

# Value-Driven

## *“Citius, Altius, Fortius – Communiter”*

On the agenda during the Paris 2024 Olympics, let’s take a look back at all the elements shared in the first half of the year...



**Citius** – Go faster, with 10 starters to help you adopt VSM practices, make the concepts easier to understand and put them to practical use



**Altius** – Go higher, enabling your upskilling with a complete index of nearly 100 links to resources already shared



**Fortius** – To get even stronger, my wish for H2 is that this news will generate more feedback and exchanges of experience. In short, I'd like this initiative itself to be value-driven, i.e. driven more by your expectations.



**Communiter** – Growing together, please tell me about the benefits you see for your job or career, and share your expectations for continuing and improving this news.

*Patrice Corbard, Founder @ SD ReFocus*

February 2024 #2024/1

### Value-Driven

The quest for value is the focus of all our attention. Defining greater value faster is the goal shared by all our disciplines and communities of experts. Whether we come from software development, product management, IT services, management, DevOps (Ops), enterprise architecture, etc., we are likely to be asked to both better satisfy our customers and increase our business outcomes.

The family consensus that we can get the most out of adapting lean principles and Value Stream Management practices to the digital world, and I'd like to invite you to resume our regular sharing of news on the subject in this new format.

Patrice Corbard, Founder @ SD Refocus

**Contents at a Glance**

- VSM Adoption**  
Making progress despite product miscommunication
- Value Realization**  
Individual and enhance customer value realization
- Flow Optimization**  
Make the flow of work visible and supported by data
- Featured VSM Resources**  
Industry blogs, papers, and ideas from the community

[A new paper to bookmark](#)  
[https://www.sdrfocus.com/2024/02/01/individual-and-enhance-customer-value-realization/](#)

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March 2024 #2024/2

### Value-Driven

Communities are fantastic places for sharing experiences. This second issue since again features some excellent assets discovered along the open learning journey.

I have to admit I'm both delighted to be able to benefit from so much shared knowledge, and a little worried about the way it's scattered across all our groups (product management, agile, kanban, design, quality, vsm, etc).

Perhaps these newsletters can help build bridges between our communities and areas of expertise. It all starts with the desire to discover the value provided by others, rather than wasting energy reinventing the wheel. Do you agree?

Patrice Corbard, Founder @ SD Refocus

**Contents at a Glance**

- VSM Adoption**  
Build trust with others aligned with strategy, goals and vision systems
- Value Realization**  
Drive business value by improving the customer/user experience
- Flow Optimization**  
Optical design, settings, and resources to stream flow of work and potential value
- Featured VSM Resources**  
New book: Value Stream Mapping papers on Value Delivery and Organizational Trust

[A new paper to bookmark](#)  
[https://www.sdrfocus.com/2024/03/01/build-trust-with-others-aligned-with-strategy-goals-and-vision-systems/](#)

Photo by: [https://www.gettyimages.com/detail/stock-photo/1187111111](#)

April 2024 #2024/3

### Value-Driven

Feedback is the essential fuel in the engine of value creation, right?

Our practices are built around this fundamental principle, which is to enable the rapid collection of feedback. Without feedback, we're flying blind, hoping to guess our customer's needs. If the feedback loop isn't closed, we run the risk of ending up in a feature factory, chasing after targets that are disconnected from our real purpose.

This newsletter also feeds on your feedback to help us move forward. For this third issue, we've taken into account a suggestion to add a summary to the referenced resources. This should help you know what they're about. Is this a step forward? Please let us know what you think!

Patrice Corbard, Founder @ SD Refocus

**Contents at a Glance**

- VSM Adoption**  
Assess and optimize the situation of VSM and customer requirements approaches
- Value Realization**  
Align strategic objectives and work items with the realization of business value
- Flow Optimization**  
Organize resources, and optimize for a fast flow of value
- Featured VSM Resources**  
VSM Conferences, New Mindmapping, Testing

[Let us know what you think](#)  
[https://www.sdrfocus.com/2024/04/01/assess-and-optimize-the-situation-of-vsm-and-customer-requirements-approaches/](#)

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May 4th, 2024 #2024/4

### Value-Driven

May the Force Be With You!

Adopting a value stream approach requires commitment and tenacity. While mapping workshops provide the initial momentum, mastery of the force is acquired through intensive training.

