



PARALLEL SESSION STREAM

Powering the Project Economy: Managing Value Streams

Towards the Future

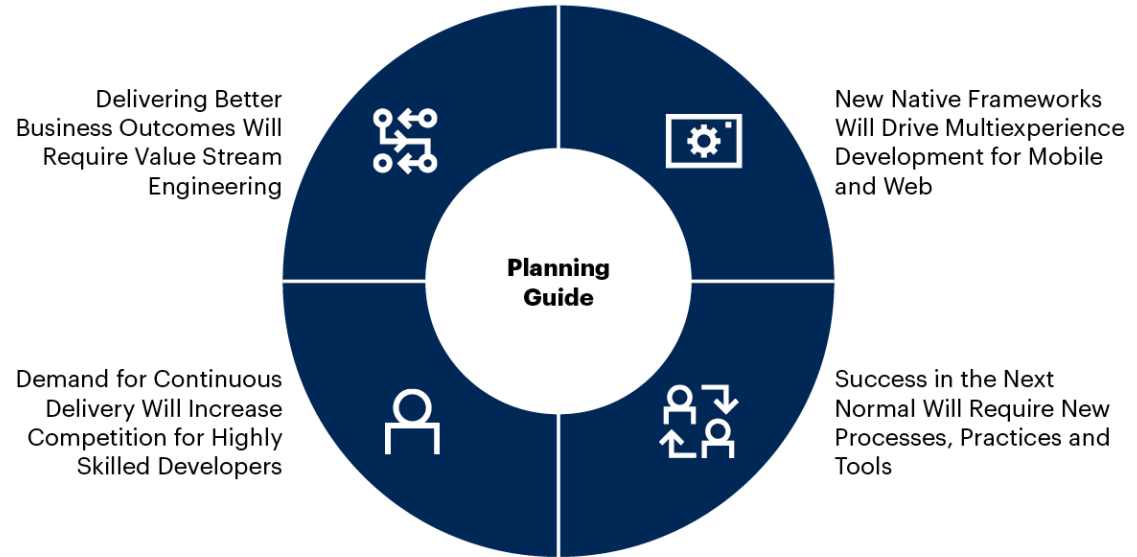
Joseph Cahill
Chief Customer Officer
Project Management Institute

Pablo Lledó
Board Director
Project Management Institute

"Value stream engineering is a systemic approach to optimize the flow of business value..."

