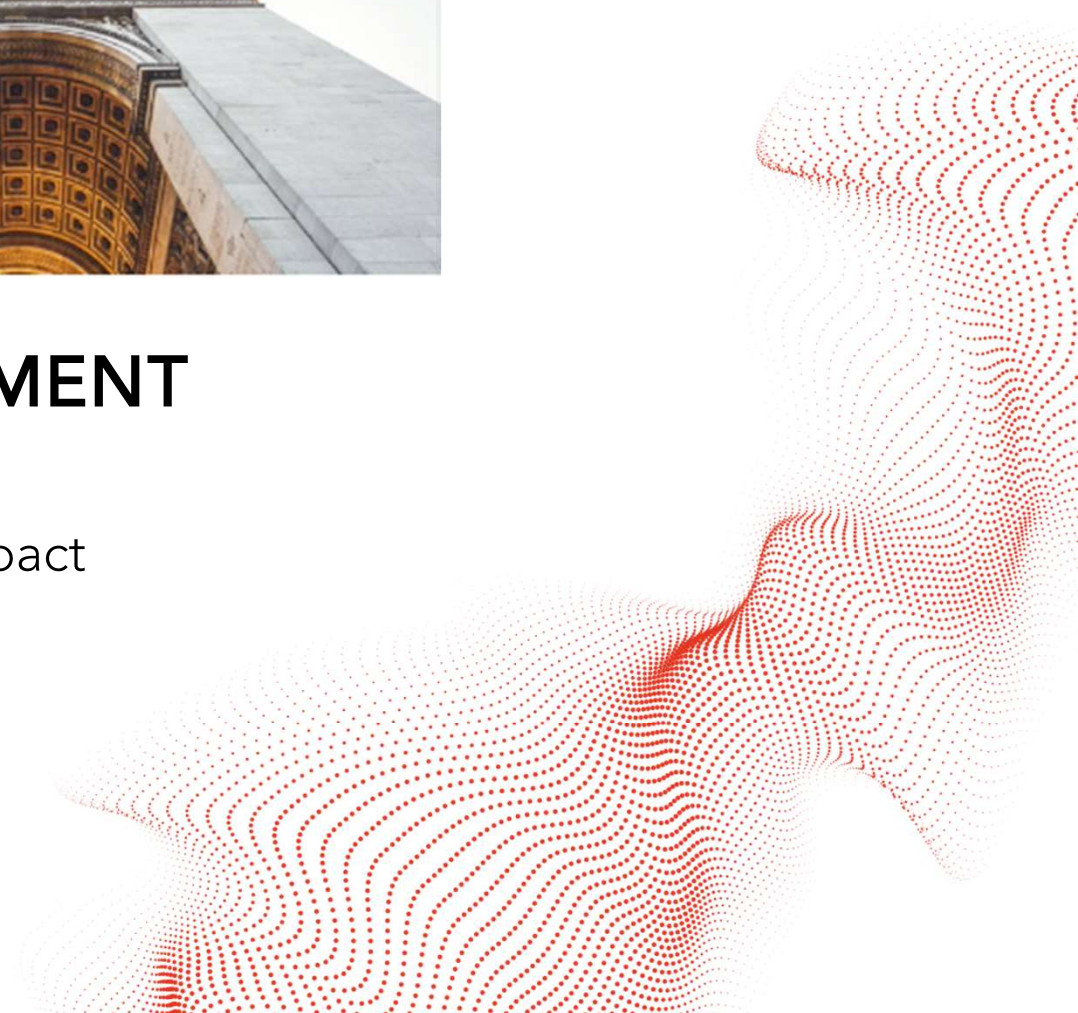




VALUE STREAM MANAGEMENT

The Transformation from Output to Impact

Adrian Jones
Enterprise VSM Transformation Advisor, EMEA



AGENDA

- Why do we need more change?
- Value Stream Management
 - Flow
 - Visibility
- Questions and Discussion
- Summary and further information

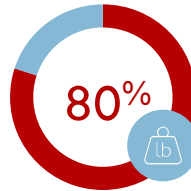
Why are Digital Transformations Failing?

Planview insights from 3,600+ value streams

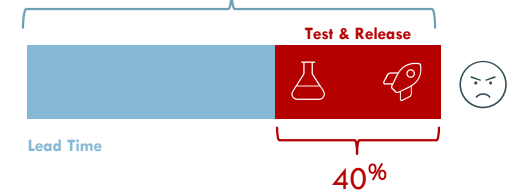
Business leaders believe IT teams can deliver **10X** more than their actual capacity



80% of value streams do not proactively invest in tech debt



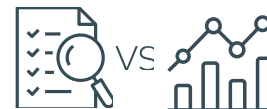
30-40% of end-to-end delivery time is spent on software testing and release activities



40% of team efforts are wasted due to overload and bottlenecks



90% of value streams measure outputs instead of impact

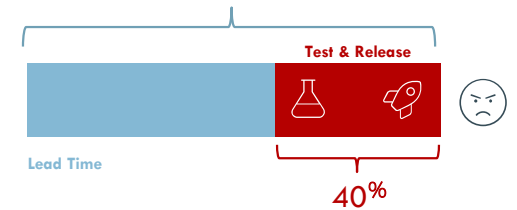
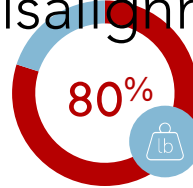


Why are Digital Transformations Failing?

Planview insights from 3,600+ value streams

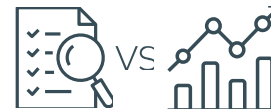


Misalignment



Taking too long

Waste



Working on the wrong stuff

Value Stream Management

The practice of observing, adjusting, and improving how organizations work, to drive the right **ideas to impact** as efficiently as possible.

How does Value Stream Management work?



IDEAS





IDEAS



IMPACT



IDEAS



IMPACT

Drive the right ideas to impact



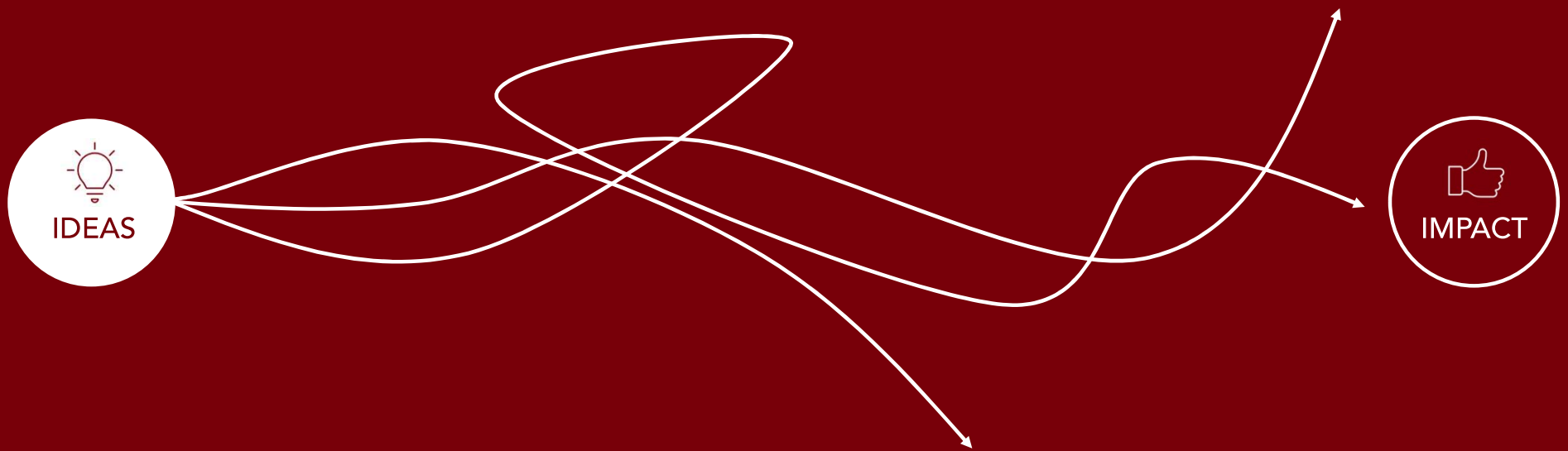
Drive the right ideas to impact



Organizations have no shortage of ideas



But most ideas never have an impact



But most ideas never have an impact



8%

of what's planned by Agile teams
is eventually delivered

35%

of features are cancelled
after code has been written

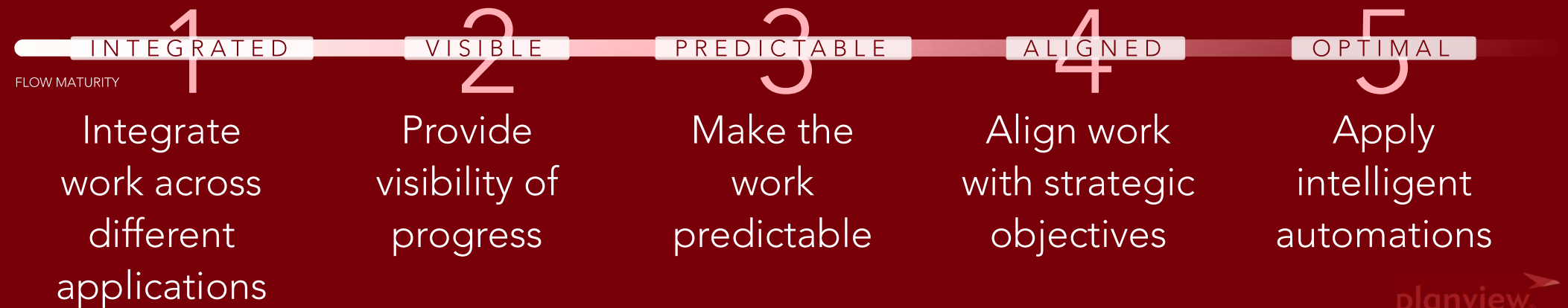




How do we solve
this problem?

