

Doing It Wrong

Tim Bray
Developer Advocate
Google

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where my **stitches** at?™

ravelry news

This Week in Ravelry #80

Tuesday, September 14th

This Week in Ravelry...



[Ask a Knitter](#)

Decreasing while maintaining pattern continuity in stranded color patterns an...



[Ask Auntie BubboPants](#)

A little from me, a bit from Chester and a big request for my readers.



[This Week in Ravelry](#)

All the latest Site News, Group News and Raveler Announcements.



[Forum Funnies](#)

All the latest Raveler submitted funny and amusing posts (and who knew there ...

1128 Ravelers are online

Quick search

Patterns

search

Help help! Where am I?

- Wiki - a community edited guide
- Getting started
- Tour for knitters and crocheters
- About Ravelry

This Week in Ravelry newsletter

ravelry.com

320,000 unique/month

200,000 unique/week

915,000 registered users

100,000 unique/day

4.5 million projects



4.5 million page views/day

53,000 new posts/day

17 million Rails requests/day


1600 new users/day

tbray.org/ongoing/When/200x/2009/09/02/Ravelry

```
while(stitches>0)
{
  kl();
}
```

**software engineers
and
computer scientists**

A group who knows that knitting is really in binary...

 [group details](#)

Code by day, knit by night (or vice versa)?

Have a soft spot for both purling and perling?

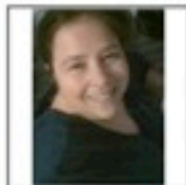
Resist the urge to decode the binary strings as you knit and purl?

Ever considered how a pattern might be best represented as a finite state automaton?

This is the group for you! Software engineers, programmers, coders, computer scientists and anyone who considers themselves to be related to these fields are welcome here!

 [new kids](#)

[573 members](#) [18 online](#) [search](#)



beckyzoole
1 day ago



Josi
8 days ago



gwp
11 days ago



Doerthe
13 days ago



fiberdev
15 days ago



jdybedahl
20 days ago

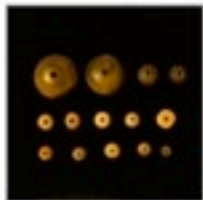
[forums](#) > [patterns](#)

Icelandic Yoke Sweaters (mens)

20 posts, 10 voices ([who?](#)), 153 readers ([when?](#))
started 2 days ago

[icelandic](#) [mens](#) [patterns](#) [sweater](#) [yoke](#)

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Rumplestiltskin ▾
[1326 posts \(9\)](#)

posted [2 days ago](#) (Saturday, October 2), edited 2 days ago

[6 replies](#)  [1](#)

I'm looking for a pattern for a men's Icelandic yoke sweater in larger sizes and not really finding any nice ones. I could do a pattern using EPS and just design my own but I'd really rather not try to reinvent the wheel so I'm hoping someone might have a line on a good pattern. I've seen the Lopi books online but I'd prefer to look at the book before I buy one sight unseen but that's an idea too. Any help would be most appreciated. Thanks.

[educational](#) [interesting](#) [funny](#) [agree](#) [disagree](#) [love](#)

 [reply](#)



Justine-Anne ▾
[412 posts \(2\)](#)

posted [2 days ago](#) (Saturday, October 2)
reply to [Rumplestiltskin's post #1](#)

[2 replies](#)  [2](#)

You can browse through lots of pattern books right here on Ravelry, if you wanted to. Here's [The Best of Lopi](#)

[educational](#) [interesting](#) [funny](#) [agree](#) [disagree](#) [love](#)

 [reply](#)

Passenger Ruby
Enterprise Edition
with GC patches

MariaDB MySQL 5

Rails 2.3

Gentoo Linux

memcached

Moving away from virtualization



nginx \Rightarrow haproxy \Rightarrow (load balanced) \Rightarrow apache & mod_passenger

tbray.org/ongoing/When/200x/2009/09/02/Ravelry

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tbray.org/ongoing/When/200x/2009/09/02/Ravelry



One developer!

tbray.org/ongoing/When/200x/2009/09/02/Ravelry



Casey Forbes: “Ruby is fun! If you listen to Paul Graham and whoever else, then you’ll be working on your startup while you have a day job. Fun is important.”

tbray.org/ongoing/When/200x/2009/09/02/Ravelry

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The FBI's Upgrade That Wasn't

\$170 Million Bought an Unusable Computer System

By Dan Eggen and Griff Witte
Washington Post Staff Writers
Friday, August 18, 2006

As far as Zalmay Azmi was concerned, the FBI's technological revolution was only weeks away.

It was late 2003, and a contractor, Science Applications International Corp. (SAIC), had spent months writing



While accepting some blame for the system's

washingtonpost.com/wp-dyn/content/article/2006/08/17/AR2006081701485.html

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December 6, 2009

Billion pound NHS computer project could be scrapped, Chancellor says

business.timesonline.co.uk/tol/business/economics/pbr/article6946336.ece



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Michael Krigsman

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March 24th, 2010

Announcing FAILfaire in New York City

Posted by Michael Krigsman @ 7:10 am

blogs.zdnet.com/projectfailures/

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News > 'Consultants' getting \$722M from city for doomed CityTime

Article

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'Consultants' getting \$722M from city for doomed CityTime computer project

JUAN GONZALEZ - NEWS

Friday, March 26th 2010, 9:53 AM



nydailynews.com/news/2010/03/26/2010-03-26_city_pours_722m_down_consulting_contracts_black_hole.html

Doing It Wrong

Enterprise Systems, I mean. And not just a little bit, either. Orders of magnitude wrong. Billions and billions of dollars worth of wrong. Hang-our-heads-in-shame wrong. It's time to stop the madness.

