

# Overcoming- The Enterprise Great Disconnect

*Optimize for Flow*



**BMK LAKSHMINARAYANAN**  
Value Stream Architect, BNZ

@LBMKRISHNA

The most critical metric is: how long it takes for an innovative idea to reach a customer

- Adrian Cockcroft, Vice President of Cloud



# Flow

**Problem Context**



**Context, Impact, Performance Measures**

**Challenges**



**Ownership, Silo-ed Thinking, Local Optimization**

**Solution Approach**



**Value Stream, Flow, Flow Metrics**

**Recommendations**



**Useful Resources**

**Remaining Challenges**



**Call for Action**

# ABOUT ME

BMK Lakshminarayanan

Solutions Architect | DevOps Advocate



## MISSION

*Make your life better,  
Make others life better,  
Make the world better*

### Community



@LBMKRISHNA

Understanding Our Problem

# Problem Context

The Enterprise Great Disconnect

Funding

Traditional– Initiative/Project Focused

Architecture / Design

Centralized & Committee Based

Governance

Overloaded Documentation, Processes

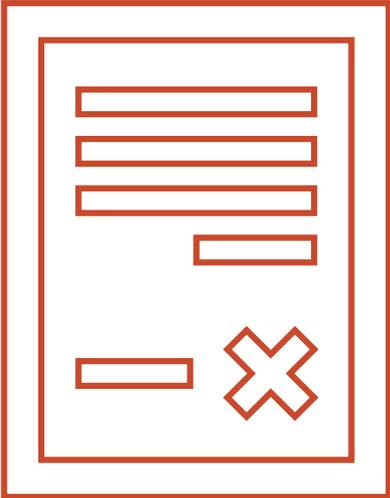
Risk & Audit

Paper/Document/Spread Sheet Based

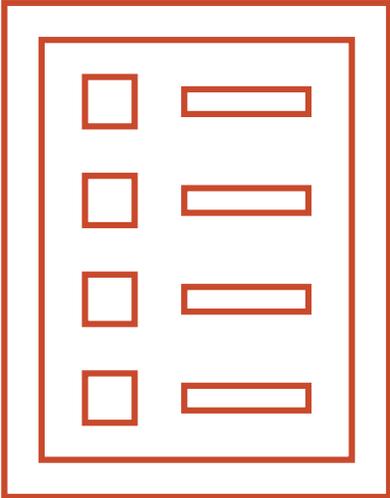
Delivery Teams

Expectation to go faster

