





# THERE

**THERE IS**

**THERE IS NO**

**THERE IS NO  
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**THERE IS NO  
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**E ISNORC**

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ROOT CAUSE

E ISNORC

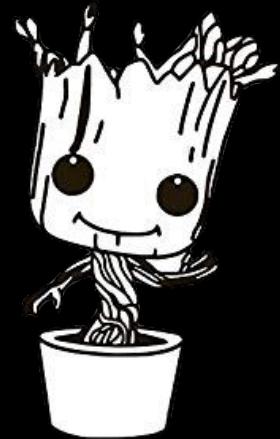
THERE IS NO  
ROOT CAUSE

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**THERE IS NO  
ROOT CAUSE**



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Cause

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ROOT  
C A U S E



there is no root cause.



THERE  
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NO ROOT

there is no root cause.  
**is  
no  
root cause.**

**IS NO**



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NO ROOT

there is no root cause.  
is  
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root cause.



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there is no root cause.  
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there is no root cause.  
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root cause

ISN'T

CAUSE

ROOT



there is no root cause.  
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ISN'T

CAUSE

ROOT

groot  
cause

**there is no root cause.**

**is**

**no root cause**

**ISND**

**CAUSE**

**NO ROOT**

**IS**

**the root cause.**

The image features a complex background with a grid of dashed lines forming various shapes like triangles and rectangles. A row of small potted plants is positioned along the right edge. The central text is rendered in a large, white, sans-serif font. The word 'ISND' is enclosed in a circle, and 'NO ROOT' is written vertically within a shape resembling a stylized letter 'I' or a root system. The overall composition is minimalist and abstract.

**there** is no root cause.

is

# 10 root cause

# SNL

# CAUSE

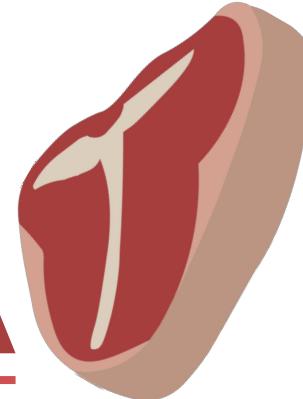
ROT

NO  
O  
T

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THE  
MEAT  
OF IT

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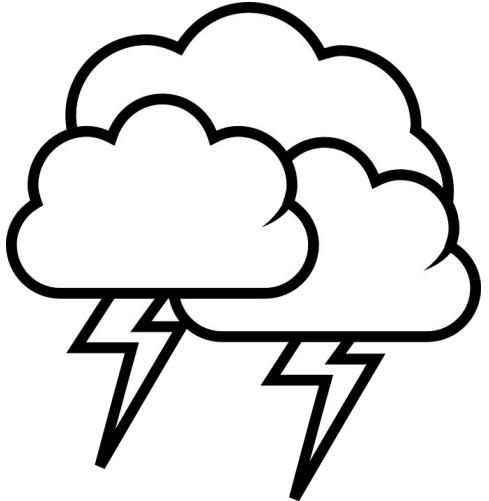


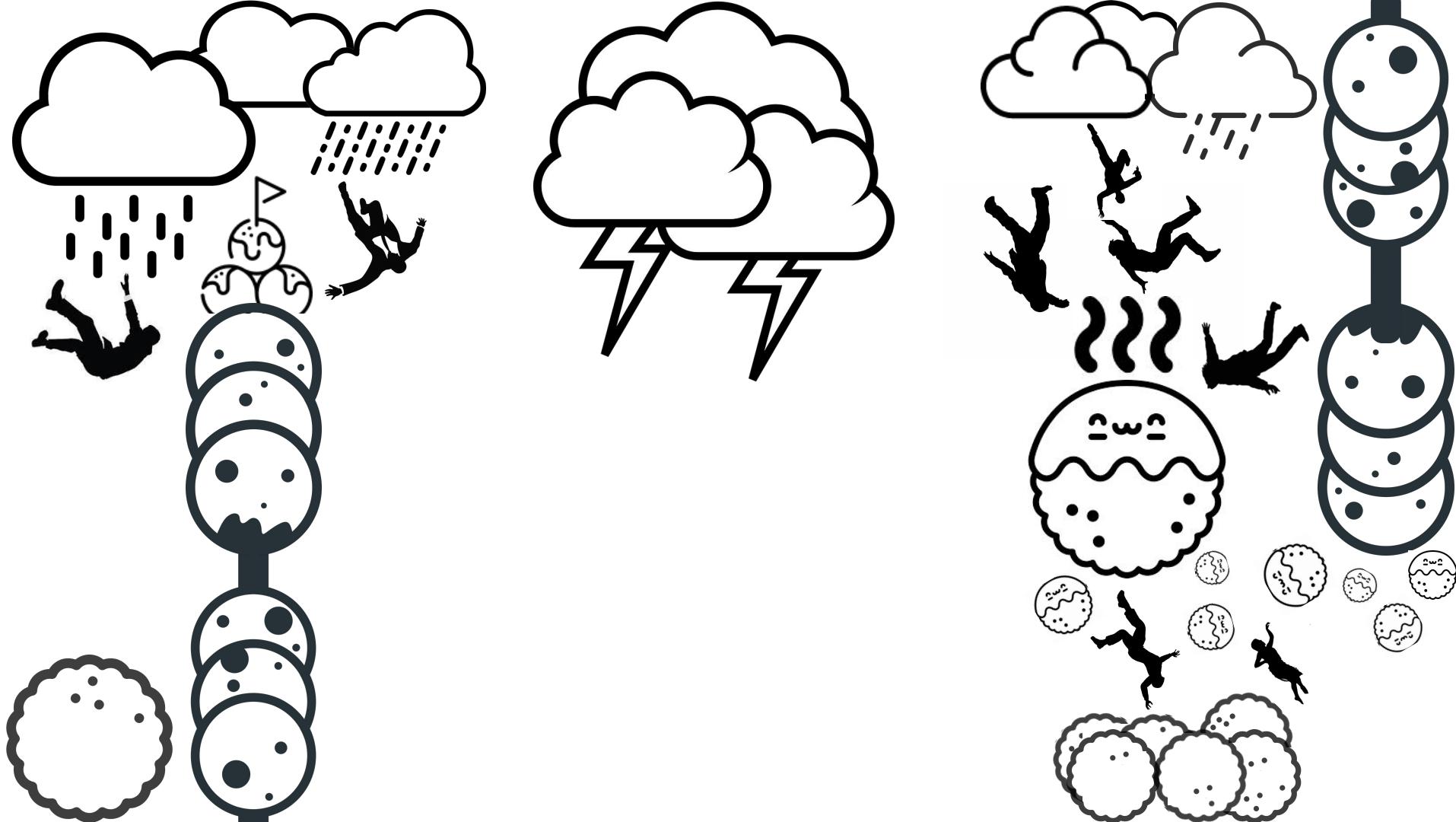
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THE  
MEAT  
OF IT



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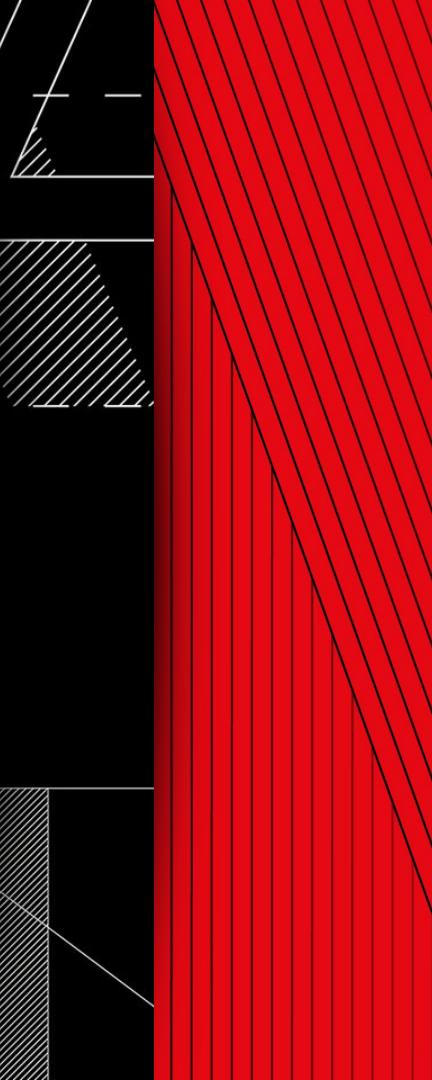


**RYAN**  
**KITCHENS**



# RYAN KITCHENS **NETFLIX**

# REDUCTION





Ceci n'est pas une pipe.

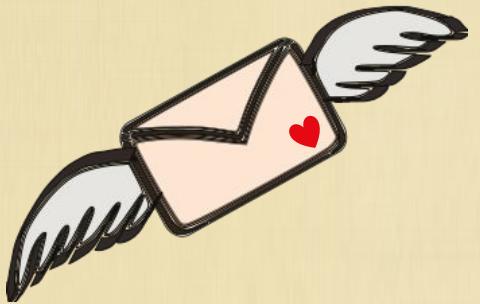


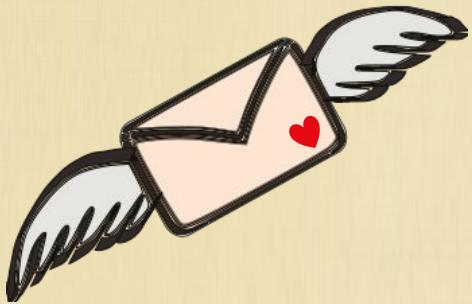
*reification*

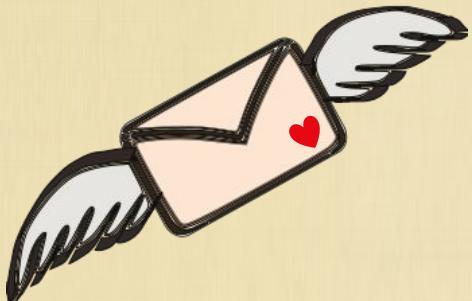
Magritte

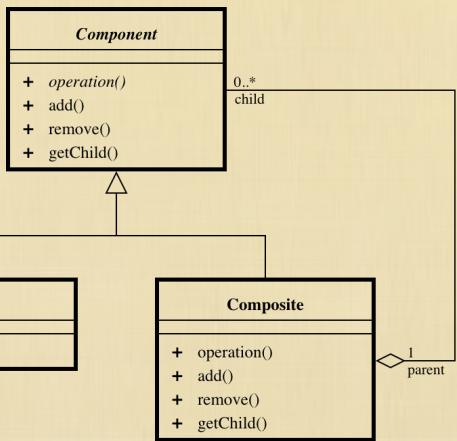
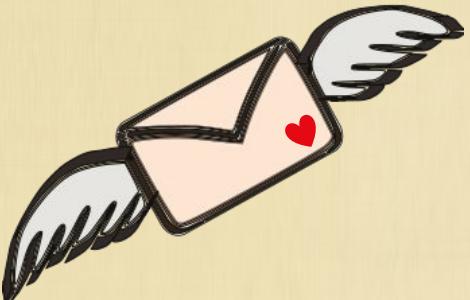


