FUSION 17

DRIVING SERVICE MANAGEMENT FORWARD

The VALUE of Value Stream Mapping

Daniel Breston

Virtual Clarity: DevOps, Lean, ITSM coach & advisor

What do you expect when you turn on a tap??

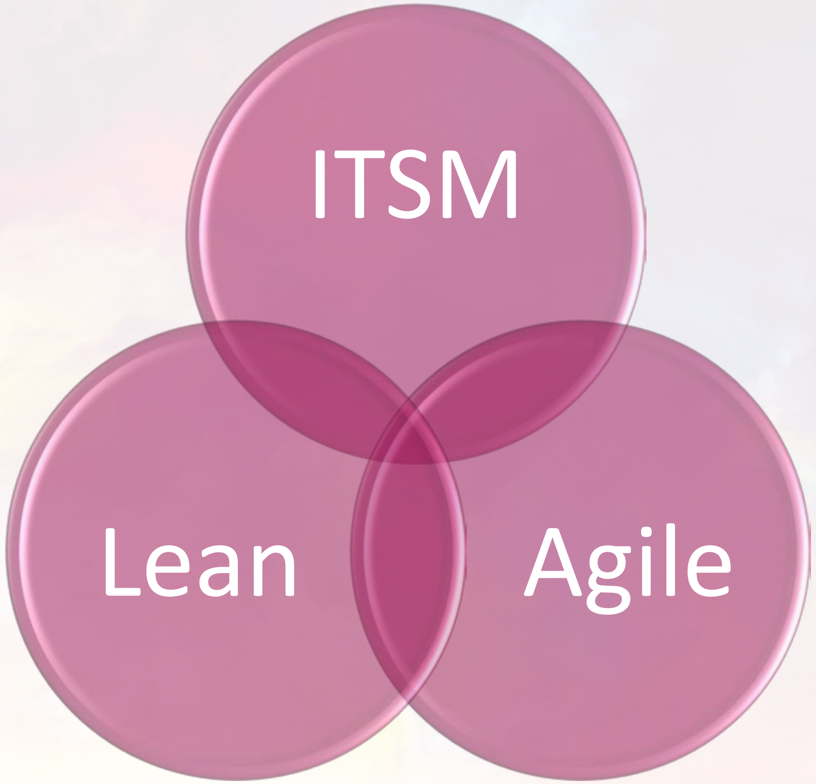
ITSM, Agile, DevOps: we all love Flow, Feedback and to Improve Continuously

Value Stream Mapping

Value Stream Mapping (VSM)

Value Stream Mapping is a lean **leadership** technique that visualizes the flow of information and resources to aid in identifying improvements to fulfil customer requests.

DevOps: Flow + Feedback + Continuous learning



The Machine that Change the World:
Womack, Jones, Roos 1990

- Culture
- Automation
- LEAN
- Measures
- Sharing

CALMS & VSM

Is your river of Change fast flowing?

Or full of obstacles?

Transformation Charter: Let’s agree

Current State Problems & Business Needs	
1	
2	
3	
4	
5	

Performance Improvement Objectives			
	Metric or Condition	From	To
1			
2			
3			
4			
5			

Mapping Activity Scope	
Value Stream	
Specific Conditions	
First Step	
Last Step	
Demand Rate (Work Volume)	
Boundaries & Limitations	
Improvement Timeframe	

Affected Functions/Roles & Key Stakeholders			
1			
2			
3			
4			
5			

Current State Data & Information Needed	
1	
2	
3	

Accountable Parties		Agreement	
Executive Sponsor		Signature	
		Date	
Value Stream Champion/Owner		Signature	
		Date	
Facilitator		Signature	
		Date	
Logistics Coordinator			
Briefing Attendees ** required * optional			
Briefing Dates & Times			

Mapping Team			
	Function/Area	Name	Title
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Mapping Team On-Call Support			
	Function/Area	Name	Title
1			
2			
3			
4			

