Value-Driven

Keep learning and make more connections.

The year began with the proposal of this new format and the conviction that various areas of expertise needed to be brought together and better combined. The structure around four themes (VSM Adoption, Value Realization, Flow Optimization, Resources) has held up well, with adaptations to take account of your feedback: summaries of the elements quoted, focus on company stories, short videos, and a newsletter on LinkedIn.

In these times of crisis, two opposing strategies are at work. One is to withdraw behind walls, and the other is to build more bridges. As an advocate of the latter, I've been delighted to see communities such as the VSM Consortium, IT Revolution, BVSSH and Team Topologies come together. The journey is not over, but the direction is clear: we need to better connect all our expertise in order to better serve our customers.

As an end-of-year gift, here you'll find a complete compilation, still free of charge, of the year's 11 issues.

If you're short of time, there are two immediate actions you can take:
-   Read my summary article 'Connect the dots of Software Value Realization',
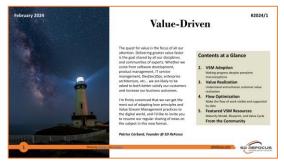-   Contact me for an initial free discussion.

Have a Merry Christmas and a Happy New Year!

Don't forget the other gift on the last page.
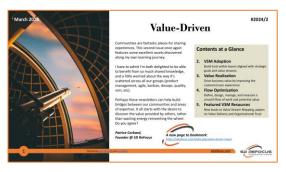**Valid only until end December!**

Patrice Corbard, Founder @ SD ReFocus

February

March

April
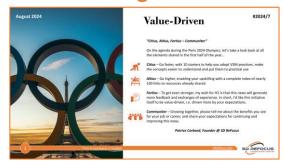

May

May the Force Be With You!

June

Uplift our Proficiency in Value Delivery

July

Value-Driven or Values-Driven ?

August

"Citius, Altius, Fortius – Communiter"

September

Integrating Theory, Practice, and Experience

October

Are you Lost in Transformation?

November

Values make our decisions easy!

December

Flowtopia to propel us into 2025

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Value-Driven

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

I'm firmly convinced 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

- **Report (17 pages):** **"2024 Value Stream Management Trends - A Global Survey of Executives and IT Leaders"** **by dimensional research and Broadcom Software**

- **Blog:** **"Debunking Common Myths for Successful Adoption of VSM"** **by Ravi Sawant**, Global Head of Modern Business Management & Digital Transformations **@ HCLTech**

- **Article:** **"How Organisations That Pivot To Product Outperform Their Peers By 4x"** **by Susie Young,** Managing Director **@ JCURV**

- **Blog:** **"The Future Of Value Stream Management: Harnessing The Power Of Generative AI"** **by Planview**

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Value Realization

- **Article:** **"Organizational Alignment: From Ideation To Customer Value Realization"**
  by Laureen Knudsen, Chief Transformation Officer **@Broadcom Software**

- **Podcast (28'):** **"VSM - How value stream operating models can impact the future of work"**
  by transformation leaders from Broadcom and Deloitte

- **Blog:** **"Outcome-Oriented VSM: How ValueOps Insights Maximizes Value Realization"**
  by Michelle Kerby, Business Growth Executive **@Broadcom Software**

- **Article:** **"Understanding value: Unveiling the multifaceted nature of customer value"**
  by Keith Buehlman, Senior Director Business Agility **@NTT Data**

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Flow Optimization

- **Article:** **"Getting a team out of learned helplessness using Flow Metrics — a Case Study"**
  by Peter Zylka-Greger, Leadership & Culture Coach | **LetPeople.Work**

- **Article:** **"Wiring for Flow"**
  by Steve Pereira, CEO of **Visible Flow Consulting**

Photo by Taylor Kopel on Unsplash

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Featured VSM Resources

- **Maturity Model**: **"Value Stream Management Maturity Model: Navigating Progress and Achieving Excellence"**
  by Broadcom Software

- **Blueprint**: **"Version 2 of the Digital Product VSM blueprint"**
  by ServiceNow

- **Value Cycle**: **"VSM Value Cycle"**
  by Plutora

From the Community

- **Blog**: **"What is Value Stream Management?"**
  by Krishna Kumar, Founder and CTO **@Exathink Research**

- **Article**: **« Streamlining Success: How Value Streams Accelerate Product Delivery - Addressing Today's Tech Hurdles with Value Stream Solutions"**
  by Dionysis Svoronos, Project and Change Manager **@Deutsche Telekom**

I'd like to know what you think of this new format.
Are you already looking forward to the next issue?
Or in short, does this newsletter bring you value?

E-mail me at pcorbard@sdrefocus.com

Value-Driven

Communities are fantastic places for sharing experiences. This second issue once again features some excellent assets discovered along my own 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, devops, 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

2. **VSM Adoption**
   Build trust within teams aligned with strategic goals and value streams
3. **Value Realization**
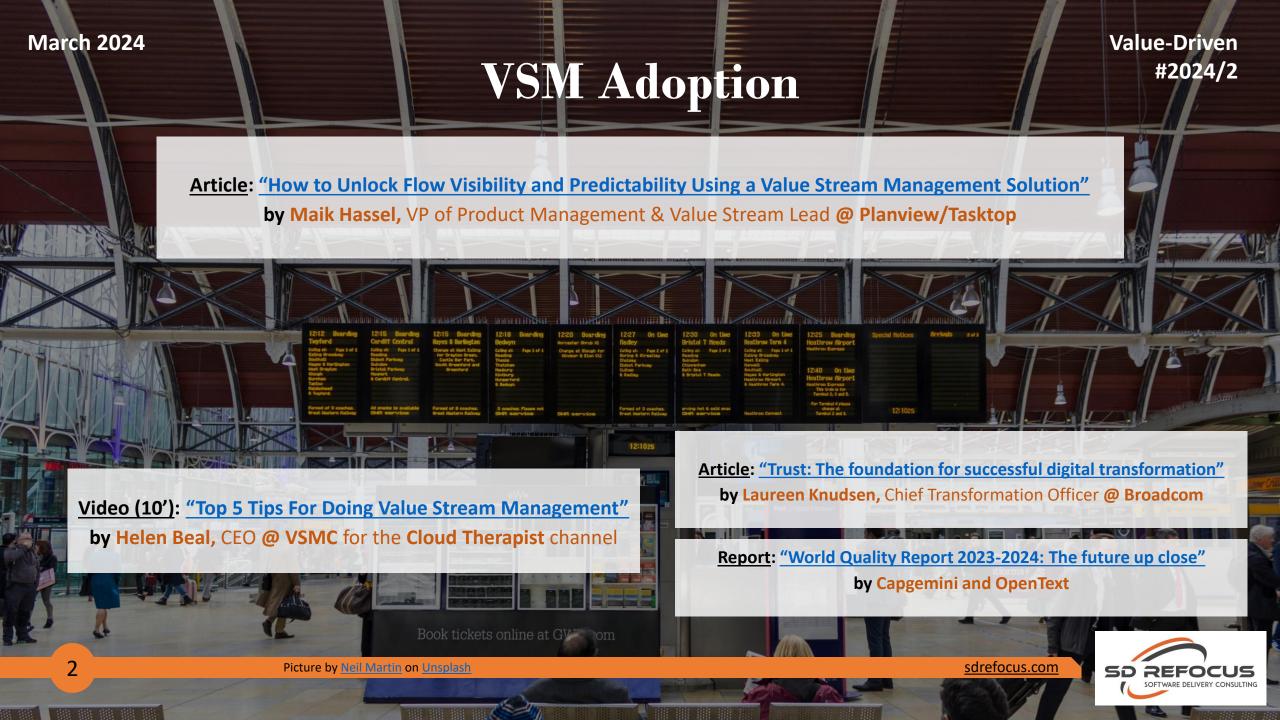   Drive business value by improving the customer/user experience
4. **Flow Optimization**
   Define, design, manage, and measure a smooth flow of work and potential value
5. **Featured VSM Resources**
   New book on Value Stream Mapping, papers on Value Delivery and Organizational Trust