Flow

the movement of connected work from one step to another



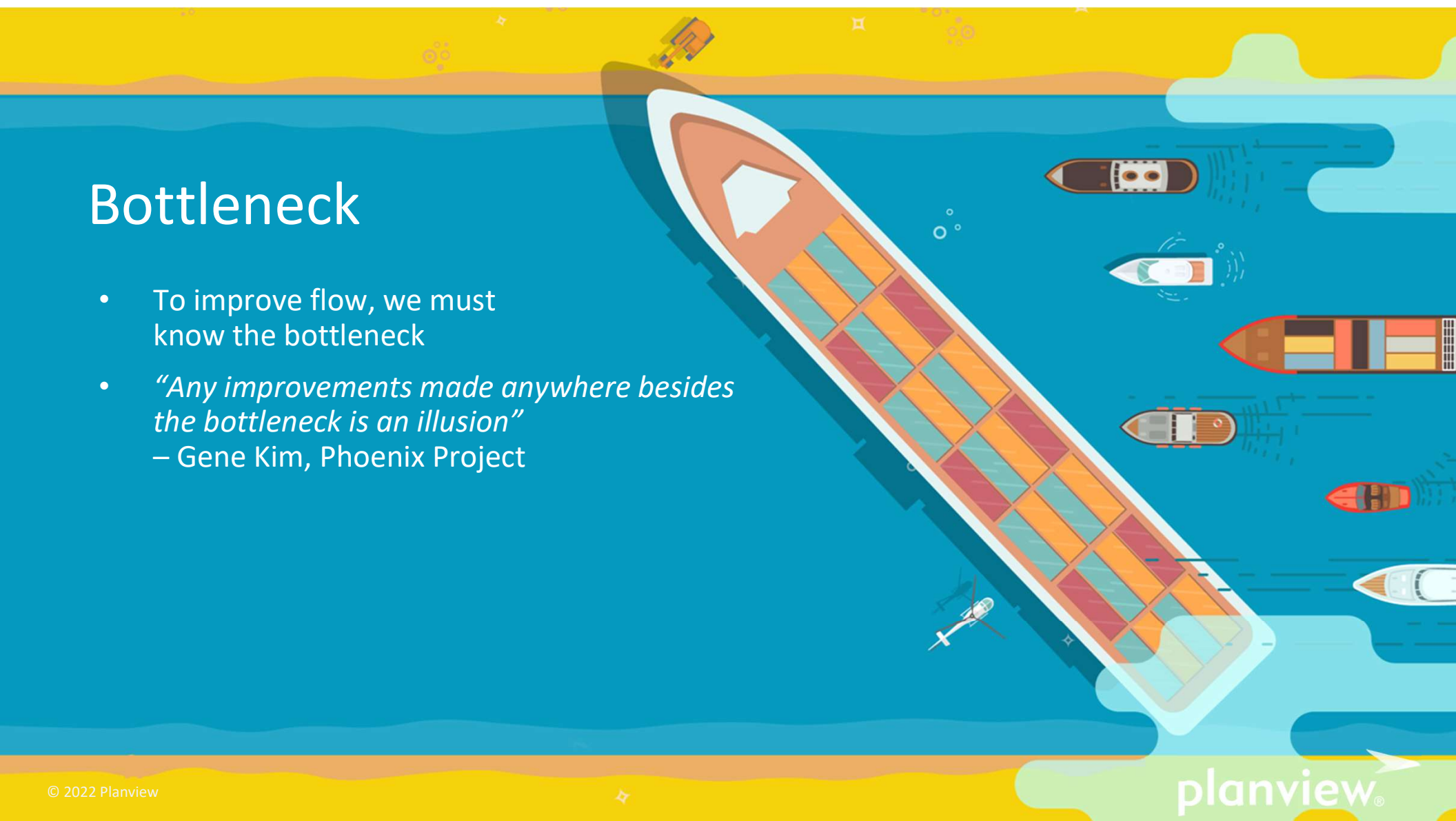
we are so freaking AGILE, yay!



<https://soonersaferhappier.com/agility-building-the-right-thing/>

Bottleneck

- To improve flow, we must know the bottleneck
- *“Any improvements made anywhere besides the bottleneck is an illusion”*
– Gene Kim, Phoenix Project

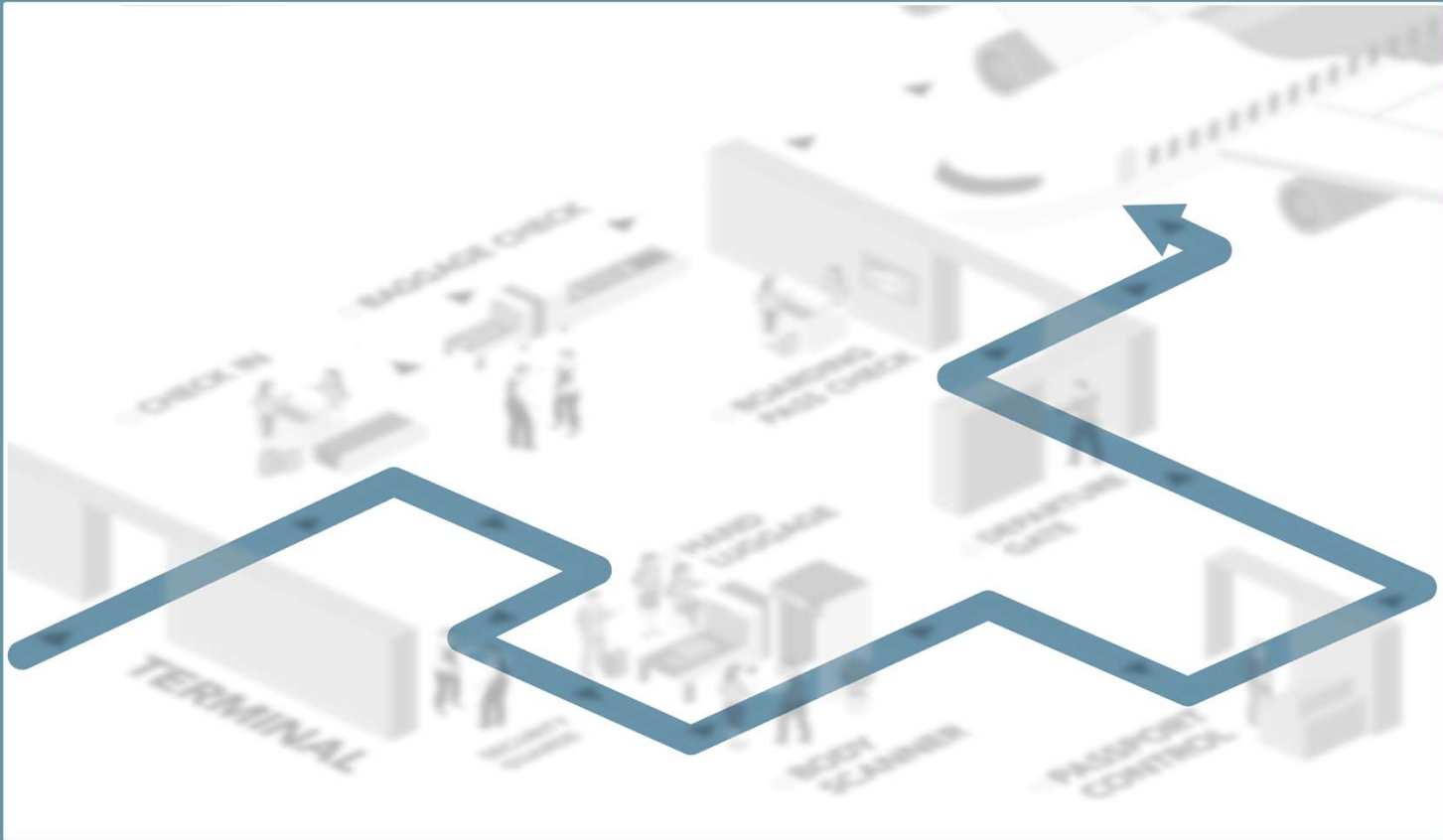




Flow in Action

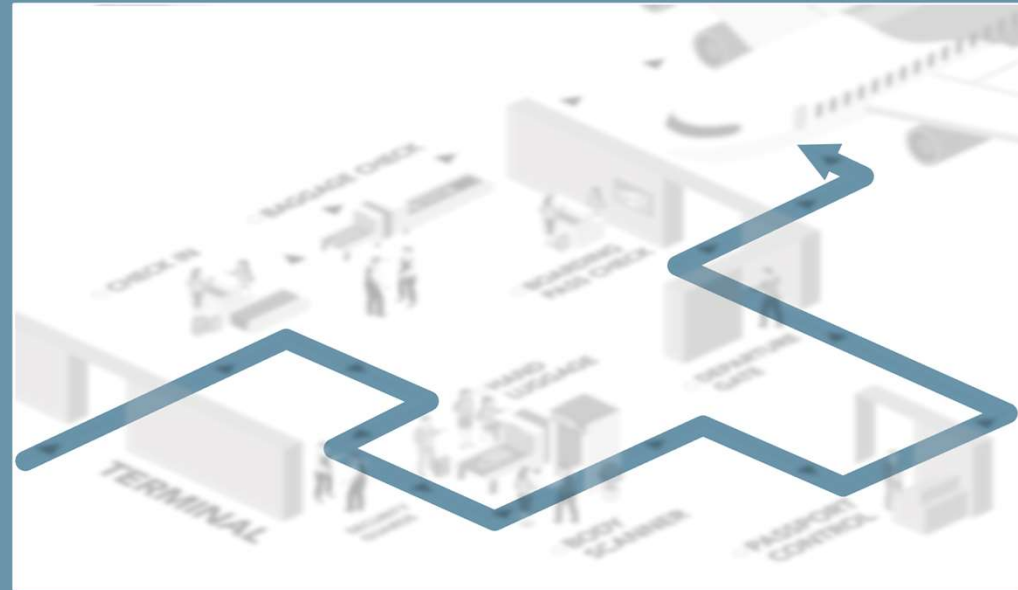


Reduce the time from entering the terminal to boarding the plane



Value Stream

The end-to-end movement of connected work (flow) to deliver value to a customer through a product or service



All the connected steps anyone must take, from entering the terminal, through check in, security, and passport control, to be at the gate and ready to board.



