

Telekom **MMS**

EXPERIENCE
BEYOND
DIGITAL

JUG Saxony Day

Blameless Post-Mortems for a better Team Culture.



About me.

IT-Architect at Deutsche Telekom MMS

- Almost 25 years of ops work
- Also many nights of hard won experience
- The one who get's called,
when everybody is in despair
- Area of expertise:
automation, performance, optimization
- Open source worker



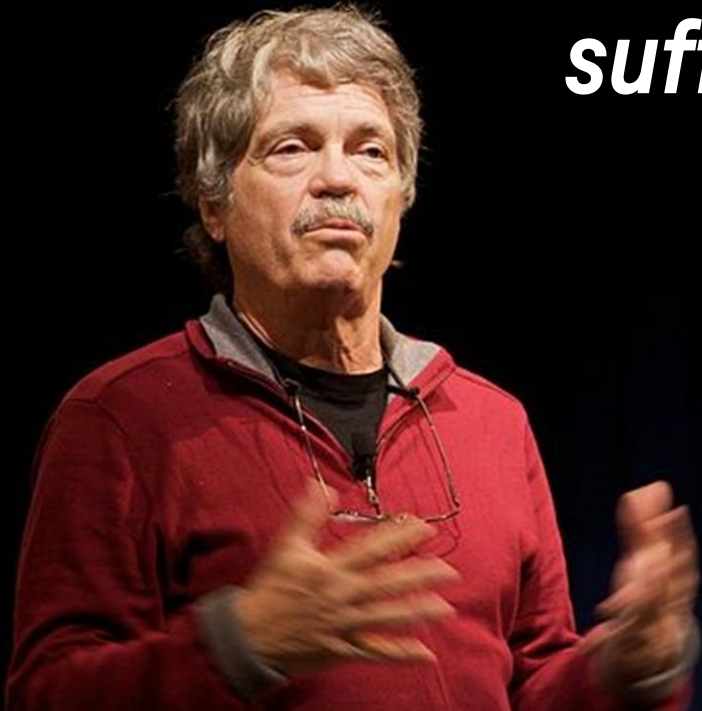
Mindset.



”

*If you're not failing 90% of the time,
then you're probably not working on
sufficiently challenging problems.*

Alan Kay



The Toyota Story ...



... and what Google thinks of that.

Google Project Aristotele



■ Psychological safety is the most important factor!

- Openness
- Seeing eye to eye
- Calculated risk taking
- Forgiveness
- Asking for help

