Book Study: The Phoenix Project

Section 1: Chapters 1-7, pages 15-93

Themes

- Companies rely on technology/ computers more and more.
- Lean management principles apply to IT/ knowledge work as much as manufacturing plants
    - Visual work
    - Constraint management

Key Takeaways

- 3 Ways
- 4 types of work
    1. Business Projects
- Lean management applies to knowledge work

Chapter 1

- IT needs to work like plumbing
- 2nd and 3rd order effects of critical system failure

Chapter 2

- Network operations center as a central location during a crisis pg 30
- Reliance on messiah (Brent) over scripture (systems/ procedures) pg 33
- Working an outage: Establish a timeline pg 35.

Chapter 3

- Poor IT hardware maintenance (old SAN) pg 37
- Deployment window 4 months away pg 42
- Change management is critical pg 44
- IT seems to always work late hours pg 44

Chapter 4

- "It's amazing to me how handoffs between Development and IT Operations always get screwed up." pg 49
- *PZ's Ah Ha moment:* IT is critical to/ involved in many projects pg 49
    - Duh!
- Development environment and production. Case for VMs/ containerization pg 52
- Deadlines driving decisions pg 54
    - symptom of poor scoping and poor risk management

- Break-fix cycle pg 56 (top)
- Desktop support delays pg 57

Chapter 5

- Old servers barely hanging on pg 68
- Brent is bottleneck according to Theory of Constraints pg 69
- List of work to do pg 70

Chapter 6

- "Knowing is always better than not knowing." pg 76
- Resource planning pg 76
- Hiring and time until EE is effective 6-12 months pg 77
- Change management card process pg 80-81

Chapter 7

- "Can't achieve strategic until you've mastered the tactical." pg 87
- Deliverables, outages, and compliance pg 88
- Three management movements pg 89
    - Theory of Constraints
    - Toyota Production System
    - Total Quality Management
- WIP is the silent killer
- Pace work to the bottleneck pg 90
    - "... any improvements made *anywhere besides the bottleneck* are an illusion"
- "... ensure the fast, predictable, and uninterrupted flow of planned work that delivers value to the business while minimizing the impact and disruption of unplanned work, so you can provide stable, predictable, and secure IT service." pg 91
- "... figure out how to control the release of work into IT Operations and, more importantly, ensure that your most constrained resources are doing only the work that serves the goal of the entire system, not just one silo."
- Three Ways pg 91
    1. **Fast flow of work as it moves from Development into IT Operations.** That is what is between the business and the customer.
    2. **Shorten and amplify feedback loops, so we can fix quality at the source and avoid rework.**
    3. **Create a culture that simultaneously fosters experimentation, learning from failure, and understanding that repetition and practice are the prerequisites to mastery.**
- Four types of workpg pg 88 & 92
    1. Business projects

Discussion Questions

- What can we implement/ How can we incorporate lessons?

- What really resonated with you?

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Section 2: Chapters 8-16, pages 94-173

Themes

Key Takeaways

Chapter 8

Chapter 9

Chapter 10

Chapter 11

Chapter 12

Chapter 13

Chapter 14

Chapter 15

Chapter 16

Discussion Questions

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Section 3: Chapters 17-26, pages 177-263

Themes

Key Takeaways

Chapter 17

Chapter 18

Chapter 19

Chapter 20

Chapter 21

Chapter 22

Chapter 23

Chapter 24

Chapter 25

Chapter 26

Discussion Questions

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Section 4: Chapters 27-35, pages 264-338

Themes

Key Takeaways

Chapter 27

Chapter 28

Chapter 29

Chapter 30

Chapter 31

Chapter 32

Chapter 33

Chapter 34

Chapter 35

Discussion Questions