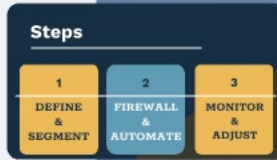
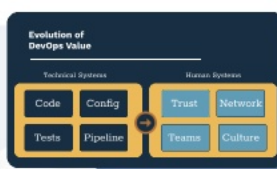


INTRO

Why care about networking?

DevOps has always been about **people**.



FIREWALLS & FRIENDSHIPS: Building a Balanced Professional Network

Annie Hedgpath
Co-Founder
Hedge-Ops Software
people-work.io



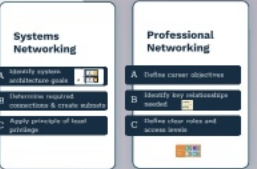
@anniehedgie

1 DEFINE & SEGMENT

Just as we would design infrastructure with clear architecture **goals** and **access** patterns for our systems...

We can define our career **goals** and **identify** who helps us achieve them

“ Security isn't achieved through **complexity** and **obfuscation**. It's achieved through **clarity** and **intentionality**.



3 MONITOR & ADJUST

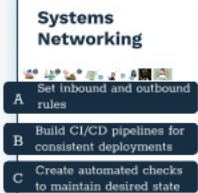
Just as you track system **health** and watch for **anomalies**...

Track relationship **health** and watch for connection **imbalances**

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Just as you create **rules** and **CI/CD** pipelines to maintain a **protected system**...

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a goal without a plan is just a wish

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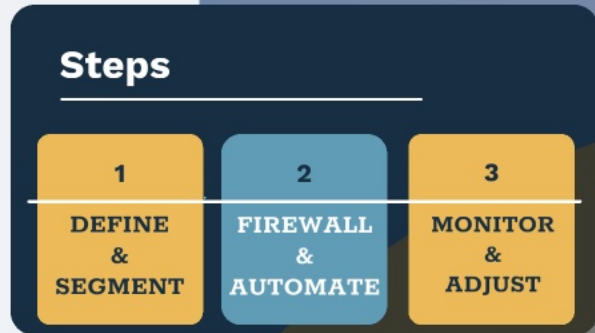
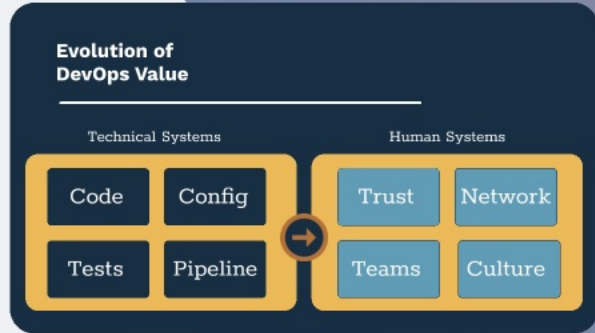
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@anniehedgie

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FIREWALLS
Building a Balance

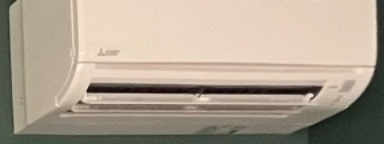
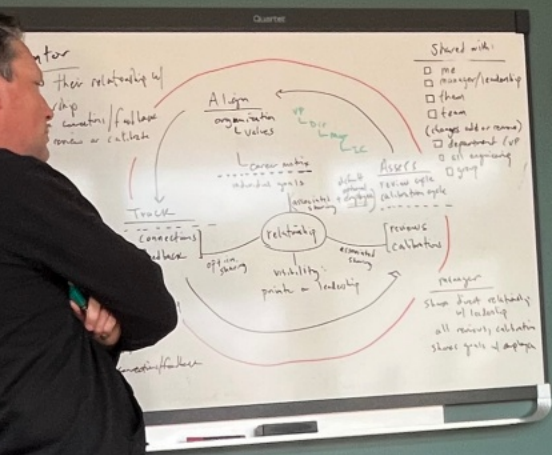
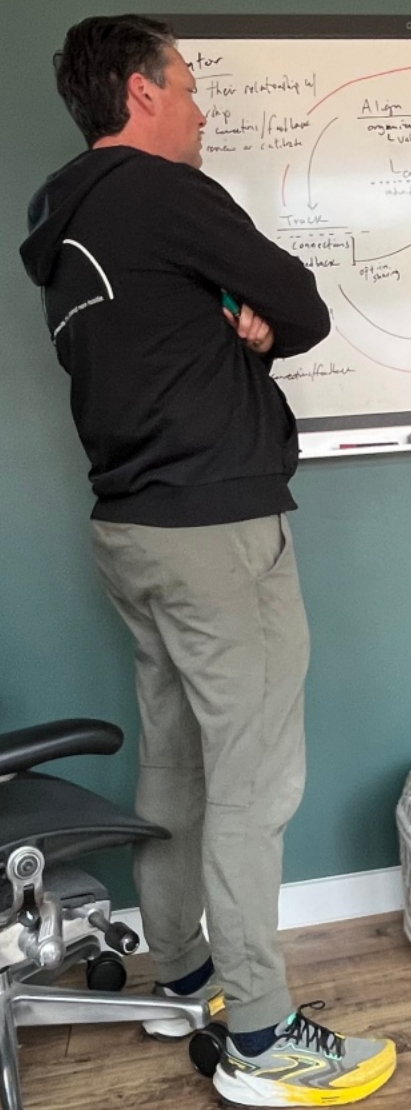
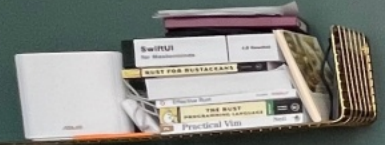


