

# Value Stream Integration with ConnectALL

Connect all the tools that plan, build and deliver software.  
Achieve Agility and Improve Predictability by Integrating  
your Software Delivery Tools.



**What does Value Stream  
Management have to do with  
Agile anyway?**

# Absolutely Nothing!

Ok, maybe there is more to this...

# Position Statement

- Value Streams aren't a new thing
- Neither is the management of them
  
- Tools can't do your Value Stream Management for you

# Value Stream Management in Plan-Driven Approaches

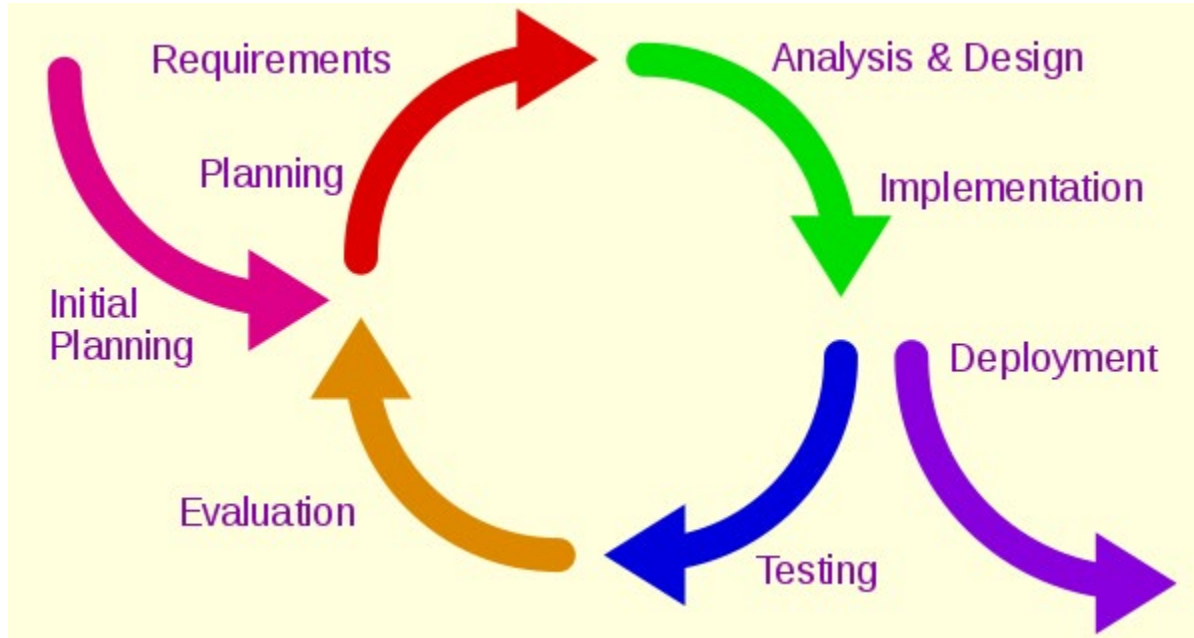
Big chunks of work

Late feedback

Hard to understand true progress because of the above

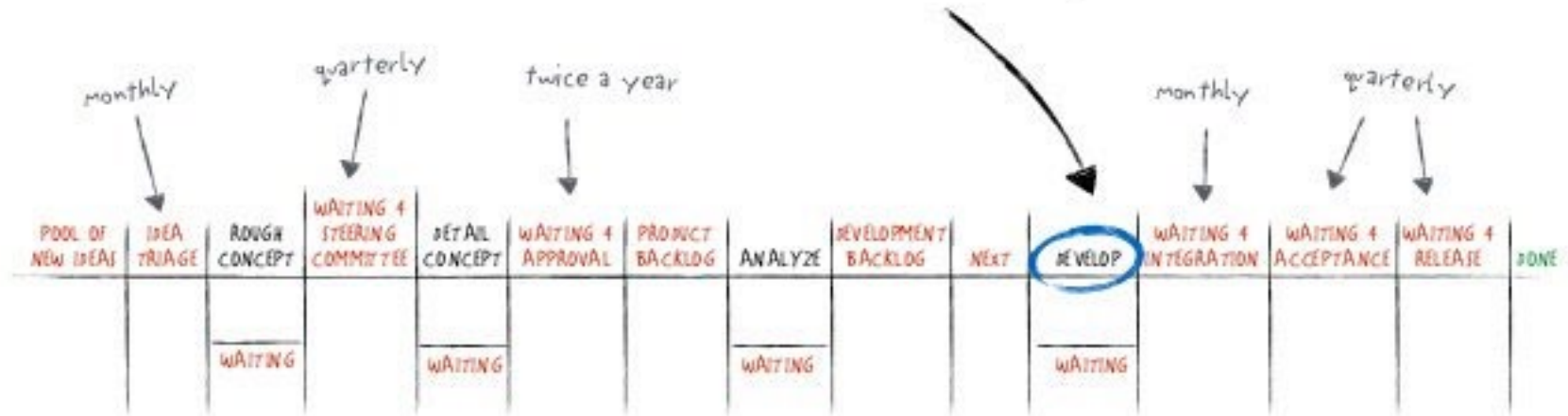


# Value Stream Management in Iterative & Incremental?



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we are so fucking AGILE, yay!!

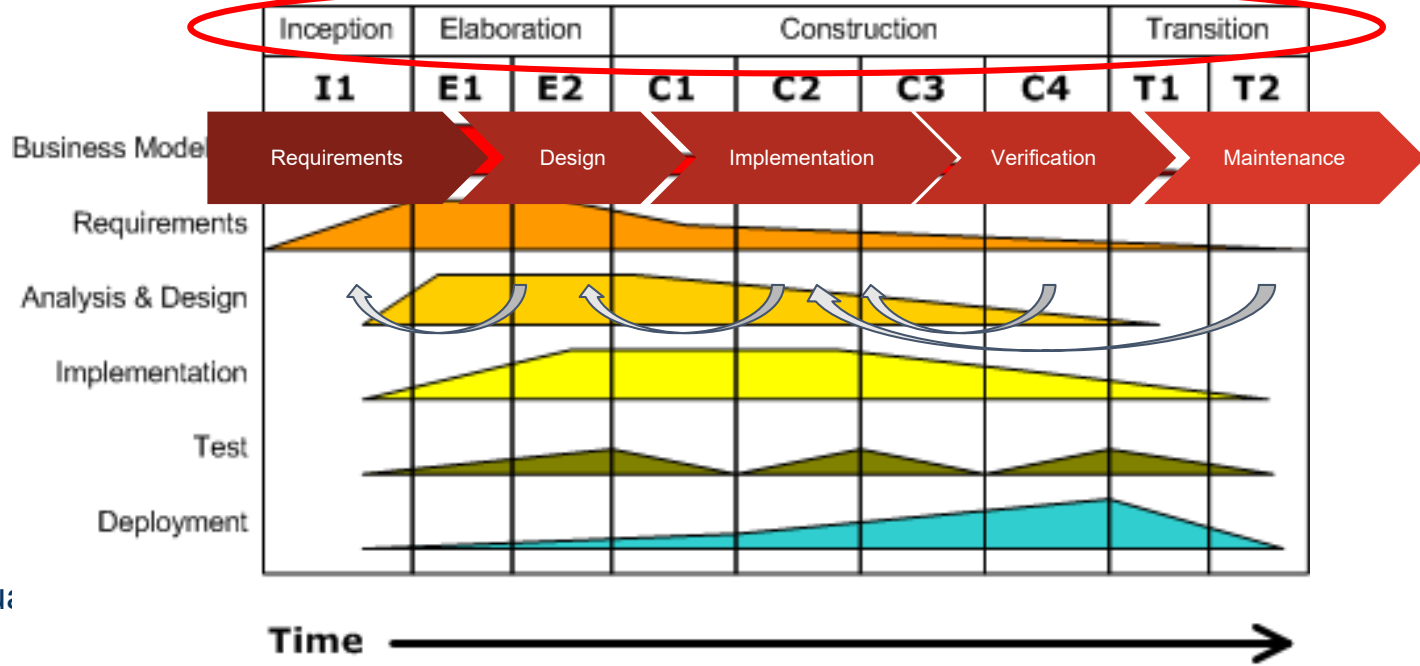


maybe not the best end-to-end performance?!

