

Value Stream Thinking

How to Sustainably Deliver Value

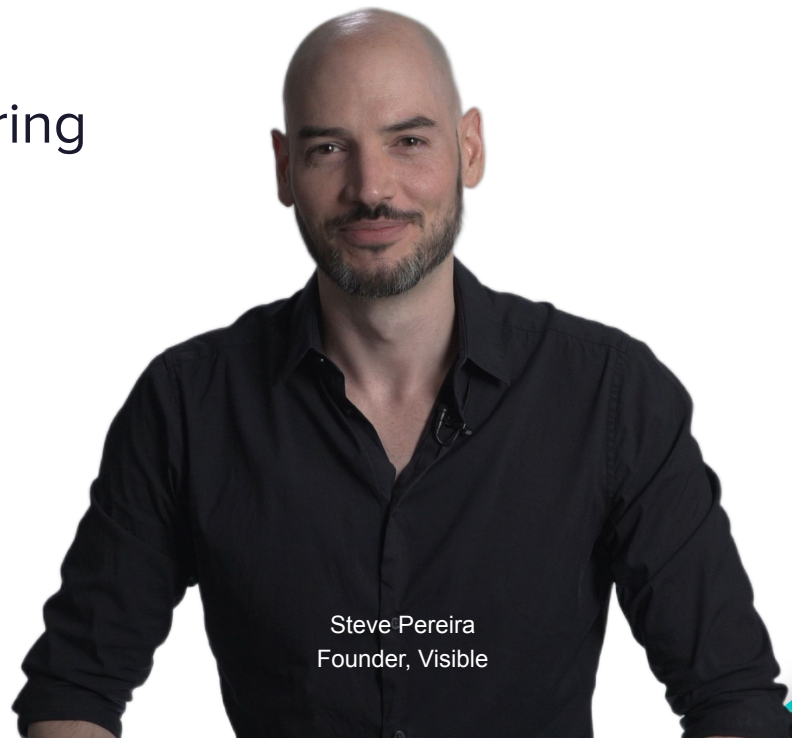
Flow



Idea → Plan → Build → Validate → Release

Who am I?

- 21 years in Tech
- IT origins
- Build/Release/Systems Engineering
- B2B SaaS CTO/VPE
- Agency, Startup, and Enterprise
- VSM Consortium Advisor
- The Value Stream Guy



Steve Pereira
Founder, Visible

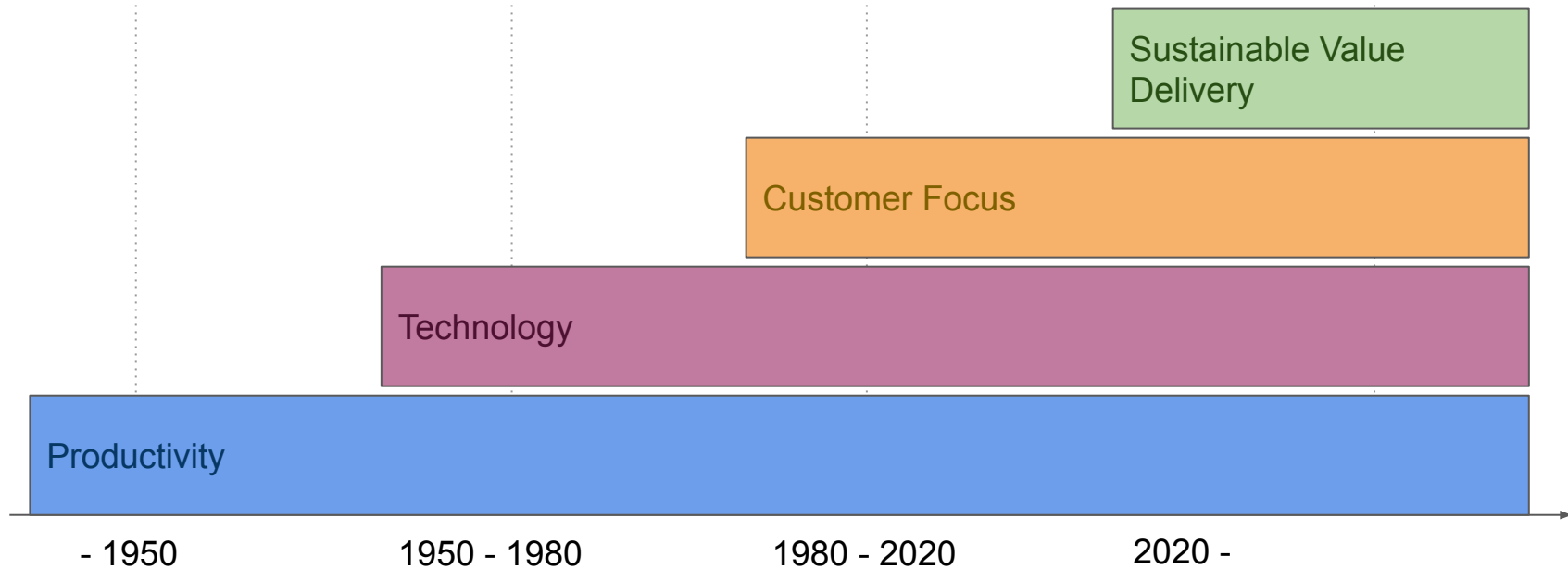
What's in it for me?