A new page to bookmark:
https://sdrefocus.com/index.php/value-driven-news/

VSM Adoption

Article: "How to Unlock Flow Visibility and Predictability Using a Value Stream Management Solution"
by Maik Hassel, VP of Product Management & Value Stream Lead **@ Planview/Tasktop**

Article: "Trust: The foundation for successful digital transformation"
by Laureen Knudsen, Chief Transformation Officer **@ Broadcom**

Video (10'): "Top 5 Tips For Doing Value Stream Management"
by Helen Beal, CEO @ VSMC for the **Cloud Therapist** channel

Report: "World Quality Report 2023-2024: The future up close"
by Capgemini and OpenText

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Value Realization

Articles: "Applying systems thinking: Understanding value networks and understanding their interconnected roles"
& "Exploring customer journey: Traversing the customer experience in value networks"
by **Keith Buehlman,** Senior Director Business Agility **@ NTT Data**

Article: "The Key Insight and Core Idea Powering the Product Model"
by **Christophe Achouiantz,** Lean/Agile Enterprise Transformation Coach **@ Crisp AB**

Research: "7 Rules for Demonstrating the Business Value of IT" (2022)
by **Gartner**

Article: "Driving more value from your Digital and IT Operating Model" (2021)
by **Fabrice Lebegue, Richard Warrick, Karine Yuki, Chris Colligan, Adrianne Eby @ IBM**

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Flow Optimization

Article: **"Flow: The Four-Letter Word That Begins With F"**
by Daniel Vacanti, Co-Founder **ProKanban.org** and Co-Author of the Kanban Guide

Article: **"Designing your board to focus on flow"**
by Julia Wester, CEO, Co-Founder **@ 55 Degrees**

Post (LinkedIn): "Managing Flow"
by Matt Turner, Founder, Principal Service Management & Lean Agile Coach,
Consultant, Kanban Trainer (AKT) **@ hapus**

Article (Fr) : "Les 4 métriques de flux Kanban"
by Jose Coignard, ProKanban Trainer **@ Caisse des Dépôts**

Event (56', ProKanban.org): "Flow Metrics and Why They Matter"
with Johanna Rothman and **Colleen Johnson**

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Featured VSM Resources

Book: "Value Stream Mapping for Software Delivery Teams"
by Luc Courage and Paul Hammant

Paper (IT Revolution): "Accelerating Value Delivery in Highly Complex Domains - Integrating Value Stream Management, System Architecture, and Lean/Agile Execution"
by Jennifer Fawcett, Kelli Houston, Dr. Suzette Johnson, Brian Moore, and Robin Yeman

Whitepaper: "Improve Organizational Trust" **by Broadcom**

eBook: "Accelerating Software Delivery: a Tech Executive's Roadmap for Predictable Time-To-Value" **by Planview**

Article: "Product Discovery In Platform Teams"
by Robiert Luque, Group Product Manager **@ Billie GmbH**

Let us know what you think
E-mail: pcorbard@sdrefocus.com

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 customers' 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

Let us know what you think
https://sdrefocus.com/index.php/value-driven-news/

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VSM Adoption

Webinar (47'): "Navigate Progress and Achieve Excellence with the VSM Maturity Model"

by Laureen Knudsen, CTO **@ Broadcom & David Gehringer,** Principal **@ Dimensional Research**

Presentation of the growing trends in VSM adoption and a maturity model structured in 5 levels and 4 domains proposed to measure one's own progress.
+ Link to a new quick online self-assessment.

Post: "Warning signs your Value Stream is unhealthy" **by Flomatika**

10 clues for identifying potential improvements.

Article: "Maximizing Efficiency & Productivity: 3 Ways GenAI Optimizes Value Stream Management for Tech Leaders"

by Kasey Fu, AI Product Manager **@ Planview**

Benefits, use cases, and challenges of GenAI for VSM.

Article: "Stop Confusing Them! Value Stream & Customer Journey Mastery in Complex Organizations"

by Kaushal Kishore Thakur, Managing SRE & DevOps Service line **@ Infosys**

Exploring the differences and complementarities of these two key concepts for a value-driven approach.

Value Realization

Article: **"From PMO to VMO: Mastering the Shift That Will Future-Proof Your Career - The Blueprint for Success in a Value-Driven Business Landscape'"**

by Dionysis Svoronos, Project and Change Manager **@ Deutsche Telekom**

Pivot from traditional PMOs to value-driven Value Management Offices (VMOs).

Article: **"Achieving Synergy: Uniting VSM and OKRs to Propel Business Value Realization"**

by Lance Knight, Chief Value Stream Architect **@ Broadcom**

Combine VSM and OKRs in a value-driven approach to achieving customer and business outcomes.

Articles: **"Slicing stories"** and **"Slicing epics"**
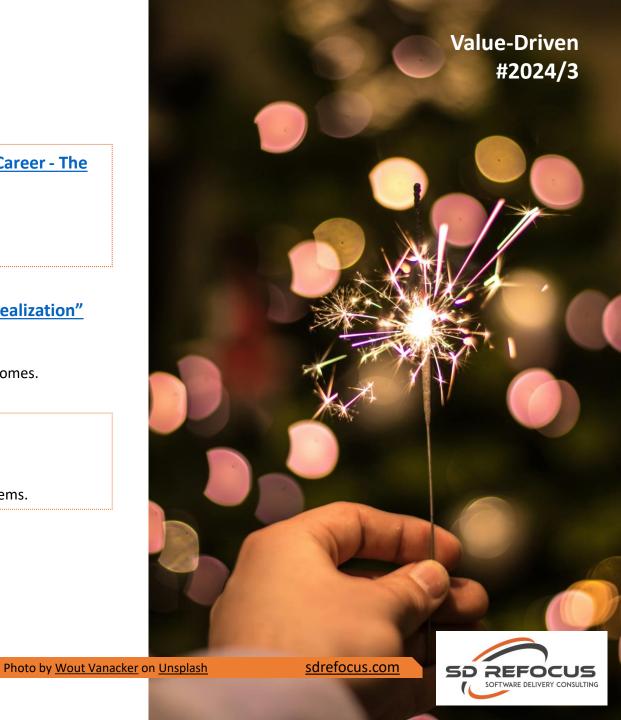
by Mike Bowler, Experienced Coach and Trainer **@ ProKanban.org**

Prioritize and make decisions based on the potential value of stories and more larger work items.

