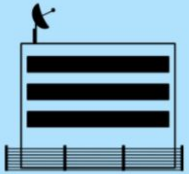
Confessions of an SRE Manager

Andrew Hatch

@hatchman76

whoami

22 years



AWS

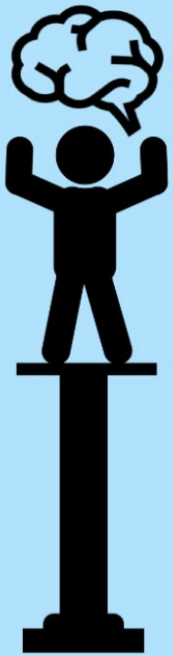
3 years

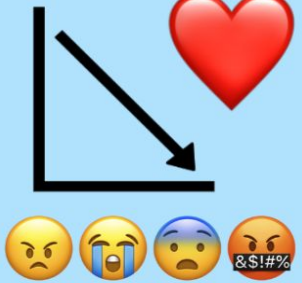
DATSUN

10 years

DevOps Manager
Platform Engineering Manager
SRE Manager

why





You won't sleep well every night.

There can be a lot of emotional labor

Humans are not perfectly rational creatures

1+1=2

Perfect & simple work processes do not really exist

Top-down directives don't always make complete sense

When things go well they are awesome

You can have a strong impact and be a force for good

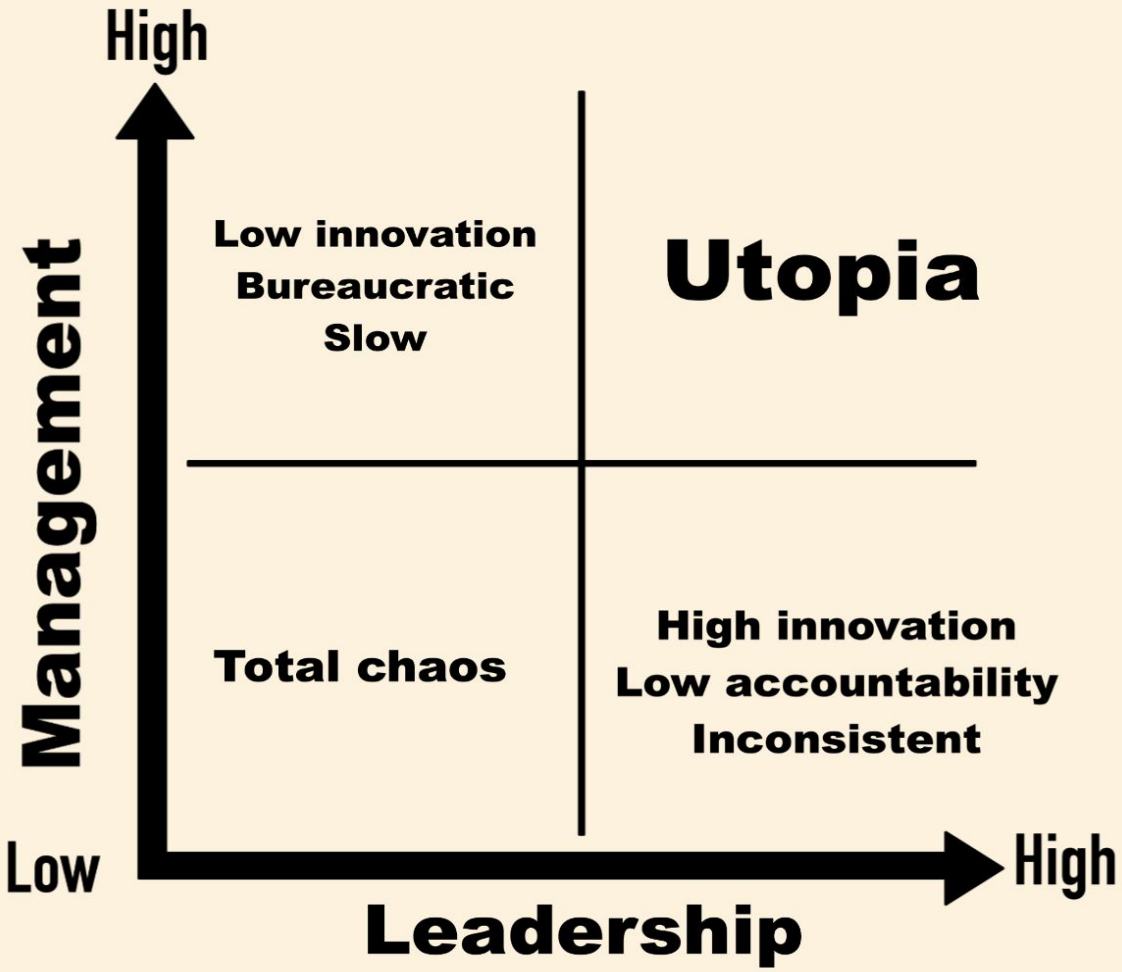
You love working with lots of people....

