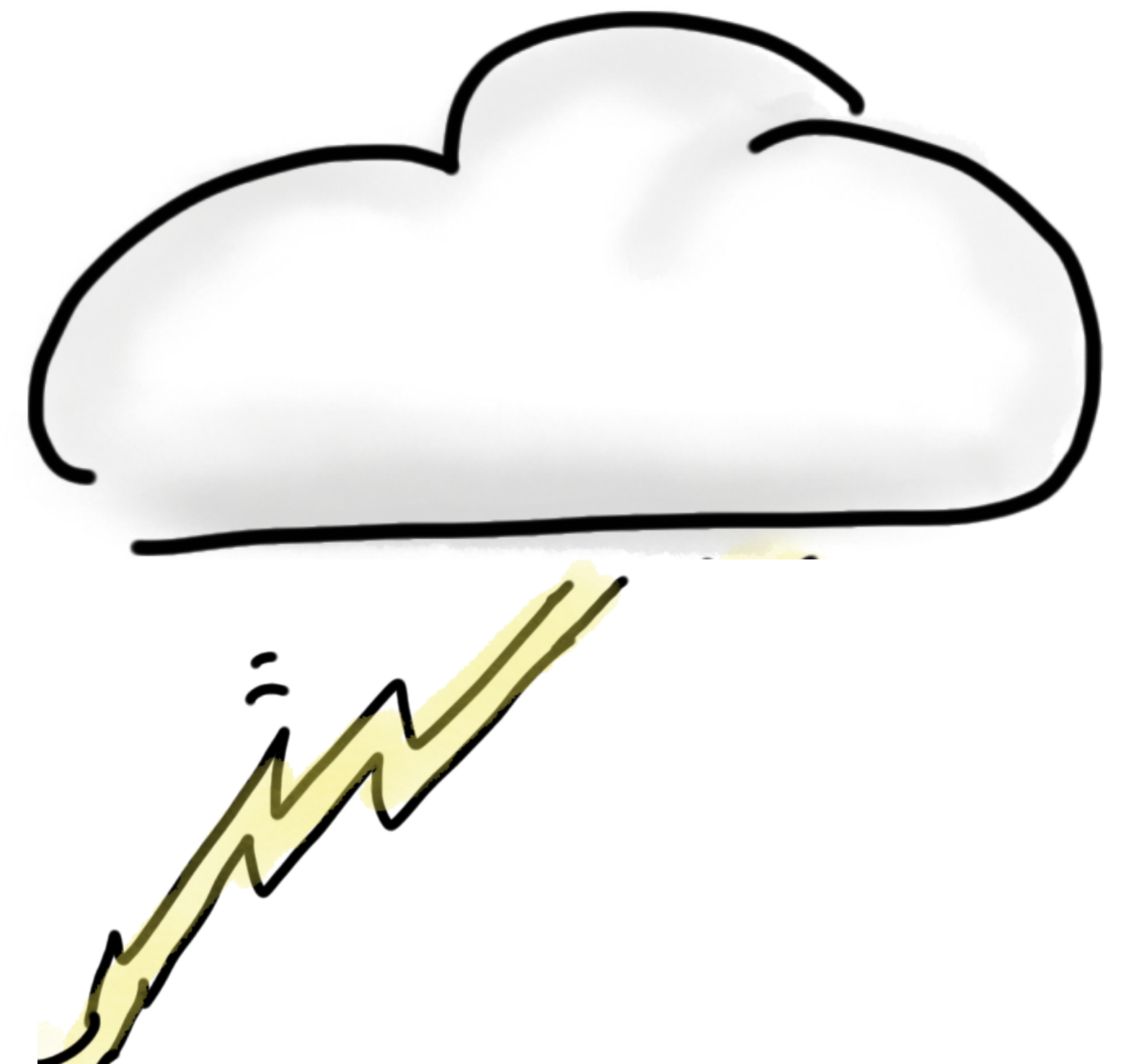


# the adventurer's guide to **breaking production**

Holly Cummins  
@holly\_cummins



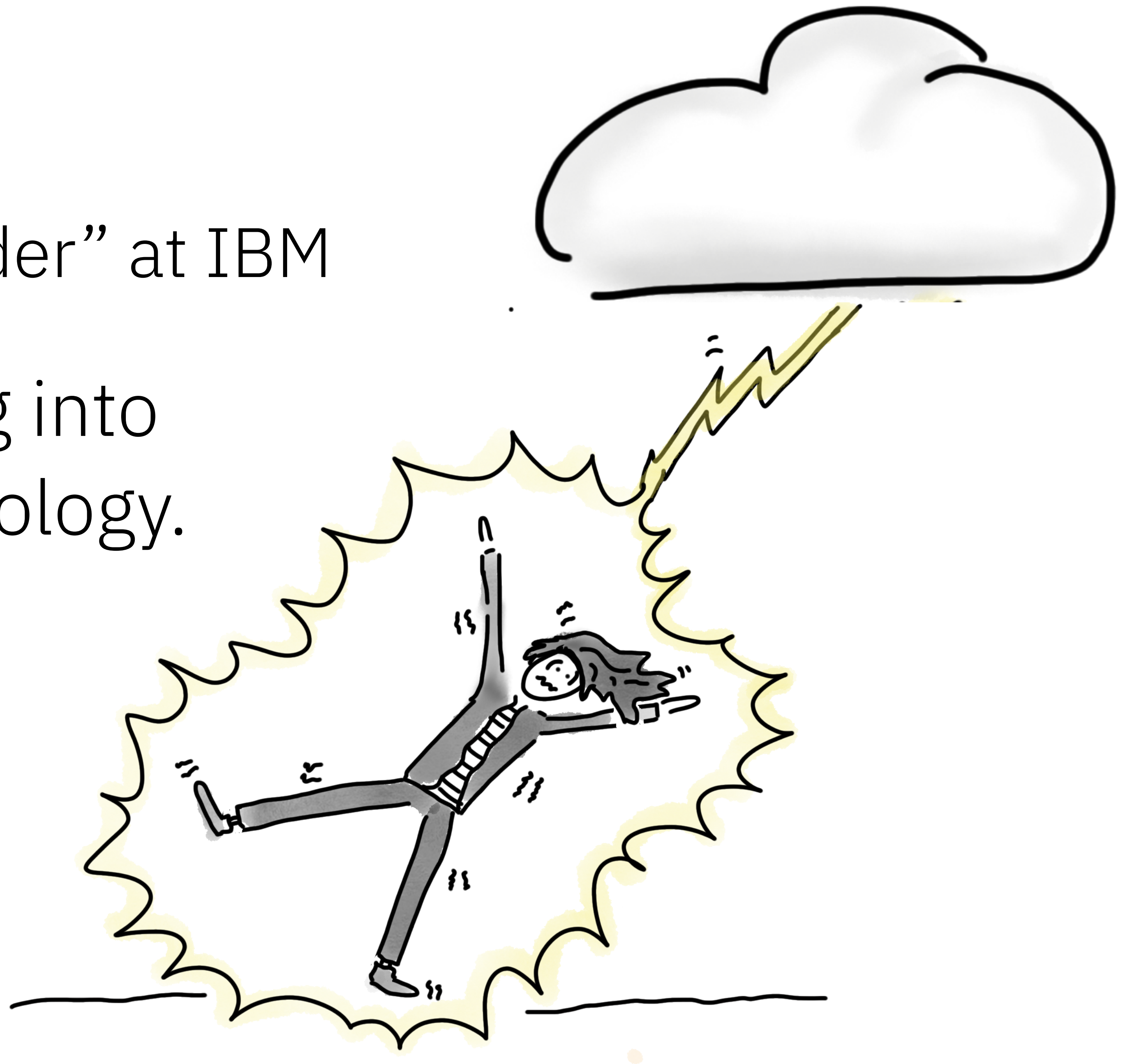
me: “innovation leader” at IBM





me: “innovation leader” at IBM

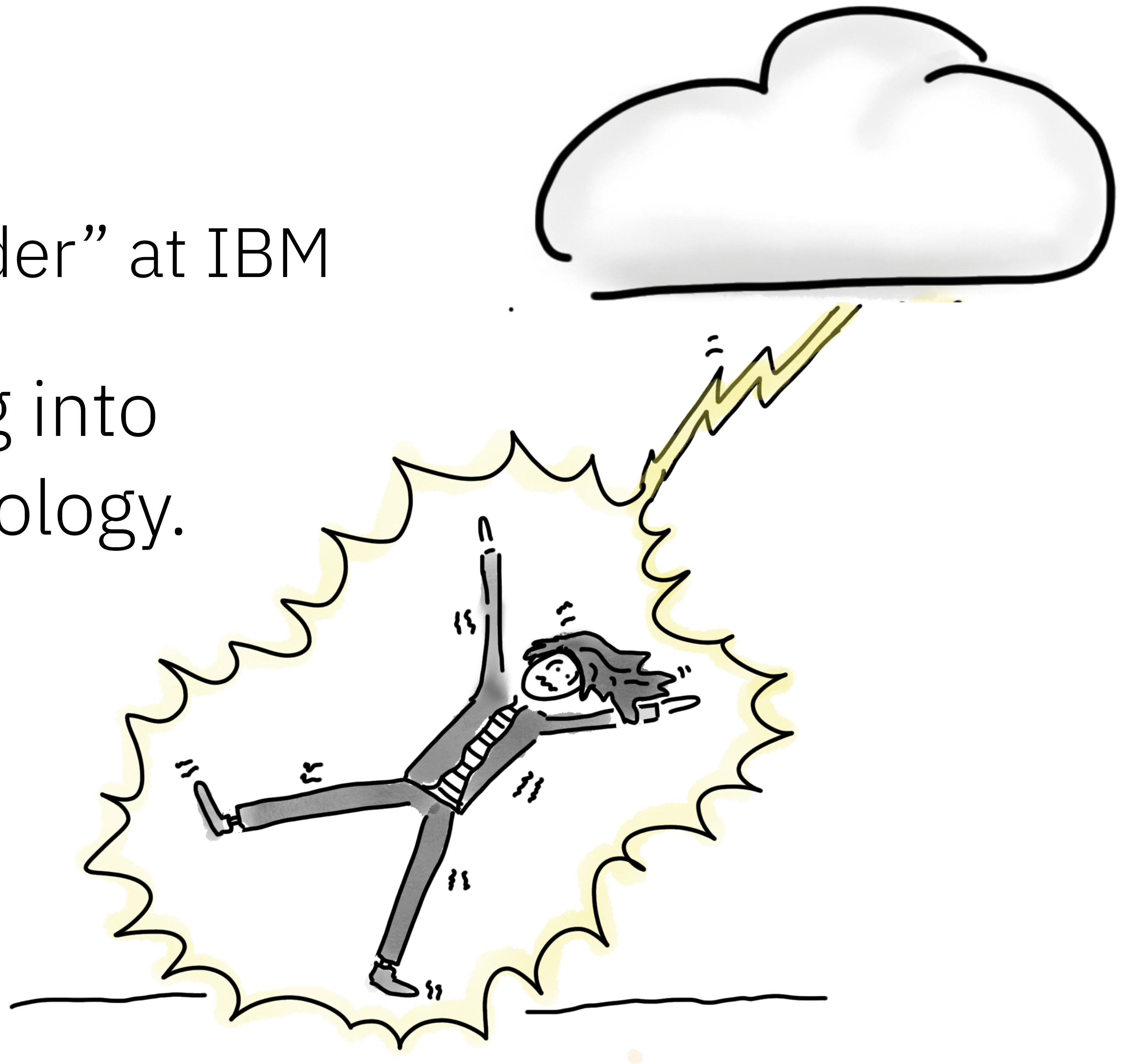
translation: getting into  
trouble with technology.



me: “innovation leader” at IBM

translation: getting into  
trouble with technology.

... for 20 years

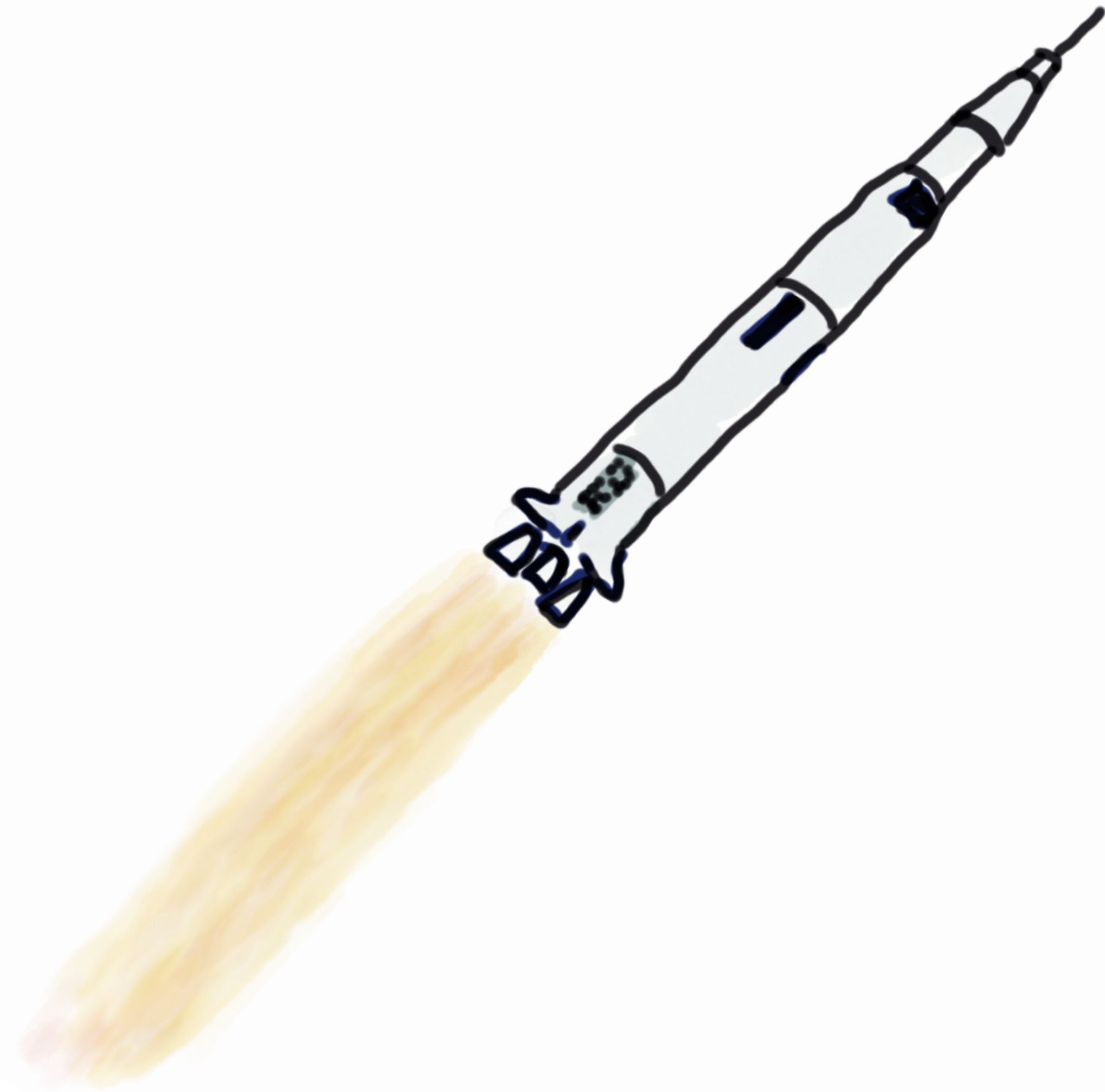




how often do we get to  
go someplace truly new?



