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Module 2.2 Assignment: **Case Study: Operation InVersion at LinkedIn (2011)**

In Chapter 6 of *The DevOps Handbook*, the authors highlight a case study from LinkedIn in 2011 called "Operation InVersion." At the time, LinkedIn had just gone public and was facing a serious problem: its internal systems, especially the monolithic application called "Leo," were weighed down with technical debt. Every change was slow, risky, and painful. The company's leaders realized that LinkedIn's ability to grow and compete would stall if they didn't address the underlying issues.

The first step they took was to make the work visible. By mapping their value stream, they could see exactly where delays and inefficiencies were hiding. This revealed a system clogged with rework, long wait times, and bottlenecks. Instead of pushing forward with new features, LinkedIn made the tough call to hit pause and focus entirely on paying down technical debt. This became known as Operation InVersion.

Rather than treating this like a one-off cleanup project, they pulled together a cross-functional team of developers, operations staff, QA, and leaders. They used shared Kanban boards and unified backlogs so that everyone could see the work in progress. Progress came in small, focused iterations, two to four weeks at a time, so momentum never stalled. Over time, the team chipped away at the monolith, decoupling services and creating a foundation that was more scalable and easier to maintain.

The results were more than just technical. Yes, LinkedIn reduced its technical debt and improved reliability, but the cultural changes were just as important. Teams that once worked in silos began speaking the same language and using the same tools. Development and operations stopped pointing fingers and started working together toward the same goals.

The lessons here are clear. Sometimes, the fastest way forward is to slow down and clean up what's holding you back. Making work visible through value stream mapping helps identify where to start. Forming a dedicated team with people from across the organization can drive real cultural change. And finally, working in short, iterative cycles builds confidence and ensures that improvements stick. For LinkedIn, Operation InVersion wasn't just about fixing code but about laying the groundwork for sustainable growth and collaboration.