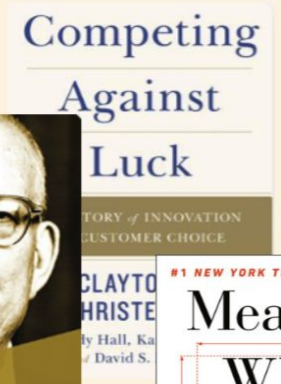
...and seeing their careers grow

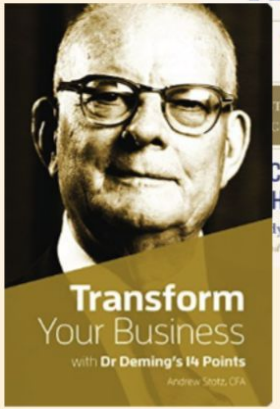
Management and Leadership

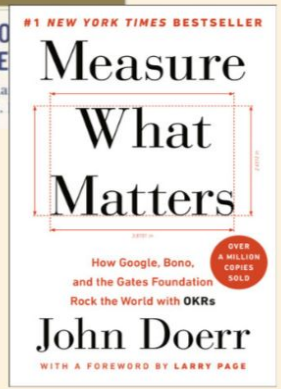
Management is about good processes that are efficient, measurable, guide teams with clear objectives and outcomes, demonstrating continuous value back to the business

Leadership is about cultivating an environment to generate innovative ideas, creativity and collaboration, which challenges the status quo and leads to step-change improvements delivering value back to the business


High
Management
Low innovation
Bureaucratic
Slow
Utopia
Total chaos
High innovation
Low accountability
Inconsistent
Low
High
Leadership


Competing
Against
Luck


Transform
Your Business
with Dr Deming's 14 Points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and the Gates Foundation
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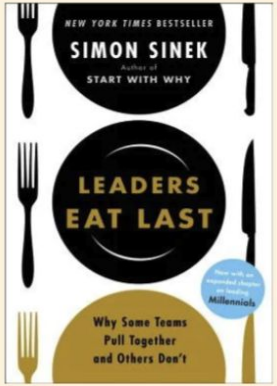
John Doerr
WITH A FOREWORD BY LARRY PAGE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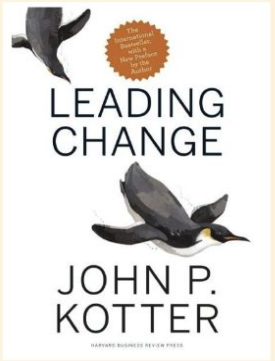
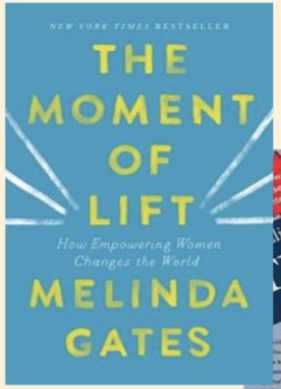
LEADERS
EAT LAST
Why Some Teams
Pull Together
and Others Don't


