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  + managing complexity with, [A (Brief) Field Guide to Organizational Culture](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch02.html#idm46079290603000)
  + maturity of, [Proof of Concept](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285182712)
  + as open source resource, [In This Context](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch09.html#idm46079286955512), [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285089992)
  + orchestrating with as cloud native, [How Do I Know Cloud Native When I See It?](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch01.html#idm46079290768344)
  + playground for, [A Playground for Kubernetes](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch15.html#idm46079284299640)
  + premature move to, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285911976), [“Spiking” Cloud Native Transformation via Unbalanced Approach](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284780408)
  + responsibility for implementing, [Therefore](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079288016872), [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285148760)
  + role in distributed systems, [Distributed Systems and Friends](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285331688)
  + role in Service Mesh, [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285141688)
  + role in WealthGrid (fictional company) transformation, [First Attempt at Transformation–Cloud Native “Side Project”](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/afterword02.html#idm46079289998904), [Back to the Drawing Board](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/afterword03.html#idm46079289612728)
  + where it comes in, [Orchestration](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch01.html#idm46079290693928)

**L**

* law of the instrument bias, [Common Biases and Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#idm46079290052200)
* Lean for Optimization (pattern)
  + improving delivery and maintenance for stable systems, [Pattern: Lean for Optimization](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287536456)
  + Related Biases, [Related Biases](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287505128)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287500104)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283733352)
* Learning Loop (pattern)
  + applying to WealthGrid (example enterprise), [PHASE 4: RUN](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079284961736)
  + building feedback collection into delivery process, [Pattern: Learning Loop](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288827688)
  + Common Pitfalls and biases, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288803176)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288794648)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283724904)
* Learning Organization (pattern)
  + Adidas case study, [Day 2](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch15.html#idm46079284230664)
  + Common Pitfalls and biases, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288756392)
  + handling transformation challenges, [Lack of Platform Team](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284596792)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288748312)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283716392)
  + tolerating risk and embracing innovation, [Pattern: Learning Organization](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288782328)
* legacy infrastructure, [Patterns for Infrastructure and Cloud](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079286161464), [Pattern: Lift and Shift at the End](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285635176), [The Greenfield Myth, or, the “All or Nothing” Approach](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#legacy13)-[The Greenfield Myth, or, the “All or Nothing” Approach](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284613944)
* Lift and Shift at the End (pattern)
  + applying to WealthGrid (example enterprise), [Strangle All the Old Things](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079284927720)
  + Common Pitfalls and biases, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285608168)
  + handling transformation challenges, [The Greenfield Myth, or, the “All or Nothing” Approach](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284634824)
  + Maturity Matrix graph of too early, [Too-Early “Lift & Shift” Move](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284832904)
  + moving intact pieces at very end, [Pattern: Lift and Shift at the End](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285636600)
  + related patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285601048)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283707960)
  + timing of lift and shift moves, [Too-Early “Lift & Shift” Move](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#LSEtime13)-[Too-Early “Lift & Shift” Move](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284813800)
* Linkerd, [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285138872)
* logging (see Observability)
* Loonshots: How to Nurture the Crazy Ideas That Win Wars, Cure Diseases, and Transform Industries (Bahcall), [Creativity, Proficiency, and Enterprise](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch06.html#idm46079289477528)

