

# Value-Driven

## Integrating Theory, Practice, and Experience

Embracing new ways of working is not easy. It requires a shift in thinking and a willingness to learn new skills.

The transition from a traditional, hierarchical project-based organization to a more agile operating model, based on a network of value streams, entails significant changes that require a new understanding to be acquired.

It is widely acknowledged that learning is optimized when theoretical concepts and recommended practices are integrated with field work experiences. To that end, we have opted to share additional case studies on this issue and to highlight them in this manner. Do you think it's valuable?

*Patrice Corbard, Founder @ SD ReFocus*

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Suncorp's story, adoption trend, VSM with AI, value-focused product development

### 3. Value Realization

ASOS' story, leading with value, customers and business, beyond backlog management

### 4. Flow Optimization

Self-sufficient teams, dependencies, obstacles, flow and right-sizing

### 5. VSM Resources

Telenet and Flo Health stories, VSMPs, Value Stream Reference Architecture (VSRA), Practical strategies

**Story : title**

**by author @ company**

description



Company





LET'S  
CHANGE

# VSM Adoption



Suncorp

**Story (40')**: [Ways of Working at Suncorp with Lauren Lance](#)

by **Jonathan Smart and Lauren Lance @ BVSSH (Better Value Sooner Safer Happier)**

The key lessons learned from Suncorp's experience with a setup around value streams, a transformation of the PMO into a Value Realization Office (VRO), and a refocusing on flow and customer value.

[The Flow Sessions: Why More Organizations Are Adopting Value Stream Management](#)

by **Helen Beal, CEO @ VSM Consortium with Alan Manuel, Group VP @ Planview**

Exploring how and why organizations are increasingly adopting value stream management and how it impacts performance.

[The Future of VSM with AI - Finding the Human Touch in an Automated Age](#)

by **Ravi Sawant, Global Head of Modern Business Management & Digital Transformations @ HCLTech**

Finding the right balance between leveraging AI-enabled VSM solutions and enhancing the human experience in our value streams.

**Video (7')**: [Creating Value and Flow in Product Development \(2019\)](#)

by **John Cutler, Product Evangelist @ Amplitude**

How can we make our product development more value-focused?

# Value Realization

**Story:** [Flow, value, culture, delivery — measuring agility at ASOS \(part 1, part 2\)](#)

by **Nick Brown**, Lead Agile Coach @ **ASOS.com**

Great example of a holistic approach to improvement using self-assessments, progress/trend visualizations and coaching at team, domain and corporate levels.



ASOS

## [Leading with Value](#)

by **Andrew Davis and Steve Pereira** @ **IT Revolution**

Teams whose leaders focus on value can achieve outstanding performance.

## [Can you solve for the business without solving for customers?](#)

by **Jeff Gothelf**, Co-Founder @ **Sense & Respond Learning**

In between features we ship to market and topline KPIs lies customer behavior outcomes.

## [Beyond Backlog Management: "How to Drive Value When Everyone Distracts You"](#)

**Webinar (39')** hosted by **Scrum Masters of the Universe** With **David Pereira**

Challenges of being a product manager and how to move from managing the backlog to driving value.





# Flow Optimization



**Experiment:** [Self-sufficient teams](#) (one among many excellent articles on [Improving flow](#))

by **Mike Bowler**, Experienced Coach and Trainer @ [ProKanban.org](#)

What happens if we bring together all the members of the dispersed teams who have to deliver a feature request?

[Why Managing Dependencies Is Dangerous And How To Do Better](#)

by **Matthias Orgler**, Agile Coach @ [Silicon Valley Alliances](#)

Avoid only identifying dependencies => organize around value streams to eliminate or mitigate them.

[Tackling the 5 Common Mistakes Stalling Your Team's Delivery](#)

by **Margaux Fiche**, Head of Customer Experience @ [55 Degrees AB](#)

Identify and eliminate obstacles, allowing your work to flow smoothly!

[A case for faster flow and right-sizing](#)

by **Rodrigo Sperb**, Senior Manager of Product Management @ [Nike](#)

Accelerate flow by reducing batch sizes to an optimized balance between value and speed of delivery.

# VSM Resources



Telenet  
Flo Health

**Case studies of Team Topologies applied in practice: [Telenet](#) and [Flo Health](#)**

by **Barbara Arnst**, Transformation Tribe Lead @ **Telenet**  
and **Maksim Koutun**, Director of Engineering @ **Flo Health**

**Whitepaper: [Building a strong VSM foundation: The role of VSM platforms](#)**

by **Ravi Sawant and Sharat Kunduru** @ **HCLTech**

Explore key aspects of VSM and the prominence and necessity of VSM platforms and solutions.