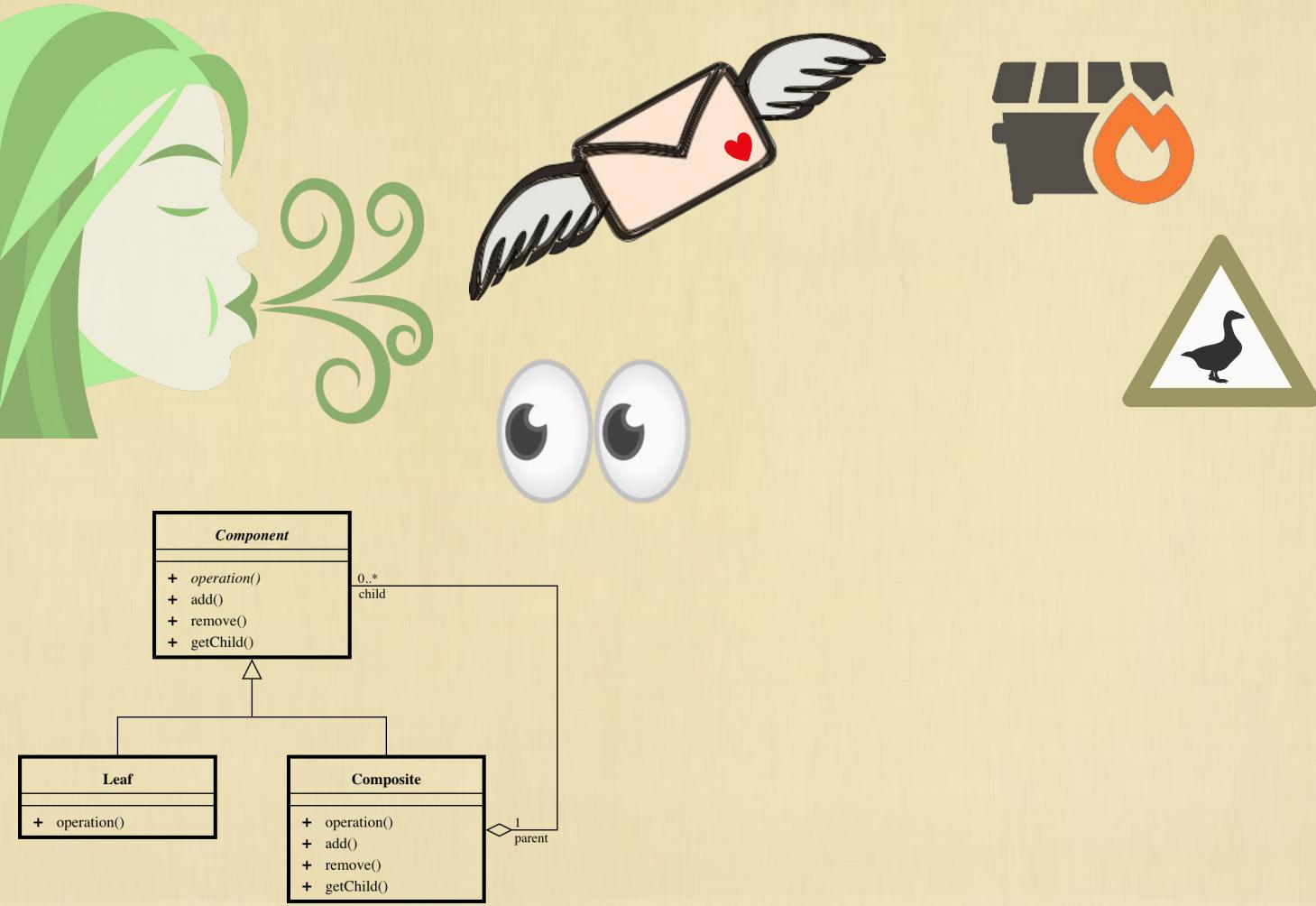
Magritte

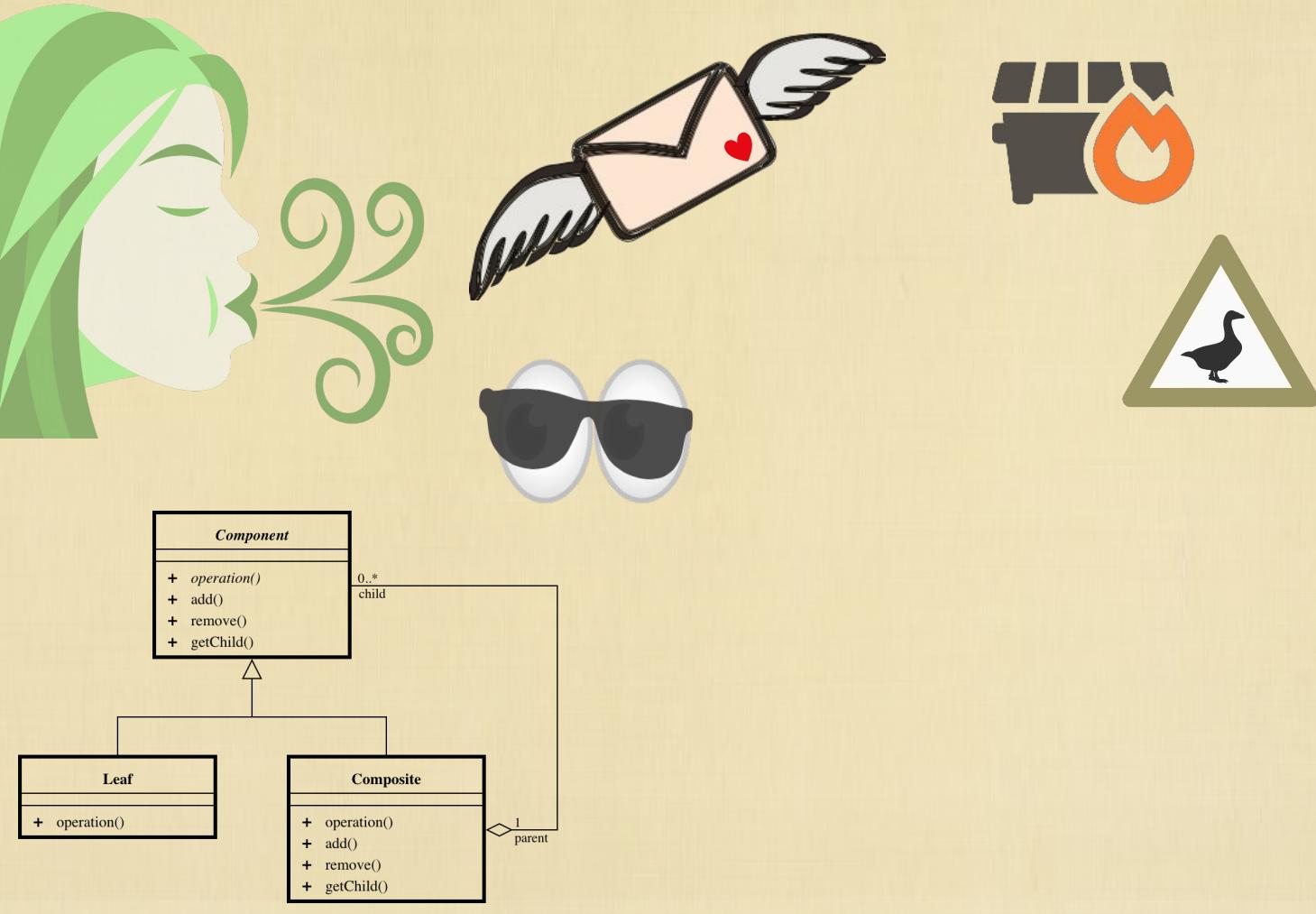


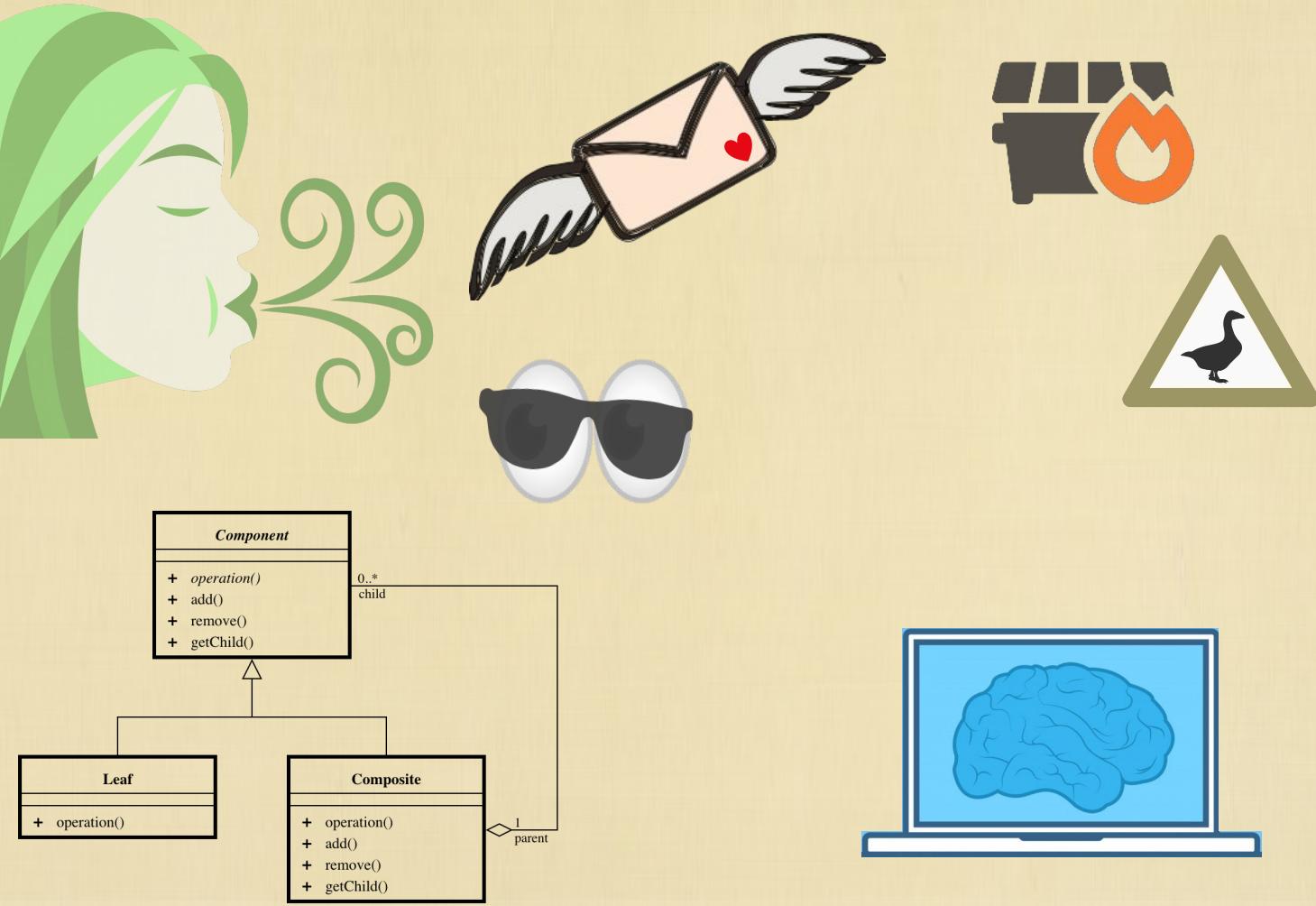


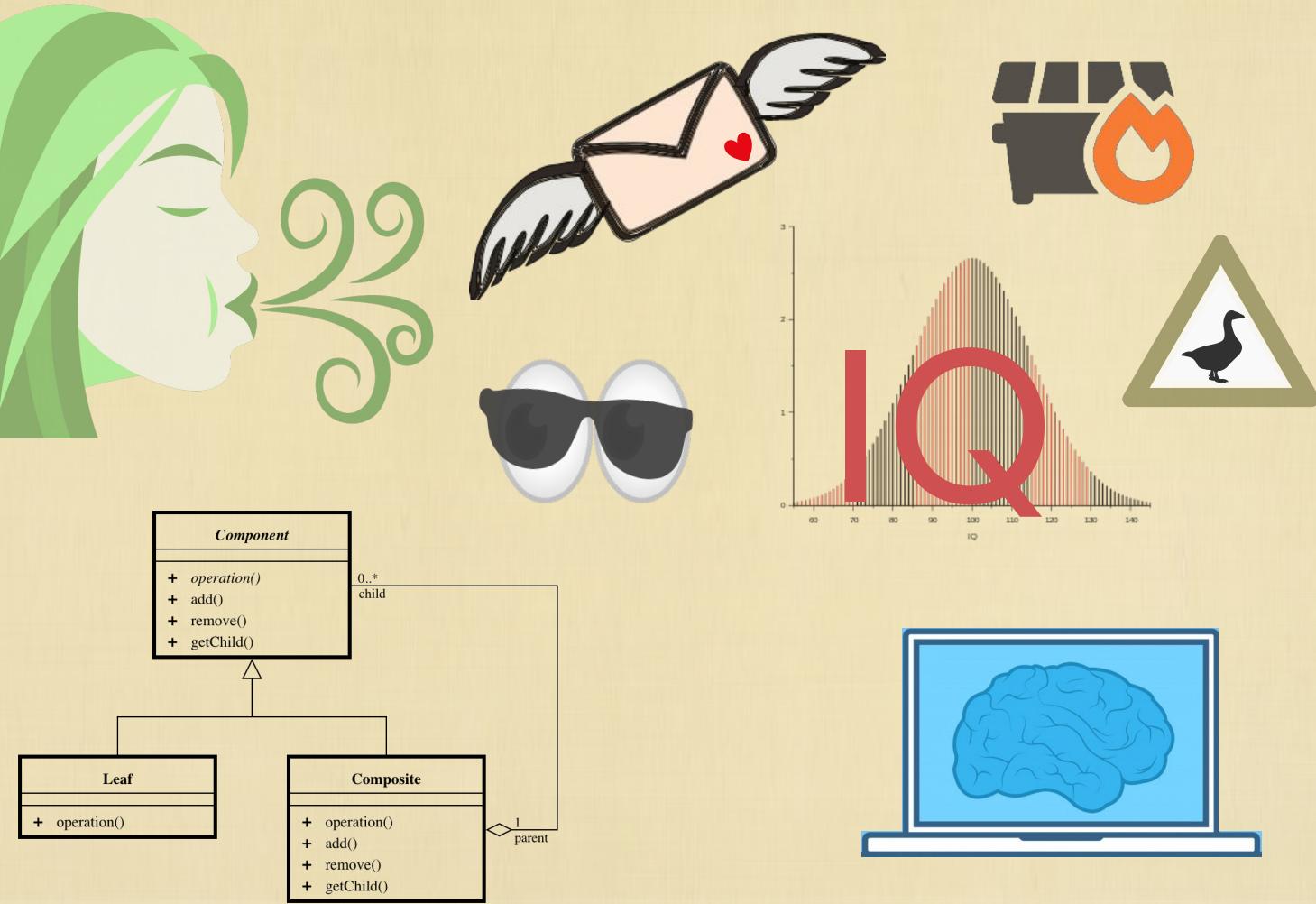


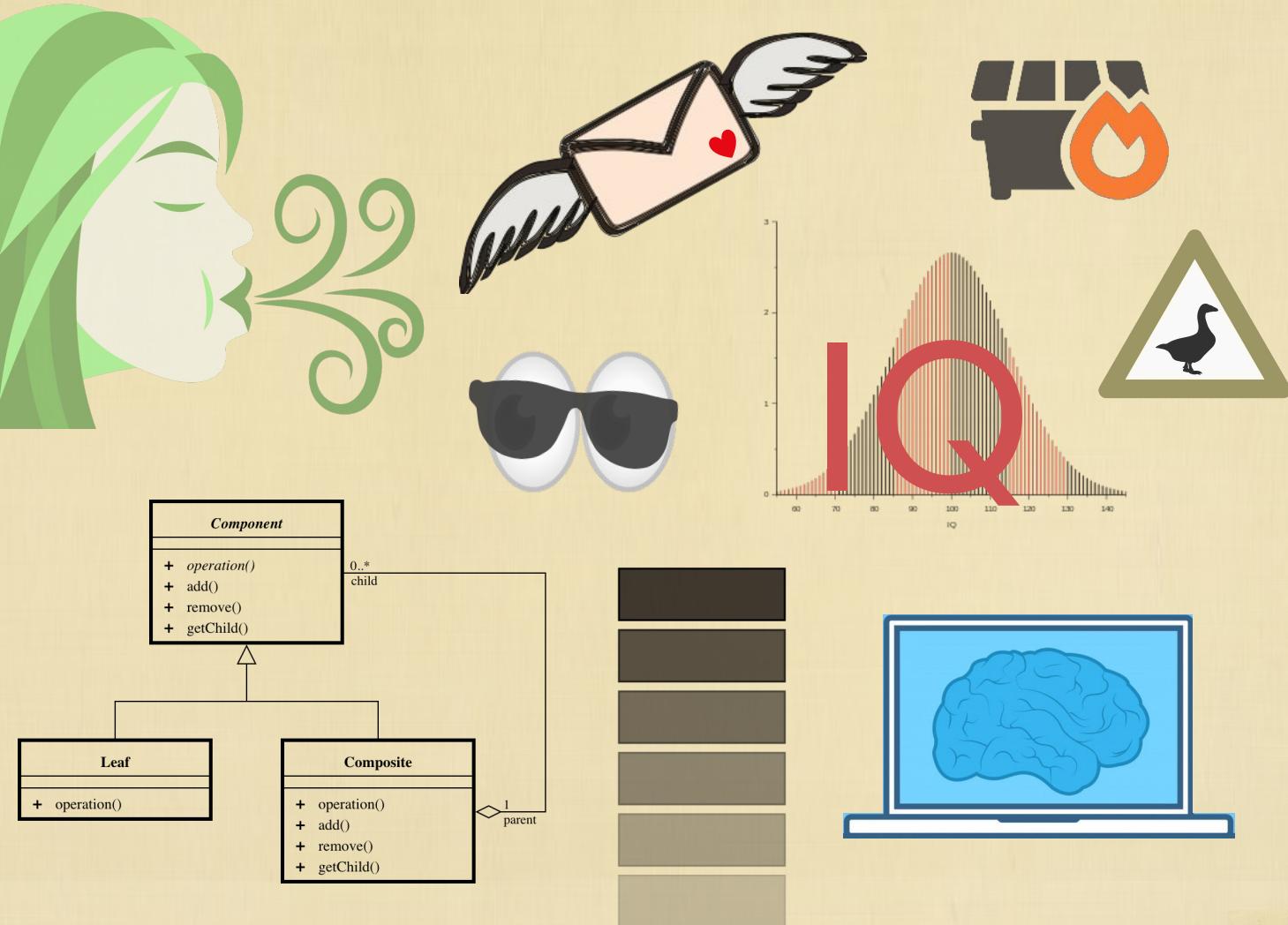














N



N



N



N



N



N



N



N



N | WE'RE HIRING

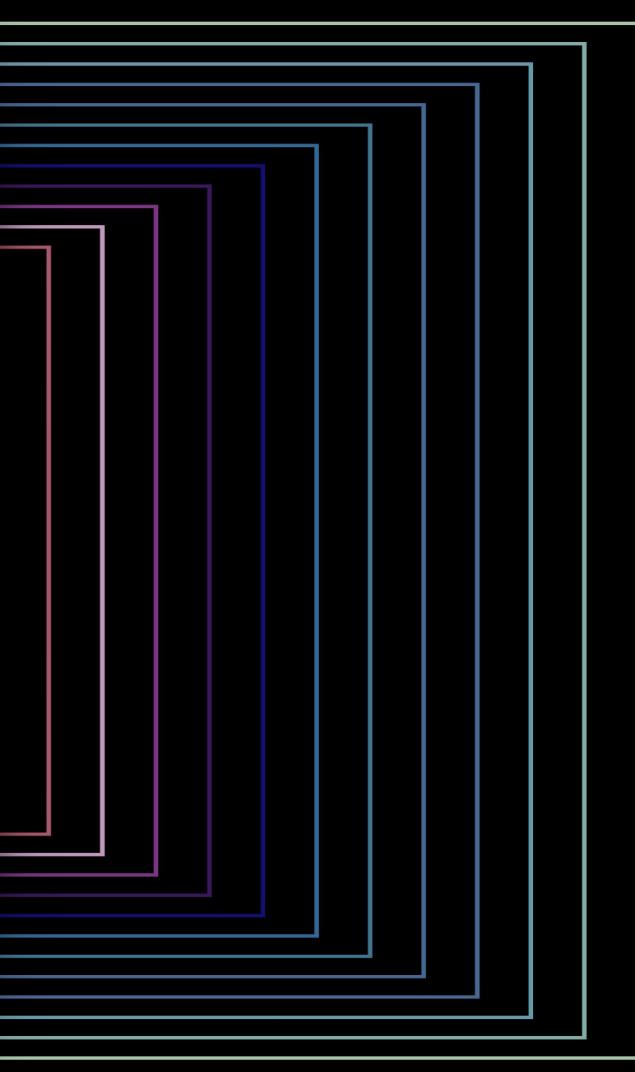
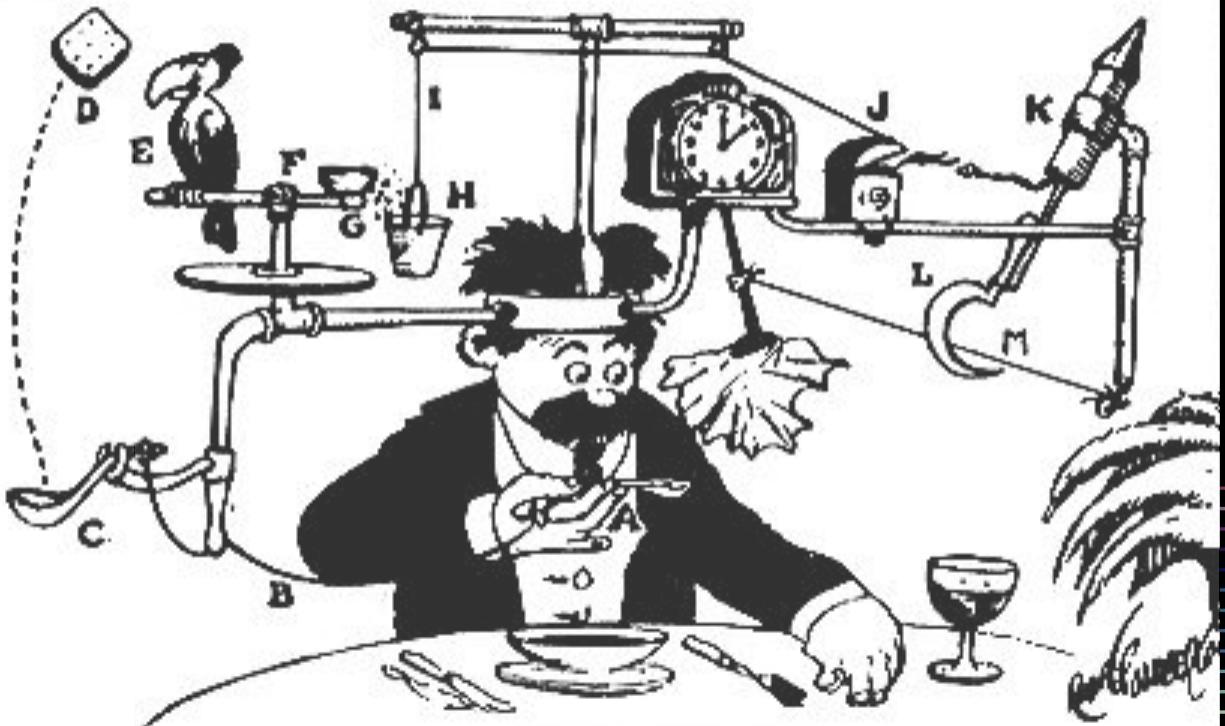


N | WE'RE HIRING

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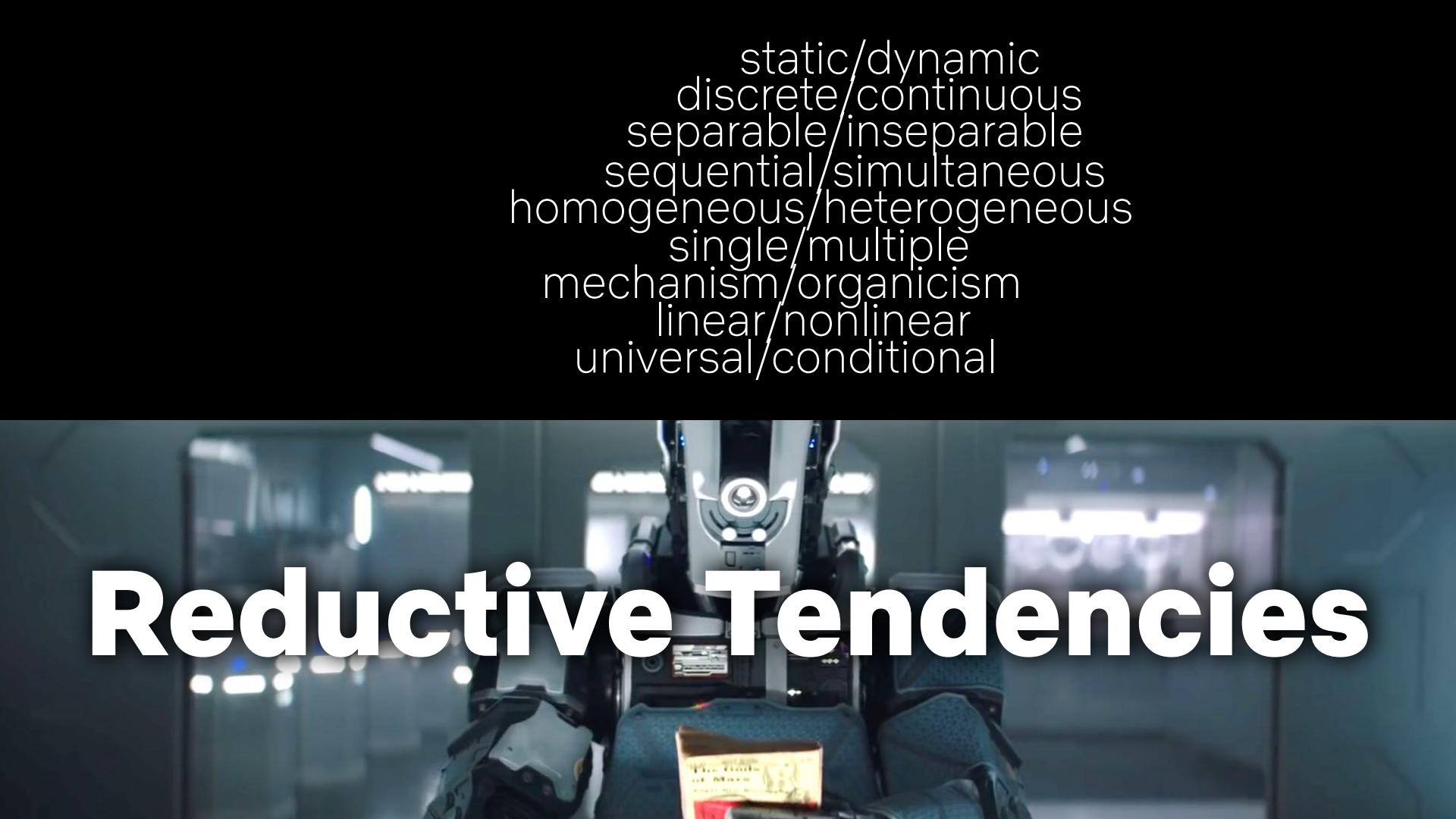


# oversimplification



static/dynamic  
discrete/continuous  
separable/inseparable  
sequential/simultaneous  
homogeneous/heterogeneous  
single/multiple  
mechanism/organicism  
linear/nonlinear  
universal/conditional

# Reductive Tendencies



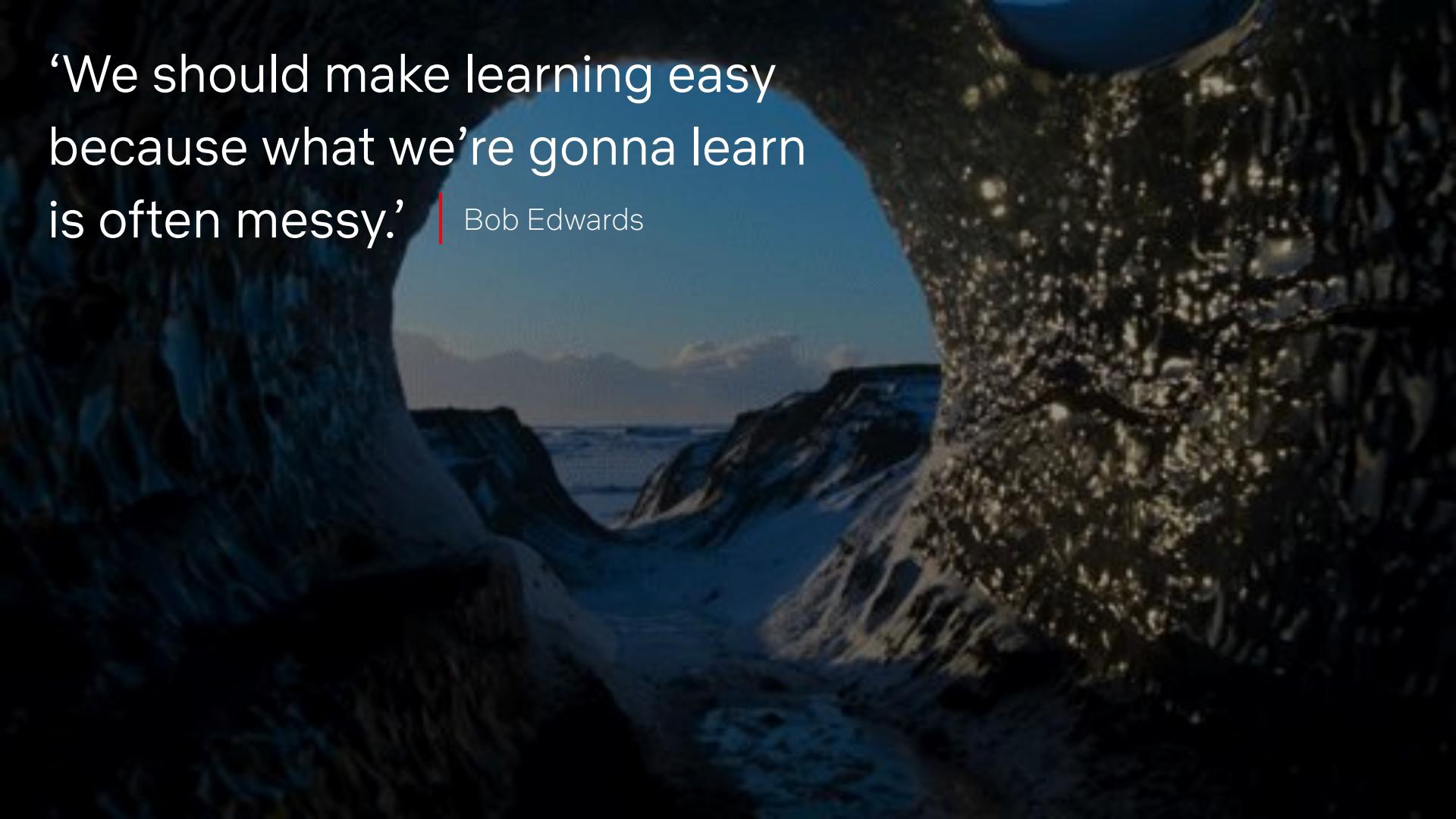


POTENTIAL



“IN DYNAMIC WORLDS,  
there is no single well-formulated diagnosis of the situation.”

De Keyser, V. &  
Woods, D.D. (1990)



‘We should make learning easy  
because what we’re gonna learn  
is often messy.’

— Bob Edwards



Lorin Hochstein  
@lhochstein



Let's play a game: using five words or less, utter a phrase that will elicit a great story from a software engineer with years of operational experience.

I'll start: "health checks"

6:06 PM · May 1, 2019





Lorin Hochstein  
@lhochstein



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6:06 PM · May 1, 2019





Lorin Hochstein  
@lhochstein



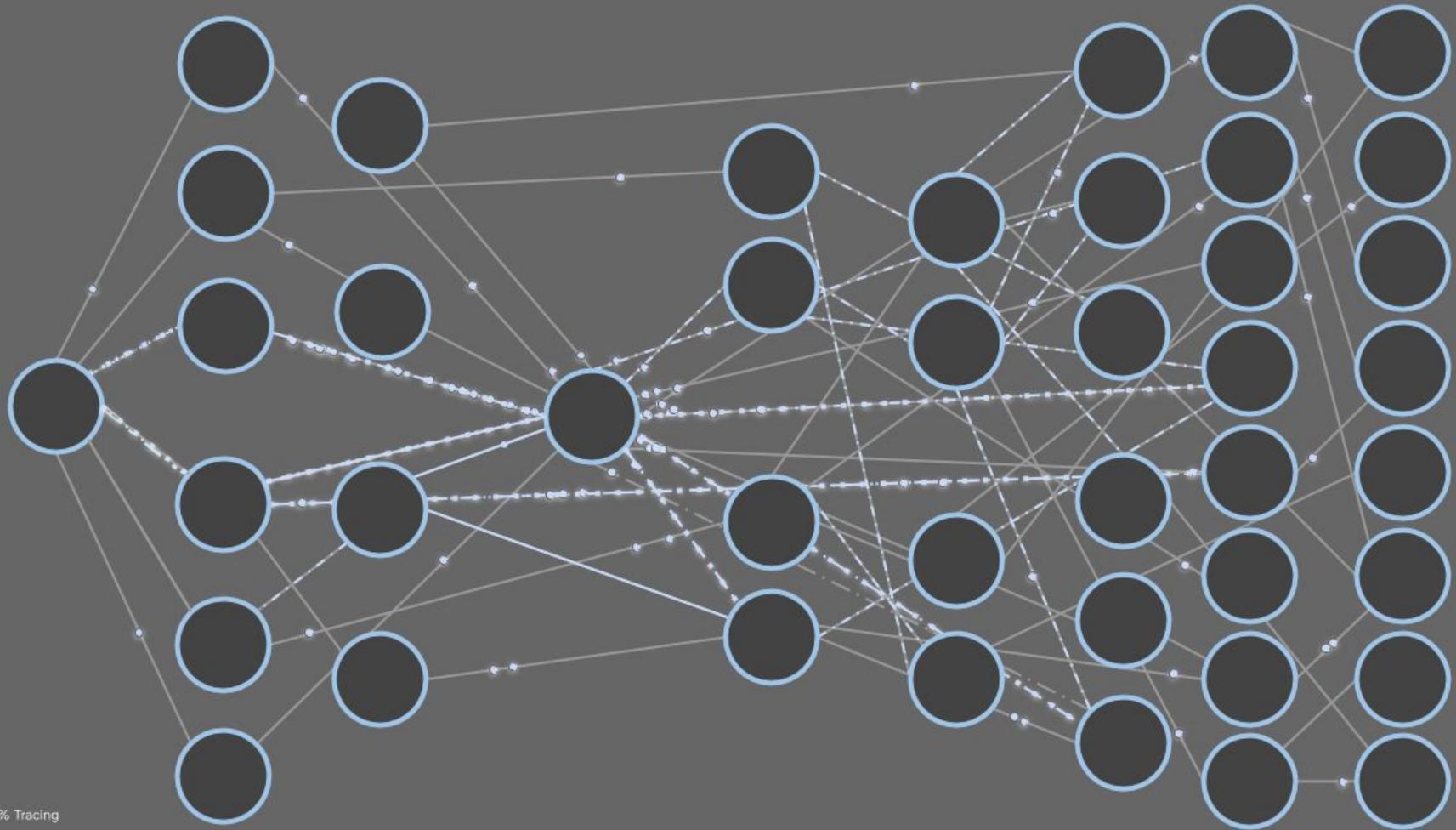
Let's play a game: using five words or less, utter a phrase that will elicit a great story from a software engineer with years of operational experience.

I'll start: "~~health checks~~"

6:06 PM · May 1, 2019

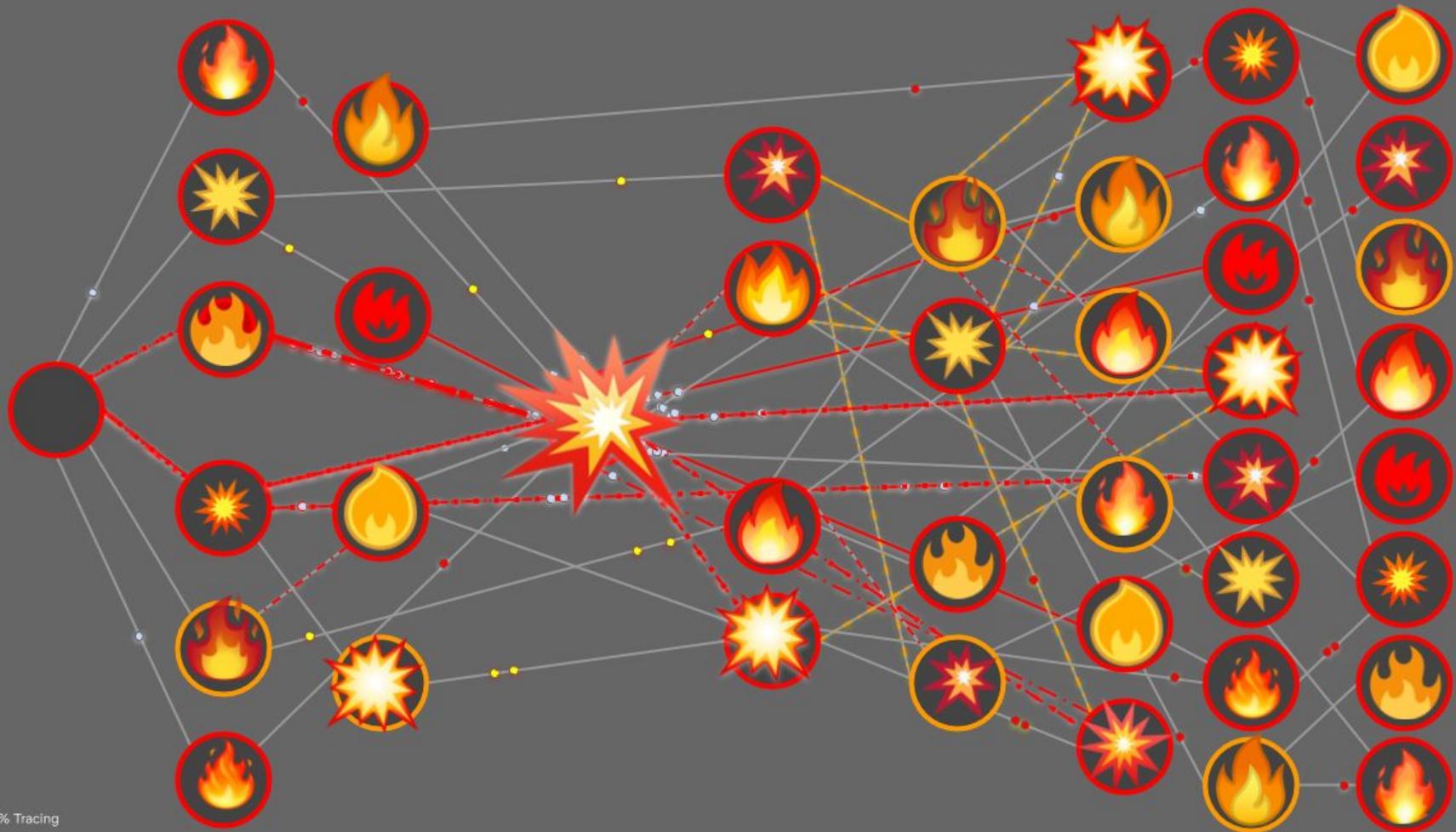
“100%  
TRACING”





