high-performance levels. The Competence Model represents DASA's vision on DevOps and is used as the guiding light for any DevOps transformational journey. This helps professionals take part in teams with end-to-end responsibility for the product they serve, which is crucial for teams to become the driving force behind DevOps success for organizations.

# THE DASA DEVOPS COMPETENCE MODEL & COMPETENCE QUICKSCAN

The **DASA DevOps Competence Model** identifies 4 skill areas, and 8 knowledge areas, and outlined what the expected behavior or knowledge is for each of these 12 capabilities.
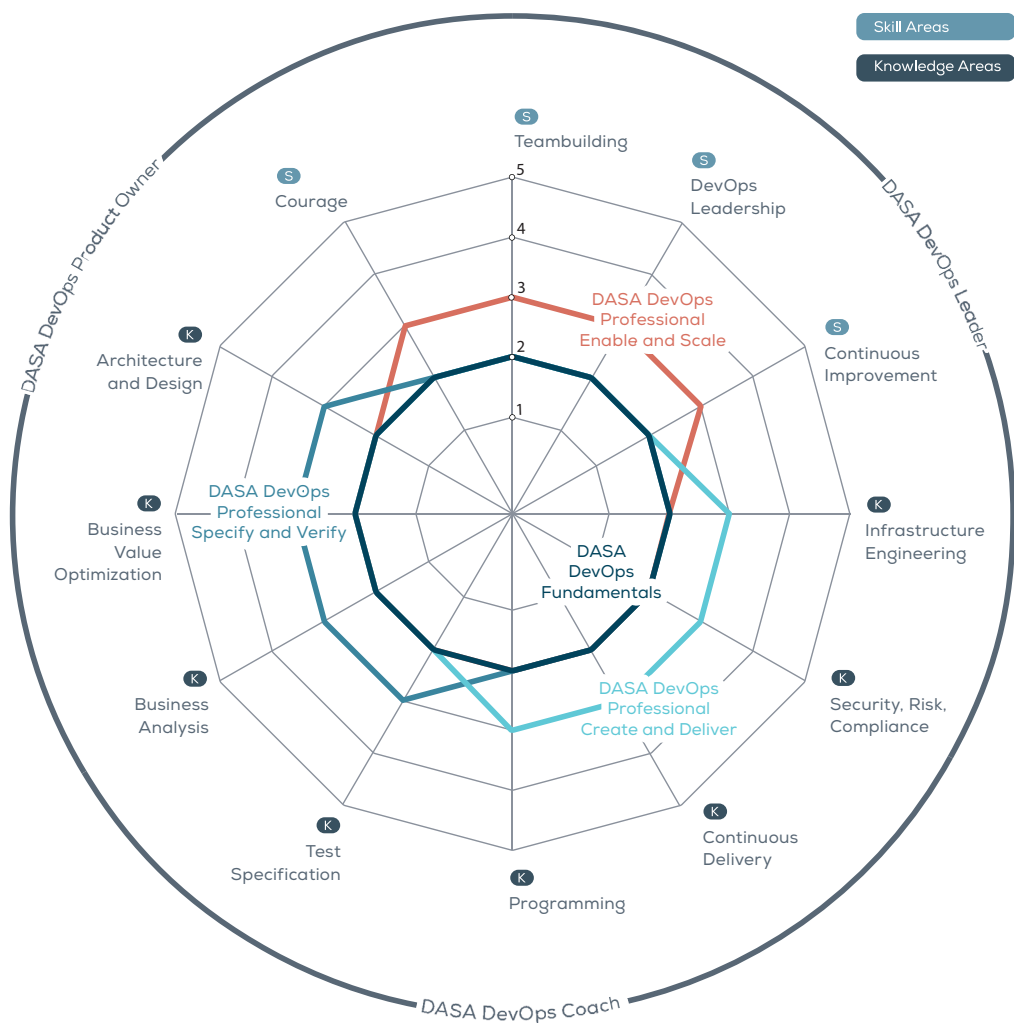
A well-balanced set of skills and competences within a DevOps team is what separates teams that succeed from those that don't. Every team should seek expertise in all of the 12 capabilities in DASA's competence model.

Everyone needs to be 'competent' and have a foundation level of knowledge of DevOps principles and practices. Not everyone needs to be at the 'expert' level in all 12 areas, as long as together as a team, the 'expert' level is covered for all 12 capabilities.

DASA has developed the **DASA DevOps Competence Quickscan** with the purpose of helping numerous professionals to easily assess their readiness to work effectively in a DevOps team. It is highly recommended to complete this self-assessment questionnaire to find out how you are performing against the DASA DevOps Competence Model.
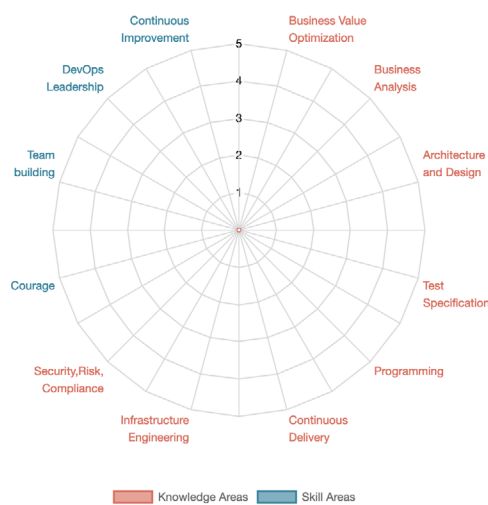
BUSINESS VALUE OPTIMIZATION

Read More

1. To what extent are you aware of the organizational goals and objectives in your area?

I am not fully aware of the organizational goals and objectives. I focus on my work which I need to perform during a sprint.