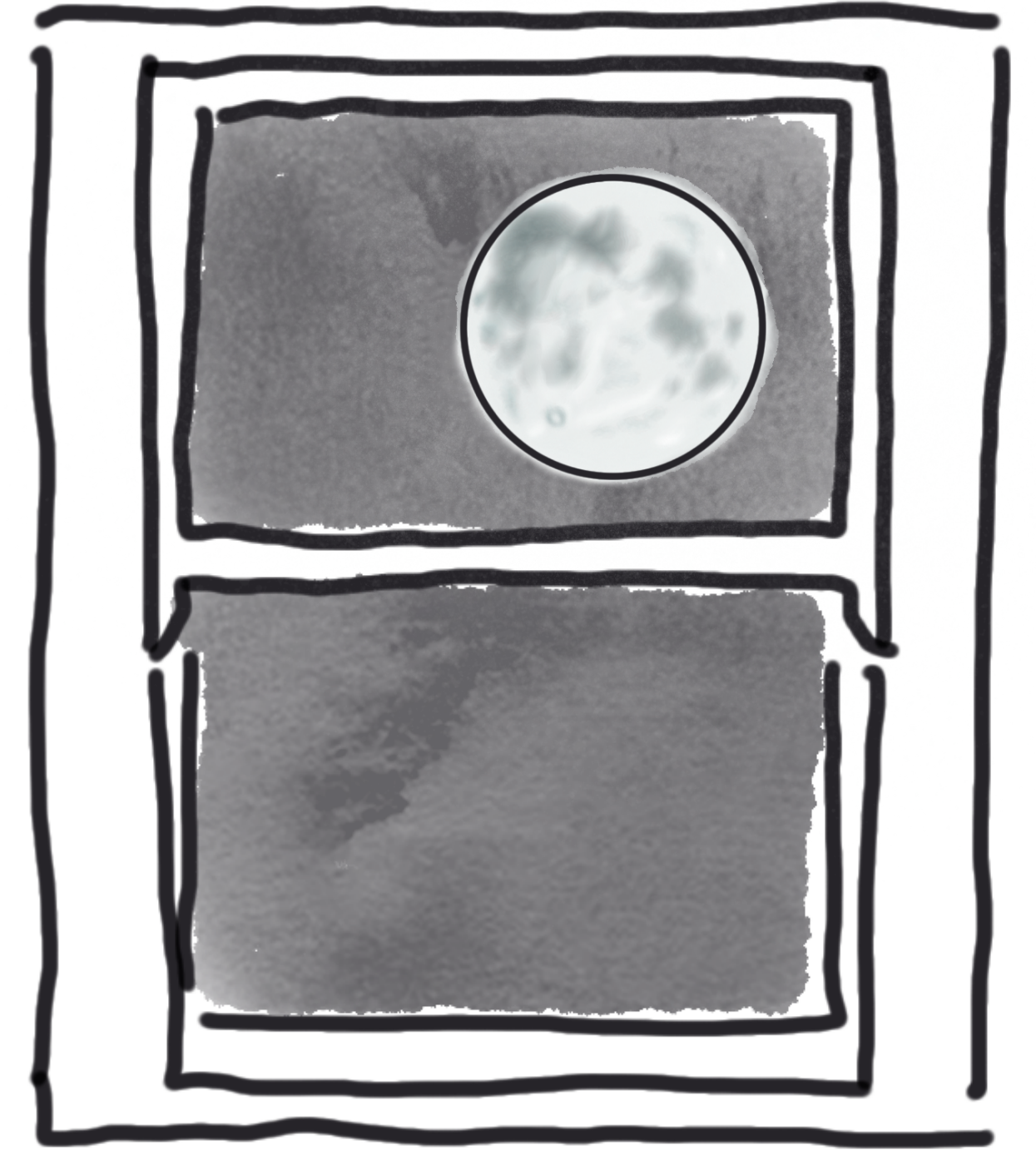




see things we've  
never seen before?



in software we do it  
all the time







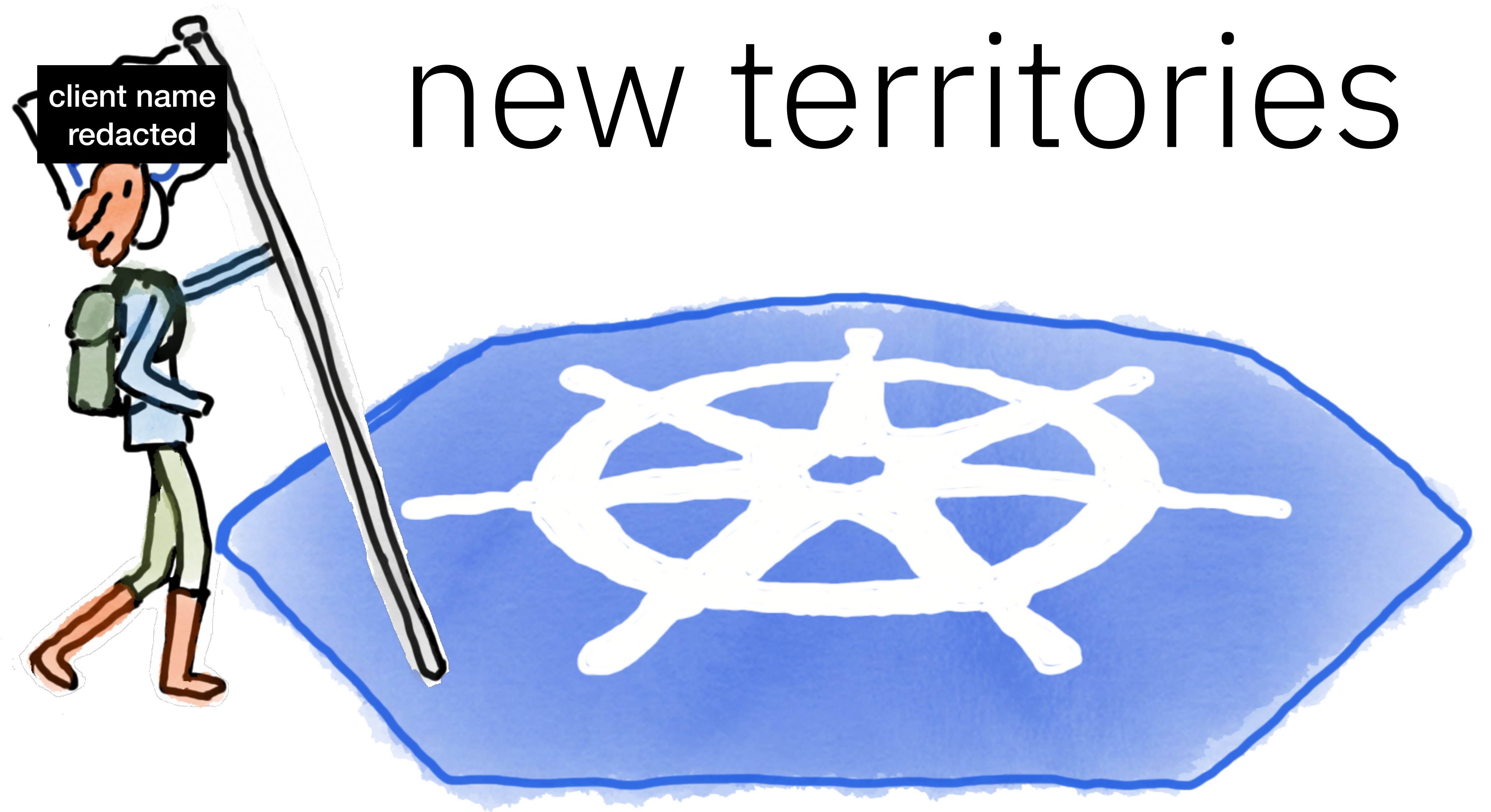
ancient landscapes





legacy environments





# new territories





what could possibly  
go wrong?

um ... what problem were  
we trying to solve?



George Mallory  
Died on Everest...  
30 years before Edmund Hillary

because it's there

new for the  
sake of it



surprise inside

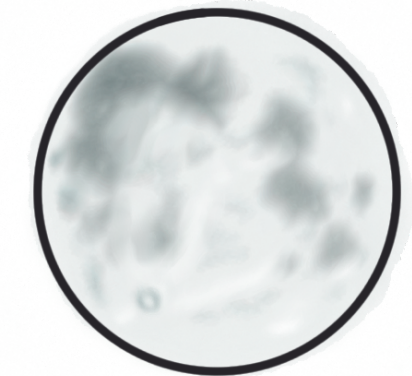


the pace of  
change is **fast**



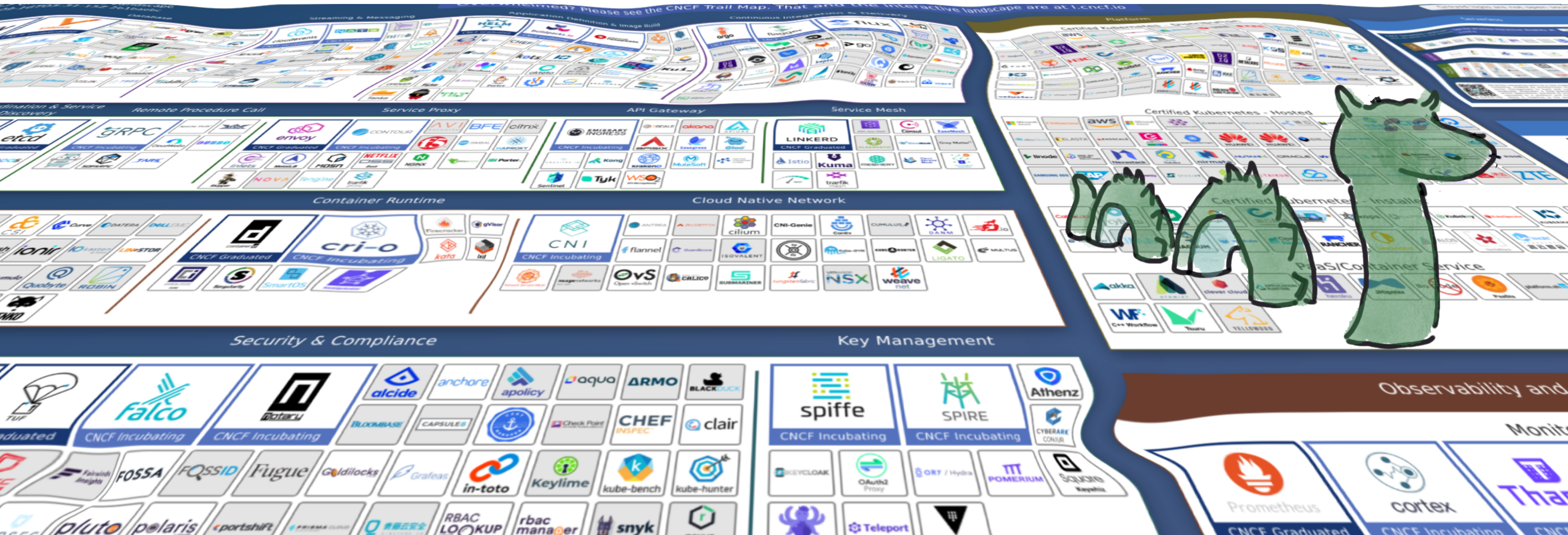


the pace of  
change is **fast**





# the landscape is complicated







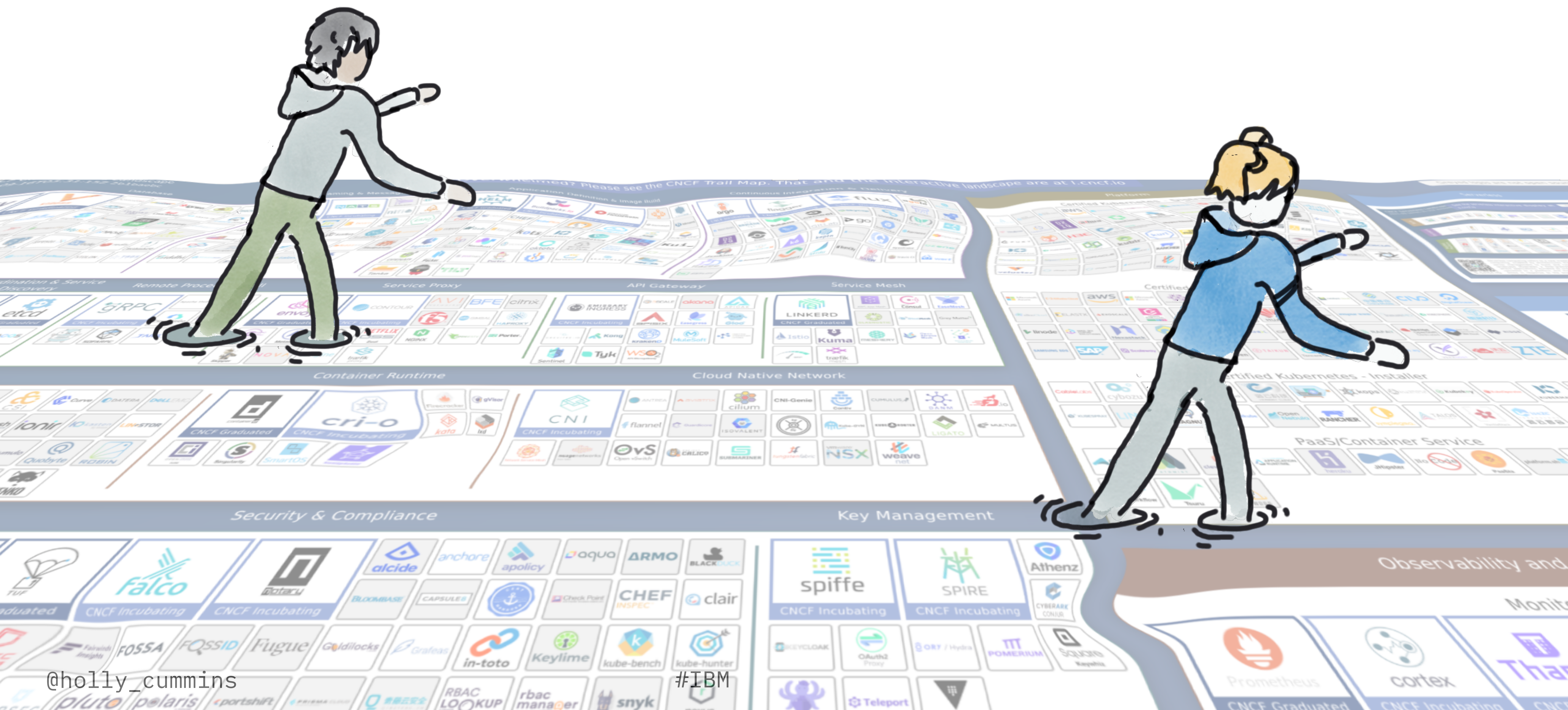
the old stuff hasn't gone away



stuff slows  
us down







@holly\_cummins

#IBM





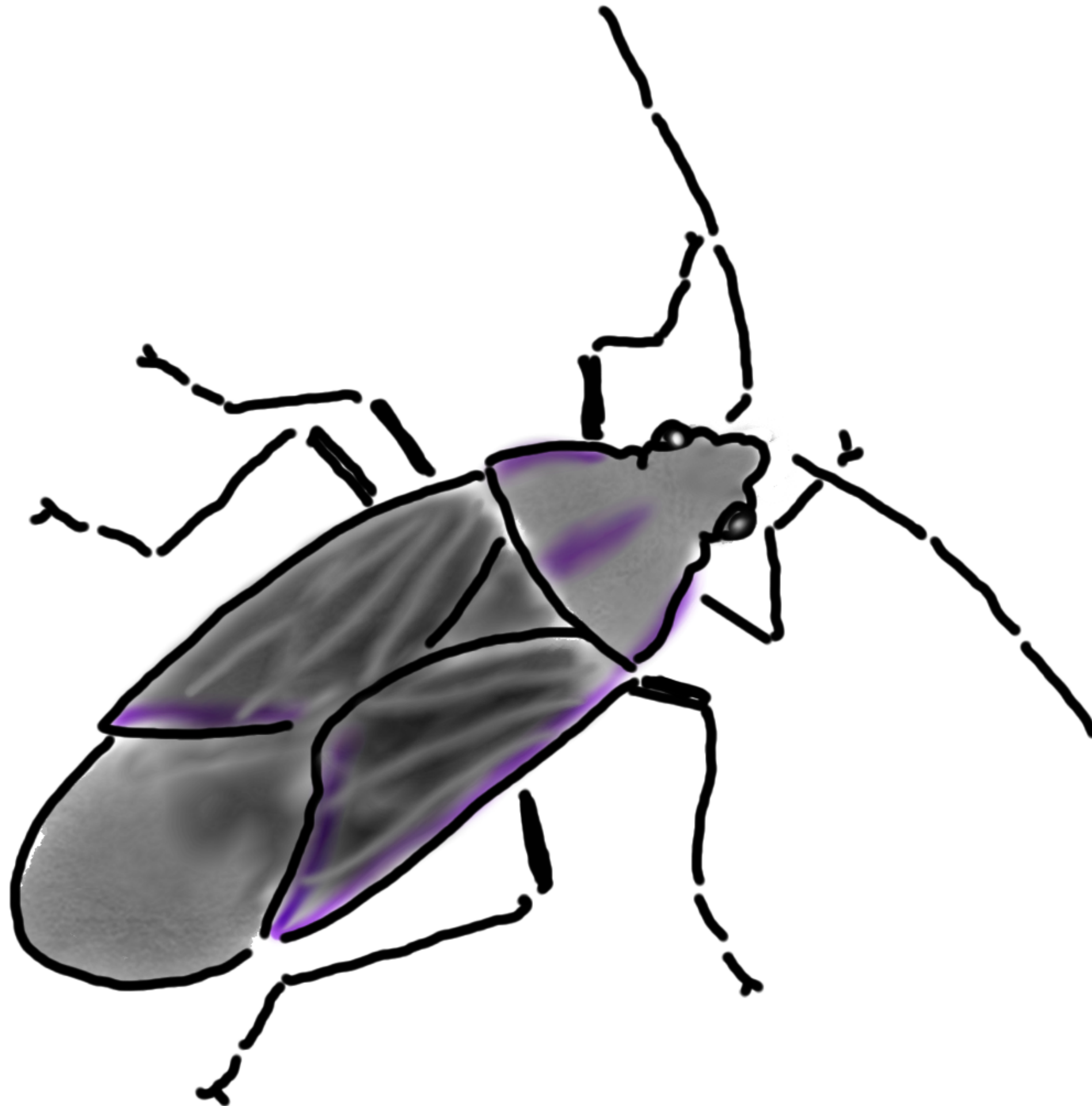
all your colleagues

@holly\_cummins

#IBM



and ...





ok but what's the worst  
that could go wrong?