LEADING
CHANGE
JOHN P.
KOTTER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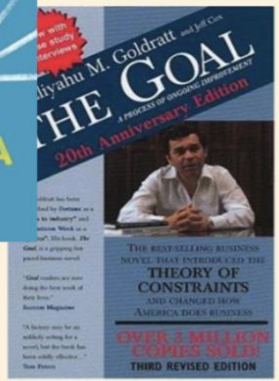
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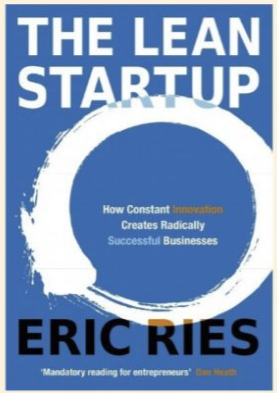
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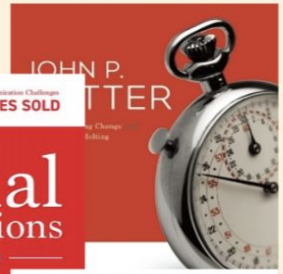
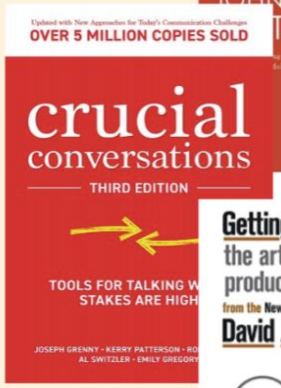
ERIC RIES

