

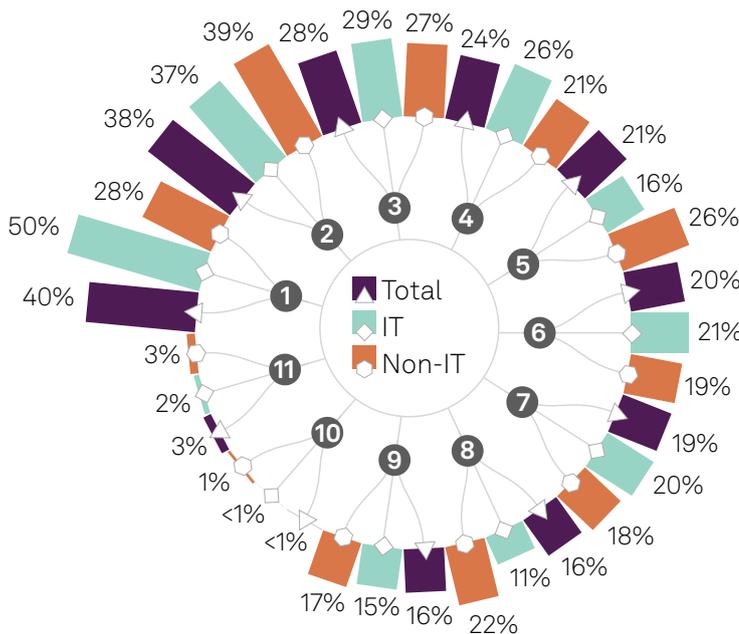
Effective DevOps Calls for Companywide Collaboration

The Take

Major obstacles to teamwork stemming from employees’ day-to-day tools and technologies include the number of applications needed to do their job, a lack of integration between applications, siloed information and insufficient automation, according to our Voice of the Enterprise (VotE): Workforce Productivity & Collaboration, Work Execution Goals & Challenges 2023 survey. These factors apply to teams across the organization; however, they can be particularly challenging for knowledge workers whose activities are governed by strict security and compliance guidelines, but whose work requires companywide collaboration to be effective.

In addition, organizations’ biggest hurdles in broadening deployment of DevOps — i.e., among companies that have some adoption at team level, but not by all applicable IT teams — include conflicting priorities, as well as issues with communication among teams not accustomed to working together, according to our VotE: DevOps, Stakeholders 2022 survey. Because DevOps centers on collaboration, choosing the right technology stack can help organizations bridge the gap between software developers and IT operations — and, subsequently, between these groups and other key stakeholders in the organization.

Key stakeholders beyond developers and IT operations, IT versus non-IT view



- 1 Central IT administrators
- 2 Management and leadership
- 3 Security
- 4 Data science/data analytics
- 5 Finance
- 6 Line-of-business/product managers
- 7 Database administrators
- 8 Sales and marketing
- 9 Compliance
- 10 Other
- 11 Don't know

Q. Beyond developers and IT operations, who are the primary stakeholders in your DevOps implementation? Please select up to three.
Base: Respondents whose organization has DevOps in use or in discovery/POC (n=412).
Source: 451 Research's Voice of the Enterprise: DevOps, Stakeholders 2022.

The same survey results show that beyond developers and IT operations staff, respondents most frequently cite central IT administrators (40%), management and leadership (38%) and security teams (28%) as the most critical stakeholders in DevOps implementation — highlighting how mature DevOps deployments will evolve to become an integral part of an organization’s overall digital transformation vision. Other key stakeholders identified in the survey include data science and analytics teams (24%), finance (21%), and line-of-business and product managers (20%), highlighting the move toward data- and business-driven DevOps, as well as additional financial oversight amid current economic conditions (see figure above).



Business impact

Workplace collaboration has changed dramatically over the past four years, with resiliency, adaptability and flexibility emerging as critical capabilities in the early days of the COVID-19 outbreak. Four years later, there is an increased emphasis on security and compliance with the shift to hybrid work. These factors are influencing market requirements for collaboration technology.

- **Resiliency and the modern collaboration technology stack.** COVID-19 and the subsequent lockdown placed a spotlight on resiliency and reliability as critical capabilities for business continuity. These have become “must-have” capabilities for the modern collaboration technology stack — namely, a failover collaboration solution that allows an immediate response to critical incidents and enables organizations to take full control of the deployment, reducing downtime and eliminating risks typically associated with third-party hosted SaaS tools.
- **Successful DevOps deployment entails multiple stakeholders.** Organizations looking to successfully execute DevOps strategies must consider stakeholders beyond developers and IT operators — including traditional IT administrators, as well as security, data analytics/ data science, finance and product teams. Moreover, collaboration should extend to stakeholders outside the organization (such as vendors, customers and contractors), enabling a single system of record while maintaining security and compliance.
- **Effective cross-operational team collaboration is critical.** As organizations refine their DevOps deployments, effective collaboration across the organization becomes increasingly critical. This will require careful planning and evaluation of the tools, dashboards and platforms to support organizational alignment and break down silos with other stakeholders in the organization. Features enabling task automation and team management capabilities such as shared checklists can help teams work together transparently and hold each other accountable for their responsibilities.
- **A frictionless user experience is key.** Successful implementation of DevOps requires striking a balance between security and cross-functional team collaboration. An easy-to-use interface can foster adoption and productivity among operational employees and Gen Z workers by supporting popular chat-style user-experience interactions, topic-centric 1:1 and group discussions, slash commands, emojis, and voice and screen sharing.

Looking ahead

Beyond cultural and organizational challenges — such as conflicting priorities and resistance to change — communication among teams who are not accustomed to working together and the use of different platforms and toolsets are key hurdles for DevOps teams when it comes to effective collaboration with other stakeholders in their organization. Attempting to advance their DevOps deployments without proper planning and adequate supporting technologies will likely exacerbate those challenges.

These findings are consistent with key trends identified in our *VotE: Workforce Productivity & Collaboration, Work Execution Goals & Challenges 2023* survey. While a prevailing notion regarding SaaS applications is that they are easy to integrate through open APIs, the predominant challenges that employees face still include numerous factors that hinder productivity and contribute to the disconnect between teams and organizational goals — such as persisting organizational silos, constant context switching and a growing estate of applications. Survey results show that the top obstacles to productivity when it comes to the applications and tools used by employees companywide include the need for too many applications (27%), lack of automation (23%), siloed information across different applications (22%), a lack of integration between applications (21%), difficulty collaborating effectively across applications (16%) and issues with security and compliance requirements (15%).

These factors are redefining collaboration and increasing the urgency for organizations to use secure and compliant business communications in a distributed work environment. This in turn will require that organizations assess how their approach to work planning and execution, as well as the tools and technologies they provide to their employees, align with emerging workplace requirements.



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