

The Phoenix Project

DAVID ALLEN, SCOTT RYAN



The Phoenix Project

A Novel About IT, DevOps, and Helping Your Business Win

Gene Kim, Kevin Behr and George Spafford

1.

Flow

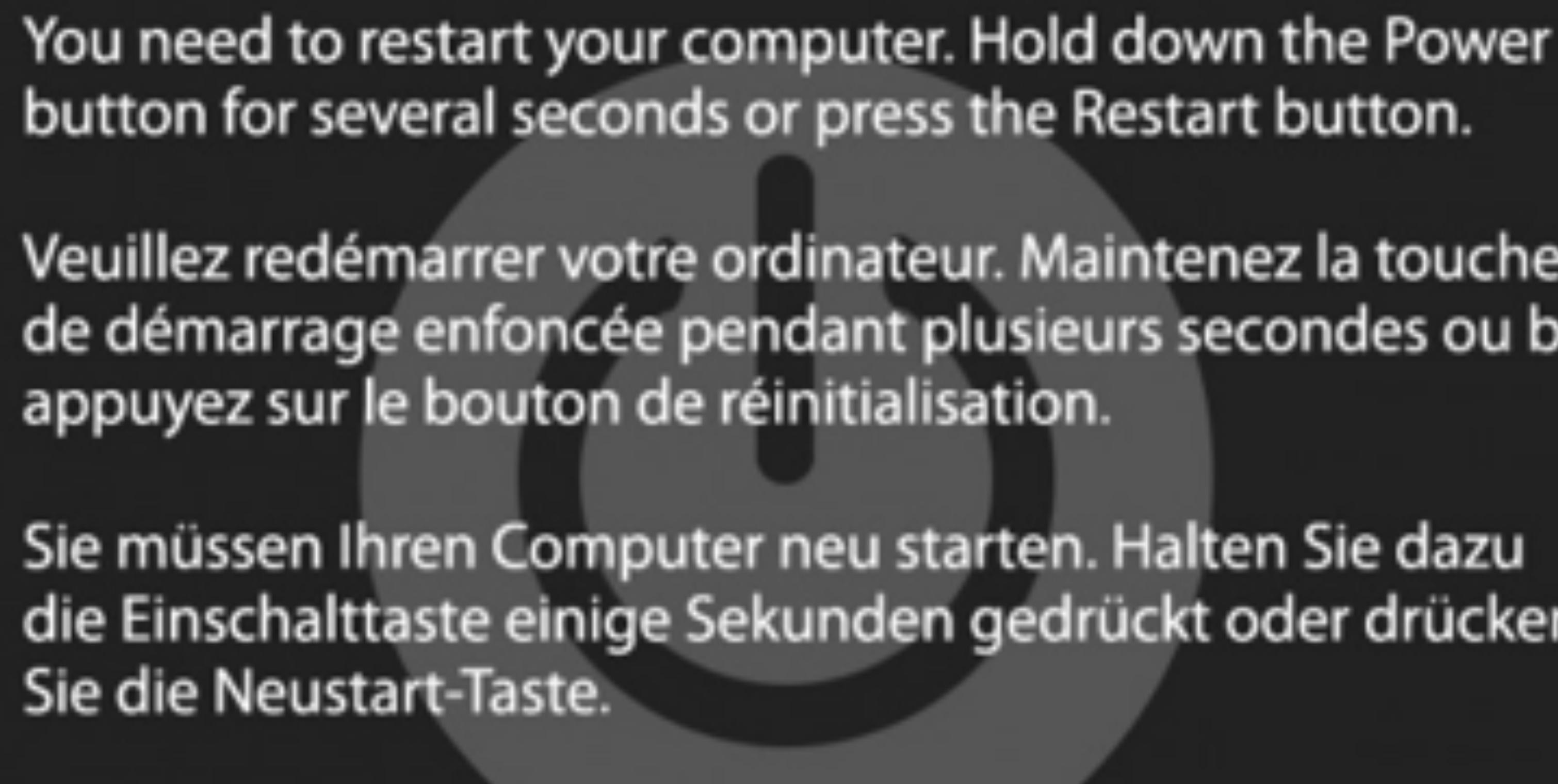
2.

Feedback

3.



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You need to restart your computer. Hold down the Power button for several seconds or press the Restart button.

Veuillez redémarrer votre ordinateur. Maintenez la touche de démarrage enfoncée pendant plusieurs secondes ou bien appuyez sur le bouton de réinitialisation.