**Fill – More Documents**



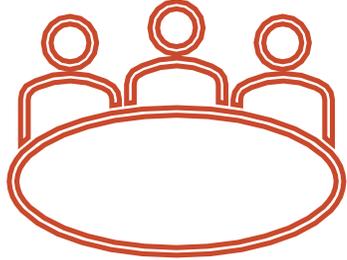
**Fill – More Templates**



**Tick – More Tick Boxes**

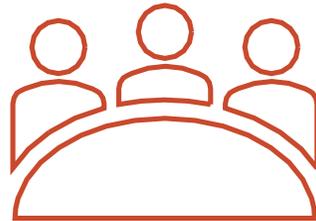


**Committee  
Approval**



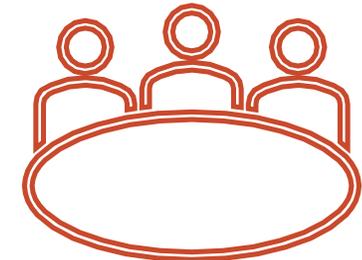
**Weekly**

**Committee  
Approval**



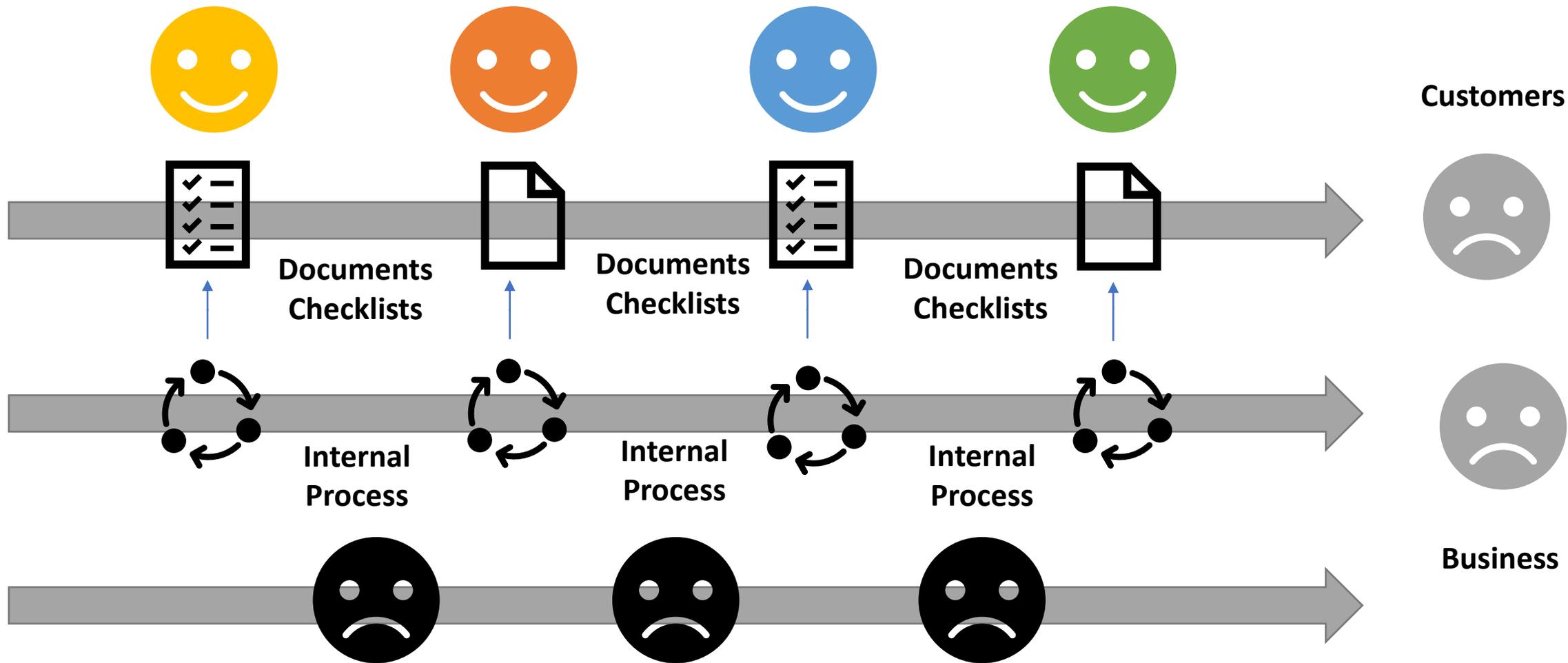
**Monthly**

**Committee  
Approval**



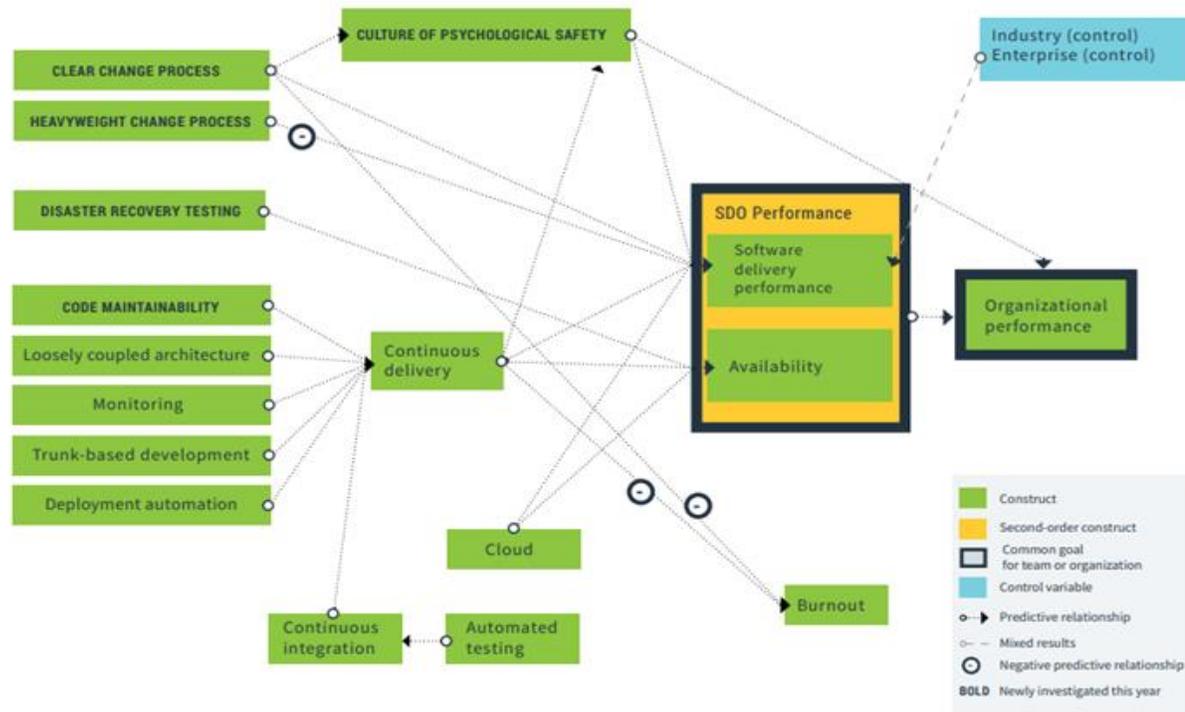
**Quarterly**

# Internal Stakeholders



Engineering / Developer Experience & Productivity

# State of DevOps Report 2019



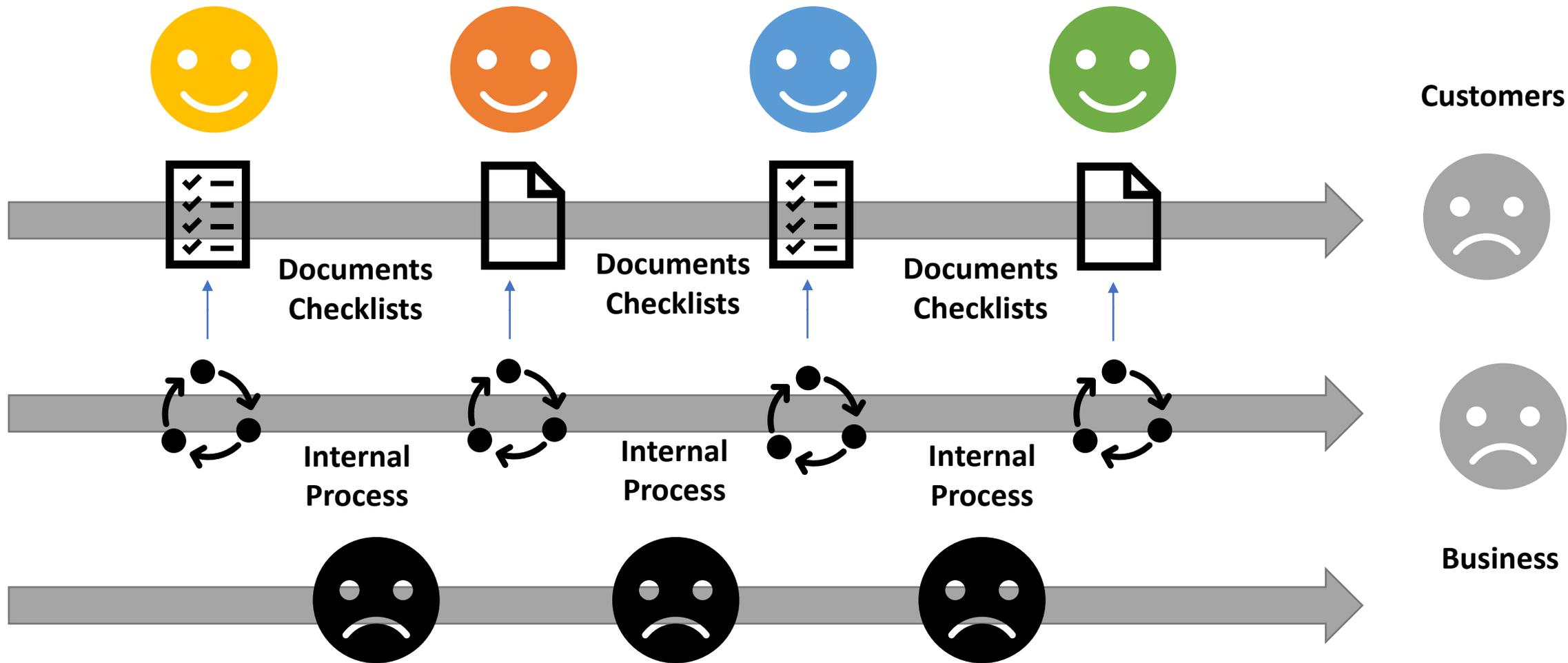
**IT Performance**  
**=>**  
**Organization Performance**

