**Thinking things through – innovating through Analysis and Ideas**

When I was working at Blackberry as a senior automation developer, one of the major projects I took part was migrating the datacenter I worked at to cloud. There were over 300 servers and workstations, several complex applications, Database systems hosted by this center. And we faced a very short timeline. When planning the migration, I considered the limited resources, short timeline, as well as the long-term efficiency. I communicated with DBA and the storage team to make datafile , log files to following the same template among all databases. I also discussed with the teams using this center to consolidate and standardize their files and folders. I then make a step-by-step migrating memo. According to my plan, I practiced several times in a non-production environment to validate those procedures. I also created a virtual environment and rebuilt several of the most important applications with this very limited source, after those physical blades shut down, I would still have something to refer. This actually was proved later was critical. In the meantime, I had also done my best to get myself familiar with the Cloud platform will be used. Because of these efforts, we were able to restore the labs successfully in a scheduled down time.

~~I also rebuilt several of the most important applications at my own virtual env, although it was not under my scope. In the meantime, I worked hard to get myself familiar to the Cloud platform will be used.~~

**Initiative:**

~~Story 1~~

~~在BB工作时，When migrate to cloud, prior to the migration, I took the initiative backed up the “traffic profile data” used in the Relay staging environment. The system was owned by the testing team. And the application owners were responsible for backup/restore their application configuration. 这些数据非常重要。 Years of performance baseline records were based on this traffic profile. And the measures from this traffic profile were used to judge the production Relay. And unfortunately, the test team failed to backup the correct data. When I heard about this accident from my superior, he told me the Director had call several urgent meetings across teams about recovering the system. Because, the new release was delayed because of lack of effective test results from this this system. I immediately told him I had the traffic profile backed up and demo him the backup working correctly. I then helped by walking through the test team step-by-step to recover the traffic. The Director especially sent me an email and told me that’s what he called initiative.~~

Story 2

When I started at BlackBerry with the performance team. I noticed my team members frequently manually set up performance counters. I asked them why they were doing that. They told me when starting a new performance test run, they need to setup and start the same set of performance counters. That were important to find any bad performance trends. And it was very critical not to miss any counters. I realized that manually to do that was not only inefficient but also error prone. I felt there was something I could do to help. So I communicated to my team members and asked them if it would be helpful if I wrote a script to do that. And they all confirmed that would be very helpful if it could be automated. So, I taught myself some VBScripting in spare time and developed a VBScript and wrote a short instruction on how to use it. I handed it over to my team members asking them to give it a shot. And it was proved to be very useful. I then rewrote it in c# with some more useful features. The new version had a GUI and, in addition to set up the counters for the local host, it was able to manage multiple servers at one workstation and able to start/stop the Perfmon counters at the same time. And from then on, I started getting my team members’ trust and became the go-to person when they had challenging questions.

By communicating the teams, 我随后又发现，syncing the time among the servers used in test bed is critical. When debug a problem, they need to track the logs and Perfmon result from Host to Host, when doing so, the timestamp for each log line was critical. I then recommended to them NTP should be imported to sync the date/time amound servers.

在BlackBerry工作时， 曾经，由于公司的reorgenization, 公司决定不再和一个印度的team合作了，当时他们正在研发的project都由我们部门接手。Our manager要我来做这个project. 这时离这个team的结束的时间已经没几天了。

Takeover the team’s entire work, including developing in Bash, and Perl. Install and setup Linux hosts, configuring MySql Database, set a dynamic DNS server for load balancing, as well as setup traffic control to simulate WAN environment.

1. 由于short time line and lack (考虑人员资源限制)， 我快速地colected necessary informaion，
2. 我拿着我的计划 和manager一起讨论，including to whom should I contact first, clarify 一些confusing things, my timeline，etc.
3. 然后我用几天的时间开始，在白天研究这个项目，记下遇到的问题，当晚上和印度的team联系，问他们我白天准备好的问题， 学习不明白的地方。在最后我请求对方给我发了一些最新的troubleshooting的 Email thread 以及contact list. 并表示了感谢。
4. 然后在基本了解了如何继续开发，运行维护这个项目后，我快速的continue finishing this project，并在计划时间内finished this project.
5. 完成以后，教同事怎么使用，并听取他们的意见
6. 根据同事们的意见进一步improve程序，then follow up 并帮助他们在使用中碰到的问题。
7. 在整个过程中，I kept updating with my manager.
8. Manager 对我一个人takeover 一个team project 很满意，后面又给了我几个project.