Visibility

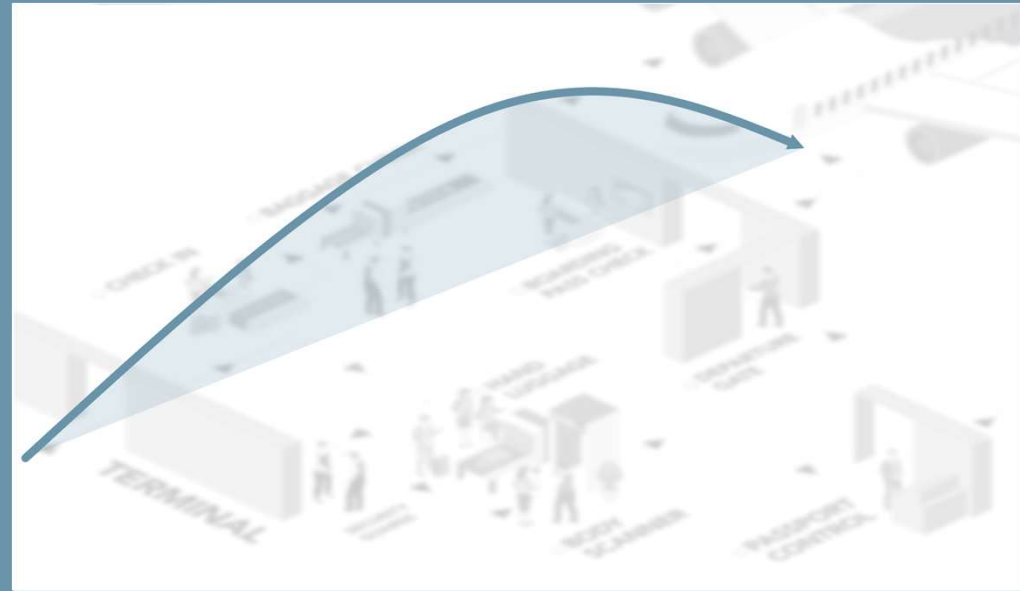
How do we surface and measure Flow?



45 minutes

Flow Time

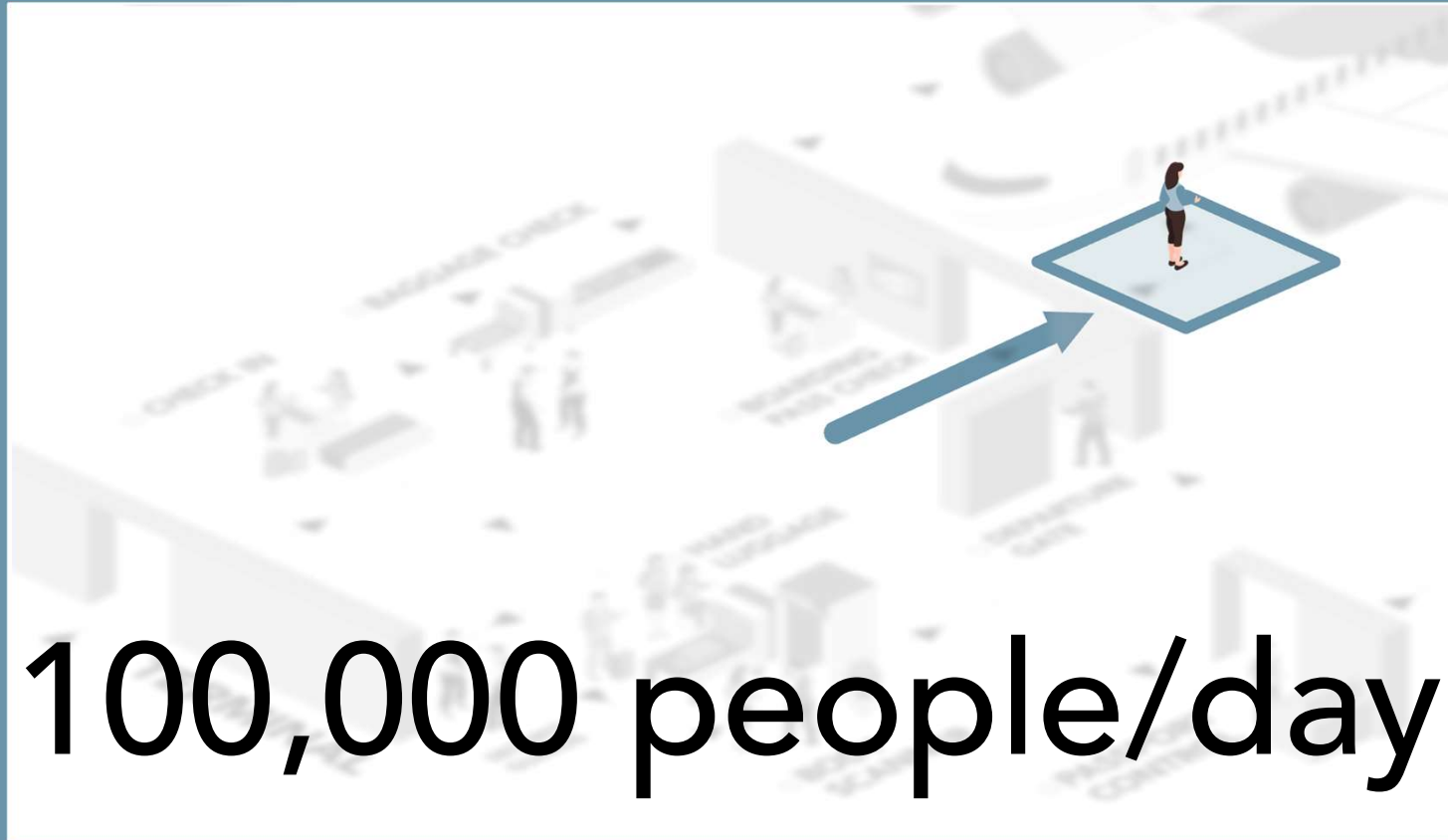
How long it takes to achieve value, from start to finish



45 minutes

The time for one person to complete the check in, security, and passport processes

