# Landing projects successfully

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Technical Director for Operations & Reliability, the Financial Times
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US equities

# SoftBank unmasked as 'Nasdaq whale' stoking tech rally

Japanese conglomerate has been snapping up options in huge amounts over past month

- Beware what comes after the easy money binge
- Tesla spurned in S&P 500 reshuffle
- Gravity hits tech stocks after volatile week

Explainer US equities

## 'What just happened?' ask bruised tech investors

Unusual options trading by SoftBank and others gave a clue to risks building in the market

Brexit

### Johnson claims UK would 'prosper' in no-deal Brexit

Scottish Tory jibes grow as prime minister says he is ready for any eventuality

Analysis Coronavirus pandemic

### Shared beliefs unite factions in Germany's virus protests

Demonstrators see themselves engaged in struggle between good and evil

US presidential election 2020

### Biden accuses Trump of disparaging fallen soldiers

President furiously denies report that he called war dead 'suckers' and 'losers'

Amazon.com

### Amazon deletes 20,000 reviews after evidence of profits for posts

FT investigation finds suspicious behaviour by 9 of top 10 UK

- Moving to the Cloud
- Adopting Microservices
- DevOps/Empowered Teams

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# Remove dependencies if you want to move faster

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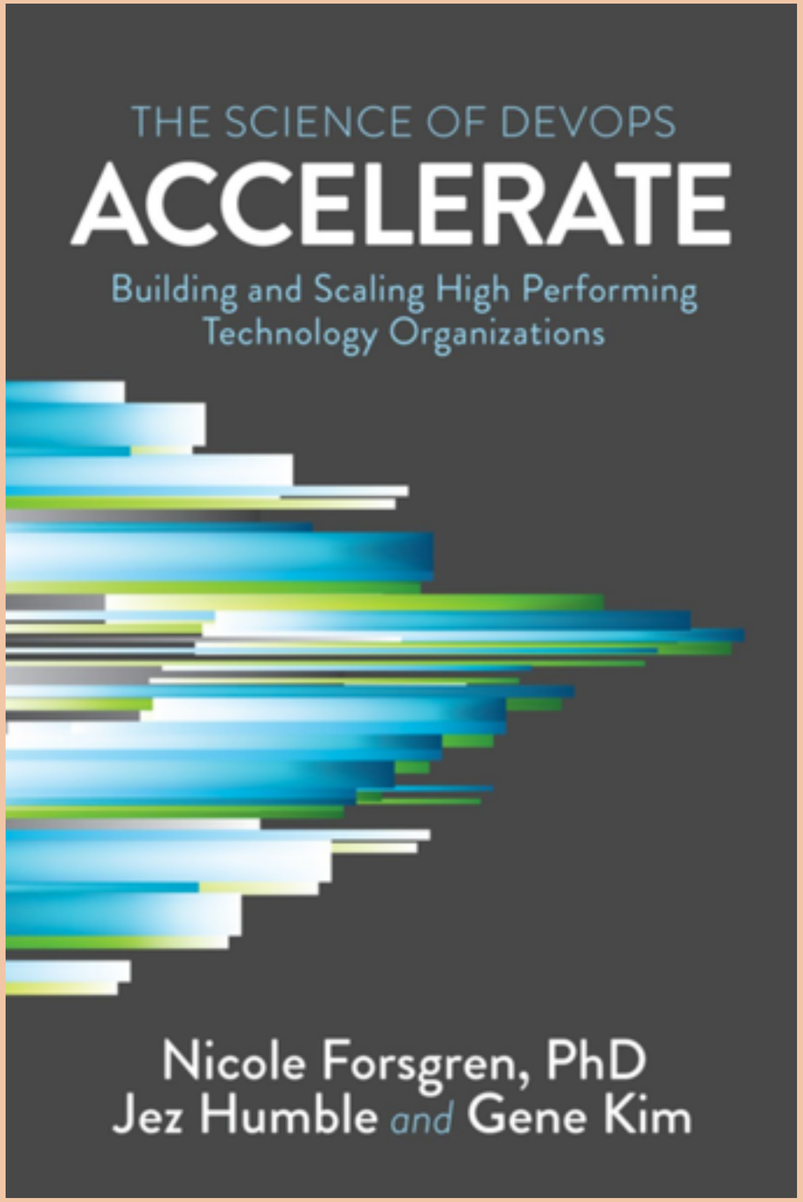
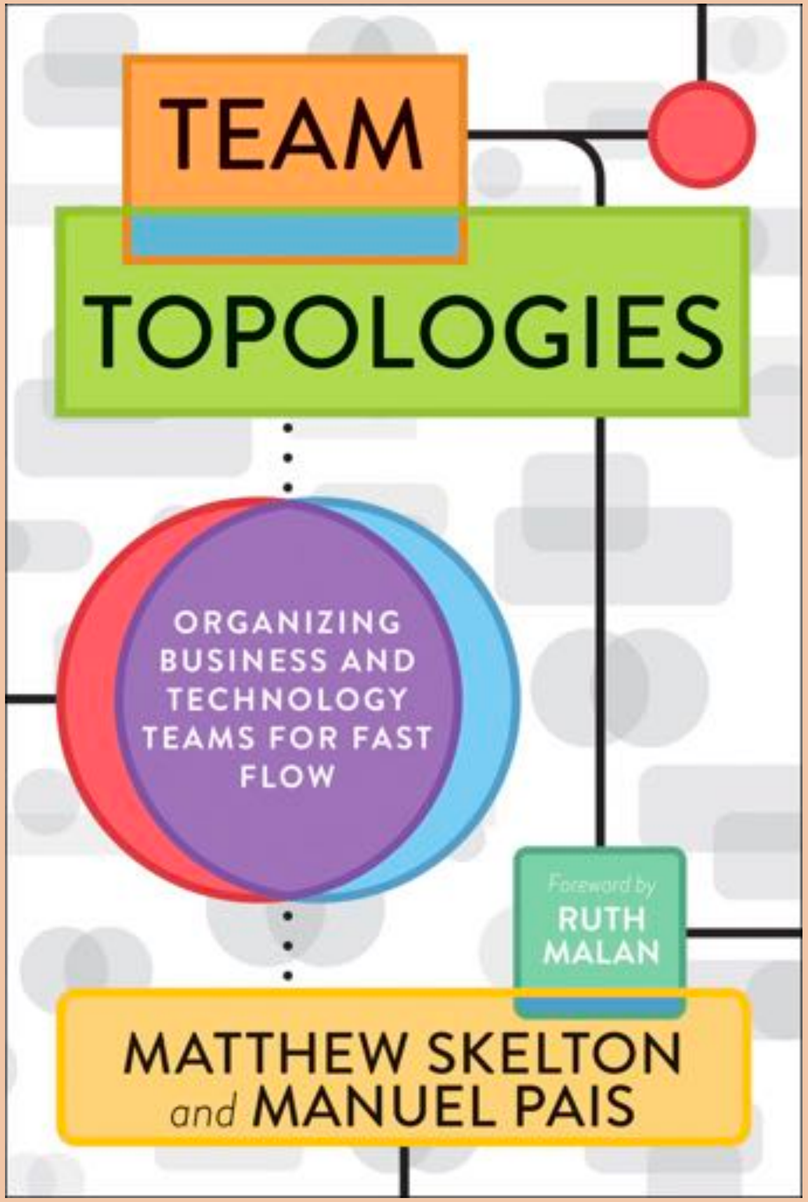
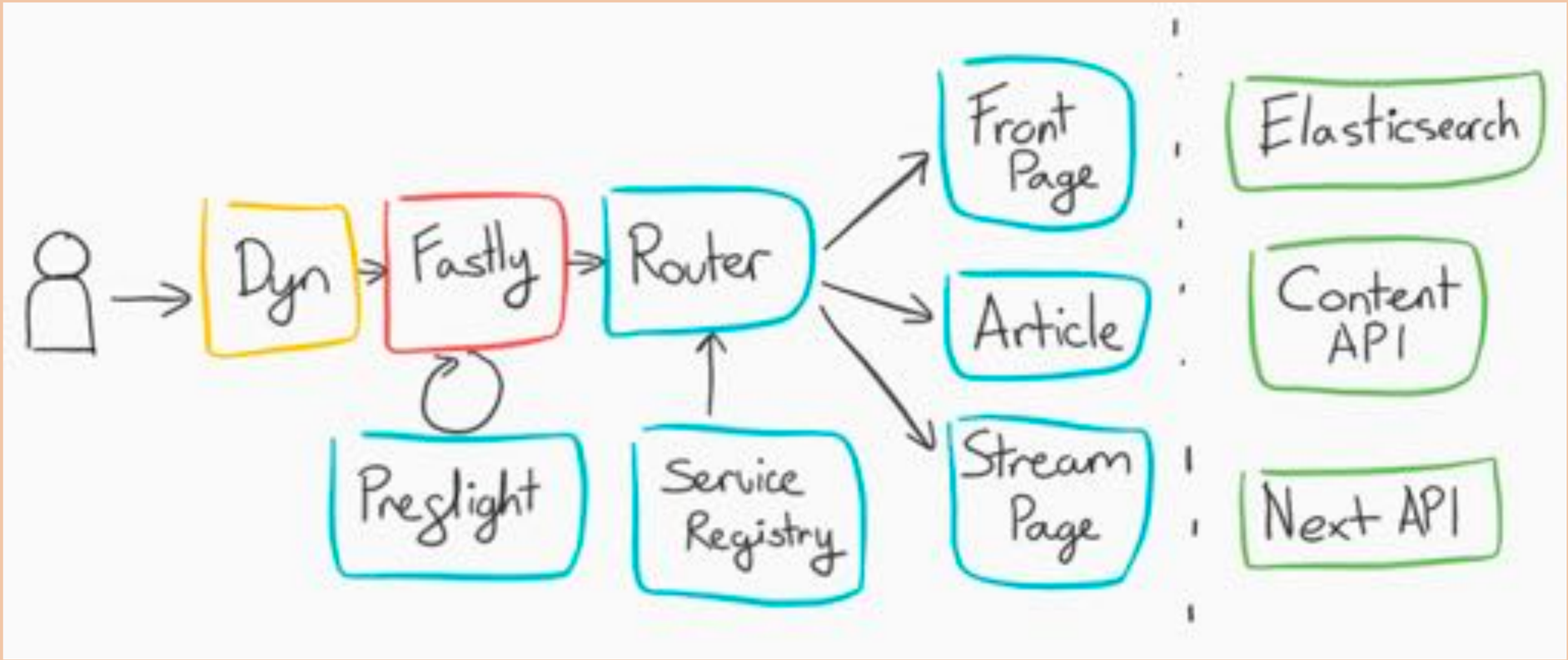
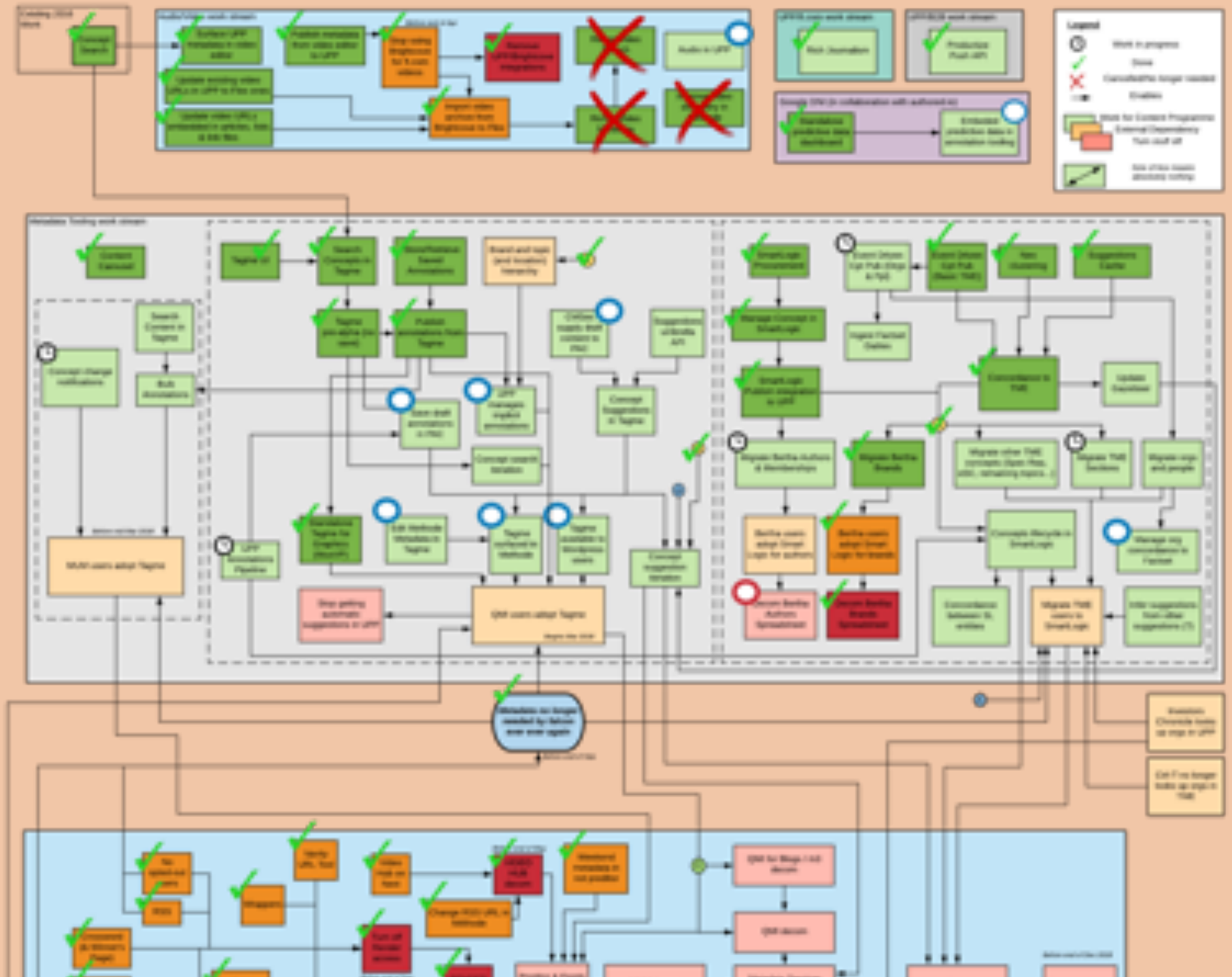

