

**Our Incident
Process Was
Perfect. That Was
the Problem.**



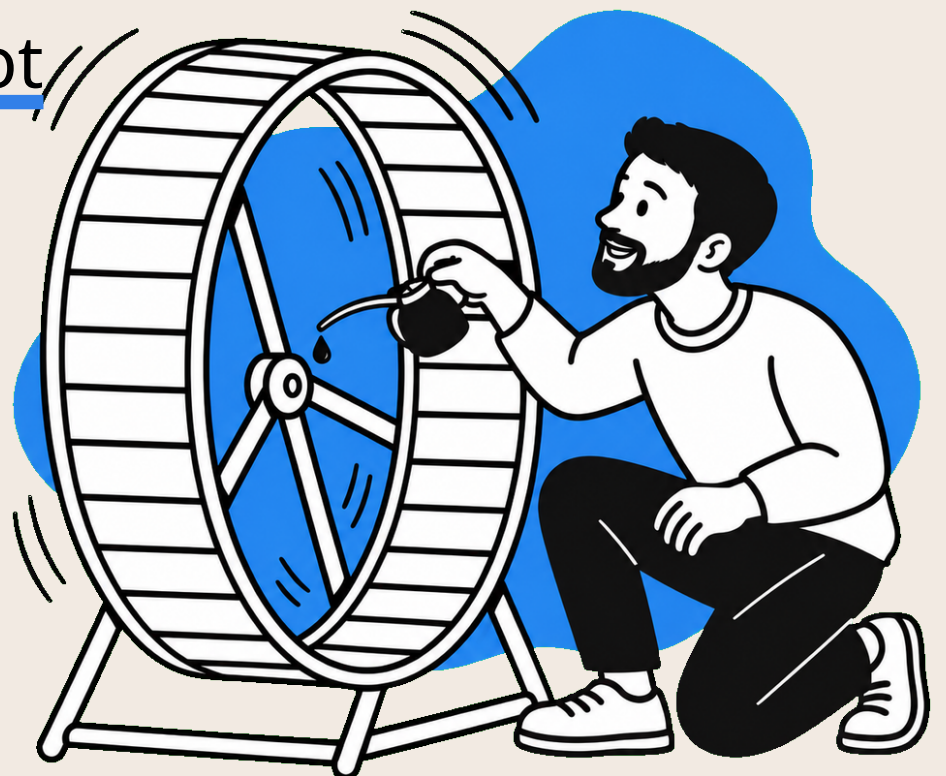
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We were getting better at running on the hamster wheel.

We restored service, investigated what happened, created follow-up work, and went back to the roadmap.

The process worked as designed. Then another incident came, and the cycle started again.

We were getting better at responding to incidents, not at preventing them.



We turned **reactive** incident capacity **into** **proactive** prevention.

Incidents were a predictable drain on engineering capacity, so we reserved a buffer for them in our planning.

“But if that capacity was already set aside, why wait for incidents to consume it?”

Instead, we created a team to use that capacity proactively and systematically address production problems before they became the next incident.



Better observability helped us learn and act earlier.

A reactive mindset gave us monitoring that helped us detect problems and respond to them.

A proactive mindset gave us observability that helped us understand why problems were emerging and prevent them from becoming incidents.



We fixed the system instead of plastering over symptoms.

At first, we faced a seemingly endless backlog of remediation work.

We stopped investing our time in fixing issues one by one.

Instead, we grouped related problems, looked for shared root causes, and invested in systemic changes that addressed them together.



Dedicated ownership **created the conditions for** **better engineering.**

A dedicated team brought clear accountability and built deeper domain knowledge.

Craft replaced hot fixes. Focus replaced distraction.



Hello, I'm MJ

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I'm an engineering leader and mentor focused on developing people and building stronger product organizations. I draw on 17 years of leadership experience across companies of all sizes.

I'm always happy to share what I've learned, so don't hesitate to get in touch.

