

Beyond Observability

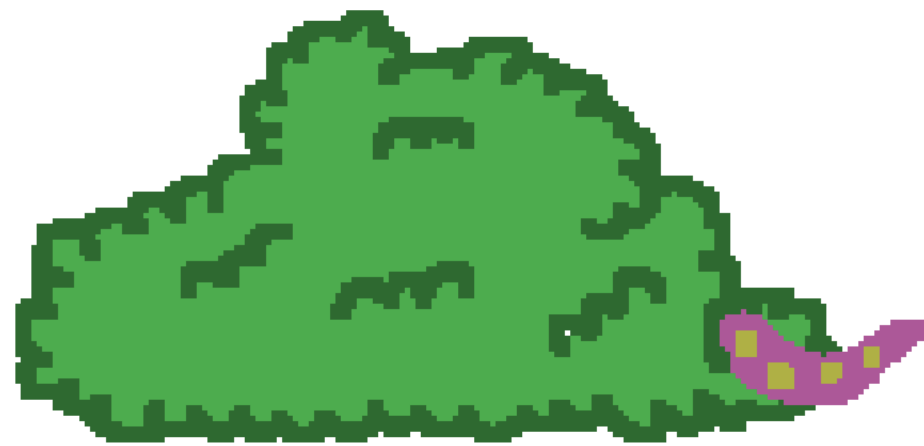
Aligning Technology Performance to Business
Outcomes

Who am I?



Slight
Reliability

(slightreliability.com)



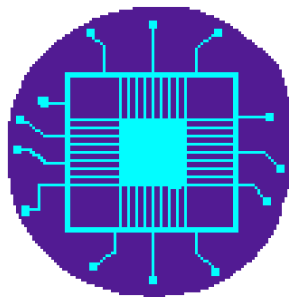




Agenda



How did we get here?



Monitoring **other technology**



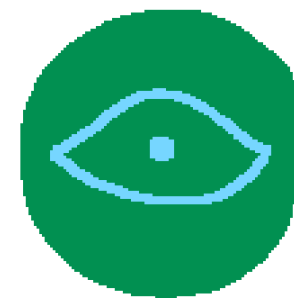
Monitoring **teams**



Monitoring **customers**



Monitoring **business objectives**

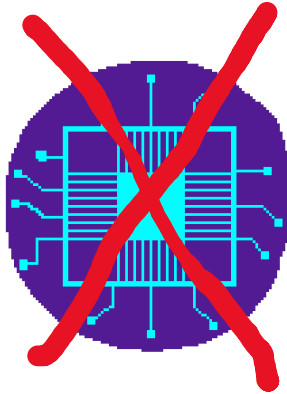


Does any of this fit into **observability**?

updated Agenda



How did we get here?



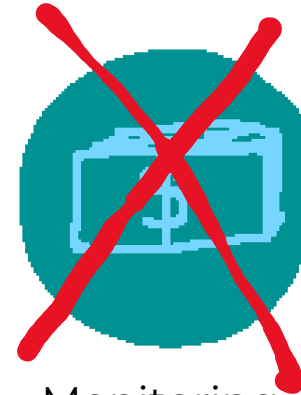
Monitoring **other technology**



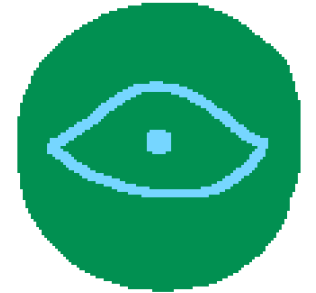
Monitoring **teams**



Monitoring **customers**



Monitoring **business objectives**



Does any of this fit into **observability**?

How did we get here?