Mapping Activity Logistics	
Mapping Activity Dates & Times	
Location	
Owner	

https://www.ksmartin.com/books/value-stream-mapping/

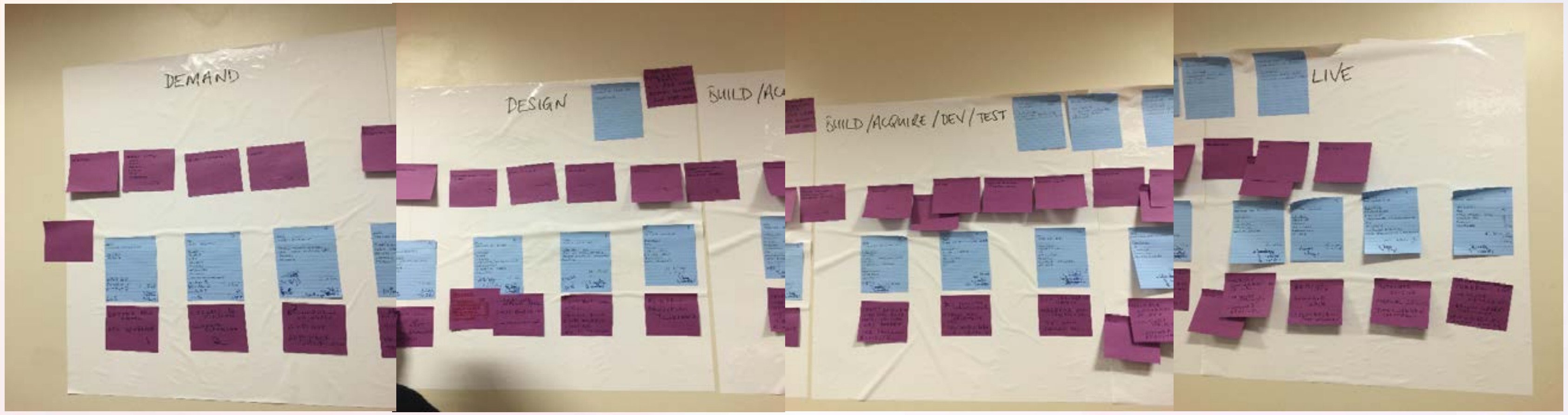
Current State Day

What they *thought*:

- **5** people reviewing and approving in one cycle
- **20** people doing the work to create the new product
- **30** elapsed days to deliver the product
- **98%** quality of the product to approve go live
- **1%** of incidents associated to this product

The Reality

- **55** people reviewing and approving in one cycle
- **268** people doing the work to create the new product
- **364** elapsed days to deliver the product (**180** real work)
- **98%** quality of the product to approve go live
- **12%** of incidents associated to this product



How to create the Current State

What do we do today? Who do we do it for? What Value do we both get?

The goal is to get the participants to identify the steps and inefficiencies in their current way of working….

Measures

Time: Lead time, Touch or process time, Wait time

Quantity: unplanned, deployments, automation

Value: cost, customers, staff, risk, non-value

Quality: % Complete & Accurate – how good was that outcome of the work upstream?

