Improve
QUALITY SERVICES

GamingWorks.nl

Innovation in personal
and organizational development

The Phoenix Project

A DevOps Business Simulation

DevOpsDays Amsterdam 28-06-2017

1

Program

14:45 –	15:15	Intro why this simulation
15:15 –	15:30	Intro Simulation
15:30 –	15:40	Read
15:40 –	16:05	Round 1
16:05 –	16:30	Improve
16:30 –	16:55	Round 2
16:55 –	17:15	Closure

Why will DevOps fail?

- Many organizations are not ready for DevOps, lack of right CULTURE, lack of right COMPETENCES
- Many organizations see DevOps as the NEW FRAMEWORK
- Many vendors promote TOOLS as THE SOLUTION
- Fast implementation

Gartner

"Culture resistance will create significant failure rates when starting with DevOps"

CIO

"Organızatıonal change issues are far more challenging"

THE WALL STREET JOURNAL.

"Enterprises are not ready for DevOps but will not survive without it"

3

Why will DevOps fail?

"DevOps cannot be obtained overnight with a simple check and little training. It is a transformational approach to core processes and it takes time, dedication and especially a team that can implement DevOps practice."

By **Adam Bertram** | Follow
InfoWorld | Dec 7, 2015

4

So, how can we avoid failure?

1. Business awareness
2. Senior (IT) management awareness
3. Focus on people (attitude, behavior, skills)
4. Focus on teamwork (collaboration)
5. First processes and behavior then tool
6. Learning by doing culture
7. Transfer theory into practice
8. Integration in current way of working
9. Transformation approach

The Phoenix Project simulation
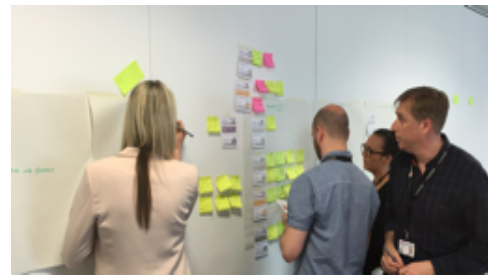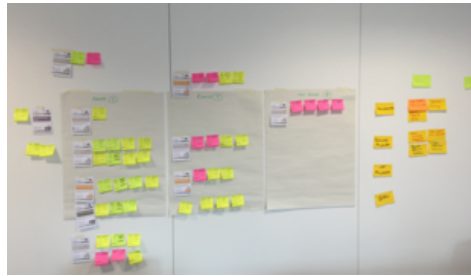
- Interactive learning activity
- Group of learners, face to face
- Actors in a challenging, realistic context
- Focus of specific learning objectives
- Aimed at solving day to day problems
- Based on Learning by doing
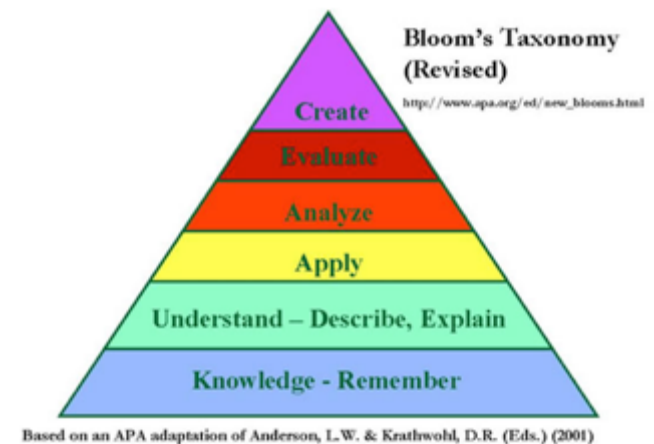
6
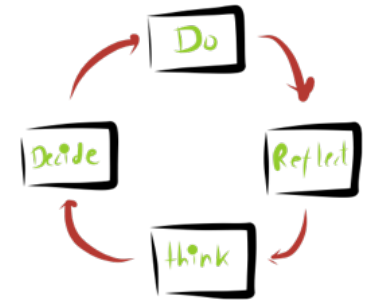
The Phoenix Project Simulation

- 10-12 participants
- Acting as roles from the book "The Phoenix Project"
- Dealing with most of the issues from the book
- Experiencing top 10 DevOps challenges
- Bringing real value to the business
- Reflection, experimenting, learning
- Finding solutions
- … and how to implement them in own work

Why is a simulation a must have?