Reliability benchmarking

Errors



Saturation



Traffic



Latency

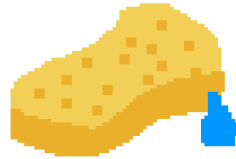


Reliability benchmarking

Errors



Saturation



Traffic



Latency



Availability

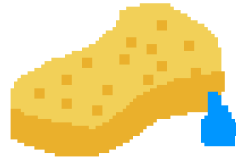


Reliability benchmarking

Errors



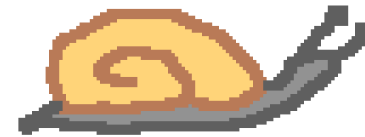
Saturation



Traffic



Latency



Availability



Incidents



Deploys

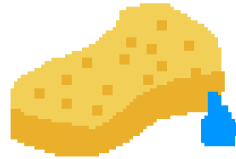


Reliability benchmarking

Errors



Saturation



Traffic



Latency



Availability



Incidents



Deploys



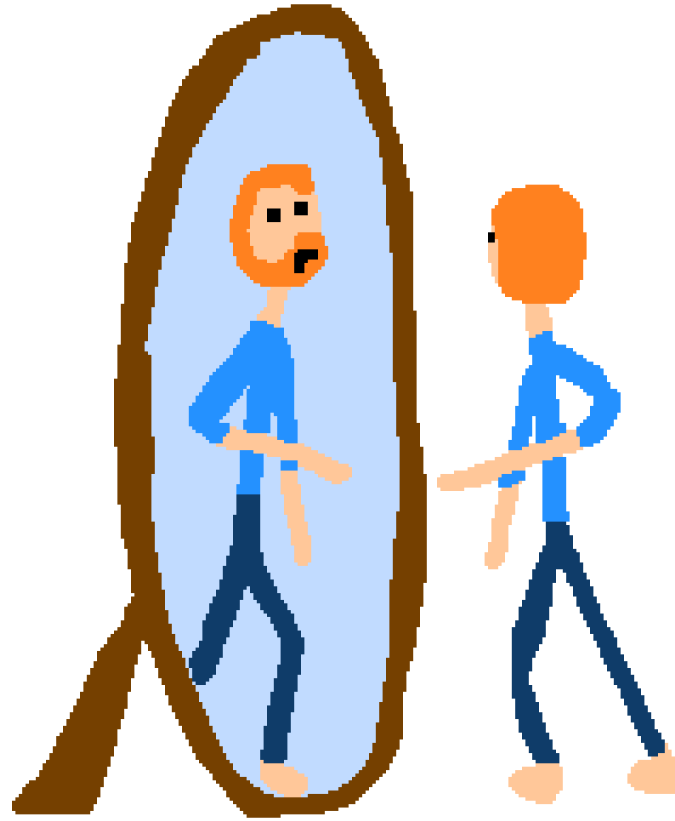
Business + customer



Pandora's box



The teams who operate the technology



The teams who operate the technology

Operational effectiveness



(DORA)

DORA metrics

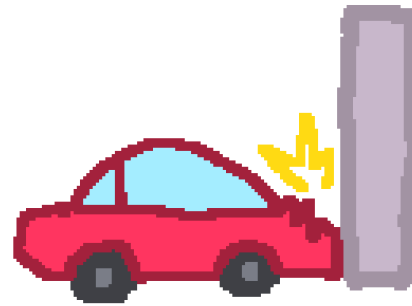
Deployment
Frequency



Lead
Time



Change
Failure Rate



Time to
Restore



Reliability



DORA metrics

🕒 24 hours

↔ Share

✎ Edit



Deployment Frequency - Weekly

Ticks are based on DORA boundaries



Recent deployments

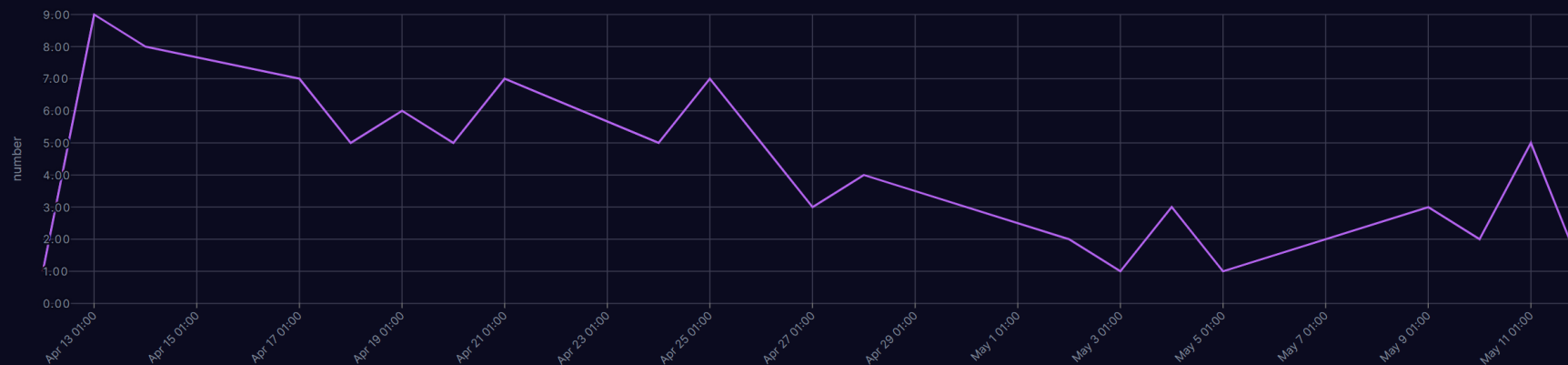
Failures in deploying to Prod | Relative 7 days