**Whitepaper: [“Value Stream Reference Architectures \(VSRA\) - Taking the guesswork out of team organization”](#)**

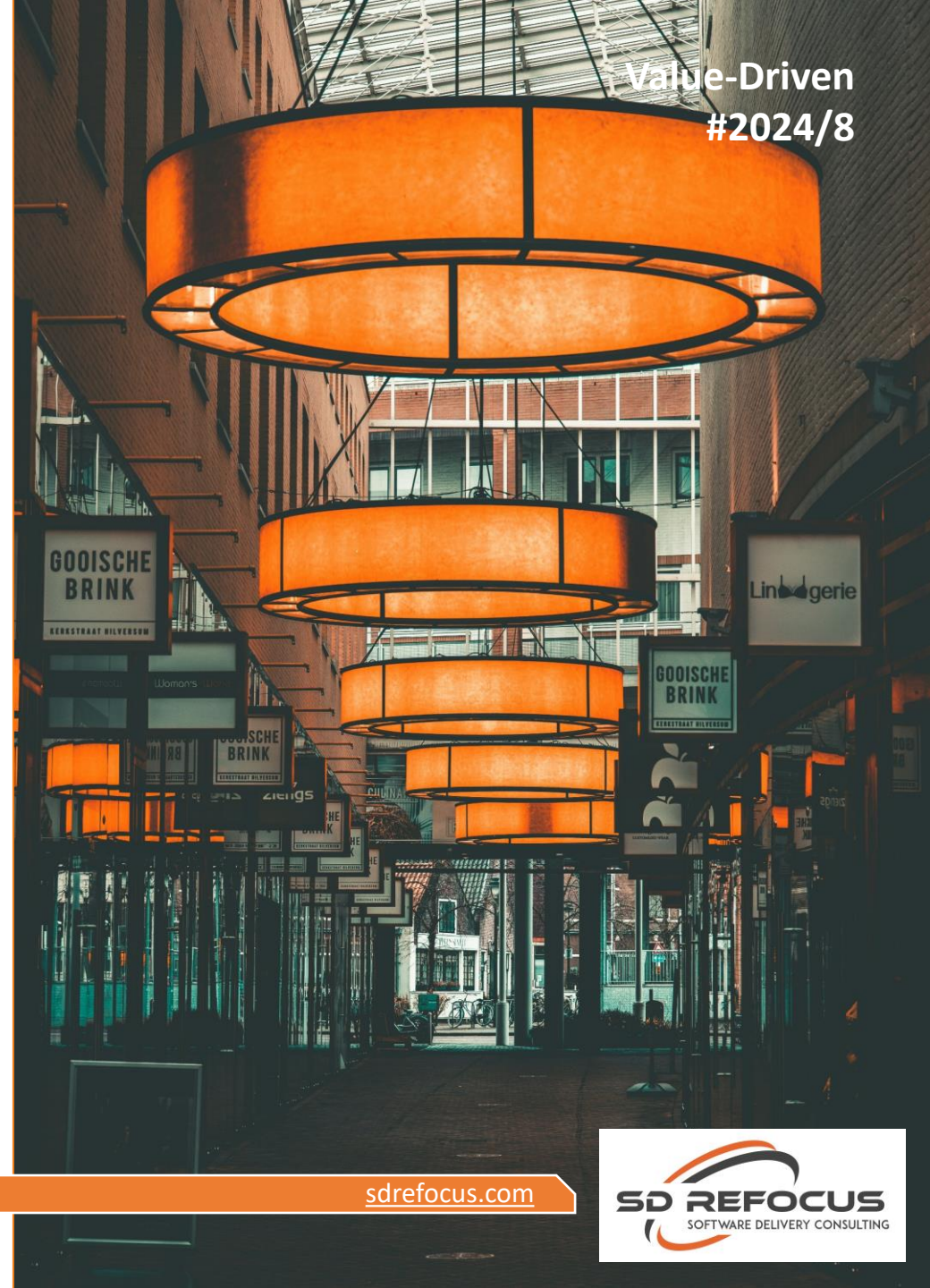
by **Stephen Walters & Craig Statham** @ **VSM Consortium**

How Graph Theory centralities can be applied to value stream architecture to create a reference model that is optimized for fast flow and quality.

**IT Revolution Paper: [“Navigating the New Reality - Practical Strategies for Optimizing Flow, Teamwork and Visibility in a Changing Landscape”](#)**

by **Dominica Degrandis, Chris Gallivan, Elisabeth Hendrickson, Charles Lafferty, Matt Ring**

This paper presents six methods inspired by the books Making Work Visible and Team Topologies that teams and leaders can use to achieve financial efficiency and faster time to market.



# Let's Catch Up

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



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Website: [sdrefocus.com](http://sdrefocus.com)

**VSMC Ambassadors** are 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.

Get access to all issues and other resources



The screenshot shows a 'Resources' dropdown menu with the following items: Blog, Books, Glossary, Reports, and Value-Driven (News). The QR code is for 'SD REFOCUS SOFTWARE DELIVERY CONSULTING'.