These last five years at Sun, I've been lucky: I live in the Open-Source and "Web 2.0" communities, and at the same time I've been given significant quality time with senior IT people among our Enterprise customers.

What I'm writing here is the single most important take-away from my Sun years, and it fits in a sentence: The community of developers whose work you see on the Web, who probably don't know what ADO or UML or JPA even stand for, deploy *better systems at less cost in less time at lower risk* than we see in the Enterprise. This is true even when you factor in the greater flexibility and velocity of startups.

tbray.org/ongoing/When/201x/2010/01/02/Doing-It-Wrong

Responses to “Doing it Wrong”

Tim, **you're an idiot!**

1. Things aren't actually better on the Web, or...
2. they are better, but we can't fix it because Enterprise is so much harder, or...
3. They are better, and we could fix it, but we won't because of management/cultural issues

Web projects fail just as often

“But you are ignoring the fact that for every Facebook and Twitter there are hundreds of similar efforts which failed. The overall success rate of web startups is *significantly* lower (read: orders of magnitude) than in the enterprise IT field.”
– “*addys*”

Web apps are less complex than Enterprise apps

“ the problem is the unmanageable complexity of enterprise requirements. Web 2.0 methodologies can't fix that. If judiciously applied they might reduce some of the costs and failures. ”

– *Rich Sands*

Enterprises can't start from a clean sheet

“In my experience, the biggest impediment to success on a lot of enterprise projects is the legacy issue: legacy data, legacy operational (and technology) process and legacy views on ‘how we do things round here’.”

– “*mdh*”

Not OK to scale up gradually in the Enterprise

“Citigroup, Bank of America and JP Morgan Chase all have slightly less than a quarter of a million employees. If you are deploying a ‘corporate IT app’ at one of those organisations then you have to plan for all quarter of a million of them to hit your app at 9am their local time tomorrow.”

– *Keith Braithwaite*

Enterprise management is nontechnical

“most senior managers have a sales/marketing background and don't really understand IT... many of these managers *love* PowerPoint slides with lots of little interconnected boxes. Especially if they're arranged in triangles or circles.”

– “Joe”

Culture of risk-aversion

“ But I also believe enterpriseland can't do what the webland does. Because of risk: ‘nobody ever got fired for choosing ibm’... A fixed priced project, with big design up front, full specification/conception/development/test phases with IBM or Accenture is what everyone does. If it fails nobody will blame you. But if your short/agile/TDD/web like project fails it will be your fault. ”

– *Aurélien Pelletier*

The buyers aren't the users

“Apple’s customer is you or me. For the large system vendor, as one candidly admitted at a recent conference, the customer is our employer. Who will be looking for, you can be certain, very different things from the product. Where we put a premium on usability, employers favor manageability. For consumers, brand stands for aesthetics or speed or status. For enterprises, brands more often than not mean ‘what will not get me fired’.”

– *Stephen O’Grady*

Threat to empire-builders

“Not to mention that all those middle managers' salaries depend upon keeping staff, at minimum, and growing staff, preferably.”

– *Robert Young*

Prescription: Create less software

- via SaaS
- via packaged ERP/apps

“ But SAP, in particular, has demonstrated that American Fortune 500 really don't have any core functions any more; at least not important enough to implement unique and better software ”

– *Robert Young*

“ I strongly believe that building your own software is an essential ingredient for a successful, information-centric company such as a bank, an insurance company, or even a telco. I think it’s an excellent idea to use commodity services in all areas where you don’t have, nor want to have, any competitive advantages. But you should build something on your own if you want to innovate.”

– *Stefan Tilkov*

Prescription: Fight complexity at the business level

“The most successful companies innovate in their core business, killing complexity, reducing costs, and finding new business models that revolutionize their industries. For example, Amazon.”

– *Rich Sands*

Prescription: Alignment

“Your prime examples ... are cases where the system
is the business.”

– *Tom Passin*

“The main project successes you list ... all have one
thing in common; product owners are not just
close to the project, they are aligned with the
team.”

– Tom McCracken

“From a business perspective—Bray's main viewpoint—caretakers use other people's money, whereas owners use their own money, or are at least very significantly and personally exposed to monies invested in a project. More generally, owners of a project or a codebase have very strong personal incentives to make their users happy, be those incentives financial or purely professional. As a result, for owners efficiency and reduced costs are musts, not simply desirable attributes. Caretakers generally have less urgent objectives.”

– *Frank Sommers*

Prescription: Good People

“There is no way to rescind GIGO: it is the law of gravity of systems development ... success depends on the The Right People.”

–*Len Bullard*

“startups are a self-selected group of higher talent and drive.”

– “*Nick*”

Prescription: Agility

“The ‘Web 2.0’ kind of thing simply *cannot be built* if you start with large formal specifications and fixed-price contracts and change-control procedures and so on. So if your enterprise wants the sort of outcomes we’re seeing on the Web (and a lot more should), you’re going to have to adopt some of the cultures and technologies that got them built.”

– *doing it wrong*

Prescription:
Modern software
development
techniques
REST, OSS, TDD, DRY,
CoC, Dynamic languages

“Failure and waste are high in open source—they just aren’t defined as failure and waste.”

—*Nick*

thanks

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twbray@google.com

tbray.org/ongoing/