



Ask

What would you like to ask?

Continue

Getting Faster Answers



Answer

Share your knowledge, Help others and
be an Expert

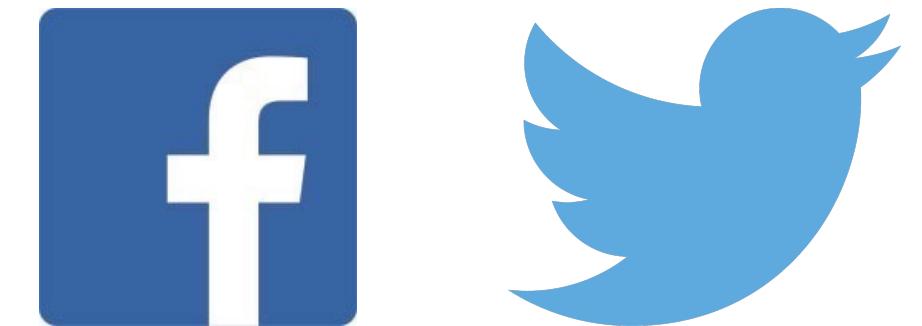
Browse Open Questions

But first ...

Company dynamics

- Teams operated at various speeds
(from flickr to membership)
- A new CEO every few quarters
- CI/CD transition in it's infancy
- Centralized Operations

2009 - VP Communities at Yahoo

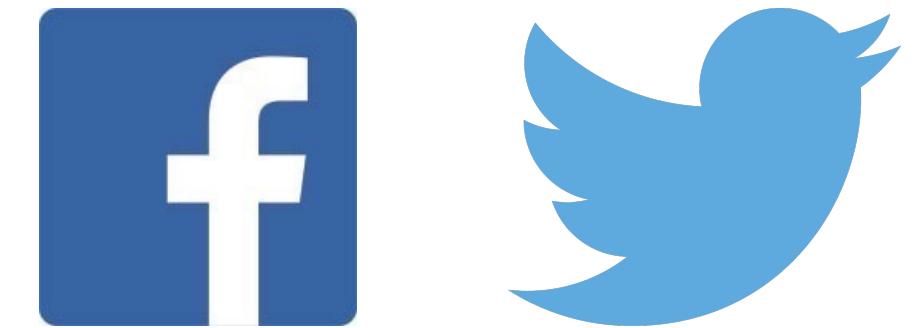


- Sports - Messenger
- News - Movies
- Mail - MyYahoo
- Games - Shopping
- Shine - Etc...

2009 - VP Communities at Yahoo

flickr

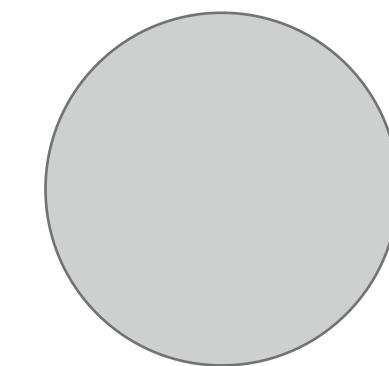
10+ Deploys
per day



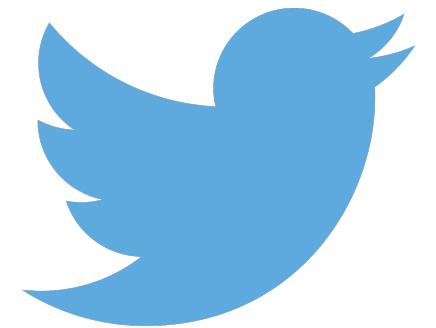
2009 - VP Communities at Yahoo

flickr

10+ Deploys
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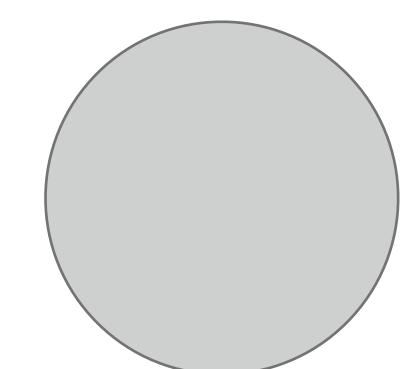
1 Deploy
per month