Understanding Our Challenges

# Challenges

Current State of Enterprise – is Disconnected

# Internal Stakeholders



Customers



Business

Engineering / Developer Experience & Productivity

**Small Steps, But in Right Direction**

# **Solution Approach**

**Everything is about “Flow”**

# Optimize for Flow

- **Processes**
- **Documents (Material & Information Flow)**
- **Connected Toolchain**
- **Value Stream Management**

# Make the Work & Flow Visible

- **Understand the type of “Work”**
- **Make the “Work” visible**
- **Make the “Dependencies” visible**
- **Organisational consensus about “Flow”**

# Measure What Matters

**"Measuring only one area of the value stream is like only using two inches of a 12-inch ruler."**

**- John Willis, Senior Director, GTO Red Hat,  
Co-author of The DevOps Handbook**

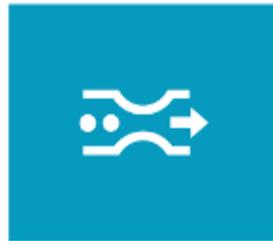
# Measure What Matters

Flow Velocity



How much value did we deliver?

Flow Efficiency



Where are the bottlenecks?

Flow Time



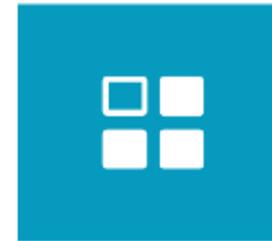
How fast did we deliver value?

Flow Load



Is demand overwhelming capacity?

Flow Distribution



Are priorities in-line with business objectives?