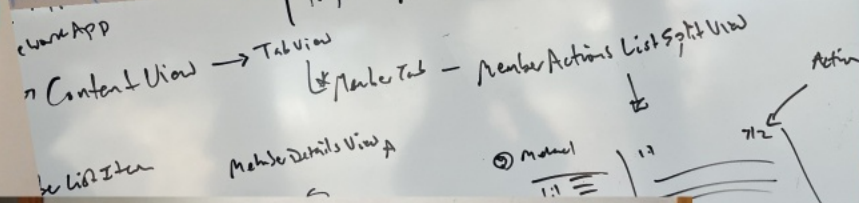
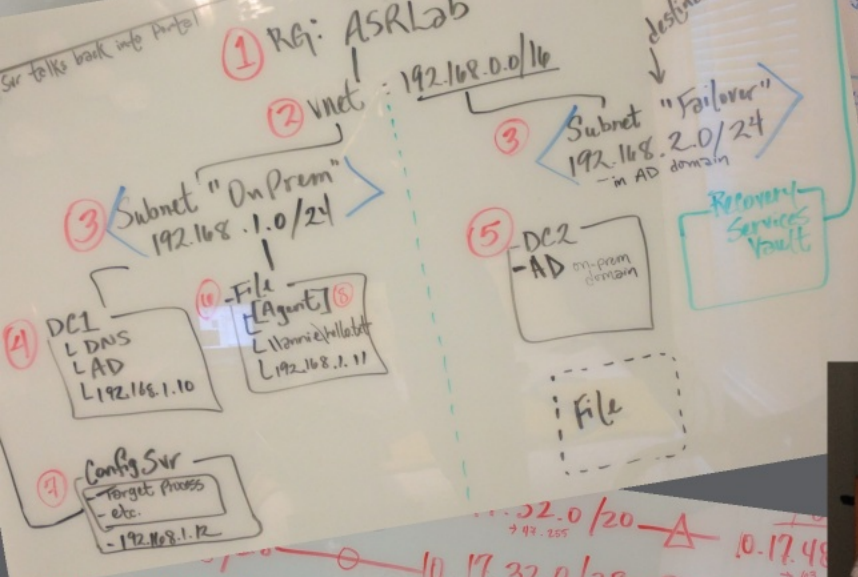
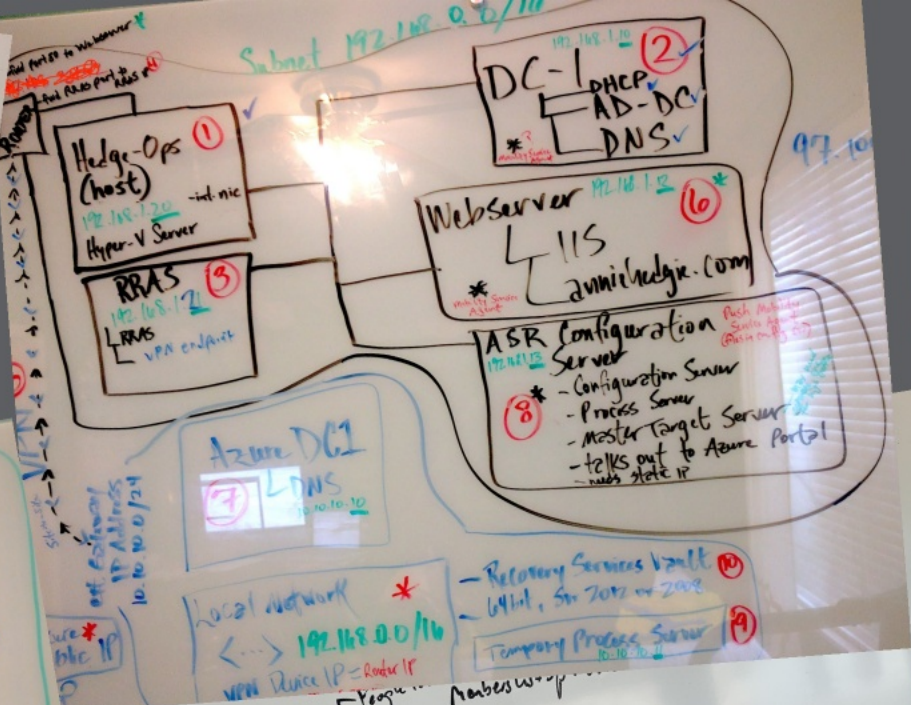
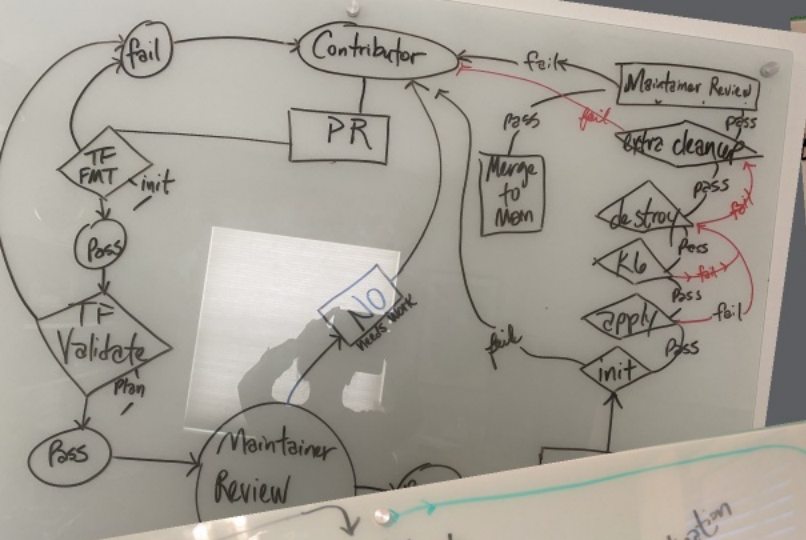


