

April 12, 2022 @ 2PM Eastern

Value Stream Mapping

Adding Lean to Your Agile



Phil Gardiner
SAFe Practice Lead,
SPCT



Eric Obrien
SPC



Bryan Vaughn
SPCT Candidate

APPLIED
FRAMEWORKS 



Today's Topics

- Value Stream Mapping: What and Why?
- Application of Value Streams
- Demo: Collaborative Approach to Value Stream Mapping
- Q&A

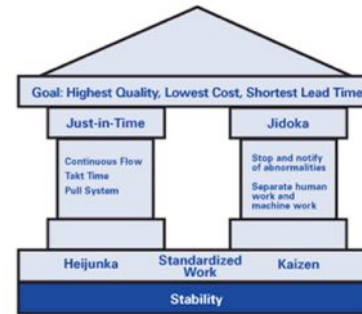


Value Stream Mapping

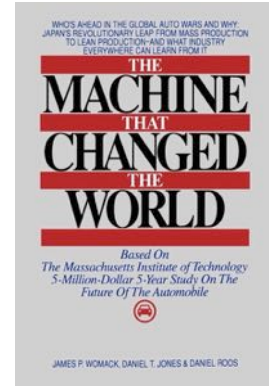
What and Why?



It's About Lean



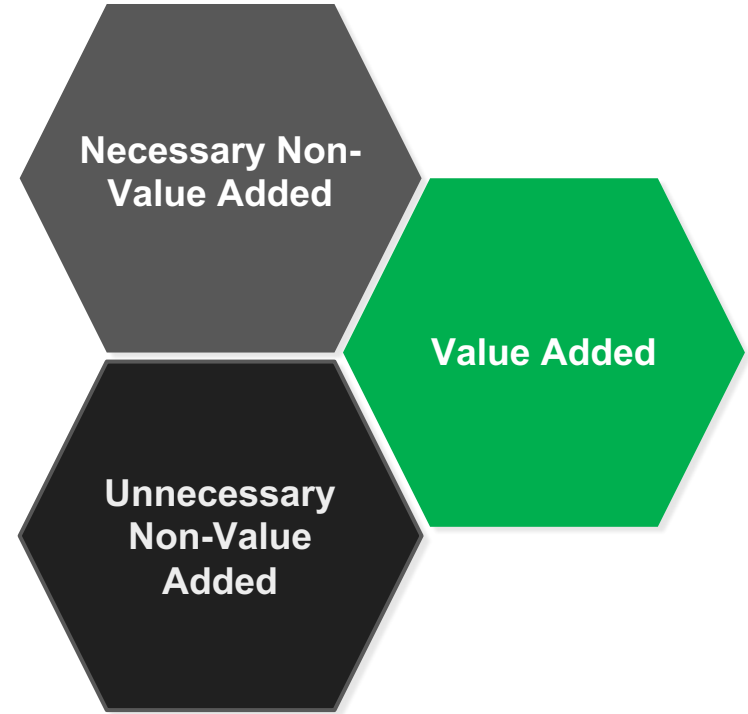
Toyota Production System "House."





What is a Value Stream?

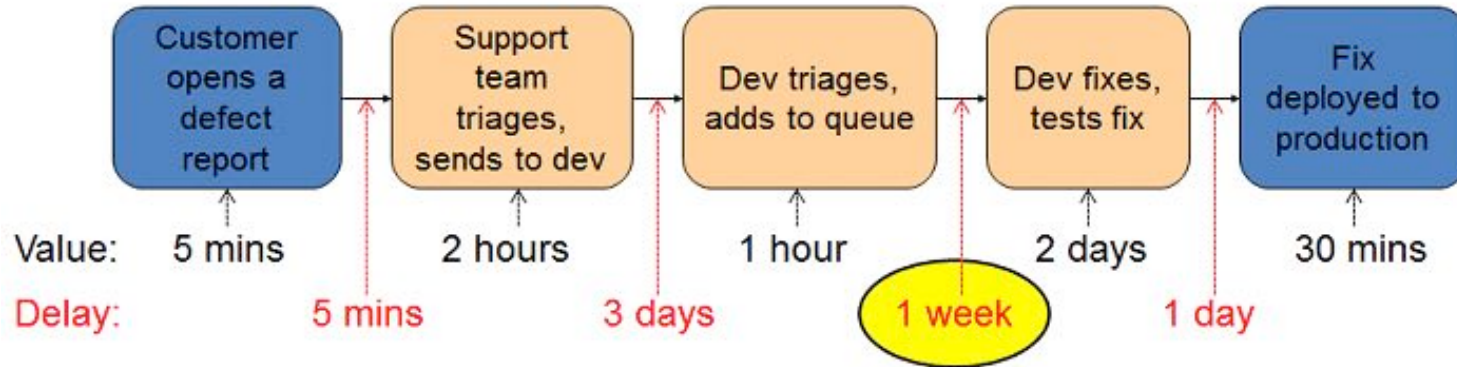
A Value Stream is the set of steps, from initial request through the customer's realization of value.