Source: <https://www.tasktop.com/flow-metrics>

# Make the Right Thing, Easy Thing

- **Governance - > Guidance**
- **Security**
- **Risk**
- **Funding**

**If you can't describe what you are doing as a value stream, you don't know what you're doing.**

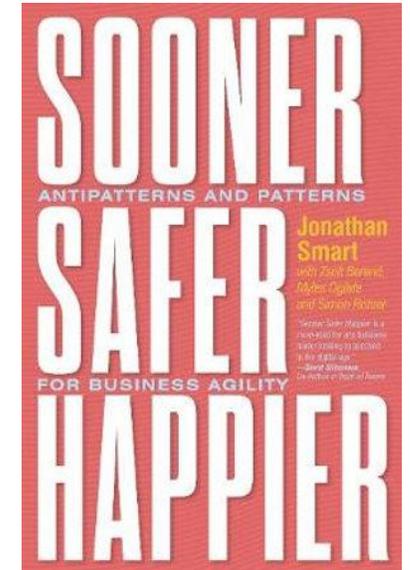
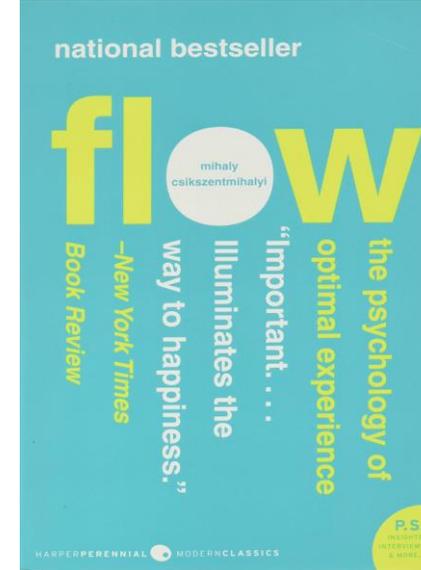
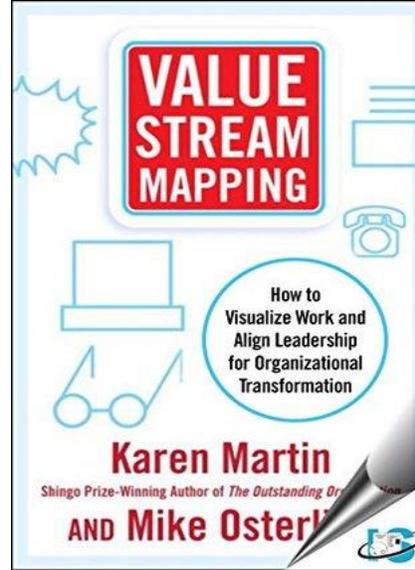
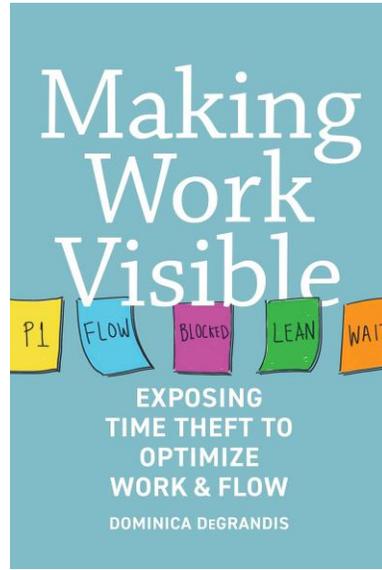
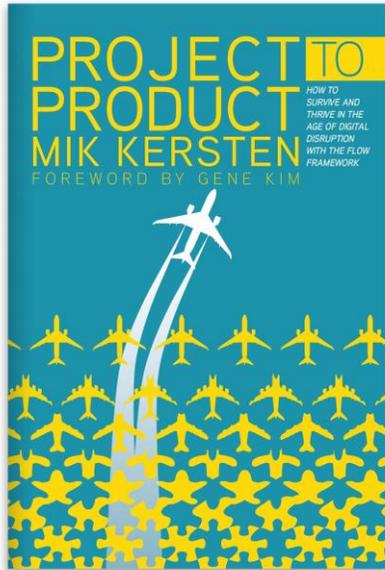
**- Karen Martin & Mike Osterling**

Useful Resources

# Recommendations

Upskill, Learn, Spread, Share

# Recommendations



The more detailed we made our plans, the longer our cycle times became  
- Donald Reinertsen

# Recommendations



<https://www.vsmconsortium.org/>

**Harness Value Stream Management to  
Optimize Flow and Supercharge Your  
Organization**

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# Recommended Approach

- **Understanding current state (Tools, processes, roles, flow)**
- **Making work visible (current workloads, workloads in pipeline)**
- **Value Stream Management (New feature, Tech debt, Incident)**
- **Upskilling (DevOps, CI/CD Practices, Automation)**
- **Investment (Education, Time, Tools, Self-service)**
- **Role play**

Collectively We Need To Come Together, Work Together, Collaborate

# Remaining Challenges

Call for Action

# Help – Let Us Come Together

- **Sourcing & Procurement**
- **Funding Initiatives**
- **The Product Mindset**

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