

# Value-Driven

## Turn your resolutions into reality

The year is starting off with a number of good intentions, which are already coming up against the greatest of difficulties. How can we turn these legitimate ambitions into concrete action?

One thing is certain: it's going to be a year full of uncertainty! A lot of changes and various internal and external factors will constantly influence whether our activities are successful or not.

If you take a step back, the same questions keep coming up (\*), which I tried to summarize in [this article](#).

My conviction is that success will never be directly linked to a particular methodology, framework or tool. As always, success will be based on our collective human capacity for problem-solving and the values and principles that underpin interactions, and these will be aimed at building bridges rather than walls.

**Happy 2025, full of learning and successes!**

(\*) Change, Value, Impacts, Drivers, Focus, and Progress.

*Patrice*

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Zurich Insurance's story, situational, testing organization, application, taxonomy

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Intigriti's story, factory, engineering to business, value architecture, value exchange

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ASOS's quiz, BVSSH with Flow Engineering, leadership buy-in, (fr) stratégie Kanban

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Quick self-assessments to reflect and refocus

**Book an appointment**

# VSM Adoption



Zurich  
Insurance

**Story: [Zurich Insurance: A story towards an adaptable organization \(39'\)](#)**

by **Sarah Wood**, Head of Agile & Continuous Improvement @ **BVSSH Meetup**

Learn more about Zurich's journey to create better value sooner, safer, happier!

**[Know the rules to know how to break them](#)**

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

Great advice on how to build on standards and go beyond them to consider each unique situation.

**[Four common patterns for organizing testing within value streams](#)**

by **Bryan Finster**, Value Stream Architect @ **Defense Unicorns**

Synthesis and discussions based on years of experience through value stream mapping of different team configurations and testing roles.

**[Beyond PPM, Agile & DevOps: Bridging the Gap between Value Stream Management's Conceptual Promise & Practical Implementation](#)**

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

Whether you're grappling with implementing VSM to solve your business problems or simply curious about its potential, this series will offer insights you can apply today.



**[Flow Session: Why We Need a VSM Taxonomy \(56'\)](#)**

by **Frederic Champlain** and **Helen Beal** @ **VSM Consortium**

# Value Realization

## Story: [Moving from features to outcomes](#)

### Inside Intigriti's product transformation with **dualoop**

Transform the product team with a product-led approach, validating key assumptions and implementing robust practices for lasting, data-driven growth.



Intigriti



### [Comic Agilé no. 81 - Features, Features, Features](#)

Don't be a feature factory. Become a value factory instead.



## [Tying Engineering Metrics to Business Metrics](#)

by **Icha Sethi**, VP of Engineering @ **Vanta**

Demystify the metrics that drive both engineering and business success!

## [Why Every Company Needs a Value Architecture](#)

by **Daniel Schmidt**, CEO and Cofounder @ **DoubleLoop**

Value Architecture is the way to bridge the value gap, which occurs when employees don't clearly understand how their actions drive the company's value.

## [Modeling the Value Exchange – The building block for the flow of value](#)

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

Discuss a general structure for the value exchange and look at some complex examples.

# Flow Optimization

**ASOS.com:** [The small batch agility quiz of the year!](#) (16 questions)

by **Nicolas Brown** and **Esha Bakshi**

An agility-based quiz covering the four themes of flow, value, culture and delivery.



ASOS.com

[Get BVSSH with Flow Engineering \(33'\)](#)

presented by **Steve Pereira** @ [BVSSH Meetup](#)

How to use the Flow Engineering mapping workshops to improve the end-to-end flow of value.

[How to promote focus / WIP limit to leadership?](#)

by **Rodrigo Sperb**, Senior Manager of Product Management @ **Nike**

A handful of practical tips for tackling the causes of team overload and correcting excessive levels of WIP.

[The Kanban strategy: The Human-Centric Approach to Workplace Performance](#)

by **José Coignard**, ProKanban Trainer, Org Topologies and Agile Coach @ **Caisse des Dépôts**

**(fr)** [La stratégie Kanban : Une approche humaine de la performance au travail](#)

Explorer comment la stratégie Kanban est un formidable levier de performance d'entreprise tourné vers l'humain.

# VSM Resources

The start of the year is an excellent time to reflect and refocus.

👉 Here are **some quick self-assessments** to help you evaluate your current situation 👉

## **Team Topologies Assessment** (10 questions)

Is your organization ready for fast flow? Unlock the power of flow-oriented practices with a quick readiness assessment.