Value Stream Mapping (VSM)

“Value stream mapping is a lean manufacturing or lean enterprise technique used to document, analyze and improve the flow of information or materials required to produce a product or service for a customer.” –isixsigma.com





Why Value Stream Mapping

- Visualization and Transparency
- Measuring and Optimizing Flow
- Relentless Improvement
- Alignment



Mapping Value Streams

Traditional Value Stream Mapping



Full Value Stream Mapping



PREPARE

Set the stage and plan your approach

UNDERSTAND THE CURRENT STATE

Map the steps in your current flow and measure them

DESIGN THE FUTURE STATE

Map the steps of your desired future state and identify target metrics

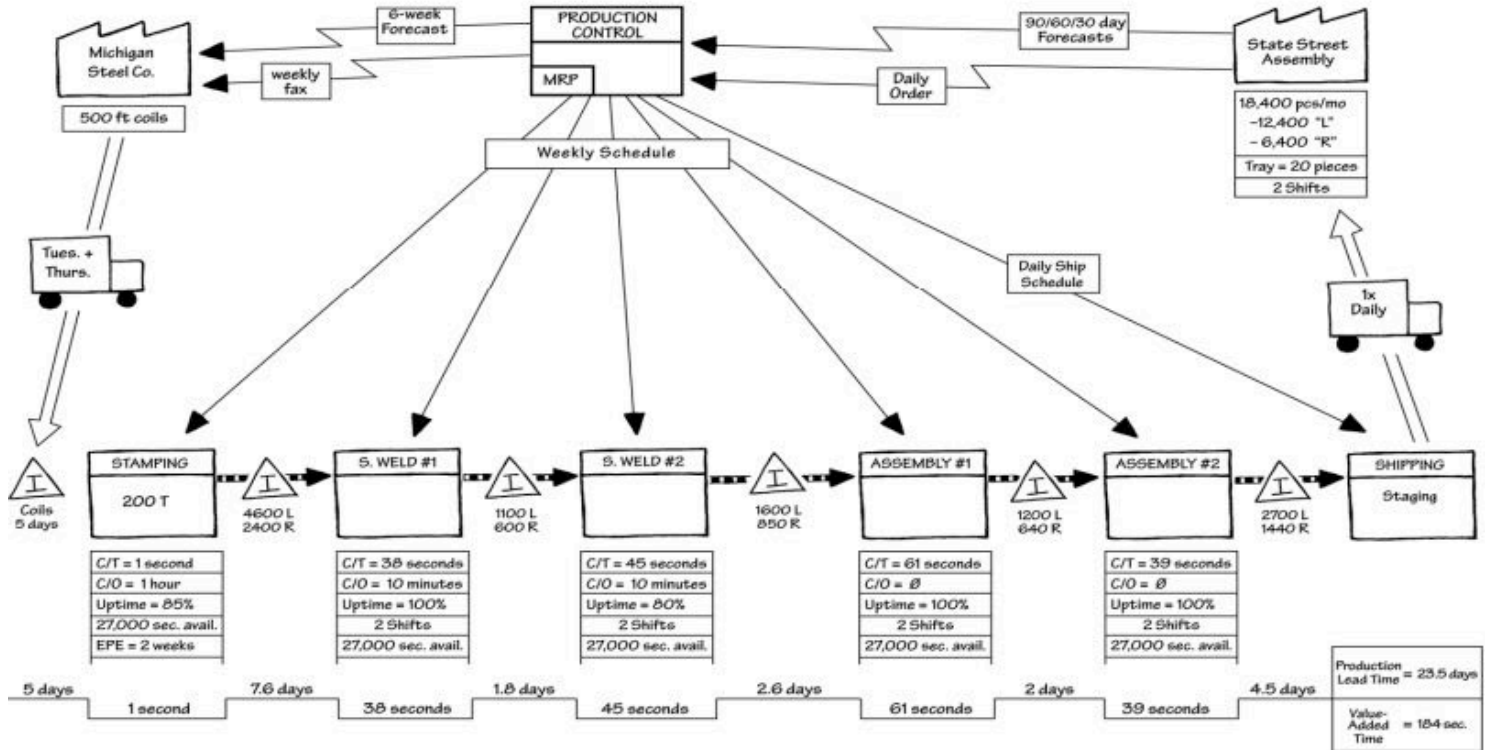
