Value Stream Software

Dean Leffingwell

Driving DevOps with Value Stream Management Cecil 'Gary' Rupp, Helen Beal, 2021-08-31 A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and deliver customer-centric value quickly and economically Key FeaturesAddress DevOps implementation issues, including culture, toolchain costs, improving work and information flows, and product team alignmentImplement proven VSM methodology to improve IT value stream flowsLeverage VSM platforms to view, analyze, and improve end-to-end value deliveryBook Description Value Stream Management (VSM) opens the door to maximizing your DevOps pipeline investments by improving flows and eliminating waste. VSM and DevOps together deliver value stream improvements across enterprises for a competitive advantage in the digital world. Driving DevOps with Value Stream Management provides a comprehensive review and analysis of industry-proven VSM methods and tools to integrate, streamline, and orchestrate activities within a DevOps-oriented value stream. You'll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective. The book covers the complexities of implementing modern CI/CD and DevOps pipelines and then guides you through an eight-step VSM methodology with the help of a use case showing an Agile team's efforts to install a CI/CD pipeline. Free from marketing hype or vendor bias, this book presents the current VSM tool vendors and customer use cases that showcase their products' strengths. As you advance through the book, you'll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit. By the end of this VSM book, you'll be ready to develop and execute a plan to streamline your software delivery pipelines and improve your organization's value stream delivery. What you will learnIntegrate Agile, systems thinking, and lean development to deliver customer-centric valueFind out how to choose the most appropriate value stream for your initial and follow-on VSM projectsEstablish better flows with integrated, automated, and orchestrated DevOps and CI/CD pipelinesApply a proven eight-step VSM methodology to drive lean IT value stream improvementsDiscover the key strengths of modern VSM tools and their customer use case scenariosUnderstand how VSM drives DevOps pipeline improvements and value delivery transformations across enterprisesWho this book is for This book will help corporate executives, managers, IT team members, and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT-based value streams. It will provide you with the practical guidance you need while adopting Lean-Agile, Value Stream Management, and DevOps capabilities on an enterprise scale to enable business agility. A basic understanding of how CI/CD and DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you to make the most of the book.

Value Stream Mapping Software Gerardus Blokdyk,2018-05-03 Do we cover the five essential competencies-Communication, Collaboration, Innovation, Adaptability, and Leadership that improve an organization's ability to leverage the new Value stream mapping software in a volatile global economy? What are internal and external Value stream mapping software relations? What are your current levels and trends in key Value stream mapping software measures or indicators of product and process performance that are important to and directly serve your customers? At what point will vulnerability assessments be performed once Value stream mapping software is put into production (e.g., ongoing Risk Management after implementation)? Are there Value stream mapping software problems defined? This amazing Value stream mapping software self-assessment will make you the reliable Value stream mapping software domain expert by revealing just what you need to know to be fluent and ready for any Value stream mapping software challenge. How do I reduce the effort in the Value stream mapping software work to be done to get problems solved? How can I ensure that plans of action include every Value stream mapping software task and that every Value stream mapping software outcome is in place? How will I save time investigating strategic and tactical options and ensuring Value stream mapping software costs are low? How can I deliver tailored Value stream mapping software advice instantly with structured going-forward plans? There's no better guide through these mind-expanding questions than acclaimed best-selling author Gerard Blokdyk. Blokdyk ensures all Value stream mapping software essentials are covered, from

every angle: the Value stream mapping software self-assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that Value stream mapping software outcomes are achieved. Contains extensive criteria grounded in past and current successful projects and activities by experienced Value stream mapping software practitioners. Their mastery, combined with the easy elegance of the self-assessment, provides its superior value to you in knowing how to ensure the outcome of any efforts in Value stream mapping software are maximized with professional results. Your purchase includes access details to the Value stream mapping software self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows you exactly what to do next. Your exclusive instant access details can be found in your book.