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conversations
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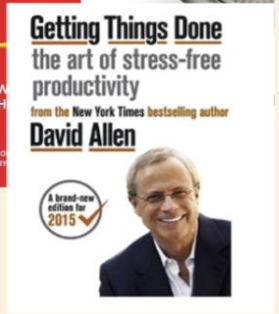
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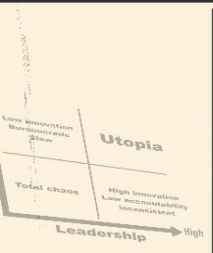
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Total chaos
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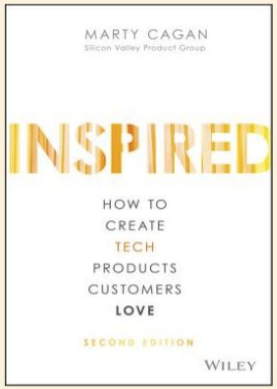
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TECH
PRODUCTS
CUSTOMERS
LOVE
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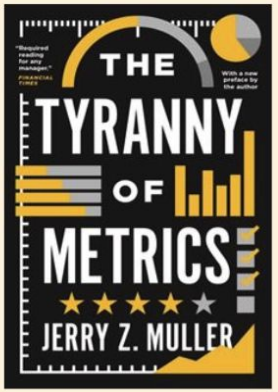
WILEY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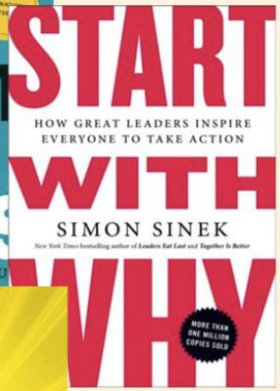
Proven Strategies for Getting U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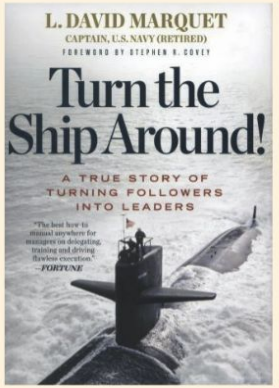
HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION
SIMON SINEK
MORE THAN ONE MILLION COPIES SOLD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CAPTAIN, U.S. NAVY (RETIRED)
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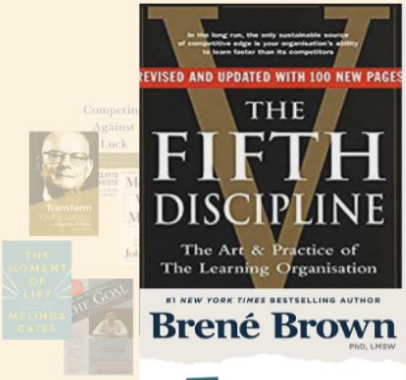
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PhD, LMSW
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to
lead
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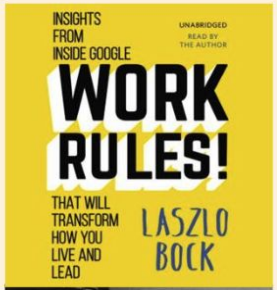
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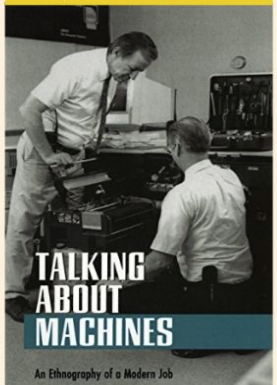
LASZLO BOCK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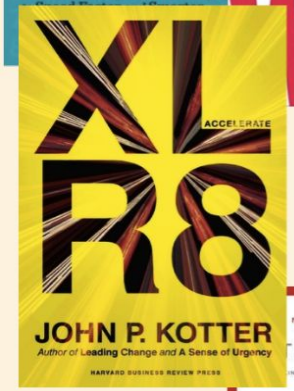
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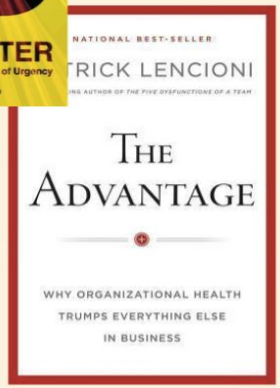
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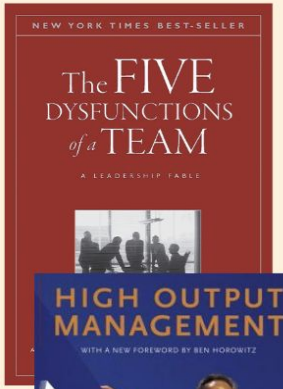
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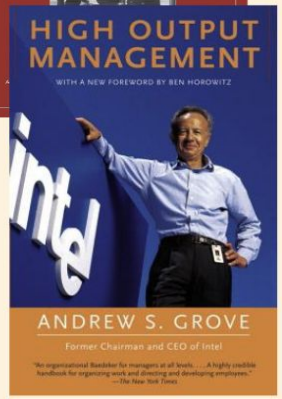
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ANDREW S. GROVE
Former Chairman and CEO of Intel

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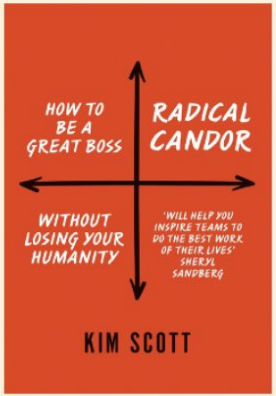
Management
Leadership
High
Low
High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KIM SCOTT