CREATE THE PLAN

Identify what needs to change and what you will do to get to the future state

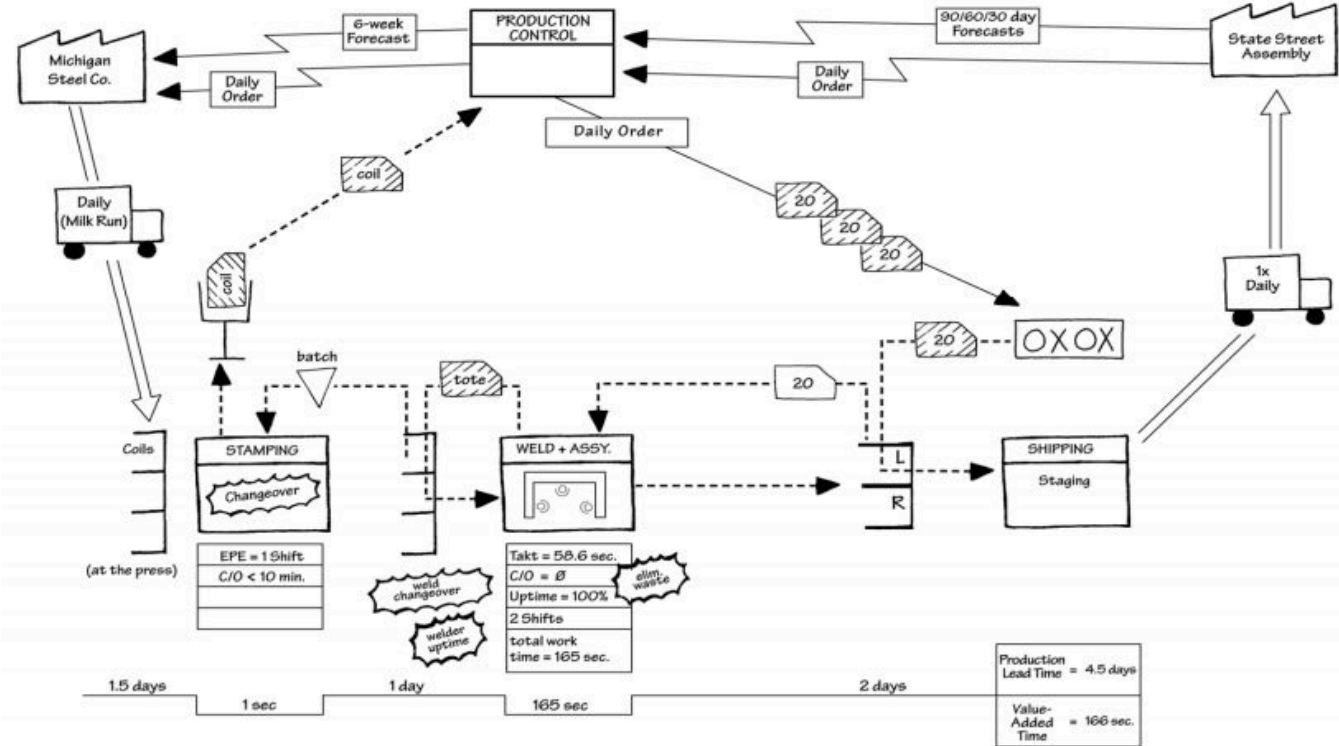
EXECUTE

Make the changes that will reduce and remove waste and validate

Example: VSM Current State



Example: VSM Future State





A Quick, Collaborative Approach

to Mapping Value Streams



It's Not Always Development...

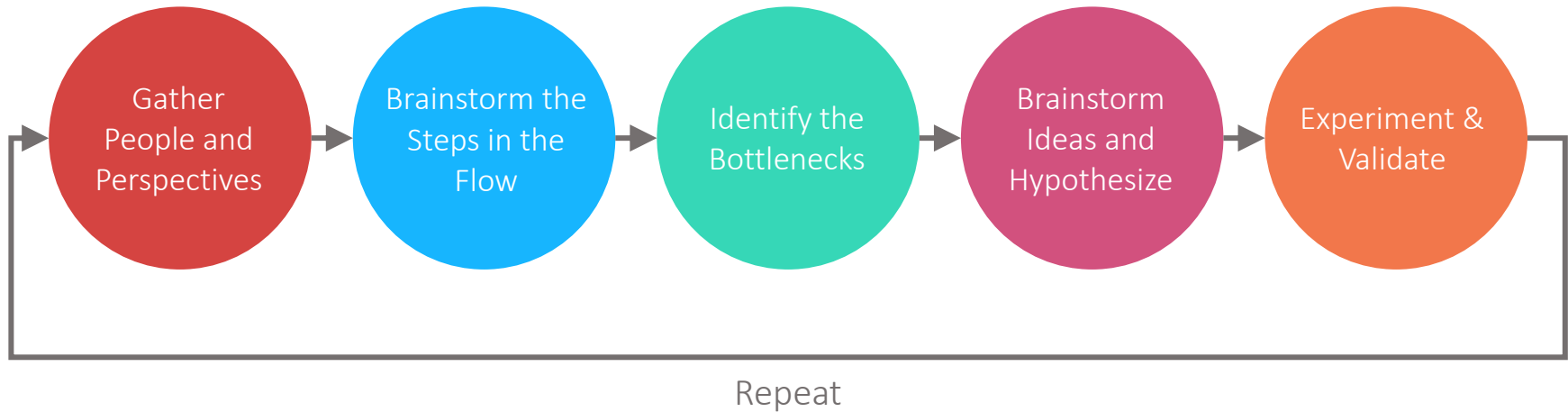
Imagine...

An organization providing development services to multiple business units wanted to accelerate value delivery and rebuild their reputation.



A Quick, Collaborative Approach

While detailed metrics are critical to proper Value Stream Mapping, there can be value in leveraging a quick, collaborative approach.