The 三个team 走了以后，我takeover 什么work, including ……..

**Engagement – Mobilizing people organizations and partners**

When I was working at AT&T as an automation developer, our department finished a project. It was implemented to automate the validation process for media streaming results. That application was like a pluggable framework, and requiring testers to implement and add individual validators for the test suites they were responsible for. That including write some Groovy code. We had provided a template for testers to follow. 但是几天过去了，大家似乎并没有兴趣，更愿意manually做这件事。因此项目进展很慢。我认识到我应该do something 向大家证明这没有想象的那么难。 这时我就首先offer 一个坐在我旁边的team member, 和他一起写他的validators， 通过这个过程向他证明了这项工作并没有像他想象的那么困难，同时这也是接触coding的很好的机会。这个同事变得对这项工作很感兴趣，非常有成就感。后来主动帮助其他的同事。于是带动了整个team的兴趣， 大家开始广泛交流，讨论各自的进展。这个项目也最终顺利完成

**Excellence - Delivering through own work**

Convert Red Hat to Centos

During my time in BlackBerry, I worked in a project converting Red Had to Centos for the Staging lab. 接到任务后，首先，我communicated to the clients来understanding关于这些server 的使用情况，有什么application 运行在它们上面. And the good news was 1. there were little customization to these installations, 2. They all ran only Oracle DBs, and no other applications。因为有 100 Red Hat servers， 我应该find一个有效的方案。After some research，我决定从2种方案选择

1. convert. Directly Converting the running server from Red Hat to Centos.

Pro. Simple. Off the shell solution, require less effort for a single host

Con. Longer down time. Overall time-consuming, less effective

1. All these servers were running in cloud, build a Centos image with Oracle Database system installed. re-deploy these hosts with this Centos image, 再把数据库move到新的server

Pro. Once concept proved, easy and fast， overall effectiveness. Clients experience short down time.

Con. 起始工作比较多。Need better knowledge of cloud operations

通过和其他team交流，在非生产环境中验证，最后决定采用方案2. 于是，我design了一个基于方案2的详细步骤。包括事先的backup以及发生错误时快速restore的办法.

于此同时，我意识到可能不是所有的这些databases都在使用，因为随着公司的reorganizing, 一些用户可能已经离开了。于是我首先和使用这些数据库的team进行确认，最后的结果是one third 的server可以shutdown. So, I had the final list of servers to convert

I then communicated to each party to work out the shutdown window for each of their servers.

最后，由于计划和准备充分，在对stakeholder的impact最小的情况下。我们在deadline之前顺利地完成了这项任务

**Excellence through results – Delivering through relations**

During my time at Blackberry. As a system admin, I was asked to collaborate with teams to clean up the lab. The lab’s was designed to accommodate a high capacity that was unnecessary any more during the company’s down sizing process. When I was planning the project. I realized there were 3 teams were involved. 并且他们都非常忙，也由于同时担心数据丢失，所以，对这项工作并不太支持。为了高效地完成工作，我worked with each team 让他们指定一个负责人。 于此同时，I 准备我了question list 和todo list. 并且schedule 了几个meeting， 提前把meeting的agenda 发给每个team的负责人，告诉他们我们会讨论的问题。通过meeting，我确认了每个team 的 servers 的使用fact。哪些server需要保留，哪些可以consolidated . 哪些不再使用可以shutdown，哪些重要的数据需要backup。根据这些信息， 我为每个team制定了方案，通过和team交流讨论，根据反馈做出改进和解释。告诉大家所有重要的数据会备份。Impact 会做到最小。最后我写了文档， 列出每个改变后每个team的host inventory, 包括哪个 server hosting哪个应用，and how to access these servers. 最后，各个team没有因为这个受到影响，manager was satisfied about the result.