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Module 2 Assignment

Case Study: Operation InVersion at LinkedIn (2011)

**Summary of main points:**

* **The problem:** after its IPO in 2011, LinkedIn's rapid growth revealed severe technical debt in its legacy system, Leo, a monolithic Java application. Leo was difficult to scale, unreliable in production, and hindered the release of new features.
* **The tipping point:** despite already moving some functions to independent services, Leo remained a bottleneck. Frequent outages and painful deployment cycles forced top engineers to act.
* **Operation in version:** VP of Engineering Kevin Scott led a bold initiative to halt all new feature development for two months to focus exclusively on fixing core infrastructure, tooling, and deployments.
* **The transformation:**
  + Engineers built new systems and automated tools to streamline service deployment.
  + They transitioned from biweekly deployments to multiple daily releases.
  + The number of services grew from 150 to over 750, greatly increasing agility.
* **Organizational shift:** This project reshaped LinkedIn’s engineering culture, emphasizing long-term stability and scalable architecture over short-term feature delivery.

**Lessons learned:**

1. Technical debt must be actively managed, delaying it can lead to operational paralysis.
2. Infrastructure and tooling are just as critical as new features for business success.
3. Cultural leadership matters, bold decisions that prioritize sustainability can yield transformative results.
4. Engineering work must align with business goals, stability, scalability, and speed of delivery are strategic advantages.
5. Fixing problems should be part of daily work, not just emergency overhauls.