VALUE STREAM MAPPING WORKSHOP

Joel Tosi

Slides: https://www.dojoandco.com/speaking

ABOUT ME

Joel Tosi

- Dojo Coach for over six years
- Coach in 7 dojos, advisor to others
- 16 years experience coaching teams

@joeltosi @dojoandco

EXPECTED OUTCOMES

- Understand Terms
- Able to Start a VSM in Your Org

Start a conversation towards continual improvement *with intention*

WHY VALUE STREAM MAPPING?

WHY VALUE STREAM MAPPING?

- Find the Constraint
- Address the Constraint
- *Possibly* Address Variation
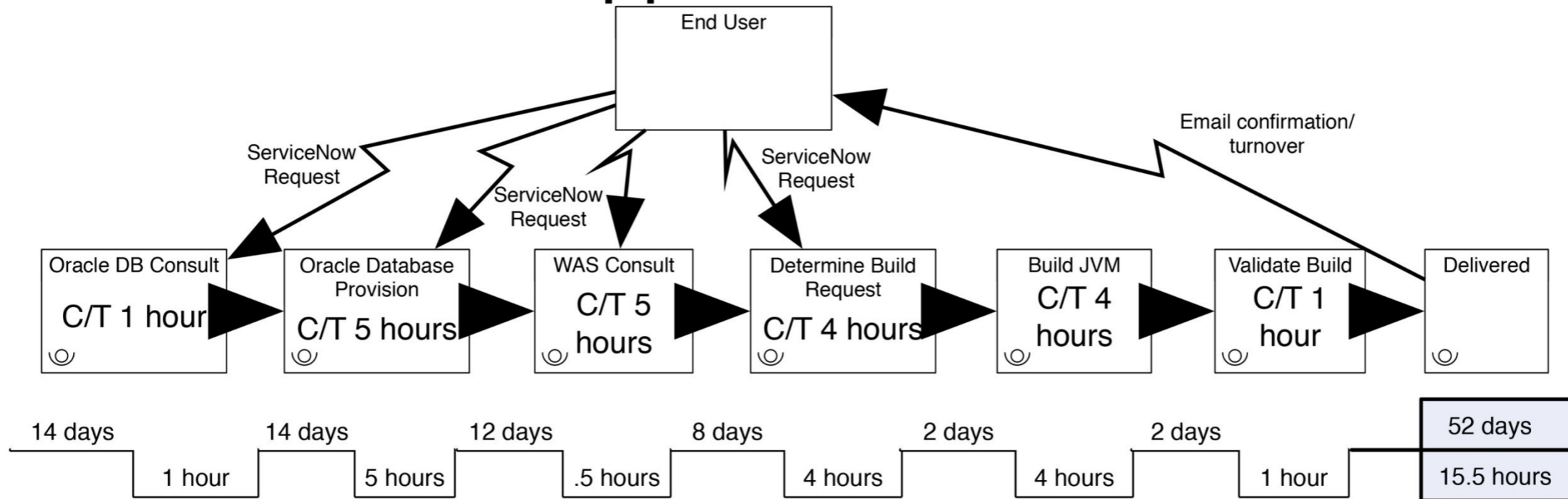
@joeltosi @dojoandco

FIRST EXERCISE

On Your Own

Imagine your company wants to

provision a new set of servers

for a new product (web, JVM, DB)

Walk through the steps to get that

done

A SAMPLE

Value Stream Analysis: Web Application

@joeltosi @dojoandco

SECOND EXERCISE

In Groups of 2 or 3

- Create the VSM for LC's (completely fictitious) company, including efficiency ratio

- Where would you suggest they focus to improve?

LC's Company is an online e-commerce company, moving to the cloud.

Each time a team wants to deploy a new product to the cloud, the

Following happens:

SECOND EXERCISE

- Request amazon account (Finance)

Finance has an SLA of 1 day for the approval

- Request access to amazon services (Security)

New services require form submission, assessment, and review. SLA from security is one week for any new service

- Request DNS entry (Networking)

Network changes are only done on Thursday

- Update ACL (Networking)

- Get SQL Server license (Windows team)

This requires financial approval first, then the windows team gets involved. Finance is a 1 day SLA, Windows is 3 days

- Create database (DB team)

DB team will only do the work after understanding the work. They meet with teams once a week, new work enters queue

- Get encrypted strings to connect app (DB / Security)