- End-to-end works together in a safe environment
- Focus on behaviors, interaction, teamwork
- Continual learning and improvement (Learning Cycle)
- Develops understanding and application of knowledge
- It fits 70/20/10 learning approach
  - Focus on relevant issues

70:20:10 LEARNING MODEL

70% On the Job EXPERIENCE

20% Mentoring & Coaching

10% Classroom, Courses, & Reading

Bloom's Taxonomy (Revised)
http://www.apa.org/ed/new_blooms.html

Create

Evaluate

Analyze

Apply

Understand – Describe, Explain

Knowledge - Remember

Based on an APA adaptation of Anderson, L.W. & Krathwohl, D.R. (Eds.) (2001)

Let's start….

Sorry,
but we can only run 2 parallel sessions

24 participants

9

Version 4.6.3

Let's start with the news…

The Phoenix Project

NEWS FLASH

For immediate release

Effective immediately, Parts Unlimited CEO, Steve Masters has stepped down from his role as chairman after eight years of holding that position. Board Director Bob Strauss is returning from retirement to assume the role of chairman.

Stock has tumbled 19% in the last 30 days. The company continues to be outmaneuvered by its arch rival, famous for its ability to anticipate and instantly react to customer needs. Parts Unlimited now trails the competition in sales growth, inventory turns and profitability.

The company has long promised that its 'Phoenix' program will restore profitability and close the gap by tightly integrating its retailing and e-commerce channels.

According to our sources, the board has given Strauss and Masters six months to make dramatic improvements. If they can't pull this off, expect more changes and turbulent times ahead.

Kelly Lawrence
Chief Industry Analyst Nestors Meyers

B_TPP1_NF01_1-UK

10

Parts Unlimited

- A company that manufactures and sells car parts.

- Facing financial difficulties.

- Relying on the 'Phoenix Project' to increase sales revenue and improve share price.

- Business and IT must work together to make this project a success.