- Gartner 2022 Planning Guide for Application Development

2022 Key Trends in Application Development

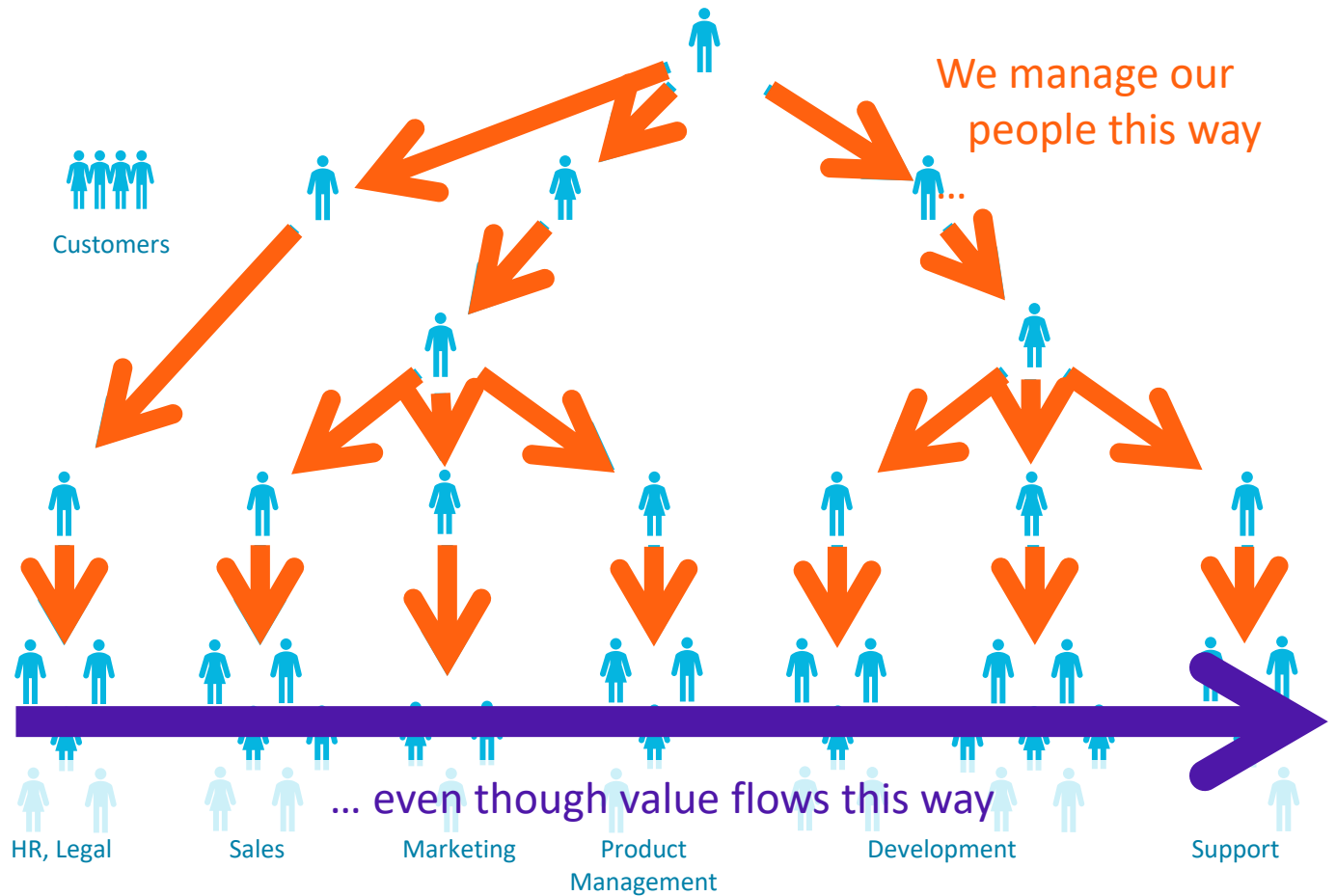


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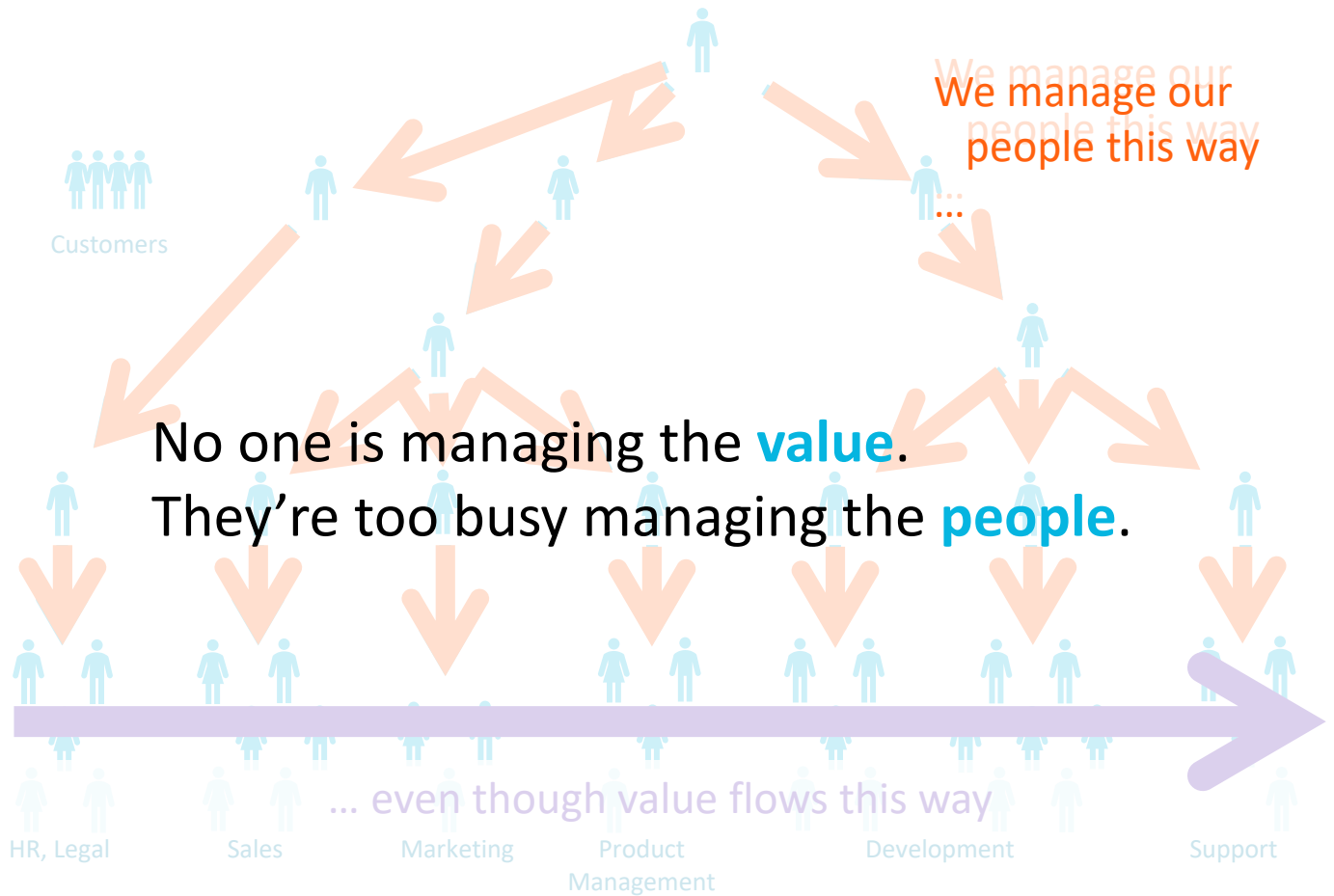
This Is Our Inherent Problem