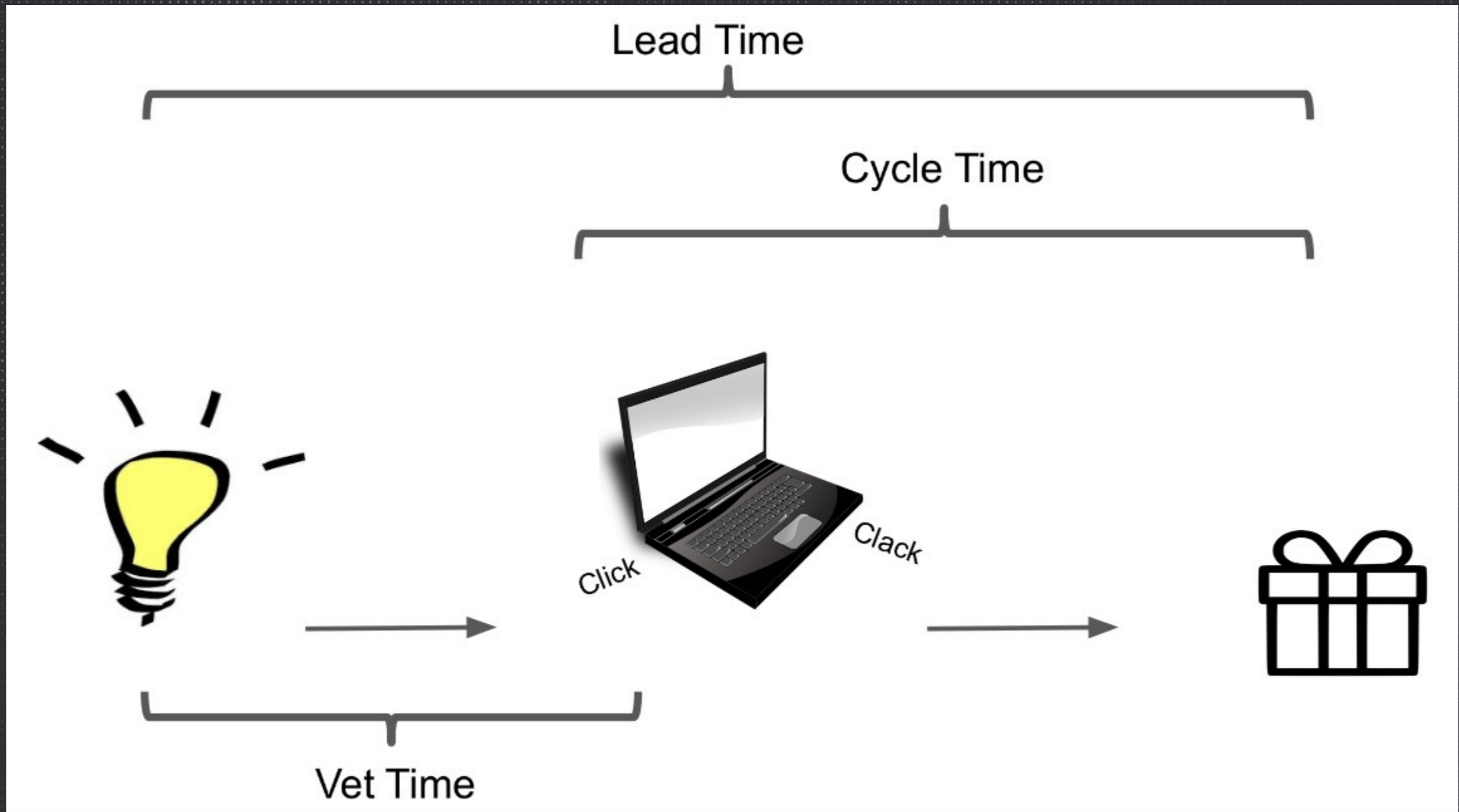*This is automated!*

- Update pipeline scripts (Team)

GO!

THE PRODUCT VALUE STREAM

Simplified View, Start Where You Can But Know the Limits

Exploit Variability

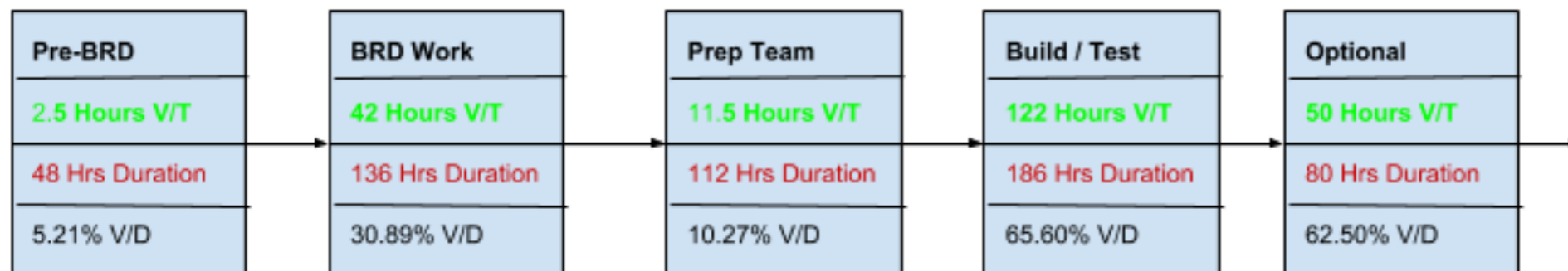Minimize Variability

Business Hypothesis → Product Discovery | Product Framing | Product Delivery | Product Deployment and Operations → Customer Value