# Value Stream Management in Iterative & Incremental: RUP

## Iterative Development

Business value is delivered incrementally in time-boxed cross-discipline iterations.





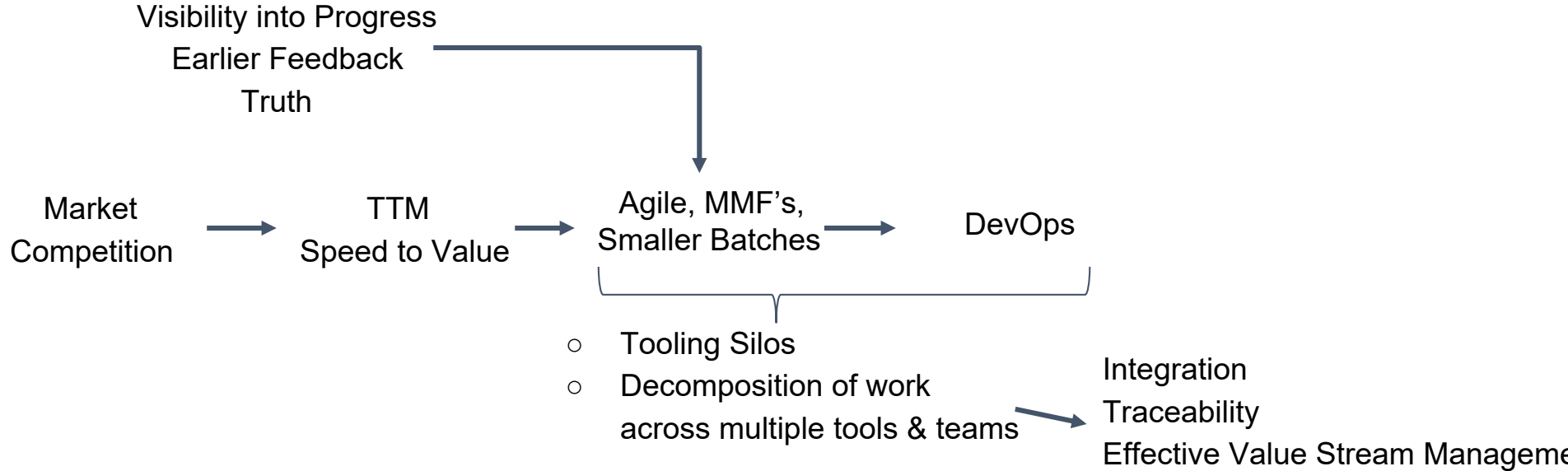
**What is *not* in the value stream?**

**And does that have to be  
managed?**

# Example Component Value Streams

- Product Management
- Marketing & Sales
- Many java teams
- Mobile teams
- HF/UX services
- I18N
- Middleware teams
- Mainframe coding team
- Mainframe systems
- Tandem systems
- Unix systems
- Windows systems
- InfoSec assessment
- Security engineering
- Logical access
- Network
- Unified communications (telecom)
- Storage systems
- MSSQL DBAs
- MySql DBAs
- DB2 DBAs
- Oracle DBAs
- Data center services
- Monitoring & tools
- Asset management services
- Employee technology operations (ETO)
  - Desktop services
  - Virtualization services
  - ETO Risk

# How did we get here?



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# Hypothesis

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- Won't achieve the goals of agile without effective value stream management
- Effective value stream management depends on completely understanding value stream management

# What is Value Stream Management?

“A lean organization understands customer value and focuses its key processes to continuously increase it. **Ultimate goal** is to provide perfect value to the customer through a perfect value creation process **that has zero waste**”

*<https://www.lean.org/WhatsLean/>*

# What is Value Stream Management?

“To accomplish this, lean thinking changes the focus of management **from optimizing separate** technologies, assets, and vertical departments to optimizing the flow of products and services through **entire value streams** that flow horizontally across technologies, assets, and departments to customers.”