Beware though, "The dark side clouds everything." Customer journeys and process streams are real complements, but not value streams. Learning to see them requires practice.

"You must unlearn what you have learned," and, hopefully, you'll be helped in this by these new resources shared by the Jedi masters of our communities.

Patrice Corbard, [evolvingpodcast@sdrefocus.com](#)

**Contents at a Glance**

- Adoption**  
Build foundational platform, with to-value direct teams, and why don't we matter
- Value Realization**  
Business drivers, value to customer alignment, ensure platform value delivery
- Flow Optimization**  
Measure, manage, visualize, and assess the flow of your system
- Featured VSM Resources**  
New research paper: 0 book, market gaps

[A new QR Code to access our content on YouTube](#)

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June 2024 #2024/5

### Value-Driven

Uplift our Proficiency in Value Delivery

Do we still need Scrum Masters? This question is gaining ground and leading some organizations to decide on massive layoffs. If the implementation of agile processes does not always lead to the expected results, should we blame this or that role or other question the system as a whole? Personally, I'm leaning towards the latter solution.

I also believe that everyone needs to raise their level of proficiency in value delivery, whether they have an agile role, a leader role or other.

The good news is that the principles, practices and techniques of VSM (combined with others) are ready to be experimented and adapted to your context. In this issue, I hope you will once again find examples and lessons learned as potential sources of inspiration.

But are you ready to take the lift?

Patrice Corbard

**Contents at a Glance**

- Adoption**  
VSM Summit 2024, learn to see, evolve agile leadership skills, warning for solo breakers
- Value Realization**  
Investigate agile value delivery, and focus on outcomes
- Flow Optimization**  
Interconnect streams, manage and improve flow efficiency, build quality into the product
- VSM Resources**  
VSM, Digital Teams, Flow Engineering Maps, Radar for VSM Solutions

[Direct access to all issues and other resources on our website](#)

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July 2024 #2024/6

### Value-Driven

Value-Driven or Values-Driven ?

Adopting an approach aimed at delivering more value starts with understanding the value actually expected by our customers. Value quickly becomes plural:

- What elements of value (functional, emotional, etc...)?
- For which jobs-to-be-done and which customer segments?

Beyond customer value,

- What are the links between improved customer experience and business value for the company?
- What changes in experience for other stakeholders such as partners, suppliers, and our employees?
- What are the social and environmental impacts of our products and services?

Core values are also essential to our corporate culture. Properly formulated, they serve as a compass to guide our decisions and actions at every level.

So, should we rename this news "Values-Driven"?

Patrice Corbard, Founder @ SD Refocus,

**Contents at a Glance**

- Adoption**  
2024 ServVSM survey, Value Technology, Business & Delivery, VSM Benefits, CTA
- Value Realization**  
Value Networks, Quantitative outcomes, OKR Doctor series, Customer journey barriers
- Flow Optimization**  
Flow Framework & Kanban Flow Metrics, Local optimization, Monte Carlo simulations
- VSM Resources**  
Simulate value streams, Flow Engineering, Product teams structures, Scaling scenarios

[Direct access to all issues and other resources on our website](#)