Current State Example

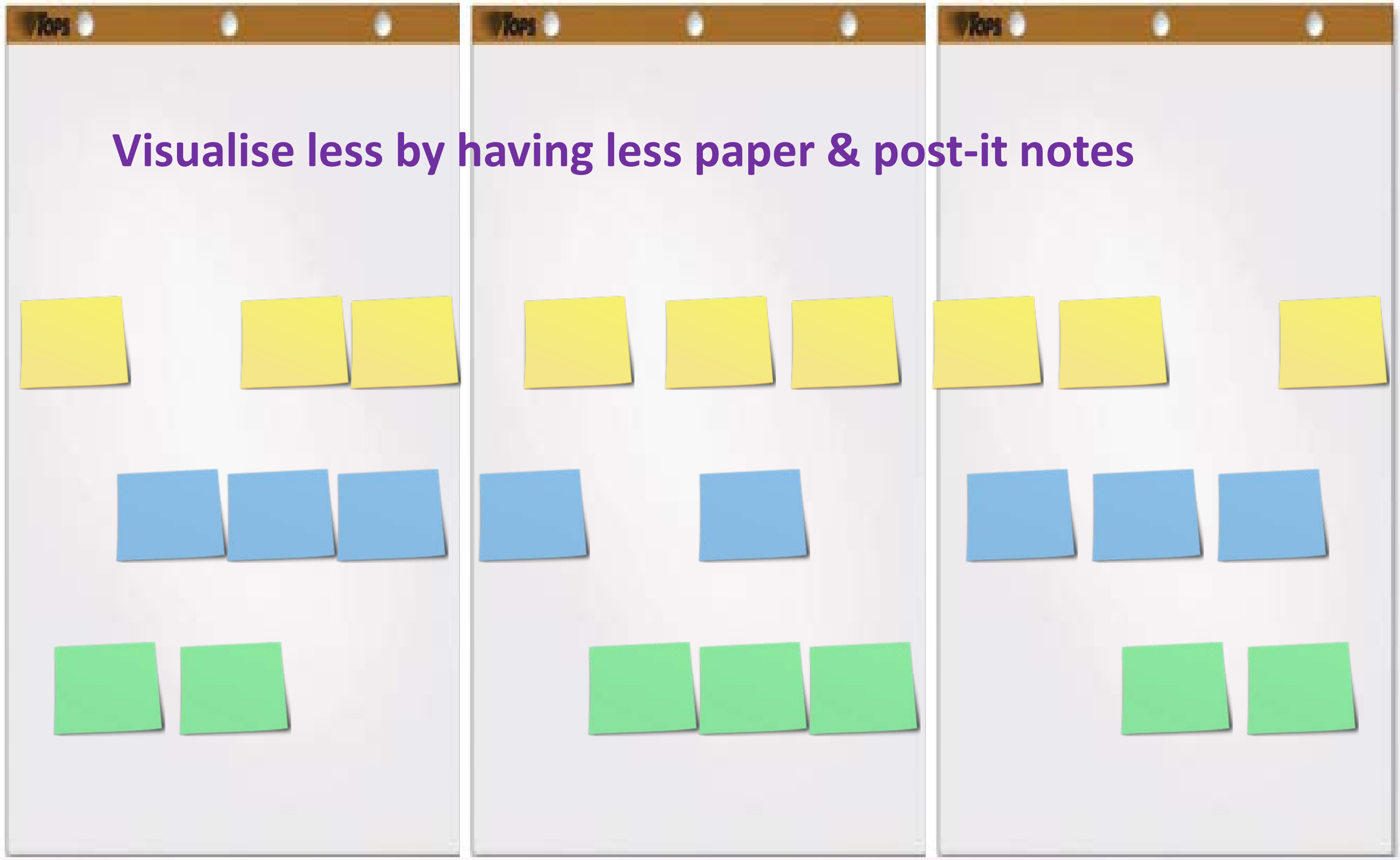
Requirement Gathering	Design work planning	Project Kick-off	Work started: Design, Dev, Test	Perform/Non-Functional Testing	Controlled Non-Funct. testing	Go-live
LT: 25 days AT: 7 days %C&A :75% Min 2 iterations	LT: 20 days AT: 15 days 4-5 cycles %C&A : 80% 3-4 iterations	LT: 5 d AT: 2 d ays Multiple cycles %C&A: 88%	LT and AT average 1 month %C&A 75% initial %C&A: 95-98% after Unit and Component	LT: 30 days AT: 20 days %C&A: 85% (10% Dev & 15% Req or Design	LT: 10 days AT: 10 days %C&A: 85% entering, 98% when complete	
At least 15 areas	15-20 areas with multiple hand-offs or reviews	15-20: PM, Dev, Env, Test and maybe OPS	8-12 people cross functional	8-12 people cross functional	8-12 people cross functional	
	Initial scoping, planning, resource allocation, env set-up	Project kicked off, Led by PMs, PID, Scope, Planning detail c	Code, test, env set-up, release niotes, component testing. NOTE: 80% of release complete at this stage . Perf testing optional	Main tools which are out-dated and slow things down	When this stage, team goes to next piece of work. Available after go-live	Available as needed. Any retrospective is a waste of time

Estimating & Triage causes confusion

Need to involve Security, Ops, Support, BA and client or internal requester more

Think about the future!

How can we improve the process to make this more effective and efficient?



What steps add the most value,
Which ones can we remove?

What measures can we use to help
keep us on track or improve?

What resources add the most value?
What can we remove?

VSM and ITSM

We built our new stream with these KPIs in mind:

- Every 2 weeks something of value goes live
- P2 & P3 Incidents must reduce by 30% overall within one year
- 95% of all work estimates accurate first time
- Meetings of approval must go away within 18 months (automate approval gates)
- Employee & Customer satisfaction must be over 95% within 6 months

DOWNTIME

Source	Purpose	Examples
Defects	Deviations from requirements; errors	Failures, known errors, misinformation
Overproduction	Producing more or faster than required	Excessive documentation or code
Waiting	Delays while waiting on a previous step	Delayed decisions, approvals, response
Non-use	Unused knowledge or creativity	Unused skill, innovation, communication
Transportation	Moving products from one location to another	Multiple hand-offs, emails or meetings
Inventory	Carrying more materials than needed	Unused software, infrastructure, excessive backlogs or emails
Motion	Moving people or assets more often than required	Moving code or infrastructure too much
Excessive processing	Doing more than is required	Over-engineering, failing to create templates and other reusable assets

First seen via CA 4-5 years ago!

Think small & slow; to fast!

