Accelerate Collaboration and Innovation with Value Stream Mapping

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About Me

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Agenda

What is VSM
- Defining Value Stream Mapping
- Mapping The Flow Of Value
- VSM As An Organizational & Cultural Capability

VSM in Practice
- Understanding Waste *versus* Value
- VSM Common Challenges & Resistance
- Value Stream Mapping In Practice

Outcomes
- Cultural & Behavioral Transformation
- Business & Organizational Outcomes
- Key Success Factors

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Key Takeaways

Why and How To Factor The Human & Cultural Side in VSM

How To Prepare & Run a Successful VSM

How To Develop a Collaborative Prioritized Transformation Backlog

**Value Stream Mapping as a Cultural & Innovation Capability**

Defining Value Stream Mapping

" Value Stream Mapping is a practice that consists of mapping, analyzing and measuring all step by step activities involved in delivering value to the end users, with the purpose of reducing or removing waste. "

" The outputs of Value Stream Mapping are maps showing the current state, the future state, a transformational improvement backlog and a plan for delivering it. "

Mapping The Flow of Value
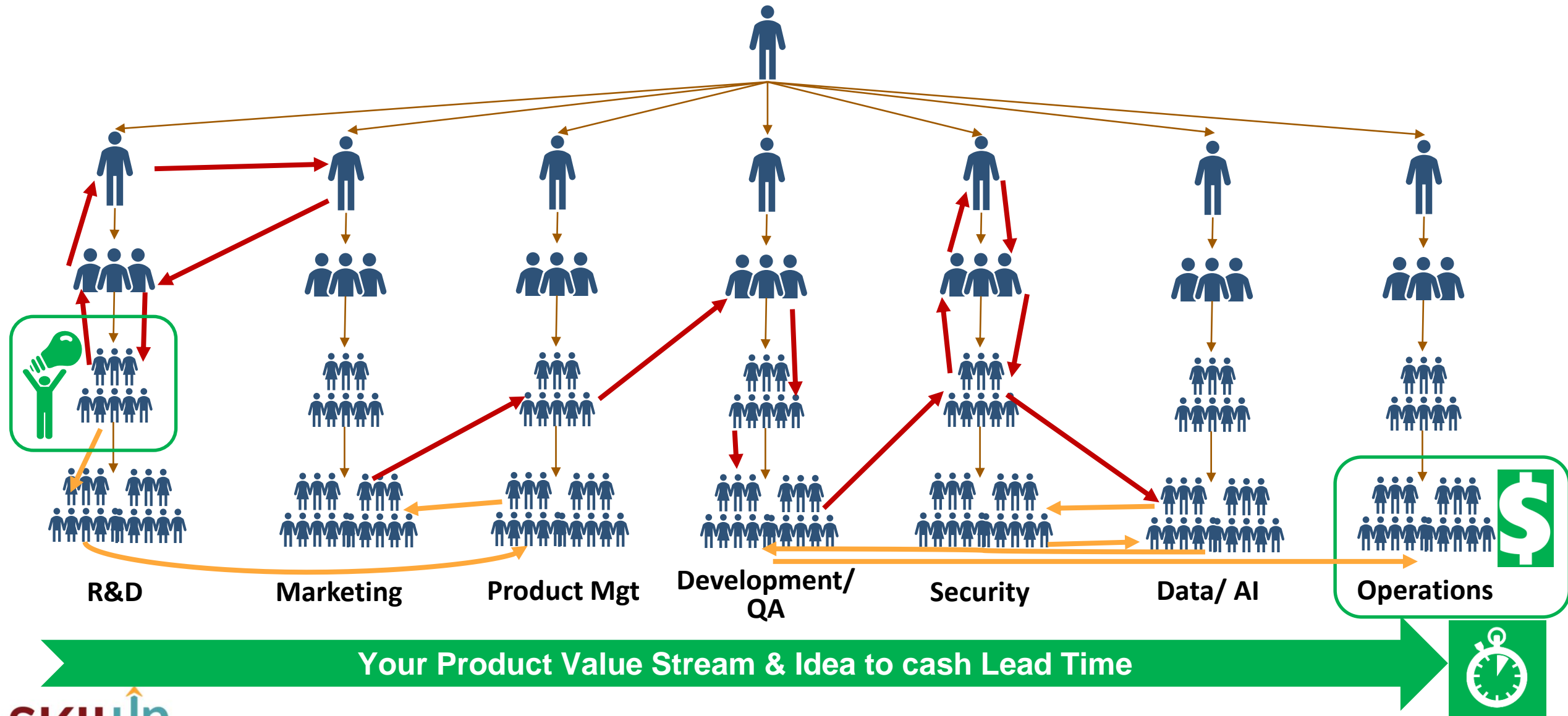
*"Doing DevOps is not difficult, but to really get the full power of it, you need to make changes in how you structure your organization, **how you make the work flow through your organization**."*

