liatrio

IGNITE

PLAYBOOK 1.0

A strategic guide for enterprise technology modernization and digital transformation.

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A strategic guide for enterprise technology modernization and transformation.

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FOREWORD

We All Must Be Technologists

The truth that has been lurking in the background for years is no longer something that can be hidden - your company has been successful despite its technology, not because of it. The pace of change continues to accelerate and large companies with legacy systems and processes are realizing they cannot keep up without doing something truly transformational. With the explosion of AI, that pace has increased exponentially and large enterprise technology organizations are facing the hard truth that they are not prepared to deliver safely at that speed. Survival depends on a successful Technology Modernization, but if the approach to the effort is like most other companies the reality is inescapable - you will fail.

Our mission at Liatrio is to change that. Our goal is to make you successful with modern technology and, ultimately, successful because of your technology. This type of transformation requires a new level of leadership courage and insight that results in the creation of a 'digital factory' environment where ideas are born, developed, and brought to life through the power of technology. The key to success lies in making this space dynamic, efficient, and collaborative in ways that foster seamless technology integration and delivering innovative solutions at a lightning-fast pace.

Embracing an Engineering Culture

Long gone are the days of technology requiring intense coordination of physical activities in the data center. No more sourcing and purchasing hardware, coordinating shipping, racking, stacking and networking everything before it even sees its first use. Solution development and deployment is now all coded as software and needs to be treated and fully leveraged as such. It is a different way of thinking about technology, but for many it goes against years of what they believed to be 'best practices'.

Leadership courage is needed to make bold changes that go against that conventional wisdom. Simply moving existing solutions to the cloud is not transformative and does not change outdated organizational behaviors. Embracing an engineering culture means changing the way your people work and redirecting your management team to enable and empower those people. This type of change takes skill and commitment across your entire organization. Establishing a modern form of engineering leadership means overhauling your workforce with training and upskilling, and giving them the platforms and environments that unleash their potential and productivity. It is a completely new developer experience that you create for them where they can truly shine.

The organizations that cultivate the deep integration of technology and culture are the ones that attract and retain the top talent and produce the best solutions for their customers. They can no longer accommodate mediocrity because that puts the company at risk of falling behind. This journey requires breaking down long-held company norms by having less traditional project management, less bureaucracy, and establishing new behaviors and practices. The most important of these is to shift the broader organization toward this engineering culture.

Stop Managing Technology and BE Technology

This is what we do at Liatrio - we challenge the organization to become the best version of itself through technology and engineering. True transformation demands that a fundamental shift happens to the organizational culture along with a realignment of strategic goals. Without making this shift processes remain siloed, teams stay misaligned, and automation is woefully underutilized. This leads to continued costly inefficiencies and bottlenecks that delay the delivery of value and prevent the enterprise from taking a digital-first or technology-first approach that will enable the 'digital factory floor'.

I founded Liatrio on the premise that large, complex organizations with long histories can compete and win with technology just like born-in-the-cloud startups. This will lead to better business outcomes and a more enjoyable and rewarding career and life for everyone involved. This realization of why organizations fail to modernize set the mission to provide enterprises with a different kind of consulting - one that dares to challenge the status quo, drives phenomenal success, and ignites a passion throughout the enterprise for owning their digital destiny.

We've navigated this path alongside numerous large, complex organizations already, and we've learned that successful transformations require a holistic approach that seamlessly integrates people, processes, and core business objectives along with modernizing their technology. That's why we created the Ignite Playbook, a structured framework that emphasizes the interconnectedness of these various transformation areas and strategies.

True modernization requires dedicated effort to establish new capabilities. We seek to partner with you on this journey and bring our expertise and experience to help you optimize your digital value delivery, create an adaptive and nimble organization, and achieve your strategic goals.

I invite you to explore the Ignite Playbook and use it as a guide to build modern digital capabilities that serve as the engine of your transformation success. The journey will be challenging, but with the right mindset, tools, and partnership, you will emerge stronger, more agile, and ready to embrace your digital future.

Chris Blackburn

CHRIS BLACKBURN
CEO & FOUNDER
LIATRIO

ABOUT THE IGNITE PLAYBOOK

This version of the Ignite Playbook, the very first in print, is Liatrio's guide on how to approach digital transformation in large, complex organizations. Crafted from years of experience working with diverse enterprises including medical, financial, aviation, and transportation industries, this playbook encapsulates the areas and strategies that are critical for successful technology modernization and digital transformation.

For your reading and scanning pleasure, this is an abridged version of each Ignite Quadrant, Winning Strategy, and all of the "Plays" that implement them. This version of the Ignite Playbook is here to help you see the breadth, if not the depth of both the challenges and solutions that are powerful catalysts to ignite change in your organization.

Implementing the change you want to see in a large enterprise will mean you need to find a starting point. Many times, it's obvious what the problem is that you want to fix now. Other times, it's not so clear. Maybe features are slow to get to customers, or you are dealing with frequent technical challenges that don't have an obvious resolution. Perhaps you are being asked to get more done with less and are at risk of losing motivated team members. And just how is GenAI supposed to be implemented safely?

The Ignite Playbook is a survey of "the what" and "the how" as you approach these challenges. Liatrio can help you navigate this change. And we hope, as you turn these pages, you'll get a sense of the areas in which we can help you.

As dedicated community builders in technology and consulting, and regular contributors to open-source software communities, we are sharing this playbook openly with the industry. While the playbook itself isn't open-sourced, you are encouraged to use it and share it as you see fit in work presentations and social posts with credit to Liatrio, e.g. "Source: liatrio.com"; "Source: Liatrio's Ignite Playbook".

We want to know what you think. If this playbook resonates with you, we'd love a chance to see if we can Ignite the next step in your digital transformation journey. There are QR codes and URLs at the end of the book for getting in touch - please reach out!

INTRODUCTION

LIATRIO'S FIRST PRINCIPLES

At Liatrio, our First Principles aren't just guidelines - they're the beating heart of everything we do. Refined through years of hands-on experience, these principles have become the core elements driving our success, both internally and with our clients.

Let's dive into the principles that shape our approach:

Small Batch & Fast Feedback: This principle is the key to changing ingrained behaviors inside of an existing, complex organization. Working in small batches, with very quick iterations builds so many positive behaviors, interactions and learning to keep everyone aligned and ultimately build the right thing faster. By seeking immediate feedback, we continuously improve quality and reduce risks.

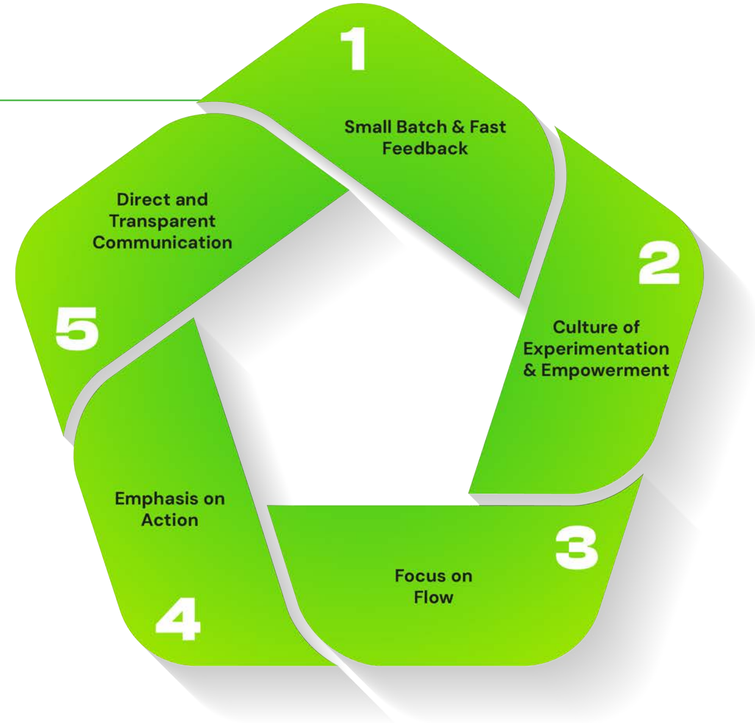
Culture of Experimentation and Empowerment: We create an environment where innovation scales. We empower our teams to take calculated risks and trust their insights. This environment isn't just about trying new things - it's about rapidly validating ideas, testing hypotheses, and creating a safe space to quickly learn what provides value and what doesn't.

Focus on Flow: The optimization of flow unlocks rapid and sustainable value delivery. By identifying and removing bottlenecks, we maintain a steady rhythm of work, reduce delays, and boost productivity. It also improves the Developer Experience (DevEx) by allowing team members to focus on their work more often and for longer periods of time.

Emphasis on Action: We're not fans of analysis paralysis. Our bias towards action means we move swiftly from ideas to implementation. But don't mistake speed for recklessness - we use fast feedback loops to learn and adapt on the fly. This proactive approach keeps our teams engaged and drives continuous improvement.