To solve it we must shift our attention from managing our people to *managing the value stream*



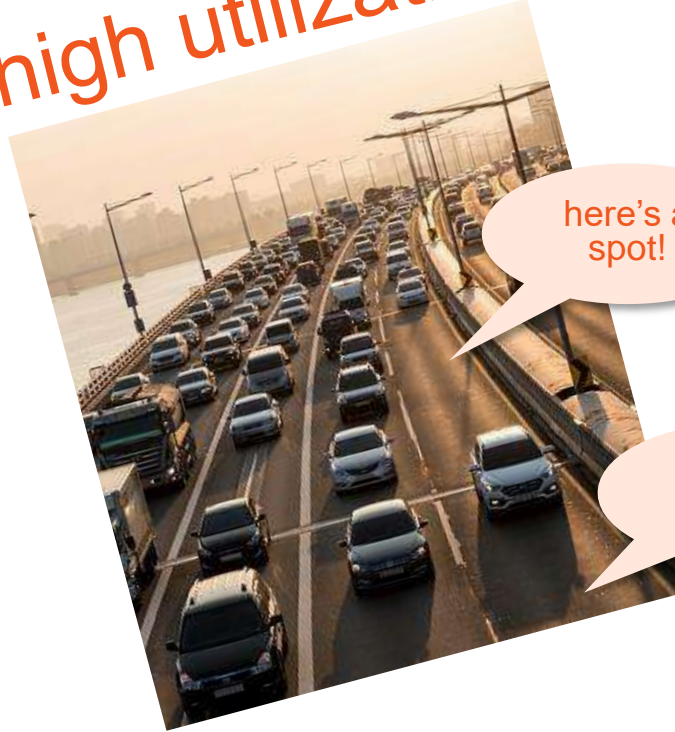
This Is Our Inherent Problem

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Shift from Managing Utilization to Lean Management

