In 2010, David Ashman, The Chief Architect for blackboard Inc began focusing on the increasing complexity and lead times associated with the old system. This was due to the highly coupled and monolithic Blackboard Learn Code repository. In 2012, Their response to this finding was to incorporate Building Blocks, which breaks up the monolithic repository into a lot of smaller ones otherwise known as microservices. This helped not only bring the commits up and lead times down but also created a safer developer workplace as one change could only cause a localized error rather than bringing the entire software to a halt.