Direct and Transparent Communication: We believe in cutting through the noise. Open and honest communication is the foundation for any high performing team. By establishing trust teams can resolve conflict, work together, hold each other accountable, and focus on delivering results we ensure everyone's in the loop, can contribute their ideas, and collaborate effectively. It's amazing how much smoother decision-making and problem-solving become when everyone has a clear view of what's happening.

These First Principles are woven into every aspect of our work, keeping us agile, innovative, and true to our core values. They serve as our North Star, guiding us through modern technology's challenges while maintaining our edge and delivering exceptional value to our customers.



INTRODUCTION

HOW TO USE THE IGNITE PLAYBOOK

Digital transformation is complex. Using the Ignite Playbook is simple.

On the starburst graphic (right), you'll see four color-coded Ignite Quadrants; Product Mindset, Empowered & Aligned Culture, Technology Excellence, and Modern Engineering & Practices. Each Ignite Quadrant is a chapter in the Ignite Playbook.

Grouped into the Ignite Quadrants are fifty-two Winning Strategies that are represented by color-coded pentagons. Each Winning Strategy is a possible starting point for digital transformation that can ignite other Winning Strategies when implemented. A little choose-your-own-adventure in a playbook about enterprise technology? Yes, please.

Lastly, each Winning Strategy is about transformational change and therefore consists of Plays, Metrics, Benefits, and Risks to consider when choosing to implement them. We don't have room in this version of the playbook to show you all the details for each Winning Strategy, so we include one scenario for each Ignite Quadrant to give you a sense of what is inside.

As you flip through the Ignite Playbook, we recommend you find a Winning Strategy that resonates with you and the challenges you are facing in your organization. See what else it can ignite when implemented.

And, of course, reach out to us at Liatrio to talk about your specific needs so we can help you Ignite your digital transformation.

We are experts at assessing organizational challenges and Value Stream Mapping to help you pinpoint where you can get the maximum benefit for igniting change. The QR codes and links to contact us are at the back of the book.

CUSTOMER STORY

ACCELERATING DELIVERY THROUGH ENABLEMENT

Grainger, a fortune 500 industrial supply company, faced the challenge of modernizing its technology infrastructure and enhancing engineering capabilities. They selected Liatrio as a modernization partner to leverage our deep expertise in IT modernization and engineering enablement. This collaboration aimed to transform Grainger's product engineering organization, ensuring teams were equipped with the skills, tools, and processes needed in a rapidly evolving digital landscape.

Liatrio's approach focused on building and scaling engineering enablement and dojos across Grainger's product engineering teams. This involved guiding and supporting the platform engineering team to develop and evolve platform capabilities, emphasizing a mindset that treats platforms as products. This shift not only improved the developer experience but also ensured that the platform remained aligned with the company's business goals, promoting continuous improvement and innovation.

By focusing on Technology Excellence, Product Mindset, and Modern Engineering and Practices, Grainger was able to overcome challenges and achieve strategic objectives. Grainger's partnership with Liatrio to implement Winning Strategies from the Ignite Playbook enabled faster delivery of value and accelerated their digital transformation journey.

ENABLED ENGINEERING TEAM OUTCOMES

76% (P) Faster Cycle Time

83% (M) Reduction in Vulnerabilities

98% (T) Decreased Lead Time

452 (C) Dojo Participants Enabled

GRAINGER®

- **All Work is Visible and Tracked** — Improved accountability and progress monitoring by making all work visible and tracked.
- **Continuous Integration/ Continuous Delivery** — Enabled fast and reliable software delivery through continuous integration and delivery practices.
- **Everything as Code** — All configurations, policies, and infrastructure components were version-controlled, ensuring transparency and consistency.
- **Innersourcing** — Promoted collaboration and shared ownership of code, fostering a culture of teamwork and innovation.
- **Quality Engineered In** — Ensured rapid, reliable, and frequent deployments by embedding quality from the beginning.
- **Shift Left on Security** — Integrated security measures early in the development process, significantly reducing vulnerabilities.
- **Seamless Business & Technology** — Implemented Agile and DevOps practices within product teams, which promoted collaboration, faster iteration, and a focus on end-user needs.
- **Cloud Native Architecture** — Provided scalability and resilience to support digital initiatives through a cloud-native approach.
- **Minimal Iterative Architecture** — Adopted an iterative approach to architecture, allowing for gradual improvements and adaptability.
- **Platform Engineering** — Developed and evolved platform capabilities with a Platform as a Product mindset to enhance the developer experience.
- **Continuously Learning Team** — Encouraged a culture of continuous improvement and knowledge sharing to stay ahead of technological advancements.

IGNITE QUADRANT:

PRODUCT MINDSET

IGNITE QUADRANT:

PRODUCT MINDSET P

Product Mindset is an Ignite Quadrant that enables enterprise digital transformation and modernization, emphasizing the evolution from traditional project-based methodologies to a more dynamic model.

This Ignite Quadrant focuses on viewing every initiative, service, or tool within the organization as a product that delivers continuous value to customers. This perspective is important to digital transformation and modernization because it aligns with the need for constant innovation, adaptability, and a relentless focus on user satisfaction. By treating internal and external deliverables as products, enterprises can ensure they are consistently meeting user needs, iterating quickly based on feedback, and staying ahead of market trends.

One of the primary ways the Product Mindset supports digital transformation is through the adoption of small batch iterations and fast feedback loops. Traditional project models often involve long development cycles with feedback only gathered at the end, leading to higher risks and potential misalignment with user needs.

In contrast, the Product Mindset advocates for breaking down work into smaller, manageable increments that can be developed, tested, and refined rapidly. This approach allows for continuous delivery and immediate incorporation of user feedback, ensuring the product evolves in alignment with user expectations and market demands. A Product Mindset ignites a culture of experimentation and empowerment, which is essential to innovate and pivot quickly.

By empowering teams to experiment with new ideas and take calculated risks, organizations can drive innovation and discover new opportunities for growth. This culture of empowerment also leads to higher levels of ownership and accountability among team members, which in turn enhances productivity and morale.

Transparent communication is another key element of a Product Mindset. In a product-centric approach, clear and open communication channels ensure that all team members and stakeholders have a shared understanding of goals, progress, and challenges. This transparency helps break down silos, promotes collaboration, and ensures that everyone is aligned towards achieving the organization's strategic objectives.

Focusing on flow is also crucial in the context of a Product Mindset. This encourages organizations to optimize their workflows to ensure that value is delivered efficiently and without unnecessary delays. By minimizing bottlenecks and reducing handoffs, enterprises can enhance their operational efficiency and accelerate their time-to-market for new products and services.

Finally, the emphasis on action within the Product Mindset ensures that organizations are not just reactive but proactive in their approach. This bias towards taking decisive action and learning from outcomes enables enterprises to remain dynamic and responsive, vital traits for thriving in the digital age.

In summary, the Product Mindset is a fundamental driver of enterprise digital transformation and modernization. It aligns organizational efforts with the demands of the digital era, promoting continuous innovation, user-centricity, operational efficiency, and a culture of empowerment and agility. By embedding this mindset, enterprises can navigate the complexities of digital transformation more effectively and achieve sustainable success.

On the next page is an example scenario of how enterprises use the "Everything Is a Product" Winning Strategy within the Product Mindset Ignite Quadrant.

IGNITE QUADRANT: PRODUCT MINDSET - SCENARIO

EVERYTHING IS A PRODUCT

SUMMARY

Encourages teams to view each component of the software, from individual features to complete platforms, as products that deliver value to users, requiring careful planning, development, marketing, and maintenance.

BENEFITS

- Customer-Centric Focus
- Enhanced Quality and Innovation
- Greater Accountability and Ownership
- Agile and Lean Methodologies
- Cross-Functional Collaboration
- Clarity in Value Proposition
- Streamlined Processes and Efficiency

Everything is a Product

METRICS

- User satisfaction surveys and feedback scores from internal users
- Deployment frequency, indicating how often new features or updates are released to users
- Cost savings of automation and optimized processes
- Feedback loop effectiveness, measured by the time taken to implement relevant improvements or features

RISKS

- Silo Formation
- Over-Engineering
- Misalignment with Business Goals
- Cultural Resistance
- Complexity in Measurement & Accountability
- Scalability and Flexibility Issues
- Missing Customer Alignment

PLAYS

1. Establish dedicated Product Owner roles for each internal tool or service to understand user needs, prioritize features, and manage roadmaps, treating them as external products.
2. Organize regular demos or meetings where teams present updates, new features, or improvements to their internal products, fostering visibility, feedback, recognition, and cross-pollination of ideas.
3. Develop a user-friendly, self-service product catalog that describes IT services in terms of benefits and value, enabling users to easily understand and utilize them without complex request processes.
4. Facilitate the collaboration between IT, operations, business units, and other departments to align the development of internal products with overall business goals and user needs.