INSPIRED
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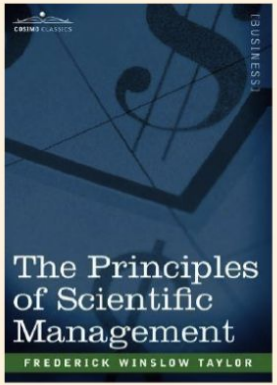
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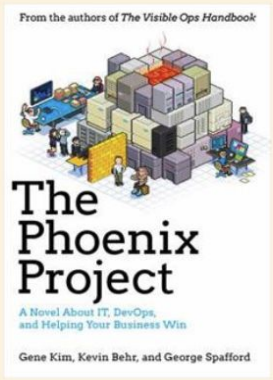
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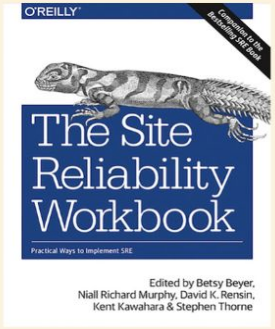
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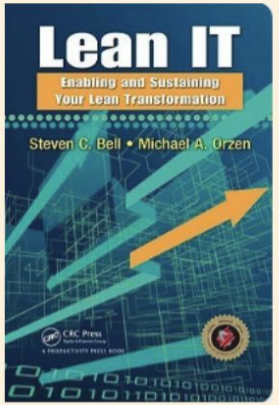
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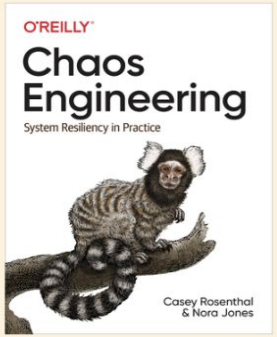
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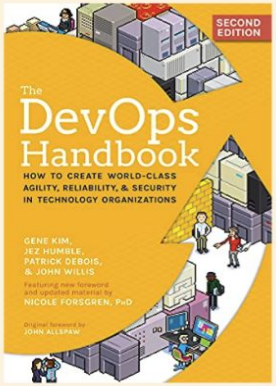
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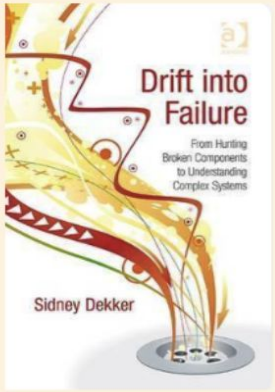
Original foreword by JOHN ALLSPAW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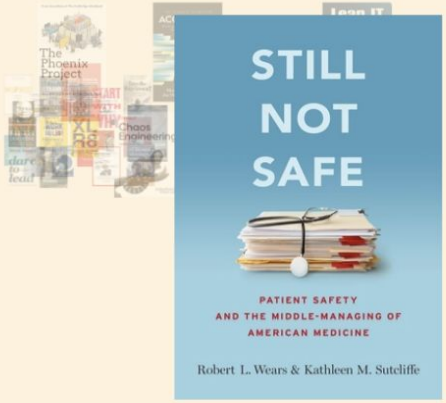
Living with High-Risk Technologies
Charles Perrow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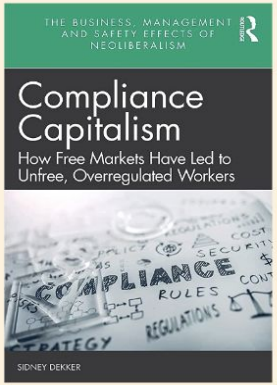
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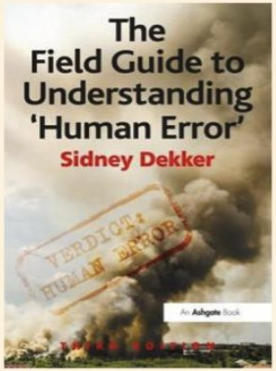
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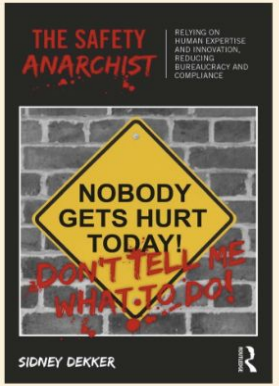
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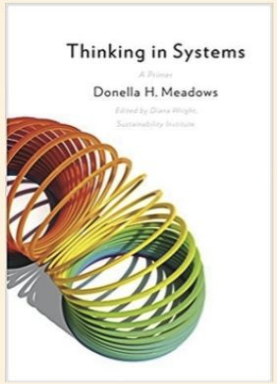
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Donella H. Meadows
Edited by Diana Wright
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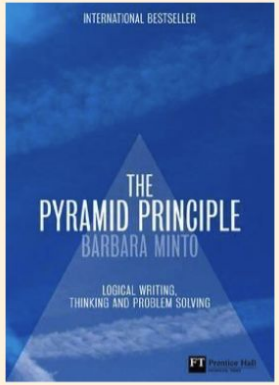
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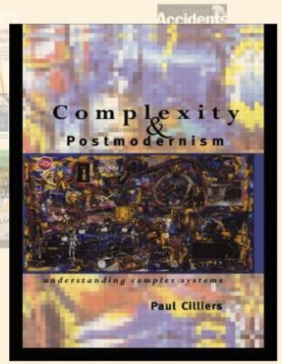
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&
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Paul Cilliers