Article: **"12 Signs You're Working in a Feature Factory — 3 Years Later"**

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

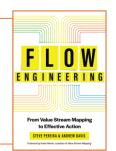12 thoughts to move beyond the feature factory challenges.

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Flow Optimization

Book Foreword for "Flow Engineering"

by Karen Martin, President **@ TKMG, Inc**

Book: "Flow Engineering - From Value Stream Mapping to Effective Action"

by Steve Pereira and Andrew Davis, set to be released in May, available for pre-orders

Article: "Flow Metrics and Why They Matter to Teams and Managers"

by Johanna Rothman, Author, Consultant, Speaker **@ Rothman Consulting Group, Inc**.

How to generate a positive feedback loop using the four flow metrics?

Video (55'): "Optimizing for a fast flow of value with adaptive, socio-technical systems"

by Susanne Kaiser, Independent Tech Consultant **@ FlowCon France 2024** (slides)

Explore the synergy of Wardley Mapping, Domain-Driven Design (DDD), and Team Topologies.

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Featured VSM Resources

Event (4 hours) : "Agile to agility – VSM Conference 2024" **(also** here **from your VSMC member's portal)**
organized by Miljan Bajic, Organizational Coach, Trainer, and Consultant **@ Milimax Group**

3 years trends in VSM **(Helen Beal)** , Panel discussion around moving from functional silos to value-stream aligned teams **(Karen Martin, Al Shalloway, Rob Akershoek)**, Value stream implementations in Deutsche Telekom **(Dionysis Svoronos),** Unlock value with an agile key: Demystifying Value Stream Mapping **(Heidi Araya),** Value Stream Simulation **(Pavel Azaletskiy)**

FREE Microlearning (90 minutes): "Introduction to Value Stream Management"
by Steve Pereira for the **Value Stream Management Consortium**

A quick introduction to value stream management concepts and practices.

vsm consortium

Become a member

Article: "The VSM Tooling Landscape"
by Krishna Kumar, Founder and CTO **@ Exathink Research**

Examine the role of data and different platform levels (DevOps, Engineering Intelligence and VSM).

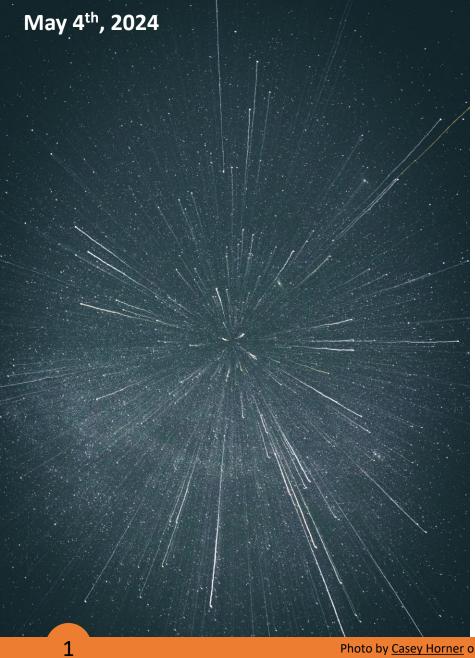**Study:** "Market Guide for Value Stream Management Platforms" **(March 2023) by** Gartner

Market definition and analysis of VSMP capabilities with a review of 24 solution providers.

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Value-Driven

May the Force Be With You!

Adopting a value streams 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,
everlasting padawan @ SD ReFocus

Contents at a Glance

2. **Adoption**
   Build foundational platforms, shift to value driven teams, and why does it matter
3. **Value Realization**
   Be outcome driven, align to strategic objectives, ensure platform value delivery
4. **Flow Optimization**
   Measure, manage, visualize, and assess the flow of your system
5. **Featured VSM Resources**
   New research paper, e-book, market guide

A new QR Code to access and comment on all issues

Adoption

"Building a Strong VSM Foundation: The Role of VSM Platforms"

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

Delve into the rapidly evolving VSM platforms landscape, capabilities, and adoption considerations.

"Working With Value Streams For Transformation Success"

by Frederic Champlain, Agile Evangelist **@ ServiceNow**

Why value streams matter for the success of your business transformation.

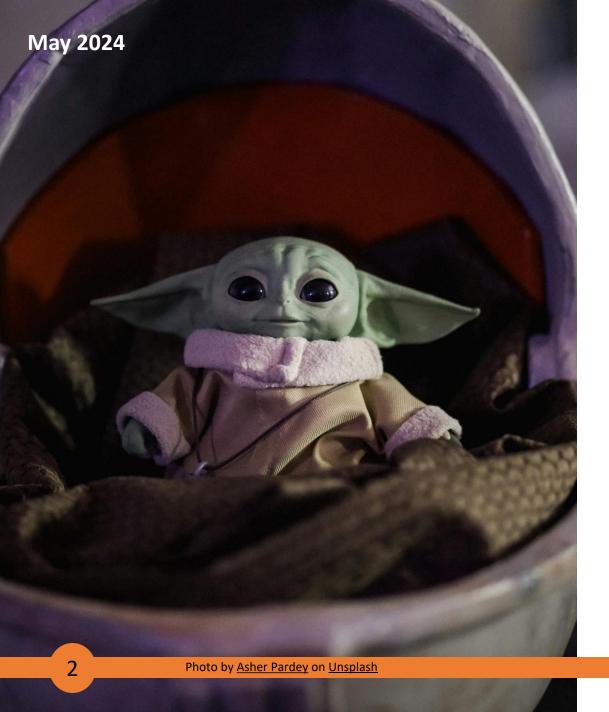**"How Do You Shift From Functional Teams to Value-Driven Teams?"**

by Melissa Suzuno @ Product Talk

Some lessons learned from the transition from functional to value-stream teams.

(pt) "Você sabe o que é Value Stream?"

by Thales Faggiano, Senior SRE Analyst **@ NTT Data**

What are value streams and associated practices, defined in Portuguese.

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Value Realization

"It's time to be outcome driven"

by Felipe Castro, OKR Advisor & Founder **@ OutcomeEdge**

Unlearn a project-based, deadline-driven approach and adopt a more outcome-driven culture.

"Measuring value through portfolio alignment"

by Nick Brown, Agile Coach **@ ASOS**

Help teams and individuals understand how their work contributes to the company's strategic priorities.

"Steering the value stream network with aligned OKRs"

by Antti Tevanlinna, Senior Enterprise Coach **@ Nitor**

Pull a network of value-stream teams towards common strategic objectives.

"There's no value in your platform!'"

by Jonny Williams, Agile Delivery Lead **@ RedHat**

How can organizations continuously ensure their technology platforms deliver and maintain value.

Photo by Montironi Valentino on Unsplash   sdrefocus.com

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Flow Optimization

"**Measure Cycle Time, Not Velocity**"

by Johanna Rothman, Author, Consultant, Speaker **@ Rothman Consulting Group, Inc**.

View and compare team working, waiting and cycle times using value stream maps.

Video (4 minutes): "**How Can Active Management Transform Your Workflow?**"

by Martin Hinshelwood, CEO & Principal Consultant **@ naked Agility**

What active workflow management means for continuous improvement (WIP, piles-up, blocked)

"**Stalled work**"

by Mike Bowler, Experienced Coach and Trainer **@ Prokanban.org**

Make stalled work visible (this can represent more than half of your work).