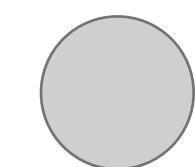
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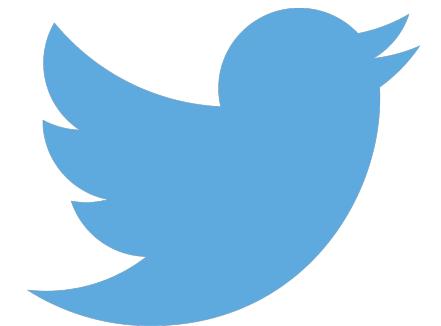
10+ Deploys
per day



1 Deploy
per month



1 Deploy
per quarter





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YAHOO! ANSWERS

 Search[Search Web](#)[HOME](#)[BROWSE CATEGORIES](#)[MY ACTIVITY](#)[ABOUT](#)

Ask

 What would you like to ask?[Continue](#)

Answer

Share your knowledge, **Help others** and
be an **Expert**



Discover

The Best Answers chosen by the
Community

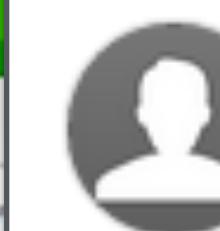
Featured Content



How do you warm up a cold car?

The temperatures are definately cold. I have a cold car. Don't worry my friend has rebuilt more cars in his time than he can count.

Find out the secret!



What camera is best for personal use. Nothing to fancy but takes sharp and clear photos. Excellent for beginners? Want to spend around \$250?

Follow 12 answers

Answers



All cameras are excellent for beginners. Which will be based upon how committed the beginner is to learning the fundamentals of photography. If you are, then an entry level camera would be the best for a beginner, but your budget is about \$200 short.

For now, spend some money on a nice little P&S camera which you can find at Best Buy or WalMart, etc.

I like my less than \$90 Nikon Coolpix S31. It is waterproof, drop proof and dust/sand proof. It has a 3x optical zoom and can shoot HD video and fits into a pocket just fine.

Relevance ▾

Yahoo Answers

- Created in 2006
- A place to share knowledge on the web
- Over 240M monthly visits
- 20M+ people answering questions
- Available globally in 20 languages

A short story

(I only have 20 minutes)

Answers in 2009

- Growth flat at ~140M monthly visits
- Declining user engagement
- Revenue flat
- Contentious team of employees
- Waterfall dev with 4-6 week cycles

By 2010

- 240M monthly visits - 72% growth in a year
- User engagement up 3x
- 2x revenue growth
- Kick-ass team of owners
- Daily releases + better site performance

The backstory

We had a plan

1. Get people close together
2. Focus on a few key metrics
3. Architect to enable velocity + independence
4. Small units of work - focused on a key metric
5. Ok to screw up - roll forward or back

Get people close together

London

- Engineering
- Design
- Product Management

5,351 Miles



Grenoble

- Quality Assurance
- Operations
- Program Management



London

- Engineering
- Design
- Product Management
- Quality Assurance
- Operations
- Program Management