- See the big picture together
- Align perspectives
- See how we all contribute
- Find and tackle real bottlenecks
- Improve and innovate
- **An actionable, practical approach**



The World is Moving to Sustainability

Value Stream Thinking can guide the way



**“70% of Digital
Transformation
Projects
will fail”**

The #1 cause of failure is lacking clarity.

Clarity takes visibility and understanding. Where is it?

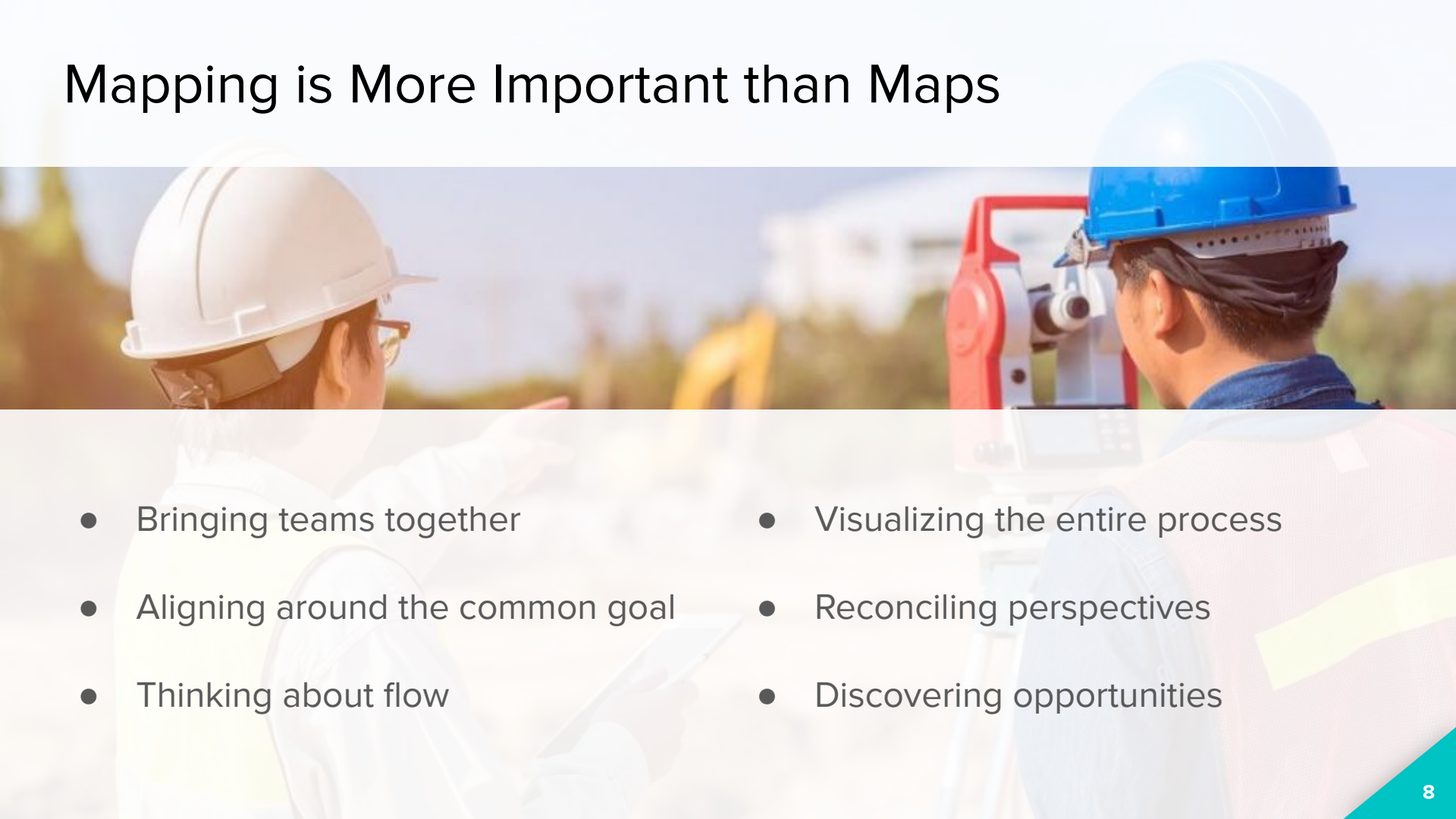
- Micromanagement
- Lack of Capability
- DevOps Team Silos
- Not Taking a Holistic Approach
- Doing Work Without Learning
- Lack of Shared Ownership
- Broken-Window Syndrome
- Fear of Failure
- Lack of Psychological Safety
- Lack of Valuable Measurement
- Lack of Vision
- Lack of Visibility
- Unspoken Disagreements
- Failure to Scale Pilots
- Unrealistic Expectations
- Overlooking Organizational Change
- Overemphasis on Velocity
- Automation Without Value
- Ineffective Measurement
- Ignoring Existing Process
- Ignoring Lean and Agile Principles
- Imbalanced Top-Down/Bottom-Up Approach
- Neglecting Stakeholders Beyond Dev / Ops
- Lack of Incentive and Governance Adaptation

