

CEOs  
CTOs  
CIOs



My  
Ops team can't keep  
up with my dev teams!

@davemangot

MANGOTEQUE

CEOs  
CTOs  
CIOs



My  
Ops team can't keep  
up with my dev teams!

@davemangot

MANGOTEQUE

# Operations = Cost Center



@davemangot

MANGOTEQUE

# Ops as Differentiator



# Problem

- were running at 70% utilization
- many outages
- recovery could take days from a failed node
- complicated & fragile configuration
- expert level knowledge mandatory for recovery

Upgrade!



@davemangot

MANGOTEQUE

# Trouble in Paradise



@davemangot

MANGOTQUEUE

# Finding the Needle

The screenshot shows the GitHub repository page for `apache / cassandra`. At the top right, there are buttons for `Watch` (451), `Star` (3,017), and `Fork` (1,388). Below the header, there are tabs for `Code`, `Pull requests 15`, `Projects 0`, `Pulse`, and `Graphs`. The main section is titled `Comparing changes` and instructs the user to choose two branches to see what's changed or to start a new pull request. A note states: "Choose two branches to see what's changed or to start a new pull request. If you need to, you can also compare across forks." Below this, there are dropdown menus for `base: cassandra-2.0.16` and `compare: cassandra-2.2.5`. The commit statistics are listed as `Commits 5,827`, `Files changed 2,028`, and `Commit comments 0`. On the right, it shows `51 contributors`. A prominent orange circle highlights the `base: cassandra-2.0.16` dropdown menu. A yellow banner at the bottom states: "This comparison is big! We're only showing the most recent 250 commits".

@davemangot

MANGOTQUEUE

# Git bisect



@davemangot

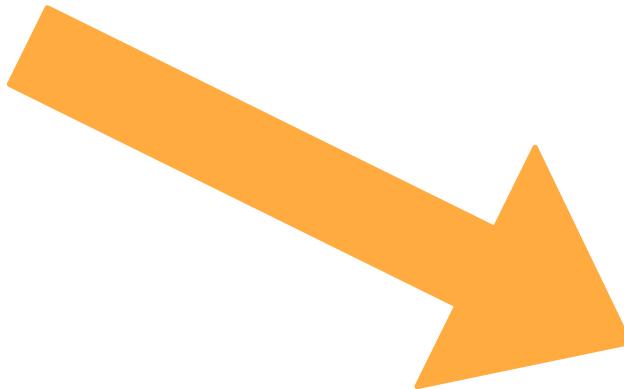
MANGOTIQUE

# CTO

- Never would have tried
- Maybe hire consultants
- Done something else

# Ring Recovery Time

Days



Minutes

# Cost Reduction

- AWS VPC migration: -45%
- Storage migration: -70%



# How does my Ops team do that?

@davemangot

MANGOTEQUE

# Obstacles

- What kind of SRE will you be?
- **Real** empathy in DevOps
- Ticket systems
- Alignment