## **DORA Quick Check** (4 questions)

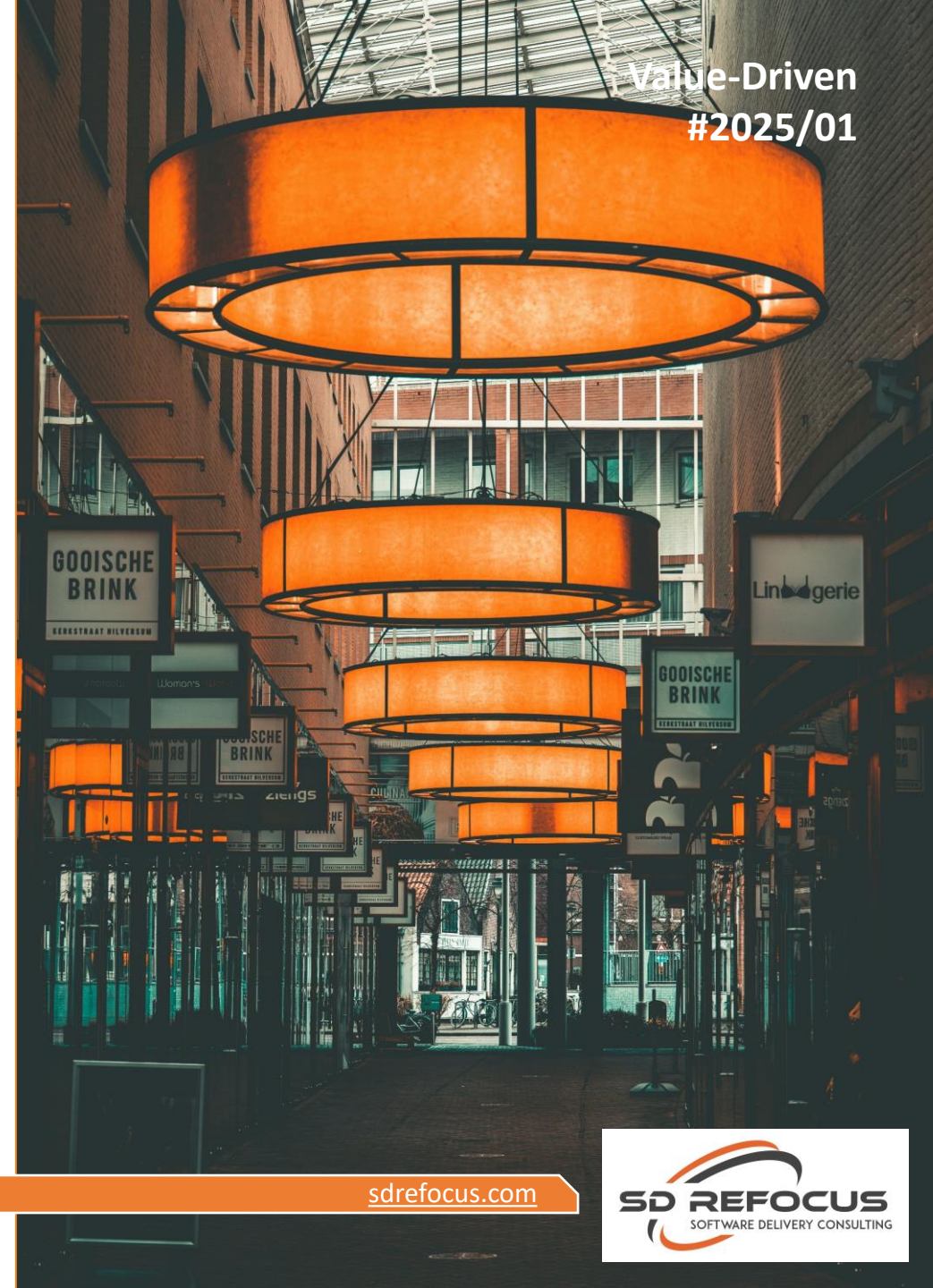
Measure your team's software delivery performance in less than a minute!

## **Planview Project to Product Maturity Assessment** (7 questions)

Benchmarks key components of the project to product shift and provides practical recommendations on how to advance in this five-stage journey.


## **SD ReFocus Connect the Dots of Software Value Realization** (6 questions) – [fr](#)

Take a few minutes to assess your level of confidence in your ability to answer the 6 questions on change, value, impacts, drivers, focus, and progress.



## Value-Driven - [The Book of the Year 2024](#)

## e-book – [Connect the Dots of Software Value Realization](#)



**Value-Driven** Book of the Year

**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*

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**Value-Driven Software Delivery**

**Connect the Dots of Software Value Realization**  
Combining VSM and other expertise to meet software challenges

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**Introduction**

**Part I – Foundations: Relying on Solid Concepts**

- I.1 - Outputs, Outcomes, and Impacts
- I.2 - Definition of an Outcome
- I.3 - Zone of Control, Sphere of Influence, and Area of Contribution
- I.4 - Balance Software Delivery around Customer Outcomes
- I.5 - Program Logic Model Development

**Part II – Overview: Making the Change Logic Visible**

- II.1 - Understand the Pathways to Software Value Realization (Well-founded Rationale)
- II.2 - Take a Step Back to Build Momentum

**Part III – Guidelines: Combining VSM and Other Expertise**

- III.1 - VALUE: Defining Value for Customers and Users [Intended Benefits]
- III.2 - IMPACTS: Aligning Value Streams with Business Strategy [Clear Goals]
- III.3 - DRIVERS: Identifying the Value Drivers [Known Value Paths]
- III.4 - FOCUS: Focusing on What Matters Most [Pivotal Actions]
- III.5 - PROGRESS: Learning and Improving Continuously [Sharp Decisions]

**Part IV – Synthesis: Connecting the Dots of Software Value Realization**

- IV.1 - Join Business & Technology Teams around Customer Outcomes
- IV.2 - Connect the Dots of a Value-Driven Continuous Learning Cycle
- IV.3 - Summary List of Techniques

**Conclusion**

**References**

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