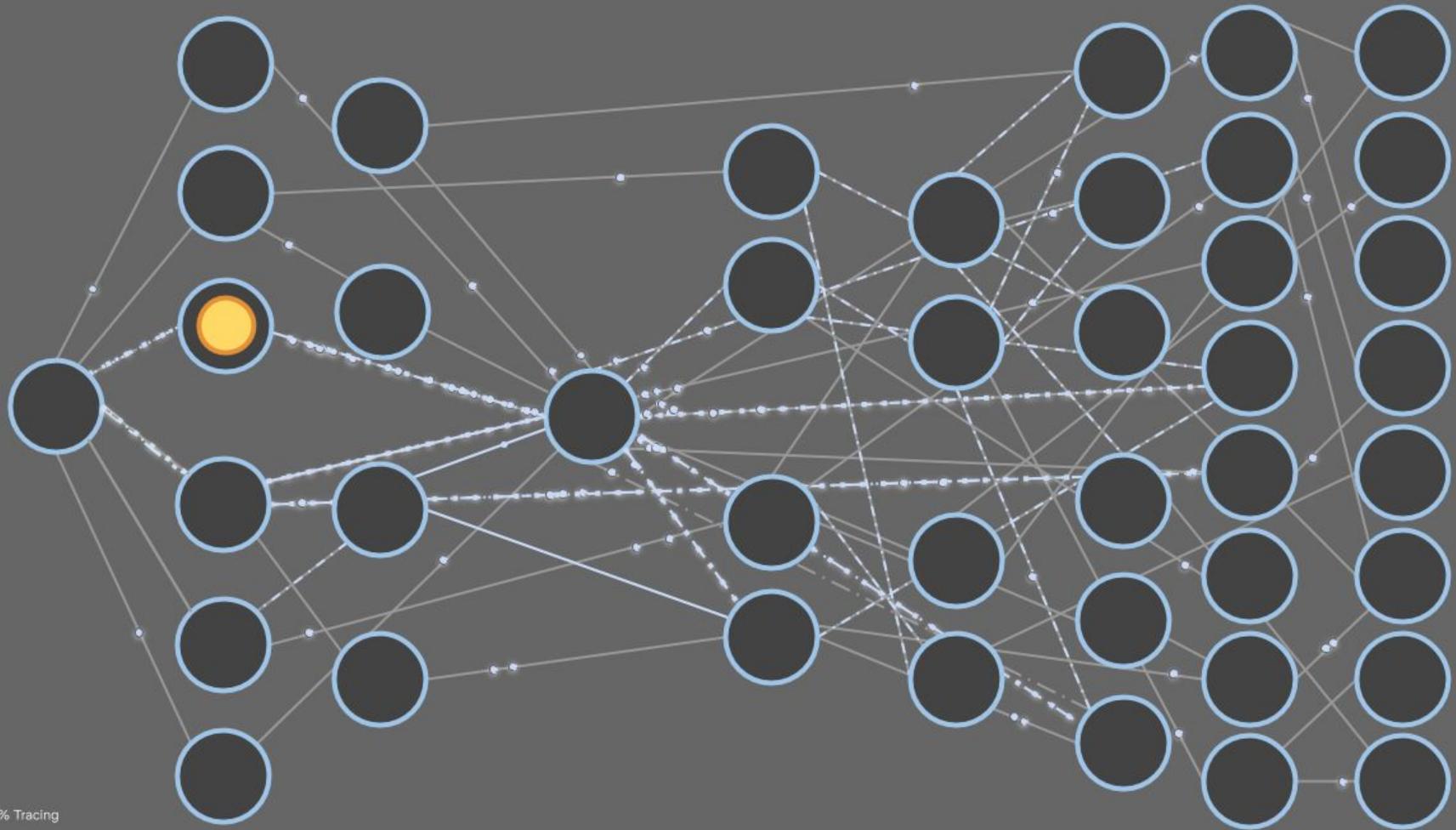
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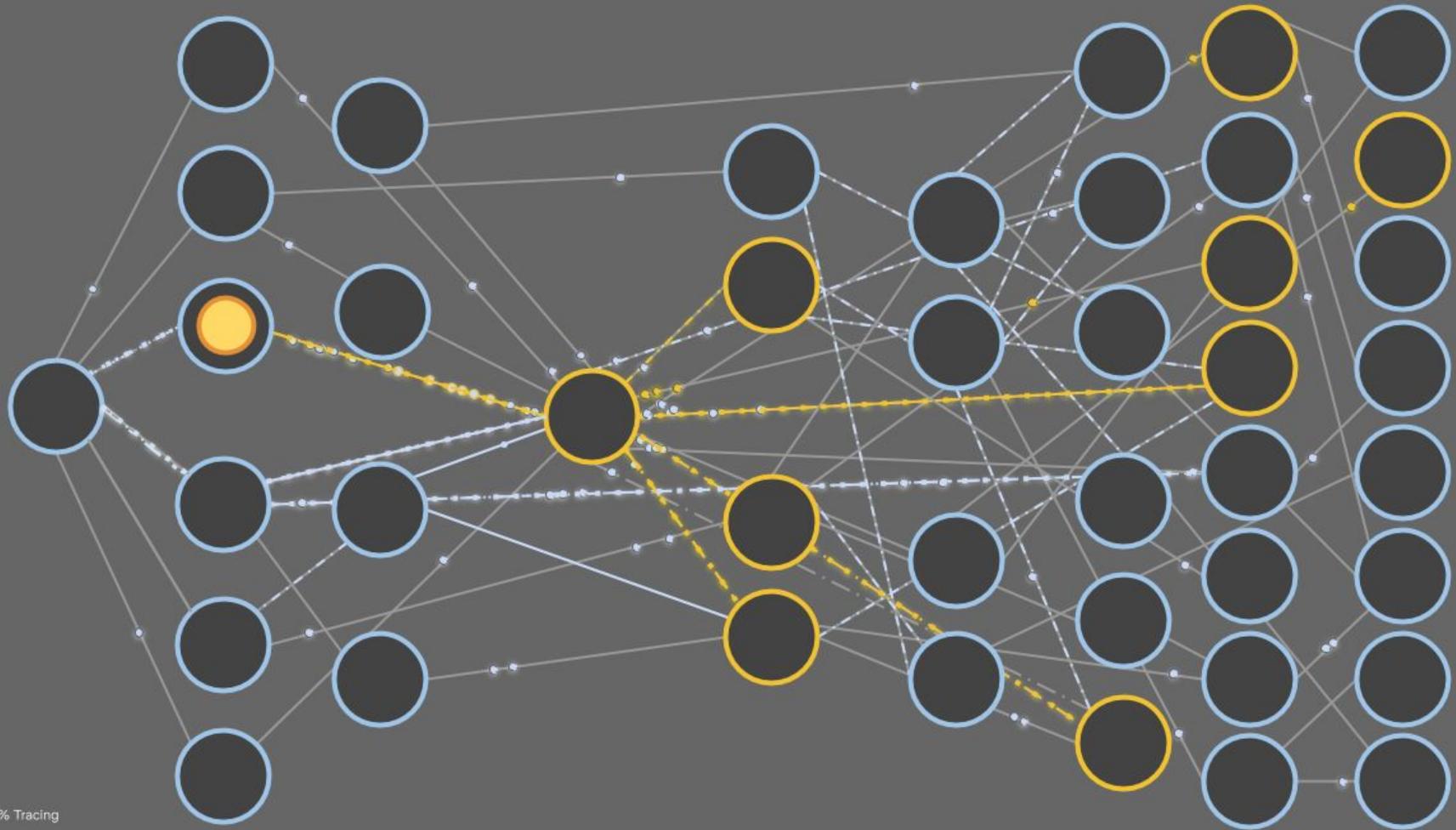
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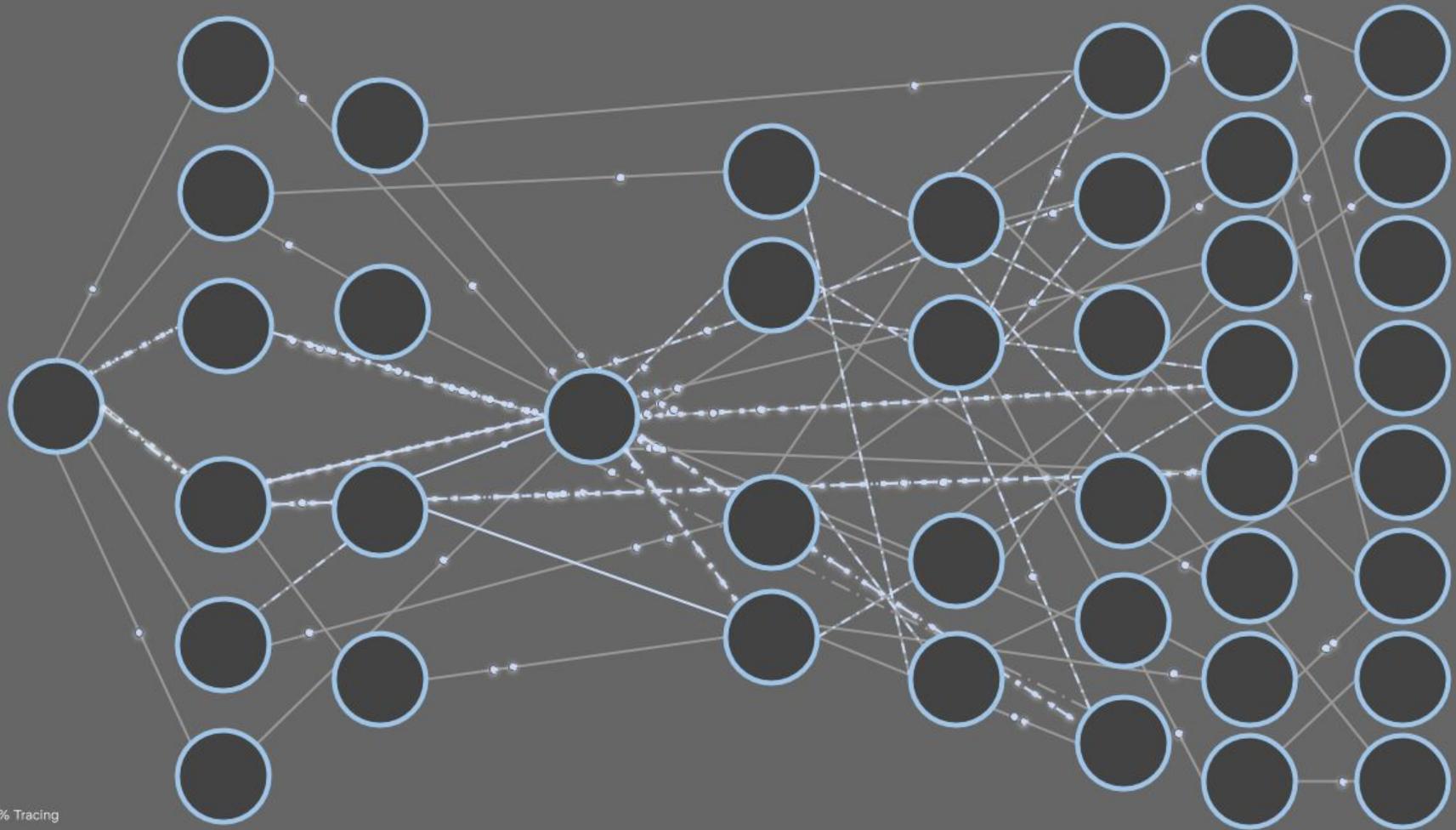
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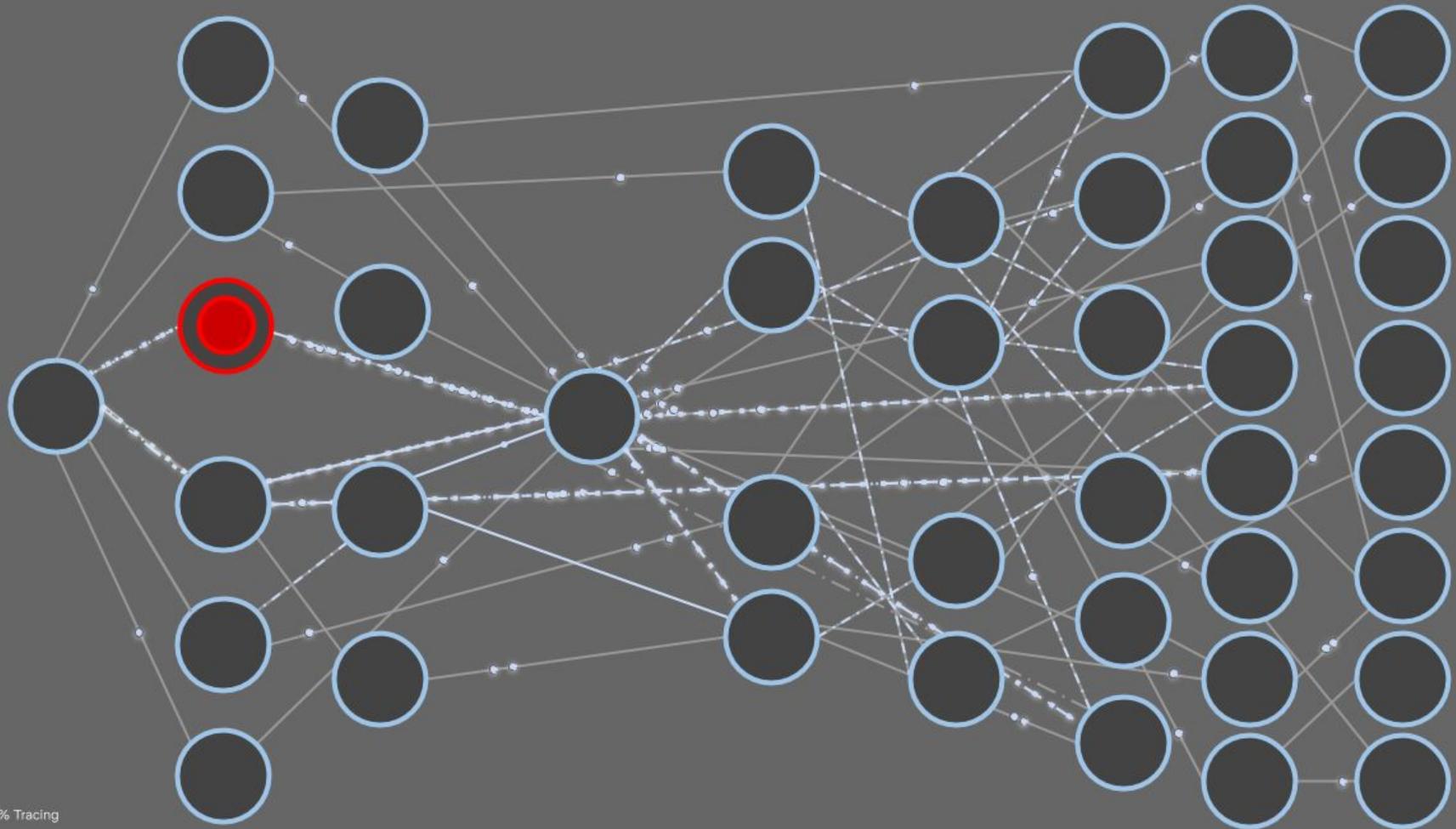
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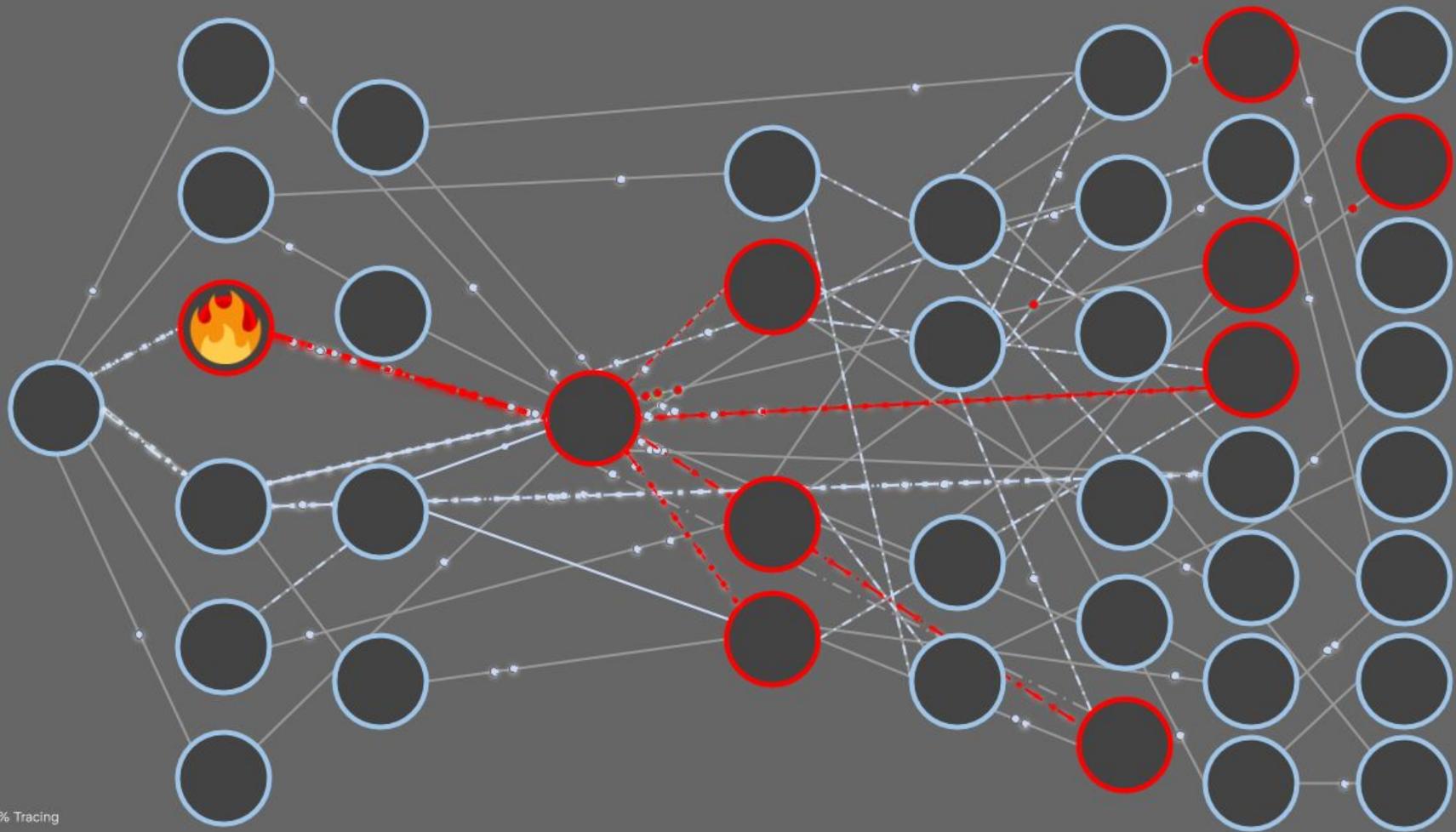
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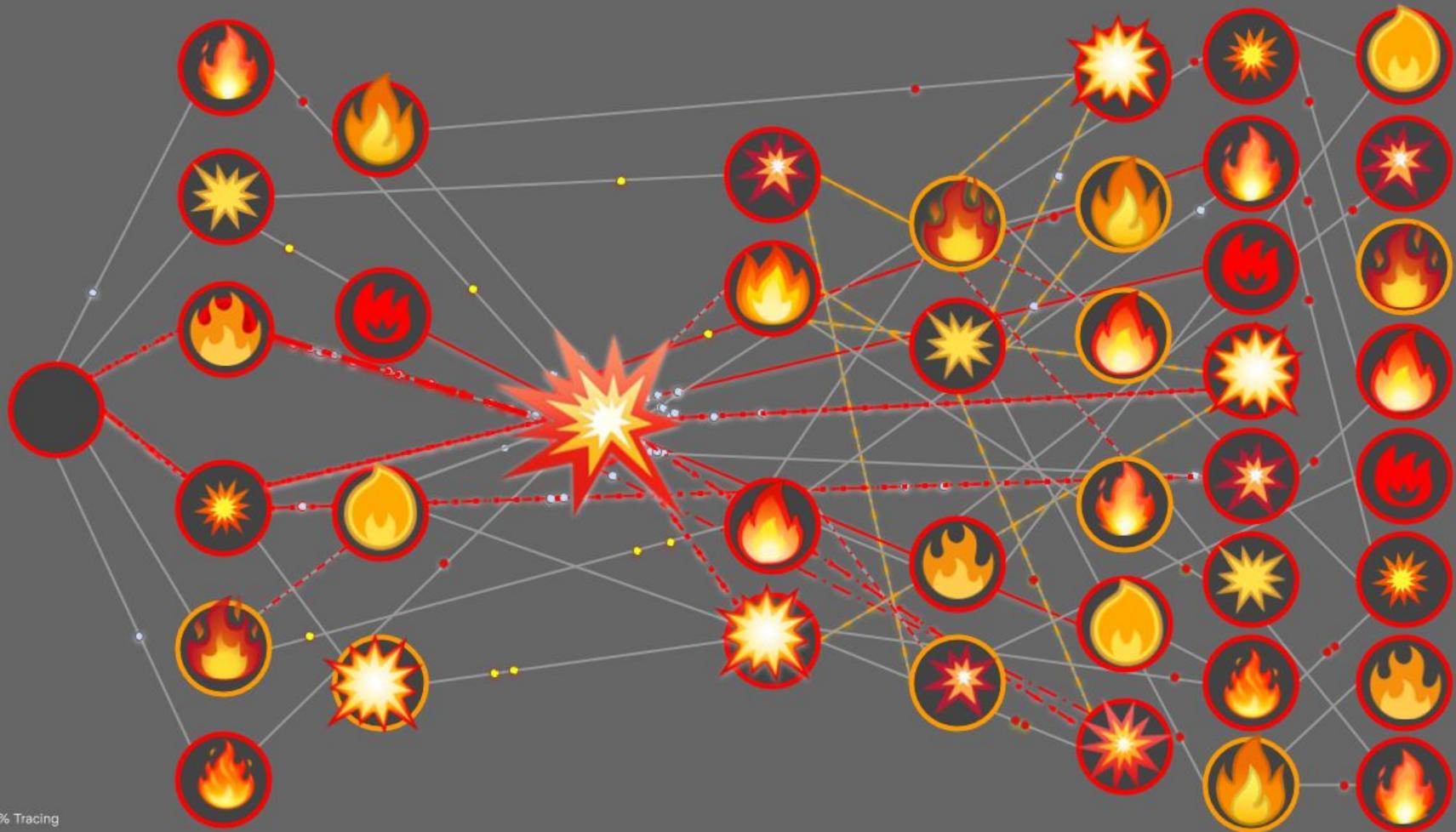
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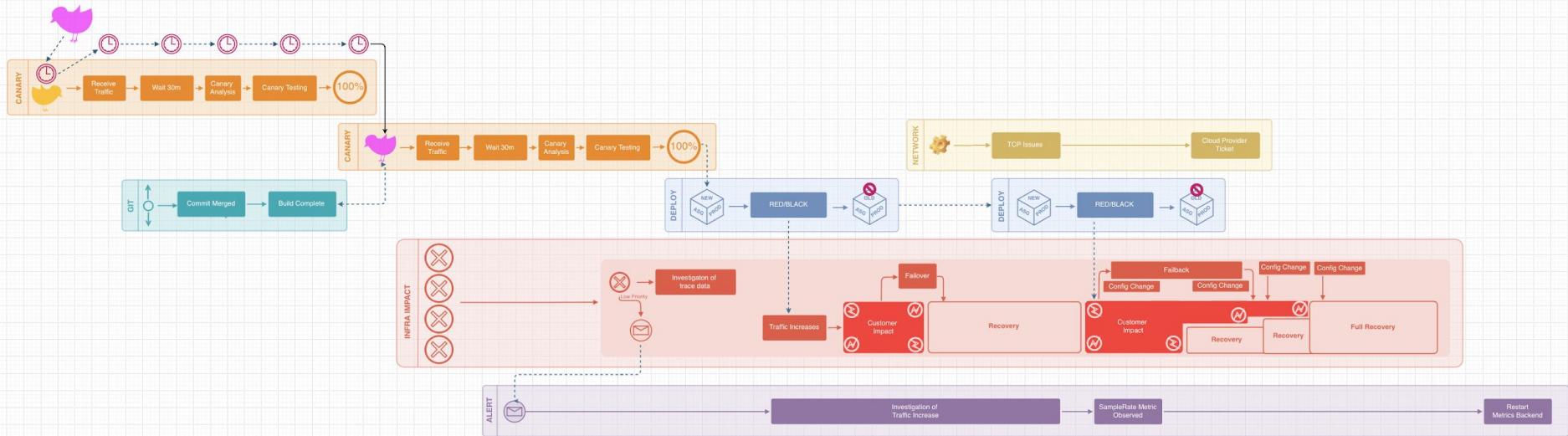
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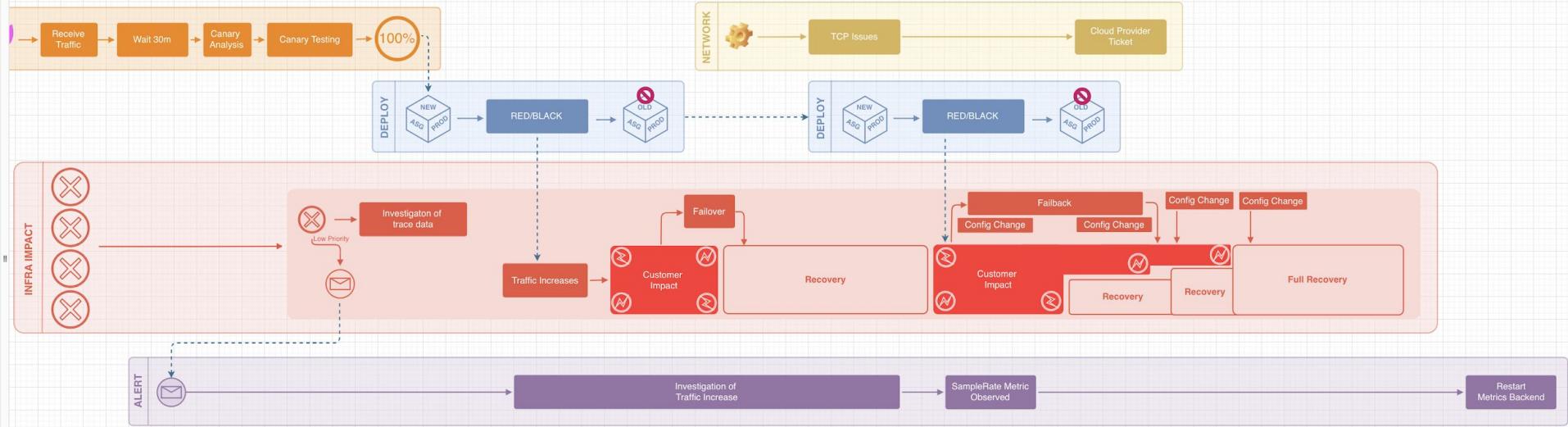
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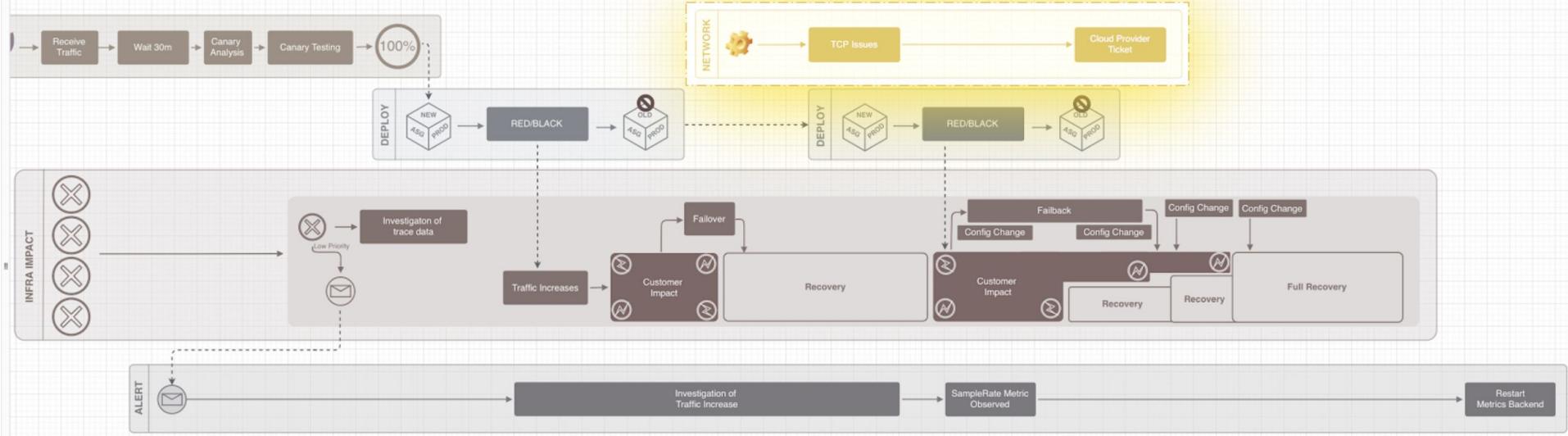