THE SCIENCE OF DEVOPS
ACCELERATE
Building and Scaling High Performing Technology Organizations
Nicole Forsgren, PhD
Jez Humble and Gene Kim


TEAM
TOPOLOGIES
ORGANIZING BUSINESS AND TECHNOLOGY TEAMS FOR FAST FLOW
Foreword by
RUTH MALAN
MATTHEW SKELTON
and MANUEL PAIS


Dyn
Fastly
Router
Front Page
Article
Stream Page
Elasticsearch
Content API
Next API
Preflight
Service Registry


Legend
Work in progress
Done
Cancelled/No longer needed
Enables
Work for Content Programme
External Dependency
Turn cruft off
Size of box loosely denotes scale
Metadata Tooling work stream
Content Carousel
Tagme UI
Search Concepts in Tagme
Move/Rename Saved Annotations
Board and topic (and location) hierarchy
Tagme pre-alpha (for week)
Publish annotations from Tagme
Search Content in Tagme
Concept change notifications
Bulk Annotations
Save draft annotations in ITMC
Concept suggestions in Tagme
Concept research iteration
Concept suggestion iteration
Edit Wellcode metadata in Tagme
Tagme content re-Wellcode
Tagme available to Wordpress users
Stop getting automatic suggestions in UPP
QW users adopt Tagme
Metadata no longer needed by Before ever ever again
SmartLogic Procurement
Export Union List TME Drop in TpS
Export Deluxe List TME (Basic TME)
Term clustering
Suggestions Earlier
Manage Concept in SmartLogic
Import Cherwell Dailies
Smart.Logic (Publish integration to UPP)
Concordance to TME
Update Executives
Migrate Before Authors & Memberships
Migrate Before Boards
Migrate other TME concepts (Apps Pilot, prizes, remaining topics...)
Migrate TME Divisions
Migrate orgs and people
Before users adopt Smart Login for authors
Before users adopt Smart Login for boards
Concepts lifecycle in SmartLogic
Manage orgs concordance in Cayman
Decom Before Authors Spreadsheet
Decom Before Boards Spreadsheet
Concordance between SL entities
Migrate TME users to SmartLogin
Infer suggestions from other suggestions (?)
MUSH users adopt Tagme
UPP Annotations Pipeline
Standalone Tagme for Graphics (Beyond)
Wellcome Changes in Concepts
Investigate Tagme in Wellcome
Tagme in UPP
Change HCIO URL in Wellcome
Turn off Tagme access
Wellcome metadata in not possible
QW for Mega-1-kit decom
QW decom
Investigate Tagme in Wellcome
Tagme
Verify URL Tool
Video mode on here
HCIO VLIB decom
Change HCIO URL in Wellcome
Turn off Tagme access
Wellcome metadata in not possible
QW for Mega-1-kit decom
QW decom

Clarity

Communication

Empathy

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# Clarity

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# Why are you doing this?

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# What is the finish line?

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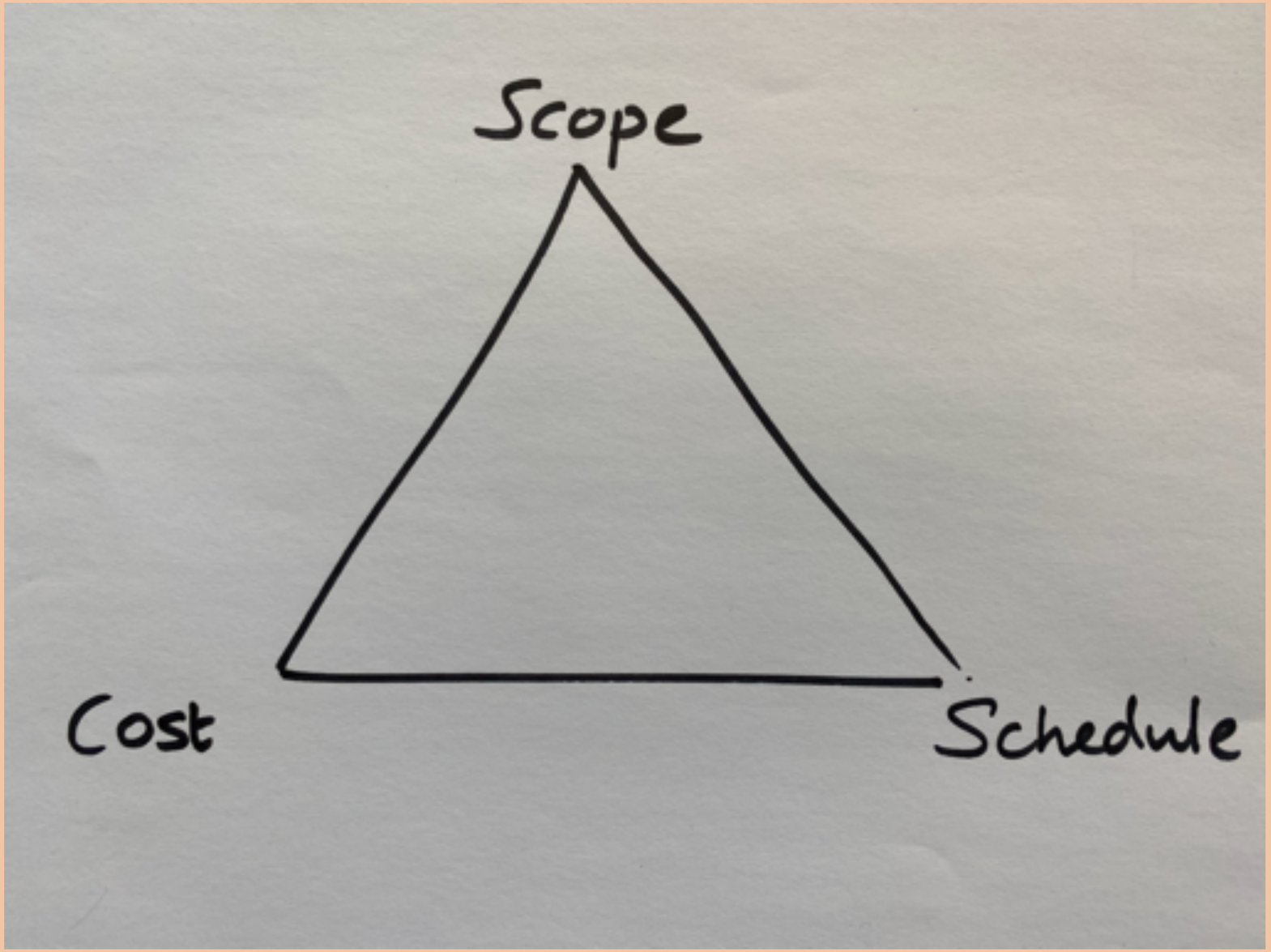
Scope
Cost
Schedule