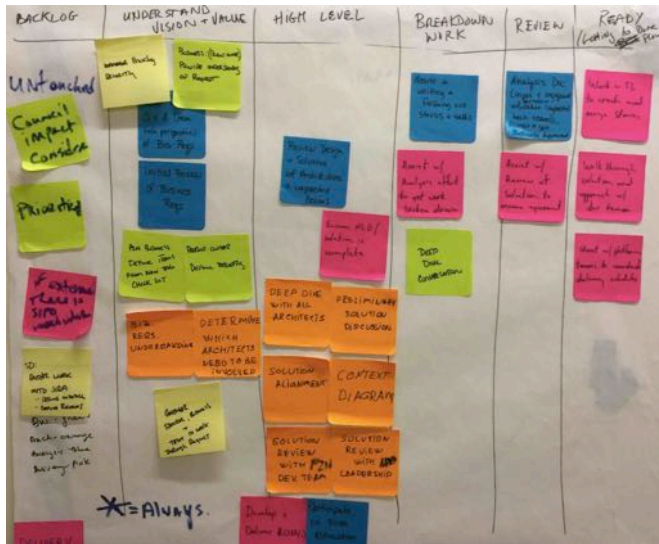
Understand the Bottlenecks





Brainstorm and Hypothesize

We believe that understanding and measuring the steps required to get a request through the intake process will accelerate value delivery.



We'll know we've succeeded when we see a reduction in the total lead time from funnel to backlog.



Experiment and Validate

Transformation Results	Sept 2014- Feb 2016	Mar 2016- Aug 2017	% Change
Number of XXX Requests Completed	15	76	507%
Number of New XXX Requests Completed	20	92	460%
Average Delivery Time	3-6 months	2-14 days	1304% - 4563%

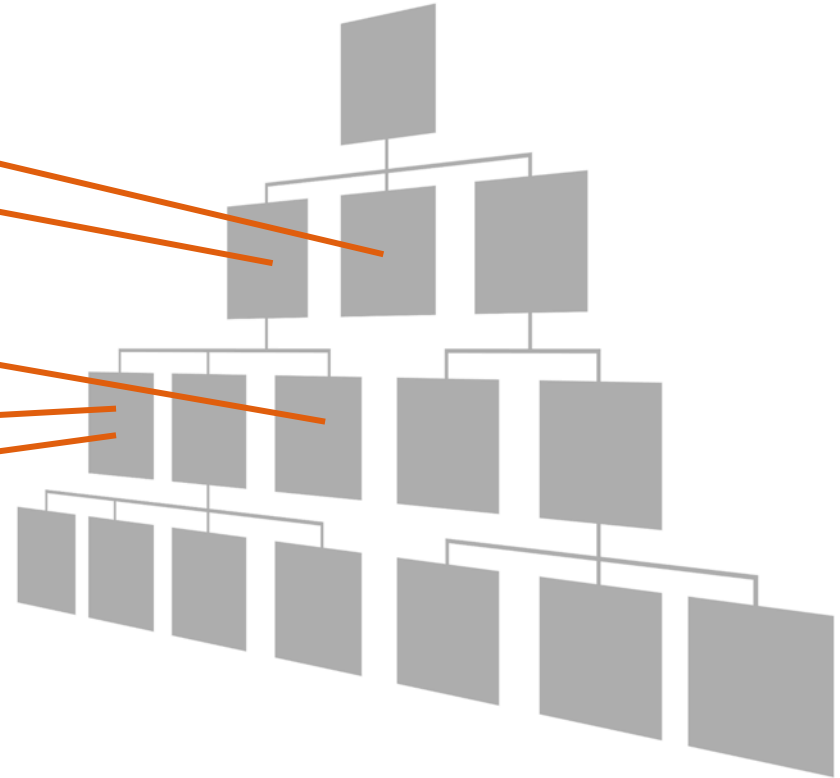


Organizing around Value

Value Streams in SAFe

We need a dual operating system for Business Agility

Efficiency and stability

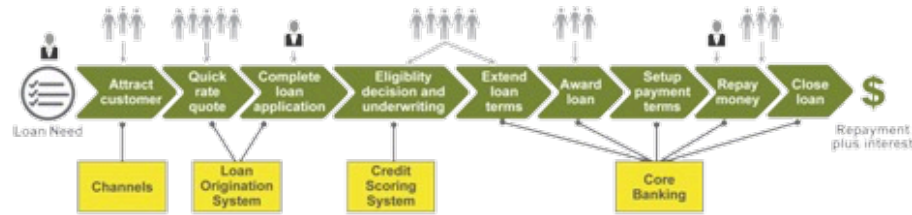


**Customer
Centricity**

Speed of innovation

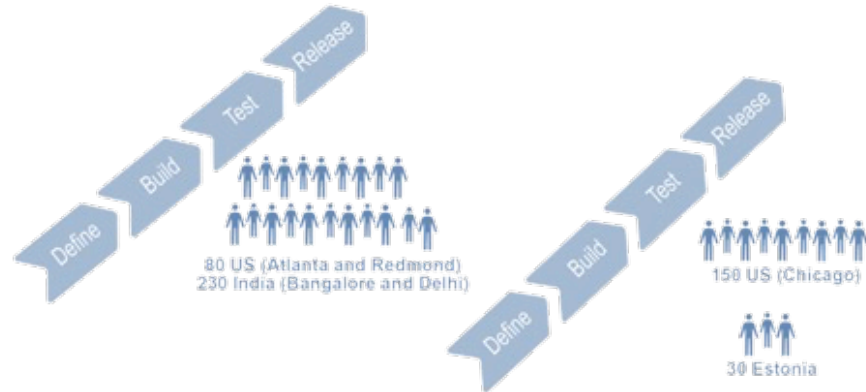


Value Stream Identification in SAFe



Operational Value Streams

Contains the steps and the *people* who deliver end-user value using the business solutions created by the development value streams



