@veen: designing for disaster: living and thriving in the cloud
equanimity

a state of mental or emotional stability, especially in a difficult situation

seeing with understanding

equanimity
Paul H.  View paste  (11 more lines)

```
ph@koi:~/originserver-prototype(master) $ bundle exec rake
(in /Users/ph/Projects/typekit/originserver-prototype)
/Users/ph/rvm/rubies/ruby-1.8.7-p249/bin/ruby -e bundle exec rspec -c -f progress "spec/application_spec.rb" "spec/content_identifier_spec.rb" "spec/fetcher_spec.rb" "spec/path_handler_spec.rb" "spec/s3_client_spec.rb" "spec/status_spec.rb" "spec/status_cache_spec.rb"
/usr/local/Library/Cellar/rlibwecached/0.25.14/lib/rlibwecached.dylib (LoadError)
from /Users/ph/rvm/rubies/ruby-1.8.7-p249/gees/wecached-8.13/lib/rlibwecached.bundle
from /Users/ph/Projects/typekit/originserver-prototype/spec/spec_helper.rb
from /Users/ph/Projects/typekit/originserver-prototype/spec/spec_helper.rb
```

Ryan C.

```
but you need AWS keys
```

Paul H.

```
looks like i also need memcache compiled, but something hasn't worked

can we just upgrade to a more recent copy of memcached?

0.15 includes all the c libraries needed to run it

we're running 0.19.7 on typekit.com
```

Matt C.  View paste  (14 more lines)

```
= Pushing Kit[231964] at KitVersion[974168] to Amazon S3 (s3)
  KitDestination: s3 begin writing "/staging/jrgspbu.js"
  KitDestination: s3 finish writing "/staging/jrgspbu.js" in 0.243
  KitDestination: s3 begin writing "/staging/k/jrgspbu-a.css"
  KitDestination: s3 finish writing "/staging/k/jrgspbu-a.css" in 0.278
  KitDestination: s3 begin writing "/staging/k/jrgspbu-b.css"
  KitDestination: s3 finish writing "/staging/k/jrgspbu-b.css" in 0.296
  KitDestination: s3 begin writing "/staging/k/jrgspbu-c.css"
  KitDestination: s3 finish writing "/staging/k/jrgspbu-c.css" in 0.134
  KitDestination: s3 begin writing "/staging/k/jrgspbu-d.css"
  KitDestination: s3 finish writing "/staging/k/jrgspbu-d.css" in 0.287
  KitDestination: s3 begin writing "/staging/k/jrgspbu-e.css"
  KitDestination: s3 finish writing "/staging/k/jrgspbu-e.css" in 0.211
  KitDestination: s3 begin writing "/staging/k/jrgspbu-f.css"
  KitDestination: s3 finish writing "/staging/k/jrgspbu-f.css" in 0.181
...
THE EASIEST WAY TO USE
Real Fonts
ON YOUR WEBSITE

This will change the way you design websites.
Add a line of code to your pages and choose from hundreds of fonts. Simple, bulletproof, standards compliant, accessible, and totally legal.

Rosewood and Chaparral by Adobe

A snap to set up
We've worked hard to make Typekit easy to use. Add and use fonts the way you want to.
Try it for free

Fast and reliable
Your fonts will be served from a robust network built with hundreds of servers worldwide.
How it works

All your favorites
We're working with foundries to bring the best possible fonts for your website.
Browse fonts

© Copyright 2011 Typekit, Inc. | Support | Terms | Privacy Policy | Foundries | Jobs | Contact Us | Typekit on Twitter
configuration

origin

distribution
Jeffrey Veen
Founder and CEO of Typekit

In addition to Typekit, I was one of the founding partners of the user experience consulting group Adaptive Path. While there, I lead the development of Measure Map, which was acquired by Google. During my time at Google, I redesigned Google Analytics and lead the UX team for Google’s apps.

Much earlier, I was part of the founding web team at Wired Magazine, where we developed HotWired, Web Monkey, Wired News, and may other sites. During that time, I authored two books, “HotWired Style” and “The Art and Science of Web Design.”

Photo is courtesy Paul May.

veen.com
About.Me Has 400,000 Beta Testers, Opens Doors To All

Michael Arrington
Dec 16, 2010

In September About.me started letting people reserve names for its personal profile page. They guaranteed your name (I’m about.me/mike, for example) and started letting those people in slowly in batches.