I am aware of the organizational goals and objectives, but I don't know how each requirement is aligned to these goals and objectives.

I am aware of the organizational goals and objectives and I constantly ensure that the requested features align with the goals and objectives.

Next

'PEOPLE FIRST', ALWAYS A WINNING CONCEPT

Using both the **Digital Readiness Model** and **DASA DevOps Competence Model** can be incredibly helpful to take the path to digital readiness. This can only happen, however, if the importance of the human element is established very early on. Yes, the world we live on is very much about technology and the tireless ambition to find new, improved, faster and better solutions to our everyday challenges. This happens independently of whether we are at home, in the office, outdoors, in the boardroom or in a powerplant. The reality is that for the foreseeable future, constant change for improvements will remain being driven by human beings. By you, your colleague sitting next to you and all people in society.

That's why adopting DevOps and Agile concepts and principles requires a deep cultural and organizational change. That means significantly changing thoughts and behavior.And that is hard!

We need co-workers in our organizations that are capable of driving business forward in the digital era and exploring new ways of working. This is why a 'People First' approach is very important.

The DevOps mindset is essential nowadays to continuously deliver new business value and gaining the ability to act on changed prerequisites around us. We have a smorgasbord of new modern tools to support us in this work but we must not forget that ultimately, it is the people that make the difference. They are the ones to make the decisions about what to do, how to do them and also reflect on why they need to be done.

Implementing a DevOps mindset in the organization or parts of the organization is not a project with a well-defined start and an end. It is an ongoing work that requires determination, competence, and endurance (only to mention a few). Culture and behavior can be an obstacle in organizational development. Acknowledging this, DASA developed the **DASA DevOps Coach** program which taps on the necessity of having professionals responsible for enabling a collaborative, transparent, positive and blameless culture. Only once DevOps implementation goes beyond the technical side of things, can its full promise be achieved.

It is not easy to work with people in a global environment that changes face and throws new curveballs at you every month, week and day. This requires, more than anything else, the ability to lead people. This is where the new modern digital leadership enters the stage. Organizations need leaders that know how to communicate, act, and work in a direction towards a comprehensive, holistic, vision more than ever. We need to make sure this is accomplished at all levels of the organization.

SUMMARY

It has become more important than ever to bring out the full capacity in each individual for organizations to prosper in the digital era. By enabling a mindset where the individual co-worker can test, innovate, try out new things and also fail, the organization is capable of efficiently tackling new challenges. Importantly, it will also allow it to contribute with new business value that will transpire into revenue and a positive result on the bottom line in the quarterly and annual reporting.

THREE KEY TAKEAWAYS

- Any organization seeking to survive and prosper in the digital world ought to consider the capabilities described in the Digital Readiness Model. Remember that there is no more important asset in organizations than the people themselves.

- The DASA DevOps Competence Model provides an excellent framework for understanding what skill and knowledge areas are needed to succeed in a DevOps team. These standards greatly facilitate the process of implementing DevOps and strengthening the capabilities of improved velocity and time to market for the digital deliverables in any organization.

- Don't undermine the importance of dedicating the right amount of time to understanding the value of complementing the strengths of the Digital Readiness Model with the DASA framework. Paving the way for success in the digital world will suddenly look much simpler.

AUTHORS

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Johan Beijar has a long and comprehensive experience in delivering business value by utilizing IT and technology, often in an international environment. His broad experience gives him unique capabilities and skill set to add value in many different situations and in any capacity, in operations as well as in the boardroom. Comprehensive experience in leading change and transformations. Johan has also been a speaker on multiple occasions on the topic of Digital Readiness and is the co-author of the book "Your Guide to Digital Readiness".

Kasem Chahrour, LinkedIn

Kasem Chahrour is an experienced digital leader deeply engaged in topics around digital leadership and digital readiness for leaders, companies, and organizations. He has had the privilege of contributing in the past 20 years to the success of companies and brands like IKEA, Capgemini, and the Nordic food retailer ICA in different leadership roles. Kasem is the founder of the company Digital Vibrations AB, a Swedish consultancy, specializing in Digital Readiness and Digital Leadership. Over the years he has also been a trusted advisor, speaker, coach and leadership mentor. Co-author of the book "Your Guide to Digital Readiness."

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Dimitri van den Broek has a long history supporting organizations to develop high value-creation teams. Based in Rotterdam, The Netherlands, Dimitri is a Founding Member of DASA and a driving force behind its rapid global adoption. He oversees DASA's Partner Community and spearheads the DASA DevOps Coach program across the globe. As a frequent speaker on High Performing DevOps teams, Dimitri has organized DASA DevOps Meetups around the world with some of the biggest experts in the field.

You can purchase the
"Your Guide to Digital Readiness" book **here**.

Further information on DASA can be found at
www.devopsagileskills.org.