



# Beyond Dashboards - Visualising Complex Systems

Friday 17<sup>th</sup> April 1pm via Teams

See #sbg-skill-academy for sign up details.





# Beyond Dashboards

Visualising Complex Systems

# Hi, I'm Andy...

- Sky Betting and Gaming for the last 6 Years
- Lead Platform Engineer
- Pronouns He/Him



**LeedsDevops**  
Supporting the DevOps community in Leeds since 2013



# DevOps Enterprise Summit 2017 – John Allspaw

How Your Systems Keep Running Day After Day

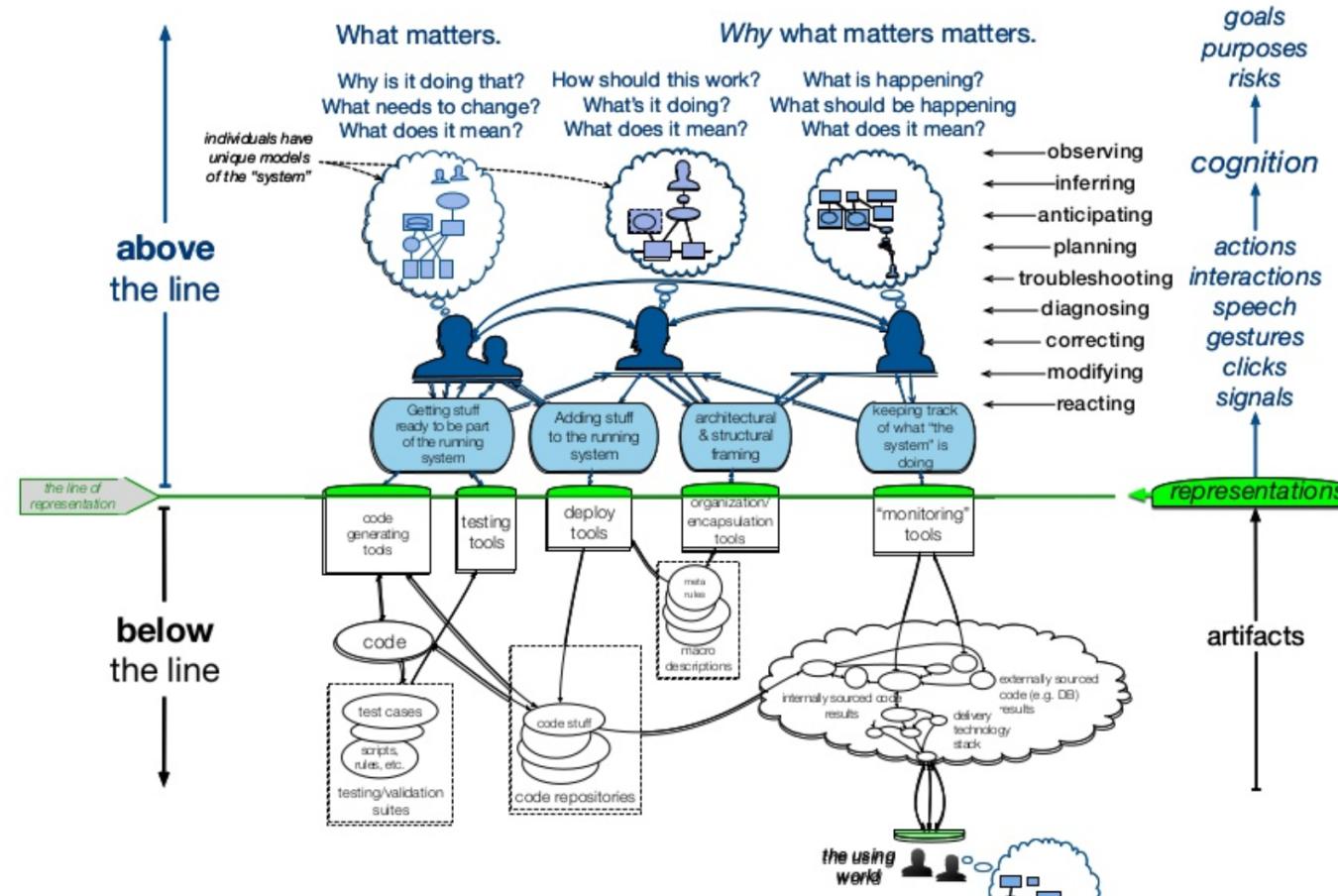


<https://www.youtube.com/watch?v=xA5U85LSk0M>

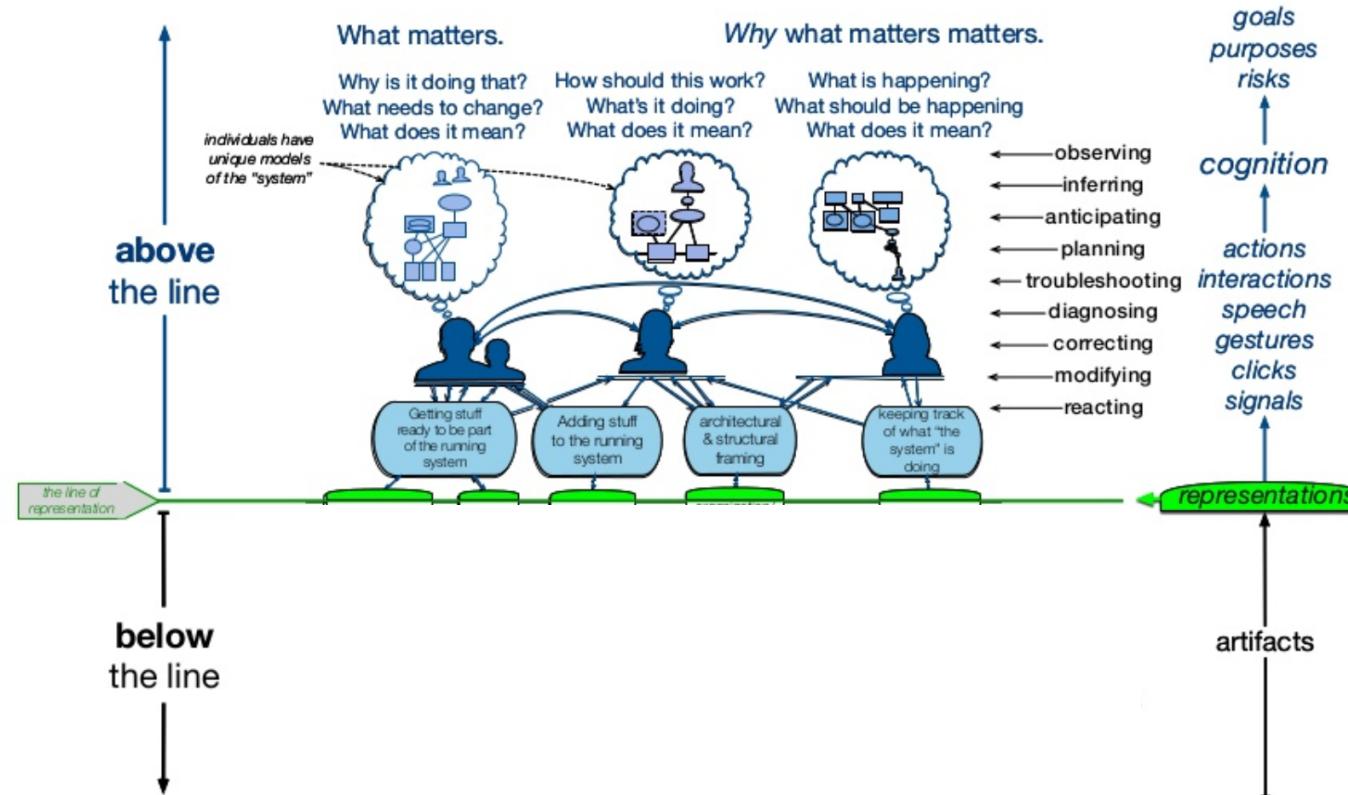
 @andyburgin



# DevOps Enterprise Summit 2017 – John Allspaw



# DevOps Enterprise Summit 2017 – John Allspaw



# DevOps Enterprise Summit 2017 – John Allspaw

Six themes were identified and discussed.

1 Capturing the value of anomalies through postmortems

2 Blame versus sanction in the aftermath of anomalies

3 Controlling the costs of coordination during anomaly response

4 Supporting work through improved visualizations

5 The strange loop quality of anomalies

6 Dark debt

**SN4U CATCHERS STELLA**  
Report from the SNAFUcatchers Workshop on Coping With Complexity  
Brooklyn NY, March 14-16, 2017

[Download PDF Version](#)

1. tl;dr and Executive Summary

1.1 tl;dr

1.2 Executive Summary

2. Introduction

2.1 About the SNAFUcatchers consortium and the STELLA meeting

2.2 The focus on handling anomalies

2.3 The above-the-line/below-the-line framework

3. Cases

3.1 Catching the Apache SNAFU

3.2 Catching the Travis CI SNAFU

3.3 Catching the Logstash SNAFU

3.4 Catching the Kubernetes cases

3.4.1 Features of the anomalies

3.4.2 Features of the anomaly responses

3.4.3 Guiding principles for uncertainty

The role of search

Evolving system representations

Generating hypotheses

Basic tools

Coordination

Communications in joint activity

Shared artifacts

The consequences of escalating consequences

Managing risk

Goal setting

3.5 Observations on the postmortem process

4. Themes

4.1 Capturing the value of anomalies

4.1.1 Technical issues in postmortems

4.1.2 Social issues in postmortems

4.2 Blame versus sanction in the aftermath of anomalies

4.3 Controlling the costs of coordination during anomaly response

4.3.1 Offloading work to low-tempo periods

4.3.2 Providing expertise on demand

4.3.3 Supporting communication and coordination with tools

4.4 Supporting anomaly response through improved visualizations

4.4.1 Understanding collective work in context and starting point

4.5 Strange loops dependencies

4.6 Dark debt

4.6.1 Technical debt

Origins of the debt metaphor

Technical debt refactoring

Technical debt 25 years on

4.6.2 Dark debt

5. Patterns and approaches for progress on coping with complexity

6. Back matter

6.1 Acknowledgment

6.2 Acknowledgements

6.3 Suggested citation for this report

7. References

**Winter storm STELLA**

Woods' Theorem: As the complexity of a system increases, the accuracy of any single agent's own model of that system decreases rapidly.

**1. tl;dr and Executive Summary**

**1.1 tl;dr**

A comprehensive workshop of high end techs reviewed postmortems to better understand how engineers cope with the complexity of anomalies (SNAFU and SNAFU catching episodes) and how to support them. These cases reveal common themes regarding factors that produce resilient performances. The themes that emerge also highlight opportunities to move forward.

**1.2 Executive Summary**

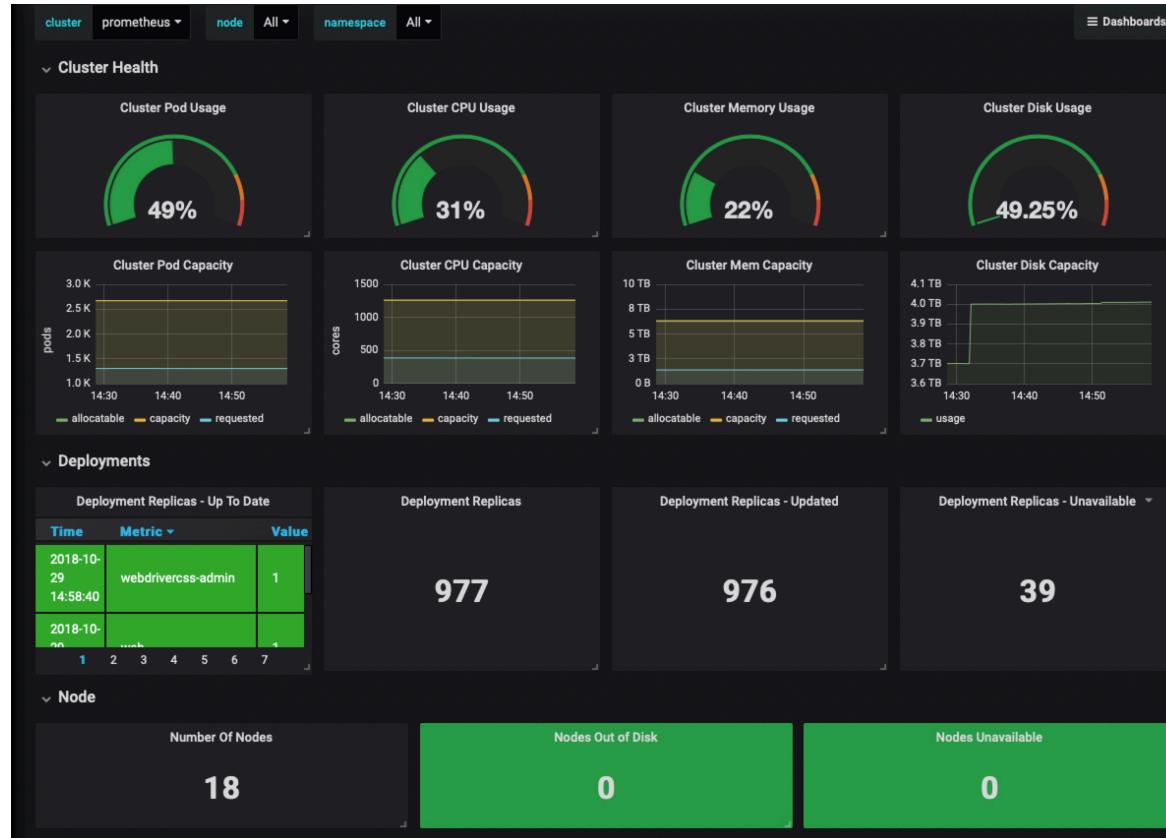
Current generation internet-facing technology platforms are complex and prone to brittle failure. Without the continuous effort of engineers to keep them running they would stop working -- many in days, most in weeks, all within a year. These platforms remain alive and functioning because workers are able to detect anomalies, diagnose their sources, remediate their effect, and repair their flaws and do so ceaselessly -- SNAFU Catching. Yet we know little about how they accomplish this vital work and...



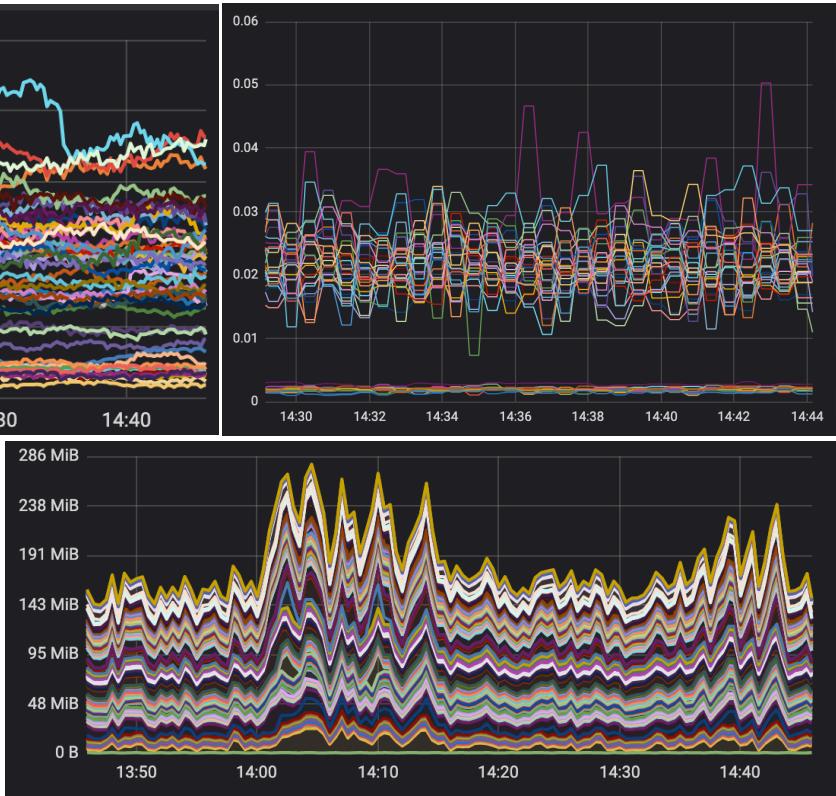
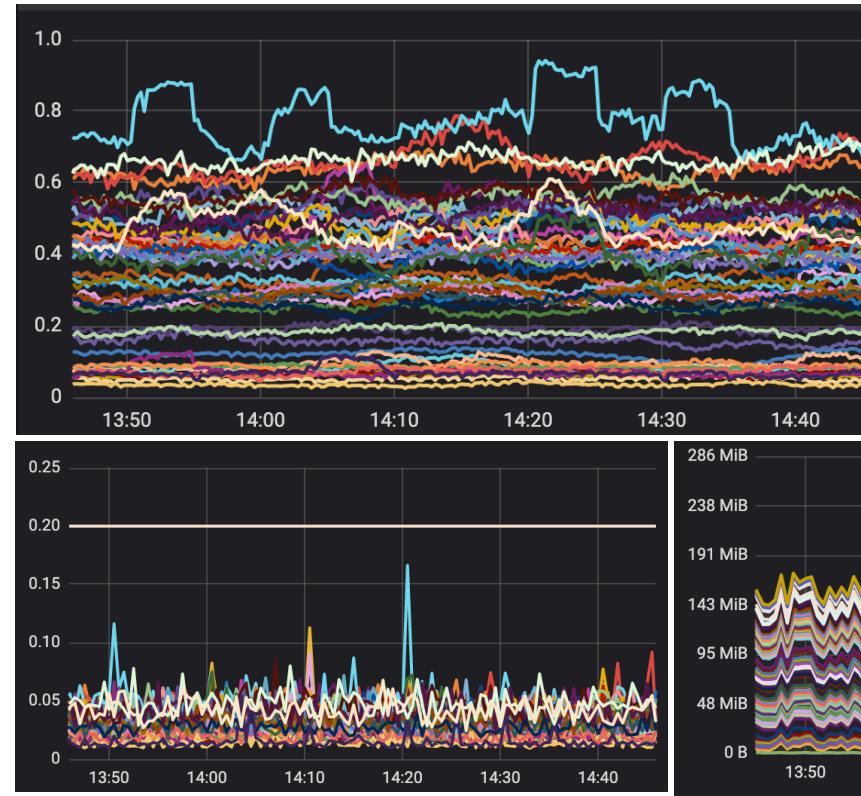
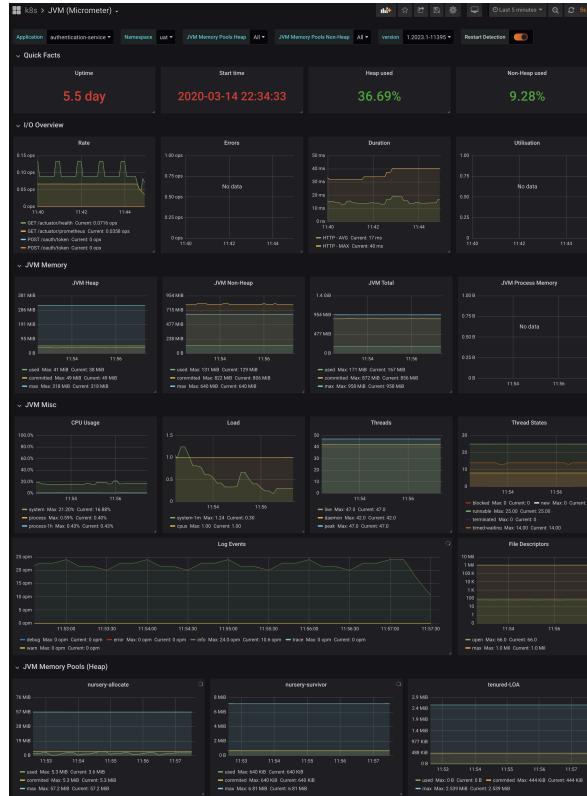
<http://stella.report>