Well, not so slowly I guess, since the company says 400,000 sites have now been created, and another 20,000 on the waiting list were let in overnight. And starting today anyone can go to the site and start using it immediately.

The site offers people free profile pages. You can include your name, bio and links to Twitter, Facebook, LinkedIn and other sites that have information about you. But what makes About.me really pop are the high resolution images people upload to go with their profiles. Just click the icon of a person with a right arrow on the top left of my page to start scrolling randomly through profiles to see what I’m talking about.

About.me also provides data and analytics to users to show total profile views, links to your profile, traffic sources and more.
Tony Conrad
co-founder about.me

I'm also a member of the founding team at True Ventures. I serve on the Board of Automattic (WordPress), appssavvy, Typekit, StockTwits, GDGT, FREE, Kissmetrics, 20200, WeGame, RescueTime and led True's investments in Plumbook & MakerBot. I serve as a Special Advisor to AOL Ventures and Board Member at non-profit Grist.

Prior, I founded Sphere (AOL), served on the Board of Oddpost (YHOO) and played an active role managing investments in Stonyfield Farms (GPDK), Danger (MSFT) & Post Communications (NTVS).

I grew up in a small Indiana farming community. Since, I've lived in Chicago, New York, New Delhi, Paris, Jakarta & San Francisco. I'm into my family, travel, languages (I speak French), scuba diving, art, architecture, running, swimming & biking (recently finished the KONA Rohto Ironman).
identify
build
integrate
sequester the team
set up the conditions for success

using structure to manage anxiety
### Dynamic Origin Server

**Overview | Messages | To-Dos | Milestones | Writeboards | Time | Files**

**Project overview & activity**

<table>
<thead>
<tr>
<th>Date</th>
<th>Comment</th>
<th>Priority</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEDNESDAY, 2 MARCH 2011</td>
<td>Re: Serve EOT files as application/vnd.ms-fontobject and test it works in IE</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="#">Functional Dynamic CSS</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRIDAY, 25 FEBRUARY 2011</td>
<td>Implement font description hashing to shorten tokens</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="#">Functional Dynamic CSS</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement uri tokens for external font files</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="#">Functional Dynamic CSS</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement stamping on CSS files</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="#">Functional Dynamic CSS</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Verify Akamai ensures protection works, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="#">Functional Dynamic CSS</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Oludare Yusuf

Life Enthusiast | Media Aficionado | Uber Tech Geek ...

I am addicted to the arts, innovation, gadgets, media, technology, travel and so much more.

Oludare is (a/an):
- adventurer
- creative
- dreamer
- media aficionado
- photographer
- social media strategist
- Uber tech geek
... a rather proficient ‘Geek of all trades’ & a bona fide master of mort!
On Wednesday we decided there was no possible way to get this project done before the end of January. We launched it this afternoon.
equanimity
safety nets

objective process for subjective situations

driven by purpose

equanimity
Amazon Web Services Service Health Dashboard

Current Status - Apr 21, 2011

Amazon Web Services publishes our most up-to-the-minute information on service availability in the table below. Check back here any time to get current status information, or subscribe to an RSS feed to be notified of interruptions to each individual service. If you are experiencing a real-time, operational issue with one of our services that is not described below, please inform us by clicking on the “Report an Issue” link to submit a service issue report.

<table>
<thead>
<tr>
<th>North America</th>
<th>Europe</th>
<th>Asia Pacific</th>
<th>Report an Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Status</strong></td>
<td><strong>Details</strong></td>
<td><strong>RSS</strong></td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon CloudFront</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon CloudWatch (N. California)</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon CloudWatch (N. Virginia)</td>
<td>Delayed CloudWatch metrics</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Elastic Compute Cloud (N. California)</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Elastic Compute Cloud (N. Virginia)</td>
<td>Instance connectivity, latency and error rates.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Elastic MapReduce (N. California)</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Elastic MapReduce (N. Virginia)</td>
<td>Errors starting job flows.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Flexible Payments Service</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Mechanical Turk (Requester)</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Mechanical Turk (Worker)</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Relational Database Service (N. California)</td>
<td>Service is operating normally.</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
<tr>
<td>![Checkmark] Amazon Relational Database Service (N. Virginia)</td>
<td>Database instance connectivity and latency issues</td>
<td>![RSS Feed]</td>
<td></td>
</tr>
</tbody>
</table>

*Note: The table continues with additional services and their current status details.*
safety net: emergency response protocol
Clear and Immediate Roles