Development Value Streams

Contains the steps and the *people* who develop the business solutions used by operational value streams

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Example: SAFe Operational Value Streams





Example: Consumer Loan Operational Value Stream



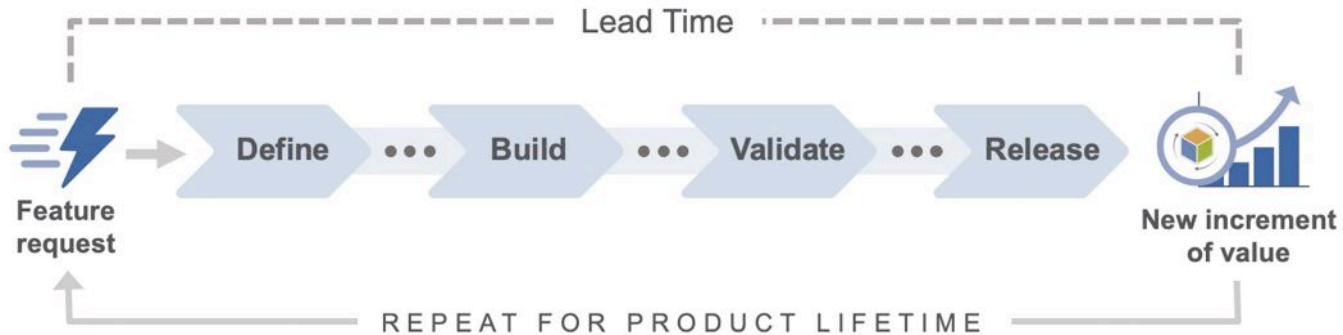
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Development Value Streams

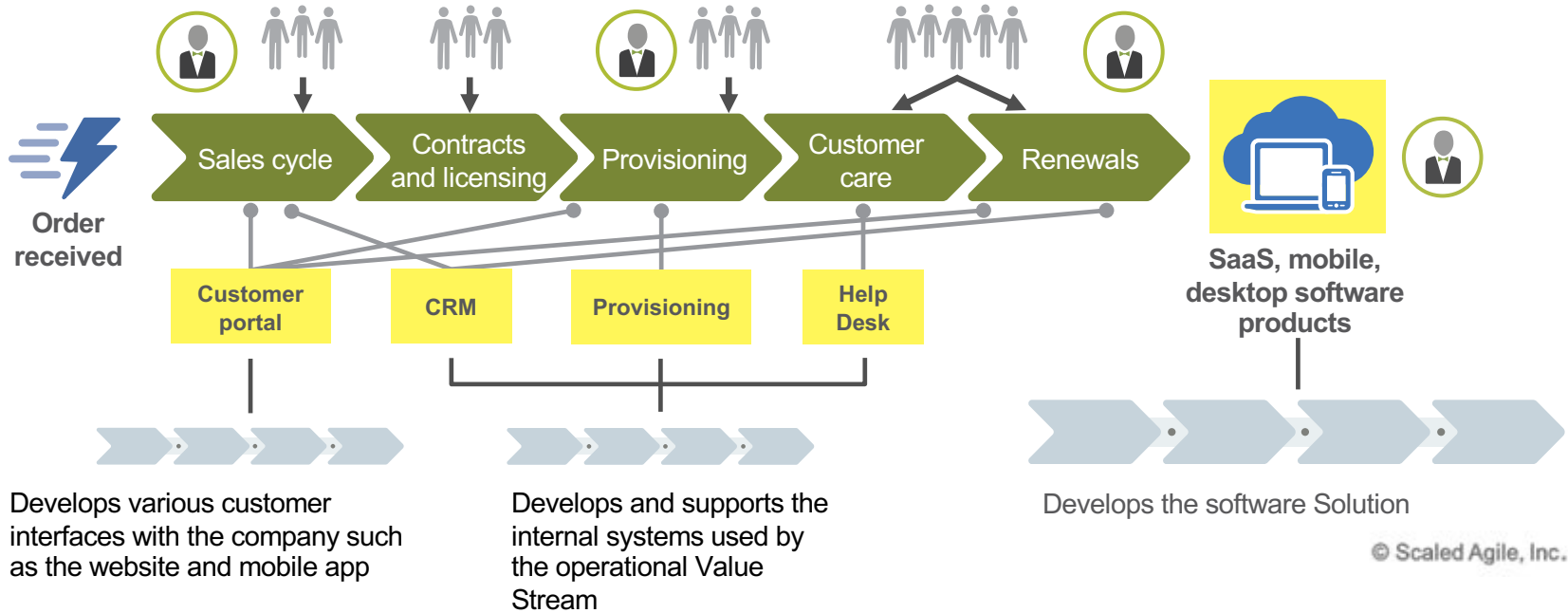
The aim of development is in fact the creation of profitable operational value streams.