Sie müssen Ihren Computer neu starten. Halten Sie dazu die Einschalttaste einige Sekunden gedrückt oder drücken Sie die Neustart-Taste.

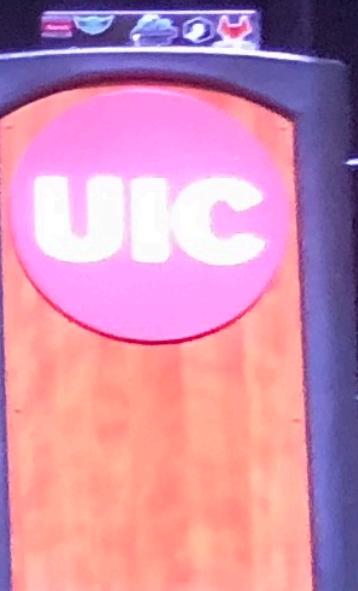
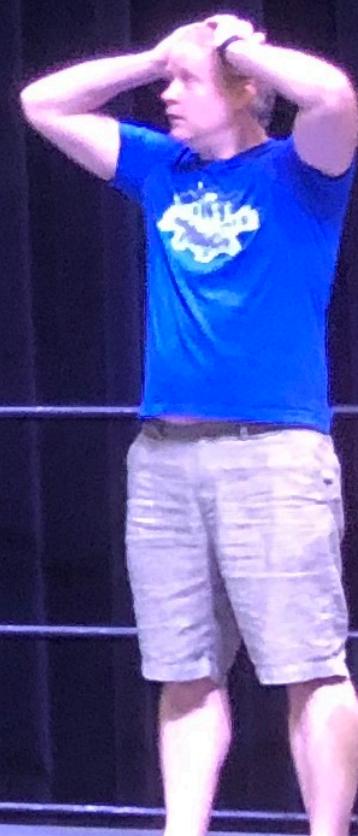
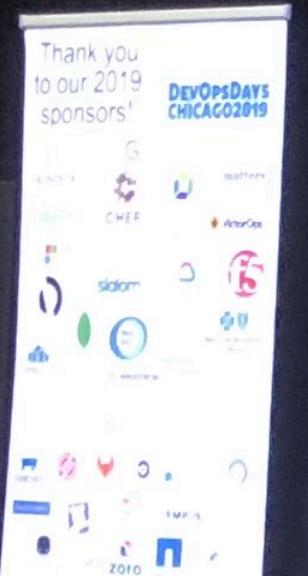
Musisz zrestartować swój komputer. Wciśnij i przytrzymaj przez kilka sekund przycisk Power lub wciśnij Restart.