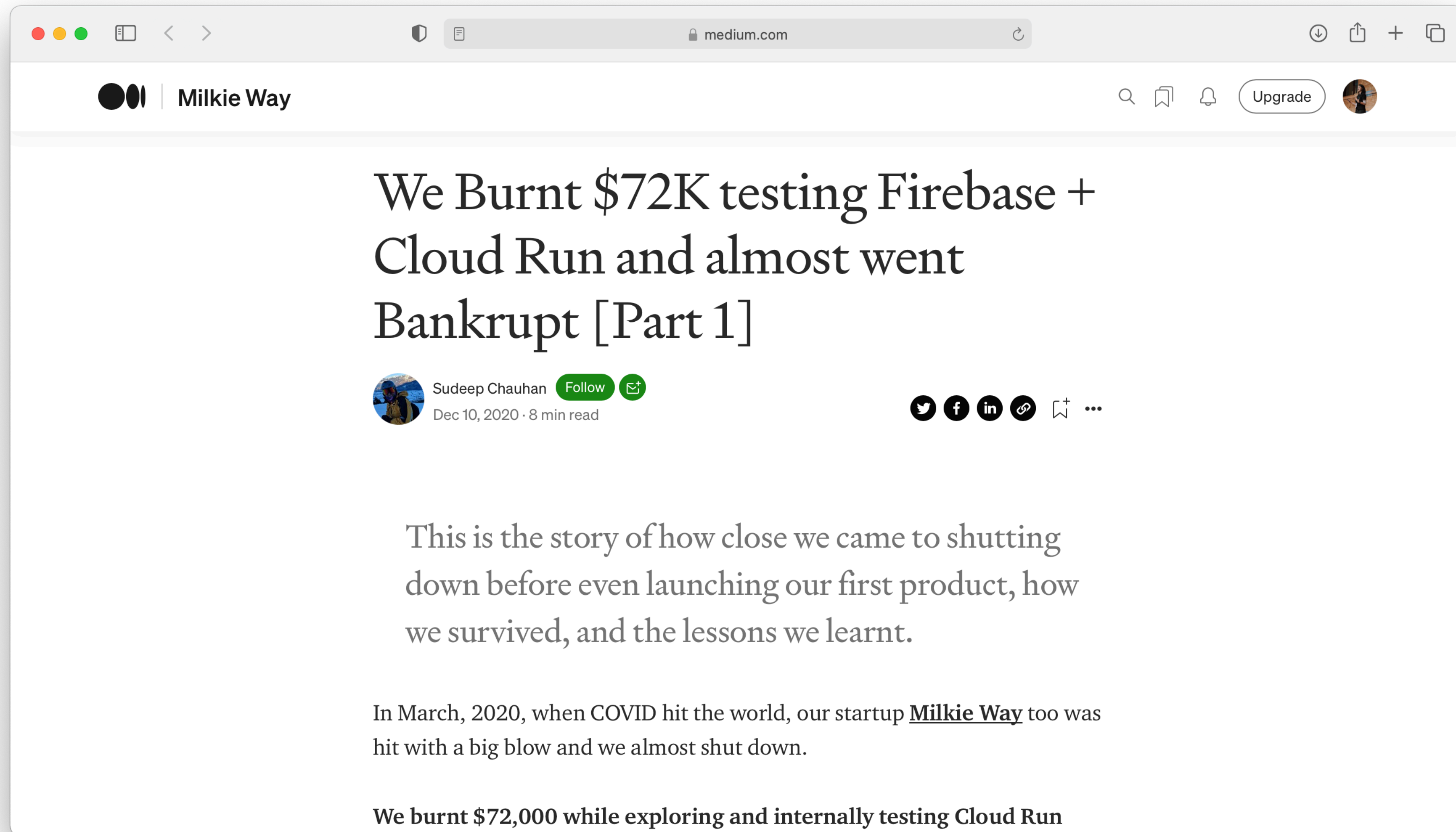
Knight Capital

\$460 million loss

Knight Capital

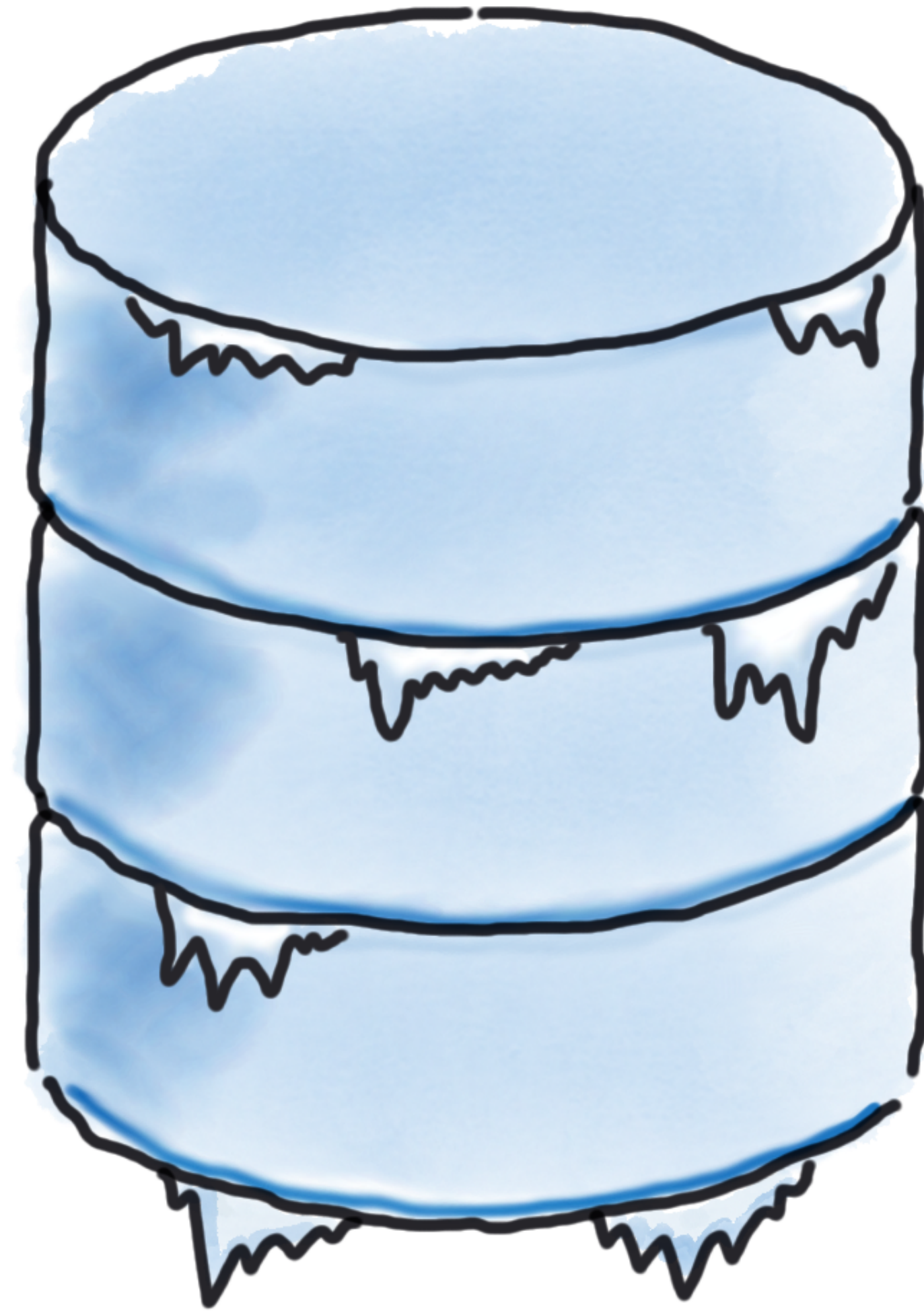
\$460 million loss  
in 45 minutes







the million-dollar  
frozen database





Hey boss, I  
created a Kubernetes  
cluster.

true story, unfortunately



Holly

true story, unfortunately

Hey boss, I  
created a Kubernetes  
cluster.

I forgot it for 2  
months.



Holly



true story, unfortunately

Hey boss, I  
created a Kubernetes  
cluster.

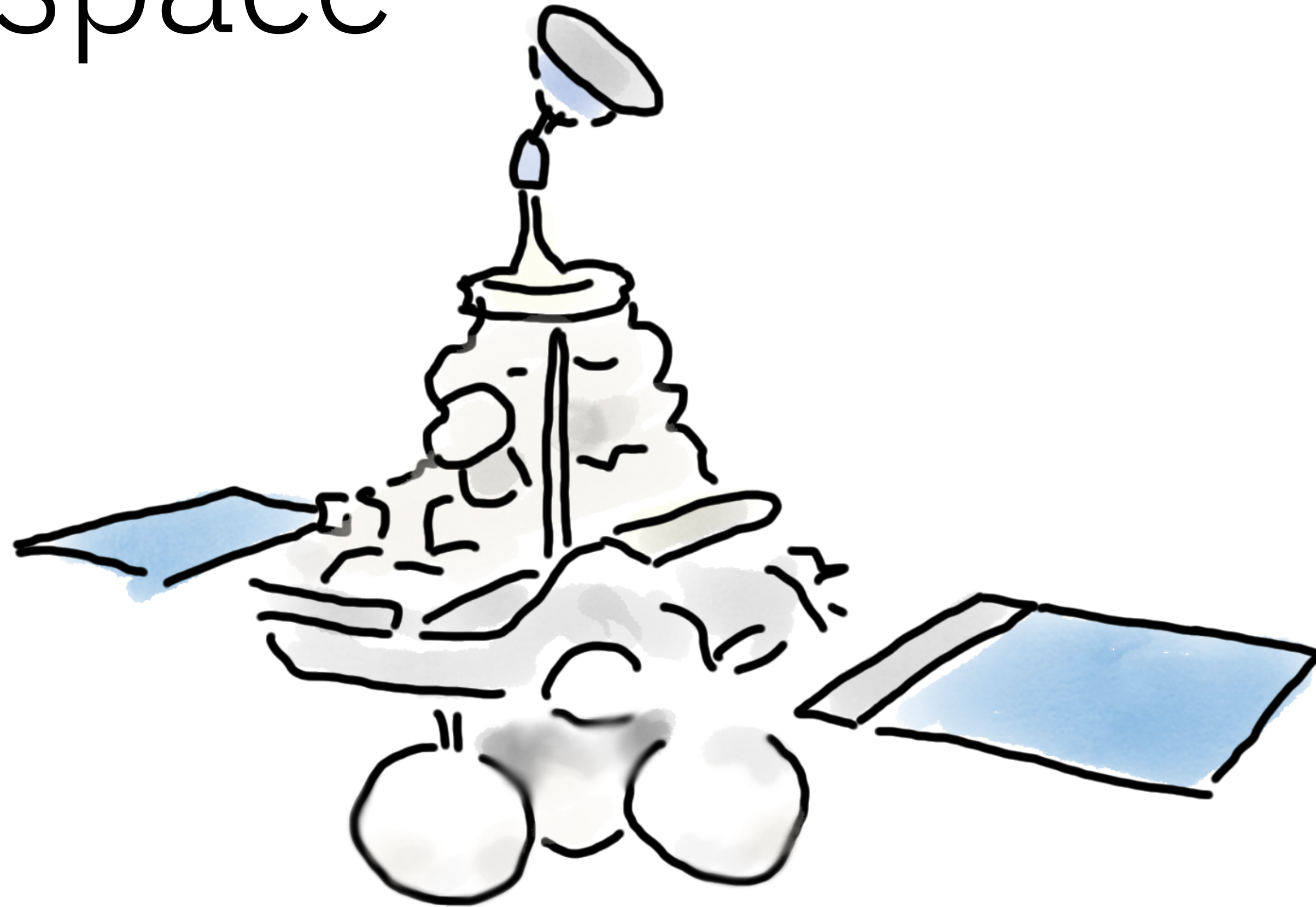
I forgot it for 2  
months.

... and it's £1000 a  
month.



Holly

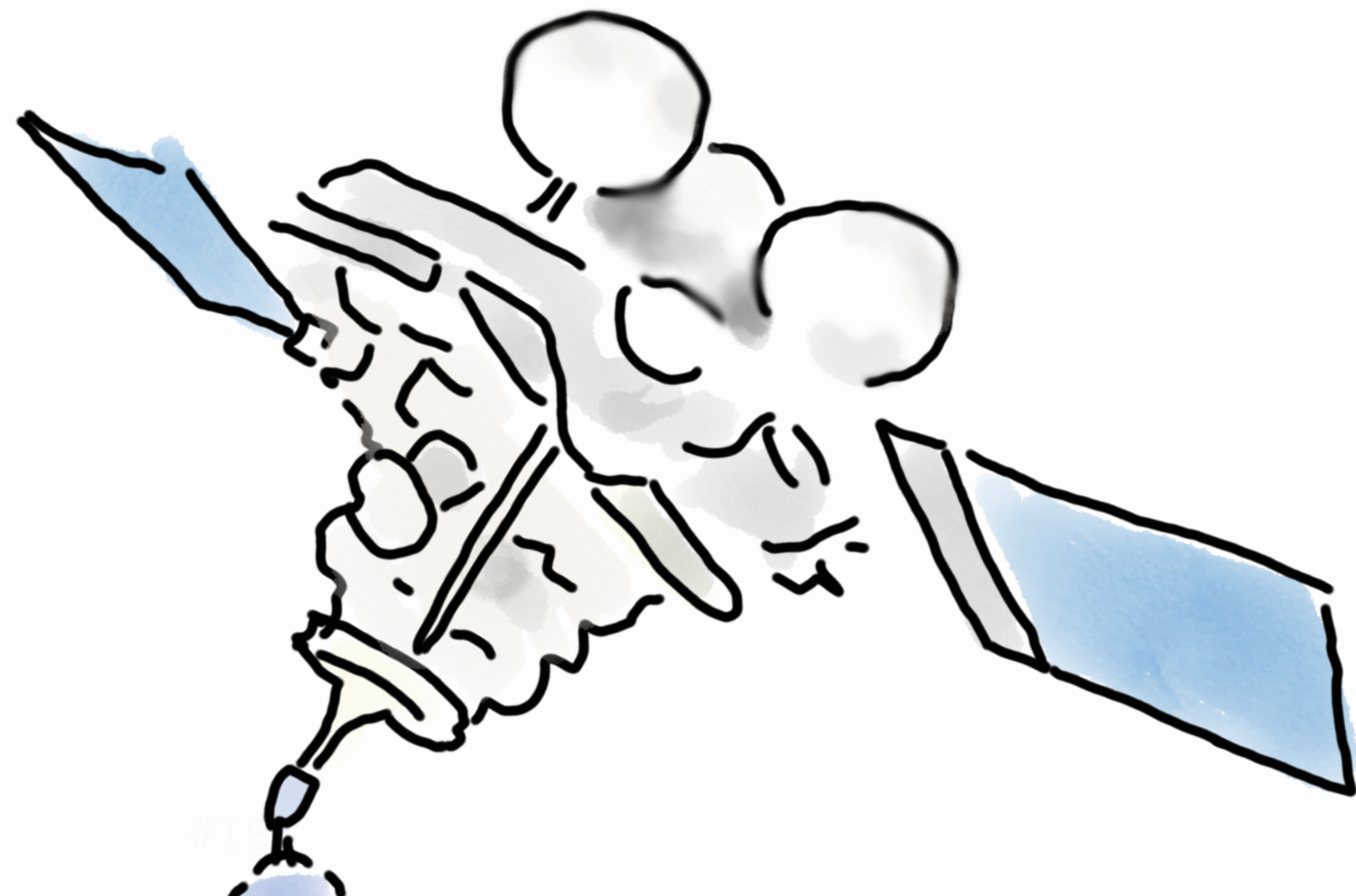
bugs, but in space



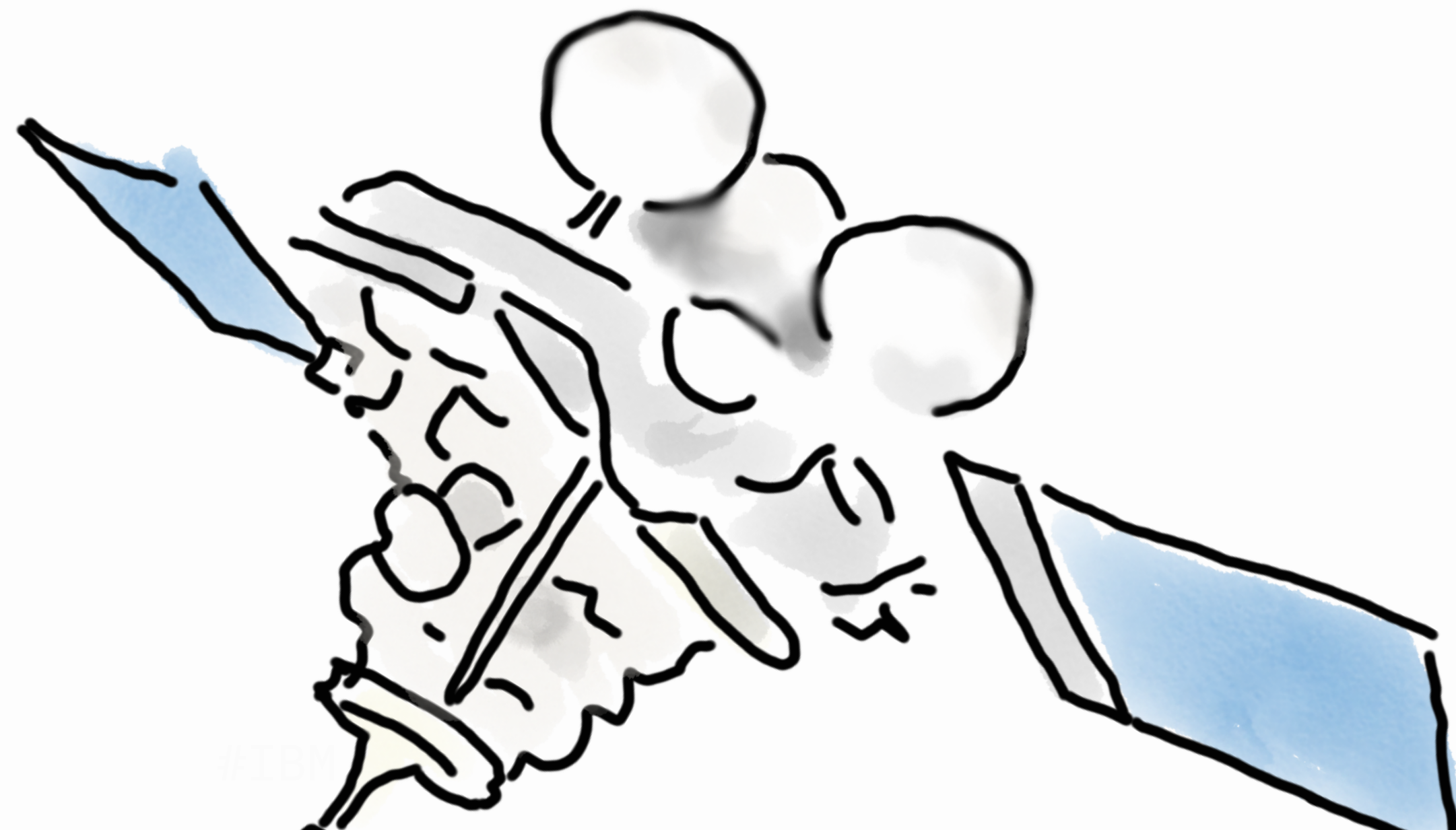
**Phobos 1**



“we couldn’t get the automated checks to work, so we bypassed them”