WHAT NOW?

Now that you have incorporated “Everything is a Product” as a winning strategy at your organization, it’s time to move forward. This approach ignites the path for other successful strategies, making their implementation smoother and more impactful for your organization.

P Customer Centric, pg. 22

T As A Service, pg. 36

AUTONOMOUS, PERSISTENT, STREAM ALIGNED TEAMS

Autonomous, persistent, stream-aligned teams are empowered to operate independently, maintain longevity, and focus on continuous delivery of value directly to the customer. These teams are organized around a specific business stream or a set of functionalities, enabling them to develop, test, deploy, and support their services or products with minimal cross-team dependencies.

This structure promotes a deep understanding of the customer's needs and a rapid, adaptive response to changing requirements, as the team possesses end-to-end accountability from conception to delivery. By enabling a culture of autonomy and alignment with business goals, organizations can achieve more efficient workflows, higher-quality outputs, and improved agility in their software development lifecycle.

IGNITES:

- P Product Taxonomy Guides Organizational Design, pg. 26
- C Failure Leads to Learning, pg. 64
- C Single-Threaded Leaders, pg. 67

CUSTOMER CENTRIC

Customer centricity in the realm of digital delivery and modern software engineering practices embodies the philosophy of placing the customer at the core of every decision-making process. This approach leverages user feedback and data analytics to understand customer needs and preferences. This ensures that the products or services developed are highly aligned with what customers truly value.

By adopting practices such as agile methodology and continuous integration/continuous delivery (CI/CD), businesses can efficiently iterate on their offerings in response to customer feedback, thereby enhancing user satisfaction and loyalty. Customer centricity compliments the use of cross-functional teams, including product management, design, and engineering, to create user experiences that are not only functional but also delightful, ultimately driving greater business success in the digital landscape.

IGNITES:

- P Venture Capital Team Based Funding, pg. 28

DATA AS A DIFFERENTIATOR

Establishing a practice of recognizing "data as a differentiator" underscores the strategic value of data in creating competitive advantages for organizations. By harnessing and analyzing vast amounts of data, companies can uncover insights that inform product innovation, enhance customer experiences, and optimize operations.

This approach leverages advanced data analytics, machine learning, and artificial intelligence technologies to not only react to market trends but also predict future demands and behaviors, allowing for proactive strategy adjustments. Organizations that effectively utilize their data assets can outpace competitors, offering more personalized and efficient services, and ultimately securing a dominant position in the market.

IGNITES:

- P Customer Centric, pg. 22
- C Adaptiveness as a Core Competency, pg. 62

DYNAMIC, ADAPTIVE ORGANIZATIONAL DESIGN

Dynamic, adaptive organizational design refers to the fluid structuring of teams, processes, and roles within an organization to better align with the ever-changing demands of digital delivery and modern software engineering practices. This approach emphasizes the importance of flexibility and the ability to rapidly reconfigure teams in response to new information or shifting market demands.

It leverages principles such as Agile and DevOps, which advocate for cross-functional teams and continuous improvement, to enable organizations to quickly adapt to technology trends and customer needs. By building a culture of learning and experimentation, organizations with dynamic, adaptive designs can more effectively drive innovation.

IGNITES:

- P Product Taxonomy Guides Organizational Design, pg. 26

EVERYTHING IS A PRODUCT

In the context of digital delivery and modern software engineering practices, treating "everything is a product" signifies a shift in how organizations perceive and manage software development and delivery. This approach encourages teams to view each component of the software, from individual features to complete platforms, as products that deliver value to users, requiring careful planning, development, marketing, and maintenance.

It promotes a user-centric or customer-focused mindset, emphasizing continual improvement, responsiveness to user feedback, and a commitment to quality and user satisfaction. By adopting this philosophy, organizations aim to increase innovation, enhance customer experience, and improve competitive differentiation for their digital products.

IGNITES:

- P Customer Centric, pg. 22
- T As A Service, pg. 36

FLATTENED ORGANIZATIONAL STRUCTURE

The idea of flattened organization structure aims to reduce the hierarchical levels within an organization. This encourages open communication, rapid decision-making, and a collaborative environment. This approach aligns with agile and DevOps methodologies, where cross-functional teams operate with a high degree of autonomy and accountability, removing barriers to innovation.

By minimizing the traditional management layers, companies can enhance responsiveness and adaptability to market changes and technological advancements. A flattened structure promotes a culture of shared responsibility and collective ownership of projects, enabling more direct involvement in product development and customer feedback loops.

IGNITES:

- P Dynamic, Adaptive Organizational Design, pg. 23

IT AS AN INVESTMENT CENTER

Looking at enterprise "IT as an investment center" fundamentally shifts how businesses perceive and manage their IT departments. Traditionally viewed primarily as cost centers focused on minimizing expenses, IT is increasingly recognized as pivotal in driving innovation, competitive advantage, and revenue growth.

By aligning IT strategy with business objectives, investments in technology and software engineering are viewed as essential instruments for unlocking new markets, enhancing customer experiences, and streamlining operational efficiency. This underscores the importance of continually investing in cutting-edge technologies, agile methodologies, and skilled personnel to create environments where IT propels businesses towards achieving long-term strategic goals.

IGNITES:

- P Venture Capital Team Based Funding, pg. 28

MEASURABLE BUSINESS OUTCOMES

Measurable business outcomes are quantifiable results that illustrate the tangible impact of digital delivery on business performance. These outcomes provide evidence of progress or success in achieving specific business objectives, such as increased revenue, improved customer satisfaction, or heightened operational efficiency.

By employing data-driven metrics, organizations can precisely align their technology initiatives with strategic business goals, ensuring that investments in digital innovations and software development yield concrete, beneficial results. The focus on measurable outcomes creates a culture of continuous improvement, where decision-making is informed by real-world data and adjustments can be made to optimize value delivery in a dynamic business environment.

IGNITES:

- T Observability, pg. 40
- C Leaders Set Vision and Context, pg. 66

PRODUCT TAXONOMY GUIDES ORGANIZATIONAL DESIGN

The concept of "product taxonomy guides organizational design" underscores the principle that the way products are categorized and structured within a company should shape the organization's structure and teams. This approach, often inspired by the Conway's Law, posits that the system designs produced by an organization are mirrored in the organization's own communication structures.

Therefore, by aligning the product taxonomy with the organizational design, companies can create more cohesive and efficient teams that are aligned with the product's architecture, leading to improved collaboration, faster delivery times, and more scalable and maintainable systems. This alignment ensures that teams are organized around product lines or services, which enables them to have a clearer focus, direct ownership, and a deeper understanding of the customer needs and business goals they are addressing.

IGNITES:

- P Customer Centric, pg. 22
- T As A Service, pg. 36

SEAMLESS BUSINESS AND TECHNOLOGY

"Seamless business and technology" refers to the deep integration and alignment between a company's business strategies and its technological implementations. This concept emphasizes the importance of technology not just as a support function but as a fundamental driver of business value, enabling organizations to innovate rapidly, respond to market changes.

By adopting modern software engineering practices such as DevOps, continuous integration/continuous delivery (CI/CD), and agile methodologies, businesses can achieve a more fluid execution of their objectives, with technology teams working closely with business units to ensure that digital products and services effectively meet the evolving needs of the company and its customers.

This synergy between business goals and technological capabilities is critical for sustaining competitive advantage in today's fast-paced digital landscape, creating an environment where both domains propel each other forward.

IGNITES:

- P Autonomous, Persistent, Stream Aligned Teams, pg. 22
- P Everything is a Product, pg. 24
- P Product Taxonomy Guides Organizational Design, pg. 26

SUSTAINABLE AND PREDICTABLE PACE

Looking at enterprise "IT as an investment center" fundamentally shifts how businesses perceive and manage their IT departments. Traditionally viewed primarily as cost centers focused on minimizing expenses, IT is increasingly recognized as pivotal in driving innovation, competitive advantage, and revenue growth.

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IGNITES:

- M All Work is Visible and Tracked, pg. 50

TEAMS OWN PRODUCT OUTCOMES

"Teams own product outcomes" emphasizes a shift from individually compartmentalized roles to a collective responsibility model. This idea ensures that all team members, regardless of their specific skills or job titles, are equally vested in the success and quality of the product, creating a more collaborative and motivated work environment.

By embracing this approach, teams can quickly adapt to changes, address issues cohesively, and innovate more effectively; as decisions and responsibilities are shared across the group. This holistic involvement not only accelerates the delivery process but also significantly enhances the end product by merging diverse expertise and perspectives into every stage of the development cycle.

IGNITES:

- P Autonomous, Persistent, Stream Aligned Teams, pg. 22
- P Customer Centric, pg. 22
- P Measurable Business Outcomes, pg. 25
- M All Work is Visible and Tracked, pg. 50

VENTURE CAPITAL TEAM BASED FUNDING

Venture capital (VC) team-based funding within an organization is an internal financial strategy designed to enable innovation and expedite software delivery. This approach allocates funds directly to project teams, allowing them to operate with the autonomy of small startups while benefiting from the resources and stability of a larger parent company.