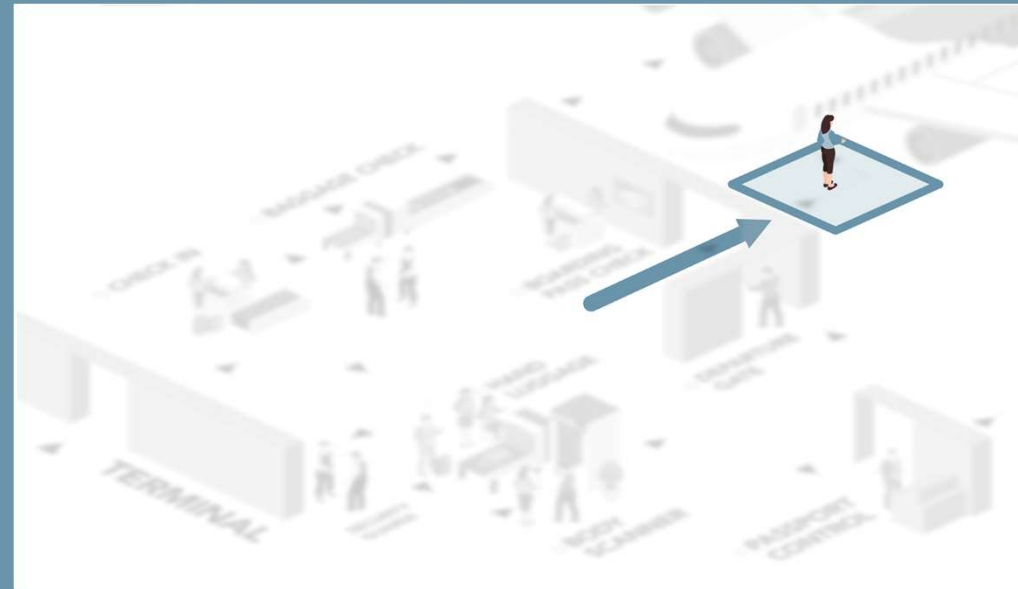




100,000 people/day

Flow Velocity

How much value is being delivered over a time period

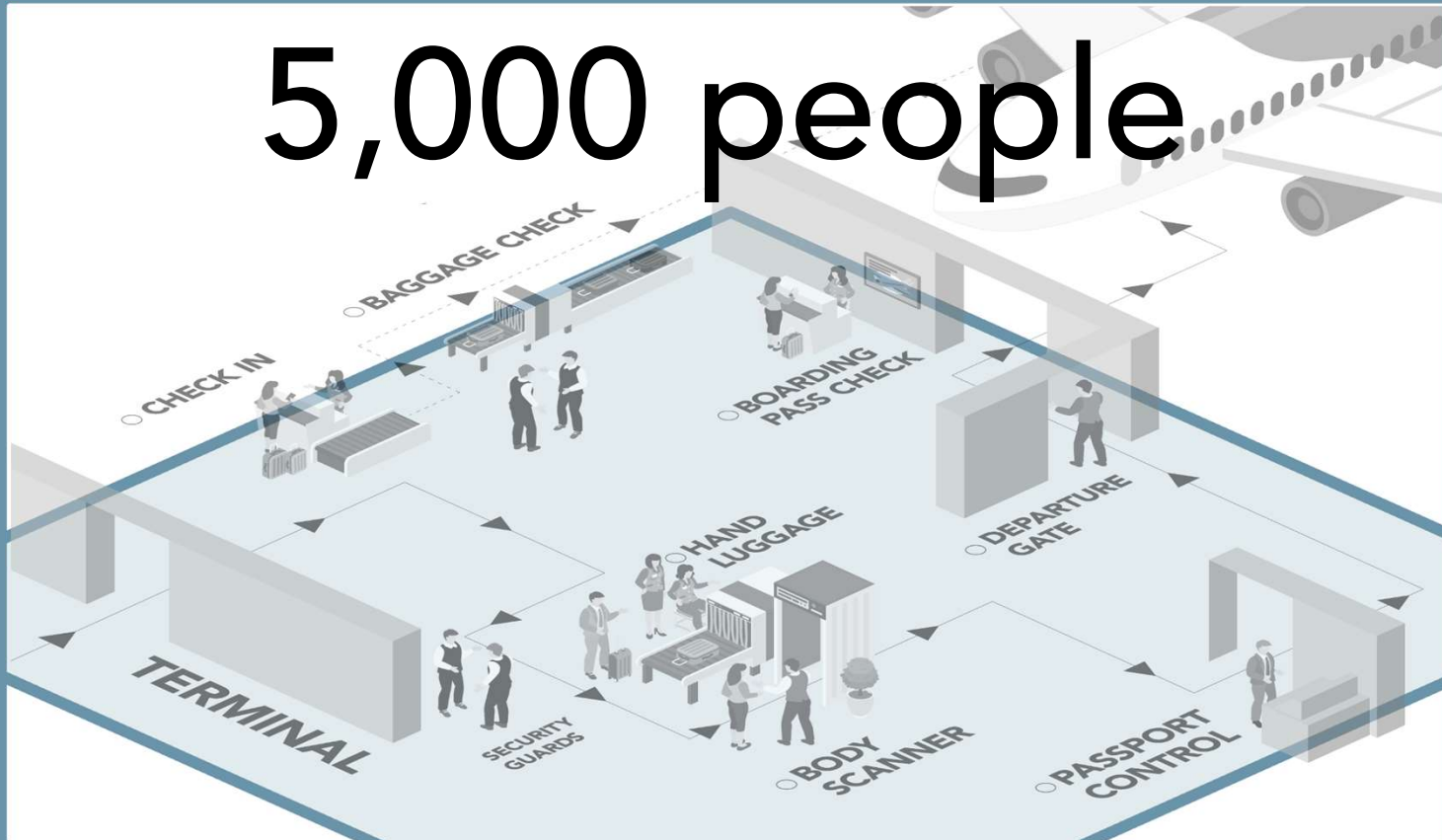


100,000 people/day

The rate of people making it through all the process steps

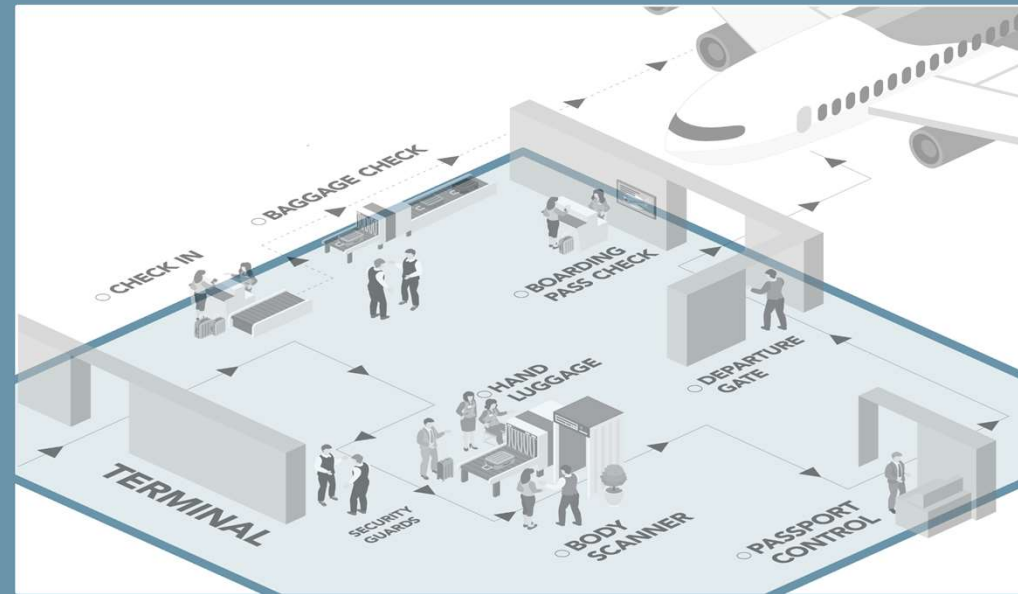


5,000 people



Flow Load

How much value is in process of being delivered

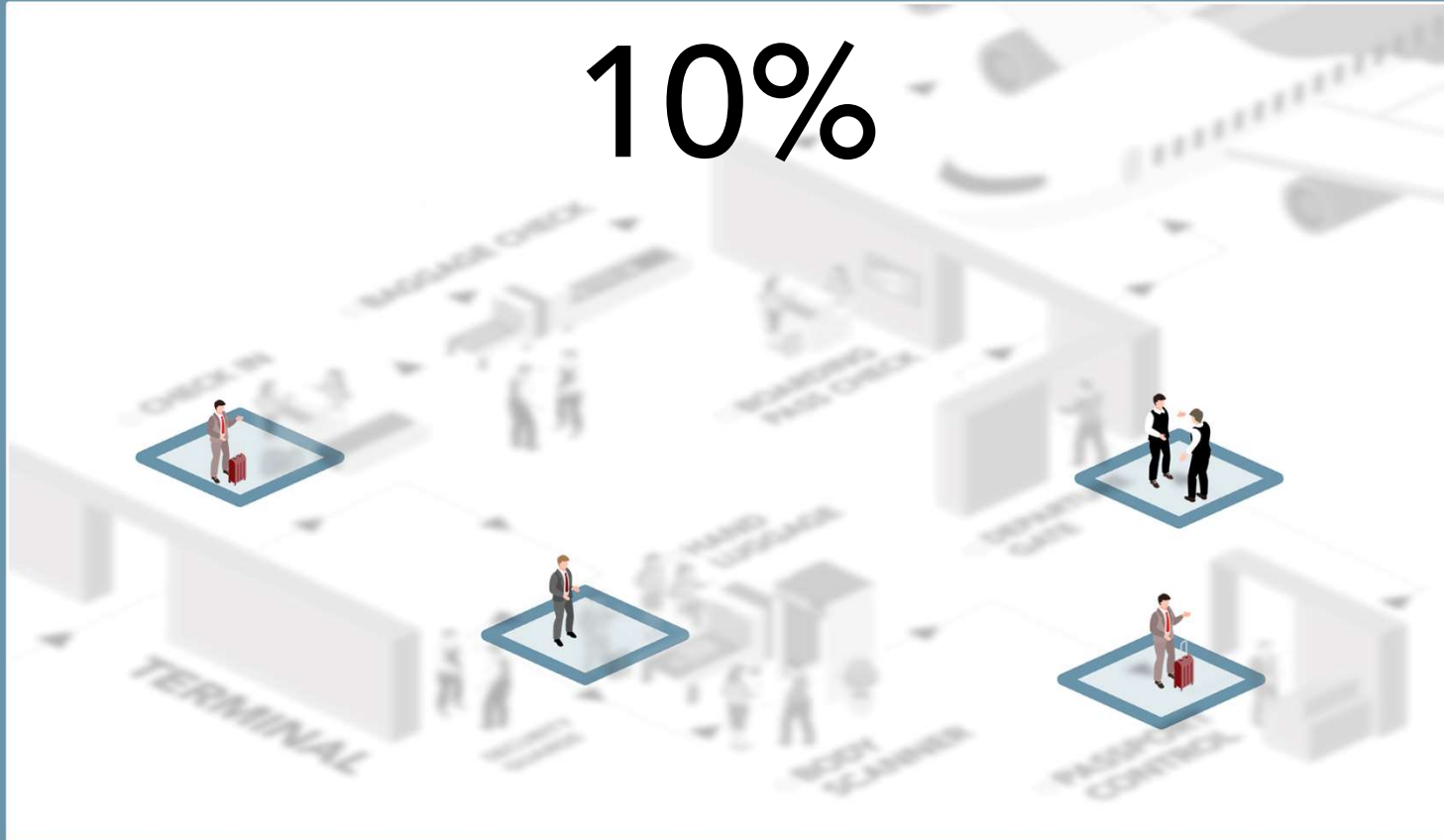


5,000 people

The total number of people at any step at a point in time

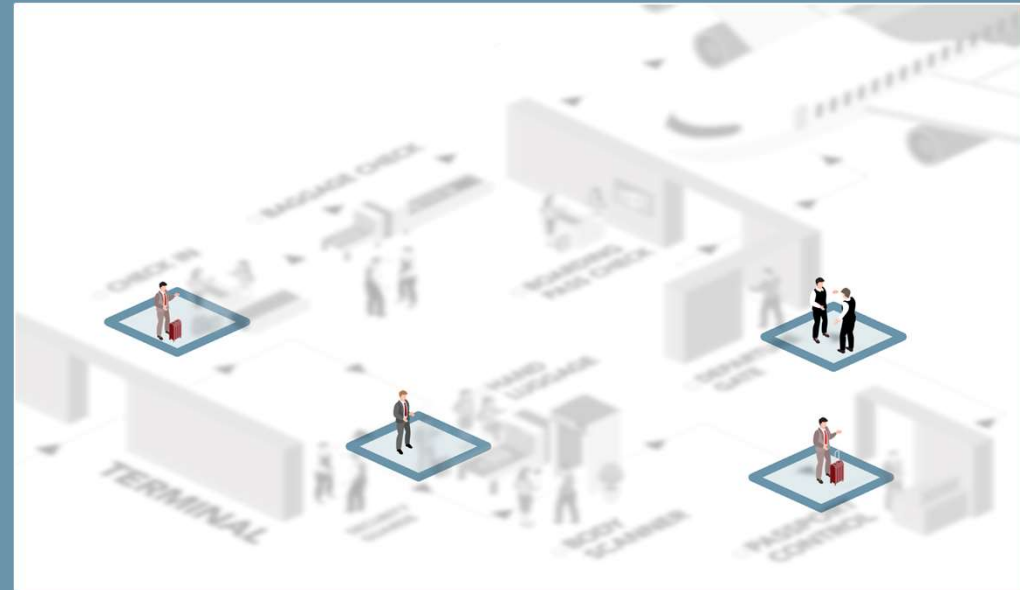


10%



Flow Efficiency

How much of the total flow time is spent creating value



10%

The amount of time a person spends actively processing check in, security or passport control, versus waiting