—Allen C. Ward

- Includes activities from recognizing an opportunity through release and validation
- Contains the steps, the flow of information and material, and the people who develop the Solutions used by the Operational Value Streams



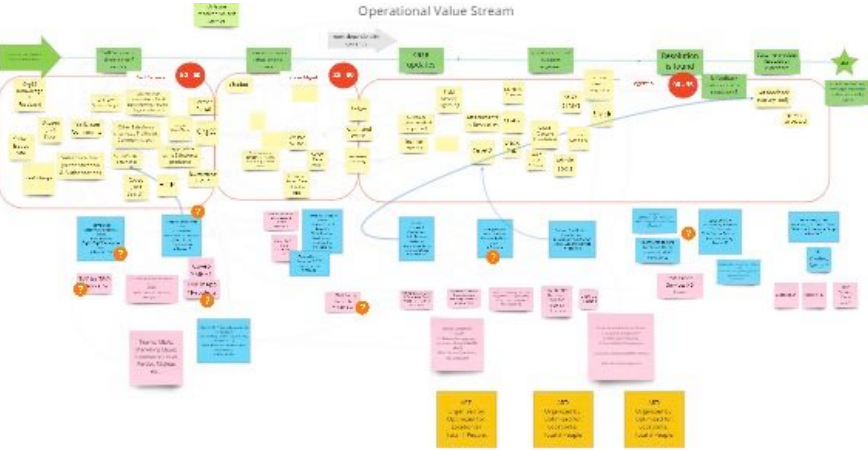
Example: Software product Development Value Stream pattern