KELTY

Plan
Apply
Recline

KELTY

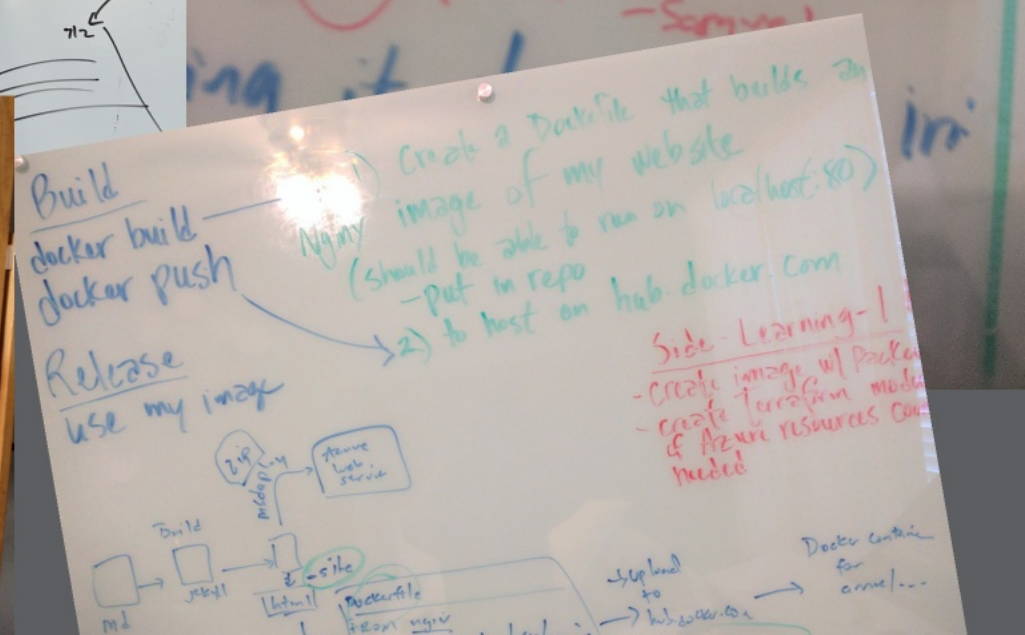
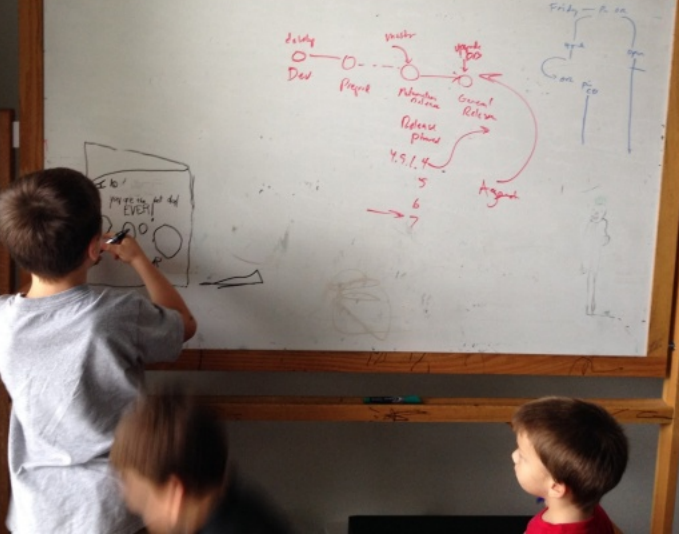




ate
ls

You're doing GREAT

10.17.16.16/28	10.17.32.0/20	10.17.48
10.17.16.20	10.17.32.20	10.17.48
10.17.16.10A	10.17.32.10A	10.17.48
10.17.16.4	10.17.32.4	10.17.48