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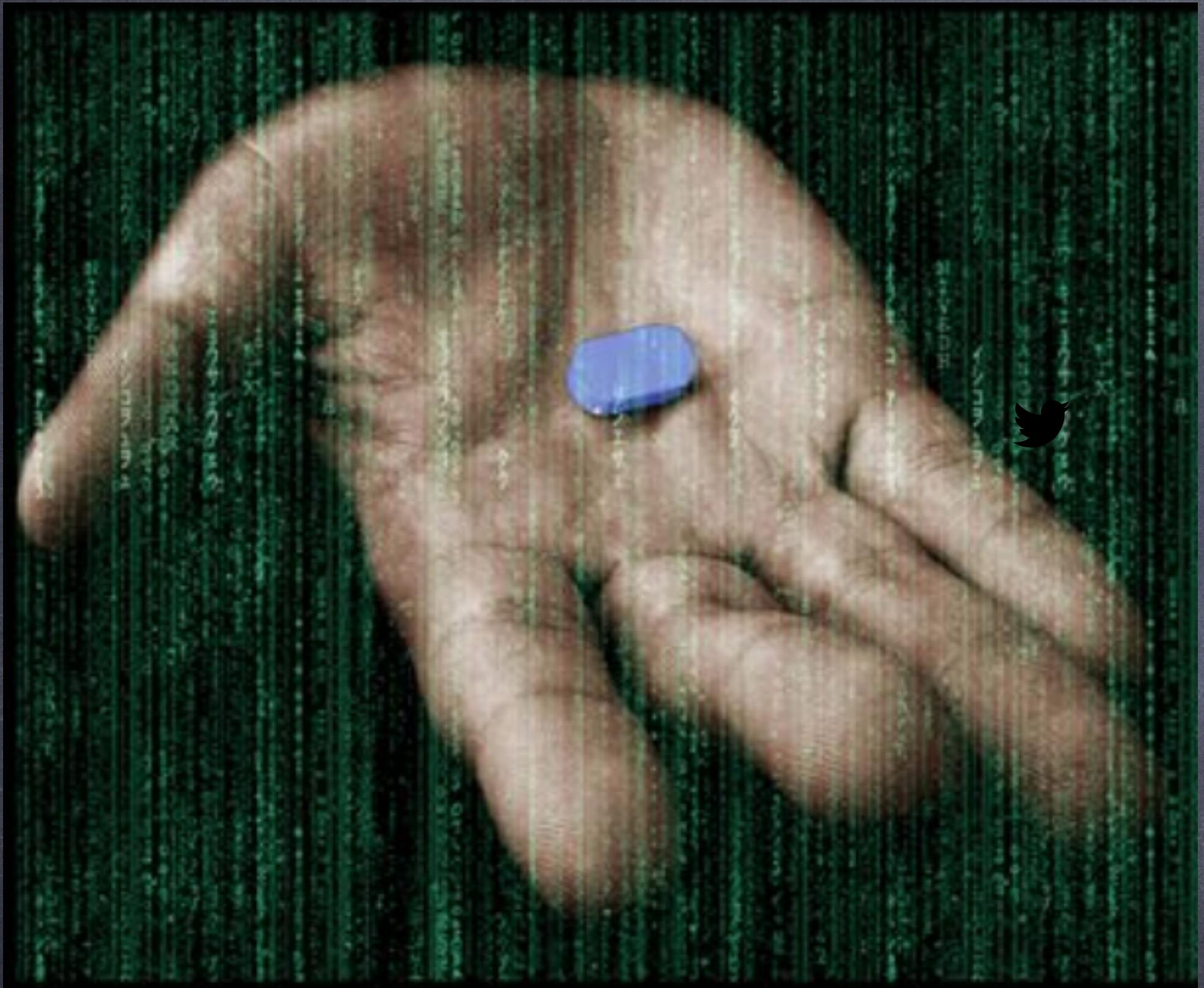
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Musisz zrestartować swój komputer. Wciśnij i przytrzymaj przez kilka sekund przycisk Power lub wciśnij Restart.



