Next Generation DevOps: Value Stream Management

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5 Selecting Which Value Stream to Start With Understanding the Work in Our Value Stream, Making it Visible, and Expanding it Across the Organization

"Once we have identified a value stream to which we want to apply DevOps principles and patterns, our next step is to gain a sufficient understanding of how value is delivered to the customer: what work is performed and by whom, and what steps can we take to improve flow."



Value Stream Mapping	Process Mapping	Customer Journey Mapping
A 'bird's eye view' down onto the processes that make up a value stream	A detailed map of a process within a value stream	A visual representation of customer experience
Flow of value	Flow of work	Flow of experience
Visual collaboration	Diagramming of workflow	Visual representation of experience
From idea to value realization	From process start to process stop	From engagement to relationship
Spotlights waste	Spotlights waste	Optimizes experience



VALUE STREAM		
Mapping	Management	
Human-centric, storytelling and narrative	Tools-centric, science and insights	
Opinion driven: qualitative	Data-driven: quantitative	
Visual collaboration	Visibility and continuous inspection	
Walls and post-it notes	Integrations, dashboards and AI	
Builds an initial business case	Ongoing incremental optimization	
Highlights waste	Automates for continuous compliance	



"To accelerate development and enable continuous delivery of customer value, organizations need to reach the next level in their agile and DevOps practices. I&O leaders and application leaders must focus on value stream management to maximize flow, improve delivery efficiency and drive innovation."



'Predicts 2021: Value Streams Will Define the Future of DevOps' by Daniel Betts, Chris Saunderson, Ron Blair, Manjunath Bhat, Jim Scheibmeir, Hassan Ennaciri. Published 5 October 2020

Value Stream Management and Flow Analytics		
Strengths	Weaknesses	
 Improved end-to-end visibility 	Lack of metric standardization	
 Data-driven conversations and decisions 	Limited guidanceNarrow integration	
 Constraint focused improvements 	 Potential for misuse 	
 Collaborative ownership 		

'Analyze Value Stream Metrics to Optimize DevOps Delivery' Published 7 August 2020

Gartner







"Value Stream Management is a combination of people, process and technology that maps, optimizes, visualizes, measures, and governs business value flow through heterogeneous software delivery pipelines from idea through development and into production."



"Value Stream Management is a must-do not a nice-to-do. Enterprise organizations are realizing that increasing the velocity and quality of software delivery are not the only goals. Business teams and product owners are looking for what are the returns on investment and how they are delighting customers. New features, new applications, or changes to existing products or services must create "value" in the eyes of the customer, patient or consumer and therefore the adoption of VSM is critical to ensure that the full value of the effort and work is realized."



'Vendor Selection Matrix[™] Value Stream Management: Top Global Vendors 2020' by Eveline Oehrlich, published July 2020

THE FORRESTER WAVE™

Value Stream Management Solutions Q3 2020



"When we published our first VSM evaluation in 2017, few AD&D leaders had heard of VSM; since then, the VSM tools market has evolved rapidly as have prospective buyers of VSM tools. AD&D planners, engineers, and release experts understand VSM and want it to help them plan, create, and deliver software experiences that align to both the business' and customers' needs. In fact, 33% of development managers tell us that collecting and integrating more feedback from users and speeding release and cycle times are among their top three priorities. Smart AD&D leaders know they can't improve their processes without data. VSM gives them the data they need to create baselines of current software delivery practices and set a path for improvement across each role of the AD&D organization."

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The Forrester Wave[™]: Value Stream Management Solutions, Q3 2020' by Chris Condo with Christopher Mines, Diego Lo Giudice, Andrew Dobak, and Kara Hartig, published July 15, 2020



"Value stream management is a market in which large enterprises had massive expectations back in 2018 Q2. Currently, vendors appear to be delivering against these expectations given the nearly 50% growth in penetration that is expected to occur in 2020 and 20+ percent growth in 2021. Internally developed solutions and Excel continue to play a role in VSM, which speaks to the difficulty in integrating the expansive toolchains that make up the SDLC. However, EMA's expectation is that as commercial solutions continue to evolve, they will become the only scalable way to address VSM needs."



'DevOps 2021: Evaluating High Growth Markets in the DevOps Pipeline' by Stephen D. Hendrick, published April 2020



"By 2023, 70% of organizations will use value stream management to improve flow in the DevOps pipeline, leading to faster delivery of customer value."



'The Future of DevOps Toolchains Will Involve Maximizing Flow in IT Value Streams' by Manjunath Bhat, Daniel Betts, Hassan Ennaciri, Chris Saunderson, Thomas Murphy. Published 14 January 2020



DevOps Toolchains and Value Stream Management















































Measuring Value

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	Accelerate flow						25%
	Optimize DevOps	s evolution					25%
	Measure value r	ealized					37.5%
	Stablize systems						12.5%
	16 votes · Final result	ts					
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Definition of Done (Jeff Gothelf)

Value Term	Business	Customer	Organizational
Who Says It	Executives and other leaders	Product development teams	Internally facing teams
What Do They Mean	Something that makes it easier for the business to be successful	Something that makes the customer more successful	Something that makes the job of other teams in the organization easier
What Does It Look Like	Making money	New features or products	Features or systems used internally to automate or simplify tasks
Who Gets Rewarded	Increasing profit margin	Launching an app	Implementing a continuous deployment system



Business Value	Customer Value
• Profit:Loss	 Direct feedback
• Revenue	Customer experience
• Basket size	 Customer journey time
• Reviews	Proxies:
NPS	 Session length
Referrals	 Bounce rate
 Churn:Adoption 	 Conversion rates

PORTFOLIO AND BACKLOG

Vision and goals are set and aligned to epics, features, PBIs and user stories.

INSIGHTS AND ANALYSIS

Monitoring and observability provide insights into customer reaction to changes and report on value realization.

CONTINUOUS DELIVERY

The changes are approved, released and operated in the live environment.

The Value Cycle

CONTINUOUS INTEGRATION

Code is created, artifacts incorporated, versions controlled, code is built in a trunk based manner.

CONTINUOUS TESTING

Functional and non-functional testing takes place at every commit at every step or gate through route to live.



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Thank you for your time and attention. Stay human.[®]