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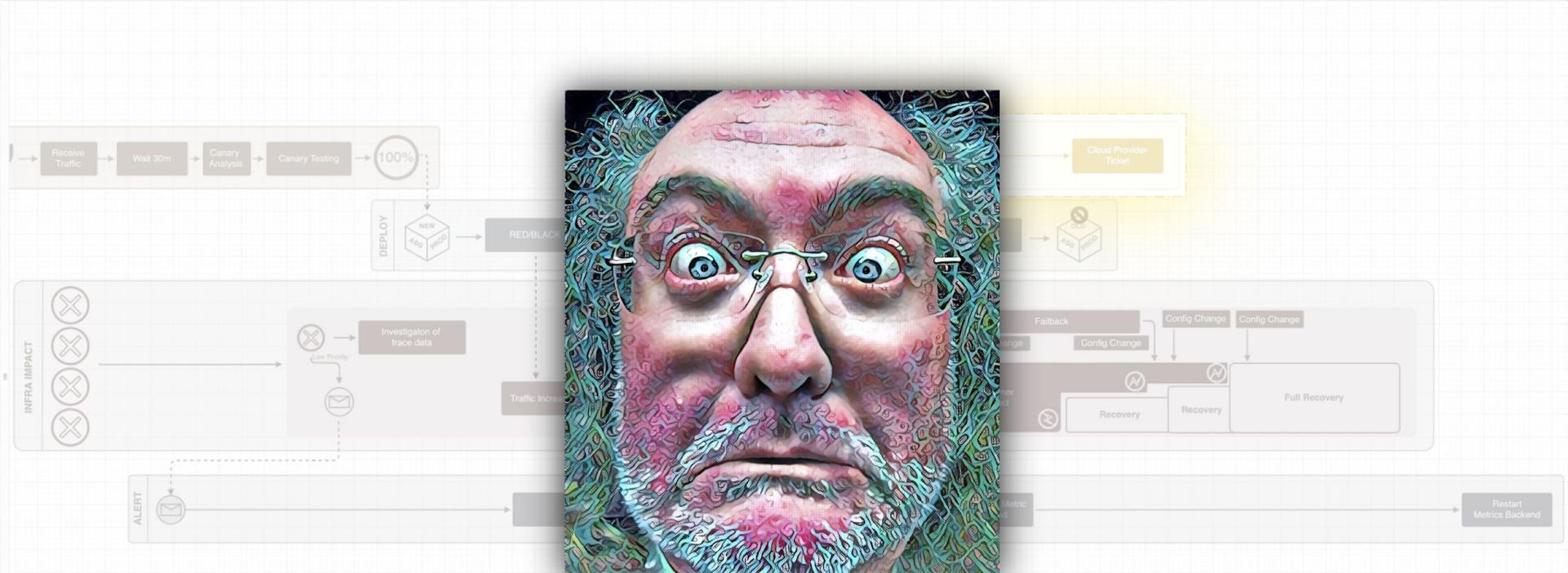
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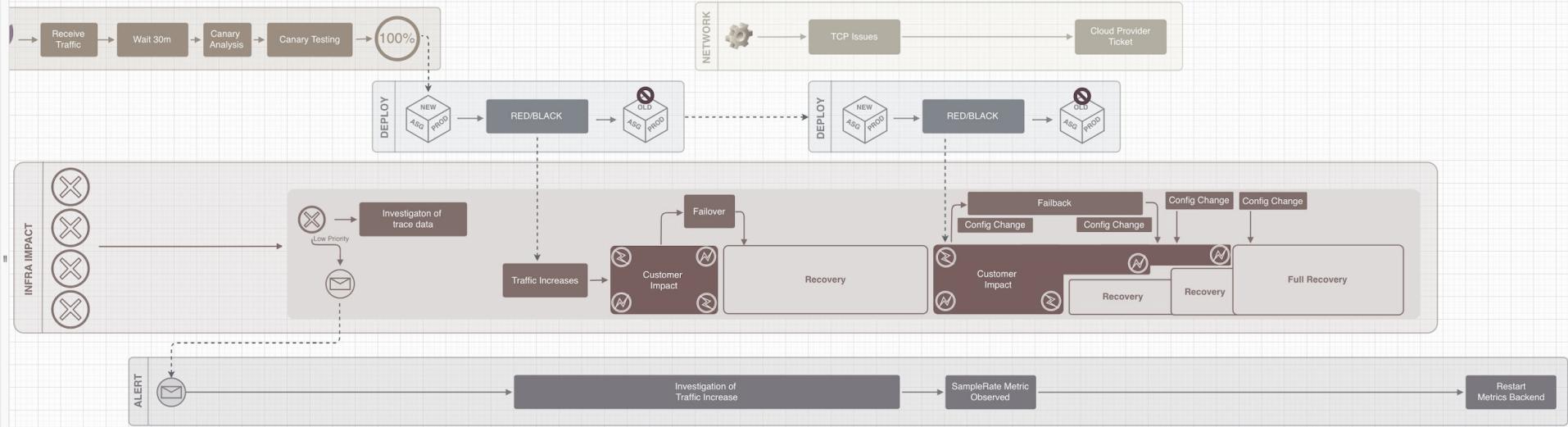


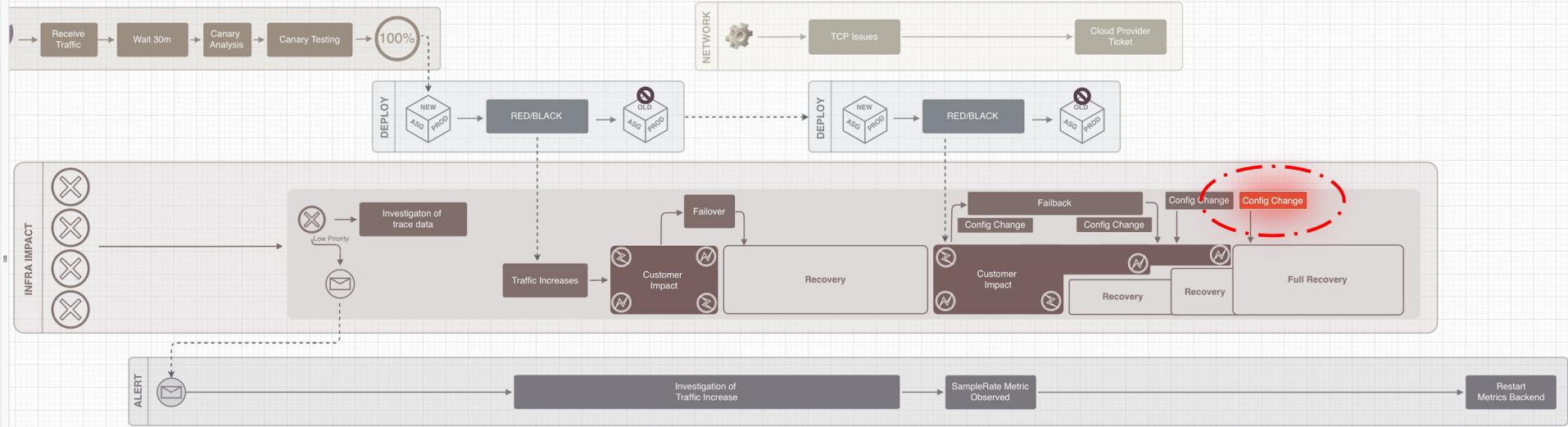


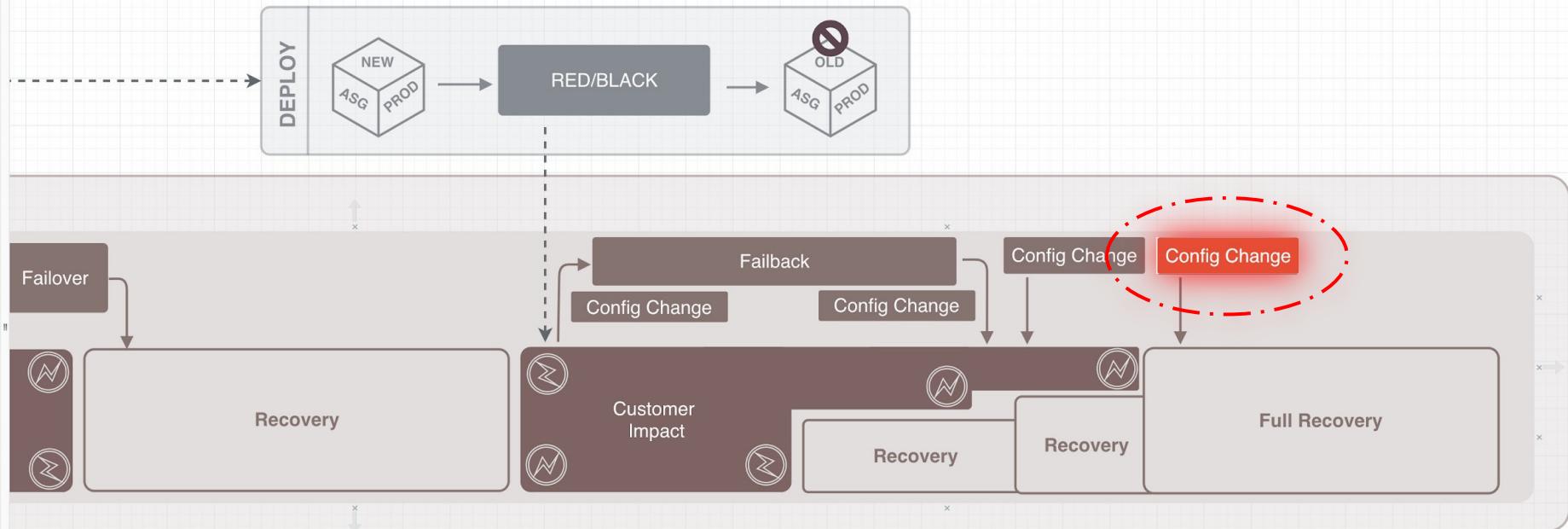
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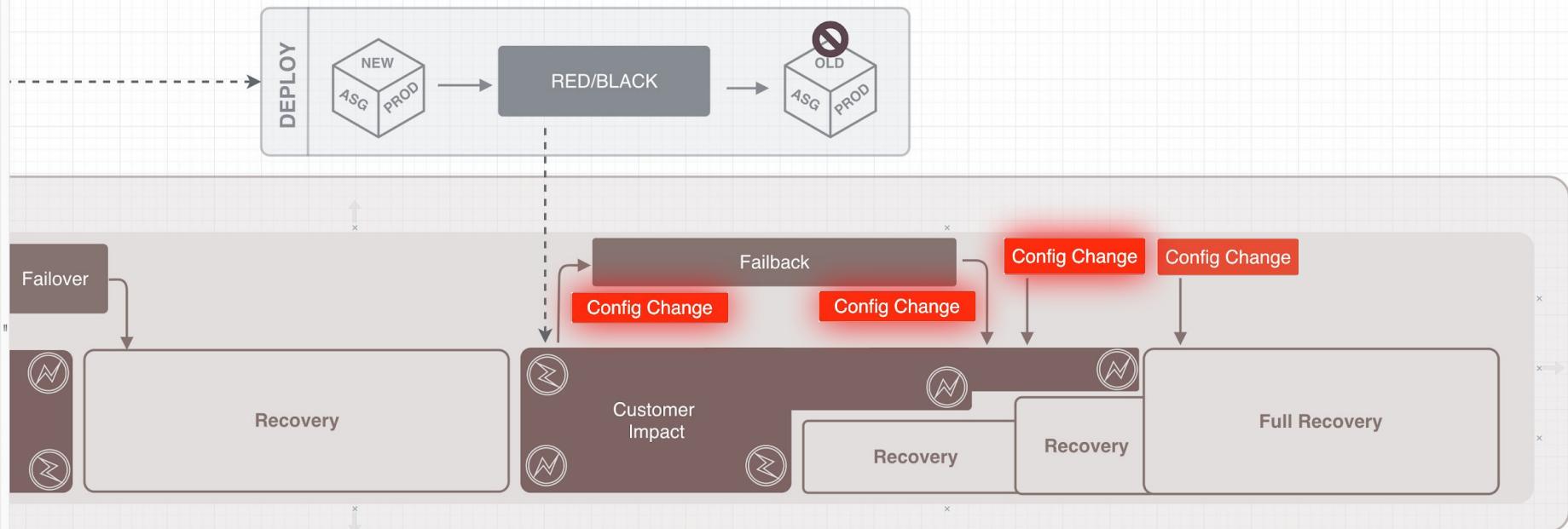


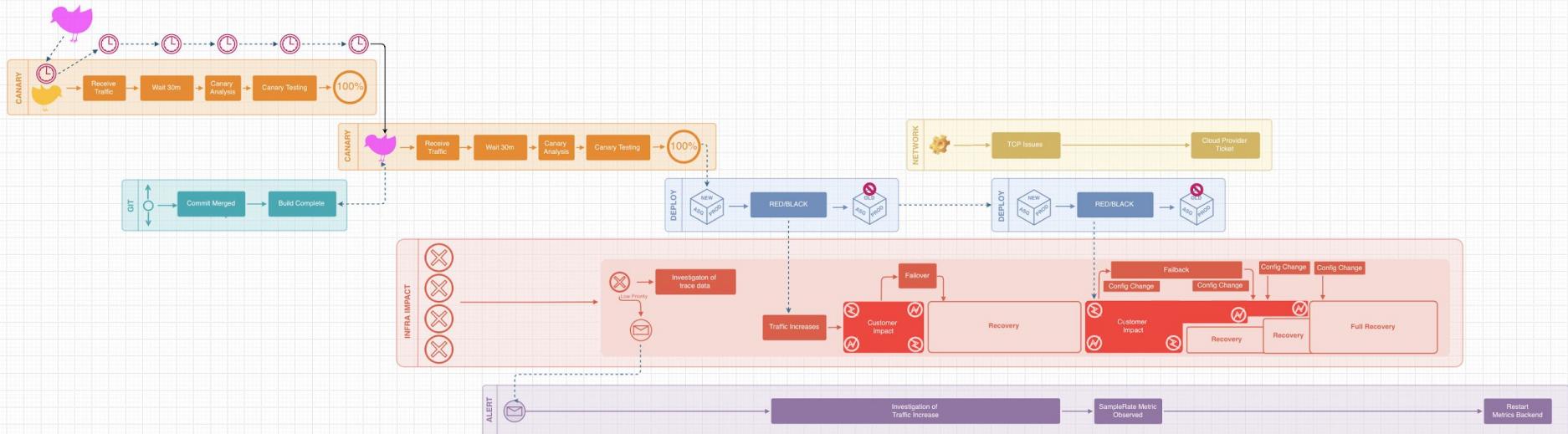
“IS IT THE **NETWORK**? ”