Choose One

Blame

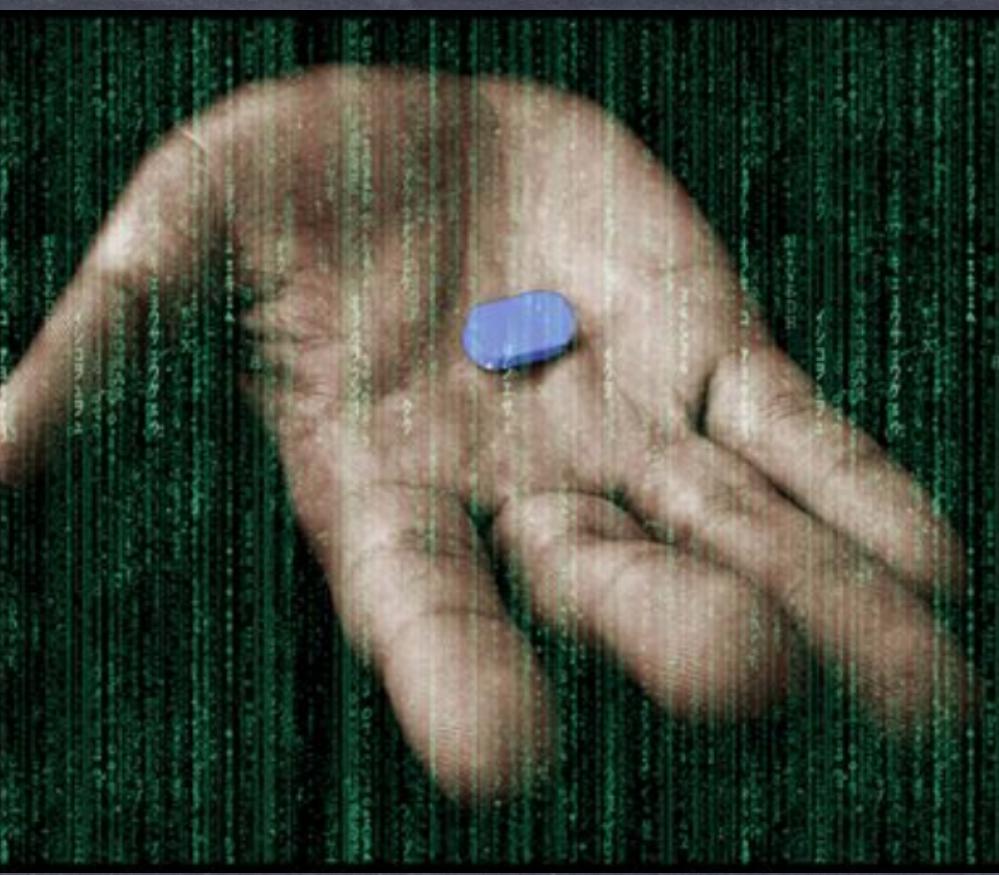


Learn



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Retributive Culture



- Which rule was broken?
- How bad was the outcome?
- What should the consequences be?