Efforts Fail From Lack of Clarity, Not Tools

Mapping is More Important than Maps



Mapping is More Important than Maps

- 
- A background image showing two construction workers in hard hats. The worker on the left is wearing a white hard hat and glasses, pointing towards the right. The worker on the right is wearing a blue hard hat and is operating a red surveying instrument. The background is a blurred construction site with a yellow excavator.
- Bringing teams together
 - Aligning around the common goal
 - Thinking about flow
 - Visualizing the entire process
 - Reconciling perspectives
 - Discovering opportunities

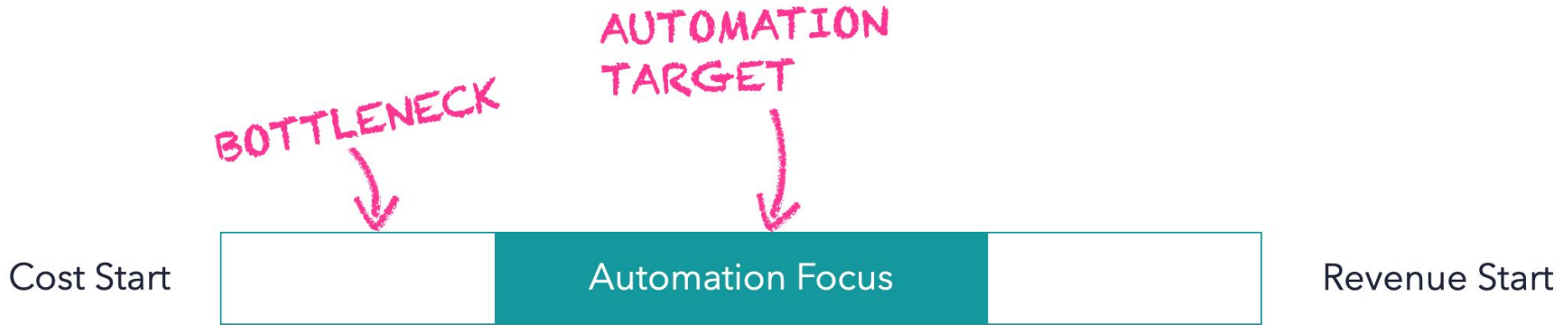
What is this stream?