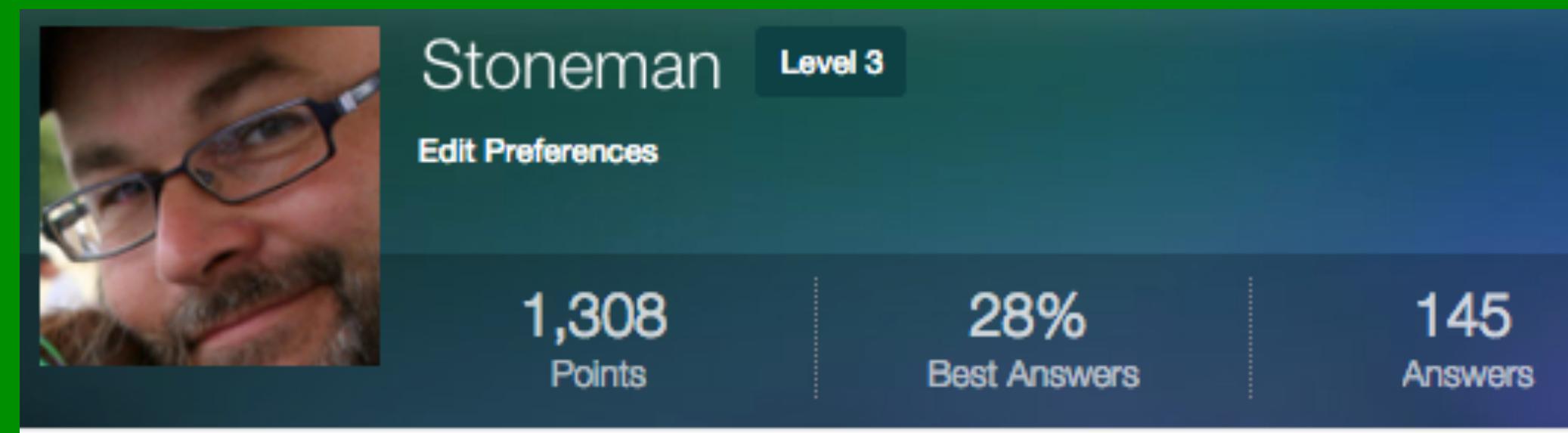
Focus on a few metrics

Our old dashboard



What matters

- Time to first answer
- Time to best answer
- Upvotes per answer
- Answers/week/person
- Second search rate



A screenshot of a user profile from a Q&A website. The profile belongs to a user named "Stoneman" (Level 3). The profile includes a photo of a man with glasses and a beard, and statistics: 1,308 Points, 28% Best Answers, and 145 Answers. Below the profile, there are tabs for "My Questions" (disabled), "My Answers" (selected), and "More". Under "My Answers", there are two questions listed:

When were custard cream biscuits invented?
Best answer: 102 years ago, if you believe the reference cited below... The baroque dates back to victorian times, around 1908 or so.
2 answers · Other - Food & Drink · 5 years ago

How to get up earlier for school?
Best answer: I recommend you do two things: - Set another alarm somewhere else in first alarm - Try to get to bed just 1 hour early (not a big change, but will make a difference)
4 answers · Other - Health · 6 years ago

What is the watershed for sunnyvale, ca?
Best answer: The Santa Clara Basin Watershed. <http://ladpw.org/wmd/watershed/sc/>
1 answer · Other - Home & Garden · 6 years ago