– Mark Schwartz on DevOps and Bureaucracy

" The Most Valuable DevOps Tool is Value Stream Mapping "

– Shaaron A Alvares

Value Stream Map – Sample
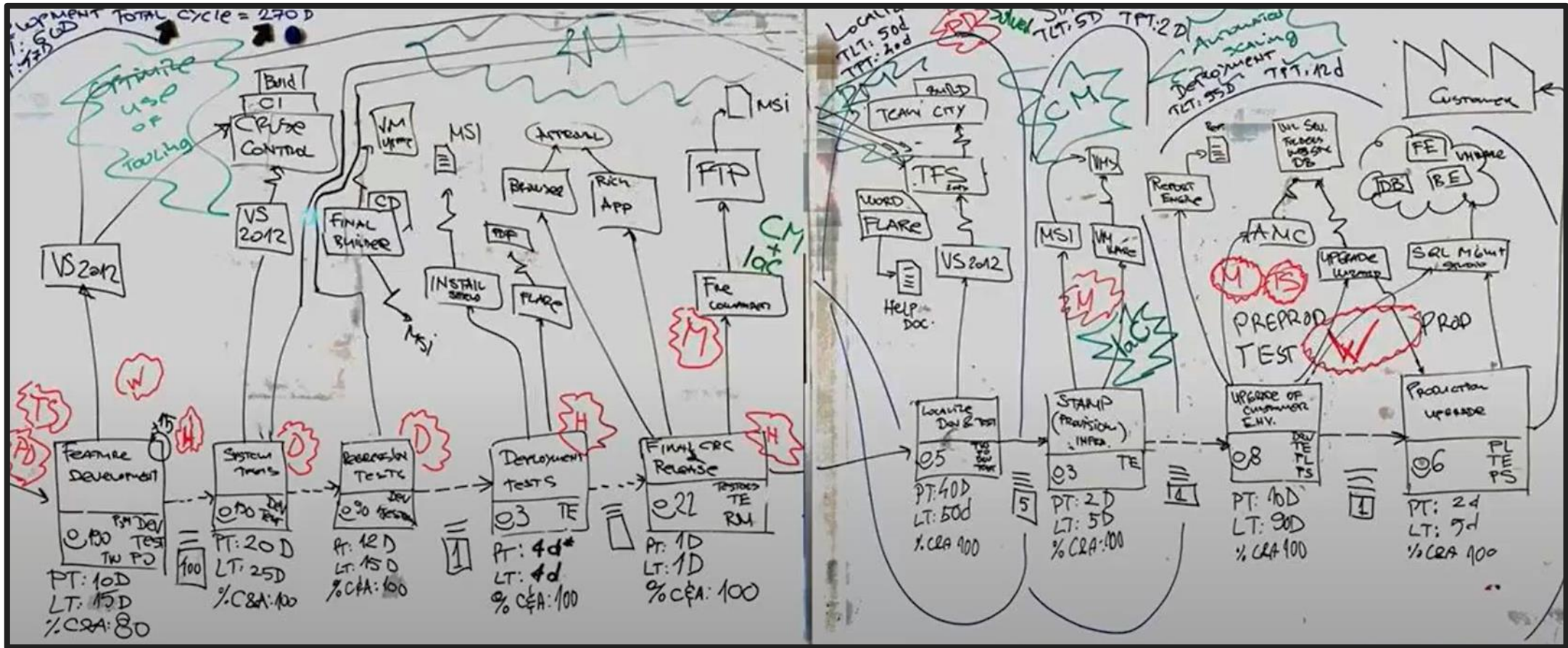
Cross-Functional Communication, Collaboration & Cooperation