36720

20230511.81

36707

Daily deployments this month



Lead Time

Using PR creation to Merged date

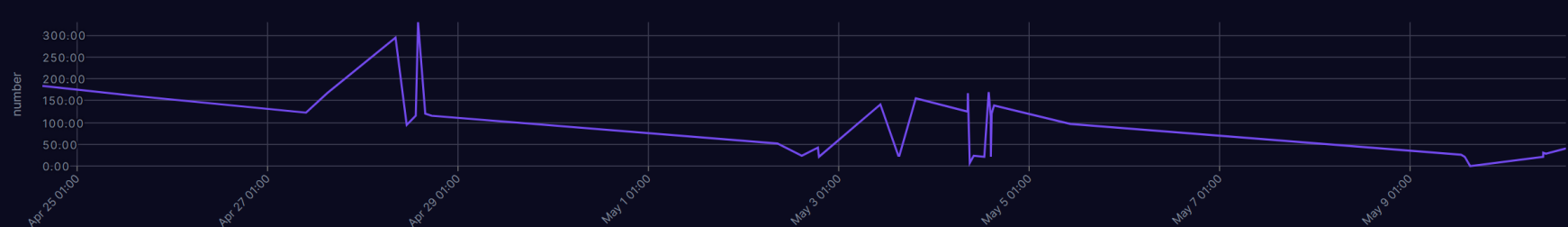
4.62 hours

Copy of Lead Time

Using PR creation to Merged date

4.62 hours

Lead time in hours

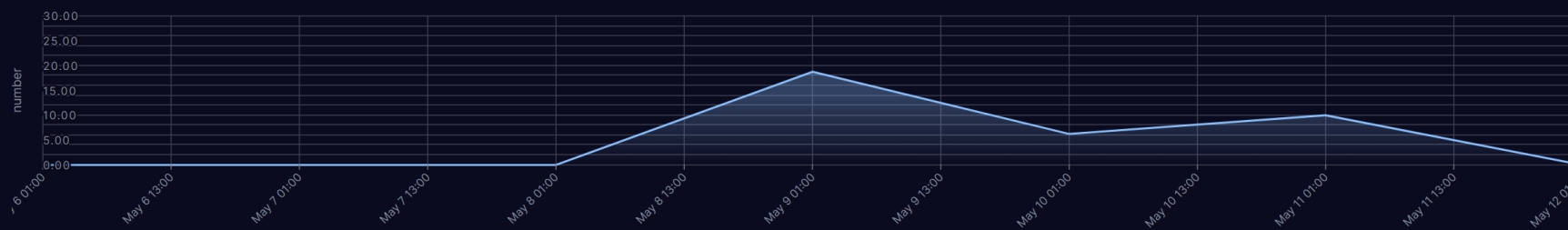


Change failure rate

Failures deploying to Production - 7 days



Change failure rate



Mean time to Recovery

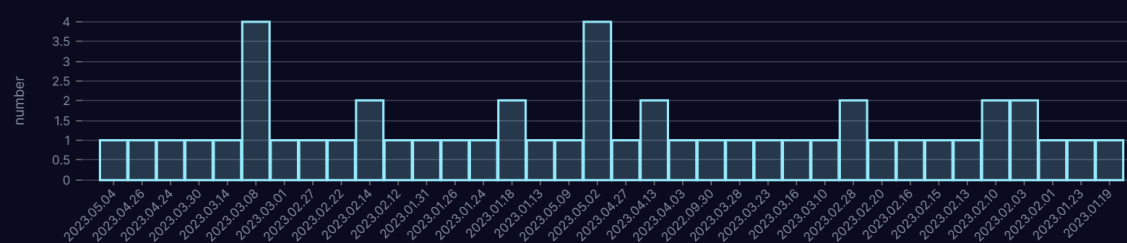
7 day average

8.35 Days

Outage types



Escalations open



The teams who operate the technology

Operational effectiveness



(DORA)

Toil





Stephen Townshend

@the_kiwi_sre



Reducing [#toil](#) is an important part of [#SRE](#), but do you measure how much toil work your engineers are doing? If so, **how** do you measure it?

Confession: I've never measured it or been part of measuring it (yet).



2:45 PM · Apr 19, 2023 · **378** Views



Stephen Townshend

@the_kiwi_sre



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Steve McGhee @stevemcgee · Apr 19

Surveys. That's it.



1



46



2:45 PM · Apr 19, 2023 · 378 Views



Stephen Townshend

@the_kiwi_sre



Reducing [#toil](#) is an important part of [#SRE](#), but do you measure how



Shea Stewart (He/Him) · 1st

3w ...

Technologist working in SRE|DevOps|Platform|QA|Customer ...