# What's Wrong With Dashboards ?

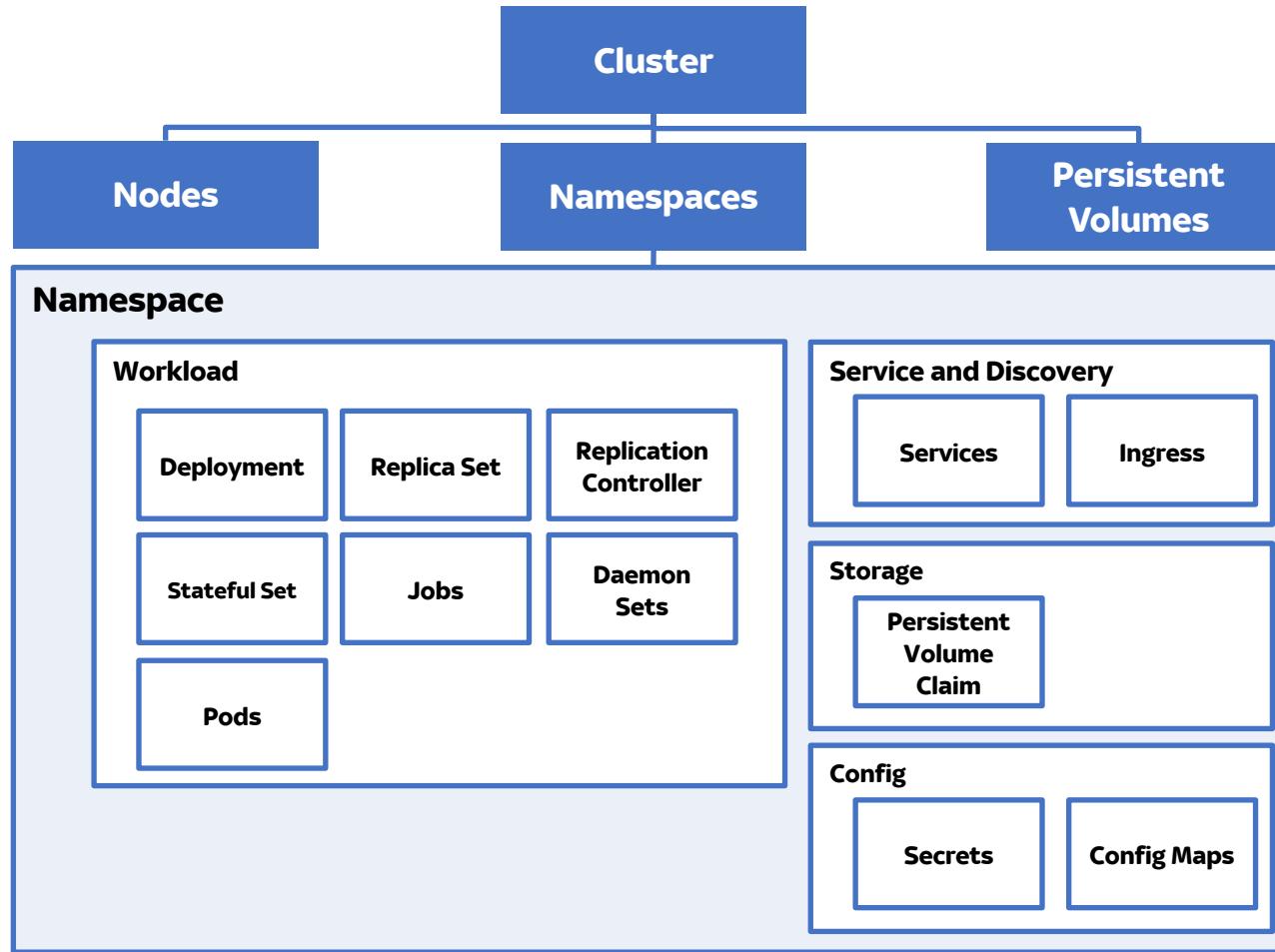
# What's Wrong With Dashboards ?



# What's Wrong With Dashboards ?

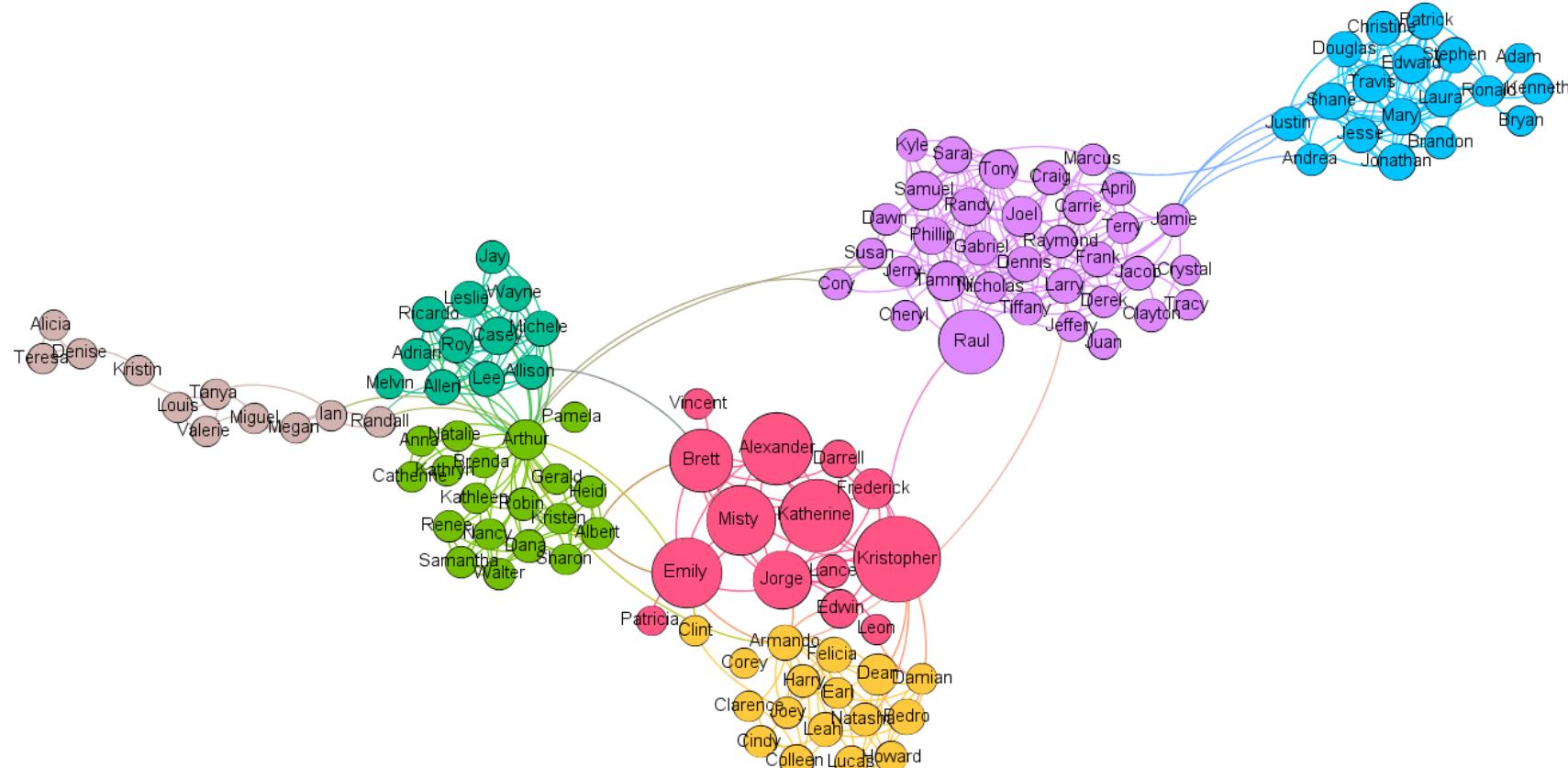


# Kubernetes Objects



# Graph Databases

# Graph Databases



# Graph Databases



# Graph Databases

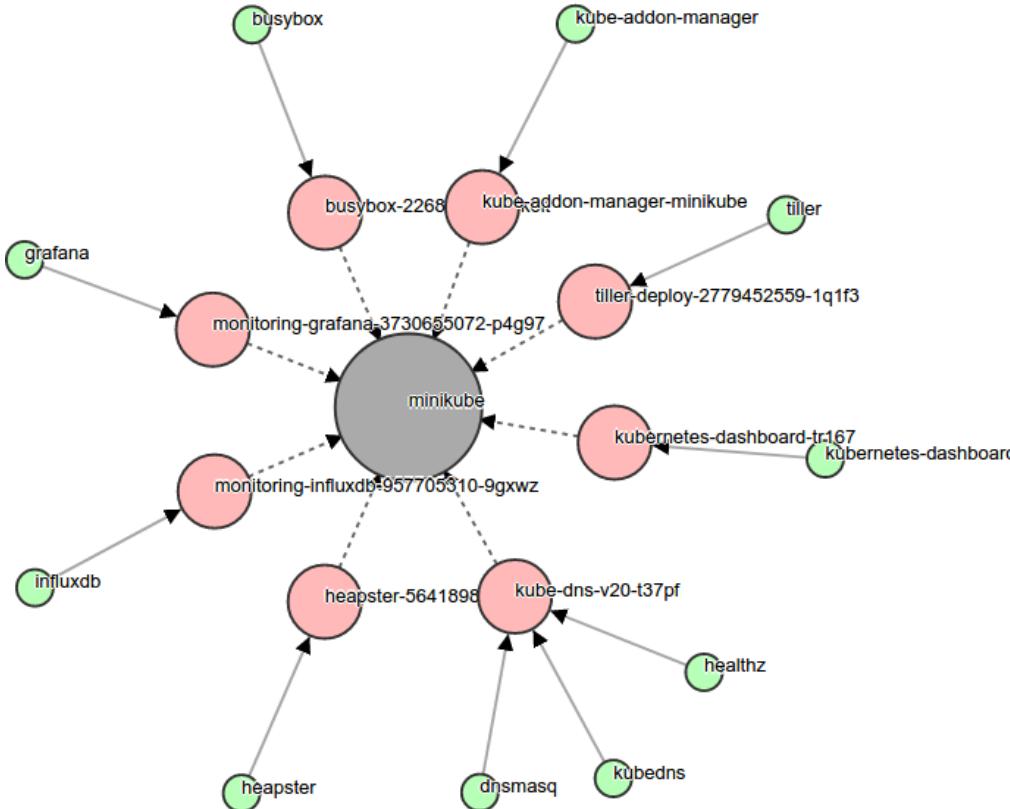
Nodes:

- Person
- Class/Object
- Device
- Port/Socket
- Record/Row
- Services/APis

Edges:

- Like/Dislike
- Relationship
- Usage
- Weight/Volume
- Link
- Dependencies

# Graph Databases



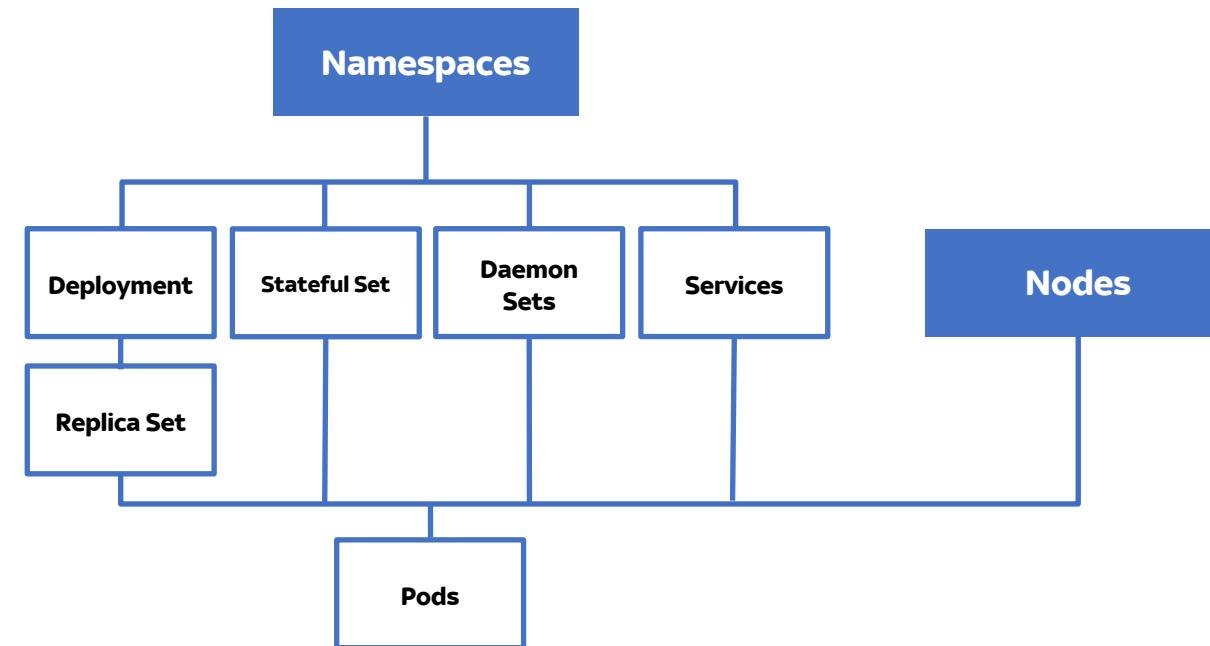
Three screenshots demonstrating Kubernetes monitoring and visualization tools:

- WeaveScope**: A dashboard showing network connections between various Kubernetes services and external components like The Internet and MySQL.
- Kubernetes Topology**: A browser-based tool showing the network topology of a cluster. It displays nodes, pods, and services interconnected by lines representing network paths.
- FEDORA SERVER Cluster Overview**: A detailed view of a specific replication controller named "tiny-nginx". The sidebar shows the cluster structure, and the main panel provides detailed configuration for the "tiny-nginx" ReplicationController, including its selector, pod template, and container details.

# Demo

Warning Contains Moving Images

# Kubernetes Objects



```
$ docker run -p 7473:7473 -p 7474:7474 -p 7687:7687 -p 6000:6000 -v $HOME/neo4j/data:/data -v $HOME/neo4j/plugins:/plugins --name=neo4j -e NEO4J_apoc_export_file_enabled=true -e NEO4J_apoc_import_file_enabled=true -e NEO4J_apoc_import_file_use_neo4j_config_bolt_tls_level=OPTIONAL neo4j:3.4.12
Active database: graph.db
Directories in use:
  home:          /var/lib/neo4j
  config:        /var/lib/neo4j/conf
  logs:          /var/lib/neo4j/logs
  plugins:       /plugins
  import:         /var/lib/neo4j/import
  data:          /var/lib/neo4j/data
  certificates: /var/lib/neo4j/certificates
  run:           /var/lib/neo4j/run
Starting Neo4j.
2020-04-10 13:13:30.180+0000 WARN  Unknown config option: causal_clustering.discovery_listen_address
2020-04-10 13:13:30.187+0000 WARN  Unknown config option: causal_clustering.raft_advertised_address
2020-04-10 13:13:30.188+0000 WARN  Unknown config option: causal_clustering.raft_listen_address
2020-04-10 13:13:30.188+0000 WARN  Unknown config option: ha.host.coordination
2020-04-10 13:13:30.189+0000 WARN  Unknown config option: causal_clustering.transaction_advertised_address
2020-04-10 13:13:30.190+0000 WARN  Unknown config option: causal_clustering.discovery_advertised_address
2020-04-10 13:13:30.191+0000 WARN  Unknown config option: ha.host.data
2020-04-10 13:13:30.191+0000 WARN  Unknown config option: causal_clustering.transaction_listen_address
2020-04-10 13:13:30.234+0000 INFO  ===== Neo4j 3.4.12 =====
2020-04-10 13:13:30.312+0000 INFO  Starting...
2020-04-10 13:13:42.132+0000 INFO  Bolt enabled on 0.0.0.0:7687.
2020-04-10 13:14:04.384+0000 INFO  Started.
2020-04-10 13:14:07.612+0000 INFO  Remote interface available at http://localhost:7474/
```

main.go — k8stest

R... main.go × index.html go.mod

VARIABLES

```
main.go > {} main > main
178     fmt.Fprintf(os.Stderr, "error: %v\n", err)
179     os.Exit(2)
180 }
181 // loop pod
182 for _, pod := range pods.Items {
183     fmt.Fprintf(os.Stdout, "    Pod : %v %v\n", pod.Name, pod.UID)
184     err = neo4jAddK8sObj(neo4jSession, &pod, k8sClient)
185     if err != nil {
186         fmt.Fprintf(os.Stderr, "error: %v\n", err)
187         os.Exit(2)
188     }
189     podCount++
190     if controllerRef := metav1.GetControllerOf(&pod); controllerRef != nil {
191         fmt.Fprintf(os.Stdout, "    xxxx pod: %v %v %v\n", pod.Name, controllerRef.UID,
192                     // neo4j add link pod to parent
193                     neo4jLink(neo4jSession, string(controllerRef.Kind), string(controllerRef.UID),
194                     } else {
195             fmt.Fprintf(os.Stdout, "    pod: %v linked to namespace %v\n", pod.Name, names
196             // neo4j link pod to namespace
197             neo4jLink(neo4jSession, "Namespace", string(namespace.UID), "Pod", string(pod.U
198         }
199     //link node to pod
```

OUTPUT TERMINAL DEBUG CONSOLE PROBLEMS 5

☰ ^ X



BREAKPOINTS



localhost:800 x | M Using Neo4J x | bolt://localhost x | Force-Directed x | Visualizing G x | Hive Plots - L x | Hive Plots - L x | Gephi - The C x | +

localhost:7474/browser/

Favorites

Saved Scripts +New Folder

- MATCH (p:Pod) RETURN p.cpuLimitTotal, p.name, p.namespace ORDER BY
- MATCH (n:Namespace) -[\*]-> (p:Pod) RETURN n.name, n.created,
- MATCH s = (d:Deployment) -[\*]-> (p:Pod) WHERE d.name="trickster" RETURN
- MATCH s = (n:Namespace) -[\*]-> (p:Pod) WHERE p.name="trickster-

gephi

utility

Sample Scripts

Basic Queries

Example Graphs

Data Profiling

Common Procedures

\$

\$ MATCH s = (d:Deployment) -[\*]-> (p:Pod) WHERE d.name="trickster" RETURN...