What is a high quality air mattress that I can buy for guests and store eas

Architect to enable velocity



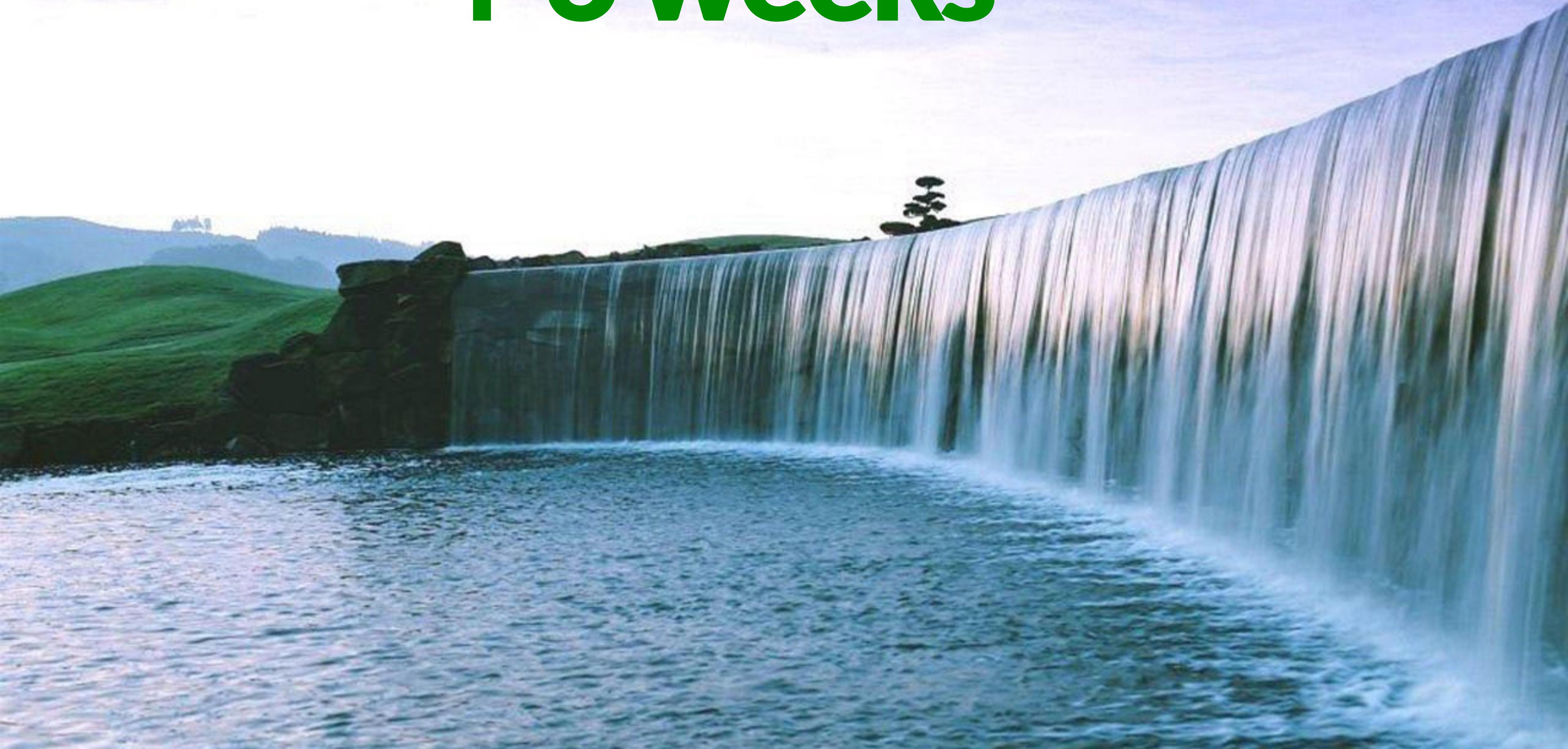
Oracle RAC + legacy code

Re-architect in place

- MySQL-based read cache
- Data access layer for read/write
- Refactor one page at a time
- Break down monolithic app into services
- All while serving Billions of pages/month

Small units of work

4-6 weeks



Ops team view of agile



New product process

- Weekly sprints
- Daily deploys (except Fridays)
- Review metrics daily (or more)
- Weekly iteration planning
- Monthly business reviews (all hands)

OK to screw up

A wide-angle photograph of a massive wildfire. The foreground is dominated by intense orange and yellow flames. In the middle ground, a dark, smoky plume rises from the fire. Behind the smoke, a range of mountains with snow-capped peaks is visible against a clear sky.

Rollbacks circa 2009

Rollbacks circa 2010



Other bits

- Coaching for managers on “soft skills”
- Exited people who weren’t onboard
- A/B testing framework
- Still reported a few more metrics upward
- Tooling for change monitoring

Agile + DevOps culture

- 240M monthly visits - 72% growth in a year
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- 2x revenue growth
- Kick-ass team of owners
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Want to try this?

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2. Focus on a few key metrics
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Great tools help

Configuration and change monitoring
for transparency across your team and tools



Help I'm looking for...

We need more college graduates ready
to collaborate in a DevOps culture...

...with the requisite technical skills

We need to help universities
understand our specific needs!

Thank you!

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