Project to Product Mik Kersten, 2018-11-20 As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully illequipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In Project to Product, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The

Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

Value Stream Mapping for Lean Development Drew A. Locher, 2008-05-02 Written by one of the world's most respected consultants on Lean, this work presents a methodology for value stream mapping that is appropriate for any organization, whether it be service or product oriented. Over the past 25 years, Locher has proven just how powerful this process is, having employed it in healthcare, transportation, distribution, education, financial services, and manufacturing environments. Illustrating his methodology through the example of the imaginary DevelopTek company, he explains how to: Identify development waste Assess an organization's current state and develop a Current State Map Apply Lean principles to create a Future State Map

Installing Efficiency Methods Charles Edward
Knoeppel,1915

Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation Karen Martin, Mike Osterling, 2013-10-25 The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision—makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare,

R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

Learning to See Mike Rother, John Shook, 2003 Lean production is the gold standard in production systems, but has proven famously difficult to implement in North America. Mass production relies on large inventories, uses push processes and struggles with long lead times. Moving towards a system that eliminates muda (waste) caused by overproduction, while challenging, proves necessary for improved efficiency. Often overlooked, value stream mapping is the essential planning stage for any Lean transformation. In Mike Rother and John Shook's essential guide, you follow the value stream mapping undertaken for Acme Stamping, for its current and future state. Fully illustrated and well-organized, Learning to See is a must-see for the value stream manager.

Metrics-Based Process Mapping Karen Martin, Mike

Osterling, 2012-10-22 Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, Metrics-Based Process Mapping: An Excel-Based Solution, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include: Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a userfriendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization.

While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later-it will NOT function with earlier versions of Excel. or on Macintosh computers. View a demo of the Excel tool at: www.mbpmapping.com

Mapping the Total Value Stream Mark A. Nash, Sheila R. Poling, 2011-03-23 Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular , Value Stream Management for the Lean Office. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides indepth explanations for commonly encountered situations. The authors also provide a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend

the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level — not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.

SAFe® 4.0 Reference Guide Dean Leffingwell, 2016-07-29 The Must-have Reference Guide for SAFe® Practitioners "There are a lot of methods of scale out there, but the Scaled Agile Framework is the one lighting up the world." -Steve Elliot, Founder/CEO AgileCraft "You don't have to be perfect to start SAFe because you learn as you go-learning is built in. Before SAFe, I would not know how to help my teams but now I have many tools to enable the teams. My job is really fun and the bottom line is I have never enjoyed my iob more!" - Product Manager, Fortune 500 Enterprise Captured for the first time in print, the SAFe body of knowledge is now available as a handy desktop reference to help you accomplish your mission of building better software and systems. Inside, you'll find complete coverage of what has, until now, only been available online at

scaledagileframework.com. The SAFe knowledge base was developed from real-world field experience and provides proven success patterns for implementing Lean-Agile software and systems development at enterprise scale. This book provides comprehensive guidance for work at the enterprise Portfolio, Value Stream, Program, and Team levels, including the various roles, activities, and artifacts that constitute the Framework, along with the foundational elements of values, mindset, principles, and practices. Education & Training Key to Success The practice of SAFe is spreading rapidly throughout the world. The majority of Fortune 100 U.S. companies have certified SAFe practitioners and consultants, as do an increasing percentage of the Global 1000 enterprises. Case study results-visit scaledagileframework.com/casestudies-typically include: 20-50% increase in productivity 50%+ increases in quality 30-75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these, the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate. Successful implementations may vary in context, but share a common attribute: a workforce well trained and educated in SAFe practices. This book—along with authorized training and certification—will help you understand how to maximize the value of your role within a SAFe organization. The result is greater alignment, visibility, improved performance throughout the enterprise, and ultimately better outcomes for the business.

Agile Retrospectives Esther Derby, Diana

Larsen, Ken Schwaber, 2006-07-26 Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as "post-mortems") are only held at the end of the project-too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

Value Stream Mapping Workshop Mike Rother, John Shook, 2000 When Mike Rother and John Shook first realized the power of value stream mapping in the mid-1990s they began to offer workshops on this invaluable technique.

Untangling with Value Stream Mapping Ovidiu Contras,2022-04-05 The standard belief in books about Lean initiatives and value stream mapping (VSM) is that VSM works well on transactional

processes (which are primarily linear processes where handoffs are well defined and the outcome is known) and it is useful for repetitive projects or products. This book counters these statements by clearly demonstrating how a VSM exercise can be successfully performed in complex, multifunctional environments involving nonrepetitive work, such as aircraft new product development, custom engineering, software development and project management. The methodology described in this book is the result of more than ten years of refinement and is based on practice while working with multidisciplinary teams and helping them achieve their goals. This is a novel approach to capturing the information flow in a VSM by recognizing it as the place where most of the issues are generated, especially for the previously mentioned environments and the fact that classical mapping methodologies (including classical VSM) do not capture it well. The VSM methodology that the author developed goes to the essence of a VSM (activities flow, information flow, timeline), uses conventional VSM icons and some custom information flow icons and helps the following: Quantifying waste (VSM literature gap) Making disconnects visible (VSM literature gap) Making behavioral and cultural patterns visible (VSM literature gap) If the steps are followed thoroughly, then lead time reductions ranging from 60% to 88% are achieved, along with increased availability of resources, more output with the same resources, projects delivered on time and, most importantly, colleagues embracing the Lean mindset, which greatly contributes to maintaining