Making the Right Thing To Do the Easy Thing To Do
Chef & InSpec Build with Jenkins



shoutout to my super duper official 10M Terraform Trainer @annie-hedgpeth for providing a thorough, thoughtful, comprehensive experience for our peeps learning Terraform. 🙌🙌🙌



Hey... that write-up is quite remarkable. You sure have a talent for organizing



BOULDER
CLOUD COMMUNITY
October 16, 2018

BUILDING A HUMANE ENTERPRISE
our systems work like HUMAN beings
prime the carburetor get in the car

IT REVOLUTION



So keep doing what you are doing because the people seem to love it 😊

the
Builder



the
Fixer



the
Anchor



the
Island



the
Advocate



the
Builder



the
Fixer



**the
Anchor**



the
Island



the
Advocate



the
Builder



the
Fixer



the
Anchor



the
Island



the
Advocate



Evolution of DevOps Value

Technical Systems

Code

Config

Tests

Pipeline



Human Systems

Trust

Network

Teams

Culture

Steps

1

**DEFINE
&
SEGMENT**

2

**FIREWALL
&
AUTOMATE**

3

**MONITOR
&
ADJUST**

1

DEFINE & SEGMENT



Just as we would design infrastructure with clear architecture **goals** and **access** patterns for our systems...




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Security isn't achieved through **complexity** and **obfuscation**.

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Systems Networking

- A Identify system architecture goals 
- B Determine required connections & create subnets
- C Apply principle of least privilege

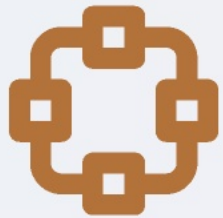
Professional Networking

- A Define career objectives
- B Identify key relationships needed 
- C Define clear roles and access levels



1

DEFINE & SEGMENT



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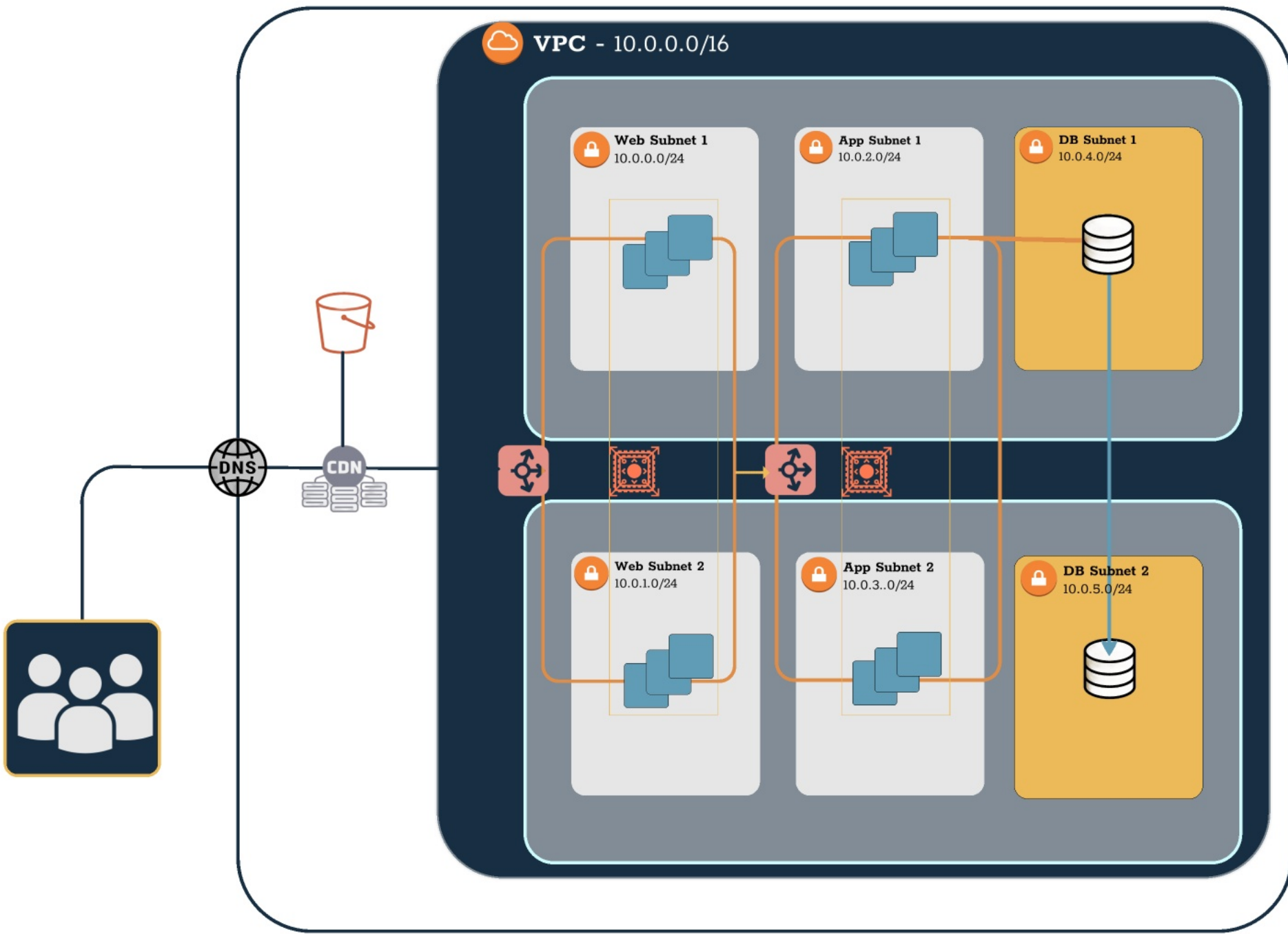
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Professional Networking