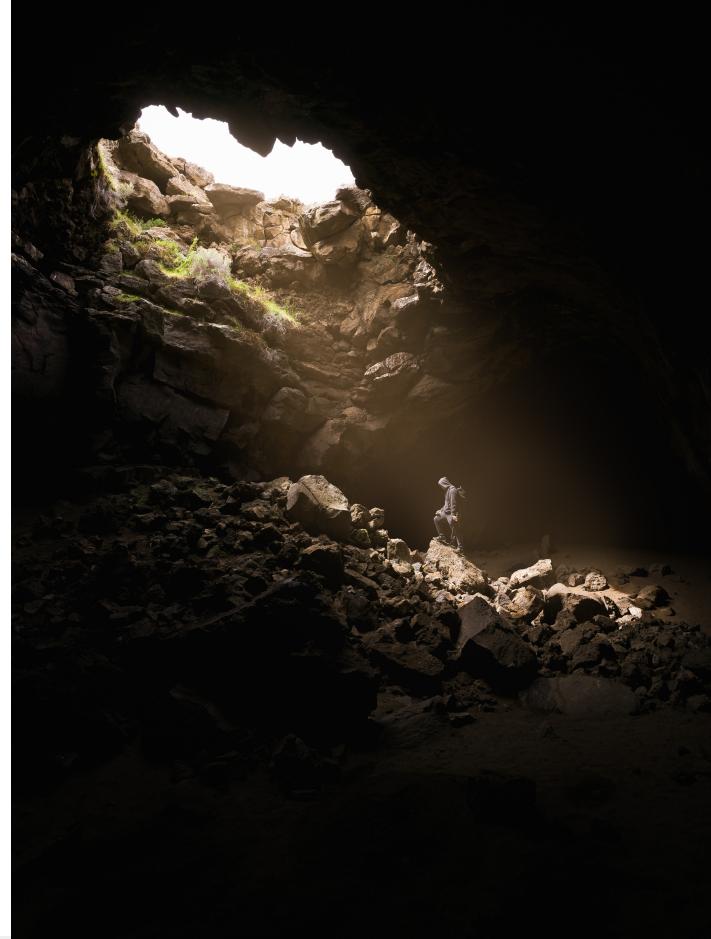


Photo by Ian Chen on Unsplash

@davemangot

MANGOTEQUE

# SRE Rules

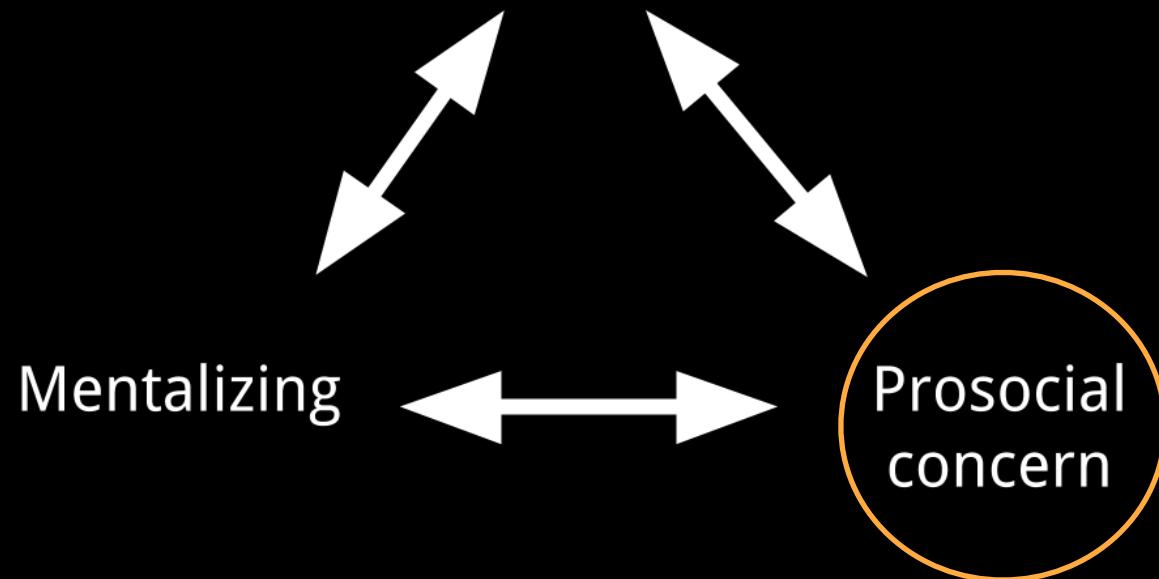
1. Keep the site up
2. Keep the developers moving as fast as possible

# SRE Model



Empathy

Experience  
Sharing



# ~~SYNERGY~~ EMPATHY (prosocial)

1. Keep the site up  
(customer/business)
2. Keep the developers moving as fast as possible  
(development)

# Burn the ticketing system

- Waste - Lean
- Exceptions - Code
- TOIL - SRE



@davemangot

MANGOTIQUE

“Toil is the kind of work tied to running a production service that tends to be manual, repetitive, automatable, tactical, devoid of enduring value, and that **scales linearly** as a service grows.”

- Vivek Rau

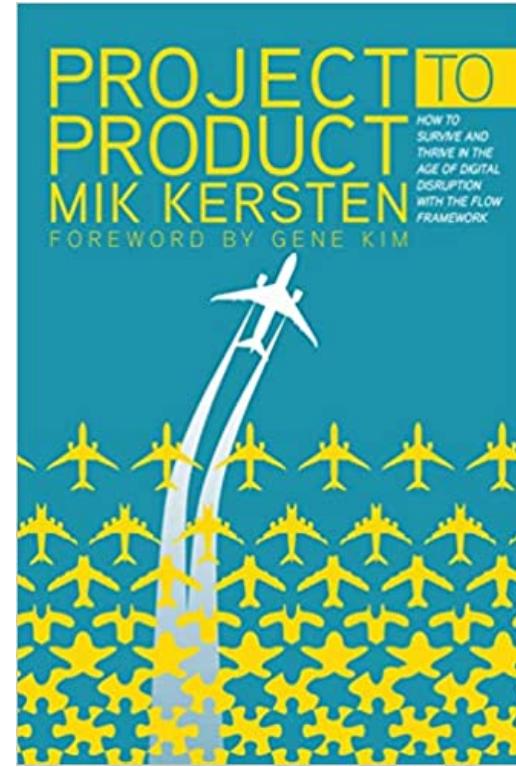
# Remediation work is just work

@davemangot

MANGOTIQUE

# Remediation work is just work

- Features
- Risk
- Debt
- Defects



# Org Debt > Tech Debt

Dave Mangot  
@davemangot

Fun fact: With many of my clients we talk about making organizational changes to fix problems manifesting as technical debt. These are often not easy conversations.  
Technical debt should be a conscious choice,  
organizational debt should not.

Marco Rogers @polotek · Jun 23  
Whew. Yep.

OH: Organizational debt is so much worse and malignant than tech debt. And it takes a lot more humility to recognize and address.

@davemangot

MANGOTEQUE

## Org Debt > Tech Debt

- Objectives and Key Results (OKR)
- Vision, Values, Methods, Obstacles, Measurements (V2MOM)
- etc.

# Where is the Line?

Development

Operations

# Thank You

@davemangot

MANGOTEQUE