85%

passengers



10%

crew

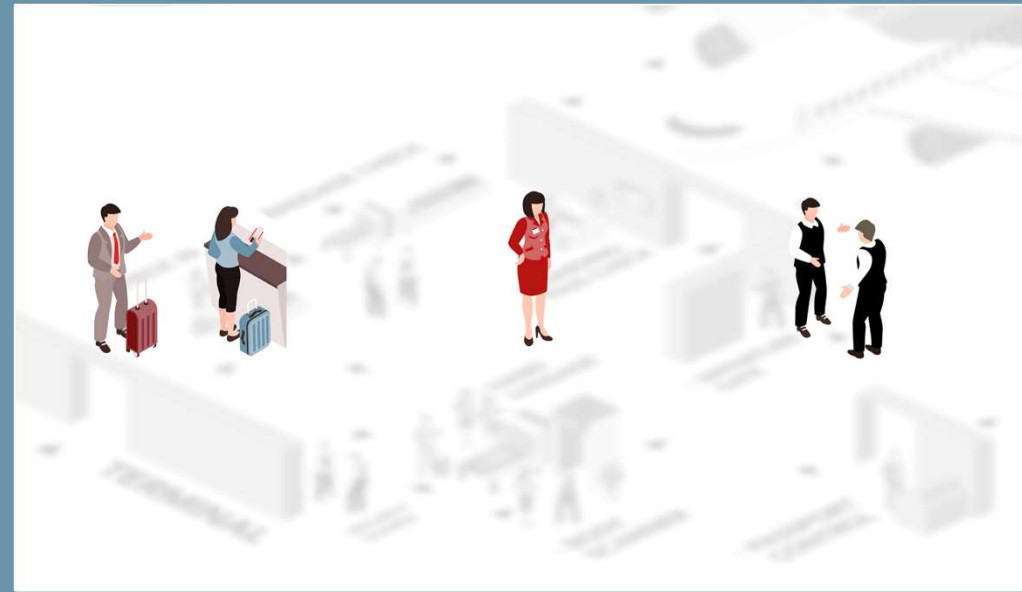


5%

staff

Flow Distribution

What kinds of value have been delivered

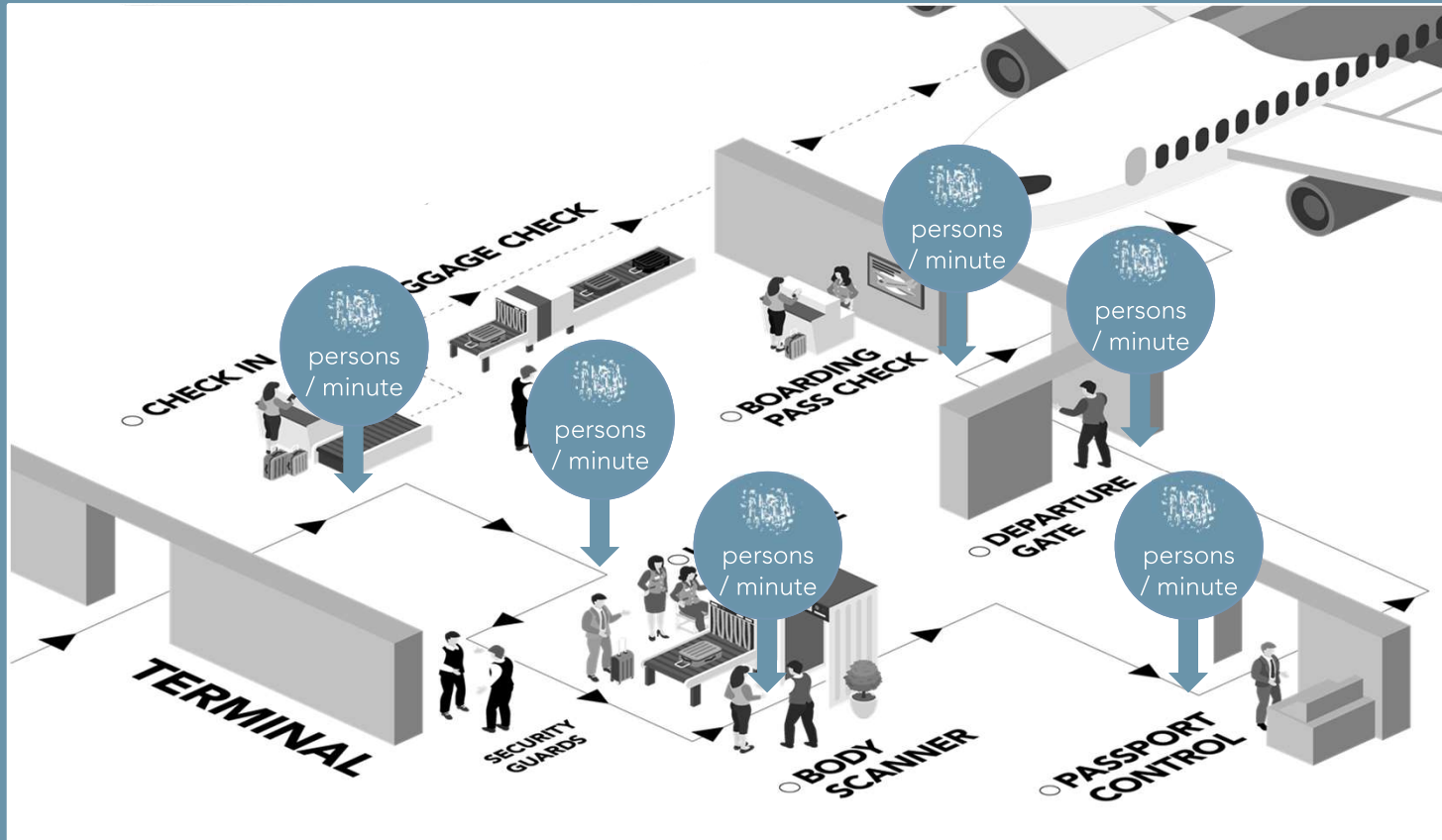


80% passengers 15% crew 5% staff

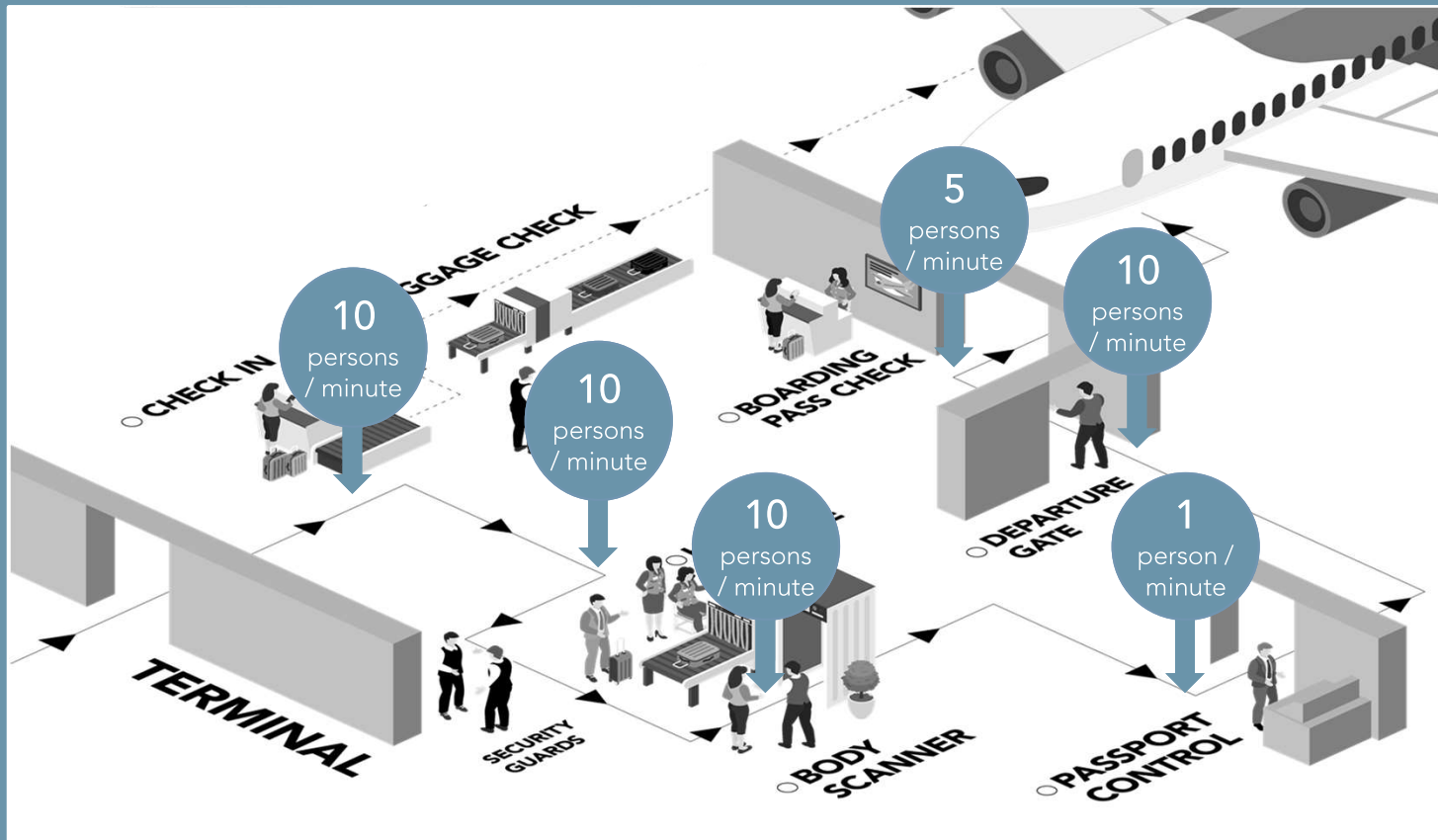
The different categories of people currently in process



