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**Module 2 Assignment**

In 2011 LinkedIn started an internal project called Operation InVersion, which turned out to be a big step towards addressing the issues with software delivery. Their entire deployment process was operating as chaotically as the development lifecycle could get. They seemed to have all of the components of DevOps, yet none of the processes fell into place, resulting in breakdowns in collaboration between teams. The entire process of deploying a software was manual which resulted in the business being unable to meet its set objectives. The developer’s input phase involved writing code, and after that was completed, the operations team dealt with the production pressure.

In the case of Operation InVersion, the goal was to create a feedback loop that would fundamentally treat the code end-to-end. Everything from monitoring its execution, ensuring its operationality, deployment, and assessment of recorded metrics fell under its purview. The workflow automation that they introduced gave them freedom with regards to their tools as well as freed up several processes associated with manual work. This meant work that was considered the responsibility of the operations team could now be done by the developers themselves.

The company also focused on feedback, which was the biggest improvement. Prior to Operation InVersion, developers had almost no insight into what became of their code post-deployment. Under the new system, they had performance metrics and monitoring tools, which allowed them to pinpoint problems much quicker and improve their work through real data. This enhanced real data productivity, reduced blame shifting, and enforced collaborative problem-solving.

The project also brought about a cultural change at the company. This was no longer simply a matter of new scripts or tools. It required a fundamental approach change to foster collaboration and shared ownership of results across all departments. There was increased cross-departmental communication and a positive dependence between developers, ops and other teams. People became more motivated and proud of the work because there was a change in control and ownership.

First from a student‘s point of view, it’s evident that enhancing a company’s software delivery system involves much more than just a technical problem. It also requires winning trust and ensuring cooperation towards a single objective. It is clear that providing correct resources and proper coaching helps a lot, but it is how people interact that helps the most to move forward. Operation InVersion is an example that shows how even large firms can improve when they take the initiative to change their ways and focus on building their employees.

**References:**

Kim, G., Humble, J., Debois, P., & Willis, J. (2016). *The DevOps handbook: How to create world-class agility, reliability, & security in technology organizations*. IT Revolution Press.