By empowering teams with their own budgets, organizations encourage a more entrepreneurial approach to product development, where teams can swiftly pivot, adapt, and innovate according to market demands and technological advancements. Team-based funding within organizations aims to streamline processes, accelerate innovation, and enhance product value, thereby driving modern software delivery and organizational growth.

IGNITES:

P Product Taxonomy Guides Organizational Design, pg. 26

IGNITE QUADRANT:

TECHNOLOGY EXCELLENCE

IGNITE QUADRANT:

TECHNOLOGY EXCELLENCE T

The Technology Excellence Ignite Quadrant focuses on the strategic selection and implementation of leading technologies to drive innovation, efficiency, and competitive advantage. This ensures that our technological infrastructure is robust, scalable, and capable of supporting strategic goals.

Technology Excellence embraces the principle of small batch and fast feedback. By adopting widely-used and well-supported technologies, we're able to implement changes quickly and gather feedback rapidly. This approach minimizes risk and allows for swift course corrections, ensuring our tech stack remains aligned with business needs and market demands.

The culture of experimentation and empowerment thrives in this environment. Cloud-native services, a fundamental part of our approach, give teams the freedom to experiment with new ideas without fear of breaking the entire system. This empowerment leads to innovative solutions and a workforce that's constantly pushing the boundaries of what's possible.

Transparent communication is baked into our technology strategy. We prioritize tools and platforms with strong community backing, which naturally fosters open dialogue and knowledge sharing. This transparency extends to our security practices too - we're upfront about our approach, integrating security early in the development process to create a culture of shared responsibility for data protection.

Our focus on automation directly supports the principle of focusing on flow. By automating repetitive tasks, we streamline our processes from development to operations. This not only boosts efficiency but also frees up our team to concentrate on more strategic, value-adding activities. It's about working smarter, not harder.

Finally, our commitment to continuous learning and improvement embodies the emphasis on action. We don't just talk about staying up-to-date with emerging technologies - we actively seek them out, test them, and implement them where they add value. This proactive approach keeps us at the forefront of technological innovation.

Technology Excellence isn't just about having the latest tools - it's about leveraging technology strategically to drive innovation, efficiency, and competitive advantage. By aligning with these core principles, we create a technological ecosystem that's not just keeping pace with change, but actively shaping the future of our organization.

On the next page is an example scenario of how enterprises use the "Automated Governance" Winning Strategy within the Technology Excellence Ignite Quadrant.

IGNITE QUADRANT: TECHNOLOGY EXCELLENCE - SCENARIO

AUTOMATED GOVERNANCE

SUMMARY

Ensures conformity with regulatory standards, security protocols, and quality benchmarks. Integrating automated governance and gating within the continuous integration/continuous delivery (CI/CD) pipelines, organizations will accelerate deployment cycles while maintaining a high level of compliance and oversight.

BENEFITS

- Enhanced Compliance and Security
- Increased Efficiency and Speed
- Scalability and Flexibility
- Improved Visibility and Control
- Cost Reduction
- Risk Mitigation

METRICS

- **Policy Compliance Rate** measures percentage of projects that comply with predefined standards.
- **Time to Detect Compliance Violations** tracks average time to identify a compliance violation.
- **Time to Resolve Compliance Issues** assesses the average time required to fix compliance issues.
- **Change Failure Rate** measures the percentage of changes that result in failure.

RISKS

- Over-Dependence on Tools
- Lack of Human Oversight
- Resistance to Change
- Complexity and Maintenance Overhead
- Inadequate Training and Skills
- Ignoring Cultural Fit
- Insufficient Customization

PLAYS

1. Implement policy as code to develop, version, review, and apply governance policies across environments, utilizing tools like Open Policy Agent (OPA) to embed policy enforcement directly into CI/CD pipelines.
2. Automate the change management and Change Advisory Board process, integrating automated collection, attestation, policy evaluation, and enforcement into the workflow
3. Establish security, quality, and compliance gates within CI/CD pipelines to halt the deployment and promotion of binaries that fail to meet predefined criteria.
4. Integrate automated compliance scanning tools into the CI/CD pipeline to automatically detect violations against compliance standards (such as SLSA, PCI-DSS, GDPR, HIPAA) early in the development process.

WHAT NOW?

Now that you have incorporated "Automated Governance" as a winning strategy at your organization, it's time to move forward. This approach ignites the path for other successful strategies, making their implementation smoother and more impactful for your organization.

T Platform Engineering, pg. 41
M Continuous Integration / Continuous Delivery, pg. 51
M Shift Left on Security, pg. 54

AI AS AN ACCELERATOR

Enabling Artificial Intelligence (AI) as an accelerator within modern enterprise engineering practices is changing how software is designed, developed, and deployed. By utilizing AI algorithms and tools, teams can automate or accelerate daily tasks, such as code generation and testing. Additionally, AI-enhanced tools can analyze vast amounts of code and operational data to predict potential issues before they occur, leading to more stable and reliable software services or products.

Using AI as an accelerator improves the efficiency of engineers and encourages the adoption of data-driven decision-making processes.

IGNITES:

P Seamless Business & Technology, pg. 26

AS A SERVICE

The “as a service” model, in the context of digital delivery and modern software engineering practices, reinforces the importance of offering all products and services emphasizing accessibility, scalability, and on-demand availability, not only to external customers but also to internal teams within organizations.

This approach transforms traditional IT assets - whether they’re software applications, platforms, or infrastructure components - into consumable services that are cataloged, standardized, and offered through self-service portals or APIs, essentially treating these internal services as products. By adopting this model, IT organizations can significantly enhance their efficiency, agility, and responsiveness to changing business needs, fostering a culture of continuous improvement and innovation.

Furthermore, this paradigm shift facilitates better resource utilization, cost management, and cross-functional collaboration, aligning more closely with principles of modern DevOps and cloud-native development practices.

IGNITES:

M Innersourcing, pg. 52

AUTOMATED GOVERNANCE

Automated Governance in the context of digital delivery and modern software engineering practices refers to the capability of providing collection, attestation, policy evaluation, and enforcement for organizational governance, risk, and compliance (GRC) throughout the software development lifecycle. Automated Governance ensures that all required tasks happen quickly and reliably, ensuring consistent compliance without sacrificing delivery speed.

The outcome is to provide evidence that teams are following governance standards and provides fast in context feedback. This approach ensures conformity with regulatory standards, security protocols, and quality benchmarks. Integrating automated governance and gating within the continuous integration/continuous delivery (CI/CD) pipelines, organizations will accelerate deployment cycles while maintaining a high level of compliance and oversight.

Automated governance plays a critical role in enabling fast, secure, and efficient software delivery in an increasingly complex and regulated technological landscape.

IGNITES:

M Continuous Integration / Continuous Delivery, pg. 51

M Shift Left on Security, pg. 54

T Platform Engineering, pg. 41

CLOUD NATIVE ARCHITECTURE

Cloud native architecture embodies a set of engineering principles and practices that leverage the full potential of cloud computing to design, build, and run resilient scalable application workloads in modern, dynamic environments (public, private, and hybrid clouds). It emphasizes automation and the use of lightweight, modular services deployed via containers or serverless functions, orchestrated via platforms like Kubernetes and AWS Lambda / Azure Functions, to achieve high levels of flexibility, scalability, and resilience.

This approach inherently adopts microservices designs, DevOps methodologies, Platform Engineering, Continuous Delivery pipelines, and observability to facilitate rapid, reliable, and frequent deployment of changes. By embracing cloud native architecture, organizations can significantly reduce lead time in feature development, enhance system reliability, and optimize operational costs by embracing the dynamic utilization of cloud resources.

IGNITES:

M Continuous Integration / Continuous Delivery, pg. 51

T Platform Engineering, pg. 41

COST AWARENESS AND VISIBILITY

Cost awareness and visibility in the context of digital delivery and modern software engineering practices is fundamentally about having a clear understanding and ongoing insight into the operational costs associated with the development, deployment, and maintenance of software solutions.

This concept hinges on the principle that by accurately tracking and analyzing costs at every stage of the software lifecycle, organizations can make informed decisions to optimize spending without compromising on performance or scalability.

Modern practices, such as DevOps and continuous integration/continuous delivery (CI/CD), incorporate cost monitoring tools and strategies to ensure cost-effectiveness is maintained throughout the development process. Through this approach to cost management, businesses can maximize efficiency, avoid unnecessary expenditures, and ensure their investment in technology drives tangible value.

IGNITES:

M Reuse and Sharing, pg. 53

DELIGHTFUL AND FAST EMPLOYEE ONBOARDING

Delightful and fast employee onboarding emphasizes reducing the time to reach productivity by providing new hires with immediate access to the necessary resources, documentation, and development environments through automated processes.