VSM As An Organizational & Cultural Capability

IDENTIFY & MAP	ANALYZE & MEASURE	IMPROVE
People/ Role Step by Step Activities Wait Time Handoffs Artifacts Tools Integration & Flow Status Reports	**Retrospective** Waste Handoffs Bottlenecks Re-work Redundancies & Duplicates Measure Everything	Asking questions we don't have the answers to Problem-solving Thinking & Brainstorming collaboratively Continuously question the status-quo and improve
Map the Reality	**Challenge The Status-Quo**	**Test & Learn**

COLLABORATION   **SAFETY**   **TRUST**

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Understanding Waste *versus* Value

Non Value-Add Waste
Necessary vs Unnecessary

- Defects & Rework
- Delays, Wait Time, Bottlenecks
- Over-production: backlog waste
- Over-processing: recreating the wheel
- Transportation: silos, gates, handoffs
- Unnecessary motions: task switching
- Inventory: Too much WIP
- Non-utilized talent
- Management activities (Status)
- Manual activities
- Etc.

Value-Add Activities

- Market Research
- Concept development
- Spike/ Prototype
- Backlog/ Features
- Planning
- Build
- Deploy
- Etc.

Common VSM Challenges & Resistance

ORGANIZATIONAL

- Hierarchy
- New investments
- New processes and tools
- Business constraints
- New tools integration
- Automation
- Teams' reorgs
- Vendors Mgt

CULTURAL

- New ways of thinking
- Business & Tech close collaboration
- Knowledge & upskilling
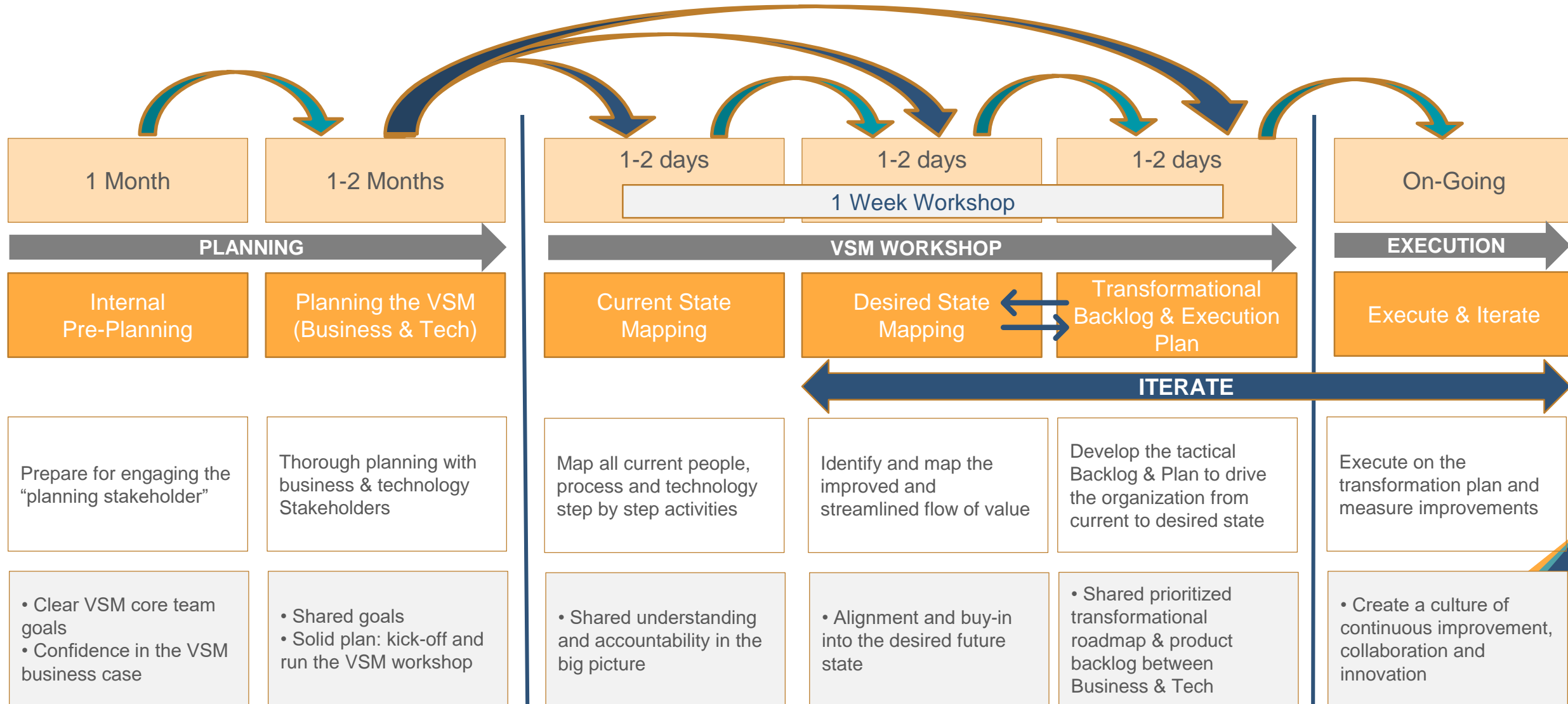- Leadership alignment & engagement
- Automation