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B Identify key relationships needed

C Define clear roles and access levels



DUNBAR'S NUMBER : 150

TYPICAL NUMBER OF PEOPLE WE CAN KEEP TRACK OF AND
CONSIDER PART OF OUR ONGOING SOCIAL NETWORK

150
TRIBE

50
CLAN

15
SUPER
FAMILY

5
CLOSE
FRIENDS

← WEAKER TIES →
← MORE INVESTMENT IN RELATIONSHIP →



DANG! NOW,
WHAT WAS THEIR
NAME AGAIN?

Systems Networking

A Identify system architecture goals



B Determine required connections & create subnets

C Apply principle of least privilege

Professional Networking

A Define career objectives

B Identify key relationships needed



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VPC:

All the people you **create an intention** for supporting and want to be supported by



8

Direct Reports



5

First Team



4

Stakeholder



17

Base

4



Stakeholder



- those who have a stake in your outcomes
- leaders of the spheres in which you're involved
- those you look to for guidance and leadership

GOAL: to support the things that are important to them so that they vouch for you when you're not in the room

Stakeholder

the
Advocate



- those who have a stake in your outcomes
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Stakeholder

5



First Team



First Team

- the other people that report to your boss
- your peers
- the people you work with most frequently and closely

GOAL: to be more collaborative & less competitive by supporting your peers & better aligning with your boss's goals

**the
Anchor**



First Team

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8



Direct Reports



- you're responsible for the outcome of their work
- their output directly affects your success
- they look to you for guidance and leadership

GOAL: to give them the **support they need** so that they want to **support your mission**

Direct Reports

the
Fixer



- you're responsible for the outcome of their work
- their output directly affects your success
- they look to you for guidance and leadership

GOAL: to give them the support they need so that they want to **support your mission**

Direct Reports

ke in

s in
d

ship

the
portant

y
n
oom

17



Base

ke in

s in

d

ship

the

portant

y

n

oom



Base

- important but infrequent connections
- you connected with them in a meaningful way professionally

GOAL: to support the shared culture, do what's right, and be a good person

ke in

s in

d

ship

the

portant

y

n

oom

the
Builder



Base

- important but infrequent connections
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VPC:

All the people you **create an intention** for supporting and want to be supported by