Version 4.6.3
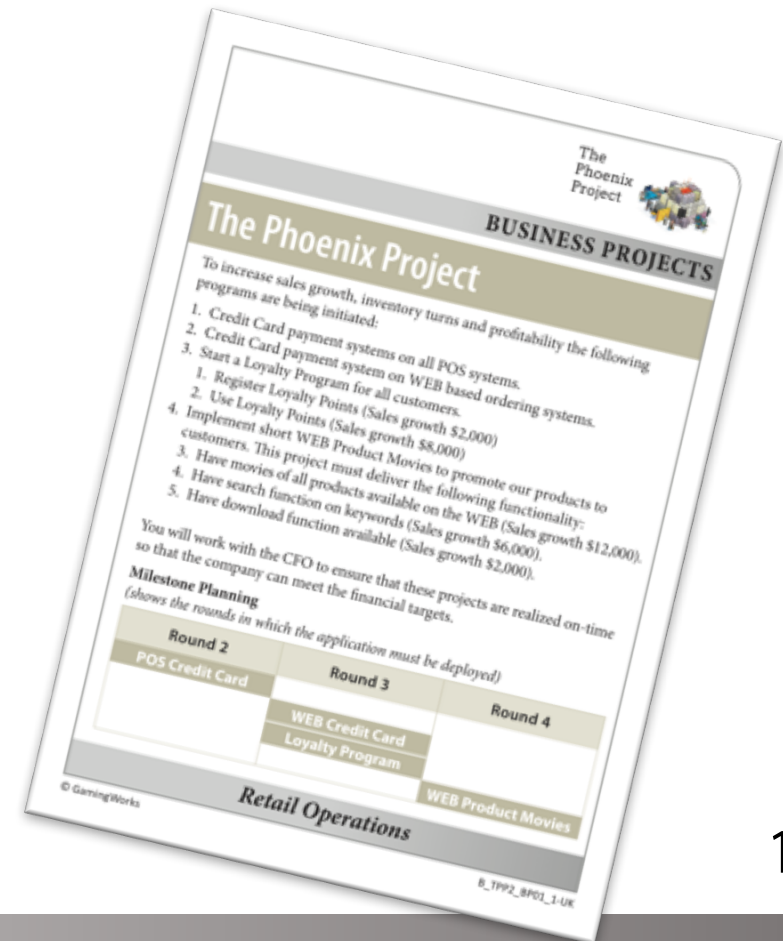
Business objectives

- Increase sales in the next 2 rounds to $ 145.000.
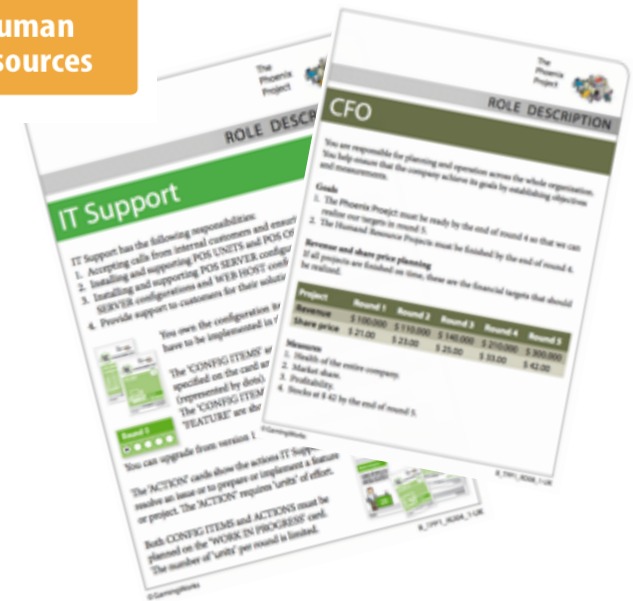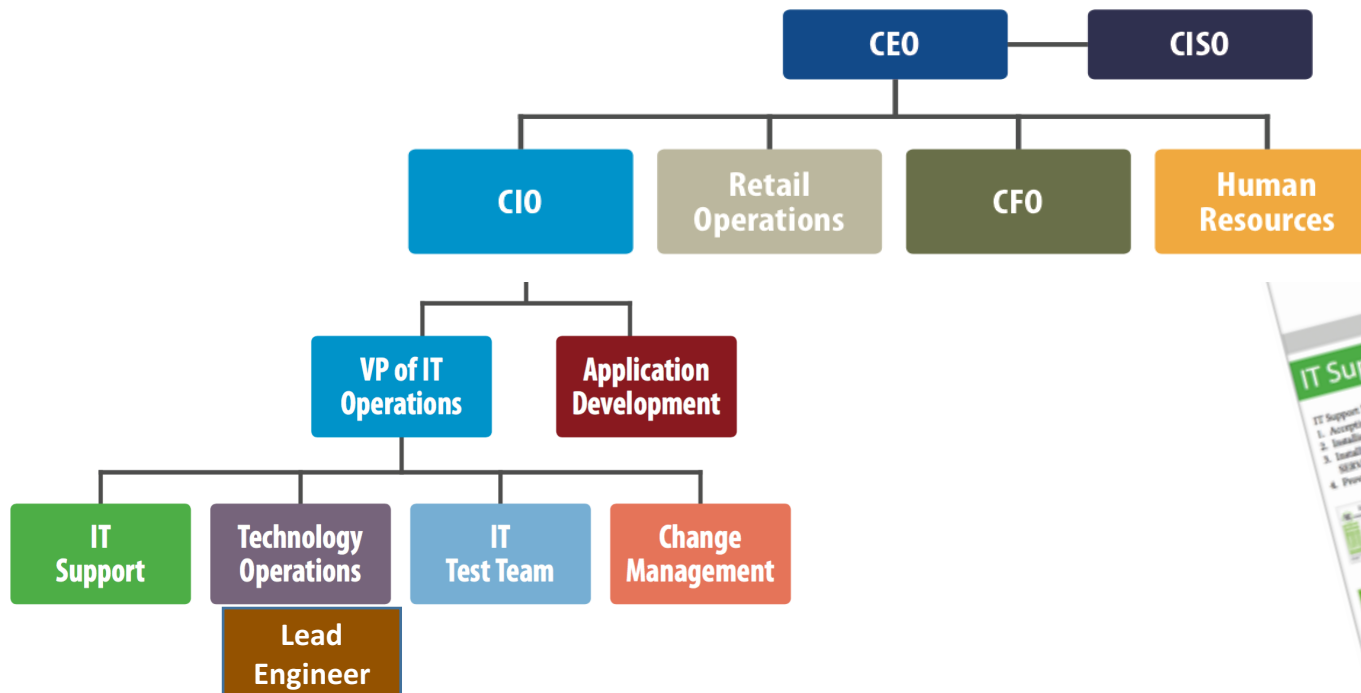
- Increase profitability.

- Share price back to $ 33.

REVENUE

$ 100,000

180000
160000
140000
120000
100000
80000
60000
40000

Round 1 Round 2 Round 3 Round 4 Round 5

$ 21.00

SHARE PRICE

50

40

30

20

10

0

Round 1 Round 2 Round 3 Round 4 Round 5

12

Objectives of this simulation

- Explore and experience the essence of DevOps.

- Understand the culture and behavioural aspects of working in a DevOps environment.

- Discover how DevOps could help your teams to become more efficient and effective.

- Experience how to 'implement' DevOps principles in your own organization.

- Explore key success factors for DevOps adoption and deployment.

13

The Parts Unlimited team

Simulation round

Prepare the round

PLAN the workload

DO the work

Scoring

Reflection

15

How it works

DO

Training

- Training cards to train the team
- Plan the TRAINING cards on the WIP cards
- Effect : Next round

Read and Questions

Take time to read the materials and ask questions.