LARGE SCALE

- Facilitation & coordination
- Buy-In
- Alignment
- Participation
- Momentum
- Complex challenges

Value Stream Mapping In Practice

1 Month	1-2 Months	1-2 days	1-2 days	1-2 days	On-Going
		1 Week Workshop			

PLANNING → **VSM WORKSHOP** → **EXECUTION** →

Internal Pre-Planning	Planning the VSM (Business & Tech)	Current State Mapping	Desired State Mapping	Transformational Backlog & Execution Plan	Execute & Iterate

← **ITERATE** →

Goal

Prepare for engaging the "planning stakeholder"	Thorough planning with business & technology Stakeholders	Map all current people, process and technology step by step activities	Identify and map the improved and streamlined flow of value	Develop the tactical Backlog & Plan to drive the organization from current to desired state	Execute on the transformation plan and measure improvements

Outcomes

• Clear VSM core team goals • Confidence in the VSM business case	• Shared goals • Solid plan: kick-off and run the VSM workshop	• Shared understanding and accountability in the big picture	• Alignment and buy-in into the desired future state	• Shared prioritized transformational roadmap & product backlog between Business & Tech	• Create a culture of continuous improvement, collaboration and innovation

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Planning Phases

Activities/ behaviors	Participants	Outputs

Pre-Planning

Activities/ behaviors	Participants	Outputs
• Recruit your core team of champions • Recruit & educate your key "Sponsors" • Onboard for strong buy-in • VSM assessment: business case • Assess the VSM risks: availabilities, vendor, readiness, etc. • Prepare the VSM training Content	• Core team of champions • A technology manager champion • A business stakeholder champion	• WHY: Business case for VSM • Draft Goals & purpose • Expected business benefits • Expected Organizational benefits • Draft risk log (ex.: change in mindset) • Training strategy • Draft business & technology/ delivery metrics

Planning

Activities/ behaviors	Participants	Outputs

• Develop VSM shared purpose & goals
• Meet & train Leaders
• Identify & train all participants & remote
• Develop logistics
• Recruit & train core VSM change agents & facilitators
• Run light weight simulations
• Socialize the VSM mindset: Videos, Brownbag, Slack, Ask Me Anything, etc.
	• Planning: core team
	• Onboarding/training activities: All participants identified:
	  - Program managers
	  - Business stakeholders (PM/PO)
	  - Leaders & Software Dev Managers
	  - Architects
	  - DevOps teams, QA, Security, DBA
		• Purpose & goals
		• Business case for VSM
		• Key flow metrics
		• Working agreement
		• Training content for leaders & teams
		• Socialize and foster a culture of VSM & open space collaboration
		• Business and technology metrics
		• VSM logistics complete
		• VSM workshop agenda vetted
		• Team of facilitators/ coaches ready