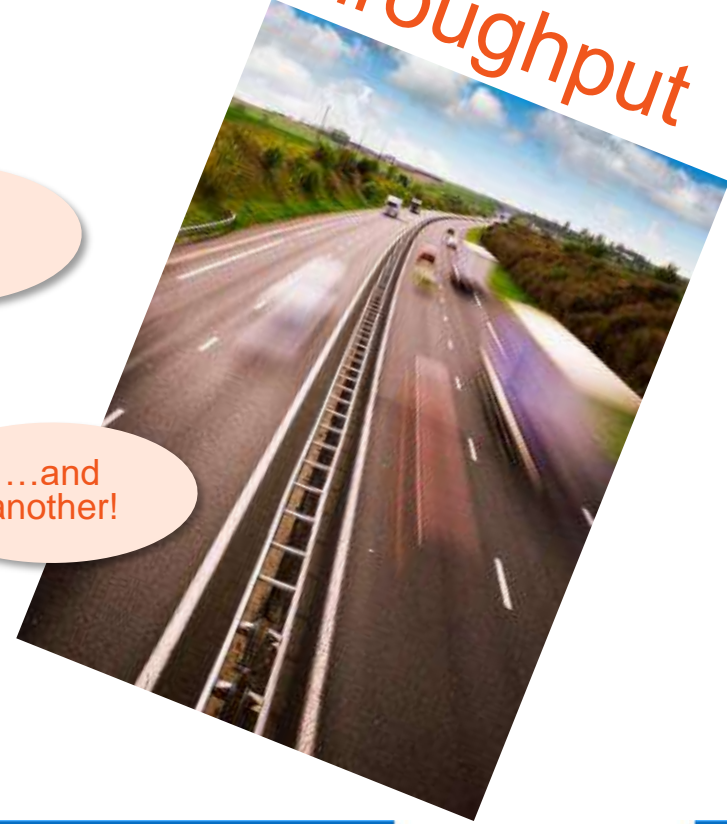
high utilization



here's a
spot!

...and
another!

throughput



What Is a Value Stream?



Definition

- A value stream is the **set of actions** that takes place to add value to a customer **from the initial request through realization of value** by the customer.
- A value stream **always begins** and **ends** with a **customer**—although that customer can be internal or external.



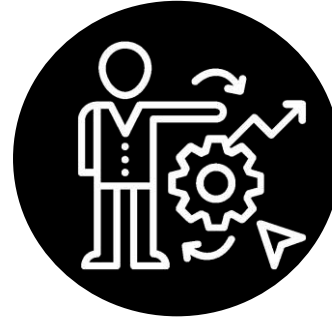
The value stream is *the work*;
it is *not* the people doing the work.

Three Types of Value Streams



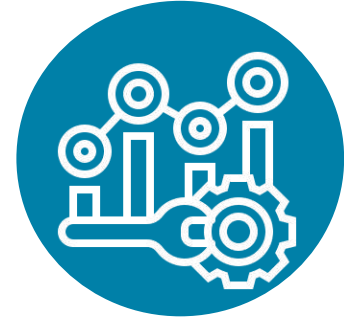
Operational

The sequence of activities needed to deliver a product or service to a customer



Support

Work that supports the work of the organization (e.g., marketing, legal)