**Repair team:** Identify and solve the issue.

**Note taker:** Report to the rest of the team.

**Communication manager:** Messaging to outside world.
<table>
<thead>
<tr>
<th>Scenario</th>
<th>Mitigating circumstances</th>
<th>Enterprise support response</th>
<th>Support response</th>
</tr>
</thead>
</table>
| Reports of issues trickling in via Twitter or the support queue | We have not yet identified a problem.  
Refer more information.  
Refer them to status blog and let them know that we are working on it and will update the status blog as we have more information. | Initial response  
Request more information.  
Refer them to status blog and let them know that we are working on it and will update the status blog as we have more information.  
Follow-up with details about what happened after things have been resolved. | Initial response  
Request more information. |
|                               | We have identified a problem that should be dealt with quickly.  
Refer to status blog. | Answer follow-up questions as necessary.  
Refer to status blog and let them know that a fix is forthcoming and apologize for downtime. |                                |
|                               | We have identified a big problem that will take some unknown amount of time to resolve. | Follow-up with details about what happened after things have been resolved. |                                |

| Reports of issues flooding in via Twitter or the support queue | We have not yet identified a problem.  
Refer more information. | Initial response  
Request more information. |                                |
|                                                               | We have identified a problem that should be dealt with quickly.  
Refer to status blog. | Answer follow-up questions as necessary.  
Refer to status blog and let them know that we are working on it and will update the status blog as we have more information. |                                |
|                                                               | We have identified a big problem that will take some unknown amount of time to resolve. | Follow-up with details about what happened after things have been resolved. |                                |

| Emergency maintenance | Maintenance window will only affect the Typekit website  
Respond that emergency maintenance is ongoing and will end soon; refer to status blog for more information. | Answer follow-up questions as necessary. | Respond that emergency maintenance is ongoing and will end soon; refer to status blog for more information. |
|                      | Maintenance window will affect front serving.  
Refer to status blog; let them know when maintenance will end. | Follow-up with details about what happened after things have been resolved. |                                |

| Scheduled maintenance | Maintenance window will only affect the Typekit website | none | none |
|                      | Maintenance window will affect front serving.  
(Would this ever happen?)  
Refer to status blog; let them know when maintenance will end. | none |                                |
1 minute ago Perry Thomas UPGRADED Highrise From Free → Solo
1 minute Carson Moore UPGRADED Backpack From Free → Basic
2 minutes Mark Brooks SIGNED-UP for Basecamp Plus via google-basecamp
4 minutes Terry Knowles CANCELED Basecamp Personal (3 months old)
4 minutes Tom Glass UPGRADED Backpack From Free → Basic
4 minutes Rhonda Jenkinson SIGNED-UP for Backpack Home via google-backpack
6 minutes Jo Carole SIGNED-UP Backpack Basic via google-group.calendar
8 minutes Bryan Smith SIGNED-UP for Highrise Premium via taskalist
11 minutes Ken Hong DOWNGRADED Basecamp From Plus → Basic
12 minutes Kirk Stroger UPGRADED Backpack From Free → Solo
13 minutes Yuri Haha[ SIGNED-UP for Highrise Free via google-highrise
16 minutes Aaron Anderson CANCELED Basecamp Plus (about 1 year old)
18 minutes Karen Anderson SIGNED-UP for Backpack Free via lifeslearningtoday.com
18 minutes Mary Hansson SIGNED-UP for Campfire Free via google-group.chat
19 minutes Ethan Oleman UPGRADED Basecamp From Plus → Max
19 minutes Lisa Dauria SIGNED-UP for Basecamp Premium via webworkersdaily.com
19 minutes Tyron Clauison SIGNED-UP for Highrise Plus via google-hosted.CRM
20 minutes Paul Meadows UPGRADED Backpack From Free → Solo
20 minutes Adam Kiles SIGNED-UP for Backpack Solo via google-get.organized
20 minutes Susan Hong DOWNGRADED Backpack From Basic → Home
20 minutes Ernest Edgerton UPGRADED Highrise From Basic → Plus
More...