Version 4.6.3

Round 1 Simulation – *25 minutes*

20 MIN

PLAN business projects, features and issues.

5 MIN

DO the work for all teams and plan the change calendar for this round.

Round 1 Revenue, Share Price, Metrics

Round 1 DevOps is about…

- Flow
- Visualisation
- Process
- Bottlenecks

Round 2 Prepare

Take time to implement the improvements for the next round.

Version 4.6.3

Round 2 Simulation – *25 minutes*

| 20 MIN | PLAN business projects, features and issues. |

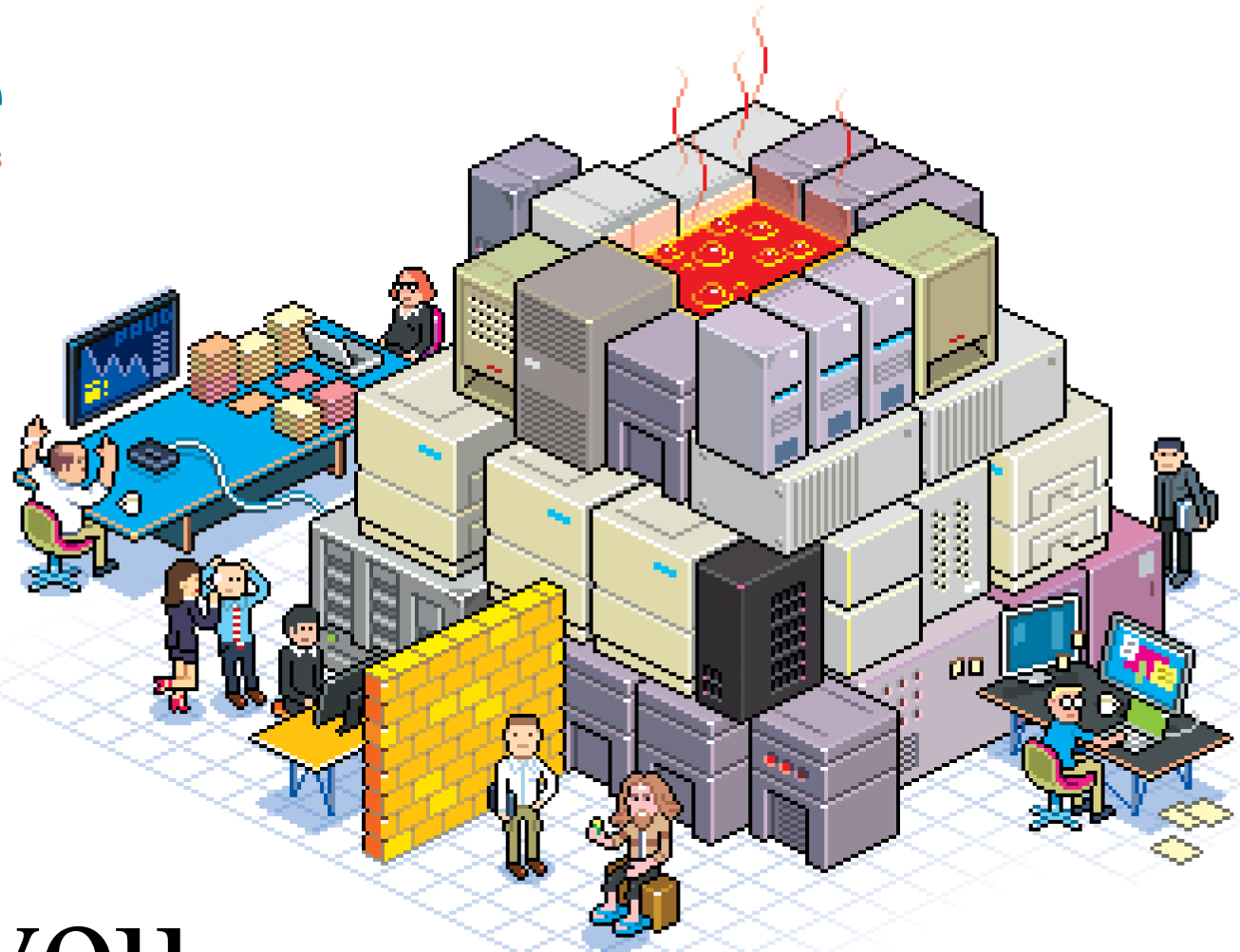| 5 MIN | DO the work for all teams and plan the change calendar for this round. |

Version 4.6.3

Round 2 Revenue, Share Price, Metrics

Round 2 DevOps is about…

- Product Ownership
- Value Stream Map
- Planned/Unplanned Work
- Feedback
- Communication, Collaboration
- Multifunctional Teams

25

Thank you for your time!