This approach allows new team members to adapt rapidly to the company's methodologies, culture, and tooling. It also helps build a supportive community by facilitating easy access to mentors and team collaboration channels, ensuring that new employees feel welcomed and valued from day one.

IGNITES:

T Focus on Developer Experience, pg. 39

FOCUS ON DEVELOPER EXPERIENCE

"Focus on developer experience" emphasizes creating an environment where software developers can achieve maximum productivity, innovation, and satisfaction. This approach involves streamlining development workflows, reducing friction points, and providing tools and technologies that automate mundane tasks. This allows developers to concentrate on writing high-quality code and delivering value.

By prioritizing developer experience, organizations aim to accelerate development cycles, enhance software quality, and embrace a culture of collaboration and continuous improvement. Key practices include implementing intuitive interfaces, seamless integration among tools, comprehensive documentation, reducing friction and time to onboard new employees, and responsive support systems. All of these are designed to empower developers and streamline their day-to-day operations.

IGNITES:

T AI As An Accelerator, pg. 36

T Team Autonomy Over Choice of Tools, pg. 42

T Self Service Internal Development Platform, pg. 42

LOOSELY COUPLED DEPLOY AND RELEASE

A "loosely couple deploy and release" represents a strategic decoupling of the deployment of code into production environments from the actual release of features to users. This approach allows for more flexible, efficient, and safer software delivery processes. This is because as it enables developers to deploy new code changes at any time without immediately impacting the end user's experience.

By leveraging feature flags, environment toggles, or similar mechanisms, teams can control the visibility and access to new features, testing them in production environments with limited user segments before a full-scale release.

This methodology significantly reduces the risk associated with deploying new features, facilitates easier rollback procedures if issues arise, and allows for more precise feedback gathering and usage analytics by gradually exposing features to users.

IGNITES:

M Boring Deployments, pg. 51

M Continuous Integration / Continuous Delivery, pg. 51

MINIMAL ITERATIVE ARCHITECTURE

Minimal Iterative Architecture refers to an approach in modern software engineering practices where the design and deployment of a system start with the simplest possible solution that can deliver value and then iteratively expands and evolves based on feedback and real-world usage. This philosophy emphasizes the importance of agility and responsiveness over attempting to fully architect a complex system upfront without a clear understanding of the emergent needs and challenges.

By adopting a Minimal Iterative Architecture approach, organizations can reduce time to market, minimize initial costs, and avoid the pitfalls of over-engineering, thus allowing for a more adaptive and flexible response to changing requirements and new opportunities. It aligns well with principles of lean development, continuous delivery, and DevOps practices, highlighting the significance of learning through doing and adjusting the system architecture in small, manageable increments.

IGNITES:

C Continuously Learning Teams, pg. 63

T Cloud Native Architecture, pg. 37

OBSERVABILITY

Observability is a fundamental tenet of modern software engineering. It embodies the capability to introspect and understand the internal state of a system by monitoring its outputs. It is essential in digital delivery for ensuring the performance, reliability, and resilience of applications. This is particularly true in distributed and cloud-native environments where systems are highly dynamic and complex.

Observability extends traditional monitoring by focusing on the rich, structured data (logs, metrics, and traces). These allow teams to discover and diagnose issues proactively, rather than reactively responding to them. By incorporating comprehensive observability practices, engineering teams can significantly enhance their ability to debug and optimize systems, leading to improved user experiences and system performance.

IGNITES:

T Operational Readiness, pg. 41

M Quality Engineered In, pg. 53

OPERATIONAL READINESS

Operational readiness encapsulates the comprehensive preparation and verification processes to ensure that software systems or applications are fully functional, reliable, and ready for production deployment. It involves implementation and automation of testing, environment configuration, security assessments, and performance tuning to establish that the system meets specified operational requirements and can handle real-world demands.

Operational readiness emphasizes the alignment of organizational processes, technology, and teams to guarantee seamless deployment, efficient management, and prompt issue resolution. This practice is critical in minimizing downtime, enhancing customer satisfaction, and ensuring that digital services can be delivered with confidence and agility.

IGNITES:

T Cost Awareness and Visibility, pg. 38

M Boring Deployments, pg. 51

PLATFORM ENGINEERING

Platform engineering involves the design, implementation, and management of highly efficient development and deployment platforms tailored for software engineering teams. These platforms are composed of tools, services, and processes that enable developers to focus on delivering high-quality code by abstracting away complexity from infrastructure and operations.

By incorporating principles from DevOps, cloud-native technologies, and automation, platform engineering aims to enhance productivity, reliability, and scalability across the software development lifecycle. This approach supports modern software engineering practices by providing a consistent, secure, and agile foundation for rapid digital delivery and innovation.

IGNITES:

T As a Service, pg. 36

P Autonomous, Persistent, Stream Aligned Teams, pg. 22

SELF SERVICE INTERNAL DEVELOPMENT PLATFORM

A “self-service internal developer platform”, or IDP, streamlines the process of software delivery within organizations. This is accomplished by empowering developers to independently deploy, manage, and scale applications using pre-approved tools and frameworks.

This platform architecture seamlessly integrates with the modern practices of Continuous Integration (CI) and Continuous Delivery (CD), enabling faster iterations and deployments, while ensuring compliance and governance standards are met. By abstracting away the complexities of underlying infrastructures and automating routine tasks, it creates a culture of innovation and efficiency among software engineering teams.

Additionally, such platforms support the principles of DevOps and cloud-native development by promoting collaboration, enhancing the portability of applications across different environments, and optimizing resource utilization.

IGNITES:

T As A Service, pg. 36

T Platform Engineering, pg. 41

T Delightful and Fast Employee Onboarding, pg. 38

TEAM AUTONOMY OVER CHOICE OF TOOLS

Team autonomy over the choice of tools embodies the principle that those who are directly involved in the work are free to select the technologies and tools they need. This concept recognizes that teams closest to the work are best positioned to make informed decisions about the tools they need to be efficient.

By empowering teams with this autonomy, organizations become more agile, innovative, and responsive development environment, which is crucial for staying competitive in the fast-paced world of digital delivery. This approach supports a culture of trust and responsibility, where team members feel valued and invested in the project’s success, leading to improved morale and retention.

IGNITES:

T Use Leading, Widely Adopted Technology, pg. 43

USE LEADING, WIDELY-ADOPTED TECHNOLOGY

The idea “Use leading, widely-adopted technology” emphasizes the strategic selection of technologies and tools that have gained significant traction and community support in the industry. This approach leverages the collective experience and ongoing enhancements contributed by a global community, ensuring that the technology stack is robust, well-documented, and supported.

Adopting leading technologies also facilitates easier recruitment of skilled professionals who are more likely to have experience with these popular tools, enhancing team productivity and innovation.

IGNITES:

C Attract, Retain, and Grow Top Talent, pg. 62

IGNITE QUADRANT:

MODERN ENGINEERING AND PRACTICES

IGNITE QUADRANT:

MODERN ENGINEERING AND PRACTICES M

Modern Engineering and Practices is an Ignite Quadrant that revolutionizes how enterprises approach software development and delivery. This area is all about embracing cutting-edge methodologies and technologies to supercharge efficiency, reliability, and scalability in engineering processes.

The principle of small batch and fast feedback is at the core of this transformation. Continuous Integration and Continuous Delivery (CI/CD) practices embody this principle perfectly. By enabling frequent, automated deployments, we're able to integrate code changes and deliver value continuously. This rapid iteration cycle allows us to respond swiftly to feedback, reducing lead times and boosting code quality.

Automation plays a starring role in enabling a culture of experimentation and empowerment. By taking repetitive tasks off our plates, automation frees up our team to focus on more creative, high-value work. This shift empowers our engineers to experiment with new ideas and solutions, driving innovation and job satisfaction.

The adoption of microservices architecture aligns with the principle of transparent communication. By breaking down applications into smaller, independently deployable services, we create clear boundaries and interfaces between components.

This transparency makes it easier for teams to understand, develop, and maintain different parts of the system, fostering better collaboration and knowledge sharing.

Our focus on flow is evident in how we leverage cloud-native services. These technologies allow us to dynamically scale resources, optimizing costs and performance. This flexibility ensures a smooth, uninterrupted flow of work, enabling us to deploy and manage applications with unprecedented efficiency and security.

Lastly, our commitment to continuous learning and improvement embodies the emphasis on action. We don't just talk about staying current with emerging technologies - we actively seek them out, experiment with them, and integrate them into our processes. This proactive approach keeps our engineering practices cutting-edge and effective.

Modern Engineering and Practices isn't just about adopting new tools or methodologies. It's about fundamentally transforming how we approach software development and delivery.

By aligning with these core principles, we're creating an engineering environment that's not just keeping up with the pace of change, but actively driving innovation and excellence in the digital age.