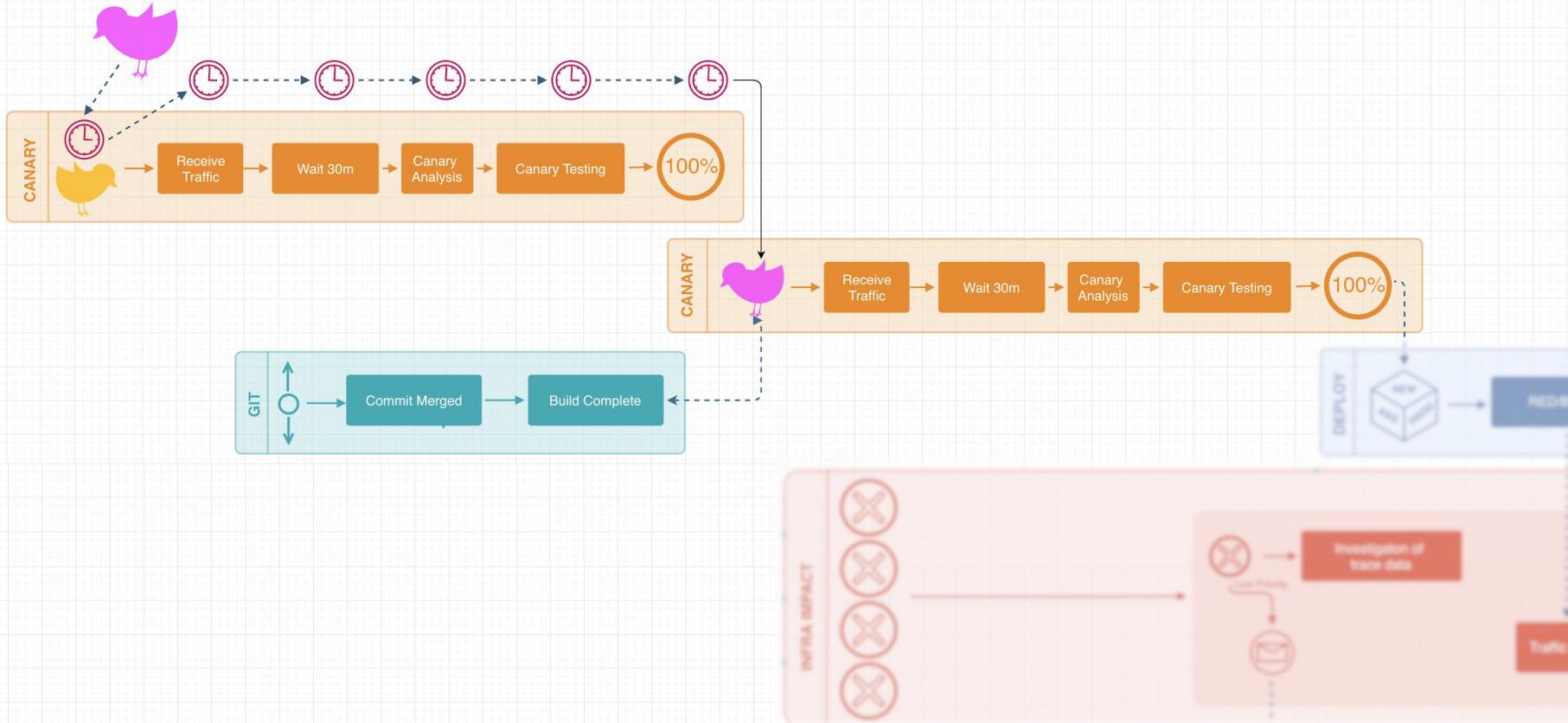


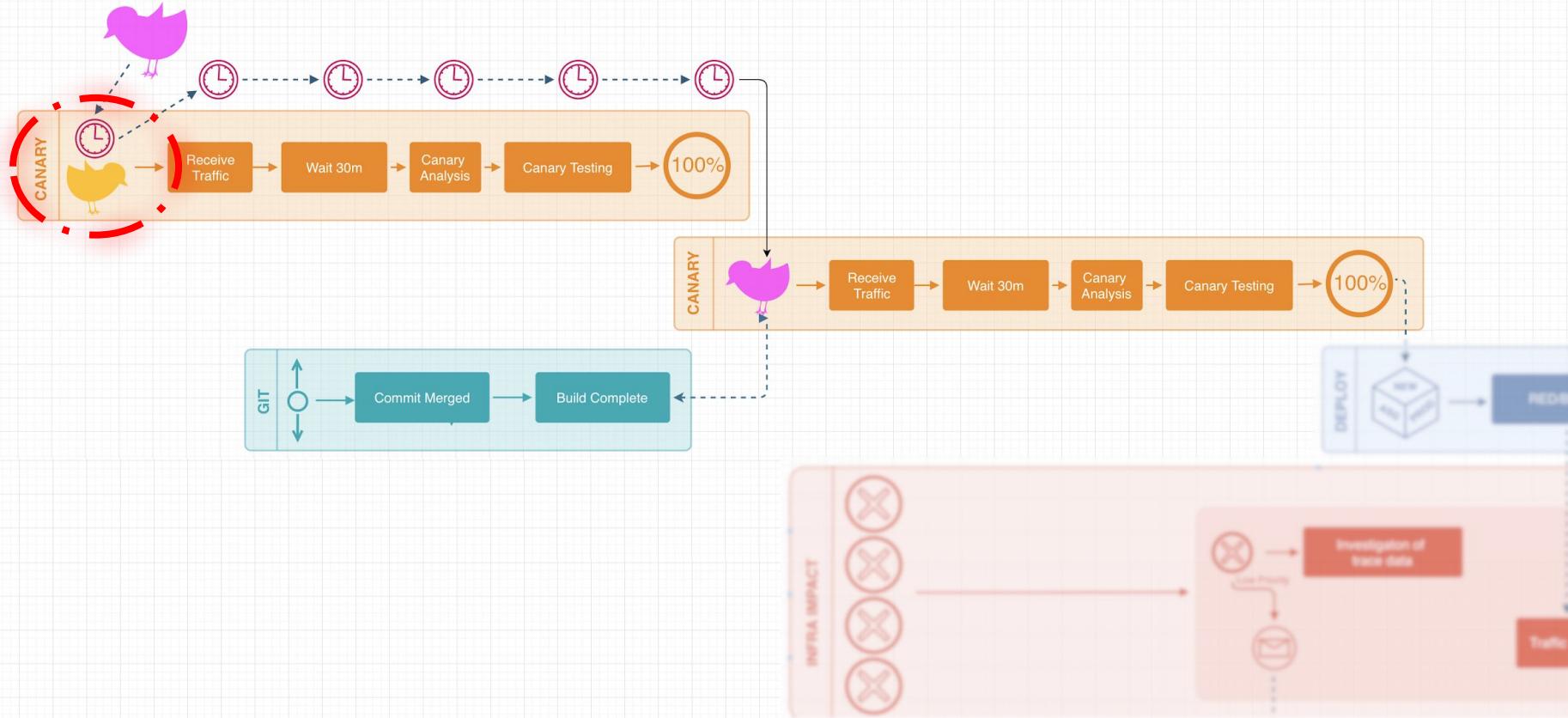


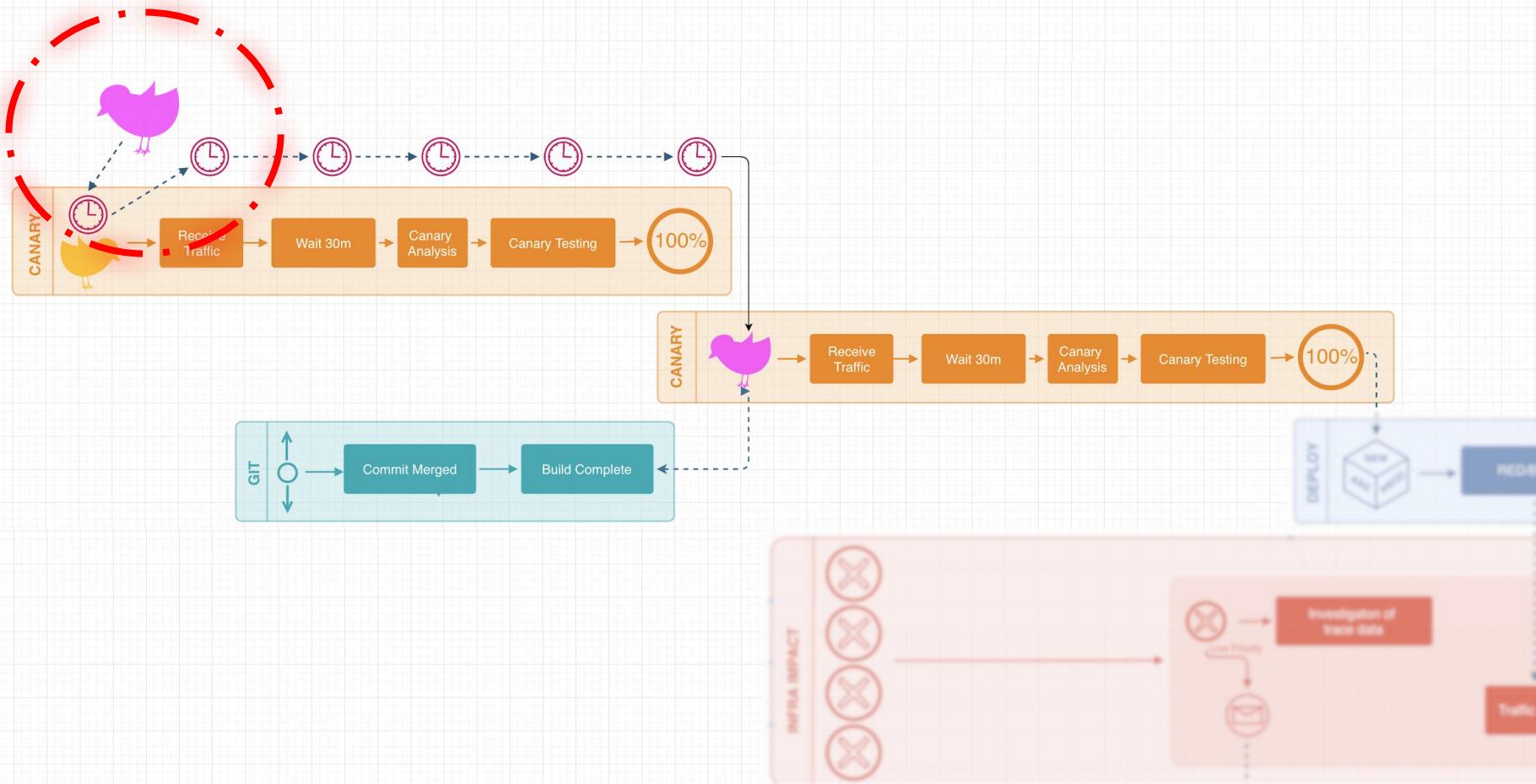


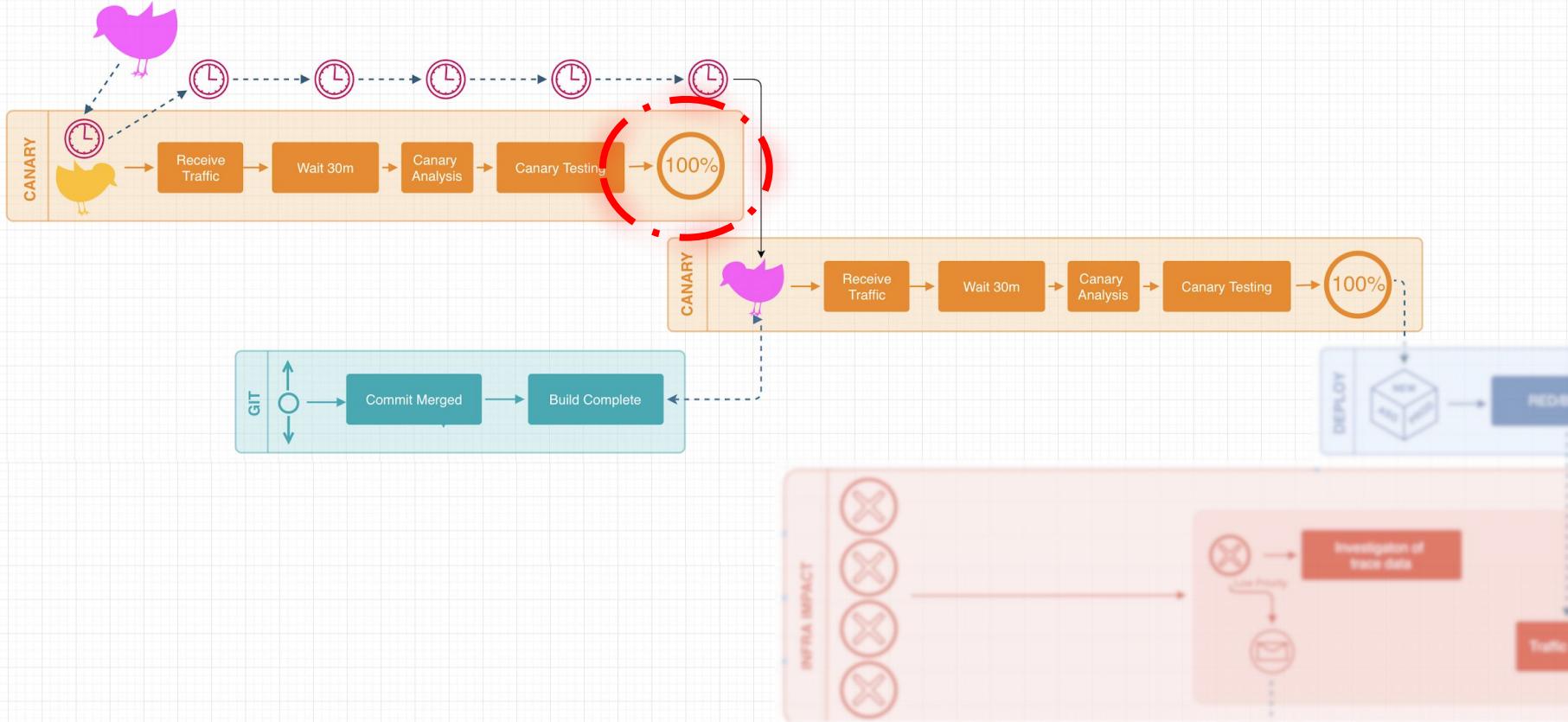


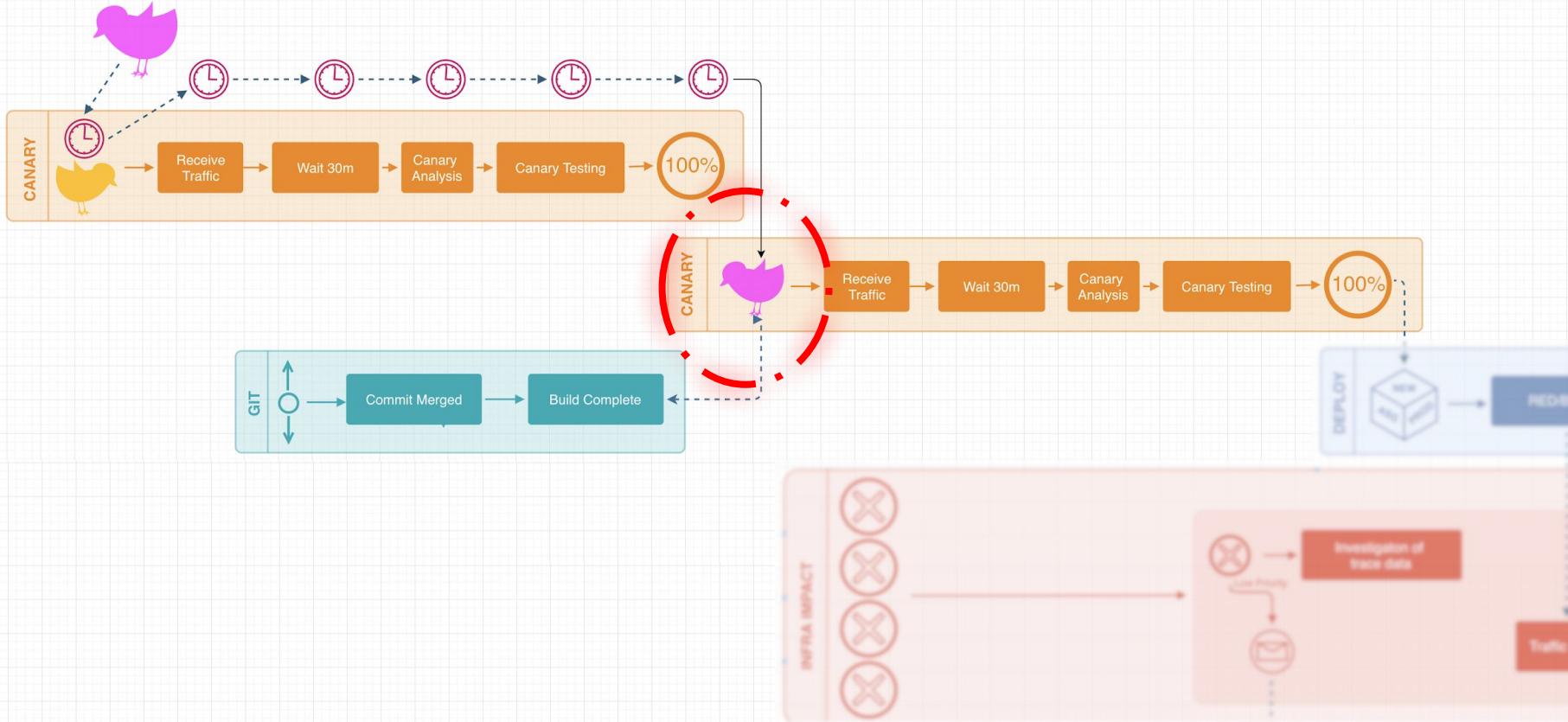


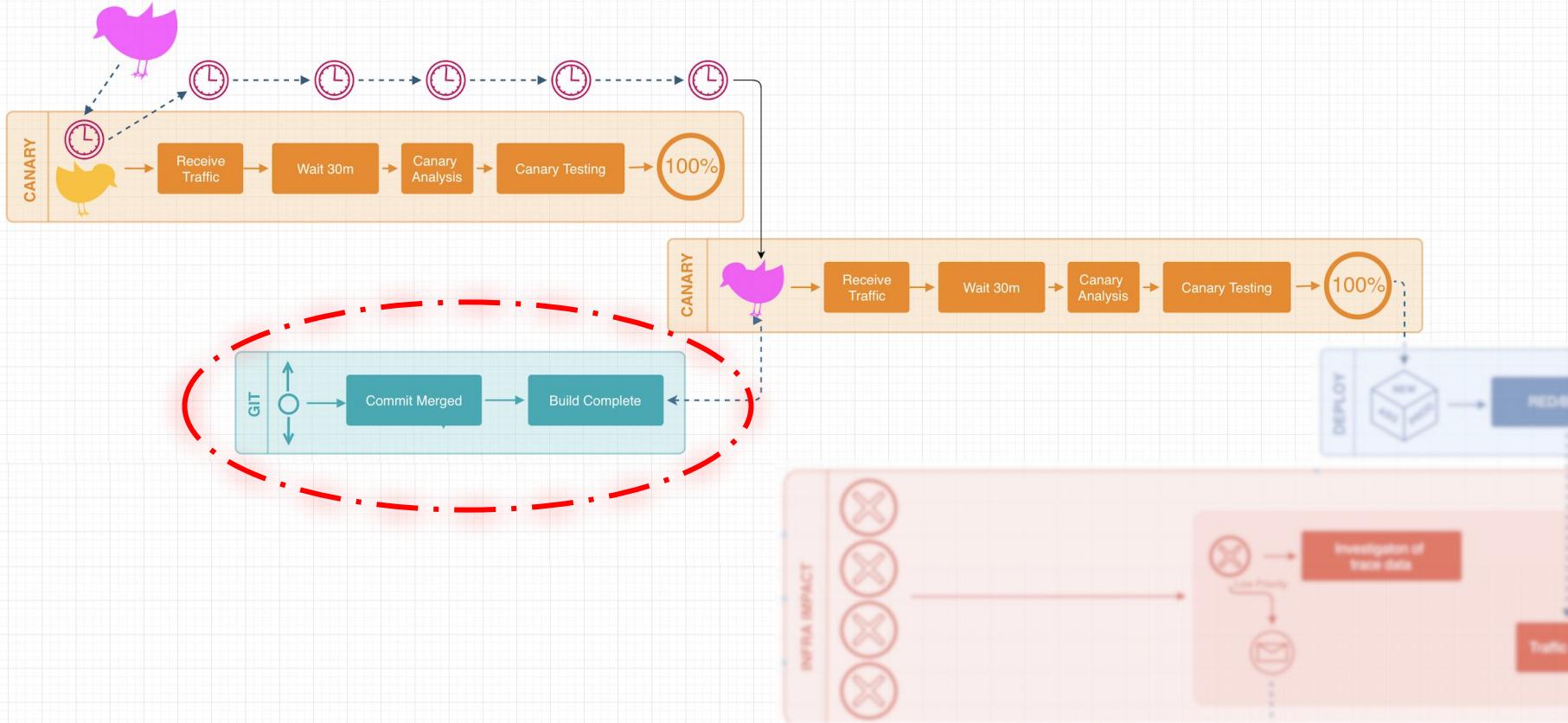


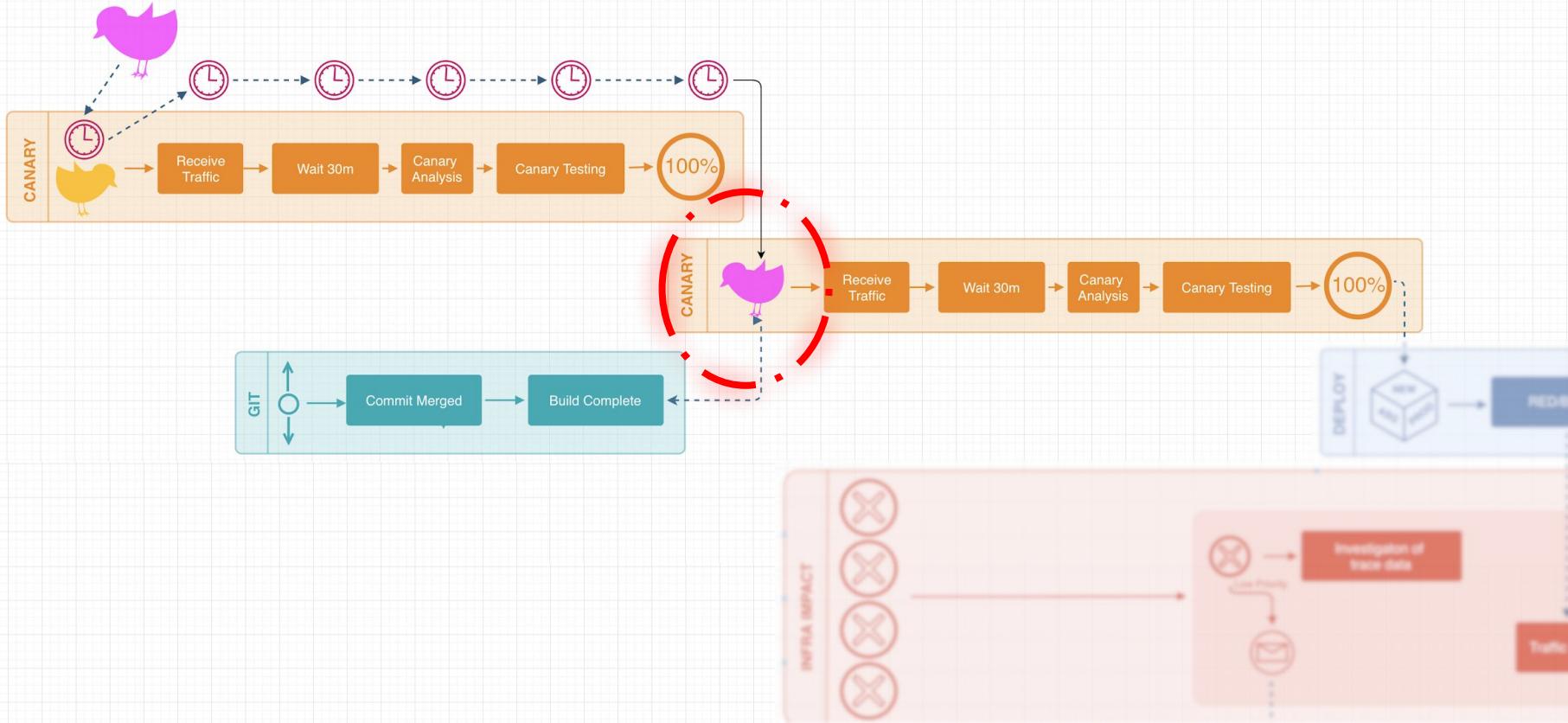


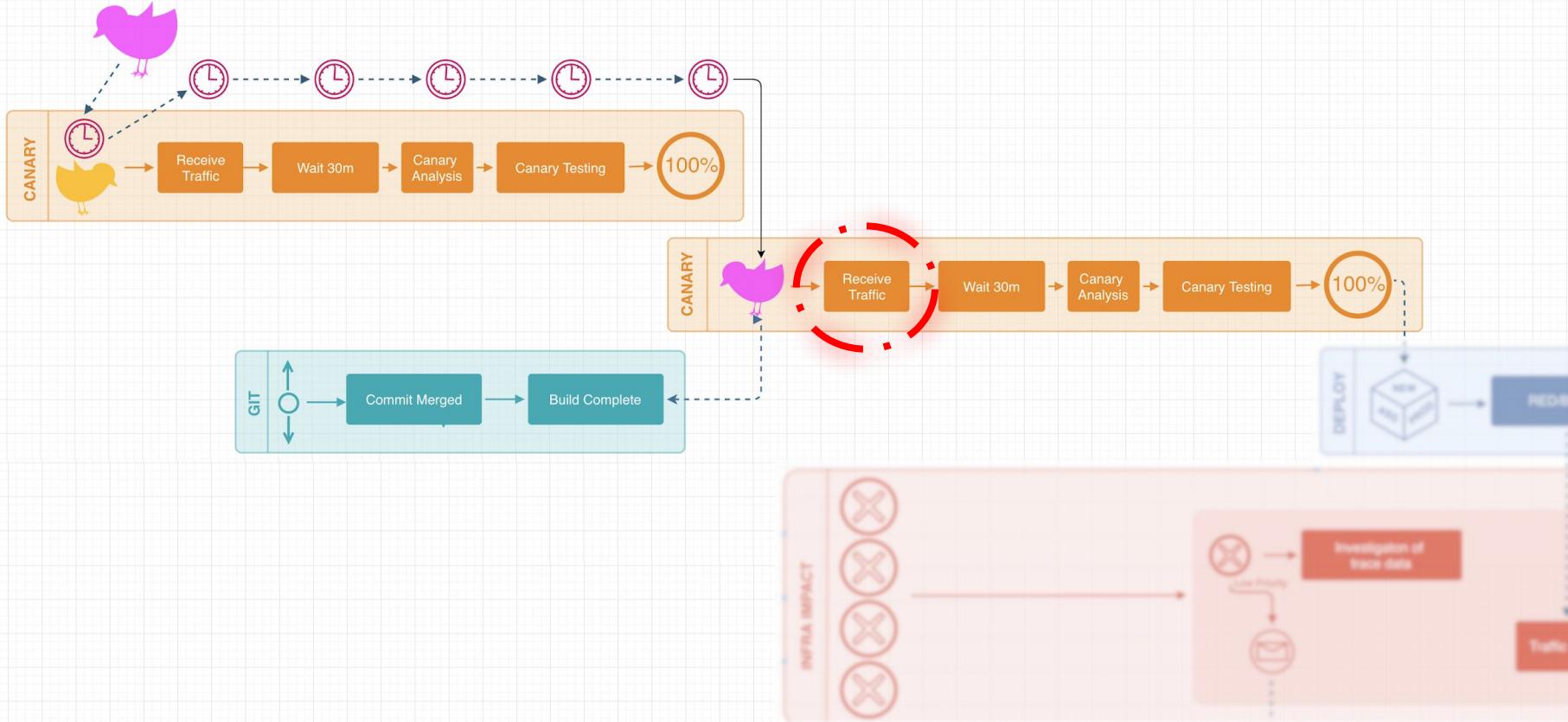


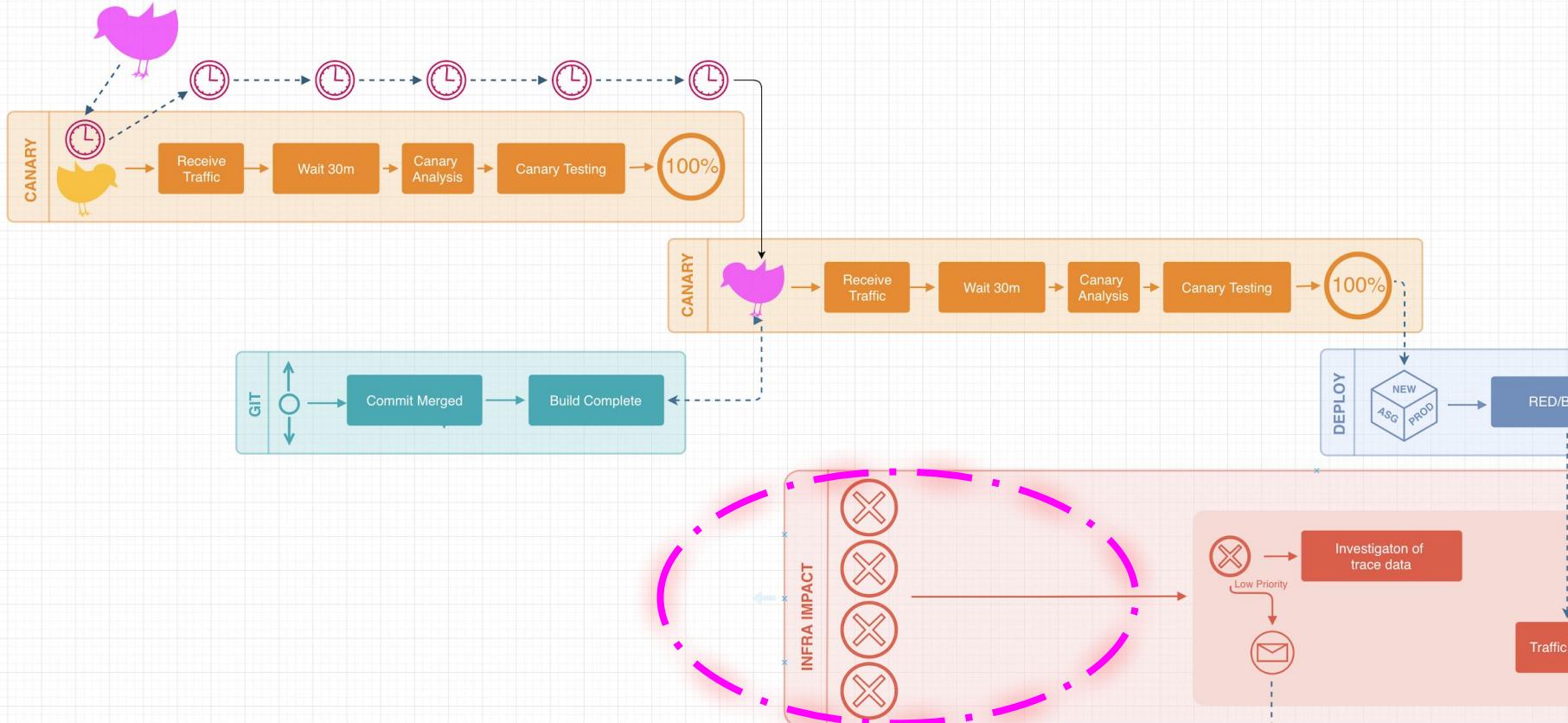






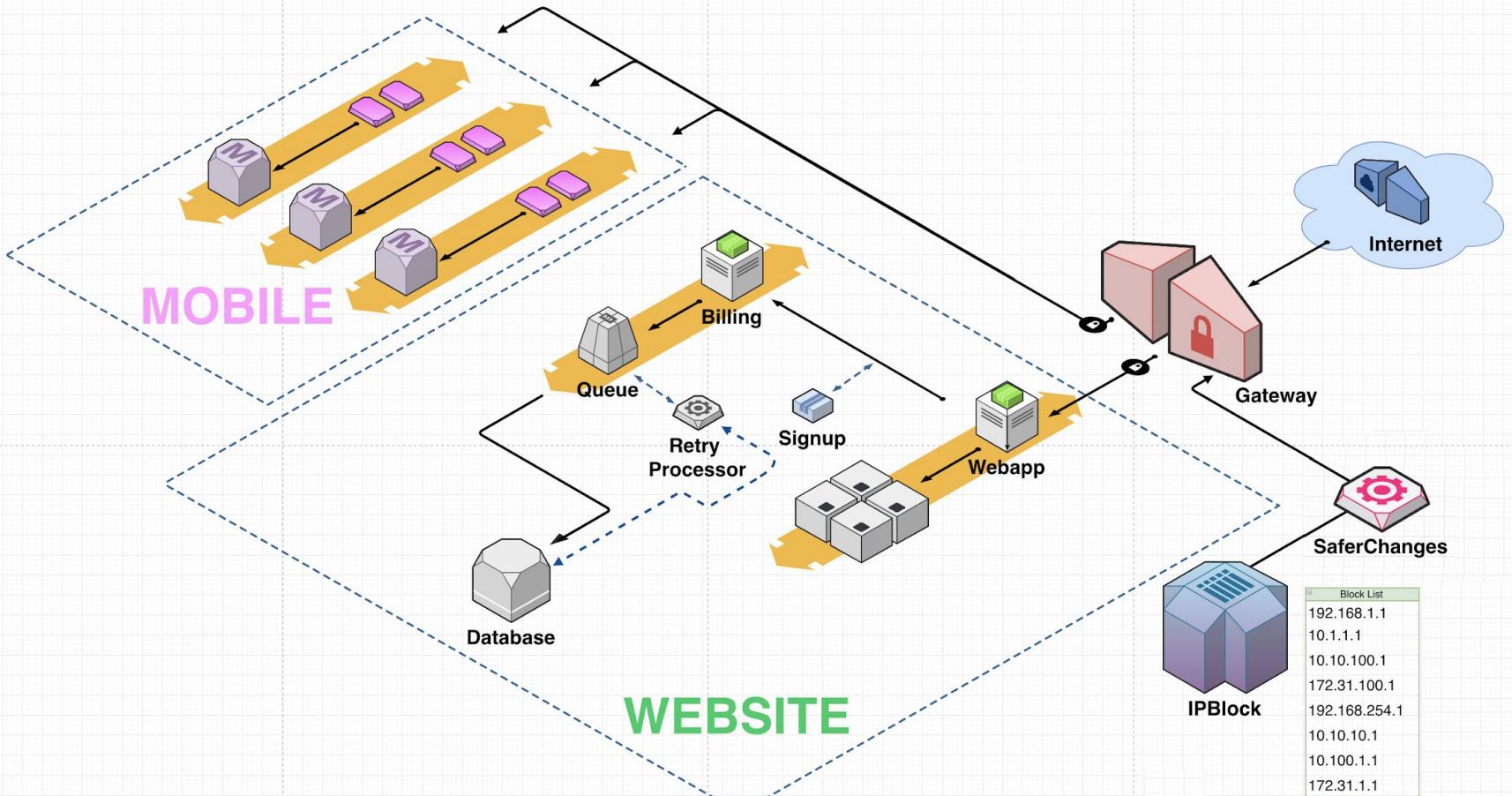


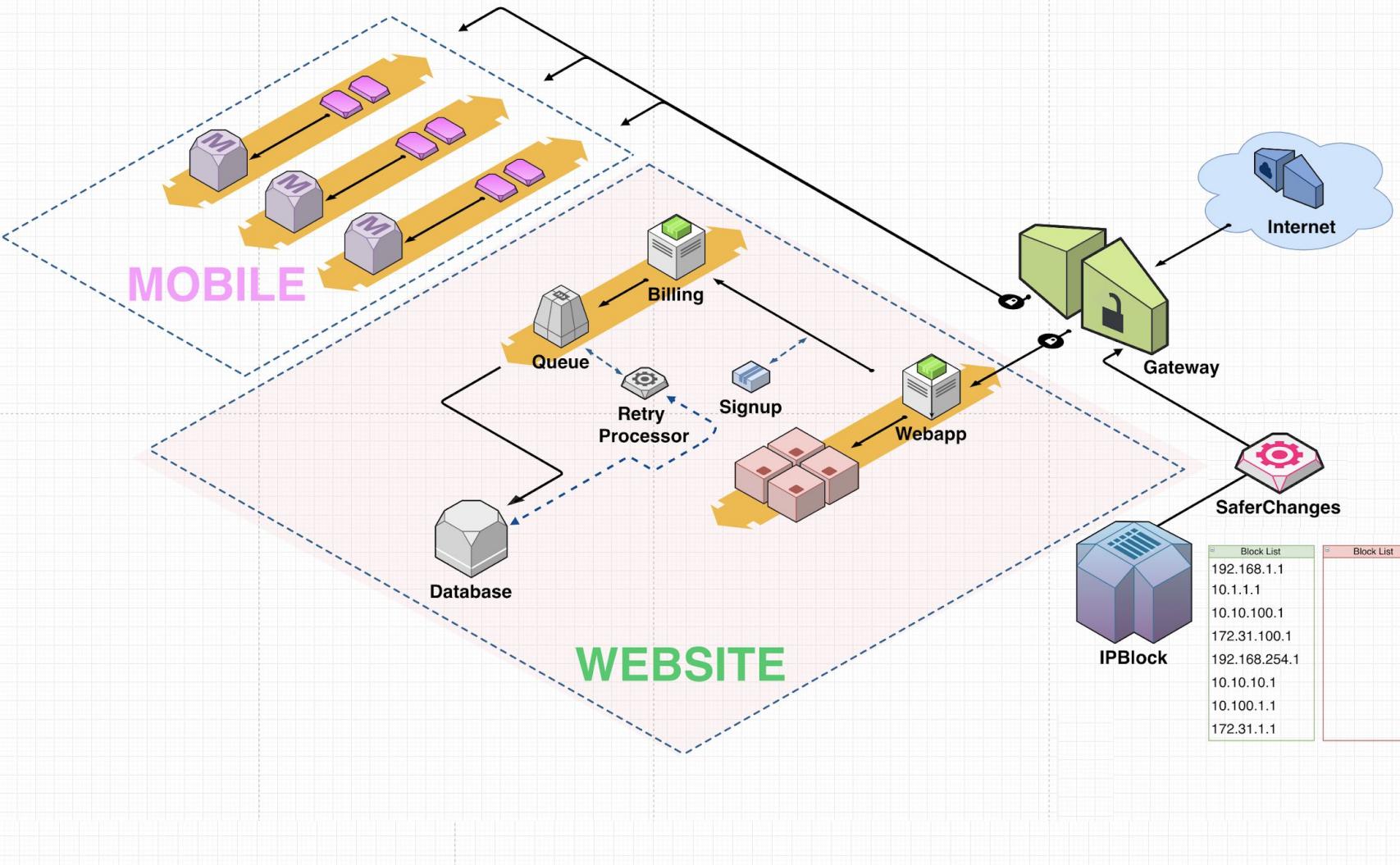


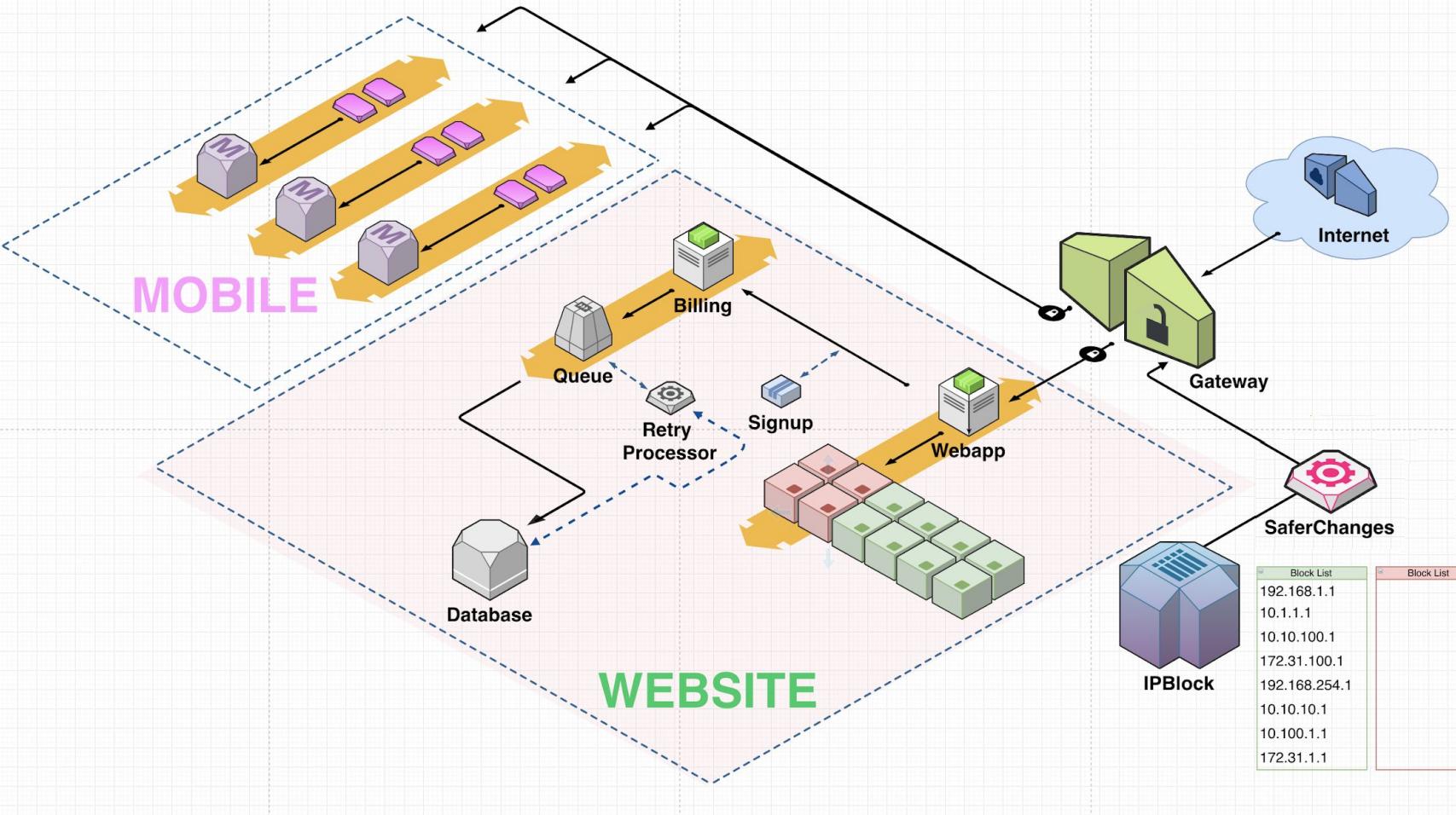


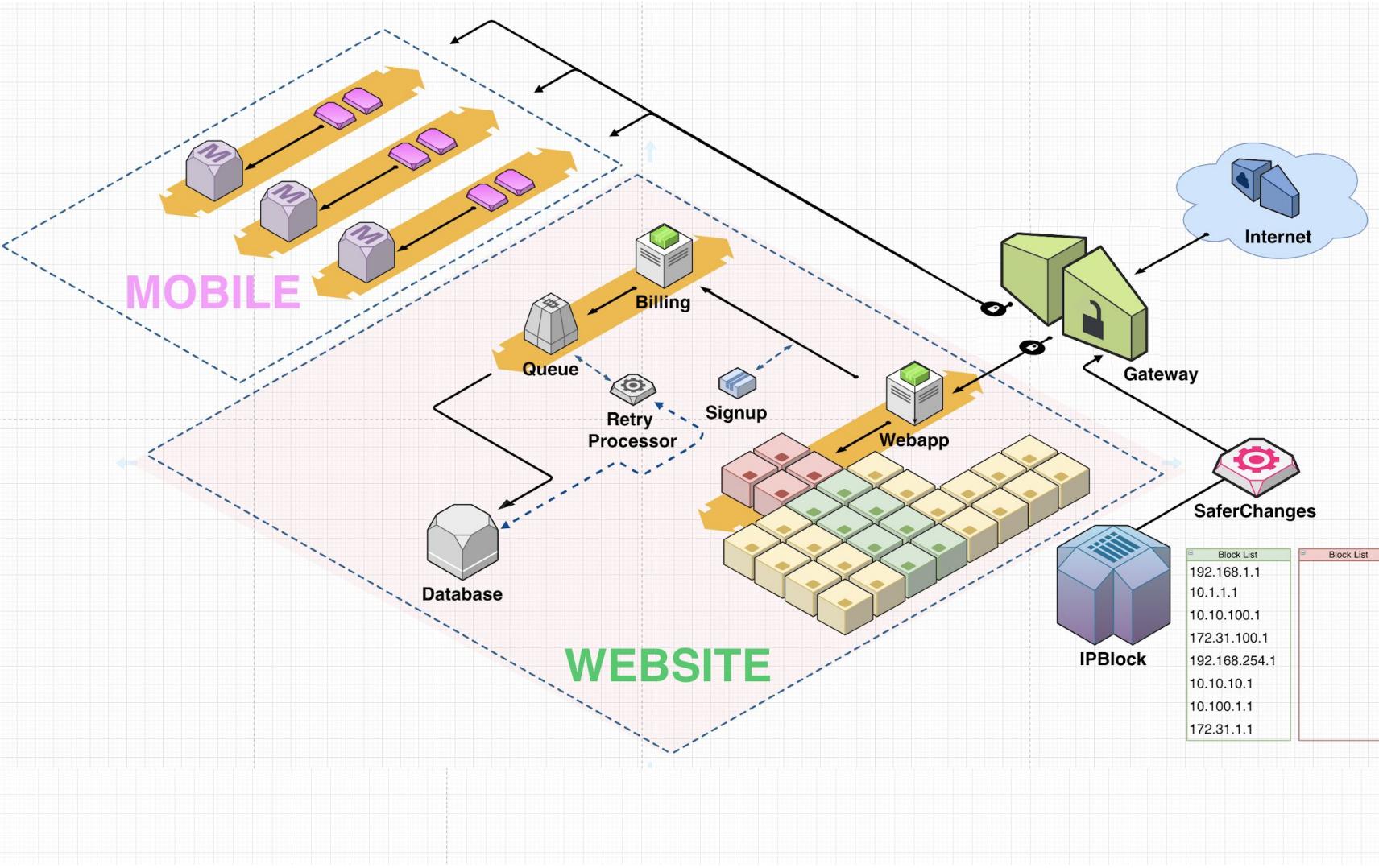


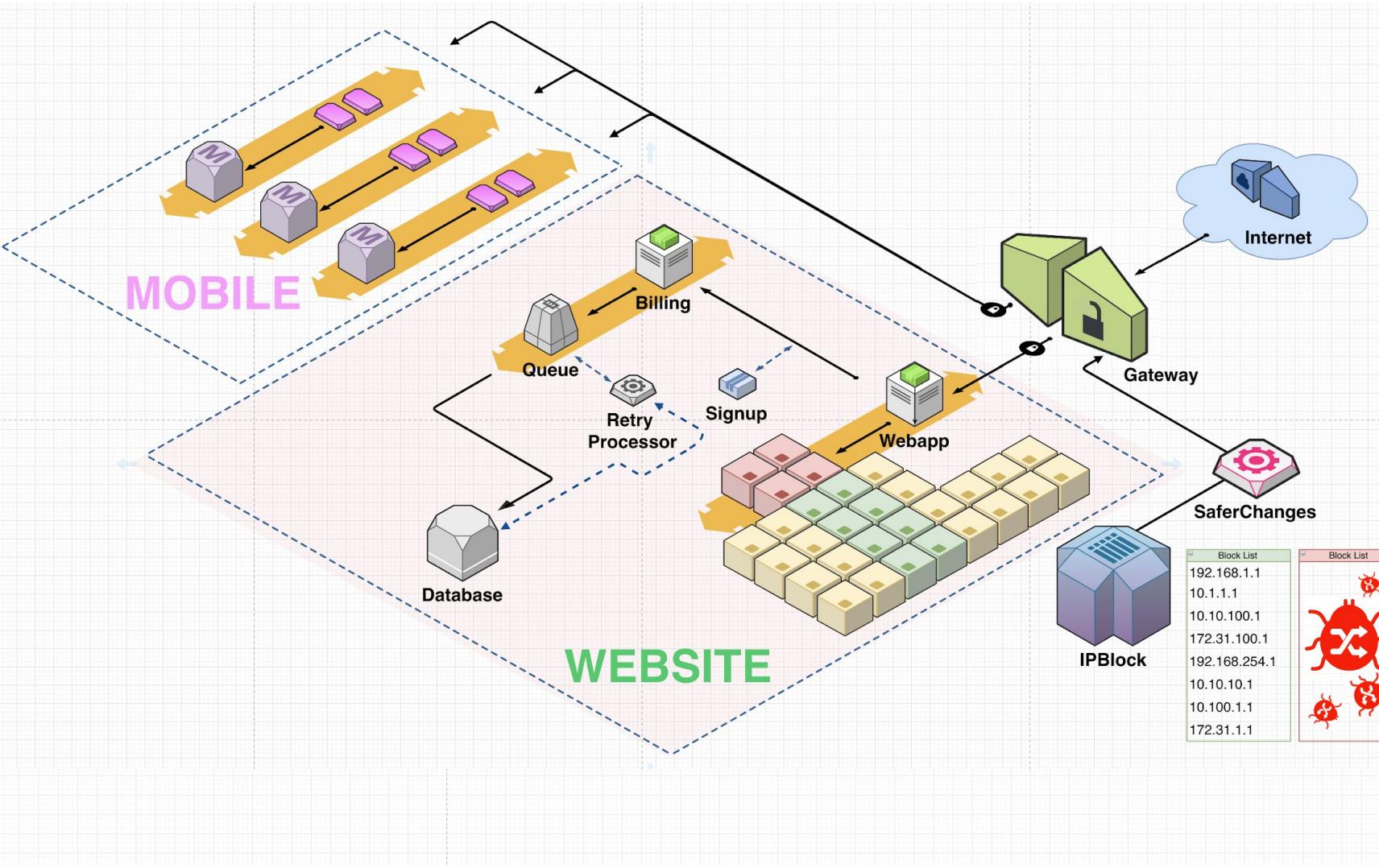
**CHANGER**  
—THINGS—

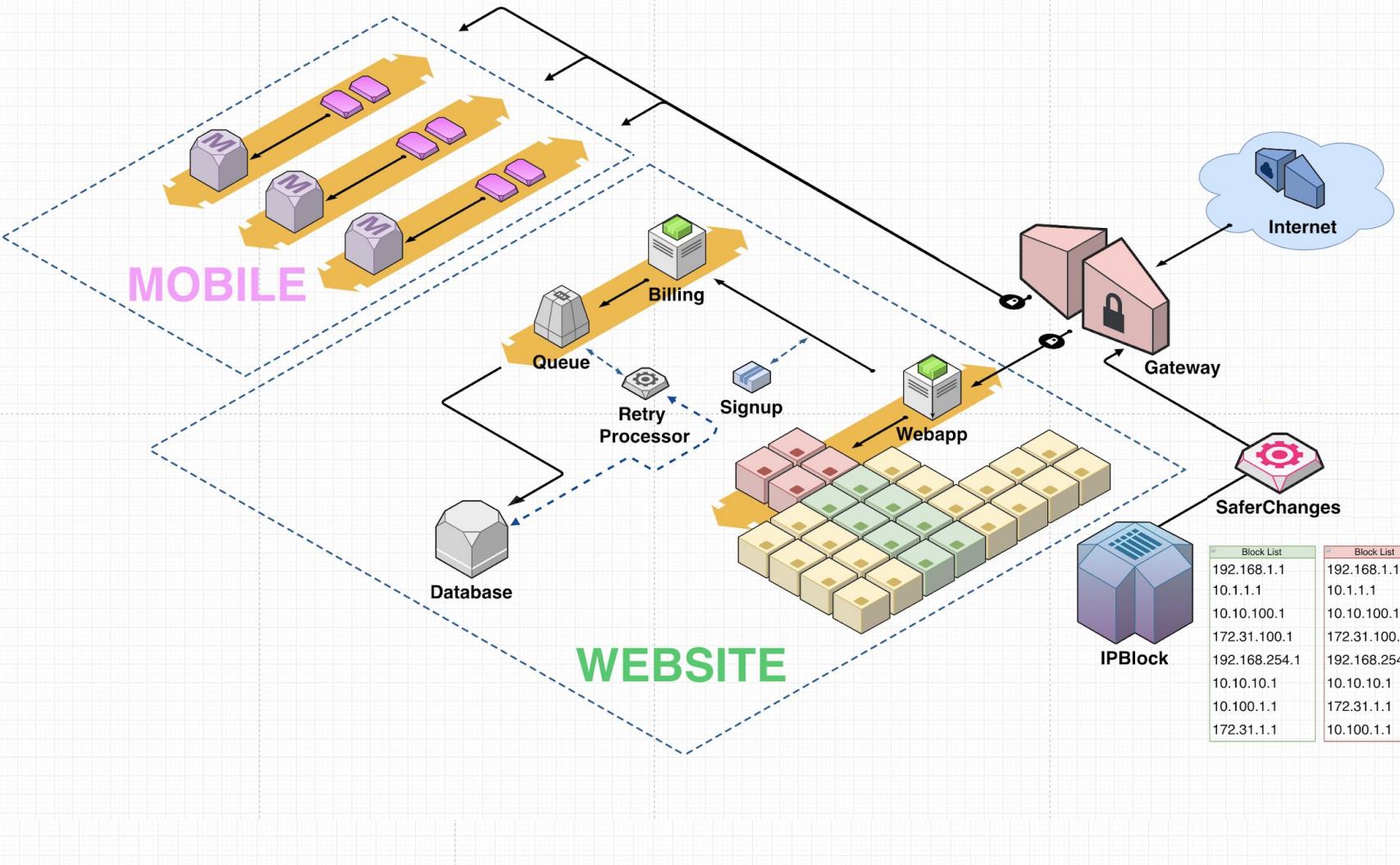


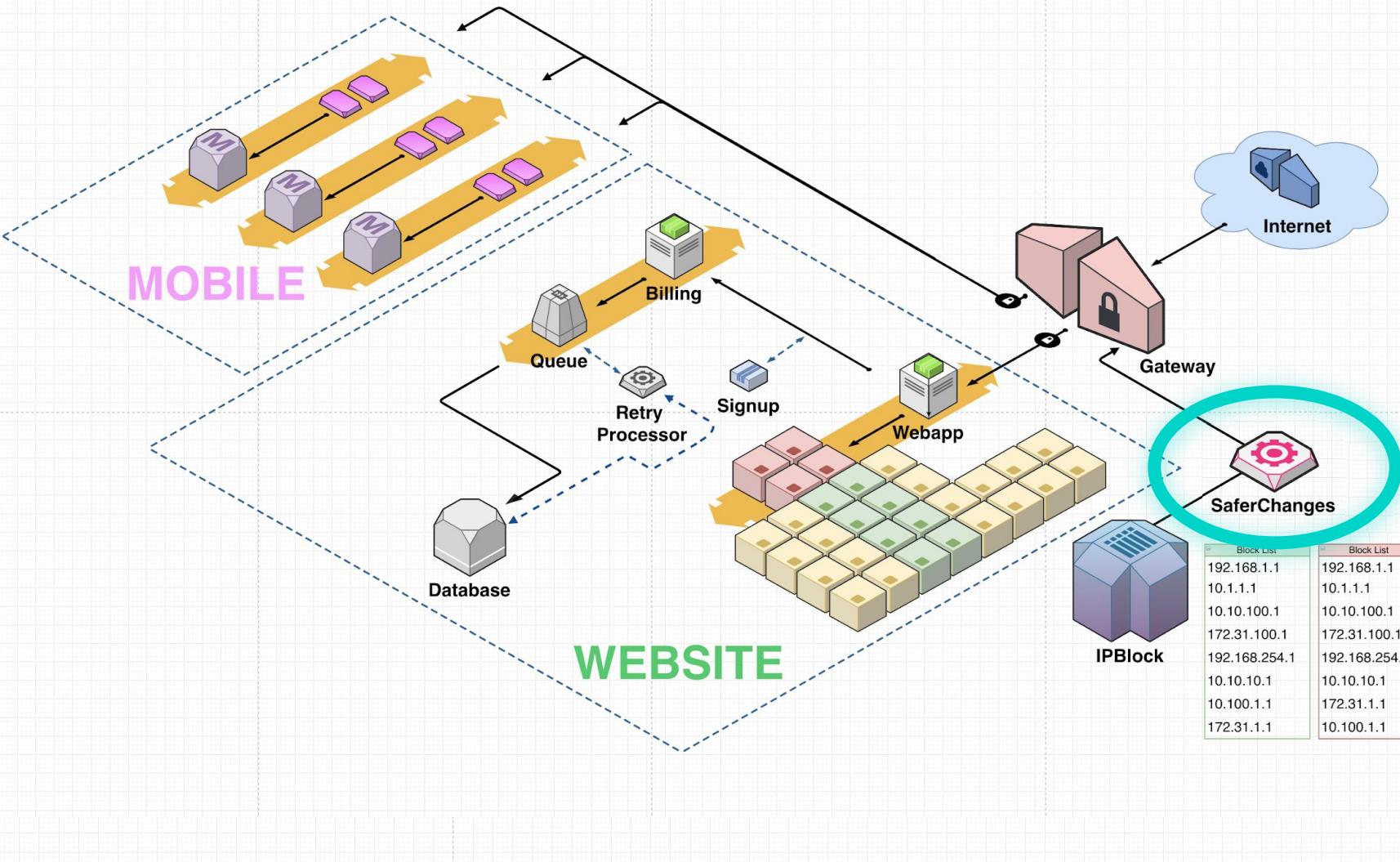


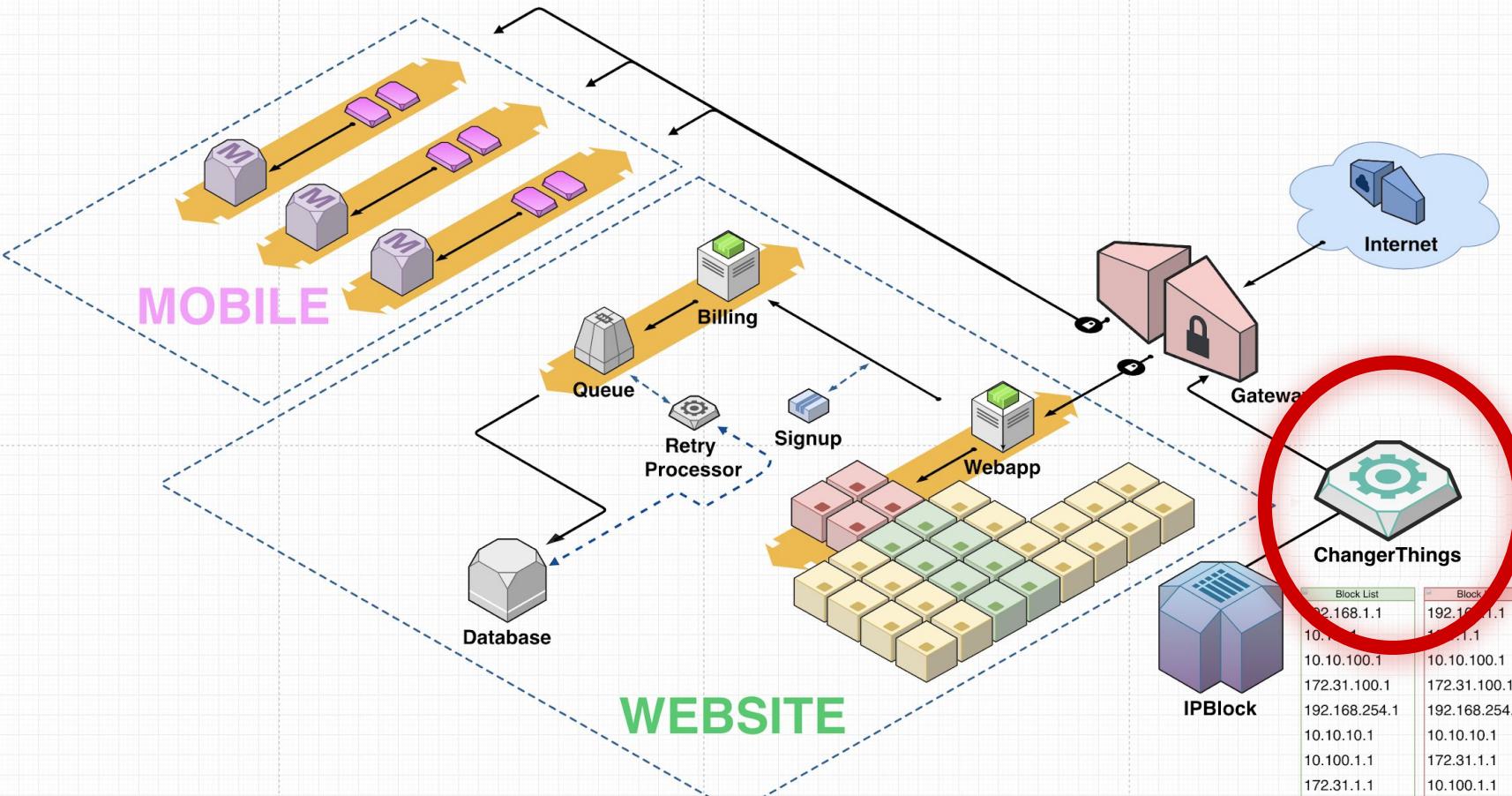


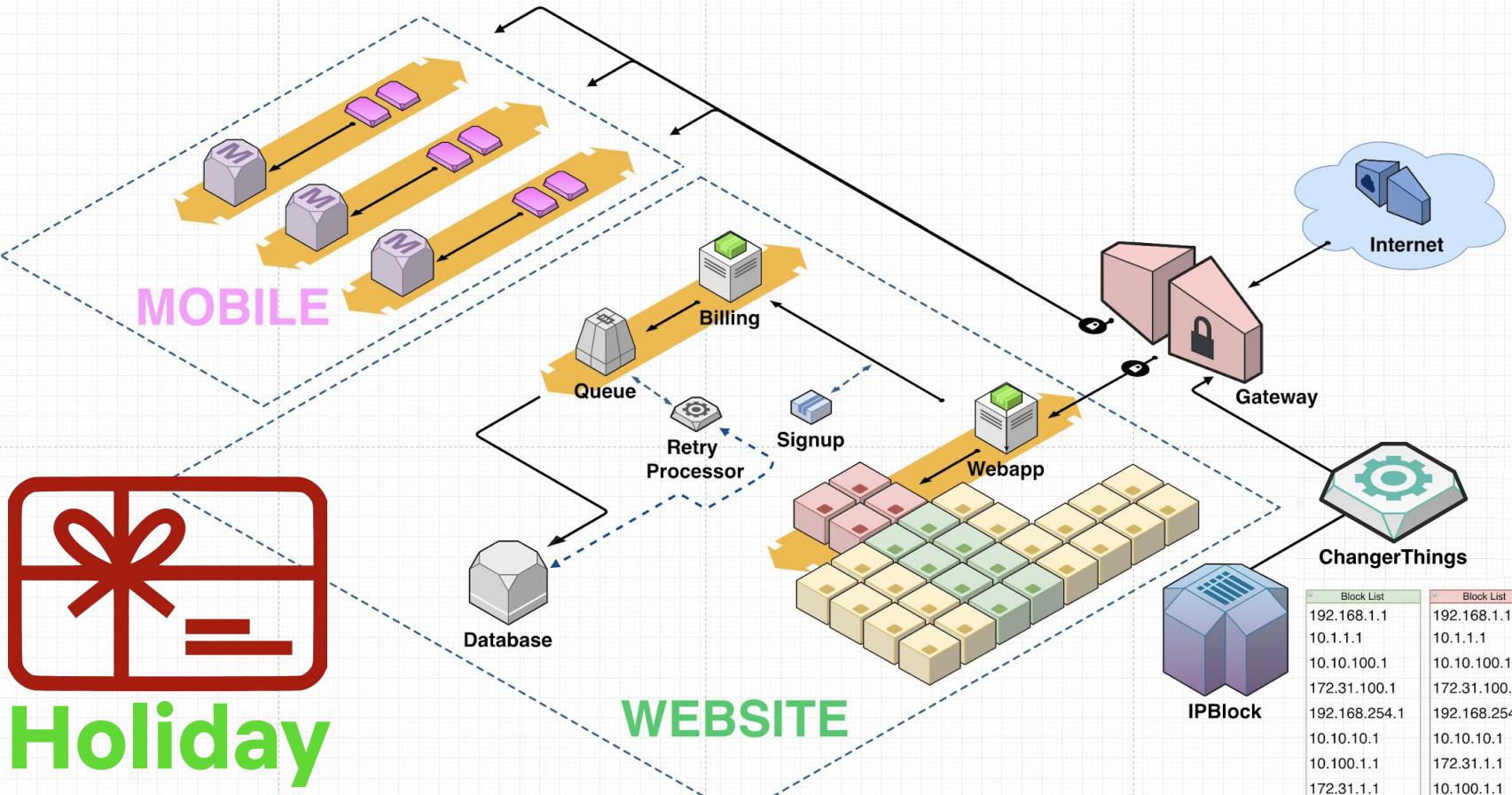


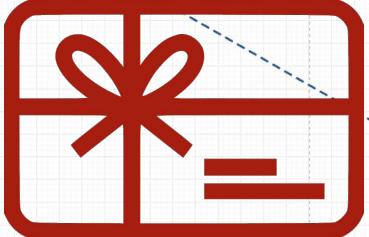




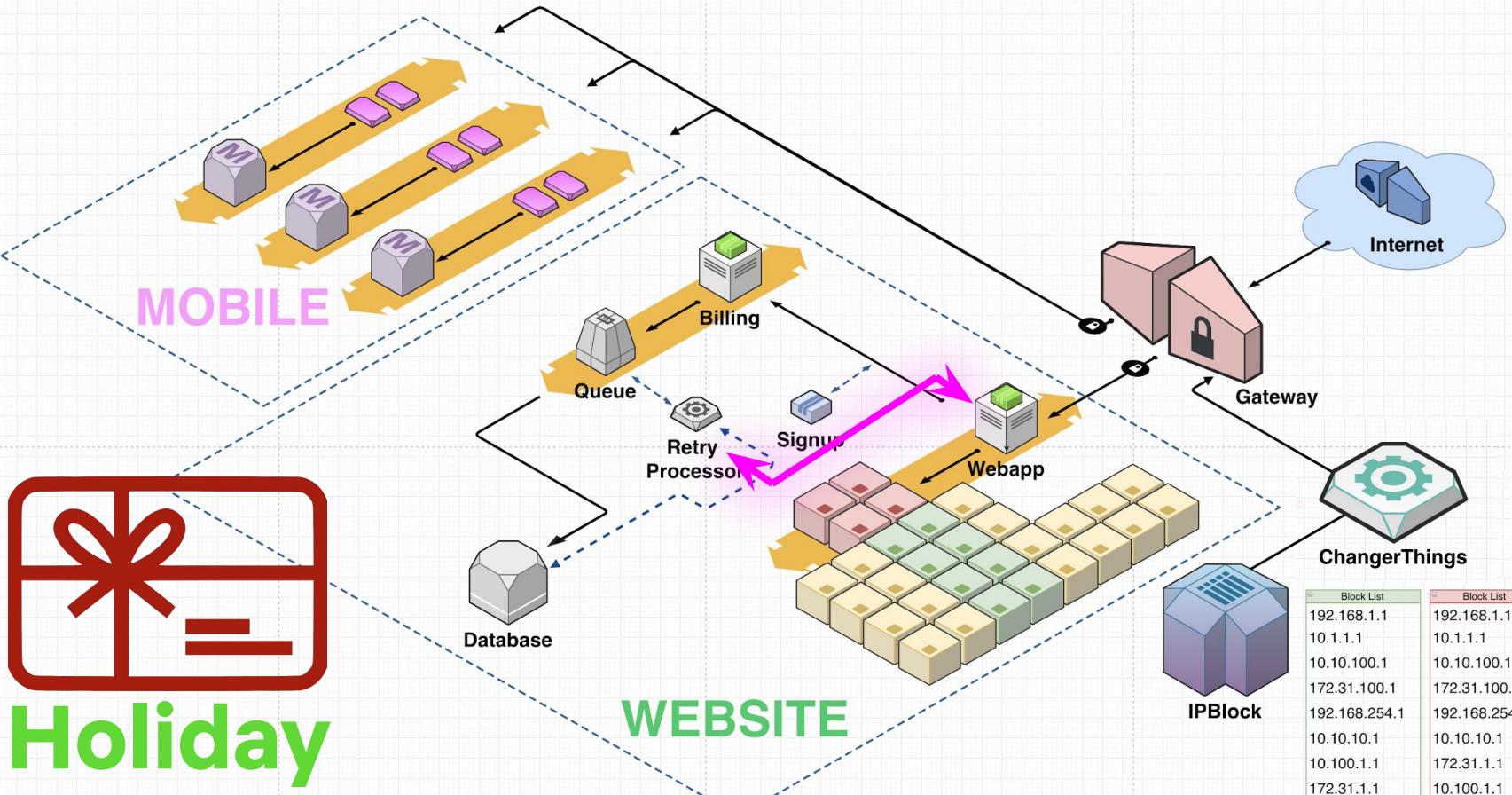




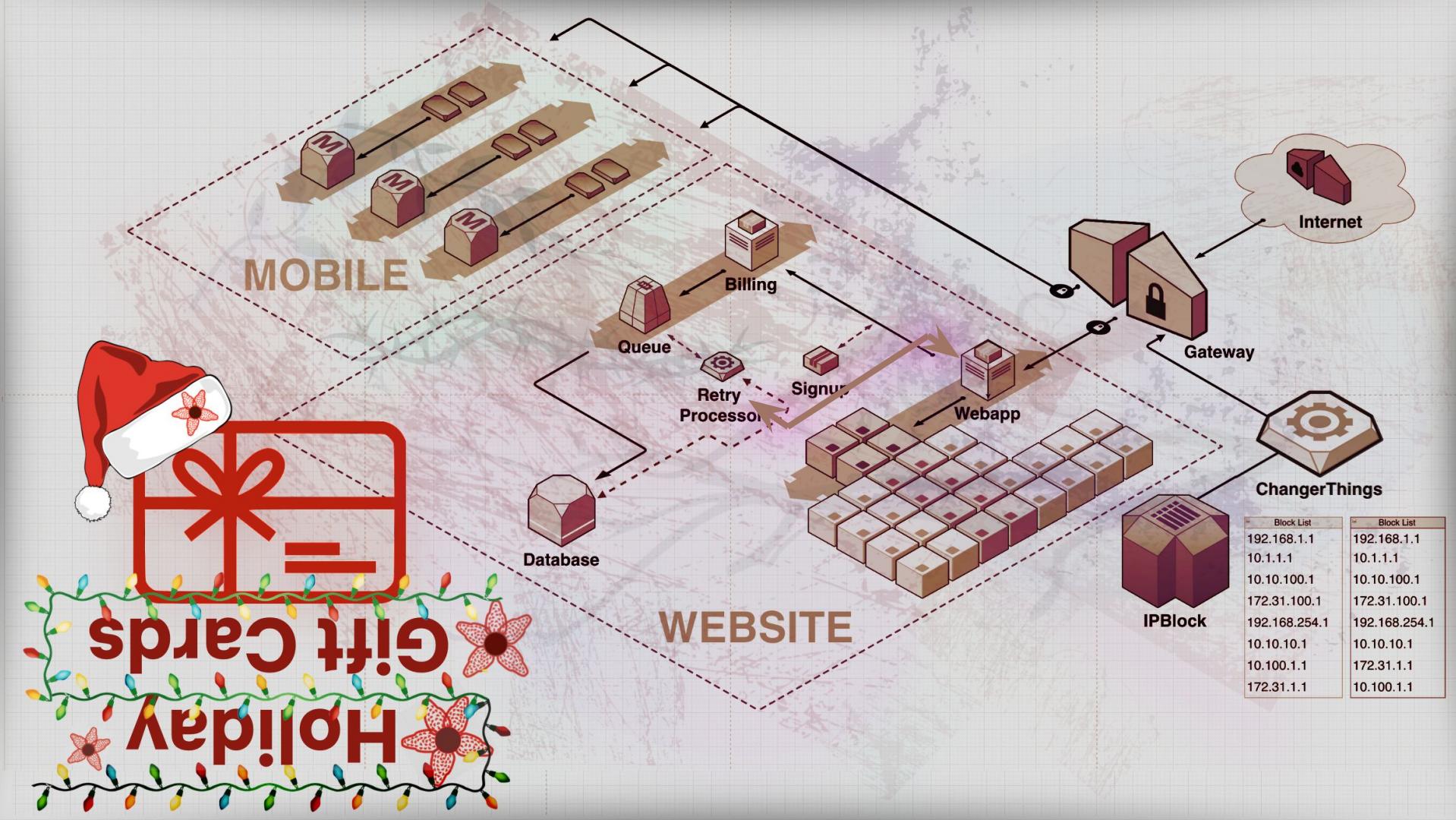


  
**Holiday  
Gift Cards**