Examples from the Field



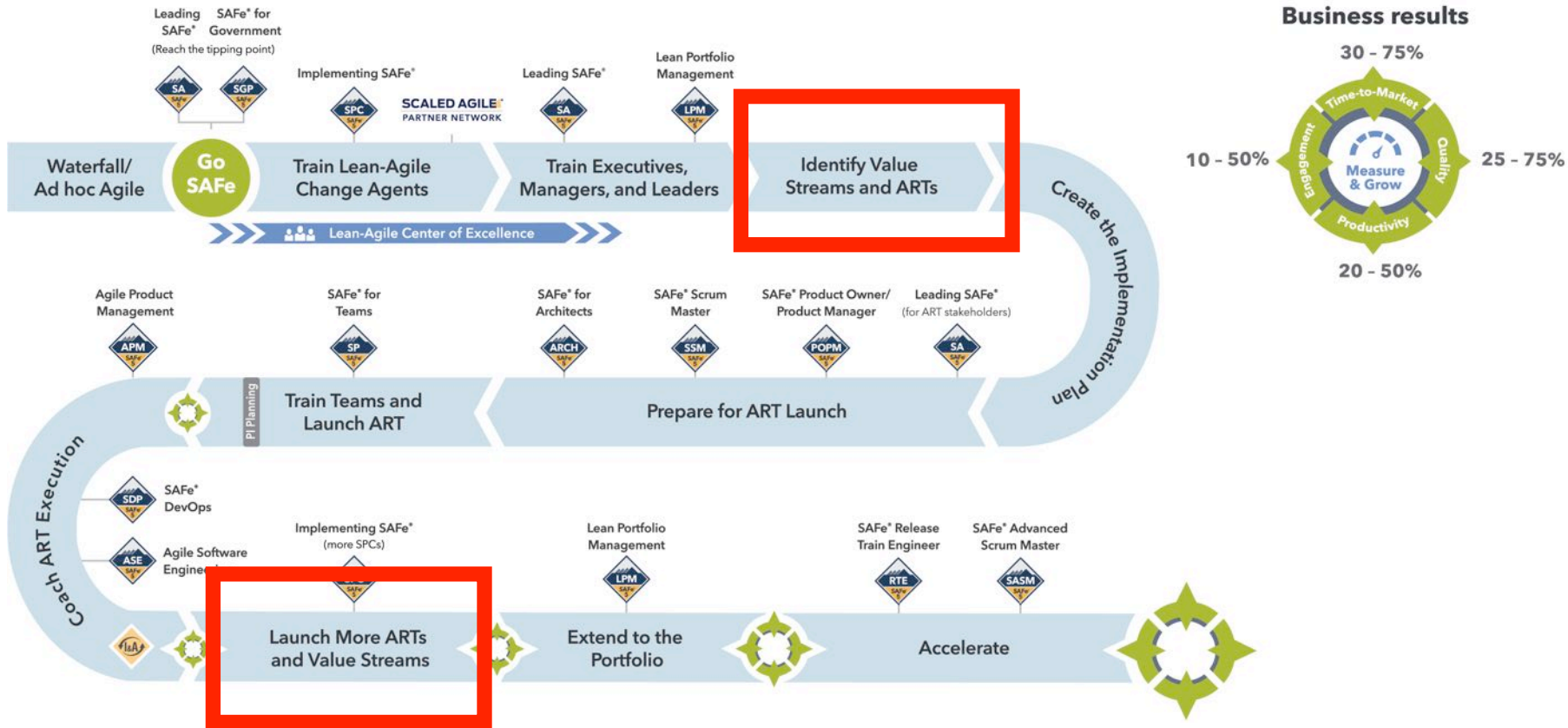
- Remote



- In-person



SAFe® Implementation Roadmap





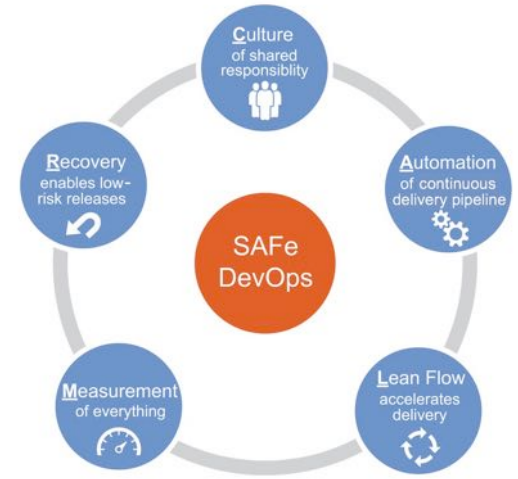
Optimizing Value Streams

CALMR DevOps & Mapping Your Pipeline

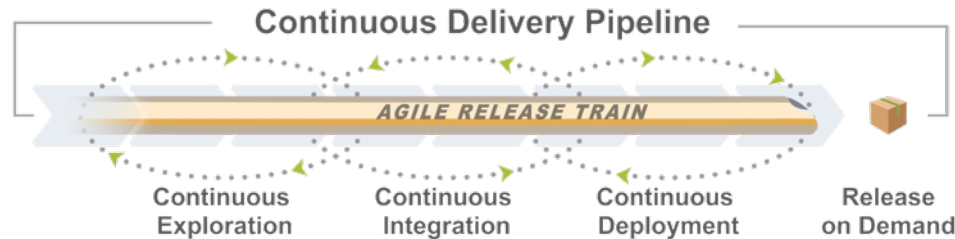
DevOps and Release on Demand



- DevOps provides the culture, automation, Lean-flow, measurement, and recovery (CALMR) approach that enables continuous delivery and release on demand
- Agile Release Trains (ARTs) are teams of agile teams that are organized to release value on demand via a *continuous delivery pipeline*



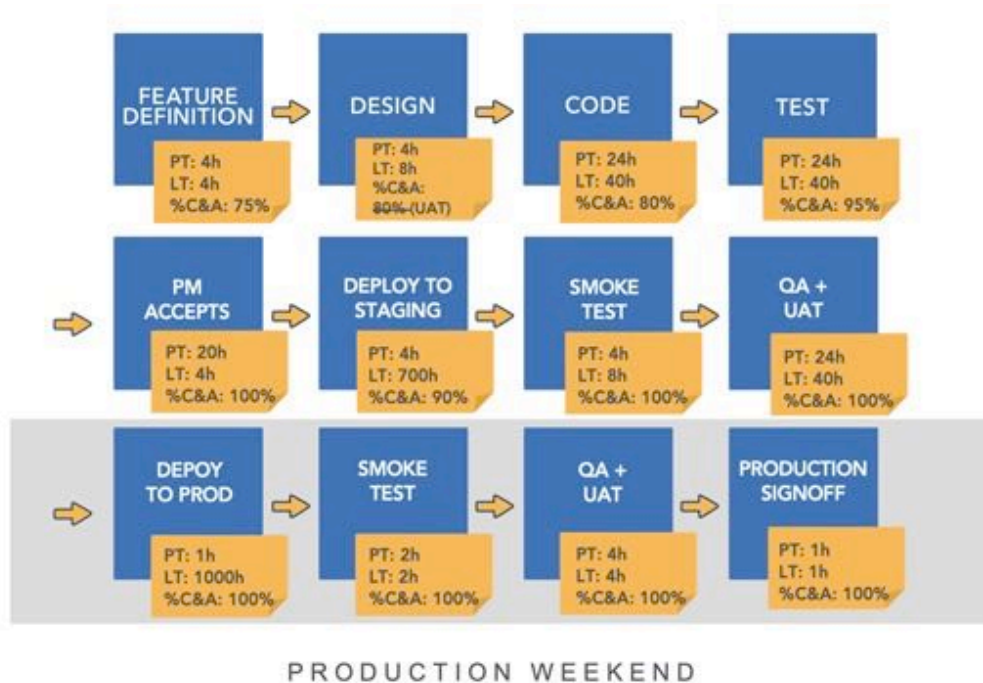
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Example: Mapping the Continuous Delivery Pipeline



Total Process Time (time spent on value added activities) = **98 hours**

Total Lead Time (time from feature definition to use in production) = **1,887 hours**