@joeltosi @dojoandco

TERMS TO KNOW

@joeltosi @dojoandco

A SAMPLE

Stage	Value Add Time	Duration	Efficiency
Endeavor	.5 hour	5 days	1.25%
Finance approval	2 hours	1 day	25.00%
BRD writer assignment	1 hour	1 day	12.50%
Write BRD	40 hours	3 weeks	33.33%
Work Request released	1 hour	1 day	12.50%
Front Door	1.5 hour	1 day	9.38%
Assigned to PM	1 minute	1 day	0.21%
BRD Walkthrough	4 hours	7 days	7.14%
Arch Review / Strawman	4 hours	3 days	33.33%
UI Mockup	2 hours	2 days	12.50%
HLD	20 hours	10 days	25.00%
Build / Code	7 days	10 days	70.00%
Test / SIT	5 days	10 days	50.00%
Ceritifcations /Legal	10 hours	5 days	25.00%
Go / No Go	1 hour	1 hour	100.00%
CETC	3 days	3 days	100.00%
Pilot	5 days	5 days	100.00%
Go / No Go	1 hour	1 hour	100.00%
Totals	248.02	642	38.63%

A SAMPLE

Total Cycle Time - 16+ weeks; Condensed View
248.02 Value Add Hours over 642 Total Hours Duration - 38.63% Efficient

Pre-BRD	BRD Work	Prep Team	Build / Test	Optional
2.5 Hours V/T	42 Hours V/T	11.5 Hours V/T	122 Hours V/T	50 Hours V/T
48 Hrs Duration	136 Hrs Duration	112 Hrs Duration	186 Hrs Duration	80 Hrs Duration
5.21% V/D	30.89% V/D	10.27% V/D	65.60% V/D	62.50% V/D

Lead Time – 642 hours
Cycle Time – 266 hours
Vet Time – 376 hours

*** Assumes No Interruptions ;) ***

@joeltosi @dojoandco

THIRD EXERCISE

In Groups of 2 or 3

- Create a new VSM for LC's, including efficiency ratio; lead time; cycle time

- Where would you suggest they focus to improve?

LC's is in the cloud and are building new products. When there is a new idea to build, the following happens:

THIRD EXERCISE

- Approve budget / move forward of idea

Finance has an SLA of 5 days for the approval; Legal takes 2 weeks

- Define Requirements

Business Analyst team creates BRD – 2 weeks (meetings, etc)

- Hire Design Firm

Have to get the cheapest! 2 weeks

- Complete Design (UX)

4 weeks per contract

- Turn over requirements and design to engineers

2 hour meeting

- Build

Engineers can code really quick – they knock out (their understanding of the product) in 4 weeks

- Test

Testing starts a week behind coding; but data delays happen and runs 2 weeks after coding

- Cross fingers and deploy!

Requires change control (weekly) and coordination with Release Engineers (every other week)

GO!

TERMS TO KNOW

% Complete / Accurate – How often a piece of work makes it through and does not need to be reworked
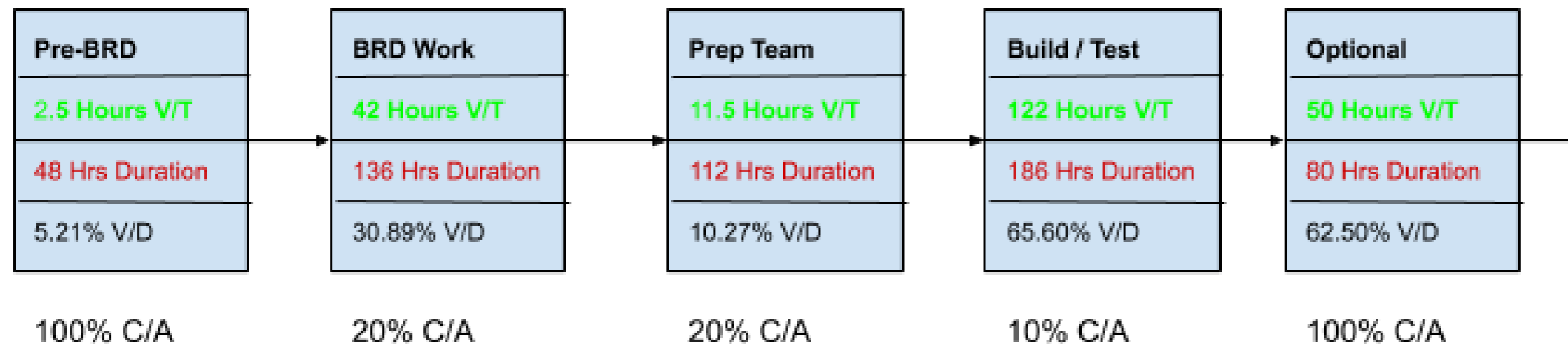
The variance in your measurements