Block List	Block List
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10.1.1.1	10.1.1.1
10.10.100.1	10.10.100.1
172.31.100.1	172.31.100.1
192.168.254.1	192.168.254.1
10.10.10.1	10.10.10.1
10.100.1.1	10.100.1.1
172.31.1.1	172.31.1.1
10.100.1.1	10.100.1.1



# Holiday Gift Cards





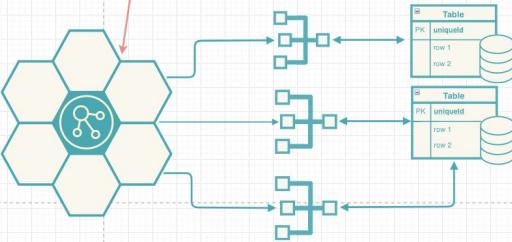
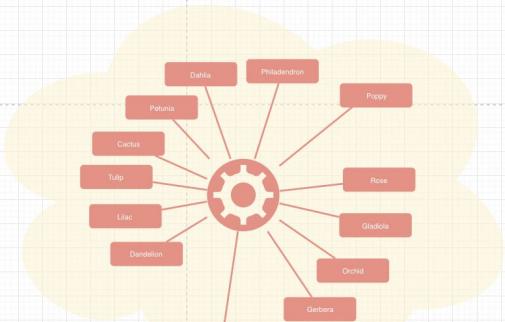
kitchens

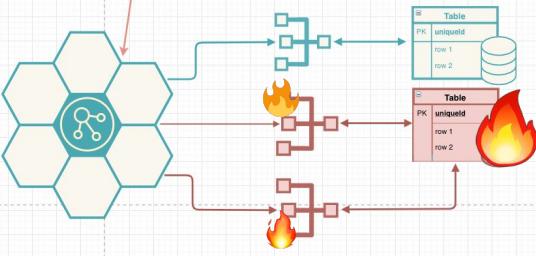
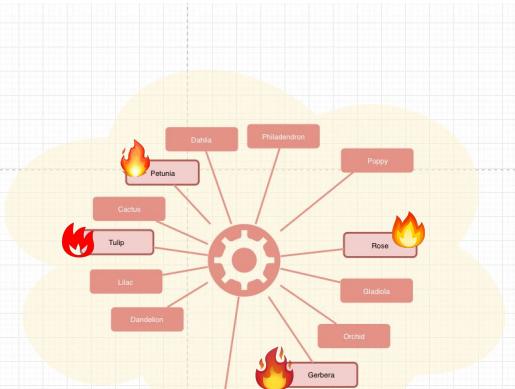
@this\_hits\_home

━? 🤔 hey kid, ya ever seen a spreadsheet take down a database in prod?

4:37 PM · Sep 10, 2019

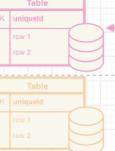
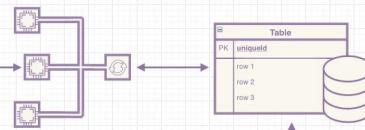
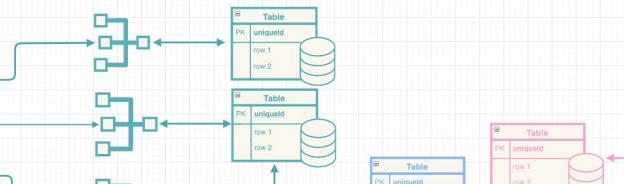
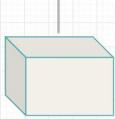
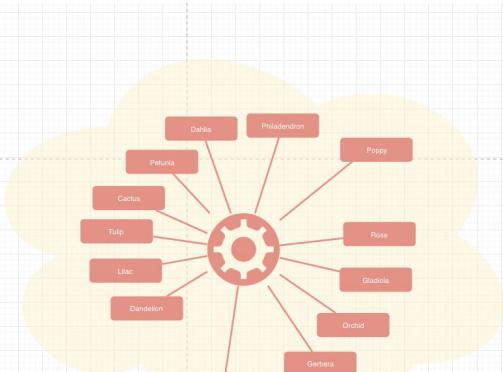






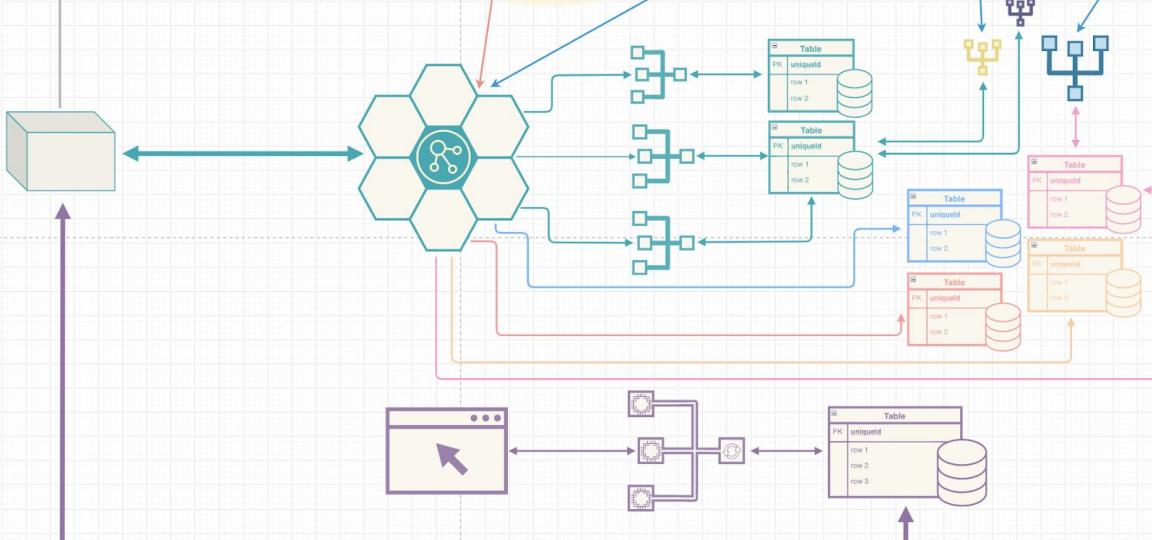
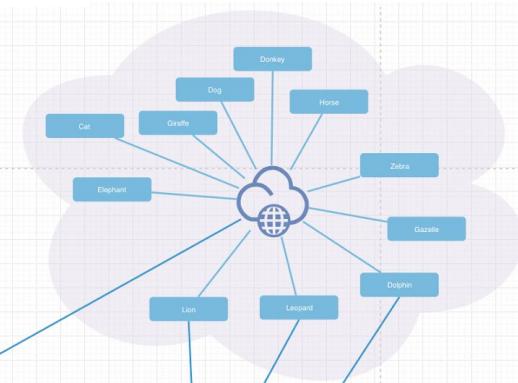
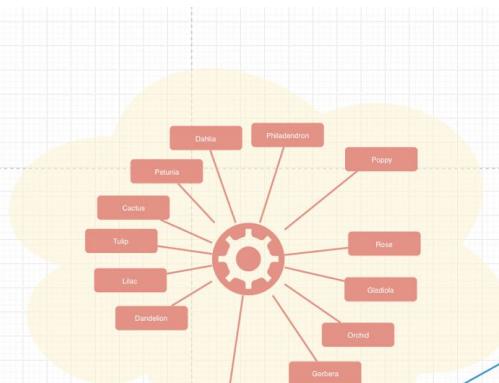
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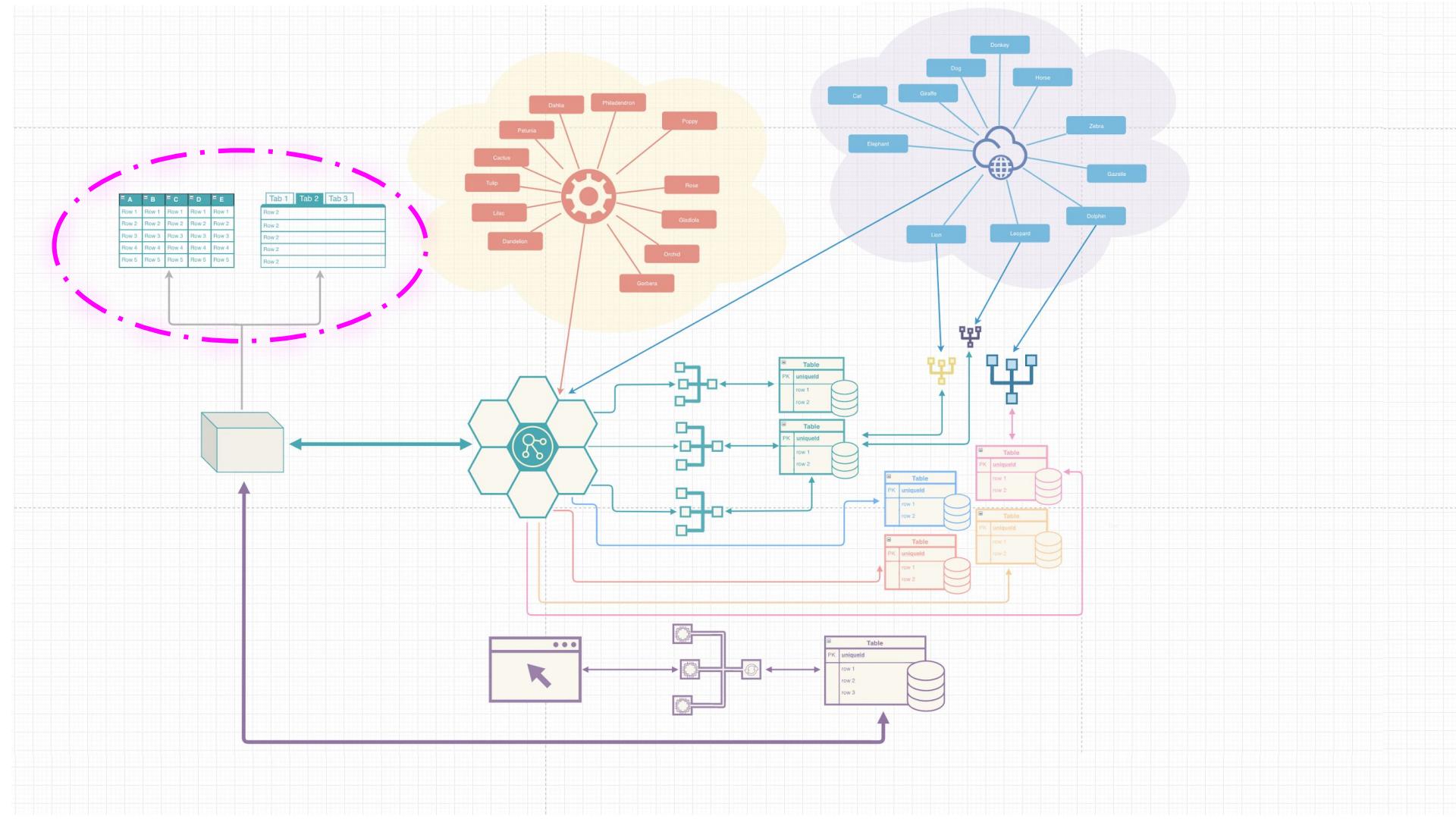
