

# The DevOps Handbook How To Create World Class Agility Reliability And Security In Technology Organizations

**Nicole Forsgren, PhD, Jez Humble, Gene Kim**

**The DevOps Handbook** Gene Kim, Jez Humble, Patrick Debois, John Willis, 2016-10-06 Increase profitability, elevate work culture, and exceed productivity goals through DevOps practices. More than ever, the effective management of technology is critical for business competitiveness. For decades, technology leaders have struggled to balance agility, reliability, and security. The consequences of failure have never been greater—whether it's the healthcare.gov debacle, cardholder data breaches, or missing the boat with Big Data in the cloud. And yet, high performers using DevOps principles, such as Google, Amazon, Facebook, Etsy, and Netflix, are routinely and reliably deploying code into production hundreds, or even thousands, of times per day. Following in the footsteps of The Phoenix Project, The DevOps Handbook shows leaders how to replicate these incredible outcomes, by showing how to integrate Product Management, Development, QA, IT Operations, and Information Security to elevate your company and win in the marketplace.

The DevOps Handbook Gene Kim, Jez Humble, Patrick Debois, John Willis, Nicole Forsgren, 2021-11-30 This award-winning and bestselling business handbook for digital transformation is now fully updated and expanded with the latest research and new case studies! “[The DevOps Handbook] remains a must-read for any organization seeking to scale up its IT capability and expand DevOps practices across multiple departments or lines of business.” —Mike Perrow, TechBeacon For years, The DevOps Handbook has been the definitive guide for taking the successes laid out in the bestselling The Phoenix Project and applying them in any organization. Now, with this fully updated and expanded edition, it's time to take DevOps out of the IT department and apply it across the full business. Technology is now at the core of every company, no matter the business model or product. The theories and practices laid out in The DevOps Handbook are tools to be used by anyone from across the organization to create joy and succeed in the marketplace. The second edition features 15 new case studies, including stories from Adidas, American Airlines, Fannie Mae, Target, and the US Air Force. In addition, renowned researcher and coauthor of Accelerate, Dr. Nicole Forsgren, provides her insights through new and updated material and research. With

over 100 pages of new content throughout the book, this expanded edition is a must read for anyone who works with technology. “[The DevOps Handbook is] a practical roadmap to improving IT in any organization. It's also the most valuable book on software development I've read in the past 10 years.” —Adam Hawkins, software developer and host of the podcast SmallBatches

**The DevOps Handbook** Gene Kim,Patrick Debois,John Willis,Jez Humble,2015-10-07 For decades, technology leaders have struggled to balance agility, reliability, and security, and the consequences of failure have never been greater. The effective management of technology is critical for business competitiveness. High-performing organizations are 2.5 times more likely to exceed profitability, market share, and productivity goals. The DevOps Handbook shows leaders how to create the cultural norms and the technical practices necessary to maximize organizational learning, increase employee satisfaction, and win in the marketplace.

The DevOps Handbook Gene Kim,Patrick Debois,John Willis,Jez Humble,2016

*The Art of Capacity Planning* John Allspaw,2008-09-23 Success on the web is measured by usage and growth. Web-based companies live or die by the ability to scale their infrastructure to accommodate increasing demand. This book is a hands-on and practical guide to planning for such growth, with many techniques and considerations to help you plan, deploy, and manage web application infrastructure. The Art of Capacity Planning is written by the manager of data operations for the world-famous photo-sharing site Flickr.com, now owned by Yahoo! John Allspaw combines personal anecdotes from many phases of Flickr's growth with insights from his colleagues in many other industries to give you solid guidelines for measuring your growth, predicting trends, and making cost-effective preparations. Topics include: Evaluating tools for measurement and deployment Capacity analysis and prediction for storage, database, and application servers Designing architectures to easily add and measure capacity Handling sudden spikes Predicting exponential and explosive growth How cloud services such as EC2 can fit into a capacity strategy In this book, Allspaw draws on years of valuable experience, starting from the days when Flickr was relatively small and had to deal with the typical growth pains and cost/performance trade-offs of a typical company with a Web presence. The advice he offers in *The Art of Capacity Planning* will not only help you prepare for explosive growth, it will save you tons of grief.