Graph Table Text Code

\*(10) Deployment(1) ReplicaSet(3) Pod(2) Namespace(1) Service(1) Node(2)

\*(11) OWNS(11)

Pod <id>: 122286 age: 14837 cpulimittotal: 800 cpurequesttotal: 800 created: 2020-03-23 11:25:49 +0000 GMT



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ANALYTICS

CLOUD

VISUALIZATION

HOW-TO

IMPORT/EXPORT

ANNOUNCEMENTS

DISCUSSIONS

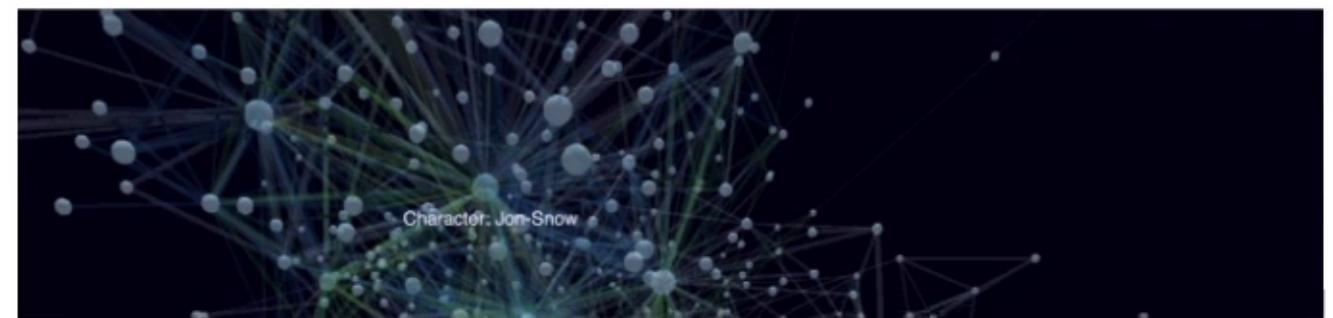
DEVELOPER GUIDES

# Visualizing Graphs in 3D with WebGL

While looking for efficient graph visualization libraries for large scale rendering, I came across [3d-force-graph](#), a really neat wrapper around [three.js](#) for graph visualization. Check out that repository after reading this, they have many more examples and settings to explore.

Michael Hunger [Follow](#)

Jul 23, 2018 · 6 min read





Left-click: rotate, Mouse wheel/middle-click: zoom, Right-click: pan

Martin Krzywinski // Circos / Genome Paths / Genome Informatics 2010 / Presidential Debates / HDTR / Schemaball / 4ness of π / GSC 10th / clock / photography / spam poetry / ascii / LOTRO



## HIVE PLOTS

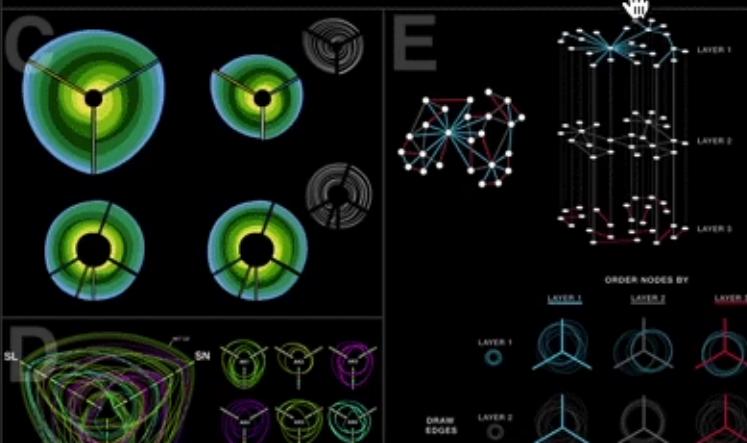
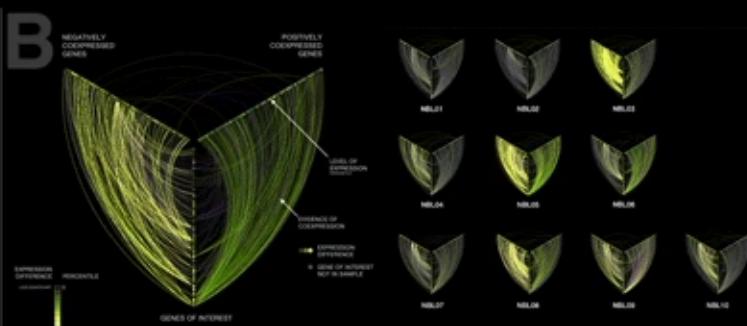
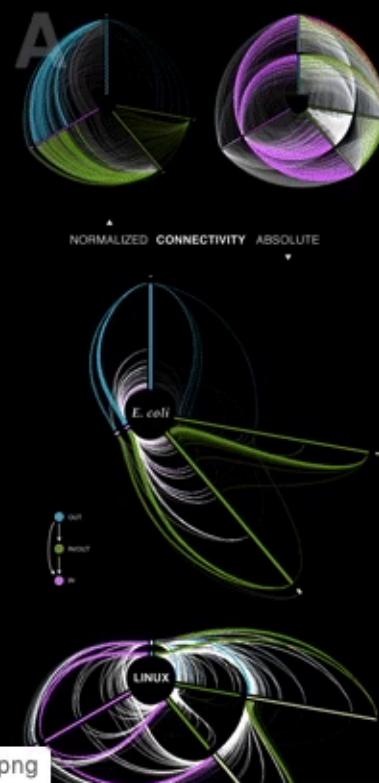
### RATIONAL NETWORK VISUALIZATION — FAREWELL TO HAIRBALLS

Martin Krzywinski, Genome Sciences Center, Vancouver, BC



#### PUBLISHED IN BRIEFINGS IN BIOINFORMATICS

Krzywinski M, Birol I, Jones S, Marra M (2011). [Hive Plots — Rational Approach to Visualizing Networks](#). *Briefings in Bioinformatics* (early access 9 December 2011, doi: 10.1093/bib/bbr069). ([download citation](#))



**THE HIVE PLOT IS A PERCEPTUALLY UNIFORM AND SCALABLE LINEAR LAYOUT VISUALIZATION FOR NETWORK VISUAL ANALYTICS**

**UNDERSTANDING NETWORK STRUCTURE WITH HIVE PLOTS.**  
(A) Normalized (top) and absolute (bottom) connectivity of *E. coli* gene regulatory network and Linux function call network (Yan *et al.*)

(B) Gene co-regulation networks in neuroblastoma samples.

(C) Network edges shown as ribbons creating circularly composited stacked bar plots (a periodic streamgraph).

(D) Syntenic network of three modern crucifer species to ancestral genome.

(E) Layered network correlation matrix. In each cell two layers  $u, v$  are depicted with  $u$  used to order axes and nodes while links for  $v$  are shown.



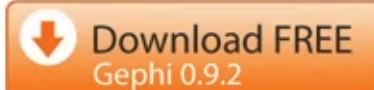
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# The Open Graph Viz Platform

Gephi is the leading visualization and exploration software for all kinds of graphs and networks. Gephi is open-source and free.

Runs on Windows, Mac OS X and Linux.

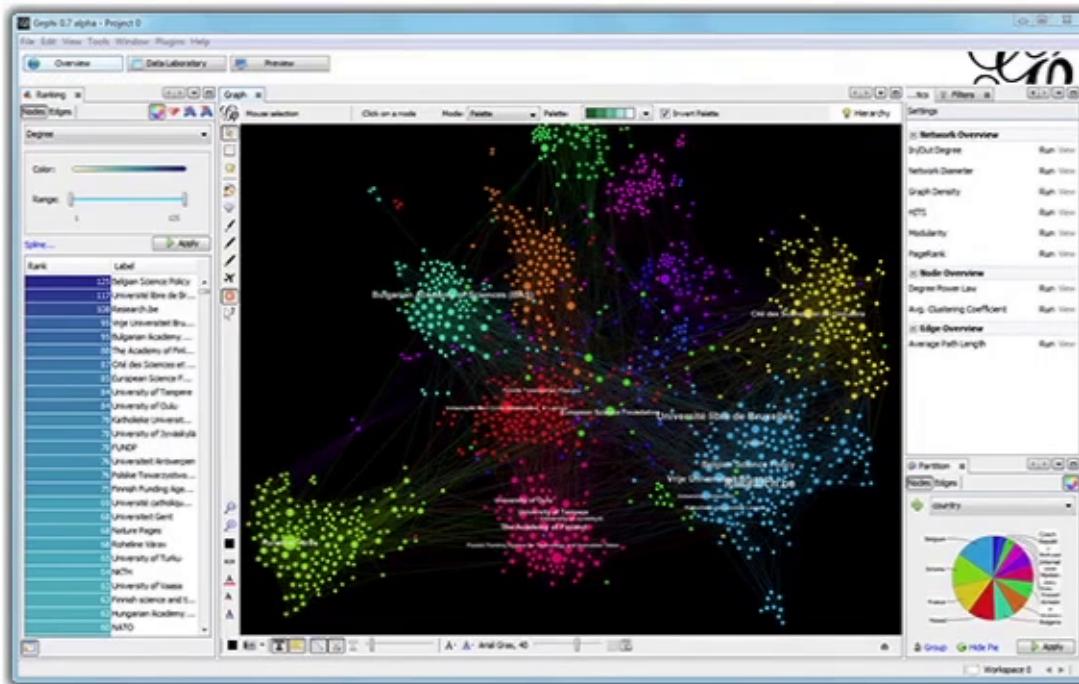
[Learn More on Gephi Platform >](#)



[Release Notes](#) | [System Requirements](#)

► [Features](#)  
► [Quick start](#)

► [Screenshots](#)  
► [Videos](#)



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localhost:7474/browser/

**Favorites**

**Saved Scripts** +New Folder

- MATCH (p:Pod) RETURN p.cpuLimitTotal, p.name, p.namespace ORDER BY
- MATCH (n:Namespace) -[\*]-> (p:Pod) RETURN n.name, n.created,
- MATCH s = (d:Deployment) -[\*]-> (p:Pod) WHERE d.name="trickster" RETURN
- MATCH s = (n:Namespace) -[\*]-> (p:Pod) WHERE p.name="trickster-

**gephi**

- MATCH path = (n)-[]->() CALL apoc.gephi.add('host.docker')
- MATCH path = (n) WHERE not((n)-[]-()) CALL apoc.gephi.add('host.docker')

**utility**

**Sample Scripts**

```
1 MATCH path I= (n)-[]->()
2 CALL apoc.gephi.add('host.docker.internal',
  'workspace1',path,'weight',
  ["age","completions","cpulimittotal","cpurequesttotal","created","defcpu",
  "defmem","defreqcpu","defreqmem","hostip","hostname","internaldns",
  "internalip","limitcount","memlimittotal","memrequesttotal",
  "name","namespace","node","nodealloccpu","nodeallocmem","nodecancpu"])
```

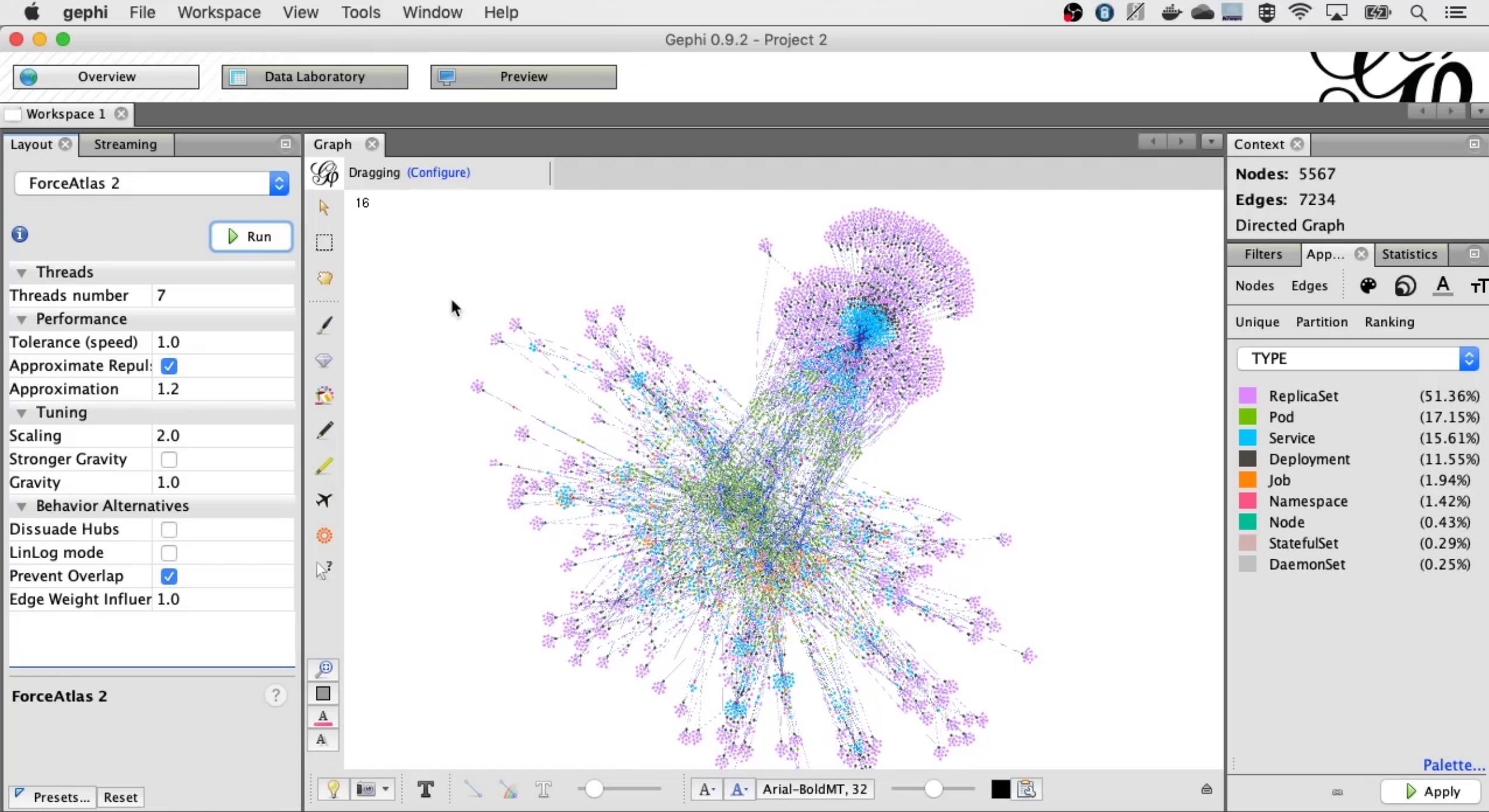
\$ MATCH s = (n:Namespace) -[\*]-> (p:Pod) WHERE p.name="trickster-69db6b8..."

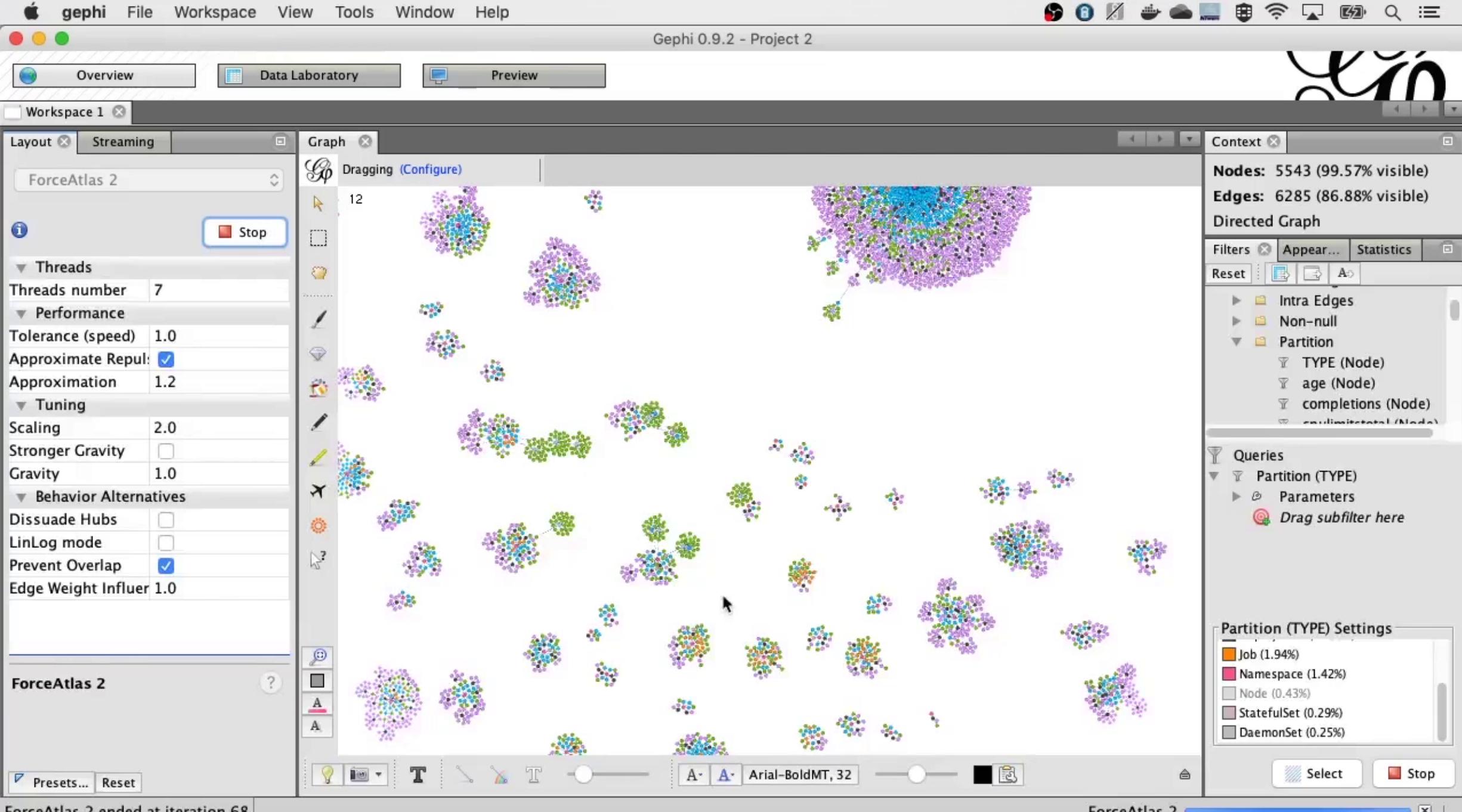
Graph Table Text Code

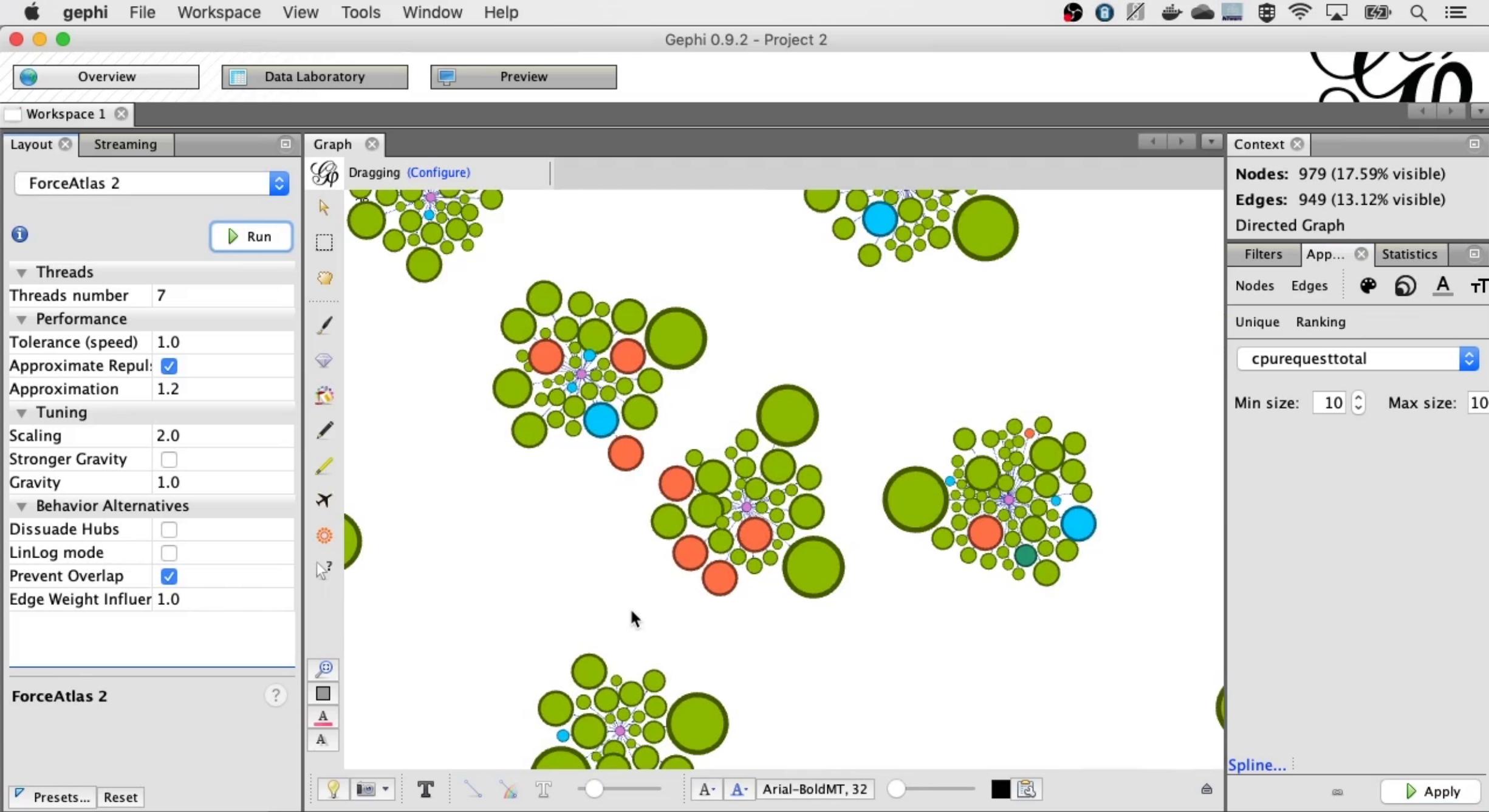
\*(51) Namespace(1) Deployment(7) ReplicaSet(16) Pod(7) Service(13) Node(2) DaemonSet(2)