Panic Software’s status board
Font serving is A-OK.

Recent Updates

Feb 3, 2011
3:00pm PST  FONT SERVING
Font serving may be slow in the western United States.

Feb 2, 2011
3:00pm PST  FONT SERVING
Font serving is fast. 24 hour uptime.

Feb 1, 2011
2:54pm PST  FONT SERVING
Font serving is back to normal.

2:25pm PST  FONT SERVING
An error by our CDN provider temporarily slowed or halted font serving in the western United States. Font serving is coming back online now. Our sincere apologies for the downtime.

2:13pm PST  FONT SERVING
Font serving is down. We are investigating.

Jan 31, 2011
3:00pm PST  FONT SERVING
Font serving is fast. 24 hour uptime.

Jan 30, 2011
System Status
Font serving is fast
Typekit website is slow
API is up

Help topics
Accounts & Billing
Fonts
Design & Development
Using Typekit on Your Blog
Language Support

Need help?
Drop a line to support@typekit.com

How are we doing?
Our public uptime report is available from Pingdom.
This page offers performance information for Google Apps services. Unless otherwise noted, this status information applies to consumer services as well as services for organizations using Google Apps.

Check back here any time to view the current status of the services listed below. For all other information or to report a problem, please visit the Google Apps Help Centers.

<table>
<thead>
<tr>
<th>Service</th>
<th>Today's Status</th>
<th>4/16/11</th>
<th>4/15/11</th>
<th>4/14/11</th>
<th>4/13/11</th>
<th>4/12/11</th>
<th>4/11/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google Mail</td>
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<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
</tr>
<tr>
<td>Google Calendar</td>
<td>![Checkmark]</td>
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<td>![Checkmark]</td>
<td>![Checkmark]</td>
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<td>![Checkmark]</td>
</tr>
<tr>
<td>Google Talk</td>
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</tr>
<tr>
<td>Google Docs List</td>
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<td>![Number 1]</td>
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<td>![Checkmark]</td>
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<tr>
<td>Google Documents</td>
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<td>Google Presentations</td>
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<tr>
<td>Google Drawings</td>
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<td>Google Sites</td>
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<td>Google Video for business</td>
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<td>![Checkmark]</td>
<td>![Checkmark]</td>
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<td>![Checkmark]</td>
</tr>
<tr>
<td>Admin control panel / API</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
<td>![Checkmark]</td>
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<tr>
<td>Postini Services</td>
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</tr>
</tbody>
</table>
# Arrivals

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>STATUS</th>
<th>CREW</th>
<th>INFO</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLOUD SYNC</td>
<td>FULL SPEED</td>
<td>jürgen, Bartek, Christian, Konstantin, Werner, jace</td>
<td>Efficient, reliable, and scalable cloud sync solution.</td>
</tr>
<tr>
<td>PROJECT TROY</td>
<td>EN ROUTE</td>
<td>Christian, Michael, Carolina</td>
<td>One of our secret projects.</td>
</tr>
<tr>
<td>TEAMWORK</td>
<td>HOLDING</td>
<td>jürgen</td>
<td>Functionality to improve delegating tasks to a teammate.</td>
</tr>
<tr>
<td>PROJECT &quot;TOSVKS&quot;</td>
<td>GROUNDED</td>
<td></td>
<td>Will be based on our cloud sync solution.</td>
</tr>
</tbody>
</table>

Last updated on February 3, 2011
What happened this morning?
David Jan 18 2008

128 comments Latest by Robin

All the 37signals properties were offline for two hours this morning between 10AM and 12PM CST (16:00 to 18:00 GMT) as our load balancer blew out and knocked out the network connection for all our servers. No data was lost and the machines all kept running, but they weren't accessible from the internet.

We're very, very sorry for this interruption of service. While we were able to report on the progress of this interruption through our http://status.37signals.com (all the products and 37signals.com pointed to that site during the majority of the outage) that's a small consolation when you want to access data stored on our services right now. It was just not good enough.

While we don't have a formal service-level agreement (SLA), we still want to compensate anyone who felt they were negatively affected in their work because of this outage. Please write support@37signals.com (and include your application URL) and we'll get that taken care of.