"**Assessing the Flow of Your System**'"

by Dimitrije Davidovic, Scrum Master & Professional Kanban Trainer **@ Leagility**

Five guiding principles to operate a flow-based Kanban system.

Featured VSM Resources

"Using Value Stream Management to Drive a Digital Business Portfolio"
Full research paper available for VSMC members from here
by Bob Multhaup, Adjunct Research Advisor **@ IDC**

Explore how a Value Stream Portfolio can be assembled to measure digital value across the enterprise.

E-Book: "Mastering Chaos With Value Stream Management and Pattern Thinking"
& **"The False Value Stream Management Dichotomy: Managing Flow And Value"**
by Lance Knight, Chief Value Stream Architect **@ Broadcom**

Uncover hidden insights into your software delivery value stream by thinking in patterns and how you can automate effectively to reduce the noise in the value stream.

"Three Ways to Leverage Software Engineering Intelligence for Enhanced Delivery Efficiency"
by Maik Hassel, VP of Product Management & Value Stream Lead **@ Planview**

Three benefits of using Software Engineering Intelligence (SEI) platforms and their new AI capabilities.

Become a member

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 rather 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 your ready to take the lift?

Patrice Corbard

Contents at a Glance

Direct access to all issues and other resources on our website

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Adoption

Event (3 hours): **"2024 Value Stream Management Summit: Now On Demand"**

by Broadcom

Take advantage of the lessons learned by change agents from State Street, Southern Company, London Stock Exchange Group and Cox Automotive on their VSM journey.

Webinar (30 minutes): **"Seeing ALL the Value Streams in Your Organization"**

by Helen Beal and Karen Martin @ VSM Consortium

Explore how to learn to see an entire organization as a collection of value streams.

"Evolving the Agile Leadership Role: Integrating Value Stream Management into Agile Leadership"

by Phil Clark, Vice President, Parchment Technology **@ Instructure**

Share the reasons why it is crucial to help agile leaders develop their VSM skills.

"Why Employees Who Work Across Silos Get Burned Out"

by Eric Quintane, Sunny Lee, Jung Won Lee, Camila Umaña Ruiz, Martin Kilduff @ HBR

Watch Out! Fostering collaboration across organizational silos is an essential but difficult task.

Value Realization

"**[Investigating the Central Claim of Agility — Does Frequent Delivery Create More Value?](#)**"

by Prateek Singh, Head of Learning and Development **@ ProKanban.org**

Simulate and observe the effects of item size and learning capacity on the value delivered.

"**[In-Depth: Are Scrum Masters Sufficiently Focused On Valuable Outcomes?](#)**"

by Christiaan Verwijs, Co-Founder **@ The Liberators**

Research whether Scrum Masters are focusing too much on process quality and not enough on outcomes.

"**[Evidence-Based Management (EBM) Guide](#)** - Improving Value Delivery under Conditions of Uncertainty" **(New 2024 Version) by Scrum.org**

Help measure, manage, and increase the value organizations derive from their product delivery.

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Flow Optimization

Paper: "[Wiring for Flow](#) - Harnessing Digital Networking Principles in Organizational Design"

by Steve Pereira and John Rauser @ IT Revolution

Draw parallels between networking concepts and how they might apply in an organizational context.

"[Blocked Column: Is it a good idea?](#)"

by Helen Swift, Agile Coach & Scrum Master **@ Simplyhealth**

Advantages, disadvantages and alternatives to using a column dedicated to blocked items.

"[Engineering benchmarks: A guide to improving flow efficiency](#)"

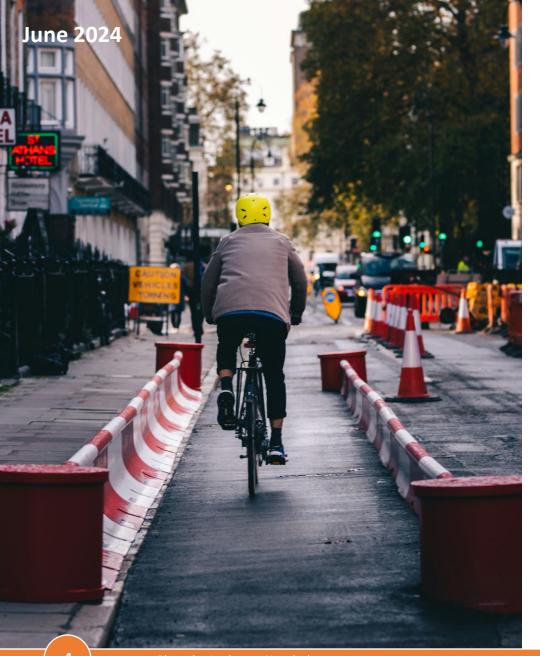**by Rebecca Murphey,** Field CTO **@ Swarmia**

Some recommendations on how to use flow efficiency metrics and decide what actions to take.

Video (< 1 minute): "[Inspections Do Not Accomplish What You Think](#)"

by The Deming Institute

Consider whether your workflow includes inspection activities after the product has been made.

VSM Resources

"**The difference between Value Stream Mapping and Value Stream Management**"

by Helen Beal, CEO & Chair **@ VSM Consortium**

Five slides to explain, compare and avoid confusion between 2 terms with the same acronym.

"**The Evolution of Value Stream Management and the Digital Twin**"

by Pavel Azaletskiy, Founder and CEO **@ VS Optima**

How Digital Twin technologies are meeting the challenges of a dynamic delivery landscape.

"**The Five Maps of Flow Engineering**"

by Steve Pereira and Andrew Davis @ IT Revolution

Five key maps enabling the three elements of action: value, clarity, and flow.

"**Radar for Value Stream Management (VSM) v4.0**"

by Dana Hernandez @ GigaOm via Broadcom

The fourth year of this report evaluates the VSM solutions space, including solutions from 14 vendors.

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AMBASSADOR

Let's Catch Up

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

As such, I'm delighted to announce that I've been selected to join the team of **VSMC Ambassadors**, who 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, as well as attending the ten-minute **"Flow Shorts"** sessions every Wednesday.
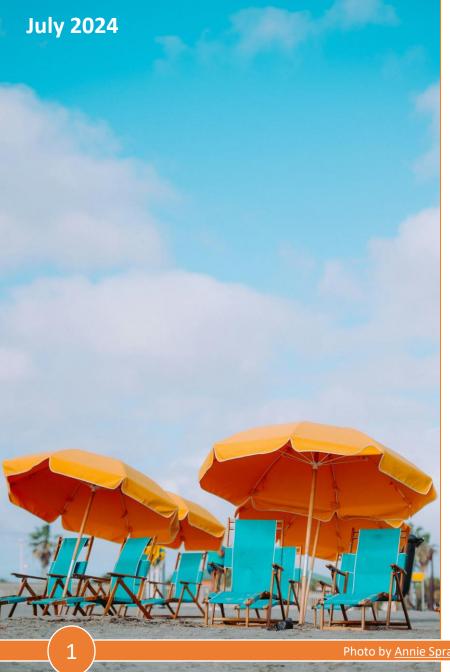
We're just a click away ...

get in touch

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| Calendly |
| VSMC |
| E-mail |

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Value-Driven

Value-Driven or Value__s__-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 "Value__s__-Driven"?