\*(61) OWNS(61)

The graph displays a complex web of dependencies between Kubernetes components, primarily focused on monitoring and alerting. Nodes are color-coded by type: namespaces (light green), deployments (orange), replica sets (yellow), pods (red), services (pink), nodes (grey), and daemon sets (blue). The central cluster consists of multiple pods, including several 'trickster' instances, which are interconnected through various dependency edges.







recorder.go — Untitled (Workspace)

RUN La

VARIABLES

WATCH

CALL STACK

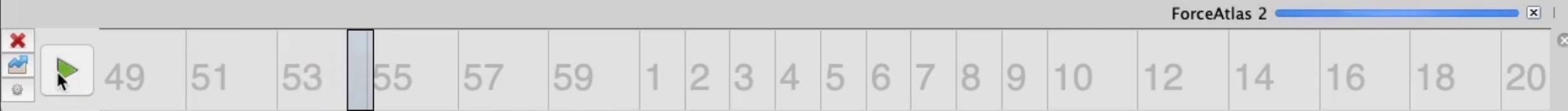
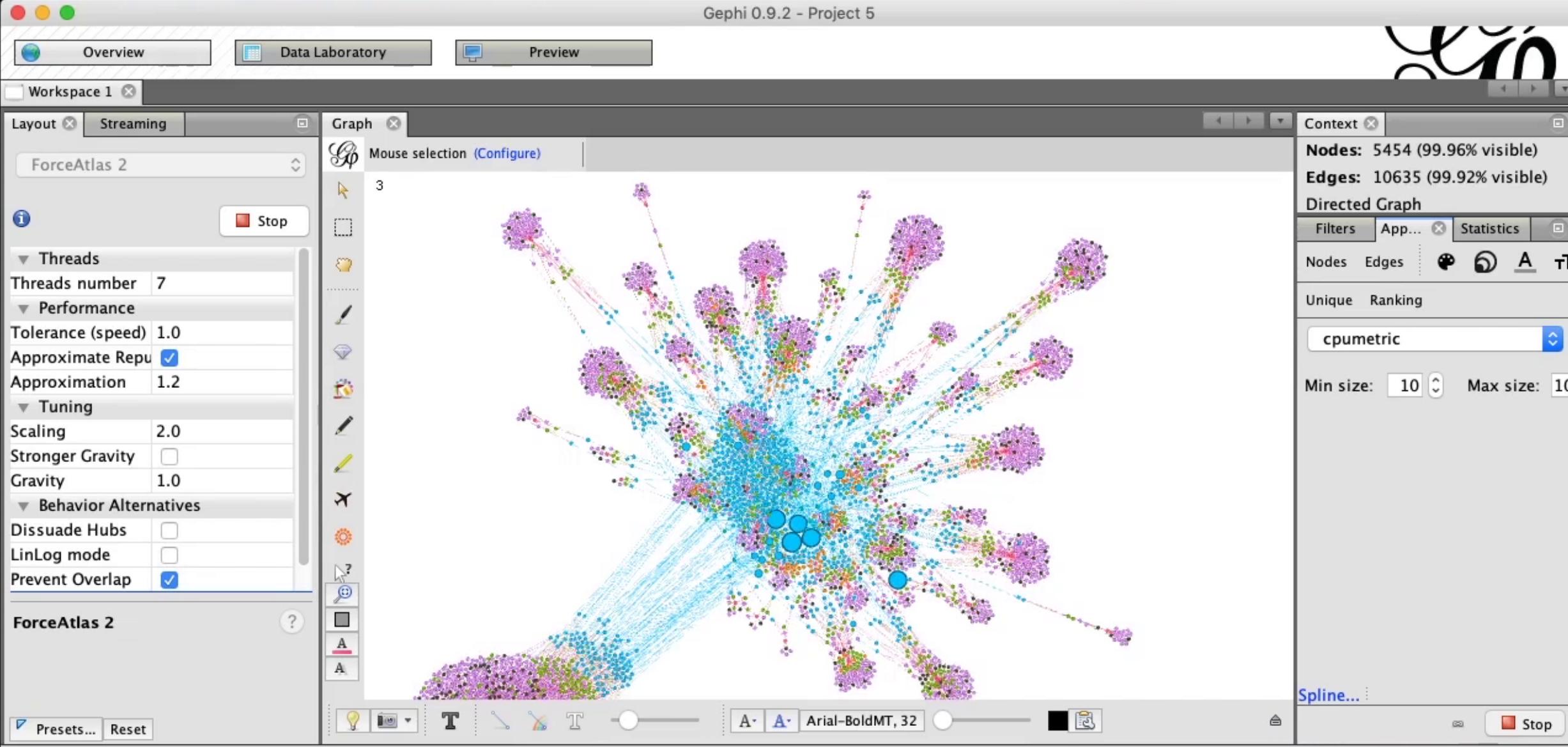
BREAKPOINTS

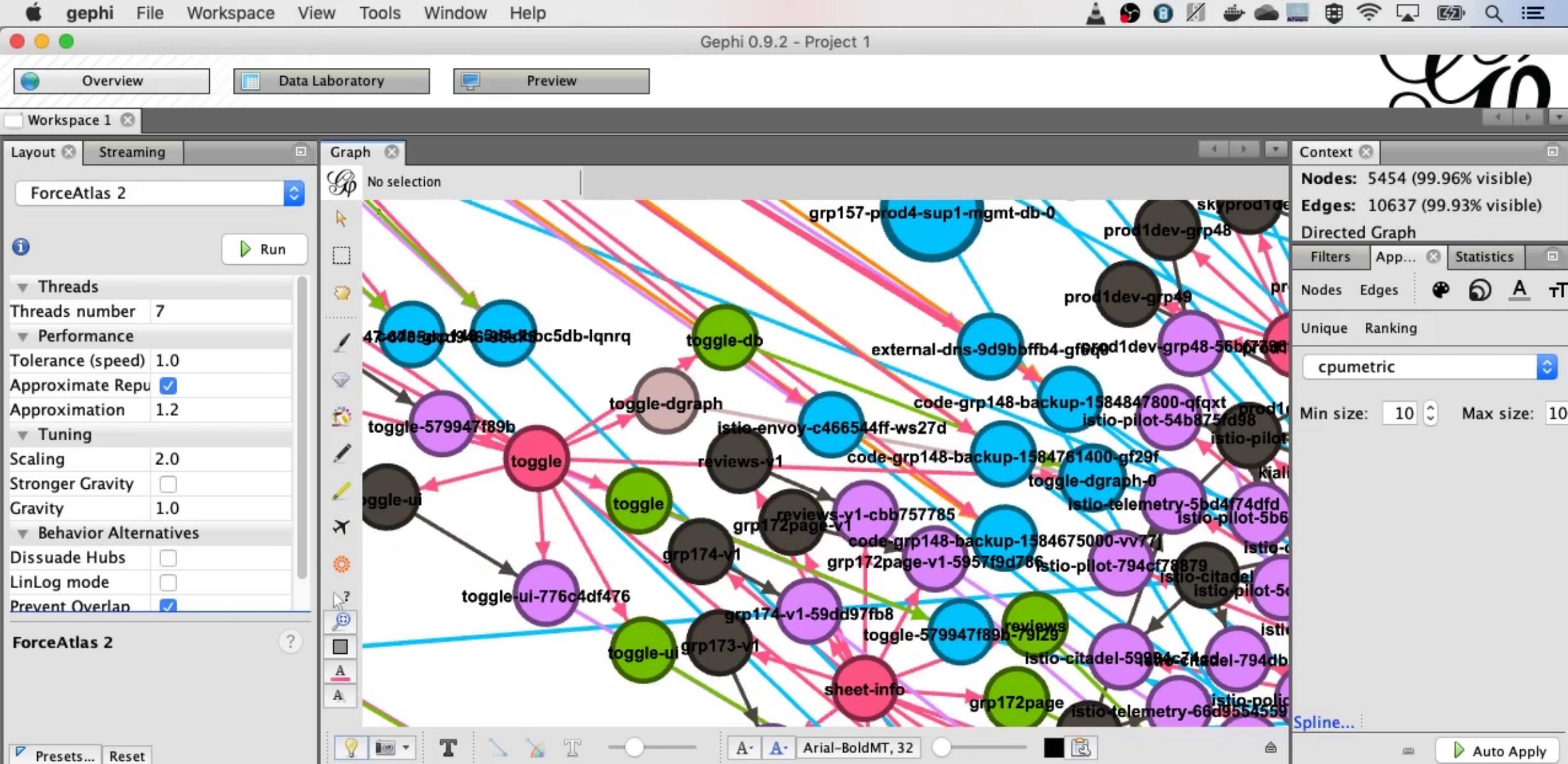
record.go x main.go recorder.log recorder.gexf

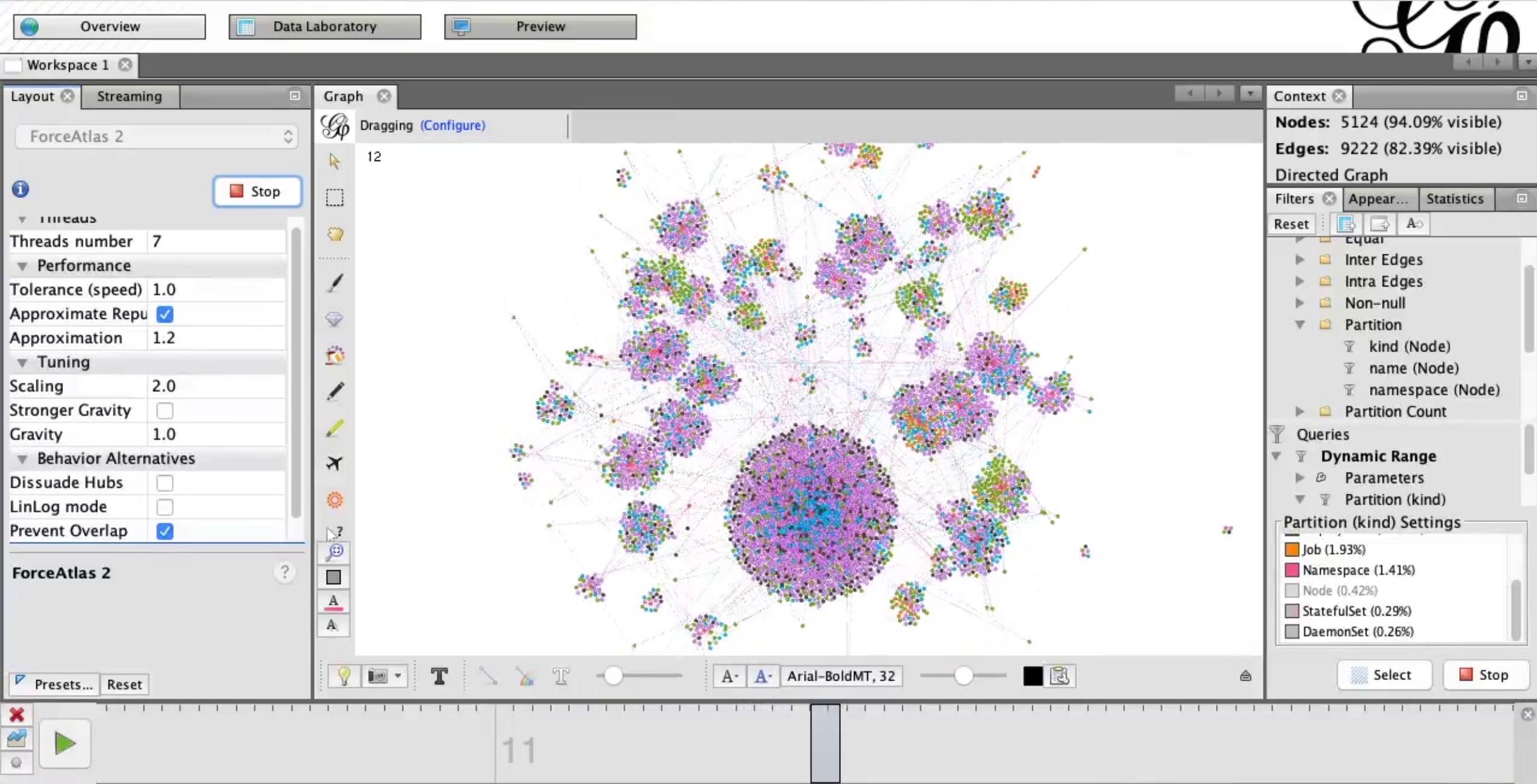
```
k8srecorder > recorder.go > {} main > main
129         os.Exit(1)
130     }
131
132     informerFactory := informers.NewSharedInformerFactory(clientset, time.Second*30)
133
134     informerFactory.Core().V1().Nodes().Informer().AddEventHandler(cache.ResourceEventHandler{
135         AddFunc:    addObject,
136         DeleteFunc: deleteObject,
137     })
138
139     informerFactory.Core().V1().Namespaces().Informer().AddEventHandler(cache.ResourceEventHandler{
140         AddFunc:    addObject,
141         DeleteFunc: deleteObject,
142     })
143
144     informerFactory.Apps().V1().DaemonSets().Informer().AddEventHandler(cache.ResourceEventHandler{
145         AddFunc:    addObject,
146         DeleteFunc: deleteObject,
147     })
148
149     informerFactory.Apps().V1().StatefulSets().Informer().AddEventHandler(cache.ResourceEventHandler{
150         AddFunc:    addObject,
151         DeleteFunc: deleteObject,
152     })
153
154     informerFactory.Batch().V1().Jobs().Informer().AddEventHandler(cache.ResourceEventHandler{
155         AddFunc:    addObject,
```

Ln 134, Col 32 (1 selected) Tab Size: 4 UTF-8 LF Go Analysis Tools Missing









Overview Data Laboratory Preview

Workspace 1

Layout Streaming Graph Context

Nodes: 896 (16.45% visible)  
Edges: 868 (7.75% visible)  
Directed Graph

Filters Appear... Statistics

Reset Equal  
► Inter Edges  
► Intra Edges  
► Non-null  
▼ Partition  
    Y kind (Node)  
    Y name (Node)  
    Y namespace (Node)  
► Partition Count

Queries  
▼ Dynamic Range  
    Parameters  
    ▼ Partition (kind)

Partition (kind) Settings  
Service (15.08%)  
Deployment (11.59%)  
Job (1.93%)  
Namespace (1.41%)  
Node (0.42%)

Select Stop

ForceAtlas 2

Dragging (Configure) 31

Threads number 7

Performance

Tolerance (speed) 1.0

Approximate Repu

Approximation 1.2

Tuning

Scaling 2.0

Stronger Gravity

Gravity 1.0

Behavior Alternatives

Dissuade Hubs

LinLog mode

Prevent Overlap

ForceAtlas 2

Presets... Reset

Arial-BoldMT, 32

11

ForceAtlas 2

# Graphs OR Hairballs

# Neo4j

- Intuitive
- Reliable (ACID transactions)
- Durable and Fast (custom storage engine)
- Scalable
- Highly available
- Expressive graph query language
- Fast
- Embeddable
- REST API

# Gephi - Features

- Real-time visualisation
- Layouts
- Metrics
- Time Based Networks
- Cartography
- Dynamic Filtering
- Data Viewing and Editing
- Import/Export
- Extensible (plugins)

---Choose a layout

Circular Layout  
Contraction  
Dual Circle Layout  
Expansion  
Force Atlas  
ForceAtlas 2  
Fruchterman Reingold  
Label Adjust  
Noverlap  
OpenOrd  
Radial Axis Layout  
Random Layout  
Rotate  
Yifan Hu  
Yifan Hu Proportional

<input checked="" type="checkbox"/> Network Overview	
Average Degree	<input type="button" value="Run"/> <input checked="" type="radio"/>
Avg. Weighted Degree	<input type="button" value="Run"/> <input checked="" type="radio"/>
Network Diameter	<input type="button" value="Run"/> <input checked="" type="radio"/>
Graph Density	<input type="button" value="Run"/> <input checked="" type="radio"/>
HITS	<input type="button" value="Run"/> <input checked="" type="radio"/>
Modularity	<input type="button" value="Run"/> <input checked="" type="radio"/>
PageRank	<input type="button" value="Run"/> <input checked="" type="radio"/>
Connected Components	<input type="button" value="Run"/> <input checked="" type="radio"/>
<input checked="" type="checkbox"/> Node Overview	
Avg. Clustering Coefficient	<input type="button" value="Run"/> <input checked="" type="radio"/>
Eigenvector Centrality	<input type="button" value="Run"/> <input checked="" type="radio"/>
<input checked="" type="checkbox"/> Edge Overview	
Avg. Path Length	<input type="button" value="Run"/> <input checked="" type="radio"/>
<input checked="" type="checkbox"/> Dynamic	
# Nodes	<input type="button" value="Run"/> <input checked="" type="radio"/>
# Edges	<input type="button" value="Run"/> <input checked="" type="radio"/>
Degree	<input type="button" value="Run"/> <input checked="" type="radio"/>
Clustering Coefficient	<input type="button" value="Run"/> <input checked="" type="radio"/>