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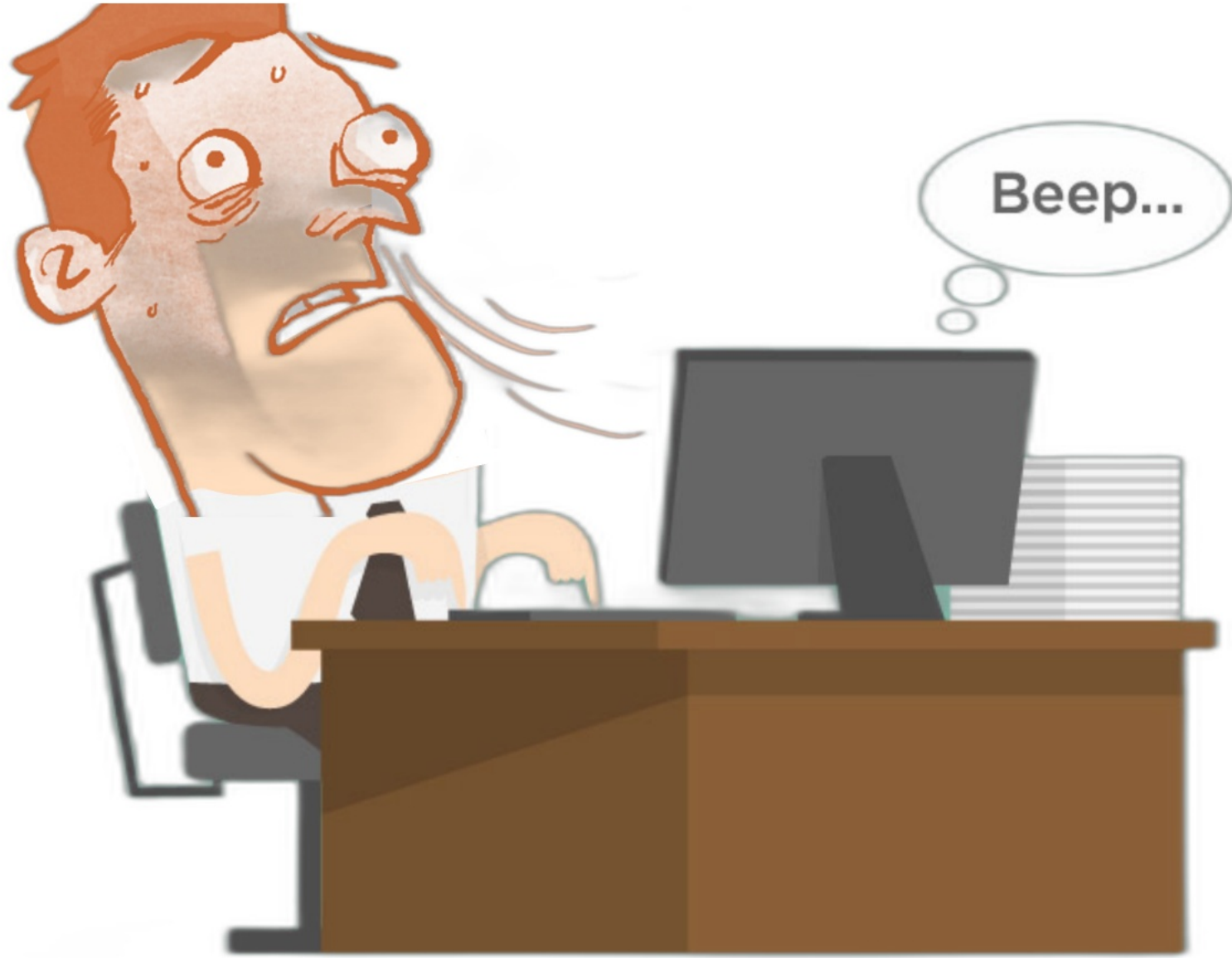
GOAL: to support the shared culture, do what's right, and be a good person



the
boundary
deficit




the
boundary
deficit



the
boundary
deficit



just-in-time
networking



How 'bout
that project
of mine, huh?



just-in-time
networking



—
just-in-time
networking
—

**I DON'T KNOW WHO
YOU ARE...**

**BUT WE'RE NOT
FALLING FOR IT!**



unfocused
maintenance

2 FIREWALL & AUTOMATE



Just as you create **rules** and **CI/CD** pipelines to maintain a **protected system...**



Set **boundaries** to protect your **time** and **energy** and create systematic check-ins to maintain relationship consistency

```
resource "azu
2 name
3 address_sp
4 location
5 resource_gr
6 )
7
8 resource "azu
9 name
10 resource_gr
11 virtual_net
12 address_pro
13 service_end
14 )
15
16 resource "azu
17 name
18 resource_gr
19 virtual_net
20 address_pro
21 )
22
23 resource "azu
24 name
25 resource_gr
26 virtual_net
27 address_pro
28 )
29
30 resource "azu
31 name
32 location
33 resource_gr
34 )
```

```
1 relatio
2 type:
3 inten
4 eve
5 rec
6 med
7 }
8 )
9
10
11 relatio
12 type:
13 inten
14 eve
15 rec
16 med
17 }
18 )
19
20
21 relatio
22 type:
23 inten
24 eve
25 rec
26 med
27 }
28 )
```


Systems Networking



A Set inbound and outbound rules

B Build CI/CD pipelines for consistent deployments

C Create automated checks to maintain desired state

Professional Networking

A Establish interaction patterns

B Set appropriate boundaries 

C Establish regular check-ins with key contacts



Could higher-fidelity interactions better serve your goals?









