Culture Shift

How DevOps changed the way we think about IT
Culture-bound syndrome

From Wikipedia, the free encyclopedia

In medicine and medical anthropology, a culture-bound syndrome, culture-specific syndrome or folk illness is a combination of psychiatric and somatic symptoms that are considered to be a recognizable disease only within a specific society or culture. There are no objective biochemical or structural alterations of body organs or functions, and the disease is not recognized in other cultures. The term culture-bound syndrome was included in the fourth version of the Diagnostic and Statistical Manual of Mental Disorders (American Psychiatric Association, 1994) which also includes a list of the most common culture-bound conditions (DSM-IV: Appendix I). Counterpart within the framework of ICD-10 (Chapter V) are the culture-specific disorders defined in Annex 2 of the Diagnostic criteria for research.[1]

More broadly, an epidemic that can be attributed to cultural behavior patterns or suggestion is sometimes referred to as a behavioral epidemic. As in the cases of drug or alcohol abuse or smoking, transmission can be determined by communal reinforcement as well as by person-to-person interactions. On etiological grounds, it can be difficult to distinguish the causal contribution of culture in disease from other environmental factors such as toxicity.[2]

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Paris syndrome

From Wikipedia, the free encyclopedia

For the novel by Tahir Shah, see Paris Syndrome (novel).

Paris syndrome (French: Syndrome de Paris, Japanese: パリ症候群, Pari shōkōgun) is a transient psychological disorder encountered by some individuals visiting or vacationing in Paris, France or elsewhere in Western Europe. It is characterized by a number of psychiatric symptoms such as acute delusional states, hallucinations, feelings of persecution (perceptions of being a victim of prejudice, aggression, or hostility from others), derealization, depersonalization, anxiety, and also psychosomatic manifestations such as dizziness, tachycardia, sweating, and others. Similar syndromes include Jerusalem syndrome and Stendhal syndrome.

There is a 24 hour help line run by the Japanese embassy to help Japanese tourists suffering from this condition. The embassy reports that on average twelve people suffer from this disorder annually. The condition is commonly viewed as a severe form of culture shock.

Susceptibility

Japanese visitors are observed to be especially susceptible. It was first noted in *Narure*, the French journal of psychiatry in 2004. From the estimated six million yearly visitors, the number of reported cases is not significant: according to an administrator at the Japanese embassy in France, around twenty Japanese tourists a year are affected by the syndrome. The susceptibility of Japanese people may be linked to the popularity of Paris in Japanese culture, notably the idealized image of Paris prevalent in Japanese advertising.
Jerusalem syndrome

Jerusalem syndrome is a group of mental phenomena involving the presence of either religiously themed obsessive ideas, delusions or other psychosis-like experiences that are triggered by a visit to the city of Jerusalem. It is not endemic to one single religion or denomination but has affected Jews, Christians and Muslims of many different backgrounds.

The best known, although not the most prevalent, manifestation of Jerusalem syndrome is the phenomenon whereby a person who seems previously balanced and devoid of any signs of psychopathology becomes psychotic after arriving in Jerusalem. The psychosis is characterised by an intense religious theme and typically resolves to full recovery after a few weeks or after being removed from the area. The religious focus of Jerusalem syndrome distinguishes it from other phenomena, such as Stendhal syndrome, which is reported in Florence, Italy, or Paris syndrome, which has been reported predominantly in Japanese individuals.

In a 2000 article in the British Journal of Psychiatry, Bar-El et al.¹ claim to have identified and described a specific syndrome which emerges in tourists with no previous psychiatric history. However, this claim has been disputed by M. Kalian and E. Witzum.² Kalian and Witzum stressed that nearly all of the tourists who demonstrated the described behaviours were mentally ill prior to their arrival in Jerusalem. They further noted that, of the small proportion of tourists alleged to have exhibited spontaneous psychosis after arrival in Jerusalem, Bar-El et al. had presented no evidence that the tourists had been well prior to their arrival in the city. Jerusalem syndrome is not listed or referenced in the DSM IV, nor in the DSM 5.

¹Bar-El, et al.
²Kalian, et al.
Culture Shift

How DevOps changed the way we think about IT
Roadmap

1. Why Culture?
2. Some Context
3. Meet DevOps
4. DevOps, meet Academia
5. Open Discussion
Culture

The outlook, attitudes, values, morals, goals, and customs shared by a group.
Culture (more simply)

Culture is the way you think, act, and interact
The Context

The College of Architecture at Texas A&M
College of Architecture

- 4 departments
- 8 research centers and institutes
- 500 employees
- 10,000 (3,000) students
- locations across Texas and the globe
Study eyes how STEM activities influence kids
posted September 30, 2014

Elementary school children will soon be performing fun tasks designed to stoke their interest in science, technology, engineering and math and perhaps place them on a technology-oriented career path as part of a study led by Francis Quek, professor of visualization.

New lab focuses on interconnectivity, assistive technology
posted September 30, 2014

Many futurists envision a world where computing isn’t limited to desktops and mobile devices but rather a ubiquitous function of everyday items — appliances, cars, coffee mugs, clothing, sprinkler systems — all networked into an “Internet of
The Problem

Do we have a problem?