One way that I've seen teams help get a sense of this is the use of labels on their issue tracking systems. Something like "unplanned work" or simply "toil" gives some sense over each sprint. Some planning tools will try to provide this automatically, but I prefer the human confirmation by using labels.

Like · 1 | Reply

2:45 PM · Apr 19, 2023 · 378 Views



Stephen Townshend

@the_kiwi_sre

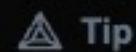
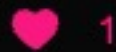
Reducing [#toil](#) is an important part of [#SRE](#), but do you measure how much toil work your engineers are doing? If so, **how** do you measure it?

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Dom Finn @atomic_dom · Apr 20

Quantifying toil is another source of toil given the shape toil can take within an org. Ultimately trust and enablement as a best practice to encourage SREs to fix things that bore them



2:45 PM · Apr 19, 2023 · **378** Views

The teams who operate the technology

Operational effectiveness



(DORA)

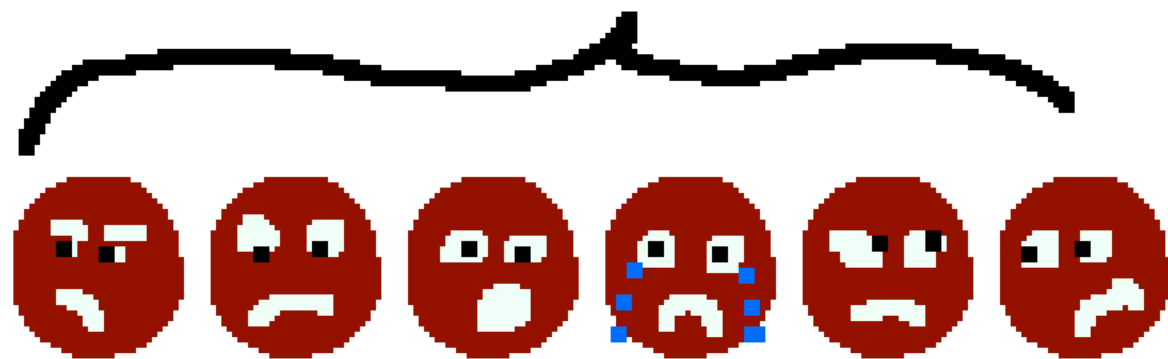
Toil



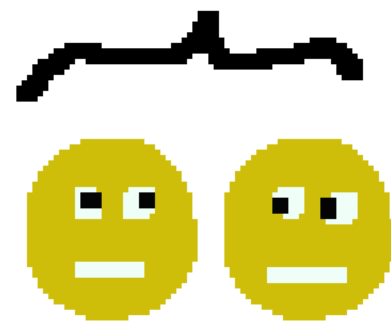
Wellbeing



detractors



passives



promoters



$$eNPS = \% \text{ 😊} - \% \text{ 😞} \times 100$$

The Westrum Organisational Model

Pathological	Bureaucratic	Generative
Power oriented	Rule oriented	Performance oriented
Low cooperation	Modest cooperation	High cooperation
Messengers "shot"	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to inquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