Flow

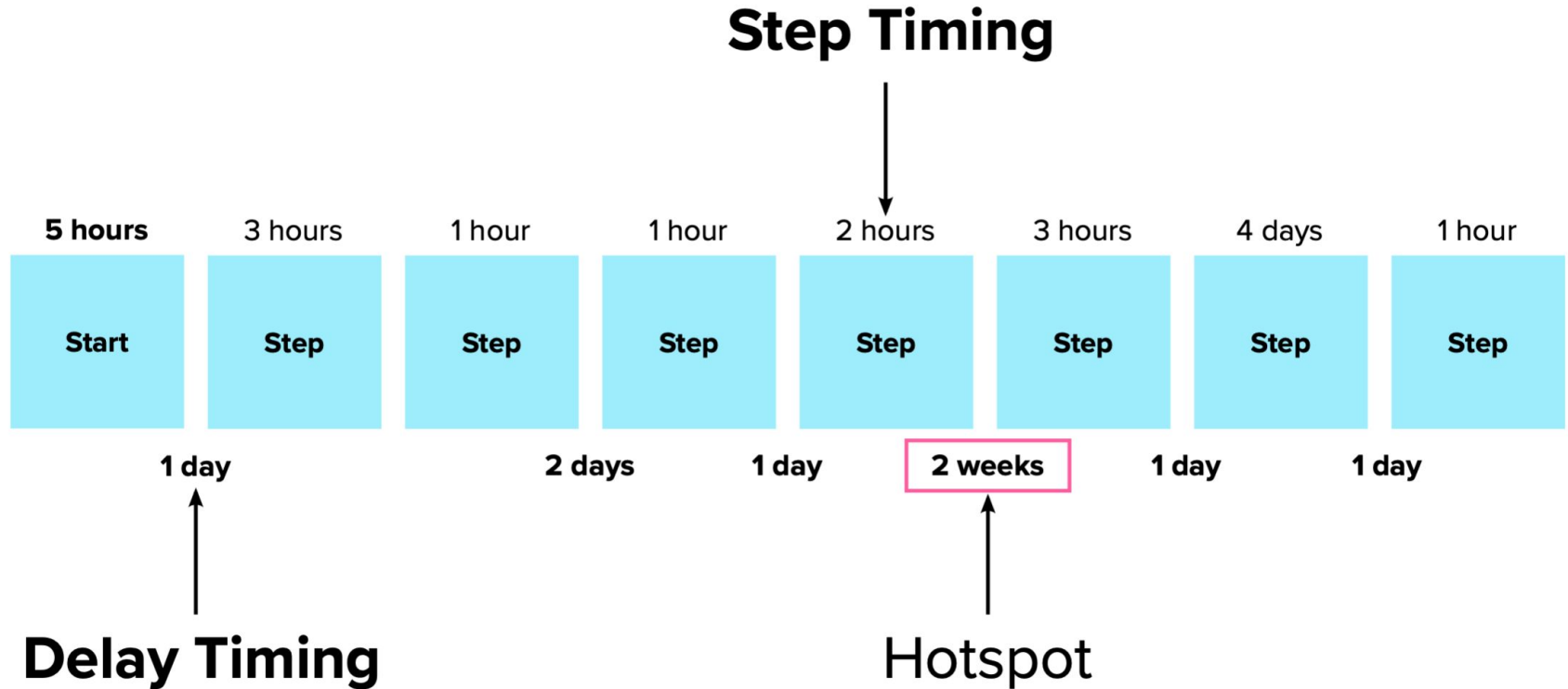
Idea → Plan → Build → Validate → Release



Why does it matter?

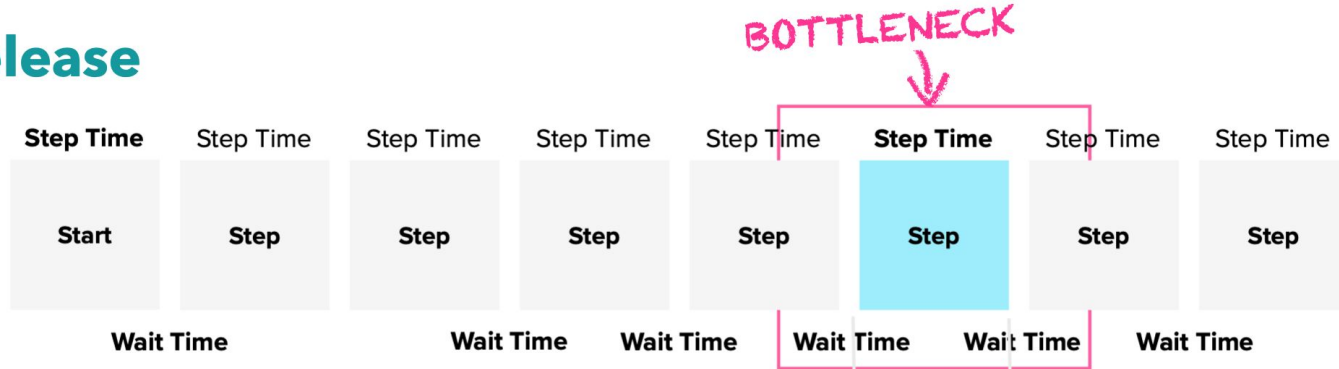


Why does it matter?