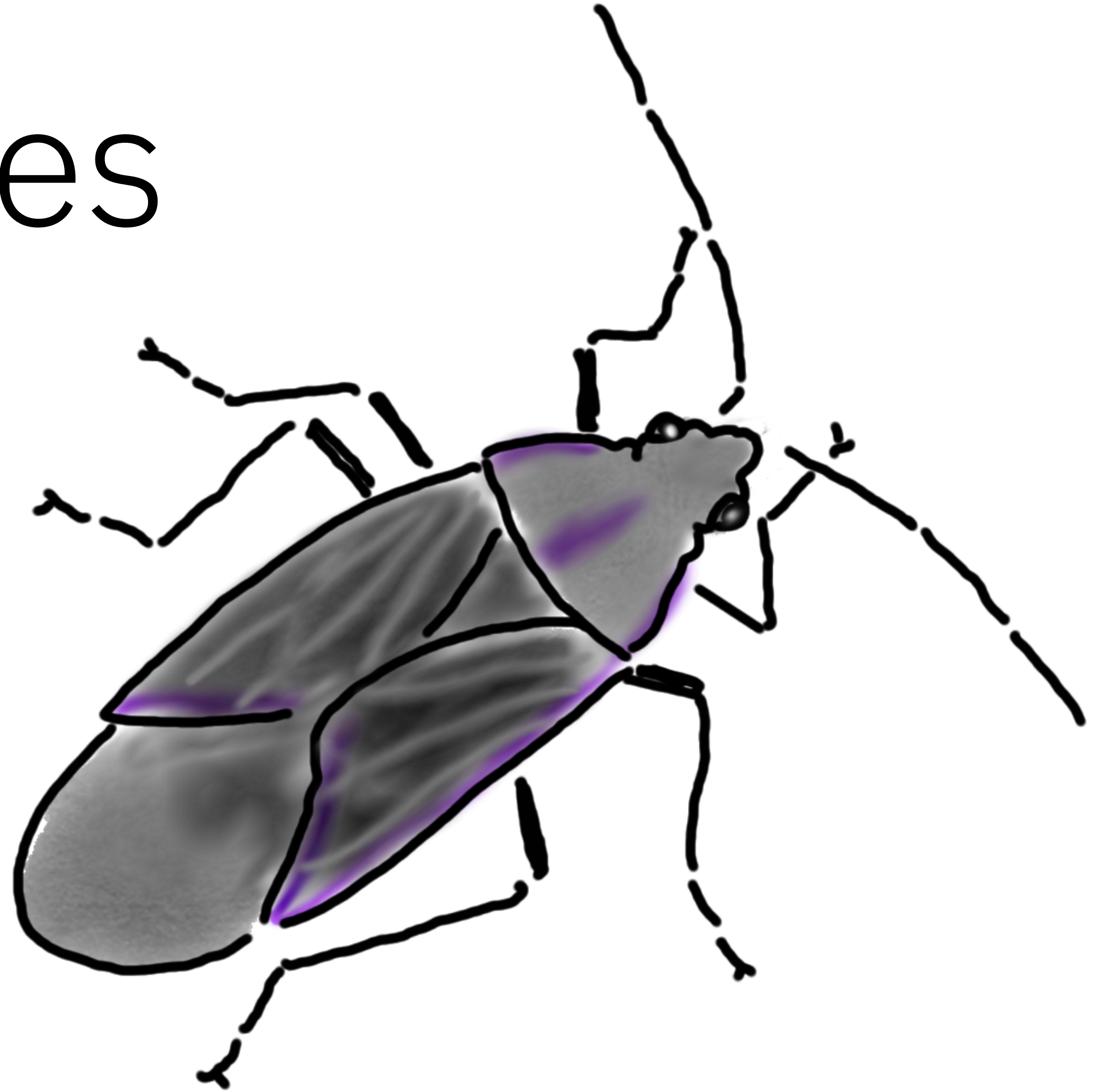


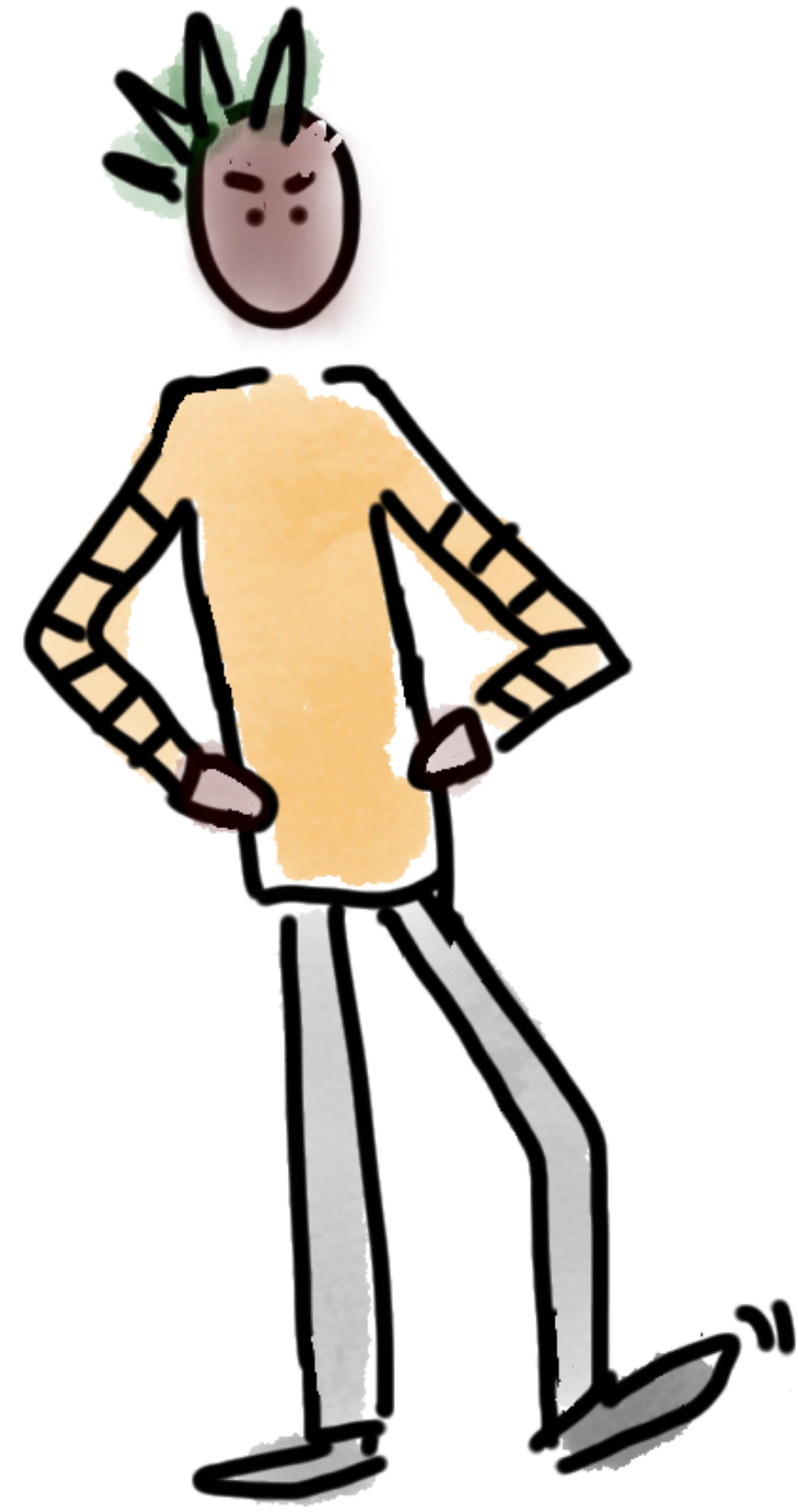
“the space probe is bricked.”





what causes  
bugs?





other people



us



**Variables work better when you set them.**



**cumminsh** committed 7 days ago



79a47a4

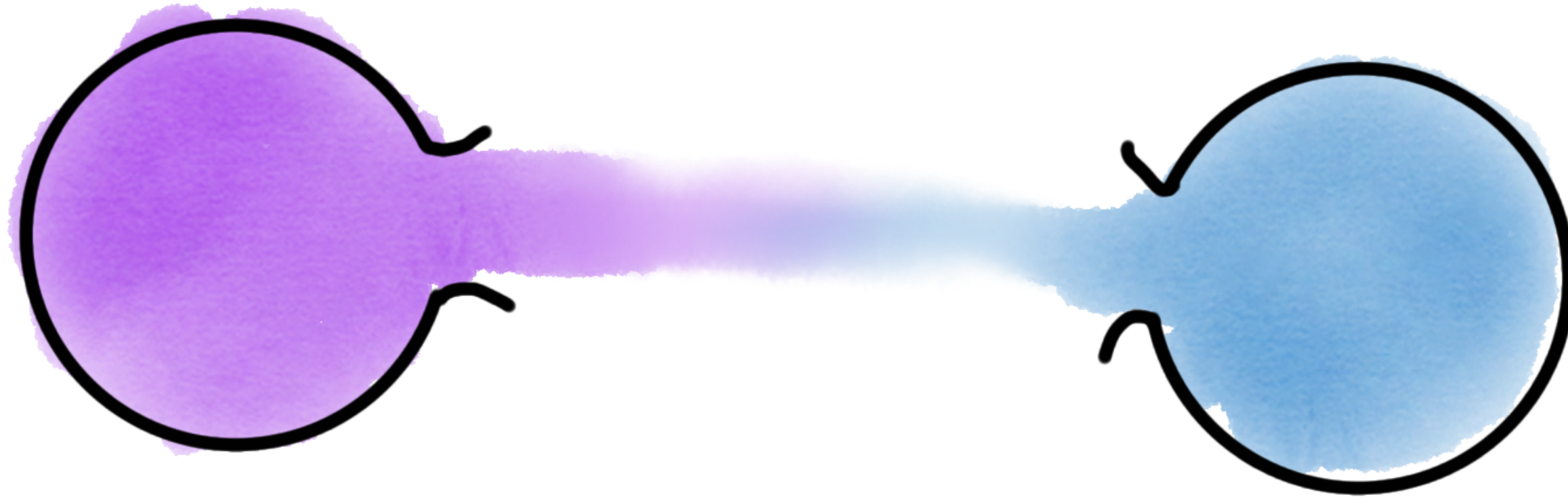




# interactions

“every time we change one  
microservice, another breaks”