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BAD
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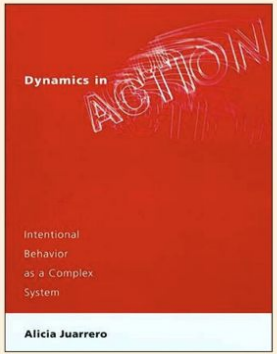
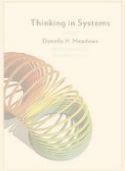
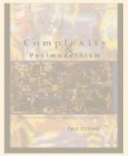
The Difference
and Why it Matters


Dynamics in
ACTION
Intentional
Behavior
as a Complex
System
Alicia Juarrero

...so


Thinking in Systems

THE
PYRAMID PRINCIPLE



RICHARD RUMELT
GOOD STRATEGY
BAD STRATEGY

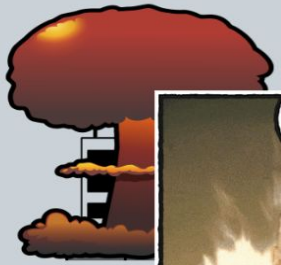
what would you say

DETOUR
OKR
FY23
SRE Manager
EXIT
calibration
But I just want to do my thing!
I hate .....
Why should I create tickets?!?!!
365
Cumin Seed

MTTR is so AWESOME!!
Root Cause all the things!!!

