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The case study "Operation InVersion" illustrates LinkedIn's efforts to address significant technical debt and improve its infrastructural stability. Following a successful IPO in 2011, LinkedIn faced problematic deployments primarily due to issues with their monolithic application, Leo. Despite adding resources, Leo struggled with performance, leading to frequent failures and difficult troubleshooting.

In response, LinkedIn's engineering team undertook Operation InVersion, pausing all new feature developments for two months to overhaul their computing architecture. This initiative aimed to decentralize Leo by breaking it into smaller, functional services, enhancing their deployment processes, and increasing overall productivity. The decision to halt feature development was a risk, but it resulted in creating a suite of tools that allowed engineers to develop and deploy services efficiently.

Lessons Learned

Importance of Addressing Technical Debt: Companies must prioritize addressing technical debt to prevent long-term instability and reduce the need for crisis-driven responses.

Value of Infrastructure Over Features: Investing time in improving core infrastructure can yield better long-term results than pushing for immediate feature releases.

Cultural Shift Towards Agile Development: Emphasizing a culture of continuous improvement in development infrastructure fosters better agility and responsiveness to market demands.

Measure of Success: Post-Inversion, LinkedIn improved its deployment frequency, launching major updates multiple times a day while decreasing the incidence of labor-intensive fixes.

Leadership Perspective: Leaders should view engineering challenges from a broader business perspective, ensuring that technical decisions align with organizational goals for success.

Overall, Operation InVersion demonstrated the necessity of balancing feature development with infrastructure stability to maintain business functionality and innovation in a growing tech environment.

# References

Kim, G., Humble, J., Debois, P., Willis, J., & Forsgren, N. (2021). *The DevOps Handbook.* Portland: IT Revolution Press.