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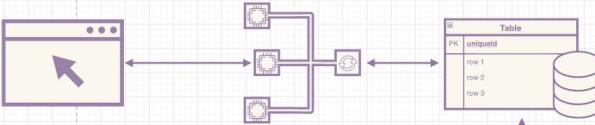
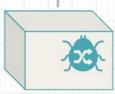
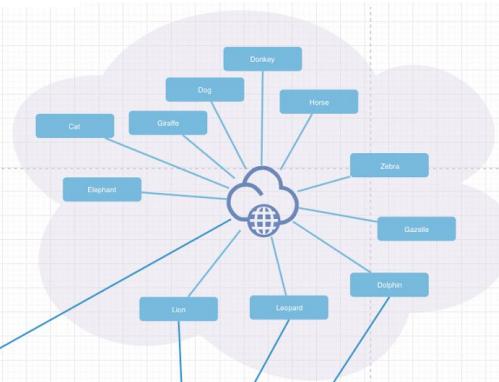
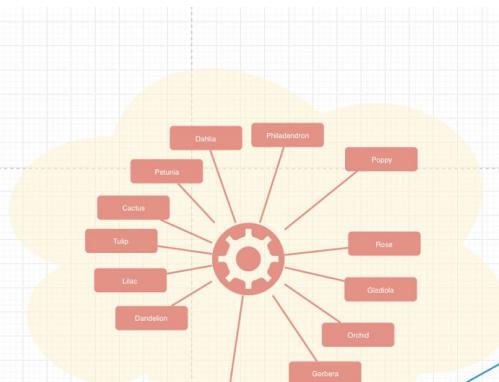
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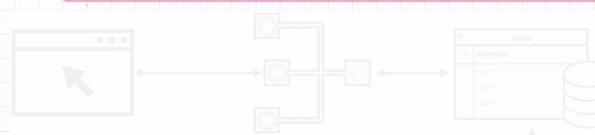
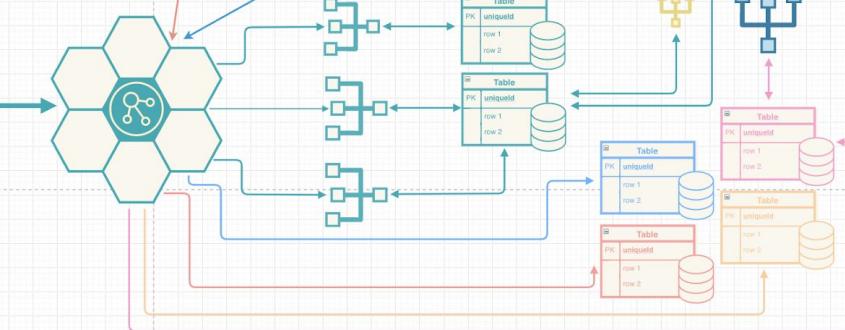
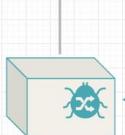
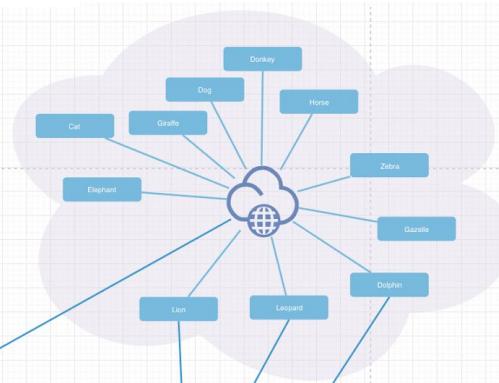
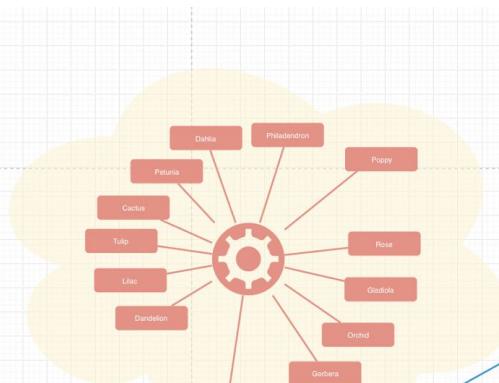
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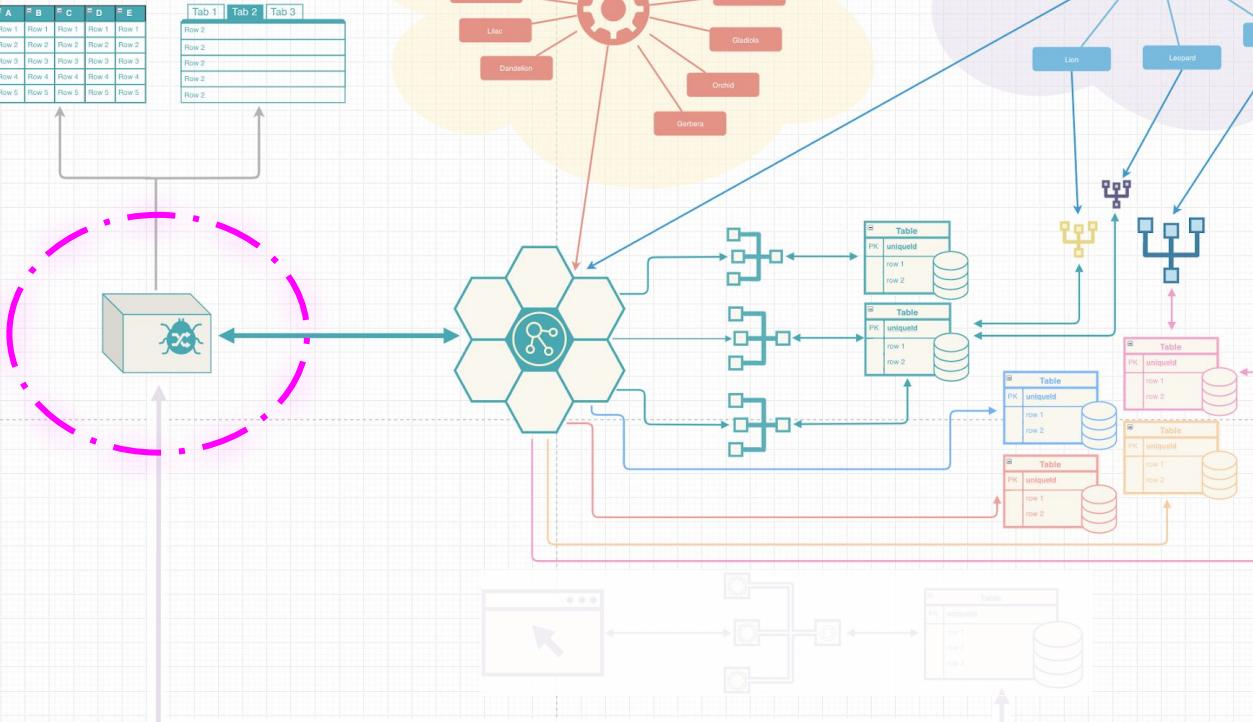
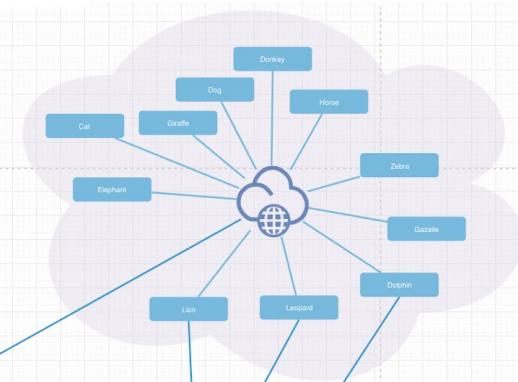
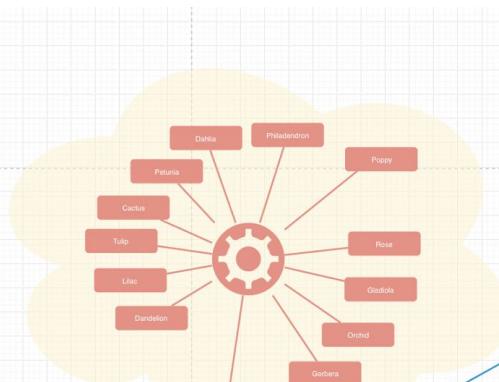
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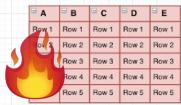
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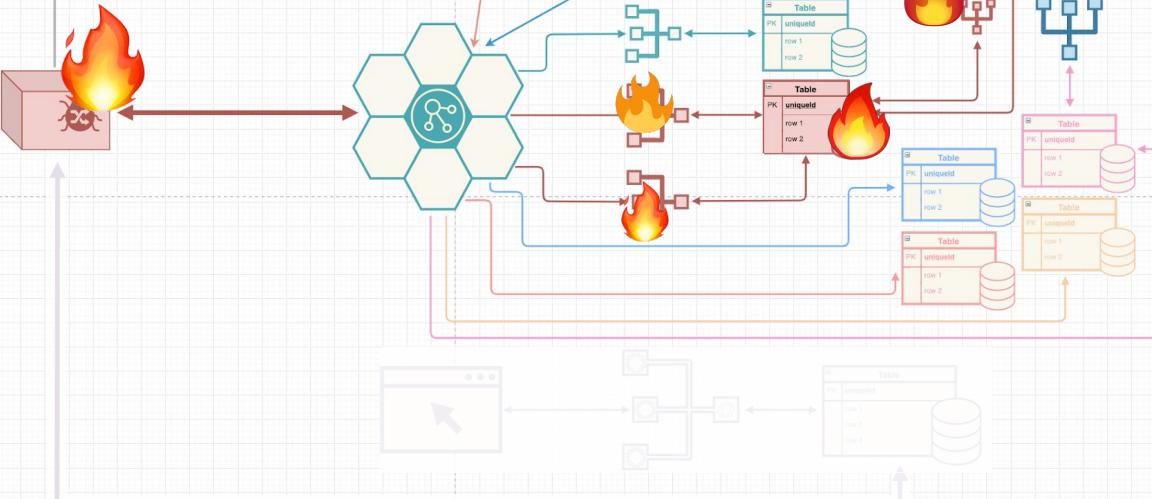
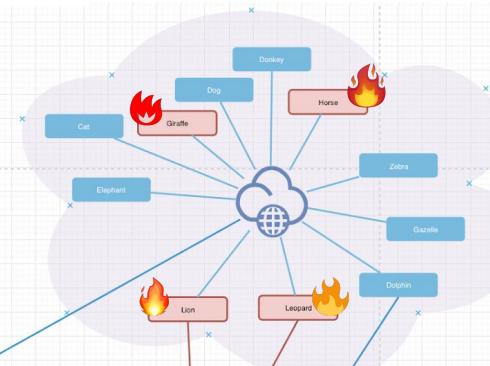
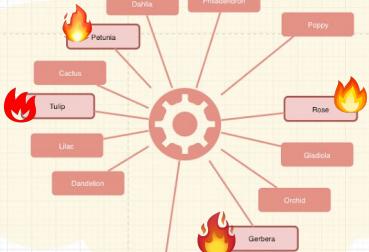


