Accelerate Collaboration and Innovation with Value Stream Mapping

Shaaron A Alvares
Sr. Agile DevOps Transformation Coach
T-Mobile
Twitter: @shaaron2010
About Me

Shaaron A Alvares
Sr. Agile & DevOps Coach, T-Mobile
Ambassador, DevOps Institute
Editor, InfoQ
@shaaron2010
Agenda

- Defining Value Stream Mapping
- Mapping The Flow Of Value
- VSM As An Organizational & Cultural Capability

- Understanding Waste *versus* Value
- VSM Common Challenges & Resistance
- Value Stream Mapping In Practice

- Cultural & Behavioral Transformation
- Business & Organizational Outcomes
- Key Success Factors
Key Takeaways

Why and How To Factor The Human & Cultural Side in VSM

How To Prepare & Run a Successful VSM

How To Develop a Collaborative Prioritized Transformation Backlog

Value Stream Mapping as a Cultural & Innovation Capability
Defining Value Stream Mapping

“Value Stream Mapping is a practice that consists of mapping, analyzing and measuring all step by step activities involved in delivering value to the end users, with the purpose of reducing or removing waste.”

“The outputs of Value Stream Mapping are maps showing the current state, the future state, a transformational improvement backlog and a plan for delivering it.”
Mapping The Flow of Value

Your Product Value Stream & Idea to cash Lead Time
“Doing DevOps is not difficult, but to really get the full power of it, you need to make changes in how you structure your organization, how you make the work flow through your organization.”

– Mark Schwartz on DevOps and Bureaucracy
“The Most Valuable DevOps Tool is Value Stream Mapping”

– Shaaron A Alvares
Value Stream Map – Sample
Cross-Functional Communication, Collaboration & Cooperation
VSM As An Organizational & Cultural Capability

**IDENTIFY & MAP**
- People/Role
- Step by Step Activities
- Wait Time
- Handoffs
- Artifacts
- Tools Integration & Flow
- Status Reports

**ANALYZE & MEASURE**
- Retrospective
  - Waste
  - Handoffs
  - Bottlenecks
  - Re-work
  - Redundancies & Duplicates
  - Measure Everything

**IMPROVE**
- Asking questions we don't have the answers to
- Problem-solving
- Thinking & Brainstorming collaboratively
- Continuously question the status-quo and improve

**Map the Reality**

**Challenge The Status-Quo**

**Test & Learn**

**COLLABORATION**

**SAFETY**

**TRUST**
Understanding Waste versus Value

**Non Value-Add Waste**

- Defects & Rework
- Delays, Wait Time, Bottlenecks
- Over-production: backlog waste
- Over-processing: recreating the wheel
- Transportation: silos, gates, handoffs
- Unnecessary motions: task switching
- Inventory: Too much WIP
- Non-utilized talent
- Management activities (Status)
- Manual activities
- Etc.

**Value-Add Activities**

- Market Research
- Concept development
- Spike/Prototype
- Backlog/Features
- Planning
- Build
- Deploy
- Etc.
## Common VSM Challenges & Resistance

### ORGANIZATIONAL
- Hierarchy
- New investments
- New processes and tools
- Business constraints
- New tools integration
- Automation
- Teams’ reorgs
- Vendors Mgt

### CULTURAL
- New ways of thinking
- Business & Tech close collaboration
- Knowledge & upskilling
- Leadership alignment & engagement
- Automation

### LARGE SCALE
- Facilitation & coordination
- Buy-In
- Alignment
- Participation
- Momentum
- Complex challenges
Value Stream Mapping In Practice

PLANNING

1 Month
Internal Pre-Planning
Prepare for engaging the “planning stakeholder”
• Clear VSM core team goals
• Confidence in the VSM business case

1-2 Months
Planning the VSM (Business & Tech)
Thorough planning with business & technology Stakeholders
• Shared goals
• Solid plan: kick-off and run the VSM workshop

VSM WORKSHOP

1-2 days
Current State Mapping
Map all current people, process and technology step by step activities
• Shared understanding and accountability in the big picture

1-2 days
Desired State Mapping
Identify and map the improved and streamlined flow of value
• Alignment and buy-in into the desired future state

1-2 days
Transformational Backlog & Execution Plan
Develop the tactical Backlog & Plan to drive the organization from current to desired state
• Shared prioritized transformational roadmap & product backlog between Business & Tech

ITERATE

On-Going
Execute & Iterate
Execute on the transformation plan and measure improvements
• Create a culture of continuous improvement, collaboration and innovation

EXECUTION

1 Week Workshop

1-2 days

Goal
Outcomes
Planning Phases

Pre-Planning

• Recruit your core team of champions
• Recruit & educate your key “Sponsors”
• Onboard for strong buy-in
• VSM assessment: business case
• Assess the VSM risks: availabilities, vendor, readiness, etc.
• Prepare the VSM training Content

Activities/behaviors

Planning

• Core team of champions
• A technology manager champion
• A business stakeholder champion

Participants

Outputs

• Purpose & goals
• Business case for VSM
• Key flow metrics
• Working agreement
• Training content for leaders & teams
• Socialize and foster a culture of VSM & open space collaboration
• Business and technology metrics
• VSM logistics complete
• VSM workshop agenda vetted
• Team of facilitators/coaches ready

• WHY: Business case for VSM
• Draft Goals & purpose
• Expected business benefits
• Expected Organizational benefits
• Draft risk log (ex.: change in mindset)
• Training strategy
• Draft business & technology/delivery metrics

• Develop VSM shared purpose & goals
• Meet & train Leaders
• Identify & train all participants & remote
• Develop logistics
• Recruit & train core VSM change agents & facilitators
• Run light weight simulations
• Socialize the VSM mindset: Videos, Brownbag, Slack, Ask Me Anything, etc.