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Restorative Culture

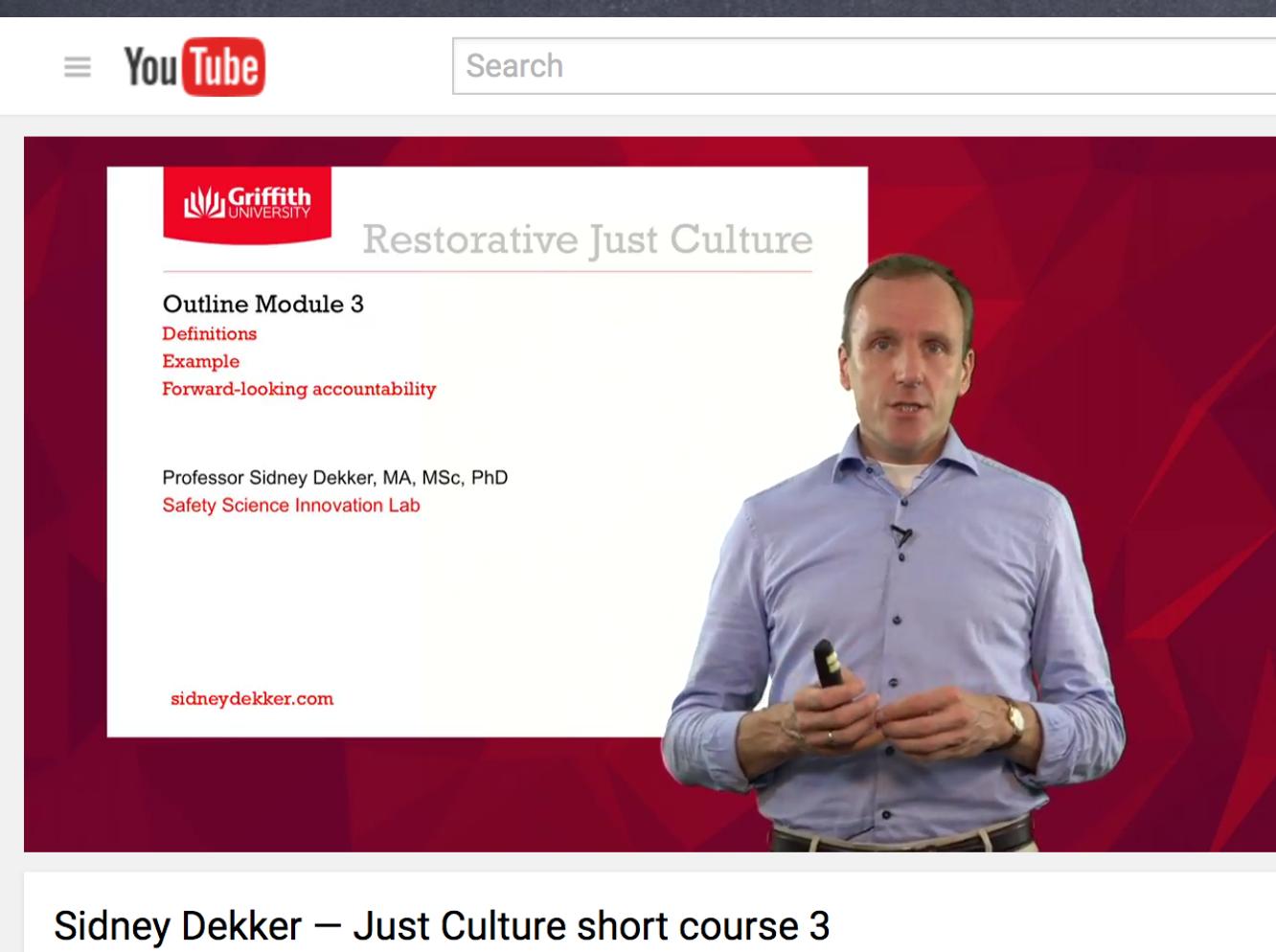