*<https://www.lean.org/WhatsLean/>*



# What is Value Stream *Management* ?

Value Stream Management is simply management  
(a human endeavour) of a value stream

Value Stream Management is *Human*

# Do you...

Lead, manage, coach, instruct, improve...

or have any responsibility for or interest in...

your process or policies or value stream, or collaboration ?

# You are a value stream manager (Congratulations!)

In lean, value stream management is line management responsibility

In the Kanban Method, effective value stream management requires  
“leadership at all levels”

# Effective Value Stream Management Outcomes

- Effectiveness & efficiency
- Smooth flow of work, automated
- Waste reduction
  - Quality, Failure load
  - Protecting the team from distractions and from unnecessary work
- TTM, StV
- Shrink lead time
- Predictability
- Understanding of processes
  - Consistency or rationalization of differences
  - Ability to intentionally design and improve it
  - Shared language
- Visibility into the work
- Ability to understand the progress of work
- Impediments identified early
- Early dependency identification and elimination
- Identification of the value of the work and effective prioritization and alignment
- Risks managed
- Openness and Transparency
- Better communication
- Engaged or energized workforce
- Freedom to experiment and to fail
- Team collaboration

# Activity

- Techniques
- Metrics
- Governance / Process / Policy (not 'compliance')
- Structure | Roles
- Helpful Resources
- Tooling (attributes, considerations, not specific tools)

# Techniques

- Improvement Kata Toyota Kata
- A3 Problem Solving (A3 Thinking)  
*[www.leadingagile.com/2015/08/how-to-use-an-a3-in-an-agile-transformation/](http://www.leadingagile.com/2015/08/how-to-use-an-a3-in-an-agile-transformation/)*
- Systems Thinking or Cynefin?
- Lean software development

# Governance / Process / Policy

(not 'compliance')

Make process policies explicit with your upstream and downstream neighbors

- Intake and handoff processes
- How work is approved, prioritized
- How people work together and make decisions
- SLAs
- Exit criteria



# Metrics

- Lead time by issue type, MTTR
- Time in each wait state
- Throughput variance
- Completion ratio
- Bug backlog growth, by severity
- Escaped defect rate
- Latent defect rate
- Code coverage, Tech Debt
- Team stability
- Ready backlog depth
- Dependencies, Blockers
- WIP violations
- Risk score
- Unplanned work ratio
- Roadmap churn
- Roadmap visibility
- Due date performance
- Abandoned work
- Uptime, Impacted time, Incident trend, response time, ...

# Structures | Roles

- Stable cross functional teams
- Product owner teams (program teams)
- Portfolio team

# Helpful Resources

- Toyota Kata Rother
- \*, Deming
- \*, Goldratt
- Product Development Flow Reinertsen
- Flaw of Averages Sam Savage
- Implementing Lean Software Development Roppendieck
- Kanban Anderson
  - (But actually read the whole thing and do all of it)
- [www.leadingagile.com/2015/08/how-to-use-an-a3-in-an-agile-transformation/](http://www.leadingagile.com/2015/08/how-to-use-an-a3-in-an-agile-transformation/)

# Tooling (attributes, considerations)

- Fewer tools
- Best of breed tools
- Fit for purpose tools
- More integration
  - Synchronization
  - Works in the background, invisible
  - One click navigation between tools

**What does Value Stream Management  
have to do with Agile anyway?**

**Absolutely Nothing  
It's Human**



# Thank you!



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