For further information, see

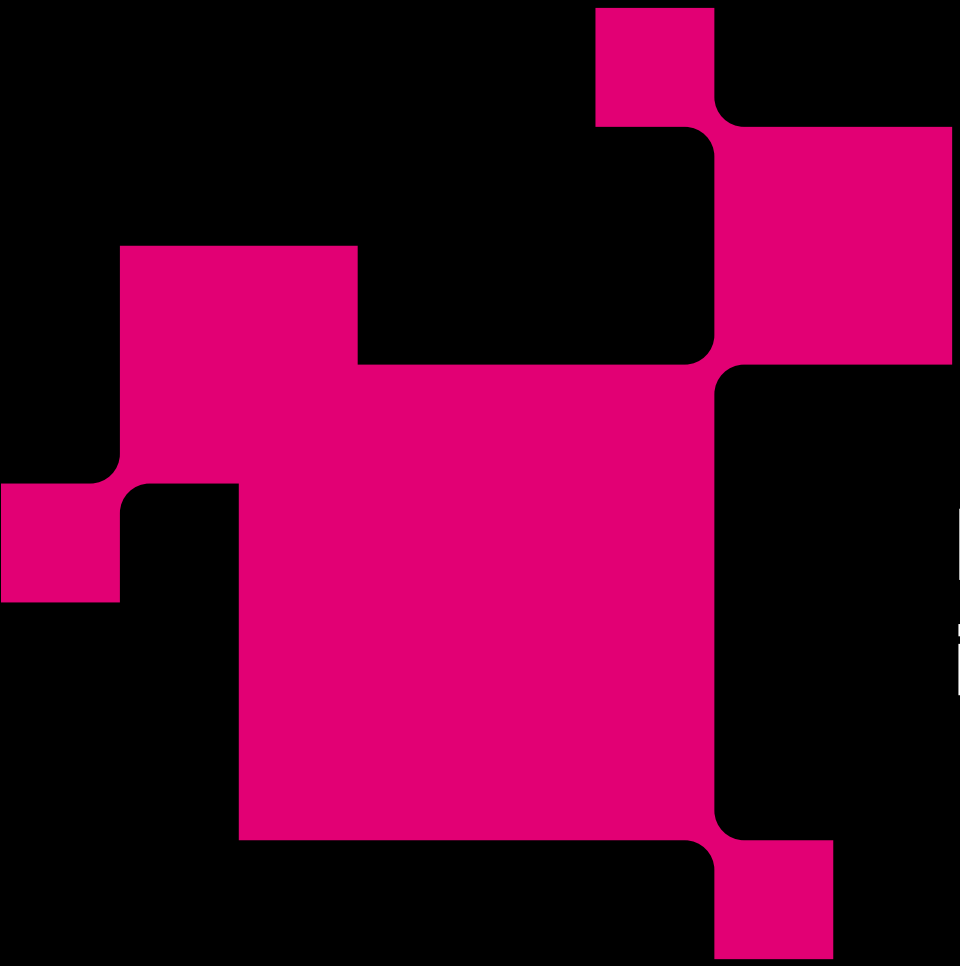
<https://rework.withgoogle.com/>

Problems.





Mistakes happen ...



**How we deal with them decides
if they are good or bad.**

**Blameless
Post-Mortem.**



Our „Why“

BPMs are a pillar of our culture.

Mistakes can be disclosed without personal repercussion for anybody!

We want to maximize learning from outages to avoid similar mistakes.

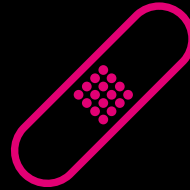
Our written post mortems document troubleshooting know-how, improve quality, facilitate cross-team collaboration and are useful in training new colleagues.

Improvements.



Correctness

Solve the actual issue and make sure it can not happen again.



Resilience

Make the system more robust and reduce the impact of the issue.



Knowledge

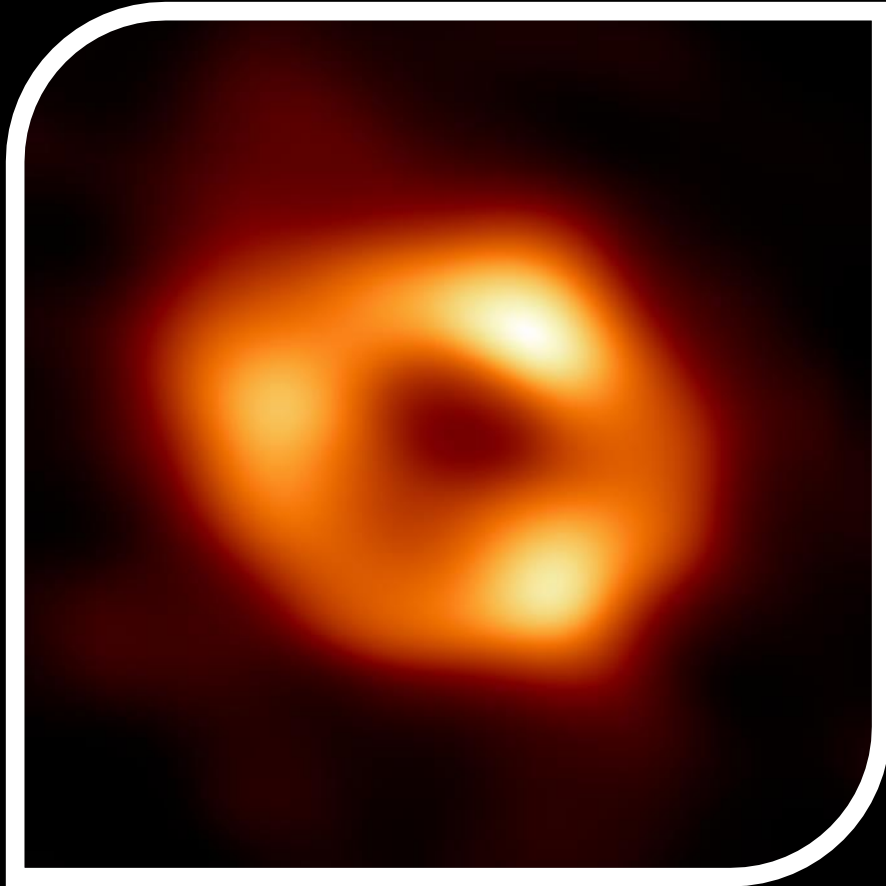
Document what you know and help to solve the problem faster.

The right focus.