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# Adoption

Issue	Type	Title	Author(s)
#1	Report	<a href="#">2024 Value Stream Management Trends - A Global Survey of Executives and IT Leaders</a>	dimensional research and Broadcom Software
	Article	<a href="#">Debunking Common Myths for Successful Adoption of VSM</a>	Ravi Sawant @ HCLTech
	Article	<a href="#">How Organisations That Pivot To Product Outperform Their Peers By 4x</a>	Susie Young @ JCURV
	Blog	<a href="#">The Future Of Value Stream Management: Harnessing The Power Of Generative AI</a>	Planview
#2	Article	<a href="#">How to Unlock Flow Visibility and Predictability Using a Value Stream Management Solution</a>	Maik Hassel @ Planview
	Video	<a href="#">Top 5 Tips For Doing Value Stream Management</a>	Helen Beal @ VSMC
	Article	<a href="#">Trust: The foundation for successful digital transformation</a>	Laureen Knudsen @ Broadcom
	Report	<a href="#">World Quality Report 2023-2024: The future up close</a>	Capgemini and OpenText
#3	Webinar	<a href="#">Navigate Progress and Achieve Excellence with the VSM Maturity Model</a>	dimensional research and Broadcom Software
	Post	<a href="#">Warning signs your Value Stream is unhealthy</a>	Flomatika
	Article	<a href="#">Maximizing Efficiency &amp; Productivity: 3 Ways GenAI Optimizes Value Stream Management for Tech Leaders</a>	Kasey Fu @ Planview
	Article	<a href="#">Stop Confusing Them! Value Stream &amp; Customer Journey Mastery in Complex Organizations</a>	Kaushal Kishore Thakur @ Infosys
#4	Article	<a href="#">Building a Strong VSM Foundation: The Role of VSM Platforms</a>	Ravi Sawant @ HCLTech
	Article	<a href="#">Working With Value Streams For Transformation Success</a>	Frederic Champlain @ ServiceNow
	Blog	<a href="#">How Do You Shift From Functional Teams to Value-Driven Teams?</a>	Melissa Suzuno @ Product Talk
	Article	(pt) <a href="#">Você sabe o que é Value Stream?</a>	Thales Faggiano @ NTT Data
#5	Event	<a href="#">2024 Value Stream Management Summit: Now On Demand</a>	Broadcom
	Webinar	<a href="#">Seeing ALL the Value Streams in Your Organization</a>	Helen Beal and Karen Martin @ VSM Consortium
	Article	<a href="#">Evolving the Agile Leadership Role: Integrating Value Stream Management into Agile Leadership</a>	Phil Clark @ Instructure
	Article	<a href="#">Why Employees Who Work Across Silos Get Burned Out</a>	Eric Quintane, Sunny Lee, Jung Won Lee, Camila Umaña Ruiz, Martin Kilduff @ HBR
#6	Decision	<a href="#">Initiating a comprehensive organizational change around value streams</a>	Ralf Schou-Jensen @ Wealth Technology
	Article	<a href="#">How VSM Software Addresses Everyday Portfolio and Engineering Challenges</a>	Maik Hassel @ Planview
	Article	<a href="#">Let's Solidify Our Consensus And Further Advance The Practice Of Value Stream Management (VSM)</a>	Eveline Oehrlich @ Research In Action
	Whitepaper	<a href="#">Align Business and Delivery</a>	Broadcom ValueOps





# Value Realization

Issue	Type	Title	Author(s)
#1	Article	<a href="#">Organizational Alignment: From Ideation To Customer Value Realization</a>	Laureen Knudsen @Broadcom Software
	Podcast	<a href="#">VSM - How value stream operating models can impact the future of work</a>	transformation leaders from Broadcom and Deloitte
	Blog	<a href="#">Outcome-Oriented VSM: How ValueOps Insights Maximizes Value Realization</a>	Michelle Kerby @Broadcom Software
	Article	<a href="#">Understanding value: Unveiling the multifaceted nature of customer value</a>	Keith Buehlman @NTT Data
#2	Articles	<a href="#">Applying systems thinking: Understanding value networks and understanding their interconnected roles</a> & <a href="#">Exploring customer journey: Traversing the customer experience in value networks</a>	Keith Buehlman @NTT Data
	Article	<a href="#">The Key Insight and Core Idea Powering the Product Model</a>	Christophe Achouiantz @ Crisp AB
	Research	<a href="#">7 Rules for Demonstrating the Business Value of IT</a>	Gartner
	Article	<a href="#">Driving more value from your Digital and IT Operating Model</a>	Fabrice Lebegue, Richard Warrick, Karine Yuki, Chris Colligan, Adrienne Eby @ IBM
#3	Article	<a href="#">From PMO to VMO: Mastering the Shift That Will Future-Proof Your Career - The Blueprint for Success in a Value-Driven Business Landscape</a>	Dionysis Svoronos @ Deutsche Telekom
	Article	<a href="#">Achieving Synergy: Uniting VSM and OKRs to Propel Business Value Realization</a>	Lance Knight @ Broadcom
	Articles	<a href="#">Slicing stories</a> and <a href="#">Slicing epics</a>	Mike Bowler @ ProKanban.org
	Article	<a href="#">12 Signs You're Working in a Feature Factory — 3 Years Later</a>	John Cutler @ Amplitude
#4	Blog	<a href="#">It's time to be outcome driven</a>	Felipe Castro @ OutcomeEdge
	Article	<a href="#">Measuring value through portfolio alignment</a>	Nick Brown @ ASOS
	Article	<a href="#">Steering the value stream network with aligned OKRs</a>	Antti Tevanlinna @ Nitor
	Article	<a href="#">There's no value in your platform!</a>	Jonny Williams @ RedHat
#5	Article	<a href="#">Investigating the Central Claim of Agility — Does Frequent Delivery Create More Value?</a>	Prateek Singh @ ProKanban.org
	Research	<a href="#">In-Depth: Are Scrum Masters Sufficiently Focused On Valuable Outcomes?</a>	Christiaan Verwijs @ The Liberators
	Guide	<a href="#">Evidence-Based Management (EBM) Guide</a> - Improving Value Delivery under Conditions of Uncertainty (New 2024 Version)	Scrum.org
#6	Article	<a href="#">Value Networks: Understanding Knowledge Work and Collaboration</a>	Dimitar Bakardzhiev @ KEDEHub
	Blog	<a href="#">From Agile to Radical: define outcomes quantitatively</a>	Jan Bosch @ Chalmers University of Technology
	Learning	<a href="#">OKR Doctor series, Season 2</a>	Borut Bolčina @ TeamPoolz
	Article	<a href="#">How to Remove Hidden Barriers From the Customer Journey</a>	Noa Ganot @ Infinify