Patrice Corbard, Founder @ SD ReFocus,

Contents at a Glance

Direct access to all issues and other resources on our website

Adoption

The 2024 State of Value Stream Management Survey

The 2024 State of VSM survey is live!

This year's theme is 'Enterprise-Wide Adoption'.

Please take 10 minutes to complete the survey and contribute to the report.

Decision: "Initiating a comprehensive organizational change around value streams"

by Ralf Schou-Jensen, Development Director (SVP) **@ Wealth Technology**

Sharing the direction taken to design the future organization into value streams teams.

"How VSM Software Addresses Everyday Portfolio and Engineering Challenges"

by Maik Hassel, VP of Product Management **@ Planview**

Introduction to the capabilities and benefits of a VSMP solution like Planview Viz.

"Let's Solidify Our Consensus And Further Advance The Practice Of Value Stream Management (VSM)"

by Eveline Oehrlich, Industry Analyst, Research Director **@ Research In Action**

Call to action and tap into the transformative power of Value Stream Management.

White Paper: "Align Business and Delivery"

by Broadcom ValueOps

Explore strategies for bridging the gap between strategic goals, operational plans, day-to-day work and value delivery using a VSM approach and solution.

Value Realization

"[Value Networks: Understanding Knowledge Work and Collaboration](#)"

by Dimitar Bakardzhiev, Founder & CEO **@ KEDEHub**

Let's take a look at Verna Allee's concept of value networks and their application to software development.

"[From Agile to Radical: define outcomes quantitatively](#)"

by Jan Bosch, Professor of Software Engineering **@ Chalmers University of Technology**

Specify the intended value delivery by defining a value model, quantifying the impact of each initiative and acting on outcomes.

"[OKR Doctor series, Season 2](#)"

by Borut Bolčina, CEO, Founder of Agile Tools, OKR Trainer **@ TeamPoolz**

Learn by example with 10 episodes describing situations to improve and how to avoid common pitfalls in defining OKRs.

"[How to Remove Hidden Barriers From the Customer Journey](#)" 🍋 🚧 🚧 🍋 🚧 🍋 🍋

by Noa Ganot, Founder & CEO **@ Infinify**

A few methods to identify the expected value, tell the story from the customer's perspective, find the hidden barriers and remove them.

Flow Optimization

Using Flow Metrics - From "Feelings" to "Facts"

by Benjamin Huser-Berta, Senior Software Engineer **@ Hitachi Energy**

Recommendations and operational examples on how to use the four mandatory Flow Metrics in the Kanban Guide.

"Thoughts on Mik Kersten's Flow Framework"

by Matthew Philip, Organizational Refactorer

Mapping the Flow Framework Metrics with those from Essential Kanban Condensed.

Post: "Local improvements don't always improve the overall flow"

by Dr. Efrat Goldratt-Ashlag, Author of Goldratt's Rules of Flow

A fine example of the potential counter-productive effects of local optimization on the global flow.

"What is Probabilistic Forecasting?" and "Monte Carlo under the covers"

by Mike Bowler, Experienced Coach and Trainer @ ProKanban.org

Try to answer the usual question: "When will it be done?" using probabilistic forecasting techniques and Monte Carlo simulations in particular.

VSM Resources

Flow Session (56 minutes): **"Simulating Value Streams: The Why & the How"**

by Helen Beal and Pavel Azaletskiy @ VSM Consortium

Great conversation on dynamic simulation of value streams to make better decisions by knowing the potential performance implications of changes.

"The Benefits of Value Stream Mapping"

by IT Revolution

Keep up with **Steve Pereira and Andrew Davis'** book "Flow Engineering" as **Comic Agilé**.

Carousel: "7 Product Team Structures"

by Annett Eckert, Founder @ ProductEmerge

Excellent descriptions of alternatives with examples, use cases, pros and cons to help you make a decision (by value stream, that's #6).

New SAFe Guidance: **"Operating Value Streams for Large Solution Development"**

by Scaled Agile, Inc

Three scenarios for operating development value streams at a very large scale: independent value streams, nested value streams, and value stream network.
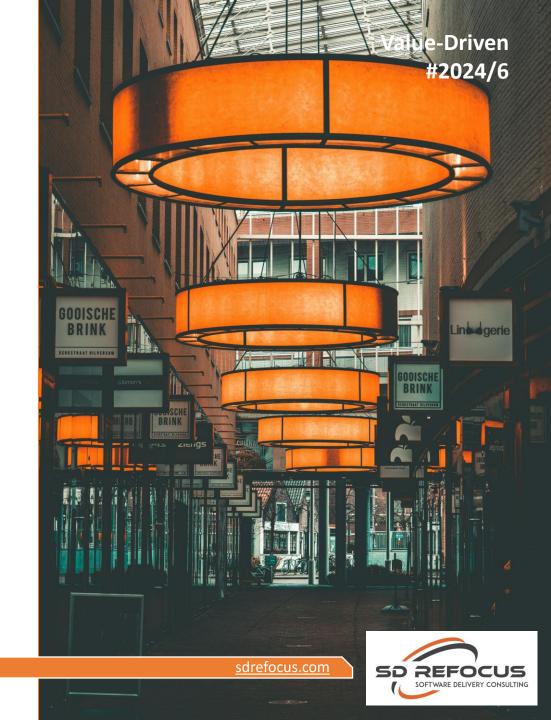
SD REFOCUS
SOFTWARE DELIVERY CONSULTING

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

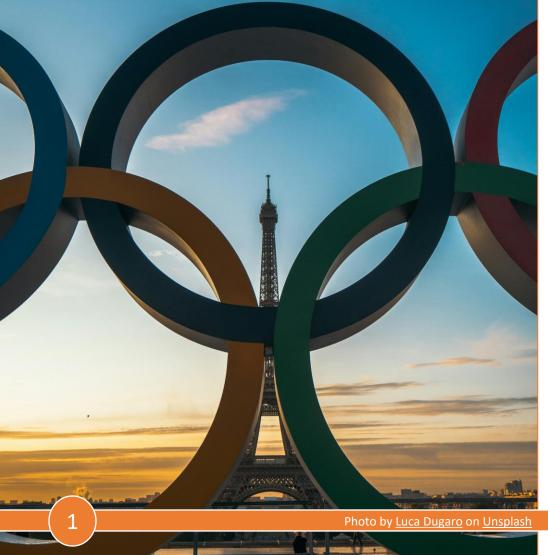*Altius* – Go higher, enabling your upskilling with a complete index of nearly 100 links to resources already shared

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.
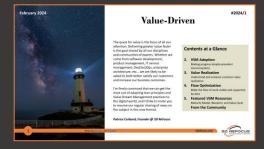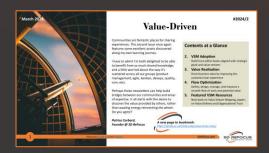
Patrice Corbard, Founder @ SD ReFocus