On the next page is an example scenario of how enterprises use the "All Technologists are Software Engineers" Winning Strategy within the Modern Engineering & Practices Ignite Quadrant.

IGNITE QUADRANT: MODERN ENGINEERING & PRACTICES – SCENARIO

ALL TECHNOLOGISTS ARE SOFTWARE ENGINEERS

SUMMARY

Adopting a software engineering mindset empowers technologists to contribute to the end-to-end lifecycle of their organization's digital products. Understanding coding principles, version control, automation, and the use of software tools that enable CI/CD, are paramount for enabling the flow of value, reliability, and speed in digital delivery.

METRICS

- **Everyone Commits Code Daily** measures how often team members contribute to source control.
- **Deployment Frequency** measures how often code is deployed to production.
- **Lead Time for Changes** measures the time it takes for a commit to get into production.
- **Change Failure Rate** shows percentage of deployments causing a failure in production.

All Technologists are Software Engineers

BENEFITS

- Enhanced Collaboration and Team Cohesion
- Increased Automation and Efficiency
- Flexibility and Adaptability
- Improved Quality and Reliability
- Cultural Shift towards Innovation
- Heightened Security Posture
- Career Development and Skills Enhancement

RISKS

- Overemphasis on Coding Skills
- One Size Fits All Approach
- Training and Development Challenges
- Cultural Resistance
- Workflow Disruption
- Inadequate Assessment and Metrics
- Innovation Stifling

PLAYS

1. Enable a continuous learning culture by providing access to online courses, conferences, certifications, and internal tech talks, emphasizing the importance of staying current with technology and practices.
2. Promote a culture where everyone works with source code, to foster collaboration, enhance problem-solving skills, encourage automation, facilitate skill development, and enable continuous improvement.
3. Encourage pair or mob programming sessions where technologists from different backgrounds (operations, security, development) work together on projects.
4. Organize cross-functional training that focuses on software engineering principles, coding standards, version control, CI/CD, and other relevant topics to ensure basic understanding of software development.

WHAT NOW?

Now that you have incorporated "All Technologists are Software Engineers" as a winning strategy at your organization, it's time to move forward. This approach ignites the path for other successful strategies, making their implementation smoother and more impactful for your organization.

C Continuously Learning Teams, pg. 63

C Engaged, Invested, and Community Driven, pg. 63

ALL TECHNOLOGISTS ARE SOFTWARE ENGINEERS

We believe all technologists must be software engineers. We have the perspective that regardless of your specific job title or area of expertise, the foundational skills and principles of software engineering are essential for all technologists. This includes understanding coding principles, version control, automation, and the use of software tools that enable continuous integration/continuous delivery (CI/CD), all of which are paramount for enabling the flow of value, reliability, and speed in digital delivery.

Adopting a software engineering mindset empowers technologists across various roles to innovate, collaborate more effectively, and contribute to the end-to-end lifecycle of their organization's digital products.

IGNITES:

- C — Continuously Learning Teams, pg. 63
- C — Engaged, Invested, and Community Driven, pg. 63

ALL WORK IS VISIBLE AND TRACKED

Ensuring that all work is visible and tracked enables a transparent and accountable approach towards organizing the flow of value for the organization. This principle relies on the use of digital tools and platforms that facilitate real-time tracking of tasks, progress monitoring, and how work is allocated, ensuring that every piece of work, from the smallest task to major milestones, is documented and accessible to all team members.

This visibility empowers teams to identify bottlenecks, manage workloads effectively, and prioritize tasks, thereby enhancing collaboration and efficiency. Furthermore, it fosters a culture of continuous improvement, as teams can reflect on completed work, learn from outcomes, and make data-driven decisions to optimize future processes and product delivery.

IGNITES:

- M — Everything as Code, pg. 52

BORING DEPLOYMENTS

Working towards creating "boring deployments" in software delivery emphasizes routine, predictable, and low-risk software release processes. This concept advocates for automating the deployment pipeline to such an extent that pushing new features or updates into production becomes a non-event, minimizing the stress and potential for errors.

Boring deployments are achieved through rigorous implementation of continuous integration and continuous delivery (CI/CD) practices, comprehensive testing strategies, and infrastructural consistency, ensuring that every deployment is as uneventful as the last. By aiming for deployments to be boring, organizations can vastly improve their deployment frequency, reduce downtime, and enhance overall product quality without disrupting the user experience or risking significant system failures.

IGNITES:

- T — Automated Governance, pg. 37
- T — Observability, pg. 40

CONTINUOUS INTEGRATION / CONTINUOUS DELIVERY

Continuous Integration and Continuous Delivery (CI/CD) embody a set of modern software engineering practices aimed at frequently merging code changes into a central repository, followed by automated builds, tests, and deployments.

At Liatrio, we think CI/CD is a core competency that needs to be built first to pave the way for delivering value in the organization. This approach enables development teams to detect and address bugs more quickly, improve software quality, and reduce the time it takes to validate and release new software or digital services.

Continuous Integration focuses on the automated testing of code every time a change is made to ensure integration issues are identified early. Continuous Delivery extends this by automatically deploying all code changes to development and/or production environments after the build stage, making it ready for release at any time, thereby streamlining the entire software release process.

IGNITES:

- M — Quality Engineered In, pg. 53
- M — Source Control Everything, pg. 54

EVERYTHING AS CODE

Treating “everything as code” represents a foundational principle in modern software engineering and digital delivery, emphasizing the practice of managing and provisioning all elements of the technology environment through code.

This approach encompasses infrastructure (Infrastructure as Code), security policies (Security as Code), configuration (Configuration as Code), GRC - (governance compliance and risk) as Code, and even documentation, treating all these aspects as version-controlled code that can be automated, tested, and deployed in a consistent manner.

By adopting this approach, organizations enable greater efficiency, repeatability, and reliability in their software development lifecycle, leveraging the same tools and processes used for application code to manage the entire technology stack.

Furthermore, “everything as code” facilitates improved collaboration across development, operations, and security teams, ensuring a seamless and transparent workflow that enhances the speed and quality of digital delivery.

IGNITES:

M All Technologists Are Software Engineers, pg. 50

M Source Control Everything, pg. 54

INNERSOURCING

Innersourcing is a collaborative approach to software development that draws inspiration from the open-source model, applied within an organization. It encourages the sharing of code, tooling, and best practices among different teams, promoting a culture of transparency and collective ownership of the software development process.

By leveraging innersourcing, companies can break down silos, accelerate innovation, reduce duplication of efforts, accelerate onboarding, and improve code quality through peer reviews and contributions across teams. This approach enables the reuse of existing solutions and creates a more engaged engineering community.

IGNITES:

C Continuously Learning Teams, pg. 63

C Engaged, Invested, and Community Driven, pg. 63

QUALITY ENGINEERED IN

“Quality engineered in” in the context of digital delivery and modern software engineering practices emphasizes the integration of quality assurance (QA) aspects from the earliest stages of the development process, rather than treating quality as an afterthought or a final inspection step.

This approach leverages practices such as Test-Driven Development (TDD), Continuous Integration (CI), and Continuous Delivery (CD), ensuring that quality checks and balances are built into the development pipeline itself. By doing so, it encourages a culture where every team member is responsible for quality, leading to more robust, reliable, and maintainable software.

Ultimately, embedding quality into the engineering process reduces the cost and time associated with finding and fixing defects downstream, enhancing both product quality and team efficiency.

IGNITES:

P Teams Own Product Outcomes, pg. 27

REUSE & SHARING

“Reuse and sharing” emphasizes the strategic use of existing resources and knowledge to accelerate development processes, reduce redundancy, and encourage innovation. By leveraging shared libraries, frameworks, and services, developers can build upon the work of others, significantly cutting down the time and effort required to develop new software solutions from scratch.

This approach not only enhances efficiency but also promotes a collaborative culture within the developer community, where knowledge and solutions are openly exchanged. Furthermore, reuse and sharing facilitate the adherence to consistent standards and practices across projects, improving code quality and maintainability.

IGNITES:

M Innersourcing, pg. 52

M Everything as Code, pg. 52

SHIFT LEFT ON SECURITY

"Shift left on security" emphasizes the early integration of security measures into the software development lifecycle, rather than treating it as an afterthought at later stages. By incorporating security considerations from the planning phase through to development and testing, organizations aim to identify and address vulnerabilities sooner, reducing the risk and impact of security issues.

This approach encourages a culture where security is a shared responsibility among all team members involved in the project, encouraging developers, operations, and quality assurance personnel to collaborate closely on security-related matters.

Adopting a "shift left" mentality enables more efficient and secure software delivery, improving overall software quality and decreasing the time and resources required to mitigate security flaws.

IGNITES:

- T Operational Readiness, pg. 41
- T Platform Engineering, pg. 41

SOURCE CONTROL EVERYTHING

"Source control everything" emphasizes the importance of versioning and tracking changes across all aspects of a software project, rather than limiting it to just the application code. This approach advocates for the inclusion of infrastructure configurations, database schemas, deployment scripts, and even documentation within a source control system.