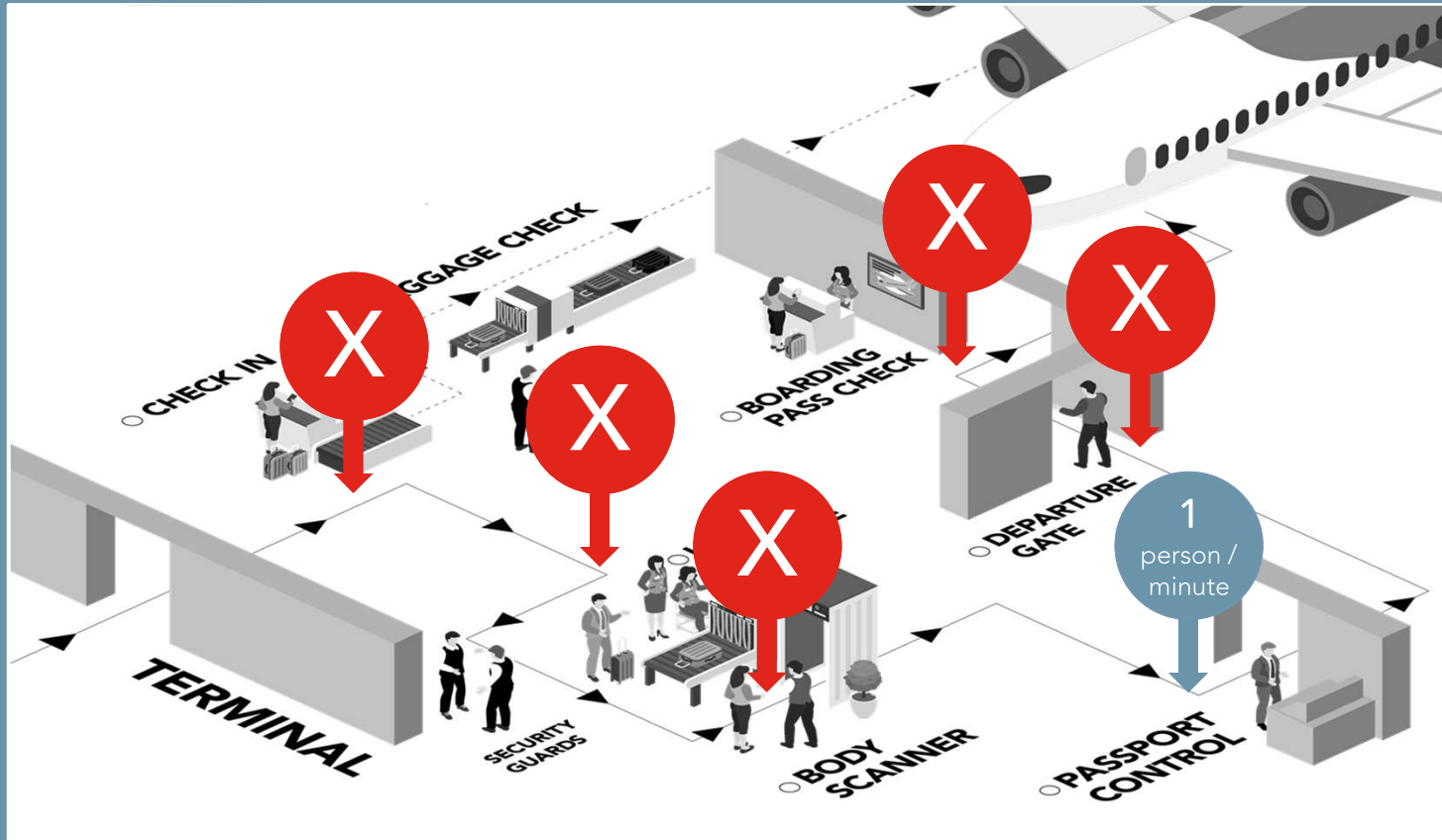
Where should we invest?



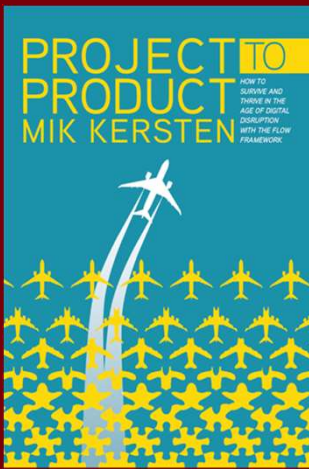
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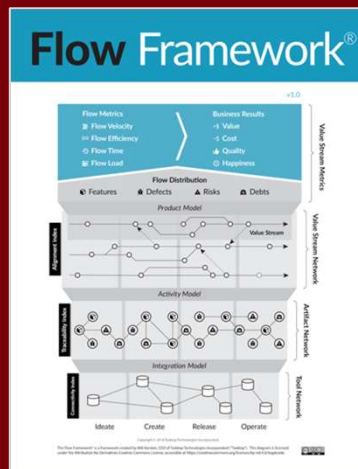
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Understanding Flow

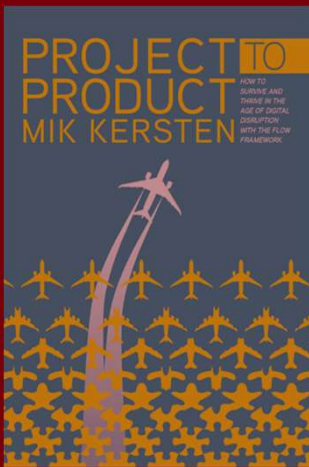


Project to Product
by CTO Dr. Mik Kersten

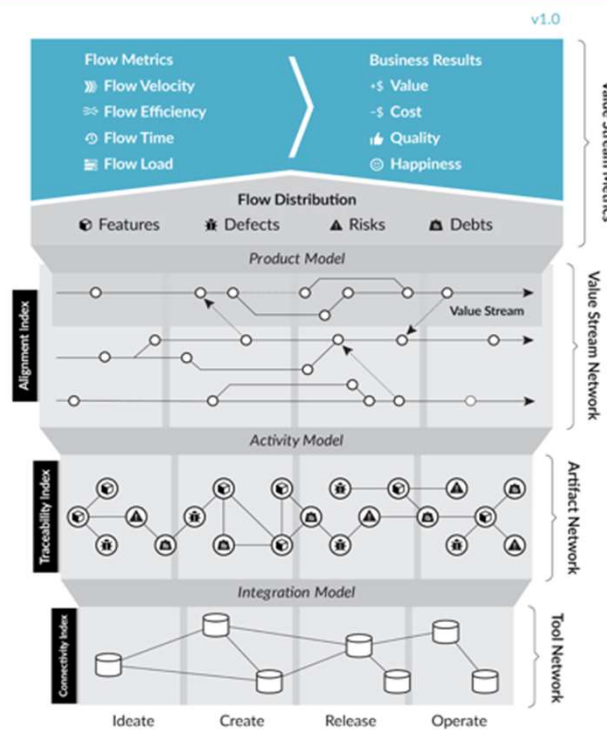


Flow Framework®
Planview Flow Methodology

Understanding Flow



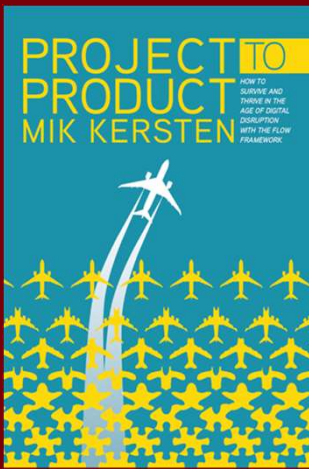
Flow Framework®



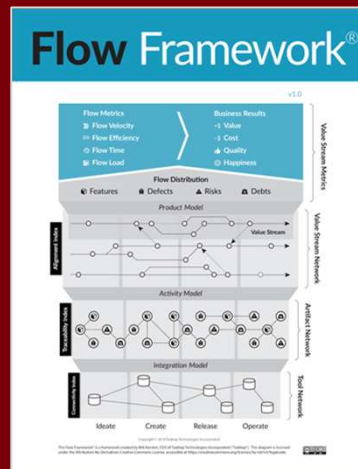
Copyright © 2018 Tasktop Technologies Incorporated.
 The Flow Framework® is a framework created by Mik Kersten, CEO of Tasktop Technologies Incorporated ("Tasktop"). This diagram is licensed under the Attribution-Non Derivatives Creative Commons License, accessible at <https://creativecommons.org/licenses/by-nd/4.0/legalcode>.