Value-Driven

First half of 2024

sdrefocus.com

Adoption

Issue	Type	Title	Author(s)
#1	Report	2024 Value Stream Management Trends - A Global Survey of Executives and IT Leaders	dimensional research and Broadcom Software
	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	Trust: The foundation for successful digital transformation	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 GenAI 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) Você sabe o que é Value Stream?	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	Initiating a comprehensive organizational change around value streams	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	Type	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 customer journey: Traversing the customer experience in value networks	Keith Buehlman @NTT Data
	Article	The Key Insight and Core Idea Powering the Product Model	Christophe Achouiantz @ Crisp AB
	Research	7 Rules for Demonstrating the Business Value of IT	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 Business Landscape	Dionysis Svoronos @ Deutsche Telekom
	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	It's time to be outcome driven	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	Type	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)	Les 4 métriques de flux Kanban	Jose Coignard @ Caisse des Dépôts
	Event	Flow Metrics and Why They Matter	Johanna Rothman and Colleen Johnson
#3	Book	Book Foreword for "Flow Engineering" Flow Engineering - From Value Stream Mapping to Effective Action	Karen Martin @ TKMG, Inc 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	Wiring for Flow - 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	Using Flow Metrics - From "Feelings" to "Facts"	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

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VSM Resources

Issue	Type	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 Execution	Jennifer Fawcett, Kelli Houston, Dr. Suzette Johnson, Brian 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	Full research paper available for VSMC members from here	
	eBook	Mastering Chaos With Value Stream Management and Pattern Thinking & The False Value Stream Management Dichotomy: Managing Flow And Value	Lance Knight @ Broadcom
	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

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.

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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

Contents at a Glance

Story : title
by author @ company
description

Company

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

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**

Telenet
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.
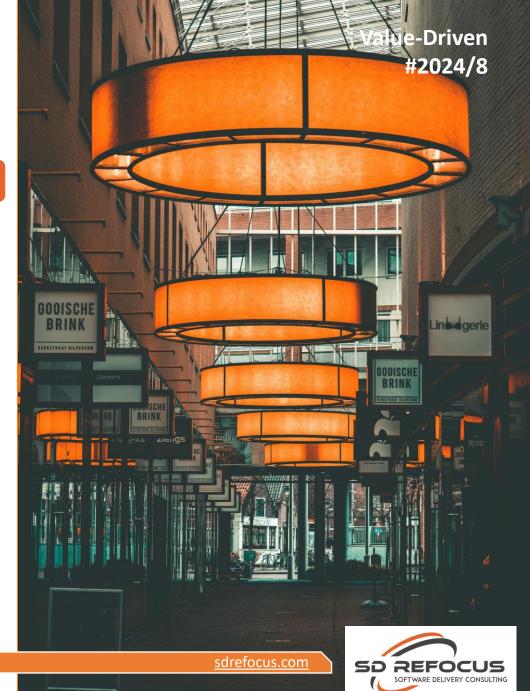
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Let's Catch Up

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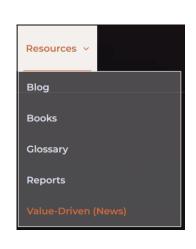AMBASSADOR

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Resources ▾

Blog

Books

Glossary

Reports

Value-Driven (News)

Get access to all issues and other resources

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Value-Driven

Are you Lost in Transformation?

Many teams are confused and lost at the crossroads. Slogans such as "Agile (or DevOps) is dead" and framework battles only add to the fog.

As demands and threats continue to grow, business and IT leaders must clarify their strategic vision and refocus on end goals.

Don't get stuck in the middle of the road!

Look for experienced consultants or coaches who can connect the dots of software value realization. They will help you coherently combine the elements of know-how suited to your context, starting from the outcomes and value you intend to achieve, and the crucial problems you need to solve.

Patrice Corbard, Founder @ SD ReFocus

Contents at a Glance

get in touch

VSM Adoption

Story: Value Stream Management at Telstra (22')

by Scaling enterprise agility with Accenture and Atlassian

Telstra's Ways of Working Coach **Susan Bai** and VSM Consortium's CEO and Chair **Helen Beal** talk about the impact of value stream management on an organization's enterprise transformation.

Telstra

The Flow Sessions: Cracking the Challenges with VSM Adoption in the Enterprise (57')

with Logan Daigle, Director at Launch by NTT DATA **and Helen Beal,** CEO at VSM Consortium

How enterprises adopt VSM concepts and practices, and the challenges they encounter in making the value stream network visible and in making data-centric decisions.

Quantifying Waste Reduction Using Value Stream Maps (30')

by Lancer Kind, Senior Consultant **with Dave Prior** and **Mary Lloyd @ Leading Agile Podcast**

How use value stream mapping and a value stream simulation solution (VS Optima) to demonstrate the economic benefit of reducing waste in the system.

Navigating the Digital Product Workflow Metrics Landscape: From DORA to Comprehensive Value Stream Management Platform Solutions

by Phil Clark, Vice President, Parchment Technology **@ Instructure**

Navigate the landscape of digital product delivery metrics platforms and tools.

Value Realization

Sandvik

Story: Transforming Enterprise IT into a value-driven powerhouse (74')

by Stefan Willems and Carl-Adam Alexandersson with Christophe Achouiantz @ Crisp

Sandvik Group IT charts its transformative journey towards adopting a product model, crucial for supporting Sandvik's digital shift from a traditional Enterprise IT structure to a value-driven approach.

Value and Values: Value Driven Behavior (2022)

by Jack Maher, VSM Expert @ **ValueStreamPro.com**

From value definition and value stream management to value-driven behavior and value creation networks.

Unlock the Power of Feature Validation in Product Development! (14')

by Martin Hinshelwood , CEO & Principal Consultant **@ naked Agility**

In the ever-evolving world of product development, adding features without validating their true value can be a costly mistake.

(10') John Shook Explains the Lean Transformation Model (2014)

by John Shook, CEO @ **Lean Enterprise Institute**

Lean Transformation as a situational approach starting by determining a value-driven purpose.

Flow Optimization

ABC Glofox

Story: **Reshaping Teams and Aligning to Value Streams with Fast Flow**

by Matthew Skelton, Founder and Principal **@ Conflux**

From Feature Factory to Customer-Centric Innovation: ABC Glofox's Transformation Journey.

Controlling Work In Progress is good but…

by Surjit Jandu, Agile Coach **@ Prokanban.org**

Controlling WIP is a good start to managing items in a workflow but is not enough to have a stable predictable process.

The Polaris Flow Dispatch: Season 2

by Krishna Kumar, Founder and CTO **@ Exathink Research**

The Polaris Flow Dispatch returns with a deeper dive into the underlying theories, particularly focusing on queueing theory.

Enter the State of Flow

Finding the Flow: The Key to Unlocking Peak Performance for Your Team

by Omar L. Harris, Founder and Managing Partner **@ Intent Consulting LLC**

Flow: The Powerful Accelerator of Leadership and Work Transformation

by Sara Eklund **with Maria Krajewska-Olkkonen,** COO **@ MySpeaker Rhetorich**

VSM Resources

(fr) Café Agile en ligne - Introduction au Value Stream Management (45')

with Aurore Chailloux, Jose Coignard, Patrice Corbard, Fouzia Nehari, Hina Tufail

DORA Guide: How to use value stream mapping to improve software delivery

by Andrew Davis and Rob Edwards

Fast Flow Conf London 2024 - **A Team Topologies Conference**
Full recordings and highlights are now available.

Team Interaction Modeling with Team Topologies

by Team Topologies

Modeling techniques that help you describe how to reorganize your teams and their interactions to achieve better flow and deliver value faster.

