Everything is a Little Bit Broken

~or~ The Illusion of Control

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Operational != Perfect
Work is Neither Created Nor Destroyed
Just Moved
Technical Debt is Inevitable
Heartbleed
Dark Debt is Inevitable and Invisible
Control is an Illusion
Past Performance is Assumed
There Will Be Failure
But We Don’t Know Where
Complexity Has Inherent Problems
So!

Now What?
Error Budgets and Harm Mitigation
How Much Failure is Tolerable?
Reduce Catastrophes

Circuit Breakers
Isolations
Control points
Rapid Rollback
Right People
Right Time

Authorized users only
Abstractions handle change
Everyone’s back end is someone else’s front end.

- Tanya Reilly
Assume Breakage
Depend on nothing.
Assume good effort.
Prepare for failure.
Thank You
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