The Westrum Organisational Model

Reliability is about people

Reflecting back on over a decade of SRE practice and theory, the [Enterprise Roadmap to SRE](#) underlines the importance of culture, suggesting that Site Reliability Engineering is in fact emergent from culture. Tools and frameworks are important; language is essential. But only a trustful, psychologically safe culture can support the environment of continuous learning which enables SRE to manage today's complex, dynamic technology environments. DORA's research in 2022 demonstrates the interplay between culture and reliability: we found that "generative" culture, as defined by the [Westrum model](#), is predictive of higher reliability outcomes. And reliability has benefits not only for a system's users, but for its makers as well: teams whose services are highly reliable are 1.6 times less likely to suffer from burnout.

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The teams who operate the technology

Operational effectiveness



(DORA)

Toil



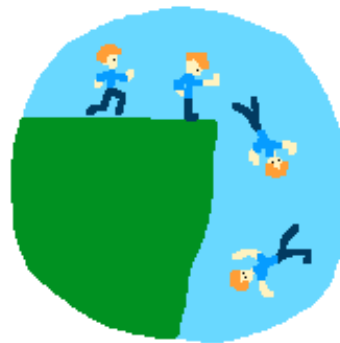
Wellbeing



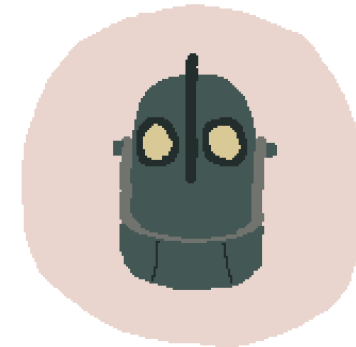
Team workload



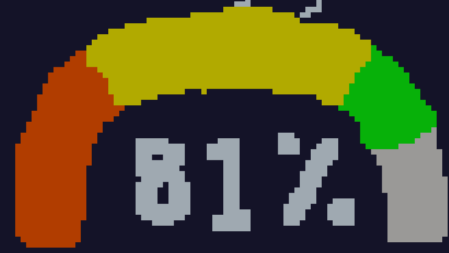
Dependencies



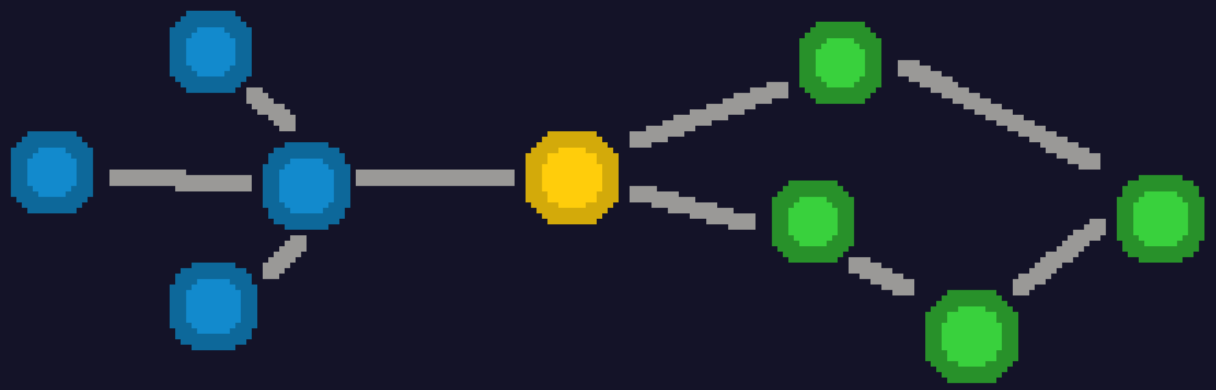
Process efficiency



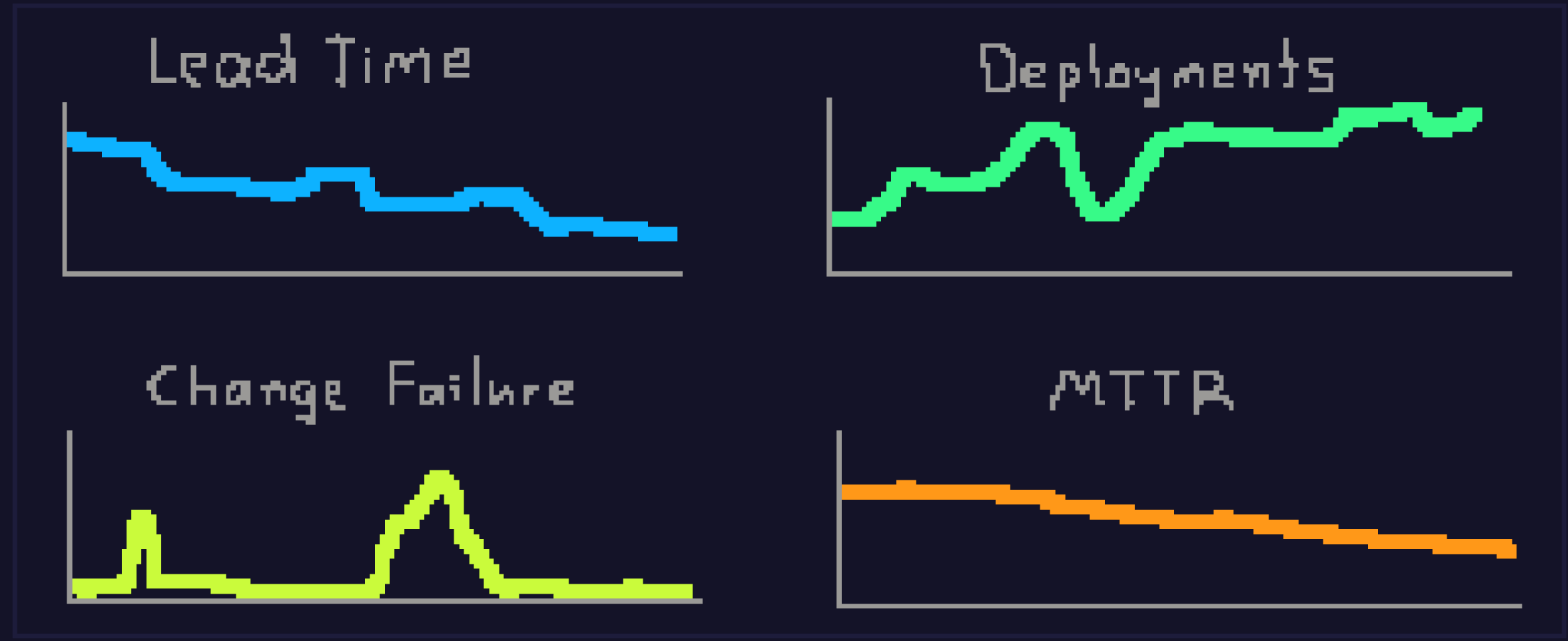
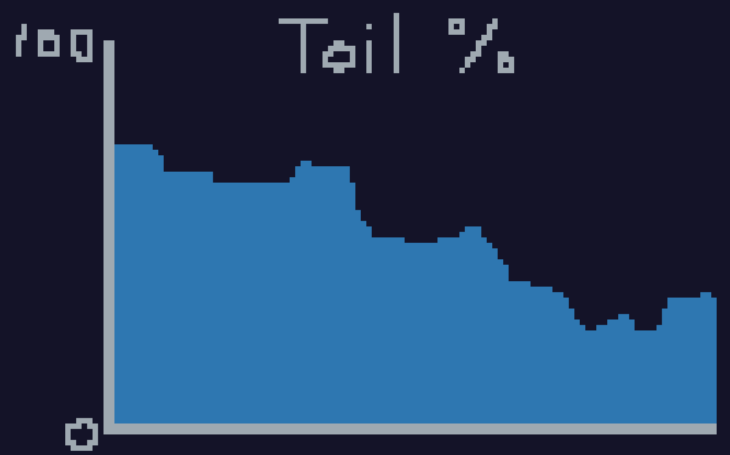
Team Engagement