Newsroom:
September 18 : Planview acquires Plutora
October 8 - 9 : Project to Product Summit, two-day virtual conference
November 19 : Flowtopia 2024, Free Online Event

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Value-Driven

Values make our decisions easy!

When values are clear, they guide our journey, like the lighthouse at Cabo da Roca in Portugal (the location of the illustrative photo).

Clarity can only be achieved by taking a step back to eliminate the countless sources of confusion.

Then, our decisions are easy to make, almost instantaneous! This is as true in everyday life as it is in software delivery.

"Try not to become a man of success, but rather try to become a man of value." — Albert Einstein.

Patrice Corbard,
Founder @ SD ReFocus

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VSM Adoption

Liatrio

Story: **Value Stream Mapping at Liatrio**

by **Andrew Barefield,** Director of R&D

Gain clarity and agreement on what it takes to do something, starting with low fidelity metrics.

Fast Flow with Flow Engineering **(29')**

by **Steve Pereira @** **FastFlowConf 2024**

Learn how to build an on-ramp to Team Topologies together with everyone it takes to enable flow, and how it's being applied in organizations of all types to elevate performance, empathy, and collaboration.

The Disaster of Naming Value Streams

by **Rajdeep Ghai** + **open discussion** **with** **Steve Pereira**

Vibrant exchanges of views on what is and what is not a value stream.

Value Streams are Made of People (2013)

by **Liz Keogh,** Agile Coach and experienced software developer **@ Assent**

Stop asking what happens to work, and start asking who it happens with.

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Value Realization

Story: Unlocking Value: John Deere's IT Journey from Projects to Products (32')

John Deere

by Erin Wyffels and Matt Ring @ Better Value Sooner Safer Happier

Key lessons learned from their journey so far to become more customer-centric, responsive to change and value-driven.

Connect the Dots of Software Value Realization

by Patrice Corbard , Independent consultant and trainer **@ SD ReFocus**

An outside-in approach, starting with a refocus on the purpose of value realization, and using 6 key questions to help you connect the dots with the capabilities to get there.

Elevating the Customer Journey: From Handoff Chaos to Streamlined Success

by Tim Beattie, Co-founder and CEO **@ Stellafai**

Examples from Stellafai's "operating system," centered around defining clear Target Outcomes and using incremental Measures to track progress.

(fr) C'est quoi la valeur et **Parler de la valeur**

by Nicolas Tondeur and Camille Marquette, Agile Coaches **@ Nextoo**

Explore types of value(s) and perspectives of the different profiles of people within the company.

3

Flow Optimization

BT

Story: **Unlocking our next level of digital capability** (29')

by Sarah Waters & Victoria Tuck @ FastFlowConf 2024

Taking a forensic look at business processes (top down) and engineering culture (bottom up) to identify blockers to flow and opportunities to accelerate value.

The Misinterpretation of Utilization: Why Flow Matters More

by Dimitar Bakardzhiev, Founder | Product & Strategy **@ KEDEHub**

Instead of striving to keep people or resources busy at all times, the goal should be to ensure that tasks move smoothly through the system.

Why You Should Care About Flow

by Dan Puckett, Enterprise Coach **@ Wesco**

How did a project representing millions of dollars for the company wait five weeks for a six-hour task to be completed?

Demo: See how work really flows over time

by Brad Quirk, Founder **@ Quirk**

A tool that pulls in JIRA data for teams, mapping how work really flows over time. It can spot bottlenecks, anti-patterns, and even heatmaps that highlight where problems are happening.

VSM Resources

Wednesday Weekly Series - Value Streams

by Maria Muir, Strategy to Execution | Flow Engineer | Transformation Advisor **@ BVSSH**

Why shift to Value Streams, **What is a Value Stream part 1** and **part 2**, **How to get started**

Flow Engineering Maps (free Miro Templates)

by Harry Tucker, Founder **@ Culture Coach**

Flow Engineering Maps

(fr) L'Art d'identifier les Value Streams avec la GenAI (54')

by Renaud Chevalier, partner Thiga **@ Agile En Seine 2024**

Proposal for an innovative GenAI-assisted approach (with a ChatGPT demo) to accelerate the identification of Operational Value Streams (as defined by SAFe).
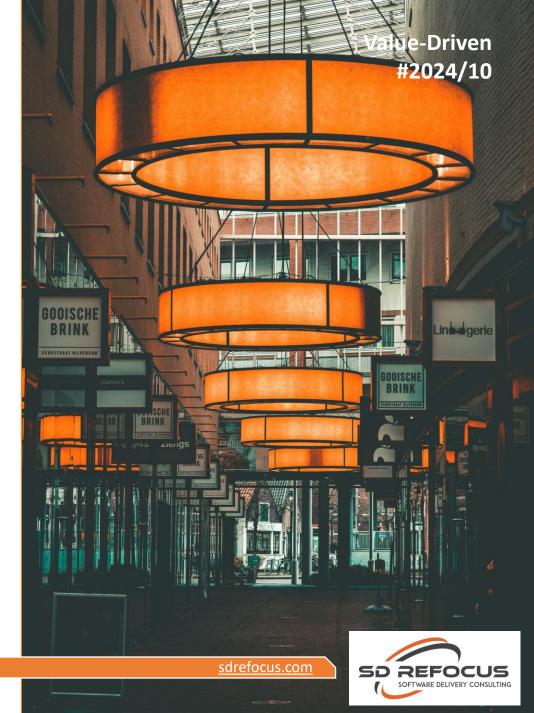
The 2024 Project to Product State of the Industry Report **by Planview**

Learn how to lead in the Digital Age by transforming your business into a product-driven powerhouse.

Newsroom: upcoming free online events

November 19 : Registration to **Flowtopia 2024**

November 21 : **Flow Awareness: The Executive Briefing**, by **Marcio Sete** (8:30 – 10:30 AEST)

Let's Connect

If you liked the article "**Connect the Dots of Software Value Realization**", contact me now
to find out more about the forthcoming e-book, the techniques referenced in the accompanying toolbox,
or simply to book an appointment.

Schedule a Meeting

Send me an E-mail

Find me on LinkedIn

Join the VSMC

Value-Driven

Flowtopia to propel us into 2025

Flowtopia 2024 is an excellent vintage! Whether it's real-life stories to address adoption challenges (special thanks to Susan, Denys, and Phil), connections between different approaches, proposals to advance practices, or live exchanges with speakers or your peers... The event is now accessible **On Demand**. Become a member to watch the replay and continue the conversations.

> Become a VSMC Member: Individual, Enterprise Team or Corporate

As in all our other issues (here), you'll also find inspiring feedback and best practices to round off a year full of learning.

Finally, the end of the year is a good time to reflect and look ahead to 2025. This requires synthesis and perspective, for example, by discussing a few key questions like those on the last page.

Patrice Corbard, Founder @ SD ReFocus

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VSM Adoption

Story: **Applying Value Streams to Traditional Organizations – A Case Study (27')**

by Dionysis Svoronos, Program Manager - Release Train Engineer

Dionysis shares his experiences connecting value streams with Agile Release Trains (ARTs).

