

I could talk about incidents
forever.

One more step in learning from incidents:

Sharing findings effectively

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What do you do after the post-mortem?

Write a report

**Write a
report**

**Write up
action items**

**Write a
report**

**Share the
recording**

**Write up
action items**

**Write a
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**Share the
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**Write up
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Close the ticket

**Write a
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**Write up
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Close the ticket

Move on with your life

Are other people interacting
with your learnings?

...or are they living and dying in Google drive?

We believe sharing incident findings is important.
But why?

TRANSPARENCY

**“Your work shouldn’t be completed to be filed.
It should be completed so it can be read and shared
across the business even after the learning review has
taken place and corrective actions have been taken.”**

- the Howie guide

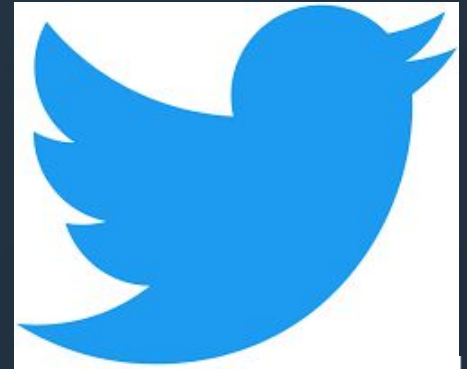
Other reasons for sharing

- Learning!
- Findings may impact others in the org!
- TL;DR for your execs
- Not everyone can attend the review meeting
- New folks joining teams

**It can help get our point across
to a wider audience**

**But I'm already sharing my report!
It's in the drive!**

Different formats



**Different audiences need to
learn different things from
what you are sharing**

AUDIENCES



**Ok but what about
incidents?**

Audience

- Engineers
- Managers
- Executives or leadership
- Stakeholders
- Outside parties

DIFFERENT PURPOSES

Purposes

- Action-requested
- Need to know
- Information-only, updates
- Want to change their minds

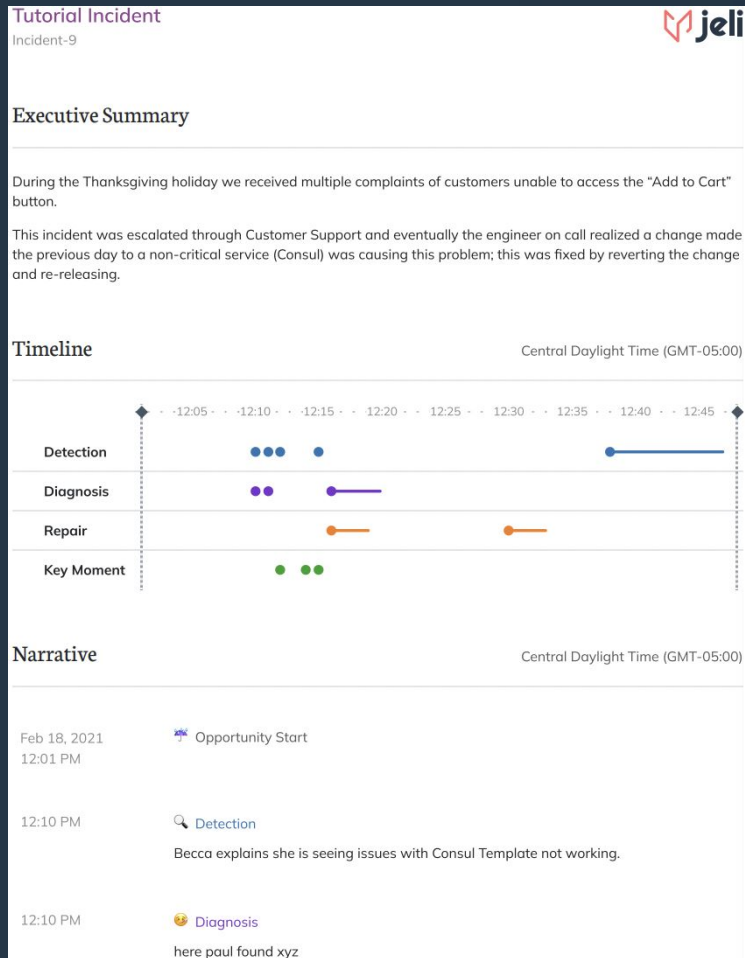
DIFFERENT FORMATS

Formats

- Report
- Abstract
- Summary
- Recording
- Weekly Updates
- Presentation

Report

The most in-depth artifact of your incident



Abstract


Your incident's elevator pitch

 Opportunity Start ⓘ

February 18th, 2021 at 12:01 PM

 Opportunity End ⓘ

February 18th, 2021 at 12:48 PM

 Last Import ⓘ

July 30th, 2021 at 5:36 PM

Executive Summary

During the Thanksgiving holiday we received multiple complaints of customers unable to access the “Add to Cart” button.