By applying source control to these components, teams can enhance collaboration, streamline the development process, and reduce the risk of conflicts or inconsistencies, thereby enabling a more reliable and efficient pipeline for software delivery.

It embodies a key principle of DevOps and Infrastructure as Code (IaC), ensuring that every change is traceable, reversible, and subject to review, thus maintaining a high standard of quality and facilitating continuous integration and continuous delivery (CI/CD) practices.

IGNITES:

- T Focus on Developer Experience, pg. 39
- M Boring Deployments, pg. 51

YOU BUILD IT, YOU RUN IT

The "you build it, you run it" philosophy in the context of digital delivery and modern software engineering practices signifies a methodological shift toward ownership and comprehensive accountability over software applications throughout their lifecycle.

This approach sees the teams responsible for developing software also being in charge of deploying, monitoring, and maintaining that software in production environments. It creates a culture of quality, as developers gain immediate feedback on the operational aspects of their applications, encouraging them to design more reliable and maintainable systems from the outset.

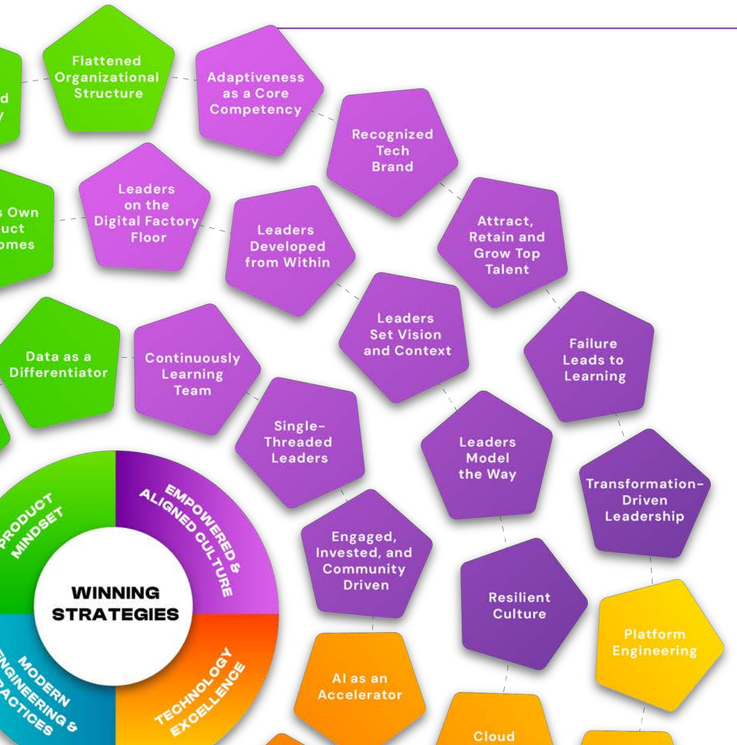
Additionally, this ethos bridges the traditional gap between development and operations teams, leading to more agile, responsive, and cohesive processes for delivering software that better meets user needs and adapts rapidly to changes.

IGNITES:

- P Autonomous, Persistent, Stream Aligned Teams, pg. 22
- T Operational Readiness, pg. 41

IGNITE QUADRANT:

EMPOWERED AND ALIGNED CULTURE



IGNITE QUADRANT:

EMPOWERED AND ALIGNED CULTURE C

Empowered and Aligned Culture is an Ignite Quadrant that breathes life into an organization's digital transformation and modernization journey. It's about creating an environment where teams aren't just working - they're thriving, innovating, and driving the organization forward with passion and purpose.

The principle of small batch and fast feedback is woven into the fabric of this culture. We encourage teams to break down big ideas into smaller, manageable experiments. This approach allows for rapid testing and learning, fostering a nimble organization that can quickly adapt to changing market conditions and customer needs.

Creating a culture of experimentation is at the heart of this transformation. We empower our teams to take calculated risks and try new approaches without fear of failure. This empowerment isn't just lip service - it's backed by the resources and support needed to turn ideas into reality. The result? A dynamic, responsive organization where innovation isn't just encouraged, it's expected.

Transparent communication isn't just a buzzword here - it's a way of life. We've torn down the information silos, ensuring that knowledge flows freely across all levels of the organization. This openness builds trust, fosters collaboration, and ensures that everyone, from the C-suite to the front lines, is aligned on our goals and progress.

Our focus on flow is evident in how we align individual efforts with organizational objectives. We've created clear pathways that show how each team's work contributes to the bigger picture. This alignment eliminates bottlenecks and ensures a smooth flow of value creation throughout the organization.

Finally, our commitment to continuous improvement embodies the emphasis on action. We don't just talk about getting better - we actively seek out opportunities for growth and development. This proactive approach keeps our skills sharp and our processes efficient, ensuring we're always ready to meet the next challenge.

Empowered and Aligned Culture isn't just a nice-to-have - it's the engine that drives successful digital transformation. By fostering an environment where teams are motivated, aligned, and empowered, we're not just changing how we work - we're revolutionizing what we can achieve together.

On the next page is an example scenario of how enterprises use the "Leaders on the Digital Factory Floor" Winning Strategy within the Empowered and Aligned Culture Ignite Quadrant.

IGNITE QUADRANT: EMPOWERED & ALIGNED CULTURE – SCENARIO

LEADERS ON THE DIGITAL FACTORY FLOOR

SUMMARY

Leadership is deeply embedded within the operational environments, where the creation, deployment, and management of software products take place. These leaders are actively engaged with the teams, tools, and technologies that drive the software development lifecycle, embodying a hands-on approach to problem-solving and innovation.

METRICS

- **Innovation Rate** is measured by tracking the number of new ideas, improvements, or projects initiated by team members.
- **Employee Retention and Turnover Rates** provide insights into the effectiveness of leadership.
- **Time to Decision** measures how quickly decisions are made and actions are initiated, indicating the level of autonomy and leadership organizationally.

Leaders on the Digital Factory Floor

BENEFITS

- Enhanced Communication and Collaboration
- Increased Agility and Flexibility
- Improved Morale and Employee Engagement
- Accelerated Innovation and Problem-Solving
- Quicker Feedback Loops
- Enhanced Customer Focus
- Personal Development for Leaders
- Risk Mitigation

RISKS

- Lack of Clear Definition and Direction
- Insufficient Training and Support
- Overemphasis on Autonomy
- Neglecting Team Dynamics
- Resistance to Change
- Inconsistency in Implementation
- Overburdening Employees

PLAYS

1. Offer “Walk the Gemba” shadowing programs or temporary role rotations that allow individuals to observe and learn leadership in action across different functions.
2. Establish open and transparent communication channels that encourage the free flow of ideas, feedback, and concerns, promoting a culture of openness and trust.
3. Implement structured feedback loops and recognition mechanisms that highlight and reward individuals who demonstrate leadership behaviors.
4. Encourage everyone to work with source code, promoting a culture of hands-on involvement and a deeper understanding of the digital factory floor.

WHAT NOW?

Now that you have incorporated “Leaders on the Digital Factory Floor” as a winning strategy at your organization, it’s time to move forward. This approach ignites the path for other successful strategies, making their implementation smoother and more impactful for your organization.

P Flattened Organizational Structure, pg. 24

M All Technologists are Software Engineers, pg. 50

ADAPTIVENESS AS A CORE COMPETENCY

Adaptiveness as a core competency is a fundamental aspect of digital delivery and modern software engineering practices. Adaptiveness requires building a continuous learning culture within organizations, encouraging teams to stay current with emerging technologies, practices, and tools.

This competency underpins the ability to respond swiftly and effectively to changing market demands, technological advancements, and customer expectations. By adopting adaptiveness as a core competency, organizations enable innovation, reduce waste, and support sustained company growth.

IGNITES:

- C Transformationally Driven Leadership, pg. 68

ATTRACT, RETAIN, AND GROW TOP TALENT

Attracting, retaining, and growing top talent involves creating an organizational culture that values innovation, continuous learning, and technical excellence.

Companies that prioritize cutting-edge technologies, enables collaborative team environments, and invest in comprehensive training and career development programs are more likely to appeal to ambitious software engineers seeking to advance their skills and work on impactful projects. Retention is enhanced through meaningful work, recognition, competitive compensation, and opportunities for professional growth, allowing teams to maintain high levels of productivity and innovation.

Furthermore, a commitment to growing talent internally, by providing access to the latest tools, technologies, and methodologies, ensures that the workforce evolves in tandem with the industry, positioning the organization as a leader in digital delivery and modern software engineering practices.

IGNITES:

- C Engaged, Invested, and Community Driven, pg. 63
- C Recognized Tech Brand, pg. 66

CONTINUOUSLY LEARNING TEAMS

Continuously learning teams prioritize the constant acquisition of new knowledge, skills, and technological proficiencies, enabling them to adapt swiftly to emerging technologies and practices.