AWS

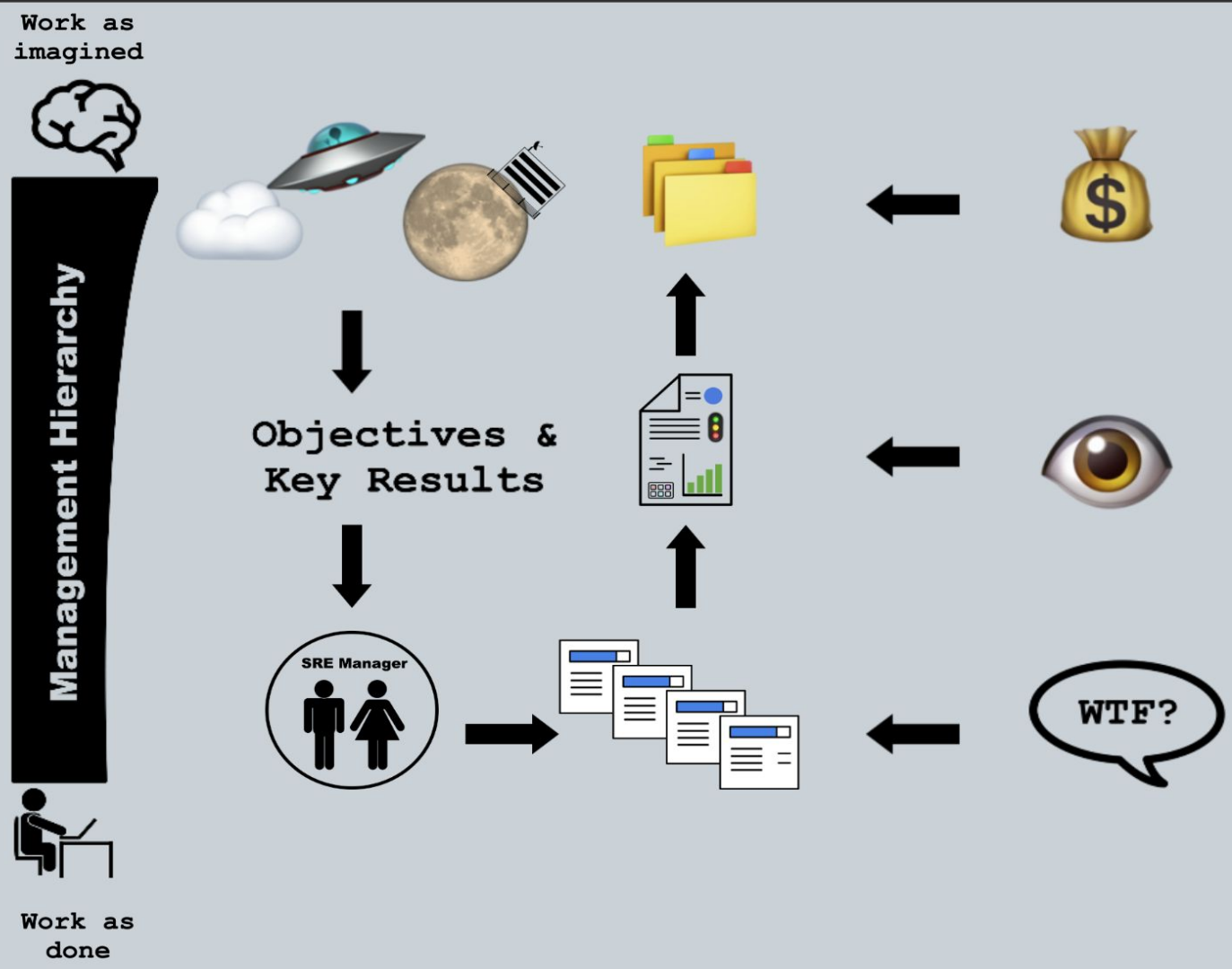
SRE Manager



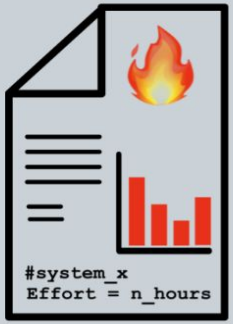
THIS IS FINE.

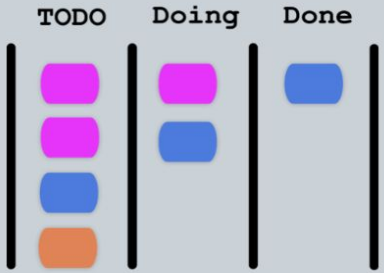
The Management of Work

At best, a top-heavy bureaucracy is merely inefficient and annoying; at worst, it can introduce new safety hazards when it produces procedures that are insensitive to context and rigorously enforced.
[Still not Safe : R Wears, K Sutcliff]


Work as imagined
Management Hierarchy
Objectives & Key Results
SRE Manager
WTF?
Work as done

Unplanned work





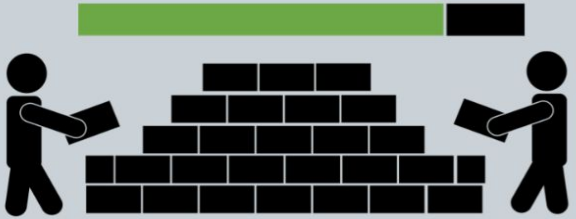
if you are an SRE Manager

YOU NEED TO BE ONCALL

SRE anti-patterns

SRE Proxy Service

02:00?