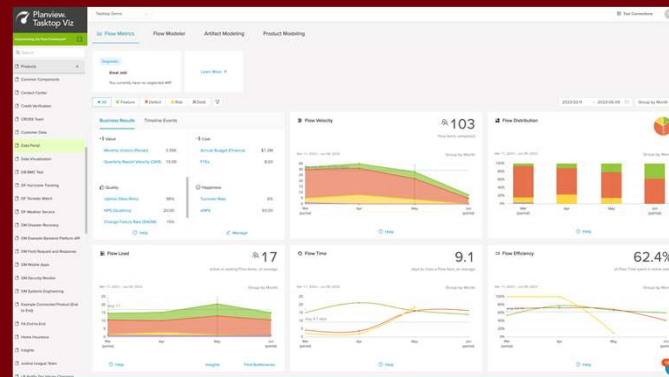
How do I identify bottlenecks and make investment decisions?



Project to Product
by CTO Dr. Mik Kersten

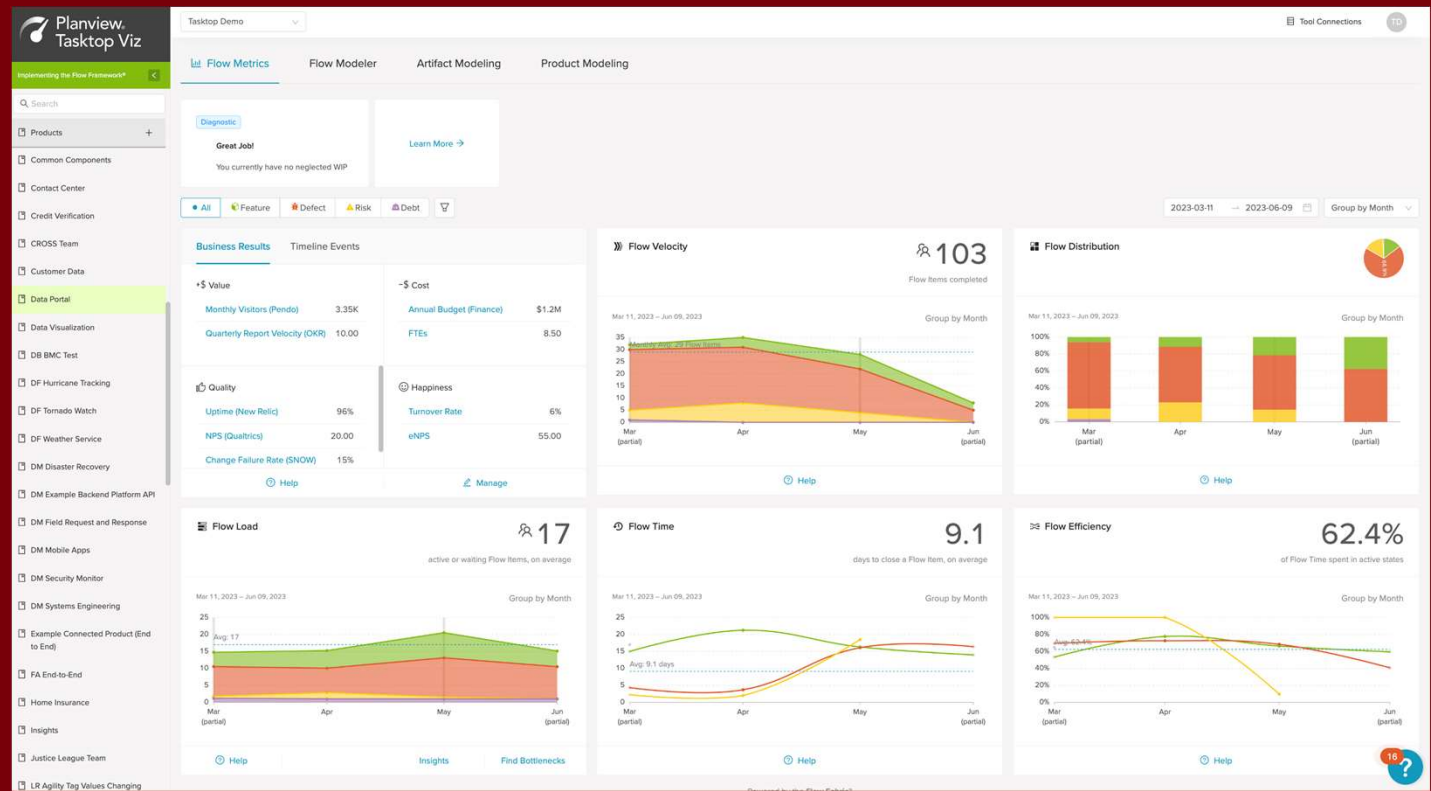


Flow Framework®
Planview Flow Methodology

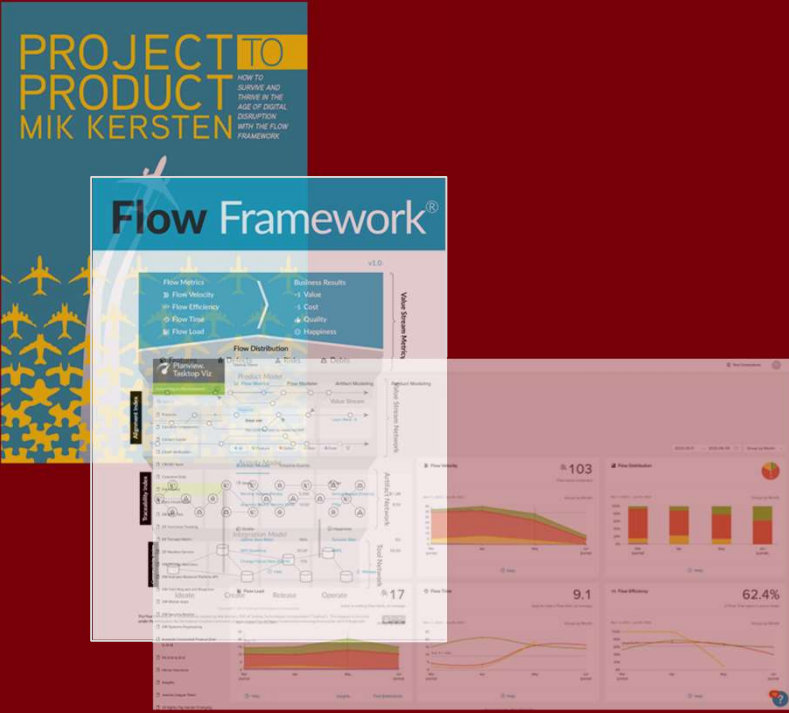


Planview Hub and Planview Viz®

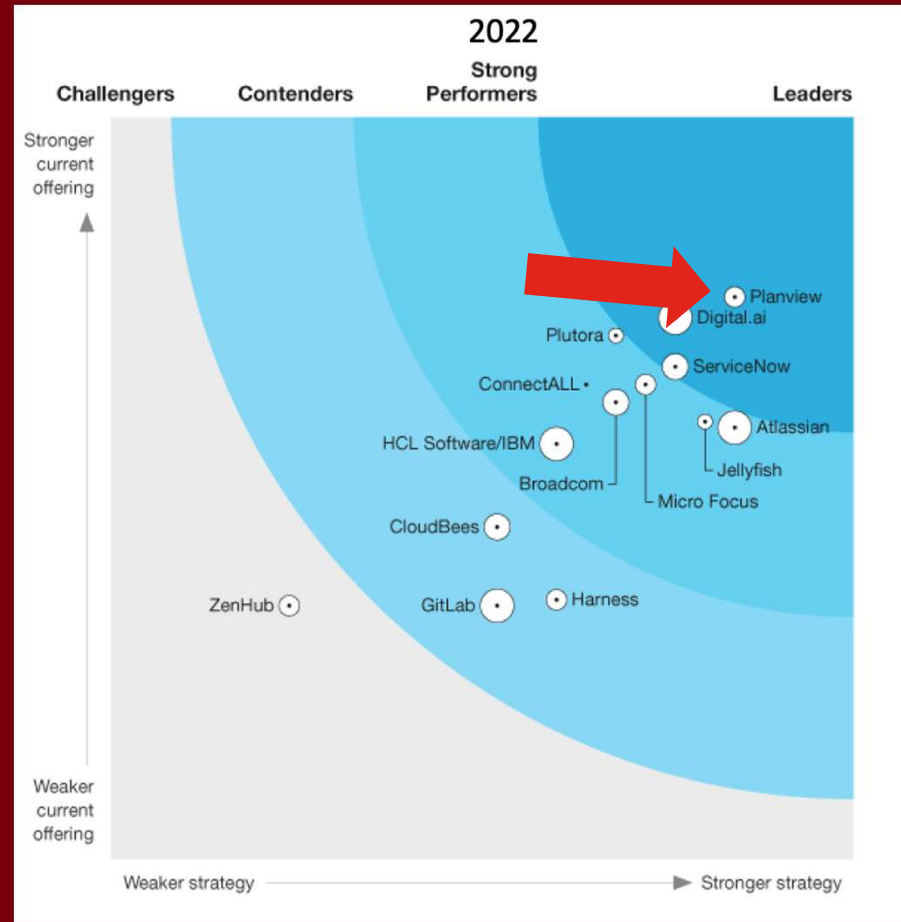
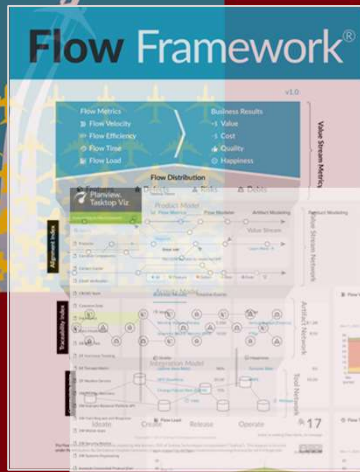
How do I identify bottlenecks and make investment decisions?



Is this something realistic and achievable?