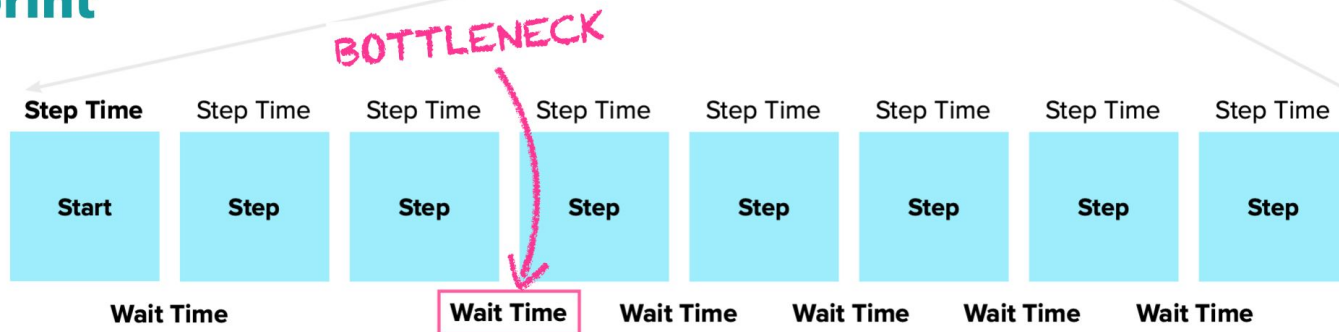


Why does it matter?