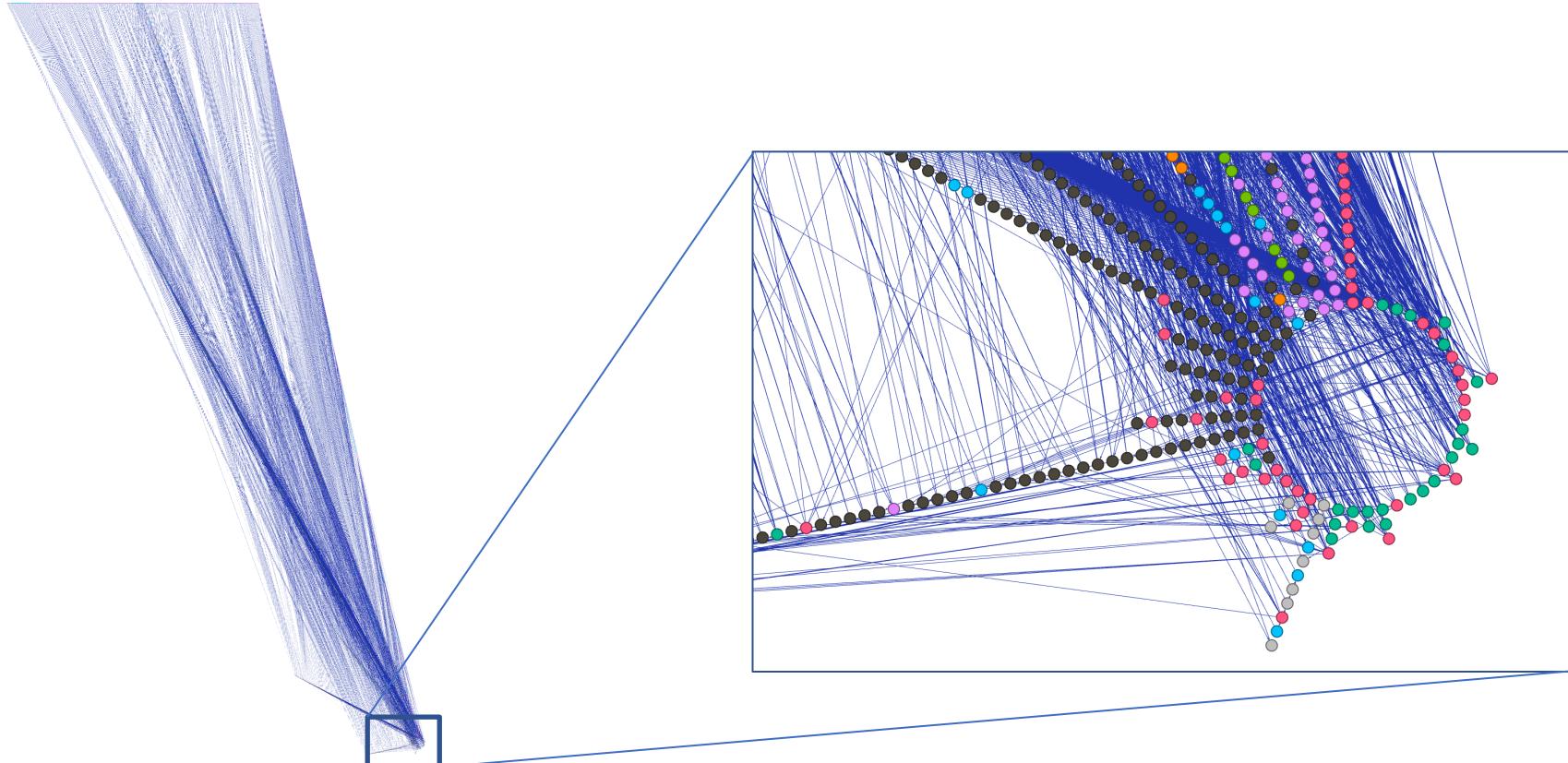
# Gephi - Limitations

- Single Node and Edge type.
- The future in it's current form is in question...  
<https://gephi.wordpress.com/2018/11/01/is-gephi-obsolete-situation-and-perspectives/>  
<https://gephi.wordpress.com/2019/02/02/exploring-the-dystopian-future-of-a-javascript-gephi/>
- Can be a little quirky!
- How to get started links in the resources.

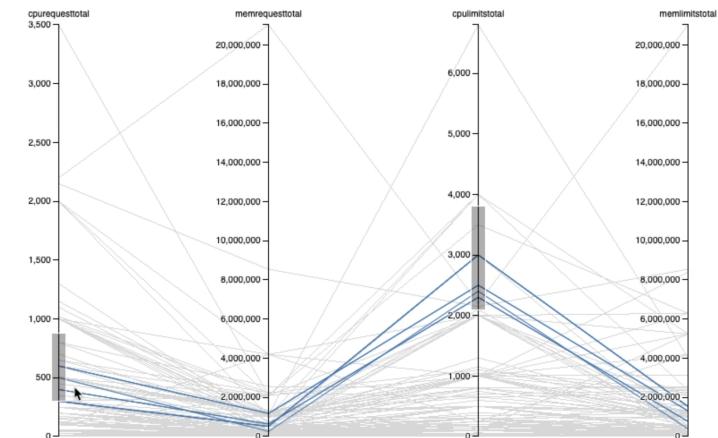
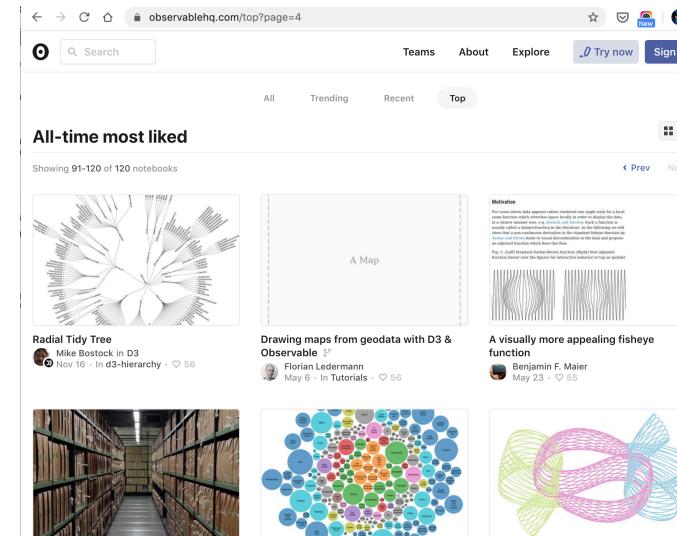
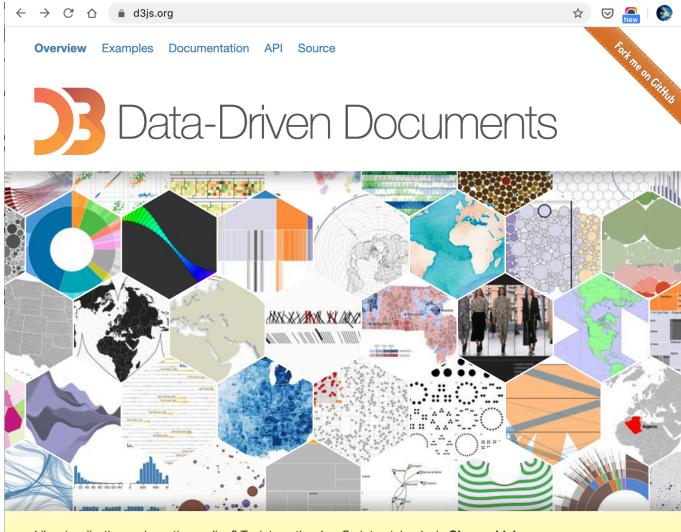