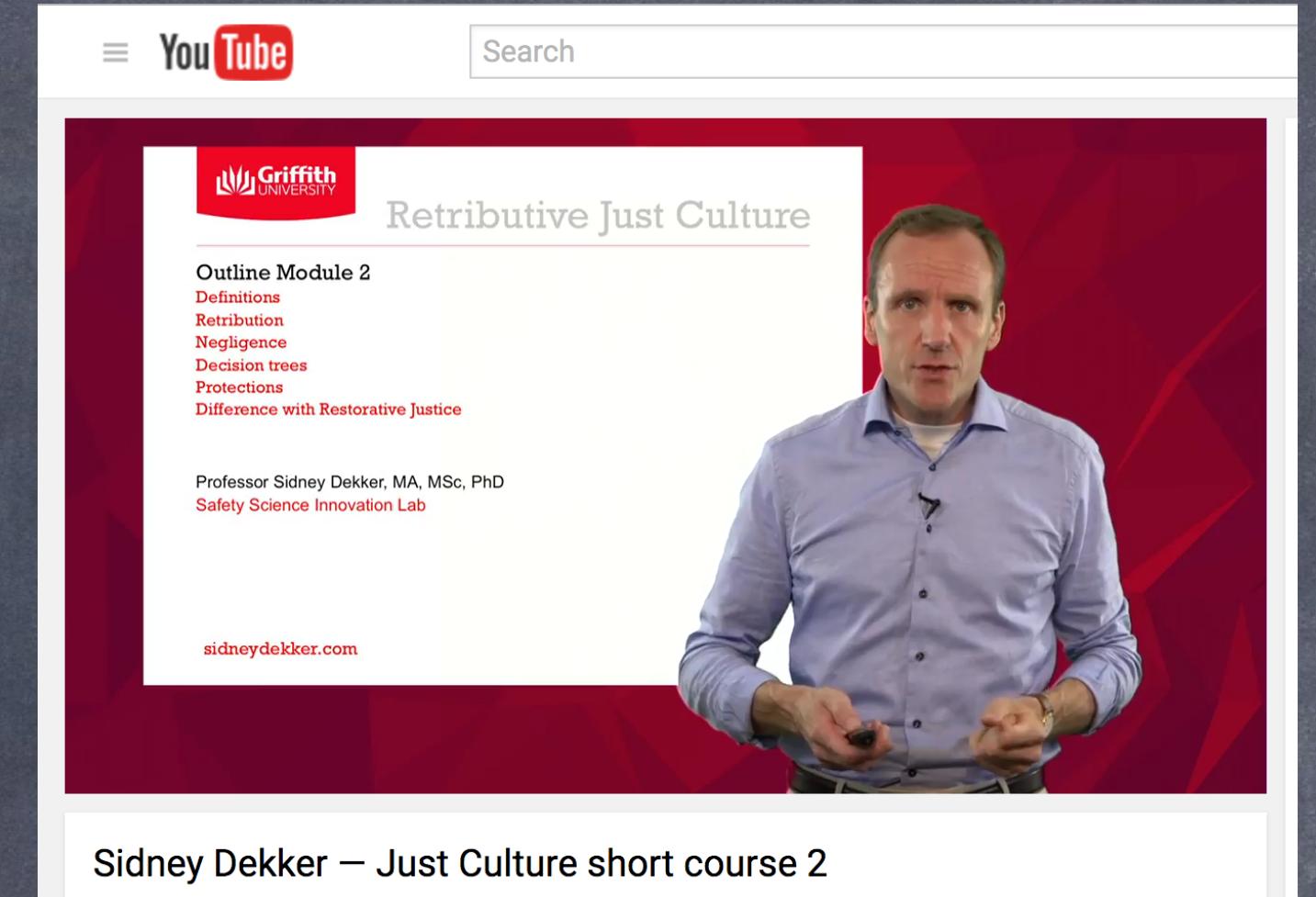
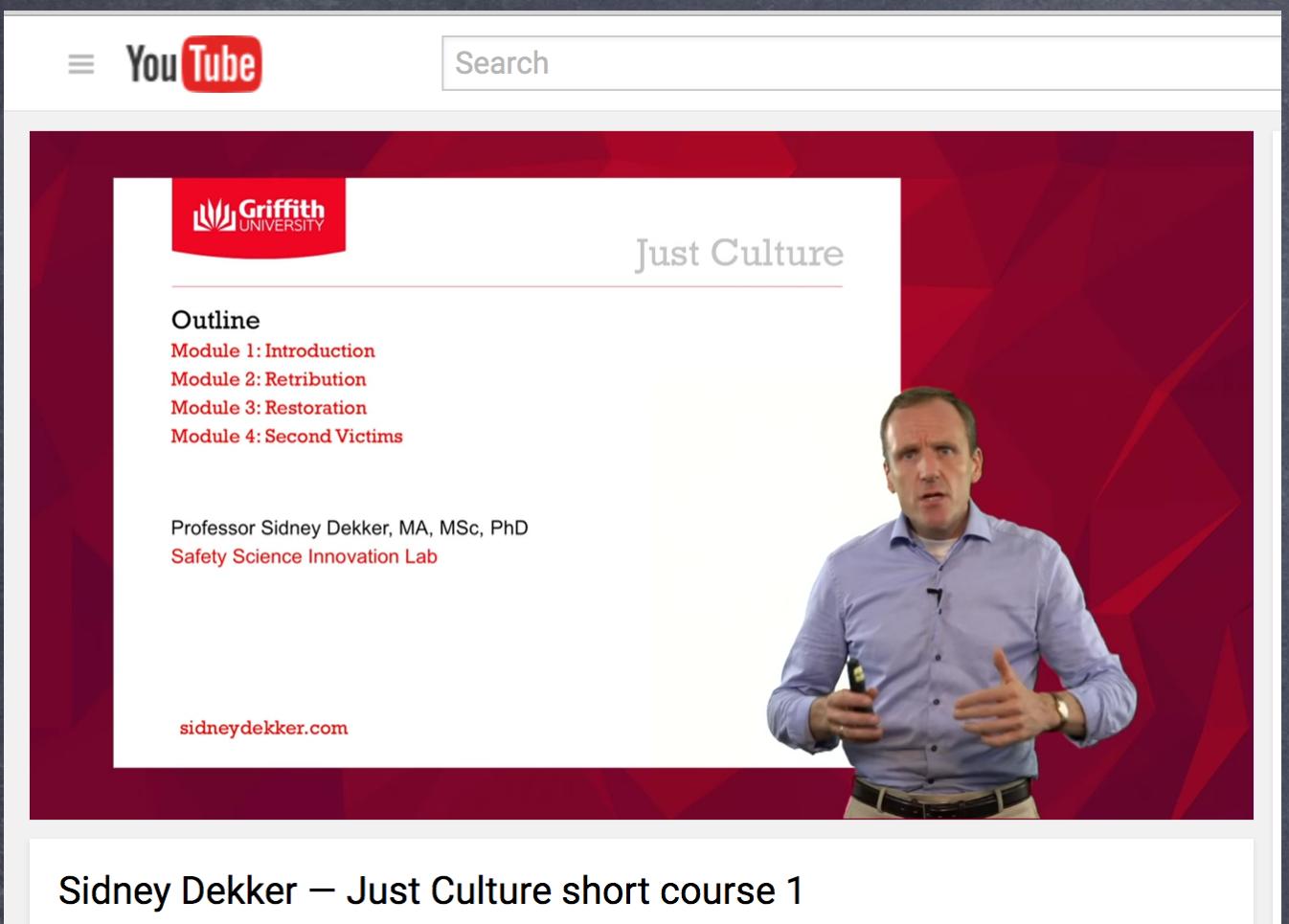