Planning Phases

Activities/ behaviors

Pre-Planning

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- Recruit & educate your key "Sponsors"
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Sample Training Plan

- What is VS-Mgt
- What is VS-Mapping
- VSM ROI
- Lean VSM terminology
- Various scale VSM samples
- VSM applied to DevOps
- Case studies
- Real life examples
- Type of waste
- Flow metrics
- VSM integration tools
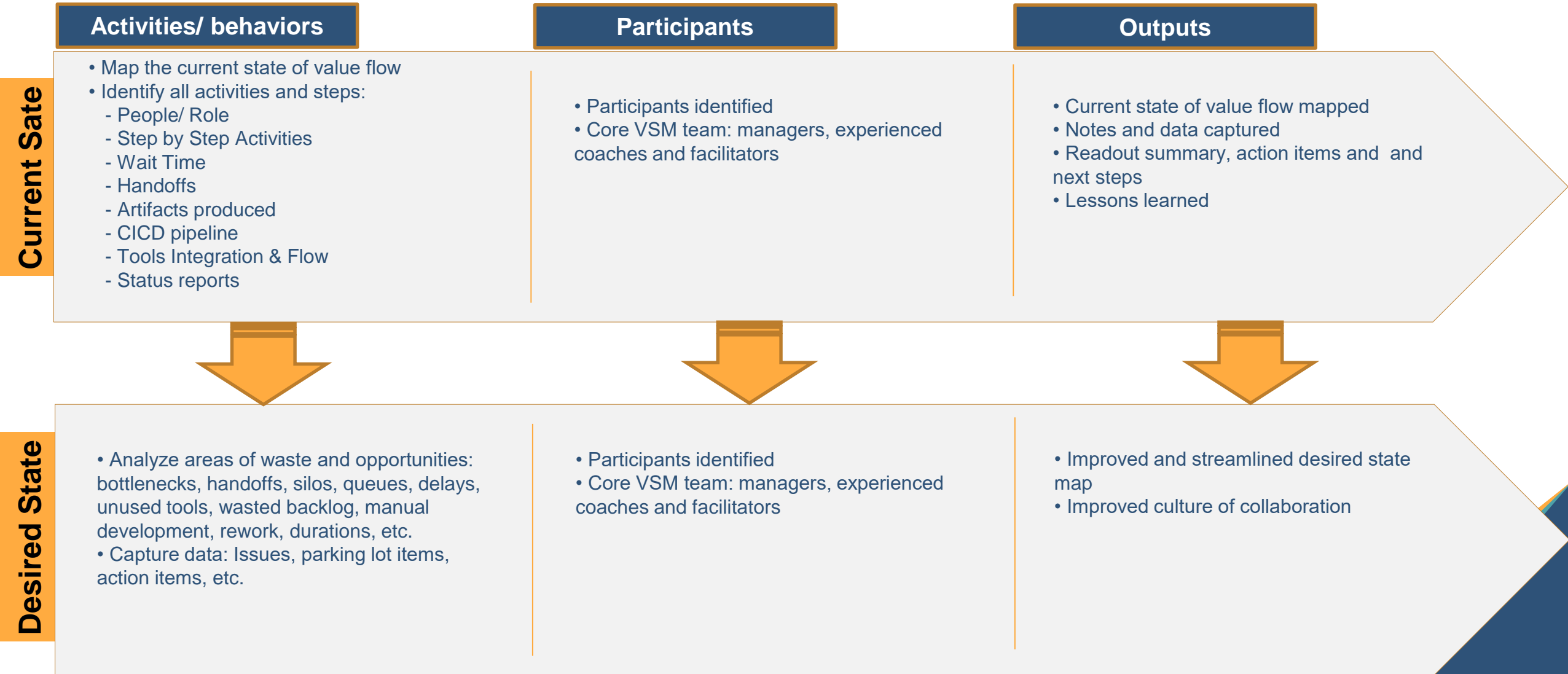- Etc.

