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CSD380 Module 2.2 Assignment

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**Case Study: Operation InVersion at LinkedIn (2011)**

Operation InVersion at LinkedIn was launched by Kevin Scott. Scott became the VP of Engineering at LinkedIn just three months before the initial public offering. The motive he had for launching this operation was to “inject the beginnings of a cultural manifesto into his team’s engineering culture.” (Kim et al., 2021, p. 657) During Operation InVersion, LinkedIn paused all new feature development for two months to revamp the computing architecture.

The issue at hand was a need to reduce or eliminate technical debt. LinkedIn was struggling with deployments, so Operation InVersion began to help resolve the issues involving deployments, computer environments, and the architecture. Leo is a homegrown monolithic Java application that LinkedIn used to manage JDBC connections with the Oracle databases. Leo was only being deployed bi-weekly which resulted in many problems with the application. It was necessary to stop using Leo and create smaller, functional services.

Operation InVersion was the best way to complete this task. While it took the entire development team’s focus for two months to complete, it was worth the effort. Because of Operation InVersion, LinkedIn was able to create a suite of software and tools to use for development. Engineers are now able to develop new services and use different automated systems to assess the code for any issues that could cause potential service interruptions.

Scott reminds us that as engineers and members of technology teams should follow the CEO’s perspective. We should identify the needs of the company, business, marketplace, and competitive environment. Paying down technical debt provides more stability and safety for companies. It should be an engineer’s goal to satisfy the requested features made by public markets. Don’t prolong your time to identify and resolve problems during daily work because it can lead to greater technical debt. A great technology team will be sure to identify and report such problems to their leader to manage technical debt and prevent costly, preventive experiences.