This incident was escalated through Customer Support and eventually the engineer on call realized a change made the previous day to a non-critical service (Consul) was causing this problem; this was fixed by reverting the change and re-releasing.

Summary

Gives more context on what was discussed during the review meeting

During the Thanksgiving holiday we received multiple complaints of customers unable to access the “Add to Cart” button.

This incident was escalated through Customer Support and eventually the engineer on call realized a change made the previous day to a non-critical service (Consul) was causing this problem; this was fixed by reverting the change and re-releasing.

Key Takeaways

- Consul is perceived as a non-critical service but it actually impacts a large number of critical needs.
- Consul is supported by a handful of engineers who inherited it.
- Only one person at the company (not in the Consul team) knows how Consul works and what it touches.
- Escalation policies during the holiday made it tough for the on-call engineers to quickly resolve the issue.
- The code freeze period can lead to changes being rushed out the door.

Action Items

- SE team to reassess on-call rotation
- Consul ownership to be decided by engineering leadership.

Recording

Most resembles attending the review meeting



Weekly Update

Great for larger orgs with lots of incidents and silos

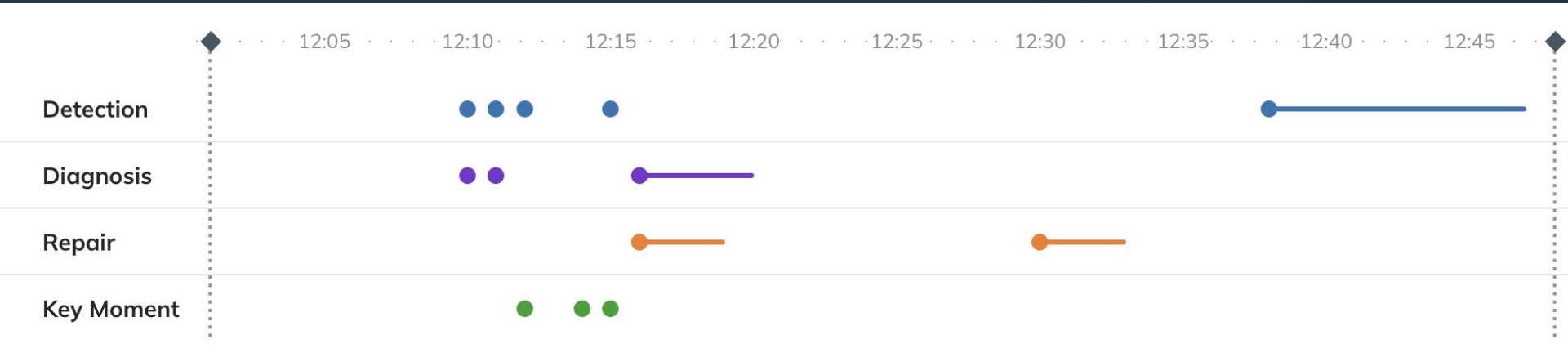
- Quick review of all incidents analyzed that week; may also add a “teams impacted” field for quick access
- Shouldn't lead to shallow forms, hoist up themes and findings and link out to reports
- Don't share when immediate action is needed

Micro vs macro insights

Learnings vs proposing changes

Presentation

*This is your chance to drive the narrative to a captive audience.
A good presentation can rally individual contributors and get support
from leadership*



Ok but how do i get them to agree?

How to propose change?

- What is the suggestion?
- Who needs to approve it?
- What do they need to see?
- What am I basing this off?
- What could go wrong?
- What is our end game?
- Who is doing all this work?

And it worked

Individual learnings lead to macro insights

Sharing learnings is a pivotal step in turning your incidents into opportunities.

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