distributed  $\neq$  decoupled

# managing bugs



breaking production isn't  
the worst thing

as long as it's a  
small break



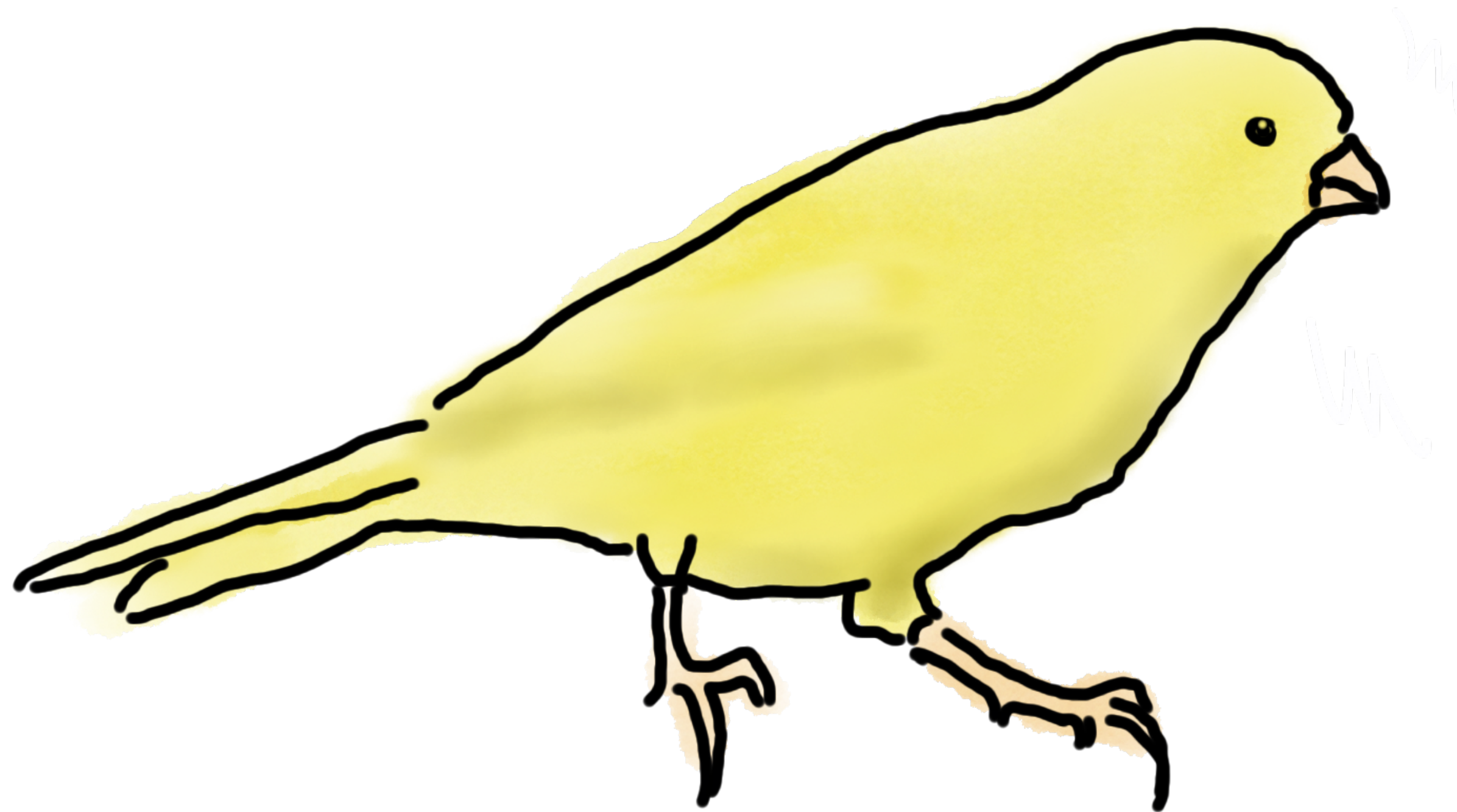
as long as it's a  
tiny break



limit blast radius



canary deploys

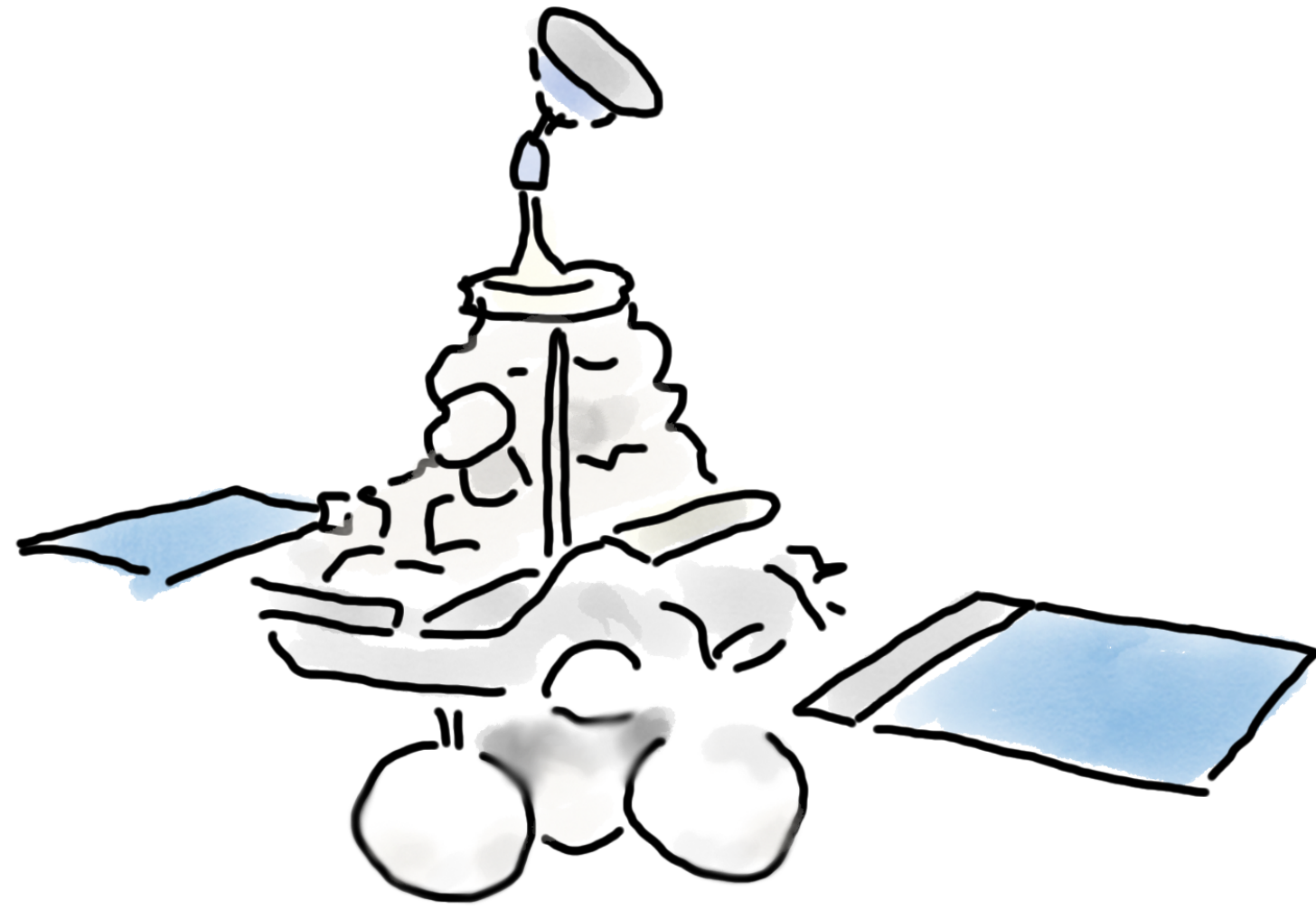


breaking production isn't the worst thing

the important thing is how fast  
you can **unbreak** production



# recoverability



unrecoverable



# unbreak

# unbreak

# diagnose



# **unbreak**

diagnose

deploy

**unbreak**

diagnose

deploy

observability



# unbreak

diagnose

deploy

observability

devops

# unbreak

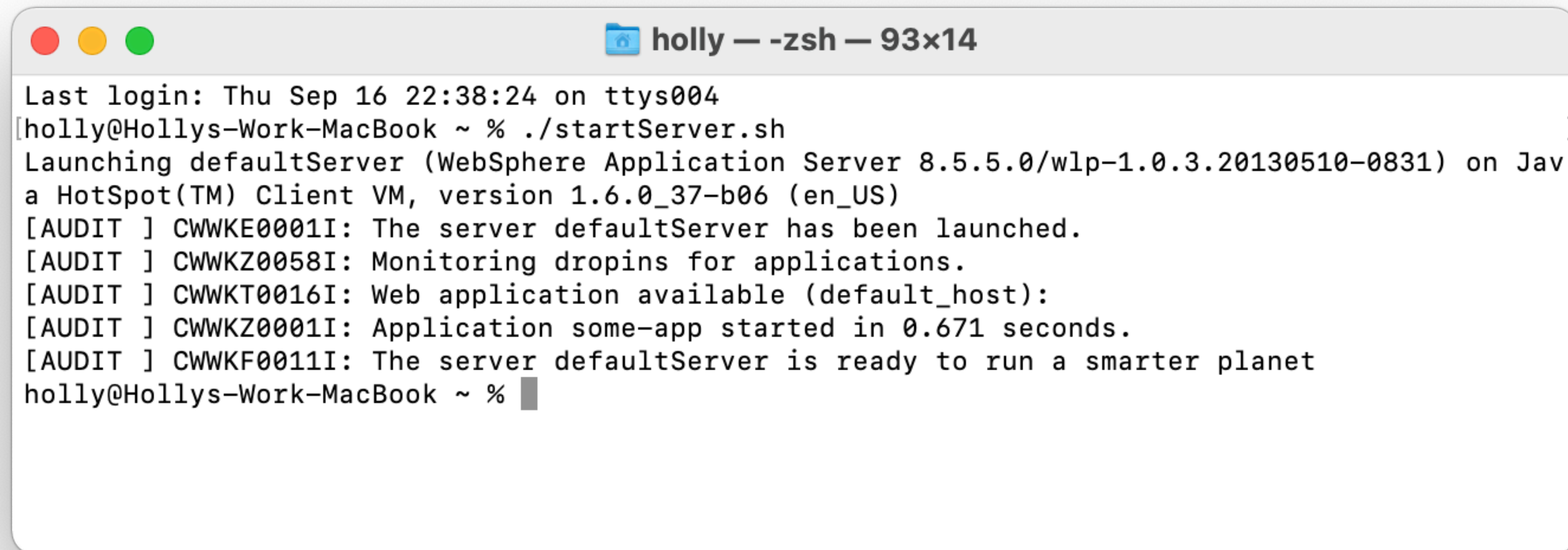
diagnose

deploy

observability

devops

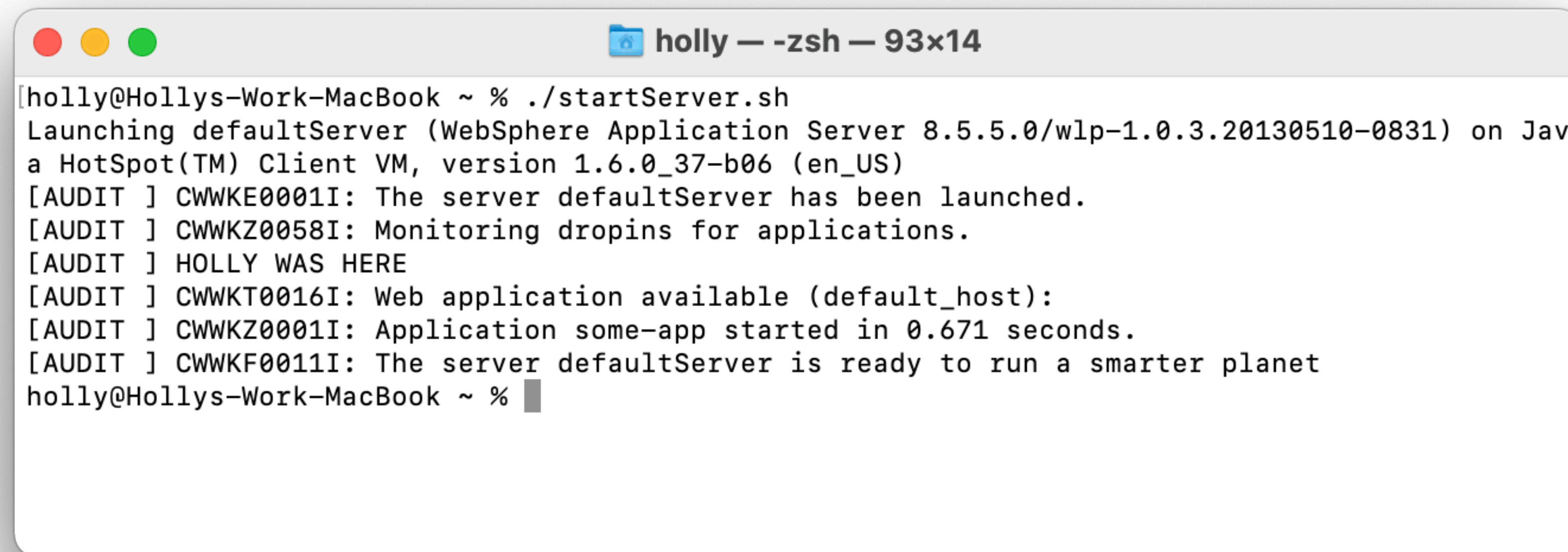
# my most embarrassing break of production

A terminal window titled "holly — -zsh — 93x14" with standard macOS window controls (red, yellow, green buttons). The terminal output shows a successful startup of a WebSphere Application Server. The user runs `./startServer.sh`, which launches the default server. Several audit messages are displayed, indicating the server is ready to run applications. The prompt returns to `holly@Hollys-Work-MacBook ~ %`.

```
Last login: Thu Sep 16 22:38:24 on ttys004
holly@Hollys-Work-MacBook ~ % ./startServer.sh
Launching defaultServer (WebSphere Application Server 8.5.5.0/wlp-1.0.3.20130510-0831) on Java HotSpot(TM) Client VM, version 1.6.0_37-b06 (en_US)
[AUDIT ] CWWKE0001I: The server defaultServer has been launched.
[AUDIT ] CWWKZ0058I: Monitoring dropins for applications.
[AUDIT ] CWWKT0016I: Web application available (default_host):
[AUDIT ] CWWKZ0001I: Application some-app started in 0.671 seconds.
[AUDIT ] CWWKF0011I: The server defaultServer is ready to run a smarter planet
holly@Hollys-Work-MacBook ~ %
```

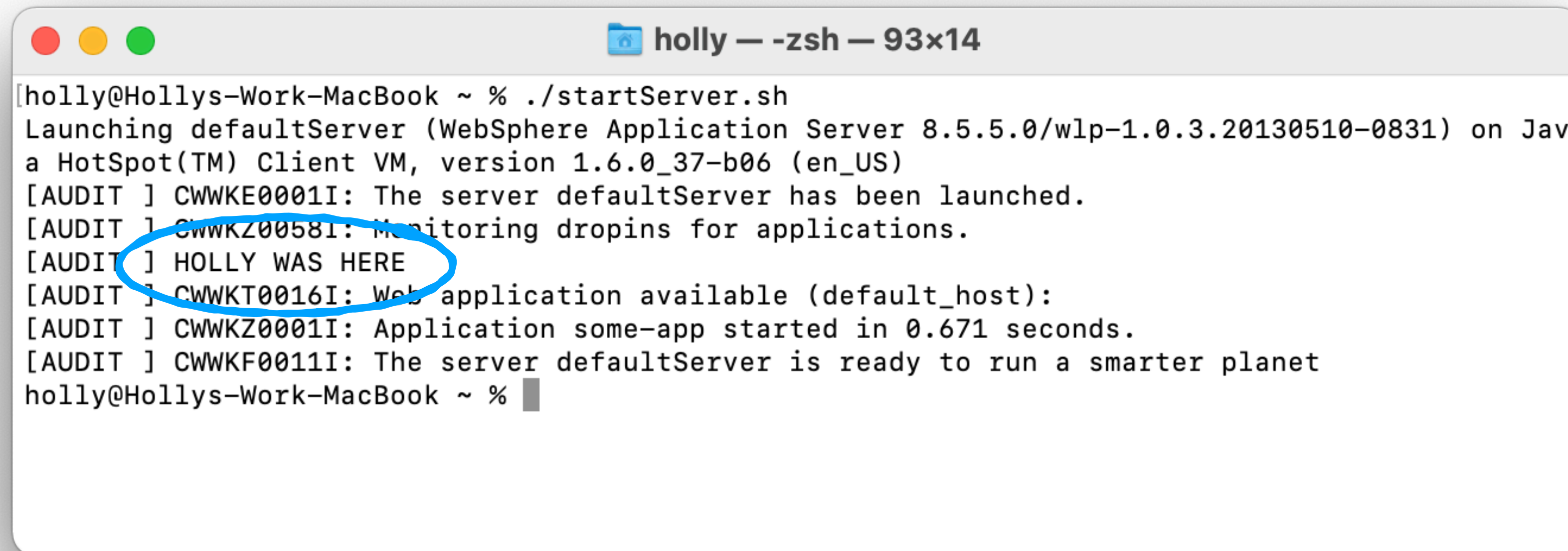


# my most embarrassing break of production

A terminal window titled "holly — -zsh — 93x14" with standard macOS window controls (red, yellow, green buttons). The terminal shows the execution of a script to start a WebSphere Application Server. The output includes several audit messages indicating successful launch and monitoring.

```
[holly@Hollys-Work-MacBook ~ % ./startServer.sh  
Launching defaultServer (WebSphere Application Server 8.5.5.0/wlp-1.0.3.20130510-0831) on Java HotSpot(TM) Client VM, version 1.6.0_37-b06 (en_US)  
[AUDIT ] CWWKE0001I: The server defaultServer has been launched.  
[AUDIT ] CWWKZ0058I: Monitoring dropins for applications.  
[AUDIT ] HOLLY WAS HERE  
[AUDIT ] CWWKT0016I: Web application available (default_host):  
[AUDIT ] CWWKZ0001I: Application some-app started in 0.671 seconds.  
[AUDIT ] CWWKF0011I: The server defaultServer is ready to run a smarter planet  
holly@Hollys-Work-MacBook ~ %
```

# my most embarrassing break of production



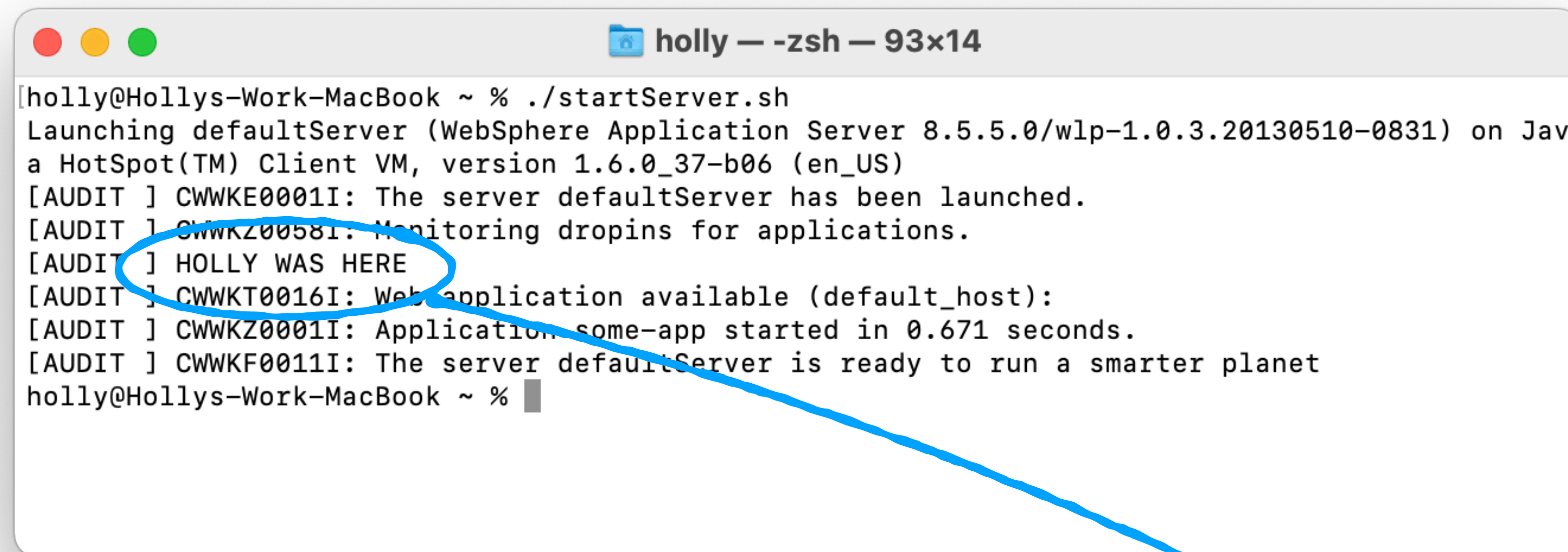
```
holly — -zsh — 93x14
[holly@Hollys-Work-MacBook ~ % ./startServer.sh
Launching defaultServer (WebSphere Application Server 8.5.5.0/wlp-1.0.3.20130510-0831) on Java HotSpot(TM) Client VM, version 1.6.0_37-b06 (en_US)
[AUDIT ] CWWKE0001I: The server defaultServer has been launched.
[AUDIT ] CWWKZ0058I: Monitoring dropins for applications.
[AUDIT ] HOLLY WAS HERE
[AUDIT ] CWWKT0016I: Web application available (default_host):
[AUDIT ] CWWKZ0001I: Application some-app started in 0.671 seconds.
[AUDIT ] CWWKF0011I: The server defaultServer is ready to run a smarter planet
holly@Hollys-Work-MacBook ~ %
```

most problems are  
harder to diagnose



# observability

# observability



```
holly — -zsh — 93x14
[holly@Hollys-Work-MacBook ~ % ./startServer.sh
Launching defaultServer (WebSphere Application Server 8.5.5.0/wlp-1.0.3.20130510-0831) on Java HotSpot(TM) Client VM, version 1.6.0_37-b06 (en_US)
[AUDIT ] CWWKE0001I: The server defaultServer has been launched.
[AUDIT ] CWWKZ0058I: Monitoring dropins for applications.
[AUDIT ] HOLLY WAS HERE
[AUDIT ] CWWKT0016I: Web application available (default_host):
[AUDIT ] CWWKZ0001I: Application some-app started in 0.671 seconds.
[AUDIT ] CWWKF0011I: The server defaultServer is ready to run a smarter planet
holly@Hollys-Work-MacBook ~ %
```