A SAMPLE

Stage	Value Add Time	Duration	Efficiency	% Accurate
Endeavor	.5 hour	5 days	1.25%	100%
Finance approval	2 hours	1 day	25.00%	100%
BRD writer assignment	1 hour	1 day	12.50%	100%
Write BRD	40 hours	3 weeks	33.33%	20%
Work Request released	1 hour	1 day	12.50%	100%
Front Door	1.5 hour	1 day	9.38%	100%
Assigned to PM	1 minute	1 day	0.21%	100%
BRD Walkthrough	4 hours	7 days	7.14%	25%
Arch Review / Strawman	4 hours	3 days	33.33%	20%
UI Mockup	2 hours	2 days	12.50%	20%
HLD	20 hours	10 days	25.00%	20%
Build / Code	7 days	10 days	70.00%	10%
Test / SIT	5 days	10 days	50.00%	10%
Ceritifcations /Legal	10 hours	5 days	25.00%	50%
Go / No Go	1 hour	1 hour	100.00%	100%
CETC	3 days	3 days	100.00%	100%
Pilot	5 days	5 days	100.00%	100%
Go / No Go	1 hour	1 hour	100.00%	100%
Totals	248.02	642	38.63%	20%

A SAMPLE

Total Cycle Time - 16+ weeks; Condensed View

248.02 Value Add Hours over 642 Total Hours Duration - 38.63% Efficient

Pre-BRD	BRD Work	Prep Team	Build / Test	Optional
2.5 Hours V/T	42 Hours V/T	11.5 Hours V/T	122 Hours V/T	50 Hours V/T
48 Hrs Duration	136 Hrs Duration	112 Hrs Duration	186 Hrs Duration	80 Hrs Duration
5.21% V/D	30.89% V/D	10.27% V/D	65.60% V/D	62.50% V/D
100% C/A	20% C/A	20% C/A	10% C/A	100% C/A

WHERE WOULD YOU START?