Activity Ratio (process time/lead time) = **5%**

Aggregate % complete and accurate = **36%**

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Embrace Transparency

“Everything is in progress, so there are no issues”

“Look at our big visual information radiator”

“We don’t need the standup because everything is in-progress”

“I’m not sure what to do as a scrum master there are no impediments”

“What are you doing today? The same thing I was doing yesterday”



Kanban: It's about Flow

- Where are the bottlenecks?
- Where is a queue forming (aka a line) so that we can swarm and adjust WIP?
- Lead time and process time



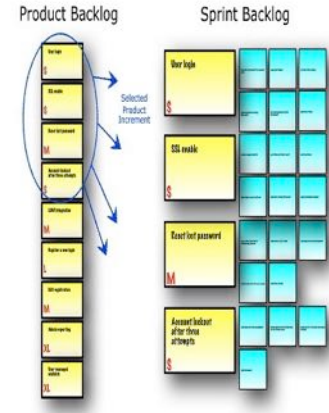
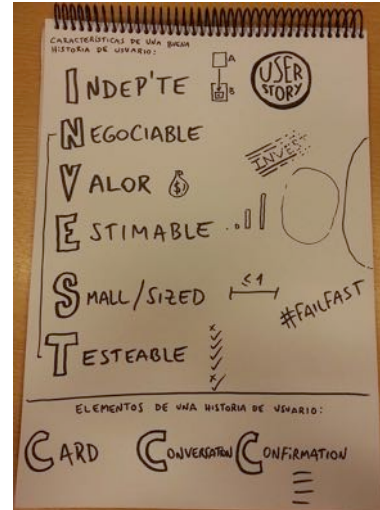


Does Your Kanban Board Look Like this?



Use Enablers

- Types of Enablers
 - Exploration
 - Architecture
 - Infrastructure
 - Compliance
- Capacity Allocation
- Put into the Backlog



The Way To DevOps



Create New Habits

Change Beliefs

Change Culture

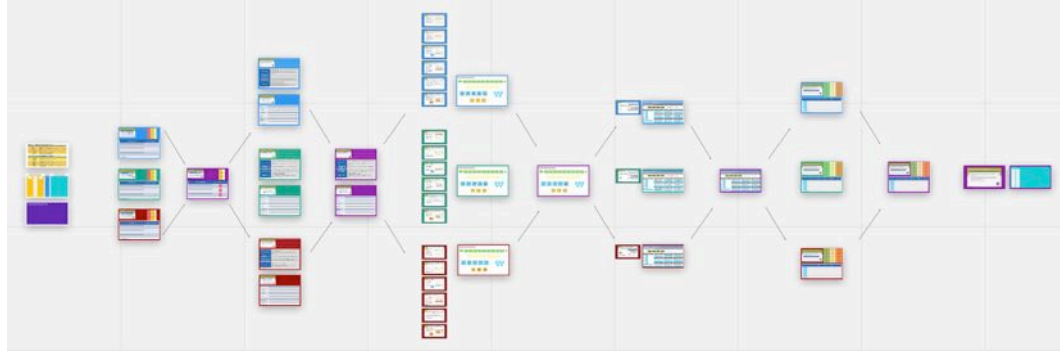


Demo: Value Stream Mapping

A Design Thinking approach to SAFe Value Stream Identification



Diverge and Converge to find the flow of value



Thank you to Phil Gardiner, SPCT and SAFe Practice Leader at Applied Frameworks, for sharing this example of a portfolio vision working session using the Strategic Themes template, the Portfolio Canvas template, and a SWOT/TOWS template.

Thank You



Phil Gardiner

Executive Consultant &
SAFe Practice Lead, SPCT

phil@appliedframeworks.com

<https://www.linkedin.com/in/philgardiner/>

Twitter: @philgardiner

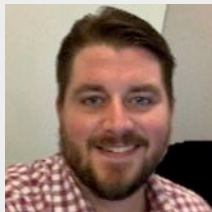


Eric OBrien

Sr. Consultant
SPC

eobrien@appliedframeworks.com

<https://www.linkedin.com/in/eric-obrien-987a565/>



Bryan Vaughn

Consultant
SPCT Candidate

bvaughn@appliedframeworks.com

<https://www.linkedin.com/in/bryankvaughn/>



Q&A

What about Bob?



Bob Ternes

Sales Director

(877) 505-3684

bob@appliedframeworks.com

<https://www.linkedin.com/in/bternes/>



Continue your learning journey



Implementing SAFe 5.1 | Dallas (remote)

April 25, 2022 - April 28, 2022 @ 8:00am - 5:00 pm Central



Lean Portfolio Management (5.1) | Dallas (remote)

April 19, 2022 - April 20, 2022 @ 8:00am - 5:00 pm Central

May 17, 2022 - May 18, 2022 @ 8:00am - 5:00 pm Eastern



SAFe Release Train Engineer 5.1 (remote)

May 10, 2022 - May 12, 2022 @ 8:00am - 5:00 pm Central



SAFe for Architects 5.1 (remote)

May 17, 2022 - May 19, 2022 @ 8:00am - 5:00 pm Central

Engage us to accelerate your journey!



Appendix



Recommended Reading