what you don't have to do  
... if you have observability

# unbreak

diagnose

deploy

observability

devops



make

releases

deeply **boring**

make

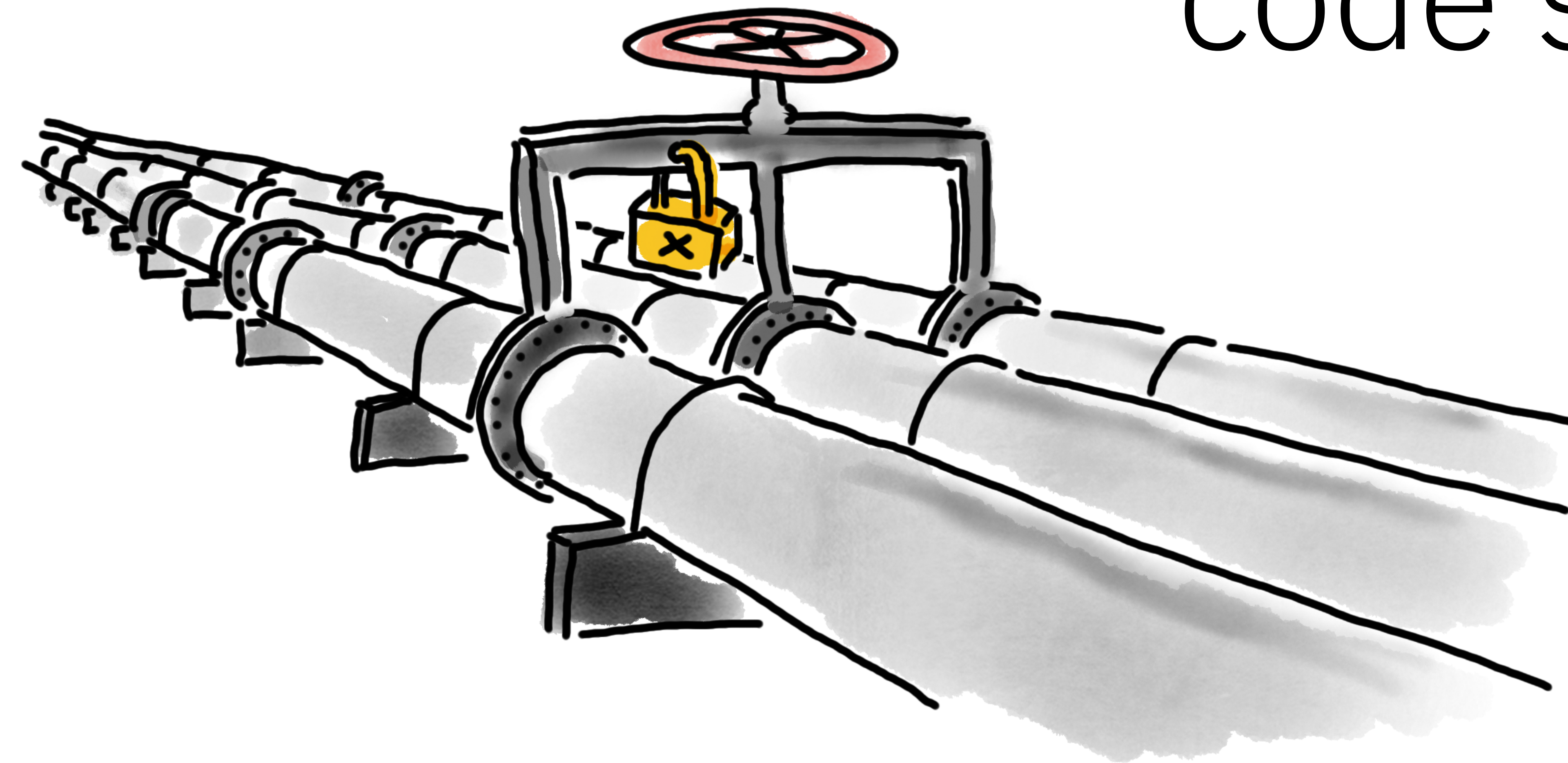
releases

deeply **boring**

so you can do them

**all the time**

CI/CD first  
code second

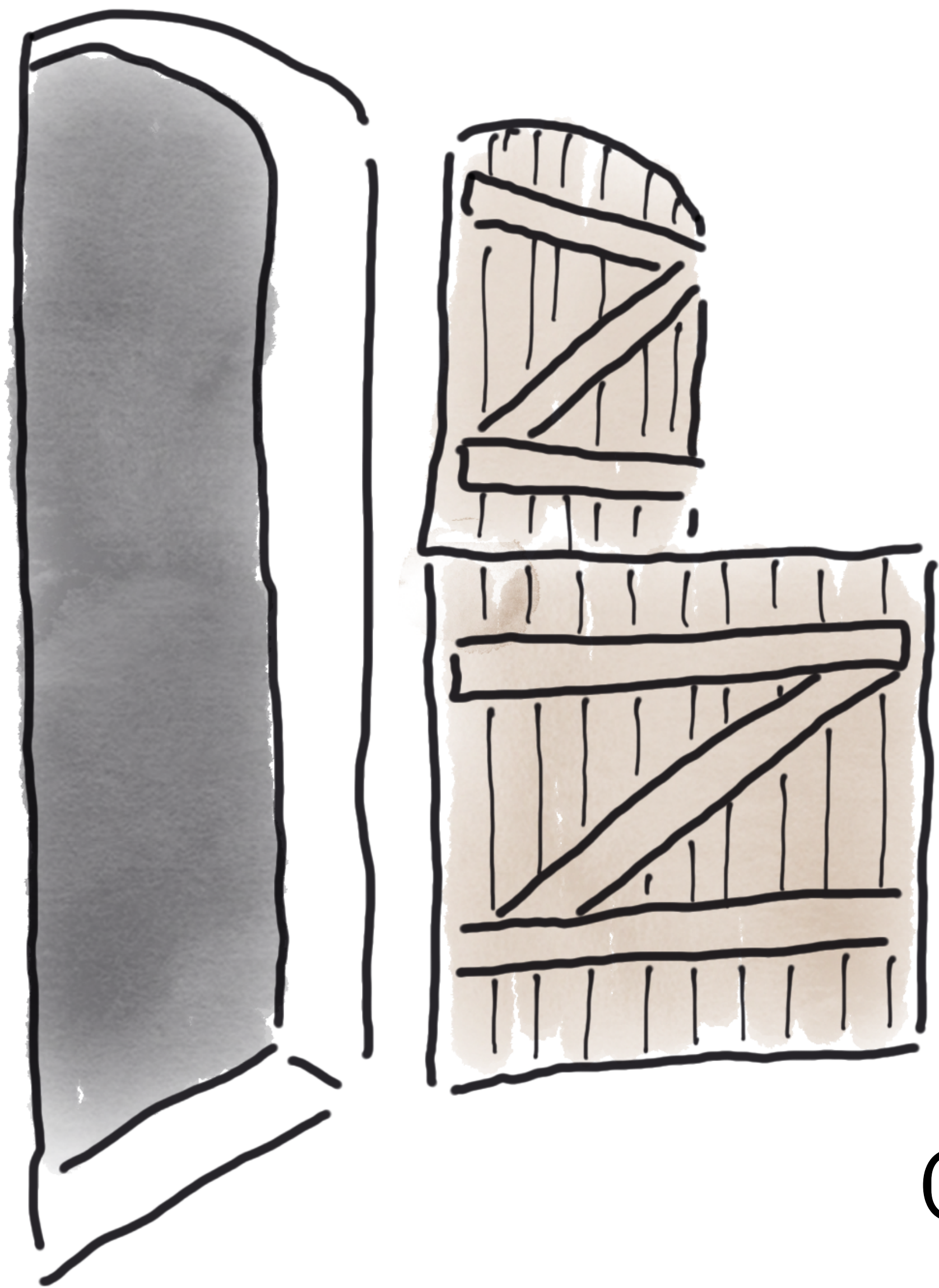




# GitOps

# GitOps

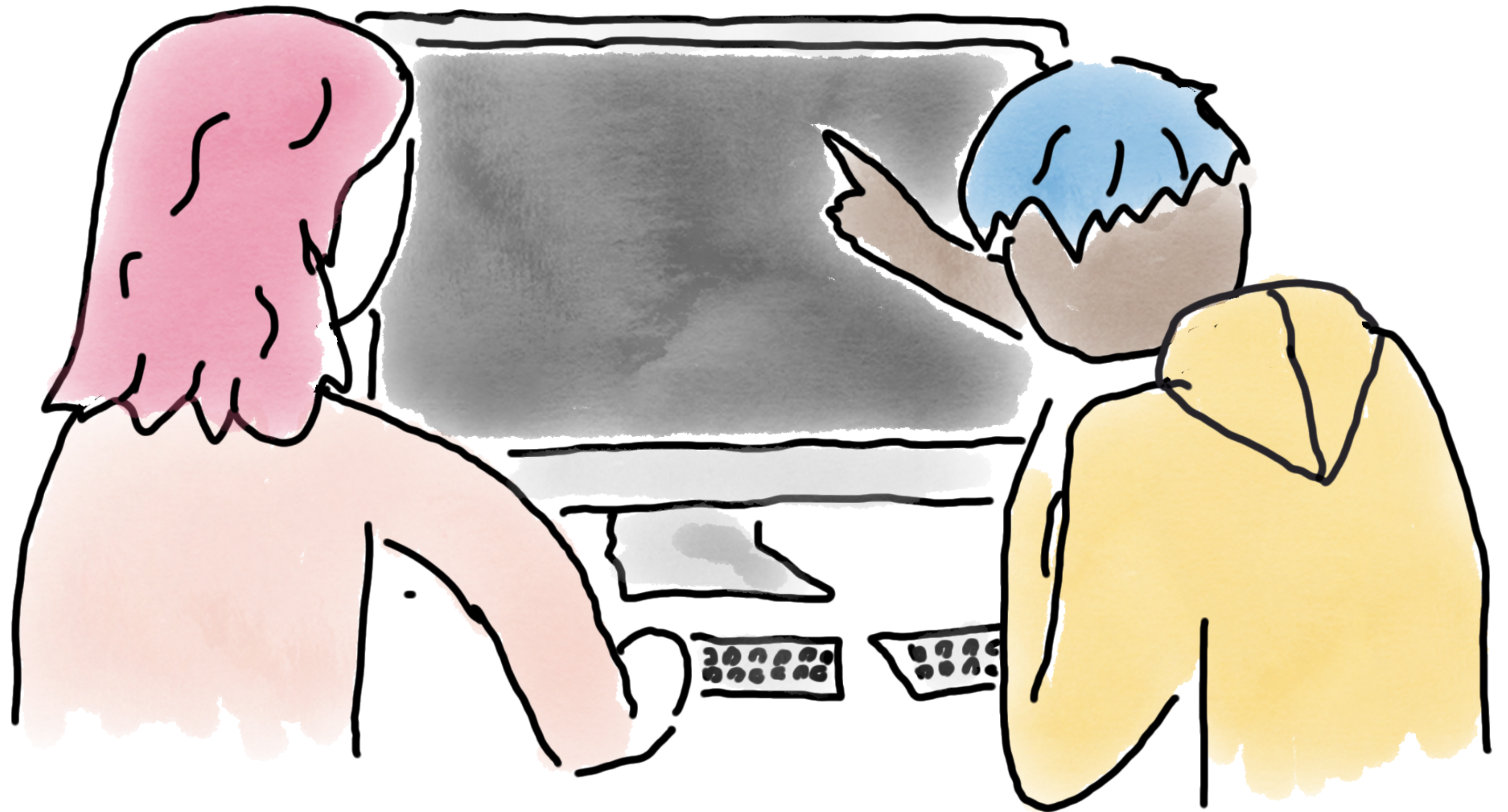
infrastructure as code



ok but preventing problems?