Deutsche
Telekom

FLOWTOPIA

Value Stream Mapping, **Dependency Mapping**, **Future State** and **Roadmap Mapping**

by Miguel Dias, Software Delivery Improvement **@ RELEX**

Feedback and lessons learned from Flow Engineering mapping workshops.

Value Streams vs Customer Journeys and Business Capabilities... and how to bring them together

by Scott Millet, CIO @ Iglu.com

In a series on business architecture concepts, how service blueprints link these concepts together.

Helen Beal: "The State of Value Stream Management in 2024" (26')
Val Yonchev: "Mapping Teams to Value Streams - Principles and Practices for Team-of-Teams organizational design" (37')
LIVE PANEL: "Where's Our VSM At?" (58')
Alan Manuel: "Twelve Ways to Boost Your VSM Transformation" (21')

FLOWTOPIA

Value Realization

Story: **Lessons from the Trenches: VSM Adoption (2021-2024) (25')**

by Phil Clark, Vice President, Parchment Technology **@ Instructure**

Phil shares the key lessons he's learned over three years implementing VSM for digital product delivery at Parchment and Instructure.

Parchment

Value Networks and Value Stream Management

by Krishna Kumar, Founder and CTO **@ Exathink Research**

How Value Networks relate to Value Stream Management in software product development.

A two-minute Master Class about Toyota's Chairman Akio Toyoda at Gemba **(2')**

by Olaf Boettger and video from Toyota Times

When was the last time you went to Gemba and really listened? (i.e. the real place where value for your customers is added).

Ray Dogra: "Lost in Translation - Communicating the Benefits of VSM to Business Leaders" (18')
Roman Zhuravlev: "Value Streams in the Value Chain" (25')
Fred Champlain: "VSM and Enterprise and Business Architecture and Modeling" (27')
Gary Rupp: "Working The Lean-Agile Way" (29')
Krishna Kumar: "Value Networks: Modeling the Flow of Value" (29')

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Flow Optimization

Story: Introducing Flow at Scale at Vanguard (27')

by Susan Schweitzer, Senior Flow Advisor

Susan walks us through how she grew VSM from 10 teams to 25, ultimately scaling flow concepts to 750 teams.

Vanguard

Aging Work: The Value Stream Metric You Need to Know

by Chris Gallivan, Principal Flow Advisor **@ Planview**

Everyone has aging work. Few understand the true impact. Here are three reasons why it sabotages flow.

Analyzing Flow – Three Key Enablers

by Zsolt Berend, Business Agility Coach **@ FIS**

3 key enablers that really make a difference in unlocking data and insights, helping drive continuous improvements.

Nagesh Sharma: "Enterprise Flow Unleashed - Harnessing Flight Levels to Synchronize Value Streams for Maximum Impact" (27')

Brian Moore: "It's All About Flow - Applying the Constructal Law of Physics to the Enterprise" (25')

Joshua Barnes: "End to End Flow - Value Stream Management for Digital Products" (29')

Steve Pereira: "Flow Engineering - Optimize Before You Automate" (24')

Richard Knaster: "The Art of Flow - Enhancing Business Agility through Value Stream Management" (23')

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VSM Resources

Flowtopia 2024 On Demand

by the Value Stream Management Consortium

Become a Member: Individual, Enterprise Team or Corporate Membership

Manage the Work, Motivate the People

by Colleen Johnson, CEO @ Prokanban.org

Shifting our focus away from individual utilization to how the work flows through an organization.

Value Stream Mapping vs Process Mapping

by Ivan Carillo, Continuous Improvement Manager @ Amazon

Process Mapping is gold, but Value Stream Mapping is platinum.

Craig Statham & Stephen Walters: Fireside Chat: "The Value Stream Reference Architecture" (29')

Alan Manuel: "LIghtning talk: The Product Operating Model with Planview" (5')

Erica Engelen: "Bureaucratic Organizations: Where Products Go to Die" (30')

Glenn Watson: "Driving Excellence: AI, Digital Twins, and Value Stream Management" (23')

Brian Paniccia: "nVeris® AI-Enabled Live Value Stream Collaboration Session" (60')

Marc Hornbeek: "Transforming DevSecOps with AI-Assisted Value Stream Engineering" (32')

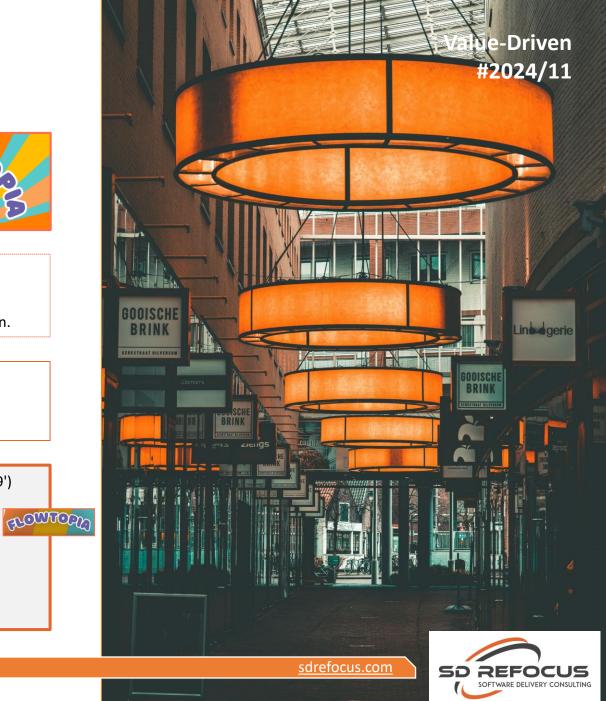**Mark Peters:** "Finding Value in Platform Engineering" (29')

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Let's Connect

Don't forget to check out our latest article "**Connect the Dots of Software Value Realization**" and its six key questions.

How would you rate your confidence in answering these questions?	
Q1- CHANGE: Can we explain the causal relationship between the planned changes and the desired outcomes?	Low – Medium - High
Q2- VALUE: Does our work bring value to our customers and users?	Low – Medium - High
Q3- IMPACTS: Are we contributing to the company's strategic goals?	Low – Medium - High
Q4- DRIVERS: What customer behaviors drive our business results?	Low – Medium - High
Q5- FOCUS: Where should we focus our capabilities and improvements?	Low – Medium - High
Q6- PROGRESS: Are we making measurable, tangible progress?	Low – Medium - High
Try to take a step back. Answer honestly, assessing whether your answer is based on hunches and hopes, or rather on factual elements enabling you to make informed decisions and demonstrate your improvements.	

Contact me now to find out more about the e-book and the techniques referenced in the accompanying toolbox.

AMBASSADOR

Schedule a Meeting   Send me an E-mail   Find me on LinkedIn   Join the VSMC

Value-Driven

Thank you for your support!

Don't hesitate to share and **subscribe to the newsletter** so you don't miss a single issue in 2025.

If you've got this far, could you take a few minutes to tell me...

- What difference has this newsletter made to you?

- Or to put it another way, what would be the consequences if you no longer received it?

- Which elements do you appreciate the most? Those that interest you least?

- Do you have any particular suggestions or expectations for next year?

Or if you're looking for your second gift...

You have just a few days left until the end of December to get this amazing **50% discount** on your VSMC's annual individual membership. This will cost you only $99.50! Use the discount code **flowtopia50** when you check out.

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