# Flow Optimization

Issue	Type	Title	Author(s)
#1	Article	<a href="#">Getting a team out of learned helplessness using Flow Metrics — a Case Study</a>	Peter Zylka-Greger @LetPeople.Work
	Article	<a href="#">Wiring for Flow</a>	Steve Pereira @ Visible Flow Consulting
#2	Article	<a href="#">Flow: The Four-Letter Word That Begins With F</a>	Daniel Vacanti @ ProKanban.org
	Article	<a href="#">Designing your board to focus on flow</a>	Julia Wester @ 55 Degrees
	Post	<a href="#">Managing Flow</a>	Matt Turner @ hapus
	Article (Fr)	<a href="#">Les 4 métriques de flux Kanban</a>	Jose Coignard @ Caisse des Dépôts
	Event	<a href="#">Flow Metrics and Why They Matter</a>	Johanna Rothman and Colleen Johnson
#3	Book	<a href="#">Book Foreword for "Flow Engineering"</a> <a href="#">Flow Engineering - From Value Stream Mapping to Effective Action</a>	Karen Martin @ TKMG, Inc Steve Pereira and Andrew Davis
	Article	<a href="#">Flow Metrics and Why They Matter to Teams and Managers</a>	Johanna Rothman @ Rothman Consulting Group, Inc
	Video	<a href="#">Optimizing for a fast flow of value with adaptive, socio-technical systems</a>	Susanne Kaiser @ FlowCon France 2024
#4	Article	<a href="#">Measure Cycle Time, Not Velocity</a>	Johanna Rothman @ Rothman Consulting Group, Inc
	Video	<a href="#">How Can Active Management Transform Your Workflow?</a>	Martin Hinshelwood @ naked Agility
	Article	<a href="#">Stalled work</a>	Mike Bowler @ Prokanban.org
	Article	<a href="#">Assessing the Flow of Your System</a>	Dimitrije Davidovic @ Leagility
#5	Paper	<a href="#">Wiring for Flow - Harnessing Digital Networking Principles in Organizational Design</a>	Steve Pereira and John Rauser @ IT Revolution
	Post	<a href="#">Blocked Column: Is it a good idea?</a>	Helen Swift @ Simplyhealth
	Blog	<a href="#">Engineering benchmarks: A guide to improving flow efficiency</a>	Rebecca Murphey @ Swarmia
	Video	<a href="#">Inspections Do Not Accomplish What You Think</a>	The Deming Institute
#6	Article	<a href="#">Using Flow Metrics - From "Feelings" to "Facts"</a>	Benjamin Huser-Berta @ Hitachi Energy
	Article	<a href="#">Thoughts on Mik Kersten's Flow Framework</a>	Matthew Philip, Organizational Refactorer
	Post	<a href="#">Local improvements don't always improve the overall flow</a>	Dr. Efrat Goldratt-Ashlag, Author of Goldratt's Rules of Flow
	Articles	<a href="#">"What is Probabilistic Forecasting?"</a> and <a href="#">"Monte Carlo under the covers"</a>	Mike Bowler @ ProKanban.org