# pair programming



# test-driven development (TDD)

if you care about it,  
automate it



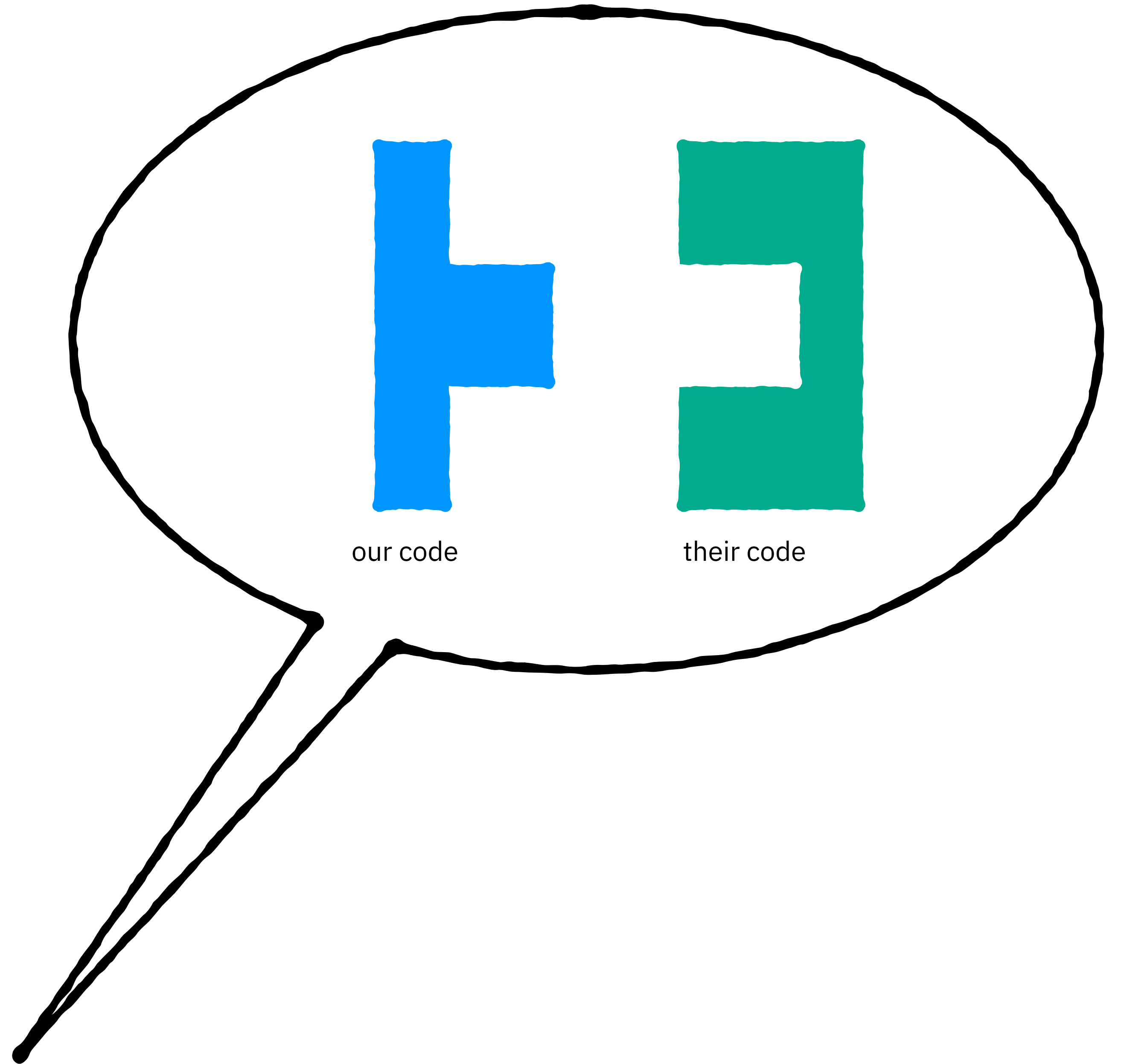
integrate early and often

integrate early and often  
many times a day

contract test your interactions



the problem  
with mocks



# the problem with mocks



our code



our mock

# the problem with mocks



our code



our mock

tests ✓



# the problem with mocks

tests ✓



our code



our mock



our code



their actual code

# the problem with mocks

tests ✓  
reality ✗



our code



our mock



our code



their actual code

# the problem with mocks



our code



their code



# the problem with mocks



our code

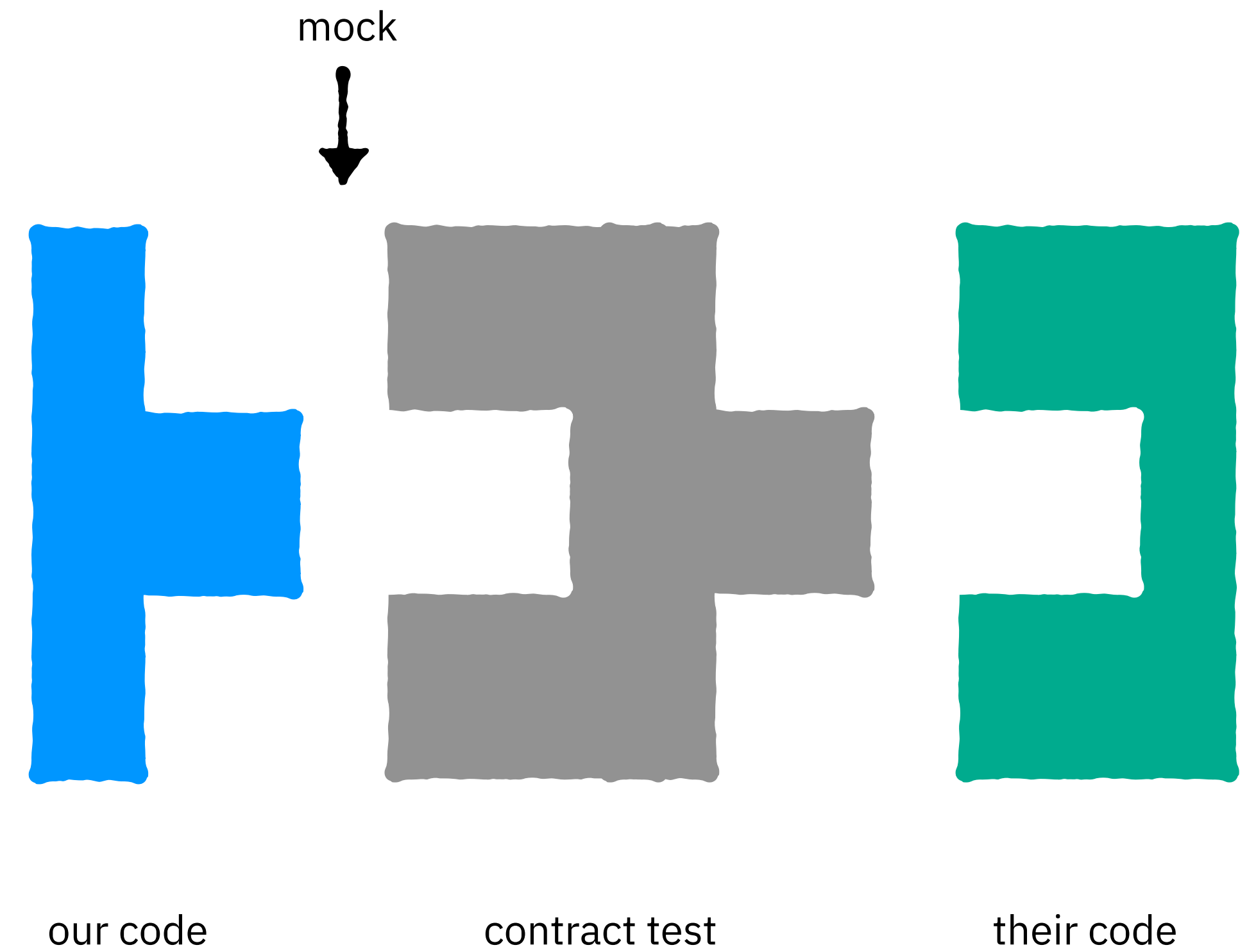


contract test

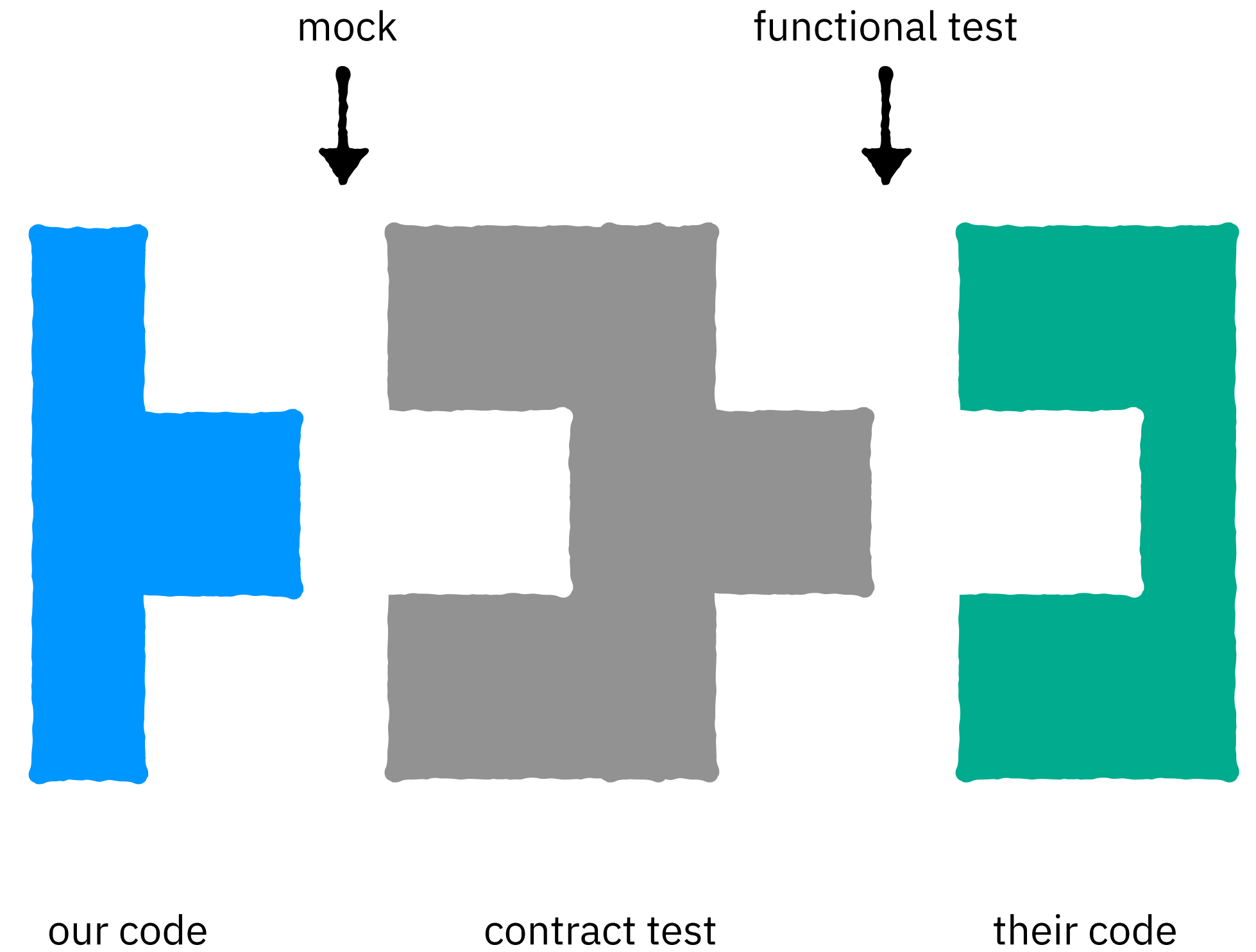


their code

# the problem with mocks

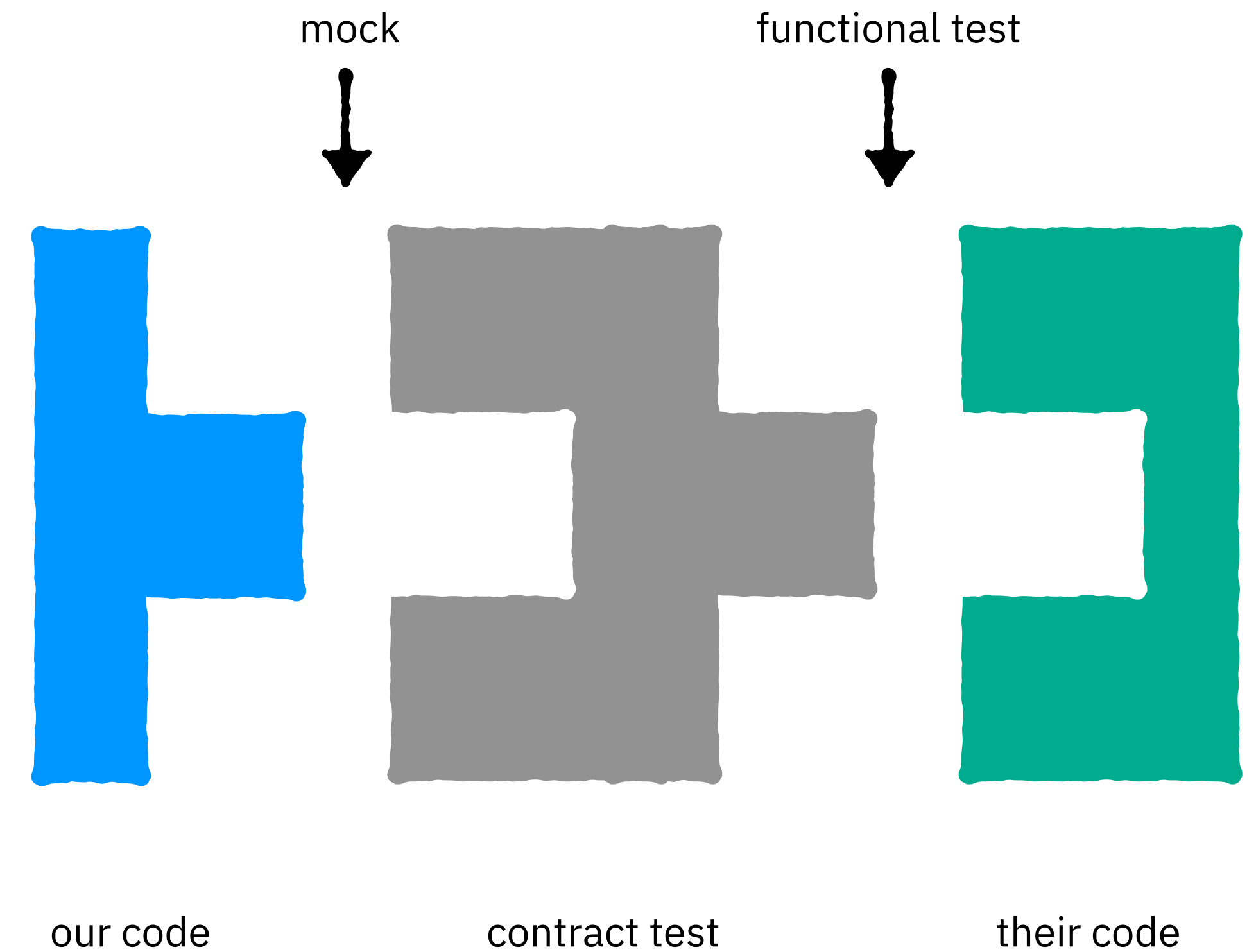


# the problem with mocks



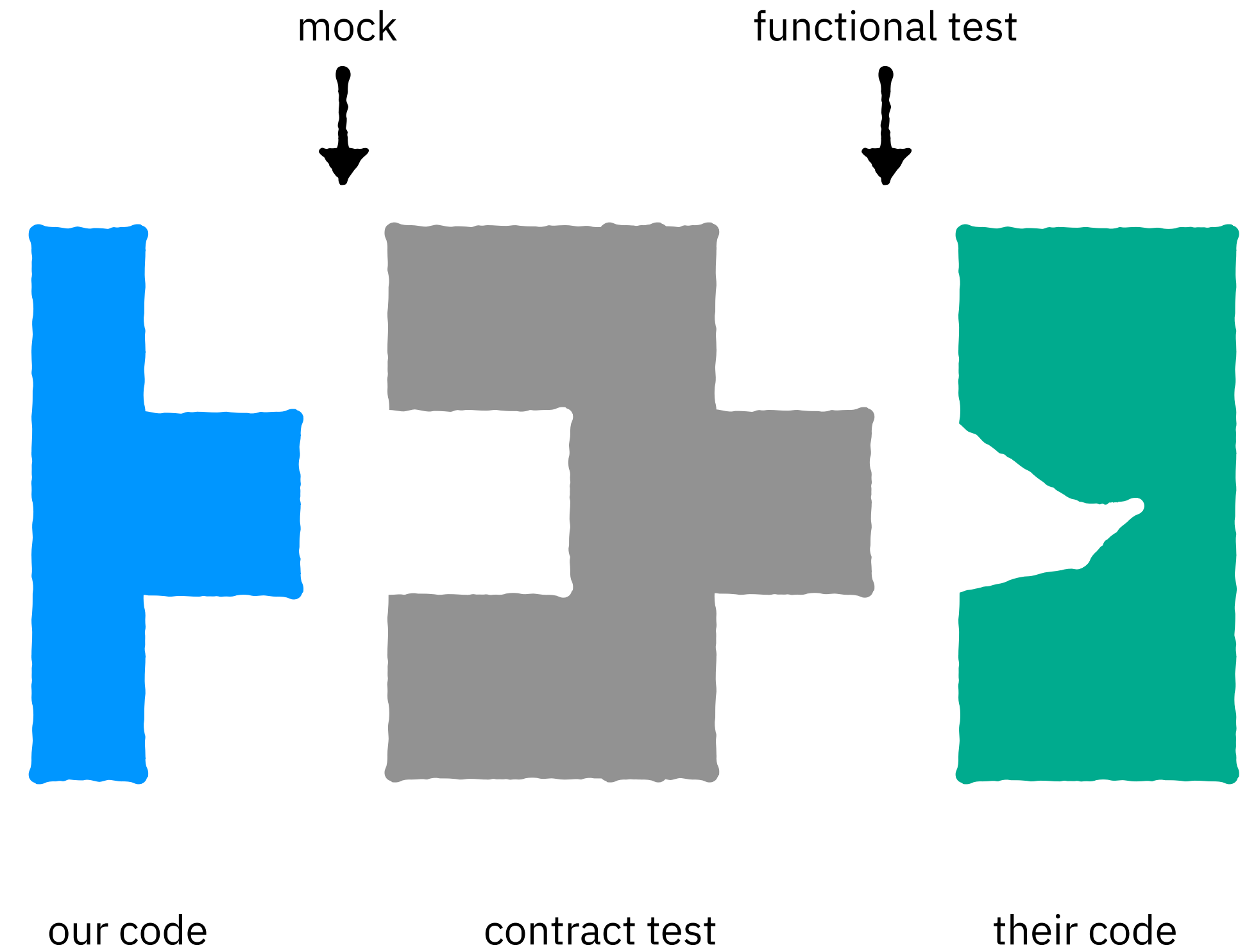


# the problem with mocks

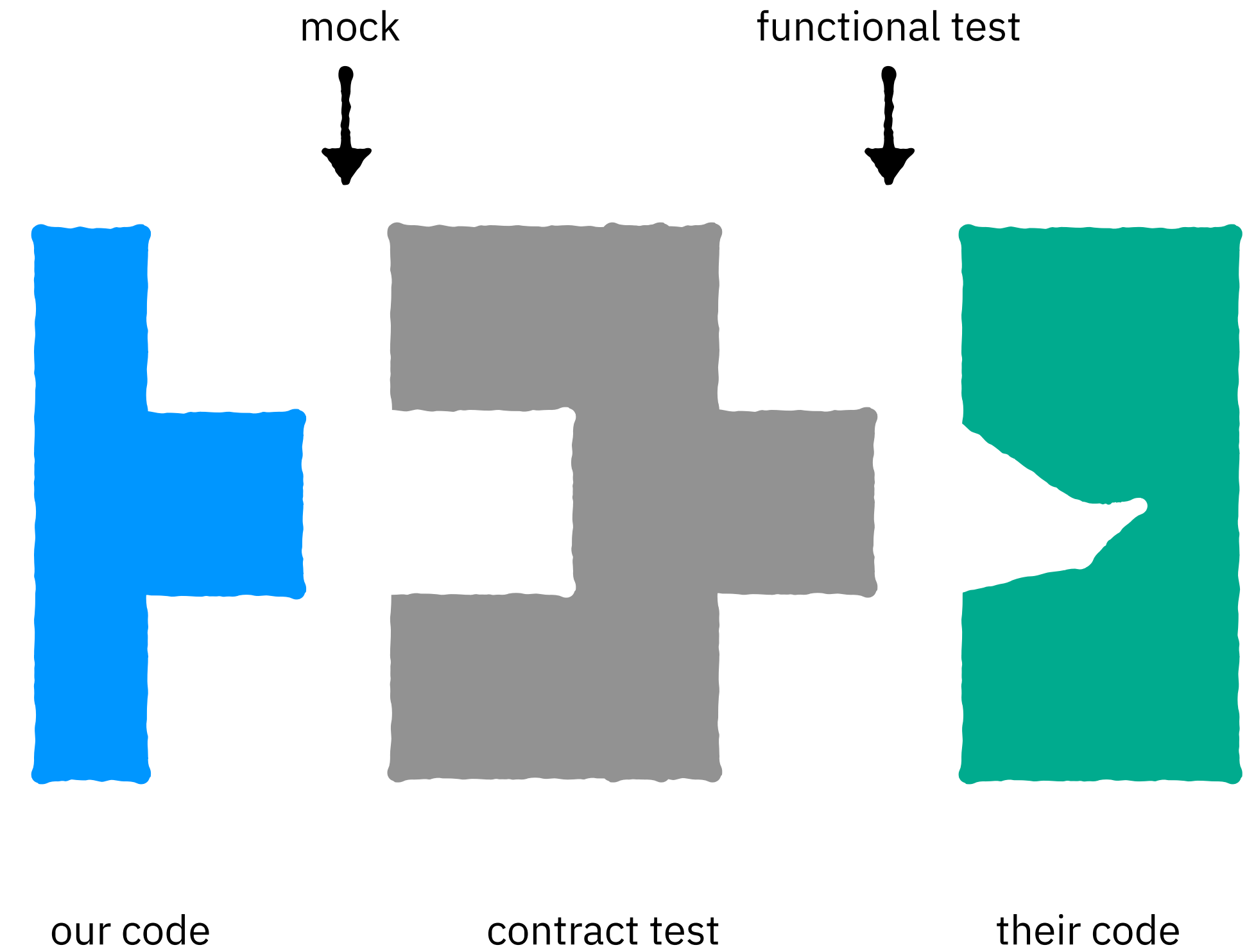


our tests ✓  
their tests ✓  
reality ✓

# the problem with mocks



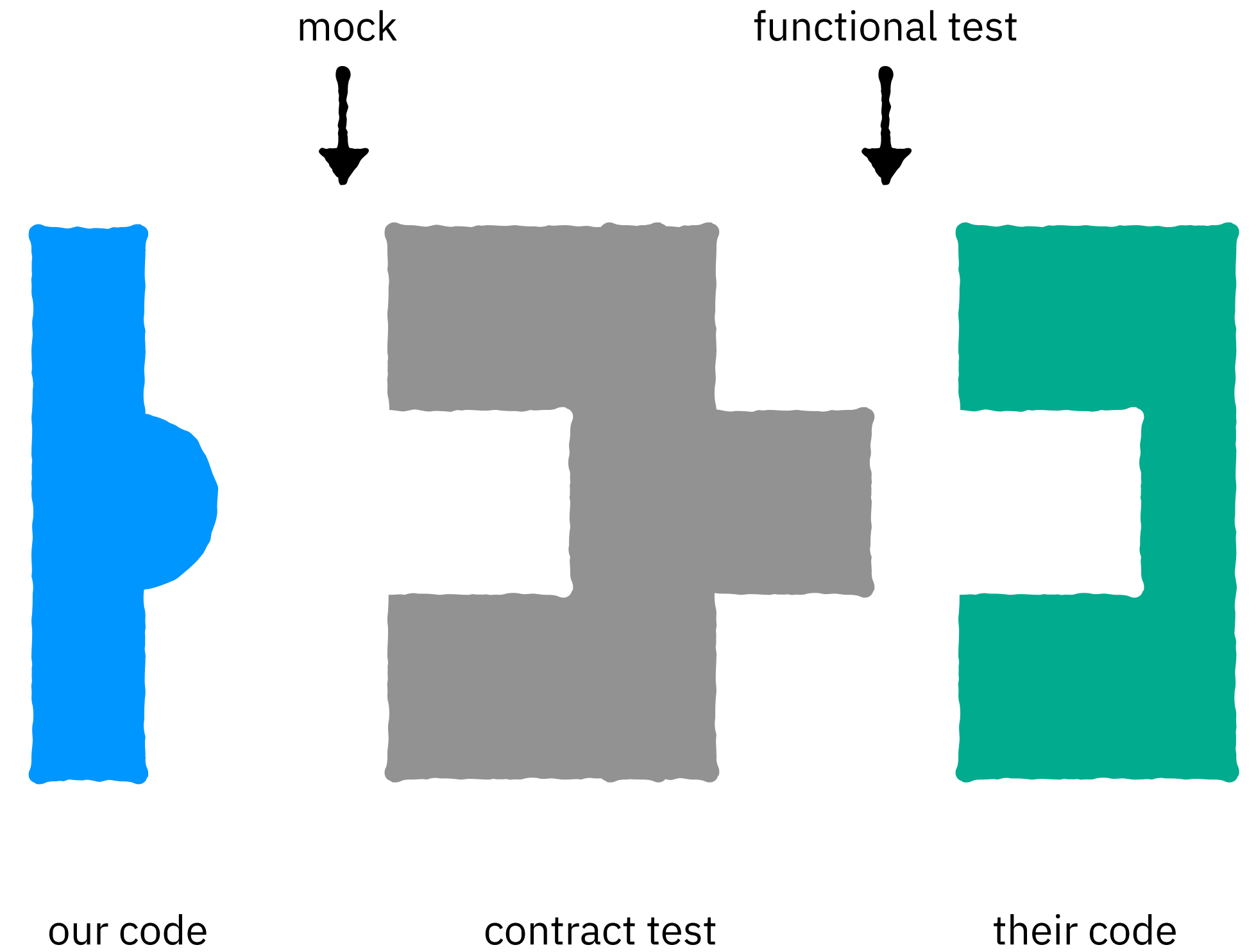
# the problem with mocks



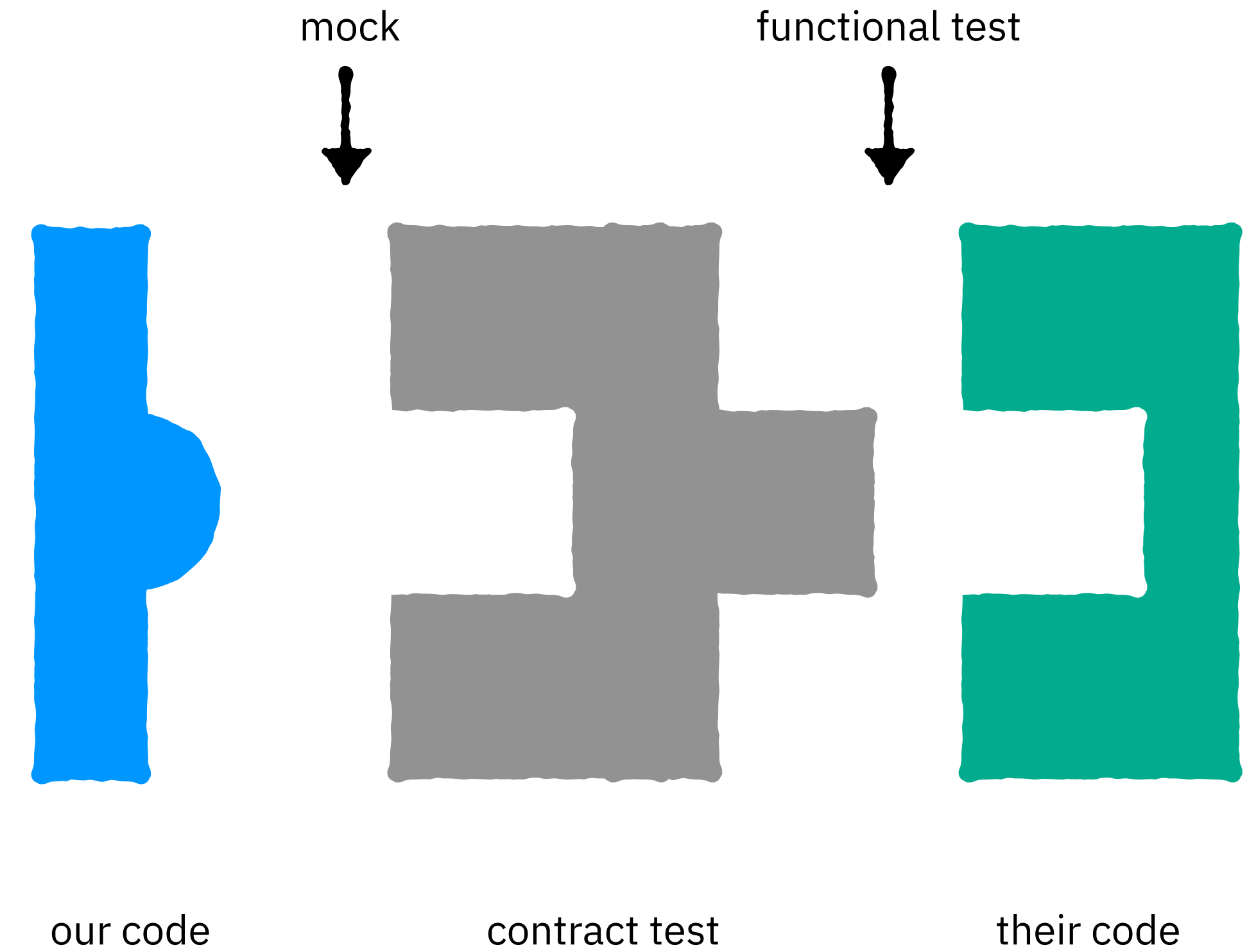
our tests ✓  
their tests ✗  
reality ✗



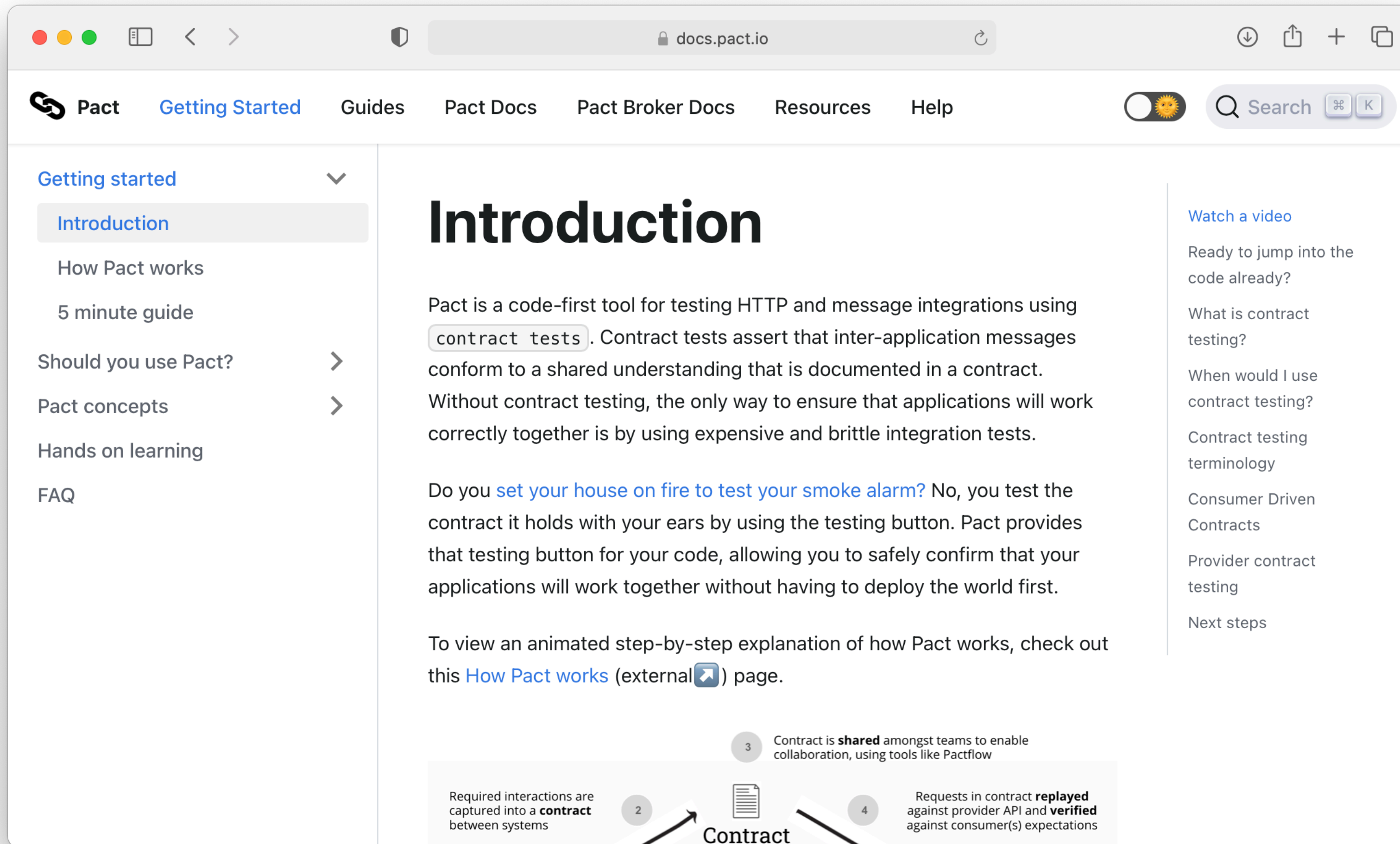