- Who is hurt?
- What are their needs?
- Whose obligation is it to meet those needs?



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Sidney Dekker - Just Culture



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② Retributive Culture

- ② You pay or settle account
- ② Backward-looking accountability
- ② Who is responsible?

② Restorative Culture

- ② You tell account
- ② Forward-looking accountability
- ② What is responsible?



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Make it safe to fail



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Dev



(Business)

Ops



(Customers)

First Way: Flow
(System Thinking)



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Dev



(Business)

Ops



(Customers)

Second Way: Feedback



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Dev



(Business)

Ops



(Customers)

Third Way: Culture of
Continuous Learning



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The
DevOps
Handbook

HOW TO CREATE WORLD-CLASS
AGILITY, RELIABILITY, & SECURITY
IN TECHNOLOGY ORGANIZATIONS



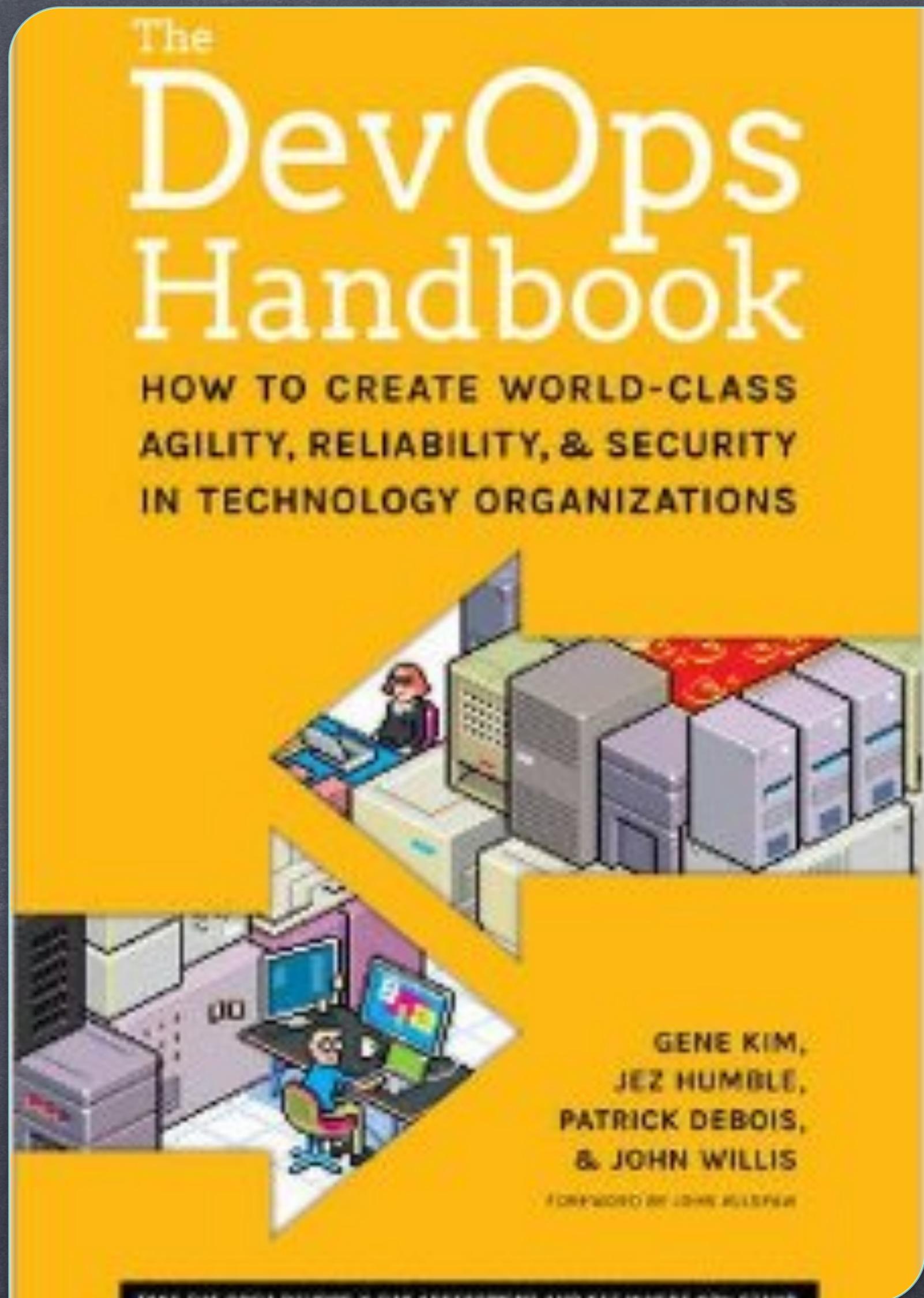
GENE KIM,
JEZ HUMBLE,
PATRICK DEBOIS,
& JOHN WILLIS

FORWARD BY JOHN ALLSTEDT

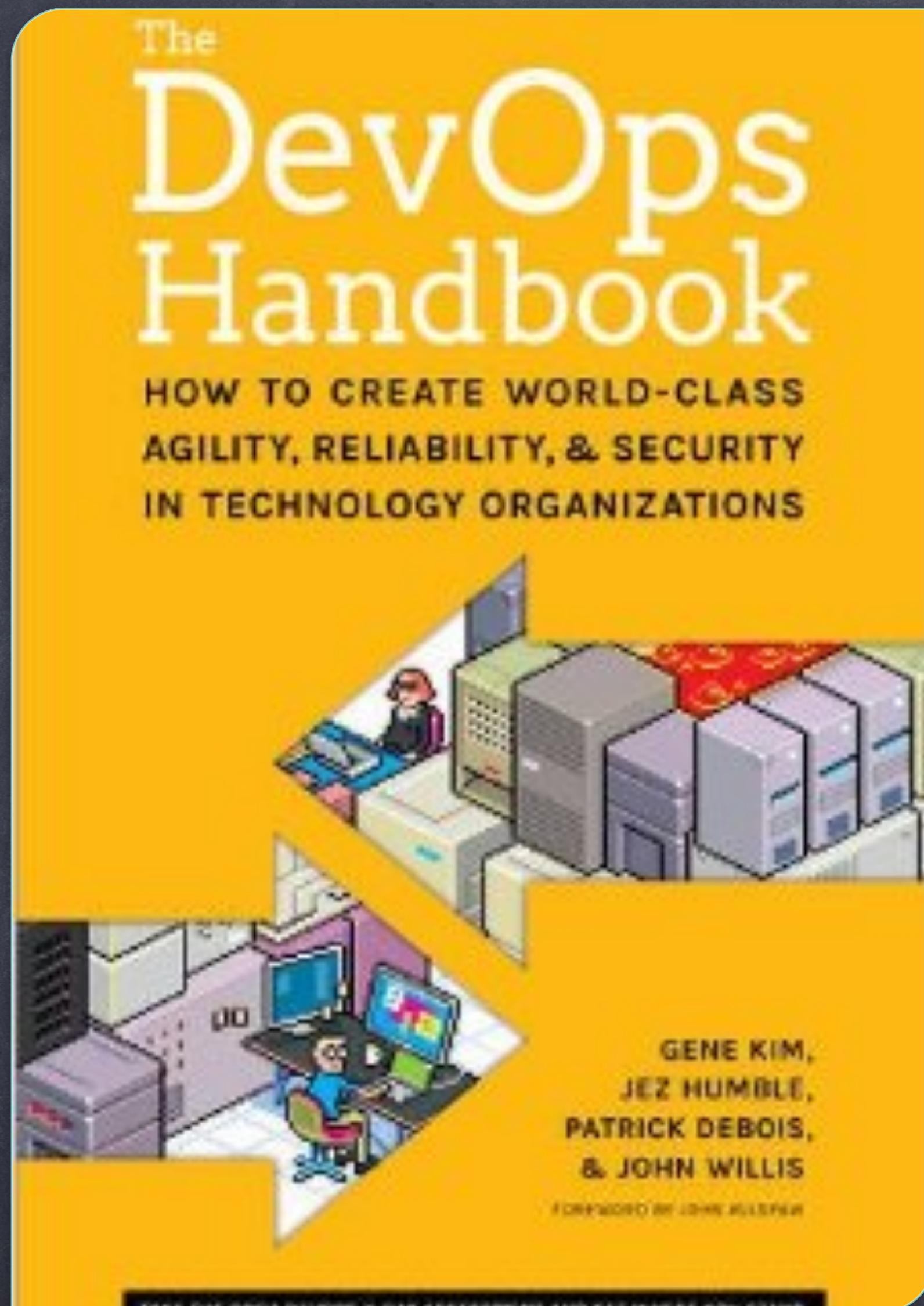


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• "... massive outage... It was caused by, quite frankly, a dumb mistake. In fact by an engineer who had taken down Netflix twice in the last 18 months..."



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“... in the same 18 months that engineer moved ... *<Netflix>*... forward not by miles but by light years.”



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What happens when it is not safe to fail?

- Hiding
- Secrecy
- Evasion
- Self-protecting
- Finger-pointing
- REPETITION of ERRORS



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Blameless PostMortems and a Just Culture



Posted by **John Allspaw** on May 22, 2012

...and that they can give this detailed account ***without fear of punishment or retribution.***

Why shouldn't they be punished or reprimanded? Because an engineer who thinks they're going to be reprimanded are *disincentivized* to give the details necessary to get an understanding of the mechanism, pathology, and operation of the failure. This lack of understanding of how the accident occurred all but guarantees that it ***will*** repeat. If not with the original engineer, another one in the future.



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Blunt
End

Management/
Policy

Sharp
End

Individual

Failure



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“...building a high trust culture is likely the largest management challenge of this decade.”

-Gene Kim



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CULTURE *of* LEARNING