Systems Networking



A Set inbound and outbound rules

B Build CI/CD pipelines for consistent deployments

C Create automated checks to maintain desired state

Professional Networking

A Establish interaction patterns

B Set appropriate boundaries



C Establish regular check-ins with key contacts



automation=recurring_events

```
1 resource "azurerm_virtual_network" "example" {
2   name           = "example-vnet"
3   address_space  = ["10.0.0.0/16"]
4   location       = azurerm_resource_group.example.location
5   resource_group_name = azurerm_resource_group.example.name
6 }
7
8 resource "azurerm_subnet" "web" {
9   name           = "web-subnet"
10  resource_group_name = azurerm_resource_group.example.name
11  virtual_network_name = azurerm_virtual_network.example.name
12  address_prefixes   = ["10.0.1.0/24"]
13  service_endpoints  = ["Microsoft.Sql", "Microsoft.Storage"]
14 }
15
16 resource "azurerm_subnet" "app" {
17   name           = "app-subnet"
18   resource_group_name = azurerm_resource_group.example.name
19   virtual_network_name = azurerm_virtual_network.example.name
20   address_prefixes   = ["10.0.2.0/24"]
21 }
22
23 resource "azurerm_subnet" "dmz" {
24   name           = "dmz-subnet"
25   resource_group_name = azurerm_resource_group.example.name
26   virtual_network_name = azurerm_virtual_network.example.name
27   address_prefixes   = ["10.0.4.0/24"]
28 }
29
30 resource "azurerm_network_security_group" "dmz" {
31   name           = "dmz-nsg"
32   location       = azurerm_resource_group.example.location
33   resource_group_name = azurerm_resource_group.example.name
34 }
```

```
1 resource "azurerm_subnet_network_security_group_association" "dmz" {
2   subnet_id           = azurerm_subnet.dmz.id
3   network_security_group_id = azurerm_network_security_group.dmz.id
4 }
5
6 resource "azurerm_subnet" "db" {
7   name           = "db-subnet"
8   resource_group_name = azurerm_resource_group.example.name
9   virtual_network_name = azurerm_virtual_network.example.name
10  address_prefixes   = ["10.0.3.0/24"]
11  delegation {
12    name = "sql-delegation"
13    service_delegation {
14      name = "Microsoft.Sql/managedInstances"
15      actions = ["Microsoft.Network/.../subnets/join/action"]
16    }
17  }
18 }
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
```

```
1  relationship lori_bryan {
2    type: stakeholder
3    intention: {
4      event_name: "Mentorship Meeting"
5      recurrence: quarterly
6      medium: "Lunch"
7    }
8  }
9
10
11 relationship adam_michaels {
12   type: stakeholder
13   intention: {
14     event_name: "Mentorship Meeting"
15     recurrence: quarterly
16     medium: "Zoom"
17   }
18 }
19
20
21 relationship michael_hedgpeth {
22   type: first_team
23   intention: {
24     event_name: "Project Status Check"
25     recurrence: weekly
26     medium: "IRL"
27   }
28 }
```

```
1  relationship shannon_scott {
2    type: first_team
3    intention: {
4      event_name: "Hiking Meetup"
5      recurrence: weekly
6      medium: "Hike"
7    }
8  }
9
10
11 relationship matthew_osei {
12   type: base
13   intention: {
14     event_name: "Catch-up"
15     recurrence: quarterly
16     medium: "Slack DM Convo"
17   }
18 }
19
20
21 relationship corey_lang {
22   type: base
23   intention: {
24     event_name: "Catch-up"
25     recurrence: quarterly
26     medium: "Coffee Catch-Up"
27   }
28 }
```