# Who needs to do work outside your own team?

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# What context are they working in?

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# What is the consequence of failing to hit the finish line?

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Clarity

Communication

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**evil maid**
@lenazun

one thing that happens in groups of 50+ is messages never really get to everyone, unless you make an extraordinary effort. if you say "you can request a free popsicle at any time" on email, group meetings, reminders, signs all over the place, *someone still doesn't know*

7:07 PM · Aug 28, 2020 · Twitter Web App

**evil maid**
@lenazun

Replying to @lenazun

any complexity you add to the message multiplies your problems. "you can request a free popsicle on Mondays and Wednesdays", and nobody knows what's happening. 10 different versions of the popsicle program start to circulate with different costs, items, dates.

7:19 PM · Aug 28, 2020 · Twitter Web App

Be very very clear about:

- What exactly people need to do
- When they need to do it by
- What will happen if they don’t do it by then

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# “Cloud only 2020”

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# Use every channel you can

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# Operations and Reliability Newsletter, July 2020

TL;DR: Q3 OKRs, Monitoring Score for Systems, AWS resources in BizOps

## Top three things

These are some of the bigger things we've done over the last month:

# “Dear specific person…”

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Tech Governance Group:
“allows people to share ideas, receive feedback on them, and get consensus”

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Clarity

Communication

Empathy

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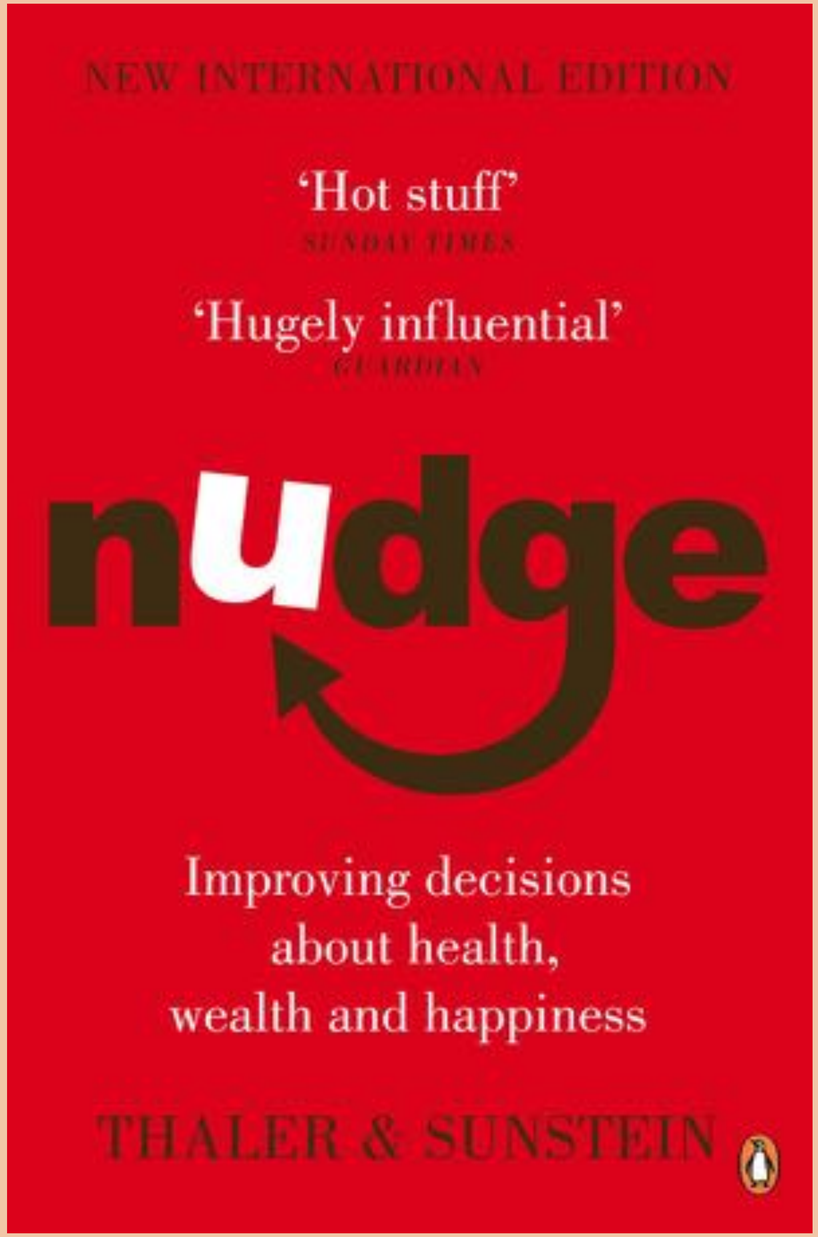
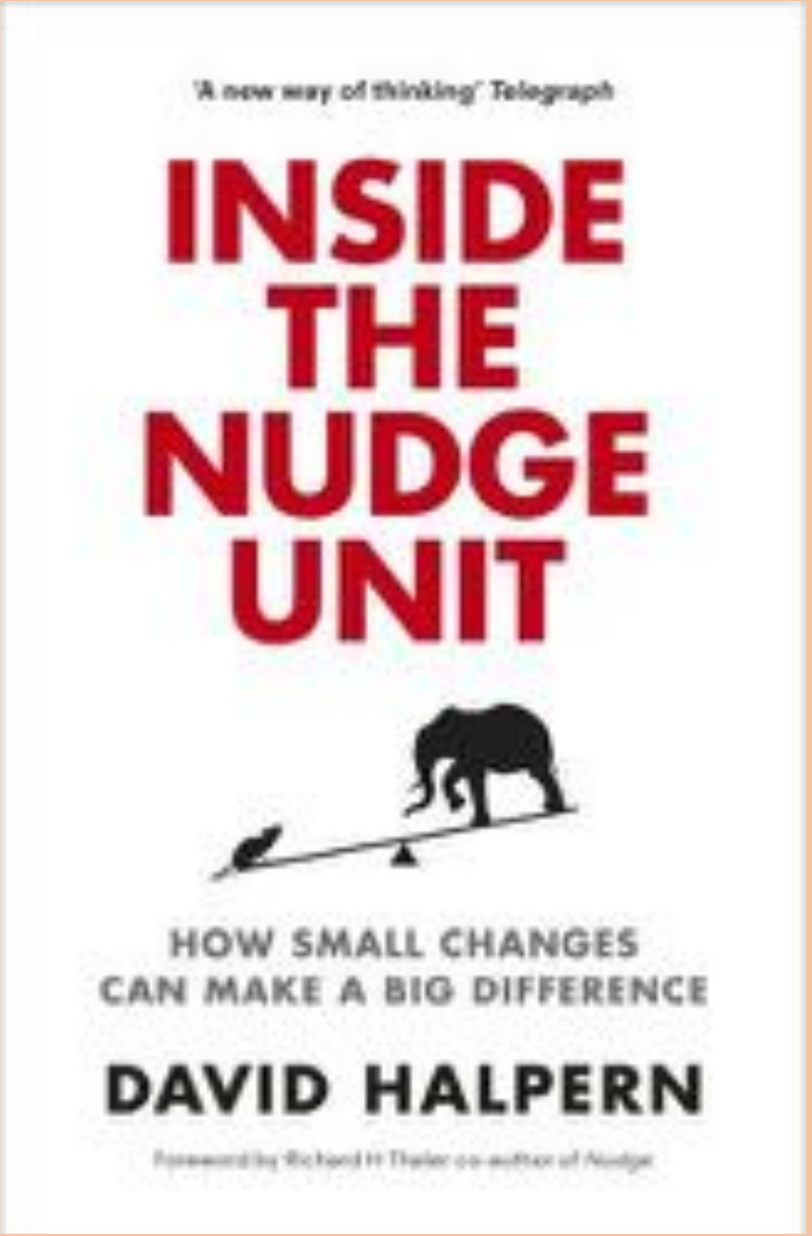
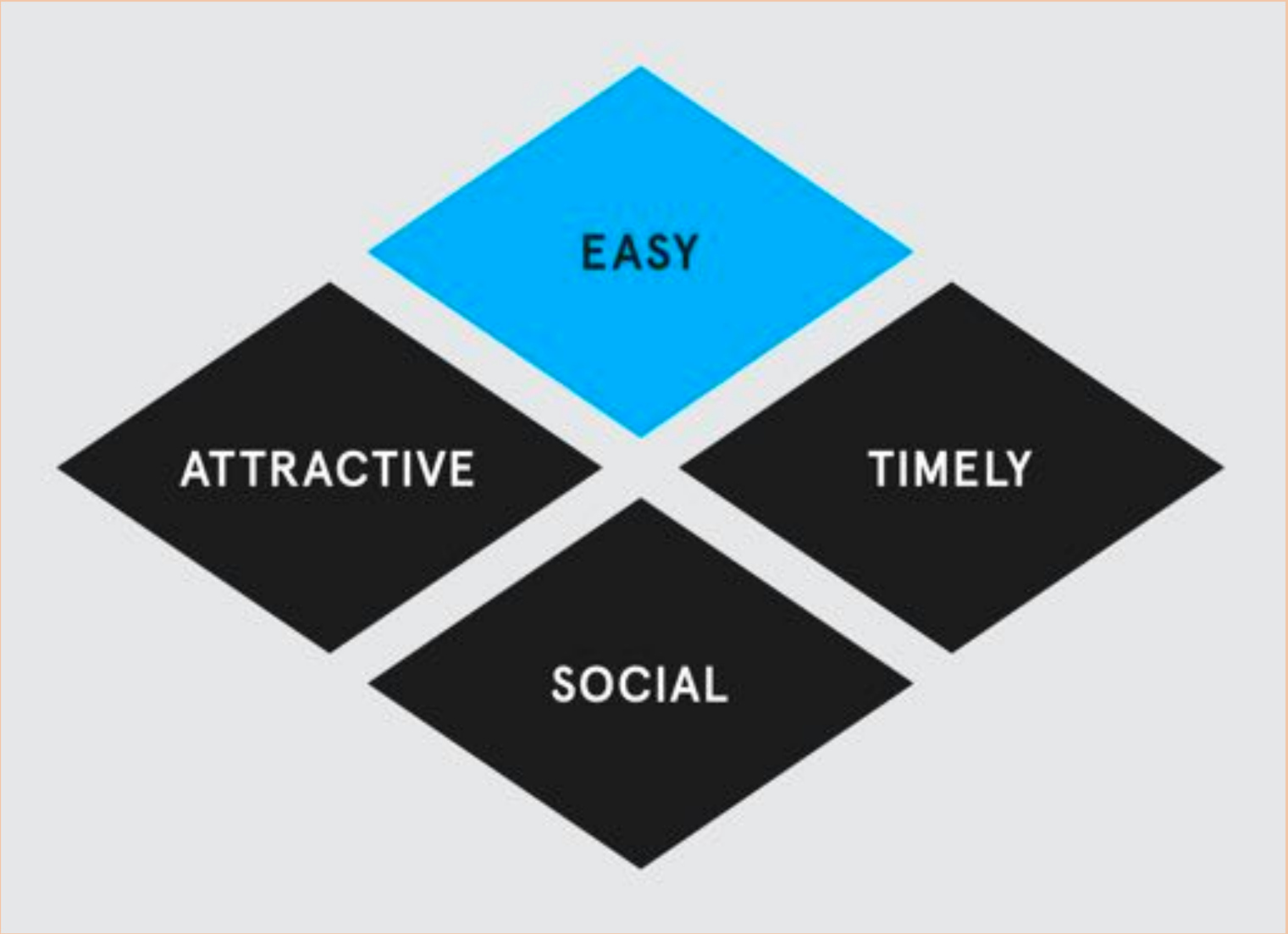