the gains. Essentially, this book helps readers perform a VSM in environments where multiple stakeholders interact with each other to deliver a product or a service with unclear aspects, such as what the product/service is, how all involved can contribute to the product or service transformation and how the interactions between them occur. For example, the products/services targeted in this book include test results, analysis results, a custom design, a process, a methodology, an engineering change, integrated enterprise software and engineering drawings. Concurrently, this book helps readers map behavioral patterns, such as micromanagement, and company culture aspects, such as excessive governance and decisions by committee.

Value Stream Management for the Lean Office Don Tapping, Tom Shuker, 2003-02-20 Bring Lean Improvements to the Administrative Areas of Your Organization! Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case studyto illustrate the effectiveness of the value stream storyboard. This popular volume provides organizations with a proven system for implementing lean principles in the office. In addition to providing a thorough overview of basic lean concepts, this book details methods for identifying the administrative activities in need of attention. To address these, it applies the eight-step process for removing waste and reorganizing workflow. Accompanying the book is a CD containing a lean assessment tool, a storyboard template, charts, a team charter, and worksheets.

BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets!

Value Stream: Generally Accepted Practice in Enterprise Software Development Mark Kennaley, 2014-12-15 Transformation of enterprise software development capability towards modern practice continues to be hampered by false starts, frustration and slow change. Silver bullet methods of every shape and size continue to be peddled within what could be termed a cottage industry. Teams continue to be influenced unduly by community reinforcement, confirmatory bias, myopic thinking or blatant conflicts-of-interest. The net result is that investors in software continue to lose hundreds of billions of dollars annually due to sub-optimal decisions leading to poor business outcomes. It is time to proactively mitigate the risks to software investments and achieve true business agility beyond the buzzwords. The disenfranchisement of these stakeholders has gone on far too long in a business climate that is demanding more for less at an accelerating pace. Better outcomes require empowering teams to make less risky, more informed choices about their ways-of-working. Better outcomes require more intelligent staffing based on a more cost effective supply chain. Better outcomes mean practicing empiricism at scale such that effective and pragmatic governance can be exercised by the fiduciary of software endeavors. This book empowers enterprises to cut through the widespread rhetoric and dogma to achieve efficient and

effective practice. To get there, a revolutionary change management and governance strategy is detailed that is both credible and concrete. Rather than stop short by just writing about this strategy, a revolutionary expert system technology called Advisor is described that keeps it real, pragmatic and actionable for the challenges inherent with large scale enterprises.

Value Stream Mapping for the Process Industries Peter L. King, Jennifer S. King, 2015-04-24 Providing a framework that highlights waste and its negative effects on process performance, value stream maps (VSMs) are essential components for successful Lean initiatives. While the conventional VSM format has the basic structure to effectively describe process operations, it must be adapted and expanded to serve its purpose in the process industry. This book describes in detail how to create a complete VSM for a process industry manufacturing operation. Detailing the unique features of process operations and why they require additions and adjustments to traditional VSMs, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMs to illustrate and motivate systemic improvement. In doing so, it supplies readers with a roadmap for a complete Lean transformation. Describes how to analyze the map for waste and flow issues so that they can be reduced and even eliminated Provides examples of the calculations needed for the flow parameters in data boxes Explains how the VSM concept can be applied to the entire supply chain Includes

strategies for engaging your entire workforce in map creation The book introduces a target manufacturing process and uses it to describe how to create a complete VSM. The target process is complex enough to illustrate the issues often encountered in mapping a process industry operation, but straightforward enough to explain all of the mapping considerations and decisions. The book includes real examples of how VSMs brought much greater clarity to the real issues the processes faced and cases where the insight enabled management to avoid costly, inappropriate investments.

Team Topologies Matthew Skelton, Manuel Pais.2019-09-17 Effective software teams are essential for any organization to deliver value continuously and sustainably. But how do you build the best team organization for your specific goals, culture, and needs? Team Topologies is a practical, step-by-step, adaptive model for organizational design and team interaction based on four fundamental team types and three team interaction patterns. It is a model that treats teams as the fundamental means of delivery, where team structures and communication pathways are able to evolve with technological and organizational maturity. In Team Topologies, IT consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies is a major step forward in organizational design for software,

presenting a well-defined way for teams to interact and interrelate that helps make the resulting software architecture clearer and more sustainable, turning inter-team problems into valuable signals for the self-steering organization.

