

Reality Is a Worthy Opponent: The Joy of Operational Challenges

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The Life of a Couch

Part 1: “Operations” = ...?

What is a COO, anyways?

Supply Chain Operations

Technical Operations

Sales Operations

What unifies?

All: Opaque + Variable

“Operations” = “Creating consistent outcomes in opaque and highly variable environments.” - (Me)

Part 2: Why Fun?

Greenfields Are Boring

Hard Things are Fun Things

Part 3: Why Valuable?

Software is eating the world...

...but Ops is hard to digest

Thus: Opportunity

“There Is No Instagram”

Examples

Amazon... the Store

Amazon... the Web Services

Akamai

Athena Health

Google

Part 4: How to Tackle?

Tactic

Adopt a Stance of Humility

Tactic

Fetishize Visibility

Tactic

Fear Data Corruption

Tactic
Scale in Increments

Tactic

Value the Humans

Tactic

Make Exceptions First-Class

Tactic

Run Great Post-Mortems

Coda

“Operations” -> “Services”

“Hey, Dan, do you happen to know anyone with interesting operational challenges?”

Thanks...

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