NEW INTERNATIONAL EDITION
'Hot stuff'
SUNDAY TIMES
'Hugely influential'
GUARDIAN
nudge
Improving decisions
about health,
wealth and happiness
THALER & SUNSTEIN


'A new way of thinking' Telegraph
INSIDE THE NUDGE UNIT
HOW SMALL CHANGES CAN MAKE A BIG DIFFERENCE
DAVID HALPERN




https://www.behaviouralinsights.co.uk/wp-content/uploads/2015/07/BIT-Publication-EAST_FA_WEB.pdf

Easy:

- Remove dependencies on YOU



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# Authentication

Change API uses FT API Gateway for authentication. All endpoints expect a `x-api-key:<api-key-value>` header for authorisation.

Generate a new key for *Change Management Service* by either of the following methods:

- use the API gateway slack bot.
- fill in a request form to the API gateway slack team.

Easy:

- Remove dependencies on YOU
- Visualise their progress

FT Single System View

HOME | OPERABILITY | MONITORING | SECURITY | MIGRATIONS | ABOUT

ALL GROUPS › OPERATIONS & RELIABILITY

- s3o to Okta Migration
- Amazon Linux to version 2
- End of Life AWS Runtimes

# Operations & Reliability Migration Progress

Risk Scores | Migrations | All Systems

## s3o to Okta Migration

Our single sign-on system for staff is being switched off in 2020. The recommended replacement is Okta.
Check out our wiki pages about Okta, or contact the Cyber Security Team for more info.

### Teams Progress

Easy:

- Remove dependencies on YOU
- Visualise their progress
- Do the work for them!

# Deployment process integrations

## CircleCI

### Circle 2.1 users

If you are using CircleCI version 2.1, we *highly recommend* using Orbs. See the Change API Orb documentation for more details.

Attractive:

- Make it clear what they and/ or the company get from this

Technology Proposal

# DNS Migration to AWS Route53

| | |
|---|---|
| Authors: | Nayana Shetty |
| Date to be reviewed by: | 31-10-2019 |
| Current Status: | Approved |

## Summary

We use Oracle DYN in the Financial Times to do all the DNS Management of our public zones. We have 296 zones managed by Oracle DYN. Given DYN is going end of life in mid 2020 and Oracle's replacement solution does not have feature parity for us, we want to migrate DYN managed DNS zones to a different solution.

