

THE HYPERVISOR IS NOT THE MIGRATION TARGET. THE OPERATING MODEL IS.

Why migrations that succeed on Day 1 fail on Day 90.

THE HYPERVISOR WAS MAKING DECISIONS FOR YOU.

Not just running VMs. Governing your infrastructure.

WHERE WORKLOADS RUN

DRS + placement policy

WHICH FAILURES TRIGGER RECOVERY

HA thresholds + restart priority

WHO CAN CHANGE INFRASTRUCTURE

vCenter roles + permissions

WHICH NETWORKS COMMUNICATE

NSX + distributed port groups

HOW STORAGE IS ALLOCATED

SPBM + storage policies

HOW CAPACITY IS CONSUMED

Reservations + limits + shares

The gap between what the source platform governed and what the target platform requires you to govern explicitly.



FAILURE STATE — GOVERNANCE ORPHANING: Workloads run. Operational authority does not. First incident surfaces the gap.

4 SYMPTOMS THAT SURFACE AFTER CUTOVER.

01 RUNBOOK ROT

Procedures reference vCenter constructs that no longer exist. Discovered during first incident, not during testing.

02 POLICY BLINDSPOT

NSX + vSphere enforced policy natively. The target platform enforces nothing unless you configure it explicitly.

03 VISIBILITY FRAGMENTATION

vCenter was one pane. After migration: networking here, storage there, compute elsewhere. The platform works. Operator visibility fractures.

04 AUTHORITY VACUUM

VMware encoded authority in configuration. Most targets decentralize it. Nobody reassigns it. Decisions become organizational negotiations.



4 WORKSTREAMS THAT RUN IN PARALLEL — NOT AFTER — TECHNICAL MIGRATION.

GOVERNANCE INVENTORY

01

Document every decision the source platform was making before cutover. If it can't be documented, it can't be verified after.

RUNBOOK TRANSLATION

02

Full rewrite against target platform primitives. Tested before go-live. Not screenshot updates.

POLICY RE-IMPLEMENTATION

03

Network, security, storage QoS — mapped to new enforcement points and verified active before cutover.

AUTHORITY REASSIGNMENT

04

Who owns what decisions on the new platform. Written down. Tested in DR drill. Not discovered at first incident.

WHEN DOES OPERATING MODEL SUCCESS BECOME VISIBLE?

DAY 1	Workloads boot	Technical migration — workload state transfer
DAY 7	Monitoring works	Observability coverage
DAY 30	Backups work	Data protection continuity
DAY 90	First real incident	Operating model: runbooks, authority, policy under pressure
DAY 180	Governance model tested	Does the team govern the platform or react to it?

Most migrations declare success on Day 1.
Operating model success isn't visible until Day 90.