• Planning: core team
• Onboarding/training activities: All participants identified:
  - Program managers
  - Business stakeholders (PM/PO)
  - Leaders & Software Dev Managers
  - Architects
  - DevOps teams, QA, Security, DBA

Activities/behaviors

Participants

Outputs
Planning Phases

**Activities/behaviors**
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- Recruit & educate your key “Sponsors”
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**Sample Training Plan**
- What is VS-Mgt
- What is VS-Mapping
- VSM ROI
- Lean VSM terminology
- Various scale VSM samples
- VSM applied to DevOps
- Case studies
- Real life examples
- Type of waste
- Flow metrics
- VSM integration tools
- Etc.
Current & Desired Phases

**Activities/behaviors**
- Map the current state of value flow
- Identify all activities and steps:
  - People/Role
  - Step by Step Activities
  - Wait Time
  - Handoffs
  - Artifacts produced
  - CICD pipeline
  - Tools Integration & Flow
  - Status reports

**Participants**
- Participants identified
- Core VSM team: managers, experienced coaches and facilitators

**Outputs**
- Current state of value flow mapped
- Notes and data captured
- Readout summary, action items and next steps
- Lessons learned

**Current State**
- Analyze areas of waste and opportunities: bottlenecks, handoffs, silos, queues, delays, unused tools, wasted backlog, manual development, rework, durations, etc.
- Capture data: Issues, parking lot items, action items, etc.

**Desired State**
- Participants identified
- Core VSM team: managers, experienced coaches and facilitators

**Improved and streamlined desired state map**
**Improved culture of collaboration**
Transformational Plan & Execution

**Activities/behaviors**

- Create a collaborative cross functional prioritized backlog
- Create the implementation roadmap and execution plan
- Identify the VSM ownership and accountability plan
- Roles & responsibilities
- Create a VSM Dojo / Coaches: learning momentum & capability

**Participants**

- Participants identified
- Core VSM team: managers, experienced coaches and facilitators

**Outputs**

- Lessons learned
- Readout/report for leaders sponsors
- from the exercise showing the current state, future and results of the captured data

**Transformation Plan**

- Continuous execution based on prioritized backlog improvement
- Automate
- Monitor & measure improvement progress
- Communicate on flow metrics improvements
- Bake VSM efforts in everyday work
- Socialize and make the VSM Visible (Brownbag)
- Retrospect & Lessons Learned VSM Dojo

**Iterative Execution**

- Participants identified
- Core VSM team: managers, experienced coaches and facilitators

- Culture of VSM and collaboration
- Streamlined processes
- Improved Org structure
- Increased innovation
## Innovation: Cultural & Behavioral Change

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<tr>
<th>Moving From</th>
<th>To New Ways of Thinking &amp; Working</th>
<th>New Behaviors</th>
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| Fear of mistakes and blame        | Acknowledging gaps and process opportunities                           | • Transparency & vulnerability  
• Courage & Honesty  
• Everyone fosters safety |
| Culture and org fit               | Challenge the status quo & current cultural thinking patterns          | • Challenge the culture  
• Challenge org structure  
• Challenge leadership |
| Silos: what’s best for me and my team | Big picture: Cross-Organizational collaboration                       | • Business & Technology collaboration & cooperation  
• Cross-teams collaboration: reduce handoffs  
• Leadership collaboration and alignment |
| Culture of hierarchy & followers  | Everyone’s a Leader                                                    | • Team empowerment  
• Lead without a title  
• Develop creative leaders and problem-solvers |
| Org divides and individual business goals | Shared Purpose and Outcomes                                           | • People come together to win as a team  
• Teams influence org structure & development  
• Improved engagement and culture |
| SMEs, Role and growth boundaries  | Upskilling & cross-pollination                                        | • Sharing knowledge and learning together  
• Include all functions and all voices |
Business and Organizational Outcomes

**Business & Technology**
- Shared Business prioritized improvement backlog
- Informs thoughtful technology investments
- More time & resources for business ideas & innovation
- Prioritized automation & integrated tools roadmap
- Reduced Time to Market & ROI

**Org & Culture**
- Breakdown cross-functional silos
- Greater engagement across all levels of the organization
- Connected enterprise & people

**Workforce**
- DevOps teams productivity increase
- Teams empowerment and engagement
- Upskilling through knowledge sharing & cross-pollination
- Automation as a practice & org capability
Key Success Factors

- Understand the foundation of VSM: It is a cultural, human & organizational endeavor
- Don’t underestimate training and educating all Stakeholders on Waste & Behavioral Change
- Robust Pre-Planning & Planning to make it a great experience
- Conscious agreement between Business & Technology on slowing down before speeding up
- Keep system thinking in mind and optimize with the big picture in mind
- Align measures on business strategy
- Continuously measure and report on process flow and automation improvements: Tell the story
- Create a VSM Dojo to drive the capability and the culture at enterprise level
- Inclusive: Everyone Plays a Role: Business, Teams & Leadership
THANK YOU!

Meet me in the Network Chat Lounge for questions