Naturally, we're going to have a long, serious talk with our service provider (Rackspace). They're supposed to be the best in the business, but in this instance they failed us, so we in turn failed you. We'll do everything we can to make sure that something as simple as a load balancer (or firewall or switch port) never causes this sort of panic attack again.
objective process / subjective situations
Why?

5x

Sakichi Toyoda
Employee injured thumb


2. Why? He was chasing his bag.

3. Why? He put it on the conveyor, and it started up unexpectedly.

4. Why? He was using it as a table.

Problem: It is taking 60 minutes to publish a kit.
Queue is growing.

1. Why?
Kits not being delivered.

2. Why?
3. Why?

Origin server not accepting kits.
Origin servers designed for high **output**, not **input**.

4. Why?
ROOT CAUSE: Our current input rate was not a requirement when we evaluated CDNs.

5. Why?
objective process: ambient accountability
Hi, Heather. Whatcha up to?

Have I mentioned that WordPress is awesome?

Posting with P2 is fast and easy

Already blogging faster!
Act distributed, even if you aren’t.
Mandy: What’s up with the copy on this page?
Mandy: http://typekit.com/wtf/
Jeff: SEO, I think
Mandy: Well, it's crap. I'm fixing it.
Jeff: cool
Ryan C. but you need AWS keys

7:30 PM

Paul H. looks like i also need memcache compiled, but something has

can we just upgrade to a more recent copy of memcached?

0.15 includes all the c libraries needed to run it

we're running 0.19.7 on typekit.com

7:31 PM

Matt C. View paste (14 more lines):

Pushing Kit[231954] at KitVersion[974688] to Amazon S3:

- KitDestination:153 begin writing "staging/jrglpbo.js"
- KitDestination:153 begin writing "staging/jrglpbo.js" in 0.243
- KitDestination:153 finish writing "staging/jrglpbo-a.css"
- KitDestination:153 finish writing "staging/jrglpbo-a.css" in 0.278
- KitDestination:153 finish writing "staging/jrglpbo-b.css"
- KitDestination:153 finish writing "staging/jrglpbo-b.css" in 0.296
- KitDestination:153 finish writing "staging/jrglpbo-c.css"
- KitDestination:153 finish writing "staging/jrglpbo-c.css" in 0.334
- KitDestination:153 finish writing "staging/jrglpbo-d.css"
- KitDestination:153 finish writing "staging/jrglpbo-d.css" in 0.397
- KitDestination:153 finish writing "staging/jrglpbo-e.css"
- KitDestination:153 finish writing "staging/jrglpbo-e.css" in 0.439
- KitDestination:153 finish writing "staging/jrglpbo-f.css"
- KitDestination:153 finish writing "staging/jrglpbo-f.css" in 0.502
ambient accountability

code deploys

pull requests

support tickets

revenue events
objective process: design critique
- **Bad:** I don’t like that blue.
- **Better:** Why is that blue?
- **Great:** Is color important here?

- optional attendance, mandatory participation
- **not** a forum for expressing opinions
- working session for group problem solving that is **convergent** or **divergent**
- brainstorming
- limitless possibility
- “yes, and...”

- evaluating feasibility
- acknowledge constraints
- drive towards consensus
Design Criticism and the Creative Process

by Cassie McDaniel

At a project's start, the possibilities are endless. That clean slate is both lovely and terrifying. As designers, we begin by filling space with temporary messes and uncertain experiments. We make a thousand tiny decisions quickly, trying to shape a message that will resonate with our audience. Then in the middle of a flow, we must stop and share our unfinished work with colleagues or clients. This typical halt in the creative process begs the question: What does the critique do for the design and the rest of the project? Do critiques really help and are they necessary? This article is an attempt to find a balance in the critique process.
this stuff is hard
FAIL
I'll never use the word "fail" again when complaining about something. If you've ever been on the other side of it, there's nothing harsher.
safety nets

objective process
for subjective situations

driven by purpose
measure momentum in days

“That was a good week, lots of progress, good looking numbers. Nice job everyone.”
measure projects in weeks

“The next milestone will get us to a minimum viable feature that we can ship before SxSW.”
measure priorities in months

“We’re going to focus on performance and distribution in Q2.”
"Organize the world's information and make it universally accessible."

measure vision in years
where are we going?
where are you going?
thank you.

@veen