Eduardo Ramos Ibáñez, Mathieu Bastian  
and Mathieu Jacomy

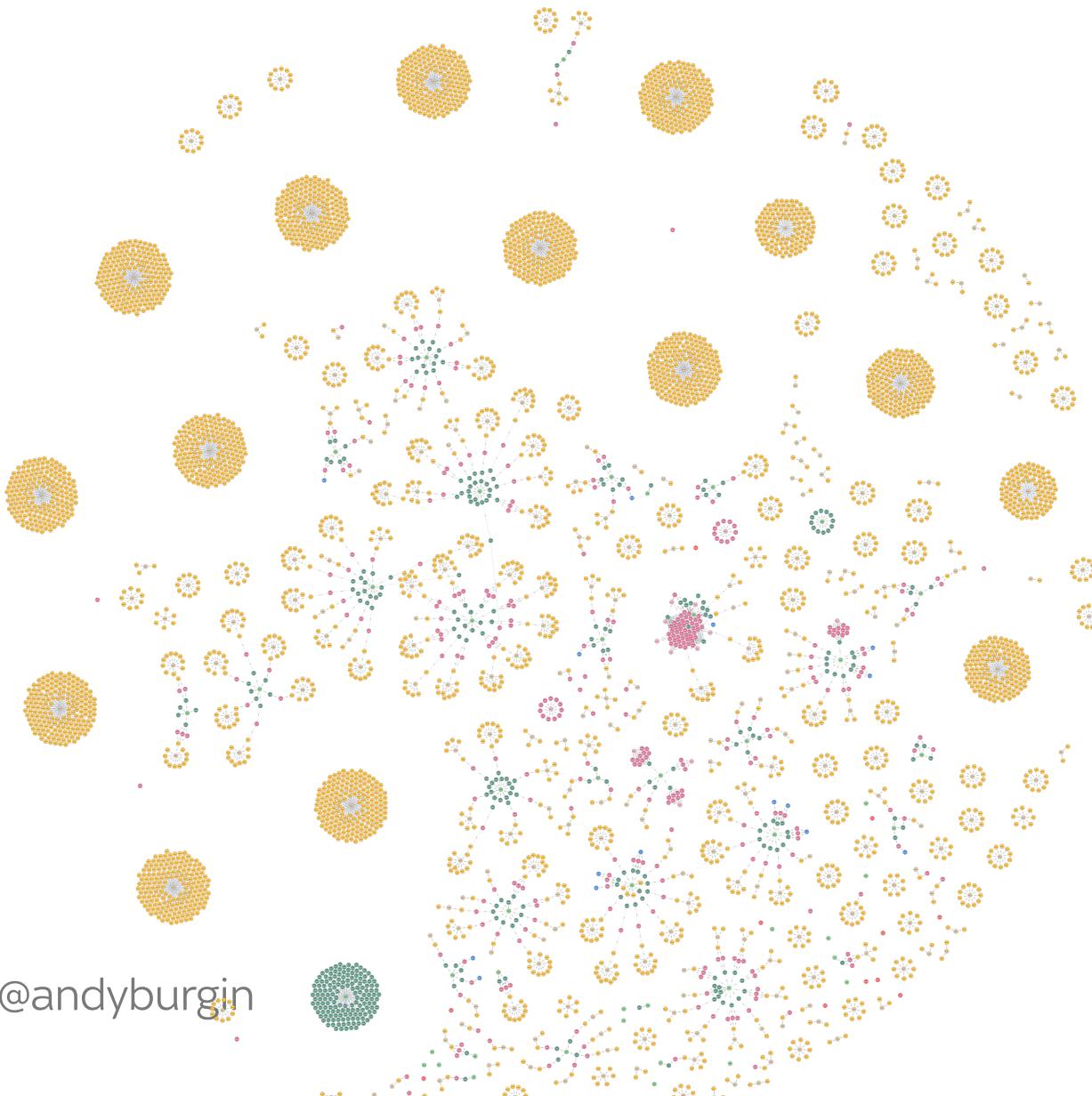
# Other Visualisations



# Other Visualisations -D3

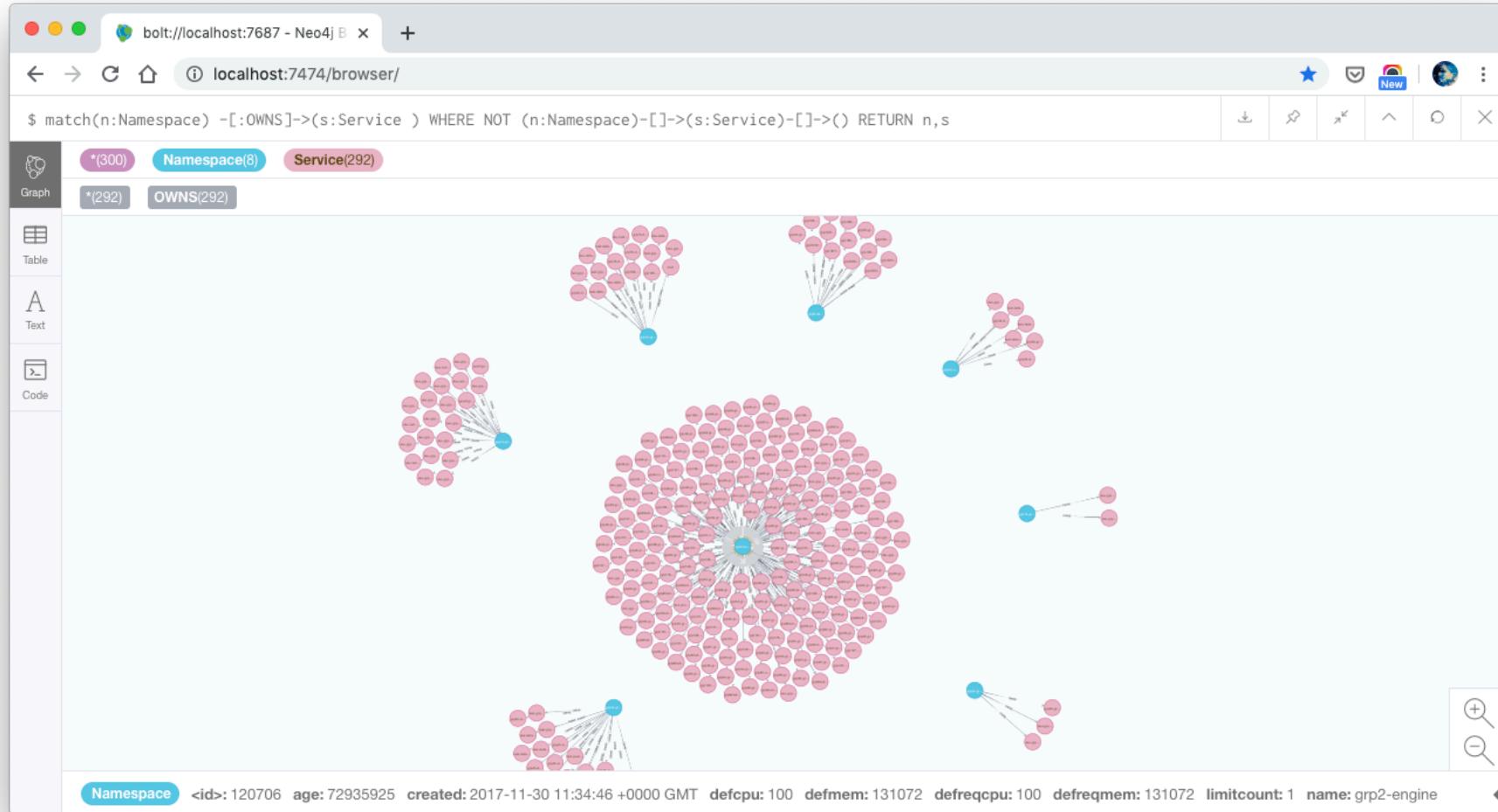


# Learnings

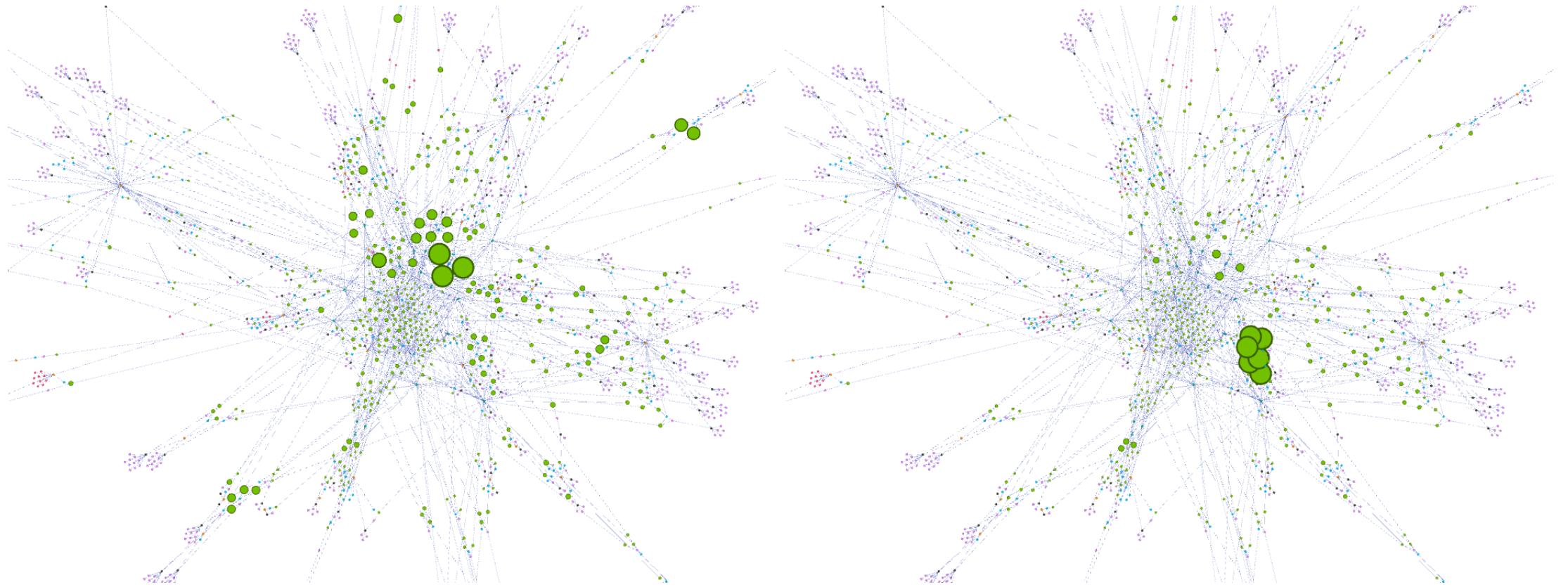


@andyburgin

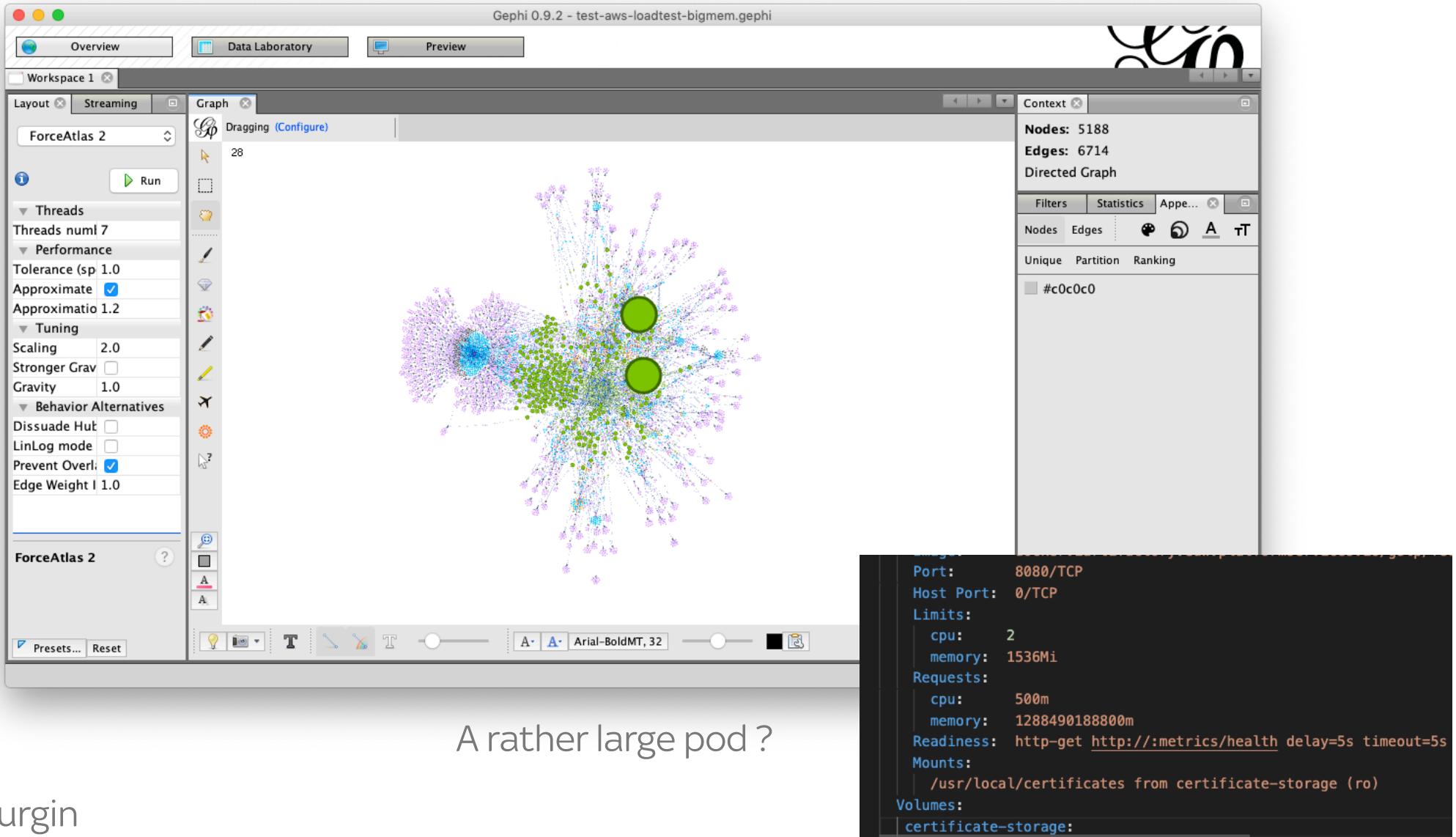
```
spec:  
  progressDeadlineSeconds: 2147483647  
  replicas: 1  
  revisionHistoryLimit: 2147483647  
  selector:  
    matchLabels:  
      app: test-test  
  strategy:  
    rollingUpdate:  
      maxSurge: 1  
      maxUnavailable: 1  
    type: RollingUpdate  
  template:  
    metadata:
```

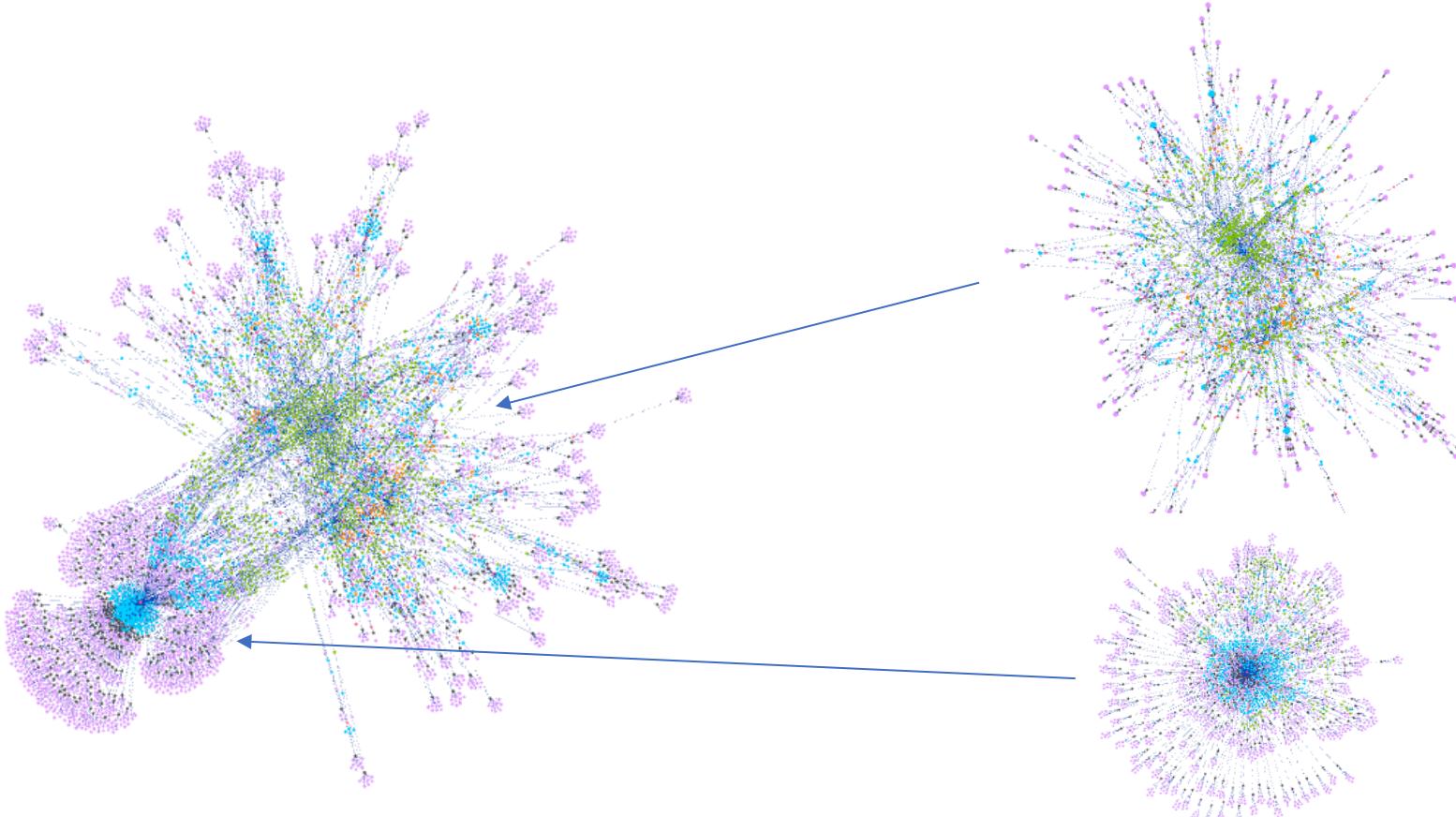


Simple Cypher query to find Services that don't expose any Pods

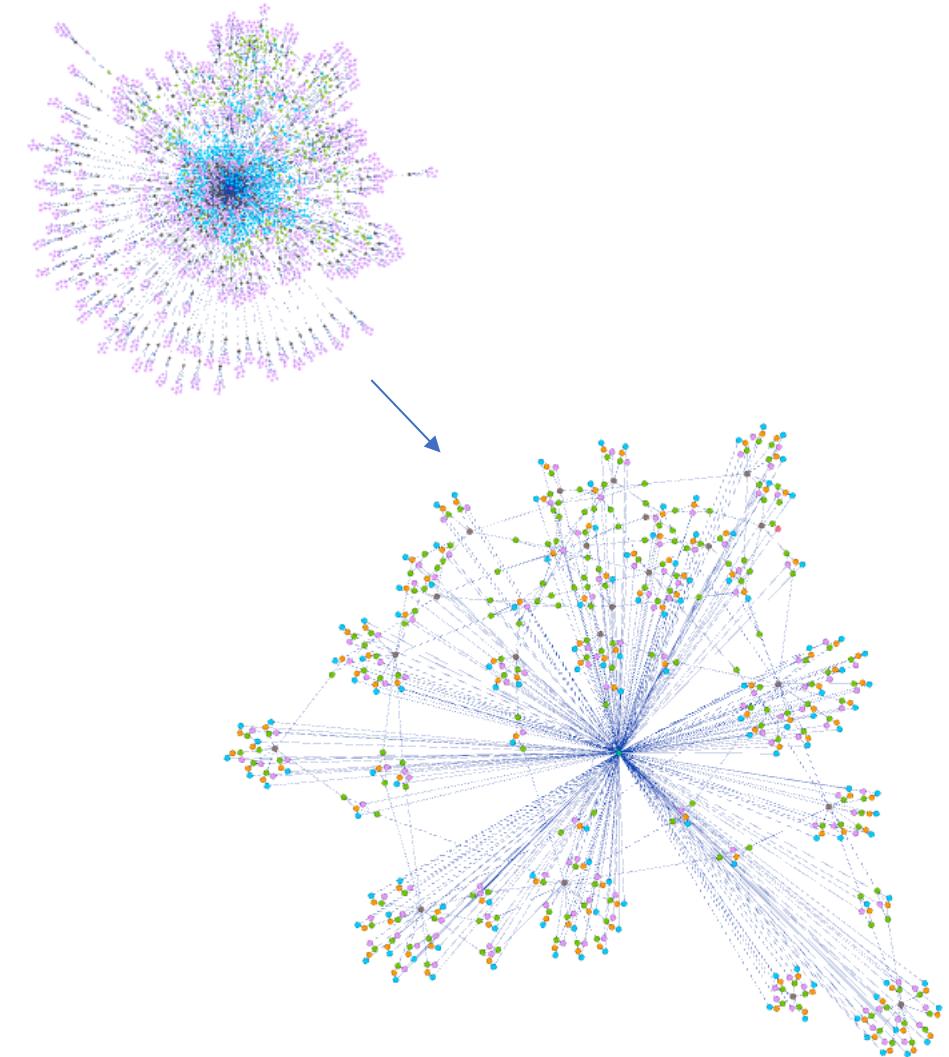
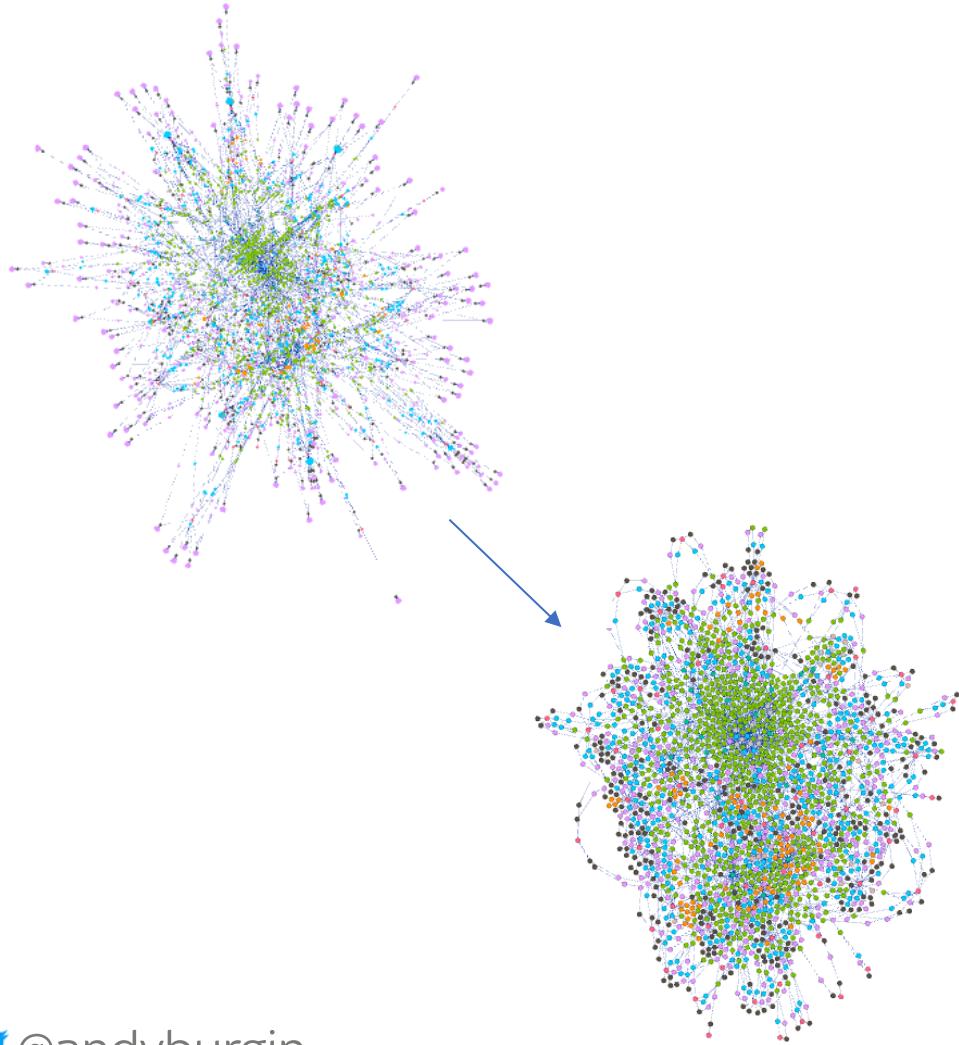