Attractive:

- Make it clear what they and/or the company get from this
- Give them something better (if you can)

## New Change API

Logging the changes to our systems has a number of benefits, including helping to diagnose the cause of incidents. But few systems log changes because the existing Change Request API is too error prone.

We have now released a new **Change API**, which is far more resilient and can be integrated confidently into your build pipelines… so please do. It uses FT API gateway for authentication (so you can obtain a key using the new **Bifrost tool**), can be called from any CI pipeline, including Heroku, and we now have a CircleCI orb we've been trialing with the IP-ETG team.

Social:

- Show them how they compare to others

## Groups Progress

Social:

- Show them how they compare to others
- Encourage a public commitment

OKRs comprise an **objective**—a clearly defined goal—and 3–5 **key results**—specific measures used to track the achievement of that goal.

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# Timely:

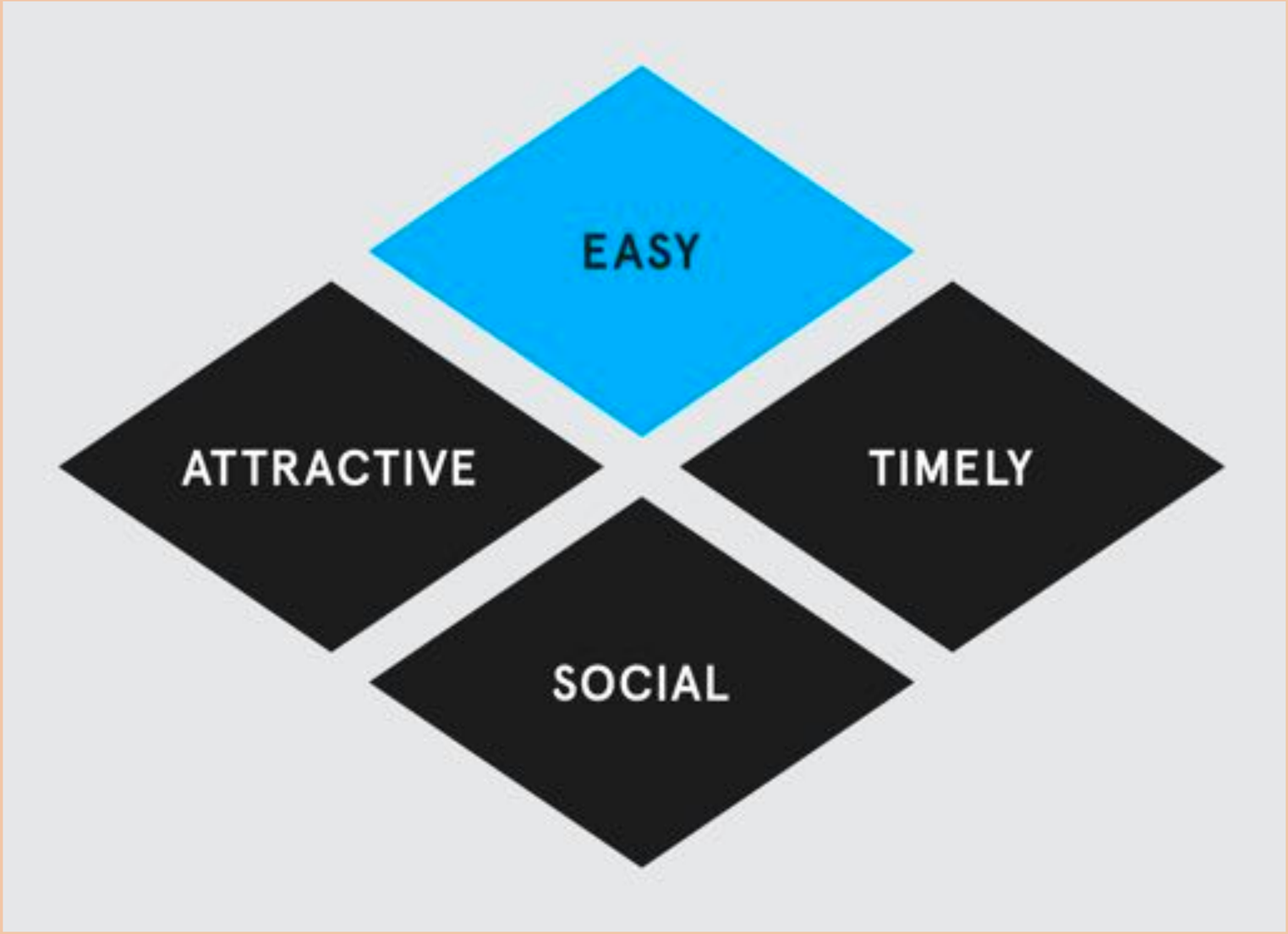
- Pick the right time

Timely:

- Pick the right time
- Help people make a plan

Timely:

- Pick the right time
- Help people make a plan
- Focus on immediate costs and benefits


EASY
ATTRACTIVE
TIMELY
SOCIAL