# VSM Resources

Issue	Type	Title	Author(s)
#1	Maturity Model	<a href="#">Value Stream Management Maturity Model: Navigating Progress and Achieving Excellence</a>	Broadcom Software
	Blueprint	<a href="#">Version 2 of the Digital Product VSM blueprint</a>	ServiceNow
	Value Cycle	<a href="#">VSM Value Cycle</a>	Plutora
	Blog	<a href="#">What is Value Stream Management?</a>	Krishna Kumar @Exathink Research
	Article	<a href="#">Streamlining Success: How Value Streams Accelerate Product Delivery - Addressing Today's Tech Hurdles with Value Stream Solutions</a>	Dionysis Svoronos @Deutsche Telekom
#2	Book	<a href="#">Value Stream Mapping for Software Delivery Teams</a>	Luc Courage and Paul Hammant
	Paper	<a href="#">Accelerating Value Delivery in Highly Complex Domains - Integrating Value Stream Management, System Architecture, and Lean/Agile Execution</a>	Jennifer Fawcett, Kelli Houston, Dr. Suzette Johnson, Brian Moore, and Robin Yeman
	Whitepaper	<a href="#">Improve Organizational Trust</a>	Broadcom
	eBook	<a href="#">Accelerating Software Delivery: a Tech Executive's Roadmap for Predictable Time-To-Value</a>	Planview
#3	Event	<a href="#">Agile to agility – VSM Conference 2024</a>	Miljan Bajic @ Milimax Group
	Microlearning	<a href="#">Introduction to Value Stream Management</a>	Steve Pereira for the VSM Consortium
	Article	<a href="#">The VSM Tooling Landscape</a>	Krishna Kumar @ Exathink Research
	Study	<a href="#">Market Guide for Value Stream Management Platforms</a>	Gartner
#4	Article	<a href="#">Using Value Stream Management to Drive a Digital Business Portfolio</a>	Bob Multhaup @ IDC
	Paper	<a href="#">Full research paper available for VSMC members from here</a>	
	eBook	<a href="#">Mastering Chaos With Value Stream Management and Pattern Thinking &amp; The False Value Stream Management Dichotomy: Managing Flow And Value</a>	Lance Knight @ Broadcom
	Blog	<a href="#">Three Ways to Leverage Software Engineering Intelligence for Enhanced Delivery Efficiency</a>	Maik Hassel @ Planview
#5	Post	<a href="#">The difference between Value Stream Mapping and Value Stream Management</a>	Helen Beal @ VSM Consortium
	Blog	<a href="#">The Evolution of Value Stream Management and the Digital Twin</a>	Pavel Azaletskiy @ VS Optima
	Article	<a href="#">The Five Maps of Flow Engineering</a>	Steve Pereira and Andrew Davis @ IT Revolution
	Study	<a href="#">Radar for Value Stream Management (VSM) v4.0</a>	Dana Hernandez @ GigaOm via Broadcom
#6	Flow Session	<a href="#">Simulating Value Streams: The Why &amp; the How</a>	Helen Beal and Pavel Azaletskiy @ VSM Consortium
	Post	<a href="#">The Benefits of Value Stream Mapping</a>	IT Revolution
	Carousel	<a href="#">7 Product Team Structures</a>	Annett Eckert @ ProductEmerge
	SAFe guidance	<a href="#">Operating Value Streams for Large Solution Development</a>	Scaled Agile, Inc





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# Let's Catch Up

While all these resources are great learning assets, we value people and their interactions even more.



**VSMC Ambassadors** are passionate about driving the adoption of VSM practices around the world.

We're here to help you discover these practices, seek resources, and **join the VSMC** and its communities.

Remember that you can take advantage of :

- The free **“Introduction to VSM” microlearning**, a glimpse into
- The more comprehensive **“VSM Foundation”** course,
- The latest **“State of VSM report”**,
- **Events** like **“Flow Shorts”**, **“Flow Sessions”** and **“Flowtopia”**
- **Blog posts** and lots of other resources...



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You can find other **resources** such as an index of industry reports and recommended books on our website.