@joeltosi @dojoandco

TERMS TO KNOW

EFFICIENT – All the pieces are busy – no slack or wasted time

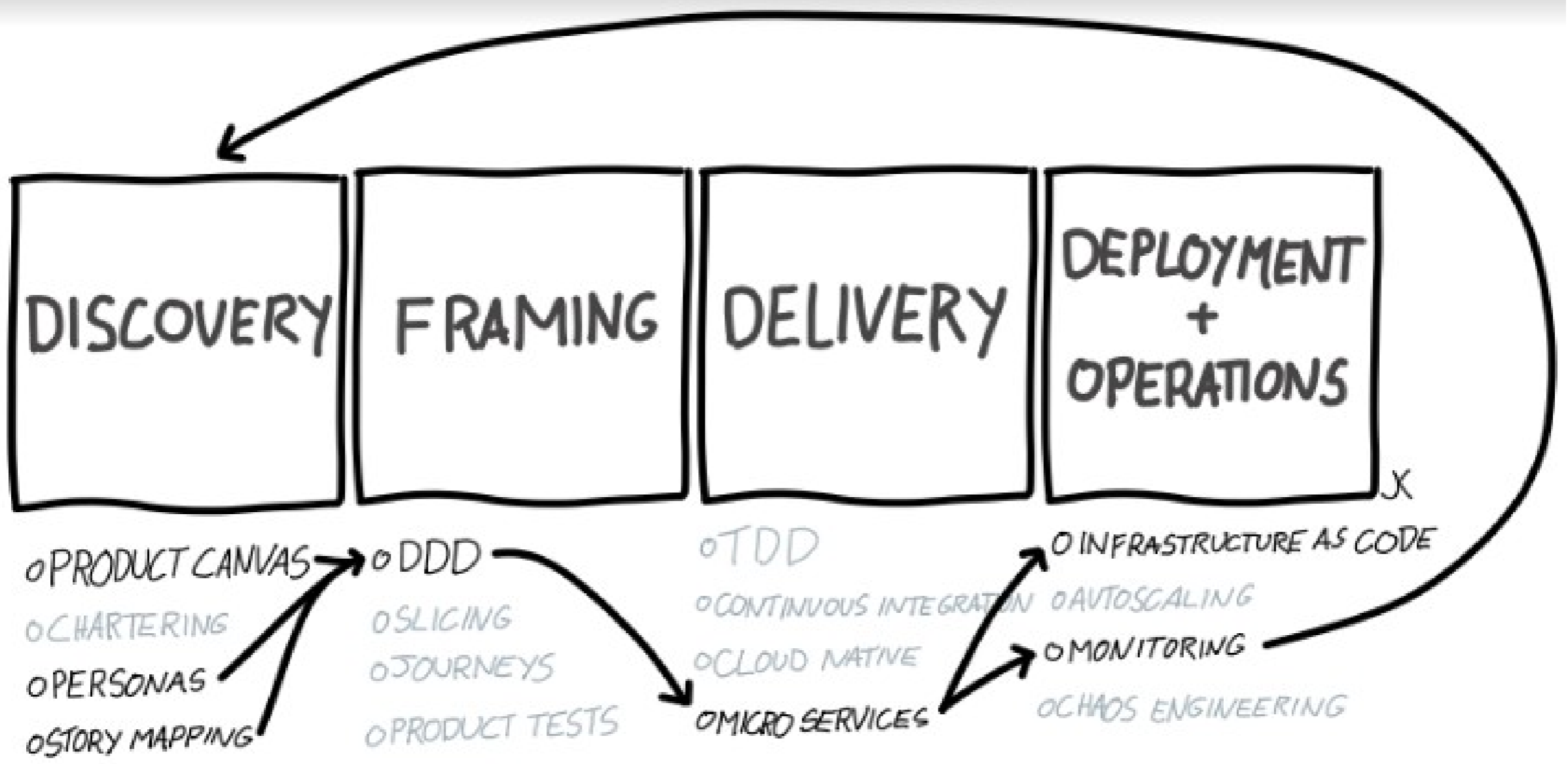PRODUCTIVE – Stuff is coming out! We are making things

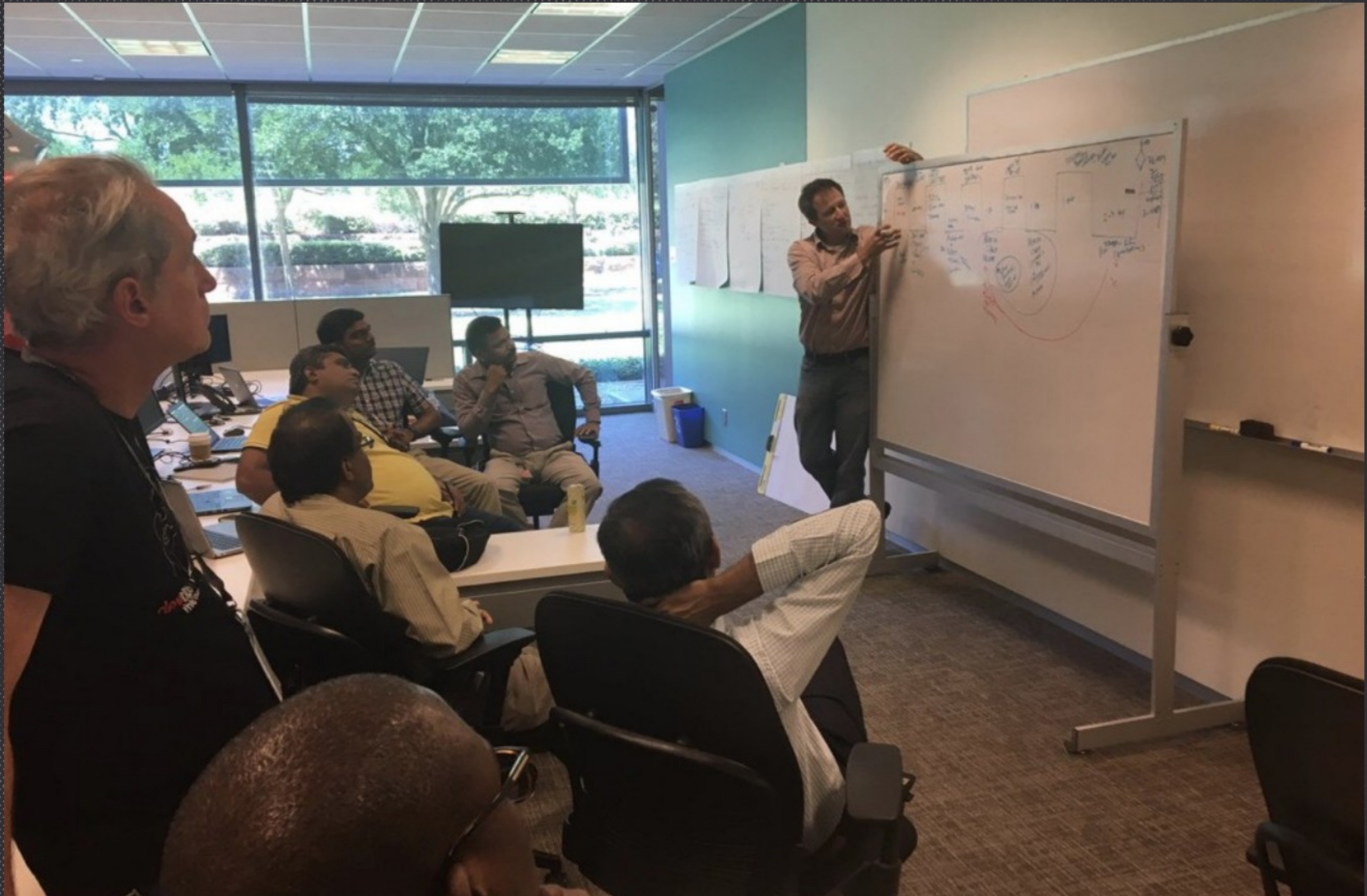EFFECTIVE – We are making the *right* things