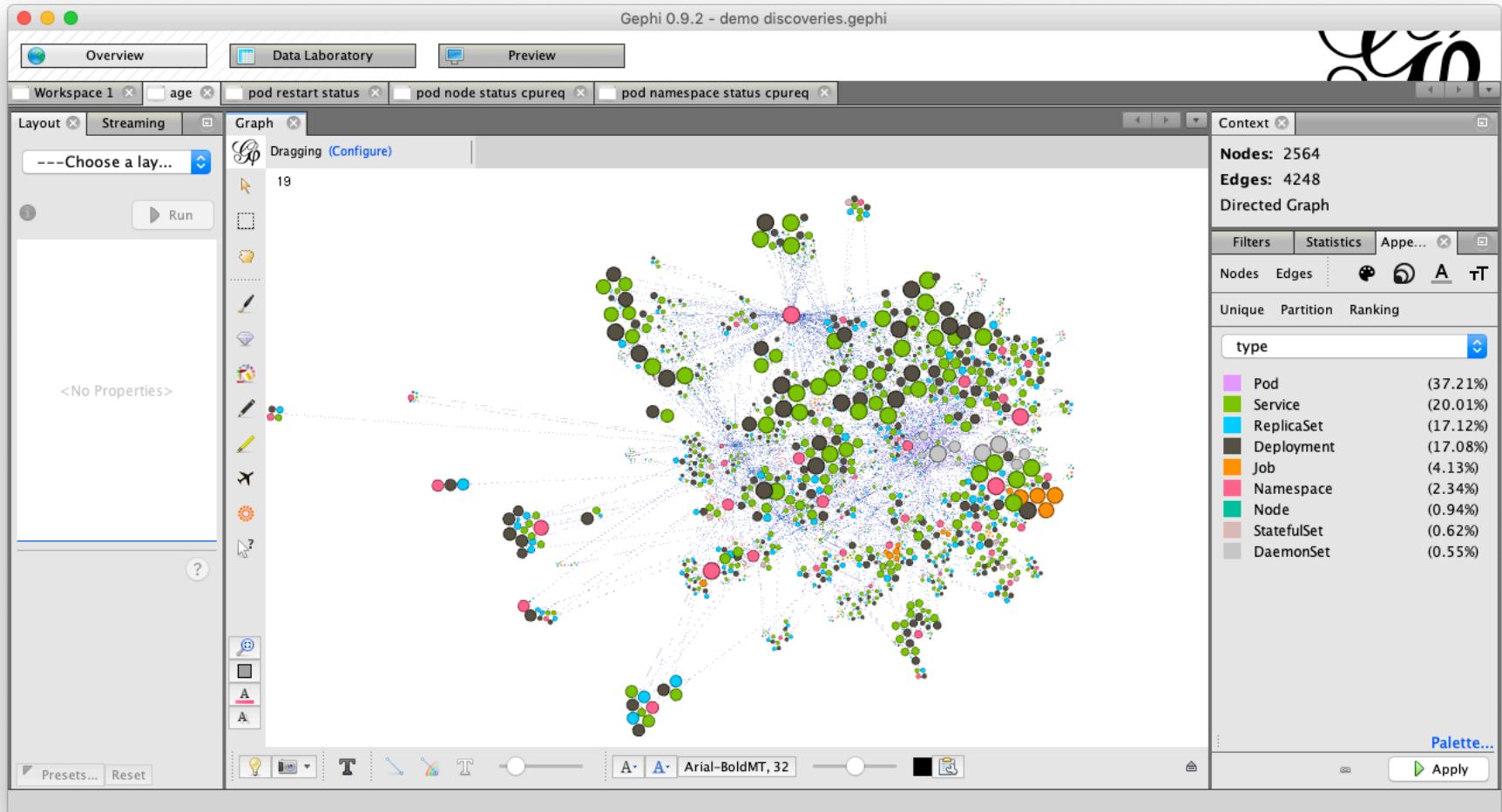
Pods sized by CPU and memory requests



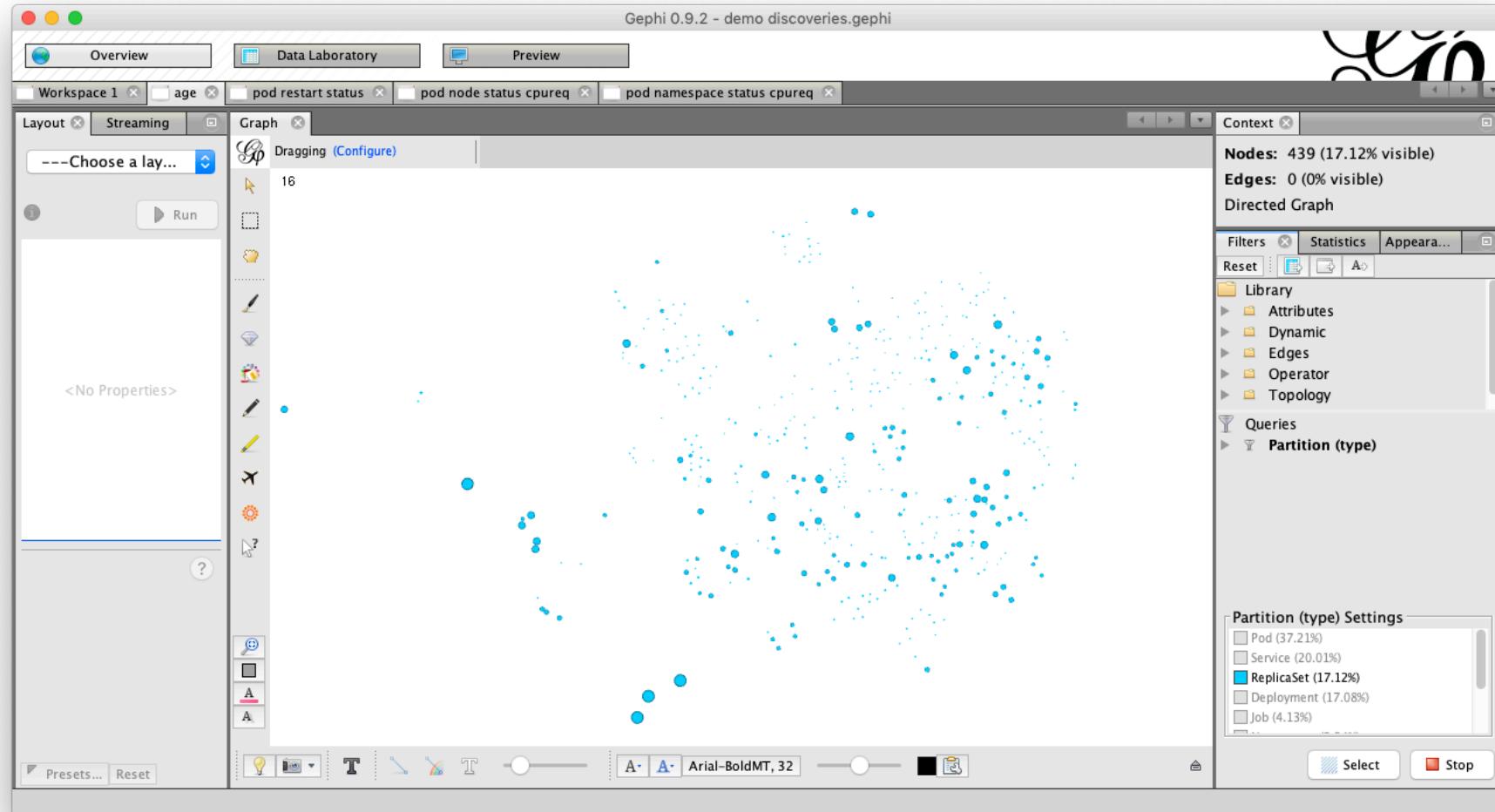


Splitting the hairball

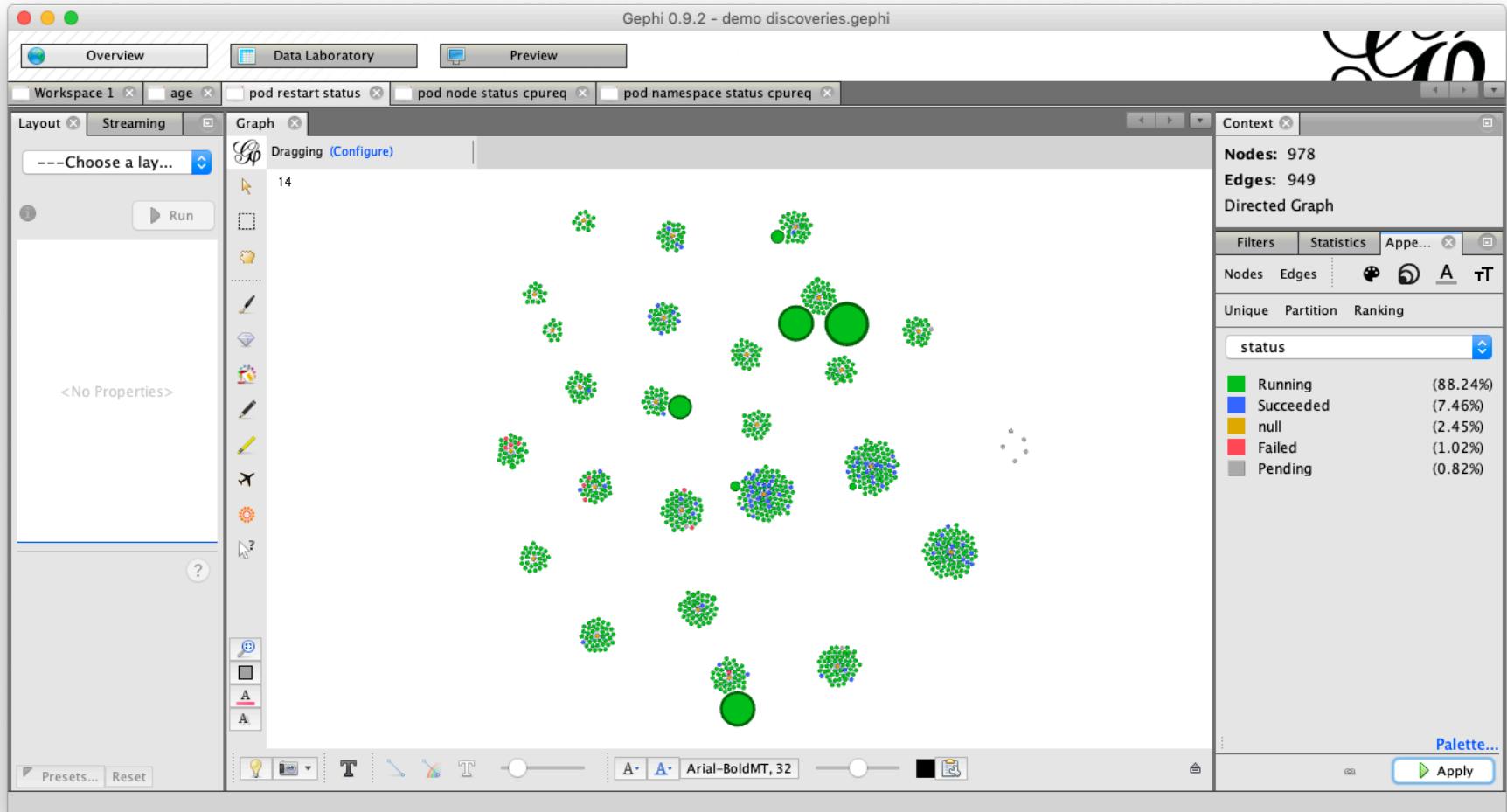




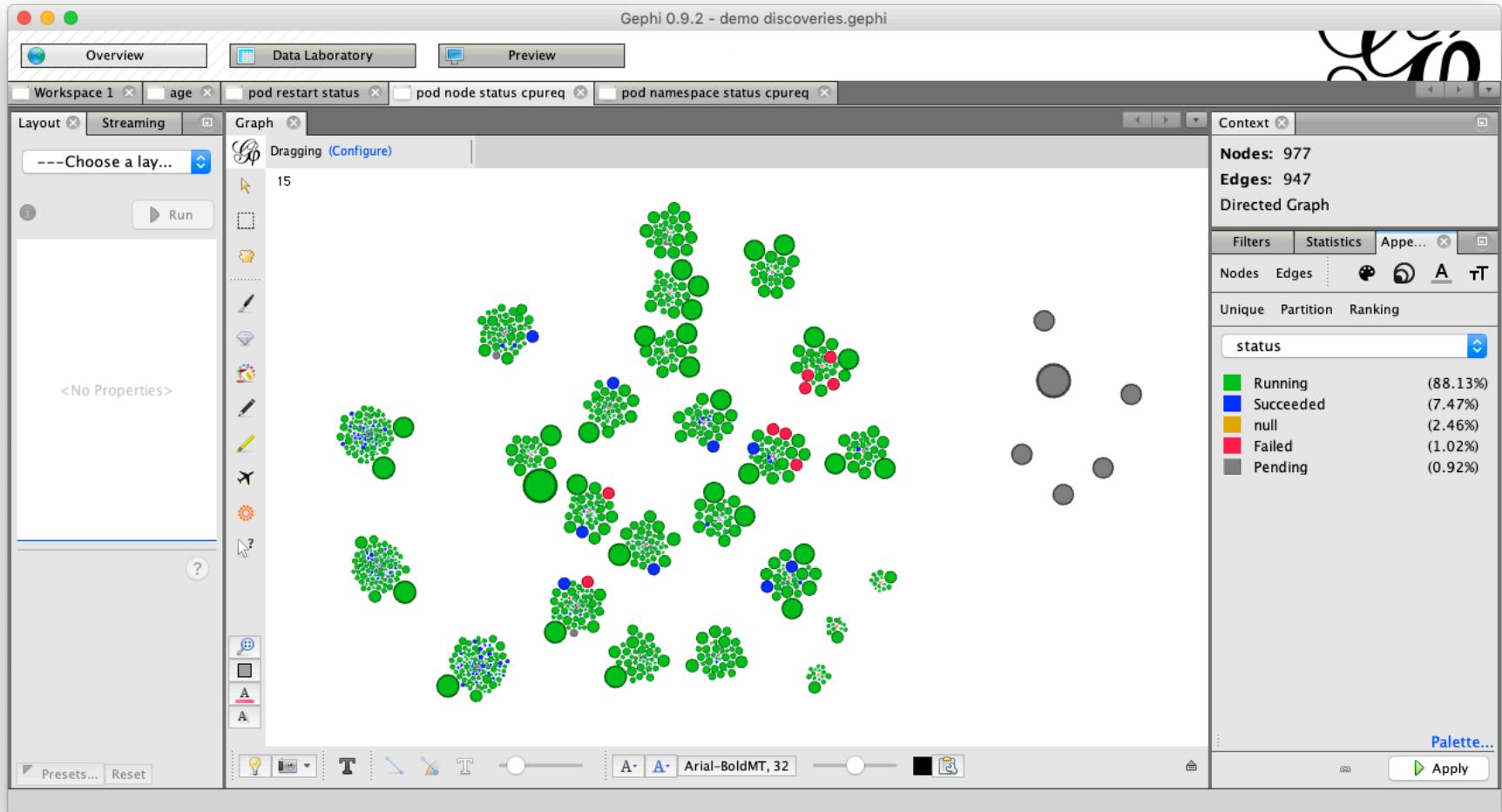
Simplified view of the cluster



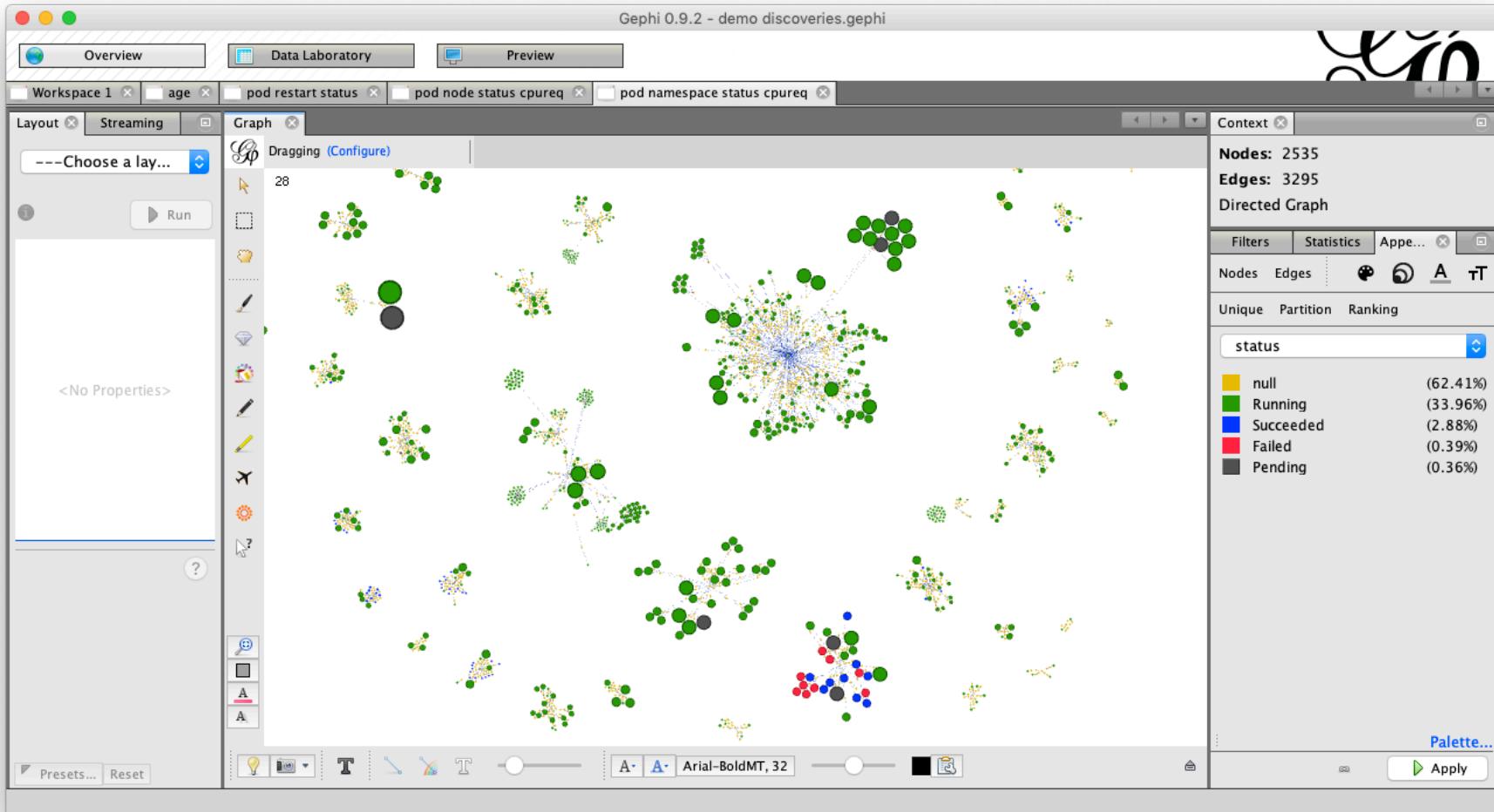
View just the active Replicasets, sized by age, rebuild and redeploy ?



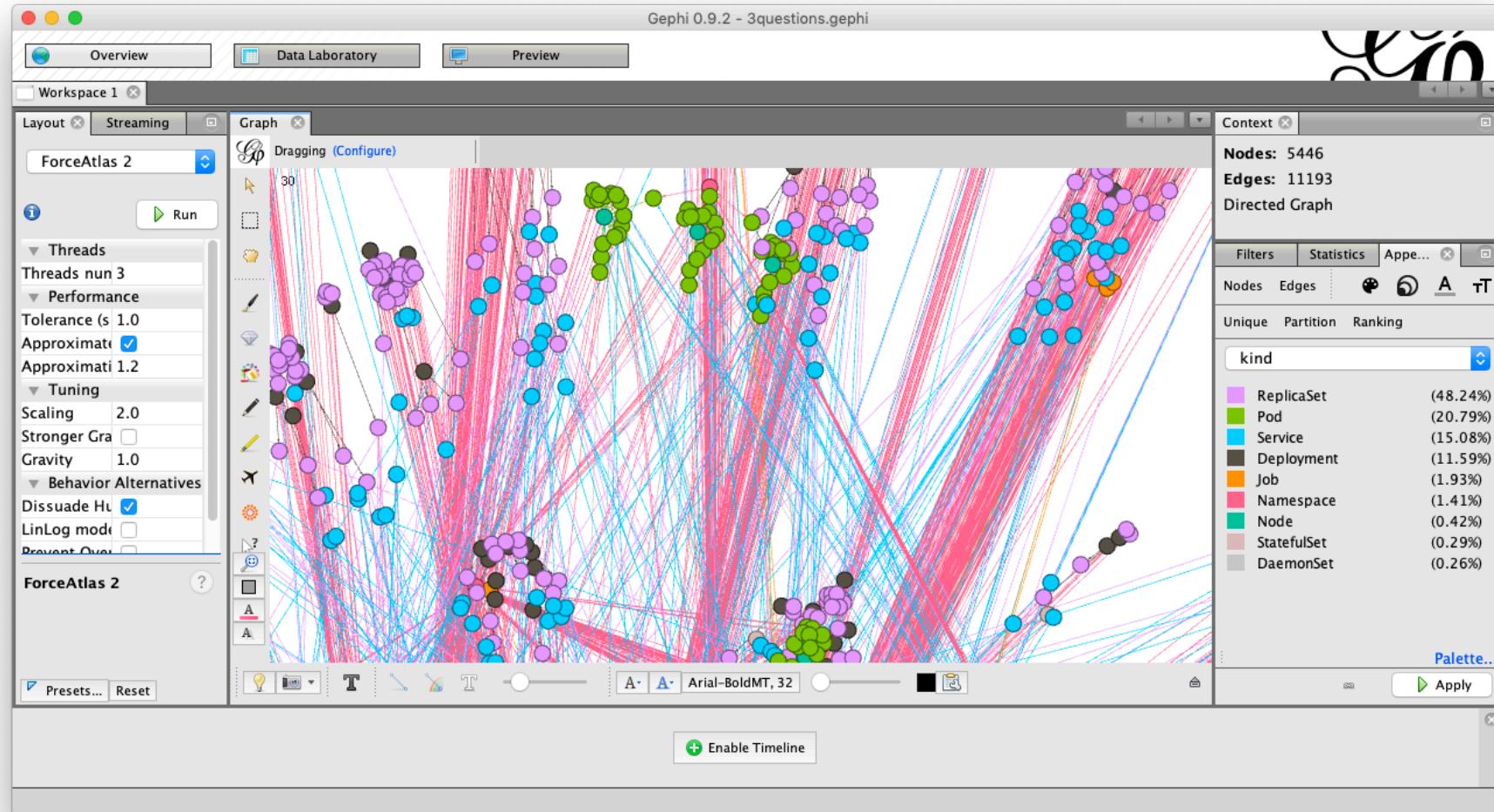
Pods sized by restarts, coloured by status



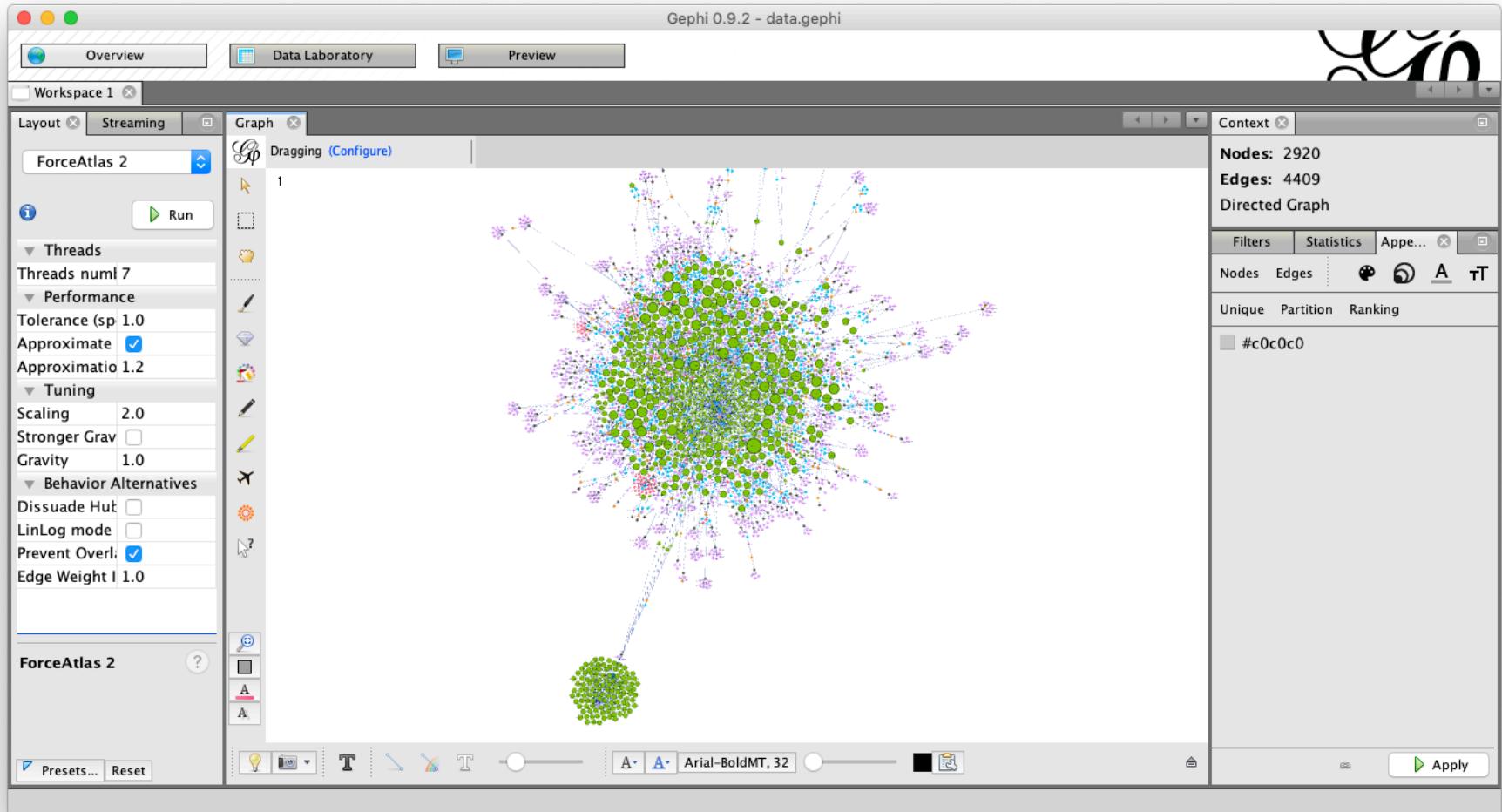
Pods sized by CPU request, coloured by status



Pods grouped by namespace, coloured by status and sized by CPU request.