**DevOps for the Modern Enterprise** Mirco Hering,2018-04-03 Many organizations are facing the uphill battle of modernizing their legacy IT infrastructure. Most have evolved over the years by taking lessons from traditional or legacy manufacturing: creating a production process that puts the emphasis on the process instead of the people performing the tasks, allowing the organization to treat people like resources to try to achieve high-quality outcomes. But those practices and ideas are failing modern IT, where collaboration and creativeness are required to achieve high-performing, high-quality success. Mirco Hering, a thought leader in managing IT within legacy organizations, lays out a roadmap to success for IT

managers, showing them how to create the right ecosystem, how to empower people to bring their best to work every day, and how to put the right technology in the driver's seat to propel their organization to success. But just having the right methods and tools will not magically transform an organization; the cultural change that is the hardest is also the most impactful. Using principles from Agile, Lean, and DevOps as well as first-hand examples from the enterprise world, Hering addresses the different challenges that legacy organizations face as they transform into modern IT departments.

**Accelerate** Nicole Forsgren, PhD, Jez Humble, Gene Kim, 2018-03-27 Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

The Phoenix Project Gene Kim, Kevin Behr, George Spafford, 2018-02-06 \*\*\*Over a half-million sold! And available now, the Wall Street Journal Bestselling sequel The Unicorn Project\*\*\* “Every person involved in a failed IT project should be forced to read this book.”—TIM O'REILLY, Founder & CEO of O'Reilly Media “The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on its head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling The Phoenix Project, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in The DevOps Handbook. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. “This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world

solutions.”—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook

**Beyond The Phoenix Project** Gene Kim, John Willis, 2018-02-27 This is a companion transcript of the audio series, Beyond The Phoenix Project, intended to be used for reference and to enable further research of cited material, and not as a standalone work. In the audio series, Gene Kim and John Willis present a nine-part discussion that includes an oral history of the DevOps movement, as well as discussions around pivotal figures and philosophies that DevOps draws upon, from Goldratt to Deming; from Lean to Safety Culture to Learning Organizations. The book is a great way for listeners to take an even deeper dive into topics relevant to DevOps and leading technology organizations.

**Effective DevOps** Jennifer Davis, Ryn Daniels, 2016-05-30 Some companies think that adopting devops means bringing in specialists or a host of new tools. With this practical guide, you'll learn why devops is a professional and cultural movement that calls for change from inside your organization. Authors Ryn Daniels and Jennifer Davis provide several approaches for improving collaboration within teams, creating affinity among teams, promoting efficient tool usage in your company, and scaling up what works throughout your organization's inflection points. Devops stresses iterative efforts to break down information silos, monitor relationships, and repair misunderstandings that arise between and within teams in your organization. By applying the actionable strategies in this book, you can make sustainable changes in your environment regardless of your level within your organization. Explore the foundations of devops and learn the four pillars of effective devops Encourage collaboration to help individuals work together and build durable and long-lasting relationships Create affinity among teams while balancing differing goals or metrics Accelerate cultural direction by selecting tools and workflows that complement your organization Troubleshoot common problems and misunderstandings that can arise throughout the organizational lifecycle Learn from case studies from organizations and individuals to help inform your own devops journey

**The DevOps Adoption Playbook** Sanjeev Sharma, 2017-02-28 Achieve streamlined, rapid production with enterprise-level DevOps Awarded DevOps 2017 Book of the Year, The DevOps Adoption Playbook provides practical, actionable, real-world guidance on implementing DevOps at enterprise scale. Author Sanjeev Sharma heads the DevOps practice for IBM; in this book, he provides unique guidance and insight on implementing DevOps at large organizations. Most DevOps literature is aimed at startups, but enterprises have unique needs, capabilities, limitations, and challenges; DevOps for startups doesn't work at this scale, but the DevOps paradigm can revolutionize enterprise IT. Deliver high-value applications and systems with velocity and agility by adopting the necessary practices, automation tools, and organizational and cultural changes that lead to innovation through rapid experimentation. Speed is an advantage in the face of competition, but it must never come at the expense of quality; DevOps allows your organization to keep both by intersecting development, quality assurance, and operations. Enterprise-level DevOps comes with its own set of challenges, but this book shows you just how easily they are overcome. With a slight shift in perspective, your organization can stay ahead of the competition while keeping costs, risks,

and quality under control. Grasp the full extent of the DevOps impact on IT organizations Achieve high-value innovation and optimization with low cost and risk Exceed traditional business goals with higher product release efficiency Implement DevOps in large-scale enterprise IT environments DevOps has been one of IT's hottest trends for the past decade, and plenty of success stories testify to its effectiveness in organizations of any size, industry, or level of IT maturity, all around the world. The DevOps Adoption Playbook shows you how to get your organization on board so you can slip production into the fast lane and innovate your way to the top.