Often the most effective flows will not look very efficient

THE PRODUCT VALUE STREAM

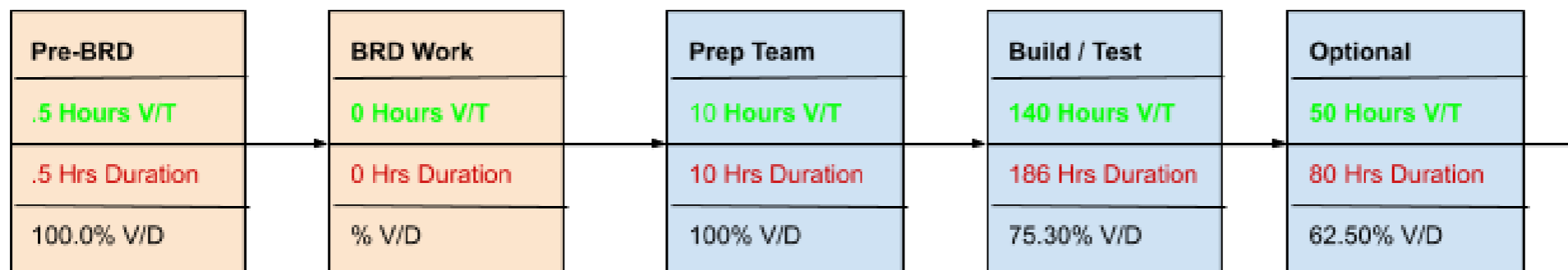## Simplified View, Start Where You Can But Know the Limits

Exploit Variability

Minimize Variability

Business Hypothesis → Product Discovery | Product Framing | Product Delivery | Product Deployment and Operations → Customer Value

DISCOVERY → FRAMING → DELIVERY → DEPLOYMENT + OPERATIONS

- o PRODUCT CANVAS
- o CHARTERING
- o PERSONAS
- o STORY MAPPING

- o DDD
- o SLICING
- o JOURNEYS
- o PRODUCT TESTS

- o TDD
- o CONTINUOUS INTEGRATION
- o CLOUD NATIVE
- o MICRO SERVICES

- o INFRASTRUCTURE AS CODE
- o AUTOSCALING
- o MONITORING
- o CHAOS ENGINEERING

PROGRESS

Total Cycle Time - 6.9 weeks; Condensed View
200 Value Add Hours over 276.5 Total Hours Duration - 72.33% Efficient

Pre-BRD	BRD Work	Prep Team	Build / Test	Optional
.5 Hours V/T	0 Hours V/T	10 Hours V/T	140 Hours V/T	50 Hours V/T
.5 Hrs Duration	0 Hrs Duration	10 Hrs Duration	186 Hrs Duration	80 Hrs Duration
100.0% V/D	% V/D	100% V/D	75.30% V/D	62.50% V/D

STARTING AT YOUR COMPANY

Start with the question you want to answer
Get all parties together
Map out the flow
Trace *one* piece through the system