Release

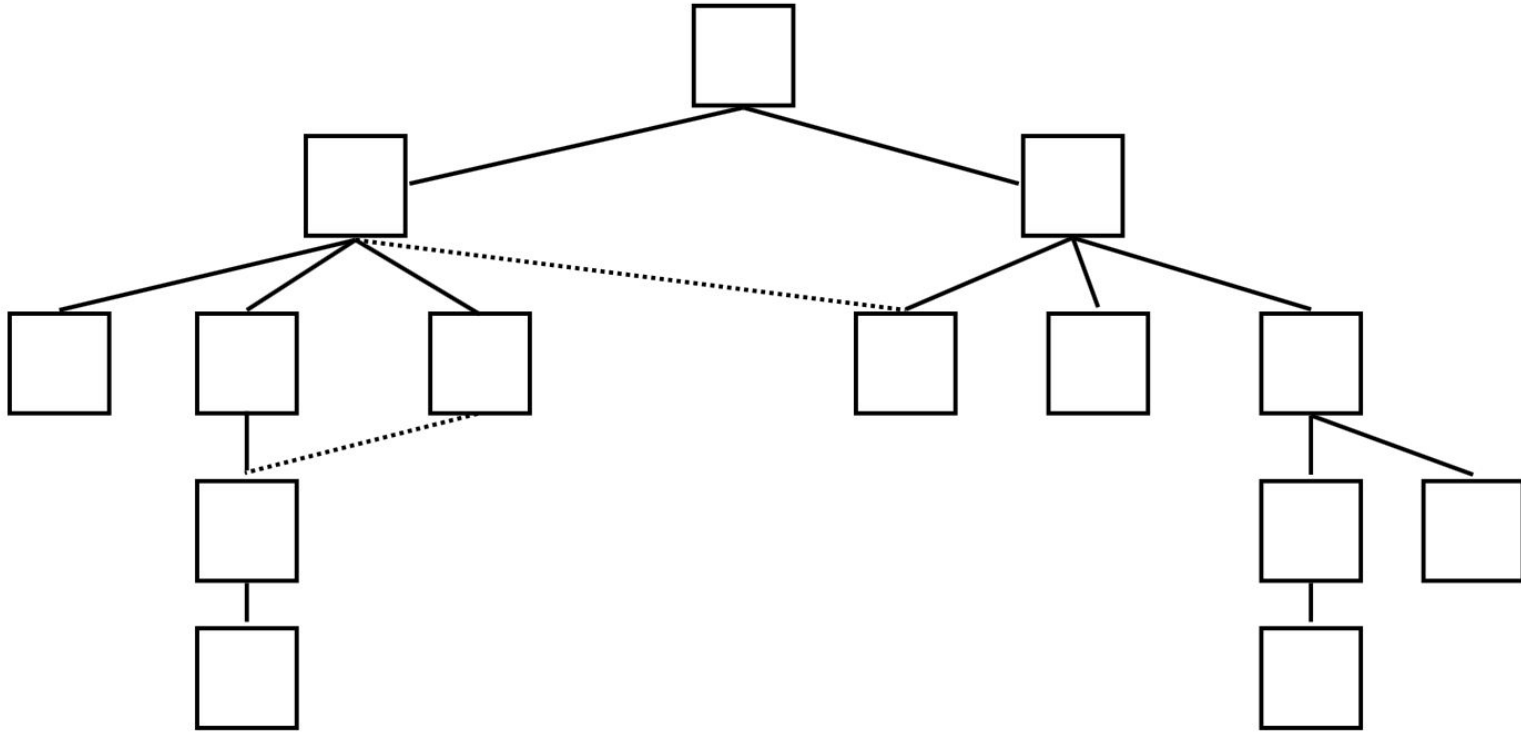


Sprint



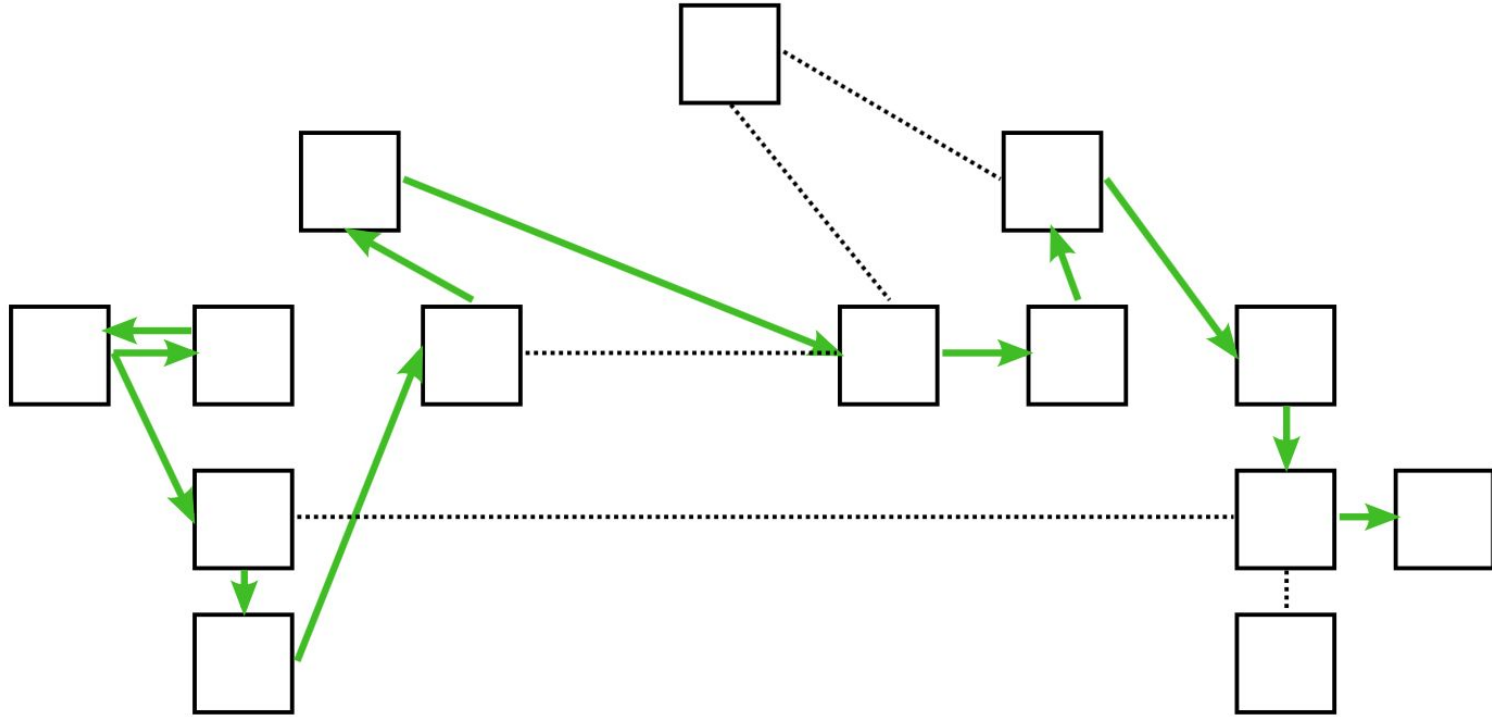
Static thinking

Your org chart is not your org




Static thinking


How does value really flow?