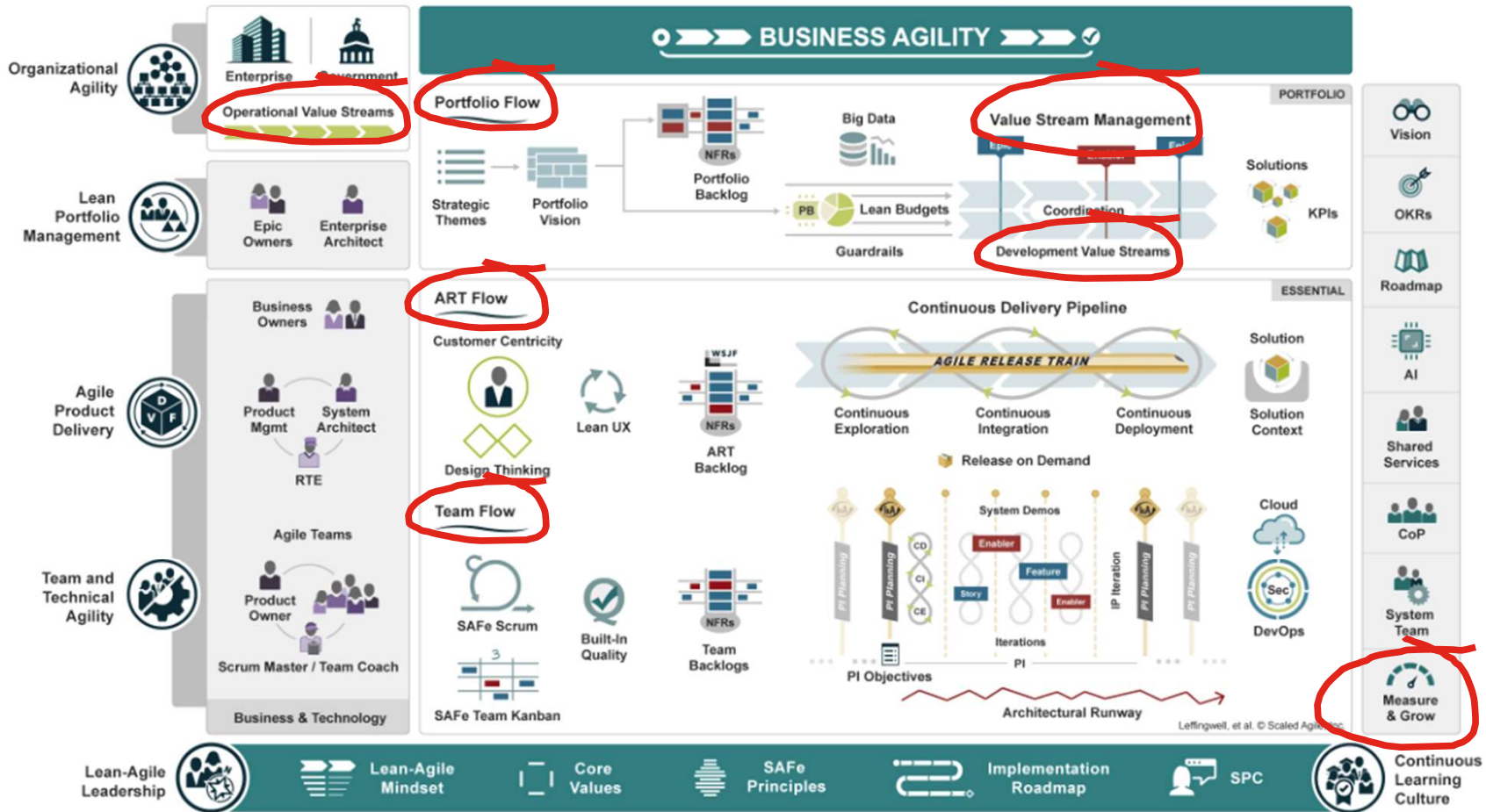
Is this something realistic and achievable?



SAFe 6.0

Select SAFe configuration

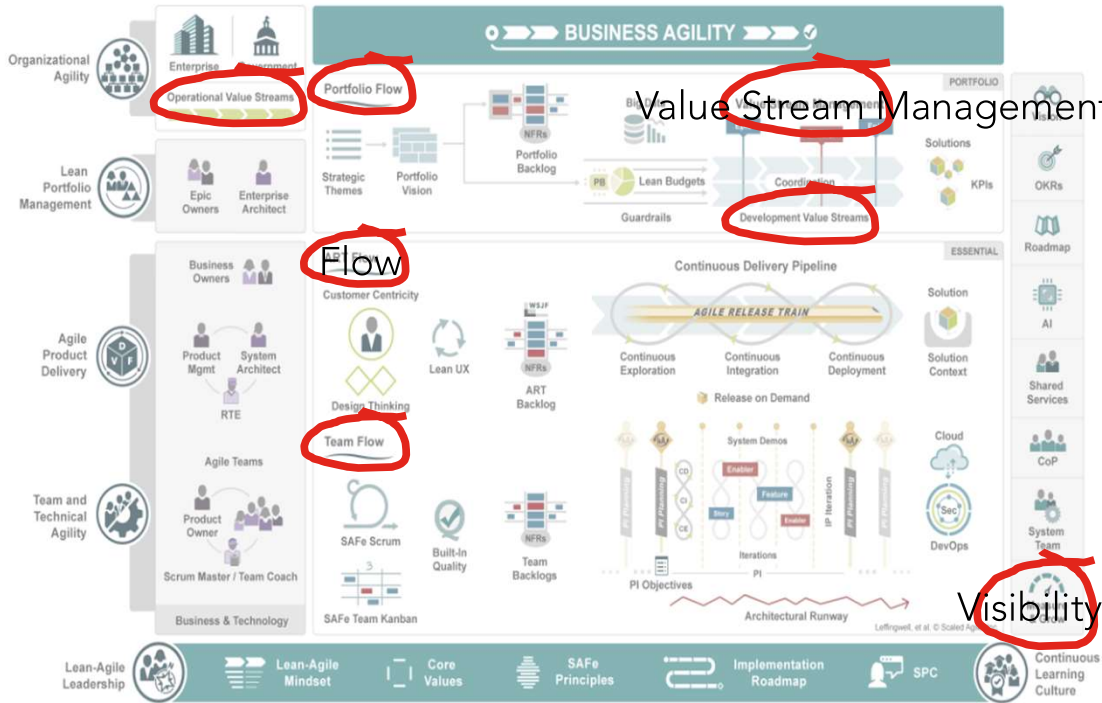
- OVERVIEW
- ESSENTIAL
- LARGE SOLUTION
- PORTFOLIO
- FULL



SAFe 6.0

Select SAFe configuration

OVERVIEW ESSENTIAL LARGE SOLUTION PORTFOLIO FULL



Aligning the Business & IT

Clarifying priorities and reducing friction in the largest revenue-generating business unit



Diagnostic

You have neglected WIP
Flow Time is predicted to increase



37%

Decrease in
waste at
bottleneck

62%

Reduction in
overloaded
team WIP

60+ days

Unlocked
capacity per
month

“Before Tasktop, IT and the business were stuck pointing fingers. These are the critical metrics leadership is looking for. We can see all the metrics in one place, track tech debt, and understand bottlenecks.”

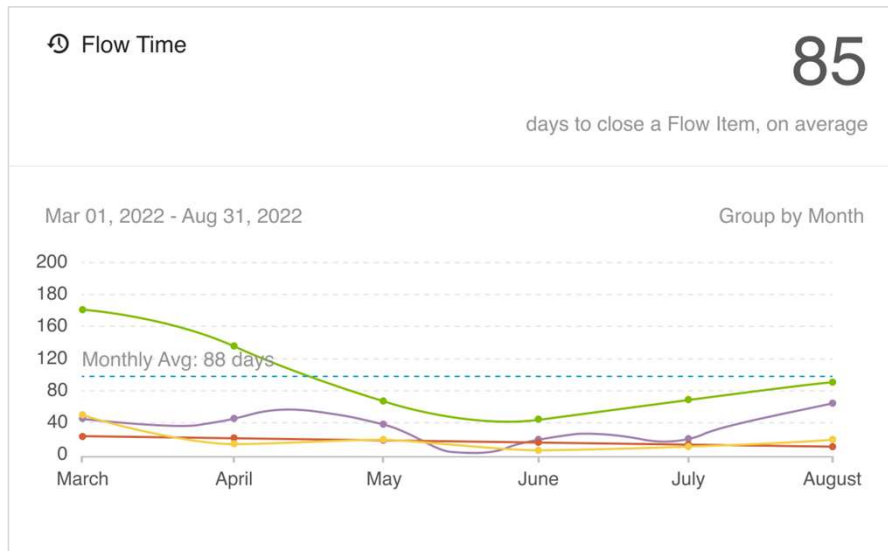
VP for Global
Technology Solutions

Improving time-to-market to grow market share

Accelerating agility maturity in a competitive market

 Banking

 \$57B Revenue (2021)



61%
improvement in
Flow Time

\$2.8M
capacity unlocked in
a single value
stream


Employee morale
from despair to
excitement



We reduced time to market from 140 to 54 days with the visibility Planview provided.

Flow-First Transformation at Global Bank

Improving time-to-market and reducing costs



Banking



\$50B Revenue (2021)



70%
Decrease in
Flow time

15%
Increase in
Velocity

\$6M
Cost savings in
2 years

“ Teams that use Flow Metrics see a faster acceleration in key efficiency metrics, as well as improvement in performance, client satisfaction, and employee engagement.”

Ways of Working Lead
Securities Services
8,500 staff worldwide

Summary

- Value Stream Management
 - Flow
 - End-to-end
 - Bottlenecks
 - Visibility
 - SAFe 6.0
 - Customer experiences

Questions and Discussion

Summary

- Value Stream Management
 - Flow
 - End-to-end
 - Bottlenecks
 - Visibility
 - SAFe 6.0
 - Customer experiences
- How can I find out more?

How can I find out more?

- [Flowframework.org](https://flowframework.org)
- Planview.com
 - [State of the Industry Report](#)
 - Flow Maturity model – [complimentary assessment](#)
 - [Forrester Wave VSM Report](#)
- Planview team