

Value-Driven

United in Diversity

The European Union's [motto](#) deserves to be recalled and affirmed loud and clear at this very moment.

In contrary to the promoters of division and exclusion, our collaborative approaches and workshops are rooted in the principles of respect for the people, the diversity of origins and opinions.

In the dark, the stars shine brighter. The aurora borealis is even more spectacular, revealing the shield that protects us.

I would like to thank everyone in this issue for sharing their experiences and knowledge. They have enlightened my journey. I hope the same will be true for you who read this.

Patrice

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%Complete & Accurate, VSM & DevOps, Project to Product transitions, Respect for People

VSM Adoption

 New in the VSMC Member Portal

[IDC PeerScape: Peer Insights for Value Stream Management Implementation](#)

By **Robert Multhaup**, Adjunct Research Advisor @ IDC

Case stories from TD Bank, a large fintech processing company, and a large US regional bank.

[Join the VSMC](#)



[Value Stream Management Trends Shaping Digital Transformation in 2025 \(53'\)](#)

by **Lance Knight, Broadcom** and **David Gehringer, Dimensional Research**

Exploring the key VSM trends that will shape digital transformation in 2025.

Podcast: [Why Aren't There More Value Stream Organizations?](#) (15')

by **Mark DeLuzio @ Lean 911 Podcast**

Mark talks about the types of Value Stream organizations and their benefits. But why are organizations reluctant to move to a Value Stream structure? Mark discusses the reasons why.



[5 key situations where you should use a Value Stream Map](#)

by **Learn Lean Sigma**

By using Value Stream Mapping in these situations, you gain a holistic view of your process.

Value Realization



Netflix

Story: [Netflix - An outcomes-based product management success story](#)

By **Henk Oudman**, Vice President Operations @ Quicksilver Business Innovation Group

Outcome-based product management focuses on the results or outcomes that customers desire, rather than merely on delivering features or products.

[You're Measuring Value Wrong — And It's Costing You](#)

by **Paul Brown**, Partner | Product and FlowPartner @ Thrivve Partners

Great article on the common mistakes when thinking about defining, measuring and managing (potential) value.

[Why Value Stream Management and the Product Operating Model Matter](#)

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

"Flow transforms effort into movement, but realization transforms movement into impact. Without closing the loop, we risk delivering outputs instead of outcomes."

[Key metrics to gauge true product success](#)

by **Stephan Wimoesterer**, Founder @ DEAD-ON PRODUCT

More than revenue, true product success requires a broader spectrum of metrics that reflect genuine value and sustainability.



Flow Optimization



Plexure

Story: [Transforming Product & Development Teams with Kanban](#) (22' + Q&A)

by **Sally Mok**, Product Owner @ **Plexure** - a webinar organized by **Kanban New Zealand**

Key lessons from Kanban courses translated into real-world improvements, the practical changes they implemented, the strategies that made a difference, and the outcomes they achieved as a result.

[Cycle Time Correlations](#)

by **Nicolas Brown**, Principal Flow Consultant @ **Thrive Partners**

Reducing time to (potential) value is a key goal for many organizations, but what factors actually correlate with cycle time?

[Classes of Service in Flow Management \(fr\) Les Classes de Service dans la gestion du Flux](#)

by **Couthaier Farfra**, Consultant en performance opérationnelle @ **ELIS**

Classes of Service (CoS), from the Kanban method, allow work to be prioritized according to its urgency, its impact and its Cost of Delay (CoD).

[Toyota Way Principle 2: Let Your Work Flow!](#)

by **KAIZEN Made Easy**

Continuous Flow is not just about efficiency; it's about uncovering problems before they snowball.

VSM Resources

[%C&A \(Percentage Complete & Accurate\) – The “little beast” metric](#)

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

Measuring quality every step of the way in a process is vital for seeing the truth about how processes and work systems have been designed—and where to focus one's efforts to reduce friction.

[Value Stream Management: The Future of DevOps at Scale is Here \(2022\)](#)

By **Copado Team**

“Value stream management focuses on increasing the flow of value to the customer. It lives one step above DevOps, in that it looks at the software development process in terms of lean thinking and delivering value to the business - not just as pieces of work in an integrated system.”

[Project to Product Transitions: Challenges & Solutions Nobody Talks About](#)

by **Matthew Skelton & Val Yonchev** @ **Team Topologies**

Instead of turning every function into a product team, organizations should focus on flow, consumer-driven value, and sustainable team structures by aligning around value streams.

[Respect for People: The Cornerstone of a Thriving Workplace Culture](#)


By **Patrick Adams**, CEO / Executive Lean Coach @ **LEAN Solutions**

Leadership plays a critical role in embedding respect into workplace culture. Leaders who prioritize respect model the behaviors they want to see across the organization. They don't just manage people—they invest in them.



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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References

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