# the problem with mocks



# the problem with mocks



our tests ✗  
their tests ✓  
reality ✗





# demo

**2014**

Ant

Java 7

OSGi

WebSphere

*locally deployed*

**2021**

Tekton

Kubernetes

OpenShift

Node.js

React.js

*on public cloud*

my stack

your ability to learn is a  
key professional asset

teach people the stuff  
you're learning





@holly\_cummins

#IBMGarage



2008: a developer had a lot of fun with  
Groovy.

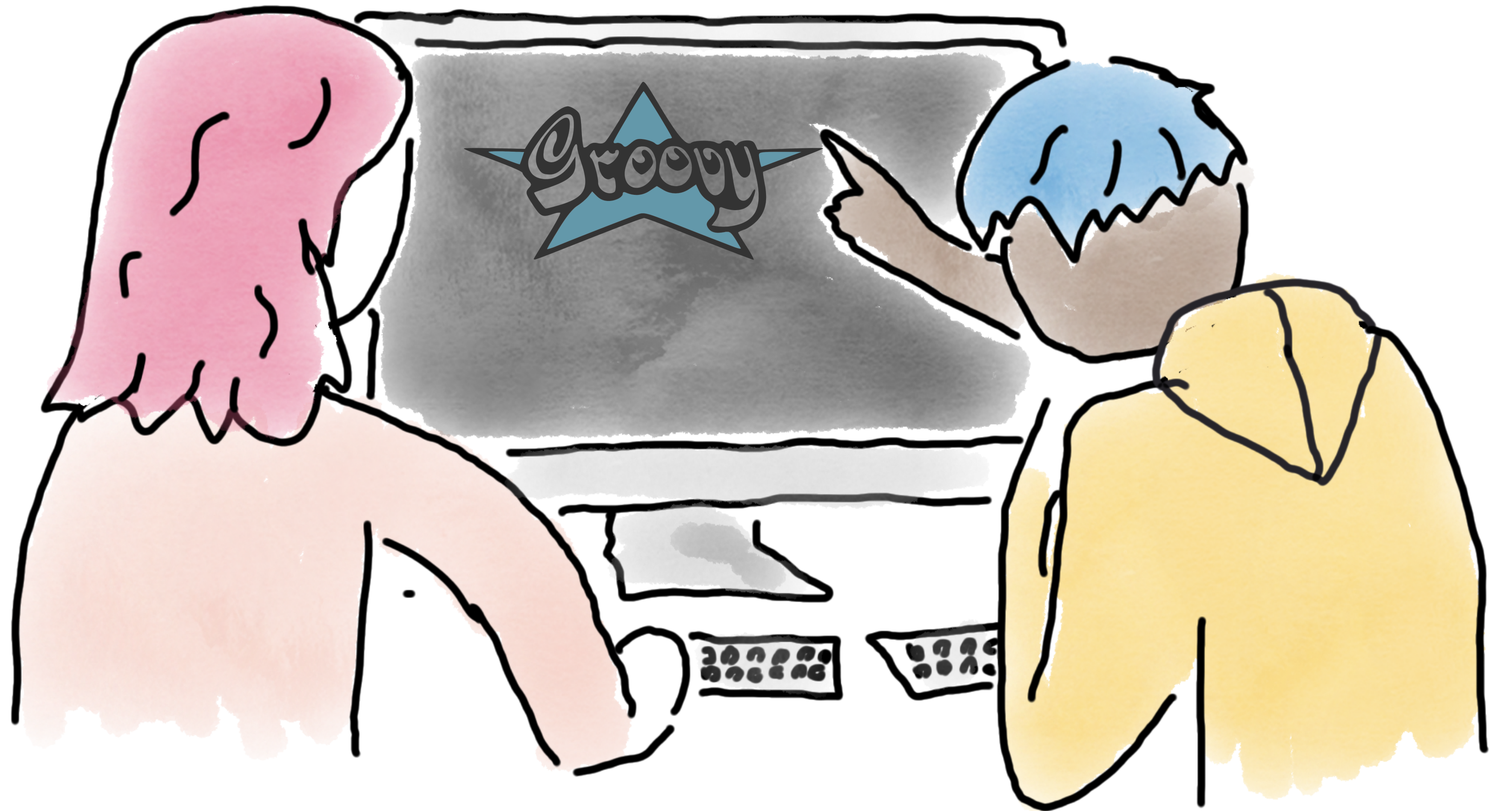


2008: a developer had a lot of fun with Groovy.

2009: he left the company; the others who had to maintain his code had less fun.



# pair programming





the value of discomfort



# TDD (test driven development)

TDD (test driven development)

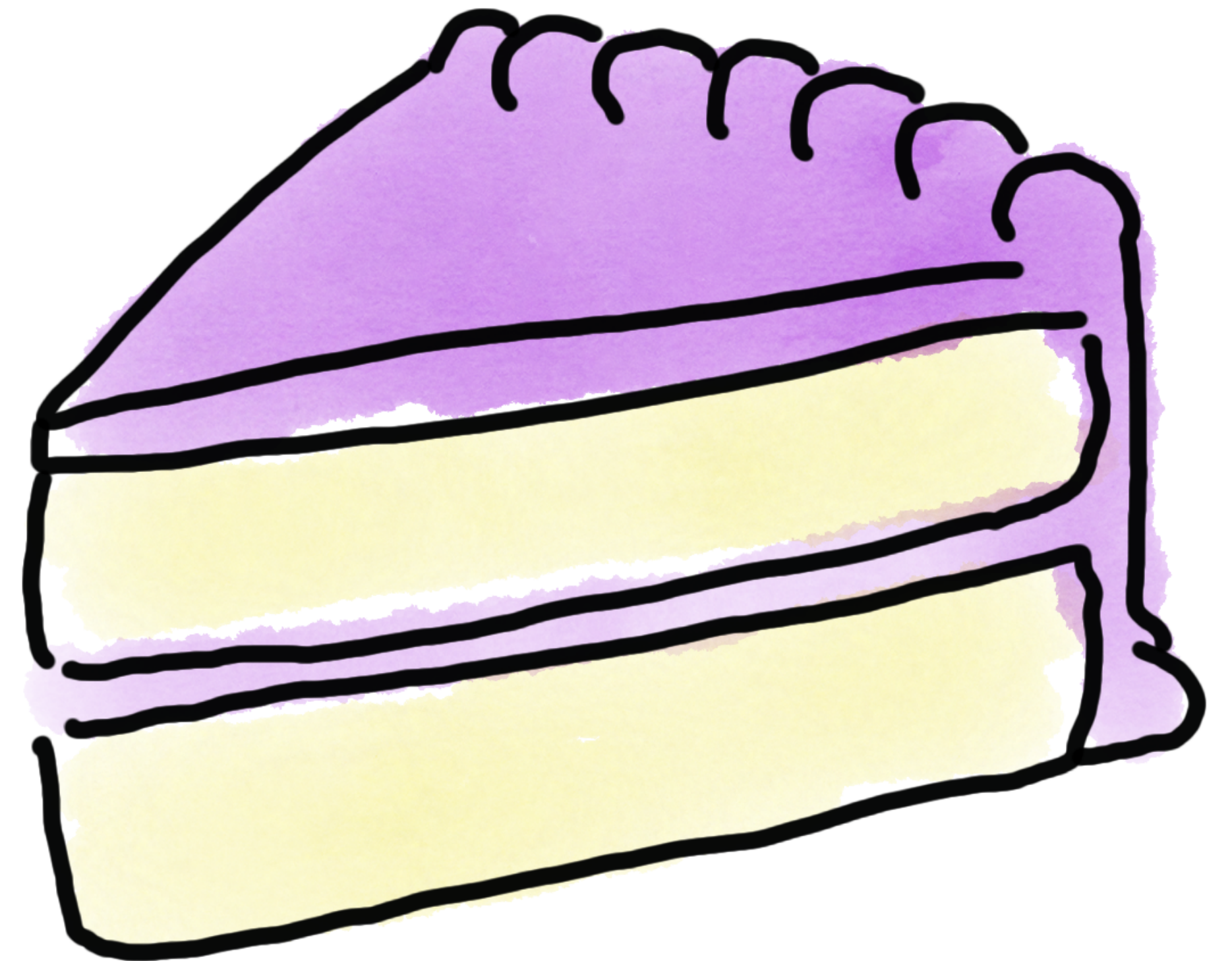
BDD (behaviour driven development)



TDD (test driven development)

BDD (behaviour driven development)

CDD (cake driven development)



TDD (test driven development)

BDD (behaviour driven development)

CDD (cake driven development)

PDD (pain driven development)





harness discomfort  
to drive innovation



learning comes from failure



success comes from learning



# thank you!

(and have fun at the rest of the event)

Holly Cummins  
@holly\_cummins