	Value Stream				Progress Review Dates													
	Executive Sponsor																	
	Value Stream Champion																	
	Value Stream Mapping Facilitator																	
	Date Created																	
Identifier	**Task or Problem to be Solved**	**Notes**	**Exec. Method ***	**Owner**	**Planned Timeline for Execution**												**Status**	
					1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**		
																	0%	
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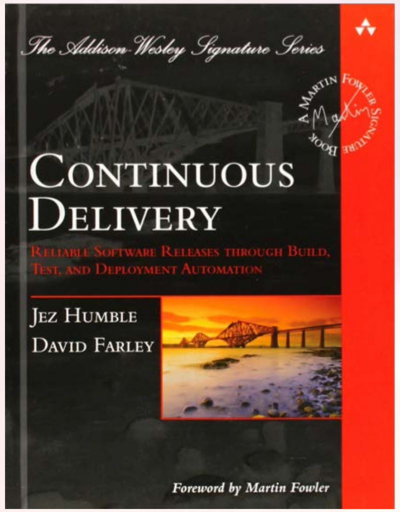
2-4 weeks repeatable cycles

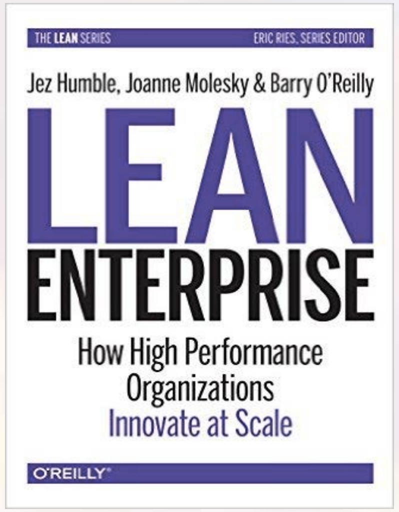
Agreement		
Executive Sponsor		**Value Stream Mapping Facilitator**
Signature:		Signature:
Date:		Date:

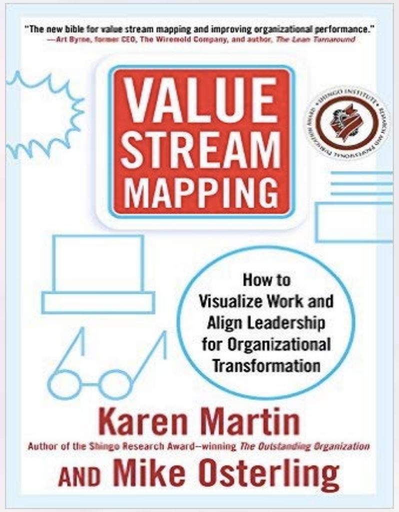
*** Execution Method = JDI (Just-do-it), KE (Kaizen Event), or Proj (Project)**

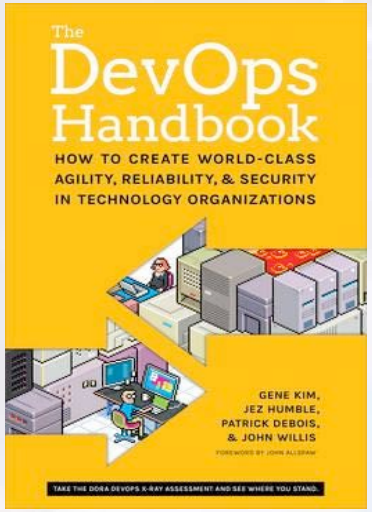
A Texas story: MTBK

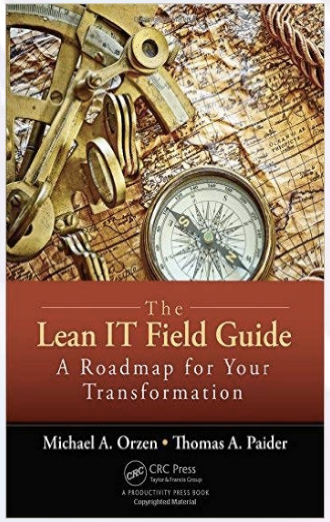
Further learning

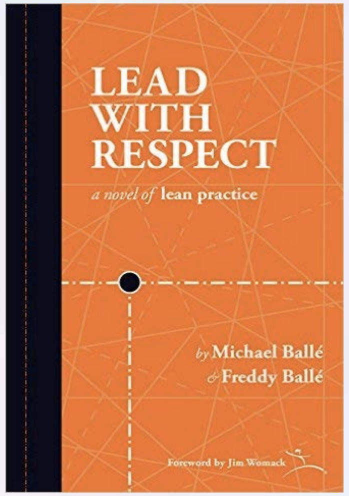












DevOps Institute	www.devopsinstitute.com
DevOps.com	www.devops.com
IT Revolution	www.itrevolution.com
ITSM.Tools	www.itsm.tools
IT Chronicles	www.itchronicles.com

VSM take-aways

Get leaders/managers to engage regularly

Don’t be afraid to see the truth!

Set bold targets, explain them and then let the teams deliver them

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Thank you for attending this session.

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