Record
- Value add time
- Wait time
- Percent Correct and Accurate

DON'T FIX BUSINESS OF QUEUES

ADDRESS THE FLOW OF IMPACT

STARTING AT YOUR COMPANY

Create Your Ideal Flow

What will you change first to get there?
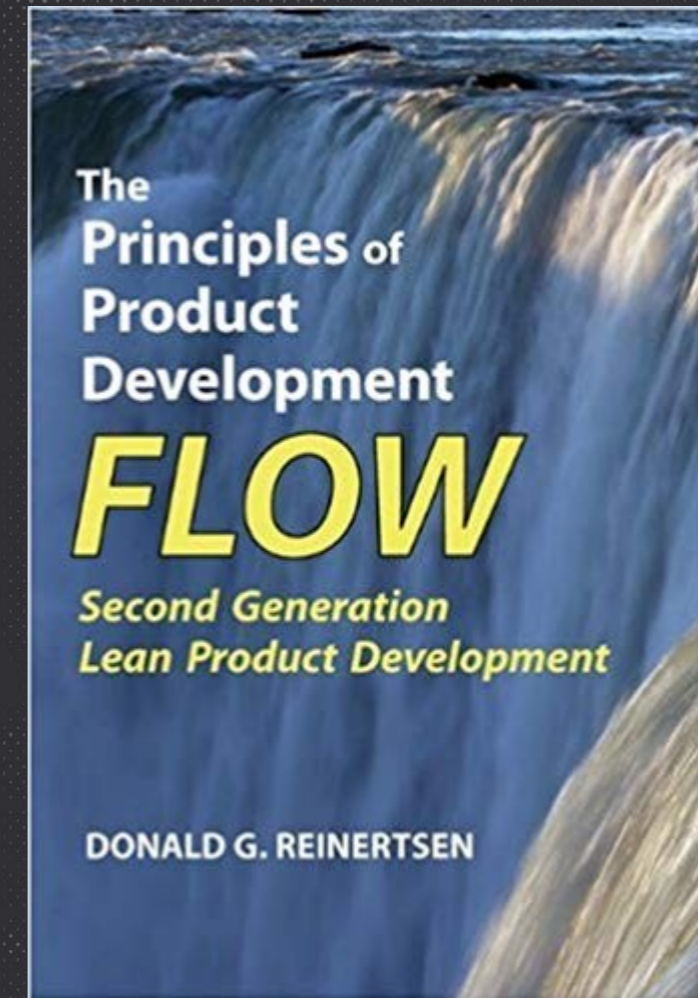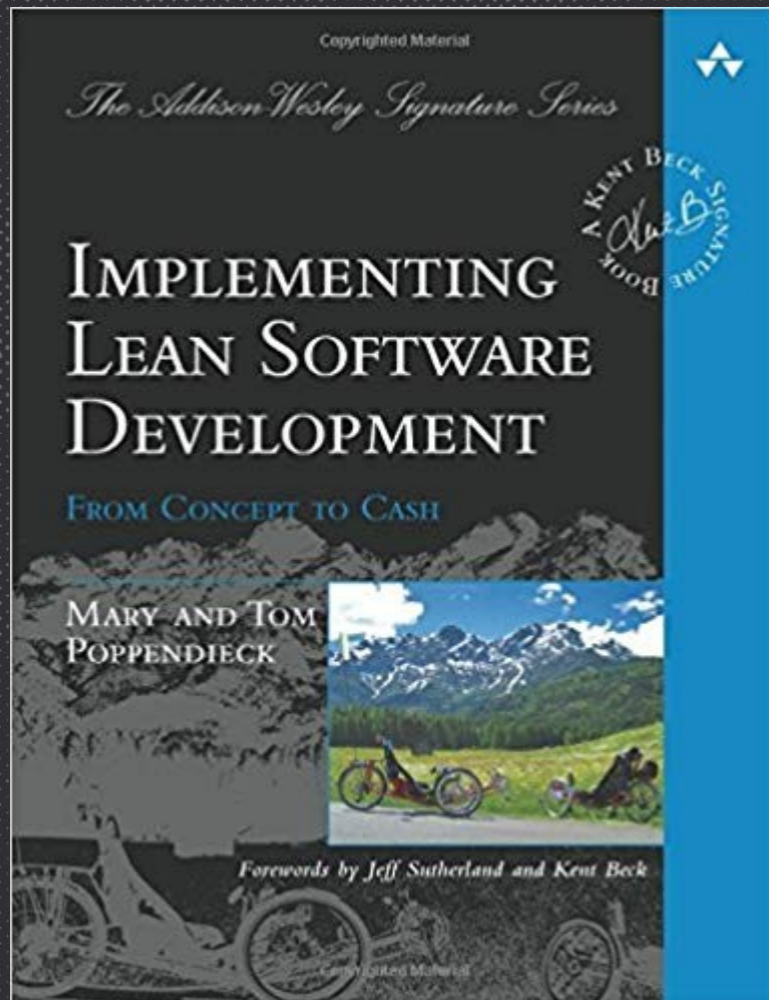
Measure; Update; Repeat