`automation=$recurring_events`



– Antoine de Saint-Exupéry



3 MONITOR & ADJUST



Just as you track system **health** and watch for **anomalies...**



Track relationship **health** and watch for connection **imbalances**

Systems Networking

A Track system health metrics

B Monitor for security threats

C Analyze performance patterns

Professional Network

A Track and log relationship health

B Do regular network health checks

C Adjust based on data

3

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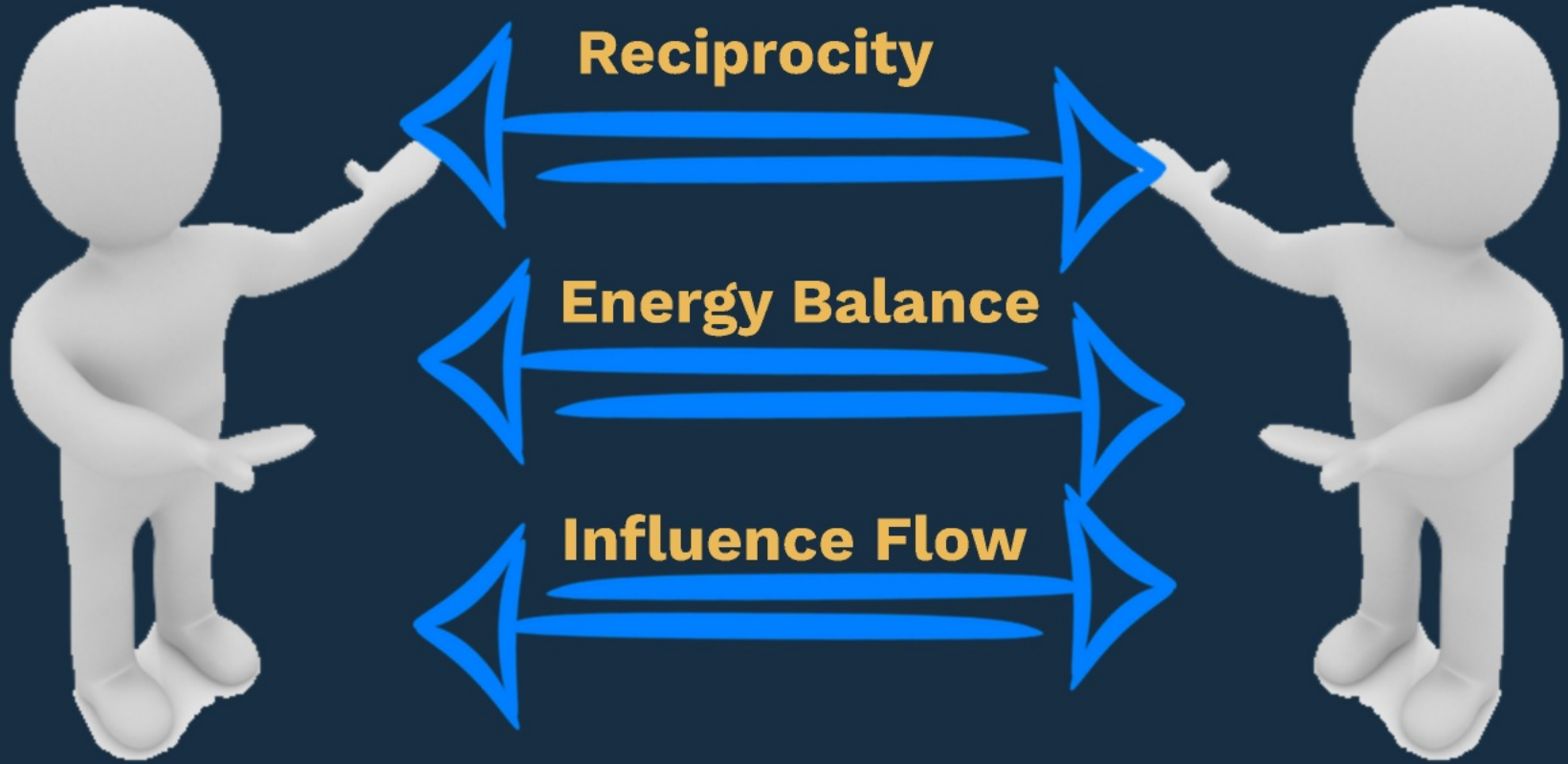
C Adjust based on data



Journal

**What happened?
(just facts)**

**How did it make
you feel?**



Systems Networking

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B Monitor for security threats

C Analyze performance patterns

Professional Network

A Track and log relationship health 🇺🇸 🇬🇧

B Do regular network health checks 🇺🇸

C Adjust based on data

**Internal vs
external
balance**

**Cross-
functional
reach**

**Decision-maker
accessibility**



Internal vs external balance

Cross-functional reach

Decision-maker accessibility



Prune energy-draining connections

Strengthen positive relationship

Rebalance quarterly

Steps

1

**DEFINE
&
SEGMENT**

2

**FIREWALL
&
AUTOMATE**

3

**MONITOR
&
ADJUST**

Steps

1

DEFINE

SEGMENT

2

AUTOMATE

3

MONITOR

&

ADJUST

INTENTIONALITY

Steps

the
Island



1

DEFINE

SEGMENT

2

INTENTIONALITY

AUTOMATE

3

MONITOR

&

ADJUST



“

Like **disaster recovery**, professional relationships work best as an **ongoing practice**, not emergency response.

DevOps has
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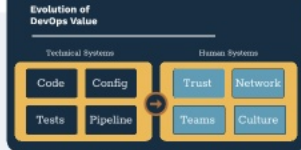


@anniehedgie

TRO

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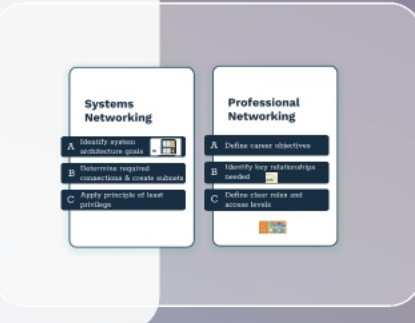
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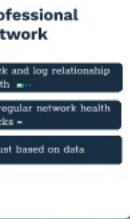
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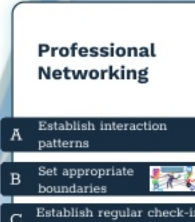
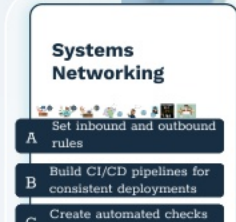
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a goal without a plan is just a wish