Outputs

- WHY: Business case for VSM
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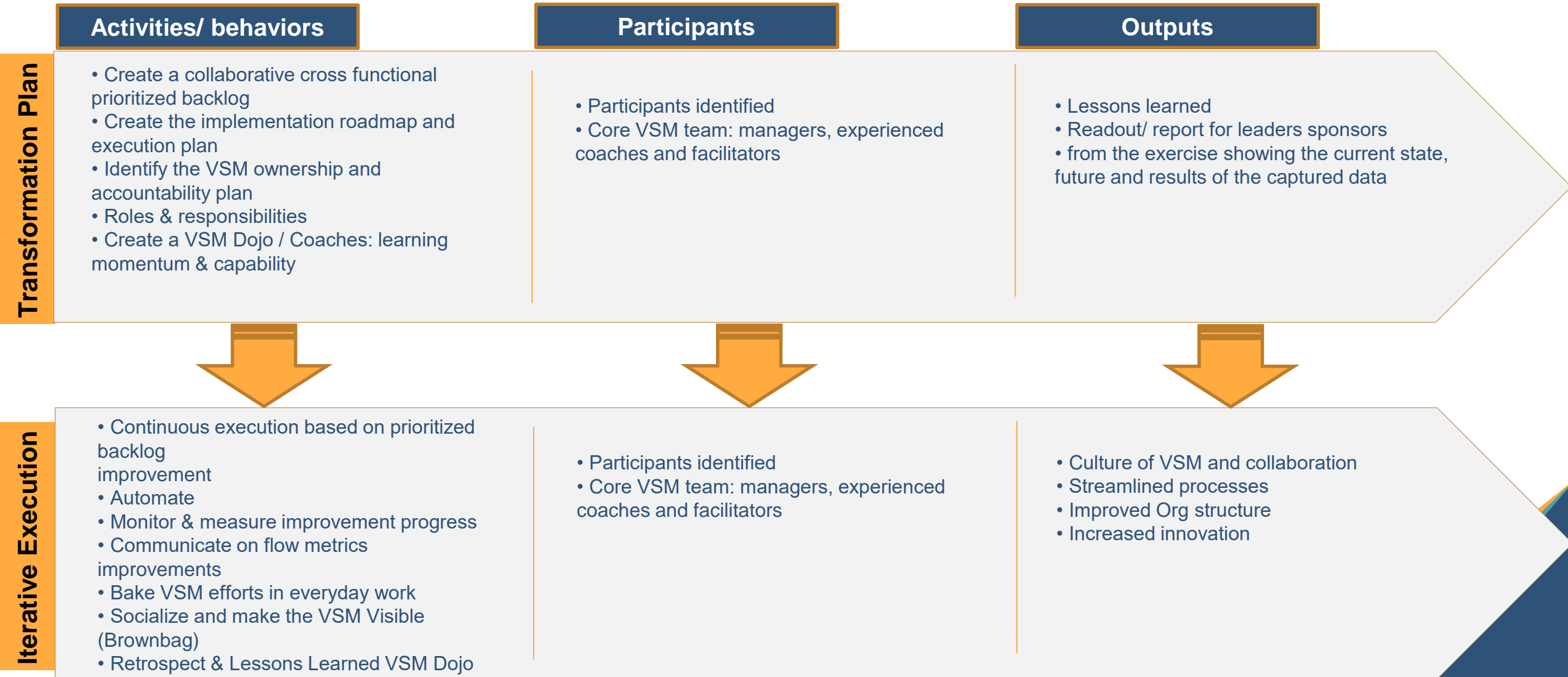- Draft business & technology/ delivery metrics

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Current & Desired Phases

Activities/ behaviors	Participants	Outputs

Current Sate

- Map the current state of value flow
- Identify all activities and steps:
  - People/ Role
  - Step by Step Activities
  - Wait Time
  - Handoffs
  - Artifacts produced
  - CICD pipeline
  - Tools Integration & Flow
  - Status reports

- Participants identified
- Core VSM team: managers, experienced coaches and facilitators

- Current state of value flow mapped
- Notes and data captured
- Readout summary, action items and and next steps
- Lessons learned

Desired State

- Analyze areas of waste and opportunities: bottlenecks, handoffs, silos, queues, delays, unused tools, wasted backlog, manual development, rework, durations, etc.
- Capture data: Issues, parking lot items, action items, etc.