IF YOU WANT TO LEARN MORE

Blog - www.dojoandco.com/blog

Podcast – www.dojoandco.com/podcast

Workshops – www.dojoandco.com/workshops

@joeltosi @dojoandco

RECOMMENDED READING
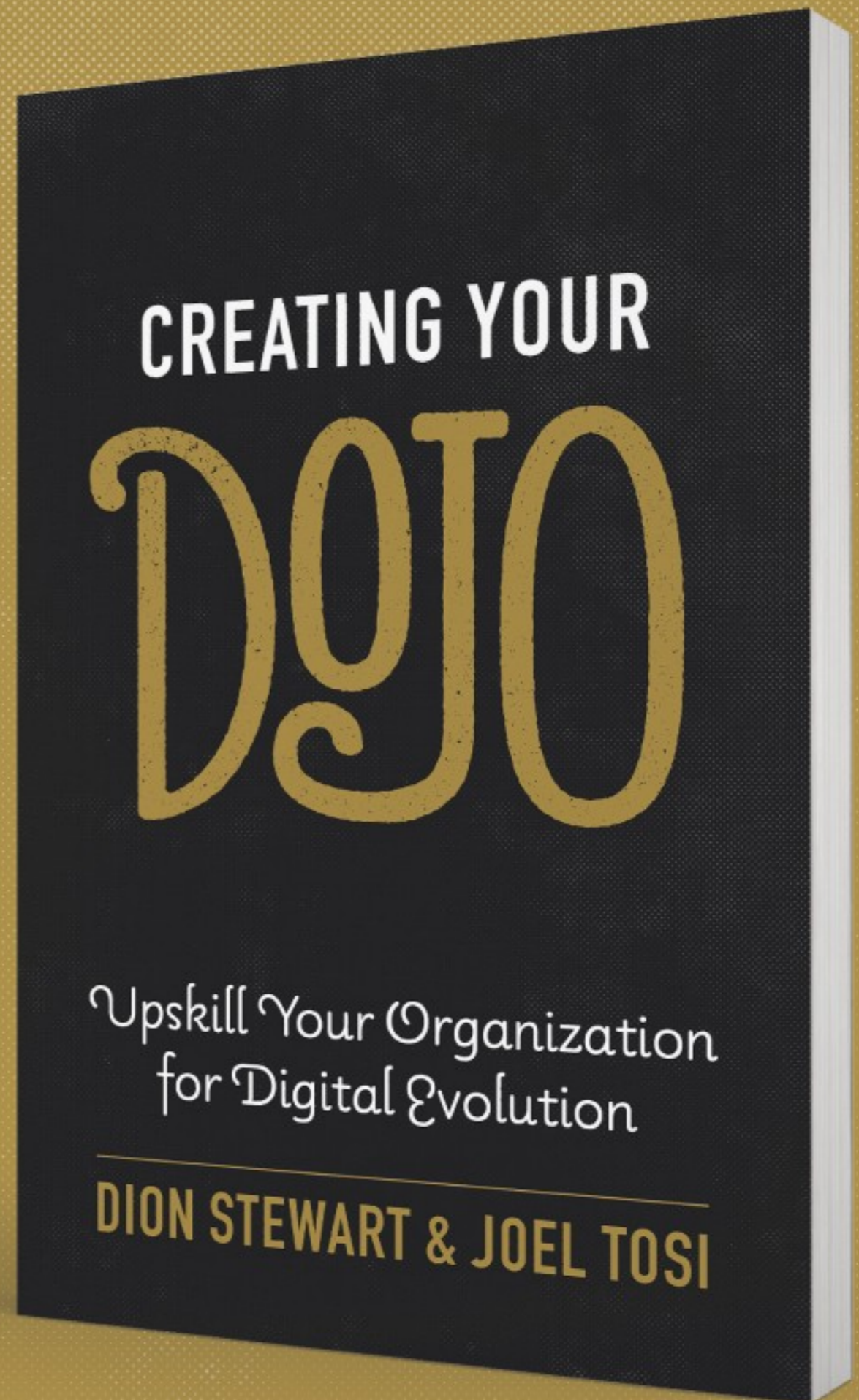
WHAT ARE YOUR QUESTIONS?

THANK YOU

Joel Tosi

Slides: https://www.dojoandco.com/speaking

DOJO
EST   2017
AND CO