- Humans are never the cause!
- Possible work items:
 - Architecture
 - Process
 - Tools
 - Documentation
 - Knowledge
- Focus on your team and your responsibilities



How to BPM.



1. Involved persons create timeline

- „What happened when exactly?"

2. Team of experts discusses events

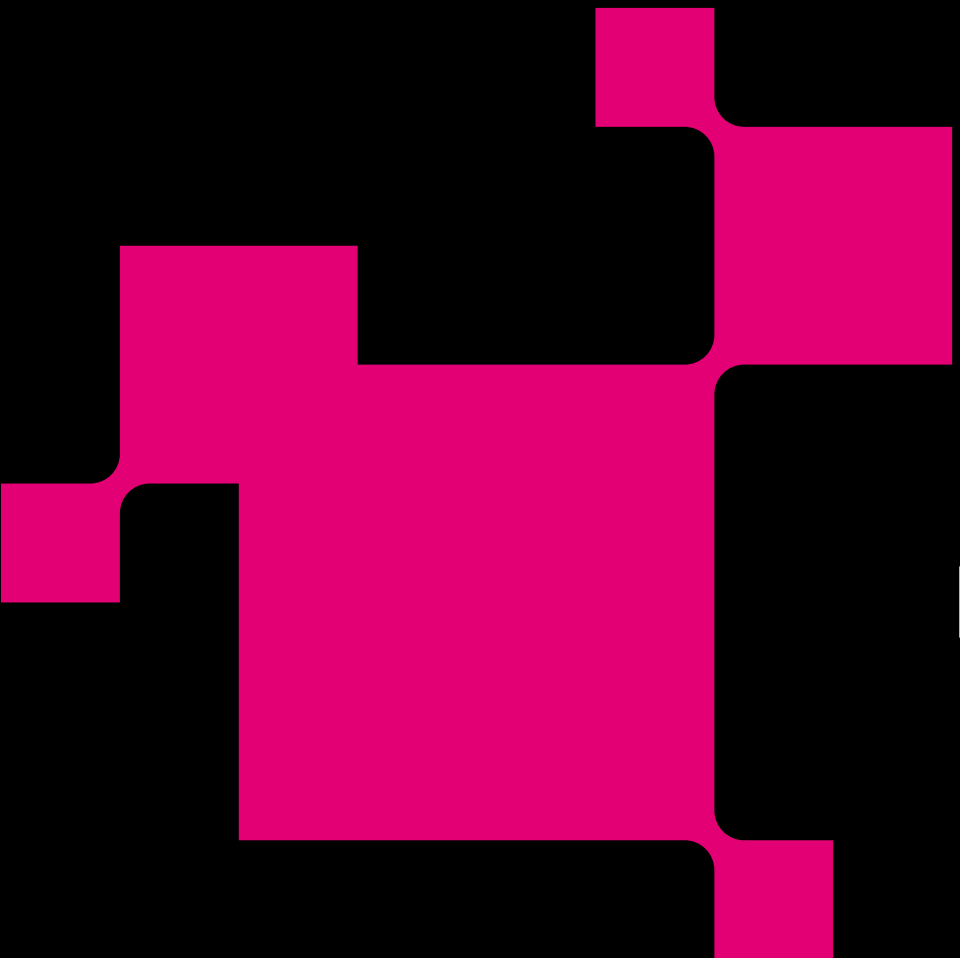
- „What are our problems?"

3. Discussion with our whole team

- „What are our ideas for a solution?"

4. Implement improvements

- „What is reasonable and can be implemented?"



BPM Examples

Learnings.



Mistakes are

normal

Accept that and continue!

Encountering novel problems is a very good sign of learning and improvement in your organization.

Trust that people do things with good intentions.

All that effort needs to be useful!

„Who“ is often the

Wrong question

Never hunt for the one responsible, search for the one who can solve your issues!

Focus on what is important and what moves your understanding further.

Openness

wins

Build trust by being honest and show when things go wrong.

Share post mortems with your customers and suppliers to build trust and understanding.

Learning

together

Invite everyone to gather ideas.

Even people who „Know nothing“ can be very helpfull and full of insight.

Nothing beats a fresh, unbiased look at a situation.

Trust the process, but

keep it simple

Invest the work but don't overdo. Pick a level of effort that matches the impact of the problem.

Advanced techniques and polishing stuff can be a trap.

This is all about learning.

This will change

you

Once you commit to a blameless culture you will be puzzled by some reactions.

You will be able to disarm blamefull people with radical openness.

This is a place that attracts nice colleagues.