IT has always been like this
The Solution
The Phoenix Project

A management fable in the style of E. Golrdratt's *The Goal.*

Theory of Constraints — Systems management
What is DevOps?

DevOps is a service delivery concept that stresses communication, collaboration, and integration between software developers and IT professionals.

DevOps, from Wikipedia
What is DevOps (alternative edition):

Developers need to understand infrastructure. Operations people need to understand code. People need to f**king work with each other and not just occupy space next to each other.
— John Vincent

DevOps - the Title Match from blog dot lusis
DevOps : Operations :: Agile : Development
DevOps seeks to maximize:

— predictability
— efficiency
— security
— maintainability
DevOps emphasizes:

— automation whenever possible
— infrastructure as code
— continuous integration / delivery
— collaborative teams with shared responsibility

Adam Mikeal — Texas A&M University — EDUCAUSE 2016
Infrastructure as Code

So our systems are not defined like this—
Installation Instructions

Active Directory
1. Server Manager
2. Select Features
3. Select Add Features
4. Add Features Wizard
   a. Expand Remote Server Administration Tools, Role Administration Tools, AD DS and AD LDS Tools, AD DS Tools
   b. Select AD DS Snap-ins and Command-Line Tools
   c. Select Next
5. Confirmation
   a. Select Install
6. Results
   a. Select Close

Python 2.7
1. Download and run http://python.org/ftp/python/2.7.5/python-2.7.5.msi
2. Python 2.7.5 Setup
   a. Select Install for all users
   b. Select Next
3. Select Destination Directory
   a. Please select a directory for the Python 2.7.5 files: "C:\Python27"
   b. Select Next
4. Customize Python 2.7.5
   a. Select Next
5. Completing the Python 2.7.5 installer
   a. Select Finish
6. Python 2.7.5 Setup
   a. Select Yes

⚠️ C:\Python27 should be added to the PATH environmental variable after reboot

PyWin32
2. Setup pywin32-218
   a. Select Next
3. Setup
   a. Python Directory: "C:\Python27"
   b. Installation Directory: "C:\Python27\Lib\site-packages"
Set acctmgmr as Administrator

1. Open Server Manager
2. Expand Configuration, Local Users and Groups, Groups
3. Select Administrators
4. Administrators Properties
   a. Select Add
   b. Select Users, Computers, or Groups
      i. Enter the object names to select: acctmgmr
      ii. Select Check Names
      iii. Select OK
   c. Select OK

Server Setup

1. Open Start Menu, All Programs, Accessories, Command Prompt
2. Enter:
   C:\Users\Administrator> mkdir c:\accounts
3. Enter:
   C:\Users\Administrator> mkdir c:\accounts\logs
4. Enter:
   C:\Users\Administrator> mkdir c:\accounts\conf
5. Enter:
   C:\Users\Administrator>C:\Python27\Scripts\easy_install.exe --index-url https://deployment:password@pypi.arch.tamu.edu/simple\accounts.windows
   Searching for tamu.coa.accounts.windows
   Reading https://deployment:password@pypi.arch.tamu.edu/simple\accounts.windows/
   Best match: tamu.coa.accounts.windows 12.1.1
   Downloading https://deployment:password@pypi.arch.tamu.edu/media/dists/tamu.coa.accounts.windows-12.1.1-py2.7.egg#w2798b5c4e1a
But rather, like this—

```yaml
include_recipe 'nginx'
include_recipe 'git'

directory '/var/www' do
  action :create
  owner 'www-data'
  group 'www-data'
end

git node['magic']['directory'] do
  user 'www-data'
  group 'www-data'
  reference 'master'
  repo 'git://github.com/TAMUArch/magic'
end
```

...
Main lessons from The Phoenix Project

There are 4 types of work

Work-in-progress is the silent killer

Unplanned work accrues technical debt

Bottlenecks constrain work
Four types of work

1. Business projects
2. Infrastructure projects
3. Changes
4. Unplanned work
The Three Ways

1. Systems thinking
2. Amplify feedback loops
3. Culture of continual experimentation and learning
Related emphases

Business value

Collaboration requires empathy and trust

Blame-free thinking
Back to Culture

Changes we made in Architecture were mostly about culture
Caveats

No silver bullet

Staying the course is hard

Need commitment from the whole team
More reading

On DevOps and organizational culture:

Empathy: The Essence of DevOps
http://blog.ingineering.it/post/72964480807/empathy-the-essence-of-devops

DevOps Culture (Part 1)
http://itrevolution.com/devops-culture-part-1/

Continuously Deploying Culture: Scaling Culture at Etsy
http://www.slideshare.net/mcdonnbps/continuously-deploying-culture-scaling-culture-at-etsy-14588485
More reading

On DevOps methodologies:

The Phoenix Project: A novel about IT, DevOps, and helping your business win (IT Revolution Press)
http://itrevolution.com/books/

Where To Learn More About Concepts In "The Phoenix Project" (Part 1)
http://itrevolution.com/learn-more-about-concepts-in-phoenix-project/
About me

http://github.com/amikeal
http://linkedin.com/in/amikeal
adam@tamu.edu
Open discussion