The Business Value of Software Michael D. S. Harris, 2017-09-01 In business, driving value is a key strategy and typically starts at the top of an organization. In today's digital age, driving software value is also an important, and often overlooked, key strategy. Executives, and the corporate board, need to expect the highest level of business value from the software the organization is developing, buying, and selling. In today's digital transformation marketplace, it is imperative that organizations start driving business value from software development initiatives. For many years, the cost of software development challenged organizations with questions such as: How do we allocate software development costs? Should these costs be considered an overhead expense? Are we getting the most value possible for our investment? A fundamental problem has been built into these questions — the focus on cost. In almost every other part of the organization, maximizing profit or, in the case of a not-for-profit, maximizing the funds available, provides a clear focus with metrics to determine success or failure. In theory, simply aligning software spending with the maximizing profit goals should be sufficient to avoid any questions about value for money. Unfortunately, this alignment hasn't turned out to be so simple, and the questions persist, particularly at the strategic or application portfolio level. In this book, Michael D.S. Harris describes how a software business value culture—one where all stakeholders, including technology and business—have a clear understanding of the goals and expected business value from software development. The book shows readers how they can transform software development from a cost or profit center to a business value center. Only a culture of software as a value center enables an organization to constantly maximize business value flow through software development. If your organization is starting to ask how it can change software from a cost-center to a valuecenter, this book is for you.

Lean Software Development Mary Poppendieck, Tom Poppendieck, 2003-05-08 Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental lean principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 thinking tools that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all

three—if you adopt the same lean principles that have already revolutionized manufacturing. logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: decide as late as possible by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to see the whole—even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

The Book of Value Stream Maps I Dilesh
Patel, Herman Ranpuria, Jonathan Fournier, Jayesh
Shah, 2014-03-31 This book identifies common
problems in value stream mapping at the plant
level, and shows how you can solve them to better
support a lean deployment. It outlines the key
metrics, calculations, and visuals for
understanding and for standardizing the usage of
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Table of Contents Value Stream Software

- Understanding the eBook Value Stream Software
 - The Rise of Digital Reading Value Stream Software
 - Advantages of eBooks Over Traditional Books
- 2. Identifying Value

Stream Software

- Exploring Different Genres
- Considering Fiction vs.Non-Fiction
- Determining Your Reading Goals
- Choosing the Right eBook Platform
 - Popular eBookPlatforms
 - Features to

- Look for in an Value Stream Software
- User-Friendly Interface
- 4. Exploring eBook
 Recommendations
 from Value Stream
 Software
 - Personalized Recommendations
 - Value Stream Software User Reviews and Ratings
 - Value Stream Software and Bestseller Lists
- 5. Accessing Value Stream Software Free and Paid eBooks
 - Value Stream
 Software Public
 Domain eBooks
 - Value Stream
 Software eBook
 Subscription
 Services
 - Value StreamSoftwareBudget-FriendlyOptions

- Navigating Value Stream Software eBook Formats
 - ePub, PDF, MOBI, and More
 - Value Stream
 Software
 Compatibility
 with Devices
 - Value StreamSoftwareEnhanced eBookFeatures
- 7. Enhancing Your Reading Experience
 - Adjustable
 Fonts and Text
 Sizes of Value
 Stream Software
 - Highlighting and Note-Taking Value Stream Software
 - Interactive Elements Value Stream Software
- 8. Staying Engaged with Value Stream Software
 - Joining Online Reading Communities
 - Participating in Virtual Book

Clubs

- Following Authors and Publishers Value Stream Software
- 9. Balancing eBooks and Physical Books Value Stream Software
 - Benefits of a Digital Library
 - Creating a
 Diverse Reading
 Collection
 Value Stream
 Software
- 10. Overcoming Reading
 Challenges
 - Dealing with Digital Eye Strain
 - MinimizingDistractions
 - Managing Screen Time
- 11. Cultivating a
 Reading Routine
 Value Stream
 Software
 - Setting Reading Goals Value Stream Software
 - ∘ Carving Out

Dedicated Reading Time

- 12. Sourcing Reliable
 Information of
 Value Stream
 Software
 - Fact-Checking eBook Content of Value Stream Software
 - Distinguishing Credible Sources
- 13. Promoting Lifelong
 Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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