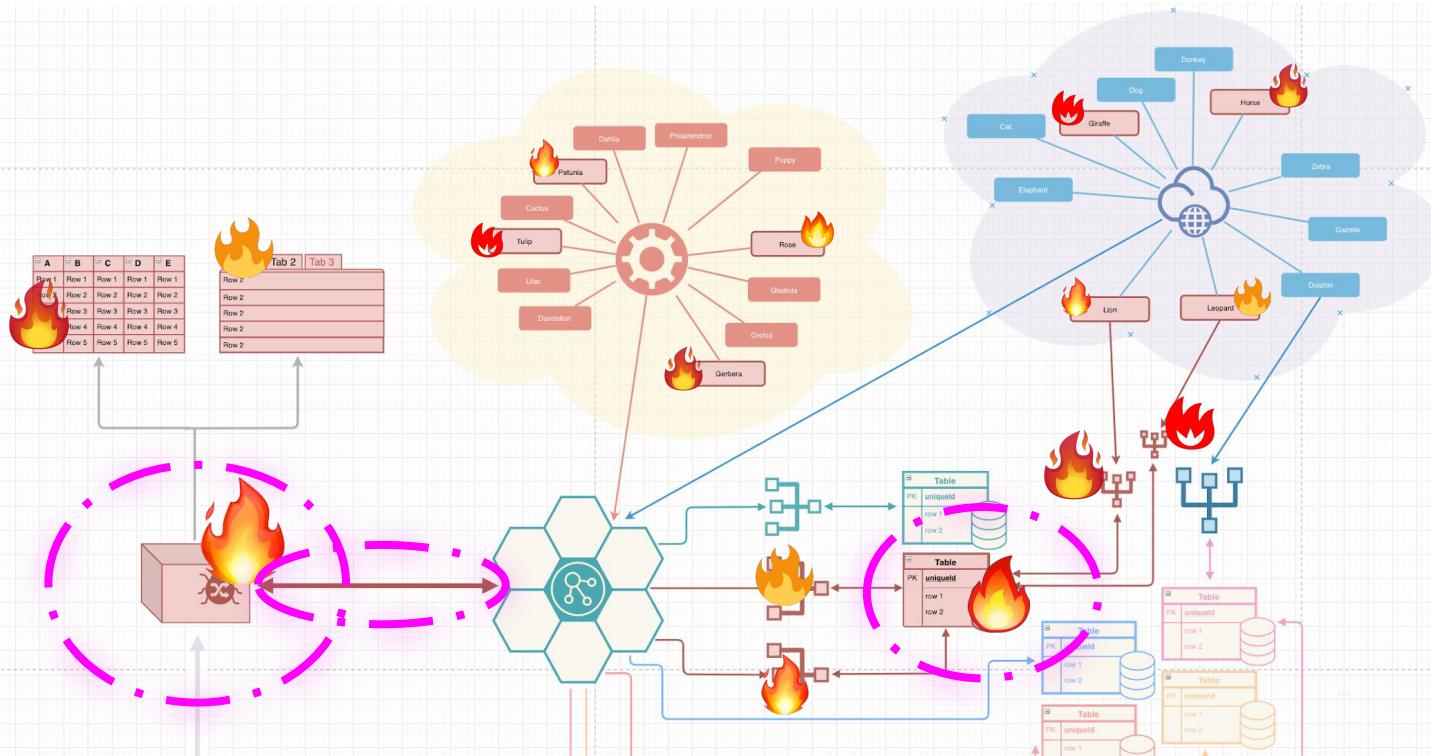


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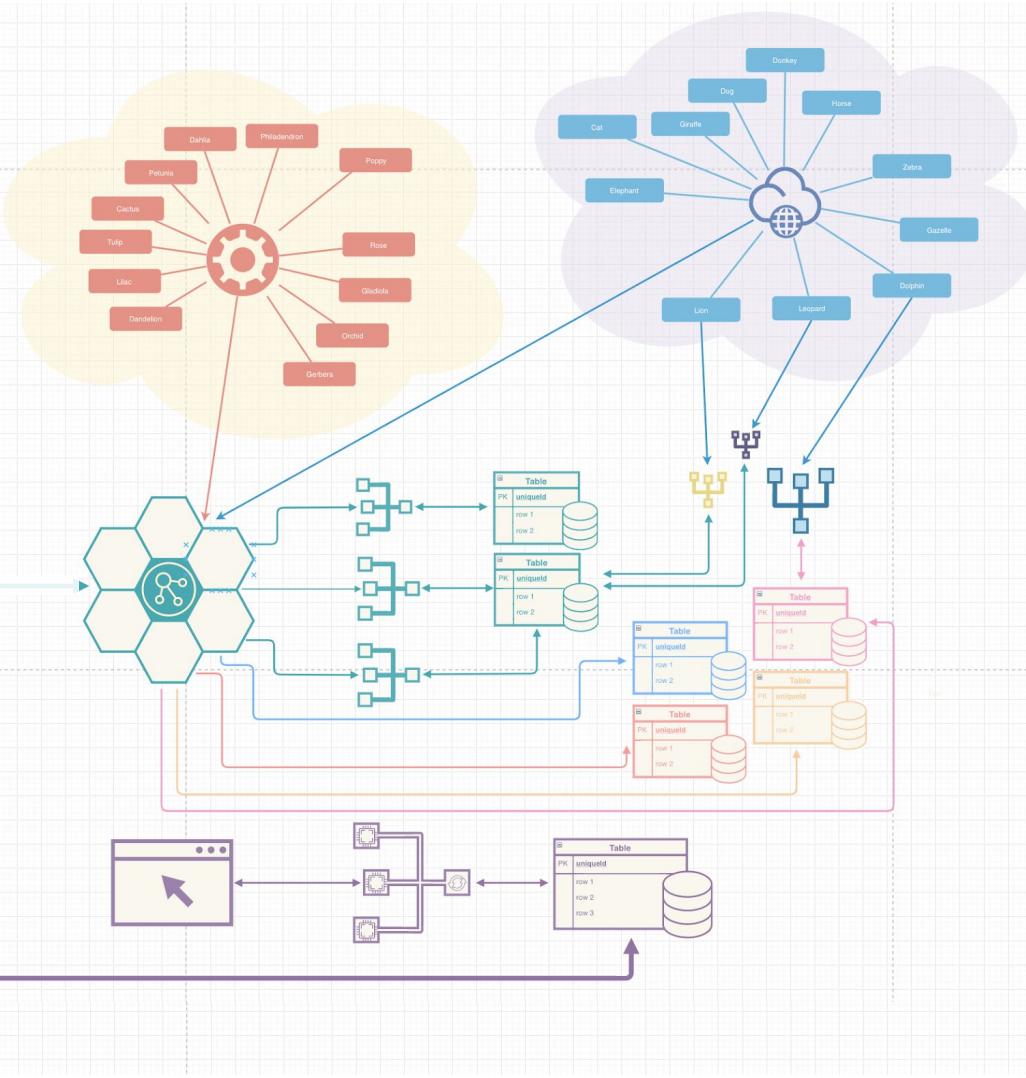




**“EACH NECESSARY, BUT  
ONLY JOINTLY SUFFICIENT”**

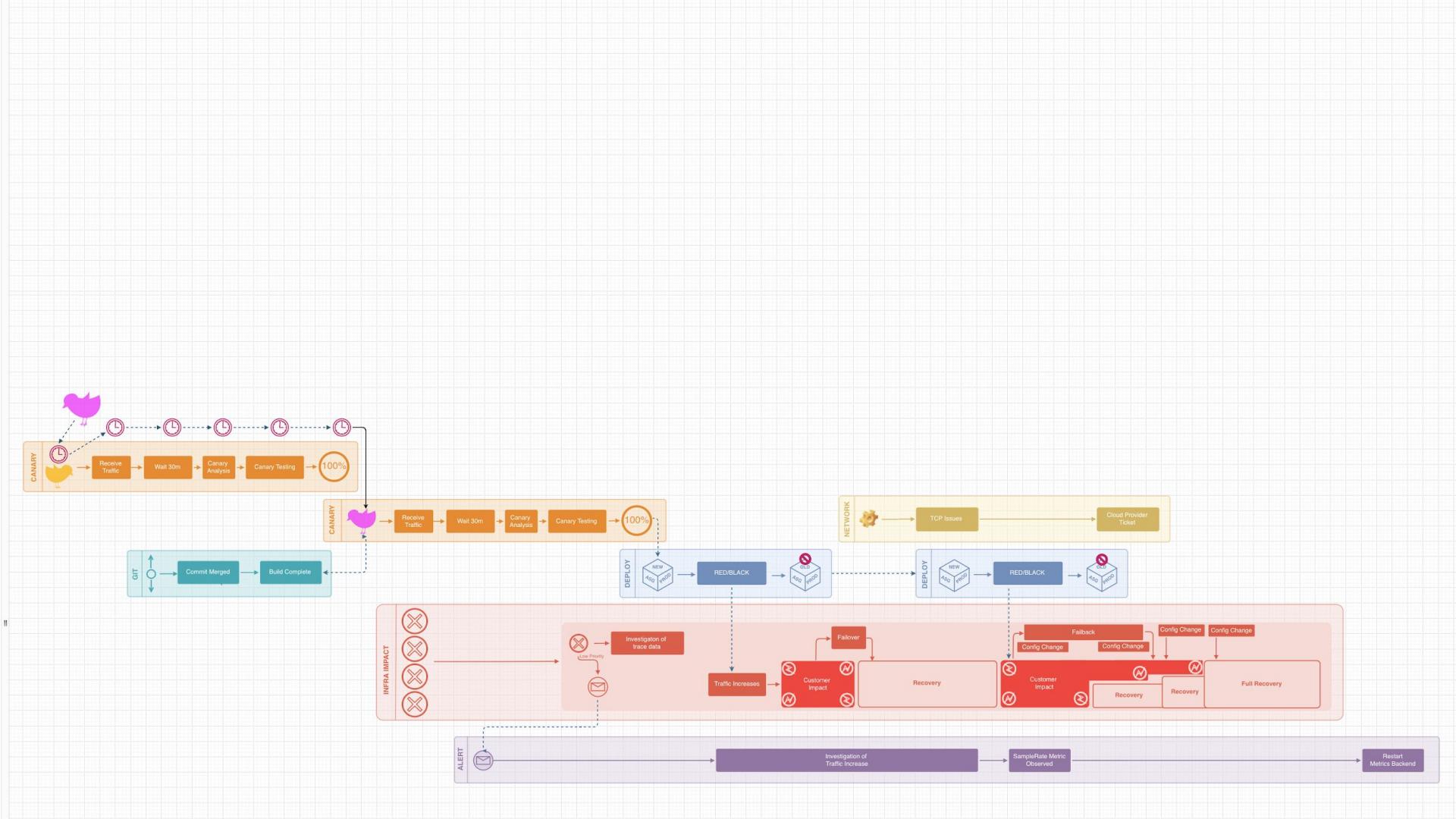
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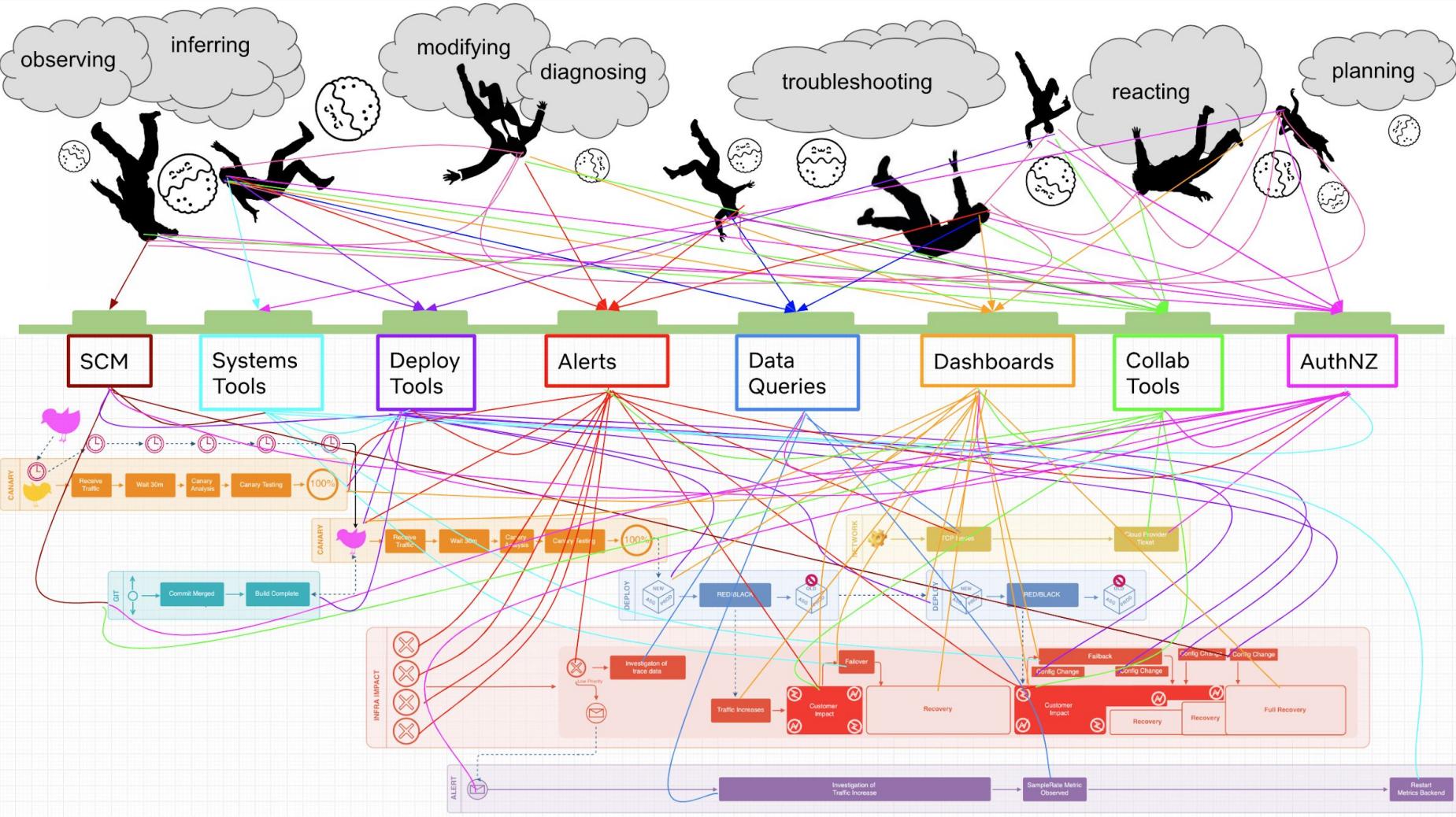
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RESILIENCE  
IS  
PEOPLE

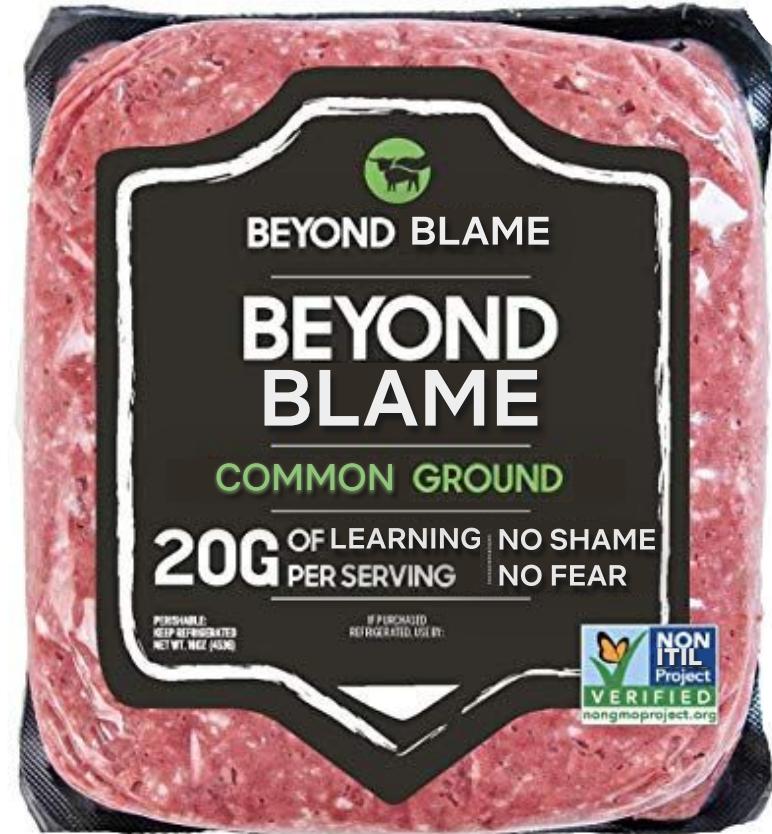




# FORGET BLAMELESS

# MEET MEATLESS

RESILIENCE  
IS PEOPLE



## Woods' 3 I's

Provide an **independent** voice that will challenge the conventional assumptions within management.

Constructive **involvement** in targeted everyday decision making, so they have a finger on the pulse of what goes on.

Actively generate **information** about weaknesses in how the organization is actually operating.

## Conklin's 3 Q's

Are the systems, processes, & tools you have to openly elicit feedback from your organization available to everyone?

How open is your org to receiving honest feedback and bad news about your operations?

How committed is your org to make changes based on the feedback from your workers?



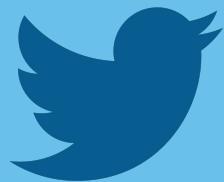
HELP  
WANTED

A large red rectangular sign with white text that reads "HELP WANTED". The sign is mounted on a window, which reflects a yellow building and some trees. The sign has a white border and rounded corners.

ALV  
S ST  
AM  
VAY  
MIN

A vertical strip of red material on the right side of the image. It features large, white-outlined letters spelling out "ALV", "S ST", "AM", "VAY", and "MIN" from top to bottom. The letters are partially cut off by the edge of the frame.

Thank you



@this\_hits\_home

<http://continuous.wtf>