This approach encourages a culture of curiosity, experimentation, and feedback, ensuring that learning becomes an integral and ongoing part of the development process.

Continuously learning teams are better equipped to navigate the complexities of modern software products, responding effectively to changing market demands and technological advancements.

IGNITES:

- C Adaptiveness as a Core Competency, pg. 62
- C Failure Leads to Learning, pg. 64
- M Reuse and Sharing, pg. 53

ENGAGED, INVESTED, AND COMMUNITY DRIVEN

In digital delivery and modern software engineering practices, the being “engaged, invested, and community-driven” emphasizes individuals collectively working towards continuous improvement and innovation. Engaged individuals actively participate in the delivery process, and are constantly seeking opportunities to enhance efficiency, quality, and user satisfaction.

Being invested goes beyond mere participation. It includes a deep commitment to the project’s success, where stakeholders not only contribute their skills and knowledge but also deeply care about the outcome and the value it delivers to users.

This creates an environment where sharing knowledge, collaborative problem-solving, and mutual support accelerate progress and drive forward-thinking solutions in software engineering and digital delivery landscapes.

IGNITES:

- C Continuously Learning Teams, pg. 63
- C Resilient Culture, pg. 67
- P Autonomous, Persistent, Stream Aligned Teams, pg. 22
- P Sustainable and Predictable Pace, pg. 27
- T As A Service, pg. 36

FAILURE LEADS TO LEARNING

In digital delivery and modern software engineering practices, the mindset of "failure leads to learning" serves as a cornerstone principle, driving innovation and continuous improvement. This perspective creates an environment where teams are encouraged to experiment, take calculated risks, and embrace failure as an opportunity to gather invaluable insights.

Organizations that already use practices such as Continuous Integration/Continuous Deployment (CI/CD), agile methodologies, and DevOps are better equipped to rapidly identify failures. This creates an environment were they can learn from them, and apply these lessons to enhance product quality and resilience.

This approach not only accelerates the developmental lifecycle but also cultivates a culture of transparency, adaptability, and growth, ultimately leading to the delivery of superior digital products and services.

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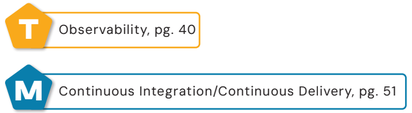

LEADERS DEVELOPED FROM WITHIN

"Leaders developed from within" emphasizes the cultivation of leadership skills among existing team members, rather than relying solely on external recruitment to fill leadership roles. This approach recognizes the value of deep domain knowledge, technical expertise, and the understanding of a company's culture, which internal candidates inherently possess.

By investing in the professional growth and leadership development of their staff, organizations can create a culture of continuous improvement, innovation, and agility, which are pivotal in digital delivery. Developing leaders from within encourages loyalty, increases morale, and builds a strong pipeline of capable individuals.

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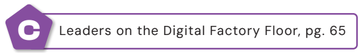

LEADERS MODEL THE WAY

"Leaders model the way" embodies the principle of leading by example to instill a culture of excellence and innovation. Leaders are critical to all of the first principles being adopted within an organization.

Such leaders actively demonstrate commitment to best practices in software development, including continuous integration/continuous delivery (CI/CD), agile methodologies, and DevOps practices. This helps in setting a high standard for their teams.

They advocate for the adoption of cutting-edge technologies and methodologies as well as engage personally in learning and applying these to solve real-world problems. By doing so, leaders inspire their teams to follow suit.

Through this approach, leaders become catalysts for change, creating an environment where continuous improvement, collaboration, and a customer-centric focus are ingrained in the fabric of the team's operations.

IGNITES:

LEADERS ON THE DIGITAL FACTORY FLOOR

The concept of "leaders on the digital factory floor" embodies the idea of transformative leadership deeply embedded within the operational environments, where the creation, deployment, and management of software products take place. These leaders are not overseers, but are actively engaged with the teams, tools, and technologies that drive the software development lifecycle, embodying a hands-on approach to problem-solving and innovation.

Their presence on the "digital factory floor" signifies a shift from traditional hierarchical leadership to a more collaborative and empowering model, creating an environment where ideas can freely flow and agile, DevOps, and cloud-native practices can thrive.

By understanding the intricacies of software engineering processes and the challenges faced by their teams, such leaders are better positioned to make informed decisions, mentor their teams effectively, and drive the delivery of high-quality software products efficiently.

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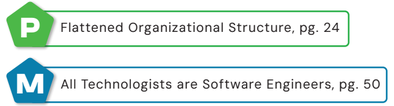

LEADERS SET VISION AND CONTEXT

Software engineering and digital delivery leaders play a crucial role in setting a clear vision and context for their teams. This approach involves outlining the overarching goals and the strategic direction which the technical projects should align with, ensuring all efforts contribute meaningfully towards the organization's objectives.

By providing context, leaders help team members understand not just what they are working on, but also the why behind their tasks, fostering a deeper engagement and a sense of purpose. This leadership strategy enables teams to make informed decisions, encourages innovation, and allows for a more adaptive and responsive approach to the fast-evolving demands of digital development.

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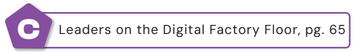

RECOGNIZED TECH BRAND

A "recognized tech brand" means that a company has established credibility and trust through the consistent delivery of high-quality digital products and solutions. Such brands are often at the forefront of adopting and innovating within the realms of DevOps, cloud computing, continuous integration/continuous delivery (CI/CD) pipelines, and agile methodologies, setting standards and best practices in the industry.

Their reputation is bolstered by their ability to efficiently address complex problems, enhance user experience, and accelerate the digital transformation journeys of their clients or consumers. Recognized tech brands not only attract top talent but also influence the broader technological ecosystem, shaping future trends and technologies through their thought leadership and contributions to open-source projects.

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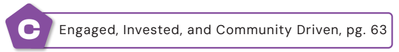

RESILIENT CULTURE

Resilient culture in the refers to an organizational mindset and operational framework that prioritizes adaptability, learning from failures, and continuous improvement in the face of challenges. It means building an environment where teams feel empowered to experiment, take calculated risks, and innovate, while also embedding mechanisms for rapid recovery and learning when failures occur.

This culture leverages practices such as automation, continuous integration/continuous delivery (CI/CD), and comprehensive monitoring to enhance system reliability and operational efficiency.

By embracing a resilient culture, organizations can not only navigate the complexities of modern software development more effectively but also enhance their capacity to respond to market changes and customer needs swiftly and efficiently.

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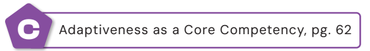

SINGLE-THREADED LEADERS

The idea of single-threaded leaders is a concept where individuals are assigned to focus entirely on one project or product area, ensuring dedicated attention and ownership. This approach facilitates deep understanding and holistic management, as these leaders are not distracted by competing priorities, allowing them to drive their projects with a higher degree of efficiency and innovation.

By embodying both the responsibility and authority over a singular domain, single-threaded leaders can make faster decisions, streamline processes, and closely align with the project's goals and objectives. This leadership style supports a more agile and responsive development environment, creating a culture where focused expertise is leveraged to achieve superior outcomes.

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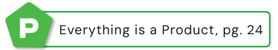

TRANSFORMATIONALLY DRIVEN LEADERSHIP

Transformationally driven leadership focuses on inspiring and motivating teams to innovate, embrace change, and continuously improve. It hinges on the leader's ability to articulate a clear vision of how digital technologies can transform the organization's operations, products, and services for the better.

Such leaders enable a culture of collaboration, learning, and agility, allowing teams to experiment, fail fast, and adapt. By championing a transformational approach, leaders empower their organizations to navigate the complexities of digital transformation, leveraging modern engineering practices and methodologies to drive business success.

IGNITES:

C Leaders on the Digital Factory Floor, pg. 65

WHAT'S NEXT?

Now that you have explored the Ignite Playbook and the Winning Strategies it outlines, it's time to take the next step towards transforming your organization. At Liatrio, we specialize in helping enterprises like yours implement these strategies, driving innovation, and accelerating digital transformation.

Our team of experts is ready to guide you through the journey, from initial assessment to full-scale implementation. We understand that each organization is unique, and we tailor our approach to fit your specific needs and goals.

Don't just stop at reading about the strategies—experience the tangible benefits they can bring to your organization. Visit our website to learn more about how we can support your transformation journey, or connect with us directly to start a conversation.

ABOUT LIATRIO

Liatrio ignites true enterprise transformation through IT modernization. Our consultants spark innovation by driving change that fuels core engineering practices, processes, and culture required to accelerate the delivery of digital value in technology organizations.

Our dedication to delivery is matched only by our passion for bringing enthusiasm and innovation to our clients. We're more than consultants; we're partners in your journey towards modernization.

OUR CONSULTING SERVICES INCLUDE:

- Generative AI, MLOps & Data Science
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