3 question marks ? What does that mean ?



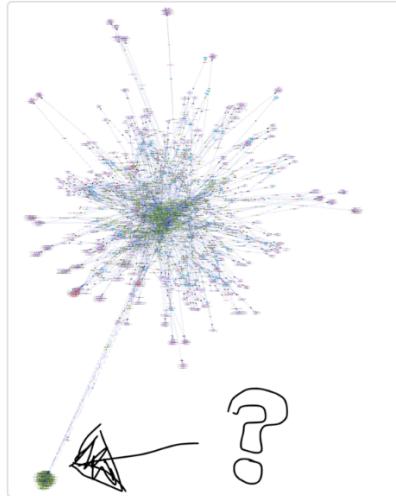
I reacted to an anomaly



**Andrew Burgin** 15:36

So when you do a bit of L&D and find something odd on your test cluster

Screenshot 2019-10-11 at 15.33.38.png ▾



anyone know anything about sysbeanch ? (edited)



15:36

It's what [REDACTED] is using to perf test the physicals

YES 1



5:38

Yesterday I ran a single pod with as much memory as I could, I got up to nearly 450GB before the worker fell over.



**Andrew Burgin** 15:39

ah yes worker tst31 (edited)

phew!

Whoops!

## More...

Kubernetes Objects:

- Explore Nodes objects.
- More real-time data (extracted from Metrics server and prometheus)
- Analyse configmaps and secrets usage.
- Volumes and storage usage.
- RBAC and permissions.

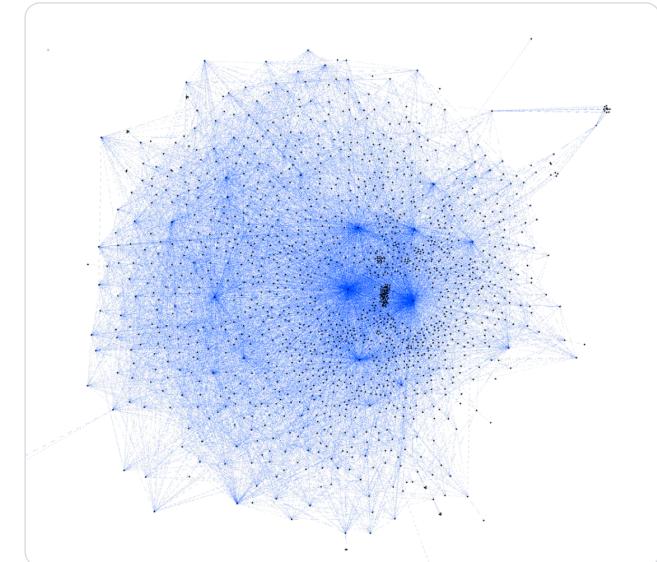
# More...

Networks:

- Network Policies
- Services
- Service Mesh



1500 microservices at @monzo; every line is an enforced network rule allowing traffic



7:47 PM · Nov 1, 2019 · [Twitter Web App](#)

639 Retweets 2.6K Likes

# More...

Networks:

- Network Policies
- Services
- Service Mesh

<input checked="" type="checkbox"/> <b>Network Overview</b>	
Average Degree	<input type="button" value="Run"/>
Avg. Weighted Degree	<input type="button" value="Run"/>
Network Diameter	<input type="button" value="Run"/>
Graph Density	<input type="button" value="Run"/>
HITS	<input type="button" value="Run"/>
Modularity	<input type="button" value="Run"/>
PageRank	<input type="button" value="Run"/>
Connected Components	<input type="button" value="Run"/>
<input checked="" type="checkbox"/> <b>Node Overview</b>	
Avg. Clustering Coefficient	<input type="button" value="Run"/>
Eigenvector Centrality	<input type="button" value="Run"/>
<input checked="" type="checkbox"/> <b>Edge Overview</b>	
Avg. Path Length	<input type="button" value="Run"/>
<input checked="" type="checkbox"/> <b>Dynamic</b>	
# Nodes	<input type="button" value="Run"/>
# Edges	<input type="button" value="Run"/>
Degree	<input type="button" value="Run"/>
Clustering Coefficient	<input type="button" value="Run"/>

The image is a composite of three parts. On the left is a screenshot of a web-based network analysis tool with sections for Network Overview, Node Overview, Edge Overview, and Dynamic metrics. In the center is a large diagram titled 'DETECTION' showing a network graph with nodes colored by community (yellow, pink, blue, purple) and edges connecting them. On the right is a photograph of a woman with short blonde hair, wearing glasses and a patterned blouse, standing on a stage and speaking to an audience.

DETECTION

@techiewatt

<https://www.youtube.com/watch?v=0G5O1ffYIPI>

# Summary

# DevOps FTW

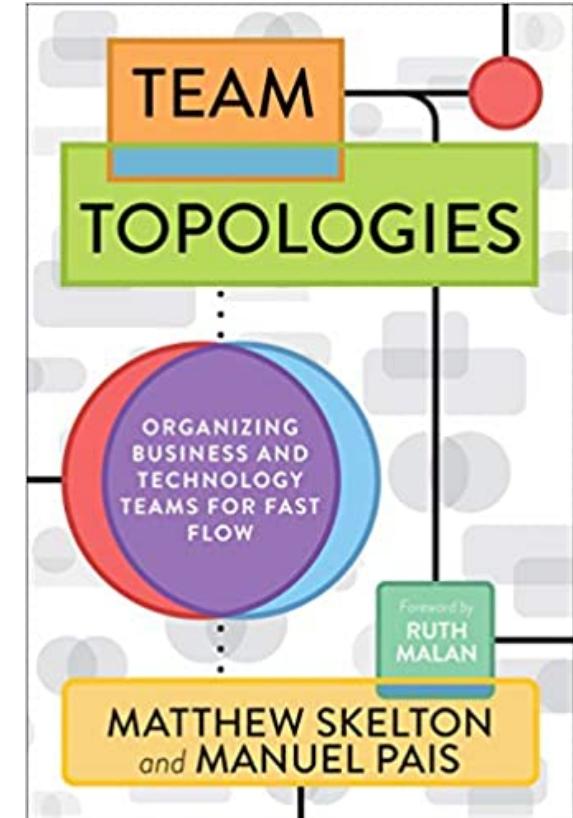
Handoffs →



<- Feedback

# Collaboration

- Steam-aligned team.
- **Enabling team.**
- Complicated Subsystem team.
- Platform team.



# Stella Report ?

4 Supporting work through improved visualizations

**SN4U CATCHERS STELLA**  
Report from the SNAFUcatchers Workshop on Coping With Complexity  
Brooklyn NY, March 14-16, 2017

[Download PDF Version](#)

1. tl;dr and Executive Summary  
 1.1 tl;dr  
 1.2 Executive Summary

2. Introduction  
 2.1 About the SNAFUcatchers consortium and the STELLA meeting  
 2.2 The focus on handling anomalies  
 2.3 The above-the-line/below-the-line framework

3. Cases  
 3.1 Catching the Apache SNAFU  
 3.2 Catching the Travis CI SNAFU  
 3.3 Catching the Logstash SNAFU  
 3.4 Anomalies in the cases  
 3.4.1 Features of the anomalies  
 3.4.2 Features of the anomaly responses  
 3.4.3 Supporting communication and uncertainty  
 The role of search  
 Evolution of system representations  
 Generating hypotheses  
 Basic tools  
 Coordination  
 Communications in joint activity  
 Shared artifacts  
 The consequences of escalating consequences  
 Managing risk  
 Goal setting  
 3.5 Observations on the postmortem process

4. Themes  
 4.1 Capturing the value of anomalies  
 4.1.1 Technical issues in postmortems  
 4.1.2 Social issues in postmortems  
 4.2 Dark versus sanction in the aftermath of anomalies  
 4.3 Controlling the costs of coordination during the repair process  
 4.3.1 Offloading work to low-tempo periods  
 4.3.2 Providing expertise on demand  
 4.3.3 Supporting communication and coordination with tools  
 4.4 Supporting anomaly response through improved visualizations  
 4.4.1 Understanding collective work in context  
 4.4.2 Starting point  
 4.5 Strange loops dependencies  
 4.6 Debt  
 4.6.1 Technical debt  
 Origins of the debt metaphor  
 Technical debt refactoring  
 Technical debt 25 years on  
 4.6.2 Dark debt  
 5. Paths to progress for progress on coping with complexity  
 6. Back matter  
 6.1 Acknowledgment  
 6.2 Acknowledgements  
 6.3 Suggested citation for this report  
 7. References

**Winter storm STELLA**

Woods' Theorem: *As the complexity of a system increases, the accuracy of any single agent's own model of that system decreases rapidly.*

A comprehensive workshop of high end techs reviewed postmortems to better understand how engineers cope with the complexity of anomalies (SNAFU and SNAFU catching episodes) and how to support them. These cases reveal common themes regarding factors that produce resilient performances. The themes that emerge also highlight opportunities to move forward.

**1.1 tl;dr**

A comprehensive workshop of high end techs reviewed postmortems to better understand how engineers cope with the complexity of anomalies (SNAFU and SNAFU catching episodes) and how to support them. These cases reveal common themes regarding factors that produce resilient performances. The themes that emerge also highlight opportunities to move forward.

**1.2 Executive Summary**

Current generation internet-facing technology platforms are complex and prone to brittle failure. Without the continuous effort of engineers to keep them running they would stop working -- many in days, most in weeks, all within a year. These platforms remain alive and functioning because workers are able to detect anomalies, diagnose their sources, remediate their effect, and repair their flaws and do so ceaselessly -- SNAFU Catching. Yet we know little about how they accomplish this vital work and...

<http://stella.report>

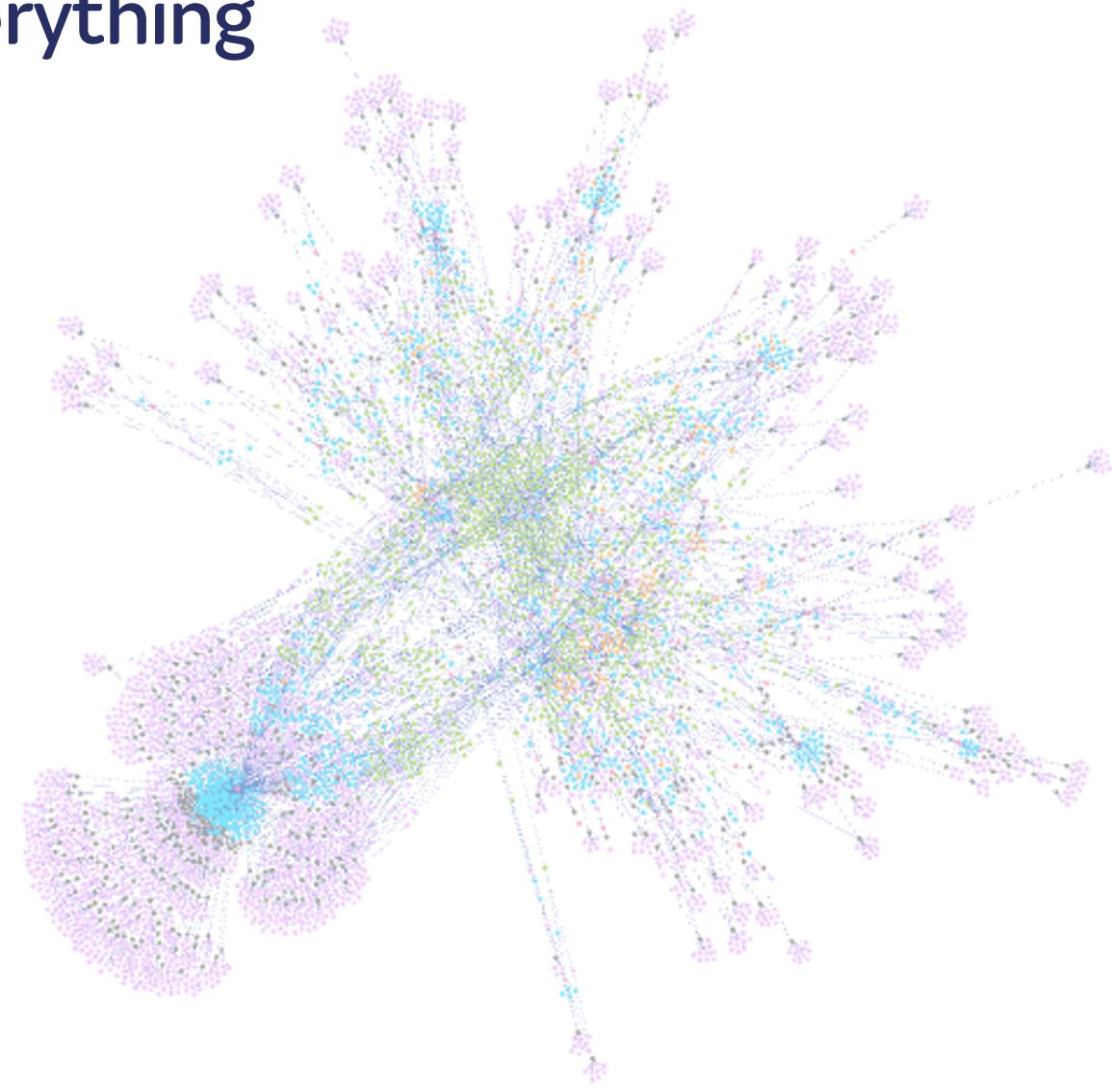
# Context and Perspective is Everything

It's hard to understand the hairball.

Remove as much noise as you can.

Select a perspective and apply the context

- Workload.
- Compute.
- Connections.
- Security.



# Just One More Thing....

# Resources

# Resources

How Your Systems Keep Running Day After Day - John Allspaw

<https://www.youtube.com/watch?v=xA5U85LSk0M>

<http://stella.report>

Kvizz

<https://github.com/afbjorklund/kvizz>

[thread/SBDE64DAIVTLIYRGVMESUPR5STRRFCGW/](https://github.com/afbjorklund/kvizz/thread/SBDE64DAIVTLIYRGVMESUPR5STRRFCGW/)

Weavescope

<https://www.weave.works/oss/scope/>

# Resources

Cockpit Kubernetes plugin (removed)

<https://lists.fedorahosted.org/archives/list/cockpit-devel@lists.fedorahosted.org/thread/SBDE64DAIVTLIYRGVMESUPR5STRRFCGW/>

Using Neo4J to visualize a Kubernetes cluster – Bajal

<https://medium.com/@bajalm/using-neo4j-to-visualize-a-kubernetes-cluster-1d2f5190eb93>

Force-Directed Graph - Mike Bostock

<https://observablehq.com/@d3/force-directed-graph>

## Resources

Visualizing Graphs in 3D with WebGL - Michael Hunger

<https://medium.com/neo4j/visualizing-graphs-in-3d-with-webgl-9adaaff6fe43>

Hive Plots - Rational Network Visualization – Farewell To Hairballs - Martin Krzywinski

<http://www.hiveplot.com/>

Gephi - The Open Graph Viz Platform

<https://gephi.org/>

Introduction to GEPHI - University of Kentucky Libraries

<https://www.youtube.com/watch?v=2FqM4gKeNO4>

# Resources

Gephi Tutorials - Jen Golbeck

[https://www.youtube.com/playlist?list=PLk\\_jmmkw5S2BqnYBqF2VNPsY93-ze49](https://www.youtube.com/playlist?list=PLk_jmmkw5S2BqnYBqF2VNPsY93-ze49)

Gephi Layout tutorial

<https://www.slideshare.net/gephi/gephi-tutorial-layouts>

Social Network Analysis - Lada Adamic - University of Michigan

<http://www-personal.umich.edu/~ladamic/courses/>

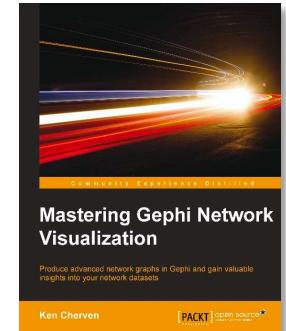
[https://www.youtube.com/playlist?list=PL2rR6Wa-StjYOW7v6J8\\_npck6EDOKEbCN](https://www.youtube.com/playlist?list=PL2rR6Wa-StjYOW7v6J8_npck6EDOKEbCN)

# Resources

Mastering Gephi Network Visualization

Ken Cherven

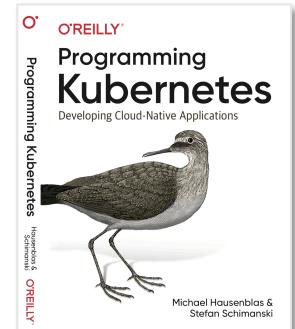
<https://www.packtpub.com/gb/networking-and-servers/mastering-gephi-network-visualization>



Programming Kubernetes - Developing Cloud Native Applications

Michael Hausenblas and Stefan Schimanski

<https://programming-kubernetes.info/>



Go Source for extracting object data from k8s and writing log/gexf and Neo4j

<https://sbg.technology/2020/04/28/vis-complex-systems/>

# Resources

D3 Data Driven Documents

<https://d3js.org/>

Observable

<https://observablehq.com/explore>

Parallel Coordinates - Jason Davies

<https://bl.ocks.org/jasondavies/1341281>

GOTO 2019 • Explore Microservices Architecture with Graph Theory & Network Science • Nicki Watt

<https://www.youtube.com/watch?v=0G5O1ffYIPI>

# Thank You