

#### "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

sdrefocus.com









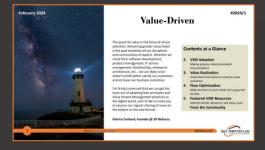
August 2024

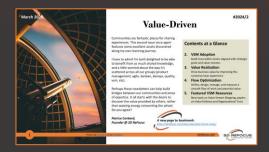




#### Value-Driven

First half of 2024















# Adoption

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







## Value Realization

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







## Flow Optimization

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







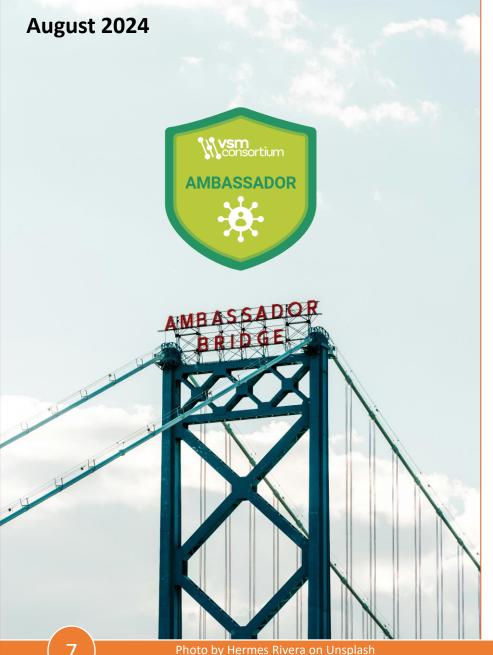
## VSM Resources

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









## Let's Catch Up

Value-Driven #2024/7

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...

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



LinkedIn

Calendly

E-mail