Dependencies



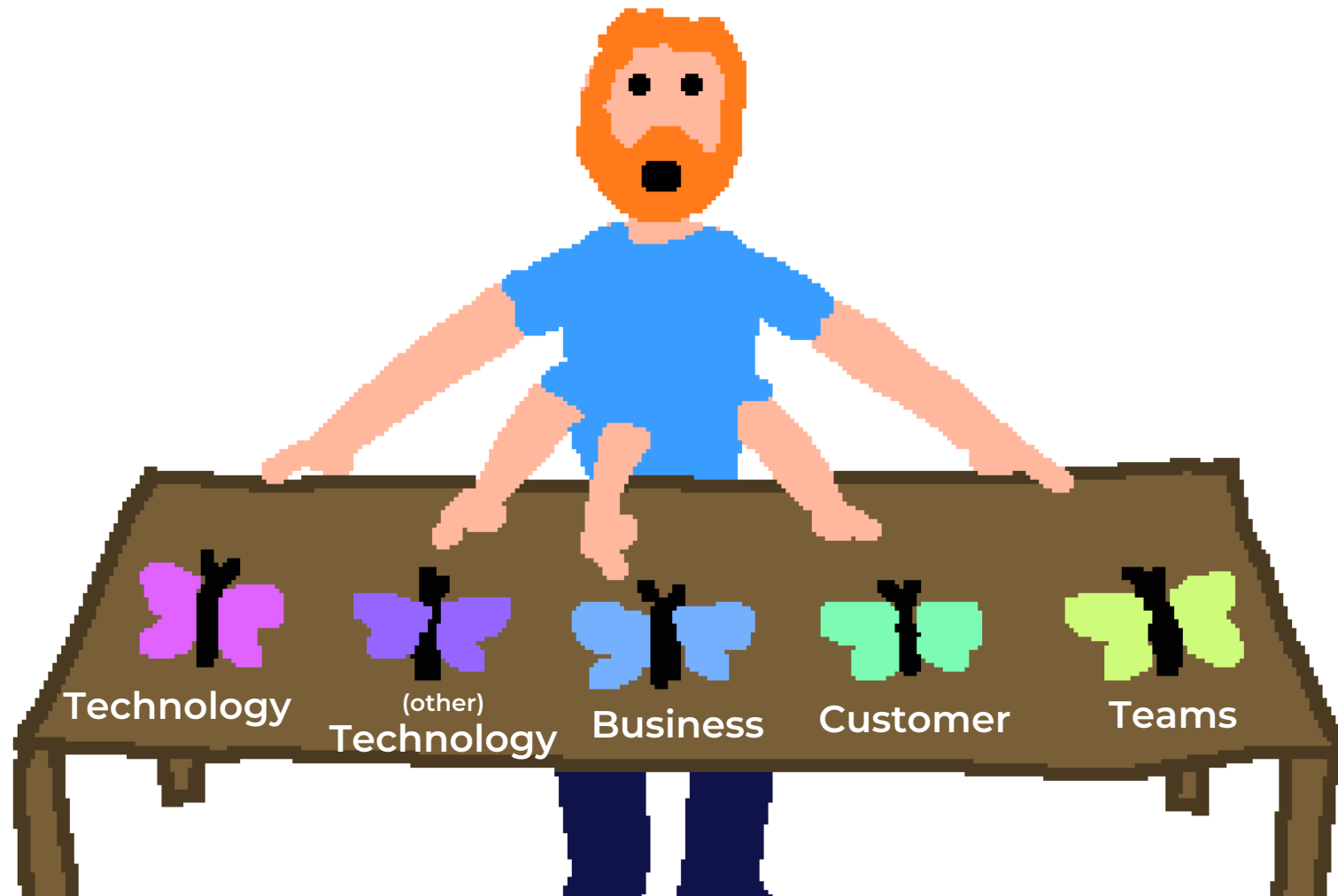
DORA



What does this have to do with SRE?



Summary



Acknowledgements

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Richard Bown (@bown_rw)
Shea Stewart
Steve McGhee (@stevemcgee)
Steven Gill
Tim Wheeler



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/in/stephentownshend



/c/SlightReliability

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