- Participants identified
- Core VSM team: managers, experienced coaches and facilitators

- Improved and streamlined desired state map
- Improved culture of collaboration

Transformational Plan & Execution

	Activities/ behaviors	Participants	Outputs
Transformation Plan	• Create a collaborative cross functional prioritized backlog • Create the implementation roadmap and execution plan • Identify the VSM ownership and accountability plan • Roles & responsibilities • Create a VSM Dojo / Coaches: learning momentum & capability	• Participants identified • Core VSM team: managers, experienced coaches and facilitators	• Lessons learned • Readout/ report for leaders sponsors • from the exercise showing the current state, future and results of the captured data
Iterative Execution	• Continuous execution based on prioritized backlog improvement • Automate • Monitor & measure improvement progress • Communicate on flow metrics improvements • Bake VSM efforts in everyday work • Socialize and make the VSM Visible (Brownbag) • Retrospect & Lessons Learned VSM Dojo	• Participants identified • Core VSM team: managers, experienced coaches and facilitators	• Culture of VSM and collaboration • Streamlined processes • Improved Org structure • Increased innovation

Innovation: Cultural & Behavioral Change

Moving From	To New Ways of Thinking & Working	New Behaviors
Fear of mistakes and blame	**Acknowledging gaps and process opportunities**	• Transparency & vulnerability • Courage & Honesty • Everyone fosters safety
Culture and org fit	**Challenge the status quo & current cultural thinking patterns**	• Challenge the culture • Challenge org structure • Challenge leadership
Silos: what's best for me and my team	**Big picture: Cross-Organizational collaboration**	• Business & Technology collaboration & cooperation • Cross-teams collaboration: reduce handoffs • Leadership collaboration and alignment
Culture of hierarchy & followers	**Everyone's a Leader**	• Team empowerment • Lead without a title • Develop creative leaders and problem-solvers
Org divides and individual business goals	**Shared Purpose and Outcomes**	• People come together to win as a team • Teams influence org structure & development • Improved engagement and culture
SMEs, Role and growth boundaries	**Upskilling & cross-pollination**	• Sharing knowledge and learning together • Include all functions and all voices

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# Business and Organizational Outcomes

Business & Technology

- Shared Business prioritized improvement backlog
- Informs thoughtful technology investments
- More time & resources for business ideas & innovation
- Prioritized automation & integrated tools roadmap
- Reduced Time to Market & ROI
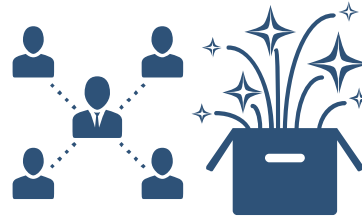
Org & Culture

- Breakdown cross-functional silos
- Greater engagement across all levels of the organization
- Connected enterprise & people
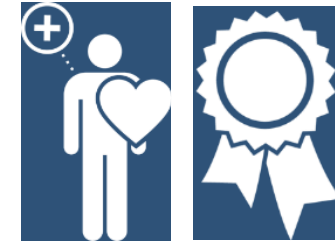
Workforce

- DevOps teams productivity increase
- Teams empowerment and engagement
- Upskilling trough knowledge sharing & cross-pollination
- Automation as a practice & org capability

Key Success Factors

- Understand the foundation of VSM: **It is a cultural, human & organizational endeavor**
- Don't underestimate training and educating all Stakeholders **on Waste & Behavioral Change**
- Robust Pre-Planning & Planning to make it a **great experience**
- Conscious agreement between Business & Technology on **slowing down before speeding up**
- Keep **system thinking** in mind and optimize with the big picture in mind
- **Align measures on business strategy**
- **Continuously measure** and report on process flow and automation improvements: Tell the story
- **Create a VSM Dojo** to drive the capability and the culture at enterprise level
- **Inclusive**: Everyone Plays a Role: Business, Teams & Leadership

THANK YOU!

Meet me in the Network Chat Lounge for questions

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