*DevOps For Dummies* Emily Freeman,2019-08-20 Develop faster with DevOps DevOps embraces a culture of unifying the creation and distribution of technology in a way that allows for faster release cycles and more resource-efficient product updating. DevOps For Dummies provides a guidebook for those on the development or operations side in need of a primer on this way of working. Inside, DevOps evangelist Emily Freeman provides a roadmap for adopting the management and technology tools, as well as the culture changes, needed to dive head-first into DevOps. Identify your organization's needs Create a DevOps framework Change your organizational structure Manage projects in the DevOps world DevOps For Dummies is essential reading for developers and operations professionals in the early stages of DevOps adoption.

*The Practice of Cloud System Administration* Tom Limoncelli,Thomas Limoncelli,Strata R. Chalup,Christina J. Hogan,2015 The Practice of Cloud System Administration, Volume 2 focuses on today's fastest-growing areas of system administration: cloud computing and DevOps. For the first time, it brings together comprehensive knowledge and best practices for administering systems in the age of cloud computing, and for architecting, scaling, and operating services that perform reliably and well. The new companion volume to our best-selling Practice of System and Network Administration, it offers expert coverage of these and many other crucial topics.

**DevOps For Beginners** Craig Berg,2020-06-12 Have you been looking for a way to boost your skills and become a master in DevOps for your business or career in software development but lack an excellent, high-quality guide to assist you get there? And are you looking for a guide that is simple, assuring and easy to follow? If you've answered YES, keep reading... You Are About To Discover The Ins And Outs Of Dev-Ops, Including How To Leverage Its Power To Your Advantage In Your Business Or Career! It goes without saying that DevOps is one of the greatest inventions in software development. It came to satisfy a need to get away from the traditional software design for efficiency, collaboration and productivity in development processes, and by extension to boost business growth. Did you know that businesses that adopt DevOps enjoy up to 60% more revenue rates and profit than their reticent counterparts? Unfortunately, great as it is, DevOps remains one of the most misunderstood concepts- even by tutors across the world! Similarly, for someone who's just getting into the software development scene or someone wh0 has drowned in the Waterfall methodology a couple of times before, it may seem like something a little complex or one that requires some skill, or lots of effort and time to master. If you can relate, you

must have wondered: What's DevOps all about, and is there a way to learn it quickly? What does DevOps entail? How exactly would I benefit from learning DevOps? How and where do I get started? Is DevOps agile? How does it work? So if such questions have been keeping you from making the next important step in your career or business with DevOps, then this simple, clear and straightforward guide is here for you. With it, you'll learn: What DevOps is and why you need it The features of DevOps architecture The potential benefits and risks of using DevOps What you need to know about the DevOps lifecycle The ins and outs of the DevOps architecture The workflow and principles of DevOps The DevOps tools you need to know and use How DevOps automation works Who DevOps engineers are, and the roles they play The methodologies and pipelines of DevOps you need to familiarize yourself with The DevOps Amazon Web Services The tools and tutorials for DevOps, including their features and benefits How to install GIT on Mac, Linux and Windows ...And much more! Do you prefer practical guides that you can implement as you go (not ones that are heavy on theory- that require taking loads of caffeine to complete)? Do you want a beginners' book that is exciting to follow and well-structured for quick comprehension? Then don't let this one slip away. Even if this is your first time actually wanting to learn DevOps, this book will hold you by the hand until you feel confident about it! Don't wait... Scroll up and click Buy Now With 1-Click or Buy Now to get started!

**Leading the Transformation** Gary Gruver, Tommy Mouser, 2015-08-01 Software is becoming more and more important across a broad range of industries, yet most technology executives struggle to deliver software improvements their businesses require. Leading-edge companies like Amazon and Google are applying DevOps and Agile principles to deliver large software projects faster than anyone thought possible. But most executives don't understand how to transform their current legacy systems and processes to scale these principles across their organizations. *Leading the Transformation* is executive guide, providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations—an improvement that executives are uniquely positioned to lead.