Value Stream Thinking


Your org is a collection of value streams


Product A 


Platform 1 

Product B 

Partnership 

Sales 

Platform 2 

Operations 

Value Stream Thinking is already here

Over 80% of success stories from the DevOps Enterprise Summit 2020 mention **value stream focus** as a critical factor

Every major success story in DevOps is a value stream story.



Software Delivery is just the Start

“By 2023, 70% of organizations will use value stream management to improve flow in the DevOps pipeline, leading to faster delivery of customer value.”

Value Stream Thinking extends far beyond DevOps

Value Stream Thinking is Taking Off

Vendors

digital.ai

cloudbees



blueprint

TASKTOP

ATLASSIAN



JELLYFISH

servicenow

ConnectALL

codeBeamer

FAKT



COPADO

APPTIO

Customers



TARGET

Lufthansa

BROADCOM

Walmart

LOCKHEED MARTIN

usbancorp



Principal

Medtronic

AMERICAN EXPRESS

TOYOTA

Disney

FINRA

American Airlines



UNITEDHEALTH GROUP

Vanguard

U.S. Citizenship and Immigration Services

DUKE ENERGY

COMCAST

CapitalOne

DELTA



State Farm

T Mobile



OPTUM



Value Delivery Flow Requires a Value Stream Mindset

Value Stream Thinking is about

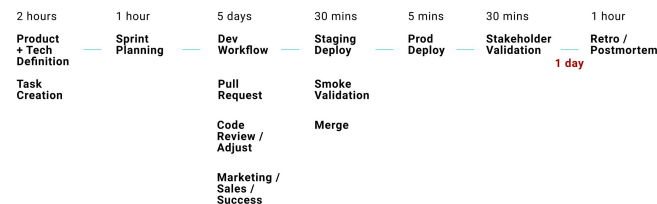
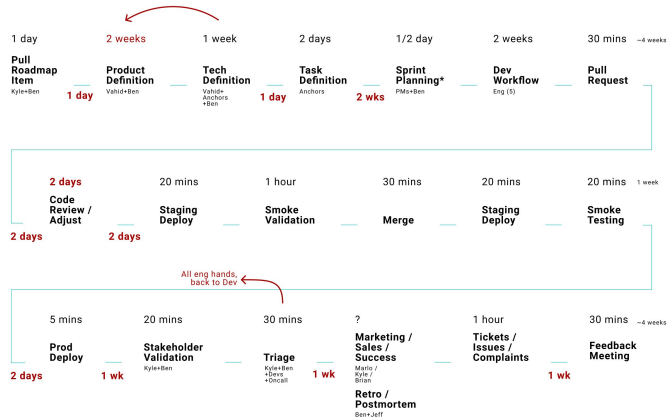
- Empathy & Creativity
- Outcome Focus
- Collaboration & Alignment
- Visibility & Data
- Flow & Continuous Improvement
- Reimagining for innovation

Flow Engineering teaches Value Stream Thinking through doing

CTO.ai Software Development Flow



Value Stream Mapping showed how **20 steps** could be condensed into **8**,
and **9 weeks** into **1**



Results, in a few hours of fun

CTO.ai Software Development Flow



Dev Process before:

Dev Process after:

- | | | |
|----------------------------------|--------|---------------------------------|
| ● 20 steps | —————▶ | ● 8 steps |
| ● 9 weeks | —————▶ | ● 1 week |
| ● Inconsistency | —————▶ | ● Clear and optimized process |
| ● Lost time in rework/throwbacks | ——▶ | ● Parallel execution |
| ● Confusion and misalignment | ——▶ | ● Clarity and confidence |
| ● Late validation | —————▶ | ● Early and continuous feedback |

Mapping is More Important than Maps

Waste and friction are quick wins:

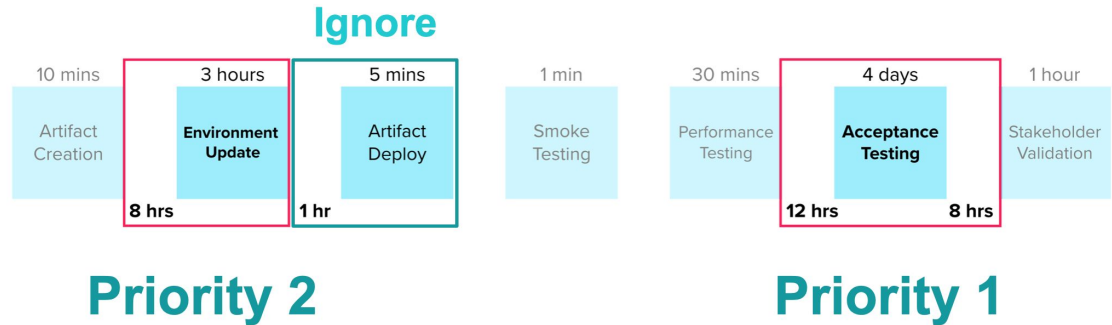
20% of every process can be cut right away

- Unnecessary steps
- Manual handoffs
- Wasteful meetings
- Unnecessary sequence
- Painful toil

Case Study: Major Medical Technology Firm



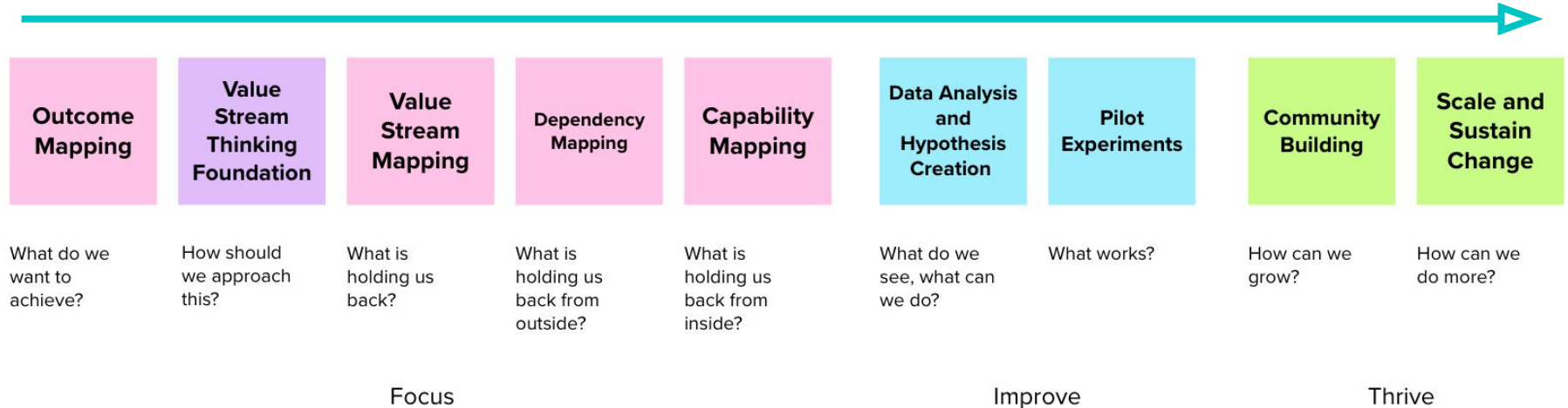
By mapping their Value Stream, we discovered 2 bottlenecks with 10x and 100x higher impact than deployment automation.



They saved \$20M and 18 months of effort by identifying the right targets

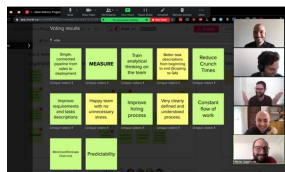
“I’ve been here 19 years and this is the first time I’ve seen our process from start to finish!” - Lead Project Coordinator

The Flow of Value Stream Thinking

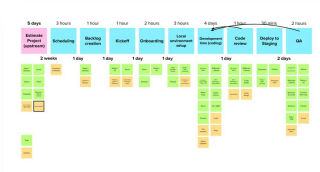


From Friction to Flow with Mapping

Ideas and Pains



Stream Analysis



Capability Identification



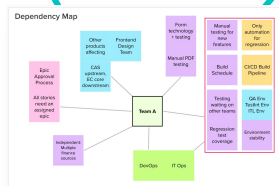
Prioritization



Outcome Mapping



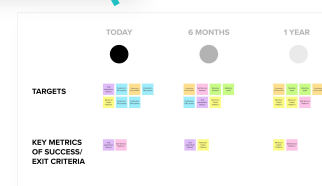
Dependency Analysis



Capability Analysis



Flow Roadmap





Succeed, Scale, Sustain.

Steve Pereira

Founder, Visible Value Stream Consulting

steve@visible.is

visible.is - sign up for bonus material and my free email course

valuestream.link - tools, guides, video and more