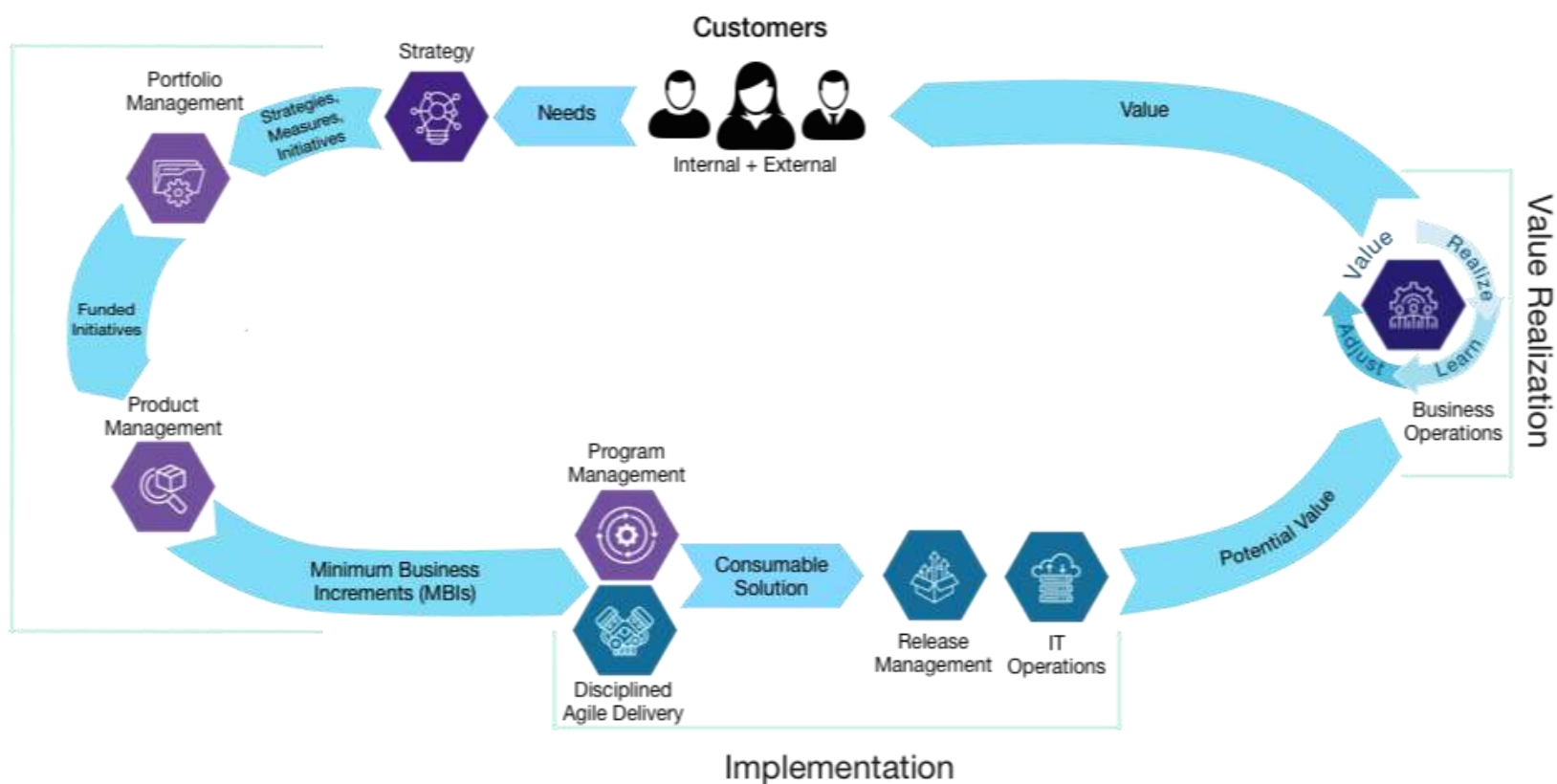


Development

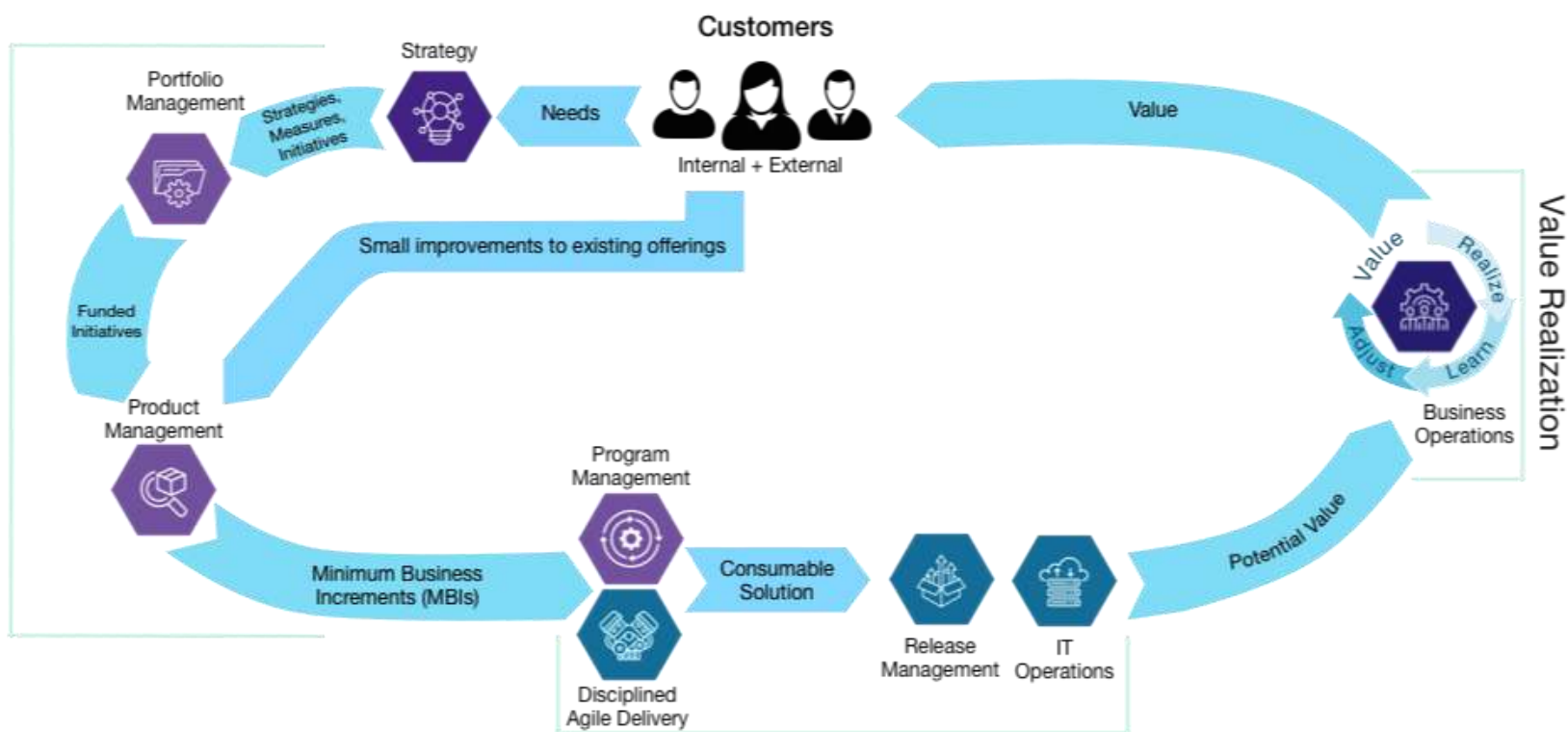
Development of operational and support value streams

Who is responsible for the operational value streams?

Business Direction



Business Direction



Implementation



Value Stream Manager

Responsible for:

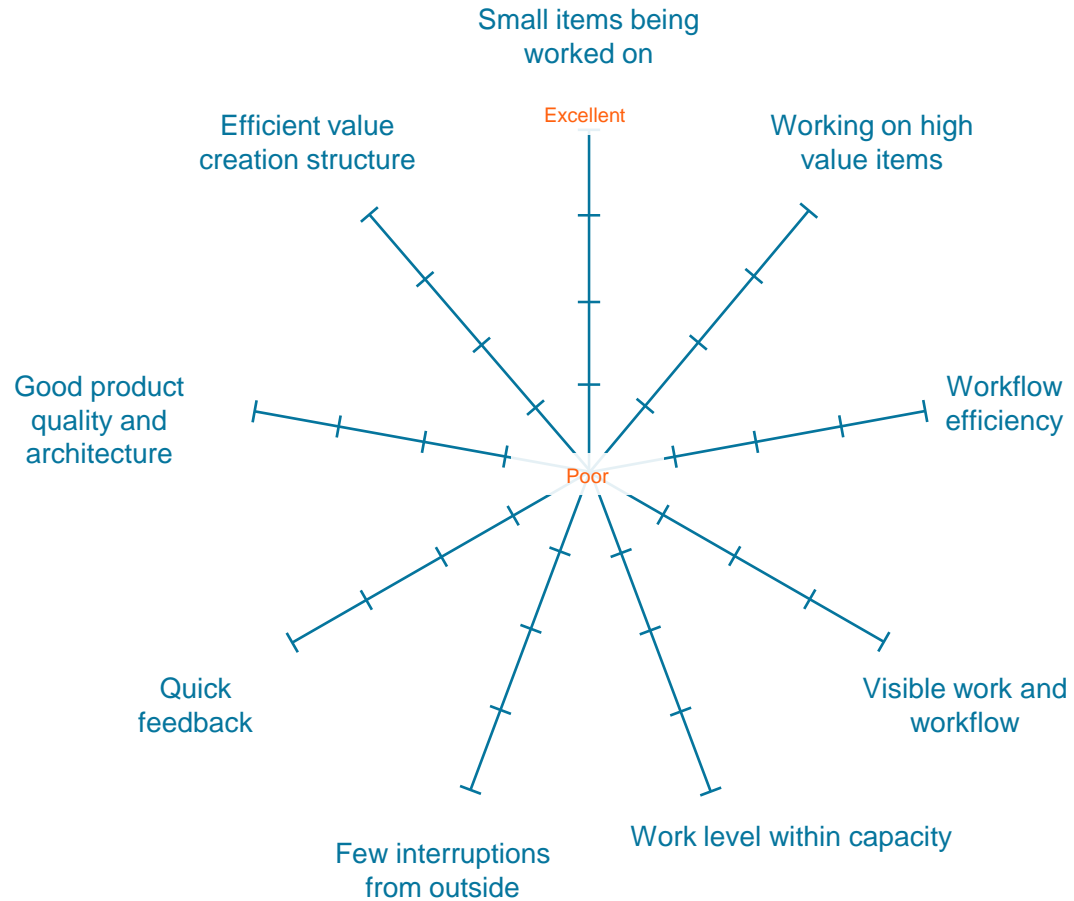
- Attending to the **value stream** from start to end
- Making suggestions on **how to improve it**, in particular:
 - **Value-creation structure**
 - Ensuring **work items are small**
 - Workflow **improvements** (methods and visibility)
- Looking for **bottlenecks** and **overly large queues** of work

The Philosophy of Attending to the Value Stream

Discover what the **right things** are.

Doing the right thing doesn't guarantee **success**,
but doing the wrong thing will guarantee **failure**.

Factors for Effective / Efficient Value Streams



How the Value Creation Network Supports Increased Efficiency



PM Disciplined
Agile

Management's role is to facilitate creating great value streams.

It must work with the teams to do so—not to dictate to them, but to support them.



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PROJECT MANAGEMENT FORUM



DA Value Stream Plays to Improve SAFe

Common Issue

Work misaligned with business initiatives

Unclear requirements

Problems discovered late

Ineffective Budgeting

Working on too many things

Improvement Plays

- Explicit Intake Process
- Sequenced MBIs/MVPs
- Definition-of-Ready (DoR) for Classes of Service
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- MBI/MVP Acceptance Criteria
- Implement Enterprise DevOps
- Adopt an Explicit Value Stream Flow
- Adopt Agile Budgeting & Lean Funding
- Coordinate CapEx & OpEx
- Fund MBIs/MVPs
- Adopt Agile Budgeting & Lean Funding
- Explicit Intake Process
- Sequenced MBIs/MVPs
- MBI/MVP Acceptance Criteria



Key Take-aways

- Value stream management is growing in adoption.
- Shift from managing people to managing the value stream.
- Shift from managing utilization to lean management in order to ensure slack and high throughput.
- Value streams should begin, end, and then CONTINUE with the customer.
- Management's role is to facilitate value streams by supporting their teams, not dictating to them.

THANK YOU



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