[The Unicorn Project](#) Gene Kim, 2019-11-26 The Phoenix Project wowed over a half-million readers. Now comes the Wall Street Journal Bestselling Wall Street Journal bestselling *The Unicorn Project*! “The Unicorn Project is amazing, and I loved it 100 times more than The Phoenix Project...”—FERNANDO CORNAGO, Senior Director Platform Engineering, Adidas “Gene Kim does a masterful job of showing how ... the efforts of many create lasting business advantages for all.”—DR. STEVEN SPEAR, author of *The High-Velocity Edge*, Sr. Lecturer at MIT, and principal of HVE LLC. “The Unicorn Project is so clever, so good, so crazy enlightening!”—CORNELIA DAVIS, Vice President Of Technology at Pivotal Software, Inc., Author of *Cloud Native Patterns* This highly anticipated follow-up to the bestselling title *The Phoenix Project* takes another look at Parts Unlimited, this time from the perspective of software development. In *The Unicorn Project*, we follow Maxine, a senior lead developer and architect, as she is exiled to the Phoenix Project, to the horror of her friends and colleagues, as punishment for

contributing to a payroll outage. She tries to survive in what feels like a heartless and uncaring bureaucracy and to work within a system where no one can get anything done without endless committees, paperwork, and approvals. One day, she is approached by a ragtag bunch of misfits who say they want to overthrow the existing order, to liberate developers, to bring joy back to technology work, and to enable the business to win in a time of digital disruption. To her surprise, she finds herself drawn ever further into this movement, eventually becoming one of the leaders of the Rebellion, which puts her in the crosshairs of some familiar and very dangerous enemies. The Age of Software is here, and another mass extinction event looms—this is a story about rebel developers and business leaders working together, racing against time to innovate, survive, and thrive in a time of unprecedented uncertainty...and opportunity. “The Unicorn Project provides insanely useful insights on how to improve your technology business.”—DOMINICA DEGRANDIS, author of *Making Work Visible* and Director of Digital Transformation at Tasktop ——— “My goal in writing *The Unicorn Project* was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together.”—Gene Kim, November 2019

**The Site Reliability Workbook** Betsy Beyer, Niall Richard Murphy, David K. Rensin, Kent Kawahara, Stephen Thorne, 2018-07-25 In 2016, Google’s Site Reliability Engineering book ignited an industry discussion on what it means to run production services today—and why reliability considerations are fundamental to service design. Now, Google engineers who worked on that bestseller introduce *The Site Reliability Workbook*, a hands-on companion that uses concrete examples to show you how to put SRE principles and practices to work in your environment. This new workbook not only combines practical examples from Google’s experiences, but also provides case studies from Google’s Cloud Platform customers who underwent this journey. Evernote, The Home Depot, The New York Times, and other companies outline hard-won experiences of what worked for them and what didn’t. Dive into this workbook and learn how to flesh out your own SRE practice, no matter what size your company is. You’ll learn: How to run reliable services in environments you don’t completely control—like cloud Practical applications of how to create, monitor, and run your services via Service Level Objectives How to convert existing ops teams to SRE—including how to dig out of operational overload Methods for starting SRE from either greenfield or brownfield

*The Visible Ops Handbook* Kevin Behr, Gene Kim, George Spafford, 2005

**The Phoenix Project** Gene Kim, Kevin Behr, George Spafford, 2018-02-27 Bill has 90 days to fix a behind-schedule IT project, or his entire department will be outsourced. Fortunately, he has the help of a prospective board member, whose Three Ways philosophy might just save the day.

Web Operations John Allspaw, Jesse Robbins, 2010-06-21 A web application involves many specialists, but it takes people

in web ops to ensure that everything works together throughout an application's lifetime. It's the expertise you need when your start-up gets an unexpected spike in web traffic, or when a new feature causes your mature application to fail. In this collection of essays and interviews, web veterans such as Theo Schlossnagle, Baron Schwartz, and Alistair Croll offer insights into this evolving field. You'll learn stories from the trenches--from builders of some of the biggest sites on the Web--on what's necessary to help a site thrive. Learn the skills needed in web operations, and why they're gained through experience rather than schooling Understand why it's important to gather metrics from both your application and infrastructure Consider common approaches to database architectures and the pitfalls that come with increasing scale Learn how to handle the human side of outages and degradations Find out how one company avoided disaster after a huge traffic deluge Discover what went wrong after a problem occurs, and how to prevent it from happening again Contributors include: John Allspaw Heather Champ Michael Christian Richard Cook Alistair Croll Patrick Debois Eric Florenzano Paul Hammond Justin Huff Adam Jacob Jacob Loomis Matt Massie Brian Moon Anoop Nagwani Sean Power Eric Ries Theo Schlossnagle Baron Schwartz Andrew Shafer

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### Organizations Introduction

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