Your System is Deeper Than You Think

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https://oncallmemaybe.com
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Trying to parse my career trajectory from reading my resume is like relying on a pirate’s riddle to find treasure. Instead of “walk four paces from the crooked tree, west of skull rock,” though, it’s “spend eight months dropping frozen chicken tenders into a deep fryer, then move eight hundred miles to write automated QA tests for software.”
Your system is complex and getting more complex
So, what is a deep system?

what you can control

what you are responsible for
Depth via Organizational Inertia

- Outsourced Services
- Managed Services
- Change Management
- Site-Licenses for Technology
- Distributed Teams
- Legacy Code/Services
- Professional Development Gaps
- Vendor Lock-In
- Long-Term Support Contracts
- Organizational Initiatives
- Political Considerations
- ‘Shadow’ IT/Initiatives
Depth via Dependencies
Depth via Abstraction

Linux Performance Observability Tools

http://www.brendangregg.com/linuxperf1.html, 2019
Traditional tools weren’t built for deep systems

Scrolling through dashboards that don’t reveal root cause

Sifting through logs for that [expensive] needle in a haystack
Overheard on Slack

# incidents

Mark Castle
I’m going to wait for the node to restart and hope that solves everything

# on-call

Michael Kelly
Where’s Alex? I’m dealing with a P0 and they’re the only one that can debug this

# dev

Jackie Kopecky
That was on a dashboard but I can’t find it
Costs of the current approach:

- More time spent on-call
- Decreased development velocity
- Apathy/fatigue in DevOrg
- Reliance on tribal knowledge
- Damage to Brand
- Lost revenue
You need visibility across services and dependencies
The right observability solution

- Easily be able to see and understand your highly distributed environment
- Immediately pinpoint performance regression
- Enable developers to ship with confidence
- Enable easy sharing of information
- Keep context
- Won’t miss an insight
Tools exist to serve culture, so build the right culture and the tools will come naturally.
Avoid Selfish Tools
Try An Unselfish Tool
lightstep.com/play
Q&A
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