# Who Broke Prod?

## Growing teams who can fail without fear

**Emma Button**
Co-founder, nubeGO.io

@growerofawesome

nubeGO

# BAD STUFF HAPPENS

**SELF-DEFENCE**

Respond positively to feedback

Stop seeking blame

Photo: Silvia Izquierdo

# Improvement Katas – Responding to Failure

**Resilience**

- Re-live a painful failure. Find one new way of responding in a painful situation, **write it down** and consciously choose to use that response next time

- Respond with *"Thank you for the feedback"*

**Stop Seeking Blame**

- Correct yourself and others when we find ourselves asking *"Who is to blame for this?"* or *"What caused this to happen?"* – replay the question as *"What are the factors that contributed to the failure?"*

- Periodically remind ourselves, our peers and our team *"It's OK to fail"*

Ring Alex or James for help

Smile & Nod

Ask support for the logs first

# Improvement Katas – Incident Response

**Transparency**

- Use Slack to share and keep a quick, lightweight, internal record of all actions we take, record our assumptions

**Collaboration & Shared Accountability**

- Practice Pair-Incident-Management
    - Pair when formulating customer-facing responses
    - Pair when diagnosing logs & metrics
    - Pair when applying changes

- Get into the habit of using the word "We" instead of  They/I/You/Them

POST-MORTEM

~~Blameless Post-Mortem~~

Learning Review

Beyond Blame; Learning from Failure and Success by Dave Zwieback

# Improvement Katas – Blameless Post-Mortem

## Do them!
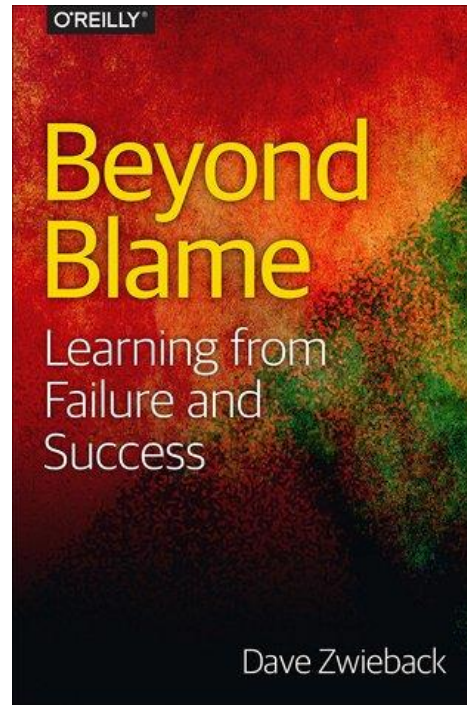
VISIBILITY

Make failure visible
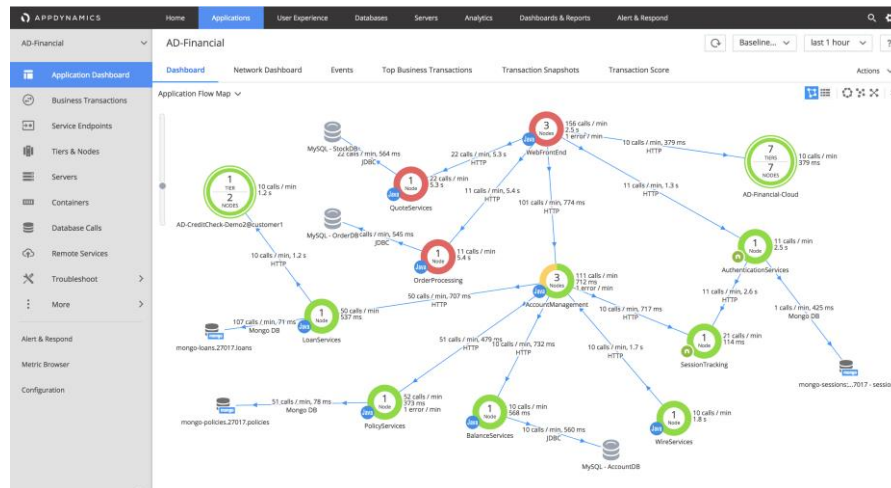
Know your normal

# Improvement Katas – Make Failure Visible

**Visualise Failure**

- Install an information radiator. Put the results of your CI/CD pipeline onto the screen somewhere that everyone can see.

**Know Your Normal**

- Draw a flow map of data as it travels through your system on a big wall or whiteboard.

REWARD

Never punish people for trying

Reward positive behaviours

Change starts with **US**

# Improvement Katas – Reward, don't Punish

**REWARD**

**Re-enforce Blameless Behaviours**

- At least twice a week, make a point of publicly singing people's praises for demonstrating behaviours that support:-
    - Experimentation
    - Collaboration
    - Accountability
- Go for lunch as a team to celebrate a honest, but difficult retrospective

**Reward, Don't Punish**

- Practice using supportive language:
    - Say "thank-you" to someone who shares their account of what happened
    - Say "well done" to someone who tries a new approach to solve a problem, whether or not it works
    - Tell someone their honesty in a post-mortem is appreciated
- Reward honest and blameless contribution to post-mortem with a gift - laptop stickers

Black Friday 2017
lived to tell the tale

## Emma Button

emma@emmabutton.co.uk

linkedin.com/in/emma-button

@growerofawesome