Timeline

The Unicorn Project

Payroll Outage; Steve steps down as chairman of the board; Bill Palmer is promoted to VP of Operations

Phoenix is finally stablized/Kirsten joins the Rebellion/Erik introduces the Five Ideals

Maxine discovers that Data Hub is sitting on an organzational constraint

Product management identified as new constraint

Black Friday launch

Maxine is blamed for the payroll outage and reassigned to the Phoenix Project

Kurt gets new job as manager of the Data Hub team/Maxine and Cranky Dave join him/Rumors of a feature freeze

Deployment is the new constraint for Data Hub

Maggie moves product manager to Data Hub

Data Hub pushes to production independently for first time

Innovation Inititave is founded

Must cut budgets by $20 million

Town Hall/Sarah announces that the Phoenix Project will launch/Maxine meets Kurt

Data Hub now has usuable environments and can build and test code/Must go through TEP-LARB in order to be able to push to production independently

Meeting with Maggie Lee

Blameless post mortem/Data Hub meets with promotions team

Innovation Initiative presentation/Maggie is reassigned and Kurt is put on leave of abscence

Testing Day

The Phoenix Project will officially launch tomorrow/Panic ensues/Maxine joins the Rebellion at the Dockside bar

Phoenix release/Nightmare starts

Testing continues/Maxine enters the Bizarro Ops World/Maxine falls ill

Data Hub team fails to convice the LARB to let them ship to production/Rebellion convinces Chris to let them do it anyways

Maxine's in-store training

Sarah is no longer with the company/Kurt is reinstated/Town Hall

Sarah institutes no new changes without approval rule

Rebellion decides to colocate Dev and QA

Unicorn Project is named/Town Hall

Project Panther begins

Unicorn Project Demo Day

Parts Unlimited is an industry leader again/Maxine is promoted to Distinguished Engineer/

The Rebellion has won!

| 9/2 | 9/12 | 10/1 | 10/16 | 11/3 | 11/10 | 11/28 | 12/16 | Jan — Apr |

The Phoenix Project

Bill discovers Ops has too many projects/CAB meeting to try and change system/Bill meets Erik, who mentions the Three Ways and four types of work

Phoenix release/Nightmare starts

Feature freeze begins

Sarah agrees that the company should be split up/Erik suggests to Bill that IT should have two deploys a day/SWAT team kick-off where team creates a value stream map/deployment pipeline diagram

Unicorn continues to be highly successful

Steve offers Bill a three-year plan to become COO/Unicorn team parties at Steve's house/Erik charges Bill with writing *The DevOps Handbook*

Bill decides to change the way Brent works; he must now log everything and must avoid doing small fixes/CAB meeting where they decide to tweak the process again

Feature freeze is proposed for one week to focus on fixing Phoenix

Bill meets John at the Hammerhead Saloon/John says he is leaving

Sev 1 incident/So many people are visitng Parts Unlimited website that their e-commerce systems go down

Q3 internal audit coming

Bill agrees to come back to work for 90 days

John has disappeared/Bill starts the monitoring project/Patty creates a kanban board/Begin slowly ending the feature freeze

Phoenix deployment/Discovered that a change Sarah forced Brent to make caused a problem

First Unicorn mini-launch is success and they are approved for Thanksgiving promotion/Auditors are satisfied with new change control processes

Brent is a week late on a Phoenix task/Bill draws a wait time chart

Sarah becomes antagonistic to Bill/Brent is identified as a problem/Phoenix will launch one week from Friday

Sev 1 incident, credit card processing systems are down/Brent fixes issues but Bill theorizes that Brent caused the issue himself/Bill tells Patty to host fire drills every two weeks

Bill and Steve have a disagreement about Phoenix/Bill tells Steve to expect his letter of resignation in the morning

Sarah begins to go around the feature freeze

Brent returns

Unicorn Demo/1% mini-launch proposed

At meeting with Dick, Bill asks for three weeks to identify all business risks posed by IT

Unicorn Project is named/Brent is missing on secret mission for Sarah

Bill tries to convince Steve that the Phoenix launch is a bad idea/CAB meeting created a more structured change management system/Weekly CAB meetings will begin

Steve gives 90-day deadline to fix Phoenix or all of IT will be outsourced

Bill realizes the four types of work

Bill and Patty meet with Maggie Lee/It becomes clear that Phoenix cannot fix the data quality problems it was supposed to

Payroll Outage; Steve steps down as chairman of the board; Bill Palmer is promoted to VP of Operations

Phoenix nightmare continues/PCI auditors are on site and Bill is unable to respond