**M**

* Maintenance (Maturity Matrix axis)
  + ad-hoc monitoring, [Maintenance](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289759448)
  + alerting, [Maintenance](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289748392)
  + full observability and self-healing, [Maintenance](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289761272)
  + machine learning (ML) and artificial intelligence (AI), [Maintenance](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289744408)
  + range of approaches, [Maintenance](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289782328)
  + respond to users' complaints, [Maintenance](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289768936)
* Manage for Creativity (pattern)
  + applying to WealthGrid (example enterprise), [PHASE 2: DESIGN](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285376744), [What’s Next?](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/afterword04.html#idm46079284096056)
  + Common Pitfalls and biases, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287777992)
  + granting open-ended freedom for experimentation, [Pattern: Manage for Creativity](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287805544)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287774072)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283699208)
* Manage for Proficiency (pattern)
  + applying to WealthGrid (example enterprise), [PHASE 2: DESIGN](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285382872), [What’s Next?](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/afterword04.html#idm46079284095912)
  + Common Pitfalls, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287729416)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287724328)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283690744)
  + when delivering stable, repetitive or algorithmic work, [Pattern: Manage for Proficiency](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287759128)
* Manifesto for Agile Software Development, [A Cloud Native Pattern Language](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch03.html#idm46079290476712)
* Martin, Roger, [Want Fries with That?](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch06.html#idm46079289510168)
* Maturity Matrix (see Cloud Native Maturity Matrix)
* McDonald’s restaurants, [Want Fries with That?](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch06.html#idm46079289501848)
* McKinsey’s Three Horizons model (see Three Horizons)
* Measure What Matters (pattern)
  + Common Pitfalls and biases, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288704648)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288693416)
  + selecting key performance indicators, [Pattern: Measure What Matters](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288731608)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283682360)
* memory biases, [Common Biases and Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#idm46079290119032)
* metrics (see Observability)
* microservices
  + benefits of, [Microservices](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch01.html#idm46079290717016), [The Executive Summary](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch01.html#idm46079290652104)
  + central role of, [Fitting Everything Together](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch01.html#idm46079290690872), [A (Brief) Field Guide to Organizational Culture](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch02.html#idm46079290619240)
  + defined, [A (Brief) Field Guide to Organizational Culture](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch02.html#idm46079290617672), [Exploratory Experiments](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285273976)
  + fundamental principle of, [How Do I Know Cloud Native When I See It?](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch01.html#idm46079290777192), [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285130216)
  + service mesh requirement, [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285144088)
* Microservices Architecture (pattern)
  + applying to WealthGrid (example enterprise), [Exploratory Experiments](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285279576)
  + benefits of, [Architecture](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289805432), [Pattern: Microservices Architecture](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch09.html#idm46079286701416)
  + Common Pitfalls and biases, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch09.html#idm46079286673672)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch09.html#idm46079286663720)
  + Starling Bank case study, [Acing the Architecture](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch14.html#idm46079284499976)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283673976)
* Mintzberg, Henry, [A Cloud Native Pattern Language](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch03.html#idm46079290458344), [Strategize, Then Delegate](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079289319864)
* monitoring, [Maintenance](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289767080), [Day 2](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch15.html#idm46079284219240) (see also Observability)
* MVP Platform (pattern)
  + applying to WealthGrid (example enterprise), [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285129048), [What’s Next?](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/afterword04.html#idm46079284110904)
  + building production-ready platform, [Pattern: MVP Platform](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287288168)
  + handling transformation challenges, [“Spiking” Cloud Native Transformation via Unbalanced Approach](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284746152), [Platform Not Ready for Production; Going to Production Anyway](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284666408)
  + Related Biases, [Related Biases](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287258008)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287254072)
  + Starling Bank case study, [Acing the Architecture](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch14.html#idm46079284481144)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283665512)

**N**

* No Long Tests in CI/CD (pattern)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch09.html#idm46079286710536)
  + run non-critical tests in background, [Pattern: No Long Tests in CI/CD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch09.html#idm46079286738184)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283657064)
* No Regret Moves (pattern)
  + applying to WealthGrid (example enterprise), [Distributed Systems and Friends](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285330040)
  + Common Pitfalls, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288556760)
  + performing small, quick actions, [Pattern: No Regret Moves](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288578632)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288547880)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283648696)
* Nudge: Improving Decisions about Health, Wealth, and Happiness (Thaler and Sunstein), [Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#idm46079290166904)
* nudges
  + changing bias-driven behavior with, [Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#idm46079290171256)
  + common biases and nudges, [Common Biases and Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#Ncommon04)-[Common Biases and Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#idm46079290023400)
  + default, [Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#idm46079290160120), [Common Biases and Nudges](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch04.html#idm46079290084456)

**O**

* Objective Setting (pattern)
  + applying to WealthGrid (example enterprise), [Vision and Core Team](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285479784), [Delegating Power](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch11.html#idm46079285411720)
  + Common Pitfalls and biases, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288982792)
  + creating pragmatic goals and actions, [Pattern: Objective Setting](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079289012904)
  + Related Patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch07.html#idm46079288975848)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283640312)
* Observability (pattern)
  + Adidas case study, [Day 2](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch15.html#idm46079284213192)
  + applying to WealthGrid (example enterprise), [PHASE 3: BUILD](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285107656)
  + Common Pitfalls, [Common Pitfalls](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285823896)
  + logging, tracing, alerting, and metrics, [Pattern: Observability](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285852328)
  + related patterns, [Related Patterns](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch10.html#idm46079285820056)
  + thumbnail reference, [Library of Patterns (Thumbnail Reference Versions)](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/app01.html#idm46079283631960)
* Of Strategies, Deliberate and Emergent (Mintzberg), [A Cloud Native Pattern Language](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch03.html#idm46079290475608)
* onboarding (see also Gradual Onboarding)
  + lack of onboarding plan, [Lack of Education and Onboarding Plan](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#OBlack13)-[Lack of Education and Onboarding Plan](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch13.html#idm46079284562696)
  + preparing for, [Prepare for Onboarding](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079285084296)
  + problems with, [Mirror, Mirror, on the Wall…](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch05.html#idm46079289959256)
* Ongoing Education (pattern)
  + Adidas case study, [Day 2 Afternoon in Cloud City](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch15.html#idm46079284157208)
  + applying to WealthGrid (example enterprise), [PHASE 4: RUN](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch12.html#idm46079284988008)
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  + developing cloud native knowledge and skills, [Pattern: Ongoing Education](https://learning.oreilly.com/library/view/cloud-native-transformation/9781492048893/ch08.html#idm46079287444648)
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