Progress must always be visible, to you, your team, and your business

SRE Managers need to do on-call shifts

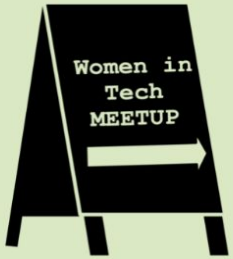
Learn from incidents as much as possible

Kill wasteful work, gain more time to add value

Look you're a great manager, and your team is good at what they do....

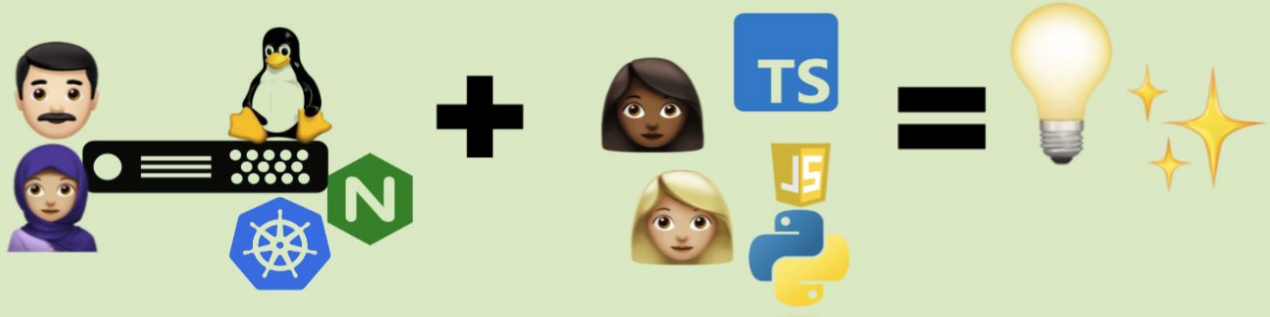
....but you run a boys club

Well she's actually right..... so what are you going to do about it?


Women in
Tech
MEETUP

Well I am correct
because

Staff SRE



Diversity is a number. Inclusion is a choice

Ginni Rometty - ex IBM CEO

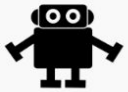
Performance Management

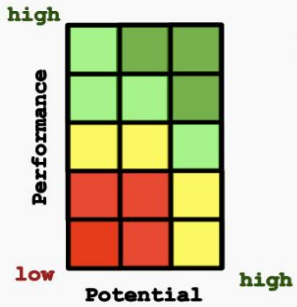
January

July

Performance processes

Above
Meets
Below





1:1 weekly or
bi-weekly

For ICs

SRE	Senior SRE	Staff SRE
✓	✓	✓
✓	✓	✓
✓	✓	✓
✗	✗	✗
✗	✗	✗
✗	✗	✗

10 minutes
every week

Diversity & Inclusion are fundamental to success and trust

Know how you are assessed, align your work

Prioritize 1:1s. No exceptions. Communication is vital.

Learn and build your skills

"Relationships are core to your job. If you think that you can [fulfill your responsibilities as a manager] without strong relationships, you are kidding yourself. - Kim Scott

Management Anti-Patterns

"If everyone in senior management is a cautious manager committed to the status quo, a brave revolutionary down below will always fail." John P. Kotter

Learn from failure, understand work-as-done

Get really, really organized. Inbox-zero must be your goal

Ruthlessly guard your calendar

Read, learn, adapt. There is always a better way

Do you want to be remembered for what you did?

Or how you did it?

Thank you

https://srecon23.hatchman76.com

@hatchman76

Confessions of an SRE Manager

Andrew Hatch

@hatchman76